

# City of Scottsdale Information Technology Strategic Plan

2022 - 2025





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# Introduction to IT Strategic Plan

The City of Scottsdale is consistently rated among the nation's most desirable communities to live in, visit and do business in.

## Live

We take pride in offering a world-class community to live with top-rated schools, award-winning parks, low crime rate and a vibrant economy.

## Visit

With great weather, fantastic scenery, and a calendar full of special events, Scottsdale is a popular tourist destination in Arizona that welcomes millions of visitors annually. Every January through March, Scottsdale captures the national spotlight with an eclectic mix of sport and cultural events that draw hundreds of thousands of spectators and millions of television viewers.

## Business

Scottsdale is one of the state's leading job centers with a robust economy anchored by bio-life science companies, high-tech innovation, financial services, tourism, and corporate headquarters.

**Technology and Innovation** are key to ensuring Scottsdale provides world-class service to maintain the vibrant community. Increasing digital government services, improving operations through technology modernization, increasing connectivity, and providing mobile solutions are all part of the ongoing innovation the city has undertaken.

The following IT Strategic Plan lays out Scottsdale's strategic priorities for innovation and technology to meet the increasing needs for World-Class Digital Government Services.



**Bianca Lochner**  
Scottsdale Chief  
Information Officer

# City of Scottsdale Priorities

The City of Scottsdale's priorities, defined in the city's Master Plan, serve as the foundation for the Information Technology Plan.

## Respect Character and Culture



Enhance and protect Scottsdale's unique features, neighborhood identity, character, livability, southwestern heritage, and tourism through appropriate land uses and high standards for design. Create vibrant and attractive places that accommodate a variety of ages and incomes and support the arts and multicultural traditions.

## Conserve and Preserve the Environment



Lead the region in the stewardship and sustainable management of the Sonoran Desert environment and conservation of natural resources and open spaces for the visual, physical, and personal enrichment of everyone.

## Collaborate and Engage



Promote strong, visionary leadership that is transparent, responsive, and efficient; collaborates regionally; respects and honors our community values; recognizes the benefit of interactive community involvement and volunteerism; and embraces citizens as active partners in decisions that affect their neighborhoods and city.

## Foster Well-Being



Promote a culture of lifelong physical and mental health, safety, and well-being for residents, visitors, employers, and employees. Foster social connectivity across cultural and generational boundaries by cultivating a welcoming environment; respecting human dignity; and recognizing and embracing citywide and regional diversity.

## Connect the Community



Connect all community members within the city and to the region by striving for cost-effective, adaptable, innovative, safe, and efficient mobility options. Connectivity and mobility involve more than getting people from here to there, connectivity and mobility influence the form and comfort of urban communities.

## Revitalize Responsibly



Vigorously evaluate the short- and long-term impacts of development and redevelopment decisions to ensure that public and private investment work collaboratively to support and maintain the unique features and local identity that make Scottsdale special, and contribute positively to the community's physical, fiscal, and economic needs and high quality of life.

## Advance Innovation and Prosperity



Embrace a diverse and innovative economy to sustain our high quality of life through a variety of businesses, health and research institutions, and educational, technological, tourism and cultural elements.



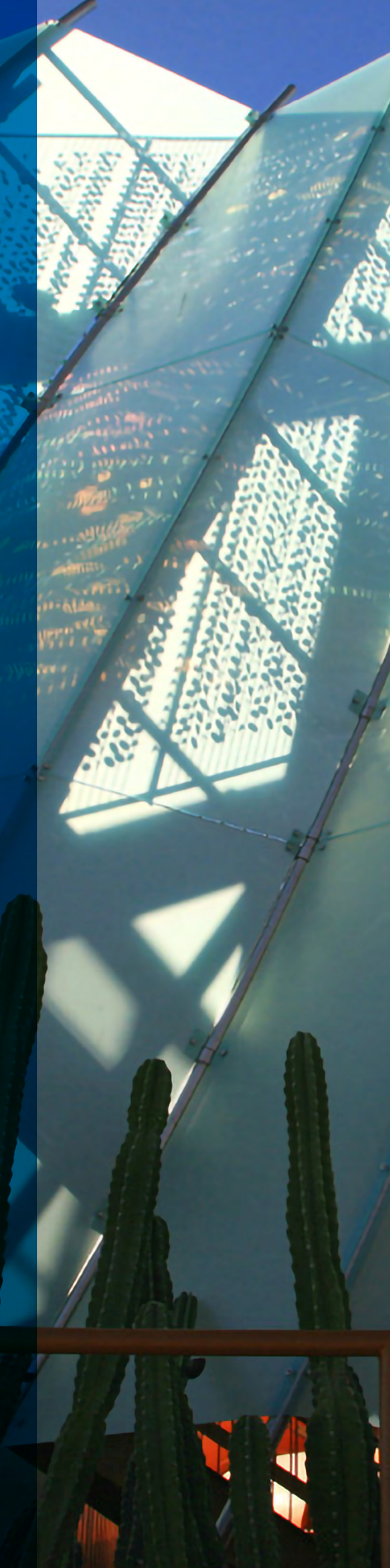
## How did we create the plan?

To create the plan, the city IT department received input from all the departments it serves.

The city hosted a workshop to understand technology, data, and business priorities and to gather direct feedback. The goal was to improve city operations and enhance for the city's internal and external stakeholders. Over 100 city employees joined the virtual session!

IT leaders collaborated in several working sessions to identify local and regional priorities. city leaders were interviewed to provide input and guidance on city priorities.

The City of Scottsdale General Plan 2035 and the Scottsdale Smart City Plan served as foundations for the plan.



# Scottsdale IT

## Vision & Mission

### VISION

**Power the City of Scottsdale's services, connectivity, and community well-being with innovative and secure technology.**

### MISSION

**Scottsdale Information Technology provides reliable, secure, and flexible technologies, supported by excellent customer service and leadership in technical innovation.**

2022 - 2025

# Scottsdale IT

## Goals and Strategies

### Goals

- 1 Provide modern, effective technology services and solutions that advance prosperity**
- 2 Expand regional technology partnerships to continuously innovate and improve services**
- 3 Leverage technology to enable efficient access to city services, community engagement, and regional connectivity**
- 4 Preserve the city's assets through best-in-class cyber-security initiatives and increase sustainability through targeted initiatives**
- 5 Utilize technology to create an environment that prioritizes employee engagement**



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# Provide modern, effective technology services and solutions that advance prosperity



City of Scottsdale Priority -  
**Advance Innovation and Prosperity**

The City of Scottsdale understands that technology is foundational for civic and community growth. Technology enables the city to innovate, make data-driven decisions, and provide access to real-time services and information.

## Strategies

1. **Expand availability, education and use of data and analytics for informed business decision-making across the city and community.**
  - ▶ Create and implement a Data Governance Plan that includes decision rights and an accountability framework that ensures the appropriate behavior in the valuation, creation, storage, use, archival and deletion of information. Governance will include both city and regional stakeholders
  - ▶ Establish Data Scientist role in the city to transform structured and unstructured data into insight, predictive analytics, and models for decision automation
  - ▶ Increase data-literacy across the city staff to understand, interpret and act upon data, describe its use-case application and influence resulting business value or outcomes

*“This dedicated group of professionals strives to provide colleagues and citizens with trusted data that is easily used and understood, empower colleagues to use available Enterprise software and platforms, and provide colleagues with training options that facilitate their needs regardless of time, place, or delivery method.”*

**Kari Johnson, Business Intelligence Manager  
Enterprise Applications and Data**



*“We maximize business value by finding the most effective and efficient ways to budget for, procure and provide hardware, software, services, and training to central IT, our customers, and ultimately the citizens.”*

**Jennifer Jensen, Senior Management Analyst**



- 2. **Promote operational excellence to deliver IT services in an easy to use, consistent manner.**
  - ▶ Measure and report on IT services, performance, and customer satisfaction
  - ▶ Cultivate a customer-centric culture across all of IT through offering training & education
  - ▶ Establish a continual improvement process to better manage workload and gain efficiencies
  - ▶ Utilize best practices including life-cycle management to maximize value of the application landscape
  
- 3. **Lead adoption of digital services through partnership with city departments and agencies.**
  - ▶ Partner with City departments and leadership to assess, trial and adopt digital public services priorities
  - ▶ Expand capacity needed to achieve increased digitization including operating model, platform, skills, adoption approach



“The Scottsdale IT Support division works continuously to improve customer wait times and to develop employee skill and interest in IT Through the yearly replacement of computers, laptops, tablets, printers, cellular phones, audio/visual, etc., along with ongoing repair, the goal of IT Support is to improve our customer satisfaction and to promote self-service. We are the initial face of IT at the City and work to assist staff with new career advancement opportunities in Information Technology.”

**Jay Willson, Information Technology Support Manager**

“Public Safety Radio Engineering is committed to providing the Municipal and Public Safety agencies we serve with the most efficient and reliable communications systems possible.”

**Steven Powell, Radio Engineer Manager**



## 2 Expand regional technology partnerships to continuously innovate and improve services



*City of Scottsdale Priority -  
Advance Innovation and Prosperity*

The City of Scottsdale understands that technology is foundational for civic and community growth. Technology enables the city to innovate, make data-driven decisions, and provide access to real-time services and information.

### Strategies

1. **Partner with city departments and the City Council to modernize legacy systems to provide increasingly efficient, transparent, mobile city services.**
  - ▶ Collaborate with city departments to prioritize, plan, and execute on aging, operating system upgrades that have extended beyond useful life
  - ▶ Communicate and oversee execution of best practices for large system modernization efforts
  
2. **Co-create solutions with regional agencies to improve technical infrastructure, data sharing, public private partnerships and to address regional challenges.**
  - ▶ Engage with existing regional organizations including the SkySong Innovation Hub, Regional Wireless Cooperative (RWC) public sector interoperable communication network, Maricopa Association of Governments (MAG), the Arizona Super Bowl Host Committee, Regional Fiber Optic, etc.
  - ▶ Build new strategic partnerships to maximize technology value and smart- city initiatives
  - ▶ Increase broadband access across the city



*“The Information Technology (IT) Department recognizes that the best way to serve our customers is to provide a dynamic, proactive technology environment that meets the city’s existing and future departmental service needs through reliable secure infrastructure and applications.”*

**Robert Fisher, Information Technology Director**

## 3 Leverage technology to enable efficient access to city services, community engagement, and regional connectivity



Technology enables connection of community members within the city and to the region through efficient access to data, services, resources, and each other. By providing various means of accessing services and information, trust and confidence in the city grows.

### Strategies

1. **Modernize service portals to improve engagement and access to city services.**
  - ▶ Streamline and increase opportunity for self-service
  - ▶ Increase mobile access to city services
  - ▶ Enable digital communications to constituents and residents
  - ▶ Increase accessibility of public wi-fi and broadband throughout the city
  
2. **Collaborate with city departments and regional agencies to support data access while securing sensitive data.**
  - ▶ Enhance data security through training and collaboration
  - ▶ Coordinate and participate in regional cyber-security training
  - ▶ Integrate data across multiple jurisdictions for improved decision making, analytics and regional collaboration
  - ▶ Collaborate to create city-wide and regional data privacy digitization including operating model, platform, skills, adoption approach



*“Our true superpower is to empower our customers and partners to be able to independently do more with all our great technologies and through that enable them to delight their customers and stakeholders.”*

**Jacob Beard, Information Technology Director  
of Applications and GIS**

## 4 Preserve the city's assets through best-in-class cyber-security initiatives and increase sustainability through targeted initiatives



*City of Scottsdale Priority –  
Collaborate and engage*

Information Technology actively partners with other City of Scottsdale departments, regional agencies, and the community.

These partnerships enable improved data sharing, development of technical infrastructure, continuous improvement of City Services and economic development. Through a spirit of continuous collaboration and engagement with these partners, technology and data needs can be anticipated, identified, and met on an ongoing basis.

### Strategies

1. **Establish sustainability/governance model to evaluate and prioritize initiatives that reduce technical debt and increase sustainability.**
  - ▶ Establish sustainability evaluation criteria by defining decision criteria first and prioritizing initiatives based on those criteria.
  - ▶ Evaluate and prioritize measures based on criteria
  - ▶ Track and report on metrics and improvements
  - ▶ Identify new technology services to support sustainability
2. **Strengthen resiliency, meet expectations of availability, and protect sensitive information from loss and inappropriate use.**
  - ▶ Implement a structured framework of security controls
  - ▶ Strengthen ransomware readiness
  - ▶ Update access management capabilities
  - ▶ Manage attach surfaces to minimize risk



*“Ensuring strong cybersecurity measures is essential for the city of Scottsdale to safeguard its digital assets, maintain public safety and trust, and effectively deliver services to its residents, businesses and visitors.”*

**Don Thelander, Chief Information Security Officer**

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## Utilize technology to create an environment that prioritizes employee engagement



*City of Scottsdale Priorities –  
Collaborate and Engage, Foster Well-Being*

A high-performance workforce is one of the City's most valuable resources and is essential to innovation and service excellence. In a post-pandemic world, employee priorities and work environments have changed. The city seeks to engage employees and provide opportunities to utilize technology for various employee engagement opportunities.

### Strategies

#### 1. Facilitate a 'work from anywhere' environment.

- ▶ Assess and leverage technology tools that enable the ability to safely access needed data and successfully work remotely
- ▶ Increase availability of tools and platforms for field staff to securely access and utilize data

#### 2. Engage employees through targeted training to improve core IT skills.

- ▶ Assess in-demand technology and data-related skills needs across City agencies
- ▶ Develop formalized (internal or external) training opportunities to expand assets
- ▶ Develop an employee 'upskill' plan

#### 3. Develop targeted technology hiring plan.

- ▶ Identify best-practices for public sector technology recruitment
- ▶ Assess if employee job descriptions need to be revised to better reflect job functions
- ▶ Attract new employees with targeted regional partnerships.



*“With the ever-changing infrastructure and application offerings, IT is continuously adapting its skillset, services, and collaboration in order to bring world-class solutions to our partners and citizens.*

**Felix Ortiz, Enterprise System Engineering Manager**





“Information Technology provides innovative and creative technology solutions for our constituent’s dynamic and changing business needs.”

**Owen-Ellington, Information Technology Communications Manager**

“Advancements in mobile devices and web technologies are requiring us to provide easier to use and more capable solutions to both our citizens and employees. We are also focused on integration efforts with various third-party SaaS solutions, which are becoming a larger and larger part of our day-to-day business processes.”



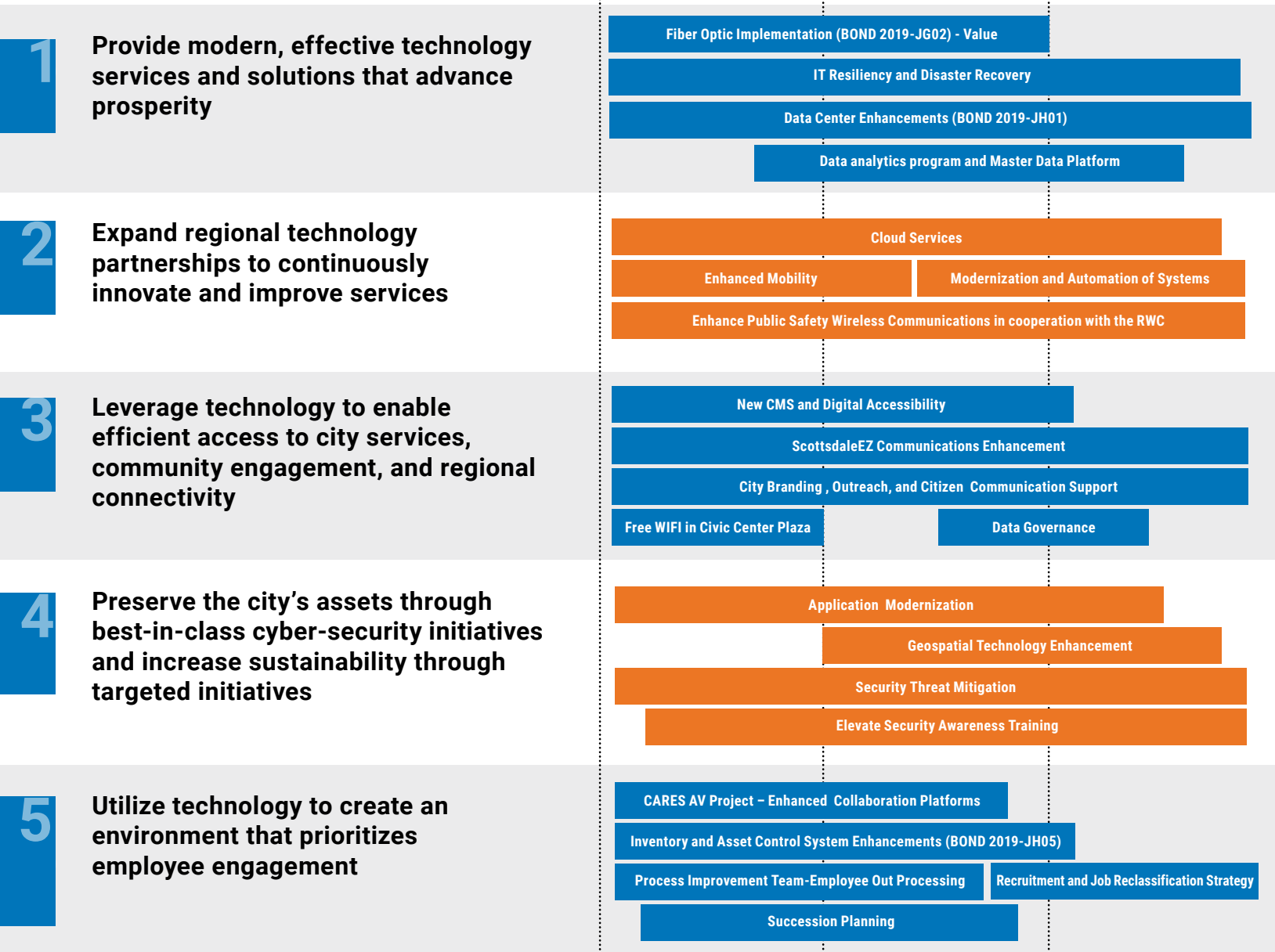
**Dean Schmidt, Application Development Manager**



“For a local government every document produced, improvement constructed, or action performed is somehow related to a location on the ground. Having all that information mapped in a GIS System, allows users of that data to answer questions quickly and intelligently, and creates a pathway for analyzing the data in ways that may have not yet been considered. Our GIS team proudly provides the support to facilitate this decision-making process and the endless opportunities it provides.”

**Chris Lechner, GIS Manager**

# Roadmap



“We provide the technology, design and support to the city’s communications ensuring that the city’s outreach to citizens is professional, approachable, accessible and inclusive.”

Amy Tinder, Web & Design Services Manager