



TRUST BUILDING CAMPAIGN

JANUARY 2025



FREMONT POLICE DEPARTMENT
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THE TRUST BUILDING CAMPAIGN

The International Association of Chiefs of Police (IACP) Trust Building Campaign seeks to enhance trust between police agencies and the communities they serve by ensuring positive community-police partnerships that promote safe and effective interactions. It also creates strategies to prevent and reduce crime and improve the well-being and quality of life for all.

To join the campaign, police agencies must pledge to implement 25 key policies and promising practices within 36 months. These policies and practices represent six key focus areas that are essential to enhancing the trust and collaboration between communities and police.





A MESSAGE FROM THE CHIEF

The Fremont Police Department values the relationship with our community that we serve, having established trust over many decades. Trust and police legitimacy are foundational requirements that enhance effectiveness and efficiency of law enforcement and public safety. Serving as community guardians, our core function is to mitigate criminal activity, and develop strategies aligned with recognized public safety best practices. Together our community and the exceptionally talented members of the Fremont Police Department continue to work to achieve our public safety objectives.



Building on established trust over many decades and our desire to continue to serve our great community with the highest level of professionalism, our department recently committed to aligning with nationally accepted best practices outlined in the International Association of Chief's of Police (IACP) Trust Building Campaign. Our application was submitted in December 2024, and it is with great pride and honor that I report the Fremont Police Department was recently notified that we had been certified by the IACP. Certification requirements include providing satisfactory evidence or proof that all 25 of the established best practices have been achieved. Upon receiving our notice, we were informed the FPD was the first law enforcement agency in the State of California to become certified. The certification is a testament to decades of effective leadership, talented staff, city leadership and our supportive community.

This initiative serves as another proactive commitment to ensuring positive community-police partnerships that promote safety, effective interactions, creative strategies to prevent and reduce crime, and improve the well-being and quality of life for members of our department and our community. By embedding these trust-building initiatives into our daily operations, and aligning them with our Strategic Plans, public safety objectives, mission, values and core functions, the Fremont Police Department upholds principles of fairness and justice, cultivating an environment where community members feel safe, valued, and heard.

Sean Washington

A handwritten signature in blue ink, appearing to read "S. Washington".

City of Fremont
Chief of Police

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.



POLICIES AND PROMISING PRACTICES

Bias-Free Policing

1. Establish a policy on bias-free policing.
2. Increase transparency and accountability of police use of force. Publish use of force and complaint process policies.
3. Provide officers with training and coaching on cultural responsiveness.
4. Train officers on the unique makeup and needs of their communities based on country of origin, religious and cultural practices, etc., which may conflict with local laws.

Use of Force

5. Adopt the elements of the National Consensus Policy on Use of Force into the agency's policies and procedures. Publish use of force policy.
6. Provide regular training on the agency's use of force policy. Training should include scenario-based exercises that incorporate de-escalation techniques.
7. Document all use of force beyond handcuffing in agency records. Review these records annually to identify trends that need to be addressed in policy and training.
8. Participate in the National Use of Force database.

Leadership and Culture

9. Establish an agency policy or statement that recognizes the sanctity of life and the importance of preserving human life during all encounters. Adopting the IACP Oath of Honor will meet this requirement.
10. Participate in an accreditation, certification, or credentialing process with an independent organization that reviews an agency's policies and procedures.
11. Ensure training and policy reflect a culture of equity, diversity, inclusion, and accountability and that promotes procedural justice for community members and employees alike.
12. Establish an employee wellness program that includes both physical and mental health.
13. Conduct a culture assessment of the organization, with steps taken to address areas of concern.
14. Provide body armor to officers and require the wearing of soft body armor while on uniformed patrol

Recruitment, Hiring and Retention

15. Embrace the guardian officer rather than the warrior mindset in recruiting and training.
16. Establish minimum educational standards or equivalency requirements that can be met by prior life experience. Provide officers with the opportunity for advanced education and training opportunities.
17. Verify potential hires with the national decertification database before hiring

experienced officers.

18. Include measures of problem-solving, trust-building, and cultural responsiveness in metrics of officer performance

Victim Services

19. Train officers in Trauma-Informed Responses.
20. Train officers on best practices, resources, and tools for communicating with community members who do not speak English or whose ability to communicate is impaired (e.g., people who are hard of hearing or deaf). Train officers on best practices, resources, and tools for communicating
21. Establish partnerships to provide for mental health, substance abuse, and youth deflection/diversion resources in their community.

Community Relations

22. Educate communities on the dynamics of policing and set reasonable expectations for their police. Establish shared expectations of the role police have in the community and how to evaluate police performance.
23. Establish a clear and timely complaint process that does not require written or sworn statements to be submitted. Complaint processes and policies should be accessible to all.
24. Conduct a regular recurring survey of the community to measure the level of trust in the police.
25. Establish written strategies to engage with youth in the community to develop positive relationships with police officers and how to interact safely with police.

PERFORMANCE MEASURES

1. Establish a policy on bias-free policing.

- The Bias-Based Policing policy (402) was revised and published on December 21, 2023. The policy clearly states that bias-based policing is strictly prohibited: <https://public.powerdms.com/FremontPD/documents/3208803>.
- FPD's Internal Affairs Unit developed and began teaching a course on ethical policing to our newly hired Officers. The training objective is to ensure we continue to uphold our long-standing tradition of proper and professional law enforcement service. FPD continues to utilize verified information, analysis, and technology to ensure fair and unbiased policing.
- As part of our ongoing efforts to demonstrate the legitimacy of the School Resource Officer (SRO) Unit and enhance transparency, we invited the Southern Alameda County/Hayward Chapter of the NAACP and Evident Change to review and assess the program. We are pleased to have a strong relationship with the NAACP and many other community-based organizations.

2. Increase transparency and accountability of police use of force. Published use of force and complaint process policies.

- The Use of Force policy (300) was revised to meet current best practices. The current version was updated and published to the Department's website on November 25, 2024: <https://public.powerdms.com/FremontPD/documents/3208879>.
- The Personnel Complaints policy (1013) includes the acceptance of personnel complaints, documentation, and investigation process.
- The Personnel Complaints policy is published and made available to the public on the department's website: <https://public.powerdms.com/FremontPD/documents/3208963>.
- FPD also has a Transparency Portal, which is available publicly on the Department's website, with sections on Accountability, Use of Force, In-Custody Deaths, and Incidents of Public Interest, such as Officer Involved Shootings: <https://www.fremontpolice.gov/about-us/transparency-portal>.
- The Department also recently started sharing our California DOJ-reported monthly California Incident-Based Reporting System (CIBRS) data with the Real Time Crime Index (RTCI). This is part of a national initiative to enable public users to see national crime trends as they develop through a data sample from hundreds of agencies nationwide. Rather than waiting for annual assessments to be published, the RTCI provides a faster understanding and visualization of national, state, and local crime trends by aggregating and visualizing preliminary monthly crime data from hundreds of local police departments, creating a comprehensive view of crime trends across the United States.

3. Provide officers with training and coaching on cultural responsivity.

- Chief Washington worked to update and adjust his Community Advisory Board (CAB) to enhance community participation in policy review, incident debriefs, internal management-level promotional processes, information sharing, sharing perspectives, and discussing topics of community interest. CAB members provide training to Officers on cultural awareness and have also taken part in the promotional process as oral board panelists. The advisory team continues to expand to include more diverse community members.
- During the new Officer orientation phase, field training, and in-service training, Officers engage in sensitivity and bias awareness training. This includes a Department-wide community perspectives training led by community members and diverse guest speakers, including the NAACP.
- In December 2024, the FPD management team received instruction from representatives of the Hindu American Foundation (hinduamerican.org) on Hinduism 101 for First Responders. The management team evaluated this training, which will be presented to the rest of the Department in 2025. The training material provided is published and made available to the public on the department's website using the following link: <https://public.powerdms.com/FremontPD/documents/3314032>.

4. Train officers on the unique makeup and needs of their communities based on country of origin, religious and cultural practices, etc., which may conflict with local laws.

- The Bias-Based Policing policy mandates that all Officers attend Peace Officer Standards and Training (POST)-approved training on bias-based policing.
- Each sworn member of the Department who receives the initial bias-based policing training will be required to complete an approved refresher course every five years, or sooner if deemed necessary to remain knowledgeable about changing racial, identity, and cultural trends. Officers are trained on Fremont’s unique cultural makeup throughout the field training process.
- Starting in 2023, officers receive onboarding and in-service training from community members who provide perspective on religious and cultural practices that could conflict with standard operating procedures and local law.

5. Adopt the elements of the National Consensus Policy on Use of Force into the agency’s policies and procedures. Published use of force policy.

- The Use of Force policy is available publicly on the Department’s website and contains elements outlined in the National Consensus Policy on Use of Force: <https://public.powerdms.com/FremontPD/documents/3208879>.
- As of September 2024, the FPD entered a self-assessment with the Commission on Accreditation for Law Enforcement Agencies (CALEA) to ensure that the Use of Force policy meets the accreditation guidelines for CALEA.

6. Provide regular training on the agency’s use of force policy. Training should include scenario-based exercises that incorporate de-escalation techniques.

- The agency reviews the Use of Force policy annually during California POST-approved perishable skills trainings, which include Arrest Control, Use of Force, and Firearms in-service training. During the training, instructors review the policy with participating officers who sign a roster to verify their attendance.
- The Use of Force policy is reviewed with new officers during the New Officer Orientation program.
- Our Use of Force training includes scenario-based exercises, in which officers are tasked with implementing de-escalation techniques, where appropriate, to use the minimum amount of force necessary to bring the scenario to a peaceful resolution. These trainings have also included simulations to make them more realistic.
- Our department training plan identifies de-escalation as a targeted training objective. Department trainers are tasked with incorporating de-escalation training into all training topics where applicable.

7. Create a policy to document all use of force beyond handcuffing in agency records. Review these records on an annual basis to identify trends that need to be addressed in policy and training.

- The Use of Force policy, which is published publicly on the Department’s website, mandates the documentation of all uses of force:
<https://public.powerdms.com/FremontPD/documents/3208879>.
- Supervisors are responsible for conducting administrative reviews of all uses of force. An administrative review is a multi-layered review of a use of force incident utilizing various sources of information, and it provides a supervisor with the basic facts of what occurred to determine if force was reasonably applied in alignment with the law, Department policy, and training.
- The Watch Commander is required to review each use of force by any personnel within their command to ensure compliance and to address any training or disciplinary issues.
- During the creation of the Department’s Annual Report, use of force trends are analyzed to identify areas that need to be addressed in policy and training. The is published publicly on the Department's website: <https://www.fremontpolice.gov/about-us/transparency-portal/yearly-summaries>.

8. Participate in the National Use of Force database.

- In 1997, Fremont Police Chief Craig Steckler joined a group of nationwide police chiefs to establish the benchmark cities survey, which created a measurement tool to help ensure police departments provide the best service possible within their respective communities. The survey, updated annually, provides a range of information about each department, including use of force data. With this information, the participating agencies can set better goals and objectives and compare their performance in various areas. Overland Park Police Department in Kansas currently compiles the data and publicly publishes it at the following website: <https://www.opkansas.org/city-services/police-fire-safety/police-special-services/benchmark-cities-survey/>
- In support of the IACP Trust-building Campaign, FPD has applied for access to the FBI Law Enforcement Enterprise Portal (LEEP). Once authorized, the Department will register for the National Use of Force Data Collection. The Department is actively organizing our 2024 use of force data in anticipation of uploading it by the end of 2025.
- In January 2016, the Department began collecting/submitted use of force data in response to California Assembly Bill 71, which requires annual state reporting of use-of-force data to the California Incident-Based Reporting System (URSUS). The data reported to URSUS is used to assist in the National Use of Force data reporting. The California DOJ publishes the compiled data publicly at: <https://data-openjustice.doj.ca.gov/sites/default/files/2024-07/use-of-force-2023.pdf>.

9. Establish an agency policy or statement that recognizes the sanctity of life and the importance of preserving human life during all encounters. Adopting the IACP Oath of Honor will meet this requirement.

- The Purpose and Scope section of the Use of Force policy states, “The Fremont Police Department recognizes the sanctity of human life, the value of peaceful resolution, and that the preservation of human life is paramount.”
- The preservation of life is FPD’s highest priority, and all new Officers have this reinforced during the in-house training phase.
- The Use of Force policy is published and made available to the public on the department's website using the following link:
<https://public.powerdms.com/FremontPD/documents/3208879>.

10. Participate in accreditation, certification, or credentialing process that has an independent organization that reviews an agency’s policies and procedures.

- The Department is enrolled in the self-assessment phase of the Commission on Accreditation for Law Enforcement Agencies (CALEA). The agency’s goal is to receive accreditation in March 2026.
- One requirement of CALEA accreditation is to provide community access to the CALEA accreditation public comment portal. This enables FPD to receive comments regarding our agency's compliance with CALEA standards, engagement in the service community, delivery of public safety services, and overall candidacy for accredited status. These comments can be in the form of commendations or concerns. The overall intent of the accreditation process is to provide the participating agency with information to support continuous improvement and foster the pursuit of professional excellence. Access to Fremont’s comment portal can be found using the following link:
<http://cimrs2.calea.org/1373>.

11. Ensure training and policy reflect a culture of equity, diversion, inclusion, accountability and that promote procedural justice for community members and employees alike.

- The Department’s code of ethics has been put in place to ensure that all peace Officers are aware of their responsibilities to always maintain their integrity and that of the Department. The Law Enforcement Code of Ethics policy is published and made available to the public on the department's website using the following link:
<https://public.powerdms.com/FremontPD/documents/3208934>.

- The Discriminatory Harassment policy (321), available publicly on the Department’s website, prohibits all forms of harassment, including sexual harassment and retaliation: <https://public.powerdms.com/FremontPD/documents/3208910>.
- The Bias-Based Policing policy affirms the Department’s commitment to unbiased policing in all encounters between Officers and members of the public through the ethical application of services while enforcing laws in a fair and equitable manner.
- The Recruitment and Selection policy (1000) states that the Department “provides equal opportunities for applicants and employees regardless of actual or perceived race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, age, disability, pregnancy, genetic information, veteran status, marital status, and any other classification or status protected by law. The Department does not show partiality or grant any special status to any applicant, employee, or group of employees unless otherwise required by law. The Department will recruit and hire only those individuals who demonstrate a commitment to service and possess the traits and characteristics that reflect personal integrity and high ethical standards.” The Recruitment and Selection policy is published and made available to the public on the department's website using the following link: <https://public.powerdms.com/FremontPD/documents/3208975>.
- Officers are taught about equity, diversion, inclusion, and accountability during the new officer in-house phase, field training, and during in-service training. This includes community perspectives training led by members of our community and diverse guest speakers such as the NAACP.
- FPD is dedicated to ensuring equitable opportunities, unwavering support, and utmost respect for all its members. This commitment is not merely a proclamation, but a practice aligned with the City of Fremont’s Administrative Regulation 2.12 (Policy Against Harassment, Discrimination, Retaliation, and Implementing Procedures). The Department upholds the FPD’s Discriminatory Harassment Policy, Guidelines for Conduct Policy, and Anti-Relation Policy, as well as other established expectations.
- In November 2021, FPD demonstrated commitment to ongoing self-assessment and Adaptation by signing the 30X30 pledge, a series of no- or low-cost actions that policing agencies can take to improve the representation and experiences of women in sworn positions in all ranks. These actions reflect what police leaders, researchers, and industry experts have indicated are critical to understanding gender equity in a police department and implementing strategies to advance women in policing. The initiative provides a valuable framework for evaluating FPD’s strategies and making necessary adjustments. Topics such as recruiting, retention, culture, and barriers to promotion are thoroughly examined, benefiting both male and female members of the FPD. In addition to core principles of the 30X30 Initiative, hearing perspectives and thoughts of women inside the FPD, and the listening to the results of exit interviews, Chief Sean Washington and Deputy Chief Lance Brede also reviewed several respected publications covering the topic of women in law enforcement. In March 2023, the Police Executive Research Forum (PERF) published a Critical Issues in Policing Series, Women in Police Leadership, and ten Action Items for Advancing Women and Strengthening Policing.

12. Establish an employee wellness program that includes both physical and mental health.

- The Physical Fitness Program policy (1025) was updated and published publicly on May 9, 2024. This policy encourages officers to participate in on-duty physical fitness activities, a program we have had in place for over 25 years:
<https://public.powerdms.com/FremontPD/documents/3208875>.
- In May 2023, decorated retired police sergeant, former USAF Security Forces Captain, and national speaker Michael Sugrue was invited to our department training to share his story about the aftermath of being in an officer-involved shooting. His experience led to him co-authoring the book *Relentless Courage: Winning the Battle Against Frontline Trauma*. The Department purchased copies of the book and made them available to all our employees.
- In January 2023, the California Board of State and Community Corrections (BSCC) awarded the Department a \$118,000 grant to further our wellness initiatives. The Officer Wellness and Mental Health (Officer Wellness) Grant Program, established in the 2022 Budget Act (Assembly Bill 178, Chapter 45, Statutes of 2022: <https://legiscan.com/CA/text/AB178/id/2600061>, provides \$50 million for city and county law enforcement agencies to improve Officer wellness and expand mental health sources.
- Gym Revitalization Wellness Initiative - FPD staff are provided with resources to manage their well-being because it influences their interactions with the public and can affect job performance. FPD is committed to supporting employee wellness and putting all efforts into reducing occupational stress injuries. FPD believes investing in employee mental and physical wellness is associated with job satisfaction, job performance, and community service. FPD also believes improved wellness leads to the best possible outcomes for many, including the employee, their families, and our community. Our employee wellness efforts include both mental and physical wellness. Optimal physical fitness is engrained into the fabric of the department. The equipment in the exercise facility is available 24 hours a day, 365 days a year. The heavy ongoing use of the gym has garnered a high level of physical fitness throughout the department. In March 2023, the Department invested in a state-of-the-art facility with free weights, machines, and cardio equipment.
- The Department has a fitness room on the first floor of the police department that allows for cardiovascular fitness and weightlifting.
- The Department also created a workout area in the outdoor space next to the fitness room, which allows for CrossFit-style physical fitness training.
- The Department contracts with a certified CrossFit and nutrition coach who is on-site once a week.
- The Department contracts with a clinician group that specializes in first responder mental health and provides confidential mental health services to all employees at no cost.
- Utilizing the abovementioned grant, the Department added Sigma Tactical Wellness to our wellness program. Heart disease is one of the leading causes of death and disability among both active and retired officers. SIGMA Tactical Wellness (https://iamsigma.com/?utm_source=FBINAA&utm_medium=eBlast&utm_campaign=nov2024) has pioneered a comprehensive cardiometabolic screening program for law enforcement. In November 2024, Sigma Tactical Wellness screened approximately 100 FPD members.

- Wellness Visits: In 2025, the Department will attempt to initiate mandatory wellness visits designed to be confidential, periodic, scheduled visits with a qualified mental health professional for several purposes related to the employee's mental health and resilience. The purposes of a wellness visit include improving employee well-being, decreasing stigma toward mental health services and professionals, normalizing the process of speaking to mental health professionals, increasing access to mental health services and professionals, facilitating employee self-awareness about emotional stressors, increasing employee mental health knowledge, wellness, and resiliency; and providing referral information for counseling, peer support, chaplaincy, or other relevant services.
- In continuation of FPD's wellness initiatives, the Department is working on a restorative rest program that will allow employees to get a rest period during their workday at clearly designated times and locations. The Department acknowledges that adequate sleep is essential for employees to perform at their best. Shift work can be demanding and may disrupt the body's natural sleep cycle. The Department also recognizes the importance of ensuring that field personnel, including Patrol Sergeants, Patrol Officers, and Community Service Officers (CSOs), have sufficient rest and recovery to maintain their performance. This initiative would allow Patrol Sergeants, Patrol Officers, and CSOs to take a restorative rest period in place of their lunch break when necessary. It is meant as an occasional supplement to regular sleep, not a replacement for healthy and consistent sleep during off-duty hours, and it is not intended for daily use. We are repurposing underutilized space in the department to provide a safe, restorative rest location. The restorative rest policy is in its final draft stage, and we expect to have it published by the first quarter of 2025.
- The Department entered into a contract with Benchmark Analytics to add a researched approach to performance excellence. As part of the First Sign® Officer Advocacy Suite, the wellness solution delivers officer-specific insights and facilitates recommended interventions, all within a single, data-driven platform. This level of proactive wellness support can significantly improve the health and well-being of all officers while contributing to more successful careers. More information can be found on Benchmark Analytics – Wellness: <https://www.benchmarkanalytics.com/first-sign-officer-advocacy-suite/wellness>. The Department is currently designing a wellness room that will be equipped with a massage chair and other wellness resources.
- The Department has a Peer Support team staffed by peers trained to provide mental and emotional wellness support to help members cope with critical incidents and certain personal or professional problems.
- The Department has formed a Wellness Unit that is charged with identifying other opportunities to enhance organizational wellness. The unit is comprised of a diverse representation of sworn and professional staff.
- The Wellness Program policy (1047) is published and made available to the public on the Department's website using the following link: <https://public.powerdms.com/FremontPD/documents/3208882>.
- The Department entered into a contract with Mindbase (<https://getmindbase.com>) to provide peer support and mental health resources through proactive mining of real-time CAD data.
- The Department contracted with Heka Health, Inc. (<https://www.hekahealth.com>) to provide custom-designed wellness challenges.

- The Department enrolled in the POST-certified University of California-San Diego developed 720° Organizational Wellness Initiative (<https://720health.ucsd.edu>) that provides mentorship and support in the development of a comprehensive organizational wellness plan.
- The Department implemented a therapy canine program to provide mental health wellness support for staff and community members in need.
- The Department developed a wellness intranet page to provide online access to wellness support and resources.

13. Conduct a culture assessment of the organization, with steps taken to address areas of concern.

- **Property Room Audit:** In February of 2022, newly appointed Chief Washington initiated an audit of the Fremont Property and Evidence Section and utilized an outside auditor for the audit. The audit resulted in several recommendations that identified areas of improvement for property and evidence processes.
- **Armory Audit:** In February 2022, the Chief also had an outside auditor perform an audit of the Fremont Armory. The audit was conducted to ensure the storage, maintenance, and security of Department-owned weapons and ammunition was done by those assigned in a way that met standard management practice. The audit resulted in several recommendations that identified areas of improvement for Armory processes.
- In November 2022, FPD, in conjunction with the California Commission on Peace Officers Standards and Training (POST), participated in a Team-Building Workshop that included 27 employees representing each unit and rank throughout the Department. POST provided an outside facilitator who focused identifying five areas:
 1. Identifying the top issues for the agency
 2. The critical uncertainties for the agency over the next five years
 3. Identifying what the agency does well
 4. Identifying where the agency can improve
 5. Identifying the one thing the leadership team should hear and think about

The themes of the Team Building Workshop were the creation of a succession plan, direction on decision-making, and the Chief’s commitment to foster fair and equitable promotional opportunities.
- **POST Management Study:** In October 2024, at the Chief’s request, POST conducted a management study of FPD on training, personnel, and the sustainability of the communications center partnership with Union City. After a thorough study, POST provided recommendations to assist in making positive changes in each area.

14. Provide body armor to officers and required the wearing of soft body armor while on uniformed patrol.

- All sworn Officers, Community Service Officers, and Animal Services Officers are issued ballistic soft body armor when hired.
- Officers must replace their ballistic soft body armor every five years or as needed, whichever is sooner.
- The Body Armor policy (1016) requires that sworn Officers, Community Service Officers, and Animal Services Officers wear ballistic armor anytime they are in a situation where they could reasonably be expected to take enforcement action.
- The Body Armor policy is published and made available to the public on the Department's website using the following link:
<https://public.powerdms.com/FremontPD/documents/3208881>

15. Embrace the guardian mindset rather than the warrior mindset in recruiting and training.

- The Department promotes officers using a guardian mindset during almost every law enforcement encounter. The understanding is that a warrior mindset is necessary and should be deployed during the most extreme and violent encounters.
- This dichotomy is reinforced during new employee in-house training, as well as conversations with the Chief of Police, field training, and de-escalation training.
- The de-escalation training is published and made available to the public on the department's website using the following link:
<https://public.powerdms.com/FremontPD/documents/2823912>

16. Establish minimum educational standards or equivalency requirements that can be met by prior life experience. Provided officers with the opportunity for advanced education and training opportunities.

- The City of Fremont Police Officer job description states that any combination of education and/or experience providing the knowledge and skills necessary for satisfactory job performance will qualify. High school graduation is required, but in lieu of a high school diploma, submission of a CHSPE, Certificate of Proficiency, California High School Equivalency Certificate, or GED Official Report of Test Results showing an overall score of at least 45 and a standard score of at least 35 on any test section will also be accepted.

- The Police Officer job description is published and made available to the public on the city's website using the following link:
<https://www.governmentjobs.com/careers/fremontca/classspecs?keywords=police%20office>
- FPD encourages and provides opportunities for employees at all ranks to seek out leadership training such as Leadership in Police Records, Sherman Block Supervisory Leadership Institute, Leadership Mentoring and Coaching, Critical Incident Leadership for Field Supervisors, Leadership & Management Skills for Women, Women's Leadership Institute, Civilian Police Leadership, Leadership Fremont, LEADS Leadership Conference, Leadership in Corrections Environments, Command College, FBI National Academy, and Foundations of Executive Leadership in Policing.
- The Fremont Police Association Memorandum of Understanding (MOU) between the Fremont Police Association and the City of Fremont details the educational incentive pay available to Officers, encouraging them to seek higher education.
- The Fremont Police Association MOU is published and made available to the public on the city's website using the following link:
<https://www.fremont.gov/home/showpublisheddocument/11762/638019337533800000>
- The Fremont Police Manager Association Memorandum of Understanding (MOU) between the Fremont Police Manager Association and the city of Fremont details the educational incentive pay available to Lieutenants and Captains, encouraging them to seek higher education. The city also provides tuition reimbursement funding of up to \$50,000 for the association membership during the term of the MOU. Each association member is eligible for up to \$20,000 for tuition reimbursement until the \$50,000 limit has been reached.
- The Fremont Police Manager Association MOU is published and made available to the public on the city's website using the following link:
<https://www.fremont.gov/home/showpublisheddocument/11927/638041054893230000>
- In 2024, the Department initiated a three-year Strategic Plan. Goal three of the plan focuses on staff support, which includes wellness, training, mentoring, and succession planning. This exemplifies the Department's commitment to investing in our employees' future, which translates to a more educated workforce and responsiveness to its community. The strategic plan is published and made available to the public on the department's website using the following link: <https://www.fremontpolice.gov/about-us/transparency-portal/strategic-plan>
- In 2021, Chief Washington outlined a pathway for continued growth and excellence through mentorship and executive leadership training opportunities amongst all ranks and divisions in his Chief's Transition Plan. Based on that idea, an abstract concept of developing a Peer Exchange and Professional Development Program was discussed at an Alameda County Chiefs of Police and Sheriffs Association (ACCOPSA) meeting. The idea was well received, and several Chiefs showed interest in a program that would enhance the professional skillsets of their commanders while broadening their perspectives. Additionally, embracing that mindset will, in turn, set an example for others in the organization, which is imperative for the future growth of our newer workforce.
- The Chief's Transition Plan is published and made available to the public on the Department's website using the following link: <https://fremontpolice.gov/2021ChiefTransition>.
- In January 2024, the Department hosted a peer exchange with an Irvine Police Lieutenant who learned about Fremont's goals and objectives. In September 2024, the Irvine Police Department hosted a Fremont Police Lieutenant. The Lieutenant documented his experience in a Peer Exchange document that was shared with the Fremont management team.

- In 2022, Chief Washington initiated the Future Leaders Program with the goal of providing leadership training to our employees to foster succession within the department. The Future Leader training material is published and made available to the public on the department's website using the following link:
<https://public.powerdms.com/FremontPD/documents/3325342>

17. Verify potential hires with the national decertification database before hiring experienced officers.

- The agency checks all new applicants using the National Decertification Index (NDI) during the background phase of the hiring process.
- The NDI verification of all potential officers is documented in the background packet before a hiring decision is made.
- Additionally, during the background phase, the agency checks with the California Commission on Peace Officer Standards and Training (POST) to verify the applicant's certification status with the State of California.
- Results of the POST check are documented in the background packet.

18. Include measures of problem-solving, trust-building, and cultural responsiveness in metrics of officer performance.

- The Department's employee evaluation program has 12 categories where Officers are evaluated. Those categories are problem-solving (cultural responsiveness), departmental goals, departmental involvement, judgement and decision making, initiative, verbal communication skills, written communication skills, teamwork (trust-building), investigative skills, Officer safety, driving performance, and intelligence-led policing (problem-solving/cultural responsiveness).
- At the start of every new patrol shift, our Patrol Officers identify community projects that focus on enhancing community relationships, solving identified problems, improving quality of life, building partnerships between the community and City services, information sharing, intelligence gathering, and overall public safety enhancements. Examples of community projects are as follows: speaking about safety at local schools, identifying and joining a neighborhood watch group, communicating with business or business district officials, conducting safety presentations and driver safety presentations, and focusing on homeless issues and chronic criminal behavior in a neighborhood. Supervisors utilize the projects during the evaluation process.
- Employees are evaluated on their daily performance through supervisor observations, community feedback, and employee information.
- The Field Training Program focuses on problem-based learning. Trainees are encouraged to find solutions to problems rather than do nothing, which leads to a repeat response to the same location/problem.

19. Train officers in Trauma-Informed Responses.

- The Chief of Police has made this a priority for the Department and 67% of the Sworn Officers have completed Crisis Intervention Training (CIT).
- The Department staffs a Mobile Evaluation Team (MET), which consists of a Sergeant, two Officers, a Community Service Officer, and two full-time, licensed mental health clinicians. The purpose of the team is to provide an enhanced level of service to individuals experiencing mental health crises with both acute and long-term assistance, serve as a resource to family members of individuals in crisis, and collaborate with other mental health and social service providers to link those suffering from a mental health crisis with appropriate services.
- The Mobile Evaluation Team policy (422) requires that team members participate in ongoing specialized training in disciplines related to MET's mission, including, but not limited to, Crisis Intervention Techniques (CIT), Mental Health Decision Making, Interpersonal communication skills, and De-escalation techniques.
- The Mobile Evaluation Team policy is published and made available to the public on the Department's website using the following link:
<https://public.powerdms.com/FremontPD/documents/3208851>
- The Mobile Evaluation Team provides training for new officer in-houses and for in-service training. A sample of their training is published and made available to the public on the Department's website using the following link:
<https://public.powerdms.com/FremontPD/documents/2824298>

20. Train officers on best practices, resources, and tools for communicating with community members who do not speak English or whose ability to communicate is impaired.

- The Fremont Communications Center outlines procedures for communicating with persons who are hearing impaired through TDD-TTY and Text to 911.
- The city of Fremont subscribes to a language line service. Employees use the language line to assist with translation in the event of a language barrier.
- An example of the training provided to our employees is with American Sign Language. A sample of that training is published and made available to the public on the department's website using the following link:
<https://public.powerdms.com/FremontPD/documents/3077858>
- Department employees have been trained in the system and have access whenever a need arises to communicate with a person in need. An example of this was the department training in October 2024, where educators from the deaf community provided insight into communicating effectively with the hearing-impaired community. The Department recruits bilingual applicants where possible. Officers who pass a language proficiency test and assist with communication needs receive additional pay.
- Starting in January 2025, Government Code 7299.7 requires all agencies to provide emergency alerts to the public in all languages jointly spoken by the

local population as applicable. Our Department has worked diligently using census data to identify the applicable languages associated with Fremont, and we are developing a plan to issue emergency alerts in compliance with the new law.

21. Establish partnerships to provide for mental health, substance abuse, and youth deflection/diversion resources in their community.

- The Mobile Evaluation Team policy (422) requires that team members participate in ongoing specialized training in disciplines related to MET’s mission, including, but not limited to, Crisis Intervention Techniques (CIT), mental health decision making, Interpersonal communication skills, and de-escalation techniques.
- The Mobile Evaluation Team policy is published and made available to the public on the Department's website using the following link:
<https://public.powerdms.com/FremontPD/documents/3208851>
- Through our School Resource Officer (SRO) program, SROs interact daily with youth, parents/guardians, and school community members and, when appropriate, divert youth to a school-based review rather than the court system.
- In partnership with the City of Fremont Human Services Department, FPD funds a licensed Marriage-Family Therapist (MFT) who works directly with SROs and Police Officers to support youth. In addition, the program coordinator oversees a robust criminal diversion program with a high success rate.
- SROs actively engage in substance abuse prevention and mentoring initiatives with youth.

22. Educate communities on the dynamics of policing and set reasonable expectations for their police. Established shared expectations of the role police have in the community and solicit review and input from the community on agency policies and procedures.

- The Department created a Citizen Advisory Group (CAG) in 1994. The group is comprised of civilian volunteers who represent various groups within the community. Although functionally the same, the group’s name was recently changed to the Chief’s Community Advisory Board (CAB).
- CAB’s purpose is to bring together a representative cross-section of community perspectives to serve in an advisory capacity to the Chief of Police. Members provide input on policy, technology, social issues, crime strategies, community engagement, department direction, and prioritization. The CAB also facilitates two-way communication between the FPD and the community.
- The Department periodically hosts community police academies to build partnerships with the community and offer a transparent overview of the Department’s structure, services, and personnel.
- Police Chief Sean Washington embraced the 21st Century Policing Task Force's recommendations and highlighted the necessity to recognize our youth's contributions and the value of collaborative efforts. With the success of the Police Chief's CAB Group, a similar

working group, the Youth Advisory Board, has been established to better understand the needs of Fremont's youth.

- In August 2023, Chief Washington joined Police One's Policing Matters podcast with host Jim Dudley to discuss how a youth advisory board can enhance trust through transparency. The podcast can be found using the following link: <https://www.police1.com/community-policing/articles/fremont-police-chief-sean-washington-on-how-a-youth-advisory-board-builds-trust-through-transparent-communication-Tn7n3H291ymA1APd/>
- The Department strives to engage in authentic discourse and the development of working relationships with our city's future leaders through connecting young leaders with members of the Fremont Police Department, up to and including the Chief of Police, conducting listening sessions with one another to learn from shared experiences, collaborating on long term goals for our community, introducing the youth to subject matter experts within the field of criminal justice, and providing educational opportunities and learning experiences for participating stakeholders.
- In 2024, the Department initiated a three-year strategic plan to guide our organization and inform our community on how the Department intends to work toward achieving objectives focused on initiatives, make enhancements to public safety goals, and provide support for our Department's staff. The plan is also consistent with the priorities of our community, City Council, City leadership, Command Staff, and Department members. 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. Representative community groups are identified in the strategic plan. In addition, this plan is supportive of employee development and wellness objectives.
- The Strategic Plan focuses on five key goals:
 1. Mitigate Impacts of crime and enhance community safety
 2. Enhance recruitment and retention strategies
 3. Staff support: wellness, training, mentoring and succession planning
 4. Work to enhance operational excellence, efficiency, and accountability
 5. Seek additional community engagement and communication opportunities
- The strategic plan is published and made available to the public on the department's website using the following link: <https://www.fremontpolice.gov/about-us/transparency-portal/strategic-plan>

23. Establish a clear and timely complaint process that does not require written or sworn statements to submit. Complaint processes and policies should be accessible to all.

- The Department accepts complaints made in person, by telephone, in writing, or by any other reasonable method. While the agency expects complaints to be made in good faith, no person must provide a sworn statement before we accept and investigate the complaint.
- The Department also accepts anonymous complaints and those made electronically.
- The Personnel Complaints policy (1013) details the procedures for filing a complaint against an employee. It also outlines the timeline employees must adhere to when conducting an administrative complaint investigation.

- The Personnel Complaints policy is published and made available to the public on the department's website using the following link:
<https://public.powerdms.com/FremontPD/documents/3208963>

24. Conduct a regular recurring survey of the community to measure the level of trust in the police.

- The Department conducts an annual community survey in the late fall to solicit feedback on services and areas of concern.
- Annual surveys for the department are posted on the Fremont police website. The results can be found here: <https://www.fremontpolice.gov/community/community-survey>
- This survey will continue to be conducted annually as required by CALEA standard 45.2.2.

25. Establish written strategies to engage with youth and marginalized groups in the community to develop positive relationships with police officers and how to interact safely with police.

- The Department partnered with Joshua’s Gift for Code Joshua to sensitize first responders to recognize, respond to, and safely approach individuals on the autism spectrum and other persons with intellectual developmental disabilities (IDD). Police Officers, firefighters, healthcare workers, and other personnel are alerted to respectfully approach autistic citizens in a crisis with sensitivity and caution. In April 2024, Fremont Officers participated in the Code Joshua Training Program, which teaches police officers how to use simple instructions when called to the scene of an individual on the autism spectrum. The training showcased how to approach with empathy and patience, how to preserve the rights of individuals on the autism spectrum, how to de-escalate the situation by meeting the individuals’ sensory and communication needs, and how to respond without force. Further information on Fremont’s partnership with Joshua’s Gift can be found using the following link:
<https://www.joshuasgift.org/code-joshua>.
- The Department works cooperatively with the Fremont Unified School District to maintain an effective School Resource Officer (SRO) Program. The Department's SRO Program provides the appropriate level of law enforcement services, and acts as a liaison between the schools, the community, Child Protective Services, Youth and Family Services, and Juvenile Probation. SROs refer school administrators to other support services upon request or when appropriate. Information on our SRO program is published and made available to the public on the department's website using the following link: <https://www.fremontpolice.gov/SRO>.
- The Fremont School Resource Officer Unit was nominated and received the National Association of School Resource Officers (NASRO) Model Agency Award in 2022. This significant achievement recognized our efforts in applying the principles of being a law enforcement officer, educator, and informal mentor. Our SROs remain committed to being responsive to our community’s concerns while delivering exceptional, professional service. FPD will continue to enhance our product delivery through recognized best practices.

- The SRO policy (454) is published and made available to the public on the department's website using the following link:
<https://public.powerdms.com/FremontPD/documents/3208813>.
- Fremont PD participates annually in National Night Out. Information on the 2024 National Night Out is published and made available to the public on the department's website using the following link:
<https://www.fremontpolice.gov/home/showpublisheddocument/1263/638568303273464448>.
- Each December, in conjunction with some of our community businesses, FPD facilitates the Shop with a Cop program, which serves families in need.. Information on the 2024 Shop with a Cop is published and made available to the public on the department's website using the following link: <https://www.fremontpolice.gov/community/programs-for-kids-and-teens/shop-with-a-cop>.
- Chief Sean Washington embraced the 21st Century Policing Task Force's recommendations and highlighted the necessity to recognize our youth's contributions and the value of collaborative efforts. With the success of the Police Chief's Community Advisory Board, the Youth Advisory Board has been established to better understand the needs of Fremont's youth. Information on the Youth Advisory Board is published and available publicly on the Department's website: <https://www.fremontpolice.gov/about-us/office-of-the-chief-of-police/youth-advisory-board>.

