



Date: May 13, 2025

Honorable Mayor and Council Members

Author and Title: Jen Callaway, Town Manager

Title: **Townwide Operational and Service Delivery Review: Project Report of Observations and Recommendations**

Jen Callaway, Town Manager

Recommended Action: Staff recommends that the Council accept the Townwide Operational and Service Delivery Review: Project Report of Observations and Recommendations completed by Baker Tilly.

BACKGROUND:

The year 2020 was a challenging year on many fronts, of course the global pandemic that impacted the world with unprecedented directives and behavior changes, and for the Town in particular additional challenges with change in leadership and staffing. In the early summer of 2021, as the world and community emerged from the COVID 19 pandemic, the Town experienced a cyber breach, which consumed significant staff time in response and recovery. Recognizing all the changes and aftermath of the global COVID-19 pandemic, cyber incident impacts and staffing changes, the Town consciously focused on internal organizational culture. In 2023, Town staff felt it was time to move into the next phase of organizational culture in terms of operational and service delivery. With this mind, in October 2023, staff sought direction from the Town council to release a Request for Proposal (RFP) for Professional Consulting Services to Complete an Organizational Assessment of Operations and Service Delivery. The assessment was intended to look holistically at Town operations, with a concentrated look at each functional area to assess capacity and workload, staffing, structure, system needs, best practices and benchmarking, as well as understanding service delivery expectations and alignment with those expectations. Specific components of the requested work included:

- Organizational structure and reporting relationships.
- Service delivery within each functional area and service delivery expectation alignment.
- Workflow processes and planning.
- Existing systems, available systems, system gaps and/or needs.
- Benchmarking to best practices; and
- Staffing levels.

Following Council direction, staff prepared the RFP, with opportunity to review and provide feedback from the Department Head and Division Manager's teams and released it on November 17, 2023. In response to the RFP, staff received 18 total questions which staff responded to in two separate addendums. Seven consultant firms responded to the RFP, either asking to be included on the distribution list. Two consultant firms indicated that they would not be submitting a proposal in response to the RFP. The submission deadline was January 5, 2024, at 5:00 pm and four proposals were received.

The Town's Department head team reviewed and discussed all four proposals and determined that all four firms should be invited for interviews with the selection team. The Town's Division Manager's team was also provided with the opportunity to review all four proposals and invited to volunteer to participate in the selection process. The selection committee/interview panel consisted of:

Town of Truckee Staff:

Jen Callaway, Town Manager
Hilary Hobbs, Assistant to the Town Manager
Danny Renfrow, Police Chief
Denyelle Nishimori, Community Development Director
Lt. Kyle Vickers, Police Department
Becky Bucar, Assistant Public Works Director
Chris Hardy, Chief Information Security and Technology Officer
Mike Ross, Chief Building Official

Community Stakeholders:

Supervisor Hardy Bullock
Shannon Decker, Chief's Advisory Committee
Bill Greeno, Chamber of Commerce
Cody Heller, CATT
Tony Lashbrook

The four consultant teams all presented a comprehensive project approach. It was a difficult selection process, and the selection team completed follow-up interviews with three of the four teams to meet the subject matter experts on the team and better understand the overall project approach. Based on the interviews, follow-up interviews, and overall proposal and project approach, Baker Tilly was selected as the team being recommended to work on this project and project kick-off initiated around in late spring of 2024.

Discussion:

After an extensive process, including 107 stakeholder engagements, the Town of Truckee Townwide Operational and Service Delivery Review: Project Report of Observations and Recommendations is complete (Attachment 1). The Baker Tilly consultant team will be presenting the themes, conclusions, findings and recommendations of their work to the Town Council on May 13, 2025. It should be noted, that the Townwide Operational and Service Delivery Review, the Community Opinion Survey and the Truckee Development Processes – Findings and Recommendations are three separate reports from three separate consulting teams and all being presented to Town Council on May 13, 2025, should be reviewed and considered in conjunction with each other, as each of three independent documents, that had no interaction with each other, all compliment and generally align with overall themes, findings and recommendations. This is significant for staff, the public, policy makers and stakeholders to recognize the value of three independent reports providing similar and consistent feedback and recommendations. Town staff are happy to have three aligned documents that are consistent and can serve as a 10-year plus roadmap to drive staffing and capacity discussions and considerations, technology solutions, workload prioritization and process improvements.

As highlighted in the report, "A Note About Engagement Focus", this engagement was intentionally focused on documenting opportunities for organizational improvement and as such the final report does not dwell on the on the many well-functioning services and excellent staff work in Truckee. The consultant team noted that they observed many examples of such work throughout the engagement and acknowledge that the employees who work for the Town are hard-working and committed to their work and do an excellent job. Also noted is that in any organization, there are systems and procedures that can be improved. The consultant team further states that in their professional experience, higher

functioning organizations, those striving for improvement, are more likely to engage in this type of study than others. As Town Manager, I echo the consultants' sentiments and applaud the Town staff, Council and stakeholders who participated in this process for their vulnerability, humility and openness to continuous improvements for the benefit of the community.

Overall themes identified in the Townwide Operational and Service Delivery report include being under-resourced from a staffing perspective to meet workload and service delivery expectations. This has had an impact on staff morale, with a sense of burn-out and frantic pace. There are several recommendations throughout the report and Departments related to staffing needs and developing an overall phasing and funding plan to support these additions. It should be highlighted that the intention of this report is to serve as a ten-year plus roadmap for the organization, meaning there is no expectation that all recommended positions be added within a year or two. However, workload and service delivery should be scaled in the near term to better align with staffing capacity.

Staffing additions should be coupled with organizational development efforts and technology deployment so that efficiency and effectiveness can be improved as the organization grows. As described in the conclusion of the report, "Building out this three-legged stool of targeted staffing growth, coupled with dedicated organizational development work and planned strategic investments in technology" should be the primary focus in the short-term, meaning three to five years. The Baker Tilly consultant team will provide more detail into their findings and recommendations during their presentation on May 13, 2025, as staff feel it is most appropriate for the Council and community to hear the summary of work, conclusions, findings and recommendations directly from the consultant team.

While noted earlier in this report, the work completed by Baker Tilly, AirDiamond Creative Consulting, and True North Research's statistically valid community opinion survey, all complement each other and generally have a great deal of alignment and consistency in findings. Staff recognize that it is a significant amount of information to absorb and consider, for the Town staff, Council, stakeholders and community. Therefore, staff recommend that the Town Council accept the Town of Truckee Townwide Operational and Service Delivery Review: Project Report of Observations and Recommendations report and staff will come back to council in late summer with a discussion of next steps, feasibility analysis and prioritization of recommendations.

A "next steps" discussion in late summer does not hinder progress on moving the recommendations forward and implementation. Staff have moved forward with several of the recommendations and improvements already, including:

- A new capital improvement project (CIP) to acquire and implement a permitting tracking software solution, such as Accela or something similar.
- Community Development Staff, specifically staff within the Planning Division, will be launching free planner appointments, where residents, developers, etc, can easily schedule a free, fifteen-to-thirty-minute afternoon appointment with a planner to ask questions, seek guidance, etc. Scheduling appointments is intended to be very simple, with an online appointment calendar and again, these appointments do not have an associated fee. More information about the Planner appointments will be announced the week of May 12th with appointment availability beginning the week of May 19th.
- Drafting work is well underway for the new position classifications recommended in the study, with a compensation analysis to follow.
- The possible addition of ten new staff positions, generally aligned with those recommended in the Operational and Service Delivery report.
- Recruitment is underway for the Human Resources Technician, Administrative Technicians, Facilities Maintenance Workers, and Police Officer positions.

- Executed a contract with a consulting company to provide an annual audit of property tax distributions, the Town's largest revenue source, as well as estimates of property tax collections in future years for improved budgeting purposes.
- In process of executing a contract with NeoGOV for new employment applicant tracking, as well as onboarding and performance management software.
- Implemented new software, with public facing portal, to track, provide more community transparency, and streamline internal processing of public records requests.
- Classification studies underway for positions identified as being reclassified, such as the two Lieutenant positions with Police and the Assistant to the Town Manager position.
- Written policies within Administrative Services Department are being drafted, including a policy specific to an Internal Control framework, and are scheduled to come to Council at a date later this summer.
- An internal survey of Information Technology (IT) Services' customer satisfaction has been completed with an average rating of 9 out of 10, an indication of internal Town staff being very satisfied with our IT division, services and support offered.
 - Surveys for the Finance and Human Resource divisions will go out one after the other to gauge internal customer satisfaction.
- Town Engineering staff have prepared and released a draft update to the Public Improvement and Engineering Standards.

These actions are great first steps and an indication of the Town and Town staff's strong desire to provide quality, professional services throughout the organization, while being responsive to the feedback received in these reports.

Lastly, Town staff throughout the organization, stakeholders, Council and community that supported and participated in both reviews, as well as the community survey, should be applauded. As Town Manager, I thank everyone, and especially the Town staff, for their engagement, humility and commitment to public service and passion for the Truckee community. Self-assessment is valuable for our organizational growth and enhancement and demonstrates the Town's commitment to continuous learning and improvement to provide outstanding customer service to our community. However, the Town cannot fulfill all the recommendations of this ten-year roadmap on our own, and to be successful in implementing many of these recommendations, the next steps will most certainly require strong, positive collaboration between many stakeholders, working together for the best Truckee, our common goal and objective.

CONCLUSION: Staff recommend that the Town Council accept the Townwide Operational and Service Delivery Review: Project Report of Observations and Recommendations completed by Baker Tilly. Staff will come back to the council in late summer with a discussion of the next steps, feasibility analysis and prioritization of recommendations.

Attachments:

Attachment 1: Town of Truckee Townwide Operational and Service Delivery Review: Project Report of Observations and Recommendations

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: Will be determined as part of the implementation of recommendations and will be included in the budget recommendations to Council.

Public Communication: Published on Town website and provided to community stakeholders on May 5, 2025. Publication of this staff report.