

ALBANY POLICE DEPARTMENT STRATEGIC PLAN 2017-2021



** Service * Professionalism * Pride * Teamwork * Dedication **

OUR MISSION, VISION & VALUES

Mission

The mission of the Albany Police Department is to provide the highest quality police services through efficient and professional policing.

Vision

We work in partnership with our community to maintain a foundation of trust and cooperation to enhance safety and quality of life.

Values

Service

We are committed to protecting our community and responding to the needs of its citizens.

Professionalism

We value our integrity, honesty, and compassion, and we embrace accountability, continuous learning and personal improvement.

Pride

We are driven by a desire to strive for excellence, and focus on results.

Teamwork

We pledge cooperation, flexibility, open mindedness, and respect for one another.

Dedication

We are committed to our mission, our community, our profession and ourselves.

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CITY LEADERSHIP



City Council

Peter Maass, Mayor

Peggy McQuaid, Vice Mayor

Nick Pilch, Council Member

Rochelle Nason, Council Member

Michael Barnes, Council Member

City Management

Penelope Leach, City Manager

Nicole Almaguer, Assistant City Manager

The members of City Council, the City Manager and the Assistant City Manager recognize the importance of maintaining a safe community. Through their leadership and direction, our city leaders continue to support a responsive, professional police force that enhances quality of life for all who live in, work in, or visit Albany.

This Strategic Plan was created with consideration given to how the efforts of the Albany Police Department can contribute to and support the themes contained in the City's Mission and Vision Statements, and the City Council's Strategic Plan.

POLICE DEPARTMENT LEADERSHIP



Chief Michael McQuiston

Lieutenant Daniel Adams

Lieutenant John Geissberger

Sergeant Thomas Dolter

Sergeant David Bettencourt

Sergeant Arthur Pagsolingan

Sergeant Christopher Willis

Sergeant David Belman Jr.

Sergeant John Costenbader

Ultimately, leadership is not about glorious crowning acts. It's about keeping your team focused on a goal and motivated to do their best to achieve it, especially when the stakes are high and the consequences really matter.

– Chris Hadfield

CHIEF'S FORWARD

It is with great pride that I present the Albany Police Department's 2017-2021 Strategic Plan; the first of its kind in the nearly 90-year history of the department. This document resulted from the hard work of people inside and out of our organization over the past several months and represents a vetted list of actionable items; a list of goals that when achieved will make us a better organization, capable of providing better service to our community. The plan identifies several important issues and the means by which we will address them. It contains a healthy mix of operational, structural and philosophical change elements, the accomplishment of which will serve to advance our department's mission. The five Strategic Goals we identified that will guide our organization's work over the next five years are to:

1. Improve the Effectiveness of Community Engagement
2. Develop more Effective Recruitments
3. Improve Opportunities for Staff Development
4. Improve the Effectiveness of Field Training Officer (FTO) Program
5. Improve Public Safety Dispatch Center Efficiency

Of course there are many, many other things that need to be done in the course of a day of policing Albany, but our Strategic Plan will help us focus on these five areas of our operation that have been identified as high priority. Our plan will influence and guide our department as we meet significant challenges ahead.

I want to say a special thank you to the members of our Strategic Planning Steering Committee. As I embarked on the strategic planning process, I invited police department members to join with me for the purpose of providing valuable input and direction. At a time when many people in the policing profession feel under siege, the response I received from APD staff was heartening, and speaks to the level of commitment our personnel have to maintaining a dynamic, professional, and engaged police agency. Through the work, advice and counsel of these department members, we were able to arrive at a product we can be proud of.

On behalf of the entire Albany Police Department, I extend my gratitude to our coworkers and community members, who so graciously engaged with us to provide input, feedback and support during the planning process. It was rewarding to have the opportunity to interact with you during our community workshops and engage in open, honest dialogue about your police department. Providing the quality of service you expect requires we openly communicate with each other so that your expectations can be consistently met or exceeded. Your willingness to assist our department with this project typifies your level of engagement and commitment to the Albany community; our Strategic Plan would be of little value without your contributions.

Mike McQuiston
Chief of Police

STRATEGIC PLANNING STEERING COMMITTEE

The Albany Police Department's Strategic Planning Steering Committee (SPSC) was formed by members of the department interested in "steering" the strategic planning process. Following an open solicitation of interest, ten individuals volunteered to contribute to this effort: **John Geissberger, David Bettencourt, John Costenbader, Jose Lara, Mike Larrick, Dave Lembi, Manny Torres, Jon Torres, Justin Kurland** and **Nico Cashen**. SPSC members were charged with providing feedback and advice to the Police Chief during strategic planning. They are department ambassadors of the plan and vital to its implementation.

SPSC members represented the APD during three community workshops that were held to solicit community input on police department priorities during the next 3-5 years. These very successful meetings were the direct result of the involvement and participation of the SPSC members in open, honest dialogue with our community. Community meeting design and presentation was facilitated by our former Community Engagement Specialist, **Karina Tindol**, and the SPSC's work was aided by police department volunteer **Melissa Lasher**.

Lieutenant John Geissberger



Officer Mike Larrick



Officer Justin Kurland



Sergeant David Bettencourt



Officer Dave Lembi



Karina Tindol



Sgt. John Costenbader



Officer Manny Torres



Volunteer Melissa Lasher & Technician Nico Cashen



Detective Jose Lara



Officer Jon Torres



ORGANIZATIONAL OVERVIEW

The City of Albany, California provides for a small-town feel amidst the hustle and bustle of a major metropolitan region. With an estimated total resident population of 19,488 and only 1.8 square miles in size, Albany is one of the most densely populated cities in the state of California.

Despite being located in the heart of the United States' fourth largest metropolitan area, the community manages to maintain its small town feel and exceptional quality of life. Albany is proud of its reputation as a safe, charming, family oriented community.



The Albany Police Department has been proudly serving our community since 1927

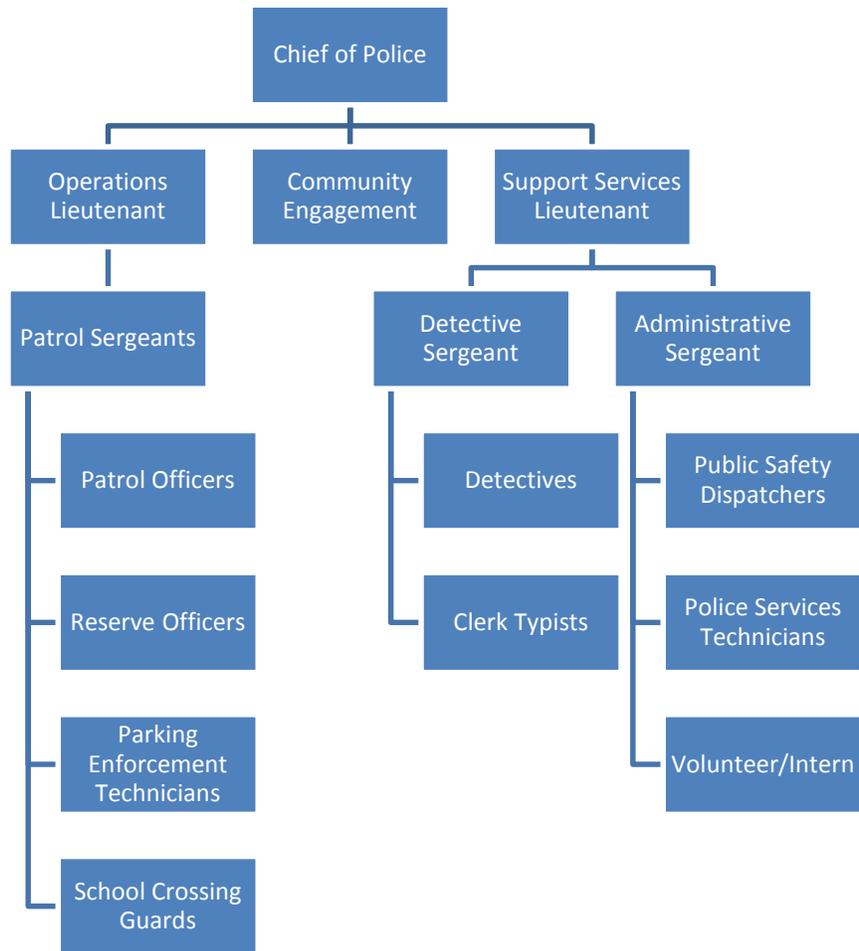


The Albany PD places great value in nurturing and growing a strong, healthy, trusting relationship with the community. A commitment to crime prevention and suppression, as well as addressing quality of life issues in our neighborhoods and business districts underlies our proactive community policing approach and guides our service oriented philosophy.

Internally, the department encourages professional growth and career development, and provides a supportive team working environment. The department's Mission, Vision and Core Values provide personnel with a reliable foundation for ethical decision making and professional conduct in the performance of our work.



The Department has an authorized staff of twenty-six full-time *sworn* personnel (officers) and fourteen full and part-time, *non-sworn* (support) personnel.



**Authorized Full-Time Positions *
FY 2016-2017**

Position	Number Authorized	Position	Number Authorized
SWORN POLICE		NON-SWORN PERSONNEL	
Chief	1	Public Safety Dispatcher	6
Lieutenant	2	Police Services Technician	2
Sergeant	6	Subtotal:	8
Officer	17		
Subtotal:	26	Grand Total:	34

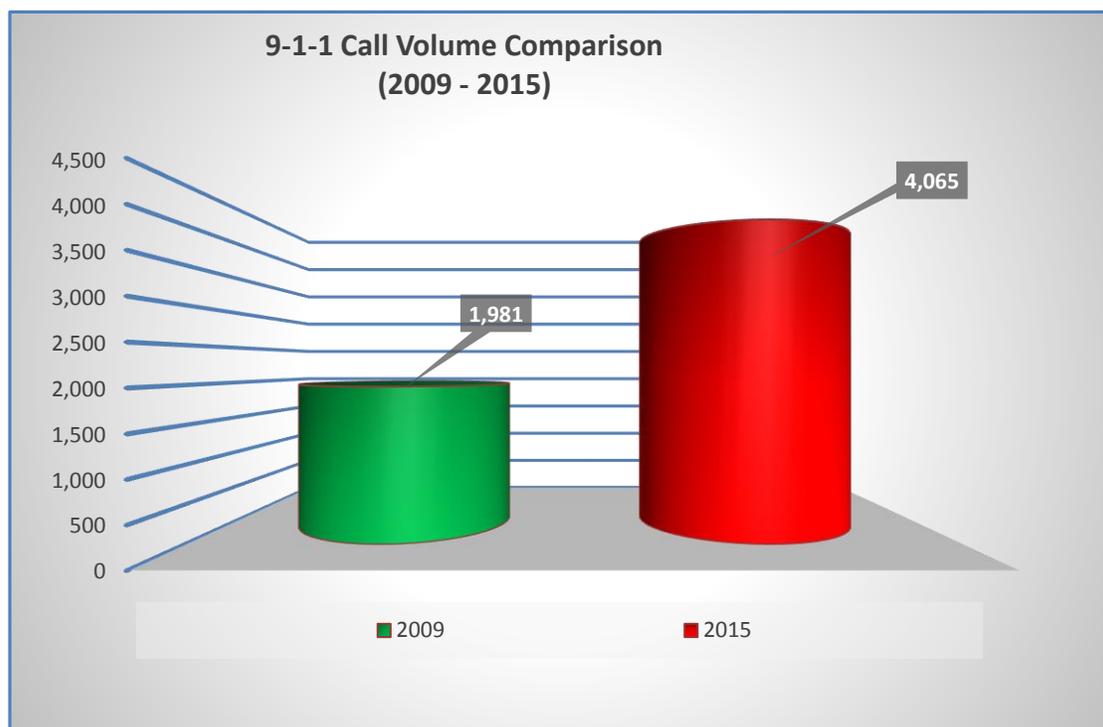
*Part-time positions are not included in the graphic.

Each year Albany officers respond to over 11,000 calls for service, while the department's public safety dispatch staff handle approximately 13,000 total calls, including 1,300 requests for ambulance services from both Berkeley and Albany Fire departments, *plus* over 14,000 officer initiated incidents.

Calls for police services have been trending upward over the period 2011 – 2015, rising 21.4% with calls for service (CFS) averaging 11,339 per year.

Officer initiated activity (OIA) during the period 2011-2015 has risen 54%, with an average of 14,445 OIA incidents logged per year.

Our Public Safety Communications Center has experienced an unprecedented 105% increase of emergency 9-1-1 calls. 9-1-1 call volume continues its upward trend and impact on service levels in the Public Safety Communications Center.



The marked increase in emergency 9-1-1 calls can largely be attributed to two factors:

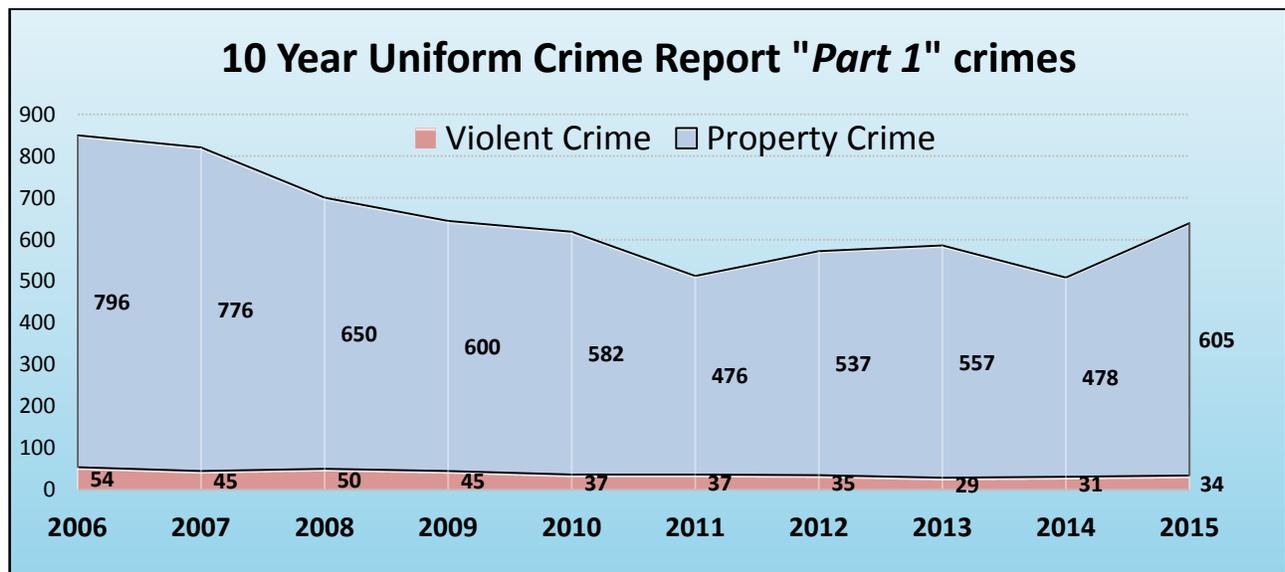
- The proliferation of cellular telephones
- The redistribution of emergency cellular telephone calls that were traditionally routed to answering points at the offices of the California Highway Patrol.

Improvements in technology now allow these calls to be directed to the local Public Safety

Answering Point based upon approximate geographical location.

The FBI’s Uniform Crime Reporting (UCR) Program is a nationwide crime data collection program that collects and records statistics on the number of offenses known to law enforcement. The program consists of law enforcement agencies voluntarily reporting data on crimes brought to their attention. Eight offenses make up the summary reporting system, these “*Part 1 crimes*” are: Criminal Homicide, Forcible Rape, Robbery, Aggravated Assault, Burglary, Motor Vehicle Theft, Larceny-Theft, and Arson. Albany’s “Part 1” crime reports for 2015 indicate the following:

- Property crimes (burglary, larceny/theft, motor vehicle theft, arson) up 26.6% versus 2014.
- Violent crime (homicide, sexual assault, robbery & aggravated assault) up 9.6% versus 2014.
- Part 1 crimes overall increased sharply, up 25.5% for the year 2015 versus 2014.



2014 & 2015 Part 1 crime counts are preliminary at time of publication and are subject to revision.

The UCR program delineates crimes reported from communities with populations between 10,000 to 24,999 (known as *Group V*) served by 1,817 law enforcement agencies. Albany is represented in Group V. A comparison of the 2014 *per capita* victimization rate of Group V cities and Albany shows the following:

2014 victimization rate (crimes per 1,000 residents)		
	Violent Crime	Property Crime
Group V	2.6	25.6
Albany	1.6	24.5

Preliminary figures from the FBI’s Semiannual Uniform Crime Report, January—June, 2015, indicate that violent crime rose 1.7% and property crime decreased 4.2% nationwide, but the western region of the United States saw increases in both categories: violent crime up 5.6% and property crime increased 2.4%. For more information on the UCR Program and to view historical crime statistics data please visit <http://www.fbi.gov/stats-services/crimestats>

PURPOSE & PLANNING PROCESS

I. PURPOSE

The Strategic Plan will serve as a device to direct and guide the management activity of the police department. Its purpose is to make the best use of our organizational efforts so they have maximum impact on the agency mission and maximum benefit for the Albany community. Our intention at the outset was to promote positive, beneficial changes in the organization in light of being confronted with three inescapable facts:

1. American Policing is changing and the APD will change as a result.
2. APD staff have identified an extensive list of organizational needs that require our attention.
3. The APD will experience unprecedented staffing turnover in the next 3-5 years.

American Policing is changing

Changes in policing are largely being driven by social movement, technology, and evolving violent threats to officers and the communities they serve. Although the three are not traditionally mutually associated, the galvanizing attribute of public distress over police use of force has produced a powerful triad of change stimulus.

In December 2014, President Barack Obama appointed an eleven-member panel to *“identify best practices and otherwise make recommendations to the President on how policing practices can promote effective crime reduction while building public trust.”* In May 2015 the **President’s Task Force on 21st Century Policing (TF21)** published its Final Report. The report identifies six “pillars” around which its policing recommendations are organized:

1. Building Trust & Legitimacy
2. Policy & Oversight
3. Technology & Social Media
4. Community Policing & Crime Reduction
5. Training & Education
6. Officer Wellness & Safety

Contained within the six pillars are 59 recommendations and 92 action items that support those recommendations. Because the report is meant to address policing among the 18,000 law enforcement organizations spread throughout the United States there are aspects to the report recommendations and action items that are not applicable to the Albany Police Department; conversely, there are some report recommendations and action items already in practice within the APD. Nevertheless, the APD Strategic Plan document was reviewed to identify proposed actions germane to the TF21 recommendations. Where links exist between the APD Strategic Plan Action Items and the TF21 report recommendations, those associations have been drawn and are reflected in the Strategic Goals, Objectives and Action Items section of this plan.

Organizational needs require our attention.

Police department staff have previously identified more than forty projects or other undertakings in need of organizational attention. An analysis of these items reveals that they vary from minor managerial assignments to large scale endeavors requiring a significant commitment to project management. Although much effort has been put forth, and many tasks accomplished, a persistent lack of focus has led to an unsatisfactory lack of progress. Because our department culture tends to be proactive in identifying areas for improvement, the aforementioned lack of progress on items of importance, can lead to a perception of organizational inertia, or failure. Aside from their implications for good morale, these unfinished tasks have a negative effect on the organization's ability to function efficiently.

The APD will experience unprecedented staffing turnover in the next 3-5 years.

During the five-year period covered by our Strategic Plan, conservative projections reflect the APD may experience a significant turnover of staff due to retirements, lateral transfers to other police agencies, and changes in assignments internally as a result. Despite prior succession planning and work on staff professional development, these personnel dynamics, when combined with ongoing difficulty in recruiting qualified candidates for replacement, place our previous succession planning at risk. Such a significant change in the makeup of the department presents challenges as institutional history, professional knowledge, regional relationships and organizational culture are vulnerable to negative change or loss. Complexities related to hiring, training, retention, and professional development will bring both challenges and opportunities to the department. If the department does not continue to assertively prepare for these changes, they may very well compromise our professional standards and place at risk the quality of service we provide.

II. PLANNING PROCESS

Our strategic planning process consisted of six, often overlapping, processes:

- Assessing our organization
- Identifying what's important to our stakeholders
- Reviewing and analyzing data we'd gathered
- Defining our strategic goals
- Specifying objectives/things to do in pursuit of our goals
- Assigning responsibility for getting the work done

These six processes are graphically represented on the following page.

The six strategic planning processes –



The following pages describe in more detail the process by which information was collected and used in formulating the Strategic Plan.

Review of Previous Strategic Planning Documents

Although the department had no formal strategic plan in place prior to the start of this process, police department administration (the Chief, Lieutenants and Sergeants) had participated in professionally facilitated three-day, off-site Team Building Workshops (TBW's) in 2008 and 2011. Specialized consultant services for these workshops are provided at no cost to the department through a reimbursement program administered by the California Commission on Peace Officer Standards and Training (POST). The goals of these workshops include problem solving, developing organizational goals and objectives, and team building.

Each of these workshops resulted in an Action Plan document consisting of: specific goals; objectives to accomplish in pursuit of each goal; and, a designated member of staff responsible for goal achievement. Outcomes with each of these Action Plans were mixed, with some goals unmet, while others were accomplished.

Reasons vary for the mixed outcomes of previous Action Plans: in some cases, higher priority demands on staff time meant goals were unmet; economic/fiscal challenges (during 2011 particularly) reduced budgets citywide, impacting the ability to fund new initiatives; and staffing challenges (recruiting, training, retention) also factored into failed objectives. Nevertheless, following both the 2008 and 2011 TBW, the department did accomplish some goals specified in the Action Plans.

In 2015 funding for another TBW was approved and the Chief of Police put forth an agenda to formalize a strategic plan that would incorporate our routine internal examination of department priorities and goals with input from external stakeholders.

A. Stakeholder Input

Obtaining input from our department stakeholders, both internal and external, was the foundation of formulating our Strategic Plan. Feedback and various data were collected from five primary stakeholder groups: APD employees, City of Albany Employees, Albany's Community, Employees of the Albany Unified School District, and Albany business owners and employees.

1. Police Employee Input

Employee input was obtained through two processes; an anonymous online internal survey, and a facilitated workshop attended by all department supervisory and management personnel (Sergeants, Lieutenants and Chief).

(a) Internal Department Survey

A comprehensive survey was prepared by an outside management consultant and distributed to all police department employees to determine their level of workplace satisfaction, workplace concerns and general impressions of the workplace. The survey had an approximate 75% response rate - exceeding the generally accepted response rate for such surveys – providing a valid foundation for the survey results. Responses to the survey revealed that department members feel valued, take pride in the department and have friends in the workplace. Some highlights of the survey follow:

- 100% of survey respondents indicated they know what is expected of them at work.
- 100% believe they are held accountable for their actions and conduct in the workplace.
- 92% felt supervisors treat all employees the same.
- 88% felt supervisors treat department members with dignity and respect.
- 85% felt they understood how their daily work relates to the mission

of the department.

- 85% also report having the materials and equipment needed to do their work correctly.
- 77% felt their coworkers were committed to doing quality work.
- 72% felt they receive an appropriate amount of training for their position.

Department members' greatest concerns were that the opinions of staff may not be heard/valued as much as employees would like, and that the department's ability to perform better work is directly affected by insufficient staffing (this concern for full staffing was a consistent declaration throughout the employee survey responses).

- 53% of responses to an open-ended prompt regarding improving or enhancing the department's success focused upon staffing problems and/or the recruitment process.
- 42% felt that performance standards are applied differently to employees.
- 27% did not feel informed about where the department is headed in the future.
- 23% disagreed with the statement "my opinions seem to count at work."

(b) Facilitated Supervisory Workshop

All police department supervisory and management personnel (Sergeants, Lieutenants and the Chief) participated in a three-day, off-site, Team Building Workshop (TBW). The TBW was funded by the California POST Commission and professionally facilitated by a veteran manager and auditor with extensive experience conducting police management, leadership, and ethics training, and working with police management to conduct performance assessments and maintain professional standards.

During the TBW staff conducted an analysis of organizational strengths, weaknesses, opportunities & threats (SWOT analysis) and a modified Nominal Group Technique (NGT) as means of ascertaining the group's outlook about the current state of the department and what could be done to improve the quality of teamwork and service to the community in the future. TBW participants also reviewed the results of the internal survey to characterize and address department member concerns. Through the use of the modified NGT, staff merged the SWOT analysis and employee survey items into common themes which were then used to develop five broad action items deemed most important in the view of the participants (the action items were not assigned a rank/priority):

- Make recommendations for changes to community outreach programs.
- Develop a new approach to police officer recruitments.
- Develop recommendations for improvement of staff development opportunities.
- Establish new Field Training Officer Program standards.
- Review our current public safety dispatch model and make recommendations for change.

2. Community Stakeholder Input

At the outset of preparing to gather community input on police operations, the Chief of Police invited all department members to participate in establishing a Strategic Planning Steering Committee (SPSC). A very favorable response to the Chief's invitation followed and ten department members came together to form the SPSC. The purpose of the committee was to "steer" the planning process and provide feedback and advice to the Chief during information gathering and compilation of the final report.

Through the assistance of the SPSC, four distinctly different Albany community stakeholder groups were identified for inclusion in our targeted effort to gather input for this strategic plan:

- Albany's residential community
- City of Albany employees
- Albany Unified School District employees
- Albany business owners and their employees

(a) Albany's Residential Community

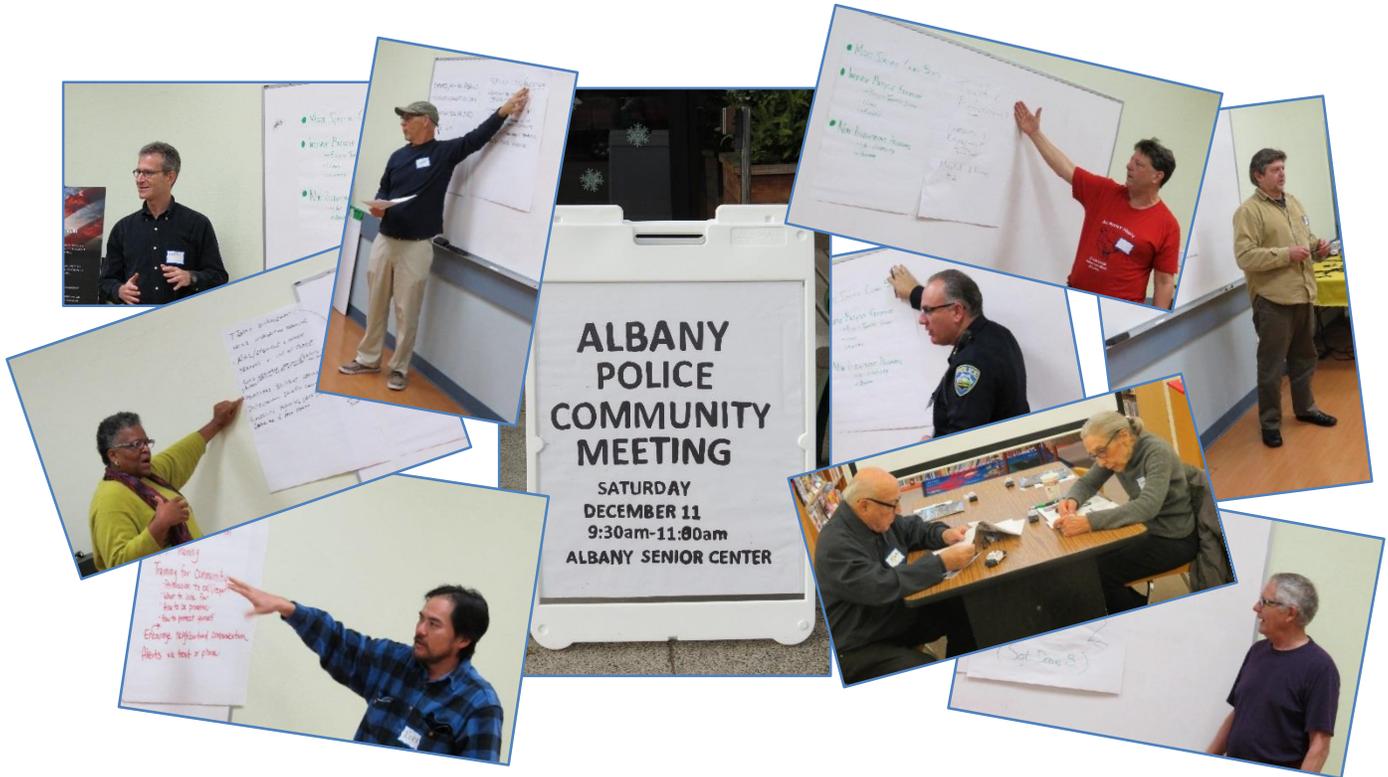
Community input was obtained through a series of three public workshops attended by the Chief of Police and the members of the SPSC. Each workshop consisted of a presentation on the current and projected state of the department, followed by discussion of community priorities and concerns regarding policing in Albany. The purpose of each workshop was to provide community members with direct access to department personnel in an open, honest discussion of the community's needs from its police department. A modified NGT was used during a facilitated presentation period during which community concerns were prioritized for potential inclusion in the strategic plan.

This community information gathering effort successfully identified a number of community policing concerns, the top three of which were:

1. Community outreach & engagement; higher visibility of police (93% of participants).

2. Police recruitments & workforce diversity (71% of participants).
3. Bicycle education & pedestrian safety, especially around schools (56% of participants).

Meeting with our community members also provided an opportunity to vet our Mission, Vision and Values Statements to insure alignment with those we serve.



(b) City of Albany Employees

City of Albany employees represent the police department’s “internal customers” and their feedback on policing priorities and response to calls for service are an invaluable measure of police performance as part of the City “team.” City employees were presented with an online anonymous survey which gave them the opportunity to help us prioritize our work and express items of importance to them.

The top three City staff priorities were determined to be:

1. Improved communication between the police department and city staff/other departments (50% of survey respondents).
2. Policing of “Quality of Life” issues, e.g., homeless outreach & resource referrals (50% of survey respondents).
3. City staff outreach, engagement & collaboration opportunities (44% of survey respondents).

(c) Albany Unified School District Employees

Albany Unified School District (AUSD) employees interact with police

department members on issues typically often involving our community's youth. Their feedback on policing priorities and response to calls for service are important measure of our effectiveness in meeting their unique needs. AUSD employees were presented with an online anonymous survey which gave them the opportunity to help us prioritize our work and express items of importance to them.

The top three AUSD employee priorities were determined to be:

1. School violence reduction initiatives (includes bullying behaviors) and campus crime prevention (38% of survey respondents).
2. After school police youth programs e.g., the Albany Police Activities League (34% of survey respondents).
3. Traffic enforcement near schools (33% of survey respondents).

(d) Albany Business Owners and Employees

Albany business owners and employees frequently interact with police department members on a variety of issues, often involving criminal activity and business district quality of life issues. Their feedback is important in assessing opportunities to improve the climate for business operations and employee safety. With the assistance of the Solano Avenue Association and the Albany Chamber of Commerce, our business community stakeholders were presented with an online anonymous survey which gave them the opportunity to help us prioritize our work and express items of importance to them.

The top three priorities of our business community were determined to be:

1. Commercial/retail crime prevention e.g., after-hours business security checks and business safety/security assessments (53% of survey respondents).
2. Policing of "Quality of Life" issues, e.g., homeless outreach & resource referrals (41% of survey respondents).
3. Increased officer visibility in business districts, including officer presence at sponsored events (38% of survey respondents).

Each of the above three stakeholder group surveys also provided an opportunity to comment on any items of importance and respondents in each group took advantage of this ability to give deeper insight into matters of concern. A unique email address was established to provide another source of anonymous feedback to the strategic planning process (policeplan@albanyca.org). This email address also served as a means of allowing meeting participants, survey takers and any other person to provide comments, suggestions and input on the police department's planning process and/or priorities. The department received valuable additional commentary and feedback through the email account from both meeting and survey participants as well as those who were unable to attend.

**Top three ranked priorities:
Albany community, City Staff, School District and Local Businesses.**

<u>COMMUNITY PRIORITY</u>	<u>Rank</u>		<u>CITY STAFF PRIORITY</u>	<u>Rank</u>	
Community Outreach/Community Engagement; higher visibility	1	93%	Improved communication between the police department and city staff/other departments	1	50%*
Recruitment & Diversity	2	71%	Policing of "Quality of Life" issues (ex: Homeless outreach & resource referrals)	2	50%*
Bicycle education & pedestrian safety, esp around schools	3	56%	City staff outreach, engagement & collaboration opportunities	3	44%

<u>AUSD PRIORITY</u>	<u>Rank</u>		<u>BUSINESS PRIORITY</u>	<u>Rank</u>	
School violence reduction initiatives (includes bullying behaviors) and campus crime prevention	1	38%	Commercial/retail crime prevention (i.e., after-hours business security checks and business safety/security assessments)	1	53%
After school police youth programs (e.g., the Albany Police Activities League)	2	34%	Policing of "Quality of Life" issues (i.e., homeless outreach & resource referrals)	2	41%
Traffic enforcement near school (includes parking and moving violations)	3	33%	Increased officer visibility in business districts, including officer presence at sponsored events	3	38%

*City Staff ranking: an equal number of responses were received for ranked items 1 & 2, however a higher total number of respondents ranked *improved communication* as either rank 1 or 2, resulting in a rating average that slightly favored *Improved Communication* over *Quality of Life*.

Common Themes and Development of Strategic Goals

Members of the police department's Strategic Planning Steering Committee performed a thorough review of the combined responses from each of the four external stakeholder groups. Several common themes were determined to have emerged through the highest priority items (random order).

- Campus Safety
- Communication
- Crime Prevention
- Police Youth Programs
- Policing "Quality of Life" Issues
- Personnel Recruitment & Selection
- Community Engagement & Visibility
- Traffic Safety Education & Enforcement (*Cars, Bikes & Pedestrians*)

The next step was to weave these eight important themes into the five previously identified staff action items. Each of the original staff action items was broad enough to allow for incorporation of the themes and used to further develop and refine the five strategic goals that will serve as the core of this plan. When achieved, these five Strategic Goals (listed below) move the APD toward attaining our organizational vision. Under each Strategic Goal are Objectives that more clearly define opportunities to advance the spirit of the intended goal. Each objective represents a specific, measurable outcome related to a goal. Each objective has one or more associated action items that represent a specific task or activity that has been identified as necessary to accomplish the intended objective. Action items may include multiple initiatives or subcomponents that are not specifically articulated in the Strategic Plan.

APD's Strategic Goals:

- 1. Improve the Effectiveness of Community Engagement**
- 2. Develop more Effective Recruitments**
- 3. Improve Opportunities for Staff Development**
- 4. Improve the Effectiveness of Field Training Officer (FTO) Program**
- 5. Improve Public Safety Dispatch Center Efficiency**

Improve the Effectiveness of Community Engagement

The Albany Police Department's community engagement efforts have grown greatly over the last decade but are currently lacking in consistency and effectiveness. This goal intends to increase institutional support for existing programs and implement new activity to increase both effectiveness and consistency. The ability to build sustainable community engagement programs is what we will strive for.

Develop more Effective Recruitments

Effective recruiting will be vital to the organization in the coming years. Anticipated attrition and turnover of personnel will demand fast, agile and flexible recruitments if we expect to be effective in filling vacancies with a diverse group of highly qualified employees. Careful examination of personnel recruitment and selection practices should endeavor to identify the means of attracting a more qualified, more diverse candidate pool without compromising our high selection standards.

Improve Opportunities for Staff Development

The department meets minimum state training requirements; however, this standard of measurement diminishes the importance of ongoing professional development of department personnel beyond legal mandates. Investments in our police department personnel pay dividends in the quality of work performed and the services delivered to our community. Moreover, job training satisfaction and overall job satisfaction can be interrelated factors.

Improve the Effectiveness of Field Training Officer Program

Newly hired police officers are assigned to the Field Training Officer (FTO) Program in order to transition from the academic setting of the police academy to the performance of uniformed general police patrol duties of the Albany Police Department. The training consists of four distinct phases spread over a 21 week minimum training period. The effectiveness of our Field Training Officer program directly affects our ability to properly supervise and train new officers in the dynamics of Albany policing, and can greatly impact the quality of our personnel and organizational culture.

Improve Public Safety Dispatch Center Efficiency

The Albany Police Department's Public Safety Dispatch Center (PSDC) is the hub around which most police, fire and emergency medical services activity revolves. The PSDC has a staff of 6 who must cover operations 24 hours a day, 365 days of the year. Given the extraordinary increase in call volume and activity through our PSDC, as well as collateral responsibilities that include a 24/7/365 public service counter and answering and routing routine non-emergency calls, the efficiency and effectiveness of the workgroup has suffered over time. Incremental changes to equipment, work processes and technology have exacerbated the negative effect of unmanaged changes in the work of personnel in the PSDC. An analysis of staffing, training, work process protocols and use of technology is in order.

IMPLEMENTATION & EVALUATION

Like any other organization, the APD is faced daily with competing interests for limited resources (time, personnel, equipment and funding). This plan does not represent everything in need of accomplishment in the near-term, nor does it include all long-term APD goals, but by utilizing the plan to focus our energies toward accomplishing high priority strategic tasks the APD aims to maximize our organizational efforts and efficiency in accomplishing our mission. This does not mean other important tasks will be ignored, however any new initiatives and resource demands must be evaluated with the Strategic Plan in mind.

In order to insure the highest possible rate of objective fulfillment in the strategic plan, the Strategic Planning Steering Committee has recommended the following precepts be adopted and incorporated into the plan:

- All action items will be clear and concise.
- All action items will be assigned to a named individual to enable adjustment for changes of assignment, promotions and attrition.
- Each action item will have a specific timeframe within which the action is to be completed.
- Evaluation of progress toward completion of all goals, objectives and action items shall be conducted no less than semi-annually.

The success of the plan depends on the commitment and participation of the members of the APD. Commitment and participation emerge from knowledge of the plan and its function; as such, the Chief of Police is charged with insuring the Strategic Goals, Objectives and Action Items are clearly communicated to all APD personnel and that periodic progress reports are distributed throughout the organization.

STRATEGIC GOALS, OBJECTIVES & ACTION ITEMS

FUNDING SOURCE LEGEND			
CIP	Capital Improvement Project	OB	Operating Budget
GF	Grant Funds	OR	Other Resources
NA	Not Applicable	UF	Unfunded

“**Target Completion Date**” naming convention: Q1 = Mar 31; Q2 = Jun 30; Q3 = Sep 30; Q4 = Dec 31

“**TF21**” refers to recommendations contained in the *Final Report of the President’s Task Force on 21st Century Policing*

Strategic Goal 1: Improve the Effectiveness of Community Engagement					
Action Items	Description	Person Responsible	Funding Source	Target Completion Date	TF21
Objective 1: Increase Officer Visibility in the Community					
1.1.1	Implement "Park & Walk" patrol program	T. DOLTER	NA	2017 Q1	1.5 & 4.2
1.1.2	Implement school site visits	D. BELMAN	NA	2017 Q3	1.5 & 4.2
1.1.3	Introduce the Pop-up Precinct	M. McQUISTON	OB	2017 Q3	1.5
Objective 2: Provide More Information to the Public about Routine Police Activity					
1.2.1	Establish a one-day Citizen Academy	J. COSTENBADER	UF	2018 Q3	1.5
1.2.2	Provide a daily public bulletin	D. ADAMS	NA	2017 Q1	3.5
Objective 3: Leverage Existing Technologies to Raise the Department's Public Profile					
1.3.1	Maximize the use of our website	M. McQUISTON	NA	2018 Q4	3.5
1.3.2	Use Facebook more frequently	C. WILLIS	NA	2017 Q1	3.5
Objective 4: Expand Support for Existing Community Engagement Programs					
1.4.1	Increase support and grow National Night Out	D. BELMAN	NA	2018 Q3	4.1 & 4.2
1.4.2	Institutionalize Neighborhood Watch program	J. COSTENBADER	OB	2017 Q2	4.1 & 4.2
1.4.3	Schedule more frequent Coffee w/the Cops events	C. WILLIS	NA	2017 Q1	4.1 & 4.2
Measures of Success:					
Increase in the annual number of community engagement events					
Higher staff participation rate in community engagement events & programs					
Higher community participation rate in community engagement events & programs					
Our community will give positive feedback on the higher visibility					
Log of daily police activity is routinely published online					

Strategic Goal 2: Develop more Effective Recruitments (all positions)

Action Items	Description	Person Responsible	Funding Source	Target Completion Date	TF21
Objective 1: Increase the Speed of Filling Vacancies					
2.1.1	Implement Applicant/Candidate Liaisons	C. WILLIS	NA	2017 Q2	-
2.1.2	Streamline the hiring process	J. GEISSBERGER	NA	2016 Q4	-
Objective 2: Improve Advertising & Marketing of Vacancies					
2.2.1	Develop effective academy & job fair presentations	D. BETTENCOURT	OB	2017 Q3	1.8
2.2.2	Place recruiting advertisements on Patrol Cars	J. COSTENBADER	OB	2017 Q1	-
2.2.3	Utilize publicly placed banners to advertise recruiting	J. COSTENBADER	OB	2017 Q1	-
2.2.4	Develop & implement a specialty website for recruiting	M. McQUISTON	UF	2018 Q4	1.8
Objective 3: Increase the Size & Diversity of Applicant Pool					
2.3.1	Utilize veteran transition outreach	D. BELMAN	NA	2017 Q2	1.8
2.3.2	Develop "Entry Level" recruitment process	T. DOLTER	UF	2016 Q4	1.8
2.3.3	Conduct targeted outreach to underrepresented populations	D. BETTENCOURT	NA	2017 Q2	1.8

Measures of Success:

- Increase in the number of qualified applicants for vacant positions in the department
- Increase in the diversity of staff
- Decrease in the length of vacancies within the department
- Decrease in the number of vacancies within the department

Strategic Goal 3: Improve Opportunities for Staff Development

Action Items	Description	Person Responsible	Funding Source	Target Completion Date	TF21
Objective 1: Increase in-house Advanced Officer Training Capability					
3.1.1	Develop Principled Policing trainers & training program	M. McQUISTON	OB	2018 Q4	5.9
Objective 2: Solicit Staff Interest in Assisting Supervisors with Project Development & Management					
3.2.1	"Pilot" a few projects with staff development & management goals	J. COSTENBADER	NA	2018 Q3	-
Objective 3: Implement Formalized Department Culture and Values Training					
3.4.1	Develop and implement training on department culture and values	M. McQUISTON	OB	2017 Q2	-
Objective 4: Assist Personnel with Career Planning and Professional Development					
3.4.1	Create a Professional Development Program for department personnel	J. COSTENBADER	OB	2018 Q3	5.3

Measures of Success:

- Higher retention rate of current staff
- Increase in the number of training opportunities
- Staff participation in project development
- Higher rate of staff participation in special duty assignments
- Objectives 1-4 accomplished
- Highly qualified internal candidates compete for promotion

Strategic Goal 4: Improve Effectiveness of Field Training Officer (FTO) Program

Action Items	Description	Person Responsible	Funding Source	Target Completion Date	TF21
Objective 1: Implement a Field Trainee Mentorship Program					
4.1.1	Identify program objectives and procedures	D. BELMAN	NA	2017 Q2	-
Objective 2: Improve/Streamline FTO Program Documentation and Trainee Feedback Process					
4.2.1	Acquire and implement software to record trainee performance during FTO period	D. BELMAN	OR	2016 Q4	-
Objective 3: Provide Advanced Training to Field Training Officers					
4.3.1	Review current FTO training files and make training recommendations	D. BELMAN	NA	2017 Q3	-
4.3.2	Assess FTO training needs and make updated training recommendations	D. BELMAN	NA	2018 Q2	-
Objective 4: Develop and Implement an APD specific Operational Foundation Training Plan					
4.4.1	Identify training areas and craft training outlines	D. BELMAN	OB	2019 Q1	-

Measures of Success:

- Higher trainee success rate
- Less frequent remedial training & training extensions
- Deployment of 4.2.1 software
- Positive feedback from trainee surveys

Strategic Goal 5: Improve Public Safety Dispatch Center Efficiency

Action Items	Description	Person Responsible	Funding Source	Target Completion Date	TF21
Objective 1: Increase Support Services Staffing Levels to Meet Increasing Workloads					
5.1.1	Study alternative staffing models and positions in the Support Services Division	M. McQUISTON	NA	2017 Q4	-
Objective 2: Improve Public Safety Dispatcher Training (CTO & In-Service Training)					
5.2.1	Expand external training opportunities for dispatch staff	D. BETTENCOURT	OB	2017 Q1	-
5.2.2	Develop internal, in-service dispatch training program	D. BETTENCOURT	OB	2017 Q1	-
Objective 3: Make Changes in Dispatch Protocols to Improve Service Levels					
5.3.1	Assess dispatch protocols and recommend changes to bring them in line with staffing levels	J. GEISSBERGER	NA	2017 Q3	-
Objective 4: Leverage Technology to Improve Efficiency, Workflow and Service Delivery					
5.4.1	Implement short "phone tree" type solutions to address frequent caller inquires	D. BETTENCOURT	OR	2017 Q3	-
5.4.2	Use APD website to mitigate public need to contact dispatch for routine Info	M. McQUISTON	NA	2017 Q4	-
5.4.3	Assess equipment needs to determine upgrade/improvement opportunities	D. BETTENCOURT	NA	2017 Q2	-

Measures of Success:

- Lower 911 answer times
- Increased training opportunities for dispatch staff
- More dispatch staff time spent on core function (police/fire/EMS radio and telephones)
- Reallocation of Support Services workloads to non-dispatch personnel
- Lower frequency of officers working in the Dispatch Center

CONCLUSION

Like other individual and organizational undertakings, many benefits come from the strategic planning process itself. Taking a look "under the hood" of the organization provides personnel in every corner of the department a chance to see where we are and where we might want to go. Inviting input from our various stakeholders gives us valuable insight and perspective on our work that we might not otherwise have. Whether or not each thought, concern or idea expressed ends up in a formally adopted Strategic Plan is less important than having had the experience of interacting with and hearing from those we serve with, and those we serve.

The Strategic Plan document is a "roadmap" leading into our future and should remain flexible and subject to modification according to changing priorities and or circumstances at the local, regional and national level. In this sense, the Strategic Plan is merely a guide to some of the significant needs and challenges facing the department. By documenting and planning to meet these needs and challenges, we better our organization's ability to confront and build upon them so that we might continue to provide exceptional service to the Albany community.

ACKNOWLEDGEMENTS

Jeremy Allen – KALB Supervisor

Allen Cain – Solano Avenue Association

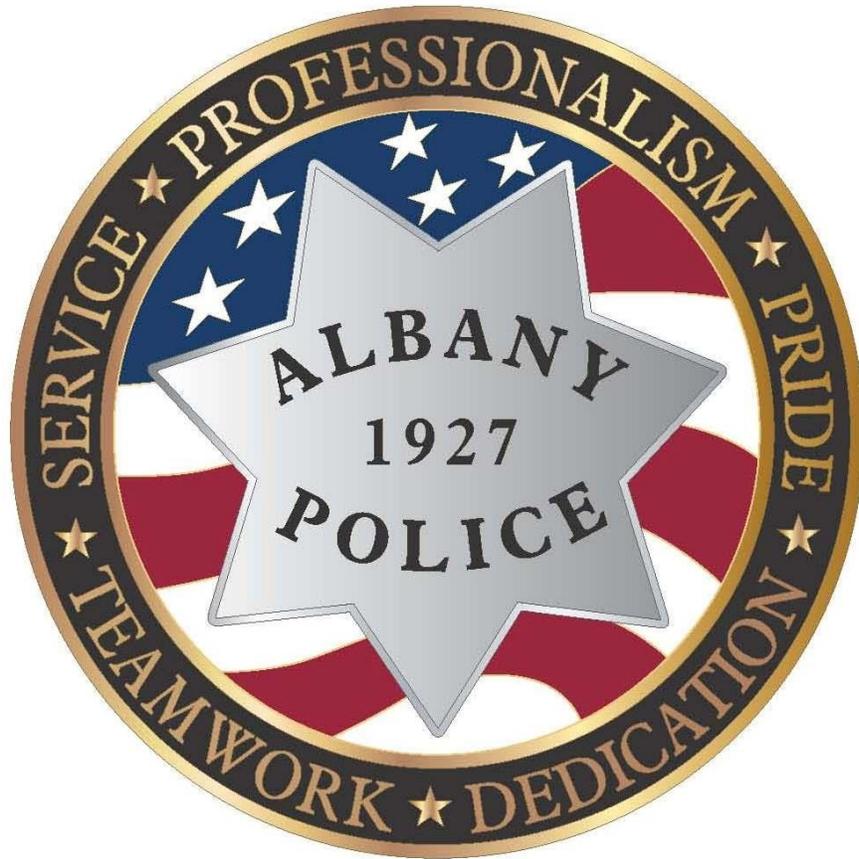
Sid Schoenfeld & Staff – Albany Senior Center

Peggy McQuaid – Thank you for the photographs!

Valerie Williams - Albany Unified School District (District Office)

Jackie Manisbusan - Albany Unified School District (District Office)

Terry Georgeson & Staff - Albany Unified School District (Ocean View School)



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