## City Innovation Snapshot
## SCOTTSDALE, Arizona, USA

## Overview

► **Mayor:** W. J. "Jim" Lane
► **Term:** 2009-2020
► **Innovation Lead:** Brent Stockwell
► **Population size:** 255 310 (2018)
► **Innovation / open data website:**
www.scottsdaleaz.gov/performance

## What is the organisational structure?

Scottsdale's innovation efforts are sprinkled throughout the organisation. While having no dedicated innovation staff, Scottsdale's cross-departmental High-Performance and Innovation initiative is championed by the **Assistant City Manager** and is led by **2 other staff.**

Staff skills and profiles include:
- Project Manager
- Data Scientist
- Strategic Communications / Marketing
- Engineer
- Community Engagement



## Spotlight

Scottsdale's High Performance and Innovation initiative has institutionalised the use of metrics and project review to encourage evidence-based decision-making. The team uses a four-step cycle for each initiative: plan (define results through benchmarks), do (execute the plan), review (assess results through surveys and data analytics), and revise (adjust goals and approaches). To execute its vision, Scottsdale also splits its innovation staff into four designated subteams: benchmarking, data analytics, process improvement, and behavioural insights. This division of labour and clarity of roles supports efficient execution of projects. Scottsdale also publishes a brief annual report highlighting key initiatives and fostering a citizen-centric focus.

## What is the city's innovation vision?

Like 50% of cities surveyed, Scottsdale has no **formal innovation strategy.**

The city most closely associates innovation capacity with:
- **Behavioural economics, nudging**
- **Planning for the future**

## What is the city's innovation approach?

Similar to more than half of cities surveyed, Scottsdale approaches innovation capacity **both from a holistic / macro level and in specific policy areas.**

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

| Social welfare / social services | Digital Governance |

## What innovation partnerships exist?

Scottsdale has developed partnerships to **promote 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 private philanthropy, academia and think tanks, to collect and analyse data, as well as with other cities.

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### What funding is available?

Like 81% of cities surveyed, Scottsdale has dedicated funding to support innovation capacity, which comes from the following sources:

- **Municipal budget** (city council approved funds / operating budget / special funding process / scholarship and innovation awards)
- **External (non-public) funding** (philanthropic or non-profit / academic or think tank resources)

Scottsdale's funding for innovation capacity is generally directed towards **training staff and building capacity, generating ideas and brainstorming,** and **paying for third-party services.**

### How is innovation helping the city?

- ✓ Simplifying administrative procedures for firms and residents
- ✓ Improving internal government operations
- ✓ Improving service delivery

The most critical success factors in supporting the city's innovation work are **dedicated funding, a focus on metrics, a dedicated innovation team, a culture of innovation within the municipal administration,** and **engagement with partners.**

### How is data used?

Scottsdale does not currently use data to align its budget process with its strategic priorities. One of the challenges preventing the use of data to support innovation goals is a **lack of technical infrastructure.**

Scottsdale **maintains a comprehensive data inventory** to make data more accessible, **publishes open data online** and **provides clear how-to guidance** to help residents access and use city data.

### How are outcomes measured?

Policy areas **with sufficient data** or **without sufficient data** to support innovation capacity in the city.

| | | | | |
|---|---|---|---|---|
| Transport / Mobility | Economic Development | Housing | Policing and Law Enforcement | Health |
| Government Finance | Waste and Sewage | Labour Market and Skills | Environment and Climate Change | Education |
| Culture | Social Inclusion, Equity | Public Works | Tourism | Digital Governance |

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