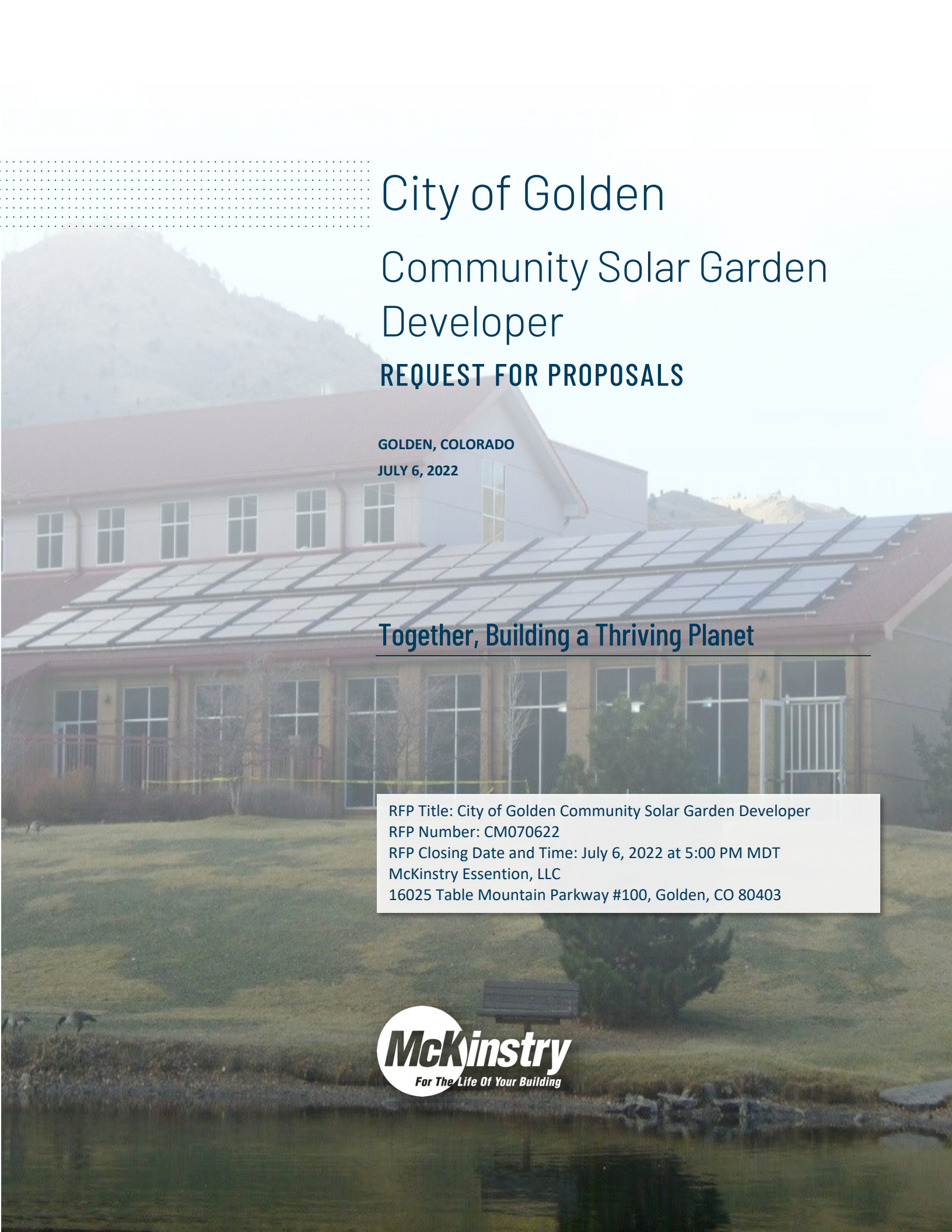
City of Golden

Community Solar Garden Developer

REQUEST FOR PROPOSALS

GOLDEN, COLORADO

JULY 6, 2022



Together, Building a Thriving Planet

RFP Title: City of Golden Community Solar Garden Developer
RFP Number: CM070622
RFP Closing Date and Time: July 6, 2022 at 5:00 PM MDT
McKinstry Essention, LLC
16025 Table Mountain Parkway #100, Golden, CO 80403

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For The Life Of Your Building

July 6, 2022

Theresa Worsham
City of Golden, CO
911 10th Street
Golden, CO 80401
tworsham@cityofgolden.net

Dear Ms. Worsham and Evaluation Committee,

On behalf of McKinstry Essention, LLC (McKinstry), Community Solar Partners (CSP), and Generate Capital (Generate), we are pleased to submit this response to the City of Golden's Request for Proposals for a Community Solar Garden Developer. Our team is excited to build upon McKinstry's long-term partnership with the City of Golden to design, build, finance, own, operate, and maintain 1-2 community solar garden (CSG) PV systems that exceed the economic, sustainability, and community goals of the project and helps the City to achieve 100% renewable electricity by 2030.

A VALUABLE PARTNERSHIP

Given the scope, scale, and complexity of this project, success will require broad expertise in local CSG policies, solar technology, project development, project finance, construction management, commissioning, long-term operations and management, and CSG program and regulatory administration. The McKinstry team is the right choice for the City of Golden project based on the following key proven differentiators:

In House, Experienced Renewable Energy Team. Based in Golden, McKinstry's Renewable Energy team has a proven track record of deploying more than 200 MW of solar PV projects across the U.S including community solar gardens, behind-the-meter and large-scale utility projects.

Extensive Municipal Experience. McKinstry has completed more than $175 million worth of energy services to the municipal market sector in the last four years implemented across 218+ cities, counties, and government agencies nationwide including two phases of energy performance contracting with renewable energy over the last 14 years within the City of Golden and relevant solar projects including partners such as the Colorado School of Mines, City and County of Denver, City of Lakewood, and Denver Public Schools. We have successfully and safely conducted all this effort around work schedules with little-to-no interruption to customer operations and have the recent and relevant experience to apply to the City of Golden project.

Golden, CO -Based Regional Office and Local Commitment. McKinstry's Mountain Region headquarters is located within the City of Golden and our team is fully committed to serving the City and local geography. Our team has 100+ Energy Professionals based out of the Golden office with several City of Golden residents that focus 100% on Colorado projects. We are excited to continue our partnership with the City in our backyard to further the City's 100% renewable energy goals by 2030 and help to promote economic development within the local Golden economy. We have been a partner of the City since 2008 and are excited to expand and continue that partnership.

Strategic Partnership for the Highest Value Project. With the complexity of this project for the City of Golden, McKinstry has strategically partnered with Generate Capital on project finance, Community Solar Platform for on-going subscription and program management, and EVS Inc. for engineering, surveying, and design support. While many developers focus on a single, "canned" solution, McKinstry has created strategic partnerships for this project to work with you and the community to evaluate multiple funding, subscription and ownership options with maximum flexibility and collaboration.

This core team will co-develop a solution that meets your specific situation and goals for the project and will think creatively about solutions that are unique to Golden to provide the highest value CSG project. We are confident that this project team brings the flexibility, depth of experience and knowledge around community solar gardens in each of the different specialties – funding, design, and on-going management - to make this project the highest value possible for the City of Golden and local community.

Flexible and Collaborative Approach. McKinstry's typical approach is one that emphasizes collaboration, communication and flexibility with our local government partners throughout the entire process. We tailor each project to the local needs of the community and believe that each CSG project needs to be catered to the goals and values of the local government. Many other community solar providers will develop and construct only within a standard CSG model that would not allow for flexibility or meet the goals that Golden has outlined in this RFP. McKinstry's approach is unique in the marketplace as demonstrated throughout work with the City and County of Denver detailed throughout this proposal and we feel that this flexibility and collaboration will result in a solar garden that will benefit the entire Golden community for years to come.

We stand ready to partner with the City of Golden on this exciting project to further the City's climate commitment and 100% renewable energy goals. We look forward to hearing about next steps, continuing our existing partnership with the City, and any future interview process.

Sincerely,

Ashley Brasovan | Senior Account Executive
303.968.4138 | ashleyb@mckinstry.com

Contents

Please note that this response provides the basic economic terms on which McKinstry would be willing to perform the scope of services outlined here. This response does not cover all of the terms and conditions relevant to a definitive agreement about these services. Nothing in this response approves legal terms such as warranties, indemnification, insurance requirements, and limitations of liability, even if those terms were included in the request for proposal. The details of those terms must be negotiated by the parties and set forth in a definitive agreement with respect to McKinstry's services.

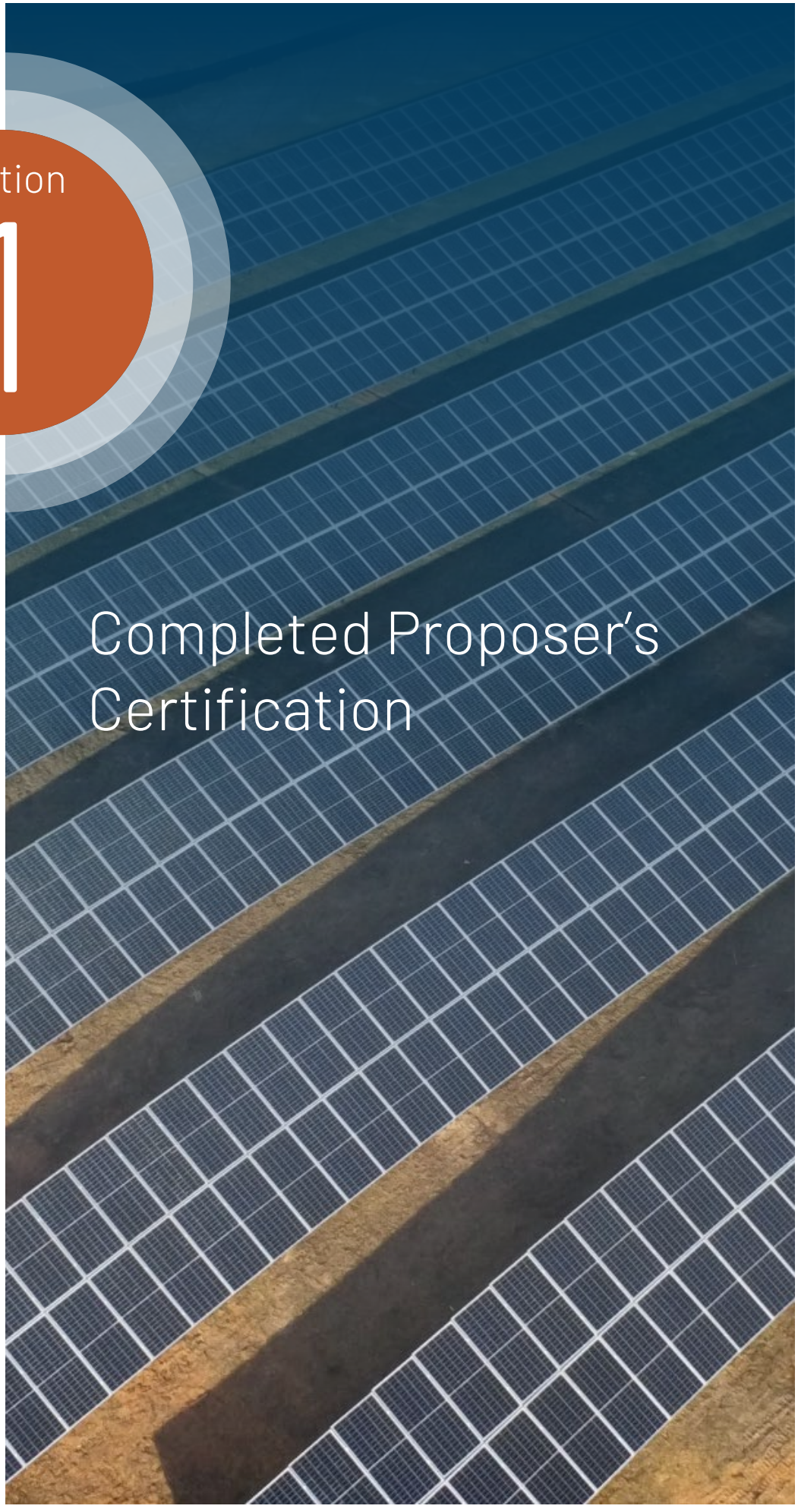
"The experience, professionalism and technical expertise McKinstry has displayed are among the highest in the industry. McKinstry has built a strong partnership with our city and has developed relationships with our staff members. These efforts have facilitated effective collaboration and communication throughout the development, implementation and commissioning efforts."

—Joe Castro PE, Facilities and Fleet Manager, City of Boulder

Section

1

Completed Proposer's Certification



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PROPOSER'S CERTIFICATION

Note: Return this page with your proposal.

The undersigned, as an authorized agent of the proposer, hereby certifies:

(X) familiarization with all instructions, terms and conditions, and specifications stated in this RFP;

(X) the proposer is qualified to perform the work and services outlined in this RFP;

(X) the proposer has reviewed the City's Agreement for Professional Services; and

(X) that the proposal is valid until October 4, 2022 (date).

McKinstry Essention, LLC Company Name	Jeffrey Hughes Digitally signed by Jeffrey Hughes DN: C=US, E=jeffreyh@mckinstry.com, O="McKinstry ", OU=0560, CN=Jeffrey Hughes Reason: I agree to the terms defined by the placement of my signature on this document Date: 2022.07.06 07:25:35-07'00' Authorized Signature
16025 Table Mountain Parkway, Suite 100 Mailing Address	Jeff Hughes Printed Name
Golden, CO 80403 City, State, Zip Code	Regional Director - Energy Title
46-1563231 Federal Employee ID Number (FEIN)	480.407.4667 Phone Number
LLC Type of Entity (sole proprietorship, LLC, partnership, LLP, corporation, etc.)	303.215.4041 Fax Number
https://www.mckinstry.com/ Website (if applicable)	jeffreyh@mckinstry.com Email Address

1. Completed Proposer's Certification

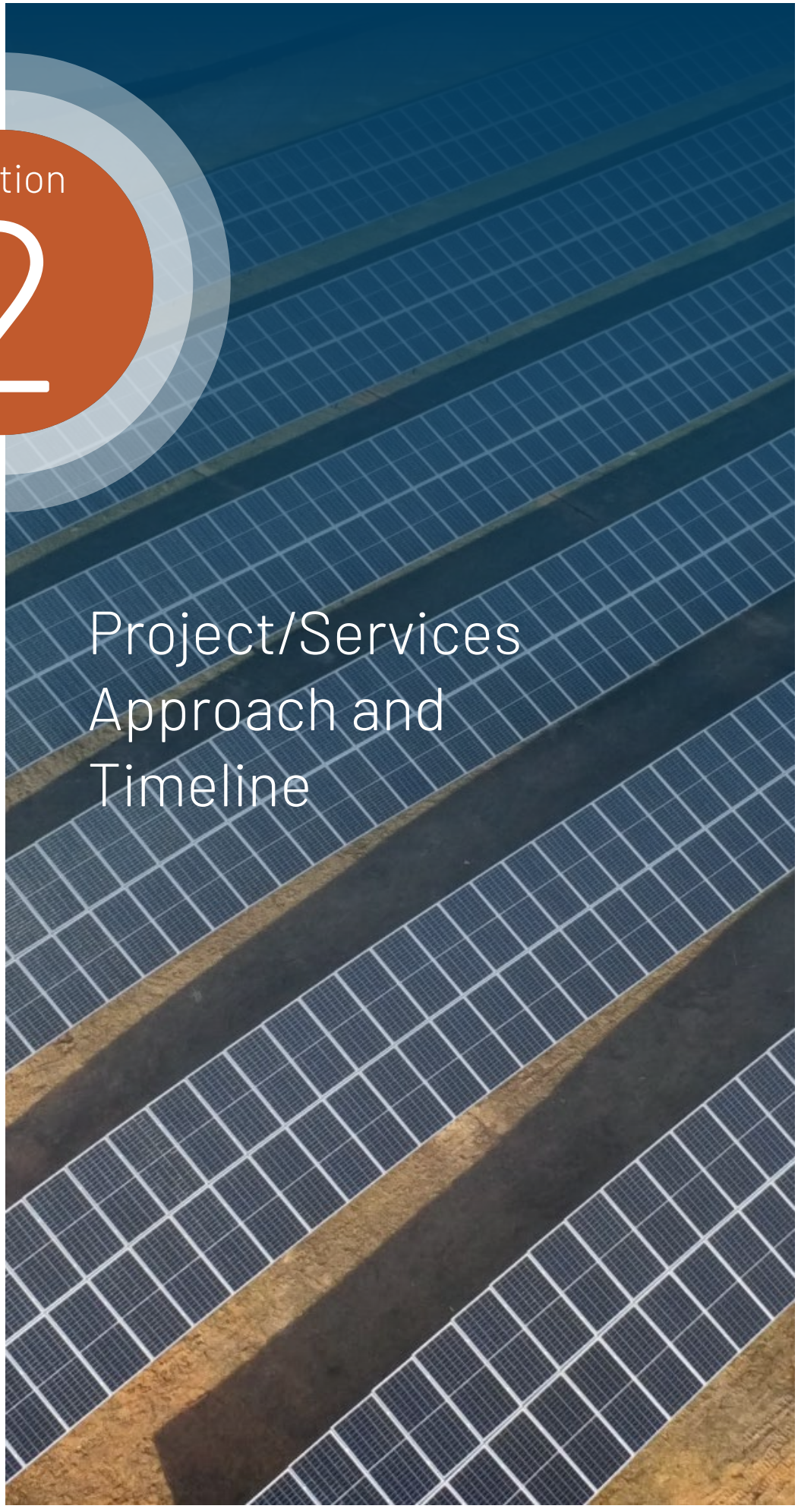
Proposed Amendments to the Sample Contract; ATTACHMENT A

1. The aggregate liability of McKinstry shall not exceed the proceeds payable by the primary insurance coverage as negotiated and required by this agreement.
2. Neither party shall be liable for any consequential, indirect, special, incidental, exemplary, or similar, damages or losses, including loss of profits, whether based in contract or tort or any other theory, even if a party has been advised of the possibility of such damages.

Section

2

Project/Services Approach and Timeline



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2. Project/Services Approach and Timeline

> "Thank you for being an excellent partner. I look forward to building our first set of community solar projects and hope that we will be approved for more soon."
>
> *—Jonathan Rogers, Renewable Energy Specialist, City and County of Denver*

Our Approach: Tailored to Golden's Goals

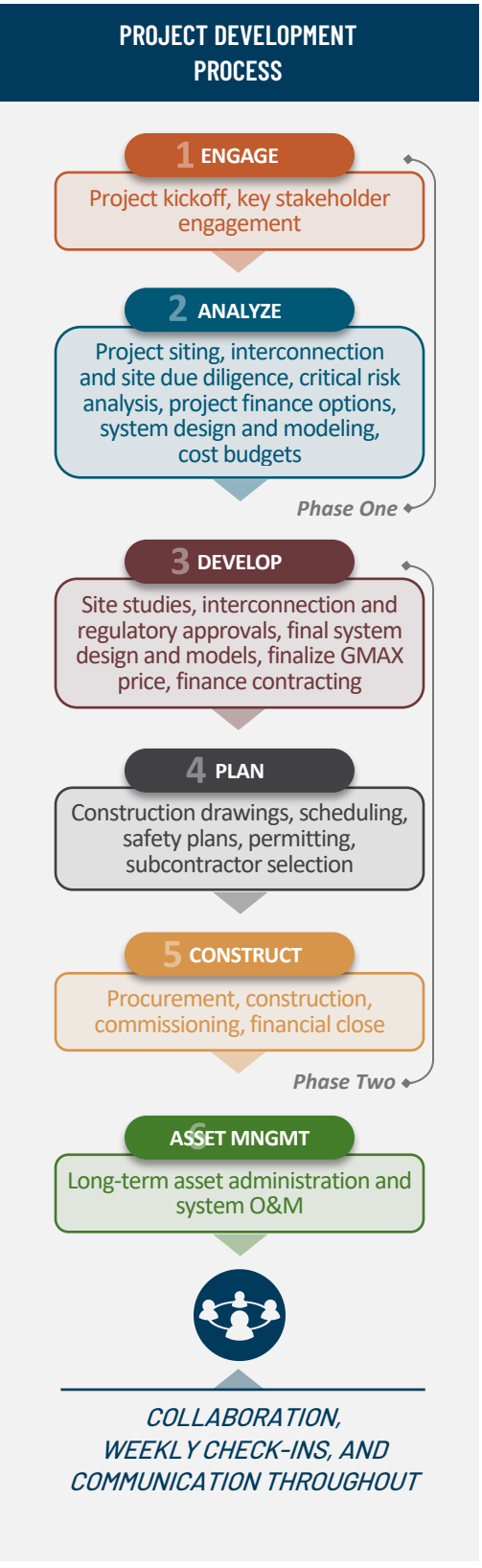
As outlined in the RFP, Golden has laid out a unique and compelling vision for the development of community solar garden (CSG) projects serving the City and its citizens. Along with siting projects on City-controlled land, the desire for community benefits, low-income/subscriber diversity objectives, and prioritized municipal participation, this project offers an exciting opportunity to develop renewable energy projects that are truly engrained within the Golden community. As such, this is not a standard CSG development opportunity and will require a much more diverse set of skills and expertise when compared to a traditional CSG project. To ensure that we achieve the stated goals for the project, the selected team must possess the critical traits outlined below.

- Agile and adaptable development approach
- Previous experience and knowledge of the City of Golden
- Project finance expertise, with the flexibility to accommodate uncommon asset design and targeted subscriber objectives
- CSG experience, particularly within Xcel Energy's Colorado program
- Limited income and community engagement capabilities
- Targeted subscriber acquisition and management capabilities
- Solar site development, construction, and operation and maintenance management expertise
- Local and national municipal community solar experience
- Flexibility, collaboration, and creativity
- Commitment to safety and a clear construction plan
- Demonstrated commitment to the future of Golden and the State of Colorado

Along with these traits, McKinstry recognizes the importance of the following project goals as the themes to weave into the project starting on day one:

- Progress the City's renewable electricity goal of 100% by 2030
- Create a diverse portfolio of renewable energy offerings allowing for flexibility throughout the project based on community input
- Design a portfolio that will be beneficial to all community members – including limited income populations – increasing access and affordability of clean energy throughout Golden with minimal impact on natural resources

2. Project/Services Approach and Timeline



Finally, all successful community solar projects demand several key capabilities: design engineering; policy knowledge; project finance; project development; subscriber acquisition; construction; and asset management – including physical plant operations and maintenance as well as ongoing subscriber management and overall CSG administration. Our approach to these critical competencies is described in detail in the following sections.

Proven Development Approach Centered on Collaboration

McKinstry has been developing, designing, building, and maintaining complex projects for more than 60 years. This extensive experience lays the foundation for our robust knowledge with renewable energy and optimization of energy solutions to meet client goals. Our structured - but flexible and collaborative - development approach (see sidebar) provides a tested framework for successful project development and implementation. At the heart of this approach is a commitment to collaboration and partnership to provide our clients with the most value for their time and money.

This project in particular will require close collaboration with the City and all project partners to define, execute, and ultimately achieve a successful outcome that addresses the varied project objectives. We recognize this is not a cookie-cutter CSG, and we intend to engage heavily throughout the project to outline and adjust goals, objectives, and constraints and incorporate these considerations into the CSG program. We strongly encourage regular ongoing touchpoints with project stakeholders to ensure we continuously adapt our approach to new information and developments.

With clear deliverables and decision points – and frequent, regular communications – our approach substantially ***de-risks*** projects for our clients and ensures the delivered solution meets their expectations and objectives for the project.

Client-Centric, Flexible Approach to Project Finance

For this project with the City of Golden, the McKinstry team has strategically partnered with Generate Capital (Generate) as a funding partner. McKinstry and Generate have partnered on several other municipal energy projects throughout the nation to provide the highest value projects for clients over the life of the asset from initial design to decommissioning. Founded in 2014, Generate builds, finances, owns and operates sustainable infrastructure - including over 180 MW of CSGs - to deliver affordable and reliable resource solutions for companies, governments, and communities.

Generate is pioneering the Infrastructure Revolution through tailored funding and support needed to get clean infrastructure projects built.

2. Project/Services Approach and Timeline

Generate partners with over 40 technology and project developers including many previous partnerships with McKinstry and owns and operates more than 2,000 assets globally, across the clean energy, transportation and waste and water sectors.

This powerful suite of capabilities is a strong fit for the needs of this RFP as well as the future goals of City of Golden. Further, as a Public Benefit Corporation, Generate shares alignment of values with City of Golden and McKinstry around community and environment. Generate's mission is to rebuild the world with sustainable infrastructure.

Unlike many CSG finance companies, Generate is a flexible finance partner that can provide options outside of what more typical providers will offer. Given the City's goals, such a versatile finance partner will be critical in accomplishing objectives around long-term City-ownership options, targeted subscriber mix goals, and non-standard CSG system options (e.g., distributed small-scale options, agrivoltaics systems, etc.).

Construction Management Approach

Our regional construction team is based out of Golden, CO to provide the highest level of quality and service to the City. This also means that our team knows and has worked with several local contractors and are committed to keeping as much of the work in the local economy as possible throughout the project. McKinstry has developed and refined our construction management tools and coordination techniques based on our own experiences as well as feedback from clients and teammates. We are a rigorous, process driven company whose mission is to drive waste and cost out of the construction business while still maintaining the highest standards of quality and safety. McKinstry is a licensed general contractor with an in-house professional design team that includes mechanical, electrical, structural, architectural, and commissioning engineers. Our construction approach that manages Safety, QA/QC, and Engineering is a critical aspect of risk mitigation strategy that protects our clients from risks in the installation and performance of the PV asset.

The following are the major milestones we track on every project we design, permit, construct, and commission:

- **Jurisdictional Permitting and Utility Scheduling**—McKinstry works with local permitting agencies to secure building and electrical permits and engages with the utility provider to plan out interconnection timelines. This reduces delays and allows us to finalize the mobilization and construction schedules.
- **Final Design and Client Approval**—McKinstry finalizes construction drawing (CD) designs based on client criteria and AHJ (Authority Having Jurisdiction) feedback to ensure the project is in compliance with all parties involved.

2. Project/Services Approach and Timeline

- **A Clear Schedule and Plan**—For help with project management, we use software such as Microsoft Project and resource loaded scheduling software such as Planisware. We set up the schedule to include major construction tasks and information such as the required completion date for each task, task status, the responsible party, potential risks, and proactive measures taken to mitigate and minimize possible risks. We track our resource hours across all projects in our portfolio to ensure we are staffed to deliver excellence.
- **Safety First**—McKinstry focuses on jobsite and company safety and enjoys excellent safety ratings. Our focus on safety is evidenced by our full-time safety team, dedicated to preventing loss and maintaining a safe and healthy work environment. Our safety policies are tested and evaluated by each of our departments, and we expect and enforce full implementation by all employees and subcontractors.
- **Material Procurement**—All long-lead procurement items are assessed on an "as needed basis" to ensure schedule compliance. Procurement is released as permitting and CD approvals are secured, and in some cases for schedule-risk items, before. Examples of sensitive equipment due to current day supply chain challenges include modules, transformers, and switchgear.
- **Kickoff Meetings and Mobilization**—McKinstry hosts "kickoff" meetings with the site host staff and subcontractors to guarantee open communication of schedule, project sequence, project specific safety standards, applicable rules and regulations, and review of loading, staging, and working areas.
- **Construction**—McKinstry oversees, manages, and reports on project construction activities, deliverables, and milestones. McKinstry works closely with the asset owner and site host staff to ensure the interconnection goes smoothly with limited downtime for the facility. All construction activities are conducted to maximize efficiency, safety, schedule, and budgetary objectives.
- **Inspections**—McKinstry facilitates all appropriate AHJ and utility testing and inspections per code and utility regulations throughout and upon completion of the project.
- **Commissioning and Testing**—Quality assurance is a central part of our installation services. Our comprehensive quality assurance/ quality control (QA/QC) and commissioning protocols are designed to ensure quality installation, code compliance, design criteria conformance, workmanship quality, and specified equipment performance.

2. Project/Services Approach and Timeline

SAFETY BY THE NUMBERS

MCKINSTRY EMR RATES FOR THE LAST FIVE YEARS:

Year	EMR Rate
2021	0.80
2020	0.67
2019	0.57
2018	0.56
2017	0.58
2016	0.53

Safety: Caring for Our People and Our Customers

At McKinstry, we know that **safety excellence *is* operational excellence** and as a result, planning and executing every task and responsibility safely is *how* we go about our work. We recognize that safety directly impacts our productivity and ability to perform the highest quality work. Because we touch facilities at every stage of the life cycle, no other contractor in the nation faces such a diverse range of high risk and potentially dangerous situations.

At McKinstry, safety isn't only a box we check – it is how we operate, born out of a sincere commitment to the well-being of everyone we touch. We know the additional investment up front pays off in the form of a higher quality product under both budget and schedule, all while limiting the overall liability on our jobs. Safety for us is more than a "program," it is part of our culture.

Asset Management

Asset management for CSGs is unique in that both operation and maintenance of the physical plant, and ongoing administration of various CSG program elements are required over a lengthy 20-year time horizon. Our team brings the necessary specialized expertise and financial stability that ensures we will be able to provide the required services to the City over the long haul. McKinstry's approach is uniquely valuable to City of Golden in that it leverages three keys for success:

1. **Operations:** Our team leverages an intelligent learning software platform to automate dispatch recommendations and reports making operating assets more efficient.
2. **Maintenance**: Our team leverages a national O&M platform specializing in commercial systems with over 1.5 GW under management. Our team offers flexibility in optimizing what maintenance is performed considering City of Golden's specific needs.
3. **Subscriber Acquisition/Compliance**: Through McKinstry's partnership with Community Solar Platform, the City of Golden is choosing a proven national leader in Community Solar subscriber acquisition, program management and regulatory compliance.

SYSTEM OPERATIONS AND MAINTENANCE

The team will provide operations and maintenance (O&M) for any CSGs developed and constructed. An effective risk mitigation plan and operations and maintenance strategy are critical to the ongoing performance and financial viability of any solar generating plant. McKinstry's approach to maximizing generation capability over time includes four main components:

2. Project/Services Approach and Timeline

O&M APPROACH

FOUR MAIN COMPONENTS:

1. Upfront Design and Industry-Leading Equipment and Warranties

Careful attention is paid toward designing systems that maximize performance without encumbering facilities. Only tier 1, investment grade equipment is installed on our projects, which come with the industry's most robust warranties and undergo rigorous durability and production testing. Additionally, McKinstry thoroughly evaluates manufacturers' financial health and warranty reinsurance programs. Combined, this ensures projects not only perform well, but also have the technology and financial backing to help the City of Golden achieve its long-term goals.

2. Effective Commissioning and Testing at Startup Throughout Facility Life

Ensuring the system was installed correctly and is maximizing performance from the start is a critical aspect of risk mitigation. Following substantial completion, each project undergoes a rigorous commissioning and performance verification testing process to identify any issues that could negatively impact performance. Additionally, annual or bi-annual system preventative maintenance ensures the system continues to perform throughout its useful life.

3. Rigorous O&M Procedures and Performance Guarantee

Successful operation and production of solar arrays has been an industry-wide issue. To address this, McKinstry brings a national, programmatic approach to O&M by working with specialized O&M platform providers. This approach provides real-time, active monitoring as well as a robust annual preventative maintenance plan to ensure the systems are running at peak performance. McKinstry dispatches any on-site work to appropriate staff and/or local subcontractors, which ensures the community's broader economy realizes the ongoing benefits of this project.

4. Continuous Monitoring of System Performance

Finally, our systems will incorporate investment-grade Data Acquisition Systems (DAS), which provide a complete PV monitoring solution that delivers real-time operational views of each project. DAS software will utilize secure solutions that immediately detect any problems in a PV installation, with immediate automated alerts to minimize downtime. The software package features user-friendly graphing and modeling capabilities that enable detailed analysis of the following:

- Calculation of ideal performance for each site based on nominal system size, panel and inverter efficiencies, panel angle, and current weather effects (i.e., cloud cover)
- Average daily renewables production of one site or aggregated across multiple sites with a comparison to ideal performance
- Historical production based on sites and selected time periods
- Near real-time production data

2. Project/Services Approach and Timeline

- Calculated equivalencies to measure environmental impact of renewable energy production
- Trends and operational analytics to identify areas of improvement

CSG PROGRAM PLANNING AND ADMINISTRATION

Program administration for CSGs requires expertise across a broad mix of disciplines, including: consumer and B2B sales and marketing; software and IT platform development; data security and privacy; market-specific program compliance; post-sales customer service; and e-commerce. For this portion of the project, McKinstry has strategically partnered with Community Solar Platform (CSP) to allow for additional experience and expertise in on-going CSG program management. In the course of administering community solar assets over the past 9 years, CSP has developed holistic solutions for program administration that enable the efficient and profitable operation of CSGs in Colorado and other markets nationally.

Community Solar Platform's approach begins with thorough planning between the City and all members of the McKinstry team. Subscriber targeting and mix, project development and cost estimation, financial feasibility assessment, and Xcel CSG RFP Renewable Energy Credit (REC) pricing strategy are all inexorably intertwined, and our integrated team approach will be crucial to ensure success.

Marketing & Customer Acquisition

Marketing and administration of community solar programs is a core focus that CSP brings to the team. CSP facilitates the ability to target, engage, acquire, and retain subscribers – including those from specific geographies and demographics within the local Golden community. This is essential to Golden's community engagement, residential goals, and limited income objectives, as well as to the overall success of the CSGs. The approach can be full turnkey or can involve the City as much as desired in various aspects of CSG administration.

CSP's sales and marketing service structure includes premium service options to fully facilitate and support the City's CSG program. This includes offtake strategy and program design, proven standard subscription agreements, disclosures, sales and marketing materials, and a bespoke CSG e-commerce and program management platform. All programs, processes and materials meet Xcel Energy Colorado's program requirements.

Marketing and lead generation will be accomplished through various marketing campaigns that employ a mix of social media, marketing events, local advocates, local supporters of renewable energy, websites, tradeshows, town halls, radio, banners, and affiliate relationships. These efforts will be integrated into Golden's existing communication channels first and then expanded based on the gaps and needs of the City.

2. Project/Services Approach and Timeline

> "Wauwatosa is committed to finding financially responsible strategies to evaluate and deploy renewable energy systems that benefit our residents while cutting our operational costs. **McKinstry delivered a comprehensive energy solution** made up of the **best technology possible** for our city along with the **financing and incentives needed to make it a reality**."
>
> *– David Simpson,*
> *Director of Public Works*
> *City of Wauwatosa, Wisconsin*

CSP has also developed an industry-leading referral program (both subscribers and non-subscribers who refer new subscribers can receive a financial reward). This has proven to be a powerful tool for program adoption.

The customer acquisition process will take place using local experts on-the-ground in Colorado, contract sales experts, online sales channels and in-house sales operations teams. Acquisition also leverages CSP's bespoke e-commerce platform which ensures the acquisition process is streamlined, consistent, and accurate. When interested customers respond to marketing campaigns, they initially move through the CSP e-commerce platform, and next engage with a local expert or talk with in-house sales staff. The benefits of the program are explained, and customers are moved towards a decision. Alternatively, prospective customers simply visit the e-commerce website (with options for co-branding or white labeling) and sign-up without the need for a sales representative. Either way, the customer is assigned the appropriate product, enrolled in the system, processed through a credit check, and is able to execute a contract digitally. The online platform is designed to enable program enrollment in as little as 7 – 10 minutes.

Low-Income (LMI) Subscriber Approach

Ease of customer enrollment is key to acquiring and subscribing LMI capacity. CSP's e-commerce platform enables LMI subscribers to self-qualify for participation (eligibility is verified during sign-up, where possible), and guides them through an easy to use, easy to understand online sign-up that captures all information required to auto-generate their contracts, while allowing them to securely e-sign their contracts. Customer data and contracts are digitally stored and accessible via the customer portal. Once the CSG facility is online, the customer may login to see facility production data, savings to date, invoice and payment information, and pertinent messaging related to their participation. CSP has found that customer access to the online portal is an important tool for on-going customer engagement and retention, which is especially important with LMI subscribers.

The LMI subscription and management will also leverage relationships with local partners such as housing authorities, utility partners, and the LMI subscribers themselves. The team will utilize our established Colorado networks and relationships (e.g., Denver Housing Authority, Energy Outreach Colorado, GRID Alternatives) who can assist with LMI subscriber acquisition. Subscriber attrition is a real liability for all projects with an LMI requirement, and without these relationships the resubscription effort needed to replace lost capacity can quickly result in a project falling below the LMI targets. CSP's success in leveraging their online portal platform in combination with local relationships to maintain a backlog of waitlisted customers ensures that no project suffers revenue loss or program noncompliance due to LMI capacity gaps.

2. Project/Services Approach and Timeline

Customer Retention and Ongoing Engagement

A point of focus often overlooked in the industry is that retaining customers is the most cost-effective way to manage customer turnover, or "churn" – retaining a customer is far cheaper than acquiring a new one. To keep churn low, it is critical to focus on customer communication and involvement, regularly and proactively updating customers about their participation. For example, how much did the customer's array produce in the last day, week, or month? How much of a financial credit did they receive? Was there any downtime with the array, and if so, what is being done about it? Was my last payment processed?

CSP leverages its proprietary technology platform, supported by custom emails and texts to serve as the conduit for these and more items, thereby keeping customers engaged. The online solution offers a comprehensive communications plan designed to keep customers informed, satisfied and engaged on a continual basis. Specifically, the online module contains:

- Access to the customer portal (accessible by computer, phone, tablet)
- Message Center or email alerts regarding project
- Monthly custom Savings Report delivered to each customer via email
- Alerts and gamification through the portal
- Fully secure document management system
- The ability for customers to update their own payment information (self-service)

The CSP customer portal is not just an incredibly powerful way to reduce churn. Critically, it can also serve as a direct channel for the City to reach motivated citizens with desired messaging around the City's renewable energy and sustainability objectives, progress, new programs, and the like.

The portal also proactively and efficiently answers questions about the program including issues related to bill credits, array performance, payments, and facility information.

Replacement of Customers

Because the time needed to replace customers creates a programmatic risk in the Xcel CSG program, a waitlist solution will be employed to minimize unsubscribed capacity from the CSGs. Our waitlist approach involves subscribing an additional percentage (~2%) above full capacity into a waitlist to backfill customers who exit the program. The CSP technology platform manages this list and notifies prospective customers when capacity frees up, which can result in same-day time to replace. If waitlists drop below a certain level, the sales and acquisition process is reactivated to replenish the waitlist.

2. Project/Services Approach and Timeline

> **"The teamwork at McKinstry is outstanding.** Everyone works together and McKinstry walks the walk when it comes to sustainability."
>
> *—Mark Korinek, Director of Operations, Carson City School District, Nevada*

Program Management

A community solar program can include thousands of customers, all requiring administration for accurate contract management, production reports, and bill credit allocation. CSP's integrated software platform will automate important administrative processes while reducing the risk of errors. By utilizing CSP, we are able to ensure that we adequately manage customer enrollment, bill crediting, facility administration, and ongoing customer engagement.

The software platform simplifies managing program rules and limitations, financial tracking, and program reporting, and simplifies document retention and accessibility. Details of a CSG portfolio, along with associated customer information are easily accessible, which will continue to improve and automate the management of any community solar program.

Post-Sales Customer Support

Ensuring a positive CSG customer experience will be critical to the City in maintaining citizen support for CSGs and other sustainability initiatives, as well as for the City to retain credibility on related issues. CSP retains highly trained customer care professionals that will support the customer base via phone and email. Additionally, subscribers will have access to the online customer portal to self-serve common questions and inquiries about production and savings, while also having access to contracts and documents relative to their participation. This combination of live customer care and an online system for capturing, managing, and quickly closing customer care cases ensures an excellent customer experience.

2. Project/Services Approach and Timeline

Timeline

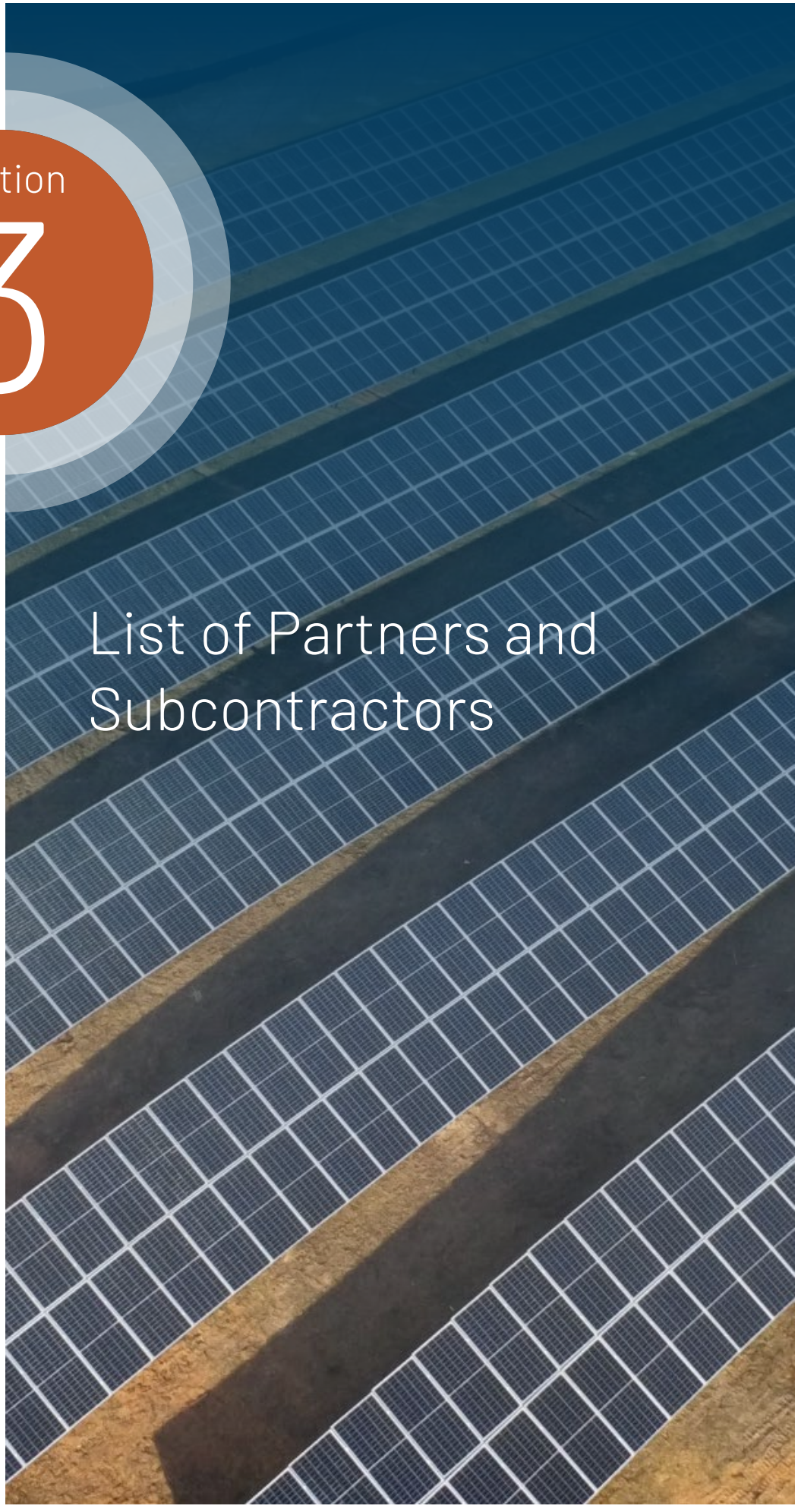
The envisioned timeline for the project is summarized below. We have built the schedule around key decision points outlined in the RFP, along with our expectation that the Xcel RFP will release in October 2022. The schedule is preliminary in nature and can be adjusted going forward.

Month	AUGUST 2022	SEPTEMBER 2022	OCTOBER 2022	NOVEMBER 2022	DECEMBER 2022	JAN 2023	FEB 2023	MAR 2023	APR 2023	MAY 2023	JUN 2023	JUL 2023	AUG 2023
Notice of Award													
CSG Option Development													
Council Approval													
CSG Option Finalization													
Xcel CSG RFP Response Preparation													
Xcel RFP Response Submittal													
Xcel RFP Review													
Xcel Notice of Award													
CSG Development													
CSG Financing													
CSG Subscriber Recruitment													
CSG Construction													
CSG Commercial Operation													

Section

3

List of Partners and Subcontractors



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3. List of Partners and Subcontractors

WHY CHOOSE MCKINSTRY?

- Turnkey solutions
- McKinstry's leadership team has deployed nearly 200 MW of solar across more than 10 states
- Our development approach reduces cost and risk for our clients
- Experts in Xcel utility policies, grants, and incentive programs
- Local expertise, national reach
- Financial strength
- Client-centric approach to project finance and implementation

Key partners on our team include McKinstry, Generate Capital, Community Solar Partners, and EVS, Inc. The table below summarizes key accountabilities, and the focus areas that each partner brings to the team.

Scope or Accountability	McKinstry	Generate	CSP	EVS
Overall Project Management	X			
CSG development, construction, and operation				
CSG development, design, and construction	X			X
CSG Financing and ownership/operation		X		
CSG program management	X	X	X	
Design, build, commission, and interconnect similar sized PV projects				
Development, construction, and interconnection	X			X
Project finance		X		
Minimize disruption to host sites and facilities				
In construction	X			
In operation	X	X	X	
Manage subscribers and all CSG programmatic elements				
Subscriber management			X	
Program management	X	X	X	
Utility program compliance	X	X	X	
Meet Golden sustainability program goals/objectives	X	X	X	X
Ensure PV designs can accommodate storage in the future				
Ensure flexible, storage-ready designs	X			X
Expertise in leveraging RE programs to address equity issues				
LIM optimization against City goals/utility RFP	X	X	X	
Limited income subscriber acquisition and retention			X	

The specific details and areas of expertise for each team member are presented below.

3. List of Partners and Subcontractors

On-going Program and Subscriber Management: Community Solar Platform

Community Solar Platform (CSP) has served 71 community solar projects across 33 utilities in 13 states. CSP is a software and service provider that manages credits, reporting, subscriber acquisition, billing, and subscriber allocation in a single dashboard.

Engineering, Surveying, Design Support: EVS, Inc.

As a certified MBE/SBE, EVS, Inc. is a nationally recognized engineering firm established in 1979 located in Eden Prairie, Minnesota and Boulder, Colorado. EVS is a team of 118 employees consisting of a combination of civil engineers, electrical engineers, structural engineers, land surveyors, and support personnel. EVS has completed 10 GW of solar projects and 2 GWh of energy storage in the U.S.

We provide civil engineering, electrical engineering, structural engineering, land surveying, solar development services, solar + energy storage design, and substation design. Our highest priority is meeting the needs of our clients in a timely manner while providing a top quality product. We are committed to our clients' success and operate with the mission of 100% client satisfaction through clear communication and immediate responsiveness. We strive to provide high quality products and services, create value, and build long term relationships.

Financing and Ownership: Generate Capital

Generate is a leading diversified sustainable infrastructure company. We build, own, operate and finance affordable and reliable infrastructure solutions for clean energy, water, waste and transportation. With billions of dollars in permanent, flexible balance-sheet capacity, the leading sustainable infrastructure operating platform, and thousands of successful, operating infrastructure projects around the world, Generate delivers on the economic promise of sustainability.

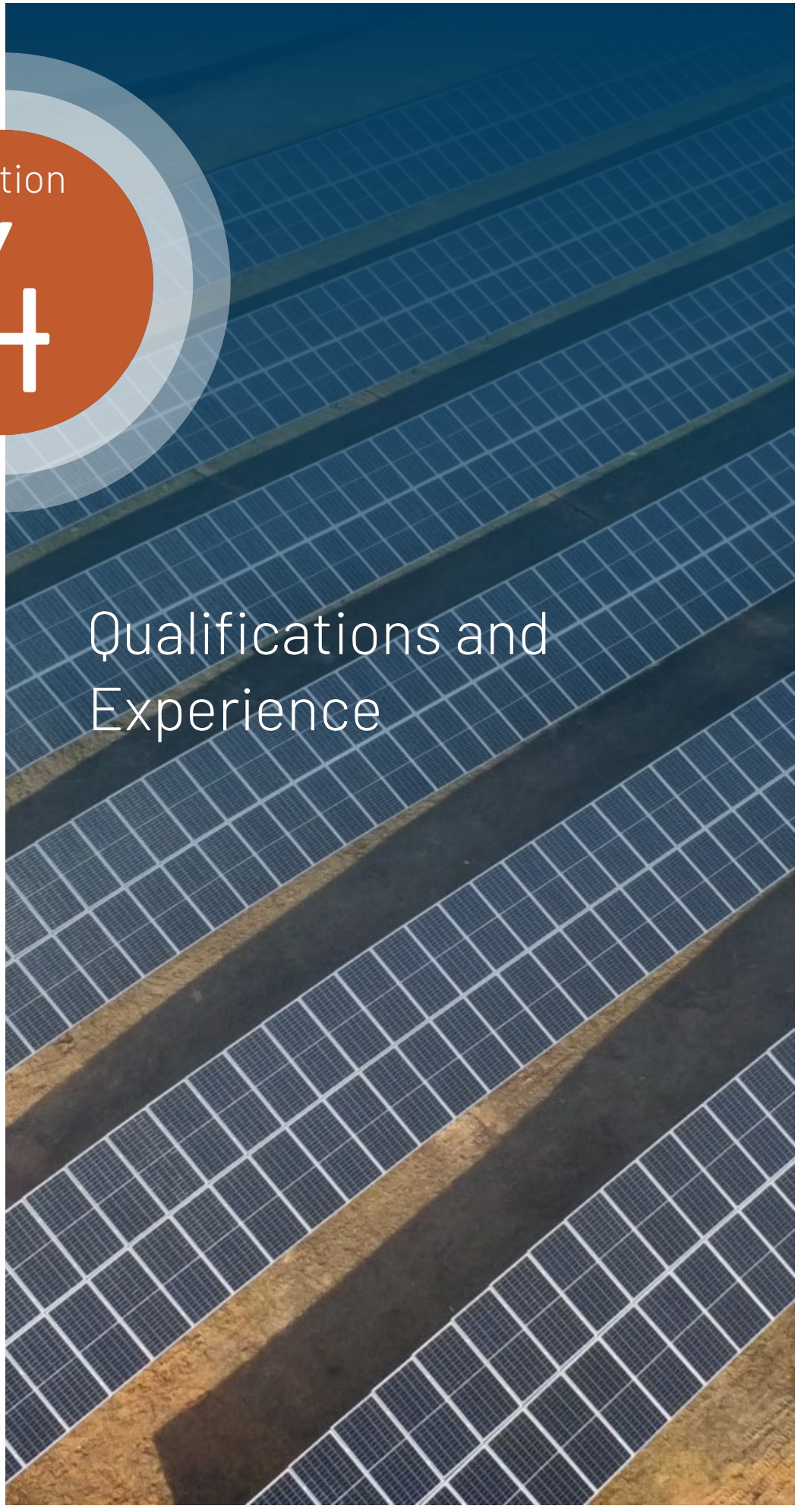
As an owner, investor, and operator of sustainability focused infrastructure assets, Generate:

- Owns over 2,000 distributed, sustainable infrastructure assets, including more than 180 MW of CSGs
- Serves over 1,000 customers including companies, cities, universities, school districts, and non-profits
- Collaborates with over 40 leading technology and project development partners

Section

4

Qualifications and Experience



McKinstry
For The Life Of Your Building

4. Qualifications and Experience

TOGETHER, BUILDING A THRIVING PLANET.

MCKINSTRY AT A GLANCE

- National Footprint and Regional Team Expertise based in Golden, CO
- 25 U.S. Offices and 2,000+ Full-Time Employees
- Flat Organizational Structure—More Cost Effective
- Vendor Neutrality
- Trusted partner of Golden since 2008
- 80+ Licensed Professional Engineers

IN-HOUSE DESIGN CAPABILITIES

- Energy Retrofits
- Solar PV
- Battery Energy Storage
- Energy and Environmental Planning
- Operational Modeling
- Commissioning (Cx), Retro-Cx, and New Construction Cx
- Building Information Modeling (BIM), CAD, CAD 3D, Super Plot Drafting and Detailing
- Total Cost of Ownership Analysis
- Sustainable Planning and Design
- LEED Certification
- Combined Heat and Power Co-Generation

The McKinstry Team

McKinstry has been a trusted, long-term energy partner for the City of Golden since 2008 including an energy performance contracting project, renewable energy project and a being a local business in the community since 2007. With this long history, McKinstry is well versed in the stakeholders, goals, needs and values of the Golden community and will bring this experience into the CSG project partnership. In addition, the RFP identifies six areas where other previously demonstrated experience is essential to this project. In combination with the other goals and objectives defined throughout the RFP, this requires Golden to select a partner who can combine a diverse skillset with an agile mindset to mold CSG projects to meet the City's specific needs. Our team stands out from the pack by virtue of our local experience and knowledge of Golden, collaborative approach, flexibility and willingness to adapt our approach beyond a standard CSG developer's scope to ensure Golden achieves its goals.

Our team is distinguished from typical CSG developers in that we are well-suited to exploring and developing alternatives with Golden, including those outside of the CSG paradigm. From alternative programmatic approaches to implementing PV, to consideration of broader project scopes accelerating the City's larger decarbonization aspirations and 100% renewable energy goals by 2030, our team is uniquely qualified to develop alternatives and drive their design, financing, construction, and long-term operation in a holistic manner. McKinstry designs, builds, and manages a variety of RE, efficiency, shared energy, microgrid, electrification, EVSE, and other projects intended to reduce or offset carbon emissions. Generate is a leading provider of traditional and nontraditional finance and asset management/ownership solutions for clean energy assets and decarbonization projects. Together we are the right team to help the City realize its CSG ambitions and its Resolution 2656 energy goals.

McKinstry Qualifications

FOCUSED, LOCAL RENEWABLE ENERGY DEVELOPMENT TEAM

McKinstry has a world class renewable energy team with extensive experience developing, financing, designing, constructing, permitting, commissioning, and interconnecting solar projects of this scale based locally in Golden, CO. In short, we have the proven experience, history within the City of Golden, processes, staff expertise and financial strength to develop high value solar PV projects for our clients. Our renewable energy team is led by Jeff Hughes and Heath Mackay who bring a quarter century of combined experience in the solar industry and successfully developed more than 200 MW of PV projects across the U.S including local sites at the City and County of Denver, Denver Public Schools, and Colorado School of Mines.

4. Qualifications and Experience

> "A solar array is something I might never have considered if not recommended by McKinstry. I commend them for finding a way to **introduce a renewable energy source** that above all else provides **real cost savings**, which allow the county to pay for critical maintenance and upgrades with **zero cost burden for taxpayers**. This project will have a profound impact on our county courthouse and several other key facilities for years to come."
>
> *—Kevin Smith, County Judge, Howard County, Arkansas*

This portfolio includes ground-mount, rooftop, and carport systems along with energy storage solutions for private sector clients, municipalities, school districts, healthcare facilities, special districts, distributed generation utility projects, and of course CSGs.

XCEL COLORADO COMMUNITY SOLAR EXPERTISE

The team has extensive experience in Colorado CSG, with Xcel program-specific experience dating back to 2013. Our recent experience also includes unique municipal-owned CSG projects – McKinstry is currently engaged with the City and County of Denver providing development, construction, and asset management services to their ambitious Renewable Denver Community Solar project. The current portfolio consists of 5.8 MW of CSGs distributed across 11 sites throughout Denver. McKinstry successfully secured CSG capacity on behalf of Denver via both the 2021 standard offer process, and the 2021 Xcel competitive CSG RFP. Notably, the 2021 standard offer – which is first-come, first-served – sold out in less than 2 seconds. The 2021 competitive RFP initially awarded capacity to only 3 developers, including McKinstry. Our success against this extremely competitive environment demonstrates our ability to create compelling, winning projects along with our clients, and to muster resources and coordinate extremely timely responses to programmatic application processes.

FLEXIBLE, COLLABORATIVE, AND CUSTOMER-FOCUSED

Goldens' broad CSG goals and objectives call for a development team who has the dexterity to step outside the standard CSG paradigm and develop unique projects addressing the City's needs. Our flexibility allows our team to develop and implement projects at our clients' pace with their specific needs in mind. McKinstry is a privately held company, meaning that we answer only to our clients and ourselves. Our client-focused management approach and agile decision making allows us to adapt our project approach as needed and keep moving projects forward.

For example, our CSG project with the City and County of Denver took an unexpected turn when Denver citizens approved and funded the creation of a Climate Protection Fund. The fund allowed Denver to take direct ownership of the CSGs under development, with McKinstry's role being modified to include post-installation asset management and program administration. This also meant that new development and construction agreements were needed as Denver was now McKinstry's development and construction contract counterparty. Instead of stopping work while the associated agreements were re-negotiated, McKinstry continued development uninterrupted and at-risk, keeping the projects on track. Further, McKinstry submitted the required project deposits and escrow funds to Xcel on behalf of Denver to preserve the awarded CSG capacity.

4. Qualifications and Experience

While taking such actions is unheard of at most firms, it's business as usual at McKinstry – we have the independence and customer-first mindset to do what it takes to ensure the success of our clients and their projects.

DEEP CONSTRUCTION EXPERIENCE

The best development, design, and CSG program planning efforts would not guarantee successful projects for the City unless the construction of high quality, long-lived assets is also assured. McKinstry is staffed with experienced construction professionals who understand how to build large, complex projects. McKinstry has been building high performance assets safely for over 60 years and has constructed over $900M of projects for our public sector clients over the last five years.

FINANCIAL STABILITY

Over our 60+ year history, McKinstry has earned a reputation for developing, designing, and delivering innovative energy projects across the United States. Over the last decade, McKinstry performed several billion dollars of energy and design-build contracts that reduced energy and water consumption, integrated renewable energy and storage technologies and systems, and decreased operational costs for our clients. In support of these projects, over $300 million in outside grants/rebates were secured to support clients, leveraging every available dollar.

We maintain nearly $50 million in lines of credit that are typically no more than 30-40 percent utilized at any given point, and our total bonding capacity is $350,000,000 with a per-project total of $100,000,000. We have bonded projects in Colorado of $70M plus for a single energy project. We are here to stay, committed to Colorado and the Golden community and will truly be here for the life of your project.

Generate Capital Qualifications

Generate brings substantial CSG experience to the team, having financed large portfolios with a total aggregate capacity in excess of 180 MW and growing. Generate's core competency is to institutionalize emerging infrastructure asset classes. This involves identifying emerging distributed infrastructure categories where it can deploy its programmatic Infrastructure-as-a-Service (IaaS) investing model to aggregate diversified portfolios of assets with attractive, long-term cashflows.

Generate was founded in 2014 and has a team of over 90 employees primarily based in the United States, and owns and operates over $1 billion in sustainable infrastructure assets. Generate enables pathways to decarbonization and sustainability by delivering affordable, reliable resource solutions to companies, communities and cities.

4. Qualifications and Experience

> "Ogden City is pleased with McKinstry's **performance, quality results achieved, and commitment to our community**."
>
> *—Justin Anderson, Office of City Engineer, Department of Public Services City of Ogden, Utah*

Founded by some of the renewable energy industry's leading visionaries, Generate builds, owns, operates, and finances sustainable resource infrastructure that adheres to what they call the 4 Ds: Decentralized, Decarbonized, Digitized, and Democratized.

Unlike private equity and many other infrastructure investors, Generate does not utilize a "fund" structure wherein investors participate in a discrete fund and expect to exit after a finite term. Rather, Generate is a private company, and its investors are shareholders in the company, which allows Generate to structure more flexible ownership and deal participation terms. Generate's approach results in lower cost of capital, more efficient asset management, and better, more consistent services for customers like the City. For example, Generate has assumed subscriber risk on portfolios from partners who were having trouble navigating evolving CSG program rules in a new market. Generate has also financed projects backed with 100% residential subscribers when other finance providers were unwilling to underwrite the perceived risk of such a subscriber mix.

Community Solar Platform (CSP) Qualifications

CSP's personnel were the first in the market to develop, build, and manage community solar facilities in the United States, and is the nation's longest standing and most bankable community solar solution provider. Their extensive 9-year history in the CSG market across multiple states and utilities is the most robust across the community solar management industry. CSP further brings 13-years of overall solar experience in the Colorado market.

Partnering with organizations like McKinstry and Generate to develop, market, subscribe, and manage community solar programs is the core focus for CSP. As validated by NREL, the Department of Energy and the Institute of Local Self Reliance, CSP's program has stood as the most complete community solar solution in the nation. CSP has been the proud recipient of[1]:

- Winner: DOE SunShot award to create National Community Solar Platform
- Winner: The Solar Foundation's 2014 "Industry Achievement Award"
- Winner: Solar Power Generation USA's 2014 Award for "Most Innovative U.S. Solar Company"
- Winner: Colorado Solar Energy Industries Association's 2013 "Sunny Award"

[1] As the former subsidiary of another CSG development firm

4. Qualifications and Experience

- Winner: Solar Power Generation USA's 2013 Award for "Best Solar Collaboration"
- Winner: Solar Energy Industries Association's 2012 "National Photovoltaic Project of Distinction"
- Winner: Climate Change Business Journal's 2012 "Project Merit Award"
- Winner: U.S. Department of Energy's 2011 Award for "National Innovative Green Power Program of the Year"
- Winner: Rocky Mountain Land Use Institute's 2011 "Land Use Entrepreneurs Award"
- Institute for Local Self-Reliance – ranked the top community solar solution in the country, and the only solution considered "widely replicable"

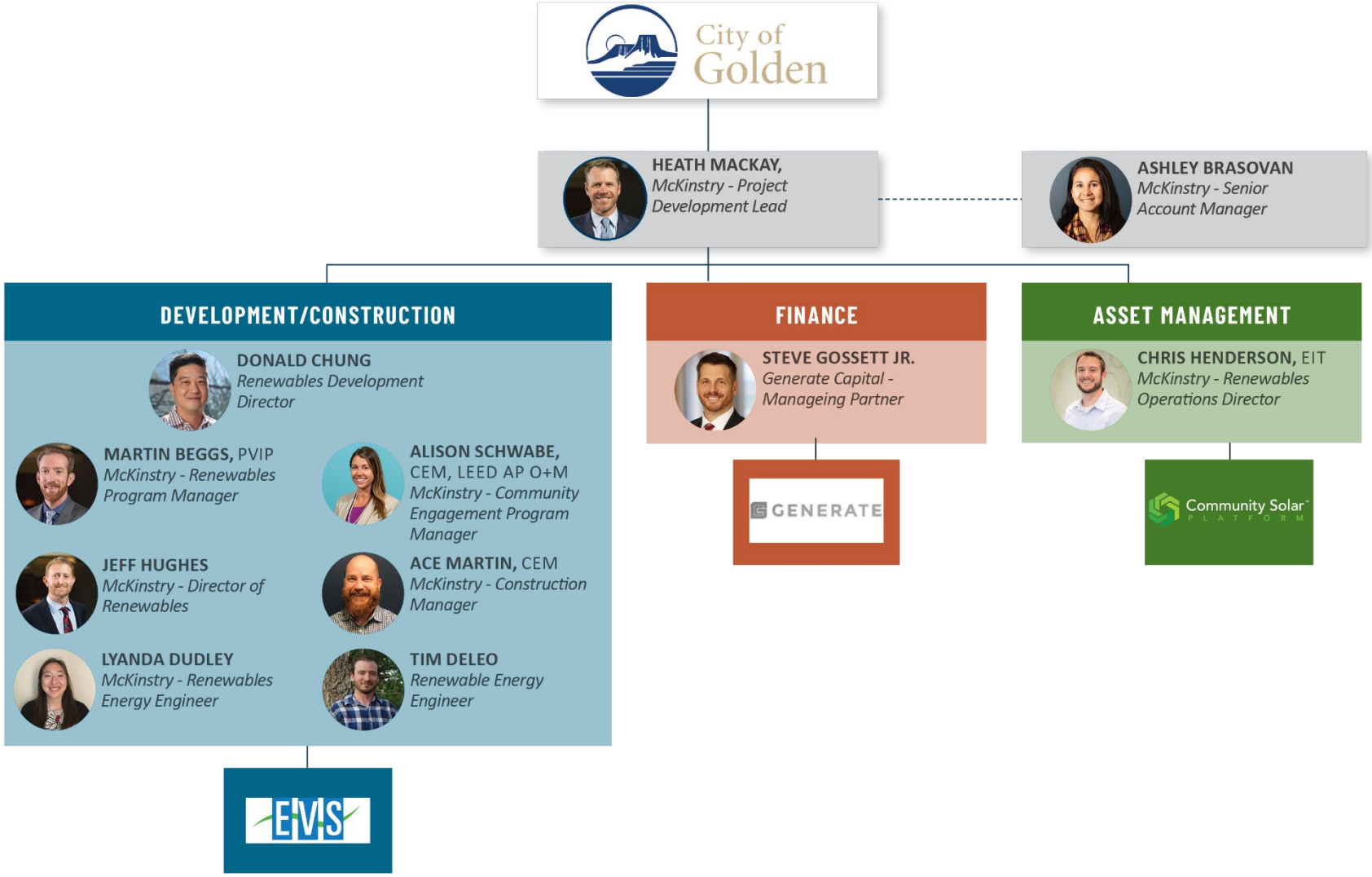
Time and experience have proven that the Community Solar Platform™ is the safest and most bankable CSG management solution on the market. The CSP solution will serve as the ideal backbone for the City's projects. Other bidders will struggle to match the capabilities of the CSP team when it comes to financial reporting, accounts reconciliation, technology enablement, customer support and our breadth of market experience. CSP further brings class-leading data security and fully understands relevant Personally Identifiable Information (PII) security requirements and legal regulations.

CSP's offering results in reduced attrition, increased customer loyalty, streamlined processes, superior product quality, and an overall price advantage when applied to the full scope of the program. The data in this RFP response will demonstrate that, compared to other offerings, CSP will save the City's CSGs time, money, and reputational risk. CSP has won complex community renewables awards and contracts with sophisticated, industry leading investor-owned utilities like Duke, SCE&G, NGRID, and Xcel, and is ready to deliver the required solution the City needs to take on this important project.

CSP, through its prior parent company, has constructed projects on various types of properties, with a range of technologies. Previous projects include 30 MW of capacity across 40 distinct projects.

4. Qualifications and Experience

Organizational Chart and Team Qualifications



4. Qualifications and Experience

NAME, TITLE	ROLE ON THE CITY OF GOLDEN PROJECT	LEVEL OF EXPERTISE	BASE LOCATION
Heath Mackay Director of Project Development	Leads McKinstry's national development teams focused on CSG, solar, solar+storage, resiliency and microgrid solutions.	13+ years of industry experience	Golden, CO
Ashley Brasovan Senior Account Manager	Client relationship and account manager throughout project. Assists with financing strategy, client engagement, account management and contracts.	8+ years of industry experience	Golden, CO
Donald Chung Renewables Development Director	Leads renewable energy strategy, development, and implementation efforts.	15+ years of industry experience	Phoenix, AZ
Martin Beggs, PVIP Program Manager	Leads technical development, design and modelling of Solar PV & Energy Storage solutions. Martin will coordinate and collaborate with project teams, utilities, jurisdictions, technical consultants and product vendors to identify renewable energy applications that are best suited to each project site.	13+ years of industry experience	Golden, CO
Alison Schwabe, CEM, LEED AP O+M Community Engagement Program Manager	Lead and develop the community engagement and marketing strategies for the McKinstry team throughout this project.	18+ years of industry experience	Golden, CO
Jeff Hughes Director of Renewables	Manages overall national renewables business. Oversees the QA/QC, risk management, development, pre-construction, engineering, and commissioning for all of McKinstry's Solar PV and Energy Storage projects.	10+ years of industry experience	Phoenix, AZ
Ace Martin Construction Manager	Responsible for all construction management functions: hiring and managing subcontractors, project budget and critical path schedule.	22+ years of industry experience	Golden, CO
Lyanda Dudley Renewable Energy Engineer	Designs PV system layout, models energy yields, file interconnection applications, and performs other development and due diligence activities.	4+ years of industry experience	Golden, CO
Tim DeLeo Renewable Energy Engineer	Designs PV system layout, models energy yields, file interconnection applications, and performs other development and due diligence activities	5+ years of industry experience	Golden, CO
Steve Gossett Jr Generate Capital – Managing Partner	Provides community solar funding strategy, analysis, alignment, and financing partnership oversight for Generate Capital.	27+ years of industry experience	Dallas, TX
Chris Henderson, EIT Renewable Operations Leader	Provides operational leadership through late stage development, pre- construction, material procurement, construction, commissioning and operations/ maintenance.	6+ years of industry experience	Golden, CO

4. Qualifications and Experience

Experience

1. COMMUNITY SOLAR GARDEN EXPERIENCE

Demonstrate three years, minimum, of experience in developing and operating a CSG including selling CSG subscriptions to third parties, operating a CSG at a profit or alternative appropriate metric, and operating a CSG in accordance with applicable regulations.

We have strategically assembled a team with extensive experience across the various disciplines required for successful CSG development, finance, construction, and long-term management. While each team member brings a specific focus and competence, we all understand CSGs broadly, ensuring smooth and seamless transitions from one project phase to the next and throughout long term CSG operation.

The team has nine years' experience in CSG development and operation, and is currently developing, managing, and/or owns over 200 MW of cumulative CSG capacity including many sites in Colorado within Xcel territory.

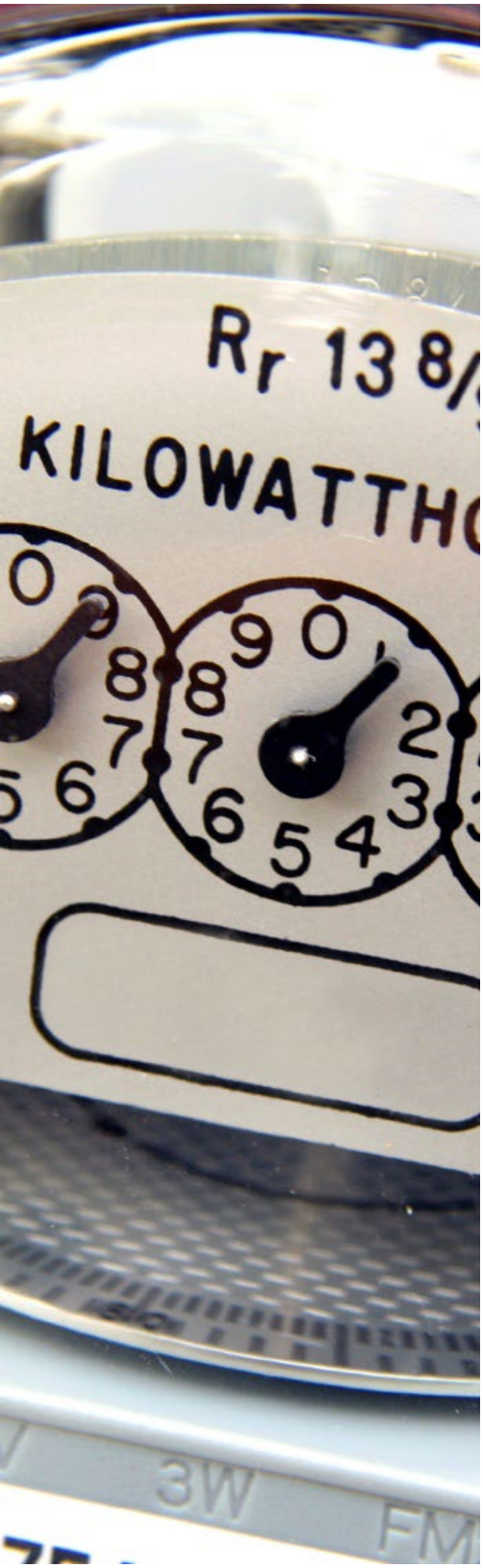
This deep CSG experience will benefit Golden and its citizen subscribers by ensuring the community benefits from competitive rates given efficient and profitable operation of the assets. Ensuring the CSGs are well developed, constructed, and managed will be doubly important should Golden eventually purchase the CSGs.

2. SOLAR PROJECT EXPERIENCE

Demonstrate the ability to design, construct, permit, finance, commission, and interconnect solar projects at the nameplate capacity scales indicated in this RFP.

Collectively, the team has developed, designed, and built 100s of MWs of solar PV projects in Colorado and across the country, with McKinstry personnel alone bringing over 200 MW of past project experience. Our project experience includes all manner of system types (fixed tilt and tracker ground mounts, rooftops, and parking canopies), sizes (from 10s of kW to multiple MWs), built under various finance structures such as host-owned, host-leased via Tax Exempt Lease Purchases (TELP), Certificates of Participation (COPs), Power Purchase Agreements (PPAs), and 3rd party financed CSGs. Details of a few of our team's projects are included as reference projects, with a sampling of additional projects identified in the summary table at the end of this section.

4. Qualifications and Experience



3. UTILITY COORDINATION EXPERIENCE

Demonstrate their ability to coordinate with utilities, the City, and any host facility personnel to ensure minimal disruption to business-as-usual host-facility operations due to maintenance or other asset management activities.

Our team is well-versed in scheduling and performing work based around building occupancy and client calendars. To minimize disruptions, we will collaborate with Golden, its stakeholders, and Xcel Energy throughout the development, construction, and long-term asset maintenance phases to determine work schedules that best fit the needs and events of each host site where we will be working. This approach allows us to minimize any potential disruptions to business as usual within the buildings and minimize impact to the building occupants and/or other land site tenants. Our team is familiar with working in 24/7/365 facilities and will ensure minimal disruption at host sites during all phases of on-site work, including on-going services such as maintenance and regular inspections.

As an example of our highly coordinated, low impact approach, we recently completed an investment grade audit across 22 facilities throughout the City of Denver that included Denver's courthouse, crime lab, detention center and 19 other high-security and critical facilities. Further, we are currently constructing three renewable energy systems and numerous energy efficiency improvements at these sites currently, again relying on our history of effective construction management and collaborative approach to build the projects at minimal disruption to host facility personnel and surrounding communities.

4. SUBSCRIBER ENROLLMENT, BILLING AND COORDINATION EXPERIENCE

Demonstrate the ability to manage subscriber enrollment, billing, and coordination in a manner sufficient to meet the objectives of the Golden Sustainability Program.

CSP – who will provide the backbone technology and services for subscriber management – is the leading community solar solutions provider in the U.S., partnering with dozens of development partners and utilities, and serving thousands of subscriber customers across 16 utility territories and 18 states. The foundation of CSP's strategy is in alignment with asset owners and partners helping to mitigate risk and provide a bankable solution to manage the complexities of community solar assets.

A key component of the CSP solution is its proprietary Community Solar Platform™ for facility and customer management, production reconciliation, and customer support. In conjunction with RooflessSavings.com, CSP's consumer-facing online portal, our platform allows energy customers and asset managers to monitor their clean energy production data online and across all devices.

4. Qualifications and Experience

In addition to providing key enabling technologies, CSP also provides: robust subscriber marketing, acquisition, retention, and replacement programs; customer service; standardized documents/agreements, program compliance reporting, billing and accounting services.

Our team has extensive experience managing LMI subscribers specifically. CSP currently manages LMI subscribers at prescribed levels for 19 CSG facilities with a combined capacity of nearly 30 MW. This portfolio includes projects in Xcel Colorado territory, but also includes CSGs in seven additional utility territories. In CSP's 9-year history of managing LMI subscribers, we have never fallen below any prescribed LMI subscriber target.

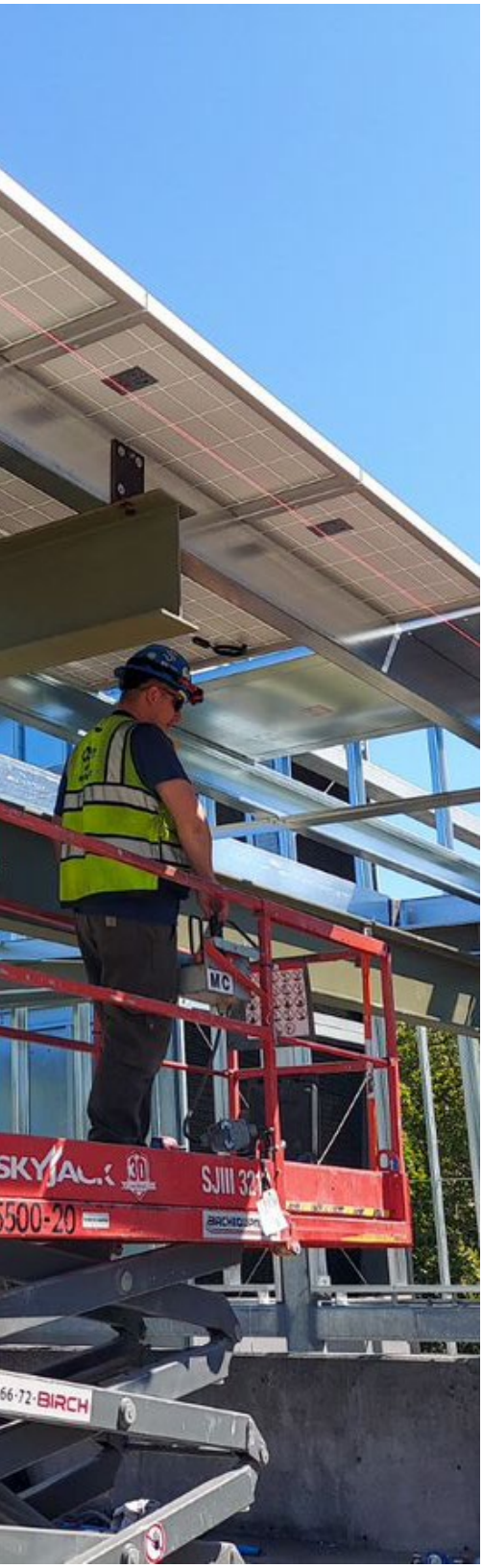
5. ENERGY STORAGE SYSTEM COORDINATION EXPERIENCE

Demonstrate the ability to coordinate with utilities and the City to ensure that the selected host sites can be coupled with energy storage systems in the future.

The McKinstry team has vast experience in evaluating sites for potential Battery Energy Storage System (BESS) implementation, including collaborating with local utilities to do so. Our team has implemented solar + BESS at multiple sites, and our engineering partner – EVS – has provided design services for a cumulative 2GWh of BESS projects ranging in size from 10s to 100s of MW/MWh. Being local to both Colorado and Minnesota, EVS also has extensive experience with design and engineering of community solar projects in Xcel territory including 100 projects encompassing 300 MW of capacity.

The first step in determining BESS feasibility is clearly defining the expected application, including specifics of the use case related to BESS capacity and duration. This is because BESS applications (e.g., backup power applications, grid support) have unique, customer- and site-specific design drivers that can vary BESS characteristics significantly. Based on our experience, we believe the following should be considered when analyzing BESS provisions for any site.

- It is typically not cost effective to back up 100% of the energy and power needs of a given facility, so site loads need to be assessed and segmented into those that will be sustained during an outage – the critical loads – and those that will be shed.
- The relative feasibility of isolating such critical loads into islanded common emergency circuit(s) vis-à-vis the existing building circuits should also be assessed.
- BESS must be sized correctly for both the anticipated critical demand (power, measured in kW) as well as the desired duration of grid autonomous operation. The duration determines the BESS energy capacity (measured in kWh) required.



Cold load pickup (initial in-rush current required to restart certain types of loads) should also be accounted for when specifying the power rating of the BESS and validated against the energy capacity and maximum discharge rates possible of the cells utilized.

- The amount of PV capacity installed at any selected site will also factor into BESS design considerations, inasmuch as the PV array will assist in maximizing potential grid autonomy duration during an extended outage.

Having a development partner who deeply understands these complexities up front will be crucial in designing PV systems that can easily incorporate BESS or broader microgrids in the future, while also remaining cost-competitive today and therefore most likely to achieve the City's main project goals.

6. RENEWABLE ENERGY RELATED PROGRAM AND ENGAGEMENT EXPERIENCE

Show expertise in using renewable energy related programs, engagement, and investments to address equity issues and empower local communities.

McKinstry's regional headquarters is located in Golden, and we have a long history in the State. We employ more than 100 staff members locally, some of whom live in Golden and volunteer time to the City's citizen advisory boards. We are heavily invested in supporting Golden and the State in our energy transition in a way that brings value to the City and the broader community through many different volunteer efforts. Our projects span the State and include recent projects with: the City of Denver CSG project which includes workforce development, student education, and community engagement elements; and Denver Public Schools which included a student engagement and educational program. McKinstry is dedicated to giving back to the communities in which we live and work including Golden. This effort is led by Ashley Ruiz, our Corporate Director of Diversity, inclusion and community relations. In this role, Ruiz is responsible for overseeing company-wide initiatives to attract, develop and retain a diverse and inclusive workforce across all regions. Ruiz also manages community relations for McKinstry including employee volunteering, philanthropic giving and community engagement opportunities. We are committed to using business as a force for good!

Recent examples of our community engagement efforts include our "We Build" partnership with GRID Alternatives. We Build aims to bring more women into the solar industry and support their professional advancement through community projects. Over 65 women from around the region and country came together to install a 160kW community solar array in Colorado, which will benefit Boulder Housing Partners. Opportunities to integrate this Golden solar project into our local efforts include:

4. Qualifications and Experience

> **"I am so thankful for our partnership** with McKinstry!"
>
> *—Trena Marsal, Executive Director of Facility Management Denver Public Schools, Colorado*

COMMUNITY/WORKFORCE DEVELOPMENT

- **Shadow Programs**: McKinstry provides "shadow" opportunities where individuals or companies follow alongside staff observing and learning specific attributes of various careers such as project management, engineering, sales, etc. We are currently doing this through our project at Denver International Airport for a MWBE subcontractor.
- **Individual Mentoring**: McKinstry offers personalized opportunities to mentor with individual staff members for career counseling, training, and advisory and has a robust internship program that has helped to bring many younger professionals into the clean energy industry.
- **Apprenticeship:** McKinstry offers support to those who can benefit from apprenticeship training by facilitating access and preparation.
- **Internships**: McKinstry works in cooperation with clients across the country to place interns in a wide range of positions. McKinstry participates in multiple STEM efforts, national diversity conferences, community outreach, and Veteran internship programs.

OTHER GOLDEN COMMUNITY OUTREACH OPPORTUNITIES

We will work with Golden to develop the content and design for a variety of customer communications based on preferences of the City. Customer outreach may include:

- Educational workshops
- Webpages
- Newsletters, letters or post cards
- Social media posts and videos
- Press releases
- Webinars
- Ribbon cutting events
- Brochures

We will work with your team to develop the content appropriate for internal and external stakeholders that will be published at various stages of the project.

Relevant Project Examples

Below are relevant and recent projects to this City of Golden Community Solar Garden scope of work that further demonstrate the experience and capabilities of the McKinstry team and its partners.

City and County of Denver Community Solar Garden, Owner Direct Solar and Energy Performance Contracting | DENVER, CO

DELIVERY METHOD
Energy Performance Contracting and On- Call Community Solar Developer

PROJECT SIZE
3.2 million SF
7.6 MW of solar in development, design and construction

PROJECT COST
Community Solar Garden: $26M
Energy Performance Contract: $17M

PROJECT DATES
Audit: 03/2019 – 12/2021
Construction: Ongoing

PROJECT HIGHLIGHTS

- Commissioned 61 buildings
- Consulting on the City's strategic energy plan
- Consulting on the City's 100% renewable energy plan
- Performing investment grade audits at 22 facilities
- Up to 15 MW in development of community solar

PROJECT OVERVIEW

McKinstry has built a strong relationship with the City and County of Denver that has included the successful completion of a number of energy projects. From serving as Denver's community solar garden (CSG) development and operations partner, to commissioning new buildings and finding ways to improve the energy efficiency of existing facilities, these projects drive needed progress to reach Denver's climate goal of reducing greenhouse gas emissions 65% by 2030.

In November 2019, the City and County of Denver competitively selected McKinstry to do an Investment Grade Audit (IGA) through the State of Colorado's Energy Performance Contracting program. The IGA included 22 facilities across 1.9M square feet within the City – all with higher energy use intensities (EUIs). The goal of the IGA was to improve energy efficiency, investigate renewable energy opportunities, leverage energy savings to upgrade City facilities, unburden future capital expense requirements amongst the teams within CCD, reduce maintenance challenges, and progress the City's sustainability goals outlined in the 80x50 Climate Action Plan.

As a result of the IGA, McKinstry developed an Energy Performance Contracting project with a total project investment of approximately $17M with utility savings expected to produce over $700,000 in cost savings and over 8,100 metric tons of carbon savings for the City each year.

As a parallel effort, the City selected McKinstry as its on-call CSG provider in July 2020 to improve equity, access, education and accessibility to clean energy across Denver and to further the City's sustainability goals. In November 2021, the first phase of community solar of 4 MW was approved by Council to move to construction. Phases 2 and 3 are currently under development with a maximum contract total of up to 15 MW over a 5-year term.

City of Golden Energy Performance Contract and Solar Project | GOLDEN, CO

DELIVERY METHOD
Energy Performance Contracting

PROJECT SIZE
18 buildings | 9 sites
161,079 SF
668.45 kW of solar

PROJECT COST
Energy Performance Contract: $1.2M
Solar: $3.2M
$500,000 DOLA Grant
$25,000 Xcel Rebates

PROJECT DATES
Phase 1: 09/2008 – 04/2009
Solar: 08/2013 – 03/2014

PROJECT HIGHLIGHTS

- Lighting retrofits
- Occupancy sensors
- Air handling units
- Solar heating for pool
- 668 kW of solar

PROJECT OVERVIEW

In 2007, Golden's City Council passed Resolution 1792, which included a goal of reducing energy consumption by 20% and producing 50% of the city's total energy consumption by renewable energy by 2017. Through the Colorado Governor's Energy Office's energy performance contracting program and a competitive bid process, the city chose McKinstry as its sustainability partner.

McKinstry began with a technical energy audit of city facilities in October 2007 and developed a project utilizing an energy performance contract in 2009. The project included lighting retrofits and occupancy sensors in nearly every building, with a major redesign of the Community Center pool lighting to meet code compliance and reduce electricity consumption and a retrofit of outdoor lighting to meet Dark Sky compliance. The Community Center received new air handling systems, an updated energy management system, and a solar pool heating system with dehumidifier optimization for maximum savings. Work at other city buildings included controls upgrades and optimization, VFDs on pump motors, HVAC improvements, and a new boiler at the Public Works Building.

To continue progress towards meeting the City's renewable energy goals, fixed-axis solar PV systems totaling 668.45 kW were installed at nine different sites in 2013 using the services of local solar installers. The systems are a mix of ground-mounted systems, roof-mounted systems, and carports and will supply approximately 10% of the City's energy usage. The solar project generated over $155,000 in annual savings with lifetime savings of nearly $2,000,000.

City of Boulder Energy Performance Contract and Solar Project | BOULDER, CO

DELIVERY METHOD
Energy Performance Contracting

PROJECT SIZE
>150,000 SF
1,100 kW of solar

PROJECT COST
Energy Performance Contract: $17M

PROJECT DATES
2009 – Ongoing (Phase 4)

PROJECT OVERVIEW

In June 2009, the City of Boulder chose McKinstry as its energy performance contracting partner for energy savings upgrades to 66 city facilities, encompassing 1.5 million sq. ft. The City and McKinstry implemented three phases of EPC from 2010 to 2013, installing a combination of energy conservation measures, smart building solutions and renewable energy technologies to significantly reduce carbon emissions and costs. McKinstry was re-selected in 2016 to perform additional work for the next 5 years with the City. Phases 1 – 3 included:

- Large solar thermal installations for pool water heating (19,300 Therms/year)
- Solar photovoltaic installations at 12 buildings totaling 1.15 MW
- Installation of energy efficient lighting and controls
- Retro-commissioning of several facilities to reduce consumption and improve comfort
- Process improvements at the City's Wastewater Treatment Plant
- Weatherization of building envelopes
- Mechanical replacements (chillers, boilers, air handlers, etc.) totaling $1,830,000 in future capital avoidance
- Water conservation measures saving over 2.8 million gallons/year
- Systems integration of 22 building automation systems with Smart Buildings technology for real-time active energy management through remote monitoring
- powerED Energy Awareness and Behavior Modification Program
- Electric vehicle charging station installations at multiple locations using demand limiting controls
- Construction of a zero-waste facility within the city for diversion of up to 85% of total generated waste

Colorado School of Mines Energy Performance Contract | GOLDEN, CO

DELIVERY METHOD
Energy Performance Contract and Design-Build Construction

PROJECT SIZE
Campus-wide
Solar: 1,470kW

PROJECT COST
Energy Performance Contract: $8M
Design Build: $8.5M
Solar: $4.8M

PROJECT DATES
2009 – Ongoing

PROJECT OVERVIEW

In the fall of 2009, Colorado School of Mines (CSM) selected McKinstry as their ESCO using the Governor's Energy Office's competitive RFP process. Over the last 11 years, McKinstry has partnered with CSM on multiple energy efficiency projects including: campus-wide energy audits, a phased approach to Energy Performance Contracting, Active Energy Management, a behavior engagement program for students and faculty, as well as a campus-wide solar feasibility study that is currently underway.

McKinstry performed a complete investment grade audit and identified many facility improvement measures (FIMs) encompassing upgrades that save steam, electricity, water and in some cases, also save on maintenance costs or allow maintenance technicians to work more efficiently. McKinstry has partnered with Mines to implement two phases of energy performance contracting projects installing $8M of improvements with a 10-year simple payback. Additionally, McKinstry installed a $8.5M chilled water expansion project and are currently constructing a $4.8M campus-wide solar PV project that will offset campus load and serve as a highly visible embodiment of CSM's commitment to sustainability.

Generate Capital 60 MW Community Solar Garden Portfolio
NEW YORK

DEVELOPMENT SUPPORT AND FINANCE TRANSCENDING INDUSTRY NORMS

- A CSG developer couldn't find a buyer for its large CSG portfolio because it was in a market where the rules were still being finalized, a no-go for a typical finance provider.
- Generate stepped in to provide funding to the portfolio, and also assumed the subscriber risk allowing the developer to focus on completing technical development and design of the portfolio.

RESULTS

Generate's flexibility and willingness to take on perceived risk others would not consider helped deploy 60 MW of CSGs servicing more than 60,000 households

Generate Capital 28 MW Community Solar Garden Portfolio
MINNESOTA

THE FIRST 100% RESIDENTIAL CSG TO QUALIFY FOR TRADITIONAL BANK PROJECT FINANCING

- An EPC sought to increase participation in a local 28 MW CSG portfolio, including a 5 MW project designed to sell power to local residents.
- As interconnection deadlines loomed, multiple financiers were unable to close in time due to the 100% residential subscriber mix.
- Generate was able to fund the project without changes to the residential mix, and closed financing within 45 days.

RESULTS

Generate was able to close financing within a very short timeframe, ensuring the project met its interconnection deadlines and was completed on time. The project represents the first exclusively residential CSG in the country to qualify for traditional bank project financing.

Generate Capital Community Solar Projects
NEW YORK

OVERVIEW
Generate, a leading provider of sustainable infrastructure, announced today that it has put the first six of up to 23 New York State community solar projects into service under an innovative multi-year facility with Starbucks Coffee Company. The projects are expected to supply solar energy for local Starbucks stores and up to 24,000 households, small businesses, nonprofits, churches, universities and stores in multiple geographies, including those designated as under-served communities. In addition to clean energy, program participants will receive a discount to their current electricity rates under New York State's Community Distributed Generation program, making clean energy access more affordable.

EVS 300 MW Community Solar Garden Projects
MINNESOTA

OVERVIEW
EVS is currently performing a variety of different services for over 100 MN CSG projects totaling more than 300 MW. Scope includes some or all of the following: electrical, civil, and structural engineering, land surveying, permitting and environmental. EVS has been involved in all aspects of the CSG program including the interconnection process, interconnection estimates, stormwater management, and permitting. Several projects were energized in 2016.

SCOPE OF SERVICES
One Line Diagrams and Site Plan for Interconnection Application

4. Qualifications and Experience

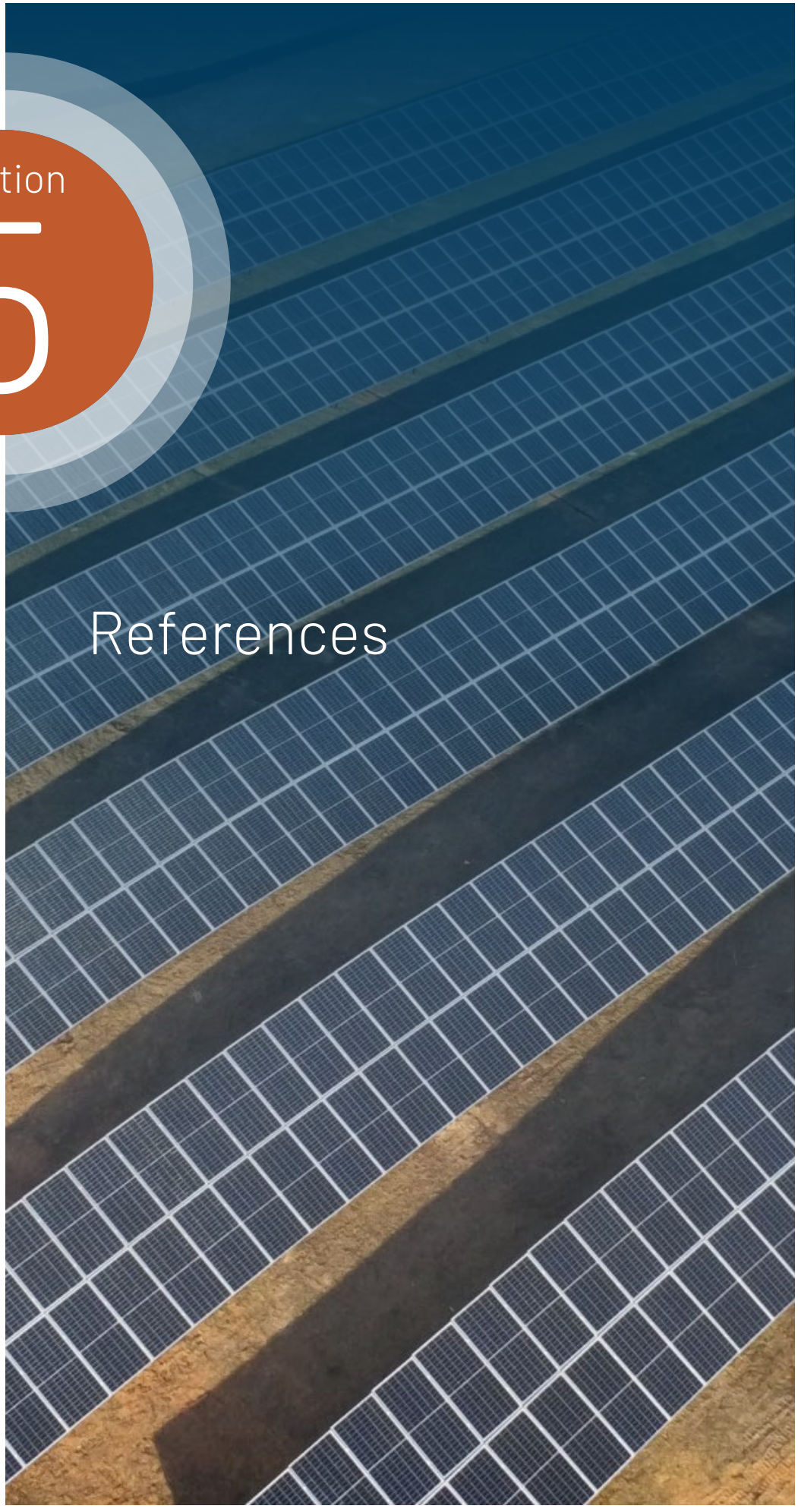
McKinstry's team members have completed feasibility studies, design, and/or construction for over 200 MW+ nationwide. Below is a partial list of projects completed or in late-stage development by McKinstry and partners.

Client/Project Name	KW	Scope	# of Sites
CCD – Renewable Denver Community Solar, CO	5,800	PV, EVSE, Asset Management	11
CCD – Energy Services Performance Contract, CO	800	PV	22 evaluated
Denver Public Schools, CO	5,000	PV	17
Intuitive Surgical, GA	3,780	PV, Microgrid, BESS	3
City of Boulder, CO	1,100	PV, EVSE	12
Colorado School of Mines, CO	1,470	PV	7
Confidential Client, CO	14,600	PV, BESS	1
City of Golden, CO	668	PV	9
Starbucks, NY	24,000	PV, BESS	6
Xcel Denver 2 and 3, CO	1,000	PV	2
Xcel Lake County	500	PV	1
Xcel Boulder 2	500	PV	1
City of Durango, CO	1,050	PV	9
South Landing EcoDistrict, WA	900	PV, BESS	3
Routt and Moffat County Regional Partnership, CO	2,068	PV, BESS, Gensets	13
City of Cincinnati, OH	2,100	PV	10
Huerfano County, CO	100	PV, Gensets	4
Lumen (formerly CenturyLink) Field, WA	782	PV, EVSE	2
Fremont School District, CO	496	PV	1
Adams 12 School District, CO	365	PV	1
Salt Lake City School District, UT	1,000	PV	6
Climate Pledge Arena, WA	1,200	PV	1
Commerce City, CO	101	PV	1
Foothills Park & Recreation District, CO	100	PV	1
Jefferson County, CO	355	PV	5
Pueblo City Schools, CO	192	PV	2
University of Northern Colorado, CO	172	PV	1

Section

5

References



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5. References

City of Lakewood, CO

Jeff Wong, PE, LEED AP
Senior Sustainability Planner
Energy, Water & Climate
JefWon@lakewood.org
303-987-7507

City and County of Denver, CO

Jonathan Rogers
Renewable Energy Specialist
Jonathan.Rogers@denvergov.org
720.865.5441

Colorado School of Mines

Sam Crispin
Facilities Management Director
scrispin@mines.edu
303.273.3901

Denver Public Schools

Trena Marsal
Executive Director of Facility Management
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720.423.4011

Section

6

General Cost Proposal

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6. General Cost Proposal

> "It has been obvious that the McKinstry staff are not only interested in providing the **best product at a reasonable cost**, they are **committed to going the extra mile** to be sure the city is **more than just satisfied** with the final product."
>
> *—Kathi Hemken, Mayor, City of New Hope, Minnesota*

General Cost Proposal

For reference, below are McKinstry's standard hourly labor costs for key personnel that are typically required to develop, construct, and operate renewable energy projects. Actual labor prices incurred in project development and construction will depend heavily upon the scope of work and overall project structure.

TITLE	HOURLY COST
Renewables Director	$187
Renewables Project Director	$148
Senior Account Executive	$127
Renewables Operations Manager	$124
Renewables Program Manager	$104
Renewables Senior Engineer	$104
Construction Manager	$104
Construction Site Supervisor	$98
Renewables Engineer	$89
Project Business Analyst	$74
Construction Project Engineer	$66

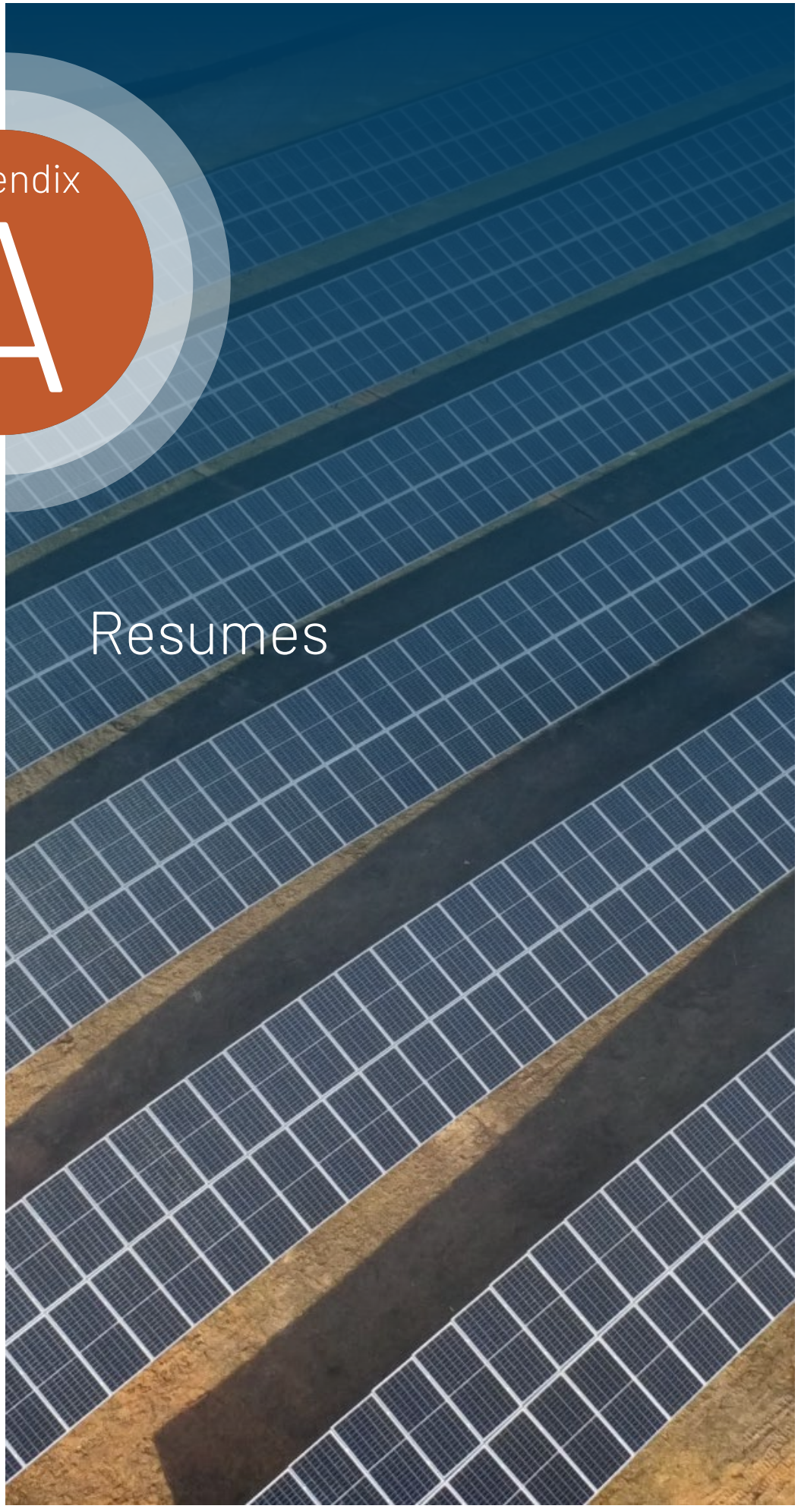
In one common CSG structure, the developer will develop and construct projects via a design/build delivery structure, with the finance partner procuring the project near the end of development and providing funds for construction and CSG operational startup. The project sale price (along with the portfolio output, subscriber mix, and utility program incentives/rules) will ultimately dictate what subscription rates are possible. Thus, the City may never directly incur the personnel costs shown above, but rather incur subscription costs set by the project owner.

Please note that actual pricing for personnel and/or for various services and scopes of work will be determined once the overall project structure, City stakeholder participation, and scopes of work are more firmly identified and optimized.

Appendix

A

Resumes



McKinstry
For The Life Of Your Building

Resumes

EDUCATION

Colorado State University, BS, Natural Resources

TENURE

In the industry since 2008.

Heath Mackay | PROJECT DEVELOPMENT LEAD

With more than a dozen years of experience in the renewable energy experience, Heath leads McKinstry's development team focused on solar, solar+storage, resiliency and microgrid solutions. He understands how the critical connections between technology, project finance, utility policy, and client goals need to be addressed to develop projects that provide long-term value for all stakeholders.

PROJECT EXPERIENCE

Denver Public Schools, CO - 5MW rooftop solar portfolio at 17 sites

City and County of Denver - 5.6 MW Community Solar Portfolio across 11 sites

City of Cincinnati, OH – 2.1MW rooftop and ground mount solar, 11 sites

University of Wisconsin – 2 sites, 4.5MW-DC, solar ground mount – behind the meter

Climate Pledge Arena - Seattle Kraken NHL Team – 3 sites, 1.3MW-DC, flat roof and parking garage canopy installations

Northwest CO Regional Solar Resiliency Project, CO - 15 sites in Hayden, Yampa, Craig, Steamboat Springs, and Oak Creek; Ground-mount, roof-mount and battery storage

Sebastian County, AR - 2 sites, 1.6MW-DC, solar ground mount and tracker

EDUCATION

Duke University, MA, Energy Management

Duke University, BA, Earth and Ocean Science

TENURE

In the industry since 2013.

Ashley Brasovan | SENIOR ACCOUNT MANAGER

Ashley will be the client relationship and account manager throughout project. She will assist with financing strategy, client engagement, account management and contracts.

PROJECT EXPERIENCE

City and County of Denver Energy Savings Performance Contract; Denver CO - 2.0 million square feet that covers 22 facilities including fire, police, courts and other high security buildings across the City and County of Denver.

Northwest CO Regional Solar Resiliency Project, CO - 15 sites in Hayden, Yampa, Craig, Steamboat Springs, and Oak Creek; Ground-mount,roof-mount and battery storage

Fremont RE-2 School District, CO - 500kw ground mount solar

Denver International Airport, CO - Account Manager for 2.0 million sq. ft. phase I audit

City of Golden, CO - Account Manager for utility dashboarding project

University of Northern Colorado, Greeley CO - Sustainability Strategist and Program Manager for $8.7 million EPC

Resumes

EDUCATION

University of Michigan, MBA

University of California Berkeley, MS, Environmental Engineering

Duke University, BS, Civil and Environmental Eng.

TENURE

In the industry since 2006.

Donald Chung | RENEWABLES DEVELOPMENT DIRECTOR

Donald has 15 years of experience in the renewable energy industry, with roles in project feasibility assessment, utility product development, technology analysis, sales, and marketing. He also brings microgrid experience from a prior role within the utility sector, where he helped develop customer-sited, utility-owned microgrids providing both customer resilience and utility capacity and frequency response value.

PROJECT EXPERIENCE

City and County of Denver, CO – 6.6MW rooftop, carport, and ground mount portfolio in development

CO School of Mines, CO – 1.4MW rooftop and carport portfolio in construction

City and County of Broomfield, CO – 2MW carport and ground mount portfolio in development

Huerfano County, CO - 33 building energy performance contract. $2-$3 million construction contract pending.

Town of Basalt, CO - Solar and Storage Project.

CU Anschutz, CO – 7MW carport and ground mount portfolio feasibility study

City of Phoenix, AZ* – 6.25MW microgrid feasibility study completed, in development

projects completed prior to McKinstry

EDUCATION

University of California, Davis, BS, Environmental Biology and Management

TENURE

In the industry since 2008.

Martin Beggs, PVIP | RENEWABLES PROGRAM MANAGER

Martin will take the lead on technical development, design and modeling of Solar PV & Energy Storage solutions.

PROJECT EXPERIENCE

Denver Public Schools, CO - 5MW rooftop solar portfolio at 17 sites

Fremont RE-2 School District, CO - 500kw ground mount solar

Northwest CO Regional Solar Resiliency Project, CO - 15 sites in Hayden, Yampa, Craig, Steamboat Springs, and Oak Creek; Ground-mount,roof-mount and battery storage

Town of Basalt, CO - Solar and Storage Project.

Huerfano County, CO - 33 building energy performance contract. $2-$3 million construction contract pending.

Regis Jesuit High School; Aurora, CO* - 3 sites, 500 kW-DC solar roof mounted

City of Fort Collins; Fort Collins, CO* - 2 sites, 1,100 kW-DC solar ground mounted

projects completed prior to McKinstry

Resumes

EDUCATION

Colby College, ME, BA

New York University, MS, Urban Planning

TENURE

In the industry since 2004.

Alison Schwabe, CEM, LEED AP O+M | OPERATIONS MANAGER

Alison will lead and develop the community engagement and marketing strategies for the McKinstry team throughout this project..

PROJECT EXPERIENCE

City and County of Denver Energy Savings Performance Contract; Denver CO - 2.0 million square feet that covers 22 facilities including fire, police, courts and other high security buildings across the City and County of Denver.

University of Northern Colorado; Greeley, CO - $8.7M Energy Performance Contract and powerED

Colorado School of Mines; Golden, CO - powerED services in 32 facilities

City of Boulder, CO - Program Manager for powerED

Denver International Airport; Denver, CO - Cx and AEM services for Concourse B & C East Expansion projects

Fort Lewis College; Durango, CO - GHG emissions inventory analysis for multiple years including emissions offset investigation.

EDUCATION

Arizona State University, MBA

Arizona State University, BS - Civil & Environmental Engineering

TENURE

In the industry since 2011.

Jeff Hughes | DIRECTOR OF RENEWABLES

Jeff oversees the QA/QC, risk management, development, pre-construction, engineering, and commissioning for all of McKinstry's Solar PV and Energy Storage projects.

PROJECT EXPERIENCE

Denver Public Schools, CO - 5MW rooftop solar portfolio at 17 sites

City and County of Denver - 5.6 MW Community Solar Portfolio across 11 sites

City of Cincinnati, OH – 2.1MW rooftop and ground mount solar, 11 sites

University of Wisconsin – Platteville – 1 site, 2.4MW-DC, solar ground mount

Climate Pledge Arena - Seattle Kraken NHL Team – 3 sites, 1.3MW-DC, solar rooftops and several solar parking canopies

Northwest CO Regional Solar Resiliency Project, CO - 15 sites in Hayden, Yampa, Craig, Steamboat Springs, and Oak Creek; Ground-mount, roof-mount and battery storage

Sebastian County, AR - 2 sites, 1.6MW-DC, solar ground mount and tracker

Metropolitan Airports Commission - Terminal 1 (Red/Blue Ramp), Minneapolis, MN* - 1 site, 3007 kW-DC solar Custom Superstructure and Lighting Retrofit

***projects completed prior to McKinstry**

Resumes

EDUCATION

University of Colorado, MS, Civil, Environmental, and Architectural Engineering, Construction Engineering and Management Program

TENURE

In the industry since 1998

Ace Martin, CEM | CONSTRUCTION MANAGER

As Construction Manager, Ace is responsible for managing the MTN region construction team and all construction management related-functions including hiring and managing subcontractors, managing project budget and critical path schedule, all project-related contractual documents, and site supervision management support.

PROJECT EXPERIENCE

Huerfano County, CO - Operations Manager for 33 building energy performance contract. $2-$3 million construction contract pending.

City of Lakewood, CO - Construction Manager for $2.5 million EPC

South Suburban Parks & Recreational District, Centennial, CO - Construction Manager for $5.7 million EPC

City of Henderson, NV - Construction Manager for $3.1 million EPC

City of St. George, UT - Construction Manager for $2 million EPC

City of Clearfield, UT - Safety Engineer for $2 million EPC

EDUCATION

University of Michigan, MEng, Energy Systems Engineering

Cornell University, BS, Mechanical Engineering

TENURE

In the industry since 2019.

Lyanda Dudley | RENEWABLES ENERGY ENGINEER

Lyanda will design PV system layout, model final energy yield, file interconnection applications.

PROJECT EXPERIENCE

Denver Public Schools, CO - 5MW rooftop solar portfolio at 17 sites

City and County of Denver - 15MW ac Community Solar Portfolio

Colorado School of Mines Solar Feasibility Study

Town of Basalt, CO - Solar and Storage Project.

Resumes

EDUCATION

Massachusetts Maritime Academy, BA, Marine Engineering

TENURE

In the industry since 2018.

Tim DeLeo | RENEWABLE ENERGY ENGINEER

As Renewable Energy Engineer, Time will design PV system layout, model final energy yield, file interconnection applications.

PROJECT EXPERIENCE

City and County of Broomfield, CO – Renewable Energy Engineer, 2MW carport and ground mount portfolio in Development.

Lakewood Feasibility Study, CO - Renewable Energy Engineer, Solar feasibility study of 10 sites.

Aurora Public Schools, CO - Renewable Energy Engineer, 1.5MW school bus canopy and 1MW of ground mount portfolio in development

City of Glendale, AZ – Renewable Energy Engineer, 1.3MW carport and rooftop portfolio in development

EDUCATION

Clemson University, BS, Mechanical Engineering; MS, Solar Energy Engineering

TENURE

In the industry since 2015.

Chris Henderson, EIT | Renewable Operations Leader

Chris will provide operational leadership through late stage development, pre- construction, material procurement, construction, commissioning and operations/ maintenance.

PROJECT EXPERIENCE

Denver Public Schools, CO - 5MW rooftop solar portfolio at 17 sites

City and County of Denver – 5.6 MW Community Solar Portfolio across 11 sites

University of Wisconsin – Platteville – 1 site, 2.4MW-DC, solar ground mount

Climate Pledge Arena - Seattle Kraken NHL Team – 3 sites, 1.3MW-DC, solar rooftops and several solar parking canopies

Northwest CO Regional Solar Resiliency Project, CO - 15 sites in Hayden, Yampa, Craig, Steamboat Springs, and Oak Creek; Ground-mount, roof-mount and battery storage

Sebastian County, AR - 2 sites, 1.6MW-DC, solar ground mount and tracker

Metropolitan Airports Commission - Terminal 1 (Red/Blue Ramp), Minneapolis, MN* - 1 site, 3007 kW-DC solar Custom Superstructure and Lighting Retrofit,

***projects completed prior to McKinstry**