

# Exhibit D

## Applicant's Organizational Expertise

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**Bakeoven Solar Project  
November 2019**

**Prepared for**



**Avangrid Renewables, LLC**

**Prepared by**



**Tetra Tech, Inc.**

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**Table of Contents**

**1.0 Introduction ..... 1**

**2.0 Applicant’s Previous Experience ..... 1**

**3.0 Qualifications of Applicant’s Personnel ..... 2**

    3.1 Executive Management..... 2

    3.2 Project Development..... 3

    3.3 Environmental Permitting ..... 3

    3.4 Construction Management and Engineering..... 3

    3.5 Meteorology ..... 4

    3.6 Transmission Planning and Interconnection ..... 4

    3.7 Origination..... 4

    3.8 Operations, Maintenance, and Asset Management ..... 5

    3.9 Finance and Legal ..... 5

**4.0 Qualifications of Known Contractors ..... 6**

**5.0 Applicant’s Past Performance..... 6**

**6.0 Mitigation..... 6**

**7.0 Submittal Requirements and Approval Standards ..... 8**

    7.1 Submittal Requirements ..... 8

    7.2 Approval Standards ..... 9

**List of Tables**

Table D-1. Avangrid Solar Project Portfolio ..... 2

Table D-2. Submittal Requirements Matrix..... 8

Table D-3. Approval Standards..... 9

**List of Attachments**

Attachment D-1. Letter from Duane Kilsdonk: Avangrid Renewables’ Past Performance

## Acronyms and Abbreviations

Applicant	Bakeoven Solar, LLC
Avangrid	Avangrid Renewables, LLC
B.A.	Bachelor of Arts
B.S.	Bachelor of Science
CEO	Chief Executive Officer
Council	Oregon Energy Facility Siting Council
Facility	Bakeoven Solar Project
GW	gigawatt
HMA	Habitat Mitigation Area
MBA	Master of Business Administration
M.S.	Master of Science
MW	megawatt
O&M	operations and maintenance
OAR	Oregon Administrative Rule
ODFW	Oregon Department of Fish and Wildlife

## 1.0 Introduction

Bakeoven Solar, LLC (Applicant) proposes to construct and operate a solar energy generation facility and related or supporting facilities in Wasco County, Oregon. This Exhibit E was prepared to meet the submittal requirements in Oregon Administrative Rule (OAR) 345-021-0010(1)(e). This exhibit provides evidence of compliance with the Organizational Expertise standard of OAR 345-022-0010.

## 2.0 Applicant's Previous Experience

*OAR 345-021-0010(1)(d) Information about the organizational expertise of the applicant to construct and operate the proposed facility, providing evidence to support a finding by the Council as required by OAR 345-022-0010, including:*

*(A) The applicant's previous experience, if any, in constructing and operating similar facilities.*

The Applicant and its parent company, Avangrid Renewables, LLC (Avangrid), can demonstrate previous experience in constructing and operating renewable generation facilities. Avangrid, headquartered in Portland, Oregon, is one of the largest operators of wind energy projects in the United States. It owns and operates more than 6,000 megawatts (MW) of utility-scale renewable energy production. Avangrid has successfully operated renewable energy projects in Oregon since 2001, and now owns more than 1,483 MW of utility-scale wind and solar generation in the state. Avangrid has a long history of working under the jurisdiction of the Oregon Energy Facility Siting Council (Council) and is the parent company backing the certificate holders of the Leaning Juniper IIA Wind Power Facility, Leaning Juniper IIB Wind Power Facility, Klondike III Wind Project, Montague Wind Power Facility, Golden Hills Wind Farm, and Klamath Cogeneration Project.

Avangrid regularly carries out power supply transactions with more than 50 counterparties in the Western Electricity Coordinating Council region, including public utility districts, investor-owned utilities, electric cooperatives, and federal power-marketing administrations.

With respect to operation of solar facilities, Avangrid currently operates 126 MW of solar generation facilities (Table D-1), including the largest solar project in Oregon (the Gala Solar Project). With respect to battery storage systems, Avangrid is currently in the permitting phase for four battery storage projects in the United States. Avangrid's experience as an independent Balancing Authority in the northwest and as a North American Electric Reliability Corporation compliance operator demonstrates that it has the expertise to operate a battery at the Bakeoven Solar Project (Facility). Avangrid has experience in the design, construction, and operation of wind energy facilities, solar energy facilities, co-generation facilities, substations, and low- and high-voltage electrical lines. The design and operation of a battery is fundamentally similar to these other facilities and components. The Applicant will select experienced contractors to build the

battery storage system and will convey the contractor's qualifications to the Oregon Department of Energy (ODOE).

**Table D-1. Avangrid Solar Project Portfolio**

Project Name	Location	Operational Date	Capacity (MW)
Copper Crossing Solar	AZ	2011	20
Gala Solar	OR	2017	56
San Luis Solar	CO	2012	30
WyEast Solar	OR	2018	20
<b>Total</b>			<b>126</b>

### 3.0 Qualifications of Applicant's Personnel

*OAR 345-021-0010(1)(d)(B) The qualifications of the applicant's personnel who will be responsible for constructing and operating the facility, to the extent that the identities of such personnel are known when the application is submitted.*

The Applicant is staffed through Avangrid, which has extensive experience in reliably and cost-effectively delivering renewable energy products. Avangrid has a diverse staff whose individual areas of focus include renewable development, sales, trading, engineering, construction, operations, and financing. As a result of this fundamental approach, Avangrid is able to bring a depth and breadth of experience to all phases of project development. Avangrid draws on the resources of its extensive solar resource analysis, forecasting, site assessment, and permitting staff; its experience in energy development origination, trading, financing, and operations and maintenance (O&M); and its experience with stakeholder outreach to ensure efficient and inclusive project development.

#### 3.1 Executive Management

**Laura Beane, President and Chief Executive Officer (CEO)** – Laura has spent more than 20 years with the company, including its original parent, holding a wide variety of roles and responsibilities in myriad facets of the business. Her previous executive role as Vice-President of Operations and Management Services followed her tenure as Director of Market Structure and Policy. In addition, she has led numerous special projects, including the company's innovative Self-Supply program (which involves Avangrid taking responsibility for the balancing obligation of its 1,400 MW of wind power in the Pacific Northwest).

Laura holds a Master of Business Administration (MBA) from Comillas and Strathclyde Universities as part of Iberdrola's Master in the Global Energy Industry. Previously, she earned an MBA and a Bachelor of Science (B.S.) from the University of Utah. Laura also serves as the Chairman of the Board of The Climate Trust, a national leader in carbon offset projects and innovative climate change solutions.

### 3.2 Project Development

**Jesse Gronner, Vice President, Business Development** – Jesse is responsible for all of the company's U.S. development activities and associated pipeline of projects in development. He has over 15 years of experience in the renewable energy business, and has been with the company, including its predecessors (PacifiCorp Power Marketing and PPM Energy), since November 2001. He began in a project management role and has been lead project developer for numerous projects successfully placed into operations. Prior to assuming his current role, he was the Director and Managing Director for Business Development of the west region. In total, he has been directly involved with the successful completion of over 2 gigawatts (GW) of renewable projects.

### 3.3 Environmental Permitting

**Laura Nagy, Director of Permitting and Environmental Affairs** – Dr. Nagy is an ecologist with over 20 years of experience, specializing in avian systems, population ecology, and statistical ecology. She has experience in strategic planning for wildlife issues, including technical study design, identification of avoidance and minimization measures, development of mitigation measures, and project-specific wildlife monitoring. Laura has been providing biological support to the wind industry on wildlife-related issues related to emerging regulatory issues such as eagles and endangered species and their associated eagle conservation plans, habitat conservation plans, and National Environmental Policy Act documents. She previously worked as a consultant for the wind and solar industries at DNV GL and Tetra Tech, and completed her postdoctoral research at the U.S. Environmental Protection Agency. Laura serves on the Board of Directors of the American Wind Wildlife Institute.

### 3.4 Construction Management and Engineering

**Dave Carroll, Vice President, Engineering and Construction** – Dave is responsible for development support, engineering design, construction management, and operations support for capital projects. He has more than 15 years of experience in the engineering and construction industry, with more than 10 years focused on renewables. Dave has worked on the development, engineering, and construction of renewable energy projects in the United States, Canada, Mexico, and the United Arab Emirates. Before joining Avangrid, he led the engineering and construction teams for EDF Renewable Energy's U.S. operations, where he oversaw the implementation of more than 3 GW of wind, solar, biogas, and storage projects across the United States. Dave holds a B.S. in Mining and Minerals Engineering from Virginia Tech, and an MBA from the University of San Diego.

**Wayne Mays, Director of Engineering** – Wayne has responsibility for project engineering for all Avangrid projects in North America. His engineering and development experience in utility-scale photovoltaic solar projects is recognized in the industry. In addition to his engineering and development role, he provides consultation to Avangrid's venture capital fund in evaluating solar technology companies and is regularly called on as a speaker and panelist at solar energy conferences and industry events. Wayne has over 30 years of experience in the energy business and has worked in a variety of engineering, development, and management roles in public utilities and

conventional and renewable energy development companies. He is a registered professional engineer in the state of Oregon. He holds a B.S. in Electrical Engineering from Oregon State University and a Master of Science in Electrical Engineering from Washington State University.

### 3.5 Meteorology

**Melissa Elkinton, Director of Energy Resource and Meteorology** – Melissa has more than 10 years of experience advising renewable energy stakeholders and, prior to joining Avangrid, led DNV GL's Energy Assessment section, managing technical and commercial aspects of pre-construction and operational wind and solar energy production analyses. In 2016, she was presented with the American Wind Energy Association's Technical Achievement Award. Melissa holds a B.S. in Mechanical Engineering from Boise State University and an M.S. in Mechanical Engineering from the University of Massachusetts.

### 3.6 Transmission Planning and Interconnection

**John Fisher, Director Transmission Originations** – John has 17 years of experience in the power business. He manages Avangrid's transmission-related activities in terms of generation interconnection and transmission procurement, and provides transmission strategies and support for Avangrid's development projects. Prior to joining Avangrid, John managed the middle office function at PacifiCorp's regulated wholesale energy trading floor as well as providing transmission expertise. From 1990 through 1996, he worked for the Bonneville Power Administration in a variety of transmission sales, acquisition, and wholesale-energy marketing positions. John holds a B.S. in Economics and Political Science from Willamette University.

### 3.7 Origination

**Barrett Stambler, Vice President, Renewable Origination** – Barrett is responsible for Avangrid's sales and marketing activities throughout the United States and Canada. He has more than 30 years of experience in the renewable energy industry with Avangrid, PPM Energy, PacifiCorp, U.S. Windpower, Calpine, and the U.S. Department of Energy. Barrett currently oversees Avangrid's renewable, thermal, environmental, and integration product sales team, expanding customer relationships across North America. In 2008, the American Wind Energy Association (a national wind power trade association) presented Barrett with its Commercial Achievement Award in honor of his creative contributions to innovative structures for renewable power sales, and for the sheer volume of wind power he has sold in his 30-year career. He has been integral in Avangrid's wind power business from its earliest days, including the company's first-ever power purchase agreement for Stateline Wind Energy Center in 2001. Barrett holds a Bachelor of Arts (B.A.) from Pomona College and an MBA from Yale University.

**Diana Scholtes, Vice President, Renewable Energy Sales and Origination** – Diana is responsible for leading Avangrid's origination efforts for the company's activities in the United States in both conventional and renewable technologies. This includes the execution of transactions in the long-term as well as short-term forward physical and financial markets, monetizing the value of the

company's asset portfolio. Diana has nearly 20 years of energy experience, including positions at PacifiCorp, Bonneville Power Administration, Portland General Electric, Enron, and UBS Energy. Her experience comprises all major facets of the energy business, including energy trading, operations, and asset development in both utility and independent power producer environments.

### **3.8 Operations, Maintenance, and Asset Management**

**Mark Perryman, Vice President, Operations** – Mark is responsible for the operations and performance of the company's generation assets in the United States. He manages a team of over 450 employees covering field services, O&M, and dispatch and balancing for nearly 60 wind, solar, and thermal assets located in 18 states. He is also responsible for the National Control Center, supply chain, and regulatory compliance teams. Mark, who has been with the company since January 2005, has a long history related to renewable power generation, including plant construction, commissioning, startup, operations, maintenance, supervision, and management of multiple wind projects throughout the U.S. Formerly a General Electric Wind Energy employee, Mark has more than 28 years of experience in the renewable energy industry. He has attained a wealth of managerial, analytical, and technical omniscience throughout his career. Mark's recent continuing-education experience has included completing Stanford University's Energy Innovation & Emerging Technologies program (through its Center for Professional Development) and numerous other executive-level development programs.

**Amy McGinty, Vice President, O&M Services** – Amy is responsible for managing the critical services supporting the company's 6,000-MW operational fleet, including asset management, land management, performance reporting and quality, operational permitting and wildlife, and overall operational strategies. She has been with the company since 2001, serving in a wide variety of roles. Most recently, she served as part of the O&M Services team, where she led project teams and directed the strategy and deliverables for global, corporate, and departmental wind- and solar-operations initiatives. Not long ago, she coordinated the development and implementation of a comprehensive offshore wind strategy in the United States. She also spent 2 years working in Iberdrola's headquarters in Madrid. Before joining Iberdrola, Amy worked for the company's prior affiliate, Community Energy, Inc. Amy has a B.S. in Integrated Science and Technology with a concentration in Energy from James Madison University, and is bilingual in English and Spanish.

### **3.9 Finance and Legal**

**Benjamin Lackey, General Counsel** – Ben leads the company's legal organization, including legal support of all phases of renewable project development, power sales, major transactions, and energy trading. Ben has almost 20 years of legal experience, with almost half of that in the renewables industry. Ben began his career with Cadwalader in New York. He also practiced with Jones Walker in New Orleans and Tonkon Torp in Portland before joining Avangrid in 2004. Ben earned a B.A. from Bard College and a Juris Doctor (J.D.) from the University of Chicago Law School.

**Doug Stuver, Vice President** – Doug is responsible for managing the accounting, financial planning, and analysis, middle office, and back office for Avangrid. He started with the company in

2015, when he joined as the Managing Director of Finance overseeing the accounting responsibilities for Renewables. Doug has been in the energy industry for approximately 25 years in various accounting, finance, and risk management roles. Most recently, he worked as Chief Financial Officer for PacifiCorp. Before joining the energy industry, he worked for Ernst & Young in auditing. Doug has a B.A. in Business Administration from the University of Pittsburgh.

## 4.0 Qualifications of Known Contractors

*OAR 345-021-0010(1)(d)(C) The qualifications of any architect, engineer, major component vendor, or prime contractor upon whom the applicant will rely in constructing and operating the facility, to the extent that the identities of such persons are known when the application is submitted.*

The Applicant has previously worked with contractors experienced with the construction, operation, and maintenance of solar and battery-storage facilities. Selection criteria will center on qualified engineers, manufacturers, and contractors who are experienced in these industries.

## 5.0 Applicant's Past Performance

*OAR 345-021-0010(1)(d)(D) The past performance of the applicant, including but not limited to the number and severity of any regulatory citations in constructing or operating a facility, type of equipment, or process similar to the proposed facility.*

The Applicant's parent company, Avangrid, has a long history of developing solar power projects in the United States, as described in Section 2.0. There have been no regulatory citations related to constructing or operating a facility, type of equipment, or process similar to the proposed Facility.

## 6.0 Mitigation

*OAR 345-021-0010(1)(d)(G) If the applicant relies on mitigation to demonstrate compliance with any standards of Division 22 or 24 of this chapter, evidence that the applicant can successfully complete such proposed mitigation, including past experience with other projects and the qualifications and experience of personnel upon whom the applicant will rely, to the extent that the identities of such persons are known at the date of submittal.*

Mitigation may be required for impacts to various resources. The mitigation measures proposed by the Applicant for compliance with OAR Division 22 or 24 are described in the specific exhibit to which the permits pertain.

The Applicant's parent company has developed and implemented mitigation projects for multiple Council jurisdictional projects in Oregon, including Klondike Wind III, Leaning Juniper Wind IIA, Leaning Juniper Wind IIB, Montague Wind, and Klamath Cogeneration. Avangrid has also developed

and implemented mitigation actions for county jurisdictional renewables projects, including Gala Solar in Crook County. Avangrid's past performance in completing mitigation actions related to OAR Division 22 and 24 standards, along with its technical expertise in the design, acquisition, and financing mitigation actions demonstrate the Applicant's ability to implement any required mitigation.

Avangrid Renewables, through its affiliates, has documented mitigation obligation, revegetation, and weed control for EFSC-jurisdictional projects in annual reports. These annual reports, which often contain technical monitoring reports prepared by third parties, provide evidence that the Applicant can perform the required mitigation.

For example, the 2018 monitoring report for Leaning Juniper II (MB&G 2018<sup>1</sup>) that was submitted as part of that facility's annual report, summarizes vegetation trends since 2011. That report states:

...the Oregon Department of Fish and Wildlife (ODFW), the Oregon Department of Energy (Department), and Mason, Bruce & Girard (MB&G) conducted a site visit to review the Habitat Mitigation Area (HMA) in the context of the 2015 monitoring results and to discuss the scope of future monitoring. During the site visit, ODFW indicated that the site exhibited improvements since an initial ODFW site visit in 2011, and that continued vegetation plot monitoring was not warranted to demonstrate the HMA's trajectory towards success. Also, ODFW indicated that the avian area search surveys were no longer required, as previous surveys indicated excellent use of the HMA by avian species.

Further monitoring of the Leaning Juniper in 2018 concludes that "the HMA continues to exhibit increases in cover and diversity in the shrub-steppe and bunchgrass communities. In addition, MB&G did not observe any new noxious weed populations" (MB&G 2018). This monitoring report and others provided to ODOE as part of annual reporting requirements provided evidence that Avangrid has the necessary experience to successfully complete a mitigation action.

Furthermore, Attachment D-1 consists of an email from Duane Kilsdonk, documenting the Applicant's experience to execute conservation agreements at other projects in Oregon.

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<sup>1</sup> Mason, Bruce & Girard, Inc (MB&G). 2018. Leaning Juniper IIa and IIb: 2018 (Year-8) Habitat Mitigation Area Photo-Monitoring and Reporting. Memorandum to Avangrid Renewables, June 28, 2018.

## 7.0 Submittal Requirements and Approval Standards

### 7.1 Submittal Requirements

**Table D-2. Submittal Requirements Matrix**

Requirement	Location
OAR 345-021-0010(1)(d) Information about the organizational expertise of the applicant to construct and operate the proposed facility, providing evidence to support a finding by the Council as required by OAR 345-022-0010, including:	-
(A) The applicant's previous experience, if any, in constructing and operating similar facilities;	Section 2.0
(B) The qualifications of the applicant's personnel who will be responsible for constructing and operating the facility, to the extent that the identities of such personnel are known when the application is submitted.	Section 3.0
(C) The qualifications of any architect, engineer, major component vendor, or prime contractor upon whom the applicant will rely in constructing and operating the facility, to the extent that the identities of such persons are known when the application is submitted.	Section 4.0
(D) The past performance of the applicant, including but not limited to the number and severity of any regulatory citations in constructing or operating a facility, type of equipment, or process similar to the proposed facility.	Section 5.0
(E) If the applicant has no previous experience in constructing or operating similar facilities and has not identified a prime contractor for construction or operation of the proposed facility, other evidence that the applicant can successfully construct and operate the proposed facility. The applicant may include, as evidence, a warranty that it will, through contracts, secure the necessary expertise.	N/A
(F) If the applicant has an ISO 9000 or ISO 14000 certified program and proposes to design, construct and operate the facility according to that program, a description of the program.	N/A
(G) If the applicant relies on mitigation to demonstrate compliance with any standards of Division 22 or 24 of this chapter, evidence that the applicant can successfully complete such proposed mitigation, including past experience with other projects and the qualifications and experience of personnel upon whom the applicant will rely, to the extent that the identities of such persons are known at the date of submittal.	Section 6.0, Attachment D-1

7.2 Approval Standards

Table D-3. Approval Standards

Requirement	Location
OAR 345-022-0010	-
<p>(1) To issue a site certificate, the Council must find that the applicant has the organizational expertise to construct, operate and retire the proposed facility in compliance with Council standards and conditions of the site certificate. To conclude that the applicant has this expertise, the Council must find that the applicant has demonstrated the ability to design, construct and operate the proposed facility in compliance with site certificate conditions and in a manner that protects public health and safety and has demonstrated the ability to restore the site to a useful, non-hazardous condition. The Council may consider the applicant's experience, the applicant's access to technical expertise and the applicant's past performance in constructing, operating and retiring other facilities, including, but not limited to, the number and severity of regulatory citations issued to the applicant.</p>	<p>Sections 2.0 through 6.0</p>
<p>(2) The Council may base its findings under section (1) on a rebuttable presumption that an applicant has organizational, managerial and technical expertise, if the applicant has an ISO 9000 or ISO 14000 certified program and proposes to design, construct and operate the facility according to that program.</p>	<p>N/A</p>
<p>(3) If the applicant does not itself obtain a state or local government permit or approval for which the Council would ordinarily determine compliance but instead relies on a permit or approval issued to a third party, the Council, to issue a site certificate, must find that the third party has, or has a reasonable likelihood of obtaining, the necessary permit or approval, and that the applicant has, or has a reasonable likelihood of entering into, a contractual or other arrangement with the third party for access to the resource or service secured by that permit or approval.</p>	<p>N/A</p>
<p>(4) If the applicant relies on a permit or approval issued to a third party and the third party does not have the necessary permit or approval at the time the Council issues the site certificate, the Council may issue the site certificate subject to the condition that the certificate holder shall not commence construction or operation as appropriate until the third party has obtained the necessary permit or approval and the applicant has a contract or other arrangement for access to the resource or service secured by that permit or approval.</p>	<p>N/A</p>

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**Attachment D-1. Letter from Duane  
Kilsdonk: Avangrid Renewables' Past  
Performance**

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**From:** KILSDONK Duane \* ODOE <[Duane.Kilsdonk@oregon.gov](mailto:Duane.Kilsdonk@oregon.gov)>  
**Sent:** Tuesday, August 20, 2019 3:52 PM  
**To:** Hutchinson, Matthew <[matthew.hutchinson@avangrid.com](mailto:matthew.hutchinson@avangrid.com)>  
**Subject:** EXTERNAL: RE: Avangrid Renewables Past Performance

Matt,

As per our conversation this morning pertaining to Avangrid Renewables past performance, I've worked in the Energy Siting Division, as the Compliance Officer for almost ten years. With that said, within that time I can attest that Avangrid Renewables, through projects such as the Klondike III Wind Project (operating since 2007), Leaning Juniper IIA and Leaning Juniper IIB (operating since 2010) has proven to have the qualifications and experience to execute conservation easements for habitat mitigation sites.

As per the wind projects listed above, Avangrid Renewables has past and current experience performing habitat enhancements at mitigation sites as well as amending specific plans to enhance or uplift the mitigation area. In fact, I'm in the process of reviewing the Leaning Juniper IIA and IIB: 2018 (**Year-8**) Habitat Mitigation Area (HMA) Photo-Monitoring and Reporting document submitted by Avangrid Renewables in the latest Annual report. Avangrid Renewables has also performed revegetation efforts on all three above mentioned wind projects after the facility's construction was complete and is now in the process of the same activity at the Montague Wind Power Facility.

As a conclusion, Avangrid Renewables has coordinated with the Energy Facility Siting Council to permit the projects as mentioned above and is in the process of fulfilling mitigation requirements for spatial and temporal impacts to wildlife species and habitats affected by the project sites.

Sincerely



**Duane Kilsdonk**  
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