



2015

ANNUAL REPORT

LEADERSHIP

From the President and Executive Director

When I started at The Solar Foundation in 2010, I was the sole employee – working nights and weekends, fixated on kick-starting several high-impact programs on a shoe string budget. Our strategy to fill gaps in solar research and provide the highest quality resources to decision makers, coupled with an immense amount of sweat equity, has allowed us to grow nearly 20 times in terms of budget and staff over the last six years. However, despite this meteoric growth, the staff at The Solar Foundation is still hungry – starving even to invoke real and lasting global change in how we produce and consume energy.

While our focus is on conducting cutting-edge research and providing quality education on solar's ability to create jobs and economic impact, reduce costs and improve energy security, we enlist strategic partners, to serve as messengers. Our work with schools, local governments, and special populations, such as women and Veterans, is testament to that. This is how our mission is being carried out today. And while we have experienced a lot of success as an organization, we continue to be laser focused on the big picture: transforming our energy use so that we have a more sustainable and more empowered future.

We are in this together, there is so much to be done and we are grateful for your support as we continue to fight for greater adoption of solar energy: our cleanest, greatest, most abundant energy form.

Forward we march,



Andrea Luecke
President and Executive Director





From the Chairman

2015 was a watershed year for the Foundation. Revenue increased, we welcomed new and diverse personnel to the team, projects were delivered above and beyond expectations, and new exceptional programs were launched. The Board expanded its own capabilities with the addition of Ms. Mary Powell, CEO of Green Mountain Power, and Ms. Heather Zichal, former Deputy Advisor to the President on Climate Change.

The Foundation started the year by winning its first prime award from the U.S. Department of Energy for CivicPACE- a program designed to allow civic organizations at the heart of our communities the opportunity to finance the full cost of solar systems, saving precious resources to achieve their missions. We finished the year with Joe Biden, in front of a packed house at the Solar Power International trade show in Anaheim, CA, announcing the Foundation's signature win of 2015: the \$10 million Solar Powering America by Recognizing Communities (SPARC) project. Under SPARC, the Foundation will leverage its collective decades of experience in developing solar best practices and delivering technical assistance to communities across America to make it easier for them to "go solar." This is a project which can impact millions of Americans.

Today, the Foundation stands as a proven and unwavering performer in the field of solar research and education. It has won the respect and trust of federal, state and local governments while building its ability to reach out to more and more Americans every day. I am proud of what we have achieved and of who we have become. But we are far from content. As the national, charitable nonprofit for solar, we have set the bar higher than ever before.

Our work is just beginning. Join us on our journey.



Thomas P. Kimbis
Chairman

TSF MISSION

The Solar Foundation[®] (TSF) is an independent 501(c)(3) nonprofit organization whose mission is to increase understanding of solar energy through strategic research and education that transforms markets.



PROGRAMS

Pioneering research on solar jobs and economic impacts

TSF is the industry leader in solar workforce and economic development research. TSF publishes the *National Solar Jobs Census*, the first and most authoritative national benchmark for solar jobs research, along with a growing collection of state/district-level economic impact studies. In January 2015, TSF released its fifth *National Solar Jobs Census* report for the year 2014 which provided updates on employment, trends, and projected growth in the U.S. solar industry. In addition to the *National Census*, TSF released six state level reports exploring solar jobs in Arizona, California, Georgia, Maryland, New York, and Texas as well as the *State Solar Jobs Map* which provided stakeholders with important jobs and policy data on all fifty states.

TSF also produced the report, *Maryland Solar Jobs: Analysis and Workforce Development Plan for Underserved Populations* which explored state's rapidly expanding workforce – with a particular focus on the representation of traditionally underserved populations in the state's solar workforce.

Furthermore, TSF was contracted by the National Renewable Energy Lab (NREL) to seek further analysis of the *2014 Solar Jobs Census* to determine training preferences of companies, relationship between wages, employee education, and skills requirements, and emphasis on diversity and its impact on profits.

Educating and training local governments to spur solar adoption

SPARC

In October 2015, the U.S. Department of Energy SunShot Initiative announced that TSF was selected to serve as the Technical Assistance Provider for the 3-year, \$10.3 million *Solar Powering America by Recognizing Communities* (SPARC) program. The goal of this program is to develop, implement, and scale a new national designation program to recognize 300 communities that have taken key steps to address solar soft costs in their jurisdictions and other actions to foster the growth of a mature local solar market. As part of this program, TSF will also develop and manage an Advisors program, which will provide selected communities temporary staff dedicated to qualifying their host communities for designation.

CivicPACE

In early 2015, TSF started a new project to connect non-profit and tax-exempt organizations like affordable housing properties and religious institutions with Property Assessed Clean Energy (PACE) financing. The CivicPACE team, funded by the U.S. Department of Energy's SunShot Initiative, established the enabling policy foundation for tax-exempt entities to take advantage of PACE and worked with the Housing Authority in Washington, DC and the U.S. Department of Housing and Urban Development to approve the first ever use of PACE on a mixed-finance affordable housing complex in the District. Through speaking engagements around the country and targeted meetings with lenders, PACE administrators, and other stakeholders, the CivicPACE team began to popularize the new term and interest in this underserved solar market sector.

Solar Outreach Partnership

Throughout the year, TSF continued to provide current and actionable information on solar energy and best practices for reducing local barriers to solar through educational workshops across the country as part of the *SunShot Solar Outreach Partnership* (SolarOPs). To date, TSF staff have collectively delivered nearly three dozen workshops through the program. Under the technical assistance portion of the SolarOPs program, TSF provided support to the first Solarize campaign in the state of Georgia (Solarize Tybee) and served as a source of resources and information for one of the follow-on programs in the state, Solarize Athens. TSF continued to establish itself as a leader in advancing the use of solar on schools through the development of a toolkit for installing solar on K-12 schools and advising on the procurement process for schools interested in going solar. Other technical assistance successes include advising municipalities on the solar procurement process and developing model design guidelines for the use of solar in communities governed by homeowners associations.



Leading the solar schools movement

Through its *Solar Schools Census*, fiscal sponsorship of the Brian D. Robertson (BDR) Memorial, the *National Solar Schools Consortium*, and other activities in development, TSF supports schools across the country in their efforts to deploy solar energy. TSF conducts groundbreaking, comprehensive national and state research on the progress schools have made in adopting solar.

In 2015, TSF released the report, *Brighter Maryland: A Study on Solar in Maryland Schools* which took a deep-dive into county- and district-level economic and educational indicators to determine which parts of the state stood to gain the most from the deployment of solar on local schools.

Assisting states to comply with clean power plan

In 2015, TSF partnered with 5 Lakes Energy to create compliance models for the States of Georgia and North Carolina. The model called *State Tool for Electricity Emissions Reduction (STEER)* provides stakeholders with a tool that gives consideration to the most cost-effective implementation strategies. Work on the models began in 2015 and is projected to be completed in Spring 2016.



IMPACT

In early 2015, TSF published its annual *National Solar Jobs Census* report (Census 2014). Shortly thereafter, TSF updated its solarstates.org map and published six stand-alone *State Solar Jobs Census* reports which provided stakeholders with important jobs and policy information for informed decision making.



Maryland Solar Jobs

Observations and Analysis for Underserved Populations



OCTOBER 2015



Brighter Maryland

A Study on Solar in Maryland Schools



Sargent Shriver Elementary School
(Photo Courtesy of Meridian Construction Co.)

CivicPACE: ENABLING POLICIES & PROCEDURES

EXPLORING THE TREATMENT OF COMMERCIAL
PROPERTY ASSESSED CLEAN ENERGY FOR SOLAR ON
TAX-EXEMPT AND PUBLIC ENTITIES



California Solar Jobs Census 2014



FEBRUARY 2015

During 2015, TSF produced numerous publications, delivered countless workshops on topics ranging from solar planning considerations, to municipal investment strategies, and provided technical assistance to local governments across the country: www.solaroutreach.org.

TSF continued its strong partnership with the US Department of Energy's SunShot Initiative by winning two competitive cooperative agreements, namely Solar Powering America by Recognizing Communities (SPARC), a three year \$10.3 million program and CivicPace, a 3 year \$1.2 million program: www.gosparc.org and www.civicpace.org.

TSF secured significant funding and worked with its research partners to conduct extensive data collection for its *National Solar Jobs Census 2014*, as well as in-depth reports for the states of Arizona, California, Georgia, Maryland, New York, and Texas: www.TSFcensus.org.

TSF's research has received thousands of media citations and has been the subject of dozens of in-depth articles from leading media outlets including Washington Post, New York Times, Associated Press, Baltimore Sun, Boston Globe, Politico, San Francisco Chronicle, National Public Radio, Bloomberg, Fortune, etc.



OUTREACH

TSF helps keep the dialogue between solar stakeholders and decision-makers fresh by fostering and preserving positive connections with other non-profit organizations, the private-sector, government thought-leaders, and distinguished individuals; helping to continually grow and expand the reach of TSF.



SUMMER SOLSTICE EVENT

Every June, in honor of the longest day of the year and the sun's peak, TSF hosts its *Summer Solstice*, a celebration of solar energy and the beneficial role it plays across many aspects of our society. The fifth annual rooftop *Solstice* was enjoyed by hundreds in Washington, DC on June 24, 2015.



Thanks to the contributions of our Solstice sponsors and more than 240 attendees, the night was a resounding success with good food and great company, and helped TSF raise thousands of dollars in support of its mission and vision of a clean and prosperous and equitable world.

The evening's ceremonies culminated in the presentation of the third annual *Solar Foundation Awards*. Nominated by the public for their significant contributions to solar energy's continuously growing role in our society and selected by a committee of distinguished experts in the field, awardees were recognized in two categories:

- Individual Achievement: Raymond "Ray" Mabus, Jr., U.S. Secretary of the Navy
- Industry Achievement (jointly awarded): Apple, Inc. and First Solar

Due to the highly-competitive nature of 2015 Awards, more worthy nominations were received than could be properly recognized. As such, TSF selected one nomination from each category to be given an honorable mention:

- Individual Achievement (Honorable Mention): Lee Peterson, Senior Tax Manager, CohnReznick
- Industry Achievement (Honorable Mention): Green for All



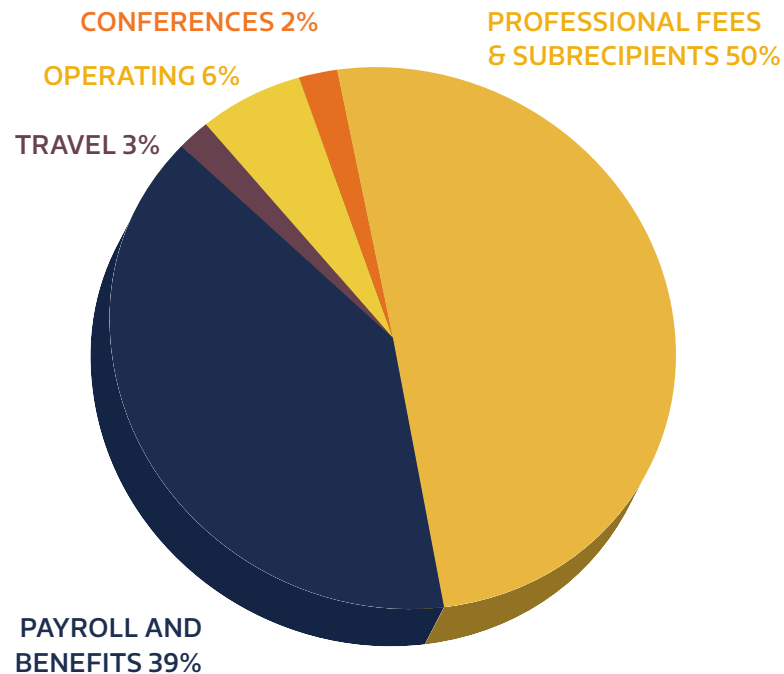
Education & Public Engagements

TSF staff is nationally recognized experts on solar energy. Over the past year, TSF staff members have been invited as keynote speakers, presenters, panelists, and moderators at numerous conferences, webinars, and special events.

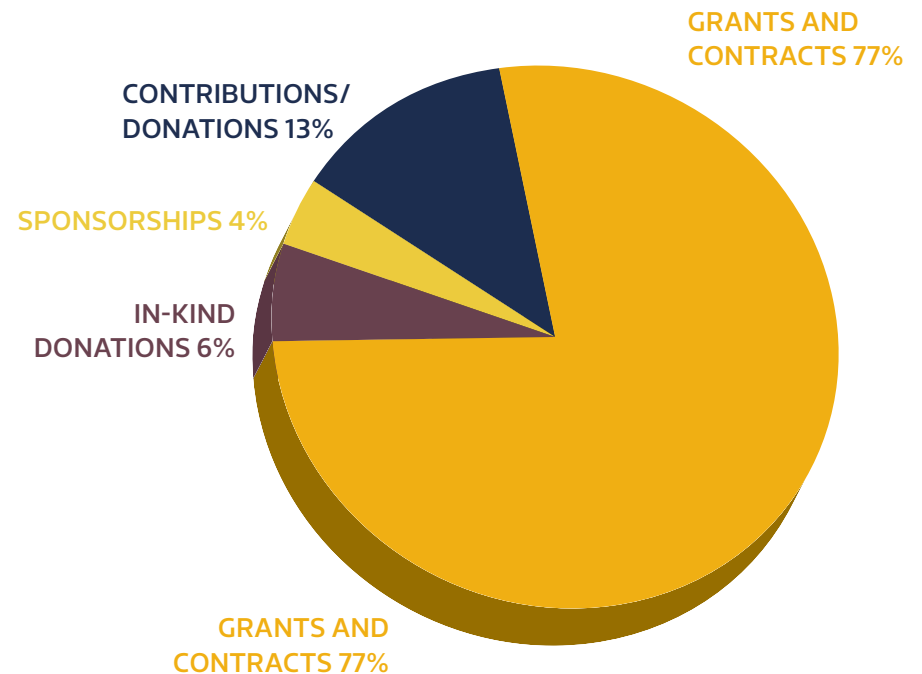
FINANCIALS

2015 was a year of significant growth and change for The Solar Foundation. TSF continued to expand its network and once again attracted programmatic contributions from new sources. In addition, TSF was awarded two cooperative agreements from the US Department of Energy as part of its SunShot Initiative (SPARC and CivicPACE). As a result of this unprecedented growth and the additional infrastructure required to effectively manage federal funding, TSF made significant investments in its infrastructure during 2015, adding several key employees and moving into a new office space to accommodate its growth. Consequently, TSF's administrative and management costs increased to approximately 32% of total costs. While administrative and overhead costs increased during 2015 relative to prior years, these additional costs allowed TSF to make critical investments in staff training, planning, and evaluation, ensuring that TSF is well positioned to continue to produce quality work in the years to come.

2015 EXPENSES



2015 REVENUES



THE SOLAR FOUNDATION'S STATEMENT OF ACTIVITIES

ESTIMATED END OF YEAR 2015

Unrestricted Support and Revenue	
Contributions	\$ 235,890
Grants and Contract Income	\$ 1,383,832
Sponsorships	\$ 67,500
In-kind Support	\$ 99,788
Other	\$ 41,527
TOTAL UNRESTRICTED SUPPORT AND REVENUE	\$ 1,828,537
Expenses	
Program Services	\$ 1,172,663
Supporting Services (overhead)	
Fundraising	\$ 87,563
General and Administrative	\$ 400,394
TOTAL EXPENSES	\$ 1,660,620
Change in Unrestricted Net Assets	\$ 167,917
Net Assets, Beginning of Year	\$ 636,313
TOTAL NET ASSETS, END OF YEAR	\$ 804,230

THE 2015 TEAM

BOARD OF DIRECTORS

- **Peter Fox-Penner**
Principal and Chairman Emeritus, The Brattle Group, Inc.
- **Danny Kennedy**
Founder and Senior Vice-President, Sungevity, Inc.
- **Thomas P. Kimbis, Chair**
Vice President of Executive Affairs, Solar Energy Industries Association
- **Scott Sklar**
President, The Stella Group, Ltd.
- **Mary Powell**
President and CEO of Green Mountain Power
- **Heather Zichal**
Former Deputy Assistant to the President for Energy and Climate Change

OFFICERS

- President: Andrea Luecke
- Secretary: Scott Sklar
- Treasurer: Lisa Berwin (Interim)

STAFF

- Executive Director: Andrea Luecke
- Deputy Director: Pari Kasotia
- Senior Director of Programs: Ed Gilliland
- Program Director: Philip Haddix
- Program Director: Alexander Winn
- Program Director (BDR Fund): Yolanda Seabrooks
- Manager of Data and Research: Travis Moore
- Manager of Individual and Corporate Giving: Laura Manewitz
- Program Manager: Roxie Brown
- Project Specialists: Zachary Greene, James Schroll, Chris Walker
- Executive Assistant: Ian Munn
- Communications Manager: Billy Connelly
- Program Associate: Mary Liang
- Fellows: Andres Gonzalez Acosta, Ariana North, Josh Lowell, Ethan Hug, Katrina Johnson, Hanno Fenech, Joshua Bailey, and Pranay Gupta.

Staff and Board bios can be found at www.TheSolarFoundation.org

THANK YOU

Gratitude and appreciation to our 2015 organizational and corporate sponsors:

&Pizza	groSolar	National Geographic Society	SolSystems	Towncreek Foundation
All Earth Renewables	GW Solar Institute	National Renewable Energy Laboratory	SPower	Trina
Arizona State University	ICLEI	New Columbia Distillery	Standard Solar	University of Central Florida (FSEC)
Baltimore Ravens	Interstate Renewable Energy Council	North Carolina State University (NC Clean Energy Technology Center)	State of Minnesota Department of Commerce	Voltaic Systems
BW Research Partnership, Inc.	Jaleo	Oak Hill Foundation	Sungevity, Inc	Washington Capitals
DC Brau	Jones Day	Recurrent Energy	SunPower	Washington Nationals
US Department of Energy	Kenergy Solar	SEIA	The Seattle Foundation	Westinghouse
E&E Frontiers	Maryland Energy Administration	SolarCity	The Tilia Fund	William and Flora Hewlett Foundation
E.On Climate & Renewables NA	Michigan State University		Touch of Eco	
Energy Foundation				

SPECIAL THANKS TO MAURY MECHANICK AND JANE RUEGER WHO SERVE AS OUR PRO-BONO LEGAL COUNSEL ON BEHALF OF WHITE & CASE LLP

Gratitude and appreciation to our 2015 individual contributors:

Vikram Aggarwal	Chris Cook	David Ganske	Thomas P. Kimbis	Melanie Mosier	Matthew Rudolphi	Geoffrey Stokes
Marc Allinson	Matthew Cunningham	Junia Geisler	Grant Klein	Stephanie Murr	Shawn Rumery	Sarah Strohmayr
Anthony Anello	Lucinda Curbo	Katherine Gensler	Matthew Klein	Kim Noble	Chris Russell	Frank Swain
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Brandon Audap	Scott DeMartino	Sudha Gollapudi	Pier LaFarge	Scheherazade Oleksiw	Melanie Santiago	Meghan Tighe
Christin Badylak-Reals	Susan DeVico	William Graves	Pete Langlois	Zadie Oleksiw	Mosier	Rick Umoff
Bryn Baker	Thomas DeVita	Thomas Griffin	Kiley Larson	Peter O'Rourke	Andrew Savage	Danielle Varnell
Joshua Baker	Jake Duncan	Rebecca Guerriero	Aaron Lemley	Ellen Osborn	Eric Scheier	Kathleen Wade
Andrew Barnes	Nassim Elgourchal	Monique Hanis	Lou Leonard	Aubris Pfeiffer	Michael Schmidt	Rebecca Ward
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Serena Bruce	Will Fischer	Brandon Hurlbut	Michael Martin	Bradford Reid	Scott Sklar	Jingchao Wu
Daniel Buik	Leah Fisher	Robert Jackson	Michael Mchugh	Rhone Resch	John Smirnow	Amir Yazdi
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WHAT TO EXPECT IN 2016

As an organization, we have rapidly expanded in funding and staff with the addition of several multi-year projects. In 2016, we will focus on managing the exceptional growth that occurred in 2015. Managing this growth and positioning The Solar Foundation to succeed in 2016, 2017 and 2018 is the top priority for 2016. We are working to balance the focus on current projects with a strategic plan for sustainable growth from 2016 through 2020. TSF is engaging in a number of new and innovative research, technical assistance, and education projects that leverage current programs, and are designed and developed to withstand the test of time.

Research & Policy: Workforce, Jobs and Economic Impact

Staff at The Solar Foundation have spent the first months of 2016 finalizing and issuing our highly anticipated sixth annual *National Solar Jobs Census 2015*. Our solar employment research plays a fundamental role in our understanding of the US solar economy, its impact and its annual growth. The 2015 report released February 2016 includes jobs numbers at the state level, as well as county, state, and federal legislative district level nationwide via our *State Solar Jobs Compendium* report and updated www.SolarStates.org map. It was an immense effort, representing 8x the amount of jobs data ever published by TSF, and the 2015 reports will play a pivotal role in informing policy makers and key stakeholders, from industry to Congress, and the White House in the years ahead.

Given that our jobs and workforce development research has been so successful, chief among our plans for later in the year is to expand our focus on connecting jobs and economic impact data, with critical information reflecting

demographics, career advancement, and training. Bridging these data sets and expanding the focus of our workforce research is a critical goal in 2016. As a result, we are committed to further developing our capabilities both internally and through partnerships to enhance our broader understanding of the growing solar workforce and begin mapping human capital elements, which are essential to sustaining and growing the workforce into the future.

Technical Assistance: Cutting-edge Resources to Advance the Deployment of Solar

The applications for the CivicPACE financing tool are growing in number and geographic area. Our team is dedicated to achieving success under the current project and exploring new opportunities and partnerships to unlock financing for additional to non-profit and civic organizations through unique solar financing opportunity (www.CivicPACE.org).



Additionally, we will continue to serve as the Technical Assistance Provider for *The Solar Powering America by Recognizing Communities (SPARC)* program. The SPARC designation, coupled with robust and agile technical assistance, will spur communities across the country to earn recognition for achievements that distinguish them from their peers as they become more solar-friendly. In doing so, they will ignite local solar markets while establishing consistency in solar practices across the country. In 2016 this multi-year project will be well underway with the number of communities growing from 50 in year one to 300 or more before the end of the project.

Finally, there is a critical window of opportunity for solar energy surrounding the EPA's proposed 111(d) rule and the Clean Power Plan. We are working with partners to deploy a transparent, least-cost optimization model which will show the benefits of solar and renewables to state energy portfolios.



YOU CAN HELP

The Solar Foundation is an independent national 501(c)(3) nonprofit organization that relies exclusively on foundation and government grants, contracts with partner organizations, and corporate and individual donations. If you or your organization have benefited from TSF's efforts, please contribute to TSF projects. Most donations are tax-deductible.

To learn more about giving to
The Solar Foundation, visit:

www.TheSolarFoundation.Org/Donate

Or contact Andrea Luecke, President & Executive Director
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