

ACTION ITEM	DESCRIPTION	STATUS	COMPLETION DATE
1. PRE-APPLICATION			
a. Required Turnaround Time for Pre-App Screening	The Pre-App checklist is required to be completed and provided to the applicant within a specific time. Turnaround time should be documented.	Completed - The Pre-App screening was given a turnaround time of 72 hours. The timeframe will be modified as we collect additional empirical evidence from the process.	Jan-18
b. Checklist/Master Path	The Pre-App review is based upon the applicant receiving a complete checklist that provides all requirements. The master path should be tailored for all types of questions.	Completed - A master Pre-App checklist has been created and is passed on to the customers who request the information via the Pre-App(noted at c).	Jul-18
c. Pre-App Form and Content	Prior to implementing this step, applicant will be required to provide information. The form needs to be created.	Completed - The Pre-App form is passed out at the counter for new projects. The plan reviewer scans the record of this interaction in TRAKiT. The Pre-App checklist(noted at b) is created and provided to the applicant.	Jun-18
d. Summary of Comments Form	This form can be provided directly to the applicant without having to go to the individual departments.	Completed - The summary of comments form is utilized by the Building Permit Specialist to provide feedback for similar project types without special technical input.	Jun-18
2. APPLICATION			
a. Completeness Form Letter	The letter will document additional items needed prior to the application being processed.	Completed	Mar-18

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b. Online Application	Online application should be configured and formatted to meet the requirements and steps of the new process including digitizing and making fields "required" prior to an applicant submitting request.	Staff has toured the City of Cupertino and has reached out to their software system provider. Both the plan review program and submittal process could be programmed to work directly with TRAKiT9.	In progress
3. PLAN REVIEW			
a. Over The Counter (OTC) Review/Back Check	As departments complete plan review, staff would indicate if a project meets the requirements for an OTC back check. If all departments approve as OTC back check, an appointment can be scheduled to process OTC.	Completed - OTC Appointments and walk-in's are scheduled Tuesdays, 9 AM and 2 PM. If a permit only has minimal comments, staff will reach out to applicants to schedule appointments at other times if available.	Mar-18
4. STAFFING, TRAINING AND PROTOCOL			
a. Building Permit Specialist Job Description	The job description has been updated and both proposed positions are staffed.	Completed - City staff worked with HR and SMEA to approve the job description modifications.	Jun-19
b. Training to Staff on New Process	Learning what steps are required to issue a permit will ensure that the new process is balanced; requiring only what is necessary and eliminate over-processing.	Completed - On-going weekly training continues between individual divisions and monthly "all-hands" training sessions are scheduled to update current procedures and refine the process.	Apr-18
c. Evaluate all Positions and Modify Job Descriptions as Applicable	All staff job descriptions should be revised and updated to reflect the new process and goals.	Completed - The job description for the Building Permit Specialist was updated and has been approved, and the positions filled.	Jun-18
d. Drop Box	Under the new process, applicants will not meet with staff to re-submit. A secure location for walk-ins who bring in plans should be created.	It was determined that a physical drop box available after hours would be difficult to secure or to verify who or that the information is correct. Instead Staff is proposing to established an electronic drop box.	Deleted
e. Building Permits for Parking Lots	Staff is unclear as to when/if a permit is required for parking lots. Staff will work together to make determinations and create a manual documenting the determination.	City is revisiting requirements for permits for construction of parking lots consistent with best practices in other jurisdictions.	May-19

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f. Protocols for TRAKiT and procedures for New Process	Manuals are a priority in making sure that the new process is documented. This will ensure consistency throughout the department for current employees and provide a training tool for new staff.	Completed - Procedures have been created to establish protocol for intake, processing, plan reviews and issuance. While the initial protocols have been created, staff anticipates ongoing updates as the process evolves.	May-18
g. Standard Procedure for Permit Expiration	A procedure for identifying and documenting when a permit expires should be developed.	Completed - Procedure was previously created and again updated around 5/2018. Extension requests are reviewed on a case-by- case basis. If all the criteria are met based on the procedure, the extension is granted.	May-18
h. Applicants Circumventing New Process	The process is created to provide requirements in writing. A procedure to address this matter must be created.	Completed - The completeness review provides an opportunity early in the process for all divisions/departments to get on the same page and provide one consolidated answer. This is limiting applicants from circumventing the process.	Mar-18
i. 'Greeter' Job Duties: Concierge to Answer Questions / Person in Public Area	The greeter position was created to direct customers to the correct department. With the new process, staff will determine the new duties of this position.	Completed - Originally determined that the Greeter position needs to be elevated and expected to provide additional support to the Building Permit Specialist. Because of number of visits (14,000+/annually), it was determined that this position will remain a PT/TEMP office technician position.	Jul-18
j. Deposit Fee / Flat Fee at Time of Submittal	Staff will determine fees due at the application process.	Completed - The basic plan check fee will be required at submittal. All other plan review fees will be evaluated and determined to be collected at time of issuance. Staff continues to explore ways to simplify fees.	Jul-18
k. Determination of Fees Faster by Simplifying the Fee Structure	The current fee structure is complicated and has not changed with the new process. Staff will simplify the fee and charge report.	Completed - Pursuant to the upcoming fee and charge report, staff has simplified the fee structure to make it more user friendly for abbreviated permits including flat fees. Staff continues to explore ways to simplify fees.	Jul-18

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l. Re-evaluate Permitting Positions after 6 months of Implementation	As with the greeter position, all duties and job descriptions need to be re-evaluated and updated.	Management has begun review of various positions and anticipates additional changes to job descriptions at the Permit Center.	Complete / On-Going
m. Training After Implementation	Training is mandatory for all staff. A training team is to be formed to document steps and processes that have been created with this process.	Training began by disseminating procedure documents on the new intake, completeness review, and turn around schedules. Ongoing weekly meetings to streamline process will continue.	Complete / On-Going
5. OUTREACH AND COMMUNICATION			
a. Internal Communications Plan	Communication is key to the success of this new process. A consistent and manageable form of communication plan will be created so staff understands their responsibilities.	Completed - It was determined that an internal communications plan was unnecessary and instead staff focused on the creation of written procedures and training.	May-18
b. <i>Communications and Outreach Plan to Educate External Customers</i>	<i>The procedures for documenting the new process will be provided at a central location and various forms of social media in the required languages.</i>	<i>The CDD has hired a PT Administrative Analyst focused on small business navigation support. The staff member is currently working with CDD staff and outside agencies to help assist applicants getting through the entire development process and will develop an outreach plan.</i>	<i>In progress</i>
c. <i>Video Guide for New Process</i>	<i>To keep up with social media presence, the process should be documented, described and published using social media.</i>	<i>The CDD has hired a PT Administrative Analyst focused on small business navigation support. The staff member is currently working with CDD staff and outside agencies to develop educational materials regarding the process including videos.</i>	<i>In progress</i>
d. <i>Weekly Workshops for Simple Permits/Projects</i>	<i>Teach training classes to explain to applicants the different ways to address and design to the different regulations the city enforces. Create incentives by reducing fines and possibly permit fees for attending workshops.</i>	<i>The CDD has hired a PT Administrative Analyst focused on small business navigation support. The staff member is currently working with CDD staff and outside agencies to help assist applicants getting through the entire development process.</i>	<i>In progress</i>

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e. Educational Workshops as part of the Alisal Vibrancy Plan	As noted above, educational workshops will need to be created to focus on specifics of the Alisal Vibrancy Plan.	The CDD has hired a PT Administrative Analyst focused on small business navigation support. The staff member is currently working with CDD staff and outside agencies to develop educational materials and training.	In progress
f. Evaluate shifting Engineering into Permit Services	Discussions between the City Manager and Directors to address and bring consistency to how permits are processed.	Staff has improved coordination between both Fire and Public Works and is exploring ways to streamline the plan check process. Additionally discussions at the Director level are occurring to expand the coordination.	In progress
g. Counter Time for Public	The goal of processing OTC plan reviews and back checks will hinge upon having staff work together to come up with times that these reviews can occur.	Completed - Tuesdays from 9-2 are available for walk-ins and OTC appointments. Additionally, other times are available for individual applicant appointments.	Sep-18
h. Incentives and Disincentives for Applicants	Senior Management will need to create incentives for applicants that understand the code and disincentives for applicants who do not.	Completed - The Building Permit Specialist will conduct a cursory review of plans at the counter. Incomplete plans will no longer be accepted to deter poor submittals.	Sep-18
6. INFORMATION TECHNOLOGIES			
a. Best Practices for IT	"Don't reinvent the wheel." There are many jurisdictions that have made the transition from paper to electronic formatting. Staff is to work with jurisdictions taking the best solutions and incorporate them into our new process.	CDD staff was able to secure 30% of an IT employee time dedicated to implementation of the Action Plan. This staff member will be utilized to review and make determinations of programs and processes that will help streamline the utilization of best practices for our new programs.	In progress
b. Online Tracking Process	Review the capacity of the plan review system and make sure all features for the applicant are active and utilized.	Completed - The E-TRAKiT feature has been enabled and customers are utilizing this web feature to track their permits.	Apr-18

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c. Hardware & Electronic Plan Submittal	Determine the immediate abilities of our software to accept and process electronic documents.	CDD staff was able to secure 30% of an IT employee staff dedicated to Action Plan implementation. This staff member will be utilized to review and make determinations of programs and processes that will help streamline the utilization of best practices for our new programs.	In progress
d. Kiosk in the Lobby	The new process requires all inquiries be submitted in writing. In order to facilitate the customers who come in, a kiosk will need to be set up in the lobby so they can fill out the questionnaire electronically.	Staff has received the quote from an on-line queuing system that will allow customers to check wait times, check-in from a mobile device and set up appointments all from a smart phone. (Same as Monterey County)	May-19
e. Online Calculator for Fees	The applicant should be able to calculate fees before spending time on plans. A clear, easy, and accurate way to calculate fees will need to be created and posted online.	The upgrade to TRAKiT will allow for online payment for permits and staff anticipates creating a fee module to help customers calculate payments. Staff will work with the IT team member to assist in building the process.	In progress
f. Information Systems capacity to upload plans - Part of TRAKiT 9 Update	As electronic submittals and plan reviews become more common, the city will determine the capacity of our existing system and how we can prepare for changing technology.	An upgrade to the server and to our hardware system is required in order to accept, review, and retain the plans. With the TRAKiT 9 upgrade, staff will work with IT to determine hardware needs including capacity to upload plans. \$75,000 for computer upgrades has been set aside in our budget for this purpose.	In progress
g. Online Payment System	The city will determine how to accept and process payments and refunds via on-line systems.	The finance department has put in the privileges to accept online payments. This will allow many customers to utilize the payment system without ever needing to come to the permit center.	In progress
7. PERFORMANCE AND METRICS			

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a. Performance metrics	To show the success of the new process, metrics will need to be created and published.	Completed - Report created 4/23/18 to identify the date an application has successfully moved passed the completeness review, into real plan check. Metrics were created to calculate date of real plan check to approval.	Apr-18
b. Accountability throughout the System	Metrics need to be created to show that the process is achieving the goals and objectives. The metrics need to include actions of customers and employees.	Completed - Metrics created 4/23/18 to identify divisions meeting their plan review deadline. This identifies how many plan reviews were received, the amount of days it took to process and the percentage of the division success rate.	Apr-18