



YEAR END CITY COUNCIL PRIORITY PROGRESS REPORT

December 2022

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Mayor and City Councilmembers,

In August 2022, City staff compiled a Mid-Year City Council Priority Progress Report to update you on the progress the City has made in priority areas set at the 2022 City Council Retreat. You decided to set a foundational principle of ensuring the financial health and sustainability of the City of Fremont, with three additional priorities for 2022: continue to innovate and find solutions to address homelessness in Fremont; enhance public safety; and increase the vitality of commercial corridors. Since then, I have led City staff in focusing our efforts on addressing these priorities. I am pleased to present you with this report, which provides an overview of accomplishments throughout all of 2022. The report is a follow-up to the Mid-Year Report, providing updates on items described then, along with additional accomplishments from the second half of the year. You will note that staff have continued to work hard toward these priority areas and have set the foundation for long-term improvement while also making short-term progress. As we close out the year, I want to thank you for your leadership and let you know how much I look forward to continuing our work together in the new year. I wish you and the entire Fremont community a safe and happy holiday season.

Sincerely,

A handwritten signature in black ink, appearing to read "Karena Shackelford".

*Karena Shackelford
City Manager*

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FINANCIAL HEALTH AND SUSTAINABILITY

The background of the top section features a dark green gradient with several stacks of silver coins of varying heights, arranged from left to right, increasing in height.

- ▶ **Used \$21.8 million of one-time sales tax revenue as “seed money” for next Capital Improvement Program (CIP) process**, which addresses a small portion of the City’s almost \$1 billion backlog of maintenance/capital replacement and future capital needs.
- ▶ Used \$10.7 million of one-time revenues/savings to **increase the amount available for allocation as part of the next CIP process**.
- ▶ Applied \$10 million of one-time revenues/savings to reduce unfunded retiree healthcare liability—resulting in **\$1 million annual expenditure savings beginning 2023/24**.
- ▶ Applied \$2.5 million of one-time revenues/savings to **increase the General Fund Budget Uncertainty Reserve to address increased economic uncertainty**.
- ▶ **Facilitating multiple Fremont business expansions** (including Tesla, Bloom Energy, Western Digital, and many others) that will ultimately result in increased tax revenues.
- ▶ **Attracted new technology companies to Fremont** including Applied Materials, Alexza Pharmaceuticals, and Personalis.
- ▶ Accelerating reinvestment in City's major employment areas by **advancing over a dozen commercial development projects**, including completion of a General Plan Amendment and rezoning of a 24-acre commercial site (formerly The Globe Mall) to industrial uses.
- ▶ **Developing a new asset maintenance and management platform** to meet near and future business needs of the City’s maintenance operation, which will lead to system improvements in budget reporting and meeting service demands.

FINANCIAL HEALTH AND SUSTAINABILITY (continued)



- ▶ **Achieving a balanced mix of City staff and vetted contractors to meet ongoing park maintenance service needs** while managing budget resources and supporting service capacity.
- ▶ **Developed a strategic plan with the Recreation Commission to address a \$9 million shortfall in revenues** while maintaining progress on Parks and Recreation Master Plan priority park projects.
- ▶ **Expanded the Police Department's capacity to focus on fiscal sustainability** with addition of Deputy Police Chief.
- ▶ Negotiated and implemented competitive three-year successor Memorandums of Understanding (MOUs) in partnership with the City's nine employee labor unions, which is expected to result in **workforce stability and labor cost controls to help guide future financial planning.**

RESPONSE TO HOMELESSNESS

- ▶ Celebrated the **grand opening of City Center Apartments**, a 60-unit City-funded supportive affordable housing project serving unhoused individuals.
- ▶ **Broke ground on Fremont Family Apartments**, a 60-unit City-funded supportive affordable housing project including units serving the unhoused.
- ▶ Nearing completion of two additional City-funded affordable housing projects that include units targeted to homeless individuals and families (Doug Ford Senior Apartments and Granite Ridge Apartments); and four additional projects have started or are about to start construction (Osgood South, Osgood North, Fremont Family Apartments, and Bell Street Gardens). Together, these projects will provide **556 affordable units, including 176 units serving extremely low-income tenants**.
- ▶ Applied to Round 2 of the State's HomeKey program for approximately \$40 million in grant funding to convert the Motel 6 on Research Avenue to 156 units of permanent and supportive affordable housing. While the project was not selected, staff is **monitoring the State's expected announcement of HomeKey Round 3 in spring 2023 with the intent to re-apply for funding**.
- ▶ **Opened the Winter Relief program** in partnership with local hotels at the beginning of December 2022 and will serve vulnerable unhoused residents at least through April 2023. A \$20,000 donation from Cargill is funding meals for this program.
- ▶ Added a **second Crisis Intervention Specialist and a half-time Clinical Supervisor** to the Mobile Evaluation Team (MET).
- ▶ Filled vacancy for a **Case Manager dedicated to supporting unhoused residents**.

RESPONSE TO HOMELESSNESS (continued)

- ▶ Added an **Assistant to the City Manager position** to assist with the development, management, and implementation of Citywide goals, objectives, policies, and procedures, including homelessness.
- ▶ Implementing a **Police Department staffing stabilization plan** that will allow the Crime Reduction Unit (previously known as the Street Crimes Unit) to work with MET and assist with prioritized homeless related community concerns beginning in January 2023.
- ▶ Developing a **centralized data inventory system and dashboard on homelessness** through the Bloomberg Harvard City Leadership Initiative. The inventory includes Police and Fire calls for service, encampment information, debris figures, and other information.
- ▶ Collaborated with other cities in Alameda County to develop the **Home Together Plan to reduce homelessness in the region**.
- ▶ Organized and conducted the **Alameda County Point in Time Count of the unhoused population in Fremont**, with the help of many City staff members and volunteers.
- ▶ Drafted a Request for Proposals (RFP) for consultant support in preparing a **Citywide Homeless Response Strategic Plan**. Staff anticipates that the plan will be completed in 2023.
- ▶ **Launched Safe Parking program** in partnership with faith-based organizations for residents living in their vehicles.
- ▶ Developed a video for the Safe Parking program to help **promote the recruitment of more volunteers and additional faith-based site participation**. All four churches currently participating have committed to participate in 2023, with a fifth church in the process of obtaining a permit. To date, 31 residents have been served through this program.

RESPONSE TO HOMELESSNESS (continued)

- ▶ Established a **Vehicle Maintenance and Repair Fund** to keep Safe Parking participant vehicles operational and in compliance with program requirements. To date, over \$28,000 has been secured.
- ▶ **Expanded capacity at the Housing Navigation Center** from 25 to 30 beds and will continue to increase capacity as pandemic conditions allow. Over the first two years, the Navigation Center has served 83 individuals and transitioned 79.5% of clients into permanent housing or community programs with more appropriate levels of care.
- ▶ Secured **\$1 million for additional Housing Navigation Center funding** from Congressman Ro Khanna (\$500,000) and Assembly member Alex Lee (\$500,000).
- ▶ **Implemented weekly drop-in Housing Resource Center hours at the Family Resource Center (FRC)**, where homeless community members can receive housing problem solving support, crisis housing assessments, and permanent housing assessments.
- ▶ **Expanded CleanStart mobile hygiene program services** to an additional site in Union City with funding from the City of Union City.
- ▶ **Increased the encampment abatement contract** to include weekly site assessments, 2 to 3 cleanup days per week, and enhanced cleanups at high impact sites every 4 to 6 weeks. Enhanced cleanups typically include Police Department and MET intervention, vehicle towing, burned vehicle and illegal structure dismantling, and large quantities of debris removal.
- ▶ **Completed several enhanced cleanups**, including Central Park/Library, Vallejo Mills Park, Washington underpass, Albrae Street, and Kato Road. Work is currently underway on Christy Street.
- ▶ **Weekly inspection/abatement of CABS block** (Christy, Albrae, Boscell, and Stewart), which has a large RV homeless population.

RESPONSE TO HOMELESSNESS (continued)

- ▶ Increased frequency of **inspection and tagging of encampments** to weekly and incorporated **monitoring of 19 RV/vehicle habitation sites** into assessment schedule.
- ▶ Encampment debris removal required 5,200 contractor hours to **remove approximately 470 tons of debris** over the course of the year.
- ▶ Created a multi-disciplinary team with Human Services, Police, and Economic Development that **regularly meets with business owners and commercial property owners** to discuss challenges related to homeless activities and provide resources and assistance to mitigate impacts.
- ▶ Produced an **information sheet** to provide the community with safety statistics, articulate the need for shelter, and provide perspective on the complexity of homelessness.



PUBLIC SAFETY

- ▶ Created new detective position utilizing an existing staff position in response to the uptick of organized retail crime. The **new Organized Retail Crime Detective** will work closely with Fremont's business community and the Chamber of Commerce as a liaison.
- ▶ Established **new Downtown Liaison position** within Police Department to serve as single point of contact for security concerns and issues for Downtown businesses.
- ▶ **Increased Police Department staffing** by two Police Officers, one Property Officer, and one Animal Services Supervisor in the FY 2022-23 budget.
- ▶ Negotiated Letters of Agreement with Teamsters Local 856 and the Fremont Police Association related to implementation of temporary hiring and referral bonus programs to **accelerate recruitment of Police Dispatcher and Police Officer candidates**.
- ▶ **Launched a new data-based resource staffing model** in July 2022 to enhance efficiency and effectiveness of patrol officers during times of high service call volume and when serious crimes occur.
- ▶ **Implemented a new staffing stabilization plan** that enables the Traffic Unit to resume full-time focused traffic related deployments, which helps to address property crimes.
- ▶ **Supporting the Police Department's Real Time Information Center**, which allows follow up in "real time" on crimes utilizing information and a network of cameras strategically placed throughout the community.
- ▶ **Adjusted the Police Department's policy regarding blocking dangerous vehicles with police cars** to enhance the department's ability to protect the community from persons operating vehicles that pose a safety risk.



PUBLIC SAFETY (continued)

- ▶ Created and implemented the **Street Racing and Side Show Ordinance**, which prohibits the promotion of and attendance at these events.
- ▶ Purchased and deployed **pursuit alternative technology** using funding from a Citizens Option for Public Safety (COPS) grant. The technology launches a GPS projectile towards a suspect vehicle, which attaches a magnet encased in a thick flexible material. The technology is **intended to enhance stolen vehicle recovery, reduce pursuits, and increase the rate of suspect apprehension.**
- ▶ Developed a **pilot program to determine if unmanned aerial vehicles (UAV) would be effective** when deployed from a fixed location when an emergency call for service is received.
- ▶ **Responded to the 2022 Extreme Heat Event** state of emergency by activating cooling centers and launching a Hot Weather Safety webpage. The City recorded 115 visits to cooling centers during this period, not including visits to the cooling center at Fremont Main Library.
- ▶ **Studying the feasibility of moving the primary Emergency Operations Center (EOC) to City Hall** for efficiency and out of an area of possible seismic activity.
- ▶ Added a **new Emergency Services Coordinator position** to enhance readiness of the EOC and further develop the City's preparedness to respond to complex, large-scale incidents.
- ▶ Conducted **additional Special Operations Task Force training** on hazardous materials and rescue systems for the Fire Department.
- ▶ Conducted **baseline medical exams for all fire suppression personnel and scheduled annual medical exams** with Federal Emergency Management Agency (FEMA) grant funding.



PUBLIC SAFETY (continued)

- ▶ Awarded \$663,623 in grant funding from FEMA to **train current Fremont Fire personnel in paramedic training.**
- ▶ Recruited a probationary class of **10 new lateral Firefighters** through an academically and physically rigorous accelerated academy.
- ▶ **Added the 14th response company to the Fire Department** with nine new fire suppression positions to respond to Fremont's population growth.
- ▶ **Purchased a third front line fire truck** with Development Impact Fees to enhance response capabilities.
- ▶ **Provided support for Washington Hospital to become a Level 2 Trauma Center**, which was approved in June 2022.
- ▶ Constructing the Fremont Blvd. Signal Modernization Project, which will **improve response times for public safety vehicles.** Studied the effectiveness of the traffic light pre-emption system on 37 signals along Fremont Blvd.
- ▶ **Expanded public safety related messaging** by sharing on Citywide communication channels and developed a more robust messaging campaign regarding firework safety for the Fourth of July holiday.
- ▶ Executed a multi-year agreement for **25 playground sites to be resurfaced for maintenance and safety.**
- ▶ Collaborating with Alameda County Water District, Alameda County Flood Control, and East Bay Regional Park District to **develop a more robust water quality and testing program for Lake Elizabeth** at Central Park. The resulting plan includes a public notification system and signage, an annual detailed water sampling, and an ongoing water testing program.
- ▶ Hosted a **Disability Resource Festival** at the Downtown Event Center to help build positive relationships between first responders and persons with disabilities.

COMMERCIAL CORRIDOR VITALITY

- ▶ Established **new Outdoor Commercial Patio Ordinance**, providing businesses with a streamlined and low-cost process to permit their outdoor commercial spaces.
- ▶ Added a **new Plan Check management position** to expedite and add efficiencies to the development review process.
- ▶ Established a **Small Business Assistance Work Program** within Economic Development.
- ▶ Partnered with Better Block Foundation on **major Mission San Jose activation event to serve as a template for future placemaking efforts in neighborhood business districts**. Over several months, 134 community members volunteered to organize and put together the event. 12 community performers and 48 small local businesses participated with over 1,750 people in attendance. The event resulted in an estimated \$30,000 in direct economic impact.
- ▶ Enhanced the placement of **small business resources and programming** on ThinkSiliconValley.com and the Economic Development section of the new Fremont.gov.
- ▶ Launched a **new Gift Fremont community gift card campaign** and partnered with corporate sponsors to extend matching funds to incentivize community members to participate.
- ▶ Commissioned a **feasibility study for a Property-Based Improvement District in Downtown Fremont** to provide dedicated funding for enhanced services that can be used as a model for other Districts if successful.
- ▶ Commissioned **professional photography services to profile 15 family-owned small businesses** across each of the Districts to enhance marketing of commercial areas. Photos were also used to develop "shop local" campaign for Small Business Saturday.

COMMERCIAL CORRIDOR VITALITY (continued)

- Garnered the support of Congressman Ro Khanna for the City's \$1.5 million request to **expand wi-fi access in Fremont's commercial districts**. Hosted the Congressman for a visit of small businesses in Irvington and Downtown.
- Worked with project applicants on several Downtown development projects, ranging from those under construction to those in the planning stages, that will continue to **transform the Downtown and the Capitol Ave. corridor**.
- **Welcomed seven new businesses to Downtown** and assisted business owners as they prepare to open their businesses.
- Partnered with Main Street America to **feature growth and development of Downtown Fremont** in its publications.
- **Hosted approximate 180 events** during the first year of operation of the Downtown Event Center and Plaza (DTEC) with a steady increase in rentals, events, and gatherings.
- **Local businesses and educational entities hosted events at DTEC** such as Little Apples, Keller Williams, Brown and Toland, Dales, medical groups, Niles Canyon Post Acute, Salem Media Group, Pan Pacific Mechanical, Fremont Unified School District, Fremont Education Foundation, and other realtors; as well as book signings and a book launch by Banter Books.
- Activated **maintenance service contracts for three Warm Springs properties**. Businesses and residents will experience a clean environment that supports the overall vitality of the area.
- Hosted **Fremont Innovation District Celebration**, which was attended by more than 400 community members who joined to recognize the opening of the West Access Bridge, BART station, and Warm Springs Plaza.
- Police Department was invited to participate in the **Chamber of Commerce Retail Council program**.

COMMERCIAL CORRIDOR VITALITY (continued)

- **Advised multiple businesses on addressing crime issues and quality of life concerns.** The Police Department's Crime Reduction Unit (CRU) will assist with ongoing efforts to solve crime related issues impacting businesses.
- Held the **California Nursery Historical Park Grand Reopening Ribbon Cutting and Celebration** with approximately 800 attendees. The first phase of the California Nursery Historical Park Master Plan implementation is complete and will attract additional visitors to the Niles community and local businesses.
- Continued final design of the **Centerville Complete Streets Project**, which starts construction in fall 2023.
- Implementing **new pedestrian flashing beacons** in Mission San Jose at the Ohlone College frontage, with completion by early 2023, and in Irvington along Fremont Blvd, with completion in 2024.
- Continued design and preparation for the **Grimmer Greenway Trail connection from Central Park to Fremont Blvd.**, with intersection improvements at Fremont Blvd./Grimmer Blvd. and Fremont Blvd./Eugene St. Construction starts in 2023.