Performance and Leadership Academy Update

CITY COUNCIL MEETING – March 17, 2026

City Staff Representative: Pearce Miller, Management Analyst II

Department: Budget & Innovation

The Academy

Previous Structure

- **5-module course**

- **Designed to teach employees:**

    - Importance of Organization Culture

    - How to "Lead from Any Seat"

    - Process Improvement Fundamentals

New Structure

    - "A la carte" style

    - Manager Training

    - Data Analysis Training

Becca Hefty
Management Analyst
Budget & Innovation

- **Pain Point:** City of Brighton budget projection sheets were difficult for analysts and department directors to understand and use. The files were not user-friendly, key formulas and projection calculations were not explained, and the existing Standard Operating Procedure (SOP) lacked detailed guidance on how projections and end-of-year estimates were developed. This created challenges for new analysts trying to learn the process and limited transparency for departments reviewing their projections.

- **Solution:** Becca's innovation focused on rebuilding the budget projection sheets and updating the SOP to make the process clearer and more accessible. By simplifying the spreadsheet structure, documenting the formulas and calculation methods, and gathering feedback from department directors through focus groups, the new system makes projections easier to navigate, improves transparency, and allows incoming analysts to quickly understand and execute the projection process—even with limited Excel experience.

Laura Hernandez
Utility Billing Coordinator
Finance

- **Pain Point:** The existing utility billing review procedures were inefficient, time-consuming, and allowed certain billing issues to be missed before bills were sent to customers. The process lacked a streamlined workflow and consistent procedures, increasing the likelihood that errors could go unnoticed during review.

- **Solution:** Laura's efforts focused on simplifying the billing review process by reducing unnecessary steps and implementing a standardized procedure. Through process mapping and the creation of a clear SOP, the updated workflow identifies issues earlier, reduces the number of accounts flagged for review, and ensures staff to follow a consistent process that results in more accurate bills being sent to customers.

Jon Waines
Development Coordinator
Community Development

- **Pain Point:** The Planning team regularly receives requests from developers and other interested parties for customized building permit fee estimates. Each request requires a planner to manually review project details and calculate anticipated costs, often taking up to an hour per inquiry. This creates inefficiencies through excessive processing time, delays, and underutilization of available technology.

- **Solution:** To streamline this process, Jon implemented publicly available building permit fee calculators in Microsoft Excel for residential, nonresidential, and accessory dwelling unit projects. These tools allow users to enter project details and generate an estimated permit fee on their own. The calculators are password-protected to preserve formulas while allowing public input and are available on the City's website. They also include a detailed fee breakdown with references to the City's fee schedule, along with a legal disclaimer clarifying that results are estimates and final fees are determined during the official permitting process.

Armando Guxo
Staff Engineer
Public Works

- **Pain Point:** Public Works staff often have to review large, multi-page IDT (Interdepartmental Team) site plan documents to determine whether only a small portion of the plans apply to their discipline. In addition, locating and selecting the correct Request for Proposal (RFP) template for specific design work—such as road, curb and gutter, sidewalk, ramp, or traffic signal design—can be difficult and time-consuming due to the number of templates and lack of clear organization.

- **Solution:** Armando's improvement focuses on streamlining how staff review IDT site plans and access RFP templates. By improving organization and creating clearer pathways for selecting the appropriate template by project type or department, the process reduces time spent reviewing unnecessary pages, makes templates easier to locate and adapt, and improves efficiency for Public Works staff preparing design-related RFPs.

BRIGHTON PERFORMANCE & LEADERSHIP ACADEMY

Ana LeScoezec
Revenue Manager
Finance

- **Pain Point:** The City's sales and use tax refund claim process relied on paper/PDF forms and lacked clear review procedures, tracking mechanisms, and guidance on required documentation. This created confusion about eligibility, slowed staff processing, and led to delayed responses to customers requesting refunds.

- **Solution:** Ana's project involved moving the refund claim process to an online application with better tracking and clearly defined review procedures. By incorporating customer feedback, process mapping, and a standardized SOP, the updated process clarifies documentation requirements, streamlines staff review, and significantly reduces response times for customers requesting refunds.

BRIGHTON PERFORMANCE & LEADERSHIP ACADEMY

Valerie Rolfe
SAFT Detective
Police Department

- **Pain Point:** The Brighton Police Department lacked a formalized training program for detectives. There was no policy guiding how new or lateral detectives should be trained, and the existing checklist used for training had not been updated in years. As a result, training was inconsistent—some detectives received guidance while others were expected to learn the role with minimal support, creating potential gaps in preparedness and increasing risk for the department.

- **Solution:** Valarie's process improvement is the creation of a standardized Detective Field Training Program that establishes clear training procedures, incorporates best practices, and provides mentorship and structured guidance for new detectives. The program also supports accreditation requirements, improves documentation, and helps identify training gaps—ultimately strengthening detective readiness while reducing organizational risk and liability.