2025 Building Division Audit Corrective Action Plan

RESTORING COMMUNITY CONFIDENCE THROUGH IMPLEMENTATION

FOR TOWN COUNCIL REVIEW FEBRUARY 10, 2026

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1. Statement of Purpose and Community Commitment

The Town of Paradise recognizes that homes represent far more than structures—they reflect safety, stability, financial investment, and a sense of security for individuals and families rebuilding their lives following the 2018 Camp Fire. For a community recovering from such a profound loss, concerns raised regarding construction quality, permitting, and inspections are taken seriously because of the real and lasting impacts that deficiencies can have when expectations of safety and reliability are not met.

Responsibility for construction compliance rests with builders and design professionals; however, the Town acknowledges its essential role in administering building permits and inspections intended to promote safety, consistency, and accountability. When concerns are brought forward—whether through formal complaints, public meetings, or other channels—they provide valuable insight into how systems are functioning and where improvements may be needed, particularly in a rebuilding environment marked by urgency, complexity, and heightened community expectations.

This Corrective Action Plan responds to concerns identified to date while also recognizing the importance of continuing to surface, evaluate, and learn from additional input as implementation proceeds. Reviewing known concerns, inviting further feedback, and strengthening intake and quality assurance processes are central to identifying issues early, improving outcomes over time, and supporting confidence in the rebuilding process.

2. Intended Use of This Document

This Corrective Action Plan (CAP) is a foundational accountability document developed in response to the 2025 independent audit of the Building Division. It establishes a clear, traceable, and durable framework for documenting the actions the Town has taken—and will continue to take—to address organizational, procedural, and operational findings identified through the audit and subsequent efforts.

The CAP serves as a roadmap for implementation, oversight, and reporting. It is designed to support responsible governance, guide staff execution, and provide transparency to the Town Council and the public. The document will be updated periodically to reflect progress, lessons learned, and refinements as corrective actions are implemented.

3. Background and Context

In August 2025, following ongoing community concerns related to rebuilding timelines, permit consistency, and inspection reliability during the post–Camp Fire recovery period, the Town initiated an independent audit to evaluate Building Division permitting and inspection practices. The audit identified opportunities to improve permit intake processes, inspector training, oversight, and documentation protocols. While no illegal wrongdoing was found, the review underscored the need for clearer procedures, stronger internal controls, and more consistent application of adopted building standards in order to enhance accountability and restore public confidence.

This Corrective Action Plan translates those findings, along with subsequent organizational review by Town staff, into specific and trackable corrective actions. Its purpose is not only to resolve identified deficiencies, but also to establish a durable framework for continuous improvement, accountability, and transparency.

Community confidence in the rebuilding process depends on both technical compliance with building codes and the ability of residents to understand how concerns are evaluated and addressed. This CAP serves as a public-facing roadmap that documents corrective actions, explains how progress will be measured, and demonstrates the Town's commitment to strengthening Building Division operations over time.

By aligning audit-driven improvements with structured reporting and community engagement, the Town seeks to reinforce trust, support homeowners and builders, and ensure that rebuilding efforts continue in a manner that is safe, consistent, and responsive to community expectations.

4. Post-Fire Recovery Context and 2025 Audit

4.1 Scale and Complexity of the Rebuild Environment

The 2025 Building Division Audit provides a helpful snapshot of issues requiring correction; however, it represents a limited view of a far larger operational environment. Since the Camp Fire in 2018, the Town of Paradise has undertaken one of the most extensive residential rebuilding efforts in California. Since the rebuild began in earnest in early 2020, the Building Division has processed 3,666 single-family residential building permit applications, resulting in 3,016 Certificates of Occupancy issued. In addition, 1,022 multi-family unit applications have been processed, with 683 Certificates of Occupancy issued to date. The rebuilding effort has created a surge of work unmatched in the Town's history, requiring constant adaptation to high-volume demand, evolving regulatory expectations, and community pressures for rapid permitting and inspection timelines.

4.2 Recognizing the Contributions and Challenges of Staff

Throughout this period of accelerated rebuilding activity, Building Division staff have:

- Successfully processed thousands of permits and inspection requests,
- Supported residents rebuilding under difficult personal and economic circumstances,
- Adapted to new materials and code requirements with limited precedent or training resources available at the time,
- Maintained service availability despite staffing fluctuations, procedural changes, and an unusually high volume of work.

The CAP aims to build upon these contributions, address identified process gaps and ensure the Building Division is equipped to operate effectively within a modern, resilient building environment.

4.3 Introduction of Fire-Resilient and Innovative Construction Methods

A unique aspect of the Town's post-fire recovery is the substantial introduction of innovative construction technologies and fire-resilient building systems—many of which had not been widely used, or used at all, in Paradise prior to 2018. These include:

- Enhanced wildland–urban interface (WUI) compliance requirements,
- Nontraditional roofing, siding, and venting assemblies,
- Advanced ember-resistant construction methods,
- New insulation and energy-performance products,
- More complex structural and foundation systems related to fire-damaged soils,
- Emerging materials promoted for enhanced fire resistance or environmental performance.

Because these systems were new to many contractors, designers, and staff, the Building Division has had to:

- Learn and interpret new product listings, installation standards, and manufacturer specifications,
- Update internal procedures to align with continuously evolving state and national codes,
- Assess building methods not previously encountered in the Town's traditional residential portfolio,

- Balance life-safety and compliance while supporting homeowners who wish to adopt innovative, resilient solutions.

This environment created a steep learning curve for the entire rebuild community—builders, design professionals, inspectors, and permitting staff alike. The Town recognizes this complexity and is committed to using the CAP not only to correct identified gaps but also to strengthen the institutional capacity necessary to support a more advanced, resilient, and fire-hardened building environment.

4.4 Limitations of the 2025 Audit Sample

The 2025 Building Division Audit identified issues that warrant corrective action and organizational improvement. The Town recognizes that each concern reviewed through the audit reflects a real homeowner experience and that deficiencies—regardless of how they are identified—must be addressed thoroughly and responsibly.

The audit was initiated to promptly review a defined set of escalated concerns related to Building Division permitting and inspection practices during the post-fire rebuilding period. Its purpose was to identify potential process gaps, training needs, and near-term organizational improvements, rather than to serve as a comprehensive evaluation of all Building Division activity following the Camp Fire.

The Town accepts the audit's findings and recommendations as valid within their scope and is committed to implementing corrective actions where issues were identified. At the same time, the Town recognizes the importance of evaluating overall performance within the context of the full range of work performed and the operational environment in which rebuilding has occurred.

The Town further acknowledges that the absence of statistical representativeness does not lessen the significance of individual homeowner concerns or the need to address them carefully and transparently. These considerations underscore the importance of supplementing the audit with broader, data-driven analysis to inform ongoing corrective actions and performance evaluation.

As described in the following section, the Town will undertake expanded analysis to establish meaningful performance metrics, evaluate trends across permitting and inspection categories, and provide the community with a more complete understanding of both areas of strength and opportunities for continued improvement. It is anticipated that this broader analysis will inform future updates to the CAP and identify additional improvement actions as appropriate.

5. Commitment to Expanded Analysis and Data-Driven Evaluation

5.1 Need for Statistically Meaningful Metrics

To provide the public, Town Council, regional partners, and oversight bodies with a full understanding of the Building Division's performance, the Town will conduct broader and more systematic analysis beyond the scope of the original audit. This analysis is necessary to:

- Understand trends and volumes across all permit types,
- Identify meaningful indicators of inspection quality,
- Differentiate isolated issues from systemic gaps,
- Enhance transparency into the Town's ongoing rebuilding efforts.

5.2 Types of Data the Town Will Compile

The Town will compile, analyze, and publish available data sets, including, but not limited to:

- Permitting Data
- Inspection Data
- Certificate of Occupancy Data
- Contractor-Related Data

5.3 How the Expanded Analysis Supports Public Confidence

By establishing statistically relevant datasets, the Town can:

- Distinguish between isolated incidents and patterns of concern,
- Provide clearer context for the rate of inspection errors (if any) relative to total volume,
- Demonstrate when inspection performance is consistent with industry norms,
- Identify new areas where process improvements are warranted,
- Help homeowners understand the most appropriate pathways for their individual concerns.

5.4 Defining Appropriate Pathways for Homeowners with Concerns

The expanded analysis will also support the creation of a homeowner resolution framework. This framework recognizes that not all concerns identified by homeowners fall within municipal jurisdiction.

Based on statistical context and inspection records, some homeowners may be better served through:

- Contractor warranties,
- Bond claims,
- California Contractors State License Board (CSLB) actions,
- Private home inspections,
- Industry-standard defect resolution processes, or
- Ombudsman-guided navigation, as recommended in the audit.

The Town will provide clear guidance to help residents understand:

1. Whether their issue is likely related to inspection oversight,

2. Whether the issue is a workmanship or contractor performance matter,
3. What type of recourse is available under California law,
4. How to pursue resolution with the appropriate party.

This structured pathway will help ensure that homeowners receive clear, accurate information and that Building Division staff focus on matters within municipal scope.

These pathways are intended to complement—not replace—the Town's ongoing efforts to improve early detection of deficiencies and reduce the likelihood that issues persist through final inspection and occupancy.

5.5 Commitment to Publishing Findings and Updating Metrics

The Town will publish periodic reports summarizing:

- Key datasets and trends,
- Findings from expanded analysis,
- Updated metrics and evaluation tools,
- Improvement initiatives resulting from performance review.

These findings will be incorporated into future CAP updates and may inform additional corrective actions or operational reforms.

6. Corrective Action Framework and Implementation Matrix

This section describes the framework through which the Town translates audit findings and internally identified improvement opportunities into actionable, trackable corrective actions, and explains how implementation progress is documented, interpreted, and reviewed. The Corrective Action Matrix presented in this section serves as the primary implementation and accountability tool for this Corrective Action Plan (CAP).

6.1 Purpose and Scope of the Corrective Action Framework

The Corrective Action Framework establishes a structured, transparent approach for responding to the 2025 Building Division Audit and for strengthening Building Division operations over time. The framework is designed to ensure that recommendations are evaluated consistently, assigned to responsible parties, implemented through defined actions, and tracked using objective criteria. It supports responsible governance, operational accountability, and clear communication with the Town Council, staff, and the public.

6.2 Recommendation-to-Action Flow

Audit findings and internally identified improvement opportunities are processed through a standardized sequence: identification of the recommendation; internal assessment; assignment to a responsible division or role; development of specific corrective actions; execution with defined milestones; and documentation of implementation progress. Where alternative approaches are selected, the rationale is documented to maintain transparency and institutional clarity.

6.3 Tracking, Accountability, and Interpretation of CAP Progress

Implementation progress is tracked through the Corrective Action Matrix contained in this section. The matrix provides a structured, point-in-time record of each corrective action, including its lifecycle stage and a narrative summary of actions taken or underway as of the date of each update.

Each corrective action is assigned an Implementation Phase (e.g., Initiated, Ongoing, Substantially Complete, or Ongoing/Institutionalized) to communicate progress through the corrective action lifecycle. The Current Status & Actions column provides a narrative description of actions to date, which may include completed steps, activities underway, planned milestones, or explanations of alternate approaches. Because corrective actions may be implemented in phases, entries may reflect interim or evolving conditions rather than final outcomes.

For tracking and reporting purposes, a corrective action may be considered substantially complete when its core elements have been implemented, operationalized, and supported by documentation such that they function as part of standard operations rather than as temporary or pilot efforts. Substantial completion does not require that all long-term monitoring, evaluation, or continuous improvement activities have concluded.

Substantial completion is evaluated using the following criteria:

1. Implementation – The corrective action is implemented and in active use.
2. Durability – The corrective action is embedded in standard operations and not dependent solely on interim measures or individual assignments.
3. Evidence – Documentation exists to substantiate implementation and support transparency, accountability, and future review.

6.4 How to Read the Corrective Action Matrix

The Corrective Action Matrix is intended to be read as a point-in-time snapshot of CAP implementation. Entries reflect conditions as of the date of each update and may describe interim steps, phased implementation, or ongoing institutional functions. Completion of individual actions or milestones within the matrix does not necessarily indicate closure of an entire corrective action unless explicitly identified as such. Readers are encouraged to consider the matrix in conjunction with the broader narrative sections of this CAP to understand sequencing, context, and longer-term improvement efforts.

6.5 Corrective Action Matrix Organization and Recommendation Inventory

Corrective actions are organized by functional area to support clear reference, oversight, and reporting. The matrix includes the following tables, which together reflect the full scope of recommendations derived from the independent audit.

- **Table A – Community Development Administration –** Leadership structure and governance; use of interim or consulting support; organizational alignment of Code Enforcement functions; evaluation of Building and Code Enforcement leadership classifications; development of performance metrics and dashboards; advisory oversight of CAP implementation; and establishment of formal escalation protocols for elevated permitting and inspection matters requiring management review.
- **Table B – Permit Counter Process Improvements –** Training enhancements for permit staff; dedicated permit intake staffing; classroom and embedded training support; revision of permit procedures and public informational materials; evaluation of professional certification requirements; and establishment of comprehensive applicant verification and supervisory authorization controls for business entities, owner-builders, and non-contractor applicants in compliance with applicable state law.
- **Table C – Building Inspection Process Reforms –** Training enhancements for inspection staff; classroom and field-based inspection training; use of Field Training Officers and subject-matter experts; off-site professional development; certification requirements; implementation of a quality assurance function for inspection oversight; uniform inspection checklists and photo documentation; and inspection performance accountability and final inspection integrity controls.
- **Table D – Public Support & Complaint Resolution –** Establishment of an ombudsman function; improved transparency regarding complaint pathways and available resources; and publication of guidance to assist homeowners in understanding appropriate resolution pathways for building-related concerns.
- **Table E – Future Supplemental Recommendations –** Reserved for additional corrective actions identified through expanded statistical analysis, performance metrics, quality assurance reviews,

and stakeholder feedback. Items added to Table E will be incorporated into Tables A–D as appropriate through future updates to the CAP.

This inventory is provided for orientation purposes and does not reflect implementation status, sequencing, or completion.

6.6 Corrective Action Matrix

The Corrective Action Matrix translates the above recommendations into discrete, trackable action items. For each entry, the matrix documents:

- the audit-based or internally derived recommendation,
- the applicable Implementation Phase, and
- the Town's Current Status & Actions, which may include actions taken, actions underway, planned milestones, or explanations of alternate approaches.

The matrix is intentionally designed to be dynamic. Entries will be updated periodically to reflect evolving conditions, implementation milestones, policy changes, training completion, organizational adjustments, performance measures, or other relevant outcomes. Where a recommendation is modified, deferred, or addressed through an alternative strategy, the rationale will be documented.

Table A: Community Development Administration

ID#	Recommendation	Implementation Phase	Current Status & Actions
A-1	Hire a dedicated Community Development Director.	Ongoing	The Town of Paradise has retained the services of temporary consultant staff while assigning the restructured Assistant Town Manager to prepare and oversee the implementation of the CAP. Supplemental staff and administrative oversight will continue as long as necessary to achieve meaningful programmatic improvements identified in this CAP and future updates to the CAP.
A-2	Consider the use of an interim CD Director via a consulting firm.	Complete	The services of Ron Beehler of BPR Consulting Group were retained to function as an interim Community Development Director. This assignment has been carried forward through the appointment of the Assistant Town Manager to prepare and oversee the CAP. In the short term, Mr. Beehler will continue to perform advisory services to summarize experiences and inform/measure corrective actions. Additional technical assistance will be secured and available through the implementation of the CAP.
A-3	Consider moving Code Enforcement under the Planning Division.	Complete	Considered and declined. The current staffing model and functional scope of Code Enforcement are better aligned with Building and Fire Prevention than the Planning Division.
A-4	Consider reclassifying the Director of Building & Code Enforcement to Building Official / Fire Marshal.	Complete	Considered and declined. Current staffing model and oversight by the Community Development Director remain sufficient. With additional oversight by the Assistant Town Manager and implementation actions through the CAP, no adjustments to this position are necessary.
A-5	Develop a performance dashboard for permits, inspections, and complaints.	Ongoing	The performance dashboard development is underway. The dashboard will augment weekly rebuild updates to include monthly comprehensive performance metrics. Updates will include total customer interactions and inspection data. Target roll-out date of February 28, 2026.
A-6	Establish formal escalation protocols for elevated Building Division matters requiring management review.	Ongoing	The Town will adopt procedures requiring that elevated matters be referred to the Assistant Town Manager for review and direction. Examples include requests for expedited processing, disputes regarding fees, permits, or inspection determinations, and potential deviations from standard procedures.

A-7	Establish advisory committee for CAP progress monitoring (Council-authorized).	Ongoing	Town will launch Ad Hoc Advisory Committee which would support transparency and organized stakeholder engagement by reviewing CAP implementation progress, discussing procedural clarity, and considering themes identified through the Corrective Action Matrix, performance metrics, and stakeholder feedback.

Table B: Permit Counter Process Improvements

ID#	Recommendation	Implementation Phase	Current Status & Actions
B-1	Provide in-person training for permit staff on ethics, best practices, and legal requirements.	Ongoing	Effective December 1, 2025 the services of Jessie Oswald of Bureau Veritas were engaged to provide in-person oversight of all aspects of the building permitting process. Services are scheduled to continue through the end of January 2026. Additional efforts will be evaluated on an ongoing basis through implementation of the CAP.
B-2	Assign two dedicated permit technicians for permit intake and issuance.	Complete	Effective December 1, 2025 two dedicated Permit Technicians were assigned to handle permit intake and issuance. This approach improves efficiency, ensures consistency in application processing, reduces turnaround times, and allows other staff to focus on plan review, inspections, and customer support functions.
B-3	Provide classroom training for permit technicians and supervisors.	Ongoing	The services of Steve Burger of Bureau Veritas have been retained to provide two full days of onsite classroom training covering all aspects of the building permitting process. These trainings are scheduled for February 10-11, 2026. Staff will also seek opportunities to further their ongoing professional development continuously and noted in future updates to the CAP.
B-4	Provide two weeks of embedded trainer support at the permit counter.	Ongoing	Effective December 1, 2025, the services of Jessie Oswald of Bureau Veritas were retained to provide in-person oversight of all aspects of the building permitting process. Embedded support has been provided and will continue to be available through the implementation of the CAP.
B-5	Revise the permit procedures manual.	Ongoing	Starting December 1, 2025, the services of Jessie Oswald of Bureau Veritas were engaged to revise and update procedural guidelines. Target milestone date of February 28, 2026.
B-6	Require ICC Permit Technician Certification for classification.	Ongoing	Any changes to the minimum qualification requirements for employees in the Permit Technician classification trigger meet-and-confer obligations between the Town and Union representatives. Human Resources & Risk Management Director will be coordinating this process and more information will be included in future updates to the CAP.

B-7	Provide updated public informational materials.	Ongoing	Starting December 1, 2025, the services of Jessie Oswald of Bureau Veritas were engaged to revise and update all public informational materials. Target milestone date of February 28, 2026.
B-8	Establish comprehensive permit applicant verification and supervisory authorization controls for business entities, contractor, and owner-builder applicants.	Ongoing	The Town will implement standardized verification procedures for permit applications submitted by business entities, owner-builders, and non-contractor applicants. These procedures will require documentation of legal authority and compliance with Business and Professions Code section 7044 and Labor Code Section 2750, including workers' compensation declarations. These controls will be incorporated into permit procedures, training materials, and quality assurance reviews.
B-9	Establish a quality assurance function for permit intake oversight.	Ongoing	Starting February 2026, the Town will establish a quality assurance function for permit intake oversight to promote consistency, accuracy, and compliance with adopted procedures. This function will include periodic sampling of permit intake decisions, review of required documentation, and supervisory oversight of standardized checklists. Findings will inform training and continuous improvement efforts.

Table C: Building Inspection Process Reforms

ID#	Recommendation	Implementation Phase	Current Status & Actions
C-1	Provide in-person, in lieu of existing online-only, ethics training for inspectors.	Ongoing	Town staff has finalized in-person training scheduled for March 11, 2026. Training is planned for all available staff at Town Hall and Building Resiliency Center.
C-2	Provide classroom training for inspection of residential buildings, plan reading, and calculation interpretation.	Ongoing	Building Inspection staff will attend the 2026 Sacramento Valley Building Officials Education Week and the California Association of Building Officials Education Week. Staff will also seek opportunities to further their ongoing professional development continuously and noted in future updates to the CAP.
C-3	Employ a Field Training Officer (FTO) for at least six months.	Ongoing	Starting October 27, 2025, the services of Mike Genna of BPR Consulting were retained as a Field Training Officer. The Town plans to rotate in new FTOs starting February 1, 2026 to ensure staff receives the benefit of multiple perspectives in this effort.
C-4	Provide off-site professional training for inspectors.	Ongoing	Building Inspection staff have attended a four-hour webinar on the 2025 Significant Changes to the California Residential Code. The California Energy Commission presented significant changes to the 2025 Building Code at January 2026 Building Stakeholders meeting. Staff will also be attending the monthly Shasta Cascade Chapter of the International Code Council meetings, which include an educational component. In addition, staff will attend the Sacramento Valley Building Officials Education Week and the California Association of Building Officials Education Week to further support ongoing professional development. Staff will also seek opportunities to further their ongoing professional development continuously and noted in future updates to the CAP.
C-5	Require Building Inspector II to obtain a second certification within 90 days of return.	Completed	Second ICC certification obtained on January 13, 2026 (ahead of 90-day recommendation).

C-6	Establish a quality assurance function for inspection oversight.	Ongoing	Starting February 1, 2026, Bureau Veritas will be engaged to provide a quality assurance function for inspection oversight. This effort is being developed to promote consistency, accuracy, and accountability across inspections. This function will include standardized inspection checklists, supervisory review, mentoring, and periodic audits to ensure inspections are conducted in accordance with adopted codes and best practices. Target milestone date of April 30, 2026.
C-7	Implement uniform inspection checklists and photo documentation.	Ongoing	Photographic inspection procedures have been implemented, and uniform inspection checklists are currently under development with Bureau Veritas.
C-8	Implement inspection performance accountability and final inspection controls.	Ongoing	The Town will establish formal inspection performance review protocols supported by the Quality Assurance function. Reviews will include periodic sampling of inspection records, field audits, and standardized checklists and photo documentation. Final inspection procedures will be revised to require documented verification that all prior correction notices have been resolved prior to approval. Supervisory review will be required for final approvals involving exceptions or unresolved items.

Table D: Public Support & Complaint Resolution

ID#	Recommendation	Implementation Phase	Current Status & Actions
D-1	Establish an ombudsman role to support homeowners navigating construction concerns.	Ongoing	The ombudsman recommendation will be performed by the Assistant Town Manager, through which information relating to concerns will be received and researched. Property owners may rely on this role to receive information from the Town regarding their concern and potential next steps. Notably, this ombudsman role is intended to facilitate information-sharing and navigation, not adjudication or enforcement. Matters that may fall within the scope of potential remedy or formal action will be referred to the Town Manager, Town Council and Town Attorney, as appropriate. Additional support for the ombudsman function may be required as the Town collects input from the community.
D-2	Improve transparency regarding complaint pathways and available resources.	Ongoing	In coordination with the ombudsman function described in D-1, the Town will publish clear, publicly accessible information describing how building-related concerns may be raised, reviewed, and routed. This information will outline the respective roles of Town staff, contractors, and external regulatory entities, as well as the types of issues that fall within municipal oversight versus those more appropriately addressed through contractor warranties, licensing authorities, or other consumer protection mechanisms. Transparency materials will be posted to the Town's a dedicated page on the Town's website and updated periodically to reflect procedural changes, available resources, and lessons learned through implementation of the CAP. The goal of this effort is to ensure that property owners understand both how to engage with the Town and what pathways are available for resolution, while maintaining clarity regarding municipal authority and limitations. Additional support for the ombudsman function may be required as the Town collects input from the community.

Table E: Future Supplemental Recommendations

ID#	***Recommendation***	***Implementation Phase***	***Current Status & Actions***
E-#	TBD	TBD	TBD

7. Proposed CAP Timeline

The following timeline provides a high-level sequencing framework for implementation of the corrective actions identified in this Corrective Action Plan. It is intended to communicate the Town's anticipated approach to prioritization, coordination, and phased execution rather than to establish rigid deadlines for individual actions.

The timeline reflects the reality that corrective actions vary in complexity, resource requirements, and dependency on external factors such as recruitment, training availability, contractual services, and policy adoption. Accordingly, the phases identified below represent logical groupings of work designed to stabilize operations, strengthen institutional capacity, and integrate long-term improvements in a deliberate and sustainable manner.

As corrective actions progress, timelines may be refined to reflect actual implementation conditions, evolving priorities, or additional findings from expanded analysis. Any such adjustments will be documented in subsequent CAP updates to maintain transparency and accountability.

The Proposed CAP Timeline should be read in conjunction with the Corrective Action Matrix and the public reporting commitments described in Section 8, which together provide a comprehensive picture of how corrective actions will be implemented, monitored, and communicated.

Phase	Period	Primary Activities
Phase 1: Stabilization	November 2025 to February 2026	Staff reinstatement; FTO engagement, continued supplemental staffing, initiation of training; organizational restructuring decisions; Corrective Action Plan adoption and initiation.
Phase 2: Infrastructure Build-Out	December 2025 to March 2026	Development of revised procedures; permit and inspection procedure rollouts; adoption of new manuals; implementation of certification requirements; expanded statistical analysis of inspections, themes and programmatic needs. Initial advisory review of CAP implementation progress by Council-authorized Ad Hoc Committee.
Phase 3: Public Interface Improvements	February 2026 to September 2026	Ombudsman role implemented through the Assistant Town Manager; expanded public guidance; transparency reporting.
Phase 4: Quality Assurance Integration	April 2026 to February 2027	Long-term QA/oversight; system improvements; metrics reporting; close-out of corrective items.

8. Public Reporting, Transparency, and Advisory Oversight

The Town recognizes that transparency, clear reporting, and structured oversight are essential to maintaining public confidence during implementation of the Corrective Action Plan (CAP). In addition to internal management controls and reporting to the Town Council, the Town will use public reporting and advisory oversight mechanisms to provide visibility into CAP progress while preserving appropriate governance roles and operational authority.

8.1 Public Reporting Commitments

The Town will provide periodic public reporting on CAP implementation through Town Council agenda materials, published reports, and other appropriate public-facing communications. These updates will reflect information contained in the Corrective Action Matrix and associated performance measures as of the date of each update.

Public reporting will summarize, at a minimum:

- Changes in Implementation Phase for corrective actions,
- Notable actions completed or initiated since the prior update,
- Corrective actions that remain ongoing or require sustained implementation,
- Key performance indicators or metrics used to evaluate progress, where available, and
- Material adjustments to corrective actions or implementation approaches.

CAP updates will emphasize that reported information represents a point-in-time snapshot and that implementation progress may evolve as conditions change, additional data becomes available, or refinements are identified. Completion of individual actions or milestones does not necessarily indicate closure of an entire corrective action unless explicitly stated.

8.2 Adapted Ad Hoc Advisory Committee

In August 2025, the Town Council recommended the formation of a time-limited Ad Hoc Committee to provide input on improvement opportunities related to Building Division operations. With development of this Corrective Action Plan, the Town is now recommending that the Committee's purpose be adapted to provide structured advisory input focused specifically on CAP implementation.

As adapted, the Ad Hoc Advisory Committee would support transparency and organized stakeholder engagement by reviewing CAP implementation progress, discussing procedural clarity, and considering themes identified through the Corrective Action Matrix, performance metrics, and stakeholder feedback.

The Ad Hoc Advisory Committee would serve in an advisory capacity only. Responsibility for implementation of corrective actions and preparation of CAP updates will remain with Town staff, with oversight and direction provided by the Town Council through established reporting processes. Advisory input does not confer management authority, operational control, or decision-making responsibility.

The Ad Hoc Advisory Committee would be time-limited and focused on CAP implementation during the corrective action period. The Committee's role would conclude once its advisory purpose related to CAP oversight has been fulfilled, as determined by the Town Council.