



Performance and Leadership Academy Update

CITY COUNCIL MEETING – July 15, 2025

City Staff Representative: Katheryn Mortensen, Budget and Performance Manager
Department: City Manager's Office

The Academy

- **5-module course**
- **Designed to teach employees:**
 - How to build strong teams
 - Continuous process improvement-Lean
 - Deliver exceptional customer service
 - Techniques for leading from any seat
- **To Date:**
 - \$1.2 million in projected annual savings
 - 59 completed projects

Joe Hostetler

Procurement Specialist

Finance

- **Pain Point:** Required documents and the guidance provided by solicitation checklists are at times confusing to companies submitting a proposal or bid. If a vendor does not submit most of the documents and details requested through a solicitation, their response may be deemed "unresponsive", and the submission is not moved forward for further consideration by the requesting City Department.
- **Solution:** Customizing checklists and required documents per each solicitation to increase completeness of submission. This provides more options for review to find the best submission.



Jazmin Malpica

Tax Auditor

Finance

- **Pain Point:** There was not have a clear procedure or schedule to send delinquency notices. Therefore, the city could be missing out on potential sales tax revenue.
- **Solution:** Created a form with existing software to facilitate and track accounts requesting closure. Deadlines were also added to a shared calendar for the year to make sure everyone on the team knows when to pull reports and mail out notices, along with a Standard Operating Procedure to ensure consistency in the process.



Grey Shipman Planner Community Development

- **Pain Point:** The City's Land Use and Development Code (LUDC) incentivizes builders to construct home models that are visually distinct from one another to promote more varied and visually interesting neighborhoods. City planners review model-elevations in a manual process and could be a tedious and time-consuming process that was prone to errors.
- **Solution:** Created a standard operating procedure (SOP) that utilizes Qualitative Coding and an Excel script to automate a significant portion of the review process. The process is much more consistent, less time consuming, and significantly less tedious. The new process can also accommodate changes efficiently.



Rodney Knodel

Customer Service Specialist

Parks & Recreation

- **Pain Point:** The current process for purchasing a Recreation Center pass is time-consuming and inefficient, involving re-work and paper waste filling out a new application each time.
- **Solution:** Created a five-year waiver policy to reduce re-work filling out applications and created a detailed Standard Operating Procedure (SOP) for staff. This document serves as a training tool and reference guide, helping Customer Service staff process applications correctly and efficiently every time. These improvements not only streamline the workflow but also foster a more professional, sustainable, and customer-friendly environment.

