

## Cut the Waste:

Lessons from Oklahoma's  
20x2020 Behavioral Energy  
Program for State Agencies and  
Institutions

BECC 2016

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## Oklahoma's 20x2020 Program

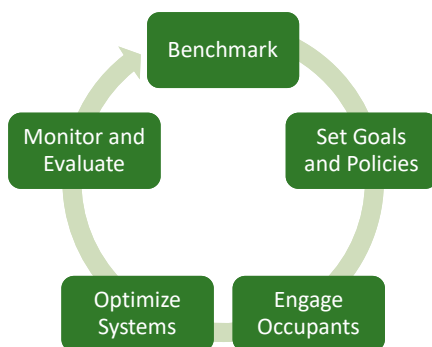
- Energy: \$125 million annually
- No further info or strategy
- Budget neutral program established by conservative government
- Established energy management infrastructure
- Prioritizing behavioral conservation



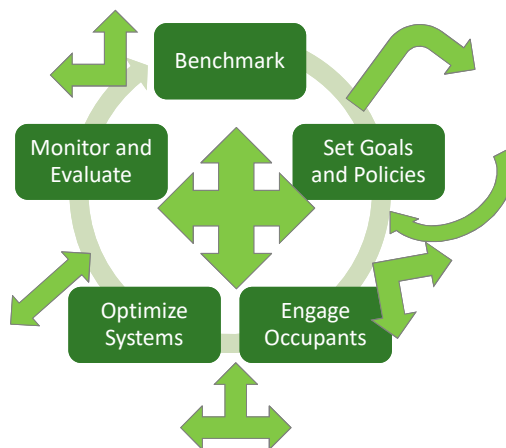
*20% below 2012  
by 2020*



# Context is Critical

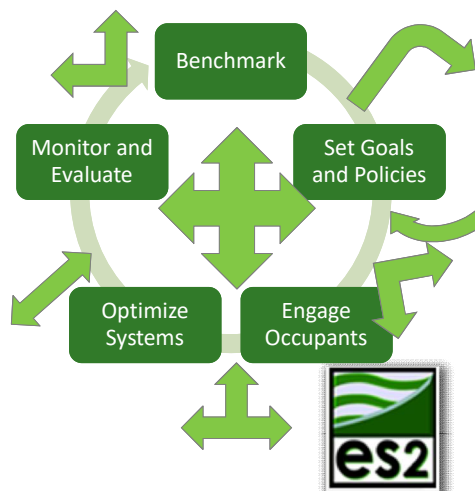


# Context is Critical



## Context is Critical

- Drives power, accountability, and agency to make changes.
- Uncovering seemingly unrelated factors requires strategic exploration.



## Context: Oklahoma



- Politically conservative
- Fiercely independent
- Petroleum based economy
- Focus:  
Cut the Waste



## Context: Oklahoma



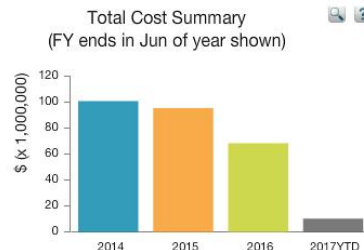
- Politically conservative
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Cut the Waste



## Context: State Agencies & Institutions

### Programmatic Context:

- Prior troubled, unrelated state programs
- Everything is political, including any published data
- Behavioral impact depends on intent.
  - Variance in “rule following” culture
  - Accountability to targets vs activities



## Context: State Agencies & Institutions

### Financial context:

- Distrust & defensiveness over prior budgets
  - Do specific programs determine budget decisions?
  - Why reduce costs if my budget will be reduced?
- Structural barriers to reinvesting savings
  - Surplus lost at end of fiscal year
  - Different departments pay monthly bills vs improvement program costs



## Context: State Agencies & Institutions

### Personal motivational context:

- Increasingly overworked and underpaid
- More individual agency to obstruct than change
- Overburdened with unnecessary reporting
  - Important to view benchmarking as useful management tool
- Outspoken advocate necessary for political accountability, but political priorities shift over time



## Context: Individual Organizations

### Clear factor in success:

#### Engaged team with clear roles & accountability

- Champion in leadership
- Stakeholder team mirroring organizational structure
- Passionate advocate as agent of change
  - Challenging with scarce resources, too many hats
  - Occupant versus operational behavior
- Utility data person needs to understand process, meaning, & quality control



## Context: Individual Organizations

### Existing cohorts of organizations:

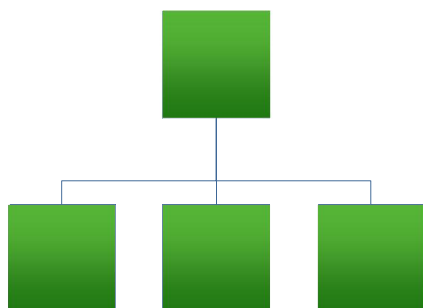
- State agencies vs Higher Education
  - More restrictions on agency actions and budgets
  - Different lines of loyalty within the government
  - Historically a divisive line for budgets
- Identify and manage communication within various networks.



## Context: Individual Organizations

### Centralized vs Decentralized Management

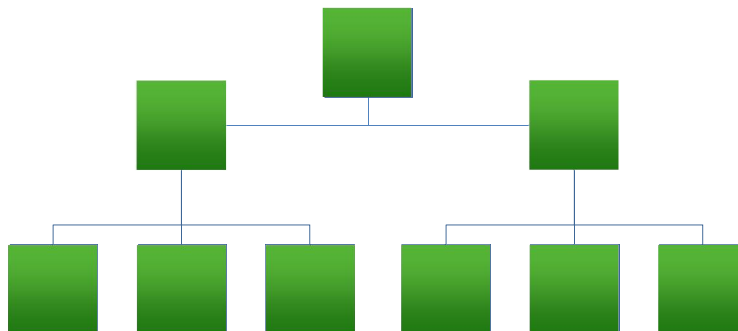
Exe: Relevant authority with direct field exposure



## Context: Individual Organizations

### Centralized vs Decentralized Management

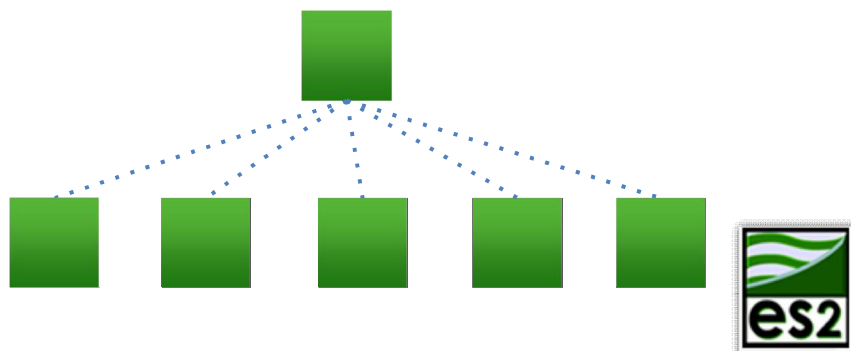
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# Context: Individual Organizations

## Centralized vs Decentralized Management

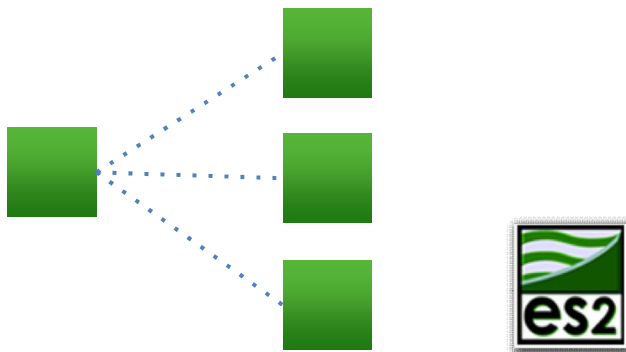
Exe: Centralized but detached bureaucracy



# Context: Individual Organizations

## Centralized vs Decentralized Management

Exe: Centralized but minimal authority





# Context: Individual Organizations

## Centralized vs Decentralized Management

Exe: Decentralized islands



# Context: Individual Organizations

## Centralized vs Decentralized Management

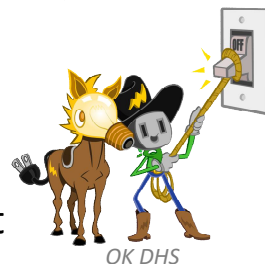
Exe: Small, loose network



## Context: Individual Organizations

### Client social services agencies

- Reducing monthly costs clearly supports mission
- Some need PR boost; some don't
- For residential services, statewide program supported their identified facility improvement needs.



## Context: Individual Organizations

- Customer oriented organizations
  - Hesitant to push those they serve
- Regulatory organizations
  - Understand the importance of clearly defined rules and expectations
- Public safety organizations
  - Follow the rules and required actions
  - More driven to make changes with easily measurable results (ie: equipment)



## Context is Critical

***Context shapes power, accountability, & agency.***

Issues to explore:

- Concrete – Experiences with past programs
- Perceptions – Political budget battles
- Existing networks
- Organizational structure and mission

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