



# Higher Education Solar Development: RFPs and Contract Issues

Smart and Sustainable Campuses  
Conference

April 5, 2016



# Speakers and Agenda

- Speakers

- James Critchfield, EPA Green Power Partnership
- Jonathan Whelan, Optony, Inc.
- Merrill Kramer, Sullivan & Worcester
- Dennis Carlberg, Boston University

- Agenda

- Introduction to Green Power Partnership
- Background on today's workshop
- RFPs and Contract Issues Presentations
- Boston University Experiences
- Brief Survey Request
- Questions and Answer Session



# EPA GREEN POWER PARTNERSHIP



# Green Power Partnership Overview

- Summary
  - The U.S. EPA's Green Power Partnership (GPP) is a free, voluntary program that encourages organizations to use green power as a way to reduce the environmental impacts associated with conventional electricity use.
- Objectives
  - Reduce emissions and air pollution associated with conventional electricity use
  - Expand the voluntary green power market
  - Standardize green power procurement as part of best practice environmental management
  - Provide recognition platform for organizations using green power in the hope that others follow their lead
- Current Status
  - 1,300 Partners using more than 31 billion kWh of green power annually, equivalent to the electricity use of more than three million average American homes.



# Partner Snapshot



# Current Status

- EPA's Green Power Partnership
  - 134 College and University Partners
    - 81 REC contracts
    - 62 Utility supply contracts
    - 86 onsite solar systems (35,554,856 kWh, 77 owned, 9 through PPAs)
    - 13 off-site PPAs
  - Green power use totaling nearly 2.7 billion kWh
    - Equates to nearly 4% of the voluntary green power market (8.5% of the green power used by Green Power Partners)
    - Equivalent to the annual electricity use of 245,000 average American homes





# WHY FOCUS ON SOLAR IN HIGHER EDUCATION

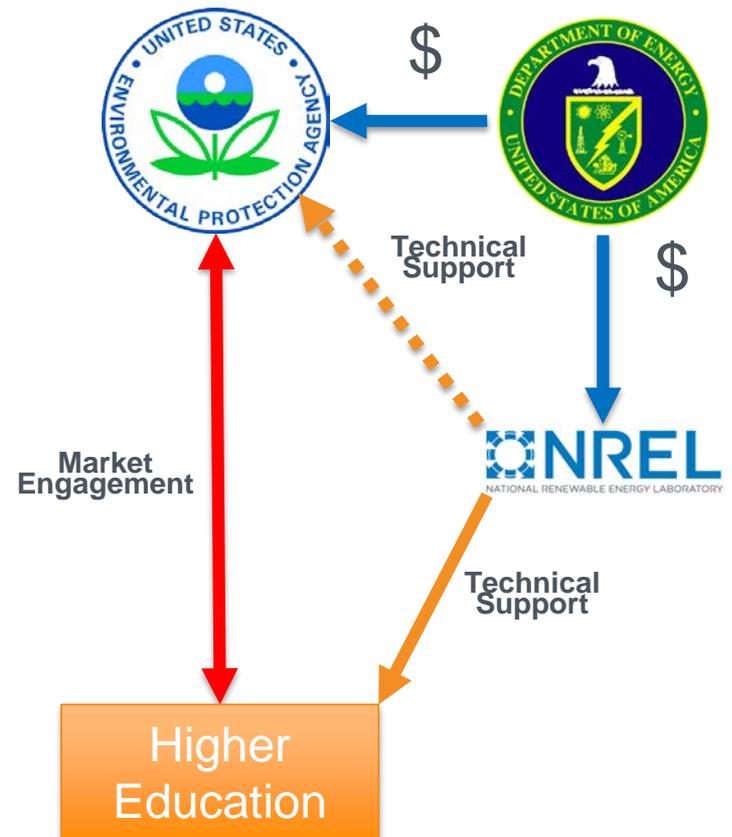
# Why Higher Education?

- Higher Education offers great potential:
  - **Homogenous cohort** of identifiable stakeholders
  - Long time and **respected pillars of local communities**
  - **Long-term view** on energy and sustainability issues
  - **Public commitments** of nearly 700 College and University Presidents to do more related to climate and RE
  - Clearly **identifiable set of financing options** including, third-party ownership, revolving loan funds, endowments, student funded initiatives etc.
  - **Tie-ins to educational mission**; training tomorrow's leaders regarding sustainability and renewable energy issues and opportunities
  - Natural **inter-institutional competitive spirit** in the areas of academia and college sports can be extended to and leveraged into solar energy use



# Federal Focus

- Collaboration is born out of a joint effort between EPA, DOE and the National Renewable Energy Lab to focus on mid-scale solar opportunities
- EPA role is to convene stakeholders, facilitate networking opportunities and disseminate both new and existing resources in an effort to address market barriers
- The National Renewable Energy Laboratory (NREL), funded through a DOE SETO SUNLAMP award, will provide technical support to EPA on tools and resources development, engagement and deployment activities undertaken through this initiative

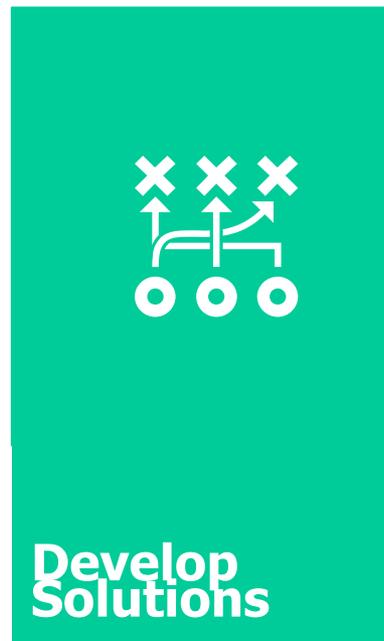


# EPA's 18-month Approach

Phase I



Phase II



Phase III



# Today's Objectives

- Discuss and identify common project development barriers unique to on- and off-campus solar project opportunities at institutions of higher education
- Validate solar development needs of individual attendees
- Exchange information related to individual experiences and practices
- Identify, discuss and provide technical and non-technical solutions to common barriers

# Down the Road

- EPA will disseminate solutions, tools, and resources to stakeholders on specific barriers or issue areas over next 18-months
  - Online Resource Directory
  - Basic information and guidance
  - Trainings
  - Templates
  - Case Studies
  - Tools



**Smart and Sustainable Campuses Conference**  
**U.S. EPA / NREL**

RFP Process and Management  
April 2016  
Jonathan Whelan - Optony Inc.

# About Optony Inc.

Optony develops and deploys solar best practices across the entire solar project lifecycle for government agencies, schools and commercial organizations. Optony has been involved in over 3GW of project activity globally.

Working with clients across all phases of solar projects creates deep insight into true performance drivers which is used to reduce costs and improve performance at any stage in the process.



*Award Winning  
Public Sector Project*



*Award Winning  
Public Sector Project*



*Multiple Grant-Winner for  
Solar Market  
Transformation*

# Green Strategy: Solar Roadmap



www.solarroadmap.com

## Centralized Project Solar Information Hub

**Solar Market Pathway for Independent Colleges in Virginia**

**POWERING COLLEGES ACROSS THE COMMONWEALTH WITH SOLAR ENERGY**

Beginning in early 2015, the Solar Market Pathway for Independent Colleges of Virginia (SMP-ICV) program will bring together private colleges across Virginia to create a Solar Master Plan to guide solar deployment on their campuses, with the end goal of installing 30 Megawatts of distributed solar generation by 2020 through a series of collaborative procurements. SMP-ICV is led by the [Council of Independent Colleges in Virginia](#) with funding support from the U.S. Department of Energy's SunShot Initiative.

Over the course of two years, SMP-ICV aims to:

- Engage a broad group of stakeholders, including faculty and students as well as regional organizations, through capacity-building workshops and project presentations
- Develop and utilize the expertise of selected faculty and staff to implement the most cost-effective solar deployment models for each institution
- Work with local governments and electric utilities to improve the procedural, administrative, financial, and legal aspects of the solar deployment process
- Achieve tiered price reductions for solar installations by implementing a specialized Solarize campaign that leverages group purchasing power, public-private financing models, and innovative legal frameworks
- Create and maintain a learning network to share best practices and encourage project replication, through an online higher education solar information hub and a how-to guidebook

Program participants and stakeholders can access relevant resources and find project updates below.

**Participating Virginia Colleges**

- Appalachian School of Law, Grundy, VA
- Bridgewater College, Bridgewater, VA
- Eastern Mennonite University, Harrisonburg, VA
- Emory & Henry College, Emory, VA
- Ferrum College, Ferrum, VA
- Hampton University, Hampton, VA
- Hollins University, Roanoke, VA
- Lynchburg College, Lynchburg, VA
- Mary Baldwin College, Staunton, VA
- Marymount University, Arlington, VA
- Randolph College, Lynchburg, VA
- Roanoke College, Salem, VA
- Shenandoah University, Winchester, VA
- Virginia Union University, Richmond, VA
- Washington and Lee University, Lexington, VA

<http://my.solarroadmap.com/ahj/smp-icv/view>

## Best Practice Policies & Programs

**Town of Blacksburg, VA**

This webpage has been created to help improve local solar market conditions and share the latest industry information to residents and stakeholders in the Town of Blacksburg. Below you will find key solar market indicators and essential resources for residents, businesses, solar industry and government officials.

Below you will also find a direct link to the Town's interactive policy roadmap that's designed to increase local solar installations by making it easier and more cost-effective to 'go solar'. The Town is situated in an excellent area for solar due to its above average solar energy resource.

**Key Market Information**

- 42,620 population
- 1,315 kWh/kW annual energy yield
- 20 square miles
- 2,077ft elevation
- RPS 15% renewables by 2025

**Local Impact of 5% Electricity from Solar**

Shown below is an estimation of the significant economic and electricity use from solar energy. The residential section provides an opportunity for existing residential rooftops to contribute to the local solar market.

- 22,062 kW of installed Solar
- \$40.8M electricity generated annually
- 29,011,737 kWh energy generated annually
- 212 jobs

**Residential Solar Potential**

- 12,468 kW of installed solar
- 2,400 jobs

**Roadmap**

- Permitting Process
- Planning & Zoning
- Financing Options

**CLICK HERE TO ACCESS ROADMAP PUBLICLY AVAILABLE**

**Town of Blacksburg, VA Solar Roadmap**

**Roadmap Goals and Progress**

The ASTI team has worked in close coordination with the Town of Blacksburg to develop a customized, interactive solar roadmap containing guidance on how to transform the local solar market. Each recommendation in the roadmap is supported with relevant reports, case studies, examples, and templates to support local and regional implementation efforts.

These roadmap goals are derived from attributes of successful solar communities nationwide, along with input from industry experts. Each goal represents a step toward making solar easier and more cost effective for all residents within the community. Your specific roadmap has been customized using the attributes that are relevant at the city-level in the local solar market.

Expand each focus area below to show its related goals, and click the 'Take Action' button to access the relevant resources designed to help you achieve these goals.

Show Action Objectives Only

- Permitting Process: Current Progress: 7 of 14 goals achieved (50%)
- Planning & Zoning: Current Progress: 2 of 7 goals achieved (29%)
- Financing Options: Current Progress: 2 of 4 goals achieved (50%)
- Solar Market Development: Current Progress: 1 of 6 goals achieved (17%)

<http://my.solarroadmap.com/ahj/blacksburg-va/view>

# What is an RFP?

## **RFP = Request for Proposals**

**Formal bid document(s) to ask vendors to provide proposals for desired projects.**

- Identifies project: scope-of-work, location(s), goals
- Required by many public agencies (federal, state, local)
  - Transparency, accountability
- Creates competitive process for evaluating options
- Process focused on specifically what is sought
- Enables direct comparison of alternatives
  - Well-defined scope-of-work allows for apples-to-apples comparison among proposals

# What is the RFP process?

## Identify Project

### - Feasibility Assessment and/or Project Engineering

- Determine what type of project you seek (solar only, renewable energy broadly, batteries, etc.); goals
- Identify what physical locations are available
- For PV (photovoltaic/solar) projects: How much energy do you need? Where can this be installed? What construction hurdles and opportunities exist?
- What is the project budget? Financial incentives?
- Who? Staff / NREL / Independent consultant
  - NREL: [http://www.nrel.gov/tech\\_deployment/tools\\_universities.html](http://www.nrel.gov/tech_deployment/tools_universities.html)



# What is the RFP process?

## Feasibility Assessment Checklist

- Portfolio approach to site evaluation
- On-site survey
- Structural & electrical evaluation
- Construction concerns and design considerations
- Utility rate evaluation
- Review of funding and incentive options
- Levelized Cost of Energy (LCOE) financial analysis
- Benchmark comparison of pricing & trends



# What is the RFP process?

## Why Feasibility Assessments?

- Determine:
  - How much solar you need
  - Where the solar can be installed
  - Portfolio approach to site evaluation
- Enable focused RFP for proposers to address
- Improve ability to make apples-to-apples comparisons
- Help ensure that you're asking for what you really need
- Inform decision-making in budgeting process
- Locate key facility information that will be helpful for RFP proposers
  - Geotech/soils, roof info, electrical, underground utilities, future plans

# What is the RFP process?

## After Feasibility Assessments:

- Determine:
  - What sites / electrical meters to pursue
    - Eliminate sites with too many hurdles or uncertainties
  - What financing mechanism to use
    - Cash purchase, loan, Power Purchase Agreement, Any/All
  - Key contract terms
    - Ownership structure, removal, REC ownership, construction timeline
  - Desired auxiliary scope/benefits
    - Batteries, curriculum enhancement, local labor, shade structures, re-roofing, re-striping

# What is the RFP process?

## Develop RFP Packet (if applicable, state requirements):

- Project background and goals
- Logistics
  - Point-of-contact, due dates, RFP schedule
- Site data
  - Information from feasibility assessments
- Required proposal content / format
  - May include standardized pricing forms, template contracts, and/or other forms
- Evaluation criteria
  - Vendor experience, references, pricing, designs, components, approach, auxiliary benefits
- **Examples:** [http://my.solarroadmap.com/solarresourcelibrary?keyword=rfp&focus\\_area=16&energy\\_type=1](http://my.solarroadmap.com/solarresourcelibrary?keyword=rfp&focus_area=16&energy_type=1)



# What is the RFP process?

## RFP Issuance

- Post on website, share with industry publications/organizations, alert vendors directly

## Pre-bid Meeting / Webinar

- Mandatory/optional

## Site Walks

- Mandatory/optional
- Vendor considerations: installation locations, shading, roof/ground slope, soil conditions, construction access, staging areas, electrical equipment

## Addenda

- Clarify and respond to questions, adjust RFP schedule

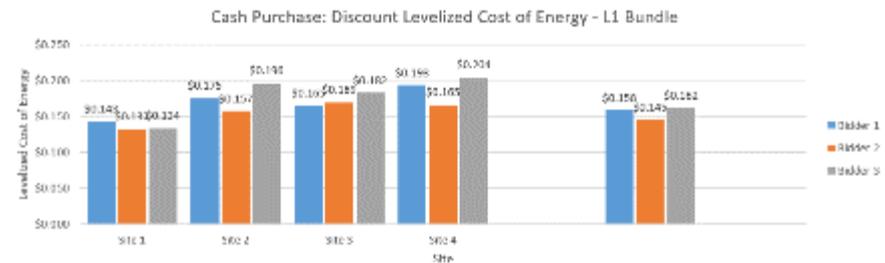
# What is the RFP process?

## Proposal Review

- Check for completeness
- Review minimum qualifications
- Score proposals based on evaluation matrix (RFP eval criteria)
- Interviews / Clarifications
  - Mandatory/optional
  - Best and final pricing, best offer
- Notify winners and losers, shortlist
- Start contract negotiations

No.	Proposal	Compliance	Technical	Financial	Overall	Comments
1	Proposal 1	Compliant	Good	Good	Good	...
2	Proposal 2	Compliant	Good	Good	Good	...
3	Proposal 3	Compliant	Good	Good	Good	...
4	Proposal 4	Compliant	Good	Good	Good	...

- Pricing scores should be based on Levelized Cost of Energy (LCOE)
- Evaluate proposals individually, then compare



# What are common administrative barriers?

- Identification of suitable sites
  - Communicate across department heads to understand operational plans and concerns
- Misalignment of institutional goals
  - Ensure that environmental, financial, operational, educational, and aesthetic priorities are considered
- Not enough information for vendors to provide effective proposals
  - Good feasibility assessment, provide structural and electrical info, understand financial options
- State law requirements for procurement
  - Follow state requirements for procurement and contracting—consider attaching your standard contracting conditions to RFP

# Collaborative Procurement: Silicon Valley-REP



Included 43 sites

- Collaboration across 9 jurisdictions
- 14.4MW of combined solar PV

Multiple Site Types:

- Carports
- Rooftops
- Ground mounted

Largest multi-agency effort at the time

- County of Santa Clara
- 6 Cities
- 2 Special Districts

LESSONS:

Aggregated purchase discounts 12%+

Reduced admin and transactions costs 50%+

Better negotiated contract terms & conditions

Best Practices Guide for Collaborative Procurement

**Silicon Valley:** <https://www.solarroadmap.com/regional-initiatives/sv-rep/>

**Alameda County:** <http://www.acgov.org/rrep/>

# Case Study: College Collaborative Procurement

## Council of Independent Colleges in Virginia

### DOE Solar Market Pathways Grantee 17 Private Colleges are Collaborating

- 38MW of solar PV put to bid
- Includes 30+ metered sites
- 7 different utility territories
- System sizes 20 – 2,000 kW

### Diverse Procurement Options

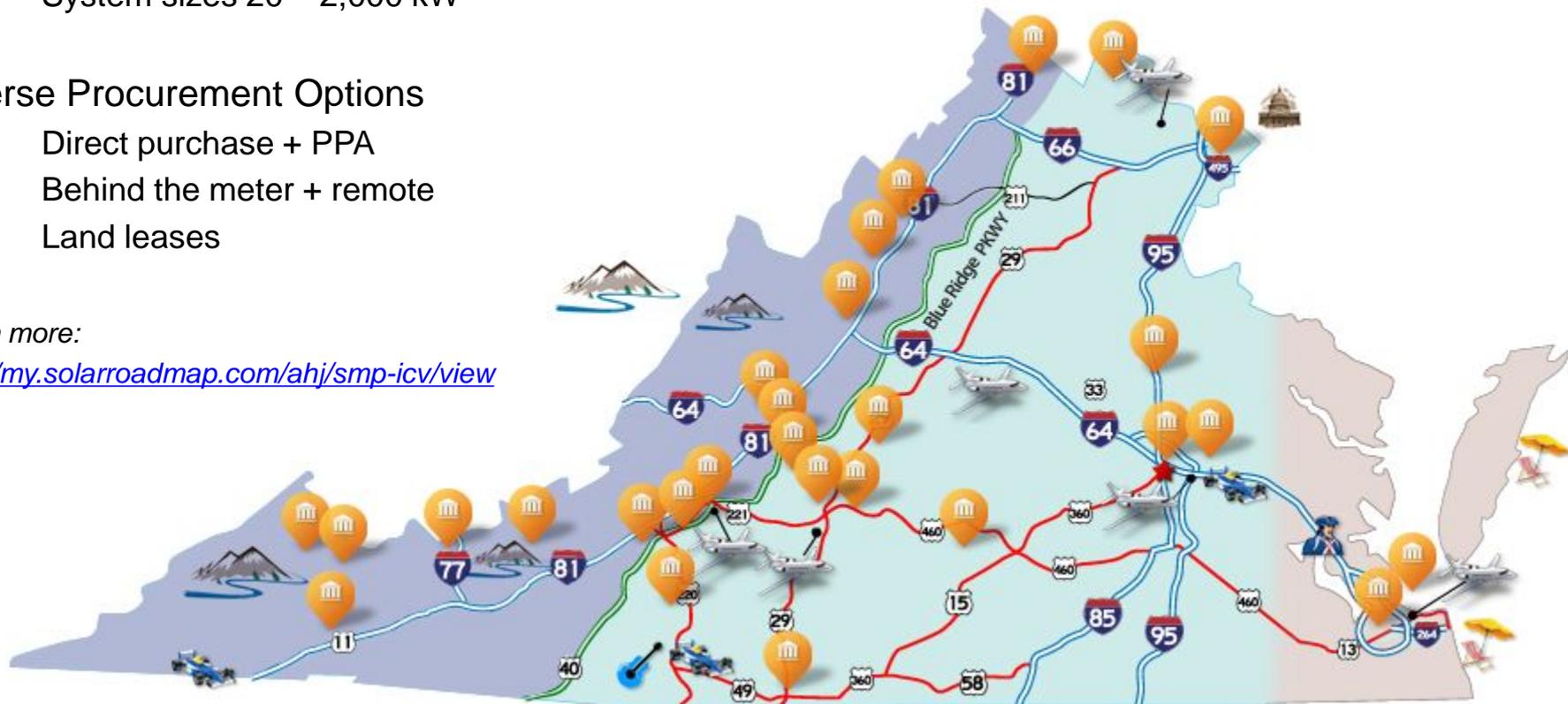
- Direct purchase + PPA
- Behind the meter + remote
- Land leases

Learn more:

<http://my.solarroadmap.com/ahj/smp-icv/view>

### Lessons Learned

- Can bring big players to previously inactive markets
- Solar Master Plans show value of setting clear goals up front
- Utility engagement is very helpful



Contact:

Jonathan Whelan  
Optony Inc.

[jonathan.whelan@optonyusa.com](mailto:jonathan.whelan@optonyusa.com)

(415) 450-7032

# Smart and Sustainable Campus Conference

## Solar Project Development – RFP and Contracting Issues



**Merrill L. Kramer**  
**Chair, Sustainable Energy Practice**  
**Sullivan & Worcester, LLP**

**April 5, 2016**

# Smart and Sustainable Campus Conference

## Solar Project Development – RFP and Contracting Issues



**Merrill L. Kramer**  
Chair, Sustainable Energy Practice  
Sullivan & Worcester, LLP

**April 5, 2016**

# Sullivan & Worcester LLP

- Global law firm - Boston, New York, Washington, D.C., London and Tel Aviv
- Leading Energy Project Development and Finance Firm
- Advised Fortune 200 companies - Over 100 energy projects representing \$30 billion in capital
- Board of Directors of residential PV solar company and largest ethanol company on West Coast
- Represent universities and colleges on energy and other matters

# College & University Representations



SULLIVAN &  
WORCESTER

# Solar Project Sequence

1. Preliminary Feasibility Study
2. Preliminary Design and Engineering Agreement
3. Request for Proposals (RFP)
4. Contract Negotiation
5. Contract Approval and Execution
6. Financing
7. Construction
8. Commercial Operation

# Solar Development Contracts

## Key Objectives:

- Negotiating key contracts to get the Project built:
  - Meeting owner's specifications
  - On time
  - At a Fixed Price
- Fundamental Strategy - Allocate risks to the party best able to manage them
- Good set of contracts achieves these objectives by putting as much responsibility as possible on contract counterparties

# Project Risks

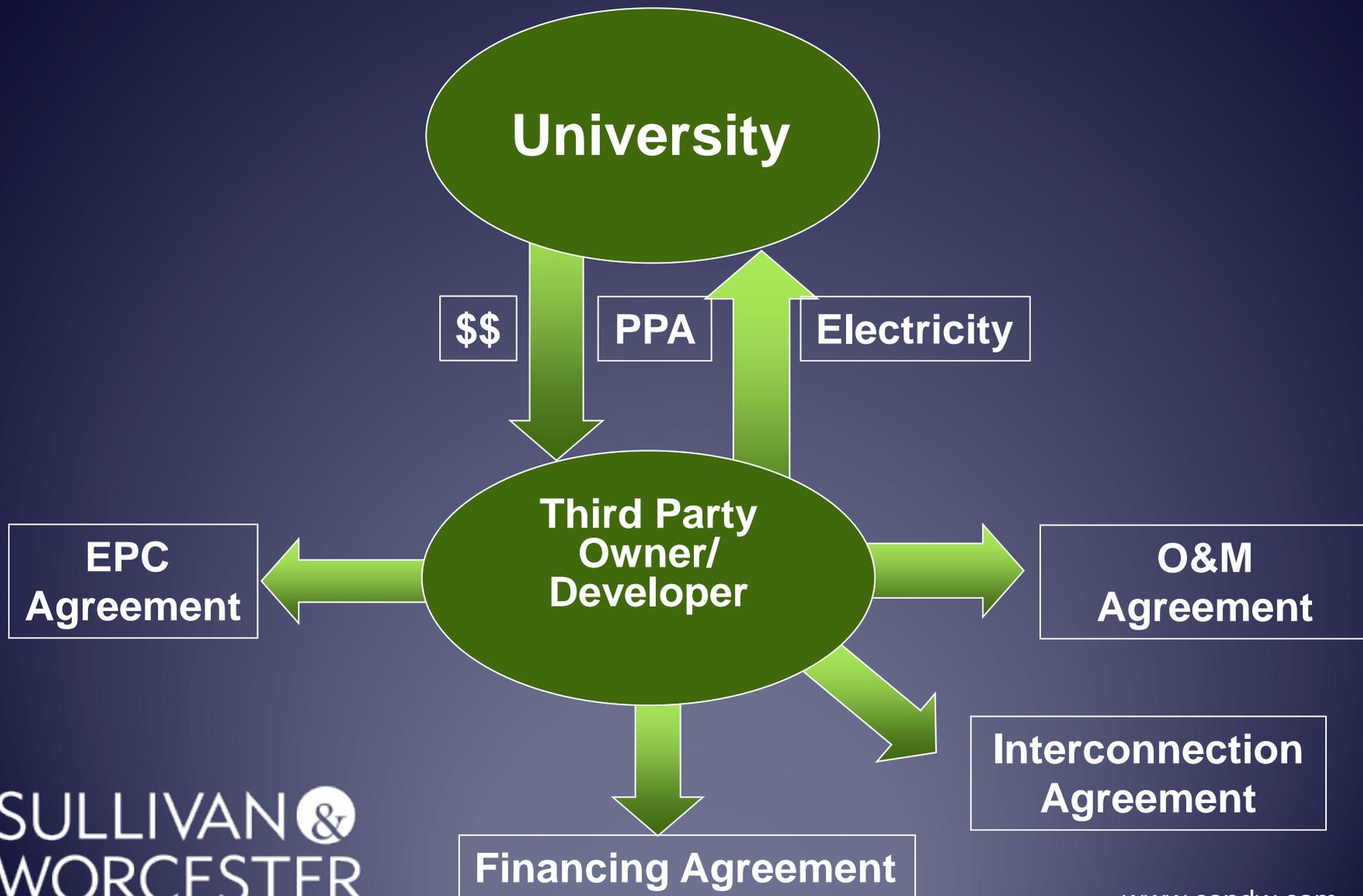
- Financing
- Construction Risks
- Operating Risks
- Cost Overruns
- Delay/Completion Risk
- Changing Regulatory Framework
  - Shifting structure and value of project

# What are the Key Contracts?

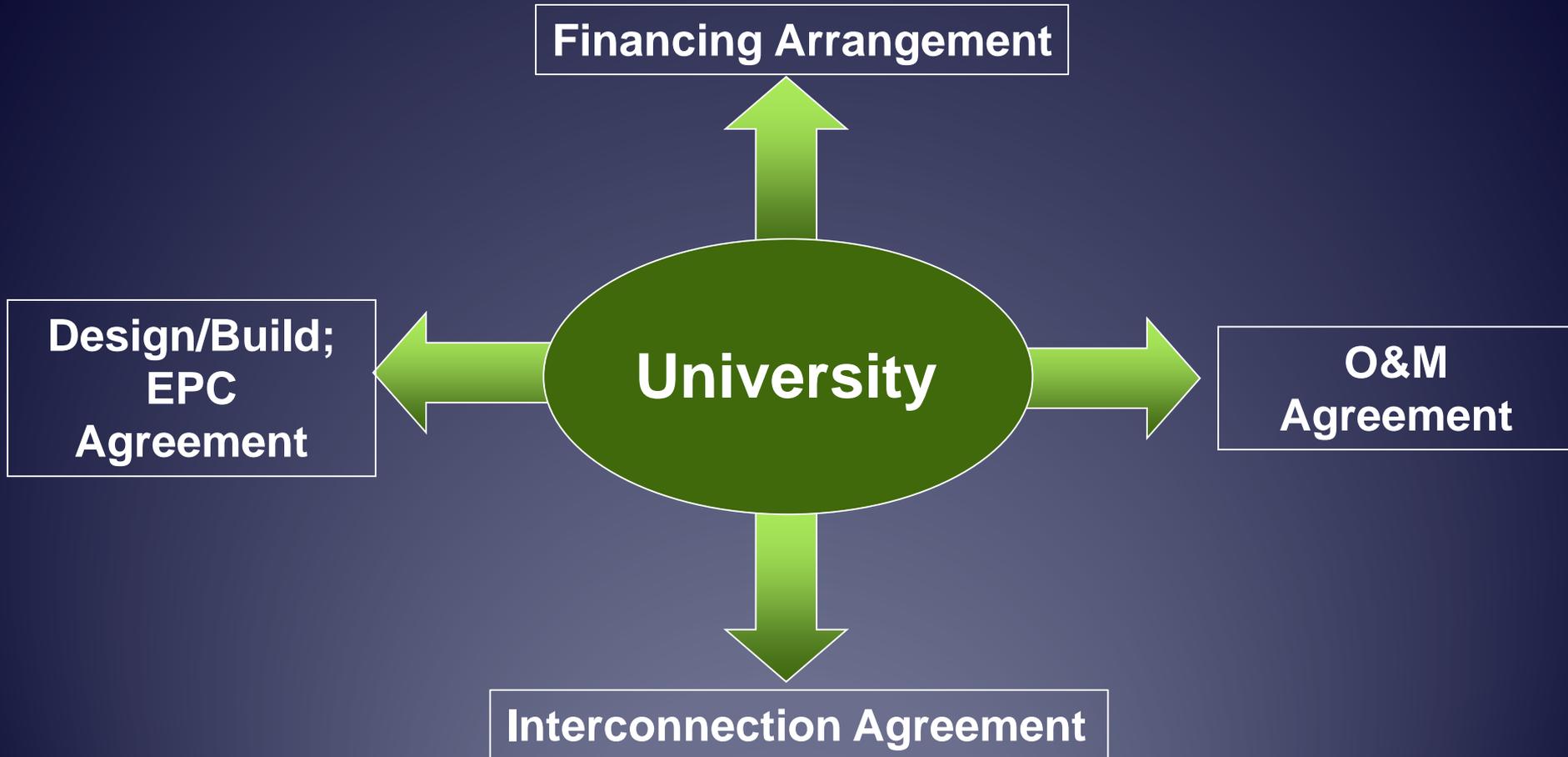
- Power Purchase Agreement (PPA)
- Engineering Procurement & Construction Agreement (EPC)
- Operation & Maintenance Agreement (O&M)
- Interconnection Agreement
- Credit/Finance Facility
- Guaranty



# Third Party Ownership Contract Structure



# Self-Owned Contract Structure



# Power Purchase Agreement

- PPA provides fixed long-term energy price certainty and protection against rising energy costs
- University commits to buy or sell renewable energy
  - For a specified term (e.g., 20 years)
  - At a fixed or indexed price
  - With a guaranteed performance level

# PPA Key Terms

- **Term**
  - Duration longer than term of permanent financing
- **Purchase and Sale**
  - Amounts of Capacity, Energy and Ancillary services to be bought and sold
  - Environmental Attributes
    - Agreement should clearly state whether electricity is being sold with or without environmental attributes
- **Pricing**
  - Fixed or indexed
  - Escalator
  - Sufficient to cover Fixed/Variable Costs
  - Minimum Debt Service Coverage Ratio
- **Conditions Precedent**
  - Financial Commitment/Closing
  - Regulatory Approvals



# PPA Key Terms (cont'd)

- **Conditions Subsequent**
  - Milestones
    - Financial Closing
    - Commencement of Construction
    - Commercial Operation
- **Performance**
  - Efficiency (Heat Rate)
  - Production
  - O&M
- **Taxes/Changes in Law**
- **Testing/Performance Requirements/Penalties**
- **Performance Security**

# PPA Key Terms (Con't)

- **Dispute Resolution**
- **Default and Termination**
  - Typical Events of Default
    - Missed Deadlines
    - Bankruptcy/Insolvency
    - Extreme Deficient Performance
    - Breach of Material Obligations
- **Cure Rights**
- **Interconnection/System Upgrades**
- **Indemnification**
- **Limit on Consequential Damages**
- **Assignment**
- **Option to Purchase**
- **Regulation**

# Engineering Procurement & Construction Contract

Contract between Project Owner/Developer and Builder  
Covers:

- Engineering and design
- Construction and construction management
- Procurement of equipment and materials
- Provision of construction labor and personnel
- Permitting
- Start-up, testing and initial operation
- Training of Owner/Operator personnel

# EPC– Key Contract Elements

- Price
- Scope of Work
  - Wrapped vs. Unwrapped
- Schedule Guarantees
- Performance Guarantees
- Limits on Liability
- Technology
- Permitting
- Optimizing Risk Allocation
  - Turnkey v. Owner Construct
  - Schedule & Performance Guarantees
  - Credit Support



# EPC– Payment Provisions

- Payment
  - Payable in installments based upon:
    - Milestones
    - Percentage completion
    - Absence of material breach
    - Provision of lien waivers
  - Change Orders
  - Retainage

# Guarantees and Credit Enhancements

- Enables University to understand counterparty's ability to perform and pay liquidated damages
- Parent guarantees given where principal obligor is entity of unknown or insufficient credit standing or capability
- Performance bonds or letters of credit also used to mitigate performance risk
- Manufacturer Warranty:
  - Machinery, equipment and materials are free from defective workmanship and comply with specifications in scope document
- EPC Warranty for Workmanship and Performance
  - Typically for one year from Substantial Completion
    - Depends on technology

# Operation and Maintenance Agreement

- Long term agreement to service and manage project
- Allocates operation risk to the contractor
  - Equipment maintenance and upkeep
  - Inverter replacement
  - Insurance
  - Labor and staffing
  - Extended warranty agreements

# Interconnection Agreement

- Negotiation with the utility, additional infrastructure or studies may be required
- Developer/Owner Risk
  - Network upgrades
  - Transmission Interface Constraints
  - Negotiation of interconnection/transmission services agreement
  - Construction of interconnection facilities

# Common Mistakes

- Premature Exclusivity
- Insufficient Contingency
- Ambiguous Scope
- Not Considering Financing Alternatives: Power Purchase Agreement Versus Ownership
- Not Factoring in Operation and Maintenance Costs
- Not Conducting a Competitive Process

# FACTOID I

NUMBER OF NEWS ARTICLES IN WHICH *EITHER* THE PHRASE “*SUSTAINABLE ENERGY*” OR “*CLEAN ENERGY*” APPEARS

1975	0
2000	93
2015	28,044

# FACTOID II

NUMBER OF NEWS ARTICLES IN WHICH THE  
WORD “CHILL” APPEARS

1975	125
2000	2,114
2015	123,437

**THANK YOU!**  
**Questions?**



**Merrill L. Kramer**  
**Sullivan & Worcester LLP**  
**[mkramer@sandw.com](mailto:mkramer@sandw.com)**  
**202-775-1224**



*sustainability @ BU*  
It's what you *do*.

EPA Green Power Partnership  
*Boston University Case Study*

Smart & Sustainable Campuses  
April 5, 2016



*sustainability @ BU* It's what you *do*.<sup>SM</sup>

Or 44 spotlights...  
powerful enough to be seen from space – for 74 years.

> What we're doing.

1 2 3 4 5 6 7

## Top 15 Universities

Institution	Green Power Usage (kWh/yr)	
1 University of Pennsylvania	200,000,000	100% of Demand
2 Georgetown University	152,370,500	
3 The Ohio State University	130,241,123	
4 Northwestern University	122,014,800	50% of Demand
5 University of Oklahoma	120,839,000	
6 Carnegie Mellon University	119,013,466	
7 Oklahoma State University	101,339,001	
8 Drexel University	96,678,000	
9 University of Tennessee, Knoxville	91,372,000	30% of Demand
10 University of Wisconsin	69,391,998	
11 University of Maryland	65,089,825	
12 The City University of New York	64,000,000	
13 University of Utah	63,590,010	
14 Ohio University	60,140,500	
15 University of Missouri	56,315,885	

Source: [EPA](#) 2/2016

# State of Solar

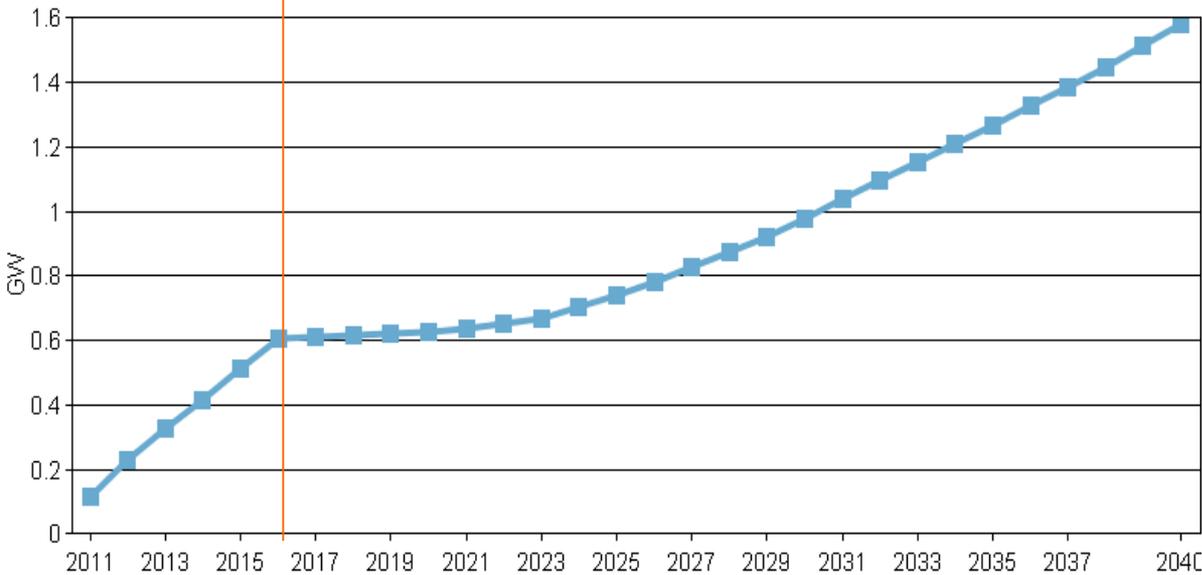
The Market

Strategy



# Renewable Energy

30% Investment Tax Credit



## Generating Capacity for Solar PV in the Northeast



Source: [US EIA](#)

## Boston Properties



**\$1580**

savings/week

State of Solar

## The Market

Strategy



## Considerations



### Financial Model

- ~~Build/Own/Maintain~~
- Power Purchase Agreement (PPA)

## Considerations



### Financial Model

- ~~Build/Own/Maintain~~
- Power Purchase Agreement (PPA)

### Benefits:

- No Upfront Cost
- Potential for Immediate Savings
- Buy the Power
- Long Term Agreement
- Enable Project Financing

## Considerations



### Financial Model

- ~~Build/Own/Maintain~~
- Power Purchase Agreement (PPA)
  
- Initial Cost/kWh
- Escalation Rate
- Price Floor
- Buyout Schedule
- Risk

## Considerations



### Renewables On Site

- Solar
- Wind

### Renewables Off Site

- Inside MA
- Inside NE
- Outside NE



State of Solar

The Market

Strategy



## Drivers



1. Reduce Annual Elect. Costs
2. Reduce Exposure to Price Volatility
3. Retain Renewable Energy Credits
  - Where possible
4. Maximize Value through Aggregation
5. Provide Curriculum & Research Ops
6. Additionality
7. Integration

## Timeline



2009 - 2014

### Timeline

2014

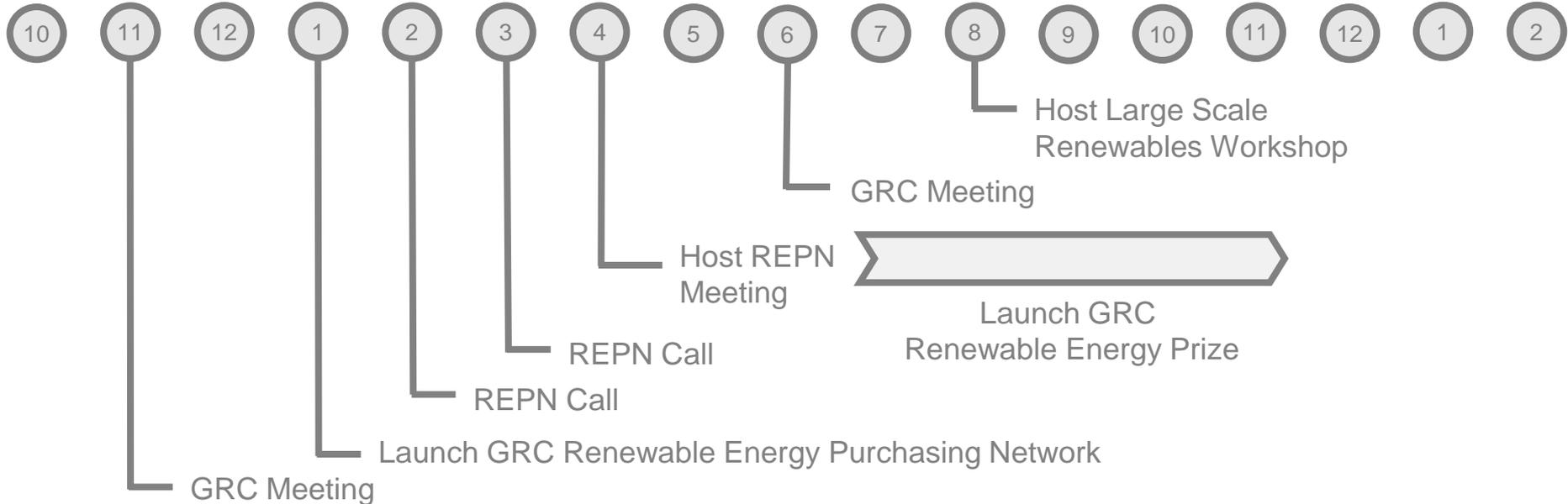
2015

2015

2016

AASHE

Green Ribbon Commission Collaboration



### Timeline

2014

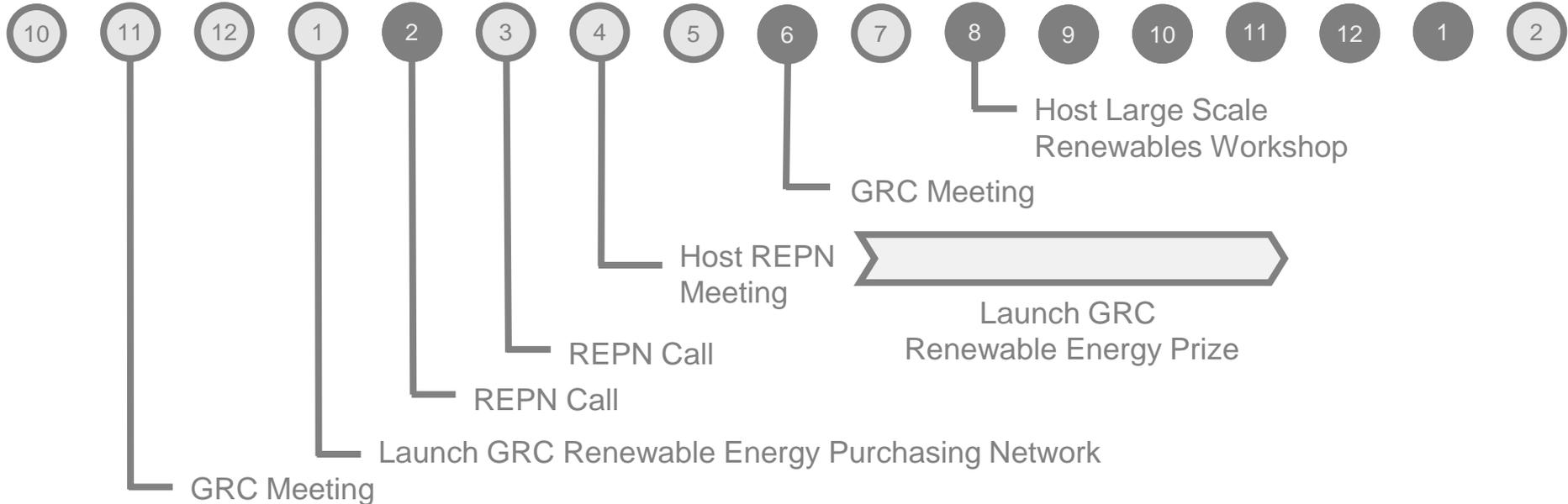
2015

2015

2016

AASHE

Green Ribbon Commission Collaboration



### Timeline

2014

2015

2015

2016

AASHE

Green Ribbon Commission Collaboration

Education/Stakeholder Engagement

10

11

12

1

2

3

4

5

6

7

8

9

10

11

12

1

2

AASHE

Industry Connections, GRC Members, NREL

Mass DOER, Peers, NexAmp

Boston Properties, Blue Wave

Peers, ERG/EPA GPP

SSCC, Altenex

NECSC, CFR

Boston Properties Site Visit

GRC Workshop

SVP Operations

VP Real Estate & Operations

AVP FM&P

AVP Operations

ED Finance & Administration

### Timeline

2014

2015

2015

2016

AASHE

Green Ribbon Commission Collaboration

Education/Stakeholder Engagement

MED

RFP DEV

RFP

CRC

RFP

Study

RFP

10

11

12

1

2

3

4

5

6

7

8

9

10

11

12

1

2

State of Solar

The Market

Strategy

## Timeline

2014

2015

2015

2016

AASHE

Green Ribbon Commission Collaboration

Education/Stakeholder Engagement

MED

RFP DEV

RFP

CRC

RFP

Study

RFP

Offsite

RFP DEV

RFP

Project

10

11

12

1

2

3

4

5

6

7

8

9

10

11

12

1

2

State of Solar

The Market

Strategy

## Timeline

2014

2015

2015

2016

AASHE

Green Ribbon Commission Collaboration

Education/Stakeholder Engagement

MED

RFP DEV

RFP

CRC

RFP

Study

RFP

Offsite

RFP DEV

RFP

Project

10

11

12

1

2

3

4

5

6

7

8

9

10

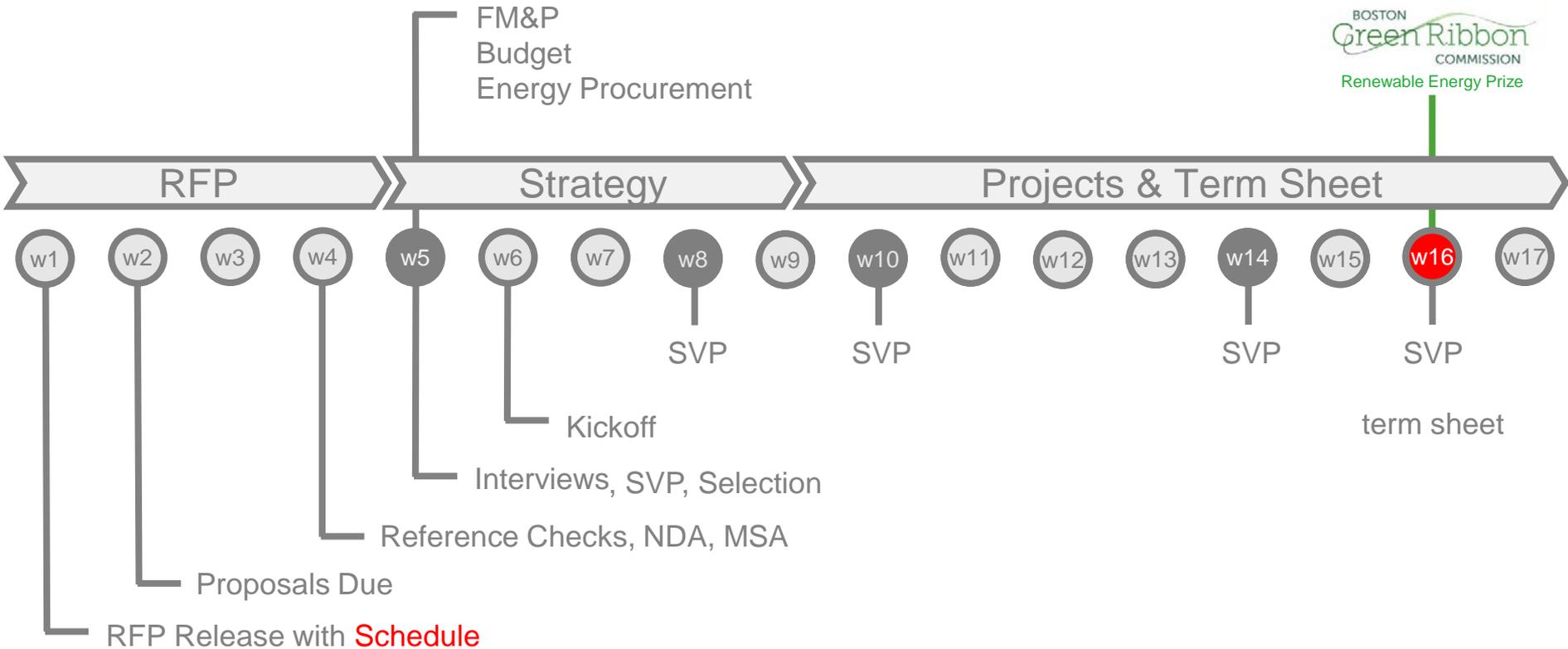
11

12

1

2

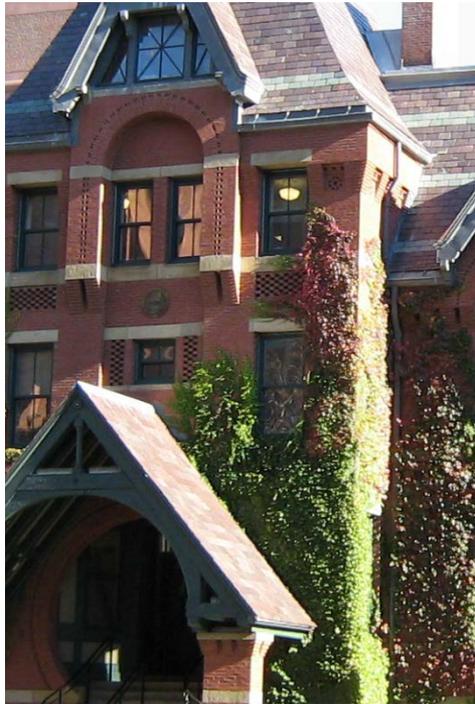
# Timeline



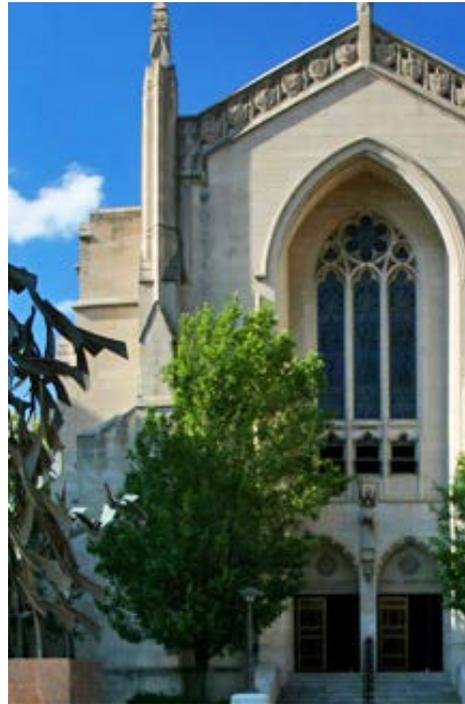
## Clean Energy Initiative



Efficiency



1 MW



1 - 2 MW



Offsite

*sustainability* @ **BU**

It's what you *do*.

Thank you



[sustainability@bu.edu](mailto:sustainability@bu.edu)



*sustainability* @ **BU**  
It's what you *do*.





# Q&A DISCUSSION



# Questions?

Contact:

James Critchfield

EPA's Green Power Partnership

[critchfield.james@epa.gov](mailto:critchfield.james@epa.gov)

202-343-9442

