Smarter Cities Challenge
Developing a Strategic Plan for the City of Knoxville

Doing things differently, not doing different things

May 17, 2013
Agenda

- Introduction
- Approach and Observations
- Recommendations
- Roadmap

Doing things differently, not doing different things
Background

Context:

- ARRA funded 1700 weatherizations over 3 years in Knoxville… funding gone
- Still almost $5M in emergency utility payments in 2012
- Funding for only 43 new weatherizations 2013
- Only managing poverty, not fixing problem

Proposed Topic Area:

- Track and measure emergency energy services
- Best way to systematically address Knoxville’s older housing stock accordingly
Smarter Cities meet and exceed citizen expectations by reaching beyond city hall to collaborate and integrate by…

...engaging citizens and businesses
“Energy” is the most common of 10,621 words in our interview notes

“Engage the whole community”

“Help us coordinate and collaborate”

“Education so everyone knows how they can best help”

“We can’t continue to just manage poverty..”

Doing things differently, not doing different things
The findings from our interviews fell into 6 categories

- **Culture** – Cultural norms could be a barrier
- **Communication/Coordination** – strong desire by all stakeholders to participate in a coordinated effort
- **Data** – Data can be analyzed to prove the business case for weatherization and link funding to needs.
- **Weatherization & Education Models and Efforts** - Can leverage models from other cities. Educational resources interested in participating and collaborating more proactively.
- **Funding sources** – Resources are inadequate, disparate and lack ease of accessibility.
- **Landlord Regulations and Incentives** - need to work more closely with landlords in an effort to increase their accountability.
Recommendations

1. Developing One Voice around a shared vision - Greater coordination and communication
2. Harnessing the Data - Enable fact-based decisions
3. Educating the Community - Develop and implement and end-to-end education campaigns
4. Funding the Program - Create a sustainable and perpetual funding system
5. Engaging the Landlords – Incenting, collaborating with, and regulating property owners
Recommendation 1: Developing One Voice

From many unique voices...

... to one strong voice on energy efficiency and better communities for Knoxville

- Form a council of stakeholders
- Develop a city wide, multi-stakeholder campaign to promote

Government

Advocacy

Churches

Businesses

Utilities

Non-Profits

Communities

The Strongest Knoxville
Governance Structure

Vision Accountability

Mayor
Chamber
Office of Sustainability
Community Associations
Knoxville Leaders

Council of Stakeholders
Develop One Voice

Strategy
Continuous Communications

Implementation Teams & Committees
Harness the Data
Fund the Program
Educate the Community
Engage Landlords

Public

Putting the Right People on the Right Teams
**Recommendation 2: Harnessing the Data**

Build a “System of Systems” to support coordination and collaboration among agencies that help people who cannot pay their utility bill.

### Single access point for queries like:

- **What is the history of this client's requests for assistance?**
- **Which neighborhood receives the highest amount of emergency utility funds?**
- **What energy savings did our 2012 weatherization program achieve?**
- **What percentage of the households that we educated last year are now consuming less energy?**
- **Where can I get assistance with my utility bills?**
- **How much of the late fees could have been avoided if emergency utility assistance would have been provided sooner?**
**Recommendation 3: Educating the Community**

“We need more than education solely for the consumer but also community-wide education so everyone knows how they can best help.”

- Stakeholder Interview

- Develop end-to-end education campaign that addresses multiple audiences through various delivery channels
  - Education exists but is currently delivered on a reactive basis
  - More citizens can be touched by coordinating efforts

- Low-income residential education
  - Education should be high-touch, e.g. in-person workshops, one-to-one sessions and in-home reviews
  - Education should include basic understanding of utility bills, DIY energy savings tips and available weatherization programs
  - Example: Use SEEED model for in-home education

- Community-wide education
  - Education campaign will engage landlords, K-12 and churches
  - Example: Expand Compassion Coalition education to broader faith-based community
Recommendation 4: Funding the Program

- **Pilot phased approach programs that move funding for utility bill assistance towards elevating quality of housing stock**

- **KUB foster stronger partnership with TVA and model peer organizations**
  - New single engagement platform
  - Smart Energy Communities program

- **Proactively seek new sources of funding for weatherization and energy education**
  - KUB Round Up program
  - TVA
  - Community agencies
Recommendation 5: Engaging the Landlords

- Establish an advisory committee of community associations, landlords, and the city
- Provide education to landlords
- Develop a Fee based Landlord Registry of all owners or designates
- Study ways to create new incentives for landlords to weatherize their properties
Recommended Roadmap (Key Milestones)

Timeline | Horizon 1 (0 – 3 months) | Horizon 2 (3-9 months) | Horizon 3 (9 months+)
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**Key**

1. **Developing One Voice**
   - Create Stakeholder/Roundtable group
   - Develop a solution design
   - Create Education Committee
   - Establish Energy Efficiency Funding Council
   - Create Landlord Committee

2. **Harnessing the Data**
   - Deliver Strategy
   - Start pilot implementation
   - Assess community wide needs and delivery means
   - Identify new sources of funding
   - Introduce Landlord Registry

3. **Educating the Community**
   - Go Live
   - Develop plan to fund weatherization and energy education
   - Deploy hands on residential energy education
   - Establish Landlords Roundtable

4. **Funding the Program**

5. **Engaging the Landlords**
   - Learn and make adjustments
   - Steady State with new system
   - Assess performance measures
   - Establish community wide resource center services

**Timeline**

1. **Set the Stage**
2. **Implement the Change**
3. **Deliver**
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