

MEMORANDUM OF TRANSMITTAL



To: F.J. Flynn, Chief Administrative Officer

From: George J. McGowan, CPA
Director, Office of Audit Services and Management Support

Date: March 27, 2025

Subject: Follow-up Review of Special Events Coordination (Report No. 25-05)

A handwritten signature in black ink, appearing to be 'GJM', written over a horizontal line.

Attached is a summary of the status of recommendations as determined from our follow-up review of Special Events Coordination (Report No. 24-02), issued April 9, 2024.

This review consisted of inquiries of City personnel. It is substantially less in scope than an audit. The evidence obtained provided a reasonable basis for our conclusions; however, had an audit been performed, other matters may have come to our attention that would have been reported to you and our conclusions may have needed to be modified.

The recommendations contained in the original report are implemented, partially implemented, or planned for implementation. The management and staff of the Special Events Division are doing a commendable job and their attention to these recommendations has improved the special events coordination processes.

We would like to thank the management of the Transportation Department for their cooperation during this follow-up review.

GJM

Attachment

C: The Honorable Buddy Dyer, Mayor
Jody Litchford, Deputy City Attorney
Brooke M. Rimmer-Bonnett, Deputy Chief Administrative Officer
Eric Smith, Police Chief
Charles Salazar, Fire Chief
Tanya J. Wilder, Transportation Director
Corey Knight, Public Works Director
Lillian C. Scott-Payne, Economic Development Director
Lisa Early, Families Parks and Recreation Director
James Young, Special Events Division Manager

Special Events Coordination Reply and Implementation Summary

#	Recommendations	Concur	Partially Concur	Do Not Concur	Original Management Action Plan	Original Target Date	Implementation Status	
							Current Status	Comments
1	The City should consider maintaining a record of how fees are calculated (i.e., hourly rates based on economic indicators, formulas, etc.)	✓			Get full time office established in October 2024. Add Fiscal Coordinator Position.	10/1/2024	Implemented	Fiscal Coordinator started March 2025
2	The City should collect Special Event fees that are fixed costs beforehand, while hourly variable costs can be billed post-event. Event planners should be provided with a comprehensive quote during the application process. The may consider requiring event planners to formally acknowledge and sign the quote.	✓			Get full time office established in October 2024. Add Fiscal Coordinator Position.	1/1/2025	Implemented	All fees and estimates are provided to event applicants as soon as available. Applicants are required to agree to all fees and costs.

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3	While it may not be practical to list all special event fees in the Ordinance, The City should define special event fees internally, updated on a regular cadence, and maintained in a central location.	✓			Code reviews	7/1/2025	Partially Implemented	Fees and costs are posted in the public facing event guide. Current code revisions/amendments in progress. Fees removed from code and will be implemented by fee schedule and council approval.

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4	The City should consider utilizing project management tools and software to streamline the review process and shorten the review timeline.	✓			December 2024 purchase of Eproval, and switch from current MyGov.	12/1/2024	Implemented	The city now utilized Eproval, and allows applicants to apply one year prior to event date.

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5	The City should consider utilizing a flat fee (including set-up and break-down days) to eliminate the administrative burden for the City and provide price clarity for event planners.	✓			Fee reviews	7/1/2025	Partially Implemented	Fees and costs are posted in the public facing event guide. Current code revisions/amendments in progress. Fees removed from code and will be implemented by fee schedule and council approval.

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6	The City should consider performing an assessment to evaluate special events staffing as compared to the volume of work, budget available, and desired level of service.	✓			Full time staff in office	10/1/2025	Implemented	Staffing of events is evaluated based on entirety scope of the unique needs for each event.

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7	The City should consider offering pre-approved routes for the event planner to choose from, while allowing event planners to submit their own route for approval on a case-by-case basis.	✓			Transportation support of events	10/1/2024	Implemented	The city and event planners work closely together on all route reviews and plans.
8	The City should consider defining procedures related to event planner verification. This may include requiring a certificate of good standing or performing a reference check for larger events.	✓			Event inspector positions in budget requests as well as new permitting software to assist in information gathering and planning.	10/1/2024	Partially Implemented	Eproval does collect more information on the event, event planners, etc, which help guide staff to conduct better reviews.
9	The City should consider defining and monitoring KPIs to identify progress towards goals and identify areas for improvement. KPIs may include: application processing times, number of events requiring external police coverage, planners who strayed from application details, the number of events per year, etc.	✓			Continual reviews	N/A	Partially Implemented	KPI process under review as well as reporting system potentials of new software, as well as budget requests for potential inspector positions. We have increased after action meetings on larger events to evaluate and improve. All revise and notes for each review are stored within the permit for that event, and flagged for future event.
10	The City should consider reviewing, and if necessary, updating, fees on an annual basis.	✓			code and fee reviews	7/1/2025	Partially Implemented	In progress. fees are being reviewed during current code review process
11	The City should consider defining metrics related to economic impact, which may assist in the approval process and tracking KPIs related to special events.	✓			N/A	N/A	Partially Implemented	The Special Events office now works closely with Economic Development to review economic impacts to include better attendance reviews and local business feedback.

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12	The City should consider staffing each event with Special Events personnel responsible for monitoring overall compliance and adherence to the approved permit application.	✓			Positions in budget requests	10/1/2025	Planned for Implementation	Budget requests for Event Inspector/Evaluator/Compliance positions.
13	The City should consider evaluating current software to determine whether functionalities can be introduced to enhance interdepartmental communication and customer service experience.	✓			software reviews and recommendations	12/1/2025	Implemented	The city now utilizes Eproval.
14	The City should consider consolidating the number of departments collecting fees, and reducing the instances wherein two departments are collecting the same fees.	✓			budget and fiscal coordinator	7/1/2025	Planned for Implementation	The hiring of a fiscal coordinator in March 2025, as well as department meetings continue to implement this procedure. Reconciliation procedures being discussed.
14	The City should consider centrally tracking complaints and frequently asked questions.	✓			December 2024 purchase of Eproval, and switch from current MyGov. Creation of Event Guide and on line presence improvements.	12/1/2024	Implemented	FAQ's are now answered in our on line presence and posted event guide, as well as Eproval now helps with self guided system, and place to store complaints for each event, within the permit for alerts of future event.