

2022 Annual Report



SALT LAKE CITY'S

Citizens' Compensation Advisory Committee (CCAC)



Purpose & Introduction

The Citizens' Compensation Advisory Committee (CCAC) was formed with the purpose of "...evaluating the total compensation levels of the city's elected officials, executives and employees and making recommendations to the human resources department, mayor and the city council..." (City Code Title 2, Chapter 2.35.050).

Each year the committee is responsible for preparing and submitting a written report to the mayor and city council containing, among other things, recommendations on the "appropriate competitive position for the city relative to the compensation practices of comparable employers," "wages and benefits of the city's elected officials, executives and employees" and "general recommendations regarding the mix of compensation for the city's employees, e.g., base salary, benefits, incentives" (City Code Title 2, Chapter 2.35.050.A.6)

To provide city officials with the most valuable and relevant information, this year's report is more streamlined to include a primary focus on the direct impact of current economic conditions on salary budgets and overview of the city's latest local area market pay analysis.

Finally, a grouping of informational appendices intended to provide city leaders with insight to key measures and indicators impacting the city's workforce are also incorporated at the end of this year's report.

Respectfully,



Citizens' Compensation Advisory Committee

Ray Schelble, Chair

Mike Terry, Vice-chair

Jana Bake

Brandon Dew

Jeff Herring

Casey Lund

Jeff Worthington

Section One: Impact of the current labor market and inflation on 2022 salary budgets

Historically, this committee has relied upon data obtained from employer salary budget surveys conducted by WorldatWork when formulating recommendations to help city leaders determine the annual salary budget, including amounts for employee pay increases.

Results of WorldatWork’s “2021-2022 Salary Budget Survey,” which were released in August 2021, reported 3.3% average and 3.0% median for 2022 planned salary budget increases. However, given the onset of hyperinflation not seen for decades and the extreme recruitment and retention challenges employers face nationwide, WorldatWork’s “*Salary Budget Quick Poll*” (conducted December 14, 2021 through January 3, 2022) confirmed organizations have re-evaluated the environment and are increasing their previously planned salary budgets to a 4% average and 5% median.



Reports of similar indicators were cited by WorldatWork’s Brett Christie, as follows—

- Pearl Meyer’s “2022 Projected Base Salary Increase Quick Poll” of 339 companies found that 2022 increases to base salaries will surpass 4% for all employee groups combined. Of the organizations with higher projected increases than was originally expected earlier in 2021, 40% reported increases greater than 5%. Approximately half of respondents anticipate 2022 base pay increases to be higher than what was originally expected earlier in the year, with 12% expecting increases to be significantly higher.

- Gallagher’s Labor Market Inflation Indicators for 2021-2022 report notes: “Wage and salary increase models which gradually taper salary growth throughout 2022 from its current 4.6% rate down to a 12-month 3.0% rate (equivalent to that experienced in Q1 of 2021) yield an overall average 12-month percent change rate of 3.7% for 2022. Given these models, we advise 2022 salary budgeting in the 3.5% to 4.0% range and structure increases a percentage point below the salary budget increase rate.”
- Mercer’s research found that the percentage of employers providing increases of 3.5% or more doubled between its August and November pulse surveys from 13% to 27%

RECOMMENDATION:

Considering the impact of the current labor market conditions and inflation on employer salary budgets in 2022, the Committee recommends leaders increase the City’s overall salary budget, including employee base wage and salary adjustments, at a rate equal to at least 4% average or 5% median.

Section Two: Local area market pay comparison



The ability to effectively attract and retain key talent is based first and foremost on management, adaptability, and administration of the city’s pay structures and employee base wage and salary rates.

To this end, the committee reviewed market pay data obtained primarily from multiple locally based private or public employers with operations along the

Wasatch Front. This approach is due to the fact recruitment and applicant pool data reviewed by the committee overwhelmingly suggest the city draws its talent from the local area.

Results of the market pay analysis conducted this year were presented by the city’s human resources staff using the compensation management tool offered by Payfactors to aggregate the latest sources of market pay information available.

To facilitate this review, the city organized its job titles into **99 distinct benchmark** groups. The committee reviewed job pricing information obtained for each of the 99 benchmark job titles highlighted in this report. In total, these benchmarks cover **1,247 employees** which represents approximately **41%** of the city’s regular, full-time workforce. Because market data is not available to price all jobs, it is important to note that if a job title is not shown as a

benchmark title it is instead tied to a benchmark for pricing purposes. For example, *Accountant III* is designated as the benchmark job for related titles in the same job family, including:

- *Accountant I*
- *Accountant II*
- **Accountant III** (benchmark)
- *Accountant IV*

If market pay data indicates a particular benchmark job is significantly below market, then all levels of the job should be reviewed for potential pay adjustments—not just the benchmark job. This way the pay differences between levels of the same or similar jobs are appropriately maintained.

The results of this year's local market pay analysis are displayed in three separate work groups. This is done not only to account for the differences in each group's unique wage structure and pay practices, but to also gauge the City's success more effectively at positioning itself as a pay leader. These three work groups include:

- **AFSCME**
- **Public Safety** (including Firefighters, Police Officers and Public Safety Dispatchers)
- **Non-Represented Employees**

In addition to the regular local market pay analysis presented for consideration as part of this annual report, the Committee also received results of the special market study conducted by NFP in January 2022 of the City's non-represented group of benchmark jobs. It is the Committee's understanding that NFP's full report, including their detailed benchmark analyses, conclusions and recommendations, will be transmitted to be considered separate and apart from this report. Among the recommendations cited in their report, however, NFP concluded the City would be better suited to maintain its competitive advantage by adjusting and setting pay scales within +/- 2% of the market base 50th percentile to be considered competitive amid the highly dynamic market conditions that exist today.

The Committee also agreed that the previous standard of maintaining +/- 5% as a competitive pay position compared to market is no longer an effective or desirable approach. Instead, the Committee has now adopted the following new guidelines when determining an individual benchmark job's compensation position relative to the market:

- **Significantly lagging** when data indicates the benchmark job's position relative to market is less than or equal to 90%.
- **Slightly lagging** when data indicates the benchmark job's position relative to market is between 90.1% and 98%.
- **Competitive** when data indicates the benchmark job's position relative to market is between 98.1% and 109.9%.
- **Significantly leading** when data indicates the benchmark job's position relative to market is greater than or equal to 110%.

GROUP FINDINGS & OVERALL SUMMARIES:

Among the AFSCME workgroup, a total of **41** benchmark jobs, covering 338 employees, were evaluated (representing 41% of the total jobs surveyed). Market median (50th percentile) pay rates were compared to the Salt Lake City's wage schedule top rate.



AFSCME Summary	BM Job Count	Overall Average Market Position
Significantly Lagging (Less than or equal to 90% of market)	2	82%
Slightly Lagging (Between 90.1% and 98% of market)	10	92%
Competitive (Between 98.1% and 109.9% of market)	16	101%
Significantly Leading (Greater than or equal to 110% of market)	13	109%
Overall Market Comparison	41	99.18%

The following list includes all related benchmark jobs sorted by those which are most significantly lagging to most significantly leading.

AFSCME Breakout

2021 - Job Title (Job Code)	SLC Top Rate (union only)	# SLC Incumbents	Market Salary (50th Percentile)	Market Comparison (SLC Top Rate vs Market Median)
AIRFIELD MAINT ELECTRICIAN (002618)*	\$80,080	15	\$97,700	82%
LABORATORY CHEMIST UNION (001806)	\$66,498	2	\$75,300	88%
BUILDING EQUIP. OP. II (006071)	\$52,458	0	\$57,900	91%
ENVIRON SPECIALIST II UNION (000720)	\$73,320	1	\$80,800	91%
AIR OPER SPECIALIST AIR UNION (002440)*	\$66,498	3	\$71,900	92%
WRF OP II (002134)	\$57,325	9	\$61,800	93%
WATER METER TECHNICIAN II (000997)	\$50,835	2	\$54,500	93%
PLANS EXAMINER I (002127)	\$69,846	3	\$74,000	94%
FLEET MECHANIC (001952)	\$57,325	40	\$60,400	95%
CRIME SCENE TECH II UNION (001779)	\$52,354	9	\$55,100	95%
WATER METER READER II (006326)	\$42,578	0	\$43,700	97%
MAINT. ELECTRICIAN IV (000168)	\$62,754	8	\$64,200	98%
PLUMBER II (000854)	\$59,051	1	\$59,900	99%
POLICE INTELLIGENCE SPEC. UNION (001539)	\$57,450	3	\$57,700	100%
EVIDENCE TECHNICIAN II (002277)	\$50,232	5	\$49,900	101%
HVAC TEC. II (006050)	\$60,798	9	\$60,300	101%
ASPHALT EQUIP OPERATOR II (000909)	\$52,458	32	\$52,000	101%
BUSINESS LICENSING PROCESS II (001964)	\$55,869	4	\$54,400	103%
WASTE & RECYCLING EQUIP OP II (002347)	\$52,458	26	\$50,800	103%
CARPENTER II (001349)	\$55,578	7	\$52,700	105%
ENGINEERING TECH IV UNION (000829)	\$63,315	10	\$59,600	106%
SR UTILITIES REP CUST SVC (000199)	\$50,690	6	\$47,600	106%
METAL FABRICATION TECHNICIAN (001925)	\$62,754	5	\$58,800	107%
GENERAL MAINTENANCE WORKER II (002489)	\$52,458	1	\$48,900	107%
JUDICIAL ASSISTANT II (002084)	\$55,869	8	\$51,800	108%
FORENSIC SCIENTIST I (001973)	\$63,315	2	\$58,700	108%
PAINTER II (001347)	\$55,578	6	\$51,100	109%
WATER PLANT OPERATOR II (000966)	\$60,798	24	\$55,600	109%
CUSTODIAN II (006090)	\$36,670	2	\$33,400	110%
POLICE INFORMATION SPECIALIST (002463)	\$50,690	12	\$45,800	111%
ACCESS CONTROL SPECIALIST (002340)*	\$52,520	7	\$47,200	111%
ARBORIST II (001375)	\$53,976	4	\$48,100	112%
BUILDING INSPECTOR III (001967)	\$76,981	10	\$67,600	114%
PARKS GROUNDSKEEPER (001813)	\$39,042	9	\$33,800	116%
SENIOR SECRETARY (003030)	\$50,690	1	\$43,800	116%
WAREHSE SUP WORKER-AIRPORT (002022)	\$48,963	1	\$42,200	116%
WATER SYSTEM MAINTENANCE OP II (000975)	\$53,976	16	\$45,100	120%
CONCRETE FINISHER (001852)	\$57,325	9	\$46,700	123%
CIVIL ENFORCEMENT OFFICER I (001893)	\$57,782	4	\$46,900	123%
OFFICE TECHNICIAN II (001191)	\$50,690	18	\$39,200	129%
CITY PAYMENTS PROCESSOR (000263)	\$52,520	4	\$31,500	167%

* = Market salary normalized to Salt Lake City

Among the Public Safety workgroup, a total of **10** benchmark jobs, covering 722 employees, were evaluated (representing 10% of the total jobs surveyed). Market top pay rates of pay were compared to the Salt Lake City's wage schedule top rate.

Public Safety Summary	BM Job Count	Overall Average Market Position
Significantly Lagging (Less than or equal to 90% of market)	3	88%
Slightly Lagging (Between 90.1% and 98% of market)	2	93%
Competitive (Between 98.1% and 109.9% of market)	4	101%
Significantly Leading (Greater than or equal to 110% of market)	1	111%
Overall Market Comparison	10	96%

The following list includes all related benchmark jobs sorted by those which are most significantly lagging to most significantly leading.

Public Safety Breakout				
2021 - Job Title (Job Code)	SLC Top Rate	# SLC Incumbents	Market Salary (Top Rate)	Market Comparison (SLC Top Rate vs Market Top Rate)
FIREFIGHTER/ENGINEER - all levels	\$77,438	53	\$90,275	86%
POLICE LIEUTENANT (000849)	\$112,653	25	\$129,316	87%
POLICE OFFICER - All levels	\$81,723	275	\$90,766	90%
POLICE SERGEANT (007008)	\$95,680	68	\$103,898	92%
FIRE CAPTAIN (008040)	\$94,765	79	\$100,838	94%
POLICE CAPTAIN (000851)	\$127,587	8	\$127,982	100%
BATTALION CHIEF (008030)	\$116,896	13	\$116,646	100%
FIREFIGHTER/EMT - all levels	\$72,405	58	\$71,459	101%
FIREFIGHTER/PARAMEDIC - all levels	\$83,616	80	\$80,687	104%
PUBLIC SAFETY DISPATCHER (002387)	\$67,642	63	\$61,102	111%



Among the non-represented employee workgroup, a total of **48** benchmark jobs, covering 187 employees, were evaluated (representing 48% of the total jobs surveyed). Market median (50th percentile) pay rates were compared to the non-represented employee actual median wages/salaries.

Non-Represented Summary	BM Job Count	Overall Average Market Position
Significantly Lagging (Less than or equal to 90% of market)	15	86%
Slightly Lagging (Between 90.1% and 98% of market)	13	95%
Competitive (Between 98.1% and 109.9% of market)	15	103%
Significantly Leading (Greater than or equal to 110% of market)	5	116%
Overall Market Comparison	48	96%



As with the other groups, the following list ranks all related benchmark jobs sorted by those which are most significantly lagging to most significantly leading.

Non-Represented Breakout

2021 - Job Title (Job Code)	SLC Median Employee Salary	# SLC Incumbents	Market Salary (50th Percentile)	Market Comparison (SLC Median vs Market Median)
SYSTEMS ENGINEER III (002571)	\$97,760	1	\$131,600	74%
CYBERSECURITY ENGINEER II (002573)	\$98,488	2	\$127,100	77%
NETWORK ENGINEER II (002576)	\$91,666	1	\$107,900	85%
FINANCIAL ANALYST III (001670)	\$74,797	6	\$86,000	87%
LICENSED ARCHITECT (000752)	\$83,200	1	\$95,600	87%
GIS SPECIALIST (002154)	\$57,595	1	\$65,500	88%
AUDITOR III (001684)	\$71,261	1	\$80,700	88%
FORENSIC SCIENTIST II (001974)	\$66,227	4	\$74,800	89%
MANAGEMENT ANALYST (001092)	\$65,062	3	\$72,900	89%
REDEVELOPMENT AGENCY PROP MGR (002509)	\$79,165	1	\$88,600	89%
SR BENEFITS ANALYST (002122)^	\$75,337	0	\$84,300	89%
EXECUTIVE ASSISTANT (001989)	\$65,062	12	\$72,800	89%
HR LEAVE SPECIALIST (002451)	\$78,957	1	\$88,200	90%
SAFETY PROGRAM MGR (002286)	\$91,666	2	\$102,100	90%
OFFICE FACILITATOR II NON UNIO (001232)	\$51,334	30	\$57,000	90%
SOCIAL SERVICE WORKER (001921)^	\$51,362	0	\$56,300	91%
PROFESSIONAL LAND SURVEYOR (001890)	\$71,739	1	\$78,100	92%
BUSINESS SYSTEMS ANALYST II (002338)	\$87,277	6	\$93,900	93%
GOLF PROFESSIONAL II (002503)	\$76,523	2	\$81,500	94%
HR BUSINESS PARTNER II (002591)	\$85,197	6	\$90,000	95%
SENIOR CITY ATTORNEY (002319)	\$144,456	12	\$152,500	95%
SENIOR HUMAN RESOURCE TECHNICIAN (001866)	\$49,358	4	\$51,700	95%
PROCUREMENT SPECIALIST I (000533)	\$61,558	2	\$63,900	96%
CLAIMS ADJUSTER (001995)^	\$65,056	0	\$67,200	97%
SOFTWARE ENGINEER III (002145)	\$97,448	2	\$100,500	97%
HRIS ANALYST (002155)	\$89,471	2	\$91,900	97%
PARALEGAL (002201)	\$60,746	6	\$62,300	98%
ENGINEER IV (002198)	\$87,069	13	\$89,000	98%
REAL PROPERTY AGENT (000370)	\$68,016	2	\$69,000	99%
COLLECTIONS OFFICER (001376)	\$45,978	4	\$46,500	99%
NETWORK SYSTEMS ENGINEER II (001394)^	\$91,661	0	\$92,700	99%
ACCOUNTANT III (001666)	\$75,338	13	\$75,700	100%
PRINCIPAL PLANNER (001733)	\$69,867	9	\$69,500	101%
HR RECRUITER (002297)	\$65,000	1	\$64,500	101%
GOLF SUPERINTENDENT 18 HOLES (000936)	\$71,573	3	\$70,800	101%
EMPLOYEE MARKETING & COMM (002225)^	\$68,295	0	\$65,500	104%
SOFTWARE SUPPORT ADMIN II (001729)	\$82,909	8	\$79,300	105%
LEGAL SECRETARY III (003136)	\$57,200	3	\$54,700	105%
TECH SYSTEM ANALYST III (002203)^	\$75,337	0	\$71,400	106%
CITY PAYROLL ADMINISTRATOR (001945)	\$63,492	2	\$59,900	106%
CIVIC ENGAGEMENT PROGRAM SPEC. (001821)	\$60,798	2	\$57,200	106%
EMPLOYEE TRAINING & DEVELOPMEN (000491)^	\$65,056	0	\$60,600	107%
VICTIM ADVOCATE (001765)	\$47,310	4	\$43,900	108%
VIDEO PRODUCTION MGR (002217)^	\$91,661	0	\$82,800	111%
GRAPHIC DESING SPECIALIST II (002607)^	\$68,295	0	\$60,700	113%
JUSTICE COURT JUDGE (001601)	\$160,306	5	\$140,200	114%
PROG COOR ARTS COUNCIL (001799)	\$65,884	2	\$55,900	118%
NET SUP ADM II (001396)	\$61,942	7	\$47,800	130%

^ = Comparing against pay grade midpoint in lieu of median wage as job is currently vacant.

RECOMMENDATION:

The Committee wishes to express its support for the City's compensation strategy to position Salt Lake City as an area pay leader for employees. The Committee has long recognized that Salt Lake City employees deal with a volume of diverse situations and problems not seen by most other municipal entities in the state. Therefore, it is in the City's best interest to attract the most capable employees to all positions and to encourage them to stay. The Committee believes that compensation should be an important factor in this equation and that this policy will prove beneficial to the City's citizens in the future.

Furthermore, as funds permit, the committee recommends the mayor and city council appropriate financial resources necessary to grant market salary adjustments for employees in benchmark jobs identified in this report as lagging market.

- 1. First priority should be given to those lagging significantly; and,*
- 2. Second priority should be given to those lagging slightly behind market.*

Appendix A - Salt Lake City 2021 Overall Recruitment Statistics

(as reported 1/24/22)

- Total # of job postings = **510** (compared to 348 in 2020)
- Total # of applicants = **17,051** (compared to 13,818 in 2020)
- Total # regular, full-time employees hired (excluding seasonal and part-time workers) = **412** (compared to 379 in 2020)

APPOINTMENT	4
NEW HIRE	357
REHIRE	51
Grand Total	412

2021 Turnover rates by department *Voluntary turnover includes resignations, retirements, and job abandonments. Involuntary turnover includes probationary releases, dismissals, separations, and deaths.*

Department	# of Employees	# total Terminations	Overall Turnover Rate	Retention	Voluntary Turnover	Involuntary Turnover
911 BUREAU	84	20	24%	76%	23%	1%
AIRPORT	520	45	9%	91%	8%	1%
ATTORNEY	64	23	38%	60%	36%	2%
CITY COUNCIL	30	7	23%	77%	23%	0%
COMMUNITY & NEIGHBORHOODS	176	20	12%	88%	10%	1%
ECONOMIC DEVELOPMENT	16	3	19%	80%	19%	0%
FINANCE	69	7	10%	90%	9%	1%
FIRE	356	23	7%	93%	6%	1%
HUMAN RESOURCES	30	8	29%	68%	29%	0%
INFORMATION MANAGEMENT SERVICES	77	9	12%	88%	12%	0%
JUSTICE COURTS	40	2	5%	95%	3%	3%
MAYOR	25	5	21%	77%	17%	4%
POLICE	628	70	11%	89%	11%	0%
PUBLIC SERVICES	277	39	14%	86%	14%	0%
PUBLIC LANDS	139	6	5%	95%	5%	0%
PUBLIC UTILITIES	393	47	12%	88%	11%	1%
REDEVELOPMENT AGENCY	26	1	4%	96%	4%	0%
SUSTAINABILITY	62	8	13%	86%	12%	2%

2020

Department	# of Employees	# total Terminations	Overall Turnover Rate	Retention	Voluntary Turnover	Involuntary Turnover
911 BUREAU	85	25	31%	67%	29%	2%
AIRPORT	491	32	7%	93%	6%	1%
ATTORNEY	56	12	23%	76%	19%	4%
CITY COUNCIL	23	0	0%	100%	0%	0%
COMMUNITY & NEIGHBORHOODS	192	13	7%	93%	7%	1%
ECONOMIC DEVELOPMENT	14	2	15%	83%	8%	8%
FINANCE	68	3	4%	95%	4%	0%
FIRE	344	21	6%	94%	5%	1%
HUMAN RESOURCES	25	6	28%	67%	28%	0%
INFORMATION MANAGEMENT SERVICES	62	7	11%	89%	11%	0%
JUSTICE COURTS	38	2	5%	95%	3%	3%
MAYOR	22	8	43%	47%	43%	0%
POLICE	632	78	13%	87%	12%	1%
PUBLIC SERVICES	384	24	6%	93%	5%	1%
PUBLIC UTILITIES	404	36	9%	90%	7%	2%
REDEVELOPMENT AGENCY	23	1	4%	96%	4%	0%
SUSTAINABILITY	61	5	9%	91%	9%	0%

APPENDIX B - Salt Lake City 2021 Union Job Recruitment Statistics

Unless otherwise noted, the following statistics account for the total number of external applicants and hires made between January 1, 2021 – December 31, 2021.

AFSCME

- Trade & Craft (100 Series) – Of **2,161** external applicants, **1,954** (or **90%**) were from Utah. Out of 124 hires, 122 (or, **98%**) were from Utah. **19** were rehires.
- Clerical & Administrative Support (200 Series) – Of **1,112** external applicants, **998** (or, **90%**) were from Utah. Out of **44** hires, 43 (**98%**) were from Utah. **Four** were rehires.
- Paraprofessional (330 Series) – Of 848 external applicants, **676** (or, **80%**) were from Utah. Out of **63** hires, **100%** were from Utah. **Six** were rehires.

In total approximately **86%** of all external applicants and **99%** of new hires for all AFSCME bargaining units were from the state of Utah.

Police Officers

- Of **1,468** external applicants, **1,085** (or, **74%**) were from Utah. Of **65** hires made in 2020, **59** (or, 91%) were from Utah. **14** police officers were rehired.

Firefighters*

- Of **766** external applicants, **446** were from Utah (**58%**). Out of **27** hires, **25** (or, **93%**) were from Utah. **One** firefighter was rehired.

*Note – Fire department hiring rosters typically have a hiring delay of up to two years. Applicants from 2021 may still be in the pipeline for 2022 or later.

Report date 1/24/2022

APPENDIX C - SLCPD SWORN PUBLIC SAFETY TURNOVER DATA

POLICE

2021 Total SLCPD Sworn Employees	Voluntary	Involuntary
511	64	5
TOTAL SWORN TURNOVER %	12.52%	0.98%

Voluntary Turnover includes:

46 Resignations

- 44 Police Officers
- 2 Police Sergeants

18 Retirements

- 1 Deputy Chief
- 1 Police Captain
- 2 Police Lieutenants
- 3 Police Sergeants
- 11 Police Officers

Involuntary Turnover includes:

1 Death

- 1 Police Sergeant

4 Probationary Releases

- 4 Police Officers

51 Total New Hires in 2021:

- 5 Lateral (experienced LEO) Officer New Hires
 - Former agency listed below:
 - 1 came from Tooele County Sheriff's
 - 1 came from Tooele City Police Dept.
 - 1 came from Layton City Police Dept.
 - 1 came from Santa Clara County Sheriff's in California
 - 1 came from Utah Highway Patrol
 - Number of years in law enforcement when hired by SLCPD
 - 2 laterals had less than 2 years of experience
 - 1 lateral had between 2 to 5 years of experience
 - 2 laterals more than 5 years of experience
- 46 Entry Level Police Officer New Hires
 - 1 new hire moved from Idaho
 - 1 new hire moved from California
 - 1 new hire moved from Tennessee
 - 1 new hire moved from Oregon
 - 1 new hire moved from New Jersey

14 Rehires in 2021:

- 13 Police Officers came back after being gone for less than 1 year
- 1 Police Officer came back after being gone for more than 1 year

FIRE

2021 Total SLCFD Sworn Employees	Voluntary	Involuntary
338	19	2
TOTAL SWORN TURNOVER %	5.62%	0.59%

Voluntary Turnover includes:

5 Resignations

- 3 Firefighters
- 1 Fire Captain
- 1 Firefighter Heavy Rescue Technician II

14 Retirements

- 3 Airport Rescue Firefighter III's
- 1 Battalion Chief
- 6 Fire Captains
- 2 Firefighter Engineer III's
- 1 Firefighter/Paramedic II
- 1 Firefighter III

Involuntary Turnover includes:

1 Death

- 1 Airport Rescue Firefighter III

1 Probationary Release

- 1 Firefighter

27 New Hire Firefighters in 2021

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