



Fremont Police Department Strategic Plan: Year One Update

November 2025



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Introduction: Strategic Plan Year One Update

The Fremont Police Department Strategic Plan Year One Update offers an overview of the Department's achievements in implementing the goals and objectives outlined in the 2024–2027 Strategic Plan during its first year of execution, which spans from **November 1, 2024, to October 31, 2025**. This update serves as a testament to the Department's unwavering commitment to measurable outcomes, organizational excellence, and public accountability.

<https://powerdms.com/link/FremontPD/document/?id=3548047>

Throughout the first year of implementation, the Fremont Police Department has accomplished a variety of initiatives that have collectively advanced its strategic priorities. This update details the noteworthy accomplishments, ongoing projects, and areas of continued focus that align with the five strategic goals set forth in the strategic plan. These goals reflect a holistic approach to community policing and operational effectiveness, ensuring the safety and well-being of the residents of Fremont. The following sections outline key accomplishments, ongoing initiatives, and areas of continued focus aligned with the plan's five strategic goals:

1. **Mitigate the Impact of Crime and Enhance Community Safety:** The Department has renewed its focus on crime prevention and community safety, focusing on proactive measures that foster safer neighborhoods. Through data-driven policing strategies, community outreach programs, and collaborative efforts with local organizations, the Department has made strides in reducing crime rates while enhancing the overall sense of security in the community.
2. **Enhance Recruitment and Retention Strategies:** Recognizing the importance of a well-staffed police force, the Department has implemented innovative recruitment strategies aimed at diversifying its workforce and attracting high-quality candidates. Retention initiatives have also been prioritized, ensuring that experienced officers feel valued and supported within their roles. The commitment to a diverse and well-trained team is paramount for maintaining public trust and effective policing.
3. **Strengthen Staff Support, Wellness, Training, Mentoring, and Succession Planning:** The well-being of the Department's personnel is crucial for operational success. The Year One Update highlights efforts to enhance staff support through wellness programs, comprehensive training, and mentoring opportunities. Additionally, a focus on succession planning ensures

that the Department is prepared for future leadership transitions, maintaining continuity and stability in its operations.

4. **Advance Operational Excellence, Efficiency, and Accountability:** The Department has pursued operational excellence through the implementation of new technologies and processes that streamline operations, thereby improving response times and increasing overall efficiency. Accountability measures have been strengthened, including regular performance evaluations and transparent reporting, reinforcing the Department's commitment to serving the community effectively and ethically.
5. **Expand Community Engagement and Communication Opportunities:** Engaging with the community is a core component of the Department's approach to policing. The update outlines various initiatives designed to foster open lines of communication between law enforcement and residents, including community meetings, social media outreach, and partnerships with local organizations. These efforts aim to build trust, gather feedback, and ensure that the voices of community members are heard in policing strategies.

The Year One Update reflects the collective effort and dedication of the Department's personnel, City leadership, and valuable community partners working together to uphold Fremont's esteemed tradition of excellence in policing. As the Department continues its journey toward achieving the long-term objectives of the strategic plan, this update serves as both a record of past achievements and a strong foundation for ongoing growth and adaptation. Moving forward, the Department remains committed to evaluating progress regularly and making necessary adjustments to ensure that the goals of the plan are fully realized, further enhancing the safety and quality of life for all Fremont residents.

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

Strategy 1.1: Enhance the Police Department's critical incident and disaster preparedness response.

Strategy Lead: Deputy Chief Brede

Due Date: Fall 2025

Status: **Completed (ongoing)** initial assessment and implementation of several key initiatives. We will continue to assess and implement upgrades to our critical infrastructure.

- Continued partnerships with Fremont Fire and the City Manager's Office to enhance disaster preparation and readiness.
- Worked with Fremont Fire to update the Emergency Management Plan policy.
 - Coordinated EOC and ICS information session for city staff.
- Members of the FPD Command Team completed NIMS/SIMS Incident Command System (ICS) training.
- Progress made in establishing the FPD Training (Range Classroom) as a "backup" Emergency Operations Center (EOC) for the City of Fremont.
 - Build out of the Chief's conference room command center.
 - Starlink installed as a backup communications option.
 - Laptops for the EOC identified.
 - Secure document lock box installed.
- Campus Safety
 - Initiated discussions on enhancing campus safety and security.
 - Safety/Security enhancements are scheduled to be completed by the end of the calendar year 2025.
- Range Facility Backup Power Connection
 - To ensure continuity of operations and align with emergency preparedness objectives, initiated a project to connect the facility to a generator.

Strategy 1.2: Establish a Police First Responder Disaster Preparedness Committee.

Strategy Lead: Deputy Chief Brede

Due Date: Winter 2024

Status: Ongoing. The Committee was established, and the initial meeting of the committee members is scheduled for late 2025.

- Collaborated with Emergency Services Manager Alec Tune to identify disaster preparedness needs to include a comprehensive review and adjustment of current policy to align with overall city disaster preparedness.
- The role of the committee has been identified
- We worked with the Division Commanders to identify the representatives from each of their units who will be assigned to the committee.

Strategy 1.3: Continue to work with City Staff to address homelessness-related concerns, which will be led by a comprehensive citywide strategic plan and strategy.

Strategy Leads: Deputy Chief Brede / Captain Tang / Lieutenant Loughery

Due Date/Status: Ongoing

- After many years of inactivity, the MET Team reestablished a partnership with Alameda County Behavioral Health (ACBH), which will now deploy its Mobile Crisis Teams (MCT) in Fremont. This is an important change and brings significant service enhancements and benefits to our city. The MCT consists of two licensed clinicians who can respond to mental health and substance use crisis calls during business hours.
- Ongoing efforts are referenced in section 5.4.
- Worked with various members of the City of Fremont to adopt a “camping ordinance”, allowing for added enforcement when articulable public safety concerns exist.
- Supportive of this strategy, finalized administrative and operational adjustments designating an eight year and five-year MET officer positions.

Strategy 1.4: Enhance directed patrol enforcement initiatives based on intelligence-led information.

Strategy Lead: Captain Tang and Captain Snelson

Due Date: Winter 2025

Status: **Completed.** The department will continue to look for ways to enhance directed patrol enforcement initiatives based on intelligence-led information.

- Full deployment of the FPD’s first Explosive Ordinance Detection (EOD) canines. The K9s were scheduled to maximize their availability. The K9s have been used to locate firearms used in crimes, conduct sweeps of schools after bomb threats, help secure special events, and serve as a great community engagement opportunity.
- Crime forum upgrade for efficient, secure information sharing.
- Enhancements to Peregrine implementation to include additional data sources and partners, thus increasing data access for intel-led recommendations and investigative leads.
- Providing ongoing awareness of local crime trends and recommendations for hotspot deployments.

Strategy 1.5: Fully implement, enhance, and expand the Real Time Information Center (RTIC).

Strategy Lead: Captain Snelson and Manager Canaday

Due Date: Summer 2025

Status: Ongoing. The full buildout of the RTIC is expected in the first quarter of 2026.

- Significant progress has been made on the RTIC
 - Physical transformation of the Special Investigative Unit (SIU) into a space for RTIC and Drone as First Responder (DFR). Open-source media acquisition and training/patrol briefing updates
- Trained and deployed one RTIC Analyst position. Began making preparations and discussing the appropriate timing to initiate training and deployment of the second position.
- Authorized several members of the staff to attend national training seminars.

Strategy 1.6: Make existing information technologies as contemporary as possible, change the police department’s traditional thinking, and find ways to embrace new technologies.

Strategy Lead: Deputy Chief Brede

Due Date/Status: Ongoing

- Ongoing efforts are referenced in section 1.5.
- Live 911: Supports the enhancement of response objectives, acquired and integrated Live911 for the Real Time Information Center (RTIC), Drone as First Responder (DFR), and Patrol Unmanned Aerial Vehicle (UAV).
- Partnered with 3si to monitor live GPS trackers for incidents of felony thefts
- Peregrine: Expanded data sharing and ongoing product development to include productivity dashboards for patrol supervisors.
- Initiated the replacement or upgrade of 11 community cameras supporting the department’s crime mitigation objectives.
- Completed a service agreement with Flock to deploy nine new community cameras.
- In October 2024 transitioned all new alarm permits to the web-based system. Processed 1,942 alarm permits in Data Ticket in FY2024/25.
- Developed and implemented a process for trespassing agreements to be stored in Peregrine for easy access by patrol and dispatch.
- Website updated to include accessibility requirements.
- LIMS: Full implementation of this system, which is currently being used by the Crime Lab and CSI personnel.
- Cell Site Simulator: Began working to secure funding to purchase a cell site simulator, an essential investigative tool that will enhance the safety of our community and police officers.
- Undergoing acquisition and deployment of the advanced video analytics platform, Briefcam.
- New RMS software: Records Unit is transitioning to a robust management system. Work continues to migrate records to the new system.
- Introducing software and register systems to IT. Once approved, the upgraded equipment will reduce errors, ease balancing issues, and provide touchless pay for citizens.
- Working on setting up evaluations with AI companies, Barricade AI, and Blue Voice
- Illegal Street Vendor Response and Partnership
 - In response to the negative impacts on businesses and communities in the City of Fremont and throughout California, FPD, Fremont Code Enforcement, and Alameda County Health Department piloted a mitigation strategy by utilizing tools and laws unique to each department. The efforts were practical, leading to similar programs being copied in other jurisdictions. The FPD MET initiated the partnerships; however, CRU is now responsible for ongoing follow-up.

Strategy 1.7: Increase traffic education and enforcement.

Strategy Lead: Captain Tang / Lieutenant Mahboobi

Due Date: Winter 2024

Status: **Completed** with ongoing initiatives to enhance traffic education and enforcement.

- A new Ancillary Traffic Officer (ATO) position was established to support ongoing traffic safety and investigative objectives. These positions are assigned to the Patrol and maintain regular shift duties and responsibilities. However, the ATOs will provide traffic-related support, investigate collisions, conduct extra enforcement, and receive additional specialized training.
- To support efforts to mitigate dangerous driving behaviors, the department moved forward with outfitting two specially marked patrol vehicles that will be used to conduct traffic enforcement as well as general enforcement efforts. These vehicles meet all requirements of a patrol vehicle; however, the markings will allow for better driving observations for officers. These vehicles will be assigned to the Patrol Division and used for general patrol as well as specialized enforcement.
- FPD was awarded approximately \$173,000 to mitigate the dangers of dangerous driving behaviors, specifically DUI. FPD will fund a Youth Driver’s Safety Course, purchase digital message signboards, and deploy other traffic safety strategies.
- Traffic Safety Knowledge and Tips Campaign: Videos and graphics were disseminated to the community digitally. Four videos (high beam safety, pedestrian safety, bike safety, and driver safety) were produced as of June 30, 2025.
- Commercial Enforcement Officer
 - After a significant period of the FPD’s inability to deploy a Commercial Enforcement Officer, the position was filled and deployed.
- Secured grant funding through the Office of Traffic Safety Program.

Strategy 1.8: Expand data-driven crime prevention initiatives.

Strategy Lead: Captain Snelson and Manager Canaday

Due Date: Summer 2025

Status: **Completed** with ongoing efforts to expand data-driven crime prevention initiatives.

- Peregrine: Expanded data sharing and ongoing product development to include productivity dashboards for patrol supervisors.
- The Major Crimes Task Force prioritized efforts and focused on individuals who post photos of themselves with firearms, which may be illegal, or information suggests the guns may be used to commit violence against members of our community. Several arrests and guns have been seized as a result of the team’s efforts.
- A Crimes Against Persons (CAP) Unit member received approval to be placed as part of the US Marshals/FBI Violent Crimes Task Force. Placement allows FPD access to new resources and contacts that are supportive of crime mitigation efforts.
- The General Assignments (GEN) Unit continued partnerships with local businesses and allied law enforcement agencies to curtail organized theft and other associated crimes.

Strategy 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).

Strategy Lead: Captain Snelson / Lieutenant Tang

Due Date/Status: Ongoing

- The FPD School Resource Officers continued their partnership with the Fremont Unified School District and received school safety and violence prevention training from the Sandy Hook Promise Program. The initiative includes a student awareness campaign and an anonymous tip reporting system. Since its launch (January 2025), FUSD and FPD have received and investigated 12 anonymous tips through the system.

Strategy 1.10: Continue to enhance the safety of the community and officers by updating, expanding, and enhancing our Drone as a First Responder model.

Strategy Lead: Captain Snelson

Due Date/Status: Ongoing

- Ongoing efforts are referenced in section 1.5
- UAV Sergeant: Authorized an additional UAV Sergeant position to enhance administrative and operational effectiveness and efficiency.
- Staff conducted a comprehensive analysis of drones as first responder models to identify more robust solutions and a pathway toward seven-day-a-week deployment.
- Staff is working toward identifying funding sources for the full build-out of the program.

Strategic Goal 2: Enhance Recruitment and Retention Strategies

Strategy 2.1: Develop reasonable and responsible strategies to reduce Police Officer vacancies.

Strategy Lead: Chief Washington / Deputy Chief Brede / Captain Morrison / Lieutenant Kindorf

Due Date: Winter 2024

Status: **Completed** with ongoing efforts to develop reasonable and responsible strategies to reduce Police Officer vacancies.

- Utilized the budget process to secure additional funding for digital marketing (recruitment). The contract was finalized, and digital marketing began to ramp up.
- Initiated a department recruitment plan
- Guardian Background investigation software is designed to streamline the hiring process. Contract signed in June 2025, with implementation scheduled for fall 2025.
- Six new Field Training Officers were added to the program.
- The Field Training Program Supervisor was officially added as a collateral duty
- The Field Training Officer Policy was updated and edited with input from the FPA
- Oral Board Training & Practices
 - Continued collaboration with HR to ensure oral board processes remain fair, impartial, consistent, and current.
 - Added an HR member as either a panel rater or observer during oral boards.
 - Established an annual review process for oral board questions.
- As of October 31, 2025, there are 16 police officer vacancies. This is a 51.5% decrease from November 1, 2024.

Strategy 2.2: Develop reasonable and responsible strategies to reduce Dispatcher vacancies.

Strategy Lead: Chief Washington / Deputy Chief Brede / Captain Morrison / Lieutenant Kindorf / Manager Ruiz

Due Date: Winter 2024

Status: **Completed** with ongoing efforts to develop reasonable and responsible strategies to reduce Dispatcher vacancies.

- Implemented the “Pod Training Model,” which involves two dispatch trainees to one training during the start of phone training.
- Successfully completed a two-week In-House Academy for ten new dispatch hires, the largest class in FPD history.
- Guardian Background: Ongoing efforts are referenced in section 2.1
- Digital marketing: Ongoing efforts are referenced in section 2.1
- Oral Board Training & Practices: Ongoing efforts are referenced in section 2.1
- As of October 31, 2025, there are 4 Dispatcher vacancies. This is a 63.6% decrease from November 1, 2024.

Strategy 2.3: Develop reasonable and responsible strategies to reduce Professional Staff vacancies.

Strategy Lead: Chief Washington / Deputy Chief Brede / Captain Morrison / Lieutenant Kindorf

Due Date: Winter 2024

Status: **Completed** with ongoing efforts to develop reasonable and responsible strategies to reduce Professional Staff vacancies.

- Guardian Background: Ongoing efforts are referenced in section 2.1
- Digital marketing: Ongoing efforts are referenced in section 2.1
- Oral Board Training & Practices: Ongoing efforts are referenced in section 2.1
- Public Affairs/Community Engagement: Filled three positions: 1 Public Affairs Specialist (full-time), and 2 Public Affairs PSAs (part-time)
- As of October 31, 2025, there are 16 Professional Staff vacancies. This is a 21.95% decrease from November 1, 2024.

Strategy 2.4: Work to enhance the work experience, utilizing the established committee and command team to identify reasonable options for retention.

Strategy Lead: Chief Washington

Due Date: Winter 2024

Status: Ongoing efforts to develop reasonable enhancements to the work experience.

- Retention committee inactive for several months due to administrative and operational considerations.
- Dispatch: In an effort to maximize efficiency due to staffing challenges, a twelve-hour emergency schedule with staggered start times was initiated. The adjustment significantly reduced the need to call in staff for overtime on their days off.

- Researched and studied retention strategies from public and private entities. Focus of research was on work/life balance, long commutes, childcare, technology, and culture.

Strategy 2.5: Develop recognition strategies to celebrate employee milestones.

Strategy Lead: Deputy Chief Brede / Captain Snelson / Lieutenant Kindorf

Due Date: Summer 2025

Status: **Completed** with ongoing efforts to develop recognition strategies to celebrate employee milestones.

- Comprehensive review and update of the Awards and Commendation Policy. Added the following awards: Chief’s Leadership Award, Life Saving Award, Manager of the Year, Professional Employee of the Year, and Volunteer of the Year.
- Reestablished the Awards Committee in early 2025 after at least a decade of inactivity. The group began reviewing employee nominations for exemplary work and refining the nomination process for consistency and timely review.
- Recognition and Accomplishment Wall
 - Quotes were obtained to update all award plaques and expand recognition to include annual employee recognition. The objective is to complete the purchase and project in by the summer of 2026.
- Finalized plans for the first Fremont PD staff appreciation staff BBQ. All current employees and their families were invited.

Strategy 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.

Strategy Lead: Manager Gee / Lieutenant Kindorf

Due Date: Spring 2025

Status: **Completed** with ongoing efforts to continue to identify practical, consistent, and engaging methods for bolstering the Department’s social media presence in recruiting new officers and professional staff.

- Digital marketing: Ongoing efforts are referenced in section 2.1
- The Public Affairs unit prioritized new digital media (photographs and B-roll video footage) to enhance our digital footprint on our social media platforms.
- Public affairs positions added: Ongoing efforts are referenced in section 2.3
- Updated digital recruitment materials.
- We have continued working with our current marketing partner, who has cultivated several opportunities for us to advertise job openings and promote police career pathways with local newspapers, police-specific websites/podcasts, and television outlets. This includes targeted ads and sponsored content on media platforms popular among diverse populations.
- The Recruitment Team continues to maintain and enhance the FPD website and dedicated recruitment page, along with the FPD microsite (recruiting website), which provides detailed information on the hiring process, department, and benefits of working for the department.

The sites are user-friendly and include FAQs, an application portal, and resources for prospective applicants.

Strategy 2.7: Attract experienced Police Officer candidates for lateral hire.

Strategy Lead: Lieutenant Kindorf / Human Resources

Due Date: Winter 2024

Status: **Completed** with ongoing efforts to attract experienced Police Officer candidates for lateral hire.

- Implemented a \$100,000 hiring bonus for the first 10 lateral hires.
 - Three lateral police officers hired under this program.
- Exploring the possibility of filling the vacation and sick banks for lateral hires based on their years of service.
- Worked with Human Resources to streamline and accelerate the hiring process for laterals.
- Worked with an outside vendor to revamp the Lateral Webpage with updated content and photos.
- Developed targeted advertisements and recruitment materials that speak to the unique needs and interests of diverse groups within the community. Ensure that the language, imagery, and messaging resonate with the community’s values, emphasizing inclusion, service, and the role of police officers in fostering trust.
- Virtual Officer Orientations/Information Sessions: We host live, interactive virtual “officer orientations” regularly (usually at least once every 6-8 weeks) and provide an overview of our department and hiring process.
- Ongoing efforts are referenced in section 2.1.

Strategy 2.8: Recruit and hire a full-time Veterinarian to the Tri-City Animal Shelter.

Strategy Lead: Manager Miott / Human Resources

Due Date/Status: Ongoing

- Received approval to hire a full-time veterinarian to assist with Animal Services operations and the City Council’s desire to implement a Trap-Spay-Neuter Program. This position remains challenging to fill. Work is ongoing to try to hire a full-time veterinarian.

Strategy 2.9: Recruit and hire a full-time Veterinarian to the Tri-City Animal Shelter.

Strategy Lead: Manager Miott / Human Resources

Due Date/Status: Ongoing

- Received approval to convert an existing part-time veterinary technician to a full-time position to support the full-time veterinarian. This position continues to be challenging to fill. Work continues toward hiring a veterinary technician.

Strategy 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 \(policeforum.org\)](#)

Strategy Lead: Chief Washington

Due Date/Status: Ongoing

- The Hoffman Group issued a survey to all female employees.
 - The survey provided valuable insight into areas of improvement related to mentorship, representation, training and professional development, and overall workplace culture, helping identify opportunities to enhance recruitment, retention, and advancement of women within the department.
 - The survey also identified several strengths within the department, including wellness initiatives, schedule flexibility, competitive benefits, and support for work–life balance, which contribute positively to the overall employee experience and retention of female staff.
- Provided the opportunity for our employees to attend the Women Leaders in Law Enforcement conference.
- Initiated an organizational assessment on women in policing.
- Participated in several recruitment events focused on female candidates.

Strategy 2.11: Improve employee performance feedback quality, relevance, and effectiveness through a new performance evaluation system.

Strategy Lead: Deputy Chief Brede, Lieutenant Rodriguez, and Lieutenant Bryant

Due Date: Summer 2025

Status: **Completed** with ongoing efforts to continue to identify ways to improve employee performance feedback quality, relevance, and effectiveness through a new performance evaluation system.

- Worked with Benchmark Analytics to develop digital evaluations. The evaluation system was presented at the September 2025 all supervisor meeting.
 - The digital performance evaluation system to be fully implemented January 2026.

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

Strategy 3.1: Review our wellness and physical fitness policies to ascertain if contemporary adjustments are needed.

Strategy Lead: Lieutenant Kindorf and Lieutenant Rodriguez

Due Date: Winter 2024

Status: **Completed** with ongoing efforts to enhance wellness initiatives.

- Implemented the Heka Health platform for employees to be able to participate in fitness challenges.

- Utilizing a grant and other funding sources, contracted services from Sigma Tactical Wellness Health Screenings allowed 150 department members to participate in health screenings voluntarily.
- Utilizing grant funding, work continues to convert the former “sleep room” into a designated wellness room. This will be a space that supports relaxation and stress reduction.
- Mindbase application replaced Cordico.
 - Mindbase is proactive and preventative support application specially designed for law enforcement, firefighters, dispatchers, medical professionals, and others serving the most demanding and critical roles.
- FitBit Challenge: The FPD hosted its first Step Challenge, drawing nearly 50 participants.
- Policy was created covering the use of the Restorative Rest facility.
- Sports Court Upgrade Project: Initiated work toward upgrading and repairing the FPD’s sports court. The court will be resurfaced and prepared for pickleball and basketball. Funding was obtained, and new basketball goals and pickleball netting were purchased. Awaiting funding and capacity to complete the resurfacing.

Strategy 3.2: Develop a protocol for formal check-ins following critical/impactful incidents.

Strategy Lead: Captain Snelson / Lieutenant Kindorf / Lieutenant Rodriguez

Due Date: Spring 2025

Status: **Completed** with ongoing efforts to continually reevaluate the protocol for formal check-ins following critical/impactful incidents.

- Mindbase has a structured process to focus on a wellness check-in application open to all employees, allowing for check-in following critical/impactful incidents.
- Working on the framework for yearly wellness check-ins for all employees.

Strategy 3.3: Re-establish and fully implement a formal mentoring program. Consider recommendations from PERF regarding women and mentoring.

Strategy Lead: Captain Morrison / Lieutenant Bryant

Due Date/Status: Ongoing

- The Mentor policy was revised to reflect the mentor program tiers
- Developed a mentor training course to instruct new mentors on the program and their role within it.
- The first mentor training was held in May 2025.
- Working with the Personnel Unit and Training Unit to ensure new employees are matched with a mentor and receive mentor training in the in-house.

Strategy 3.4: Research the feasibility of developing a childcare program for the department.

Strategy Lead: Captain Morrison / Lieutenant Tang

Due Date: Spring 2025

Status: **Completed** with ongoing efforts to develop a childcare program for the department

- Lieutenant Tang has researched the development of a childcare program and is in the process of finalizing a report detailing his findings. However, preliminary information suggests that childcare is unlikely to be practical at this time. Additionally, information suggests a lack of interest and funding.

Strategy 3.5: Continue and consider expanding in-house leadership training. Identify division-specific training needs (Department Training Plan).

Strategy Lead: Lieutenant Bryant

Due Date/Status: Ongoing

- Ongoing Training Matrix annual review
- Continued efforts to provide opportunities for those interested in professional development opportunities such as Inner Perspectives, Leadership Fremont, On-Base Leadership, Alameda County Leadership Academy, Supervisory Leadership Institute (SLI), Command College, FBI Academy, and the Senior Management Institute for Police (SMIP). During this fiscal year, several department members at various ranks/assignments participated in these leadership opportunities.
- Future Leaders Training: Continue the Future Leaders Initiative Series, contract with an outside resource consultant who provided training on promotional consideration, interviewing, role, and expectations. Nine department members from various ranks and positions voluntarily participated.
 - The department purchased reference material/books for all participants.
- Professional development included participation in the Management Team Development Conference, Leadership Fremont, Executive Leadership course, Civilian Police Leadership, Leadership and Accountability, Demonstration Response Leadership, Leadership in Police Records, First-Level Leadership in Records, and Finding the Leader in You (An 8-hour leadership seminar open to all employees of the department).

Strategy 3.6: Integrate the employee's training plan into the employee evaluation process to link the individual, their assignment, and their career goals.

Strategy Lead: Lieutenant Bryant

Due Date/Status: Ongoing

- Employee evaluations have been migrated to the Benchmark Analytic digital evaluation system. The integration of the training plan into the employee evaluations will be initiated as a second phase to be completed by Summer 2026.
- Annual Training Matrix review by managers/lieutenants.

Strategy 3.7: Enhance opportunities for staff to attend additional cultural awareness training.

Strategy Lead: Lieutenant Bryant / Lieutenant Kwok / Lieutenant Tang

Due Date: Summer 2025

Status: **Completed** with ongoing efforts to enhance opportunities for staff to attend additional cultural awareness training.

- Community Perspectives in-house academy training for new employees
- October 2024: Deaf Culture Department Training
- Joshua’s Gift autism awareness briefing training
- May 2025: Hinduism 101

Strategy 3.8: Continue to develop and update a formal succession plan.

Strategy Lead: Chief Washington / Deputy Chief Brede

Due Date/Status: Ongoing

- The formal succession plan has been developed and is available for all employees.
- Future Leaders Training: We are continuing the Future Leaders Initiative Series, contracting with an outside resource consultant who provided training on promotional consideration, interviewing, role, and expectations. Approximately 25 department members from various ranks and positions voluntarily participated.
- The department purchased reference material/books for all participants.
- Future Needs Assessment: Began discussing the potential leadership transitions that will occur in 2-3 years. Discussed the need to ensure succession planning includes creating opportunities for as many department members as possible.
- Command Team Building
 - Held a POST-approved Team Building Workshop. The three-day course was intended to build and strengthen our command team, address existing department improvement efforts, and plan for FPD’s future.

Strategy 3.9: Develop strategies to instill leadership at all levels of the organization – not just positional leadership associated with rank.

Strategy Lead: Deputy Chief Brede

Due Date/Status: Ongoing

- Peer exchange program: Ongoing efforts are referenced in section 3.10.
- Future Leaders Training: Ongoing efforts are referenced in section 3.8.

Strategy 3.10: Fully implement Peer Exchange and Professional Development Program.

Strategy Lead: Deputy Chief Brede

Due Date: Spring 2025

Status: **Completed**. Continuing to identify additional peer exchange and professional development opportunities.

- The FPD sent a lieutenant to the Irvine Police Department to share ideas and gather information on administrative and operational options.

Strategy 3.11: Continue to evaluate and test new technology and equipment platforms to continue to serve as a law enforcement training leader.

Strategy Lead: Lieutenant Bryant

Due Date/Status: Ongoing

- Continue to look for a digital attendance solution for hosted training.
- Signed on with the Briefing Room, which is a training platform for law enforcement agencies, designed to help supervisors deliver short, effective training during roll calls or briefings.
- The Training Unit is looking into the use of an outside travel platform that will assist in identifying the lowest rates for airfare, car rental, and hotel. It would also provide refunds of cancelled air travel.
- The Training Unit identified an online solution to accomplish the California Police Officer Standards and Training Perishable Skills Program Use of Force, Domestic Violence, and Strategic Communications training.

Strategy 3.12: Research and develop a restorative rest program supportive of wellness objectives.

Strategy Lead: Captain Tang

Due Date: Winter 2024

Status: **Completed** with ongoing efforts to re-evaluate the restorative rest program.

- Restorative rest area upgrade: Completed the transition of underutilized space at the FPD Detention Center, converting rooms into eight individualized sleep quarters (four for women, four for men).
- Policy was created covering the use of the facility.

Strategy 3.13: Establish a Therapy Dog Program for the department.

Strategy Lead: Lieutenant Tang

Due Date: Winter 2024

Status: **Completed**

- In late 2024, a therapy dog program was approved and works directly towards supporting the health and wellness of all members of the Fremont Police Department.
 - Research showed that spending time with a therapy dog can stimulate social bonding, trust, and stress relief; its use contributes to personnel becoming more mindful, compassionate, and resilient.
- In May 2025, the FPD officially received K9 Maddox, a four-year-old Labrador who will serve as the Department's first Wellness K9.

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

Strategy 4.1: Conduct a workload organizational staffing study to include deployment strategies.

Strategy Lead: Captain Tang / Captain Snelson / Captain Morrison

Due Date: Winter 2025

Status: **Completed** with ongoing efforts to analyze current deployment models.

- Interim Specialty Appointments: Worked with the FPA to create interim Specialty Assignments to ensure continuity in prioritized critical service as recommended by the Division Commander and approved by the Office of the Chief.
- The specialty units managed by Lieutenants have been identified, and efforts are underway to ensure the workload is distributed appropriately.
- We identified a model for a patrol workload organizational staffing study through a vendor that was recommended by a neighboring agency. Looking into funding streams to support the cost of the study.
- Completed the POST Dispatch staffing study. Ongoing efforts are referenced in section 4.4.
- Completed the Animal Services staffing and operational study.

Strategy 4.2: Obtain CALEA accreditation.

Strategy Lead: Deputy Chief Brede / Lieutenant Bryant

Due Date: Winter 2027

Status: Ongoing

- Year one of self-assessment has been completed. Over 90 policies and procedures were updated or created. Annual reporting has been identified.
- Anticipate becoming accredited in 2026.
- The CALEA accreditation process has had several benefits, including significant revisions and updates to dozens of outdated policies and procedures, ultimately leading to better outcomes for officers, the department, and our community.

Strategy 4.3: A comprehensive review of Lexipol Policy Manual and drafting a police-specific procedures manual.

Strategy Lead: Deputy Chief Brede and Lieutenant Bryant

Due Date: Winter 2025

Status: Ongoing

- Fully deployed the 9th lieutenant, which was approved in the prior fiscal year. The position helps ensure consistency with FPD policy update and other administrative functions supportive of operations.
- Policy Updates: Reviewed and updated several policies to better align with department priorities, best practices, CALEA standards, and community service objectives.
- Initiated a procedures manual. Nine procedures have been created and released.

- Approximately 50% of the policies have been reviewed. And over 90 policies and procedures were updated or created.

Strategy 4.4: Communications (Dispatch) Center Comprehensive Study, Assessment, and Review.

Strategy Lead: Manager Ruiz

Due Date: Spring 2025

Status: **Completed** with ongoing efforts to assess the current deployment model of the communications center.

- The Peace Officer Standards and Training management study of the communications dispatch center was conducted in 2024. The results were received in November 2024. Currently assessing operational and administrative adjustments.
- Dispatch National Answering Standards
 - FPD Dispatch continues exceeding state and national standards by answering 97% of 911 calls within 15 seconds.
- Full-Time Call Taker Position: Administrative adjustments were made to create a full-time Call-Taker Position working in the Dispatch Center
- Dispatch Shift Configuration Adjustment: Due to staffing challenges, a twelve-hour emergency schedule with staggered start times was initiated to maximize efficiency. The adjustment significantly reduced the need to call in staff for overtime on their days off.

Strategy 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.

Strategy Lead: Deputy Chief Brede, Lieutenant Tang, and Lieutenant Kindorf

Due Date: Winter 2024

Status: **Completed** with ongoing efforts to enhance overall operational efficiency.

- Axon Standards: New administrative system for reportable events. Implemented in fall 2024, with migration from IA Pro/Blue Team. Received the sergeant's feedback on improved functionality and ease of use. Data analytics improved.
- Axon Performance: Drafting a policy and system parameters/setup is in progress for fall 2025 implementation. The system will enhance accountability for body-worn cameras and in-car video usage, including “tagging” compliance and randomized video review.
- Benchmark Analytics
 - Initiated a contract with Benchmark Analytics to add a research-based approach to performance excellence.
 - Coordinating with the vendor for a fall 2025 rollout of the EIS system, which will integrate with Axon Standards and Performance. The platform will also include an updated process for performance evaluations.
- Working on a contract with an AI company to test their product, which will assist with the analysis of BWC footage to aid report writing.

Strategy 4.6: Initiate a space needs assessment for the Police Department to plan for future growth.

Strategy Lead: Chief Washington / Manager Brasil

Due Date: Spring 2026

Status: Ongoing

- Initiated conversation with City Leadership regarding future space needs for the department.
- Assessed acute office space needs utilizing unused space at the detention center.
- Reorganized spaces within the department to meet wellness initiatives.
- Assessed facility infrastructure for future growth
 - Range Facility Backup Power Connection: To ensure continuity of operations and align with emergency preparedness objectives, a project to connect the facility to a generator was initiated.
 - The HVAC (chiller system) was replaced due to the building's aging infrastructure. Consideration was also given to anticipated future growth.
 - Due to the aging infrastructure of the building, the generator was replaced. Consideration was taken for anticipated future growth.
 - Briefing Room Audio/Video Upgrade:
 - Installed a new audio/visual system to enable remote training sessions, meetings, and other communication needs.

Strategy 4.7: Identify and address the expanding needs of the department's fleet while supporting the transition to electric/hybrid vehicles when operationally appropriate.

Strategy Lead: Captain Tang / Lieutenant Tang

Due Date/Status: Ongoing

- Collaborated with Finance and Fleet to purchase new equipment for several car builds. It typically involves taking a vehicle scheduled for replacement out of service to utilize its existing equipment, which allowed two additional vehicles to remain operational.
- Patrol Vehicle Purchase: Utilizing grant funding, the department purchased two additional patrol vehicles for the fleet to help mitigate the impact of shortages. To complement the two vehicles, additional buildout equipment was purchased to equip them.

Strategy 4.8: Implement new Computer Aided Dispatch (CAD) and Records Management System (RMS).

Strategy Lead: Captain Snelson

Due Date: Spring 2025

Status: **Ongoing**

- CAD/RMS Project (ProPhoenix): Moved the department closer to full implementation; however, the project has been delayed, with now projected completion in 2026.

Strategy 4.9: Develop an Animal Services Trap-Neuter-Release Program.

Strategy Lead: Manager Miott

Due Date: Winter 2024

Status: **Completed** with ongoing efforts to further enhance the Animal Services Trap-Neuter-Release Program.

- Trap-Neuter-Return (TNR): Established a partnership with an organization to provide targeted TNR services in designated areas as an alternative to enforcement.
- Launched in June 2025, the program has already processed nearly 200 cats, contributing to effective population management and community engagement. The City is continually applying for grant funding to sustain and grow this program.

Strategy 4.10: Research the feasibility and practicality of animal services in providing free or low-cost spay and neuter services to the community.

Strategy Lead: Captain Morrison / Manager Miott

Due Date: Winter 2024

Status: Ongoing

- Implementation of this initiative is dependent on hiring a staff veterinarian. Currently, the shelter provides these services on a limited, case-by-case basis—such as assisting unhoused individuals transitioning into assisted housing.

Strategy 4.11: Re-establish a Volunteer Program in the Animal Shelter.

Strategy Lead: Manager Miott

Due Date: Winter 2024

Status: **Completed** with ongoing efforts to enhance the Animal Shelter Volunteer Program further.

- The volunteer program has been successfully re-established, with over 300 volunteers in the pipeline and approximately 40 fully onboarded and active.

Strategy 4.12: Expand the hours of service of the Animal Shelter.

Strategy Lead: Manager Miott

Due Date: Spring 2025

Status: **Completed** with ongoing efforts further to enhance the hours of service of the Animal Shelter.

- The shelter has returned to a minimum of 20 public service hours per week, open Wednesday through Saturday from 10 a.m. to 4 p.m., with adoption tours available Thursday through Saturday from 12 to 2 p.m.

Strategy 4.13: Enhance partnerships with non-profit organizations to support our community's animal service objectives.

Strategy Lead: Captain Morrison and Manager Miott

Due Date: Spring 2025

Status: **Completed** with ongoing efforts to further enhance partnerships with non-profit organizations to support our community's animal service objectives.

- New and strengthened partnerships include collaborations with Full Circle Cats, Cat Town, Nine Lives Foundation, Feral Cat Foundation, and Ohlone Humane Society.

Strategic Goal 5: Seek Additional Community Engagement and Communication Opportunities

Strategy 5.1: Continue to enhance transparency initiatives.

Strategy Lead: Deputy Chief Brede

Due Date/Status: Completed with ongoing efforts.

- International Association of Chiefs of Police (IACP) Trust Building Campaign
 - Submitted application in November 2024 and pledged to implement 25 key policies and promising practices within 36 months. Fortunately, FPD's traditional excellence had already satisfied most of the requirements, and in December 2024, our department was informed that we had satisfied all requirements.
 - The Trust Building Campaign informed the FPD that we were California's first law enforcement agency to complete the requirements affirmed by the IACP Trust Building Campaign.
- 2024 Community Survey: Completed the community survey, which assisted with identifying the needs and concerns of our community. Over 900 members of the community participated in the survey.
- 2024 FPD Annual Report: Completed the 2024 Annual Report, which included additional information to align community transparency and accountability objectives.
- Community Academy: Restored the Community Academy Program.
- Chief's Youth Advisory Board (YAB): Held several sessions, obtained perspectives of our young people, and obtained input on matters from high school-aged youth.
- Chief's Community Advisory Board (CAB): Continued engagement with representatives from the community to enhance service and help achieve public safety objectives.

Strategy 5.2: Expand the use of digital and social media platforms across all operations.

Strategy Lead: Manager Gee

Due Date/Status: Ongoing

- Traffic Safety Knowledge and Tips Campaign
 - Videos and graphics were disseminated to the community digitally. Six videos (high beam safety, pedestrian safety, bike safety, and driver safety) were produced as of October 2025. We are looking to produce three more traffic videos for the remainder of 2025.

- Enhanced information sharing on NextDoor, which specifically targets our local community.
- Implemented the posting of alert information on Nixle in Spanish and Chinese as appropriate for emergency alerts.
- Filled a Public Affairs Specialist position focusing on video production, which has greatly increased our output internally and to the community.
- Partnered with the Criminal Intelligence and Analysis unit on crime prevention campaigns (i.e., Scams Targeting Seniors, Jewelry Swaps, etc.).
- The Tri-City Animal Shelter launched a new website.
- The Tri-City Animal Shelter launched a new web-based pet licensing system named DocuPet.
- The Tri-City Animal Shelter increased outreach via social media to ensure the public is aware of timely updates.
- The Tri-City Animal Shelter partnered with NBC News on a Clear the Shelter campaign.

Strategy 5.3: Consider implementing a crime data dashboard on the Department’s website.

Strategy Lead: Manager Canaday

Due Date: Summer 2025

Status: **Completed** with ongoing efforts to add additional information and functionality.

- In addition to the crime statistics provided on the Police Department's webpage transparency portal, Fremont provides crime data in partnership with CityProtect.com.

Strategy 5.4: Enhance partnerships to support the City’s ongoing efforts to mitigate the impact of our unhoused community.

Strategy Lead: Captain Tang

Due Date/Status: Ongoing

- The FPD MET and CRU increased efforts to reach out and combat various quality-of-life issues, municipal code violations, and crime. These included illegal encampments, unsanitary living conditions in mobile homes, illegal parking, illegal semi-truck parking, and other issues. Partnerships with Human Services and other city departments were enhanced.
- Reestablished Partnership with Alameda County Behavioral Health: After many years of inactivity, the MET Team reestablished a partnership with Alameda County Behavioral Health (ACBH), which will now deploy its Mobile Crisis Teams (MCT) in Fremont. This is an important change and brings significant service enhancements and benefits to our city. The MCT consists of two licensed clinicians who can respond to mental health and substance use crisis calls during business hours.
- Mental Illness Commitments Policy
 - Policy reviewed and updated.

Strategy 5.5: Foster relationships with Neighborhood Crime Watch groups and other residential organizations through assigned Zone Police Officers and Community Service Officers.

Strategy Lead: Captain Tang / Manager Gee

Due Date/Status: Completed with ongoing efforts.

- Crime Mitigation Strategies: Members of our specialty teams conducted site visits and offered crime mitigation guidance to homeowner associations, neighborhood groups, and business partners throughout the city.
- Neighborhood Crime Watch (NCW) Program
 - 245 active NCW
 - 10 joined in FY 2024/25
 - 5 NCW meetings with FPD

Strategy 5.6: Look for ways to involve Communications Personnel in community meetings.

Strategy Lead: Manager Ruiz

Due Date: Summer 2026

Status: Ongoing

- Once staffing is stabilized, we will look for opportunities to involve communications personnel in community meetings.

Strategy 5.7: Re-establish the Youth Academy and Community Academy programs.

Strategy Lead: Captain Morrison

Due Date: Winter 2025

Status: **Completed** with ongoing efforts to further enhance the Youth Academy and Community Academy programs.

- Revamped the Community Academy Program. The current academy recently completed session four of ten sessions with 19 community members in attendance. Explorers also take part in several of the sessions. The community members are a good representation of the community as a whole.
- Looking to reestablish the Youth Academy Program.

Strategy 5.8: Create pathways through various young adult mentorship programs to motivate future generations to pursue a law enforcement career.

Strategy Lead: Captain Tang

Due Date/Status: Ongoing

- We are partnering with the Ohlone College criminal justice program to provide their students with building tours, unit demonstrations (e.g., SWAT, Crime Lab), and question-and-answer sessions with senior officers.

Strategy 5.9: Identify reasonable and effective ways to deploy resources in areas promoting one-on-one interaction with the community.

Strategy Lead: Captain Tang / Manager Gee

Due Date: Spring 2025

Status: **Completed** with ongoing efforts to identify reasonable and effective ways to deploy resources in areas promoting one-on-one interaction with the community.

- School visits by officers.
- Ohlone College Administration of Justice Program visit/tour of FPD – 2 sessions per year
- Youth sports team visit – 2 times this year
- Patrol and Community Engagement Efforts:
 - Watch commanders regularly monitor the Special Events Notifications and deploy patrol Officers/Sergeants to interact with the public while on duty.
 - Chat with a Cop Series- 6
 - National Night Out Parties – 82 (utilizing 94 volunteers)
 - Shop with a Cop (benefiting 14 children, 60 family members)
 - School Visits – 16
 - Non-FPD Community Events Attended – 9
 - Community Meetings - 9 (includes 2 NCW meetings)
 - Drug Take Back Events – 3
 - Organized City of Fremont Public Safety Fair, with approximately 1,000 attendees)
 - Local Boy and Girl Scouts events
 - K9 visits at the Niles Dog Show, various schools, and events
 - K9 (EOD) and UAV presented at the Shaker’s Ballers Camp
 - UAV and K9 units annually present at the City of Fremont Disability Faire
 - UAV, K9, MET and SRT annually present for Leadership Fremont
 - UAV participated in demos at the Community Emergency Preparedness and Blood Drive with the Church of Jesus Christ of Latter-day Saints and Red Cross
 - Provided fraud presentations to the elderly at multiple care homes, rotary clubs, and Elks Lodge (throughout the year)
 - Continued efforts to interact with businesses in hot spots via security check in areas such as the HUB and Pac Commons, resulting in direct contact/communication between officers and businesses.
- Grant Award: Target Heroes Grant
 - Obtained a \$2,500 grant from Target for members of the community during Shop with a Cop.

Strategy 5.10: Work together to strengthen our partnerships with faith-based organizations and actively address their concerns about hate-related issues.

Strategy Lead: Captain Snelson

Due Date: Winter 2024

Status: **Completed** with ongoing efforts to identify opportunities to work together to strengthen our partnerships with faith-based organizations and actively address their concerns about hate-related issues.

- Fremont PD was in attendance at the Fremont Leadership Prayer Breakfast in April 2025. City Serve trains, equips, and mobilizes local churches to work with local government to address community issues.
- Police Department representatives attended the City Serve event in May 2025
- Police Department representatives attended the For Our Heroes event at the Bay Area Baptist Church in October 2025.

Strategy 5.11: Continue cultivating a robust relationship with the Chamber of Commerce for effective liaison and partnerships.

Strategy Lead: Captain Snelson

Due Date/Status: Ongoing

- Continue to collaborate on the coordination of special events throughout the city to ensure safety concerns are addressed.
 - Fremont Street Eats: First Responder’s Night
 - Fremont Street Eats: Halloween Edition
 - Burger and Brew Fest
 - Festival of the Arts
 - Attendance at business member events

IMPLEMENTATION AND EVALUATION OF THE STRATEGIC GOALS

This Strategic Plan is designed to be adaptable, recognizing that priorities and objectives may evolve over the next two years in response to the dynamic needs of our community and organization. As previously mentioned, the police department is committed to delivering an annual update to city leadership. Any adjustments or modifications to the plan will be documented in the annual report, ensuring transparency and accountability as we progress forward.

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 Command Staff 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 to respond to evolving circumstances, community needs, and internal and external influences. The plan will undergo assessment and modification every three years or as necessary in accordance with the City of Fremont's annual budget development process.