

## ENERGY 2030

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The first discussion focused exclusively on the Energy 2030 framework and gave participants an opportunity to raise questions, offer thoughts about the goals outlined in the framework and provide considerations about how to go about achieving those goals. Following is a summary of the key themes that emerged from the discussions regarding Energy 2030 along with some specific participant quotes related to those themes to provide insight on the tone and tenor of the Workshop conversations.

### What is Energy 2030?

Overall, participants showed great interest in the framework and wanted to know and understand it better. Essentially, customers and community members were asking – "What IS Energy 2030?" They demonstrated curiosity and wanted to understand and get more details regarding the framework itself; the intended outcomes; the anticipated steps to achieve the stated goals; and what role the community, customers and MGE would play in reaching those goals.

Participants were also curious to learn more about the framework and how it built upon the Energy 2015 plan. Several participants noted that this understanding would help increase the likelihood of public buy-in and support of the Energy 2030 goals.

- *"How does the current framework build off the previous plan?"*
- *"What does reduce carbon footprint by 30% by 2030 mean...for schools? For hospitals? Report card in laymen's terms...let us know how we are doing."*

### Examine Best Practices

Many participants engaged in conversations about how MGE might use best practices to help inform and refine the Energy 2030 framework. MGE was advised to reference other models for comparison and for identifying practices and approaches that work. Participants recommended that MGE pay attention not only to what other utilities do but also pointed to the value of researching the comparable efforts in other geographic regions and industries.

- *"Figure out what works and what doesn't. Learning from one another to make process smoother."*
- *"Is it possible to partner with other companies that there are synergies? Working with companies that aren't just utilities?"*

### Consider the Role of Energy Policy and Regulation

Potential challenges to implementing the plan were also a topic of discussion, particularly related to energy policy and regulation. Participants mentioned possible impediments to implementing the framework and questioned the limitations that energy policies and the regulatory environment could have on meeting the Energy 2030 goals.

There was also discussion about the role of regulation and the potential conflicts stemming from diverging ideologies.

- *"Madison is known for natural beauty, sports, university and state Capitol. Opportunity to build business brand – how we develop and utilize energy is important. Energy policy can create 'personality' for Madison."*
- *"The regulations have to change; otherwise they only have the incentive to extend the current infrastructure, not build something new."*

### Managing Implementation and Transition

Many voices chimed in on the topic of how to manage the transition to the Energy 2030 framework, including recommendations for how to ease the potential burden that could accompany implementation of the Energy 2030 strategy. Some cautioned that implementation would require special consideration for those with diverse economic, social and/or cultural perspectives. Moreover, participants urged MGE to consider these perspectives when making decisions and pursuing goals.

Others cautioned that "backup plans" needed to be in place to prepare for unintended consequences of plan implementation. Participants also addressed the value of interim goals to help ease the transition.

- *"Prepare for the unexpected. Be ready to anticipate disruptions. It might not go as smoothly as anticipated. Understand what your contingency plans are."*
- *"Because there are so many other forces at work, puts premium on them to communicate with credible voices how they are starting to implement framework 2030 to broader audience."*
- *"Account for the winners and losers during a transition."*
- *"Costs: this is by far the first thing that comes to mind."*
- *"Use many approaches, small experiments, be creative."*

### Be Aggressive and Be Thoughtful

Some participants addressed the timeline for achieving the stated clean energy goals and discussed the virtues of "going fast" or "going slow." Some were curious as to whether MGE would go "further faster" if it was possible.

Others pondered how costs might impact a faster or slower timeline in order to achieve the goals. Some participants encouraged MGE to "be aggressive" and/or bold in striving to reach the goals in the Energy 2030 framework and to "raise the bar."

Yet another thread of conversation focused on proceeding with caution and being thoughtful while striving to reach the Energy 2030 goals.

- *"Is the plan achievable? Can they go faster? If [MGE] can go faster, what is the price of that, and who will it impact?"*
- *"How fast can we move and what strategic investments can we use to increase the results?"*
- *"Not concerned with the speed, but the ability to keep up with the transformational change. Is the plan sufficient enough to keep ahead of the leading edge of technology?"*
- *"Do something bold to get people talking and get them engaged."*

### Measure and Communicate Along the Way

Regardless of whether the direction given to MGE was to "be aggressive" or to "proceed with caution," many spoke about the need to measure progress along the way. Several questions arose during the workshop about how the success of the Energy 2030 plan would be measured and, more importantly, communicated. Additionally, many identified the need for "small goals" along the way and an increased awareness surrounding the benefits of meeting those interim goals.

- *"As implementation gets underway, keep people engaged throughout the process so people continue to feel ownership through the next 15 years rather than just congratulate themselves at the end of 15 years."*
- *"What kinds of metrics/goals do they have?"*
- *"What I don't see...how do you measure the success of this effort? Who are our peer groups? How does this place us?"*
- *"Abstract and long-term goals are not as easy to convince people to take action. Short-term is all people can think about. What can we do to create a culture of sustainability that allows people to do what they have to do today and still protect tomorrow."*