

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



ITEM: 21.5
(ID # 30349)

MEETING DATE:
Tuesday, May 12, 2026

FROM : HUMAN RESOURCES

SUBJECT: HUMAN RESOURCES: Annual Public Hearing Presenting the Status of Job Vacancies and Recruitment/Retention Efforts, Intended to Satisfy the Obligations Under Government Code Section 3502.3, Subdivision (a), Paragraph (1). All Districts. [\$0 Total Cost]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Conduct the annual Public Hearing, in accordance with Government Code section 3502.3, which took effect on January 1, 2025, addressing:
 - a. General workforce information.
 - b. Total number of job vacancies, Countywide and by bargaining unit.
 - c. Recruitment information and processes, including average number of days to complete the hiring process.
 - d. Any challenges, necessary changes to policies, procedures, and recruitment activities that may lead to obstacles in the hiring process.
 - e. Employee retention information.

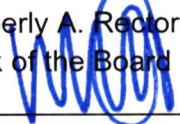
ACTION: Set for Hearing


Tami Douglas-Schatz, Director of Human Resources 4/17/2026

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Gutierrez, seconded by Supervisor Perez and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Medina, Spiegel, Washington, Perez, and Gutierrez
Nays: None
Absent: None
Date: May 12, 2026
xc: HR

Kimberly A. Rector
Clerk of the Board
By: 
Deputy

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
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FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$ 0	\$ 0	\$ 0	\$ 0
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: N/A			Budget Adjustment:	No
			For Fiscal Year:	25/26

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

On September 22, 2024, California Governor Gavin Newsom signed Assembly Bill 2561 (AB 2561) into law, which became effective January 1, 2025. This legislation amended the Meyers-Miliias-Brown Act to require local public agencies to present the status of vacancies and recruitment/retention efforts at a public hearing, at least once per fiscal year, prior to adoption of the final budget. This represents the second public hearing of this type since the law went into effect.

At the onset of the first hearing preparation following the law's effective date, it was determined that, for the County of Riverside, the start of the Fiscal Year through March 31 of each year will serve as the reference date for reviewing vacancy rates in preparation for the annual public hearing.

Under the law, if the job vacancy rate within a single bargaining unit meets or exceeds 20% of the total number of authorized full-time positions, the public agency, upon request of the recognized employee organization, must also present additional specified information related to vacancies and recruitment/retention efforts during the public hearing, including, but not limited to, total number of job vacancies within the bargaining unit, total number of applicants for vacant positions within the bargaining unit, and opportunities to improve compensation and other working conditions.

On March 31, 2026, Human Resources collected and analyzed vacancy data across all bargaining units. The analysis confirmed that none of the bargaining units exceeded a 20% vacancy rate. As a result, the additional hearing requirements outlined above do not apply to the 2026 hearing.

The chart below presents the vacancy rates by bargaining unit for Fiscal Year 2025/2026:

Fiscal Year 2025/2026 Vacancy Rate Data by Bargaining Unit			
Bargaining Unit	Current Employees	Vacant Positions	Vacancy Rate
Riverside Sheriffs Public Safety Unit	536	122	18.5%
Service Employees International Union Local 721	9229	1882	16.9%
Deputy District Attorney Association & Riverside County Attorney's Assoc	396	79	16.6%
Laborers' International Union of North America Local 777	7959	1525	16.1%
Riverside Sheriffs Association Law Enforcement Unit	1671	288	14.7%
Riverside Sheriffs Association Corrections Unit	1114	130	10.5%
Law Enforcement Management Unit	537	41	7.1%

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
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In Fiscal Year 2025/2026, between July 1, 2025, and March 31, 2026, Human Resources hired 2,821 employees to fill critical vacancies across the County's various departments. Currently, the average number of days to complete the hiring process for regular positions is 40 days. For definition purposes, the hiring process begins when Human Resources receives the recruitment request from the County department and ends when the selected candidate has cleared the pre-employment process (including all background and physical reviews).

With the support from the Board of Supervisors and Executive Office, Human Resources, working in direct partnership and collaboration with County departments, has conducted a comprehensive review of recruitment and preemployment policies, procedures, and related practices over time. This effort has focused on enhancing operational efficiency, strengthening service delivery, and implementing innovative strategies to engage prospective candidates and promote the County as a career pathway and regional employer of choice.

As a result of these ongoing efforts over the past several years, the County has achieved significant improvements, including:

- A 57% reduction in time-to-fill (as defined above);
- A 79% reduction in the duration of the background check process; and
- A substantial expansion of varied outreach efforts across departments to increase applicant pools for County positions and promote County career pathways, including expanded recruitment marketing and participation in job fairs and information sessions (in-person and virtual).

For the purposes of the annual Public Hearing on Vacancy Rates, it is important to acknowledge that the County has undertaken a wide range of recruitment and retention initiatives during the last Fiscal Year between July 1, 2025, and March 31, 2026, across departments, including:

- Enhanced strategic advertising efforts;
- Targeted and one day hiring events;
- Compensation and incentive strategies;
- Organizational and workplace improvements; and
- Targeted workforce planning.

All of these efforts are focused on strengthening hiring outcomes and effectively managing vacancy rate requirements despite significant fiscal constraints and a targeted hiring freeze.

Key focus areas include, but are not limited to:

- Increased use of social media, paid advertising, and targeted sourcing strategies to promote County careers and position the County as a regional employer of choice;
- "*Day-in-the-life*" videos and other branding tools highlighting unique and/or difficult-to-fill roles across the organization;
- Enhanced applicant support tools and resources to improve the overall application and hiring experience;
- Targeted one-day hiring events, job fairs, and other streamlined recruitment approaches to support critical and time-sensitive hiring needs;

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA**

- Strengthened workforce pipelines through expanded partnerships with universities, colleges, and professional organizations, including cohort-based programs, combined with a consistent presence at career fairs and leveraged use of innovative outreach strategies;
- Department-led open-house events and other targeted outreach efforts to attract qualified candidates;
- Increased focus on internal workforce development, including career pathways, mentorship, and succession planning;
- Expanded employee engagement and retention efforts, such as recognition programs, leadership development, and regular staff check-ins; and
- Flexible work arrangements, where operationally feasible, to support employee retention and work-life balance.

As of March 31, 2026, the total number of separations during the July 1, 2025 – March 31, 2026, period was 1,532, with 372 of those being retirement and the remaining 1,160 due to other types of separations, such as resignation, probationary release, or failure to meet minimum employment requirements. The County’s annual staffing turnover rate is 7%.

The County’s continued optimization of its hiring processes and sustained focus on recruitment and retention reflect an ongoing commitment to modernizing talent acquisition practices and building a highly qualified workforce that reflects the community we serve. Human Resources remains dedicated to providing exceptional support to County departments, enabling them to concentrate on their most critical missions to deliver high-quality services to the community.

Impact on Residents and Businesses

While there is no direct impact on residents and businesses, the public hearing is mandated by law. Furthermore, the County recognizes that unfilled critical vacancies can have a direct impact on residents by affecting the delivery of essential services. This hearing is intended to support the County’s legal obligations, provide transparency to the community, and demonstrate the County’s ongoing commitment to filling critical positions so departments can continue delivering vital services to the community. It will also provide the public with insight into the County’s vacancy rates, as well as its recruitment and retention efforts.

ATTACHMENTS:

- A. Vacancy Rate Public Hearing Presentation

County of Riverside Vacancy Rates

Presenters:

Tami Douglas-Schatz

Director of Human Resources

Julia Luna

Assistant Director of Human Resources

Board Presentation Date:
May 12, 2026

Agenda

- Legal Requirements
- Workforce Information
- Vacancy Rate Information
 - Countywide
 - Bargaining Units
- Recruitment Information
- Hiring Challenges
- Employee Retention Efforts



RIVCO 1HR
putting people first



Legal Requirements

Government Code § 3502.3 Summary:

Public agencies must hold at least one public hearing each fiscal year before adopting its final budget to report on vacancies, recruitment and retention efforts, and any hiring barriers.

Recognized employee organizations may present at the hearing, and if a bargaining unit has vacancies of 20% or more of its authorized regular positions, additional reporting may be required.



Recruitment & Retention Data:

**Reporting Period for Fiscal Year 25/26
July 1, 2025 – March 31, 2026**



Workforce Information

Workforce Information

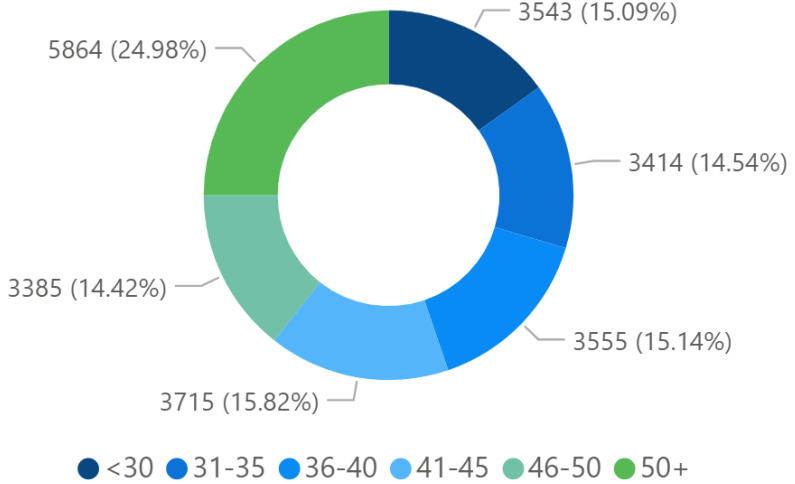


- **40+** County Departments
- **6 Distinct Portfolios** comprised of related departments with similar goals and objectives that support either constituent-focused operations or internal departmental functions:
 - Health and Hospital Portfolio;
 - Public Safety Portfolio;
 - Human Services Portfolio;
 - Public Works & Community Services Portfolio;
 - Finance and Government Services Portfolio; and
 - Internal Services Portfolio.
- **2,000+** Distinct Job Classifications
- **23,000+** Regular Employees
- **3,000+** Supplemental Employees (Temporary and Per Diem)

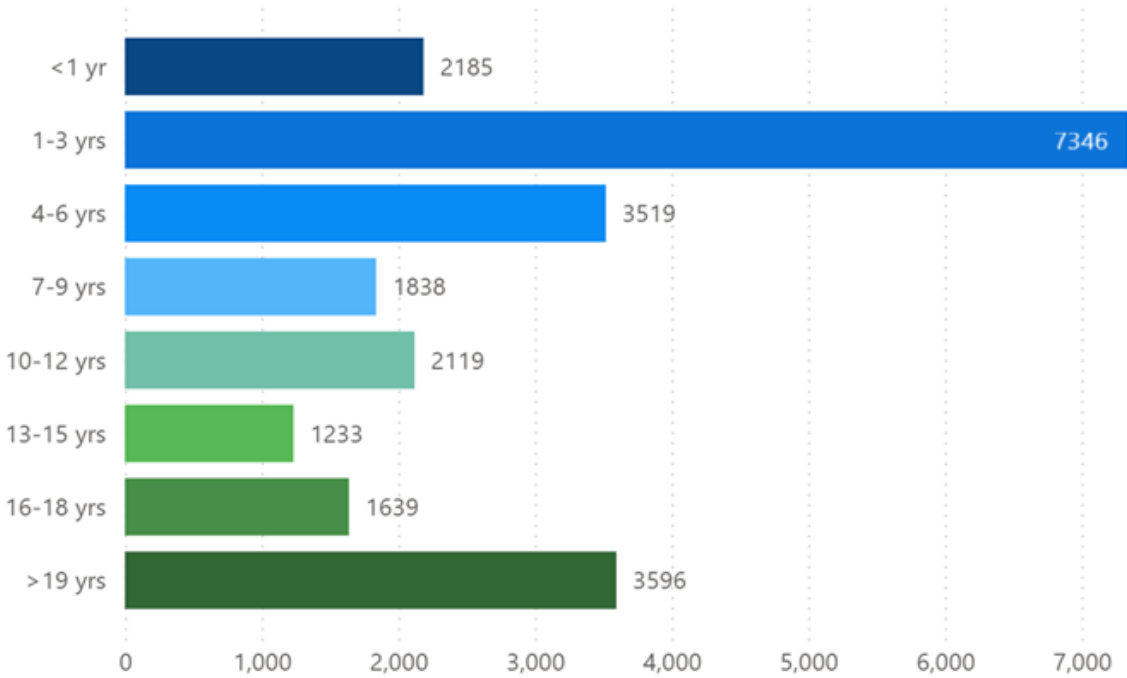
The County of Riverside delivers essential public services to more than 2.5 million residents, supporting healthy, safe, and thriving communities across the County

Employees by Average Age & Tenure

Employees by Age

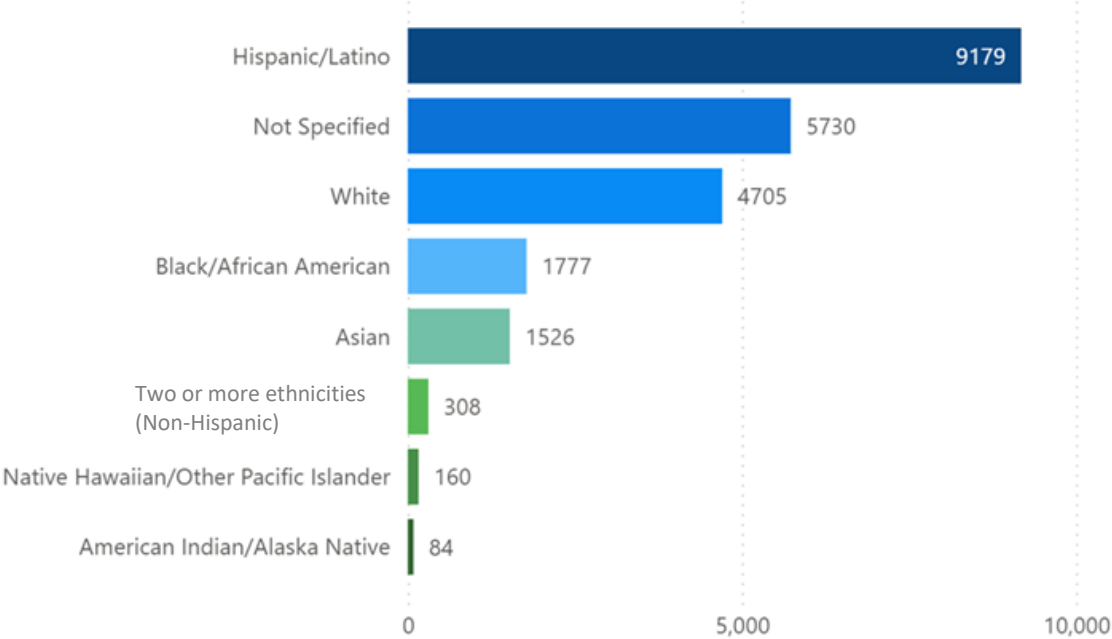


Employee Tenure

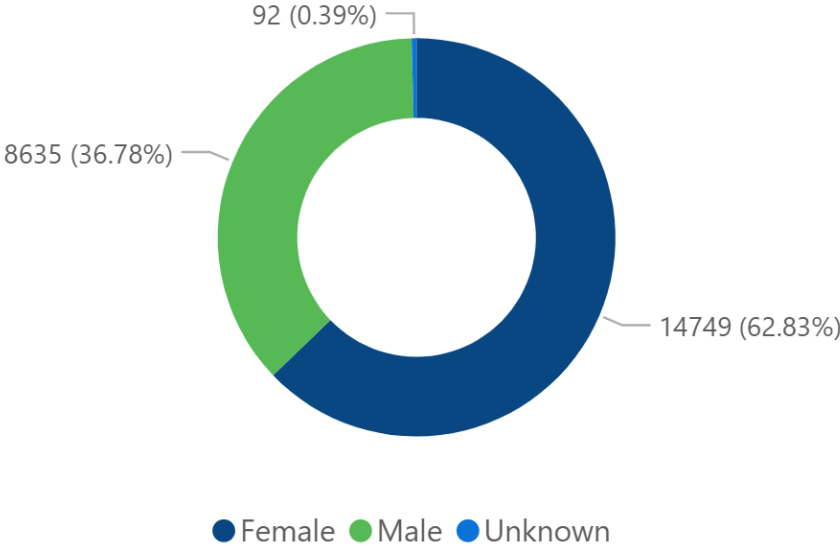



Employees by Ethnicity & Gender

Employees by Ethnicity



Employees by Gender





**New beginnings
start with bold
moves – join our
team!**

County of Riverside

Vacancy Rate Information

Total Filled Positions

23,476

Vacant Positions

4,487

Vacancy Rate

16%

Total Filled & Vacant Positions

Vacancy Rate by Bargaining Unit

Fiscal Year 2025/2026 Vacancy Rate Data by Bargaining Unit				
Bargaining Unit	Current Employees	Vacant Positions	Vacancy Rate	Below 20% Threshold
Riverside Sheriffs Public Safety Unit	536	122	18.5%	☑
Service Employees International Union Local 721	9229	1882	16.9%	☑
Deputy District Attorney Association & Riverside County Attorney's Assoc	396	79	16.6%	☑
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Riverside Sheriffs Association Corrections Unit	1114	130	10.5%	☑
Law Enforcement Management Unit	537	41	7.1%	☑

Bargaining Unit Vacancy Rates for the reportable period are less than 20% of authorized full-time positions and therefore does not trigger the additional criteria as specified under Government Code § 3502.3.



Recruitment Information

Recruitment Process

General Recruitments

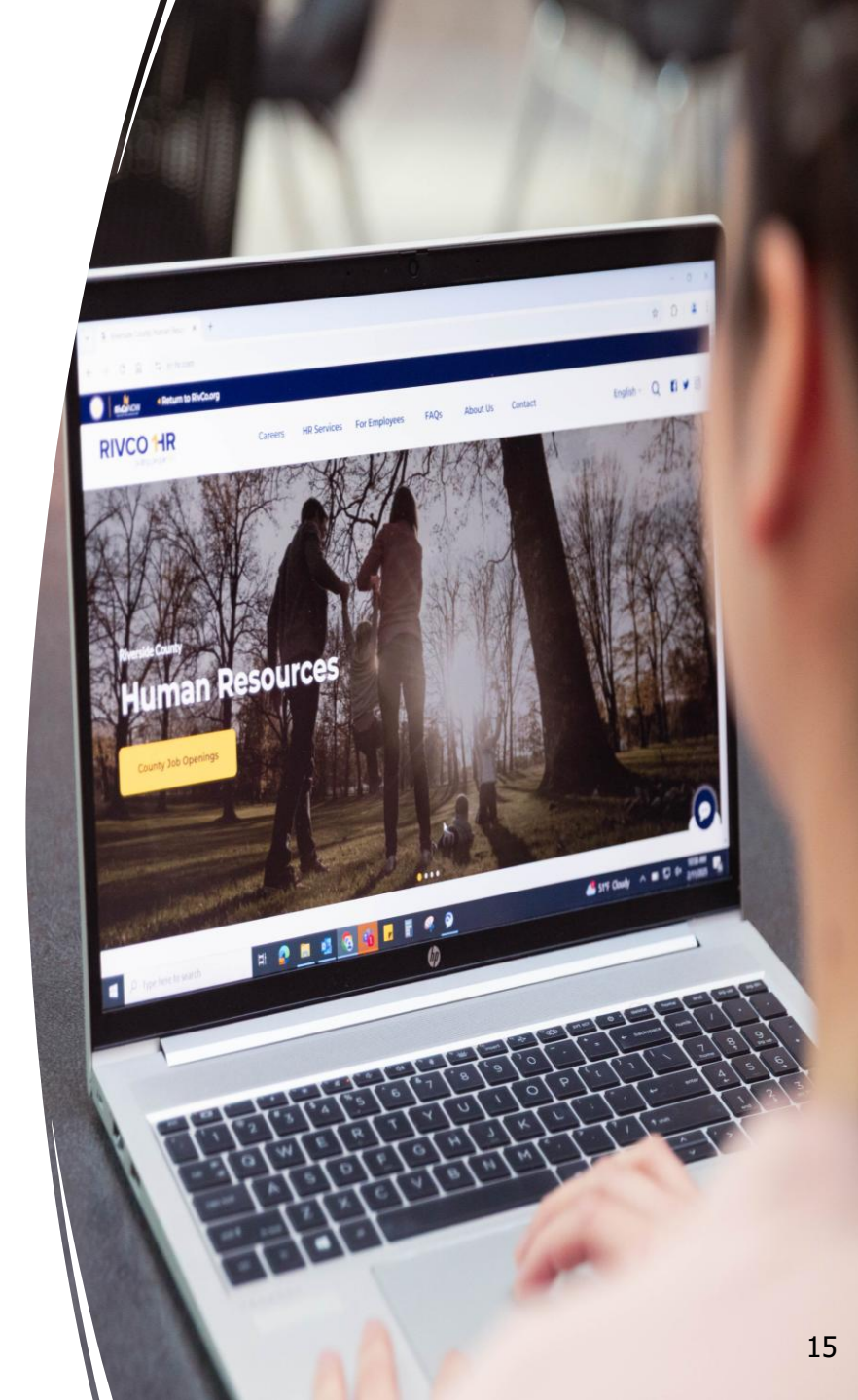
Note: Current steps in the recruitment process are required to adhere to the Approved Local Merit System requirements, Applicant Tracking System parameters, and Memorandum of Understanding (MOU) obligations.

1. Position Vacancy Occurs	Position vacancy occurs within a department due to various reasons such as voluntary/involuntary separation, retirement, internal movement, newly established/budgeted position, etc.
2. Recruitment Request	After obtaining any applicable departmental executive approvals, the Hiring department initiates a recruitment request with HR; recruitment is assigned to a Recruiter.
3. Recruitment Preparation	Recruiter and Department Subject Matter Expert/Hiring Manager discuss specific needs for position(s); Recruiter prepares job posting and applicable advertising information for release.
4. Job Posted	Recruiter publishes job opening on County HR, external advertisement websites and social media platforms, as applicable.
5. Candidate Evaluation	Recruiter reviews job applications; candidates complete assessments (if any); Recruiter finalizes the candidate referral list for department interview; department conducts interviews with referred candidates.
6. Candidate Selection	Department selects candidate(s) for hire and notifies Recruiter.
7. Conditional Offer of Employment	Recruiter obtains internal department approvals and works with HR to extend offer at an approved, justifiable salary rate.
8. Pre-Employment Clearance	Selected candidate accepts/signs the Conditional Offer of Employment; HR Pre-Employment/Department process background and medical reviews as required based on job.
9. Job Placement	Candidate obtains Pre-Employment clearance; department establishes an employment effective date.

Hiring Highlights

Regular Position Hiring Volume Overview

Metric	Quantity	Notes
Internal Hires	1,409	Total hires filled by current County employees (Internal Promotions)
External Hires	1,412	Total hires filled by applicants outside the County (External Hires)
Total Regular Hires	2,821	Total regular hires processed across all County Departments within the reporting period



Hiring Highlights (Continued)

Average Number of Calendar Days to Fill Vacancies

Metric	Time-to-Fill (Days)	Notes
Regular	40 days	Time-to-Fill is measured from the date a requisition is submitted to HR to the clearance of pre-employment
Per Diem	61 days	
Temporary	29 days	
Intern	49 days	



Recruitment Continuous Improvements

Over the last six years, the County's Human Resources' Recruitment and Pre-Employment Divisions have:

Reduced time to fill from **93 days to 40 days** on average.

Local Government (National Average): Approximately 130 days*

Reduced background process from an average of:

Background Category	2020	2026
Regular Background Check with No Findings	14 days	3 days
Clear Background Check with Findings	13 days	5 days
Background Check with Findings Requiring Adverse Action Review	21 days	11 days

Summary of HR Recruitment Efforts

One-day Hiring Events (in-person and virtual);

Virtual Career Information Sessions;

University and College Career Fairs and Presentations;

Targeted Job Fairs;

Day-in-the-Life Videos to Spotlight County Careers;

Increased Employer Brand Focus;

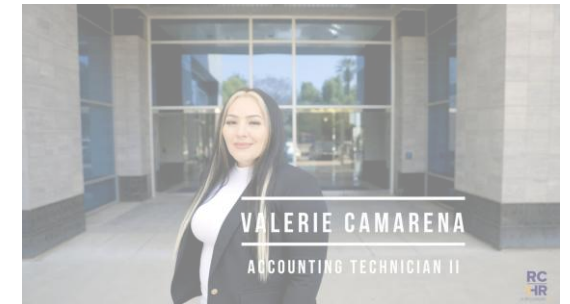
Increased Social Media Presence – e.g., *Morning Brew* highlighting open positions, and *Wise Words Wednesday* sharing Application Tips & Tricks;

We're Hiring – Social Media Job Highlights;

Videos and Aids to Assist Applicants with Applying and the Recruitment Process;

Reasons to Work for the County of Riverside Flipbook for Applicants; and

Special recruiting program partnerships with Departments for Targeted Initiatives, such as Workforce Connection, Probation to Work, etc.





Hiring Challenges

General Hiring Challenges

Now & Looking Ahead

Retirement Wave

~40% of employees eligible to retire within 5 years (half Tier I), driving urgent need for succession planning and knowledge transfer.

Compensation & Competition

Private and remote employers offer higher pay, bonuses, and flexibility, increasing competition and pressure on public sector branding.

Evolving Expectations

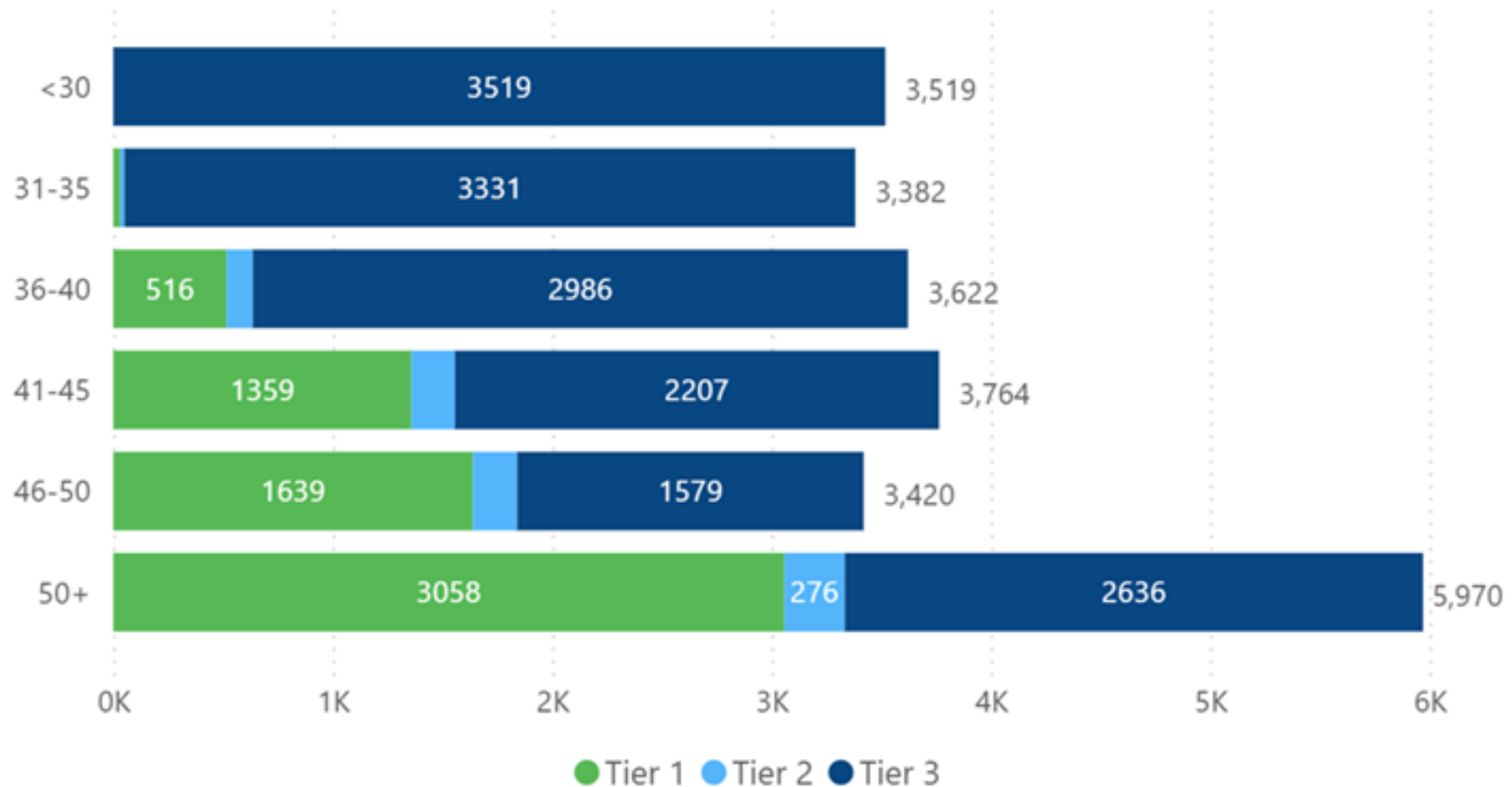
Candidates expect flexibility, modern tools, faster hiring, and career mobility; early-career turnover is high (0–3 years).

Shrinking Talent Pipeline

Fewer candidates entering specialized fields, intensifying competition for critical roles.

CalPERS Retirement Tiers by Age

Approximately 40% of current workforce is, or will be eligible to retire in the next five years, with 50% of those being in Tier I CalPERS Retirement Plan.



Tier I Retirement Eligibility

16 Departments with 30% or greater



ACR 49%	County Counsel 31%
DCSS 44%	District Attorney 37%
Environmental Health 45%	Executive Office 43%
Facilities Management 36%	Flood Control 31%
RCIT 42%	Probation 36%
Public Defender 39%	Purchasing/Fleet 41%
Public Health 35%	Sheriff 35%
Treasurer Tax Collector 30%	Ofc of Economic Development 35%

Current & Anticipated Difficult-to-Fill Professions Next Five Years

Skilled Trades (Maintenance Workers, HVAC, Electricians)

Why: Aging workforce with high retirement rates, fewer young people entering trades, and high private sector competition.

Information Technology (Cybersecurity Analysts, Data Analysts, Cloud Engineers, Software Engineers)

Why: High demand across all sectors, rapid pace of technology change, and government salaries often cannot compete with technical firms.

Healthcare Providers and STEM Professions (Nurses, Public Health Workers, Engineers, Epidemiologists)

Why: Increased service demands, burnout, specialized skills are in demand across sectors, and fierce competition with private healthcare systems and industries which typically attracts top talent with better pay/flexibility.

Public Safety Roles (Police Officers, Correctional Officers, Firefighters)

Why: Declining interest in law enforcement careers, increased job stress, and public scrutiny reducing applicant pools.

Planners & Building/Code Professionals (Urban/Regional Planners, Building Inspectors, Plan Checkers)

Why: Extremely limited academic pipelines, heavy certification requirements, high demand from private development and consulting firms.

Behavioral Health & Social Services (Clinical Social Workers, Caseworkers, Licensed Counselors)

Why: Statewide workforce shortages, burnout, increasing caseloads, and aggressive recruiting by private nonprofits and healthcare systems.

Environmental & Water/Wastewater Roles (Water Treatment Operators, Environmental Health Specialists)

Why: Licensing requirements, aging workforce, small candidate pools, and rising regulatory demands.

Transit & Fleet Roles (Mechanics, Operators, Technicians)

Why: High competition with private logistics and transportation industries.

Veterinary and Animal Care Roles (Veterinarians, Veterinary Technicians, Animal Control-related roles)

Why: National shortage of veterinarians, limited number of accredited training programs, high student debt compared to salaries, burnout, and private clinics offering significantly higher compensation.

Additional Professions (Finance, Auditors, Human Resources, Labor Relations)

Why: Retirement wave, need for specialized certifications (CPA, CIA), increased complexity in public sector employment law, labor negotiations, and rising demand in both public and private sectors.



Employee Retention Efforts

Recruitment & Retention Effort Highlights

Department-led Initiatives

Expanded pipelines via partnerships, cohorts, and programs

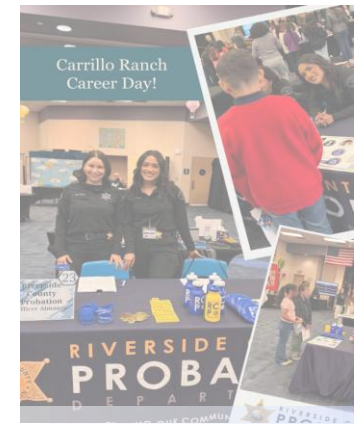
Open-houses, information sessions, and targeted events

Streamlined hiring for high-demand roles

Focus on mentorship, career pathways, and succession

Enhanced engagement and retention efforts

Flexible work options for retention and work-life balance



Retention Information

1,532

(372 Retirements – 1,160 Other Reasons)

Total # of Separations
FY25/26

7%

Annual Staffing Turnover
Rate

*Local Government National Average:
~ 20%**

Thank you!



Riverside County Board of Supervisors
Request to Speak

Submit request to the Clerk of the Board (right of podium), Speakers are entitled to three (3) minutes, subject to Board Rules listed on the reverse side of this form. The Board may limit the public input on any item, based on the number of people requesting to speak and the business of the Board.

SPEAKER'S NAME: Roy Buckner

Address: _____

City: _____ Zip: _____

Phone #: _____

Date: _____ Agenda # 21.5

PLEASE STATE YOUR POSITION BELOW:

Position on "Regular" (non-appealed) Agenda Item:

_____ Support _____ Oppose _____ Neutral

Note: If you are here for an agenda item that is filed for "Appeal", please state separately your position on the appeal below:

_____ Support _____ Oppose _____ Neutral

I give my 3 minutes to: _____

Parking validations available for speakers only – see Clerk of the Board.

(Revised: 04/23/2025)

BOARD RULES

Requests to Address Board on "Agenda" Items:

You may request to be heard on a published agenda item. Requests to be heard must be submitted to the Clerk of the Board before the scheduled meeting time.

Requests to Address Board on items that are "NOT" on the Agenda:

Notwithstanding any other provisions of these rules, member of the public shall have the right to address the Board during the mid-morning "Oral Communications" segment of the published agenda. Said purpose for address must pertain to issues which are under the direct jurisdiction of the Board of Supervisors. YOUR TIME WILL BE LIMITED TO THREE (3) MINUTES. The Board may limit the public input on any item, based on the number of people requesting to speak and the business of the Board.

Power Point Presentations/Printed Material:

Speakers who intend to conduct a formalized Power Point presentation or provide printed material must notify the Clerk of the Board's Office by 12 noon on the Monday preceding the Tuesday Board meeting, ensuring that the Clerk's Office has sufficient copies of all printed materials and at least one (1) copy of the Power Point CD. Copies of printed material given to the Clerk (by Monday noon deadline) will be provided to each Supervisor. If you have the need to use the overhead "Elmo" projector at the Board meeting, please ensure your material is clear and with proper contrast, notifying the Clerk well ahead of the meeting, of your intent to use the Elmo. **Speakers are prohibited from bringing signs, placards, or posters into the hearing room.**

Individual Speaker Limits:

Individual speakers are limited to a maximum of three (3) minutes. The Board may limit the public input on any item, based on the number of people requesting to speak and the business of the Board. Please step up to the podium when the Chair calls your name and begin speaking immediately. Pull the microphone to your mouth so that the Board, audience, and audio recording system hear you clearly. Once you start speaking, the "green" podium light will light. The "yellow" light will come on when you have one (1) minute remaining. When you have 30 seconds remaining, the "yellow" light will begin flash, indicating you must quickly wrap up your comments. Your time is up when the "red" light flashes. The Chair adheres to a strict three (3) minutes per speaker. ***Note: If you intend to give your time to a "Group/Organized Presentation", please state so clearly at the very bottom of the reverse side of this form.***

Group/Organized Presentations:

Group/organized presentations with more than one (1) speaker will be limited to nine (9) minutes at the Chair's discretion. The organizer of the presentation will automatically receive the first three (3) minutes, with the remaining six (6) minutes relinquished by other speakers, as requested by them on a completed "Request to Speak" form, and clearly indicated at the front bottom of the form.

Addressing the Board & Acknowledgement by Chair:

The Chair will determine what order the speakers will address the Board and will call on all speakers in pairs. The first speaker should immediately step to the podium and begin addressing the Board. The second speaker should take up a position in one of the chamber aisles to quickly step up to the podium after the preceding speaker. This is to afford an efficient and timely Board meeting, giving all attendees the opportunity to make their case. Speakers are prohibited from making personal attacks, and/or using course, crude, profane or vulgar language while speaking to the Board members, staff, the public and/or meeting participants. Such behavior, at the discretion of the Board Chair may result in removal from the Board Chambers by Sheriff Deputies.