



Date: Tuesday, March 10, 2026

Honorable Mayor and Council Members:

Author and title: Jen Callaway, Town Manager

Title: **Organization wide Operational Assessments Implementation Plan and Update**

Jen Callaway, Town Manager

---

**Recommended Action:** Staff recommends that the Council accept the organization wide operational assessment implementation plan update.

**Executive Summary:** Since the Town Council accepted the Baker Tilly Organizational Assessment and AirDiamond Development Services Review in May 2025, the Town has made steady progress implementing recommendations and using the findings to guide operational improvements. The two assessments produced more than 90 recommendations, which staff are implementing in a phased approach based on available resources, community feedback, and operational priorities.

To date, 22 recommendations have been completed, including seven since the September 2025 update. Key accomplishments include implementation of the NeoGov applicant tracking system, updated engineering standards, creation of key staff positions, and several organizational improvements that strengthen internal operations and modernize Town systems.

The recommendations are also informing Fiscal Year 2026/27 budget proposals, including potential investments in sidewalks and trails maintenance, evaluation of construction inspection staffing models, and consideration of a community resource officer position focused on unhoused outreach and business support. Staff are also proposing a new Capital Improvement Project for a future Public Safety Facility to address long-term police staffing and facility needs and to continue with consultant services from AirDiamond Creative to support CloudPermit Phase 2 implementation (Planning and Public Works modules).

Additional improvements are underway, including continuation of the free planner appointment program and implementation of the CloudPermit system, with Phase 1 scheduled for launch in May 2026.

The recommendations serve as a long-term organizational roadmap, with implementation expected to occur over several years. Staff recommend that the Town Council accept the operational assessment implementation update.

**BACKGROUND:**

Between 2020 and 2025, the Town of Truckee experienced significant organizational challenges and transformation. The COVID-19 pandemic, leadership transitions, staffing changes, and a 2021 cyber breach placed substantial strain on operations and resources. In response, the Town focused first on stabilizing internal culture and then on advancing operational effectiveness and service delivery.

In October 2023, the Town Council authorized issuance of a Request for Proposals (RFP) to conduct a comprehensive Organizational Assessment of Operations and Service Delivery. The assessment was designed to evaluate:

- Organizational structure and reporting relationships
- Service delivery alignment and expectations
- Workflow processes and planning
- Systems capabilities and gaps
- Benchmarking to best practices
- Staffing levels and capacity

Following a competitive selection process involving Town leadership and community stakeholders, Baker Tilly was selected. The assessment began in late spring 2024, included 107 stakeholder engagements, and concluded with a final report presented to Council in May 2025.

In addition, in late 2024, in response to ongoing concerns regarding development services processes, the Town retained AirDiamond Creative Consulting to conduct an independent, focused review. AirDiamond completed 79 interviews—primarily with developers, but also with staff, community members, board members, and agency representatives.

This review was conducted independently from the Baker Tilly assessment, with no coordination between consultants to preserve objectivity.

In early 2025, the Town engaged True North Research to conduct its first organization-wide Community Opinion Survey. The survey provides statistically reliable baseline data on:

- Resident priorities and quality of life perceptions
- Satisfaction with municipal services
- Communication effectiveness and engagement preferences
- Community demographics and service expectations

The survey is intended to be repeated every 2–3 years to monitor trends and inform strategic decision-making.

All three independent reports were presented and accepted by the Town Council on May 13, 2025. The findings reveal consistent themes and complementary recommendations, providing a strong foundation for strategic planning, prioritization, and performance improvement.

Overall, the Town has transitioned to proactive organizational improvement, service modernization, and data-driven decision-making aimed at strengthening operational effectiveness and community satisfaction. The Council received the last operational assessment update September 9, 2025 and the staff report for this update can be found at: [Organization Wide Operational Assessments Implementation Plan and Update](#)

## **DISCUSSION:**

The Baker Tilly report included over 70 recommendations while the AirDiamond Process list included an additional 25+ recommendations. There was some consistency and overlap within the recommendations

in both reports, reinforcing some of the consistent messaging and communication that was independently heard by the consultant teams.

During the September 9, 2025, update, Council received an update about the Advisory Team for Action Priority (ATAP) that has convened a handful of times to help inform priority decisions. In addition, Council received an update that 15 recommendations were considered complete, 45 recommendations considered in process or anticipated to begin in twelve months, and 26 recommendations that were outstanding. In preparation for the upcoming Fiscal Year 2026/27 budget discussions, Town staff have reviewed the recommendations and have prioritized budget requests based on recommendations that stemmed from these analysis.

Of the 45 recommendations that were previously reported as “In Process”, “On-Going” or “Anticipated to Begin in 12-months”, seven of these recommendations are now complete, bringing the total number of implemented recommendations to 22. A complete list of implemented recommendations is provided below, with the seven newly completed recommendations highlights in gray:

***Recommendations considered complete:***

1. Procure and implement an applicant tracking system as soon as practical. Neo-Gov is fully implemented for recruitment. Phase 2 deployment is currently underway with onboarding.
2. Engage in discussions with the Tahoe Truckee Unified School District to add a second School Resource Officer (SRO) position under the current cost-sharing agreement. Police Department leadership has discussed this with the Truckee Tahoe Unified School District leadership. School District priority is currently placing a SRO position within Placer County Schools (which would be outside the scope of the Town’s cost-sharing agreement with the District). On hold until future years.
3. Add a second position within the Emergency Services Division. Position has been filled with the Emergency Services Coordinator starting on March 2, 2026.
4. Update engineering standards for designing and constructing public improvements and private improvements affecting public infrastructure. Adopted by Town Council on November 24, 2025.
5. Evaluate the need for an Information Technology Business Analyst position to help ensure planned improvements and system upgrades are made in a timely fashion. Position was added to the Fiscal Year 2025/26 budget. Position was filled in late 2025.
6. Move the Assistant to the Town Manager position to the Town Manager Department. Completed.
7. Eliminate the provision in the Town Attorney’s employment agreement that allows representation to private clients. Completed in early 2026.
8. Assess available performance management software to determine if purchasing such a program is practical and financially feasible.
9. Prepare and fund an information technology strategic plan to help guide system solution decisions. It should be noted that staff consider this action complete given the workplan that is currently used within IT. The Baker Tilly report suggested a more comprehensive strategic plan that staff is not recommended for prioritization at this time as the existing plan is working well.
10. Make permanent the interim organizational structure for three divisions within the Police Department: Operations, Support Services, and Emergency Operations.
11. Eliminate the vacant administrative manager position within the Police Department.
12. Complete a classification study to determine if the two police lieutenants should be reclassified to police captains.
13. Provide advanced critical incident response training and modernized tactical equipment to police officers.
14. Maintain the aquatic invasive species sticker program at the current service level.
15. Add a Police Sergeant to the Support Services Division.
16. Consider reallocating an Administrative Technician from the Town Clerk Department to the Public Works Department.
17. Conduct an internal customer satisfaction survey in Administrative Services to determine if service level adjustments are needed. All divisions received high satisfaction scores from the survey.

18. Add a procurement analyst position and an accounting technician position to support Town purchasing and payment activities and enhance internal financial controls.
19. Add one Human Resources Technician to provide staff support to the HR Manager and Analyst and increase capacity for strategic planning, citywide training, and other employee relations matters.
20. Rename the Assistant to the Town Manager Department to the Neighborhood Services and Economic Vitality Department.
21. Establish the position of Director of Neighborhood Services and Economic Vitality.
22. Evaluate the need for additional staffing to ensure sustainability goals are met or exceeded.

***Recommendations being considered as part of the Fiscal Year 2026/27 Operating Budget proposals:***

1. Establish a work unit for maintaining sidewalks and trails
2. Continue to conduct cost-benefit analysis to determine the optimal mix of contracted and in-house maintenance work: Staff are specifically revisiting current practice of outsourcing construction inspection work versus hiring engineering staff to support this work in the summer and project development work in the winter.
3. Add the sworn position of Unhoused Outreach Officer. This position is being considered as a community resource officer position, for responsibilities such as unhoused outreach and business support.

Adjacent to these recommendations, staff is also proposing to add a new long-term Capital Improvement Project for a new Public Safety Facility. The Baker Tilly report identified upwards of 20 plus positions that will be needed within the Police Department. While not all of these positions are needed today, in the future, our Police Department will need to expand. Our current facility is not only insufficient in terms of size but is not designed for public safety and does not meet modern police needs. This will be discussed more in the budget workshops held at the end of April.

By means of follow-up, in May 2025 the Planning Division created free afternoon planner appointments, offering either a 15-minute or 30-minute appointments and options for phone, virtual, or in-person appointments. Since the end of May, on average, there have been 2-3 appointments per week, with over 70 appointments overall. Feedback from the Planning Division indicates that the program has been successful, in that the Planners are able to do a little research in advance of the appointment to bridge the gap between regular over-the-counter meetings and the regular, more detailed, pre-application process. The appointments have also provided an opportunity to redirect people to the appropriate department or agency. Anecdotal feedback from customers is that they are happy with the program as well. Staff plan to continue this program in Fiscal year 2026/27.

Also, as part of the FY 2026/27 budget, staff plan to propose continuing services with AirDiamond Creative Consulting to support phase 2 implementation of CloudPermit, the Public Works and Planning modules. Phase 1 implementation, Building and Code Compliance remain on target for May 2026 launch.

***Recommendations “In Process”, “On-Going” or “Anticipated to Begin in 12-Months”:***

In addition, there are a number of recommendations that are in process or expected to begin within 12 months. A detailed list is provided as Attachment 1 with “in process”, “on-going” or “anticipated to begin in 12 months” recommendations highlighted in blue and completed items highlighted in orange. A summary is provided below:

1. Ensure the economic development strategic plan is updated as planned.
2. Evaluate existing priorities and service levels and make necessary adjustments where gaps in workload capacity exist.
3. Create short and longer-term phasing and funding plans to ensure adequate staffing and structure are in place.

4. Evaluate and implement prudent and sustainable funding options.
5. Formally adopt an internal control policy framework as a basis for designing, implementing, operating and evaluating internal controls.
6. Develop performance measures for each department to report progress and inform resource allocation decisions.
7. Establish a town-wide information technology governance structure.
8. Conduct a confidential employee satisfaction survey to better understand concerns about morale and workload.
9. Implement a suite of improvements to advance service excellence and strengthen public trust.
10. Process improvements. Initiate in the near term with completion in 12 to 18 months, undertake process mapping exercises involving all Town development review disciplines to identify “as is” (current state) process for most common Planning and Building & Safety applications that factor in, not only Town staff and external agency needs, but also the “lens of the customer” - those improvements that would benefit the external customer.
11. Processing Convenience. Procure and implement useful technology that integrates with other Town systems and includes a user-friendly public permit portal that provides customers with remote access 24/7 to the Town team for every step of the process.
12. Facilitated Workshop. Conduct a facilitated workshop with Planning staff to identify short- and longer-term procedural and structural improvements to streamline land development processes.
13. Customer Engagement. Engage contractors and business leaders to discuss planned improvements and identify consensus solutions that developers working with Planning can implement.
14. Continuous Customer Feedback. Establish a standing facilitated committee of regular participants in the development process to identify and problem solve challenges/issues.
15. Review Development Code. Undertake a comprehensive review of Truckee Municipal Code – Title 18, Development through a consultant-led and committee-informed process.
16. Invest in expanded public communications on Planning and Building topics, including explainer videos and multi-media tools.
17. Conduct a comprehensive review of development-related fees, exactions, and fee methodologies.
18. Establish a routine pre-submittal meeting structure to ensure the Town and the applicant are aligned on project goals and regulatory requirements.
19. Establish routine pre-grade and pre-demo meetings to coordinate all site work.
20. Engage in discussions with Nevada County Regional Dispatch to facilitate improvements in pre-dispatch times.
21. Improve CAD data collection through engagement with Nevada County Regional Dispatch Center.
22. Consider establishing an on-call contract for after-hours animal control services.
23. Engage Nevada County in discussions to contract for a Town-dedicated frequency channel and dispatcher. Truckee Police Department team is continuing this conversation, with this being identified as a top priority for Town needs. Nevada County Sheriff has increased staffing in Truckee to support services, including one additional Sergeant assigned to Truckee and two additional Deputies.
24. Purchase a more appropriate utility vehicle for the Property and Evidence Unit.
25. Engage the current CAD/RMS vendor and Nevada County Regional Dispatch Center in discussions to seek greater access to Police Department data and to better utilize available system modules.
26. Establish an engineer position focused on implementing facilities infrastructure projects.
27. Modernize processing and tracking systems associated with private development and public infrastructure projects.
28. Create an electric fleet conversion implementation action plan.
29. Evaluate the need to establish a Transportation Engineer or similar position to assist with managing transit-related projects and programs.
30. Establish a formal preventative maintenance program.
31. Adopt a formal Safety Program and staff it with a Safety Coordinator.

32. Ensure that departments receive monthly budget to actual reports to facilitate revenue and expense management and enhance accountability.
33. Ensure financial policies are complete and consistent with best practices.
34. Establish quarterly meetings between HR and operating departments, creating joint agendas and including Department Directors, mid-management staff and other appropriate personnel.
35. Implement formal disaster recovery procedures with bi-annual testing.
36. Formalize the Information Technology Division's role in providing project management, consultation, and evaluation services when considering projects that include technology components.

### ***Outstanding Recommendations:***

As noted in May, the recommendations and assessment report should be considered a 10-year roadmap for the organization and with that lens, there are a number of recommendations that are outstanding. Staff have reviewed and evaluated all recommendations and prioritized the recommendations that were achievable given available resources, were perceived to have the most impact and be the most responsive to feedback heard, and/or from a process implementation perspective, should be completed in a phased approach to assess need for remaining implementation. For example, prioritization of the permit portal and software is a high priority item that has a significant workload impact. It also has a great deal of functionality options that will likely address other recommendations and create efficiencies. In addition, staff has identified some recommendations that we do not support, at least currently. Those recommendations are highlighted in grey below and noted in attachment 1.

1. Update and reaffirm The Truckee Way as the Town's operating principles.
2. Develop a five-year strategic plan.
3. Implement a department-based annual business planning process and establish associated performance metrics.
4. Enhance current practices to be followed when considering the addition of new initiatives.
5. Evaluate the interests, means and methods used to engage the community and make necessary adjustments.
6. Implement an encumbrance system to appropriately account for budget to actual expenses and mitigate the risk of waste and fraud.
7. Conduct a comprehensive best practice review of the decentralized procurement function.
8. Develop a town-wide succession planning program aimed at cross-training existing staff and preparing them for future advancement.
9. Conduct a comprehensive review of software solutions, subscriptions, and systems currently in use.
10. Ensure department heads implement formal meeting structures.
11. Establish customer service standards for responding to internal and external inquiries.
12. Measure customer satisfaction. Employ a feedback tool, such as [www.happy-or-not.com](http://www.happy-or-not.com), to allow online and in-person customers to communicate their satisfaction with the services provided.
13. Response standards for customer communications. Establish performance standards to acknowledge all communications by phone, email or text within one business day and, as applicable, accompanied by a "by when (date)" commitment of when follow-up with a more specific or thorough response will occur.
14. Uniform Turnaround. In the near term, establish uniform plan check turnaround times to ensure all Town teams return plan review comments by the same date, creating efficiency, certainty, and transparency for customers.
15. Reinforce Checks and Balances. Adjust responsibilities of the Community Development Director by assigning quasi-judicial roles to an external hearing officer.
16. Establish program manager positions in the Economic Vitality, Housing, and Short-Term Rental divisions.
17. Add one analyst to the IDEA Division.
18. Establish executive assistant positions in the Town Manager and Town Attorney departments.

19. Move Code Compliance under the Building Division to align the in-the-field regulatory responsibilities of each.
20. Explore opportunities for a regionalized SWAT element in Nevada County.
21. Add an investigator position to the Support Services Division.
22. Consider contracting with a trained/experienced crime analyst for part-time or on-demand analytical work.
23. Add an Administrative Clerk position to the Support Services Division to lessen the clerical workload currently performed by higher-level positions.
24. Add a full-time police Community Outreach Coordinator position to oversee all digital and media communications.
25. Identify and cross-train one or more staff members in Property and Evidence duties.

## **CONCLUSIONS & NEXT STEPS:**

Since the acceptance of the Baker Tilly Organizational Assessment and the AirDiamond Development Services Review in May 2025, the Town has made measurable progress in implementing recommendations and using the findings to guide operational improvements and strategic decision-making. Together, the two assessments produced more than 90 recommendations. Staff have approached implementation in a deliberate and phased manner, prioritizing actions that are achievable with available resources, responsive to community and stakeholder feedback, and most likely to improve service delivery and organizational capacity.

As of this update, 22 recommendations have been implemented, including seven additional items completed since the September 2025 Council update. These completed actions include implementation of the NeoGov applicant tracking system, adoption of updated engineering standards, establishment of key staffing positions such as the Emergency Services Coordinator and Information Technology Business Analyst, and several organizational and operational improvements. These actions reflect meaningful progress toward strengthening internal operations, modernizing systems, and improving organizational structure.

Importantly, the recommendations from these assessments are being used to inform and prioritize budget proposals for the upcoming Fiscal Year 2026/27 Operating Budget. Staff have reviewed the remaining recommendations and identified those that require additional resources, staffing, or programmatic investments to implement effectively. Budget proposals currently under consideration include establishing a dedicated sidewalk and trails maintenance work unit, evaluating the balance of contracted versus in-house construction inspection services, and considering the addition of a sworn community resource officer position to support unhoused outreach and business engagement.

In addition, staff are proposing the creation of a new long-term Capital Improvement Project for a future Public Safety Facility. The Baker Tilly assessment identified significant future staffing needs for the Police Department as the community continues to grow and service demands increase. While many of these positions will be phased in overtime, the Town's existing police facility is undersized and not designed to meet modern public safety operational needs. Beginning the planning process for a new facility will ensure the Town is positioned to support future staffing, operational efficiency, and modern policing standards.

Staff are also continuing several initiatives aimed at improving development services and customer experience. The free planner appointment program, launched in May 2025, has proven successful, and therefore staff plan to continue this program into Fiscal Year 2026/27. Additionally, the CloudPermit software implementation remains on schedule, with Phase 1 (Building and Code Compliance) targeted for launch in May 2026. Staff will propose continuing consulting support with AirDiamond Creative Consulting in the FY 2026/27 budget to assist with Phase 2 implementation, which will include Planning and Public Works modules.

While substantial progress has been made, staff continue to view the assessment recommendations as a long-term organizational roadmap, likely spanning approximately ten years. Remaining recommendations will continue to be evaluated and implemented in phases, balancing available resources with operational priorities and ensuring that improvements are implemented thoughtfully and sustainably.

Through this ongoing effort, the Town is making steady progress toward strengthening organizational capacity, modernizing systems, improving development services, and enhancing transparency and service delivery for the Truckee community. As a reminder, the additional staff capacity added in FY25/26 has been incredibly valuable, in terms of setting the organization up for long-term success, however, it should be anticipated that the benefits of new staff positions will not be fully realized for approximately twelve months, as recruitment, onboarding, and training are completed.

Staff recommends that the Town Council accept the organization wide operational assessment implementation plan and update.

**Priority:**

<input checked="" type="checkbox"/>	Enhanced Communication	<input checked="" type="checkbox"/>	Climate and Greenhouse Gas Reduction	<input checked="" type="checkbox"/>	Housing
<input checked="" type="checkbox"/>	Infrastructure Investment	<input checked="" type="checkbox"/>	Emergency and Wildfire Preparedness	<input checked="" type="checkbox"/>	Core Service

**Fiscal Impact:** There is no current fiscal impact directly related to the acceptance of this staff report.

**Public Communication:** Agenda posting

**Attachments:**

Attachment 1: Operational Assessment Recommendations Update

Attachment 2: [Townwide Operational and Service Delivery Review: Project Report of Observations and Recommendations](#)

Attachment 3: [Truckee Development Processes Findings and Recommendations](#)

Attachment 4: [2025 Community Opinion Survey](#)