



Designing Effective Programs through Stakeholder Engagement

Michelle Gransee, State Energy Office Director
MN Department of Commerce
EP Training Forum – August, 2019

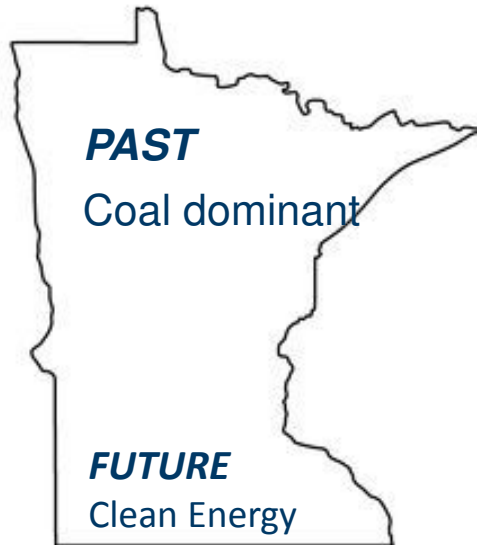


Minnesota
State
Energy
Office

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Minnesota's Energy & Climate Goals



1980:

- Conservation Improvement Program

1981:

- Net Energy Metering

1994:

- Xcel Renewable Mandate: 425MW wind, 110MW biomass by 2002

2001:

- Renewable Energy Objective: 10% RE x 2015

2002:

- Metropolitan Emissions Reduction Project (Coal retirements)

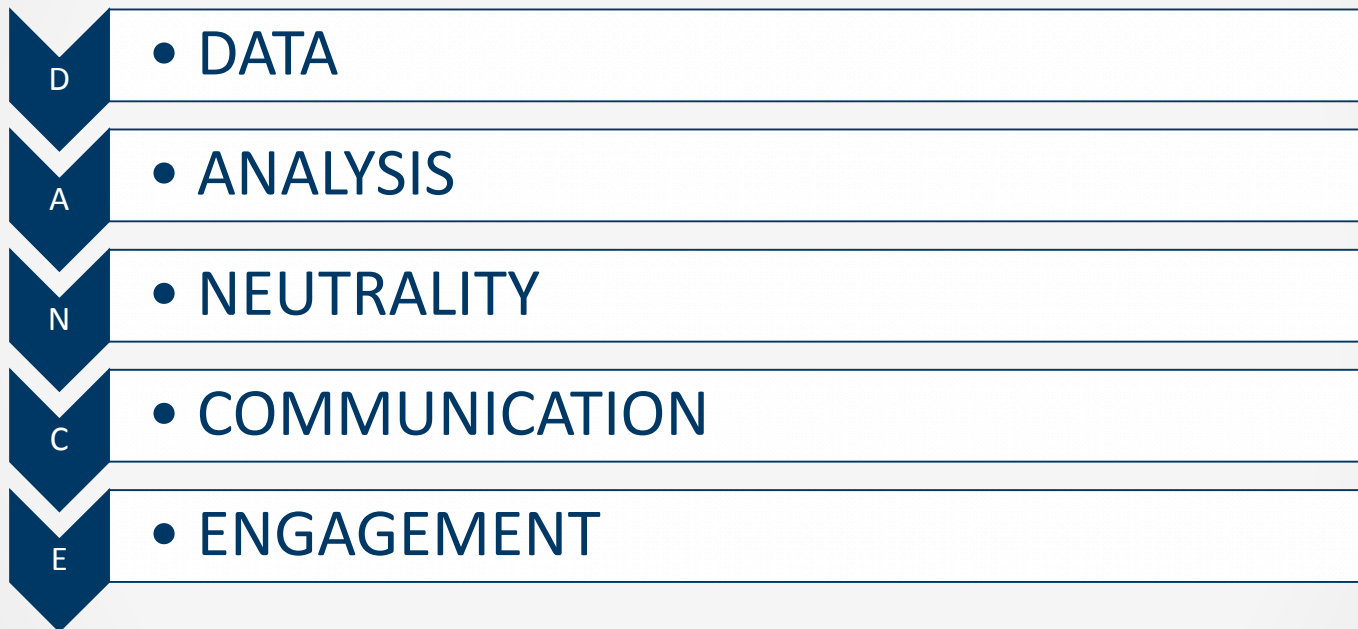
2007:

- **Next Generation Energy Act: 27.5% RE x 2025 + 1.5% EE/yr**

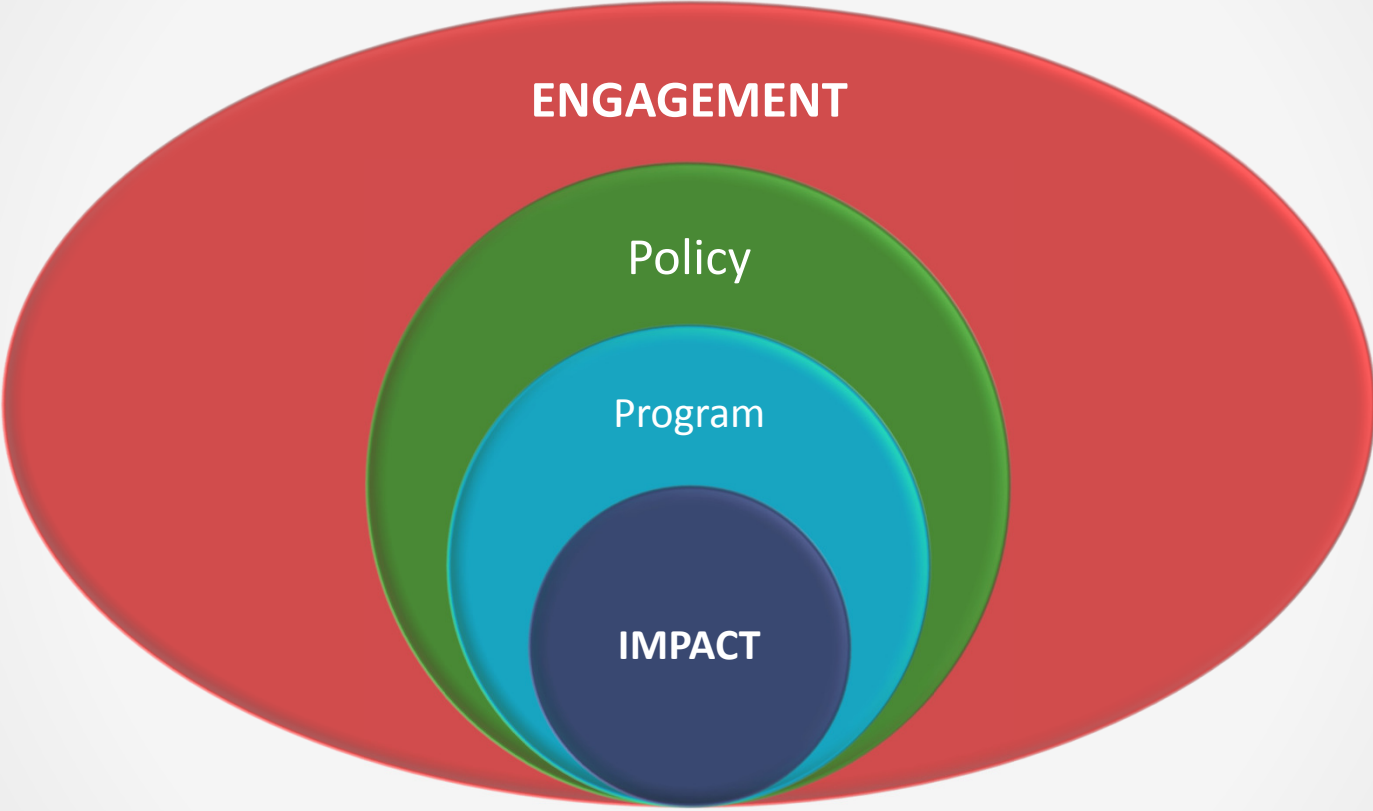
2013:

- **Solar Energy Jobs Act: 38.5% RE x 2025**

POLICY & PROGRAM DEVELOPMENT







Minnesota: Impact of Efforts to Date



Energy Efficiency

Saved
Minnesotans
over **\$6** Billion



Coal Generation

Reduced from
just under
60% to **40%**



CO₂ Emissions

Reduced by
almost **29%** from
2005 baseline



Renewable Energy

Developed over
3,700 MW's of
Wind Energy

Designing Effective Programs through Stakeholder Engagement

	Today's Agenda
	Stakeholder engagement – a brief introduction
	Example 1 – Electric Utility Infrastructure
	Example 2 – 2025 Energy Action Plan
	Example 3 – Connecting Low-Income Communities Through Efficiency & Renewable Sources
	A Second Look at Stakeholder Engagement
	Using Stakeholder Engagement for Effective Program Design / Continuous Improvement

B.O.B. and W.O.W in Stakeholder Engagement






**Worst
of the
Worst**

**Best of
the
Best**

**Stakehold
er
Engagem
ent**

engagement noun

en·gage·ment | \ in-'gāj-mənt , en-\

Definition of *engagement*

- 1 **a** : an arrangement to meet or be present at a specified time and place
// a dinner engagement
b : a job or period of employment especially as a performer
- 2 : something that engages : PLEDGE
- 3 **a** : the act of engaging : the state of being engaged
b : emotional involvement or commitment
// seesaws between obsessive engagement and ambiguous detachment
— Gary Taylor
c : BETROTHAL
- 4 : the state of being in gear
- 5 : a hostile encounter between military forces



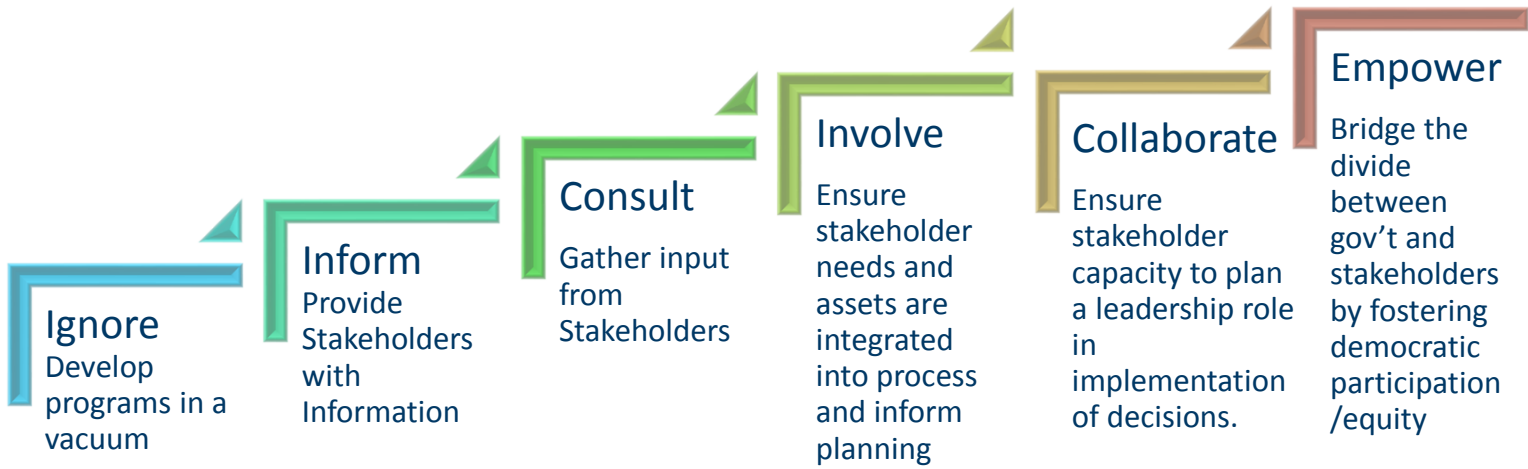
Defining
“Engagem
ent”



What Stakeholder Engagement is....and is not....

<u>What Engagement IS</u>	<u>What Engagement IS NOT</u>
<ul style="list-style-type: none">• Talking to people in addition to day-to-day duties• Educational• Planned• Us reaching out to stakeholders• Proactive, not reactive• Feedback of the broader public (e.g. listening sessions)• Organizing a conference or public meeting that includes broad public access• Presenting at a conference of the industries we regulate	<ul style="list-style-type: none">• Day to day mtgs/calls• Responses to inquiries• Having lunch with someone you just ran into to discuss an issue• Stakeholders reaching out to us• Responding or investigating a specific complaint• Disaster Response• Procedural meetings• Attending or presenting at a national conference of regulatory agencies

Stakeholder Engagement...Expanded





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Example 1: Electric Utility Infrastructure Efficiency Studies

Ex. 1: Electric Utility Infrastructure Efficiency Studies

Minnesota's Conservation Improvement Program (CIP) is a long-term success

AND Statute specifically allows utilities to count **Electric Utility Infrastructure (EUI)** efficiency toward their CIP goals

BUT CIP has been historically focused on the demand-side. Very few EUI projects

SO Commerce embarked on a series of projects to leverage existing, effective CIP tools to drive EUI efficiency implementation in Minnesota

Project Goal

- Estimate statewide potential for Electric Utility Infrastructure (EUI) efficiency
- Develop tools to help utilities capture EUI efficiency
- Clarify policy landscape surrounding EUI
 - Develop policy guidance (such as the “normal maintenance” definition)
- Reduce barriers and ultimately drive implementation of Electric Utility Infrastructure efficiency projects

The EUI Project was made possible by a grant from the U.S. Department of Energy – State Energy Program

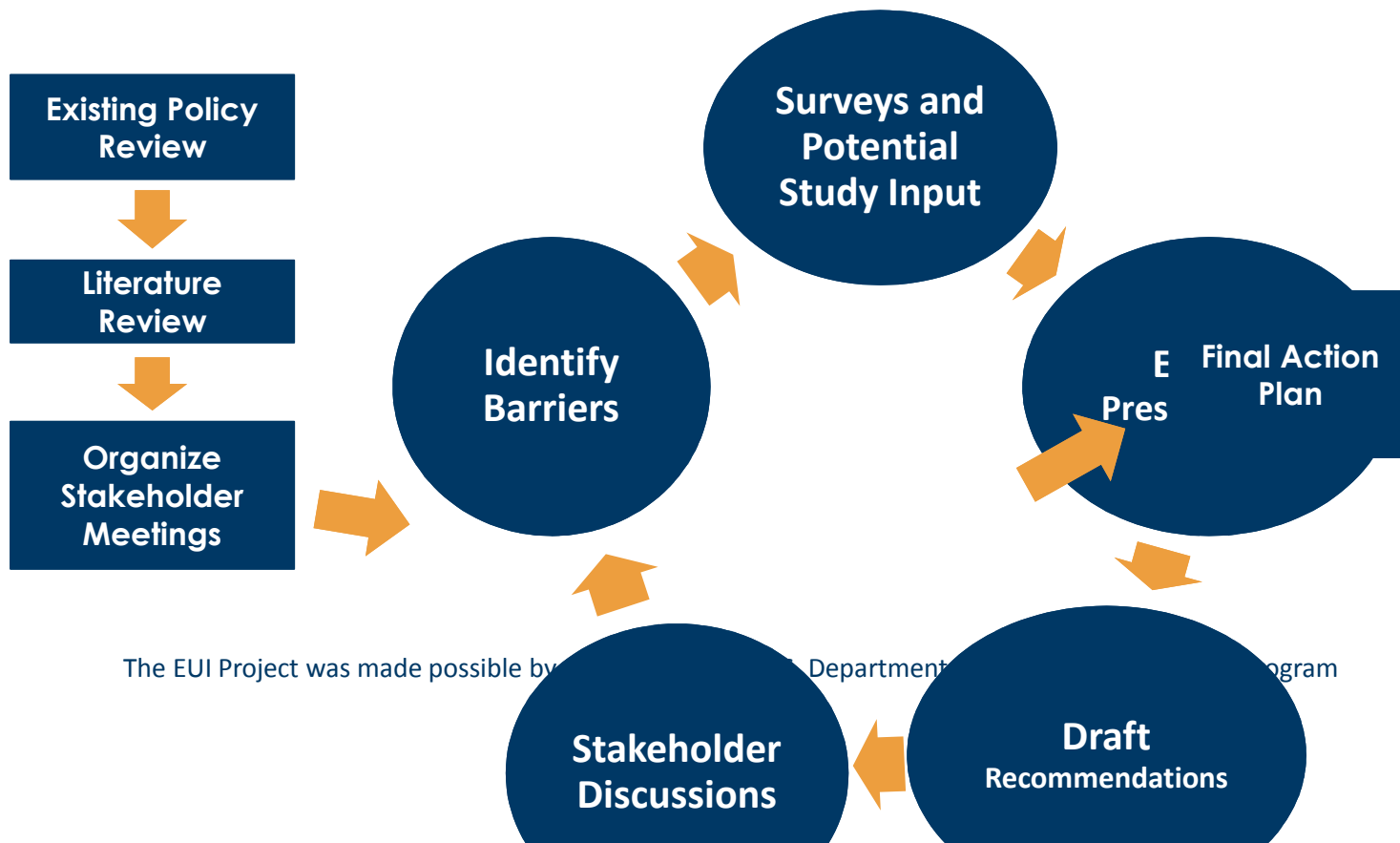
EUI Stakeholder Engagement Process



- Four large, open stakeholder meetings
- Presentations from experts in: technology, policy, and infrastructure design from a variety of perspectives
- Incorporate findings from stakeholder surveys and the Potential Study
- Advisory Committee helped guide the process and set agendas
- Developed an Action Plan with recommendations for stakeholders
- Disseminate results

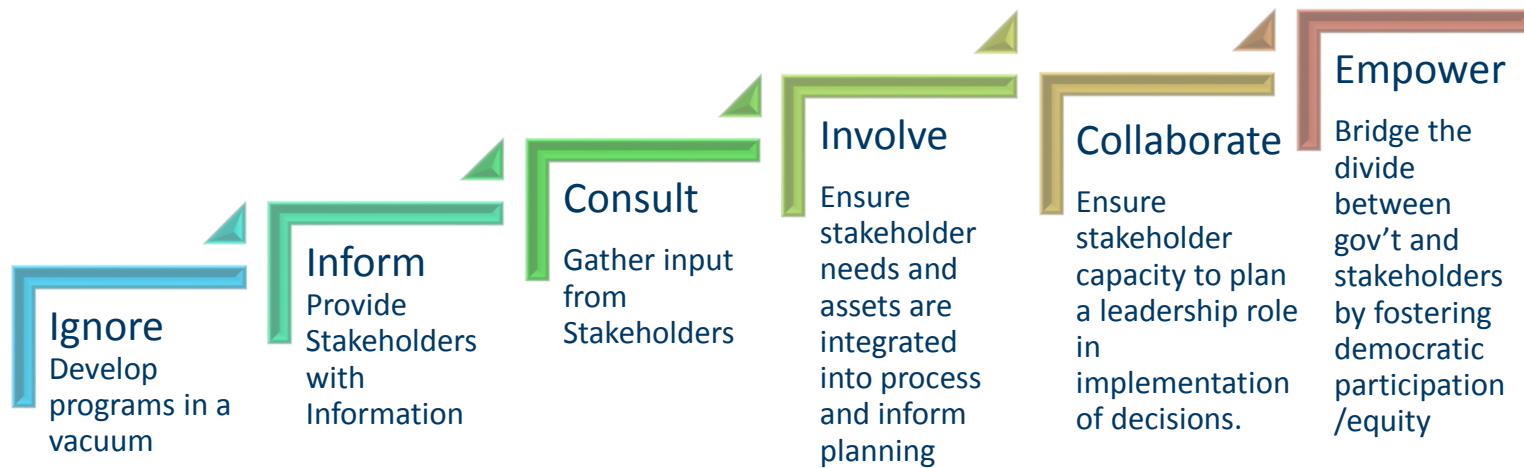
The EUI Project was made possible by a grant from the U.S. Department of Energy – State Energy Program

EUI Stakeholder Engagement Process



The EUI Project was made possible by the Department of Energy and Environment Program

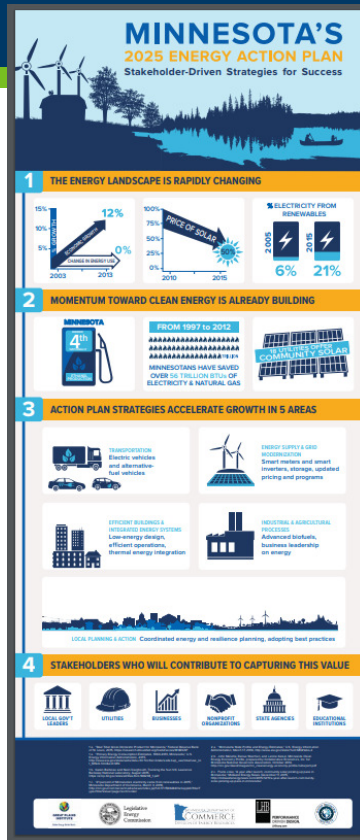
Stakeholder Engagement...Expanded





Example 2: Minnesota's 2025 Energy Action Plan

MN's 2025 Energy Action Plan: Goal



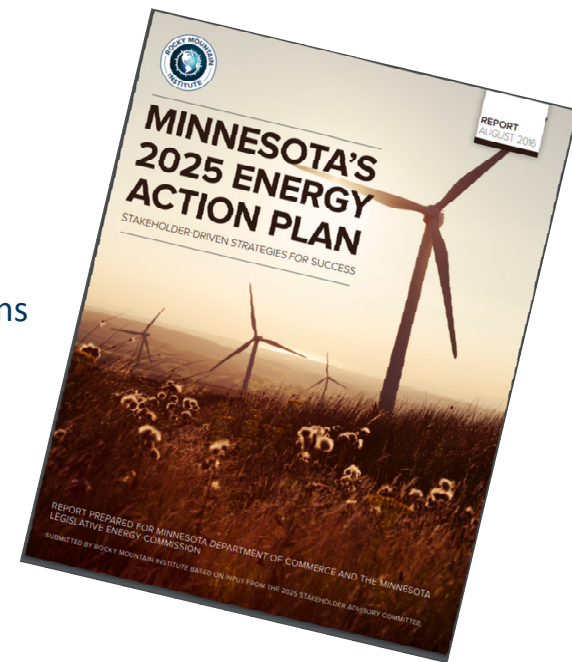
- Improve understanding of the state's energy landscape
- Advance a clean, reliable, resilient, and affordable energy system for Minnesota
- Meet Minnesota Statute 3.8852:
 - develop a planning strategy for a sustainable energy future
 - establish strategies to meet state's energy goals (e.g. RPS, EERS, fuel standards)
 - prepare for next steps beyond existing goals

MN's 2025 Energy Action Plan was made possible by a grant from the U.S. Department of Energy – State Energy Program

MN's 2025 Energy Action Plan: Results

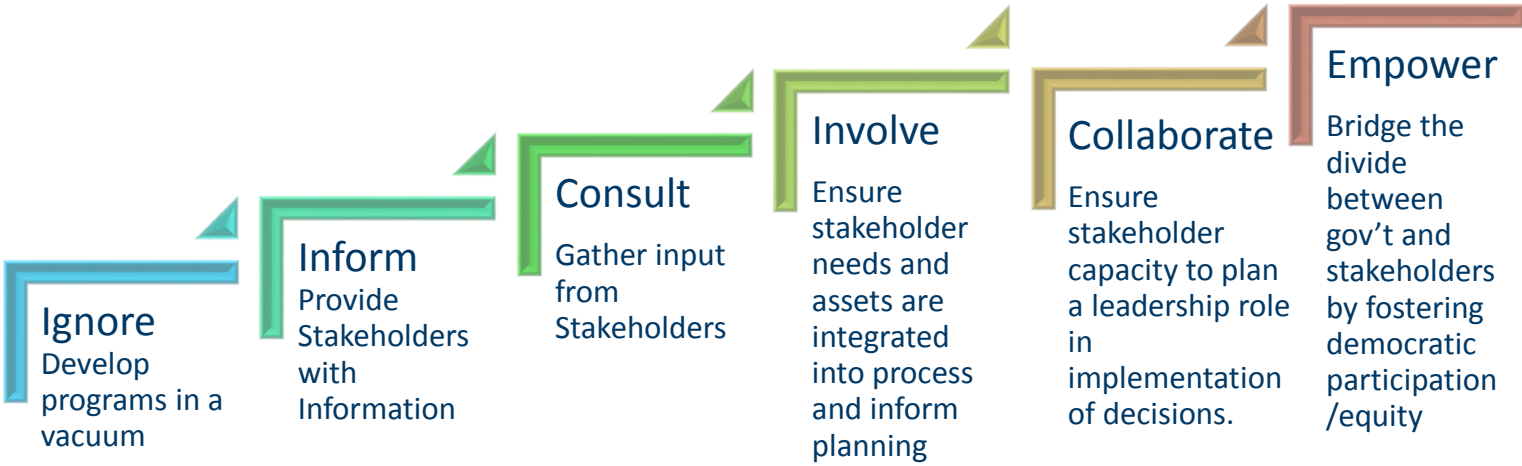
Conducted a stakeholder engagement process to develop a consensus-driven strategy report:

- Identified factors for success (solutions vs barriers)
- Provided initial steps to implement recommendations
- Noted self-identified champions to lead activities
- Acknowledged related initiatives and cross-sector opportunities
- Provided project resources and studies



MN's 2025 Energy Action Plan was made possible by a grant from the U.S. Department of Energy – State Energy Program

Stakeholder Engagement...Expanded





Example 3:
Connecting Low-Income Communities through Efficiency & Renewable Sources

CLICERS: Goal

Connecting Low-Income Communities through Efficiency and Renewable Sources (CLICERS)

Goals:

- Make solar power more accessible for low and moderate income Minnesotans; and
- Develop an effective pathway out of energy poverty for high-burden, low-income individuals, through coordinated alignment of programs, leveraging resources, and client education.

CLICERS Task Forces

Core Advisory Committee

- Arnie Anderson, MN Community Action Partnership
- Timothy DenHerder-Thomas, Cooperative Energy Futures
- Jason Edens, Rural Renewable Energy Alliance
- Lynette Engelhardt Stott, Three Rivers Community Action
- Katie Frye, MN Power
- Nick Mark, CenterPoint Energy
- Pam Marshall, Energy CENTS Coalition
- Rebecca Olson, Center for Energy and Environment
- Ben Passer, Fresh Energy
- Jessie Peterson, Xcel Energy
- Jodi Slick, Ecolibrium3
- Jamez Staples, Renewable Energy Partners
- Janet Streff, Streff Consulting
- Katherine Teiken, MN Housing Finance Agency
- Brandy Toft, Leech Lake Band

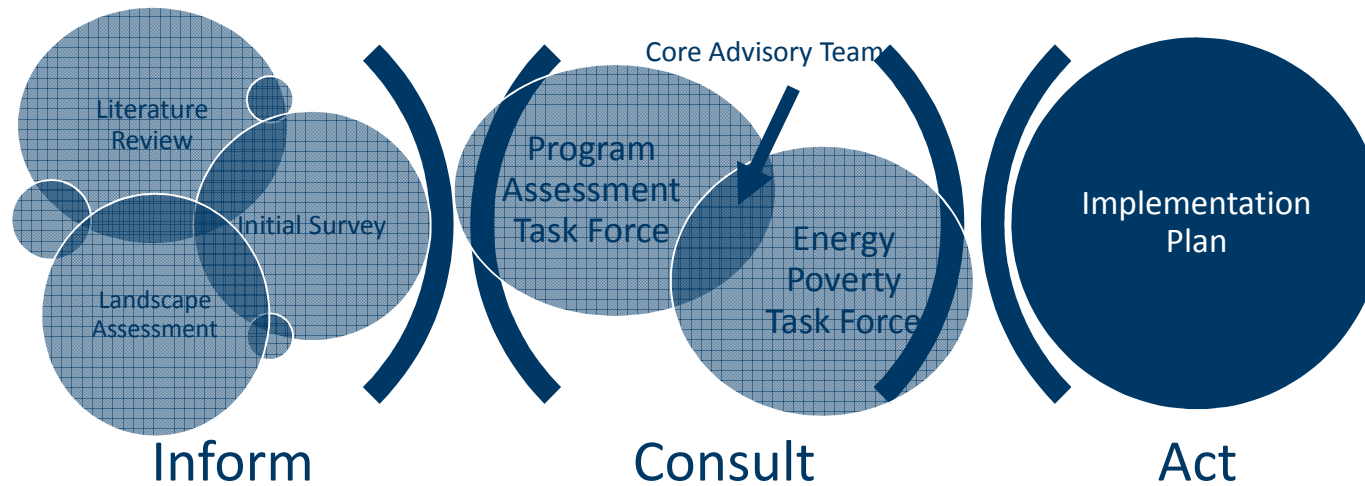
Program Evaluation Task Force

- BJ Allen, Rural Renewable Energy Alliance
- Deb Flannery, Greater MN Housing Fund
- Katie Frye, MN Power
- Jason Grenier, Otter Tail Power
- Ralph Jacobson, Innovative Power Systems
- Nick Mark, CenterPoint Energy
- Rebecca Olson, Center for Energy and Environment
- Ben Passer, Fresh Energy
- Yvonne Pfeifer, Xcel Energy
- Katherine Teiken, MN Housing Finance Agency
- Luke Tessum, SEMAC
- Scott Zahorik, Arrowhead Economic Opportunity Agency

Reducing Energy Poverty Task Force

- Arnie Anderson, MN Community Action Partnership
- Melissa Birch, CERTs
- Anna Carlson, Bemidji State University
- Victoria Clark, North Country Foundation
- Courtney Overby, North Country Foundation
- Lisa Daniels, Windustry
- Lynette Engelhardt Stott, Three Rivers Community Action
- Julia Frost Nerbonne, MN Interfaith Power and Light
- Pam Mahling, Honor the Earth
- Chris Meyer, SE Regional CERTs
- Vicki O'Day, Rural Renewable Energy Alliance
- Pam Schmidt, MN Power
- Ryan Zemek, Headwaters Regional Development Commission

CLICERS: Stakeholder Engagement Process



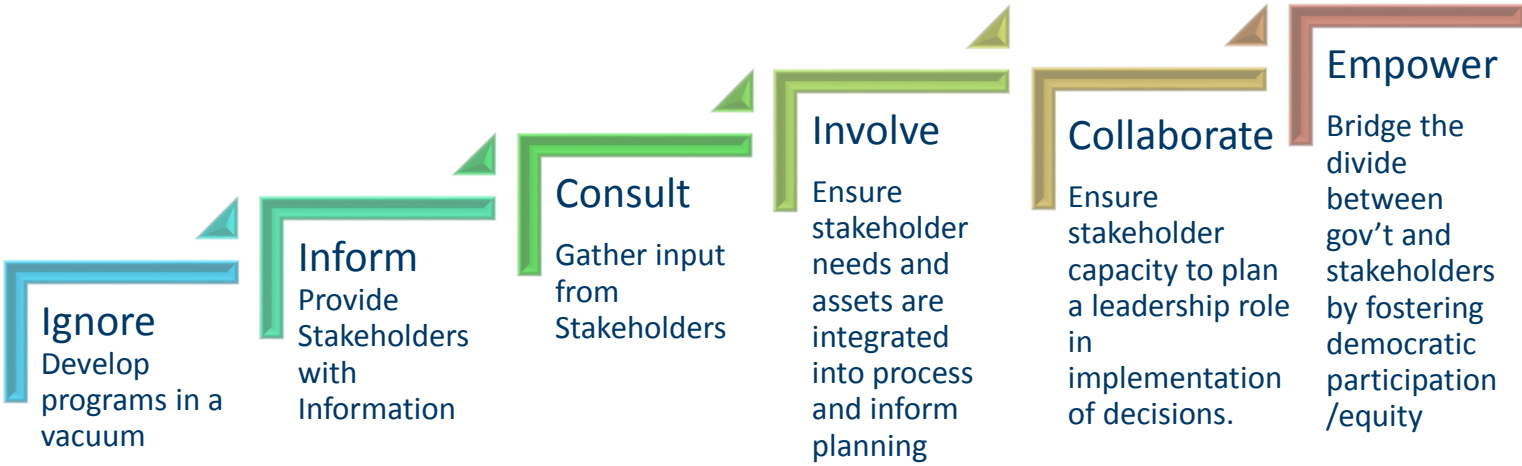
MN's CLICERS initiative made possible by a grant from the USDOE Solar Energy Technologies Office + USDOE Better Buildings Accelerator

CLICERS: Stakeholder Engagement Process: Results

- Task forces identified five main barriers and 15 potential solutions
- Implementation plan is in progress:
 - Model LI Solar incentive program
 - WAP+solar
 - NASEO Equity Task force
 - Commerce lens:
 - Energy Equity Team
 - Program assessment
 - Policy development




Stakeholder Engagement...Expanded





A Second Look at Stakeholder Engagement

stakeholder noun

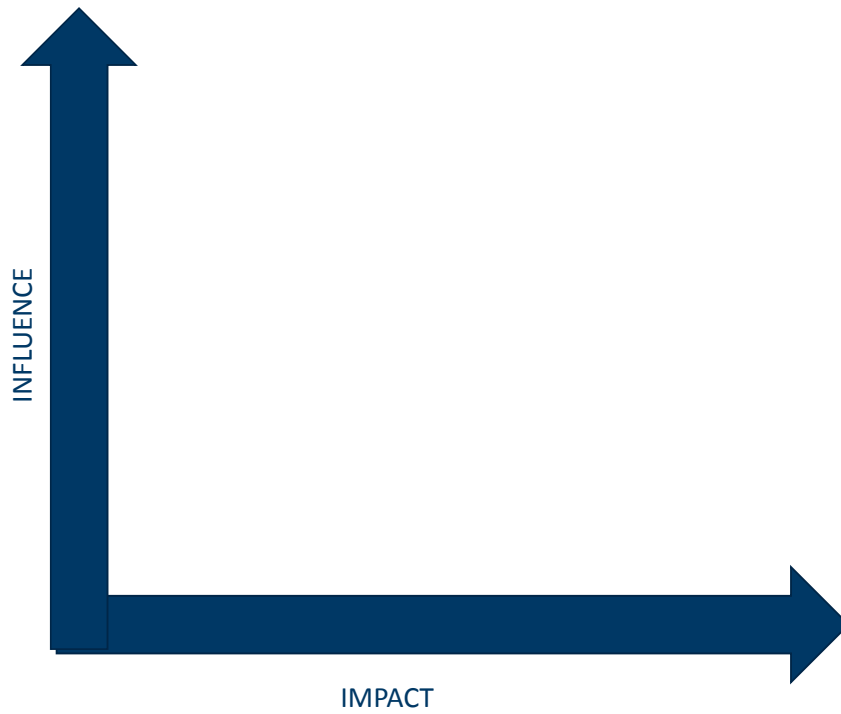
stake·hold·er | \ 'stāk-,hōl-dər  \

Definition of *stakeholder*

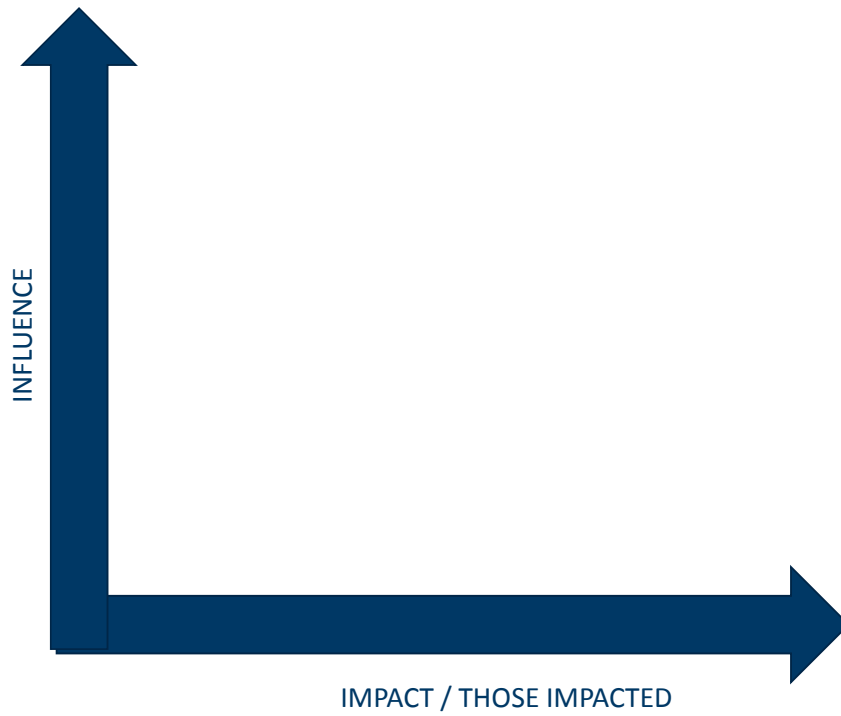
- 1 : a person entrusted with the stakes of bettors
- 2 : one that has a stake in an enterprise
- 3 : one who is involved in or affected by a course of action



To “subscribe”



IMPACT & INFLUENCE



IMPACT & INFLUENCE

Core values in stakeholder engagement

Core values in stakeholder engagement

- HONESTY: Establish what you are doing....and what you are not

Core values in stakeholder engagement

- HONESTY: Establish what you are doing....and what you are not
- PATIENCE: True stakeholder engagement takes time

Core values in stakeholder engagement

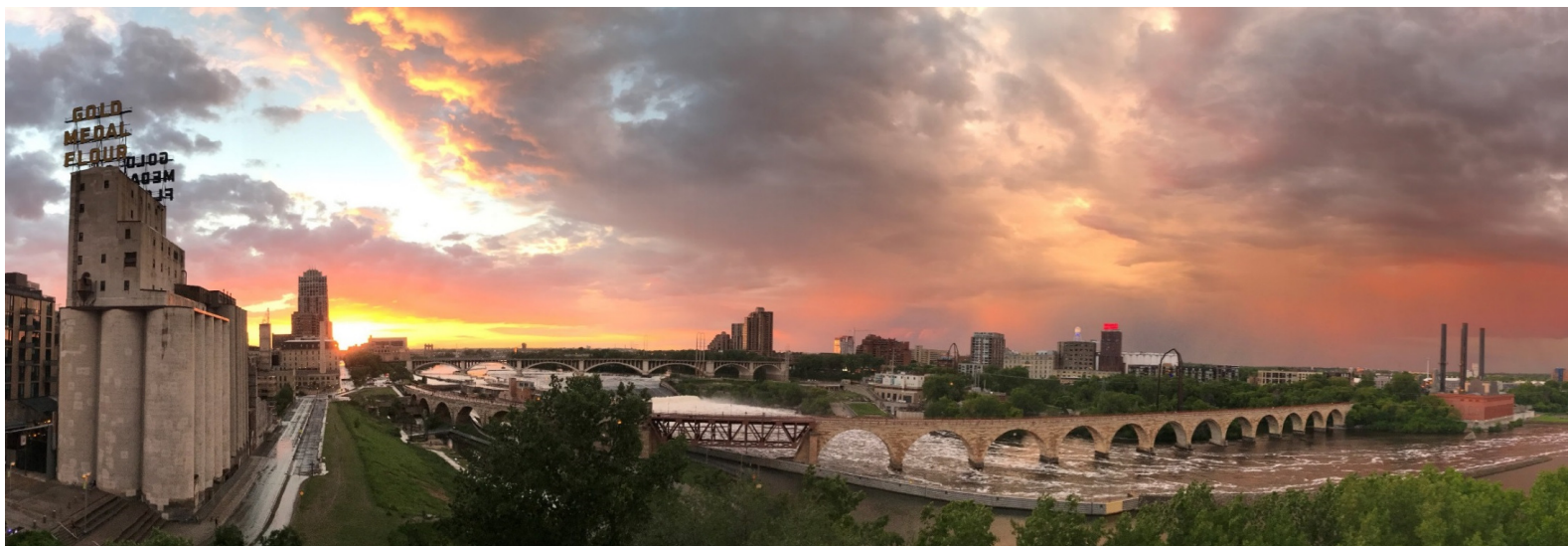
- HONESTY: Establish what you are doing....and what you are not
- PATIENCE: True stakeholder engagement takes time
- LEARNING: It is an evolving, ongoing process. Be wary of expert syndrome...and stakeholder fatigue...

Core values in stakeholder engagement

- HONESTY: Establish what you are doing....and what you are not
- PATIENCE: True stakeholder engagement takes time
- LEARNING: It is an evolving, ongoing process. Be wary of expert syndrome...and stakeholder fatigue...
- LISTENING: Begin...and continue....by being open

Questions – Comments – Additional Insights

To Begin....Again...



~ thank you ~

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8/27/2019



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