



COUNCIL REPORT

DATE: June 9, 2026

CATEGORY: Public Hearing

DEPT.: Human Resources

TITLE: **City of Mountain View Vacancies and Recruitment and Retention Efforts (Government Code Section 3502.3)**

RECOMMENDATION

Convene a public hearing pursuant to Government Code Section 3502.3, to receive a Fiscal Year 2025-26 report on City of Mountain View vacancies and recruitment and retention efforts.

BACKGROUND

Effective January 1, 2025, Assembly Bill (AB) 2561 was introduced, which amended Government Code (GC) Section 3502.3 to increase public transparency regarding job vacancies and workforce planning in local government.

Under this law, public agencies are required to hold a public hearing at least once each fiscal year to report on employee vacancies and share current and future strategies for recruitment and retention. This report outlines current City of Mountain View (City) vacancy data, ongoing recruitment and retention efforts, and anticipated workforce challenges and opportunities under the new law and is for informational purposes only.

A summary of the public agency requirements and their application to the City are as follows:

1. **Public Hearing:** At least once each fiscal year, at a public hearing before the City Council City staff must present information regarding the status of vacancies, recruitment, and retention efforts, and identify any necessary changes to policies, procedures, and recruitment activities that may lead to obstacles in the hiring process. (Gov. Code § 3502.3 (a) (1), (3))

If the City Council adopts an annual or multi-year budget during the fiscal year, this presentation must occur prior to the City Council's adoption of the final budget for the City. (Gov. Code § 3502.3 (a) (1), (2))

2. **Employee Organization Participation:** The City must allow the recognized employee organization for each bargaining unit at the City to make presentations during the public

hearing concerning vacancies and recruitment and retention efforts if they so choose. (Gov. Code § 3502.3 (b))

There are four (4) bargaining units at the City of Mountain View, and all have been invited and indicated that they plan to attend and present at the public hearing.

3. **Additional Reporting for High-Vacancy Rates:** If vacancies within a single bargaining unit meet or exceed 20% of authorized full-time positions in that bargaining unit, upon request of the recognized employee organization for that bargaining unit, the City must provide additional information during the public hearing: (1) the total number of vacancies; (2) the number of applicants; (3) the average time to fill positions; and (4) opportunities to improve compensation and working conditions for employees in the bargaining unit. (Gov. Code § 3502.3 (c))

At the time of this report, no City bargaining unit meets or exceeds the 20% threshold.

ANALYSIS

Current Vacancy Snapshot (As of May 15, 2026)

The following snapshot reflects stable staffing across the bargaining units with targeted efforts continuing in areas with higher vacancy rates.

Table 1: Vacancy Snapshot

Bargaining Group	Budgeted FTE	Filled FTE	Vacancy Rate
EAGLES	265.0	237.0	10.57%*
Service Employees International Union (SEIU)	196.0	167.5	14.54%*
Mountain View Professional Firefighters, Local 1965 (MVFF)	68.0	65.0	4.41%
Police Officers Association (POA)	107.5	104	3.26%
Unrepresented	82.50	77.50	6.06%*
	719.0	651.0	9.46%*

** New employees are scheduled to onboard before the end of the Fiscal Year, which will decrease the vacancy percent (see below)*

There are four (4) new hire employees across all nonsworn units scheduled to onboard before fiscal year-end, which **improves the overall Citywide vacancy rates to 9.04%**.

Recruitment Challenges and Strategic Initiatives

While the City's vacancy rate has remained steady over the past year, recruitment challenges in the public sector continue to be concentrated in roles that require technical expertise (Planning, Engineering, specialized Utilities, etc.) or specialized public safety (Dispatchers, Police Officers). In response, the City has rolled out new efforts to maintain staffing stability and continue to deliver high-level public service.

Sworn public safety recruitment remains one of the most competitive landscapes in California, and police officer positions in particular require a sustained, strategic effort to fill. The hiring process itself adds to that complexity, including written exams, physical agility tests, background investigations, psychological evaluations, and medical assessments. Despite this, the Police Officers Association (POA) continues to maintain its lowest vacancy rate in more than seven years, a testament to the ongoing partnership between the Police Department and Human Resources recruiting teams, who are continuously identifying opportunities to streamline the hiring process, strengthen outreach, and position the City as an employer of choice. Our reputation matters, and Mountain View's standing as a well-run, community-centered organization is itself a recruitment asset, and one that the City actively champions.

The Mountain View Firefighters (MVFF) have seen significant progress as well, with the vacancy rate dropping from 13.24% to 4.41% over the past year, the result of 13 new employees successfully onboarded, in addition to a new Fire Chief and Deputy Chief in the Fire Department. HR is already working collaboratively with the new Fire Chief to identify further opportunities to streamline the recruitment process and continue building toward full staffing. Looking ahead, retirements across public safety will continue to require proactive planning, and both recruitment teams remain focused on staying ahead of the anticipated turnover.

The City's overall vacancy rate of 9.46% reflects more than just open positions, it reflects growth. With the addition of 9.5 FTE over the past year, the City's total authorized workforce has grown from 709.5 to 719.0 positions. Without these new additions, the Citywide vacancy rate would stand at 8.25%. While newly created positions temporarily increase the vacancy count as recruitment and onboarding get underway, they represent a deliberate investment in the organization's capacity to serve the community. The City views a short-term uptick in vacancies as an expected and acceptable part of strategic growth that will ultimately pay dividends in workload relief, employee well-being, and service delivery as those positions are filled.

Building the Mountain View of Tomorrow as articulated in the Recommended Budget, depends on a workforce that is fully staffed, well-supported, and reflective of the community it serves. Every position filled is a direct investment in the infrastructure, services, and quality of life that residents expect and deserve.

Enhanced Recruitment and Retention Efforts

The City's vision of a "Community for All" begins with who we hire and how we support them. The City remains committed to recruiting individuals who reflect the diversity and values of Mountain View, people who can thrive in these essential roles and contribute to a city that works for everyone. While hiring timelines can be longer in the public sector, the City continues to prioritize quality over speed.

This year, the City has continued to build on its recruitment infrastructure while placing greater emphasis on the candidate experience and the speed of the hiring process. Partnerships with operating departments have deepened, allowing Human Resources to tailor outreach strategies to each unit's specific workforce needs.

To support employee success, the City has invested in strategies that support the professional development and well-being of our current workforce. New initiatives around coaching, leadership development, and wellness are helping to build long-term employee engagement.

The City has an ongoing commitment to establish and maintain long-term strategies that reflect both local needs and national workforce trends:

- Recruitment Infrastructure: Expanded use of NEOGOV features to support expanded outreach, candidate tracking, and a more user-friendly applicant experience
- Compensation and Incentives: Targeted hiring bonuses remain in place, with base salaries benchmarked against regional comparators to ensure the City remains competitive in a tight labor market.
- Internal Growth and Mobility: Promoting from within continues to be a strategic priority, supported by succession planning and leadership coaching programs that develop employees for advancement.
- Process Improvements: Ongoing review of hiring workflows has reduced time-to-hire bottlenecks, particularly in background processing and interview scheduling, without sacrificing selection quality.

- Employee Culture and Well-Being: The City continues to invest in mental health and wellness initiatives, in-person and online trainings, coaching, leadership development, paid parental leave, and programs that foster a workplace where employees feel valued and supported.

EMPLOYEE EXPERIENCE, WELLNESS, AND DEVELOPMENT

Employee investment is a core priority of the City, and the City is well-known as one of the best public agency organizations to work for in California. Backed by the Fiscal Year 2025–26 Human Resources Budget, the City is committed to building a positive employee experience.

FY 2025-26 is focused on launching two new pilot programs, including the following:

- Resources for employees' financial well-being, including student loan and debt assistance software; and
- Access to personalized meetings with a financial professional for guidance on individual financial goals.

Other key employee-focused efforts include:

- Paid Parental Leave Pilot Program, which provides the equivalent of eight weeks of paid leave, to all benefit-eligible employees for each qualifying event, such as the birth of a child, adoption, or foster care placement. In 2025, 36 employees utilized the paid parental leave benefit representing 5.5% of the eligible workforce. This program supported employees through pregnancy, the birth of a child, and baby bonding for the non-birthing parent.
- Multiple employee events, including two appreciation luncheons, "fun grants," an employee appreciation breakfast, the Service and Recognition Awards Ceremony, and the City Manager's Annual Update that promotes employee recognition and connection.
- A Wellness Incentive Program that continues to experience record participation, offering a variety of physical, financial, and emotional wellness tools. Each department also received discretionary wellness funds, used for events, customer service training, ergonomic tools, team-building activities, and staff retreats. These efforts help departments support a positive workplace culture, strengthen teams, and promote overall employee well-being.
- Lead Worker Certificate Program, a certificate program for supervisors and front-line employees who are current or aspiring crew leaders.

- Supervisor Certificate Program, offering six training sessions on skill development for supervisors or aspiring supervisors.
- Leadership Development Program (LDP), a nine-session certificate program with professionally delivered courses on topics identified as critical for effective leadership
- Offering over 30 free training courses on various subjects for all employees, including strategic planning, business writing, Word and Excel training, presentation skills, communication skills, resolving interpersonal conflicts, and enhancing emotional intelligence, among many others.
- Managers Forum, offering trainings two-three times per year for over 100 management-level employees to foster leadership development and cross-department collaboration.
- Employee participation in external trainings, to include Leadership Mountain View, Santa Clara County Leadership Academy, ICMA Coaching webinars, and Leibert Cassidy Whitmore Consortium courses.
- Continued support through enhanced benefits, such as housing support and flexible hybrid work options.
- Robust summer internship program, providing meaningful public sector work experience opportunities in support of the next generation.

Looking ahead, the City is exploring new ways to support, develop, and celebrate employees through expanded training, engagement programs, and recognition tools.

Recruitment and retention continue to be top priorities for departments, employees, and labor partners alike. This report reflects the City's ongoing commitment to building a workforce that is diverse, well-supported, and equipped to help shape the Mountain View of tomorrow together.

The City's recruitment and retention work reflects a deliberate, long-term commitment to organizational health, not just vacancy management. Thoughtful investments in workforce development, employee well-being, and labor partnerships are creating conditions where employees want to stay and grow. As Mountain View continues to evolve, so does its workforce strategy. The City remains focused on building a resilient, engaged, and well-supported team that is prepared to meet the community's needs today and into the future.

FISCAL IMPACT

There is no direct fiscal impact associated with this hearing. All recruitment, retention, and engagement strategies are supported within the Fiscal Year 2025–26 Adopted Budget and Fiscal Year 2026–27 Recommended Budget.

LEVINE ACT

California Government Code Section 84308 (also known as the Levine Act) prohibits city officials from participating in any proceeding involving a “license, permit, or other entitlement for use” if the official has received a campaign contribution exceeding \$500 from a party, participant, or agent of a party or participant within the last 12 months. The Levine Act is intended to prevent financial influence on decisions that affect specific, identifiable persons or participants. For more information see the Fair Political Practices Commission website: www.fppc.ca.gov/learn/pay-to-play-limits-and-prohibitions.html

Please see below for information about whether the recommended action for this agenda item is subject to or exempt from the Levine Act.

EXEMPT FROM THE LEVINE ACT

General policy and legislative actions

CONCLUSION

The recommended action is informational only and fulfills the public hearing requirements of Government Code Section 3502.3 regarding vacancies and the City’s recruitment and retention efforts for Fiscal Year 2025-26.

PUBLIC NOTICING

Agenda posting, and public hearing notice published in the Palo Alto Daily Post.

Prepared by:

Lindsey Bishop
Human Resources Manager

Maxine Gullo
Human Resources Director

Approved by:

Kimbra McCarthy
City Manager