

The 21st Century Utility

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U.S. Agency for International Development

Global Workshop on Clean Energy Development

December 3, 2012

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Opportunities Strengths Trends Weaknesses Innovate Marketing Strategy External SWOThreats

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Opportunities Strengths Trends Uncertainty Change

Crossroads

Minimize

cost

environmental risk

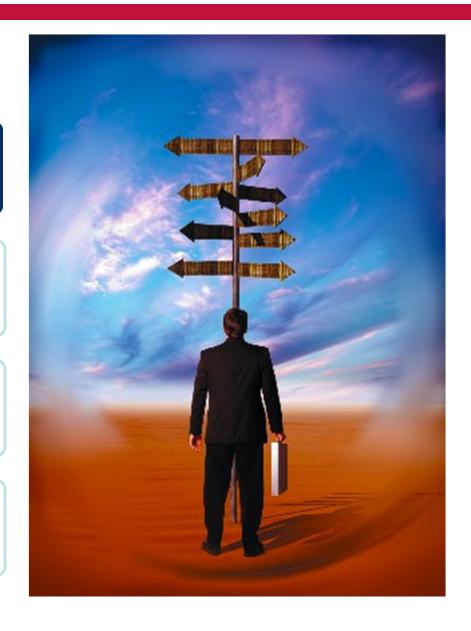
climate impact

Maximize

opportunity

options

societal benefit

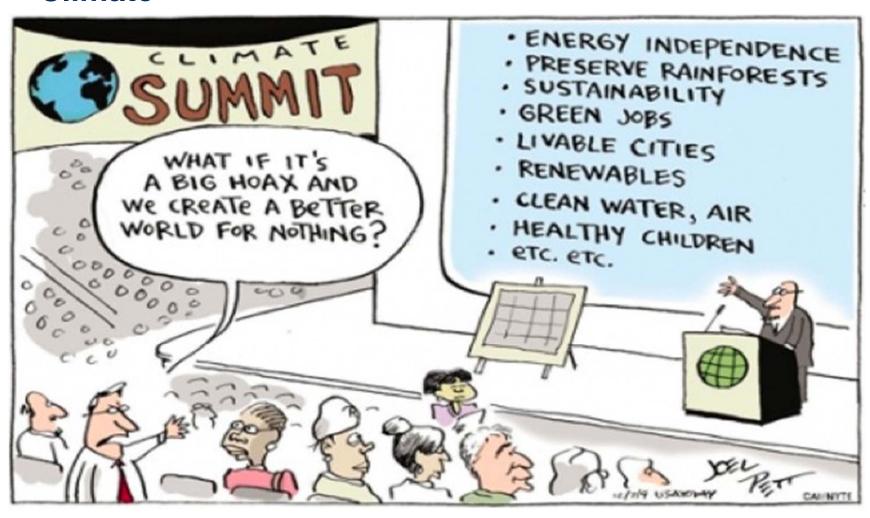


Diversify Investments

Simple, regimented centralized commodity seller Reduce capital investment risk across all aspects of the business

Complex, diversified, innovative service provider

Climate



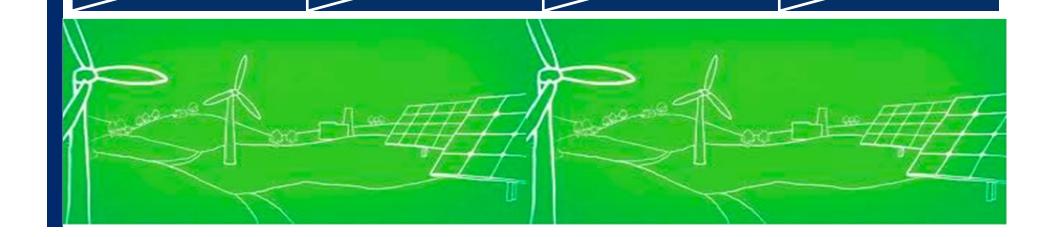


Develop range of renewable energy projects

Consider PV

Evaluate distributed energy resources

Create risk hedging and grid management mechanisms



Pursue Cost-Effective Energy Efficiency

Reduce emissions

Create jobs

Avoid unnecessary investments

Lower customer bills

Regulation

Uncertainty

Think strategically to mitigate climate risks and prepare for emerging carbon-reducing regulations

Evaluate risk associated with potential new regulations

Low Carbon Future



Proactive stakeholder engagement

Educating the public and policy makers about complex energy issues

Pursuing all cost-effective energy efficiency

Integrating cost-effective renewable energy

Conducting robust and transparent planning

Long term planning with carbon scenarios

Thank you

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