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

Benchmark

Monitor and Evaluate

Set Goals and Policies

Optimize Systems

Engage Occupants

Context is Critical
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- 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

[20x2020.ok.gov](http://20x2020.ok.gov)
Context: Oklahoma

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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

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
Exe: Relevant authority with direct field exposure
Centralized vs Decentralized Management

Exe: Centralized but detached bureaucracy

Context: Individual Organizations

Centralized vs Decentralized Management

Exe: Centralized but minimal authority
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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