

CITY OF CARMEL-BY-THE-SEA
PAY SCHEDULE FOR LIUNA GENERAL CLASSIFICATIONS
EFFECTIVE JANUARY 1, 2020

3.5%							
Classification	Grade	Pay	Step 1	Step 2	Step 3	Step 4	Step 5
Public Services Maintenance Worker I	G-142	Hourly:	\$ 17.27	\$ 18.13	\$ 19.04	\$ 20.00	\$ 21.00
		Monthly:	\$ 2,993.47	\$ 3,142.53	\$ 3,300.27	\$ 3,466.67	\$ 3,640.00
		Annual:	\$ 35,921.60	\$ 37,710.40	\$ 39,603.20	\$ 41,600.00	\$ 43,680.00
Facility Maintenance Worker Forest Care Worker Library Assistant Public Services Maintenance Worker II	G-204	Hourly:	\$ 23.54	\$ 24.71	\$ 25.95	\$ 27.25	\$ 28.60
		Monthly:	\$ 4,080.27	\$ 4,283.07	\$ 4,498.00	\$ 4,723.33	\$ 4,957.33
		Annual:	\$ 48,963.20	\$ 51,396.80	\$ 53,976.00	\$ 56,680.00	\$ 59,488.00
Maintenance Worker Maintenance Worker / Gardener Tree Care Specialist	G-214	Hourly:	\$ 24.73	\$ 25.96	\$ 27.26	\$ 28.62	\$ 30.06
		Monthly:	\$ 4,286.53	\$ 4,499.73	\$ 4,725.07	\$ 4,960.80	\$ 5,210.40
		Annual:	\$ 51,438.40	\$ 53,996.80	\$ 56,700.80	\$ 59,529.60	\$ 62,524.80
Senior Maintenance Worker	G-224	Hourly:	\$ 25.98	\$ 27.28	\$ 28.64	\$ 30.08	\$ 31.58
		Monthly:	\$ 4,503.20	\$ 4,728.53	\$ 4,964.27	\$ 5,213.87	\$ 5,473.87
		Annual:	\$ 54,038.40	\$ 56,742.40	\$ 59,571.20	\$ 62,566.40	\$ 65,686.40
Administrative Coordinator	G-229	Hourly:	\$ 26.62	\$ 27.99	\$ 29.38	\$ 30.85	\$ 32.40
		Monthly:	\$ 4,614.13	\$ 4,851.60	\$ 5,092.53	\$ 5,347.33	\$ 5,616.00
		Annual:	\$ 55,369.60	\$ 58,219.20	\$ 61,110.40	\$ 64,168.00	\$ 67,392.00
Librarian I	G-234	Hourly:	\$ 27.32	\$ 28.69	\$ 30.12	\$ 31.63	\$ 33.21
		Monthly:	\$ 4,735.47	\$ 4,972.93	\$ 5,220.80	\$ 5,482.53	\$ 5,756.40
		Annual:	\$ 56,825.60	\$ 59,675.20	\$ 62,649.60	\$ 65,790.40	\$ 69,076.80
Finance Specialist Permit Technician	G-239	Hourly:	\$ 28.02	\$ 29.41	\$ 30.89	\$ 32.43	\$ 34.05
		Monthly:	\$ 4,856.80	\$ 5,097.73	\$ 5,354.27	\$ 5,621.20	\$ 5,902.00
		Annual:	\$ 58,281.60	\$ 61,172.80	\$ 64,251.20	\$ 67,454.40	\$ 70,824.00
Community Activities Assistant I	G-242	Hourly:	\$ 28.44	\$ 29.87	\$ 31.35	\$ 32.92	\$ 34.56
		Monthly:	\$ 4,929.60	\$ 5,177.47	\$ 5,434.00	\$ 5,706.13	\$ 5,990.40
		Annual:	\$ 59,155.20	\$ 62,129.60	\$ 65,208.00	\$ 68,473.60	\$ 71,884.80
Circulation Supervisor Building Maintenance Specialist Facility Maintenance Specialist	G-244	Hourly:	\$ 28.72	\$ 30.16	\$ 31.67	\$ 33.25	\$ 34.91
		Monthly:	\$ 4,978.13	\$ 5,227.73	\$ 5,489.47	\$ 5,763.33	\$ 6,051.07
		Annual:	\$ 59,737.60	\$ 62,732.80	\$ 65,873.60	\$ 69,160.00	\$ 72,612.80
Planning Technician	G-248	Hourly:	\$ 29.30	\$ 30.76	\$ 32.29	\$ 33.91	\$ 35.59
		Monthly:	\$ 5,078.67	\$ 5,331.73	\$ 5,596.93	\$ 5,877.73	\$ 6,168.93
		Annual:	\$ 60,944.00	\$ 63,980.80	\$ 67,163.20	\$ 70,532.80	\$ 74,027.20

CITY OF CARMEL-BY-THE-SEA
PAY SCHEDULE FOR LIUNA GENERAL CLASSIFICATIONS
EFFECTIVE JANUARY 1, 2020

3.5%							
Classification	Grade	Pay	Step 1	Step 2	Step 3	Step 4	Step 5
Program Supervisor	G-252	Hourly:	\$ 29.90	\$ 31.38	\$ 32.95	\$ 34.60	\$ 36.33
		Monthly:	\$ 5,182.67	\$ 5,439.20	\$ 5,711.33	\$ 5,997.33	\$ 6,297.20
		Annual:	\$ 62,192.00	\$ 65,270.40	\$ 68,536.00	\$ 71,968.00	\$ 75,566.40
Librarian II	G-254	Hourly:	\$ 30.19	\$ 31.70	\$ 33.29	\$ 34.95	\$ 36.71
		Monthly:	\$ 5,232.93	\$ 5,494.67	\$ 5,770.27	\$ 6,058.00	\$ 6,363.07
		Annual:	\$ 62,795.20	\$ 65,936.00	\$ 69,243.20	\$ 72,696.00	\$ 76,356.80
Assistant Planner	G-264	Hourly:	\$ 31.73	\$ 33.33	\$ 34.99	\$ 36.74	\$ 38.57
		Monthly:	\$ 5,499.87	\$ 5,777.20	\$ 6,064.93	\$ 6,368.27	\$ 6,685.47
		Annual:	\$ 65,998.40	\$ 69,326.40	\$ 72,779.20	\$ 76,419.20	\$ 80,225.60
Community Activities Assistant II*	G-272	Hourly:	\$ 33.03	\$ 34.68	\$ 36.41	\$ 38.22	\$ 40.14
		Monthly:	\$ 5,725.20	\$ 6,011.20	\$ 6,311.07	\$ 6,624.80	\$ 6,957.60
		Annual:	\$ 68,702.40	\$ 72,134.40	\$ 75,732.80	\$ 79,497.60	\$ 83,491.20
Code Compliance Coordinator	G-284	Hourly:	\$ 35.06	\$ 36.83	\$ 38.66	\$ 40.59	\$ 42.63
		Monthly:	\$ 6,077.07	\$ 6,383.87	\$ 6,701.07	\$ 7,035.60	\$ 7,389.20
		Annual:	\$ 72,924.80	\$ 76,606.40	\$ 80,412.80	\$ 84,427.20	\$ 88,670.40
Streets Supervisor	G-288	Hourly:	\$ 35.77	\$ 37.56	\$ 39.44	\$ 41.41	\$ 43.48
		Monthly:	\$ 6,200.13	\$ 6,510.40	\$ 6,836.27	\$ 7,177.73	\$ 7,536.53
		Annual:	\$ 74,401.60	\$ 78,124.80	\$ 82,035.20	\$ 86,132.80	\$ 90,438.40
Assistant City Forester	G-296	Hourly:	\$ 37.23	\$ 39.09	\$ 41.05	\$ 43.10	\$ 45.26
		Monthly:	\$ 6,453.20	\$ 6,775.60	\$ 7,115.33	\$ 7,470.67	\$ 7,845.07
		Annual:	\$ 77,438.40	\$ 81,307.20	\$ 85,384.00	\$ 89,648.00	\$ 94,140.80
Building Inspector	G-314	Hourly:	\$ 40.72	\$ 42.76	\$ 44.90	\$ 47.14	\$ 49.50
		Monthly:	\$ 7,058.13	\$ 7,411.73	\$ 7,782.67	\$ 8,170.93	\$ 8,580.00
		Annual:	\$ 84,697.60	\$ 88,940.80	\$ 93,392.00	\$ 98,051.20	\$ 102,960.00

**Community Activities Assistant II classification will be eliminated through attrition.

CITY OF CARMEL-BY-THE-SEA
PAY SCHEDULE FOR LIUNA GENERAL CLASSIFICATIONS
EFFECTIVE JANUARY 1, 2021

2.0%							
Classification	Grade	Pay	Step 1	Step 2	Step 3	Step 4	Step 5
Public Services Maintenance Worker I	G-142	Hourly:	\$ 17.62	\$ 18.49	\$ 19.42	\$ 20.40	\$ 21.42
		Monthly:	\$ 3,054.13	\$ 3,204.93	\$ 3,366.13	\$ 3,536.00	\$ 3,712.80
		Annual:	\$ 36,649.60	\$ 38,459.20	\$ 40,393.60	\$ 42,432.00	\$ 44,553.60
Facility Maintenance Worker Forest Care Worker Library Assistant Public Services Maintenance Worker II	G-204	Hourly:	\$ 24.01	\$ 25.20	\$ 26.47	\$ 27.80	\$ 29.17
		Monthly:	\$ 4,161.73	\$ 4,368.00	\$ 4,588.13	\$ 4,818.67	\$ 5,056.13
		Annual:	\$ 49,940.80	\$ 52,416.00	\$ 55,057.60	\$ 57,824.00	\$ 60,673.60
Maintenance Worker Maintenance Worker / Gardener Tree Care Specialist	G-214	Hourly:	\$ 25.22	\$ 26.48	\$ 27.81	\$ 29.19	\$ 30.66
		Monthly:	\$ 4,371.47	\$ 4,589.87	\$ 4,820.40	\$ 5,059.60	\$ 5,314.40
		Annual:	\$ 52,457.60	\$ 55,078.40	\$ 57,844.80	\$ 60,715.20	\$ 63,772.80
Senior Maintenance Worker	G-224	Hourly:	\$ 26.50	\$ 27.83	\$ 29.21	\$ 30.68	\$ 32.21
		Monthly:	\$ 4,593.33	\$ 4,823.87	\$ 5,063.07	\$ 5,317.87	\$ 5,583.07
		Annual:	\$ 55,120.00	\$ 57,886.40	\$ 60,756.80	\$ 63,814.40	\$ 66,996.80
Administrative Coordinator	G-229	Hourly:	\$ 27.15	\$ 28.55	\$ 29.97	\$ 31.47	\$ 33.05
		Monthly:	\$ 4,706.00	\$ 4,948.67	\$ 5,194.80	\$ 5,454.80	\$ 5,728.67
		Annual:	\$ 56,472.00	\$ 59,384.00	\$ 62,337.60	\$ 65,457.60	\$ 68,744.00
Librarian I	G-234	Hourly:	\$ 27.87	\$ 29.26	\$ 30.72	\$ 32.26	\$ 33.87
		Monthly:	\$ 4,830.80	\$ 5,071.73	\$ 5,324.80	\$ 5,591.73	\$ 5,870.80
		Annual:	\$ 57,969.60	\$ 60,860.80	\$ 63,897.60	\$ 67,100.80	\$ 70,449.60
Finance Specialist Permit Technician	G-239	Hourly:	\$ 28.58	\$ 30.00	\$ 31.51	\$ 33.08	\$ 34.73
		Monthly:	\$ 4,953.87	\$ 5,200.00	\$ 5,461.73	\$ 5,733.87	\$ 6,019.87
		Annual:	\$ 59,446.40	\$ 62,400.00	\$ 65,540.80	\$ 68,806.40	\$ 72,238.40
Community Activities Assistant I	G-242	Hourly:	\$ 29.01	\$ 30.47	\$ 31.98	\$ 33.58	\$ 35.25
		Monthly:	\$ 5,028.40	\$ 5,281.47	\$ 5,543.20	\$ 5,820.53	\$ 6,110.00
		Annual:	\$ 60,340.80	\$ 63,377.60	\$ 66,518.40	\$ 69,846.40	\$ 73,320.00
Circulation Supervisor Building Maintenance Specialist Facility Maintenance Specialist	G-244	Hourly:	\$ 29.29	\$ 30.76	\$ 32.30	\$ 33.92	\$ 35.61
		Monthly:	\$ 5,076.93	\$ 5,331.73	\$ 5,598.67	\$ 5,879.47	\$ 6,172.40
		Annual:	\$ 60,923.20	\$ 63,980.80	\$ 67,184.00	\$ 70,553.60	\$ 74,068.80
Planning Technician	G-248	Hourly:	\$ 29.89	\$ 31.38	\$ 32.94	\$ 34.59	\$ 36.30
		Monthly:	\$ 5,180.93	\$ 5,439.20	\$ 5,709.60	\$ 5,995.60	\$ 6,292.00
		Annual:	\$ 62,171.20	\$ 65,270.40	\$ 68,515.20	\$ 71,947.20	\$ 75,504.00

CITY OF CARMEL-BY-THE-SEA
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EFFECTIVE JANUARY 1, 2021

2.0%							
Classification	Grade	Pay	Step 1	Step 2	Step 3	Step 4	Step 5
Program Supervisor	G-252	Hourly:	\$ 30.50	\$ 32.01	\$ 33.61	\$ 35.29	\$ 37.06
		Monthly:	\$ 5,286.67	\$ 5,548.40	\$ 5,825.73	\$ 6,116.93	\$ 6,423.73
		Annual:	\$ 63,440.00	\$ 66,580.80	\$ 69,908.80	\$ 73,403.20	\$ 77,084.80
Librarian II	G-254	Hourly:	\$ 30.79	\$ 32.33	\$ 33.96	\$ 35.65	\$ 37.44
		Monthly:	\$ 5,336.93	\$ 5,603.87	\$ 5,886.40	\$ 6,179.33	\$ 6,489.60
		Annual:	\$ 64,043.20	\$ 67,246.40	\$ 70,636.80	\$ 74,152.00	\$ 77,875.20
Assistant Planner	G-264	Hourly:	\$ 32.36	\$ 34.00	\$ 35.69	\$ 37.47	\$ 39.34
		Monthly:	\$ 5,609.07	\$ 5,893.33	\$ 6,186.27	\$ 6,494.80	\$ 6,818.93
		Annual:	\$ 67,308.80	\$ 70,720.00	\$ 74,235.20	\$ 77,937.60	\$ 81,827.20
Community Activities Assistant II*	G-272	Hourly:	\$ 33.69	\$ 35.37	\$ 37.14	\$ 38.98	\$ 40.94
		Monthly:	\$ 5,839.60	\$ 6,130.80	\$ 6,437.60	\$ 6,756.53	\$ 7,096.27
		Annual:	\$ 70,075.20	\$ 73,569.60	\$ 77,251.20	\$ 81,078.40	\$ 85,155.20
Code Compliance Coordinator	G-284	Hourly:	\$ 35.76	\$ 37.57	\$ 39.43	\$ 41.40	\$ 43.48
		Monthly:	\$ 6,198.40	\$ 6,512.13	\$ 6,834.53	\$ 7,176.00	\$ 7,536.53
		Annual:	\$ 74,380.80	\$ 78,145.60	\$ 82,014.40	\$ 86,112.00	\$ 90,438.40
Streets Supervisor	G-288	Hourly:	\$ 36.49	\$ 38.31	\$ 40.23	\$ 42.24	\$ 44.35
		Monthly:	\$ 6,324.93	\$ 6,640.40	\$ 6,973.20	\$ 7,321.60	\$ 7,687.33
		Annual:	\$ 75,899.20	\$ 79,684.80	\$ 83,678.40	\$ 87,859.20	\$ 92,248.00
Assistant City Forester	G-296	Hourly:	\$ 37.97	\$ 39.87	\$ 41.87	\$ 43.96	\$ 46.17
		Monthly:	\$ 6,581.47	\$ 6,910.80	\$ 7,257.47	\$ 7,619.73	\$ 8,002.80
		Annual:	\$ 78,977.60	\$ 82,929.60	\$ 87,089.60	\$ 91,436.80	\$ 96,033.60
Building Inspector	G-314	Hourly:	\$ 41.53	\$ 43.62	\$ 45.80	\$ 48.08	\$ 50.49
		Monthly:	\$ 7,198.53	\$ 7,560.80	\$ 7,938.67	\$ 8,333.87	\$ 8,751.60
		Annual:	\$ 86,382.40	\$ 90,729.60	\$ 95,264.00	\$ 100,006.40	\$ 105,019.20

**Community Activities Assistant II classification will be eliminated through attrition.

CITY OF CARMEL-BY-THE-SEA
PAY SCHEDULE FOR LIUNA GENERAL CLASSIFICATIONS
EFFECTIVE JANUARY 1, 2022

1.25%							
Classification	Grade	Pay	Step 1	Step 2	Step 3	Step 4	Step 5
Public Services Maintenance Worker I	G-142	Hourly:	\$ 17.84	\$ 18.72	\$ 19.66	\$ 20.66	\$ 21.69
		Monthly:	\$ 3,092.27	\$ 3,244.80	\$ 3,407.73	\$ 3,581.07	\$ 3,759.60
		Annual:	\$ 37,107.20	\$ 38,937.60	\$ 40,892.80	\$ 42,972.80	\$ 45,115.20
Facility Maintenance Worker Forest Care Worker Library Assistant Public Services Maintenance Worker II	G-204	Hourly:	\$ 24.31	\$ 25.52	\$ 26.80	\$ 28.15	\$ 29.53
		Monthly:	\$ 4,213.73	\$ 4,423.47	\$ 4,645.33	\$ 4,879.33	\$ 5,118.53
		Annual:	\$ 50,564.80	\$ 53,081.60	\$ 55,744.00	\$ 58,552.00	\$ 61,422.40
Maintenance Worker Maintenance Worker / Gardener Tree Care Specialist	G-214	Hourly:	\$ 25.54	\$ 26.81	\$ 28.16	\$ 29.55	\$ 31.04
		Monthly:	\$ 4,426.93	\$ 4,647.07	\$ 4,881.07	\$ 5,122.00	\$ 5,380.27
		Annual:	\$ 53,123.20	\$ 55,764.80	\$ 58,572.80	\$ 61,464.00	\$ 64,563.20
Senior Maintenance Worker	G-224	Hourly:	\$ 26.83	\$ 28.18	\$ 29.58	\$ 31.06	\$ 32.61
		Monthly:	\$ 4,650.53	\$ 4,884.53	\$ 5,127.20	\$ 5,383.73	\$ 5,652.40
		Annual:	\$ 55,806.40	\$ 58,614.40	\$ 61,526.40	\$ 64,604.80	\$ 67,828.80
Administrative Coordinator	G-229	Hourly:	\$ 27.49	\$ 28.91	\$ 30.34	\$ 31.86	\$ 33.46
		Monthly:	\$ 4,764.93	\$ 5,011.07	\$ 5,258.93	\$ 5,522.40	\$ 5,799.73
		Annual:	\$ 57,179.20	\$ 60,132.80	\$ 63,107.20	\$ 66,268.80	\$ 69,596.80
Librarian I	G-234	Hourly:	\$ 28.22	\$ 29.63	\$ 31.10	\$ 32.66	\$ 34.29
		Monthly:	\$ 4,891.47	\$ 5,135.87	\$ 5,390.67	\$ 5,661.07	\$ 5,943.60
		Annual:	\$ 58,697.60	\$ 61,630.40	\$ 64,688.00	\$ 67,932.80	\$ 71,323.20
Finance Specialist Permit Technician	G-239	Hourly:	\$ 28.94	\$ 30.38	\$ 31.90	\$ 33.49	\$ 35.16
		Monthly:	\$ 5,016.27	\$ 5,265.87	\$ 5,529.33	\$ 5,804.93	\$ 6,094.40
		Annual:	\$ 60,195.20	\$ 63,190.40	\$ 66,352.00	\$ 69,659.20	\$ 73,132.80
Community Activities Assistant I	G-242	Hourly:	\$ 29.37	\$ 30.85	\$ 32.38	\$ 34.00	\$ 35.69
		Monthly:	\$ 5,090.80	\$ 5,347.33	\$ 5,612.53	\$ 5,893.33	\$ 6,186.27
		Annual:	\$ 61,089.60	\$ 64,168.00	\$ 67,350.40	\$ 70,720.00	\$ 74,235.20
Circulation Supervisor Building Maintenance Specialist Facility Maintenance Specialist	G-244	Hourly:	\$ 29.66	\$ 31.14	\$ 32.70	\$ 34.34	\$ 36.06
		Monthly:	\$ 5,141.07	\$ 5,397.60	\$ 5,668.00	\$ 5,952.27	\$ 6,250.40
		Annual:	\$ 61,692.80	\$ 64,771.20	\$ 68,016.00	\$ 71,427.20	\$ 75,004.80
Planning Technician	G-248	Hourly:	\$ 30.26	\$ 31.77	\$ 33.35	\$ 35.02	\$ 36.75
		Monthly:	\$ 5,245.07	\$ 5,506.80	\$ 5,780.67	\$ 6,070.13	\$ 6,370.00
		Annual:	\$ 62,940.80	\$ 66,081.60	\$ 69,368.00	\$ 72,841.60	\$ 76,440.00

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EFFECTIVE JANUARY 1, 2022

1.25%							
Classification	Grade	Pay	Step 1	Step 2	Step 3	Step 4	Step 5
Program Supervisor	G-252	Hourly:	\$ 30.88	\$ 32.41	\$ 34.03	\$ 35.73	\$ 37.52
		Monthly:	\$ 5,352.53	\$ 5,617.73	\$ 5,898.53	\$ 6,193.20	\$ 6,503.47
		Annual:	\$ 64,230.40	\$ 67,412.80	\$ 70,782.40	\$ 74,318.40	\$ 78,041.60
Librarian II	G-254	Hourly:	\$ 31.17	\$ 32.73	\$ 34.38	\$ 36.10	\$ 37.91
		Monthly:	\$ 5,402.80	\$ 5,673.20	\$ 5,959.20	\$ 6,257.33	\$ 6,571.07
		Annual:	\$ 64,833.60	\$ 68,078.40	\$ 71,510.40	\$ 75,088.00	\$ 78,852.80
Assistant Planner	G-264	Hourly:	\$ 32.76	\$ 34.43	\$ 36.14	\$ 37.94	\$ 39.83
		Monthly:	\$ 5,678.40	\$ 5,967.87	\$ 6,264.27	\$ 6,576.27	\$ 6,903.87
		Annual:	\$ 68,140.80	\$ 71,614.40	\$ 75,171.20	\$ 78,915.20	\$ 82,846.40
Community Activities Assistant II*	G-272	Hourly:	\$ 34.11	\$ 35.81	\$ 37.60	\$ 39.47	\$ 41.45
		Monthly:	\$ 5,912.40	\$ 6,207.07	\$ 6,517.33	\$ 6,841.47	\$ 7,184.67
		Annual:	\$ 70,948.80	\$ 74,484.80	\$ 78,208.00	\$ 82,097.60	\$ 86,216.00
Code Compliance Coordinator	G-284	Hourly:	\$ 36.21	\$ 38.04	\$ 39.92	\$ 41.92	\$ 44.02
		Monthly:	\$ 6,276.40	\$ 6,593.60	\$ 6,919.47	\$ 7,266.13	\$ 7,630.13
		Annual:	\$ 75,316.80	\$ 79,123.20	\$ 83,033.60	\$ 87,193.60	\$ 91,561.60
Streets Supervisor	G-288	Hourly:	\$ 36.95	\$ 38.79	\$ 40.73	\$ 42.77	\$ 44.90
		Monthly:	\$ 6,404.67	\$ 6,723.60	\$ 7,059.87	\$ 7,413.47	\$ 7,782.67
		Annual:	\$ 76,856.00	\$ 80,683.20	\$ 84,718.40	\$ 88,961.60	\$ 93,392.00
Assistant City Forester	G-296	Hourly:	\$ 38.44	\$ 40.37	\$ 42.39	\$ 44.51	\$ 46.75
		Monthly:	\$ 6,662.93	\$ 6,997.47	\$ 7,347.60	\$ 7,715.07	\$ 8,103.33
		Annual:	\$ 79,955.20	\$ 83,969.60	\$ 88,171.20	\$ 92,580.80	\$ 97,240.00
Building Inspector	G-314	Hourly:	\$ 42.05	\$ 44.17	\$ 46.37	\$ 48.68	\$ 51.12
		Monthly:	\$ 7,288.67	\$ 7,656.13	\$ 8,037.47	\$ 8,437.87	\$ 8,860.80
		Annual:	\$ 87,464.00	\$ 91,873.60	\$ 96,449.60	\$ 101,254.40	\$ 106,329.60

**Community Activities Assistant II classification will be eliminated through attrition.