



# PROGRESS REPORT & STATUS UPDATE: POLICE CHIEF TRANSITION PLAN

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June 2022



**Presented by:**  
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## OVERVIEW

The Police Chief Transition Plan was created in September 2021 (<https://www.fremontpolice.gov/2021ChiefTransition>) and the very next month, our staff began focusing efforts and work toward the listed objectives. This report provides a status update and summary on the progress of the Police Chief Transition Plan. Shared with the City Manager in February 2022, I would now like to communicate our accomplishments to our community. This document outlines and summarizes several of the initiatives, accomplishments, and plans to date.



Despite unprecedented challenges, hurdles, and adversity which include the ongoing COVID pandemic, staffing limitations, newly assigned roles, and an unexpected loss of a staff member, our team persevered. I am extremely proud of our staff who understood why these adjustments were necessary to ensure our Department continues to be able to produce the highest level of service and respond to our community's priorities. Fremont PD employees were responsible for achieving so many of our objectives and exceeded expectations.

I look forward to further communicating to our community ongoing objectives and using our achievements as a foundation to develop a formal strategic plan and list new goals based on our community's priorities. I thank you for ongoing partnership and support of our Department as we work together to enhance public safety.

Sean Washington  
City of Fremont Police Chief



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

### Community Relationships

- **District Community Meetings:**
  - FPD'S Community Engagement Unit worked with Councilmembers to schedule meetings in each district. Our goal was to engage with the community to hear perspectives and thoughts. Additionally, we shared crime data and other information pertinent to the respective district.
  - In addition to the district meetings, I attended over seventy (70) community engagement events/meetings since the March 2021 announcement of my appointment as the new police chief.
- **Community Connections Initiative:**
  - In January 2022, our Department proactively initiated this program to enhance relationships, further assist our community in problem solving, and work toward a better Fremont. Officers were asked to reach out to community members, neighborhoods, or businesses to hear thoughts and help address public safety concerns. There are a variety of supportive actions which may include: safety presentations, enforcement efforts, traffic mitigation, quality of life, and patrol checks. Although officers will not be able to connect with each of our 230,000+ residents, we will do our best to make a difference utilizing available resources.
- **Diverse Community Perspective Leadership Training:**
  - Led by representatives from our community, newly promoted sergeants and lieutenants participate in an updated internal training program designed to hear perspectives from our diverse community.
  - In addition, members of the Chief's Community Advisory Group (CAG) is working to develop a community-based cultural awareness program.
- **Community Awareness (Diversity, Inclusivity, Tolerance):**
  - Our objective is to enhance our Department's perspective on all members of our diverse community.
  - FPD contacted the Oakland LGBTQ Community Center (Oakland) to inquire on organizing a visit to the facility.
  - We recently contacted representatives from the California School for the Deaf and extended an invitation to help design community-based programs and participate in an advisory capacity on matters impacting vulnerable populations.
  - We are also working to schedule engagement events in support of members of our community having emotional or physical disabilities.
- **Museum of Tolerance:**
  - FPD staff began researching how to participate in the *Tools for Tolerance for Law Enforcement and Criminal Justice Program* in Southern California. These Police Officer Standards and Training (P.O.S.T.) courses provide specialized expansion of cultural diversity courses and are designed for supervisors, command staff, and policy makers.



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

- **Officer Information Cards**
  - We decided to move forward with bringing back a successful past initiative of creating information cards (baseball cards) used for engaging with our community and breaking down perceived barriers.
- **Fremont Police Department Community Safety Fair:**
  - Staff identified a tentative date to bring back the FPD Community Safety Fair. We are hopeful the popular engagement and education event will take place in Fall 2022. We also look forward to offering safety seminars.
- **Public Affairs/Community Engagement Unit Restructured:**
  - With ongoing and increased community demands for engagement and public communication, we moved forward with recruiting a Public Affairs Manager to replace a staffing transition.
  - In an effort to support our desire to ensure transparency and information sharing, we created a collateral Media Relations Sergeant position and assigned a lieutenant to assist with FPD media and public communication needs.

### Trust and Police Legitimacy (Accountability & Transparency)

- **Civil Rights/Social Justice Organizations:**
  - As part of our ongoing efforts to demonstrate legitimacy of the School Resource Officer (SRO) Unit and to enhance transparency, we invited the *Southern Alameda County/Hayward Chapter of the NAACP* and *Evident Change* to review/assess the program. We are pleased to continue to have a strong relationship with the NAACP and many other community-based organizations.
- **Updated/Enhanced FPD Year End Annual Report:**
  - Our Department recently completed a comprehensive "end of year report" to include information on various police units, data/statistics, and topics of public interest such as the number of SWAT deployments, tactical vehicle deployments, vehicle pursuits, etc. We believe this report is another step toward demonstrating our Department's pride and commitment to transparency and accountability. Annual Report available at: <https://fremontpolice.gov/AnnualReport>.
- **Chief's Community Advisory Group (CAG) Update:**
  - Work began toward updating and adjusting this advisory board. The objective is to enhance community participation in policy review, incident debriefs, internal management level promotional processes, information sharing, obtain community perspectives, and discuss topics of community interest. Our plan is to expand the advisory team to include additional persons from within our diverse community.
- **Chief's Youth Advisory Council:**
  - Our School Resource Officer (SRO) Unit has taken the lead in developing a new program designed to engage and help the Chief of Police hear from our future leaders on emerging issues and concerns of our youth. The advisory board will function similar to the Chief's Community Advisory Group (CAG) in its structure, however, the meetings will be customized to hear from our youth and provide law enforcement information on matters concerning law, youth rights, and safety considerations.





## **GOAL #1: ENHANCE COMMUNITY RELATIONSHIPS, TRUST, AND POLICE LEGITIMACY (CONTINUED)**

- **Ethical Policing Training:**
  - Our Internal Affairs Unit developed and began teaching a course on ethical policing to our newly hired officers. The objective is to ensure we continue to uphold the long standing FPD tradition of proper and professional law enforcement service. FPD continues to utilize verified information, analysis, and technology to ensure fair and unbiased policing.
- **Racial and Identity Profiling Act (RIPA) Reporting:**
  - FPD personnel conducting a stop of a person will now be required to collect data elements and prepare a stop data report as required by law and department policy. Working with City GIS, staff developed customized technology and created policy to fully comply with RIPA. In addition, officers received training. For more details, please visit <https://public.powerdms.com/FremontPD/tree/documents/1525432>.
- **Assembly Bill 481 – Military Equipment:**
  - Earlier this year, we assessed our public safety needs, created policy, and presented to our community a list and description of specialized equipment we utilized to protect our community from harm. Our City Council approved the continued use of this equipment as is required by law. For more details, please visit <https://fremontpolice.gov/AB481>.

## **GOAL #2 : ASSESS ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY**

### **Staffing Adjustments**

- **Homeless Response:**
  - After evaluating several available options to best support the Department's Mobile Evaluation Team (MET), the Street Crimes Unit (SCU) was directed to assist MET with follow up investigations on individuals causing harm to our community. SCU also assisted with mitigating the impact of certain crimes and the complex issue of homelessness. We hope to be able to continue with this model despite ongoing staffing challenges. If we are able to sustain staffing in this unit, our goal will be to become more responsive to quality of life and criminal activity. We welcome a continued partnership with other city service providers.
- **Internal Affairs Unit:**
  - To enhance consistency and administrative accountability, a lieutenant was assigned to the Internal Affairs Unit. This change enables the Department to have all ranks represented in the assessment/evaluation process. We also anticipate improved procedures resulting in expedited follow-up and completed investigations.
- **Senior Crime Scene Investigator (CSI):**
  - Utilizing the pool of existing CSIs, this enhanced position will have additional responsibility intended to increase efficiency and effectiveness of evidence collection and crime scene processing.



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

- **Organized Retail Crime Detective:**
  - After speaking with members of our business community and in response to the ongoing significant impacts of retail crime, a new detective position was created utilizing an existing staff position. The Organized Retail Crime Detective will specialize in retail theft and work closely with our business community. This detective will also engage with the Fremont Chamber of Commerce as a police liaison.
- **Special Investigator to the Chief (Sergeant):**
  - Repurposing an existing sergeant position, we anticipate this adjustment will enhance our Department's ability to provide greater responsiveness and follow up on community complaints and concerns. This position will also support efforts to conduct sensitive investigations, community outreach, internal investigations, permitting processes, and other special duties.
- **Deputy Police Chief:**
  - This position is a significant change to the Department's rank structure. The deputy chief will oversee and formalize the Department's Office of Professional Standards and Accountability. We anticipate the deputy chief will significantly enhance overall operations, administrative functions, productivity, and accountability within the Department. An improved ability to strategically plan for future needs of the community and Department is also anticipated.
- **Animal Services:**
  - In an effort to improve service and meet the growing demands, a staffing restructuring of Animal Services was proposed. We are hopeful we will be able to obtain an additional staffing position.
- **Staffing Growth Plan:**
  - With the assistance of the management team, we assessed anticipated future staffing needs of the Department. Additional police officers and support staff were requested in the coming budget cycles. The staffing requests were based on the city's growing population, increased community service demands, and the evolving complexity of policing.

### **Field Service Deployment Adjustments**

- **New Patrol Resource Deployment Model:**
  - The new data-based model will enhance efficiency and effectiveness of patrol officers during times of high call volume and when serious crimes occur. We anticipate an enhanced ability to deliver service to our community.
- **Transition to Prisoner Transport Model:**
  - Due to a changing law enforcement and custody environment, our Department transitioned from a Type I detention facility to a Type II facility. FPD no longer house prisoners in our detention facility and instead transport arrestees to the county jail. It is unknown at this time if this adjustment will be permanent or temporary based on the Department's needs. In the short term, we anticipate the change will lead to reduced cost and a more efficient and practical resource deployment model.



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

- **Field Response Policy Update:**
  - Created a policy and expectations regarding the number of officers deployed to certain calls (Three-Unit Response Model). Balancing the safety of our community, the safety of officers, the need to have acceptable service response times, and new legislation requiring de-escalation tactics were all assessed and considered prior to making this adjustment. We feel the new model helps us accomplish our objectives more effectively.
- **Patrol Based Tactics Update:**
  - With public safety as the motivating factor, PD's policy on blocking dangerous vehicles with police cars was updated. This adjustment enhanced our Department's ability to protect the community from persons operating vehicles posing a risk to our community.

### **Administrative Adjustments**

- **Illegal Street Racing / Side Shows:**
  - Partnering with the City Attorney's Office, FPD began to research and ascertain the feasibility of creating a city ordinance designed to enhance our community's safety by implementing local laws focused on mitigating the dangers of illegal street racing /side shows.
- **Gun Violence:**
  - FPD continues to monitor regional and national discussions regarding gun violence and the prolific use of "ghost guns". We are hopeful legislation will change to help reduce the significant impact gun violence is having on our communities.
  - We are considering a gun buyback event which will allow community members to voluntarily surrender unwanted firearms.
- **Internal Work Space Assessment:**
  - Management staff completed a workspace assessment and provided recommendations on how to better utilize work areas.
- **School Resource Officer (SRO) Program:**
  - Staff successfully finalized the SRO Memorandum of Understanding (MOU) which was approved by Fremont Unified School District (FUSD) School Board and Fremont City Council. In addition to the MOU, FPD leaders enhanced training objectives, created an internal SRO policy, connected with social justice and civil rights agencies for feedback, developed a "softer look" uniform, customized each school's police vehicle with a school logo, defined the role of the SRO, collected data on SRO's daily activities, and made several other adjustments to the program. The National Association of School Resource Officers (NASRO) took notice of our program and we were selected for the NASRO Model Agency Award. The SRO Unit will be formally recognized at the national conference this summer in Aurora, Colorado.





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

### **Crime Mitigation Technology**

- **Real Time Information Center (RTIC):**
  - Continued development and use of the RTIC which allows PD to follow up in real time on crimes utilizing information and a network of cameras strategically placed throughout our community.
- **Star Chase /Stolen Vehicle Apprehension Technology:**
  - Secured grant funding to deploy technology designed to reduce dangerous vehicle pursuits, effectively apprehend car thieves, and recover stolen vehicles for victims within our community. City Council approved the grant funds.
- **Proposed Expansion of the Community Camera Program:**
  - Staff met and discussed how to enhance the Community Camera Program. The program has proven to be an effective law enforcement crime mitigation and response tool, and a recommendation to expand the program has been proposed.

## **GOAL #3: COMPREHENSIVE REVIEW OF POLICIES AND PROCEDURES**

- **Policy Review and Updates:**
  - State legislation required several policy updates. In addition, PD proactively assessed and reviewed several major policies to ensure our Department follows the law and recognized best practices. PD's policy review process was also enhanced and now routinely includes perspectives from our legal team, various bargaining groups, representatives within our community, and internal subject matter experts.
- **Commission on Accreditation for Law Enforcement (CALEA):**
  - We began discussions on how or if FPD should proceed with the accreditation process. Several members of our Department participated in an exercise focused on researching CALEA, assessing the program's value, and determining if FPD currently has the ability to work toward accreditation. More work is needed to determine the fiscal impact and staffing requirements to begin the certification process and in the coming weeks, members of our staff will attend information seminars to learn more about accreditation.
- **Audit of Property & Evidence, Armory (weapons):**
  - In the spirit of self-accountability, a comprehensive audit was conducted utilizing an independent contracted auditor. Our management team is reviewing the results and recommendations. Overall the audit yielded recommendations on security, staffing, and policy enhancements.
- **Training: Performance Auditing for Managers and Supervisors:**
  - A presenter was hired to provide 24 hours of performance auditing training for our supervisors and managers. The training offered insight into how to properly conduct audits and ensure accountability on various police administrative and operational processes.
- **Benchmark Cites Conference:**
  - Staff submitted information and attended the annual conference to assess data and collect best practice tools from similar law enforcement agencies throughout the country.



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

### **Staffing**

- **Recruitment:**
  - Consistent with what is being experienced by law enforcement agencies throughout the country, FPD has vacant positions that we are attempting to fill as soon as possible. As a result of the staffing shortages, we continue to adjust how we deploy limited resources and respond to public safety objectives based on our community's priorities. Our hiring goals remain focused on selecting qualified and competent individuals in order to provide critical service needs.
  - As public safety recruitment challenges continue to impact FPD and law enforcement agencies throughout the state, our staff created a list of options, ideas, and suggestions directed toward enhancing strategies. Several adjustments have been made and additional options, to include additional funding, are being evaluated and considered by City leadership and our executive management team.
  - In order to encourage and promote more representation of women in the law enforcement profession, FPD signed the 30 X 30 Initiative pledge. FPD joined approximately 150 law enforcement agencies from across the country to commit to ensuring women are fairly represented in the law enforcement profession.

### **Professional Development**

- **FPD Future Leaders Program:**
  - This new program is intended to develop employees considering promotional and leadership opportunities. The program is designed to support succession planning and professional development by providing perspective and engaging in discussions related to community and Department priorities. This two (2) hour session will be taught by FPD commanders, supervisors and possibly recently retired managers/supervisors.
- **Management Staff Professional Development:**
  - Expectations were reset regarding sergeant's attendance at P.O.S.T. Supervisor Leadership Institute (SLI) and lieutenants/captain's participation in the P.O.S.T. Command College (or equivalent) development course.

### **Training**

- **Training Matrix:**
  - A department-wide training matrix has been drafted and is in the process of being edited. The document outlines training objectives and requirements for a variety of units and positions throughout the Department.
- **In House Training Update:**
  - The FPD In-House Training Program was enhanced and updated at all ranks. Contemporary training topics (diverse community perspectives, professional standards, city department perspectives, etc.) were added to the curriculum.
- **Enhanced Training Record Accounting:**
  - Implemented a process in which all Department training is reviewed by command staff and/or our legal team.
  - Training records are now transferred to a centralized record keeping system for enhanced accountability and tracking.



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

### **Education**

- **Police Officer Education Options:**
  - Assembly Bill 89 will mandate all police officers to comply with education standards which will be set in 2023. Our Personnel Unit, in consultation with Human Resources, adjusted information in hiring documents to reflect the new standards. The Department continues to emphasize the importance of education as a professional development benefit and personal achievement.

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

### **Internal Communication**

- **Monthly Department Update (Chief's FPD Communications) emails:**
  - In August 2021, I began sending out monthly department emails providing updates on relevant information regarding organizational priorities, unit objectives, and department adjustments. The objective is to enhance direct communication and reduce ambiguity and uncertainty among our staff.
- **Briefing/Unit Visits:**
  - In addition to monthly communications, I make a point to visit patrol briefings and other units to directly communicate and allow staff the opportunity to ask questions.
- **Management Team Communications:**
  - Reviewed expectations that our team work toward consistently delivering unified messages to the Department and align information with our objectives to provide the highest level of public service.
- **Promotional Candidate Feedback:**
  - Supportive of Procedural Justice principles and at the request of FPA members, a process was created which allows unsuccessful promotional candidates to receive feedback on how to improve essay exams for future testing opportunities. In addition, each candidate is offered a follow up meeting with the Chief to review test results and perspectives of the management team.
- **Sergeant & Lieutenant Core Characteristics:**
  - The management team met, discussed, and produced a list of core characteristics based on a review of community service goals we felt were important for our next group of supervisors and managers. The intent is to support succession planning goals, enhance consistency with assessing candidate readiness, and support procedural justice objectives.
- **One-on-One Employee Meetings:**
  - Scheduled and held one-on-one meetings with employees. The purpose of these meetings is to hear perspectives and thoughts from our most valuable assets, our staff.



## **GOAL #5: INTERNAL COMMUNICATION, TEAM BUILDING, AND EMPLOYEE WELLNESS (CONTINUED)**

### **Team Building**

- **Management Staff Team Building:**
  - We began planning a P.O.S.T. team building retreat for fall 2022. With community and City Council priorities as our foundation, we will develop our strategic plan at this workshop.
- **Development of a Department Flag:**
  - In coordination with FPA and other bargaining groups, a department flag is being designed for honorably retired employees.

### **Employee Wellness**

- **Wellness Policy Review and Service Update:**
  - Our contracted therapist/counselor was contacted and asked to provide updated information on available services and training.
- **Enhanced Employee Recognition:**
  - Response to extraordinary service provided throughout the year, work began to update and add criteria (exceptional service, lifesaving award, professionalism, community service, etc.) for employees deserving recognition for exemplary service.
- **FPD Representation on the CPCA Officer Wellness Committee and Resiliency Committee:**
  - An FPD captain serves on this committee offering contributions to the law enforcement profession and our agency's desire to advance officer wellness. The captain has remained proactive with ideas and suggestions.
- **Chaplain Program Expansion**
  - We intend to move forward with expanding our Chaplain Program to include other faiths. This program has proven to be beneficial to our community and our staff.
- **Employee On-Site Rest Areas:**
  - Began to research and discuss the feasibility of enhancing the Department's "rest/recovery room" used for employees that need rest due to an extended work shift or when required to work beyond a reasonable number of continuous hours in a single day.
- **Wellness Technology:**
  - Launched a wellness app (Cordico-Shield) which allows employees to anonymously access support services from their cellular devices.
- **Honoring Fallen Law Enforcement Officers:**
  - The Department is developing a memorial page to honor FPD's fallen officers and those who passed away while working for our Department.



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

### **City Partnerships**

- **Department Partnership and Cross Training:**
  - Requested several department heads to assist with training and share perspectives with newly promoted police employees.
- **City Employee Safety Program**
  - Moving forward with offering periodic safety information sessions for city staff.
- **Department Head Perspective:**
  - Met with several department heads to obtain perspectives on ongoing initiatives and partnerships.
- **Chamber of Commerce Engagement:**
  - In response to a request by the Chamber of Commerce, PD agreed to identify a member of our Department who will sit on a proposed new "Retail Council" program. The goal is to ensure the Chamber has direct contact with an FPD representative to hear concerns and perspectives of our business community.
- **Municipal Equality Index:**
  - Worked with Human Services to move forward with including a member of the LGBTQ community on the Chief's Community Advisory Group (CAG).

### **Support City Initiatives**

- **Electric Vehicles:**
  - Purchased two electric police motorcycles utilizing grant funding.
  - A second all-electric patrol vehicle was deployed, and administrative vehicles were purchased.
- **City of Fremont Electric Vehicle Presentation:**
  - Recognized as one of the nation's leaders, the City of Fremont (FPD, Community Development, and Public Works) were asked to present information on electric vehicles at the California Police Chief's Association (CPCA) annual conference.
- **Reducing Pedestrian Fatal Collisions:**
  - Discussed and brainstormed ideas on how to improve pedestrian safety with the Public Works Director in response to recent pedestrian fatalities. Particularly we wanted to enhance safety for members of our unhoused community. Developed and implemented the idea of a Traffic Safety Kit (traffic safety vests) that will be handed out to unhoused community members.





## CONCLUSION

As communicated in the Transition Plan (September 2021), we utilized perspectives from our community, the Report on Policing and Race Relations Fremont Community Engagement Project (2020) (Report available on Fremont PD's website at <https://fremontpolice.gov/home/showpublisheddocument/344/637378384147270000>), the President's Task Force on 21st Century Policing (2015), and internal staff communications to guide our prioritized initiatives.

Extraordinary work and effort by Fremont Police Department staff have enabled our organization to achieve success. Although we still have work to do, I am excited about the opportunity to build on the foundation of historic FPD excellence and develop additional strategies and initiatives in direct support of our community's public safety priorities.

Sean Washington  
City of Fremont Police Chief





# STAY CONNECTED

## FREMONT POLICE DEPARTMENT

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