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CITY CLERK
CITY OF PASADENA

Report and Analysis for Council Consideration

Prepared by
LIUNA Local 777

July 2026

A report and analysis of the City's challenges and opportunities to strengthen retention, recruitment, and public service delivery.

07/20/2026
Item C

Introduction

As you well know, LIUNA and the City of Pasadena entered contract negotiations in March 2026. Since then, we have exchanged approximately 6 bargaining proposals and have held over 10 bargaining sessions. While we are happy to report that we have reached tentative agreements on significant matters, we remain apart on wages.

We believe this gap stems from our differing views of the City's financial health and prospects. As we know, the agreement reached in these negotiations will have a significant impact on retention and recruitment of employees, which will improve the efficiency of city operations and the quality of services provided to the community.

In an effort to share with you the lens through which LIUNA members view the City's financial health and outlook, we have prepared the following analysis as it relates to the City's staffing and retention challenges and their impact on operations and services.

The union believes that the current collective bargaining conversation presents an opportunity to address these concerns that both the City and the union share.

Staffing & Retention

1. Vacancies

There is a clear retention issue affecting LIUNA-represented classifications within the City of Pasadena. The following data supports this conclusion.

Pursuant to AB 119, the City is required to provide LIUNA with a list of bargaining unit employees. We have tracked this data since 2019 and have found that the total number of bargaining unit employees (full-time and part-time combined) has rarely exceeded 330.

According to the City's AB 2561 reports issued in May 2025 and January 2026, there are 371 budgeted positions within the LIUNA bargaining unit. It is important to note that AB 119 does not require the City to identify which employees are full-time vs part-time. **As a result, our data reflects employees, while the City's data reflects budgeted positions.** Those budgeted positions may represent a combination of full-time and part-time allocations (e.g., 0.25, 0.50, or 1.0 FTE), making the two data sets similar but not directly comparable.

For example, the May 2026 AB 119 employee list includes 327 employees (full-time and part-time combined). Prior to negotiations, we requested the number of part-time employees and learned there are currently 34. **This means that only 293 of the 327 employees on the City's roster are full-time employees**, compared to the 371 budgeted positions.

The City's AB 2561 reports indicate that the LIUNA bargaining unit vacancy rate decreased from 14.07% in May 2025 to 10.2% in January 2026. At first glance, this appears to reflect meaningful progress. However, the January 2026 AB 119 report identified 335 employees, while the May 2025 report listed 333 employees and the May 2026 AB 119 report listed only 327 employees. Because the size of the workforce fluctuates throughout the year, comparing May 2025 to January 2026 does not provide an apples-to-apples comparison.

A more accurate comparison is May 2025 to May 2026. When viewed this way, the number of employees actually declined despite continued hiring efforts (333 to 327 FTEs *and* PTEs). Since the number of budgeted positions remained unchanged at 371, **the number of vacant positions increased between May 2025 and May 2026, indicating that vacancies have grown rather than improved.**

Although the City has hired many employees over the past year, it has also experienced a significant number of separations. The month-to-month changes reflected in the raw data (**Appendix A**) demonstrate that these departures cannot simply be attributed to promotions into other City bargaining units (E.G. PMA). Instead, the data points to an ongoing pattern of attrition and a legitimate retention problem within LIUNA-represented classifications.

Bargaining Unit	**Full Time Employees (FTE)**	**2025 May Vacancy Rate**	**2026 Jan. Vacancy Rate**	**Year Over Year Change**
Pasadena Firefighters Management Association (PFMA)	9	0.00%	0.00%	0.00%
Pasadena Police Lieutenants Association (PPLA)	14	0.00%	0.00%	0.00%
Pasadena Police Officers Association (PPOA)	215	4.30%	2.30%	-2.00%
Service Employees International Union (SEIU)	27	3.70%	3.70%	0.00%
Pasadena Fire Fighters Association (PFFA)	153	7.70%	3.90%	-3.80%
International Brotherhood of Electrical Workers (IBEW)	131	9.20%	5.30%	-3.90%
American Federation of State, County and Municipal Employees (AFSCME)	319	11.30%	8.20%	-3.10%
Pasadena Management Association (PMA)	586	8.60%	9.90%	1.30%
Laborers' International Union of North America (LIUNA)	**371**	**14.70%**	**10.20%**	**-4.50%**
Pasadena Police Supervisors Association (PPSA)	15	7.10%	13.30%	6.20%
International Union of Operating Engineers (IUOE)	21	10.50%	14.30%	3.80%
Full breakdown of AB 119 numbers in APPENDIX A.				

To better understand issues affecting the bargaining unit and develop proposals for negotiations, LIUNA submitted a Request for Information (RFI) to the City in January 2026. The information provided by the City further supports the conclusion that retention is an ongoing challenge.

2. Separations

We requested a list of all separations over the previous three years, along with the reason for each separation. The data shows that the majority of separations were in fact voluntary resignations rather than retirements or other forms of separation, suggesting employees are *choosing* to leave the City.

Nature of Separation	Number of separation	Percentage
END OF LIMITED TERM	6	5.22%
FAIL INITIAL PROBATION	14	12.17%
FAIL PROMO PROBATION	1	0.87%
RESIGNED	76	66.09%
SERVICE RETIREMENT	17	14.78%
Total Separations	**115**	

3. Years of Service:

We requested employees' years of service to better understand workforce tenure. The data revealed that nearly half of the bargaining unit has been hired within the last four years. While this reflects recent hiring efforts, it also demonstrates that the workforce has relatively low tenure, consistent with higher turnover and ongoing retention challenges.

Years of Service*	COUNT	Percentage
0-4	163	48.80%
5-9	59	17.66%
10-14	26	7.78%
15-19	28	8.38%
20-24	26	7.78%
25-29	15	4.49%
30-34	8	2.40%
35-39	8	2.40%
40 and over	1	0.30%
Grand Total	**334**	
Data received in March 2026		

4. Age Demographics
We requested an age breakdown of the bargaining unit to better understand where employees are in their careers and how that may relate to retention. The data indicates that the largest segment of the LIUNA workforce is in their 30s- employees who are typically in the middle of their careers and have many working years ahead of them. This makes retaining experienced employees particularly important for maintaining institutional knowledge and minimizing turnover costs.

Age Bracket	**COUNT**
20-24	8
25-29	36
30-34	56
35-39	49
40-44	45
45-49	38
50-54	35
55-59	26
60-64	25
65-69	9
70 and over	7
Grand Total	**334**

Collective Bargaining Agreement

1. Costs Analysis

Prior to negotiations, we conducted a cost analysis of Pasadena bargaining units whose employees work closely with LIUNA members. The results are summarized in the table below.

We believe that too often emphasis is placed on percentage increases without recognizing the actual per capita dollar impact of those increases. A given percentage results in a significantly lower dollar value for lower-paid classifications.

LIUNA members are among the lower-paid employees in the City, along with AFSCME classifications. **As a result, the total dollar value of compensation gains in these units is comparatively lower.**

When viewed alongside vacancy data, there is a correlation between bargaining units with lower overall dollar value and vacancy rates.

Bargaining Unit	Approx EEs	MOU Term	Approval Date	Vacancy (May 2025)	Total Fiscal Impact (Term)	Annual Cost (Avg.)	Annual Cost per EE
PPOA	215	April 1, 2022 through June 30, 2026	October 17, 2022	**4.30%**	$24.6M	$6.15M	**$28,604**
PPOA	215	July 1, 2025 - June 30, 2028	Pending but on July 13, 2026 Agenda		$17.6 mi	$5.87M	**$27,286**
IBEW	110	July 1, 2022 - June 30, 2026	July 11, 2022	**9.20%**	$6.9M	$1.73M	**$15,682**
PMA	467	July 1, 2023 - June 30, 2027	July 31, 2023	**8.60%**	$27.1M	$6.78M	**$14,507**
AFSCME	300	July 1, 2022 - June 30, 2026	August 1, 2022	**11.30%**	$8.9M	$2.23M	**$7,417**
LIUNA	300	July 1, 2022 -June 30, 2026	July 18, 2022	**14.70%**	$7.73M	$1.93M	**$6,441**

2. Wages & Cost of living

As we all have witnessed, the cost of living has increased significantly over the last five years. We believe wages have not kept pace with these increases. The median hourly wage for LIUNA members is $32.06 (ranging from $18 to $55). The City's last wage proposal for 2026 (FY 27) of 2.75% would result in an increase of approximately **88 cents for the median worker.**

We recognize there has been meaningful progress in recent years, including increasing salary steps to 3.5% annually (from 2.5%), reducing the number of steps from 10 to 6, and conducting two salary surveys per year. However, it is important to note that the City typically utilizes the 60th percentile for salary surveys, therefore many surveys result in minor or no increase at all.

Category.	Total Price Increase for last five years.	Average Yearly Price Increase for the five-year span.
All Items	23.4%	4.7%
Food	26.8%	5.4%
Housing	23.0%	4.6%
Energy	49.2%	9.8%
Transportation	36.5%	7.3%
Medical Care	21.28%	4.3%

These factors contribute to employees seeking opportunities with other agencies. As part of our bargaining preparation, we reviewed neighboring jurisdictions that the City frequently loses employees to. In addition to wages, we identified other differences in benefits such as holidays and sick leave balances that also factor into these decisions:

3. Neighboring Agencies

Holidays:

City	Number of days including floating
Anaheim	13
Burbank	14.5
Culver City	15
Glendale	14
Irvine	15
Long Beach	15
Pasadena	12
Riverside	13
Santa Monica	16

Sick time:

City	Annual Sick time	BU MOU
Anaheim	78 hours	Anaheim Municipal Employees Association
Burbank	96 hours	Burbank City Employees Association
Culver City	104 hours	Culver City Employees Association
Glendale	96 hours	Glendale City Employees Association.
Irvine	96 hours	Irvine City Employees Assoc. MOU.
Long Beach	96.2 hours	SEIU Local 721's MOU with Long Beach
Pasadena	80 hrs	LIUNA
Riverside	96 hours	SEIU Local 721's MOU with Riverside.
Santa Monica	96 hours	Santa Monica Municipal Employees Association.

Finances

Prior to negotiations, we conducted a thorough review of the City's budget documents and audited financial reports. This was a critical part of our preparation because we wanted to ensure our proposals were grounded in the City's actual financial reality.

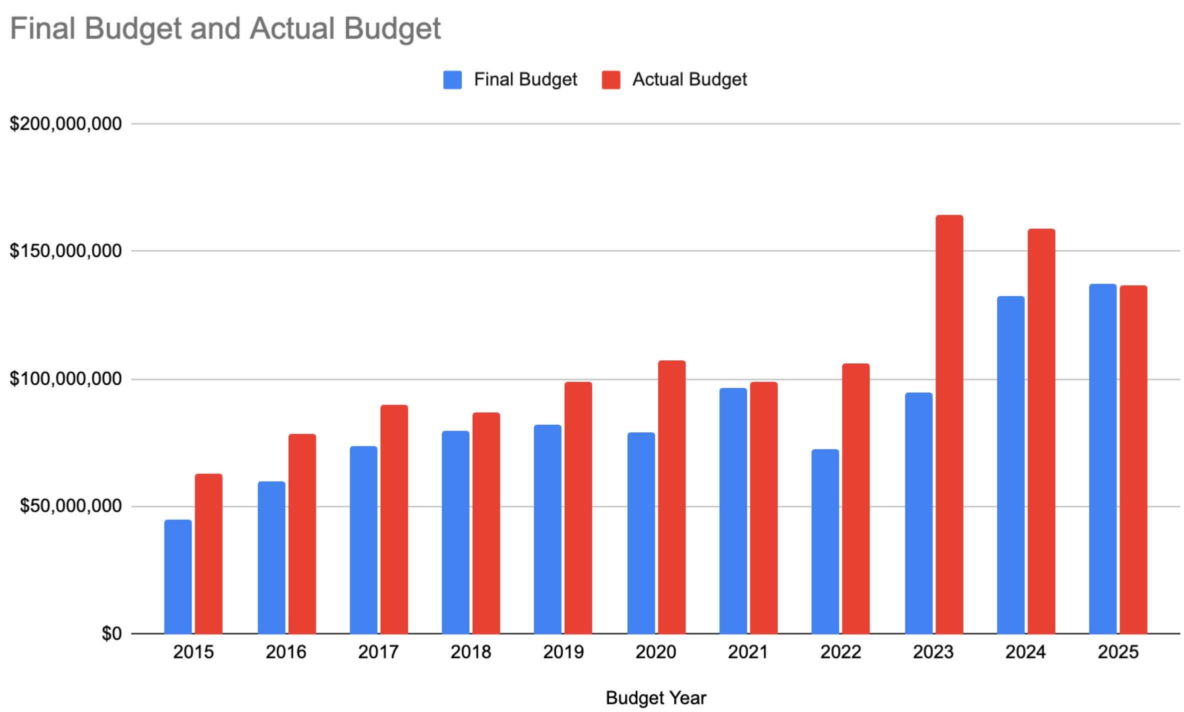
A key observation from our analysis was the recurring gap between the City's final adopted General Fund budget and its *actual* financial results. As shown in the table below (see also **Appendix B**), actual General Fund revenues exceeded the final adopted budget in 10 of the last 11 fiscal years, often by tens of millions of dollars.

In most years, the difference between the final adopted budget and the actual year end results exceeded the total cost of the current 4 year LIUNA agreement ($7.73M). Importantly, this was not an isolated occurrence tied to the COVID-19 pandemic. The same pattern is evident before, during, and after the pandemic, suggesting a recurring pattern of variance between projected and actual revenues.

While we recognize and appreciate the City's responsibility to budget carefully and plan for long-term financial obligations, including pension and other liabilities, those obligations existed during the same periods in which the City consistently outperformed its projected fund balances. Conservative budgeting is a responsible fiscal practice, but the City's historical financial performance also demonstrates that actual revenues have regularly exceeded budget projections. We believe this trend should be considered with future projections when evaluating the City's ability to invest in the employees who deliver essential public services.

Given that the average yearly annual growth rate in tax revenue between 2021 and 2025 was 9%, the City's projected yearly growth rate of between 3.5% and 4.5% a year is not realistic. Especially since the 2026 World Cup and 2028 Olympics will bolster sales and hotel taxes. If anything, the annual growth rate in taxes over the next five years should exceed that of the last four.

Budget Year	Final Budget	Actual Budget	Variance (Actual − Final)	% Difference
2025	$137,511,000	$136,602,000	**-$909,000**	**-0.66%**
2024	$132,669,000	$158,879,000	**+$26,210,000**	**+19.75%**
2023	$94,872,000	$164,611,000	**+$69,739,000**	**+73.51%**
2022	$72,690,604	$106,215,713	**+$33,525,109**	**+46.12%**
2021	$96,738,831	$99,063,280	**+$2,324,449**	**+2.40%**
2020	$79,067,908	$107,606,265	**+$28,538,357**	**+36.09%**
2019	$81,862,058	$98,700,241	**+$16,838,183**	**+20.57%**
2018	$79,743,819	$86,866,712	**+$7,122,893**	**+8.93%**
2017	$73,884,181	$89,728,315	**+$15,844,134**	**+21.44%**
2016	$60,048,492	$78,452,904	**+$18,404,412**	**+30.65%**
2015	$44,982,053	$63,198,563	**+$18,216,510**	**+40.50%**


Final Budget and Actual Budget
Final Budget
Actual Budget
$200,000,000
$150,000,000
$100,000,000
$50,000,000
$0
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
Budget Year

Conclusion

We acknowledge that correlation does not imply causation and that many factors contribute to these trends. Over the last six years, the pandemic and the Eaton Fire have created unprecedented challenges for both employers and employees. The labor market has changed significantly: public sector employment is not as enticing as it once was, particularly in the years following pension reform, and employees across industries are changing jobs more frequently than in previous generations. These challenges are not unique to the City of Pasadena.

With this in mind, our goal is not to suggest that the City is doing a poor job. Rather, our goal is to identify opportunities for improvement, and we believe the City shares that same objective. One example of this commitment is the City's annual Gallup Engagement Survey **(Results in Appendix C)**. We view this as a sincere effort to better understand and address workplace challenges - and we would recommend more agencies to take this on. We were encouraged to see engagement scores improve from 2025 to 2026. However, the LIUNA bargaining unit remains at the 39th percentile, meaning that 61% of surveyed organizations scored higher.

Gallup's extensive research shows us that lower employee engagement is associated with reduced motivation, feeling disconnected to the organization, having lower morale, and a greater likelihood to seek employment elsewhere. These factors inevitably affect retention and ultimately, the quality of services provided to the community.

The survey also highlights the bargaining unit's strengths: LIUNA members scored well in areas such as understanding what is expected of them, having the tools needed to perform their jobs, and believing their work is meaningful. LIUNA members scored lower in areas such as employee voice, recognition, career growth, team belonging, and support.

The results of LIUNA's own bargaining survey share similar sentiments identified in the Gallup survey. Collective bargaining provides an opportunity to address many of these issues while continuing to build a workplace where employees choose to stay and build their careers.

Our position is that a competitive labor agreement translates into a more stable workforce. This stability reduces the costs associated with turnover, recruitment, and training, and improves overall efficiency and the quality of public services.

LIUNA members are often the face of the City and the first people residents interact with when they need help. Every day, our members answer questions, respond to concerns, provide essential services, and keep City operations running. More than one-third of LIUNA members also live in Pasadena, giving them a personal investment in the community they serve. **(LIUNA classifications Appendix D)**

Experienced, long-tenured employees carry a deep understanding of the community, their departments, and how City operations work. When we retain that institutional knowledge, residents benefit through faster service, safer operations, and better use of public resources. Investing in the employees who deliver these services is an investment in the quality of life for everyone who lives, works, and visits Pasadena.

Appendix A– AB 119 Staffing levels 2019-2026

Date	Filled Positions (FTE AND PTE)	Notes
October 2019	324	
November 2019	319	
December 2019	323	
January 2020	329	
February 2020	330	
March 2020	331	
April 2020	331	
May 2020	328	
June 2020	326	
July 2020	327	
August 2020	326	
September 2020	320	
October 2020	323	
November 2020	320	
December 2020	320	
January 2021	318	
February 2021	320	
March 2021	321	
April 2021	314	
May 2021	313	
June 2021	309	
July 2021	309	
August 2021	316	
September 2021	314	
October 2021	314	
November 2021	315	
December 2021	313	
January 2022	307	

Date	Filled Positions (FTE AND PTE)	Notes
February 2022	306	
March 2022	300	
April 2022	293	
May 2022	297	
June 2022	294	
August 2022	298	
September 2022	308	
January 2023	327	
March 2023	325	
April 2023	333	
May 2023	333	
June 2023	321	
July 2023	324	
August 2023	322	
September 2023	324	
June 2024	317	
July 2024	316	
August 2024	316	
September 2024	320	
October 2024	317	
November 2024	319	
January 2025	324	
Feb 2025	330	
March 2025	330	
April 2025	332	2026 AB 2561 Hearing said vacancy was 14.7% (52.88), with 371 total positions
May 2025	333	
June 2025	333	
July 2025	337	
August 2025	334	

Date	Filled Positions (FTE AND PTE)	Notes
September 2025	327	
October 2025	333	
December 2025	333	
January 2026	335	2026 AB 2561 Hearing said vacancy was 10.2% (38) with 371 total positions
February 2026	331	
March 2026	329	confirmed 33 are PTE
April 2026	327	Year from last AB 2561 hearing
May 2026	327	

Appendix B– Financial documents

(AMOUNTS EXPRESSED IN THOUSANDS)

Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual
General Fund
For the Fiscal Year Ended June 30, 2025

	Budget			Variance with Final Budget Positive
	Adopted	Final	Actual	(Negative)
Revenues:				
Taxes:				
Property	$ 87,460	$ 87,460	$ 87,221	$ (239)
Sales	76,586	76,586	79,389	2,803
Utility users	34,060	34,060	33,094	(966)
Transient occupancy	19,300	19,300	20,648	1,348
Street light and traffic signal	8,750	8,750	8,963	213
Business license	7,200	7,200	7,883	683
Construction	3,500	3,500	4,976	1,476
Franchise	2,974	2,974	2,606	(368)
Other	2,300	2,300	2,133	(167)
Licenses and permits	5,239	5,239	4,792	(447)
Intergovernmental	24,824	28,393	30,620	2,227
Charges for services	45,145	47,581	46,850	(731)
Fines and forfeitures	6,620	7,015	5,455	(1,560)
Investment earnings	2,297	2,297	3,471	1,174
Net change in fair value of investments	-	-	2,898	2,898
Lease revenues	-	-	189	189
Miscellaneous revenues	3,349	5,077	4,481	(596)
Contributions	28	28	28	-
Total revenues	329,632	337,760	345,697	7,937
Expenditures:				
General government:				
Attorney	12,334	14,534	14,369	165
Clerk	3,543	3,543	3,340	203
Council	3,473	3,473	3,236	237
Manager	10,047	12,551	10,267	2,284
Finance	15,336	15,336	15,478	(142)
Human Resources	5,659	5,659	5,676	(17)
Nondepartmental	22,444	33,515	37,737	(4,222)
Public safety:				
Fire	67,459	68,690	72,880	(4,190)
Police	107,477	108,589	112,923	(4,334)
Transportation:				
Transportation	8,451	9,621	8,161	1,460
Public Works	17,549	17,716	22,131	(4,415)
Culture and leisure:				
Parks, Recreation & Community	27,192	27,442	27,227	215
Nondepartmental	12,738	12,738	12,348	390
Community development:				
Planning & Permitting	7,427	10,523	9,652	871
Housing	2,747	3,173	2,359	814
Capital outlay	426	5,436	4,793	643
Debt service:				
Principal	-	-	20	(20)
Interest	-	-	4	(4)
Lease payments	-	-	927	(927)
Subscription payments	-	-	1,536	(1,536)
Interest on leases and subscriptions	-	-	128	(128)
	324,302	352,539	365,192	(12,653)
Excess (deficiency) of revenues over (under) expenditures	5,330	(14,779)	(19,495)	(4,716)

(AMOUNTS EXPRESSED IN THOUSANDS)

Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual (Continued)
General Fund
For the Fiscal Year Ended June 30, 2025

	Budget			Variance with Final Budget Positive
	Adopted	Final	Actual	(Negative)
Other Financing Sources (Uses):				
Proceeds from sale of capital assets	-	2,120	2,120	-
Issuance of financed purchase arrangements	-	-	10	10
Insurance recoveries	-	-	1,029	1,029
Transfers in	20,140	30,272	30,272	-
Transfers out	(26,669)	(38,981)	(37,046)	1,935
Leases issued	-	-	103	103
Subscriptions issued	-	-	730	730
Total other financing sources (uses)	(6,529)	(6,589)	(2,782)	3,807
Net change in fund balances	(1,199)	(21,368)	(22,277)	(909)
Fund balances, beginning of year	158,879	158,879	158,879	-
Fund balances, ending	$ 157,680	$ 137,511	$ 136,602	$ (909)

(AMOUNTS EXPRESSED IN THOUSANDS)

Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual

General Fund

For the Fiscal Year Ended June 30, 2024

	Budget			Variance with Final Budget Positive
	Adopted	Final	Actual	(Negative)
Revenues:				
Taxes:				
Property	$ 84,824	$ 84,824	$ 84,073	$ (751)
Sales	74,993	74,993	80,223	5,230
Utility users'	28,685	28,685	32,027	3,342
Transient occupancy	18,360	18,360	18,505	145
Street light and traffic signal	6,700	6,700	9,270	2,570
Business license	6,500	6,500	7,969	1,469
Construction	2,925	2,925	3,524	599
Franchise	2,921	2,921	2,709	(212)
Other	2,100	2,100	1,922	(178)
Licenses and permits	3,990	3,990	3,787	(203)
Intergovernmental	23,630	30,093	31,788	1,695
Charges for services	41,970	46,236	47,865	1,629
Fines and forfeitures	6,626	6,626	6,334	(292)
Investment earnings	2,438	2,438	2,993	555
Net change in fair value of investments	-	-	3,468	3,468
Lease revenues	986	986	1,022	36
Interest income from leases	-	-	1	1
Miscellaneous revenues	3,285	3,339	3,386	47
Contributions	28	28	28	-
Total revenues	310,961	321,744	340,894	19,150
Expenditures:				
General government:				
Attorney	11,381	13,661	13,968	(307)
Clerk	3,440	3,615	3,518	97
Council	3,249	3,249	2,911	338
Manager	6,904	9,330	7,728	1,602
Finance	14,906	14,906	13,921	985
Human Resources	5,176	5,222	5,213	9
Nondepartmental	20,767	23,767	25,663	(1,896)
Public safety:				
Fire	64,394	65,649	66,881	(1,232)
Police	100,965	102,635	104,775	(2,140)
Transportation:				
Transportation	7,893	8,408	7,673	735
Public Works	17,069	17,144	17,788	(644)
Culture and leisure:				
Parks, Recreation & Community	26,389	26,349	25,502	847
Nondepartmental	11,808	11,808	11,608	200
Community development:				
Planning & Permitting	7,585	10,608	9,016	1,592
Housing	2,525	3,318	2,145	1,173
Capital outlay	638	16,926	14,758	2,168
Debt service:				
Lease payments	-	-	976	(976)
Subscription payments	-	-	1,055	(1,055)
Interest on leases and subscriptions	-	-	106	(106)
	305,089	336,595	335,205	1,390
Excess (deficiency) of revenues over (under) expenditures	5,872	(14,851)	5,689	20,540

(AMOUNTS EXPRESSED IN THOUSANDS)

Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual (Continued)

General Fund

For the Fiscal Year Ended June 30, 2024

	Budget			Variance with Final Budget Positive
	Adopted	Final	Actual	(Negative)
Other Financing Sources (Uses):				
Proceeds from financed purchase arrangements	-	-	46	46
Transfers in	15,440	20,190	20,140	(50)
Transfers out	(26,235)	(37,303)	(33,887)	3,416
Leases issued	-	-	67	67
Subscriptions issued	-	-	2,191	2,191
Total other financing sources (uses)	(10,795)	(17,113)	(11,443)	5,624
Net change in fund balances	(4,923)	(31,964)	(5,754)	26,164
Fund balances, beginning, as previously reported	164,611	164,611	164,611	-
Restatement for correction of an error	22	22	22	-
Fund balances, beginning, as restated	164,633	164,633	164,633	-
Fund balances, ending	$ 159,710	$ 132,669	$ 158,879	$ 26,164

(AMOUNTS EXPRESSED IN THOUSANDS)

Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual

General Fund

For the Fiscal Year Ended June 30, 2023

	Budget			Variance with Final Budget Positive (Negative)
	Adopted	Final	Actual	
Revenues:				
Taxes:				
Property	$ 76,276	$ 76,276	$ 81,292	$ 5,016
Sales	70,645	75,681	75,733	52
Utility users'	27,200	27,200	32,790	5,590
Transient occupancy	17,037	18,637	18,675	38
Other	20,823	14,187	25,768	11,581
Licenses and permits	3,475	3,475	3,731	256
Intergovernmental	22,651	30,040	71,161	41,121
Charges for services	34,953	33,813	35,822	2,009
Fines and forfeitures	5,121	5,121	5,372	251
Investment earnings	681	681	2,127	1,446
Net change in fair value of investments	-	-	(640)	(640)
Lease revenues	995	995	1,349	354
Interest - leases (as lessor)	-	-	2	2
Miscellaneous revenues	2,817	2,848	3,226	378
Contributions	33	33	33	-
Total revenues	282,707	288,987	356,441	67,454
Expenditures:				
General government:				
Attorney	10,461	11,628	11,949	(321)
Clerk	3,332	3,332	3,131	201
Council	3,136	3,136	2,763	373
Manager	6,122	6,422	5,895	527
Finance	13,883	13,883	13,733	150
Human Resources	4,817	4,817	4,728	89
Nondepartmental	15,574	16,503	16,170	333
Public safety:				
Fire	58,046	60,073	61,231	(1,158)
Police	94,898	95,335	94,891	444
Transportation:				
Transportation	23,098	24,329	24,290	39
Public Works	-	-	-	-
Culture and leisure:				
Parks, Recreation & Community	23,148	22,794	21,860	934
Nondepartmental	11,244	13,844	11,559	2,285
Community development:				
Planning & Permitting	9,701	9,518	8,683	835
Capital outlay	61	219	2,556	(2,337)
Debt Service:				
Interest	10	10	3	7
Lease payments	-	-	644	(644)
Subscription payments	-	-	447	(447)
Interest - leases and subscriptions	-	-	33	(33)
	277,531	285,843	284,566	1,277
Excess (deficiency) of revenues over (under) expenditures	5,176	3,144	71,875	68,731
Other financing sources (uses):				
Transfers in	20,715	20,715	20,667	(48)
Transfers out	(30,443)	(35,203)	(35,203)	-
Transfers to component unit	-	-	(67)	(67)
Leases issued	-	-	506	506
Subscriptions issued	-	-	617	617
Total other financing sources (uses)	(9,728)	(14,488)	(13,480)	1,008
Net change in fund balances	(4,552)	(11,344)	58,395	69,739
Fund balances at beginning of year	106,216	106,216	106,216	-
Fund balances at end of year	$ 101,664	$ 94,872	$ 164,611	$ 69,739

Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual

General Fund

For the Fiscal Year Ended June 30, 2022

	Budget			Better (Worse)
	Adopted	Final	Actual	Than Final Budget
Revenues:				
Taxes	$ 196,410,680	$ 204,574,041	$ 214,739,973	$ 10,165,932
Licenses and permits	3,389,205	3,389,205	3,940,945	551,740
Intergovernmental revenues	21,668,845	23,951,214	35,880,294	11,929,080
Charges for services	34,478,282	34,678,282	32,950,457	(1,727,825)
Fines and forfeits	4,532,500	4,532,500	4,189,673	(342,827)
Investment earnings	724,213	724,213	908,360	184,147
Net change in fair value of investments	-	-	(5,492,911)	(5,492,911)
Lease revenues	738,910	738,910	974,320	235,410
Interest - leases (as lessor)	-	-	2,971	2,971
Miscellaneous revenues	2,720,494	2,720,494	4,261,946	1,541,452
Contributions	27,620	27,620	27,620	-
Total revenues	264,690,749	275,336,479	292,383,648	17,047,169
Expenditures:				
General government:				
City Attorney	9,299,375	10,832,506	10,492,094	340,412
City Clerk	3,259,305	3,393,379	2,795,769	597,610
City Council	3,050,338	3,050,338	2,743,111	307,227
City Manager	5,765,979	5,905,979	5,030,994	874,985
Finance	13,427,614	13,427,614	12,937,057	490,557
Human Resources	4,660,614	5,585,614	4,498,169	1,087,445
Non-departmental	23,881,580	24,576,700	24,981,166	(404,466)
Public safety:				
Fire	55,294,880	55,494,880	55,480,461	14,419
Police	90,035,433	91,128,936	88,539,517	2,589,419
Transportation:				
Public Works and Transportation	20,106,179	21,313,105	22,028,024	(714,919)
Culture and leisure:				
Human Services and Recreation	22,813,656	22,813,656	20,906,069	1,907,587
Non-departmental	8,476,565	10,076,565	11,548,087	(1,471,522)
Community development:				
Planning and Permitting	9,395,921	9,395,921	8,432,414	963,507
Capital outlay	-	-	37,658	(37,658)
Debt Service:				
Interest	9,504	9,504	-	9,504
Interest - leases (as lessee)	-	-	26,306	(26,306)
Lease payments	-	-	592,259	(592,259)
Total expenditures	269,476,944	277,004,697	271,069,155	5,961,848
Excess (deficiency) of revenues over (under) expenditures	(4,786,195)	(1,668,218)	21,314,493	23,009,017
Other financing sources (uses):				
Transfers in	20,140,438	20,140,438	20,288,374	147,936
Transfers out	(25,682,904)	(44,369,904)	(34,079,764)	10,290,140
Transfers to component unit	-	(475,000)	(408,262)	66,738
Leases Issued	-	-	37,583	37,583
Total other financing sources (uses)	(5,542,466)	(24,704,466)	(14,162,069)	10,542,397
Net change in fund balances	(10,328,661)	(26,372,685)	7,152,424	33,551,415
Fund balances at beginning of year	99,063,289	99,063,289	99,063,289	
Fund balances at end of year	$ 88,734,628	$ 72,690,604	$ 106,215,713	$ 33,551,415

Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual

General Fund

For the Fiscal Year Ended June 30, 2021

	Budget Original	Budget Final	Actual	Variance with Final Budget Positive (Negative)
Revenues:				
Taxes	$ 178,716,468	178,716,468	181,231,144	$ 2,514,676
Licenses and permits	4,618,380	4,618,380	3,468,341	(1,150,039)
Intergovernmental revenues	20,904,469	22,524,644	24,489,916	1,965,272
Charges for services	42,123,246	42,169,246	35,761,861	(6,407,385)
Fines and forfeits	7,153,000	7,153,000	3,490,959	(3,662,041)
Investment earnings	1,281,693	1,281,693	1,950,907	669,214
Rental income	902,400	902,400	832,562	(69,838)
Miscellaneous revenues	1,517,994	1,607,994	2,417,226	809,232
Contributions	27,620	27,620	27,620	
Total revenues	257,245,271	259,001,446	253,670,536	(5,330,910)
Expenditures:				
General government:				
City Attorney	8,828,541	9,280,354	9,938,023	(657,669)
City Clerk	3,358,853	3,339,405	2,953,821	385,584
City Council	2,894,346	2,944,403	2,560,888	383,515
City Manager	5,674,776	5,738,238	5,376,523	361,715
Finance	13,249,479	13,387,788	13,276,467	111,321
Human Resources	4,601,925	4,588,567	4,231,777	356,790
Non-departmental	12,150,332	23,650,332	24,992,175	(1,341,843)
Public safety:				
Fire	56,043,038	55,754,796	53,103,081	2,651,715
Police	86,805,178	88,030,029	83,514,668	4,515,361
Transportation:				
Public Works and Transportation	21,366,769	22,158,191	21,522,450	635,741
Culture and leisure:				
Human Services and Recreation	22,667,113	25,923,647	22,944,588	2,979,059
Non-departmental - PCOC	7,365,000	7,365,000	4,301,870	3,063,130
Community development:				
Planning and Permitting	9,274,165	9,282,774	8,887,779	394,995
Capital outlay	-		137,228	(137,228)
Total expenditures	254,279,516	271,443,524	257,741,338	13,702,186
Excess (deficiency) of revenues over (under) expenditures	2,965,755	(12,442,078)	(4,070,802)	8,371,276
Other financing sources (uses):				
Transfers in	19,640,438	22,337,914	22,538,963	201,049
Transfers out	(23,847,278)	(20,763,270)	(27,011,137)	(6,247,867)
Total other financing sources (uses)	(4,206,840)	1,574,644	(4,472,174)	(6,046,818)
Change in fund balances	(1,241,085)	(10,867,434)	(8,542,976)	2,324,458
Fund balances at beginning of year	107,606,265	107,606,265	107,606,265	
Fund balances at end of year	$ 106,365,180	96,738,831	99,063,289	$ 2,324,458

Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual
General Fund
For the Fiscal Year Ended June 30, 2020

	Budget			Variance with Final Budget
	Original	Final	Actual	Positive (Negative)
Revenues:				
Taxes	$ 184,490,001	184,490,000	180,097,469	$ (4,392,531)
Licenses and permits	4,603,027	4,603,027	4,107,219	(495,808)
Intergovernmental revenues	20,787,355	22,872,849	22,023,659	(849,190)
Charges for services	41,546,394	41,621,394	39,789,367	(1,832,027)
Fines and forfeits	7,174,500	7,099,500	6,519,735	(579,765)
Investment earnings	1,121,800	1,121,800	2,743,724	1,621,924
Rental income	752,531	752,531	7,617,455	6,864,924
Miscellaneous revenues	2,808,994	2,844,806	3,139,644	294,838
Contributions	27,620	27,620	27,620	-
Total revenues	263,312,222	265,433,527	266,065,892	632,365
Expenditures:				
General government:				
City Attorney/City Prosecutor	8,080,828	10,068,935	10,205,377	(136,442)
City Clerk	3,201,776	3,316,776	3,126,797	189,979
City Council	2,654,699	2,654,699	2,514,526	140,173
City Manager	5,513,338	5,730,895	4,972,830	758,065
Finance	11,113,403	11,481,503	11,092,070	389,433
Human Resources	4,712,549	4,712,549	4,094,537	618,012
Non-departmental	12,386,282	17,425,900	36,949,817	(19,523,917)
Public safety:				
Fire	52,497,510	52,487,769	51,016,443	1,471,326
Police	86,122,114	87,074,854	85,505,961	1,568,893
Transportation:				
Public Works and Transportation	30,708,283	31,744,797	30,784,573	960,224
Culture and leisure:				
Human Services and Recreation	11,678,053	12,311,788	11,180,741	1,131,047
Non-departmental - PCOC	11,125,000	11,125,000	8,911,045	2,213,955
Community development:				
Planning and Permitting	8,956,300	9,206,300	9,417,666	(211,366)
Total expenditures	248,750,135	259,341,765	269,772,383	(10,430,618)
Excess (deficiency) of revenues over (under) expenditures	14,562,087	6,091,762	(3,706,491)	(9,798,253)
Other financing sources (uses):				
Proceeds from sale of capital assets	-	-	31,818,965	31,818,965
Transfers in	19,757,388	18,357,388	19,656,583	1,299,195
Transfers out	(34,097,582)	(44,081,483)	(38,863,033)	5,218,450
Total other financing sources (uses)	(14,340,194)	(25,724,095)	12,612,515	38,336,610
Change in fund balances	221,893	(19,632,333)	8,906,024	28,538,357
Fund balances at beginning of year	98,700,241	98,700,241	98,700,241	-
Fund balances at end of year	$ 98,922,134	79,067,908	107,606,265	$ 28,538,357

CITY OF PASADENA
Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual
General Fund
For the Fiscal Year Ended June 30, 2019

	Budget Original	Budget Final	Actual	Variance with Final Budget Positive (Negative)
Revenues:				
Taxes	$ 158,151,100	158,151,100	169,970,098	$ 11,818,998
Licenses and permits	4,551,927	4,551,927	4,655,587	103,660
Intergovernmental revenues	19,916,848	21,161,143	20,460,739	(700,404)
Charges for services	37,901,259	42,189,014	42,233,338	44,324
Fines and forfeits	7,645,486	7,645,486	6,376,725	(1,268,761)
Investment earnings	1,357,033	1,557,033	3,237,383	1,680,350
Rental income	655,015	655,015	568,649	(86,366)
Miscellaneous revenues	3,022,325	2,811,129	4,005,561	1,194,432
Contributions	27,620	27,620	27,620	-
Total revenues	233,228,613	238,749,467	251,535,700	12,786,233
Expenditures:				
General government:				
City Attorney/City Prosecutor	6,899,381	8,687,728	8,313,481	374,247
City Clerk	2,855,276	2,855,276	2,677,807	177,469
City Council	2,521,900	2,521,900	2,512,175	9,725
City Manager	5,332,304	5,438,214	4,890,092	548,122
Finance	10,775,433	10,775,433	10,303,220	472,213
Human Resources	4,479,779	4,439,779	3,965,623	474,156
Non-departmental	4,513,834	5,574,340	6,536,443	(962,103)
Public safety:				
Fire	48,670,826	49,200,364	49,769,374	(569,010)
Police	81,856,019	83,408,117	80,895,726	2,512,391
Transportation:				
Public Works and Transportation	28,677,152	30,267,240	29,829,852	437,388
Culture and leisure:				
Human Services and Recreation	10,966,401	10,992,217	10,641,697	350,520
Non-departmental - PCOC	10,478,000	10,478,000	10,311,367	166,633
Community development:				
Planning and Permitting	8,672,460	9,122,460	8,031,875	1,090,585
Total expenditures	226,698,764	233,761,067	228,678,732	5,082,335
Excess (deficiency) of revenues over (under) expenditures	6,529,849	4,988,400	22,856,968	17,868,568
Other financing sources (uses):				
Transfers in	20,208,522	20,208,522	19,990,592	(217,930)
Transfers out	(27,175,567)	(30,201,576)	(31,014,031)	(812,455)
Total other financing sources (uses)	(6,967,045)	(9,993,054)	(11,023,439)	(1,030,385)
Change in fund balances	(437,196)	(5,004,654)	11,833,529	16,838,183
Fund balances at beginning of year	86,866,712	86,866,712	86,866,712	
Fund balances at end of year	$ 86,429,516	81,862,058	98,700,241	$ 16,838,183

CITY OF PASADENA

BUDGETARY COMPARISON SCHEDULE BY DEPARTMENT
GENERAL FUND
YEAR ENDED JUNE 30, 2018

	Budget Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original	Final		
Budgetary Fund Balance, July 1, 2017	$ 89,728,315	$ 89,728,315	$ 89,728,315	$ -
Resources (Inflows):				
Taxes	154,852,709	154,852,709	153,679,528	(1,173,181)
~~Licenses and~~ permits	3,958,207	3,958,207	5,046,056	1,087,849
Intergovernmental	17,802,841	19,256,349	18,775,702	(480,647)
Charges for services	36,620,222	36,757,222	40,718,793	3,961,571
Use of money and property	1,617,695	2,365,355	1,590,064	(775,291)
Fines and forfeitures	7,011,994	7,011,994	7,261,762	249,768
Miscellaneous	2,684,296	2,692,239	5,956,679	3,264,440
Transfers in	19,261,216	22,416,216	22,306,731	(109,485)
* Amounts Available for Appropriations	333,537,495	339,038,606	345,063,630	6,025,024
~~Charges to Appropriation (Outflow):~~				
General government				
City Council	2,396,696	2,471,699	2,431,521	40,178
City Manager	5,003,483	4,659,202	4,359,531	299,671
City Attorney/City Prosecutor	6,801,855	7,801,857	7,883,539	(81,682)
City Clerk	2,450,240	2,672,439	2,506,276	166,163
Finance	10,246,414	10,246,421	10,151,051	95,370
Human Resources	4,311,816	4,311,817	3,743,043	568,774
Non-departmental	4,259,309	5,183,310	7,209,042	(2,025,732)
Public safety				
Fire	45,575,802	46,701,538	47,791,872	(1,090,334)
Police	76,001,273	77,150,697	77,201,541	(50,844)
Community development				
Planning and Permitting	8,651,060	8,651,060	8,128,086	522,974
Culture and leisure:				
Human Services and Recreation	10,951,589	10,817,746	10,455,894	361,852
Non-departmental - PCOC	10,189,000	10,189,000	10,390,825	(201,825)
Transportation				
Public works and Transportation	28,365,152	28,487,666	28,082,073	405,593
Capital outlay	-	3,155,000	3,223,552	(68,552)
Transfers out	29,032,023	36,795,335	34,639,072	2,156,263
* Total Charges to Appropriations	244,235,712	259,294,787	258,196,918	1,097,869
Budgetary Fund Balance, June 30, 2018	$ 89,301,783	$ 79,743,819	$ 86,866,712	$ 7,122,893

* Amounts Available for Appropriation equals Total Revenues.

Total Charge to Appropriations equals Total Expenditures.

CITY OF PASADENA
General Fund
Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual
For the Fiscal Year Ended June 30, 2017

	Budget Original	Budget Final	Actual	Variance with Final Budget Positive (Negative)
Revenues:				
Taxes	$ 149,302,200	149,577,200	158,951,338	9,374,138
Licenses and permits	3,486,534	3,639,534	4,735,235	1,095,701
Intergovernmental revenues	19,407,284	19,533,184	17,416,007	(2,117,177)
Charges for services	32,709,046	32,599,448	37,640,927	5,041,479
Fines and forfeits	6,995,700	7,140,700	7,802,159	661,459
Investment earnings	6,902,613	2,479,216	943,002	(1,536,214)
Rental income	1,189,500	1,189,500	1,042,795	(146,705)
Miscellaneous revenues	2,718,627	6,867,024	6,964,213	97,189
Contributions	27,620	27,620	27,620	-
Total revenues	222,739,124	223,053,426	235,523,296	12,469,870
Expenditures:				
Current:				
General government:				
City Attorney/City Prosecutor	6,703,144	6,703,144	6,661,411	41,733
City Clerk	2,890,205	2,895,205	2,810,644	84,561
City Council	2,497,384	2,492,384	2,401,870	90,514
City Manager	6,240,335	6,108,235	5,066,911	1,041,324
Finance	10,339,494	10,236,084	9,746,500	489,584
Human Resources	4,142,481	4,142,481	3,343,404	799,077
Non-departmental	5,545,360	4,942,725	6,281,007	(1,338,282)
Public safety:				
Fire	43,992,657	44,158,105	44,725,928	(567,823)
Police	73,875,577	74,057,360	73,292,997	764,363
Transportation:				
Public Works and Transportation	30,572,719	30,369,454	28,012,372	2,357,082
Culture and leisure:				
Human Services and Recreation	10,577,282	10,430,806	9,881,938	548,868
Non-departmental - PCOC	9,760,000	9,760,000	10,108,462	(348,462)
Community development:				
Planning and Permitting	9,094,102	8,568,321	8,051,483	516,838
Total expenditures	216,230,740	214,864,304	210,384,927	4,479,377
Excess (deficiency) of revenues over (under) expenditures	6,508,384	8,189,122	25,138,369	16,949,247
Other financing sources (uses):				
Transfers in	20,211,664	20,231,129	19,666,230	(564,899)
Transfers out	(28,782,721)	(32,988,974)	(33,529,188)	(540,214)
Total other financing sources (uses)	(8,571,057)	(12,757,845)	(13,862,958)	(1,105,113)
Change in fund balances	(2,062,673)	(4,568,723)	11,275,411	15,844,134
Fund balances at beginning of year	78,452,904	78,452,904	78,452,904	
Fund balances at end of year	$ 76,390,231	73,884,181	89,728,315	15,844,134

CITY OF PASADENA
General Fund
Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual
Year Ended June 30, 2016

	Budget Original	Budget Final	Actual	Variance with Final Budget Positive (Negative)
Revenues:				
Taxes	$ 144,726,615	144,726,615	150,707,823	5,981,208
Licenses and permits	3,810,148	3,800,738	4,317,626	516,888
Intergovernmental revenues	16,384,928	18,493,738	17,981,082	(512,656)
Charges for services	28,572,505	29,395,927	34,699,807	5,303,880
Fines and forfeits	6,866,283	7,175,283	7,377,968	202,685
Investment earnings	1,073,206	1,073,206	2,938,186	1,864,980
Rental income	1,142,414	1,152,656	1,200,454	47,798
Miscellaneous revenues	2,199,849	2,349,329	3,662,805	1,313,476
Total revenues	204,775,948	208,167,492	222,885,751	14,718,259
Expenditures:				
Current:				
General government:				
City Attorney/City Prosecutor	6,248,149	6,448,149	6,623,532	(175,383)
City Clerk	1,657,041	1,657,041	1,557,170	99,871
City Council	2,092,231	2,092,231	2,294,294	(202,063)
City Manager	5,621,065	5,696,065	4,968,802	727,263
Finance	9,218,204	9,237,493	9,164,854	72,639
Human Resources	3,809,765	3,723,286	3,677,339	45,947
Non-departmental	1,861,199	2,558,448	12,848,187	(10,289,739)
Public safety:				
Fire	42,190,081	42,809,994	42,640,872	169,122
Police	66,784,576	69,142,811	67,762,845	1,379,966
Transportation:				
Public Works and Transportation	28,205,084	29,649,246	26,069,981	3,579,265
Culture and leisure:				
Human Services and Recreation	9,897,914	10,380,468	9,306,197	1,074,271
Non-departmental - PCOC	9,213,207	9,213,207	9,753,539	(540,332)
Community development:				
Planning and Permitting	7,657,503	7,874,622	7,625,374	249,248
Total expenditures	194,456,019	200,483,061	204,292,986	(3,809,925)
Excess (deficiency) of revenues over (under) expenditures	10,319,929	7,684,431	18,592,765	10,908,334
Other financing sources (uses):				
Transfers in	20,017,478	20,017,478	19,576,357	(441,121)
Transfers out	(27,098,553)	(30,851,979)	(34,042,940)	(3,190,961)
Total other financing sources (uses)	(7,081,075)	(10,834,501)	(14,466,583)	(3,632,082)
Extraordinary gain (loss)	-	-	11,128,159	11,128,159
Change in fund balances	3,238,854	(3,150,070)	15,254,341	18,404,411
Fund balances at beginning of year, as restated (note 21)	63,198,563	63,198,563	63,198,563	-
Fund balances at end of year	$ 66,437,417	60,048,493	78,452,904	18,404,411

CITY OF PASADENA
General Fund
Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual
Year Ended June 30, 2015

	Budget			Variance with Final Budget
	Original	Final	Actual	Positive (Negative)
Revenues:				
Taxes	$ 132,424,100	132,424,100	144,340,761	11,916,661
Licenses and permits	3,521,575	3,521,575	3,893,689	372,114
Intergovernmental revenues	14,712,037	16,992,298	16,655,508	(336,790)
Charges for services	29,957,187	29,864,933	35,750,911	5,885,978
Fines and forfeits	6,763,091	6,763,091	7,328,696	565,605
Investment earnings	1,427,725	3,407,628	2,732,825	(674,803)
Rental income	1,233,209	1,233,209	1,164,906	(68,303)
Miscellaneous revenues	2,590,381	2,735,381	2,913,798	178,417
Total revenues	192,629,305	196,942,215	214,781,094	17,838,879
Expenditures:				
Current:				
General government:				
City Attorney/City Prosecutor	6,137,431	6,137,431	6,671,022	(533,591)
City Clerk	2,373,842	2,373,842	2,283,498	90,344
City Council	2,057,582	2,057,582	2,091,785	(34,203)
City Manager	5,171,741	5,346,741	4,775,618	571,123
Finance	8,894,353	8,894,353	8,622,728	271,625
Human Resources	3,431,284	3,507,284	3,222,526	284,758
Non-departmental	686,628	5,779,505	16,182,549	(10,403,044)
Public safety:				
Fire	40,456,120	41,145,337	41,133,418	11,919
Police	64,053,537	65,466,539	63,289,609	2,176,930
Transportation:				
Public Works and Transportation	26,757,732	27,687,407	25,354,951	2,332,456
Culture and leisure:				
Human Services and Recreation	9,239,498	9,384,498	9,372,541	11,957
Non-departmental - PCOC	7,879,262	7,879,262	8,388,727	(509,465)
Community development:				
Planning and Permitting	7,199,581	7,054,581	6,605,206	449,375
Total expenditures	184,338,591	192,714,362	197,994,178	(5,279,816)
Excess (deficiency) of revenues over (under) expenditures	8,290,714	4,227,853	16,786,916	12,559,063
Other financing sources (uses):				
Transfers in	19,092,226	19,157,226	18,452,797	(704,429)
Transfers out	(28,632,810)	(30,774,615)	(24,412,739)	6,361,876
Total other financing sources (uses)	(9,540,584)	(11,617,389)	(5,959,942)	5,657,447
Change in fund balances	(1,249,870)	(7,389,536)	10,826,974	18,216,510
Fund balances at beginning of year, as restated (note 21)	52,371,589	52,371,589	52,371,589	
Fund balances at end of year	$ 51,121,719	44,982,053	63,198,563	18,216,510

Appendix C: Gallup Survey Results (LIUNA only)

EMPLOYEE ENGAGEMENT REPORT

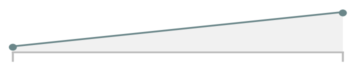
City of Pasadena Employee Engagement 2025

Group/Bargaining Unit - LIUN

Sep 18, 2025 - Oct 11, 2025 | Total Respondents : 282 | Participation: 87%

Engagement Mean

Trended Mean



Change From Last Mean: **0.09**

3.87 | 3.96

Percentile Rank

39th

The mean is greater than 39% of those in the Gallup Overall database.

Respondents

280

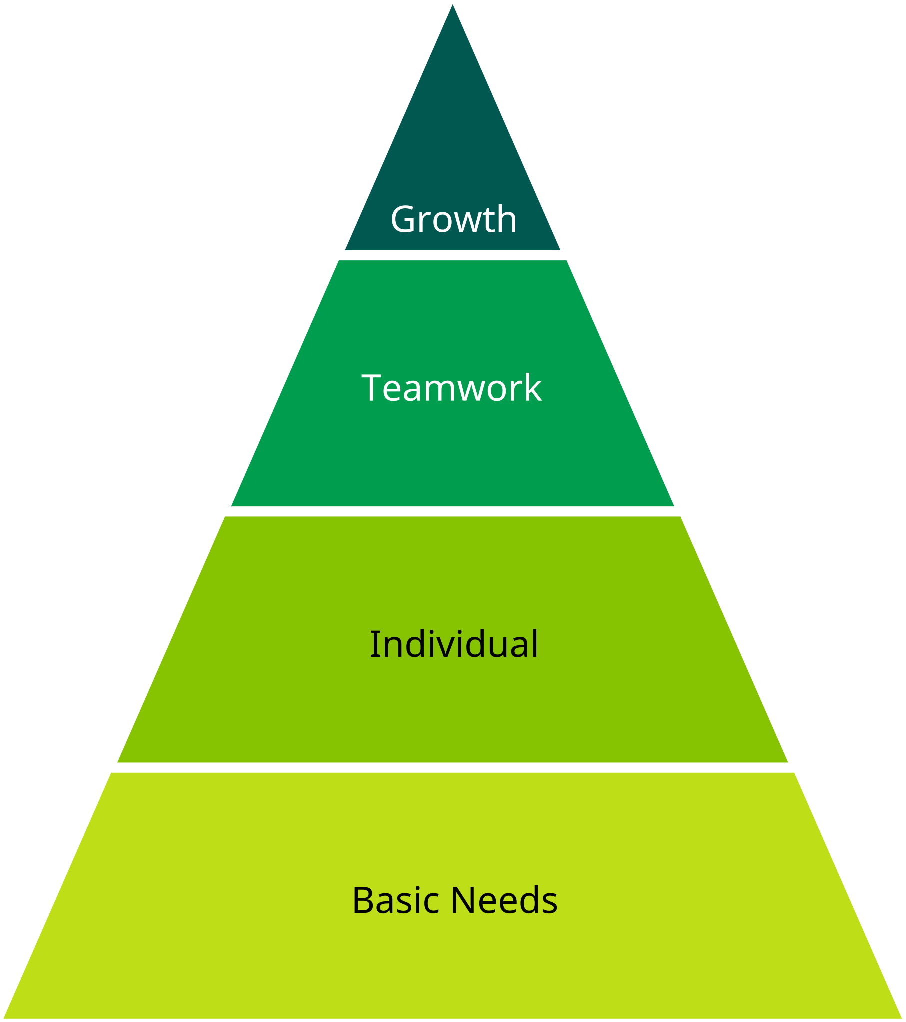
Mean Scores compared to Gallup Overall Database: < 25th Percentile | 25-49th Percentile | 50-74th Percentile | 75-89th Percentile | >= 90th Percentile

Engagement Mean	Trended Mean	Mean Percentile Rank - Gallup Overall	Respondents	Engagement Index
 3.96	 Change From Last Mean: 0.09 3.87 | 3.96	39	280	Engaged: **51%** Not Engaged: **36%** Actively Disengaged: **13%**

	Current Mean	Last Mean	Change	Company Overall Current Mean
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?	3.87	3.82	0.05	3.97
Q01: I know what is expected of me at work.	4.48	4.46	0.02	4.49
Q02: I have the materials and equipment I need to do my work right.	4.20	4.12	0.08	4.14
Q03: At work, I have the opportunity to do what I do best every day.	4.18	4.11	0.07	4.20
Q04: In the last seven days, I have received recognition or praise for doing good work.	3.50	3.47	0.03	3.58
Q05: My supervisor, or someone at work, seems to care about me as a person.	4.20	4.15	0.05	4.27
Q06: There is someone at work who encourages my development.	4.07	3.84	↑ +0.23	4.06
Q07: At work, my opinions seem to count.	3.76	3.59	0.17	3.85
Q08: The mission or purpose of my organization makes me feel my job is important.	4.13	4.00	0.13	4.16
Q09: My coworkers are committed to doing quality work.	3.99	3.91	0.08	4.03
Q10: I have a best friend at work.	3.31	3.26	0.05	3.33
Q11: In the last six months, someone at work has talked to me about my progress.	3.83	3.65	0.18	3.78
Q12: This last year, I have had opportunities at work to learn and grow.	3.91	3.89	0.02	4.06

	Trended Mean	Past Report 1		Current Report	
Q00: On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with your organization as a place to work?		3.82	252	3.87	276
Q01: I know what is expected of me at work.		4.46	256	4.48	280
Q02: I have the materials and equipment I need to do my work right.		4.12	256	4.20	280
Q03: At work, I have the opportunity to do what I do best every day.		4.11	255	4.18	276
Q04: In the last seven days, I have received recognition or praise for doing good work.		3.47	249	3.50	267
Q05: My supervisor, or someone at work, seems to care about me as a person.		4.15	255	4.20	274
Q06: There is someone at work who encourages my development.		3.84	255	4.07	276
Q07: At work, my opinions seem to count.		3.59	254	3.76	272
Q08: The mission or purpose of my organization makes me feel my job is important.		4.00	252	4.13	276
Q09: My coworkers are committed to doing quality work.		3.91	255	3.99	274
Q10: I have a best friend at work.		3.26	223	3.31	242
Q11: In the last six months, someone at work has talked to me about my progress.		3.65	244	3.83	269
Q12: This last year, I have had opportunities at work to learn and grow.		3.89	247	3.91	274

Engagement Hierarchy



Growth - How can I grow?

Employees need to be challenged to learn something new and find better ways to do their jobs. They need to feel a sense of movement and progress as they mature in their roles.

Teamwork - Do I belong here?

Employees need to feel like they belong and are a good fit with their team. They need to know they are part of something bigger than themselves. As a manager, encourage opportunities for teamwork and a sense of belonging.

Individual - What do I give?

Employees want to know about their individual contributions and their worth to the organization. Manager support is especially important during this stage because managers typically define and reinforce value.

Basic Needs - What do I get?

Employees need to have a clear understanding of what excellence in their role looks like so they can be successful. Groups with high scores on the first element are more productive, cost-effective, creative and adaptive.

ENGAGEMENT HIERARCHY

Basic Needs - What do I get?

Mean	 4.34
Trended Mean	 Change From Last Mean: 0.05 4.29 | 4.34
Mean Percentile Rank - Gallup Overall	47
Respondents	280

	Current Mean	Last Mean	Change	Company Overall Current Mean
Q01: Know What's Expected I know what is expected of me at work.	4.48	4.46	0.02	4.49
Q02: Materials and Equipment I have the materials and equipment I need to do my work right.	4.20	4.12	0.08	4.14

ENGAGEMENT HIERARCHY

Individual - What do I give?

	Mean	Trended Mean	Mean Percentile Rank - Gallup Overall	Respondents
		Change From Last Mean: 0.10 3.89 | 3.99	42	280

	Current Mean	Last Mean	Change	Company Overall Current Mean
Q03: Opportunity to do Best At work, I have the opportunity to do what I do best every day.	4.18	4.11	0.07	4.20
Q04: Recognition In the last seven days, I have received recognition or praise for doing good work.	3.50	3.47	0.03	3.58
Q05: Cares About Me My supervisor, or someone at work, seems to care about me as a person.	4.20	4.15	0.05	4.27
Q06: Development There is someone at work who encourages my development.	4.07	3.84	↑ +0.23	4.06

ENGAGEMENT HIERARCHY

Teamwork - Do I belong here?

Mean	Trended Mean	Mean Percentile Rank - Gallup Overall	Respondents
	 Change From Last Mean: 0.11 3.69 | 3.80	36	280

	Current Mean	Last Mean	Change	Company Overall Current Mean
Q07: Opinions Count At work, my opinions seem to count.	3.76	3.59	0.17	3.85
Q08: Mission/Purpose The mission or purpose of my organization makes me feel my job is important.	4.13	4.00	0.13	4.16
Q09: Committed to Quality My coworkers are committed to doing quality work.	3.99	3.91	0.08	4.03
Q10: Best Friend I have a best friend at work.	3.31	3.26	0.05	3.33

ENGAGEMENT HIERARCHY

Growth - How can I grow?

Mean	Trended Mean	Mean Percentile Rank - Gallup Overall	Respondents
 3.87	 Change From Last Mean: 0.10 3.77 | 3.87	35	275

	Current Mean	Last Mean	Change	Company Overall Current Mean
Q11: Progress In the last six months, someone at work has talked to me about my progress.	3.83	3.65	0.18	3.78
Q12: Learn and Grow This last year, I have had opportunities at work to learn and grow.	3.91	3.89	0.02	4.06

Engagement Index

There is a powerful link between employees who are engaged in their jobs and the achievement of crucial business outcomes.

Engagement Index

3.92:1 3.92 engaged employees for each actively disengaged employee

	%	Past %
Engaged Engaged employees feel involved in and enthusiastic about their work and workplace; they are loyal and productive.	51%	42%
Not Engaged Not Engaged employees are less likely to put high energy and passion into their work and are less loyal and productive.	36%	45%
Actively Disengaged Actively disengaged employees are emotionally against the organization; they are not loyal and are likely to undermine the efforts of others.	13%	13%

INDICES

Q12 Plus - Workplace Demands

Mean	Trended Mean	Mean Percentile Rank - Gallup Overall	Respondents
 3.84	 Change From Last Mean: 0.15 3.69 | 3.84	30	251

	Current Mean	Last Mean	Change	Company Overall Current Mean
At work, I am treated with respect.	4.14	4.09	0.05	4.22
My organization cares about my overall wellbeing.	3.84	3.65	0.19	3.89
I have received meaningful feedback in the last week.	3.52	3.31	↑ +0.21	3.56
My organization always delivers on the promise we make to customers.	3.87	3.71	0.16	3.88

Additional Questions

What gets in the way of you and your team doing your best work?

Respondents	Sentiment Distribution
166	17% 40% 35% 8%

Your responses are available in a .xlsx file. Please log on to my.gallup.com to download your full list of responses.

Trended Report Details

Past Report 1:

City of Pasadena Employee Engagement 2024

Sep 19, 2024 - Oct 05, 2024

Current Report:

City of Pasadena Employee Engagement 2025

Sep 18, 2025 - Oct 11, 2025

FOOTNOTES

* - Scores are not available due to data suppression.

Questions with zero responses for the selected team and/or reporting group do not appear on the report.

Respondents can select multiple responses for multi-select questions.

Not shown if n < 4 for all Means, Top Box, and Verbatim Responses; n < 10 for Frequency; or data are unavailable.

An arrow indicates a meaningful change of 0.2 or more between surveys. Depending on the survey's date, meaningful change is 0.1 or more when n ≥ 1000.

Percentile Rank in Gallup Overall Database < 25th Percentile 25-49th Percentile 50-74th Percentile 75-89th Percentile >= 90th Percentile

Percent Engaged available when n ≥ 30. All categories available when n ≥ 100.

Sentiment Distribution Positive Negative Neutral Mixed

Sentiment Distribution is not available when n<50

All text analytics are machine generated. Because we use machine learning to generate sentiments, results may not be 100% accurate.

GLOSSARY

The glossary provides high-level definitions of terms within the engagement report. Because of the dynamic nature of this site, not all terms will be applicable to or displayed on your report. Please use the terms that are relevant to your team when discussing and interpreting the data.

ENGAGEMENT DEFINED

EMPLOYEE ENGAGEMENT: Employee engagement refers to how committed an employee is to their organization, their role, their manager and their co-workers. Engagement drives performance. Gallup's research shows that more highly engaged employees give more discretionary effort at work and have higher productivity, profitability and customer service, as well as reduced turnover and safety incidents.

THE SURVEY ITEMS/QUESTIONS

OVERALL SATISFACTION: Overall Satisfaction is a measure of how content your team is with the overall company as a place to work. Overall Satisfaction is not included in the Overall Workgroup Engagement (GrandMean) score. Being a satisfied employee does not equate with being engaged, though the two are highly related.

Q01-Q12: These items are Gallup's proprietary workgroup engagement questions (commonly referred to as the $Q^{12®}$). These items were selected for their strong connection to performance outcomes and the ability to take action at the workgroup level.

INDICES: In addition to the $Q^{12®}$ items, Gallup has created a number of empirically-derived sets of indices, which are comprised of 3-4 questions each. Individual scores of each index item are provided, along with a combined index score, which measures the strength of the core index construct. These indices help companies strategically pinpoint and improve specific focus areas relevant to their current situation.

CUSTOM ITEMS: These items are unique to your company and can vary across companies and surveys. While these “additional” questions link to the Gallup Engagement hierarchy, they are not always within the power of the workgroup to influence or change. These questions can provide additional insights into employees’ perceptions, the situational workplace environment or company-specific initiatives.

EMPLOYEE ENGAGEMENT RESULTS

GRANDMEAN: The GrandMean measures overall Workgroup Engagement, which is an average of the 12 Workgroup Engagement items (Q01-Q12). The higher your score (with a maximum possible score of 5), the more engaged your fellow employees are.

ENGAGEMENT INDEX: The Engagement Index (EI) is a macro-level indicator of an organization's health that allows leaders to track the engagement levels of employees. This analysis identifies the percentage of participants who are engaged, not engaged and actively disengaged based on their responses to the $Q^{12®}$ survey items. You must have 100 employees participate to receive the full spectrum of responses for the EI. If you have 30<100 employees, the report will include the percentage of engaged employees only.

ENGAGEMENT HIERARCHY: Every employee has a distinct set of needs that follows a hierarchy, with basic needs at the foundation and growth at the top. Employees feel more or less engaged depending on how well they believe their needs are being met in the workplace.

UNDERSTANDING THE SCORES

THE SURVEY SCALE: The engagement survey utilises a 5-point scale with 1=Strongly Disagree and 5=Strongly Agree. For each question, employees have the option to also select

"Don't know" or "Does not apply".

TOTAL N: The total number of employees who responded to the survey.

MEAN SCORES: The average score using the 5-point survey scale, with 5.00 being the highest score and 1.00 being the lowest.

TOP BOX/%5: The percentage of employees who responded "5 – Strongly Agree" to the survey item.

DISTRIBUTION OF RESPONSES: The percentage of employees who responded "1", "2", "3", "4" or "5" to an item. If 10 or more employees respond to the survey, the report could display a full distribution of responses. Otherwise, only the percentage of employees who responded with a "5" (Top Box) and item means will display.

SUPPRESSED DATA: Confidentiality of responses is extremely important to Gallup. If too few employees respond to a survey item, the data will be suppressed (not published) and an asterisk ("*") will appear in its place.

COMPARISONS

EXTERNAL BENCHMARKING: (Gallup Overall): Used as a benchmark to determine how your team's results compare to other workgroups within the Gallup Overall of clients.

PERCENTILE RANKING: The 25th percentile indicates 75% of workgroups fell above this score; the 50th percentile indicates 50% of workgroups fell above and below this score; the 75th percentile indicates only 25% of workgroups fell above this score. The higher your percentile, the stronger the item is in relation to the database. Used as a benchmark to determine how your team's results compare to internal and external workgroups.

Appendix D: LIUNA-represented Classifications:

311 CALL CENTER REPRESENTATIVE	PROSECUTION ASSISTANT
ACCOUNTING SPECIALIST	PURCHASING ASSISTANT
ACCOUNTING TECHNICIAN	PURCHASING SPECIALIST
ADMINISTRATIVE SPECIALIST	SENIOR ADMIN SPECIALIST
BENEFITS SPECIALIST	SENIOR CUSTOMER SERVICE REP
BUYER	SENIOR FORENSIC SPECIALIST
CAREER SERVICES CASE WORKER	SENIOR HOUSING ASSISTANT
COMMUNICATIONS SPECIALIST	SENIOR OFFICE ASSISTANT
COMMUNITY SERVICES OFFICER	SENIOR PARKING ENFORCEMENT REP
COMMUNITY SERVICES REP I	SENIOR PROSECUTION ASSISTANT
COMMUNITY SERVICES REP II	
COMMUNITY SERVICES REP III	
COMPUTER FORENSIC EXAMINER	
CUSTOMER PROGRAM SPECIALIST	
CUSTOMER SERVICE REP	
CUSTOMER SVR SPECIALIST	
FORENSIC SPECIALIST	
HELICOPTER MAINTENANCE TECH	
HOUSING ASSISTANT	
INSURANCE/CLAIMS SPECIALIST	
LIBRARY ASSISTANT	
LIBRARY TECHNICIAN	
OFFICE AIDE	
OFFICE ASSISTANT	
PARKING ENFORCEMENT REP	
PAYROLL SPECIALIST	
PERMIT SERVICES SPECIALIST	
PERMIT TECHNICIAN I	
POLICE CADET	
POLICE DISPATCHER	
POLICE RECORDS TECHNICIAN	
POLICE SUPPORT ASSISTANT	
PROPERTY AND EVIDENCE TECH	