



THE CITY OF SAN DIEGO

MEMORANDUM

DATE: May 22, 2014

TO: Honorable Council President Todd Gloria, Budget Review Committee Chair
and Budget Review Committee Members

FROM: Tracy McCraner, Financial Management Director

SUBJECT: Fiscal Year 2015 Budget Review Committee Referral Response

This memorandum is in response to questions asked at the Review Committee Meeting held on May 5, 2014. The responses are listed by department in the order that they were reviewed by the Committee.

IBA PROPOSED BUDGET OVERVIEW

COUNCIL DISTRICT 3 & 8

QUESTION:

What is the status of the Fiscal Year 2016 user fee update process?

RESPONSE:

The Financial Management Department will begin collecting information from departments to update General Fund user fees during the second quarter of Fiscal Year 2015. It is anticipated that the updated General Fund user fees will be presented to the City Council for consideration during the second half of Fiscal Year 2015 and implemented on July 1, 2016 with the commencement of Fiscal Year 2016.

POLICE DEPARTMENT

COUNCIL DISTRICT 4 & 6

QUESTION:

Why are two code compliance positions being reduced in the Fiscal Year 2015 Proposed Budget? Does the Police Department have enough officers to address quality of life issues?

RESPONSE:

The two Code Compliance Officers eliminated in the Fiscal Year 2015 Proposed Budget were assigned to the Abandoned Vehicle Abatement Unit, which was disbanded in Fiscal Year 2012 when the DMV fee that was being collected to support the program was suspended. The duties previously performed by these positions are currently being performed by police officers, and will be augmented by the new Police Investigative Service Officer positions included in the Fiscal Year 2015 Proposed Budget.

COUNCIL DISTRICT 6

QUESTION:

What is the impact of not funding the helicopter program with the General Fund?

RESPONSE:

The Police Department projects that Seized Assets funding will be available to fund current Air Support operations through mid-Fiscal Year 2015. Additional funding of \$1.5 million is included in the May Revision to fully support the Air Support unit.

COUNCIL DISTRICT 1 & 2

QUESTION:

What is the timeline for beginning/completing the police salary survey and who has been chosen to do it?

RESPONSE:

According to the Human Resources Department, the work will begin as soon as the Notice to Proceed is issued by the Purchasing & Contracting Department upon approval of the Mayoral Action (1544) which is currently being routed. The selected vendor is Segal and Associates. As mentioned during the budget hearing, the anticipated completion date of the salary survey is the end of this summer.

COUNCIL DISTRICT 3

QUESTION:

How have civilian vacancies affected case backlogs, overtime, etc. (memo to follow from Council President Gloria's office).

RESPONSE:

The Police Department will compile the information and the response will be provided on a future budget referral memo once the memorandum from Council President Gloria's office is received.

FIRE-RESCUE DEPARTMENT

COUNCIL DISTRICT 3 & 8

QUESTION:

Is there a way to access more Service Authority for Freeway Emergencies (SAFE) revenue from SANDAG?

RESPONSE:

The Fire-Rescue Department is obtaining information from the San Diego Association of Governments (SANDAG) on the methodology associated with the allocation of SAFE revenues and the response will be forthcoming.

COUNCIL DISTRICT 7

QUESTION:

How many fire fighters respond to different types of emergencies? What is the standard per incident?

RESPONSE:

Attachment 1 provides the City's standard for deploying fire fighters to respond to different emergencies.

COUNCIL DISTRICT 4

QUESTION:

Can there be an ambulance sited at Skyline?

RESPONSE:

An additional unit is not available at this time.

QUESTION:

What is the schedule for demolition of the existing building at the Skyline site?

RESPONSE:

A specific date for demolition has not been identified although construction is anticipated to begin in fall of 2014.

COUNCIL DISTRICT 1

QUESTION:

How much has been reimbursed by University of California, San Diego for the Black's Beach agreement over all three fiscal years?

RESPONSE:

The City received \$1.1 million each year in Fiscal Years 2012 and 2013. The City is projected to receive an additional \$800,000 in Fiscal Year 2014.

COUNCIL DISTRICT 5

QUESTION:

Why don't we remove cross-staffing in Fire? What is the impact in savings?

RESPONSE:

There are two units, the Hazardous Materials Team (HAZMAT) and the Explosive Device Team (EDT or Bomb Squad), where elimination of cross-staffing would be helpful. Each is estimated at \$1.5 million to eliminate cross-staffing. HAZMAT would be the first priority. While the department supports the elimination of cross-staffing as the budget allows, there are higher priorities and those needed for Fiscal Year 2015 have been funded.

OFFICE OF HOMELAND SECURITY

COUNCIL DISTRICT 5

QUESTION:

What is the status of receiving disaster recovery funds from Fiscal Years 2004 and 2005?

RESPONSE:

Two long term construction improvement projects (Aldine Drive and Talbot Street) remain open from the winter storm of 2005 (disaster number DR 1585). These projects involve a multi-agency review process overseen by Caltrans and funded by the Federal Highway Administration. The Public Works Department manages the projects.

The Aldine Drive project is complete except for the vegetation process. A final invoice totaling approximately \$60,000 should be issued by the Transportation & Storm Water Department to Caltrans by June 30, 2014. \$2.9 million has been invoiced and received to date for eligible costs incurred.

The Talbot Street project is in the construction phase (30% complete) and it is anticipated construction will be completed by the end of July 2014. \$336,137 has been invoiced and received to date. Most of the costs will be incurred in the construction phase and will be invoiced to Caltrans as work progresses.

RISK MANAGEMENT

COUNCIL DISTRICT 3

QUESTION:

Provide a historic trend line of Public Liability Claims.

RESPONSE:

The Public Liability Fund's average expenditures for Fiscal Years 2011 through 2013 is \$15.9 million.

COUNCIL DISTRICT 1

QUESTION:

How much was paid out from the Public Liability Fund in Fiscal Years 2013 and 2014?

RESPONSE:

The Public Liability Fund expenditures for Fiscal Year 2013 were \$19.8 million, which includes \$3.8 million in insurance premiums. For Fiscal Year 2014, the estimated expenditures are \$55.0 million. Of this amount, \$16.1 million was reimbursed by insurance coverage.

COUNCIL DISTRICT 2

QUESTION:

For Public Liability, did Fiscal Year 2013 take any money out of the Fiscal Year 2014 budget?

RESPONSE:

The Public Liability Fund pay-go and reserve budget target was met in Fiscal Year 2013. Upon adoption of the City's Reserve Policy (Council Policy 100-20) and the Fiscal Year 2014 Mid-Year Revisions Resolution (R-308783), the City pre-funded the Public Liability Reserve goal for Fiscal Year 2015 with Fiscal Year 2014 excess equity.

CITY ATTORNEY

COUNCIL DISTRICT 1

QUESTION:

Does department have an updated list of which attorneys in the civil advisory division advise each City department? Is this based on prioritization?

RESPONSE:

Attachment 2 provides the organization chart for the City Attorney's Civil Advisory Division. In addition, *Attachment 3* lists the City Departments advised by each of the City Attorney's sections.

QUESTION:

What was the cost of litigation losses for Fiscal Year 2013 and Fiscal Year 2014?

RESPONSE:

The Public Liability Fund is for tort claims against the City. Expenditures are comprised of insurance premiums, litigated costs, and non-litigated costs. The Public Liability Fund expenditures for Fiscal Year 2013 were \$19.8 million, which includes \$3.8 million in insurance premiums. For Fiscal Year 2014, \$45.0 million has been expended as of May 2, 2014. The City's Attorney's Office has other litigation which is not necessarily captured in the Public Liability Fund.

COUNCIL DISTRICT 8

QUESTION:

Provide more information on programs. Is the department considering programs in the border areas? Are these programs offered in different areas and not focused on particular areas?

RESPONSE:

The 2013 Annual Report for the Office of the San Diego City Attorney provides this information on the City Attorney's website <http://www.sandiego.gov/cityattorney/pdf/ar13.pdf>. This report contains information on the City Attorney's programs, as well as other programs in which the City Attorney's Office collaborates.

In regards to the specific question asked about "wildcatting", in 2013 the City Attorney's Office filed 9 cases for wildcatting charges on SDMC33.1406(c) and PC654.1.

The City Attorney's Office is in the process of drafting a plan for neighborhood courts.

QUESTION:

What are the vacancies in the City Attorney's Office? Provide the same detail that was provided for the Mayoral Departments.

RESPONSE:

Attachment 4 provides the vacancy status report for vacancies as of May 6, 2014, as provided to the Office of the City Attorney by the Financial Management Department.

Honorable Council President Todd Gloria, Budget Review Committee Chair and
Budget Review Committee Members
May 22, 2014

CITY CLERK

COUNCIL DISTRICT 5

QUESTION:

Provide a breakdown of people who come in for passports versus passport cards.

RESPONSE:

The tables below provide the requested breakdown:

	Minor Book	Adult Book	Minor Card	Adult Card
Jul-13	14	61	13	33
Aug-13	20	49	4	34
Sep-13	16	56	7	34
Oct-13	17	70	12	37
Nov-13	14	54	4	36
Dec-13	9	55	3	32
Jan-14	24	102	3	69
Feb-14	29	99	15	59
Mar-14	38	99	8	54
Apr-14	38	111	18	53
TOTAL	219	756	87	441

Below are questions that were asked by Council District 2 to the Department of Information Technology via email on April 25, 2014:

DEPARTMENT OF INFORMATION TECHNOLOGY

QUESTION:

What is the OneSD Support Fund's \$11.5 million allocation for "Information Technology"

RESPONSE:

The Information Technology budget of \$11.6 million for the OneSD Support Fund is comprised of the following:

- \$6.9M – IT Fixed Costs (\$3.3M – Data Center, \$80,000 – Network Support, \$22,000 – Help Desk Support, \$3.5M Professional IT Services)
- 4.6M – IT Discretionary
 - \$2.1M SAP Software licensing fees
 - \$1.9M SAP Consulting Support

- \$250,000 Software Purchases
- \$250,000 additional Server infrastructure to account for the growth of SAP data

QUESTION:

What is the Information Technology Fund's \$4.6 million allocation for "Information Technology"?

RESPONSE:

The \$4.6 million reflects the Fiscal Year 2013 actual expenditures for the Information Technology Division, which includes personnel expenditures for 15.00 FTE positions and non-personnel expenditures. In the Fiscal Year 2015 Proposed Budget, the budget for this Division is \$5.2 million, comprised of the following:

- \$3.0 million for personnel expenditures related to operational support staff (23.00 FTEs)
- \$2.2 million for non-personnel expenditures: related to the operation staff
 1. \$500,000 PRA/ Email Search Solution
 2. \$650,000 IT Fixed Costs
 3. \$100,000 Laptop security
 4. \$73,000 City Badge/Software maintenance.
 5. \$100,300 Sire upgrade

QUESTION:

What accounts for the \$76 million IT budget in the Huron report versus the City's \$35 million budget?

RESPONSE:

The Huron report Appendix A.1 lists spending by categories. As noted on Page 6 of the report, the "spend categorization and analysis exercise (is) based on a 12-month period of the City's total spend for the period of December 2012 through November 2013." Because the expenditures indicated in the Huron report crosses fiscal years, the numbers cannot be compared to the City's IT budget, as the budget is based on the fiscal year July 1 through June 30.

QUESTION:

What makes up the \$3,298,000 for IT Discretionary Expenses as noted on the One-Time Uses in Table 19 of the Executive Summary?

RESPONSE:

These expenditures are one-time, non-committed IT discretionary items that are budgeted in the General Fund. Examples of major IT items included in this category in the Fiscal Year 2015 Proposed Budget are as follows: \$500,000 for General Fund PC replacement; \$250,000 for the GIS Upgrade 10.2 in the Transportation & Storm Water Department; \$205,000 for application transitions to CGI support in the Police Department; \$168,000 for GIS support for grant funded

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projects in the Fire-Rescue Department; \$200,000 for the SAP Implement Catalog in the Purchasing & Contracting Department; and \$105,000 for the GIS Upgrade-addition of new GIS layer.

Tracy McCraner

SM/mc

Attachments:

1. Fire-Rescue Response by Emergency
2. Civil Advisory Division Organization Chart 2014
3. City Attorney Department Assignments by Section
4. City Attorney Vacancy Status Report – May 6, 2014

cc: Honorable Mayor Kevin Faulconer
Honorable Council Members
Jan I. Goldsmith, City Attorney
Stephen Puetz, Chief of Staff
Scott Chadwick, Chief Operating Officer
Stacey LoMedico, Assistant Chief Operating Officer
Mary Lewis, Chief Financial Officer
Tony Heinrichs, Deputy Chief Operating Officer
Jeff Sturak, Deputy Chief Operating Officer
Ron Villa, Deputy Chief Operating Officer
Brian Pepin, Director of Council Affairs
Andrea Tevlin, Independent Budget Analyst
Shelley Zimmerman, Chief of Police
Javier Mainar, Fire Chief
Greg Bych, Risk Management Director
Mario Sierra, Interim Director of Information Technology
Elizabeth Maland, City Clerk
Financial Management Staff

Fire-Rescue Response by Emergency

Medical Aid Level 1	6 personnel	1E, 1 ALS (lights and sirens)
Medical Aid Level 3	2 personnel	1 ALS (no lights and sirens)
Medical Aid Level 4	2 personnel	1 BLS (no lights and sirens)

Single Engine Response- 4 personnel		
Electrical Short	Assist PD	Lift Patient
Extinguished Fire	Assist PD - Biohazard	Lock in/Out
Fence Fire	Assist PD - Ladder Bldg	Medical Alert Alarm
Fuel Spill	Carbon Monoxide	Noxious Odor
Odor of Smoke	Community Service	Odor of Chemical
Pole Fire	Flooding	Odor of Natural Gas
Ringin Alarm	HazMat Single Engine	Ringin Alarm Residence
Rubbish Fire	Illegal Burn	Special Service
Smoke Check	Investigate	Waterflow Alarm
Transformer	Knocked off Hydrant	Wires Down
Traffic Accidents	Mail Box Fires	Mal-Functioning Heater
Tree Fire	Flag Halyard	Mal-Functioning Stove
Hazards	Over Crowding	Small Boat Fire
Carbon Monoxide Alarm	Vehicle Fire	

KEY
 E= ENGINE
 T=TRUCK
 R=RESCUE
 BC=BATTALION CHIEF
 ALS=ADVANCED LIFE SUPPORT
 BLS=BASIC LIFE SUPPORT
 CU=CHEMICAL UNIT
 LA= LIGHT AND AIR
 HZM1= HAZARDOUS MATERIALS 1
 SC1= SHIFT COMMANDER 1
 USAR=URBAN SEARCH & RESCUE
 MAST=METRO ARSON STRIKE TEAM

CR=CRASH RIG
 UT=UTILITY RIG

Boat Fire 1st Alarm	Ship fire	Fuel Spill in Parking Structure
34 personnel	38 personnel	5 personnel
4 E	5 E	1E
2 T	2 T	1CU
1R	1R	
1 BC	1 LA	
ALS	2 BC	
1 COPTER	1 COPTER	

Fuel Spill 1st Alarm >25 gal	Fuel in Bilge (Boat)	HazMat 1st Alarm
19 personnel	8 personnel	33 personnel
3 E	1E	4 E
1 T	1T	2 T
1 BC		2 BC
HAZMAT		HZM1
1 CU		ALS
		SC1

Medical Multi Casualty	Natural Gas Lg Diameter	Ringin Alarm Highrise
44 personnel	24 personnel	8 personnel
3 E	4 E	1 E
2 T	1 T	1 T
E26 OR E9	2 BC	
5 ALS	1 ALS	
2 BLS		
2 BC		
1R		

1 Engine/1 Truck Response- 8 personnel	Vehicle Rescue/Industrial Rescue	Trench Rescue	Miscellaeous Rescue
Ringin Alarm Highrise	15 personnel	21 Personnel	26 Personnel
Swift Water Alert 1	1 E	1 E	1 E
Elevator Rescue	1 T	1 T	1 T
Shed Fire	1 BC	1 BC & SC1	1 BC
Outbuilding Fire	1 R	R4	1R
Oven Fire	1 ALS	E4	ALS
		1 ALS	1E (land Copter)
		1 Utility	1 COPTER
			R4 or USAR41
			*for Blk Mtn/Cowles Mtn

Fire-Rescue Response by Emergency

Residential Structure Fire	Commercial/Apt Fire	Highrise/Hospital
24 Personnel	28 Personnel	52 Personnel
4 E	4 E	5 E
1 T	2 T	2 T
2 BC	2 BC	HEAVY RESCUE
ALS	1 ALS	2 BC
	2nd Alarm add following:	1 ALS
	Add 12 personnel if 2nd Alarm	1 LA BY REQUEST
	SC1	COPTER 1 OR 2 BY REQUEST
	1 COPTER	2nd Alarm Highrise/Hospital
Shed/Outbuilding/Oven Fire	1 R	41 Personnel
6 Personnel	1 ALS	4E+E26 OR E9
1E	MAST	2T
1T		2BC & SC1
		RESCUE
		1 COPTER
		MAST
		LIGHT AND AIR

Swift Water Rescues

Alert 1	Alert 2	Alert 3
8 Personnel	25 Personnel	26 Personnel
1 E	1 E	1 E
1 T	1 T	1 T
	1 BC	1 BC
	1R and	1R and
	R4 in tandem w/ E4 (if not the closest)	R4 in tandem w/ E4 (if not the closest)
	1 ALS	1 ALS
	1 COPTER	1 COPTER

Tank Farm

47 Personnel	
4 E	1 CU
2 T	1 LA
2 BC	HAZMAT
SC1	1 COPTER
1 FM	1 ALS
CR28	1 R
CR43	

Vehicle Responses

Vehicle Fire Freeway	Vehicle Fire 1st Alarm
8	24
2 E	4 E
	1 T
	2 BC
	ALS

Vehicle vs Structure	Tanker Fire
15 Personnel	39 Personnel
1 E	3 E
1 T	1 T
1 BC	1 BC
1 R	1 WT
ALS	1 COPTER
	1 R
	CR28 or CR43
	1 ALS
	HAZMAT
	R 4

Vegatation Responses SD

Veg. NSR SD	Veg. 1st Alarm	Veg. Spec. 2nd Alarm
8 Personnel	23 Personnel	34 Personnel
2 E	2 E	4 E
	2 BR	2 BR
	1 ALS	1 ALS
	2 BC	2 BC
	2 Copter	2 Copter

Brown/Montgomery Alert Responses

ALERT 1	ALERT 2	ALERT 3
13 Personnel	17 Personnel	34 Personnel
1 E	1 E	3 E
1 T	1 T	2 T
1 BC	1 BC	2 BC & SC1
1 ALS	1R	1R
(CR28 OR CR43)	1 ALS	1 ALS
	(CR28 OR CR43)	1 COPTER
		(CR28 or CR43)

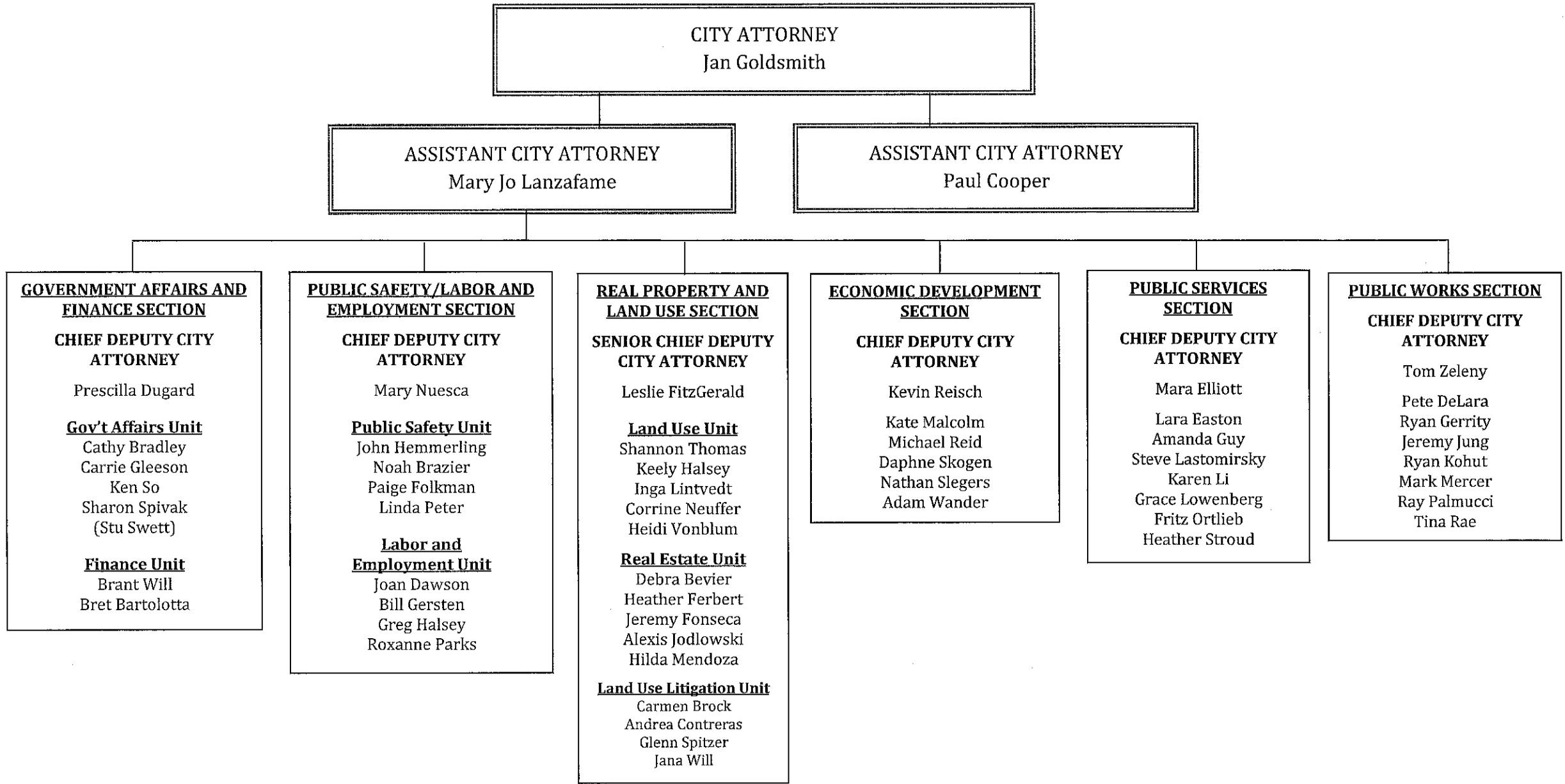
Airports: All Fields

Alert 5	Alert 5 Wildland
85 Personnel	57 Personnel
8 E	3 E
4 T	1 T
3 BC	3 BR
CR28 & CR43	3 BC
1 R	CR28 & CR43
E9 & E26	1 R
5 ALS	2 ALS
SC	1 COPTER
1 COPTER	2 WT
2 BLS	E9 & E26
	1 UT

Alert 2 (Still Alarm)	Estuary/Alert 3	Alert 5 Reduced (small Hel/aircraft)	Alert 5 (Off Airfield)	Alert 5 Wildland
12 Personnel	93	42	77	52 Personnel
R1, R2, R3	R1, R2, R3	3 E	8 E	3 E
	8 E	2 T	4 T	1 T
	4 T	2 BC	3 BC	3 BR
	3 BC	CR28 & CR43	CR28 & CR43	3 BC
	1 R	1 R	1 R	CR28 & CR43
	5 ALS	2 ALS	E9 & E26	1 R
	2 BLS	E9 OR E26	5 ALS	2 ALS
	E26 OR E9	1 COPTER	SC	1 UT
	SC	SC	1 COPTER	1 COPTER
	1 COPTER		2 BLS	2 WT
	HAZMAT			E9 OR E26

Lindbergh Alert Responses
Aircraft Emergency Landing
Aircraft Emergency Landing
23 Personnel
3 E
1 T
1 R
1 ALS
1 BC

**Office of the City Attorney
CIVIL ADVISORY DIVISION**



City Attorney Department Assignments by Section

Government Affairs and Finance

- City Clerk
- City Council
- Commission for the Arts and Culture
- Comptrollers
- Debt Management
- Ethics Commission
- Financial Management
- IBA
- Library
- Mayor's Office
- Special Events
- Treasurer

Public Safety and Employment Services

- Fire
- Human Resources
- Lifeguards
- Personnel
- Police
- Risk Management
- SDCERS

Real Property and Land Use

- Development Services
- Park and Recreation
- Planning
- Real Estate Assets

Economic Development

- Economic Development
- Successor Agency

Public Services

- Department of IT
- Environmental Services
- Homeland Security
- Purchasing and Contracting

- Stormwater

Public Works

- Engineering and Capital Projects
- Public Utilities – Water and Metro
- Transportation

**GENERAL FUND VACANCY STATUS REPORT
AS OF MAY 22, 2014
VACANT, BUDGETED STANDARD HOUR POSITIONS**

Department Number	Department Name	Position Number	Job Number	Job Name	FTE	Date the Position Became Vacant ¹	Date Recruitment List Requested	Date Recruitment List Received	Hiring Process Status	Anticipated Hire Date	Notes
1211	City Attorney	30000300	20000539	Clerical Asst 2	1.00	8/19/2013	Pending		Other	FY15	Will fill in FY15
1211	City Attorney	30000301	20000539	Clerical Asst 2	1.00				Interview Preparation in Progress		
						2/15/2014	2/13/2014	2/26/2014		5/26/2014	Conditional offer made
1211	City Attorney	30000333	20000614	Paralegal	1.00	7/8/2013	4/23/2014		Request for Certification Sent	6/23/2014	In process of filling
1211	City Attorney	30000338	20000741	Principal Clerk	1.00	2/22/2014	Pending		Other	FY15	Will fill in FY15
1211	City Attorney	30000341	20000756	Word Processing Oper	1.00	7/23/2012					Evaluating staffing needs and considering reclassification
1211	City Attorney	30000345	20000756	Word Processing Oper	1.00	Conversion					Evaluating staffing needs and considering reclassification
1211	City Attorney	30000348	20000783	Public Info Clerk	1.00	Conversion					Evaluating staffing needs and considering reclassification
1211	City Attorney	30000358	20000845	Sr Paralegal	1.00	5/3/2013	Pending		Other	FY15	Will fill in FY15
1211	City Attorney	30000360	20000845	Sr Paralegal	1.00	Conversion					Evaluating staffing needs and considering reclassification
1211	City Attorney	30000373	20000933	Sr City Atty Invstgtr	1.00	1/27/2011	Pending		Other	FY15	Will fill in FY15
1211	City Attorney	30000374	20000933	Sr City Atty Invstgtr	1.00	Conversion					Evaluating staffing needs and considering reclassification
1211	City Attorney	30000380	20001057	Victim Services Coordinator	1.00	2/10/2014	Pending		Other	FY15	Will fill in FY15
1211	City Attorney	30000389	20001117	Deputy City Atty	0.50	6/1/2013					Position not available to fill/used to make another 1/2 position fulltime
1211	City Attorney	30002330	20000351	Court Support Clrk 1	1.00	4/12/2010	2/12/2014	3/21/2014	Interview Preparation in Progress	6/23/2014	In process of filling; conducting background
1211	City Attorney	30002339	20000539	Clerical Asst 2	1.00	12/18/2013	Pending			FY15	Will fill in FY15
1211	City Attorney	30002348	20000587	Legal Secretary 2	1.00	3/21/2014			Other	6/23/2014	In process of filling
1211	City Attorney	30002349	20000587	Legal Secretary 2	1.00	10/1/2010			Other		Cannot fill/Must hold for a JOB SAVE
1211	City Attorney	30002361	20000587	Legal Secretary 2	0.50	7/1/2011					Will fill in FY15
1211	City Attorney	30002368	20000587	Legal Secretary 2	1.00	10/12/2013	1/30/2014	4/22/2014	Interview Preparation in Progress	6/23/2014	In process of filling
1211	City Attorney	30002440	20001117	Deputy City Atty	1.00	1/18/2014			Hiring Decision in Process	5/26/2014	In process of filling
1211	City Attorney	30002475	20001117	Deputy City Atty	1.00	4/12/2014			Hiring Decision in Process	5/26/2014	In process of filling
1211	City Attorney	30007505	20001117	Deputy City Atty	1.00	2/7/2014			Hiring Decision in Process	5/26/2014	In process of filling
1211	City Attorney	31003350	20001076	Asst City Attorney	1.00	10/1/2013	Pending			FY15	Filled effective 5/10/14
City Attorney Total					22.00						

¹ Vacant date of "conversion" signifies that this position rolled into SAP as a vacant position on the date of conversion in 2009.