

# Solar Powering Your Community

## Addressing Soft Costs and Barriers



 Powered by  
**SunShot**  
U.S. Department of Energy

# About the SunShot Solar Outreach Partnership



The SunShot Solar Outreach Partnership (SolarOPs) is a U.S. Department of Energy (DOE) program designed to increase the use and integration of solar energy in communities across the US.

# About the SunShot Solar Outreach Partnership

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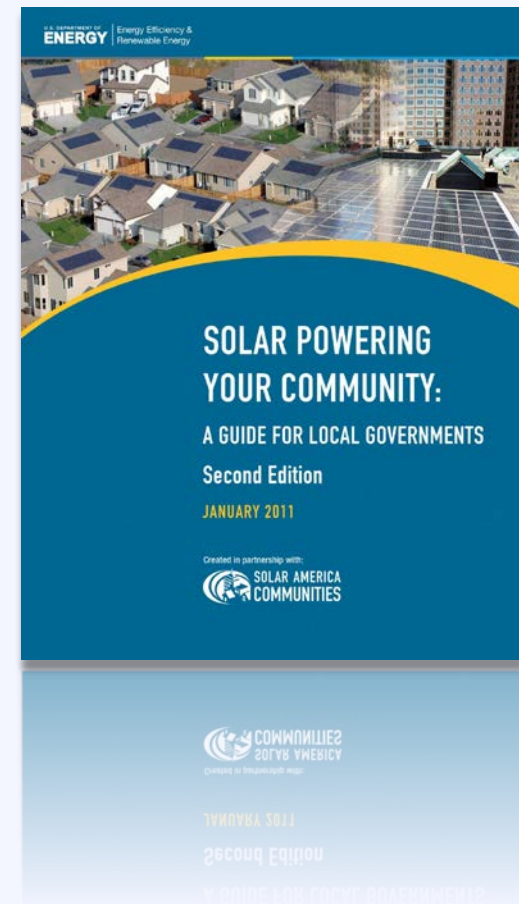
- Increase installed capacity of solar electricity in U.S. communities
- Streamline and standardize **permitting and interconnection processes**
- Improve **planning and zoning codes/regulations** for solar electric technologies
- Increase access to **solar financing options**

# About the SunShot Solar Outreach Partnership

## Resource Solar Powering Your Community Guide

A comprehensive resource to assist local governments and stakeholders in building local solar markets.

[www.energy.gov](http://www.energy.gov)



# About the SunShot Solar Outreach Partnership

## Resource Sunshot Resource Center

- Case Studies
- Fact Sheets
- How-To Guides
- Model Ordinances
- Technical Reports
- Sample Government Docs

[www4.eere.energy.gov/solar/sunshot/resource\\_center](http://www4.eere.energy.gov/solar/sunshot/resource_center)

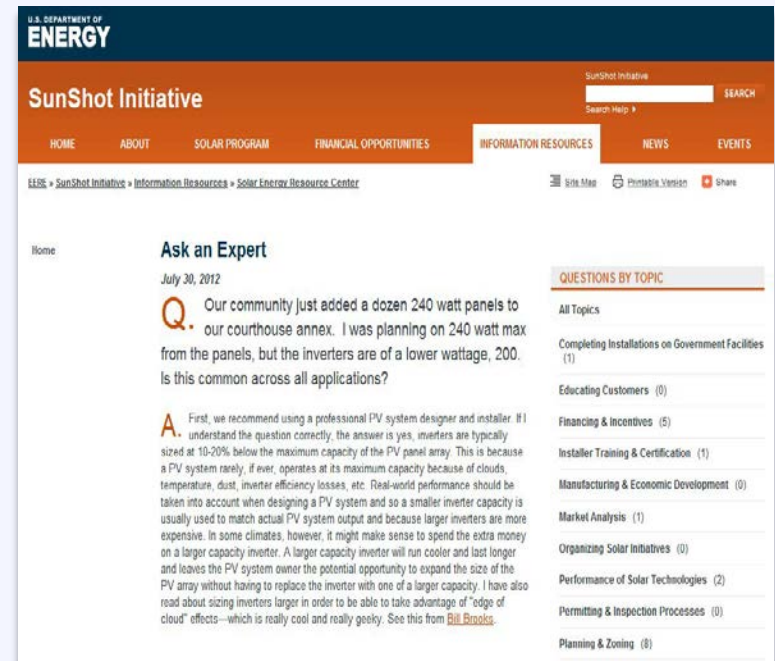


The screenshot shows the SunShot Resource Center website. The header includes the U.S. Department of Energy logo and the SunShot Initiative name. The main content area features a search bar, a list of filters for Topic, Audience, Resource Type, and State, and a map of the United States for finding resources by state. The page is titled "Solar Energy Resource Center" and includes a description of the center's mission and a list of resources.

# About the SunShot Solar Outreach Partnership

## Technical Support

- ‘Ask an Expert’ Live Web Forums
- ‘Ask an Expert’ Web Portal
- Peer Exchange Facilitation
- In-Depth Consultations
- Customized Trainings



[www4.eere.energy.gov/solar/sunshot/resource\\_center](http://www4.eere.energy.gov/solar/sunshot/resource_center)

For more information email: [solar-usa@iclei.org](mailto:solar-usa@iclei.org)



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**SunShot**

U.S. Department of Energy

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(617) 209 -1990

# Agenda

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- |               |   |
|---------------|---|
| 01:40 – 02:00 | Solar 101                                 |
| 02:00 – 02:40 | Creating a Regulatory Landscape for Solar |
| 02:40 – 02:50 | <i>Break</i>                              |
| 02:50 – 03:10 | Benefits and Barriers Activity            |
| 03:10 – 03:40 | Introduction to Solar Project Finance     |
| 03:40 – 03:50 | Understanding Utility Interconnection     |
| 03:50 – 04:00 | <i>Break</i>                              |
| 04:00 – 04:20 | Barry Shear, Eagle Point Solar            |
| 04:20 – 04:30 | Next Steps for Solar in Region            |



# Agenda

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01:40 – 02:00

Solar 101

02:00 – 02:40

Creating a Regulatory Landscape for Solar

02:40 – 02:50

*Break*

02:50 – 03:10

Benefits and Barriers Activity

03:10 – 03:40

Introduction to Solar Project Finance

03:40 – 03:50

Understanding Utility Interconnection

03:50 – 04:00

*Break*

04:00 – 04:20

Barry Shear, Eagle Point Solar

04:20 – 04:30

Next Steps for Solar in Region

# Poll

## Who's in the room?

# Poll

**What is your experience with solar?**

# Solar Technologies



**Solar Photovoltaic (PV)**



**Solar Hot Water**



**Concentrated Solar Power**

# Solar Technologies



**Solar Photovoltaic (PV)**

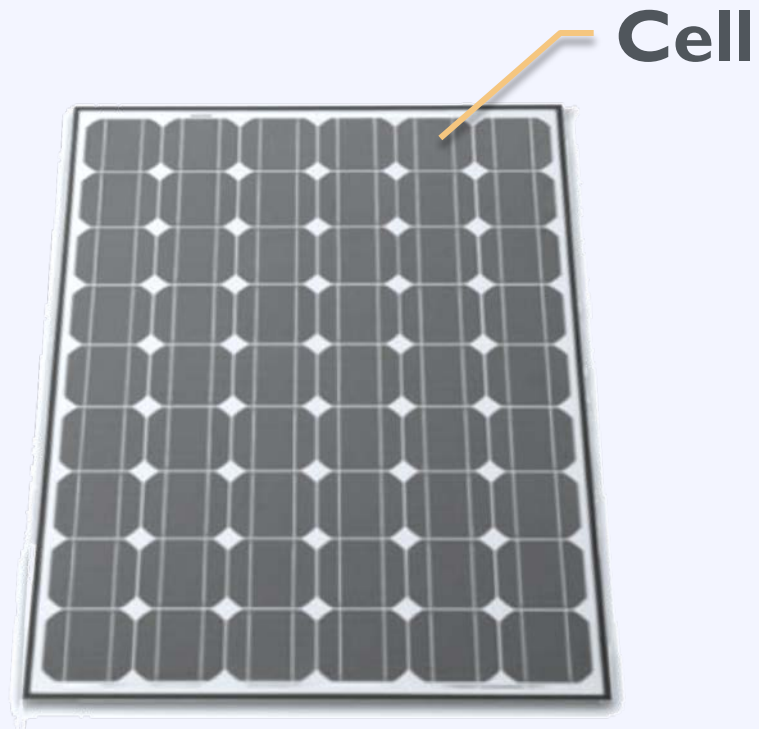


Solar Hot Water



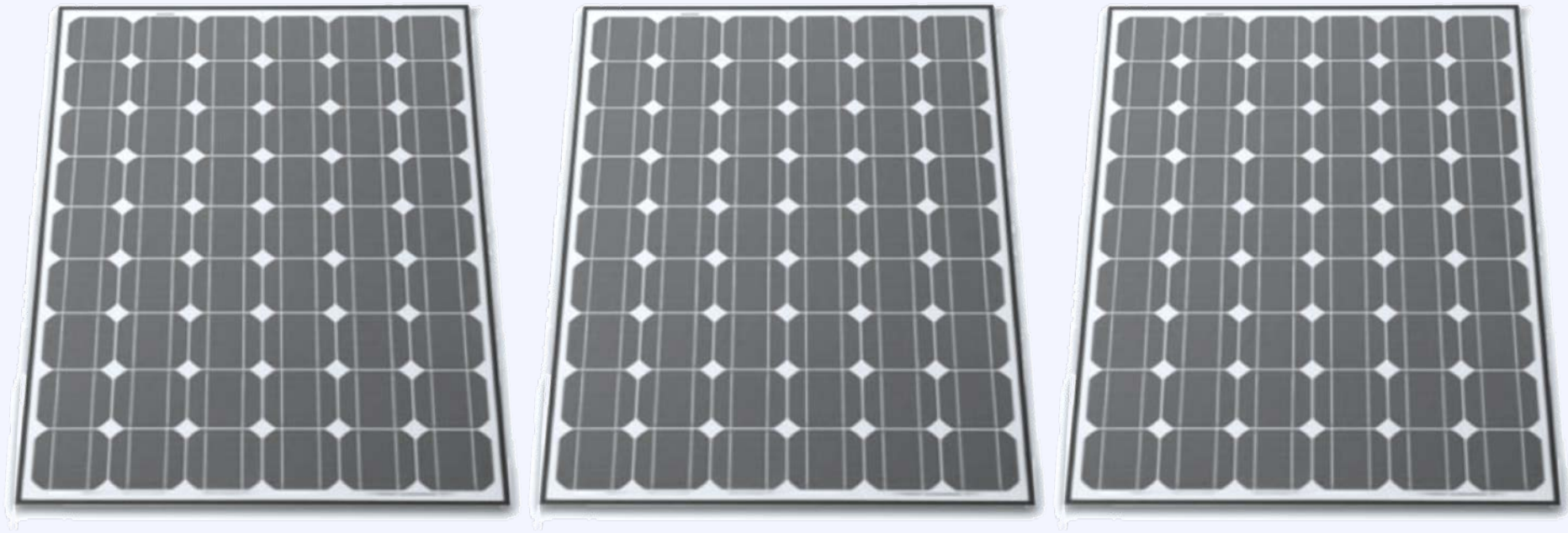
Concentrated Solar Power

# Some Basic Terminology



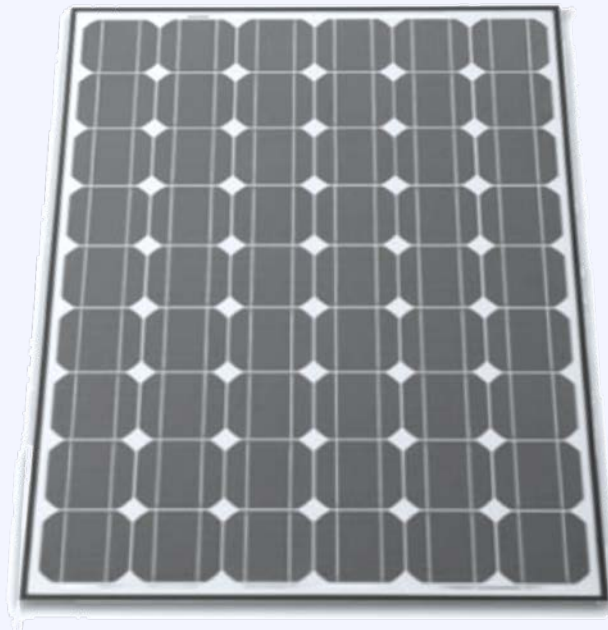
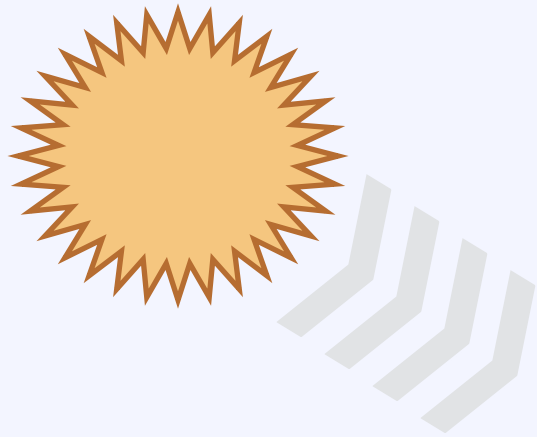
**Panel / Module**

# Some Basic Terminology



**Array**

# Some Basic Terminology



**Production**  
*Kilowatt-hour (kWh)*

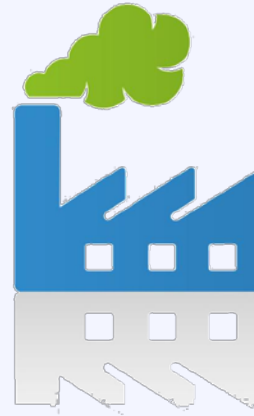
**Capacity / Power**  
*kilowatt (kW)*



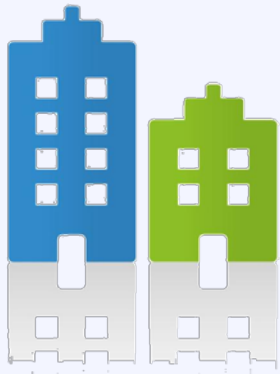
# Some Basic Terminology



**Residence**  
5 kW



**Factory**  
1 MW+



**Office**  
50 – 500 kW



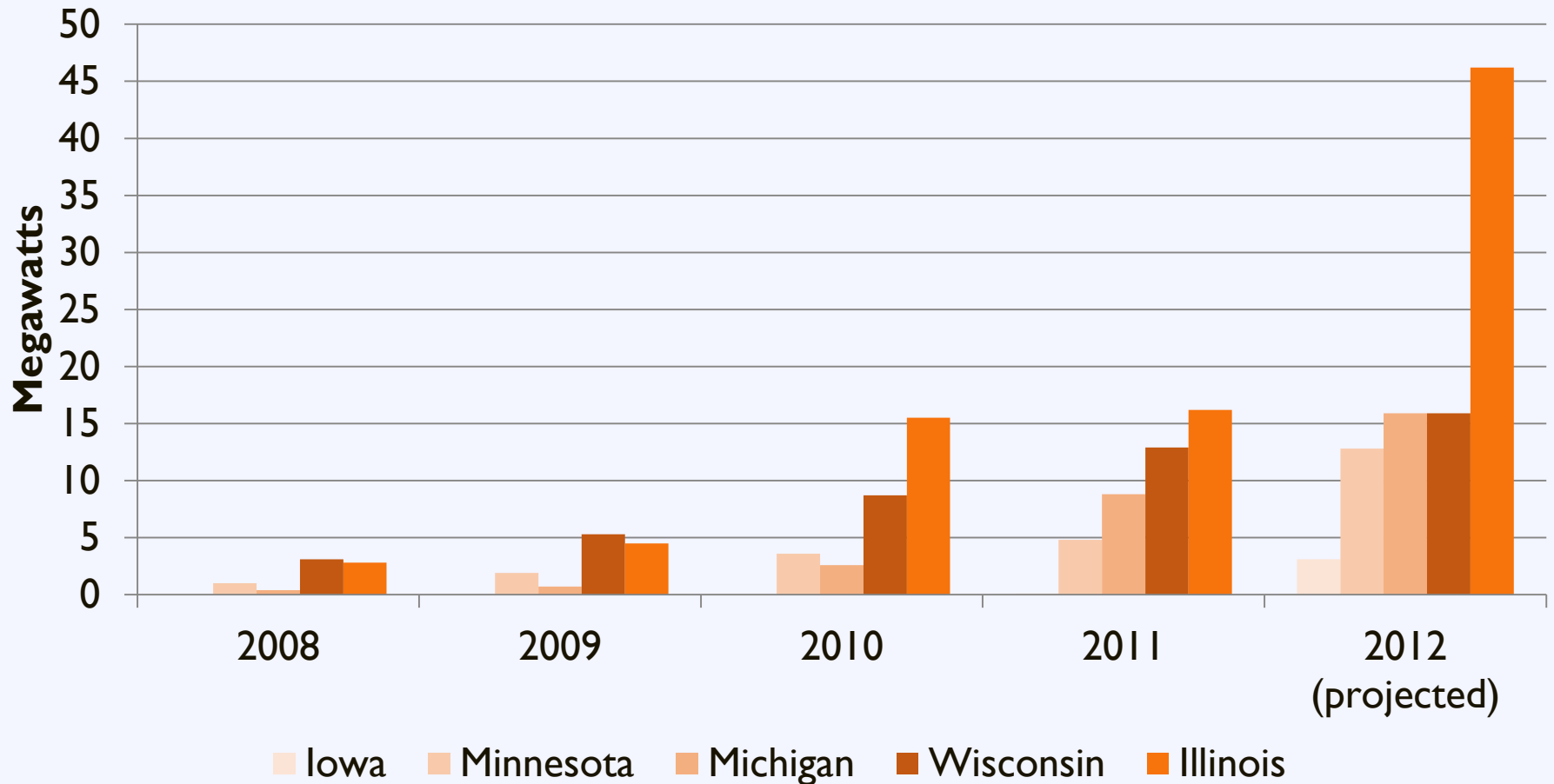
**Utility**  
2 MW+

# Workshop Goal

**Enable local governments to replicate successful solar practices and expand local adoption of solar energy**

# Midwestern Solar PV Market

## Installed Capacity of Solar PV



**Explore benefits**

and

**Overcome barriers**

# Activity: Identifying Benefits

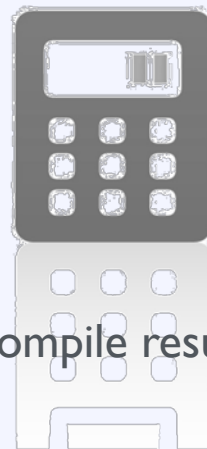
What is the greatest benefit solar can bring to your community? **[Blue Card]**

Right Now



Write answer on card

During Session



Compile results

After Break



Group discussion

# Activity: Addressing Barriers

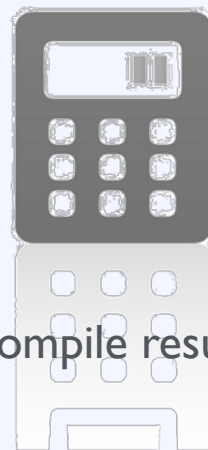
What is the greatest barrier to solar adoption in your community? **[Green Card]**

Right Now



Write answer on card

During Session



Compile results

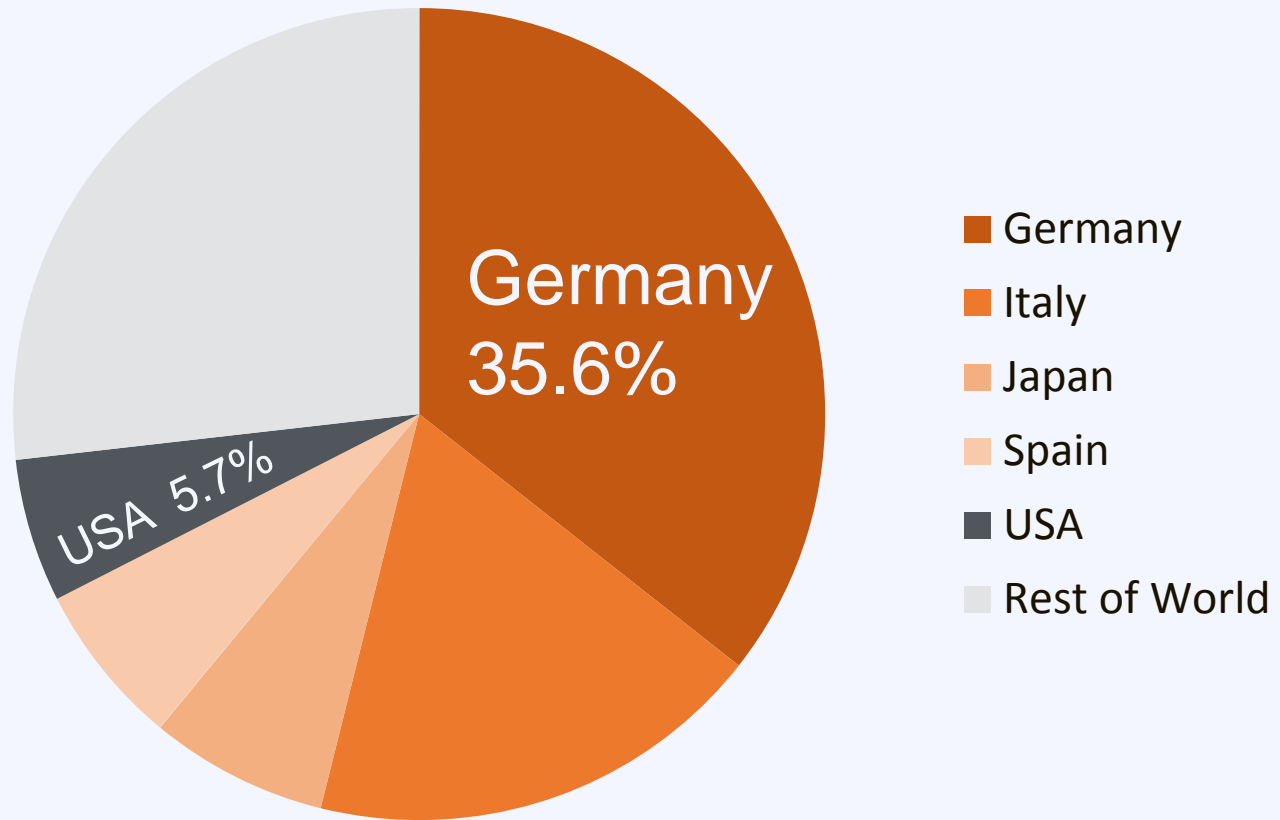
After Break



Group discussion

# Installed Capacity

## Top 5 Countries Solar Operating Capacity



# Installed Capacity

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Total installed solar capacity in the US

4 GW

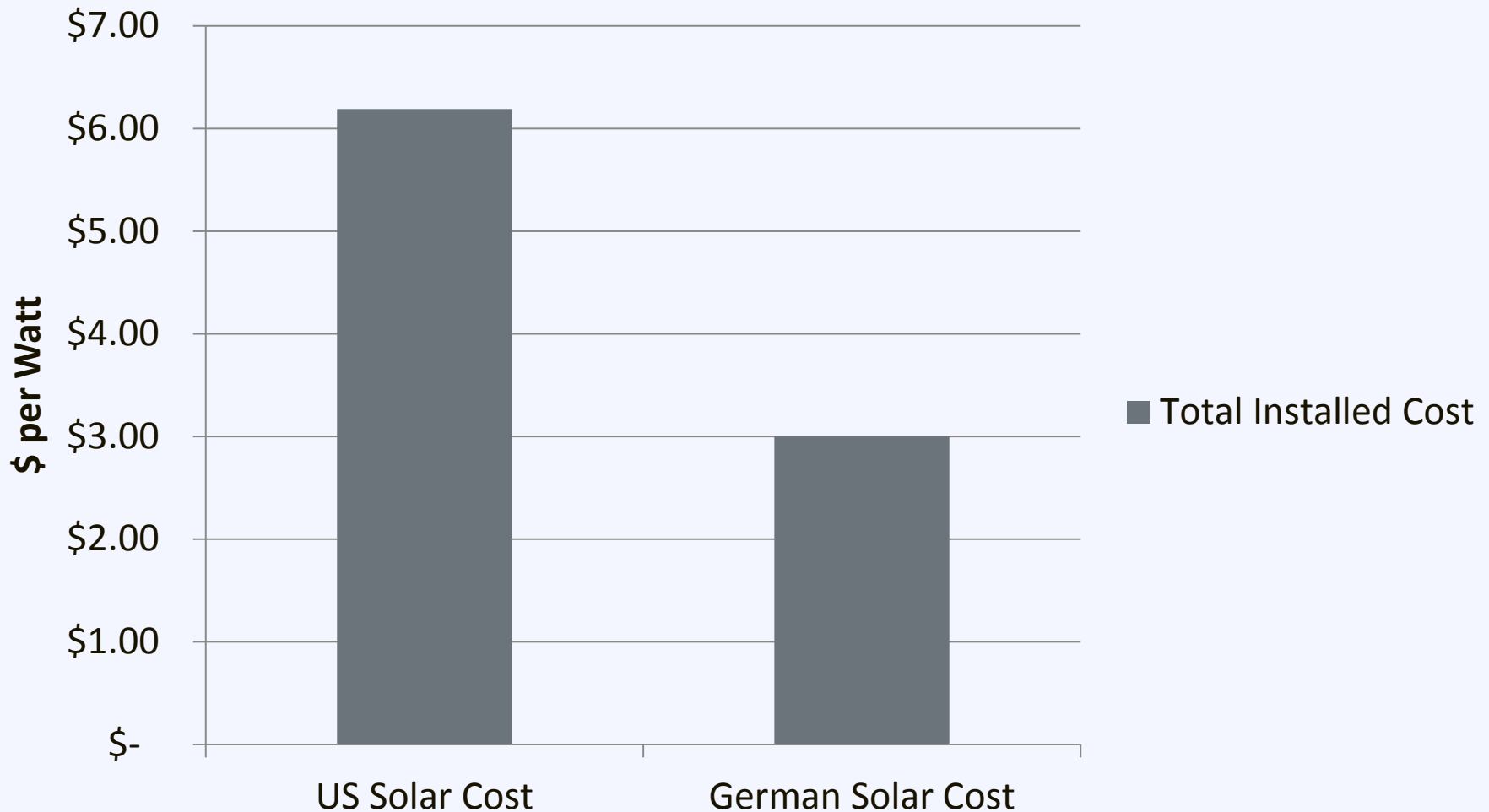
Capacity installed in Germany in Dec 2011

4 GW



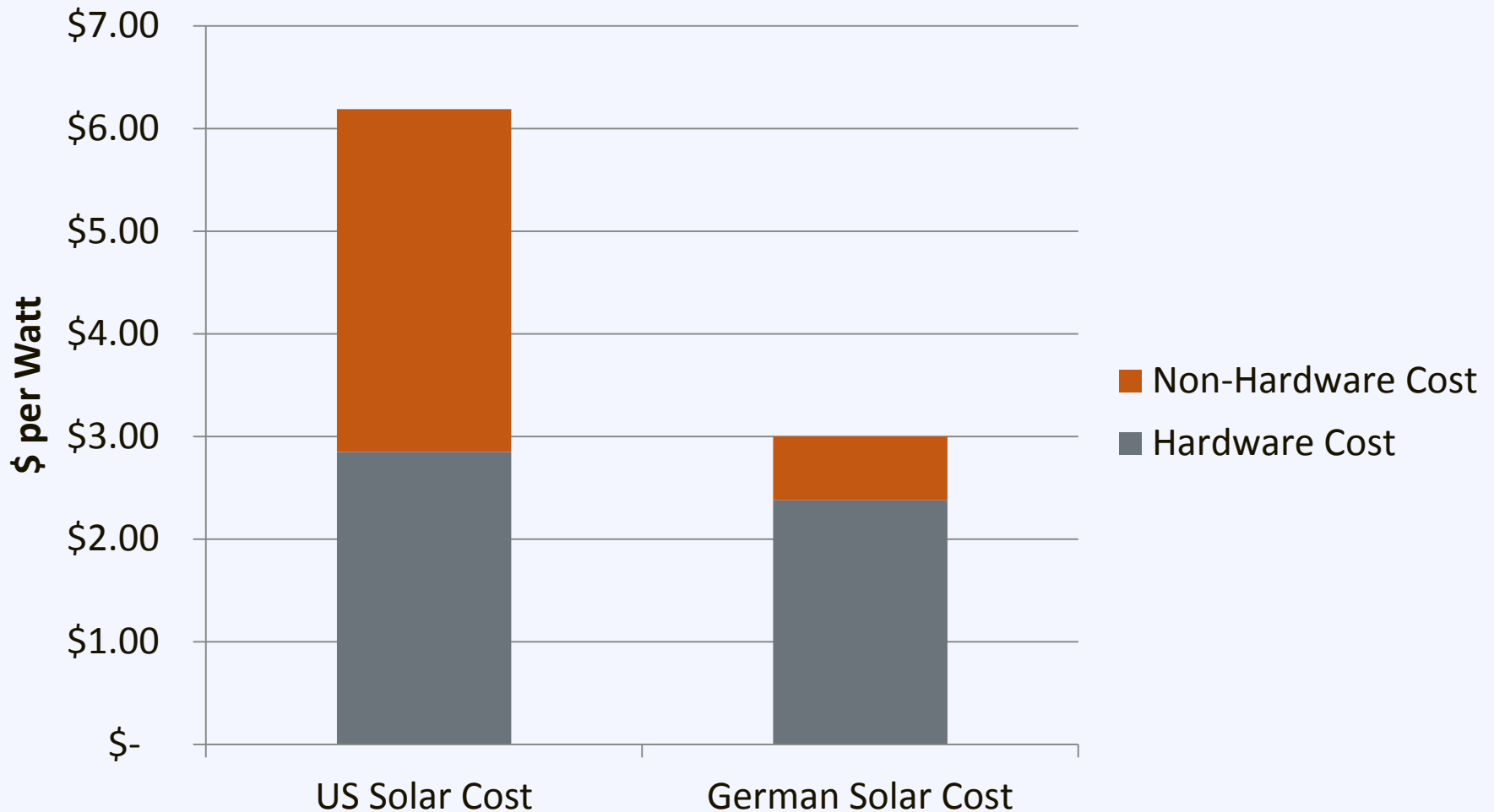
# The Cost of Solar in the US

## Comparison of US and German Solar Costs



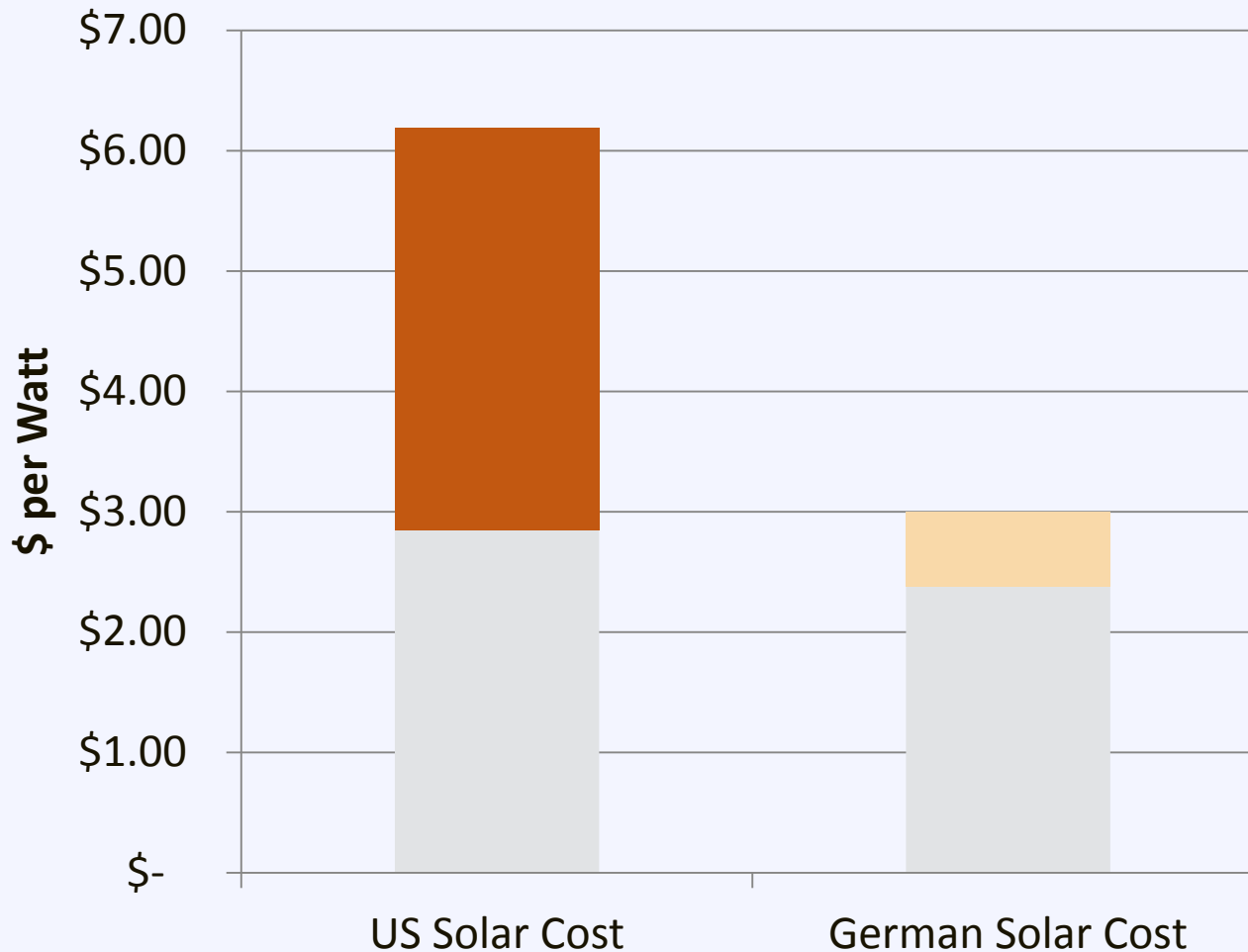
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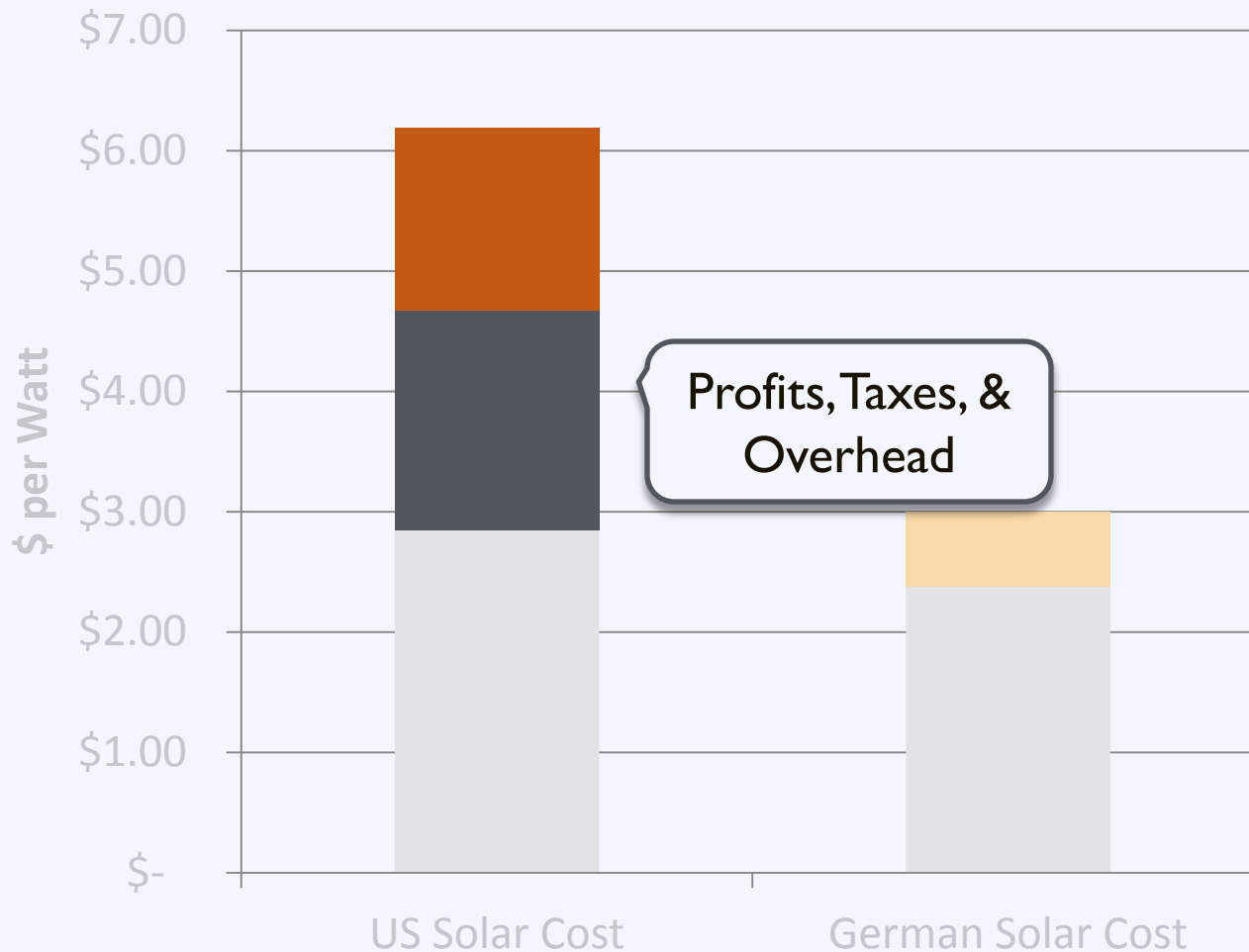
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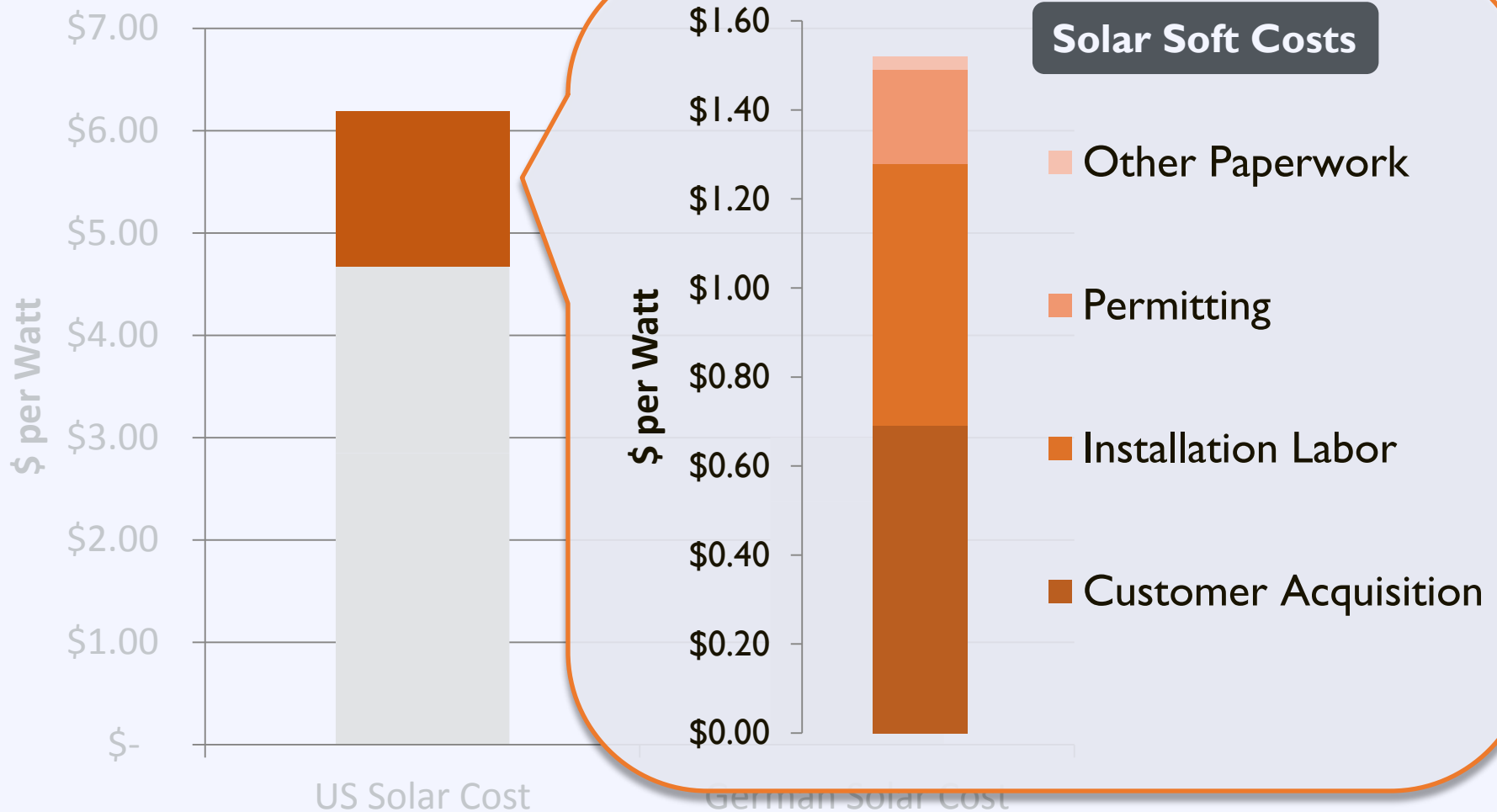
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## Comparison of US and German Solar Costs



# The Cost of Solar in the US

Comparison of US and German Solar Costs



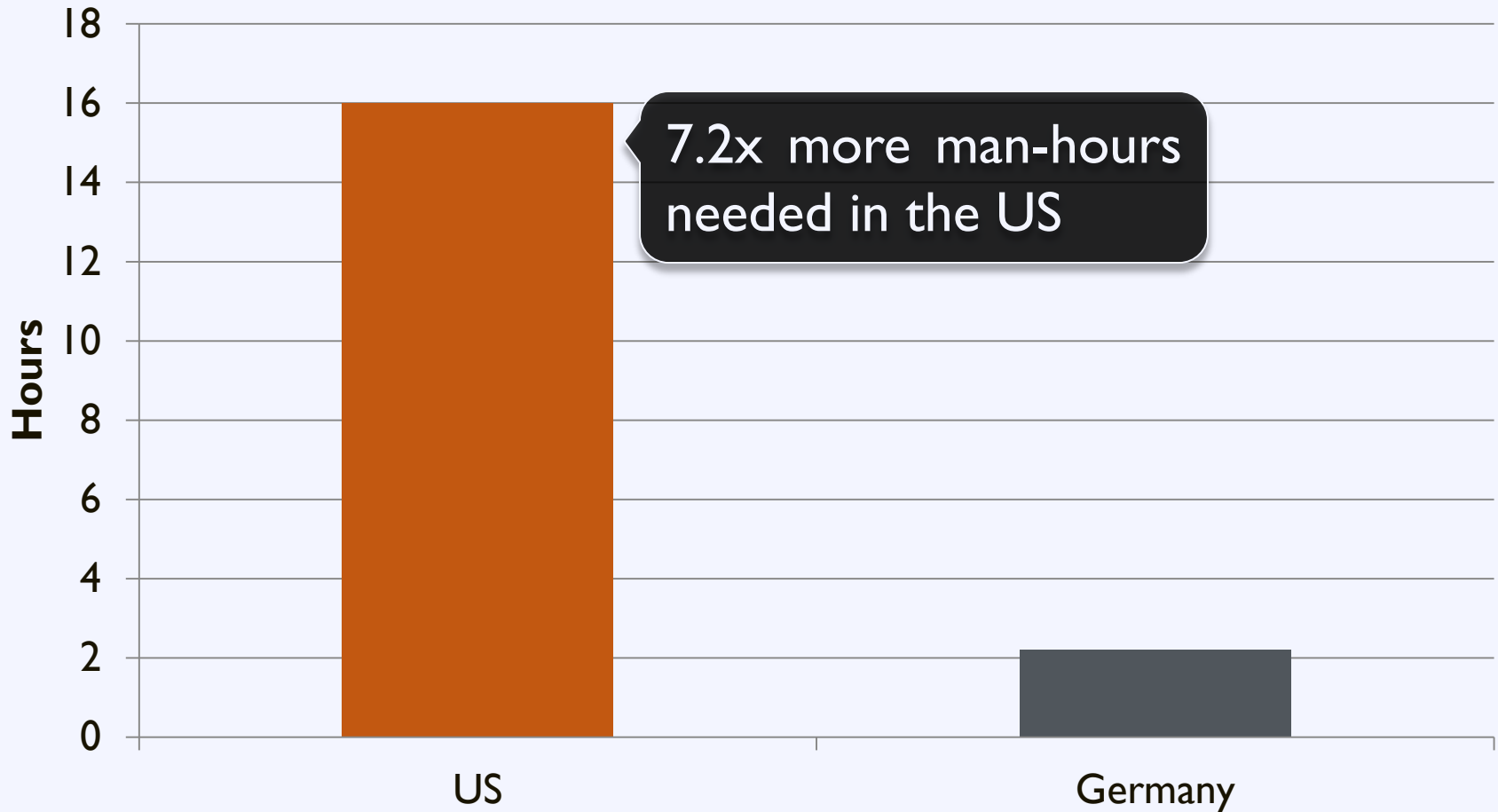
# The Permitting Process: Challenges

---

**18,000+** local jurisdictions  
with unique permitting requirements

# Time to Installation

## Average Time to Permit a Solar Installation



# Time to Installation



**New York City's  
Goal**

**100 days**

from inception to completion



**Germany  
Today**

**8 days**

from inception to completion



# Germany's Success

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Consistency and Transparency

through

Standardized Processes

# Agenda

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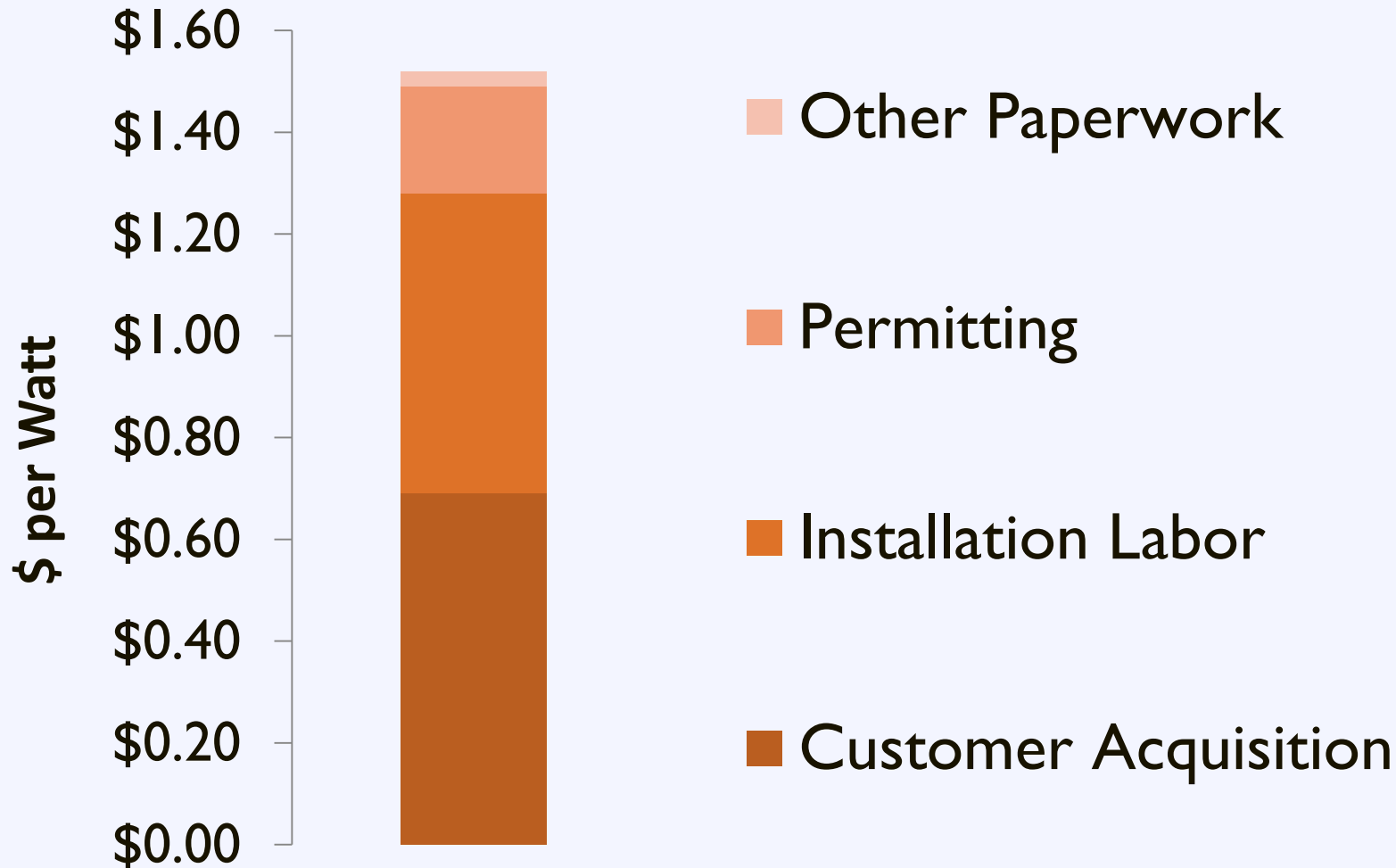
04:00 – 04:20

Barry Shear, Eagle Point Solar

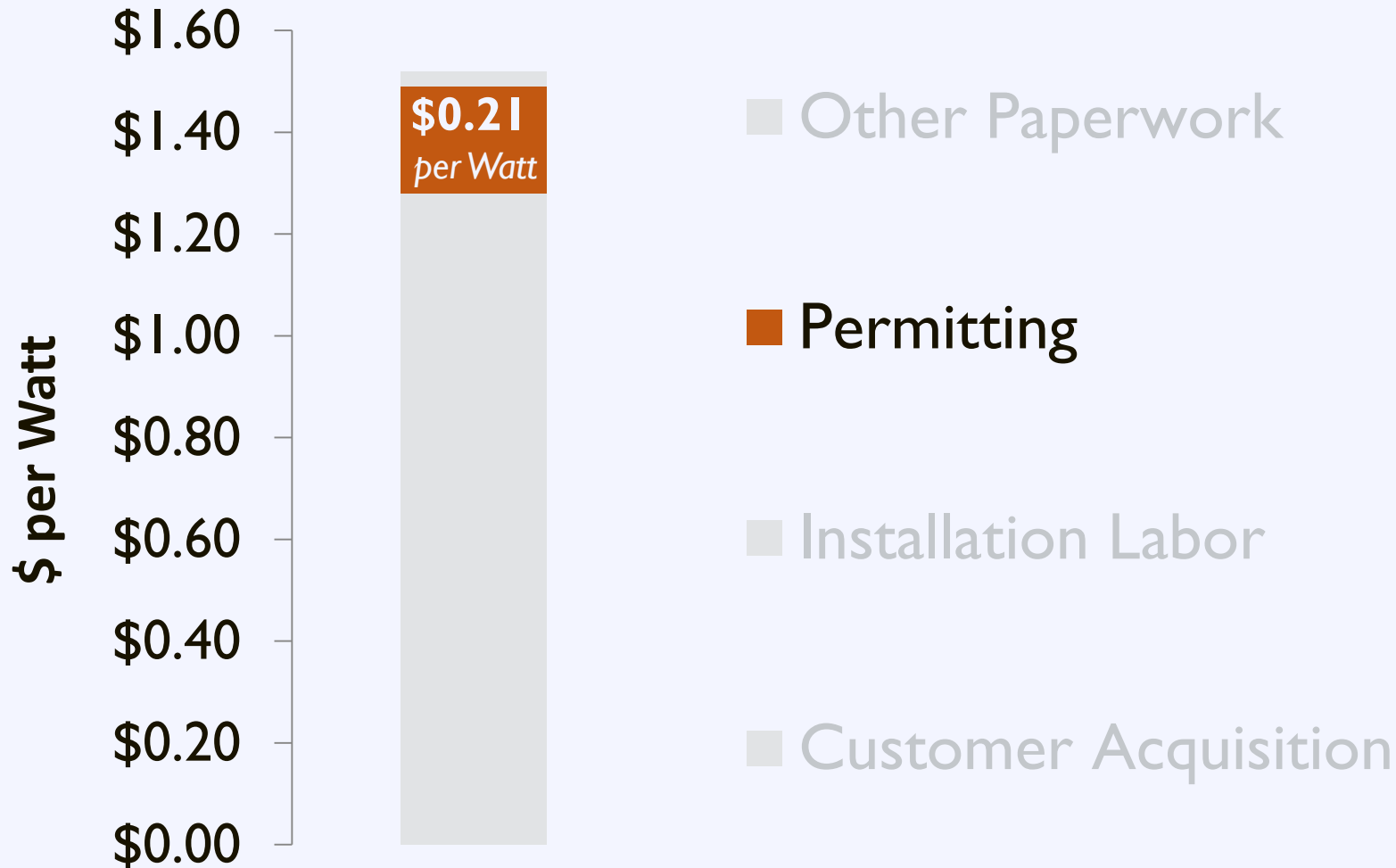
04:20 – 04:30

Next Steps for Solar in Region

# Mitigate Soft Costs

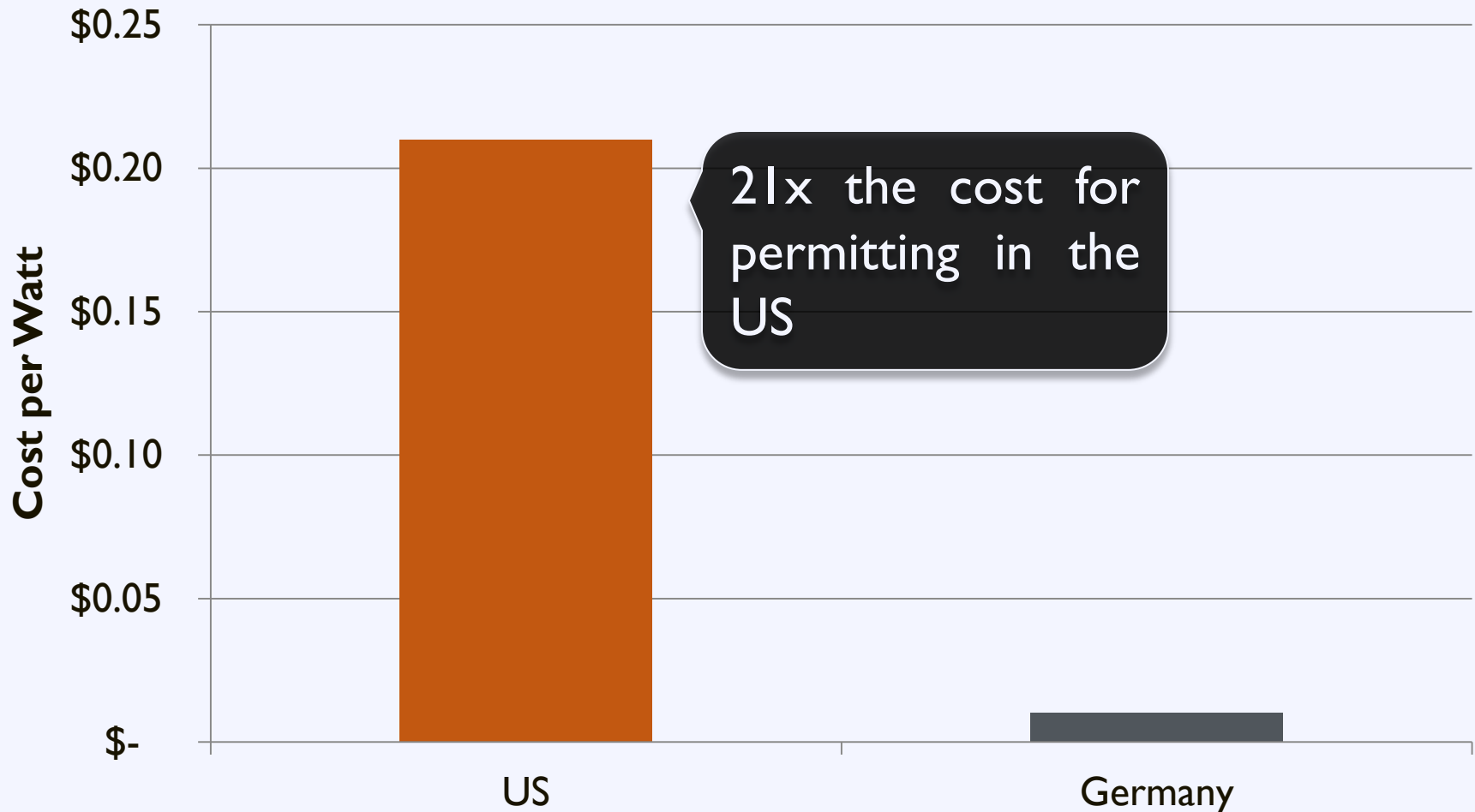


# Mitigate Soft Costs



# Permitting Costs

## Average Cost of Permitting in the US and Germany



# Permitting

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## Remove barriers by:

- Make qualified solar projects a by-right accessory use
- Modify regulations to clarify what types of solar projects are allowed where
- Define and protect solar access
- Streamline the permitting process

# Zoning Codes: Regulations

Section	Topics to Address
<b>Permitted Uses</b>	Primary vs. accessory
<b>Dimensional Standards</b>	<ul style="list-style-type: none"><li>• Height</li><li>• Lot coverage</li><li>• Setbacks</li></ul>
<b>Development Standards</b>	<ul style="list-style-type: none"><li>• Screening</li><li>• Placement</li><li>• Site Planning</li></ul>
<b>Definitions</b>	Types of solar systems

# Zoning Codes: Small Scale Solar

## Typical Requirements:

- Permitted as accessory use
- Minimize visibility if possible
- Requirements:
  - District height
  - Lot coverage
  - Setback



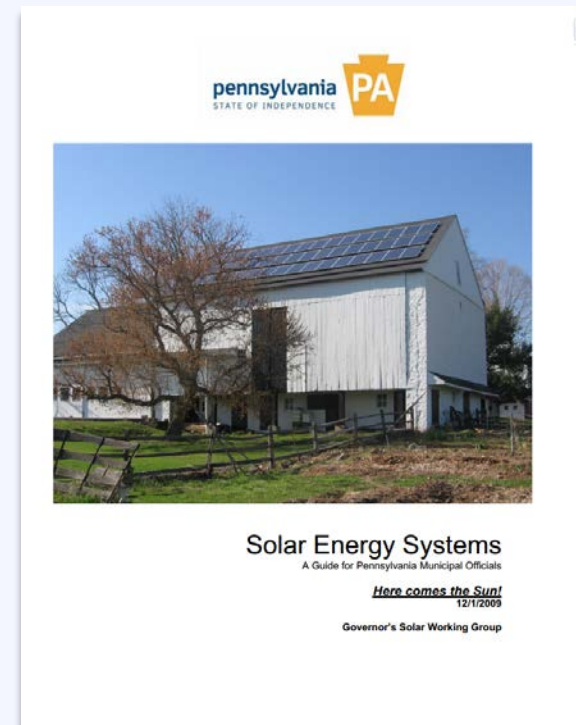


# Zoning Code: Small Scale Solar

## Resource Pennsylvania Model Ordinance

Prepared to assist local governments in establishing reasonable standards to facilitate the development of small-scale solar

[state.pa.us](http://state.pa.us)



# Zoning Codes: Large Scale Solar

## Typical Requirements:

- Allowed for primary use in limited locations
- Requirements:
  - Height limits
  - Lot coverage
  - Setback
  - Fencing and Enclosure

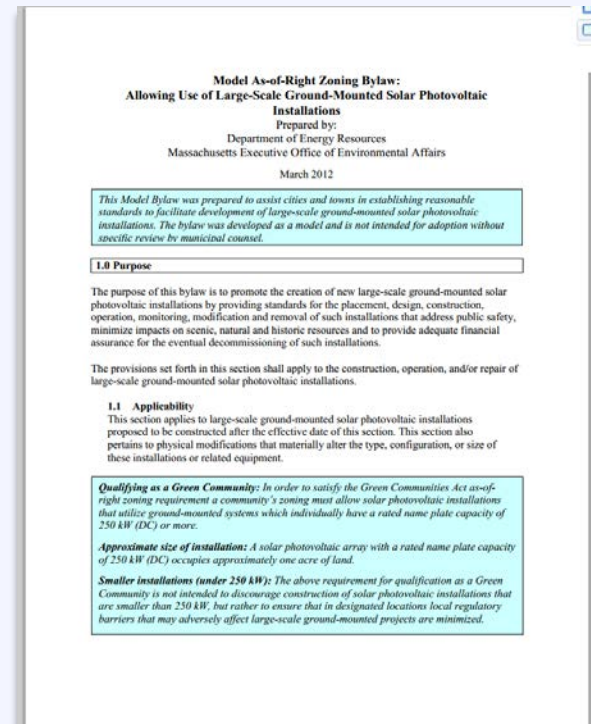


# Zoning Code: Large Scale Solar

## Resource Massachusetts Model Ordinance

Prepared to assist local governments in establishing reasonable standards to facilitate the development of large-scale solar installations

[www.mass.gov](http://www.mass.gov)



# Solar Access

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## Solar Access Laws:

1. Increase the likelihood that properties will receive sunlight
2. Protect the rights of property owners to install solar
3. Reduce the risk that systems will be shaded after installation

# Fontainebleau V. Eden Roc (1959)

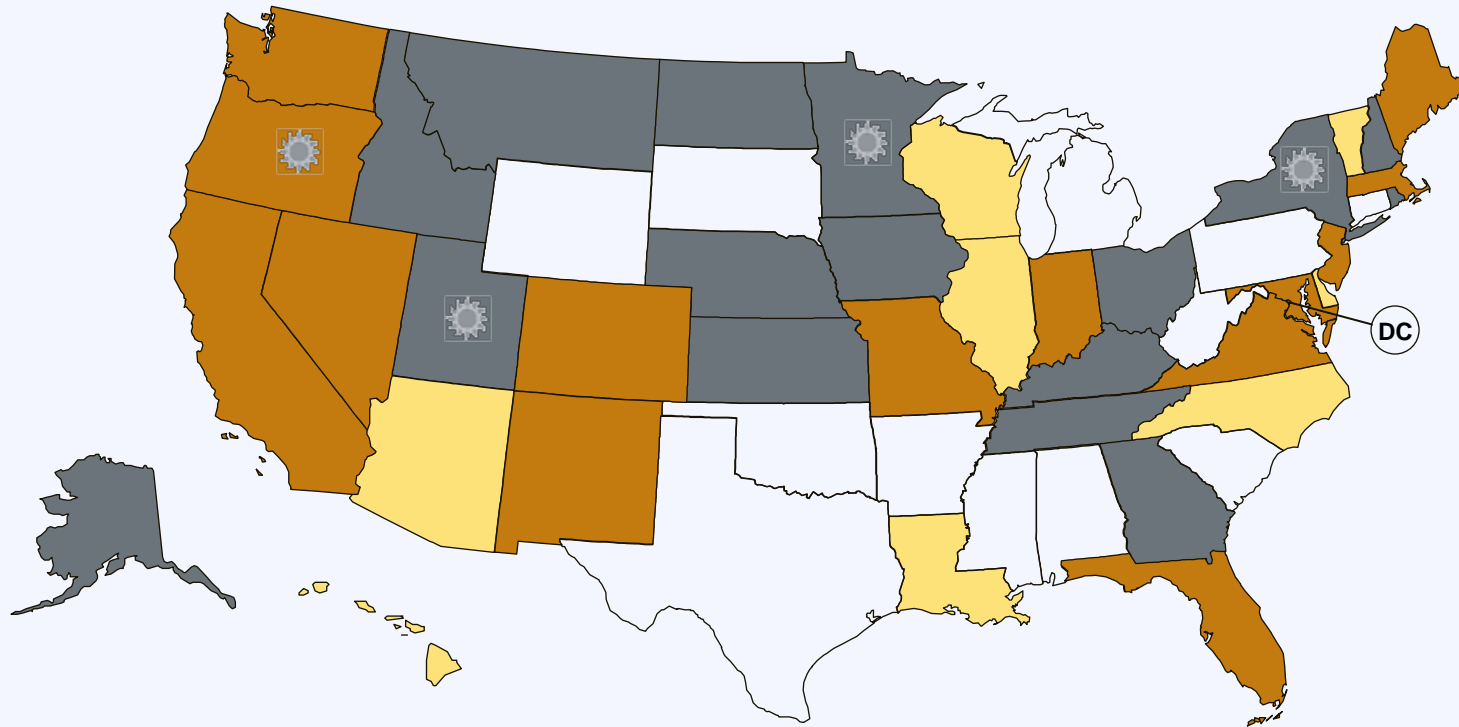



Eden Roc Hotel

Fontainebleau Hotel

A landowner does not have any legal right to the free flow of light and air across the adjoining land of his neighbor

# Solar Access




 Solar Easements Provision

 Solar Rights Provision

 Solar Easements and Solar Rights Provisions

 U.S. Virgin Islands

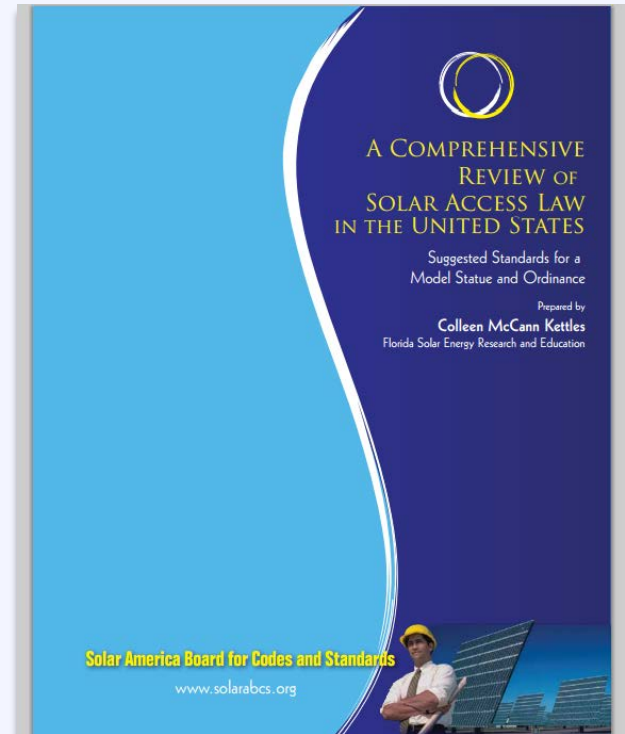
 Local option to create solar rights provision

# Solar Access

## Resource Solar ABCs

A comprehensive review of solar access law in the US – Suggested standards for a model ordinance

[www.solarabcs.org](http://www.solarabcs.org)



# The Permitting Process: Challenges

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**18,000+** local jurisdictions  
with unique permitting requirements



# The Permitting Process: Challenges

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Local permitting processes add on average

**\$2,516**

to the installation cost of residential PV

# The Permitting Process: Challenges



# Expedited Permitting

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## Solar Permitting Best Practices:

- ✓ Fair flat fees
- ✓ Electronic or over-the-counter issuance
- ✓ Standardized permit requirements
- ✓ Electronic materials

# Expedited Permitting

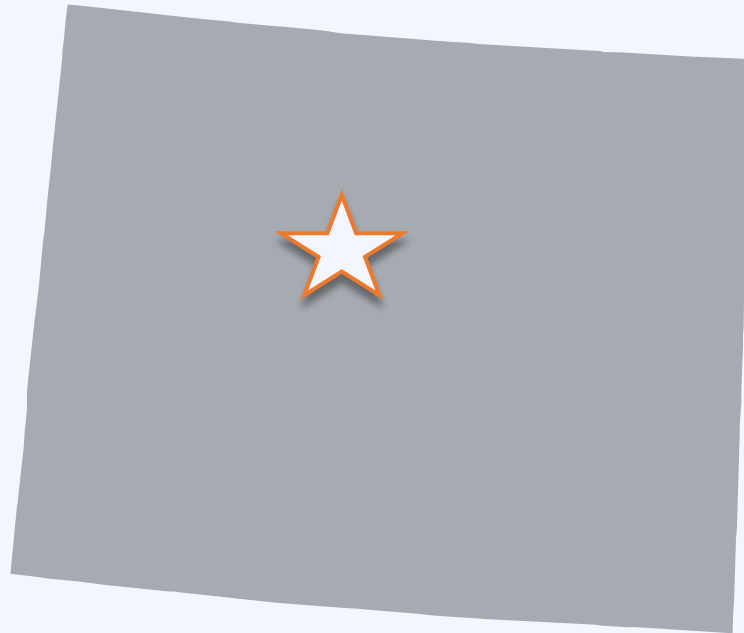
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## Solar Permitting Best Practices:

- ✓ Training for permitting staff in solar
- ✓ Removal of excessive reviews
- ✓ Reduction of inspection appointment windows
- ✓ Utilization of standard certifications

# Expedited Permitting: Case Study

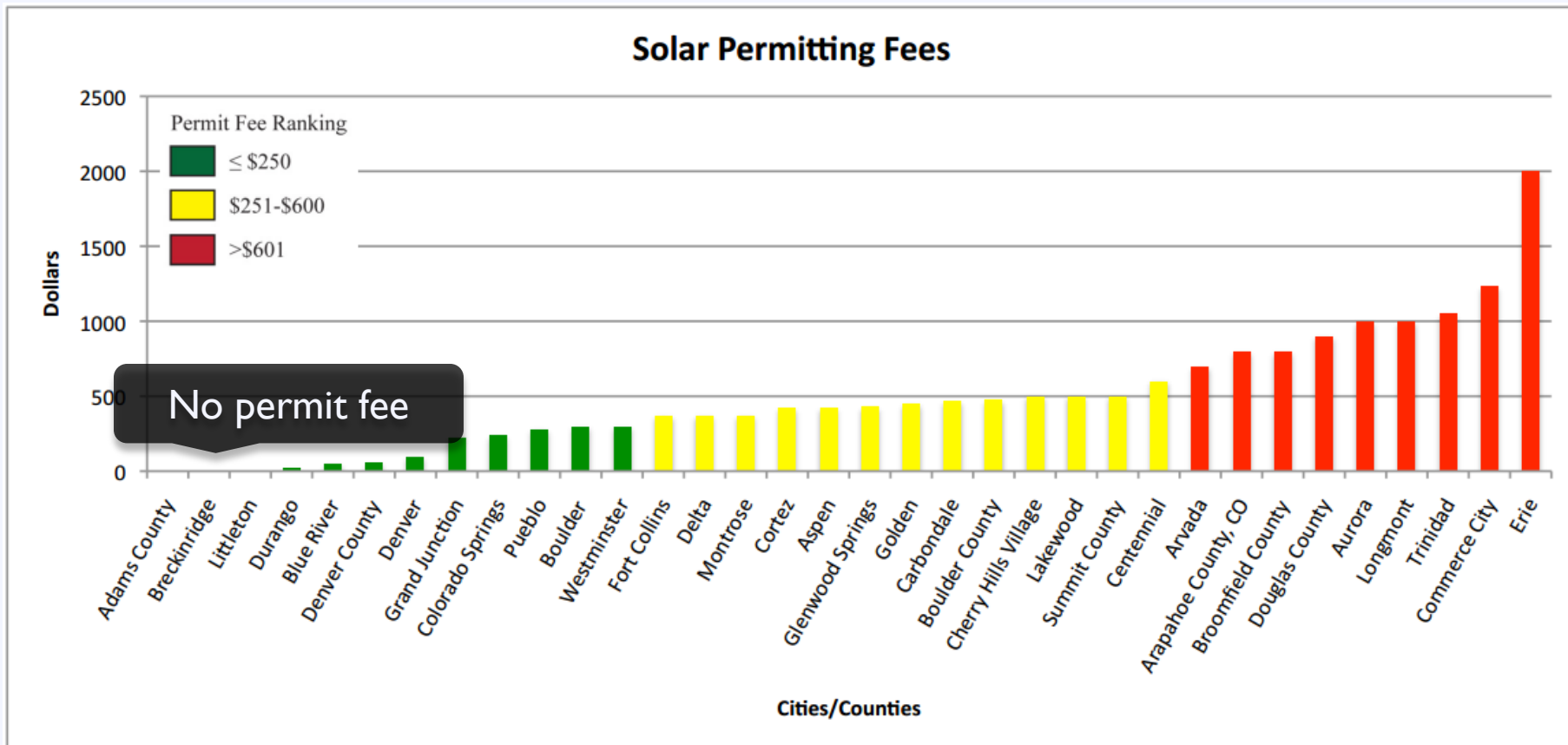
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**Breckenridge, Colorado**  
Population: 4,540

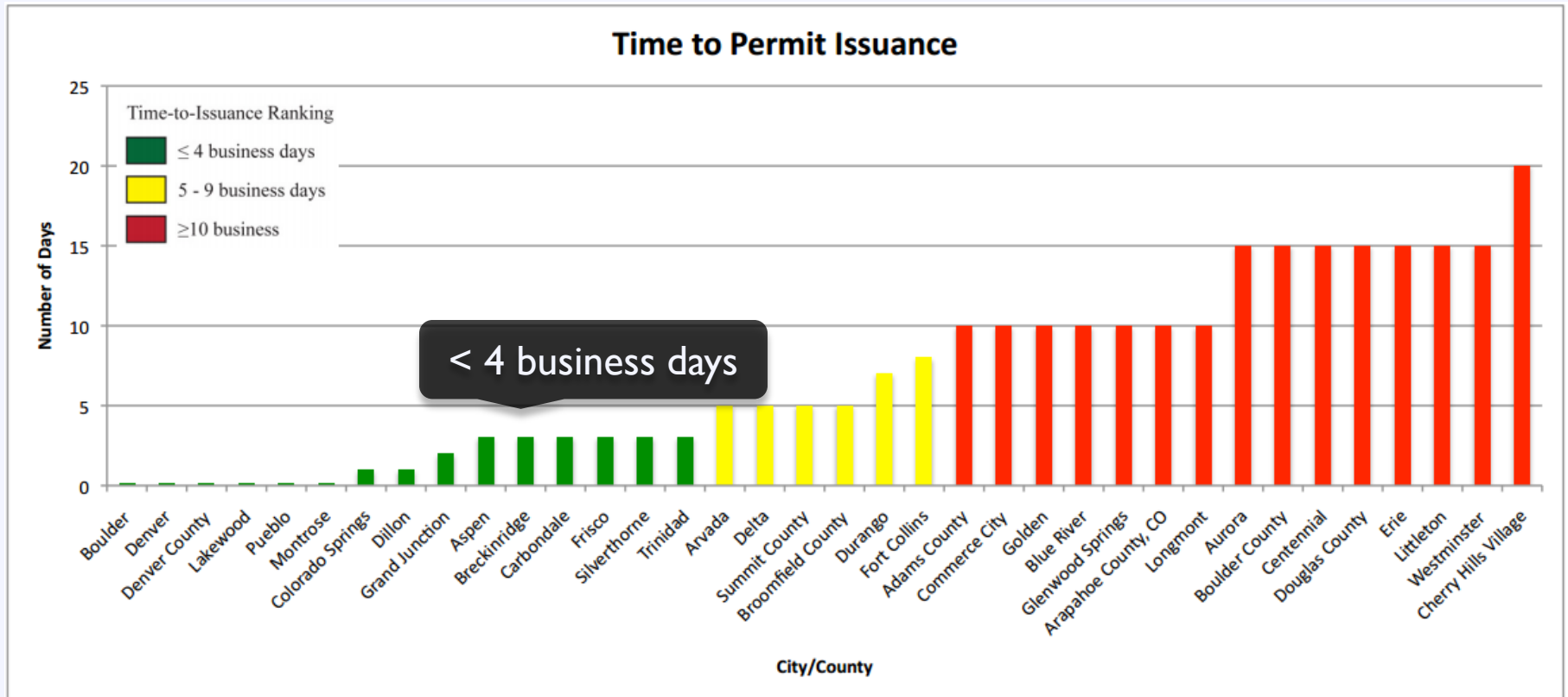
# Expedited Permitting: Case Study

Breckenridge charges no fees to file for a solar permit



# Expedited Permitting: Case Study

## Breckenridge offers a short turn around time for solar permits



# Expedited Permitting: Case Study

Jobs | FREE RIDE | Forms & Documents | Town Calendar | Contact Us | Water Bill Access | Text Size + -

TOWN OF BRECKENRIDGE

BRECKENRIDGE COLORADO

Quick Links

Search... GO

HOME ◊ ABOUT BRECKENRIDGE ◊ GOVERNMENT ◊ DEPARTMENTS & SERVICES ◊ ARTS ◊ RECREATION ◊ WHAT'S NEW ◊ I WANT TO...

**Electronic materials**

▼ Building Department

- Adopted Building Codes and Amendments
- Climactic and Geographical Design Criteria 2006 IRC Table R301.2(1)
- Permits and Applications
- Inspections
- Electrical, Mechanical & Plumbing Applications
- Hot Tub Permits
- **Solar Panel Permits**
- Frequently Asked Questions
- Contractor's Licensing

How Much Will My Permit

**Standardized permit requirements**

Departments & Services » Building Department

## Solar Panel Permits

[E-mail](#) [Print](#)

### BUILDING & PLANNING DEPARTMENT REQUIREMENTS FOR PHOTOVOLTAIC (SOLAR PANEL) INSTALLATIONS

The solar panel installer is responsible for insuring that all of the code requirements are met and permits issued.

Required permits are: Development, Building and Electrical Permits.

**Planning Department / Development Permit Requirements:**

- Outside of the Conservation District, [Class D Permit](#)
- Within the Conservation District, [Class C Minor Permit](#)
- Letter of approval from the Homeowners Association (strongly suggested)

Refer to the [Breckenridge Development Code](#), reference [Section 9-1-19, Policy 5 \(Absolute\)](#) regarding solar panel policies

**Building Department Permits / Building & Electrical Permit Requirements:**

- Meet with a Town of Breckenridge Planner (see above requirements)
- [Building Permit](#) (Submit a completed building permit application, along with two photovoltaic system electrical diagram drawings, stamped by a Colorado licensed engineer)
- [Electrical Permit](#)

**Contractor Requirements**

- Must be certified by North American Certified Energy Practitioners ([www.nabcep.org](http://www.nabcep.org))
- Must have a current Town of Breckenridge [Business License](#), available through the Town



# Expedited Permitting

## Resource Solar ABCs

### Expedited Permitting:

- Simplifies requirements for PV applications
- Facilitates efficient review of content
- Minimize need for detailed studies and unnecessary delays

**Solar America Board for Codes and Standards**  
Collaborate • Contribute • Transform

ABOUT US | CODES & STANDARDS | CURRENT ISSUES

### Codes & Standards

The Solar America Board for Codes and Standards (Solar ABCs) collaborates and enhances the practice of developing, implementing, and disseminating solar codes and standards. The Solar ABCs provides formal coordination in the planning and revision of separate, though interrelated, solar codes and standards. We also provide access for stakeholders to participate with members of standards making bodies through working groups and research activities to set national priorities on technical issues. The Solar ABCs is a centralized repository for collection and dissemination of documents, regulations, and technical materials related to solar codes and standards.

The Solar ABCs creates a centralized home to facilitate photovoltaic (PV) market transformation by:

- Creating a forum that fosters generating consensus 'best practices' materials.
- Disseminating such materials to utilities, state and other regulating agencies.
- Answering code-related questions (technical or statutory in nature).
- Providing feedback on important related issues to DOE and government agencies.

**Learn more about solar codes and standards development:**

The below organizations all publish codes and standards for PV products and each organization has its own process to develop and publish standards.

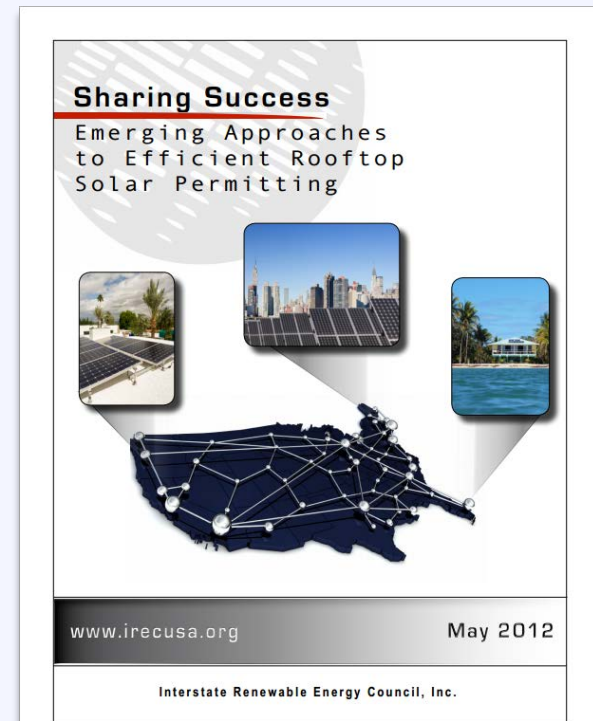
- [ASTM](#)
- [IAPMO Standards](#)
- [International Code Council](#)
- [International Electrotechnical Commission](#)
- [IEEE](#)
- [National Fire Protection Association](#)
- [SEMI](#)
- [Underwriters Laboratories](#)

# Expedited Permitting

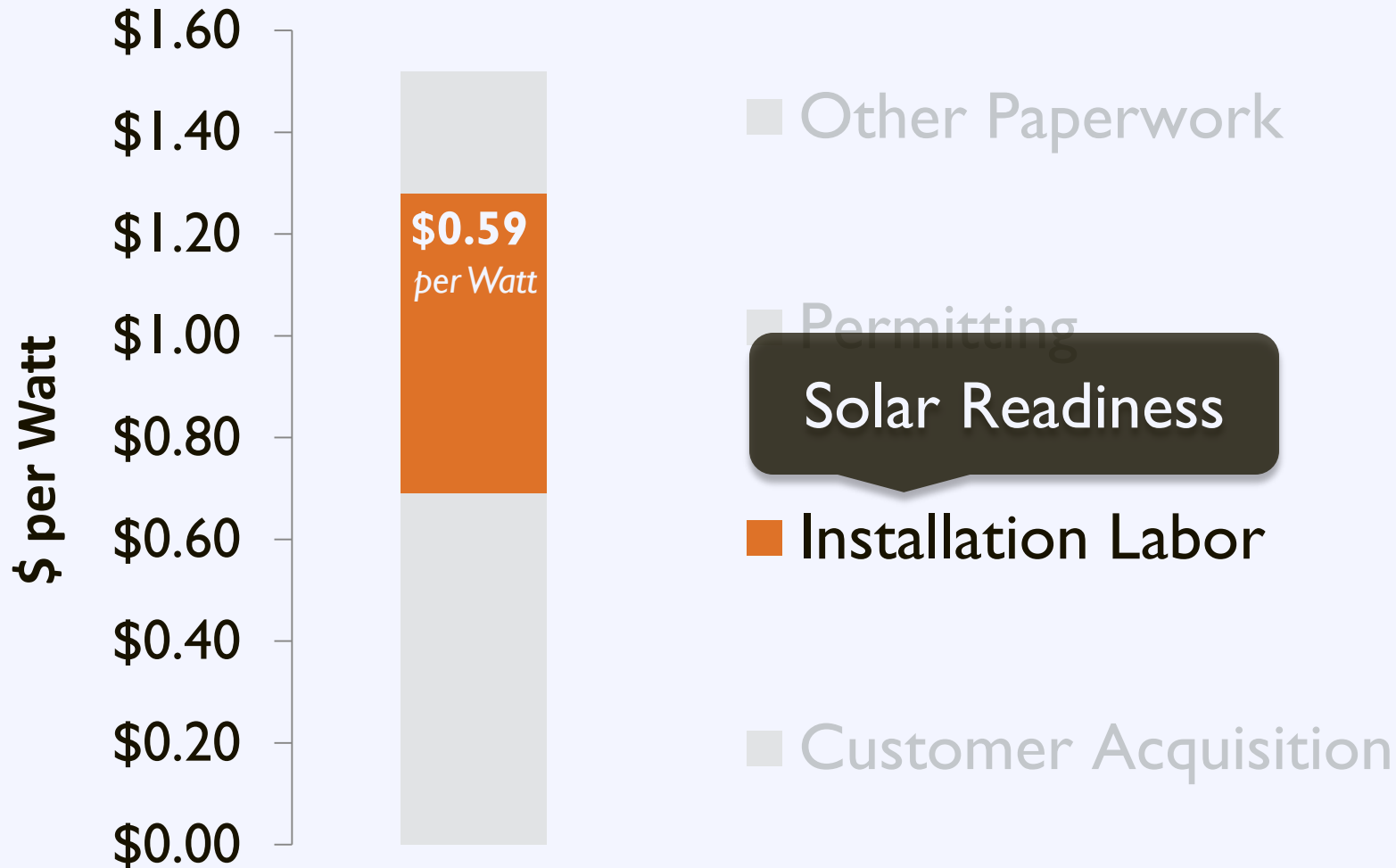
## Resource Interstate Renewable Energy Council

Outlines emerging approaches to efficient rooftop solar permitting

[www.irecusa.org](http://www.irecusa.org)



# Mitigate Soft Costs



# Solar Readiness

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Creating solar-ready guidelines and promoting energy efficiency at the outset can help make future solar installations easier and more cost effective.

# Solar Readiness

## Resource NREL

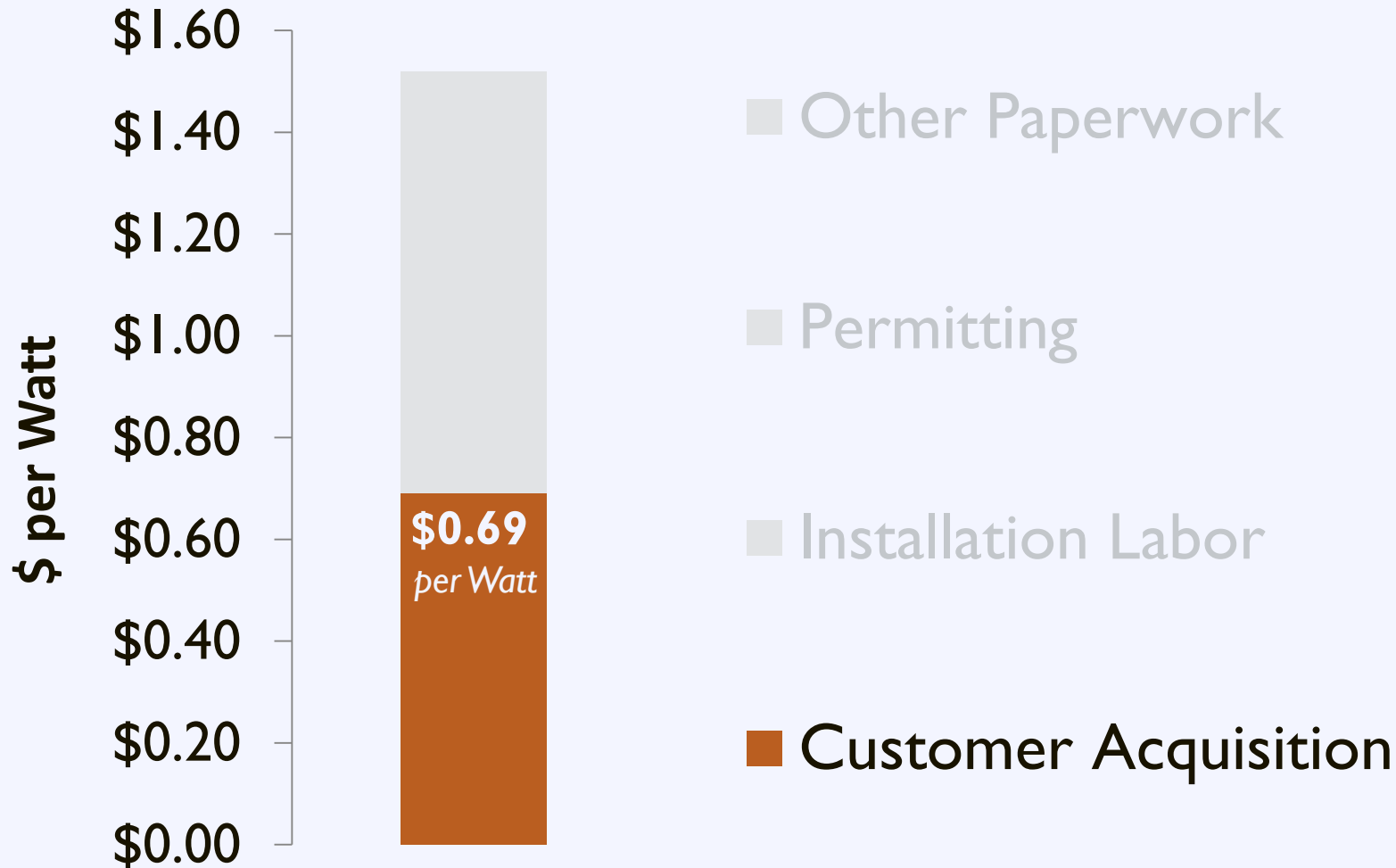
Creating a solar ready guide for buildings:

- Legislation
- Certification programs
- Stakeholder Education

[www.nrel.gov](http://www.nrel.gov)

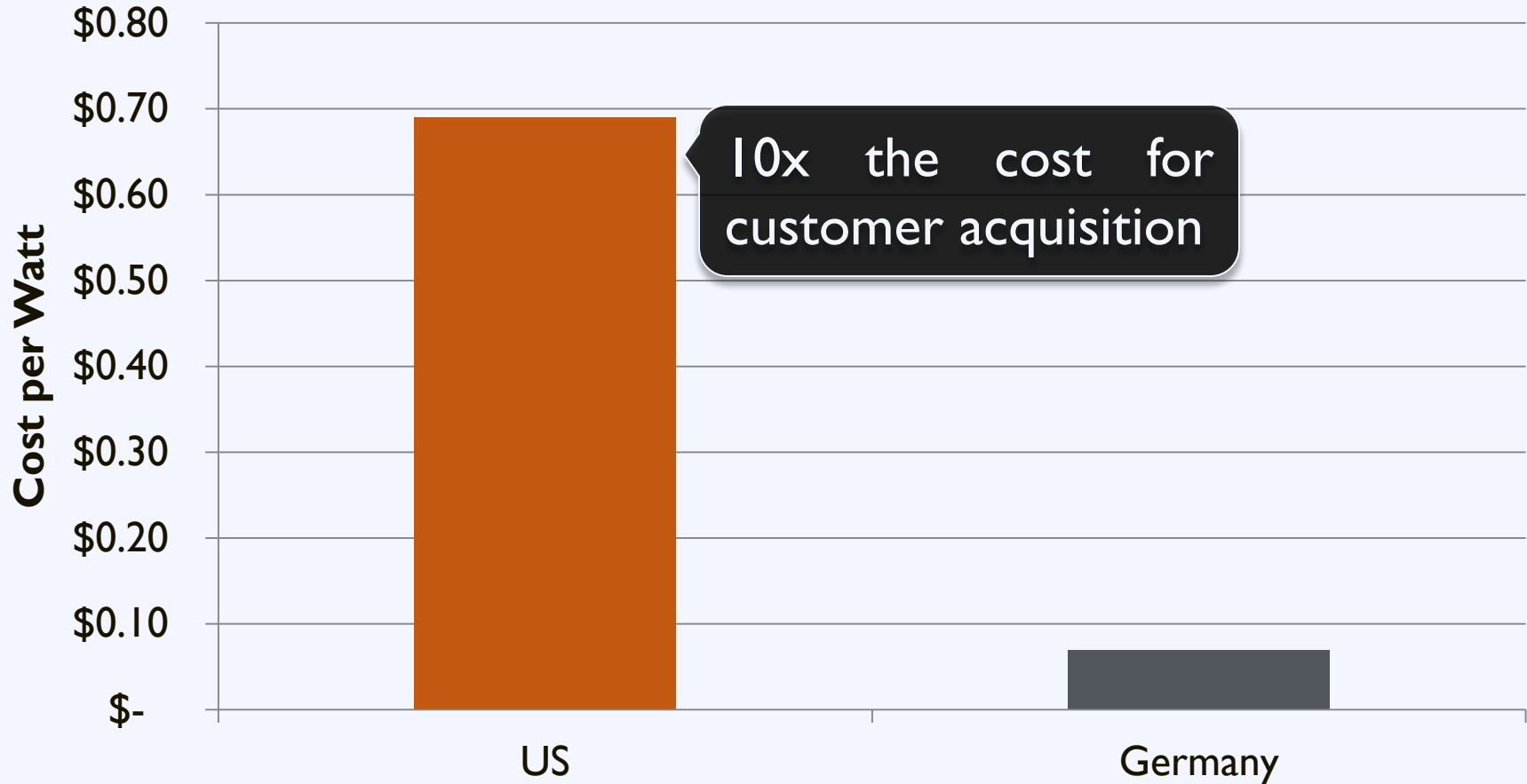


# Mitigate Soft Costs



# Customer Acquisition

## Customer Acquisition



# Customer Acquisition



**Solarize**  
Group Purchasing

**solarize portland** →





# Solarize: Advantages

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## Barriers

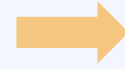
High upfront cost



## Solutions

Group purchase

Complexity



Community outreach

Customer inertia



Limited-time offer

# Solarize: Advantages

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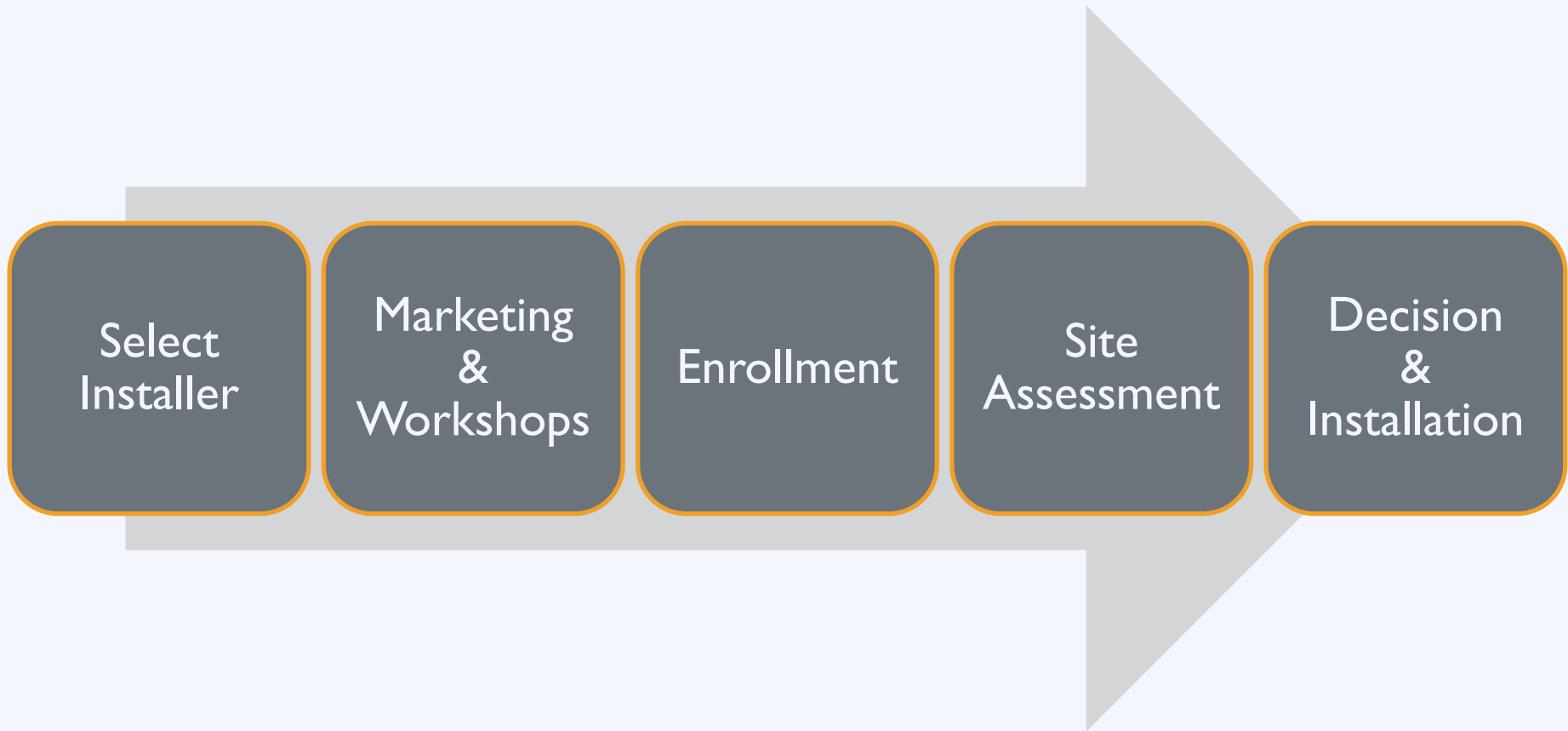
## Benefits to Local Government:

Low implementation cost: \$5,000 - \$10,000

Quick turn-around: 9 Months

Long-term impact: Sustainable ecosystem

# Solarize: Process



# Solarize: Case Study

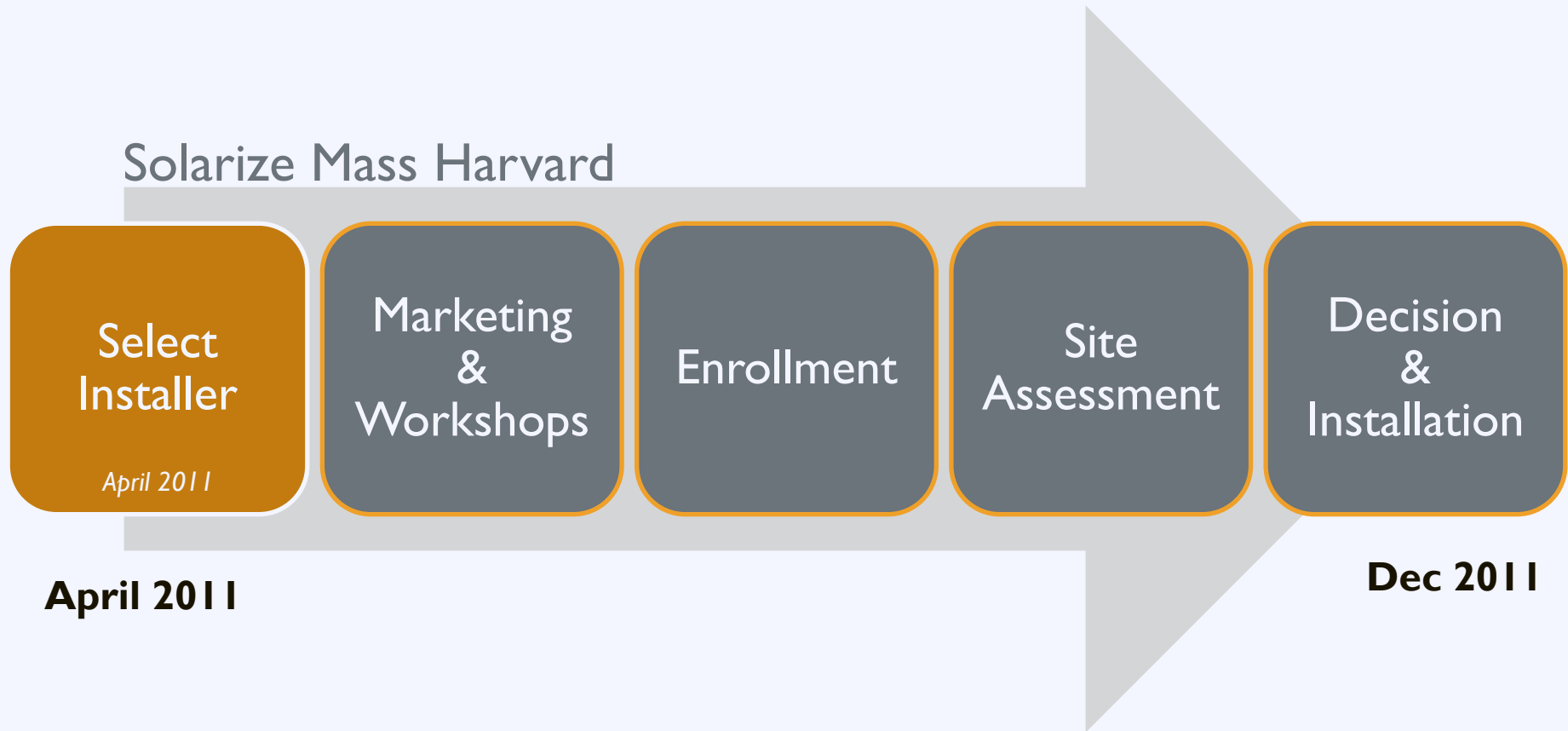
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**Harvard, Massachusetts**  
Population: 6,520

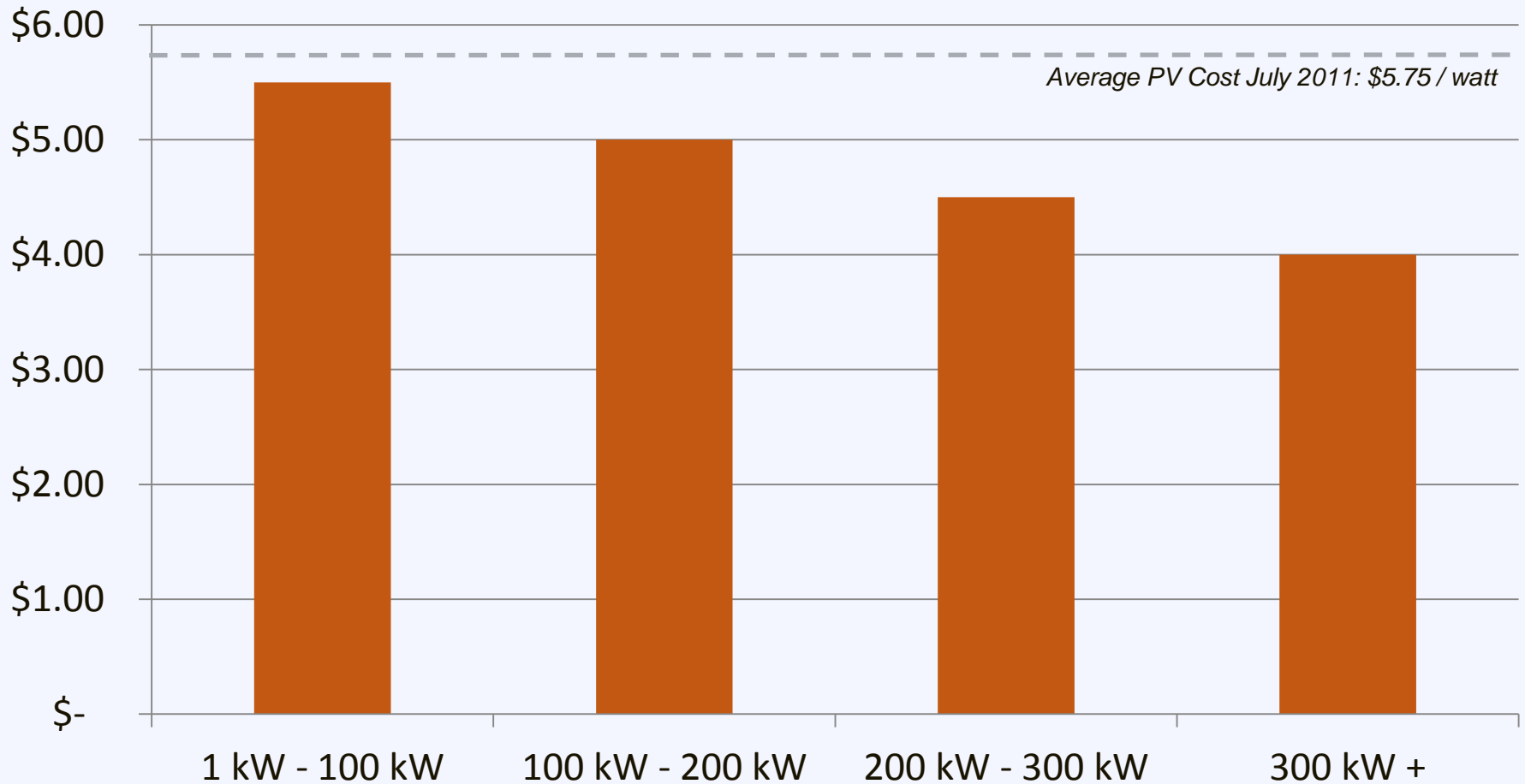
# Solarize: Case Study

## Solarize Mass Harvard



# Group Purchasing

## Harvard Mass Group Purchasing Tiers



# Solarize: Case Study

## Solarize Mass Harvard

Select  
Installer

**April 2011**

Marketing  
&  
Workshops

*May – July 2011*

Enrollment

Site  
Assessment

Decision  
&  
Installation

**Dec 2011**

# Solarize: Case Study

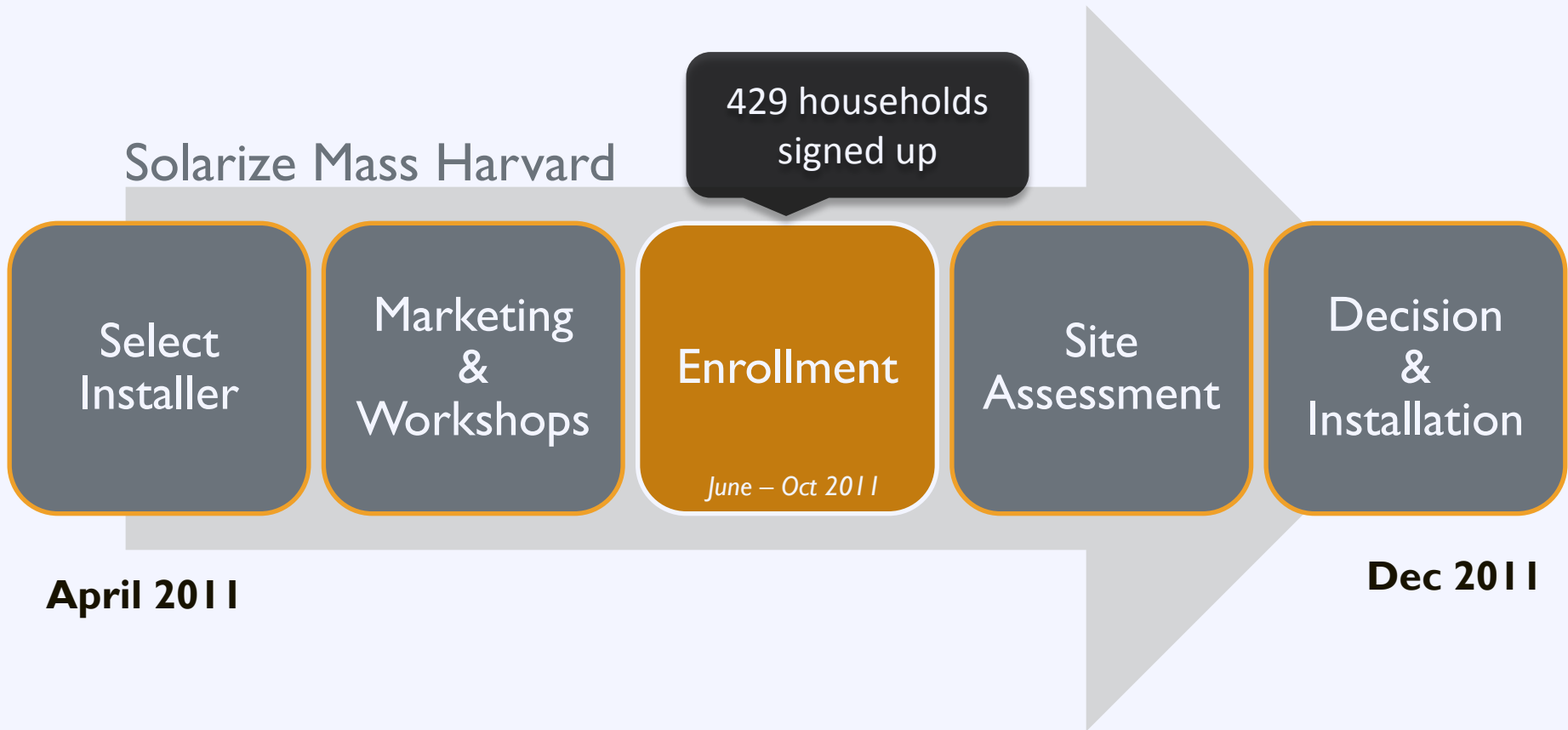
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## Marketing Strategy:

- Electronic survey of 1,100 households
- Email newsletters and direct mailings
- Float in July 4 parade
- Articles and advertisements in local newspaper
- Facebook page and online discussion board

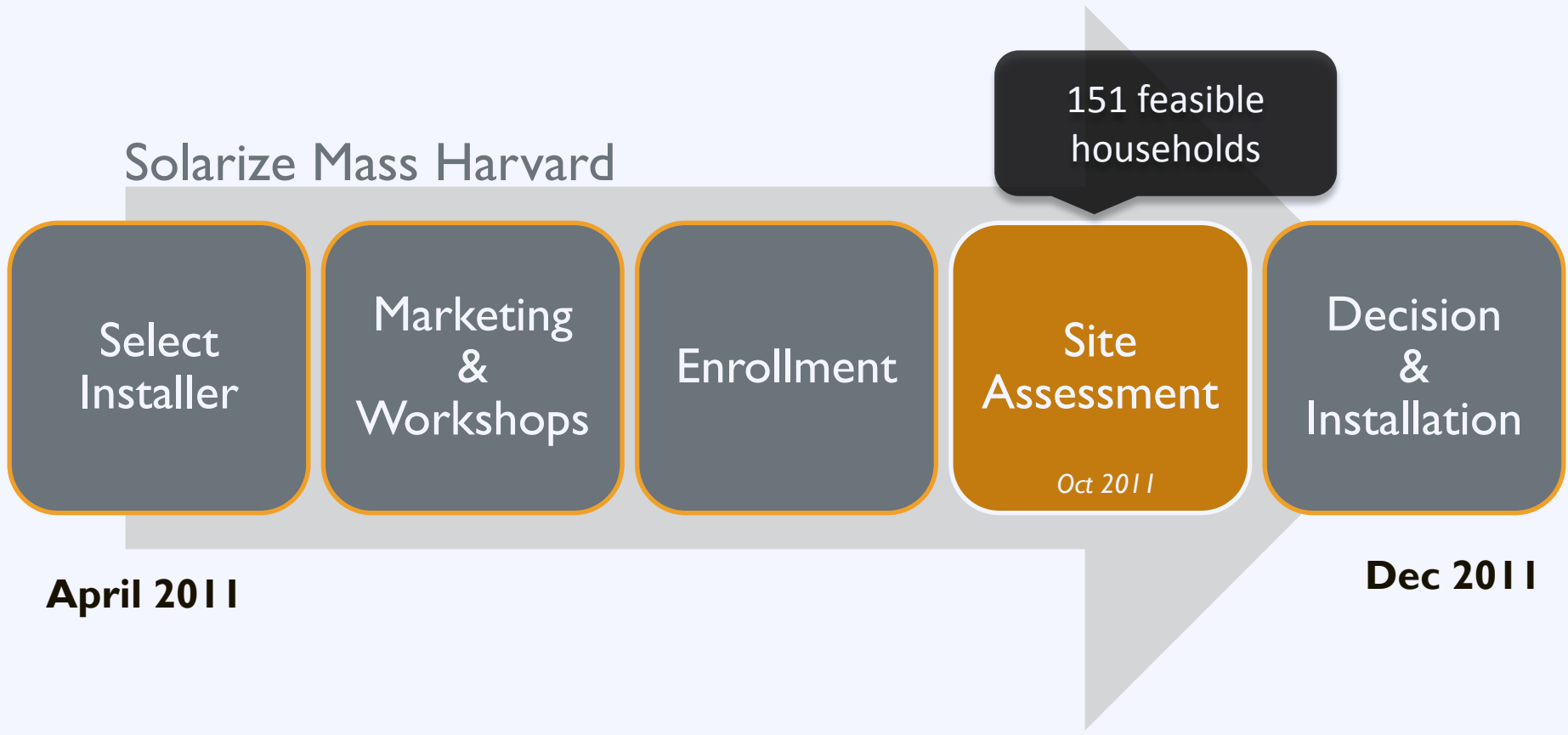


# Solarize: Case Study



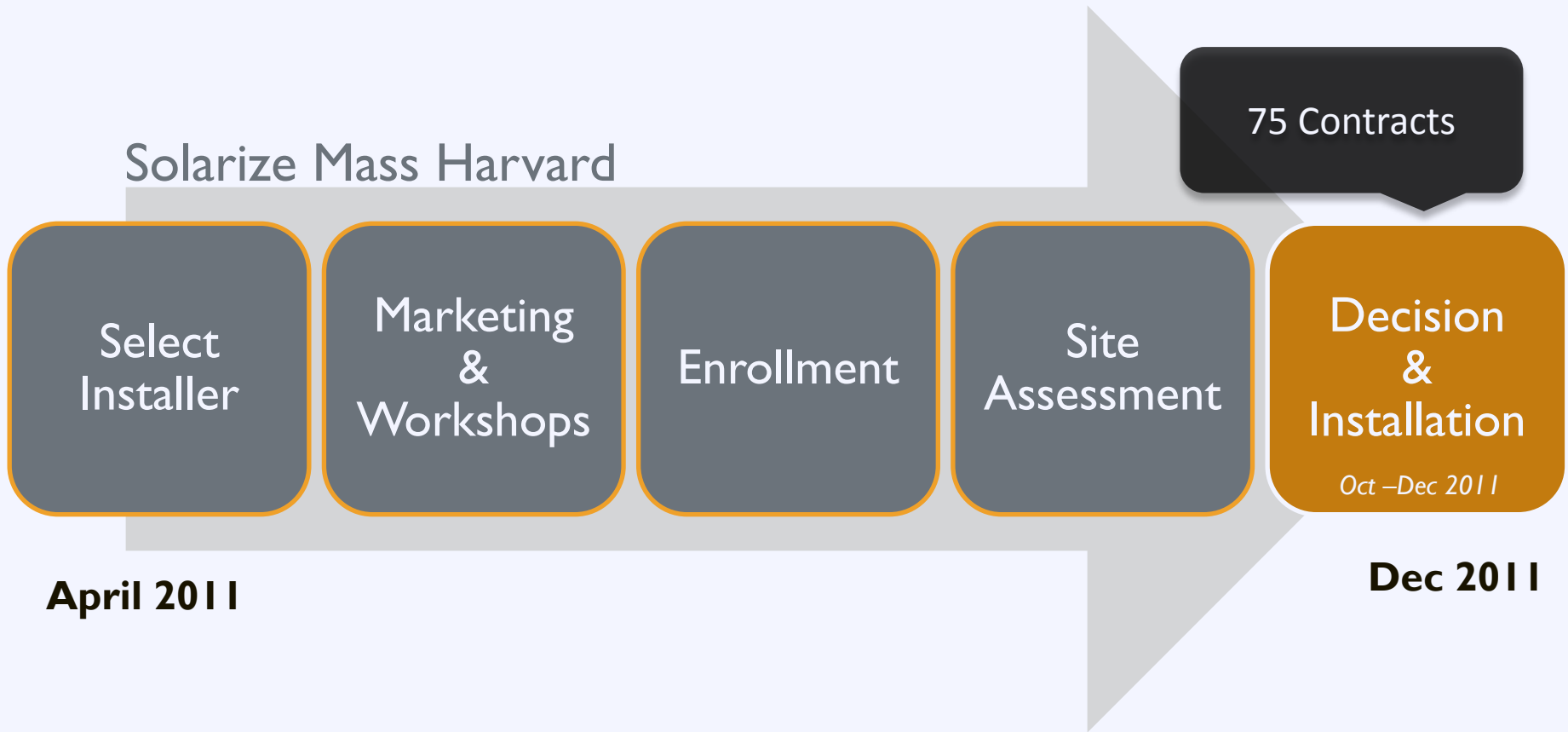
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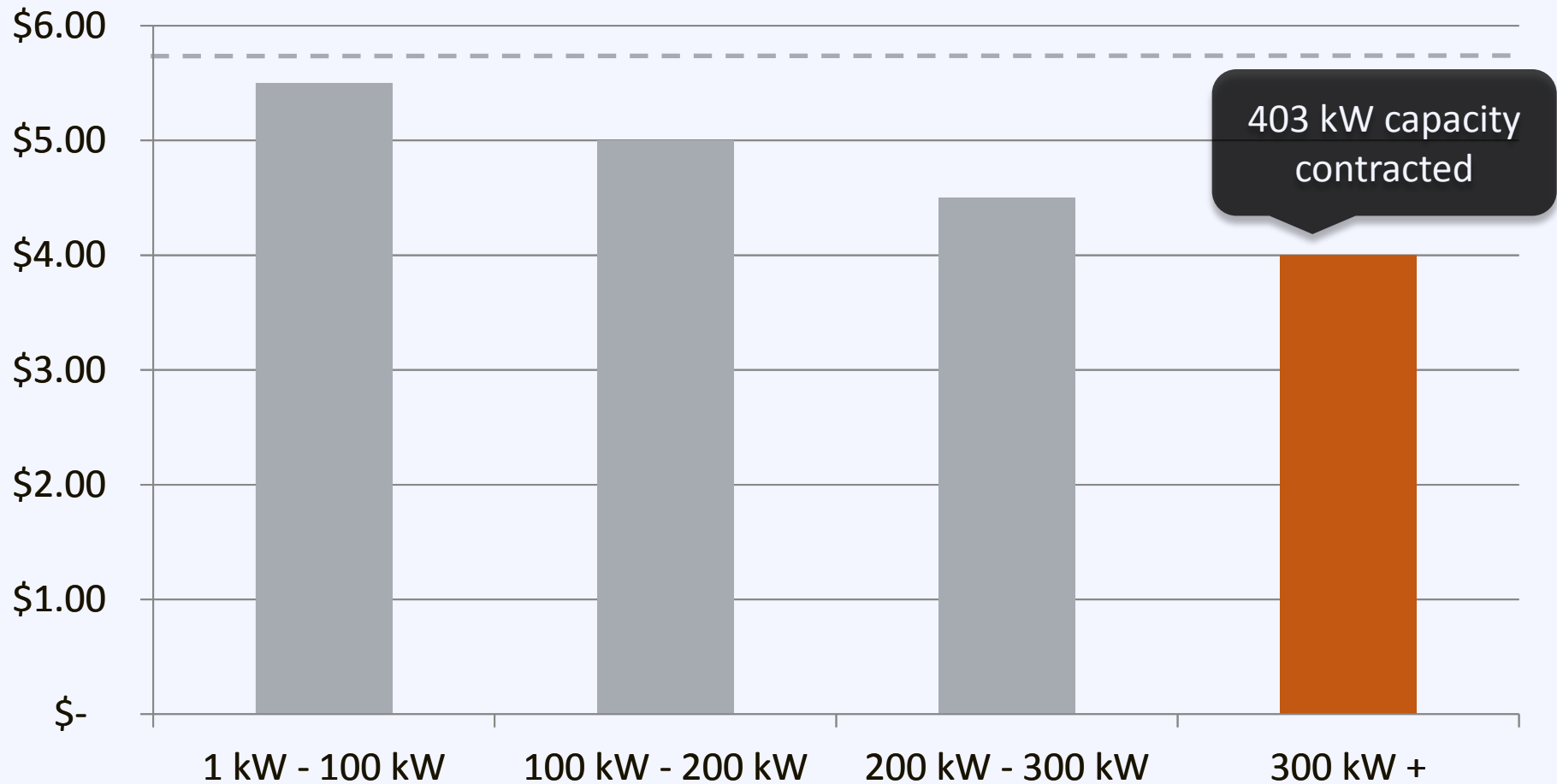
# Solarize: Case Study

## Solarize Mass Harvard



# Group Purchasing

## Harvard Mass Group Purchasing Tiers



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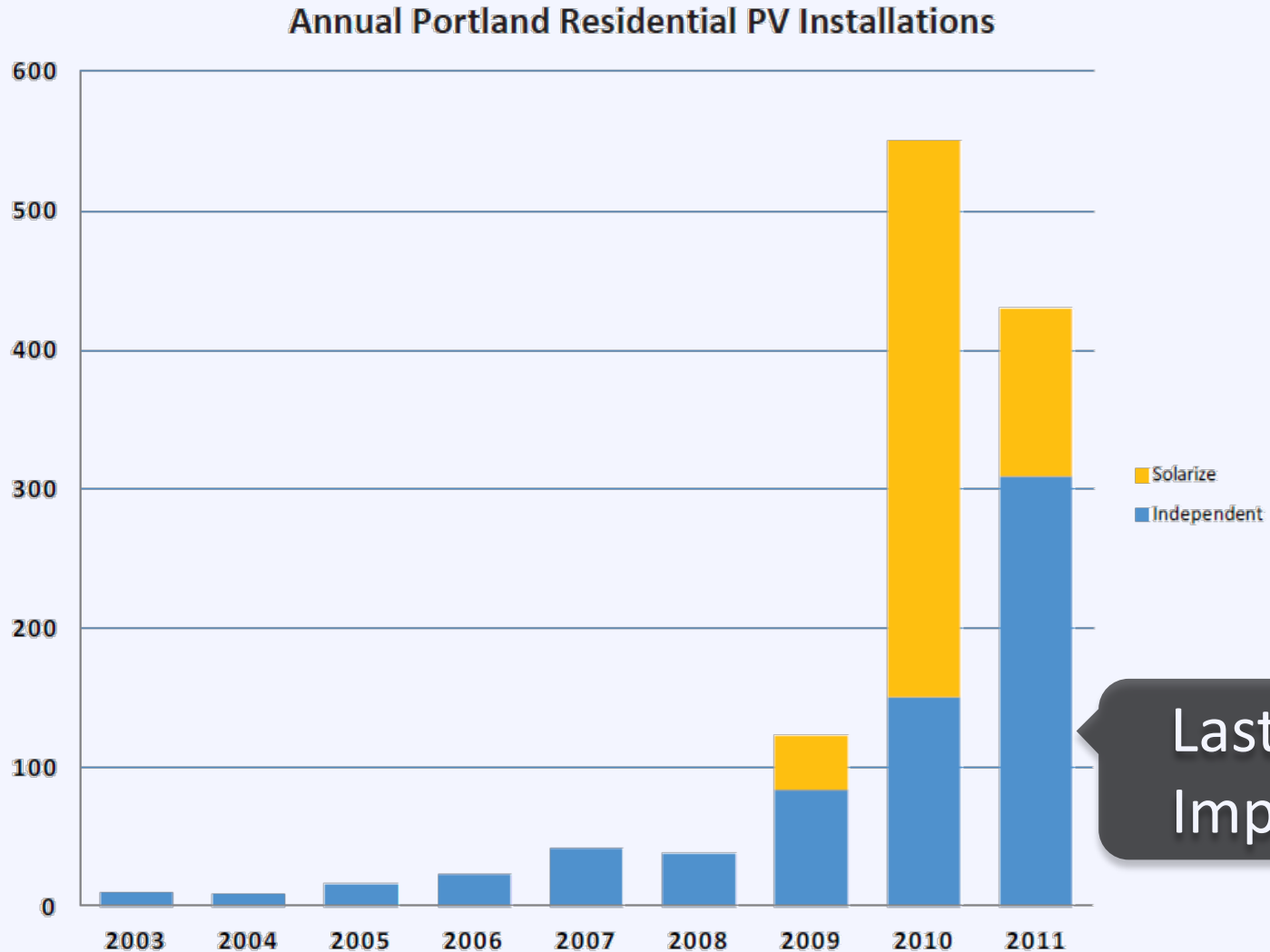
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**75** new installations totaling 403 kW

**30% reduction** in installation costs

**575% increase** in residential installations

# Solarize: Lasting Impact

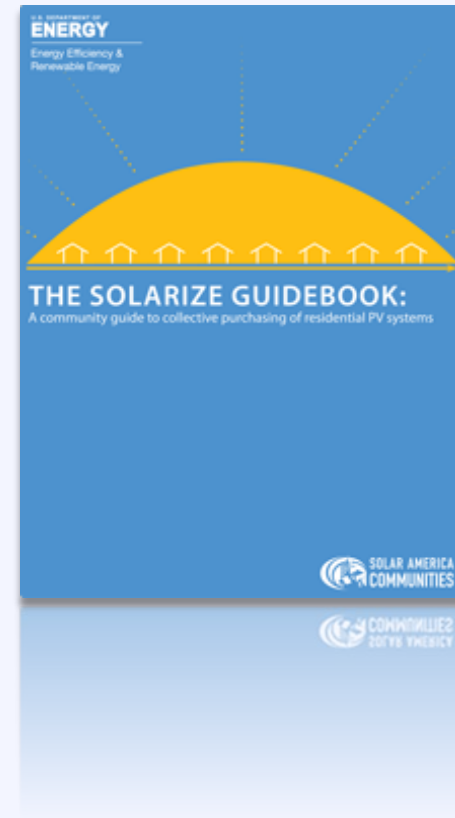


# Solarize: Resources

## Resource The Solarize Guidebook

A roadmap for project planners and solar advocates who want to create their own successful Solarize campaigns.

[www.nrel.gov](http://www.nrel.gov)



# Agenda

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- |                      |   |
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# Activity: Identifying Benefits

What is the greatest benefit solar can bring to your community? **[Blue Card]**

Right Now



Write answer on card

During Session



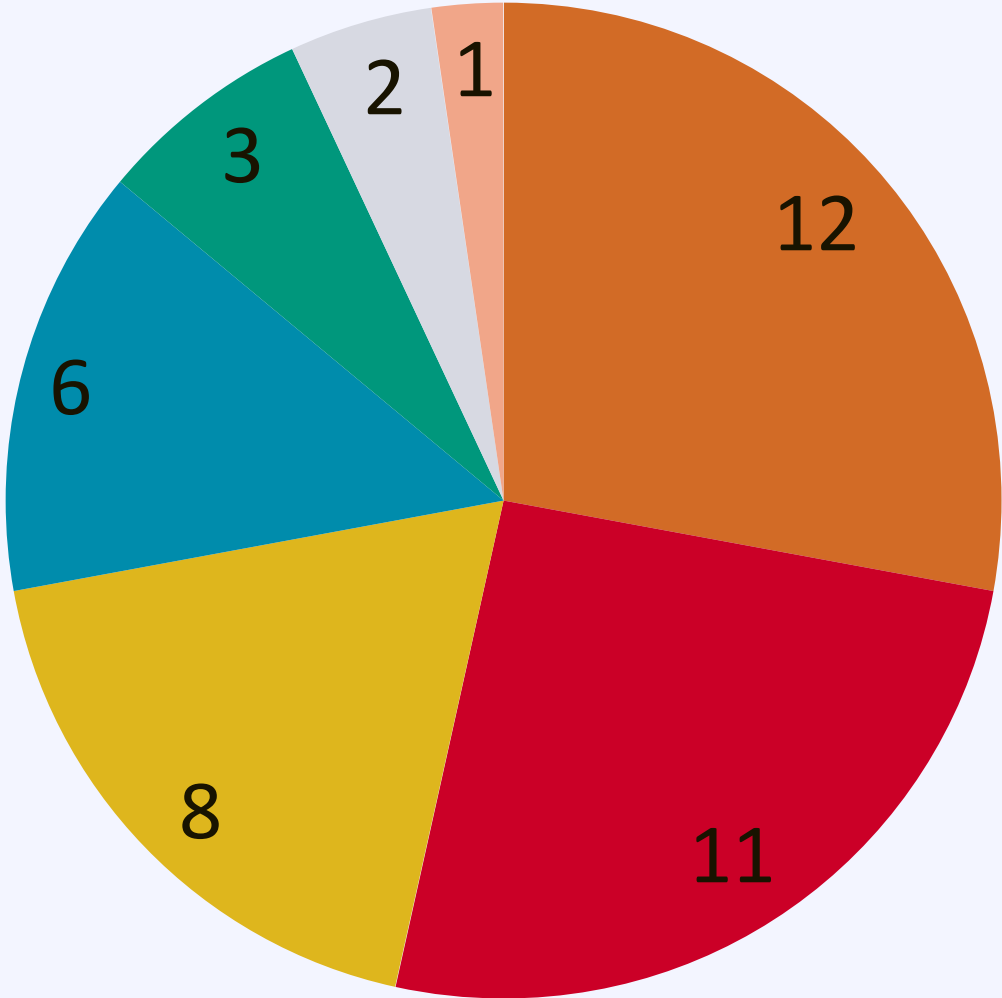
Compile results

After Break



Group discussion

# Benefits Survey Results



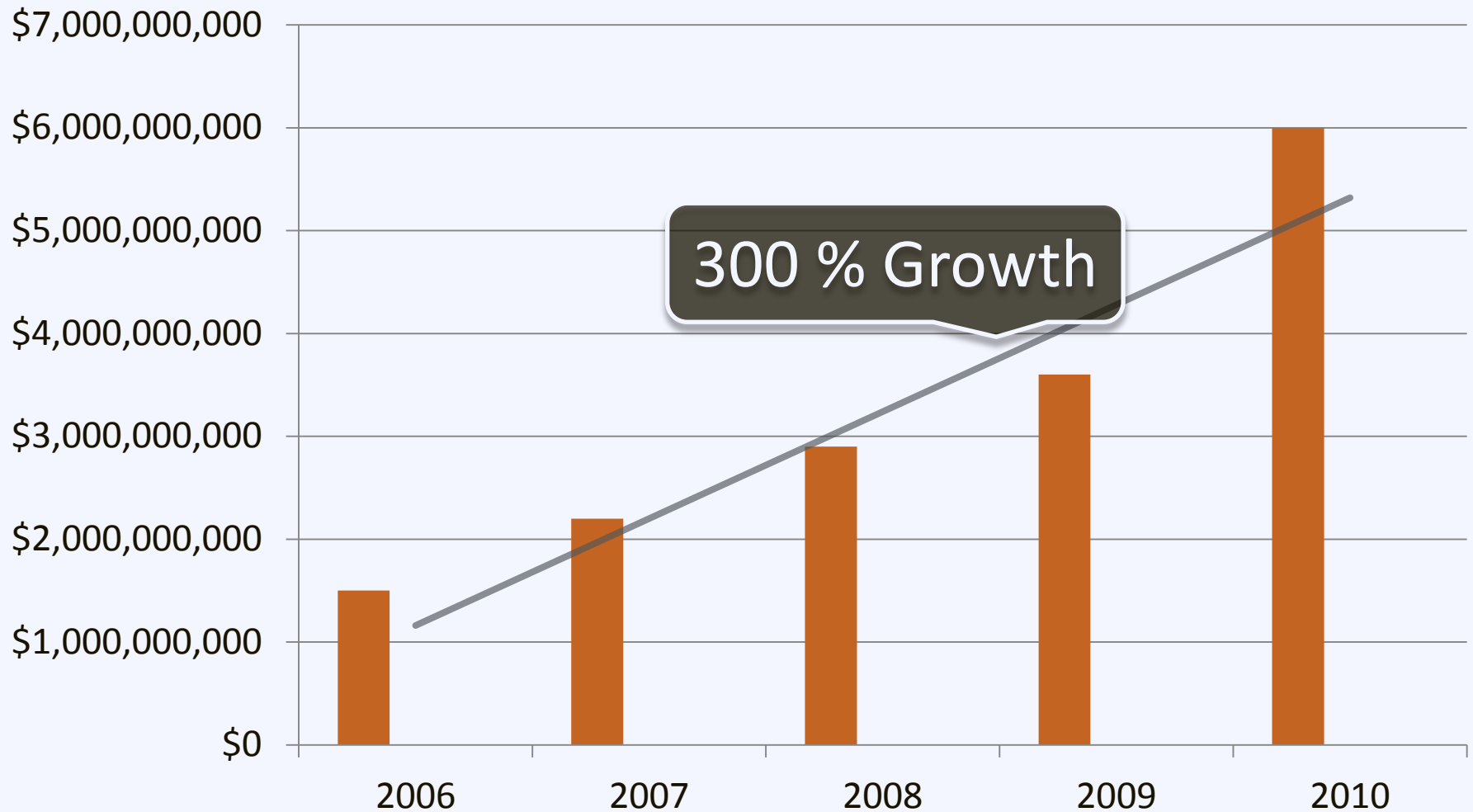
- reduce energy cost
- energy independence
- environmental
- sustainability
- public awareness/education
- jobs
- it's cool

# Benefits of Solar Energy

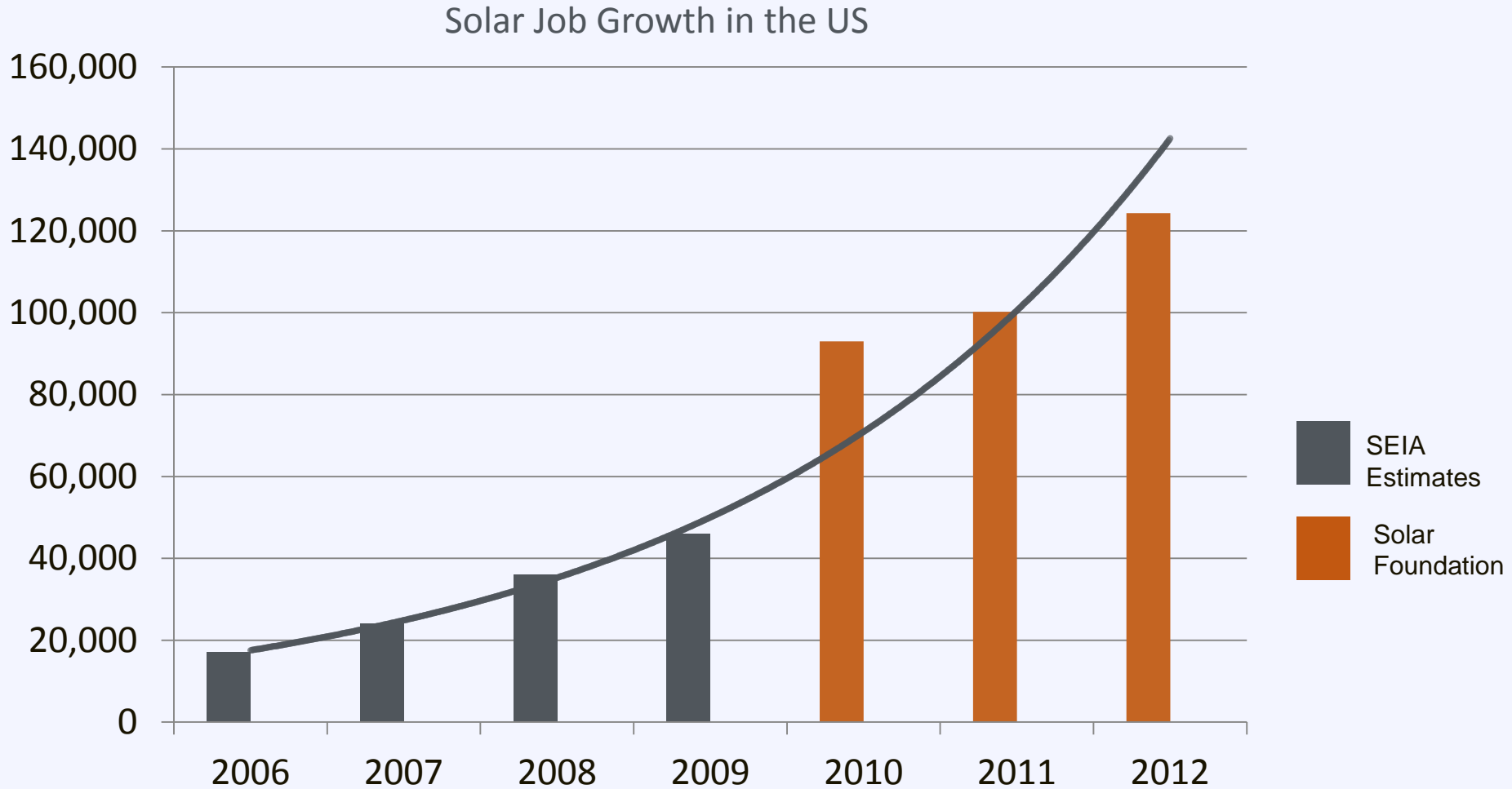
- Local economy growth
- Local jobs
- Energy independence
- Stabilizes price volatility
- Valuable to utilities
- Smart investment



# Benefit: Economic Growth

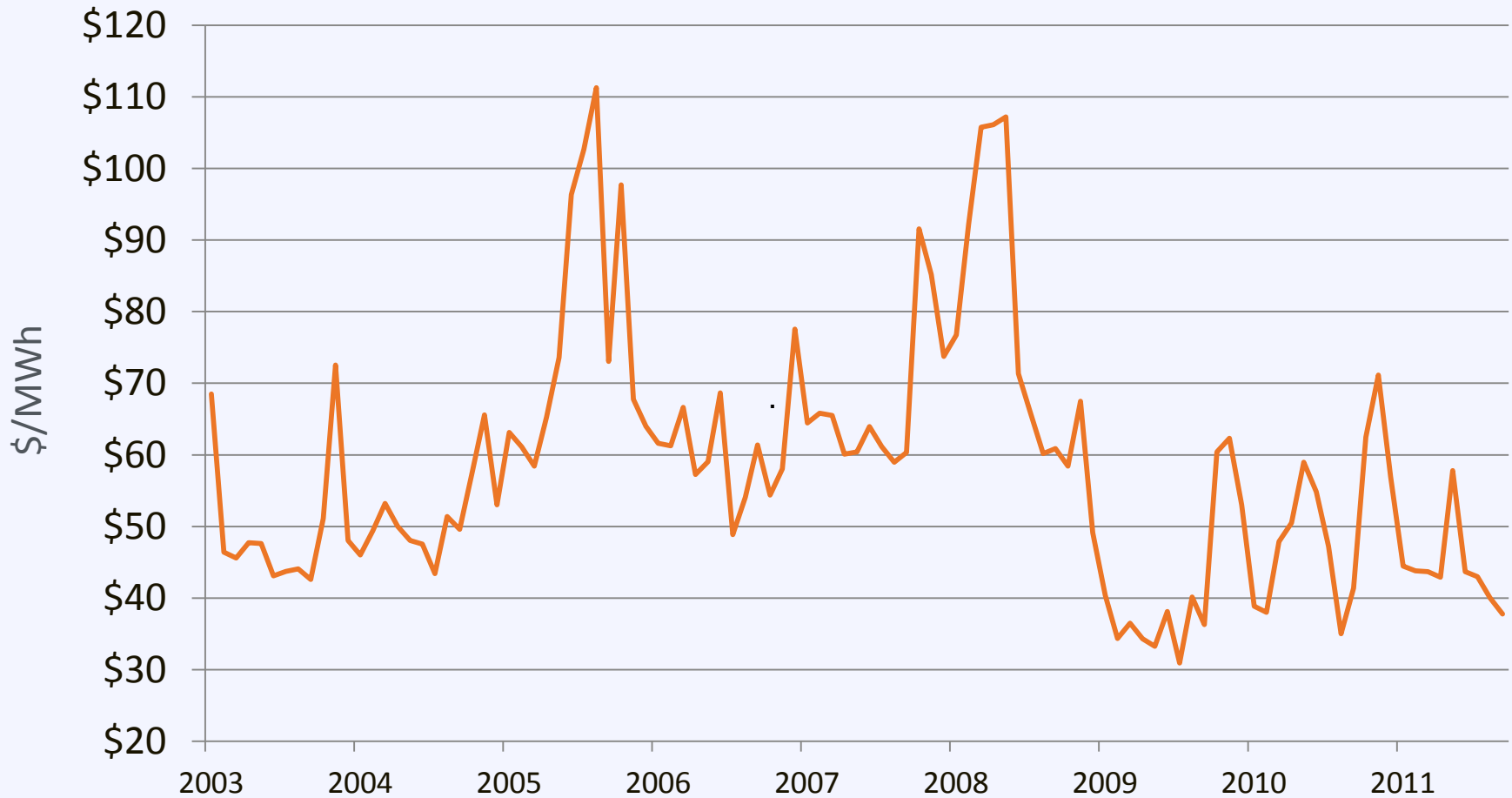


# Benefit: Job Growth



# Benefit: Stabilize Energy Prices

Boston Area Average Wholesale Price



# Benefits: Valuable to Utilities

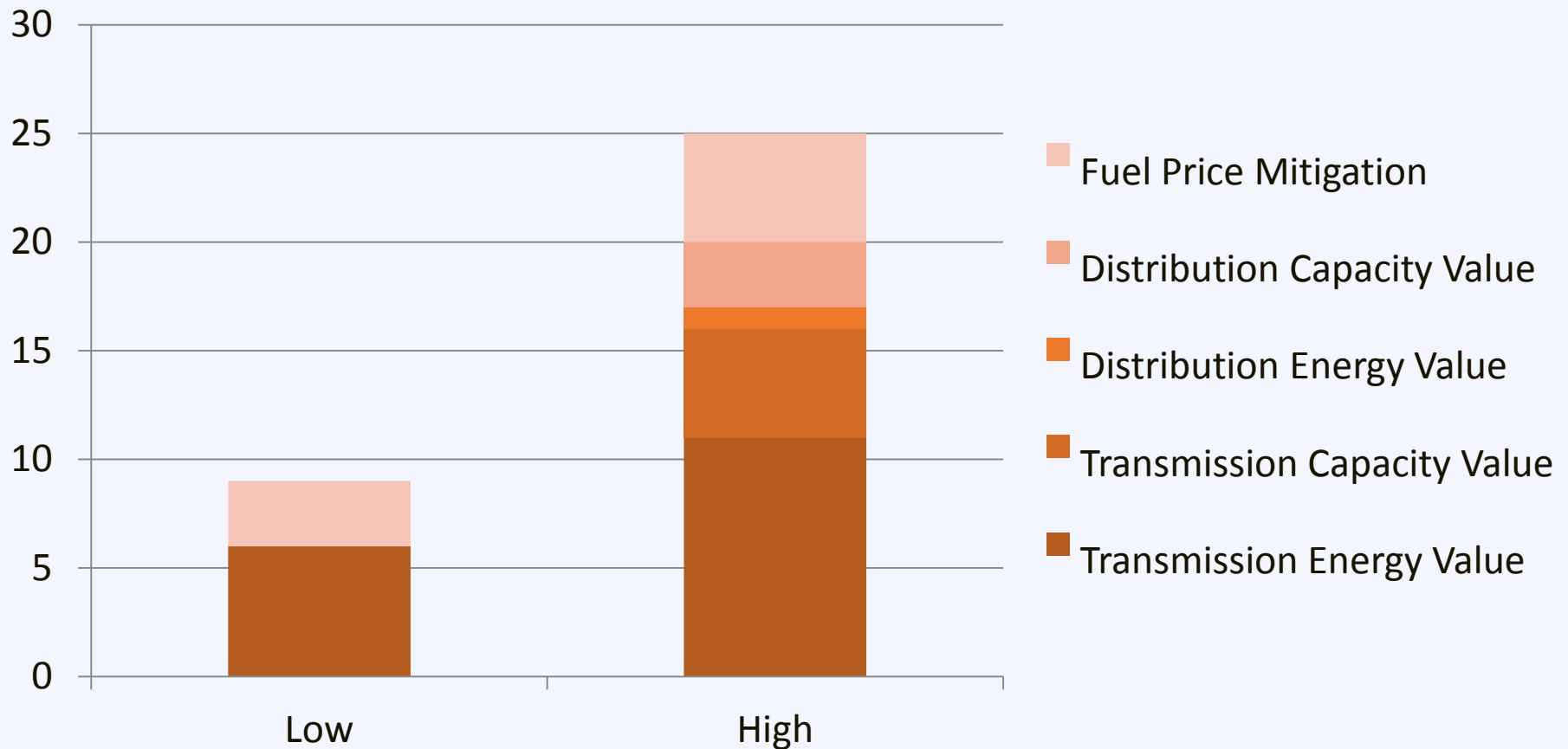
- Avoided Energy Purchases
- Avoided T&D Line Losses
- Avoided Capacity Purchases
- Avoided T&D Investments
- Fossil Fuel Price Impacts
- Backup Power





# Benefits: Valuable to Utilities

Value to the utility is **10 to 25 cents** beyond the value of the electricity



# Benefit: Smart Investment for Homes

From NREL:

Solar homes sold

**20% faster**


and for

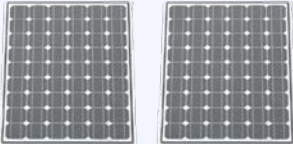
**17% more**

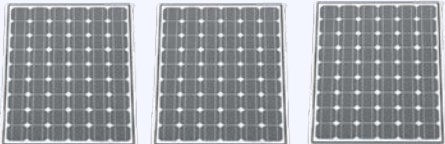
than the equivalent non-solar homes  
in surveyed California subdivisions

# Benefit: Smart Investment for Homes

From SunRun:

3 kW  = \$ 16,500 *added sale premium*

6 kW  = \$ 33,000 *added sale premium*

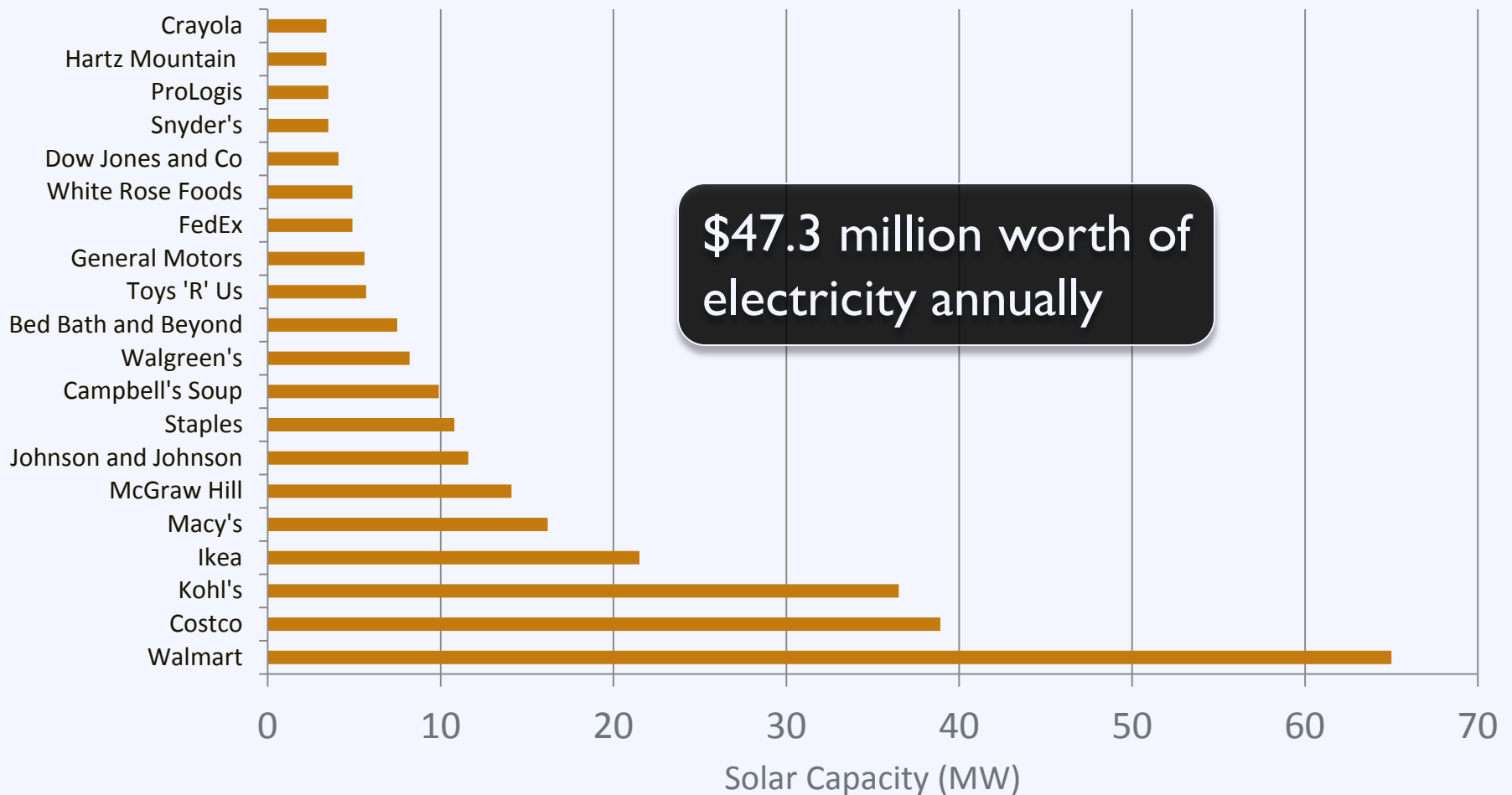
9 kW  = \$ 49,500 *added sale premium*

# Benefit: Smart Investment for Business



# Benefit: Smart Investment for Business

Top 20 Companies by Solar Capacity



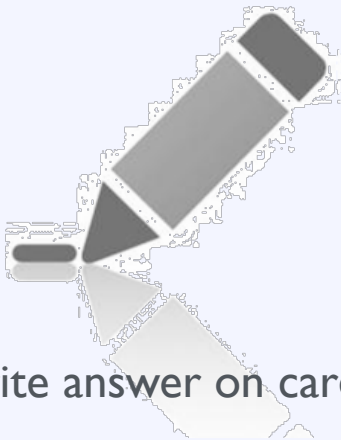
# Benefit: Smart Investment for Government



# Activity: Addressing Barriers

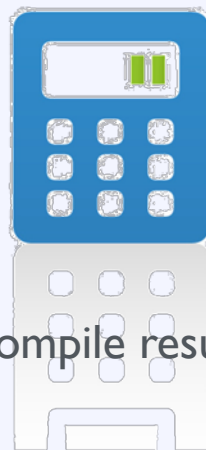
What is the greatest barrier to solar adoption in your community? **[Green Card]**

Right Now



Write answer on card

During Session



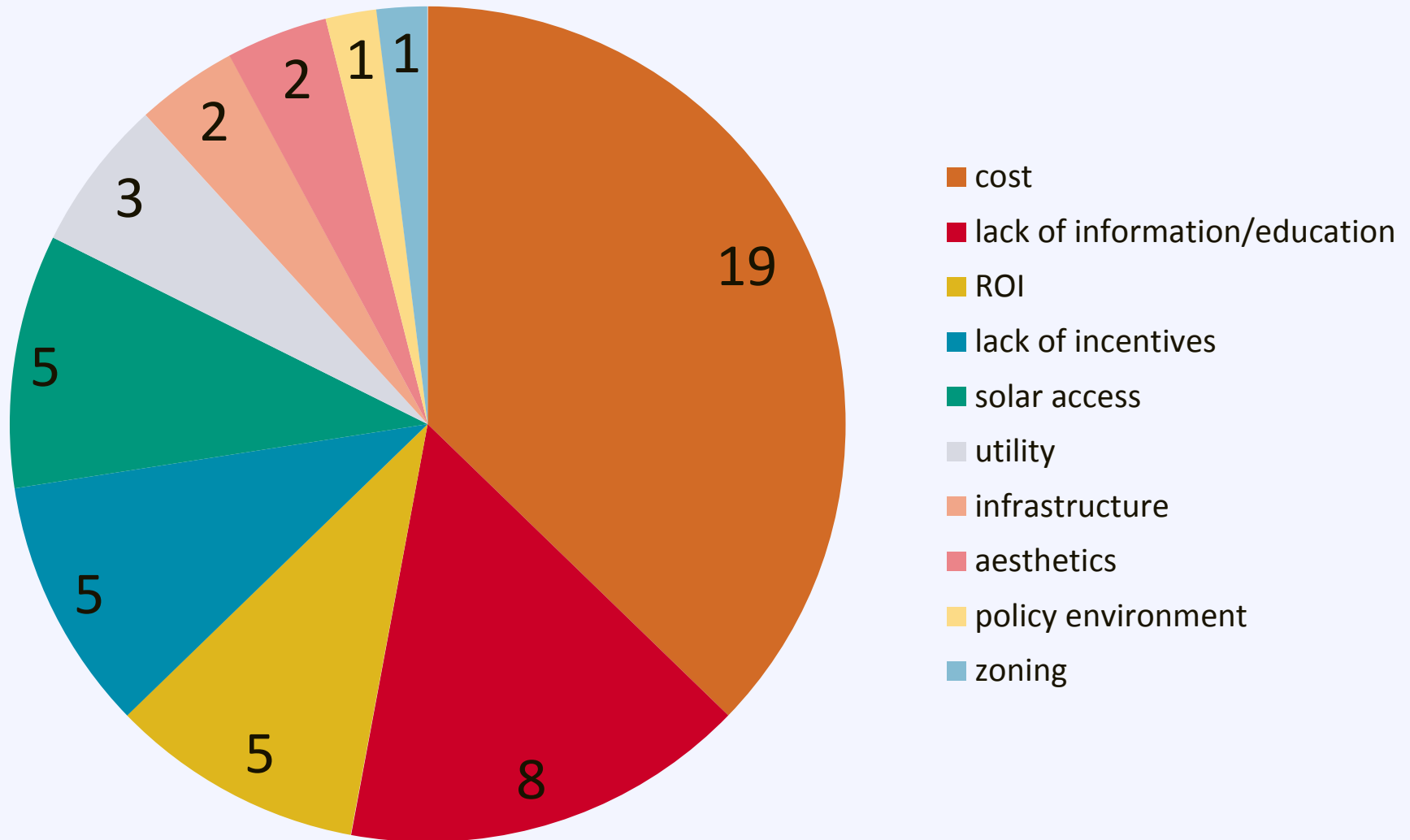
Compile results

After Break



Group discussion

# Barriers Survey Results





# Some things you may hear...

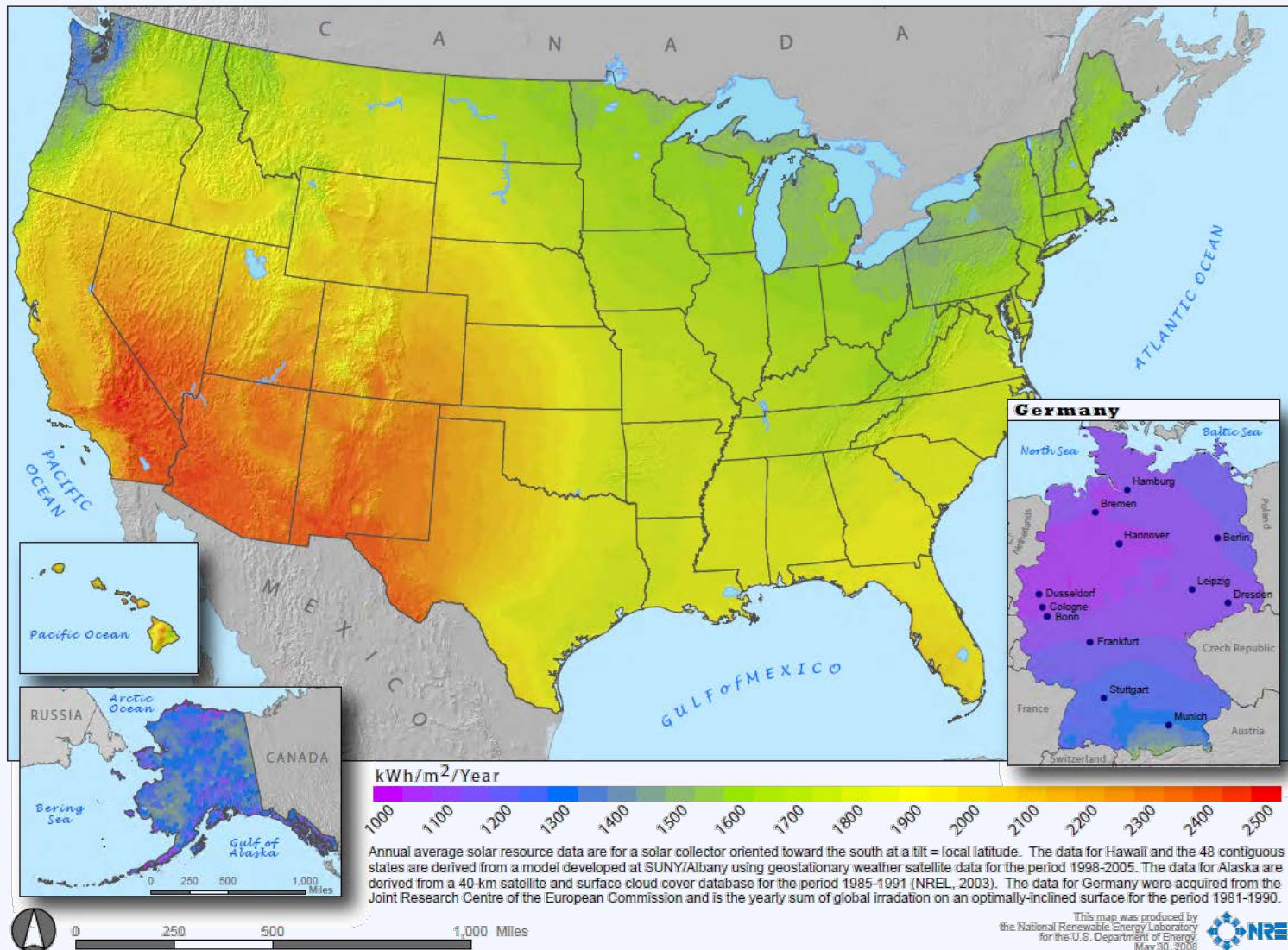
My area isn't sunny enough for solar

Going solar is too expensive

Solar is not ready to compete as a serious energy source

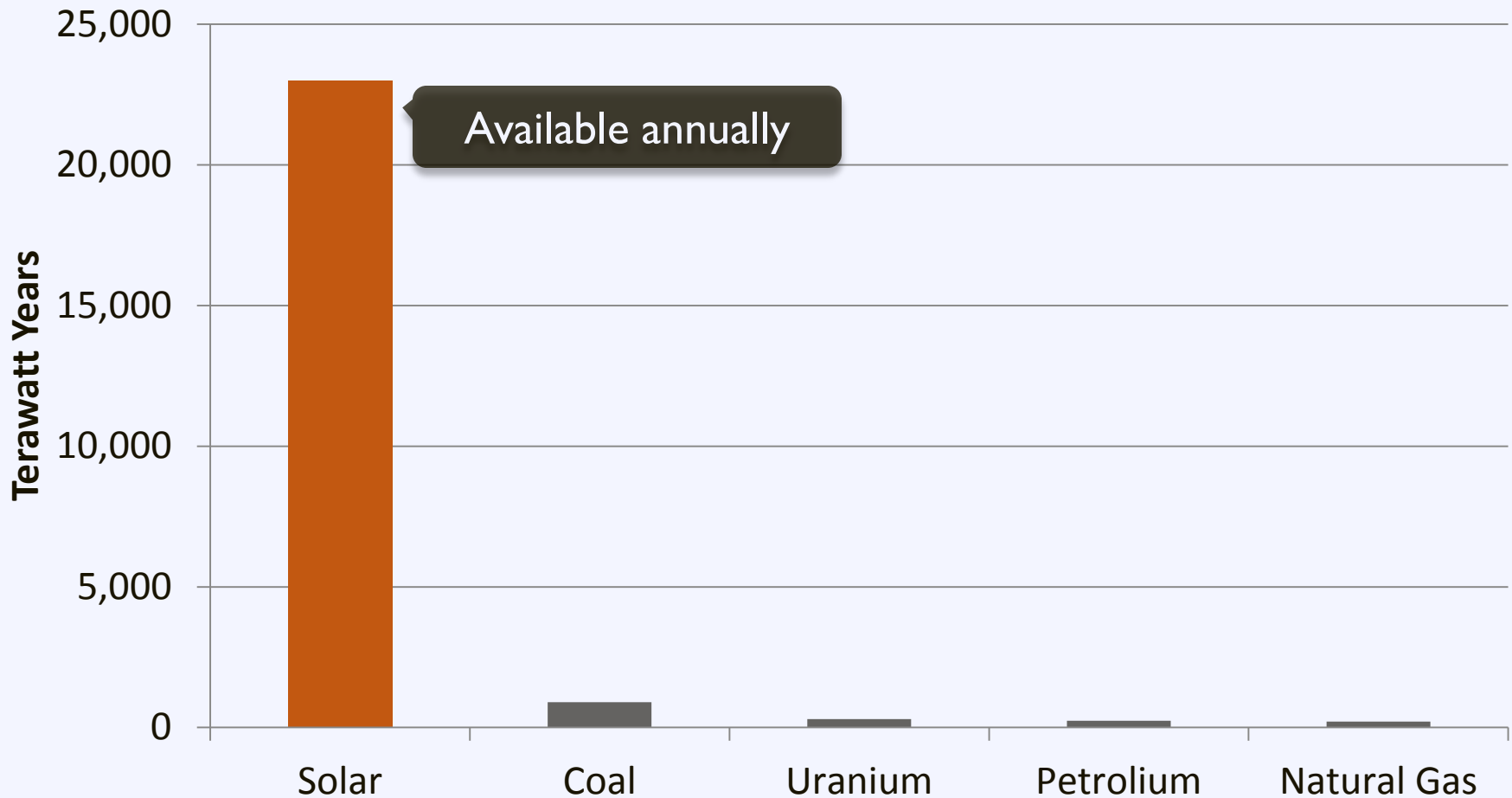
The government should not "pick winners and losers"

# Fact: Solar works across the US



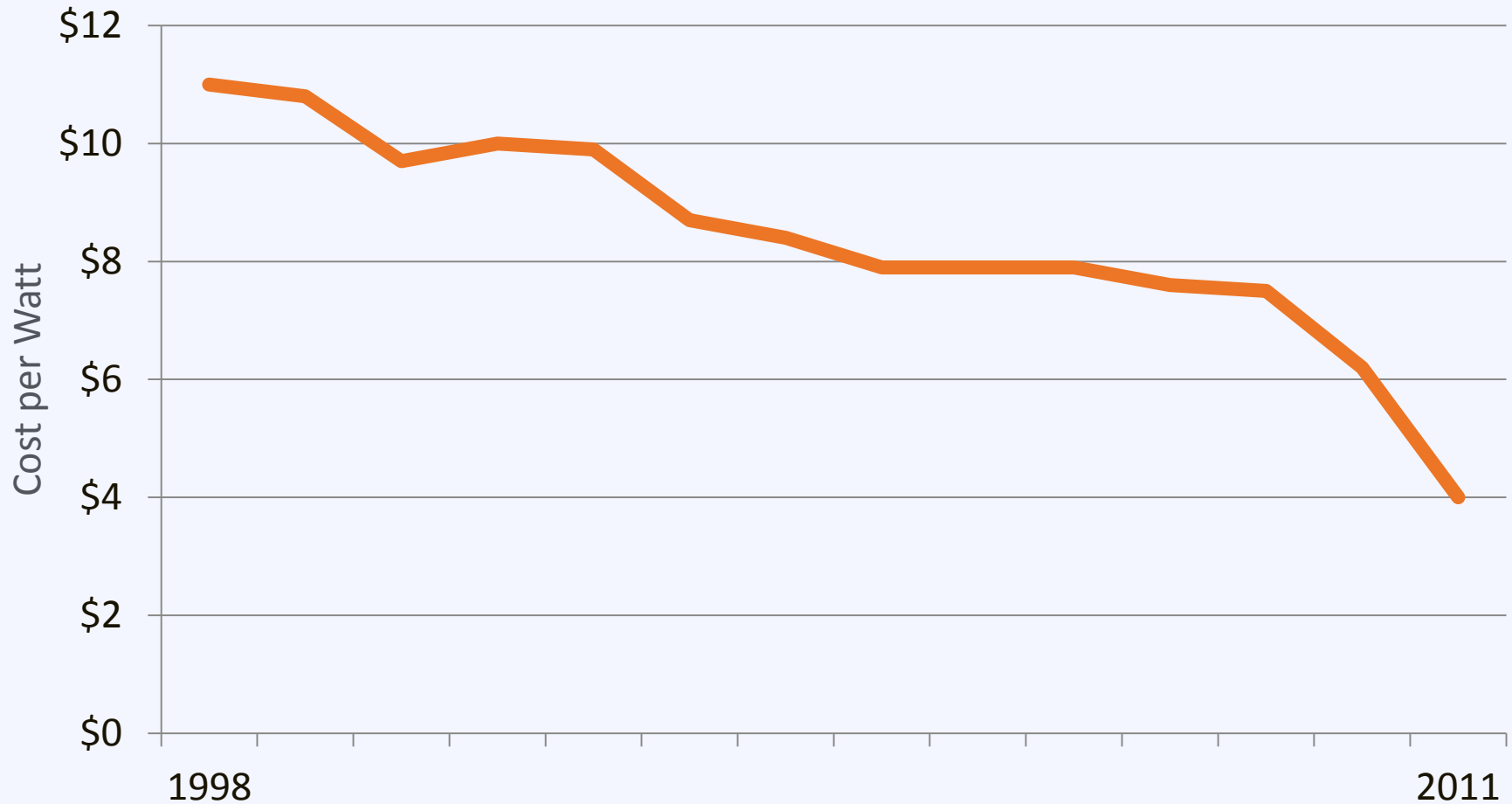
# Fact: Solar is a ubiquitous resource

Resource Availability

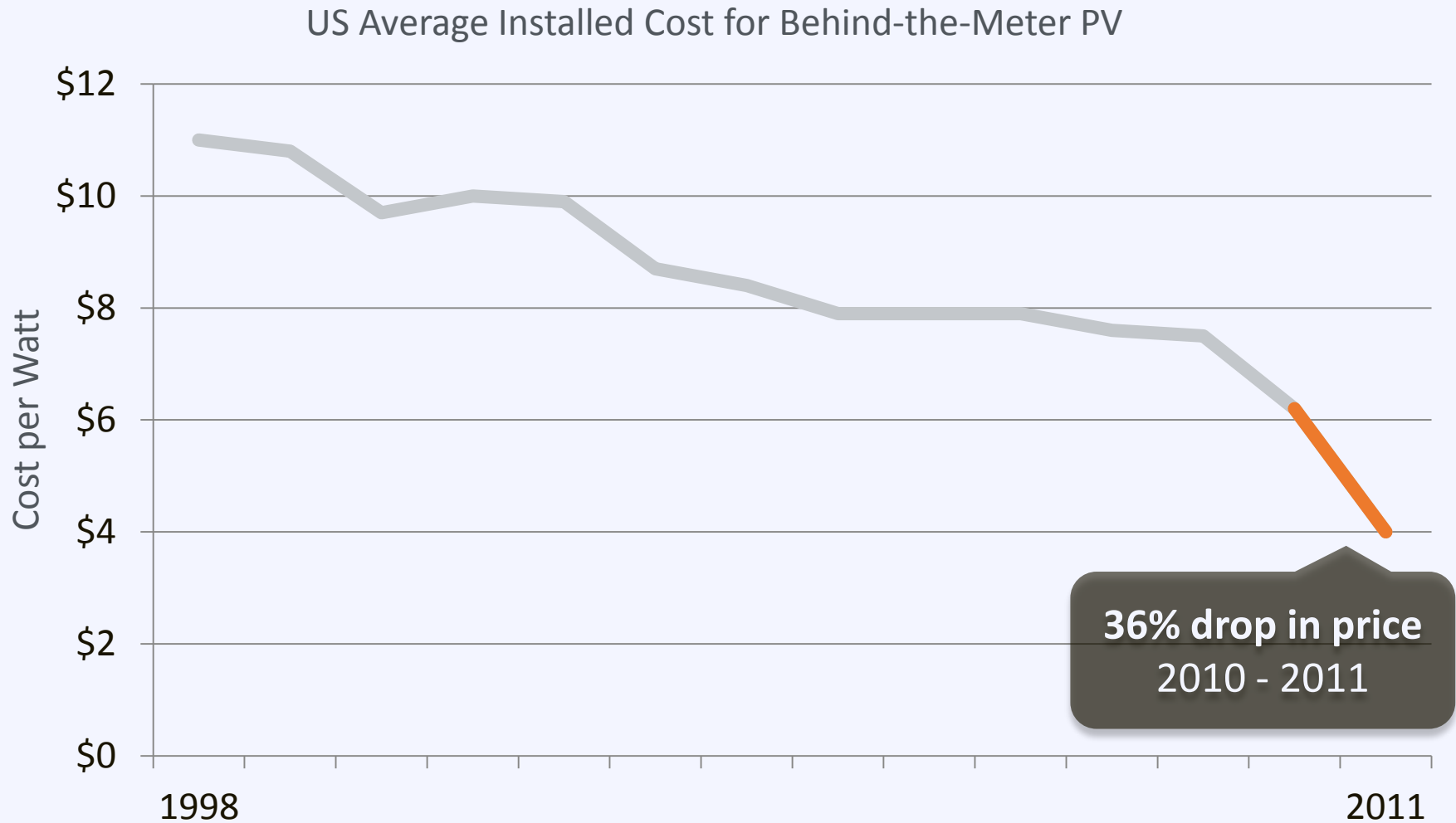


# Fact: Solar is cost competitive

US Average Installed Cost for Behind-the-Meter PV

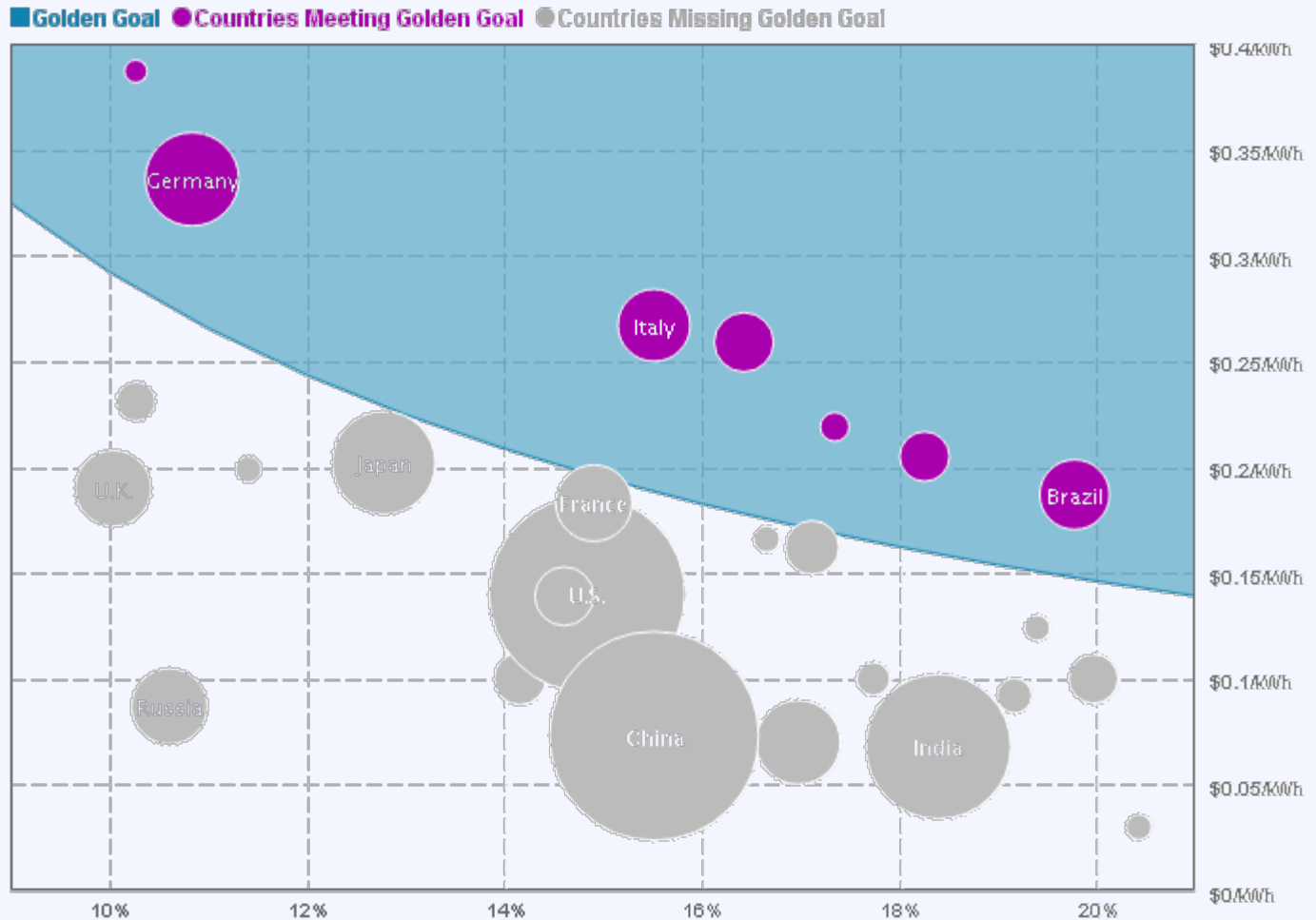


# Fact: Solar is cost competitive



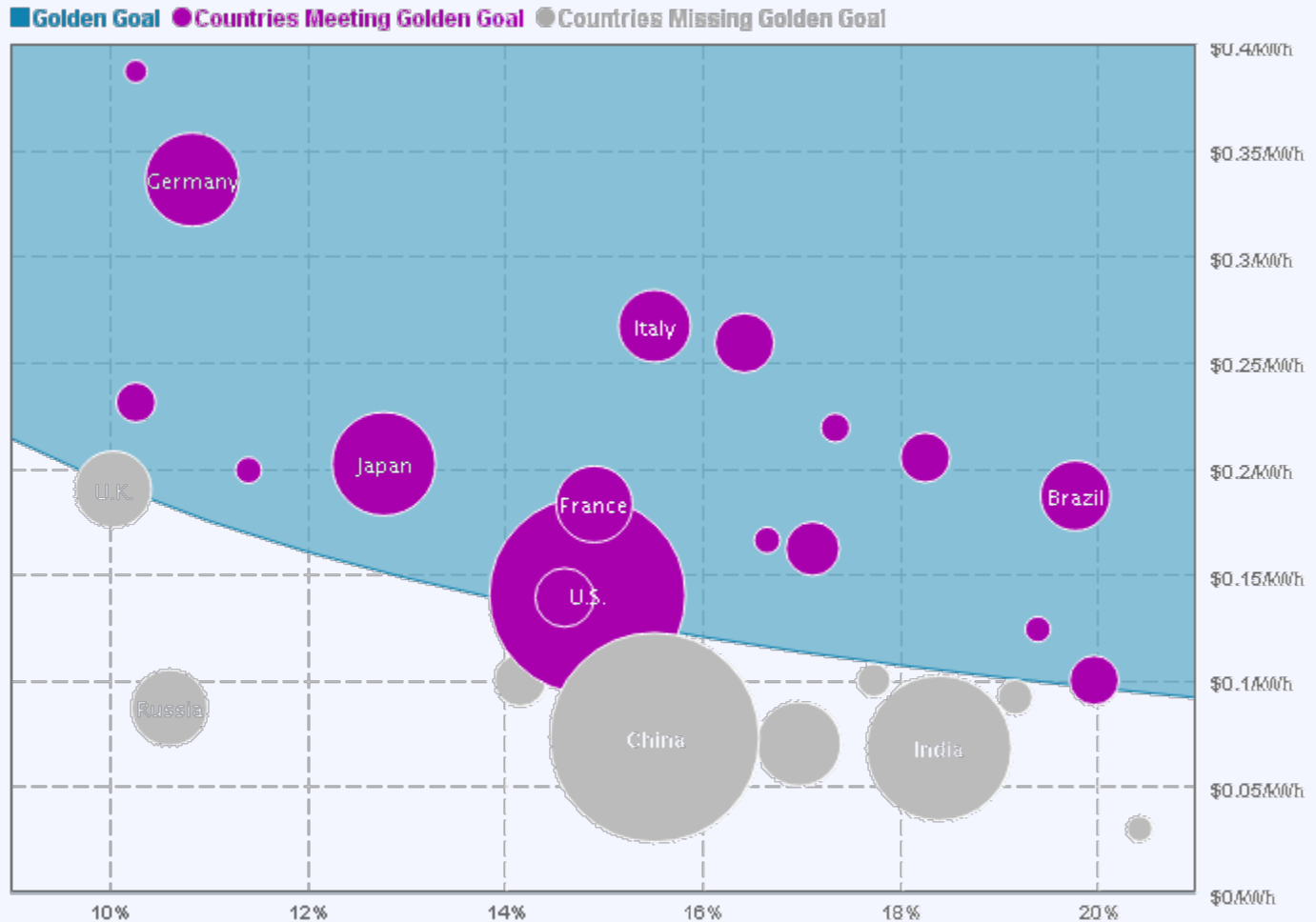
# Fact: Solar is cost competitive

2012



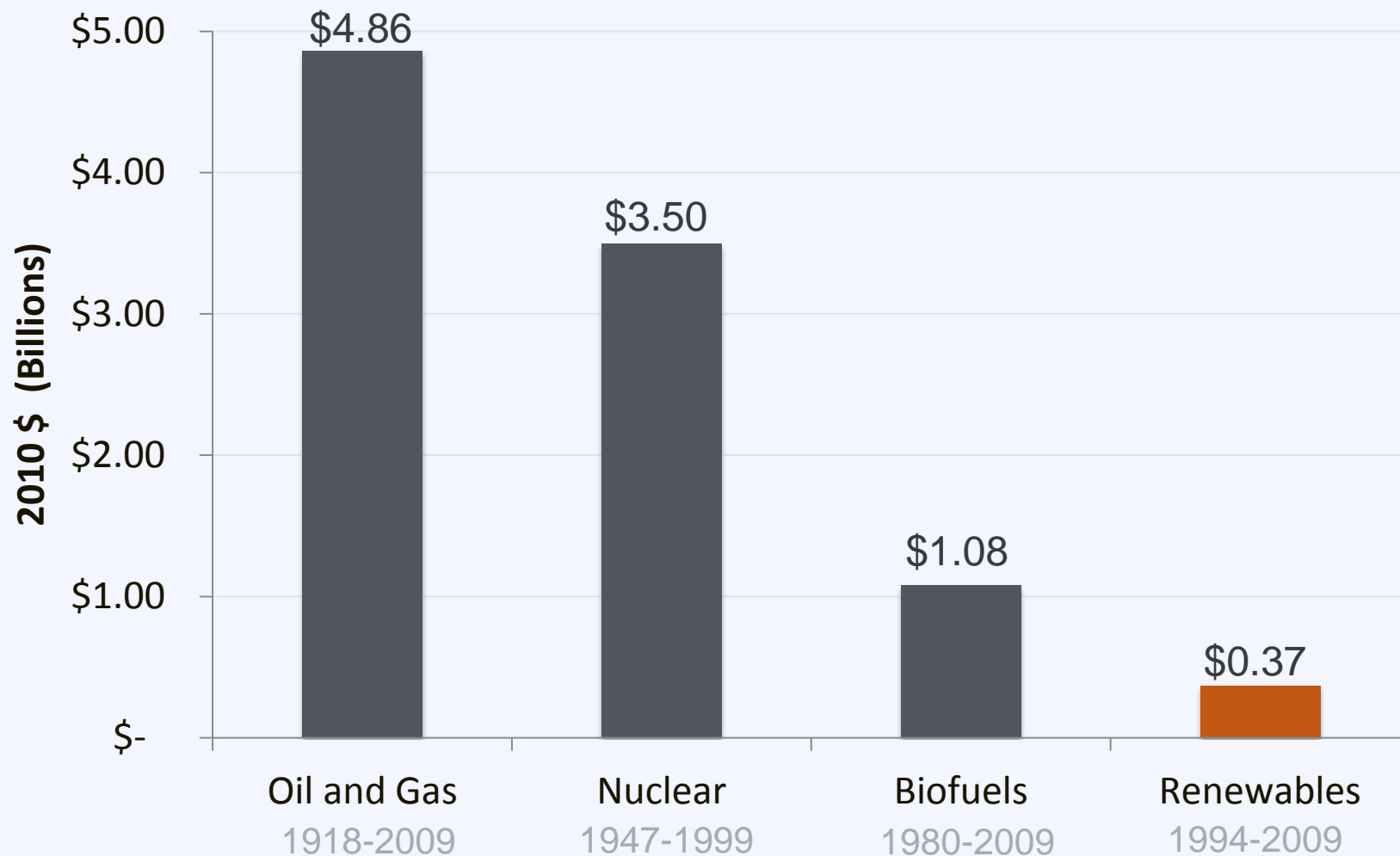
# Fact: Solar is cost competitive

2020



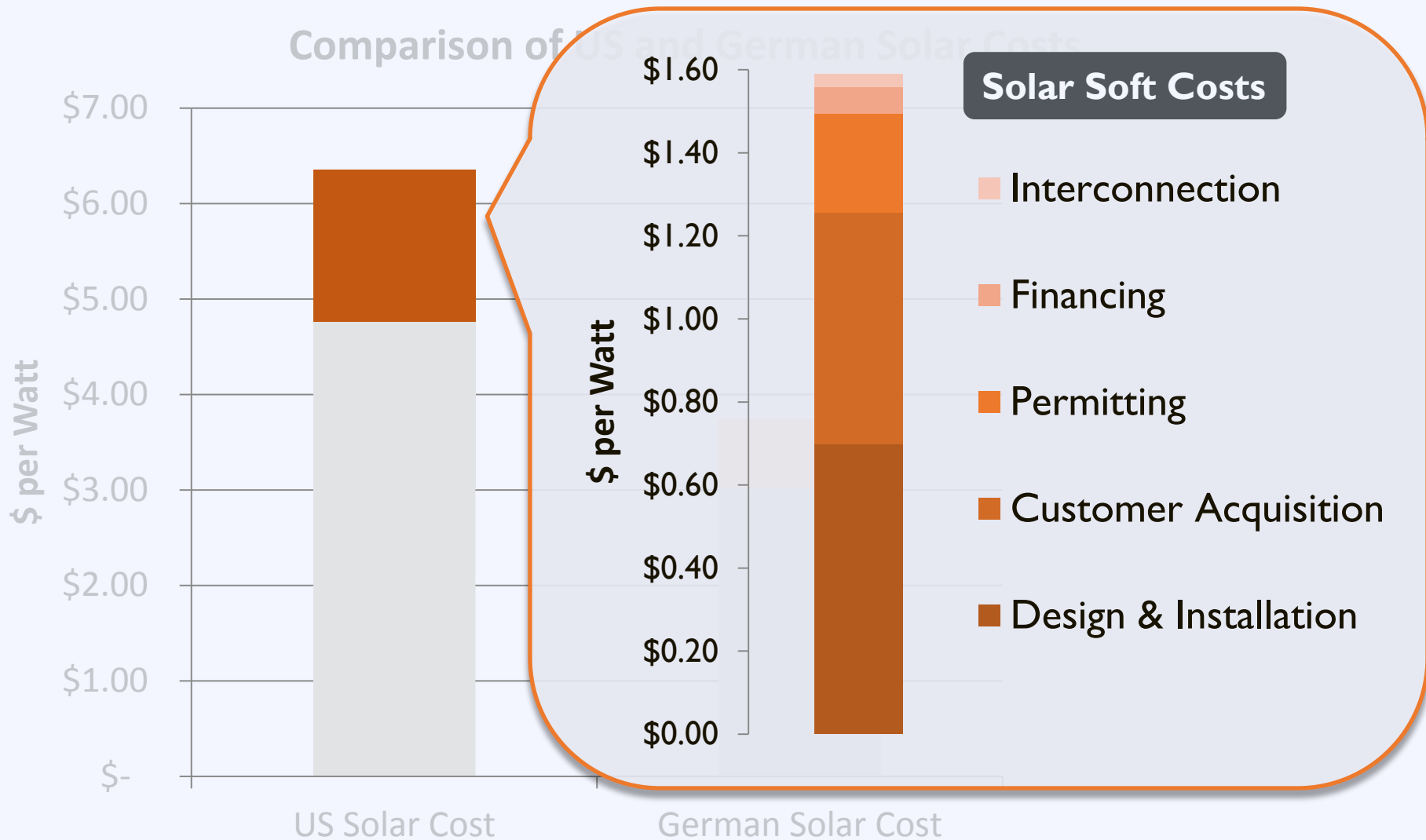
# Fact: All energy is subsidized

## Historical Average of Annual Energy Subsidy





# Barriers Still Exist



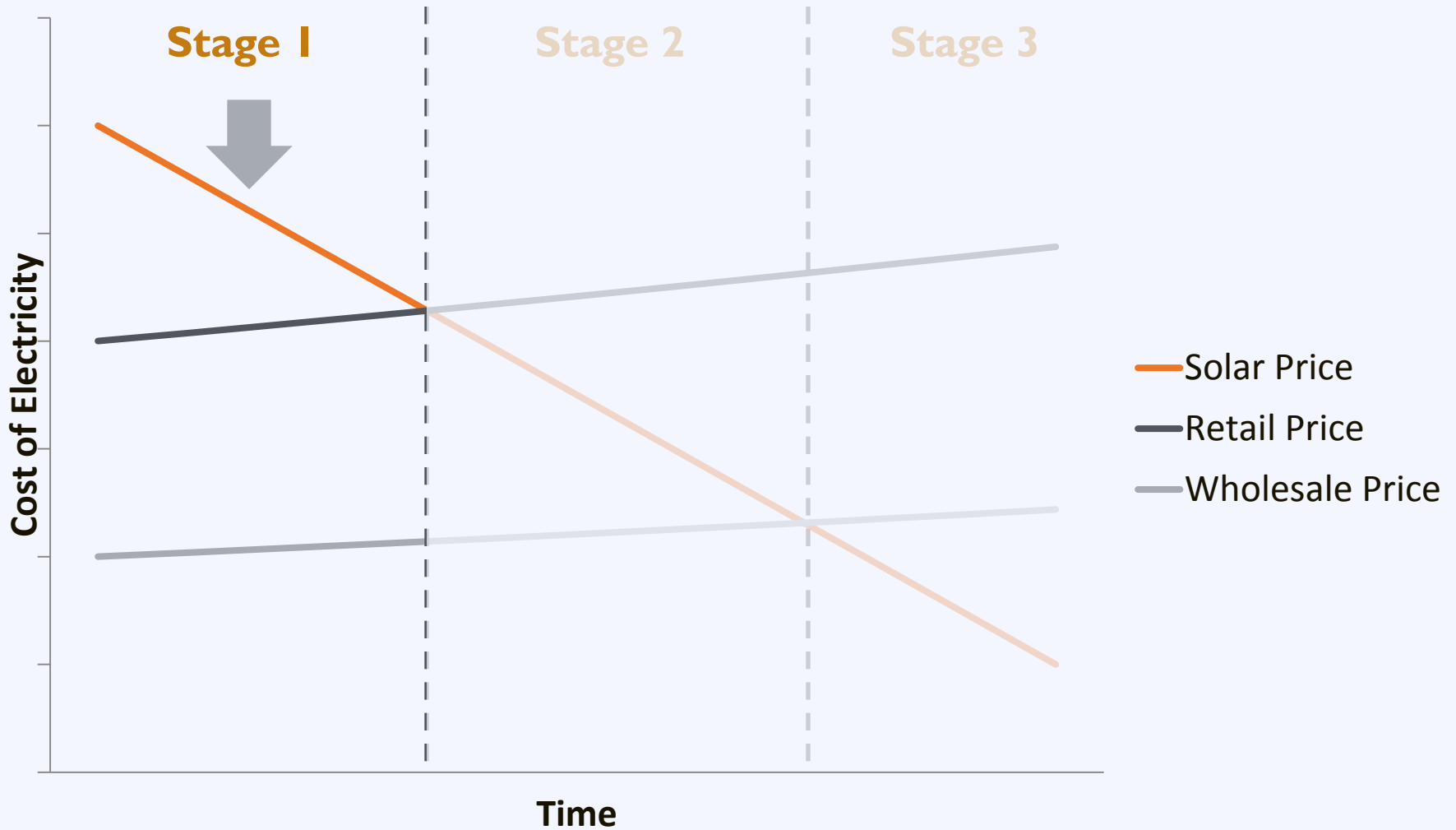
# Q & A

# Agenda

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# Solar Market Stages



In 2012 market terms (with no incentives)...

**Costs** > **Benefits**

What does it take to flip the equation?

**Costs** < **Benefits**

# The Solar Equation

---

## Cost

- + Installed Cost
- + Maintenance
- Direct Incentive

## Benefit

- + Avoided Energy Cost
- + Excess Generation
- + Performance Incentive

# Ownership Options

---

Direct  
Ownership

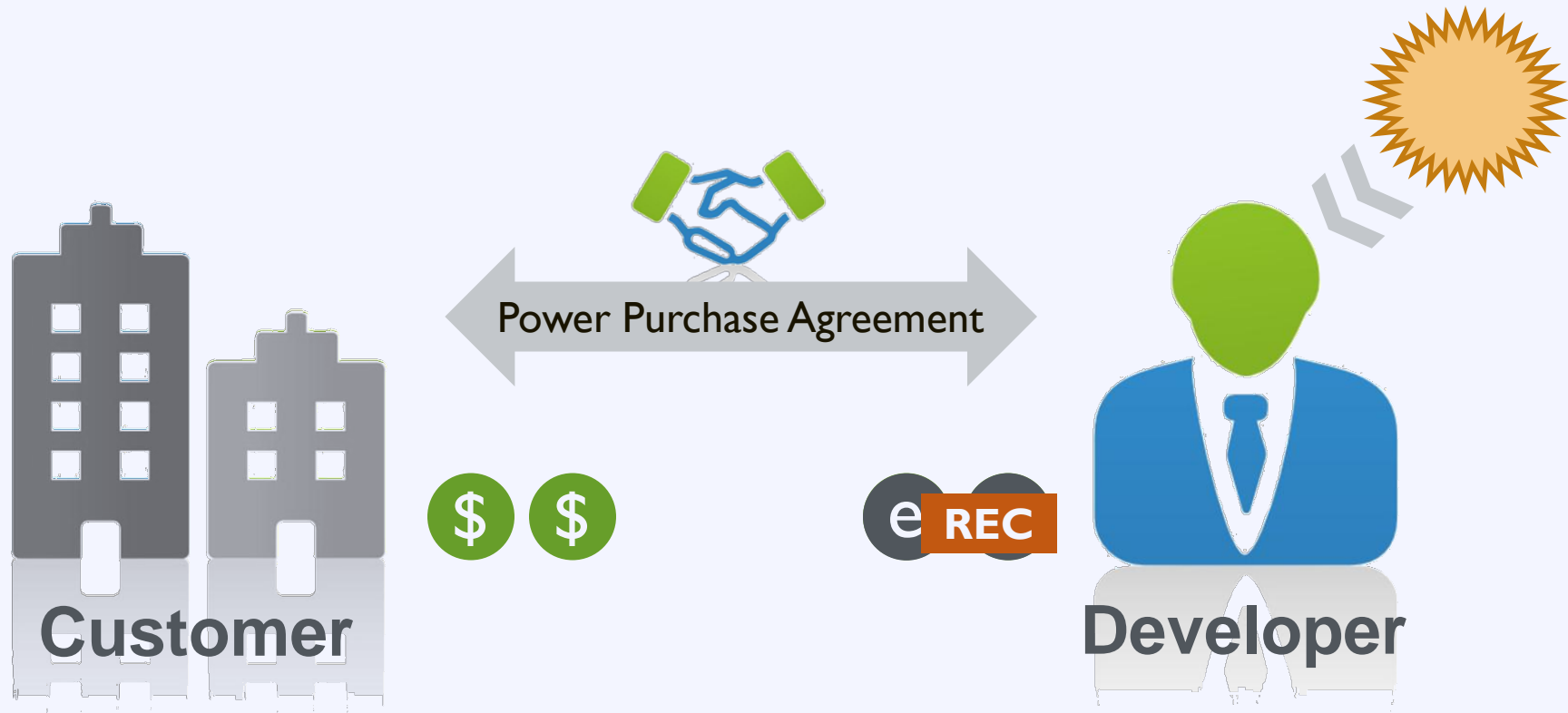
Third-Party  
Ownership



# Direct Ownership



# Third Party Ownership



# Third Party Ownership Equation

---

## Cost

+ PPA or Lease Rate

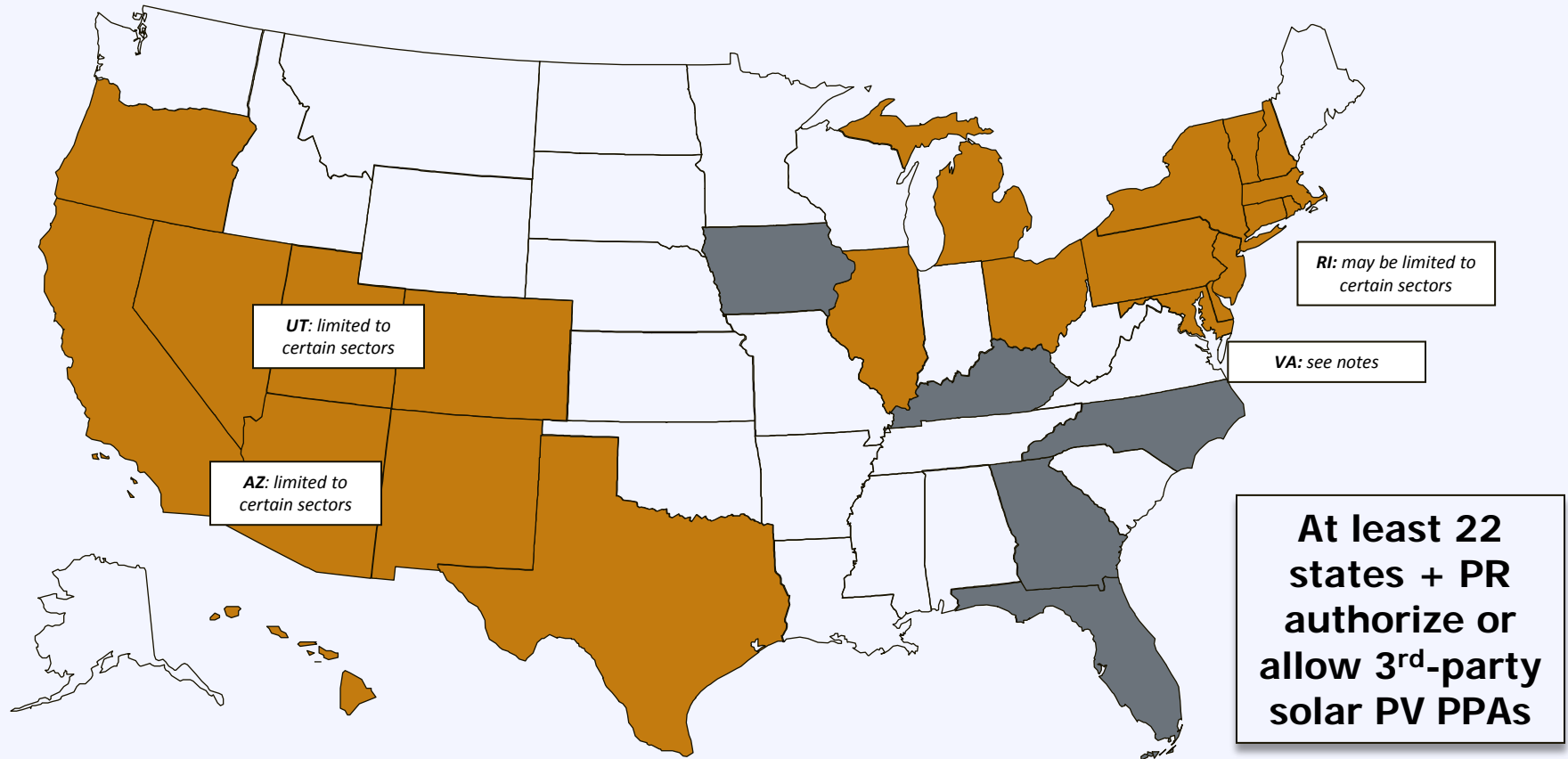
## Benefit

+ Avoided Energy Cost

+ Excess Generation

# Third Party Ownership: State Policy

www.dsireusa.org / August 2012



- Authorized by state or otherwise currently in use, at least in certain jurisdictions within in the state
- Apparently disallowed by state or otherwise restricted by legal barriers
- Status unclear or unknown
- Puerto Rico

*Note: This map is intended to serve as an unofficial guide; it does not constitute legal advice. Seek qualified legal expertise before making binding financial decisions related to a 3<sup>rd</sup>-party PPA. See following slides for additional important information and authority references.*

# Incentives

<b>Federal</b>	Investment Tax Credit	Qualified Clean Energy Bonds	Accelerated Depreciation	
<b>State</b>	Tax Credits	Tax Exemptions		
<b>Utility</b>	Renewable Energy Credits	Net Metering	Rebates	Feed-in Tariff

# Incentives

<b>Federal</b>	Investment Tax Credit	Qualified Clean Energy Bonds	Accelerated Depreciation	
State	Tax Credits	Tax Exemptions		
Utility	Renewable Energy Credits	Net Metering	Rebates	Feed-in Tariff

# Investment Tax Credit

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**Type:** Tax Credit

**Eligibility:** For-Profit Organization

**Value:** 30% of the installation cost

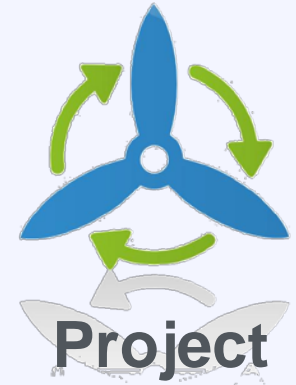
**Availability:** Through 2016

# Qualified Conservation Energy Bond

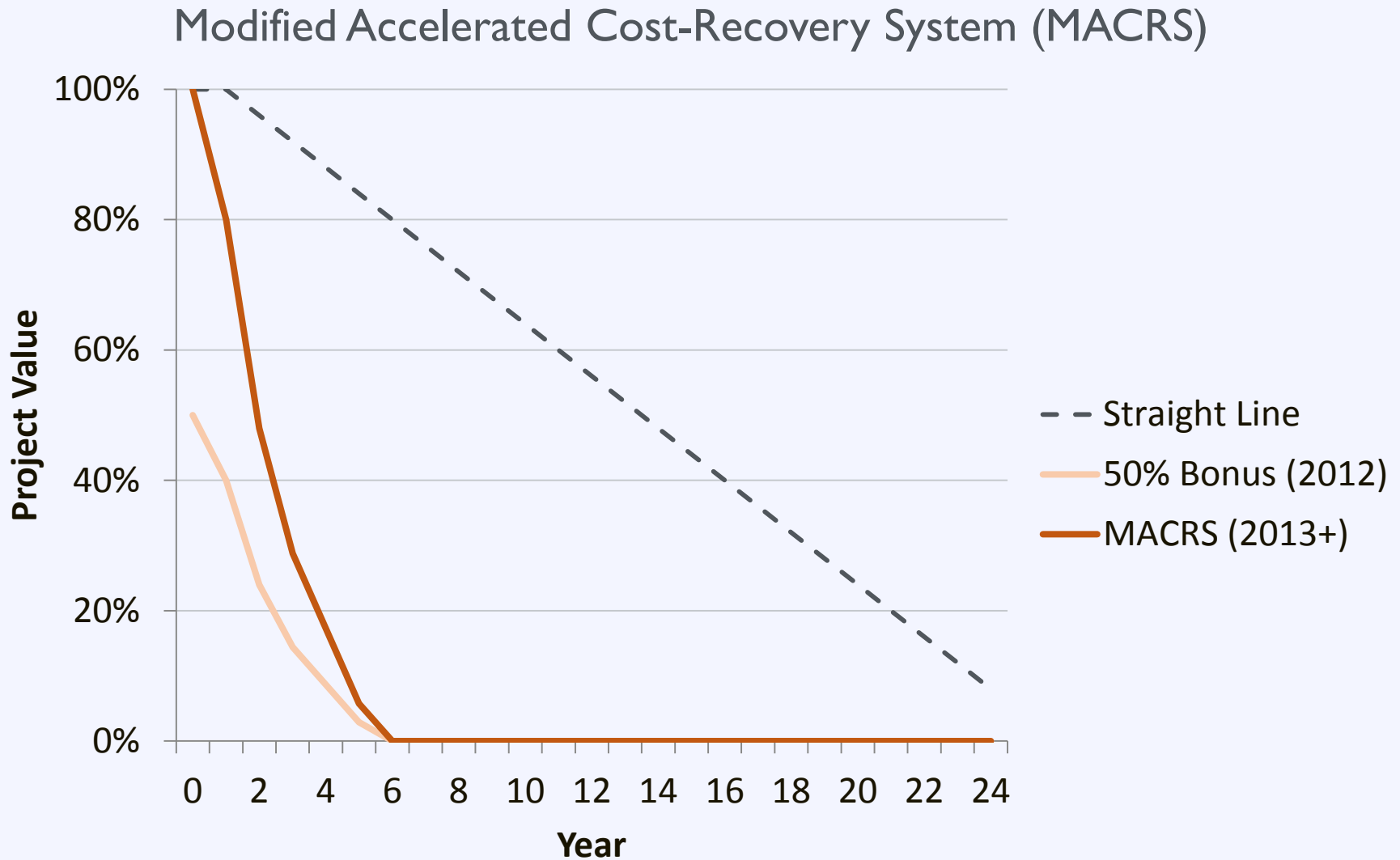




# Qualified Conservation Energy Bond



# Accelerated Depreciation



# Incentives

**Federal**

Investment  
Tax Credit

Qualified  
Clean Energy  
Bonds

Accelerated  
Depreciation

**State**

Tax Credits

Tax  
Exemptions

**Utility**

Renewable  
Energy  
Credits

Net Metering

Rebates

Feed-in Tariff

# Incentives

**Federal**

Investment  
Tax Credit

Qualified  
Clean Energy  
Bonds

Accelerated  
Depreciation

**State**

Tax Credits

Tax  
Exemptions

**Utility**

Renewable  
Energy  
Credits

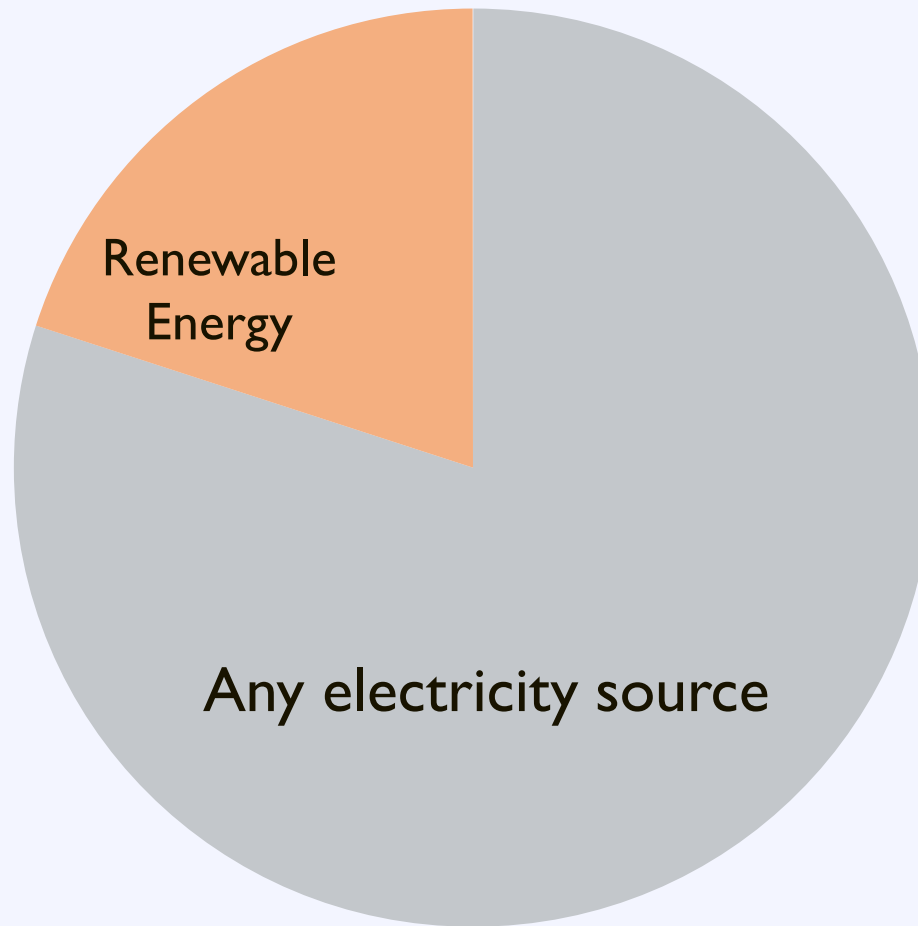
Net Metering

Rebates

Feed-in Tariff

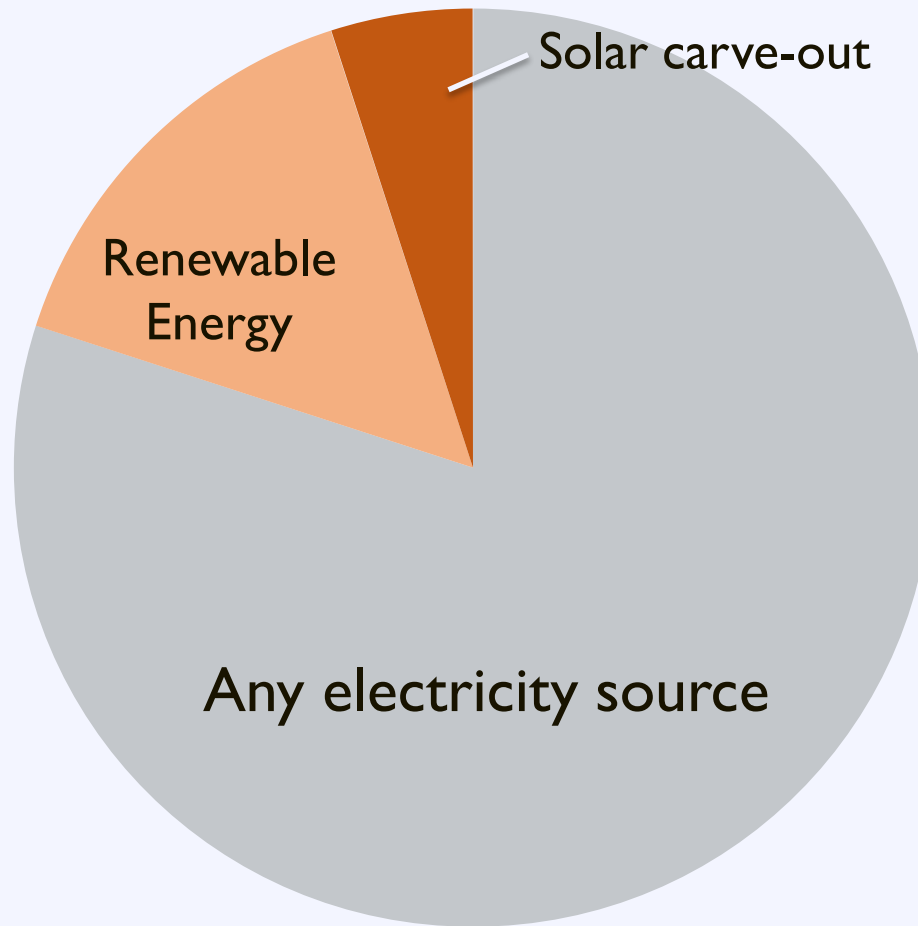
# Renewable Portfolio Standard

## Retail Electricity Sales

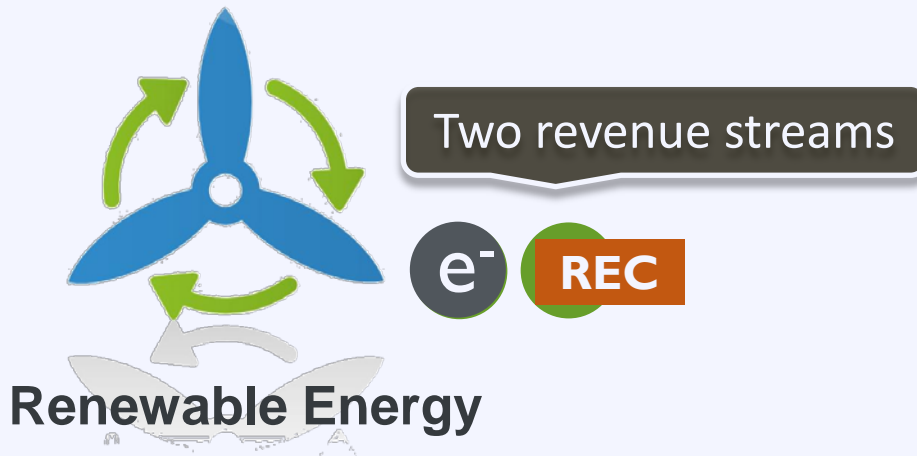


# Renewable Portfolio Standard

## Retail Electricity Sales

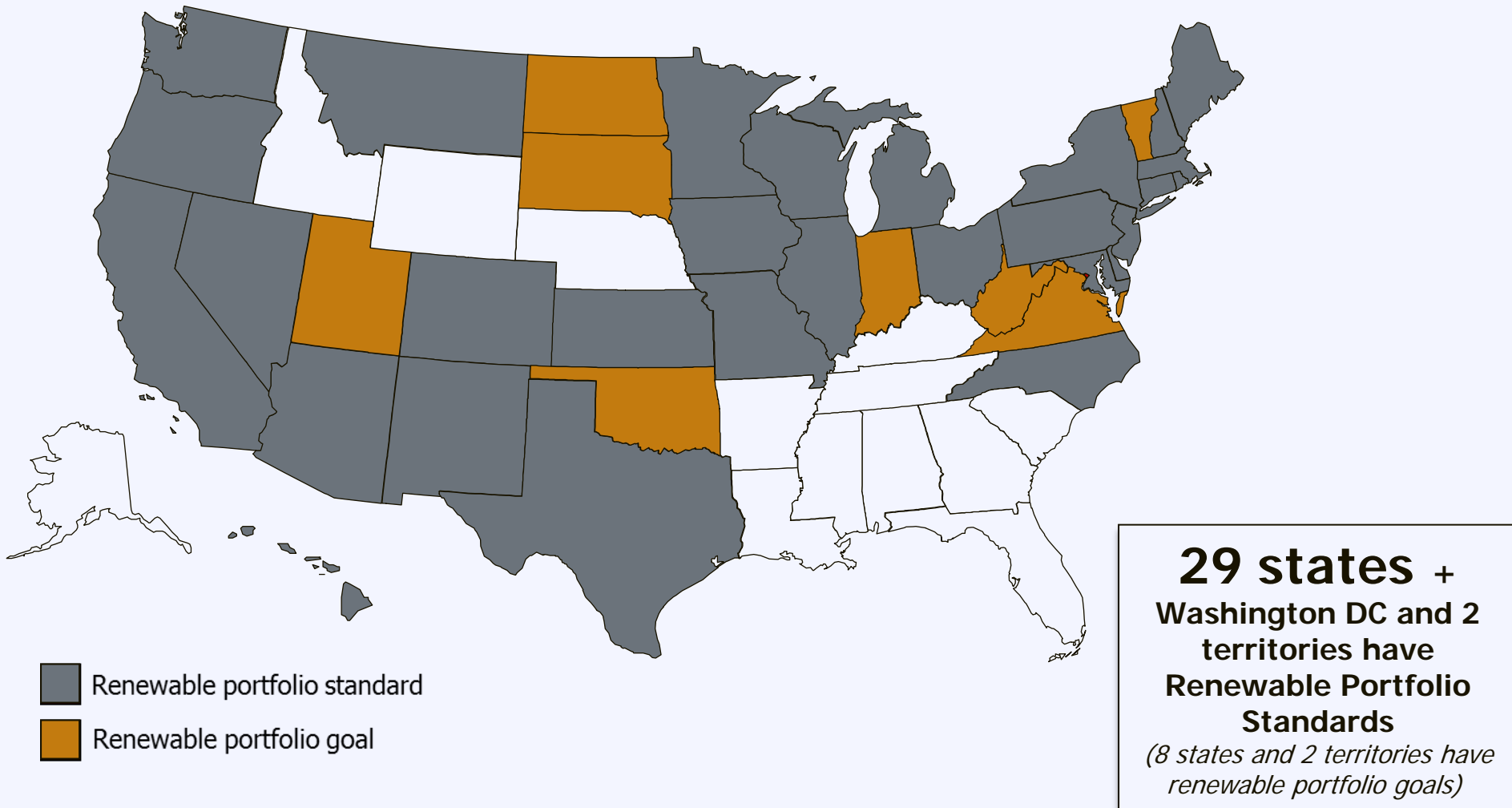


# Renewable Portfolio Standard



# Renewable Portfolio Standard

www.dsireusa.org / August 2012





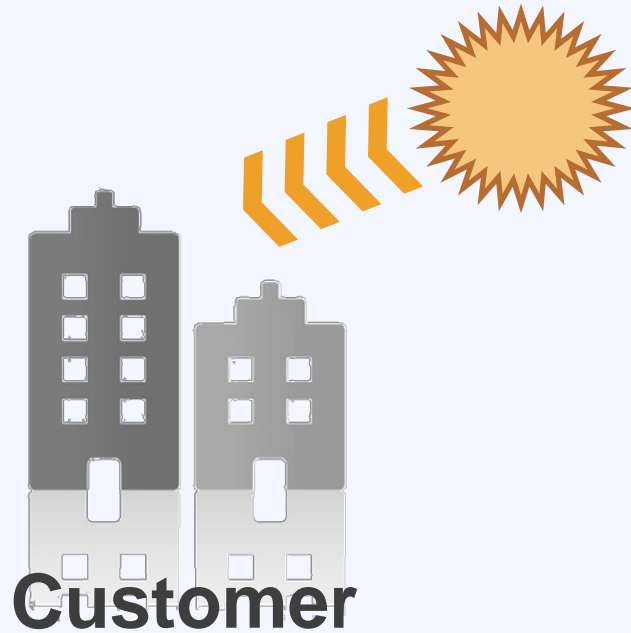
# Net Metering

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Net metering allows customers to export power to the grid during times of excess generation, and receive credits that can be applied to later electricity usage

# Net Metering: Overview

*Morning*



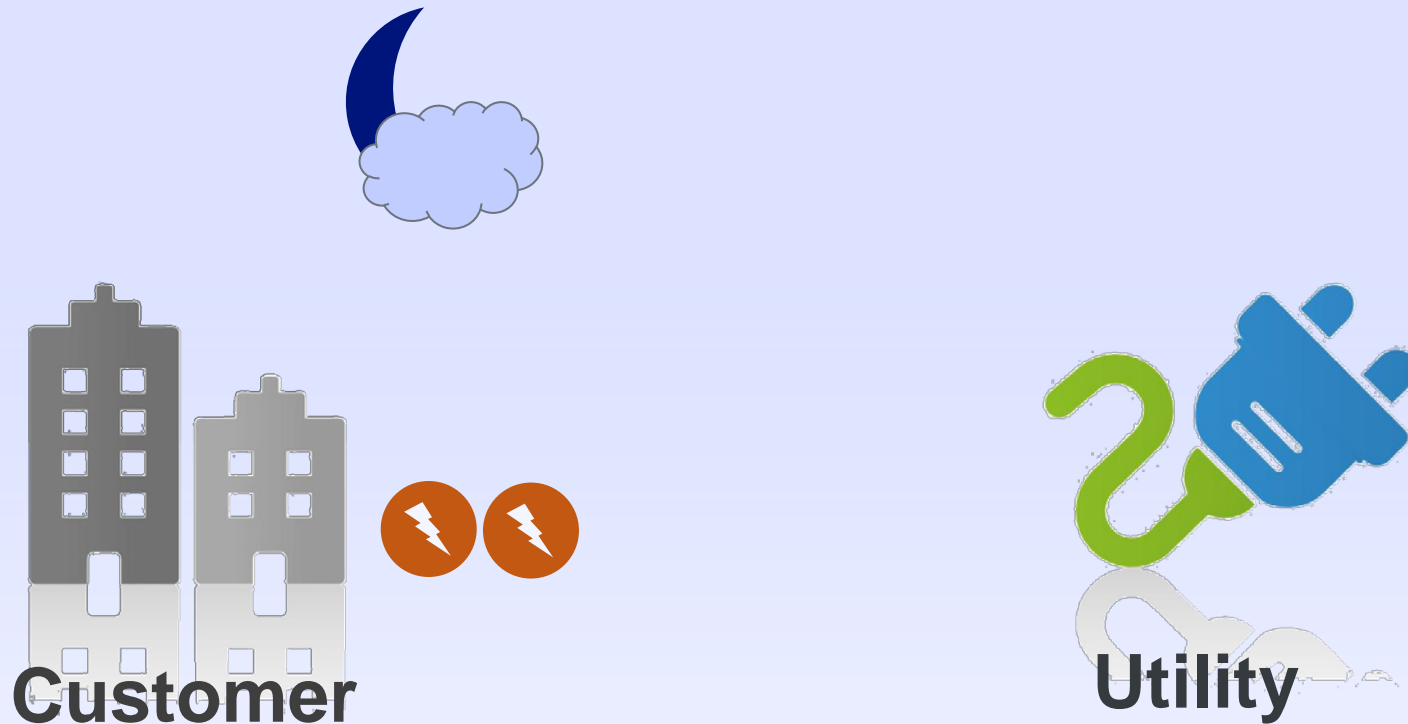
# Net Metering: Overview

*Afternoon*



# Net Metering: Overview

*Night*



Solar covers 100% of the customer's load, even at night!

# Net Metering: Market Share

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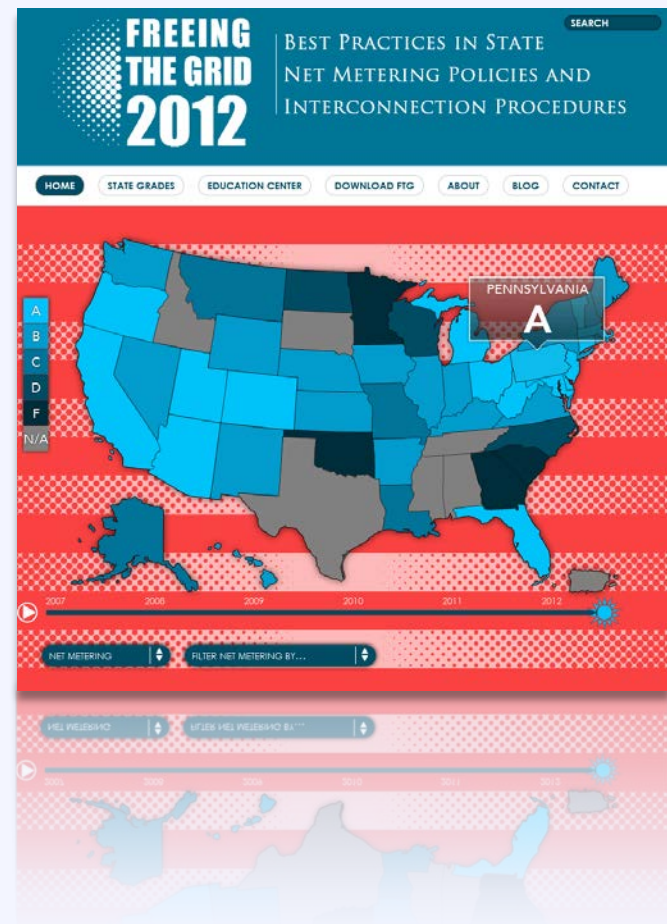
More than **93%** of distributed  
PV Installations are net-metered

# Net Metering: Resources

## Resource **Freeing the Grid**

Provides a “report card” for state policy on net metering and interconnection

<http://freeingthegrid.org/>

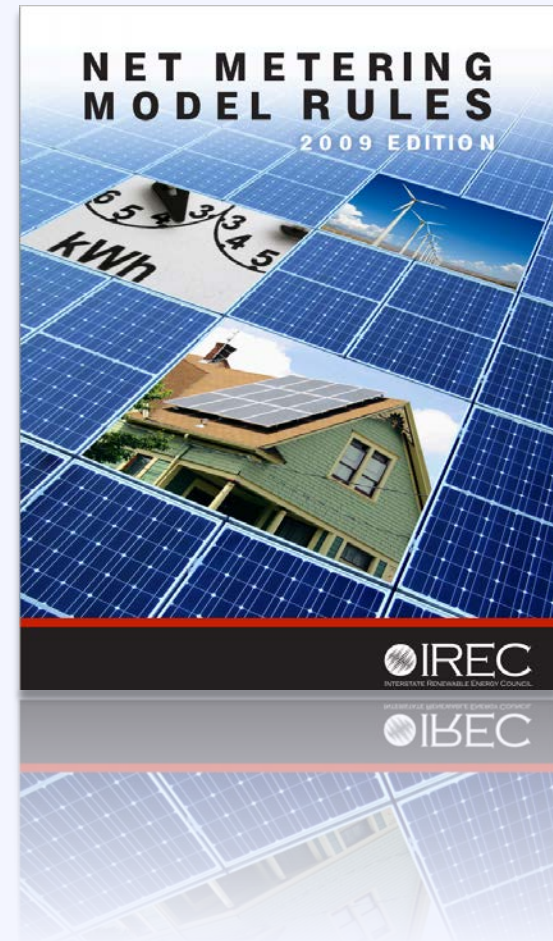


# Net Metering: Resources

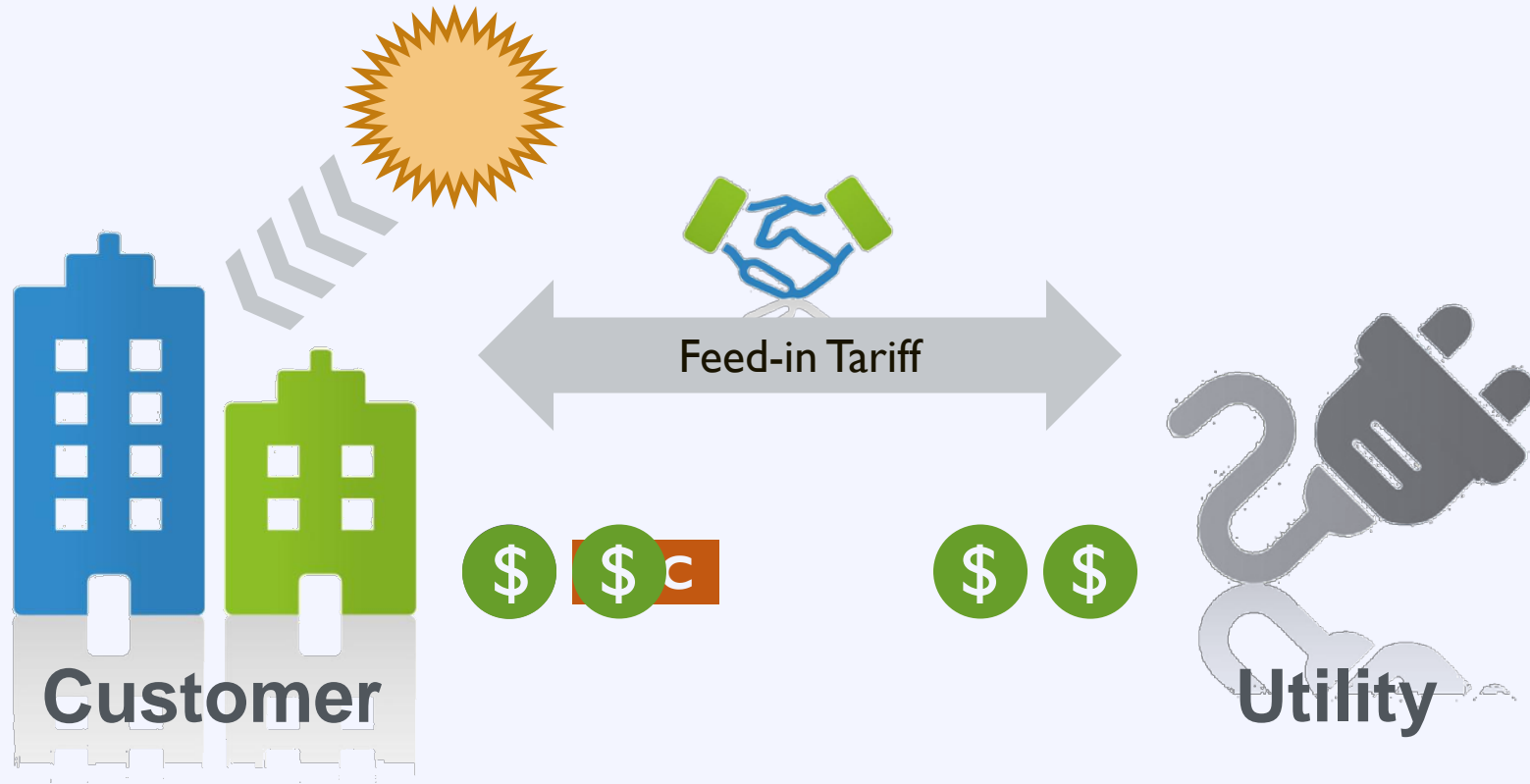
## Resource Interstate Renewable Energy Council

IREC developed its model rules in an effort to capture best practices in state net metering policies.

[www.irecusa.org](http://www.irecusa.org)

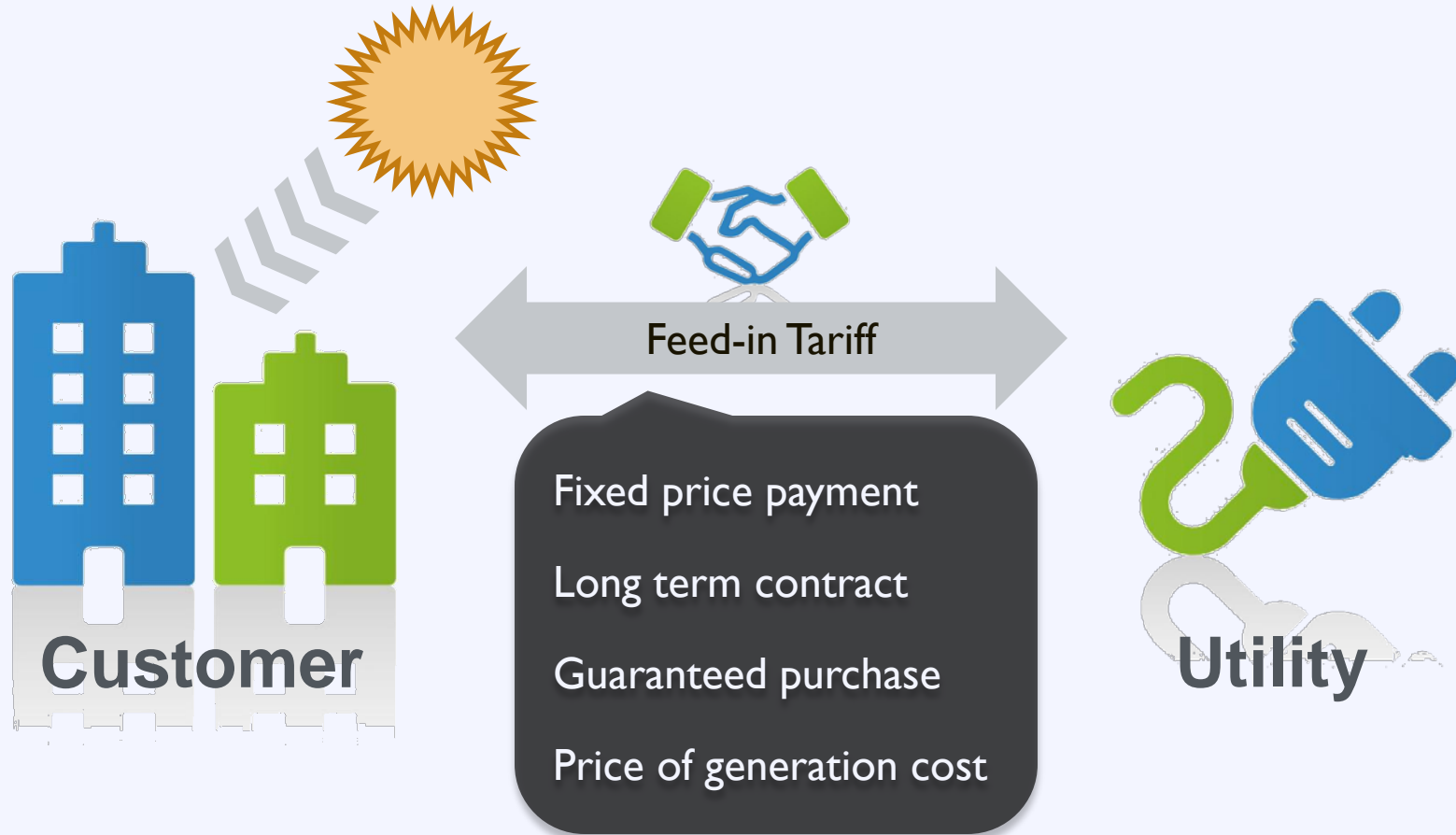


# Feed in Tariff





# Feed in Tariff



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# Interconnection

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**5,000+** utilities

with unique interconnection procedures

# Interconnection: Background

---

**2000:** NREL finds that interconnection is a significant barrier to customer sited DG

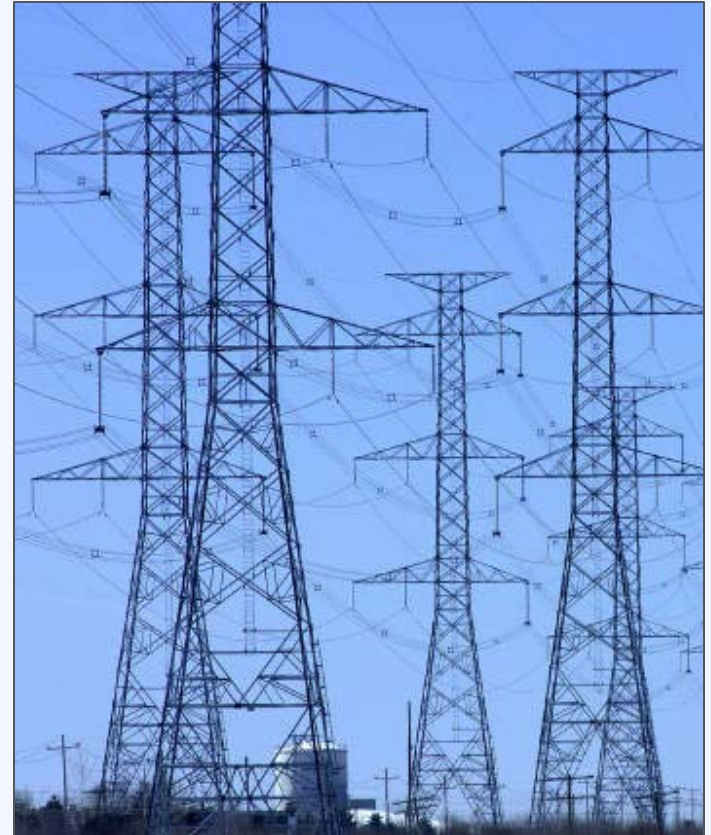
**2005:** Congress requires state regulator authorities to consider an interconnection standard (IEEE 1547)

**2012:** 43 States & DC have adopted interconnection standards

- CA Rule 21
- MADRI Procedures
- FERC SGIP
- IREC Procedures

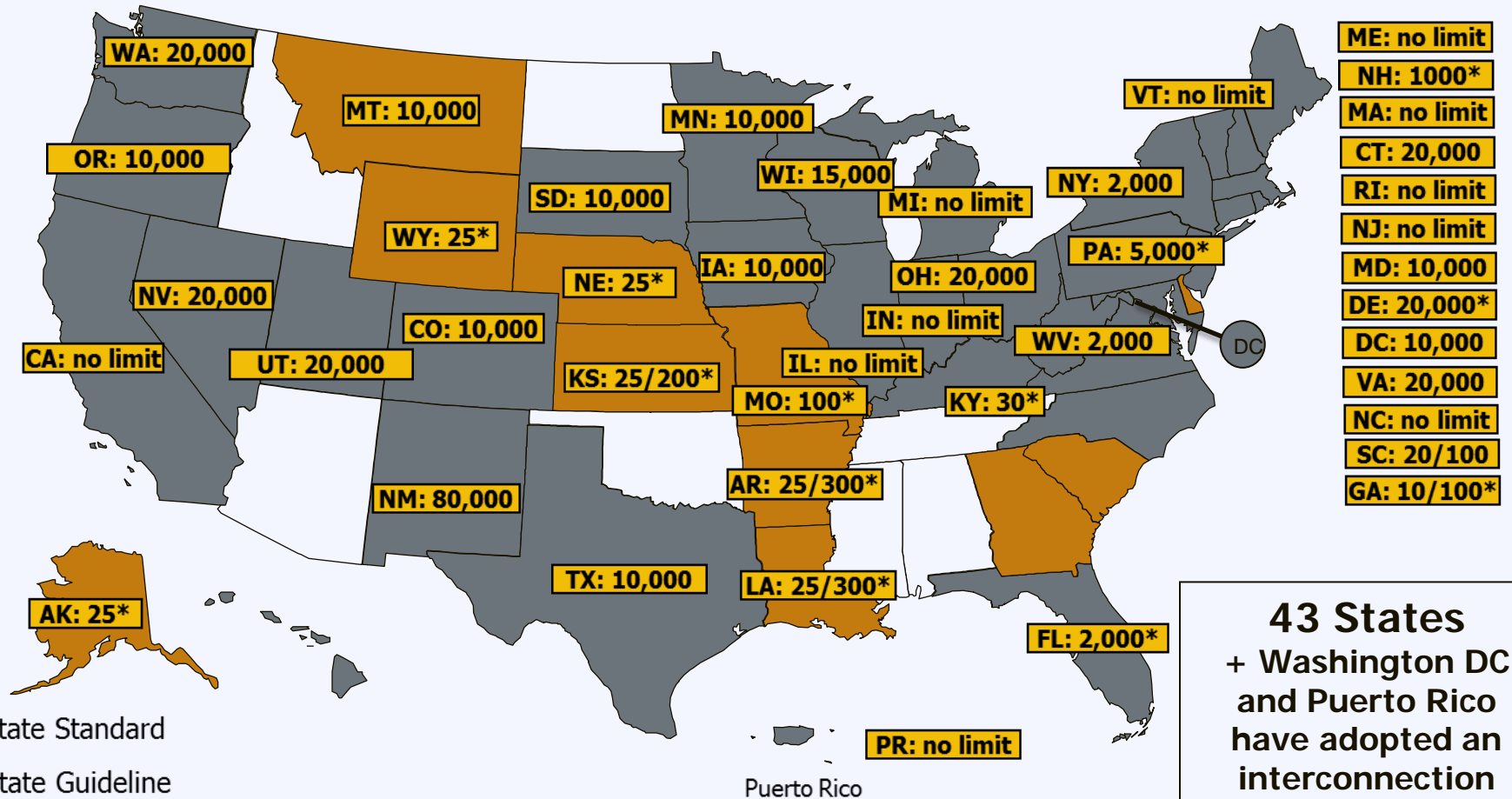
# Interconnection: Best Practices

1. Use standard forms and agreements
2. Implement expedited process
3. Implement simplified procedure for small solar arrays



# Interconnection: State Policies

www.dsireusa.org / August 2012



**43 States**  
+ Washington DC  
and Puerto Rico  
have adopted an  
interconnection  
policy

\* Standard or Guideline only applies to net-metered systems

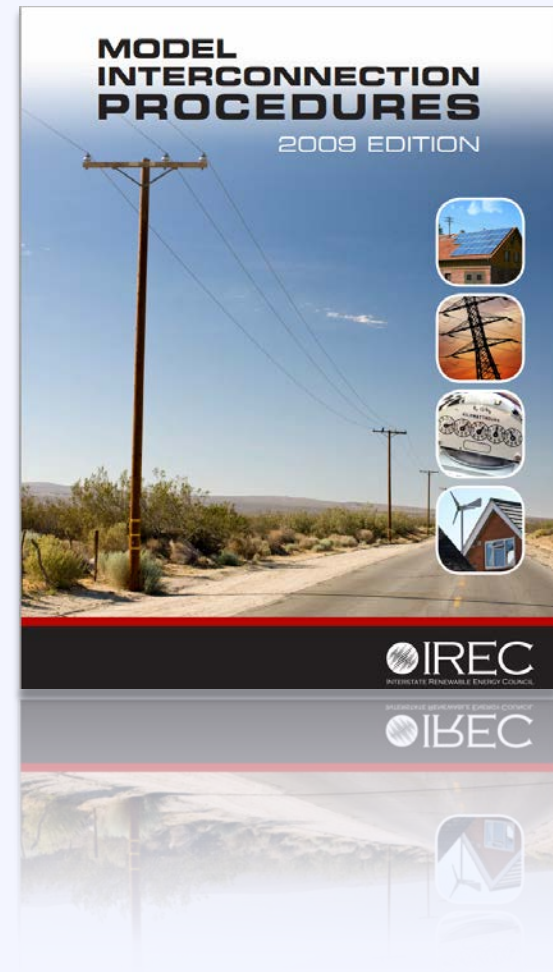
Notes: Numbers indicate system capacity limit in kW. Some state limits vary by customer type (e.g., residential versus non-residential). "No limit" means that there is no stated maximum size for individual systems. Other limits may apply. Generally, state interconnection standards apply only to investor-owned utilities.

# Interconnection: Resources

## Resource Interstate Renewable Energy Council

IREC developed model interconnection procedures in an effort to capture emerging best practices in this vital area.

[www.irecusa.org](http://www.irecusa.org)



# Q & A



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**SunShot**

U.S. Department of Energy

**Barry Shear**

President and CEO

Eagle Point Solar

# Agenda

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# Activity: Next Steps

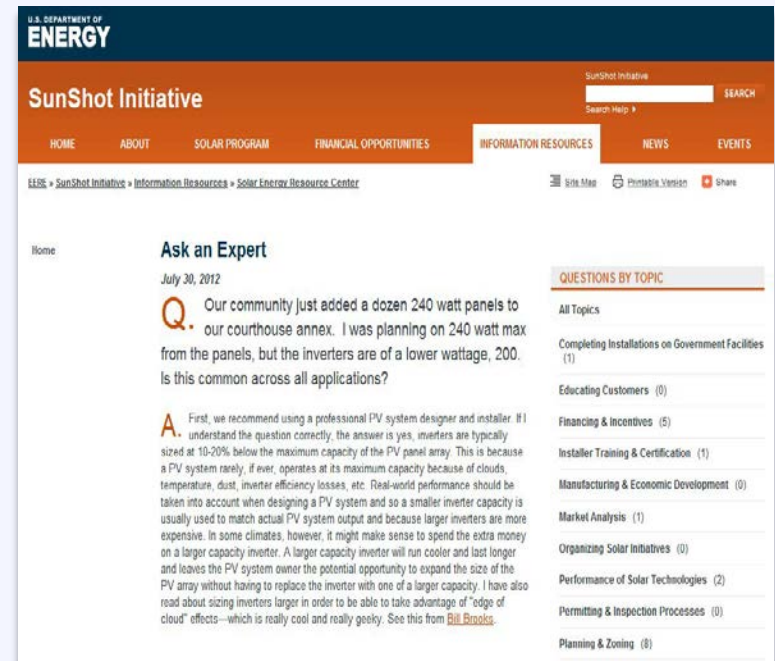
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**What do you pledge to do when you leave today's workshop? [Orange Card]**

# About the SunShot Solar Outreach Partnership

## Technical Support

- ‘Ask an Expert’ Live Web Forums
- ‘Ask an Expert’ Web Portal
- Peer Exchange Facilitation
- In-Depth Consultations
- Customized Trainings



[www4.eere.energy.gov/solar/sunshot/resource\\_center](http://www4.eere.energy.gov/solar/sunshot/resource_center)

For more information email: [solar-usa@iclei.org](mailto:solar-usa@iclei.org)



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**SunShot**

U.S. Department of Energy

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Solar Electric Power Association

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Meister Consultants Group

[jayson.uppal@mc-group.com](mailto:jayson.uppal@mc-group.com)

(617) 209 -1990