CHULA VISTA

CITY OF
CHULA VISTA

2021
WORKFORCE DEMOGRAPHICS AND TURNOVER REPORT

CONTENTS

[1] INTRODUCTION

☐ OVERVIEW

The City of Chula Vista Human Resources Department presents its Workforce Demographics and Turnover Report for calendar year 2021.

This report presents facts and statistics about the city's workforce for 2021, identifies and recognizes trends or changes in workforce characteristics that allow for more effective management of the city's most valuable asset, its employees. The data serve as a planning tool for analyzing the City's workforce and developing action plans to address workforce changes to meet the challenge of attracting, developing, and retaining a sufficient and skilled workforce that will be competent to improve or continue service levels.

In order to consistently report information and to provide an accurate representation of the city's workforce demographics over a range of reporting periods, the data are derived from the following assumptions:

- This report provides a snapshot of the City's demographics at a given date. Previous reports reflect the composition of the city's workforce at the end of calendar year. This report therefore captures demographics as of December 31, 2021 and turnover data for calendar year 2021.

- Where appropriate, some metrics show data that encompass a three or five-year period for comparison. Sections of this report include relevant trends and commentary.

- This report provides general descriptive statistics of the city's workforce with focus on permanent benefited employees and appointed and elected officials, excluding seasonal, hourly and non-benefited employees.

☐ DATA COLLECTED

The workforce demographics section provides general descriptive statistics where employees in filled benefited positions as of December 31, 2021 were quantified based on:

- Gender
- Age
- Race
- Job category
- Length of service

To draw substantial analyses, statistics bearing a combination of these demographic descriptors were included: gender and age; job category and gender; race and gender; age and race; and age and job category.

Information such as gender, birth date, benefited date, race, separation dates and separation reasons were obtained from employees' records in Tyler-Munis, the city's human resources information system.

Job category descriptions were based on Equal Employment Opportunity Commission (EEOC) definitions.

The four generations or generational boundaries were obtained from Pew Research Center.

The reasons for separations were acquired from the U.S. Bureau of Labor Statistic's Job Opening and Labor Turnover (JOLTS) definitions.

Employees were counted by "headcount" where each person counts as one employee, regardless of their full-time equivalent (FTE) status.

Employees were reported in the department in which they worked at the end of the calendar year or before they were separated from employment.

EMPLOYEE TURNOVER

The employee turnover section provides the reasons cited by employees for leaving the organization. This report focuses on total separations, further viewing both voluntary and involuntary separations types and demographics of separating employees.

PROJECTED RETIREMENT

The projected retirement section provides projected number of retirements, calculated as the number of employees that will potentially attain normal-age retirement (50 years old) and the longevity (five years), further broken down into department, position classifications and job category that yield retirement vulnerability in the next five years.

DEMOGRAPHICS BY DEPARTMENT

This section provides snapshot of each city department's demographic characteristics as of the end of the calendar year.

TOTAL WORKFORCE

1,056

The City's total workforce as of December 31, 2021 was **1,056** with an **average headcount of 1,025.**

GENDER

71% Male

29% Female

AGE

4%	41%	42%	13%
Generation Z	Millennial Generation	Generation X	Baby Boomer

LENGTH OF SERVICE

16%	44%	25%	13%	2%
< 1 year	1 - 10 years	11 - 20 years	21 - 30 years	> 30 years

JOB CATEGORY

12%	Administrative Support
6%	Officials & Administrators
6%	Paraprofessional
18%	Professional
37%	Protective Services
9%	Service Maintenance
3%	Skilled Crafts
9%	Technicians

RACE

41%	39%	8%	6%	4%	1%	1%
Caucasian	Hispanic	Asian	Other/Two or more races	African American	American Indian	Native Hawaiian/ Pacific Islander

[3] WORKFORCE DEMOGRAPHICS

WORKFORCE BY GENDER

Employees by gender are the number of employees viewed by either female or male gender as identified in employee's personnel records.
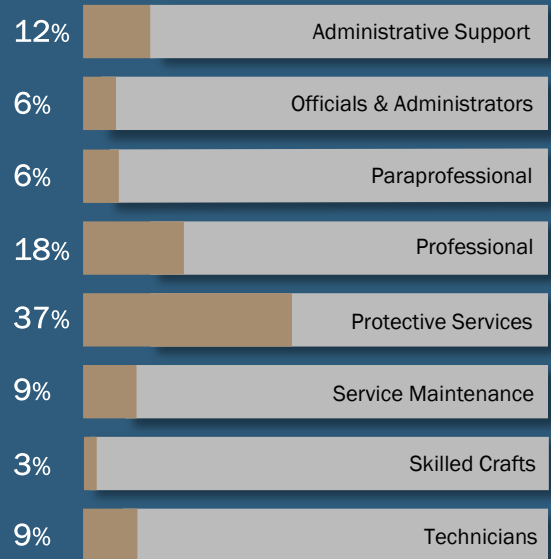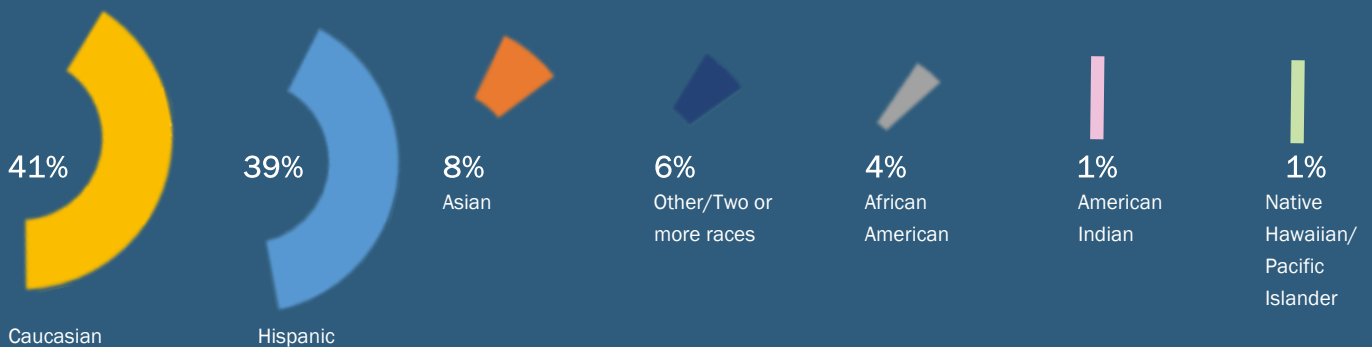
In 2021, the gender composition was 745 males and 311 females. Males comprised 71 percent of the workforce and females 29 percent.

Data show an increasing trend in the number of males and females.

There were 663 males in 2019 and 745 in 2021. The number of males increased by 12.37 percent during this three-year period.

The increasing trend was also reflected in females. The 306 females in 2019 increased to 311 in 2021. During this three-year period, the number of females slightly increased by 1.63 percent.

The number of males has historically been significantly higher, surpassing the number of females by more than 100 percent. The highest percentage difference between males and females was recorded this reporting year 2021. Overall, males outnumbered the females by 140%.

71%
745

29%
311
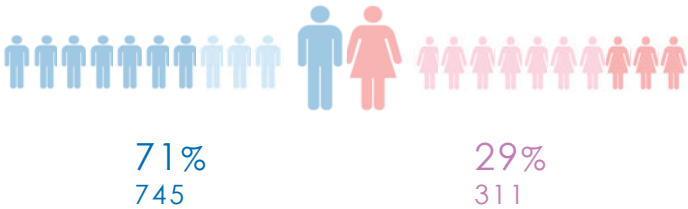
TABLE 2
GENDER COMPOSITION | 2019 - 2021

	2019	2020	2021
♂	663	685	745
♀	306	308	311
Percentage Difference	117%	122%	140%

TABLE 1
TOP 6 MALE-DOMINATED DEPARTMENTS

DEPARTMENT	MALE	FEMALE	% DIFFERENCE
Fire	215	12	1692%
Information Technology	13	1	1200%
Public Works	108	13	731%
Engineering	39	16	144%
Community Services	52	23	126%
Police	223	115	94%

WORKFORCE BY AGE

This overview depicts the number of employees for each of the four distinct generations. For the purpose of this report, a generation may be viewed as a group of contemporaries, considered as cohort and tend to have shared interest and work perspectives.

The four generations[1], the age range and the number of employees in each generation are shown below:

TABLE 3
WORKFORCE BY AGE

Generation	Age Range	# of Employees	%
Baby Boomer Born 1946-1964	57 - 75 years old	139	13%
Generation X Born 1965-1980	41 - 56 years old	440	42%
Millennial Generation Born 1981-1996	25 - 40 years old	435	41%
Generation Z Born 1997-2021	24 years old or younger	42	4%
	Total	1,056	100%
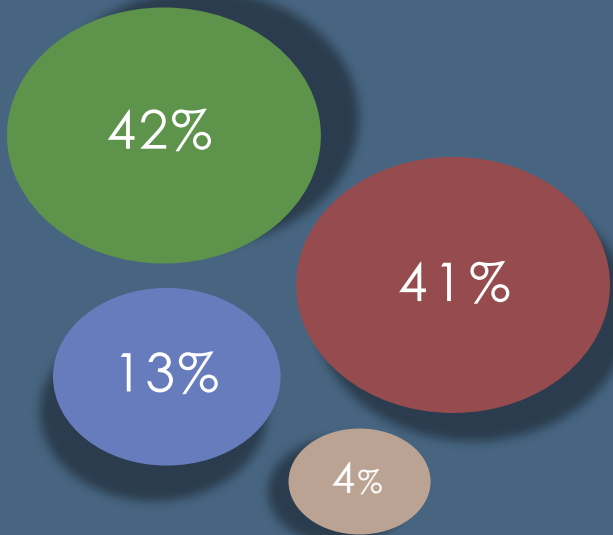
TABLE 4
WORKFORCE BY AGE | 2019 - 2021

Generation	2019	2020	2021
Baby Boomer Born 1946-1964	140	164	139
Generation X Born 1965-1980	450	467	440
Millennial Generation Born 1981-1996	357	346	435
Generation Z Born 1997-2021	22	16	42
Total	969	993	1,056

From 2019 to 2021, the greatest number and percentage of employees were in the Generation X (41-56 years) group, with the least populated age group being employees in Generation Z (24 years or younger).

Between 2020 and 2021, number of employees in the Baby Boomer and Generation X groups decreased by 15 percent and 6 percent, respectively.

Conversely, the number of in the two younger generations Millennial and Generation Z increased. There was a 26 percent increase for Millennial and 163 percent increase for Generation Z.

The youngest employee in 2021 is 19 years old.

The most senior employee in 2021 is 74 years old.

42%

41%

13%

4%

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[1] The four generations or generational boundaries were obtained from Pew Research Center.

MEAN AND MEDIAN AGE BY DEPARTMENT

Projected population by generation

In millions

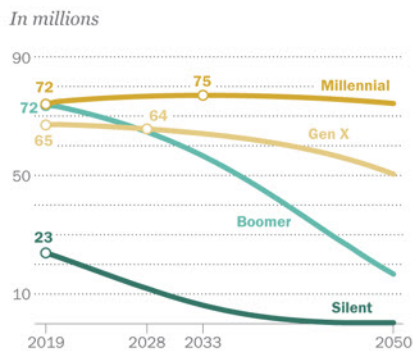Note: Millennials refer to the population ages 23 to 38 as of 2019.
Source: Pew Research Center tabulations of U.S. Census Bureau population estimates released April 2020 and population projections released December 2017.

PEW RESEARCH CENTER

Millennials have surpassed Baby Boomers as the nation's largest living adult generation, according to population estimates from the U.S. Census Bureau. As of July 1, 2019 (the latest date for which population estimates are available), Millennials numbered 72.1 million, and Boomers numbered 71.6 million. Generation X numbered 65.2 million and is projected to pass the Boomers in population by 2028.

Source: Pew Research Center, April 2020

The city's decreasing number of employees in the Generation X and Baby Boomer age groups mirrors the projected downward trend within these generations as reflected in the U.S. Census Bureau's projected population by generation. Generation X was the most populous age group in the workforce in 2021 surpassing Millennials by an insignificant number (440 Generation X'ers versus 435 Millennials), The 26 percent increase in Millennials in 2021 denotes the highest growth within all age groups. While census indicates that Baby Boomers trails Millennials in 2019, it is projected that Generation X will surpass the Baby Boomers in the next years. The number of employees in Generation X have always surpassed the number of Baby Boomers.

Mean and median age
The median age is the age at the midpoint of the workforce – half of the employees are older than the median/midpoint age and half are younger. The median age describes the "age" of the population.

The City's mean and median age were consistently 45 years from 2012-2018. In 2019 and 2020, the median age decreased to 44 years.

Median Age for 2021
In 2021, the mean and median age further decreased to a new low of 42 years as proportion of the workforce at younger ages increased and workforce at older age group decreased.

Mean and median age by department
Table 5 illustrates the mean and median age by department. Data is shown by department's median age in descending order.

Data gathered show that the mean and median age in most departments were within Generation X (41-56 years). Employees in the Administration has a median age in the Baby Boomer generation (57-75 years).

The median ages of three departments HIDTA, Fire and Police fall in the Millennial generation.

TABLE 5
MEAN AND MEDIAN AGE BY DEPARTMENT

Department	Number of Employees	Mean Age	Median Age	Youngest	Oldest
Administration	9	52	57	30	65
City Attorney	14	50	53	34	64
Information Technology	14	53	53	40	74
City Council	12	47	51	27	73
Public Works	121	47	50	21	73
Development Services	67	47	48	28	65
Economic Development	15	48	47	37	66
Engineering & Capital Projects	55	48	47	31	68
City Clerk	7	46	46	34	56
Human Resources	20	44	45	26	62
Animal Care Facility	22	43	44	23	61
Community Services	75	44	44	24	66
Finance	26	43	41	28	62
HIDTA	34	42	40	25	68
Police	338	39	39	22	68
Fire	227	38	38	19	67

■ Baby Boomer	■ Generation X	■ Millennial

WORKFORCE BY RACE

4%	AFRICAN-AMERICAN
1%	AMERICAN INDIAN OR ALASKAN NATIVE
8%	ASIAN
41%	CAUCASIAN
39%	HISPANIC
1%	NATIVE HAWAIIAN OR PACIFIC ISLANDER
6%	OTHER/TWO OR MORE RACES

Employees by race are the number of employees as viewed by one of the seven race categories identified from employee personnel records.

Historically, the City's racial composition was predominantly Caucasian and Hispanic. In 2021, these two groups comprised 80% of the workforce. Caucasians constituted 41 percent (434 employees) and Hispanics at 39 percent (418 employees) of the workforce. Collectively, the other racial groups (African-American, American Indian or Alaskan Native, Asian, Native Hawaiian or Pacific Islander, and Other/two or more races) comprised 19 percent of the workforce.

Data shows decreasing trend in the percentage of Caucasians. Caucasians made up 44 percent of the workforce in 2019, reduced to 41 percent in 2021. Hispanics, on the other hand showed increasing trend in number and percentage of the workforce. 35 percent of the workforce were Hispanics in 2019, up to 40 percent in 2021.

There was a slight increase in the number of Asians and Other/Two or more races between 2019 and 2021. There was a slight decrease in the number of African Americans between 2019 and 2021 while the percentage of American Indian/Alaskan Native and Native Hawaiian/Pacific Islander in the workforce remain the same at one percent.

African-American (Not of Hispanic Origin)
Persons having origins in any of the black racial groups of Africa

American Indian or Alaskan Native (Not Hispanic Origin)
Persons having origins in any of the original peoples of North and South America (including Central America), and tribal affiliation or community attachment

Asian
Persons having origins in any other the original peoples of the Far East, Southeast Asia, the Indian subcontinent including for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine islands, Thailand, and Vietnam

Caucasian (Not of Hispanic Origin)
Persons having origins in any of the original peoples of Europe, North Africa or the Middle East

Hispanic
Persons of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin

Native Hawaiian or other Pacific Islander
Persons having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands

Other/Two or more races (Not of Hispanic Origin)
Persons who identify with more than one of the six races

TABLE 6
RACIAL COMPOSITION | 2019-2021

Racial Category	2019	2020	2021
Caucasian	44%	43%	41%
	430	428	434
Hispanic	35%	37%	39%
	343	372	418
Asian	8%	7%	8%
	76	74	81
Other/Two ore more races	6%	6%	6%
	61	62	68
African-American	5%	5%	4%
	45	44	41
American Indian/Alaskan Native	1%	1%	1%
	8	7	8
Native Hawaiian/Pacific Islander	1%	1%	1%
	6	6	6

WORKFORCE BY JOB CATEGORY

Employees by Equal Employment Opportunity (EEO) job category are the number of employees as viewed within job groupings using EEO definitions (as shown below) assigned to each position's title. EEO job categories are defined by federal agencies and are used to identify positions in broad descriptors based on scope of work and duties. This provides a view of the level of responsibility, knowledge and skills essential to the organization's mission, and is also used for federal and state reporting.

The greatest number and percentage of employees continue to be in the protective services job category. More than one-third of the workforce (37 percent) with 389 employees in POA and IAFF are in jobs categorized as protective services.

Jobs categorized as skilled crafts continue to have the least number of employees at 2 percent of the workforce or 23 employees.

Majority of positions in the Middle Management and Professional (including correspondent unclassified and confidential groups), WCE and some classifications in ACE belong to the professional job category. 190 employees or 18 percent of the workforce were in the professional job category.

From 2019 to 2021, there was no significant difference in the percentages of workforce by job category, except for job category Technician where percentage of employees under this category gradually increased in the three-year reporting period.

TABLE 5
PERCENTAGE OF WORKFORCE BY JOB CATEGORY
2019 - 2021

| Job Category	2019	2020	2021
Protective Services	38%	38%	37%
Professional	20%	19%	18%
Administrative Support	14%	11%	12%
Service Maintenance	10%	9%	9%
Technician	3%	5%	9%
Officials/Administrator	6%	6%	6%
Paraprofessional	7%	9%	6%
Skilled Crafts	3%	2%	3%

Protective Services

37%
389

Occupations in which workers are entrusted with public safety, security and protection from destructive forces.

Professionals

18%
190
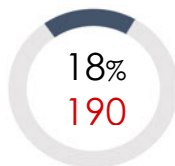
Occupations in which workers are required specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

Administrative Support

12%
128
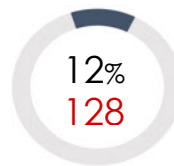
Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

Service Maintenance

9%
99
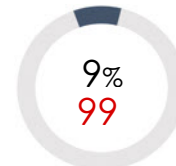
Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.

Technicians

9%
100
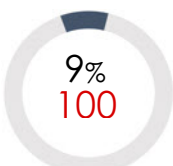
Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

Officials and Administrators

6%
61
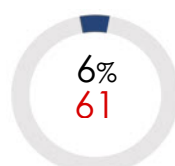
Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.

Paraprofessionals

6%
66
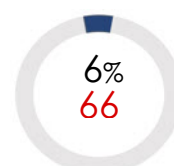
Occupations in which workers perform some of the duties of a professional in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status.

Skilled Crafts

3%
23

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training, experience or apprenticeship.

WORKFORCE BY LENGTH OF SERVICE

Employees by length of service, also referred as longevity, are the number of employees as viewed within five groups (less than one year; 1 to 10 years; 11 to 20 years; 21 to 30 years; and more than 30 years) defining the years of work an employee accumulated. Length of service is recorded in employee personnel records. In most instances, longevity was calculated based on hire date. In instances when an employee was hired to an hourly and non-benefited position and transitioned to a permanent benefited position, the calculation of longevity was based on permanent benefited date.

Information on employee longevity provides awareness of employee institutional knowledge that potentially be used for mentoring purposes. As employees enter or leave the workforce, understanding the level of knowledge gained or lost by the city could help identify opportunities for cross-training and/or mentoring.

In 2021, length of service was heavily clustered in employees with 1-10 years of service. 470 employees or 44 percent of the workforce had 1-10 years of service. These employees were hired in permanent/benefited positions between 2011 and 2020.

Data yielding 167 employees having less than 1 year of service corresponds to the number of hires that happened in 2021.

The percentage of workforce drops as longevity increases. In 2021, there were 21 employees whose longevity was more than 30 years of service.

In 2021, the median longevity is 6 years, the lowest median longevity since 2019. The mean longevity is 10 years, the lowest since 2019.

The longest tenured employee was hired in 1976 and employed as of December 31, 2021 has 45 years of service.

Comparing longevity between 2019 and 2021, data show constant increase in the number of employees having 1-10 years and 21-30 years of service.

TABLE 7
PERCENTAGE OF WORKFORCE BY LENGTH OF SERVICE
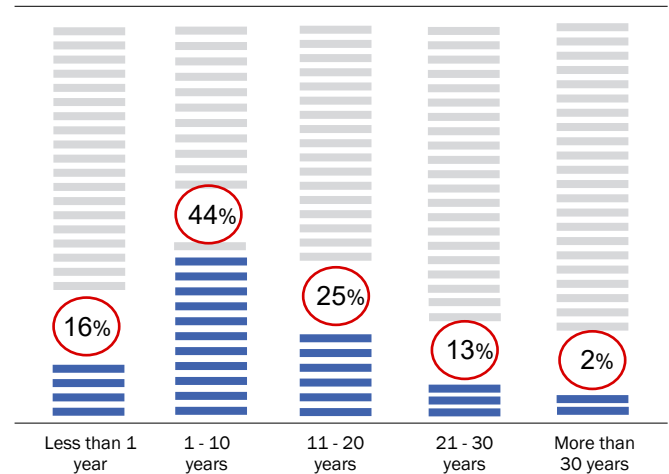
TABLE 8
WORKFORCE BY LENGTH OF SERVICE | 2019-2021

	2019		2020		2021	
	# of EEs	%	# of EEs	%	# of EEs	%
Less than 1 year	93	10%	98	9%	167	16%
1 - 10 years	380	39%	436	44%	470	44%
11 - 20 years	354	37%	313	32%	261	25%
21 - 30 years	128	13%	130	13%	137	13%
More than 30 years	14	1%	16	2%	21	2%
Mean/Average Tenure	12		11		10	
Median Tenure	12		7		6	

WORKFORCE BY GENDER AND AGE

The multigenerational workforce has been further analyzed by either female or male gender categories identified from employee personnel records.

Data yield the following results relevant to the workforce by generation and gender:

• there were more males than females in all generational categories;

• 29 percent (309 employees) of the workforce were males in Generation X;

• 29 percent (305 employees) were males in the Millennial generation;

• 12 percent (131 employees) were females in Generation X;

• 12 percent (130 employees) were females in the Millennial generation;

• the average and median age for male was 42 years;

• the average age for female was 43 years while the median age was 42 years.

Within males and females, most employees were Millennials and Generation X'ers. 82 percent of males were in these age groups while 84 percent of females were Millennials and Generation X'ers.

By gender and age, the least number of employees were females in Generation Z (24 years or younger). There were 7 females aged 24 years old or younger.

TABLE 9
NUMBER AND PERCENTAGE OF MALE AND FEMALE EMPLOYEES BY GENERATION

	MALE			FEMALE			
Generation	# of EEs	% within Males	% within work-force	# of EEs	% within Females	% within work-force	Total EEs
Baby Boomer 57 - 75 years	96	13%	9%	43	14%	4%	139
Generation X 41 - 56 years	309	41%	29%	131	42%	12%	440
Millennial 25 - 40 years	305	41%	29%	130	42%	12%	435
Generation Z 24 or younger	35	5%	3%	7	2%	1%	42
TOTAL	745	100%	71%	311	100%	29%	1,056

WORKFORCE BY GENDER AND AGE

Generation Z (24 years or younger)

1%

3%

Millennial Generation (25 - 40 years old)

12%

29%

Generation X (41 - 56 years old)

12%

29%

Baby Boomer (57 - 75 years old)

4%

9%
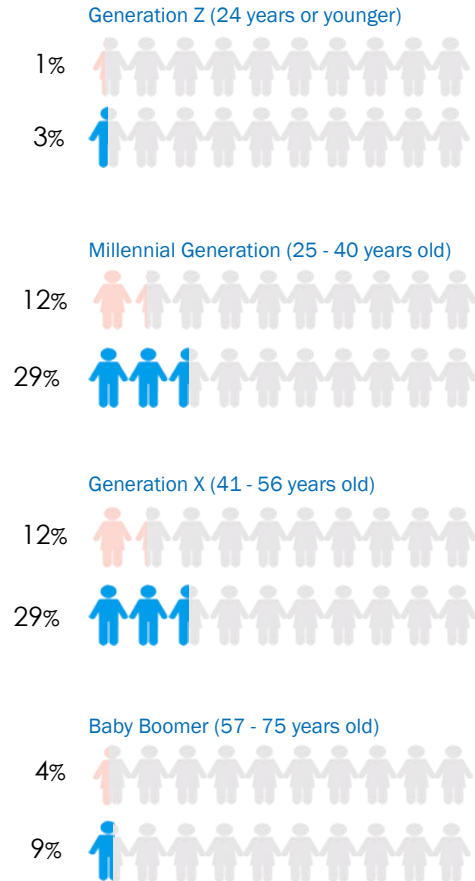
WORKFORCE BY GENDER AND RACIAL GROUP

The multi-racial workforce has been further analyzed by either female or male gender categories identified from employee personnel records.

Data yield the following results relevant to the workforce by gender and racial composition:

- In 2021, the workforce was comprised of 30 percent Caucasian male, 28 percent Hispanic male, 12 percent Hispanic female and 11 percent Caucasian female. Approximately 20 percent of the workforce were represented by other racial categories (African American, American Indian or Alaskan Native, Asian, Native Hawaiian or Pacific Islander and Other race/two or more races).

- Within the male category, the most dominant racial group was Caucasian at 42 percent followed by Hispanic at 39 percent. About 20 percent of males belong to the other racial groups.

- Within the female category, the most dominant racial group was Hispanic at 40 percent followed by Caucasian at 38 percent. About 20 percent of females belong to other racial groups.

- There was a congruent relation in racial composition between males and females. Within both genders, about 80 percent were Caucasian and Hispanic and 20 percent in other racial groups.

- In both gender categories, Asian followed closely behind Caucasian and Hispanic in percentage and number of employees.

- Male and female American Indian or Alaskan Native and Native Hawaiian or Pacific Islander were the least populous group.

TABLE 10
NUMBER AND PERCENTAGE OF EMPLOYEES IN RACIAL GROUPS BY GENDER

| | MALE | | | FEMALE | | | |
Race	# of EEs	% within Males	% within work-force	# of EEs	% within Females	% within work-force	Total EEs
African American	29	4%	3%	12	4%	1%	41
American Indian or Alaskan Native	6	1%	1%	2	1%	0%	8
Asian	52	7%	5%	29	9%	3%	81
Caucasian	317	42%	30%	117	38%	11%	434
Hispanic	291	39%	28%	127	40%	12%	418
Native Hawaiian or Pacific Islander	4	1%	0%	2	1%	0%	6
Other race/two or more races	46	6%	4%	22	7%	2%	68
Total	745	100%	71%	311	100%	29%	1,056

WORKFORCE BY GENDER AND JOB CATEGORY

Administrative support
Officials and administrators
Paraprofessional
Professional
Protective services
Service maintenance
Skilled crafts
Technician
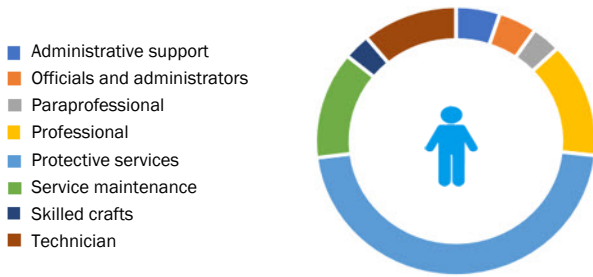
TABLE 11
NUMBER AND PERCENTAGE OF MALES IN JOB CATEGORIES

Occupational Group	Total EEs	% within Male	% within workforce
Administrative Support	38	5%	4%
Officials and Administrators	33	4%	3%
Paraprofessional	25	3%	2%
Professional	103	14%	10%
Protective Services	345	46%	33%
Service Maintenance	96	13%	9%
Skilled Crafts	23	3%	2%
Technician	82	11%	8%
Total	745	100%	71%

Administrative support
Officials and administrators
Paraprofessional
Professional
Protective services
Service maintenance
Skilled crafts
Technician
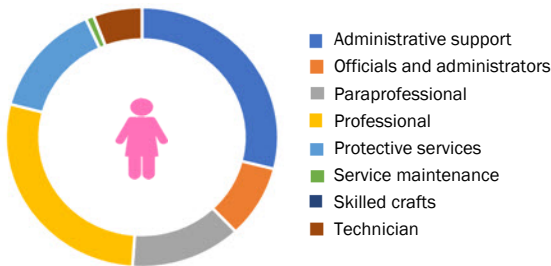
TABLE 12
NUMBER AND PERCENTAGE OF FEMALES IN JOB CATEGORIES

Occupational Group	Total EEs	% within Female	% within workforce
Administrative Support	90	29%	9%
Officials and Administrators	28	9%	3%
Paraprofessional	41	13%	4%
Professional	87	28%	8%
Protective Services	44	14%	4%
Service Maintenance	3	1%	0.28%
Skilled Crafts	0	0%	0%
Technician	18	6%	2%
Total	311	100%	29%

The workforce by job groups has been further analyzed by either female or male gender categories identified from employee personnel records.

In 2021, the City workforce by gender and job category predominantly consisted of:

• 33 percent male in protective service positions

• 10 percent male in professional occupations

• 9 percent female in service maintenance positions

• 9 percent female in administrative support positions

Data comparing the number of males and females in job categories yield the following:

• Most males were in occupations in protective services. 46 percent of males were in this occupational group.

• 14 percent of males were in professional occupations, followed closely behind by males in service maintenance positions (13 percent).

• There was an equal percentage of males and females occupying key positions (officials and administrators). Findings show that 3 percent of the workforce were males and 3 percent were females.

• Data on some occupational groups show significant disparity between male and female. In protective services, skilled crafts, and service maintenance positions, males surpassed females by more than 100 percent.

• There were more females than males in administrative support and paraprofessional positions – 58 percent more females than males in administrative support positions and 39 percent more females in paraprofessional positions.

WORKFORCE BY AGE AND RACIAL CATEGORY

TABLE 13
NUMBER AND PERCENTAGE OF GENERATION BY RACIAL CATEGORY

Race	Generation Z ≤ 24 years	Millennial 25 - 40 years	Generation X 41 - 56 years	Baby Boomer 57 - 75 years	Totals
African American					
Number of Employees	2	15	15	9	41
% within race	5%	37%	37%	22%	100%
% within total workforce	0.19%	1.42%	1.42%	0.85%	3.88%
American Indian or Native Alaskan					
Number of Employees	—	4	3	1	8
% within race	—	50%	38%	13%	100%
% within total workforce	—	0.38%	0.28%	0.09%	0.76%
Asian					
Number of Employees	—	39	30	12	81
% within race	—	48%	37%	15%	100%
% within total workforce	—	3.69%	2.84%	1.14%	7.67%
Caucasian					
Number of Employees	10	165	196	63	434
% within race	2%	38%	45%	15%	100%
% within total workforce	0.95%	16.00%	19.00%	5.97%	41.1%
Hispanic					
Number of Employees	25	176	171	46	418
% within race	6%	42%	41%	11%	100%
% within total workforce	2.37%	17.00%	16.00%	4.36%	39.58%
Native Hawaiian/Pacific Islander					
Number of Employees	—	4	2	8	14
% within race	—	29%	14%	57%	100%
% within total workforce	—	0.18%	0.19%	0.76%	1.33%
Other/Two or more races					
Number of Employees	5	32	23	—	60
% within race	8%	53%	38%	—	100%
% within total workforce	0.47%	3.03%	2.18%	—	5.68%

The multi-racial workforce has been further analyzed by age of employees as identified from employee personnel records.

In 2021, the City workforce by age and racial category consisted of:

- 19 percent Caucasians between 41-56 years old (Generation X);

- 17 percent Hispanics between 25-40 years old (Millennials);

- 16 percent Caucasian in the Millennial generation; and

- 16 percent Hispanic in Generation X.

Employees in other generations (Baby Boomer and Generation Z) and other racial categories (African American, American-Indian, Asian, Native Hawaiian, and Other/two or more races made up approximately 30 percent of the workforce.

Among Generation Z (24 years or younger), the youngest generation in the workforce, 25 or 62 percent of employees were Hispanic. There were no American Indian/Native Alaskan, Asian, and Native Hawaiian/Pacific Islander aged 24 years or younger in 2021.

The greatest number of employees aged 25-40 years old (Millennials) was Hispanics (176 employees) closely followed by Caucasians (165 employees). Of the 435 Millennials in 2021, 22 percent were in racial categories other than Caucasian and Hispanic.

Among Generation Xers (41-56 years), 45 percent of employees (196) were Caucasians followed by Hispanics at 39 percent (171 employees). The rest of racial categories were at less than 20 percent of this age group.

Caucasians represented the most number of employees among the Baby Boomers. There were 63 Caucasians aged 57-75 years old. Lagging behind were 46 Hispanics or 33 percent of employees under this age group. There were no employees in other/two or more races aged 57-75 years old.

Caucasians and Hispanics outweighed most races within all generational groups.

There were only two employees in the following racial and generational categories: African-American in Generation Z and Native Hawaiian/Pacific Islander in Generation X. In 2021, there was one American Indian/Native Alaskan aged 57-75 years old.

WORKFORCE BY AGE AND JOB CATEGORY

The multi-generational workforce has been further analyzed by job categories.

Data show that in 2021, the City workforce by age and job category consisted of:

- 18 percent in protective services were in the millennial age group (25-40 years old).

- Another 16 percent of employees with the protective services were in Generation X (41-56 years old).

- 9 percent in professional occupations were in Generation X.

- Employees in other generational groups in positions other than protective services made up 7 percent or less of the entire workforce.

Generation Xers were dominant in officials and administrators, paraprofessional, professional, service maintenance, and skilled craft positions, while Millennials prevailed in administrative support, protective services and technician positions.

Within Generation X, Millennial, and Generation Z, the most number of employees were in the protective services group.

Within Baby Boomers, the most number of employees were in positions in the professional group. Most employees in the officials and administrators group were between 41-56 years old (Generation X).

No employee aged 24 years or below were in officials and administrators, paraprofessional, professional, and skilled crafts positions.
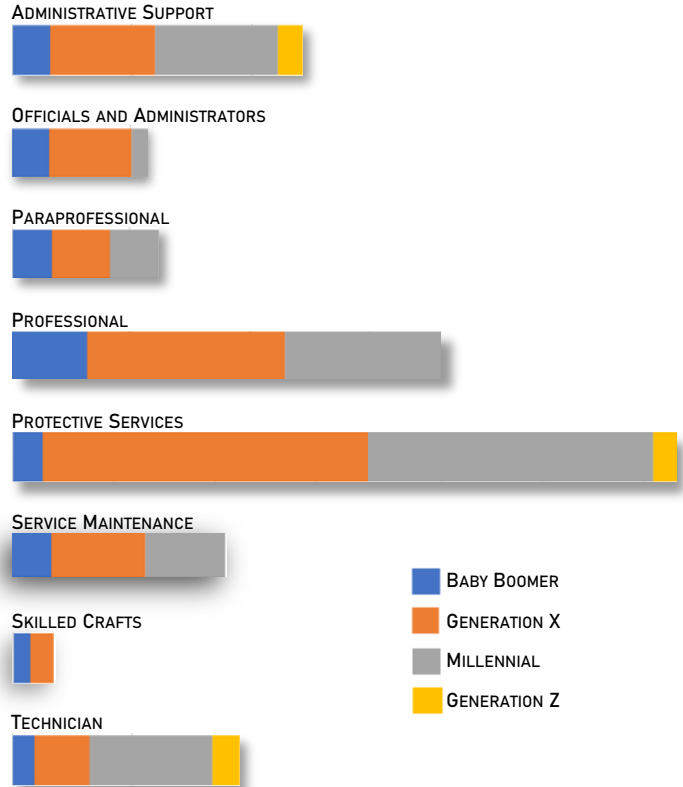
ADMINISTRATIVE SUPPORT

OFFICIALS AND ADMINISTRATORS

PARAPROFESSIONAL

PROFESSIONAL

PROTECTIVE SERVICES

SERVICE MAINTENANCE

SKILLED CRAFTS

TECHNICIAN

- ■ BABY BOOMER
- ■ GENERATION X
- ■ MILLENNIAL
- ■ GENERATION Z

TABLE 14
NUMBER AND PERCENTAGE OF EMPLOYEES BY GENERATION AND JOB CATEGORY

Job Category	BABY BOOMER (57 - 75 years old)			GENERATION X (41-56 years old)			MILLENNIAL (25-40 years old)			GENERATION Z (24 years or younger)		
	# of EEs	% (Baby Boomer)	% (Work-force)	# of EEs	% (Gen X)	% (Work-force)	# of EEs	% (Mil-lennial)	% (Work-force)	# of EEs	% (Gen Z)	% (Work-force)
Administrative Support	17	12%	2%	46	10%	5%	54	12%	5%	11	26%	1%
Officials and Administrator	17	12%	2%	36	8%	3%	8	2%	1%	–	–	–
Paraprofessional	18	13%	2%	26	6%	2%	22	5%	2%	–	–	–
Professional	34	24%	3%	87	20%	9%	69	16%	7%	–	–	–
Protective Services	16	12%	1%	170	39%	16%	188	43%	18%	15	36%	1.42%
Service Maintenance	19	14%	2%	41	9%	4%	35	8%	3%	4	10%	0.38%
Skilled Crafts	8	6%	1%	10	2%	1%	5	1%	0%	–	–	–
Technician	10	7%	1%	24	5%	2%	54	12%	5%	12	29%	1%
Total	139	100%	13%	440	100%	42%	435	100%	41%	42	100%	4%

[4] EMPLOYEE TURNOVER

SCOPE

This section of this report provides information on employee turnover and the reasons cited by employees for leaving the organization. This report will primarily focus on total separations, further viewing both voluntary and involuntary separations types and demographics of separating employees.

The scope of data collected included permanent/benefited employees during calendar year 2021 and does not include turnover data among unclassified/hourly employees. Turnover, as presented throughout this report, does not include transfers by employees from one department to another. Movement between departments is not considered turnover for purposes of this analysis.

METHODOLOGY

Employee turnover rate is the number of separations divided by the average number of employees during a particular measurement period and is calculated as follows:

Turnover = $\dfrac{\text{Number of Separations in CY2021}}{\text{Average Headcount* in CY 2021}}$

*Average headcount is the number of employees at the beginning of the calendar year and the number of employees at the end of the calendar year divided by 2.

In most instances, reasons for separation were self-reported by separating employees during the exit interviews, and recorded in Munis.

SEPARATIONS, AVERAGE HEADCOUNT AND TURNOVER RATE | 2019-2021

Number of Separations

Separations are defined for this report as the total number of permanent/benefited employees who separated from the City's employ either through voluntary, involuntary, or other reasons and whose employment records indicated a termination date between January 1 and December 31, 2021.

• Separations | 2019-2021

2019	2020	2021
61	76	127

Data from 2019-2021 separations indicate an increasing trend in the number of separations. Between 2019 to 2020, the number of separations increased by 15 percent; between 2020 to 2021, there was a 67 percent increase in separations. Comparing the number of separations in 2019 and 2021, data show a 108 percent increase in the number of separations. The highest number of separations were experienced in 2021.

Average Headcount

Headcount is the number which shows how many employees are working in the organization. For this report, the average headcount is calculated as the average number of permanent/benefited employees in January 1, 2021 and December 31, 2021.

• Average Headcount | 2019-2021

2019	2020	2021
968	981	1025

Data from 2019-2021 average headcount demonstrate an increasing trend. Between 2019 to 2020, the average headcount increased by 1.34 percent and between 2020 and 2021, the average headcount increased further by 4.79 percent. By 2021, the average employee headcount increased by 6.20 percent.

Turnover Rate

Turnover rate is an HR metric used to determine the rate at which employees both voluntarily and involuntarily leave the organization.

The turnover rate is calculated by dividing the total separations by the average head-count for the calendar year.

• Turnover Rate | 2019-2021

2019	2020	2021
6%	8%	12%

While there appears to be an insignificant difference between employee turnover rates in 2019 and 2020, turnover in 2020 to 2021 increased by 4 percent. Employee turnover in 2021 was the highest turnover experienced since 2019.

Separations, Average Headcount and Turnover Rates 2019 - 2021
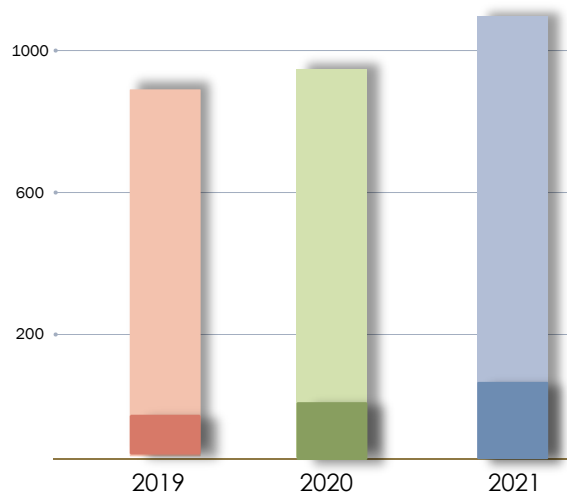
2019
Average headcount: 968
Number of Separations: 61
Turnover Rate: 6%

2020
Average headcount: 981
Number of Separations: 76
Turnover Rate: 8%

2021
Average headcount: 1025
Number of Separations: 127
Turnover Rate: 12%

WHY EMPLOYEES LEAVE

There are various reasons why an employee may separate employment. This report's primary emphasis is to display total separations, further viewing both voluntary, involuntary and other separation reasons. The data do not include transfers by employees from one department to another.

Separations include all separations from the payroll during calendar year 2021 and is reported by type of separation.

The reasons for separations presented in this report are based on the U.S. Bureau of Labor Statistic's Job Opening and Labor Turnover (JOLTS) definitions. U.S. BOL defines and categorizes separations as:

Voluntary separations or quits
Employees who left voluntarily for reasons such as better future, higher salary, relocation, or undesirable work environment.

Involuntary separations
Separations initiated by the City including layoffs, discharges resulting from failing probation, and discharges for cause.
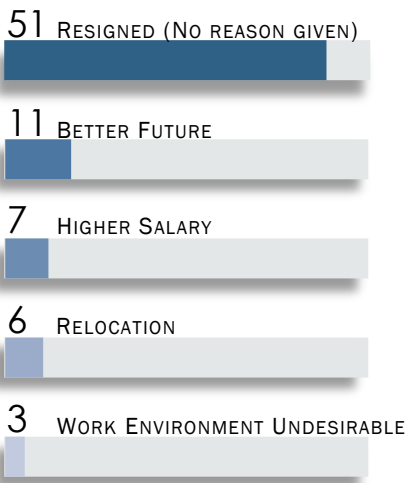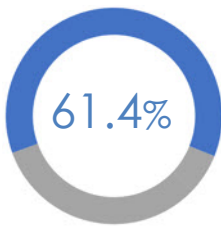
Other separations
Separations under other separations include service and disability retirements and deaths.

TABLE 15
NUMBER OF SEPARATIONS | 2021

Type of Separation	Number of Separations
■ Voluntary Separations	78
■ Involuntary Separations	8
■ Other Separations	41
Total	**127**

NUMBER OF SEPARATIONS BY REASON FOR LEAVING

VOLUNTARY SEPARATIONS

61.4%

51 RESIGNED (NO REASON GIVEN)

11 BETTER FUTURE

7 HIGHER SALARY

6 RELOCATION

3 WORK ENVIRONMENT UNDESIRABLE

INVOLUNTARY SEPARATIONS

6.3%

6 FAILED PROBATION

1 SEPARATED

1 LAY-OFF

OTHER SEPARATIONS

32.3%

41 RETIREMENT
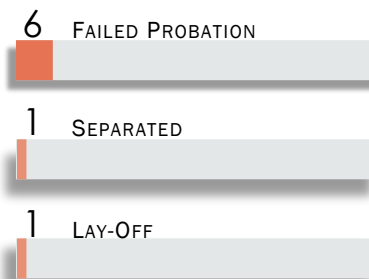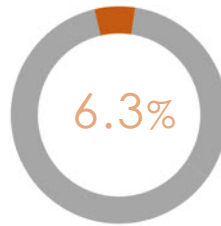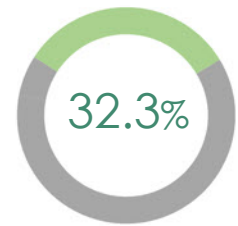
VOLUNTARY VS. INVOLUNTARY TURNOVER

Turnover costs time, money, and other resources. It may potentially be difficult to manage if the organization is not cognizant of the varied reasons why employees leave. Loss of employees, specifically those with particular knowledge and/or skill set affects an organization's performance.

Involuntary turnover is inevitable, unavoidable and faced by all organizations. In most instances, involuntary turnover does not negatively impact the organization as it allows for exit of poor performers or employees whose talents are easy to replace.

Voluntary turnover on one hand, may be avoidable and stems from causes that the organization may be able to influence or may have control of.

Voluntary separations accounted for 61% of the total separations in 2021. Resignation (no reason provided) was the top reason for separation in 2021, replacing retirement (service and disability) as the top reason for separation in 2019 and 2020.

TRUE TURNOVER
To reach a more valuable measure of turnover, it is worthwhile to review and compare involuntary and voluntary separation data. Additionally, it is valuable to isolate involuntary from voluntary turnover to measure the 'true' turnover rate.

The "true" turnover rate therefore in 2021 was 8% based on 78 voluntary separations and the highest true turnover rate since 2019,

TABLE 16
TURNOVER RATES BASED ON ALL SEPARATIONS
2019 - 2021

	2019	2020	2021
Total Separations	61	76	127
Average Headcount	968	981	1025
Turnover based on all separations	6%	8%	12%

TABLE 17
TURNOVER RATES BASED ON VOLUNTARY SEPARATIONS
2019 - 2021

	2019	2020	2021
Total Separations	31	28	78
Average Headcount	968	981	1025
Turnover based voluntary separations	3%	3%	8%

TABLE 18
TURNOVER RATES BASED ON INVOLUNTARY SEPARATIONS
2019 - 2021

	2019	2020	2021
Total Separations	4	5	8
Average Headcount	968	981	1025
Turnover based on involuntary separations	0.4%	1%	1%

DEMOGRAPHICS AND TURNOVER RATE OF LEAVERS BY AGE, GENDER, TENURE, RACE AND OCCUPATIONAL GROUP
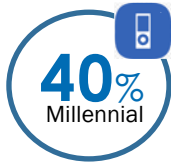
40% Millennial

Turnover by Age

Age	# of Separations	Average Headcount	Turnover Rate	% of Total Separations
Baby Boomer	28	151	19%	22%
Generation X	44	452	10%	35%
Millennial	51	394	13%	40%
Generation Z	4	30	13%	3%
Total	127			

79 48

62% Male
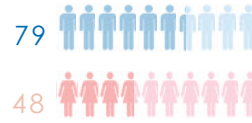
Turnover by Gender

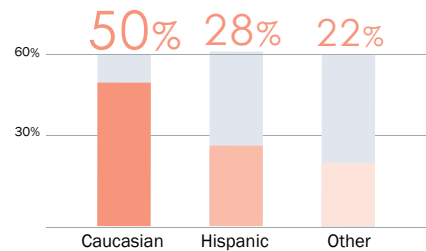| Gender	# of Separations	Average Headcount	Turnover Rate	% of Total Separations
Male	79	714	11%	62%
Female	48	311	15%	38%
Total	127			

39% 1 - 10 years

38% Turnover rate for leavers with less than 1 year of service

Turnover by Length of Service

Length of Service	# of Separations	Average Headcount	Turnover Rate	% of Total Separations
< 1 year	34	89	38%	27%
1 - 10 years	49	494	10%	39%
11 -20 years	19	270	7%	15%
21 - 30 years	23	149	15%	18%
> 30 years	2	23	9%	2%
Total	127			

Tenure by Racial Category

Racial Category	# of Separations	Average Headcount	Turnover Rate	% of Total Separations
American Indian	0	7	0%	0%
Asian	8	77	10%	6%
African American	8	43	19%	6%
Caucasian	64	432	15%	50%
Hispanic	36	395	9%	28%
Native Hawaiian	1	7	15%	1%
Other/2 or more	10	66	15%	8%
Total	127			

50% **28%** **22%**

	Caucasian	Hispanic	Other

Turnover by Occupational Group

Occupational Group	# of Separations	Average Headcount	Turnover Rate	% of Total Separations
Administrative Support	26	125	21%	20%
Officials and Administrators	8	61	13%	6%
Paraprofessional	4	66	6%	3%
Professional	23	189	12%	18%
Protective Services	30	390	8%	24%
Service Maintenance	8	96	8%	6%
Skilled Crafts	3	23	13%	2%
Technician	25	77	33%	20%
Total	127			

24% ▶ Protective Services   **20%** ▶ Administrative Support   **20%** ▶ Technician

Top 5 Separations by Job

Job Title	Department	Number of Separations
1. Peace Officer	Police	12
2. Police Agent	Police	7
3. EMT (Non-safety)	Fire	6
4. Paramedic (Non-safety)	Fire	5
5. Fire Captain	Fire	4
5. Police Dispatcher Trainee	Police	4

[4] PROJECTED RETIREMENTS

Projected retirement is a view of the number of employees that will potentially attain normal age retirement of 50 years and longevity of five years in the next five years.

There are other methods to establish retirement eligibility. Retiring under disability rules and potential for purchasing service time all make for unique decision making for each individual.

For simplicity, this report provides the most standard and most-often used calculation: 50 years old with 5 years of service. Of course, an employee's decision to retire is a combination of professional, personal and financial decisions.

The department may use this data to evaluate future staffing needs and plan for a changing workforce as the generation Xers and baby boomers cycle through their expected retirement decision timeline,

A review of employees' age and tenure shows that 266 employees have already met eligibility for retirement as of December 31, 2021. This accounts for 25 percent of the workforce in 2021. Another 41 employees will reach eligibility by 2022; 29 more employees will be eligible by 2023 and by 2026, 101 employees are either eligible for retirement or have reached minimum age and service requirement for retirement.

TABLE 19

PROJECTED NUMBER OF EMPLOYEES ELIGIBLE FOR RETIREMENT (2020 - 2026)

Calendar Year	Projected number of employees eligible for retirement
2020*	306
2021*	354
2022**	307
2023**	336
2024**	365
2025**	393
2026**	437

*Projections for 2020 and 2021 were based on employees' eligibility as of December 31, 2019 that were included in the 2019 Workforce Demographics and Turnover Report. Actual retirements that happened in 2020 and 2021 are shown in the succeeding portion of this report.

**Retirement forecast for 2022 - 2026 are based on employees' eligibility for retirement as of current reporting period (December 31, 2021). Forecasts versus actual retirements in 2022 and 2023 will be made available in the 2024 Workforce Demographics and Turnover Report.

TABLE 20
PROJECTED AND ACTUAL RETIREMENTS (2020 AND 2021)

Department	Number of retirement-aged employees as of 12/31/2019	2020		2021	
		Eligible in 2019	Actual	Projected	Actual
Administration	5	5	1	5	0
Animal Care Facility	6	8	1	9	1
City Attorney	9	9	0	9	1
City Clerk	1	1	0	1	0
City Council	3	3	0	6	0
Community Services	29	31	3	33	2
Development Services	28	31	3	33	5
Economic Development	4	5	0	7	1
Engineering & Capital Projects	25	25	4	25	1
Finance	5	7	0	7	0
Fire	31	37	4	44	6
HIDTA	5	7	0	11	1
Human Resources	3	3	0	4	0
Information Technology	8	9	0	10	1
Police	41	60	15	77	18
Public Works	61	65	9	73	4
TOTAL PROJECTED	264	306	41	354	41
Percentage of Actual from Projected (2020 and 2021)			13%		12%

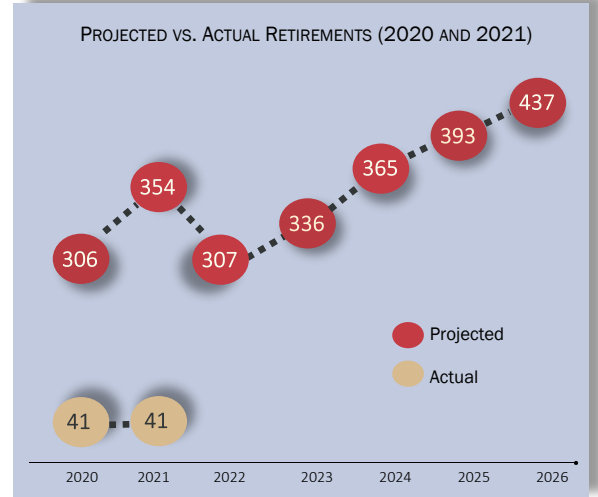PROJECTED VS. ACTUAL RETIREMENTS (2020 AND 2021)

TABLE 21
PROJECTED NUMBER OF EMPLOYEES ELIGIBLE FOR RETIREMENT BY DEPARTMENT (2022 - 2026)

Department	Number of retirement-aged employees as of 12/31/2021	PROJECTED NUMBER OF EMPLOYEES ELIGIBLE FOR RETIREMENT				
		2022	2023	2024	2025	2026
Administration	6	7	7	7	7	7
Animal Care Facility	5	8	9	10	10	11
City Attorney	8	8	8	8	8	9
City Clerk	1	2	2	2	2	4
City Council	2	3	3	3	3	3
Community Services	26	27	30	30	32	37
Development Services	22	22	29	31	36	40
Economic Development	4	5	6	8	9	9
Engineering & Capital Projects	21	25	26	27	29	31
Finance	6	10	10	10	10	11
Fire	34	41	42	49	54	63
HIDTA	9	10	10	10	11	12
Human Resources	5	5	6	6	7	9
Information Technology	9	9	10	12	12	12
Police	50	62	72	83	92	103
Public Works	58	63	66	69	71	76
TOTAL PROJECTED	266	307	336	365	393	437
Projected Actual (2022 - 2026)*		38	42	46	49	55

Projections are cumulative and do not account for retirements that will occur each calendar year.

Projections are based on employee's age and length of creditable service at the end of 2021. One year is added to age and creditable service to determine eligibility in the next fiscal year. This process is repeated for each subsequent calendar year. Creditable service includes time spent as a permanent/benefited employee excluding purchased service credits.

Data shows that of the 306 employees were eligible to retire in 2020, based on eligibility as of December 31, 2019. Of the 306 projected, 41 actual retirements or 13 percent of the projected number of employees eligible for retirement were recorded. In 2021, 354 employees were eligible to retire as of December 31, 2019. Of the 354, 41 actual retirements were recorded or 12 percent of the projected number.

Table 21 shows the five-year (2022-2026) projected number of employees eligible to retire based on age and service eligibility as of December 31, 2021. Along with this information are the projected actual retirements based on the percentage of actual retirements versus projected. Data appears that actual retirements in 2021 and 2022 were 12-13 percent of the projected/number of employees eligible for retirement. Thus, for 2022-2026, the projected actual retirements are based on the average percentage (12.5 percent) of actual retirements in 2021 and 2022.

TABLE 22
PROJECTED RETIREMENT ELIGIBILITY BY JOB CATEGORY

Occupational group	# of EE*	Median Age	Median Tenure	2022		2023		2024		2025		2026	
				# Eligible	% Eligible	# Eligible	% Eligible	# Eligible	% Eligible	# Eligible	% Eligible	# Eligible	% Eligible
Administrative Support	128	40	4	34	27%	36	28%	39	30%	42	33%	47	37%
Officials and Administrator	61	52	9	27	44%	28	46%	29	48%	33	54%	44	72%
Paraprofessional	66	48	8	29	44%	33	50%	34	52%	35	53%	37	56%
Professional	190	46	6	71	37%	78	41%	84	44%	94	49%	97	51%
Protective Services	389	40	7	74	19%	83	21%	97	25%	104	27%	116	30%
Service Maintenance	99	45	15	44	44%	45	45%	46	46%	48	48%	54	55%
Skilled Crafts	23	52	15	10	43%	11	48%	12	52%	12	52%	14	61%
Technician	100	34	1	18	18%	22	22%	24	24%	25	25%	28	28%
Total Employees	1056			307		336		365		393		437	
% within entire workforce*				29%		32%		35%		37%		41%	

Number of employees as of 12/31/2021; % within entire workforce of 1,056 as of 12/31/2021.
Projections are cumulative and do not account for retirements that will occur each calendar year.

Data projections show that at least 40 percent of employees in the following occupational groups will be eligible for retirement in five years, These occupational groups include: officials and administrator, paraprofessional, service maintenance, and skilled crafts.

Assuming no retirements happen between 2022 and 2025, by 2026 these groups will have at least 55 percent of their employees eligible for retirement.

Among workforce characteristics, employees' age and tenure provide viable data to forecast retirement eligibility. It is thus safe to assume that the probability of retirement eligibility increases as age and tenure, the probability of retirement eligibility progresses.

The median age of these groups is between 45-52 years (Generation X); the highest median age 52 is within the officials and administrator and skilled crafts groups. The median tenure is between 8-15 years. Employees within service maintenance and skilled crafts have the highest median tenure with 15 years.

Data projections show that employees within the administrative support, protective services and technician groups have the least retirement vulnerability. Median age is 34-40 years (Millennial generation) and median tenure/length of service is between 1-7 years.

TABLE 23
PROJECTED RETIREMENT ELIGIBILITY BY DEPARTMENT AND JOB CLASSIFICATION (2022 - 2026)

DEPARTMENT	JOB CLASSIFICATION	NUMBER OF EMPLOYEES ELIGIBLE TO RETIRE IN:				
		2022	2023	2024	2025	2026
ADMINISTRATION	CITY MANAGER	1	1	1	1	1
	DEPUTY CITY MANAGER	3	3	3	3	3
	MARKETING & COMM MGR	1	1	1	1	1
	PUBLIC INFORMATION SPECIALIST	1	1	1	1	1
	SENIOR WEBMASTER	1	1	1	1	1
	TOTAL ADMINISTRATION	7	7	7	7	7
ANIMAL CARE FACILITY	ANIMAL CARE SPECIALIST	0	0	1	1	1
	ANIMAL CONTROL OFFICER	2	2	2	2	2
	ANIMAL CONTROL OFFICER SUPVR	0	1	1	1	1
	ANIMAL SERVICES SPECIALIST	1	1	1	1	1
	DIRECTOR OF ANIMAL SERVICES	0	0	0	0	1
	REGISTERED VETERINARY TECH	2	2	2	2	2
	SENIOR ANIMAL CARE SPECIALIST	2	2	2	2	2
	VETERINARIAN (PERMITTED)	1	1	1	1	1
	TOTAL ANIMAL CARE FACILITY	8	9	10	10	11
CITY ATTORNEY	ASSISTANT CITY ATTORNEY	2	2	2	2	2
	CITY ATTORNEY (ELECTED)	1	1	1	1	1
	DEPUTY CITY ATTORNEY III	2	2	2	2	3
	LEGAL ASSISTANT	1	1	1	1	1
	SENIOR LEGAL ASSISTANT	1	1	1	1	1
	SENIOR RISK MANAGEMENT SPEC	1	1	1	1	1
	TOTAL CITY ATTORNEY	8	8	8	8	9
CITY CLERK	ASSISTANT CITY CLERK	1	1	1	1	1
	DEPUTY CITY CLERK I	0	0	0	0	1
	DEPUTY CITY CLERK II	1	1	1	1	1
	FISCAL OFFICE SPECIALIST	0	0	0	0	1
	TOTAL CITY CLERK	2	2	2	2	4
CITY COUNCIL	CHIEF OF STAFF	1	1	1	1	1
	EXECUTIVE SECRETARY	1	1	1	1	1
	SENIOR COUNCIL ASSISTANT	1	1	1	1	1
	TOTAL CITY COUNCIL	3	3	3	3	3
COMMUNITY SERVICES	ADMINISTRATIVE TECHNICIAN	1	1	1	1	1
	CITY LIBRARIAN	0	0	0	0	1
	DIRECTOR OF COMMUNITY SERVICES	0	1	1	1	1
	LIBRARIAN II	1	1	1	1	1
	LIBRARY ASSOCIATE	5	5	5	5	5
	PARKS MAINTENANCE WORKER II	9	9	9	9	10
	PARKS MANAGER	0	0	0	0	1
	PARKS SUPERVISOR	2	2	2	2	4
	PRINCIPAL LIBRARIAN	0	1	1	1	1
	PRINCIPAL RECREATION MANAGER	1	1	1	2	2
	RECREATION SUPERVISOR III	1	2	2	2	2
	SENIOR PARKS MAINTENANCE WORKER	7	7	7	8	8
	TOTAL COMMUNITY SERVICES	27	30	30	32	37

DEPARTMENT	JOB CLASSIFICATION	NUMBER OF EMPLOYEES ELIGIBLE TO RETIRE IN:				
		2022	2023	2024	2025	2026
DEVELOPMENT SERVICES	ASSISTANT DIR OF DEVELOPMENT SERVICES	0	0	0	1	1
	ASSISTANT PLAN CHECK ENGINEER	0	0	1	1	1
	ASSOCIATE ENGINEER	1	1	1	1	1
	ASSOCIATE PLAN CHECK ENGINEER	1	1	1	1	1
	ASSOCIATE PLANNER	3	4	4	5	5
	BUILDING INSPECTOR II	0	1	1	1	2
	BUILDING OFFICIAL/CODE ENFORCEMENT MGR	1	1	1	1	1
	CODE ENFORCEMENT OFFICER II	2	2	2	2	3
	DEVELOPMENT SERVICES TECH I	0	0	1	1	1
	DEVELOPMENT SERVICES TECH II	0	1	1	1	1
	DEVELOPMENT SERVICES TECH III	1	1	1	1	1
	FAC FINANCE MANAGER	0	0	0	1	1
	HOUSING MANAGER	0	0	0	0	1
	LANDSCAPE ARCHITECT	2	2	2	2	2
	OFFICE SPECIALIST	0	1	1	1	1
	PLAN CHECK SUPERVISOR	1	1	1	1	1
	PLANNING MANAGER	0	0	0	0	1
	PRINCIPAL CIVIL ENGINEER	1	1	1	1	1
	PRINCIPAL LANDSCAPE ARCHITECT	1	1	1	1	1
	PRINCIPAL PLANNER	1	1	1	1	1
	SENIOR ADMIN SECRETARY	1	1	1	1	1
	SENIOR BUILDING INSPECTOR	1	1	1	1	1
	SENIOR CIVIL ENGINEER	0	1	1	2	2
	SENIOR CODE ENFORCEMENT OFFICER	0	0	0	1	1
	SENIOR LANDSCAPE INSPECTOR	1	1	1	1	1
	SENIOR MANAGEMENT ANALYST	1	2	2	2	2
	SENIOR PLANNER	1	1	1	1	1
	SENIOR PLANNING TECHNICIAN	1	1	1	1	1
	SENIOR PROJECT COORDINATOR	1	1	1	1	1
	TRANSPORTATION ENGR W CERT	0	1	1	1	1
	TOTAL DEVELOPMENT SERVICES	22	29	31	36	40
ECONOMIC DEVELOPMENT	CHIEF SUSTAINABILITY OFFICER	0	0	1	1	1
	CONSERVATION SPECIALIST I	1	1	1	1	1
	CONSERVATION SPECIALIST II	0	1	2	2	2
	ENVIRONMENTAL SERVICES MANAGER	0	0	0	1	1
	ENVIRONMENTAL SUSTAINABILITY MANAGER	1	1	1	1	1
	RECYCLING SPECIALIST II	3	3	3	3	3
	TOTAL ECONOMIC DEVELOPMENT	5	6	8	9	9
ENGINEERING & CAPITAL PROJECTS	ADMINISTRATIVE SERVICES MGR	1	1	1	1	1
	ASSISTANT ENGINEER	0	0	0	1	1
	ASSOCIATE ENGINEER	8	8	8	8	8
	DIR. OF ENGINEERING/CITY ENG	1	1	1	1	1
	ENGINEERING TECHNICIAN II	2	2	2	2	2
	PRINCIPAL CIVIL ENGINEER	3	3	3	3	3
	PRINCIPAL TRAFFIC ENGINEER	0	1	1	1	1

DEPARTMENT	JOB CLASSIFICATION	NUMBER OF EMPLOYEES ELIGIBLE TO RETIRE IN:				
		2022	2023	2024	2025	2026
ENGINEERING & CAPITAL PROJECTS (CONTINUED)	PRINCIPAL TRAFFIC ENGINEER	0	1	1	1	1
	PUBLIC WORKS INSPECTOR I	0	0	0	0	1
	PUBLIC WORKS INSPECTOR II	1	1	1	1	1
	SENIOR ADMIN SECRETARY	1	1	1	1	1
	SENIOR CIVIL ENGINEER	1	1	1	2	2
	SENIOR ENGINEERING TECHNICIAN	1	1	1	1	1
	SENIOR FISCAL OFFICE SPECIALIST	1	1	1	1	2
	SENIOR MANAGEMENT ANALYST	0	0	1	1	1
	SENIOR PUBLIC WORKS INSPECTOR	1	1	1	1	1
	STORMWATER ENVIRONMENTAL SPECIALIST II	1	1	1	1	1
	TRAFFIC SIGNAL & LIGHT TECH II	2	2	2	2	2
	TRAFFIC SIGNAL & LIGHTING SUPERVISOR	1	1	1	1	1
	TOTAL ENGINEERING & CAPITAL PROJECTS	25	26	27	29	31
FINANCE	ACCOUNTANT	1	1	1	1	1
	ACCOUNTING ASSISTANT	2	2	2	2	2
	ACCOUNTING TECHNICIAN	1	1	1	1	1
	ACCOUNTING TECHNICIAN II	1	1	1	1	1
	ACCOUNTS PAYABLE SUPERVISOR	1	1	1	1	1
	BUDGET AND ANALYSIS MANAGER	1	1	1	1	1
	DIRECTOR OF FINANCE	0	0	0	0	1
	FISCAL AND MANAGEMENT ANALYST	1	1	1	1	1
	PROCUREMENT SERVICES ANALYST	1	1	1	1	1
	SENIOR MANAGEMENT ANALYST	1	1	1	1	1
	TOTAL FINANCE	10	10	10	10	11
FIRE	DELIVERY DRIVER	0	0	0	0	1
	DEPUTY FIRE CHIEF	1	1	1	1	3
	EMS INVENTORY SPECIALIST	1	1	1	1	1
	FIRE BATTALION CHIEF - A	3	4	5	5	6
	FIRE CAPTAIN - A	16	16	18	18	18
	FIRE CAPTAIN - C	3	3	3	3	3
	FIRE CHIEF	0	0	0	1	1
	FIRE DIVISION CHIEF	0	0	0	1	1
	FIRE ENGINEER - A	10	10	12	13	16
	FIRE INSPECTOR/INVESTIGATOR II	3	3	3	3	3
	FIREFIGHTER - A	0	0	1	1	1
	FIREFIGHTER/PARAMEDIC - A	3	3	4	4	4
	MULTIMEDIA PRODUCTION SPECIALIST	0	0	0	1	1
	PARAMEDIC (NON-SAFETY)	0	0	0	0	1
	PUBLIC SAFETY ANALYST	0	0	0	1	1
	SENIOR FIRE INSPECTOR/INVESTIGATOR	0	0	0	0	1
	TRAINING PROGRAM SPECIALIST	1	1	1	1	1
	TOTAL FIRE	41	42	49	54	63

DEPARTMENT	JOB CLASSIFICATION	NUMBER OF EMPLOYEES ELIGIBLE TO RETIRE IN:				
		2022	2023	2024	2025	2026
HIDTA	FA DEPUTY DIRECTOR OF LECC	1	1	1	1	1
	FA DEPUTY EXECUTIVE DIRECTOR	1	1	1	1	1
	FA DIRECTOR OF SD LECC	1	1	1	1	1
	FA GRAPHIC DESIGNER/WEBMASTER	0	0	0	0	1
	FA IVDC-LECC EXEC DIRECTOR	1	1	1	1	1
	FA NETWORK ADMINISTRATOR II	1	1	1	1	1
	FA PROGRAM ASSISTANT SUPV	1	1	1	1	1
	FA PUBLIC-PRVT PART EXER MGR	0	0	0	1	1
	FA RCFL NETWORK ENGINEER	1	1	1	1	1
	FA SENIOR INTELLIGENCE ANALYST	1	1	1	1	1
	FA SUPERVISORY INTEL ANALYST	2	2	2	2	2
	TOTAL HIDTA	10	10	10	11	12
HUMAN RESOURCES	HUMAN RESOURCES MANAGER	0	0	0	0	2
	HUMAN RESOURCES TECHNICIAN	1	1	1	1	1
	SENIOR FISCAL OFFICE SPECIALIST	1	1	1	1	1
	SENIOR HR ANALYST	1	2	2	2	2
	SENIOR HR TECHNICIAN	1	1	1	1	1
	SENIOR RISK MANAGEMENT SPEC	1	1	1	2	2
	TOTAL HUMAN RESOURCES	5	6	6	7	9
INFO TECH	DIRECTOR OF INFO TECH SERVICES	1	1	1	1	1
	GIS MANAGER	0	0	1	1	1
	GIS SPECIALIST	1	2	2	2	2
	INFO TECHNOLOGY SPECIALIST	1	1	1	1	1
	INFO TECHNOLOGY TECHNICIAN	1	1	1	1	1
	SENIOR APPLICATION SUPPORT SPECIALIST	1	1	1	1	1
	SENIOR PROGRAMMER ANALYST	2	2	2	2	2
	SR ITS/POL SPEC II (T)	2	2	3	3	3
	TOTAL INFORMATION TECH	9	10	12	12	12
POLICE	CHIEF OF POLICE	1	1	1	1	1
	CIVILIAN BCKGRND INVESTIGATOR	0	1	1	1	2
	COMMUNITY SERVICES OFFICER	2	2	2	2	2
	CRIME LABORATORY MANAGER	0	0	0	1	1
	DETENTIONS OFFICER	1	1	2	2	2
	DETENTIONS SUPERVISOR	0	0	0	0	1
	FORENSICS SPECIALIST	1	1	2	2	2
	PEACE OFFICER	10	12	12	13	17
	POLICE ADMIN SERVICES ADMINISTRATOR	1	1	1	1	1
	POLICE AGENT	13	15	19	20	23
	POLICE CAPTAIN	3	3	3	3	3
	POLICE COMM RELATIONS SPEC	1	1	1	1	1
	POLICE DISPATCHER	4	4	4	5	6
	POLICE DISPATCHER SUPERVISOR	0	0	0	1	1
	POLICE FACILITY & SUPPLY COORDINATOR	1	1	1	1	1
	POLICE LIEUTENANT	5	6	7	8	8
	POLICE RECORDS & SUPPORT SUPERVISOR	2	2	2	2	2
	POLICE RECORDS SPECIALIST	0	1	2	2	2
	POLICE SERGEANT	8	11	13	15	16

DEPARTMENT	JOB CLASSIFICATION	NUMBER OF EMPLOYEES ELIGIBLE TO RETIRE IN:				
		2022	2023	2024	2025	2026
POLICE (CONTINUED)	POLICE SUPPORT SERVICES MGR	1	1	1	1	1
	POLICE TECHNOLOGY MANAGER	0	0	1	1	1
	POLICE TECHNOLOGY SPECIALIST	1	1	1	1	1
	PRINCIPAL MANAGEMENT ANALYST	1	1	1	1	1
	SECRETARY	1	1	1	1	1
	SENIOR ADMIN SECRETARY	1	1	1	1	1
	SENIOR FISCAL OFFICE SPECIALIST	1	1	1	1	1
	SENIOR OFFICE SPECIALIST	1	1	1	1	1
	SENIOR PARKING ENFORCEMENT OFF	0	0	0	1	1
	SUPRVSNG PUBLIC SAFETY ANALYST	1	1	1	1	1
	TRAINING PROGRAM SPECIALIST	1	1	1	1	1
	TOTAL POLICE	62	72	83	92	103
PUBLIC WORKS	ADMINISTRATIVE SECRETARY	1	1	1	1	1
	ASSISTANT DIR OF PUBLIC WORKS	0	0	0	1	1
	BUILDING SERVICES SUPERVISOR	0	1	1	1	1
	CUSTODIAN	5	5	5	5	6
	DIRECTOR OF PUBLIC WORKS	0	0	0	0	1
	EQUIPMENT MECHANIC	0	0	0	0	1
	EQUIPMENT OPERATOR	5	5	6	6	6
	FACILITIES MANAGER	1	1	1	1	1
	FIRE APPARATUS MECHANIC	1	1	1	1	1
	FLEET INVENTORY CONTROL SPEC	1	1	1	1	1
	LEAD CUSTODIAN	2	2	2	2	2
	LOCKSMITH	0	1	1	1	1
	MAINTENANCE WORKER II	3	3	3	3	3
	OPEN SPACE INSPECTOR	5	5	5	5	5
	OPEN SPACE MANAGER	1	1	1	1	1
	PLUMBER	1	1	1	1	1
	PRINCIPAL MANAGEMENT ANALYST	1	1	1	1	1
	PUBLIC WORKS MANAGER	3	3	3	3	3
	PUBLIC WORKS SUPERINTENDENT	1	1	1	1	1
	PUBLIC WORKS SUPERVISOR	8	8	8	8	8
	PUMP MAINTENANCE SUPERVISOR	1	1	1	1	1
	PUMP MAINTENANCE TECHNICIAN	2	2	2	2	2
	SECRETARY	1	1	1	1	1
	SENIOR ELECTRONICS TECHNICIAN	1	1	1	1	1
	SENIOR EQUIPMENT MECHANIC	1	1	1	1	1
	SENIOR FISCAL OFFICE SPECIALIST	1	1	1	1	1
	SENIOR MAINTENANCE WORKER	15	16	18	19	21
	SENIOR OFFICE SPECIALIST	1	1	1	1	1
	TREE TRIMMER SUPERVISOR	1	1	1	1	1
	TOTAL PUBLIC WORKS	63	66	69	71	76
	TOTAL ALL DEPARTMENTS	307	336	365	393	437

WORKFORCE CHARACTERISTICS BY DEPARTMENT

SCOPE AND METHODOLOGY
Key metrics by department reports the workforce characteristics of each department based on gender, age, length of service, race, and occupational group.

Each report shows the average headcount, age and tenure, the number of hires and separations that happened in 2021 as well as the department's retention and turn over rates.

DEMOGRAPHICS
Figures reflect demographics as of December 31, 2021.

TURNOVER RATE
Turnover rate to the number of total separations (including transfers out) in 2021 ÷ the average headcount.

RETENTION RATE
Retention rate is the number of employees at the end of the calendar year less the number of separations ÷ number of employees at the end of calendar year 2021.

TRANSFER IN | TRANSFER OUT
These refer to the movements of employees from one department to another as a result of promotion or lateral transfer. Hires include transfers from other departments; separations include transfers out of the department. Transfers were included in the calculation of department's turnover rate but not included in the workforce's overall turnover.

ADMINISTRATION

Average Headcount* **9**

Number of employees as of 12/31/2021	9
Number of Hires in CY 2021	–
Number of Separations in CY 2021	1
Turnover Rate	11%
Retention Rate	89%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
—	2	2	5

Mean Age	57
Youngest (Age)	30
Oldest (Age)	65

56%

RACIAL CATEGORY

American Indian	—
Asian	—
African American	—
Caucasian	6
Hispanic	3
Native Hawaiian	—
Other/2 or more races	—
Total	9

67% Caucasian **33%** Hispanic

GENDER

22%
78%
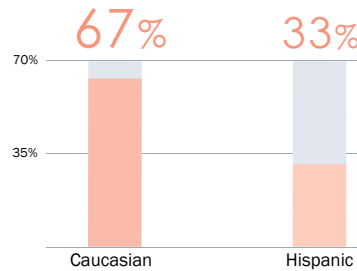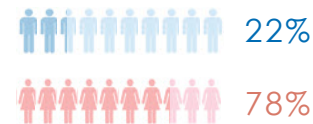
Male	2
Female	7
Total	9

OCCUPATIONAL GROUP

Administrative Support	—
Officials and Administrators	6
Paraprofessional	1
Professional	2
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technician	—
Total	9

67% ▶ Officials and Administrators

22% ▶ Professionals

11% ▶ Paraprofessionals

LENGTH OF SERVICE
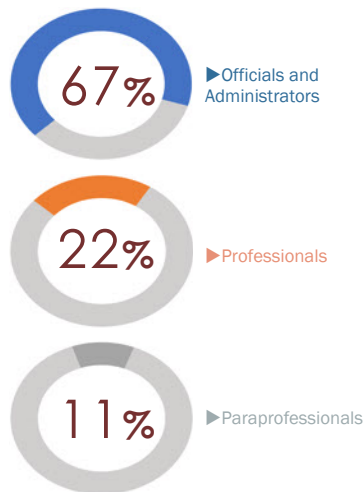
11 years Median Tenure

< 1 year	—
1 - 10 years	4
11 - 20 years	4
21 - 30 years	1
> 30 years	—
Total	9

ANIMAL CARE FACILITY

Average Headcount **21**

Number of employees as of 12/31/2021	22
Number of Hires in CY 2021	5
Number of Separations in CY 2021	3
Turnover Rate	14%
Retention Rate	86%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
3	7	8	4

Median Age	44
Youngest (Age)	23
Oldest (Age)	61

Gen X **36%**
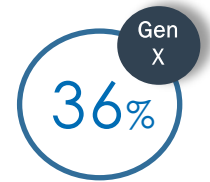
RACIAL CATEGORY

American Indian	–
Asian	–
African American	1
Caucasian	7
Hispanic	11
Native Hawaiian	–
Other/2 or more races	3
Total	22

50% **32%** **14%**

Hispanic | Caucasian | Other/Two or more races

GENDER

32%

68%
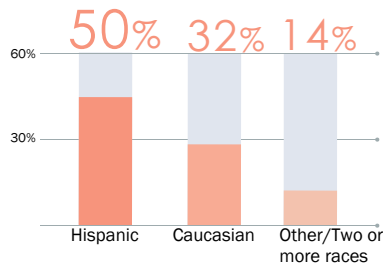
Male	7
Female	15
Total	22

OCCUPATIONAL GROUP

Administrative Support	10
Officials and Administrators	1
Paraprofessional	5
Professional	2
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technician	4
Total	22

45% ▶ Administrative Support

23% ▶ Paraprofessional

18% ▶ Technician

LENGTH OF SERVICE
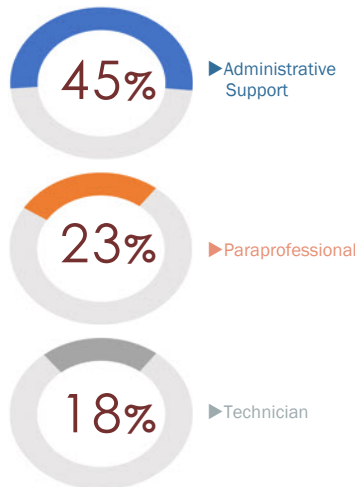
6 years Median Tenure

< 1 year	5
1 - 10 years	10
11 -20 years	6
21 - 30 years	1
> 30 years	–
Total	22

CITY ATTORNEY

Average Headcount 15

Number of employees as of 12/31/2021	14
Number of Hires in CY 2021	3
Number of Separations in CY 2021	4
Turnover Rate	28%
Retention Rate	72%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
—	4	5	5

Median Age	53
Youngest (Age)	34
Oldest (Age)	64

36% Generation X and Baby Boomer
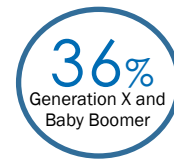
RACIAL CATEGORY

American Indian	
Asian	2
African American	1
Caucasian	8
Hispanic	3
Native Hawaiian	—
Other/2 or more races	—
Total	14

57% Caucasian 21% Hispanic 14% Asian

GENDER

36%
64%
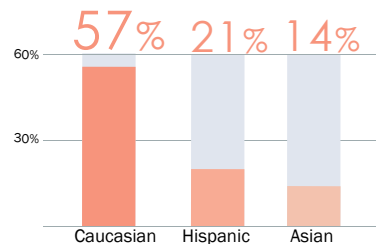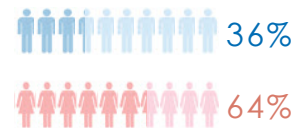
Male	5
Female	9
Total	14

OCCUPATIONAL GROUP

Administrative Support	2
Officials and Administrators	8
Paraprofessional	–
Professional	4
Protective Services	–
Service Maintenance	–
Skilled Crafts	–
Technician	–
Total	14

57% ▶ Officials and Administrators

29% ▶ Professional

15% ▶ Professional

LENGTH OF SERVICE
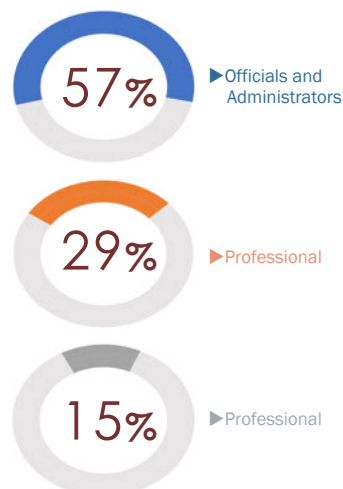
10 years Median Tenure

< 1 year	3
1 - 10 years	4
11 -20 years	7
21 - 30 years	–
> 30 years	–
Total	14

CITY CLERK

Average Headcount 7

Number of employees as of 12/31/2021	7
Number of Hires in CY 2021	2
Number of Separations in CY 2021	1
Turnover Rate	15%
Retention Rate	85%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
—	2	5	—

Median Age	40
Youngest (Age)	56
Oldest (Age)	34

Gen X 71%
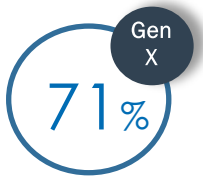
RACIAL CATEGORY

American Indian	–
Asian	–
African American	2
Caucasian	3
Hispanic	2
Native Hawaiian	–
Other/2 or more races	–
Total	7

43% Caucasian
29% African American
29% Hispanic

GENDER

0%
100%
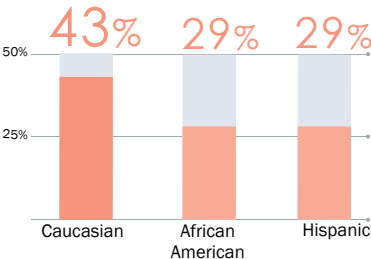
Male	–
Female	7
Total	7

OCCUPATIONAL GROUP

Administrative Support	—
Officials and Administrators	2
Paraprofessional	2
Professional	3
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technician	—
Total	7

43% ▶ Professionals
29% ▶ Officials and Administrator
29% ▶ Paraprofessional

LENGTH OF SERVICE

5 years Median Tenure

< 1 year	2
1 - 10 years	3
11 -20 years	1
21 - 30 years	1
> 30 years	—
Total	7

MAYOR AND CITY COUNCIL

Average Headcount **13**

Number of employees as of 12/31/2021	12
Number of Hires in CY 2021	3
Number of Separations in CY 2021	3
Turnover Rate	24%
Retention Rate	76%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
–	5	5	2

Median Age	51
Youngest (Age)	38
Oldest (Age)	73

42% Millennial and Generation X
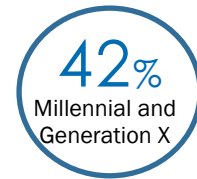
RACIAL CATEGORY

American Indian	–
Asian	1
African American	–
Caucasian	3
Hispanic	8
Native Hawaiian	–
Other/2 or more races	–
Total	12

67%	Hispanic
25%	Caucasian
8%	Asian

GENDER

42%
58%
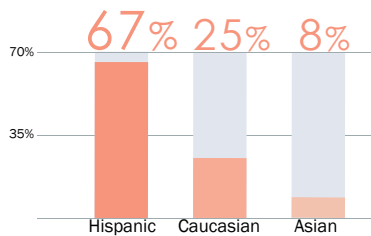
Male	5
Female	7
Total	12

OCCUPATIONAL GROUP

Administrative Support	6
Officials and Administrators	5
Paraprofessional	—
Professional	1
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technician	—
Total	12

50% ▶ Administrative Support

42% ▶ Officials and Administrator

8% ▶ Professional

LENGTH OF SERVICE
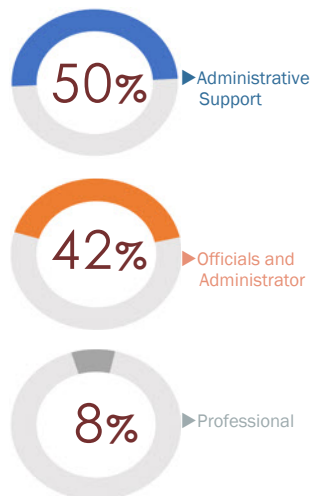
4 years Median Tenure
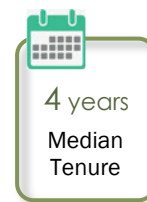
< 1 year	3
1 - 10 years	9
11 -20 years	—
21 - 30 years	—
> 30 years	—
Total	12

COMMUNITY SERVICES

Average Headcount **73**

Number of employees as of 12/31/2021	75
Number of Hires in CY 2021	14
Number of Separations in CY 2021	9
Turnover Rate	12%
Retention Rate	88%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
1	30	30	14

Median Age	4
Youngest (Age)	24
Oldest (Age)	66

40% Millennial and Generation X
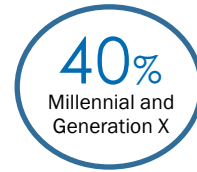
RACIAL CATEGORY

American Indian	—
Asian	4
African American	2
Caucasian	17
Hispanic	44
Native Hawaiian	—
Other/2 or more races	8
Total	75

59% Hispanic
23% Caucasian
11% Other/Two or more races

GENDER

69%
31%
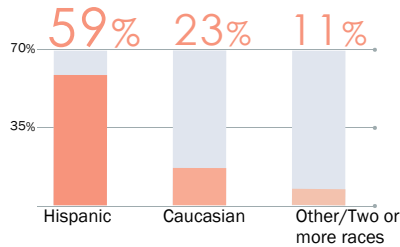
Male	52
Female	23
Total	75

OCCUPATIONAL GROUP

Administrative Support	2
Officials and Administrators	3
Paraprofessional	19
Professional	14
Protective Services	–
Service Maintenance	37
Skilled Crafts	–
Technician	–
Total	75

49% ▶ Service Maintenance
25% ▶ Paraprofessional
19% ▶ Professional

LENGTH OF SERVICE
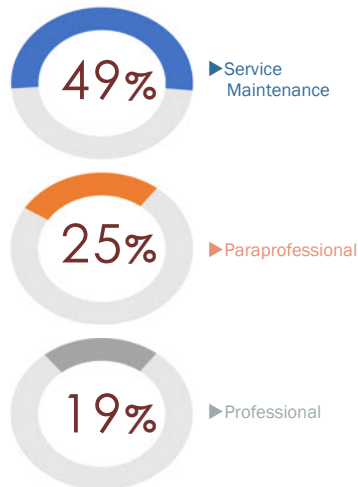
9 years Median Tenure
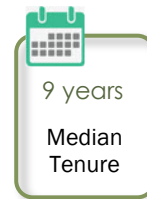
< 1 year	13
1 - 10 years	25
11 -20 years	15
21 - 30 years	20
> 30 years	2
Total	75

33

DEVELOPMENT SERVICES

Average Headcount 68

Number of employees as of 12/31/2021	67
Number of Hires in CY 2021	8
Number of Separations in CY 2021	10
Turnover Rate	15%
Retention Rate	85%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
–	17	33	17

Median Age	8
Youngest (Age)	28
Oldest (Age)	65

Gen X **49%**
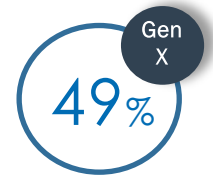
RACIAL CATEGORY

American Indian	1
Asian	8
African American	—
Caucasian	31
Hispanic	22
Native Hawaiian	1
Other/2 or more races	4
Total	67

46% Caucasian
33% Hispanic
12% Asian

GENDER

51%
49%
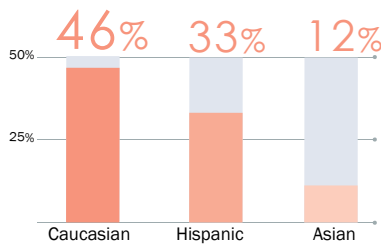
Male	34
Female	33
Total	67

OCCUPATIONAL GROUP

Administrative Support	5
Officials and Administrators	6
Paraprofessional	7
Professional	35
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technician	14
Total	67

52% ▶ Professional
21% ▶ Technician
10% ▶ Paraprofessional

LENGTH OF SERVICE
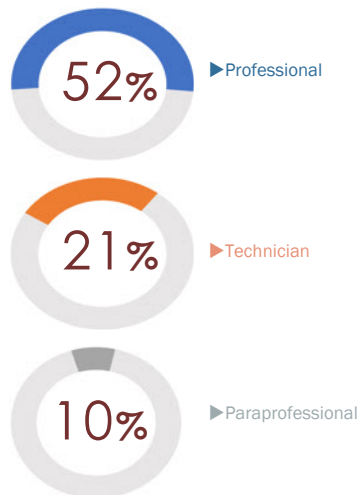
7 years Median Tenure
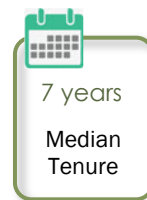
< 1 year	8
1 - 10 years	27
11 - 20 years	15
21 - 30 years	16
> 30 years	1
Total	67

ECONOMIC DEVELOPMENT

Average Headcount 16

Number of employees as of 12/31/2021	15
Number of Hires in CY 2021	0
Number of Separations in CY 2021	1
Turnover Rate	6%
Retention Rate	94%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
—	4	8	3

Median Age	47
Youngest (Age)	37
Oldest (Age)	66

Gen X 53%
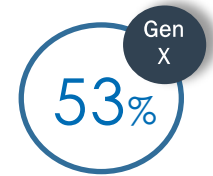
RACIAL CATEGORY

American Indian	–
Asian	–
African American	1
Caucasian	4
Hispanic	8
Native Hawaiian	–
Other/2 or more races	2
Total	15

Hispanic 53% | Caucasian 27% | Other/Two or more race 13%

GENDER

60% | 40%
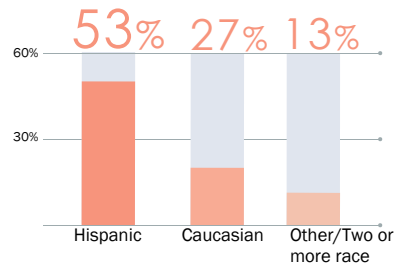
Male	9
Female	6
Total	15

OCCUPATIONAL GROUP

Administrative Support	—
Officials and Administrators	1
Paraprofessional	11
Professional	3
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technician	—
Total	15

73% Paraprofessional
20% Professional
7% Officials and Administrator

LENGTH OF SERVICE

6 years Median Tenure
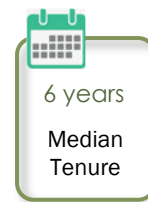
< 1 year	—
1 - 10 years	12
11 -20 years	2
21 - 30 years	1
> 30 years	—
Total	15

ENGINEERING & CAPITAL PROJECTS

Average Headcount **56**

Number of employees as of 12/31/2021	55
Number of Hires in CY 2021	3
Number of Separations in CY 2021	4
Turnover Rate	7%
Retention Rate	93%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
—	16	23	16

Median Age	47
Youngest (Age)	31
Oldest (Age)	68

42% Gen X
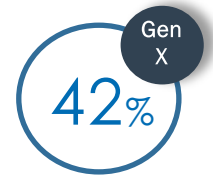
RACIAL CATEGORY

American Indian	—
Asian	10
African American	2
Caucasian	18
Hispanic	24
Native Hawaiian	—
Other/2 or more races	1
Total	55

44% Hispanic **33%** Caucasian **18%** Asian

GENDER

71%
29%
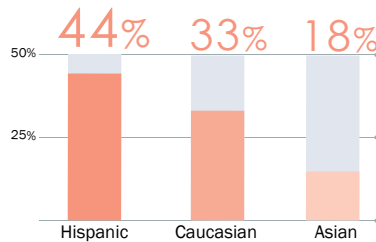
Male	39
Female	16
Total	55

OCCUPATIONAL GROUP

Administrative Support	3
Officials and Administrators	2
Paraprofessional	1
Professional	32
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technician	17
Total	55

58% ▶ Professional
31% ▶ Technician
5% ▶ Administrative Support

LENGTH OF SERVICE

9 years Median Tenure
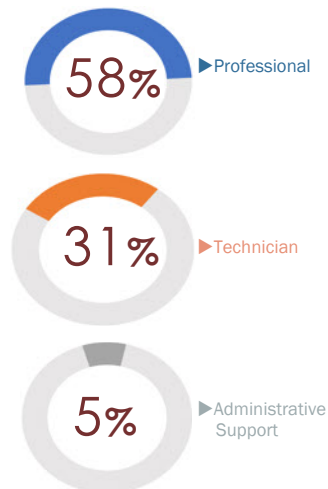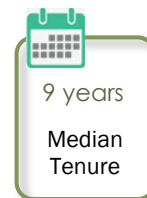
< 1 year	3
1 - 10 years	25
11 -20 years	13
21 - 30 years	10
> 30 years	4
Total	55

FINANCE

Average Headcount 26

Number of employees as of 12/31/2021	26
Number of Hires in CY 2021	6
Number of Separations in CY 2021	5
Turnover Rate	12%
Retention Rate	88%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
—	12	12	2

Median Age	41
Youngest (Age)	28
Oldest (Age)	62

42% Millennial and Generation X
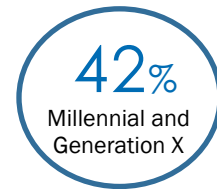
RACIAL CATEGORY

American Indian	—
Asian	1
African American	1
Caucasian	10
Hispanic	11
Native Hawaiian	—
Other/2 or more races	3
Total	26

42% Hispanic
38% Caucasian
12% Other/Two or more races

GENDER

31%
69%
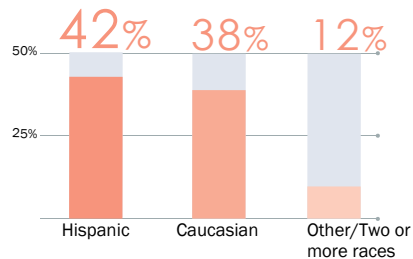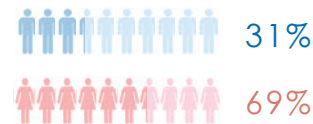
Male	8
Female	18
Total	26

OCCUPATIONAL GROUP

Administrative Support	7
Officials and Administrators	4
Paraprofessional	3
Professional	12
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technician	—
Total	26

46% ▶ Professional
27% ▶ Administrative Support
15% ▶ Officials and Administrators

LENGTH OF SERVICE
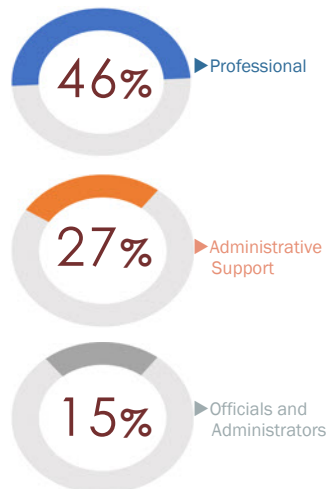
4 years Median Tenure
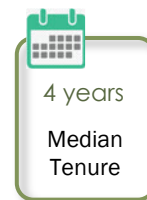
< 1 year	6
1 - 10 years	14
11 -20 years	5
21 - 30 years	1
> 30 years	—
Total	26

FIRE

Average Headcount: 197

Number of employees as of 12/31/2021	227
Number of Hires in CY 2021	84
Number of Separations in CY 2021	23
Turnover Rate	12%
Retention Rate	88%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
17	111	86	13

Median Age	38
Youngest (Age)	19
Oldest (Age)	67

49% Millennial
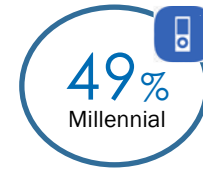
RACIAL CATEGORY

American Indian	3
Asian	15
African American	6
Caucasian	114
Hispanic	73
Native Hawaiian	—
Other/2 or more races	16
Total	227

50% Caucasian
32% Hispanic
7% Other/Two or more races
7% Asian

GENDER

95%
5%
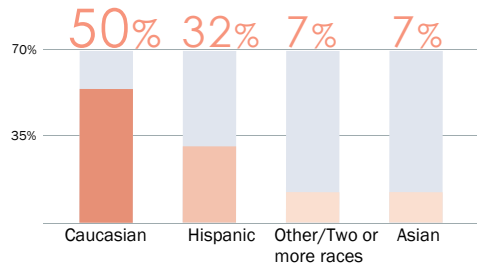
Male	215
Female	17
Total	227

OCCUPATIONAL GROUP

Administrative Support	4
Officials and Administrators	5
Paraprofessional	1
Professional	5
Protective Services	158
Service Maintenance	—
Skilled Crafts	1
Technician	53
Total	227

70% ▶ Protective Services

23% ▶ Administrative Support

LENGTH OF SERVICE
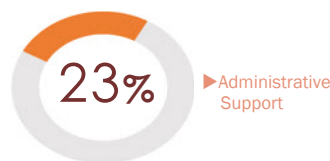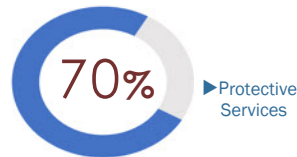
5 years
Median Tenure
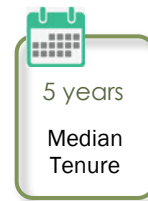
< 1 year	70
1 - 10 years	68
11 -20 years	64
21 - 30 years	18
> 30 years	7
Total	227

HIDTA

 Average Headcount **34.5**

Number of employees as of 12/31/2021	34
Number of Hires in CY 2021	3
Number of Separations in CY 2021	4
Turnover Rate	12%
Retention Rate	88%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
—	18	9	7

Median Age	41
Youngest (Age)	25
Oldest (Age)	68

53% Millennial
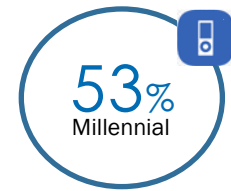
RACIAL CATEGORY

American Indian	—
Asian	5
African American	—
Caucasian	22
Hispanic	6
Native Hawaiian	—
Other/2 or more races	1
Total	34

65% Caucasian **18%** Hispanic **15%** Asian

GENDER

68%
32%
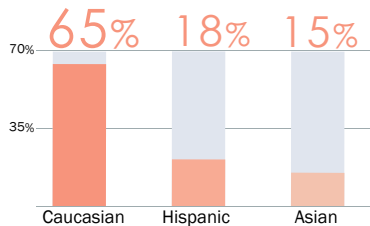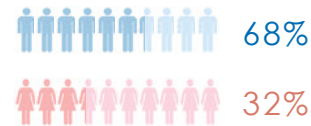
Male	23
Female	11
Total	34

OCCUPATIONAL GROUP

Administrative Support	—
Officials and Administrators	6
Paraprofessional	—
Professional	28
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technician	—
Total	34

82% ▶ Professional

18% ▶ Officials and Administrators

LENGTH OF SERVICE

5 years Median Tenure
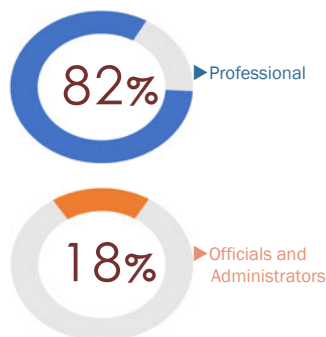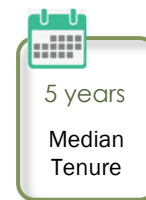
< 1 year	3
1 - 10 years	28
11 -20 years	3
21 - 30 years	—
> 30 years	—
Total	34

HUMAN RESOURCES

Average Headcount **18**

Number of employees as of 12/31/2021	20
Number of Hires in CY 2021	5
Number of Separations in CY 2021	1
Turnover Rate	6%
Retention Rate	94%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
—	7	12	1

Median Age	45
Youngest (Age)	26
Oldest (Age)	62

Gen X **60%**
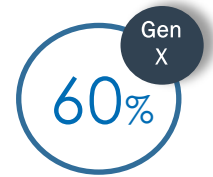
RACIAL CATEGORY

American Indian	1
Asian	5
African American	—
Caucasian	8
Hispanic	6
Native Hawaiian	—
Other/2 or more races	—
Total	20

40% Caucasian
30% Hispanic
25% Asian

GENDER

10%
90%
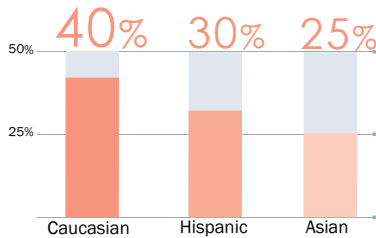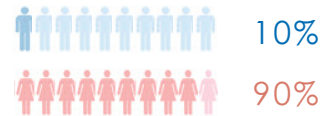
Male	2
Female	18
Total	20

OCCUPATIONAL GROUP

Administrative Support	3
Officials and Administrators	3
Paraprofessional	4
Professional	10
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technician	—
Total	20

50% ► Professional
20% ► Paraprofessional

LENGTH OF SERVICE
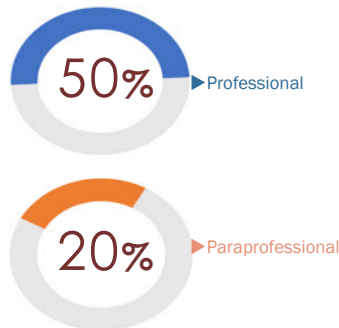
9 years Median Tenure
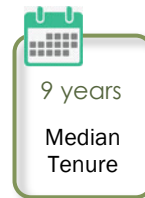
< 1 year	4
1 - 10 years	10
11 -20 years	2
21 - 30 years	4
> 30 years	—
Total	20

INFORMATION TECHNOLOGY

Average Headcount **15**

Number of employees as of 12/31/2021	14
Number of Hires in CY 2021	—
Number of Separations in CY 2021	1
Turnover Rate	7%
Retention Rate	93%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.
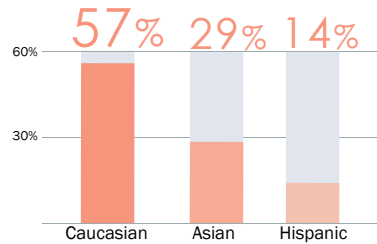
AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
—	1	9	4

Median Age	53
Youngest (Age)	40
Oldest (Age)	74

Gen X
64%
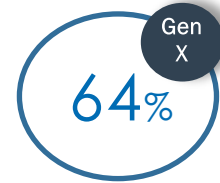
RACIAL CATEGORY

American Indian	—
Asian	4
African American	—
Caucasian	8
Hispanic	2
Native Hawaiian	—
Other/2 or more races	—
Total	14

57% 29% 14%

Caucasian	Asian	Hispanic

GENDER

93%
7%

Male	13
Female	1
Total	14

OCCUPATIONAL GROUP

Administrative Support	—
Officials and Administrators	1
Paraprofessional	—
Professional	10
Protective Services	—
Service Maintenance	—
Skilled Crafts	—
Technician	3
Total	14

71% ▶Professional

21% ▶Technician

7% ▶Administrative Support

LENGTH OF SERVICE
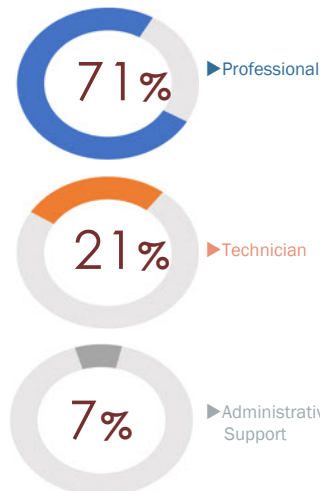
19 years
Median Tenure
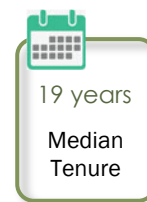
< 1 year	—
1 - 10 years	5
11 -20 years	4
21 - 30 years	4
> 30 years	1
Total	14

POLICE

Average Headcount 341

Number of employees as of 12/31/2021	338
Number of Hires in CY 2021	39
Number of Separations in CY 2021	46
Turnover Rate	13%
Retention Rate	87%

* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
165	18	140	15

Median Age	39
Youngest (Age)	22
Oldest (Age)	68

49% Generation Z

1997
2012
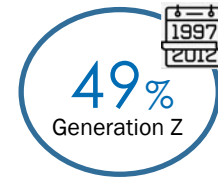
RACIAL CATEGORY

American Indian	2
Asian	19
African American	21
Caucasian	148
Hispanic	121
Native Hawaiian	5
Other/2 or more races	22
Total	338

Caucasian 44% · Hispanic 36% · Other/Two or more race 7%

GENDER

66% · 34%
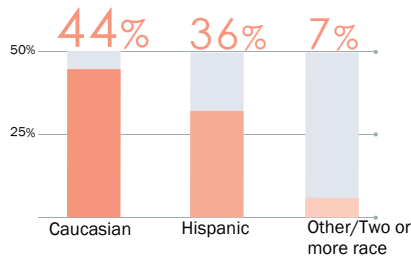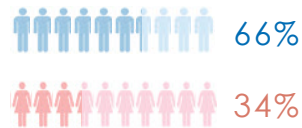
Male	223
Female	115
Total	338

OCCUPATIONAL GROUP

Administrative Support	77
Officials and Administrators	5
Paraprofessional	8
Professional	11
Protective Services	231
Service Maintenance	—
Skilled Crafts	—
Technician	6
Total	338

68% ▶ Protective Services

23% ▶ Administrative Support

LENGTH OF SERVICE
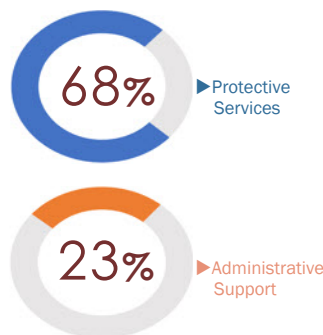
6 years Median Tenure
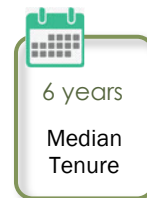
< 1 year	35
1 - 10 years	181
11 -20 years	85
21 - 30 years	36
> 30 years	1
Total	338

PUBLIC WORKS

Average Headcount: 119

Number of employees as of 12/31/2021	121
Number of Hires in CY 2021	3
Number of Separations in CY 2021	4
Turnover Rate	12%
Retention Rate	88%

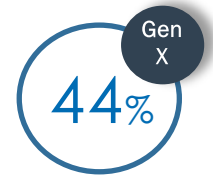* Average Headcount is the number of employees in January 1, 2021 and December 31, 2021 divided by 2.

AGE

| Generation Z 24 years or younger	Millennial 25 - 40 years old	Generation X 41 - 56 years old	Baby Boomer 57 - 75 years old
3	34	53	31

Median Age	50
Youngest (Age)	21
Oldest (Age)	73

Gen X 44%

RACIAL CATEGORY

American Indian	1
Asian	7
African American	4
Caucasian	27
Hispanic	74
Native Hawaiian	—
Other/2 or more races	8
Total	121

Hispanic 61% Caucasian 22% Other/Two or more races 7%

GENDER

89%
11%
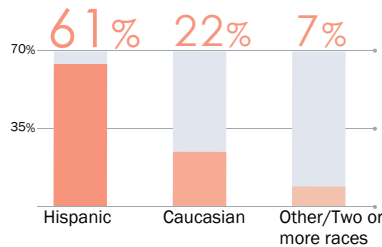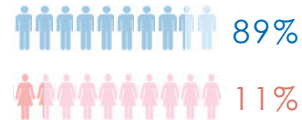
Male	108
Female	13
Total	121

OCCUPATIONAL GROUP

Administrative Support	8
Officials and Administrators	3
Paraprofessional	5
Professional	18
Protective Services	—
Service Maintenance	62
Skilled Crafts	22
Technician	3
Total	121

51% ▶ Service Maintenance

18% ▶ Skilled Crafts

15% ▶ Professional

LENGTH OF SERVICE
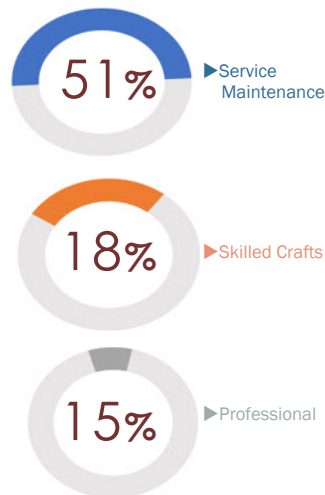
16 years
Median Tenure
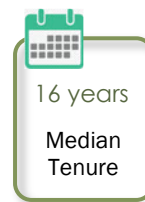
< 1 year	12
1 - 10 years	45
11 -20 years	35
21 - 30 years	24
> 30 years	5
Total	121

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2021 WORKFORCE DEMOGRAPHICS & TURNOVER REPORT PRODUCED BY THE CITY OF CHULA VISTA HUMAN RESOURCES DEPARTMENT

DIRECTOR OF HR/RISK MGMT COURTNEY CHASE TRAINING AND DEVELOPMENT TANYA TOMLINSON FELIPE LADRON DE GUEVARA HR BENEFITS JENNIFER ABALOS ANGELICA RODRIGUEZ GLADYS RAMOS ROSY BARAJAS HR OPERATIONS ERIN DEMPSTER ADRIANA MATSUHIRO ALEX HERRING DIANA RAMOS ISABEL MCGEEHEE LINETTE ABILLE TRICIA ALBRIGHT RISK MANAGEMENT EMMA MCCLEES KIM STEVENS LYDIA BUTYNSKI SUPPORT STAFF BEATRIZ TINAJERO LINDSAY DAUBER MARK GARCIA SUMMER HASKINS