

Chattanooga

Before joining CDA, Chattanooga had a strong set of data tools, but staff had not embraced them. City leadership focused on culture change and has developed a team of innovation-focused data-first thinkers.

Highlights

Developed a “Data Service Toolkit” to guide the city’s data practices, including recommendations for high-level processes, platforms, and people to develop and run data services.

Created the city’s first Citywide Data Strategy, including a disaggregated data standard and a data service standard, becoming one of the first US cities to publish such a standard.

Won a [\\$4.6 million Federal Highway Administration grant](#) to add 86 “smart intersections” across the city to better inform traffic management, reduce congestion, and plan for more electric cars.

Planning to expand the data ecosystem beyond the city by convening regional city CDOs, creating regional hubs to assist with data-sharing systems, and launching capacity-building programs for nearby local governments.

Background

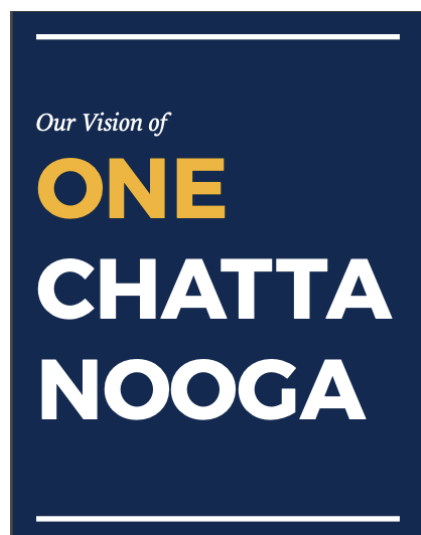
Coming into the City Data Alliance, Chattanooga had What Works Cities gold certification and a strong open data portal with user-friendly visualization and narratives explaining policy decisions. Mayor Tim Kelly had allocated funds to create the Department of Innovation Delivery and Performance and add three senior data analysts. Mayor Kelly and his leadership team saw a disconnect between many whom joined the administration from the private sector and long-term city staff when it came to using data to make decisions.

Mayor Kelly walked away from the CDA convening with a firm commitment that Chattanooga would be a values-driven, data-informed city. The Mayoral charge was to “connect data to existing governance practices and to build a reflexive data practice muscle that is sustained past this administration.” He shared his commitment to building a culture across the organization that is rooted in shared values and makes data-informed decisions.

Impact

Chattanooga sought to embed data use and performance in the everyday habits of all, improve non-emergency response from the Fire Department, and build a cross-departmental dashboard to more comprehensively understand vacancy and blight issues in Chattanooga.

Following a collaborative decision-making process with teams from across the city, Chattanooga has agreed on affordable housing as the area for the Beacon Data Service. This is an area of strategic importance to the city, as set out in Mayor Kelly's strategic plan, [One Chattanooga](#). This service aims to go beyond just publishing data openly and create a useful and accessible product that will meet the needs of residents and the community.



Mayor Kelly shifted his weekly cabinet meetings to be more data-informed. Historically, each agency would give a brief weekly status update to the mayor. Now, each agency reports on three metrics: two operational metrics and one connected to the “One Chattanooga” plan. Agencies work with their internal data analysts to track and report on metrics and reach out to the Innovation Delivery and Performance team for additional capacity. This initiative supplements monthly CitiStat routines.

In August, 2022, the Federal Highway Administration made a \$4.5 million grant to Chattanooga to add 86 “smart intersections” across the city. The new intersections capture real-time data to better inform traffic management, reduce congestion, and plan for a more electric car future.

Chattanooga developed a Citywide Data Strategy with seven strategic aims: formalize existing strong data practices into departmental standards and policies; expand the capacity of users to leverage city data tools; maintain and update city data systems; improve its open data platform; continue building

citywide data culture; expand data ecosystem outside the city; and relaunch the advanced analytics program.

Chattanooga developed a Disaggregated Data Standard that provides the principles, standards, and best practices needed for city staff to center equity in the city's data-informed work. The Disaggregate Data Standard can and should be used by all city staff, not only data-focused staff.

Chattanooga drafted a Data Service Standard to provide general guidance on the content, prioritization, design, and evaluation of data services produced and maintained by the City of Chattanooga. Connectedly, Chattanooga developed a “Data Service Toolkit” in partnership with Public Digital, offering a set of resources that provide practical advice, guidance, and information to help further data practices. The toolkit offers recommendations for high-level processes, platforms, and people to develop and run data services.

Chattanooga is interested in expanding the data ecosystem outside of the city by convening chief data officers from the public impact sector, developing regional hubs to assist with data-sharing systems and opportunities, and launching more capacity-building programs for nearby local governments. IDP/OPMOD is interested in investing regionally and understanding Chattanooga's success is deeply connected to overall regional success.