

City Innovation Snapshot | Chattanooga, United States

Overview

- ▶ Mayor: Andy Berke
- ▶ Lead staff on innovation: Tim Moreland
- ▶ Population of municipality: 179,139 (2017)
- ▶ Innovation/open data website: <https://data.chattlibrary.org/>

Spotlight on Chattanooga | Iterative approach to innovation

Chattanooga takes an **iterative approach to its innovation work**. As a result, the city **keeps experimenting with new and better ways** to run the innovation program. Despite the lack of human and financial resources, the city tried to find the best of what is working. For instance, Chattanooga operates **the Peak Academy** and the city also **participates in a supporting housing model** for frequent users of the homeless, mental health and criminal justice system.

Vision and approach to innovation capacity

The city's innovation strategy

Along with 44% of cities surveyed, Chattanooga has an **explicit innovation strategy**.

The city most closely associates innovation capacity with the following terms:

Data analytics

Experimentation

Approaches to innovation capacity

Similar to 40% of cities surveyed, Chattanooga approaches innovation capacity **both** from a **holistic/macro level**, as well as in **specific policy areas**.

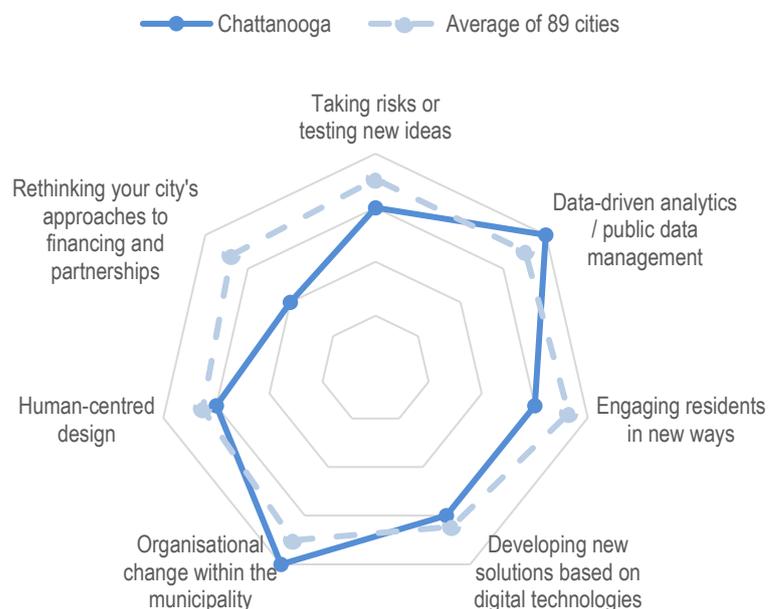
The **top two priority policy areas** for the city's innovation work include:

Homelessness

Early learning

Most common innovation activities

Chattanooga's most common innovation activities are **promoting data-driven analytics** and **facilitating organisational change within the municipal administration**.



Funding for innovation capacity

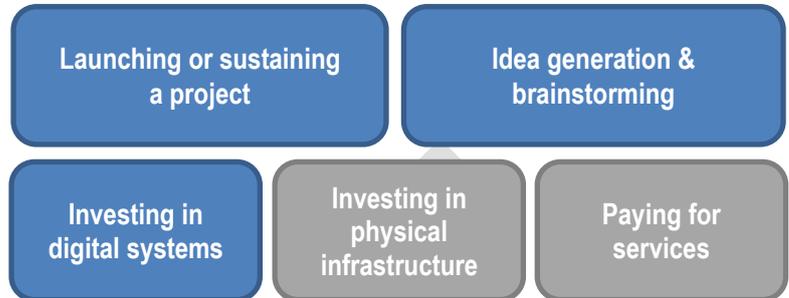
Funding to support innovation capacity

Like 77% of cities surveyed, Chattanooga has dedicated funding to support innovation capacity, which originates from the following sources:

- ✓ **Higher levels of government**
(national government budgets)
- ✓ **Municipal budget**
(city council approved funds/operating budget)

Types of activities being funded

Chattanooga's funding for innovation capacity is generally directed towards **launching or sustaining a project**, and **generating ideas & brainstorming**. These are the two most commonly funded activities among all cities surveyed. Chattanooga also **invests in digital systems**.



Organisational structure & staffing



Chattanooga's innovation work is sprinkled throughout the municipality.

Staff skills and profiles include:

- ✓ **Project manager**
- ✓ **Data scientist**
- ✓ **Designer**
- ✓ **Communication officer**
- ✓ **Community engagement staff**

Partnerships for innovation & data



Chattanooga has developed partnerships to promote its innovation capacity with **other public agencies, private firms, not-for-profit organisations, and city residents/resident associations**.

To improve data use, the city has also developed **data partnerships with academia, think tanks, and other cities** to collect and analyse data.

Measuring outcomes

Policy areas that **benefit from sufficient data**, or **lack sufficient data**, to support innovation capacity in the city:



NB: No response provided by the city for the policy areas in grey.

Innovation is **helping the city** to:

- ✓ **Improve service delivery**
- ✓ **Improve internal government operations**
- ✓ **Improve resident outcomes**

The most **critical success factors** in supporting the city's innovation work:

- ✓ **Dedicated funding**
- ✓ **Focus on measurement**
- ✓ **Dedicated innovation team**
- ✓ **Leadership from Mayor**