1

Are you finding it harder than it was a couple years ago (pre-covid) to find and retain qualified staff?

Put your jurisdiction name on a sticky note and move it to a place on the scale that best describes how difficult it is to find and retain qualified staff.

Not Difficult → Somewhat Difficult → Very Difficult

- SSF for Planning & Building
- HMB - Depends on the position
- Burlingame - Finding somewhat difficult but not retaining
- EPA - Better in Planning, OK in Housing, and hard in technical roles: Building. Retention is a significant issue.
- Burlingame - a bit hard to retain building inspectors
- Pacifica
- Menlo Park; harder to recruit given the smaller applicant pool and competing offers
- San Bruno
- SSF for ED & Housing
- Portola Valley
- San Mateo
- Millbrae

2

How are you currently recruiting staff?

Write it down a sticky note and put it on this board.

- CalOpps, Planetizen, APA, NorCal Chapter
- Burlingame CalOpps. Tried LinkeIn but it caused confusion
- HMB - CalOps, APA
- EPA - CalOpps, Linked In, Nor Cal APA, Cal APA, local colleges, Planetizen
- Millbrae: Hiring outside recruiters to help, posting on Northern & State APA
- Calopps, Email outreach
- CalOpps, Planetizen, Nor Cal APA, Cal APA
- Menlo Park CalOpps; APA; local colleges
- APA
- cal opps

3

What kinds of positions are the hardest to hire? And retain?

Write it down a sticky note and put it on this board.

- HMB - Building function positions (HMB is all contract)
- San Bruno: Building - CBO, inspectors, plan reviewers
- Pacifica: Senior planners - entry level positions are easier, lots of new grads from good programs.
- Retention from Assoc to Senior is hardest in part due to our pay scale
- MP - Senior Planners, Building Inspectors, Permit Tech, Management Analyst (Housing)
- Planning/ Building easy, Econ Dev Hard, Housing Hard
- Millbrae: Associate Planner and above
- Associate and Senior Planner
- EPA - Building Inspector, Code Officers, Senior Planner and Housing Project Manager
- Planners, Dev Review Techs, Inspectors, Admins, CEO San Mateo

4

What's going on?

Why do you think you are experiencing hiring and staffing challenges? Write your thoughts on a sticky note and put it on this board.

- Limited advancement opportunities, pay vs. cost of living, inflexibility of public sector (night meetings), difficult community, workload...
- High cost of living, housing, no new talent entering market
- Housing cost has become disconnected from wages
- HMB - High cost of living. The most helpful thing has been improved schedule flex (thanks to COVID). Folks also don't like commuting to HMB and the Coastal Zone planning context.
- Good candidates are sought after, will have found positions before we can make them an offer
- EPA - Small city, high workload, not as competitive pay, not on transit
- Pace of development has caused some burnout in Building

5

What are the next steps? Are there ways we can collaborate or 21 Elements can help?

Discuss in your small group and write your ideas on a sticky note.

- Rethink planning field - what will it look like in the future?
- getting 21 Elements meetings as far away from HE talk as possible
- EPA - Share job descriptions, promote recruitments, and consider starting a training program
- mentorship of junior staff
- more in-person/ networking opportunities within 21 Elements
- HMB: What about recruitment pipeline through SJSU and CalPoly
- San Bruno: Accepting that recruiting will be hard, focusing on improving procedures so that onboarding is faster
- More flexibility with HR to get offers to candidates quickly and make competitive offers
- Perhaps 21 Elements can develop some training packages/ engagement opportunities to help launch associate to senior level.
- fellowship opportunities (ICMA)
- Pooling staffing resources
- Talk to educational institutions about missing pipeline for housing staff (San Jose State, Cal Poly, Berkeley)
- Celebrate staff moving between cities in the county for career advancement
- SSF benefited from a senior retirement/ movement over last five years. Now, a lot of our staff is 35-50 and mid career so we may face promotional limitations = retention challenges
- Joint recruitment/ marketing materials with one panel
- cost recovery for planning and building services