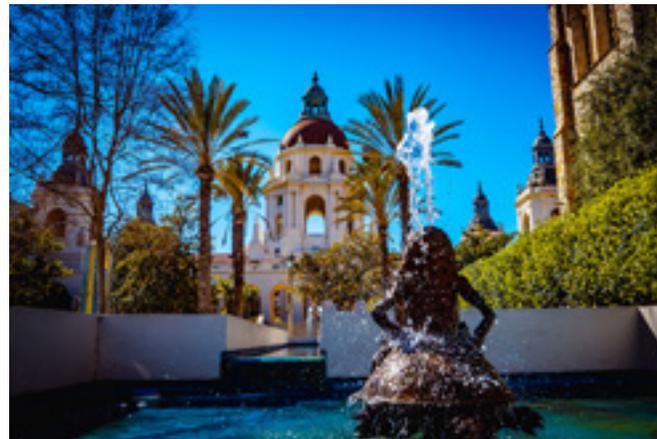
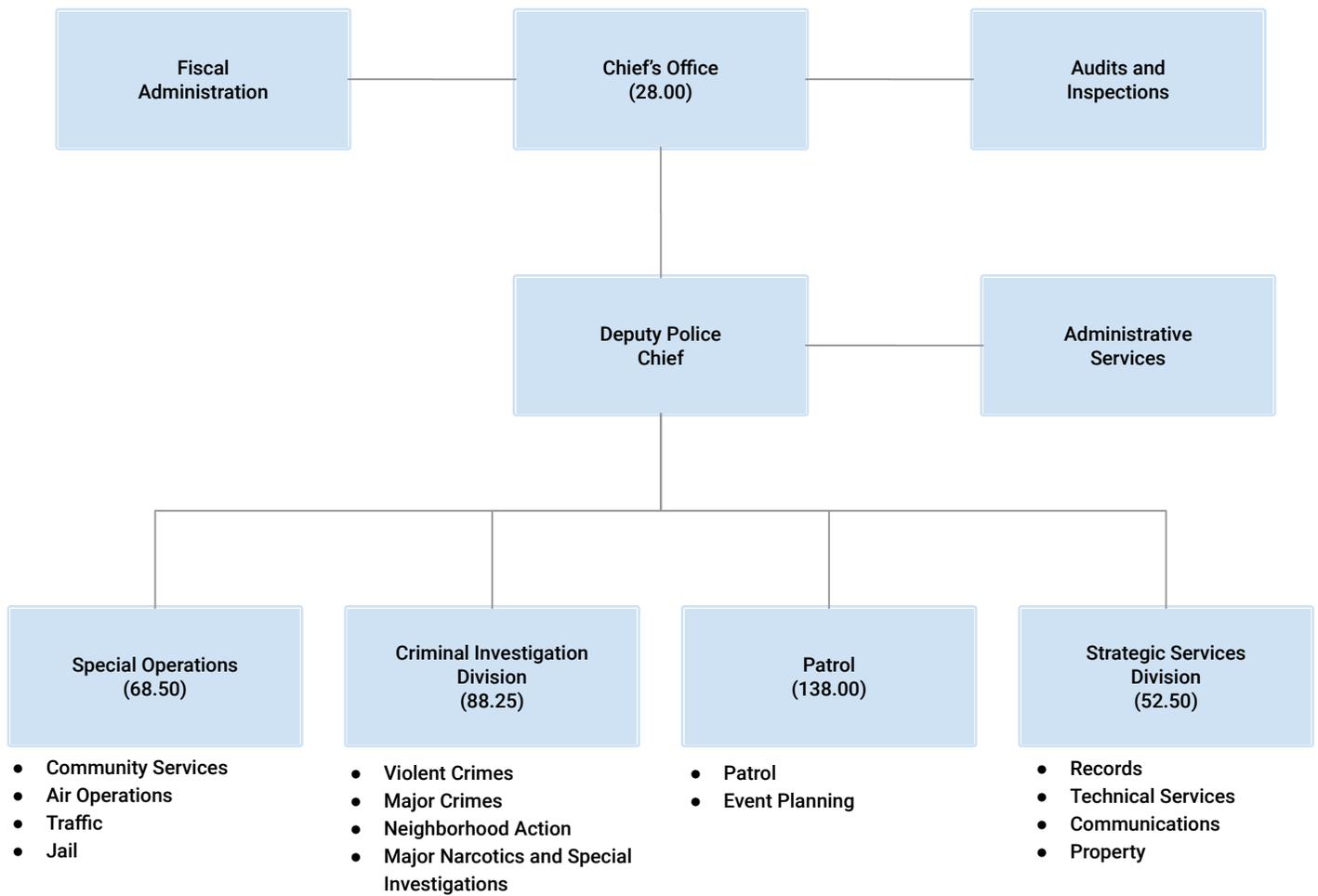


# POLICE





## MISSION STATEMENT

The Police Department is a world-class public safety agency that embraces the values of Excellence, Innovation, and Integrity. To maintain the public trust, the Department strives to be a partner in the community through improved communication, shared setting of priorities and a commitment to community policing. The Department strives to effectively liaison with residents, other City departments, the community, and civic groups for the mutual goal of public safety, homeland security, and to solve neighborhood issues while adhering to the Pasadena Police Department's core values of the "Pasadena Way."

**The Pasadena Way:** The five tenets of *The Pasadena Way* were developed in 1987. These principles continue to serve as our contract with the community along with our core values. These principles define our public safety services on community engagement, investigations, and enforcement:

**"We Exist to Serve the Community"** – Service is the foundation of the value system for the Pasadena Police Department. The highest form of service is to protect the lives and property of one's fellow human beings. Our City provides an exciting and diverse environment for personal and professional achievement. We recognize that our achievements as public servants will be measured by the level of safety and well-being enjoyed by our community.

**"How We Get the Job Done Is Just as Important as Getting the Job Done"** – We have a continuing commitment to operational excellence that recognizes that the process is as important as the product. We are refining the traditional role of the police employee to instill an attitude and behavior which focuses on people in a constructive and positive way.

**"We Believe in the Personal Touch"** – This is an expressive phrase that embodies a state of mind, an approach to delivering police services that acknowledges that in order to be truly effective we must express genuine concern, with conviction, that we are in the business of serving people. We recognize the dignity of all people and treat them accordingly.

**"We are Proactive"** – Stopping crime before it occurs is our most important function. Identifying conditions which foster crime in our community and doing something about them is a joint police and community responsibility. Thinking about crime fighting is important, but preventing crime is paramount.

**"We are Fair but Firm"** – The Pasadena Police Department practices this value both within the organization and with the communities we serve. We are flexible in dealing with issues in an open and sensitive manner. However, we are committed to the consistent application of the law for the common good.

## PROGRAM DESCRIPTION

The Department provides citywide public safety services through the Community Service Area Policing model. Each division in the Department is focused on providing rapid and effective emergency response, assuring quality of life in Pasadena neighborhoods, youth outreach, and crime prevention and reduction efforts. The Pasadena Police Department provides distinct policing services in support of the Department's community policing effort and this strategic effort plays a vital role in the City's continued economic stability and security to ensure public safety. The Department consists of the following divisions and sections:

### Division of the Chief of Police

The Division of the Chief of Police coordinates the activities of all divisions within the Police Department. Sections and units that fall under this division include Administrative Services, the Audit and Inspection Unit, the Fiscal Administration Unit, and office support professional staff.

Administrative Services performs one of the most important functions within the Police Department, and is divided into three distinct units – Professional Standards, Employment Services, and the Training Unit.

Professional Standards personnel are directly responsible for the thorough and objective investigation of complaints against Police Department personnel. Every service complaint and complaints of police misconduct are reviewed personally by the Chief of Police and Command Staff via a rigorous process designed to build and maintain public trust. Investigators assigned to Professional Standards work tirelessly to find the truth when members of the Police Department receive complaints related to misconduct or deviation from the overarching tenets of the Pasadena Way. Appropriate corrective action is taken when complaints are substantiated through investigation with the goal of accountability, employee development, and service delivery improvement.

The Employment Services Unit is responsible for the recruitment and hiring of Police Department personnel. Individuals wishing to join the ranks of the Police Department undergo rigorous screening to ensure suitability for public service.

The Training Unit ensures that Police Department personnel receive ongoing professional training and development. It is the goal of Police Department leadership that every employee engages in continual personal and professional development, and the Training Unit is an integral part of achieving this objective. Well-trained personnel are able to perform at a high level in order to meet the needs and expectations of those we serve.

The Audit and Inspections Unit ensures compliance with Police Department policies and procedures and ensures that those policies are contemporary and consistent with best practices. Unit personnel are responsible for the development and implementation of new policies driven by state law and other legislatively mandated requirements.

The Fiscal Administration Unit works closely with all Police Department Divisions to ensure fiscal responsibility and that applicable policies and procedures are being followed in reference to the procurement of equipment and services. Unit personnel constantly evaluate the Police Department’s budgetary needs and make recommendations as needed. Additionally, the Fiscal Administration Unit monitors the overall budget of the Police Department, and reports regularly to Command Staff and key personnel to ensure budget funds are expended in keeping with expected benchmarks set throughout the fiscal year.

The professional support staff assigned to the Division of the Chief of Police provide administrative and logistical support to all divisions of the Police Department. Support staff members assist Command Staff and other department members in accomplishing a myriad of tasks in furtherance of the public safety mission of the Police Department.

### PATROL DIVISION

The Patrol Division includes the Patrol Section, the Canine Unit, the Event Planning Section, and the Counterterrorism Unit.

The Patrol Section is responsible for responding to calls for service and neighborhood crime prevention. Patrol utilizes a “Community Service Area” policing model to respond to calls for service and works with the community to develop permanent solutions to problems that impact the quality of life in neighborhoods. The police department divides the City into five Community Service Areas – Community Service Area 1 – West, Community Service Area 2 – Northwest, Community Service Area 3 – Central, Community Service Area 4 – East, and Community Service Area 5, Midtown. Each service area is assigned a lieutenant who serves as the service area commander.

The Canine Unit is specially trained to assist Pasadena Police department personnel on patrol, during special investigations, and at special events. The department currently has six police dogs used to perform a variety of tasks. Some dogs are single-purpose while others are dual-purpose. The dogs and canine officers receive specialized training in suspect apprehension, drug detection, article detection, and explosive detection.

Event Planning is responsible for planning and staffing City-sponsored and privately funded events within the community and at the Rose Bowl Stadium. Over one million people visit the Rose Bowl and Pasadena venues to enjoy concerts, international and local sporting events, and a host of other special engagements. The Event Planning Section ensures safe and enjoyable environments for those who visit, work, and live in Pasadena.

The Event Planning Section successfully planned and organized local, state, and federal resources for the Tournament of Roses Parade and the Rose Bowl game. Additionally, the Rose Bowl has become a year-round venue for moderate to large-scale events as the unit successfully planned and staffed 43 events to include Americafest, international soccer matches, music concerts, the Rose Bowl game, UCLA football games, The world famous R.G. Canning flea market, and several festivals and charity events.

In 2019, the Event Planning Section staffed 134 special events citywide such as the Black History Parade, the Latino Heritage Parade, NAACP Image Awards, and the Doo Dah Parade; this excludes multi-day events and Old Pasadena foot beat. Additionally, the section staffed 225 movie permits requiring 984 officer positions. The Event Planning Section contracted for supplemental law enforcement services with the Los Angeles County Sheriff's Department, El Monte Police Department, La Verne Police Department, and South Pasadena Police Department to reduce force hiring Pasadena police officers to work major special events at the Rose Bowl and Rose Parade.

The Counterterrorism Unit is committed to the prevention of terrorism by staying current on local, regional, and national threat levels in collaboration with State and Federal law enforcement partners. The unit provides dignitary protection and monitors threats of civil disobedience. Members of the Counterterrorism unit provide public education and critical infrastructure protection to City personnel and structures.

The Counterterrorism Unit maintains critical relationships with federal, state, and local law enforcement agencies to obtain all available information and resources to ensure the safety and security of the community. Existing grant funding provided, equipment, training and security enhancements to better protect the community and first responders.

#### Criminal Investigation Division

The Criminal Investigations Division (CID) encompasses the Violent Crimes Section, Major Crimes Section, Special Investigations Section, Forensic Services Section, and the Neighborhood Services Section. This Division is home to the Neighborhood Action Team, Park Safety, and the Homeless Outreach Psychological Evaluation Team. CID is responsible for investigating criminal activity, locating and arresting wanted fugitives, addressing quality of life issues in the community, interacting with people suffering from homelessness or mental health crisis, securing the safety of our local parks, and processing crime scenes. The division as a whole is responsible for gathering intelligence, solving crimes, identifying crime trends, and administering violence reduction efforts through a balance of prevention, intervention, and enforcement activities.

Violent Crimes Section- Highly trained robbery/homicide detectives have now been integrated with special enforcement officers to not just investigate crimes against persons after they have been committed, but also focus on career criminals and illegal gun possession to interrupt and reduce violence in our community. Special Victim Unit personnel investigate crimes involving sexual, domestic, and interpersonal violence, creating a path of advocacy and intervention to build healthy relationships in both families and the community. There is also a focus on breaking the cycle of recidivism with community members returning from incarceration by participating in programming that helps the previously incarcerated through systems navigation, case management, life skills, financial literacy and job skills as we partner with community based organizations to leverage successful outcomes.

Major Crimes Section – These specialized detectives investigate a multitude of crimes ranging from residential and commercial thefts to include auto burglary, forgery, and fraud. Such disciplines that remain a focus of high concern also include financial crimes and technology crimes that have emerged due to technological advances. Additionally, the Fugitive Apprehension Unit has partnered with the US Marshals to investigate and locate wanted fugitives who continue to commit crimes in our community. This effort effectively decreases the number of fugitives in the community, which ultimately has a positive impact on reducing the commission of additional crimes.

Special Investigations Section – Investigates both long term and short term drug activity in and around the City of Pasadena. This unit also participates in the High Intensity Drug Trafficking Task Force, working in collaboration with other law enforcement agencies. The Special Investigations section scrutinizes vice related crimes such as violations at liquor license establishments and massage businesses, and are highly focused on eradicating incidents of human trafficking cases as they occur. This section works closely with the Planning and Permitting Division of the City to balance effective regulatory requirements of businesses starting in Pasadena.

Forensic Services Section – Experts provide crime scene documentation including photography/videography, evidence collection, analysis, and processing. Forensic Specialists are also responsible for fingerprint comparisons as well as providing expert witness testimony. These services are also provided to some neighboring cities under contractual agreements.

Neighborhood Services Section - Structured to provide mission-based services focused on reducing violence, quality of life issues, and homeless related concerns. Deployments of these units focus of neighborhood livability and chronic problems within business districts, parks, and public transportation such as the Metro Gold Line locations. This team takes a holistic approach to improve the living conditions and reduce impact from a street based approach to engage, assess, and provide direct links for housing, mental health, and substance abuse services.

#### Special Operations Division

The Special Operations Division is home to the Police Department’s specialized sections. This division encompasses the Air Operations Section, the Traffic Section, Community Relations, and our jail facility. All of these sections play an important role in supporting the mission of the Police Department and serving the community.

Each year, the Air Operations Section personnel respond to hundreds of calls for service, and often are the first officers on scene at critical and in progress incidents. This aerial response to emergency calls for service is a “force multiplier” for police personnel, and contributes greatly to safety for both members of the public and first responders, including Fire Department personnel. The Air Operations Section supports not only the Police and Fire Departments. Other City departments served by Air Operations include Public Works, Code Compliance, and the City Attorney’s Office. Air Operations also supports the Health Department through the abatement of improperly maintained swimming pools, which pose a public health risk. In addition to its Pasadena based service, the Air Operations Section manages one of the largest regional law enforcement helicopter programs in the nation. This allows the Pasadena Police Department to serve as an outstanding regional partner to law enforcement and public safety agencies across a wide geographical area.

The Traffic Section is responsible for providing both general and targeted traffic related enforcement throughout the City of Pasadena. The traffic section is responsible for the investigation of fatal and near fatal traffic collisions, and uses cutting edge three-dimensional scanning equipment to document collision scenes. Traffic Section personnel undergo extensive training to include collision reconstruction, which allows them to testify as experts in complicated court cases in collaboration with the Los Angeles County District Attorney's Office. Traffic Section personnel are also highly trained in the detection of driving under the influence, and are instrumental in preventing unnecessary deaths through both education and enforcement. Each year, the Traffic Section works closely with the California Office of Traffic Safety to obtain grant funding for enforcement and education programs that help keep motorists, bicyclists, and pedestrians safe. This is in keeping with the goal of promoting the use of bicycles and walking as alternate forms of transportation in the community.

Community Relations integrates the Police Department's community outreach and crime prevention programs, including youth programs, into the Department's mission. Personnel assigned to Community Relations engage both residents and members of the business community with the goal of preventing crime and building and maintaining relationships with those we serve. Community Relations is responsible for the Police Department's Community Police Academy, which has been overwhelmingly successful in showing people the inner workings of the Department. For our Spanish speaking community members, the Community Police Academy en Español has been vital in building relationships and trust. The Police Department's youth outreach is coordinated through Community Relations, and includes the successful Police Activities League program. This program is specifically designed to assist young people in being successful in school and in maintaining a healthy lifestyle through sports and enrichment activities.

The Pasadena City Jail is a full service, Type 1 facility staffed with highly trained personnel. Each year, over six thousand arrestees move through the detention facility while in the process of navigating the criminal justice system. The Pasadena City Jail is progressive, and stands ready to assist our community members in moving toward positive outcomes that do not involve arrest and incarceration.

Also under the umbrella of the Special Operations Division are the Police Department's SWAT team and Crisis Negotiation Team. The Pasadena Police Department SWAT team is staffed by highly trained individuals from throughout the department. These first responders collectively bring hundreds of years of police experience to bear in the resolution of high risk incidents throughout the City. Every team member's primary focus is on the preservation of life and public safety. As such, the Police Department's Crisis Negotiation Team works closely with SWAT personnel to bring dangerous situations to safe and desirable outcomes. CNT members are specially trained to effectively interact with individuals who are barricaded or who are experiencing mental health emergencies.

The role of our CNT personnel does not end with members of the public in need. They are integral members of a team of people who work to keep members of the Pasadena Police Department performing at their best. Police Department leadership recognizes and acknowledges the personal and professional stress associated with being a first responder. The result is an ever growing departmental culture of wellness designed to keep Police Department personnel healthy both physically and emotionally. CNT personnel are available to their fellow department members whenever they are needed, and provide an integral role in the wellness of Police Department sworn and professional staff members.

#### Strategic Services Division

The Strategic Services Division is split into three main functional areas: the Records Management Section, The Property and Evidence Section and the Communications Section.

The Records Management Section is responsible for the maintenance, dissemination, and security of all criminal investigation documentation. The section processes over 50,000 incoming records, police reports and citations each year. Records personnel staff the public front counter and handle the daily requests for copies of traffic reports, criminal reports, vehicle releases and other services. Records personnel also provide data entry for state and federally mandated police records systems as well as oversight of warrant and extradition systems and dissemination of police records information pursuant to the Public Records Act. Records personnel are responsible for complying with state and federal laws and regulations, identifying vital records and implementing strategies for preserving information and records. Personnel in Records provide for data collection and information access and retrieval. Police building services is also managed from within the Records Section.

The Property and Evidence Section maintains proper chain of custody and disposition for all items held as evidence, safekeeping, or found. Personnel strive to maintain evidence in the same condition as received and to preserve the integrity of the evidence being held for court exhibits. Access to the property room is restricted to authorized personnel only, in order to maintain the integrity of the property and evidence stored. Body worn camera management is also a function of Property and Evidence personnel.

The Communications Section is home to the dispatch center, the Technical Services Unit and the Fleet Management Unit. In the dispatch center, Police Department dispatchers processes more than 261,000 emergency and non-emergency telephone calls, which include over 67,000, 9-1-1 and text to 9-1-1 calls annually. Dispatchers also assigned over 118,800 calls for service to field personnel. The police dispatchers are highly trained individuals and play a vital role in emergency response, which extends far beyond just dispatching calls for police. Duties include monitoring and processing of critical intra-city alarms, processing and management of 16 department radio talk groups including the monitoring and processing of several intra-city talk groups. In cooperation with the City's Department of IT - Radio Shop, personnel monitor and manage all department mobile and portable radio devices.

The Technical Services Unit, in cooperation with the City's Department of IT, is responsible for planning, management, user support, deploying of new technology, maintaining highly reliable networked systems and servers, department web pages, desktop and in-car computers, printers/copiers/scanners, and unique in-building and in-car technology assist with other non-emergency police support services.

The Fleet Management Unit in cooperation with the City's Fleet Department is responsible for the planning, management and maintenance of the entire Police fleet.

## DEPARTMENTAL RELATIONSHIP TO CITY COUNCIL GOALS

### Ensure Public Safety

The Department directly supports the City Council Goal to Ensure Public Safety. It is accomplishing this directive by providing effective, quality service in neighborhoods and commercial centers, reinforcing the message that businesses and safe neighborhoods are a vital part of the Pasadena community. The Department continues to enhance Community Service Area Policing and to decentralize traditional law enforcement services. Problem solving and partnerships with community organizations and residents remain the focus of community safety and crime prevention efforts.

In addition, regional partnerships including Foothill Air Support Team, Los Angeles Interagency Metropolitan Police Apprehension Crime Task Force, High Intensity Drug Trafficking Area Task Force, the Los Angeles Regional Internet Crimes Against Children Task Force, and Los Angeles County Department of Mental Health Department help ensure that the Department can maximize the services it provides.

## FISCAL YEAR 2020 ACCOMPLISHMENTS

### Police Department Reorganization

Since 1996, the Pasadena Police Department has engaged in service area policing. This model involves Lieutenants being directly responsible for all issues within designated geographical areas. A look toward the future tells us we will need a new policing paradigm – one that is more neighborhood based which meets the needs and demands of our community. This requires a restructuring of the Police Department to become more agile in addressing issues both now and into the future. The change is not a break from service area policing. Rather, it is an enhancement that will allow the Police Department to be more agile in the way services are delivered. Both sworn and non-sworn personnel will be key factors. Officers and community members will form partnerships to solve crime and quality of life issues through the City. Our service delivery model will continue to be driven by the tenets of the “Pasadena Way”.

The Police Department reorganization is a redistribution of resources within the organization. Specific outreach, enforcement, and investigative units have been aligned under Division Commanders to ensure a service delivery model that builds and maintains trust within the community. This new alignment will allow Police Department personnel to respond to neighborhood concerns and problems quickly and efficiently, and will encourage partnerships on multiple levels to establish and maintain success in ensuring a high quality of life for those who live, work and recreate in our beautiful City.

### Youth Diversion & Development

In January 2017, the Los Angeles County Board of Supervisors unanimously approved a motion to advance a comprehensive countywide approach to equitably improving youth outcomes and community safety by establishing a central coordinating Office of Youth Diversion and Development (YDD), that would support a network of effective, equitable, community-based Diversion services for young people in lieu of seeking prosecution after arrest through partnerships with local law enforcement agencies in communities throughout the County. In 2019, the Pasadena Police Department partnered with the Office of Youth Diversion & Development with funding to help divert juveniles from the criminal justice system while breaking the cycle of arrest and recidivism.

### Homeless Project Committee

The Police Department has collaborated to form the Homeless Project Committee for the purpose of educating employees in utilizing a holistic approach to improve living conditions and reduce the impact of homelessness in our community neighborhoods, parks, and business districts. The focus is to identify internal resources as well as community based organizations and nonprofits doing the work in prevention and intervention. Building these relationships helps educate stakeholders as to systems navigation, existing case management structures, locations to establish warm hand-offs and a method to not overlap resources as we collaboratively attempt to service those most in need.

### SART & DART Program

Pasadena Police Special Victim Detectives have partnered with Peace over Violence Sexual Assault/ Domestic Abuse multidisciplinary response teams as an interagency, coordinated response to survivors of sexual and domestic violence. This collaboration provides a trauma informed approach to survivors to meet the needs of each victim/survivor and to effectively hold offenders accountable. SART/DART members are first responders, Detectives, Sexual Assault/Domestic Violence Advocates from Peace over Violence, forensic nurses and prosecuting attorneys. Peace over Violence advocates ensure victims understand their rights as a victim of crime, are treated with respect and dignity, provided support, listened to, and guide the survivor through the healing process and beyond. Peace over Violence provides comprehensive services to all victims of sexual and domestic violence, to include several workshops that were held at various community centers during the past year. This team has also assisted with emergency shelter placement, legal advocacy, advocating for victims with police or other entities, accompanying them to court, assisting with restraining orders and guiding them through the criminal and/or civil process as needed.

### Verdugo Regional Crime Lab Partnership

The Pasadena Police Department is partnering with the Verdugo Regional Crime Laboratory to promote increased efficiency, capability and coordinated law enforcement efforts in the area of forensic computer examinations and investigations. This includes the integration of forensic computer hardware, software, investigation, and sharing of criminal justice information, data, and other forensic computer issues related to criminal investigations. This partnership is essential to further develop the expertise of PPD's Computer Forensic Examiners. PPD's examiners are working towards becoming certified experts working in an accredited lab.

### Gun Violence Restraining Orders

Assembly Bill 339 requires law enforcement agencies to, on or before January 1, 2021, develop/adopt written policies and standards regarding the use of gun violence restraining orders. The Pasadena Police Department has taken proactive measures to comply with AB 339. The police department has partnered with the Pasadena City Prosecutor's Office to roll out department wide training based on this initiative.

### Real Estate Fraud Grant

In 2008, the California Legislature amended a law which provides grant funds to local law enforcement and prosecutorial agencies to enhance their capacity to deter, investigate, and prosecute real estate fraud. Such programs are funded by a filing fee for real estate documents recorded in Los Angeles County. The Pasadena Police Department used this funding to produce a real estate fraud video as a crime prevention tool for the community. Financial Crime Investigators hosted a series of five community meetings in partnership with the Los Angeles County District Attorney's Office focused on crime prevention to educate and safeguard the senior community against financial and real estate fraud. Topics discussed at the community meetings included real property fraud prevention, estate planning, wills and living trusts, reverse mortgages, and title insurance.

### Habitual Drunkard Prevention and Advocacy

The Neighborhood Action Team identified numerous individuals as habitual drunks based up their persistent arrests and activities in the business districts. This team also created a flyer as an education tool to off-sale liquor establishments in the City of Pasadena. Over 70 liquor licensed establishments were provided the information to leverage them to not sell alcohol to obviously intoxicated or habitual drunkards. The education component had an immediate impact upon implementation.

### Building Remodel

The Police Department has been in need of an interior remodel to the majority of its office space and public areas. The remodel will facilitate the department's planned reorganization that is underway. This will be the first major remodel in almost 30 years. The Police Department remodel will safeguard employees, modernize the workspace, improve recruitment and retention, increase productivity and team collaboration, and accommodate the growing use of technology. The design phase began in November of 2019, and the project is currently underway.

### Personnel Retention

The retention and recruitment of Police Department personnel is an ongoing challenge. Law enforcement agencies across the nation are faced with issues pertaining to finding and hiring qualified personnel who are passionate about serving the community. The Pasadena Police Department is no exception, however recent recruitment and hiring practices used by the Police Department have proven effective in filling vacancies in both the department's sworn and professional staff ranks. This proactive approach will continue to serve us well, as the Police Department seeks to hire people from the local area who can have a meaningful impact for those we serve.

### Use of Force

Issues related to police use of force remain in both the local and national narrative. The Police Department has chosen to take a progressive stance in the way force is used and administered. In order to ensure adherence to policy and procedure, every categorical use of force employed by a Police Department employee is reviewed by the Chief or Police and Command Staff. Any violations of policy, procedure, or state law are handled appropriately through a robust internal affairs investigation process. Of equal importance is ongoing training provided to our personnel which stresses tactics specifically designed to reduce uses of force and bring about positive outcomes. These efforts led to a 54% reduction in kicks and strikes used by Police Department personnel in calendar year 2019 when compared against statistics from calendar year 2018.

### Building and Maintaining Public Trust

Along with use of force, the building and maintaining of public trust is a priority for Police Department personnel. The Police Department enjoys a high level of trust with the community it serves and strives to be as transparent as possible. To this end, the Police Department developed a series of community engagements throughout the year to increase dialogue between the department and those we serve. These efforts include the Chief's Advisory Council, the nationally known "Why'd You Stop Me" training, and the Policing 101 series which exposes members of the community and the media to various real life aspects of law enforcement.

## FISCAL YEAR 2021 ADOPTED BUDGET

### Operating Budget

The FY 2021 Adopted Budget of \$91,093,224 is \$1,274,333 (1.4 percent) higher than the FY 2020 Revised Budget. This increase is primarily attributed to negotiated salary increases as well as increased SPERS, PERS and General Liability Insurance costs.

### Personnel

A total of 375.25 FTEs is included in the FY 2021 Adopted Budget. Personnel appropriations of \$78,435,304 is \$2,118,215 (2.8 percent) higher than the FY 2020 Revised Budget. This increase is due to negotiated salary increases and corresponding benefits.

## YEAR-OVER-YEAR BUDGET CHANGES

### General Fund - 101

The General Fund's 1.5 percent increase of \$1,236,640 is primarily attributed to increased SPERS, PERS and General Liability Insurance costs.

### Other Funds

Los Angeles Interagency Metropolitan Police Apprehension Crime Task Force Fund 104 remains flat as compared to the FY 2020 Revised Budget. Foothill Air Support Team Fund 108 increased by 3.9 percent and this can be attributed to increased personnel and SPEARS costs as well general CPI increases for supplies and services. Supplemental Law Enforcement Fund 201 budget has increased by \$14,978 or 4.3 percent. This is attributed to increased personnel costs. Public Safety Augmentation Fund 202 budget has increased by approximately \$6,816 or 0.4 percent. Staff is evaluating this fund to ensure fund balance is not depleted. The movement of lower paid staff has enabled the fund to remain flat in FY 2021. Asset Forfeiture Fund 207 budget has increased by \$20,732 or 6.8 percent. There is an increase for General Fund Projects Fund 105 of \$57,000 or 1.7 percent. This fund is remaining flat.

## FUTURE OUTLOOK

The Department is committed to improving public safety through enhanced policing services focus on both traditional policing challenges as well as new challenges confronting society. The Pasadena Police Department is committed to reducing crime through prevention, intervention, and engagement based on The Pasadena Way and best practices in modern policing to include The Six Pillars of 21st Century Policing to include:

- Building Trust and Legitimacy
- Use of Improved Technology and Social Media
- Best Practices in Training and Embracing Education
- Responsive Policies on Core Issues with Enhanced Accountability
- Implementing Community Policing Philosophy and Use of Crime Reduction Strategies
- Officer Wellness and Safety

Addressing these concepts goes well beyond what we see on the surface. Policing outcomes that are readily visible are easy to identify. Overt improvements in neighborhood environments as a result of policing efforts are one way we and those we serve measure success. The challenge is maintaining these successes on a long term basis. This requires innovative ideas, plans, and strategies not only by Police Department personnel and leadership, but also from community members. Through the building and maintaining of public trust, the Police Department is able to enhance public safety by learning and responding to the needs of the public. Additionally, addressing these concepts will provide the community with fair and impartial policing practices that remain at the forefront of the Police Department's strategies in striving to exceed public expectations.

Police Department personnel and leadership constantly scan the futures horizon for signals of social, technological, environmental, economic, and political issues that impact the community and the Police Department. By conducting these scans, we are able to put programs into place today so we are better equipped to handle the challenges of tomorrow. Meaningful community engagements and the Chief's Community Advisory Council are examples of how the Police Department is beginning to address issues related to oversight. This progressive approach connected with the tenets of the Pasadena Way were put into place long before our current conversations regarding the topic on the local and national level.

Finding solutions to better manage the homeless population, traffic concerns, and developing solutions to chronic neighborhood policing issues remain a priority, and looking to the future is likely to assist the Police Department in these endeavors. Technology is constantly growing around us, and may prove to be the key in analyzing and understanding some of the most vexing social issues that impact not only the Police Department, but the City of Pasadena as a whole. By identifying futures issues, the Police Department enhances its ability to work with the community and other City departments to identify and hopefully outpace issues that will become important and impact us in the future. Additionally, the use of these techniques may allow the Police Department and the City to shape a desired future rather than one that is cast upon us. A recent example of this is the restructuring of the Police Department. Led by Chief Perez, the Police Department has been reorganized in an effort to serve the community not only today, but also into the future.

These efforts require strong fiscal management and budget forecasting to achieve many of these goals. In balancing these challenges, the Pasadena Police Department will continue to defund 5.0 Police Officer FTEs to meet our goals. The Department will utilize methods such as grant funding and regional partnerships to continue to develop new policing models for the future. The Department recognizes the need to develop strategies to fund future projects and provide effective policing services, improve equipment, and upgrade technology.

The Police Department will develop funding strategies to provide specialized internal community and police-based training, including de-escalation training, to continue the professional development of all employees. This assists in building and maintaining public trust and allows the Police Department to be transparent in its approach to policing. Professional development also ensures that the Police Department will continue to recruit and retain the best trained and prepared employees in Los Angeles County. The fiscal outlook and organizational strategies will enhance the Pasadena Police Department and ensure better policing practices, accountability, and increase trust and confidence throughout the community.

## SUMMARY TABLES

## SUMMARY OF APPROPRIATIONS BY EXPENSE CATEGORY

(In Thousands)

Expenditure Category	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Revised	FY 2021 Adopted
Personnel	\$69,634	\$75,861	\$76,317	\$78,435
Services & Supplies	6,618	5,779	6,239	5,428
Internal Service Charges	6,920	7,075	7,075	7,230
Capital Outlay	219	-	188	-
Operating Transfers Out	130	-	-	-
<b>Police Total</b>	<b>\$83,521</b>	<b>\$88,715</b>	<b>\$89,819</b>	<b>\$91,093</b>

## SUMMARY OF APPROPRIATIONS BY DIVISION

(In Thousands)

Division	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Revised	FY 2021 Adopted
Police Administration	\$17,744	\$17,567	\$17,719	\$-
Criminal Investigations	17,574	18,502	19,097	20,293
Field Operations	29,659	34,878	35,229	-
Strategic Services	16,147	17,493	17,499	14,280
Police Outside Events/Jobs	2,397	275	275	-
Chief of Police	-	-	-	8,113
Patrol	-	-	-	34,928
Special Operations	-	-	-	13,479
<b>Police Total</b>	<b>\$83,521</b>	<b>\$88,715</b>	<b>\$89,819</b>	<b>\$91,093</b>

## SUMMARY OF APPROPRIATIONS BY FUND

(In Thousands)

Fund	FY 2019 Actuals	FY 2020 Adopted	FY 2020 Revised	FY 2021 Adopted
101 - General Fund	\$75,627	\$80,791	\$81,744	\$82,981
104 - L.A. Impact Fund	45	75	75	75
105 - General Fund Projects Fund	3,559	3,325	3,325	3,382
106 - New Years Day Genl Fund Events	1,536	1,577	1,577	1,582
108 - Foothill Air Support Team Fund	258	354	354	368
201 - Supplemental Law Enforcement F	360	345	345	360
202 - Public Safety Augmentation Fun	1,715	1,942	1,942	1,949
207 - Asset Forfeiture Fund	260	306	306	327
230 - Home and Security Grant Fund	161	-	151	69
<b>Police Total</b>	<b>\$83,521</b>	<b>\$88,715</b>	<b>\$89,819</b>	<b>\$91,093</b>

## SUMMARY OF FTEs BY DIVISION

Division	FY 2019 Adopted	FY 2020 Adopted	FY 2020 Revised	FY 2021 Adopted
Police Administration	59.00	62.00	62.00	-
Criminal Investigations	89.00	81.00	81.00	86.25
Field Operations	149.75	154.75	154.75	-
Strategic Services	77.50	77.50	77.50	52.50
Chief of Police	-	-	-	29.00
Patrol	-	-	-	140.00
Special Operations	-	-	-	67.50
<b>Police Total</b>	<b>375.25</b>	<b>375.25</b>	<b>375.25</b>	<b>375.25</b>