

Leadership Profile: Traversing Peaks and Valleys

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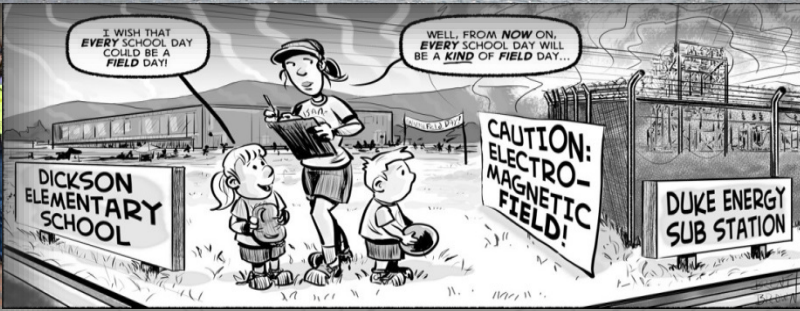


The Recipe - What's Really Important?



Common
Trust
Commitment
Transparency
Learn
Patience
Communication
Listen
Courage
Friendship
People-Matter
Honesty
Vision





A look back: Setting the Stage

2007 – Asheville adopts carbon reduction goal

Nov. 2012 – Files notice of intent to sue Duke Energy

2012 - 2015 – Asheville Beyond Coal Campaign

4/2013 – Jason and Julie meet for their coffee

2013 – Asheville adopts Clean Energy Resolution

2013 – County adopts carbon reduction plan

May 2015 – Duke Energy commits to close the coal plant and announces first modernization project

July - Oct. 2015 – Carolina Land Coalition Campaign

Relationship Transition

Nov. 2015 – Duke Energy listens and revises the plan:

- No new transmission lines
- Two 270-MW natural gas units
- 190 MW peaker unit to be built in 2023
- 5 MW battery storage
- 15 MW solar
- Partnership to delay or avoid the peaker unit

Feb. 2016 – Created Energy Innovation Task Force

April 2016 – Rocky Mountain Institute e-Lab Accelerator

2018-present – Blue Horizons Project

What Changed?

- Listened to the community - aligned plan with the community's vision.
- Took time to understand. *Understanding = Thinks + Feels*
- Willing to solve problems in a different way.
- Found areas of mutual agreement: solar, storage, retire coal, reliability, cost and replacing with local generation.
- Asked for help to solve the problem instead of asking for comments on a pre-solved solution.



People Matter

Honesty

Courage

Commitment

Patience

Ask / Listen / Learn

Communication / Transparency

Common Vision

Friendship

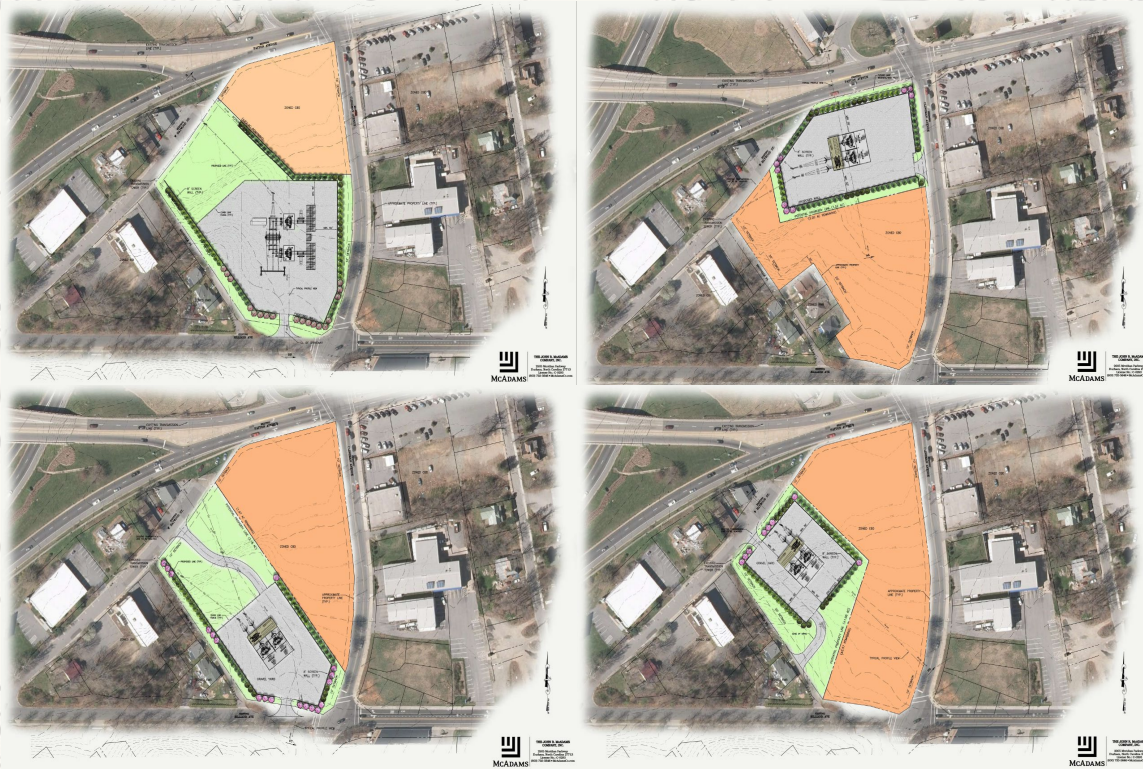
Trust is the Foundation

The background is a light gray topographic map with contour lines. A prominent blue dashed line path winds across the right side of the image. The text is overlaid on the left side of the map.

Case Studies

Pathways to Partnership

Creating Guiding Principles Together



- Alignment with community plans: Ability to reactivate the road frontage along Patton and Clingman Ave. for future development.
- Design that makes the substation equipment invisible.
- Protect adjoining neighbors/property.
- Technically feasible to build (i.e., cost, close to transmission lines, noise, etc.)

General Agreements to Project Advocacy

- Location
- Use advance GIS technology
- Complimentary design that is as small as possible
- Alignment with community plans
- Protects adjoining neighbors

