



# Memorandum

**TO:** COMMUNITY AND  
ECONOMIC DEVELOPMENT  
COMMITTEE

**FROM:** Jen Baker

**SUBJECT:** Cost of Special Events Audit **DATE:** January 30, 2026  
Status Report

Approved

Date:

2/12/2026

## **RECOMMENDATION**

Accept the status report on the implementation of the Cost of Special Events Audit Recommendation #4, including assessment of options to enhance coordination or consolidation of the permitting process and timely invoice processing.

## **BACKGROUND**

On June 16, 2025, the Community and Economic Development (CED) Committee accepted the *City Auditor's City Costs for Outdoor Special Events: Opportunities Exist to Enhance Customer Service*<sup>1</sup> report, which evaluated the City's approach to cost recovery, billing, and interdepartmental coordination for outdoor special events. The audit identified opportunities to improve customer service, transparency, and operational efficiency, particularly related to permitting coordination and the timeliness of post-event invoicing to event organizers.

This item was cross-referenced to the August 26, 2025, City Council meeting. City Council directed the Administration to return to the CED Committee with a status report on Recommendation #4, which focuses on improving customer service and ensuring alignment with the City's Customer Service Vision and Standards through:

- (a) Assessing opportunities to better coordinate or consolidate the special event permitting process, potentially through a technology solution; and
- (b) Formalizing procedures to ensure the timely issuance of all post-event invoices.

<sup>1</sup> <https://sanjose.legistar.com/View.ashx?M=F&ID=14278609&GUID=9AD06DE4-E5CD-4DF5-BB2C-4F631BAE498F>

## **ANALYSIS**

The purpose of this memorandum is to provide an update to the CED Committee on the progress, constraints, next steps, and timeline on the implementation of the Cost of Special Events Audit Recommendation #4, which includes two parts. The Administration's response to the audit gave recommendation #4 a yellow rating and committed to a June 2027 target date of completion. The yellow rating indicates the budgetary resources and interdepartmental coordination for City-wide implementation of a centralized permitting system software across various departments, including the Fire Department, Parks, Recreation and Neighborhood Services Department, the Department of Public Works, and the Department of Transportation.

### **Recommendation #4: "To improve customer service and ensure alignment with the City's Customer Service Vision and Standards:**

**a. The Administration should assess how the City can better coordinate or consolidate the permitting process, potentially through a technology solution."**

#### *Progress*

The San José Police Department has piloted a new centralized permitting software system called eProval that could be a shared software system across departments that tracks costs and billing. Nearing the completion of this pilot phase, this software system has demonstrated its efficacy for internal and external user experience. Key early advancements include an online application intake, tracking permit status, invoicing, and billing, as well as increased administrative efficiencies related to communications and permit coordination, with the potential for application across departments. Since the June 2025 CED Committee meeting, the City Manager's Office of Economic Development and Cultural Affairs (OEDCA) has partnered closely with the Police Department to assess implementation of the eProval permitting platform as a foundational reference point for evaluating City-wide coordination opportunities. OEDCA has coordinated ongoing discussions with the Fire Department, Finance Department, Parks, Recreation and Neighborhood Services Department, Police Department, Department of Transportation, and Department of Public Works to evaluate functional requirements, operational workflows, and interdepartmental needs associated with outdoor special event permitting and post-event billing.

A priority of this work is evaluating integrated technology solutions that support a City-wide approach by improving coordination across departments, clarifying roles and responsibilities, and enhancing the customer experience through concurrent workflows, cross-departmental collaboration, and transparent engagement for event organizers.

#### *Constraints*

While a shared or consolidated permitting system presents potential benefits, staff has identified several constraints that must be addressed before a City-wide solution can be

implemented. Outdoor special events require permits and services from multiple departments with distinct regulatory authorities, workflows, fee structures, and cost-recovery models, and aligning these processes into a single system would require technological, billing, and payment process coordination among departments.

In addition, a City-wide implementation would require ongoing budget resources for software licensing, system configuration, training, and long-term system administration, as well as staff capacity to support system management and cross-departmental coordination. Based on preliminary discussions with eProval, a shared permitting platform could range from approximately \$25,000 to \$45,000 annually for base subscription costs, with additional costs for optional modules such as billing/eCommerce, calendar functions, or expanded workflow features. Pursuing a shared system would require a procurement process, and staff will assess whether opportunities exist to leverage existing City contracts, including the Police Department's current agreement with eProval. At this time, funding for City-wide implementation has not been identified and would need to be considered as part of the Fiscal Year 2026-2027 budget process.

#### *Next Steps and Timeline*

OEDCA will continue interdepartmental coordination to define workflows, evaluate technology options, and assess funding strategies for a shared permitting and billing solution. This fiscal year, staff is focused on improving the customer experience within existing resources by updating the Cultural Affairs Special Events website and resources to provide clearer guidance on permitting processes and event cost models. These interim improvements increase transparency and predictability for event organizers, as work continues toward City-wide implementation.

#### **Recommendation #4: “To improve customer service and ensure alignment with the City’s Customer Service Vision and Standards:**

**b. The Office of Economic Development and Cultural Affairs should formalize its procedures to follow up with appropriate department staff post-event to ensure organizers receive all necessary invoices in a timely manner.”**

#### *Progress*

The Finance Department confirmed that a consolidated billing model is feasible within the City's existing financial and internal control framework. Building on this, the Administration is conducting a deeper evaluation of potential workflows to support this approach, including options that leverage either the eProval permitting platform currently used by the Police Department or existing revenue management platforms like RevQ or FMS. Each option presents different considerations related to system integration, operational roles, staffing impacts, and implementation costs.

Discussions with the eProval platform vendor indicate that the functional needs identified by OEDCA and partner departments, including interdepartmental coordination, service tracking, and improved visibility into costs and payment structures, can be supported from a technical standpoint through the platform's eCommerce capabilities.

In parallel, OEDCA continues working with department partners to improve internal coordination around service tracking, cost reconciliation, and post-event billing handoffs to support timely and consistent invoice issuance within the existing framework.

### ***Constraints***

Resource, staffing, and funding limitations constrain progress. At this time, no dedicated budget has been identified to fully support the additional staffing, system configuration, or technology enhancements required for a coordinated City-wide approach. At the same time, the volume and complexity of outdoor special events continues to increase year over year, placing growing demands on existing staff capacity across departments.

Additionally, any integrated permitting and billing solution must align with the City's revenue, eCommerce, and regulatory frameworks, adding complexity to system design, implementation, and ongoing compliance. These combined constraints limit the Administration's ability to scale current processes to meet rising demand without additional resources or system-supported efficiencies.

### ***Next Steps and Timeline***

Staff will continue workflow mapping and evaluating system integration options while advancing immediate process improvements to enhance the customer service experience. Near-term actions to be completed this fiscal year include interdepartmental updates to standard operating procedures to clarify permitting guidance and improve transparency around event costs and post-event invoicing. These updates will be reflected in revisions to the Special Event Guidelines and enhancements to the OEDCA Special Events website. These interim, low-cost improvements will be implemented as work progresses toward an integrated technology solution and phased implementation strategy, consistent with the Administration's target of June 2027 for full City-wide implementation.

### **COORDINATION**

This memorandum has been coordinated with the City Attorney's Office, the Department of Parks, Recreation and Neighborhood Services Department, the Department of Transportation, Fire Department, Police Department, and the Finance Department.

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