



CITY OF RICHMOND

INTRACITY CORRESPONDENCE

DATE: October 25, 2016

TO: Lou Ali, Chief of Staff, City Council

FROM: Johnny L. McLean, Human Resources Director

A handwritten signature in blue ink, appearing to read "J. McLean".

SUBJECT: FY 2016 Vacancy & Turnover Report for City Council

As requested by the Governmental Operations Standing Committee, please find attached a report of the vacancy and turnover statistics for City departments.

Attachment 1 provides the vacancy and turnover statistics by department for each quarter as well as a cumulative rate for fiscal year 2016. The vacancy rates were determined by comparing the total number of established full-time permanent positions in the department to those positions that were vacant. Please note that while departments may have positions established, they may not have sufficient funding to fill all vacant established positions. In addition, the turnover rates for departments were determined by comparing the number of employees who separated from a department to the number of filled position in that department. In the report, the fiscal year totals for the departments and the City are noted. The averages for both the vacancy and turnover rates are also compared against rates reported for fiscal year 2015 and 2014.

Attachment 2 provides the fiscal year vacancy and turnover trends for City departments from fiscal year 2013 through fiscal year 2016. Departments with rates trending at 15% or higher are noted as areas for review.

Attachment 3 provides the vacant full-time permanent positions in City departments as of July 15, 2016. Specifically, the information contained includes the position title, vacancy date and annual minimum salary as City positions are typically budgeted at the minimum salary.

Attachment 4 is a comparison of the annual attrition rates by department for the last seven (7) fiscal years. These figures provide a historical view of how the separation rate trends year-over-year with the City and department totals provided. These figures exclude employee retirements and deaths.

Should you have any questions or concerns regarding the attached information, please contact Johnny McLean, Department of Human Resources at 646-6630.

C: Mark Kronenthal, Interim Chief of Staff, Office of the Mayor
Debra Gardner, DCAO for Human Services

Annual Vacancy and Turnover Rates by Departments

		Pay Period of June 25, 2016 - July 08, 2016				Average Vacancy Rate				Turnover Rate					
		Established Full Time Permanent Positions		Filled Full Time Permanent Positions		Vacant Full Time Permanent Positions		Vacancy Rate							
Dept #	Department	Time Permanent Positions	Time Permanent Positions	Time Permanent Positions	Time Permanent Positions	Time Permanent Positions	Time Permanent Positions	Time Permanent Positions	Vacancy Rate	Quarter	Quarter	Quarter	Quarter	Fiscal Year	Fiscal Year
										First	Second	Third	Fourth	Fiscal Year	Fiscal Year
88	Animal Care & Control	25	21	4	16.0%	13.7%	14.9%	13.3%	14.3%	14.1%	0.0%	36.0%	20.9%	17.9%	18.6%
22	Budget	12	9	3	25.0%	0.0%	7.1%	16.7%	23.8%	11.7%	0.0%	67.5%	0.0%	41.5%	28.1%
21	CAO's Office	14	8	6	42.9%	42.9%	41.8%	35.7%	37.8%	39.7%	0.0%	47.4%	0.0%	43.5%	23.5%
8	City Assessor	36	32	4	11.1%	17.1%	16.3%	15.7%	11.9%	15.2%	26.0%	0.0%	14.8%	12.3%	13.2%
10	City Attorney	36	33	3	8.3%	15.1%	16.9%	10.6%	8.3%	12.6%	49.3%	0.0%	0.0%	0.0%	15.9%
9	City Auditor	15	15	0	0.0%	17.1%	16.2%	21.1%	7.6%	15.3%	0.0%	30.3%	38.0%	0.0%	15.9%
4	City Clerk	8	7	1	12.5%	0.0%	7.1%	12.5%	12.5%	7.9%	0.0%	50.9%	0.0%	0.0%	13.5%
2	City Council	8	7	1	12.5%	8.9%	1.8%	0.0%	10.7%	5.6%	0.0%	0.0%	0.0%	52.9%	13.2%
3	City Library	73	65	8	11.0%	4.7%	6.8%	7.8%	10.2%	7.4%	22.0%	0.0%	20.0%	11.7%	13.3%
89	Community Wealth Building	11	11	0	0.0%			14.5%	2.6%	7.6%			0.0%	36.5%	9.9%
6	Council Chief of Staff	10	9	1	10.0%	5.7%	0.0%	0.0%	4.3%	2.6%	0.0%	0.0%	0.0%	39.7%	10.2%
14	DCAO Human Services	17	14	3	17.6%	13.6%	19.3%	21.7%	17.6%	17.8%	44.6%	0.0%	31.4%	0.0%	19.2%
36	Economic/Community Development	32	25	7	21.9%	10.4%	12.7%	15.7%	20.5%	14.6%	11.7%	23.7%	0.0%	30.2%	16.7%
87	Emergency Communications	117	100	17	14.5%	16.5%	9.0%	13.7%	16.5%	13.9%	20.1%	21.6%	22.1%	19.8%	20.9%
25	Finance	106	71	35	33.0%	19.8%	23.8%	29.9%	34.6%	26.9%	13.5%	37.4%	47.2%	22.1%	29.2%
42	Fire- non sworn	20	18	2	10.0%	11.4%	7.1%	5.8%	10.0%	8.7%	0.0%	20.9%	23.7%	0.0%	11.0%
s42	Fire- sworn	413	412	1	0.2%	3.4%	3.8%	0.1%	-0.3%	1.8%	4.6%	0.9%	2.2%	4.6%	3.1%
r42	Fire Recruits			0											
12	Human Resources	37	27	10	27.0%	27.0%	22.4%	21.2%	23.9%	23.7%	42.9%	0.0%	0.0%	40.5%	21.3%
20	Information Technology	86	63	23	26.7%	18.3%	18.4%	20.7%	25.7%	20.8%	5.5%	0.0%	19.7%	23.9%	11.7%
15	Justice Services	143	124	19	13.3%	7.9%	8.7%	9.6%	12.9%	9.8%	11.7%	8.8%	13.9%	12.3%	11.6%
85	Mayor's Office	9	7	2	22.2%	11.1%	22.2%	22.2%	22.2%	19.3%	0.0%	54.0%	0.0%	0.0%	13.7%
34	Minority Business Development	7	4	3	42.9%	34.7%	42.9%	42.9%	42.9%	40.7%	81.8%	0.0%	0.0%	0.0%	23.9%
30	Parks & Recreation	194	170	24	12.4%	15.6%	14.1%	12.5%	12.3%	13.7%	18.7%	4.6%	2.7%	0.0%	6.6%
5	Planning & Development Review	120	103	17	14.2%	9.0%	9.2%	10.7%	13.8%	10.7%	3.6%	7.1%	8.4%	11.1%	7.5%
41	Police- non sworn	125	111	14	11.2%	9.9%	11.6%	11.6%	11.7%	11.2%	3.4%	10.4%	8.1%	3.5%	6.3%
s41	Police- sworn	750	697	53	7.1%	7.5%	6.4%	7.4%	7.2%	7.1%	8.6%	6.4%	3.8%	8.7%	7.0%
r41	Police Recruits		18	-18											
37	Press Secretary	6	4	2	33.3%	33.3%	26.2%	16.7%	19.0%	24.1%	0.0%	0.0%	0.0%	77.1%	22.0%
84	Procurement	15	8	7	46.7%	24.8%	20.0%	26.7%	43.8%	28.9%	0.0%	0.0%	40.3%	130.6%	37.1%
35	Public Utilities	791	649	142	18.0%	20.4%	21.4%	20.9%	18.3%	20.2%	12.8%	13.0%	7.2%	10.2%	10.2%
29	Public Works	483	329	154	31.9%	25.6%	27.8%	29.0%	30.9%	28.3%	15.0%	14.4%	18.3%	11.5%	14.7%
18	Retirement	11	9	2	18.2%	24.7%	18.2%	18.2%	18.2%	19.9%	0.0%	0.0%	0.0%	0.0%	0.0%
27	Social Services	494	396	98	19.8%	16.8%	16.5%	16.2%	18.5%	17.0%	10.3%	14.0%	9.8%	15.2%	12.4%
	Total	4224	3576	648	15.3%	13.7%	13.8%	14.3%	15.2%	14.2%	11.3%	10.4%	9.3%	10.5%	10.4%
					Rate for FY15	13.0%	13.5%	13.3%	13.5%	13.3%	9.8%	10.1%	11.2%	10.0%	10.2%
					Rate for FY14	12.2%	14.7%	15.1%	14.3%	14.0%	11.9%	21.6%	9.2%	8.6%	13.2%
Established Full Time Permanent Positions: positions established in the City's RAPIDS system. This includes funded and unfunded positions															
Turnover is based on employees leaving City service and includes resignations, dismissals, deaths, and retirements															
First Quarter															
Pay Periods June 27, 2015 - July 10, 2015 through September 19, 2015 - October 2, 2015															
Second Quarter															
Pay Periods October 3, 2015 - October 16, 2015 through December 26, 2015 - January 08, 2016															
Third Quarter															
Pay Periods January 9, 2015 - January 22, 2016 through March 19, 2016 - April 1, 2016															
Fourth Quarter															
Pay Periods April 2, 2016 - April 15, 2016 through June 25, 2016 - July 08, 2016															
THE ESTIMATED PERCENTAGE OF GENERAL FUND VACANT POSITIONS THAT ARE FUNDED IS 20%															

VACANCY RATES							
Dept #	Department	FY16	FY15	FY14	FY13	Median FY13-15	Trend
88	Animal Care & Control	14.1%	11.9%	13.4%	14.7%	13.4%	
22	Budget	11.7%	13.3%	13.8%	4.5%	13.3%	
21	CAO's Office	39.7%	35.4%	28.1%	8.6%	28.1%	higher rate
8	City Assessor	15.2%	15.1%	3.6%	3.3%	3.6%	higher rate
10	City Attorney	12.6%	6.5%	7.4%	8.5%	7.4%	higher rate
9	City Auditor	15.3%	15.6%	11.0%	10.0%	11.0%	
4	City Clerk	7.9%	0.0%	8.7%	21.6%	8.7%	
2	City Council	5.6%	3.4%	4.8%	3.4%	3.4%	
3	City Library	7.4%	3.9%	6.4%	6.9%	6.4%	
89	Community Wealth Building	7.6%					
6	Council Chief of Staff	2.6%	9.1%	9.1%	5.6%	9.1%	lower rate
14	DCAO Human Services	17.8%	14.8%	20.7%	10.6%	14.8%	
36	Economic/Community Development	14.6%	16.4%	12.8%	16.4%	16.4%	
87	Emergency Communications	13.9%	19.3%			19.3%	lower rate
25	Finance	26.9%	18.0%	25.7%	13.5%	18.0%	higher rate
42	Fire- non sworn	8.7%	6.7%	6.3%	9.5%	6.7%	
s42	Fire- sworn	1.8%	3.7%	4.5%	3.3%	3.7%	
r42	Fire Recruits						
12	Human Resources	23.7%	17.9%	12.4%	9.2%	12.4%	higher rate
20	Information Technology	20.8%	18.3%	21.9%	17.0%	18.3%	
15	Justice Services	9.8%	9.5%	13.9%	18.9%	13.9%	
85	Mayor's Office	19.3%	21.8%	20.9%	26.5%	21.8%	
34	Minority Business Development	40.7%	15.9%	13.7%	16.5%	15.9%	higher rate
30	Parks & Recreation	13.7%	13.3%	17.3%	14.0%	14.0%	
5	Planning & Development Review	10.7%	17.3%	14.7%	11.0%	14.7%	
41	Police- non sworn	11.2%	11.2%	13.3%	12.0%	12.0%	
s41	Police- sworn	7.1%	7.9%	6.9%	5.0%	6.9%	
r41	Police Recruits						
37	Press Secretary	24.1%	29.5%	16.7%	16.7%	16.7%	higher rate
84	Procurement	28.9%	24.6%	30.0%	24.8%	24.8%	
35	Public Utilities	20.2%	18.1%	17.4%	14.8%	17.4%	
29	Public Works	28.3%	26.4%	23.2%	20.9%	23.2%	higher rate
18	Retirement	19.9%	17.8%	11.2%	12.9%	12.9%	higher rate
27	Social Services	17.0%	16.9%	20.1%	15.1%	16.9%	
	Total	14.2%	13.3%	14.0%	11.7%	13.3%	stable
Trend compared FY16 with median from FY13-FY15. A 5% increase is higher rate and 5% decrease is lower rate.							

TURNOVER RATES							
Dept #	Department	FY16	FY15	FY14	FY13	Medlan FY13-15	Trend
88	Animal Care & Control	18.6%	14.9%	29.9%	10.3%	14.9%	
22	Budget	28.1%	10.6%	34.7%	0.0%	10.6%	higher rate
21	CAO's Office	23.5%	10.3%	25.9%	14.1%	14.1%	higher rate
8	City Assessor	13.2%	23.4%	8.9%	3.0%	8.9%	
10	City Attorney	15.9%	8.9%	9.1%	6.2%	8.9%	higher rate
9	City Auditor	15.9%	31.5%	60.1%	29.5%	31.5%	lower rate
4	City Clerk	13.5%	0.0%	0.0%	15.9%	0.0%	higher rate
2	City Council	13.2%	0.0%	52.3%	38.8%	38.8%	lower rate
3	City Library	13.3%	4.4%	10.5%	21.1%	10.5%	
89	Community Wealth Building	9.9%					
6	Council Chief of Staff	10.2%	0.0%	10.0%	9.7%	9.7%	
14	DCAO Human Services	19.2%	11.8%	7.4%	13.9%	11.8%	higher rate
36	Economic/Community Development	16.7%	9.8%	6.2%	0.0%	6.2%	higher rate
87	Emergency Communications	20.9%	22.3%			22.3%	
25	Finance	29.2%	6.8%	30.2%	13.4%	13.4%	higher rate
42	Fire- non sworn	11.0%	10.7%	11.0%	11.7%	11.0%	
s42	Fire- sworn	3.1%	4.9%	4.5%	4.0%	4.5%	
r42	Fire Recruits						
12	Human Resources	21.3%	32.7%	23.9%	14.2%	23.9%	
20	Information Technology	11.7%	9.9%	16.4%	16.6%	16.4%	
15	Justice Services	11.6%	10.8%	17.2%	44.8%	17.2%	lower rate
85	Mayor's Office	13.7%	0.0%	28.0%	15.0%	15.0%	
34	Minority Business Development	23.9%	50.3%	0.0%	17.1%	17.1%	higher rate
30	Parks & Recreation	6.6%	9.1%	18.7%	5.8%	9.1%	
5	Planning & Development Review	7.5%	15.4%	17.0%	10.8%	15.4%	lower rate
41	Police- non sworn	6.3%	7.0%	12.1%	8.9%	8.9%	
s41	Police- sworn	7.0%	6.3%	7.1%	5.1%	6.3%	
r41	Police Recruits						
37	Press Secretary	22.0%	46.8%	0.0%	0.0%	0.0%	higher rate
84	Procurement	37.1%	0.0%	38.2%	35.4%	35.4%	
35	Public Utilities	10.2%	11.1%	13.8%	12.1%	12.1%	
29	Public Works	14.7%	9.4%	12.8%	7.5%	9.4%	higher rate
18	Retirement	0.0%	21.9%	10.2%	29.4%	21.9%	lower rate
27	Social Services	12.4%	17.0%	20.7%	12.2%	17.0%	
	Total	10.4%	10.2%	13.2%	10.1%	10.2%	stable
	Trend compared FY16 with median from FY13-FY15. A 5% increase is higher rate and 5% decrease is lower rate.						

Vacant Full Time Permanent Positions as of July 15, 2016

Budget			
Title	Position	Vacancy Date	Annual Minimum Salary
Budget Manager	22M000000015	5/27/2016	\$70,070
Management Analyst II	22M000000010	11/13/2015	\$54,709
Management Analyst II	22M000000018	12/21/2015	\$54,709
Department Total	3		\$179,488
CAO's Office			
Title	Position	Vacancy Date	Annual Minimum Salary
Business Management Officer	21M000000045	7/1/2015	\$54,709
Executive Assistant III	21M000000004	6/13/2014	\$33,122
Management Analyst I	21M000000051	8/9/2013	\$39,620
Management Analyst II	21M000000002	6/15/2014	\$54,709
Management Analyst II	21M000000046	5/27/2016	\$54,709
Senior Assistant To The Chief Administrative	21M000000039	6/28/2013	\$59,738
Department Total	6		\$296,607
City Assessor			
Title	Position	Vacancy Date	Annual Minimum Salary
Appraiser II (Assessor)	08M000000036	5/27/2016	\$39,620
Appraiser III (Assessor)	08M000000029	10/18/2015	\$44,646
Appraiser III (Assessor)	08M000000039	12/13/2014	\$44,646
Appraiser IV (Assessor)	08M000000018	2/5/2016	\$47,163
Department Total	4		\$176,075
City Attorney			
Title	Position	Vacancy Date	Annual Minimum Salary
Assistant City Attorney I	10M000000018	3/6/2015	\$57,223
Assistant City Attorney II	10M000000013	4/1/2011	\$70,070
Systems Operations Analyst I/Council Agenc	10M000000028	8/14/2015	\$44,646
Department Total	3		\$171,939
City Auditor			
Title	Position	Vacancy Date	Annual Minimum Salary
No vacancies			
Department Total	0		\$0
City Clerk			
Title	Position	Vacancy Date	Annual Minimum Salary
Executive Assistant I	04M000000018	9/30/2015	\$22,081

	Department Total		1			\$22,081
City Council						
	Title	Position	Vacancy Date	Annual Minimum Salary		
	Council Liaison	02M00000019	4/22/2016	\$33,122		
	Department Total	1		\$33,122		
	note: 1 position was filled on part time basis					
City Library						
	Title	Position	Vacancy Date	Annual Minimum Salary		
	Librarian I	03M000000089	3/17/2016	\$37,103		
	Librarian I	03M000000090	6/9/2016	\$37,103		
	Librarian I	03M000000102	7/17/2015	\$37,103		
	Library Associate I	03M000000032	7/30/2015	\$30,815		
	Library Associate I	03M000000069	2/20/2016	\$30,815		
	Library Associate I	03M000000072	7/31/2015	\$30,815		
	Library/Community Services Manager	03M000000101	4/22/2016	\$47,163		
	Library/Community Services Manager	03M000000104	2/17/2016	\$47,163		
	Department Total	8		\$298,080		
Community Wealth Building						
	Title	Position	Vacancy Date	Annual Minimum Salary		
	No vacancies					
	Department Total	0		\$0		
Council Chief of Staff						
	Title	Position	Vacancy Date	Annual Minimum Salary		
	Deputy Director I	05M000000020	5/27/2016	\$70,070		
	Department Total	1		\$70,070		
Deputy CAO for Human Services						
	Title	Position	Vacancy Date	Annual Minimum Salary		
	Administrative Project Analyst	14M000000019	8/30/2013	\$33,122		
	Administrative Project Analyst	14M000000025	9/2/2015	\$33,122		
	Program Manager	14M000000015	3/27/2015	\$52,193		
	Department Total	3		\$118,437		

Economic & Community Development				
Title	Position	Vacancy Date	Annual Minimum Salary	
Director Of Economic And Community Development	36M000000010	12/25/2015	\$92,602	
Economic Development Programs Administrator	36M000000044		\$59,738	
Economic Development Programs Administrator	36M000000046	11/30/2015	\$59,738	
Project Development Manager	36M000000045	9/30/2014	\$57,223	
Project Development Manager	36M000000049	5/13/2016	\$57,223	
Project Management Analyst	36M000000019	3/25/2016	\$38,643	
Project Management Analyst	36M000000047	5/19/2013	\$38,643	
Department Total		7		\$403,810
Emergency Communications				
Title	Position	Vacancy Date	Annual Minimum Salary	
Assistant Communications Officer Supervisor	87M000000081	12/28/2015	\$47,163	
Assistant Communications Officer Supervisor	87M000000086	10/2/2014	\$47,163	
Communications Officer	87M000000004	4/22/2016	\$33,122	
Communications Officer	87M000000015	8/28/2015	\$33,122	
Communications Officer	87M000000023	6/2/2016	\$33,122	
Communications Officer	87M000000028	2/1/2016	\$33,122	
Communications Officer	87M000000053	2/2/2016	\$33,122	
Communications Officer	87M000000054	6/28/2016	\$33,122	
Communications Officer	87M000000059	4/27/2016	\$33,122	
Communications Officer	87M000000060	2/2/2016	\$33,122	
Communications Officer	87M000000069	3/27/2016	\$33,122	
Communications Officer	87M000000080	2/26/2016	\$33,122	
Communications Officer	87M000000099	2/25/2016	\$33,122	
Communications Officer Supervisor	87M000000091	8/31/2015	\$52,193	
Contract Specialist	87M000000118	4/4/2014	\$38,643	
Electronics Technician I	87M000000108	3/20/2016	\$32,492	
Network Engineer	87M000000120	12/17/2012	\$39,651	
Department Total		17		\$621,647
Finance				
Title	Position	Vacancy Date	Annual Minimum Salary	
Accountant I	25M000000046	4/15/2016	\$34,589	
Accountant II	25M000000022	6/30/2016	\$37,103	
Accountant II	25M000000054	1/29/2016	\$37,103	
Accountant II	25M000000055	3/23/2016	\$37,103	
Accountant II	25M000000098	12/27/2014	\$37,103	
Accountant II	25M000000128	3/6/2016	\$37,103	
Accountant II	25M000000129	6/22/2012	\$37,103	
Accountant II	25M000000701	6/27/2014	\$37,103	
Accountant II	25M000000702	2/19/2016	\$37,103	
Accountant III	25M000000013	1/22/2016	\$42,134	
Accountant III	25M000000056	2/4/2016	\$42,134	
Accountant III	25M000000063	5/13/2016	\$42,134	
Accountant III	25M000000083	3/6/2015	\$42,134	
Accountant III	25M000000084	11/30/2015	\$42,134	
Administrative Project Analyst	25M000000089	3/28/2016	\$33,122	

Vacant Full Time Permanent Positions as of July 15, 2016

Fire	Business Analysis Manager	25M000000125	6/24/2016	\$52,193
	Chief Of Revenue Administration	25M000000080	10/16/2015	\$70,070
	City Economist	25M000000700	5/31/2013	\$57,223
	Field Auditor	25M000000091	11/15/2015	\$42,134
	Financial Pre-Auditor	25M000000135	5/24/2016	\$37,103
	Investigative Coordinator	25M000000007	12/11/2015	\$30,815
	Investigative Coordinator	25M000000041	3/18/2016	\$30,815
	Investigative Coordinator	25M000000085	10/31/2013	\$30,815
	Management Analyst I	25M000000131	12/4/2010	\$39,620
	Management Analyst II	25M000000155	3/6/2016	\$54,709
	Payroll Manager	25M000000123	5/29/2015	\$54,709
	Revenue Manager	25M000000047	3/20/2015	\$49,679
	Revenue Manager	25M000000096	4/4/2015	\$49,679
	Revenue Manager	25M000000119	3/2/2016	\$49,679
	Systems Developer	25M000000114	9/2/2010	\$39,651
	Systems Developer	25M000000148	4/19/2013	\$39,651
	Tax Assistance/Assessment Supervisor	25M000000090	8/31/2015	\$42,134
	Tax Enforcement Officer III	25M000000035	6/13/2015	\$42,134
	Tax Representative	25M000000028	3/20/2015	\$30,815
	Tax Representative	25M000000082	5/25/2016	\$30,815
	Department Total	35		\$1,449,648
Human Resources	Title	Position	Vacancy Date	Annual Minimum Salary
	Administrative Project Analyst	42M000000008	3/18/2016	\$33,122
	Administrative Project Analyst	42M000000473	11/12/2015	\$33,122
	Fire Fighter I	42M000000149	6/30/2016	\$42,000
	Department Total	3		\$108,244
Information Technology	Title	Position	Vacancy Date	Annual Minimum Salary
	Administrative Program Support Assistant	12M000000065	6/13/2016	\$27,602
	Deputy Director II	12M000000036	7/31/2014	\$83,425
	Deputy Director II	12M000000055	3/31/2015	\$83,425
	Human Resources Consultant	12M000000010	9/4/2015	\$38,643
	Human Resources Consultant	12M000000017	5/6/2016	\$38,643
	Human Resources Consultant	12M000000026	8/23/2014	\$38,643
	Human Resources Consultant	12M000000032	12/27/2014	\$38,643
	Human Resources Consultant	12M000000057	9/4/2015	\$38,643
	Human Resources Consultant	12M000000064	12/27/2014	\$38,643
	Human Resources Division Chief	12M000000060	4/8/2016	\$55,203
	Department Total	10		\$481,513
Information Technology	Title	Position	Vacancy Date	Annual Minimum Salary
	Administrative Program Support Assistant	20M00000129	4/5/2016	\$27,602

Vacant Full Time Permanent Positions as of July 15, 2016

	Business Analysis Manager	20M000000130	9/11/2013	\$52,193
	Contracts Administrator	20M000000048	09/07/2011	\$47,163
	Database Manager	20M000000023	7/11/2014	\$39,651
	Director Of Information Technology	20M000000075	7/17/2015	\$102,831
	Information Technology Manager	20M000000021	5/16/2016	\$55,762
	Information Technology Manager	20M000000047	3/20/2015	\$55,762
	Project Management Analyst	20M000000127	11/15/2014	\$38,643
	Project Management Analyst	20M000000134	4/5/2016	\$38,643
	Systems Developer	20M000000027	12/11/2015	\$39,651
	Systems Developer	20M000000034	1/31/2016	\$39,651
	Systems Developer	20M000000035	10/10/2014	\$39,651
	Systems Developer	20M000000036	6/12/2016	\$39,651
	Systems Developer	20M000000043	11/3/2014	\$39,651
	Systems Developer	20M000000046	12/31/2015	\$39,651
	Systems Developer	20M000000057	12/27/2014	\$39,651
	Systems Developer	20M000000087	10/10/2014	\$39,651
	Systems Developer	20M000000124	2/7/2014	\$39,651
	Systems Developer Lead	20M000000042	5/13/2016	\$39,651
	Systems Engineer	20M000000017	12/22/2015	\$39,651
	Systems Engineer	20M000000026	8/23/2014	\$39,651
	Systems Engineer	20M000000029	10/3/2014	\$39,651
	Systems Engineer	20M000000098	10/25/2013	\$39,651
	Department Total	23		\$1,013,364
Justice Services				
	Title	Position	Vacancy Date	Annual Minimum Salary
	Administrative Project Analyst PGU	15GRANT0013	9/30/2014	\$33,122
	Assistant Superintendent II	15M000000364	11/15/2015	\$49,679
	Deputy Director I	15M000000117	10/17/2015	\$70,070
	Outreach Counselor/Juvenile Detention	15M000000107	1/31/2016	\$37,103
	Pretrial Probation Officer	15GRANT0025	2/26/2016	\$37,103
	Pretrial Probation Officer	15GRANT0026	5/20/2016	\$37,103
	Pretrial Probation Officer	15GRANT0031	5/6/2016	\$37,103
	Pretrial Probation Officer	15GRANT0034	5/2/2016	\$37,103
	Pretrial Probation Officer	15GRANT0036	8/24/2015	\$37,103
	Pretrial Probation Officer	15GRANT0049	7/1/2013	\$37,103
	Pretrial Probation Officer	15M000000184	9/1/2015	\$37,103
	Pretrial Probation Officer	15M000000365	6/10/2015	\$37,103
	Project Management Analyst	15M000000199	3/4/2016	\$38,643
	Project Management Analyst	15M000000206	4/5/2015	\$38,643
	Senior Pretrial Probation Officer	15M000000180	10/6/2015	\$39,620
	Youth Counselor	15M000000341	12/27/2015	\$34,589
	Youth Counselor	15M000000351	1/22/2016	\$34,589
	Youth Counselor	15M000000355	9/19/2015	\$34,589
	Youth Counselor Supervisor II	15M000000082	11/30/2013	\$39,620
	Department Total	19		\$747,091
Mayor's Office				
	Title	Position	Vacancy Date	Annual Minimum Salary

Executive Staff Assistant	85M000000011	1/24/2014	\$44,646
Senior Policy Advisor	85M000000007	9/9/2015	\$70,070
Department Total	2		\$114,716
Minority Business Development			
Title	Position	Vacancy Date	Annual Minimum Salary
Administrative Program Support Assistant	34M000000005	11/16/2015	\$27,602
MBD Contract Compliance Specialist	34M000000003	8/15/2015	\$42,134
Program Manager	34M000000004	12/12/2014	\$52,193
Department Total	3		\$121,929
Parks & Recreation			
Title	Position	Vacancy Date	Annual Minimum Salary
Electrician II	30M000000614	12/31/2015	\$34,589
Equipment Operator II	30M000000047	4/1/2016	\$25,785
Equipment Operator II	30M000000195	8/31/2015	\$25,785
Hazardous Material Technician	30M000000067	3/26/2015	\$34,589
Maintenance Technician I	30M000000036	9/13/2015	\$24,108
Maintenance Technician II	30M000000154	7/29/2010	\$27,461
Maintenance Worker I	30M000000134	11/30/2015	\$20,757
Maintenance Worker I	30M000000312	10/19/2015	\$20,757
Maintenance Worker II	30M000000115	7/31/2015	\$22,432
Maintenance Worker II	30M000000171	1/23/2016	\$22,432
Maintenance Worker II	30M000000176	3/4/2016	\$22,432
Maintenance Worker II	30M000000186	12/01/2011	\$22,432
Maintenance Worker II	30M000000581	7/7/2010	\$22,432
Marketing Specialist	30M000000307	4/15/2016	\$44,646
Master Plumber	30M000000068	3/4/2016	\$30,815
Public Information Manager I	30M000000278	10/31/2013	\$54,709
Recreation Center Supervisor	30M000000232	9/18/2015	\$32,492
Recreation Instructor I	30M000000256	11/1/2014	\$24,108
Recreation Instructor II	30M000000613	12/11/2015	\$27,461
Recreation Prog Specialist I	30M000000290	7/31/2015	\$34,589
Recreation Prog Specialist I	30M000000443	10/31/2013	\$34,589
Recreation Prog Specialist II	30M000000024	1/3/2016	\$37,103
Recreation Program Coordinator	30M000000293	12/18/2015	\$49,679
Trades Supervisor II	30M000000298	5/11/2012	\$37,103
Department Total	24		\$733,285
Planning & Development Review			
Title	Position	Vacancy Date	Annual Minimum Salary
Code Enforcement Inspector I	05M000000027	6/15/2015	\$39,620
Code Enforcement Inspector I	05M000000031	12/4/2015	\$39,620
Code Enforcement Inspector I	05M000000149	7/27/2015	\$39,620
Code Enforcement Inspector Supv	05M000000038	6/29/2015	\$47,163
Engineer III	05M000000079	10/31/2013	\$57,223

Vacant Full Time Permanent Positions as of July 15, 2016

Manager, Real Estate Services	05M00000173	4/28/2015	\$70,070
Planner I	05M00000093	6/29/2015	\$39,620
Planner II	05M00000020	2/5/2016	\$44,646
Planner III	05M00000040	5/15/2015	\$44,646
Planner III	05M00000085	11/18/2015	\$57,223
Property Maintenance Enforcement Inspector	05M00000114	10/31/2013	\$57,223
Property Maintenance Enforcement Inspector	05M00000036	3/18/2016	\$39,620
Property Maintenance Enforcement Inspector	05M00000161	4/29/2016	\$39,620
Property Maintenance Enforcement Inspector	05M00000165	7/1/2015	\$39,620
Property Maintenance Enforcement Inspector	05M00000170	8/3/2015	\$39,620
Zoning Officer	05M00000134	4/19/2016	\$39,620
Zoning Officer	05M00000175	4/6/2016	\$39,620
Department Total	17		\$774,394

Title	Position	Vacancy Date	Annual Minimum Salary
Administrative Program Support Assistant	41M00000001	5/27/2016	\$27,602
Administrative Program Support Assistant	41M00000078	8/10/2015	\$27,602
Administrative Project Analyst	41M00000047	8/17/2012	\$33,122
Administrative Project Analyst	41M00000071	4/1/2016	\$33,122
Administrative Project Analyst	41M00000204	10/9/2015	\$33,122
Administrative Services Manager	41M00000054	5/31/2015	\$57,223
Assistant Systems Operations Analyst	41M00001088	2/21/2016	\$37,103
Information Services Manager	41M00000061	10/2/2015	\$70,070
Office Support Specialist II	41M00000012	6/1/2015	\$22,081
Office Support Specialist II	41M00000091	2/5/2016	\$22,081
Office Support Specialist II	41M00000329	12/27/2014	\$22,081
Police Lieutenant	41M00000800	6/30/2016	\$66,109
Police Major	41M00000173	5/31/2016	\$83,425
Police Major	41M00000354	7/31/2015	\$83,425
Police Officer I	41M00000104	12/27/2014	\$42,000
Police Officer I	41M00000118	9/18/2015	\$42,000
Police Officer I	41M00000121	2/19/2016	\$42,000
Police Officer I	41M00000127	5/15/2015	\$42,000
Police Officer I	41M00000133	6/29/2015	\$42,000
Police Officer I	41M00000139	5/8/2015	\$42,000
Police Officer I	41M00000141	9/16/2015	\$42,000
Police Officer I	41M00000143	4/13/2015	\$42,000
Police Officer I	41M00000144	4/15/2016	\$42,000
Police Officer I	41M00000146	5/20/2016	\$42,000
Police Officer I	41M00000149	4/4/2015	\$42,000
Police Officer I	41M00000158	5/31/2016	\$42,000
Police Officer I	41M00000171	4/8/2016	\$42,000
Police Officer I	41M00000182	2/19/2016	\$42,000
Police Officer I	41M00000193	10/31/2015	\$42,000
Police Officer I	41M00000202	6/16/2015	\$42,000
Police Officer I	41M00000205	4/15/2016	\$42,000
Police Officer I	41M00000217	6/6/2016	\$42,000
Police Officer I	41M00000225	7/10/2015	\$42,000
Police Officer I	41M00000242	2/19/2016	\$42,000
Police Officer I	41M00000254	11/9/2015	\$42,000
Police Officer I	41M00000257	6/30/2015	\$42,000

Vacant Full Time Permanent Positions as of July 15, 2016

Police Officer I	41M00000267	4/4/2015	\$42,000
Police Officer I	41M00000269	10/18/2014	\$42,000
Police Officer I	41M00000278	5/20/2015	\$42,000
Police Officer I	41M00000298	9/8/2015	\$42,000
Police Officer I	41M00000308	3/31/2015	\$42,000
Police Officer I	41M00000336	6/8/2016	\$42,000
Police Officer I	41M00000353	4/1/2016	\$42,000
Police Officer I	41M00000369	1/7/2016	\$42,000
Police Officer I	41M00000444	5/27/2016	\$42,000
Police Officer I	41M00000472	4/1/2016	\$42,000
Police Officer I	41M00000483	7/15/2015	\$42,000
Police Officer I	41M00000509	2/29/2016	\$42,000
Police Officer I	41M00000517	3/22/2015	\$42,000
Police Officer I	41M00000520	5/13/2016	\$42,000
Police Officer I	41M00000566	11/14/2015	\$42,000
Police Officer I	41M00000571	3/25/2015	\$42,000
Police Officer I	41M00000574	11/6/2015	\$42,000
Police Officer I	41M00000604	6/30/2016	\$42,000
Police Officer I	41M00000605	1/21/2016	\$42,000
Police Officer I	41M00000664	12/7/2015	\$42,000
Police Officer I	41M00000669	2/29/2016	\$42,000
Police Officer I	41M00000749	11/15/2015	\$42,000
Police Officer I	41M00001016	2/19/2016	\$42,000
Police Officer I	41M00001038	7/10/2015	\$42,000
Police Sergeant	41M00000418	11/13/2015	\$58,481
Police Sergeant	41M00000723	6/30/2016	\$58,481
Police Sergeant	41M00000748	4/30/2016	\$58,481
Police Sergeant	41M00001052	5/30/2015	\$58,481
Property Evidence Technician	41M00000671	8/23/2014	\$25,785
Systems Operations Administrator	41M00000454	3/9/2016	\$59,738
Systems Operations Analyst II	41M00000413	04/01/2011	\$47,163
Department Total	67		\$2,916,778
Press Secretary's Office			
Title	Position	Vacancy Date	Annual Minimum Salary
Executive Assistant III	37M00000023	11/30/2015	\$33,122
Marketing And Public Relations Specialist	37M00000029	7/1/2016	\$42,134
Department Total	2		\$75,256
Procurement			
Title	Position	Vacancy Date	Annual Minimum Salary
Administrative Project Analyst	84M00000010	5/4/2015	\$33,122
Contract Specialist	84M00000003	5/9/2016	\$38,643
Contract Specialist	84M00000008	9/20/2013	\$38,643
Contract Specialist	84M00000009	5/13/2016	\$38,643
Contract Specialist	84M00000023	1/8/2016	\$38,643
Contract Specialist Supervisor	84M00000007	4/30/2016	\$44,163
Senior Contract Specialist	84M00000014	3/11/2013	\$44,163

Department Total						7	\$276,020
Public Utilities							
Title	Position	Vacancy Date	Annual Minimum Salary				
Administrative Program Support Assistant	35M00000015	5/1/2015	\$27,602				
Administrative Program Support Assistant	35M00000154	3/1/2016	\$27,602				
Administrative Program Support Assistant	35M00000273	6/27/2014	\$27,602				
Administrative Program Support Assistant	35M00000622	7/31/2014	\$27,602				
Administrative Program Support Assistant	35M00000765	12/25/2015	\$27,602				
Administrative Program Support Assistant	35M00000879	1/29/2016	\$27,602				
Administrative Project Analyst	35M00000165	10/1/2014	\$33,122				
Administrative Project Analyst	35M00000444	6/27/2015	\$33,122				
Administrative Project Analyst	35M00000842	7/25/2014	\$33,122				
Construction Inspector II	35M00000038	6/6/2014	\$39,620				
Construction Inspector III	35M000000418	2/5/2016	\$42,134				
Construction Inspector III	35M000000592	5/13/2016	\$42,134				
Construction Inspector III	35M000000598	11/15/2014	\$42,134				
Construction Inspector III	35M000000602	8/8/2014	\$42,134				
Contract Specialist	35M000000910	3/23/2016	\$38,643				
Corrosion Technician I	35M00000208	2/19/2016	\$29,137				
Customer Account Specialist	35M000000898	7/11/2014	\$39,620				
Customer Care Specialist	35M000000036	4/25/2016	\$33,010				
Customer Care Specialist	35M000000040	8/20/2015	\$33,010				
Customer Care Specialist	35M000000051	6/12/2015	\$33,010				
Customer Care Specialist	35M000000085	6/27/2014	\$33,010				
Customer Care Specialist	35M000000085	10/14/2013	\$33,010				
Customer Care Specialist	35M000000088	4/29/2016	\$33,010				
Customer Care Specialist	35M000000092	7/11/2014	\$33,010				
Customer Care Specialist	35M000000140	12/21/2015	\$33,010				
Customer Care Specialist	35M000000867	2/1/2016	\$33,010				
Customer Care Specialist	35M000000870	11/15/2014	\$33,010				
Customer Care Specialist	35M000000872	11/15/2015	\$33,010				
Customer Care Specialist	35M000000875	3/25/2016	\$33,010				
Customer Care Specialist	35M000000876	08/12/2011	\$33,010				
Customer Care Specialist	35M000000884	4/20/2015	\$33,010				
Customer Care Specialist	35M000000900	9/25/2014	\$33,010				
Customer Service Supervisor	35M000000880	6/10/2016	\$39,620				
Deputy Chief Administrative Officer	35M000000861	10/13/2015	\$114,196				
Deputy Director II	35M000000619	2/27/2015	\$83,425				
Energy Services Manager	35M000000161	11/13/2015	\$70,070				
Engineer II	35M000000637	6/15/2015	\$52,193				
Engineer II	35M000000638	5/30/2015	\$52,193				
Engineer III	35M000000077	5/15/2015	\$57,223				
Engineer III	35M000000850	9/15/2014	\$57,223				
Equipment Operator II	35M000000241	2/5/2016	\$25,785				
Equipment Operator II	35M000000315	10/16/2015	\$25,785				
Equipment Operator II	35M000000317	4/18/2015	\$25,785				
Equipment Operator II	35M000000327	5/30/2014	\$25,785				
Equipment Operator II	35M000000816	10/16/2015	\$25,785				
Equipment Operator II	35M000000846	8/21/2015	\$25,785				
Equipment Operator III	35M000000322	5/28/2015	\$27,461				
Equipment Operator III	35M000000324	6/15/2016	\$27,461				
Equipment Operator III	35M000000729	4/10/2015	\$27,461				

Vacant Full Time Permanent Positions as of July 15, 2016

Equipment Operator III	35M00000822	10/31/2013	\$27,461
Equipment Operator III	35M00000824	12/6/2013	\$27,461
Equipment Operator III	35M00000826	10/31/2013	\$27,461
Equipment Operator III	35M00000833	4/7/2013	\$27,461
Equipment Operator III	35M00000840	8/14/2013	\$27,461
Equipment Operator III	35M00000841	6/29/2015	\$27,461
Equipment Operator III	35M00000853	10/19/2015	\$27,461
Gas And Water Service Technician	35M00000104	6/10/2016	\$27,602
Gas And Water Service Technician	35M00000489	5/13/2016	\$27,602
Gas And Water Service Technician	35M00000531	5/26/2016	\$27,602
Gas And Water Service Technician	35M00000534	4/29/2016	\$27,602
Gas And Water Service Technician	35M00000535	3/18/2016	\$27,602
Gas And Water Service Technician	35M00000542	6/10/2016	\$27,602
Gas And Water Service Technician	35M00000546	2/5/2016	\$27,602
Gas And Water Service Technician	35M00000550	1/23/2016	\$27,602
Gas And Water Service Technician Supervisor	35M00000556	6/24/2016	\$37,103
Gas And Water Service Technician Trainee	35M00000515	4/18/2015	\$24,108
Gas And Water Service Technician Trainee	35M00000518	10/5/2015	\$24,108
Gas And Water Service Technician Trainee	35M00000526	3/20/2015	\$24,108
Labor Crew Chief	35M00000752	10/18/2014	\$30,815
Maintenance Technician II	35M00000823	3/1/2016	\$30,815
Maintenance Technician II	35M00000194	5/27/2016	\$27,461
Maintenance Technician III	35M00000205	12/11/2015	\$27,461
Maintenance Technician III	35M00000296	3/4/2016	\$29,137
Maintenance Technician III	35M00000613	12/25/2015	\$29,137
Maintenance Technician IV	35M00000810	4/1/2016	\$29,137
Maintenance Technician IV	35M00000303	2/5/2016	\$30,815
Maintenance Technician IV	35M00000828	3/4/2016	\$30,815
Maintenance Worker I	35M00000817	10/30/2015	\$20,757
Maintenance Worker I	35M00000848	7/25/2015	\$20,757
Management Analyst II	35M00000139	5/15/2015	\$54,709
Management Analyst II	35M00000185	10/1/2014	\$54,709
Management Analyst II	35M00000262	11/30/2013	\$54,709
Management Analyst II	35M00000654	4/1/2016	\$54,709
Materials Supervisor	35M00000228	7/17/2015	\$42,134
Materials Technician	35M00000119	4/6/2015	\$29,137
Materials Technician	35M00000198	4/22/2016	\$29,137
Operations Manager	35M00000624	9/4/2015	\$59,738
Operations Manager	35M00000643	1/20/2014	\$59,738
Operations Manager	35M00000801	4/20/2015	\$59,738
Operations Technical Support Rep	35M00000449	2/19/2016	\$23,544
Pipeline Technician I	35M00000101	9/8/2015	\$25,785
Pipeline Technician I	35M00000416	6/27/2015	\$25,785
Pipeline Technician I	35M00000439	10/2/2015	\$25,785
Pipeline Technician II	35M00000780	5/27/2016	\$27,461
Power Line Tech Supervisor	35M00000571	1/1/2015	\$39,620
Power Line Technician I	35M00000215	4/15/2016	\$32,492
Power Line Technician I	35M00000242	1/10/2014	\$32,492
Power Line Technician I	35M00000563	3/1/2012	\$32,492
Power Line Technician I	35M00000564	6/8/2012	\$32,492
Power Line Technician I	35M00000565	12/7/2015	\$32,492
Power Line Technician II	35M00000755	8/4/2012	\$32,492
Power Line Technician II	35M00000566	4/1/2016	\$34,589
Pressure Control Technician I	35M00000346	3/18/2016	\$30,815
Pressure Control Technician II	35M00000798	4/30/2016	\$34,589

Vacant Full Time Permanent Positions as of July 15, 2016

Program Manager	35M000000064	8/22/2014	\$52,193
Program Manager	35M000000581	4/18/2015	\$52,193
Project Management Analyst	35M000000166	12/21/2015	\$38,643
Project Management Analyst	35M000000820	12/9/2015	\$38,643
Public Information Manager I	35M000000331	2/1/2013	\$54,709
Systems Operations Analyst II	35M000000176	10/1/2014	\$47,163
Systems Operations Analyst II	35M000000704	9/4/2015	\$47,163
Systems Operations Analyst II	35M000000722	10/2/2015	\$47,163
Trades Superintendent	35M000000311	12/21/2015	\$44,646
Trades Superintendent	35M000000320	5/15/2015	\$44,646
Trades Superintendent	35M000000806	12/7/2012	\$44,646
Trades Supervisor I	35M000000223	3/9/2015	\$34,589
Trades Supervisor I	35M000000231	3/18/2016	\$34,589
Trades Supervisor I	35M000000285	3/21/2015	\$34,589
Trades Supervisor I	35M000000432	2/19/2016	\$34,589
Trades Supervisor II	35M000000239	12/14/2013	\$37,103
Trades Tech Supervisor II	35M000000309	5/27/2016	\$39,620
Training Specialist I-Agency	35M000000145	11/13/2015	\$39,620
Utilities Instrument & Control Technician II	35M000000267	5/14/2014	\$42,134
Utilities Instrument & Control Technician II	35M000000492	6/8/2016	\$42,134
Utilities Instrument & Control Technician II	35M000000788	4/29/2016	\$42,134
Utility Financial Reporting Manager	35M000000066	4/29/2016	\$59,738
Utility Operator	35M000000367	2/19/2016	\$27,602
Utility Operator	35M000000382	3/1/2016	\$27,602
Utility Plant Electrician Supervisor	35M000000256	1/23/2016	\$42,134
Utility Plant Lead Electrician	35M000000251	3/25/2016	\$37,103
Water Quality Technician	35M000000644	9/30/2015	\$34,589
Water Utility Specialist	35M000000408	4/23/2014	\$27,602
Water Utility Specialist	35M000000411	3/4/2016	\$27,602
Water Utility Specialist	35M000000425	11/16/2013	\$27,602
Water Utility Specialist	35M000000428	6/29/2015	\$27,602
Water Utility Specialist	35M000000431	4/18/2015	\$27,602
Water Utility Specialist	35M000000437	4/18/2015	\$27,602
Water Utility Specialist	35M000000443	8/5/2015	\$27,602
Water Utility Specialist	35M000000478	4/18/2015	\$27,602
Water Utility Specialist	35M000000589	4/18/2015	\$27,602
Water Utility Specialist	35M000000753	7/11/2015	\$27,602
Water Utility Specialist	35M000000761	5/15/2015	\$27,602
Department Total	142		\$5,055,179
Public Works			
Title	Position	Vacancy Date	Annual Minimum Salary
Administrative Program Support Assistant	29M000000199	12/27/2014	\$27,602
Administrative Program Support Assistant	29M000000928	1/8/2016	\$27,602
Administrative Program Support Assistant	29M000001135	10/31/2013	\$27,602
Administrative Program Support Assistant	29M000001138	3/20/2015	\$27,602
Administrative Project Analyst	29M000001078	6/27/2015	\$33,122
Air Condition Refrigeration & Heating Mechatronics Technician	29M000000467	6/27/2014	\$30,815
Air Condition Refrigeration & Heating Mechatronics Technician	29M000001039	9/7/2015	\$30,815
Arborist	29M000000821	4/15/2016	\$44,646
Assistant City Traffic Engineer	29M000000581	1/1/2010	\$57,223
Automotive Mechanic I	29M000001091	5/3/2016	\$29,137

Vacant Full Time Permanent Positions as of July 15, 2016

Automotive Mechanic I	29M00001092	1/8/2016	\$29,137
Automotive Mechanic I	29M00001123	2/28/2009	\$29,137
Automotive Mechanic II	29M00001080	5/30/2015	\$32,492
Automotive Mechanic II	29M00001085	3/4/2016	\$32,492
Automotive Mechanic II	29M00001093	5/30/2015	\$32,492
Automotive Mechanic II	29M00001099	9/9/2015	\$32,492
Automotive Mechanic II	29M00001101	12/27/2014	\$32,492
Automotive Mechanic II	29M00001107	12/1/2010	\$32,492
Automotive Mechanic II	29M00001111	12/13/2014	\$32,492
Automotive Mechanic II	29M00001120	11/30/2014	\$32,492
Automotive Mechanic II	29M00001124	3/4/2016	\$32,492
Business Management Officer	29M00000401	1/8/2016	\$54,709
Capital Project Manager	29M00000588	10/6/2015	\$52,193
Capital Project Manager	29M00000598	10/30/2015	\$52,193
Capital Project Manager	29M00001047	4/13/2012	\$52,193
Construction Inspector II	29M00000561	5/31/2016	\$39,620
Construction Inspector II	29M00000564	4/30/2015	\$39,620
Construction Inspector III	29M00000917	10/9/2015	\$42,134
Custodian	29M00001017	7/15/2013	\$19,081
Custodian	29M00001023	11/14/2014	\$19,081
Custodian	29M00001051	12/31/2015	\$19,081
Custodian	29M00001056	1/31/2013	\$19,081
Custodian	29M00001082	5/30/2014	\$19,081
Custodian	29M00001086	1/24/2013	\$19,081
Customer Service Representative III	29M00000519	7/1/2013	\$27,461
Deputy Director II	29M00000594	3/4/2016	\$83,425
Deputy Director II	29M00000850	7/11/2015	\$83,425
Engineer I	29M00000871	4/27/2012	\$44,646
Engineer II	29M00000578	4/20/2015	\$52,193
Engineer III	29M00000994	5/9/2016	\$57,223
Engineer IV	29M00000603	7/24/2015	\$70,070
Equipment Operator I	29M00000861	4/1/2014	\$24,108
Equipment Operator I	29M00000864	10/19/2013	\$24,108
Equipment Operator I	29M00000873	7/1/2013	\$24,108
Equipment Operator I	29M00000889	12/27/2014	\$24,108
Equipment Operator I	29M00000890	8/24/2014	\$24,108
Equipment Operator I	29M00000894	10/3/2015	\$24,108
Equipment Operator I	29M00000900	12/7/2012	\$24,108
Equipment Operator I	29M00000947	4/1/2014	\$24,108
Equipment Operator II	29M00000188	4/30/2016	\$25,785
Equipment Operator II	29M00000356	6/6/2014	\$25,785
Equipment Operator II	29M00000374	10/31/2013	\$25,785
Equipment Operator II	29M00000429	4/2/2014	\$25,785
Equipment Operator II	29M00000487	9/1/2015	\$25,785
Equipment Operator II	29M00000504	8/23/2014	\$25,785
Equipment Operator II	29M00000514	10/31/2013	\$25,785
Equipment Operator II	29M00000920	9/28/2014	\$25,785
Equipment Operator II	29M00000923	12/7/2012	\$25,785
Equipment Operator II	29M00000939	5/11/2012	\$25,785
Equipment Operator II	29M00001140	8/22/2015	\$25,785
Equipment Operator II	29M00001141	8/22/2015	\$25,785
Equipment Operator II	29M00001142	8/22/2015	\$25,785
Equipment Operator III	29M00000172	7/20/2015	\$27,461
Equipment Operator III	29M00000336	10/03/2011	\$27,461
Equipment Operator III	29M00000338	3/25/2016	\$27,461

Vacant Full Time Permanent Positions as of July 15, 2016

Equipment Operator III	29M00000339	6/14/2010	\$27,461
Equipment Operator III	29M00000351	10/31/2013	\$27,461
Equipment Operator III	29M00000358	9/25/2015	\$27,461
Equipment Operator III	29M00000365	5/1/2010	\$27,461
Equipment Operator III	29M00000367	10/10/2014	\$27,461
Equipment Operator III	29M00000372	12/4/2009	\$27,461
Equipment Operator III	29M00000381	3/11/2014	\$27,461
Equipment Operator III	29M00000468	12/28/2015	\$27,461
Equipment Operator III	29M00000496	10/31/2013	\$27,461
Equipment Operator III	29M00000500	2/8/2016	\$27,461
Equipment Operator III	29M00000513	12/31/2015	\$27,461
Equipment Operator III	29M00000518	3/1/2012	\$27,461
Equipment Operator III	29M00000734	05/11/2011	\$27,461
Equipment Operator III	29M00000858	09/25/2011	\$27,461
Equipment Operator III	29M00000878	10/31/2013	\$27,461
Equipment Operator IV	29M00000370	8/23/2013	\$29,137
Equipment Operator IV	29M00000392	3/4/2016	\$29,137
Equipment Operator IV	29M00000506	11/21/2012	\$29,137
Equipment Operator IV	29M00000525	6/3/2013	\$29,137
Facilities Maintenance Manager	29M00000160	9/1/2009	\$47,163
Facilities Maintenance Manager	29M00000440	1/31/2016	\$47,163
Facilities Maintenance Manager	29M00000510	1/31/2016	\$47,163
Fire Equipment Mechanic	29M00001087	11/30/2015	\$34,589
Gardener	29M00000884	3/31/2016	\$29,137
Gardener	29M00000887	10/2/2015	\$29,137
Gardener	29M00000888	5/27/2016	\$29,137
Labor Crew Chief	29M00000145	10/7/2014	\$30,815
Lead Equipment Operator	29M00000533	7/1/2013	\$30,815
Lead Mason	29M00000203	1/23/2016	\$30,815
Light Equipment Mechanic	29M00000897	7/26/2015	\$25,785
Maintenance Technician II	29M00000471	6/26/2015	\$27,461
Maintenance Technician III	29M00000522	9/19/2014	\$29,137
Maintenance Technician III	29M00001041	10/31/2015	\$29,137
Maintenance Technician IV	29M00000437	8/8/2014	\$30,815
Maintenance Technician IV	29M00000438	4/30/2016	\$30,815
Maintenance Technician IV	29M00001036	12/27/2014	\$30,815
Maintenance Worker I	29M00000835	2/2/2016	\$20,757
Maintenance Worker I	29M00000866	12/26/2014	\$20,757
Maintenance Worker I	29M00000891	2/29/2016	\$20,757
Maintenance Worker I	29M00000903	7/15/2014	\$20,757
Maintenance Worker I	29M00000904	7/11/2014	\$20,757
Maintenance Worker I	29M00000941	3/20/2015	\$20,757
Management Analyst I	29M00000849	5/27/2016	\$39,620
Management Analyst II	29M00000483	9/7/2015	\$54,709
Mason	29M00000353	3/1/2012	\$29,137
Mason	29M00000359	1/24/2014	\$29,137
Master Plumber	29M00000882	6/23/2015	\$30,815
Occupational Safety And Health Specialist	29M00000737	4/24/2015	\$44,646
Operations Manager	29M00000190	5/22/2015	\$59,738
Project Management Analyst	29M00000414	1/16/2015	\$38,643
Refuse Collector	29M00000128	4/18/2015	\$22,432
Refuse Collector	29M00000129	7/27/2015	\$22,432
Refuse Collector	29M00000130	5/2/2015	\$22,432
Refuse Collector	29M00000132	9/28/2012	\$22,432
Refuse Collector	29M00000133	11/9/2012	\$22,432

Vacant Full Time Permanent Positions as of July 15, 2016

	Refuse Collector	29M00000135	10/31/2013	\$22,432
	Refuse Collector	29M00000136	4/18/2015	\$22,432
	Refuse Collector	29M00000141	10/31/2013	\$22,432
	Refuse Collector	29M00000582	11/16/2015	\$22,432
	Refuse Collector	29M00000792	5/13/2016	\$22,432
	Refuse Collector	29M00000793	12/31/2014	\$22,432
	Refuse Collector	29M00000795	7/31/2015	\$22,432
	Refuse Collector	29M00000801	3/1/2016	\$22,432
	Refuse Collector	29M00000806	11/21/2012	\$22,432
	Refuse Truck Operator	29M00000184	08/16/2011	\$27,461
	Refuse Truck Operator	29M00000185	10/15/2010	\$27,461
	Refuse Truck Operator	29M00000394	11/01/2011	\$27,461
	Refuse Truck Operator	29M00000396	4/1/2016	\$27,461
	Refuse Truck Operator	29M00000397	2/10/2014	\$27,461
	Refuse Truck Operator	29M00000400	8/9/2010	\$27,461
	Refuse Truck Operator	29M00000408	2/26/2014	\$27,461
	Refuse Truck Operator	29M00000410	10/30/2015	\$27,461
	Refuse Truck Operator	29M00000415	12/21/2012	\$27,461
	Refuse Truck Operator	29M00000430	4/6/2014	\$27,461
	Refuse Truck Operator	29M00000434	2/20/2013	\$27,461
	Refuse Truck Operator	29M00000435	7/7/2014	\$27,461
	Refuse Truck Operator	29M00000447	5/11/2012	\$27,461
	Refuse Truck Operator	29M00000501	7/21/2014	\$27,461
	Refuse Truck Operator	29M00000630	8/4/2012	\$27,461
	Trades Supervisor I	29M00000170	7/1/2013	\$34,589
	Trades Supervisor I	29M000001021	12/27/2014	\$34,589
	Trades Supervisor II	29M00000156	12/31/2015	\$37,103
	Trades Technician Supervisor II	29M00000740	10/25/2009	\$39,620
	Traffic Signal Specialist I	29M00000263	5/26/2015	\$37,103
	Traffic Signal Specialist I	29M00000267	8/21/2015	\$37,103
	Traffic Signal Specialist II	29M00000273	3/1/2012	\$42,134
	Tree Maintenance Specialist III	29M00000826	3/2/2013	\$30,815
	Tree Maintenance Specialist III	29M00000828	12/1/2015	\$30,815
	Tree Maintenance Specialist IV	29M00000822	10/13/2014	\$32,492
	Department Total	154		\$4,784,586
Retirement				
	Deputy Director I	18M00000006	9/18/2014	\$70,070
	Retirement Benefits Coordinator I	18M00000001	4/26/2013	\$29,137
	Department Total	2		\$99,207
Social Services				
	Account Specialist II	27M00000039	7/25/2015	\$25,785
	Administrative Program Support Assistant	27M00000040	12/27/2014	\$27,602
	Administrative Project Analyst	27M00000079	4/30/2015	\$33,122
	Administrative Project Analyst	27M00000329	9/7/2015	\$33,122
	Benefit Programs Specialist	27M00000008	3/12/2015	\$32,492

Vacant Full Time Permanent Positions as of July 15, 2016

Benefit Programs Specialist	27M00000010	4/22/2016	\$32,492
Benefit Programs Specialist	27M00000239	4/11/2016	\$32,492
Benefit Programs Specialist	27M00000255	3/16/2016	\$32,492
Benefit Programs Specialist	27M00000257	12/25/2015	\$32,492
Benefit Programs Specialist	27M00000258	6/30/2016	\$32,492
Benefit Programs Specialist	27M00000271	1/4/2016	\$32,492
Benefit Programs Specialist	27M00000273	3/31/2016	\$32,492
Benefit Programs Specialist	27M00000286	10/23/2015	\$32,492
Benefit Programs Specialist	27M00000292	5/20/2015	\$32,492
Benefit Programs Specialist	27M00000297	12/27/2014	\$32,492
Benefit Programs Specialist	27M00000301	10/23/2015	\$32,492
Benefit Programs Specialist	27M00000302	12/21/2015	\$32,492
Benefit Programs Specialist	27M00000303	4/10/2015	\$32,492
Benefit Programs Specialist	27M00000310	6/19/2015	\$32,492
Benefit Programs Specialist	27M00000313	3/31/2015	\$32,492
Benefit Programs Specialist	27M00000325	11/30/2015	\$32,492
Benefit Programs Specialist	27M00000339	1/23/2016	\$32,492
Benefit Programs Specialist	27M00000346	7/31/2015	\$32,492
Benefit Programs Specialist	27M00000351	9/25/2015	\$32,492
Benefit Programs Specialist	27M00000360	6/15/2016	\$32,492
Benefit Programs Specialist	27M00000361	10/22/2015	\$32,492
Benefit Programs Specialist	27M00000363	12/11/2015	\$32,492
Benefit Programs Specialist	27M00000369	4/8/2016	\$32,492
Benefit Programs Specialist	27M00000370	7/16/2015	\$32,492
Benefit Programs Specialist	27M00000371	12/27/2014	\$32,492
Benefit Programs Specialist	27M00000374	4/29/2016	\$32,492
Benefit Programs Specialist	27M00000386	6/19/2015	\$32,492
Benefit Programs Specialist	27M00000427	4/15/2016	\$32,492
Benefit Programs Specialist	27M00000488	6/10/2015	\$32,492
Benefit Programs Specialist	27M00000556	4/8/2016	\$32,492
Benefit Programs Specialist	27M00000562	3/5/2015	\$32,492
Benefit Programs Supervisor	27M00000338	5/27/2016	\$37,103
Benefit Programs Supervisor	27M00000347	8/14/2015	\$37,103
Benefit Programs Supervisor	27M00000393	12/27/2014	\$37,103
Benefit Programs Supervisor	27M00000396	6/26/2015	\$37,103
Benefit Programs Supervisor	27M00000398	6/30/2015	\$37,103
Bilingual Interpreter	27M00000048	3/18/2016	\$32,492
Business Analysis Manager	27M000000362	9/4/2015	\$52,193
Family Manager I (PGU)	27M000000988	4/29/2016	\$30,815
Family Services Specialist	27M00000131	9/25/2015	\$42,134
Family Services Specialist	27M00000188	6/1/2015	\$42,134
Family Services Specialist	27M00000190	1/6/2016	\$42,134
Family Services Specialist	27M00000263	5/27/2016	\$42,134
Family Services Supervisor	27M00000506	3/1/2016	\$42,134
Family Services Supervisor	27M00000207	6/15/2015	\$44,646
Family Services Supervisor	27M00000211	10/20/2014	\$44,646
Family Services Worker	27M00000573	3/15/2016	\$39,620
Family Services Worker	27M00000578	3/9/2014	\$39,620
Family Services Worker	27M00000580	6/3/2016	\$39,620
Family Services Worker	27M00000583	10/31/2013	\$39,620
Family Services Worker	27M00000587	7/3/2014	\$39,620
Family Services Worker	27M00000591	5/17/2015	\$39,620
Family Services Worker	27M00000592	5/17/2015	\$39,620
Family Services Worker	27M00000593	5/17/2015	\$39,620
Family Services Worker	27M00000602	3/3/2016	\$39,620

Vacant Full Time Permanent Positions as of July 15, 2016

Family Services Worker	27M00000612	10/18/2015	\$39,620
Family Services Worker	27M00000624	3/4/2016	\$39,620
Family Services Worker	27M00000626	8/23/2015	\$39,620
Family Services Worker	27M00000629	9/30/2015	\$39,620
Family Services Worker	27M00000636	9/25/2015	\$39,620
Human Services Administrator	27M00000638	4/29/2016	\$39,620
Human Services Assistant	27M00000480	3/18/2016	\$44,646
Human Services Assistant	27M00000019	12/7/2015	\$27,461
Human Services Assistant	27M00000151	5/22/2015	\$27,461
Human Services Assistant	27M00000428	10/4/2015	\$27,461
Human Services Coordinator I	27M00000442	12/10/2015	\$27,461
Human Services Coordinator I	27M00000475	3/9/2015	\$47,163
Intensive Case Manager	27M00000648	6/23/2016	\$47,163
Intensive Case Manager	27M00000210	4/29/2016	\$39,620
Intensive Case Manager	27M00000353	6/27/2014	\$39,620
Intensive Case Manager	27M00000409	10/30/2015	\$39,620
Management Analyst I	27M00000492	5/27/2015	\$39,620
Operations Manager	27M00000073	12/31/2014	\$59,738
Outreach Case Manager II (PGU)	27M00000090	11/30/2015	\$29,137
Program Manager	27M00000212	11/15/2015	\$52,193
Program Manager	27M00000388	7/1/2015	\$52,193
Program Manager	27M00000462	11/1/2015	\$52,193
Project Management Analyst	27M00000097	6/15/2015	\$38,643
Project Management Analyst	27M00000342	6/19/2015	\$38,643
Project Management Analyst	27M00000528	1/15/2016	\$38,643
Social Services Case Manager	27M00000220	7/31/2015	\$34,589
Social Services Case Manager	27M00000222	5/15/2015	\$34,589
Social Services Case Manager	27M00000224	3/22/2015	\$34,589
Social Services Case Manager	27M00000225	12/27/2014	\$34,589
Social Services Case Manager	27M00000477	5/2/2014	\$34,589
Social Services Case Manager	27M00000485	10/16/2015	\$34,589
Social Services Case Manager	27M00000965	7/6/2015	\$34,589
Social Services Case Manager Supervisor	27M00000505	1/10/2016	\$39,620
Superintendent Of Accounting	27M00000550	6/27/2015	\$52,193
Warehouse Technician	27M00000067	6/29/2015	\$24,108
Warehouse Technician	27M00000551	6/23/2016	\$24,108
Welfare Case Aide	27M00000089	5/27/2015	\$19,081
Welfare Fraud Investigator Supervisor	27M00000406	1/8/2016	\$37,103
Department Total	98		\$3,561,667
Total 1	666		\$24,814,221
Less Hired Fire Recruits	0		
Less Hired Police Recruits	18		
Total 2	648		

Annual Vacancy and Turnover Rates by Departments

		Separation (exclude retirement and death) Rate								
		Fiscal Year								
Dept #	Department	FY10	FY11	FY12	FY13	FY14	FY15	FY16	Median	
88	Animal Care & Control			35.6%	10.2%	28.9%	14.9%	18.6%	18.6%	
22	Budget	11.2%	0.0%	9.6%	0.0%	22.2%	10.6%	18.8%	10.6%	
21	CAO's Office	0.0%	0.0%	0.0%	14.1%	24.9%	0.0%	23.5%	0.0%	
8	City Assessor	8.8%	8.9%	11.9%	3.0%	5.7%	23.4%	13.2%	8.9%	
10	City Attorney	5.9%	6.3%	6.3%	6.2%	8.8%	8.9%	15.9%	6.3%	
9	City Auditor	31.5%	15.5%	20.9%	29.5%	58.0%	31.5%	15.9%	29.5%	
4	City Clerk	31.1%	0.0%	0.0%	16.0%	0.0%	0.0%	0.0%	0.0%	
2	City Council	0.0%	14.0%	0.0%	38.8%	37.7%	0.0%	13.2%	13.2%	
3	City Library	2.9%	1.4%	1.5%	12.1%	5.8%	2.9%	11.8%	2.9%	
89	Community Wealth Building							9.9%		
6	Council Chief of Staff	32.6%	0.0%	12.7%	9.6%	9.6%	0.0%	10.2%	9.6%	
14	DCAO Human Services	22.9%	8.0%	22.3%	13.9%	7.2%	11.8%	19.2%	13.9%	
36	Economic/Community Development	30.1%	6.6%	3.2%	0.0%	0.0%	6.5%	10.0%	6.5%	
87	Emergency Communications						22.3%	19.9%	21.1%	
25	Finance	6.3%	6.7%	8.0%	10.3%	16.3%	6.8%	20.3%	8.0%	
42	Fire- non sworn	0.0%	0.0%	18.1%	11.6%	10.6%	10.7%	11.0%	10.7%	
s42	Fire- sworn	0.8%	1.7%	2.7%	1.0%	2.2%	2.4%	2.1%	2.1%	
12	Human Resources	3.1%	14.1%	16.7%	14.2%	14.4%	26.1%	21.3%	14.4%	
20	Information Technology	11.0%	9.6%	11.5%	16.6%	9.7%	7.1%	8.8%	9.7%	
15	Justice Services	10.0%	7.8%	13.5%	41.9%	12.6%	10.8%	11.6%	11.6%	
85	Mayor's Office	0.0%	0.0%	0.0%	15.0%	27.0%	0.0%	13.7%	0.0%	
34	Minority Business Development	0.0%	19.7%	0.0%	17.2%	0.0%	33.5%	23.9%	17.2%	
30	Parks & Recreation	3.2%	1.1%	2.3%	2.9%	3.5%	4.2%	3.0%	3.0%	
5	Planning & Development Review	5.0%	7.8%	7.0%	7.8%	2.9%	12.3%	7.5%	7.5%	
41	Police- non sworn	4.8%	8.2%	5.3%	6.4%	6.8%	3.5%	5.4%	5.4%	
s41	Police- sworn	2.5%	1.8%	2.2%	2.6%	4.7%	3.3%	4.5%	2.6%	
37	Press Secretary	20.8%	20.2%	0.0%	0.0%	0.0%	46.8%	22.0%	20.2%	
84	Procurement	24.3%	8.7%	0.0%	35.2%	27.6%	0.0%	27.8%	24.3%	
35	Public Utilities	5.5%	6.1%	5.2%	9.7%	8.0%	9.9%	9.0%	8.0%	
29	Public Works	6.3%	7.8%	5.5%	5.2%	5.4%	6.0%	10.4%	6.0%	
18	Retirement	17.2%	26.3%	28.4%	19.6%	9.8%	21.9%	0.0%	19.6%	
27	Social Services	7.1%	8.9%	5.6%	8.9%	13.4%	14.4%	10.9%	8.9%	
	Total	5.1%	5.6%	5.3%	7.5%	7.5%	7.9%	8.4%	7.5%	

Annual Vacancy and Turnover Rates by Departments

		Separation (exclude retirement and death) Rate									
		Fiscal Year									
Dept #	Department	FY10	FY11	FY12	FY13	FY14	FY15	FY16	Median		
88	Animal Care & Control										
22	Budget	11.2%	0.0%	35.6%	10.2%	28.9%	14.9%	18.6%	18.6%	18.6%	
21	CAO's Office	0.0%	0.0%	9.6%	0.0%	22.2%	10.6%	18.8%	18.8%	10.6%	
8	City Assessor	8.8%	8.9%	0.0%	14.1%	24.9%	0.0%	23.5%	23.5%	0.0%	
10	City Attorney	5.9%	6.3%	11.9%	3.0%	5.7%	23.4%	13.2%	13.2%	8.9%	
9	City Auditor	31.5%	15.5%	6.3%	6.2%	8.8%	8.9%	15.9%	15.9%	6.3%	
4	City Clerk	31.1%	0.0%	20.9%	29.5%	58.0%	31.5%	15.9%	15.9%	29.5%	
2	City Council	0.0%	14.0%	0.0%	16.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
3	City Library	2.9%	1.4%	0.0%	38.8%	37.7%	0.0%	13.2%	13.2%	13.2%	
89	Community Wealth Building			1.5%	12.1%	5.8%	2.9%	11.8%	11.8%	2.9%	
6	Council Chief of Staff	32.6%	0.0%	12.7%	9.6%	9.6%	0.0%	9.9%	9.9%	9.6%	
14	DCAO Human Services	22.9%	8.0%	22.3%	13.9%	7.2%	11.8%	19.2%	19.2%	13.9%	
36	Economic/Community Development	30.1%	6.6%	3.2%	0.0%	0.0%	6.5%	10.0%	10.0%	6.5%	
87	Emergency Communications						22.3%	19.9%	19.9%	21.1%	
25	Finance	6.3%	6.7%	8.0%	10.3%	16.3%	6.8%	20.3%	20.3%	8.0%	
42	Fire- non sworn	0.0%	0.0%	18.1%	11.6%	10.6%	10.7%	11.0%	11.0%	10.7%	
s42	Fire- sworn	0.8%	1.7%	2.7%	1.0%	2.2%	2.4%	2.1%	2.1%	2.1%	
12	Human Resources	3.1%	14.1%	16.7%	14.2%	14.4%	26.1%	21.3%	21.3%	14.4%	
20	Information Technology	11.0%	9.6%	11.5%	16.6%	9.7%	7.1%	8.8%	8.8%	9.7%	
15	Justice Services	10.0%	7.8%	13.5%	41.9%	12.6%	10.8%	11.6%	11.6%	11.6%	
85	Mayor's Office	0.0%	0.0%	0.0%	15.0%	27.0%	0.0%	13.7%	13.7%	0.0%	
34	Minority Business Development	0.0%	19.7%	0.0%	17.2%	0.0%	33.5%	23.9%	23.9%	17.2%	
30	Parks & Recreation	3.2%	1.1%	2.3%	2.9%	3.5%	4.2%	3.0%	3.0%	3.0%	
5	Planning & Development Review	5.0%	7.8%	7.0%	7.8%	2.9%	12.3%	7.5%	7.5%	7.5%	
41	Police- non sworn	4.8%	8.2%	5.3%	6.4%	6.8%	3.5%	5.4%	5.4%	5.4%	
s41	Police- sworn	2.5%	1.8%	2.2%	2.6%	4.7%	3.3%	4.5%	4.5%	2.6%	
37	Press Secretary	20.8%	20.2%	0.0%	0.0%	0.0%	46.8%	22.0%	22.0%	20.2%	
84	Procurement	24.3%	8.7%	0.0%	35.2%	27.6%	0.0%	27.8%	27.8%	24.3%	
35	Public Utilities	5.5%	6.1%	5.2%	9.7%	8.0%	9.9%	9.0%	9.0%	8.0%	
29	Public Works	6.3%	7.8%	5.5%	5.2%	5.4%	6.0%	10.4%	10.4%	6.0%	
18	Retirement	17.2%	26.3%	28.4%	19.6%	9.8%	21.9%	0.0%	0.0%	19.6%	
27	Social Services	7.1%	8.9%	5.6%	8.9%	13.4%	14.4%	10.9%	10.9%	8.9%	
	Total	5.1%	5.6%	5.3%	7.5%	7.5%	7.9%	8.4%	8.4%	7.5%	