

# **PERSPECTIVES IN ENERGY POLICY DEVELOPMENT AND IMPLEMENTATION: DIFFERENCES IN MILITARY, MUNICIPAL, AND PRIVATE ORGANIZATIONS**

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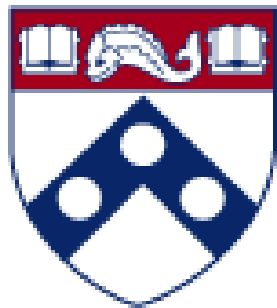
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# COMPARING ENERGY POLICY

- × Background
- × Policy
- × Financial
- × Culture
- × Best Practices



**Penn**  
UNIVERSITY of PENNSYLVANIA



	<b>Navy</b>	<b>Penn</b>	<b>City of Philadelphia</b>
<b>Guiding Directive</b>	Multiple Executive Orders (EO13423)	Climate Action Plan	Greenworks
<b>Compliance</b>	Mandatory – required by law	Voluntary	Voluntary
<b>Oversight</b>	Strong at all levels	Strong centrally, but varies in Schools/Centers	Strong centrally, but varies in departments
<b>Enforcement</b>	Performance appraisals, budget	Performance appraisal	Performance appraisal
<b>Staffing</b>	Central staff w/dedicated energy staff at each site	Some dedicated energy staff	Staff, but not dedicated to energy savings

	Navy	Penn	City of Philadelphia
<b>Energy (Utility) Budgets</b>	Reduced regardless of actual savings	4 year rolling average mitigates gains/losses	Set each year
<b>Budget Responsibility</b>	Decentralized w/multiple levels of oversight	Centralized w/minimal interaction by Schools/centers	Centralized w/minimal interaction by Departments
<b>Carryover</b>	No	Yes	No
<b>Project Funding</b>	Energy Saving Contracts (ESCO), internal funding, grants, incentives	Century Bond, internal funding, grants, incentives	ESCO, bonds, internal funding, grants, incentives
<b>Special Funding</b>	\$ from sales of renewable energy	\$ from budget savings for projects and revolving loan	Small account for internal projects

	<b>Navy</b>	<b>Penn</b>	<b>City of Philadelphia</b>
<b>Structure</b>	Strong central, hierarchical structure	Decentralized, but utilities centrally managed	Decentralized, but utilities centrally managed
<b>Change Management</b>	Quick to adapt to conservation policies locally	Slow to change	Slow to change
<b>Energy Saving Culture</b>	Energy saving for decades, conservation normal for sailors	Some, but not all	Some, but not all
<b>Incentives</b>	\$/awards for individuals & organizations, factor in promotions	None	None

- × Strong leadership/direction
  - + Direction/policy needs to be clear
  - + Encourage decentralized activities
  - + Incentivize individuals via appraisals, \$, or awards
- × Allow departments that generate utility savings to keep the savings
- × Funding needed to make substantial improvement (projects)
- × Staff dedicated to energy conservation