THE SOL SOURCE

A Compelling (and Complex) Opportunity: Creating Value as a Solar Developer in 2020

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WELCOME

THE SOL SOURCE is a quarterly journal that our team distributes to our network of clients and solar stakeholders. Our newsletter contains state market updates, trends, and observations gained through regular interviews with our team, and it incorporates news from a variety of industry resources.



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STATE MARKETS

Virginia is an actively changing market, the information below is accurate as of February 6

Virginia



With Democrats taking both chambers of the Virginia General Assembly last year and Democratic Governor Northam nearing the end of his four-year single

term - Virginia only allows governors to serve one term - renewable energy industry advocates are out in full force promoting several pieces of renewable friendly legislation. Namely, they are pounding the pavement for the Virginia Clean Economy Act (VCEA), a mandatory renewable energy portfolio standard bill that aims to shift the Commonwealth's electric grid to 100% clean energy by 2050 and see Virginia join the Regional Greenhouse Gas Initiative (RGGI). When it comes to solar specifics, the bill would remove stand-by charges for residential solar systems, legalize power purchase agreements statewide, and increase the net energy metering cap from 1% to 10%, among other measures. Altogether, the bill's provisions are anticipated to expand Virginia distributed solar energy capacity to 2,500 megawatts from the 92 megawatts installed today. A study commissioned by MDV-SEIA showed that the VCEA would create 29,500 direct solar jobs in Virginia and generate more than \$4.3 billion in economic investment over the next decade.

Maine



Since three bipartisan clean energy bills were signed into law in June 2019, Maine has been home to an abundance of renewable energy activity. One

of the laws, <u>LD 1494</u>, amended the state's renewable portfolio standard (RPS), increasing its renewable energy target to 80% by 2030 to eventually reach 100% by 2050. While the state had only a modest 60 MW of solar installed as of the third quarter of 2019, its renewables market is now poised for big things in 2020 and beyond.

To reach the state's goals, the state's public utilities commission (PUC) has been directed to incentivize distributed solar and solar-plusstorage deployment, improve renewable energy access for low-to-moderate-income consumers, and launch competitive long-term procurement processes for new renewable generation. This January, the PUC announced that it is planning to release an RFP in the second quarter of 2020 for the newly established Class 1A tier resources, which now only include resources with the highest value and lowest environmental impact. By the end of 2021, utilities will have to procure Class 1A resources equal to 14% of the state's 2018 retail electricity sales through at least 20-year-long contracts.

As we move into the 2020 state legislative season, Maine has already seen four more clean energy bills introduced. Among others, the bills seek to create a new clean energy fund, require investor-owned utilities to contract for community solar generation, and further aid the deployment of net metering projects across the state. The future of Maine is looking greener and greener.

STATE MARKETS

New York



The Empire State recently hit a significant milestone on its <u>path to carbon</u> <u>neutrality by 2040</u>. With the December

addition of a large community solar project in Saratoga County, the state <u>reached 2 GW of</u> <u>total installed solar capacity</u>. While this may seem like a cause for celebration, the solar community has no time to rest. New York now has five years left to install an additional 4 GW of distributed generation (DG) to reach its ambitious goal of 6 GW of DG by 2025. The state is expected to install 3.6 GW of solar within the next five years: the seventh largest five-year projection in the nation.

To that end, last November the New York State Energy and Research Authority (NYSERDA) petitioned the state public service commission (PSC) for an additional \$573 million in funding to extend the NY-SUN MW block program to 2025. This funding will help to bolster <u>the Value</u> of <u>Distributed Resources</u> program, particularly for community solar projects, while improving low-to-moderate income access to solar through financial incentives.

As of January 2020, the New York State Electric & Gas Corporation and National Grid's Community Distributed Generation (CDG) adder tranches have filled up and closed. Solar stakeholders await anxiously for the PSC to provide certainty about the future of CDG compensation in these areas so that community solar can continue to be available. Despite the lack of clear market signals, we expect to see continuing renewable development activity across the state.



A Compelling (and Complex) Opportunity: Creating Value as a Solar Developer in 2020

By Yuri Horwitz

When we started Sol Systems around a dinner table in 2008, PV modules cost \$3/watt – and that was a recent breakthrough. Those same modules now cost 30-40 cents/watt and they are significantly more efficient. As we noted last year, solar energy technology continues its path to global dominance. <u>Costs</u> have fallen by 89% in the last decade, even as modules and balance of systems (BOS) increase in efficiency, and solar is now the <u>least expensive</u> source of electricity in two-thirds of the world.

Solar pricing will further fall in the next five vears as multi-busbar modules increase harvest and reliability, wafers get both thinner and larger and drive efficiency, raw silicon declines in value, silver use falls by 40%, and manufacturing facilities become more efficient. Our previous annual letters described many of these changes in more technical detail. All of these changes are occurring at a time when natural gas exploration and production firms are beginning to stabilize their businesses and focus more on cash flow to meet large amounts of debt and focus less on growth. When natural gas prices go up as a result, so too will the price of electricity, since natural gas is the primary source for electricity in the United States (38% in 2020), further driving demand for cheap solar power.

As a result, the U.S. and global solar markets will continue to scale. Solar composed around <u>40% of all new capacity</u> in the United States in 2019 and it will compose an <u>estimated 32%</u> in 2020. Wind will provide 44%. Solar generation is projected to <u>expand</u> globally from 571 TWh in 2018 to an estimated 1,263 TWh in 2022. Bloomberg New Energy Outlook estimates that



solar and wind will provide 50% of the world's electricity by 2050. Couple these changes with an electric car fleet that is 30x what it is today, utilizing around 10% of the world's electricity, and a very interesting picture of the future emerges. The times, they are a changing.

These changes are dramatic, and they are impactful for our industry. Their impact is at the heart of why so many of us got into this business to begin with and we all have much to be proud of. But good changes can be challenging too. Running a solar company has always been a bit like competing in the World Series on a shifting field a la the <u>'89 Giants</u>. It's either fun or crazy, or both. Your call. 2020 arrives with its own unique opportunities and dynamic market changes for solar developers.

Large Developers + Institutional Investment = Even Larger Developers

2019 served up a super-sized array of mergers and acquisitions as the solar industry looks increasingly like the more consolidated wind industry. Recent examples include Canada Pension Plan Investment Board's acquisition of Pattern Energy, BlackRock's <u>majority investment</u>

in GE's renewable energy platform, Ares Management Corporation's <u>majority investment</u> in Heelstone Energy, TerraForm Power/Brookfield's <u>acquisition</u> of the Washington Gas/AltaGas portfolio (platform), and Green Investment Group's <u>acquisition</u> of Tradewind Energy. And it's not just developers that are consolidating; asset management platforms like AlsoEnergy and Power Factors are growing through acquisitions, and oil majors Ørsted, Shell and BP are all doubling down on investing in renewables via acquisitions in the United States.

That drumbeat will continue in 2020. Institutional investors like pension, insurance and infrastructure funds will increasingly invest in renewable energy development platforms (not just projects). They will make these investments because the infrastructure market is increasingly crowded and competitive and project returns are historically thin (generally hovering at 6-6.5% unlevered after-tax internal rate of return, with some merchant tail risk thrown in for good measure). These institutional investors don't necessarily want to run a development company; they want a project pipeline and potentially a partner to help them. The more creative buyers can structure their platform investments or acquisitions to mimic a pipeline acquisition.

This institutional investment and scale enable developers to offer differentiated customer products. Investor demand for yield is also forcing developers to get more creative in how they structure projects. An estimated 20% of all new utility builds in the United States will be offsite PPAs. The traditional contract for differences (CFD) is a financial swap that avoids some of the complexity of physically delivering electricity to customers. It's rather elegant in design, but sometimes less elegant in practice. Locational and temporal basis risk mean that customers or project owners (and sometimes both) aren't swapping electricity at the same price or buying electricity at a price that corresponds with what they contracted for.

As a result, some customers are asking for a firmed and/or shaped product that matches some or part of their load, and sometimes requesting that developers combine solar projects with batteries or other technologies and market the ancillary services and capacity associated with production and storage. For example, a customer may request physical delivery of a firm on-peak block of 200 MW to be delivered at a Dominion hub starting in January 2021 for a 12-year PPA. The customer may even want to swap the RECs and has no interest in the capacity, which means the owner needs to manage this asset.

A solar developer that wants to meet that demand may need a license to market electricity, additional thermal generation to firm and shape the block it is delivering, an environmental commodity team that can manage SREC and REC exposure, and an active electricity trading team that can hedge, block, and deliver into PJM. Or they need a partner. For those retail energy suppliers that have this capability (our friends at Calpine, NRG, Direct, or Tenaska to name a few) there is tremendous opportunity to collaborate with the solar industry and serve their customers. What has been less successful for some of these businesses is offering these products directly without partnering with a solar developer. In short, we all need one another to build the industry we all want to build. Which is why this is not only an opportunity for retail electricity suppliers, but solar developers and project owners as well.



But Wait Up...Local Developers Still Create Much of Our Industry's Value

While the industry is both scaling and consolidating, skilled regional developers will continue to play a critical role creating value in 2020 and beyond. As they should.

Institutional-backed development platforms that scale will rely upon these more regional developers to aggregate pipeline and achieve scale. Large institutional funds take razor thin economics and are incentivized (required) to deploy capital in hundred million-dollar chunks.

That may be a perverse incentive, but it is a real one. One primary value differentiator for smaller developers is their deep understanding of local political conditions, sensitivities and knowledge around land acquisition and land use, and a connection to local communities and customers. There are therefore tremendous opportunities to create value on the ground with market-specific strategies for highly focused developers.

Full disclosure: this changing landscape does require significant discipline and planning. Last year we urged caution around packing peanuts and filling pipelines with non-tenable assets. We reiterate that caution here. Because many markets are saturated with projects, creating differentiated value is mission critical. It is imperative that before grabbing a bourbon at the local well with a perspective landowner, a development team first evaluates congestion risk and locational marginal pricing and monitors the queue to understand where other projects are coming online. It is also imperative that developers are mindful of historical land use and work closely with communities. As solar scales, the relative attractiveness of another 20, 50, or 100 MW project in a nearby field goes down for many communities. Coordination with environmental non-profits and community interests is key.

Stay Focused

All of these moving pieces are specific to one geography. Although scaling from a regional developer to a national development platform and fully integrating both appeal to our innate sense of purpose and mission ("hey look, it's awesome, we're 100 people!"), it's a path fraught with challenge. That's a lesson many have learned the hard way (we certainly have).

As developers move from one market to another, they must adjust to different incentives, different timelines and very different regulatory regimes. These new markets mean significant changes to individual project and portfolio development timelines. These changes can also magnify risk implicit in one asset across a dozen assets, fundamentally altering the risk-adjusted return for a developer and its capital sources. In a simple example, a development financial model in the Massachusetts SMART program does not translate into Maine given the vast differences in interconnection. And vice versa.

New markets also often mean different customers, which mean different sales strategies, which mean fundamental corporate organizational changes and maybe even new corporate funding sources. Community solar in Minnesota is not community solar in Maryland. EPC in the Southeast is not EPC in the Northeast. O&M in the Southwest is not O&M in the Midwest. We all endeavor to grow, but we urge you to harness your ambition incrementally...don't let it harness you.

We offer similar advice around vertical integration. In the early years of Sol (2008-2012) the industry grappled with determining the best means to create value, to maintain control and certainty, and to select where to invest to enable success. Almost every large developer has gone through one or more gyrations of vertical integration and then specialization, either to capture margin or because they were concerned about relying on third parties (or both). Recently, many developers that made large investments in building out

construction teams are paring those teams down, or in some cases splitting them into two different businesses and forcing them to compete on market terms.

Similarly, module companies that were focused on both production and development/ construction are changing their strategies as they realize that they don't need to develop proprietary pipeline in order to maintain market share. In 2019, First Solar downsized <u>its EPC</u> and development efforts. Meanwhile, Sunpower <u>split</u> its company in two so that its module business (now Maxeon) could focus on module production and its development business (which maintains the brand) can focus on customers.

Instead of attempting to vertically integrate, developers can use their resources to identify new markets or market niches and create value within these markets. Developers can actually build new markets (like Maine, Virginia or Pennsylvania) through policy intervention. And developers can build stronger and more integrated relationships with key customers. Further, early-stage developers can narrow their focus on where they maximize risk-adjusted value for their balance sheet and capital partners. Developing early-stage assets is both incredibly challenging and critical for the solar industry. These assets are the seeds that our industry will eventually harvest in the next decade.

Collectively, these market changes de-risk the development cycle for the industry, which leads to a lower cost of capital, which in turn leads to a more competitive product for the customer, which leads to scale for the industry. So while they're sometimes challenging, they're generally good.

So...Where to Play?

This industry transformation means making a very purposeful decision about where to play in the development, aggregation and ownership cycle. The earlier in the market and the development cycle and the more localized the effort, and the greater the advantage of a local or regional player. A localized presence is a differentiator when speaking to a city council. This development strategy may lend itself to an early-stage "flip" model where developers focus on getting the project papered with a lease option, feasibility studies, and maybe an interconnection study. Focus local, create a solid team, build a reputation, then sell your assets to a developer partner or long-term owner you can trust. Then scale responsibly. And while this is a good place to start as a new developer, it's not just small companies that pursue this business model. Some of the most successful developers in the country do this. If done correctly, it's highly capital efficient.

For those developers that are aiming to commercialize their assets by securing a PPA, there are not only the long-standing financial barriers of development spend between initial development and securing offtake; there is now an additional challenge of creating and shaping the financial and energy product customers are demanding for offsite projects. The combination is a potential barrier to entry that will increasingly drive the solar industry towards consolidation. If developers can dedicate the resources to become sophisticated players here, there is certainly an opportunity. On the other hand, those resources may also be a significant distraction.

And for those developers or funds that are aiming to own semi-merchant, community solar, CFD, physically hedged, or other complex assets long-term, the challenges are perhaps more myriad. Evaluating and managing environmental commodity and electricity risk long-term requires a significant investment and deep knowledge of policy, electricity demand, technical trading, and fundamental trading. Consider what these assets look like post-PPA as you strive to create value.

5 Solar Technical Issues Avoided with Integrated Delivery and Engineering

By Austin Ditz and Eugene Rhee

As the solar energy market grows, asset owners and investors must understand the technical risks that can emerge during project construction and impact the long-term operation and performance of their assets. However, owners and investors - who are rightly focused on project finance -- are not always well positioned to see these risks. Instead, they are reliant upon an independent engineer, hired to diligence the project through a desktop review of engineering and project documents, and one or two site visits during construction. Meanwhile, engineering, procurement, and construction (EPC) contractors are focused on project construction and the immediate warranty period thereafter, with less focus on long-term performance. As a result, while many EPC contractors build high quality assets, the owner can still be faced with the long-term operational challenges that may emerge once the warranty period expires.

This gap can result in lost production, as well as increased operational expenses like maintenance costs. Solar asset owners should encourage collaboration between their project delivery and asset management teams, establishing precedent for them to work together during and after construction to ensure that solar assets are built to and perform at the expected standard. Over the past several years, Sol's delivery and asset management teams have been compiling a list of common issues that can impact long-term solar project performance. We reviewed the punch lists from approximately 50 projects - a combination of rooftop, ground mount and carport projects - and identified five of the most prevalent issues we encounter:





1 Poor wire management: Every large PV system is home to thousands upon thousands of wires. Managing them correctly is of vital importance, yet many systems are prone to poor wiring. Photo 1a shows a site with various issues, including cables in tension, bend radius violations, and generally sloppy workmanship. Photo 1b shows cables and connectors on the surface of a roof. These poor practices can lead to safety and reliability issues such as premature insulation failures and electrical arcing and, in the worst case, fires. The contractor was required to redo the wire management in both instances. Proper wire management is indicative of high-quality workmanship; it is among the most visible aspects of a solar project, and among the most important practices a contractor can undertake.









As with cables, every project has thousands of electrical connections which allow for the proper flow of generated power. As seen in photos 2a and 2b. connectors can often be an overlooked area of construction where mistakes are made. 1a shows a mated pair where the male and the female connectors are from different manufacturers, while 1b shows a connector where the nut on the left side is not torqued down properly, as seen by the three visible threads. Both issues can lead to problems like increased heat and resistance and electrical arcing issues, as well as potential UL listing violations.

selling their PV plants, a savvy potential buyer may note these issues and demand remediation or a reduction in sale price.

2 Improperly installed PV connectors: B Improperly installed weather station components: Irradiance and temperature are key inputs to determining the performance of a solar project. These are measured with devices called pyranometers and back-of-module temperature sensors. Photo 3a shows a module temperature sensor affixed to the space in between the cells, rather than the best practice location

in the center of the cell near the center of the module. Photo 3b shows an irradiance sensor installed right next to a shiny pole, which can cast a shadow or reflections at different times of the day. Both of these issues lead to poor data quality and can Manufacturer-specific installation instructions cause asset owners to come to misleading are key. These issues may not be noticed conclusions about project performance. by untrained eyes but can have long-term impacts. If an asset owner is considering



4 Civil construction and design issues:

Ground mounted solar projects often require preparation work to prepare the site for long term use as the site for a solar project. Issues can arise from poor grading and poor erosion control practices. Grading, evening out topography on site, can aid in effective storm water draining from the site. In addition, if erosion is occurring onsite, it can impact the structural integrity of the racking system, expose buried cable, and prevent long term growth of grass or groundcover designed to stabilize the soil post construction.

5 Data Acquisition Systems (DAS) and Remote Monitoring: PV project owners and O&M service providers can monitor the performance of the sites and components through cloud-based software known as DAS. Though we've noted many common issues with data acquisitions system hardware, a thorough audit of the system in the online portal (as well as energy, power factors, etc.) can uncover a variety of problems, including mislabeled equipment, scaling issues with voltages and currents, missing data, sensor problems, and underperformance. Photo 5 shows a series of similarly sized string inverters which should be producing about the same energy. Proper setup of the system in these online portals is crucial for accurate data reporting.



Post Construction

As projects reach the testing and commissioning phase, it is imperative that project managers engage their asset management team to review commissioning reports, work with in-field construction managers on punch lists, and review the capacity testing to ensure performance. Collaborating on these post construction efforts helps inform both project and construction manager efforts to close out projects while providing the performance engineering team with valuable context around a plant's early operation. Such information can help reduce downtime in the early stages of operation.

Beyond construction-specific activities, the asset management and delivery teams should regularly collaborate to the benefit of the company's projects. At Sol, this collaboration includes quarterly reporting on asset performance and regular technical specifications updates. This reporting enables us to collect and share feedback from different stages of the construction and operations process to ensure the project's success.

Through collaboration, a solar asset owner's project managers and asset managers can identify potential issues early on and apply lessons learned to protect long term investments and returns. These efforts: reviewing prior punch lists to see trends, collaborating on commissioning activities, and meetings regularly to report on performance, combine the knowledge of project managers and asset managers, ultimately leading to a higher quality solar asset and a stronger return on solar project investments.

SOLAR CHATTER



Despite a push from the solar industry, the 30% federal Investment Tax Credit for solar was not extended as part of Congress's year-end spending bill, and the tax credit stepped down to 26% at the start of the year. Abby Hopper, President and CEO of SEIA, stressed that the industry will survive just fine during the stepdown, pointing out that efforts to extend the 30% ITC remained vital to the fight to combat climate change and the industry would continue to advocate for the credit. In any case, it's just another day on the solarcoaster.

A new report by the Energy Information Administration (EIA) revealed that 76% of 2020 planned electricity generation additions will come from wind and solar, a further example of the momentum renewable energy has built over the last decade. This follows an EIA report from earlier this month showing that renewable electricity generation surpassed coal in April 2019 as the country continues to transition from fossil fuels to cleaner sources of energy. On January 27, New Jersey Governor Phil Murphy <u>outlined a plan</u> for the Garden State to reach 100% renewable energy by 2050. In parallel, the Board of Public Utilities is finalizing the transition plan from its closing SREC program while settling on its successor. New Jersey, which has long been a leader in solar energy, continues its search in paving the next path forward.

Everything is bigger in Texas, even renewable energy. An eye-popping report by Bloomberg New Energy Finance found that the state accounted for a quarter of global corporate renewable energy deals signed in 2019. Yes, a quarter of corporate renewable deals worldwide. We've often written regarding the growing market of corporate renewable buyers, and with the size of corporate renewables contracts growing 40% year-over-year in 2019, this growth shows no signs of slowing.

The Section 201 tariffs are back in the news (though still on your modules). The tariffs enacted last year are up for a mid-term review, for which the International Trade Commission (ITC) has been collecting data since Summer 2019 to send to the President on February 7. <u>SEIA is monitoring the situation closely</u> to ensure the ITC understands the gravity of the tariffs' impact on solar.

SOL BLOGS & COMPANY NEWS

Sol Takes Culture Notes from the NBA

By Brent Joplin

What makes a high-performing team tick – is it a particular system, combination of personnel, leadership? Perhaps a combination of these elements? Sports, particularly NBA basketball, provide a useful petri dish for observing highperforming teams as they perform in real time. So why have organizations like the San Antonio Spurs and the Miami Heat experienced such sustained success while teams like the Phoenix Suns and Sacramento Kings can't seem to get out of their own way? It must be something beyond talent, coaching, and teambuilding: some magic elixir that creates the secret sauce.

During my recent job search, a strong company culture was high on my priority list. Similarly, analyzing company culture largely informs success in the NBA. The highly successful Spurs <u>boast</u> a familial atmosphere of building relationships and holding each other to high standards. Common characteristics of less successful teams include <u>meddlesome owners</u> and <u>toxic cultures</u>. Anecdotally, I've observed how much a negative culture can pervade a team and sap enjoyment out of a job. That's why, while interviewing at Sol Systems, I was immediately drawn to the company's culture.

Team members spoke of company events like <u>Creative Day</u> and <u>Giving That Matters</u>. They spoke of team-building events outside of work. These opportunities for entrepreneurship, generosity, and relationship-building are essential elements of a strong corporate culture. But culture is something that happens organically every day. Its team members feeling empowered that their voice will be heard. It's confidence that one's company or organization can weather adversity. It's making decisions that are always informed by an organization's values. It's not talked about, it just is. And that can't be easily expressed or shared during your typical interview process.



Brent's team participating in Sol Systems' annual Halloween Costume Contest.

SOL BLOGS & COMPANY NEWS

Still, based on what I learned about Sol's culture during the interview process, I thought the company might have the type of culture I was looking for, and I took the job.

My time at Sol Systems has been short, but I can already attest to the strong company culture within these walls. I can speak to the CEO when I want because he sits two rows away from me. I'm inspired to put in extra effort because I know my teammates are putting in that same effort and are counting on me. Legendary Spurs coach Gregg Popovich is famous for <u>hosting dinners</u> with a standing invitation for all former Spurs. No matter if you've changed teams several times over since the Spurs, you're still a part of the family. A similar vibe can be observed at Sol.

Yet the only inevitable thing in life is change. Sol, like virtually any organization, experiences staff turnover. Such is life; people desire new opportunities and challenges. New people join your team. How can company culture be maintained while integrating new employees? How do you prevent new employees from feeling like outsiders compared to the old guard? How do you ensure you're inclusive of remote employees? The Dutch historian Johan Huizinga said that if we want to preserve culture, we must continue to create it. It's a living, breathing thing that manifests over time and remains relevant because those who live inside it believe it's important enough to be maintained.

Two teams – the Los Angeles Clippers and Brooklyn Nets – have spent the last few years intentionally reshaping their organization around bringing on team members that fit their culture. Culture first, talent second. This past offseason, both teams cashed in their chips and reshaped their rosters around superstars, gambling that the infrastructure they've built can handle personnel changes. Apples to oranges, etc., and all caveats aside, Sol is facing a similar test as we enter a new phase of our company's life. Nonetheless, I feel confident that we can bring on the right people to move our organization and our culture forward.

UPCOMING EVENTS



Solar and Energy Storage Northeast

February 19-20, 2020

Westin Boston Waterfront Hotel; Boston

Jessie Robbins, Senior Director of Structured Finance, will speak on the panel, "Development and Financing Trends in the Northeast," from 10:00 am – 11:30 am on February 20. Later in the day, Anna Noucas, Senior Manager of Business Development, will speak on the panel "Built to Last: Best Practices for High-Quality Commercial Solar projects," from 2:40 pm – 3:05 pm.



SEIA Tax and Finance Seminar

February 27, 2020

Convene - Financial District; New York

Jessie Robbins, Senior Director of Structured Finance, will speak on the panel, "Safe Harbor Updates: Accounting Rules & Market Realities," from 10:50 am – 11:35.



Solar Power Finance & Investment Summit

March 17-19, 2020

Omni La Costa Resort & Spa; Carlsbad, CA

CEO Yuri Horwitz will speak on the panel, "Evolving Offtake Structures: Financing & Risks Implications," on March 18 from 11:05 am – 11:45 am.



GTM Solar Summit 2020

April 29-30, 2020 The Wigwam Resort; Phoenix, AZ

Director of Investments Andrew Grin will speak on the panel, "Tapping Into the C&I Middle Market – The Challenges and Opportunities of Aggregation Models," on April 30 from 11:00 am – 11:30 am.

NOW HIRING

Sol Systems is hiring for 13 roles across all teams in our offices in Washington, D.C. The company offers a full benefits package, a creative and fun work environment, and unparalleled opportunities for growth. Learn more about <u>working at Sol Systems.</u>



Vice President, Sol Customer Solutions

Sol Customer Solutions is Sol's customer-facing development business, and is a leader in providing corporate, municipal and non-profit customers with renewable energy and storage solutions. It works with customers, including Fortune 100 companies, municipalities, and others, to help accelerate their transition to more sustainable energy resources. Sol is now seeking to hire a Vice President, Sol Customer Solutions) that will lead the team to drive our expansion into new markets and new technologies and position the company for success in the next decade.

Vice President, Fund Management

Sol is now seeking to hire a Vice President, Fund Management that will lead our structured finance and fund management business and position the company for success in the next decade. The Vice President of Fund Management will be responsible for the success of the Sol structured finance and fund management team. This will require a firm understanding of the business unit, the US solar market, and successfully growing businesses. This individual will also shape origination and execution strategy around those objectives including fundraising strategy.

Business Development Manager

Sol Systems is looking for an energetic and hard-working self-starter to join its Customer Energy Services team as a Business Development Manager leading some of our onsite solar campaigns. This role offers the right candidate an opportunity to lead new solar sales and development efforts and join a growing team that is already one of the leaders in commercial solar development in the United States. This role can be based in our Washington, D.C. office or located in a target market in the Mid-Atlantic or Northeast region, including MA, NY, or NJ.

CONTACT US

If you have any questions about this information, wish to receive our quarterly newsletter via email, please contact our team. We would love to hear from you.

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