



Fremont Police Department Strategic Plan

2024 - 2027



Strategic Plan – Table of Contents

A MESSAGE FROM THE CHIEF 2

MISSION, VISION, AND VALUES 3

 Our Mission 3

 Our Vision 3

 Our Values 3

GUIDING PRINCIPLES 4

EXECUTIVE SUMMARY 4

ORGANIZATION OVERVIEW 5

CITY OF FREMONT OVERVIEW 6

STRATEGIC GOALS AND OBJECTIVES 7

 Strategic Goal 1: Mitigate the Impact of Crime and Enhance Community Safety 8

 Strategic Goal 2: Enhance Recruitment and Retention Strategies 10

 Strategic Goal 3: Staff Support, Wellness, Training, Mentoring and Succession Planning 12

 Strategic Goal 4: Work to Enhance Operational Excellence, Efficiency, and Accountability 14

 Strategic Goal 5: Seek Additional Community Engagement and Communication Opportunities ... 16

IMPLEMENTATION AND EVALUATION OF THE STRATEGIC GOALS 18

HYPERLINKS REFERENCED IN THIS DOCUMENT 19





A MESSAGE FROM THE CHIEF

Recognizing our ongoing objectives to respond to our community's evolving needs, provide the highest level of professional service, and mitigate criminal activity, this strategic plan will identify priorities and objectives aligned with our vision, mission, and values. These priorities and objectives aim to provide police services and programs and increase efficiency that meets the needs of our diverse community.

I am privileged to introduce the Fremont Police Department's Strategic Plan for 2024-2027.

We are confident that our partnerships, transparency, and accountability will position the Department to meet current and future challenges.

We appreciate everyone who contributed to developing this plan both internally and externally. As a living document, it serves as a roadmap for our organization and community. It aims to achieve a safe, equitable, and effective form of policing to help build a vibrant community.

I am thankful to have a committed and dedicated staff of women and men who work to contribute to Fremont's safety.

Our department remains committed to delivering the highest level of professional service to our community. We will do as much as we reasonably can with our resources to achieve the objectives outlined in this Strategic Plan. Please visit our [website](#) to find out more and stay connected.



Sincerely,

Chief Sean Washington

MISSION, VISION, AND VALUES

Our Mission

- Public Safety through Professional Law Enforcement

Our Vision

- A continuing Tradition of Excellence

Our Values

- **Dedication** – Fremont Police employees are loyal to the community, profession, and organization. We fulfill our mission by constantly improving and acting in a selfless manner.
- **Integrity** – Fremont Police employees are fully forthcoming and honest. We do not hide our mistakes. We derive our authority from the community. Integrity, truthfulness, and justice are the cornerstones of our interaction with each other, with our community, and our profession.
- **Professionalism** – Fremont Police employees strive to do the right thing all the time, based on our skills and knowledge. We subscribe to a rigorous code of conduct and continued self-development. We represent the organization and profession in a positive way.
- **Community Partnership** – Fremont Police employees value our relationship with the community. Effective policing requires public trust and support. We work to build trust, cooperation, and communication with all members of our public.



GUIDING PRINCIPLES

Our Department utilizes the pillars of the published 2015 President’s Task Force on 21st Century Policing as our guiding principles: ([Final Report of the President's Task Force on 21st Century Policing | Office of Justice Programs \(ojp.gov\)](#))

SIX PILLARS OF 21ST CENTURY POLICING

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

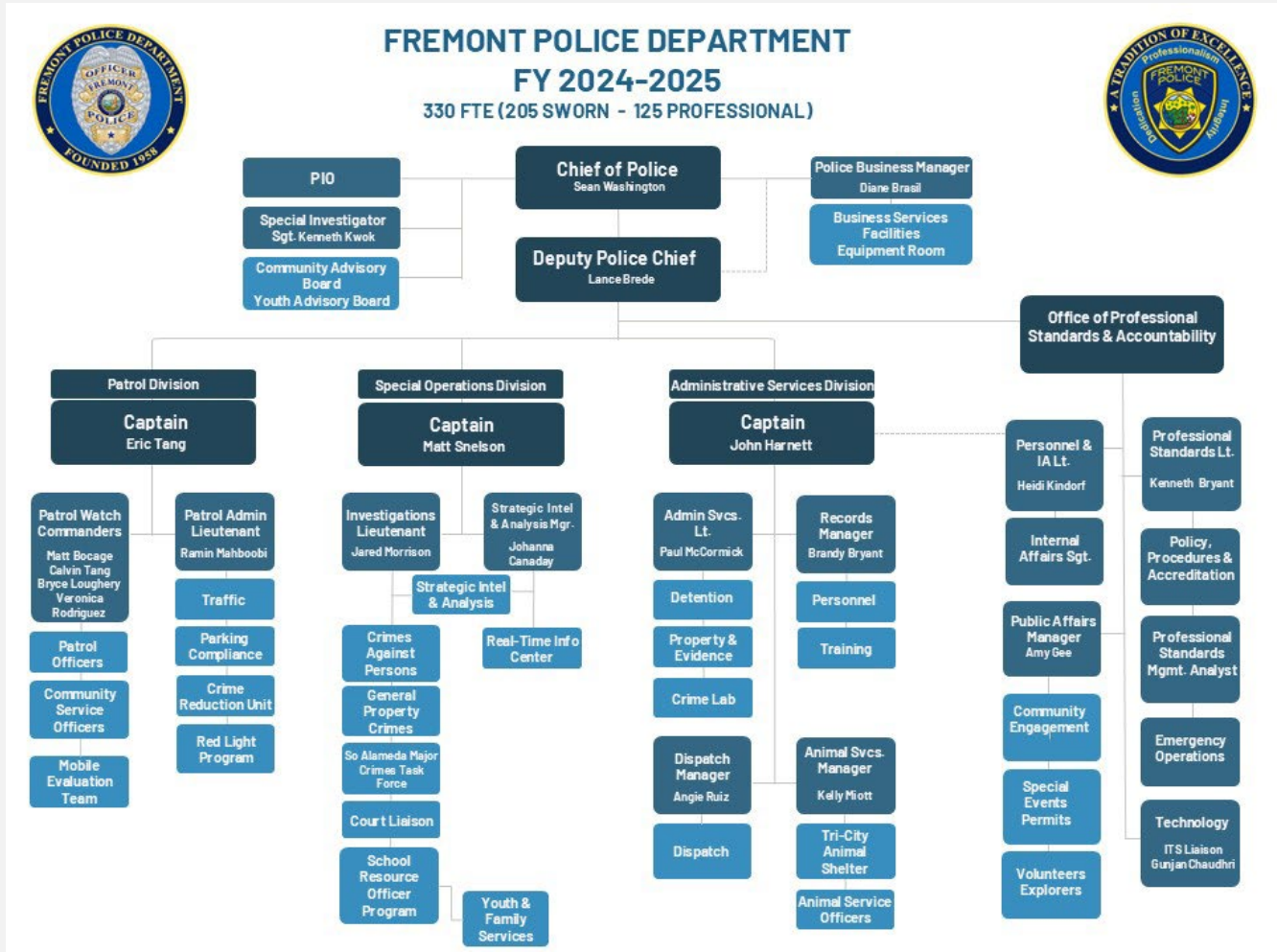
EXECUTIVE SUMMARY

The Fremont Police Department 2024 - 2027 Strategic Plan is a statement of intent and purpose. Consistent with the priorities of our community, city council, city leadership, command staff, and members of our department, the goal of the Police Department’s Strategic Plan is to create a guiding document to help build the envisioned, desired future for the community we serve and the Police Department. Utilizing and building on the goals and objectives of the September 2021 published [Chief's Transition Plan](#), the Strategic Plan’s purpose is to frame the goals, objectives, and priorities and identify the issues, outcomes, and efforts necessary to achieve our public safety objectives and succeed in the future.

Over the next three (3) years, this plan will guide members of our organization and inform our community on how the department intends to work toward achieving objectives focused on initiatives, enhancements to public safety goals, and support for our department’s staff. The department intends to report our progress to city leadership annually and make adjustments as needed.



ORGANIZATION OVERVIEW



205

AUTHORIZED SWORN

173

POSITIONS FILLED SWORN

125

AUTHORIZED PROFESSIONAL

94.5

POSITIONS FILLED PROFESSIONAL

297,302

CALLS FOR SERVICE

\$280M

CITY BUDGET

\$123.5M

POLICE DEPARTMENT BUDGET

*Statistics on the Department: Data from September 2024

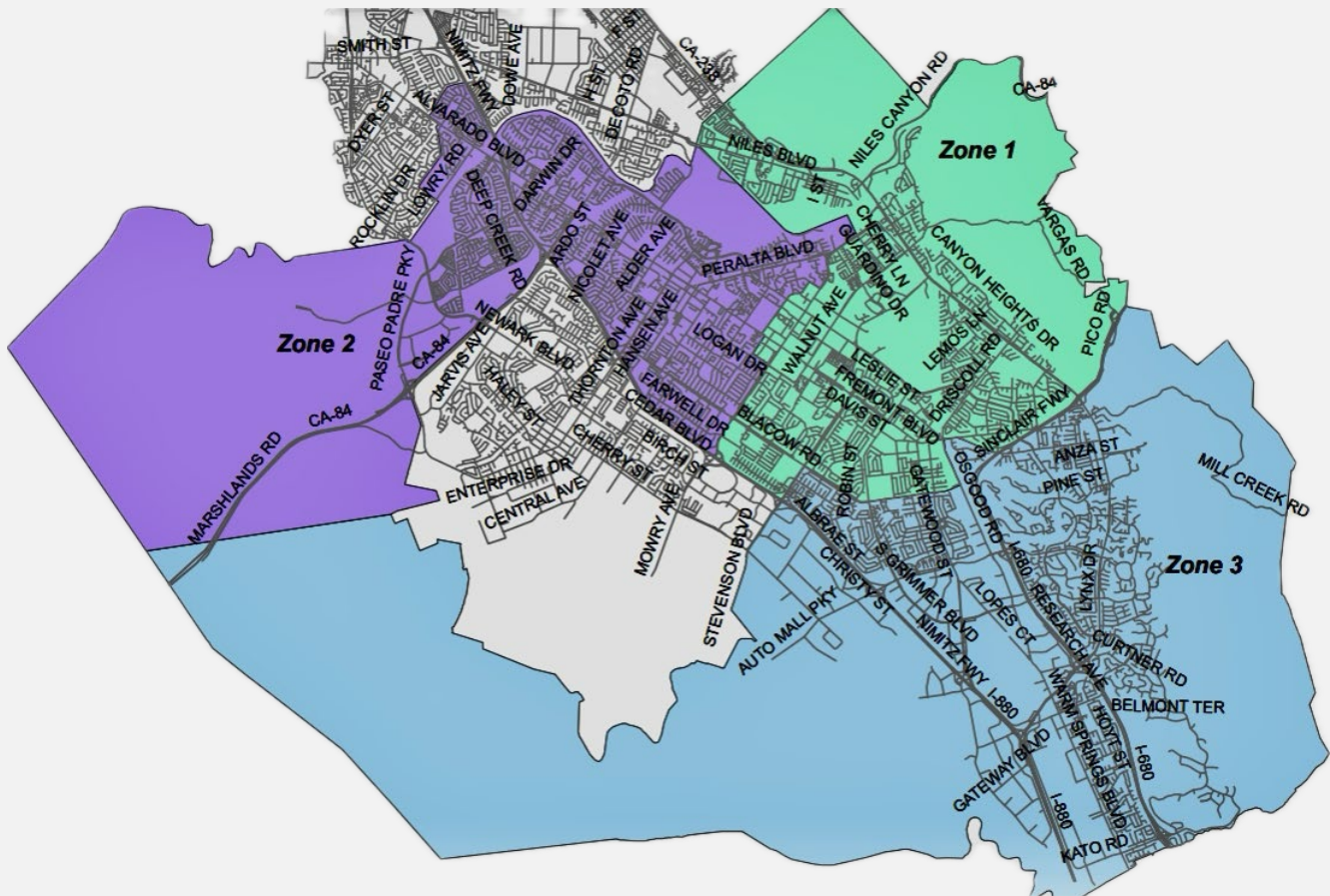
CITY OF FREMONT OVERVIEW

SQUARE MILES

90

CITY POPULATION

230,646



*Overview of the City incorporating the Fremont Police Department beat structure.



STRATEGIC GOALS AND OBJECTIVES

Utilizing the Chief’s Transition Plan (September 2021) as a foundation, in October 2022, command staff, managers, administrators, and representatives of the different labor groups met off-site to discuss the department’s future and to prepare an action plan to guide the police department and facilitate this Strategic Plan. In November 2023, many of the same staff members reconvened to follow up on previously discussed items/initiatives to ensure we were on the right pathway for this plan.

The Strategic Plan is responsive to current and anticipated public safety needs. It is also responsive to feedback, perspectives, and thoughts from our community, which the FPD obtained over the past few years. In addition, this plan is supportive of employee development and wellness objectives. Some of the sources of information and perspectives of groups used to frame this plan are as follows:

- October 2020 Report on Policing and Race Relations Fremont Community Engagement Project ([Engage Fremont Report](#)).
- [City Council Priorities | City of Fremont, CA Official Website](#)
- City of Fremont Community Survey (public safety)
- [Community Survey | Fremont Police Department, CA](#)
- [Chief's Transition Plan](#)
- 2024/2025 Budget Objectives
- Various Represented Labor Groups
- Police Managers
- Members of the Department
- Community Feedback from the 2024 National Night Out Event
- Chief’s Community Advisory Board (CAB)
- Chief’s Youth Advisory Board (YAB)
- Fremont Senior Population
- Local Rotary Club(s)
- Faith-Based Organizations
- Fremont Unified School District (FUSD)
- Fremont Chamber of Commerce
- Social Justice Advocacy Groups (NAACP South Alameda County)

Akin to setting an optimistic and forward-thinking tone, we established the following five goals to plan for future needs, work toward achieving our public safety objectives, and support our department members. Listed in no prioritized order or rank, the Police Department will focus on the following Strategic Goals and Objectives in the coming years:

Strategic Goal 1: Mitigate Impacts of Crime and Enhance Community Safety

Strategic Goal 2: Enhance Recruitment and Retention Strategies

Strategic Goal 3: Staff Support: Wellness, Training, Mentoring and Succession Planning

Strategic Goal 4: Work to Enhance Operational Excellence, Efficiency, and Accountability

Strategic Goal 5: Seek Additional Community Engagement and Communication Opportunities

Strategic Goal 1: Mitigate the Impact of Crime and Enhance Community Safety

Although we often discuss critical incidents and disaster preparedness, the question remains: "Are we truly prepared?" We want to consistently test our readiness by establishing a realistic, scenario-based, repetitive police response to the chaos in such critical incidents. This will enable them to sharpen their responses to critical incidents.

The use of technology-directed data-driven follow-up patrols, proactive traffic safety strategies, and partnerships with City staff have proven to be effective throughout the years. In the coming years, the FPD will remain flexible and adaptable in its approach to mitigating the impact of crime in our city.

It is no secret that police presence and engagement in schools are high priorities. While considerable strides have been made over the past several years in working with the school district to address campus safety issues, the need to collaborate more remains a priority topic of discussion.

STRATEGY		DUE DATE/STATUS
1.1	Enhance the Police Department's critical incident and disaster preparedness response.	Fall 2025
1.2	Establish a Police First Responder Disaster Preparedness Committee.	Winter 2024
1.3	Continue to work with City Staff to address quality of life concerns, code enforcement, including homelessness-related issues, which will be led by a comprehensive citywide strategic plan.	On-going
1.4	Enhance directed patrol enforcement initiatives based on intelligence-led information.	Winter 2025
1.5	Fully implement, enhance, and expand the Real Time Information Center (RTIC).	Summer 2025

STRATEGY		DUE DATE/STATUS
1.6	Make existing information technologies as contemporary as possible, and find ways to embrace new technologies.	On-going
1.7	Increase traffic education and enforcement.	Winter 2024
1.8	Expand data-driven crime prevention initiatives.	Summer 2025
1.9	Continue a cooperative relationship with the school district's leadership and discuss new ways to enhance the safety of students and staff (MOU).	On-going
1.10	Continue to enhance the safety of the community and officers by updating, expanding, and enhancing our Drone as a First Responder model.	On-going



Strategic Goal 2: Enhance Recruitment and Retention Strategies

Recruiting and retaining highly motivated, quality, team-oriented staff that reflect the diverse communities we serve is challenging in the highly competitive job market. Therefore, collectively, we must identify opportunities to hire employees who bring perspectives, languages, and experiences from different cultures and backgrounds that align with the community and department's expectations. We would continue to instill an agency-wide attitude focusing on mentoring and succession planning.

STRATEGY		DUE DATE/STATUS
2.1	Develop reasonable and responsible strategies to reduce Police Officer vacancies.	Winter 2024
2.2	Develop reasonable and responsible strategies to reduce Dispatcher vacancies.	Winter 2024
2.3	Develop reasonable and responsible strategies to reduce Professional Staff vacancies.	Winter 2024
2.4	Work to enhance the work experience utilizing the established committee and command team to identify reasonable options for retention.	Winter 2024
2.5	Develop recognition strategies to celebrate employee milestones.	Summer 2025
2.6	Continue to identify practical, consistent, and engaging methods for bolstering the Department's social media presence in recruiting new officers and professional staff.	Spring 2025
2.7	Attract experienced Police Officer candidates for lateral hire.	Winter 2024

STRATEGY		DUE DATE/STATUS
2.8	Recruit and hire full-time Veterinarian to the Tri-City Animal Shelter.	On-going
2.9	Recruit and hire a full-time position in the Tri-City Animal Shelter.	On-going
2.10	Continue our efforts with the 30 X 30 initiative and PERF guidelines to increase the representation of women in the workforce: 30x30 Initiative , PERF (policeforum.org)	On-going
2.11	Improve employee performance feedback quality, relevance, and effectiveness through a new performance evaluation system.	Summer 2025



Strategic Goal 3: Staff Support, Wellness, Training, Mentoring and Succession Planning

Our mission of Public Safety through Professional Law Enforcement starts with our employees. We believe that developing employee competencies is accomplished primarily in four ways: (1) consistent, meaningful, and relevant training; (2) reliable leadership, mentoring, and succession planning; (3) a reliable system of performance measurement and feedback; and (4) genuinely positive attitudes.

We also strive to invest in the wellness and professional development of our organization's members. Our department members serve in extraordinary ways, and the organization will continue to recognize and demonstrate appreciation for their efforts.

STRATEGY		DUE DATE/STATUS
3.1	Review our wellness and physical fitness policies to ascertain if contemporary adjustments are needed.	Winter 2024/On-going
3.2	Develop a protocol for formal check-ins following critical/impactful incidents.	Spring 2025
3.3	Re-establish and fully implement a formal mentoring program. Consider recommendations from PERF regarding women and mentoring.	On-going
3.4	Research the feasibility of developing a childcare program for the department.	Spring 2025
3.5	Continue and consider expanding in-house leadership training. Identify division-specific training needs (Department Training Plan).	On-going
3.6	Integrate employee's training plan into the employee evaluation process to link the individual, their assignment, and their career goals.	On-going

STRATEGY		DUE DATE/STATUS
3.7	Enhance opportunities for staff to attend additional cultural awareness training.	Summer 2025
3.8	Continue to develop and update a formal succession plan.	On-going
3.9	Develop strategies to instill leadership at all levels of the organization – not just positional leadership associated with rank.	On-going
3.10	Fully implement Peer Exchange and Professional Development Program.	Spring 2025
3.11	Research and develop a restorative rest program supportive of wellness objectives.	Winter 2024
3.12	Establish a Therapy Dog Program for the department.	Winter 2024



Strategic Goal 4: Work to Enhance Operational Excellence, Efficiency, and Accountability

Public safety’s legitimacy rests with proper actions guided by a foundation of policy. Accreditation ensures written policies meet best practice standards as assessed by an independent, outside assessment entity. In addition to police legitimacy, administrative effectiveness, and the risk management benefits of being an accredited law enforcement agency, it is apparent that being awarded Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation is also a pathway to ensure we are doing the best we possibly can to position our agency for the future and achieve our service objectives.

Animal Services will seek to enhance services as we continue to emerge from pandemic-related staffing and program cutbacks. Our Communications Center requires constant assessment and adjustment to optimize limited resources. In the spirit of self-accountability, our department desires to utilize technology to ensure we serve consistently with department expectations, policies, and procedures. Building trust, being accountable, providing transparency, and demonstrating our professional legitimacy are critical to progress.

STRATEGY		DUE DATE/STATUS
4.1	Conduct a workload organizational staffing study to include deployment strategies.	Winter 2025
4.2	Obtain CALEA accreditation and work toward satisfying the requirements of the IACP Trust Building Campaign.	Winter 2027
4.3	A comprehensive review of Lexipol Policy Manual and drafting a police-specific procedures manual.	Winter 2025
4.4	Communications (Dispatch) Center Comprehensive Study, Assessment, and Review.	Spring 2025
4.5	Research options for technology platforms that automate the review and analysis of body-worn cameras (BWC) to help streamline efficiency and appropriate levels of accountability.	Winter 2024

STRATEGY		DUE DATE/STATUS
4.6	Initiate a space needs assessment for the Police Department to plan for future growth. Identify opportunities to upgrade and modernize areas of the police campus.	Spring 2026
4.7	Identify and address the expanding needs of the department's fleet while supporting the transition to electric/hybrid vehicles when operationally appropriate.	On-going
4.8	Implement new Computer Aided Dispatch (CAD) and Records Management System (RMS).	Spring 2025
4.9	Develop an Animal Services Trap-Neuter-Release Program.	Winter 2024
4.10	Research the feasibility and practicality of animal services in providing free or low-cost spay and neuter services to the community.	Winter 2024
4.11	Re-establish a Volunteer Program in the Animal Shelter.	Winter 2024
4.12	Expand the hours of service of the Animal Shelter.	Spring 2025
4.13	Enhance partnerships with non-profit organizations to support our community's animal service objectives.	Spring 2025



Strategic Goal 5: Seek Additional Community Engagement and Communication Opportunities

Effective public safety relies on collaboration and mutual trust between our community and the police department. Our relationship with the community will set the pace at which we are able to accomplish our objectives in this Strategic Plan and other concerns or issues that arise in our community. Consistent engagement with our community will enhance and better prepare our department to serve our diverse community.

STRATEGY		DUE DATE/STATUS
5.1	Continue to enhance transparency initiatives.	On-going
5.2	Expand the use of digital and social media platforms across all operations.	On-going
5.3	Consider implementing a crime data dashboard on the Department's website.	Summer 2025
5.4	Enhance partnerships to support the City's ongoing efforts to mitigate the impact of our unhoused community.	On-going
5.5	Foster relationships with Neighborhood Crime Watch groups and other residential organizations through assigned Zone Police Officers and Community Service Officers.	On-going
5.6	Encourage various professional personnel to participate in community meetings and engagement efforts	Summer 2026
5.7	Re-establish the Youth Academy and Community Academy programs.	Winter 2025
5.8	Create pathways through various young adult mentorship programs to motivate future generations to pursue a law enforcement career.	On-going

STRATEGY		DUE DATE/STATUS
5.9	Identify reasonable and effective ways to deploy resources in areas promoting one-on-one interaction with the community.	Spring 2025
5.10	Work together to strengthen our partnerships with faith-based organizations and actively address their concerns about hate-related issues.	Winter 2024
5.11	Continue cultivating a robust relationship with the Chamber of Commerce for effective liaison and partnerships.	On-going



IMPLEMENTATION AND EVALUATION OF THE STRATEGIC GOALS

This Strategic Plan will remain flexible as priorities and objectives may shift over the next three years based on the needs of our community and organization. Each year, Fremont Police Department will provide a status update (progress report) to city leadership. Adjustments and changes to the plan will be noted in the annual report.

It should be noted that unanticipated factors (budget constraints, emergencies, inadequate staffing levels, etc.) may create challenges and/or hinder the Department's ability to research, assess, or implement the goals listed in this document.

Tracking and Measurement

In order for this strategic plan to realize its full value, we will develop operational plans with specific metrics to track successes and identify necessary corrections. This will ensure that the plan is implemented, objectives and goals are met, and adjustments are made along the way. The dynamic nature of this plan will allow for changes as needed to achieve the desired results and fulfill the City of Fremont's Strategic Priorities.

Accountability

The Department's leadership is dedicated to the successful implementation and adaptation of this plan as necessary. The Department's leadership will engage in regular discussions to ensure that each member of the Department prioritizes the five goals in the execution of their duties.

Annual Review and Update

The Department's leadership recognizes that this plan is adaptable and requires regular updates in response to evolving circumstances, community requirements, and internal and external influences. The plan will undergo assessment and modification as necessary in accordance with the City of Fremont's annual budget development process.



Hyperlinks Referenced in this Document

Page 2

- **Fremont Police Website:** <https://www.fremontpolice.gov/>

Page 4

- **Final Report of the President's Task Force on 21st Century Policing | Office of Justice Programs (ojp.gov):** <https://www.ojp.gov/ncjrs/virtual-library/abstracts/final-report-presidents-task-force-21st-century-policing>
- **Chief's Transition Plan:** <https://fremontpolice.gov/2021ChiefTransition>

Page 7

- **Engage Fremont Report:** <https://www.fremontpolice.gov/about-us/transparency-portal/accountability>
- **City Council Priorities | City of Fremont, CA Official Website:** <https://www.fremont.gov/government/mayor-city-council/city-council-priorities>
- **Community Survey | Fremont Police Department, CA:** <https://www.fremontpolice.gov/community/community-survey>
- **Chief's Transition Plan:** <https://fremontpolice.gov/2021ChiefTransition>

Page 11

- **30x30 Initiative:** <https://30x30initiative.org/>
- **PERF (policeforum.org):** <https://www.policeforum.org/assets/WomenPoliceLeadership.pdf>