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**Poster Title:** The Road Not Taken: Lessons in Energy Efficiency Leadership Pathways

**Abstract:** The Weatherization and Intergovernmental Programs Office (WIP) in the Office of Energy Efficiency and Renewable Energy at the U.S. Department of Energy (DOE) works primarily to enable strategic investments in energy efficiency and renewable energy technologies through the use of innovative practices across the U.S. and a wide range of stakeholders, in partnership with state and local organizations and community-based nonprofits. In order to more strategically and effectively maximize energy and cost savings from energy efficiency and renewable energy technologies for states, local governments, and K-12 school districts, WIP has recently undertaken a project to better understand and categorize the barriers public-sector stakeholders are facing during decision making and program implementation processes. The goal of this project, the Energy Efficiency Leadership Pathway to Achieve Results Framework (EELP Framework), is to identify some of the most pervasive barriers preventing significant energy and cost savings, so WIP can: (1) make solutions more accessible, (2) enable strategic planning of technical assistance that is responsive to stakeholder needs, and (3) identify gaps where additional resources are needed. The EELP Framework leverages the typical policy process cycle of continuous improvement that all public-sector stakeholders follow to achieve success from any program, but highlights four "Building Blocks" foundational to energy efficiency and renewable energy activities specifically: (1) Design Programs and Initiatives, (2) Implement Data Management, (3) Establish Financing, and (4) Empower Organization. Each Building Block refers to an explicit category of tasks and challenges encountered during the policy process that if accomplished, successfully achieve energy and cost savings through efficiency and/or renewables. The process of determining the concrete and specific barriers these public-sector stakeholders face in each Building Block, through widespread stakeholder engagement and mining of WIP institutional knowledge, has illuminated where many stakeholders face the most trouble. Once the lists of barriers were compiled and vetted through public-sector stakeholder review, the process of pairing existing DOE technical assistance resources to barriers began. These pairings indicate where gaps in the current arsenal of resources exist and provide a framework for future targeted technical assistance planning. The sum total of this project will culminate in an easily accessible and navigable online framework stakeholders can access to sort resources by barrier and other relevant information (e.g., resource type, applicable sector(s), population information for case studies). While this achievement is important, what is more influential for the niche this conference occupies is the breadth of knowledge WIP has collected regarding human behavior and decision making as part of the policy process. In addition to compiling an exhaustive list of barriers public-sector stakeholders face to achieving their energy savings goals, this framework also provides a methodology for conceptualizing and targeting these barriers that is potentially useful across the energy market.