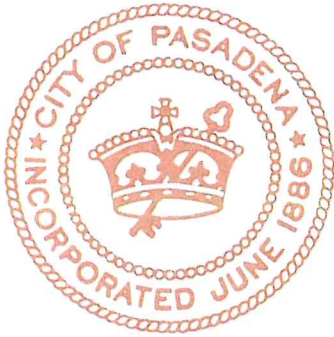




Agenda Report

August 31, 2026

TO: Honorable Mayor and City Council
FROM: Human Resources Department
SUBJECT: **EQUAL OPPORTUNITY IN EMPLOYMENT ANNUAL REPORT
FOR 2021, 2022, 2023, 2024, AND 2025**

RECOMMENDATION:

It is recommended that the City Council:

1. Find that the proposed action in the agenda report is exempt from the California Public Resources Code Section 21065 and within the meaning of California Environmental Quality Act ("CEQA") Guidelines Section 15378(b); and
2. Receive the Equal Opportunity in Employment Annual Report, which is submitted for information only.

EXECUTIVE SUMMARY:

The City of Pasadena's annual Equal Opportunity in Employment report evaluates how the demographics of the City's full-time workforce compare with the makeup of Pasadena's available labor market. This analysis identifies where demographic groups may be underrepresented and helps guide the City's ongoing workforce equity, recruitment, and development efforts.

Covering calendar years 2021 through 2025, the report includes detailed information on the City's workforce, operating companies (RBOC, PCOC, and Pasadena Media), new hires, promotions, and workforce representation across federal EEO job categories. For 2025, data show that Pasadena employs approximately 1,900 full time staff, with a workforce that is broadly reflective of the community's racial and ethnic diversity.

However, gender representation continues to show notable gaps, particularly in protective service (public safety), skilled trades, and maintenance roles, which remain male dominated locally and nationwide. Racial representation trends vary by group, with some groups—such as Black/African American and Hispanic/Latino employees—represented at rates higher than their proportion in the relevant labor market, while others—such as Asian and White employees—are represented at lower rates.

The report also highlights the City's investment in workforce development through vocational programs, youth pipelines, leadership development, career planning resources, and partnerships that support both academic and trades education. To further reinforce internal mobility and advancement, the City is continuously refining training initiatives and increasing transparency around promotion criteria, ensuring employees have clear pathways for growth within the organization. These efforts, along with expanded data transparency through the publicly accessible Employee Demographics Dashboard, demonstrate Pasadena's commitment to building a diverse, equitable, and well-prepared workforce.

BACKGROUND:

Pursuant to Section 2.360.070 of the Pasadena Municipal Code, this report provides a comparison between the ethnic and gender composition of the City's employee workforce and the available labor market, which is described as the civilian labor force 16 years of age and over in the City of Pasadena. The purpose is to ensure the City's hiring and employment practices are fair, equitable, and reflective of the community served.

Data Sources and Methodology

Employee Data

The employee data referenced in this report was extracted from the City's HR/Payroll system for each calendar year. Upon hire, employees self-identify as one of the following racial/ethnic categories, which are based on the federal Equal Employment Opportunity (EEO) reporting categories: American Indian or Alaska Native; Asian; Black or African American; Hispanic or Latino; Native Hawaiian or Pacific Islander; Two or more races; and White.

Employees also select their gender from the following categories: Female (F), Male (M), Non-Binary (X). The City provides a Non-Binary gender option to comply with state law. The federal government does not provide the same option for the mandatory EEO-4 data collection.

Census Data

The United States Census Bureau provides detailed, reliable, and geographically comprehensive data about U.S. communities, covering social, economic, housing, and demographic characteristics. The information is published approximately every ten years. The most recent tables are the 2018 American Community Survey 5-year estimate.¹

¹ The data files used for this report are below and available online:

- U.S. Census Bureau. "EEO 1RC. DETAILED CENSUS OCCUPATION BY SEX AND RACE/ETHNICITY FOR RESIDENCE GEOGRAPHY - COLLAPSED, PERCENTAGES ONLY." American Community Survey, ACS 5-Year Estimates Equal Employment Opportunity, Table EEOALL1RC, https://data.census.gov/table/ACSEEO5Y2018.EEOALL1RC?q=040XX00US06_160XX00US0656000&y=2018&d=ACS+5-Year+Estimates+Equal+Employment+Opportunity.

Workforce Demographics and Utilization

Overall Workforce Composition

Data in Table I below (Labor Availability vs. Workforce Utilization: City Full-Time Workforce) includes all individuals employed in regular, full-time positions at the City of Pasadena during the reporting periods of January 1 to December 31, 2025, compared with the available labor population of the City of Pasadena.

Table I - Labor Availability vs. Workforce Utilization: City Full-Time Workforce from January 1 to December 31, 2025		
2018 U.S. Census Bureau American Community Survey (5-Year EEO Data) City of Pasadena Labor Population		1,971 Employees
Female	48.6%	34.45%
Male	51.4%	65.50%
American Indian or Alaska Native	0.1%	0.25%
Asian	17.5%	14.41%
Black or African American	8.7%	13.55%
Hispanic or Latino	33.7%	44.19%
Native Hawaiian or Pacific Islander	0.2%	0.05%
Two or more races	2.7%	2.13%
White	37.0%	25.37%
Declined to state	~	0.05%

Attachment A illustrates the Labor Availability vs. Workforce Utilization: City Full-Time Workforce for calendar years 2021 through 2024.

Based on a comparison across gender, women are significantly underrepresented in City employment compared with the available workforce. This disparity is caused in part by the composition of protective service, skilled trades, and maintenance positions, which are predominantly held by men, and make up over a third of the City's workforce. This trend is consistent in comparable agencies nationwide.

-
- U.S. Census Bureau. "EEO 6R. STATE AND LOCAL GOVERNMENT JOB GROUPS BY SEX AND RACE/ETHNICITY FOR RESIDENCE GEOGRAPHY, TOTAL POPULATION." American Community Survey, ACS 5-Year Estimates Equal Employment Opportunity, Table EEOALL6R, <https://data.census.gov/table/ACSEEO5Y2018.EEOALL6R?q=160XX00US0656000&codeset=eao~0000:0230:2205>.

When comparing racial demographics of the City employee workforce with the available labor population, Black or African American and Hispanic or Latino individuals are employed at a higher rate than the available workforce and Asian and White individuals are employed with the City at a lower rate than the available local workforce. American Indian or Alaska Native, Native Hawaiian or Pacific Islander, and Two or more races are about equally represented in the workforce compared with the available labor pool.

Operating Companies

The City also collects data on workforce utilization from the City's operating companies. Table II below compares the full-time workforces of the City of Pasadena, the Rose Bowl Operating Company (RBOC), the Pasadena Center Operating Company (PCOC), and Pasadena Media by gender and ethnicity to Pasadena's available labor pool.

Table II - Full-Time Regular Workforce from January 1 to December 31, 2025									
2018 U.S. Census Bureau American Community Survey (5-Year EEO Data) City of Pasadena Labor Population		City of Pasadena 1,971 Employees		RBOC 41 Employees		PCOC 66 Employees		Pasadena Media 15 Employees	
Female	48.6%	679	34.45%	19	46.3%	35	53%	8	53%
Male	51.4%	1291	65.50%	22	53.7%	31	47%	7	47%
American Indian or Alaska Native	0.1%	5	0.25%	0	~	1	1.5%	0	~
Asian	17.5%	284	14.41%	4	9.8%	5	7.6%	1	7%
Black or African American	8.7%	267	13.55%	8	19.5%	8	12.1%	1	7%
Hispanic or Latino	33.7%	871	44.19%	11	26.8%	31	47%	3	20%
Native Hawaiian or Pacific Islander	0.2%	1	0.05%	0	~	0	~	0	~
Two or more races	2.7%	42	2.13%	0	~	2	3%	2	13%
White	37.0%	500	25.37%	18	43.9%	19	28.8%	8	53%
Declined to state	~	1	0.05%	0	~	0	~	0	~

Attachment B illustrates the workforce utilization rates for the operating companies for calendar years 2021 through 2024.

Hiring and Promotional Trends

A review of the City's hiring and promotional data reflects the diversity of the organization. The demographic ratios fluctuate over the years, but on average, the percentage of new hires that are women tracks higher than their share of the workforce. In the last five years, on average, 40.5% of the new hires were women, while their total population in the workforce was 34.2%. The average percentage of new hires that are non-white over the last five years is about 77%, while the 2025 non-white workforce is about 75%.

Promotional data over the last five years illustrates that women are promoted at a rate that reflects their overall population in the workforce, about 35%. The data show that non-white minorities were promoted at a rate that reflects their overall population in the workforce as well, an average of about 75%. Detailed information on new hires (full-time) and promotions is shown in Table III and IV, respectively.

Table III – New Hires		
	Jan. – Dec. 2025 123 Employees	
Female	46	37.40%
Male	76	61.79%
American Indian or Alaska Native	2	1.63%
Asian	17	13.82%
Black or African American	10	8.13%
Hispanic or Latino	61	49.59%
Native Hawaiian or Pacific Islander	0	~
Two or more races	5	4.07%
White	28	22.76%
Declined to state	0	~

Table IV – Promotions		
	Jan.–Dec. 2025 157 Employees	
Female	46	29.30%
Male	111	70.70%
American Indian or Alaska Native	0	~
Asian	23	14.65%
Black or African American	20	12.74%
Hispanic or Latino	78	49.68%
Native Hawaiian or Pacific Islander	0	~
Two or more races	5	3.18%
White	31	19.75%
Declined to state	0	~

Attachment C illustrates the City's hiring and promotional data for calendar years 2021 through 2024.

Workforce Development, Recruitment, and Career Pathways

The City of Pasadena is committed to recruiting, retaining, and developing a skilled and diverse workforce. All strategies are designed to comply with the California Constitution, which prohibits considering race, sex, or ethnicity in public employment decisions. Within this legal framework, the City focuses on expanding equitable access and creating pathways for qualified individuals, particularly those from underrepresented groups, to enter and advance in public service careers.

Youth and Early-Career Programs

- Youth Ambassador Program (PRCS): Provides high school students with work experience as docents, event attendants, planners, and program representatives.
- ROSE Program (PRCS): Offers internships for youth and young adults (ages 14–24)

from low- to moderate-income households, supporting City projects while developing professional skills and mentorship networks.

Adult Career Entry Programs

- MASH Program (Housing Department): Employs adults as full-time maintenance and clerical trainees for up to two years, building both soft and technical skills needed for long-term careers.

Public Safety Career Exploration

- Fire Explorers (PFD): Introduces youth to firefighting careers while encouraging community service and leadership.
- Women's Fire Academy (PFD): A hands-on program offering women direct exposure to firefighting tasks under professional guidance.
- Paramedic Intern Program (PFD): Supports local hiring and addresses workforce shortages by providing ambulance experience, preparatory training, and paid paramedic school. Participants who earn certification may advance to Firefighter-Paramedic roles.
- Junior Public Safety Academy (Police–Fire): A five-day program for high school students exploring law enforcement, firefighting, and emergency medical response.
- Police Explorers (PPD): A volunteer program for youth ages 14–21 interested in learning about policing and public safety careers.
- Police Activities League (PPD): Strengthens youth–police relationships through recreation, education, and leadership activities.

Together, these programs support participants from diverse backgrounds in developing essential skills, building strong work habits, and accessing meaningful pathways toward full-time, regular employment.

Recruitment and Community Engagement

In addition, staff from the Human Resources Department regularly participate in local and regional job fairs to broaden outreach and support diversity in City recruitment efforts. Human Resources regularly participated in the Collaboratory — a community hub dedicated to supporting Eaton Fire survivors to share City job opportunities and answer questions about City employment.

Employee Development and Long-Term Career Advancement

The Human Resources Department is committed to fostering employee growth and long-term career advancement through a comprehensive, equity-focused development framework. By aligning Training with Employee Relations, expanding engagement initiatives, and offering on-demand learning through LinkedIn Learning, HR provides accessible, flexible opportunities for skill building. Targeted programs such as My Career Vision and the Promotional Process for Employees workshop support career planning and preparedness, while participation in Leadership Pasadena cultivates future leaders across departments. Additionally, partnerships with local universities—including programs geared toward both academic pathways and the trades—support employees in pursuing higher education and technical skill development. The City also recently adopted the California Equal Pay Pledge, a commitment to pay equity, pay

transparency, and ongoing analyses of trends and workforce training. Together, these initiatives demonstrate the City's sustained investment in developing its workforce and creating clear pathways for advancement.

To reinforce pathways for internal advancement, Human Resources is continuously refining training initiatives, enhancing skills-based training, and increasing transparency around promotion criteria. These efforts are intended to equip employees with the competencies and opportunities necessary for career progression, supporting internal mobility and measurable progress in workforce development. Collectively, these initiatives reflect sustained investment in developing the workforce and creating clear, accessible pathways for advancement.

Utilization Analysis

Utilization analysis refers to a breakdown of the City's workforce by ethnicity, gender and level in the organization, which is compared to the availability of qualified individuals of various ethnic and gender groups in the local labor market.

Attachment D provides details of the ethnic and gender breakdown of the City's full-time, regular workforce arranged in groupings that generally follow the City's bargaining units from 2021 through 2025, and a summary for 2025 is listed here:

- Sworn Fire Non-Management: 57.8% minority and 5.2% female
- Sworn Police Non-Management: 65.4% minority and 16.8% female
- Non-Management Office and Technical: 82.4% minority and 67.4% female
- Non-Management Maintenance and Skilled: 85.2% minority and 6.2% female
- Management: 70.1% minority and 47.5% female
- Executive Management: 52.4% minority and 33.3% female

Attachment E provides details of the ethnic and gender breakdown of the City's full-time, regular workforce for calendar years 2021 through 2025, using the traditional federal job categories. Attachment E also provides a comparison of the work force statistics with the equivalent statistics for the relevant labor market for the same job classification groupings for calendar years 2021 through 2025.

An analysis of the data shows that in general, the City of Pasadena workforce reflects the ethnic and racial demographics of the available labor market, by job family, with a few notable exceptions.

One area of underutilization appears within the Service and Maintenance occupations, which include roles responsible for public comfort, safety, hygiene, and the upkeep of City facilities and grounds. The available labor market reflects 42.4% female representation based on 2018 Census data, while the City's workforce shows only 2.0% in 2025, with a five-year average of 2.3%. Conversely, males are overutilized in this job family, representing 57.6% of the labor market compared to 98% of the City's 2025 workforce, with a five-year average of 97.7%.

Within the Skilled occupations, roles requiring specialized manual skills and comprehensive knowledge gained through on the job experience, apprenticeships, or other formal training, the available labor market reflects 12.5% female representation based on 2018 Census data. In contrast, the City's workforce shows only 0.9% female representation in 2025, with a five-year average of 0%, indicating underutilization. Males are correspondingly overutilized, representing 87.5% of the labor market compared to 99.1% of the City's 2025 workforce, with a five-year average of 99.8%.

Transparency and Public Access

The Employee Demographics Dashboard provides publicly accessible, filterable workforce information: www.cityofpasadena.net/human-resources/employee-demographics/

Data can be filtered by race/ethnicity, gender, job classification, local residency, annual salary, bargaining unit, and department, and also includes information regarding part-time employees. The employee demographics dashboard enables data-driven decisions that support strategic planning, equity, and organizational effectiveness—while also increasing transparency by giving the public an accessible, factual picture of who serves their community.

The dashboard provides a point-in-time snapshot of the workforce, with data uploaded annually. Information is currently available for January 1, 2024, January 1, 2025, and January 1, 2026.

Conclusion

Overall, the City of Pasadena's workforce continues to closely reflect the racial and ethnic composition of the local labor market across most job categories. While gender disparities persist—particularly in protective service, skilled trades, and maintenance roles—the City is addressing these gaps through targeted recruitment, vocational pathways, youth career programs, and expanded professional development opportunities. Hiring and promotional trends show strong representation of women and nonwhite employees relative to their presence in the workforce, and ongoing transparency through the Employee Demographics Dashboard supports data driven planning. Together, these efforts demonstrate the City's sustained commitment to advancing workforce equity, expanding access to public sector careers, and cultivating a diverse, well-prepared workforce.

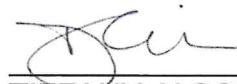
ENVIRONMENTAL ANALYSIS:

The proposed action is not a "project" subject to the California Public Resources Code Section 21065 and within the meaning of California Environmental Quality Act ("CEQA") Guidelines Section 15378(b). The proposed action constitutes a continuing administrative or organizational activity that will not result in a direct or reasonably foreseeable indirect physical change in the environment.

FISCAL IMPACT:

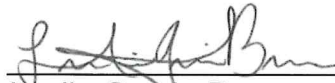
There is no fiscal impact to the City as a result of receiving this report.

Respectfully Submitted,



TIFFANY JACOBS-QUINN
Human Resources Director

Prepared by:



Leslie Garcia-Brown
Senior Human Resources Analyst

Approved by:



MATTHEW E. HAWKESWORTH
Interim City Manager

Attachments: (6)

Attachment A - Labor Availability vs. Workforce Utilization: City Full-Time Workforce for calendar years 2021 through 2024

Attachment B - Workforce Utilization Rates for the City's Operating Companies for calendar years 2021 through 2024

Attachment C - Hiring and Promotional data – City of Pasadena for calendar years 2021 through 2024

Attachment D - Utilization by Group Code – City of Pasadena for calendar years 2021 through 2025

Attachment E - Utilization by EEO4 Category – City of Pasadena for calendar years 2021 through 2025

Attachment F - Availability vs. Utilization by EEO4 category for the RBOC, PCOC, and Pasadena Media for calendar years 2021 through 2025