

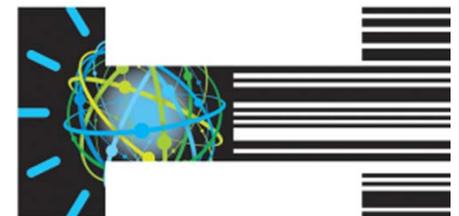
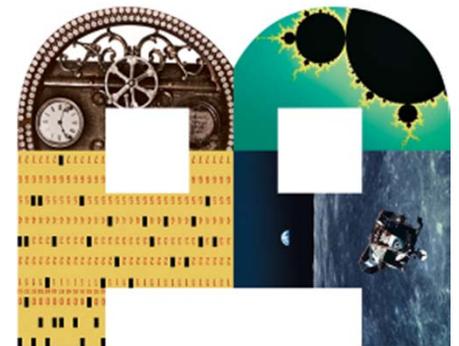


Smarter Cities Challenge

Developing a Strategic Plan for
the City of Knoxville

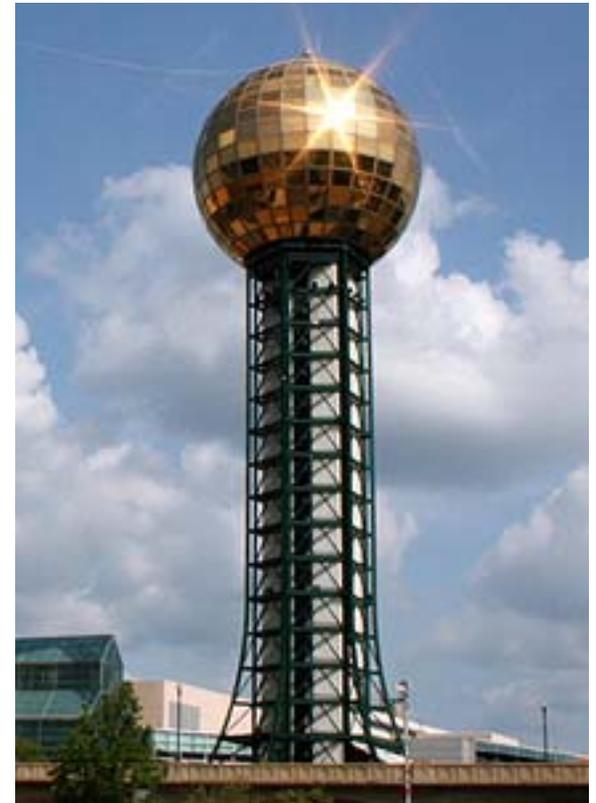
Doing things differently, not doing different things

May 17, 2013



Agenda

- **Introduction**
- **Approach and Observations**
- **Recommendations**
- **Roadmap**



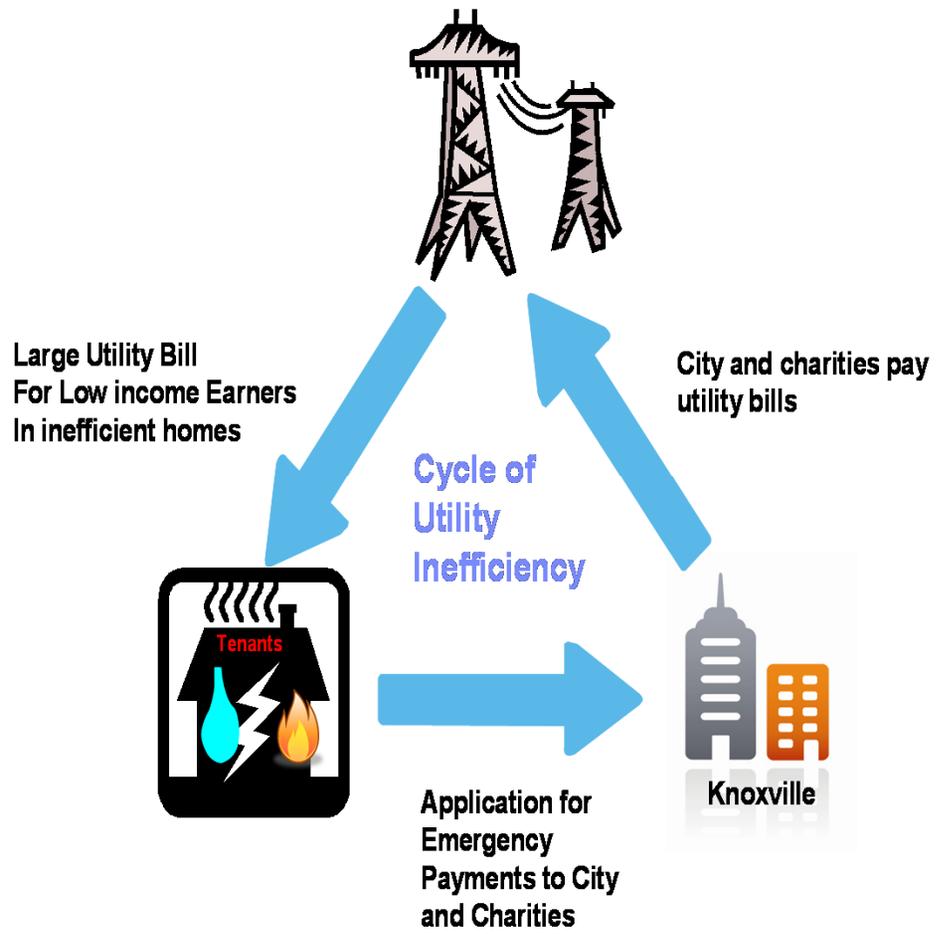
**Smarter
Cities
Challenge**

Doing things differently, not doing different things

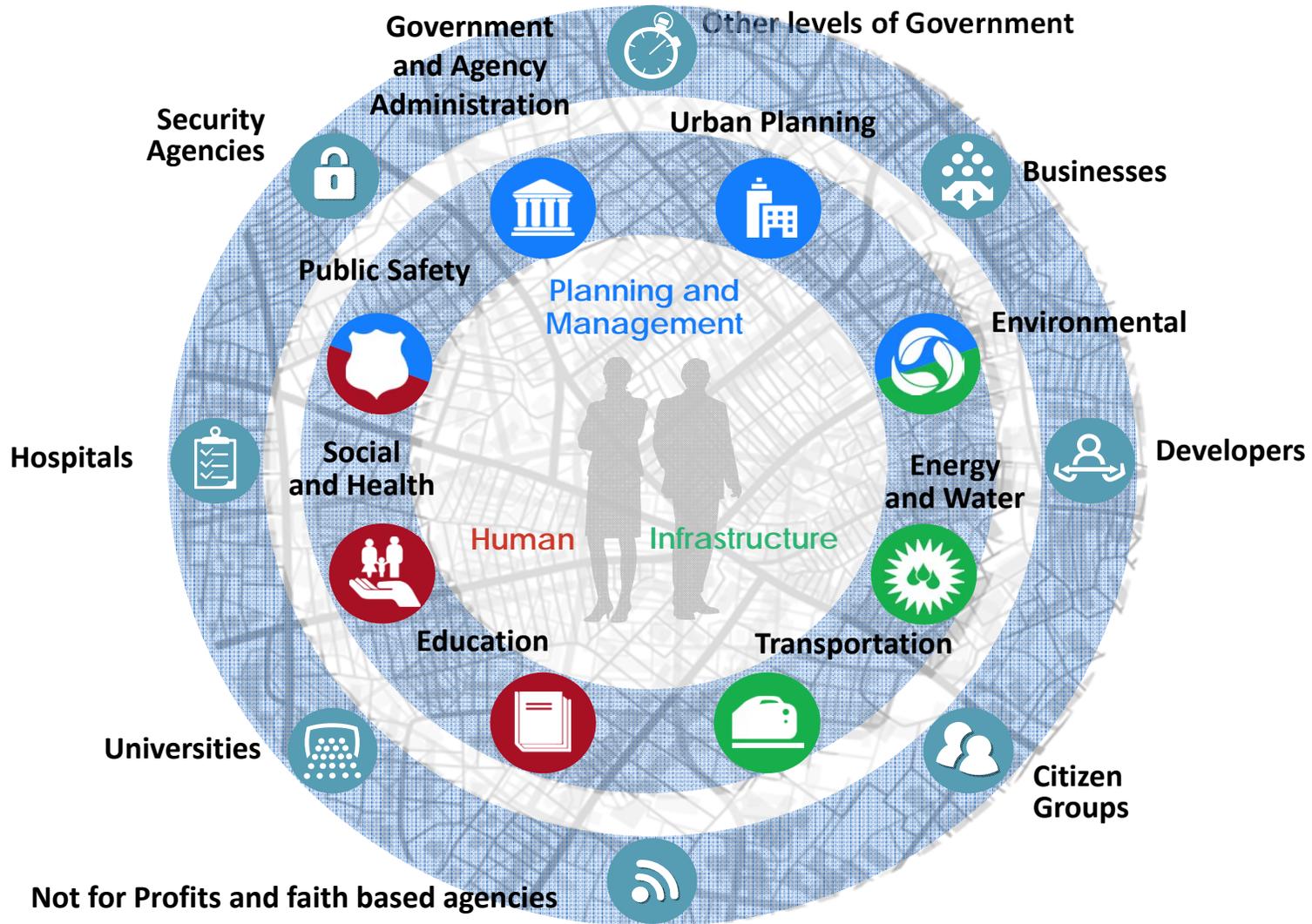
Background

- 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...



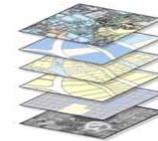
...engaging citizens and businesses

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

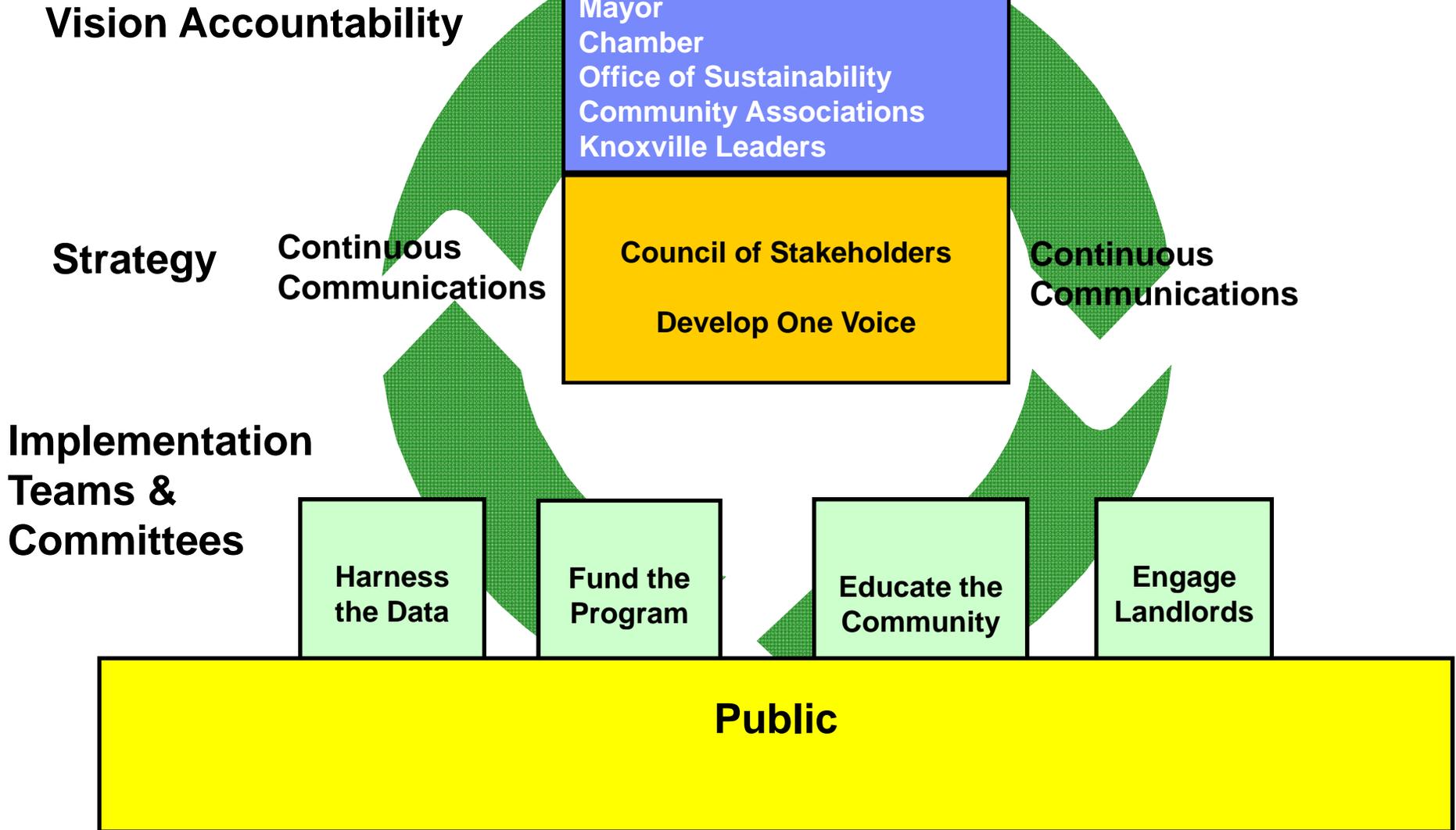


Recommendation 1: Developing One Voice



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

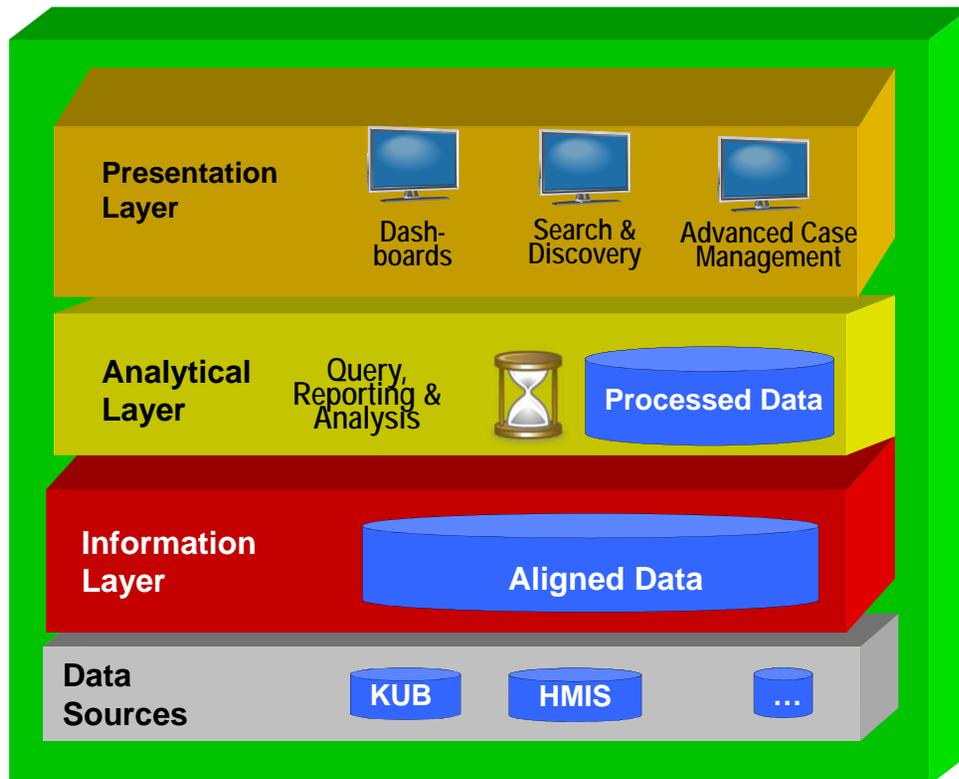
Governance Structure



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 clients 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 SEED 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



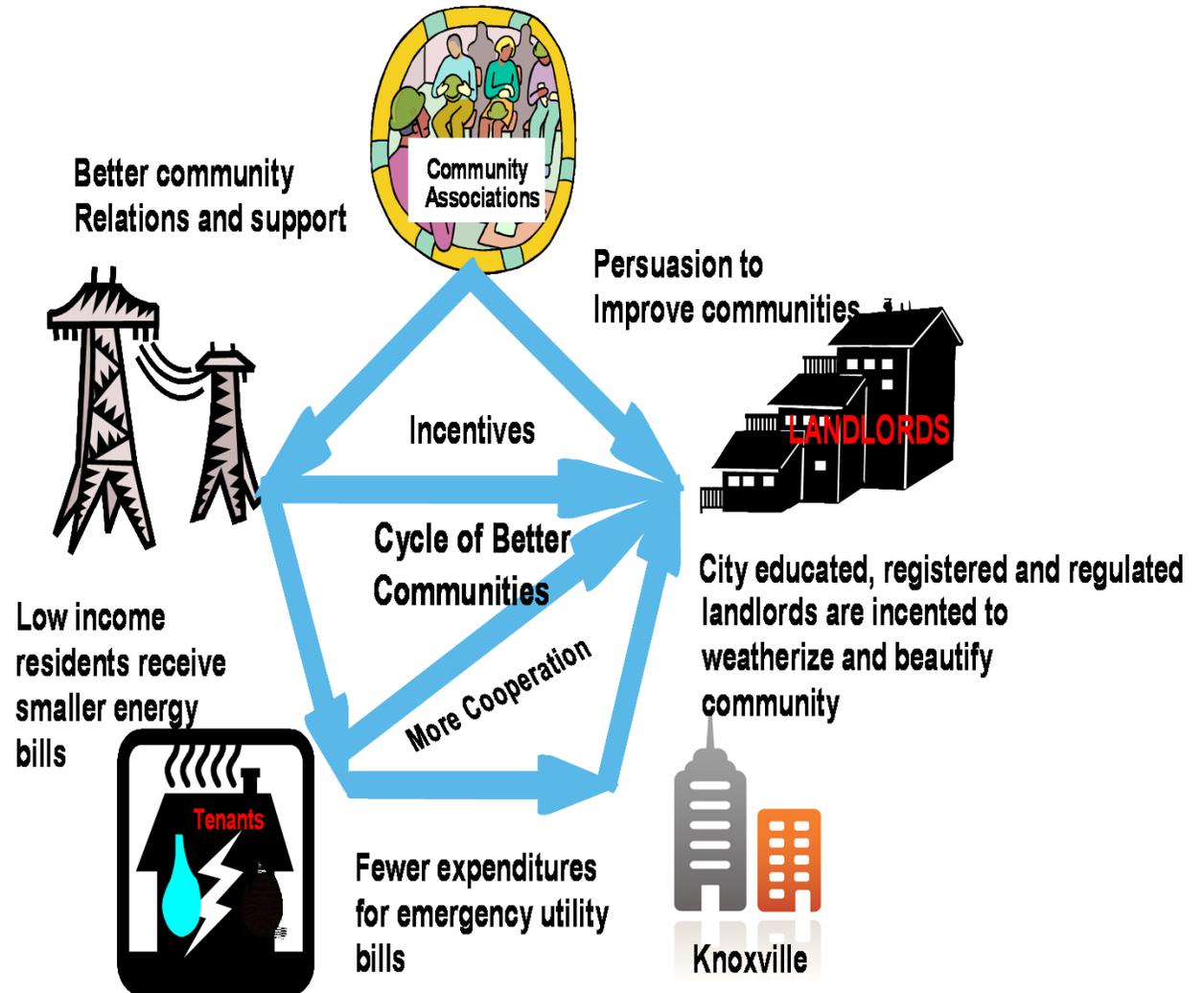
Recommendation 4: Funding the Program

- ***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***

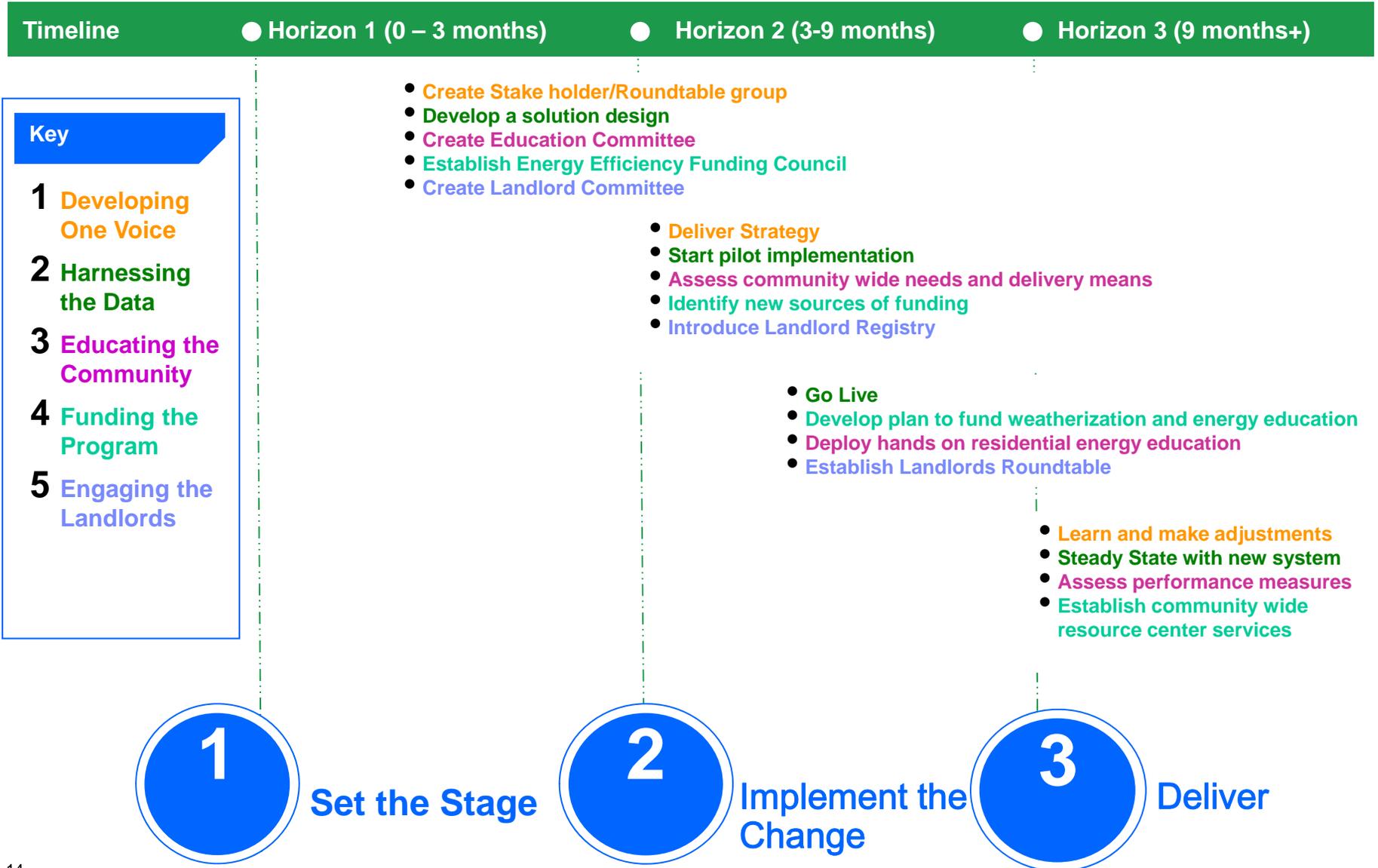


Recommendation 5: Engaging the Landlords

- 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)



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