

Scottsdale

After Scottsdale's data-driven reforms stalled during the COVID pandemic, the City Data Alliance helped leadership turbo-charge its efforts and become one of the country's leading data-centered cities.

Highlights

Moved from What Works Cities Silver certification at the start of the CDA to [Gold Certification](#) in June, 2023 ([WWC listing](#); [media coverage](#)).

Passed a [data-driven city ordinance](#) and a public-facing data portal to address resident frustration with the short-term rental market.

Won Public Technology Institute's [2022 Solutions Award](#) for its group- based SMS platform, designed to improve government responsiveness.

Created a comprehensive citywide data strategy, including a data governance charter and data service standard, becoming one of the first US cities to publish such a standard.

Background

Scottsdale joined the City Data Alliance as a Silver certified What Works Cities city. Their data program got off to a strong start in 2017 with the development of data policies, standards, governance structures, and a centralized data repository. Like many other cities, however, the COVID-19 pandemic shifted resources and attention in 2020, slowing or entirely halting data-related initiatives. When Scottsdale's team began the City Data Alliance they were motivated to reboot their data program, publish a data governance plan, advance their data interface with constituents, and meet the standard for What Works Cities Gold or better.

Mayor Ortega (a participant in the fifth class of BHCLI) charged the senior team participating in the City Data Alliance with implementing a data strategy that:

- Supports a **culture** of trust and communication across the organization
- Identifies the **tools and training** staff need to manage and use data
- Empowers **data-informed decision making** and continuous improvement

To achieve that, CDA Lead and Scottsdale Chief Information Officer Bianca Lochner leveraged the City Data Alliance to catalyze the city's efforts to develop and launch a citywide data strategy, including one of the first [data-as-a-service standards](#) in the United States.

As part of their citywide data strategy, Scottsdale has implemented a centralized data catalog and set a milestone of building out three to five data sets in the catalog and developing a repeatable process for building this centralized data platform that will enable the city to warehouse over 2,000 databases and run data analysis and visualization.

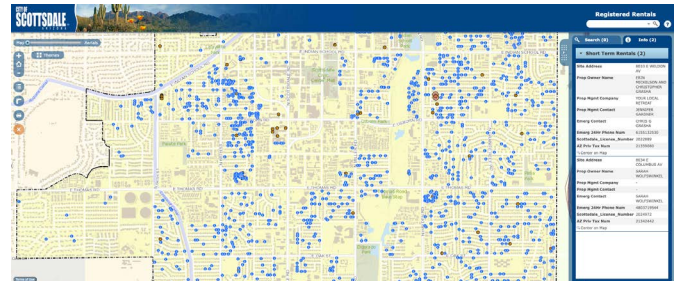
To protect their progress, Lochner has advocated for capital funds critical for 21st century data governance, including \$3.2 million additional funding allocated for cybersecurity in the approved FY24 budget. Lochner has been recognized several times this year for her leadership in advancing Scottsdale's commitment to data-informed governance and innovation. Recent recognitions include:

- GovTech Top 25 Doers, Dreamers & Drivers ([link](#))
- Local Smart Award GoldenGov: Executive of the Year 2022 ([link](#))
- ELGL's Top 100 Government Influencers of 2022 ([link](#))
- Induction into the Chief Information Officers Hall of Fame ([link](#))

Impact

As a result of Scottsdale's CDA engagement, the city has made significant changes to both policies and systems:

- To address concerns about the city's short-term rental market, the city [passed an ordinance](#) informed by data and created a [public-facing short-term rental data portal](#). Together, they address resident concerns about public safety, better track the use and ownership of short-term rental properties, and increase transparency and efficiency in the rental process.
- Scottsdale DNA is an internal hub which provides staff with data training and resources, building in sustainability of their data strategy. It will offer certifications that will upskill staff across over 40 departments on topics such as data literacy, analytics and business intelligence, data leadership, and data privacy and protection. City leaders are revising core employee competencies to include data and integrate data skills into more job descriptions. Their support, along with staff engagement efforts such as co-design the Scottsdale DNA logo and re-establishing their data coordinators network, have built a strong foundation for Scottsdale to build and retain their data workforce.
- In August 2022, the city [released a study](#) and [interactive data](#) for residents to address concerns about public health related to climate change.



As a result of their teamwork and City Data Alliance participation, Scottsdale leveled up to [Gold What Works Cities Certification](#) in June 2023.

“Our community deserves the best from its city government, and this higher level of certification from the What Works Cities program confirms that we are delivering that in Scottsdale,” said Mayor David D. Ortega. “This award recognizes our commitment to maximize valuable data to benefit everyone.”

Scottsdale's citywide data strategy, launched in early 2023, encapsulates the values of government efficiency, transparency, civic engagement, and accountability, setting clear roles and responsibilities, establishing key milestones for data quality and capacity, and identifying residents as key stakeholders in their data governance charter and data-as-a-service standard.