

FY26 Workforce Stability Update

Progress, Accountability, and Targeted Workforce Actions

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Organizational Development Standing Committee
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**CITY OF
RICHMOND**

WHY THIS MATTERS

Workforce stability
directly impacts service
delivery and public trust



High vacancies and
turnover strain
operations and morale



Focus on
progress, risk,
and solutions



KEY WINS

- ✓ Turnover reduced by more than 40% since FY22
- ✓ Projected FY26 turnover: **9.4%** (record low)
- ✓ Vacancies are declining instead of growing

Fiscal Year	Turnover	Vacancy Rate
FY22	15.70%	
FY23	12.20%	
FY24	11.00%	15.00%
FY25	10.30%	15.00%
FY26 (8 months)	9.40%	12.30%

WHY RISK STILL EXISTS

Concentration Risk

- Some departments exceed 15% vacancy
- Recruitment delays created extended vacancies
- These are process issues

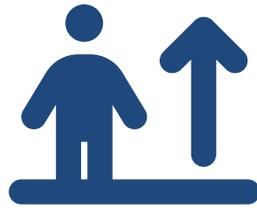
Process & Timing Gaps

Some vacancies remain open because:

- Requisitions are delayed
- Recruitment has not yet been initiated
- Hiring timelines vary by department

RECRUITMENT MOMENTUM

System
momentum has
shifted from
stalled to *moving*



about **50%**
vacancies in active recruitment



Average time to fill
130 days

ACTIONS UNDERWAY WITH THE CAO

Conducting a
technology gap
analysis

Streamlining
requisition
approvals

Standardizing
recruitment
timelines

Reducing time-to-fill
and removing
bottlenecks

Targeted strategies for
high-impact
departments

COUNCIL TAKEAWAYS



The City is retaining **more** employees than at any point in **five years**



Vacancies are declining while hiring accelerates



Challenges are targeted, visible, and **actively** being addressed

CALL TO ACTION



Continue supporting workforce stabilization efforts

Allow flexibility as hiring systems are modernized

Questions and Discussion

APPENDIX 1: VACANCY SNAPSHOT

Number of Funded and Vacant Positions
Department listed if > 10 Vacant Positions in FY26 (as of 2/20/26) or FY25

Department	FY26 as of 2/20/26			FY25 on 6/30/25			Incr. / (Decr.)	
	Funded	Vacant	Vacancy %	Funded	Vacant	Vacancy %	Funded	Vacant
1 Public Utilities	789	145	18.4%	786	166	21.1%	3	(21)
2 Finance	151	59	39.1%	151	59	39.1%	0	0
3 Parks & Recreation	225	54	24.0%	218	50	22.9%	7	4
4 Police- sworn	631	48	7.6%	687	107	15.6%	(56)	(59)
5 Public Works	383	45	11.7%	431	61	14.2%	(48)	(16)
6 Social Services	364	28	7.7%	360	34	9.4%	4	(6)
7 Justice Services	144	24	16.7%	145	26	17.9%	(1)	(2)
8 Police- non sworn	127	22	17.3%	125	20	16.0%	2	2
9 General Services	118	18	15.3%	68	12	17.6%	50	6
10 Planning & Development	144	14	9.7%	144	17	11.8%	0	(3)
10 Subtotal Depts >10 vacancies	3,076	457	14.9%	3,115	552	17.7%	(39)	(95)
28 28 Other Depts <=10 vacancies	1,284	79	6.2%	1,281	107	8.4%	3	(28)
38 Total	4,360	536	12.3%	4,396	659	15.0%	(36)	(123)

APPENDIX 2: VACANCY SNAPSHOT

See slide 10 for departments with more than 50 employees.

If even a couple employees leave a small department, it computes to big turnover percentages.

Number of Funded and Vacant Positions									
Department listed if < 10 Vacant Positions in FY26 (as of 2/20/26) or FY25									
Department	FY26 as of 2/20/26			FY25 on 6/30			Incr. / (Decr.)		
	Funded	Vacant	Vacancy %	Funded	Vacant	Vacancy %	Funded	Vacant	
1 Emergency Communications	123	10	8.1%	121	5	4.1%	2	5	
2 Neighborhood & Community	49	10	20.4%	48	8	16.7%	1	2	
3 City Attorney	47	9	19.1%	44	4	9.1%	3	5	
4 Fire- sworn	480	5	1.0%	482	13	2.7%	(2)	(8)	
5 City Library	72	5	6.9%	72	0	0.0%	0	5	
6 Community Wealth Building	35	5	14.3%	36	4	11.1%	(1)	1	
7 Procurement	35	4	11.4%	35	9	25.7%	0	(5)	
8 Budget	15	4	26.7%	17	5	29.4%	(2)	(1)	
9 Information Technology	93	3	3.2%	92	7	7.6%	1	(4)	
10 Strategic Communications	24	3	12.5%	23	2	8.7%	1	1	
11 Economic/Community Dev.	18	3	16.7%	17	5	29.4%	1	(2)	
12 CAO's Office	14	3	21.4%	10	4	40.0%	4	(1)	
13 Human Resources	53	2	3.8%	53	8	15.1%	0	(6)	
14 City Assessor	38	2	5.3%	38	4	10.5%	0	(2)	
15 Animal Care & Control	27	2	7.4%	26	2	7.7%	1	0	
16 Housing & Community Dev.	19	2	10.5%	20	2	10.0%	(1)	0	
17 Citizen Service and Response	33	1	3.0%	33	3	9.1%	0	(2)	
18 Council Chief of Staff	14	1	7.1%	17	5	29.4%	(3)	(4)	
19 City Auditor	14	1	7.1%	14	2	14.3%	0	(1)	
20 Retirement	9	1	11.1%	9	1	11.1%	0	0	
21 City Council	9	1	11.1%	9	0	0.0%	0	1	
22 Inspector General	8	1	12.5%	9	4	44.4%	(1)	(3)	
23 City Clerk	7	1	14.3%	7	2	28.6%	0	(1)	
24 Fire- non sworn	23	0	0.0%	24	5	20.8%	(1)	(5)	
25 Mayor's Office	9	0	0.0%	9	2	22.2%	0	(2)	
26 Sustainability	9	0	0.0%	9	0	0.0%	0	0	
27 Minority Business Dev.	6	0	0.0%	6	0	0.0%	0	0	
28 Intergovernmental Affairs	1	0	0.0%	1	1	100.0%	0	(1)	
28 Subtotal Depts >10 vacancies	1,284	79	6.2%	1,281	107	8.4%	3	(28)	
10 Other Depts >10 vacancies	3,076	457	14.9%	3,115	552	17.7%	(39)	(95)	
38 Total	4,360	536	12.3%	4,396	659	15.0%	(36)	(123)	



APPENDIX 3: TURNOVER RATE BY DEPARTMENT

Full Time Permanent Positions - Turnover Rate Departments Listed if > 50 Employees						
Department	# Filled Positions As of 2/20/2026	Projected FY26 (as of 2/20/26)	Turnover Rate			
			FY25	FY24	FY23	FY22
1 Justice Services	120	23.6%	23.6%	21.1%	19.5%	22.2%
2 Police - Non Sworn	105	18.9%	8.1%	6.8%	14.0%	15.3%
3 Emergency Communications	113	14.8%	19.1%	14.6%	31.3%	32.3%
4 Public Utilities	644	13.2%	10.2%	13.2%	12.4%	15.9%
5 City Library	67	13.1%	1.4%	13.8%	12.3%	13.0%
6 Finance	92	10.0%	39.4%	25.5%	9.2%	29.7%
7 Human Resources	51	9.5%	21.4%	27.8%	51.4%	34.1%
8 Parks & Recreation	171	8.9%	6.1%	8.6%	6.0%	11.6%
9 Planning & Development Review	130	7.2%	9.6%	13.2%	6.4%	19.7%
10 Public Works	338	6.4%	7.0%	9.5%	12.2%	11.4%
11 Social Services	336	6.0%	7.7%	7.6%	15.8%	13.7%
12 Police - Sworn (excludes recruits)	553	5.8%	6.6%	8.1%	9.4%	16.0%
13 Fire - Sworn (excludes recruits)	475	5.4%	5.2%	5.3%	3.4%	9.5%
14 General Services	100	4.8%	12.7%			
15 Information Technology	90	0.0%	9.9%	5.5%	15.9%	11.3%
Overall / All Departments	3,824	9.4%	10.3%	11.0%	12.2%	15.7%



APPENDIX 4: TURNOVER RATE BY DEPARTMENT

See slide 12 for departments with more than 50 employees.

If even a couple employees leave a small department, it computes to big turnover percentages.

Full Time Permanent Positions - Turnover Rate
Departments Listed if <= 50 Employees

Department	# Filled Positions As of 2/20/2026	Projected FY26 (as of 2/20/26)	Turnover Rate			
			FY25	FY24	FY23	FY22
CAO's Office	11	37.7%	38.6%	0.0%	0.0%	26.8%
Police - Recruits	30	36.8%	27.1%	20.1%	25.3%	8.4%
Budget	11	36.6%	7.7%	7.4%	0.0%	0.0%
Neighborhood & Community	39	29.1%	6.5%	26.7%	26.5%	0.0%
City Auditor	13	26.8%	17.4%	32.8%	19.2%	0.0%
Inspector General	7	26.8%	34.2%	0.0%	0.0%	0.0%
Community Wealth Building	30	19.8%	9.7%	17.6%	10.7%	22.9%
Sustainability	9	17.4%	0.0%	20.4%	38.7%	
City Attorney	38	15.7%	5.0%	12.9%	23.6%	8.5%
City Council	8	0.0%	34.7%	24.7%	26.0%	25.0%
Animal Care & Control	25	12.5%	8.6%	9.9%	15.3%	63.3%
Housing & Community Develop.	17	9.2%	6.8%	0.0%	17.6%	48.1%
Citizen Service and Response	32	4.8%	10.7%	13.1%	0.0%	17.5%
City Assessor	36	4.3%	11.7%	6.1%	0.0%	12.9%
Procurement	31	0.0%	4.0%	10.8%	14.1%	34.9%
Fire - Non Sworn	23	0.0%	5.9%	12.9%	28.0%	27.5%
Strategic Communications	21	0.0%	15.7%	30.6%	0.0%	
Economic/Community Develop.	15	0.0%	26.3%	6.9%	13.9%	42.6%
Council Chief of Staff	13	0.0%	25.4%	11.3%	32.3%	17.4%
Mayor's Office	9	0.0%	43.8%	0.0%	22.4%	13.6%
Retirement	8	0.0%	12.0%	21.7%	10.2%	10.4%
City Clerk	6	0.0%	0.0%	35.2%	17.2%	0.0%
Minority Business Development	6	0.0%	0.0%	0.0%	0.0%	17.7%
Intergovernmental Affairs	1	0.0%	100.0%			
Fire - Recruits	0	0.0%	29.6%	35.5%	46.5%	0.0%
Overall / All Departments	3,824	9.4%	10.3%	11.0%	12.2%	15.7%