



**ALBANY POLICE DEPARTMENT**

# **Strategic Plan**

**2024-2026**



## *Excellence Through Service*

### **Mission**

The Albany Police Department is dedicated to ensuring the safety and wellness of our community through community engagement. We achieve this by employing dedicated members who have the utmost integrity and are adaptable to the evolving needs of the community we serve.

### **Values**

Integrity • Adaptability • Teamwork  
Dedication • Service • Professionalism • Wellness

# Chief's Message

***"Someone is sitting in the shade today because someone planted a tree a long time ago."  
- Warren Buffet***

The mission of the Albany Police Department is centered on the idea of excellence through service. Excellence doesn't come about by accident. It is intentional and planned. It requires strategy and commitment. This is our updated and refined plan from the previous version (2020-2023). We have seen many successes and learned valuable lessons about what is working in the community. Our strategic plan identifies our primary practices, values, and initiatives three years into the future. The goal is to give the department a road map moving forward and a guide to meeting our goals. This plan was not developed by me but was the collaborative work of leaders from various areas within the police department. The team identified six initiatives moving forward. These initiatives are aligned with the City of Albany's strategic public safety goals and the six pillars of the [21st Century Policing Model](#).

## ***Our initiatives are:***

- ❖ ***Building a robust highly performing workforce.***
- ❖ ***Enhancing a healthy culture focused on wellness and retention.***
- ❖ ***Utilizing data and technology to further our mission and efficiencies.***
- ❖ ***Good stewardship of public funds.***
- ❖ ***Maintain and grow community engagement.***
- ❖ ***Strengthen community and city partnerships.***

This plan is our future. Good teamwork will help us meet these goals and give us the structure to adapt to the changing landscape of policing. The aim is to build on the high-quality policing that the community of Albany has come to expect. I am excited to see these goals be met and am proud of the women and men of the Albany Police Department. Their work and commitment to this plan shows that Albany police are in good shape and the future looks bright. The Albany Police Department is well-prepared to provide professional police services to a growing, diverse, and vibrant community for years to come.



A handwritten signature in black ink that reads "Marcia A. Harnden". The signature is fluid and cursive.

Marcia Harnden  
Police Chief

# Strategic Planning Process

At the direction of Chief Marcia Harnden, a strategic planning work group was created to initiate the strategic planning process. The work group included members of various ranks and organizational components. Members of the work group met regularly in 2023 to update and identify new strategic issues for the next three years. The process included an assessment of external and internal factors that may affect the police department and attempted to forecast challenges the department is likely to encounter during the next three years. Based on these factors, the work group developed a plan that will serve as a road map to guide the department's strategic efforts through this period. Performance measures and expected outcomes were created with goals designed to be specific, measurable, attainable, relevant, and time-based. The work group will review this living document quarterly and modify it as needed.



## Albany Strategic Priorities

Strategic priorities are the long-term, broad, measurable strategies or priority areas that the department will focus on for the next three years to address critical issues and close the gap between the current state and the future vision. They determine where we need to focus our time and energy to deliver our mission and achieve our vision. These priorities are cross-disciplinary or cross-functional and should apply to all areas of the organization. The priorities serve as guidelines and framework for setting annual goals.

Building a robust highly performing workforce.	Enhancing a healthy culture focused on wellness and retention.	Utilizing data and technology to further our mission and efficiencies.
Good stewardship of public funds.	Maintain and grow community engagement and trust.	Strengthen community and City partnerships.

# Following the 21st Century Policing Model

It is the best practice for the Albany Police Department to align our strategic goals with the President's Task Force on 21st Century Policing. Throughout this document, there will be notations of specific areas of focus in relation to this model. The six pillars of the 21st Century Policing Model are as follows:



## **Pillar 1: Building Trust and Legitimacy**

People are more likely to obey the law when they believe that those who are enforcing it have the legitimate authority to tell them what to do. The public confers legitimacy only on those they believe are acting in a procedurally just manner.

## **Pillar 2: Policy and Oversight**

Develop policies and procedures based on community expectations and values.

## **Pillar 3: Technology and Social Media**

Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy.

## **Pillar 4: Community Policing and Crime Reduction**

Community policing requires the active building of positive relationships with members of the community.

## **Pillar 5: Training and Education**

Prioritize training and education to remain current with established best practices and law.

## **Pillar 6: Officer Wellness and Safety**

The wellness and safety of law enforcement is critical to themselves, their colleagues, their agencies, and to public safety.

## City of Albany Strategic Plan

In addition to aligning with the 21st Century Policing Model, the Albany Police Department will also address the City of Albany Strategic Plan. Notations of specific areas of focus in relation to the City of Albany Strategic Plan can be found throughout this document. The City of Albany's current Strategic Plan goals are:

**Great Neighborhoods**

**A Safe City**

**A Healthy Economy**

**An Effective Government**

## Strategic Priority #1:

# Building a robust highly performing workforce.

### GOAL 1

Continual evaluation of hiring and recruitment processes to stay ahead of projected attrition.

#### Key Actions:

- Evaluate current hiring and recruitment processes.
- Request input from new hires on how they found our agency and what attracted them to our department.
- Identify pipelines for future employees.
- Expand our recruitment efforts to diverse groups.
- Collaborate with other agencies.
- Utilize QR codes to promote recruitment efforts.
- Promote our culture through social media.
- Participate in proactive recruiting events.

### GOAL 2

Evaluation of our current Field Training & Evaluation Program (FTEP) to ensure success of new trainees.

#### Key Actions:

- Evaluate current FTEP process and success rate of new trainees.
- Identify areas of improvement within the FTEP process to ensure success of new trainees.
- Train new and current Field/Communication Training Officers (FTO/CTO) through instructor development.
- Focus on expansion of pre- and post-academy training.
- Hold regular FTEP meetings to include FTOs and CTOs.

### GOAL 3

Evaluate workload analysis to maximize our staffing levels and workforce productivity.

#### Key Actions:

- Evaluate a comprehensive workload analysis in each division.
- Educate personnel on the concept of a workload analysis.
- Implement efficiency practices based on the analysis.
- Implement department changes to maximize workforce productivity.
- Create and maintain a dashboard in PowerBI software.
- Evaluate CAD data to better track time spent on proactive vs. assigned activities.

### GOAL 4

Focus on in-service training and providing training to all department personnel.

#### Key Actions:

- Expand training topics.
- Develop new instructors.
- Focus on succession planning for future instructor vacancies.
- Provide at least one all-department training annually.

### GOAL 5

Conduct research to work towards establishing an eastside substation.

#### Key Actions:

- Create a plan to work towards opening an eastside substation.
- Identify community members to participate in a project committee.
- Assign a project manager.
- Seek input from the Public Safety Commission and City Council.
- Identify budget and funding source options.
- Research location options to include city-owned properties.

## Strategic Priority #2:

# Enhancing a healthy culture focused on wellness and retention.

### GOAL 1

Focus on wellness by providing employees and their families with support and resources.

#### Key Actions:

- Maintain the APD fitness center for employee and family use.
- Maintain and expand APD's wellness program.
- Host quarterly wellness events focusing on all aspects of wellness.
- Engage employees and their families to actively participate in APD's wellness program.
- Research best practices.
- Identify a wellness program organizer.
- Research childcare options for employees working 24/7 schedules.
- Create a wellness committee.

### GOAL 2

Continue to grow APD's career and employee development program through providing training and opportunities.

#### Key Actions:

- Host training events at APD once per month.
- Provide a wide variety of training opportunities to all employees.
- Maintain the Training Resource Center through PowerDMS (document software).
- Encourage participation in employee development program.
- Encourage employee recognition.
- Communicate training classes with employees through emails.
- Offer extended job shadow opportunities.
- Continually evaluate the career development program to add opportunities and improvement.

### GOAL 3

Maintain accreditation through CALEA.

#### Key Actions:

- Maintain accreditation through CALEA standards.
- Maintain policies and procedures following best practices.
- Achieve reaccreditation in 2027.
- Monitor policy best practices from the Police Executive Research Forum (PERF).

### GOAL 4

Develop a robust employee recognition program.

#### Key Actions:

- Reorganize the awards committee structure to include representatives from all units.
- Host an internal annual awards event coordinated by the awards committee.
- Determine awards to be acknowledged at the awards event.
- Research monetary and nonmonetary options to recognize employee achievements.

## Strategic Priority #3:

# Utilizing data and technology to further our mission and efficiencies.

### GOAL 1

Maximize technology using current equipment and implement new programs such as drones and photo enforcement.

#### Key Actions:

- Expand drone program to supplement patrol resources.
- Expand photo enforcement program to improve school zone and traffic safety.
- Utilize new event safety trailer at large events.
- Utilize artificial intelligence software to solve crimes.
- Obtain mobile fingerprint identification device.

### GOAL 2

Analyze equipment needs and costs for current and new technology.

#### Key Actions:

- Continually analyze equipment needs.
- Assess costs of equipment replacement and equipment replacement schedules.
- Maintain a database for firearms, tasers, fleet, radios, and other equipment for future forecasting.

### GOAL 3

Maintain transparency through public facing documents and reports while enhancing social media and communication with the community.

#### Key Actions:

- Maintain licenses with PowerDMS to continue providing public facing documents.
- Increase social media posts to gain more followers (Twitter/LinkedIn).
- Find new platforms to increase communication with community members.
- Promote Nixle to connect directly with community members regarding current concerns.

### GOAL 4

Research and implement an online reporting system.

#### Key Actions:

- Research an online reporting system.
- Promote the online reporting system to the community through social media and public notices.
- Educate personnel on the online reporting system.
- Evaluate potential future use of CopLogic and compatibility with Central Square.
- Review and update the current online APD contact form.

### GOAL 5

Evaluate a workload analysis for all aspects of the department to ensure efficiency.

#### Key Actions:

- Evaluate comprehensive workload analysis in each division.
- Educate personnel on the concept of a workload analysis.
- Implement efficiency practices based on the analysis.
- Implement department changes to maximize workforce productivity.
- Review and consider 360 evaluations for all employees.

### GOAL 6

Increase internal transparency through communication.

#### Key Actions:

- Maintain internal facing documents and reports via PowerDMS.
- Enhance department-wide communication by distributing management meeting notes to all personnel.
- Conduct annual employee satisfaction survey to obtain feedback.
- Implement TV communication center in central location at the police department.



## Strategic Priority #4:

# Good stewardship of public funds.

### GOAL 1

Identify operational needs and efficiencies through performing a department-wide workload analysis.

#### Key Actions:

- Conduct a comprehensive workload analysis in each division.
- Educate personnel on the concept of a workload analysis.
- Implement efficiency practices based on the analysis.
- Implement department changes to maximize workforce productivity and reduce overtime costs.
- Evaluate overtime use on a monthly basis to determine if adjustments can be made.

### GOAL 2

Maximize return on investment of department purchases and increase grant opportunities to supplement funds.

#### Key Actions:

- Research grant opportunities.
- Apply for grants when viable and opportunities become available.
- Engage the Public Safety Foundation for community equipment and youth education.

### GOAL 3

Prioritize training to align with career goals and employee development.

#### Key Actions:

- Prioritize training through employee career development goals.
- Prioritize training by need and value.

### GOAL 4

Continue ongoing evaluation of employee incentive programs and education reimbursement.

#### Key Actions:

- Evaluate employee incentive programs.
- Evaluate education reimbursement use and costs.

### GOAL 5

Maximize external funding opportunities and partnerships through grant opportunities, training with other agencies, and asset forfeiture.

#### Key Actions:

- Apply for grant funding as viable opportunities arise.
- Maintain federal funding certification through CALEA to accept federal funding.
- Collaborate with other agencies for training needs.
- Obtain internal management of revenue funds.
- Maximize fee services through public fingerprinting, animal control, code compliance, and public safety fees.

### GOAL 6

Promote and advocate for ongoing levy and citywide funding.

#### Key Actions:

- Plan early for the successful levy passage in May 2024.
- Fill all vacant positions and approved over hire positions.

### GOAL 7

Constant evaluation of department fees and services.

#### Key Actions:

- Analyze department fees and services.
- Implement new fee services to include new Measure 114 requirements.
- Receive annual animal control fees from Linn County.
- Research sex offender registration fees.
- Research private event police service reimbursement.

## Strategic Priority #5:

# Maintain and grow community engagement.

### GOAL 1

Maintain community trust by adhering to national, state, and local best practices through Commission on Accreditation for Law Enforcement Agencies (CALEA), International Association of Chiefs of Police (IACP), Oregon Association of Chiefs of Police (OACP), PERF, and the 21st Century Policing Model.

#### Key Actions:

- Follow and adhere to best practices through CALEA accreditation.
- Continue to collaborate with PERF, IACP, OACP, and 21st Century Policing Model.

### GOAL 2

Strive to post consistent social media content and increase followers by 10 percent.

#### Key Actions:

- Consistent social media posts of 2-3 per week.
- Increase followers by 10 percent on all social media platforms.
- Focus on increasing Nixle and Twitter followers.

### GOAL 3

Conduct minimum of one community and one youth academy per year.

#### Key Actions:

- Promote annual community academy and youth academy.
- Continue to conduct at least one community and youth academy every year.

### GOAL 4

Maintain and grow the volunteer and cadet programs by minimum of 10 percent in personnel.

#### Key Actions:

- Promote volunteer programs through community academy, advisory groups, and social media.
- Promote cadet program through local school district, youth academy, and colleges.

### GOAL 5

Maintain engaged members of the diversity advisory team and meet a minimum of four times per year.

#### Key Actions:

- Promote and encourage participation in diversity advisory team.
- Host diversity team meetings at least quarterly.

### GOAL 6

Focus efforts on youth engagement.

#### Key Actions:

- Conduct at least one youth academy per year.
- Engage youth through programs such as Shop with a Cop.
- Engagement with the schools through youth programs and school resource officers (SROs).

## Strategic Priority #6:

# Strengthen community and city partnerships.

### GOAL 1

Utilize transparency to build and enhance continued community and internal department trust.

#### Key Actions:

- Continue to offer public facing documents via PowerDMS on the City website.
- Continue to publish annual report and quarterly reports highlighting our engagement efforts.
- Conduct annual employee satisfaction survey.
- Assess internal communication needs and current effectiveness.
- Evaluate information from the most recent National Community Survey.

### GOAL 2

Enhance City and external partnerships through resource sharing.

#### Key Actions:

- Work with surrounding agencies to share resources.
- Communicate with the school district regarding needs.
- Enhance partnerships with other City departments for public outreach.
- Evaluate Memorandums of Understanding (MOUs) with other agencies.
- Maintain intergovernmental agreements (IGAs) with partnering universities and public agencies.

### GOAL 3

Identify revenue opportunities for community livability functions and anticipated growth through agency agreements.

#### Key Actions:

- Research grant opportunities.
- Increase revenue sources.
- Seek continued joint department funding for MHIS position after ARPA funds are depleted.
- Maintain park services officer position through multi-departmental coordination.
- Evaluate adding an additional school resource officer position.

### GOAL 4

Increase public outreach by providing employee participation on public boards.

#### Key Actions:

- Increase participation with the diversity advisory team.
- Encourage personnel to participate on public boards.
- Encourage personnel to participate in public events.
- Communicate with employees about open positions.

### GOAL 5

Enhance relationships through diversity outreach organizations.

#### Key Actions:

- Command staff participation in Willamette criminal justice commission.
- Encourage staff participation in Oregon Latinos in Local Government and NAACP.

### GOAL 6

Conduct safety drills.

#### Key Actions:

- Conduct semi-annual school lockdown drills at all high schools, middle schools, and elementary schools.
- Conduct stop the bleed, and run, hide, fight trainings to local businesses.

# Building a robust highly performing workforce.

**Expected Outcomes:**

- Recruit and hire qualified diverse applicants consistent with City of Albany demographics.<sup>1</sup>
- Successful completion of Field Training and Evaluation Program (FTEP) for new trainees with a success rate of 80% or higher.<sup>2</sup>
- More efficient department by utilizing outcome of the workload analysis.<sup>3</sup>
- Patrol operates at 30/30 (proactive vs reactive).
- Review and realignment of patrol districts to maximize workforce efficiency and minimize response times.<sup>4</sup>
- More than 90% of officers receive Crisis Intervention Training.<sup>5</sup>

**Performance Measure:**

- Achieve 30 x 30 goal by having 30% sworn female officers by 2030.
- Review demographics of qualified applicants and how far each applicant makes it through the hiring process.
- Track number of new trainees that successfully complete FTEP.<sup>6</sup>
- Complete workload analysis and create a matrix for measuring workload on an annual basis.
- Track training hours for certified employees to meet minimum state standards.<sup>7</sup>
- Track training hours of non-sworn employees.<sup>8</sup>
- Track response times of calls for service on east side (NE/SE districts).<sup>9</sup>

Goals	2024	2025	2026
Continual evaluation of hiring and recruitment processes to stay ahead of projected attrition.	A	A	A
Evaluation of our current FTEP to ensure success of new recruits.	A,D	I, A	A
Evaluate workload analysis to maximize our staffing levels and workforce productivity.	A	I,A	A
Focus on in-service training and providing training to all department personnel.	I	A	A
Conduct research to work towards establishing an east side substation.	D,I	A	A

KEY: D = Design or create program I = Implement A = Assess (can occur before or after implementation)

<sup>1</sup> City of Albany Strategic Plan Goal 4: An Effective Government

<sup>2</sup> Pillar 5: Training and Education

<sup>3</sup> Pillar 1: Building Trust and Legitimacy

<sup>4</sup> City of Albany Strategic Plan Goal 4: An Effective Government

<sup>5</sup> Pillar 5: Training and Education

<sup>6</sup> Pillar 5: Training and Education

<sup>7</sup> Pillar 5: Training and Education

<sup>8</sup> Pillar 5: Training and Education

<sup>9</sup> City of Albany Strategic Goal 4: An Effective Government

# Enhancing a healthy culture focused on wellness and retention.

**Expected Outcomes:**

- Increase employee morale through identifying key themes and developing plans to address issues.
- At least 50% of employees actively participate in the employee wellness program.<sup>10</sup>
- Maintain positive CALEA annual compliance service member reviews.<sup>11</sup>
- Improved employee job satisfaction.
- Improved team job satisfaction.
- Identify ways to notify employees of training opportunities for career development.<sup>12</sup>
- Maintain regular cycle of employee recognition through quarterly and annual events.
- Maintain regular positive employee recognition through guardian tracking.<sup>13</sup>

**Performance Measure:**

- Conduct an annual employee satisfaction survey with consistent questions to track employee job satisfaction.
- Track employee participation in wellness activities through annual wellness survey.<sup>14</sup>
- Monitor employee retention rate.
- Maintain CALEA accreditation.<sup>15</sup>
- Track healthcare and workers' compensation usage.
- Track sick leave usage to measure the effectiveness of the wellness program.

Goals	2024	2025	2026
Focus on employee wellness through providing employees and their families with support and resources.	D, I	I, A	A
Continue to grow our career and employee development program through providing training and opportunities.	A	A	A
Maintain accreditation through CALEA.	A	A	A
Develop a robust employee recognition program.	D, I	A	A

KEY: D = Design or create program I = Implement A = Assess (can occur before or after implementation)

<sup>10</sup> Pillar 6: Officer Wellness and Safety  
<sup>11</sup> Pillar 2: Policy and Oversight  
<sup>12</sup> Pillar 5: Training and Education  
<sup>13</sup> Pillar 1: Building Trust and Legitimacy

<sup>14</sup> Pillar 6: Officer Wellness and Safety  
<sup>15</sup> Pillar 2: Policy and Oversight

# Utilizing data and technology to further our mission and efficiencies.

## Expected Outcomes:

- Increased ability to deploy specialty resources (drone) with a goal of deployment in 30 minutes or less.<sup>16</sup>
- Increase number of FAA certified drone pilots (at least one per patrol team).
- Improve internal communication through engagement efforts.<sup>17</sup>
- Increase technology to improve mobile workforce capability.<sup>18</sup>
- Increase ability to investigate crimes through the use of drones.<sup>19</sup>
- Increase social media followers by 10% on each platform.
- Expand automated enforcement technology.<sup>20</sup>
- Maximize existing technologies to track police department efficiencies.<sup>21</sup>

## Performance Measure:

- Track and measure time to deploy specialty resources. (drone).<sup>22</sup>
- Track percentage of mobile devices (ie - mobile phones, laptops).
- Feedback received through the annual employee satisfaction survey.
- Track calls for service volume per district.<sup>23</sup>
- Increase in social media followers.
- Track number of citations through photo enforcement and collision data.<sup>24</sup>
- Track positive identifications or case closure arrests via investigative database.

Goals	2024	2025	2026
Maximize technology through the use of current equipment and implement new programs such as drones and photo enforcement.	I	A	A
Analyze equipment needs and costs for current and new technology.	A	A	A
Maintain public transparency through public facing documents and reports while enhancing social media and communication with the community.	A	A	A
Design and implement an online reporting system.	D	D,I	I,A
Evaluate a workload analysis for all aspects of the department to ensure efficiency.	A	I,A	A
Increase internal transparency through communication.	I,A	A	A

KEY: D = Design or create program I = Implement A = Assess (can occur before or after implementation)

<sup>16</sup> Pillar 3: Technology and Social Media

<sup>17</sup> Pillar 1: Building Trust and Legitimacy

<sup>18</sup> Pillar 3: Technology and Social Media

<sup>19</sup> Pillar 4: Community Policing and Crime Reduction

<sup>20</sup> Pillar 3: Technology and Social Media

<sup>21</sup> City of Albany Strategic Goal 4: An Effective Government

<sup>22</sup> City of Albany Strategic Goal 4: An Effective Government

<sup>23</sup> City of Albany Strategic Goal 4: An Effective Government

<sup>24</sup> Pillar 4: Community Policing and Crime Reduction

# Good stewardship of public funds.

**Expected Outcomes:**

- Increase grant funding by 10 percent per year.<sup>25</sup>
- Reduce discretionary overtime costs.<sup>26</sup>
- Maximize department fee services through programs such as public fingerprinting, animal control, and code compliance.
- More efficient department by utilizing data from the workload analysis.<sup>27</sup>
- Equitable distribution of training funds amongst all department members.<sup>28</sup>

**Performance Measure:**

- Increase grant funding and grant opportunities.<sup>29</sup>
- Reduce overtime costs through monthly monitoring of mandatory and discretionary overtime.
- Increase revenue sources through service fees for fingerprinting, code compliance, and other services.
- Maintain 95-100 percent of budgeted positions filled.
- Track training and education reimbursement funds.<sup>30</sup>
- Track revenue from automated enforcement services with goal of enhancing department mission.<sup>31</sup>

Goals	2024	2025	2026
Identify operational needs and efficiencies through performing a department-wide workload analysis.	A	I,A	A
Maximize return on investment of department purchases and increase grant opportunities to supplement funds.	A	A	A
Prioritize training and time associated with training to align with career goals and employee development.	I, A	A	A
Continue ongoing evaluation of employee incentive programs and education reimbursement.	A	A	A
Maximize external funding opportunities and partnerships through grant opportunities, training with other agencies, and asset forfeiture.	I, A	I, A	I, A
Promote and advocate for ongoing levy and citywide funding.	A	A	A
Constant evaluation of department fees and services.	D, I	I, A	A

KEY: D = Design or create program I = Implement A = Assess (can occur before or after implementation)

<sup>25</sup> City of Albany Strategic Plan Goal 3: A Healthy Economy  
<sup>26</sup> City of Albany Strategic Plan Goal 4: An Effective Government  
<sup>27</sup> City of Albany Strategic Plan Goal 4: An Effective Government  
<sup>28</sup> Pillar 5: Training and Education

<sup>29</sup> City of Albany Strategic Goal 3: A Healthy Economy  
<sup>30</sup> Pillar 5: Training and Education  
<sup>31</sup> City of Albany Strategic Goal 2: A Safe City

# Maintain and grow community engagement.

**Expected Outcomes:**

- Increase social media engagement and increase followers by 10% each year.<sup>32</sup>
- Hold at least two community academies per year.<sup>33</sup>
- Increase cadets/volunteers by 10 percent each year (maximum 6 cadets per year).<sup>34</sup>
- Increase volunteer hours by 10 percent per year.
- Stakeholders and community members are better informed.<sup>35</sup>
- Improve trust and relationships with key community partners and stakeholders.<sup>36</sup>
- Increase community satisfaction with police services.<sup>37</sup>

**Performance Measure:**

- Track number of followers on all social media platforms.<sup>38</sup>
- Conduct community academy and track participation.
- Increased number of cadets and volunteers.<sup>39</sup>
- Track volunteer hours.
- Track number of community events engaged with the public.<sup>40</sup>
- Track number of members attending Diversity Advisory Team (DAT) meetings.<sup>41</sup>

Goals	2024	2025	2026
Continue to grow community trust by adhering to national, state, and local best practices through CALEA, Police Executive Research Forum, Oregon Association of Chiefs of Police, and the 21st Century Policing Model.	A	A	A
Strive to post consistent social media content and increase followers by 10 percent.	I,A	I,A	I,A
Conduct minimum of one community and one youth academy per year.	A	A	A
Maintain and grow the volunteer and cadet programs by minimum of 10 percent in volunteer personnel.	A	A	A
Maintain engaged members of the diversity advisory team and meet a minimum of four times per year.	I,A	A	A
Focus efforts on youth engagement.	I,A	A	A

KEY: D = Design or create program I = Implement A = Assess (can occur before or after implementation)

<sup>32</sup> Pillar 3: Technology and Social Media

<sup>33</sup> City of Albany Strategic Goal 4: An Effective Government

<sup>34</sup> Pillar 4: Community Policing and Crime Reduction

<sup>35</sup> Pillar 1: Building Trust and Legitimacy

<sup>36</sup> City of Albany Strategic Goal 3: Healthy Economy

<sup>37</sup> City of Albany Strategic Goal 2: Policy and Oversight

<sup>38</sup> Pillar 3: Technology and Social Media

<sup>39</sup> Pillar 4: Community Policing and Crime Reduction

<sup>40</sup> Pillar 4: Community Policing and Crime Reduction

<sup>41</sup> Pillar 1: Building Trust and Legitimacy



# Strengthen community and city partnerships.

**Expected Outcomes:**

- Community needs and concerns are better understood.<sup>42</sup>
- Stakeholders and community members are better informed.<sup>43</sup>
- Identify and address community concerns.<sup>44</sup>
- Enhance external partnerships through resource sharing and communication.<sup>45</sup>
- Consistent community participation in diversity advisory team (DAT).<sup>46</sup>
- Perform ongoing maintenance to ensure accurate information on APD's website.<sup>47</sup>

**Performance Measure:**

- Track number of community members volunteering with APD.
- Track number of employees involved in public outreach.<sup>48</sup>
- Analyze community satisfaction ratings from City of Albany community survey.
- Track community outreach activities and participation. (Coffee with a Cop, diversity, etc.)<sup>49</sup>
- Track and enhance inter-department community development.
- Track participation in diversity advisory team.<sup>50</sup>

Goals	2024	2025	2026
Utilize transparency to build and enhance continued community and internal departmental trust.	I,A	A	A
Enhance city and external partnerships through resource sharing.	I,A	I,A	I,A
Identify revenue opportunities for community livability functions and anticipated growth through agency agreements.	D,I	I	A
Increase public outreach by providing employee participation on public boards.	I,A	I,A	A
Enhance relationships through diversity outreach organizations.	I,A	A	A
Conduct safety drills.	I,A	I,A	I,A

KEY: D = Design or create program I = Implement A = Assess (can occur before or after implementation)

<sup>42</sup> Pillar 4: Community Policing and Crime Reduction

<sup>43</sup> City of Albany Strategic Plan Goal 4: An Effective Government

<sup>44</sup> City of Albany Strategic Goal: 1: Great Neighbors

<sup>45</sup> Pillar 1: Building Trust and Legitimacy

<sup>46</sup> Pillar 4: Community Policing and Crime Reduction

<sup>47</sup> Pillar 1: Building Trust and Legitimacy

<sup>48</sup> Pillar 4: Community Policing and Crime Reduction

<sup>49</sup> Pillar 4: Community Policing and Crime Reduction

<sup>50</sup> Pillar 1: Building Trust and Legitimacy



[albanyoregon.gov/police](http://albanyoregon.gov/police)

**541-917-7680**  
Non-emergency

**2600 Pacific Boulevard SW**  
**Albany, Oregon 97321**



@albanypd



@albanyoregonpolice



@albanyorpd



Tik Tok

@albanyoregonpolice