



POLICE CHIEF TRANSITION PLAN

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PURPOSE

Contemporary policing is at a crossroads; over the last year and a half, we've all witnessed the beginning of an evolution in the way that policing as a profession is being practiced. It is important for Fremont Police Department's leadership to continue to articulate a clear and inspiring vision for the future. I'd argue it's even more vital in today's environment. Our Department's current and future police executives are building on our existing organizational framework to continue our long tradition of success and excellence.



As the incoming Police Chief, I am honored to have an opportunity to lead a staff of over 300 dedicated and highly skilled professionals. Fremont Police Department has always followed an effective, service-oriented, community-based policing philosophy responsive to crime trends, service demands, and employee professionalism. I intend to continue to prioritize this philosophy and lead the entire Department toward the productive, forward-thinking objectives listed in this document that are focused on retaining the highest level of professional community-based public safety practices and service.





GOALS AND STRATEGIES

This plan was created utilizing a series of listening sessions with a variety of community groups. This document is also responsive to recommendations found in the October 2020 Report on Policing and Race Relations Fremont Community Engagement Project (<https://fremontpolice.gov/EngageFremontReport>). Beginning in March 2021 I initiated additional discussions with our community, City of Fremont leaders, managers, employees of various rank, and internal represented labor groups. The information, feedback, and conversation framed the content of many of the objectives outlined in this document.

It is imperative that the transition or appointment of a Police Chief be accomplished seamlessly and without disruption to the police department, community, or other city departments.

Our ability to evolve, develop, and change is largely supported by the level of optimism, stability, and direction in which employees and the community can see, feel, and believe. My decisions and actions, especially during the Police Chief transition, will be mindful of the components and complexities of change.

VISION

While formally referred to as my vision, my aspirations for the Department are really a cumulation of the many important conversations that I have had with community members and peers over the years. We all share a mutual goal of ensuring that our community views the Department as trustworthy, legitimate, responsive to their needs, and operationally efficient/effective. Achieving this goal begins with our Department's actions. As a Department, we will continue to stress the importance of serving our diverse community with fairness, respect, and dignity. By doing this, we hope to continue to show our character as a reputable, forward thinking law enforcement agency that our community trusts and respects.

GUIDING PRINCIPLES

Our Department will utilize the pillars of the published 2015 President's Task Force on 21st Century Policing as our guiding principles: (https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

• Building Trust & Legitimacy

• Policy & Oversight (Accountability)

• Technology & Social Media

• Community Policing & Crime Reduction

• Officer Training & Education

• Officer Safety & Wellness



GOALS AND STRATEGIES (CONTINUED)

Key Objectives: Prioritized objectives will enable the Department to achieve the vision and service goals of our agency. We will work to:

- Continue to **hire quality, qualified people** possessing traits that align with community expectations and Department values
- **Provide trainings** that meet and often exceed standards
- **Provide equipment** that support officer safety and complements employees' ability to effectively and efficiently serve our community

With the assistance of my management and supervisory team, I will lead our organization toward accomplishing the **six (6) primary objectives** listed below:

1. Enhance Community Relationships, Trust, and Police Legitimacy
2. Assess Organizational Effectiveness and Efficiency
3. Comprehensive Review of Policies and Procedures
4. Staffing, Professional Development, Training, and Education
5. Internal Communication, Team Building, and Employee Wellness
6. Build City of Fremont Partnerships and Support City Initiatives

Our team will research, assess feasibility, or implement as many of the listed objectives as we can within the first 180 days of the Chief transition. It should be noted that unanticipated factors (budget constraints, emergencies, staffing levels, epidemics, etc.) may create challenges and/or hinder the Department's ability to research, assess, or implement goals listed in this document.





GOAL #1: ENHANCE COMMUNITY RELATIONSHIPS, TRUST, AND POLICE LEGITIMACY

OVERVIEW

In any collaboration, there needs to be mutual trust for both parties. Without this trust and respect, it's hard for a team – or any relationship – to be effective. The same goes for our Department's relationship with our community. It's our priority to build this trust and demonstrate our legitimacy through our everyday actions as well as through community-based policing, which aims to strengthen the community's support of the FPD and build new, long-lasting community partnerships. Just as we want others to treat us, our Department will exemplify fairness and respect while valuing our diversity and aiming to be consistent with community expectations and FPD's Mission, Vision, and Value Statement (<https://www.fremontpolice.gov/about-us/about-fremont-police>).

Objective 1.1: Continue to enhance cultural awareness and create various types of community outreach opportunities

STRATEGIES

- Schedule introductions and community outreach in each of the six (6) Districts
 - Communicate organizational priorities and stimulate discussion
 - Obtain perspective from a variety of community groups, vulnerable populations, and persons with various levels of opportunity
- Encourage management/supervisory staff to participate in community-based events and activities
- Set a plan to revive the Patrol Community Problem Solving and Outreach Program (Community Connections)
 - Ascertain the feasibility for bringing back the employee "baseball card" engagement program
- Assess and if necessary adjust the Public Affairs/Community Engagement Unit based on evolving community expectations and department needs
- Establish a date for the next FPD "Safety Fair" and develop ideas on other opportunities for employees to engage, educate, and interact with the community
- Identify opportunities for staff to attend out of area cultural centers and museums
- Initiate and implement a community-based cultural awareness program
 - Program developed by members of our diverse community
 - Participants will provide information and awareness to FPD staff

Objective 1.2: Trust and Police Legitimacy (Accountability & Transparency)

STRATEGIES

- Research and identify strategies for developing a community advisory, transparency/accountability board
 - Expand the Chief's Advisory Group (CAG) to include additional diverse perspectives within the community
- Further develop and include additional information in FPD Yearly Summary Reports
 - Consider including information on the number of SWAT deployments, use of our armored vehicle, displaying of firearms, de-escalation incidents, canceled pursuits, K-9 deployments, etc.
- Practice fair and unbiased policing through the use of verified information, analysis, and technology



GOAL #2: ASSESS ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY

OVERVIEW

As time goes on, community asks and expectations of police departments change – which means we need to frequently look at our Department processes to make sure we are still doing things efficiently. Just as businesses’ implement new organizational strategies to address the changing marketplace, we, too, need to evaluate our existing resources and organizational charts to make adjustments and ensure that our Department effectively aligns with contemporary policing procedures, community-based needs, and priorities. Doing so will help us to maximize efficiency in support of our overarching goal of ensuring public safety.

Objective 2.1: Assess current crime trends. Identify and utilize new technology, equipment, and resources to support crime reduction and public safety objectives

STRATEGIES

- Continue to use analysis and data to identify, prioritize, and develop data-driven plans that respond to crimes that have the greatest impact on our community, ultimately reducing crime rates and building public trust (Read more about this policing model at: <https://www.fremontpolice.gov/about-us/special-operations-division/criminal-intelligence-and-analysis-unit>)
 - Research strategies to mitigate the impact of illegal street racing and “side show” activity. Work with the City Attorney’s Office to explore options to create or adjust public safety based municipal codes
 - Further develop strategies which address violence and property crimes such as catalytic converter thefts
- Continue to review and assess technology supportive of FPD’s crime reduction strategies
 - Send staff to law enforcement technology vendor shows
 - Continue to work toward finalizing the Real Time Information Center (RTIC)
 - Partner with allied agencies and use best practice technology

Objective 2.2: Conduct a comprehensive review of the Department’s resources and staffing model(s)

STRATEGIES

- Review **Organization Chart** and (if necessary) consider adjustments to resource deployment strategies
- Assess the effectiveness of the current command and supervisory structure
- Develop strategies to maximize effectiveness and efficiency within FPD units, groups, and programs
 - Review patrol staffing and deployment model
 - Evaluate needs of Investigations Units
 - Assess other units and divisions throughout the Department



GOAL #2 (CONTINUED): ASSESS ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY

Objective 2.3: Evaluate options for reconfiguration of FPD workspaces

STRATEGIES

- Utilize internal staff to initiate and complete a facility workspace needs assessment
 - Assign workspaces which support and/or enhance employee practical use, productivity, comfort, and department needs
 - Identify options for utilizing available workspace at the Detention Center

Objective 2.4: Enhance the Department's disaster/emergency preparedness and readiness

STRATEGIES

- Familiarize staff on the use of the Incident Command System (ICS)
 - Conduct emergency response training/drills
 - Establish "personal emergency preparedness program" for staff and their families

Objective 2.5: Finalize School Resource Officer (SRO) policies and procedures

STRATEGIES

- Continue to work with Fremont Unified School District to develop an updated Memorandum of Understanding, SRO Handbook, and SRO Policy
- Review FUSD SRO Task Force Report and when appropriate and reasonable make responsible changes or updates to SRO operational and administrative procedures

Objective 2.6: Develop a plan to align growth of the City with anticipated law enforcement public safety needs

STRATEGIES

- Develop a five-year staffing plan based on the City's anticipated growth and corresponding policing demands





GOAL #3: COMPREHENSIVE REVIEW OF POLICIES AND PROCEDURES

OVERVIEW

As Police Officers, Dispatchers, and FPD professional staff members, we need to demonstrate the highest-level of professionalism, because our jobs matter to every single one of our community members. Recently, there have been increased calls for law enforcement to clearly communicate, document, and demonstrate the validity of police operations, practices, policies, and procedures. Just like showing your work during an exam or test, our Department will initiate a renewed effort of evaluating our internal policies and procedures, utilizing a variety of sources and methods, to ensure that the correct step is being taken during each part our processes and to identify areas where we can improve.

Objective 3.1: Conduct a comprehensive review of policies and procedures

STRATEGIES

- Research and identify the feasibility of qualifying Fremont PD for law enforcement professional CALEA accreditation: <https://www.calea.org>
 - Assess the need to conduct a series of operational audits to determine how well key processes are functioning and what is necessary to ensure the highest standard of service to our community
 - Identify “best practice” law enforcement agencies. Send staff to these agencies to bring back ideas for FPD to consider for implementation
 - Enhance FPD’s policy update and review protocols



GOAL #4: STAFFING, PROFESSIONAL DEVELOPMENT, TRAINING, AND EDUCATION

OVERVIEW

Hiring people who have a strong moral compass and are wired to do the right thing is of the utmost importance. If we don’t do that first and foremost, our strong vision, culture, and training programs won’t matter in the long run. In addition to hiring already highly qualified employees, we will conduct a comprehensive review of employee training objectives and professional development strategies. This will create a framework for strong internal succession planning. We also know that it’s important to have a police force that, as much as possible, represents the unique perspectives of the community it is serving; that’s where our diversity initiatives come in. We will identify opportunities to enhance the Department’s diverse workforce by developing additional recruitment strategies. On the whole, we want to invest in our entire staff as individuals and professionals, so that they can be the best possible version of themselves.



GOAL #4 (CONTINUED): STAFFING, PROFESSIONAL DEVELOPMENT, TRAINING, AND EDUCATION

Objective 4.1: Identify professional development opportunities for supervisory and management level staff

STRATEGIES

- Reset expectations for management staff to attend Command College, FBI Academy, and other professional development opportunities
 - Affirm expectation of sergeants to attend Supervisory Leadership Institute (S.L.I.)
- Consider implementing a Police Professional Leadership Exchange Program with allied agencies
- Establish advanced training objectives for the management team
- Ascertain the benefits of holding FPD historical information sessions utilizing retired FPD commanders and staff
- Communicate the desire to consider supervisory and management staff ideas, thoughts, and perspectives in the decision-making process
- Communicate clear expectations and emphasize accountability procedures for supervisors and staff
 - Revise/update performance evaluations for all employees

Objective 4.2: Develop training plans for all employees

STRATEGIES

- Finalize a matrix providing guidance on training courses and leadership opportunities
- Develop and complete a training plan for professional employees
- Continue partnership with Ohlone College to develop a certificate/degree program for all employees and ranks
- Continue to improve consistent accounting for training record-keeping

Objective 4.3: Continued commitment of hiring and promoting exceptional qualified employees with diverse perspectives

STRATEGIES

- Review hiring and promotional practices and adjust when appropriate and necessary
 - Clearly communicate expectations to employees with aspirations to promote or transfer to other units
 - Establish an annual information session for promotional processes at all ranks
- Work with staff to participate in 30 x 30 initiative to increase representation of women in our workforce: <https://30x30initiative.org>
- Continue efforts to recruit staff locally who reflect our diverse community. Identify opportunities to hire employees who bring perspectives, languages, and experiences from different cultures which align with community and department expectations



GOAL #5: INTERNAL COMMUNICATION, TEAM BUILDING, AND EMPLOYEE WELLNESS

OVERVIEW

Communication is important no matter what the job. It's especially important when you are working in a fast-paced, community-facing, public safety job. A well-functioning and productive organization is often based on its ability to effectively communicate throughout the agency. Operating as a team and ensuring employees' wellness will help us achieve our end goal of providing a high level of community service.

Objective 5.1: Identify opportunities to improve internal communication and engagement with staff

STRATEGIES

- Meet with the various bargaining groups and listen to perspectives
- Ascertain the need to implement a professional staff Joint Labor Management Committee (JLMC)
- Communicate expectations, vision, and department objectives
 - Explain organizational priorities and expectations
 - Public Safety & Service
 - Smart Policing
 - Community-based Policing (Every Contact Counts)
 - Adherence to Core Values
- Schedule and begin one-on-one meetings with employees
 - Outline how Procedural Justice (fairness, transparency, voice, impartiality) is our guiding principle internally for:
 - Discipline
 - Promotional Processes

Objective 5.2: Seek opportunities to display agency pride and unify our Team

STRATEGIES

- Plan for a management team building session
 - Police Officer Standard and Training (P.O.S.T.) approved team building session. Attempt to schedule within 12 months of the Chief transition
- Revive and encourage participation in unifying department activities such as formal police lineups, community-based fundraising, athletic team activities, recognition events, honoring the fallen, etc.
- Identify additional ways to honor and thank the families of our employees for their support

Objective 5.3: Continue to review employee wellness-based support options

STRATEGIES

- Evaluate the need to develop a “new employee” orientation program
- Re-establish the Mentor Program
- Assess other wellness programs from other allied agencies and evaluate current wellness programs (Read more about current programs at: <https://jobs.fremontpolice.gov/fremont-police-culture/fremont-pd-support/>).
- Review policies & protocols
- Identify opportunities to improve employee enthusiasm throughout the Agency



GOAL #6: BUILD CITY OF FREMONT PARTNERSHIPS AND SUPPORT CITY INITIATIVES

OVERVIEW

We know that issues like sustainability, helping the unhoused population, protecting our local businesses, and other issues are close to the hearts of our community. It's essential that FPD integrates with the rest of the City of Fremont Departments to support and enhance Citywide priorities and community-based initiatives like these. We will strive to do our part in developing programs that share information and build community partnerships.

Objective 6.1: Develop City department partnerships

STRATEGIES

- Meet with all department heads to ascertain priorities
 - Discuss how FPD can be a good partner
 - Initiate a City Service Familiarization Program for FPD employees

Objective 6.2: Support and assist with City-wide initiatives

STRATEGIES

- Expand the electric police vehicle program focused on demonstrating fiscal responsibility and supporting environmental wellness
- Collect ideas and continue to work with departments throughout the City to respond to the complexities of our unhoused population. Support efforts of our social service providers and be responsive to issues involving criminal behavior causing harm to our community
- Assist with development of a Business Crime Watch Program
 - Formalize a program designed to mitigate the impact of criminal activity at or around businesses; conduct crime and safety assessments

Objective 6.3: Share information with City departments

STRATEGIES

- Initiate a City employee safety program
 - Information session on general safety, internet crimes, etc.





ASSURANCES AND DESIRED OUTCOMES

In my view, the role of Police Chief is certainly a rewarding position, but also encompasses, in its scope, complexity and commitment. As the incoming Chief, I will begin with a clear understanding of the challenges faced by law enforcement and our organization. An awareness of the following complex issues will be maintained:

- *High public expectations and calls for accountability*
- *Organizational image*
- *Maintaining public trust and confidence*
- *Rapid advancements in technology*
- *Neighborhood concerns regarding livability, fear, and cleanliness*
- *Business concerns about public safety*
- *Fiscal responsibility and resource allocation*

The goals and activities we will initiate or accomplish will bring forward opportunity for a seamless, informative, and productive change of leadership. A smooth transition ensures our Department's ability to continue progressing and also enhances my effort to make informed well-thought decisions. With this plan, I intend to improve service to our community, enhance professional development, support employee wellness, ensure effective and efficient policing, and support City initiatives.

CONCLUSION

I will provide the City Manager with a progress report approximately 180 days after the Chief transition. Progress will be assessed to help determine next steps and adjustments needed to achieve our long-term goals and objectives.



STAY CONNECTED

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