

City Council Meeting

Item #6 – RTC 25-642

Vacancy Rates and Recruitment Challenges/Efforts (AB 2561)

June 10, 2025

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AB 2561 VACANCY RATES

What is AB 2561?

- Assembly Bill 2561 requires that public agencies assess and address vacancy rates on an annual basis
 - Track vacancies
 - Present information on the status of vacancies and recruitment and retention efforts at least once per fiscal year, and if applicable, before the budget is adopted
 - Identify any policies, procedures, and recruitment activities that may be obstacles for hiring
- Additional obligations may apply if the vacancy rate in a bargaining unit exceeds 20%
 - The total number of job vacancies within the bargaining unit
 - The total number of applicants for vacant positions within the bargaining unit
 - The average number of days to complete the hiring process from when a position is posted
 - Opportunities to improve compensation and other working conditions

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New Hires/Promotions FY 24-25

Bargaining Unit	New Hires/Rehires	Promotions	Total
Santa Clara Firefighters	5	0	5
Police Officers' Association	7	16	23
International Brotherhood of Electrical Works	4	2	6
Engineers of the City of Santa Clara	1	1	2
City of Santa Clara Employees Association	26	12	38
American Federation of State County and Municipal Employees, Local 101	8	7	15
Unclassified Misc. Management	20	22	42
Unclassified Police Management	0	2	2
Unclassified Fire Management	0	0	0
Public Safety Non-Sworn Employees Association	9	0	9
TOTAL	80	62	142

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City of Santa Clara Bargaining Units

Bargaining Unit	Notable Classifications	Budgeted FTE	Filled FTE	Vacant FTE	Approximate Vacancy Rate
Unclassified Fire Management	Battalion Chief, Deputy Fire Chief, Fire Chief	11	9	2	18.18%
International Brotherhood of Electrical Workers	Electrician, Journey Lineworker	89	73	16	17.97%
Unclassified Misc. Management	Management Analyst, Division Manager, Director, Assistant City Manager	188	156	32	17.02%
American Federation of State County and Municipal Employees	Grounds Maint. Worker, Water & Sewer Maint. Worker, Street Maint. Workers	134	113	21	15.67%
City of Santa Clara Employees Association	Office Specialist, Staff Aide, Staff Analyst, Librarian, Planner	328.25	281.75	46.5	14.16%
Police Officers' Association	Police Officer, Police Sergeant, Police Lieutenant	147	133	14	9.52%
Santa Clara Firefighters	Firefighter, Fire Engineer, Fire Captain	144	136	8	5.56%
Unclassified Police Management	Police Captain, Assistant Police Chief	5	5	0	0.00%

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City of Santa Clara Bargaining Units Cont.

Bargaining Unit	Notable Classifications	Budgeted FTE	Filled FTE	Vacant FTE	Approximate Vacancy Rate
Engineers of the City of Santa Clara	Associate Engineer, Senior Engineer, Electric Utility Engineer	50	35	15	30.00%
Public Safety Non-Sworn Employees Association	Community Service Officer, Police Records Specialist, Public Safety Dispatcher	70	56	14	20.00%


Citywide Vacancy Rate is 14.19%

FY 24/25

- Council added 18.25 FTE's Citywide
 - Of these positions, 6 FTE's added in Unit 4

FY 25/26

- Proposed to add 21.0 FTE's Citywide




City of Santa Clara
The Center of What's Possible

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Engineers of the City of Santa Clara Recruitment Status

Classifications	Vacancies	Recruitment Status	Applications	Candidates on Eligible List	Current Recruitment Timeline
Associate Engineer	3	2 Conditional Offers 1 Hire Eff. 6/23/2025	29	10	~ 5 mo.
Senior Engineer	2	Screening/Interviews	37	NA	~ 1 mo.
Electric Utility Engineer	6	Posted Continuous/Interviews 1 Promotion Eff. 6/8/2025	44	4	~ 3 mo.
Senior Electric Utility Engineer	4	Posted Continuous/Interviews/References 1 Promotion Eff. 6/8/2025	21	5	~ 8 mo.



City of Santa Clara
The Center of What's Possible

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Public Safety Non-Sworn Employees Association Recruitment Status

Classifications	Vacancies	Recruitment Status	Applications	Candidates on Eligible List	Current Recruitment Timeline
Jail Service Officer	1	Conditional Offer	94	4	~ 9 mo.
Police Records Specialist	4	Posted Continuous/Interviews/Pre-Background	132	7	~ 3 mo.
Public Safety Dispatcher II	7	Posted Continuous/Interviews/Pre-Background	47	5	~ 4 mo.
Senior Public Safety Dispatcher	2	Posted Continuous	1	NA	~ 1 mo.



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Recruitment Challenges

- Civil Service Rules and Regulations constraints
- Department workload and prioritizing recruitments
- Competitiveness of pool for specialized positions
- Background process extends time to hire



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Santa Clara**
The Central What's Possible

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Recruitment Efforts

- Recruiters at full capacity
- Evaluating ways to streamline recruitment process, including looking at updating the Civil Service Rules and Regulations
- City attended 9 Career Fairs
 - Police, Fire & SVP attend additional fairs to expand recruitment efforts
- Mission College Student Internship Program
- Benefits package has been enhanced
- Expand Advertising Efforts
 - Adding Attract Feature in NeoGov
- Public Safety Dispatcher hiring incentives
 - Lateral hiring incentive and retention bonus
 - Updates to minimum qualifications

What's Happening with Police Staffing?



Santa Clara
POLICE OFFICERS' ASSOCIATION


1

Where we are...

- Currently 132 union members. Does not include 4 Captains, 1 Assistant Chief, 1 Chief
- 12-year average staffing level of union members
- Levi's Stadium opened on July 17, 2014
- We have 6 fewer officers since the stadium opened




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Do we really have 132 cops?

- Injuries are a significant issue
 - 14 injured or on light duty
 - 4 unlikely to return
 - 1 likely to be full duty shortly
 - The rest depend on healing and quality of care
- Training is an issue
 - Every new officer takes at least 10 months to serve one day on their own, this does not include recruiting time or program extensions as needed
 - Over 6-month police academy
 - 22-week FTO program (assuming no extensions)
 - Extensions are common
 - Wash out rate in this process is a real issue between all processes. Approximately 50% in recent history.

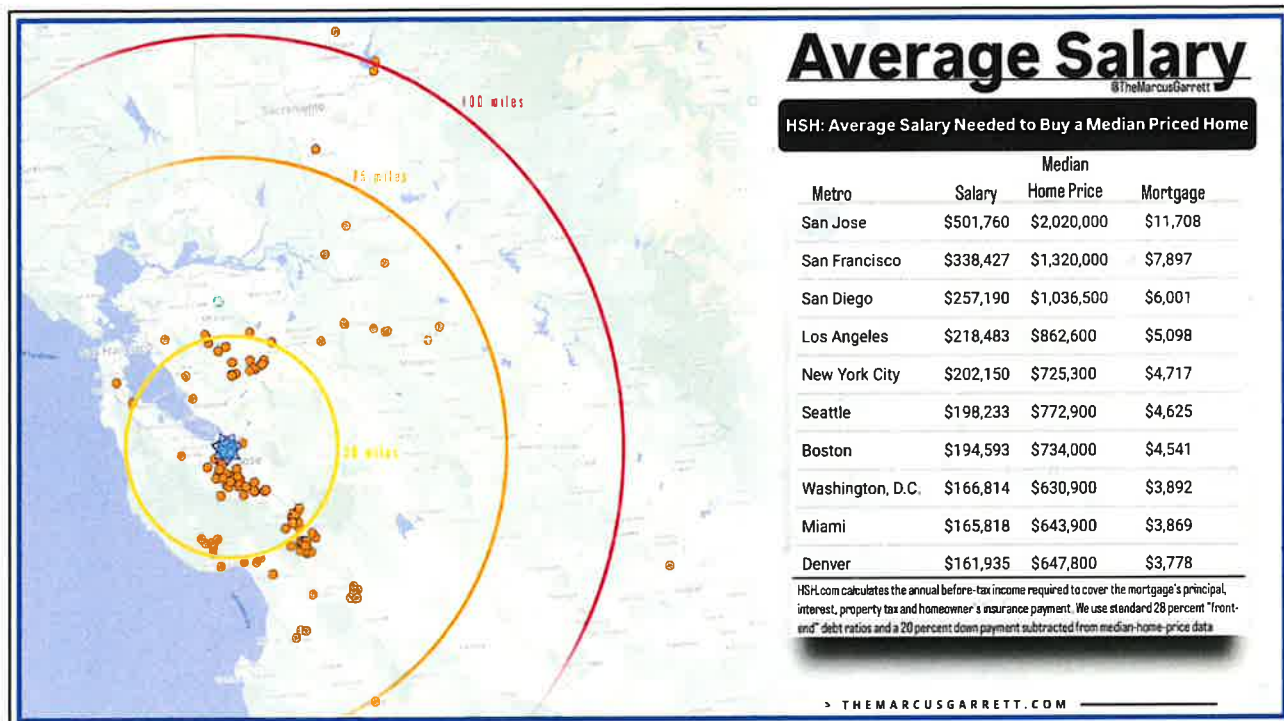
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Can we recruit our way out of this problem?

- We must maintain our competitive advantage and offer the best possible compensation package to recruit and retain Police Officers
- With the timeline you just saw, our only hope is to recruit lateral officers
 - This requires highly competitive compensation as we are competing with several well-paid agencies that our people drive by daily
 - It saves hundreds of thousands per officer in training costs
- We typically get between 30 and 40 lateral applicants per hiring round. Our last round only had 5
- Are we exposed to losing experienced officers? You tell me...


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What does this mean to Santa Clara?

- Officers will continue to move further away
 - This impacts disaster service
- Officers will be recruited from further away
 - We must compensate them to encourage them to drive past other well-paid agencies



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What about SB60 and FIFA WC?



We are highly likely to put on these events with what we have right now...or less

We would be fortunate to fill retirements with recruitment at this point and those officers may not even be done with training

Our only hope to move the needle is to increase lateral inflow and encourage current officers to stay on for one more year instead of retire

This will require a highly competitive compensation package

Our last recruitment round suggests that the current package is not doing the job as applications were substantially reduced

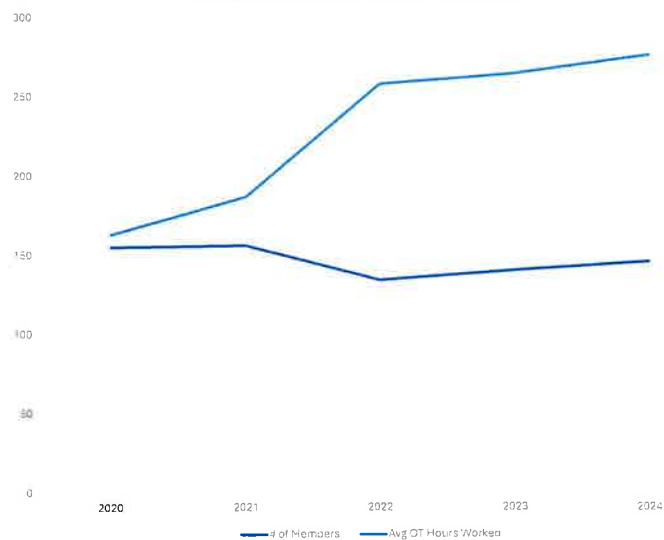
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How do we currently make special events happen?

- We deploy between 160 and 200+ officers per event depending on the threat assessment
 - Yes, that is more officers than we have by a long shot
- We use Special Events Officers and partner agencies, but they all must be supervised by Santa Clara Personnel
- Here is what were doing to our personnel



Overtime Hours Worked and Police Staffing



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We are doing a huge job!

- In 2024, the average POA member produced almost an additional 7 weeks of full-time work. The membership, as a whole, produced the work of over 19 full-time employees that did not exist.
- A staffing study commissioned by the City in 11/2015 recommended that we add several officers across all divisions. You can see that instead, we have decreased by 9 officers over that time. We can easily argue that we need 200 officers.
- The POA members that are here are providing *Rolls Royce* level service in terms of quality and quantity.
- As the City grows and major events increase, supporting and reinforcing public safety staffing is essential.



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Santa Clara POLICE OFFICERS' ASSOCIATION

WE WILL CONTINUE TO PROUDLY SERVE THE CITIZENS OF THE CITY OF
SANTA CLARA

THE SITUATION IS COMING TO A HEAD WHEN YOU LOOK AT STAFFING,
GROWTH IN THE CITY, AND INCREASED MAJOR EVENTS

WE MUST MAINTAIN OUR COMPETITIVE ADVANTAGE, OR THE JOB WILL
BECOME UNSUSTAINABLE

THANK YOU FOR YOUR TIME AND CONSIDERATION



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Unit 4

Engineers of the City of Santa Clara

Assembly Bill No. 2561 Presentation

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AB 2561

THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

SECTION 1. The Legislature finds and declares as follows:

- (a) Job vacancies in local government are a widespread and significant problem for the public sector affecting occupations across wage levels and educational requirements.
- (b) High job vacancies impact public service delivery and the workers who are forced to handle heavier workloads, with understaffing leading to burnout and increased turnover that further exacerbate staffing challenges.
- (c) There is a statewide interest in ensuring that public agency operations are appropriately staffed and that high vacancy rates do not undermine public employee labor relations.

SEC. 2. Section 3502.3 is added to the Government Code, to read:

3502.3. (a) (1) A public agency shall present the status of vacancies and recruitment and retention efforts during a public hearing before the governing board at least once per fiscal year.

(2) If the governing board will be adopting an annual or multiyear budget during the fiscal year, the presentation shall be made prior to the adoption of the final budget.

(3) During the hearing, the public agency shall identify any necessary changes to policies, procedures, and recruitment activities that may lead to obstacles in the hiring process.

(b) The recognized employee organization for a bargaining unit shall be entitled to make a presentation at the public hearing at which the public agency presents the status of vacancies and recruitment and retention efforts for positions within that bargaining unit.

(c) If the number of job vacancies within a single bargaining unit meets or exceeds 20 percent of the total number of authorized full-time positions, the public agency shall, upon request of the recognized employee organization, include all of the following information during the public hearing:

- (1) The total number of job vacancies within the bargaining unit.
- (2) The total number of applicants for vacant positions within the bargaining unit.
- (3) The average number of days to complete the hiring process from when a position is posted.
- (4) Opportunities to improve compensation and other working conditions.

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Agenda

- ▶ Overview of Unit 4 Engineers
- ▶ Civil Engineers
- ▶ Water Engineers
- ▶ SVP Engineers
- ▶ Future Revenue Potential
- ▶ Call for Action

3

YEAR	TURNOVER RATE	SEPARATIONS (JANUARY 1 - DECEMBER 31)	# OF EMPLOYEES AS OF JANUARY 1	# OF EMPLOYEES AS OF DECEMBER 31	AVERAGE # OF EMPLOYEES (JANUARY 1 TO DECEMBER 31)
2020	14.49%	5.00	36.00	33.00	34.50
2021	11.59%	4.00	33.00	36.00	34.50
2022	20.59%	7.00	36.00	32.00	34.00
2023	2.94%	1.00	32.00	36.00	34.00
2024	5.56%	2.00	36.00	36.00	36.00

Turnover Rate

- ▶ 19 separations from 2020-2024 - resignations, retirements
- ▶ Staff size as provided by the City has stayed between 36-32 for the last 5 years
- ▶ 30% Vacancy rate in unit 4
- ▶ Average Years of Service = 6.4
 - 30 out of 35 engineers have under 10 years of service
 - Average turnover rate is 11% last 5 years

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Unit 4 Costs

- ▶ 1% raise total compensation cost:
 - ▶ ~\$30,000 to general fund
 - ▶ \$103,489 to Enterprise Fund and PW Capital Projects Management Services Fund (recouped by fees)

ENGINEERS (Unit 4) Salary and Fringe			
	General Fund	Other Funds	Total
Base Salary and Associated Fringe			
Base Payroll	\$1,888,250	\$8,715,889	\$8,652,218
Associated Fringe:			
PERS - Safety - Normal Cost	\$0	\$0	\$0
PERS - Misc. - Normal Cost	\$220,050	\$704,408	\$1,023,557
Social Security	\$112,912	\$335,067	\$447,979
Medicare	\$28,148	\$86,108	\$128,254
POST	\$0	\$0	\$0
Other Premium Pay	\$0	\$0	\$0
Long-Term Disability - City Paid	\$0	\$0	\$0
Total Associated Fringe	\$370,517	\$1,229,273	\$1,599,790
Total Base and Associated Fringe	\$2,308,777	\$7,945,232	\$10,252,009
Cost Distribution (%)	22.5%	77.5%	100.0%
Cost of 1%:			
1% Base Salary Only	\$19,383	\$67,160	\$86,522
1% Associated Fringe	\$3,705	\$12,293	\$15,998
Total Cost of 1% Base/Assoc Fringe	\$23,088	\$79,453	\$102,541
Non-Associated Fringe			
UAL - Safety	\$0	\$0	\$0
UAL - Misc.	\$447,228	\$1,532,080	\$1,979,308
Health	\$173,882	\$568,378	\$742,260
Dental	\$2,054	\$8,678	\$10,732
Vision	\$1,100	\$3,641	\$4,741
Premium Pay (re: Meal Allowance)	\$0	\$0	\$0
Basic Life Insurance	\$1,308	\$3,072	\$4,380
Uniform Allowance	\$0	\$0	\$0
VEBA	\$0,540	\$42,281	\$42,821
OPEB	\$10,800	\$128,395	\$139,195
Mobile Phone Allowance	\$0	\$0	\$0
Misc. Other Benefits	\$2,180	\$8,058	\$10,238
EAP	\$450	\$1,423	\$1,873
BCN	\$0	\$0	\$0
Professional Development	\$0	\$0	\$0
Auto Allowance	\$0	\$0	\$0
City Paid Deferred Comp Exp	\$21,713	\$107,263	\$128,976
Total Non-Associated Fringe	\$677,304	\$2,403,621	\$3,080,925
Total Cost of 1% Base/Non-Assoc Fringe	\$699,392	\$2,483,074	\$3,182,466
GRAND TOTAL	\$2,998,169	\$10,428,306	\$13,426,475
1% Total Compensation	\$323,480	\$1,013,547	\$1,337,027
TOTAL FTE	City of Santa Clara 18.50	33.50	44.00

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Overtime

Increase in OT = Increase in workload without an Increase in staff size

Overtime 2021-2024

Year	Grand Total
2021	\$199,813
2022	\$288,416
2023	\$373,283
2024	\$482,486
Grand Total	\$1,344,058



- 2024 OT of \$482,486 represents just 3.6% of Unit 4 total annual cost
 - \$13,332,933 for 44 FTEs (2024/25),

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Public Works Engineers have the following key responsibilities:

- Preparing plans and designs for public infrastructure improvement projects
- Managing public infrastructure construction projects
- Maintaining maps and issuing encroachment permits
- Issuing encroachment permits
- Administering bicycle, pedestrian, and vehicular safety programs



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Public Works Engineers Workload Comparison

	CIP Budget Annually	Budgeted CIP Support Engineers	Encroachment Permits Processed	Budgeted Development Engineers
Santa Clara	\$112 mill	19	594	5
Mountain View	\$65 mill	25	527	10
Sunnyvale	\$35 mill	29	740	10

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Measure I

► Infrastructure Bond and Baseline Workload

- Council concerns shared by Unit 4
 - Council Question: With the number of City Council priorities, does the City administration have the capacity to address all of these priorities?
 - Council Question: Is staff currently working on Bond projects
 - Yes, Unit 4 engineers are currently supporting the delivery of Bond projects
- General Order (GO) Bond
 - \$400 mill in new CIP projects over 10 years increases workload on top of CIP budget by 25% with the assumption that the \$400 million is split over the ten years.
 - Recruitment and retention of new and existing staff needs to be a high priority

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Water Utility

- Land development Review
 - Completed review for over 1,143 permits fiscal year to date.
- Capital Improvement Projects
 - replacement of 10,000 linear feet of aging water main
- Operations and Maintenance Support
 - Provides planning, tracking, and coordination for key operational activities, including sewer condition assessment and spot repairs, water distribution flushing, backflow preventer testing, emergency repair work.
- Administration and Customer Service
 - Completes standalone projects as needed to support Department needs and initiatives. Develops regulatory reporting document.

Vacancy Rate:

- 5 budgeted; 3 filled
- 40% Vacancy
- No senior engineer



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SVP Engineers

- ▶ Electrical Engineering with Power Emphasis is a broad field with specialized skillsets:
 - SVP is vertically integrated and owns and operates Transmission and Generation Plants
 - ▶ Need for Generation specialized engineers, Transmission Planning, Transmission Operation Engineers that competing Public Utilities in the area do not have a need for.
 - ▶ 34.6% Vacancy Rate in Electric

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8/20/2024 Council Presentation requesting 12 new positions in SVP



City Council

Item #7: Addition of twelve new positions for Silicon Valley Power and 1.0 new position in the City Attorney's Office

RTC 24-742

August 20, 2024

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8/20/2024 Council Presentation requesting 12 new positions in SVP

SVP Continued Growth

	18/19	23/24	% Incr.
Operating Expenses (Millions)	\$480	\$625	30%
Sales (Millions)*	\$439	\$654	49%
CIP (5-Year Budget)**	\$206M	\$608M	195%

* In 29/30 Sales are projected at \$1.1 Billion

** In 24/25 the 5-year CIP is \$804 Million

	18/19	23/24	Added	% Increase
FTE Positions	197	223*	26	13%
Filled Positions	165	181	16	10%

* Most positions were added during FY 21/22 (16 positions) and 22/23 (8 positions)

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5/15/2025 State of Utility Presentation

Budget

- FY 2024/25 Adopted Operating Budget
- \$670 million
- FY 2024/25 Adopted 5-year Capital Budget
- \$948 Million
- Sales expected to increase ~50% over the next 10 years

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8/20/2024 Council Presentation requesting 12 new positions in SVP

SVP Staffing

- City is in process of doing a staffing plan for SVP (completion in 9-12 months)
 - Immediate needs
 - Expect additional needs in the future
- Staff completed some preliminary comparison analysis:

Employee per MW

Year	SVP	Alameda	Palo Alto	Roseville	SMUD
2024	0.3	1.3	0.6	0.6	1.4
2040	0.1	0.9	0.9	0.4	2.0

Employee per Substation

Year	SVP	Alameda	Palo Alto	Roseville	SMUD
2024	7.0	28.3	29.4	9.4	38.9
2040	6.2	28.3	29.4	9.4	36.2

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8/20/2024 Council Presentation requesting 12 new positions in SVP

Positions Requested

Engineering

- SVP currently includes fifty-two (52) projects with a value of approximately \$420 million in FY 2024/25
- Separate team that focuses on the \$400+ million System Expansion Plan projects (NRS, KRS, SRS, 115 kV Transmission).
- Key Additional Projects
 - Four 60kV reconductor projects
 - Breaker replacement projects
 - Phase Shifting Transformer project
 - Construction of seven substations
 - Two additional distribution substation expansions
 - Completion of Twenty Year (20) System Expansion Plan
- New Positions - New capital project delivery team
 - One Principal Electric Utility Engineer
 - One Senior Electric Utility Engineer
 - One Assistant Electric Utility Engineer



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8/20/2024 Council Presentation requesting 12 new positions in SVP

Positions Requested

Operations

- The operations group will be involved in all new projects
 - Support all the construction, inspection, and commissioning of all the new projects
 - Ongoing operations and maintenance including protection, communication and control
- Four new positions
 - One Electric Division Manager
 - Three Electric Utility Engineers



Resources, Rates and Customer Engagement

- Monitoring, scheduling, settlement and compliance of 32 projects
- Working on 12 PPAs concurrently
- New Outage Management System (OMS)
- Three new positions are needed
 - One Senior Resource Analyst
 - One Principal Power Analyst
 - One Senior Business Analyst



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8/20/2024 Council Presentation requesting 12 new positions in SVP

Recommendation

That the City Council approve the addition of twelve new positions for Silicon Valley Power and 1.0 new position in the City Attorney's Office to support Silicon Valley Power's expanded system as follows:

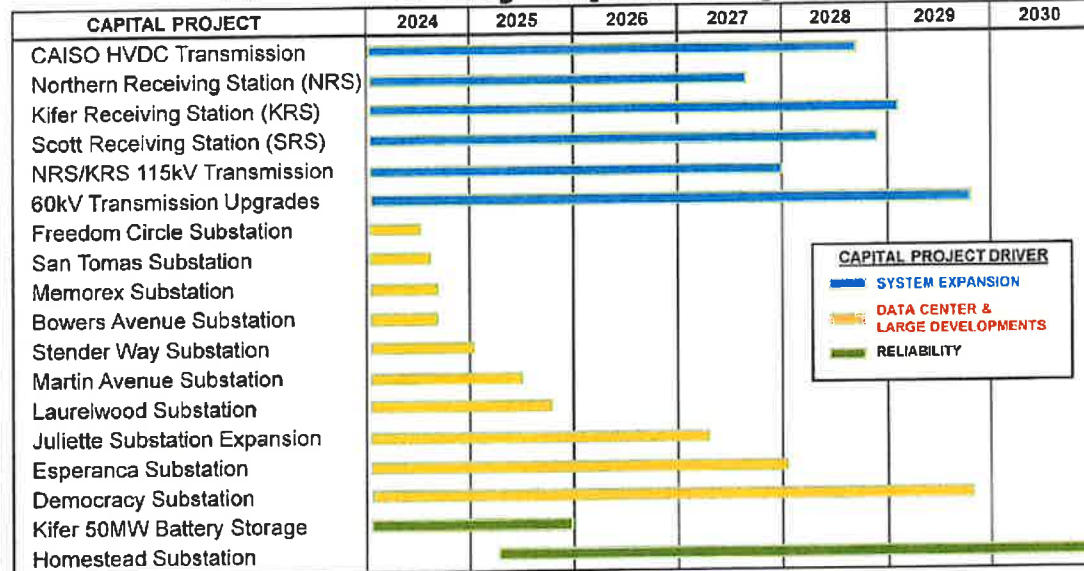
- One Principal Electric Utility Engineer
- One Senior Electric Utility Engineer
- Three Electric Utility Engineers
- One Assistant Electric Utility Engineer
- One Electric Division Manager
- One Senior Resource Analyst
- One Principal Power Analyst
- One Senior Business Analyst
- Two Power Contract Specialists
- One Deputy City Attorney
- Requests 5 of 12 positions for Unit 4 SVP Engineers.
- Currently 16 FTE (26 budgeted; ~38% vacancy rate) in Unit 4.
- Total FTE for SVP 181 filled (223 FTE budgeted). Unit 4 represents ~7% of total employees in SVP, but ~42% of new positions requested.
 - 6X outsized increase illustrates CIP Impact for Unit 4.

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3/12/2024 Bi-Annual Update

Electric Utility Capital Projects



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5/15/2025 State of Utility Presentation



Growth and Expansion

- SVP is growing. Our System operating limit is 750 MW
- Staffing study
- Prioritized Growth Plan as an SVP Strategic Priority
 - Current peak – 722 MW
 - Planning for a 1300+/- MW system



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Contract Engineering Services

- ▶ 4 year contract spend- \$15.6 M a year versus 17 FTE Engineers in Unit 4 with estimated operating expense of under \$6M a year
- ▶ Engineering contract spend estimated currently at 2.5X internal staff engineering spend.

SVP - 8 Engineering Firms	Total Spend - \$62,734,869.74
ECI	\$22,099,724.37 (30 projects)
TRC	\$7,470,164.23 (14 projects)
AECOM	\$20,042,735.03 (11 projects)
Stantec	\$7,359,867.67 (5 projects)
Leidos	\$1,926,111.31 (7 projects)
SCI	\$1,529,750.00 (12 projects)
EN Engineering	\$614,113.35 (5 projects)
Burns and Mac	\$1,692,403.78 (2 projects)

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Recruitment and Retention

- SVP has increased recruitment efforts at College Job Fairs
 - Entry Level Engineers need to be developed and retained, estimate 3-5 years before they can provide same contribution as Utility Engineer



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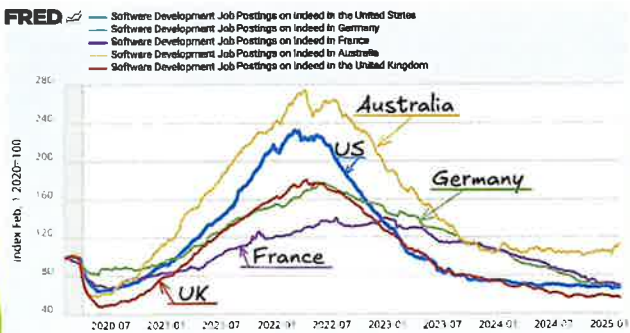
Recruitment and Retention

- Industry shift in Silicon Valley Tech
 - Software Engineering job openings hit 5 year low
 - Power Engineering jobs see increase demand and low number of qualified people

Software engineering job openings hit 5-year low amid industry shift

According to an analysis of Indeed job data

By Skye Jacobs February 22, 2025 at 10:50 AM 17 comments



Bloomberg
There Aren't Enough Engineers to Meet the World's Growing Hunger for Power

Aging populations and anti-immigration rhetoric in rich countries are forcing companies building electricity infrastructure to find creative solutions. 5 days ago



IEEE Spectrum
Data Centers Seek Engineers Amid a Talent Shortage

The rapid growth of AI is driving a data center boom, creating jobs and increasing demand for electrical engineers to support the infrastructure. Mar 20, 2025



Data Centers Seek Engineers Amid a Talent Shortage
The AI boom is driving demand for more skilled electrical engineers

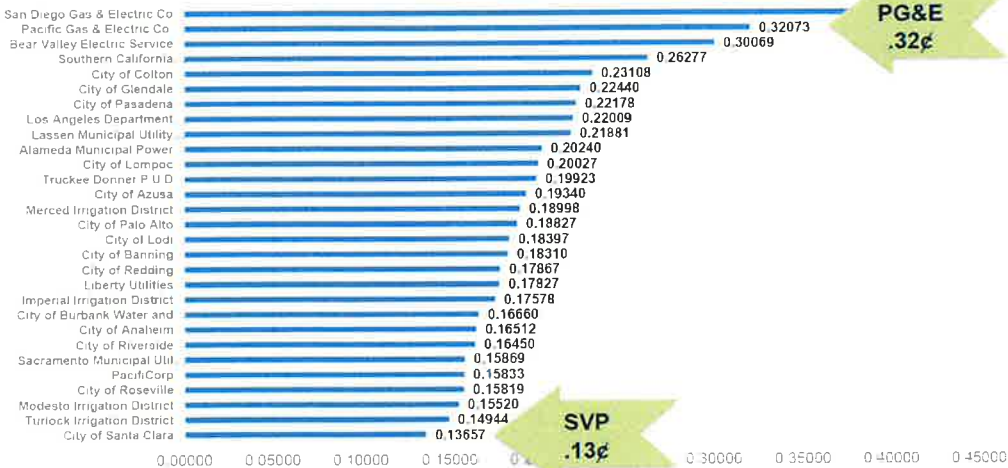
"It's all hands on deck," Hershberg says. "AI is introducing a whole new set of challenges to power systems, and we need people who really understand the engineering and science behind it."

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5/15/2025 State of Utility Presentation

Average System Rate Comparison

California Utilities (>10,000 Customers) 2023 Average System Rates (\$/kWh)



Based on Form EIA-861, Annual Electric Power Industry Report, collects data from distribution utilities and power marketers of electricity. This survey is a census of all United States electric utilities. Final Release - Oct 2024

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City Website: <https://www.siliconvalleypower.com/residents/rates-and-fees>

SVP vs. PG&E Average Rates

CLASS OF SERVICE	SVP AVG RATE EFFECTIVE 01/01/25 (\$/KWH) *	PG&E AVG BUNDLED TOTAL RATE EFFECTIVE 01/01/25 (\$/KWH) **	SVP LOWER THAN PG&E (\$/KWH)	SVP LOWER THAN PG&E (%)
Residential	D-1 \$0.175	E-1 \$0.425	\$0.250	59%

* Average rates based on estimate usage for each class of service, including surcharges. Average rates are provided for general reference. Individual customer's average rate will depend on customer's applicable kw and kwh.

** This comparison does not factor in the additional user tax charge levied in most PG&E service jurisdictions (typically 5%). Santa Clara customers are not charged these additional fees.

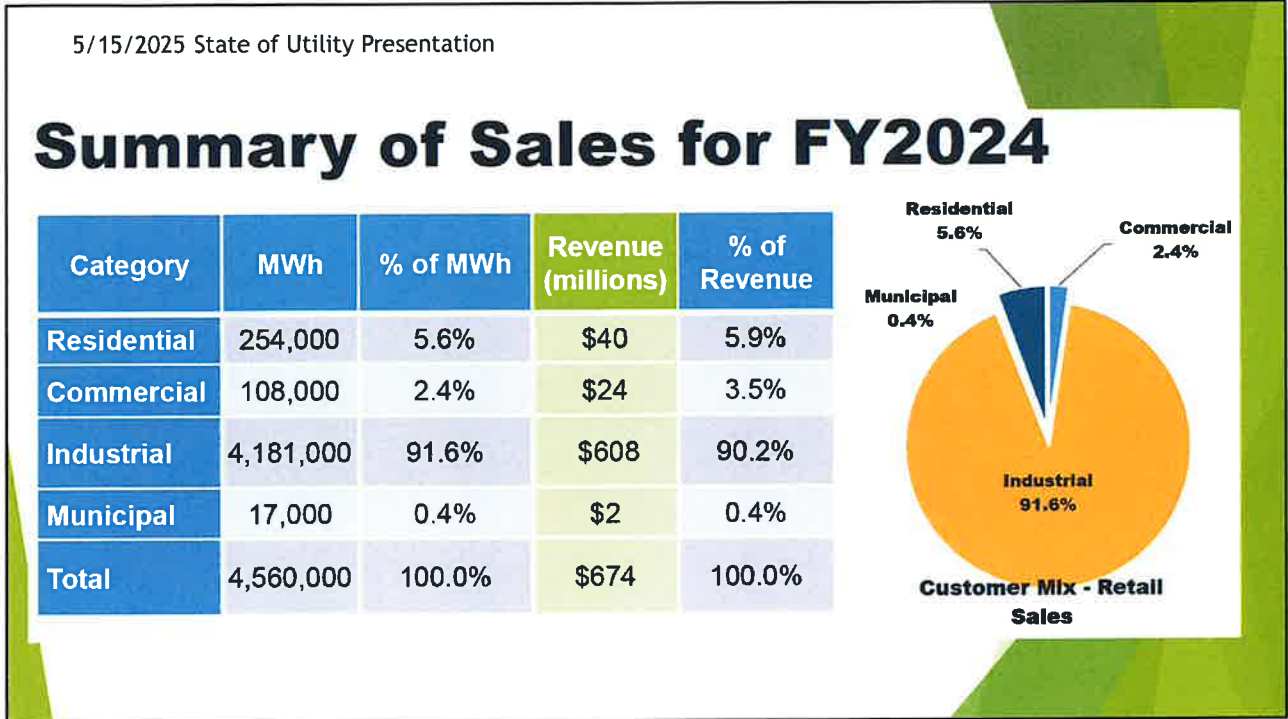
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2022-23 City Utility Users Tax Revenue and Rate

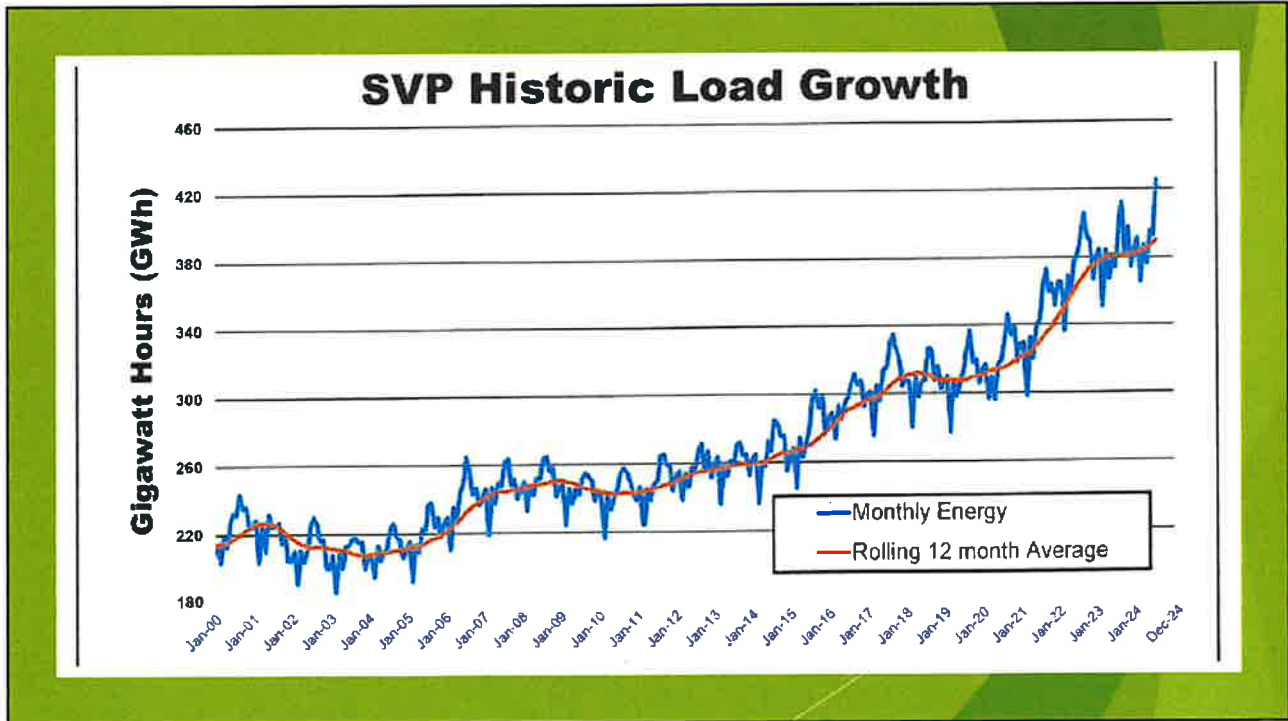
https://www.sco.ca.gov/Files-ARD-Local/LocRep/2022-23_City_UUT.pdf

Santa Clara	Campbell		
Santa Clara	Cupertino	4,103,906	2.40
Santa Clara	Gilroy	6,551,417	5.00
Santa Clara	Los Altos	3,214,718	3.50
Santa Clara	Los Altos Hills		
Santa Clara	Los Gatos		
Santa Clara	Milpitas		
Santa Clara	Monte Sereno		
Santa Clara	Morgan Hill		
Santa Clara	Mountain View	9,671,830	3.00
Santa Clara	Palo Alto	18,763,255	5.00
Santa Clara	San Jose	145,360,655	5.00
Santa Clara	Santa Clara		
Santa Clara	Saratoga		
Santa Clara	Sunnyvale	10,387,856	2.00
Alameda	Alameda	10,102,930	7.50
Alameda	Albany	2,557,215	9.50
Alameda	Berkeley	17,606,482	7.50
Alameda	Dublin		
Alameda	Emeryville	3,985,102	5.50
Alameda	Fremont		
Alameda	Hayward	25,944,798	5.50
Alameda	Livermore		
Alameda	Newark	4,219,024	3.25
Alameda	Oakland	64,507,560	7.50
Alameda	Piedmont	1,488,964	7.50
Alameda	Pleasanton		
Alameda	San Leandro	12,483,899	6.00
Alameda	Union City	6,295,863	5.00

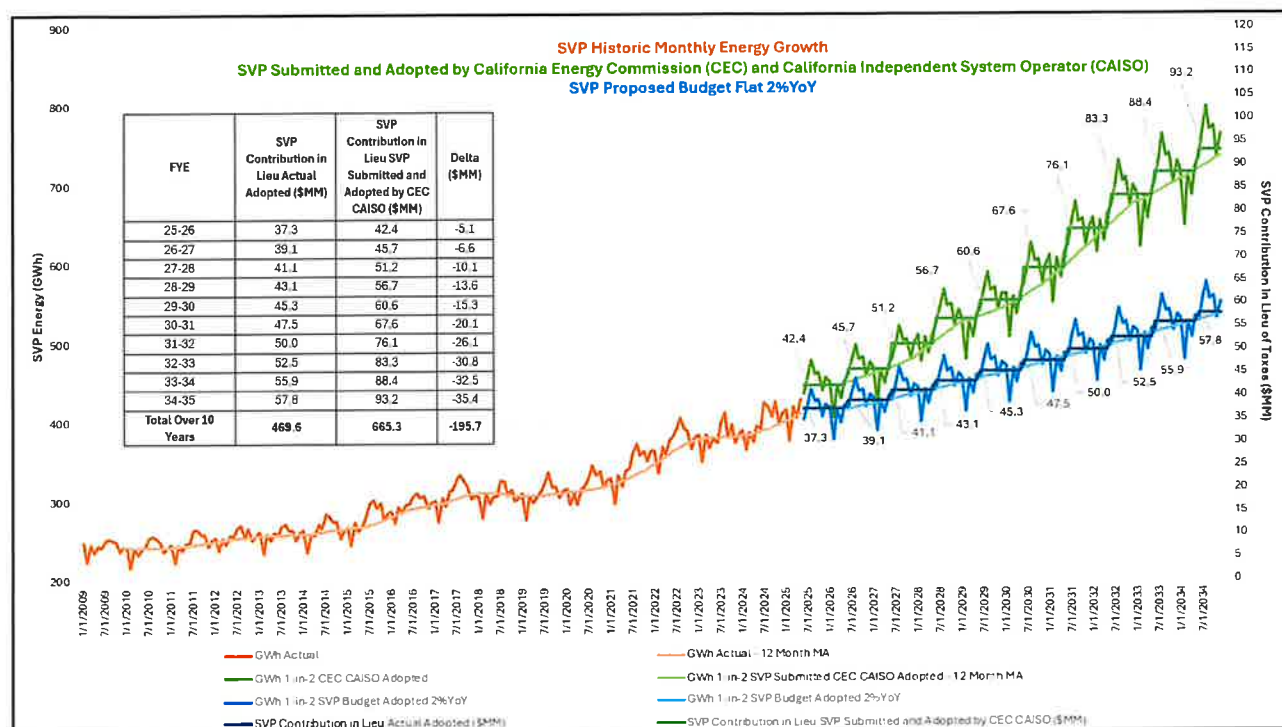
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Call for Action

- ▶ 30% Vacancy Rate in critical roles managing Billions in Projects
 - ▶ \$948M for SVP in 24/25 budget
 - ▶ \$112M for Public Works
 - ▶ Extra \$400M in GO bond projects over 10 years
 - ▶ Staffing Study likely shows more Engineers are needed given workload.
- ▶ Macro-trends showing a shortage of Power Engineers and competition with Big Tech
- ▶ Future revenues of additional ~\$200M revenue to General Fund from SVP transfer in lieu if projects are successful

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