

Generators in organized, competitive markets are more directly exposed to threats from new technologies and enhanced efficiency programs, both of which reduce electricity use and demand. Reduced energy use and demand translate into lower prices for wholesale power and reduced profitability. With reduced profitability comes less cash flow to invest and to support the needs of generation customers. While every market-driven business is subject to competitive forces, public policy programs that provide for subsidized growth of competing technologies and/or participant economic incentives do not provide a level playing field upon which generators can compete fairly against new entrants. As an example, subsidized demand response programs or state contracted generation additions create threats to the generation owner (who competes based upon free market supply and demand forces).

According to the Solar Electric Power Association (SEPA), there were 200,000 distributed solar customers (aggregating 2,400 megawatts or MW) in the United States as of 2011. Thus, the largest near-term threat to the utility model represents less than 1 percent of the U.S. retail electricity market. Therefore, the current level of activity can be “covered over” without noticeable impact on utilities or their customers. However, at the present time, 70 percent of the distributed activity is concentrated within 10 utilities, which obviously speaks to the increased risk allocated to a small set of companies. As previously stated, due to a confluence of recent factors, the threat to the utility model from disruptive forces is now increasingly viable. One prominent example is in the area of distributed solar PV, where the threats to the centralized utility business model have accelerated due to:

- The decline in the price of PV panels from \$3.80/watt in 2008 to \$0.86/watt in mid-2012¹. While some will question the sustainability of cost-curve trends experienced, it is expected that PV panel costs will not increase (or not increase meaningfully) even as the current supply glut is resolved. As a result, the all-in cost of PV solar installation approximates \$5/watt, with expectations of the cost declining further as scale is realized;
- An increase in utility rates such that the competitive price opportunity for PV solar is now “in the market” for approximately 16 percent of the U.S. retail electricity market where rates are at or above \$0.15/kWh². In addition, projections by PV industry participants suggest that the “in the money” market size will double the share of contestable revenue by 2017 (to 33 percent, or \$170 billion of annual utility revenue);
- Tax incentives that promote specific renewable resources, including the 30-percent Investment Tax Credit (ITC) that is effective through 2016 and five-year accelerated depreciation recovery of net asset costs;
- Public policies to encourage renewable resource development through Renewable Portfolio Standards (RPS), which are in place in 29 states and the District of Columbia and which call for renewable generation goals within a state’s energy mix;
- Public policies to encourage net metering, which are in effect in 43 states and the District of Columbia (3 additional states have utilities with voluntary net metering programs) and which typically allow customers to sell excess energy generated back to the utility at a price greater than the avoided variable cost³;
- Time-of-use rates, structured for higher electric rates during daylight hours, that create incentives for installing distributed solar PV, thereby taking advantage of solar benefit (vs. time-of-use peak rates) and net metering subsidies; and

¹ Source: Bloomberg New Energy Finance, *Solar Module Price Index*

² Source: Energy Information Agency, *Electricity Data Overview*

³ Source: Database for State Incentives for Renewables and Efficiency, www.dsireusa.org