



Chattanooga City Council
Chattanooga, Tennessee
John P. Franklin, Sr. City Council Building

COUNCIL MEETING MINUTES

July 27, 2021
6:00 PM

CALL TO ORDER

Council Chairman Chip Henderson called the meeting to order. A quorum was present that included Vice-Chairman Ken Smith and Councilpersons Carol Berz, Anthony Byrd, Demetrus Coonrod, Raquetta Dotley, Isiah Hester, and Darrin Ledford. Others present were Emily O'Donnell, City Attorney, and Nicole Gwyn, Council Clerk. Councilwoman Jenny Hill was not present at this meeting. Video of this meeting is available [here](#) on YouTube.

PLEDGE OF ALLEGIANCE

Councilwoman Dotley led the Assembly in the Pledge of Allegiance and gave an invocation.

SPECIAL PRESENTATION

***“What Works Cities”
By Tim Moreland***

Tim Moreland, Director of Performance Management and Open Data, gave a presentation on the “What Works Cities” Gold Certification received by the City of Chattanooga. *[See the attached presentation.]*

APPROVAL OF LAST MINUTES

On motion of Councilman Ledford and seconded by Councilwoman Berz, the minutes of the last meeting (July 13, 2021) were approved as published. The motion carried unanimously (8-0) upon roll call vote. *[Editor’s Note: There was no meeting convened on July 20, 2021.]*

ORDINANCES – FINAL READING:

PROCEDURAL NOTE: With no objection from the Council, Chairman Henderson instructed the Clerk to group and read the next eight ordinances for one Council vote.

MR-2021-0074
ASA Engineering c/o Shannon Kelly
Planning Version
District No. 3

ORDINANCE #13688

AN ORDINANCE CLOSING AND ABANDONING A SEWER EASEMENT LOCATED IN THE 6100 BLOCK OF HIXSON PIKE, AS DETAILED ON THE ATTACHED MAP, SUBJECT TO CERTAIN CONDITIONS.

2021-0096
Andrew Stone, MBSC
Planning Version
District No. 1

ORDINANCE #13689

AN ORDINANCE TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 38, ZONING ORDINANCE, SO AS TO REZONE PART OF A PROPERTY LOCATED AT 1076 RIVER GORGE DRIVE, FROM R-1 RESIDENTIAL ZONE, R-T/Z RESIDENTIAL TOWNHOUSE/ZERO LOT LINE ZONE, AND UGC URBAN GENERAL COMMERCIAL ZONE TO C-2 CONVENIENCE COMMERCIAL ZONE, R-T/Z RESIDENTIAL TOWNHOUSE/ZERO LOT LINE ZONE, AND R-1 RESIDENTIAL ZONE, SUBJECT TO CERTAIN CONDITIONS.

2021-0081
Thomas Morgan c/o I Buy 423, LLC
Planning Version
District No. 2

ORDINANCE #13690

AN ORDINANCE TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 38, ZONING ORDINANCE, SO AS TO LIFT CONDITIONS FROM PREVIOUS ORDINANCE NO. 8372, CASE NO. 1984-0235, FROM THE PROPERTY LOCATED IN THE 1300 BLOCK OF ELY ROAD.

2021-0104
Chuck Phillips
Planning Version
District No. 3

ORDINANCE #13691

AN ORDINANCE TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 38, ZONING ORDINANCE, SO AS TO REZONE PROPERTIES LOCATED AT 3914 AND 3918 WEBB ROAD, FROM R-3 RESIDENTIAL ZONE TO C-2 CONVENIENCE COMMERCIAL ZONE.

2021-0094
Collier Construction Company, Inc.
Planning Version
District No. 6

ORDINANCE #13692

AN ORDINANCE TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 38, ZONING ORDINANCE, SO AS TO REZONE PROPERTIES LOCATED AT 114 AND 300 MCBRIEN ROAD TOGETHER WITH AN UNADDRESSED PROPERTY LOCATED IN THE 5300 BLOCK OF LYNNLAND TERRACE, FROM R-1 RESIDENTIAL ZONE TO R-3 RESIDENTIAL ZONE, SUBJECT TO CERTAIN CONDITIONS.

2021-0079
Welford Sydnor
Planning Version
District No. 7

ORDINANCE #13693

AN ORDINANCE TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 38, ZONING ORDINANCE, SO AS TO REZONE PROPERTIES LOCATED AT 1401, 1403, AND 1407 EAST 48TH STREET, FROM R-1 RESIDENTIAL ZONE TO C-2 CONVENIENCE COMMERCIAL ZONE, SUBJECT TO CERTAIN CONDITIONS.

2021-0101
Ingram, Gore & Associates
Planning Version
District No. 7

ORDINANCE #13694

AN ORDINANCE TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 38, ZONING ORDINANCE, SO AS TO REZONE PROPERTY LOCATED AT 1920 MYRTLE STREET, FROM M-1 MANUFACTURING ZONE TO R-T/Z RESIDENTIAL TOWNHOUSE/ZERO LOT LINE ZONE.

2021-0102
Ingram, Gore & Associates
District No. 9

ORDINANCE #13695

AN ORDINANCE TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 38, ZONING ORDINANCE, SO AS TO LIFT CONDITION NO. 1 OF PREVIOUS ORDINANCE NO. 13502, CASE NO. 2019-0112, FROM THE PROPERTIES LOCATED IN THE 2600 BLOCKS OF EAST 19TH AND EAST 20TH STREETS.

Councilman Ledford moved to approve all eight ordinances. Councilwoman Coonrod seconded. The motion carried unanimously (8-0) upon roll call vote.

ACTION: ORDINANCES 13688 - 13695 APPROVED

ORDINANCES – FIRST READING:

PROCEDURAL NOTE: With no objection from the Council, Chairman Henderson instructed the Clerk to group and read the next three ordinances for one Council vote.

ORDINANCE #13696

AN ORDINANCE GRANTING UNTO CHATTANOOGA GAS COMPANY, A TENNESSEE CORPORATION, A FRANCHISE FOR THE PURPOSE OF OPERATING A SYSTEM OF GAS DISTRIBUTION AND SERVICE WITHIN THE CITY OF CHATTANOOGA SO AS TO FURNISH GAS SERVICE WITHIN THE CITY TO ITS INHABITANTS FOR DOMESTIC, COMMERCIAL, INDUSTRIAL, AND MUNICIPAL GENERAL USE.

MR-2021-0075
QuikTrip Corporation c/o Eubie Capley
District No. 1

ORDINANCE #13697

AN ORDINANCE CLOSING AND ABANDONING SEWER EASEMENTS LOCATED IN THE 300 BLOCK OF BROWNS FERRY AND PATTEN CHAPEL ROAD, AS DETAILED ON THE ATTACHED MAP, SUBJECT TO CERTAIN CONDITIONS.

MR-2021-0087
Collier Construction c/o UNO Terra, LLC
District No. 1

ORDINANCE #13698

AN ORDINANCE CLOSING AND ABANDONING A DRAINAGE EASEMENT LOCATED IN THE 700 BLOCK OF NORTH MARKET STREET, AS DETAILED ON THE ATTACHED MAP, SUBJECT TO CERTAIN CONDITIONS.

Councilwoman Berz moved to approve the three ordinances. Councilman Ledford seconded. The motion carried unanimously (8-0) upon roll call vote.

**ACTION: ORDINANCES 13695 - 13697
PASSED ON FIRST READING**

2021-0091
Talitha Adkins
Planning Version
District No. 6

ORDINANCE #13699

AN ORDINANCE TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 38, ZONING ORDINANCE, SO AS TO REZONE PROPERTY LOCATED AT 2255 CENTER STREET, FROM M-2 LIGHT INDUSTRIAL ZONE TO C-2 CONVENIENCE COMMERCIAL ZONE.

Councilwoman Berz asked to confirm conditions with the applicant, Talitha Adkins, who acknowledged and confirmed the following conditions: (1) Conditioned to dance studio and related event facility only; and (2) If allowed by City Code, no alcohol sales after 11:00 p.m. Councilwoman Berz asked Karen Rennich, Interim Director of Regional Planning, to ensure those confirmed conditions were added to the ordinance. Ms. Rennich agreed.

Councilwoman Berz moved to approve with the above-stated conditions. Vice-Chairman Smith seconded. The motion carried unanimously (8-0) upon roll call vote.

**ACTION: PASSED ON FIRST READING
WITH CONDITIONS ADDED**

2021-0095
Orlandis Jackson
Planning Version
District No. 6

Agenda Item VI(e):

AN ORDINANCE TO AMEND CHATTANOOGA CITY CODE, PART II, CHAPTER 38, ZONING ORDINANCE, SO AS TO REZONE PART OF A PROPERTY LOCATED AT 3850 BRAINERD ROAD, FROM R-1 RESIDENTIAL ZONE TO RT-1 RESIDENTIAL TOWNHOUSE ZONE.

Councilwoman Berz informed the Council that she had spoken to the Applicant and determined that this would be tabled until the best zoning for the property could be brought forth. Therefore, **Councilwoman Berz moved** to table. Councilman Ledford seconded. The motion carried unanimously (8-0) upon roll call vote.

ACTION: TABLED

Alternate Version

On motion of Councilman Ledford and seconded by Vice-Chairman Smith,

ORDINANCE #13700

AN ORDINANCE AMENDING CHATTANOOGA CITY CODE, PART II, CHAPTER 38, ARTICLE V, DIVISION 15, C-3 CENTRAL BUSINESS ZONE, BY DELETING AND REPLACING THE INTENT SECTION, AND ADDING A NEW DIVISION 15A ESTABLISHING NEW STANDARDS THAT SUPERSEDE OTHER CONFLICTING SECTIONS OF THE ZONING CODE.

The motion carried unanimously (8-0) upon roll call vote.

ACTION: PASSED ON FIRST READING

RESOLUTIONS:

Alternate Version

On motion of Councilwoman Berz and seconded by Councilman Byrd,

RESOLUTION #30843

A RESOLUTION AUTHORIZING THE OFFICE OF THE CITY ATTORNEY TO ENGAGE THE VARIOUS LAW FIRMS FOR LEGAL SERVICES IN GENERAL LITIGATION MATTERS; CORPORATE; TRANSACTIONAL, INTELLECTUAL PROPERTY & ADMINISTRATIVE MATTERS; LABOR & EMPLOYMENT MATTERS; PLANNING & ZONING MATTERS; AND GOVERNMENT RELATIONS MATTERS FOR THE PERIOD OF JULY 1, 2021 THROUGH JUNE 30, 2022.

The motion carried unanimously (8-0) upon roll call vote.

ACTION: ADOPTED

PROCEDURAL NOTE: With no objection from the Council, Chairman Henderson instructed the Clerk to group and read the next four resolutions for one Council vote.

RESOLUTION #30844

A RESOLUTION AUTHORIZING THE ADMINISTRATOR FOR THE DEPARTMENT OF PUBLIC WORKS TO AWARD THE COMBINED CONTRACTS OF W-17-023-201 AND W-18-008-201, MBWWTP IMPROVEMENTS PROJECTS, SCHEDULE A: SECONDARY CLARIFIERS FLOW METERS AND GATE REPLACEMENTS, AND SCHEDULE B: MBWWTP EQ – UNOX IMPROVEMENTS, A NON-CONSENT DECREE PROJECT, TO REEVES YOUNG, LLC, OF SUGAR HILL, GA, FOR THE CONTRACT AMOUNT OF \$8,267,000.00, PLUS A CONTINGENCY AMOUNT OF \$413,450.00, FOR AN AMOUNT NOT TO EXCEED \$8,680,450.00, SUBJECT TO AVAILABILITY OF FUNDS.

RESOLUTION #30845

A RESOLUTION AUTHORIZING THE ADMINISTRATOR FOR THE DEPARTMENT OF PUBLIC WORKS TO APPROVE CHANGE ORDER NO. 2 FOR J. CUMBY CONSTRUCTION, INC., OF COOKEVILLE, TN, RELATIVE TO CONTRACT NO. W-16-017-201, MBWWTP SOLIDS PROCESS OPTIMIZATION IMPLEMENTATION - PHASE 2 THICKENER UPGRADES, A CONSENT DECREE PROJECT, FOR THE INCREASED AMOUNT OF \$232,465.98, FOR A REVISED CONTRACT AMOUNT OF \$5,797,213.98, PLUS A NEW CONTINGENCY AMOUNT OF \$20,000.00, FOR AN AMOUNT NOT TO EXCEED \$5,817,213.98.

RESOLUTION #30846

A RESOLUTION AUTHORIZING THE ADMINISTRATOR FOR THE DEPARTMENT OF PUBLIC WORKS TO AWARD CONTRACT NO. R-20-017-217, SUMMIT OF SOFTBALL COMPLEX IMPROVEMENTS FROM THE EASTER TORNADO 2020 – SHADE STRUCTURES REPLACEMENT, TO BLISS PRODUCTS AND SERVICES, INC., OF LITHIA SPRINGS, GA, IN THE AMOUNT OF \$50,286.65, WITH A CONTINGENCY AMOUNT OF \$5,000.00, FOR AN AMOUNT NOT TO EXCEED \$55,286.65.

RESOLUTION #30847

A RESOLUTION AUTHORIZING THE ADMINISTRATOR FOR THE DEPARTMENT OF PUBLIC WORKS TO APPROVE CHANGE ORDER NO. 1 (FINAL) WITH INTEGRATED PROPERTIES, LLC, OF CHATTANOOGA, TN, RELATIVE TO CONTRACT NO. P-20-003-201, CHATTANOOGA POLICE DEPARTMENT, CRIME SCENE UNIT FACILITY IMPROVEMENTS, FOR AN INCREASED AMOUNT OF \$37,699.46, TO RELEASE THE REMAINING CONTINGENCY AMOUNT OF \$2,300.54, FOR A REVISED CONTRACT AMOUNT OF \$451,699.46.

Councilman Hester moved to approve the four resolutions. Councilman Ledford seconded. The motion carried unanimously (8-0) upon roll call vote.

ACTION: RESOLUTIONS 30844 - 30847 ADOPTED

[Councilman Hester exited the meeting momentarily during the proposed purchases presentation, leaving a quorum of seven.]

DEPARTMENTAL REPORTS:

Proposed Purchases

Julia Bursch, Deputy Chief of Staff, briefed the Council on the following proposed purchases:

R212550 Fleet Management Division, Public Works \$146,180.00

Volkswagen Atlas SE with Technology
Lowest/Best Bidder: Village Volkswagen of Chattanooga
6001 International Drive
Chattanooga, TN 37421

REQ100403 City Wide Services Division, Public Works \$30,536.00

AccuBrine Maker Legacy Brine Maker Upgrade
Lowest/Best Bidder: Cargill, Inc
24950 Country Club Blvd Suite 450
North Olmsted, OH 44070

PO 555208 Waste Resources Division, Public Works \$200,000.00

MSA Safety Parts
Lowest/Best Bidder: Gexpro
2800 Amnicola Hwy.
Chattanooga, TN 37409

R210488 Facilities, Public Works \$40,000.00

Lock & Key Services
Lowest/Best Bidder: Robinson Door
209 W Emery
Dalton, GA 30720

Councilwoman Berz moved to approve. Councilman Ledford seconded. The motion carried unanimously (7-0) upon roll call vote.

ACTION: ALL PURCHASES APPROVED

[Councilman Hester returned to the meeting during the RFP Recommendation, taking the quorum back to eight.]

RFQ RECOMMENDATION

Ms. Bursch asked the Council to approve the issue of the following RFP:

The following are recommended for approval as a Competitive Sealed Proposal instead of a Competitive Sealed Bid in compliance with City Code 2-554:		
DEPARTMENT	SUMMARY	DOCUMENTATION LINK
Public Works/Transportation	Request to solicit Bike Share Operations by RFP. The key factors to select a supplier are abilities, experience, and approach, and responses are expected to be at no cost to the City. For these reasons, the RFP is the best choice of solicitation formats.	Format Determination

Councilman Ledford moved to issue the RFP. Councilwoman Berz seconded. The motion carried unanimously (8-0) upon roll call vote.

OTHER BUSINESS:

Obligation Bonds Report

STATE FORM CT-0253 FOR ELECTRIC SYSTEM GENERAL OBLIGATION BONDS, SERIES 2021 FOR \$71,080,000.

Daisy Madison, Chief Finance Officer, reported the following:

- Upon Council approval in June, \$71,000,000 of electric revenue bonds were issued for the purpose of various EPB projects.
- The State requires that she report to the Council on the results of the sale after those bonds have been issued.
- The face amount of the bonds is \$71,080,000.
- Premiums on those bonds is \$4,500,000. Those are dollars that were received in addition to the over and above the face amount of the bonds.
- The interest rate on those bonds was 1.927.
- This information had been included in the Council's meeting packets tonight.

Ms. Madison also noted that representatives from EPB were present in the Assembly if there were any questions for them. Councilman Ledford expressed his thanks for himself and Councilwoman Coonrod being able to observe the bidding process for these bonds.

Certificates of Compliance

Attorney O'Donnell presented the following three certificates for Council signatures:

- **Publix Tennessee, LLC #1731 - Certificate of Compliance (District 7)**
- **Mapco Express, Inc. d/b/a Mapco #3530 - Certificate of Compliance for Wine in Retail Store (District 5)**

- **Mapco Express, Inc. d/b/a Mapco #3534 - Certificate of Compliance for Wine in Retail Store (District 7)**

Each certificate was signed during this meeting by at least five councilpersons.

Board Appointment

Councilwoman Berz appointed Anthony Wiley for District 6 to the Police Academy and Review Committee.

COMMITTEE REPORTS:

Budget and Finance Committee

Councilwoman Berz
(No report)

Economic Development Committee

Councilwoman Coonrod
(No report)

Education and Innovation Committee

(Councilwoman Hill not present)

Equity and Community Development Committee

Councilwoman Dotley
(No report)

Legislative Committee

Vice-Chairman Smith reported:

- The committee met today to review the C-3 text amendment.

Planning and Zoning Committee

Councilman Ledford
(No report)

Parks and Public Works

Councilman Hester reported:

- The committee met today in open meeting and will meet again in two weeks (August 10).

Public Safety Committee

Councilman Byrd
(No report)

RECOGNITION OF PERSONS WISHING TO ADDRESS COUNCIL

(Listen and view on YouTube [here](#))

Attorney O'Donnell read the rules of procedure for persons wishing to address the Council. After which, Chairman Henderson recognized the following persons:

Speaker Name	District	Primary Topics:
• Edwin Curtis	7	Tree stump removal and burnt-out house in East Lake <ul style="list-style-type: none"> ○ Chairman Henderson asked Mr. Curtis to speak to Donald Stone, Public Works Administrator, after tonight's meeting about the tree stump. Chairman also directed Mr. Curtis to Mr. Goldberg regarding the burnt-out house.
• Josh Capella	(N/A)	Raising the alarm for homeless people in the city
• Edward Green	5	Concerned about trees in the wires on Midland Pike
• Monty Bell	(N/A)	Payment for trash removal and safety of women in homeless camp
• Tom	(N/A)	Toilet and lighting at homeless camp/More housing for elderly homeless persons

ADJOURNMENT

On motion of Vice-Chairman Smith, Chairman Henderson adjourned the meeting of the Chattanooga City Council until Tuesday, August 3, 2021, at 6:00 p.m.

CHAIRMAN

CLERK OF COUNCIL

*Attachment:
Presentation - What Work Cities*

What Works Cities Certification



What Works Cities Certification



WHAT WORKS CITIES SILVER

Local governments are **GOOD** at understanding data, tracking progress, and using data and evidence to make decisions. Cities that achieve between 51% and 66% of the Certification criteria are recognized at the silver level.

WHAT WORKS CITIES GOLD

Local governments are **GREAT** at understanding data, tracking progress, and using data and evidence to make decisions. Cities that achieve between 67% and 83% of the Certification criteria are recognized at the gold level.

WHAT WORKS CITIES PLATINUM

Local governments **SET THE PRECEDENT** in understanding data, tracking progress, and using data and evidence to make decisions. Cities that achieve 84% or more of the Certification criteria are recognized at the platinum level.

WHAT WORKS CITIES GOLD

Local governments are GREAT at understanding data, tracking progress, and using data and evidence to make decisions. Cities that achieve between 67% and 83% of the Certification criteria are recognized at the gold level.

45 Criteria for the following eight foundational practices:

- Data Governance
- Evaluations
- General Management
- Open Data
- Performance & Analytics
- Repurposing
- Results-Driven Contracting
- Stakeholder Engagement



ARLINGTON, TX

WHAT WORKS CITIES GOLD 2020 WHAT WORKS CITIES SILVER 2019



AUSTIN, TX

WHAT WORKS CITIES GOLD 2021



CAMBRIDGE, MA

WHAT WORKS CITIES GOLD 2021 WHAT WORKS CITIES SILVER 2020



CHATTANOOGA, TN

WHAT WORKS CITIES GOLD 2021



DETROIT, MI

WHAT WORKS CITIES GOLD 2021



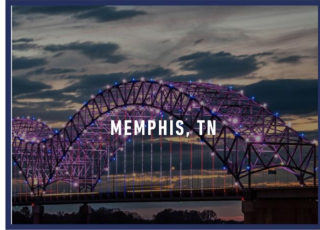
GILBERT, AZ

WHAT WORKS CITIES GOLD 2021



KANSAS CITY, MO

WHAT WORKS CITIES GOLD 2020 WHAT WORKS CITIES GOLD 2019 WHAT WORKS CITIES SILVER 2018



MEMPHIS, TN

WHAT WORKS CITIES GOLD 2021 WHAT WORKS CITIES SILVER 2020 WHAT WORKS CITIES SILVER 2019



PHOENIX, AZ

WHAT WORKS CITIES GOLD 2021 WHAT WORKS CITIES SILVER 2020



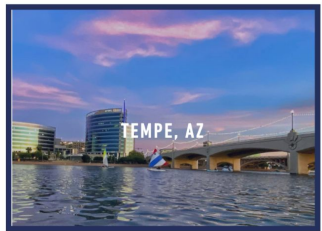
SAN FRANCISCO, CA

WHAT WORKS CITIES GOLD 2020 WHAT WORKS CITIES SILVER 2019 WHAT WORKS CITIES SILVER 2018



SEATTLE, WA

WHAT WORKS CITIES GOLD 2020 WHAT WORKS CITIES SILVER 2019 WHAT WORKS CITIES SILVER 2018



TEMPE, AZ

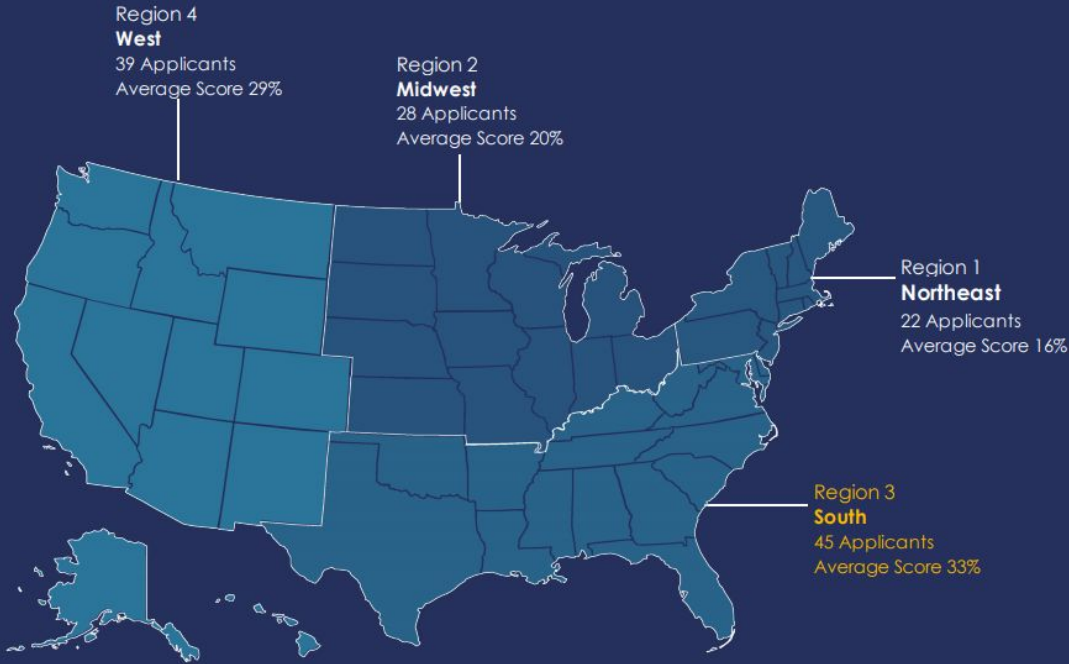
WHAT WORKS CITIES GOLD 2021 WHAT WORKS CITIES GOLD 2020



WASHINGTON, DC

WHAT WORKS CITIES GOLD 2020 WHAT WORKS CITIES GOLD 2019 WHAT WORKS CITIES SILVER 2018

HERE'S YOUR PLAYING FIELD



Cities applied with a population of
30K-100K

32

Cities applied with a population of
100K-250K

55

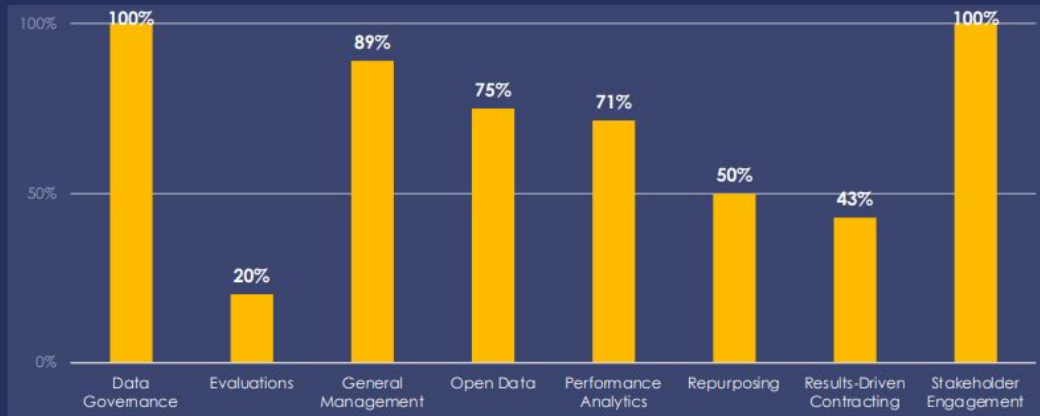
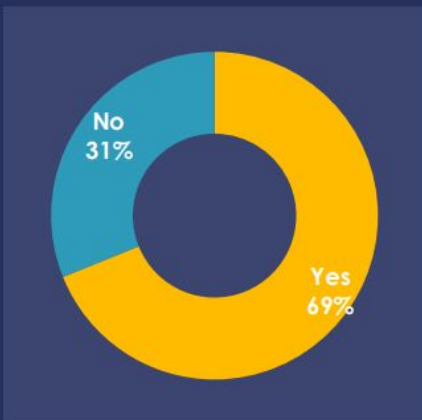
Cities applied with a population of
250K-500K

25

Cities applied with a population of
500K+

26

YOUR STATUS REPORT



Keep it up! Your city has achieved 31 of 45 criteria across eight foundational practice areas.

Looking Behind the Certification

OPMOD, Now in Dept of Innovation Delivery and Performance!

Ryan

Open Data Specialist



Andrew

Performance Analyst



Tim

Director



OFFICE APPROACH



Put Users First

**OFFICE
APPROACH**



*Champion Iterative,
Data-Informed
Methods*

OFFICE
APPROACH



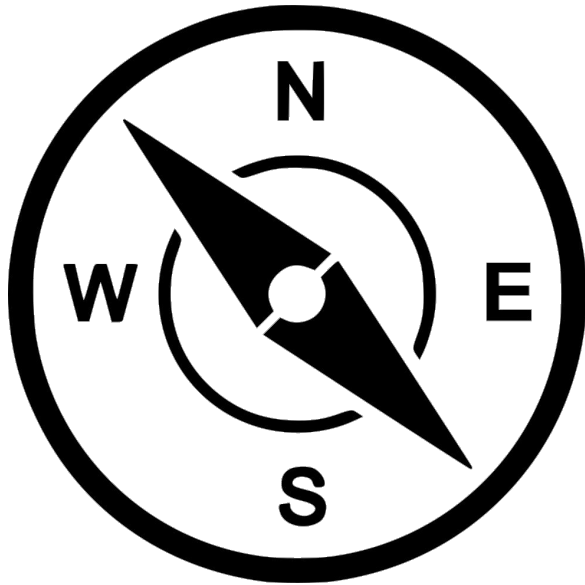
*Cultivate a Learning
Community*

OFFICE
APPROACH

*The Strategy is
Delivery*



Data as a Compass, Not a Grade



VS



Three Performance Questions

#1: What are we seeing?

What does the data tell us about performance? Is the data a result of **normal variation or a clear signal** of a performance trend that needs to be addressed? What is the signal telling us?

#2: Why is it happening?

If there is a clear signal in data that something is going on with the performance, why is it happening? What are the **root causes**?

#3: Now what?

Now that we see a performance signal and know why it is happening, **what are we going to do about it?** What **in our sphere of control** can we do to begin influencing the performance signal?

Answer these three basic questions and you will get a lot more out of your performance measures.

The real magic happens when your team starts asking these questions as well and it starts with your leadership!

Print & Post

Print this one pager and keep it where you see each day to remind you of the three basic questions you should be asking.

Your Three Most Important Performance Questions

#1 What are we seeing?

What does our data tell us about performance? Is the data a result of **normal variation** or a **clear signal** of a performance trend that needs to be addressed? What is the signal telling us?

Make a practice of looking at your performance measure data regularly. This will give you a sense of what the data "normally" looks like and will make finding outliers easier.	Look at the data over time and not just for the month or quarter. This will allow you to see trends that are hidden by just looking at one point in time.	Compare against expected performance or target. This will give you a signal if you are meeting your outcomes.
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#2 Why is it happening?

If there is a clear signal in data that something is going on with the performance, why is it happening? What are the **root causes**?

Go deeper than level one or level two reasons for the problem to get at the root of the problem.	Look at data for places to focus your efforts to get the most impact (80 / 20 principle).	Go and observe/experience the process or system in question. See for yourself.
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#3 Now what?

Now that we see a performance signal and know why it is happening, **what are we going to do about it?** What in our **sphere of control** can we do to begin influencing the performance signal?

Commit yourself to action and follow up on it.	Ask yourself and your team, "what can we do that is within our sphere of influence to address this problem and improve performance?"	Look at the data to learn how things are going in real time and use it to make midstream changes as needed.
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View the [slides](#) and short [video presentation](#) to dive deeper into the topic.

A photograph of a person crouching in a homeless encampment. The person is wearing a grey hoodie with the text "NORTH CAROLINA GO TAR HEELS" and blue jeans. They are surrounded by blue tents, a large orange plastic bag, and other belongings on a paved surface. The scene is set outdoors with some grass visible in the background.

Data Stories - Homelessness



Data Stories - Fire



Data Stories - COVID

WHY DO WE DO THIS
WORK?



The People of Chattanooga