

Detailed Follow Up Report - Auditor Determined Status

Rec#	Recommendation	Auditor FollowUp	City Auditor's Status	Closed
2114	Economic Development Programs	Issued:	8/17/2021	
1A	The Economic Development department director should develop further business assistance programs making available the additional funds that the City Council has designated for this purpose or report to the City Council why further programs are not necessary.	Dec 2021: The department reported it was approved to allocate \$620,000 from the small business assistance CARES funding to establishing another assistance program that will launch online on January 25, 2022. This small business assistance program's goals are to provide at least 200 hours of training, host live virtual workshops and webinars, and sponsor about 800 hours of one-on-one consulting. The department's remaining CARES balance was reallocated to funding city facility and building safety upgrades. March 2022: The HUUB assistance program is underway and about 200 businesses have signed up. The program offers business trainings, event information, consultation and networking opportunities for participants.	Implemented	<input checked="" type="checkbox"/>
1B	The Economic Development department director should develop and maintain a complete list of Scottsdale businesses with mail or email contact information to allow timely communication with the business owners.	Dec 2021: The department reported receiving City Treasurer approval to access the business license contact information, which includes about 15,000 Scottsdale business contacts. System integration is being developed to provide this information to the department CRM system and is expected to be completed in February 2022. Auditors will review status of this process for the next update. March 2022: The department has worked successfully with the City Treasurer's office to add business license contact information and continues to add new records each month. The department has also changed its email strategy to an "opt-out" system, and only about 30 businesses requested to be removed from the mailing list. As well, a higher percentage of recipients are now opening the department's emails, increasing from about 27% to about 31%.	Implemented	<input checked="" type="checkbox"/>

Detailed Follow Up Report - Auditor Determined Status

Rec#	Recommendation	Auditor FollowUp	City Auditor's Status	Closed
2A	The Economic Development department director should ensure the department follows up with leads timely and records activities in the CRM system. Further, the department should review all leads older than three years to determine whether the lead is still active or should be closed.	Dec 2021: The department reported that its implementation of a new CRM system in July resolved prior issues. The updated system more easily tracks activities with its integrated Microsoft platform. In addition, the department reported it is now conducting monthly CRM meetings to review all leads and projects to ensure there are follow up activities and updates. Auditors will review the new system's data for a future update. March 2022: Auditors reviewed the new system's active leads; the oldest contact update was within the past 90 days. Also, the department set filters in the system to notify staff if a lead is not contacted within that timeframe.	Implemented	<input checked="" type="checkbox"/>
2B	The Economic Development department director should ensure the department develops criteria and a multi-year schedule for scheduling business retention and expansion visits and ensure that the information is maintained in one database.	Dec 2021: The department reported updating its BRE program manual and FY 2021/22 goals, strategies and guidelines to identify best practices and strategies. They are using the new CRM to track all business retention visits and are developing a multi-year schedule to ensure outreach is made. This schedule is expected to be completed by July 2022. March 2022: The department continues to make progress toward its planned business retention visits completion by fiscal year end. Reminders are being incorporated into the multi-year outreach schedule.	Implemented	<input checked="" type="checkbox"/>

Detailed Follow Up Report - Auditor Determined Status

Rec#	Recommendation	Auditor FollowUp	City Auditor's Status	Closed
2C	<p>The Economic Development department director should ensure the department creates a comprehensive social media and marketing plan that includes: 1. Evaluating its practice of targeting markets based on the destination marketing contractor. 2. Scheduling social media posts to drive higher engagement and promote specific campaigns. 3. Ensuring that promotional campaigns are inclusive and promote diversity. Consider aligning campaigns with diversity events and reposting related City news content. 4. Evaluating whether the jobs board is cost-effective. If it is, seek to include other companies on the board.</p>	<p>Dec 2021: The department reported its newly hired Marketing manager is developing a comprehensive marketing plan to address social media, diversity and inclusion and driving higher engagement. Further, for FY 2020/21, the jobs board webpage received 3,828 pageviews and 20 new employers have signed up to participate on the jobs board. The department reported the job board's effectiveness is being evaluated, including alternative vendors, and a determination is planned of whether to continue it for FY 2022/23. March 2022: The department is developing its new marketing plan that is tied to its strategic plan goals, which include diversity and inclusion. Staff is also evaluating the top markets and campaign activities. As well, the department has established a social media calendar, with scheduled posts for the next two months. The department has started using the jobs board's "scraping" feature and more companies are posting jobs on the board. As a result, the jobs board has more than 1,200 jobs listed currently. Also, APS has agreed to pay half the jobs board cost for the next year.</p>	Implemented	<input checked="" type="checkbox"/>
3	<p>The Economic Development department director should ensure the department accurately tracks data for and reports performance. Further, the department should evaluate a mix of output and outcome metrics and benchmark its performance measures and metrics over time and against other economic development organizations.</p>	<p>Dec 2021: The department reported it is currently evaluating a mix of output and outcome metrics and is targeting implementation of new measures by July 2022. March 2022: The department reported it is continuing to evaluate a mix of output and outcome metrics for July implementation. As well, the new CRM system collects more comprehensive information on the department's activities and can provide more support for performance reporting. June 2022: The department reported that it will begin tracking 5 additional indicators, such as the lead-to-project conversion rate and number of new business registrations. Overall, the department stated it will be tracking 8 output measures and 8 outcome measures.</p>	Implemented	<input checked="" type="checkbox"/>