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# Stakeholder Engagement Through Collaboration

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## e21 Initiative



- Launched in February 2014
- CONSENSUS Phase I report issued December 2014, filed with Minnesota Public Utility Comm'n
- Phase II White Papers issued December 2016

Available at:

<http://www.betterenergy.org/e21-Phase1-Report> and  
<http://www.betterenergy.org/e21-PhaseII>



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## e21 Action Areas

- Consensus recommendations in four areas:
  - Performance-based ratemaking
  - Customer options and rate design reforms / utility roles
  - Planning reforms
  - Regulatory process reforms



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# Transformative Process

The five steps [in Transformative Scenario Planning] are as follows:

- convening a team from across the whole system;
- observing what is happening;
- constructing stories about what *could* happen;
- discovering what can and must be done; and
- acting to transform the system.

-- Adam Kahane, author of Transformative Scenario Planning.

Source: A. Kahane, *Transformative Scenario Planning: Working Together to Change the Future*, Stanford Social Innovation Review (Nov. 20, 2013) (emphasis and delineation added). Available at: [https://ssir.org/articles/entry/transformative\\_scenario\\_planning\\_working\\_together\\_to\\_change\\_the\\_future](https://ssir.org/articles/entry/transformative_scenario_planning_working_together_to_change_the_future)