

May 6, 2011

City Council, Mayor Sanders, and City Attorney Goldsmith:

Subject: Increasing Library and Park and Recreation Hours using a Volunteer workforce.
City Council Hearing Meeting of Monday, May 9, 2011 at 6:00 pm
Item 202 Use of Volunteers. Report No.: 11-070 dated May 4, 2011

<http://dockets.sandiego.gov/sirepub/cache/2/e1tuncfheqml02qo2rc1ecfp/32575205062011011416498.PDF>

Dear City of San Diego:

Please increase Library and Park and Recreation Hours using a Volunteer workforce to supplant current **Vacant Positions** and take on responsibilities usually performed by City Unions. City Attorney Jan Goldsmith spoke at the San Diego County Taxpayers Association Luncheon on January 20, 2010. The luncheon was attended by Mayor Sanders and at least three City Council Members. The questions and answer session was entitled: “*Straight Talk on Municipal Bankruptcy, Managed Competition and Pension Reform.*” At this meeting City Attorney Jan Goldsmith stated that if Volunteers wanted to take over cleaning of the Fire Pits or any other Union job, that Mayor Sanders would have to meet and confer with the Unions, to see if Volunteers can do the work for free, instead of paying a Union member.

“At the request of the Budget and Finance Committee at the meeting of November 10, 2010, the IBA constructed a menu of options consisting of budget balancing ideas from various sources, such as Councilmember memos and reports, the Citizen’s Revenue Review and Economic Competitiveness Committee, the Citizen’s Fiscal Sustainability Taskforce (12/2009 and 9/2010 reports), San Diego Speaks, labor organizations, the San Diego County Taxpayers Association, and other constituent suggestions.”

Item 202 for the City Council meeting of Monday May 9, 2011 by Jay Goldstone of the Mayor’s Office Report No. 11-070 dated May 4, 2011 discusses the current state of Volunteers citywide, and is attached as Appendix A. *“The total volunteer hours projected for Fiscal Year 2011 is 546,751 with an estimated value of \$12.8 million citywide with approximately \$12.6 million occurring in General Funds departments... There are supportive costs involved with managing volunteers estimated at \$250,000 annually to the General Fund... The IBA compiled budget balancing ideas from various sources which included expanding the use of volunteers... Volunteers assist the City’s workforce in enhancing services to the public by performing tasks beyond the capacity and scope of current City employees. Use of Volunteers. **Volunteers are neither intended to supplant current vacant positions nor take on current position responsibilities to produce savings.** The use of volunteers above the current level may be subjected to meet and confer with labor organizations. The transfer of bargaining unit work through the use of Volunteers is a mandatory subject of bargaining that requires the City to Meet and Confer with the impacted labor organizations.”*

Please accept Report No. 11-070 dated May 4, 2011. We also recommend before Monday’s City Council hearing that City Attorney Jan Goldsmith to put into writing the complete Legal process for Volunteers to supplant **Current Vacant Positions** and take on current position responsibilities to produce savings and/or assist the current City employee workforce. Service Levels can be transferred by giving bargaining unit work to Volunteers instead of Union employees. Thus creating saving for taxpayers.

Regards,

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THE CITY OF SAN DIEGO
REPORT TO THE CITY COUNCIL

↑ APPENDIX A

DATE ISSUED: May 4, 2011

REPORT NO: 11-070

ATTENTION: Honorable Council President Tony Young and Honorable Council Members
Agenda of May 9, 2011

SUBJECT: Citywide Volunteer Activity Status Report

REQUESTED ACTION:

None, this report is for information purposes only.

STAFF RECOMMENDATION:

Accept the report.

SUMMARY:

Volunteering is at the heart of citizen interaction. Volunteer opportunities improve community relations and help revitalize neighborhoods and public areas in addition to the efforts and service levels maintained by the City.

The City of San Diego greatly appreciates the time and effort volunteers contribute, and the following report summarizes the vast amount of volunteer hours, experience, and service provided to our City. This report has been assembled through an extensive yet brief outreach effort to City staff over the past few weeks and provides a projection of the City's current status of volunteer activity for Fiscal Year 2011.

FISCAL CONSIDERATIONS:

According to the Independent Sector, a national organization that estimates the dollar value of volunteer time, the value in California in 2009 was \$23.42 per hour. The total volunteer hours projected for Fiscal Year 2011 is 546,751 with an estimated value of \$12.8 million citywide with approximately \$12.6 million occurring in General Fund departments. While volunteerism is a cost effective activity, there are supportive costs involved with managing volunteers estimated at \$250,000 annually to the General Fund.

PREVIOUS COUNCIL and/or COMMITTEE ACTION:

Requested by the Budget and Finance Committee on November 10, 2010, the IBA compiled budget balancing ideas from various sources which included expanding the use of volunteers.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

None.

KEY STAKEHOLDERS AND PROJECTED IMPACTS:

All City of San Diego residents and visitors.


Jay M. Goldstone
Chief Operating Officer

EXECUTIVE SUMMARY

As the eighth largest city in the nation and the second largest city in California, the City of San Diego's population is approximately 1.3 million based in the 2010 U.S. Census. Although the City continues to face economic challenges, the Mayor remains committed to meeting the City's responsibility to provide essential core services performed by the City's workforce.

Volunteers assist the City's workforce in enhancing services to the public by performing tasks beyond the capacity and scope of current City employees, including fundraising efforts. For the purposes of this report, a volunteer is defined as an individual or groups of individuals who offer themselves for some service or undertaking without being compensated pay by the City.

Volunteers are found supporting youth programs and other special populations, environmental programs, information systems, libraries, and our parks and beaches. City volunteers are a diverse group, including seniors, students, professionals, families, faith-based or community groups, and many more.

This report intends to provide current projections of volunteer activity citywide for Fiscal Year 2011. On April 15, 2011, City departments were requested to provide their current volunteer activity information. Departments either reported figures from the prior year or projections for the current fiscal year.

While a survey was used to gather data, the results are considered a preliminary analysis of volunteer activity, as a uniform tracking system does not exist at this time. The following departments currently have volunteer activity and will be further discussed in this report:

Administration	Financial Management
Business Office	Fire-Rescue
Office of the City Attorney	Human Resources
City Clerk	Library
City Comptroller	Office of the Mayor
City Planning & Community Investment	Park & Recreation
Engineering & Capital Projects	Police
Environmental Services	Public Utilities
Ethics Commission	Transportation & Storm Water

Use of Volunteers

Volunteers are neither intended to supplant current vacant positions nor take on current position responsibilities to produce savings. The use of volunteers above the current level may be subject to meet and confer with labor organizations. The transfer of bargaining unit work through the use of volunteers is a mandatory subject of bargaining that requires the City to meet and confer with the impacted labor organizations.

Volunteer Management

City departments currently manage their own department volunteer activity as there is no citywide volunteer coordinator. Volunteers are supervised by City staff and some activities require volunteers to submit to a background clearance process or providing proof of personal information or school enrollment prior to volunteering.

Fingerprint scanning is performed by the Personnel Department and the cost for each scan is paid for by the City's General Fund. The current estimated cost per scan invoiced by the state is \$32 is done for volunteers who engage directly with programs involving youth, seniors, persons with disabilities, or who volunteer in a minimally supervised environment. Additional costs include staff time spent scheduling, clearing, and conducting appeals. If all volunteers are to be fingerprinted, additional resources are needed for the Personnel Department.

City's Internship Program

In some cases, program support by volunteers is achieved through the City's Internship Program¹. This program allows for individuals enrolled in a verified school to intern in City departments for no more than one year and not more than 20 hours per week during the academic year. Interns may be paid or unpaid and do not perform on-going work assignments or replace budgeted staff.

The City's Internship Program is designed to provide students with practical working experience which would complement their academic coursework. The City maintains several partnerships with local universities and high schools. For this report, only unpaid interns have been counted.

Volunteer Support Costs

While volunteer activity is a cost effective effort, it is not entirely cost free and City departments may incur expenses in order to support volunteer efforts. Examples of expenses by City departments include but are not limited to; fingerprinting, uniforms², books, trainings, office supplies, vehicle maintenance³, wireless communication devices (radios), computer stations, and volunteer recognition events.

Based on self reported departmental data, the estimated annual cost to support volunteers citywide is less than \$250,000 to the General Fund as many donations and grants supplement support costs. This figure does not include training or supervision conducted by City staff.

¹ See attached "Internship Program" memo dated June 10, 2010.

² The Police Department projects an annual expense of \$10,000 for uniforms.

³ The Police Department issues 34 vehicles for the RSVP Program. These vehicles are decommissioned police vehicles that accrue no additional depreciation. Costs for usage and assignment fees are estimated to be \$180,000 annually.

DEPARTMENT DETAIL

Based on the information submitted, the total amount of volunteers the City projects is 34,983 for a total of 536,267 hours. **Table 1** displays the projected annual volunteers and volunteer hours for Fiscal Year 2011 by department.

Table 1: Fiscal Year 2011 Projected Volunteers and Volunteer Hours		
Department Title	Volunteers	Volunteer Hours
Administration	22	192
Business Office	4	96
Office of the City Attorney	102	4,056
Office of the City Clerk	35	6,240
City Planning & Community Investment	677	13,392
City Comptroller	1	520
Engineering & Capital Projects	7	4,160
Environmental Services	3	1,768
Ethics Commission	7	104
Financial Management	1	1,040
Fire-Rescue	1,450	4,124
Human Resources	3	1,976
Library	2,052	116,636
Office of the Mayor & COO	15	3,500
Park & Recreation	29,830	212,927
Police	760	162,000
Public Utilities	12	2,080
Transportation & Storm Water	2	1,456
Totals	34,983	536,267

Community Services

Park & Recreation

<i>Annual Estimated Number of Volunteers:</i>	<i>29,830</i>
<i>Annual Estimated Amount of Hours Volunteered:</i>	<i>212,927</i>

The Park and Recreation Department projects to maintain the highest number of volunteers citywide and has 1.00 FTE position dedicated exclusively as a “Volunteer Coordinator”. The Department’s projected annual 29,830 volunteers account for 85 percent of all volunteers citywide for a total of 212,927 hours.⁴

Of the department’s volunteers, 461 volunteers are compensated in some way by either pay or a benefit by another agency partnered with the City. Also included are 2,730 volunteers who serve on a recreation council or other related board or foundation that supports the department in fundraising, advocacy, and special events.

Programs in the department involving volunteer support include community recreational events, senior and therapeutic recreation events, golf marshaling, visitor center docents at regional parks, office interns, open space parks habitat restoration, litter abatement, trail maintenance, athletic and craft programs, numerous special events, boards and councils, and court referrals for individuals involved in minor infractions.

The department’s volunteer activity produces numerous partnerships with the City including, but not limited to, numerous friends of parks or canyons foundations, recreation councils, faith-based organizations, and youth sports organizations.

Library

<i>Annual Estimated Number of Volunteers:</i>	<i>2,052</i>
<i>Annual Estimated Amount of Hours Volunteered:</i>	<i>116,636</i>

The Library Department volunteers typically act as computer lab assistants, story-time readers, docents, support book shelvers, homework assistants, arts and crafts instructors, help with library gifts, help with displays, and Summer Reading Program assistants.

The San Diego Adult Literacy Program (READ), 212 volunteer literacy tutors who teach basic reading skills to English speaking adults on a one-to-one basis were reported by the Department. In addition, 83 volunteers continue to support the literacy program as family literacy assistants, office assistants, library lab assistants, and support special events.

Volunteer efforts in the department support library literacy programs that benefit persons with physical and mental disabilities, ethnic minorities, seniors, and families and youth from lower income families.

⁴ On April 1, 2011, the Park and Recreation Department reported to City Council its annual volunteer activity and is attached to this report.

Public Safety

Police

<i>Annual Estimated Number of Volunteers:</i>	760
<i>Annual Estimated Amount of Hours Volunteered:</i>	172,484

The Police Department administers the Retired Senior Volunteer Patrol (RSVP) which are senior citizens who perform license plate reading to recover vehicles⁵, conduct 300 "You Are Not Alone" (YANA) checks per month, support schools to develop child safety fingerprint programs, provide McGruff Crime Dog Crime Prevention programs, assist with business security surveys, support Speed Surveys and Radar trailers, and may provide support at front counters.

Volunteers In Policing (VIPs) assist patrol, investigative, and administrative commands, speaking to community groups and seniors on crime prevention, and support Crime Prevention Through Environmental Design (CPTED) for local businesses.

Crisis Interventionist volunteers respond to traumatic incidents and help console and provide guidance and run the Community Access Phone System (CAPS) for such events as the recent tsunami and the wild fires in recent years. They also assist during special events such as Chargers games or the 4th of July weekend in beach areas with missing children or other traumatic event that may occur.

Police Reserves assist patrol officers in everyday duties and have the same powers of arrest as a police officer and Police Cadets help with special events, parades, and other large events where traffic control may be needed. Additionally, they assist with role play during various police training programs.

Fire-Rescue

<i>Annual Estimated Number of Volunteers:</i>	1,450
<i>Annual Estimated Amount of Hours Volunteered:</i>	4,124

After the devastating Cedar Fire in 2003, the City implemented a community-based program developed and led by Fire-Rescue Department called Community Emergency Response Teams San Diego (CERT San Diego⁶). CERT San Diego volunteers take on leadership roles within their communities to provide assistance to support the Incident Command System help citizens to get through the first few hours or days when emergency services are overwhelmed.

Volunteers must live or work within the City limits and complete a six week academy trained by department uniformed personnel in order to serve on a team. In an effort to keep volunteers enhance emergency management knowledge, some Fire-Rescue fire fighters volunteer their own personal time in providing trainings. Training provided by the American Red Cross, FEMA, and countywide CERT drills supplement the training provided by the department to keep expenses at a minimum to the City.

⁵ The Department reported that over 700 vehicles were recovered by RSVP in the past two years.

⁶ Additional information on CERT San Diego can be located on the City's web site:

<http://www.sandiego.gov/fireandems/cert/>

Non-Mayoral

Office of the City Attorney

Annual Estimated Number of Volunteers:

102

Annual Estimated Amount of Hours Volunteered:

4,056

Volunteers in the City Attorney's Office consist of law library assistants, volunteer attorneys, legal interns supporting civil litigation, investigative interns in partnership with SDSU's Criminal Justice Program, and interns supporting paralegal and administrative activities.

Legal interns are supervised by Deputy City Attorneys and assist in drafting pleadings and research. Investigative interns assist with obtaining cases, supporting minor transcriptions, and observing trials, motions, and interviews. The USD Paralegal Intern Program provides interns to learn basic paralegal duties under the supervision of Paralegals in the department.

Volunteer attorneys in the Criminal Division are typically attorneys who want experience in criminal prosecution and community justice. There is currently one retired Deputy City Attorney who regularly volunteers in the Civil Litigation Division who acts in a mentoring role based on his extensive years of experience with the City.

Student office interns routinely come to the department through various schools and programs including Hire-A-Youth, USD, SDSU, San Diego High School, Crawford High School, and TRACE, an adult program for mentally and physically challenged adults. Interns in the Criminal Division must pass a test through the California Law Enforcement Telecommunications System.

Office of the City Clerk

Annual Estimated Number of Volunteers:

35

Annual Estimated Amount of Hours Volunteered:

6,240

The City Clerk manages volunteers who support data entry of archival or inactive materials, prepare and shred eligible confidential materials, assist with folders following imaging, and help prepare photos of Mayoral artifacts to be uploaded to the City's web site.

These volunteers primarily come to the City Clerk's office through various partnerships and non-profit organizations such as Hire-A-Youth, SDSU, Senior Employment Community Service Program, Point Loma Nazarene College, UCSD, and local high schools.

Ethics Commission

Annual Estimated Number of Volunteers:

7

Annual Estimated Amount of Hours Volunteered:

104

The Ethics Commission uses volunteers to support the commissioner's responsibilities as outlined in San Diego Municipal Code section 26.0414 "Responsibilities and Duties of the Ethics Commission." These may include assistance with reviews, providing education and training regarding governmental ethics laws, and publication of the annual report describing activities of the Commission.

Public Works and Public Utilities

Environmental Services

<i>Annual Estimated Number of Volunteers:</i>	3
<i>Annual Estimated Amount of Hours Volunteered:</i>	1,768

Volunteers in the Environmental Services Department support three programs: Recycling, Lead Safety and Healthy Homes, and Environmental Protection. The Recycling and the Lead Safety and Healthy Homes volunteers are student interns who provide technical assistance for special recycling events, commercial and multi-family programs, and other various activities. Volunteers also support research on programs in other jurisdictions, support reviews of contract material composition studies, assist with field inspections, and participate in outreach and training events.

The Environmental Protection volunteer to the City is paid through the US Navy through a cooperative agreement in order for the individual to gain experience in the City's HazMat Program, Hazardous Substance Enforcement Program, and Hazardous Materials Management Program. Volunteers assistance with publications, supporting oil event permit applications, help update web site pages, and assist in updating business plan maps for the HazMat Program.

Engineering & Capital Projects

<i>Annual Estimated Number of Volunteers:</i>	7
<i>Annual Estimated Amount of Hours Volunteered:</i>	4,160

The Engineering & Capital Projects Department (now a division within the newly established Public Works Department) manages office and field interns engaged in a variety of activities. These interns support research, contribute to financial project reports on approximately 700 CIP projects, assist lab technicians in a variety of tests, assist engineers with in-house designs and with preparing exhibits and displays for community meetings.

Public Utilities

<i>Annual Estimated Number of Volunteers:</i>	12
<i>Annual Estimated Amount of Hours Volunteered:</i>	2,080

Volunteers in the Public Utilities Department support activities at the Water Reservoirs and the Watershed and Resource Protection Team. Volunteers at the City's reservoirs assist with litter abatement and general upkeep of the facilities in partnership with I Love A Clean San Diego and the Friends of Lake Murray. Activities performed by the protection team volunteers include assisting staff with GIS analysis and support maintaining weather stations at reservoirs.

Transportation & Storm Water

<i>Annual Estimated Number of Volunteers:</i>	2
<i>Annual Estimated Amount of Hours Volunteered:</i>	1,456

Currently the department has two student intern volunteers who assists in the development of maps for unfunded street lighting needs and traffic signal interconnects and also assist with research projects, GIS mapping, and updating standard response binders.

Community Planning & Development

City Planning & Community Investment

Annual Estimated Number of Volunteers:

677

Annual Estimated Amount of Hours Volunteered:

13,392

The department leads several volunteer groups throughout the City including the Planning Commission, Community Planning Committee, community planning groups, Historical Resources Board, Old Town Design Review Board, and unpaid interns. Unpaid interns assist staff with the Uptown, North Park, and Greater Golden Hill Community Plan Updates and the City Housing Element with historic survey efforts and research.

The Planning Commission conducts hearings on all special use permits, re-zonings, community plans, the General Plan, and considers land use ordinances and other improvements. Community planning groups provide citizens with an opportunity for involvement in advising on development projects, general or community plan amendments, and other projects. The Community Planning Committee consists of representatives from community planning groups.

Members of the Historical Resources Board are appointed in accordance with San Diego Municipal Code Section 111.0206. The Board designates historical resources for preservation and makes recommendations on permits applications involving designated historical resources.

Members of the Old Town Design Review Board are appointed in accordance with San Diego Municipal Code Section 1516.0103. The Board advises on architectural design in compliance with regulations to the Planning Commission any changes to the development regulations.

Governmental and Internal Support Services

Administration

Annual Estimated Number of Volunteers:

22

Annual Estimated Amount of Hours Volunteered:

192

Commissioners for Citizens Equal Opportunity Commission monitor and evaluate the Equal Opportunity Program and assist in the recruitment of competent historically under-represented women and disabled, promote the City of San Diego as an Equal Opportunity Employer of the individuals and firms desiring to contract with the City, and provides quarterly reports.

The Senior Affairs Advisory Board advises the Mayor and City Council on policy and issues relating to transportation, security at home, improved intergenerational interaction, meal delivery, housing, and other issues. The Board makes recommendations for improving communications between seniors and the City government, reviews City employment policies for seniors, performs studies and surveys, and reports annually on the "State of the Seniors".

Business Office

<i>Annual Estimated Number of Volunteers:</i>	2
<i>Annual Estimated Amount of Hours Volunteered:</i>	96

The Managed Competition Independent Review Board (MCIRB) Panel reviews proposals to determine whether City employees of independent contractors may provide public services more economically and efficiently while maintaining service quality and protecting the public interest and makes recommendations.

City Comptroller

<i>Annual Estimated Number of Volunteers:</i>	1
<i>Annual Estimated Amount of Hours Volunteered:</i>	520

In partnership with the UCSD Academic Internship Program, the City Comptroller currently has one volunteer intern that supports reconciling transaction journals for monthly bond trustee financial statements and supports research of new financial reporting requirements.

Financial Management

<i>Annual Estimated Number of Volunteers:</i>	1
<i>Annual Estimated Amount of Hours Volunteered:</i>	1,040

The student intern in the Financial Management Department currently supports the CIP Budget Team in assisting with updating internal and external instruction manuals, supports research efforts and documenting legacy system accounting records for historical reference, and other special one-time projects.

Human Resources

<i>Annual Estimated Number of Volunteers:</i>	3
<i>Annual Estimated Amount of Hours Volunteered:</i>	1,976

The Human Resources Department currently manages three student interns who support the Human Relations Commission and the Citizens' Review Board on Police Practices. Interns assist with survey development, supporting of tracking state and national legislation acts, helping with processing discrimination complaints, and supporting case management statistics, reports, and training coordination. These volunteers support the commissioners and board members who are also volunteers via an appointment process to the City but not included in this report.

Office of the Mayor

<i>Annual Estimated Number of Volunteers:</i>	15
<i>Annual Estimated Amount of Hours Volunteered:</i>	3,500

The Office of the Mayor uses student interns for the areas of Outreach, Communications, Protocol, and Policy. Interns assist with research and information gathering, short-term special projects, preparation of proclamations, copying, and answering phones. In addition, interns in the Mayor's Office attend special events and meetings with staff to gain the experience and understanding of the office's responsibilities.

CONCLUSION

Although this report is a preliminary look at the City's volunteer portfolio, it clearly evidences an extensive amount of volunteer support. Volunteering is at the heart of citizen interaction. Volunteer opportunities improve community relations and help revitalize neighborhoods and public areas in addition to the efforts and service levels maintained by the City. The City of San Diego greatly appreciates all of the time and effort volunteers contribute.

Attachments

1. List of Fiscal Year 2011 Volunteer Programs By Department
2. Memo from Hadi Dehghani, Personnel Director and Scott Chadwick, Human Resources Director dated June 10, 2010
3. Memo from Stacey LoMedico, Park & Recreation Department Director dated April 1, 2011

Attachment 1: List of Fiscal Year 2011 Volunteer Programs and FY 2011 Projections

Department Title and Volunteer Activity Program	Estimated Annual Volunteers	Estimated Annual Hours
Administration	22	192
Citizens' Equal Opportunity Commission	11	96
Senior Affairs Advisory Board	11	96
Business Office	4	96
Managed Competition Independent Review Board	4	96
Office of the City Attorney	102	4,056
Civil Division Legal Intern Program	6	1,560
Law Library Assistants	8	416
SDSU Criminal Justice Program - Investigator Interns	9	208
Student Interns	74	624
USD Paralegal Intern Program	3	208
Volunteer Attorneys	2	1,040
Office of the City Clerk	35	6,240
Volunteer Program- Documents & Artifacts	35	6,240
City Comptroller	1	520
Debt Support	1	520
City Planning & Community Investment	677	13,392
Community Planning Committee	92	1,680
Community Planning Groups	558	9,600
Historical Resources Board	11	960
Housing Element	1	384
Old Town Design Review Board	7	144
Planning Commission	7	144
Community Plan Update	1	480
Engineering & Capital Projects	7	4,160
Architectural Engineering and Parks Support	1	1,040
Field Support	2	1,040
Project Implementation and Technical Services Support	2	1,040
Right of Way Support	2	1,040
Environmental Services	3	1,768
Environmental Protection Support	1	728
Lead Safety and Healthy Homes Program Support	1	520
Recycling Support	1	520
Ethics Commission	7	104
Commissioner Support	7	104
Financial Management	1	1,040
CIP Budget Support	1	1,040

Fire-Rescue	1,450	4,124
CERT Volunteer Administrative Support	21	104
Direct Support of SDFD CERT	65	-
Drowning Prevention and Aquatic and Boating Safety	105	3,276
SDFD Uniform Personnel Volunteering in Support of CERT SD	3	16
Volunteer Training	353	520
CERT San Diego	99	156
Fire Station Beautification Projects/Do Something World	804	52
Human Resources	3	1,976
Citizens' Review Board on Police Practices Support	1	208
Human Relations Commission Support	2	1,768
Library	2,052	116,636
Library Branches and Central Library Support	1,753	95,264
READ/San Diego Adult Literacy Program	299	21,372
Office of the Mayor & COO	15	3,500
Mayor's Office Internships	15	3,500
Park & Recreation	29,830	212,927
Boards and Commissions	2,730	4,302
Community/Recreation Events	20,535	163,228
Court Referrals	512	5,809
Golf Marshals	84	3,796
Habitat Restoration and Trail Maintenance	3,330	21,590
Interns	78	4,142
Open Space Docent	323	2,399
Special Events Support	2,238	7,661
Police	760	172,484
Crisis Intervention Program	98	15,000
Police Cadets	53	12,000
Police Reserves	24	6,000
RSVPs/Retire Senior Volunteer	431	108,000
VIPs/Volunteers In Policing	154	21,000
Public Utilities	12	2,080
Water Operations Reservoirs Support	10	1,560
Watershed and Resource Protection Team Support	2	520
Transportation & Storm Water	2	1,456
Traffic Signals & Street Lighting Support	1	416
Transportation System Operation Support	1	1,040
Totals	34,983	536,267