



Date: May 13, 2025

Honorable Mayor and Council Members:

Author and title: Bonnie Thompson-Hardin, Human Resources Manager

Title: **Town Workforce Vacancies, Recruitment, and Retention Trends (AB 2561)**

Jen Callaway, Town Manager

Recommended Action:

1. Adopt Resolution 2025-37, Adopting an Administrative Policy for Assembly Bill 2561 Vacancy Reporting.
2. Conduct a public hearing regarding Town of Truckee Workforce Vacancies Recruitment, and Retention Trends as required by Assembly Bill 2561

Discussion:

Background:

On September 22, 2024, Governor Newsom signed Assembly Bill 2561 ("AB 2561"), creating new requirements for public agencies to address and publicly report on staffing vacancies and recruitment and retention efforts during a public hearing before their governing board at least once per fiscal year prior to the adoption of a final budget for the fiscal year. As part of this law, public agencies must also highlight hiring challenges and potential policy obstacles.

If the number of vacancies in a particular bargaining unit meets or exceeds 20% of the total number of authorized full-time positions, agencies must provide further details on job openings, applicant numbers, hiring timelines, and strategies for improving compensation and working conditions. AB 2561 also provides recognized employee organizations (i.e., a bargaining unit) with the opportunity to present their perspectives during these public hearings.

Per this new requirement, this staff report outlines the Town's vacancy trends and strategies to attract and retain employees. All data collected is from the 2024 calendar year. As staff accumulate these metrics year-over-year, the Town will have better tracking of its hiring metrics. While recruitment and hiring remain top priorities, the Town also focuses on long-term retention through professional development, incentive awards, internal promotional opportunities, partnerships with regional housing agencies and a local childcare provider, and ongoing wellness and employee engagement programing.

Vacancies, Recruitment, and Retention

Vacancies:

Position vacancies are created for a number of reasons including when newly budgeted positions are approved, there is internal movement such as a promotion or transfer, or when an employee leaves the organization due to retirement, voluntary resignation, or involuntary termination. When vacancies occur, it is a high priority for the Human Resources Division and the Town's hiring managers, to fill vacant positions in order to ensure continuity of services, maintain operational efficiency, minimize the need for overtime, and minimize disruptions to departmental functions. Timely recruitment and hiring efforts help

the Town sustain its workforce, meet community needs, and uphold service standards while also providing opportunities for internal growth and external talent acquisition.

Although AB 2561 now requires staff to present annually on the status of vacancies and efforts to recruit and retain staff, it has always been a priority for the Town to fill vacancies as soon as reasonably possible. Throughout the 2024 calendar year the Town’s average vacancy rate for all regularly scheduled budgeted full-time and part-time positions across all bargaining units was 2.7%. The vacancy rate was calculated monthly as the number of vacancies divided by the number of positions.

The Town has three recognized employee organizations or bargaining units: the Truckee General Employee Membership Association, the Mid-Management Employee Association, and the Truckee Police Officer Association. In addition, eight Department Heads negotiate their own employment contracts and are not part of a united bargaining group. As of December 31, 2024, the Town’s overall vacancy rate was 4%, and the vacancy rate in each bargaining group is listed in the table below.

Table 1: Vacancy Rate by Bargaining Group as of December 31, 2024

Bargaining Unit	# of Regularly Scheduled Budgeted Positions	# of Vacancies	% of Vacancies
Truckee General Employee Membership Association	83	5	6.0%
Mid-Management Employee Association	37	0	0.0%
Truckee Police Officers Association	23	1	4.3%
Department Heads (not a bargaining unit)	8	0	0.0%
Total	151	6	4.0%

Over the calendar year, the monthly vacancy average was 2.7% and ranged from a low of 0% to a high of 4% in December. The Town had a total of six vacancies in two of our bargaining units in December.

As of the writing of this staff report, three of the positions have been filled. One new Police Officer will start later this month; we are recruiting for a Street Maintenance/ Equipment Operator II, and one position remains unfilled in our Building Division. The Roads Division strategically held off on recruiting until the end of the winter season to tap into a wider pool of applicants. The Building Division also decided to delay recruiting a Building Inspector/Plans Examiner I/II as they carefully watch the building market for a potential decline in activity. The Division is currently receiving assistance from a temporary, part-time Plans Examiner. The Division plans to explore filling this vacancy as a Deputy Chief Building Official in fiscal year 2025/26 and has budgeted it as such in the draft budget.

Table 2: Average Vacancy Rates for 2024

Calendar Year 2024 Vacancy Rates	% of Vacancies
Monthly Average	2.7%
Monthly Highest	4.0%
Monthly Lowest	0.0%

Table 3: Vacant Positions on December 31, 2024.

Bargaining Unit	Vacant Positions
Truckee General Employee Membership Association	Code Compliance Officer (Short Term Rentals) Street Maintenance/Equipment Operator II Administrative Technician (Clerk) Administrative Technician (Fleet) Building Inspector/Plans Examiner II
Truckee Police Officer Association	Police Officer

Recruitment:

The Human Resources Division understands that successful recruitment involves identifying, attracting, and hiring qualified individuals. Effective retention ensures those employees remain engaged, satisfied, and committed to the organization over the long term. Both are essential to maintaining a strong and stable workforce—particularly in today’s highly competitive labor market.

During the most recent labor negotiations, the Council reaffirmed the Town’s long-standing commitment to attracting and retaining high-quality employees through its pay-for-performance system. In alignment with this policy, the Human Resources Division remains focused on recruiting and retaining exceptional talent to meet the needs of our community. Further demonstrating its dedication to strategic workforce planning, the Town commissioned an Organizational Assessment through Baker Tilly, which will be presented to Council at tonight’s meeting, to assess if our current organizational structure and staffing meet the evolving needs of our constituents and the services provided to the community.

The Human Resources Division works closely with hiring managers to manage staffing needs related to vacancies, promotions, and retirements. Over the past year, the Town experienced 28 vacancies, primarily due to employee relocations, new career opportunities, and retirements. Notably, four of these were retirements, indicative of long-term employee retention and natural attrition. While some voluntary resignations may reflect disengagement or competitive external offers, the majority were tied to relocations or other local job opportunities.

To address these staffing changes and meet seasonal workforce demands, the Town hired a total of 49 employees this year, including 18 full-time, 23 seasonal, and 8 temporary staff members. The Town also promoted 11 employees. Most of these promotions reflected recognition of staff who were performing at a higher classification within their respective job families. Additionally, four of the promotions resulted from vacancies created by voluntary resignations or retirements, allowing internal candidates to advance into new roles. These internal advancements underscore the Town’s ongoing commitment to professional development and succession planning by preparing employees for the next step in their careers.

The Human Resources Division remains focused on continually improving the recruitment and hiring experience. Recognizing the need to better communicate the many benefits of working for the Town, over the last year, Human Resources staff have begun rebranding the Town’s employment website and hiring materials to more effectively showcase our strong workplace culture and comprehensive benefits package. These updates should be live on our website in the coming weeks.

To further enhance efficiency and candidate experience, the Human Resources Division is implementing a new applicant tracking system through NeoGov. This platform will streamline the recruitment process for both candidates and hiring managers, reduce the manual workload currently managed through Excel spreadsheets, offer improved data collection and analytics, and expand our recruiting reach. These tools

will also support the Town's ability to meet these newly established annual vacancy reporting requirements.

Table 4: Human Resources Division Recruitment Statistics for 2024

HR Division Recruitment Statistics	
Average applications received per job posting	14.6
Most applications received per job posting	36
Interview panels convened	30
Candidates interviewed	75
Average calendar days to hire	63

Retention:

Retaining the Town's highly skilled workforce remains a top priority for the Human Resources Division. Many of the Council's programs and partnerships are instrumental in addressing key challenges faced by current and prospective employees, including access to affordable housing, childcare, and the overall cost of living in a resort community. The most recent compensation study confirmed that the Town's benefits package is more competitive than those offered by many peer agencies, serving as a strong complement to Town wages. In addition, the Town continues to invest in initiatives that foster a supportive and inclusive workplace culture—one in which employees feel valued and empowered in their shared commitment to public service. These efforts include:

- Quarterly employee incentive awards which recognize employees who demonstrate the Town's values of integrity, teamwork, accountability, commitment, and excellence;
- A pay-for-performance system which rewards outstanding employee performance with higher pay raises than the traditional government step-model;
- Ongoing budgeted commitments to education and training for professional development, including sponsoring attendance of up-and-coming Town leaders in the North Tahoe Truckee Leadership Program;
- An Employee Engagement Committee that creates opportunities for engagement across all Town departments during the workday and at outside events, including:
 - Lunch-and-learns;
 - Sprit days;
 - Reno Aces games; and
 - The annual Holiday Party.
- A wellness program that promotes the emotional and physical wellbeing of Town employees with activities including:
 - Sponsoring softball, volleyball, and other co-ed sports teams;
 - An annual wellness event which includes blood drawing and health coaching;
 - Annual access to on-site flu shots;
 - Walking and other fitness challenges;
 - An onsite gym at both the Town Hall location and the Public Service Center location;
 - Access to two Employee Assistance Programs with counseling services, financial coaching, and legal advice to provide employees support with any personal challenges they may be facing;
 - Subsidies for 15-minute bi-weekly on-site chair massages; and

- Access to two shared Gold Ski Passes.
- Participation in the Truckee Tahoe Workforce Housing Agency which helps pair Town employees with affordable housing opportunities;
 - Employees are also eligible to participate in the Town's housing programs including Lease-to-Locals and the Workforce Housing Deed Restriction program if they are income qualified.
- New partnership with a local day care to ensure available childcare for existing and future employees;
- Flexible work schedules and work-from-home Fridays for many positions;
- Incentive for alternative transportation and free onsite charging for electric/plug-in hybrid vehicles.

As identified in the Organizational Assessment, one of the key challenges to staff retention is burnout resulting from high workloads. In response, staff are proposing the addition of ten (10) new positions in the fiscal year 2025/26 operating budget. These recommended positions align with the Assessment's findings and represents an initial step toward better aligning staffing levels with the Town's ongoing workload demands.

To further support employee well-being, and consistent with the Assessment's recommendations, the Human Resources Division will also develop and administer a confidential employee survey. The survey will help assess current levels of morale and burnout, and inform any additional actions needed to strengthen workplace support and retention.

AB 2561 Vacancy Reporting Administrative Policy:

Staff recommend that the Town Council adopt Resolution 2025-37 (Attachment 1), which establishes an Administrative Policy for conducting public hearings and reporting on the Town's workforce vacancies, recruitment, and retention efforts, in accordance with the requirements of Assembly Bill 2561.

This proposed policy outlines key components necessary for compliance, including:

- Definitions relevant to workforce reporting and public hearing protocols;
- Requirements for public notice and regular reporting;
- Procedures for determining the time allocation for presentations by employee organizations, should they choose to participate.

Adoption of this policy will ensure transparency, consistency, and statutory compliance in how the Town reports and communicates workforce-related information to the public and its employee organizations.

Priority:

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

Fiscal Impact: The only cost associated with implementation of AB 2561 is the annual staff time associated with developing the information and presentation. Although AB 2561 created a local mandate, it specifically precludes any reimbursement from the State in Part 7 of Division 4 of Title 2 of the Government Code for costs mandated by the state pursuant to this act.

Public Communication: On Friday, May 2, 2025, this public hearing was noticed in the Town's local newspaper of general circulation, the Sierra Sun. On the same day, all bargaining units were notified of the Town's intent to comply with Assembly Bill 2561. Further, they were notified of their right to make a presentation at this hearing pursuant to Government Code Section 3502.3. A second notice was published in the Sierra Sun on Friday, May 9, 2025. No other public outreach was conducted for this hearing.

Attachments:

1. Resolution 2025-37, Adopting an Administrative Policy for Assembly Bill 2561 Vacancy Reporting.
 - a. Exhibit 1 – Town Administrative Policy for AB 2561 Vacancy Reporting