

Statement of Qualifications

2026



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Cover Letter

To Whom It May Concern:

US Renewables LLC (USR), is pleased to submit our Statement of Qualifications. We recognize that selecting the right development partner is one of the most consequential decisions you will make in advancing your renewable energy strategy. We also recognize that the market is crowded with firms that speak confidently but cannot point to meaningful execution.

USR is different. Our leadership team has developed, entitled, engineered, and advanced more than 6 gigawatts of battery energy storage projects and double-digit gigawatts of utility-scale solar assets across the United States. In several jurisdictions, we delivered the first BESS projects ever permitted, defining the entitlement pathways that the market now uses. We have shaped ordinances, guided local AHJs through unfamiliar technologies, and partnered with fire authorities to write the standards that enable safe and scalable deployment. This is the work we do every day. And it is why we are one of the most capable and proven development teams in the country.

Our mission is simple: lead, not follow. In every engagement, we aim to remove uncertainty, accelerate progress, and strengthen the trust that allows complex, high-value projects to move from aspiration to operation. You will find that theme throughout this SOQ — clarity, discipline, and leadership applied to the renewable energy landscape.

We appreciate your consideration and welcome the opportunity to demonstrate, through our work and partnership, why USR is the right team to help bring your vision to life.

Sincerely,

Tommy Nelson
Chief Executive Officer
US Renewables LLC



Company Background

US Renewables (USR) is a senior-led renewable energy development and project execution firm with one of the strongest track records in the industry. Our leadership and advisory team bring more than a century of combined experience, having delivered complex power infrastructure across solar, storage, natural gas, hydroelectric, pumped storage, and distributed energy markets.

But our true distinction is not the quantity of megawatts. It is the quality of leadership behind them. In a sector accelerated by policy but constrained by entitlement, interconnection, and community acceptance, USR's ability to lead through complexity is what consistently moves projects across the finish line. We support clients across the full lifecycle:

- Early-stage siting and land control
- Interconnection strategy and queue management
- Environmental and permitting leadership
- Engineering coordination and system design
- Construction oversight, QA/QC, and owner's representation
- Commercial alignment and investor engagement

From greenfield to groundbreaking, our strength lies in our ability to remove friction, create clarity, and execute decisively.

We do this by adhering to a set of corporate values that guide how we lead, make decisions, and execute at every stage of a project.

Our Values

- Continuous Improvement: Always Be Growing
- Relationships: The foundation of our success lies in forming and maintaining relationships.
- Effectiveness: We do the "right things."
- Congruence: We do what we say, and we say what we do.
- Diligence: Projects are developed daily, not in a day.
- Leadership: We only manage two things: projects and expectations.
- Acceptance: We accept what is within our control.



The Five Pillars

The Five Pillars of Renewable Energy Development

The Five Pillars provide the foundation for successful renewable energy development by ensuring that the critical elements of a project are addressed together. They help reduce risk, strengthen project viability, and create a clear path from early development through financing, construction, and operation. By managing each pillar as part of an interconnected system, developers can identify weaknesses earlier, make better decisions, and keep projects moving toward successful execution.

Land:

Land is the foundation of every successful project. It is more than securing acreage; it means establishing durable, defensible control over the site, access, easements, title, development rights, and the other real estate interests necessary to build, operate, finance, and ultimately transfer the project. Strong land control creates the certainty needed for every other aspect of development to move forward.

Interconnection:

Interconnection is the project's path to the grid and one of the most consequential factors in determining whether a project is viable. It includes queue position, system studies, upgrade costs, deliverability, utility requirements, milestone obligations, and the schedule for energization. Successful development requires more than simply obtaining a queue position; it requires a clear, financeable strategy for delivering power to the grid when and where it is needed.

Entitlements:

Entitlements are the approvals and permissions required to transform a development concept into a buildable project. This includes zoning, land-use approvals, environmental review, permits, agency conditions, public hearings, mitigation requirements, and ongoing compliance obligations. A strong entitlement strategy anticipates potential obstacles early and creates a clear path through the regulatory process.

Community Support:

Community Support is the local and political acceptance necessary for a project to succeed in the real world. It is built through early engagement, honest communication, strong relationships, and a genuine understanding of the concerns and priorities of local stakeholders. Effective community engagement allows projects to be evaluated on facts, builds trust with public officials and residents, and reduces the risk that an otherwise viable project becomes politically difficult or impossible.

Offtake:

Offtake provides the revenue foundation that turns a viable project into a financeable asset. It defines who will purchase the energy, capacity, renewable attributes, reliability value, or other products the project creates, as well as the price, term, credit requirements, delivery obligations, and contractual protections governing that relationship. A well-structured offtake strategy provides the revenue certainty investors and lenders need to confidently support the project.





Why Hire USR?

We Provide Battery Energy Storage Systems (BESS) National Leadership at Scale

Battery storage is reshaping the U.S. power system, but it remains new to many regulators, utilities, and local jurisdictions. USR is one of the nation's most experienced BESS developers, with 6 GW of greenfield BESS projects led in the last two years alone. Our team has:

- Delivered first-to-market BESS entitlements in multiple states
- Guided AHJs and fire authorities through early NFPA 855/UL9540A interpretation
- Helped craft local BESS ordinances and permitting frameworks
- Solved complex safety, siting, and thermal-risk considerations
- Structured hybrid solar-plus-storage systems with utility-compatible operating envelopes
- Built investor-ready diligence packages, safety narratives, and risk models

Few teams in the country have done more to open new BESS markets — and none have our combination of practical experience, regulatory credibility, and engineering fluency. When clients hire USR, they're hiring the team that didn't just participate in the emergence of the U.S. storage market — we helped build it.

We are Experts in Utility-Scale Solar & Hybrid Project Development

USR brings double-digit gigawatt experience across utility-scale solar development, EPC coordination, and construction-phase leadership. Our expertise spans:

- Project siting and feasibility
- Land and ROW acquisition
- Permitting and environmental approvals
- Interconnection strategy and queue management
- Equipment selection and early engineering
- Stakeholder engagement and political strategy
- EPC interface, scheduling, and constructability review

USR's team blends engineering rigor, field-based pragmatism, and leadership discipline to move projects from concept to construction with speed and certainty. We ensure designs are not only technically sound but buildable, bankable, and schedule-realistic.

We Offer Public Affairs and Community Integrated Strategic Solutions

Public affairs is not a downstream communications exercise; it is a core development and risk-management function. USR integrates political and regulatory intelligence, stakeholder mapping, government affairs, strategic communications, coalition development, workforce strategy, and community-benefit planning



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across the Five Pillars: Land, Interconnection, Entitlements, Offtake, and Community Support. We map the decision architecture surrounding each project, including formal authorities, informal influencers, local priorities, potential champions, narrative vulnerabilities, and opposition pathways, before those factors become schedule, permitting, or capital risks. That intelligence becomes a sequenced engagement strategy with disciplined messaging, clear accountability, executive intervention points, and measurable objectives designed to build informed legitimacy, durable relationships, and a credible public record. The result is a more resilient project positioned to navigate approvals, withstand misinformation, protect development timelines, and maintain the public and political support required to build and operate critical energy infrastructure.

Our Land, Right-of-Way (ROW), and Title Acquisition is a National-Scale, Senior-Level Practice

Solar and battery storage projects succeed or fail based on the quality of land, title, and ROW work. USR's land discipline is one of our defining strengths, powered by a team with over 70 combined years of land acquisition, title resolution, ROW negotiation, permitting, and multi-agency coordination experience.

Strategic Land Acquisition & Negotiation

Allison Daniel, a land acquisition specialist with 18 years of multi-sector experience, has leased thousands of acres for solar and BESS projects and has negotiated land rights across ERCOT, PJM, MISO, and WECC. Her background in oil, gas, electric distribution, and transmission — combined with her education in psychology and social work — enables her to build trust quickly, navigate difficult personalities, and secure agreements that stand up to investor scrutiny.

Title Examination, Encumbrance Resolution & Federal/Tribal Land Mastery

Sherry Kinsella has more than 30 years of experience as a senior title examiner, abstractor, and real estate researcher. She has worked with the Arizona Department of Transportation on federal roadway projects, researched title for BLM and tribal lands, cured complex encumbrances, produced attorney-grade title commitments, and resolved issues across residential, commercial, state, tribal, and federal properties. Her expertise protects USR's projects from downstream risk — title defects, improper legal descriptions, ROW conflicts, unresolved encroachments, and easement disputes.

Why USR's Land & ROW Team Is Different

Most developers treat land as a checkbox. We treat it as the foundation of the entire project. Our land and ROW team provides:

- Rapid negotiator-level rapport with landowners
- Multistate title examination and curing capacity
- Utility-native permitting and engineering review
- Deep tribal, BLM, federal, and state land experience
- Precision risk mitigation early in development
- The ability to advance land-dependent milestones faster and with fewer revisions

Few renewable development teams in the country operate with this level of rigor, institutional knowledge, or breadth of experience.

We Lead in Interconnection Strategy & Grid Integration

Interconnection is the single most valuable milestone in modern renewable development. Our team brings:

- Deep queue-navigation experience across WECC, SERC, SPP, ERCOT, MISO, and NYISO



- Knowledge of upgrade probability, system impact study structures, and deliverability constraints
- Early modeling to structure POI options and reduce upgrade exposure
- Utility-aligned communication frameworks that shorten response cycles

Because we lead both BESS and utility-scale solar portfolios, we understand how to position projects for feasibility, cost discipline, and long-term operational success in today's congested grid environment.

Summary: Why USR Is the Clear Partner of Choice

Across BESS, solar, hybrid systems, construction oversight, and land/ROW/title, USR offers a rare combination of scale, leadership, credibility, and execution. We have opened markets, shaped ordinances, secured first-of-their-kind entitlements, and delivered gigawatts of projects through the most complex development environments in the country. Clients choose USR because we do not merely develop projects. We lead them.



Corporate Details

US Renewables, LLC

Date of Organization: **October 18, 2008**

State of Organization: Delaware

Privately held and wholly owned MBE/WBE company

Years in Business

US Renewables – 18 years as an independent entity

Major Partners

USR is one of the leading development and project management service providers nationwide. Some of USR's major clients and partners have included Tenaska, Pine Gate Renewables, Cypress Creek Renewables, NRG Energy, First Solar, ArcLight, CH2M Hill, Caithness, and Baltimore Electric. It is only through our collective experience and the experience of our Board of Advisors that we have been able to have as much success to date.

Financial Statements

Available upon request.



Our Team

Tommy Nelson

CEO

Tommy Nelson is one of the country's most accomplished early-stage renewable developers and a recognized authority in utility-scale battery storage. Across his career, Tommy has led the development and entitlement of more than 6,000 MW of BESS projects and double-digit gigawatts of solar, including multiple first-to-market wins that established the entitlement pathways still used by other developers today.

He has presented before city councils, fire authorities, planning commissions, and state agencies nationwide, helping shape the permitting frameworks that govern the modern storage industry. With more than twenty years of civil engineering and construction experience, Tommy brings a rare blend of field realism, regulatory fluency, and strategic leadership.

A former Vice Chairman of both a Planning Commission and a Utilities Commission, he understands how decisions get made — and how to lead projects through uncertainty with clarity and discipline.

Ryan Economy

President, Development

Ryan is a renewable energy development leader with more than 14 years of experience advancing utility-scale projects from early stage through construction. He has helped bring nearly 2.5 GW of solar and battery storage projects to market and has managed multi-gigawatt pipelines across ERCOT and MISO. Prior to US Energy Infrastructure, Ryan held development and M&A leadership roles at ENGIE North America and BayWa r.e.

Greg Drolet

Chief Growth Officer

Greg is the architect of USR's leadership culture. A founding member of the Maxwell Leadership Team and a nationally recognized leadership coach, Greg has spent decades developing high-performance leaders across industries. At USR, he ensures that our internal culture — clarity, accountability, communication, and growth — is as strong as our project delivery. He is a mentor, strategist, and culture-builder who equips teams to perform at the highest level.

Jennifer Bonetto

Director of Operations

Jennifer is a Fortune 500-trained financial leader with deep experience in accounting systems, operational efficiency, and strategic scaling. She ensures USR manages capital with discipline and maintains the operational infrastructure needed to support multi-gigawatt growth. Jennifer holds an MBA from Chapman University.

Taylor Bickford

Managing Director of Public Affairs

Taylor is a public affairs leader with nearly 20 years of experience guiding energy and infrastructure projects



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through complex political and community environments. He leads USR's public affairs division, advising teams on stakeholder engagement, communications, and government affairs nationwide. He holds a B.A. from West Virginia University and an M.S. from the University of Nevada, Las Vegas.

BethAnne Darby
Strategic Initiatives

BethAnne is an attorney and public affairs strategist with more than 20 years of experience navigating complex regulatory, political, workforce, and community issues. She helps project teams anticipate risk, align stakeholders, and navigate approvals while protecting development timelines. BethAnne holds a J.D. from Willamette University College of Law and is a member of the Oregon State Bar.

Olivia Bowles
Senior Development Manager

Olivia brings technical precision and community-minded execution to USR's development practice. Her background in remediation, environmental analysis, and stakeholder engagement strengthens our ability to earn community trust and move projects through sensitive jurisdictions.

Allison Daniel
Senior Right of Way Specialist

Allison brings 18 years of land, ROW, and negotiation experience across renewables, oil and gas, electric distribution, and major linear infrastructure. Her training in psychology and social work makes her particularly effective at building trust with landowners and resolving complex interpersonal dynamics that derail lesser teams.

Sherry L. Kinsella
Senior Title Specialist

Sherry is widely regarded as a best-in-class title and ROW expert. Her mastery of easements, railroads, canals, utilities, and tribal, federal, and state land issues ensures clean site control and eliminates downstream entitlement risk. In early-stage development, precision is everything. Sherry delivers it.

Johanan Knight
Associate Developer

Johanan is a renewable energy professional with experience in clean energy infrastructure, project management, and environmental engineering. His background includes deploying solar-plus-storage EV charging projects at Chargenet Stations and conducting environmental due diligence at Roux Associates. Johanan holds a Bachelor of Science in Environmental Engineering from Yale University.

Board of Advisors

Bob Looper

Civil Engineer

Robert D. (“Bob”) Looper, P.E., is a Board Member and Founder of US Solar Holdings. Mr. Looper has been directly involved in the development and construction of over 4,500 MW of new traditional power plants in the past 20 years primarily in partnership with several large energy companies, in addition to 1,000 MW of solar project activity since 2008. Mr. Looper has over 35 years’ experience working with private industries involved in the development and operation of water, power, and general civil projects. Mr. Looper led the negotiation and closed one of the solar industry’s large development asset transactions in 2010, the sale of 450 MW of solar projects to NRG Solar; NRG subsequently hired US Solar to continue development of the same projects.

During the past 20 years, Mr. Looper has managed the development of several power generation projects ranging in size up to \$700 million. Project Management responsibilities have included: project siting efforts, feasibility studies, engineering design, permitting & licensing, project financing, marketing and negotiation of institutional agreements, construction management, supervision of project operations, review and analysis of existing projects, PPA negotiations, interconnection agreements, and M&A of development assets. This balanced background in project development provides the framework for Mr. Looper to provide strategic policy direction for project development activities.

Keith Latham

Mechanical Engineer

Mr. Latham is a seasoned energy sector entrepreneurial leader with more than 25 years’ experience in mergers & acquisitions, project development, and permitting & licensing, with significant, successful team leadership in each area. He also has extensive experience with real estate development, particularly in the area of brownfields, and has a demonstrated ability to identify and create opportunities. He has worked for multiple Fortune 500 energy firms and run his own energy development consulting business.

During his career, Mr. Latham was responsible for the successful permitting of approximately 3500 MW of natural gas combined cycle plants (1000 MW in operation), led a solar development pipeline of more than 1000 MW (more than 175 MW in operation), and is currently leading (in a consulting role) a significant portfolio of battery storage development projects.

Mr. Latham holds a degree in Mechanical Engineering from the University of Maryland and has completed numerous classes towards an MBA.

Mike Elliott

Electrical Engineer

Mr. Elliott has routinely lead engineering units in providing power generation services throughout his career. He has served on a variety of large projects throughout the world as a Senior Project Manager. His expertise includes system planning, design, economic analysis, equipment selection, and construction management.

His responsibilities regularly include engineering/management for electrical projects and supervision of engineering staff. He has also provided written and oral testimony before governing bodies as an expert witness. Previous employment with MPE and Mooney Consulting as Senior Project Manager, POWER Engineers as Senior Engineer, David Evans & Associates as Vice President of Energy Services, and Ida-West Energy as Director of Development and Senior Project Manager. Earlier, he was Division Manager, Industrial and Energy Systems Group, for CH2M Hill, Boise.

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Visit our website for detailed information on some of our past projects: usrenewablesllc.com

References

Reference contact information is available on request.

