City of Redmond

Redmond
WASHINGTON

Agenda

Tuesday, November 18, 2025

4:30 PM

City Hall: 15670 NE 85th St; Remote: Comcast Ch. 21/321, Ziply Ch. 34, Facebook (@CityofRedmond), Redmond.gov/rctvlive, or 510-335-7371

Committee of the Whole - Public Safety and Human Services

Committee Members

Vacant, Presiding Officer
Jeralee Anderson
Steve Fields
Jessica Forsythe
Vanessa Kritzer
Angie Nuevacamina
Melissa Stuart

Meetings can be attended in person, viewed live on RCTV (redmond.gov/rctvlive), Comcast Channel 21/321, Ziply Channel 34, Facebook/YouTube (@CityofRedmond), or listen live at 510-335-7371

AGENDA

ROLL CALL

A. Action Items - 20 minutes

1. Capital Facilities Plan 2050 - General Government CM 25-614

Attachment A: Planning Commission Report
Attachment B: Updated Capital Facilities Plan 2050-General Government
Attachment C: Change Log
Attachment D: Draft Ordinance

Department: Parks and Recreation, 10 minutes
Requested Action: Consent, December 2nd

Legislative History

6/24/25	Committee of the Whole - Parks and Environmental Sustainability	presented
9/23/25	City Council	referred to the City Council Study Session
10/28/25	City Council	referred to the Committee of the Whole - Public Safety and Human Services

2. Adoption of 2025-2050 Redmond Fire Department Functional Plan CM 25-620

Attachment A: Updated Draft of Fire Functional Plan – Redline with Planning Commission Additions
Attachment B: Proposed Ordinance for Fire Functional Plan Adoption
Attachment C: Redmond Planning Commission Report with Appendices

Department: Fire, 10 minutes
Requested Action: Consent, December 2nd

Legislative History

9/16/25	Committee of the Whole - Public Safety and Human Services	referred to the City Council Study Session
10/14/25	City Council	referred to the Committee of the Whole - Public Safety and Human Services

B. Feedback for Study Session - 5 mintues

1. Police Parking Enforcement Program CM 25-629

Attachment A: Presentation

Attachment B: Redmond Urban Centers Parking Study

Department: Police, 5 minutes
Requested Action: Study Session, December 9th

C. Informational - 25 minutes

1. FLOCK Automated License Plate Reading (ALPR) Cameras CM 25-631

Attachment A: Automatic License Plate Readers

Attachment B: Public Safety Technology Data Governance

Attachment C: FLOCK ALPR FAQ

Attachment D: Flock Safety Attestation

Attachment E: Flock Safety - Redmond MOU

Attachment F: Flock Safety Statement of Work

Department: Police, 15 minutes
Requested Action: Informational

2. Housing Framework Report CM 25-596

Attachment A: Presentation

Department: Planning and Community Development, 10 minutes
Requested Action: Informational

D. Read Only

1. Community Stability Allocation Fund Update CM 25-627

Attachment A: Community Stability Fund

Department: Planning and Community Development
Requested Action: Informational

E. Items from Other Committees - 12 minutes

1. Approval of Contract with MAKERS for the Citywide Design Standards Update CM 25-623

Attachment A: Consulting Services Agreement

Department: Planning and Community Development, 5 minutes
Requested Action: Consent, December 2nd

2. Approval of Appointment to the Community Facilities District (CFD) 2016-01 Board of Supervisors CM 25-625

Attachment A: Community Facilities District (CFD) 2016-01 Board of Supervisors Appointment and Reappointment History

Department: Finance, 2 minutes
Requested Action: Consent, December 2nd

3. Council Vacancy Appointment Process CM 25-634

Attachment A: Proposed Process for Filling a Councilmember Vacancy

Attachment B: Council Vacancy Questions and Criteria

Attachment C: Council Vacancy Process Timeline

Attachment D: Communication Plan

Department: Executive, 5 minutes

ADJOURNMENT

Meeting videos are usually posted by 12 p.m. the day following the meeting at redmond.legistar.com, and can be viewed anytime on Facebook/YouTube (@CityofRedmond) and OnDemand at redmond.gov/OnDemand

Memorandum

Date: 11/18/2025
Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 25-614
Type: Committee Memo

TO: Committee of the Whole - Parks and Environmental Sustainability
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Parks	Loreen Hamilton	425-556-2336

DEPARTMENT STAFF:

Parks	Cameron Zapata	Senior Park Planner
Planning and Community Development	Glenn Coil	Senior Planner
Parks	Quinn Kuhnhausen	Facilities Manager

TITLE:
Capital Facilities Plan 2050 - General Government

OVERVIEW STATEMENT:
Redmond's Capital Facilities Plan 2050 - General Government Facilities Plan (CFP) ensures the City has the necessary facilities to serve the community now and into 2050. The plan prioritizes needs and recommends investments in Fire, Police, Public Works and Park Operations, Parks and Recreation, and Administrative facilities over the next 25 years. If approved, the CFP2050 will go in effect on December 27, 2025 pending the 60-day state agency review period.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Redmond 2050 Comprehensive Plan-Capital Facilities Element
  Policies CF-1, CF-2, CF-3, CF-6
  Redmond Community Strategic Plan
  Redmond Environmental Sustainability Action Plan
- **Required:**
  Washington State Growth Management Act (GMA), RCW 36.70A
- **Council Request:**
  N/A
- **Other Key Facts:**

$200,000 was allocated for this project in the 2025/2026 adopted budget.

OUTCOMES:
The completion of the CFP will fulfill Growth Management Act and Comprehensive Plan requirements. The completion of this plan will forecast the future needs for general government facilities through 2050 to support future anticipated growth.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  N/A
- **Outreach Methods and Results:**
  N/A
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
$169,966

Approved in current biennial budget: ☒ **Yes** ☐ **No** ☐ **N/A**

Budget Offer Number:
0000311

Budget Priority:
Vibrant and Connected, Healthy and Sustainable

Other budget impacts or additional costs: ☐ **Yes** ☐ **No** ☒ **N/A**
If yes, explain:
N/A

Funding source(s):
One Time Budget 2025-2026

Budget/Funding Constraints:
Funded through one time budget in 2025-2026 and needs to be completed in this timeframe.

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
6/24/2025	Committee of the Whole - Planning and Public Works	Receive Information
9/23/2025	Study Session	Provide Direction
10/28/2025	Study Session	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
12/2/2025	Business Meeting	Approve

Time Constraints:
Projects identified in CFP will be incorporated into the City's updated Capital Investment Strategy (CIS) and Capital Improvement Plan (CIP), which will begin in 2025, in anticipation of the 2027-2028 City budget.

ANTICIPATED RESULT IF NOT APPROVED:
If the Capital Facilities Plan is not completed and adopted the City will not have a Washington Growth Management Act (GMA) compliant Capital Facilities element for its Redmond 2050 Comprehensive Plan. New facility capital projects cannot be placed on the CIP. The City will be unable to impose and collect impact fees for use on projects associated with growth.

ATTACHMENTS:
Attachment A: Planning Commission Report and Recommendation to City Council with Appendices
- A. Planning Commission Issues Matrix
- B. Public Hearing Notice
- C. Planning Commission Meeting Minutes
- D. Written Public Comments
- E. Technical Committee Report with Exhibits
  - a. Att. A Staff Compliance & Analysis
  - b. Att. B Capital Facilities Plan 2050 General Government

Attachment B: Updated Capital Facilities Plan 2050- General Government
Attachment C: Change Log
Attachment D: Draft Ordinance

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Redmond
WASHINGTON

PLANNING COMMISSION REPORT AND RECOMMENDATION TO CITY COUNCIL

October 22, 2025

Project File Number:	**LAND-2025-00239 | SEPA-2020-00934**	
Proposal Name:	**Capital Facilities Plan 2050 - General Government**	
Applicant:	**City of Redmond**	
Staff Contacts:	Cameron Zapata, Senior Park Planner	425-556-2328
	Glenn Coil, Senior Planner	425-556-2742
	Quinn Kuhnhausen, Facilities Manager	425-556-2716

FINDINGS OF FACT

Public Hearing and Notice

a. Planning Commission Study Sessions and Public Hearing Dates
   i. The City of Redmond Planning Commission held study sessions on Sept. 24, Oct. 8, and Oct. 22, 2025.
   ii. The City of Redmond Planning Commission held a public hearing on the proposed amendments on Oct. 8, 2025. One public comment was received and is included in Appendix D.

b. Notice and Public Involvement
   The public hearing notice was published in the Seattle Times on Sept. 17, 2025, in accordance with RZC 21.76.080 Review Procedures. Notice was also provided by including the hearing schedule in Planning Commission agendas and extended agendas and distributed by email to various members of the public and various agencies.

Redmond Comprehensive Plan Amendment Summary and Criteria Evaluation

This amendment to the Capital Facilities element of the Redmond 2050 Comprehensive Plan will incorporate, by reference, the Capital Facilities Plan 2050 - General Government (CFP2050). Per Comprehensive Plan Policy CF-3, functional plans – or portions of functional plans – are adopted into the Comprehensive Plan when they are used to fulfill Growth Management Act requirements.

The CFP2050 supports and implements the vision of the Redmond 2050 Comprehensive Plan by ensuring Redmond has the facilities it needs to serve the community today and into the future. It prioritizes needs and recommends investments in Fire, Police, Public Works, Park Operations, Park Recreation and Administration facilities over the next 25 years.

This plan updates and supersedes the Capital Facilities Plan 2025-30: General Government Facilities by extending the planning horizon to 2050.

The full plan is provided in Appendix E, Attachment B.

The Capital Facilities Plan 2050- General Government supports the Comprehensive Plan by:

- Aligning with the GMA, Vision 2050 and King Countywide Planning Policies
- Meeting Capital Facilities element requirements

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- Complying with Capital Facilities policies FW-CF-1, CF-2, CF-6, CF-18, and CR-39
- Advancing equity and sustainability goals
- Aligning with Redmond 2050 which includes a facilities vision statement, general inventory, level-of-service, and goals and policies that guide financial decisions.
- Directs the development of the City's capital investment program in support of the community's vision.

Staff Analysis

Staff analysis for this proposal can be found in Appendix E (Technical Committee Report - Attachment A).

Recommended Conclusions of the Technical Committee

On Sept. 17, 2025, the Technical Committee reviewed the Capital Facilities Plan 2050 - General Government as an amendment to the Redmond 2050 Comprehensive Plan, as documented in Appendix E, and found the amendment to be consistent with applicable review criteria and therefore recommended approval.

RECOMMENDED CONCLUSIONS

The Planning Commission has reviewed:

A. *Applicable criteria for approval: RZC 21.76.070 Criteria for Evaluation and Action, and*
B. *The Technical Committee Report (Appendix E)*

The Planning Commission discussion can be found in Appendix A – Issues Matrix. Discussion topics included:

- Facility projects eligible that could utilize development incentives in RZC 21.55
- Climate resiliency and sustainability
- Community outreach process
- Identification and prioritization of projects
- Financing and revenue sources

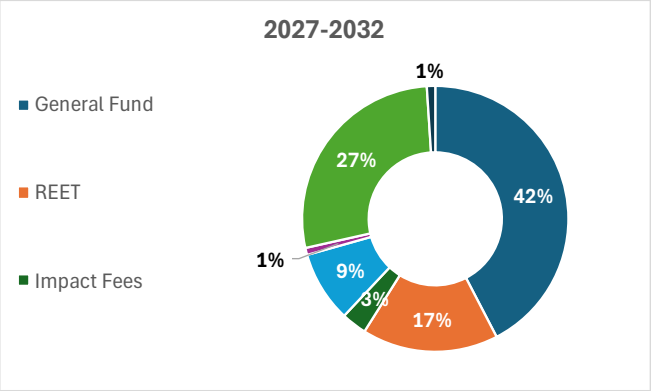
Recommendation

The Planning Commission reviewed the amendment to the Redmond 2050 Comprehensive Plan and found the amendment to be consistent with applicable review criteria and therefore recommends approval with conditions and summarized below:

Recommended narrative:

Location	Proposed text	Description
Section 1.1, subsection "Redmond 2050 and the Capital Facilities Element"	FW-CR-2 Ensure City services, infrastructure, and community members are resilient to climate impacts. CR-10 Account for climate change impacts when planning, siting, designing, specifying building materials, and operating capital facility, utility, and infrastructure projects. CR-11 Integrate local climate impact risk assessment findings and climate projections into hazard	Additional text to recognize climate-related policies

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	mitigation planning and other strategic plans. CR-12 Factor climate impacts into the planning of operations and coordination of preparedness, response, and recovery activities.	
Section 1.2 Section 1.2, under subsection "Other Sustainability Measures"	• ~~Consider opportunities to use~~ Commit to integrating durable, climate-resilient materials with low-embodied carbon ~~materials~~ when designing and constructing new facilities	Updated text under 3rd bullet point
Section 1.2, under subsection "Other Sustainability Measures"	In the current Capital Investment Program (CIP), $1.3M is set aside for citywide sustainability improvements including automation of HVAC controls and converting to LED lighting, and is $1.7M is provided for electric vehicle charging equipment at the Municipal Parking Garage, Fire Station 11, and Fire Station 12. Moving forward, the City intends to incorporate sustainability improvements in all major projects for general government facilities and to conduct a climate vulnerability assessment as part of the design phase of new facility construction.	New text on climate assessments
Section 1.2, subsection "Summary of Hazards"	In the context of the CFP, emergency preparedness and resilience to natural hazards involves potential risks from incidents like large earthquakes, flooding, major urban fires, wildfires, extreme heat, winter storms, power outages, utility disruptions (e.g. water supply), health hazards, terrorism, civil disturbances, and cyber attacks.	Add "extreme heat" as example hazards
Section 1.5 (1.4 in draft)		Updated revenue source percentages for the 2027-2032 timeframe. Staff note that the restricted funding sources in 2027-2032 are already allocated to other projects in the current CIP. Table replaced with pie charts.
Section 1.5 (1.4 in draft)	Note that for the 2027-2032 timeframe all routine maintenance cost funding is assigned to general fund because the other funding sources are restricted by	New text at end of section.

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	the current CIP. For 2033-2040 and 2041-2050, routine maintenance cost funding is combined with capital costs. Once construction of the Maintenance and Operations Center is complete, no other projects in the plan are eligible to use Utilities revenue, which is why the Utilities share drops to 0% in the 2033-2040 and 2041-2050 timeframes.	Answers a question about why the Utilities share of estimated revenue source drops to 0%.
Section 3.7	Redmond Public Works operates Well No. 4 on the east side of the municipal campus to provide critical freshwater supplies for the city (see the Water System Plan for more information).	Provide a reference to Water System Plan for more information.

DocuSigned by:
Carol Helland
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Carol Helland
Planning and Community Development Director

Signed by:
Susan L. Weston
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Susan Weston
Planning Commission Chair

Appendices

A. Planning Commission Issues Matrix - Final
B. Public Hearing Notice
C. Planning Commission Meeting Minutes
D. Written Public Comments
E. Technical Committee Report with Exhibits
   Att. A – Staff Compliance & Analysis
   Att. B – Capital Facilities Plan 2050 - General Government

REDMOND 2050
From suburb to city

Redmond Planning Commission Report: Appendices
Capital Facilities Plan 2050 - General Government

A. Planning Commission Issues Matrix - Final
B. Public Hearing Notice
C. Planning Commission Meeting Minutes
D. Written Public Comments
E. Technical Committee Report with Exhibits
   Att. A – Staff Compliance & Analysis
   Att. B – Capital Facilities Plan 2050 - General Government

Item		Discussion Notes	Issue Status
1.	**RZC Incentives** Weston	**Commission Discussion** Which facilities are eligible for the development incentives under RZC 21.55? **Staff Comments** Three projects were identified that could apply the development incentives offered by RZC 21.55.	Opened 8/27/2025 Closed 9/24/2025
2.	**Sustainability** Copley	**Commission Discussion** How is sustainability incorporated into the CFP? **Staff Comments** The CFP2050 includes the City's approaches to decarbonization and sustainability in the Facility Planning Principles section. The Plan references key documents, including the 2024 Portfolio Decarbonization Report, 2021 City of Redmond Operations Zero Carbon Strategy, 2020 Environmental Sustainability Action Plan, and works alongside with the 2025 Environmental Sustainability Action Plan (in development).	Opened 8/27/2025 Closed 9/24/2025

CFP2050 Project Name	Functional Area	Time Period	RZC 21.55 Name	Category
Overlake administrative annex	Administration	Near	City Hall outpost	Catalyst
Overlake community center	Parks	Medium and long	Community center or library	Catalyst
Pool construct replacement	Parks	Beyond 2050	Aquatic center	Catalyst *(only applies to Overlake)*

Item		Discussion Notes	Issue Status
		Redmond has adopted ambitious goals for city operations, including achieving net zero greenhouse gas emissions by 2030. Redmond also participates in the King County-Cities Climate Collaborative (K4C), which calls for a 25% reduction in energy use in all existing buildings compared to 2012 levels by 2030. Additionally, all new facilities must meet LEED Gold or similar green building standards.	
3.	**Calculations** Coleman	**Commission Discussion** From the 2019 Facilities Strategic Master Plan, how was it determined that 73% of facilities require investment by 2030? **Staff Comments** The 2019 Facilities Strategic Master Plan found that 73% of City facilities will require investment by 2030. This estimate is based on two factors: facility condition and functional performance. • Facility condition was evaluated by assessing whether a facility had no major needs, minor deficiencies, or required near-term investments. • Functional performance was evaluated by assessing whether a facility had no major needs, minor deficiencies, notable deficiencies, or required near-term investments. In general, facilities identified as needing near-term investments based on condition, or those with notable deficiencies or near-term investments required based on functional performance, were classified as facilities requiring investment by 2030. The CFP2050 incorporates findings from the 2023 Capital Facilities Condition Assessment, which informed the Facility Condition Index (FCI) – a measure of the relative condition of facilities. Overall, most Redmond facilities are in reasonably good condition, with exceptions at Fire Stations 11, 12, and 13, as well as significant issues at the Old Fire House Teen Center. The FCI results are provided in the CFP2050 beginning on page 30.	Opened 8/27/2025 Closed 9/24/2025
4.	**Community Feedback** Gagner	Commission Discussion How does community feedback from vulnerable populations specifically shape prioritization in the plan?	Opened 9/24/2025

Item	Discussion Notes	Issue Status
	Staff Comments Community engagement for the Redmond 2050 Comprehensive Plan update spanned five years and involved robust outreach to vulnerable and underserved residents. Feedback gathered through this process directly informed both the policies adopted in the Comprehensive Plan's Capital Facilities Element and the prioritization framework used in the Capital Facilities Plan (CFP 2050). Key themes raised by vulnerable populations and how they are addressed in the CFP 2050 include: **Community Feedback Theme** / **Comprehensive Plan Policy Direction** / **CFP 2050 Response** **More inclusive facilities** — FW-CF-1 and CF-2 prioritize equitable access to public facilities — CFP 2050 prioritizes investments in underserved communities and identifies deficiencies such as outdated gender-inappropriate features in older fire stations, recommending remodels or replacements (Section 3.2) **Safer facilities** — CF-6 emphasizes resilience and emergency preparedness — CFP 2050 includes reinvestment and replacement of Fire and Police facilities and upgrades to life-safety systems across buildings (Section 1.2 – Emergency Preparedness and Resilience) **Improved accessibility** — CF-2 directs removal of physical and programmatic barriers — Accessibility upgrades are planned across facilities, with all capital projects required to meet or exceed ADA standards (Section 1.2 – Accessibility) **Environmental sustainability** — CF-6 calls for decarbonization and sustainable building practices — CFP 2050 integrates energy efficiency and greenhouse gas reduction into reinvestment and replacement strategies (Section 1.2 – Decarbonization and Sustainability) **Support for complete neighborhoods** — CF policies encourage service distribution based on geography and need — New facilities are located strategically to serve underserved areas (Section 1.2 – Underserved Communities and Geographies)	Closed 10/8/2025

Item		Discussion Notes			Issue Status
		More community and cultural spaces, especially for children and seniors	CF-1 calls for facilities that support social connection and cultural expression	CFP 2050 recommends facilities like the Overlake Community Center to address community space needs; additional demographic-specific strategies are informed by the PARCC Plan (Section 3.5 – Indoor Recreation)	
		More information on the engagement process is available at: https://www.redmond.gov/1495/Engagement-Summaries. In summary, the CFP 2050 does not just reference the Comprehensive Plan—it operationalizes its equity-focused policies by aligning capital investments with the expressed needs of vulnerable communities.			
5.	**Community Outreach** Gagner	**Commission Discussion** How did the City do outreach to members in our community for whom English is not their first language? **Staff Comments** Outreach took place as part of the Redmond 2050 Comprehensive Plan update. Outreach occurred over 5 years and included extensive community engagement,. More information on the engagement process can be found here: https://www.redmond.gov/1495/Engagement-Summaries> Specifically, Commissioners are encouraged to review https://www.redmond.gov/DocumentCenter/View/32675/Community-Design-and-Equity-Engagement-Report---May-2024 which summarizes outreach to different members of Redmond's diverse community, including participation at Mid-Autumn and Spring Festivals events, as well as events for Cinco De Mayo and a workshop for Spanish speakers. In all cases, Redmond 2050 materials, such as posters, flyers, and advertisements were prepared in multiple languages. The Redmond city webpage, including the Redmond 2050 suite of pages, contained tools to enable translation in multiple languages.			Opened 9/24/2025 Closed 10/8/2025

Item		Discussion Notes	Issue Status
6.	**Accessibility** Gagner	**Commission Discussion** Accessibility is a factor that's mentioned in several sections... I'm not sure the full meaning of this word in the technical report - does it include ADA accessibility? As facilities are modernized or expanded, will the City ensure that ADA accessibility and universal design standards are met or exceeded (more specifically, is the goal to meet or to exceed)? **Staff Comments** Any improvements are required to meet ADA standards. In some scenarios they may be able to exceed ADA standards. However, that level of detail will be addressed in project design. The CFP2050 does not include project design. The high-level principles for Redmond's capital facilities can be found in policy FW-CF-1. These principles include building and maintaining facilities that: • Are resilient, sustainable, well designed, attractive and safe. • Protect public health and safety. • Result in the equitable and adequate provision of needed infrastructure and services.	Opened 9/24/2025 Closed 10/8/2025
7.	**Emergency Response**	**Commission Discussion** How does the plan address equitable emergency response times for neighborhoods with higher concentrations of renters, seniors, or low-income residents? **Staff Comments** Serving specific populations and geographies is analyzed and has recommendations in the Fire Functional Plan. This CFP is aligned with Fire's recommendations for fire station reinvestment to meet level of service. Redmond Fire Department Functional Plan	Opened 9/24/2025 Closed 10/8/2025

Item		Discussion Notes	Issue Status
8.	**Hazards** Varadharajan	**Commission Discussion** Page 13 in the Summary of Hazards, can we consider adding extreme heat events to the list of potential risks? **Staff Comments** Staff recommends adding this term in the Planning Commission recommendation to Council. **Commission Discussion 10.8.25** Commissioners had further discussion and asked staff for clarification on the Commission's role and process for recommendations per https://redmond.municipal.codes/RZC/21.76.060.L.3. **Staff Comments 10.8.25** Staff noted there is no concern with this addition and this term will be added to the Planning Commission recommendation to Council.	Opened 9/24/2025 Closed 10/8/2025
9.	**Redmond 2050 Policies** Varadharajan	**Commission Discussion** The key Capital Facilities Element and related policies should ideally include the following as well: • FW-CR-2 Ensure City services, infrastructure, and community members are resilient to climate impacts. • CR-10 Account for climate change impacts when planning, siting, designing, specifying building materials, and operating capital facility, utility, and infrastructure projects. • CR-11 Integrate local climate impact risk assessment findings and climate projections into hazard mitigation planning and other strategic plans. • CR-12 Factor climate impacts into the planning of operations and coordination of preparedness, response, and recovery activities.	Opened 9/24/2025 Closed 10/8/2025

Item		Discussion Notes	Issue Status
		Can we please consider adding this? **Staff Comments** Staff recommends that these policies will be included in the Planning Commission recommendation to Council.	
10.	**Climate Resilient Materials** Varadharajan	**Commission Discussion** Based on the policies above and service levels associated with CF6, resilience of city infrastructure is key to keeping the city operational. Building for resilience is also building for sustainability. Therefore, durability especially of external materials and facades like concrete, cladding, and roofing materials are key. We cannot use standard specifications with changing climate conditions without factoring in increased operational and maintenance (O&M) costs or costs for replacement within a shorter time. There are multiple questions on this issue: a. Can we specifically add in text about building new standard specifications for city facilities that would be more resistant to climate change and more durable? b. Given the more frequent extreme weather events of extreme rain, heat, or cold, have the fundamental building specifications for exterior materials been revisited or evaluated to withstand these changing climate conditions? c. If not, can we add this as part of the plan for all capital facilities? There can be one study to build standard specs. d. Do the cost projections include more resilient material specifications? e. If not, can we have a disclosure in the plan that a study of more durable materials might increase costs for new construction/renovations but lower lifetime costs of O&M and that will be published when the study is complete? **Staff Comments** The CFP2050 is a guiding document and does not design nor provide standards for the projects. Page 10 of the CFP2050 notes that it is a City goal that all new facilities are required to meet LEED Gold or a similar green building standard which could include provisions for materials used. Standard	Opened 9/24/2025 Closed 10/8/2025

Item	Discussion Notes	Issue Status
	specifications for facilities would be difficult as technology and materials advance over time, and material needs will vary based on the building type. The cost projections are based on similar projects in the market, which do not specify materials. More specific cost estimates for materials will take place during the design process. Staff recommends adding a sentence in section 1.2 to consider resilient materials. This would inform project design decisions when design occurs. **Commission Discussion 10.8.25** Commissioners had further discussion on how to best state the city's commitment to using best practices for building materials that are resilient and sustainable. Commissioners also recommended that a statement be added to this section reiterating that the City will conduct climate vulnerability assessments as part of the design phase of facility construction. **Staff Comments 10.8.25** Staff will include the following text in the Planning Commission recommendation: • Add a statement under Section 1.2 – Facility Planning Principles, under sub section "Other Sustainability Measures": • ~~*Consider opportunities to*~~ *use Commit to integrating durable, climate-resilient materials with low-embodied carbon* ~~*materials*~~ *when designing and constructing new facilities* • Add a statement under Section 1.2, under subsection "Other Sustainability Measures" regarding climate vulnerability assessments: *In the current Capital Investment Program (CIP), $1.3M is set aside for citywide sustainability improvements including automation of HVAC controls and converting to LED lighting, and is $1.7M is provided for electric vehicle charging equipment at the Municipal Parking Garage, Fire Station 11, and Fire Station 12. Moving forward, the City intends to incorporate sustainability*	

Item		Discussion Notes	Issue Status
		improvements in all major projects for general government facilities and to conduct a climate vulnerability assessment as part of the design phase of new facility construction.	
11.	**Formatting** All	**Commission Discussion** Consider the following suggestions for improved user experience: a. Link references and include page numbers b. Include more explanation on how the plan is organized c. Link referenced plans **Staff Comments** Final formatting with updated links will be completed for City Council adoption.	Opened 9/24/2025 Closed 10/8/2025
12.	**Prioritization** Coleman	**Commission Discussion** Why aren't fire stations prioritized? **Staff Comments** Fire facilities are a high priority, and the City must balance them along with other critical facility needs. The next major capital investment is the Maintenance and Operations Center (MOC), which Council has already approved in the current CIP cycle. The next major sets of investments are Fire Station 11 and 12. Additionally, the current budget includes investment into Fire Station 11until its major remodel and renovations anticipated in the Medium-term project list. The Capital Facilities Plan includes all City facilities, not just Fire facilities. The project prioritization is based on criteria outlined in Section 4.2 Prioritization Criteria.	Opened 9/24/2025 Closed 10/22/25
13.	**Financing** Woodyear	**Commission Discussion** Are there guardrails or contingency for the funding sources?	Opened 9/24/2025 Closed

Item		Discussion Notes	Issue Status
		Staff Comments This is a high-level planning document intended to guide future investments. Under RCW requirements and Redmond 2050 Policy, CF-2 the plan is required to identify funding sources, which this plan fulfills. The funding sources and proportions shown on page 24 are estimates and do not represent committed funding. The estimates flow are based on reasonable assumptions about funding sources given historical data. Actual funding decisions will be made through the City's budget process for each project. Additionally, Redmond 2050 includes policies which addresses outside funding in the Capital facilities chapter.	10/8/2025
14.	**Well 4** Weston	**Commission Discussion** Why is Well 4 only mentioned once in this plan? **Staff Comments** Well 4 is a water utility asset and planning for the water system is contained in the Water System Plan. It is mentioned in CFP 2050 only to note that it should be considered when redeveloping the Municipal Campus. **Commission Discussion 10.8.25** Commissioners recommended language under Section 3.7 – Municipal Campus Considerations, clarifying why on-site water facilities are considered and to reference back to the Water System Plan. **Staff Comments 10.8.25** Staff is working on modifications to the narrative on Campus Considerations and will be updated for the final draft.	Opened 9/24/2025 Closed 10/8/2025

Item		Discussion Notes	Issue Status
15.	**Emergency Preparedness** Copley	**Commission Discussion** Emergency preparedness is noted as a continued need. What is the level of gravity for this need? Is our emergency preparedness sufficient? **Staff Comments** Addressing emergency preparedness is a requirement Redmond 2050 CF-2, and this plan fulfills that requirement. Redmond has adopted the Comprehensive Emergency Management Plan 2023, and guides the City's approach to emergency preparedness. Page 11 gives a Hazard Assessment Summary and a Natural Hazard Risk Rating.	Opened 9/24/2025 Closed 10/8/2025
16.	**Revenue Sources** Coleman	**Commission Discussion** Why does the Utility revenue source go from 27.9% from 2027-2032, to 0% in 2033-2040 and 2041-2050? **Staff Comments** The increase in Utility revenue between 2027–2032 reflects the anticipated redevelopment of the MOC, which is an eligible Utilities-funded project. Once construction is complete, no other projects in the plan are eligible to use Utilities revenue, which is why the share drops to 0% in the following timeframes (2033–2040 and 2041–2050).	Opened 9/24/2025 Closed 10/22/2025
17.	**Art Studio at Grass Lawn** Weston	**Commission Discussion** Why is the Art Studio at Grass Lawn Park not included in this plan? **Staff Comments** The art studio is an ancillary Parks building, like restrooms, concessions and buildings at Farrel-McWhirter Park; this means they are not included in the General Government Facilities portfolio. Park ancillary buildings are maintained and operated through the Parks and Recreation department and is included in the PARCC Plan and funded through the Parks CIP.	Opened 9/24/2025 Closed 10/8/2025

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NOTICE OF PUBLIC HEARING
CITY OF REDMOND

Redmond Comprehensive Plan Amendment:
Capital Facilities Plan 2050 - General Government (LAND-2025-00239, SEPA-2020-00934)

The City of Redmond Planning Commission will hold a Public Hearing at Redmond City Hall Council Chambers, 15670 NE 85th Street, Redmond, Washington on ***October 8, 2025 at 7 p.m.*** or as soon thereafter, on:

SUBJECT: The City of Redmond is proposing an amendment to the Capital Facilities Chapter of the Comprehensive Plan to include the Capital Facilities Plan 2050- General Government, adopted by reference.

REQUESTED ACTION: Planning Commission recommendation on the proposed amendment to the Redmond Comprehensive Plan.

PUBLIC PARTICIPATION: Join in-person at City Hall, watch live at redmond.gov/RCTV, Comcast channel 21, Ziply channel 34, on facebook.com/CityofRedmond, or listen live by phone by calling 510-335-7371.

Public comment can be provided in-person at City Hall. Public comment can also be made by phone during the meeting by providing a name and phone number to PlanningCommission@redmond.gov no later than 5 p.m. on the day of the hearing.

Written public comments should be submitted prior to the hearing by email to PlanningCommission@redmond.gov no later than 5 p.m. on the hearing date. Comments may also be sent by mail to: Planning Commission, MS: 4SPL, P.O. Box 97010, Redmond, Washington, 98073-9710.

A copy of the proposal is available at https://www.redmond.gov/2304/Capital-Facilities.

If you have any comments, questions, or would like to be a Party-of-Record on this proposal, **please contact Cameron Zapata, Senior Parks Planner, 425-556-2328, czapata@redmond.gov.**

If you are hearing or visually impaired, please notify Planning Department staff at 425-556-2441 one week in advance of the hearing to arrange for assistance.

LEGAL NOTICE: September 17, 2025

Docusign Envelope ID: 572CF5DA-3D14-43AA-8A94-098BF98FDE04

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REDMOND PLANNING COMMISSION

Susan Weston, Chair | Jeannine Woodyear, Vice-Chair
Adam Coleman | Bryan Copley | Denice Gagner
Tara Van Niman | Aparna Varadharajan

MEETING MINUTES

REDMOND PLANNING COMMISSION MEETING

Wednesday, October 8, 2025 – 7:00 p.m.

1. Call to Order & Roll Call – 7:00 p.m.

Commissioners Present:	Chair Susan Weston, Vice-Chair Jeannine Woodyear (virtual), Commissioners Bryan Copley, Denice Gagner, and Aparna Varadharajan
Commissioners Excused:	Commissioners Adam Coleman and Tara Van Niman
Staff Present:	Odra Cardenas, Jeff Chuchill, Glenn Coil, Loreen Hamilton, Quinn Kuhnhausen (virtual), and Chris Wyatt
Recording Secretary:	Carolyn Garza, LLC

- *Motion by Commissioner Copley to continue the Public Hearing for the Capital Facilities Plan 2050 to the October 22, 2025 Planning Commission Meeting unless the Hearing is concluded at this meeting. Motion seconded by Commission Aparna. The Motion passed unanimously.*

2. Approval of the Agenda

- *Motion to approve the Agenda by Commissioner Copley, seconded by Commissioner Aparna. The Motion passed.*

3. Approval of Meeting Minutes & Summaries

- *Motion by Commissioner Copley to approve the September 24, 2025 Meeting Summary. Motion seconded by Commissioner Aparna. The Motion passed unanimously.*

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4. Items from the Audience (General)

- David Morton, Redmond 98053, spoke regarding the draft 2025 Environmental Sustainability Action Plan Refresh, stated that clear discussion of implementation capacity and budget are missing, and asked how sustainability initiatives will compete with funding against fire stations, police facilities and operations centers. Recommendations were to prioritize actions by feasibility and impact, provide realistic staffing and budget projections, establish clear metrics and reporting schedules, and to strengthen connections to other city plans.

5. Capital Facilities Plan 2050 – General Government (Public Hearing & Study Session)

Parks and Recreation (P & R) Director Loreen Hamilton introduced the Plan.

Commissioner Gagner joined the meeting.

Public Hearing

- David Morton, Redmond 98053, stated that the Plan currently lacks requirements for climate resilient building materials, and a proposed addition of the word *consider* rather than mandatory specifications is insufficient. The Hazard Summary on page 13 omits extreme heat events despite a documented increase and disproportionate impact on vulnerable populations. FWCR2 and CR10, 11 and 12 should explicitly be incorporated as well as climate assessments for major capital projects.

Chair Weston closed the verbal portion of the Public Hearing, leaving the written portion open.

Study Session

Senior Planner Coil presented the Issues Matrix. Issues one through three were closed at the previous Study Session.

Issues four through seven were closed by Commissioner Gagner. Chair Weston asked that the Issues be read for any other comments and there were none. Chair Weston asked that the name of Commissioner Gagner be added to Issue seven for the final packet.

Issue eight regarding hazards was explained. Commissioner Aparna asked for clarification regarding a recommendation to Council versus being incorporated into the Plan for Council. Senior Planner Coil replied that Council has the authority to either accept or reject Planning Commission recommendations, a legal process. Commissioner Aparna stated that extreme heat should be a part of the plan and not as simply a recommendation. Senior Planner Coil replied that all input is compiled for the Council report. Chair Weston stated that the process described has not always been followed and expressed the concern of Commissioner Aparna that the subject could be

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missed by Council. Senior Planner Coil replied that all recommendations have always been highlighted for Council. Chair Weston stated there may have been process inconsistencies in the past and a recommendation might imply a different intensity. Commissioner Aparna stated that, for example, changes had been made to the Fire Functional Plan document by the Planning Commission, not recommendations, and not a deviation from the Plan. P & R Director Hamilton asked if adding the words *extreme heat* as an additional consideration to potential risk would satisfy the Matrix issue and asked Senior Planner Coil if there is a reason the text could not be adjusted. Senior Planner Coil replied that the issue is documentation and the ability of Council to see what the full conversation context was and explained how other Plan recommendations had been highlighted for Council. P & R Director Hamilton asked if a note stating that the words were added by recommendation of the Planning Commission could be sent to Council. Chair Weston stated that in past Plans such as Water and Park, there were redlines in the Plans, clearly edits but more integrated. P & R Director Hamilton asked for clarification that the change should be a part of the document prior to moving forward. Planning Manager Churchill replied that as a legal matter, a recommendation as a line in the Issues Matrix or in the Plan itself are the same. Chair Weston asked that an additional written reminder of the recommendation for Council be included if there are no redlines, emphasizing a strong opinion. Commissioner Aparna stated that at issue is the addition of verbiage, but the subject of extreme heat needs to be emphasized within the document. P & R Director Hamilton replied that what can be highlighted is that the Issues Matrix from the Planning Commission will reflect actual changes in language of the document. Commissioner Aparna stated being satisfied. Senior Planner Coil stated that the Planning Commission Chair can also reinforce the recommendation to the Council to emphasize importance. Senior Planner Coil stated that staff are compiling information to provide to a consultant. Commissioner Aparna asked that the issue be added to recommendations and that Issue number eight can be closed. Senior Planner Coil stated that the Planning Commission draft report will be available to confirm text.

Regarding Issue nine, Commissioner Aparna stated that the Issue could be closed, and P & R Director Hamilton confirmed that the recommendation would be added.

Regarding Issue 10, materials, Commissioner Aparna stated that the longevity and durability of infrastructure to be built must be considered. P & R Director Hamilton stated agreement, and that specific materials were not listed because the Plan is to extend to 2050 and technology will change, but the word *consider* can be strengthened. Commissioner Aparna asked that the Issue remain open until verbiage is settled on, in example, due diligence or Best Practice. Chair Weston suggested using *Best Practice to be resilient*. Facilities Manager Kuhnhausen suggested *commitment to resilient material*. Chair Weston stated that wording has been arrived at, *evaluating materials with a commitment to choosing materials that are resilient and sustainable*, and that including what is working well is important for future staff and P & R Director Hamilton stated agreement. Commissioner Aparna stated that if wording is changed

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and added to the recommendation the Issue could be closed and added that LEED is not a convincing argument because of the point system used and not an outcome.

Senior Planner Coil stated that the Issue 11 regarding format has been communicated to the consultant. Chair Weston asked that a note be added stating that the specific issue was within the introduction, for clarity, and that the Issue could be closed.

Regarding Issue 12, prioritization, the upcoming Maintenance and Operations Center project will be the highest cost project in city history using the majority of capital for the next four to five years, fire stations and public safety building to follow. Chair Weston stated that the Issue should remain open until Commissioner Coleman is present. Senior Planner Coil stated that the Fire Functional Plan and Capital Facilities Plan have advanced projects into the pipeline.

Regarding Issue 13, financing, Vice-Chair Woodyear stated being satisfied with the response and that the issue could be closed.

Regarding Issue 14, Well Four, Chair Weston stated that the issue should be added to recommendations and with a cross link for clarity of boundaries. P & R Director Hamilton asked if specifying that the Well is mentioned because of the proximity to general government facilities on the municipal campus should occur and Chair Weston stated agreement and that the issue could be closed.

Regarding Issue 15, emergency preparedness, Commissioner Copley asked why emergency preparedness would be brought up specifically as a continuing need if only another component. P & R Director Hamilton replied that emergency preparedness is always part of any conversation regarding facilities, a continued need regardless of new building, rebuilding, or renovation. Commissioner Copley asked if context could be added to verbiage. Chair Weston asked for a page number, and Commissioner Copley replied that the Issue is from the slide presentation given at the last session and not Plan text. P & R Director Hamilton stated that the text section can be reviewed and brought back to ensure clarity. Chair Weston asked Commissioner Copley to find and review the section and email staff with edits or to close, being mindful of meeting scheduling. Commissioner Copley replied that Planner Cardenas would be contacted by end of business tomorrow, October 9, 2025.

Issue 16 is a question from Commissioner Coleman who was not present to close.

Chair Weston stated that Issue 17 could be closed.

Commissioner Aparna added an Issue, to address climate vulnerability assessments for all large capital projects. P & R Director Hamilton replied that climate vulnerability is always a part of the process and that verbiage in the Plan can be included to confirm commitment. Chair Weston asked if the Issue should be combined with Issue ten, Materials. Commissioner Aparna replied [inaudible – away from microphone]. Chair Weston suggested creating an Issue 10 A.

Senior Planner Coil stated that the formal recommendations will be available at the next meeting.

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6. Staff & Commissioner Updates

Planner Cardenas stated that the next Study Sessions are on October 22, 2025 for the Capital Facilities Plan and Transportation Master Plan update, as well as a Briefing on the Economic Development Business Improvement Code Package.

Planner Cardenas asked to be informed of any attendance issues.

7. Adjourn

- Motion to adjourn at 7:57 p.m. by Commissioner Copley, seconded by Commissioner Aparna. The Motion passed.

Minutes approved on:

10/22/2025

Planning Commission Chair

Signed by:
Susan L Weston
2E66B184628E4A6...

Susan Weston

I'm providing feedback on the **Capital Facilities Plan 2050** before your recommendation to Council.

This plan will guide **nearly $1 billion in infrastructure investments over 25 years**. I appreciate the **comprehensive facility assessment** and strategic approach. However, climate resilience integration needs strengthening.

The **plan currently lacks requirements for climate-resilient building materials**. While **page 12 mentions considering low-embodied carbon materials**, there's nothing about requiring materials that withstand extreme weather conditions that we can already predict, such as intense heat, heavier precipitation, and more severe storms. The Issues Matrix shows Commissioner Aparna raised this concern, and **staff proposes adding language to "consider resilient materials" in Section 1.2**.

However, the word "consider" is insufficient. Without mandatory specifications for exterior materials like concrete, cladding, and roofing that meet climate projections, each project team will independently decide whether to prioritize resilience. This risks inconsistent protection, premature material failure, higher lifecycle costs, and service disruptions when facilities can't withstand conditions they'll inevitably face.

Additionally, the **hazards summary on page 13** omits **extreme heat** events despite their documented increase and disproportionate impact on vulnerable populations. This gap should be corrected.

The Issues Matrix also shows staff will incorporate key climate resilience policies, specifically FW-CR-2, CR-10, CR-11, and CR-12, which I strongly support. These policies **require integrating climate risk assessments into facility planning**, not treating climate considerations as optional.

The Planning Commission's recommendation to Council should include:

- Requiring mandatory climate-resilient material specifications, not suggestions to "consider" them,
- Including **extreme heat** in hazard assessments,
- Confirming that policies **FW-CR-2**, **CR-10**, **CR-11**, and **CR-12** are explicitly incorporated as staff indicated, and
- Requiring climate vulnerability assessments for major capital projects.

These facilities will serve Redmond for 50-plus years. Building to yesterday's climate conditions guarantees premature deterioration and higher costs.

To achieve its sustainability goals, Redmond should require climate-resilient design. Please ensure that your recommendation establishes mandatory requirements, not voluntary considerations.

From: David Morton <davidwardmorton@yahoo.com>
Sent: Tuesday, October 7, 2025 11:03 PM
To: Planning Commission
Cc: Odra Cardenas; Glenn Coil; Jeff Churchill; Ian Lefcourte; Carol Helland; Lauren Alpert; Aaron Bert; Loreen Hamilton; Darrell Lowe; Adrian Sheppard; Kelley Cochran; Cameron Zapata; Lindsey Falkenburg; Quinn Kuhnhausen; Amee Quiriconi; Micheal Despain (MED Enterprises); Brian Coats; Erica Chua; David Tuchek; Chris Stenger; twilkinson@redmond.gov; bmclain@redmond.gov; syeager@redmond.gov; redwardsen@redmond.gov; Hailey Zurcher; Blake Ruiz; Haritha Narra; Beckye Frey; Jenny Lybeck; Susan Weston (City Volunteer); Jeannine Woodyear (City Volunteer); Adam Coleman (City Volunteer); Bryan Copley (City Volunteer); Denice Gagner (City Volunteer); Tara Van Niman (City Volunteer); Aparna Varadharajan (City Volunteer); Seraphie Allen; Jessica Atlakson; Lauren Anderson; Aaron Moldver; Micah Bonkowski; Valeria Cosgrove; Erin O'Mara; Sustainability; Tess Larson; Michael Hintze; Francesca Liburdy; PLAN - Redmond 2050 - Technical Advisory Committee; Ernest C. Fix; Malisa Files; Vanessa Kritzer; gwolff@redmond.gov; Oneredmond Info; Kim Dietz; eugene.radcliff@ecy.wa.gov; Tim McHarg; David Lee; Todd Rawlings; Brian Buck; Brian Collins (GWS); Cameron Barajas; Tom W. Hardy; Gary Smith; Arielle Dorman; Redmond 2050; Kim Faust; Marilyn Lazaro (City Volunteer); Tom Hitzroth; Yeni Li; Tom Markl - Economic Development Board of Directors; Phil Miller; Ray Sayers; Madeline Schroeder; Steve Yoon; Kelli Refer; Sol Dressa; rays@plot-design.com; Tayler Smith; Sean Canady; Mike Brent; Andrea Martin; Patrick Jurney; Amanda Balzer; Chip Cornwell; pwilliams@redmond.gov; Jill E. Smith; Rheya Wren; Mike Behn; Andy Swayne; Rachel Molloy; David Hoffman; Katie Pratt; Erik Bedell; Chryssa Gardner - OPTYVA; Zwanzig, Macy; Marilyn Subala; Jones, Karissa; Rheya Wren; Caitlin Reck; Michael Vermeulen; Nancy T. Logan; Esha Mehta; dcarson@redmondpolicefoundation.org; James Terwilliger; Dave Otis; Michael Johnson; jor_mig_santos@hotmail.com; saanvibathla@outlook.com; tammyvupham@icloud.com; Jack W. Anderson (Americorps); Anastasiya Warhol; David Baker; Jon Culver; Milton Curtis; Joe Marshall; Andrew McClung; Melanie OCain; Brian Stewart; David Barnes; Debra Srebnik; City Hall; Corina Pfeil; Corina Pfeil; Brombaugh; Rodgers Darrell (EHS Director); Kelly McGourty; Boyte-White Claire (ECY); bob@northshorenews.com; Matthew Tejada; Rod Dembowski; Sheryl Stohs; Rebecca Chu; Christie True; Shannon Braddock; Shannon Braddock; Alessandro Molina; Jason Lynch; Nigel Herbig; Brandon Leyritz; Philly Marsh; Ewing, Jennifer; Fall, Sofia; hardy.joan5@gmail.com; Lisa Rigg; adettelbach@redmond.gov; Jeff Thompson; Peter Holte; Marissa Aho; carly.bouton@kingcounty.gov; claudia.balducci@kingcounty.gov; sarah.perry@kingcounty.gov; info@prideacrossthebridge.org; Axton Burton
Subject: "Items from the Audience" and Public Hearing on "Capital Facilities Plan 2050 – General Government," 2 comments at the Redmond Planning Commission meeting on 10/8/25 by David Morton

Attachments: Seventieth talk to Redmond Planning Commission.docx; Seventy first talk to Redmond Planning Commission.docx

External Email Warning! Use caution before clicking links or opening attachments.

Dear Redmond Planning Commissioners:

I wish to provide 2 spoken public comments: the first during "Items from the Audience" and the second during the Public Hearing on "Capital Facilities Plan 2050 – General Government" (**Agenda Item 5**) in the **October 8, 2025, meeting** of the Redmond Planning Commission.

I plan to be present at City Hall on October 8 to present my public comments in person at the podium.

My comments are attached as Word documents (containing **blue and underlined hyperlinks**) and are inserted in the body of this email below:

★★★The Following Is My First 3 Minute Public Comment for Items from the Audience★★★

I'm providing feedback on the **draft 2025 Environmental Sustainability Action Plan Refresh**.

I appreciate the City's commitment to ambitious sustainability goals. But the plan's feasibility is concerning, given resource constraints and competing priorities.

The plan proposes expanding initiatives across multiple domains—increasing tree canopy to 40%, **transitioning the municipal fleet to electric vehicles**, **retrofitting buildings for energy efficiency**, and more. But it lacks clear discussion of implementation capacity. Who will manage these initiatives? The plan mentions hiring staff but doesn't specify positions, timelines, or whether funding is secured. Without dedicated personnel, these initiatives might stall or fall to already overburdened existing staff.

The financial analysis is similarly unclear. While some actions note potential funding sources, there's no comprehensive budget showing total costs versus available resources. This is especially concerning given the Capital Facilities Plan (CFP) 2050's projection of nearly $1 billion in infrastructure spending. How will sustainability initiatives compete for funding against fire stations, police facilities, and operations centers? The plan should acknowledge these trade-offs.

Here are some recommendations:

First, prioritize actions by feasibility and impact. Not everything can happen simultaneously. Which initiatives offer the greatest emissions reductions per dollar spent? Which are prerequisites for others?

Second, provide realistic staffing and budget projections. If full implementation requires positions that aren't funded, state that explicitly. If certain actions depend on grant funding that's uncertain, acknowledge that risk.

Third, establish clear metrics and reporting schedules. **The plan mentions tracking progress** but doesn't commit to regular public updates. Annual reporting to the Council and community would ensure accountability.

Fourth, strengthen connections to other City plans. The CFP will drive significant emissions—from construction, materials, and facility operations. The sustainability plan should explicitly address how to influence those decisions.

I support Redmond's sustainability ambitions, but results may be disappointing without implementation planning. Before adoption, this plan needs realistic resource assessment, clear prioritization, and honest acknowledgment of trade-offs.

★★★ End of My First 3 Minute Public Comment ★★★

★★★The Following Is My Public Comment on Agenda Item 5 ★★

★

I'm providing feedback on the **Capital Facilities Plan 2050** before your recommendation to Council.

This plan will guide **nearly $1 billion in infrastructure investments over 25 years**. I appreciate the **comprehensive facility assessment** and strategic approach. However, climate resilience integration needs strengthening.

The **plan currently lacks requirements for climate-resilient building materials**. While **page 12 mentions considering low-embodied carbon materials**, there's nothing about requiring materials that withstand extreme weather conditions that we can already predict, such as intense heat, heavier precipitation, and more severe storms. The Issues Matrix shows Commissioner Aparna raised this concern, and **staff proposes adding language to "consider resilient materials" in Section 1.2**.

However, the word "consider" is insufficient. Without mandatory specifications for exterior materials like concrete, cladding, and roofing that meet climate projections, each project team will independently decide whether to prioritize resilience. This risks inconsistent protection, premature material failure, higher lifecycle costs, and service disruptions when facilities can't withstand conditions they'll inevitably face.

Additionally, the **hazards summary on page 13** omits **extreme heat** events despite their documented increase and disproportionate impact on vulnerable populations. This gap should be corrected.

The Issues Matrix also shows staff will incorporate key climate resilience policies, specifically FW-CR-2, CR-10, CR-11, and CR-12, which I strongly support. These policies **require integrating climate risk assessments into facility planning**, not treating climate considerations as optional.

The Planning Commission's recommendation to Council should include:

- Requiring mandatory climate-resilient material specifications, not suggestions to "consider" them,
- Including **extreme heat** in hazard assessments,
- Confirming that policies **FW-CR-2**, **CR-10**, **CR-11**, and **CR-12** are explicitly incorporated as staff indicated, and
- Requiring climate vulnerability assessments for major capital projects.

These facilities will serve Redmond for 50-plus years. Building to yesterday's climate conditions guarantees premature deterioration and higher costs.

To achieve its sustainability goals, Redmond should require climate-resilient design. Please ensure that your recommendation establishes mandatory requirements, not voluntary considerations.

★★★**End of My Public Comments**★★★

Sincerely,

David Morton, PhD
Redmond 98053
206-909-5680

Redmond
WASHINGTON

TECHNICAL COMMITTEE REPORT AND RECOMMENDATION TO THE PLANNING COMMISSION

September 17, 2025

Project File Number:	**LAND-2025-00239; SEPA-2020-00934**	
Proposal Name:	**Redmond 2050 Comprehensive Plan Amendment – Incorporate Capital Facilities Plan 2050- General Government into Capital Facilities Element**	
Applicant:	**City of Redmond**	
Staff Contacts:	Cameron Zapata, Senior Park Planner	425-556-2328
	Quinn Kuhnhausen, Facilities Manager	425-556-2716
	Glenn Coil, Senior Planner	425-556-2742

TECHNICAL COMMITTEE COMPLIANCE REVIEW AND RECOMMENDATION

Technical Committee shall make a recommendation to the Planning Commission for all Type VI reviews (RZC 21.76.060.E). The Technical Committee's recommendation shall be based on the decision criteria set forth in the Redmond Zoning Code. Review Criteria:

A. *RZC 21.76.070.J Comprehensive Plan Amendment*

REDMOND COMPREHENSIVE PLAN AMENDMENT SUMMARY

This amendment to the Capital Facilities element of the Redmond 2050 Comprehensive Plan will incorporate, by reference, the Capital Facilities Plan 2050- General Government (CFP). Per Comprehensive Plan Policy CF-3, functional plans – or portions of functional plans – are adopted into the Comp Plan when they are used to fulfill Growth Management Act requirements.

The CFP supports and implements the vision of the Redmond 2050 Comprehensive Plan by ensuring Redmond has the facilities it needs to serve the community today and into the future. It prioritizes needs and recommends investments in Fire, Police, Public Works, Park Operations, Park Recreation and Administration facilities over the next 25 years.

This plan updates and supersedes the Capital Facilities Plan 2025-30: General Government Facilities by extending the planning horizon to 2050.

RZC 21.76.070.J COMPREHENSIVE PLAN AMENDMENT CRITERIA *(Full staff analysis attached as Attachment A)*		**MEETS/ DOES NOT MEET**
a.	Consistency with the Growth Management Act (GMA), the State of Washington Department of Commerce Procedural Criteria, Vision 2050 or its successor, and the King County Countywide Planning Policies (CPPs).	Meets
b.	Consistency with the Comprehensive Plan policies and the designation criteria.	Meets
c.	Potential impacts to vulnerable community members.	Meets
d.	Consistency with the preferred growth and development pattern of the Land Use Element of the Comprehensive Plan;	Meets
e.	Potential impacts to the ability of the City to provide equitable access to services.	Meets
f.	Potential impacts to the natural environment, such as impacts to critical areas and other natural resources.	Meets
g.	The capability of the land for development, including the prevalence of environmentally critical areas.	N/A
h.	Whether the proposed land use designations or uses are compatible with nearby land use designations or uses.	N/A
i.	If the amendment proposes a change in allowed uses in an area, the need for the land uses that would be allowed and whether the change would result in the loss of the capacity to accommodate other needed land uses.	N/A
j.	Consistency with the preferred growth and development pattern in the Land Use Element of the Comprehensive Plan.	Meets
k.	The proposed amendment addresses significantly changed conditions. In making this determination the following shall be considered: i. Unanticipated consequences of an adopted policy; or ii. Changed conditions on the subject property or its surrounding area; or iii. Changes related to the pertinent plan map or text; and iv. Where such change of conditions creates conflicts in the Comprehensive Plan of a magnitude that would need to be addressed for the Comprehensive Plan to function as an integrated whole.	Meets

ENVIRONMENTAL IMPACT STATEMENT (EIS)

The Capital Facilities Plan 2050- General Government is being updated as part of the Redmond 2050 Comprehensive Plan update.

The lead agency for this proposal has determined that the periodic update to the Redmond Comprehensive Plan, known as Redmond 2050, is likely to have a significant adverse impact on the environment. An environmental impact statement (EIS) is required under RCW 43.21C.030(2)(c). an EIS scoping period was held from October 12 to November 25, 2020. A draft EIS was issued June 16, 2022 and a comment period for the draft EIS was open through August 26, 2022. A supplemental draft EIS was published on September 20, 2023 and a comment period for the supplemental draft EIS was open through October 20, 2022. A final EIS was published on December 15, 2023. Additional information can be found at http://www.redmond.gov/1442/Documents under tab "Environmental Review."

STAFF RECOMMENDATION

Based on the compliance review of the decision criteria set forth in

A. *RZC 21.76.070.J Comprehensive Plan Amendment*

Staff recommends approval of the proposed amendment. Staff compliance review and analysis is provided in Attachment A.

TECHNICAL COMMITTEE RECOMMENDATION

The Technical Committee has reviewed the proposed amendments identified in Attachment B, and finds the amendments to be consistent with review criteria identified below:

A. *RZC 21.76.070 Criteria for Evaluation and Action.*

REVIEWED AND APPROVED BY

Carol Helland,
Planning and Community Development Director

Aaron Bert,
Public Works Director

Attachments

A. Staff Compliance Review and Analysis
B. Capital Facilities Plan 2050- General Government

Comprehensive Plan Amendment Review Criteria (RZC 21.76.070.J.9)

<table>
<tr><th colspan="2">CRITERIA</th><th>ANALYSIS</th></tr>
<tr><td>a.</td><td>Consistency with the Growth Management Act (GMA), the State of Washington Department of Commerce Procedural Criteria, Vision 2050 or its successor, and the King County Countywide Planning Policies (CPPs).</td><td>The Capital Facilities Plan 2050- General Government (CFP2050) is consistent with GMA and addresses related requirements for capital facilities at RCW 36.70A.070.3, including:

<table><tr><th>Capital Facilities Element Requirement</th><th>Where addressed in Plan</th></tr><tr><td>(a) An inventory of existing capital facilities owned by public entities, showing the locations and capacities of the capital facilities;</td><td>• Section 2, Section 3</td></tr><tr><td>(b) a forecast of the future needs for such capital facilities;</td><td>• Section 3</td></tr><tr><td>(c) the proposed locations and capacities of expanded or new capital facilities;</td><td>• Section 3, Section 4</td></tr><tr><td>(d) at least a six-year plan that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes; and</td><td>• Section1, Section 4</td></tr></table>
The CFP2050 complies with RCW 36.70A.130-Comprehensive plans—Review procedures and schedules—Amendments and other applicable provisions.

The CFP2050 complies with applicable King Co. Countywide Planning Policies, including PF-1, PF-2, PF-19, PF-24, PF-25 and incorporates its projections for household and employment growth.</td></tr>
<tr><td>b.</td><td>Consistency with the Comprehensive Plan policies and the designation criteria.</td><td>The CFP2050 relies on Comprehensive Plan growth projections and directly supports and implements Comprehensive Plan Policies in the Capital Facilities and Climate Resilience and Sustainability elements. The most pertinent policies include FW-CF-1, CF-2 as described in detail below, CF-6, CF-18 and CR-39. The plan also supports land Use policies LU-2 and LU-12.</td></tr>
</table>

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<tr>
<td></td>
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<td>The CFP2050, along with its associated capital projects and improvements, aligns with the City's land use planning, zoning, and growth development patterns.
<table>
<tr><th>Consistency with Capital Facilities Policy CF-2</th><th>Where addressed in Plan</th></tr>
<tr><td>A description of the current capital facility infrastructure, including green infrastructure, and the scope and cost of its operation and maintenance;</td><td>Section 1.2, 2.1, 2.2, 3 and 4</td></tr>
<tr><td>A description of current capital facility deficiencies and appropriate strategies to remedy these deficiencies;</td><td>Section 2.2</td></tr>
<tr><td>An analysis of capital facilities needed through the year 2050, and preliminary cost estimates to meet those needs;</td><td>Section 1.2 and 3</td></tr>
<tr><td>An analysis specifying how capital facilities will be financed and maintained;</td><td>Section 1.4</td></tr>
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<tr>
<td>c.</td>
<td>Potential impacts to vulnerable community members.</td>
<td>The CFP2050 forecasts future capital facility needs based on Comprehensive Plan growth targets to 2050, providing a framework for planning and prioritizing investments, focusing resources, acquiring property, and pursuing partnership opportunities. Without strategic investment in City facilities, vulnerable community members may face reduced access to services and lower service levels, such as slower emergency response times.</td>
</tr>
</table>

d.	Potential economic impacts.	Anticipated economic impacts for the CFP2050 will be both direct and indirect. This includes creating jobs through hiring of contractors, consultants and staff to complete the anticipated investment projects. Indirect economic impacts may result from meeting level of service standards for those services that operate out of the General Government Facilities. Increased level of service benefits residents through improved quality of life and safety. Businesses could see economic gains as high-quality public services and amenities help attract and retain a skilled workforce, while property owners may benefit from stabilized or increased property values due to enhanced community services. For City of Redmond, planned investments will reduce long-term maintenance costs, improve operational efficiency, and provide more predictable financial planning.
e.	Potential impacts to the ability of the City to provide equitable access to services.	The CFP2050 guides investment to support services necessary to maintain city functions, and will be preserved and in some cases, enhanced. Facilities will maintain their accessibility and be distributed to meet the needs of the growing City. Modernizing and expanding capacity where needed, the City will be better positioned to provide equitable access to services to all.
f.	Potential impacts to the natural environment, such as impacts to critical areas and other natural resources.	No anticipated impacts to the natural environment or critical areas are anticipated. Any new construction arising from this plan will comply with federal, state and local environmental and critical areas codes. Future projects described in the plan will also be expected to meet then-current sustainable building practices and site design that support Redmond's environmental goals, such as energy efficiency, tree retention, and stormwater management.
g.	The capability of the land for development, including the prevalence of environmentally critical areas.	This amendment does not propose any changes in land use. Any new construction will comply with federal, state and local environmental and critical areas codes.
h.	Whether the proposed land use designations or uses are compatible with nearby land use designations or uses.	No changes to land use designations are proposed as a part of this comprehensive plan amendment.
i.	If the amendment proposes a change in allowed uses in an area, the need for the land uses that would be allowed and whether the change would result	N/A. This criterion is not applicable to this amendment.

	in the loss of the capacity to accommodate other needed land uses.	
j.	Consistency with the preferred growth and development pattern in the Land Use Element of the Comprehensive Plan.	The CFP2050 is a functional plan that guides the City's capital investments to align with and implement the growth strategy and land use vision established in Redmond 2050.
k.	The proposed amendment addresses significantly changed conditions. In making this determination the following shall be considered: i. Unanticipated consequences of an adopted policy; or ii. Changed conditions on the subject property or its surrounding area; or iii. Changes related to the pertinent plan map or text; and iv. Where such change of conditions creates conflicts in the Comprehensive Plan of a magnitude that would need to be addressed for the Comprehensive Plan to function as an integrated whole.	The CFP2050 incorporates updated analyses of facility conditions and considers the City's growth targets in alignment with Redmond 2050. Investments for capital facilities are identified to maintain and expand services to accommodate that growth.





CAPITAL FACILITIES PLAN 2050 – GENERAL GOVERNMENT

CITY OF REDMOND
2027 - 2050

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Introduction

Redmond's Capital Facilities Plan 2050 – General Government (CFP) aims to ensure the City of Redmond will have the facilities it needs to serve the community today and into the future. It prioritizes needs and recommends investments in Fire, Police, Maintenance & Operations, Indoor Recreation, and Administration facilities over the next 25 years.

As major facility investments can take years to accomplish and require complex community engagement, design, and funding processes, this CFP sets the framework for the City to plan for needed investments, focus resources, acquire needed property, and leverage partnership opportunities. This Plan supports and implements the vision of the Redmond 2050 Comprehensive Plan and is adopted by Council by reference into the Capital Facilities Element to fulfill Growth Management Act and City requirements for capital facilities planning. This plan also updates and extends the planning horizon of the 2025-2030 Capital Facilities Plan to 2050.

The report is organized into four sections:

- **Planning Context** introduces the regulatory requirements that guide this CFP, Redmond's municipal facilities, and this portfolio-wide assessment
- **Portfolio Overview** covers citywide facility information, the facility condition assessment, facility rankings, and service life information
- **Existing Conditions and Recommendations** covers major issues, facility condition ratings, alternatives evaluation and outcomes where applicable, and recommendations for the functional areas of Fire, Police, Maintenance & Operations, Indoor Recreation, and Administration
- **Capital Investment Strategy** outlines near-term (6 years) and longer-term investment strategies and a feasible plan for implementation. It describes the benefits of implementing the CFP for reducing risk, addressing functional and condition issues, emergency preparedness and resilience, and improving services for underserved communities and geographies.

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1 – Planning Context

1.1 – Capital Facilities Planning Requirements

Implementing the development of capital facilities requires a disciplined and comprehensive planning process, and this is accomplished with functional plans that meet requirements for capital facility planning set forth by the Growth Management Act and are consistent with policies in the Capital Facilities Element.

State Law

The Washington State Growth Management Act (GMA) outlines the framework for capital facilities planning, including general government facilities. See RCW 36.70A and RCW 36.70A.070(3). Consistent with Capital Facilities Element policy CF-3, the City adopts this CFP by reference to ensure compliance with GMA requirements.

The GMA requires inclusion of:

GMA Requirement	CFP Response
An inventory of existing capital facilities owned by public entities, including green infrastructure, showing the locations and capacities of the capital facilities	See Section 2
A forecast for the future needs for such capital facilities.	See Section 3
The proposed locations and capacities of expanded or new capital facilities.	See Section 3
At least a six-year plan that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes	The City's current Capital Investment Program (CIP) is the six-year financing plan that fulfills this requirement. Further information for outyears is provided in Sections 1 and 4.
A requirement to reassess the comprehensive plan land use element if probable funding falls short of meeting existing needs and to ensure that the land use element, capital facilities element, and financing plan are coordinated and consistent.	See the Capital Facilities Element policy CF-10

Further guidance is provided by Washington Administrative Code 365-196-415.

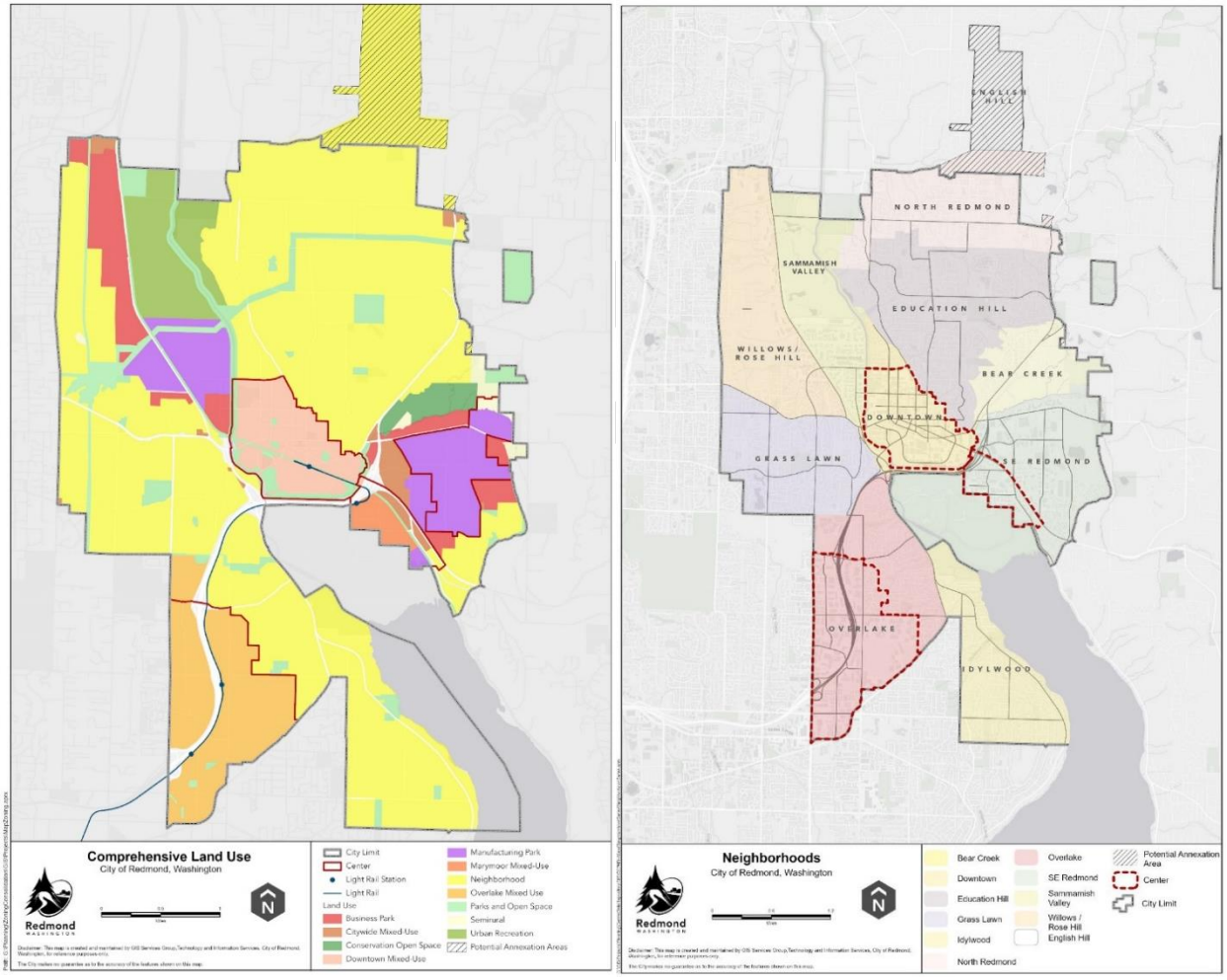
The GMA also requires jurisdictions to have capital facilities in place and readily available when new development occurs, or population grows in a service area. This concept is known as "concurrency", and it means that capital facilities needed to serve new development and/or a growing service area population must be in place at the time of initial need, and they must be of sufficient capacity serve the population. If the facilities are not in place, a financial commitment must be made to provide the facilities within six years

of the time of the initial need and maintain service levels at or above local minimum standards, known as levels-of-service.

Redmond 2050 and the Capital Facilities Element

Redmond 2050 is the city's comprehensive plan with strategies to shape development and advance community priorities as the population grows a projected 47% by 2050, from 80,000 to 118,000. Its guiding principles are equity and inclusion, resiliency, and sustainability.

The future land use map and zoning direct new development, population, and jobs to three mixed-use growth centers served by regional light rail transit: Downtown, Marymoor Village, and Overlake. Other key features of Redmond's geography are two industrial areas northwest and southeast of Downtown, the regional Marymoor Park bordering the north end of Lake Sammamish, and multiple trail corridors. Redmond also has critical areas (environmental features) like streams, wetlands, and steep slopes where development is restricted.



Redmond 2050 future land use map (left) and neighborhoods map (right)

Redmond has been transitioning from being a Seattle suburb to a full-service city. As population and jobs grow and service demands increase, facilities that have served the community well for decades will be unable to meet growing needs without timely investments to address deficiencies and accommodate growth.

Redmond 2050 contains a Capital Facilities Element, which includes a facilities vision statement, general inventory, level-of-service standards, and goals and policies that guide financial decisions. It directs the development of the City's capital investment program in support of the community's vision for the future and affects both public agencies and private decisions related to individual developments.

This CFP is a functional plan for municipal facilities that contains more specific information and recommendations. See the General Government Facilities Plan Scope in the next section below. The CFP supports and implements the vision of the Redmond 2050 Comprehensive Plan, and is adopted by Council by reference into the Capital Facilities element in order to fulfill Growth Management Act and City requirements noted in Policy CF-2 for capital facilities planning. This plan also updates and extends the planning horizon of the 2025-30 Capital Facilities Plan – General Government Facilities to 2050.

Key Capital Facilities Element and related policies include (some are paraphrased for brevity):

- FW-CF-1 (one of several framework principles): Optimize strategic actions and investments over near-, mid-, and long-term portions of the Comprehensive Plan's 2050 planning horizon while recognizing the need to retain flexibility to leverage opportunities and respond to changing conditions.
- CF-6: Establish capital facility level-of-service standards that help determine long-term capital facility and funding requirements.
- CF-18: Identify shared capital needs and the lands that may be used to meet these needs with nearby cities, King County, neighboring counties, the State of Washington, the Puget Sound Regional Council, school districts, special purpose districts and other government agencies. Maintain a capital acquisition budget and schedule that reflects the jointly agreed upon priorities.
- CR-39 (Climate Resilience and Sustainability Element): Implement the City of Redmond Operations Zero Carbon Strategy to decarbonize and achieve carbon neutrality for city facilities, operations, and services.

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Policy CF-2 Checklist

Capital Facilities Element policy CF-2 establishes requirements for Redmond's functional plans. The requirements are listed in the table below, alongside an explanation and section reference for how the CFP satisfies each.

CF-2 Requirement	CFP Response
CF-2: Include in functional plans and supporting documents, at a minimum, the following components necessary to maintain an accurate account of long-term capital facility needs and associated costs to the City, and consistency with the Comprehensive Plan and applicable provisions of the Zoning Code:	
A description of the current capital facility infrastructure, including green infrastructure, and the scope and cost of its operation and maintenance;	Descriptions: See the portfolio overview in Section 2.1 Green infrastructure: This is not applicable to the CFP because the GMA defines "green infrastructure" as non-building assets such as outdoor parks, tree canopy, and stormwater management practices. This type of green infrastructure is addressed by the City's parks plans, stormwater utility plans, and the Environmental Sustainability Action Plan. Some sustainability features of existing facilities are documented in Section 3, and application of the City's principles for decarbonization and sustainability to general government facilities are described in Section 1.2. Scope of operations: See the introductions to functional areas and descriptions of existing facilities in Section 3.1 Cost of maintenance: See the summary of maintenance liabilities in Section 2.2, and the costs of maintenance in the project lists in Sections 3 and 4
A description of current capital facility deficiencies and appropriate strategies to remedy these deficiencies;	Current deficiencies: See the summary of maintenance liabilities in Section 2.2 Deficiency remedies: Generally, most deficiencies and other liabilities will be addressed by funding 100% of the project costs identified by the 2023 Facility Conditions Assessment. See strategy details in the project lists of Sections 3 and 4.
An analysis of capital facilities needed through the year 2050, and preliminary cost estimates to meet those needs;	Capital facilities needed: See qualitative descriptions of facility needs in Section 3. See a list of functional plans that provide additional analysis in Section 1.2. Preliminary cost estimates: See the project lists in Sections 3 and 4

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CF-2 Requirement	CFP Response
An analysis specifying how capital facilities will be financed and maintained;	See Section 1.4 – Funding for Capital Investment
A description of the functional plan's public outreach, participation and review process;	See Section 1.5
Criteria to be used to prioritize projects and inform the Capital Investment Strategy;	See the CFP suggested supplemental criteria to the Capital Investment Strategy in Section 4.2
An analysis of how proposed investments impact underserved communities and geographies;	See Section 1.2
A description of how the plan addresses emergency preparedness and resilience to natural hazards, including climate change impacts;	See Section 1.2
A description of how the functional plan and supporting documents fulfill Growth Management Act requirements; and	See Section 1.1
An analysis indicating that the functional plan, including any subsequent revisions or modifications, is consistent with Comprehensive Plan policies, Zoning Code regulations, and applicable state and federal laws.	Comprehensive Plan policies: This table fulfills the key Comprehensive Plan policy applicable to general government facilities Zoning Code regulations: See Section 1.6 Applicable state and federal laws: See Section 1.1

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1.2 – Facility Planning Principles

The section implements sub-policies of CF-2 related to:

- Decarbonization and sustainability
- Emergency preparedness and resilience to natural hazards
- Underserved communities and geographies

This section also addresses policy CF-6 with regards to the accessibility level-of-standard for general government facilities.

Decarbonization and Sustainability

The following key documents guide the approach to decarbonization and sustainability of Redmond's general government facilities:

- 2024 Portfolio Decarbonization Report
- 2021 City of Redmond Operations Zero Carbon Strategy
- 2020 Environmental Sustainability Action Plan
- 2025 Environmental Sustainability Action Plan (in development)

Building Energy Use and Decarbonization

The City of Redmond has adopted aggressive sustainability goals for city operations through City Council's Climate Emergency Declaration, including a goal of net zero greenhouse gas emissions by 2030. Redmond also participates in the King County-Cities Climate Collaborative (K4C), which share a target to reduce energy use in all existing buildings 25% below 2012 levels by 2030. All new facilities must meet LEED Gold or a similar green building standard.

The City's energy consumption is expected to increase from more than 10 million kWh annually to approximately 11.4 million kWh by 2030 due to the addition of new infrastructure, reinforcing the need for and importance of energy conservation. Fossil fuels used to heat and cool Redmond's facilities account for nearly 20% of the City's 2022 greenhouse gas emissions. Therefore, the strategic actions relevant to this CFP are focused on energy efficiency retrofits at existing municipal facilities, including transitioning space and water heating to all-electric and adding electric vehicle charging infrastructure for the City's fleet.

The City of Redmond participates in PSE's Green Direct program, which provides carbon-free electricity for approximately 85% of City operations' electricity consumption. Because of the City's participation in Green Direct, emissions from facilities account for about 36% of the City's total 2022 GHG emissions, down from more than 71% in 2020, although this still illustrates the need for efficiency to reduce demand on the grid as more buildings are electrified.

In 2024 the City worked with Ecotope to complete a portfolio decarbonization analysis and report. The scope of the analysis included the significant facilities in the portfolio

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(excluding Redmond Community Center at Marymoor Village, Maintenance & Operations Center, Police's North and South Garage buildings, and the Municipal Parking Garage). The analysis evaluated interrelated variables including energy use and on-site fossil fuel consumption, total greenhouse gas emissions, Washington state's 2019 Clean Buildings Performance Standard (CBPS) compliance requirements, and equipment age and condition of heating, ventilation, and air conditioning (HVAC) systems. These variables were combined into weighted evaluation criteria to identify the degree to which each of these metrics might influence the prioritization of city facility upgrades and the deployment of decarbonization strategies in conjunction with any other maintenance work.

The results of the decarbonization analysis are integrated into a facilities dashboard created with the 2023 Facilities Condition Assessment by Meng Analysis.

Key findings:

- The Redmond Pool is the most energy intensive building in the City's portfolio on a per-square-foot basis. A majority of the building's energy demand is met by electricity.
- Fire stations have high energy use intensity for their size, and their energy demand is mostly met by gas, making them a key opportunity for retrofits
- City Hall has the greatest carbon emissions impact by a large margin, followed by the Redmond Pool, the Public Safety Building, Fire Station 16, and Fire Station 11
- City Hall and the Public Safety Building, being over 50,000 square feet of floor area, are the only facilities subject to CBPS compliance in 2028 and will be required to demonstrate improved energy performance compared to current operation. Other buildings only need to report performance.
- The Redmond Senior & Community Center, opened in 2024, was designed as an energy efficient and all-electric building. Evaluation of its performance is incomplete, but early indicators show it has a very low carbon impact and that it is possible for large buildings to significantly decarbonize.
- Eliminating on-site natural gas consumption, replacing gas-powered space heating and cooling equipment with electric heat pumps, and upgrading aging HVAC systems are common strategies recommended across the facilities portfolio
- Demand on the regional electric grid is increasing significantly as other jurisdictions and property owners seek to decarbonize. Redmond is partnering with Bellevue on a regional study of the issue. Case-by-case investigation of electrical capacity will be needed at each facility to inform retrofits' scope, especially as electric vehicle charging is added.

Relevant to the subsection on emergency preparedness, some Redmond facilities include on-site emergency generators to provide backup power (including all fire stations, the Public Safety Building, and City Hall). To maintain readiness, generators must be turned on weekly for about 30 minutes, which can represent a significant amount of combustion emissions beyond those generated by regular building operation. Generator use is not fully

included in the decarbonization analysis but is included in the City's biannual greenhouse gas emissions inventory.

Maintenance projects can contribute to decarbonization goals by identifying and prioritizing maintenance and equipment replacement strategies that reduce building carbon impacts. In many cases, it is more efficient and cost-effective to bundle building upgrades together to reduce mobilization costs. In general, the work to decarbonize facilities are integrated into the recommended maintenance projects categorized as observed deficiencies, predicted renewals, and opportunity projects in the FCA. The project lists in Section 3 and 4 of this CFP group these projects under "routine maintenance" headings.

Other Sustainability Measures

Besides energy use for building heating/cooling, sustainability documents from the City report that facility operations can be improved with the following key strategies related to water, solid waste, and transportation:

- Convert building lighting to efficient light emitting diode (LED) technology
- Consider opportunities to add on-site renewable energy generation to existing and new facilities, especially solar power
- Consider opportunities to use low-embodied carbon materials when designing and constructing new facilities
- Consider opportunities to capture rainwater, reuse water, reduce impervious surface area, and improve stormwater management
- Consider opportunities to protect and expand tree canopy coverage during major facility investments
- Reduce City operations-generated solid waste and divert more waste from the landfill with recycling and composting
- Locate new facilities on location-efficient sites with robust transportation options for staff commuting and the visiting public, including connections to quality transit and safe walking and biking routes
- Transition the City's fleet to electric vehicles where models are available and are operationally feasible

In the current Capital Investment Program (CIP), $1.3M is set aside for citywide sustainability improvements including automation of HVAC controls and converting to LED lighting, and is $1.7M is provided for electric vehicle charging equipment at the Municipal Parking Garage, Fire Station 11, and Fire Station 12. Moving forward, the City intends to incorporate sustainability improvements in all major projects for general government facilities.

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Emergency Preparedness and Resilience to Natural Hazards

The following key documents guide the approach to emergency preparedness and resilience to natural hazards for Redmond's general government facilities:

- 2023 Comprehensive Emergency Management Plan
- 2022 Climate Vulnerability Assessment Report
- 2020-2025 King County Regional Hazard Mitigation Plan: City of Redmond Annex

Summary of Hazards

The City of Redmond is dedicated to protecting the lives, property, and environment of its residents through preparedness, response, recovery, and mitigation activities. Redmond's facilities must provide continuity of operations to support the community. In the context of the CFP, emergency preparedness and resilience to natural hazards involves potential risks from incidents like large earthquakes, flooding, major urban fires, wildfires, winter storms, power outages, utility disruptions (e.g. water supply), health hazards, terrorism, civil disturbances, and cyber attacks.

The King County Regional Hazard Mitigation Plan and the Redmond-specific annex to the plan provide detailed hazard and vulnerability identification, risk assessment, and mitigation planning. The Redmond Comprehensive Emergency Management Plan provides a framework for how the City government, its departments, and its employees will respond to emergency incidents.

Essential public services by functional area that need to be maintained during citywide emergencies include:

- Fire and Police – Responding to major life safety incidents, including emergency medical services, fire suppression, search and rescue, traffic control, and security operations
- Public Works – Responding to disruptions or damage in utility delivery and the transportation system
- Administration - Operation of the emergency operations center at City Hall, public communications, and coordination with partner agencies
- Park and Recreation – Operation of community centers as emergency shelters and community resilience hubs, and distribution of food and water to affected residents
- Parks Operations and Facilities – Response to storm damage at facilities, parks, and streets (e.g. tree damage)

Fire stations are particularly important. They are classified as essential facilities under the International Building Code and are designed to remain operational during catastrophic incidents. Further, new or remodeled fire stations present an opportunity for them perform a secondary role as community resilience hubs, with storage areas for volunteer

community emergency response (CERT) teams to make supplies accessible to neighborhoods during disasters.

Facilities Planning and Maintenance

City facilities need to be adequately maintained so they can support incident response activities and continuation of essential services. The Comprehensive Emergency Management Plan establishes these key ongoing maintenance and management actions:

- Identify safety hazards. For those that can't be eliminated immediately, find ways to isolate or lessen risks pending permanent resolution.
- Verify structural and non-structural hazard analysis of city buildings to identify and mitigate hazardous conditions. This should be in coordination with facility management.
- Establish procedures to quickly determine threats to city facilities and to alert occupants
- Review each Facility Emergency Plan for city buildings and train personnel in regard to building emergency standard operating guidelines, including evacuation, shelter-in-place, and lockdown
- Maintain emergency backup power for all essential systems and facilities. Critical electronic data communication systems should have uninterruptible power supplies and surge protection.
- Periodically test building warning systems and procedures to ensure they remain functional
- Regularly verify that security cameras and monitors are working properly

The following are identified as key risks in the general government facilities portfolio:

- Multiple fire stations are beyond their expected service life and have compounding functional issues that hamper operational capacity and emergency readiness, especially at Fire Stations 11, 12, 13, and 14
- The Public Safety Building has significant maintenance liabilities and functional issues that hamper its ability to serve a growing workforce and maintain optimal emergency readiness
- Parts of Downtown are at elevated risk of earthquake and flooding impacts, which could impact the operations for multiple facilities including the Fire headquarters station, Police headquarters which also houses the 911 dispatch center, and the Administration headquarters which also houses the City's emergency operations center.
- Lack of public facilities in Overlake for City staff support, incident staging, emergency shelter, etc.
- Redundancy in power generation is a critical priority, but some facilities that provide critical functions do not have emergency generators or battery storage for backup power, or lack electrical equipment like transfer switches and portable generator plug-ins

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Capital Projects

The City applies current building codes to general government facilities projects and has been performing earthquake retrofits over time. For future capital projects the CFP addresses emergency preparedness considerations by:

- Recommending renovation or replacement of Fire Station 11 and replacement of Fire Station 12
- Recommending Redmond Fire and King County Fire District 34 coordinate to support facility reinvestment or replacement, particularly for Fire Stations 13 and 14
- Right-sizing new fire stations to improve distributing storage capacity for emergency supplies, along with including funding for a new Fire logistics facility for additional storage and streamlined supply chain management (e.g. shelter equipment, first aid supplies, and related resources)
- Recommending replacement of the Public Safety Building
- Recommending redevelopment of the Maintenance & Operations Center (MOC), which will include a modern department operations center for Public Works, Park Operations, and Facilities Management
- Recommending emergency generator upgrades at several fire stations and a new generator at Redmond Community Center at Marymoor Village (RCCMV), assuming City ownership). Battery storage could also be considered at facilities primarily powered by electricity, such as Redmond Senior & Community Center.
- Recommending new Fire, Police, and Indoor Recreation facilities in the Overlake neighborhood to provide better citywide coverage and public access
- Including “opportunity projects” for on-site renewable energy generation (i.e. solar panels) at multiple fire stations and RCCMV, assuming City ownership
- Recommending citywide municipal building renovations, maintenance, and repairs and “routine maintenance” at all facilities, including maintenance of essential electrical, plumbing, HVAC, telecommunications, security, and fire systems

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Underserved Communities and Geographies

The City has a duty in ensuring all Redmond residents and businesses have sufficient access to general government facilities and public services. As the city has grown over time, some communities and neighborhoods have had more investment than others. Both direct and indirect local policies and regulations have resulted in disparities. There is a concerted effort at the regional level and in Redmond to identify and address current and past inequities in zoning and land use polices particularly among communities of color, people with low-incomes, and historically underserved communities.

Considerations relevant to the CFP include:

- Fire has quantitative level of service standards for response time to maximize protection of life and property, which impacts the distribution of fire stations
- Police has a qualitative level of service standard for community expectations on response time. Officers are on patrol in their vehicles throughout the city, so distributed police facilities are less critical than for Fire.
- Parks and Recreation has level of service standards to ensure residents have reasonable access to indoor recreation options
- Public Works & Park Operations are less geography-sensitive and can rely on single/centralized locations because of their limited public interface and life-safety emergency response needs
- Customer-service oriented Administration and facilities community meeting spaces need to be easily accessible, while other administration functions are less geography-sensitive

The future land use map and zoning direct most new development, population, and jobs to three mixed-use growth centers served by regional light rail transit: Downtown, Marymoor Village, and Overlake. These growth centers are of particular interest because areas with higher and growing population density warrant greater public facilities investments to support quality of life, meet accessibility goals, ensure response time levels of service are met, and to make efficient use of resources.

Communities at Risk of Displacement

The Redmond 2050 Housing Element defines displacement risk as: “Areas in the jurisdiction that may be at higher risk of displacement from market forces that occur with changes to zoning development regulations and public capital investments.” Displacement risk can be a useful indicator of populations facing racially disparate impacts, housing affordability challenges, or low incomes and who may be more sensitive to the impacts of government facility policies and investment decisions.

Data from the Puget Sound Regional Council finds that of the approximately 12 census tracts that make up most of Redmond, all but three were rated as “low” for displacement risk. All three of the census tracts that were not rated as “low” were rated as “moderate” displacement risk. Census tracts do not align perfectly with neighborhoods, but these

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three tracts roughly include Downtown, Sammamish Valley, Willows / Rose Hill, and the southern portion of Overlake.

With this data and other analysis, City staff conclude a significant amount of residential displacement has already occurred and a large segment of the population cannot afford to live in Redmond. Downtown and Overlake are two of the three growth centers and have a concentration of existing and planned multifamily housing that is relatively less expensive than single-family housing, which may mean relatively moderate- and low-income households are located in these areas and drive the moderate displacement risk. City staff are also strategizing how to minimize business displacement as commercial properties are developed.

To avoid exacerbating existing trends, facilities investments (particularly land acquisition and new construction) should avoid or minimize the displacement of residents and businesses, especially low-moderate income residents and the businesses that serve them. To mitigate trends and promote multiple community goals, there is also a limited potential for new facilities to be part of mixed-use developments that include subsidized housing or commercial space, particularly in the three growth centers.

Communities of Color

Redmond is a culturally diverse community with substantial populations from some BIPOC (Black, Indigenous, and People of Color) communities. In 2020, Redmond residents identified as:

- White: 49%
- Asian: 37%
- Hispanic or Latino (of any race): 8%
- Two or more races: 4%
- Black or African American: 2%
- Other race: 1%
- American Indian and Alaska Native: 0%
- Native Hawaiian and Other Pacific Islander: 0%

The siting and design of general government facilities can have an impact on communities of color by changing their proximity and accessibility to public services. Areas of the city with the greatest concentrations of BIPOC residents (more than 50% of people identifying as a race other than White alone) are the southern portion of Overlake and Southeast Redmond.

Overlake

A key underserved geography is the Overlake growth center. Various functional plans note Overlake lacks general government facilities for Police and Indoor Recreation. The neighborhood is also not ideally served by Redmond Fire, as identified by the Fire Functional Plan. During CFP development, Police identified a need for a police facility presence in Overlake as the area grows. These gaps are notable because Overlake is

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already a dense, mixed-use area and is expected to continue growing from approximately 4,300 residents in 2019 to 23,000 residents by 2050, most of whom will live in multifamily housing.

The CFP plans to fill these gaps in the following ways:

- Fire Station 12 will be relocated more centrally to Overlake, providing faster response times for fire and medical calls to more people
- An Overlake police precinct will provide more support for law enforcement functions and customer service, and potentially reduce response times for major incidents
- An Overlake community center will fill a gap for indoor recreation identified by the Parks & Recreation Department
- A new Administrative office space is planned to open by 2030 as part of public-private partnership. This will bring more customer service functions and government presence to Overlake ahead of larger investments.

The City needs to acquire land or partner with non-City property owners for these new facilities. Consideration should be made for displacement risk and burdens when siting and designing new facilities to avoid exacerbating community impacts from market forces and physical development.

Downtown

The Downtown growth center is well-served by the headquarters facilities for Fire, Police, and Administration. Potential displacement risk is low because general government facilities investments will likely be limited to locations where the City already owns land, including the Fire Station 11 site and the Redmond municipal campus.

The Redmond Senior & Community Center is a key asset for Downtown residents but somewhat distant from the core “center of gravity” for the Downtown population south of the campus. Maintenance and upgrades to the active transportation network will help ensure easy access to this facility.

Southeast Redmond / Marymoor Village

Marymoor Village is a growth center within the larger Southeast Redmond neighborhood. Marymoor Village is transitioning from an industrial and commercial district to a mixed-use residential district. While close to Downtown and connected by a new light rail line, it is physically separated from Downtown’s government facilities by Highway 520 and major streets. The neighborhood is also not ideally served by Redmond Fire given its current and planned residential population density.

The key CFP recommendation for this area is the purchase and renovation of the Redmond Community Center at Marymoor Village. City ownership would allow full control over maintenance and capital investment. This will enable better predictability for future planning of facilities and recreation programs that serve residents in this area.

Bear Creek / Avondale

The Bear Creek area, particularly along the Avondale Road corridor, is not a growth center but has a concentration of multifamily housing and a mobile home park serving some low-moderate income households. While no general government facilities are planned in this area, it is proximate to facilities in Downtown and Southeast Redmond. Maintenance and upgrades to the active transportation and transit networks, informed by a future corridor study, could improve access in and out of this area.

Willows / Rose Hill

The Willows / Rose Hill neighborhood in northwest Redmond is a geography not ideally served by Redmond Fire, as identified by the Fire Functional Plan. However, mutual aid coverage is available from the City of Kirkland's Fire Station 26 to the west. Redmond Fire has identified the Willows Road corridor as a potential location for a fire station to maximize citywide coverage by Redmond Fire facilities.

Public safety is a key consideration because this area has a significant daytime employment population at industrial facilities and business parks. Other functional areas, such as Indoor Recreation, are less critical because large parts of the neighborhood are covered by forest and a golf course; the area has limited population density compared to the growth centers.

Accessibility

The Americans with Disabilities Act of 1990 (ADA) is a civil rights law that prohibits discrimination based on disability. As applied to facilities, it requires buildings that are accessible to the general public to meet minimum accessibility standards. It also requires applicable employers to provide reasonable accommodations to employees with disabilities. Practical implementation in public buildings includes items like handicap-accessible parking spaces, level ground-floor access and ramps, elevators in certain buildings, and interior furnishings and fixtures (such as light switches, door handles, and restrooms) that are easy to use by people with a range of physical disabilities.

Designing accessible buildings is a standard practice of contemporary architectural design, but buildings built before the ADA was enacted require retrofits to improve compliance. In 2019 the City prepared an ADA Transition Plan with upgrades strategically prioritized at facilities with higher public usage, such City Hall, Redmond Pool, community centers, and the Public Safety Building.

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1.2 – General Government Facilities Plan Scope

This CFP focuses on municipal facilities occupied by Redmond staff, maintained by Redmond's facilities team, and/or open to the public. Within the CFP, facilities are grouped into five functional areas with color coding as follows:

Functional Area	Associated Departments / Agencies
FIRE	Redmond Fire Department and King County Fire District 34
POLICE	Redmond Police Department
MAINTENANCE & OPERATIONS	Redmond Public Works Department (operational components) and Redmond Parks & Recreation Department (operational and maintenance components, including Facilities Management)
INDOOR RECREATION	Redmond Parks & Recreation Department (recreation component)
ADMINISTRATION	Multiple (all departments with a presence at City Hall)

For further details on some of the in-scope general government facilities in this plan, see the following:

- Redmond Fire Department Functional Plan (service background analysis, facility details, and equipment not covered by this CFP)
- Redmond Fire Department Community Risk Assessment & Standards of Cover (assesses risk and needs of the community including geographical considerations)
- King County Fire District 34 (rural fire district operated in partnership with Redmond)
- Redmond Police Department Functional Plan (service background analysis, facility details, and equipment not covered by this CFP)
- Redmond Parks, Arts, Recreation, Culture & Conservation (PARCC) Plan

Out-of-scope capital facilities and public infrastructure are covered by the following Redmond plans or other agencies:

- Parks and recreation (parkland and other park facilities not covered by this CFP): Redmond Parks, Arts, Recreation, Culture, and Conservation (PARCC) Plan
- All City utilities: Utilities Strategic Plan
- Water utility: Redmond Water System Plan
- Wastewater/sanitary sewer utility: Redmond General Wastewater Plan
- Stormwater utility including green stormwater infrastructure:
    - Stormwater Management Plan and National Pollutant Discharge Elimination System (NPDES) Permit
    - Stormwater and Surface Water System Plan (under development)
    - Stormwater Management Program Plan (updated annually)
    - Watershed Management Plan
- Solid waste utility
    - Solid Waste and Recycling Program (no functional plan; services in Redmond are provided by a private contractor)

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    - King County Comprehensive Solid Waste Management Plan
    - King County Hazardous Waste Management Program Plan
- Electricity and natural gas: Puget Sound Energy
- Telecommunications: Various private providers
- Transportation: Redmond Transportation Master Plan
- Transit: King County Metro and Sound Transit
- Schools: Lake Washington School District (six-year capital facility is updated annually)
- Criminal justice: King County

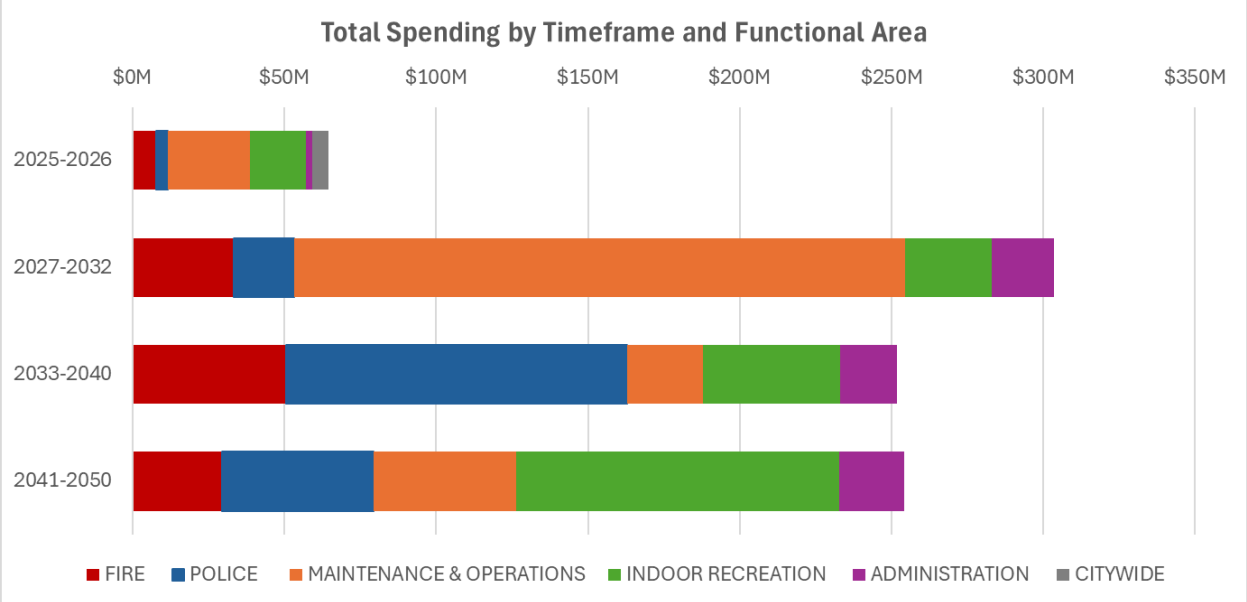
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1.3 – Summary of Costs

Estimated capital project costs for the City of Redmond through the 2050 planning period total to approximately $885-943 million.

The table below shows capital costs by functional area and planned years of expenditure. All numbers are millions. Where a capital facility and land acquisition has a low-high cost range, only the higher cost is reflected in this summary. For detailed costs by functional year and timeframe, see Section 3 or Section 4.

TOTAL SPENDING						
Functional Area	**2025-2026**	**2027-2032**	**2033-2040**	**2041-2050**	**2051+**	**TOTALS**
CITYWIDE	$5.4M	$0.0M	$0.0M	$0.0M	--	$5.4M
FIRE	$7.8M	$33.3M	$50.4M	$29.4M	$70.0M	$190.9M
POLICE	$3.9M	$19.8M	$112.4M	$50.0M	--	$186.2M
MAINTENANCE & OPERAITONS	$26.8M	$201.3M	$25.0M	$46.9M	--	$300.1M
INDOOR RECREATION	$18.5M	$28.8M	$45.1M	$106.4M	--	$198.8M
ADMINISTRATION	$2.0M	$20.4M	$18.8M	$21.3M	--	$62.4M
TOTALS	**$64.4M**	**$303.5M**	**$251.7M**	**$254.1M**	**$70.0M**	**$943.8M**

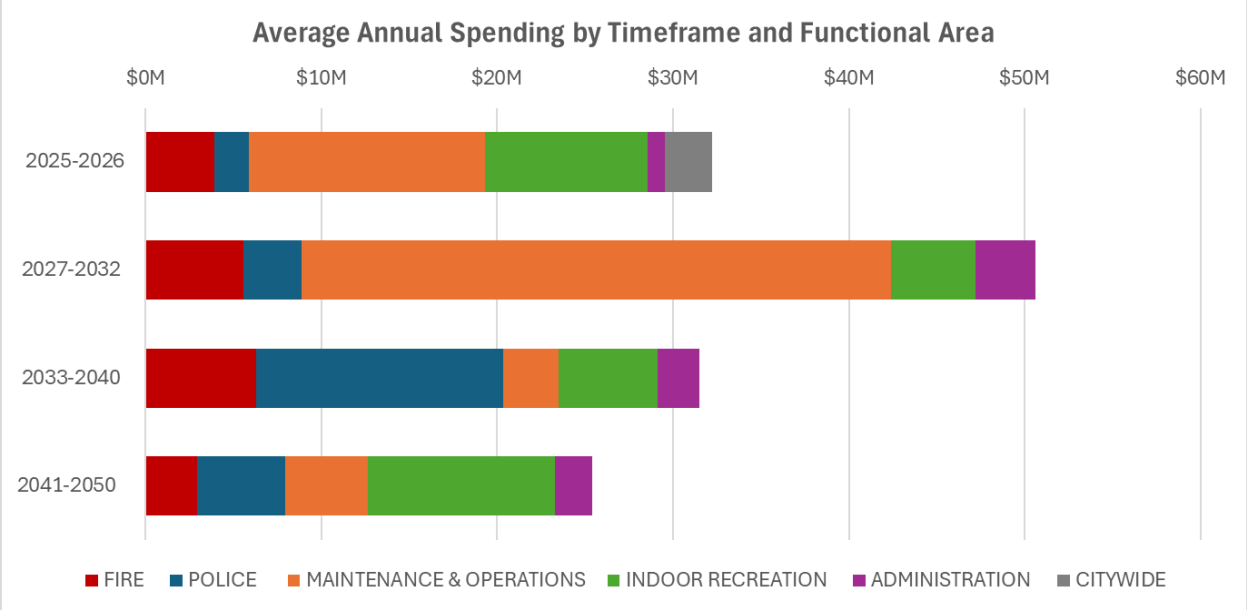


1.4 – Funding for Capital Investment

Redmond's Capital Investment Program (CIP) is a six-year financial plan that identifies capital investments and the strategies and resources for funding those investments. The CIP advances the City's vision and supports the Capital Investment Strategy (CIS).

In the 2025-2026 budget biennium, general government facilities expenditures average approximately $32 million per year. By comparison, spending will need to increase to an average of $50.6 million annually in the six-year 2027-2032 CIP period to implement the CFP. This increase is driven by several major renovation and construction projects in the near-term, along with addressing a large maintenance backlog and opportunity projects for energy efficiency and other facility improvements. Average annual spending will decrease in later timeframes after new facilities are constructed and maintenance obligations change.

AVERAGE ANNUAL SPENDING				
Timeframe Length	**2 years**	**6 years**	**8 years**	**10 years**
Functional Area	**2025-2026**	**2027-2032**	**2033-2040**	**2041-2050**
CITYWIDE	$2.7M	--	--	--
FIRE	$3.9M	$5.5M	$6.3M	$2.9M
POLICE	$2.0M	$3.3M	$14.1M	$5.0M
MAINTENANCE & OPERAITONS	$13.4M	$33.6M	$3.1M	$4.7M
INDOOR RECREATION	$9.3M	$4.8M	$5.6M	$10.6M
ADMINISTRATION	$1.0M	$3.4M	$2.3M	$2.1M
TOTALS	**$32.2M**	**$50.6M**	**$31.5M**	**$25.4M**



Funding major civic facilities investments with cash is not feasible in most cases. Like other local governments in Washington State, the City of Redmond has multiple funding and financing options for general government facilities. City staff estimate the following sources and proportions for the planning period:

Revenue Source	2027-2032	2033-2040	2041-2050
General fund	27.5%	44.2%	40.6%
Real estate excise tax (REET)	24.4%	30.6%	34.2%
Impact fees	5.6%	14.9%	17.5%
Councilmanic bonds	11.1%	0.0%	0.0%
Grants	1.5%	5.5%	3.6%
Utilities	27.9%	0.0%	0.0%
Miscellaneous (investment interest, rebates, etc.)	2.0%	4.9%	4.1%

The proportions shown in the table above are not a commitment on how projects will be funded. These sources are assumed based on current and projected funding resources. Specific funding strategies will be developed over time during budget processes.

1.5 – Planning Process

This plan was prepared by MAKERS Architecture and Urban Design LLP (MAKERS) in partnership with the City of Redmond. ACC Cost Consultants (ACC) provided cost estimates to support the effort.

This plan is the culmination of the capital facilities planning conducted as part of the Redmond 2050 Comprehensive Plan update. It supports the updated policies found in the Capital Facilities element, and extends the planning horizon of the Capital Facilities Plan - General Government Facilities 2025-30 to the year 2050.

The Redmond 2050 planning process occurred over five years, and consisted of extensive community engagement, including community, Planning Commission, and Council feedback and input on the types and locations of facilities the City of Redmond needs and desires over the next 25 years.

Themes that emerged include:

- More inclusive, safer, and accessible facilities
- Upgrades to facilities for environmental sustainability and support efficiency and greenhouse gas reduction goals
- New facilities that support complete neighborhoods
- Desire for more community and cultural spaces, especially for children and seniors

Also of note, the City printed and distributed blank postcards to various locations throughout the community to encourage creative responses to the questions related to community design and needs. Of the 450 comments received, over 70 were related to facilities and infrastructure. More information on the City's engagement process can be found online: https://www.redmond.gov/1495/Engagement-Summaries.

The CFP was developed in three phases:

1) **Needs Assessment**: The project team established a baseline understanding of in-scope facilities by reviewing existing information, interviewing City staff, and visually assessing facility function. Facilities were then rated relative to condition, operational importance, and opportunities to meet other City goals such as energy performance and emergency preparedness. City leadership brainstormed potential solutions to the most challenging facilities issues at focused work sessions and a Visioning Workshop.

2) **Alternatives Analysis**: Working with City staff, the team developed and evaluated alternative solutions to address priority issues where relevant. Staff provided feedback on how well each alternative met operational needs and project objectives and confirmed draft recommendations in each functional area.

3) **Capital Recommendations and Plan**: Working with City leadership, the project team refined recommendations, assessed financial feasibility, developed a suggested implementation schedule in alignment with the CIP schedule, and drafted the CFP document. The team then refined the CFP to incorporate feedback from staff, Planning Commission, City Council, and the public. Additional opportunities for public feedback were provided at four Planning Commission meetings, a public hearing on September 24, 2025, and one City Council work session, with an additional one if needed.

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1.6 – Zoning Analysis

This subsection fulfills a Capital Facilities Element policy requiring analysis of consistency with the Redmond Zoning Code. Other zoning codes are not included. The analysis is high-level and focuses on basic permitted land use standards. More detailed analysis of other standards should be done on a project-by-project basis, such as supplemental land use conditions, dimensional standards, open space, parking, and infrastructure requirements.

General Government Facility	Zone	Permitted Use Findings
FIRE		
Fire Station 11	Downtown Core	Public administration, which is broadly defined to include "government services" such as fire stations, is permitted outright.
Fire Station 11 Annex		
Fire Station 12	N/A	Non-Redmond zoning (City of Bellevue)
Fire Station 16	Manufacturing Park	Public administration, which is broadly defined to include "government services" such as fire stations, are limited or conditional use and limited to being located in the Manufacturing Park (MP) Overlay. These facilities are outside the overlay and therefore are nonconforming.
Apparatus Maintenance Facility		
Fire Station 17	Neighborhood Residential	Public administration, which is broadly defined to include "government services" such as fire stations, are a limited or conditional use, must avoid materially detrimental impacts to neighboring residential uses, and are required to provide a traffic mitigation plan.
Fire Station 13 (FD 34)	N/A	Non-Redmond zoning (King County)
Fire Station 14 (FD 34)	N/A	
Fire Station 18 (FD 34)	N/A	
Fire Station 11 Replacement	TBD	If renovated or replaced on same site or replaced municipal campus, see Fire Station 11 above. If replaced elsewhere, further zoning analysis will be needed.
Fire Station 12 Replacement	Overlake Business and Advanced Technology or Overlake Village	Public administration, which is broadly defined to include "government services" such as fire stations, is permitted outright in both zones.
POLICE		
Public Safety Building (PSB)	Downtown Core	Public administration, which is broadly defined to include "government services" such as police stations, is permitted outright.
North Garage Building		
South Garage Building		

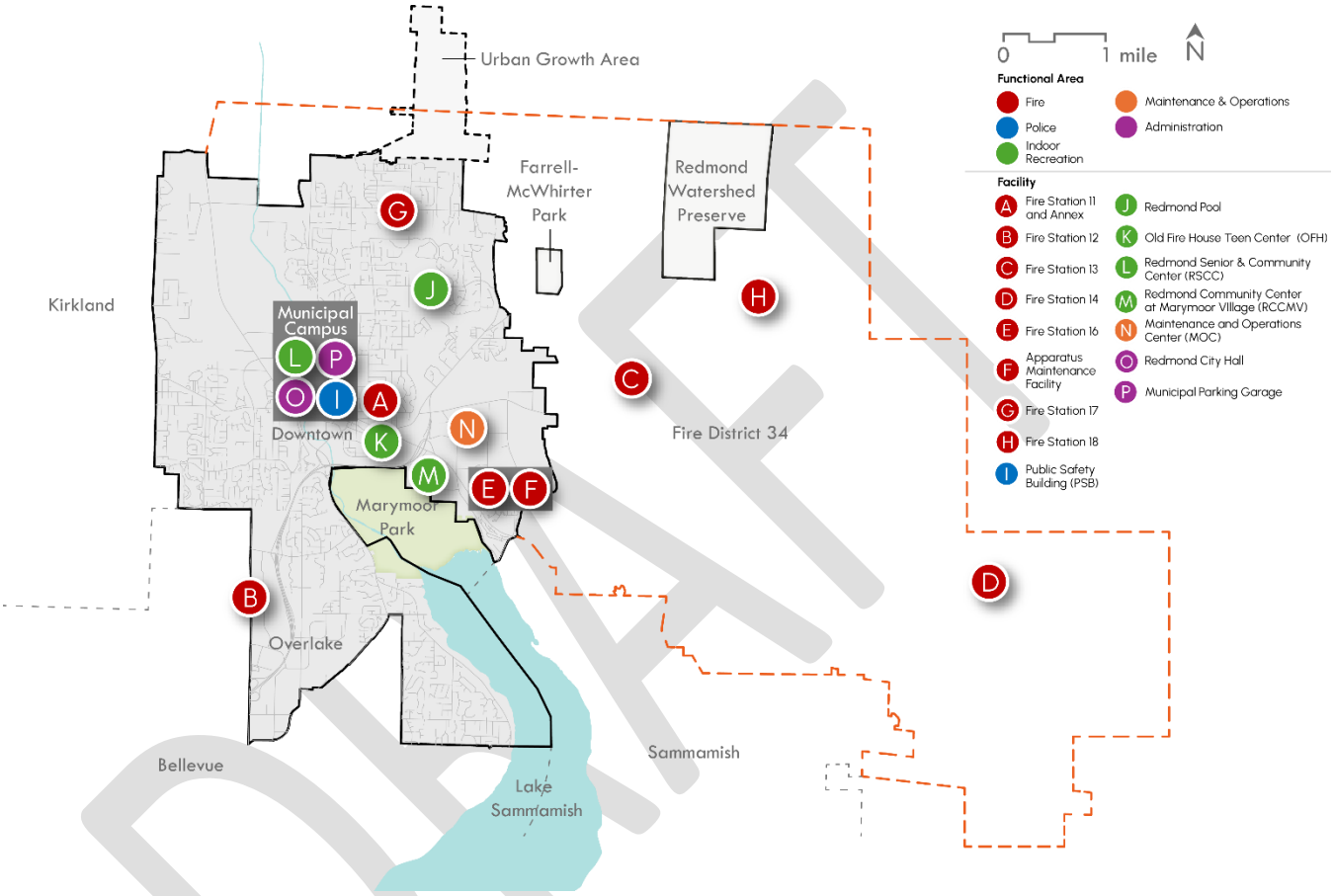
General Government Facility	Zone	Permitted Use Findings
Overlake Police Precinct	Overlake Business and Advanced Technology or Overlake Village	Public administration, which is broadly defined to include "government services" such as police stations, is permitted outright in both zones.
MAINTENANCE & OPERATIONS		
Maintenance & Operations Center (MOC)	Manufacturing Park	Public administration, which is broadly defined to include "government services" such as operations yards, are limited or conditional use and may only be in the Manufacturing Park (MP) Overlay. The MOC is outside the overlay and therefore is nonconforming. The fuel facility may not be permitted in the critical aquifer recharge area (see RZC 21.04.5000 and 21.64.050).
INDOOR RECREATION		
Redmond Pool	Neighborhood Residential	Public pools are not explicitly referenced, and may be a nonconforming use. A CUP is required for commercial swimming pools. In general, recreation and assembly uses are a limited use and have limits on facility capacity, must avoid materially detrimental impacts to neighboring residential uses, and are required to provide a traffic mitigation plan.
Redmond Senior & Community Center (RSCC)	Downtown Core	Recreation and assembly uses are permitted outright.
Redmond Community Center at Marymoor Village (RCCMV)	Marymoor Edge	Recreation and assembly uses are permitted outright.
Old Fire House Teen Center	Downtown Core	Recreation and assembly uses are permitted outright.
Overlake Community Center	Overlake Business and Advanced Technology or Overlake Village	Recreation and assembly uses are permitted outright in both zones.
ADMINISTRATION		
Redmond City Hall	Downtown Core	Public administration is permitted outright.
Municipal Parking Garage	Downtown Core	Accessory to City Hall and other municipal campus uses. Automobile parking facilities are also permitted outright.

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2 – Portfolio Overview

2.1 – Introduction

As of 2025, the General Government Facilities Plan covers 12 sites and 32 buildings with an approximate building floor area of 586,000 square feet.



Citywide general government facilities map

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General Government Facility	Year Built	Building Floor Area (gross square feet)	Full Time Employees
FIRE			
Fire Station 11	1981	21,271	20
Fire Station 11 Annex	1985	1,916	5
Fire Station 12	1980	6,637	19
Fire Station 16	1996	9,852	15
Apparatus Maintenance Facility	1996	5,625	3
Fire Station 17	2012	19,397	7
Fire Station 13 (FD34)	1973	6,548	12
Fire Station 14 (FD34)	1991	9,530	9
Fire Station 18 (FD34)	2002	7,714	10
POLICE			
Public Safety Building (PSB)	1990	94,975	134 (not including cadets and volunteers)
North Garage Building	2008	1,250	0
South Garage Building	2008	1,000	0
MAINTENANCE & OPERATIONS			
Maintenance & Operations Center (MOC) – 14 buildings and structures	1970-2005	63,627 (total enclosed area)	151
INDOOR RECREATION			
Redmond Pool	1970	12,554	0 (contracted out)
Redmond Senior & Community Center (RSCC)	2024	56,481	7
Redmond Community Center at Marymoor Village (RCCMV)	2005	20,491	8
Old Fire House Teen Center	1952	2,500	0 (currently closed)
ADMINISTRATION			
Redmond City Hall	2005	113,068	284
Municipal Parking Garage	2005	125,959	0

Citywide general government facilities inventory

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2.2 – Facility Condition Assessment

MENG Analysis completed a facility condition assessment (FCA) and decarbonization plan for City-owned buildings in 2013 and 2023. Most relevant to the CFP, the FCA includes a Facility Condition Index and lists each facility's maintenance liabilities.

Facility Condition Index (FCI)

The FCI measures the relative condition of facilities within the portfolio. It is calculated by dividing the total maintenance backlog by current replacement value (CRV). An FCI less than 0.10 is good or excellent, and an FCI greater than 0.21 is poor or critical.

The 2023 FCA finds that most Redmond facilities are in reasonably good condition, with notable exceptions at Fire Stations 11, 12, and 13 and significant issues at the Old Fire House Teen Center. Conditions have greatly improved at the Redmond Pool due to recent investment.

Note that the Maintenance & Operations Center is absent from the 2023 FCA due to its status as a high priority replacement project. The Redmond Senior & Community Center is absent as it opened after the FCA was conducted.

General Government Facility	Previous FCI (2013)	Current FCI (2023)	Interpretation (2023)	Condition Change
FIRE				
Fire Station 11	0.21	0.19	Fair	Improved
FS 11 Annex	0.18	0.21	Poor	Worsened
Fire Station 12	0.18	0.18	Fair	Constant
Fire Station 16	0.14	0.12	Fair	Improved
Apparatus Maintenance Facility	0.11	0.11	Fair	Constant
Fire Station 17	0.02	0.13	Fair	Worsened
Fire Station 13 (FD34)	0.20	0.18	Fair	Improved
Fire Station 14 (FD34)	0.12	0.12	Fair	Constant
Fire Station 18 (FD34)	0.06	0.11	Fair	Worsened
POLICE				
Public Safety Building	0.14	0.16	Fair	Worsened
North Garage Building	0.02	0.04	Excellent	Worsened
South Garage Building	0.02	0.04	Excellent	Worsened
INDOOR RECREATION				
Redmond Pool	0.23	0.11	Fair	Improved
Redmond Community Center at Marymoor Village (RCCMV)	N/A	0.10	Good	N/A
Old Fire House Teen Center	0.22	0.23	Poor	Worsened
ADMINISTRATION				
Redmond City Hall	0.05	0.09	Good	Worsened
Municipal Parking Garage	0.10	0.12	Fair	Worsened

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Operations and Maintenance

Adequately funded and performed maintenance is necessary to maintain operations at any facility. Proactive maintenance handles small issues before they spiral into major problems and also maintains comfort for building staff and visitors. Proper maintenance can extend the service life of facilities and prolong the intervals between major reinvestment and replacement, saving public dollars.

The costs of routine maintenance are provided in this CFP, drawing from the observed deficiencies and planned renewals documented in the 2023 Facility Conditions Assessment and major maintenance already planned in the Capital Investment Program.

Observed Deficiencies and Predicted Renewals

The FCA breaks down maintenance liabilities by facility and by system type. Liabilities are identified either as observed deficiencies or predicted renewals:

- A "deficiency" requires remediation within five years and has a direct cost of at least $5,000. These are identified through survey site visits and facility staff. The FCA calculates deficiencies for the years 2023-2028.
- A "renewal" is a building system that should be planned for replacement at the end of its estimated lifespan. These are predicted through computer modeling based on historical models of similar buildings. The FCA calculates planned renewals for the years 2029-2042.

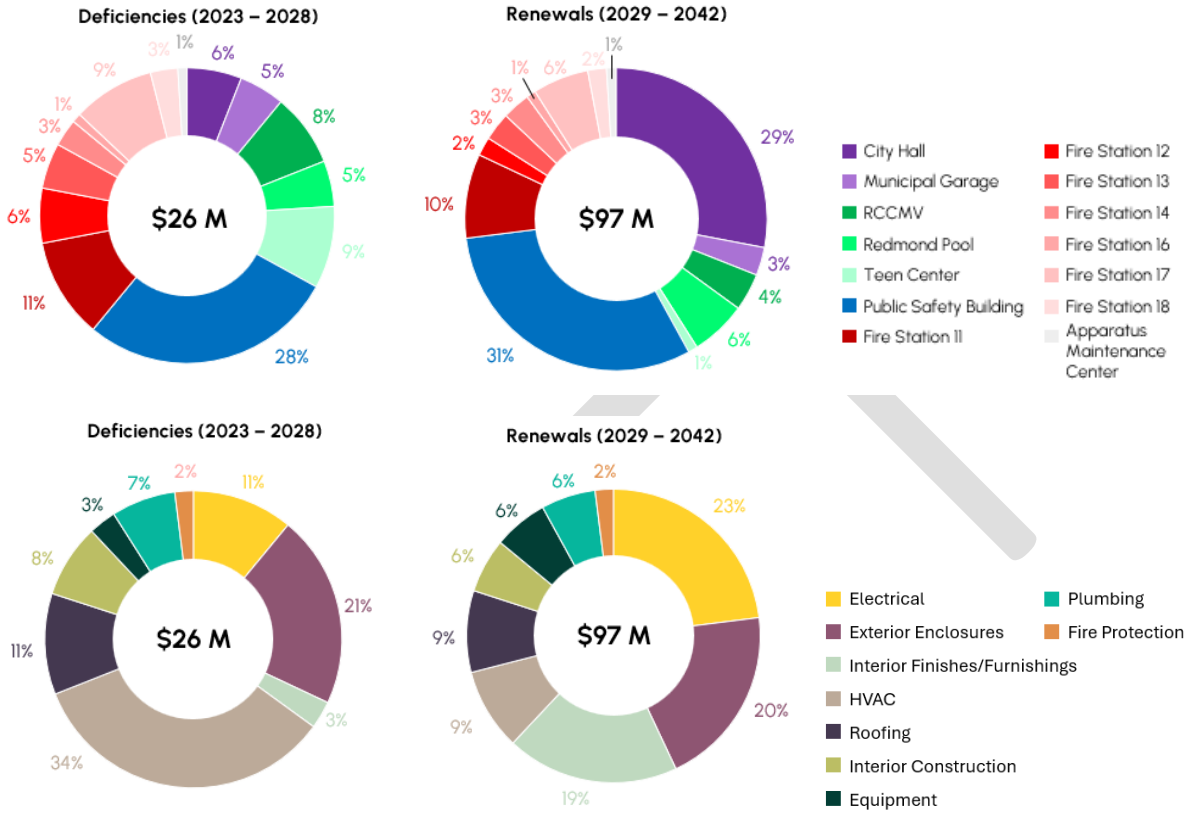
For estimated maintenance liabilities after 2042 and for new buildings not covered by the FCA, see methodology in Section 4.3.

The Public Safety Building (PSB), City Hall, and Fire Station 11 make up the bulk of Redmond's maintenance liabilities. The PSB is responsible for $7.3 million in observed deficiencies and $30.1 million in predicted renewals across all building systems; City Hall is responsible for $1.4 million in deficiencies and $8.1 million in renewals; and Fire Station 11 is responsible for $2.9 million in deficiencies and $9.7 million in renewals. Among Redmond's highest priority functional areas to address, Fire facilities make up about 40 percent of Redmond's total deficiencies.

Heating, ventilation, and air conditioning (HVAC) is the highest cost deficiency category across the Redmond portfolio, followed by exterior enclosures. The Public Safety Building, Fire Station 11, and Old Fire House Teen Center have the highest deficiency costs; Fire Station 16, the Apparatus Maintenance Facility, and Fire Station 18 have some of the lowest of these costs. 2025 is the year with the largest deficiency cost total across all facilities, at $7.8 million. The lowest deficiency cost total is projected to be 2028, at $2.5 million.

Electrical infrastructure is the most expensive renewal category, closely followed by exterior enclosures and interior finishes. The Public Safety Building, City Hall, and Fire Station 11 have the highest projected renewal costs through 2042; Fire Station 16, the Apparatus Maintenance Facility, and Fire Station 18 have some of the lowest of these

costs. 2029 and 2031 are projected to be the years with the highest renewal cost total across all facilities, at $17.9 million respectively. Only $0.1 million will be spent on renewals in 2039.

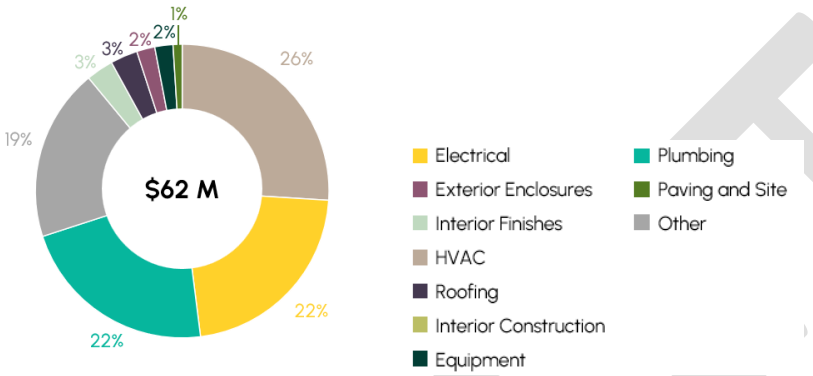


Maintenance liabilities by building and system

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Opportunity Projects

The FCA also identifies “opportunity projects”. These are optional projects identified by the surveyor to improve user experience, resiliency, safety, security, or energy efficiency. HVAC, electrical, and plumbing systems represent the most significant opportunities across Redmond facilities. The ‘Other’ category in the graphic below includes security features, fuel infrastructure, and other unique items across the portfolio, including major municipal campus improvements (see related notes in Section 3.7).



Opportunity projects by system

Remedies

Most deficiencies, renewals, and opportunities will be addressed by funding routine maintenance and/or major renovations. The project lists in Section 3 and 4 include this work under “routine maintenance” headings and these generally include 100% of the costs identified by the FCA, with some exceptions. Opportunity costs for applicable facilities are generally split between the 2027-2032 and 2033-2040 timeframes.

The project lists note where some deficiencies, renewals, and opportunities costs are reduced or foregone when a facility is planned to be replaced.

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2.3 – Qualitative Facility Rankings

Select facilities were qualitatively ranked by their ability to meet operational requirements. Buildings not ranked include the Fire Station 11 Annex and the Apparatus Maintenance Facility, the scores of which were tied with Fire Station 11 and Fire Station 16, respectively. Periphery buildings like the North and South Garage Buildings at the Public Safety Building and the Municipal Parking Garage were also not assessed. The Maintenance & Operations Center was excluded due to its separate planning and reconstruction process currently underway.

The selected facilities were ranked according to the following criteria:

- **Condition** considers physical condition, maintenance frequency, and complexity, as noted by the FCA and reported by Redmond facilities staff
- **Function and Quality** considers workspace quality and gender neutrality, health and security, and workspace functionality
- **Criticality** considers the relative importance of a facility in providing services, the volume of services provided, the consequence of service disruptions, and the criticality of the facility in responding to emergencies and/or providing essential services during emergency conditions or recovery
- **Opportunity** considers the ability of the building and property to adapt to future needs and the opportunity to improve performance related to building energy use, LEED goals, equity, and other citywide initiatives and goals

Rankings are summarized in the following table: darker colors represent poor performance and indicate higher priorities to address in the CFP. As shown, Fire Stations 11 and 12 are in the worst condition and have poor workspace function and quality. These are critical facilities with investments that offer opportunities to support citywide initiatives and goals and the highest priorities for investments. Blank cells indicate a building was not assessed in that category.

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General Government Facility	Condition	Function and Quality	Criticality	Opportunity
FIRE				
Fire Station 11				
Fire Station 12				
Fire Station 16				
Fire Station 17				
Fire Station 13 (FD34)				
Fire Station 14 (FD34)				
Fire Station 18 (FD34)				
POLICE				
Public Safety Building				
INDOOR RECREATION				
Redmond Pool				
Redmond Community Center at Marymoor Village (RCCMV)				
Old Fire House Teen Center		N/A		
Redmond Senior & Community Center (RSCC)	N/A			
ADMINISTRATION				
Redmond City Hall				

Facility assessment findings summarized

Good condition, function  *Poor condition, function*

Critical, high opportunity  *Not critical, low opportunity*

Note: Blank cells indicate a building was not assessed in that category. At the time the CFP was developed the Old Fire House Teen Center was vacant and RSCC was newly completed.

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2.4 – Service Life

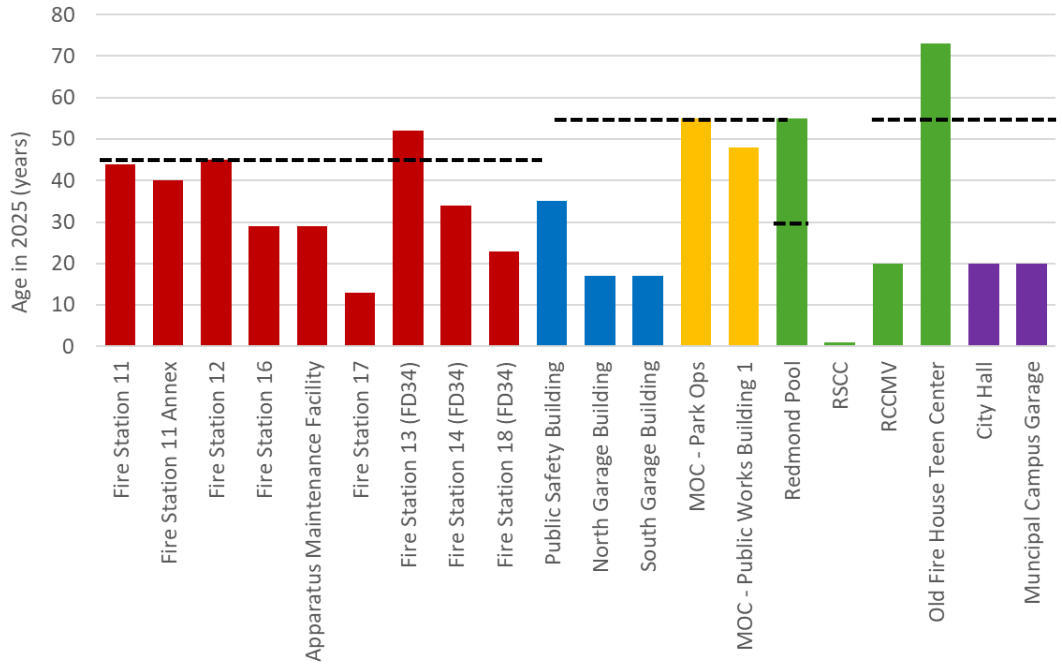
Facilities planning considers "service life", or the length of time for which a component or facility typically remains usable for its intended purpose. Facility service life varies depending on maintenance upkeep, functional requirements, and construction quality. A well-built facility meeting user needs can be renovated to extend its service life, while a poorly constructed, not purpose-built facility may require premature investments and/or early replacement.

Typical service life assumptions are provided by the federal government:

Facility Type	Service Life
Pools	30 years
Fire stations	45 years
All other facilities (police stations, community centers, operations yards, etc.)	55 years

Unified Facilities Criteria "3-701-01 DoD Facilities Pricing Guide"

As illustrated below, ten of Redmond's facilities are at or approaching the end of typical service life. Fire Stations 11 and its Annex, 12, and 13 are at or beyond the 45-year mark and due for reinvestment or replacement and Fire Station 16 and the Apparatus Maintenance Facility will be approaching end of service life in 15 years. Even with reinvestment, the Redmond Pool building shell is well beyond the typical 30-year service life, and the Public Safety Building will need investment or replacement by 2050. Other facilities at end of life are being addressed in parallel efforts: the MOC is planned for replacement and the City is studying the best approach to address the Old Fire House Teen Center. Fire Stations 13 and 14 are the responsibilities of Fire District 34.



Dashed lines indicate service life for different facility types

3 – Existing Conditions and Recommendations

3.1 – Introduction

This chapter is organized by functional area and covers:

- **Key Findings:** Summarizes facility location and function and highlights key issues and considerations
- **Summary Recommendations and Project List:** Provides recommendations and target implementation dates departmentwide within four timeframes aligned with Redmond budget cycles: projects underway or in the current Capital Investment Plan (CIP) through 2032; 2033-2040; 2041-2050; and beyond 2050.

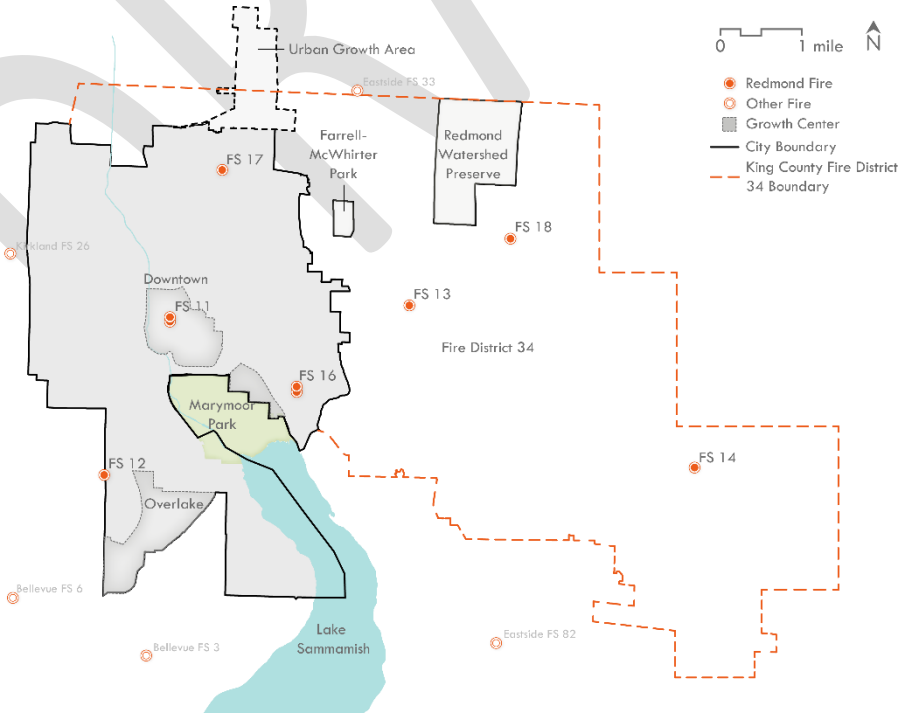
Municipal campus considerations are included in its own section due to intersections with Administration, Police, Indoor Recreation, and potentially Fire facilities.

3.2 – Fire

The Fire Department (Fire) operates nine buildings at seven sites within a 45-square-mile service area. This includes seven fire stations, an apparatus maintenance facility at the Fire Station 16 site, and an annex building at the Fire Station 11 site for the Mobile Integrated Health and Community Care outreach programs.

Fire Fast Facts

7 facilities
9 buildings
88,490 gross square feet
99 firefighters and support staff



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The Fire service area includes King County Fire Protection District 34 (FD 34), a 28-square-mile area east of city limits in unincorporated King County with approximately 24,700 residents. FD 34 is a special district governed by an elected board of commissioners. The district contains Stations 13, 14, and 18. In a partnership dating back to 1969, the City of Redmond owns these three stations and staffs them with City employees, and these stations are operationally integrated with the City's Fire department.

Through an interlocal agreement between Redmond and FD 34, capital responsibilities and cost-sharing for these stations is structured as follows:

- Major capital improvements and facility renovations are led and funded by FD 34
- The City of Redmond is responsible for routine maintenance, managed through either Facility Management or Fire Department staff
- Apparatus replacement for FD 34 stations is funded by the district through an apportioned cost model and is aligned with Redmond Fire's joint capital planning process

As FD 34 is responsible for major capital improvements and facility renovations Stations 13, 14, and 18, they were not included in this CFP's recommendations or fire impact fee planning. Functional needs and issues are noted here, but capital improvements and renovations will require separate planning and funding through FD 34's governance.

Capital Facility Element policy CF-6 establishes this level of service for Fire Department services: *Travel time of six minutes or less for 90 percent of emergency fire and medical calls in the city.*

Notable systemwide planning considerations for Fire include:

- For new fire stations, Redmond assumes a standard configuration of four apparatus bays and capacity for up to 10 operational personnel, resulting in an estimated 20,000 square foot footprint
- Older stations do not meet best practices for station design, including an emphasis on accommodating decontamination for firefighter equipment, and preventing contamination in living areas, and healthy sleeping environments
- Fire apparatus (trucks, engines, and ambulances) are unique equipment that need to be supported by adequately designed facilities
- Redmond has a higher-than-average share of female firefighters, which highlights the lack of gender-appropriate features at some older stations, such as undersized restrooms
- Stations ideally have extra capacity for staff during temporary situations, such as an extended emergency or a facility repair
- Training and exercise happen regularly at all stations, indoor and outdoor, though some stations better support certain training activities
- Lack of adequate security systems for parking areas and buildings is a common issue

Key Findings

Fire Station 11

8450 161st Avenue Northeast, Redmond, WA 98052



Fire Station 11 serves the Downtown area and the Willows, Education Hill, and Sammamish Valley neighborhoods. It functions as the Fire headquarters (including for Fire District 34) and it is the primary logistics coordination point. It has a four-lane apparatus bay and houses seven firefighters per shift, along with 13 administrative staff.

The Fire Station 11 Annex building also serves as the operational base for the department's Mobile Integrated Health and Community Care outreach programs. It represents a growing capital category for alternative response models that reduce 911 call volume and improve outcomes through upstream care. A decision on the future location of these programs will be made after reinvestment is planned for Fire Station 11.

Fire Station 11 needs a renovation or replacement to meet modern standards due to the building's age and condition, misalignment with modern best practices for station design, and supporting new apparatus needs.

Functional issues include:

- Insufficient dorm and storage space for added staffing or specialty teams
- Poor internal zoning for modern turnout flow and decontamination
- Poor design for sleep hygiene, including lack of split tones for different units
- Does not meet current earthquake design standards
- Administrative functions and the visitor lobby are constrained with no room for growth
- The station lacks adequate meeting and training space for firefighters and administrators

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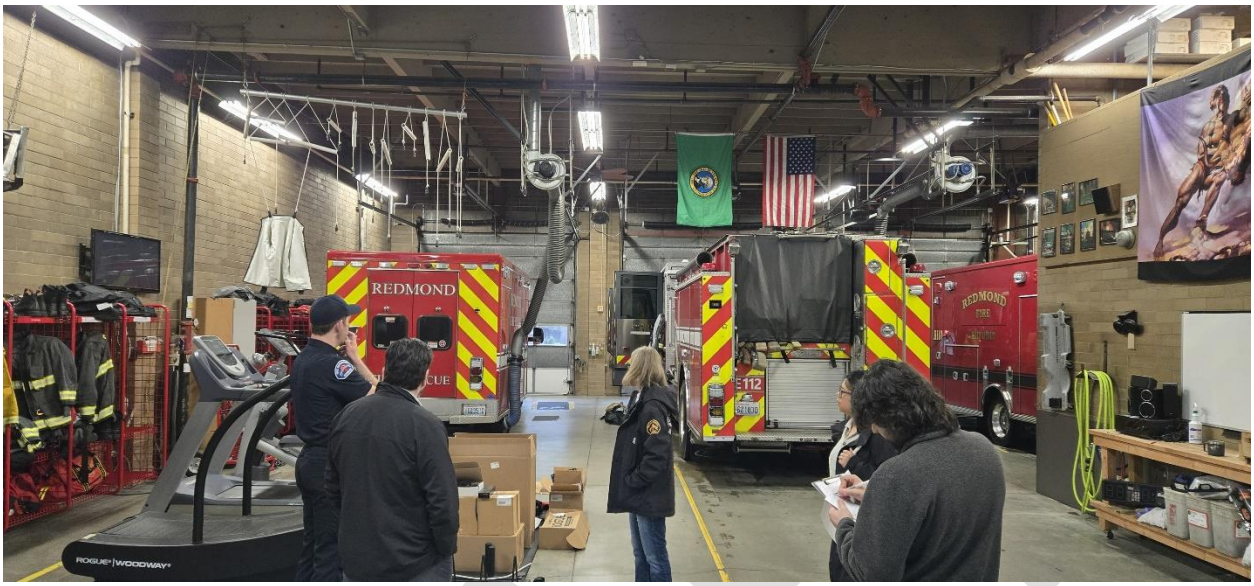
- A tractor-drawn aerial (TDA), or large ladder truck, is necessary to serve taller buildings in Downtown but a TDA cannot fit in the existing apparatus bay
- Poor drainage in the apparatus bay
- Lack of gender-appropriate features

The Fire Functional Plan also notes the station's current location in Downtown is not ideal for meeting level-of-service requirements and maximizing citywide coverage. Alternatives for the future of this facility are explored in the Fire Station 11 Alternatives Evaluation.

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Fire Station 12

4211 148th Ave NE, Bellevue, WA 98007



Fire Station 12 serves the Overlake, Viewpoint, Grass Lawn, Rose Hill, and Idlywood neighborhoods. Its specialty is physical fitness equipment. It has a three-lane apparatus bay and houses five firefighters per shift. It recently began hosting the first electric fire engine in Washington state, and additional electric vehicle infrastructure is planned.

Fire Station 12 needs replacement to meet modern standards due to the building's age and condition and misalignment with modern best practices for station design. It also needs relocation into the Redmond city limits at a location to better meet the level of service standards.

Functional issues include:

- Insufficient dorm and storage space for added staffing or specialty teams
- Poor internal zoning for modern turnout flow and decontamination
- Poor design for sleep hygiene, including lack of split tones for different units
- Does not meet current earthquake design standards
- Lack of gender-appropriate features
- The site is undersized for growth and training opportunities
- Staff parking is limited
- The site is located in Bellevue and not well-located for serving the Overlake growth center

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Fire Station 16

6502 185th Ave NE, Redmond, WA 98052



Fire Station 16 serves the southeast area of Redmond, including light industrial and residential districts. Its specialty is technical rescue. It has a three-lane apparatus and houses three firefighters per shift. Fire Station 16 is part of a multi-building site that also hosts the Apparatus Maintenance Facility.

The station has been upgraded since its original construction to meet earthquake design standards.

Functional issues include:

- Limited ground-floor storage in the apparatus bay for heavy equipment and supplies
- Lack of gender-appropriate features
- Common areas have a spartan commercial feel as opposed to the residential nature of fire stations

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Fire Station 17

16917 NE 116th St, Redmond, WA 98052



Fire Station 17 serves the north part of Redmond, including Education Hill. Its specialty is emergency medical services supply, and it has the City's backup emergency operations center. It has a three-lane apparatus bay and houses four firefighters per shift, in addition to the Fire Department's medical services officer.

This is Redmond's newest fire station and it was designed to meet earthquake design standards in place at the time (2012).

Functional issues include:

- Several rooms are unfinished from the original construction in 2012, hampering the capacity for additional firefighters, medical administrative staff, and storage
- The exterior cladding is failing and needs to be replaced (currently planned for 2025)
- The building has poor energy performance
- Staff parking is limited

In addition, the City of Redmond owns a small parcel adjacent to the station. This parcel is vacant and used for training. Adjacent wetlands and buffer restrictions reduce the feasibility of developing this parcel with improved training facilities or other functions.

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Fire Station 13 (FD 34)

8791 208th Ave NE, Redmond, WA 98053

Fire Station 13 serves the Avondale corridor parts of Education Hill. Its specialty is hazardous materials equipment. It houses three firefighters per shift.

Functional issues include:

- Apparatus bay is too small to allow for expansion of crews and operations
- Inadequate exhaust system for the apparatus bay
- Poorly functioning septic system, which has previously required a temporary building closure for repairs
- Poorly functioning building systems, including electrical and HVAC, and a failing roof
- Does not meet current earthquake design standards
- Lack of gender-appropriate features

Fire Station 14 (FD 34)

5021 264th Ave NE, Redmond, WA 98053

Fire Station 14 serves the eastern rural areas of the district. Its specialty is personal protective equipment. It houses three firefighters per shift.

The station has been upgraded since its original construction to meet earthquake design standards.

Functional issues include:

- Apparatus bay is too small to allow for expansion of crews and operations
- Inadequate exhaust system for the apparatus bay
- Poorly functioning building systems, including electrical, HVAC, and plumbing
- Lack of gender-appropriate features
- Exterior paving is in poor condition

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Fire Station 18 (FD 34)

22710 NE Alder Crest Dr, Redmond, WA 98053



Fire Station 18 serves the Redmond Ridge and Trilogy neighborhoods. Its specialty is small tools and apparatus supplies, and responding to calls on neighborhood trails. It has a three-lane apparatus bay and houses three firefighters per shift.

The station has been upgraded since its original construction to meet earthquake design standards.

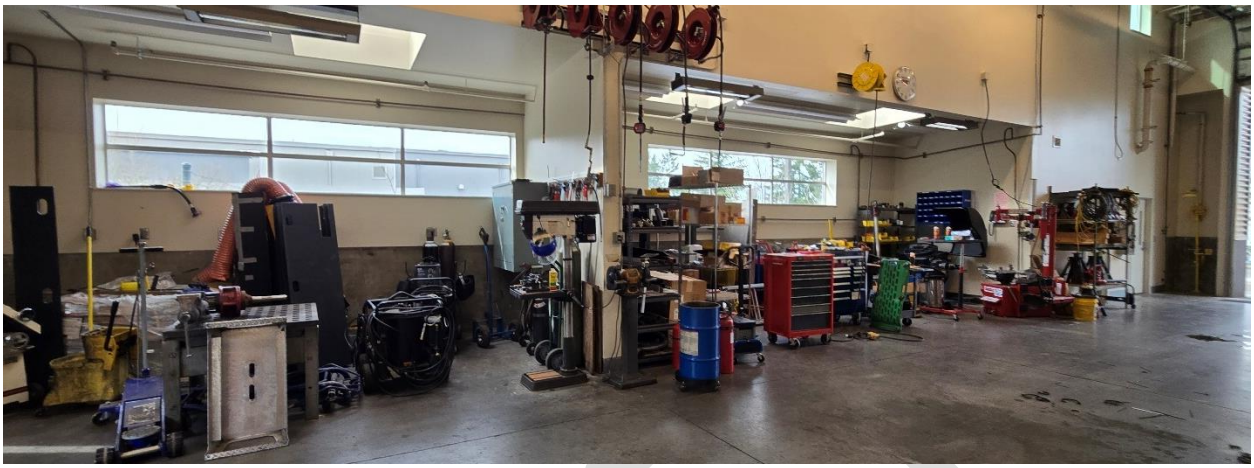
Functional issues include:

- Lack of tool and supply storage, and an undersized workshop area
- Lack of interior training opportunities
- Poor design for sleep hygiene (though not to the extent of other stations)

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Apparatus Maintenance Facility

6502 185th Ave NE, Redmond, WA 98052



The Apparatus Maintenance Facility maintains all Fire Department apparatus and other vehicles. After the redevelopment of the Maintenance & Operations Center (MOC) is completed, maintenance of smaller Fire vehicles, such as staff cars, will move to the MOC. The Fire Fleet Shop will remain focused on maintaining larger firefighting apparatus (trucks, engines, and ambulances).

Functional issues include:

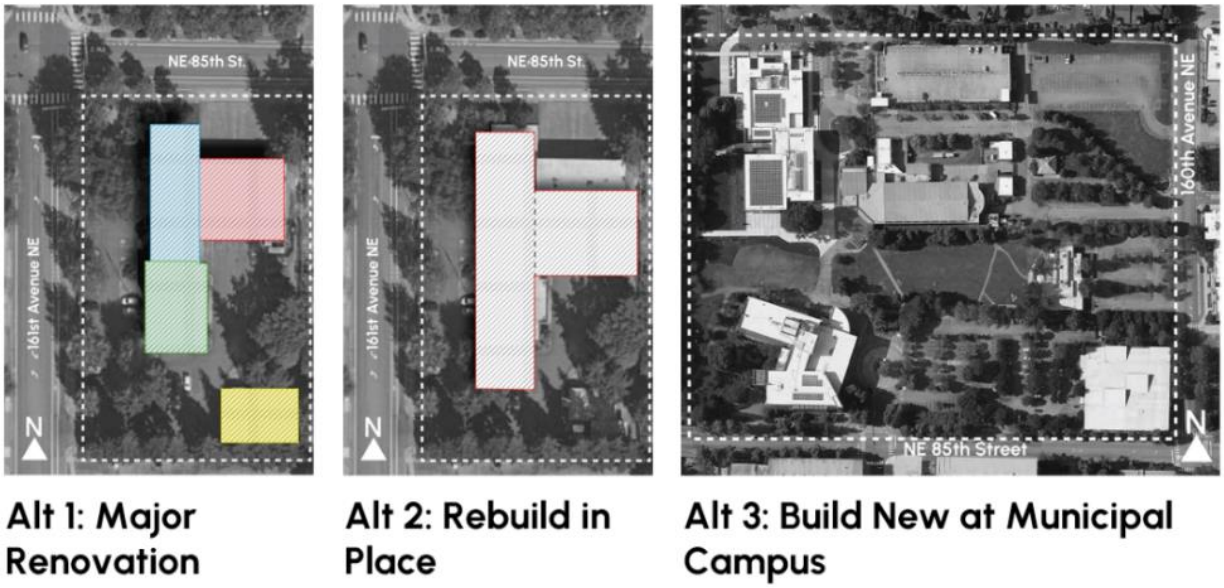
- The building has adequate capacity, but one of the three maintenance bays is not pull-through
- There are no decontamination facilities for staff
- Some mechanical equipment is obsolete, such as vehicle lifts and pump-testing tools

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Fire Station 11 Alternatives Evaluation

Several reinvestment alternatives were studied for Fire Station 11, with key considerations noted in the list below:

- **Alternative 1:** A major renovation of the existing building. Most, but not all, of the building's physical and functional issues would be addressed. Expansion of the apparatus bay was assumed for this CFP (expansion of dorm rooms and office space will also be under consideration by the Fire department in an upcoming feasibility study).. This would require temporary facilities for at least two years.
- **Alternative 2:** Rebuild the station on the current site. A new building would meet all modern standards and could likely be rightsized for current and future needs. This would require temporary facilities for at least two years.
- **Alternative 3:** Rebuild the station at the Redmond municipal campus. A new building would meet all modern standards and could be rightsized for current and future needs. This would not require temporary facilities and could be built while the existing building remains in operation.



Diagramatic illustrations of the three potential alternatives for Fire Station 11

Summary Recommendations and Project List

Fire Station 11

Apparatus Bay Expansion

Expansion of the Fire Station 11 apparatus bay is an unavoidable cost necessary to accommodate a new TDA. The TDA is expected to be delivered from the manufacturer by 2028, before the next major investment for the station can be designed and implemented.



Example of a tractor-drawn aerial ladder truck

Alternatives Recommendation: Conduct a Renovation and Replacement Study

The Fire Functional Plan identifies "Station 11 Phase 2 Study" to prepare for long-term facility decisions. This study will evaluate options for a major renovation or replacement of the station. The current scope of the study is:

- Expansion needs for administrative functions
- Long-term seismic and energy performance upgrades
- Opportunities for co-location or modular design with other city functions
- Site feasibility for expansion/remodel of Station 11 at its current location

Ideally the study would also include:

- Evaluation of options to reconstruct the facility on the existing site and at alternative locations, such as the municipal campus. A replacement could reduce the expense and risks of reinvesting in an older building that is undersized and may be challenging to upgrade to modern standards.
- Consideration of costs and challenges of operating a temporary facility during renovation or redevelopment
- Estimate of the potential for capital revenue from a land sale or ground lease

Future Relocation

The Fire Functional Plan identifies a need to relocate this facility after 2050, in conjunction with a new Fire Station 19, to maximize level of service and citywide coverage. If replacement occurs in the near-term, relocation will also be considered in the planning process.

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Fire Station 12

The replacement and relocation of Fire Station 12 is a top priority and recommended for the 2033-2040 timeframe. The station is currently located outside Redmond city limits in Bellevue, and it is not well-positioned to meet level of service and response times for the Overlake growth center and the Idylwood residential neighborhood.



Fire Station 12

The relocation of the station will require the acquisition of new land in Overlake, which is a challenging proposition because of the limited land available for sale on the private market and the subsequent price of land and real estate in the area. The City has preliminarily identified a potential site at Redmond Technology Station, known as the "remainder parcel", that is at the corner of 156th Avenue NE and NE 36th Street. The 1.6 acre parcel is currently owned by Sound Transit and Microsoft has the first right of refusal since the site was originally owned by Microsoft before it was acquired for transit purposes. The City has considered concepts for a vertical mixed-use facility at this location, potentially including police and community functions.



Redmond Technology Station. The "remainder parcel" is the vacant area on the southeast corner.

Should the "remainder parcel" prove unavailable, there are other potential sites in the area owned by Microsoft and other private landowners. The estimated property acquisition cost reflects a minimum site size of 1.25 acres for this fire station. A larger site would be needed for co-location with an Overlake police precinct or other public facilities. Another possibility is co-location with a mixed-use residential or commercial building with the fire station on the ground level; while a common arrangement in global cities, this would be a new format for Redmond and it depends on finding a willing development partner.

Fire Station 16

This station is past the midpoint of a typical 45-year service life, and it is due for lifecycle renovations. No other major projects are planned for this facility.

Fire Station 17

The planned interior buildout should proceed to maximize the staffing capacity of this facility.

This station will reach the midpoint of a typical 45-year service life in 2035 and it will be due for lifecycle renovations. No other major projects are planned for this facility.



Unfinished space at Fire Station 17

Fire Station 19

The Fire Functional Plan identifies this new station to be built after the planning period (2051+) to address the widening level of service deficiencies for the Downtown area. The need for a new station northeast of Downtown was originally modeled based on a relocated Fire Station 11 moving west of Downtown to the Willows Road area. If Fire Station 11 is retained in Downtown, the need for this new station and/or its location will need to be reevaluated.

Fire Stations 13, 14, and 18 (FD 34)

Major capital improvements and facility renovations for these three stations are led and funded by FD 34. Coordination between Redmond Fire and FD 34 is needed to support facility reinvestment or replacement, particularly for Fire Stations 13 and 14 in the near- or mid-term, to meet modern best practices for station design and improve operational capabilities.

Apparatus Maintenance Facility

This facility will be due for lifecycle renovations in the planning period. No other major projects are planned.

Fire Logistics Facility

The Fire Functional Plan identifies the need for a centralized logistics facility to reduce burdens on operational space and firefighter staff time at individual stations. Fire operations require constant resupply and regular upgrades for a variety of equipment. A central facility can streamline receiving and distribution for the Fire department and citywide emergency preparedness needs. Centralized space is also desired for storage of some Fire reserve vehicles, which currently occupy bay space at several stations or are parked outdoors and exposed to weather (some reserve vehicles would remain at high-call stations).

In the near-term, leasing an existing warehouse space with capacity for vehicle storage is the most likely approach and funding is in the project list. Redmond has several industrial

areas, including Southeast Redmond and the Willows Road corridor, that may have suitable warehouse space available.

City ownership of a logistics facility is eventually desired. The Fire Functional Plan includes $5M for investment in a City-owned facility; this could be a new location or a shared facility at the MOC. The Bellevue Fire Department is also known to have a similar logistics need and could be a potential partner for a jointly operated facility.

Fire Training Facility

The Fire Functional Plan identifies a long-term need for a City-owned training facility to support firefighter recruit academies, specialty instruction, and coordinated training exercises. The department currently lacks a dedicated, department-controlled facility suitable for in-service instruction, large-scale drills, or multi-agency exercises. Most hands-on training occurs at fire stations or temporary spaces, which limits flexibility and accessibility. While regional partnerships currently provide some access, these arrangements present challenges in scheduling, scale, and long-term sustainability. A local training space would improve readiness, accelerate onboarding, reduce overtime due to unfilled vacancies, and support specialized needs including rail, high-rise, and wildland response.



Vehicle extrication training at the empty lot next to Fire Station 17

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Fire Project List

The Fire Functional Plan lists firefighting equipment and mobile apparatus as capital costs that are not included in this list. For notes on project lists, see Section 4.3.

TIMEFRAME	PROJECT	ROM COST	NOTES
2025-2026	EV charging stations at fire stations	$0.9M	FS 11 and FS 12. Cost from Fire Functional Plan.
2025-2026	Personal protective equipment storage upgrades	$0.3M	Cost from Current CIP 2025-2030
2025-2026	FS 11 repairs	$5.0M	Cost from Fire Functional Plan. Total cost of 2023-2028 OD and partial cost of 2029-2032 PR.
2025-2026	FS 17 interior buildout and admin relief	$0.4M	Cost from Fire Functional Plan
2025-2026	FS 17 siding replacement	$1.2M	Cost from Current CIP 2025-2030
2027-2032	Diesel exhaust upgrades	$0.5M	Multiple stations. Cost from Fire Functional Plan.
2027-2032	Emergency generator upgrades	$0.5M	Multiple stations. Cost from Fire Functional Plan.
2027-2032	FS 11 partial remodel (apparatus bay expansion)	$1.6M	Cost from Fire Functional Plan
2027-2032	FS 11 renovation and replacement study	$0.4M	Cost from Fire Functional Plan
2027-2032	FS 11 renovation or replacement	$15.0M	Cost from Fire Functional Plan for renovation. Project type decision is pending study results.
2027-2032	Logistics - Tenant improvements to leased warehouse	$0.6M	Cost from Fire Functional Plan
2027-2032	Logistics - City-owned investment	$5.0M	New facility or shared storage at MOC. Cost from Fire Functional Plan.
2027-2032	Routine maintenance		Costs from 2023 FCA. Excludes FD 34.
	Observed deficiencies	$4.0M	Total cost of 2023-2028 OD. Excludes FS 11.
	Predicted renewals	$4.3M	Total cost of 2029-2032 PR. Partial exclusion of FS 11.
	Opportunity projects	$1.4M	50% of total cost of OP. Excludes FS 11 and 12.
2033-2040	FS 12 land acquisition	$10.0M	Cost from Fire Functional Plan (1.25 acre minimum)
2033-2040	FS 12 construct replacement	$30.0M	Cost from Fire Functional Plan (20,000 square feet minimum). Maintenance costs assume 2036 opening.

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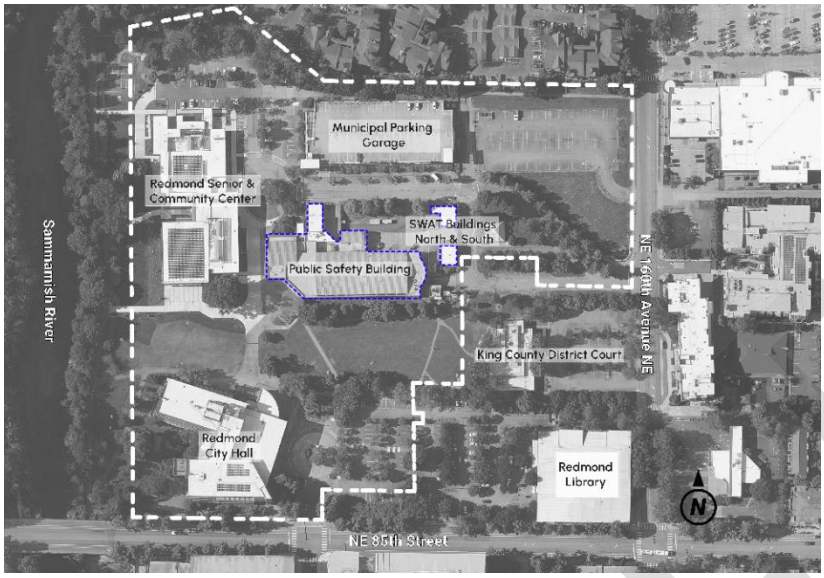
TIMEFRAME	PROJECT	ROM COST	NOTES
2033-2040	FS 12 old property sale or lease	TBD	Not estimated
2033-2040	Routine maintenance		Costs from 2023 FCA. Excludes FD 34.
	Predicted renewals	$6.4M	Total cost of 2033-2040 PR. Excludes FS 11 and 12.
	Opportunity projects	$1.4M	50% of total cost of OP. Excludes FS 11 and 12.
	New FS 11 and 12 estimate	$2.6M	Based on a percentage of building construction cost per year. Costs from Fire Functional Plan.
2041-2050	FS 16 lifecycle renovation	$12.0M	Cost from Fire Functional Plan
2041-2050	Apparatus Maintenance Facility lifecycle renovation	TBD	Not estimated
2041-2050	Routine maintenance		Costs from 2023 FCA. Excludes FD 34.
	Predicted renewals	$0.5M	Total cost of 2041-2042 PR
	Existing facilities 2043+	$3.9M	Based on a percentage of CRV per year.
	New FS 11 and 12 estimate	$13.0M	Based on a percentage of building construction cost per year. Cost from Fire Functional Plan.
2051+	FS 11 replacement acquire land	TBD	Needed if level of service dictates a second station in the Downtown area (FS 19), and FS 11 is replaced in a new location. If FS 11 study recommends earlier replacement, project listing will be revised.
2051+	FS 11 construct replacement	$35.0M	
2051+	FS 19 acquire land	TBD	Not estimated
2051+	FS 19 construction	$35M	Cost from Fire Functional Plan
2051+	FS 17 lifecycle renovation	TBD	Not estimated
2051+	Fire training facility	TBD	Not estimated

The project lists use the following abbreviations:

FCA = 2023 Facility Conditions Assessment
OD = observed deficiency
PR = predicted renewal
OP = opportunity project
CRV = current replacement value
CIP = Capital Investment Program
ROM = rough order of magnitude
M = million dollars
FS = Fire Station
FD 34 = Fire District 34
MOC = Maintenance & Operations Center
EV = electric vehicle

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3.3 – Police



Location of Police facilities on the municipal campus



Police Fast Facts

1 primary facility
3 buildings
97,255 gross square feet
134 staff

The Police Department (Police) operates one primary facility within the service area, which consists of Redmond city limits (17 square miles). Four workstations are located at several fire stations and the private Microsoft campus and are available for use by officers in the field.

Capital Facility Element policy CF-6 establishes this level of service for Police Department services:

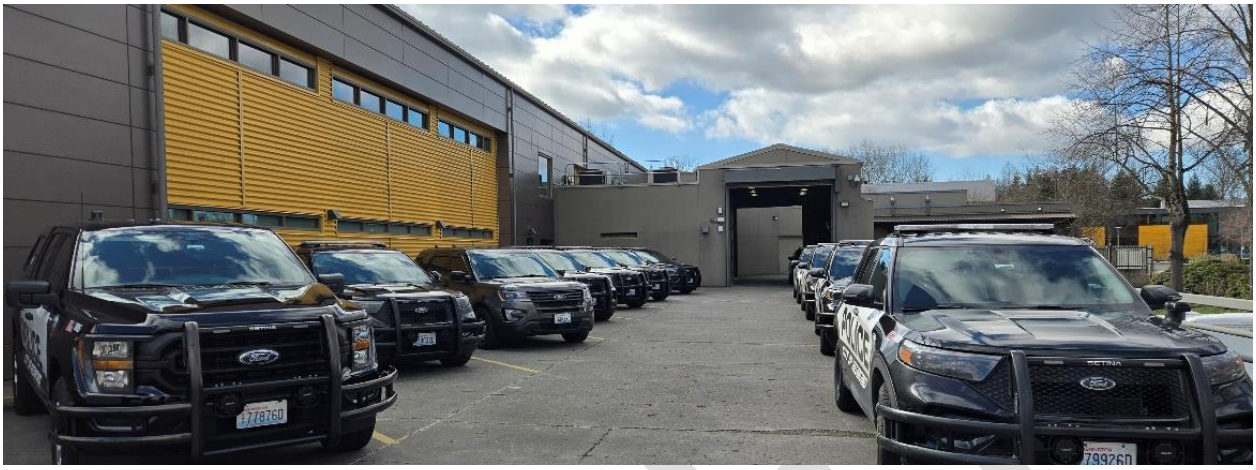
- *Police capital facility needs are associated with police services, general operations, special operations and support services. The service standard is to have facilities and equipment sufficient to meet the demand for police services and to meet needs of staff assigned to service delivery.*
- *Ensure emergency response times meet community expectations and call response types.*

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Key Findings

Public Safety Building

8701 160th Ave NE, Redmond, WA 98052



Public Safety Building

The Public Safety Building (PSB) is the headquarters and primary facility for Police. The building served as both City Hall and the police station until 2005, when the separate City Hall building opened. The PSB consists of administration office space and workspace for patrol officers. It also hosts a variety of specialized functions, including the City's 911 dispatch center, the City's data center, suspect holding and interview areas, an armory, evidence storage and processing labs, and locker rooms. The basement level hosts a firing range, parking for police personnel and fleet vehicles, and bulk evidence storage. The building features an emergency generator. The PSB is one of several buildings on the Redmond municipal campus.

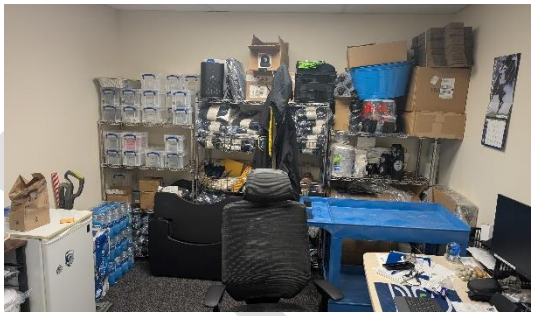
The building has maintenance issues that stem from its original design and its conversion to an exclusive Police facility. It is inefficiently configured and the building systems are challenging and costly to maintain, with HVAC and electrical systems near their end of life. Because the backlog of maintenance is outpacing the building's current replacement value, 2023 FCA found that the building's condition worsened since the 2013 FCA. This is despite recent investments of approximately $13.5 million, demonstrating the building's significant maintenance needs. From 2015 to the present, maintenance work included a seismic retrofit, exterior siding and roof replacement, replacement of heat pumps and HVAC components, 911 center remodel, and locker room upgrades.

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Key functional issues include:

- The building is undersized for projected 2050 staff growth, which may be more than double current staff levels
- Incremental renovations over time are not well-served by the building's HVAC and electrical systems, which are reaching the end of their service lives
- Operational elements like the vehicle evidence pens, fleet parking, armory, training spaces, and dispatch center are at capacity
- Windowless offices, poor radio communications, seismic bracing, inefficient circulation, and other issues reduce occupant comfort and efficient workflow
- The Mobile Command post is an oversized vehicle without adequate secure parking
- Seasonal flooding of the basement garage is a major nuisance







The Public Safety Building requires a major decision, so alternatives are explored below in the section Public Safety Building Alternatives Evaluation.

North and South Garage Buildings

8701 160th Ave NE, Redmond, WA 98052

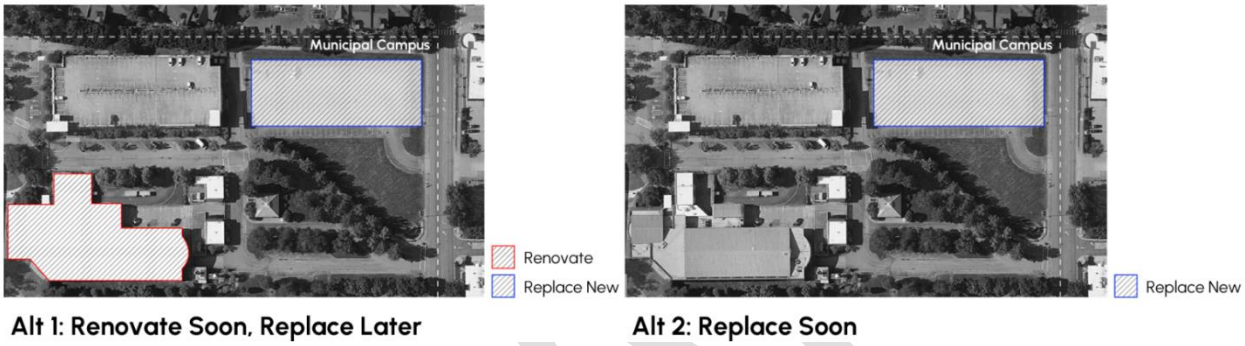
These are two small buildings adjacent to the Public Safety Building. Originally used for specialized vehicle storage, today the North Garage is used for bike patrol storage and the South Garage is used for tactical training.

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Public Safety Building Alternatives Evaluation

Approaches to address the Public Safety Building issues and meet future needs are described and shown below.

- **Alternative 1:** Renovate for the near-term, with a replacement in the long-term. This would address critical functional issues and risks in the current building to meet all needs while delaying replacement. Renovating before replacing will add to the total project cost.
- **Alternative 2:** Replacement in the medium-term. Replacing on a quicker timeline would avoid steeper maintenance and renovation costs for the current building. The floor area would be larger based on future staffing needs.



Illustrations of the two potential alternatives for the Public Safety Building

Summary Recommendations and Project List

Public Safety Building

Recommendation: Pursue Alternative 2

The Public Safety Building should be replaced in the medium-term. Retaining the building for its full-service life through 2045 or beyond would likely require significant investment to keep its systems fully operational but would not address the core facility issues. Therefore, replacing the facility in the 2033-2040 timeframe is recommended. Replacement is recommended in the latter half of that timeframe due to project cost and accommodating higher priority fire station replacements in the same period.

The expense and inconvenience of temporary police facilities during construction should be avoided. The facility would ideally be replaced on the Redmond municipal campus, which offers good citywide access, proximity to the growing population density of Downtown and Marymoor Village, and adjacency to city administration. Alternatively, if it is deemed advantageous for Fire Station 11 to relocate to the municipal campus (see 3.7 – Municipal Campus Considerations), and if there is no longer space to rebuild the PSB, the Fire Station 11 site could be considered for the PSB.

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North and South Garage Buildings

These two small structures are functionally integrated with the Public Safety Building. No major projects are planned. Their functions should be replaced at the same time as the Public Safety Building. It may be ideal for their functions to be integrated into the Public Safety Building replacement for ease of access and to reduce the extra costs of building and maintaining exterior enclosures.

Overlake Precinct

The Police Functional Plan identifies a need for a precinct in the Overlake growth center to serve the growing population density and more efficiently dispatch to calls in southern areas of Redmond. The precinct would house commissioned officers and fleet vehicles, professional support staff (including a customer service desk), and could also support functions like records storage and training spaces, if advantageous. The Public Safety Building replacement in Downtown would continue functioning as the headquarters, supporting most staff and specialized functions.

Similar to the replacement of Fire Station 12, developing a precinct in Overlake will require the acquisition of new land, which is challenging proposition due to limited availability and high cost. The City has preliminarily identified a potential site at Redmond Technology Station, known as the “remainder parcel”, at the corner of 156th Avenue NE and NE 36th Street. The 1.6 acre parcel is currently owned by Sound Transit and Microsoft has the first right of refusal as it was originally owned by Microsoft before Sound Transit acquired it for light rail construction. The City has considered concepts for a vertical mixed-use facility at this location, potentially including police and community functions co-located with a replacement of Fire Station 12.



Redmond Technology Station. The “remainder parcel” is the vacant area on the southeast corner.

Should the “remainder parcel” prove unavailable, there are other potential sites in the area owned by Microsoft and other private landowners. The estimated property acquisition cost reflects a site size of 0.75 to 1 acre for the precinct, reflecting a potential mix of structured

and surface parking. A larger site would be needed for co-location with a fire station or other public facilities.

A private development partnership may be challenging because of the complex design requirements of police facilities. The new incentive program can be used to help offset some of the costs and encourage colocation (see RZC 21.55).

Police Project List

TIMEFRAME	PROJECT	ROM COST	NOTES
2025-2026	PSB Phase 2 mechanical and electrical improvements	$3.9M	Cost from Current CIP 2025-2030
2027-2032	Overlake Precinct land acquisition	$6-8M	Cost from MAKERS analysis of King County real estate assessed values and sales data for 0.75 - 1 acres
2027-2032	Routine maintenance		Costs from 2023 FCA
	Observed deficiencies	$3.6M	50% of total cost of 2023-2028 OD
	Predicted renewals	$8.2M	50% of total cost of 2029-2032 PR
	Opportunity projects	$0.0M	0% of total cost of OP
2033-2040	PSB construct replacement	$100-110M	Cost range for 51,000 - 59,000 square feet staffed area plus 66,000 square feet secure parking. Costs from MAKERS and ACC. Maintenance costs assume 2039 opening.
2033-2040	Routine maintenance		Costs from 2023 FCA
	Predicted renewals	$0.0M	0% of total cost of 2033-2040 PR
	Opportunity projects	$0.0M	0% of total cost of OP
	New PSB estimate	$2.0M	Based on a percentage of building construction cost per year. Costs from MAKERS and ACC.
2041-2050	Overlake Precinct construction	$31-38M	Cost range for 20,000 - 25,000 square feet building and 0.75 - 1 acre site development. Costs from MAKERS and ACC. Maintenance costs assume 2044 opening.
2041-2050	Routine maintenance		Costs from 2023 FCA
	New PSB and Overlake Precinct estimate	$12.2M	Based on a percentage of building construction cost per year. Costs from MAKERS and ACC.

For notes on project lists, see Section 4.3. The project lists use the following abbreviations:

FCA = 2023 Facility Conditions Assessment
OD = observed deficiency
PR = predicted renewal
OP = opportunity project
CRV = current replacement value
CIP = Capital Investment Program
ROM = rough order of magnitude
M = million dollars
PSB = Public Safety Building

3.4 – Maintenance & Operations



Aerial view of the Maintenance & Operations Center



Maintenance & Operations Fast Facts

1 facility
14 buildings
62,000 gross square feet
151 staff

The Public Works Department manages environmental services, maintains most fleet vehicles, builds and maintains Redmond's infrastructure for streets, trails, water, wastewater, and sewer. The Parks Operations group develops and maintains city parks and facilities. The facilities maintenance team is also part of Parks Operations.

Capital Facility Element policy CF-6 establishes this level of service for general government facilities:

- *Facilities that are safe and meet all applicable health, safety, and accessibility standards.*
- *Facilities that are properly sized, designed for their intended purpose, and evolve to meet future demands, such as population growth, expanded infrastructure, and changes in regulatory requirements.*
- *Critical facilities are built or upgraded to standards that increase the likelihood that vital services continue in the event of a disaster.*
- *Constructed to support the equitable provision and use of facilities for all users.*

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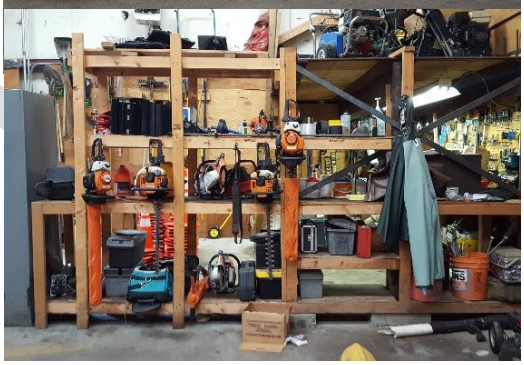
Key Findings

Maintenance & Operations Center

18080 NE 76th St, Redmond, WA 98052







Operational workgroups for Public Works, Parks Operations, and Facilities maintenance are based at the Maintenance & Operations Center (MOC) in southeast Redmond. Engineering and planning staff are located at City Hall. Other Public Works and non-recreation Parks buildings are outside the CFP scope, including utility structures and small maintenance buildings.

The MOC has fourteen major and minor structures, including administrative offices, crew support spaces, shops, a decant facility, a fuel station used by all City departments, and storage for vehicles and materials.

The MOC was built piecemeal over time. Most buildings are in poor condition and do not adequately support efficient operations. Functional issues include:

- Crew reporting, dispatch, and meeting areas are undersized and are inefficiently configured
- Workgroups are siloed in multiple buildings, precluding interdepartmental collaboration and efficient use of limited site area
- The warehousing and storage facilities are undersized and decentralized, hindering efficient inventory control
- The fleet shop is undersized and is not equipped to service large vehicles
- The site design is inefficient, and fleet and staff parking are at capacity

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Summary Recommendations and Project List

Maintenance & Operations Center

Redevelopment of the MOC campus was identified as a priority in the 2019 Redmond Facilities Strategic Management Plan. The project is now underway, with a Master Plan completed in 2024 design development ongoing. Construction is in design development and anticipated to be completed in 2030.

This is currently Redmond's largest general government facilities project. The project will meet almost all facilities needs of the Maintenance & Operations functional area through 2050.

The basic program (subject to change) is:

- Approximately 90,000 square foot operations building
- Approximately 99,000 square foot parking structure
- Approximately 60,000 square feet of fleet parking
- Approximately 14,000 square feet of covered exterior storage, fuel station, wash bays, and material bays

Construction will require the temporary relocation of crews, fleet, and materials. Consider interim locations during MOC reconstruction such as utility sites, surplus space on community center properties and the municipal campus, other City-owned properties, or if necessary short-term lease(s) of private property.

The Fire Functional Plan assumes a $5M contribution to the MOC redevelopment to support the Fire Department's logistics needs. If feasible, this should be incorporated to efficiently consolidate City inventories and address this need for the long term.

Project List

For notes on project lists, see Section 4.3.

TIMEFRAME	PROJECT	ROM COST	NOTES
2025-2026	MOC redevelopment	$26.8M	Cost from Current CIP 2025-2030
2027-2032	MOC redevelopment	$198.2M	Total cost from City minus current CIP allocation. Maintenance assumes 2030 opening.
2027-2032	Routine maintenance - New MOC	$3.1M	Based on a percentage of building construction cost per year. Cost from CIP and Master Plan.
2033-2040	Routine maintenance - New MOC	$25.0M	Based on a percentage of building construction cost per year. Cost from CIP and Master Plan.
2041-2050	Routine maintenance - New MOC	$46.9M	Based on a percentage of building construction cost per year. Cost from CIP and Master Plan.

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The project lists use the following abbreviations:

FCA = 2023 Facility Conditions Assessment
OD = observed deficiency
PR = predicted renewal
OP = opportunity project
CRV = current replacement value
CIP = Capital Investment Program
ROM = rough order of magnitude
M = million dollars
MOC = Maintenance & Operations Center

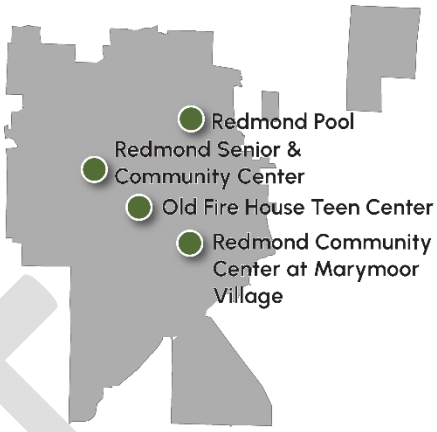
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3.5 – Indoor Recreation

The Redmond Parks & Recreation Department operates city parks and indoor recreation facilities for use by the general public. Four recreation facilities support cultural, athletic, and educational programming: Redmond Pool at Hartman Park, the Old Fire House Teen Center, the Redmond Senior & Community Center (RSCC), and the Redmond Community Center at Marymoor Village (RCCMV).

Capital Facility Element policy CF-6 establishes this level of service for parks and recreational facilities: *Provide recreational opportunities for all residents through sufficient and equitably distributed parks, trails, and recreational facilities.*

- *Percent of households within a ½ mile of developed city park.*
- *Percent of households within a ½ mile of trail access.*
- *Acreage of parkland per capita.*
- *Recreation and Conservation Office (RCO) Level of Service Metrics.*



Indoor Recreation Fast Facts

4 facilities
4 buildings
24,532 gross square feet
15 staff

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Key Findings

Redmond Senior & Community Center (RSCC)

8703 160th Ave NE, Redmond, WA 98052



The RSCC is Redmond's newest general government facility, having opened in May 2024 with a cost of approximately $63M. It is a two-story facility featuring a senior lounge, library, gymnasium, commercial kitchen, a variety of meeting rooms, and outdoor event space facing the Sammamish River. The facility provides regular programming for all ages and also has spaces available for rent. The RSCC is one of several buildings on the Redmond municipal campus and shares parking with other facilities.

There are minor maintenance and functional issues that will need to be addressed, such as improving acoustic insulation in several meeting rooms, a difficult-to-use glass door divider between the senior lounge and library, and challenging ADA access to the Red Oak room stage.

As part the City's decarbonization strategy, the RSCC is also Redmond's first all-electric public facility. Compared to a typical building, this means space and water heating are accomplished with electricity instead of natural gas. New equipment presents a learning curve for maintenance staff but also creates opportunities to learn and apply lessons to future upgrades and all-electric facilities across the City's portfolio.

The building may be used as an emergency shelter, but it cannot be officially designated as such because it is in a 100-year flood plain. Relatedly, because the building is all-electric it has high electric demands that would require a very large emergency generator, so instead the building is set up for connecting to a portable generator. However, a study has found the building is well-positioned for battery storage as an alternative resilience measure if physical space is available.

Redmond Community Center at Marymoor Village (RCCMV)

6505 176th Ave NE, Redmond, WA 98052



The City of Redmond has leased this property from the Lake Washington Institute of Technology (LWIT) since 2018. Originally built as a college classroom building, it features a small auditorium and a series of meeting rooms across two floors. The facility provides programming focused on physical activity, youth, and summer camps. In early 2025, teen programming was relocated from Old Fire House Teen Center to RCCMV.

RCCMV is located in the Marymoor Village growth center adjacent to Marymoor Park and three blocks from a light rail station. It is ideally positioned to support a growing residential population in a designated urban center.

Functional issues include:

- Limited capacity for staff growth
- Limited storage capacity, particularly on the second floor
- Common areas are limited and the lobby size is inadequate
- The kitchen is underused and not applicable to the building's current programming
- The auditorium is not configured for live music and other social activities that are associated with the building's current programming
- Teen programming is spread throughout the building, which is not ideal due to the program's size, specialized features, and unique user needs
- Outdated A/V technology, poor acoustics, and poor lighting control are an issue in many of the multipurpose rooms.
- The building lacks an emergency generator to support its potential designation as an emergency shelter
- Vehicular circulation on the site is constrained during peak times

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The City and LWIT have expressed mutual interest in exchanging ownership of the full property (building and land). Once the City controls the property, it would allow for a right sizing of the spaces, capital investment in areas of concern, and increased improvements to improve usability. While the building was not originally built for use as a community center, the property has ample space for increasing the footprint and improving the facility for expanded recreational programming in the future.

Old Fire House Teen Center

16510 NE 79th St, Redmond, WA 98052



This facility was originally built as a fire station and then was converted to a teen center in the 1990's. Due to safety concerns and maintenance challenges, in early 2025 teen services were relocated from this facility to RCCMV and the building currently is vacant. When active the building has been well-liked by users, but its cellular organization of spaces does not support its program well.

Functional issues include:

- A renovation may improve the quality of some spaces but would not result in a more open floor plan due to space limitations
- All building systems are in need of investment and replacement. For example, the original windows and building envelope have allowed water penetration.
- A previous retrofit did not meet earthquake design standards. The hose tower is not seismically reinforced and requires a retrofit or demolition.
- Any renovations will require significant hazard material abatement

Redmond Pool

17535 NE 104th St, Redmond, WA 98052



Redmond Pool, located within Hartman Park, is the only public pool in Redmond and the surrounding area. It is used by recreational and competitive users, including school swim teams. Staffing is contracted to a nonprofit organization.

The facility is one of the oldest in Redmond's portfolio. It was in deteriorating condition and at risk of closing, but a major investment completed in 2021 gave the facility new life. A $9.3 million investment provided a new roof, new water filtration and HVAC systems, and fully renovated the locker rooms and lobby.

Functional issues include:

- The pool is undersized given its popularity and it is outmoded compared to modern aquatic centers
- Lack of storage for materials and program supplies
- The pool deck has accessibility challenges
- Parking is limited and inefficiently designed

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Summary Recommendations and Project List

Redmond Senior & Community Center

The RSCC will reach the midpoint of a typical 55-year service life beyond the 2050 planning horizon. No major projects are planned for this facility.

Redmond Community Center at Marymoor Village

Assuming City ownership of the property, a major renovation is recommended to improve its functionality. The building requires upgrades to various systems and equipment to better serve recreation programs.

The scope of renovations may include:

- Audio/video technology upgrades
- Enlarged common spaces
- Increased program storage
- Removal of kitchen facility
- Consolidation of teen programming (if remaining at this location)
- Adding an emergency generator

Assuming City ownership of the property, as it approaches the end of its service life a reinvestment study is recommended to evaluate the best use and design of the facility and its property for continuing to meet recreation program needs of a growing population. The property is large and could host a variety of additional indoor and outdoor recreation programs in either an expanded building, a second building, a new building that replaces and expands on the existing functionality, or other configurations.

Old Fire House Teen Center

A separate planning process is underway to determine the future of the facility.

Redmond Pool

Even with recent investments, the pool building is far beyond its expected service life of 30 years. In the long-term the City should study options to replace this facility and meet the increasing demand for pool access.

Options to evaluate may include:

- Rebuilding a modest community-focused aquatic center in the same location, leaving additional demand for services to be met by other agencies or the private market
- Rebuilding a larger and more modern aquatic center at the same location
- Building a larger and more modern aquatic center in a more central location
- Replacing the facility and adding a second aquatic center in another location, such as the Marymoor or Overlake growth centers (ideally co-located with a community center)

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- Partnering with a neighboring city or school district on a jointly funded and owned regional aquatic center
- Partnering with a private/nonprofit partner to develop a second aquatic center
- Operating a single pool and leaving additional demand to the private market

Overlake Community Center

As noted in Section 1.2 – Facility Planning Principles, the neighborhood is underserved for a community center with indoor recreation. The Redmond 2050 Comprehensive Plan and its Overlake Neighborhood Plan Addendum, along with the Redmond Parks, Arts, Recreation, Culture & Conservation (PARCC) Plan elaborate on this need and say, "The new center could be a stand-alone facility or a partnership with a developer or another jurisdiction, and it should include amenities such as a gymnasium, fitness rooms, community meeting rooms, a general social living room area."

The City has preliminarily identified a potential site at Redmond Technology Station, known as the "remainder parcel", that is at the corner of 156th Avenue NE and NE 36th Street. The 1.6 acre parcel is currently owned by Sound Transit and Microsoft has the first right of refusal since the site was originally owned by Microsoft before it was acquired for light rail construction. The City has considered concepts for a vertical mixed-use facility at this location, potentially including a community center co-located with a replacement of Fire Station 12 and a police facility. Should this "remainder parcel" prove unavailable, there are other potential sites in the area owned by Microsoft and other private landowners.

The rough estimate of area needed for this facility is between 40,000 and 60,000 square feet, to be refined during design. The required land area will vary, but for planning purposes, a stand-alone, two-story, 40,000-60,000 square foot community center would likely require a site of between 0.75-2 acres, depending on the number of stories, parking configuration and structure, the extent of outdoor recreation features, etc.

Given limited available land, opportunities to include this facility in a multi-story private mixed-use development should be explored. A community center in a mixed-use building (e.g. with residential and/or commercial space) may limit its potential size or require multiple projects to offer the quantity and variety of desired recreational programming. According to the Redmond PARCC plan, *"...the City should be flexible and creative in its approach to provide indoor recreation space that is open to the public. Development incentives for new mixed used buildings to provide indoor meeting space, black box theaters, or other recreation space that is open to the public should be pursued."*

Redmond Zoning Code 21.55.1000 provides a private development incentive for inclusion of a "community center or library (20,000 sq. ft. minimum)" in Overlake.

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Project List

For notes on project lists, see Section 4.3.

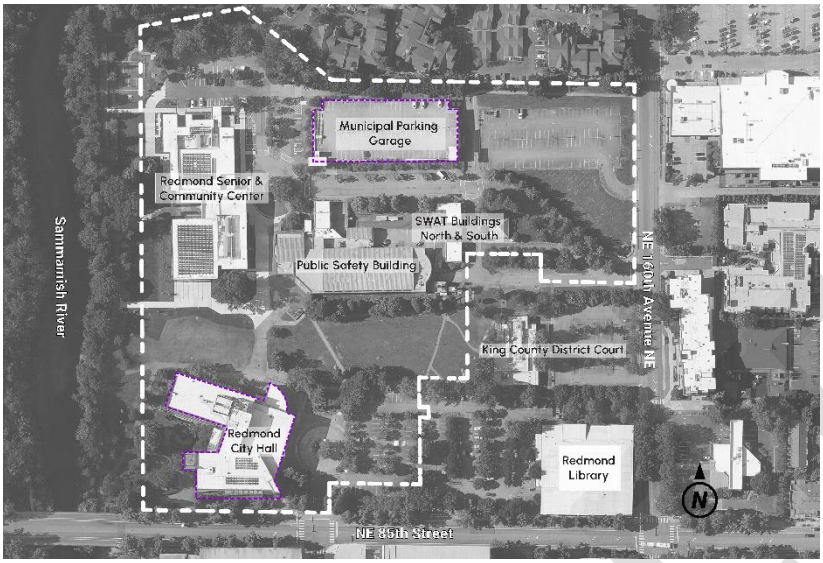
TIMEFRAME	PROJECT	ROM COST	NOTES
2025-2026	RCCMV property acquisition	$18.5M	Cost from City staff
2027-2032	RCCMV reinvestment study	$0.5M	Cost from MAKERS
2027-2032	RCCMV renovations	$8.6M	To be refined pending results of reinvestment study. Cost from MAKERS and ACC OR.
2027-2032	Old Fire House Teen Center project	TBD	Not estimated; a separate planning process underway will provide recommendations.
2027-2032	Routine maintenance		Costs from 2023 FCA. Excludes OFHTC.
	Observed deficiencies	$3.8M	Total cost of 2023-2028 OD
	Predicted renewals	$8.7M	Total cost of 2029-2032 PR
	Opportunity projects	$4.3M	50% of total cost of OP
	New RSCC estimate	$2.9M	Based on a percentage of building construction cost per year. Cost from City.
2033-2040	Overlake community center land acquisition	$6-16M	Cost from MAKERS analysis of King County real estate assessed values and sales data for 0.75 - 2 acres.
2033-2040	Pool replacement study	$0.5M	Cost from MAKERS
2033-2040	Routine maintenance		Costs from 2023 FCA. Excludes OFHTC.
	Predicted renewals	$16.5M	Total cost of 2033-2040 PR
	Opportunity projects	$4.3M	50% of total cost of OP
	New RSCC estimate	$7.8M	Based on a percentage of building construction cost per year. Cost from City.
2041-2050	Overlake community center construction	$52-81M	Cost range for 40,000 - 60,000 square feet building and 0.75 - 2 acre site development. Costs from MAKERS and ACC. Maintenance costs assume 2046 opening.
2041-2050	Routine maintenance		Costs from 2023 FCA. Excludes OFHTC.
	Predicted renewals	$2.2M	Total cost of 2041-2042 PR
	Existing facilities 2043+	$5.2M	Based on a percentage of CRV per year.
	New RSCC and OCC estimate	$17.7M	Based on a percentage of building construction cost per year. Costs from City, MAKERS, and ACC.
2051+	Pool replacement	TBD	Not estimated
2051+	RCCMV reinvestment	TBD	Not estimated

The project lists use the following abbreviations:

FCA = 2023 Facility Conditions Assessment
OD = observed deficiency
PR = predicted renewal
OP = opportunity project
CRV = current replacement value
CIP = Capital Investment Program
ROM = rough order of magnitude
M = million dollars
OFHTC = Old Fire House Teen Center
RSCC = Redmond Senior & Community Center
RCCMV = Redmond Community Center at Marymoor Village
OCC = Overlake Community Center

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3.6 – Administration



Location of Administration facilities on the municipal campus



Administration Fast Facts

2 facilities
239,027 gross square feet
284 staff at City Hall

Administration facilities are those not covered by other functional areas. Administration represents a large share of City staff and functions, including elected officials, finance, human resources, information technology, development services, economic development, and environmental sustainability. It also represents some administrative components of functional areas including Fire, Maintenance & Operations, and Parks.

Capital Facility Element policy CF-6 establishes this level of service for general government facilities:

- *Facilities that are safe and meet all applicable health, safety, and accessibility standards.*
- *Facilities that are properly sized, designed for their intended purpose, and evolve to meet future demands, such as population growth, expanded infrastructure, and changes in regulatory requirements.*
- *Critical facilities are built or upgraded to standards that increase the likelihood that vital services continue in the event of a disaster.*
- *Constructed to support the equitable provision and use of facilities for all users.*

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Key Findings

City Hall

15670 NE 85th St, Redmond, WA 98052



City Hall is the primary facility for Administration, housing most city department offices, City Council chambers, and several public-facing uses such as conference rooms and a customer service center used for permitting, business licenses, and bill payment. The building includes the primary emergency operations center and features an emergency generator. All departments except Police have a staff presence at City Hall. City Hall is one of several buildings on the Redmond municipal campus.

City Hall and the Municipal Parking Garage were built for the City by Wright Runstad in a public-private partnership. Ownership was transferred to the City in 2013. Building management is contracted to CBRE.

A renovation of City Hall's ground floor addressed security concerns and added a ground floor customer service center and meeting spaces. A reorganization of office space and workgroups was completed in 2025 to improve adjacencies and recapture some underutilized areas on all floors.

Functional issues include:

- City Hall is underutilized due to hybrid/remote work policies
- Space on most floors of City Hall could be used more efficiently, e.g. smaller cubicles and less dedicated desks with more emphasis on hoteling or desk sharing
- The HVAC system is at midlife and has balancing issues
- City Hall is far removed from the Overlake growth center, which limits face-to-face public access to City customer service for residents of a large and growing neighborhood

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Municipal Parking Garage

8711 160th Ave NE, Redmond, WA 98052



This four-story facility is for municipal campus visitors, City staff personal vehicles, and some City fleet vehicles. It has 314 parking spaces. With the opening of the RSCC the first level of the garage is reserved for RSCC visitors and levels 2-4 are reserved for City use.

No notable functional issues were observed.

Summary Recommendations and Project List

City Hall

There may be space available to host administrative staff from other facilities when those facilities are being renovated or under construction.

This facility will be due for lifecycle renovations during the planning period. No other major projects are planned for this facility.

Municipal Parking Garage

This facility will be due for lifecycle renovations during the planning period. No other major projects are planned for this facility.

Overlake Administrative Annex

An Administration and customer service presence has long been targeted for the Overlake growth center, and as noted in Section 1.2 – Facility Planning Principles the neighborhood is underserved. To meet this need in the near-term the City is planning to purchase a commercial condominium at an affordable housing development adjacent to the Overlake Village Station. This space is anticipated to open in 2028.

Should the City require additional or larger space in the area, co-location of Administration functions with another facility investment in Overlake (such as a community center) could be considered.

Project List

For notes on project lists, see Section 4.3.

TIMEFRAME	PROJECT	ROM COST	NOTES
2025-2026	City Hall workspace remodel	$0.3M	Cost from Current CIP 2025-2030
2025-2026	City Hall pond refurbishment	$0.3M	Cost from Current CIP 2025-2030
2025-2026	EV charging stations at Municipal Parking Garage	$0.8M	Cost from Current CIP 2025-2030
2025-2026	Overlake administrative annex space purchase	$0.6M	1,600 square feet commercial condominium. Cost from Current CIP 2025-2030.
2027-2032	Routine maintenance		Costs from 2023 FCA
	Observed deficiencies	$2.8M	Total cost of 2023-2028 OD
	Predicted renewals	$2.3M	Total cost of 2029-2032 PR
	Opportunity projects	$15.3M	50% of total cost of OP
2033-2040	City Hall lifecycle renovation	$16.7M	Total cost of PR and 50% of total cost of OP for 2033-2040
2033-2040	Routine maintenance		Costs from 2023 FCA
	Predicted renewals	$1.7M	Total cost of 2033-2040 PR. Municipal Parking Garage only.
	Opportunity projects	$0.4M	50% of total cost of OP. Municipal Parking Garage only.
2041-2050	Routine maintenance		Costs from 2023 FCA
	Predicted renewals	$0.9M	Total cost of 2041-2042 PR
	Existing facilities 2043+	$20.4M	Based on a percentage of CRV per year

The project lists use the following abbreviations:

FCA = 2023 Facility Conditions Assessment
OD = observed deficiency
PR = predicted renewal
OP = opportunity project
CRV = current replacement value
CIP = Capital Investment Program
ROM = rough order of magnitude
M = million dollars
EV = electric vehicle

3.7 – Municipal Campus Considerations

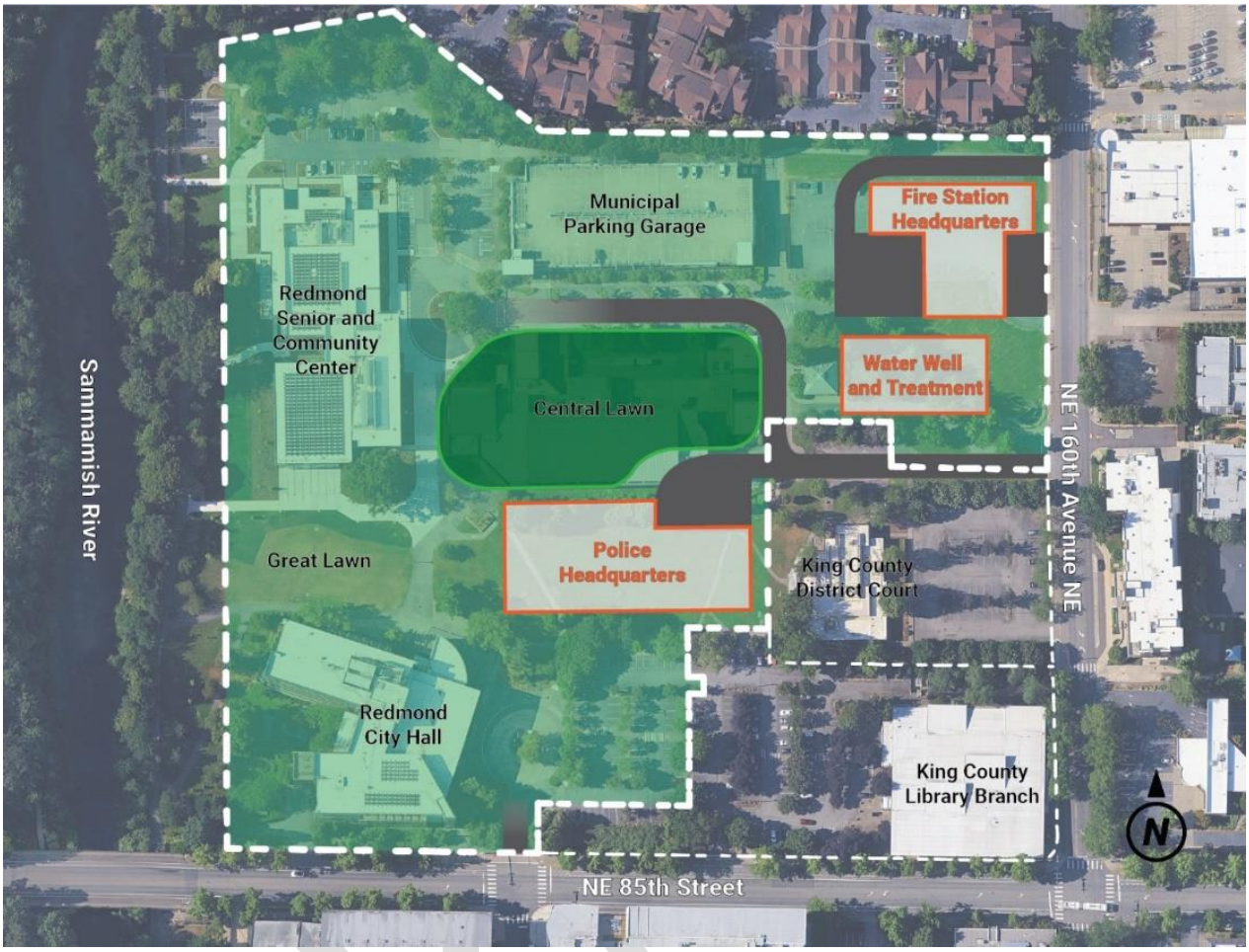
Several capital investment decisions and CFP recommendations relate to use and development of the Redmond municipal campus, particularly for Police and Fire. Careful planning of the campus is necessary because it is one of the City's few large landholdings available for general government facilities needs and acquiring additional land is time-consuming and costly.

A facilities-driven master plan process for the municipal campus is recommended to make decisions about the future use and development of the campus. The master plan would address these key issues through 2050:

- Being a potential location for Fire Station 11 replacement, or a location for a temporary station while the existing FS 11 facility is renovated or redeveloped
- Being a likely location for replacement of the Public Safety Building
- Planned expansion of Well No. 4 capacity and new water treatment facilities
- Potential development of a new regional stormwater management facility
- Some open space on the campus is used for recreation and community events

While a campus master plan typically includes many components such as transportation, open space, and public benefits, such a master plan would need to be driven by general government facilities requirements due to Redmond's public safety needs and limited public landholdings.

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Illustrative concept for a potential municipal campus vision

Access is an important consideration for public safety facilities. If Fire Station 11 is replaced on the campus, the apparatus bay ideally has immediate access to the street network to minimize response times in its coverage area. The most available street frontage on the campus is 160th Avenue NE on the east side of the campus. If the Public Safety Building is rebuilt on the campus, close access to the street network is less critical because officers are on patrol in their vehicles throughout the city.

Well No. 4

Redmond Public Works operates Well No. 4 on the east side of the municipal campus to provide critical freshwater supplies for the city. The well is contained within a small utility structure next to the Public Safety Building. Physical and legal (water rights) challenges around water wells mean Well No. 4 will most likely remain in its current location.

As of 2025, the well is temporarily offline while water quality and production issues are evaluated. Public Works is assessing the need to potential build a second well on the campus, provide new treatment for per- and polyfluoroalkyl chemicals (PFAS, commonly

referred to as “forever chemicals”), and provide new greensand filtration for removing iron, manganese, hydrogen sulfide, and arsenic.

Combined, these new water facilities may require up to 25,000 square feet of site area, or more than half an acre. If these facilities are consolidated and if campus access to 160th Ave NE is reconfigured, these new facilities can be accommodated in campus open spaces south or east of Well No. 4.

Stormwater Management

Public Works has preliminarily identified the need for a regional stormwater management facility in the vicinity of the municipal campus. No further details are available at the time of this writing. The concept needs to be further scoped before implications for general government facilities planning can be evaluated. Alternatives for underground facilities and locations off the campus are recommended for evaluation.

Open Spaces/Lawns

The “Great Lawn” between City Hall and the Redmond Senior & Community Center is frequently used for community events and likely needs to be preserved. Enhancing public use areas and open spaces should be a goal of the master planning process.

Opportunity Projects

The 2023 Facility Condition Assessment identified several major opportunity projects for the campus that could be further assessed by a master planning effort:

- Flood risk planning and mitigation. This includes a resiliency study and potential for modest flood mitigation at the current site, such as a flood wall and diesel-engine-powered high-capacity flood pumps, to protect mission-critical facilities.
- Installation of a ground-source heat pump system for multiple buildings, reducing natural gas use and carbon footprint. This could also support a “district energy” approach with shared resources between on-campus and off-campus properties for economy of scale.
- Installing a new vehicle fuel island to reduce fleet vehicle travel time and wear-and-tear to the MOC
- Installing covered pedestrian walkways between buildings on the campus, to improve pedestrian comfort during inclement weather
- Installing a “blue light” security system and lighting improvements to improve safety for visitors and staff

Expansion Opportunities and Partnerships

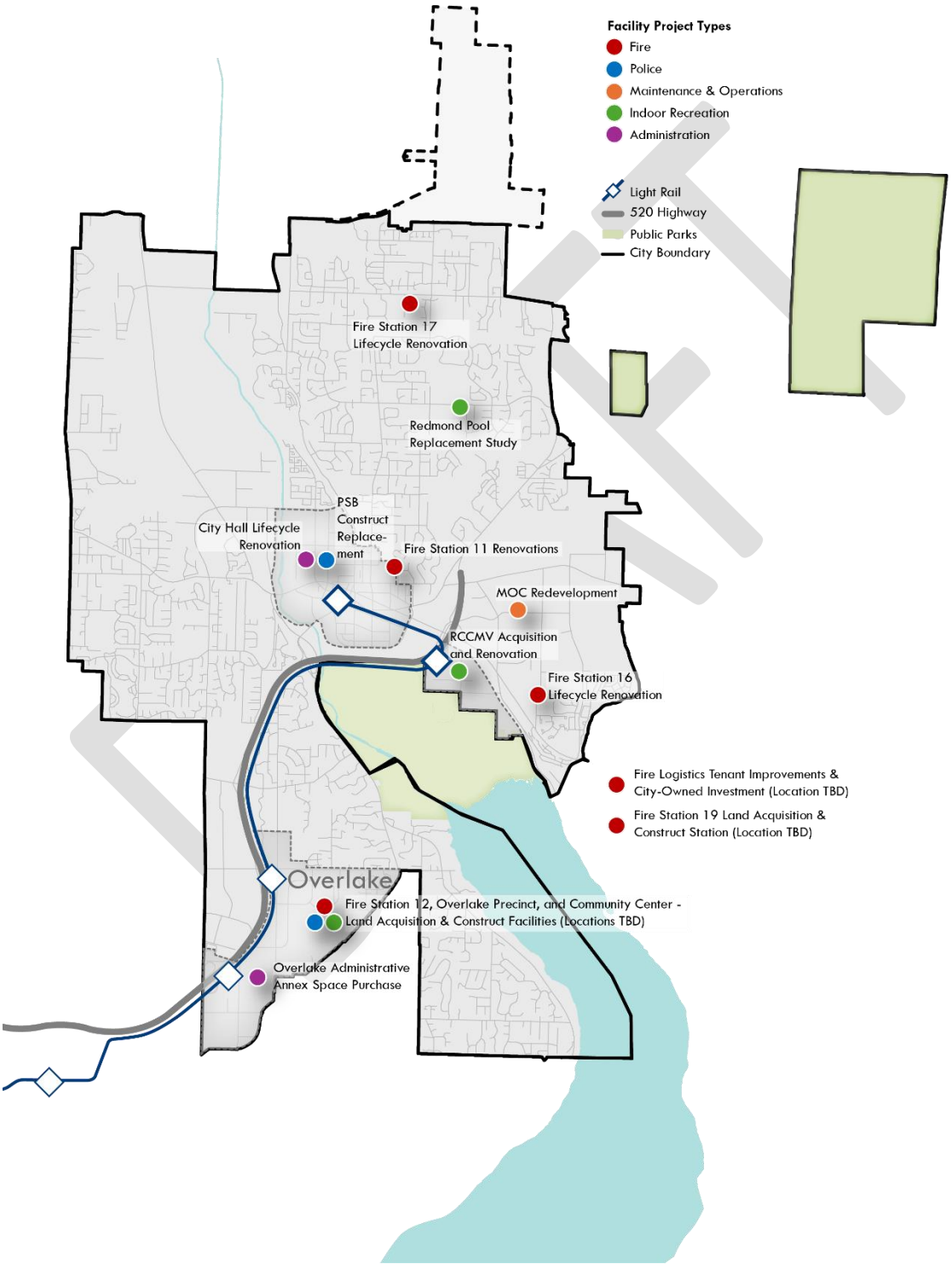
A related issue is opportunities to expand the campus or partner with other agency users. As planning gets underway for reinvestment in Fire Station 11 and the Public Safety Building in the 2030’s, the City of Redmond should collaborate with King County to discuss plans related to the District Court and the Redmond Library, and explore opportunities to

partner to address facilities issues, improve the campus as a whole, and better serve the community. Public agency partnerships may offer unique tools for campus expansion that are not available with private land, such as free or discounted sales and land swaps. Redevelopment and infill opportunities at adjacent private properties should also be understood and considered, such as at the shopping center east of the campus.

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4 – Capital Investment Strategy

The map below illustrates the locations of major capital investments reommended for Redmond's general government facilities from 2027 to 2050. Investments with unknown locations are noted as such.



4.1 – Introduction

This section summarizes the recommendations by timeframe:

- **Near-term:** This represents the current budget biennium 2025-2026 and the next CIP interval 2027-2032 (6 calendar years)
- **Medium-term:** 2033-2040 (8 calendar years)
- **Long-term:** 2041-2050 (10 calendar years)
- **Beyond 2050**

4.2 – Prioritization Criteria

In addition to the adopted prioritization criteria in Redmond's Capital Investment Strategy the CFP recommends these criteria for major capital projects and routine maintenance. Funding strategies and target implementation dates will be refined by City leadership.

Major Capital Projects

Implementation of major capital projects should be prioritized based on timeframe and criticality:

1. Immediate and near-term projects that are currently underway or in the current budget biennium and the next CIP interval 2027-2032

2. Medium-term projects and projects identified as most critical based on the facility rankings in Section 2.3

3. Long-term projects and other non-urgent projects that support long-term population growth

Routine Maintenance

Low, medium, and high priorities for maintenance at existing buildings are identified in the 2023 Facilities Condition Assessment. These priorities should be factored into routine maintenance planning and budgeting.

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4.3 – Cost Estimates Overview

In this section, sources for costs are provided in the notes column of each project list. Some costs have a low-to-high range when the size of land acquisitions and new facilities is yet to be determined, and some costs are not provided where they are not yet available.

Hard costs for construction and renovation projects of new non-Fire facilities are based on historical projects from within the last 10 years (from the publication *RSMeans Historical Cost Index*), adjusted to 2025 dollars, and adjusted for location. Police facility hard costs also include an essential facilities markup of 15-20%. Additional markups include a 40% soft cost markup and a 20% planning contingency markup for non-Fire projects, and a 30% soft cost markup for Fire projects.

Cost escalation is factored as follows:

- Capital construction and renovation projects are in 2025 dollars
- Routine maintenance for observed deficiencies, predicted renewals, and opportunities from the 2023 Facilities Conditions Assessment are based on 2023 dollars escalated at 3% per year for two years to 2025
- Estimated routine maintenance needs for 2043+ at existing facilities included in the FCA are based on the current replacement value reported in 2023 escalated at 3% per year for two years to 2025
- Estimated routine maintenance needs for new facilities not included in the FCA do not have escalation and are based on construction costs for new buildings provided by the City or developed by MAKERS and ACC, with the exception of the RSCC which is escalated at 3% per year for one year to 2025

The costs of routine maintenance are provided in this CFP, drawing from the observed deficiencies, planned renewals, and opportunity projects documented in the 2023 Facility Conditions Assessment and major maintenance already planned in the Capital Investment Program. Observed deficiencies for current to 2032 include maintenance projects with budget dates back to 2023 because those observed deficiencies have not yet been addressed as of this writing Opportunity costs, where implemented, are evenly split between the 2027-2032 and 2033-2040 timeframes.

The FCA is limited in scope to facilities existing in 2023 and has a time horizon extending only to 2042. Therefore, MAKERS has provided additional maintenance cost estimates for new buildings and extended cost estimates for existing buildings in 2043-2050. The estimates generally use the industry best practice of funding annual maintenance at a level equal to 3% of facility Current Replacement Value ("Committing to the Cost of Ownership: Maintenance and Repair of Public Buildings", Committee on Advanced Maintenance Concepts for Buildings Research Board and Commission on Engineering and Technical Systems National Research Council, 1990). The calculation is adjusted for newer facilities as follows:

- First timeframe of facility life: 1% CRV

- Second timeframe of facility life: 2% CRV
- Third timeframe of facility life and beyond: 3% CRV

Where CRV is not available for new facilities, the known or estimated construction cost of new buildings is used (excluding site development costs).

The project lists use the following abbreviations:

FCA = 2023 Facility Conditions Assessment
OD = observed deficiency
PR = predicted renewal
OP = opportunity project
CRV = current replacement value
CIP = Capital Investment Program
ROM = rough order of magnitude
M = million dollars
FS = Fire Station
OFHTC = Old Fire House Teen Center
FD 34 = Fire District 34
PSB = Public Safety Building
MOC = Maintenance & Operations Center
RSCC = Redmond Senior & Community Center
RCCMV = Redmond Community Center at Marymoor Village
OCC = Overlake Community Center
ADA = Americans with Disabilities Act
EV = electric vehicle
LED = light emitting diode

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4.4 – Near-Term Actions (2025-2032)

The key areas of focus in this timeframe are:

- Citywide upgrades in energy efficiency and accessibility
- Redevelopment of the MOC
- Acquisition and renovation of the RCCMV
- Planning for the renovation or replacement of Fire Station 11
- Systems upgrades and modernization at multiple fire stations
- Tenant improvements at a leased warehouse for a Fire logistics facility
- Land acquisition in Overlake for a police precinct
- Purchasing office space in Overlake for an administrative annex

TIMEFRAME	PROJECT	ROM COST	NOTES
CITYWIDE			
2025-2026	Sustainability Building Automation (Energy Management System) - Heating, Ventilation, and Air Conditioning Controls	$0.5M	Cost from Current CIP 2025-2030
2025-2026	Sustainability LED Lighting Building Retrofit	$0.9M	Cost from Current CIP 2025-2030
2025-2026	EV charging stations	$0.1M	Cost from Current CIP 2025-2030
2025-2026	ADA Facilities Improvements	$2.1M	Cost from Current CIP 2025-2030 (multiple line items)
2025-2026	Small capital projects	$0.3M	Cost from Current CIP 2025-2030
2025-2026	Municipal Buildings Renovations, Maintenance and Repairs	$1.5M	Cost from Current CIP 2025-2030
FIRE			
2025-2026	EV charging stations at fire stations	$0.9M	FS 11 and FS 12. Cost from Fire Functional Plan.
2025-2026	Personal protective equipment storage upgrades	$0.3M	Cost from Current CIP 2025-2030
2025-2026	FS 11 repairs	$5.0M	Cost from Fire Functional Plan. Total cost of 2023-2028 OD and partial cost of 2029-2032 PR.
2025-2026	FS 17 interior buildout and admin relief	$0.4M	Cost from Fire Functional Plan
2025-2026	FS 17 siding replacement	$1.2M	Cost from Current CIP 2025-2030

TIMEFRAME	PROJECT	ROM COST	NOTES
2027-2032	Diesel exhaust upgrades	$0.5M	Multiple stations. Cost from Fire Functional Plan.
2027-2032	Emergency generator upgrades	$0.5M	Multiple stations. Cost from Fire Functional Plan.
2027-2032	FS 11 partial remodel (apparatus bay expansion)	$1.6M	Cost from Fire Functional Plan
2027-2032	FS 11 renovation and replacement study	$0.4M	Cost from Fire Functional Plan
2027-2032	FS 11 renovation or replacement	$15.0M	Cost from Fire Functional Plan for renovation. Project type decision is pending study results.
2027-2032	Logistics - Tenant improvements to leased warehouse	$0.6M	Cost from Fire Functional Plan
2027-2032	Logistics - City-owned investment	$5.0M	New facility or shared storage at MOC. Cost from Fire Functional Plan.
2027-2032	Routine maintenance		Costs from 2023 FCA. Excludes FD 34.
2027-2032	Observed deficiencies	$4.0M	Total cost of 2023-2028 OD. Excludes FS 11.
2027-2032	Predicted renewals	$4.3M	Total cost of 2029-2032 PR. Partial exclusion of FS 11.
2027-2032	Opportunity projects	$1.4M	50% of total cost of OP. Excludes FS 11 and 12.
POLICE			
2025-2026	PSB Phase 2 mechanical and electrical improvements	$3.9M	Cost from Current CIP 2025-2030
2027-2032	Overlake Precinct land acquisition	$6-8M	Cost from MAKERS analysis of King County real estate assessed values and sales data for 0.75 - 1 acres
2027-2032	Routine maintenance		Costs from 2023 FCA
2027-2032	Observed deficiencies	$3.6M	50% of total cost of 2023-2028 OD
2027-2032	Predicted renewals	$8.2M	50% of total cost of 2029-2032 PR
2027-2032	Opportunity projects	$0.0M	0% of total cost of OP
MAINTENANCE & OPERATIONS			
2025-2026	MOC redevelopment	$26.8M	Cost from Current CIP 2025-2030
2027-2032	MOC redevelopment	$198.2M	Total cost from City minus current CIP allocation. Maintenance assumes 2030 opening.
2027-2032	Routine maintenance - New MOC	$3.1M	Based on a percentage of building construction cost per year. Cost from CIP and Master Plan.

TIMEFRAME	PROJECT	ROM COST	NOTES
INDOOR RECREATION			
2025-2026	RCCMV property acquisition	$18.5M	Cost from City staff
2027-2032	RCCMV reinvestment study	$0.5M	Cost from MAKERS
2027-2032	RCCMV renovations	$8.6M	To be refined pending results of reinvestment study. Cost from MAKERS and ACC OR.
2027-2032	Old Fire House Teen Center project	TBD	Not estimated; a separate planning process underway will provide recommendations.
2027-2032	Routine maintenance		Costs from 2023 FCA. Excludes OFHTC.
2027-2032	Observed deficiencies	$3.8M	Total cost of 2023-2028 OD
2027-2032	Predicted renewals	$8.7M	Total cost of 2029-2032 PR
2027-2032	Opportunity projects	$4.3M	50% of total cost of OP
2027-2032	New RSCC estimate	$2.9M	Based on a percentage of building construction cost per year. Cost from City.
ADMINISTRATION			
2025-2026	City Hall workspace remodel	$0.3M	Cost from Current CIP 2025-2030
2025-2026	City Hall pond refurbishment	$0.3M	Cost from Current CIP 2025-2030
2025-2026	EV charging stations at Municipal Parking Garage	$0.8M	Cost from Current CIP 2025-2030
2025-2026	Overlake administrative annex space purchase	$0.6M	1,600 square feet commercial condominium. Cost from Current CIP 2025-2030.
2027-2032	Routine maintenance		Costs from 2023 FCA
2027-2032	Observed deficiencies	$2.8M	Total cost of 2023-2028 OD
2027-2032	Predicted renewals	$2.3M	Total cost of 2029-2032 PR
2027-2032	Opportunity projects	$15.3M	50% of total cost of OP

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4.5 – Medium-Term Actions (2033-2040)

The key areas of focus in this timeframe are:

- Replacing or renovating Fire Station 11, and replacing Fire Station 12
- Replacing the Public Safety Building
- Land acquisition in Overlake for a community center
- Planning to replace the Pool
- City Hall lifecycle renovation

TIMEFRAME	PROJECT	ROM COST	NOTES
FIRE			
2033-2040	FS 12 land acquisition	$10.0M	Cost from Fire Functional Plan (1.25 acre minimum)
2033-2040	FS 12 construct replacement	$30.0M	Cost from Fire Functional Plan (20,000 square feet minimum). Maintenance costs assume 2036 opening.
2033-2040	FS 12 old property sale or lease	TBD	Not estimated
2033-2040	Routine maintenance		Costs from 2023 FCA. Excludes FD 34.
2033-2040	Predicted renewals	$6.4M	Total cost of 2033-2040 PR. Excludes FS 11 and 12.
2033-2040	Opportunity projects	$1.4M	50% of total cost of OP. Excludes FS 11 and 12.
2033-2040	New FS 11 and 12 estimate	$2.6M	Based on a percentage of building construction cost per year. Costs from Fire Functional Plan.
POLICE			
2033-2040	PSB construct replacement	$100-110M	Cost range for 51,000 - 59,000 square feet staffed area plus 66,000 square feet secure parking. Costs from MAKERS and ACC. Maintenance costs assume 2039 opening.
2033-2040	Routine maintenance		Costs from 2023 FCA
2033-2040	Predicted renewals	$0.0M	0% of total cost of 2033-2040 PR
2033-2040	Opportunity projects	$0.0M	0% of total cost of OP
2033-2040	New PSB estimate	$2.0M	Based on a percentage of building construction cost per year. Costs from MAKERS and ACC.
MAINTENANCE & OPERATIONS			
2033-2040	Routine maintenance - New MOC	$25.0M	Based on a percentage of building construction cost per year. Cost from CIP and Master Plan.

TIMEFRAME	PROJECT	ROM COST	NOTES
INDOOR RECREATION			
2033-2040	Overlake community center land acquisition	$6-16M	Cost from MAKERS analysis of King County real estate assessed values and sales data for 0.75 - 2 acres
2033-2040	Pool replacement study	$0.5M	Cost from MAKERS
2033-2040	Routine maintenance		Costs from 2023 FCA. Excludes OFHTC.
2033-2040	Predicted renewals	$16.5M	Total cost of 2033-2040 PR
2033-2040	Opportunity projects	$4.3M	50% of total cost of OP
2033-2040	New RSCC estimate	$7.8M	Based on a percentage of building construction cost per year. Cost from City.
ADMINISTRATION			
2033-2040	City Hall lifecycle renovation	$16.7M	Total cost of PR and 50% of total cost of OP for 2033-2040
2033-2040	Routine maintenance		Costs from 2023 FCA
2033-2040	Predicted renewals	$1.7M	Total cost of 2033-2040 PR. Municipal parking garage only.
2033-2040	Opportunity projects	$0.4M	50% of total cost of OP. Municipal parking garage only.

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4.6 – Long-Term Actions (2041-2050)

The key areas of focus in this timeframe are:

- Constructing a police precinct in Overlake
- Constructing a community center in Overlake

TIMEFRAME	PROJECT	ROM COST	NOTES
FIRE			
2041-2050	FS 16 lifecycle renovation	$12.0M	Cost from Fire Functional Plan
	Apparatus Maintenance Facility lifecycle renovation	TBD	Not estimated
2041-2050	Routine maintenance		Costs from 2023 FCA. Excludes FD 34.
2041-2050	Predicted renewals	$0.5M	Total cost of 2041-2042 PR
2041-2050	Existing facilities 2043+	$3.9M	Based on a percentage of CRV per year.
2041-2050	New FS 11 and 12 estimate	$13.0M	Based on a percentage of building construction cost per year. Cost from Fire Functional Plan.
POLICE			
2041-2050	Overlake Precinct construction	$31-38M	Cost range for 20,000 - 25,000 square feet building and 0.75 - 1 acre site development. Costs from MAKERS and ACC. Maintenance costs assume 2044 opening.
2041-2050	Routine maintenance		Costs from 2023 FCA
2041-2050	New PSB and Overlake Precinct estimate	$12.2M	Based on a percentage of building construction cost per year. Costs from MAKERS and ACC.
MAINTENANCE & OPERATIONS			
2041-2050	Routine maintenance - New MOC	$46.9M	Based on a percentage of building construction cost per year. Cost from CIP and Master Plan.
INDOOR RECRETATION			
2041-2050	Overlake community center construction	$52-81M	Cost range for 40,000 - 60,000 square feet building and 0.75 - 2 acre site development. Costs from MAKERS and ACC. Maintenance costs assume 2046 opening.
2041-2050	Routine maintenance		Costs from 2023 FCA. Excludes OFHTC.
2041-2050	Predicted renewals	$2.2M	Total cost of 2041-2042 PR
2041-2050	Existing facilities 2043+	$5.2M	Based on a percentage of CRV per year.

TIMEFRAME	PROJECT	ROM COST	NOTES
2041-2050	New RSCC and OCC estimate	$17.7M	Based on a percentage of building construction cost per year. Costs from City, MAKERS, and ACC.
ADMINISTRATION			
2041-2050	Routine maintenance		Costs from 2023 FCA
2041-2050	Predicted renewals	$0.9M	Total cost of 2041-2042 PR
2041-2050	Existing facilities 2043+	$20.4M	Based on a percentage of CRV per year.

4.7 – Beyond 2050

The key areas of focus in this timeframe are:

- Replacing Fire Station 11 and constructing Fire Station 19
- Planning for a Fire training facility
- Replacing the Pool
- Reinvesting in the RCCMV

TIMEFRAME	PROJECT	ROM COST	NOTES
FIRE			
2051+	FS 11 replacement acquire land	TBD	Needed if level of service dictates a second station in the Downtown area (FS 19), and FS 11 is replaced in a new location. If FS 11 study recommends earlier replacement, project listing will be revised.
2051+	FS 11 construct replacement	$35M	
2051+	FS 19 acquire land	TBD	Not estimated
2051+	FS 19 construct station	$35M	Cost from Fire Functional Plan
2051+	FS 17 lifecycle renovation	TBD	Not estimated
2051+	Fire training facility	TBD	Not estimated
INDOOR RECREATION			
2051+	Pool construct replacement	TBD	Not estimated
2051+	RCCMV reinvestment	TBD	Not estimated

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CAPITAL FACILITIES PLAN 2050 – GENERAL GOVERNMENT

CITY OF REDMOND
2027 - 2050

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Introduction

Redmond's Capital Facilities Plan 2050 – General Government (CFP) aims to ensure the City of Redmond will have the facilities it needs to serve the community today and into the future. It prioritizes needs and recommends investments in Fire, Police, Maintenance & Operations, Indoor Recreation, and Administration facilities over the next 25 years.

As major facility investments can take years to accomplish and require complex community engagement, design, and funding processes, this CFP sets the framework for the City to plan for needed investments, focus resources, acquire needed property, and leverage partnership opportunities. This Plan supports and implements the vision of the Redmond 2050 Comprehensive Plan and is adopted by Council by reference into the Capital Facilities Element to fulfill Growth Management Act and City requirements for capital facilities planning. This plan also updates and extends the planning horizon of the 2025-2030 Capital Facilities Plan to 2050.

The report is organized into four sections:

- **Planning Context** introduces the regulatory requirements that guide this CFP, Redmond's municipal facilities, and this portfolio-wide assessment
- **Portfolio Overview** covers citywide facility information, the facility condition assessment, facility rankings, and service life information
- **Existing Conditions and Recommendations** covers major issues, facility condition ratings, alternatives evaluation and outcomes where applicable, and recommendations for the functional areas of Fire, Police, Maintenance & Operations, Indoor Recreation, and Administration
- **Capital Investment Strategy** outlines near-term (6 years) and longer-term investment strategies and a feasible plan for implementation. It describes the benefits of implementing the CFP for reducing risk, addressing functional and condition issues, emergency preparedness and resilience, and improving services for underserved communities and geographies.

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1 – Planning Context

1.1 – Capital Facilities Planning Requirements

Implementing the development of capital facilities requires a disciplined and comprehensive planning process, and this is accomplished with functional plans that meet requirements for capital facility planning set forth by the Growth Management Act and are consistent with policies in the Capital Facilities Element.

State Law

The Washington State Growth Management Act (GMA) outlines the framework for capital facilities planning, including general government facilities. See RCW 36.70A and RCW 36.70A.070(3). Consistent with Capital Facilities Element policy CF-3, the City adopts this CFP by reference to ensure compliance with GMA requirements.

The GMA requires inclusion of:

GMA Requirement	CFP Response
An inventory of existing capital facilities owned by public entities, including green infrastructure, showing the locations and capacities of the capital facilities	See Section 2.1
A forecast for the future needs for such capital facilities.	See Section 3
The proposed locations and capacities of expanded or new capital facilities.	See Section 3
At least a six-year plan that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes	The City's current Capital Investment Program (CIP) is the six-year financing plan that fulfills this requirement. Further information for outyears is provided in Sections 1 and 4.
A requirement to reassess the comprehensive plan land use element if probable funding falls short of meeting existing needs and to ensure that the land use element, capital facilities element, and financing plan are coordinated and consistent.	See the Capital Facilities Element policy CF-10

Further guidance is provided by Washington Administrative Code 365-196-415.

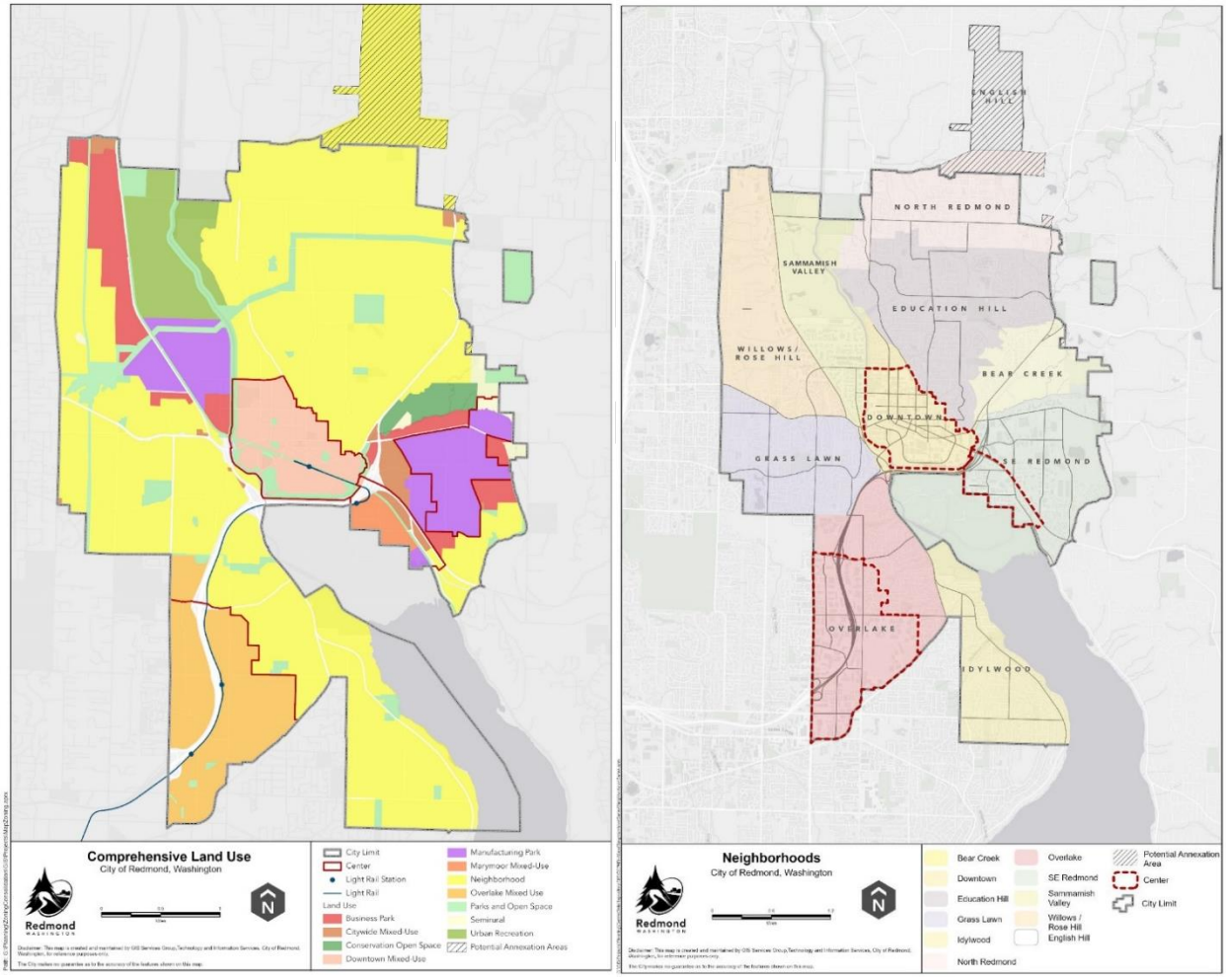
The GMA also requires jurisdictions to have capital facilities in place and readily available when new development occurs, or population grows in a service area. This concept is known as "concurrency", and it means that capital facilities needed to serve new development and/or a growing service area population must be in place at the time of initial need, and they must be of sufficient capacity serve the population. If the facilities are not in place, a financial commitment must be made to provide the facilities within six years

of the time of the initial need and maintain service levels at or above local minimum standards, known as levels-of-service.

Redmond 2050 and the Capital Facilities Element

Redmond 2050 is the city's comprehensive plan with strategies to shape development and advance community priorities as the population grows a projected 47% by 2050, from 80,000 to 118,000. Its guiding principles are equity and inclusion, resiliency, and sustainability.

The future land use map and zoning direct new development, population, and jobs to three mixed-use growth centers served by regional light rail transit: Downtown, Marymoor Village, and Overlake. Other key features of Redmond's geography are two industrial areas northwest and southeast of Downtown, the regional Marymoor Park bordering the north end of Lake Sammamish, and multiple trail corridors. Redmond also has critical areas (environmental features) like streams, wetlands, and steep slopes where development is restricted.



Redmond 2050 future land use map (left) and neighborhoods map (right)



Marymoor Village Station on opening day

Redmond has been transitioning from being a Seattle suburb to a full-service city. As population and jobs grow and service demands increase, facilities that have served the community well for decades will be unable to meet growing needs without timely investments to address deficiencies and accommodate growth.

Redmond 2050 contains a Capital Facilities Element, which includes a facilities vision statement, general inventory, level-of-service standards, and goals and policies that guide financial decisions. It directs the development of the City's capital investment program in support of the community's vision for the future and affects both public agencies and private decisions related to individual developments.

This CFP is a functional plan for municipal facilities that contains more specific information and recommendations. See the Plan Scope in the next section below. The CFP supports and implements the vision of the Redmond 2050 Comprehensive Plan, and is adopted by Council by reference into the Capital Facilities element in order to fulfill Growth Management Act and City requirements noted in Policy CF-2 for capital facilities planning. This plan also updates and extends the planning horizon of the 2025-30 Capital Facilities Plan – General Government Facilities to 2050.

Key Capital Facilities Element and related policies include:

- FW-CF-1 (paraphrased): Optimize strategic actions and investments over near-, mid-, and long-term portions of the Comprehensive Plan's 2050 planning horizon while recognizing the need to retain flexibility to leverage opportunities and respond to changing conditions.
- LU-12: Encourage the provision of needed facilities that serve the community, such as facilities for education, libraries, parks, culture and recreation, human services, police and fire, transportation, and utilities. Ensure that these facilities are located in a manner that is compatible with the City's preferred land use pattern.

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- FW-CR-2: Ensure City services, infrastructure, and community members are resilient to climate impacts.
- CR-10: Account for climate change impacts when planning, siting, designing, specifying building materials, and operating capital facility, utility, and infrastructure projects.
- CR-11: Integrate local climate impact risk assessment findings and climate projections into hazard mitigation planning and other strategic plans.
- CR-12: Factor climate impacts into the planning of operations and coordination of preparedness, response, and recovery activities.
- CR-39: Implement the City of Redmond Operations Zero Carbon Strategy to decarbonize and achieve carbon neutrality for city facilities, operations, and services.

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Policy CF-2 Checklist

Capital Facilities Element policy CF-2 establishes requirements for Redmond's functional plans. The requirements are listed in the table below, alongside an explanation and section reference for how the CFP satisfies each.

CF-2 Requirement	CFP Response
CF-2: Include in functional plans and supporting documents, at a minimum, the following components necessary to maintain an accurate account of long-term capital facility needs and associated costs to the City, and consistency with the Comprehensive Plan and applicable provisions of the Zoning Code:	
A description of the current capital facility infrastructure, including green infrastructure, and the scope and cost of its operation and maintenance;	Descriptions: See the portfolio overview in Section 2.1 Green infrastructure: This is not applicable to the CFP because the GMA defines "green infrastructure" as non-building assets such as outdoor parks, tree canopy, and stormwater management practices. This type of green infrastructure is addressed by the City's parks plans, stormwater utility plans, and the Environmental Sustainability Action Plan. Some sustainability features of existing facilities are documented in Section 3, and application of the City's principles for decarbonization and sustainability to general government facilities are described in Section 1.2. Scope of operations: See the introductions to functional areas and descriptions of existing facilities in Section 3.1 Cost of maintenance: See the summary of maintenance liabilities in Section 2.2, and the costs of maintenance in the project lists in Sections 3 and 4
A description of current capital facility deficiencies and appropriate strategies to remedy these deficiencies;	Current deficiencies: See the summary of maintenance liabilities in Section 2.2 Deficiency remedies: Generally, most deficiencies and other liabilities will be addressed by funding 100% of the project costs identified by the 2023 Facility Conditions Assessment. See strategy details in the project lists of Sections 3 and 4.
An analysis of capital facilities needed through the year 2050, and preliminary cost estimates to meet those needs;	Capital facilities needed: See qualitative descriptions of facility needs in Section 3. See a list of functional plans that provide additional analysis in Section 1.2. Preliminary cost estimates: See the project lists in Sections 3 and 4

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CF-2 Requirement	CFP Response
An analysis specifying how capital facilities will be financed and maintained;	See Section 1.5
A description of the functional plan's public outreach, participation and review process;	See Section 1.6
Criteria to be used to prioritize projects and inform the Capital Investment Strategy;	See the CFP suggested supplemental criteria to the Capital Investment Strategy in Section 4.2
An analysis of how proposed investments impact underserved communities and geographies;	See Section 1.2
A description of how the plan addresses emergency preparedness and resilience to natural hazards, including climate change impacts;	See Section 1.2
A description of how the functional plan and supporting documents fulfill Growth Management Act requirements; and	See Section 1.1
An analysis indicating that the functional plan, including any subsequent revisions or modifications, is consistent with Comprehensive Plan policies, Zoning Code regulations, and applicable state and federal laws.	Comprehensive Plan policies: This table fulfills the key Comprehensive Plan policy applicable to general government facilities Zoning Code regulations: See Section 1.7 Applicable state and federal laws: See Section 1.1

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1.2 – Facility Planning Principles

The section implements sub-policies of CF-2 related to:

- Decarbonization and sustainability
- Emergency preparedness and resilience to natural hazards
- Underserved communities and geographies

This section also addresses policy CF-6 with regards to the accessibility level-of-standard for general government facilities.

Decarbonization and Sustainability

The following key documents guide the approach to decarbonization and sustainability of Redmond's general government facilities:

- 2024 Portfolio Decarbonization Report
- 2021 City of Redmond Operations Zero Carbon Strategy
- 2020 Environmental Sustainability Action Plan
- 2025 Environmental Sustainability Action Plan (in development)

Building Energy Use and Decarbonization

The City of Redmond has adopted aggressive sustainability goals for city operations through City Council's Climate Emergency Declaration, including a goal of net zero greenhouse gas emissions by 2030. Redmond also participates in the King County-Cities Climate Collaborative (K4C), which share a target to reduce energy use in all existing buildings 25% below 2012 levels by 2030. All new facilities must meet LEED Gold or a similar green building standard.



Mechanical, electrical, and plumbing equipment at the Redmond Pool

The City's energy consumption is expected to increase from more than 10 million kWh annually to approximately 11.4 million kWh by 2030 due to the addition of new infrastructure, reinforcing the need for and importance of energy conservation. Fossil fuels used to heat and cool Redmond's facilities account for nearly 20% of the City's 2022 greenhouse gas emissions. Therefore, the strategic actions relevant to this CFP are focused on energy efficiency retrofits at existing municipal facilities, including transitioning space and water heating to all-electric and adding electric vehicle charging infrastructure for the City's fleet.

The City of Redmond participates in PSE's Green Direct program, which provides carbon-free electricity for approximately 85% of City operations' electricity consumption. Because of the City's participation in Green Direct, emissions from facilities account for about 36% of the City's total 2022 GHG emissions, down from more than 71% in 2020, although this

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still illustrates the need for efficiency to reduce demand on the grid as more buildings are electrified.

In 2024 the City worked with Ecotope to complete a portfolio decarbonization analysis and report. The scope of the analysis included the significant facilities in the portfolio (excluding Redmond Community Center at Marymoor Village, Maintenance & Operations Center, Police's North and South Garage buildings, and the Municipal Parking Garage). The analysis evaluated interrelated variables including energy use and on-site fossil fuel consumption, total greenhouse gas emissions, Washington state's 2019 Clean Buildings Performance Standard (CBPS) compliance requirements, and equipment age and condition of heating, ventilation, and air conditioning (HVAC) systems. These variables were combined into weighted evaluation criteria to identify the degree to which each of these metrics might influence the prioritization of city facility upgrades and the deployment of decarbonization strategies in conjunction with any other maintenance work.

The results of the decarbonization analysis are integrated into a facilities dashboard created with the 2023 Facilities Condition Assessment by Meng Analysis.

Key findings:

- The Redmond Pool is the most energy intensive building in the City's portfolio on a per-square-foot basis. A majority of the building's energy demand is met by electricity.
- Fire stations have high energy use intensity for their size, and their energy demand is mostly met by gas, making them a key opportunity for retrofits
- City Hall has the greatest carbon emissions impact by a large margin, followed by the Redmond Pool, the Public Safety Building, Fire Station 16, and Fire Station 11
- City Hall and the Public Safety Building, being over 50,000 square feet of floor area, are the only facilities subject to CBPS compliance in 2028 and will be required to demonstrate improved energy performance compared to current operation. Other buildings only need to report performance.
- The Redmond Senior & Community Center, opened in 2024, was designed as an energy efficient and all-electric building. Evaluation of its performance is incomplete, but early indicators show it has a very low carbon impact and that it is possible for large buildings to significantly decarbonize.
- Eliminating on-site natural gas consumption, replacing gas-powered space heating and cooling equipment with electric heat pumps, and upgrading aging HVAC systems are common strategies recommended across the facilities portfolio



The Redmond Senior & Community Center is an all-electric building

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- Demand on the regional electric grid is increasing significantly as other jurisdictions and property owners seek to decarbonize. Redmond is partnering with Bellevue on a regional study of the issue. Case-by-case investigation of electrical capacity will be needed at each facility to inform retrofits' scope, especially as electric vehicle charging is added.

Relevant to the subsection on emergency preparedness, some Redmond facilities include on-site emergency generators to provide backup power (including all fire stations, the Public Safety Building, and City Hall). To maintain readiness, generators must be turned on weekly for about 30 minutes, which can represent a significant amount of combustion emissions beyond those generated by regular building operation. Generator use is not fully included in the decarbonization analysis but is included in the City's biannual greenhouse gas emissions inventory.

Maintenance projects can contribute to decarbonization goals by identifying and prioritizing maintenance and equipment replacement strategies that reduce building carbon impacts. In many cases, it is more efficient and cost-effective to bundle building upgrades together to reduce mobilization costs. In general, the work to decarbonize facilities are integrated into the recommended maintenance projects categorized as observed deficiencies, predicted renewals, and opportunity projects in the FCA. The project lists in Section 3 and 4 of this CFP group these projects under "routine maintenance" headings.

Other Sustainability Measures

Besides energy use for building heating/cooling, sustainability documents from the City report that facility operations can be improved with the following key strategies related to water, solid waste, and transportation:

- Convert building lighting to efficient light emitting diode (LED) technology
- Consider opportunities to add on-site renewable energy generation to existing and new facilities, especially solar power
- Commit to integrating durable, climate-resilient materials with low-embodied carbon when designing and constructing new facilities
- Consider opportunities to capture rainwater, reuse water, reduce impervious surface area, and improve stormwater management
- Consider opportunities to protect and expand tree canopy coverage during major facility investments
- Reduce City operations-generated solid waste and divert more waste from the landfill with recycling and composting
- Locate new facilities on location-efficient sites with robust transportation options for staff commuting and the visiting public, including connections to quality transit and safe walking and biking routes
- Transition the City's fleet to electric vehicles where models are available and are operationally feasible

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In the current Capital Investment Program (CIP), $1.3M is set aside for citywide sustainability improvements including automation of HVAC controls and converting to LED lighting, and is $1.7M is provided for electric vehicle charging equipment at the Municipal Parking Garage, Fire Station 11, and Fire Station 12. Moving forward, the City intends to incorporate sustainability improvements in all major projects for general government facilities and to conduct a climate vulnerability assessment as part of the design phase of new facility construction.

Emergency Preparedness and Resilience to Natural Hazards

The following key documents guide the approach to emergency preparedness and resilience to natural hazards for Redmond's general government facilities:

- 2023 Comprehensive Emergency Management Plan
- 2022 Climate Vulnerability Assessment Report
- 2020-2025 King County Regional Hazard Mitigation Plan: City of Redmond Annex

Summary of Hazards

The City of Redmond is dedicated to protecting the lives, property, and environment of its residents through preparedness, response, recovery, and mitigation activities. Redmond's facilities must provide continuity of operations to support the community. In the context of the CFP, emergency preparedness and resilience to natural hazards involves potential risks from incidents like large earthquakes, flooding, major urban fires, wildfires, extreme heat, winter storms, power outages, utility disruptions (e.g. water supply), health hazards, terrorism, civil disturbances, and cyber attacks.



City crews clear debris from the 2024 "bomb cyclone" weather event

The King County Regional Hazard Mitigation Plan and the Redmond-specific annex to the plan provide detailed hazard and vulnerability identification, risk assessment, and mitigation planning. The Redmond Comprehensive Emergency Management Plan provides a framework for how the City government, its departments, and its employees will respond to emergency incidents.

Essential public services by functional area that need to be maintained during citywide emergencies include:

- Fire and Police – Responding to major life safety incidents, including emergency medical services, fire suppression, search and rescue, traffic control, and security operations

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- Public Works – Responding to disruptions or damage in utility delivery and the transportation system
- Administration - Operation of the emergency operations center at City Hall, public communications, and coordination with partner agencies
- Park and Recreation – Operation of community centers as emergency shelters and community resilience hubs, and distribution of food and water to affected residents
- Parks Operations and Facilities – Response to storm damage at facilities, parks, and streets (e.g. tree damage)

Fire stations are particularly important. They are classified as essential facilities under the International Building Code and are designed to remain operational during catastrophic incidents. Further, new or remodeled fire stations present an opportunity for them perform a secondary role as community resilience hubs, with storage areas for volunteer community emergency response (CERT) teams to make supplies accessible to neighborhoods during disasters.

Facilities Planning and Maintenance

City facilities need to be adequately maintained so they can support incident response activities and continuation of essential services. The Comprehensive Emergency Management Plan establishes these key ongoing maintenance and management actions:



Seismic upgrade work at the Public Safety Building

- Identify safety hazards. For those that can't be eliminated immediately, find ways to isolate or lessen risks pending permanent resolution.
- Verify structural and non-structural hazard analysis of city buildings to identify and mitigate hazardous conditions. This should be in coordination with facility management.
- Establish procedures to quickly determine threats to city facilities and to alert occupants
- Review each Facility Emergency Plan for city buildings and train personnel in regard to building emergency standard operating guidelines, including evacuation, shelter-in-place, and lockdown
- Maintain emergency backup power for all essential systems and facilities. Critical electronic data communication systems should have uninterruptible power supplies and surge protection.
- Periodically test building warning systems and procedures to ensure they remain functional
- Regularly verify that security cameras and monitors are working properly

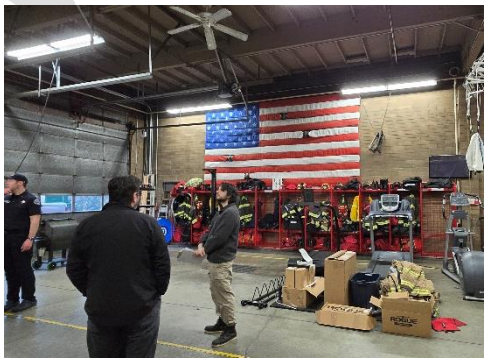
The following are identified as key risks in the general government facilities portfolio:

- Multiple fire stations are beyond their expected service life and have compounding functional issues that hamper operational capacity and emergency readiness, especially at Fire Stations 11, 12, 13, and 14
- The Public Safety Building has significant maintenance liabilities and functional issues that hamper its ability to serve a growing workforce and maintain optimal emergency readiness
- Parts of Downtown are at elevated risk of earthquake and flooding impacts, which could impact the operations for multiple facilities including the Fire headquarters station, Police headquarters which also houses the 911 dispatch center, and the Administration headquarters which also houses the City's emergency operations center.
- Lack of public facilities in Overlake for City staff support, incident staging, emergency shelter, etc.
- Redundancy in power generation is a critical priority, but some facilities that provide critical functions do not have emergency generators or battery storage for backup power, or lack electrical equipment like transfer switches and portable generator plug-ins

Capital Projects

The City applies current building codes to general government facilities projects and has been performing earthquake retrofits over time. For future capital projects the CFP addresses emergency preparedness considerations by:

- Recommending renovation or replacement of Fire Station 11 and replacement of Fire Station 12
- Recommending Redmond Fire and King County Fire District 34 coordinate to support facility reinvestment or replacement, particularly for Fire Stations 13 and 14
- Right-sizing new fire stations to improve distributing storage capacity for emergency supplies, along with including funding for a new Fire logistics facility for additional storage and streamlined supply chain management (e.g. shelter equipment, first aid supplies, and related resources)



Fire Station 12 apparatus bay

- Recommending replacement of the Public Safety Building
- Recommending redevelopment of the Maintenance & Operations Center (MOC), which will include a modern department operations center for Public Works, Park Operations, and Facilities Management
- Recommending emergency generator upgrades at several fire stations and a new generator at Redmond Community Center at Marymoor Village (RCCMV), assuming

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City ownership). Battery storage could also be considered at facilities primarily powered by electricity, such as Redmond Senior & Community Center.

- Recommending new Fire, Police, and Indoor Recreation facilities in the Overlake neighborhood to provide better citywide coverage and public access
- Including "opportunity projects" for on-site renewable energy generation (i.e. solar panels) at multiple fire stations and RCCMV, assuming City ownership
- Recommending citywide municipal building renovations, maintenance, and repairs and "routine maintenance" at all facilities, including maintenance of essential electrical, plumbing, HVAC, telecommunications, security, and fire systems

Underserved Communities and Geographies

The City has a duty in ensuring all Redmond residents and businesses have sufficient access to general government facilities and public services. As the city has grown over time, some communities and neighborhoods have had more investment than others. Both direct and indirect local policies and regulations have resulted in disparities. There is a concerted effort at the regional level and in Redmond to identify and address current and past inequities in zoning and land use polices particularly among communities of color, people with low-incomes, and historically underserved communities.



An aerial view of Downtown Redmond

Considerations relevant to the CFP include:

- Fire has quantitative level of service standards for response time to maximize protection of life and property, which impacts the distribution of fire stations
- Police has a qualitative level of service standard for community expectations on response time. Officers are on patrol in their vehicles throughout the city, so distributed police facilities are less critical than for Fire.
- Parks and Recreation has level of service standards to ensure residents have reasonable access to indoor recreation options
- Public Works & Park Operations are less geography-sensitive and can rely on single/centralized locations because of their limited public interface and life-safety emergency response needs
- Customer-service oriented Administration and facilities community meeting spaces need to be easily accessible, while other administration functions are less geography-sensitive

The future land use map and zoning direct most new development, population, and jobs to three mixed-use growth centers served by regional light rail transit: Downtown, Marymoor Village, and Overlake. These growth centers are of particular interest because areas with

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higher and growing population density warrant greater public facilities investments to support quality of life, meet accessibility goals, ensure response time levels of service are met, and to make efficient use of resources.

Communities at Risk of Displacement

The Redmond 2050 Housing Element defines displacement risk as: "Areas in the jurisdiction that may be at higher risk of displacement from market forces that occur with changes to zoning development regulations and public capital investments." Displacement risk can be a useful indicator of populations facing racially disparate impacts, housing affordability challenges, or low incomes and who may be more sensitive to the impacts of government facility policies and investment decisions.

Data from the Puget Sound Regional Council finds that of the approximately 12 census tracts that make up most of Redmond, all but three were rated as "low" for displacement risk. All three of the census tracts that were not rated as "low" were rated as "moderate" displacement risk. Census tracts do not align perfectly with neighborhoods, but these three tracts roughly include Downtown, Sammamish Valley, Willows / Rose Hill, and the southern portion of Overlake.

With this data and other analysis, City staff conclude a significant amount of residential displacement has already occurred and a large segment of the population cannot afford to live in Redmond. Downtown and Overlake are two of the three growth centers and have a concentration of existing and planned multifamily housing that is relatively less expensive than single-family housing, which may mean relatively moderate- and low-income households are located in these areas and drive the moderate displacement risk. City staff are also strategizing how to minimize business displacement as commercial properties are developed.

To avoid exacerbating existing trends, facilities investments (particularly land acquisition and new construction) should avoid or minimize the displacement of residents and businesses, especially low-moderate income residents and the businesses that serve them. To mitigate trends and promote multiple community goals, there is also a limited potential for new facilities to be part of mixed-use developments that include subsidized housing or commercial space, particularly in the three growth centers.

Communities of Color

Redmond is a culturally diverse community with substantial populations from some BIPOC (Black, Indigenous, and People of Color) communities. In 2020, Redmond residents identified as:

- White: 49%
- Asian: 37%
- Hispanic or Latino (of any race): 8%
- Two or more races: 4%
- Black or African American: 2%

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- Other race: 1%
- American Indian and Alaska Native: 0%
- Native Hawaiian and Other Pacific Islander: 0%

The siting and design of general government facilities can have an impact on communities of color by changing their proximity and accessibility to public services. Areas of the city with the greatest concentrations of BIPOC residents (more than 50% of people identifying as a race other than White alone) are the southern portion of Overlake and Southeast Redmond.

Overlake

A key underserved geography is the Overlake growth center. Various functional plans note Overlake lacks general government facilities for Police and Indoor Recreation. The neighborhood is also not ideally served by Redmond Fire, as identified by the Fire Functional Plan. During CFP development, Police identified a need for a police facility presence in Overlake as the area grows. These gaps are notable because Overlake is already a dense, mixed-use area and is expected to continue growing from approximately 4,300 residents in 2019 to 23,000 residents by 2050, most of whom will live in multifamily housing.

The CFP plans to fill these gaps in the following ways:

- Fire Station 12 will be relocated more centrally to Overlake, providing faster response times for fire and medical calls to more people
- An Overlake police precinct will provide more support for law enforcement functions and customer service, and potentially reduce response times for major incidents
- An Overlake community center will fill a gap for indoor recreation identified by the Parks & Recreation Department
- A new Administrative office space is planned to open by 2030 as part of public-private partnership. This will bring more customer service functions and government presence to Overlake ahead of larger investments.

The City needs to acquire land or partner with non-City property owners for these new facilities. Consideration should be made for displacement risk and burdens when siting and designing new facilities to avoid exacerbating community impacts from market forces and physical development.

Downtown

The Downtown growth center is well-served by the headquarters facilities for Fire, Police, and Administration. Potential displacement risk is low because general government facilities investments will likely be limited to locations where the City already owns land, including the Fire Station 11 site and the Redmond municipal campus.

The Redmond Senior & Community Center is a key asset for Downtown residents but somewhat distant from the core "center of gravity" for the Downtown population south of the campus. Maintenance and upgrades to the active transportation network will help ensure easy access to this facility.

Southeast Redmond / Marymoor Village

Marymoor Village is a growth center within the larger Southeast Redmond neighborhood. Marymoor Village is transitioning from an industrial and commercial district to a mixed-use residential district. While close to Downtown and connected by a new light rail line, it is physically separated from Downtown's government facilities by Highway 520 and major streets. The neighborhood is also not ideally served by Redmond Fire given its current and planned residential population density.



An aerial view of Marymoor Village

The key CFP recommendation for this area is the purchase and renovation of the Redmond Community Center at Marymoor Village. City ownership would allow full control over maintenance and capital investment. This will enable better predictability for future planning of facilities and recreation programs that serve residents in this area.

Bear Creek / Avondale

The Bear Creek area, particularly along the Avondale Road corridor, is not a growth center but has a concentration of multifamily housing and a mobile home park serving some low-moderate income households. While no general government facilities are planned in this area, it is proximate to facilities in Downtown and Southeast Redmond. Maintenance and upgrades to the active transportation and transit networks, informed by a future corridor study, could improve access in and out of this area.

Willows / Rose Hill

The Willows / Rose Hill neighborhood in northwest Redmond is a geography not ideally served by Redmond Fire, as identified by the Fire Functional Plan. However, mutual aid coverage is available from the City of Kirkland's Fire Station 26 to the west. Redmond Fire has identified the Willows Road corridor as a potential location for a fire station to maximize citywide coverage by Redmond Fire facilities.

Public safety is a key consideration because this area has a significant daytime employment population at industrial facilities and business parks. Other functional areas, such as Indoor Recreation, are less critical because large parts of the neighborhood are covered by forest and a golf course; the area has limited population density compared to the growth centers.

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Accessibility

The Americans with Disabilities Act of 1990 (ADA) is a civil rights law that prohibits discrimination based on disability. As applied to facilities, it requires buildings that are accessible to the general public to meet minimum accessibility standards. It also requires applicable employers to provide reasonable accommodations to employees with disabilities. Practical implementation in public buildings includes items like handicap-accessible parking spaces, level ground-floor access and ramps, elevators in certain buildings, and interior furnishings and fixtures (such as light switches, door handles, and restrooms) that are easy to use by people with a range of physical disabilities.

Designing accessible buildings is a standard practice of contemporary architectural design, but buildings built before the ADA was enacted require retrofits to improve compliance. In 2019 the City prepared an ADA Transition Plan with upgrades strategically prioritized at facilities with higher public usage, such City Hall, Redmond Pool, community centers, and the Public Safety Building.

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1.3 – Plan Scope

This CFP focuses on municipal facilities occupied by Redmond staff, maintained by Redmond's facilities team, and/or open to the public. Within the CFP, facilities are grouped into five functional areas with color coding as follows:

Functional Area	Associated Departments / Agencies
FIRE	Redmond Fire Department and King County Fire District 34
POLICE	Redmond Police Department
MAINTENANCE & OPERATIONS	Redmond Public Works Department (operational components) and Redmond Parks & Recreation Department (operational and maintenance components, including Facilities Management)
INDOOR RECREATION	Redmond Parks & Recreation Department (recreation component)
ADMINISTRATION	Multiple (all departments with a presence at City Hall)

For further details on some of the in-scope general government facilities in this plan, see the following:

- Redmond Fire Department Functional Plan (service background analysis, facility details, and equipment not covered by this CFP)
- Redmond Fire Department Community Risk Assessment & Standards of Cover (assesses risk and needs of the community including geographical considerations)
- King County Fire District 34 (rural fire district operated in partnership with Redmond)
- Redmond Police Department Functional Plan (service background analysis, facility details, and equipment not covered by this CFP)
- Redmond Parks, Arts, Recreation, Culture & Conservation (PARCC) Plan

Out-of-scope capital facilities and public infrastructure are covered by the following Redmond plans or other agencies:

- Parks and recreation (parkland and other park facilities not covered by this CFP): Redmond Parks, Arts, Recreation, Culture, and Conservation (PARCC) Plan
- All City utilities: Utilities Strategic Plan
- Water utility: Redmond Water System Plan
- Wastewater/sanitary sewer utility: Redmond General Wastewater Plan
- Stormwater utility including green stormwater infrastructure:
    - Stormwater Management Plan and National Pollutant Discharge Elimination System (NPDES) Permit
    - Stormwater and Surface Water System Plan (under development)
    - Stormwater Management Program Plan (updated annually)
    - Watershed Management Plan
- Solid waste utility
    - Solid Waste and Recycling Program (no functional plan; services in Redmond are provided by a private contractor)

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    - King County Comprehensive Solid Waste Management Plan
    - King County Hazardous Waste Management Program Plan
- Electricity and natural gas: Puget Sound Energy
- Telecommunications: Various private providers
- Transportation: Redmond Transportation Master Plan
- Transit: King County Metro and Sound Transit
- Schools: Lake Washington School District (six-year capital facility is updated annually)
- Criminal justice: King County

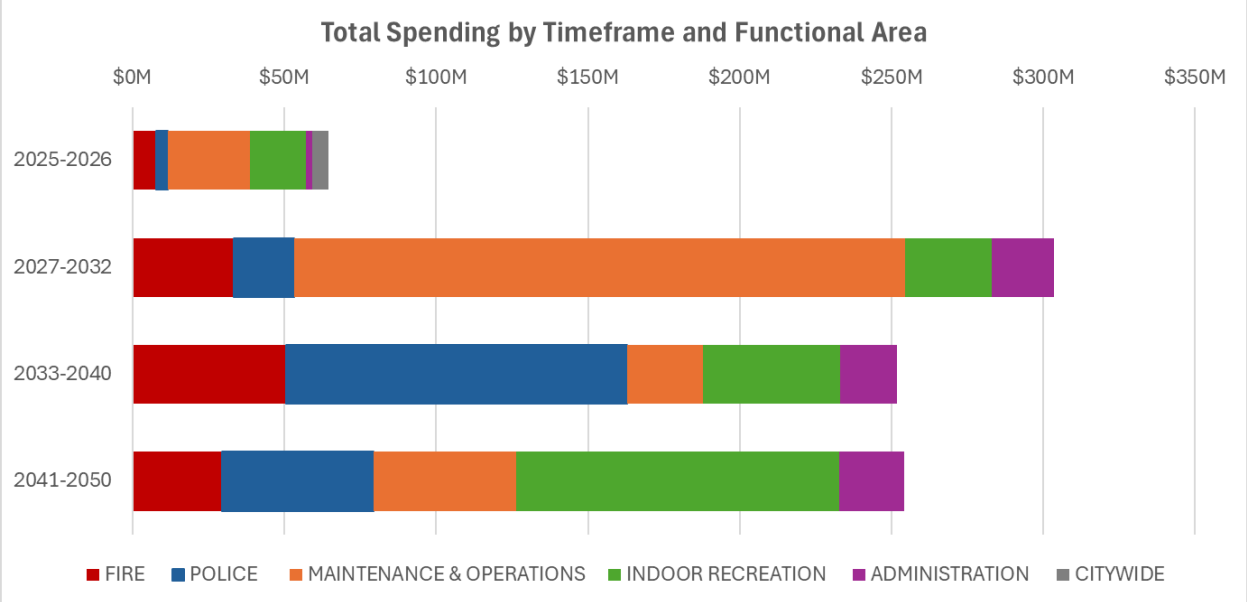
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1.4 – Summary of Costs

Estimated capital project costs for the City of Redmond through the 2050 planning period total to approximately $885-943 million.

The table below shows capital costs by functional area and planned years of expenditure. All numbers are millions. Where a capital facility and land acquisition has a low-high cost range, only the higher cost is reflected in this summary. For detailed costs by functional year and timeframe, see Section 3 or Section 4.

TOTAL SPENDING						
Functional Area	**2025-2026**	**2027-2032**	**2033-2040**	**2041-2050**	**2051+**	**TOTALS**
CITYWIDE	$5.4M	$0.0M	$0.0M	$0.0M	--	$5.4M
FIRE	$7.8M	$33.3M	$50.4M	$29.4M	$70.0M	$190.9M
POLICE	$3.9M	$19.8M	$112.4M	$50.0M	--	$186.2M
MAINTENANCE & OPERAITONS	$26.8M	$201.3M	$25.0M	$46.9M	--	$300.1M
INDOOR RECREATION	$18.5M	$28.8M	$45.1M	$106.4M	--	$198.8M
ADMINISTRATION	$2.0M	$20.4M	$18.8M	$21.3M	--	$62.4M
TOTALS	**$64.4M**	**$303.5M**	**$251.7M**	**$254.1M**	**$70.0M**	**$943.8M**

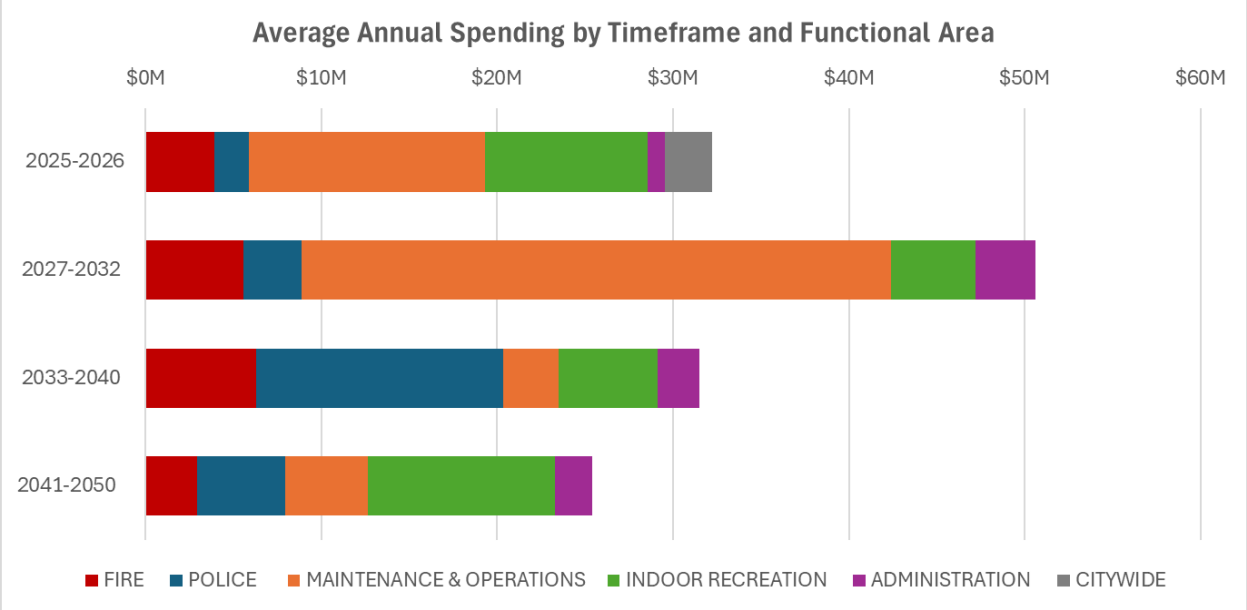


1.5 – Funding for Capital Investment

Redmond's Capital Investment Program (CIP) is a six-year financial plan that identifies capital investments and the strategies and resources for funding those investments. The CIP advances the City's vision and supports the Capital Investment Strategy (CIS).

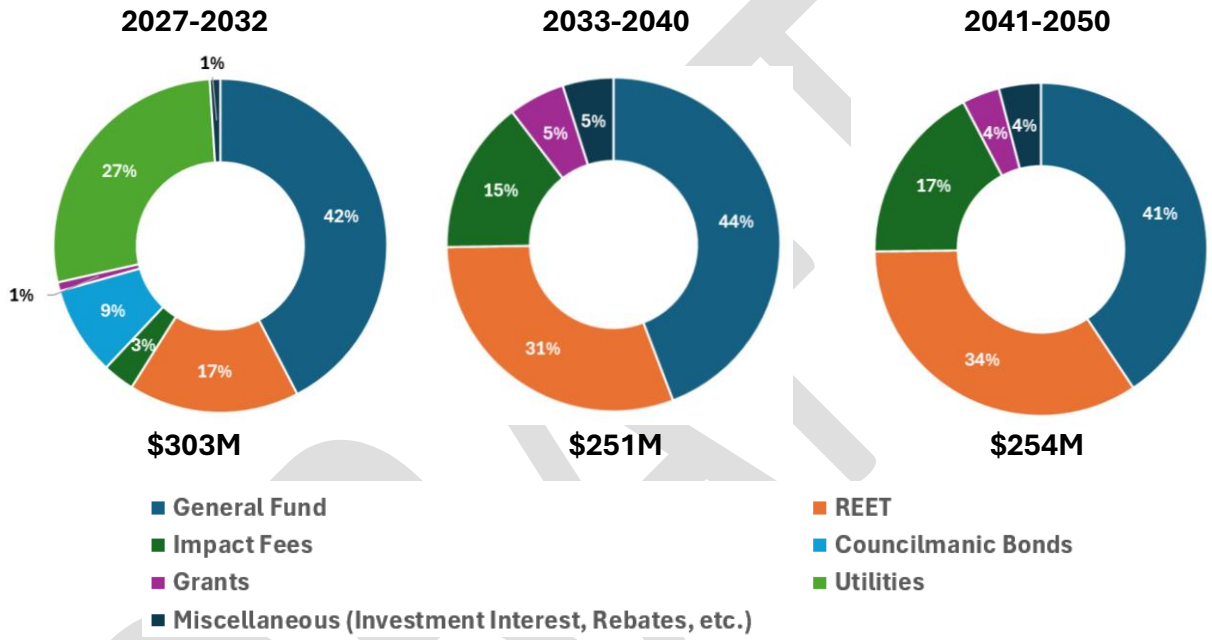
In the 2025-2026 budget biennium, general government facilities expenditures average approximately $32 million per year. By comparison, spending will need to increase to an average of $50.6 million annually in the six-year 2027-2032 CIP period to implement the CFP. This increase is driven by several major renovation and construction projects in the near-term, along with addressing a large maintenance backlog and opportunity projects for energy efficiency and other facility improvements. Average annual spending will decrease in later timeframes after new facilities are constructed and maintenance obligations change.

AVERAGE ANNUAL SPENDING				
Timeframe Length	**2 years**	**6 years**	**8 years**	**10 years**
Functional Area	**2025-2026**	**2027-2032**	**2033-2040**	**2041-2050**
CITYWIDE	$2.7M	--	--	--
FIRE	$3.9M	$5.5M	$6.3M	$2.9M
POLICE	$2.0M	$3.3M	$14.1M	$5.0M
MAINTENANCE & OPERAITONS	$13.4M	$33.6M	$3.1M	$4.7M
INDOOR RECREATION	$9.3M	$4.8M	$5.6M	$10.6M
ADMINISTRATION	$1.0M	$3.4M	$2.3M	$2.1M
TOTALS	**$32.2M**	**$50.6M**	**$31.5M**	**$25.4M**



Like other local governments in Washington State, the City of Redmond has multiple funding and financing options for general government facilities. Among these options includes the issuance of bonds, which if utilized would enable the continued redevelopment of the Maintenance and Operations Center (MOC) and other significant projects while still providing the City with flexibility to address other facility needs. Without a bond issuance, the City would obligate approximately 80% of General Fund and Real Estate Excise Tax (REET) revenues in the 2027-2032 CIP to complete the highest priority needs.

City staff estimate the following sources and proportions for the planning period:



Revenue projections assume modest, historically based growth for both the General Fund and REET. Impact Fees are expected to remain relatively stable; while rates could increase, the diminishing availability of developable land is likely to offset any gains. Councilmanic bonds are assumed to be issued to maintain flexibility in targeting specific functional areas but are not projected as a long-term revenue source. Grants are expected to continue providing a conservative level of project funding. Utilities are generally ineligible to fund facility development; however, they are included in the 2027-2032 CIP as they are eligible to contribute to the MOC Redevelopment. Finally, Miscellaneous revenues are difficult to predict and are therefore projected to experience limited growth over time.

These estimates consider projected collections, fund restrictions, and anticipated facility needs, as well as the mitigation of risk associated with accumulated revenues – particularly impact fees. The resulting CIP portfolios reflect the proportions of revenue within each planning period and do not represent an overall increase in revenues, but a shift of funding levels between them.

The proportions shown above are not a commitment on how projects will be funded. These sources are assumed based on current and projected funding resources within the CIP.

Specific funding strategies will be developed as projects progress and to align with the development of the CIP and will receive City Council approval in each biennium.

Note that for the 2027-2032 timeframe all routine maintenance cost funding is assigned to General Fund because the other funding sources are restricted by the current CIP. For 2033-2040 and 2041-2050, routine maintenance cost funding is combined with other capital costs for the purposes of funding source estimates.

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1.6 – Planning Process

This plan was prepared by MAKERS Architecture and Urban Design LLP (MAKERS) in partnership with the City of Redmond. ACC Cost Consultants (ACC) provided cost estimates to support the effort.

This plan is the culmination of the capital facilities planning conducted as part of the Redmond 2050 Comprehensive Plan update. It supports the updated policies found in the Capital Facilities element, and extends the planning horizon of the Capital Facilities Plan - General Government Facilities 2025-30 to the year 2050.

The Redmond 2050 planning process occurred over five years, and consisted of extensive community engagement, including community, Planning Commission, and Council feedback and input on the types and locations of facilities the City of Redmond needs and desires over the next 25 years.

Themes that emerged include:

- More inclusive, safer, and accessible facilities
- Upgrades to facilities for environmental sustainability and support efficiency and greenhouse gas reduction goals
- New facilities that support complete neighborhoods
- Desire for more community and cultural spaces, especially for children and seniors

Also of note, the City printed and distributed blank postcards to various locations throughout the community to encourage creative responses to the questions related to community design and needs. Of the 450 comments received, over 70 were related to facilities and infrastructure. More information on the City's engagement process can be found online: https://www.redmond.gov/1495/Engagement-Summaries.

The CFP was developed in three phases:

1) **Needs Assessment**: The project team established a baseline understanding of in-scope facilities by reviewing existing information, interviewing City staff, and visually assessing facility function. Facilities were then rated relative to condition, operational importance, and opportunities to meet other City goals such as energy performance and emergency preparedness. City leadership brainstormed potential solutions to the most challenging facilities issues at focused work sessions and a Visioning Workshop.



Visioning Workshop with City staff for the Capital Facilities Plan

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2) **Alternatives Analysis**: Working with City staff, the team developed and evaluated alternative solutions to address priority issues where relevant. Staff provided feedback on how well each alternative met operational needs and project objectives and confirmed draft recommendations in each functional area.

3) **Capital Recommendations and Plan**: Working with City leadership, the project team refined recommendations, assessed financial feasibility, developed a suggested implementation schedule in alignment with the CIP schedule, and drafted the CFP document. The team then refined the CFP to incorporate feedback from staff, Planning Commission, City Council, and the public. Additional opportunities for public feedback were provided at four Planning Commission meetings, a public hearing on September 24, 2025, and one City Council work session, with an additional one if needed.

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1.7 – Zoning Analysis

This subsection fulfills a Capital Facilities Element policy requiring analysis of consistency with the Redmond Zoning Code. Other zoning codes are not included. The analysis is high-level and focuses on basic permitted land use standards. More detailed analysis of other standards should be done on a project-by-project basis, such as supplemental land use conditions, dimensional standards, open space, parking, and infrastructure requirements.

General Government Facility	Zone	Permitted Use Findings
FIRE		
Fire Station 11	Downtown Core	Public administration, which is broadly defined to include "government services" such as fire stations, is permitted outright.
Fire Station 11 Annex		
Fire Station 12	N/A	Non-Redmond zoning (City of Bellevue)
Fire Station 16	Manufacturing Park	Public administration, which is broadly defined to include "government services" such as fire stations, are limited or conditional use and limited to being located in the Manufacturing Park (MP) Overlay. These facilities are outside the overlay and therefore are nonconforming.
Apparatus Maintenance Facility		
Fire Station 17	Neighborhood Residential	Public administration, which is broadly defined to include "government services" such as fire stations, are a limited or conditional use, must avoid materially detrimental impacts to neighboring residential uses, and are required to provide a traffic mitigation plan.
Fire Station 13 (FD 34)	N/A	Non-Redmond zoning (King County)
Fire Station 14 (FD 34)	N/A	
Fire Station 18 (FD 34)	N/A	
Fire Station 11 Replacement	TBD	If renovated or replaced on same site or replaced municipal campus, see Fire Station 11 above. If replaced elsewhere, further zoning analysis will be needed.
Fire Station 12 Replacement	Overlake Business and Advanced Technology or Overlake Village	Public administration, which is broadly defined to include "government services" such as fire stations, is permitted outright in both zones.
POLICE		
Public Safety Building (PSB)	Downtown Core	Public administration, which is broadly defined to include "government services" such as police stations, is permitted outright.
North Garage Building		
South Garage Building		

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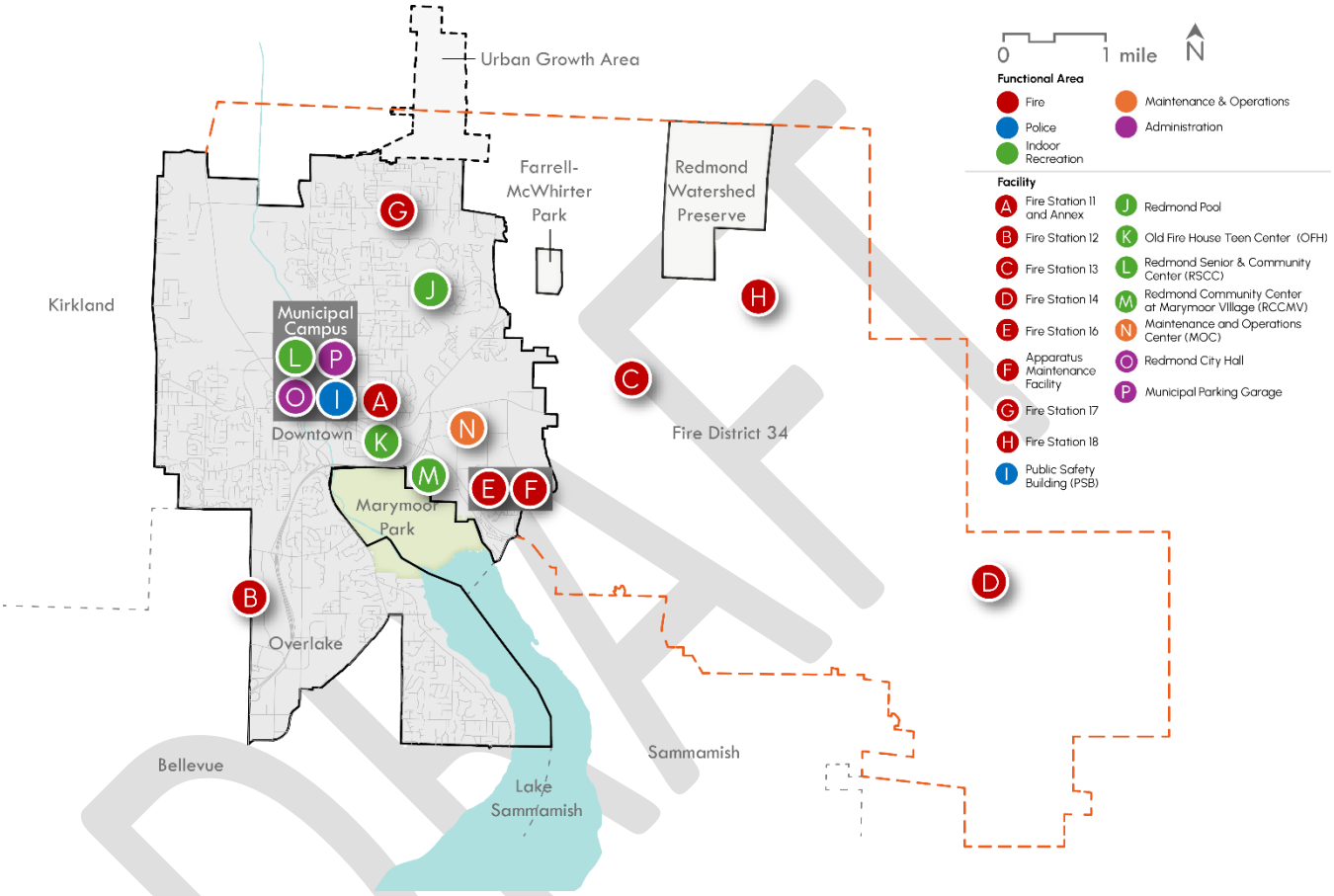
General Government Facility	Zone	Permitted Use Findings
Overlake Police Precinct	Overlake Business and Advanced Technology or Overlake Village	Public administration, which is broadly defined to include "government services" such as police stations, is permitted outright in both zones.
MAINTENANCE & OPERATIONS		
Maintenance & Operations Center (MOC)	Manufacturing Park	Public administration, which is broadly defined to include "government services" such as operations yards, are limited or conditional use and may only be in the Manufacturing Park (MP) Overlay. The MOC is outside the overlay and therefore is nonconforming. The fuel facility may not be permitted in the critical aquifer recharge area (see RZC 21.04.5000 and 21.64.050).
INDOOR RECREATION		
Redmond Pool	Neighborhood Residential	Public pools are not explicitly referenced, and may be a nonconforming use. A CUP is required for commercial swimming pools. In general, recreation and assembly uses are a limited use and have limits on facility capacity, must avoid materially detrimental impacts to neighboring residential uses, and are required to provide a traffic mitigation plan.
Redmond Senior & Community Center (RSCC)	Downtown Core	Recreation and assembly uses are permitted outright.
Redmond Community Center at Marymoor Village (RCCMV)	Marymoor Edge	Recreation and assembly uses are permitted outright.
Old Fire House Teen Center	Downtown Core	Recreation and assembly uses are permitted outright.
Overlake Community Center	Overlake Business and Advanced Technology or Overlake Village	Recreation and assembly uses are permitted outright in both zones.
ADMINISTRATION		
Redmond City Hall	Downtown Core	Public administration is permitted outright.
Municipal Parking Garage	Downtown Core	Accessory to City Hall and other municipal campus uses. Automobile parking facilities are also permitted outright.

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2 – Portfolio Overview

2.1 – Introduction

As of 2025, the Capital Facilities Plan 2050 – General Government covers 12 sites and 32 buildings with an approximate building floor area of 586,000 square feet.



Citywide general government facilities map

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General Government Facility	Year Built	Building Floor Area (gross square feet)	Full Time Employees
FIRE			
Fire Station 11	1981	21,271	20
Fire Station 11 Annex	1985	1,916	5
Fire Station 12	1980	6,637	19
Fire Station 16	1996	9,852	15
Apparatus Maintenance Facility	1996	5,625	3
Fire Station 17	2012	19,397	7
Fire Station 13 (FD34)	1973	6,548	12
Fire Station 14 (FD34)	1991	9,530	9
Fire Station 18 (FD34)	2002	7,714	10
POLICE			
Public Safety Building (PSB)	1990	94,975	134 (not including cadets and volunteers)
North Garage Building	2008	1,250	0
South Garage Building	2008	1,000	0
MAINTENANCE & OPERATIONS			
Maintenance & Operations Center (MOC) – 14 buildings and structures	1970-2005	63,627 (total enclosed area)	151
INDOOR RECREATION			
Redmond Pool	1970	12,554	0 (contracted out)
Redmond Senior & Community Center (RSCC)	2024	56,481	7
Redmond Community Center at Marymoor Village (RCCMV)	2005	20,491	8
Old Fire House Teen Center	1952	2,500	0 (currently closed)
ADMINISTRATION			
Redmond City Hall	2005	113,068	284
Municipal Parking Garage	2005	125,959	0

Citywide general government facilities inventory

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2.2 – Facility Condition Assessment

MENG Analysis completed a facility condition assessment (FCA) and decarbonization plan for City-owned buildings in 2013 and 2023. Most relevant to the CFP, the FCA includes a Facility Condition Index and lists each facility's maintenance liabilities.

Facility Condition Index (FCI)

The FCI measures the relative condition of facilities within the portfolio. It is calculated by dividing the total maintenance backlog by current replacement value (CRV). An FCI less than 0.10 is good or excellent, and an FCI greater than 0.21 is poor or critical.

The 2023 FCA finds that most Redmond facilities are in reasonably good condition, with notable exceptions at Fire Stations 11, 12, and 13 and significant issues at the Old Fire House Teen Center. Conditions have greatly improved at the Redmond Pool due to recent investment.

Note that the Maintenance & Operations Center is absent from the 2023 FCA due to its status as a high priority replacement project. The Redmond Senior & Community Center is absent as it opened after the FCA was conducted.

General Government Facility	Previous FCI (2013)	Current FCI (2023)	Interpretation (2023)	Condition Change
FIRE				
Fire Station 11	0.21	0.19	Fair	Improved
FS 11 Annex	0.18	0.21	Poor	Worsened
Fire Station 12	0.18	0.18	Fair	Constant
Fire Station 16	0.14	0.12	Fair	Improved
Apparatus Maintenance Facility	0.11	0.11	Fair	Constant
Fire Station 17	0.02	0.13	Fair	Worsened
Fire Station 13 (FD34)	0.20	0.18	Fair	Improved
Fire Station 14 (FD34)	0.12	0.12	Fair	Constant
Fire Station 18 (FD34)	0.06	0.11	Fair	Worsened
POLICE				
Public Safety Building	0.14	0.16	Fair	Worsened
North Garage Building	0.02	0.04	Excellent	Worsened
South Garage Building	0.02	0.04	Excellent	Worsened
INDOOR RECREATION				
Redmond Pool	0.23	0.11	Fair	Improved
Redmond Community Center at Marymoor Village (RCCMV)	N/A	0.10	Good	N/A
Old Fire House Teen Center	0.22	0.23	Poor	Worsened
ADMINISTRATION				
Redmond City Hall	0.05	0.09	Good	Worsened
Municipal Parking Garage	0.10	0.12	Fair	Worsened

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Operations and Maintenance

Adequately funded and performed maintenance is necessary to maintain operations at any facility. Proactive maintenance handles small issues before they spiral into major problems and also maintains comfort for building staff and visitors. Proper maintenance can extend the service life of facilities and prolong the intervals between major reinvestment and replacement, saving public dollars.

The costs of routine maintenance are provided in this CFP, drawing from the observed deficiencies and planned renewals documented in the 2023 Facility Conditions Assessment and major maintenance already planned in the Capital Investment Program.

Observed Deficiencies and Predicted Renewals

The FCA breaks down maintenance liabilities by facility and by system type. Liabilities are identified either as observed deficiencies or predicted renewals:

- A "deficiency" requires remediation within five years and has a direct cost of at least $5,000. These are identified through survey site visits and facility staff. The FCA calculates deficiencies for the years 2023-2028.
- A "renewal" is a building system that should be planned for replacement at the end of its estimated lifespan. These are predicted through computer modeling based on historical models of similar buildings. The FCA calculates planned renewals for the years 2029-2042.

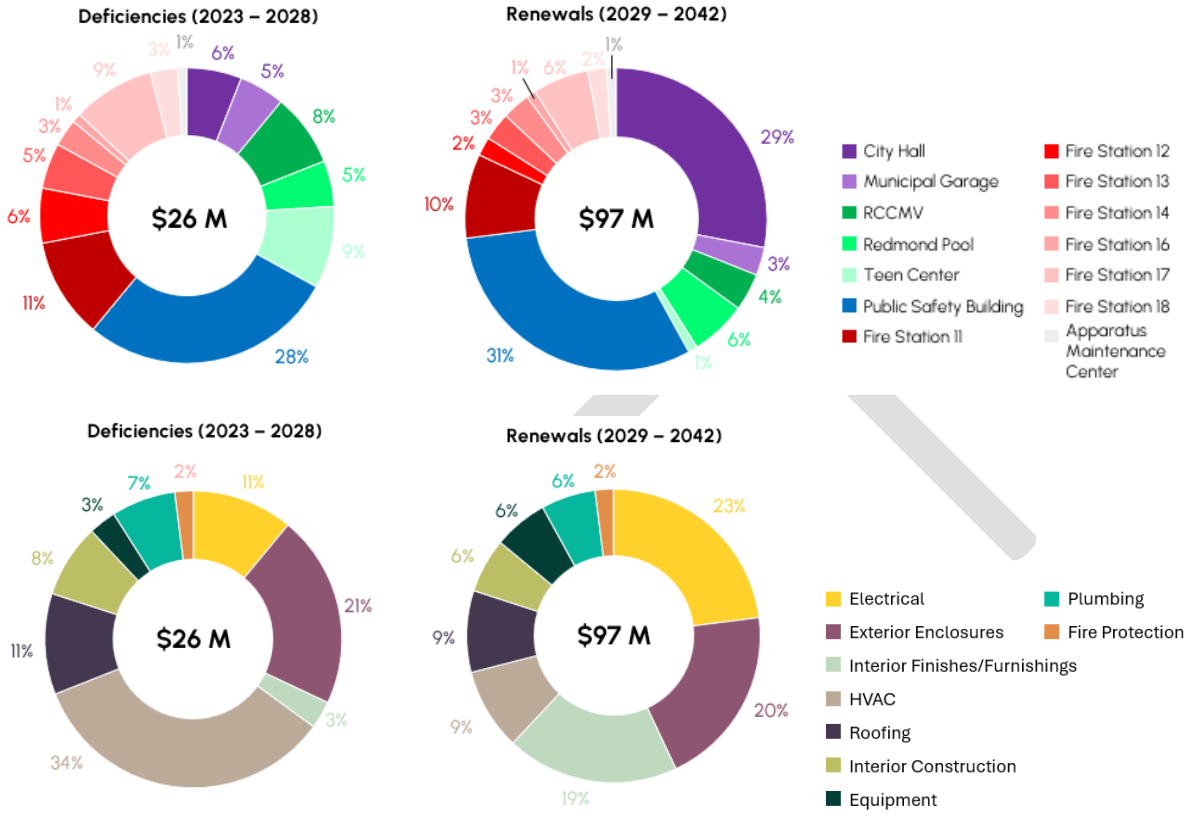
For estimated maintenance liabilities after 2042 and for new buildings not covered by the FCA, see methodology in Section 4.3.

The Public Safety Building (PSB), City Hall, and Fire Station 11 make up the bulk of Redmond's maintenance liabilities. The PSB is responsible for $7.3 million in observed deficiencies and $30.1 million in predicted renewals across all building systems; City Hall is responsible for $1.4 million in deficiencies and $8.1 million in renewals; and Fire Station 11 is responsible for $2.9 million in deficiencies and $9.7 million in renewals. Among Redmond's highest priority functional areas to address, Fire facilities make up about 40 percent of Redmond's total deficiencies.

Heating, ventilation, and air conditioning (HVAC) is the highest cost deficiency category across the Redmond portfolio, followed by exterior enclosures. The Public Safety Building, Fire Station 11, and Old Fire House Teen Center have the highest deficiency costs; Fire Station 16, the Apparatus Maintenance Facility, and Fire Station 18 have some of the lowest of these costs. 2025 is the year with the largest deficiency cost total across all facilities, at $7.8 million. The lowest deficiency cost total is projected to be 2028, at $2.5 million.

Electrical infrastructure is the most expensive renewal category, closely followed by exterior enclosures and interior finishes. The Public Safety Building, City Hall, and Fire Station 11 have the highest projected renewal costs through 2042; Fire Station 16, the Apparatus Maintenance Facility, and Fire Station 18 have some of the lowest of these

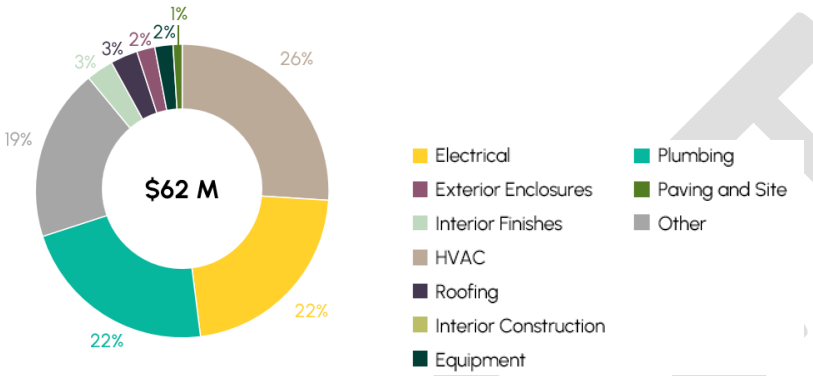
costs. 2029 and 2031 are projected to be the years with the highest renewal cost total across all facilities, at $17.9 million respectively. Only $0.1 million will be spent on renewals in 2039.



Maintenance liabilities by building and system

Opportunity Projects

The FCA also identifies “opportunity projects”. These are optional projects identified by the surveyor to improve user experience, resiliency, safety, security, or energy efficiency. HVAC, electrical, and plumbing systems represent the most significant opportunities across Redmond facilities. The ‘Other’ category in the graphic below includes security features, fuel infrastructure, and other unique items across the portfolio, including major municipal campus improvements (see related notes in Section 3.7).



Opportunity projects by system

Remedies

Most deficiencies, renewals, and opportunities will be addressed by funding routine maintenance and/or major renovations. The project lists in Section 3 and 4 include this work under “routine maintenance” headings and these generally include 100% of the costs identified by the FCA, with some exceptions. Opportunity costs for applicable facilities are generally split between the 2027-2032 and 2033-2040 timeframes.

The project lists note where some deficiencies, renewals, and opportunities costs are reduced or foregone when a facility is planned to be replaced.

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2.3 – Qualitative Facility Rankings

Select facilities were qualitatively ranked by their ability to meet operational requirements. Buildings not ranked include the Fire Station 11 Annex and the Apparatus Maintenance Facility, the scores of which were tied with Fire Station 11 and Fire Station 16, respectively. Periphery buildings like the North and South Garage Buildings at the Public Safety Building and the Municipal Parking Garage were also not assessed. The Maintenance & Operations Center was excluded due to its separate planning and reconstruction process currently underway.

The selected facilities were ranked according to the following criteria:

- **Condition** considers physical condition, maintenance frequency, and complexity, as noted by the FCA and reported by Redmond facilities staff
- **Function and Quality** considers workspace quality and gender neutrality, health and security, and workspace functionality
- **Criticality** considers the relative importance of a facility in providing services, the volume of services provided, the consequence of service disruptions, and the criticality of the facility in responding to emergencies and/or providing essential services during emergency conditions or recovery
- **Opportunity** considers the ability of the building and property to adapt to future needs and the opportunity to improve performance related to building energy use, LEED goals, equity, and other citywide initiatives and goals

Rankings are summarized in the following table: darker colors represent poor performance and indicate higher priorities to address in the CFP. As shown, Fire Stations 11 and 12 are in the worst condition and have poor workspace function and quality. These are critical facilities with investments that offer opportunities to support citywide initiatives and goals and the highest priorities for investments. Blank cells indicate a building was not assessed in that category.

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General Government Facility	Condition	Function and Quality	Criticality	Opportunity
FIRE				
Fire Station 11				
Fire Station 12				
Fire Station 16				
Fire Station 17				
Fire Station 13 (FD34)				
Fire Station 14 (FD34)				
Fire Station 18 (FD34)				
POLICE				
Public Safety Building				
INDOOR RECREATION				
Redmond Pool				
Redmond Community Center at Marymoor Village (RCCMV)				
Old Fire House Teen Center		N/A		
Redmond Senior & Community Center (RSCC)	N/A			
ADMINISTRATION				
Redmond City Hall				

Facility assessment findings summarized

Good condition, function  *Poor condition, function*

Critical, high opportunity  *Not critical, low opportunity*

Note: Blank cells indicate a building was not assessed in that category. At the time the CFP was developed the Old Fire House Teen Center was vacant and RSCC was newly completed.

2.4 – Service Life

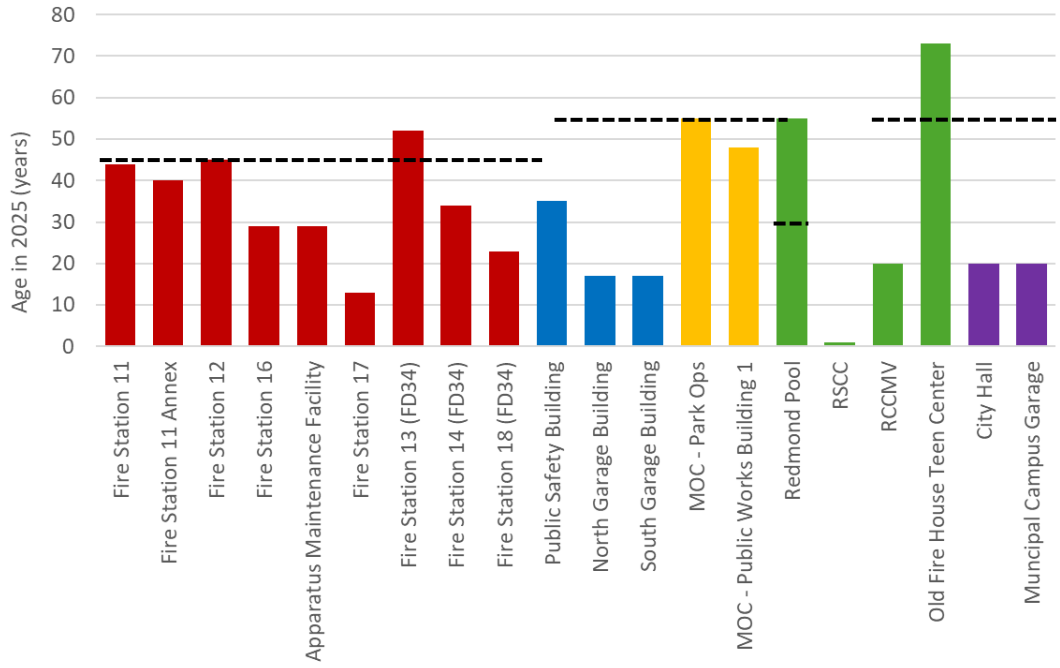
Facilities planning considers "service life", or the length of time for which a component or facility typically remains usable for its intended purpose. Facility service life varies depending on maintenance upkeep, functional requirements, and construction quality. A well-built facility meeting user needs can be renovated to extend its service life, while a poorly constructed, not purpose-built facility may require premature investments and/or early replacement.

Typical service life assumptions are provided by the federal government:

Facility Type	Service Life
Pools	30 years
Fire stations	45 years
All other facilities (police stations, community centers, operations yards, etc.)	55 years

Unified Facilities Criteria "3-701-01 DoD Facilities Pricing Guide"

As illustrated below, ten of Redmond's facilities are at or approaching the end of typical service life. Fire Stations 11 and its Annex, 12, and 13 are at or beyond the 45-year mark and due for reinvestment or replacement and Fire Station 16 and the Apparatus Maintenance Facility will be approaching end of service life in 15 years. Even with reinvestment, the Redmond Pool building shell is well beyond the typical 30-year service life, and the Public Safety Building will need investment or replacement by 2050. Other facilities at end of life are being addressed in parallel efforts: the MOC is planned for replacement and the City is studying the best approach to address the Old Fire House Teen Center. Fire Stations 13 and 14 are the responsibilities of Fire District 34.



Dashed lines indicate service life for different facility types

3 – Existing Conditions and Recommendations

3.1 – Introduction

This chapter is organized by functional area and covers:

- **Key Findings:** Summarizes facility location and function and highlights key issues and considerations
- **Summary Recommendations and Project List:** Provides recommendations and target implementation dates departmentwide within four timeframes aligned with Redmond budget cycles: projects underway or in the current Capital Investment Plan (CIP) through 2032; 2033-2040; 2041-2050; and beyond 2050.

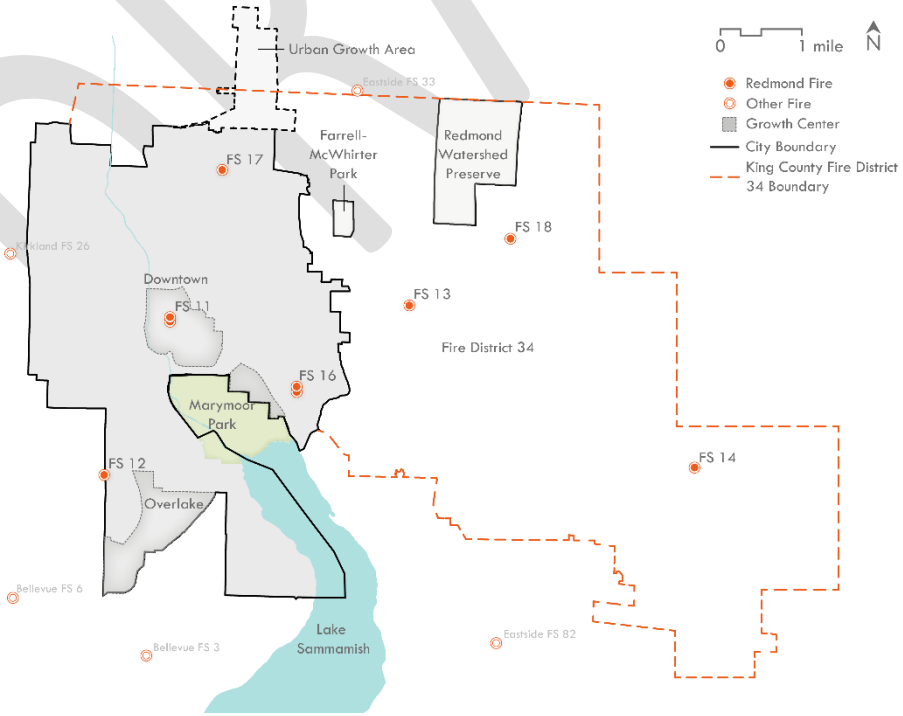
Municipal campus considerations are included in its own section due to intersections with Administration, Police, Indoor Recreation, and potentially Fire facilities.

3.2 – Fire

The Fire Department (Fire) operates nine buildings at seven sites within a 45-square-mile service area. This includes seven fire stations, an apparatus maintenance facility at the Fire Station 16 site, and an annex building at the Fire Station 11 site for the Mobile Integrated Health and Community Care outreach programs.

Fire Fast Facts

7 facilities
9 buildings
88,490 gross square feet
99 firefighters and support staff



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The Fire service area includes King County Fire Protection District 34 (FD 34), a 28-square-mile area east of city limits in unincorporated King County with approximately 24,700 residents. FD 34 is a special district governed by an elected board of commissioners. The district contains Stations 13, 14, and 18. In a partnership dating back to 1969, the City of Redmond owns these three stations and staffs them with City employees, and these stations are operationally integrated with the City's Fire department.

Through an interlocal agreement between Redmond and FD 34, capital responsibilities and cost-sharing for these stations is structured as follows:

- Major capital improvements and facility renovations are led and funded by FD 34
- The City of Redmond is responsible for routine maintenance, managed through either Facility Management or Fire Department staff
- Apparatus replacement for FD 34 stations is funded by the district through an apportioned cost model and is aligned with Redmond Fire's joint capital planning process

As FD 34 is responsible for major capital improvements and facility renovations Stations 13, 14, and 18, they were not included in this CFP's recommendations or fire impact fee planning. Functional needs and issues are noted here, but capital improvements and renovations will require separate planning and funding through FD 34's governance.

Capital Facility Element policy CF-6 establishes this level of service for Fire Department services: *Travel time of six minutes or less for 90 percent of emergency fire and medical calls in the city.*

Notable systemwide planning considerations for Fire include:

- For new fire stations, Redmond assumes a standard configuration of four apparatus bays and capacity for up to 10 operational personnel, resulting in an estimated 20,000 square foot footprint
- Older stations do not meet best practices for station design, including an emphasis on accommodating decontamination for firefighter equipment, and preventing contamination in living areas, and healthy sleeping environments
- Fire apparatus (trucks, engines, and ambulances) are unique equipment that need to be supported by adequately designed facilities
- Redmond has a higher-than-average share of female firefighters, which highlights the lack of gender-appropriate features at some older stations, such as undersized restrooms
- Stations ideally have extra capacity for staff during temporary situations, such as an extended emergency or a facility repair
- Training and exercise happen regularly at all stations, indoor and outdoor, though some stations better support certain training activities
- Lack of adequate security systems for parking areas and buildings is a common issue

Key Findings

Fire Station 11

8450 161st Avenue Northeast, Redmond, WA 98052



Fire Station 11 serves the Downtown area and the Willows, Education Hill, and Sammamish Valley neighborhoods. It functions as the Fire headquarters (including for Fire District 34) and it is the primary logistics coordination point. It has a four-lane apparatus bay and houses seven firefighters per shift, along with 13 administrative staff.

The Fire Station 11 Annex building also serves as the operational base for the department's Mobile Integrated Health and Community Care outreach programs. It represents a growing capital category for alternative response models that reduce 911 call volume and improve outcomes through upstream care. A decision on the future location of these programs will be made after reinvestment is planned for Fire Station 11.

Fire Station 11 needs a renovation or replacement to meet modern standards due to the building's age and condition, misalignment with modern best practices for station design, and supporting new apparatus needs.

Functional issues include:

- Insufficient dorm and storage space for added staffing or specialty teams
- Poor internal zoning for modern turnout flow and decontamination
- Poor design for sleep hygiene, including lack of split tones for different units
- Does not meet current earthquake design standards
- Administrative functions and the visitor lobby are constrained with no room for growth
- The station lacks adequate meeting and training space for firefighters and administrators

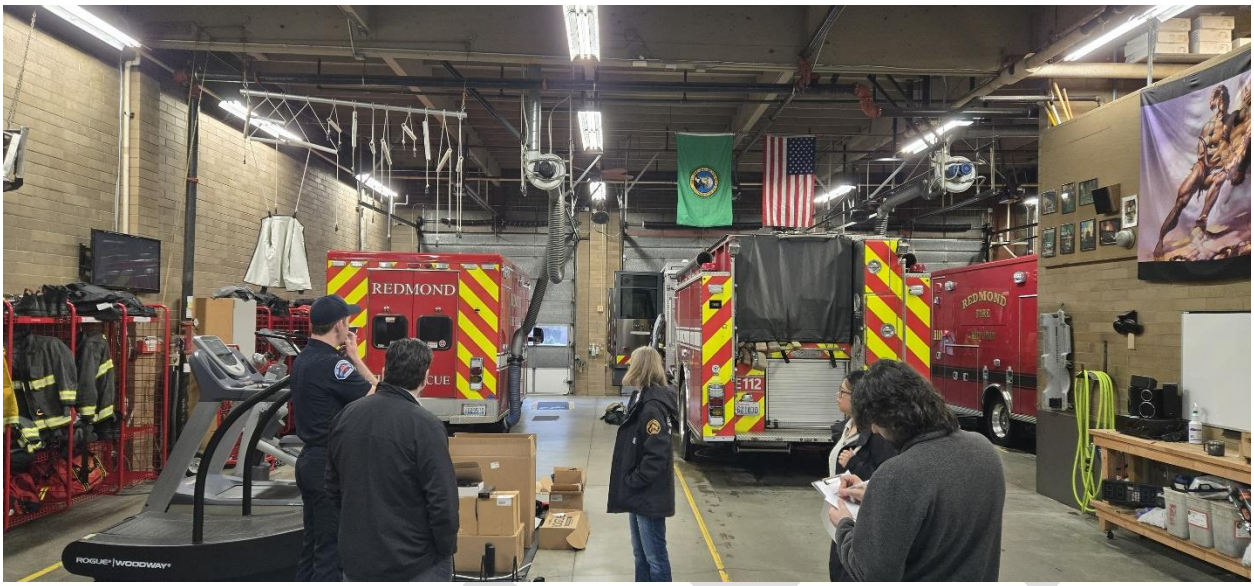
- A tractor-drawn aerial (TDA), or large ladder truck, is necessary to serve taller buildings in Downtown but a TDA cannot fit in the existing apparatus bay
- Poor drainage in the apparatus bay
- Lack of gender-appropriate features

The Fire Functional Plan also notes the station's current location in Downtown is not ideal for meeting level-of-service requirements and maximizing citywide coverage. Alternatives for the future of this facility are explored in the Fire Station 11 Alternatives Evaluation.

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Fire Station 12

4211 148th Ave NE, Bellevue, WA 98007



Fire Station 12 serves the Overlake, Viewpoint, Grass Lawn, Rose Hill, and Idlywood neighborhoods. Its specialty is physical fitness equipment. It has a three-lane apparatus bay and houses five firefighters per shift. It recently began hosting the first electric fire engine in Washington state, and additional electric vehicle infrastructure is planned.

Fire Station 12 needs replacement to meet modern standards due to the building's age and condition and misalignment with modern best practices for station design. It also needs relocation into the Redmond city limits at a location to better meet the level of service standards.

Functional issues include:

- Insufficient dorm and storage space for added staffing or specialty teams
- Poor internal zoning for modern turnout flow and decontamination
- Poor design for sleep hygiene, including lack of split tones for different units
- Does not meet current earthquake design standards
- Lack of gender-appropriate features
- The site is undersized for growth and training opportunities
- Staff parking is limited
- The site is located in Bellevue and not well-located for serving the Overlake growth center

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Fire Station 16

6502 185th Ave NE, Redmond, WA 98052



Fire Station 16 serves the southeast area of Redmond, including light industrial and residential districts. Its specialty is technical rescue. It has a three-lane apparatus and houses three firefighters per shift. Fire Station 16 is part of a multi-building site that also hosts the Apparatus Maintenance Facility.

The station has been upgraded since its original construction to meet earthquake design standards.

Functional issues include:

- Limited ground-floor storage in the apparatus bay for heavy equipment and supplies
- Lack of gender-appropriate features
- Common areas have a spartan commercial feel as opposed to the residential nature of fire stations

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Fire Station 17

16917 NE 116th St, Redmond, WA 98052



Fire Station 17 serves the north part of Redmond, including Education Hill. Its specialty is emergency medical services supply, and it has the City's backup emergency operations center. It has a three-lane apparatus bay and houses four firefighters per shift, in addition to the Fire Department's medical services officer.

This is Redmond's newest fire station and it was designed to meet earthquake design standards in place at the time (2012).

Functional issues include:

- Several rooms are unfinished from the original construction in 2012, hampering the capacity for additional firefighters, medical administrative staff, and storage
- The exterior cladding is failing and needs to be replaced (currently planned for 2025)
- The building has poor energy performance
- Staff parking is limited

In addition, the City of Redmond owns a small parcel adjacent to the station. This parcel is vacant and used for training. Adjacent wetlands and buffer restrictions reduce the feasibility of developing this parcel with improved training facilities or other functions.

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Fire Station 13 (FD 34)

8791 208th Ave NE, Redmond, WA 98053

Fire Station 13 serves the Avondale corridor parts of Education Hill. Its specialty is hazardous materials equipment. It houses three firefighters per shift.

Functional issues include:

- Apparatus bay is too small to allow for expansion of crews and operations
- Inadequate exhaust system for the apparatus bay
- Poorly functioning septic system, which has previously required a temporary building closure for repairs
- Poorly functioning building systems, including electrical and HVAC, and a failing roof
- Does not meet current earthquake design standards
- Lack of gender-appropriate features

Fire Station 14 (FD 34)

5021 264th Ave NE, Redmond, WA 98053

Fire Station 14 serves the eastern rural areas of the district. Its specialty is personal protective equipment. It houses three firefighters per shift.

The station has been upgraded since its original construction to meet earthquake design standards.

Functional issues include:

- Apparatus bay is too small to allow for expansion of crews and operations
- Inadequate exhaust system for the apparatus bay
- Poorly functioning building systems, including electrical, HVAC, and plumbing
- Lack of gender-appropriate features
- Exterior paving is in poor condition

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Fire Station 18 (FD 34)

22710 NE Alder Crest Dr, Redmond, WA 98053



Fire Station 18 serves the Redmond Ridge and Trilogy neighborhoods. Its specialty is small tools and apparatus supplies, and responding to calls on neighborhood trails. It has a three-lane apparatus bay and houses three firefighters per shift.

The station has been upgraded since its original construction to meet earthquake design standards.

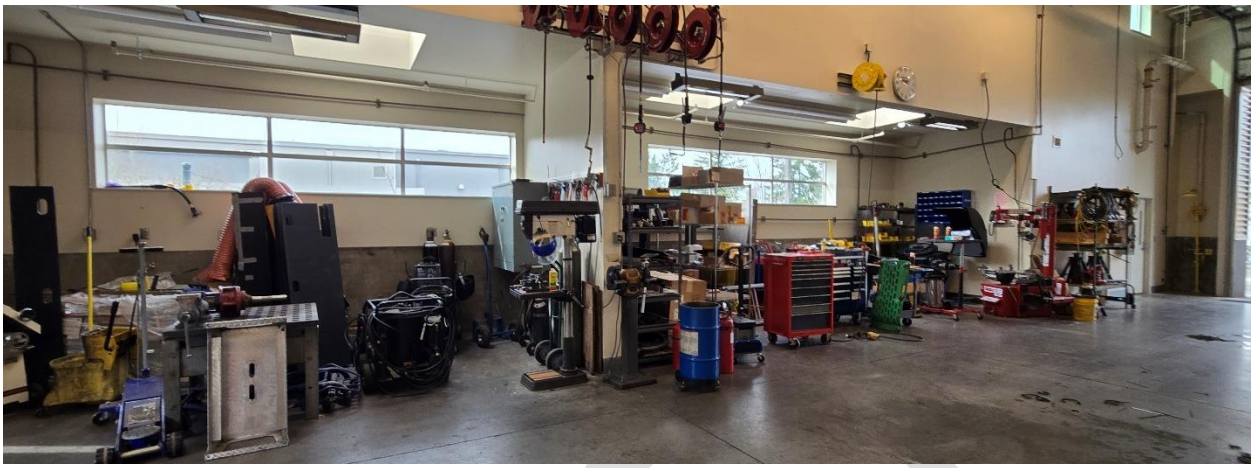
Functional issues include:

- Lack of tool and supply storage, and an undersized workshop area
- Lack of interior training opportunities
- Poor design for sleep hygiene (though not to the extent of other stations)

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Apparatus Maintenance Facility

6502 185th Ave NE, Redmond, WA 98052



The Apparatus Maintenance Facility maintains all Fire Department apparatus and other vehicles. After the redevelopment of the Maintenance & Operations Center (MOC) is completed, maintenance of smaller Fire vehicles, such as staff cars, will move to the MOC. The Fire Fleet Shop will remain focused on maintaining larger firefighting apparatus (trucks, engines, and ambulances).

Functional issues include:

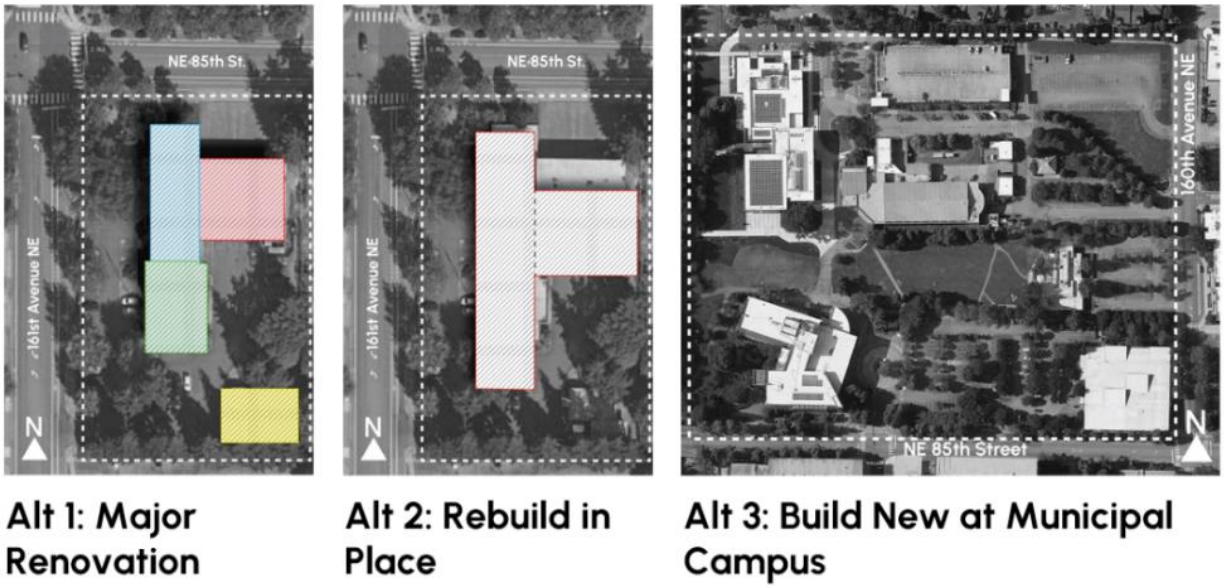
- The building has adequate capacity, but one of the three maintenance bays is not pull-through
- There are no decontamination facilities for staff
- Some mechanical equipment is obsolete, such as vehicle lifts and pump-testing tools

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Fire Station 11 Alternatives Evaluation

Several reinvestment alternatives were studied for Fire Station 11, with key considerations noted in the list below:

- **Alternative 1:** A major renovation of the existing building. Most, but not all, of the building's physical and functional issues would be addressed. Expansion of the apparatus bay was assumed for this CFP (expansion of dorm rooms and office space will also be under consideration by the Fire department in an upcoming feasibility study).. This would require temporary facilities for at least two years.
- **Alternative 2:** Rebuild the station on the current site. A new building would meet all modern standards and could likely be rightsized for current and future needs. This would require temporary facilities for at least two years.
- **Alternative 3:** Rebuild the station at the Redmond municipal campus. A new building would meet all modern standards and could be rightsized for current and future needs. This would not require temporary facilities and could be built while the existing building remains in operation.



Diagramatic illustrations of the three potential alternatives for Fire Station 11

Summary Recommendations and Project List

Fire Station 11

Apparatus Bay Expansion

Expansion of the Fire Station 11 apparatus bay is an unavoidable cost necessary to accommodate a new TDA. The TDA is expected to be delivered from the manufacturer by 2028, before the next major investment for the station can be designed and implemented.



Example of a tractor-drawn aerial ladder truck

Alternatives Recommendation: Conduct a Renovation and Replacement Study

The Fire Functional Plan identifies "Station 11 Phase 2 Study" to prepare for long-term facility decisions. This study will evaluate options for a major renovation or replacement of the station. The current scope of the study is:

- Expansion needs for administrative functions
- Long-term seismic and energy performance upgrades
- Opportunities for co-location or modular design with other city functions
- Site feasibility for expansion/remodel of Station 11 at its current location

Ideally the study would also include:

- Evaluation of options to reconstruct the facility on the existing site and at alternative locations, such as the municipal campus. A replacement could reduce the expense and risks of reinvesting in an older building that is undersized and may be challenging to upgrade to modern standards.
- Consideration of costs and challenges of operating a temporary facility during renovation or redevelopment
- Estimate of the potential for capital revenue from a land sale or ground lease

Future Relocation

The Fire Functional Plan identifies a need to relocate this facility after 2050, in conjunction with a new Fire Station 19, to maximize level of service and citywide coverage. If replacement occurs in the near-term, relocation will also be considered in the planning process.

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Fire Station 12

The replacement and relocation of Fire Station 12 is a top priority and recommended for the 2033-2040 timeframe. The station is currently located outside Redmond city limits in Bellevue, and it is not well-positioned to meet level of service and response times for the Overlake growth center and the Idylwood residential neighborhood.



Fire Station 12 crew responds to a call

The relocation of the station will require the acquisition of new land in Overlake, which is a challenging proposition because of the limited land available for sale on the private market and the subsequent price of land and real estate in the area. The City has preliminarily identified a potential site at Redmond Technology Station, known as the "remainder parcel", that is at the corner of 156th Avenue NE and NE 36th Street. The 1.6 acre parcel is currently owned by Sound Transit and Microsoft has the first right of refusal since the site was originally owned by Microsoft before it was acquired for transit purposes. The City has considered concepts for a vertical mixed-use facility at this location, potentially including police and community functions.



Redmond Technology Station. The "remainder parcel" is the vacant area on the southeast corner.

Should the "remainder parcel" prove unavailable, there are other potential sites in the area owned by Microsoft and other private landowners. The estimated property acquisition cost reflects a minimum site size of 1.25 acres for this fire station. A larger site would be needed for co-location with an Overlake police precinct or other public facilities. Another possibility is co-location with a mixed-use residential or commercial building with the fire station on the ground level; while a common arrangement in global cities, this would be a new format for Redmond and it depends on finding a willing development partner.

Fire Station 16

This station is past the midpoint of a typical 45-year service life, and it is due for lifecycle renovations. No other major projects are planned for this facility.

Fire Station 17

The planned interior buildout should proceed to maximize the staffing capacity of this facility.

This station will reach the midpoint of a typical 45-year service life in 2035 and it will be due for lifecycle renovations. No other major projects are planned for this facility.



Unfinished space at Fire Station 17

Fire Station 19

The Fire Functional Plan identifies this new station to be built after the planning period (2051+) to address the widening level of service deficiencies for the Downtown area. The need for a new station northeast of Downtown was originally modeled based on a relocated Fire Station 11 moving west of Downtown to the Willows Road area. If Fire Station 11 is retained in Downtown, the need for this new station and/or its location will need to be reevaluated.

Fire Stations 13, 14, and 18 (FD 34)

Major capital improvements and facility renovations for these three stations are led and funded by FD 34. Coordination between Redmond Fire and FD 34 is needed to support facility reinvestment or replacement, particularly for Fire Stations 13 and 14 in the near- or mid-term, to meet modern best practices for station design and improve operational capabilities.

Apparatus Maintenance Facility

This facility will be due for lifecycle renovations in the planning period. No other major projects are planned.

Fire Logistics Facility

The Fire Functional Plan identifies the need for a centralized logistics facility to reduce burdens on operational space and firefighter staff time at individual stations. Fire operations require constant resupply and regular upgrades for a variety of equipment. A central facility can streamline receiving and distribution for the Fire department and citywide emergency preparedness needs. Centralized space is also desired for storage of some Fire reserve vehicles, which currently occupy bay space at several stations or are parked outdoors and exposed to weather (some reserve vehicles would remain at high-call stations).

In the near-term, leasing an existing warehouse space with capacity for vehicle storage is the most likely approach and funding is in the project list. Redmond has several industrial

areas, including Southeast Redmond and the Willows Road corridor, that may have suitable warehouse space available.

City ownership of a logistics facility is eventually desired. The Fire Functional Plan includes $5M for investment in a City-owned facility; this could be a new location or a shared facility at the MOC. The Bellevue Fire Department is also known to have a similar logistics need and could be a potential partner for a jointly operated facility.

Fire Training Facility

The Fire Functional Plan identifies a long-term need for a City-owned training facility to support firefighter recruit academies, specialty instruction, and coordinated training exercises. The department currently lacks a dedicated, department-controlled facility suitable for in-service instruction, large-scale drills, or multi-agency exercises. Most hands-on training occurs at fire stations or temporary spaces, which limits flexibility and accessibility. While regional partnerships currently provide some access, these arrangements present challenges in scheduling, scale, and long-term sustainability. A local training space would improve readiness, accelerate onboarding, reduce overtime due to unfilled vacancies, and support specialized needs including rail, high-rise, and wildland response.



Vehicle extrication training at the empty lot next to Fire Station 17

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Fire Project List

The Fire Functional Plan lists firefighting equipment and mobile apparatus as capital costs that are not included in this list. For notes on project lists, see Section 4.3.

TIMEFRAME	PROJECT	ROM COST	NOTES
2025-2026	EV charging stations at fire stations	$0.9M	FS 11 and FS 12. Cost from Fire Functional Plan.
2025-2026	Personal protective equipment storage upgrades	$0.3M	Cost from Current CIP 2025-2030
2025-2026	FS 11 repairs	$5.0M	Cost from Fire Functional Plan. Total cost of 2023-2028 OD and partial cost of 2029-2032 PR.
2025-2026	FS 17 interior buildout and admin relief	$0.4M	Cost from Fire Functional Plan
2025-2026	FS 17 siding replacement	$1.2M	Cost from Current CIP 2025-2030
2027-2032	Diesel exhaust upgrades	$0.5M	Multiple stations. Cost from Fire Functional Plan.
2027-2032	Emergency generator upgrades	$0.5M	Multiple stations. Cost from Fire Functional Plan.
2027-2032	FS 11 partial remodel (apparatus bay expansion)	$1.6M	Cost from Fire Functional Plan
2027-2032	FS 11 renovation and replacement study	$0.4M	Cost from Fire Functional Plan
2027-2032	FS 11 renovation or replacement	$15.0M	Cost from Fire Functional Plan for renovation. Project type decision is pending study results.
2027-2032	Logistics - Tenant improvements to leased warehouse	$0.6M	Cost from Fire Functional Plan
2027-2032	Logistics - City-owned investment	$5.0M	New facility or shared storage at MOC. Cost from Fire Functional Plan.
2027-2032	Routine maintenance		Costs from FCA. Excludes FD 34.
	Observed deficiencies	$4.0M	Total cost of 2023-2028 OD. Excludes FS 11.
	Predicted renewals	$4.3M	Total cost of 2029-2032 PR. Partial exclusion of FS 11.
	Opportunity projects	$1.4M	50% of total cost of OP. Excludes FS 11 and 12.
2033-2040	FS 12 land acquisition	$10.0M	Cost from Fire Functional Plan (1.25 acre minimum)
2033-2040	FS 12 construct replacement	$30.0M	Cost from Fire Functional Plan (20,000 square feet minimum). Maintenance costs assume 2036 opening.

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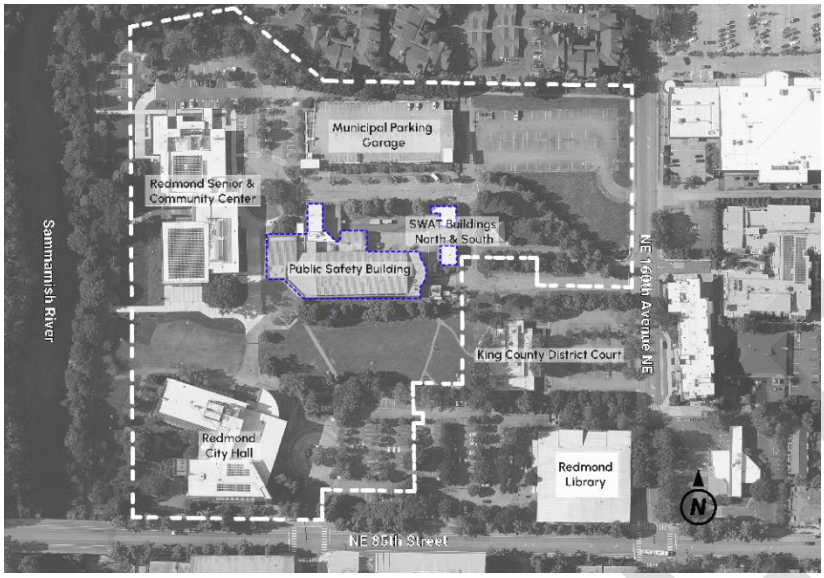
TIMEFRAME	PROJECT	ROM COST	NOTES
2033-2040	FS 12 old property sale or lease	TBD	Not estimated
2033-2040	Routine maintenance		Costs from FCA. Excludes FD 34.
	Predicted renewals	$6.4M	Total cost of 2033-2040 PR. Excludes FS 11 and 12.
	Opportunity projects	$1.4M	50% of total cost of OP. Excludes FS 11 and 12.
	New FS 11 and 12 estimate	$2.6M	Based on a percentage of building construction cost per year. Costs from Fire Functional Plan.
2041-2050	FS 16 lifecycle renovation	$12.0M	Cost from Fire Functional Plan
2041-2050	Apparatus Maintenance Facility lifecycle renovation	TBD	Not estimated
2041-2050	Routine maintenance		Costs from FCA. Excludes FD 34.
	Predicted renewals	$0.5M	Total cost of 2041-2042 PR
	Existing facilities 2043+	$3.9M	Based on a percentage of CRV per year.
	New FS 11 and 12 estimate	$13.0M	Based on a percentage of building construction cost per year. Cost from Fire Functional Plan.
2051+	FS 11 replacement acquire land	TBD	Needed if level of service dictates a second station in the Downtown area (FS 19), and FS 11 is replaced in a new location. If FS 11 study recommends earlier replacement, project listing will be revised.
2051+	FS 11 construct replacement	$35.0M	
2051+	FS 19 acquire land	TBD	Not estimated
2051+	FS 19 construction	$35M	Cost from Fire Functional Plan
2051+	FS 17 lifecycle renovation	TBD	Not estimated
2051+	Fire training facility	TBD	Not estimated

The project lists use the following abbreviations:

FCA = 2023 Facility Conditions Assessment
OD = observed deficiency
PR = predicted renewal
OP = opportunity project
CRV = current replacement value
CIP = Capital Investment Program
ROM = rough order of magnitude
M = million dollars
FS = Fire Station
FD 34 = Fire District 34
MOC = Maintenance & Operations Center
EV = electric vehicle

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3.3 – Police



Location of Police facilities on the municipal campus



Police Fast Facts

1 primary facility
3 buildings
97,255 gross square feet
134 staff

The Police Department (Police) operates one primary facility within the service area, which consists of Redmond city limits (17 square miles). Four workstations are located at several fire stations and the private Microsoft campus and are available for use by officers in the field.

Capital Facility Element policy CF-6 establishes this level of service for Police Department services:

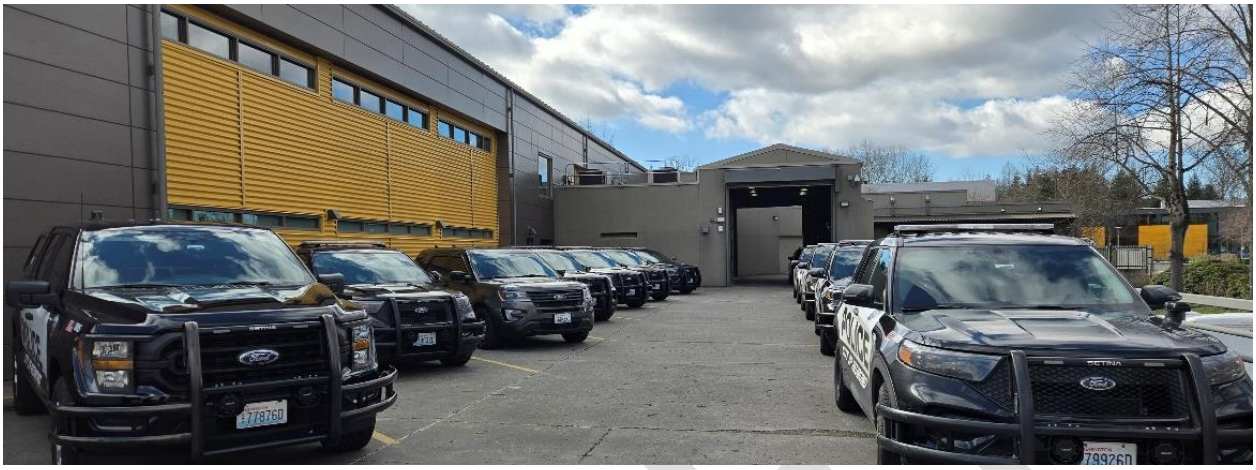
- *Police capital facility needs are associated with police services, general operations, special operations and support services. The service standard is to have facilities and equipment sufficient to meet the demand for police services and to meet needs of staff assigned to service delivery.*
- *Ensure emergency response times meet community expectations and call response types.*

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Key Findings

Public Safety Building

8701 160th Ave NE, Redmond, WA 98052



Public Safety Building

The Public Safety Building (PSB) is the headquarters and primary facility for Police. The building served as both City Hall and the police station until 2005, when the separate City Hall building opened. The PSB consists of administration office space and workspace for patrol officers. It also hosts a variety of specialized functions, including the City's 911 dispatch center, the City's data center, suspect holding and interview areas, an armory, evidence storage and processing labs, and locker rooms. The basement level hosts a firing range, parking for police personnel and fleet vehicles, and bulk evidence storage. The building features an emergency generator. The PSB is one of several buildings on the Redmond municipal campus.

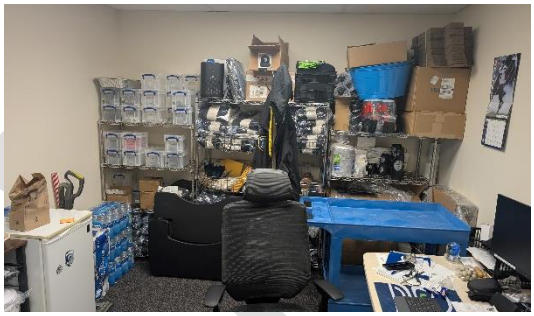
The building has maintenance issues that stem from its original design and its conversion to an exclusive Police facility. It is inefficiently configured and the building systems are challenging and costly to maintain, with HVAC and electrical systems near their end of life. Because the backlog of maintenance is outpacing the building's current replacement value, 2023 FCA found that the building's condition worsened since the 2013 FCA. This is despite recent investments of approximately $13.5 million, demonstrating the building's significant maintenance needs. From 2015 to the present, maintenance work included a seismic retrofit, exterior siding and roof replacement, replacement of heat pumps and HVAC components, 911 center remodel, and locker room upgrades.

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Key functional issues include:

- The building is undersized for projected 2050 staff growth, which may be more than double current staff levels
- Incremental renovations over time are not well-served by the building's HVAC and electrical systems, which are reaching the end of their service lives
- Operational elements like the vehicle evidence pens, fleet parking, armory, training spaces, and dispatch center are at capacity
- Windowless offices, poor radio communications, seismic bracing, inefficient circulation, and other issues reduce occupant comfort and efficient workflow
- The Mobile Command post is an oversized vehicle without adequate secure parking
- Seasonal flooding of the basement garage is a major nuisance







The Public Safety Building requires a major decision, so alternatives are explored below in the section Public Safety Building Alternatives Evaluation.

North and South Garage Buildings

8701 160th Ave NE, Redmond, WA 98052

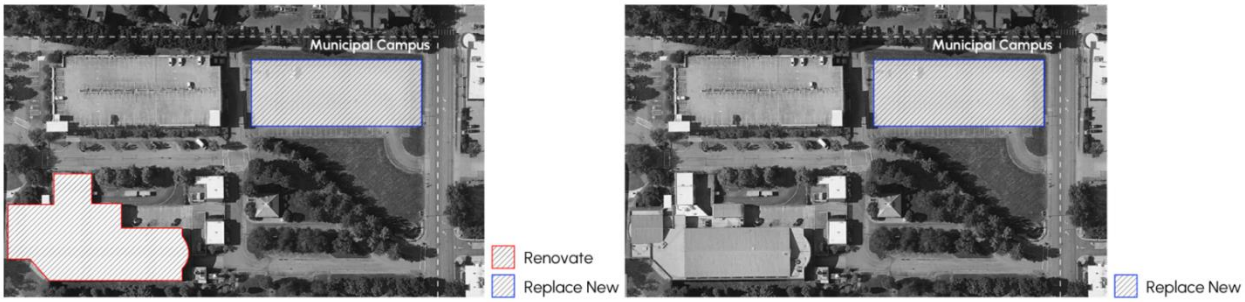
These are two small buildings adjacent to the Public Safety Building. Originally used for specialized vehicle storage, today the North Garage is used for bike patrol storage and the South Garage is used for tactical training.

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Public Safety Building Alternatives Evaluation

Approaches to address the Public Safety Building issues and meet future needs are described and shown below.

- **Alternative 1:** Renovate for the near-term, with a replacement in the long-term. This would address critical functional issues and risks in the current building to meet all needs while delaying replacement. Renovating before replacing will add to the total project cost.
- **Alternative 2:** Replacement in the medium-term. Replacing on a quicker timeline would avoid steeper maintenance and renovation costs for the current building. The floor area would be larger based on future staffing needs.



Illustrations of the two potential alternatives for the Public Safety Building

Summary Recommendations and Project List

Public Safety Building

Recommendation: Pursue Alternative 2

The Public Safety Building should be replaced in the medium-term. Retaining the building for its full-service life through 2045 or beyond would likely require significant investment to keep its systems fully operational but would not address the core facility issues. Therefore, replacing the facility in the 2033-2040 timeframe is recommended. Replacement is recommended in the latter half of that timeframe due to project cost and accommodating higher priority fire station replacements in the same period.

The expense and inconvenience of temporary police facilities during construction should be avoided. The facility would ideally be replaced on the Redmond municipal campus, which offers good citywide access, proximity to the growing population density of Downtown and Marymoor Village, and adjacency to city administration. Alternatively, if it is deemed advantageous for Fire Station 11 to relocate to the municipal campus (see Section 3.7), and if there is no longer space to rebuild the PSB, the Fire Station 11 site could be considered for the PSB.

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North and South Garage Buildings

These two small structures are functionally integrated with the Public Safety Building. No major projects are planned. Their functions should be replaced at the same time as the Public Safety Building. It may be ideal for their functions to be integrated into the Public Safety Building replacement for ease of access and to reduce the extra costs of building and maintaining exterior enclosures.

Overlake Precinct

The Police Functional Plan identifies a need for a precinct in the Overlake growth center to serve the growing population density and more efficiently dispatch to calls in southern areas of Redmond. The precinct would house commissioned officers and fleet vehicles, professional support staff (including a customer service desk), and could also support functions like records storage and training spaces, if advantageous. The Public Safety Building replacement in Downtown would continue functioning as the headquarters, supporting most staff and specialized functions.

Similar to the replacement of Fire Station 12, developing a precinct in Overlake will require the acquisition of new land, which is challenging proposition due to limited availability and high cost. The City has preliminarily identified a potential site at Redmond Technology Station, known as the “remainder parcel”, at the corner of 156th Avenue NE and NE 36th Street. The 1.6 acre parcel is currently owned by Sound Transit and Microsoft has the first right of refusal as it was originally owned by Microsoft before Sound Transit acquired it for light rail construction. The City has considered concepts for a vertical mixed-use facility at this location, potentially including police and community functions co-located with a replacement of Fire Station 12.



Redmond Technology Station. The “remainder parcel” is the vacant area on the southeast corner.

Should the “remainder parcel” prove unavailable, there are other potential sites in the area owned by Microsoft and other private landowners. The estimated property acquisition cost reflects a site size of 0.75 to 1 acre for the precinct, reflecting a potential mix of structured

and surface parking. A larger site would be needed for co-location with a fire station or other public facilities.

A private development partnership may be challenging because of the complex design requirements of police facilities. The new incentive program can be used to help offset some of the costs and encourage colocation (see RZC 21.55).

Police Project List

TIMEFRAME	PROJECT	ROM COST	NOTES
2025-2026	PSB Phase 2 mechanical and electrical improvements	$3.9M	Cost from Current CIP 2025-2030
2027-2032	Overlake Precinct land acquisition	$6-8M	Cost from MAKERS analysis of King County real estate assessed values and sales data for 0.75 - 1 acres
2027-2032	Routine maintenance		Costs from FCA
	Observed deficiencies	$3.6M	50% of total cost of 2023-2028 OD
	Predicted renewals	$8.2M	50% of total cost of 2029-2032 PR
	Opportunity projects	$0.0M	0% of total cost of OP
2033-2040	PSB construct replacement	$100-110M	Cost range for 51,000 - 59,000 square feet staffed area plus 66,000 square feet secure parking. Costs from MAKERS and ACC. Maintenance costs assume 2039 opening.
2033-2040	Routine maintenance		Costs from FCA
	Predicted renewals	$0.0M	0% of total cost of 2033-2040 PR
	Opportunity projects	$0.0M	0% of total cost of OP
	New PSB estimate	$2.0M	Based on a percentage of building construction cost per year. Costs from MAKERS and ACC.
2041-2050	Overlake Precinct construction	$31-38M	Cost range for 20,000 - 25,000 square feet building and 0.75 - 1 acre site development. Costs from MAKERS and ACC. Maintenance costs assume 2044 opening.
2041-2050	Routine maintenance		Costs from FCA
	New PSB and Overlake Precinct estimate	$12.2M	Based on a percentage of building construction cost per year. Costs from MAKERS and ACC.

For notes on project lists, see Section 4.3. The project lists use the following abbreviations:

FCA = 2023 Facility Conditions Assessment
OD = observed deficiency
PR = predicted renewal
OP = opportunity project
CRV = current replacement value
CIP = Capital Investment Program
ROM = rough order of magnitude
M = million dollars
PSB = Public Safety Building

3.4 – Maintenance & Operations



Aerial view of the Maintenance & Operations Center



Maintenance & Operations Fast Facts

1 facility
14 buildings
62,000 gross square feet
151 staff

The Public Works Department manages environmental services, maintains most fleet vehicles, builds and maintains Redmond's infrastructure for streets, trails, water, wastewater, and sewer. The Parks Operations group develops and maintains city parks and facilities. The facilities maintenance team is also part of Parks Operations.

Capital Facility Element policy CF-6 establishes this level of service for general government facilities:

- *Facilities that are safe and meet all applicable health, safety, and accessibility standards.*
- *Facilities that are properly sized, designed for their intended purpose, and evolve to meet future demands, such as population growth, expanded infrastructure, and changes in regulatory requirements.*
- *Critical facilities are built or upgraded to standards that increase the likelihood that vital services continue in the event of a disaster.*
- *Constructed to support the equitable provision and use of facilities for all users.*

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Key Findings

Maintenance & Operations Center

18080 NE 76th St, Redmond, WA 98052

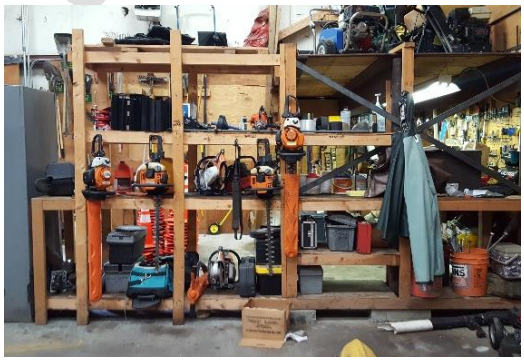


Operational workgroups for Public Works, Parks Operations, and Facilities maintenance are based at the Maintenance & Operations Center (MOC) in southeast Redmond. Engineering and planning staff are located at City Hall. Other Public Works and non-recreation Parks buildings are outside the CFP scope, including utility structures and small maintenance buildings.



The MOC has fourteen major and minor structures, including administrative offices, crew support spaces, shops, a decant facility, a fuel station used by all City departments, and storage for vehicles and materials.

The MOC was built piecemeal over time. Most buildings are in poor condition and do not adequately support efficient operations. Functional issues include:



- Crew reporting, dispatch, and meeting areas are undersized and are inefficiently configured
- Workgroups are siloed in multiple buildings, precluding interdepartmental collaboration and efficient use of limited site area
- The warehousing and storage facilities are undersized and decentralized, hindering efficient inventory control
- The fleet shop is undersized and is not equipped to service large vehicles
- The site design is inefficient, and fleet and staff parking are at capacity

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Summary Recommendations and Project List

Maintenance & Operations Center

Redevelopment of the MOC campus was identified as a priority in the 2019 Redmond Facilities Strategic Management Plan. The project is now underway, with a Master Plan completed in 2024 design development ongoing. Construction is in design development and anticipated to be completed in 2030.

This is currently Redmond's largest general government facilities project. The project will meet almost all facilities needs of the Maintenance & Operations functional area through 2050.

The basic program (subject to change) is:

- Approximately 90,000 square foot operations building
- Approximately 99,000 square foot parking structure
- Approximately 60,000 square feet of fleet parking
- Approximately 14,000 square feet of covered exterior storage, fuel station, wash bays, and material bays

Construction will require the temporary relocation of crews, fleet, and materials. Consider interim locations during MOC reconstruction such as utility sites, surplus space on community center properties and the municipal campus, other City-owned properties, or if necessary short-term lease(s) of private property.

The Fire Functional Plan assumes a $5M contribution to the MOC redevelopment to support the Fire Department's logistics needs. If feasible, this should be incorporated to efficiently consolidate City inventories and address this need for the long term.

Project List

For notes on project lists, see Section 4.3.

TIMEFRAME	PROJECT	ROM COST	NOTES
2025-2026	MOC redevelopment	$26.8M	Cost from Current CIP 2025-2030
2027-2032	MOC redevelopment	$198.2M	Total cost from City minus current CIP allocation. Maintenance assumes 2030 opening.
2027-2032	Routine maintenance - New MOC	$3.1M	Based on a percentage of building construction cost per year. Cost from CIP and Master Plan.
2033-2040	Routine maintenance - New MOC	$25.0M	Based on a percentage of building construction cost per year. Cost from CIP and Master Plan.
2041-2050	Routine maintenance - New MOC	$46.9M	Based on a percentage of building construction cost per year. Cost from CIP and Master Plan.

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The project lists use the following abbreviations:

FCA = 2023 Facility Conditions Assessment
OD = observed deficiency
PR = predicted renewal
OP = opportunity project
CRV = current replacement value
CIP = Capital Investment Program
ROM = rough order of magnitude
M = million dollars
MOC = Maintenance & Operations Center

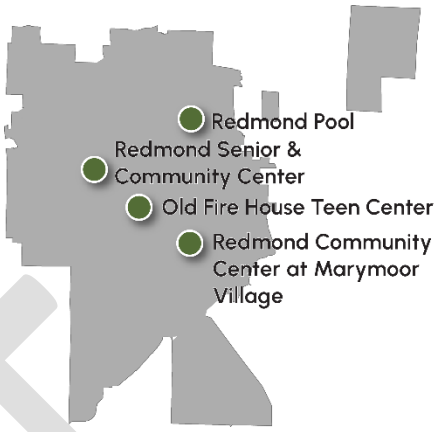
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3.5 – Indoor Recreation

The Redmond Parks & Recreation Department operates city parks and indoor recreation facilities for use by the general public. Four recreation facilities support cultural, athletic, and educational programming: Redmond Pool at Hartman Park, the Old Fire House Teen Center, the Redmond Senior & Community Center (RSCC), and the Redmond Community Center at Marymoor Village (RCCMV).

Capital Facility Element policy CF-6 establishes this level of service for parks and recreational facilities: *Provide recreational opportunities for all residents through sufficient and equitably distributed parks, trails, and recreational facilities.*

- *Percent of households within a ½ mile of developed city park.*
- *Percent of households within a ½ mile of trail access.*
- *Acreage of parkland per capita.*
- *Recreation and Conservation Office (RCO) Level of Service Metrics.*



Indoor Recreation Fast Facts

4 facilities
4 buildings
24,532 gross square feet
15 staff

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Key Findings

Redmond Senior & Community Center (RSCC)

8703 160th Ave NE, Redmond, WA 98052



The RSCC is Redmond's newest general government facility, having opened in May 2024 with a cost of approximately $63M. It is a two-story facility featuring a senior lounge, library, gymnasium, commercial kitchen, a variety of meeting rooms, and outdoor event space facing the Sammamish River. The facility provides regular programming for all ages and also has spaces available for rent. The RSCC is one of several buildings on the Redmond municipal campus and shares parking with other facilities.

There are minor maintenance and functional issues that will need to be addressed, such as improving acoustic insulation in several meeting rooms, a difficult-to-use glass door divider between the senior lounge and library, and challenging ADA access to the Red Oak room stage.

As part the City's decarbonization strategy, the RSCC is also Redmond's first all-electric public facility. Compared to a typical building, this means space and water heating are accomplished with electricity instead of natural gas. New equipment presents a learning curve for maintenance staff but also creates opportunities to learn and apply lessons to future upgrades and all-electric facilities across the City's portfolio.

The building may be used as an emergency shelter, but it cannot be officially designated as such because it is in a 100-year flood plain. Relatedly, because the building is all-electric it has high electric demands that would require a very large emergency generator, so instead the building is set up for connecting to a portable generator. However, a study has found the building is well-positioned for battery storage as an alternative resilience measure if physical space is available.

Redmond Community Center at Marymoor Village (RCCMV)

6505 176th Ave NE, Redmond, WA 98052



The City of Redmond has leased this property from the Lake Washington Institute of Technology (LWIT) since 2018. Originally built as a college classroom building, it features a small auditorium and a series of meeting rooms across two floors. The facility provides programming focused on physical activity, youth, and summer camps. In early 2025, teen programming was relocated from Old Fire House Teen Center to RCCMV.

RCCMV is located in the Marymoor Village growth center adjacent to Marymoor Park and three blocks from a light rail station. It is ideally positioned to support a growing residential population in a designated urban center.

Functional issues include:

- Limited capacity for staff growth
- Limited storage capacity, particularly on the second floor
- Common areas are limited and the lobby size is inadequate
- The kitchen is underused and not applicable to the building's current programming
- The auditorium is not configured for live music and other social activities that are associated with the building's current programming
- Teen programming is spread throughout the building, which is not ideal due to the program's size, specialized features, and unique user needs
- Outdated A/V technology, poor acoustics, and poor lighting control are an issue in many of the multipurpose rooms.
- The building lacks an emergency generator to support its potential designation as an emergency shelter
- Vehicular circulation on the site is constrained during peak times

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The City and LWIT have expressed mutual interest in exchanging ownership of the full property (building and land). Once the City controls the property, it would allow for a right sizing of the spaces, capital investment in areas of concern, and increased improvements to improve usability. While the building was not originally built for use as a community center, the property has ample space for increasing the footprint and improving the facility for expanded recreational programming in the future.

Old Fire House Teen Center

16510 NE 79th St, Redmond, WA 98052



This facility was originally built as a fire station and then was converted to a teen center in the 1990's. Due to safety concerns and maintenance challenges, in early 2025 teen services were relocated from this facility to RCCMV and the building currently is vacant. When active the building has been well-liked by users, but at the time of a site tour program staff reported its cellular organization of spaces does not support its program well.

Functional issues include:

- A renovation may improve the quality of some spaces but would not result in a more open floor plan due to space limitations
- All building systems are in need of investment and replacement. For example, the original windows and building envelope have allowed water penetration.
- A previous retrofit did not meet earthquake design standards. The hose tower is not seismically reinforced and requires a retrofit or demolition.
- Any renovations will require significant hazard material abatement

Redmond Pool

17535 NE 104th St, Redmond, WA 98052



Redmond Pool, located within Hartman Park, is the only public pool in Redmond and the surrounding area. It is used by recreational and competitive users, including school swim teams. Staffing is contracted to a nonprofit organization.

The facility is one of the oldest in Redmond's portfolio. It was in deteriorating condition and at risk of closing, but a major investment completed in 2021 gave the facility new life. A $9.3 million investment provided a new roof, new water filtration and HVAC systems, and fully renovated the locker rooms and lobby.

Functional issues include:

- The pool is undersized given its popularity and it is outmoded compared to modern aquatic centers
- Lack of storage for materials and program supplies
- The pool deck has accessibility challenges
- Parking is limited and inefficiently designed

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Summary Recommendations and Project List

Redmond Senior & Community Center

The RSCC will reach the midpoint of a typical 55-year service life beyond the 2050 planning horizon. No major projects are planned for this facility.

Redmond Community Center at Marymoor Village

Assuming City ownership of the property, a major renovation is recommended to improve its functionality. The building requires upgrades to various systems and equipment to better serve recreation programs.

The scope of renovations may include:

- Audio/video technology upgrades
- Enlarged common spaces
- Increased program storage
- Removal of kitchen facility
- Consolidation of teen programming (if remaining at this location)
- Adding an emergency generator

Assuming City ownership of the property, as it approaches the end of its service life a reinvestment study is recommended to evaluate the best use and design of the facility and its property for continuing to meet recreation program needs of a growing population. The property is large and could host a variety of additional indoor and outdoor recreation programs in either an expanded building, a second building, a new building that replaces and expands on the existing functionality, or other configurations.

Old Fire House Teen Center

A separate planning process is underway to determine the future of the facility.

Redmond Pool

Even with recent investments, the pool building is far beyond its expected service life of 30 years. In the long-term the City should study options to replace this facility and meet the increasing demand for pool access.

Options to evaluate may include:

- Rebuilding a modest community-focused aquatic center in the same location, leaving additional demand for services to be met by other agencies or the private market
- Rebuilding a larger and more modern aquatic center at the same location
- Building a larger and more modern aquatic center in a more central location
- Replacing the facility and adding a second aquatic center in another location, such as the Marymoor or Overlake growth centers (ideally co-located with a community center)

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- Partnering with a neighboring city or school district on a jointly funded and owned regional aquatic center
- Partnering with a private/nonprofit partner to develop a second aquatic center
- Operating a single pool and leaving additional demand to the private market

Overlake Community Center

As noted in Section 1.2 – Facility Planning Principles, the neighborhood is underserved for a community center with indoor recreation. The Redmond 2050 Comprehensive Plan and its Overlake Neighborhood Plan Addendum, along with the Redmond Parks, Arts, Recreation, Culture & Conservation (PARCC) Plan elaborate on this need and say, "The new center could be a stand-alone facility or a partnership with a developer or another jurisdiction, and it should include amenities such as a gymnasium, fitness rooms, community meeting rooms, a general social living room area."

The City has preliminarily identified a potential site at Redmond Technology Station, known as the "remainder parcel", that is at the corner of 156th Avenue NE and NE 36th Street. The 1.6 acre parcel is currently owned by Sound Transit and Microsoft has the first right of refusal since the site was originally owned by Microsoft before it was acquired for light rail construction. The City has considered concepts for a vertical mixed-use facility at this location, potentially including a community center co-located with a replacement of Fire Station 12 and a police facility. Should this "remainder parcel" prove unavailable, there are other potential sites in the area owned by Microsoft and other private landowners.

The rough estimate of area needed for this facility is between 40,000 and 60,000 square feet, to be refined during design. The required land area will vary, but for planning purposes, a stand-alone, two-story, 40,000-60,000 square foot community center would likely require a site of between 0.75-2 acres, depending on the number of stories, parking configuration and structure, the extent of outdoor recreation features, etc.

Given limited available land, opportunities to include this facility in a multi-story private mixed-use development should be explored. A community center in a mixed-use building (e.g. with residential and/or commercial space) may limit its potential size or require multiple projects to offer the quantity and variety of desired recreational programming. According to the Redmond PARCC plan, *"...the City should be flexible and creative in its approach to provide indoor recreation space that is open to the public. Development incentives for new mixed used buildings to provide indoor meeting space, black box theaters, or other recreation space that is open to the public should be pursued."*

Redmond Zoning Code 21.55.1000 provides a private development incentive for inclusion of a "community center or library (20,000 sq. ft. minimum)" in Overlake.

Given Overlake's proximity to Bellevue city limits, a jointly planned and operated community center with the adjacent municipality could also be explored.

Project List

For notes on project lists, see Section 4.3.

TIMEFRAME	PROJECT	ROM COST	NOTES
2025-2026	RCCMV property acquisition	$18.5M	Cost from City staff
2027-2032	RCCMV reinvestment study	$0.5M	Cost from MAKERS
2027-2032	RCCMV renovations	$8.6M	To be refined pending results of reinvestment study. Cost from MAKERS and ACC OR.
2027-2032	Old Fire House Teen Center project	TBD	Not estimated; a separate planning process underway will provide recommendations. Project could potentially start in 2026.
2027-2032	Routine maintenance		Costs from FCA. Excludes OFHTC.
	Observed deficiencies	$3.8M	Total cost of 2023-2028 OD
	Predicted renewals	$8.7M	Total cost of 2029-2032 PR
	Opportunity projects	$4.3M	50% of total cost of OP
	New RSCC estimate	$2.9M	Based on a percentage of building construction cost per year. Cost from City.
2033-2040	Overlake community center land acquisition	$6-16M	Cost from MAKERS analysis of King County real estate assessed values and sales data for 0.75 - 2 acres.
2033-2040	Pool replacement study	$0.5M	Cost from MAKERS
2033-2040	Routine maintenance		Costs from FCA. Excludes OFHTC.
	Predicted renewals	$16.5M	Total cost of 2033-2040 PR
	Opportunity projects	$4.3M	50% of total cost of OP
	New RSCC estimate	$7.8M	Based on a percentage of building construction cost per year. Cost from City.
2041-2050	Overlake community center construction	$52-81M	Cost range for 40,000 - 60,000 square feet building and 0.75 - 2 acre site development. Costs from MAKERS and ACC. Maintenance costs assume 2046 opening.
2041-2050	Routine maintenance		Costs from FCA. Excludes OFHTC.
	Predicted renewals	$2.2M	Total cost of 2041-2042 PR
	Existing facilities 2043+	$5.2M	Based on a percentage of CRV per year.
	New RSCC and OCC estimate	$17.7M	Based on a percentage of building construction cost per year. Costs from City, MAKERS, and ACC.
2051+	Pool replacement	TBD	Not estimated
2051+	RCCMV reinvestment	TBD	Not estimated

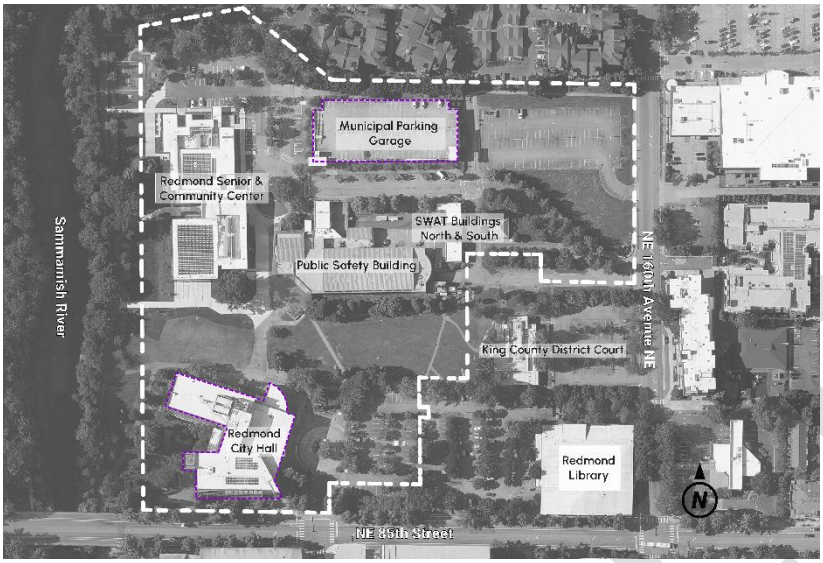
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The project lists use the following abbreviations:

FCA = 2023 Facility Conditions Assessment
OD = observed deficiency
PR = predicted renewal
OP = opportunity project
CRV = current replacement value
CIP = Capital Investment Program
ROM = rough order of magnitude
M = million dollars
OFHTC = Old Fire House Teen Center
RSCC = Redmond Senior & Community Center
RCCMV = Redmond Community Center at Marymoor Village
OCC = Overlake Community Center

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3.6 – Administration



Location of Administration facilities on the municipal campus



Administration Fast Facts

2 facilities
239,027 gross square feet
284 staff at City Hall

Administration facilities are those not covered by other functional areas. Administration represents a large share of City staff and functions, including elected officials, finance, human resources, information technology, development services, economic development, and environmental sustainability. It also represents some administrative components of functional areas including Fire, Maintenance & Operations, and Parks.

Capital Facility Element policy CF-6 establishes this level of service for general government facilities:

- *Facilities that are safe and meet all applicable health, safety, and accessibility standards.*
- *Facilities that are properly sized, designed for their intended purpose, and evolve to meet future demands, such as population growth, expanded infrastructure, and changes in regulatory requirements.*
- *Critical facilities are built or upgraded to standards that increase the likelihood that vital services continue in the event of a disaster.*
- *Constructed to support the equitable provision and use of facilities for all users.*

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Key Findings

City Hall

15670 NE 85th St, Redmond, WA 98052



City Hall is the primary facility for Administration, housing most city department offices, City Council chambers, and several public-facing uses such as conference rooms and a customer service center used for permitting, business licenses, and bill payment. The building includes the primary emergency operations center and features an emergency generator. All departments except Police have a staff presence at City Hall. City Hall is one of several buildings on the Redmond municipal campus.

City Hall and the Municipal Parking Garage were built for the City by Wright Runstad in a public-private partnership. Ownership was transferred to the City in 2013. Building management is contracted to CBRE.

A renovation of City Hall's ground floor addressed security concerns and added a ground floor customer service center and meeting spaces. A reorganization of office space and workgroups was completed in 2025 to improve adjacencies and recapture some underutilized areas on all floors.

Functional issues include:

- City Hall is underutilized due to hybrid/remote work policies
- Space on most floors of City Hall could be used more efficiently, e.g. smaller cubicles and less dedicated desks with more emphasis on hoteling or desk sharing
- The HVAC system is at midlife and has balancing issues
- City Hall is far removed from the Overlake growth center, which limits face-to-face public access to City customer service for residents of a large and growing neighborhood

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Municipal Parking Garage

8711 160th Ave NE, Redmond, WA 98052



This four-story facility is for municipal campus visitors, City staff personal vehicles, and some City fleet vehicles. It has 314 parking spaces. With the opening of the RSCC the first level of the garage is reserved for RSCC visitors and levels 2-4 are reserved for City use.

No notable functional issues were observed.

Summary Recommendations and Project List

City Hall

There may be space available to host administrative staff from other facilities when those facilities are being renovated or under construction.

This facility will be due for lifecycle renovations during the planning period. No other major projects are planned for this facility.

Municipal Parking Garage

This facility will be due for lifecycle renovations during the planning period. No other major projects are planned for this facility.

Overlake Administrative Annex

An Administration and customer service presence has long been targeted for the Overlake growth center, and as noted in Section 1.2 – Facility Planning Principles the neighborhood is underserved. To meet this need in the near-term the City is planning to purchase a commercial condominium at an affordable housing development adjacent to the Overlake Village Station. This space is anticipated to open in 2028.

Should the City require additional or larger space in the area, co-location of Administration functions with another facility investment in Overlake (such as a community center) could be considered.

Project List

For notes on project lists, see Section 4.3.

TIMEFRAME	PROJECT	ROM COST	NOTES
2025-2026	City Hall workspace remodel	$0.3M	Cost from Current CIP 2025-2030
2025-2026	City Hall pond refurbishment	$0.3M	Cost from Current CIP 2025-2030
2025-2026	EV charging stations at Municipal Parking Garage	$0.8M	Cost from Current CIP 2025-2030
2025-2026	Overlake administrative annex space purchase	$0.6M	1,600 square feet commercial condominium. Cost from Current CIP 2025-2030.
2027-2032	Routine maintenance		Costs from FCA
	Observed deficiencies	$2.8M	Total cost of 2023-2028 OD
	Predicted renewals	$2.3M	Total cost of 2029-2032 PR
	Opportunity projects	$15.3M	50% of total cost of OP
2033-2040	City Hall lifecycle renovation	$16.7M	Total cost of PR and 50% of total cost of OP for 2033-2040
2033-2040	Routine maintenance		Costs from FCA
	Predicted renewals	$1.7M	Total cost of 2033-2040 PR. Municipal Parking Garage only.
	Opportunity projects	$0.4M	50% of total cost of OP. Municipal Parking Garage only.
2041-2050	Routine maintenance		Costs from FCA
	Predicted renewals	$0.9M	Total cost of 2041-2042 PR
	Existing facilities 2043+	$20.4M	Based on a percentage of CRV per year

The project lists use the following abbreviations:

FCA = 2023 Facility Conditions Assessment
OD = observed deficiency
PR = predicted renewal
OP = opportunity project
CRV = current replacement value
CIP = Capital Investment Program
ROM = rough order of magnitude
M = million dollars
EV = electric vehicle

3.7 – Municipal Campus Considerations

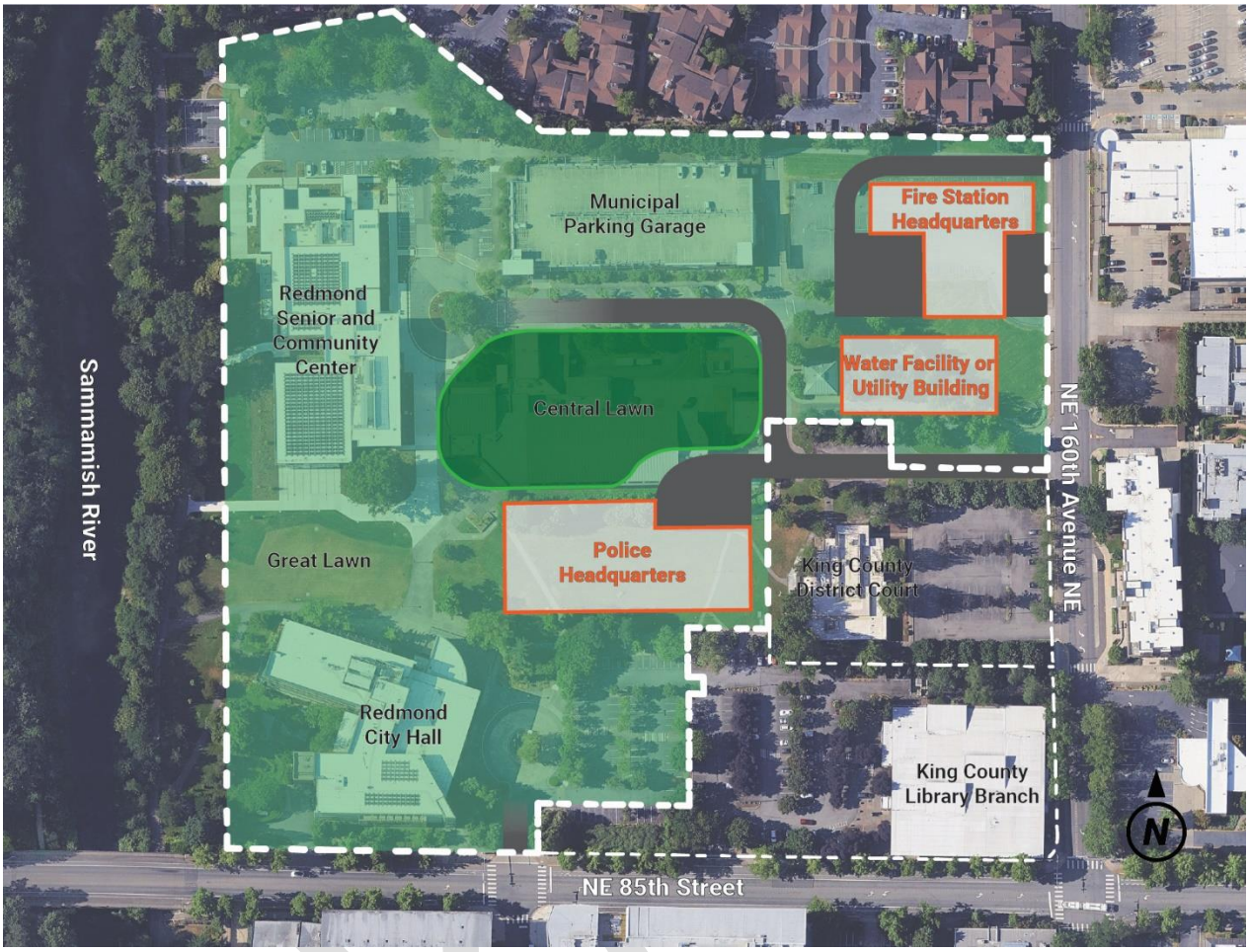
Several capital investment decisions and CFP recommendations relate to use and development of the Redmond municipal campus, particularly for Police and Fire. Careful planning of the campus is necessary because it is one of the City's few large landholdings available for general government facilities needs and acquiring additional land is time-consuming and costly.

A facilities-driven master plan process for the municipal campus is recommended to make decisions about the future use and development of the campus. The master plan would address these key issues through 2050:

- Being a potential location for Fire Station 11 replacement, or a location for a temporary station while the existing FS 11 facility is renovated or redeveloped
- Being a likely location for replacement of the Public Safety Building
- Planned expansion of Well No. 4 capacity and new water treatment facilities
- Potential development of a new regional stormwater management facility
- Some open space on the campus is used for recreation and community events

While a campus master plan typically includes many components such as transportation, open space, and public benefits, such a master plan would need to be driven by general government facilities requirements due to Redmond's public safety needs and limited public landholdings.

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Illustrative concept for a potential municipal campus vision

Access is an important consideration for public safety facilities. If Fire Station 11 is replaced on the campus, the apparatus bay ideally has immediate access to the street network to minimize response times in its coverage area. The most available street frontage on the campus is 160th Avenue NE on the east side of the campus. If the Public Safety Building is rebuilt on the campus, close access to the street network is less critical because officers are on patrol in their vehicles throughout the city.

Water Facility

Redmond Public Works operates Well No. 4 on the east side of the municipal campus to provide critical freshwater supplies for the city (see the Redmond Water System Plan for more information). Physical and legal (water rights) challenges around water wells mean Well No. 4 will most likely remain in its current location.

As of 2020, the well is temporarily offline while water quality and production issues are evaluated. Public Works is assessing the need to it or develop a second well on the campus. Additional space requirements will be needed for filtration of metals to reduce unsatisfactory odor and taste qualities. Due to the ubiquitous nature of the emerging

contaminate per- and polyfluoroalkyl chemicals (PFAS, commonly referred to as "forever chemicals") preliminary planning for treatment may also be prudent to maintain long-term production needs.

Combined, these new water facilities may require up to 25,000 square feet of site area, or more than half an acre. If these facilities are consolidated and if campus access to 160th Ave NE is reconfigured, these new facilities can be accommodated in campus open spaces south or east of the current water facility.

Stormwater Management

Public Works has preliminarily identified the need for a regional stormwater management facility in the vicinity of the municipal campus. No further details are available at the time of this writing. The concept needs to be further scoped before implications for general government facilities planning can be evaluated. Alternatives for underground facilities and locations off the campus are recommended for evaluation.

Open Spaces/Lawns

The "Great Lawn" between City Hall and the Redmond Senior & Community Center is frequently used for community events and likely needs to be preserved. Enhancing public use areas and open spaces should be a goal of the master planning process.

Opportunity Projects

The 2023 Facility Condition Assessment identified several major opportunity projects for the campus that could be further assessed by a master planning effort:

- Flood risk planning and mitigation. This includes a resiliency study and potential for modest flood mitigation at the current site, such as a flood wall and diesel-engine-powered high-capacity flood pumps, to protect mission-critical facilities.
- Installation of a ground-source heat pump system for multiple buildings, reducing natural gas use and carbon footprint. This could also support a "district energy" approach with shared resources between on-campus and off-campus properties for economy of scale.
- Installing a new vehicle fuel island to reduce fleet vehicle travel time and wear-and-tear to the MOC
- Installing covered pedestrian walkways between buildings on the campus, to improve pedestrian comfort during inclement weather
- Installing a "blue light" security system and lighting improvements to improve safety for visitors and staff

Expansion Opportunities and Partnerships

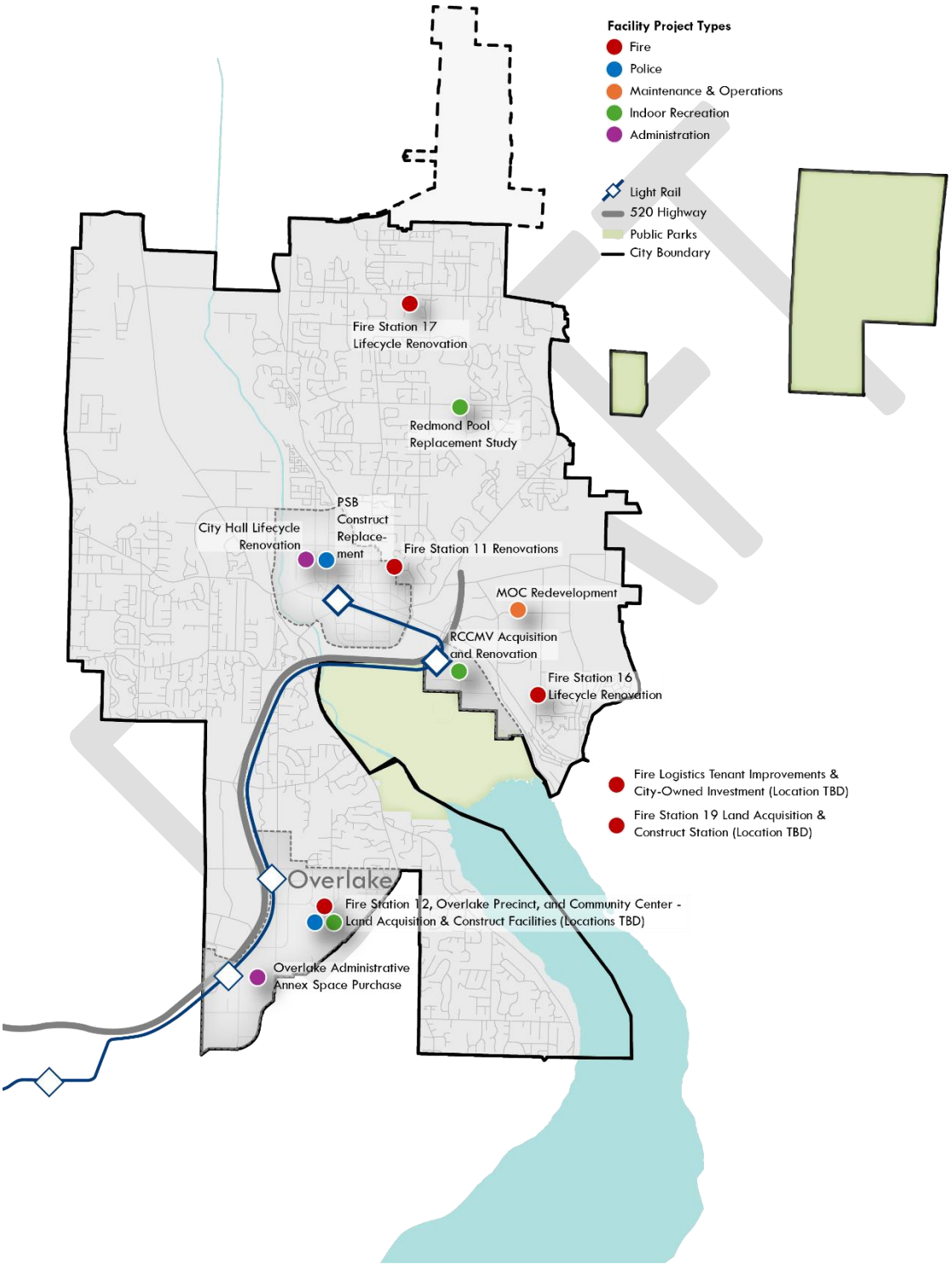
A related issue is opportunities to expand the campus or partner with other agency users. As planning gets underway for reinvestment in Fire Station 11 and the Public Safety Building in the 2030's, the City of Redmond should collaborate with King County to discuss

plans related to the District Court and the Redmond Library, and explore opportunities to partner to address facilities issues, improve the campus as a whole, and better serve the community. Public agency partnerships may offer unique tools for campus expansion that are not available with private land, such as free or discounted sales and land swaps. Redevelopment and infill opportunities at adjacent private properties should also be understood and considered, such as at the shopping center east of the campus.

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4 – Capital Investment Strategy

The map below illustrates the locations of major capital investments reommended for Redmond's general government facilities from 2027 to 2050. Investments with unknown locations are noted as such.



4.1 – Introduction

This section summarizes the recommendations by timeframe:

- **Near-term:** This represents the current budget biennium 2025-2026 and the next CIP interval 2027-2032 (6 calendar years)
- **Medium-term:** 2033-2040 (8 calendar years)
- **Long-term:** 2041-2050 (10 calendar years)
- **Beyond 2050**

4.2 – Prioritization Criteria

In addition to the adopted prioritization criteria in Redmond's Capital Investment Strategy the CFP recommends these criteria for major capital projects and routine maintenance. Funding strategies and target implementation dates will be refined by City leadership.

Major Capital Projects

Implementation of major capital projects should be prioritized based on timeframe and criticality:

1. Immediate and near-term projects that are currently underway or in the current budget biennium and the next CIP interval 2027-2032

2. Medium-term projects and projects identified as most critical based on the facility rankings in Section 2.3

3. Long-term projects and other non-urgent projects that support long-term population growth

Routine Maintenance

Low, medium, and high priorities for maintenance at existing buildings are identified in the 2023 Facilities Condition Assessment. These priorities should be factored into routine maintenance planning and budgeting.

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4.3 – Cost Estimates Overview

In this section, sources for costs are provided in the notes column of each project list. Some costs have a low-to-high range when the size of land acquisitions and new facilities is yet to be determined, and some costs are not provided where they are not yet available.

Hard costs for construction and renovation projects of new non-Fire facilities are based on historical projects from within the last 10 years (from the publication *RSMeans Historical Cost Index*), adjusted to 2025 dollars, and adjusted for location. Police facility hard costs also include an essential facilities markup of 15-20%. Additional markups include a 40% soft cost markup and a 20% planning contingency markup for non-Fire projects, and a 30% soft cost markup for Fire projects.

Cost escalation is factored as follows:

- Capital construction and renovation projects are in 2025 dollars
- Routine maintenance for observed deficiencies, predicted renewals, and opportunities from the 2023 Facilities Conditions Assessment are based on 2023 dollars escalated at 3% per year for two years to 2025
- Estimated routine maintenance needs for 2043+ at existing facilities included in the FCA are based on the current replacement value reported in 2023 escalated at 3% per year for two years to 2025
- Estimated routine maintenance needs for new facilities not included in the FCA do not have escalation and are based on construction costs for new buildings provided by the City or developed by MAKERS and ACC, with the exception of the RSCC which is escalated at 3% per year for one year to 2025

The costs of routine maintenance are provided in this CFP, drawing from the observed deficiencies, planned renewals, and opportunity projects documented in the 2023 Facility Conditions Assessment and major maintenance already planned in the Capital Investment Program. Observed deficiencies for current to 2032 include maintenance projects with budget dates back to 2023 because those observed deficiencies have not yet been addressed as of this writing Opportunity costs, where implemented, are evenly split between the 2027-2032 and 2033-2040 timeframes.

The FCA is limited in scope to facilities existing in 2023 and has a time horizon extending only to 2042. Therefore, MAKERS has provided additional maintenance cost estimates for new buildings and extended cost estimates for existing buildings in 2043-2050. The estimates generally use the industry best practice of funding annual maintenance at a level equal to 3% of facility Current Replacement Value ("Committing to the Cost of Ownership: Maintenance and Repair of Public Buildings", Committee on Advanced Maintenance Concepts for Buildings Research Board and Commission on Engineering and Technical Systems National Research Council, 1990). The calculation is adjusted for newer facilities as follows:

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- First timeframe of facility life: 1% CRV
- Second timeframe of facility life: 2% CRV
- Third timeframe of facility life and beyond: 3% CRV

Where CRV is not available for new facilities, the known or estimated construction cost of new buildings is used (excluding site development costs).

The project lists use the following abbreviations:

FCA = 2023 Facility Conditions Assessment
OD = observed deficiency
PR = predicted renewal
OP = opportunity project
CRV = current replacement value
CIP = Capital Investment Program
ROM = rough order of magnitude
M = million dollars

FS = Fire Station
OFHTC = Old Fire House Teen Center
FD 34 = Fire District 34
PSB = Public Safety Building
MOC = Maintenance & Operations Center
RSCC = Redmond Senior & Community Center
RCCMV = Redmond Community Center at Marymoor Village
OCC = Overlake Community Center
ADA = Americans with Disabilities Act
EV = electric vehicle
LED = light emitting diode

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4.4 – Near-Term Actions (2025-2032)

The key areas of focus in this timeframe are:

- Citywide upgrades in energy efficiency and accessibility
- Redevelopment of the MOC
- Acquisition and renovation of the RCCMV
- Renovation or replacement of Fire Station 11
- Systems upgrades and modernization at multiple fire stations
- Tenant improvements at a leased warehouse for a Fire logistics facility
- Land acquisition in Overlake for a police precinct
- Purchasing office space in Overlake for an administrative annex

TIMEFRAME	PROJECT	ROM COST	NOTES
CITYWIDE			
2025-2026	Sustainability Building Automation (Energy Management System) - Heating, Ventilation, and Air Conditioning Controls	$0.5M	Cost from Current CIP 2025-2030
2025-2026	Sustainability LED Lighting Building Retrofit	$0.9M	Cost from Current CIP 2025-2030
2025-2026	EV charging stations	$0.1M	Cost from Current CIP 2025-2030
2025-2026	ADA Facilities Improvements	$2.1M	Cost from Current CIP 2025-2030 (multiple line items)
2025-2026	Small capital projects	$0.3M	Cost from Current CIP 2025-2030
2025-2026	Municipal Buildings Renovations, Maintenance and Repairs	$1.5M	Cost from Current CIP 2025-2030
FIRE			
2025-2026	EV charging stations at fire stations	$0.9M	FS 11 and FS 12. Cost from Fire Functional Plan.
2025-2026	Personal protective equipment storage upgrades	$0.3M	Cost from Current CIP 2025-2030
2025-2026	FS 11 repairs	$5.0M	Cost from Fire Functional Plan. Total cost of 2023-2028 OD and partial cost of 2029-2032 PR.
2025-2026	FS 17 interior buildout and admin relief	$0.4M	Cost from Fire Functional Plan
2025-2026	FS 17 siding replacement	$1.2M	Cost from Current CIP 2025-2030

TIMEFRAME	PROJECT	ROM COST	NOTES
2027-2032	Diesel exhaust upgrades	$0.5M	Multiple stations. Cost from Fire Functional Plan.
2027-2032	Emergency generator upgrades	$0.5M	Multiple stations. Cost from Fire Functional Plan.
2027-2032	FS 11 partial remodel (apparatus bay expansion)	$1.6M	Cost from Fire Functional Plan
2027-2032	FS 11 renovation and replacement study	$0.4M	Cost from Fire Functional Plan
2027-2032	FS 11 renovation or replacement	$15.0M	Cost from Fire Functional Plan for renovation. Project type decision is pending study results.
2027-2032	Logistics - Tenant improvements to leased warehouse	$0.6M	Cost from Fire Functional Plan
2027-2032	Logistics - City-owned investment	$5.0M	New facility or shared storage at MOC. Cost from Fire Functional Plan.
2027-2032	Routine maintenance		Costs from FCA. Excludes FD 34.
2027-2032	Observed deficiencies	$4.0M	Total cost of 2023-2028 OD. Excludes FS 11.
2027-2032	Predicted renewals	$4.3M	Total cost of 2029-2032 PR. Partial exclusion of FS 11.
2027-2032	Opportunity projects	$1.4M	50% of total cost of OP. Excludes FS 11 and 12.
POLICE			
2025-2026	PSB Phase 2 mechanical and electrical improvements	$3.9M	Cost from Current CIP 2025-2030
2027-2032	Overlake Precinct land acquisition	$6-8M	Cost from MAKERS analysis of King County real estate assessed values and sales data for 0.75 - 1 acres
2027-2032	Routine maintenance		Costs from FCA
2027-2032	Observed deficiencies	$3.6M	50% of total cost of 2023-2028 OD
2027-2032	Predicted renewals	$8.2M	50% of total cost of 2029-2032 PR
2027-2032	Opportunity projects	$0.0M	0% of total cost of OP
MAINTENANCE & OPERATIONS			
2025-2026	MOC redevelopment	$26.8M	Cost from Current CIP 2025-2030
2027-2032	MOC redevelopment	$198.2M	Total cost from City minus current CIP allocation. Maintenance assumes 2030 opening.
2027-2032	Routine maintenance - New MOC	$3.1M	Based on a percentage of building construction cost per year. Cost from CIP and Master Plan.
INDOOR RECREATION			

TIMEFRAME	PROJECT	ROM COST	NOTES
2025-2026	RCCMV property acquisition	$18.5M	Cost from City staff
2027-2032	RCCMV reinvestment study	$0.5M	Cost from MAKERS
2027-2032	RCCMV renovations	$8.6M	To be refined pending results of reinvestment study. Cost from MAKERS and ACC OR.
2027-2032	Old Fire House Teen Center project	TBD	Not estimated; a separate planning process underway will provide recommendations. Project could potentially start in 2026.
2027-2032	Routine maintenance		Costs from FCA. Excludes OFHTC.
2027-2032	Observed deficiencies	$3.8M	Total cost of 2023-2028 OD
2027-2032	Predicted renewals	$8.7M	Total cost of 2029-2032 PR
2027-2032	Opportunity projects	$4.3M	50% of total cost of OP
2027-2032	New RSCC estimate	$2.9M	Based on a percentage of building construction cost per year. Cost from City.
ADMINISTRATION			
2025-2026	City Hall workspace remodel	$0.3M	Cost from Current CIP 2025-2030
2025-2026	City Hall pond refurbishment	$0.3M	Cost from Current CIP 2025-2030
2025-2026	EV charging stations at Municipal Parking Garage	$0.8M	Cost from Current CIP 2025-2030
2025-2026	Overlake administrative annex space purchase	$0.6M	1,600 square feet commercial condominium. Cost from Current CIP 2025-2030.
2027-2032	Routine maintenance		Costs from FCA
2027-2032	Observed deficiencies	$2.8M	Total cost of 2023-2028 OD
2027-2032	Predicted renewals	$2.3M	Total cost of 2029-2032 PR
2027-2032	Opportunity projects	$15.3M	50% of total cost of OP

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4.5 – Medium-Term Actions (2033-2040)

The key areas of focus in this timeframe are:

- Replacing Fire Station 12
- Replacing the Public Safety Building
- Land acquisition in Overlake for a community center
- Planning to replace the Pool
- City Hall lifecycle renovation

TIMEFRAME	PROJECT	ROM COST	NOTES
FIRE			
2033-2040	FS 12 land acquisition	$10.0M	Cost from Fire Functional Plan (1.25 acre minimum)
2033-2040	FS 12 construct replacement	$30.0M	Cost from Fire Functional Plan (20,000 square feet minimum). Maintenance costs assume 2036 opening.
2033-2040	FS 12 old property sale or lease	TBD	Not estimated
2033-2040	Routine maintenance		Costs from FCA. Excludes FD 34.
2033-2040	Predicted renewals	$6.4M	Total cost of 2033-2040 PR. Excludes FS 11 and 12.
2033-2040	Opportunity projects	$1.4M	50% of total cost of OP. Excludes FS 11 and 12.
2033-2040	New FS 11 and 12 estimate	$2.6M	Based on a percentage of building construction cost per year. Costs from Fire Functional Plan.
POLICE			
2033-2040	PSB construct replacement	$100-110M	Cost range for 51,000 - 59,000 square feet staffed area plus 66,000 square feet secure parking. Costs from MAKERS and ACC. Maintenance costs assume 2039 opening.
2033-2040	Routine maintenance		Costs from FCA
2033-2040	Predicted renewals	$0.0M	0% of total cost of 2033-2040 PR
2033-2040	Opportunity projects	$0.0M	0% of total cost of OP
2033-2040	New PSB estimate	$2.0M	Based on a percentage of building construction cost per year. Costs from MAKERS and ACC.
MAINTENANCE & OPERATIONS			
2033-2040	Routine maintenance - New MOC	$25.0M	Based on a percentage of building construction cost per year. Cost from CIP and Master Plan.
INDOOR RECREATION			

TIMEFRAME	PROJECT	ROM COST	NOTES
2033-2040	Overlake community center land acquisition	$6-16M	Cost from MAKERS analysis of King County real estate assessed values and sales data for 0.75 - 2 acres
2033-2040	Pool replacement study	$0.5M	Cost from MAKERS
2033-2040	Routine maintenance		Costs from FCA. Excludes OFHTC.
2033-2040	Predicted renewals	$16.5M	Total cost of 2033-2040 PR
2033-2040	Opportunity projects	$4.3M	50% of total cost of OP
2033-2040	New RSCC estimate	$7.8M	Based on a percentage of building construction cost per year. Cost from City.
ADMINISTRATION			
2033-2040	City Hall lifecycle renovation	$16.7M	Total cost of PR and 50% of total cost of OP for 2033-2040
2033-2040	Routine maintenance		Costs from FCA
2033-2040	Predicted renewals	$1.7M	Total cost of 2033-2040 PR. Municipal parking garage only.
2033-2040	Opportunity projects	$0.4M	50% of total cost of OP. Municipal parking garage only.

DRAFT

4.6 – Long-Term Actions (2041-2050)

The key areas of focus in this timeframe are:

- Constructing a police precinct in Overlake
- Constructing a community center in Overlake

TIMEFRAME	PROJECT	ROM COST	NOTES
FIRE			
2041-2050	FS 16 lifecycle renovation	$12.0M	Cost from Fire Functional Plan
	Apparatus Maintenance Facility lifecycle renovation	TBD	Not estimated
2041-2050	Routine maintenance		Costs from FCA. Excludes FD 34.
2041-2050	Predicted renewals	$0.5M	Total cost of 2041-2042 PR
2041-2050	Existing facilities 2043+	$3.9M	Based on a percentage of CRV per year.
2041-2050	New FS 11 and 12 estimate	$13.0M	Based on a percentage of building construction cost per year. Cost from Fire Functional Plan.
POLICE			
2041-2050	Overlake Precinct construction	$31-38M	Cost range for 20,000 - 25,000 square feet building and 0.75 - 1 acre site development. Costs from MAKERS and ACC. Maintenance costs assume 2044 opening.
2041-2050	Routine maintenance		Costs from FCA
2041-2050	New PSB and Overlake Precinct estimate	$12.2M	Based on a percentage of building construction cost per year. Costs from MAKERS and ACC.
MAINTENANCE & OPERATIONS			
2041-2050	Routine maintenance - New MOC	$46.9M	Based on a percentage of building construction cost per year. Cost from CIP and Master Plan.
INDOOR RECREATION			
2041-2050	Overlake community center construction	$52-81M	Cost range for 40,000 - 60,000 square feet building and 0.75 - 2 acre site development. Costs from MAKERS and ACC. Maintenance costs assume 2046 opening.
2041-2050	Routine maintenance		Costs from FCA. Excludes OFHTC.
2041-2050	Predicted renewals	$2.2M	Total cost of 2041-2042 PR
2041-2050	Existing facilities 2043+	$5.2M	Based on a percentage of CRV per year.

DRAFT

TIMEFRAME	PROJECT	ROM COST	NOTES
2041-2050	New RSCC and OCC estimate	$17.7M	Based on a percentage of building construction cost per year. Costs from City, MAKERS, and ACC.
ADMINISTRATION			
2041-2050	Routine maintenance		Costs from FCA
2041-2050	Predicted renewals	$0.9M	Total cost of 2041-2042 PR
2041-2050	Existing facilities 2043+	$20.4M	Based on a percentage of CRV per year.

4.7 – Beyond 2050

The key areas of focus in this timeframe are:

- Replacing Fire Station 11 and constructing Fire Station 19
- Planning for a Fire training facility
- Replacing the Pool
- Reinvesting in the RCCMV

TIMEFRAME	PROJECT	ROM COST	NOTES
FIRE			
2051+	FS 11 replacement acquire land	TBD	Needed if level of service dictates a second station in the Downtown area (FS 19), and FS 11 is replaced in a new location. If FS 11 study recommends earlier replacement, project listing will be revised.
2051+	FS 11 construct replacement	$35M	
2051+	FS 19 acquire land	TBD	Not estimated
2051+	FS 19 construct station	$35M	Cost from Fire Functional Plan
2051+	FS 17 lifecycle renovation	TBD	Not estimated
2051+	Fire training facility	TBD	Not estimated
INDOOR RECREATION			
2051+	Pool construct replacement	TBD	Not estimated
2051+	RCCMV reinvestment	TBD	Not estimated

DRAFT

Capital Facilities Plan 2050 – General Government

Log of proposed changes since publication of Public Review Draft v 9.12.25

This log documents proposed changes to the CFP2050 since publication of the draft plan for public review per the Public Hearing Notice published September 17, 2025.

This document consist of two sections: Planning Commission Recommendations (formally documented in the Redmond Planning Commission Report), and staff proposed changes that fixes minor errors on narrative, formatting, graphics, clarifications, and other non-substantive changes.

Page	Section #	Original Text	Updated Text	Reasoning/ note	Requestor
13	1.2	In the context of the CFP, emergency preparedness and resilience to natural hazards involves potential risks from incidents like large earthquakes, flooding, major urban fires, wildfires, winter storms, power outages, utility disruptions (e.g. water supply), health hazards, terrorism, civil disturbances, and cyber attacks.	In the context of the CFP, emergency preparedness and resilience to natural hazards involves potential risks from incidents like large earthquakes, flooding, major urban fires, wildfires, extreme heat, winter storms, power outages, utility disruptions (e.g. water supply), health hazards, terrorism, civil disturbances, and cyber attacks.	Requested addition by Planning Commission	PC
12	1.2	• Consider opportunities to use low-embodied carbon materials when designing and constructing new facilities	• ~~Consider opportunities to use~~ Commit to integrating durable, climate-resilient materials with low-embodied carbon ~~materials~~ when designing and constructing new facilities	Requested addition by Planning Commission	PC

Page	Section #	Original Text	Updated Text	Reasoning/ note	Requestor
7	1.1	n/a	FW-CR-2 Ensure City services, infrastructure, and community members are resilient to climate impacts. CR-10 Account for climate change impacts when planning, siting, designing, specifying building materials, and operating capital facility, utility, and infrastructure projects. CR-11 Integrate local climate impact risk assessment findings and climate projections into hazard mitigation planning and other strategic plans. CR-12 Factor climate impacts into the planning of operations and coordination of preparedness, response, and recovery activities.	Requested addition by Planning Commission	PC

Page	Section #	Original Text	Updated Text	Reasoning/ note	Requestor
78	3.7	Redmond Public Works operates Well No. 4 on the east side of the municipal campus to provide critical freshwater supplies for the city	Redmond Public Works operates Well No. 4 on the east side of the municipal campus to provide critical freshwater supplies for the city (see the Water Redmond System Plan for more information). [hyperlink included]	Requested addition by Planning Commission	PC
24	1.5 (previously 1.4)	Revenue source table	[Updated revenue source percentages for the 2027-2032 timeframe, and table is replaced with pie charts not shown here.]	Staff note that the restricted funding sources in 2027-2032 are already allocated to other projects in the current CIP. Staff also recommend pie charts as a better representation of the data.	PC

Page	Section #	Original Text	Updated Text	Reasoning/ note	Requestor
24	1.5 (previously 1.4)	n/a	Note that for the 2027-2032 timeframe all routine maintenance cost funding is assigned to General Fund because the other funding sources are restricted by the current CIP. For 2033-2040 and 2041-2050, routine maintenance cost funding is combined with other capital costs for the purposes of funding source estimates.	Staff note that the restricted funding sources in 2027-2032 are already allocated to other projects in the current CIP.	PC
24	1.5 (previously 1.4)	n/a	Once construction of the Maintenance and Operations Center is complete, no other projects in the plan are eligible to use Utilities revenue, which is why the Utilities share drops to 0% in the 2033-2040 and 2041-2050 timeframes.	Answers a question about why the Utilities share of estimated revenue source drops to 0%.	PC

Page	Section #	Original Text	Updated Text	Reasoning/ note	Requestor
Multiple	1	[Two sections are numbered 1.2; this is corrected to have sequential numbering]	[Sections 1.3 through 1.7 are renumbered]	Scrivner's error	Staff
Multiple	Multiple	Costs from 2023 FCA	Costs from FCA	The 2023 date of the FCA is already noted in the definitions below each project list, and these deletion save space in the list tables.	Staff
7, 21, 30	1.1, 1.3 (previously 1.2), 2.1	General Government Facilities Plan	Capital Facilities Plan 2050 - General Government	Corrected reference to document title	Staff

Page	Section #	Original Text	Updated Text	Reasoning/ note	Requestor
67	3.5	When active the building has been well-liked by users, but its cellular organization of spaces does not support its program well.	When active the building has been well-liked by users, but at the time of a site tour program staff reported its cellular organization of spaces does not support its program well.	Providing a source for the observation.	Staff
7	1.1	n/a	• LU-12 Encourage the provision of needed facilities that serve the community, such as facilities for education, libraries, parks, culture and recreation, human services, police and fire, transportation, and utilities. Ensure that these facilities are located in a manner that is compatible with the City's preferred land use pattern.	Adding relevant land use policy	Staff

7	1.1	Key Capital Facilities Element and related policies include: (some are paraphrased for brevity): • FW-CF-1 (one of several framework principles): Optimize strategic actions and investments over near-, mid-, and long-term portions of the Comprehensive Plan's 2050 planning horizon while recognizing the need to retain flexibility to leverage opportunities and respond to changing conditions. • CF-6: Establish capital facility level-of-service standards that help determine long-term capital facility and funding	Key Capital Facilities Element and related policies include: ~~(some are paraphrased for brevity)~~: • FW-CF-1 (~~one of several framework principles~~paraphrased): Optimize strategic actions and investments over near-, mid-, and long-term portions of the Comprehensive Plan's 2050 planning horizon while recognizing the need to retain flexibility to leverage opportunities and respond to changing conditions. ~~• CF-6: Establish capital facility level-of-service standards that help determine long-term capital facility and funding requirements.~~ ~~• CF-18: Identify shared capital needs and the lands that may be used to meet these needs with nearby cities, King County, neighboring counties, the State of Washington, the Puget Sound Regional Council, school districts, special purpose districts and other government agencies. Maintain a capital acquisition budget and schedule that reflects the jointly agreed upon priorities.~~	Removing CF-6 policy reference because level of service standards are described directly in the CFP. Removing CF-18 because joint facilities with non-City public agencies are not a major consideration in the CFP.	Staff

Page	Section #	Original Text	Updated Text	Reasoning/ note	Requestor
		requirements. • CF-18: Identify shared capital needs and the lands that may be used to meet these needs with nearby cities, King County, neighboring counties, the State of Washington, the Puget Sound Regional Council, school districts, special purpose districts and other government agencies. Maintain a capital acquisition budget and schedule that reflects the jointly agreed upon priorities.			

78	3.7	Well No. 4 Redmond Public Works operates Well No. 4 on the east side of the municipal campus to provide critical freshwater supplies for the city. The well is contained within a small utility structure next to the Public Safety Building. Physical and legal (water rights) challenges around water wells mean Well No. 4 will most likely remain in its current location. As of 2025, the well is temporarily offline while water quality and production issues are evaluated. Public Works is assessing the need to potential build a second well on the	Water Facility Redmond Public Works operates Well No. 4 on the municipal campus to provide critical drinking water supplies for the city. The physical and legal (water rights) restrictions around water wells indicates Well No. 4 will most likely remain in its current location. As of 2020, the well is temporarily offline while water quality and production issues are evaluated. Public Works is assessing the need to rehabilitate or develop a second well on the campus. Additional space requirements will be needed for filtration of metals to reduce unsatisfactory aesthetic qualities (odor and taste). Due to the ubiquitous nature of the emerging contaminate per- and polyfluoroalkyl chemicals (PFAS, commonly referred to as “forever chemicals”) preliminary planning for treatment may be prudent to maintain long-term production needs. Combined, these new water facilities may require up to 25,000 square feet of site area, or more than half an acre. If these facilities are	Requested edits by staff	Staff

		campus, provide new treatment for per- and polyfluoroalkyl chemicals (PFAS, commonly referred to as “forever chemicals”), and provide new greensand filtration for removing iron, manganese, hydrogen sulfide, and arsenic. Combined, these new water facilities may require up to 25,000 square feet of site area, or more than half an acre. If these facilities are consolidated and if campus access to 160th Ave NE is reconfigured, these new facilities can be accommodated in campus open spaces south or	consolidated and if campus access to 160th Ave NE is reconfigured, these new facilities can be accommodated in campus open spaces south or east of the current water facility.		

Page	Section #	Original Text	Updated Text	Reasoning/ note	Requestor
		east of Well No. 4.			
78	3.7	Water Well Treatment (map)	Water Facility or Utility Building (change on map) 	Requested edits by staff	Staff

24	1.5 (previously 1.4)	The proportions shown in the table above are not a commitment on how projects will be funded.	Revenue projections assume modest, historically based growth for both the General Fund and REET. Impact Fees are expected to remain relatively stable; while rates could increase, the diminishing availability of developable land is likely to offset any gains. Councilmanic bonds are assumed to be issued to maintain flexibility in targeting specific functional areas but are not projected as a long-term revenue source. Grants are expected to continue providing a conservative level of project funding. Utilities are generally ineligible to fund facility development; however, they are included in the 2027-2032 CIP as they are eligible to contribute to the MOC Redevelopment. Finally, Miscellaneous revenues are difficult to predict and are therefore projected to experience limited growth over time. These estimates consider projected collections, fund restrictions, and anticipated facility needs, as well as the mitigation of risk associated	Revised/ additional finance information	Council

Page	Section #	Original Text	Updated Text	Reasoning/ note	Requestor
			with accumulated revenues – particularly impact fees. The resulting CIP portfolios reflect the proportions of revenue within each planning period and do not represent an overall increase in revenues, but a shift of funding levels between them. The proportions shown above are not a commitment on how projects will be funded. These sources are assumed based on current and projected funding resources within the CIP. Specific funding strategies will be developed as projects progress and to align with the development of the CIP and will receive City Council approval in each biennium.		
7, 11, 12, 14, 15, 16, 17, 20, 28	1.1, 1.2	N/A	[Photos added]	Supporting photos to add context to the text	Staff

Page	Section #	Original Text	Updated Text	Reasoning/ note	Requestor
73	3.5	N/A	Given Overlake's proximity to Bellevue city limits, a jointly planned and operated community center with the adjacent municipality could also be explored.	Noting a planning-level consideration per Council direction	Council
74	3.5	Not estimated; a separate planning process underway will provide recommendations.	Not estimated; a separate planning process underway will provide recommendations. Project could potentially start in 2026.	Adding timing information for Old Fire House Teen Center.	Council
88	4.4	• Planning for the renovation or replacement of Fire Station 11	• ~~Planning for the r~~Renovation or replacement of Fire Station 11	More accurate summary of Fire Station 11 planning	Staff

Page	Section #	Original Text	Updated Text	Reasoning/ note	Requestor
90	4.4	Not estimated; a separate planning process underway will provide recommendations.	Not estimated; a separate planning process underway will provide recommendations. Project could potentially start in 2026.	Adding timing information for Old Fire House Teen Center.	Council
91	4.4	• Replacing or renovating Fire Station 11, and replacing Fire Station 12	• ~~Replacing or renovating Fire Station 11, and~~ ~~r~~Replacing Fire Station 12	More accurate summary of Fire Station 11 planning	Staff

NON-CODE

REDMOND CITY COUNCIL
ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF REDMOND, WASHINGTON, AMENDING THE REDMOND 2050 COMPREHENSIVE PLAN BY REPEALING THE CAPITAL FACILITIES PLAN 2025-30, ADOPTING THE REDMOND CAPITAL FACILITIES PLAN 2050 - GENERAL GOVERNMENT, PROVIDING FOR SEVERABILITY, AND ESTABLISHING AN EFFECTIVE DATE

WHEREAS, the Growth Management Act (GMA) requires that comprehensive plans and development regulations shall be subject to continuing evaluation and review; and

WHEREAS, the City adopted the Redmond 2050 Comprehensive Plan under Ordinance 3181 in November 2024; and

WHEREAS, the City concurrently adopted the Capital Facilities Plan 2025-2030 under Ordinance 3190, as part of the Redmond 2050 Comprehensive Plan; and

WHEREAS, the City addresses certain GMA requirements for Comprehensive Plans in functional plans; and

WHEREAS, City capital facility planning policies require functional plans to have a planning horizon to 2050 to be consistent with the Redmond 2050 Comprehensive Plan; and

WHEREAS, the Capital Facilities Plan 2050 - General Government is intended to be adopted by reference into the Redmond

Comprehensive Plan to fulfill GMA and city planning requirements for capital facilities; and

WHEREAS, the purpose of the Capital Facilities Plan 2050 - General Government is to ensure the City's capital facilities can accommodate anticipated growth; and

WHEREAS, the purpose of updating the Comprehensive Plan is to extend the planning horizon from 2030 to 2050; to incorporate the themes of equity and inclusion, sustainability, and resilience; to reflect changes in the GMA, regional, and countywide planning documents since 2011; and to reflect City actions or studies since the 2011 Comprehensive Plan update; and

WHEREAS, on October 6, 2020, the City Council adopted Resolution No. 1538, which established the scope, timeline, and community involvement plan for Redmond 2050; and

WHEREAS, throughout Redmond 2050 the City executed a multifaceted community involvement program to engage Redmond's diverse community, using methods such as a digital city hall lobby, online questionnaires, virtual workshops, in-person workshops, social media, videos, yard signs, utility bill inserts, newsletters, focus groups, contracting with community-based organizations, office hours, tabling at community events, pop-up engagement around the city, translating materials, a community

advisory committee, a technical advisory committee, and attending board and commission meetings; and

WHEREAS, on October 12, 2020, the City of Redmond issued determination of significance for Redmond 2050 under the State Environmental Policy Act; and

WHEREAS, the City of Redmond issued a Draft Environmental Impact Statement (EIS) on June 16, 2022, a Supplemental Draft EIS on September 20, 2023, and a Final EIS on December 15, 2023, for Redmond 2050; and

WHEREAS, state agencies were sent 60-day notices of Redmond's proposed Capital Facilities Plan 2050 - General Government on October 21, 2025; and

WHEREAS, the City Council will be in recess for the second half of December and desires to take conditional action on the Capital Facilities Plan 2050 – General Government pending completion of the 60-day comment period; and

WHEREAS, from September 24, 2025, to October 22, 2025, the Planning Commission conducted study sessions and held a public hearing for the Capital Facilities Plan 2050 - General Government and subsequently transmitted a recommendation to the City Council for consideration; and

WHEREAS, from September 23, 2025, to October 28, 2025, the City Council received a staff report and held study sessions to study the Planning Commission's recommendation; and

WHEREAS, having considered the Planning Commission's recommendation and community input, the City Council desires to adopt the Capital Facilities Plan 2050 - General Government.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. Classification. This is a non-code ordinance.

Section 2. Findings and Conclusions. The City Council hereby adopts the findings and conclusions contained in the associated Planning Commission Report, including all related attachments and exhibits, City file no. LAND-2025-00239.

Section 3. Capital Facilities Plan 2025-2030 Conditionally Repealed. The Capital Facilities Plan 2025-2030, adopted under Ordinance 3190, is conditionally repealed in full. The condition of repeal is the same as the condition of adoption described in Section 4 of this ordinance.

Section 4. Capital Facilities Plan 2050 – General Government Conditionally Adopted. The Capital Facilities Plan 2050 - General Government is conditionally adopted to read as shown in Exhibit A, attached hereto and incorporated herein by this reference as if set forth in full. The condition of adoption is

that the 60-day state agency review period closes without receiving comments from state agencies indicating a deficiency in the plan that must be addressed prior to adoption. If such comments are received this ordinance will have no effect, the Administration is directed to promptly notify the City Council in writing that such comments have been received, and the Administration is directed to work with state agencies to address the comments.

Section 5. Preparation of Final Capital Facilities Plan 2050 - General Government Document. The Administration is directed to complete preparation of the final Capital Facilities Plan 2050 - General Government, including updates to numbering, correction of any typographical errors, minor editorial revisions, inclusion of appropriate graphics and illustrations, and general formatting.

Section 6. Severability. If any section, sentence, clause, or phrase of this ordinance should be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity of any other section, sentence, clause, or phrase of this ordinance.

Section 7. Effective date. This ordinance shall become effective on December 27, 2025, pending satisfaction of the conditions in Section 4, and provided five days have passed

since the date of publication of a summary in the City's official newspaper or as otherwise provided by law.

ADOPTED by the Redmond City Council this 2nd day of December, 2025.

CITY OF REDMOND

_____
ANGELA BIRNEY, MAYOR

ATTEST:

_____
CHERYL XANTHOS, MMC, CITY CLERK (SEAL)

APPROVED AS TO FORM:

_____
REBECCA MUELLER, CITY ATTORNEY

FILED WITH THE CITY CLERK:
PASSED BY THE CITY COUNCIL:
SIGNED BY THE MAYOR:
PUBLISHED:
EFFECTIVE DATE:
ORDINANCE NO.

Memorandum

Date: 11/18/2025
Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 25-620
Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Fire	Adrian Sheppard	425-556-2201

DEPARTMENT STAFF:

Fire	Ameé Quiriconi	Deputy Fire Chief

TITLE:
Adoption of 2025-2050 Redmond Fire Department Functional Plan

OVERVIEW STATEMENT:
The City of Redmond Fire Department is proposing an amendment to the Capital Facilities Element of the Comprehensive Plan to include the 2025-2050 Fire Department Functional Plan, adopted by reference. This amendment ensures alignment between the City's long-range planning framework and the operational and capital needs of the Fire Department.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Redmond 2050 Comprehensive Plan
  King County Countywide Planning Policies

  Washington state Growth Management Act (GMA)
- **Required:**
  RZC 21.76.070 Criteria for Evaluation and Action
  RZC 21.76.070.J Comprehensive Plan Map and/or Policy Amendment
- **Council Request:**
  N/A
- **Other Key Facts:**
  N/A

OUTCOMES:
The Fire Functional Plan is a long-range planning document that identifies facility conditions, service area needs, and capital investment priorities through 2050. It provides the policy framework for future council decisions on capital projects but does not authorize construction. Its adoption fulfills GMA concurrency and adequacy requirements, integrates with Redmond 2050, and advances the city's commitment to equity, sustainability, and resilience.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  Public Hearing, 8/13/2025
- **Outreach Methods and Results:**
  Public Hearing (written and publicly provided
  Prior community meetings during strategic planning (2021/2022)
- **Feedback Summary:**
  Written Comments attached

BUDGET IMPACT:

Total Cost:
N/A

Approved in current biennial budget: ☐ **Yes** ☐ **No** ☒ **N/A**

Budget Offer Number:
N/A

Budget Priority:
Safe and Resilient

Other budget impacts or additional costs: ☐ **Yes** ☐ **No** ☒ **N/A**
If yes, explain:
N/A

Funding source(s):
N/A

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
9/16/2025	Committee of the Whole - Public Safety	Provide Direction
10/14/2025	Study Session	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
12/2/2025	Business Meeting	Approve

Time Constraints:
Adoption needed before the adoption of the General Government Facilities Plan (forthcoming); Vision 2050 plan; and before Fire impact fees can be updated

ANTICIPATED RESULT IF NOT APPROVED:

- Increased facilities maintenance expenses due to degradation
- Potential decreases in levels-of-service due to facility inadequacies to meet increased demand
- Inability to update, collect, and utilize fire impact fees

ATTACHMENTS:
Attachment A: Updated Draft of Fire Functional Plan - Redline with Planning Commission Additions
Attachment B: Proposed Ordinance for Fire Functional Plan Adoption
Attachment C: Redmond Planning Commission Report with Appendices

A. Planning Commission Issues Matrix
B. Public Hearing Notice
C. Planning Commission Meeting Minutes
D. Written Public Comments
E. Technical Committee Report with Exhibits
Att. A - Staff Compliance & Analysis
Att. B - 2025-2050 Redmond Fire Department Functional Plan - DRAFT



CITY OF REDMOND

FIRE FUNCTIONAL PLAN



The Redmond Fire Department Functional Plan serves as a strategic roadmap to ensure our mission of compassionately, proactively, and professionally protecting life, property, and the environment. Rooted in our core values of integrity, inclusion, and teamwork, this plan reflects our commitment to exceeding the expectations of the communities we serve. By aligning with Growth Management Act requirements and Redmond's vision for the future, the plan advances our preparedness, response, recovery, and prevention efforts, ensuring resilient, sustainable, and equitable fire services through 2050.

Redmond Fire Department Functional Plan 2025–2050

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Appendix A: *Facility Scorecards and Evaluation Criteria*

Appendix B: *LOS Maps and Station Coverage Models*

Appendix C: *Fleet Inventory and Replacement Timeline*

Appendix D: *Glossary of Key Terms*

Appendix E: *Capital Investment Sequencing Summary*

11-12-25 DRAFT

Acknowledgements

Redmond City Council

Mayor Angela Birney
Vanessa Kritzer, President
Jessica Forsythe, Vice President
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Special Thanks

Glenn Coil (Planning)
Jeff Churchill (Planning)

Consultant

Michael Despain, MED Enterprises

Community Members

The City of Redmond would like to acknowledge and thank the community members who participated in the strategic planning surveys, questionnaires, focus groups, and community meetings. Your feedback was instrumental in the development of this plan.

FF 18-25 DRAFT

Message from the Mayor and Chief

Dear Redmond Community,

We are proud to present our new Fire Department Functional Plan. This strategic blueprint is our shared commitment to protecting our vibrant community – your lives, homes, businesses, and cherished natural environment – today and in the future.

As Redmond grows, we embrace new opportunities while navigating complexities like population increases, climate risks, and evolving emergency response technology. This plan is the result of a comprehensive, data-driven review of our Fire Department's capabilities. It is designed to integrate seamlessly with Redmond 2050, the City's comprehensive plan update, and positions us to become national leaders in equitable and sustainable emergency response.

We are modernizing our foundation by assessing station locations, upgrading aging infrastructure, and integrating sustainable design, including renewable energy upgrades. Also, planned investments in cutting-edge tools and advanced life-support equipment ensure our firefighters can protect the safety of all community members.

This plan is truly a citywide effort. It was shaped by the invaluable insights of our firefighters, City of Redmond leadership, residents, and regional partners.

Your perspectives were essential in creating this ambitious, fiscally responsible plan that will help empower informed decisions on facility renovations, new construction, and resource allocation – all of which will maximize safety outcomes.

The 2025-2050 Fire Functional Plan is more than a document: it is our commitment to your safety, exceptional service, and constant adaptability. Together, we will ensure Redmond remains a safe, vibrant home for generations to come.

In partnership,

Adrian Sheppard
Fire Chief
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Executive Summary

The Redmond Fire Department Functional Plan provides a forward-looking, policy-aligned framework to guide fire and emergency services investments through 2050. Anchored in Redmond's commitment to community resilience, equity, and operational excellence, the plan ensures fire system infrastructure evolves in step with the city's growth, development patterns, and service expectations.

Redmond's fire system has matured alongside the City, adapting to growth through thoughtful management and steady investment. However, as Redmond moves into its next phase of urban development - with denser neighborhoods, vertical growth centers, and emerging risks - existing facilities, apparatus, and deployment models must be modernized to maintain reliable service levels.

Through a comprehensive assessment using both state-required Facility Condition Index (FCI) scores and Redmond's Fire Station Effectiveness Grading System, the plan identifies where system upgrades are needed to support seismic resilience, workforce wellness, energy efficiency, and operational capacity. These findings represent a natural next step in the city's long-range capital evolution.

Key capital priorities identified in the plan include completing Fire Station 17, modernizing Station 11, establishing a centralized logistics and support facility, and relocating Fire Station 12 into city limits. The plan also highlights the opportunity to expand community resilience functions, such as supply staging and public access features, within fire station modernization projects, aligning with regional best practices.

This is Redmond's first fire capital plan fully integrated with Washington State Growth Management Act impact fee eligibility, positioning the City to recover a portion of development costs. A diversified fiscal strategy combining impact fees, levies, grants, EMS revenues, and public-private partnerships ensures investments can move forward responsibly.

The Functional Plan is designed as an adaptive, living document that is flexible enough to respond to emerging risks, funding shifts, and evolving community needs. It emphasizes cross-departmental collaboration, fiscal stewardship, and equity-driven service delivery. By aligning with Redmond 2050 and the city's Capital Investment Strategy, the plan supports Redmond's continued leadership as a safe, resilient, and future-ready community.

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01 Introduction

The Redmond Fire Department Functional Plan serves as a strategic blueprint to ensure that fire protection, emergency medical services, and specialized rescue capabilities evolve in step with the city's growth, infrastructure investments, and community priorities. More than just a facilities plan, this document is a policy-aligned tool that guides long-term decisions about capital investments, fleet modernization, staffing readiness, and service equity across both Redmond and its contracted service areas.

This plan is one component of a broader ecosystem of city planning. It works in concert with Redmond's Capital Facilities Program (CFP), the Redmond 2050 Comprehensive Plan, and the Capital Investment Strategy (CIS), aligning financial tools with public safety outcomes. Together, these efforts form the city's infrastructure and emergency readiness foundation, designed not only to accommodate projected growth but to ensure that Redmond remains resilient, equitable, and responsive in the face of both anticipated and emerging risks.

While later chapters focus on technical details such as infrastructure conditions, financing strategies, and implementation timelines, this chapter introduces the purpose and planning approach behind the Fire Functional Plan. It clarifies how the plan fits within Redmond's policy framework and public engagement strategy, and sets the stage for deeper analysis to come.

1.1 Capital Planning and Functional Plans

Effectively planning for major public safety infrastructure requires more than just reacting to immediate needs. It requires discipline, foresight, and a planning process that integrates policy goals, growth forecasts, and community expectations. The City of Redmond meets this challenge through its use of functional plans, which guide infrastructure development in critical service areas such as fire, transportation, parks, and utilities.

Functional plans translate citywide goals into actionable strategies for capital investment. They evaluate long-term needs, establish service standards, and identify funding priorities that align with the city's General Government Facilities Plan (GGFP) and Comprehensive Plan. Each functional plan supports both the Capital Investment Strategy (CIS) - which sets prioritization criteria - and Redmond's long-range financial planning, ensuring projects are feasible and sustainable over time.

The Fire Functional Plan builds on this framework by focusing specifically on the facilities, apparatus, and operational infrastructure needed to deliver modern, responsive, and equitable fire services through 2050. It evaluates capital needs based on service benchmarks, identifies gaps created by growth or aging infrastructure, and offers phased investment strategies to close those gaps.

While financial strategy is addressed in later chapters, this plan is rooted in the understanding that capital planning is not a technical exercise. It is a policy choice. How the City chooses to invest in its fire services reflects community values, resilience goals, and the shared responsibility to provide timely, inclusive emergency response.

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1.2 Integration with Citywide Planning

The Fire Functional Plan is not a standalone document. The plan operates within an interdependent system of citywide plans and investment strategies. Together, these frameworks guide how Redmond grows, how it prioritizes resources, and how it delivers critical services like fire and emergency response.

At the highest level, the Redmond 2050 Comprehensive Plan sets the long-term vision for land use, housing, transportation, and public infrastructure. It outlines where and how the city is expected to grow and sets the policy direction that functional plans must support. For fire services, this means ensuring that fire station locations, apparatus capabilities, and service models are aligned with projected development patterns and population shifts.

The Capital Investment Strategy (CIS) serves as Redmond's consolidated Capital Facilities Plan (CFP), capturing capital needs from all functional areas, including fire facilities, into one coordinated framework. It identifies the types of projects, such as station upgrades and logistics facility expansions, that will be needed over the near-, mid-, and long-term to support community growth and resilience. The CIS informs but is distinct from the Capital Improvement Program (CIP), which functions as the City's six-year budgeting tool.

The Capital Investment Strategy (CIS) organizes projects into near-, mid-, and long-term timeframes using a shared set of criteria across departments - including equity, sustainability, financial readiness, and alignment with growth areas. While the CIS does not produce a detailed, ranked priority list, it ensures that Redmond Fire Department investments are considered within a broader, coordinated strategy that maximizes public value. The Capital Improvement Program (CIP) draws from the CIS—particularly near-term projects—and applies a more detailed prioritization process to determine which projects move forward within the six-year budget.

This functional plan also incorporates insights from related strategic and operational efforts across the City, such as transportation planning, sustainability initiatives, and facilities modernization. While Chapter 2 offers a deeper look at these relationships and the policies that govern them, this chapter frames the importance of cross-departmental alignment as a prerequisite for achieving a high-functioning, future-ready emergency system.

1.3 Equity, Sustainability, and Resilience Commitments

The Fire Functional Plan reflects Redmond's commitment to future-ready infrastructure, designed to serve not only today's community but also the one we're becoming. It centers on a vision of public safety that is inclusive, environmentally responsible, fiscally sound, and fundamentally resilient.

Redmond understands that resilience is not just about surviving crises—it's about building systems that can withstand disruption, adapt to change, and continue serving the people who depend on them. That kind of resilience requires us to embed equity, sustainability, and economic responsibility into every facility we construct, every apparatus we purchase, and every capital decision we make.

Inclusive Facility Design

Fire stations must serve a modern and diverse workforce. This plan prioritizes facility updates that include gender-neutral restrooms, private locker rooms, and ergonomic workspaces that meet the needs of all body types and abilities. Apparatus and equipment purchases also prioritize usability and safety across a wide range of physical profiles.

Community Service Equity

A resilient city serves all its neighborhoods consistently and equitably. This plan evaluates response time disparities, access to services, and geographic coverage to ensure that capital investments close service gaps and reach historically underserved communities.

Sustainable Infrastructure

Environmental sustainability is a resilience strategy. Upgraded facilities will incorporate high-efficiency systems, green building practices, and the gradual transition away from fossil fuels. Planning for electric fire apparatus and clean energy infrastructure helps ensure operational continuity in the face of environmental and supply chain shocks.

Redmond's approach to capital planning is people-focused, climate-aware, and economically grounded. These principles are not just best practices; they are the foundation for building a resilient community that can endure, evolve, and thrive in a rapidly changing world.

1.4 Public Outreach and Engagement

Effective public engagement is not just about visibility – it's about trust, accountability, and designing services that reflect the realities of the community. The Fire Functional Plan is shaped by years of strategic input from residents, local businesses, partner agencies, and fire personnel. This collective wisdom serves as the foundation for a capital planning approach that is responsive, inclusive, and future-focused.

Community-Driven Planning

In July 2021, the Redmond Fire Department initiated a comprehensive strategic planning process to understand community expectations and operational challenges. That outreach effort included:

- Facilitated stakeholder sessions with residents, business leaders, and regional partners such as King County Fire District 34 (KCFD34).
- Internal engagement with firefighters, command officers, and administrative staff.
- A full SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) to assess effectiveness and growth-readiness.

This effort directly informed the department's Strategic Goals and Standards of Cover, which define the operational benchmarks and deployment strategies underpinning this Fire Functional Plan.

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Key Themes Identified by the Community:

1. Improving emergency response through modernized stations, better equipment, and data-informed deployment.
2. Addressing service demand increases driven by population growth, vertical development, and new risk areas like rail corridors and high-tech manufacturing.
3. Communicating fire's value through stronger engagement around public safety programs, risk reduction, and preparedness.

Integration with Citywide Planning and Public Input

Though the Fire Department did not conduct standalone open houses specifically for this functional plan, it regularly engages the public through broader city-led outreach effort, and plays an active role in interdepartmental planning initiatives. Key channels include:

- City open houses and forums, led by Planning and Public Works, address land use, mobility, and infrastructure – all of which impact fire response
- Public safety engagement events, such as Fire Prevention Week, the annual Safety Fair, and CPR/disaster preparedness training
- Citywide surveys and Strategic Plan input, particularly the 2023 revision of the Community Strategic Plan, which reaffirms public safety as a core city priority focused on equity, compassion, and responsiveness

Fire's Role in Planning and Regional Partnerships

As one of many departments supporting Redmond's safety and infrastructure systems, the Fire Department works collaboratively to ensure its operational needs are aligned with citywide planning priorities and community goals. Rather than operating in isolation, Fire serves as a contributing partner within the city's broader planning ecosystem, helping ensure that emergency response considerations are integrated alongside other key functions:

- Planning and Development: Fire partners with Planning, Economic Development, and Public Works to align infrastructure decisions with emergency response capacity.
- Emergency Preparedness Programs: The department contributes to business continuity planning and regional resilience strategies.
- KCFD34 and Sound Transit: Capital planning includes coordination with transit agencies, regional fire districts, and infrastructure partners to prepare for emerging risks tied to growth and system complexity.
- OneRedmond and Business Outreach: Regular engagement with developers and employers through venues like the OneRedmond Government Affairs Committee provides insights into how emergency services support economic development and growth.

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Public Education as a Pillar of Engagement

Community-based fire education is a cornerstone of Redmond Fire's outreach mission. Key programs include:

- The Safety Fair – A high-impact event with hands-on safety demonstrations and preparedness resources.
- Fire Prevention Week – A citywide outreach campaign with school and business involvement.
- Life Safety Training Programs – A series of programs that includes CPR training, home fire safety inspections, and disaster preparedness workshops.

These efforts not only raise awareness but build a culture of resilience – an essential complement to physical infrastructure investments.

Ongoing Commitment

Public engagement is not episodic – it's continuous. As the City evolves, the Fire Department will:

- Expand its outreach toolkit to include new platforms and audiences
- Stay actively involved in city planning forums and strategic initiatives
- Continue using community feedback to guide decisions about station siting, fleet purchases, and resilience investments

By embedding the public's voice into the planning process, the Fire Functional Plan ensures that capital investments remain aligned with the people they're designed to serve.

1.5 Plan Structure Overview

This Fire Functional Plan is organized to guide the reader from context to action. Each chapter builds on the last, starting with foundational policies and ending with practical implementation tools. The structure reflects a deliberate flow: from understanding Redmond's fire service needs to making informed, strategic investment decisions that ensure resilience, equity, and operational effectiveness through 2050.

Chapter 2: Regulatory and Planning Framework
Outlines the laws, codes, and city policies that govern fire capital planning. Includes Growth Management Act mandates, building and safety standards (IBC, CBPS), NFPA and CPSE best practices, and city-adopted frameworks for equity, sustainability, and resilience. Also includes a summary matrix that crosswalks this plan with related studies and planning documents.

Chapter 3: Current System Overview
Provides a snapshot of the Redmond Fire Department's existing system, including station locations, staffing levels, deployment model, apparatus, and capital equipment. Includes high-level facility condition grades, but reserves deeper diagnostic analysis for Chapter 5.

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Chapter 4 – Level of Service and Growth Impacts

Evaluates current performance against response benchmarks and documents where system strain is already emerging. Uses data on turnout times, call volume, and unit availability to show that existing facilities and staffing are nearing capacity. Highlights emerging pressure points like Stations 11, 12, and 17 and introduces the concept of "early facility strain," setting the stage for more detailed diagnostics in Chapter 5.

Chapter 5 – System Needs Assessment

Serves as the diagnostic core of the plan. It builds a comprehensive picture of facility, deployment, and workforce needs across eight performance domains. It identifies specific capital and operational gaps, including seismic and energy code upgrades, internal layout challenges, and fleet capacity. The chapter also elevates overlooked but critical infrastructure needs, such as logistics, warehousing, administrative support, and potential community resilience hub functions, to strengthen citywide readiness. It culminates in a system-wide gap summary and bridges to the investment strategy outlined in Chapter 6.

Chapter 6 – Capital Investment Recommendations

Presents a phased roadmap of capital projects aligned with Redmond's service needs and growth projections. Projects are grouped into five time horizons:

- 2025–2030 (current CIP)
- 2027–2032
- 2033–2040
- 2041–2050
- Beyond 2050

Each project is tied directly to needs identified in Chapter 5, categorized by type (e.g., stations, fleet, specialty systems), and prioritized based on facility condition, service coverage, growth impacts, and alignment with citywide planning goals.

Chapter 7 – Fiscal Strategy and Funding Tools

Outlines the financial framework supporting implementation. Connects investment priorities to Redmond's available financing tools, including impact fees, grants, bonds, levies, apparatus funds, and public-private partnerships. Introduces a fiscal strategy for the 2027–2032 planning horizon and offers recommendations for maintaining long-term fiscal sustainability while ensuring service continuity.

Chapter 8 – Implementation and Monitoring

Provides the delivery plan. Introduces an adaptive phasing framework (Near-Term, Mid-Term, Long-Term) to organize capital deployment by readiness and urgency rather than fixed calendar years. Defines governance roles, emphasizes Fire leadership's participation in citywide CIP decision-making bodies, and introduces a model for ongoing performance monitoring. The plan is structured to remain flexible as conditions and priorities evolve.

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02 Regulatory and Planning Framework

Redmond's fire infrastructure must meet not only the operational needs of the community but also the legal, policy, and design standards that govern public capital projects. This chapter defines the regulatory environment that shapes facility investments, fire station design, and eligibility for funding tools such as impact fees.

Fire infrastructure planning does not occur in isolation. It is governed by state statutes, national safety standards, regional resilience targets, and adopted city policies, including Redmond 2050. Together, these frameworks establish both the minimum requirements and the strategic expectations that the Fire Functional Plan must meet. These mandates ensure that Redmond's fire facilities are not just code-compliant but also climate-resilient, equitable, and financially sound.

This chapter summarizes:

- Core legal mandates under the Growth Management Act (GMA), Revised Code of Washington (RCW), International Building Code (IBC), and Firefighter Safety Standards (WAC 296-305)
- National fire service performance standards, including NFPA 1710 and CPSE accreditation model criteria
- Redmond's internal policy frameworks: sustainability, equity, and resilience
- Functional planning standards for essential public facilities, including continuity, energy, and safety systems

Together, these policies define the rules of the road and help ensure that fire capital projects deliver lasting public value.

2.1 State and Legal Mandates

Fire departments operate under a web of legal requirements that establish both minimum obligations and capital planning expectations. These mandates shape everything from where and how stations are built to how fire departments prepare for population growth and climate resilience. This section outlines the statutory and regulatory drivers that Redmond must follow to remain compliant and future-ready.

Growth Management Act (GMA) – RCW 36.70A.070 – Capital Facility Planning Requirements

The Washington State Growth Management Act requires all jurisdictions planning under GMA to develop a Capital Facilities Plan (CFP) or General Government Facilities Plan as part of their Comprehensive Plan. The CFP must demonstrate that essential public services, including fire

protection, can be delivered in a way that supports projected growth without sacrificing service quality.

Key GMA requirements impacting this plan include:

- Facilities Inventory – Cities must maintain a current inventory of fire stations, apparatus, and equipment – and assess their existing capacity.
- Forecasting – Demand must be projected through the planning horizon (2050), including population growth, zoning changes, and service area adjustments.
- Six-Year Capital Improvement Program (CIP) – A financially constrained CIP must be included to identify how priority projects will be funded.
- Land Use Consistency – All fire capital planning must align with Redmond's adopted land use and zoning strategy, ensuring adequate coverage for future development.

Washington State Development Impact Fees – RCW 82.02.050–100

To ensure new development pays its fair share, Washington law allows cities to collect impact fees for essential public services, including fire protection. However, impact fees are subject to strict rules.

Allowable uses for fire impact fees include:

- Construction of new stations or expansion of existing ones to serve growth
- Capital purchases of apparatus (e.g., engines, ladder trucks) required for growing service demand
- Specialized equipment to meet emerging building types and risks (e.g., high-rise firefighting tools)

Restrictions:

- Deficiency Correction Prohibited – Impact fees cannot be used to address existing service shortfalls
- Ten-Year Expenditure Rule – Collected funds must be spent within 10 years to remain valid

Washington State Clean Buildings Performance Standards (CBPS) – RCW 19.27A.210

The Washington State Clean Buildings Performance Standards (CBPS) mandate energy efficiency improvements in commercial buildings, including fire stations, as part of the state's greenhouse gas reduction goals.

Compliance tiers:

- Tier 1 (≥50,000 sq. ft.) – Compliance required by June 1, 2026
- Tier 2 (20,000–49,999 sq. ft.) – Compliance required by July 1, 2027; benchmarking begins in 2025

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- Tier 3 (<20,000 sq. ft.) – Not currently regulated, but encouraged to follow best practices

Capital planning implications:

- Fire stations must begin tracking and reporting energy use to meet compliance requirements.
- HVAC upgrades, LED retrofits, and envelope improvements may be necessary for Tier 1 and Tier 2 buildings.
- Redmond's decarbonization strategy will influence capital decisions, including conversion from natural gas to electric heating and cooling.
- New and renovated stations must be designed with solar readiness, EV charging capacity, and high-efficiency systems

International Building Code (IBC) – Essential Facility Requirements

Fire stations are classified under the IBC and Washington State Building Code (RCW 19.27) as *Risk Category IV* essential facilities. This means they are held to stricter structural and operational requirements than typical public buildings to ensure they remain functional during and after disasters.

Requirements for essential facilities include:

- Seismic Design Standards – Stations must meet elevated structural codes for earthquake resilience.
- Backup Power Systems – Stations must include permanent generators to support uninterrupted emergency operations.
- Critical Life Safety Systems – Stations must meet enhanced fire suppression, ventilation, and compartmentalization standards.
- Durability and Survivability – Materials and designs must be able to withstand extreme weather to allow for the continuity of operations.

All new stations and major renovations must meet these codes. As part of this plan, facilities that cannot be cost-effectively retrofitted will be prioritized for replacement.

Firefighter Safety Standards – WAC 296-305

Washington Administrative Code 296-305 establishes occupational safety and health standards for firefighters, shaping how stations are designed and how apparatus are configured.

Impacts on fire facilities:

- Stations must incorporate decontamination zones, turnout gear separation, and provisions for firefighter health and wellness.

- Gender-inclusive locker rooms and private sleeping quarters are increasingly necessary to support workforce diversity and health equity.
- Expanded training infrastructure is required to ensure compliance with safety protocols and ongoing firefighter education.

Impacts on apparatus:

- Apparatus must meet design and safety standards for mounting, lighting, crew protection, and access.
- Compliance requirements affect vehicle procurement timelines, specifications, and total lifecycle costs.

Together, these legal mandates establish a floor for safety, sustainability, and service equity. They guide how the Fire Functional Plan translates community needs into action-ready capital investments.

2.2 National Performance Standards

While legal mandates define minimum obligations, national fire service standards shape what excellence looks like. These standards guide how departments like Redmond's plan for service delivery, measure performance, and justify capital investments. This section introduces the most widely accepted national benchmarks used in fire department assessments and explains how they influence the planning that follows in this document.

NFPA 1710 – Response Times, Staffing, and Deployment

The National Fire Protection Association (NFPA) 1710 standard outlines expectations for the organization and deployment of fire suppression, EMS, and special operations by career fire departments. Although not legally binding, it is widely used as the de facto benchmark for Level of Service (LOS) in urban fire systems.

Key NFPA 1710 performance goals:

- First Unit Response Time: Four minutes (travel) + 80 seconds (turnout) for fire suppression or EMS
- Effective Response Force (ERF): Full complement of personnel on scene within eight minutes
- Staffing: Minimum of four firefighters per engine company, with higher counts for ladder truck and specialty units

Capital planning implications:

- Station Siting: Drive-time coverage maps must align with four-minute response goals for the highest-risk areas.
- Apparatus Investment: Deployment of new ladder trucks or engines must be coordinated with coverage needs.
- Turnout Time Technology: Station alerting and dispatch systems must support reduced notification and response times.

These standards are used to measure current system strain and are foundational to Chapter 4, where Redmond's actual performance is evaluated against these targets.

Washington Surveying and Rating Bureau (WSRB) – Insurance Ratings and Public Protection

The WSRB evaluates fire protection capabilities for cities and fire districts across Washington. It issues a Public Protection Classification (PPC) score that influences local property insurance rates. While not a planning standard per se, WSRB scoring is used by many departments as a proxy for system strength.

WSRB considers:

- Station locations and distribution
- Staffing and apparatus availability
- Water supply systems (hydrants, flow, testing frequency)
- Fire prevention and inspection programs
- Training and communications systems

Capital planning implications:

- Fire station location and response times directly affect PPC ratings
- Investments in water systems and hydrants influence infrastructure priorities
- Coordination with the Public Works *Water System Plan* is essential, particularly where recommended water distribution upgrades aim to improve fire flow and system reliability in neighborhoods with aging infrastructure
- Training facilities and programs support WSRB scoring and overall preparedness

Improving or maintaining WSRB scores supports both resident safety and economic development, especially for commercial districts where insurance premiums can significantly impact business costs.

Center for Public Safety Excellence (CPSE) – Accreditation and Strategic Planning

The CPSE accreditation framework promotes continuous improvement through a cycle of community-driven planning and system assessment. CPSE recommends integrating data from Standards of Cover (SOC) studies and Community Risk Assessments (CRA) to guide infrastructure and resource decisions.

Redmond's 2022–2027 SOC document provides the foundation for this plan, offering:

- Risk-based station coverage models
- Incident frequency heatmaps
- Hazard-specific deployment recommendations

CPSE-aligned tools help departments connect capital planning with outcomes, improving transparency and public accountability.

From 'Should' to Strategy: The Role of National Standards

These national benchmarks provide the logic and language to justify capital investments and system improvements. While they are not legally mandated, they are widely recognized by:

- Peer agencies
- Accreditation bodies
- Granting authorities
- Insurers and rating bureaus

Redmond's Fire Functional Plan uses these best practices not only to evaluate its current system but to define what future-readiness looks like in a growing, diverse, and increasingly vertical city.

2.3 Interlocal Agreements

The Redmond Fire Department plays a critical role in ensuring the safety and well-being of both Redmond residents and neighboring communities. Its responsibilities extend beyond city boundaries, reflecting a unique service model that includes partnerships with King County Fire Protection District 34 (KCFD34) and leadership of the Northeast King County Medic One program.

King County Fire Protection District 34

Redmond's partnership with KCFD34 dates back to 1969 when the City formed its own fire department, reflecting a long-standing, integrated fire service model. Today, KCFD34 spans approximately 28 square miles of unincorporated King County and serves a population of roughly 24,700 residents. Fire protection and emergency medical services are provided through a formal interlocal agreement, with daily operations managed by RFD under contract.

Stations and Ownership

KCFD34 includes Stations 13, 14, and 18, all of which are staffed by RFD personnel and owned by the City with limitations on capital responsibilities. These stations serve rural and suburban areas east and north of Redmond's city limits.

The 2023–2027 Emergency Services Operating Agreement outlines capital responsibilities and cost-sharing structures:

- Major capital improvements and facility renovations are led and funded by KCFD34.
- The City of Redmond is responsible for routine maintenance, managed through either Parks or Fire Department staff.
- Apparatus replacement for KCFD34 stations is funded by the district through an apportioned cost model and aligned with Redmond Fire's joint capital planning process.

Functional Plan Boundary Clarification

While FD34 stations are operationally integrated with the city's system, they are not included in Redmond's city-led capital investment recommendations or fire impact fee planning. Any future upgrades to those facilities will require separate planning and funding through KCFD34's governance.

Northeast King County Medic One

The City of Redmond Fire Department also serves as the lead agency for Northeast King County Medic One, providing Advanced Life Support (ALS) services across a 266-square-mile area with a population of over 333,000. The Medic One program is funded through the King County ALS levy and serves multiple jurisdictions, including the cities of Redmond, Kirkland, Duvall, Woodinville, and surrounding unincorporated areas. Basic Life Support (BLS) services are provided jointly to the City of Redmond Fire and Fire District 34, ensuring seamless integration of emergency medical response.

The Interlocal Agreement (ILA) for Medic One Services directly impacts facility and capital equipment planning, as the Fire Functional Plan must incorporate ALS operational needs, including paramedic response capabilities, station locations, and specialized equipment.

Facility Planning Considerations

As the lead agency, Redmond's fire stations must support paramedic deployment, training, and ALS equipment storage. Key facility needs include:

- Strategic siting of ALS units to maintain county response time standards.
- Dedicated medic bays, expanded living quarters, and garage space for reserve units at designated ALS deployment sites.
- Training space and decontamination zones to support both internal readiness and partner agency coordination.

Equipment and Apparatus Impacts

ALS service delivery requires capital planning for:

- Specialized medic units and backup vehicles.
- Advanced life-saving equipment such as cardiac monitors, ventilators, and secure medication storage.
- Sustainability upgrades, including evaluation of electric-powered ALS vehicles as part of future fleet transitions.

Cost-Sharing and Funding Alignment

The interlocal agreement includes mechanisms for shared funding in the event of capital shortfalls. Redmond coordinates equipment planning and levy alignment with King County EMS to ensure ALS capital cycles are supported and sustained.

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2.4 Alignment with Redmond 2050: Policies on Capital Facilities, Sustainability, and Equity

The Fire Functional Plan aligns directly with the Capital Facilities Element (CFE) of the Redmond 2050 Comprehensive Plan, the Environmental Sustainability Action Plan, and the city's Equity in Infrastructure Framework. Together, these policy frameworks establish the expectations for how infrastructure must support safety, growth, resilience, and inclusion over the long term. This plan fulfills those expectations by translating citywide values into operational fire service investments.

Capital Facilities Element: Policy Alignment

The CFE mandates that functional plans like this one be developed and maintained to guide infrastructure and equipment decisions. These requirements are outlined in CF-1 and CF-2, which call for:

- Regular updates to assess fire service needs and system performance
- An inventory of existing stations and apparatus
- Identification of current or projected gaps
- A forecast of system needs through 2050 that considers zoning, population growth, and increasing service demand
- Integration of equity, sustainability, and emergency preparedness principles

The city's commitment to maintaining Level of Service (LOS) standards is reinforced in CF-6, which defines response time benchmarks and facility standards that directly inform Chapter 4. These policy anchors also provide the planning basis for new stations or station relocations in response to changing growth patterns or response times.

Capital Investment Strategy and Fiscal Policies

The Capital Investment Strategy (CIS), codified in policies CF-7 through CF-13, ensures that fire system investments are fiscally sustainable and responsive to community needs. These policies require:

- Long-range capital planning for facilities and equipment (CF-7)
- Coordination of capital investments with available revenues (CF-8)
- Adjustments to growth assumptions or LOS standards if financial imbalances are identified (CF-9)
- Biennial review of the city's funding capacity to deliver capital improvements (CF-10)
- Alignment of capital recommendations with the City's Six-Year Capital Improvement Program (CIP) (CF-11)
- Use of long-term financial forecasting to support high-quality fire and EMS services (CF-12)
- Ensuring that growth contributes its fair share toward fire protection infrastructure through the use of impact fees (CF-13)

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This framework is foundational to Chapter 7, where these policies shape the funding roadmap for Redmond's evolving fire system.

Environmental Sustainability and Equity Commitments

The Fire Functional Plan is also aligned with Redmond's Environmental Sustainability Action Plan, which outlines energy efficiency, fleet electrification, and green infrastructure goals. Chapter 5 of this document integrates these goals by assessing facility readiness for electrification, clean energy transitions, and CBPS compliance.

Similarly, the city's Equity in Infrastructure guidelines influence how fire service investments are prioritized, particularly in areas of historical underinvestment or where demographic data indicates higher vulnerability. These principles are operationalized in Chapter 4 and throughout the recommendations in Chapter 6.

2.5 Plan Alignment Matrix: Integrating Citywide Plans with Fire Infrastructure Strategy

Fire service planning in Redmond operates within a broader civic ecosystem of infrastructure plans, policy frameworks, operational standards, and financial strategies. The Fire Functional Plan must align with these interconnected documents to remain effective, fundable, and consistent with the city's long-term goals.

Many of these plans serve multiple functions. Some set long-range policy direction, others define operational performance standards, and several determine financial feasibility, phasing, and investment priorities. To reflect these overlapping roles, this plan uses a single integrated matrix that shows how each document informs fire infrastructure decisions.

This matrix increases transparency around how fire capital planning connects to land use, sustainability, fiscal strategy, and emergency service delivery. It supports cross-department coordination and strengthens the Fire Department's ability to advocate for investments that advance public safety, climate goals, and community resilience.

For example, ~~W~~while the Fire Department does not direct water infrastructure projects, the Fire Functional Plan helps quantify and communicate fire flow needs to Public Works, strengthening cross-departmental coordination. The Fire Functional Plan's Implementation and Monitoring framework also recognizes the need for ongoing engagement with related citywide plans, including water, transportation, and land use. Changes in one plan may trigger the re-evaluation of assumptions or needs in another, and staff are actively working to build strong planning alignment across departments.

Plan Roles Defined

- Planning and Policy: Documents that establish long-range goals, values, and frameworks for how fire infrastructure should support the City's growth and priorities.
- Service Impacting: Documents that directly inform service levels, response performance, or operational requirements.
- Capital Planning/Financial: Documents that define financial feasibility, phasing, prioritization, and investment decisions.

A Note on Plan Integration

The Fire Functional Plan does not restate the detailed requirements embedded in other city plans, such as green building standards, equity frameworks, or sustainability targets. Instead, it assumes compliance with adopted policies and focuses on how those standards influence fire infrastructure needs and investment decisions.

TABLE 1 - PLAN ALIGNMENT MATRIX – FUNCTIONAL ROLES OF RELATED PLANS

Plan/Document	Purpose	Relevance to Fire Functional Plan	Department Responsible
General Government Facilities Plan (GGFP)	The City's formal six-year plan, which is required under the Washington Growth Management Act (RCW 36.70A.070). It documents the financing plan for general government facilities – including fire stations – and ensures consistency with the Redmond 2050 Comprehensive Plan.	Capital Planning / Financial – Documents funded and planned capital projects within the six-year horizon. Planning and Policy – Integrates fire facility needs with land-use and growth strategies.	Parks
Blueprint 2050 – Capital Investment Strategy (CIS)	Defines Redmond's consolidated Capital Facilities Plan, aligned with the Comprehensive Plan, guiding infrastructure timing and funding through 2050.	Capital Planning / Financial – Establishes the long-term capital framework and funding strategy. Planning and Policy – Provides growth projections and infrastructure policies that guide investment decisions.	Planning
Environmental Sustainability Action Plan (ESAP)	Sets sustainability goals for city operations and infrastructure, including emissions reduction and energy efficiency targets.	Planning and Policy – Establishes sustainability standards for facilities and fleet. Capital Planning / Financial – Influences facility design and investment requirements for compliance with sustainability goals.	Executive
Facilities Conditions Assessment	Assesses the physical condition of city-owned buildings, including fire stations, to inform maintenance, renovation, or replacement needs.	Capital Planning / Financial – Informs repair, replacement, and upgrade decisions based on condition.	Parks

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		Service Impacting – Identifies risks that may affect operational readiness or safety.	
Fire Department Master Plan	Provides a comprehensive roadmap for fire operations, staffing, facility needs, and service delivery strategies.	**Planning and Policy** – Sets long-range goals for operations and facilities. **Capital Planning / Financial** – Drives infrastructure recommendations tied to service needs. **Service Impacting** – Guides operational service models that affect deployment.	Fire
Fire Department Standards of Cover (SOC)	Defines response time goals, deployment models, and service level standards for fire and emergency services.	**Service Impacting** – Defines benchmarks for service levels, station siting, and deployment. **Capital Planning / Financial** – Directly informs the need and justification for new stations, apparatus, and staffing tied to response models.	Fire
Fire Department Strategic Plan	Sets medium-term goals for operations, staffing, and resource allocation over a 3–5 year horizon.	**Planning and Policy** – Provides operational direction and priorities. **Capital Planning / Financial** – Connects staffing, apparatus, and facility needs to short-term investment priorities.	Fire
Fleet Assessment	Evaluates the condition and lifecycle of city vehicles, including fire apparatus, to support replacement planning.	**Capital Planning / Financial** – Supports funding cycles for fleet replacement. **Service Impacting** – Affects operational readiness based on apparatus availability and reliability.	Public Works
Long-Range Financial Strategy	Provides a six-year framework for fiscal sustainability, resource allocation, and alignment with city goals and priorities.	**Capital Planning / Financial** – Ensures that fire investments fit within long-range financial capacity. **Planning and Policy** – Aligns financial decisions with broader city priorities and service expectations.	Finance
Office of Emergency Management Program Charter	Defines the City's emergency management structure, including roles, coordination mechanisms, and resource allocation during disasters.	**Service Impacting** – Defines operational roles in emergencies. **Planning and Policy** – Provides preparedness goals that influence resource allocation and facilities needs.	Fire / Executive
Redmond 2050 Comprehensive Plan	Guides long-term land use, growth management, and infrastructure development for the City of Redmond.	**Planning and Policy** – Establishes the policy foundation for fire service growth and station siting.	Planning

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		Capital Planning / Financial – Influences long-term infrastructure investment priorities tied to land use and growth.	
Safety, Health, and Environmental Services Assessment	Assesses fire facilities for compliance risks, occupational safety hazards, and environmental health concerns.	**Capital Planning / Financial** – Informs investments needed to address deficiencies. **Service Impacting** – Impacts safe and reliable facility operations that support readiness.	Parks
Transportation Master Plan (TMP)	Provides long-range strategies for transportation infrastructure, mobility, and emergency response access.	**Service Impacting** – Ensures transportation supports fire response reliability. **Planning and Policy** – Aligns mobility plans with emergency services needs and growth areas.	Planning
Water System Plan	Provides long-term planning for water infrastructure, including fire suppression, system reliability, and regulatory compliance.	**Service Impacting** – Supports hydrant coverage, water flow, and suppression needs. **Capital Planning / Financial** – Drives investments in water infrastructure that support fire operations.	Public Works

2.6 Summary

Redmond's fire capital planning is grounded in a complex and evolving regulatory environment that spans across federal, state, and local mandates. Chapter 2 establishes the legal and strategic foundations that guide the Fire Functional Plan, ensuring it aligns with growth management requirements, essential facility standards, and nationally recognized fire service best practices.

State law, including the Growth Management Act (GMA), RCWs related to impact fees, and the Clean Buildings Performance Standards (CBPS), all provide mandatory requirements for capital planning, energy benchmarking, and financial accountability. These "musts" create the backbone of facility development and modernization.

In parallel, nationally recognized consensus standards such as NFPA 1710, CPSE principles, and WSRB criteria help guide performance standards, staffing models, and apparatus readiness. While not legally binding, these frameworks are critical for maintaining accreditation, insurance ratings, and service excellence.

Redmond's interlocal agreements with Fire District 34 and King County Medic One introduce additional complexity, requiring close coordination with external agencies on shared facilities, equipment, and ALS deployment. These partnerships directly affect capital planning priorities and clarify the geographic boundaries of this plan's recommendations.

The Fire Functional Plan is also shaped by the policy and financial architecture of the Redmond 2050 Comprehensive Plan, particularly the Capital Facilities Element. Key policies define how level-of-service (LOS) standards are established, how growth projections inform

infrastructure investment, and how the City maintains financial balance through impact fees, long-range forecasting, and biennial reviews.

Finally, a matrix clarifies how various citywide documents influence fire infrastructure decisions, whether by altering service levels, guiding planning assumptions, or providing the financial framework for implementation. This alignment ensures that the Fire Functional Plan supports a cohesive, efficient, and forward-looking capital investment strategy while avoiding redundancy with other adopted plans.

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03 Current System Overview

Redmond's fire system is made up of people, buildings, vehicles, and equipment – all working together every day to deliver life safety, emergency response, and community care. This chapter outlines the current state of that system. It documents what exists today: the number and location of fire stations, how those stations are staffed and equipped, the capital inventory that supports operations, and the recurring costs required to keep the system functional.

This is not an evaluation chapter. It doesn't assign grades or make recommendations. Those are addressed in the chapters that follow. Instead, this section establishes the factual baseline so that future decisions about capital investments, growth response, and system modernization are grounded in a shared understanding of what we're already working with.

Because this system has been built over time through decades of population growth, annexation, and evolving service demands, its structure reflects past priorities and opportunities. Some parts of it are aging. Some are new. Some are ready for what's next, and others will require changes. But all of it functions today as the backbone of Redmond's emergency response network.

The chapters that follow will explore how well this current system aligns with where the city is going. But first, we begin with what we currently have.

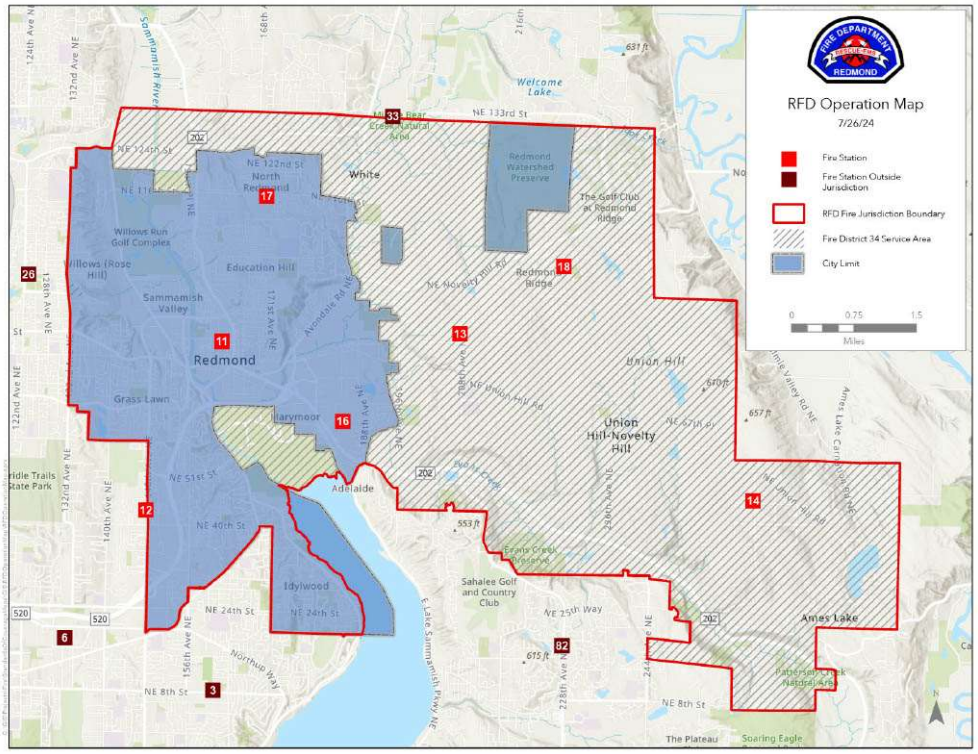
3.1 Fire Facilities Inventory

The Redmond Fire Department operates seven fire stations, an apparatus-maintenance facility, and one satellite office annex to serve the City of Redmond and its contract partner, King County Fire Protection District 34. These facilities are distributed across the City and surrounding district to provide overlapping coverage, support timely response, and ensure operational continuity during high-demand events.

The system includes both city-owned and district-owned properties. While this plan focuses on city assets, the full deployment footprint is included here to reflect the reality of current operations.

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FIGURE 1: REDMOND FIRE DEPARTMENT OPERATIONAL MAP



City of Redmond Facilities

Fire Station 11

8450 161st Avenue NE, Redmond, WA

Description of Use	Built in 1981. Provides service to the Downtown area and the neighborhoods of Willows, Education Hill, and Sammamish Valley. Also serves as the Fire Administration Headquarters.
Apparatus Space	Four drive-through bays

Fire Station 12

4211 148 Avenue NE, Bellevue, WA

Description of Use	Built in 1980. Located on the southern end of the City, provides service to the Overlake, Viewpoint, Grass lawn, and Rose Hill neighborhoods in the City. Located in Overlake (within Bellevue city limits), this station serves the

	Overlake and Idylwood neighborhoods and is a key responder to mid-rise commercial and residential developments.
Apparatus Space	Three bays, two are drive-through bays

Fire Station 16

6502 185th Avenue NE

Description of Use	Built in 1996. Provides service to Southeast Redmond, including the light industrial section of the City. It is part of the complex that houses the fleet-maintenance building. Serves a mix of light industrial zones and expanding residential areas.
Apparatus Space	Three drive-through bays

Fire Station 17

16917 NE 116th Street

Description of Use	Built in 2012. Located in the northern section of the City. Serves North Redmond, including Education Hill and growing residential developments. Also houses the department's Medical Services Officer (MSO).
Apparatus Space	Three drive-through bays

Accessory Operations Buildings

Apparatus Maintenance Shop – Located next to Station 16. This city-owned facility is used by the Fire Department's internal fleet maintenance team for apparatus inspections, testing, repairs, and compliance checks.

Fire Station 11 Annex – Built in 1985. Located adjacent to Station 11. Provides office space and vehicle storage for the Mobile Integrated Health (MIH) and Community Care programs.

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King County Fire District 34 Facilities

(Not included in capital planning scope, but listed here for operational context.)

Fire Station 13 (8701 208th Avenue NE) – Built in 1973. Serves the Avondale corridor and parts of Education Hill.

Fire Station 14 (5201 264th Avenue NE) – Built in 1991. Located near Ames Lake. Serves the eastern rural portions of the district.

Fire Station 18 (22710 NE Alder Crest Drive) – Built in 2002. Located in Redmond Ridge. Serves both Redmond Ridge and Trilogy residential areas.

These seven stations are the core physical infrastructure of the current fire system. They vary in age, size, and readiness for future growth – but together they form a single operational network supporting both city and district service areas.

3.2 Current Staffing Levels and Deployment Model

Redmond Fire Department operates under a 48/96 shift schedule, with three platoons (A, B, and C) providing continuous 24-hour coverage. Daily staffing includes engine and ladder companies, cross-staffed aid units, and a battalion chief – all distributed across the seven active stations. While the department serves both the City of Redmond and Fire District 34, staffing and apparatus are deployed as a unified system to maximize coverage and response efficiency.

Each engine or ladder company is typically staffed with three firefighters, while aid and medic units are staffed with two. Cross-staffing is a deployment model where a single crew is assigned to multiple apparatus and selects the appropriate vehicle based on the nature of the call. This approach provides operational flexibility but also has implications for response reliability and system readiness, which will be explored in later chapters.

The table below outlines current daily staffing levels at each station, as well as apparatus assignments.

TABLE 2 - DAILY STAFFING, STATION

Station	Primary Apparatus	Cross-Staffed Units	Daily Staffing
Station 11	Engine 111, Aid 111, Medic 119		7
Station 12	Engine 112, Aid 112		5
Station 13	Engine 113	Aid 113 (cross-staffed)	3
Station 14	Engine 114	Aid 114 (cross-staffed)	3
Station 16	Ladder 116	Rescue 116 (cross-staffed)	3
Station 17	Engine 117	Aid 117 (cross-staffed), Medical Service Officer	4
Station 18	Engine 118	Aid 118 (cross-staffed)	3

Battalion Chief	Battalion 111	-	1

Note: Redmond personnel also provide staffing for Medic 123 and Medic 135, located at Kirkland and Woodinville stations, as part of the regional Northeast King County Medic One system.

In total, 31 personnel are on duty per shift, not including administrative, prevention, or logistics staff. These resources are strategically positioned to meet incident demand, ensure NFPA 1710 alignment for critical tasking, and support back-to-back or concurrent incidents across the service area.

3.3 Apparatus and Fleet Profile

Redmond's fire apparatus and support vehicle fleet is designed to meet a wide range of operational needs, from fire suppression and advanced-life-support transport to technical rescue, wildland response, and incident command. The department's fleet includes both frontline and reserve units, as well as planned future replacements.

Primary Apparatus Types

Engines (Fire Suppression Units):
Engines are the department's frontline response vehicles for both fire and medical emergencies. Each engine carries 500 gallons of water for initial attack and can deliver up to 1,500 gallons per minute when connected to a hydrant. Engines are equipped with fire suppression gear, EMS supplies, and basic rescue tools.

Ladder Trucks and Tractor-Drawn Aerials (TDAs):
Ladder trucks are essential for reaching upper floors in Redmond's growing inventory of mid-rise and high-rise buildings. These units include 100-foot aerial ladders capable of accessing both above- and below-grade areas. Unlike engines, ladder trucks carry minimal water and rely on engine support to perform suppression operations. Redmond currently operates one ladder truck, with additional units in the replacement pipeline.

Aid Cars (BLS Units):
These ambulances are equipped to provide Basic Life Support (BLS) care and patient transport. They are deployed throughout the City in both dedicated and cross-staffed configurations.

Medic Units (ALS Units):
Medic units are staffed with firefighter-paramedics and provide Advanced Life Support (ALS) services as part of the regional Northeast King County Medic One system. Redmond units are stationed within the City and at strategic locations in Woodinville and Kirkland.

Brush and Wildland Engines:
These smaller, agile vehicles are designed for wildland-urban interface (WUI) response. They are equipped with pumps, hand tools, and water tanks tailored to off-road access and fast suppression of vegetation fires.

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Specialty Rescue Vehicles:
Technical rescue and hazmat capabilities are supported by cross-staffed specialty units located at Stations 13 and 16. These units include water rescue gear, extrication tools, and urban search and rescue (USAR) equipment. Redmond's HazMat unit provides limited hazardous materials response capacity, with mutual aid support from regional partners for large-scale incidents.

Support and Specialty Vehicles

The department also maintains a diverse set of support vehicles, including:

- Command Staff Vehicles – Assigned to Battalion Chiefs, the Fire Chief, Operations Chief, and Training Officers.
- Prevention and Logistics Vehicles – Multiple units support fire inspection, investigation, logistics transport, and emergency management functions. Vehicles are assigned to both the motor pool and individual staff.
- Training Equipment Trailers and Vans – Includes smoke machines and other mobile training assets.
- Public Education and Emergency Management Vehicle – Used for outreach, volunteer coordination, and preparedness education.

Fleet Planning and Replacement

Fleet replacement and expansion are planned through a multi-decade capital strategy that aligns vehicle life cycles with response demands, workload projections, and anticipated service-area changes. Upcoming purchases prioritize both operational capacity and environmental performance, including electrification readiness and apparatus compatibility with EV charging infrastructure at city facilities.

The department maintains a detailed vehicle-by-vehicle inventory, including projected timelines and costs, which is available in Appendix C.

3.4 Capital Equipment Inventory

Redmond Fire Department's capital equipment systems support a modern, all-hazards emergency response model. From protective gear and lifesaving EMS technology to technical rescue tools and facility infrastructure, this equipment forms the operational backbone that enables firefighters to perform their work safely and effectively. These assets are funded through a combination of dedicated equipment replacement programs and general capital planning, with cyclical investments tied to service life, safety standards, and evolving community risks.

This section outlines the major categories of capital equipment currently in service.

Self-Contained Breathing Apparatus (SCBA) Systems

SCBA systems allow firefighters to operate safely in smoke-filled or toxic environments and are essential to every structure fire, confined space entry, and hazardous materials response. Each set includes an air bottle, regulator, facepiece, and integrated communication equipment. Redmond maintains SCBA compressor systems at key stations and deploys SCBAs across all frontline units. Bottle replacements and system-wide upgrades are timed according to NFPA standards and manufacturer life cycles.

Personal Protective Equipment (PPE)

All firefighters are issued structural firefighting gear, including turnouts (coat and pants), helmets, hoods, gloves, and boots. This gear is replaced on a rotating schedule based on exposure, wear, and a 10-year NFPA expiration timeline. Redmond also maintains reserve PPE and specialty protective gear, such as ballistic vests, wildland packs, and water rescue suits. PPE procurement includes fit testing, inspections, and decontamination practices to support firefighter health and safety.

Fire Suppression Tools

The department maintains a full inventory of suppression equipment, including nozzles, hand tools, irons, hooks, forcible entry gear, and thermal imaging cameras. High-rise firefighting tools, such as standpipe packs, hose bundles, and pressure-reducing valves, are strategically assigned to stations that serve vertical developments, including Stations 11 and 12. Large-diameter hoses (LDH) for water supply operations are stocked on engines and ladder units for extended lays.

Emergency Medical Equipment

Aid and medic units are equipped with advanced patient care systems, including:

- Stryker power cots and autoloaders for safe transport and lifting.
- Lifepak cardiac monitors/defibrillators for ALS-level cardiac care.
- Oxygen delivery systems, suction units, IV supplies, and trauma gear equipment are rotated based on lease schedules, service life, and reinspection protocols. Redmond maintains redundancy across key EMS tools to ensure readiness during high-call-volume periods or equipment failure.

Technical Rescue Equipment

Technical rescue gear is primarily housed on Rescue 16 and includes confined space kits, rope systems, extrication tools (e.g., hydraulic cutters/spreaders), and specialized stabilization equipment. These assets support motor vehicle entrapments, trench collapses, high-angle rescues, and urban search and rescue operations. Equipment is maintained under manufacturer inspection guidelines, with specialized training required for use.

Hazardous Materials Equipment

Redmond's HazMat unit includes detection monitors, decontamination kits, and PPE specific to hazmat operations. While Redmond provides a limited-scope hazmat response, large-scale

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or Tier I incidents are managed through mutual aid with regional partners such as Bellevue Fire. Equipment is stored centrally for fast deployment and integrated with the Redmond Fire's regional response protocols.

Wildland and WUI Response Gear

Wildland response tools such as chainsaws, hose packs, hand tools, and fire shelters are stored on designated Type 6 engines and at stations near the wildland-urban interface (WUI). While most wildland gear is not capitalized, it is essential for initial attack and containment of fast-moving vegetation fires within city limits and in neighboring unincorporated areas.

Fire Station Systems and Infrastructure

Key facility-based equipment includes:

- Backup power systems (generators and battery storage) to support emergency operations during utility outages and ensure uninterrupted dispatch, lighting, and apparatus bay functions.
- Exhaust removal systems and decontamination showers to reduce exposure to diesel particulates and other carcinogens from firefighting operations.
- Extractors (specialized washing machines) designed to remove toxins from turnout gear following exposure to smoke and hazardous materials. Extractors are located at designated stations to support NFPA-compliant cleaning protocols and help prevent long-term health risks.
- Fire station alerting systems that provide zoned audio and visual notifications to improve crew response times and reduce night-time sleep disruption for non-involved personnel.
- Security infrastructure such as badge-controlled access, perimeter alarms, and surveillance systems to protect personnel, equipment, and city assets.
- Sustainable infrastructure, including EV charging stations, solar prewiring, and stormwater recovery systems, consistent with Redmond's citywide green building standards and long-term environmental goals.

3.5 Support Infrastructure and Functions

Redmond Fire Department relies on a range of physical support systems beyond frontline stations and apparatus to sustain operations, maintain readiness, and meet essential safety and regulatory standards. These assets form the operational backbone of the department and directly influence reliability, staff safety, and capital lifecycle performance.

Apparatus Maintenance Facility

The City maintains an in-house apparatus maintenance facility equipped to handle the complex demands of a growing and modernized fire fleet. Capital assets at this facility include:

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- Post-mounted and portable vehicle lifts – Certified lifting systems that provide safe, stable elevation of heavy fire apparatus and aid cars. These tools are critical for technician safety and are regularly load-tested and maintained in accordance with OSHA and manufacturer standards.
- Diagnostic tools for engine performance, electronic system calibration, and emissions testing.
- Fluid management systems, vehicle exhaust ventilation, and emergency power systems that support safe and continuous shop operation.
- Apparatus testing tools, such as pump testing equipment and alignment systems, to ensure vehicles meet operational performance standards.

This facility plays a vital role in minimizing fleet downtime, reducing reliance on third-party vendors, and supporting the long-term capital replacement plan.

FS11 Annex – Community Health and Outreach Hub

Located adjacent to Station 11, the FS11 Annex serves as the operational base for the department's Mobile Integrated Health (MIH) and Community Care outreach programs. Though not a traditional response station, it houses durable assets that support non-emergency deployment and community-based intervention.

- Office and meeting space for MIH and outreach coordination.
- Medical and field equipment for patient assessments, home safety checks, and follow-up care.
- Dedicated city vehicles (non-code) used for transportation to homes, shelters, and care sites.
- Supply storage for PPE, educational materials, and client support items.

The FS11 Annex represents a growing capital category for alternative response models that reduce 911 volume and improve outcomes through upstream care.

Training Support and Equipment

Although Redmond does not currently operate a dedicated fire training center, the department maintains decentralized training assets and mobile props to support ongoing skill development.

- Training trailers and mobile storage for drill materials and simulation gear.
- Forcible entry props, rescue mannequins, and smoke machines for in-station evolutions.
- AV systems for classroom instruction.
- PPE and turnout gear designated for training use and to preserve operational inventory.

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Emergency Management Equipment

The Office of Emergency Management (OEM) maintains equipment to support citywide preparedness, continuity, and response coordination. These assets are staged for rapid deployment and managed by OEM staff at Fire Headquarters.

- AM radio equipment.
- Digital whiteboards and visual coordination tools used during Emergency Operations Center (EOC) activations.
- Public preparedness stockpiles, including cots, blankets, water jugs, shelter signage, and hygiene kits.
- Portable fire extinguisher training sets and community education materials.

This infrastructure enhances Redmond's capacity to manage multi-day events and support resident safety during large-scale disruptions.

Health and Wellness Equipment

All Redmond fire stations include dedicated fitness areas designed to promote firefighter wellness and reduce occupational injuries.

- Treadmills, rowing machines, bikes, and free weights are used for daily training and injury prevention.
- Station-based rehab tools, including foam rollers, massage guns, and stretching equipment.
- Integrated gym space, planned as part of station remodels and future facilities to support 24-hour operations and sustained performance.

Logistics and Readiness Support

Redmond Fire currently operates without a dedicated logistics facility. Instead, the critical functions of inventory management, procurement coordination, and supply readiness are distributed informally across the department. This decentralized model relies on repurposed spaces in active fire station spaces that were never designed for long-term storage or logistical workflows.

Each station plays a part:

- Station 11 serves as the primary logistics coordination point. The Logistics Officer is based here, managing shipping, receiving, and deliveries for the department. A mezzanine above the apparatus bay is used for overflow storage of uniforms, supplies, and other operational materials.
- Station 12 serves as logistics for the PF (physical fitness equipment)
- Station 13 houses hazardous materials response equipment, including detection and monitoring tools for the region's HAZMAT program.
- Station 14 supports PPE and SCBA logistics, including spare gear and bottle rotation.

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- Station 16 stores technical rescue tools, including rope systems, confined space kits, ground ladders, and stabilization gear.
- Station 17 holds EMS and ALS medical supplies for restocking and shift readiness.
- Station 18 manages and stores hoses, other essential small tools, and core suppression equipment such as spare nozzles, Halligan bars, fittings, and ladders – often in shelving built into vehicle bays.

There is currently no climate-controlled facility, dedicated racking system, or structured intake or distribution space to support logistics operations. Storage is accommodated through improvised use of apparatus bays, mechanical rooms, and mezzanine areas – spaces not designed for inventory management or scalable logistics functions.

Despite these limitations, the department's logistics/administrative staff ensure:

- Timely issuance, laundering, and rotation of turnout gear and SCBA equipment.
- Ongoing inventory and restocking of EMS and ALS medical supplies across shifts.

These activities are essential to maintaining operational continuity and crew readiness. However, the current model, while functional, is not sustainable. As the Fire Department continues to expand its personnel, apparatus, and programmatic responsibilities, the absence of a dedicated logistics facility represents an increasing constraint on efficiency, readiness, and resilience.

3.6 Green Infrastructure and Fleet Transition

Redmond Fire Department has begun incorporating green infrastructure and fleet transition strategies into its core operations, aligning with the City's broader climate and sustainability commitments. These early efforts reflect a practical, phased approach to decarbonization that prioritizes operational continuity while reducing environmental impact.

Current initiatives include:

- Deployment of Washington state's first electric fire engine at Station 12, representing a major milestone in clean fleet integration for emergency response vehicles.
- Transition of light-duty operational vehicles to electric and hybrid platforms, including those assigned to the Prevention Division, Deputy Chief of Operations, and Battalion Chief (Training).
- Installation of electric vehicle (EV) charging infrastructure at Station 12, with additional capacity being added at Station 11 through support from Puget Sound Energy's fleet-electrification grant program.

While these efforts are still in the early stages, they represent a clear pivot toward sustainable public safety infrastructure. Future capital planning will need to account for the facility, electrical, and equipment upgrades required to support continued expansion of the department's low-emission fleet.

3.7 Operating and Maintenance Costs

The City of Redmond's fire system incurs ongoing operating and maintenance (OandM) costs to ensure safe, functional, and mission-ready facilities and fleet. These costs are distinct from personnel, capital construction, and program expansion, and instead reflect the baseline investment required to operate the current system reliably.

Facility Operations and Upkeep

Facilities maintenance is funded through both the Fire Department and the Parks and Recreation Department, which is responsible for the maintenance of city buildings and grounds. In 2025:

- The Fire Department budget includes $37,800 for maintenance and consumables at Stations 11, 12, 16, and 17.
- The Parks Department contributes an additional $328,000 to support janitorial services, landscaping, minor building repairs, and utilities at those same stations.

For Fire District 34 (FD34) stations – specifically Stations 13, 14, and 18 – operating costs are shared under an interlocal agreement:

- Fire Department costs for FD34 are projected at $243,000 in 2025, reimbursed through the contract with the district.
- Non-reimbursable General Fund support for these facilities adds $13,200.
- The Parks Department allocates another $112,000 for exterior maintenance, cleaning, and utility support.

These investments maintain essential infrastructure that enables 24/7 service delivery, including climate control systems, lighting, water, sewer, and basic preventive maintenance.

Fleet and Equipment Maintenance

The Fire Department maintains a diverse fleet of emergency response and support vehicles through a combination of in-house staff and contracted services. In 2025, fleet maintenance costs – excluding labor – are projected at approximately $340,000. This includes:

- Routine maintenance and inspections
- Major component repairs
- Pump and ladder certification
- Specialized servicing (electrical, hydraulic, braking systems)
- Fuel and fluids

As the City transitions to electric vehicles, additional costs may emerge for diagnostic tools, battery maintenance, and technician training.

The department's operational fleet includes:

- 2 Ladder Trucks
- 9 Engines

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- 9 Aid Cars
- 6 Medic Units
- 5 Specialty Vehicles (hazmat, rescue, wildland, Polaris, etc.)
- 2 Command Vehicles (Battalion Chiefs)
- 4 Training Officer Vehicles
- 27 Support Staff Vehicles (Chiefs, MSOs, MIH, Prevention, and others)

A complete fleet inventory and condition assessment is provided in Appendix C.

3.8 Summary

Redmond's current fire system consists of seven staffed fire stations, a diversified fleet of response and support vehicles, specialized equipment for a range of incident types, and distributed logistics and storage arrangements. Together, these assets form the backbone of the City's fire and emergency services system.

Operations are supported through a combination of city-managed and interlocal facilities, with maintenance and readiness responsibilities coordinated across departments. The system includes both traditional emergency response units and community-focused programs such as Mobile Integrated Health and public preparedness outreach. In addition, early investments in electric apparatus and infrastructure signal an ongoing shift toward sustainable fleet modernization.

Over $1 million annually in operating and maintenance costs are distributed across Fire, Parks, and contract partners. These costs reflect the resources required to maintain the current level of service across facilities and fleet. This includes facility upkeep, vehicle maintenance, logistics functions, and specialized program support.

The following chapter will examine how this system performs in relation to current demand and forecasted development. It will also explore how community growth, urban density, and service expectations are shaping the City's emergency response system over time.

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04 Level of Service and Growth Impacts

Fire and emergency services are foundational to a safe and resilient city – but delivering those services requires more than trained personnel and reliable equipment. It requires a system that is designed, staffed, and resourced to meet the demands of a growing and evolving community. That's where Level of Service (LOS) comes in.

LOS is the planning framework used by Redmond to evaluate whether its emergency response capabilities are keeping pace with community needs. It provides a set of performance benchmarks that help the City measure access to emergency services, identify system weaknesses, and make informed capital investment decisions. These benchmarks are not just internal management tools – they are codified in Redmond's long-range planning goals.

In this plan, LOS standards serve as both a performance yardstick and a planning compass. They guide the structure of the department's needs assessment, help determine capital project priorities, and provide a measurable connection between the City's growth trajectory and the fire system's future readiness.

4.1 Level of Service Standards and Performance Benchmarks

The Redmond Fire Department uses a multifaceted Level of Service (LOS) framework to evaluate the department's ability to meet current and future emergency response expectations. At its core, LOS refers to a set of performance targets that guide both day-to-day operations and long-range capital planning.

The City's adopted response time target is as follows:

> Travel time of six minutes or less for 90% of emergency fire and medical calls in the City.[1]

This benchmark, at the time it was adopted, was grounded in national best practices, including NFPA 1710, and reflects Redmond's policy commitment to timely, professional service across all neighborhoods. It is supported by GIS travel time modeling, referenced in the Redmond 2050 Comprehensive Plan, and reinforced through annual system performance monitoring.

However, travel time alone is not a sufficient indicator of system readiness. This plan uses a broader set of LOS benchmarks to capture the realities of modern response, growth-driven complexity, and system strain. These indicators are described below.

Travel Time Coverage

GIS modeling is used to assess how much of the city can be reached by a responding unit within four or six minutes of drive time. This geographic coverage model is the foundation of

[1] Redmond 2050 Comprehensive Plan policy CF-6

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station siting and planning decisions. However, while this measure is technically consistent with Redmond's LOS policy, it does not reflect real-time dynamics like access delays, call concurrency, or unit availability.

Unit Reliability and Call Concurrency

Unit reliability refers to the percentage of time the unit assigned to the zone is able to handle the call for service. This factor is usually impacted by call concurrency, or the measure of time that a call for service comes in at the same time the first due unit is already committed to a prior incident. As population and call volume have increased, concurrent calls are becoming more frequent. When a station's units are already committed, the next closest unit must be dispatched, often from outside the intended service zone. This leads to:

- Longer total response times
- Longer unit commitment times/unit hour utilization
- Geographic coverage gaps
- Fatigue from more frequent unit redeployments

While cross-staffing is a reasonable staffing model for agencies with relatively low call volumes in certain areas like Redmond, the model in Redmond impacts this issue as demand increases or surges. If a single crew is responsible for both an aid car and an engine, a response with one automatically removes the other from service even if demand remains.

Turnout Time and Access Delays

Travel time LOS begins when the unit begins moving. It does not capture:

- Dispatch processing time
- Crew mobilization ("turnout time")
- Time spent navigating to the incident location within a large or complex structure

In many modern buildings, particularly in Overlake and Downtown, crews may lose 1–7 minutes after arrival due to locked stairwells, elevator delays, or internal travel distance. These "invisible minutes" are not captured in traditional LOS metrics, but they directly impact outcomes.

Effective Response Force (ERF) Availability

For higher-risk incidents, such as structure fires or technical rescues, Redmond relies on the timely arrival of multiple units to assemble an Effective Response Force (ERF) – the minimum number of firefighters necessary to accomplish all the critical tasks for a given incident. Current ERF response is limited by a lack of a ladder company in the appropriate location, the geographic dispersion of units, and staffing limitations at undersized stations. Even when travel time goals are met, assembling a full ERF within the required timeframe can be compromised.

Apparatus and Equipment Readiness

Fleet availability and configuration also affect LOS. Although frontline units have been modernized, reserve units are aging, and the department lacks:

- Tools for EV fires and battery containment

- Specialized equipment for light rail platforms
- Station-based electrical infrastructure for large-scale EV adoption

Several stations also lack the square footage to house our current and future fleet, further limiting unit deployment flexibility. Housing the fleet has two limiting factors. One, there is insufficient room to house all our current emergency response vehicles. Some reserve units must be stored outside the fire shop, exposed to the elements, which reduces their lifespans. Two, due to city growth and density, the agency needs to employ new fire apparatus types (tractor-drawn aerial ladder truck) that have a tighter turning radius and maneuverability, but very few stations can accommodate the length of this new type of fire apparatus. In these cases, LOS isn't just about geography or staffing; it's about whether the right tool is ready for the job.

Mutual Aid/Automatic Aid

A key factor that must be added to a LOS analysis is the availability of mutual aid from other fire agencies in the region, and especially those adjacent to the City. Mutual aid in the fire service is a formal agreement between two or more agencies to provide assistance during emergencies when one agency's resources are insufficient. It operates on a "request-and-approval basis" – meaning the agency in need must request help, and the assisting agency must affirmatively agree to respond each time. Mutual aid is commonly used during large-scale incidents, multiple-alarm fires, or overlapping calls that exceed an agency's local capacity.

By contrast, "automatic aid" is a form of mutual aid that is pre-arranged through formal agreements, allowing resources to be automatically dispatched across jurisdictional lines without a separate request each time. This is commonly used in urban or metro areas where closest-unit response is prioritized over jurisdictional boundaries. The benefits of mutual and automatic aid include increased surge capacity, enhanced regional coordination, and cost savings from shared resources. However, there are drawbacks. In Washington State, mutual aid must be provided without compensation (per RCW 43.43.960), which can lead to inequities if one agency regularly relies on others for routine service delivery. While mutual aid is a critical tool for handling large or unusual events, it should not be used to compensate for chronically under-resourced agencies. Automatic aid agreements, when properly structured, can help ensure equitable and predictable service levels between partners.

Overall, Redmond Fire Department is a net contributor to the region, providing for 461 more calls for service than it received in 2024. This is partially due to the location of Fire Station 12. Approximately 23% of the calls for service answered by units assigned to Station 12 (Aid 112 and E112) have been outside the City of Redmond and primarily in Bellevue. The City of Kirkland provides for 332 more calls than they receive, primarily to Redmond, due to the lack of coverage along the northeastern boundaries of Redmond.

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FIGURE 2 – CONCENTRATION OF CALLS FOR SERVICE ANSWERED BY A112 AND E112 - 2024

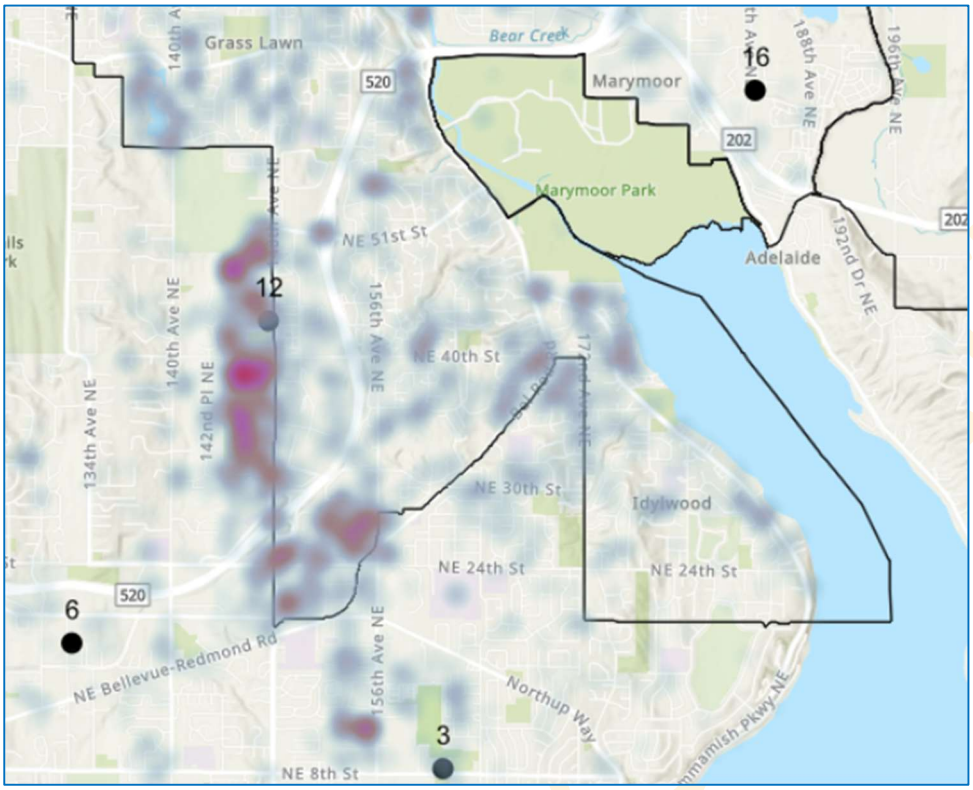


TABLE 3 - MUTUAL/AUTOMATIC AID COMPARISON - 2024

Agency	Redmond Providing Service to…	Redmond Receiving Service from…	Net
Bellevue	1220	683	537
Eastside Fire and Rescue	517	398	119
Kirkland	143	475	-332
Others*	153	16	137
Total Net Calls for Service			461

*Others: Other agencies in the region or statewide mobilization.

4.2 Analysis of Growth Drivers and Future Service Demand

Redmond is entering a new era of urban development, marked by rapid population growth, land-use intensification, and the increasing complexity of emergency service delivery. According to the Redmond 2050 Comprehensive Plan, the City is projected to grow from a

population of approximately 80,000 in 2024 to 114,000 residents by 2050, and to add 24,800 new housing units and 30,000 new jobs. This job growth will further expand Redmond's daytime population – already over 147,000 as of 2024 – exerting additional pressure on emergency services, especially during business hours when call volume tends to spike.

This transformation is not just about numbers – it reshapes how and where the fire department must operate. Demand for emergency medical and fire response correlates strongly with population density and activity levels, meaning more people, more structures, and more jobs directly translate into more calls for service. The City's growth trajectory is not spread evenly, either. Instead, it is spatially concentrated in a few key geographic zones, requiring targeted infrastructure and deployment adaptations.

Three Regional Growth Centers Will Absorb 75% of Development

The Redmond 2050 Comprehensive Plan designates Downtown, Overlake, and Marymoor Village as the City's three growth centers. Together, these areas represent less than 10% of Redmond's land area, yet they are expected to absorb more than 75% of all new residential and commercial development.

Each growth center presents unique operational demands for emergency services:

- Downtown Redmond is evolving into a civic and cultural hub with vertical housing, mid- to high-rise buildings, pedestrianized corridors, and constrained access for apparatus. Fire response in this environment increasingly involves limited street access, high occupant loads, and vertical egress scenarios.
- Overlake is becoming a mixed-use tech and residential district with mid- to high-rise buildings, international business presence, and a highly multilingual population. These attributes increase the complexity of incident management, access control, and public communication.
- Marymoor Village combines urban residential density with proximity to industrial zones, regional trails, and the wildland-urban interface (WUI), creating a hybrid risk profile that requires both structure fire and wildland readiness.

As these three growth centers densify, they will generate the City's most concentrated service demand and pose the greatest operational complexity. To ensure service levels can keep pace, significant changes will be required to Redmond's current fire infrastructure and deployment model.

Infill Growth Across Established Neighborhoods

In parallel with regional center development, Redmond's established residential neighborhoods, including Education Hill, Grass Lawn, and Southeast Redmond, are seeing steady infill, middle housing development, and demographic shifts. This growth may appear incremental on the surface, but it adds cumulative pressure to the system without the benefit of large-scale infrastructure upgrades.

Infill often leads to:

- Narrower roads and reduced apparatus access
- Increased population density in areas not originally designed for it
- ~~Growing numbers of renters, seniors, and others who rely heavily on emergency services~~ A ~~G~~growing numbers of seniors and other residents with higher emergency service needs, such as those with mobility limitations, medical dependencies, or communication barriers.

Without targeted investments in response capacity and station upgrades, infill development can silently erode LOS, even in areas that appear "built out" on the map.

Light Rail and Transit-Oriented Risk

The extension of Sound Transit through Redmond introduces a new class of response demand. Four new stations located in or adjacent to the growth centers will serve as high-volume pedestrian hubs with elevated risks for:

- Medical incidents on crowded or elevated platforms
- Security access delays for responders
- Overlapping event-based calls (e.g., concerts, sporting events, festivals)
- Multi-agency coordination in constrained public spaces

Transit infrastructure also increases reliance on vertical mobility and limits direct apparatus access, placing more pressure on station siting and turnout efficiency.

Why Spatial Compression Matters

The City's growth strategy relies on spatial compression, which is placing more people, jobs, and activity within walkable, transit-rich neighborhoods. While this is consistent with climate goals and sustainability values, it also raises the stakes for every fire response.

In a more compressed city:

- Fires and medical incidents occur in more complex environments.
- Patient/fire area-of-origin access times increase even if GIS travel time doesn't change.
- Staffing and apparatus must scale to meet overlapping calls within minutes, not miles.
- The potential impact of a fire grows significantly with building size and occupancy. While a fire in a single-family home may affect one to four people, a fire in a high-rise building can endanger hundreds of residents at once.
- Station location, layout, and logistics readiness become mission-critical.

Summary

Redmond's fire and emergency response system was originally designed for a lower-density city with fewer vertical structures and simpler access patterns. As the city grows in population and physical complexity, demand for service is expected to increase in both volume and operational complexity.

Decades of proactive code development and enforcement, along with Community Risk Reduction (CRR) efforts, have helped maintain low fire loss rates compared to similar jurisdictions. These programs have been instrumental in improving building safety and reducing incident frequency. Continued investment in prevention remains important, but must be paired with operational readiness to meet the demands of evolving land use and increased density.

In 2024, approximately 60% of calls were medical, with EMS representing the most frequent type of response. However, the remaining 40%, primarily non-medical incidents, required a significant share of department time and staffing. These calls often involve longer durations and more personnel, especially for fire suppression, technical rescue, and hazardous conditions. Maintaining balance between medical and non-medical response capabilities is essential to sustaining system performance.

This plan presents a forward-looking roadmap to support that balance. Recommendations for facility updates, fleet modernization, and staffing alignment are based on projected service demand and capacity analysis. These investments are intended to ensure the department remains well-positioned to serve the community as Redmond continues to grow and change.

4.3 Apparatus Needs and Fleet Condition Context

Apparatus availability, condition, and alignment with current risk are essential to maintaining Redmond's Level of Service (LOS) commitments. While facility location and staffing determine system coverage, the department's fleet delivers service on the ground. As Redmond becomes denser and more complex, the demands on its apparatus fleet – and the facilities that house and maintain it – are intensifying.

This section outlines the current state of the department's fleet, identifies operational and infrastructure constraints, and highlights how apparatus condition directly affects emergency response performance.

Current Fleet Overview and Lifecycle Pressures

The Redmond Fire Department maintains a multi-functional fleet of frontline engines, ladder trucks, aid cars, wildland units, and support apparatus. The department adheres to industry-standard lifecycle expectations, generally aligned with the American Public Works Association

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(APWA) replacement guide and NFPA 1901 guidance. These standards distinguish between *frontline* and *reserve* service life:

- Heavy apparatus (fire engines, ladder trucks):
    - 9 to 10 years in frontline service
    - An additional 9 to 10 years in reserve status
- Medium-duty vehicles (ambulances, command units):
    - 3 to 5 years in frontline service
    - An additional 3 to 5 years in reserve status
- Specialty apparatus is evaluated based on usage patterns, mission profile, and maintenance condition rather than a fixed timeline.

Note: These timelines reflect the operational distinction between high-utilization frontline service – where reliability and performance are paramount – and reserve use, where vehicles remain available but are expected to perform under lower demand. The combined service life is typically double the frontline estimate. For example, a command vehicle may serve up to 10 years total when transitioned to reserve status after its initial 3–5 years of intensive use.

While recent investments have stabilized the frontline fleet, aging reserve units and emerging risk factors present clear vulnerabilities.

Appendix C provides a full inventory of current apparatus, including purchase dates, assigned stations, frontline/reserve status, and estimated replacement timelines. The table also identifies which units are approaching or have exceeded recommended service life thresholds.

Key observations from the data include:

- Several reserve engines and aid cars exceed service life expectations, creating reliability risks when frontline units are down for maintenance. These older units are also the highest consumers of repair funds, with some incurring annual maintenance costs greater than ten years' worth of lease payments on a new fire engine.
- Wildland response capacity is limited to two aging brush units, despite escalating wildland-urban interface (WUI) risks in Southeast Redmond, Marymoor, and Bear Creek zones.
- Specialty and surge capacity vehicles, critical for large-scale events, severe weather, or technical rescue incidents, are lacking, limiting the department's adaptability to high-impact or multi-day incidents.

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Apparatus and LOS Interdependence

Apparatus condition is not a technical detail. It is a core driver of Redmond's LOS performance. The following operational risks are directly linked to the current fleet condition:

- Unit reliability: Aging or unreliable units increase downtime and reduce the availability of the closest appropriate vehicle. From 2022 through early 2024, Redmond had to borrow fire engines from other adjacent agencies due to increases in apparatus downtime and a lack of sufficient reserve units.
- ERF assembly: Fire suppression incidents require multiple apparatus within tight windows. Gaps in apparatus availability delay the Effective Response Force.
- Response scalability: Growth in incident volume and density will require additional units. Without replacement and expansion planning, LOS will erode even with full staffing.

Apparatus readiness must be understood as both a performance enabler and a capital planning priority.

Apparatus Gaps and Infrastructure Compatibility

The department currently lacks a ladder truck assigned to Downtown or Overlake despite clear growth in vertical development and mid-rise housing. This limits operational readiness in areas where building height and occupant load require immediate access to elevated rescue tools and tactics. This also hinders improving the City of Redmond's public protection class rating score through the Washington Surveying and Rating Bureau, adversely impacting fire insurance premiums for large portions of Downtown.

Additionally, many stations were not designed to accommodate longer or more modern apparatus, including:

- Tandem-axle or tiller ladder trucks
- Units with an expanded tool complement or EMS storage
- Electric vehicles with charging infrastructure needs

The department's first electric engine, a state-leading milestone, has introduced new energy demands that exceed the electrical capacity of most stations. These constraints, if unaddressed, will compromise future EV deployment and the ability to meet clean energy goals without degrading operational performance.

Emerging Risk and Apparatus-Associated Equipment Gaps

The department's fleet also lacks equipment tailored to the City's evolving risk profile. Several gaps exist in:

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- Lithium-ion containment and EV fire suppression
- Portable power and lighting systems
- Air quality mitigation tools for wildfire smoke events
- Urban flood and stormwater access equipment

In addition, the department currently lacks any apparatus specifically configured to support elevated transit platform rescues, mass-casualty patient movement, or crowd evacuations at Redmond's four Sound Transit stations. These locations are positioned in the City's most densely developed neighborhoods and require rapid-access vehicles, platform-specific rescue tools, and scalable EMS support, none of which are included in the existing fleet profile.

These emerging risks reflect broader urbanization and climate-related trends and require both targeted equipment planning and integration with future facility design.

Apparatus Maintenance and Shop Capacity: The Hidden Side of Readiness

Apparatus readiness depends not only on purchasing new vehicles but on having the maintenance capacity to keep them in service. Currently, the department faces mounting strain on its fleet maintenance infrastructure, with impacts that directly affect system performance:

- Too few mechanics to support a growing and increasingly complex fleet (a new mechanic position was added in 2025).
- Limited space to accommodate growth or provide secured parking for apparatus.
- Aging reserve units that require more frequent and intensive service.

While recent staffing improvements have helped reduce a long-standing maintenance backlog, preventive maintenance continues to be delayed by shop congestion and limited technician availability. This increases the risk of frontline apparatus being out of service, especially during concurrent calls or major incidents.

Fire and EMS vehicles require specialized maintenance knowledge that extends beyond typical automotive or public works fleet repairs. Technicians must be trained in emergency lighting systems, onboard electronics, high-capacity braking, pump operations, hydraulic ladder systems, and, in some cases, the maintenance of life-saving EMS equipment stored in aid cars. Certification through the Emergency Vehicle Technician (EVT) program, along with Automotive Service Excellence (ASE) credentials, is often required or preferred to ensure that work meets national safety standards.

Apparatus support is a critical operational component that directly influences the department's ability to maintain consistent Levels of Service. As Redmond's fleet continues to evolve in size and complexity, support systems must scale accordingly. Ensuring long-term

service reliability will require a forward-looking apparatus support strategy – one that proactively addresses facility capacity, technical specialization, and the unique maintenance needs of modern fire and EMS vehicles.

4.4 Additional Constraints on Level of Service

While Redmond's fire system remains functional and staffed by a highly capable workforce, its ability to deliver consistent, equitable, and timely emergency response is already under measurable strain. Level of Service (LOS) benchmarks, including travel time, unit availability, response reliability, and equipment readiness, are being increasingly challenged by operational, environmental, and infrastructure pressures. These are not future risks. The data confirms that degradation is already occurring.

Like all public systems, fire and EMS delivery is shaped by the risks a community is willing to accept. In Redmond, performance metrics embedded in the budget process and adopted plans, including a six-minute travel time goal, reflect the City's implicit risk posture. However, as demand grows and resources remain fixed, the gap between expectations and capability widens. This section outlines the most critical constraints threatening Redmond's emergency response capacity and invites deeper policy dialogue about how risk should be measured, mitigated, and managed going forward.

Cross-Staffing Vulnerabilities

Redmond Fire relies heavily on cross-staffing at many stations, meaning that a single crew is assigned to operate more than one apparatus. While this approach helps conserve personnel, it creates structural vulnerabilities: If the crew responds to a medical call in the Aid Car, the fire engine sits unstaffed for the duration of the call, and vice versa. This constrains system flexibility and contributes to cascading delays during moderate- or high-volume periods. Cross-staffing also takes up extra time during the turnout phase of response, as the crews need to move 40 lbs. of protective equipment between either vehicle, depending on the call type.

Average Turnout Time Comparison

- Cross-Staffed Units: 3 minutes and 22 seconds
- Non-Cross-staffed Units: 2 minutes and 7 seconds

Facility and Site Limitations on Scaling Response

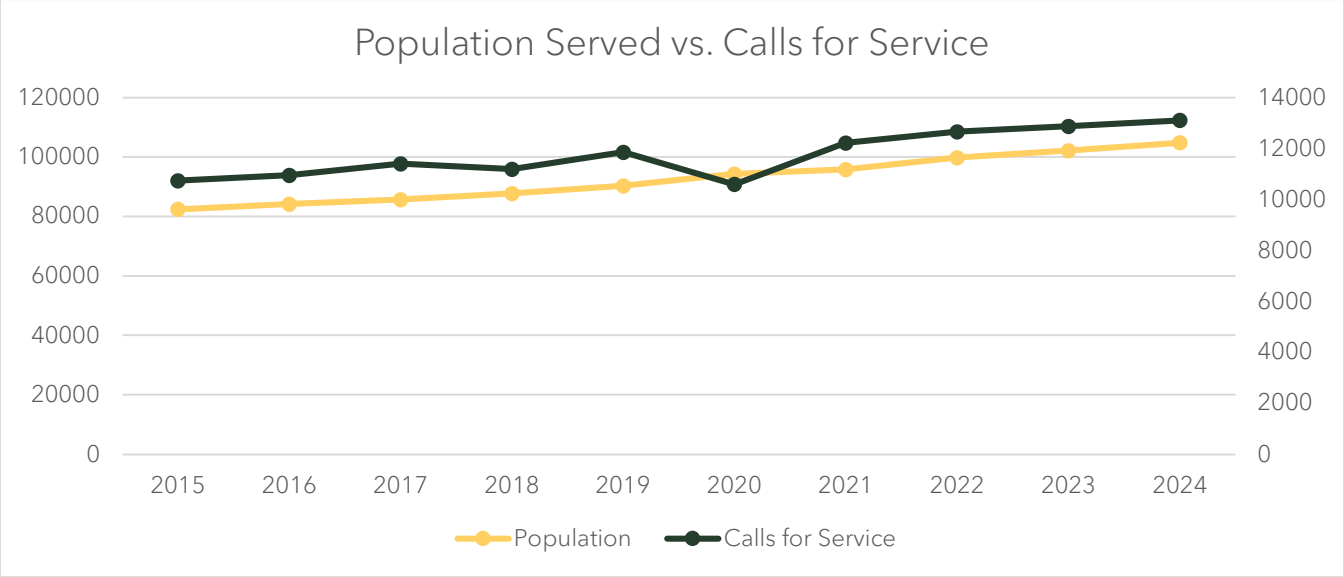
Several stations, including Station 11, Station 12, and Station 17, lack the physical capacity to support expanded staffing or apparatus deployment. In some cases, there is no additional dormitory space, gear storage, or apparatus bay room to add the personnel or equipment needed to sustain response performance.

These constraints aren't abstract. They've had a real impact. Until 2025, Station 17 operated with only two personnel, limiting it to aid car service. This left Northeast Redmond, including portions of Fire District 34, without dedicated engine coverage, often requiring out-of-area units to respond to structure fires and rescue calls. In 2025, four new FTEs were approved, the first increase in suppression staffing since 2007, allowing the station to begin full engine operations. That change alone alleviated a major LOS gap, but other stations remain capacity-limited.

Staffing Capacity, Deployment Standards, and LOS Pressure

Population and development growth in Redmond have led to sustained increases in emergency call volume, particularly for EMS and service-related incidents. These trends, combined with increased response complexity, directly drive the need for additional staffing to maintain Level of Service (LOS). Suppression staffing levels have remained largely unchanged for nearly two decades – not because the need was unrecognized but because the Fire Department historically lacked a capital planning instrument to link those needs to growth-based investment strategies.

FIGURE 3 – POPLUATION SERVED VS. CALLS TO SERVICE – 2015-2024



In 2022, the Redmond Fire Department completed a Community Risk Assessment and Standards of Cover report. That analysis documented current response gaps and recommended additional staffing and apparatus to maintain LOS as the city urbanized. However, while the Standards of Cover met internal and operational planning goals, it did not fulfill the statutory or policy requirements to serve as a capital planning document under Washington State's Growth Management Act (GMA) or Redmond's municipal code. As a result, those recommendations, though valid, did not trigger impact fee eligibility or formal resource alignment with the City's broader capital improvement program (CIP).

This Fire Functional Plan is the corrective step. It is Redmond's first strategic framework that meets the capital planning criteria necessary to formally link staffing and apparatus needs to population growth and land use changes. Once adopted, it becomes the enabling document that allows the City to collect and use fire impact fees for eligible, growth-related projects and investments, including facilities, vehicles, and the staffing required to operate them.

To maintain safe 24/7 operations, Redmond Fire operates on a 48/96-hour shift schedule, with three rotating platoons (A, B, and C). Each daily staffed position requires 4.43 full-time equivalents (FTEs) to account for coverage across leave time, injury, training, and FLSA compliance.

This deployment model is consistent with regional practices and has been optimized for staffing efficiency under current labor agreements. While ongoing discussions periodically explore potential adjustments, any significant changes would require collective bargaining and, in many cases, could increase overall staffing costs. For example, aligning with shorter shift models used in nearby cities such as Bellevue or Kirkland could increase the required FTEs from 4.43 to 4.5 or higher.

Based on the current model:

- A new engine company with a three-person crew requires approximately 13.3 FTEs.
- A new aid car staffed with two personnel requires approximately 8.9 FTEs.

Without corresponding investments in authorized staffing, system reliability erodes even when facilities and equipment are physically available. Units may be purchased but cannot be deployed; stations may be built but remain underutilized. This Functional Plan affirms that staffing is not an operational afterthought but is a capital necessity and a core enabler of Level of Service.

Capital Equipment Impacts of Growth-Driven Staffing

As staffing increases to meet LOS targets, capital equipment also needs to scale. Each new firefighter requires:

- Structural PPE
- SCBA (self-contained breathing apparatus)
- Radio and other communication gear
- Station gear and personal tools

Equipment costs per firefighter range from $15,000 to $25,000, depending on each firefighter's assignment. These costs rise further for HAZMAT, wildland, or technical rescue personnel. The cost of equipping a full crew must be included in capital planning for every new apparatus.

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These items meet state capital cost thresholds and may be eligible for fire impact fee funding when tied to LOS-driven growth.

Deployment Benchmarks and Redmond's LOS Standards

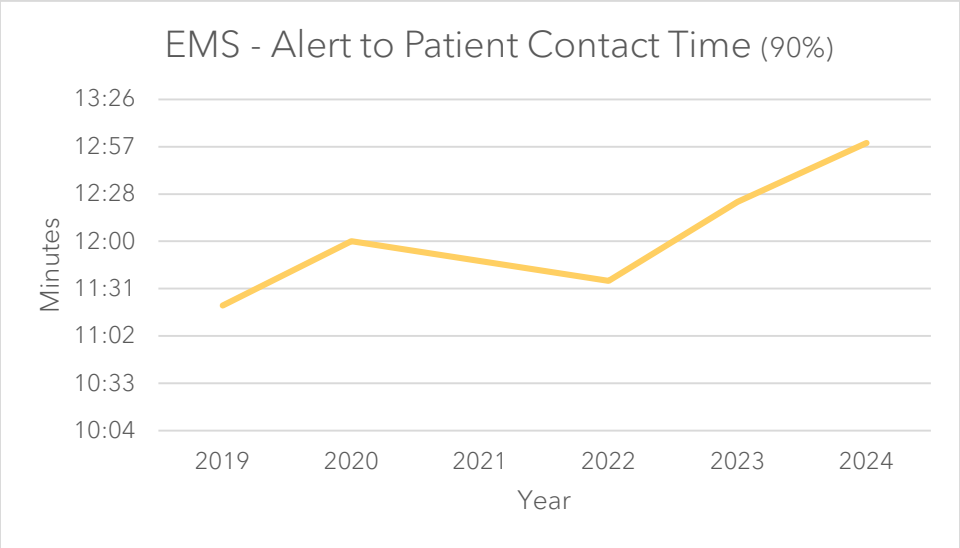
While the City of Redmond has historically relied on a six-minute travel time as a general planning guideline, the Fire Department's 2022 Community Risk Assessment and Standards of Cover recommended adopting a four-minute travel time benchmark for first-due unit arrival in the areas with the highest density and risk. This aligns with NFPA 1710 and is more appropriate for a city transitioning to a vertically oriented, mixed-use urban environment.

The four-minute standard reflects a practical trade-off: as buildings grow taller and patient or fire access becomes more time-consuming, the travel distance must shrink to preserve total response effectiveness. While advances in building codes and life safety systems, highlighted in Section 4.2, have reduced certain structural risks, they do not offset the operational delays caused by vertical access, high occupancy, or concurrent call volume.

These national benchmarks are increasingly difficult to meet under current conditions, particularly given Redmond's rising call volume, aging reserve fleet, facility constraints, and suppression staffing lag. The longer these capital and operational gaps persist, the further Redmond Fire's performance will drift from industry standards and from the expectations of the community it serves.

As illustrated in the figure below, Redmond's EMS "alert-to-patient contact" time at the 90th percentile has increased by over a minute and a half over the past five years. This reflects growing operational strain caused by concurrent calls, vertical access delays, and unit unavailability during peak periods. LOS erosion is no longer a future risk; it is already occurring.

FIGURE 4 – EMS ALERT TO PATIENT CONTACT TIME – 2019-2024



Equity-Based Response Gaps in Rapidly Changing Neighborhoods

While citywide LOS maps show broad six-minute coverage, internal performance reviews and field reports confirm that certain neighborhoods consistently experience slower service, particularly in Northeast and Southeast Redmond. These areas are home to higher proportions of:

- Renters
- Residents with limited English proficiency
- Seniors and individuals with disabilities

Delays of even one to two minutes can have disproportionate impacts on these communities, especially when paired with other risk factors like limited personal transportation, health vulnerabilities, or reduced access to private services.

These disparities are already appearing in data and will become more pronounced if LOS thresholds are not enforced through capital, staffing, and siting decisions that center both equity and readiness.

4.5 Strain Cases: Signs of System Stress

While most capital facility analysis focuses on long-term planning, several of Redmond's fire stations are already contributing to Level of Service (LOS) degradation today. These are not theoretical vulnerabilities. They are real limitations affecting how quickly, efficiently, and reliably the department can respond.

This section highlights three active stations where current facility constraints are directly impacting operations and contributing to growing LOS stress across the system.

Station 11: Aging Core, Insufficient Capacity

Station 11 is one of the oldest stations in the Redmond system and serves as the anchor point for Downtown response. It also houses the Fire Department's administrative functions, placing even greater operational demands on a facility originally built for a smaller, less complex service model.

Key LOS-related limitations include:

- No capacity for a tractor-drawn aerial truck, despite vertical growth in Downtown
- Limited dorm and storage space to support added staffing or specialty teams

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- Outdated internal layout that challenges modern turnout flow and decontamination practices
- Delays in response due to constrained site access and internal congestion

As service demand rises in the Downtown core, Station 11's physical constraints are increasingly limiting deployment flexibility and crew readiness. While personnel and apparatus may be available, the facility's configuration and capacity reduce their operational effectiveness.

Station 12: Undersized, Mislocated, Overstretched

Station 12 currently serves the Overlake Growth Center, one of the City's fastest-developing neighborhoods. The station was originally sited to serve a different demand pattern and is now poorly aligned with current service needs. Though located just outside Redmond city limits, the issue is not its jurisdictional boundary but its geographic placement relative to where the majority of call volume and development are now concentrated.

Current LOS impacts include:

- Undersized bays and dorms, limiting the ability to add apparatus or personnel
- No zoning between apparatus and crew spaces, increasing exposure risks
- Delayed turnout due to congested layout and inadequate flow
- Insufficient space for surge staffing or specialty units
- More than half of its effective response coverage area is outside the City of Redmond

With Overlake poised for substantial residential and commercial infill, and the addition of light rail infrastructure, the current station footprint cannot sustain the operational load required to meet modern LOS expectations.

Station 17: Operational Gains, Facility Constraints Remain

Station 17 has seen significant progress. In 2025, the City authorized four new FTEs to staff a dedicated engine company at this site for the first time, a major operational milestone that improved unit availability in North Redmond. However, the station was never fully completed during its initial construction and still lacks key facilities needed to support a fully staffed unit.

Ongoing challenges include:

- Inadequate sleeping quarters for the additional personnel, requiring temporary workarounds
- No flex space for training, surge staffing, or incident staging
- Continued reliance on regional partners like Kirkland and Woodinville to cover parts of Redmond Ridge and northern Redmond, areas previously underserved due to unit unavailability

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While the recent staffing enhancement improved response capacity, the station's unfinished buildout and lack of support space constrain its ability to serve as a base to a fully functional engine company over the long term.

Why These Cases Matter

These stations illustrate a central truth of this plan: LOS is not just about miles or minutes. It is about infrastructure readiness. Even with skilled personnel and functional apparatus, the station itself can be a rate-limiter if it isn't aligned with the demands of the service environment.

The following chapter presents a comprehensive, station-by-station assessment of infrastructure condition, essential facility compliance, and capacity to support growth through 2050.

4.6 Summary and Transition to Needs Assessment

Redmond's fire and emergency medical services are entering a period of sustained pressure. The effects of population growth, land use transformation, and increased call complexity are no longer future scenarios – they are current realities that the department is already navigating. While the system remains functional and crews continue to meet critical needs, performance indicators show a clear trend: the margin for reliability is getting thinner.

This is not a crisis. It is a slow, measurable erosion of the conditions that have traditionally enabled Redmond Fire to meet its Level of Service goals. The department now experiences more overlapping calls, longer time spent on scene, and increasing demands on a workforce that has not grown proportionally with the community it serves. The result is a system that is still performing, but it is performing under pressure.

That pressure shows up not just in data, but in daily experience:

- Concurrent calls that leave zones uncovered
- Turnout delays due to fatigue, station design, or cross-staffing limitations
- Increased reliance on aging reserve units due to past shortfalls in frontline fleet investment and staffing gaps in vehicle maintenance
- Gaps in aerial, wildland, and EV suppression capability
- Crew sizes stretched to meet growing demand with outdated facilities and limited gear

These are not reflections of mismanagement, but of a system doing more than it was originally built or resourced to sustain. Redmond Fire has historically operated as a fixed-asset system, scaled to a prior era of lower-density, single-story neighborhoods and slower growth cycles. That model is no longer sufficient. The City's built environment is evolving rapidly, with vertical

development, transit expansion, and infill housing introducing new response patterns, increased call complexity, and physical access constraints.

The Fire Functional Plan serves as an intentional course correction, realigning fire service investments with the scale, complexity, and pace of modern urban growth. It marks a shift from reactive adaptation to proactive readiness, ensuring capital decisions are driven by operational reality and not historical precedent.

While Redmond is not experiencing a fire service crisis, the data points to a narrowing margin of reliability and a need for sustained reinvestment. Level of Service is not a static benchmark; it reflects the department's ability to meet community expectations as conditions evolve. This chapter provides the performance assessment.

Previous planning efforts, such as the 2022 Standards of Cover, identified many of these emerging challenges, but lacked the capital planning structure required by Washington State law and Redmond's fiscal governance. This Functional Plan fills that gap by linking population growth, risk exposure, and service demand to the infrastructure and funding decisions needed to support them. It establishes a durable framework for impact fee eligibility, long-term resource alignment, and measurable system improvements.

The next chapter presents the capital response to this reality: a sequenced investment roadmap to restore, maintain, and future-proof the fire system through 2050, ensuring the department is positioned not just to respond, but to succeed.

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05 System Needs Assessment

The Redmond Fire Department is more than a service provider. It is a core component of the City's physical, social, and operational resilience. To maintain that role into the future, the City must continually evaluate whether its fire infrastructure is keeping pace not just with building codes or minimum standards, but with the real demands of a growing, diversifying, and increasingly risk-exposed community.

This chapter serves as a systems-level scan of facility readiness across Redmond's fire station network. Rather than evaluating buildings on aesthetics or age, this assessment asks a more consequential question:

> *Do these facilities enable safe, reliable, and equitable emergency service under both normal conditions and disruptive events?*

To answer this question, the City employed a dual-method evaluation:

- The Citywide Facility Condition Assessment (MENG 2024) provided a structural and system-level evaluation of fire stations, using the Facility Condition Index (FCI) and capital forecasting to determine baseline building integrity.
- The internally developed Fire Station Effectiveness Grading System translated operational expectations into performance scores across five critical dimensions: essential facility standards, workforce wellness, Level of Service (LOS) support, internal layout, and environmental sustainability. Unlike conventional facility ratings, this method reflects a systems thinking approach, designed to evaluate how well each station supports the Fire Department's current and future mission. See Appendix B.

Together, these tools offer a more complete picture of fire infrastructure readiness – pairing objective condition ratings with operational performance factors.

To organize this diagnostic, this chapter is structured around five interdependent performance dimensions, each representing a core element of a modern emergency service facility. Within each subsection, we identify existing gaps, cite supporting standards or field data, and outline how these deficiencies affect system performance, staff safety, and public trust. These dimensions are:

Essential Facility Performance:
Can our fire stations survive and operate during major events? Are they seismically sound, code-compliant, and energy-resilient?

Healthy Building and Workforce Wellness:
Do our facilities protect the health of the people who work and live in them 24/7? Are they designed for diverse, inclusive, and cancer-conscious shift work?

Level of Service and Staffing Capacity:
Can our infrastructure support the staffing and apparatus needed to meet the Level of Service benchmarks in high-demand areas?

Community Resilience Infrastructure:
Are facilities configured to support Redmond's decentralized resilience goals, climate adaptation needs, and equitable access to emergency services?

These categories were selected not only to assess compliance with codes and standards but to evaluate how well Redmond's fire facilities are positioned to support the broader goals of Redmond 2050, including sustainability, equity, and neighborhood-level resilience goals.

Each section of this chapter presents a scored assessment, followed by a narrative analysis of what's working, what's at risk, and what changes will be required to sustain and evolve the system. The final section summarizes these findings and sets the stage for capital investment recommendations in Chapter 6.

For a full breakdown of individual station scores and grading criteria used in this chapter, see Appendix B.

While this chapter focuses on facility-specific diagnostics, apparatus and growth-related equipment needs are addressed narratively in Chapter 6, where they are directly connected to service demand, unit reliability, and response system strain. Because apparatus performance is tightly coupled with Level of Service but not tied to facility condition, those needs are not scored here, but will be reflected in the capital investment priorities outlined in Chapter 7.

5.1 Essential Facility Performance

Redmond's fire stations are designated Essential Facilities, meaning they are expected to remain operational during and after disasters to support life safety, emergency response, and continuity of city operations. To meet this expectation, stations must satisfy key resilience criteria – including seismic performance, backup power capacity, accessibility, and energy efficiency – that are defined by national and state standards.

Guiding Standards

Essential Facility expectations are grounded in the following frameworks:

- FEMA P-58 and ASCE 41-23 outline seismic performance tiers for essential buildings, including the "Operational" performance level required for full post-event functionality.
- International Building Code (IBC) §1604.5 classifies fire stations as Risk Category IV, requiring enhanced seismic design to ensure life safety and continuity of service.
- NFPA 110 governs emergency and standby power systems for essential services, and RCW 19.27A.210 sets energy performance thresholds under Washington's Clean Buildings Performance Standard (CBPS).

- Redmond's own Fire Station Effectiveness Grading System translates these standards into a scored evaluation framework, allowing stations to be compared across functional readiness domains.

This section evaluates each of the four City-owned fire stations (FS11, FS12, FS16, FS17) in four scored domains. Structural integrity was not independently scored, as it was already captured in the 2024 MENG Facility Condition Assessment.

1. Seismic Performance

Seismic resilience is foundational for essential facilities. Under FEMA and ASCE guidance, three levels of seismic performance are defined:

TABLE 4 – SEISMIC PERFORMANCE LEVELS SCORING

Performance Tier	Definition	Score in Redmond Grading System
Life Safety	Building won't collapse, but may be unusable	-10
Immediate Occupancy	Safe to re-enter, limited systems functionality	+5
Operational	Fully functional post-event, with systems active	+10

All four City stations scored "Poor" in this category, meaning they are either only code-compliant or have not been evaluated for modern operational performance. None of the stations meet the "Operational" standard, and seismic deficiencies were a noted concern in the MENG assessment for FS11, FS13, and FS17.

2. Backup Power and Redundancy

Per NFPA 110, essential facilities must have backup systems that can support critical operations – such as lighting, HVAC, bay doors, communications, and apparatus maintenance – for extended durations during utility outages. Redmond's stations all have fixed diesel generators, but most are aging and undersized.

The failure of FS12's generator during the November 2024 bomb cyclone, despite passing regular tests, illustrated the system's vulnerability. Crews remained in the station to serve the hard-hit neighborhoods with limited heat and no kitchen access. No station currently has transfer switches or external plug-in ports to connect a portable generator in the event of primary failure, limiting operational resilience.

As part of the City's strategic capital planning, all stations require:

- Replacement of aging fixed generators
- Installation of manual transfer switches

- Plug-and-play infrastructure for portable units

These upgrades are essential to maintain continuity during increasingly frequent and longer outages, especially as fire apparatus electrification increases total power demand.

Scoring Criteria: No back up = -10, back up less than 200kW = 0, back up more than 200kW = +10.

3. Americans with Disabilities Act (ADA) Accessibility

Accessibility is both a legal requirement and an operational necessity. During disasters or staff surges, facilities may be accessed by a wider range of personnel, including reserve responders, city volunteers, or mutual aid partners. During normal operations, access must be provided for employees and visitors. Inaccessible stations introduce operational friction and potential liability.

Each city station was evaluated for basic ADA compliance – specifically in restrooms, lockers, internal travel paths, and storage access. All four stations scored "Poor" in this category. Common deficiencies include:

- Mezzanine access via stairs only
- Non-compliant restrooms and showers
- Narrow internal corridors or thresholds

Upgrades in this area are foundational, not optional, to ensure readiness and equity.

4. Clean Buildings Performance Standard (CBPS) Compliance

Under Washington's Clean Buildings Act, public facilities over 50,000 square feet are covered under Tier 1 mandates, while smaller buildings are encouraged to meet Tier 2 targets.

Station 11, as a Tier 1 covered facility, is currently non-compliant and must be upgraded to avoid future penalties.

While not mandated for compliance, Stations 12, 16, and 17 also fail to meet Tier 2 energy targets, reducing operational efficiency and increasing grid dependency.

Energy performance is a resilience factor. Efficient buildings:

- Require less backup power during outages
- Provide better indoor environmental quality (IEQ) during smoke and heat events
- Align with Redmond's climate action goals

Scoring Criteria: Meets Tier 2 Energy Use Intensity target (EUIt). -10 if non-compliant and mandatory, 0 if not compliant, +5 if compliant but not mandated, +10 if compliant and mandated.

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Conclusion: Widespread Essential Facility Gaps

None of Redmond's City-operated fire stations meet the full performance standard expected of essential public safety facilities. In every domain – seismic readiness, backup power, accessibility, and energy resilience – the current infrastructure fails to deliver the reliability needed to sustain operations during major disruptions.

Essential Facility Standards – Summary Matrix

Scored domains: Seismic Performance, Backup Power, ADA Accessibility, CBPS Compliance
Score range per domain: -10 (Fail) to +10 (Fully Compliant).

TABLE 5 – ESSENTIAL FACILITY STANDARDS SCORING

Station	Seismic	Backup Power	ADA Accessible	CBPS Compliant	Total Score (Max: 40)	Readiness Rating
FS11	-10	0	0	0	-10	High Risk
FS12	-10	0	0	0	-10	High Risk
FS16	-10	0	0	0	-10	High Risk
FS17	-10	0	0	0	-10	High Risk

These are not minor deficiencies. They represent systemic risks to continuity of operations, responder safety, and public trust. Addressing these needs will require coordinated capital investment.

5.2 Healthy Building and Workforce Wellness

Fire stations serve not only as emergency response hubs but as long-duration living and working spaces for firefighters, many of whom spend a third of their careers in these environments. Because of this, the condition and design of station interiors directly impact firefighter health, performance, and psychological recovery. Modern fire facilities must support physical wellness, reduce occupational exposure risks, accommodate a diverse and inclusive workforce, and provide the infrastructure needed for rest and recuperation between calls.

This section evaluates four core wellness categories drawn directly from Redmond's Fire Station Grading System:

1. Contamination Control and Cancer Risk Reduction
2. Shift-Based Livability
3. Fitness and Recovery Support
4. Gender Inclusivity and Equity in Design

Each element is scored according to NFPA standards, firefighter health research, and Washington state law, including RCW 51.32.185, which defines certain cancers, PTSD, and infectious diseases as presumptive occupational illnesses for firefighters. This legal recognition

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underscores the need for municipalities to reduce workplace health hazards through proper facility design and maintenance.

1. Contamination Control and Cancer Risk Reduction

Firefighter cancer risk is well-documented, with toxic exposures occurring not only during fireground operations but also through contaminated gear stored or cleaned improperly inside stations. NFPA 1581 and national "Healthy In, Healthy Out" practices recommend:

- Zoned decontamination corridors
- Isolated gear extractors and laundry
- Exhaust removal systems and PPE separation from living quarters

Station Scoring Summary:

- FS17: Scored +8 for its decontamination layout and +10 for exhaust/PPE infrastructure, the only station to meet modern best practices.
- FS11, FS12, FS16: Scored 0 or below for lacking either zoning separation, dual-system decontamination areas, or full exhaust/PPE containment.

Only FS17 currently reduces contamination risks to a meaningful degree. Other stations maintain partial protections but are not aligned with national cancer mitigation standards.

2. Shift-Based Livability

Firefighters operate on 24-hour shifts. Station livability, which includes bedrooms, restrooms, kitchens, and dining areas, is essential to mental and physical wellness during both routine operations and high-tempo periods like wildfires, storm events, or surges in EMS demand.

Grading Categories and Results:

- Bedrooms and Bathrooms (Max 10 points): FS16 and FS17 scored 10, FS11 = 8, FS12 = 6.
- Kitchen Facilities (All = 10): Each station supports shift-wide food prep and storage.
- Gender-Inclusive Facilities: FS16 and FS17 scored 10; FS11 and FS12 scored 0 due to outdated restroom and locker room design.

Only FS16 and FS17 provide adequate sleeping and inclusive rest/bathing accommodations. FS11 and FS12 continue to reflect legacy staffing assumptions that restrict workforce diversity and limit operational flexibility.

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3. Fitness and Recovery Support

Firefighting is physically demanding and requires regular access to strength, conditioning, and recovery spaces to prevent musculoskeletal injury and support long-term cardiovascular and joint health. Access to appropriate fitness space is also directly tied to injury prevention and is considered a best practice by the International Association of Fire Fighters (IAFF) and national wellness programs.

All Redmond fire stations receive standardized fitness equipment to ensure equity in tools and resources across the department. However, the physical environments in which crews use this equipment vary significantly. Some stations have dedicated, purpose-built workout rooms, while others must place equipment in multi-use spaces that may limit usability and privacy.

Station Scores:

- FS17: Scored 10 – full-size, dedicated fitness space
- FS16: Scored 8 – functional but smaller or shared-use space
- FS11: Scored 6 – equipment available but limited space or ventilation
- FS12: Scored 1 – minimal space or functional access despite having equipment

While fitness equipment is provided equitably, significant disparities in functional access remain. FS12 in particular lacks the spatial design to support meaningful fitness use, and FS11 requires layout improvements to optimize existing infrastructure and to minimize cross-contamination from the apparatus bay.

Summary Matrix: Healthy Buildings and Workforce Wellness

Wellness criteria included: decontamination, livability, fitness, and gender-inclusive design.

TABLE 4 – HEALTHY BUILDINGS AND WORKFORCE WELLNESS SCORING

Station	Total Wellness Score (Max: 60)	Readiness Rating
FS11	24	Inadequate
FS12	16	Inadequate
FS16	38	Partial
FS17	58	Strong

Note: A full breakdown of all station wellness scores by category – including decontamination, kitchen, sleep quarters, fitness access, and inclusivity – can be found in Appendix X: Facility Scorecards and Evaluation Criteria.

Final Observations

Only FS17 achieves a high-performance rating in wellness, but it is constrained by a small staffing capacity. FS16 shows strong potential but requires targeted improvements in contamination control and air quality. FS11 and FS12 fall significantly below modern expectations across all categories, posing elevated health risks, restricting staffing flexibility, and failing to support 24-hour operational sustainability.

These conditions not only undermine resilience, they place the City at risk of preventable occupational harm, legal exposure, and rising medical leave costs. Modernizing stations for wellness and inclusion is no longer a discretionary improvement; it is a basic operational responsibility aligned with both law and science.

5.3 Level of Service and Staffing Capacity

A fire department's ability to meet Level of Service (LOS) goals is shaped not only by apparatus and personnel, but by whether its facilities and the sites they sit on are physically capable of supporting efficient deployment, scalable staffing, and round-the-clock readiness. As detailed in Chapter 5, Redmond's system is already showing signs of strain: increased response times, delayed staffing expansion despite rising call volume, and station configurations that limit operational flexibility.

This section evaluates how each station performs across three critical LOS enablers:

- Turnout Time Configuration and Deployment Flow
- Staffing Capacity and Growth Readiness
- Response Area Efficiency and Siting

These domains directly impact Redmond's ability to meet NFPA 1710 and CPSE-aligned response standards, particularly the emergency response time benchmarks. Together, they reflect whether the fire system's physical footprint can keep pace with the scale and complexity of the community it serves.

1. Turnout Time Configuration

Turnout time begins when a unit is dispatched and ends when the wheels start moving. Poor station layout – long hallways, stairwell transitions, multiple interior doors – can delay this critical interval, even when crews are ready and responsive. Redmond's Station Grading System evaluates travel path distance from living quarters to apparatus bays, including penalties for excessive doors or physical barriers. Redmond's Station Grading Scoring Criteria is:

- Travel path more than 150 feet from living spaces = -10
- More than 125 feet = -5
- More than 100 feet = 0
- Less than 100 feet = +1
- Less than 80 feet = +5
- Less than 60 feet = +10 (minus 3 points for every door past 2 in the travel path)

Turnout Path Scores:

FS11: -3 – long travel path with multiple barriers

FS12: -5 – extended route with obstructive layout

FS16: +1 – relatively efficient layout

FS17: -5 – surprisingly poor given newer build; long internal distance

Only FS16 scores positively. FS17's poor performance reflects a design mismatch between physical infrastructure and operational speed, demonstrating a missed opportunity for a newer facility.

2. Staffing Capacity and Growth Readiness

As Redmond's population and service demands increase, stations must be able to support additional personnel and apparatus. This includes both the interior configuration of the facility and the capacity of the physical site to accommodate future growth.

TABLE 7 – STAFFING CAPACITY AND GROWTH READINESS OBSERVATIONS

Station	Observations
FS11	Can support up to 10 staff today, but is at maximum capacity. Critically, the apparatus bay cannot house a larger ladder truck – an urgent need for vertical coverage in the downtown core. The site is landlocked and cannot support expansion.
FS12	Limited to 5 staff. Small footprint and tight site prevent any expansion of staffing or units, despite serving a growth area (Overlake and Southeast Redmond). No viable path to scale operations from this facility.
FS16	Currently supports 9 staff and has a sound internal layout. No near-term expansion is needed; however, it will require a planned remodel within the next 5–10 years to prevent degradation and preserve performance. The site offers limited options for modest upgrades.
FS17	Intended to support up to 5 staff, but only 3 sleeping quarters were built out. Apparatus bay is fully functional, and the site has additional capacity. With modest investment, the facility can be brought up to its original design potential and used to absorb additional demand.

Note: FS11 and FS12 are structurally and spatially capped, unable to scale alongside growth or complexity. FS16 is currently aligned with needs, but it will need lifecycle investments. FS17 is physically expandable but underbuilt, presenting a strategic opportunity for targeted investment.

3. Response Area Efficiency and Siting

Geographic positioning remains essential for ensuring a timely response across a growing city. GIS-based analysis assessed each station's ability to reach risk-weighted structures within national standards: 4 minutes for urban response and 8 minutes for suburban/rural zones.

TABLE 8 – RESPONSE AREA EFFICIENCY AND SITING OBSERVATIONS

Station	Score	Observations
FS11	7.9/10	Centrally located; covers core areas of Downtown but relies heavily on mutual aid from Kirkland for areas west of 148th Ave NE and north of NE 95th Street.

		Due to the proliferation of mixed-use, mid- and high-rise structures in Downtown, this station will not be able to maintain its LoS over time, as evidenced by degrading patient contact times.
FS12	4.4/10	Located in Bellevue and outside Redmond's central jurisdiction. Only 50 percent of its effective response coverage overlays Redmond, at the expense of adequate coverage for areas of Idylwood and west of 172nd Ave. NE.
FS16	6.7/10	Adequately positioned for Southeast Redmond and aligned with projected residential and employment growth, but currently houses only a ladder truck, which means no fire engine/water suppression capabilities at this location.
FS17	7.4/10	Excellent siting for North Redmond, but, at the time of scoring and prior to recent changes, underleveraged due to low staffing and turnout limitations.

Note: FS16 and FS17 are well-positioned to meet the City's future risk geography. FS11 remains viable but increasingly congested. FS12's location poses long-term challenges for coverage and infrastructure planning.

TABLE 9 - LOS SUPPORT AND STAFFING READINESS SUMMARY MATRIX

Station	Turnout Score	Growth Capacity	Coverage Score	Overall LOS Readiness
FS11	-3	Maxed out; bay cannot fit future ladder truck	7.9/10	Moderate
FS12	-5	Small footprint; no room for staff or units	4.4/10	Inadequate
FS16	+1	Currently sufficient; remodel needed within a decade	6.7/10	Moderate
FS17	-5	Expandable site; underbuilt but structurally capable	7.4/10	Adequate (latent potential)

Summary

Redmond's fire system is currently maintaining its Level of Service commitments through operational efficiency and overlapping coverage zones, but this model is showing signs of stress. Three of the four City-operated stations have internal or site-based limitations that restrict their ability to scale staffing, house additional apparatus, or meet emerging service demands from vertical growth and increasing call volume.

Stations 11 and 12 are of particular concern. Both are physically constrained and unable to accommodate the units or personnel needed to serve expanding urban neighborhoods. FS12 is especially misaligned with Redmond's long-term coverage needs due to its location outside city limits and its lack of expansion options. FS16 is appropriately scaled today but will require reinvestment within the next decade to maintain performance. FS17 stands out as Redmond's most adaptable station with strong siting, structural flexibility, and underbuilt capacity that could be activated through targeted capital upgrades.

The findings in this section reinforce that Level of Service is not just a staffing or apparatus issue; it is a facilities issue. Redmond cannot sustain or improve service delivery without strategic investment in the footprint, functionality, and future-readiness of its fire stations.

5.4 Community Resilience Infrastructure, Climate Risk, and Access Equity

Redmond 2050 defines resilience as the community's ability to "prepare for and recover from adverse events in ways that maintain and improve individual and collective well-being." This holistic approach emphasizes physical infrastructure, environmental sustainability, social equity, and access to essential services during disruption. For Redmond Fire, this expanded definition of resilience reveals a critical set of infrastructure and service vulnerabilities, spanning climate risk, access equity, and operational adaptability.

Redmond Fire's Standards of Cover identifies a wide range of operational hazards, including mass casualty incidents, technical rescue events, and large-scale medical or fire surge scenarios. While those threats are addressed through deployment models, response protocols, and operational training, this Functional Plan highlights a narrower subset of hazards, specifically those that have a direct impact on fire facilities and their ability to remain operational during disruption. These include environmental risks to station continuity, infrastructure gaps related to equity and accessibility, and systemic vulnerabilities in power, fuel, and water readiness.

Environmental Risk and Infrastructure Vulnerability

Redmond's fire system faces growing environmental pressures from prolonged heat events, stormwater surges, smoke and air quality degradation, and wildfire-adjacent zones. These evolving risks are already testing the reliability of the department's facilities and operational systems.

Fire stations are increasingly strained by:

- Aging roof and drainage systems that are prone to leaks or flooding during heavy storms
- Outdated HVAC unable to regulate indoor air quality during heat or smoke events
- Backup generators that are aging, undersized, and often noncompliant with the Clean Buildings Performance Standard (CBPS)

The failure of the backup generator at Station 12 demonstrated the real-world vulnerability of essential facilities when resilience systems are outdated or lacking redundancy.

Additionally, the electrical infrastructure across stations is insufficient to support the transition to electric apparatus. Redmond's deployment of a fully electric fire engine marks a progressive step, but the current electrical capacity at most stations cannot support regular charging or scalable EV integration. This creates a service risk during power outages, as backup generators are not capable of recharging electric apparatus at the speed or scale needed to sustain operations.

As Redmond transitions toward electric apparatus in support of citywide climate goals, the Fire Department fully supports the need to reduce the environmental impact of emergency

response. Electrification is a critical step toward long-term sustainability. At the same time, it introduces new operational considerations, particularly during prolonged power outages when recharging infrastructure may be unavailable or insufficient to meet demand.

While diesel fuel remains a viable short-term fallback, ensuring long-duration energy resilience will require continued planning and integration across city departments. The ability to sustain emergency response during grid failures depends not only on vehicle technology but on coordinated infrastructure, backup systems, and fueling strategies that align with both climate adaptation and operational continuity. As the City moves toward decarbonization, these dual priorities – resilience and sustainability – must be advanced together.

Water Access and Conservation Needs

Water availability is another emerging dimension of fire system resilience. The department currently lacks infrastructure and protocols for water conservation during training and non-emergency equipment testing. This creates unnecessary draw on the City's potable water supply and may increase long-term operational costs or sustainability impacts.

In addition, alternative water sourcing is not currently integrated into fire system planning. There are outdated plans for access to drafting sites or supplemental water sources in the event of system failures, dry hydrants, or critical infrastructure damage. As climate stress and regional growth increase strain on municipal water systems, the ability to access and mobilize water resources during emergencies will become a more significant operational concern.

Neighborhood-Level Disparities in Response and Access

While GIS analysis shows broad fire coverage across Redmond, internal performance data and operational field experience indicate that actual service access varies depending on call volume, overlapping incidents, and street network constraints. These delays, often measured in minutes, can have outsized impacts in areas with higher demographic vulnerability.

According to the Redmond 2050 Comprehensive Plan, the City's population is becoming increasingly diverse, with over 44% of residents born outside the U.S. and nearly 30% speaking a language other than English at home. The plan also highlights the importance of supporting seniors, renters, individuals with disabilities, and residents without access to personal vehicles, all of whom may rely more heavily on public emergency services.

While the plan does not identify specific neighborhoods by name, it underscores a citywide need to "expand access to services across all neighborhoods, particularly for underrepresented and historically marginalized populations." As infill and redevelopment continue, especially in areas like Overlake, Southeast Redmond, and portions of Downtown, small disparities in response time and system redundancy will become more consequential, particularly for those with limited capacity to navigate alternate systems or delayed emergency response.

Redmond's equity commitments must be reflected in how fire and emergency infrastructure are sited, scaled, and maintained so that response capacity grows alongside the community, not behind it.

Gaps in Distributed Resilience Infrastructure

Currently, none of Redmond's fire stations include built-in infrastructure to support decentralized community resilience. There are no secured supply caches, backup communication hubs, or externally accessible support zones to partner with neighborhood preparedness groups like Community Emergency Response Teams (CERT). The absence of these elements limits the City's ability to implement its distributed resilience vision and creates overreliance on centralized resources during major incidents. To meet Redmond 2050 resilience goals, fire facilities must be upgraded not only as emergency response hubs but as decentralized platforms for public health, preparedness, and neighborhood continuity. Neighboring jurisdictions like Bellevue are implementing similar strategies in their new fire facilities, while communities such as Issaquah are promoting community resilience hubs in private as well as public facilities.

Redmond's THRIVE Program and the FS11 Annex: A Community-Facing Resilience Asset

In addition to its fire stations, Redmond Fire's FS11 Annex is a facility that, while not part of the emergency response deployment model, plays a critical role in citywide resilience. The Annex houses the Fire Department's Mobile Integrated Health (MIH) and Community Care teams under the THRIVE: Community Health Program. These teams work proactively to reduce system strain by serving frequent 911 callers, individuals in crisis, and residents with complex social and medical needs. Their work improves public health outcomes, reduces emergency call volume, and enhances equity by delivering services directly into homes and communities. In many cases, these teams are the first point of contact for vulnerable residents long before a 911 call is made. These programs provide upstream intervention, reaching residents before emergencies escalate, making them an essential pillar of Redmond's community risk reduction strategy.

The FS11 Annex facility, however, is in poor condition and structurally inadequate for its current function. It was rated one of the lowest-performing city facilities in the 2024 Facility Condition Assessment (FCI: 0.21) and lacks seismic integrity, energy resilience, and ADA compliance. Despite its foundational role in the City's distributed care model, the Annex is not currently supported by an infrastructure strategy that reflects its community-facing mission. As Redmond continues to expand its decentralized resilience model, the FS11 Annex should be prioritized alongside fire stations for capital investment.

Summary

Redmond's current fire system does not yet reflect the integrated resilience goals established in Redmond 2050. Gaps in infrastructure, energy readiness, water access, and neighborhood

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equity create vulnerabilities that affect both emergency performance and community trust. These needs are not isolated. They are structurally connected, and their resolution will require intentional design and investment in the capital priorities outlined in the next section.

5.5 Administrative, Logistics, and Training Gaps

The operational strength of Redmond Fire and Rescue depends not only on frontline response but also on the effectiveness of its administrative, training, and logistical support systems. These functions, though often invisible to the public, are essential to maintaining consistent service delivery, equipment readiness, and workforce coordination. At present, the department lacks adequate infrastructure to support these needs.

Administrative operations are primarily housed at Station 11, which was not originally designed to accommodate professional office functions. The headquarters were added to the original station in 2000. As the department's administrative responsibilities have expanded, including staffing management, budgeting, data systems, interdepartmental coordination, logistics, and operations management, available workspace has become insufficient, crowded, and poorly configured to meet current needs.

Logistics and supply management are similarly constrained. The department does not have a centralized, climate-controlled facility for storing and managing equipment such as PPE, EMS supplies, specialty tools, and critical backup resources. Instead, materials and equipment programs are dispersed across multiple fire stations, resulting in fragmentation of both physical assets and the administrative processes used to manage them. The fragmentation of storage and supply systems impedes not just operational efficiency but real-time readiness during large-scale incidents or logistical surges.

These challenges extend to vehicle storage. The City currently lacks sufficient secure, indoor space for housing reserve apparatus, which are instead stored outdoors. This practice exposes vehicles to weather-related degradation, including mold and mildew growth inside cabs, as well as increased risk of theft or vandalism. Over time, these conditions erode vehicle reliability and inflate maintenance costs, undermining the reserve fleet's role as a safety net for sustained operations.

This fragmentation also affects staffing. Equipment programs are often overseen by field personnel, such as station captains, whose shift-based schedules frequently misalign with the department's business operations and the working hours of external vendors or City purchasing systems. As a result, procurement tasks, vendor coordination, inventory tracking, and compliance documentation are often delayed, inconsistently managed, or dependent on informal workarounds. These gaps increase risk, especially as the department scales and becomes more reliant on standardized systems and coordinated logistics.

Training capacity is also constrained. The department currently lacks a dedicated, department-controlled facility suitable for in-service instruction, large-scale drills, or multi-agency exercises. Most hands-on training occurs in field environments or temporary spaces, which limits flexibility and accessibility.

In addition, the department relies on a partnership with the City of Bellevue to access a shared training facility for firefighter academies. While this arrangement offers exposure to an urban training environment, it is limited in capacity and availability. There is also a long travel time associated with crews leaving their respective zone and commuting to the Bellevue training center. The department is currently restricted to one full entry level academy per year, which constrains hiring timelines and limits the number of new personnel that can be onboarded. If a recruit separates during the academy, the line position they were slated to fill may remain vacant until the next annual cycle, exacerbating staffing shortages and overtime. A smaller fall academy is occasionally held for lateral hires, but it is capped at eight participants and subject to reduced facility access due to Bellevue's internal training needs.

Summary

Without dedicated infrastructure to support the department's administrative, logistics, and training functions, Redmond Fire cannot scale or sustain the systems needed to meet future demands. These support systems must be elevated as core capital priorities, not afterthoughts, because they directly affect everything from firefighter safety and hiring timelines to procurement accountability and operational resilience.

5.6 Summary of System Needs and Transition to Investment Strategy

The diagnostic findings in this chapter reveal a fire system under mounting structural strain. While Redmond Fire continues to deliver a high level of service across the city, its physical infrastructure is no longer aligned with the scale, complexity, or equity expectations of a growing and diversifying community.

Across five performance domains—Essential Facility Standards, Healthy Buildings and Workforce Wellness, LOS Support and Staffing Readiness, Community Resilience Infrastructure, and Administrative and Support Operations—clear patterns have emerged:

- All four City-owned fire stations failed to meet the minimum criteria for essential facility performance, with systemwide gaps in seismic readiness, backup power, ADA compliance, and clean energy infrastructure. These deficiencies place the department at risk of failure during major disruptions and compromise responder safety.
- Only one station (FS17) approaches full wellness functionality, and it is currently underbuilt. FS11 and FS12 lack inclusive facilities, contamination controls, and functional fitness spaces, falling short of modern occupational health standards.
- Level of Service performance is being maintained only through overlap and system strain. FS11 and FS12 are physically incapable of accommodating additional units or staff. FS17 has untapped capacity, and FS16 is well-positioned today but will require a mid-term capital investment to avoid functional decline.
- Redmond's facilities are not yet configured to support the City's resilience and equity goals. Energy and water system vulnerabilities remain unaddressed. No fire stations currently support decentralized response functions like community supply caches or

CERT access. The FS11 Annex, home to the THRIVE community care team, is a critical public health asset operating out of a severely degraded building. Many stations also lack gender-appropriate facilities, which undermines workforce inclusion and limits the City's ability to support a diverse, modern fire service.

- Administrative, logistics, and training infrastructure is absent or makeshift. These core systems, vital to recruiting, equipping, and coordinating the workforce, are currently dispersed, overextended, and reliant on informal workarounds. Without capital investment, these operational gaps will intensify as the system grows.

The Central Finding:

The current facility footprint was not built for the demands of today's city, much less the one anticipated in Redmond 2050. Infrastructure that once worked efficiently now constrains service delivery, readiness, equity, and resilience.

The next chapter outlines the capital investment strategy that responds to these findings. It prioritizes the most urgent infrastructure needs, identifies where systemwide investment will unlock readiness and capacity, and sets the foundation for a modernized, community-centered fire system that is equipped to protect Redmond today and into the future.

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06 Capital Investment Recommendations

The Redmond Fire Department is entering a defining decade. The assessments in the previous chapters have revealed a system that, while staffed by a dedicated and highly capable workforce, is being strained by outdated infrastructure, limited physical capacity, and a growing mismatch between the city's fire system and the realities of urban growth.

From seismic deficiencies and inaccessible facilities to aging apparatus and missing surge capacity, Redmond's fire infrastructure is becoming misaligned with the service expectations, equity goals, and risk environment of the city Redmond is becoming. Level of Service (LOS) is not just a performance metric. It's a warning system. Every delayed response, constrained station footprint, or out-of-service unit is a signal that the system needs reinvestment.

This chapter translates diagnosis into action.

Rather than relying on a single score or formula, the City has evaluated each capital project through a practical, multi-dimensional lens, drawing from field data, community growth patterns, and direct operational impacts. Projects were prioritized based on five core considerations:

- Facility condition and safety risks
- Operational performance and scalability
- Growth pressure and future service demand
- Equity of access and service delivery
- Continuity of operations and resilience readiness

Together, these considerations reflect what it takes to maintain a modern fire system, not just today, but through 2050. While project prioritization in this plan is guided by five dimensions of evaluation criteria, it is important to recognize that many of the identified facility issues also present increasing risk exposure. Delaying investment not only undermines operational readiness, but it can also result in significant legal and financial consequences. Inaction may lead to civil liability if known deficiencies contribute to injury or harm, ultimately costing the City more through both legal settlements and the eventual need to make overdue improvements.

This chapter outlines near- and long-term investment priorities for the fire department. Each project has been sequenced based on urgency, impact, and alignment with Redmond's broader planning goals.

Importantly, this is also Redmond's first impact-fee-eligible fire capital plan designed to meet the requirements for impact fee eligibility under the Washington State Growth Management Act. By clearly linking population growth and service demand to infrastructure needs, this plan

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enables the City to recover a portion of capital costs from new development, ensuring that future growth helps fund the emergency services it relies on.

The investments recommended here are not just about buildings or vehicles. They are about protecting people: residents, responders, and the City itself. They are the foundation of a fire system that will be ready not just to respond, but to lead in a more complex, risk-exposed future.

6.1 Alignment with the 2011 Vision Blueprint: Capital Investment Strategy (2013-2030)

The *2011 Vision Blueprint: Capital Investment Strategy 2013–2030* identified a phased investment plan totaling approximately $36.5 million for Redmond Fire facilities over an 18-year horizon. These investments were grouped by the City's capital planning timelines: Near-Term (2013–2018), Mid-Term (2019–2024), and Long-Term (2025–2030). The priorities were based on projected growth, station condition, and the need to meet the City's adopted service standard of six-minute travel time for 90% of emergency calls.

Near-Term (2013–2018)

- Fire Station 17 Construction – $8 million
  Identified as a top priority to serve the rapidly growing Southeast Redmond area. A substantial portion of Station 17 was completed within this timeframe, providing Basic Life Support (BLS) capabilities. However, the station was not fully built out to accommodate a full engine company, leaving a service gap in the eastern portion of the city.

Mid-Term (2019–2024)

- Station 11 Replacement or Major Renovation – $15 million
  Intended to modernize Downtown's primary response hub and headquarters, which remains spatially constrained and operationally outdated. No significant progress has been made to date.

Long-Term (2025–2030)

- Station 12 Renovation – $4.5 million
- Apparatus Bay Expansion or Modernization at Station 13 or 14 – $9 million
  These improvements were planned to extend the life and functionality of existing assets as citywide demand increased. As of this writing, these projects have not been initiated.

Implementation Gap and Strategic Reprioritization

With the exception of the partial completion of Station 17, none of the fire-related capital investments identified in the Vision Blueprint were executed as planned. A key contributing

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factor has been the absence of an up-to-date Fire Department Functional Plan, which would have provided the necessary operational justification, prioritization framework, and policy alignment to move projects forward through the City's Budgeting by Priorities (BP) process.

This updated Functional Plan now fills that gap, re-establishing the long-range capital strategy for fire services and aligning it with current land use, population growth, and essential facility resilience standards. Future capital planning should re-evaluate and re-sequence the remaining projects originally outlined in the *Vision Blueprint* to ensure readiness for inclusion in the City's 6-year Capital Improvement Program (CIP) and long-term strategic funding discussions.

Source: City of Redmond, Vision Blueprint: Capital Investment Strategy 2013–2030. Approved December 13, 2011.

6.2 Capital Investment Framework

Redmond's capital strategy for fire infrastructure is no longer organized around facility age or individual project costs. It is instead structured around operational impact – what each investment enables in terms of service reliability, response equity, and system resilience in a city that is rapidly growing more dense, diverse, and complex.

To translate system needs into action, this section organizes capital investments into four phased categories:

- Current Investments (2025–2030): Active or programmed projects from the 2025–2030 Capital Facilities Plan (CFP).
- Blueprint 2050 (2027–2032): Strategic investments aligned with known growth pressures, logistics needs, and Level of Service (LOS) risks.
- Growth Response (2033–2040): Major facility and apparatus projects tied to population expansion and system modernization.
- Sustainment and Long-Term Expansion (2041–2050 and Beyond): Lifecycle renovations, specialty systems, and new facilities to support system continuity and scalable readiness.

Projects were not prioritized by a single formula. Each was evaluated using five interdependent criteria:

1. Facility condition and safety risks: Structural, seismic, accessibility, and compliance risks based on assessments and facility lifecycle data.
2. Operational performance and scalability: Ability to support current staffing, apparatus, and deployment models; adaptability to projected growth.
3. Growth pressure and demand: Alignment with population and development projections, particularly within Regional Growth Centers.
4. Equity of service access: Potential to improve response in underserved areas or areas with complex access issues.
5. Continuity of operations and resilience readiness: Infrastructure readiness for prolonged outages, climate disruptions, and concurrent emergencies.

This functional plan not only realigns Redmond's capital strategy to better match operational needs, but also enables the City's first use of fire impact fees under the Growth Management Act. By directly tying capital investments to new growth, Redmond can recover a portion of its infrastructure costs while ensuring future development contributes to the system it depends on.

6.3 Investment Categories

Redmond's fire system needs are complex, but they are not abstract. Each facility, apparatus, and support function plays a concrete role in enabling emergency response. To structure its capital investment strategy, the City has grouped its fire infrastructure priorities into four actionable categories:

- Fire Station Renovations, Relocations, and New Construction
- Support Facilities for Logistics, Training, and Administrative Capacity
- Apparatus and Specialty Equipment
- Facility Systems Modernization and Planning Studies

Together, these categories address the full spectrum of operational demands – from housing personnel and apparatus to sustaining system functions and preparing for long-term service evolution. The following subsections detail the individual projects within each category, sequenced by phase and aligned with the capital investment timeline introduced in Section 6.2. The methodology used for determining project costs is detailed in Chapter 7.

A full summary of capital investments, including location, cost, funding sources, impact fee eligibility, and alignment with Redmond 2050 themes, is provided in the Capital Investment Sequencing Table (see Appendix E). Projects are organized across the four strategic phases introduced above, enabling clear alignment between operational priorities and capital planning timelines.

Fire Station Renovations, Relocations, and New Construction

Fire stations are the operational core of Redmond's emergency response system. Each one anchors a segment of the City's geographic coverage, housing the personnel, apparatus, and systems required to meet Level of Service (LOS) standards and maintain continuity during emergencies. As the city grows denser and more complex, several existing stations have become outdated, undersized, or poorly aligned with current and future service needs. Others lack the flexibility to scale alongside new development patterns and risk conditions.

This category includes targeted renovations to address deficiencies, strategic relocations to improve coverage and jurisdictional alignment, and new construction to meet demand in underserved or rapidly growing areas. Projects are sequenced based on operational urgency,

interdependencies, and their role in supporting Redmond's long-range growth and resilience goals.

Station 11: Repairs, Remodel, and Phase 2 Rebuild

Phases:

- Repairs (2025–2030): $4,985,722
- Partial Remodel (2027–2032): $1,600,000
- Phase 2 Rebuild/Renovation (2027-2032): $15,000,000
- Full Relocation (Beyond 2050): $35,000,000 (if pursued)

Impact Fee Eligible: Partial

Station 11 is Redmond's highest-priority facility. It is seismically vulnerable, lacks sufficient bay clearance for the City's new TDA ladder truck, and is increasingly constrained by Downtown growth and staff demands.

- Short-term repairs are already funded and underway.
- A partial remodel by 2032 will enable immediate deployment of the ladder truck, improve the apparatus bay to meet modern design and operational standards, and address safety hazards.
- A major renovation or rebuild on its current site by 2032 will modernize the facility, expand capacity, and extend its operational capabilities for another 15-20 years.
- A full relocation beyond 2050 is under consideration if co-located planning with Station 19 proceeds.

Station 12: Relocation and Construction

Phases:

- Land Acquisition (2033–2040): $10,000,000
- New Station Construction (2033–2040): $30,000,000

Impact Fee Eligible: Yes (partial)

Station 12 currently operates from a facility in Bellevue. Its location, size, and condition limit response effectiveness in the Overlake and Idylwood growth areas.

- A new site within Redmond will be acquired and developed as a 4-bay station with staffing capacity for a full engine company and aid unit.
- This investment provides a 7% improvement in LOS coverage to key multifamily zones and resolves long-standing jurisdictional challenges.

Station 17: Interior Buildout and Admin. Relief

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Phase: 2025–2030
Cost: $390,000
Impact Fee Eligible: No

This project completes the interior buildout at Station 17 to support the full engine company staffing added in 2025. It also includes converting second-floor space into administrative offices, improving livability and relieving crowding at Station 11.

- Generator plug-in infrastructure and future diesel exhaust replacement are planned to support long-term resilience.
- This is a low-cost, high-impact investment included in the adopted 2025–2030 Capital Facilities Plan.

Station 16: Lifecycle Renovation

Phase: 2041–2050
Cost: $12,000,000
Impact Fee Eligible: No

Station 16 remains functional but will require a full lifecycle renovation in a future capital planning cycle to preserve facility condition, support flexible staffing, and align with long-term deployment shifts.

- Diesel exhaust and generator upgrades may be completed earlier through interim system modernization investments (see Facility Systems category).
- The full renovation is scheduled for 2041–2050 as the station's role evolves alongside growth and facility realignments citywide.

Station 19: New Construction

Phase: Beyond 2050
Cost: $35,000,000
Impact Fee Eligible: Yes

A new fire station will be required in northeast Downtown to maintain Level of Service (LOS) as vertical development and population density increase in the Downtown area. . Current modeling shows that without this additional station, even fully staffing and upgrading existing facilities will not be sufficient to meet future demand.

However, constructing Station 19 is not just a coverage expansion, it is a critical enabler for a potential relocation of Station 11. While Station 11's current site supports short-term ladder truck deployment, it cannot support long-term performance, resilience, or optimized coverage. The addition of Station 19 would allow Station 11 to be moved to a more strategic location (such as the Willows corridor), relieving redundancy, improving unit distribution, and maximizing coverage citywide.

Together, the addition of Station 19 and a relocated Station 11 would close existing LOS gaps, reduce overlap, and position Redmond to absorb sustained growth across all three Regional Growth Centers. The capital timeline reflects that land acquisition and planning must occur in advance, even though construction is scheduled for after 2050.

Support Facilities: Logistics, Training, and Administrative Capacity

While fire stations form the public face of the emergency response system, the effectiveness of that system depends just as much on what happens behind the scenes. Logistics operations, administrative management, and training capacity are essential to maintaining readiness, sustaining staffing, and coordinating multi-unit responses across the City. Redmond's current facilities for these functions are fragmented, outdated, or entirely absent. Without targeted investment, these gaps will continue to limit the department's ability to grow, adapt, and respond effectively in a more complex service environment.

Centralized Logistics Warehouse: Lease and Tenant Improvements

Phase: 2027–2032
Cost: $600,000
Impact Fee Eligible: No

Redmond Fire currently lacks a centralized, climate-controlled facility for storing and staging equipment, PPE, reserve apparatus, and specialized supplies. These assets are currently dispersed across stations, stored in non-purpose-built areas, and managed by field personnel with limited capacity. This creates delays in replenishment, complicates deployment during emergencies, and occupies valuable space in frontline facilities.

This project will fund tenant improvements at a leased 10,000-square-foot warehouse to support:

- Storage of reserve vehicles and high-use specialty tools
- PPE management and EMS inventory control
- Basic administrative workspace for logistics staff
- Surge support and cache storage for the Office of Emergency Management

By consolidating storage and logistics into a single location, the City will increase deployment efficiency, reduce equipment degradation, and reclaim space in fire stations for operational use. This investment is considered foundational to systemwide performance and resilience and is prioritized in Phase 1. There is currently no plan for a permanent logistics facility; the leased model is expected to meet operational needs for the foreseeable future.

Apparatus Shop Expansion and Logistics Facility Modernization

Phase: 2027–2032
Cost: $5,000,000
Impact Fee Eligible: TBD

In addition to the leased warehouse for immediate logistics needs, the City will earmark funding and initiate exploration of options to address long-term logistics capacity. This assessment will consider factors such as facility siting, cost, operational impact, and alignment with Redmond's broader capital planning goals.

The renovation will include:

- Structural expansion to house reserve vehicles and specialized equipment in a secure, climate-controlled environment
- Dedicated zones for PPE storage, SCBA maintenance, and EMS supply inventory
- Improved utility access, lighting, and ventilation to support staff health and safety
- Workspace and infrastructure for logistics coordination, including future adaptation for EV apparatus needs

While the leased warehouse addresses immediate capacity issues, this strategic planning effort aims to establish a City-owned logistics hub capable of supporting operational continuity, emergency surge readiness, and future system growth. By reserving resources and leaving options open, the City ensures that its long-term logistics investments remain adaptable, efficient, and aligned with resilience strategies outlined in the Fire Department Functional Plan.

Administrative Relief: Station 17 Second Floor Conversion

Phase: 2025–2030 (bundled with FS17 Expansion)
Cost: Included in FS17 expansion
Impact Fee Eligible: No

Station 11's administrative wing is overcrowded and no longer supports the department's growing planning and operational staff. As part of the Station 17 buildout, underutilized second-floor space will be converted into administrative offices. This will:

- Relocate staff out of Station 11 to reduce space pressure and operational interference
- Improve working conditions and meeting space availability
- Separate strategic planning and emergency operations to minimize disruption

This project is a cost-effective way to increase functionality and system flexibility, and is already programmed for delivery as part of the 2025–2030 Capital Facilities Plan.

Training Facility Planning: Long-Term Need, Not Currently Programmed

Phase: Beyond 2050 (Unfunded Priority)
Cost: Not yet programmed
Impact Fee Eligible: TBD

The Fire Department has identified the need for a dedicated training facility to support firefighter recruit academies, specialty instruction, and coordinated training exercises. While regional partnerships currently provide some access, these arrangements present challenges in scheduling, scale, and long-term sustainability. A local training space would improve readiness, accelerate onboarding and reduce overtime due to unfilled vacancies, and support specialized needs, including rail, high-rise, and wildland response.

At this time, a training facility is not included in the current capital planning cycle. The decision reflects broader infrastructure priorities and an emphasis on maximizing near-term return on investment. However, this functional plan recognizes the operational value of a future facility and notes that the most likely path forward will involve long-range planning beyond 2050 or collaboration with regional partners.

In the meantime, the department will continue to leverage shared training resources and explore creative adaptations of existing spaces for instructional use.

Apparatus and Specialty Equipment

Redmond's fire apparatus fleet is both the frontline delivery system for emergency response and one of the City's most visible public assets. While recent investments have stabilized frontline units, significant gaps remain in reserve capacity, specialty tools, and vehicle readiness for emerging risks, such as electric vehicle fires, vertical rescue, and crowd-based incidents. Apparatus planning must be closely linked to facility readiness, staffing models, and regional hazards.

New Engine Company at Station 16

Phase: 2027–2032
Cost:

- Apparatus: $1,200,000
- Additional PPE/Onboarding: $168,000

Impact Fee Eligible: Yes

Station 16 currently operates without an engine company, leaving a gap in suppression capability for Southeast Redmond. This investment includes:

- Procurement of a new fire engine
- Personal protective equipment and onboarding supplies for new staff
- Future cross-staffing of the engine and aid car, with flexibility to expand staffing as demand grows

The station's existing footprint can support the new unit without major renovation, making this a high-return, near-term investment to improve call concurrency and area coverage.

Tractor-Drawn Aerial (TDA) Ladder Truck for Station 11

Phases:

- Primary Unit: 2025–2030
- Reserve Unit: 2033–2040

Total Cost:

- Primary: $2,810,000
- Reserve: $3,346,000

Impact Fee Eligible: Yes (both)

Redmond's increasingly dense built environment, particularly in the Downtown and Overlake growth centers, necessitates the deployment of specialized ladder truck capability. A tractor-drawn aerial (TDA) apparatus provides critical vertical access, complex rescue functionality, and compliance with Effective Response Force (ERF) standards for multi-story structures.

- The first TDA ladder truck has already been ordered and is scheduled to enter service by 2028–2029. However, Station 11's apparatus bay cannot currently house the vehicle due to height and clearance limitations. A partial remodel of Station 11, previously identified in this plan as a near-term facility investment, is essential to enable this deployment. This early action ensures that the apparatus is strategically located to serve Redmond's highest-density zones and improves response readiness in the Downtown core.
- A second ladder truck, planned as a reserve unit, will be procured in 2034 and delivered by 2038. This truck will provide deployment redundancy during maintenance or concurrent incidents and ensure uninterrupted coverage as vertical development expands throughout the City. It will also serve as a system-level asset during surge events or major structure fires, particularly if the network evolves to include a relocated Station 11 and a new Station 19.

New Engine Company and Aid Unit at Station 19

Phase: Beyond 2050 (tied to FS19 construction)
Cost: Included in station deployment costs
Impact Fee Eligible: Yes

When Station 19 is constructed, it will require a fully staffed engine company and aid unit to support service delivery in northeast Downtown and surrounding high-growth zones.

- Apparatus and staffing costs will be incorporated into the capital program for Station 19.
- Deployment will enable systemwide redistribution and improve response-time reliability in the city core.

Specialty Equipment Packages (High-Rise, Power Storage Systems, Rail, Wildland)
Phase: 2041–2050

Cost: $1,000,000
Impact Fee Eligible: Partial

As Redmond's infrastructure continues to evolve, the department will need to maintain and expand its inventory of specialty equipment to address high-risk and high-complexity incident types. These tools support both frontline response and surge capacity, especially in areas where vertical growth, transit systems, or the wildland-urban interface introduce unique operational demands.

This investment will support ongoing procurement and replacement of:

- High-rise firefighting tools (e.g., hose bundles, standpipe kits, stair chairs)
- Lithium-ion battery suppression gear (e.g., containment blankets, fire caps)
- Technical rescue equipment for rail platforms and industrial sites
- Mass casualty kits (portable stretchers, triage tarps, portable lighting)
- Wildland response packages, including updated brush units, PPE, hose packs, and water tanks

These equipment packages are matched directly to known and growing hazards within Redmond's built and natural environment.

In 2023, the City received a one-time capital contribution of approximately $500,000 from Sound Transit to support the initial outfitting of tools needed for East Link light rail-related emergencies. That funding allowed the Fire Department to purchase vertical access gear, transit rescue tools, and other equipment. However, those funds did not include replacement costs.

As this equipment reaches the end of its useful life during the 2040s, the City will need to sustain readiness through locally funded replacement. This future investment ensures Redmond continues to meet public expectations, training standards, and risk-specific response capability across all hazard types.

Facility Modernization and Planning Studies

Not all fire system improvements involve new buildings or apparatus. Some of the most critical investments focus on sustaining operational continuity through targeted system upgrades and planning studies. These projects address essential air quality, backup power, and future-readiness needs across the department's core facilities.

Diesel Exhaust System Upgrades
Phase: 2027–2032
Cost: $500,000
Impact Fee Eligible: No

Most of the Redmond fire stations still rely on aging diesel exhaust removal systems that were not designed for current staffing and usage levels. These systems are nearing end-of-life and becoming increasingly costly to maintain, posing both operational and health risks over time.

This project will:

- Replace outdated diesel exhaust capture systems in key facilities not slated for full rebuild
- Improve indoor air quality and reduce exposure risk for personnel
- Support long-term firefighter health and occupational safety
- Evaluate newer system options, including vehicle-mounted exhaust capture technologies, which may offer equivalent or superior performance with lower installation and replacement costs compared to traditional apparatus bay systems

Generator Upgrades and Redundancy
Phase: 2027–2032
Cost: $500,000
Impact Fee Eligible: No

Reliable backup power is a core requirement for essential public safety facilities. During the November 2024 "bomb cyclone," the generator at Station 12 failed and remained out of service for the entire duration of the event due to an unavailable replacement part. With the surrounding area experiencing the worst of the storm's impact, Station 12 operated under partial power, limited heat, and without functional cooking equipment, all while remaining staffed to serve the community.

This failure exposed a critical vulnerability in Redmond's emergency response system. Several fire stations still rely on aging generators, many of which are at or near the end of their life. All stations lack the infrastructure to connect portable generators when fixed systems go down. These gaps undermine the department's ability to fulfill its mission during high-risk, high-demand events.

This project will:

- Replace aging generators at priority fire stations
- Install external manual transfer switches and plug-in infrastructure to support portable generator deployment
- Ensure fire stations meet essential facility performance standards under FEMA guidance and the International Building Code
- Strengthen continuity of operations during extreme weather and grid disruptions
- Advance the City's Zero Carbon Strategy by modernizing backup power systems for cleaner, more reliable performance

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Station 11 Phase 2 Study – Not a Capital Project
Phase: 2025-2030
Cost: $350,000
Impact Fee Eligible: NA

To prepare for long-term facility decisions, this study will evaluate options for rebuilding or reconfiguring the non-apparatus areas of Station 11. The study will consider:

- Expansion needs for administrative functions
- Long-term seismic and energy performance upgrades
- Opportunities for co-location or modular design with other city functions
- Site feasibility for expansion/remodel of Station 11 at its current location

6.4 LOS Modeling and Siting Scenarios

Validating the Systemwide Impact of Key Investments

While each project in the previous section was prioritized based on facility condition, operational limitations, and growth-related demand, the City also conducted a broader system modeling analysis to evaluate how these investments interact. This analysis was designed to answer a central question: **Do these capital projects measurably improve Redmond's ability to meet Level of Service (LOS) expectations under current and future conditions?**

Using GIS-based response modeling, the Fire Department and Planning staff evaluated a range of scenarios, including:

- Retaining all stations in their current configuration
- Relocating Station 12 into city limits
- Rebuilding Station 11 in its current location
- Constructing a new Station 11 in Southwest Downtown
- Constructing a new Station 19 in Northeast Downtown
- Combinations of the above

The analysis considered not just travel time coverage and vertical response intervals, but also concurrency strain, response redundancy, and the operational footprint required to meet projected call volume in the City's three growth centers: Downtown, Overlake, and Marymoor Village.

Key Findings

1. Station 12 Relocation Improves Jurisdictional Alignment and Reduces Access Barriers in Overlake

Relocating Station 12 into Redmond city limits improves LOS performance in the Overlake and Idylwood neighborhoods, particularly in the dense multifamily zones east of 148th Avenue NE.

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The shift reduces average response times by more than one minute and improves operational alignment with Redmond's growth areas and long-term deployment strategy.

Although mutual aid agreements ensure coordinated service across jurisdictions, Station 12 currently responds to 23% of its annual calls for service into areas outside the City of Redmond, primarily in Bellevue, due to its location, raising questions about long-term service alignment and cost accountability. Relocating the station enables Redmond to better match its staffing and capital investments with areas of highest demand within its own city, while preserving strong regional coordination with Bellevue and other partners.

2. Rebuild is Required to Support Ladder Truck

The addition of a tractor-drawn aerial (TDA) ladder truck to Redmond's fleet is a critical step toward addressing the vertical fire and rescue challenges emerging in Downtown. As mid-rise and high-rise development accelerates, a ladder truck provides the reach, flexibility, and functional capability that traditional engines cannot. It also offers superior maneuverability in Downtown's increasingly pedestrian-oriented and spatially constrained street network.

However, while the ladder truck is essential for structural firefighting and technical rescue in taller buildings, its deployment does not significantly improve Level of Service (LOS) performance as measured by a six-minute travel time standard. It also will not fully reverse the current degradation in total call response time, which is primarily driven by station location, unit availability, and concurrency. It will, however, improve coverage of the City's highest-risk areas and put downward pressure on fire insurance rates for larger portions of the City.

Rebuilding or modifying Station 11 is necessary to house the ladder truck and ensure proper Downtown placement. But without systemwide adjustments to station locations and deployment patterns, the ladder truck alone will not resolve the broader LOS pressures facing the City's core.

3. Station 11 Relocation to Expand Downtown Coverage

As noted earlier, deploying a ladder truck from Station 11's current location provides only partial vertical coverage for the growing number of mid-rise and high-rise buildings in Downtown. Enlarging the bay offers a short-term solution to accommodate the apparatus, but response modeling shows that relocating the station closer to the Willows Road corridor would significantly improve access and functionality.

A new site would enhance ladder truck response not only in Downtown, but also in Redmond's expanding western employment zones, where multistory commercial buildings, larger square footage, and high-value infrastructure increase the need for extended aerial reach and flexible roof access. Relocation would also reduce service area overlap with Station 16, improving unit distribution and delivering the most substantial LOS benefit among the scenarios analyzed. It should also reduce the reliance on the City of Kirkland for over 330 calls per year of mutual aid to areas not adequately covered by Redmond fire stations.

4. Construction of Station 19 Is the Best Path to Maintain Level of Service for Downtown

Adding Station 19 in the Northeast Downtown area will also continue to address growing deficiencies in LOS. GIS modeling shows that this station, in concert with a relocated Station 11, will enhance coverage of the highest risk areas by 12% using current buildout. This coverage percentage will grow over time as Downtown sees more infill and denser development. Without Station 19, even full staffing and apparatus upgrades at existing stations cannot close the service gap introduced by Redmond's projected growth.

4. Combined Scenario Delivers Systemwide Gains in Coverage, Redundancy, and Staffing Efficiency

The scenario that includes the Station 12 relocation, Station 11 rebuild/relocation, and construction of Station 19 produces the most resilient and efficient deployment pattern. Stations 11 and 19 combined will result in a 12% improvement in coverage for the majority of the core of Redmond, and the Station 12 relocation will result in a 7% improvement for much of the Overlake and Idylwood areas. This combination reduces service gaps, strengthens redundancy in high-call areas, and improves the geographic distribution of staffing, which is essential for meeting Effective Response Force (ERF) timelines during concurrent incidents.

Implications for Investment Strategy

This modeling confirms that Redmond's fire system cannot be sustained or modernized through isolated fixes. The interdependence of these facilities is critical: the ability to deploy a ladder truck in one location, relieve call load in another, and scale staffing across all three hinges on coordinated capital investment. The City's proposed sequencing of near-term action at Stations 11, 12, and 17, with planning for Station 19, represents not just a facilities improvement strategy, but a reconfiguration of the entire response system to meet the City's future state.

6.5 Summary: Capital Investment as a Readiness Strategy

The capital investments outlined in this chapter represent more than facility upgrades; they form the operational foundation for delivering consistent, responsive fire and emergency services as Redmond continues to grow. Each project, whether focused on station modernization, apparatus procurement, or system infrastructure, responds to a specific need identified through facility assessments, service modeling, or operational input.

These investments were evaluated using a common, disciplined framework that considered condition, capacity, demand, equity, and resilience. While individual projects vary in scope and timing, together they reflect a coordinated approach to system readiness, one that supports current service expectations while positioning the department to adapt to future challenges.

Further, the plan identifies capital needs, priorities, and sequencing for fire facilities. However, decisions regarding the disposition of existing facilities are addressed through the City's broader asset management program. These decisions are made through separate planning and budget processes as each project advances, ensuring alignment with citywide priorities and governance.

This chapter also establishes the framework for the City's use of fire impact fees under the Washington State Growth Management Act. By linking capital improvements to growth-driven service demand, the plan supports cost recovery from new development and ensures that infrastructure planning keeps pace with land use and population trends.

The next chapter will build on this capital strategy to define the financial roadmap necessary to support implementation. This includes identifying funding sources, estimating long-term costs, and aligning with the broader Capital Improvement Strategy. Taken together, this capital and fiscal alignment provides a solid foundation for sustaining a modern, high-performing fire system through 2050 and beyond.

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07 Fiscal Strategy and Funding Tools

A capital plan is only as effective as its funding strategy. Redmond's long-range fire infrastructure goals, such as new stations, expanded fleet capacity, facility modernization, and enhanced EMS readiness, require a coordinated fiscal approach that is both responsible and adaptive. This chapter builds on the investment priorities outlined in the previous chapter by identifying how the City can align funding tools with system needs, project timelines, and community expectations.

While fire services represent just one component of the broader Capital Investment Strategy (CIS), they carry unique urgency due to their life-safety mission, 24/7 operational demands, and high cost of delay. Strategic capital investments must be phased to match available resources, withstand economic fluctuations, and position the system for both current reliability and future scalability. The Plan is designed to adapt to funding shifts while maintaining long-term delivery goals.

This chapter outlines the key funding sources available for fire capital projects, including general revenues, dedicated reserve funds, impact fees, grants, bonds, and emerging partnerships. It clarifies eligibility rules, explains how revenues can and cannot be used, and addresses fiscal planning considerations that will shape Redmond's ability to deliver on its fire service commitments through 2050.

7.1 Key Funding Sources for Fire Capital Projects

Effectively delivering reliable, modern fire service infrastructure requires more than technical planning. It demands a diversified and sustainable financial strategy. Redmond's fire capital investments are funded through a blend of traditional and innovative mechanisms, each aligned to specific project types and legal constraints. These sources include general fund allocations, dedicated reserve accounts, development impact fees, state and federal grants, voter-approved bonds and levies, contracts for service, and emerging alternative models such as public-private partnerships. Understanding both the eligibility and limitations of each tool is essential to sequencing investments strategically and effectively maintaining operational readiness through 2050. The following sections describe each funding source, its intended use, and how it fits into Redmond's long-range capital strategy.

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General Fund, Capital Equipment Reserve Fund, and Fire Apparatus Fund

The General Fund is the City's primary flexible funding source for fire and EMS services. While its core use is for operational staffing, maintenance, and routine expenses, it also provides critical support for minor capital projects, emergency repairs, and building maintenance that do not qualify for bond or grant funding. The General Fund ensures continuity of services and helps bridge timing gaps when capital projects span multiple budget cycles.

To support major equipment and vehicle needs, Redmond maintains two dedicated sub-funds:

The Capital Equipment Reserve Fund provides long-range financial planning for non-apparatus equipment purchases, ensuring the replacement of aging assets, such as specialized tools, communications equipment, and durable goods used in daily fire and EMS operations.

The Fire Apparatus Fund is a purpose-specific account used to purchase and maintain the department's frontline engines, ladders, aid units, and support vehicles. The fund is sustained through biennial transfers from the General Fund based on projected need and planned procurement timelines. It enables Redmond to maintain a consistent apparatus replacement cycle while ensuring the high reliability and readiness of its fleet. The fund also covers maintenance, repairs, and refurbishment of apparatus to extend their service life and reduce unscheduled downtime.

Additionally, the Interlocal Agreement (ILA) with King County Fire Protection District 34 (KCFD34) provides a shared funding model that contributes to overall system costs. KCFD34 reimburses Redmond for its proportional share of expenses, including labor, fuel, equipment wear, and capital depreciation, based on service area call volumes and asset usage. These payments strengthen the General Fund and reduce the burden on City-only resources.

Together, these three funds are the backbone of Redmond's ongoing operational and capital readiness. They support both immediate response capacity and long-term financial sustainability.

King County Fire Protection District 34 – Contract for Service

The Redmond Fire Department and King County Fire Protection District 34 (KCFD34) have been under an Emergency Services Agreement (contract for service) for more than 77 years. In 2025, KCFD34 will pay the City of Redmond $10,669,478 for fire protection services. A portion of the funds are spread into different budget categories in support of operational costs, capital costs, and risk premiums. Due to service demands within the City of Redmond outpacing the Department's response capacity, KCFD34 resources have been subsidizing the LOS within the city boundaries. In 2025, the City of Redmond credited KCFD34 $917,834 for services paid for in 2024 but provided back to the City of Redmond. The following table (Table 10) lists the base rates and credits back to KCFD34 since 2021.

TABLE 10 – CONTRACT FOR SERVICE CHARGES AND CREDITS TO KCFD34

Year	2021	2023	2024	2025
Credit for Calls into the City	$448,739	$530,525	$553,492	$917,834
Net Rate	$7,988,807	$9,817,965	$10,053,038	$10,669,478

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EMS Transport Billing Revenues (Eligibility and Use)

Redmond Fire Department participates in a cost-recovery program for EMS transport services, billing patients or their insurers for Basic Life Support (BLS) ambulance transports. These revenues are designated for use in supporting the direct costs of EMS service delivery, particularly those tied to the operation, maintenance, and readiness of the City's aid units.

While EMS transport billing revenue is not eligible for general fund use, it can be applied to capital expenditures directly associated with BLS operations, including:

- Replacement or procurement of aid units and EMS apparatus
- Purchase of medical equipment and durable goods required for patient care
- Station modifications to accommodate EMS response units or personnel
- Technology upgrades supporting EMS documentation and compliance

Funds may also support limited facility investments that improve the delivery or efficiency of EMS services, such as expansion of dorms or office space to house a Medic One unit or improvements that reduce response time for EMS calls.

EMS transport revenues do not fully fund the EMS system and are not sufficient for large-scale capital projects. However, they provide a reliable, recurring funding stream that can offset eligible expenses and reduce the City's reliance on general fund or levy dollars for EMS-related capital needs. These funds are managed and tracked in accordance with state law and city financial policies to ensure compliance and transparency.

Development Impact Fees

Impact fees are a foundational tool for ensuring that the costs of growth are shared equitably by the development that drives it. In accordance with Washington State law (RCW 82.02.050–82.02.090), these fees are collected from new development to fund the capital infrastructure needed to accommodate increased demand for public services, such as fire protection, EMS response, and resilience capacity.

Impact fees must be directly linked to growth and cannot be used for operational expenses, maintenance, or replacement of existing assets. When deployed strategically, they provide a flexible, growth-responsive funding stream that reduces the fiscal burden on existing residents.

Eligible projects include:

- New fire station construction in underserved or high-growth areas
- Station expansions or renovations where increased population density and service demand exceed current capacity
- Procurement of new fire apparatus that are demonstrably required to maintain Level of Service in response to development, such as aid units, engines, or ladder trucks added to serve vertical growth areas

Impact fees must be carefully tracked, programmed, and spent within a defined time window. Their availability also strengthens the City's case for matching grant funds and justifies capital investments that would otherwise be cost-prohibitive.

State and Federal Grants

Grants offer critical supplemental funding for specific capital priorities, particularly those that support innovation, equity, or resilience goals aligning with state and federal policy. While often competitive and project-specific, these programs can offset major costs for facility improvements, fleet modernization, and public safety enhancements.

Notable programs include:

- FEMA - Assistance to Firefighters Grant (AFG): Supports purchases of firefighting apparatus, protective gear, EMS equipment, and related training.
- FEMA - SAFER Grant (Staffing for Adequate Fire and Emergency Response): Can help fund new personnel in conjunction with facility expansion or service-level enhancements.
- FEMA - Building Resilient Infrastructure and Communities (BRIC): A FEMA grant program focused on hazard mitigation, seismic upgrades, and infrastructure resilience, often applicable to station retrofits or generator projects.
- State Infrastructure and Resilience Grants: May support facility modernization, energy improvements, or electrification infrastructure.

Redmond's ability to leverage grant opportunities depends on having shovel-ready projects, clear local match strategies, and planning documents like this one that demonstrate alignment with larger strategic frameworks.

Bonds and Levies

Voter-approved capital funding remains one of the most powerful tools available to cities for financing large-scale infrastructure investments. When used judiciously, these mechanisms enable major upgrades while spreading costs over time.

- Voter-Approved General Obligation Bonds (G.O. Bonds): Allow the City to borrow funds for specific capital projects – such as fire station construction or major renovations – typically repaid through property taxes. G.O. bonds require a supermajority voter approval and can only be used for capital projects, not operations.
- Capital Levies: Offer a more flexible, recurring revenue source dedicated to infrastructure. These can support project phases over multiple years and fund a blend of facility, fleet, and technology investments. A capital levy may also be structured to replace aging assets on a planned schedule.

Both options require strong public communication and demonstrate alignment with community safety priorities – something Redmond has established through its long-range planning and transparent capital strategies.

Public-Private Partnerships and Alternative Funding Models

Creative capital solutions will be essential in a land-constrained, high-demand environment like Redmond. In addition to traditional financing tools, the City can pursue collaborative approaches that unlock new value from urban redevelopment and major infrastructure projects.

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- Public-Private Partnerships (P3s): May include co-development of fire facilities within larger mixed-use projects or joint-use agreements for emergency infrastructure. These arrangements allow the City to secure needed assets while sharing development costs and land risk.
- Impact Fee Credits: Developers may offer land, facility space, or direct capital contributions in exchange for impact fee offsets. This mechanism can accelerate project timelines and embed fire readiness into new neighborhoods from the start.
- Friendly Eminent Domain: In rare cases where strategic land acquisition is critical for public safety, the City may pursue *friendly eminent domain,* a process in which property is acquired through legal authority, but in partnership with a willing seller and based on fair market value. This approach was successfully used recently by the City of Kirkland to secure land for fire station construction and can serve as a responsible fallback when voluntary purchase is infeasible. It preserves both community trust and the City's ability to act on behalf of public need.

As the City's land supply tightens and its infrastructure needs diversify, these partnerships and tools will be increasingly important for securing strategic sites and deploying infrastructure efficiently.

King County Advanced Life Support Services Levy

The King County EMS levy provides critical regional funding for Advanced Life Support services, including Redmond's assigned medic units. This funding stream can reimburse the City for a pro-rata share of capital costs tied to medic unit deployment, including:

- Dedicated apparatus bays used by medic units
- Living quarters and support space assigned to medic personnel

In facility planning, this allows the City to offset a portion of capital costs when expanding or renovating a station to accommodate Medic One operations. ALS levy eligibility helps ensure that regional services are funded regionally, without placing undue burden on Redmond's general fund.

Public Safety Levy (2007 – Labor Funding Only)

Although not a direct capital funding source, the 2007 voter-approved Public Safety Levy played a pivotal role in expanding Redmond's emergency response capacity. The levy funded the addition of 18 firefighter positions and 17 police officers, enabling the City to maintain service levels and staff critical response units during a period of significant growth.

However, under state law and the structure of the levy itself, revenue is restricted to labor costs — it cannot be used for facilities, apparatus, or other capital expenses. Moreover, the levy is constrained by a 1% annual revenue growth cap, while personnel costs have increased closer to 5% annually. This mismatch has diminished the levy's purchasing power over time, requiring the City to gradually absorb these positions into the General Fund to maintain staffing levels.

Though outside the scope of capital budgeting, the 2007 levy remains a key reference point in Redmond's broader public safety funding strategy. In 2022, the City proposed a new public safety levy to expand staffing, enhance behavioral health services, and support technological upgrades; however, voters narrowly rejected this proposition. Future capital planning efforts may benefit from coordinated ballot measures or financial strategies that align operational and infrastructure investments under a shared vision of community safety.

7.2 Fiscal Alignment and Impact Fee Eligibility

The fire system capital projects outlined in this chapter are not only operationally necessary but also eligible for growth-based funding under Washington State law. This section defines how the City of Redmond can use its existing fire impact fee program to support the investments presented in this plan, in accordance with the requirements of the Washington State Growth Management Act (GMA).

Linking Capital Investments to Population Growth

The GMA allows cities to assess impact fees to fund public facilities that are necessary to serve new development. To qualify, a project must:

- Increase the capacity of a public service to serve growth
- Be identified in a capital plan or facilities strategy
- Demonstrate a clear nexus between new development and service demand

This Fire Functional Plan satisfies those criteria. It provides a comprehensive, growth-informed analysis of the facilities, apparatus, and infrastructure needed to sustain emergency services as Redmond's population, density, and complexity increase through 2050. With its adoption, the City can formally align fire capital investments with its impact fee structure.

Eligible Projects

The following investments meet the statutory requirements for fire impact fee use, either in full or in proportion to the project's role in serving new development:

Station 19: New Construction and Engine Company
Fully eligible as a capacity-expanding facility tied directly to Northeast Downtown Redmond growth and infill development.

Station 12 Relocation
Eligible for costs associated with expanded deployment capacity and strategic site alignment within Redmond's jurisdiction.

Station 11 Relocation or Rebuild
Eligible for new service capacity associated with growth in Downtown, Willows, and west Redmond, including bay expansion for a ladder truck.

Tractor-Drawn Aerial (TDA) Ladder Truck for Station 11
Eligible as a new apparatus required to maintain Level of Service in Redmond's vertically

developing urban core. This unit is essential for supporting high-rise response and effective coverage in areas of concentrated growth, particularly Downtown and Overlake. To ensure operational continuity for such a critical asset, this project includes the purchase of two (2) TDA ladder trucks – one frontline and one in reserve. Given the strategic importance of ladder truck availability for multi-story structure fires, technical rescues, and dense urban coverage, maintaining a dedicated reserve unit is vital to minimize service disruption during maintenance or mechanical failure of the primary unit. This dual procurement ensures system resilience and supports the City's public protection class rating goals under the Washington Surveying and Rating Bureau.

New Engine Companies (FS16 and FS19)
Apparatus and capital equipment costs (including SCBAs, radios, and PPE) are eligible when tied to staffing increases required to meet growth-based demand.

New Aid Car (Growth-Initiated)
Eligible when tied to a new unit needed to address concurrency strain in expanding service areas. This may include assignment to FS16, FS19, or future stations required by call volume thresholds.

Permanent Logistics Facility
If programmed to support new, population-driven response complexity – such as surge staffing, reserve apparatus, or disaster cache deployment – the growth-proportionate share of the facility may qualify.

All eligibility claims must be accompanied by documentation showing that the investment is directly tied to population growth, land use changes, or service demands introduced by new development.

Capital Investment Plan Structure

The Redmond Fire Department's Capital Investment Plan (CIP) outlines key projects identified to sustain and enhance the City's fire and emergency response infrastructure in alignment with Redmond's long-term growth, evolving service demands, and resilience priorities. The CIP provides a structured framework for improving emergency service delivery, maintaining equitable access to public safety resources, ensuring facility safety and operational continuity, and supporting the City's broader community preparedness goals.

The City of Redmond defines a capital investment as a project costing $50,000 or more with a useful life of five years or longer. The Fire Department's CIP projects are considered general capital investments supporting both essential service operations and future community needs. Proposed projects within the six-year horizon are considered achievable under current staffing and resource capacity. However, detailed cost estimates for larger-scale investments may require further study as projects advance.

Consistent with Redmond's broader financial planning horizon, the Fire Functional Plan also includes a 25-year capital investment strategy. This long-term outlook identifies station renovations, facility replacements, equipment modernization, and new infrastructure needs that extend beyond the immediate six-year window. By establishing these long-range

priorities, the department positions itself to leverage future grant funding, intergovernmental partnerships, and developer contributions as opportunities emerge.

The following CIP summary highlights priority fire station, apparatus, equipment, and facility projects under consideration for the next six years (project details in Chapter 6). These investments focus on maintaining safe, effective, and resilient emergency services through facility maintenance and upgrades, expansion of capacity, and replacement of aging infrastructure.

7.3 Capital Investment Plan – 2027-2032

To maintain financial balance while ensuring necessary investments, the Fire Department follows a long-term capital planning strategy that includes:

- Project phasing to match available funding – Major projects are sequenced in alignment with anticipated revenue sources.
- Leveraging grants and state funding – Identifying opportunities to secure external funding for eligible projects.
- Strategic debt management – Evaluating the feasibility of bonds or levies for significant capital projects.
- Sustainability investments – Incorporating energy-efficient upgrades to reduce long-term operational costs.

Cost Estimate Methodology

Projected capital investment needs for Redmond Fire extend through 2050 and require a clear, evidence-based methodology for estimating costs. This section outlines the assumptions used to support long-range financial planning and the phased sequencing of facility and equipment needs. All cost estimates are stated in current-year (at time of plan publication) construction dollars, based on recent local public safety facility benchmarks, and do not include escalation for future inflation.

Cost estimates were developed using benchmarks from comparable public safety facility projects in cities like Bellevue, Kirkland, and Seattle. For new fire stations, Redmond assumes a standard configuration of four apparatus bays and capacity for up to 10 operational personnel, resulting in an estimated 20,000 square foot footprint.

Construction costs for new facilities were estimated using a range of $1,200 to $1,400 per square foot, with a median value of $1,300/SF applied for capital planning purposes. For example:

20,000 SF × $1,300/SF = $26 million in direct construction costs.

This reflects Redmond's expectations for seismic performance, energy efficiency, and essential service continuity standards.

Renovations and expansions were estimated at $850 to $1,100 per square foot, depending on the scope and building condition. For example, a 10,000 SF remodel at $950/SF results in a

project cost of $9.5 million. This range covers interior reconfiguration, mechanical system upgrades, ADA compliance, and structural/seismic improvements.

Together, these assumptions ensure transparency and consistency in the development of cost estimates. They provide a conservative but realistic foundation for the capital investment plan and allow for future refinements as projects move into the design and permitting phases.

See the full Capital Investments Sequencing for all phases in Appendix E.

TABLE 11: 2027-2032 CAPITAL INVESTMENT STRATEGY

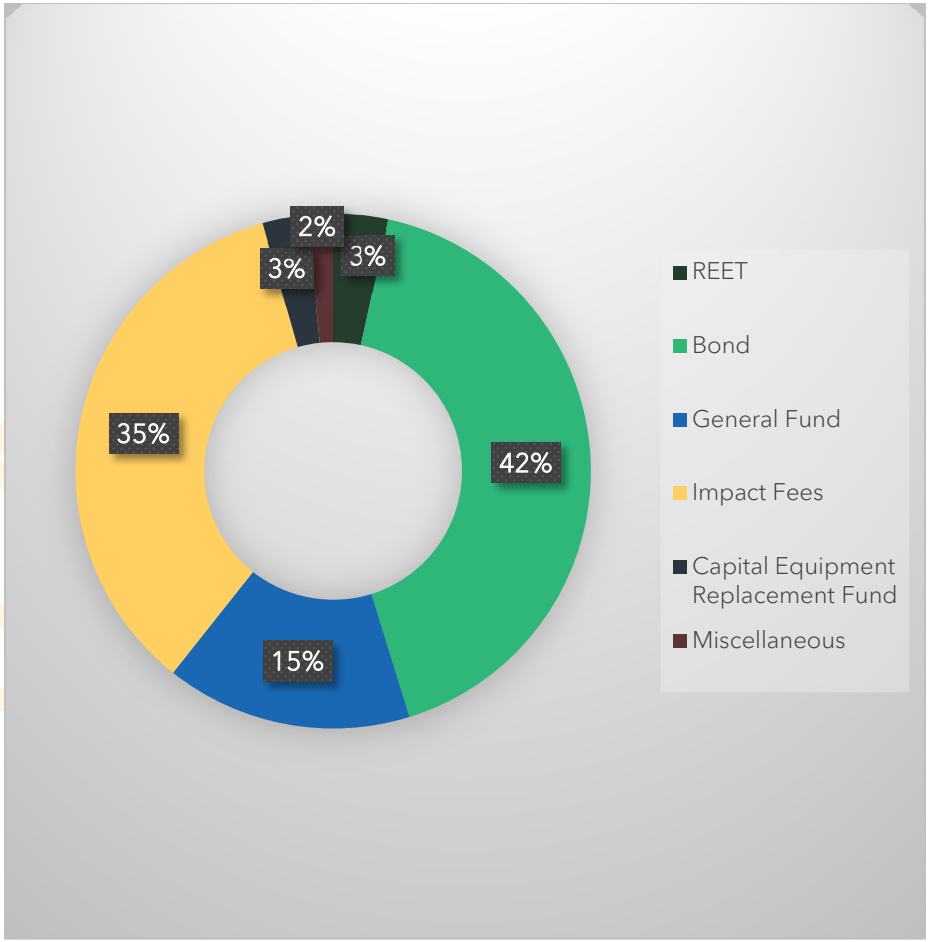
2027 - 2032 - Blueprint 2050 Capital Investment Strategy			Costs: 2027-2032	Funding Sources
Partial Remodel of FS11 for TDA Deployment and urgent building upgrades	8450 161st Ave NE (Downtown)	Immediate operational need; enables TDA deployment in 2028; links to new engine company at FS16	$1,600,000	REET, Impact Fees
Purchase/Order of Tractor Drawn Aerial (TDA)	Downtown	Address growth impacts due to development impacts (streets and verticality). Projected in-service 2028/2029	$1,405,000	General Fund, Impact Fees
SCBA Replacement	Citywide	Replacement of self-contained breathing apparatus equipment due to end of life	$736,000	General Fund
Logistics Warehouse Tenant Improvements	TBD	Tenant improvements to a 10,000-square-foot leased warehouse to support fire logistics operations, including storage for reserve apparatus, specialized equipment, and a small administrative workspace	$600,000	General Fund
New Engine Company at FS16 - Apparatus	SE Redmond	One-time cost for a new engine at FS 16 to provide suppression capabilities in the SE Redmond area	$1,200,000	General Fund, Impact Fees
Diesel Exhaust Upgrades	Citywide	Upgrade aging diesel exhaust systems in city fire stations	$500,000	General Fund
Generator Upgrades and Redundancy	Citywide	Required to maintain air quality and reliable backup power for essential facilities	$500,000	General Fund
Logistics/Apparatus Maintenance Building/Improvements	TBD		$5,000,000	General Fund, Impact Fees
Phase 2 Renovation/Rebuild of FS11	8450 161st Ave NE (Downtown)	Extensive remodel/renovation of FS/Admin on the current site	$15,000,000	General Fund, Impact Fees
		TOTAL	**$26,541,000**	

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	2027-2032						
	REET	Bond	General Fund	Impact Fees	Capital Equipment Replacement Fund	Miscellaneous	TOTAL
Fire Station 11 - Partial remodel for TDA deployment				$1,163,636		$436,364	$1,600,000
Fire Station Phase 2 - Renovation/rebuild	$913,283	$11,086,717		$3,000,000			$15,000,000
Logistics Warehouse Tenant Improvements			$600,000				$600,000
Logistics/apparatus maintenance/Improvements			$2,500,000	$2,500,000			$5,000,000
Fire Station 16 - New Fire Engine				$1,200,000			$1,200,000
Diesel Exhaust Upgrades			$500,000				$500,000
Generator Upgrades and Redundancy			$500,000				$500,000
Tractor Drawn Aerial (TDA)				$1,405,000			$1,405,000
SCBA Replacement					$736,000		$736,000
$913,283	**$11,086,717**	**$4,100,000**	**$9,268,636**	**$736,000**	**$436,364**	**$26,541,000**	

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Funding Sources	2027-2032
REET	$913,283
Bond	$11,086,717
General Fund	$4,100,000
Impact Fees	$9,268,636
Capital Equipment Replacement Fund	$736,000
Miscellaneous	$436,364
Total	$26,541,000



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7.4 Summary

Redmond's fire capital strategy is grounded in the understanding that financial planning is not separate from public safety planning – it is a core enabler of it. As the City continues to grow more complex and more vertical, fire infrastructure investments must be both timely and fiscally strategic to ensure a responsive, resilient emergency system.

- Phased investments are essential. Capital projects must be sequenced to align with both projected service needs and the timing of available revenues. This plan organizes projects across distinct phases to match growth patterns, readiness factors, and funding mechanisms, with an eye toward operational continuity and long-term sustainability.
- Impact fees remain a primary tool for growth-related investments. As authorized under the Growth Management Act, fire impact fees provide a dedicated, proportionate source of revenue to fund the facilities, vehicles, and equipment necessary to maintain Level of Service standards in response to new development. Strategic planning ensures these fees are used efficiently and in compliance with statutory requirements.
- Supplemental funding sources are critical for system-wide upgrades. Grants, capital levies, and general obligation bonds will continue to play a vital role in bridging the gap for large-scale projects, particularly those that address existing system deficiencies or deliver transformational upgrades. Each funding tool carries different legal, political, and timing considerations that must be coordinated across departments.
- Sustainable financial planning underpins system resilience. Redmond Fire's financial strategy is designed not just to fund today's priorities, but to anticipate future system renewal and avoid deferred maintenance cycles. This includes setting aside capital reserves, aligning investments with broader city financial policies, and maintaining flexibility for emerging needs, such as electrification, climate adaptation, and specialized response infrastructure.
- Land acquisition is a critical early investment. Even when the City is not yet ready to build, securing strategically located land for future fire stations is essential. In a rapidly urbanizing area, the availability and affordability of appropriate parcels may diminish over time, especially in high-density or redeveloping corridors. Acquiring land now preserves future options, avoids service gaps, and ensures the City can act when construction funding becomes available.
- Creative approaches and cross-sector partnerships will expand Redmond's options. As the landscape of public service delivery evolves, Redmond must remain open to new models for capital investment. This includes exploring public-private partnerships, land swaps, co-location within private developments, and integration with regional infrastructure projects. Creative thinking will be essential to maximize public value, especially in space-constrained or high-cost areas.

The total projected investment required to deliver these infrastructure priorities through 2050 is approximately $83 million, with an additional $70 million in long-term projects identified

beyond 2050. This includes $10.4 million in currently funded near-term projects (2025–2030) and $26.5 million for the next CIP (2027-2032). These projects cover facility renovations, apparatus procurement, system upgrades, and strategic station expansions. By providing a phased and realistic forecast of costs, this plan enables City leadership to align funding strategies with project readiness, growth pressures, and community expectations.

This fiscal framework directly supports the capital priorities outlined in the previous chapter and ensures the Fire Department remains fully equipped to meet its mission. By integrating financial planning with service planning and remaining open to innovation, the City can continue to deliver high-quality fire and EMS services that are equitable, scalable, and ready to meet the challenges of a growing and changing Redmond.

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08 Implementation and Monitoring

This Functional Plan is not just a document – it is a commitment. It establishes a strategic direction for Redmond Fire's capital investments and provides a framework to align infrastructure decisions with service outcomes, projected growth, and community resilience goals. Chapter 8 outlines how that commitment will be carried out.

Rather than prescribing rigid, year-by-year milestones, this plan adopts an adaptive implementation strategy, recognizing that capital planning must remain flexible in response to emerging risks, funding shifts, and community needs. This mirrors the approach used in other City functional plans, where infrastructure delivery is sequenced over broad time horizons and tied to system readiness, not fixed calendar targets.

As infrastructure ages, growth accelerates, and readiness standards rise, implementation must be nimble and principle-driven. Redmond Fire's strategy is anchored by four pillars:

- Phased Horizons, not fixed timelines – ensuring that investment sequencing remains responsive to service demand, not static budgeting assumptions.
- Cross-Department Ownership – integrating capital planning across Fire, Facilities, Finance, and Planning to reduce silos and improve system coordination.
- Strategic Levers for Action – embedding capital readiness into tools like impact fees, facility standards, and emergency preparedness frameworks.
- Light Monitoring and Learning – using an iterative, feedback-driven model that balances progress tracking with the flexibility to adjust course.

This chapter also addresses the realities of Redmond's capital governance process – including how projects are authorized and how Fire can participate more fully in shaping infrastructure outcomes. As a living plan, implementation is treated not as a checklist, but as a dynamic alignment between purpose, people, and systems.

The sections that follow define citywide roles, outline governance pathways, and establish accountability structures to guide implementation over time.

8.1 Roles and Responsibilities

Successful implementation of this Functional Plan depends on strong coordination across departments, grounded in shared accountability and aligned priorities. While the Fire Department serves as the steward of this plan, execution relies on sustained engagement from capital planning partners across the City's infrastructure and financial ecosystem.

Redmond's Capital Improvement Program (CIP) is managed by the Public Works Department, which oversees citywide capital delivery in alignment with adopted budgets and infrastructure strategies. Governance is provided through a two-tier committee structure:

- The Portfolio Management Committee (PMC), composed of program managers, reviews changes to scope, schedule, and budget, and makes recommendations on capital program adjustments.
- The Governance Committee (GC), composed of department directors and executive leadership, authorizes major changes and oversees strategic alignment across the capital portfolio.

Fire capital projects currently fall within the General Government CIP category alongside other civic infrastructure. Day-to-day project delivery is typically led by the Parks – Facilities Division, while project scoping and prioritization are shaped through cross-department coordination and ultimately approved via the City's capital governance process.

Key roles include:

- The Fire Department, which defines operational facility needs, ensures compliance with Level of Service standards and essential facility mandates, and tracks implementation progress.
- Parks – Facilities Division, which manages small projects, facility maintenance, and non-capital improvements for General Government facilities. The division also supports design and construction coordination in collaboration with other departments.
- The Finance Department, which oversees CIP fiscal planning, funding strategies, and performance tracking, including integration of impact fees, bonds, and other financial tools.
- The Planning Department, which ensures capital investments are aligned with land use, zoning, and Comprehensive Plan policies and support project eligibility for impact fee funding.
- Public Works, which manages the City's overall Capital Investment Program (CIP), delivers capital projects, and leads cross-departmental coordination through the Project Management Committee (PMC) and Governance Committee (GC) processes.
- The Mayor and City Council, who authorize CIP funding and provide policy-level guidance and oversight for infrastructure investments citywide.

To support implementation, capital stewardship is a core Redmond Fire leadership function. The Fire Chief and Deputy Chief of Support Services and Administration are responsible for advancing the plan's priorities, coordinating with city partners, and ensuring alignment with LOS targets and regulatory mandates. The Deputy Chief of Operations and other administrative staff may contribute to specific projects or funding initiatives as needed.

By embedding capital planning into executive decision-making and department budgeting, rather than assigning it to a separate working group, this structure ensures implementation remains strategic, accountable, and aligned with the Redmond Fire's operational mission.

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8.2 Phasing Strategy

While Chapters 6 and 7 outline specific timelines and funding assumptions for priority investments, those projections reflect the best available data at the time of this plan's development. They serve a critical purpose: enabling City Council, Finance, and CIP managers to plan for project scoping, sequencing, and budgeting in alignment with expected service needs and revenue forecasts.

However, experience shows that capital planning rarely follows a fixed timeline. Site readiness, permitting, construction market conditions, emergency needs, and co-location opportunities can all shift priorities. To navigate these uncertainties, this chapter introduces a second planning lens: an adaptive phasing strategy based on project readiness and urgency, not calendar years.

This flexible model organizes Redmond Fire's capital priorities into three horizons: Near-Term, Mid-Term, and Long-Term, mirroring the approach used in the City's other functional plans. It supports:

- A consistent framework for adjusting priorities as new data emerges
- Shared language for governance discussions and decision-making
- Ongoing alignment with Redmond's approach to "living plans" designed for practical use and adaptation

To be clear: the timelines in Chapters 6 and 7 remain the official roadmap for legislative planning, capital intake, and Council budgeting. This section does not replace that roadmap – it strengthens its resilience. Chapter 8 offers the strategic flexibility to stay on course when conditions change, without undermining the plan's overall integrity.

Near-Term (Years 1–6)

This horizon prioritizes projects already in motion or urgently needed to meet Level-of-Service (LOS) standards, health and safety compliance, or system-critical upgrades. These include essential systems like backup power, failing station infrastructure, and decontamination improvements, as well as early-phase growth-related projects identified as impact fee-eligible.

Triggers include:

- Project readiness or design feasibility
- Compliance deadlines (e.g., Clean Buildings Standard)
- Facilities with critical deficiencies
- Cost-sharing or joint-use opportunities

Mid-Term (Years 7–12)

Mid-Term projects support modernization, infill development, and system expansion. This includes new station siting, facility relocations, or phased renovations tied to anticipated population or vertical growth, especially in Overlake and Downtown. Cross-departmental coordination is essential in this horizon to ensure joint planning benefits are captured.

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Triggers include:

- Measurable LOS gaps tied to development patterns
- Interdepartmental facility alignment
- Grant availability or funding unlocks
- Outcome of feasibility studies

Long-Term (Years 13–20+)

This horizon includes generational investments such as full facility replacements or system expansion tied to regional trends and emerging risks. These projects typically require extensive planning, community engagement, and integration with major citywide initiatives like fleet electrification or climate resilience.

Triggers include:

- Nearing End-of-life infrastructure
- Alignment with Redmond 2050 initiatives
- Technology-driven changes in service delivery
- Shifts in community risk and hazard exposure

This dual-track model – structured but flexible – ensures the Fire Department's capital priorities remain feasible, fundable, and future-ready. It gives the City the tools to act decisively today while staying adaptable for tomorrow.

8.3 Accountability and Governance

The implementation of this Functional Plan will be guided by Redmond's established Capital Improvement Program (CIP) structure, which provides a transparent and accountable framework for delivering capital projects. Projects are organized into four program areas: Transportation, Utilities, Parks, and General Government. Fire facilities are currently managed within the General Government portfolio. However, the Fire Department does not currently hold a formal seat on either the Portfolio Management Committee (PMC) or the Governance Committee (GC), the two oversight bodies responsible for prioritizing, sequencing, and modifying CIP projects across the City.

Each CIP project includes a defined scope, schedule, and budget, and is assigned a delivery lead within Construction, Facilities, Finance, or Maintenance. Progress is tracked monthly via bar charts and program reports. Changes to scope, timing, or budget follow a tiered approval structure: minor changes are resolved administratively; moderate changes require PMC approval; and major changes escalate to the GC. This system ensures fiscal and procedural oversight but currently lacks structured operational input from departments responsible for the services those facilities are meant to support.

Why Fire Is Included

Redmond Fire occupies 8 of the City's 18 government facilities – a significant share of the City's built portfolio – excluding the new Maintenance and Operations Center. Unlike many

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other facilities, these structures are directly tied to service delivery outcomes and regulated performance standards. As demonstrated throughout this plan, the condition, location, and configuration of fire stations directly impact response times, operational readiness, and the City's ability to meet its Level of Service (LOS) commitments.

Fire infrastructure is shaped by a distinct set of planning and compliance requirements, including:

- The Growth Management Act, which links capital investments to long-term land use and population growth.
- The Clean Buildings Performance Standard, which triggers decarbonization requirements for several older fire stations.
- WAC 296-305, which establishes design and safety standards specific to firefighter health, turnout zoning, and decontamination.
- LOS expectations tied to emergency response performance and equity in service delivery.
- Essential facility requirements under the International Building Code (IBC), which mandate enhanced seismic resilience and redundant life-safety systems to ensure stations remain operational during and after disaster events.

These considerations go beyond conventional building use. Fire stations must be able to house 24/7 emergency personnel, operate independently during prolonged outages, and support highly specialized apparatus, training, and health standards.

Currently, decisions about facility upgrades, sequencing, and funding are made through the City's capital governance process, without direct representation from Fire leadership on the Project Management Committee (PMC) or Governance Committee (GC). This structure, while historically consistent with past practices, may limit the City's ability to fully account for the operational implications of capital decisions affecting emergency response.

Incorporating the Fire Department more formally into CIP governance would help ensure that capital planning processes are informed by real-time operational needs, risk mitigation priorities, and regulatory context. This integration would also support more proactive alignment between infrastructure investments and the service expectations residents rely on – particularly as Redmond continues to grow in complexity and scale.

Strategic Recommendation

To realign responsibility with authority and improve citywide capital outcomes, the Fire Department will participate in both the Portfolio Management Committee and the Governance Committee. Doing so would:

- Ensure public safety infrastructure is prioritized with an operational lens
- Prevent capital project changes from compromising Level-of-Service targets or essential facility mandates
- Enable cross-departmental coordination on hybrid projects (e.g., decarbonization, EV infrastructure, co-location opportunities)

- Provide early insight into tradeoffs and delivery challenges that impact Fire operations and response readiness

Rather than assigning this responsibility to a separate working group, the Fire Department will embed capital planning into its core leadership function, ensuring direct alignment with departmental strategy and executive decision-making, and establishing accountability within its department for participation.

At the same time, the Fire Department must continue to actively participate in the citywide capital ecosystem. This includes engaging early and earnestly with other departments such as Planning, Parks, Police, and the Executive as they develop their functional plans (as outlined in Chapter 2), and recognizing the role of fire infrastructure in advancing shared city priorities such as resilience, growth management, sustainability, and equity. To be effective partners in the capital process, Fire Department leadership must move beyond a siloed operational mindset and embrace their role as strategic contributors to Redmond's broader civic vision.

As Redmond's growth accelerates and climate, equity, and resilience pressures continue to shape capital priorities, the governance model must evolve. Including Fire as a standing voice in capital decision-making is not just an operational necessity – it is a matter of strategic coherence and civic responsibility.

8.4 Funding Plan Alignment

The Fire Functional Plan aligns with the City of Redmond's biennial budget cycle and long-range Capital Investment Strategy by providing a clear foundation for forecasting, prioritizing, and packaging fire-related capital projects. Chapters 6 and 7 identify the preferred sequence and funding approach for key investments; this section clarifies how those recommendations connect to citywide fiscal governance.

Fire facility projects fall primarily within the General Government program area of the CIP. This positions them alongside other city infrastructure needs competing for limited discretionary revenues. As a result, successful implementation depends not only on project merit but also on timing, alignment with external grants or state/federal funding cycles, and internal advocacy.

To advance fire priorities effectively, this plan incorporates three core fiscal strategies:

1. Targeted Use of Impact Fees for Growth-Related Investments

As outlined in Chapter 7, Redmond's fire impact fees provide a proportional, dedicated revenue stream to fund capital investments needed to support new development. This plan ensures that eligible projects, such as new station construction or growth-triggered apparatus procurement, are scoped to meet legal thresholds for impact fee use. Projects were carefully evaluated to avoid overreach and to preserve fee defensibility in the event of audit or challenge.

2. Leveraging Supplemental Revenues for Readiness Improvements

Not all critical infrastructure qualifies for impact fee support. Therefore, this plan identifies parallel funding strategies to address readiness-related upgrades, such as SCBA systems, alerting networks, and backup power. These projects may be supported through internal transfers (e.g., EMS revenues, telecom leases), external grants (e.g., FEMA AFG), or integrated into broader citywide initiatives such as fleet electrification or Clean Building compliance. Chapter 5 through Chapter 7 identify these dependencies and opportunities in detail.

3. Realistic Acknowledgment of Unfunded Mandates

Despite efforts to align capital needs with available revenue streams, several system-wide upgrades and facility replacements remain unfunded or underfunded. Without intervention, these gaps will compound, increasing lifecycle costs, reducing operational flexibility, and undermining the City's ability to meet adopted Level-of-Service (LOS) standards. This plan surfaces those risks directly and offers phasing recommendations and project rationales to support future Council deliberations and funding requests.

As Redmond's capital governance continues to evolve, this plan positions the Fire Department to actively contribute to the City's fiscal strategy, not just as a service provider, but as a steward of essential infrastructure. The combination of impact fee alignment, alternative revenue utilization, and clear documentation of remaining gaps ensures that funding discussions are grounded in strategic need, not just project age or visibility.

8.5 Ongoing Monitoring and Evaluation

Implementation of this plan requires more than annual reporting. It requires continuous situational awareness, cross-departmental coordination, and principled adaptability. Rather than establishing a rigid dashboard or new performance bureaucracy, the Fire Department will embed monitoring responsibilities into its existing leadership structure, guided by three key principles:

1. Integrated Oversight, Not Parallel Tracking

The Fire Chief and Deputy Chief of Support Services will provide internal oversight of implementation progress by using the same tools and processes already employed by the City's CIP team, Facilities, and Finance. This includes participation in business case development, alignment with General Government reporting expectations, and collaboration on milestone tracking. Progress will be monitored against the horizon-based phasing outlined earlier in this chapter, not a strict annual schedule, to maintain flexibility while ensuring forward momentum.

2. Milestone-Based Evaluation Anchored in Service Outcomes

Evaluation will focus on project delivery milestones (e.g., scoping complete, design initiated, construction underway) in relationship to their role in sustaining Level-of-Service standards,

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improving readiness, or meeting regulatory requirements. This outcome-focused lens ensures that monitoring stays tied to mission-critical results, not just procedural completion.

3. Feedback Loop with Citywide Planning Efforts

To remain relevant over time, this plan must evolve alongside other city strategies. Fire Department leadership will actively monitor and engage with cross-departmental planning initiatives, including those related to growth management, fleet transitions, energy efficiency, and climate resilience. Implementation lessons, emerging needs, or shifting priorities will be documented and shared with Planning, Facilities, and Finance to inform updates to this plan and future capital programming.

The Fire Department Functional Plan will be reviewed and updated at least every six years in coordination with the Capital Facilities Plan update, and no more than every ten years in alignment with the Comprehensive Plan's periodic review under RCW 36.70A.130, or sooner if required.

The Fire Functional Plan is a living document. Monitoring its implementation is not about checking boxes. It's about keeping pace with a changing city and ensuring that fire and life safety infrastructure grows in step with Redmond's vision, values, and risk profile. The Fire Department is committed to continuous engagement, strategic stewardship, and full participation in the City's long-range investment process.

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Appendices

Appendix A – Optimal Fire Station Coverage Analysis

Fire stations serve as critical lifelines during emergencies, making their location pivotal to effective response times and community safety. As cities grow and evolve, the placement of fire stations must be reassessed to meet changing demographics, urban landscapes, and risk profiles. This section provides an analysis of factors influencing the relocation or establishment of fire stations and outlines strategic reasons behind each recommendation.

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1. Key Factors in Station Location Analysis

Population Density

Areas with higher population densities typically require quicker emergency response times due to the greater likelihood of incidents – like fires, hazardous material releases and water pipe breaks – impacting a larger number of people. Relocating fire stations closer to densely populated neighborhoods ensures that emergency teams can reach affected individuals swiftly, especially in areas above three stories, reducing potential fatalities and property damage.

Urban Expansion

The City of Redmond has been identified by King County as one of 11 designated urban growth areas (UGA), meaning that future urban growth must be concentrated only in designated growth areas. This has resulted in a proliferation of mid- and high-rise structures, mainly in the Downtown, Marymoor and Overlake areas. Relocating fire stations to better serve currently developed and future-developed areas is sometimes necessary and ensures coverage in places that previously lacked adequate emergency infrastructure, balancing accessibility across the urban landscape.

Response Time Optimization

The National Fire Protection Association (NFPA) standards recommend a travel time of four to six minutes for urban areas, which allows additional time for firefighters to access upper floors or complex occupancies. Strategic placement of fire stations in locations that minimize travel distances – from clusters of residential homes to key traffic arteries – enhances compliance with these critical benchmarks.

Risk Assessment

Certain areas are inherently more prone to specific emergencies. For instance, industrial zones may face higher fire risks due to hazardous materials.

Accessibility and Transportation Networks

Fire stations must be easily accessible to main roads and highways to facilitate efficient movement during emergencies. Placing stations near well-maintained transportation networks minimizes delays caused by traffic congestion or infrastructure bottlenecks.

Community Equity

Underserved communities often face disproportionate risks due to inadequate emergency services. Relocating or establishing fire stations in areas that have historically lacked coverage promotes equity and ensures all residents benefit from rapid response capabilities.

2. Strategic Recommendations for Relocation

Locating Fire Stations in High-Density Urban and Industrial Areas

Urban centers with high-rise buildings and concentrated populations pose unique challenges during emergencies. Fire stations should be positioned to allow for four minutes or less of travel time to such areas, ensuring firefighters have sufficient time to access upper floors of such buildings and address incidents involving large numbers of people and complex structures effectively. This travel time standard is recommended for fire stations 11, 12 and 16.

Locating Fire Stations in Suburban Growth Areas

Suburban growth areas primarily service single-family homes and structures less than three stories. This travel time standard is recommended for Fire Station 17. Areas serviced by fire stations 13, 14, and 18 have response time standards stipulated by contract with King County Fire District 34 and are not part of this analysis.

Improving Accessibility in Traffic-Prone Areas

Traffic congestion can dramatically increase response times, undermining the effectiveness of fire services. Relocating fire stations to areas with easy access to highways and major roads minimizes delays, particularly during peak traffic hours.

Expanding Coverage in Underserved Communities

Relocating fire stations to low-income or historically underserved areas ensures equitable access to emergency services. This move also fosters community trust and reduces disparities in safety and health outcomes.

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3. Technological Tools Used in this Analysis

Geospatial Mapping

Using Geographic Information Systems (GIS) and five years of response data, we analyzed over 50,000 calls for service by location, incident type, and response time. Every structure in Redmond was plotted and given a risk score: 1 point for single-family homes and 5 points for every multi-family, commercial, industrial, or middle-housing structure. The reasoning is that a fire in a single-family structure might adversely impact one to four occupants but would have little impact on the community at large. However, a fire in a multi-family occupancy structure might impact hundreds of people, adjacent businesses, and aggregate fire loss costs, which could adversely impact fire insurance premiums for the entire city. Therefore, more weight is given to multi-family, commercial, industrial, or middle-housing structures versus single-family structures.

Each fire station currently covers a zone that is based on historical coverage capability. Each zone was analyzed for two factors using the risk score: a maximum score that reflects the combined value of all the structures in each particular zone, and a coverage capability score that reflects how many structures (points) that station was able to cover within four minutes based on past performance. For example, Fire Station 11 is currently designated to cover a total area score worth 10,935 points, but has historically only been able to cover 8,675 points. Therefore, we would give Station 11 a coverage capability score of 79%.

Predictive Analytics

Using the coverage capability score methodology, we can then use GIS data to theoretically move fire stations and use simulation tools to analyze changes in coverage scores. The goal is to provide the highest coverage score for the least number of fire stations, even if the stations need to be moved. Based on the growth predicted within the Redmond 2050 plan, we know that the current configuration will diminish slightly over time due to any development in areas not adequately covered by the current configuration of fire stations. However, the proposed configuration should be less impacted by future growth, making the recommendations stronger over time.

The analysis resulted in the recommendation to move fire stations 11 and 12, and add a new fire station (Station 19).

TABLE 1 – COVERAGE SCORES – CURRENT AND PROPOSED CONFIGURATION

Current	Station 11 (4 min.)	Station 12 (4 min.)	Station 16 (4 min.)	Station 17 (6 min.)	Total for City
Max Coverage	10,935	8,733	4,374	5,849	29,864
Current Configuration	8,675	3,855	2,915	4,310	19,755
Percent Covered	79.3%	44.1%	67.1%	73.7%	66.2%

Proposed	Station 11 (4 min.)	Station 12 (4 min.)	Station 16 (4 min.)	Station 17 (6 min.)	Total for City
Max Coverage	10,935	8,733	4,374	5,849	29,864
New Configuration	10,143	4,447	2,915	4,310	21,815
Percent Covered	92.8%	50.9%	67.1%	73.7%	73.0%

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FIGURE 1 – CURRENT 4-MINUTE COVERAGE CONFIGURATION MAP

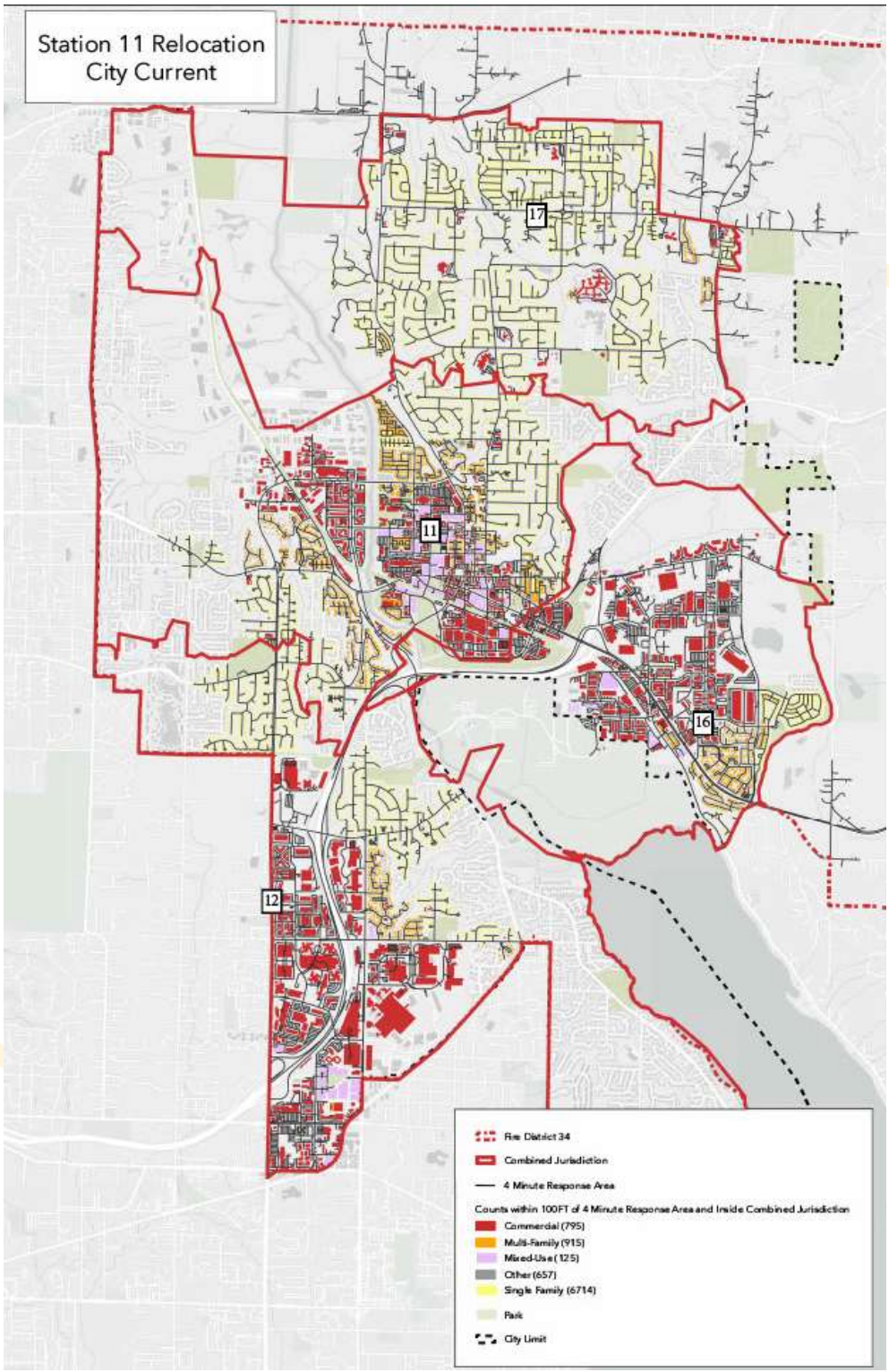
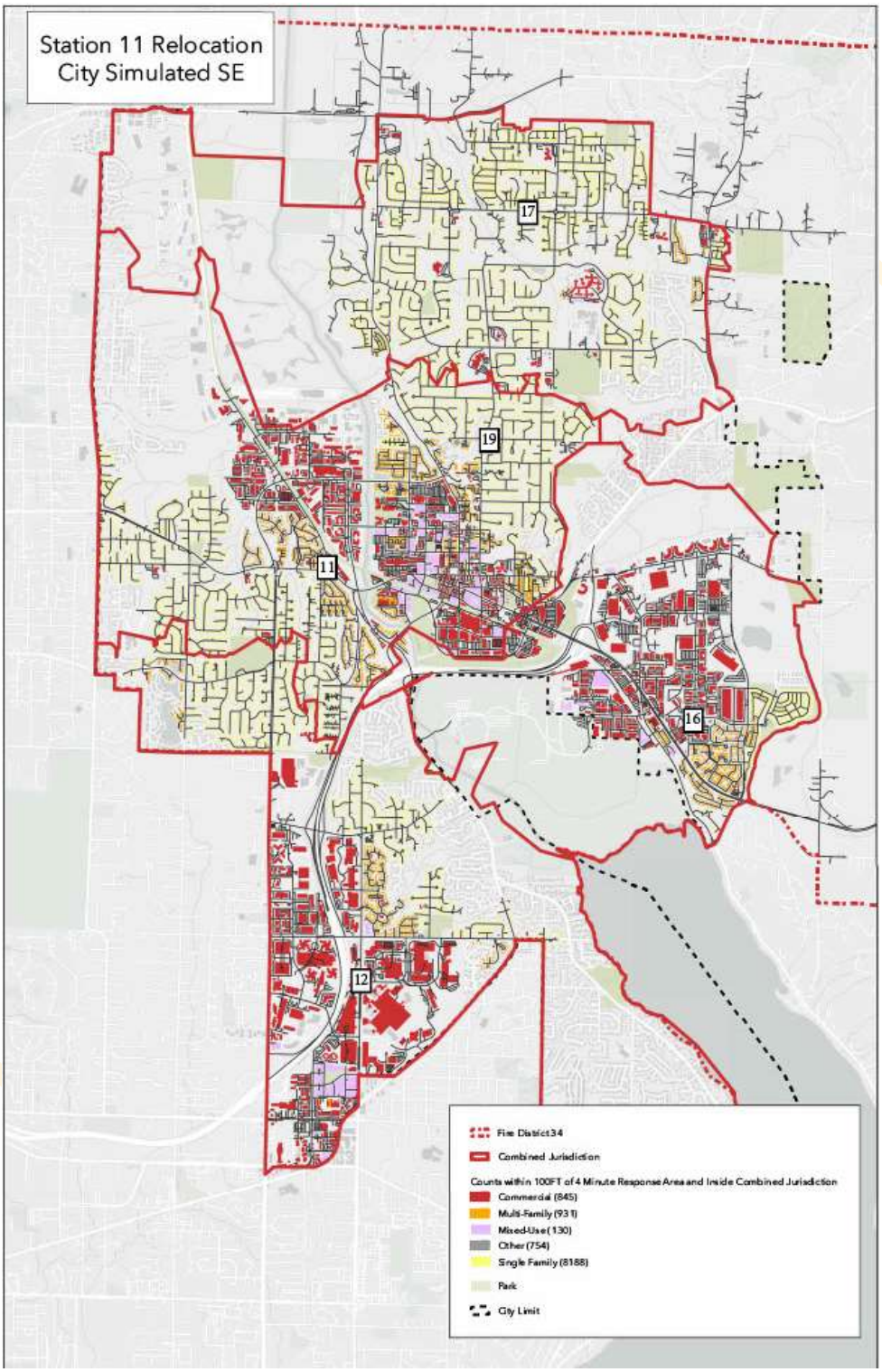


FIGURE 2: PROPOSED 4-MINUTE COVERAGE CONFIGURATION MAP



Assumptions and Limitations:

This analysis relies on additional factors related to response time performance and incident outcomes that are outlined in the 2022-2027 Redmond Fire Department - Standards of Cover document, but not included in this report. Such factors include patient contact intervals, unit reliability, unit hour utilization, and fire station design to accommodate growth. This analysis also relies on approximate locations for proposed fire stations. Availability of land plays a significant role in the validity and applicability of this analysis. The analysis also assumes that high-density development will follow that which is outlined in the Redmond 2050 plan. Finally, this analysis assumes the proper response vehicle and staffing configuration will be assigned to each station (i.e., Station 16 currently does not have a fire engine assigned to the station, so this analysis would not be valid for fire incidents but would be for EMS incidents).

4. Challenges in Relocating Fire Stations

Community Resistance

Relocating fire stations will certainly face opposition from communities that fear reduced coverage or different impacts to their anecdotal service level experience. Communities adjacent to where a new fire station will be placed might also pose some opposition with anecdotal concerns over additional noise and lighting impacts to the neighborhood. Transparent communication, comprehensive data analysis, and community engagement are essential to mitigate resistance and foster support for relocation plans.

Financial Constraints

Relocating fire stations involves navigating zoning regulations, infrastructure limitations, and governmental approvals. These challenges require careful planning and collaboration with various stakeholders. Building new stations or retrofitting existing ones requires significant financial investment and planning; however, securing the optimal parcel of land is the key constraint for any facility relocation plan.

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Appendix B – Fire Station Effectiveness Grading System

The Fire Station Effectiveness Grading System (FSEGS) was developed specifically for Redmond as a novel approach to fire facility evaluation. While each individual criterion in the system is grounded in national codes, regulatory mandates, and published best practices, the integrated scoring and weighting framework is original. It was designed by the City in partnership with our external consultant, who brings extensive fire service consulting experience and has been serving as interim Deputy Fire Chief since 2022. The intent was to move beyond fragmented compliance checks and develop a systems thinking model that reflects the interdependence of safety, resilience, and operational readiness in modern fire service facilities. This appendix explains how that framework works.

Fire stations are complex facilities that must serve as operational command posts, 24-hour workplaces, residential spaces, and critical infrastructure hubs during emergencies. Traditionally, fire station assessments have relied on fragmented evaluations – facility condition reports, seismic studies, compliance audits, or deployment models – each addressing one facet of performance but failing to offer a unified picture. This siloed approach makes it difficult for leaders, planners, and policymakers to clearly understand how well a station functions, where the risks lie, and what improvements should be prioritized. The ultimate goal is to provide the least number of fire stations necessary to effectively cover the communities' desired level of service, while ensuring each facility is functionally safe, efficient and welcoming to the community and the firefighters that rely on it.

The Fire Station Effectiveness Grading System (FSEGS) was developed to solve this problem by integrating diverse evaluation criteria into a single, transparent scoring framework. It provides a comprehensive view of station performance – connecting structural readiness, operational capability, workforce health, and regulatory compliance in one place. Just as importantly, the system assigns weighted scores that reflect the risk associated with each deficiency, enabling the City to prioritize investments based on both urgency and impact.

Scoring Methodology and Criteria Summary

The FSEGS uses a point-based system across multiple performance domains, clustered under three tiers: High-Risk/Life Safety-Critical, Medium-Risk/Regulatory Compliance, and Low-Risk/Operational Quality of Life. Each criterion is scored with both positive and negative values depending on how well the facility meets defined standards or exposes the organization to operational, legal, or reputational risk.

1. High-Risk, Life Safety–Critical Criteria

These components directly impact the safety of firefighters or the public's ability to receive emergency service. Because failures in these areas pose immediate, high-consequence risks, they are assigned higher weights and allow for negative scoring.

Criteria:

- Seismic performance - FEMA P-58 and ASCE 41-23, which outline seismic performance tiers for essential buildings – including the "Operational" performance level required for full post-event functionality and International Building Code (IBC) §1604.5, which classifies fire stations as Risk Category IV, requiring enhanced seismic design to ensure life safety and continuity of service.

TABLE 2 – SEISMIC PERFORMANCE SCORING

Performance Tier	Definition	Score
Life Safety	Building won't collapse, but may be unusable	-10
Immediate Occupancy	Safe to re-enter, limited systems functionality	+5
Operational	Fully functional post-event, with systems active	+10

- Backup power - Per NFPA 110, essential facilities must have backup systems that can support critical operations – such as lighting, HVAC, bay doors, communications, and apparatus/equipment charging – for extended durations during utility outages.

TABLE 3 – BACKUP POWER SCORING

Performance Tier	Definition	Score
No Back Up	Lack of any backup power source	-10
Minimal	Backup power less than 200kW	0
Sufficient	Backup power more than 200kW	+10

- Turnout Time – Turnout time begins when a unit is dispatched and ends when the wheels start moving. This criterion evaluates travel path distance from living quarters to first due emergency response units, including penalties for doors that must be opened (beyond two).

TABLE 4 – TURNOUT TIME SCORING

Performance Tier	Definition	Score
Poor	More than 150 ft	-10
Poor	More than 125 ft	-5
Moderate	More than 100 ft	0
Fair	Less than 100 ft	+1
Good	Less than 80 ft	+5
Optimal	Less than 60 ft	+10
*Minus 3 points for each door past 2 in the travel path		

- Airborne Contamination Control – Particulate, bacterial, viral, and other carcinogenic materials are common hazards associated with fire apparatus, equipment, and personal protective gear. Limiting exposure, especially in living quarters, is a critical design consideration in any modern fire station. This includes an evaluation of diesel exhaust extraction systems (enforced by LandI), ventilation of PPE storage rooms, and decontamination areas.

TABLE 5 – AIRBORNE CONTAMINATION CONTROL SCORING

Performance Tier	Definition	Score
Poor	No Exhaust or PPE storage	-10
Poor	Absence of one system	-5
Moderate	Exhaust system and PPE storage area	0
Good	Exhaust system and PPE storage area with sufficient ventilation	+10

- Decontamination Area – Particulate, bacterial, viral, and other carcinogenic materials are common hazards associated with fire apparatus, equipment, and personal protective gear. Unlike the airborne contamination control criteria described above, this section evaluates the physical space and equipment required to decontaminate apparatus, gear, and equipment – ensuring they do not pose a hazard to firefighters or the public when redeployed outside the fire station (enforced by LandI). An optimal decontamination area includes features such as a separate shower, eye wash station, sink, and drying area. Surfaces and materials are designed for easy cleaning and decontamination (e.g., stainless steel and glass), and appropriate soaps and neutralizing agents are readily available.

TABLE 6 – DECONTAMINATION AREA SCORING

Performance Tier	Definition	Score
Poor	No designated Decontamination area	-10
Moderate	Decontamination area is designated but not adequately designed or supplied	-5
Good	Decontamination area is designated and has sufficient space and supplies	+10

- Air Monitoring Systems – In accordance with the Washington State Building Code, RCW 19.27.530, and local amendments to the International Fire Code, essential facilities such as fire stations are required to install air monitoring systems – specifically

smoke alarms and carbon monoxide (CO) detectors. While the regulations for each device differ, in general:

- Smoke alarms (SA) must be installed in each occupiable living space, including sleeping quarters, offices, fitness rooms, and similar areas.
- Carbon monoxide detectors (COD) are required on each floor, positioned outside of any sleeping areas and adjacent to rooms or spaces containing fuel-burning appliances or other CO-producing equipment.

TABLE 7 – AIR MONITORING SYSTEMS SCORING

Performance Tier	Definition	Score
Poor	Lack of any SA or COD	-10
Minimal	SA and COD are present, but not in sufficient quantity (meets the code but not the level of risk due to size of station)	0
Good	SA and COD are present and appropriately placed	+10

- Fire Protection Systems - Per Washington State Building Code, RCW 19.27.530, Redmond Municipal Code (RMC) 15.06.016, and Redmond Fire Department Standard 5.3.1, fire stations must have fire sprinkler systems. This requirement is enforced by Landl.

TABLE 8 – FIRE PROTECTION SYSTEMS SCORING

Performance Tier	Definition	Score
Poor	Lack of a sprinkler system	-10
Minimal	Sprinkler systems compliant with Building/Fire code at the time of construction	0
Good	Sprinkler system meets current Building/Fire code	+10

2. Medium-Risk, Legal or Regulatory Compliance Criteria

These elements may not cause immediate harm but expose the City to legal action, civil liability, or regulatory penalties. These carry a **moderate weight** and may also include **negative scores** for non-compliance.

- ADA Accessibility - Accessibility is both a legal requirement and an operational necessity under the Americans with Disabilities Act of 1990 (ADA). During disasters or staff surges, facilities may be accessed by a wider range of personnel, including reserve responders, city volunteers, or mutual aid partners. During normal operations, access must be provided for employees and visitors. Inaccessible stations introduce operational friction and potential liability. This criterion was evaluated using the ADA Title II Transition Plan, as commissioned by the City of Redmond in 2021.

TABLE 9 – ADA ACCESSIBILITY SCORING

Performance Tier	Definition	Score
Poor	Has Priority 1 Needs	-10
Poor	Has Priority 2 Needs	-5
Moderate	Has Priority 3 or 4 Needs	0
Fair	Has Only Priority 5 Needs	+5
Good	Has No Priority Needs	+10

- Industrial Safety – Washington State Labor and Industries (LandI) regulates facility safety for fire stations. Key facility standards, not already covered in other sections, include emergency lighting, sanitation and hygiene, apparatus bay safety and configuration, and training and safety programs (hazard communication, accident prevention, safety committee, record keeping, etc.). This criterion was evaluated using the Safety, Health, and Environmental Services, LLC report, as commissioned by the City of Redmond in July 2024.

TABLE 10 – INDUSTRIAL SAFETY SCORING

Performance Tier	Definition	Score
Poor	Facility has multiple high-risk deficiencies	-10
Poor	Facility has at least (1) high-risk deficiency	-5
Moderate	Facility has only minor deficiencies	0
Fair	Facility has (3) or fewer minor deficiencies	+5
Good	Facility has no deficiencies	+10

- Facility Security – Fire stations provide occasional healthcare and social services, often to emotionally escalated individuals. As such, Washington State Labor and Industries (LandI) would likely consider violence prevention measures to be part of the agency's responsibilities under RCW 49.17 and WAC 296-800 – General Duty Clause. This criterion evaluates the following items:
  - Controlled access systems (locks, keypads, secured lobbies, parking areas)
  - Emergency notification systems (panic buttons, radios, phones)
  - Lighting and camera systems in public-facing areas
  - Window and door hardening
  - Training and protocols

TABLE 11 – FACILITY SECURITY SCORING

Performance Tier	Definition	Score
Poor	Facility does not meet the LandI General Duty Clause	-10
Moderate	Facility meets LandI General Duty Clause	0
Fair	Facility meets LandI General Duty Clause	+5

	and some requirements for Healthcare/Social Services setting	
Good	Facility meets all LandI standards	+10

- Gender Appropriate Facilities – Firefighters operate on 24-hour shifts. Bedrooms, restrooms, dressing rooms, and locker areas must be appropriate for a mixed-gender workforce. This criterion evaluates the following items:
  - Private bedroom, restroom, shower, dressing rooms, and locker facilities

TABLE 12 – GENDER APPROPRIATE FACILITIES SCORING

Performance Tier	Definition	Score
Poor	Facility lacks appropriate facilities	-10
Moderate	Facility has appropriate facilities and can accommodate 25% female staffing	-5
Fair	Facility has appropriate facilities and can accommodate 50% female staffing	0
Good	Facility has appropriate facilities and can accommodate 100% female staffing	+10

- Clean Building Standard – Under Washington's Clean Buildings Act, public facilities over 50,000 square feet are covered under Tier 1 mandates for Energy Use Intensity target (EUIt), while smaller buildings are encouraged to meet Tier 2 targets as these standards become more stringent over time.

TABLE 13 – CLEAN BUILDING STANDARD SCORING

Performance Tier	Definition	Score
Poor	Facility mandated but non-compliant	-10
Moderate	Facility non-mandated and non-compliant	0
Fair	Facility is non-mandated but compliant	+5
Good	Facility is mandated and compliant	+10

3. Low-Risk, Operational Quality-of-Life Criteria

These factors improve functionality or firefighter wellness but are not essential to safe or legal operation. They carry the lowest weight and have only positive scores, recognizing their value without penalizing their absence.
Examples include:

- Apparatus Bay Configuration – Vehicle access and egress are important for response time performance as well as safety and efficiency in accessing the bays to return the unit to a ready status for the next deployment. Ideal station design allows for a

sufficient number of bays for rapid deployment of all frontline units, as well as pull-through bays to avoid safety issues caused by repetitive backing maneuvers.

TABLE 14 – APPARATUS BAY CONFIGURATION SCORING

Performance Tier	Definition	Score
Poor	(1) or no pull-through bays	0
Moderate	(2) pull-through bays	+2
Fair	(3) pull-through bays	+5
Good	(4) pull-through bays	+10

- Bedrooms to Accommodate Staffing – Efficient and effective deployment requires flexibility in assigning vehicles and staffing in the right configuration. This requires fire stations to have the appropriate number of bedrooms in its design.

TABLE 1 – STAFFING ACCOMADATIONS SCORING

Performance Tier	Definition	Score
Poor	Facility accommodates (5) or less	0
Moderate	Facility can accommodate (6)	+2
Moderate	Facility can accommodate (7)	+4
Fair	Facility can accommodate (8)	+6
Good	Facility can accommodate (9)	+8
Good	Facility can accommodate (10+)	+10

- Kitchen/Dining Facilities – Efficient and effective deployment requires flexibility in assigning vehicles and staffing in the right configuration. This requires fire stations to have the appropriate facilities to allow all assigned staff to cook and eat together, including chairs, tables, dishes, a dishwasher, ice, etc. Each shift has access to an assigned refrigerator and food locker space.

TABLE 16 – KITCHEN/DINING FACILITIES SCORING

Performance Tier	Definition	Score
Poor	Facility accommodates (5) or less	0
Moderate	Facility can accommodate (6)	+2
Moderate	Facility can accommodate (7)	+4
Fair	Facility can accommodate (8)	+6
Good	Facility can accommodate (9)	+8
Good	Facility can accommodate (10+)	+10

- Training and Meeting Space – Efficient and effective deployment requires flexibility in assigning vehicles and staffing in the right configuration. This requires fire stations to have the space available to meet training requirements and administrative needs.

TABLE 17 – TRAINING AND MEETING SPACE SCORING

Performance Tier	Definition	Score
Poor	Facility accommodates (5) or less	0
Moderate	Facility can accommodate (6)	+2
Moderate	Facility can accommodate (7)	+4
Fair	Facility can accommodate (8)	+6
Good	Facility can accommodate (9)	+8
Good	Facility can accommodate (10+)	+10

- Parking Space for Employees and Visitors – Efficient and effective deployment requires flexibility in assigning vehicles and staffing in the right configuration. This requires fire stations to have the space available for employees and visitors to park their vehicles. Ideal design includes parking for each employee coming on and off duty (total employees assigned to a shift x's 2), parking for 4 visitors, including ADA accessible spaces.

TABLE 18 – PARKING SCORING

Performance Tier	Definition	Score
Poor	Facility accommodates (13) or less	0
Moderate	Facility can accommodate (14)	+2
Moderate	Facility can accommodate (16)	+4
Fair	Facility can accommodate (20)	+6
Good	Facility can accommodate (22)	+8
Good	Facility can accommodate (24+)	+10

- Space for Exercise and Fitness – Efficient and effective deployment requires flexibility of assigning vehicles and staffing in the right configuration. This requires fire stations to have the space available to meet fitness requirements of employees.

TABLE 19 – FITNESS FACILITIES SCORING

Performance Tier	Definition	Score
Poor	Facility accommodates (5) or less	0
Moderate	Facility can accommodate (6)	+2
Moderate	Facility can accommodate (7)	+4
Fair	Facility can accommodate (8)	+6
Good	Facility can accommodate (9)	+8
Good	Facility can accommodate (10+)	+10

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4. Low-Risk, Environmental Sustainability

- EV Charging Infrastructure – As Redmond transitions toward electric apparatus in support of citywide climate goals, electrification is an important part of the overall strategy. The capacity to charge multiple vehicles rapidly will need to be incorporated into the design of fire stations. Providing EV charging infrastructure for employee and visitor use is less critical but also an important component for station design. The best design would allow for (4+) Level 3 chargers for emergency response units, and (4+) Level 2 chargers for employees and visitors.

TABLE 20 – EV CHARGING INFRASTRUCTURE SCORING

Performance Tier	Definition	Score
Poor	Facility has no chargers	0
Moderate	Facility has (1+) L3 chargers	+2
Moderate	Facility has (2) L3 chargers	+4
Fair	Facility has (2+) L3 and (2+) L2 chargers	+6
Good	Facility has (3+) L3 and (3+) L2 chargers	+8
Good	Facility has (4+) L3 and (4+) L2 chargers	+10

- Fire Station Design Meets LEED Gold or Higher
Under Redmond's Climate Emergency Declaration and the adopted City of Redmond Operations Zero Carbon Strategy, all new city facilities are expected to achieve LEED Gold or higher. This standard is a critical part of Redmond's goal to reach carbon neutrality in municipal operations by 2030, and it reflects the City's leadership in climate-smart capital investment. While older stations may not be eligible for certification, renovations and major retrofits should be designed to meet or exceed LEED Gold criteria whenever feasible.

TABLE 21 – FIRE STATION DESIGN SCORING

Performance Tier	Definition	Score
Poor	Facility does not meet LEED Gold	0
Good	Facility meets LEED Gold	+10

- Onsite Renewable Energy (Solar or Alternative Energy Systems)
To support the City's transition to 100% renewable electricity and a 30% reduction in municipal energy use, fire stations should incorporate onsite generation whenever feasible. Solar photovoltaic (PV) systems, battery storage, and other renewable technologies reduce long-term operating costs, support continuity of operations during outages, and directly advance Redmond's carbon neutrality by 2030 target. This criterion evaluates the presence and capacity of such systems, giving greater credit to facilities that can meaningfully offset peak demand or support grid independence during emergencies.

TABLE 22 – ONSITE RENEWABLE ENERGY SCORING

Performance Tier	Definition	Score
Poor	Facility has no renewable energy systems	0
Moderate	Small-scale solar (offsets <10% of load)	+2
Fair	Solar system offsets 10–25% of annual load	+4
Good	Solar system offsets 25–50% of annual load	+6
Very Good	Solar system offsets >50% of annual load or includes storage	+8
Exceptional	Facility is net-zero energy ready or exceeds 75% offset	+10

5. Fire Station Facility Condition Assessment

The Citywide Facility Condition Assessment (MENG 2024) provided a structural and system-level evaluation of fire stations, using the Facility Condition Index (FCI) and capital forecasting to determine baseline building integrity.

This criterion carries very high weight and has only positive scores, recognizing that a functional facility maintenance, repair, and replacement program will ensure fire stations remain in operational condition the longest. Deferred maintenance, repair, and replacement relegates the agency to more frequent and longer duration "out of service" time, as well as adverse impacts on the budget.

6. Fire Station Location/Coverage (covered in Appendix A)

Fire station location is the most important aspect of this analysis since the best fire station in the wrong location will not be able to carry out its core function, which is to provide rapid response to incidents. Therefore, this criterion carries the highest weight and has only positive scores, recognizing that the best fire station locations equal better service for a broader area, and a poorly located fire station means a more restricted service area and possibly the need to place additional fire stations to fill the service gap.

Fire Station 11 Effectiveness Scorecard

Score	
	Fire Station Location/Coverage
	0 to 200 points
161	Covers urban areas within four minutes of travel time, or suburban/rural areas within eight minutes of travel time
	Fire Station Functionality
	-10 to +10
-3	Turnout Time - Path of Travel Configuration

0	Airborne Contaminate Control (exhaust systems, PPE storage areas, etc.)
8	Decontamination Area and Contamination Reduction Corridor
10	Smoke and CO Alarm Coverage
0	Fire Sprinkler System
-10	Seismic Protection
-5	Gender Appropriate Restroom, Shower and Locker Facilities
0	Back Up Power
5	Station Security
0	ADA Compliant
0	OSHA/LandI Compliant
-10	Clean Building Performance Standard (required for Station 11)

Fire Station Accommodations

0 to +10

8	Apparatus Bays for Engine, Truck, Aid Car, and Command Officer + Reserves
10	Bedroom, Bathroom, and Locker facilities
10	Kitchen
8	Training/Meeting Room
10	Sufficient parking
4	Exercise/Workout Facilities

Fire Station Environmental Sustainability

0 to +10

0	EV Charging Infrastructure
0	LEED Gold or higher
0	Solar System

Fire Station/Facilities Condition Assessment

60 -50 to +100

266 Total Score (out of 510)

52% Effectiveness Percent

Fire Station 12 Effectiveness Scorecard

Score **Fire Station Location/Coverage**

0 to 200 points

88 Covers urban areas within four minutes of travel time, or suburban/rural areas within eight minutes of travel time

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	Fire Station Functionality
	-10 to +10
-5	Turnout Time - Path of Travel Configuration
0	Airborne Contaminate Control (exhaust systems, PPE storage areas, etc.)
8	Decontamination Area and Contamination Reduction Corridor
10	Smoke and CO Alarm Coverage
0	Fire Sprinkler System
-10	Seismic Protection
-5	Gender Appropriate Restroom, Shower and Locker Facilities
0	Back Up Power
7	Station Security
0	ADA Compliant
0	OSHA/LandI Compliant
0	Clean Building Performance Standard (required for Station 11)
	Fire Station Accommodations
2	0 to +10
0	Apparatus Bays for Engine, Truck, Aid Car, Command Officer + Reserves
10	Bedroom, Bathroom, and Locker facilities
3	Kitchen
6	Training/Meeting Room
1	Sufficient parking
3	Exercise/Workout Facilities
	Fire Station Environmental Sustainability
0	0 to +10
10	EV Charging Infrastructure
0	LEED Gold or higher
0	Solar System
	Fire Station/Facilities Condition Assessment
60	-50 to +100
188	Total Score (out of 510)
37%	Effectiveness Percent

Fire Station 16 Effectiveness Scorecard

Score	Fire Station Location/Coverage
	0 to 200 points
134	Covers urban areas within four minutes of travel time, or suburban/rural areas within eight minutes of travel time

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	Fire Station Functionality
	-10 to +10
1	Turnout Time - Path of Travel Configuration
0	Airborne Contaminate Control (exhaust systems, PPE storage areas, etc.)
8	Decontamination Area and Contamination Reduction Corridor
10	Smoke and CO Alarm Coverage
0	Fire Sprinkler System
-10	Seismic Protection
0	Gender Appropriate Restroom, Shower, and Locker Facilities
0	Back Up Power
5	Station Security
0	ADA Compliant
0	OSHA/LandI Compliant
0	Clean Building Performance Standard (required for Station 11)
	0 to +10
4	Apparatus Bays for Engine, Truck, Aid Car, and Command Officer + Reserves
6	Bedroom, Bathroom and Locker facilities
10	Kitchen
8	Training/Meeting Room
6	Sufficient parking
7	Exercise/Workout Facilities
	Fire Station Environmental Sustainability
	0 to +10
0	EV Charging Infrastructure
0	LEED Gold or higher
0	Solar System
	Fire Station/Facilities Condition Assessment
60	-50 to +100
249	Total Score (out of 510)
49%	Effectiveness Percent

Fire Station 17 Effectiveness Scorecard

Score		
		Fire Station Location/Coverage
		0 to 200 points
147		Covers urban areas within four minutes of travel time, or suburban/rural areas within eight minutes of travel time

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Fire Station Functionality

-10 to +10

-5	Turnout Time - Path of Travel Configuration
0	Airborne Contaminate Control (exhaust systems, PPE storage areas, etc.)
8	Decontamination Area and Contamination Reduction Corridor
10	Smoke and CO Alarm Coverage
0	Fire Sprinkler System
-10	Seismic Protection
5	Gender Appropriate Restroom, Shower, and Locker Facilities
0	Back Up Power
7	Station Security
0	ADA Compliant
0	OSHA/LandI Compliant
0	Clean Building Performance Standard (required for Station 11)

0 to +10

	Apparatus Bays for Engine, Truck, Aid Car, and Command Officer +
8	Reserves
8	Bedroom, Bathroom, and Locker facilities
10	Kitchen
10	Training/Meeting Room
10	Sufficient parking
10	Exercise/Workout Facilities

Fire Station Environmental Sustainability

0 to +10

0	EV Charging Infrastructure
0	LEED Gold or higher
0	Solar System

Fire Station/Facilities Condition Assessment

70 -50 to +100

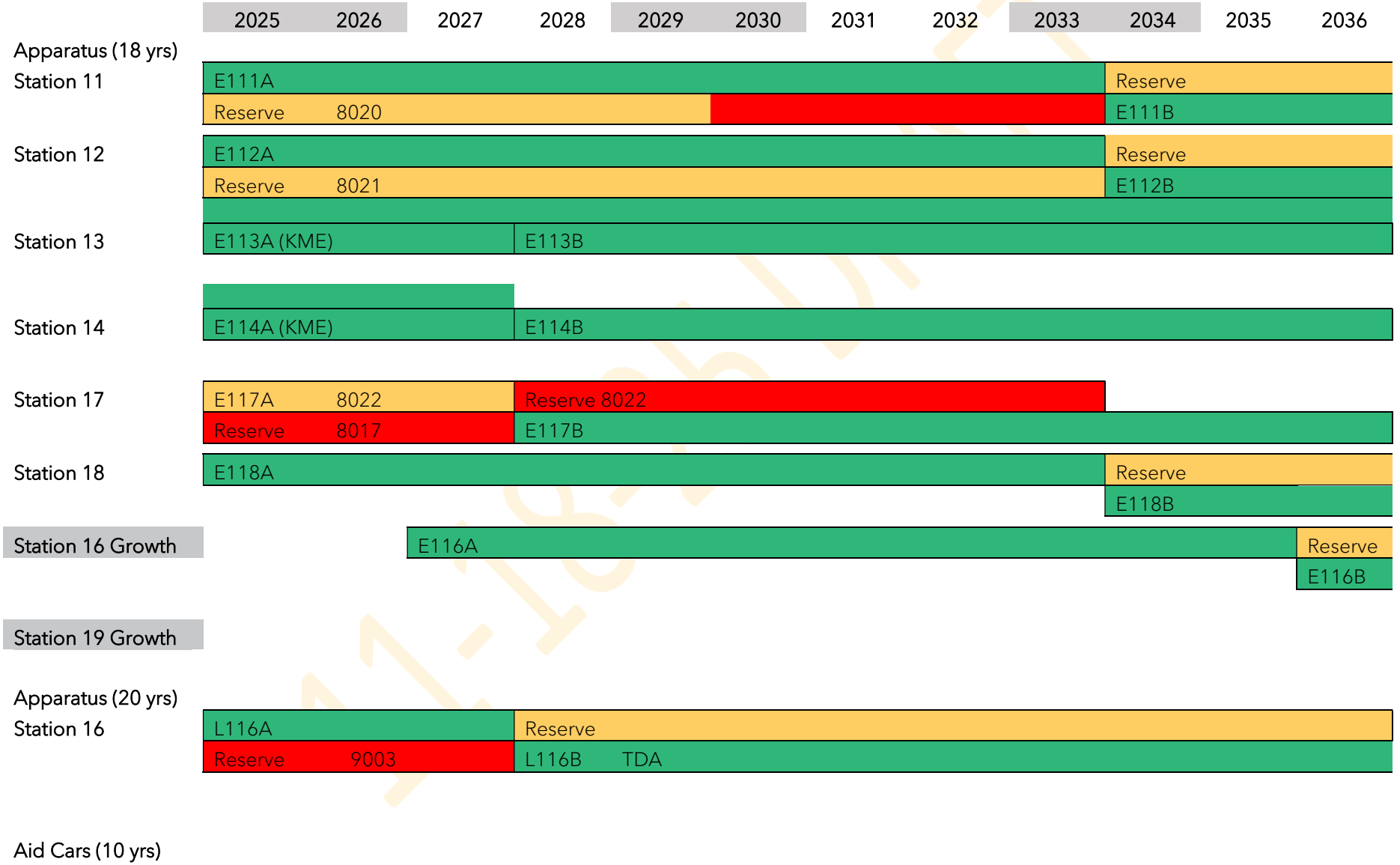
288 Total Score (out of 510)

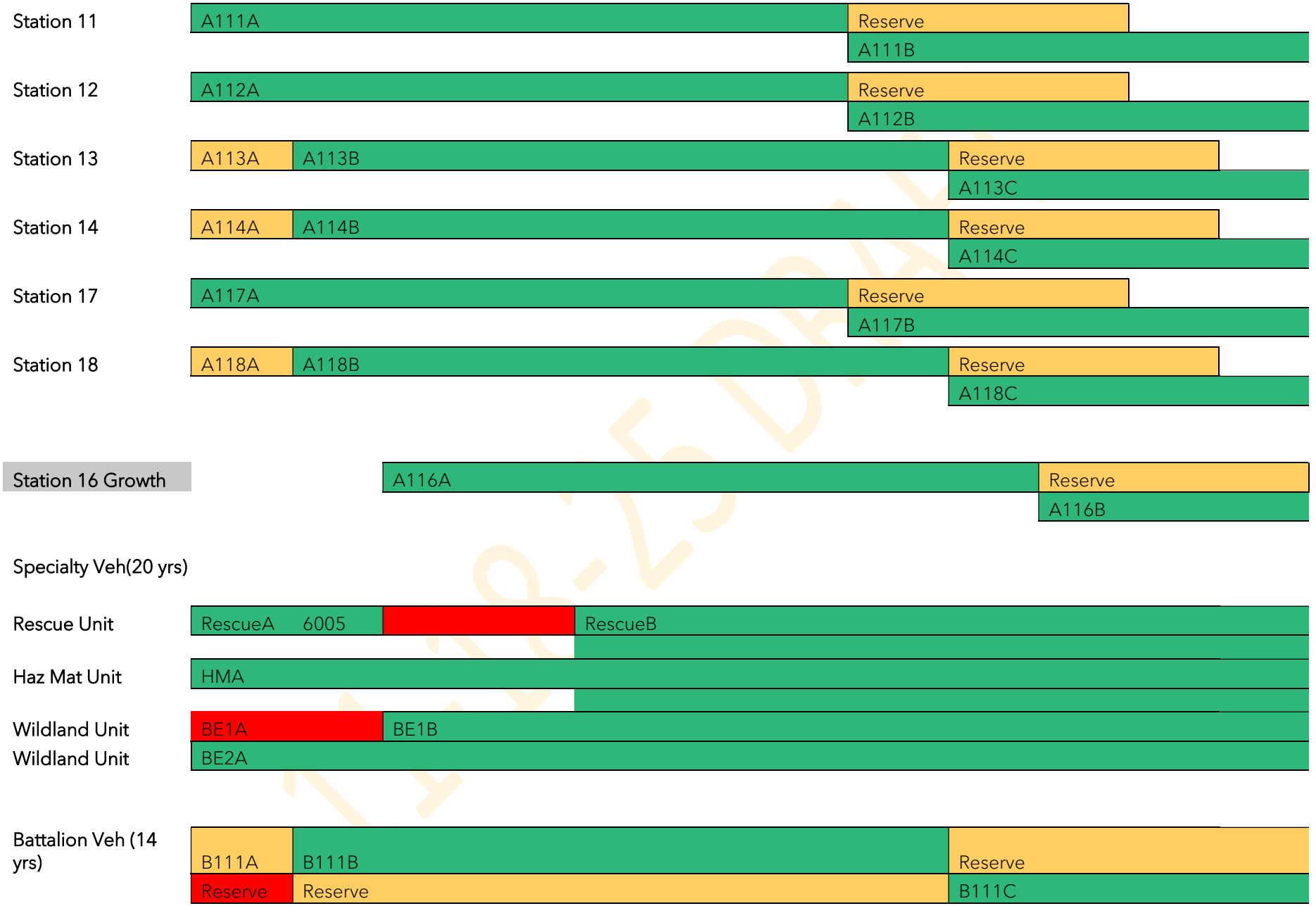
56% Effectiveness Percent

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Appendix C – Fleet Inventory and Cost

Figure 1: Fleet replacement Gantt chart 2025 to 2036




Station 11
A111A
Reserve
A111B
Station 12
A112A
Reserve
A112B
Station 13
A113A
A113B
Reserve
A113C
Station 14
A114A
A114B
Reserve
A114C
Station 17
A117A
Reserve
A117B
Station 18
A118A
A118B
Reserve
A118C
Station 16 Growth
A116A
Reserve
A116B
Specialty Veh(20 yrs)
Rescue Unit
RescueA
6005
RescueB
Haz Mat Unit
HMA
Wildland Unit
BE1A
BE1B
Wildland Unit
BE2A
Battalion Veh (14 yrs)
B111A
B111B
Reserve
Reserve
Reserve
B111C

Staff Vehicles

Shop	Shop111A	Reserve
Shop	Reserve	Shop111B
Growth?		

Training	TRN111A		
Training	TRN112A	TRN112B	
Training	TRN113A	TRN113B	

Admin (14 yrs)		
Fire Chief	CH111A	CH111B
Deputy Chief	CH112A	
Deputy Chief	CH113A	CH113B
Emerg Mgnt	EMA	
Logistics	LogsA	
Investigator	InvA	InvB

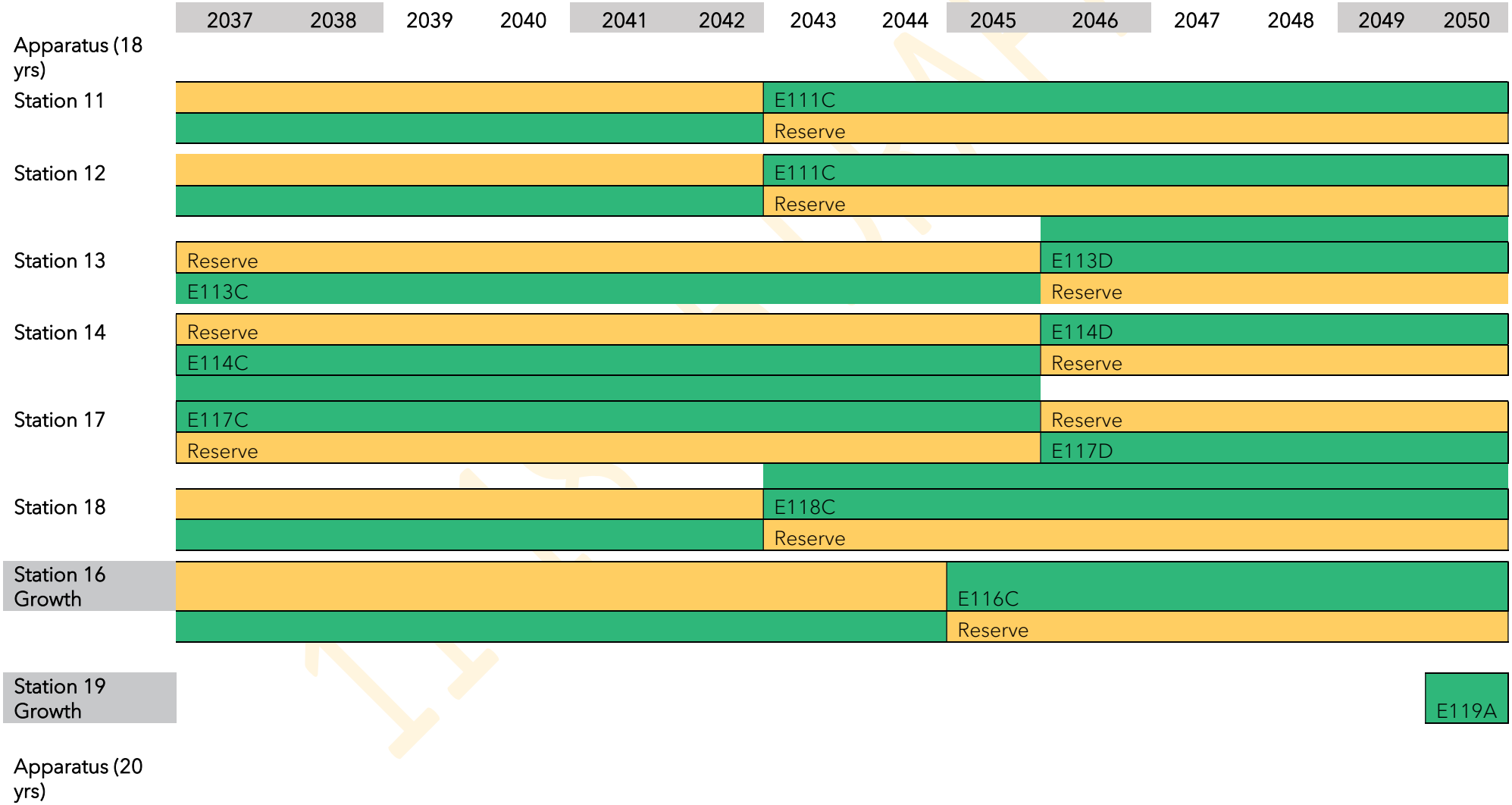
Logistics Growth?

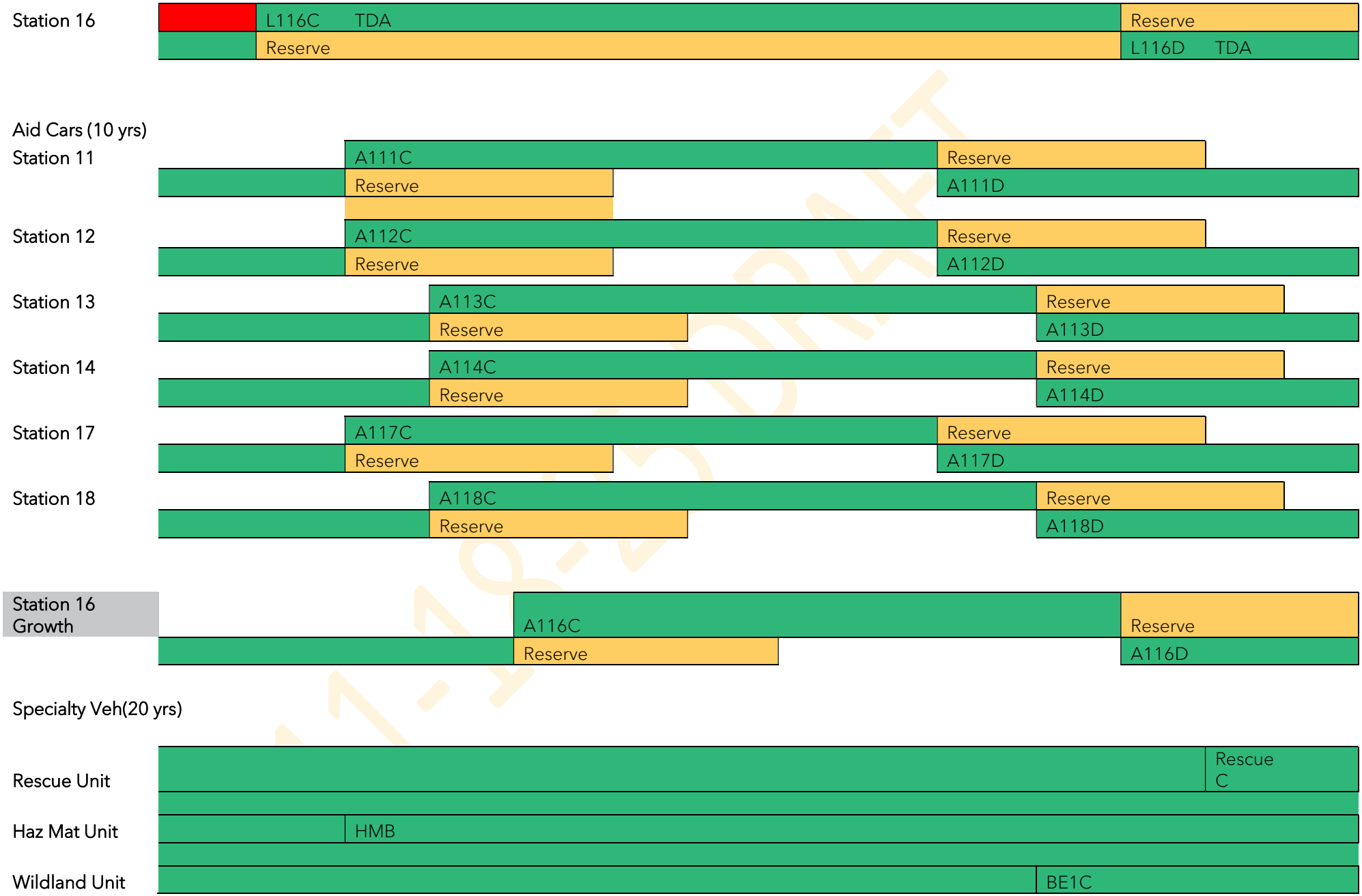
Admin (20 yrs)		
Prevention	P111A	P111B
Prevention	P112A	P112B
Prevention	P113A	P113B
Prevention	P114A	P114B
Prevention	P115A	P115B
Prevention	P116A	P116B
Prevention	P117A	P117B
Prevention	P118A	P118B
Prevention	P119A	P119B
Prevention	P120A	
Prevention	P121A	

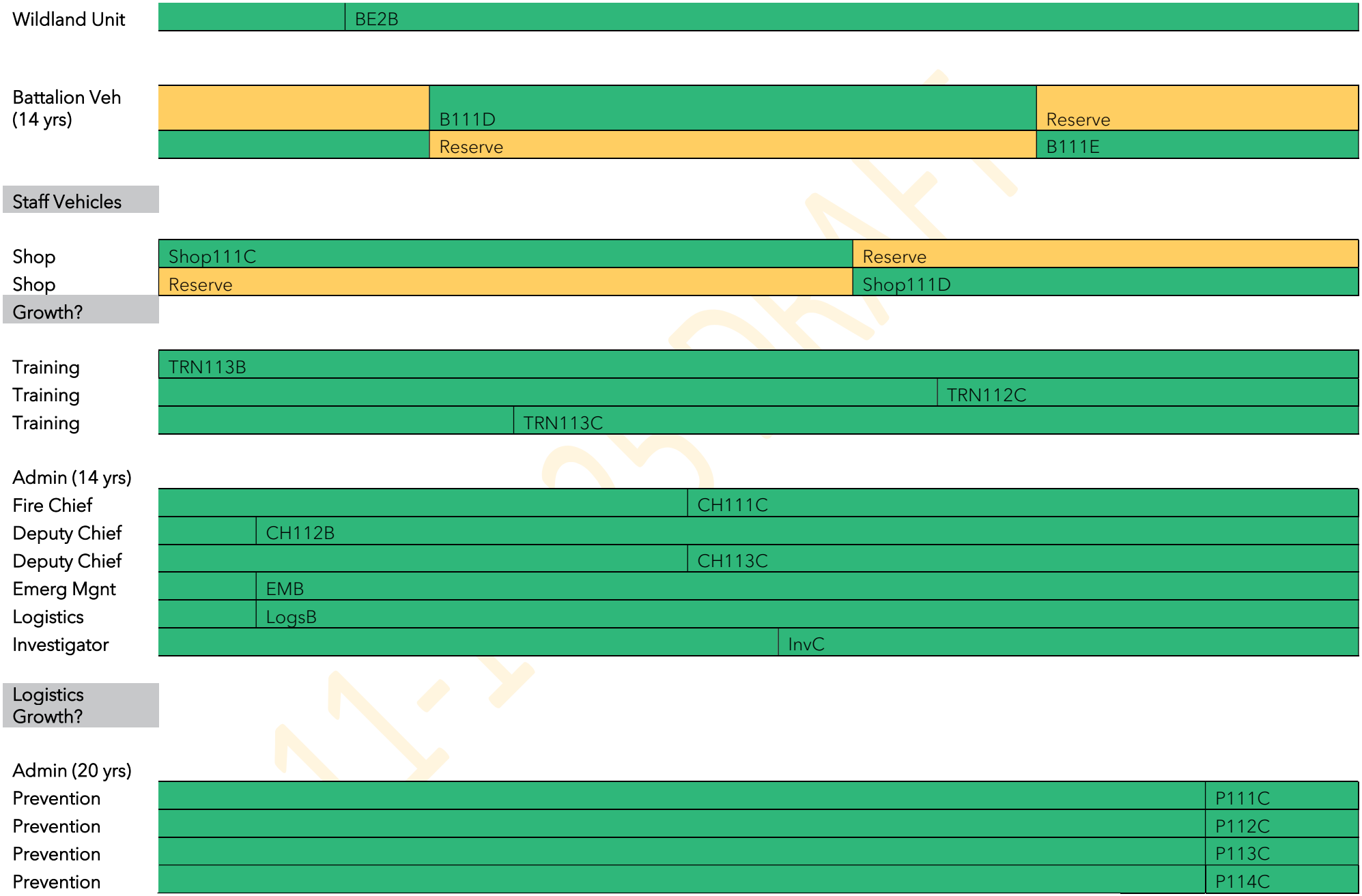
Growth?

Beyond lifesplan

Figure 2: Fleet replacement Gantt chart 2037 to 2050




Station 16
L116C TDA
Reserve
Reserve
L116D TDA
Aid Cars (10 yrs)
Station 11
A111C
Reserve
Reserve
A111D
Station 12
A112C
Reserve
Reserve
A112D
Station 13
A113C
Reserve
Reserve
A113D
Station 14
A114C
Reserve
Reserve
A114D
Station 17
A117C
Reserve
Reserve
A117D
Station 18
A118C
Reserve
Reserve
A118D
Station 16 Growth
A116C
Reserve
Reserve
A116D
Specialty Veh(20 yrs)
Rescue Unit
Rescue C
Haz Mat Unit
HMB
Wildland Unit
BE1C


Wildland Unit
BE2B
Battalion Veh (14 yrs)
B111D
Reserve
Reserve
B111E
Staff Vehicles
Shop
Shop111C
Reserve
Shop
Reserve
Shop111D
Growth?
Training
TRN113B
Training
TRN112C
Training
TRN113C
Admin (14 yrs)
Fire Chief
CH111C
Deputy Chief
CH112B
Deputy Chief
CH113C
Emerg Mgnt
EMB
Logistics
LogsB
Investigator
InvC
Logistics Growth?
Admin (20 yrs)
Prevention
P111C
Prevention
P112C
Prevention
P113C
Prevention
P114C

Prevention		P115C
Prevention		P116C
Prevention		P117C
Prevention		
Prevention		
Prevention	P120B	
Prevention	P121B	
Growth?		

Beyond lifesplan	

Figure 3: Fleet replacement cost estimates 2025 to 2036

			2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Apparatus														
Engine	18R				$ 1,272,000	$ 4,290,000						$ 6,090,000		$ 2,280,000
Ladder	20R					$ 2,810,000						$ 4,223,697		
Total			$ -	$ -	$ 1,272,000	$ 7,100,000	$ -	$ -	$ -	$ -	$ -	$ 10,313,697	$ -	$ 2,280,000
Aid Cars														
Aid Car	14R			$ 1,152,000	$ 407,000					$ 1,635,000	$ 1,731,000	$ 612,000		
Total			$ -	$ 1,152,000	$ 407,000	$ -	$ -	$ -	$ -	$ 1,635,000	$ 1,731,000	$ 612,000	$ -	$ -
Other														
Brush Engine	18				$ 590,000									
HazMat Unit	18													
Heavy Rescue	20						$ 1,389,000							
Total			$ -	$ -	$ 590,000	$ -	$ 1,389,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Heavy Veh Total			**$ -**	**$ 1,152,000**	**$ 2,269,000**	**$ 7,100,000**	**$ 1,389,000**	**$ -**	**$ -**	**$ 1,635,000**	**$ 1,731,000**	**$ 10,925,697**	**$ -**	**$ 2,280,000**
Command														
Battalion	16R										$ 152,000			
Chief/Dep Chief	14					$ 114,000	$ 120,000							
Investigator	14							$ 128,000						
Training Officer	14				$ 107,000					$ 143,000				
Support Staff														
Prevention	20						$ 448,000		$ 142,000					
Shop	20							$ 128,000						
Adminstrative	20													
Lt Veh Total					**$ 107,000**	**$ 114,000**	**$ 568,000**	**$ 256,000**	**$ 142,000**	**$ 143,000**	**$ -**	**$ -**	**$ -**	**$ -**
Grand Total			**$ -**	**$ 1,152,000**	**$ 2,376,000**	**$ 7,214,000**	**$ 1,957,000**	**$ 256,000**	**$ 142,000**	**$ 1,778,000**	**$ 1,731,000**	**$ 10,925,697**	**$ -**	**$ 2,280,000**

Figure 3: Fleet replacement cost estimates 2037 to 2050

		2037	**2038**	**2039**	**2040**	**2041**	**2042**	**2043**	**2044**	**2045**	**2046**	**2047**	**2048**	**2049**	**2050**	**Totals**
Apparatus																
Engine	18R	$ 7,245,000						$ 10,278,000		$ 3,849,000	$ 12,240,000				$ 5,150,245	$ 52,694,245
Ladder	20R									$ 8,017,839						$ 15,051,536

Total		$ 7,245,000	$ -	$ -	$ -	$ -	$ -	$ 10,278,000	$ -	$ 11,866,839	$ 12,240,000	$ -	$ -	$ -	$ 5,150,245	$ 67,745,781
Aid Cars																
Aid Car	14R			$ 2,457,000	$ 2,604,000	$ 920,000					$ 3,693,000	$ 3,915,000	$ 1,383,000			$ 3,669,018
Total		$ -	$ -	$ 2,457,000	$ 2,604,000	$ 920,000	$ -	$ -	$ -	$ -	$ 3,693,000	$ 3,915,000	$ 1,383,000	$ -	$ -	$ 20,509,000
Other																
Brush Engine	18			$ 1,187,000								$ 1,892,000				$ 3,669,018
HazMat Unit	18			$ 2,487,000												$ 2,487,018
Heavy Rescue	20						$ 2,962,050							$ 4,454,000		$ 8,805,070
Total		$ -	$ -	$ 3,674,000	$ -	$ -	$ 2,962,050	$ -	$ -	$ -	$ -	$ 1,892,000	$ -	$ 4,454,000	$ -	$ 10,507,050
Heavy Veh Total		**$ 7,245,000**	**$ -**	**$ 6,131,000**	**$ 2,604,000**	**$ 920,000**	**$ 2,962,050**	**$ 10,278,000**	**$ -**	**$ 11,866,839**	**$ 15,933,000**	**$ 5,807,000**	**$ 1,383,000**	**$ 4,454,000**	**$ 5,150,245**	**$ 98,761,831**
Command																
Battalion	16R				$ 228,000							$ 343,000				$ 723,000
Chief/Dep Chief	14		$ 203,000					$ 544,000								$ 981,014
Investigator	14								$ 288,000							$ 416,014

Training Officer	14	$ 192,000				$ 242,000					$ 323,000					$ 1,007,014

Support Staff

Prevention	20	$ 202,000												$ 1,421,000		$ 2,213,020
Shop	20	$ 192,000								$ 305,000						$ 625,020
Adminstrative	20		$ 214,000													$ 214,020

Lt Veh Total	**$ 586,000**	**$ 417,000**	**$ -**	**$ -**	**$ 242,000**	**$ -**	**$ 544,000**	**$ 288,000**	**$ 305,000**	**$ 323,000**	**$ -**	**$ -**	**$ 1,421,000**	**$ -**	**$ 6,179,102**

Grand Total	**$ 7,831,000**	**$ 417,000**	**$ 6,131,000**	**$ 2,604,000**	**$ 1,162,000**	**$ 2,962,050**	**$ 10,822,000**	**$ 288,000**	**$ 12,171,839**	**$ 16,256,000**	**$ 5,807,000**	**$ 1,383,000**	**$ 5,875,000**	**$ 5,150,245**	**$ 104,940,933**

Assumptions and Limitations:

This analysis assumes a 6% annual increase for vehicle costs starting with actual base rates paid in 2025. Vehicle order price estimate and actual delivery cost could be different due to fluctuations in Washington state sales tax rates. Vehicle order and delivery years could vary due to supply chain restrictions, national sales demand, and other economic factors.

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Appendix D: Glossary of Key Terms

This glossary provides definitions for key terms, acronyms, and concepts used throughout the Fire Functional Plan. It is intended to support clarity and consistency for all readers – including city staff, elected officials, and community stakeholders. Many of these terms reflect technical language from the fire service, capital facilities planning, and the broader regulatory framework that governs public infrastructure in the City of Redmond. Where appropriate, definitions align with national standards, state laws, and city policies referenced in the plan.

Glossary of Terms

Advanced Life Support (ALS): Emergency medical care that includes advanced procedures and medications provided by paramedics.

Aid Car: Ambulances staffed and equipped to handle low-acuity emergency medical calls that require only Basic Life Support (BLS) service.

Apparatus: A general term for fire trucks and other specialized vehicles used in emergency response.

Basic Life Support (BLS): Emergency medical care that includes basic life-saving procedures and transportation to a hospital.

Brush/Wildland Fire Units: Fire apparatus designed for fighting fires in wildland or wildland-urban interface areas.

Capital Equipment: Non-fleet assets with a replacement cost between $5,000 and $50,000, such as medical equipment, extrication tools, and generators.

Capital Facilities Element (CFE): A section of the City of Redmond's Comprehensive Plan that guides planning for major infrastructure investments, including fire stations.

Capital Facilities Plan (CFP): A six-year plan that identifies and prioritizes capital facility investments for the City, including fire department facilities.

Capital Investment Strategy (CIS): Redmond's long-term financial framework for funding infrastructure projects across all city departments.

Community Resilience Infrastructure: Non-response facilities and resources that support the community's ability to prepare for and recover from emergencies, such as the Station 11 Annex, which houses the Mobile Integrated Health and Community Care programs.

Community Risk Reduction (CRR): A fire-service strategy that proactively reduces risks to the community through education, prevention, inspections, and targeted interventions.

Cross-Staffing: An operational model in which a single crew of firefighters is assigned to operate multiple types of apparatus, depending on the nature of the call. For example, the same crew may staff either an engine or a specialty rescue vehicle, but not both simultaneously. This model improves flexibility and efficiency, but requires temporarily placing one apparatus out of service while deploying the other.

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Diversity, Equity, and Inclusion (DEI): A commitment to fostering an inclusive and equitable environment for all employees and community members.

Effective Response Force (ERF): The minimum number of personnel and apparatus needed to effectively and safely manage an emergency incident.

Emergency Backup Power: Minimum power systems required to maintain life-safety, communications, and operational functions at a fire station during a power outage. This includes systems such as bay doors, exhaust removal, radios, and critical lighting.

Emergency Medical Services (EMS): A system that provides urgent medical care, stabilization, and transportation for individuals experiencing medical emergencies. In Redmond, EMS is delivered through a tiered response model that includes Basic Life Support (BLS) provided by firefighter-EMTs and Advanced Life Support (ALS) provided by paramedics through Northeast King County Medic One.

Emergency Medical Technician (EMT): A healthcare provider trained to deliver Basic Life Support (BLS), including patient assessment, CPR, bleeding control, airway management, and stabilization for transport. In Redmond, all firefighters are certified as EMTs and provide the first level of pre-hospital emergency medical care as part of the fire department's integrated EMS response.

Emergency Operations Center (EOC): A centralized facility used during major incidents to coordinate citywide response and recovery efforts.

Engines: The primary fire apparatus used for fire suppression, water supply, and emergency medical response.

Environmental Sustainability Action Plan (ESAP): A citywide plan that establishes sustainability goals for municipal operations, including infrastructure and fleet.

Essential Facility: A building or structure designated to remain operational during and after an emergency to support public safety and disaster response. Fire stations are classified as essential facilities because they provide critical life-safety services. Under building codes, essential facilities must meet higher standards for structural integrity, seismic resilience, and operational reliability, including backup power systems and emergency communications.

Extractors: Industrial washing machines designed for decontaminating firefighter turnout gear to remove carcinogens and biohazards.

Facilities Master Planning: A strategic process for assessing current facilities and planning future capital investments to meet operational, safety, and service delivery needs.

Fire Functional Plan: A strategic document that guides the development, maintenance, and investment in fire protection facilities and infrastructure to support public safety in Redmond.

First-Due Unit: The fire unit that is assigned to and typically the first to arrive at the scene of an emergency.

General Fund: The City's primary source of revenue for funding essential municipal services, including fire department operations.

Green Infrastructure: Sustainable infrastructure elements that promote environmental resilience, such as solar energy systems, electric vehicle charging, and stormwater management features.

Growth Management Act (GMA): Washington State law (RCW 36.70A) requiring cities to plan for growth and ensure that infrastructure, including fire protection, keeps pace with development.

Hazardous Materials (HazMat) Response: Specialized fire department response to incidents involving hazardous chemicals, biological agents, radiological materials, or other dangerous substances.

Impact Fees: Fees charged to new development to fund public infrastructure, including fire stations, needed to support growth.

Incident Command System (ICS): A standardized framework for command, control, and coordination of emergency response, used nationwide.

Interlocal Agreement (ILA): A formal agreement between two or more jurisdictions to share services or collaborate on programs, such as emergency medical services.

International Building Code (IBC): A widely adopted model building code that establishes minimum standards for building design, construction, and safety, including structural strength, fire protection, energy efficiency, and seismic design. The IBC defines facility classifications, including *essential facilities*, and mandates additional requirements for their construction to ensure public safety during disasters.

Ladder Trucks: Fire apparatus equipped with aerial ladders designed for high-angle rescues, ventilation, and firefighting in multi-story buildings.

Level of Service (LOS): Standards that define the minimum acceptable performance for fire protection and emergency response, typically including response time and staffing adequacy.

Liquefaction Zone: Areas prone to ground instability during earthquakes due to saturated soils losing strength, posing risks to buildings such as fire stations.

Maintenance and Operations Center (MOC): A centralized facility for managing the City's fleet, logistics, and support operations, including some services supporting the fire department.

Mass Casualty Incident (MCI): An incident in which the number of casualties exceeds the local emergency response system's immediate capacity to provide care.

Medic Units: Ambulances staffed by paramedics capable of delivering Advanced Life Support (ALS) for high-acuity medical emergencies.

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Mobile Integrated Health (MIH): A fire department program that provides non-emergency, community-based healthcare and outreach services to improve patient outcomes and reduce strain on 911 systems.

Mutual Aid Agreement: A formal agreement between fire departments or jurisdictions to provide assistance during emergencies beyond their normal service boundaries.

National Fire Protection Association (NFPA): An international nonprofit organization that develops codes, standards, and guidelines for fire safety, including NFPA 1710, which governs fire department deployment standards.

Northeast King County Medic One: A regional ALS (paramedic) service providing emergency medical care across multiple jurisdictions, including Redmond.

Occupational Cancer Risk (Fire Service): The elevated risk of cancer among firefighters due to chronic exposure to carcinogens in fires and fire suppression environments.

Occupational Safety and Health Administration (OSHA): A federal agency responsible for establishing and enforcing workplace safety regulations.

Response Time: The total time elapsed from when a 911 call is received to when the first fire department unit arrives on scene.

Resilience: The ability of the fire department and community to anticipate, absorb, respond to, and recover from emergencies and disasters.

Resilience Hub: A facility designed to support community members during disasters by providing backup power, communications, shelter, and essential services.

Resilient Infrastructure: Buildings and facilities designed to continue operating during and after natural disasters, such as earthquakes, wildfires, and power outages.

Seismic Resilience: A building's capacity to withstand earthquakes without suffering catastrophic failure, protecting both occupants and operations.

Sound Transit: The regional public transit agency that operates bus, light rail, and commuter rail services across the Puget Sound region.

Specialty Rescue Vehicles: Apparatus equipped for specialized rescue missions such as water rescue, hazardous materials incidents, trench rescue, and technical rope rescue.

Standards of Cover (SOC): A fire service planning tool used to evaluate operational performance, deployment models, and risk-based coverage needs for fire protection services.

Station Equity: The principle of ensuring that all fire stations meet a minimum standard of operational safety, wellness facilities, backup power, and equipment, regardless of geographic location or age.

Tractor-Drawn Aerial (TDA): A type of ladder truck that consists of a tractor unit pulling a steerable trailer with an aerial ladder, offering superior maneuverability in dense urban environments.

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Turnout Gear: The personal protective clothing worn by firefighters during emergency response, including helmets, coats, pants, gloves, boots, and hoods.

Turnout Time: The time interval from when a dispatch alarm is received until firefighters are suited up and departing the station.

Vehicle Exhaust Removal System: A system installed in fire station apparatus bays that removes harmful diesel exhaust emissions to protect firefighter health.

Washington Administrative Code (WAC): The compilation of state-level regulations. WAC 296-305 specifically governs firefighter health and safety standards in Washington State.

Washington Surveying and Rating Bureau (WSRB): An organization that evaluates fire protection capabilities and assigns ratings that influence property insurance premiums within communities.

Wildland-Urban Interface (WUI): Areas where human-built structures are located adjacent to or intermixed with wildland vegetation, presenting increased wildfire risks.

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Appendix E – Capital Investment Sequencing Summary

This appendix provides a consolidated summary of all major capital investments identified in Chapter 6, organized by implementation phase and aligned with the City's long-range growth strategy. Each project is listed with its location, description, estimated cost, funding sources, impact fee eligibility, and contribution to key Redmond 2050 themes: Level of Service, Sustainability, Resilience, and Equity and Inclusion.

The sequencing framework mirrors the four-phase structure outlined in Chapters 6 and 7:

- Current CIP (2025–2030)
- Blueprint 2050 (2027–2032)
- Growth Response (2033–2040)
- Sustainment and Long-Term Expansion (2041–2050 and Beyond)

This summary is intended to support transparent decision-making, resource alignment, and coordination across departments. It also serves as a reference for capital funding strategies, including the City's use of fire impact fees under the Growth Management Act. Project timing is based on operational urgency, infrastructure condition, population growth patterns, and the readiness of associated planning or design efforts.

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Table 1: Capital Investment Sequencing

Project	Location	Description	Costs: 2025-2030	Funding Sources	Impact Fee Eligible?	Level of Service Impacts	Supports Redmond 2050 Themes		
							Sustainability	Resiliency	Equity & Inclusion
CURRENT CIP (2025-2030) & Other Approved Capital Purchases									
Fire Station 11 Repairs	8450 161st Ave NE (Downtown)	Improvements to Fire Station 11 and Medic One building shell and systems were identified as deficiencies in the Facilities Condition Assessment.	$4,985,722	REET, Misc	No			✓	✓
Fire Station 11 and Fire Station 12 EV Charging Stations	Downtown and Overlake	Install EV charging infrastructure at FS11 and FS12 to support new electric vehicles	$903,000	Grants, REET	No		✓	✓	
Fire Station 17 Siding Replacement	16917 NE 116th St (Education Hill)	Replacement of exterior siding	$1,119,620	General Fund	No			✓	
Fire Station 17 Unfinished	16917 NE 116th St (Education Hill)	Expansion of facility to accommodate staff (operational and administrative)	$390,000	General Fund	No		✓	✓	
PPE Management - Storage and Extractors	Citywide	Additional storage and cleaning facilities for personal protection equipment at multiple fire stations	$505,000	General Fund	No			✓	✓
Purchase/Order of Tractor Drawn Aerial (TDA)	Downtown	Address growth impacts due to development impacts (streets and verticality) - projected in-service 2028/2029	$1,405,000	General Fund, Impact Fees	Yes	✓		✓	

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SCBA Replacement	Citywide	Replacement of self-contained breathing apparatus equipment due to end of life	$864,000	General Fund	No	✓		✓	
SCBA Compressor Replacement	Downtown and SE Redmond	Replacement of aging breathing air cylinder filling compressors due to end of life at FS11 and FS16	$220,000	General Fund	Partial	✓		✓	
		TOTAL	**$10,392,342**						
2027 - 2032 - Blueprint 2050 Capital Investment Strategy			**Costs: 2027-2032**	**Funding Sources**					
Partial Remodel of FS11 for TDA Deployment and urgent building upgrades	8450 161st Ave NE (Downtown)	Immediate operational need; enables TDA deployment in 2028-link to new engine 16 time*remodel	$1,600,000	REET, Impact Fees	Partial	✓	✓	✓	✓
Purchase/Order of Tractor Drawn Aerial (TDA)	Downtown	Address growth impacts due to development impacts (streets and verticality). Projected in-service 2028/2029	$1,405,000	General Fund, Impact Fees					
SCBA Replacement	Citywide	Replacement of self-contained breathing apparatus equipment due to end of life	$736,000	General Fund					
Logistics Warehouse Tenant Improvements	TBD	Tenant improvements to a 10,000-square-foot leased warehouse to support fire logistics operations, including storage for reserve apparatus, specialized equipment, and a small administrative workspace.	$600,000	General Fund	No	✓		✓	

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New Engine Company at FS16 - Apparatus	SE Redmond	One-time cost for a new engine at FS 16 to provide suppression capabilities in the SE Redmond area	$1,200,000	General Fund, Impact Fees	Yes	✓		✓	
Diesel Exhaust Upgrades	Citywide	Upgrade aging diesel exhaust systems in City fire stations	$500,000	General Fund, Grants	No		✓	✓	
Generator Upgrades and Redundancy	Citywide	Required to maintain air quality and reliable backup power for essential facilities	$500,000	General Fund, Grants	No	✓	✓	✓	
Logistics/Apparatus Maintenance Building/Improvements	TBD		5,000,000	General Fund, Impact Fees	Yes		✓	✓	✓
Phase 2 Renovation/Rebuild of FS11	8450 161st Ave NE (Downtown)	Extensive remodel/renovation of FS/Admin on current site	$15,000,000	General Fund, Impact Fees	No	✓			
		TOTAL	**$26,541,000**						

2033- 2040			**Costs: 2033-2040**						
Reserve TDA Truck Procurement		Required for vertical growth and ERF coverage (Reserve) - order 2034, arrival 2038	$3,346,000	General Fund, Impact Fees	Yes	✓		✓	
Acquire Property for FS12	Overlake	Estimated land acquisition costs for a minimum 1.25-acre site in Overlake to support relocation and construction of a new 4-bay fire station with 10 dorm rooms and associated operational infrastructure.	$10,000,000	General Fund, Impact Fees	Yes	✓	✓	✓	✓
Build New FS12	Overlake	Construction of a new 4-bay fire station in Overlake	$30,000,000	General Fund, Impact Fees	Partial	✓	✓	✓	✓
		TOTAL	**$43,346,000**						

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2041 -2050			Costs: 2041-2050					
FS16 Lifecycle Renovation	SE Redmond		$12,000,000	General Fund	No		✓	✓
Specialty Equipment Packages (High-Rise, Rail, Wildland)	Citywide		$1,000,000	General Fund, Grants, Impact Fees	Partial	✓		✓
		TOTAL	**$13,000,000**					
Beyond 2050								
New Station 19	Downtown	Construction of a new 4-bay fire station in Downtown	$35,000,000	General Fund, Bonds, Grants, Impact Fees	Yes	✓	✓	✓
Relocated FS 11	Downtown	Construction of a new 4-bay fire station in Downtown	$35,000,000	General Fund, Bonds, Grants, Impact Fees	Yes	✓	✓	✓
		TOTAL	**$70,000,000**					
		Total Investments (2027 -2050)	**$82,887,000**					
		Additional Investments Beyond 2050	**$70,000,000**					

11-18-25 DRAFT





The City of Redmond assures that no person shall, on the grounds of race, color, national origin, or gender, as provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. For more information about Title VI, please visit redmond.gov/TitleVI.

无歧视声明可在本市的网址 redmond.gov/TitleVI *上查阅* | El aviso contra la discriminación está disponible en redmond.gov/TitleVI.

NON-CODE

REDMOND CITY COUNCIL
ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF REDMOND, WASHINGTON, AMENDING THE REDMOND 2050 COMPREHENSIVE PLAN BY ADOPTING THE 2025-2050 REDMOND FIRE FUNCTIONAL PLAN, PROVIDING FOR SEVERABILITY, AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, the Growth Management Act (GMA) requires that comprehensive plans and development regulations shall be subject to continuing evaluation and review; and

WHEREAS, the City adopted the Redmond 2050 Comprehensive Plan under Ordinance 3181 in November 2024; and

WHEREAS, the City addresses certain GMA requirements for Comprehensive Plans in functional plans; and

WHEREAS, City capital facility planning policies require functional plans to have a planning horizon to 2050 to be consistent with the Redmond 2050 Comprehensive Plan; and

WHEREAS, the 2025-2050 Redmond Fire Functional Plan is intended to be adopted by reference into the Redmond Comprehensive Plan to fulfill GMA and City planning requirements for adequate public facilities and levels of service; and

WHEREAS, the purpose of the 2025-2050 Redmond Fire Functional Plan is to ensure the City's fire facilities and equipment can accommodate anticipated growth; and

WHEREAS, the purpose of updating the Comprehensive Plan is to extend the planning horizon from 2030 to 2050; to incorporate the themes of equity and inclusion, sustainability, and resilience; to reflect changes in the GMA, regional, and countywide planning documents since 2011; and to reflect City actions or studies since the 2011 Comprehensive Plan update; and

WHEREAS, on October 6, 2020, the City Council adopted Resolution No. 1538, which established the scope, timeline, and community involvement plan for Redmond 2050; and

WHEREAS, throughout Redmond 2050 the City executed a multifaceted community involvement program to engage Redmond's diverse community, using methods such as a digital city hall lobby, online questionnaires, virtual workshops, in-person workshops, social media, videos, yard signs, utility bill inserts, newsletters, focus groups, contracting with community-based organizations, office hours, tabling at community events, pop-up engagement around the city, translating materials, a community advisory committee, a technical advisory committee, and attending board and commission meetings; and

WHEREAS, on October 12, 2020, the City of Redmond issued determination of significance for Redmond 2050 under the State Environmental Policy Act; and

WHEREAS, state agencies were sent 60-day notices of Redmond's proposed 2025-2050 Redmond Fire Functional Plan on September 9, 2025; and

WHEREAS, from July 23, 2025 to August 27, 2025, the Planning Commission conducted study sessions and held a public hearing for the 2025-2050 Redmond Fire Functional Plan and subsequently transmitted a recommendation to the City Council for consideration; and

WHEREAS, from September 9, 2025 to November 18, 2025, the City Council received a staff report and held study sessions to study the Planning Commission's recommendation; and

WHEREAS, having considered the Planning Commission's recommendation and community input, the City Council desires to adopt the 2025-2050 Redmond Fire Functional Plan.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, DOES ORDAIN AS FOLLOWS:

Section 1. Classification. This is a non-code ordinance.

Section 2. Findings and Conclusions. The City Council hereby adopts the findings and conclusions contained in the associated Planning Commission Report, including all related attachments and exhibits, City file no. LAND-2025-00156.

Section 3. 2025-2050 Redmond Fire Functional Plan Adopted. The 2025-2050 Redmond Fire Functional Plan is adopted to read as shown in Exhibit 1, attached hereto and incorporated herein by this reference as if set forth in full.

Section 4. Preparation of Final 2025-2050 Redmond Fire Functional Plan Document. The Administration is directed to complete preparation of the final 2025-2050 Redmond Fire Functional Plan, including updates to numbering, correction of any typographical errors, minor editorial revisions, inclusion of appropriate graphics and illustrations, and general formatting.

Section 5. Severability. If any section, sentence, clause, or phrase of this ordinance should be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity

of any other section, sentence, clause, or phrase of this ordinance.

Section 6. Effective date. This ordinance shall become effective five days after its publication, or publication of a summary thereof, in the City's official newspaper, or as otherwise provided by law.

ADOPTED by the Redmond City Council this 2nd day of December, 2025.

CITY OF REDMOND

_____
ANGELA BIRNEY, MAYOR

ATTEST:

_____
Cheryl Xanthos, MMC, CITY CLERK (SEAL)

APPROVED AS TO FORM:
OFFICE OF THE CITY ATTORNEY:

_____
REBECCA MUELLER, CITY ATTORNEY

FILED WITH THE CITY CLERK:
PASSED BY THE CITY COUNCIL:

SIGNED BY THE MAYOR:
PUBLISHED:
EFFECTIVE DATE:
ORDINANCE NO.

Redmond Planning Commission Report: Appendices
2025-2050 Redmond Fire Department Functional Plan

A. Planning Commission Issues Matrix
B. Public Hearing Notice
C. Planning Commission Meeting Minutes
D. Written Public Comments
E. Technical Committee Report with Exhibits
   Att. A – Staff Compliance & Analysis
   Att. B – 2025-2050 Redmond Fire Department Functional Plan - DRAFT

Redmond
WASHINGTON

PLANNING COMMISSION REPORT AND RECOMMENDATION TO CITY COUNCIL

August 27, 2025

Project File Number:	**LAND-2025-00156 | SEPA-2020-00934**	
Proposal Name:	**2025-50 Redmond Fire Functional Plan**	
Applicant:	**City of Redmond**	
Staff Contact:	Ameé Quiriconi, Deputy Chief	425-556-2106

FINDINGS OF FACT

Public Hearing and Notice

a. Planning Commission Study Sessions and Public Hearing Dates
   i. The City of Redmond Planning Commission held study sessions on July 23, August 13, and August 27, 2025.
   ii. The City of Redmond Planning Commission held a public hearing on the proposed amendment on August 13, 2025. Comments were received and are provided in Appendices C and D.

b. Notice and Public Involvement
   The public hearing notice was published in the Seattle Times on July 23, 2025, in accordance with RZC 21.76.080 Review Procedures. Notice was also provided by including the hearing schedule in Planning Commission agendas and extended agendas and distributed by email to various members of the public and various agencies.

Redmond Comprehensive Plan Amendment Summary and Criteria Evaluation

The City of Redmond Fire Department is proposing an amendment to the Capital Facilities Element of the Comprehensive Plan to include the 2025–2050 Fire Department Functional Plan, adopted by reference. This amendment ensures alignment between the City's long-range planning framework and the operational and capital needs of the Fire Department. By formally incorporating the Fire Functional Plan, the City strengthens its ability to plan for essential public safety services, prioritize infrastructure investments, and maintain compliance with Growth Management Act (GMA) requirements related to adequate public facilities and levels of service.

The Fire Functional Plan is a long-range planning document that identifies facility conditions, service area needs, and capital investment priorities through 2050. It provides the policy framework for future council decisions on capital projects but does not authorize construction. Its adoption fulfills GMA concurrency and adequacy requirements, integrates with Redmond 2050, and advances the city's commitment to equity, sustainability, and resilience.

The Fire Functional Plan supports the Comprehensive Plan by:

- Aligning with GMA, Vision 2050, and King County Countywide Planning Policies
- Meeting Capital Facilities Element requirements (inventory, needs forecast, facility locations, financing plan)
- Complying with fire-related Capital Facilities policies (CF-1, CF-2, CF-6)

- Integrating with the Capital Investment Strategy (CF-7 through CF-13, Six-Year CIP, impact fees)
- Advancing equity and sustainability goals (Equity in Infrastructure, Environmental Sustainability Action Plan, LEED Gold standards, fleet electrification)
- Ensuring consistency with Redmond 2050 growth targets and service needs in Downtown and Overlake
- Establishing a transparent policy framework for capital planning (does not authorize construction, provides accountability and predictability)

The full plan is provided in Attachment E, Exhibit B.

Staff Analysis

Staff analysis for this proposal can be found in Appendix E (Technical Committee Report - Exhibit A) and is summarized as follow:

RZC 21.76.070.J COMPREHENSIVE PLAN AMENDMENT CRITERIA *(Full staff analysis attached as Exhibit A, Attachment E- Technical Committee Report)*		MEETS/ DOES NOT MEET
a.	Consistency with the Growth Management Act (GMA), the State of Washington Department of Commerce Procedural Criteria, Vision 2050 or its successor, and the King County Countywide Planning Policies (CPPs);	Meets
b.	Consistency with the Comprehensive Plan policies and the designation criteria;	Meets
c.	Potential impacts to vulnerable community members;	Meets
d.	Potential economic impacts;	Meets
e.	Potential impacts to the ability of the City to provide equitable access to services;	Meets
f.	Potential impacts to the natural environment, such as impacts to critical areas and other natural resources;	Meets
g.	The capability of the land for development, including the prevalence of environmentally critical areas;	N/A *(No land use change or site-specific proposal)*
h.	Whether the proposed land use designations or uses are compatible with nearby land use designations or uses;	N/A *(No land use change proposed)*
i.	If the amendment proposes a change in allowed uses in an area, the need for the land uses that would be allowed and whether the change would result in the loss of the capacity to accommodate other needed land uses;	N/A *(No change in allowed uses proposed)*
j.	Consistency with the preferred growth and development pattern in the Land Use Element of the Comprehensive Plan;	Meets
k.	The proposed amendment addresses significantly changed conditions. In making this determination the following shall be considered: i. Unanticipated consequences of an adopted policy, or ii. Changed conditions on the subject property or its surrounding area, or, iii. Changes related to the pertinent plan map or text; and iv. Where such change of conditions creates conflicts in the Comprehensive Plan of a magnitude that would need to be addressed for the Comprehensive Plan to function as an integrated whole.	Meets

Recommended Conclusions of the Technical Committee

On June 18, 2025, the Technical Committee reviewed the Redmond Fire Dept Fire Functional as an amendment to the Capital Facilities element of the Redmond 2050 Comprehensive Plan, as documented in Appendix E, and found the amendment to be consistent with applicable review criteria and therefore recommended approval with no additional conditions.

RECOMMENDED CONCLUSIONS

The Planning Commission has reviewed:

A. *Applicable criteria for approval: RZC 21.76.070 Criteria for Evaluation and Action, and*
B. *The Technical Committee Report (Appendix E).*

Summary of Planning Commission Discussion Issues

The Planning Commission discussed a range of issues during its review of the 2025–2050 Fire Department Functional Plan. Several recommendations were identified for Council consideration to improve clarity and transparency in the document.

- Funding & Accountability – Concerns about reliance on impact fees and grants, cost estimate transparency, and the need for clearer monitoring cadence and outcome-based accountability.
- Sustainability & Resilience – Questions on climate standards for new stations, long-term use of diesel generators, fleet electrification readiness, and future risks from battery/electrical fires.
- Facilities & Infrastructure – Clarification sought on what happens to old stations, coordination with the Water System Plan, and how seismic risks factor into siting decisions.
- Regional & Technology Coordination – Requests for more clarity on mutual aid agreements and consideration of emerging tools like drones, with emphasis on cross-departmental coordination.
- Equity & Climate Risk – Recommendation to revise demographic language in the Infill Growth section and clarify how vegetation management and wildfire risk are addressed in other plans.

Recommendation

The Planning Commission reviewed the Redmond Fire Dept. Functional Plan as an amendment to the Capital Facilities Element of the Redmond 2050 Comprehensive Plan and found the amendment to be consistent with applicable review criteria and therefore recommends approval with additional conditions as noted hereafter:

- Funding Stability: Commissioners suggested clarifying that the plan's funding strategy is intended to remain adaptable to changing conditions:

  "The Plan is designed to adapt to funding shifts while maintaining long-term delivery goals."

- Monitoring Cadence & Accountability: Commissioners recommended that Section 8.5.3 include a specific review cycle:

  "The Fire Department Functional Plan will be reviewed and updated at least every six years in coordination with the Capital Facilities Plan update, and no less than every ten years in alignment with the Comprehensive Plan's periodic review under RCW 36.70A.130, or sooner if required."

- Construction Cost Transparency: Commissioners recommended adding language to Section 7.3 to explain that cost estimates reflect present-day values:

"All cost estimates are stated in current-year (at time of plan publication) construction dollars, based on recent local public safety facility benchmarks, and do not include escalation for future inflation."

- Disposition of Existing Facilities: Commissioners suggested clarifying how decisions regarding facility reuse or sale are handled. Recommended addition to Section 6.5:

  "While the plan identifies capital needs, priorities, and sequencing for fire facilities, decisions regarding the disposition of existing facilities are addressed through the City's broader asset management program. These decisions are made through separate planning and budget processes as each project advances, ensuring alignment with citywide priorities and governance."

- Water Infrastructure Coordination: Commissioners recommended strengthening language in Section 2.5 to acknowledge coordination with Public Works:

  "While the Fire Department does not direct water infrastructure projects, the Fire Functional Plan helps quantify and communicate fire flow needs to Public Works, strengthening cross-departmental coordination. The Fire Plan's Implementation and Monitoring framework also recognizes the need for ongoing engagement with related citywide plans, including water, transportation, and land use. Changes in one plan may trigger re-evaluation of assumptions or needs in another, and staff are actively working to build strong planning alignment across departments."

- Demographic Impact Language: Commissioners recommended revising a bullet point in Chapter 4 to avoid potential misinterpretation:

  Replace

  "Growing numbers of renters, seniors, and others who rely heavily on emergency services"

  with

  "Growing numbers of seniors and other residents with higher emergency service needs, such as those with mobility limitations, medical dependencies, or communication barriers."

Carol Helland
Planning and Community Development Director

Susan Weston
Planning Commission Chair

Attachments

A. Planning Commission Issues Matrix - Final
B. Public Hearing Notice
C. Planning Commission Meeting Minutes for August 13, 2025
D. Written Public Comments
E. Technical Committee Report with Exhibits
   a) Staff Compliance Review and Analysis
   b) 2025-50 Fire Dept. Functional Plan

Item		Discussion Notes	Issue Status
Redmond Fire Dept. Functional Plan 2025-2050			
1.	SB 5491 Relevance to Plan Copley	**Commission Discussion** How does the Functional Plan relate to potential changes to the building code as a result of the adoption of Senate Bill 5491 (single stairwells in multi-family structures) in 2023 in terms of safety but also potential impacts to future development? **Staff Comments** The Fire Functional Plan focuses on fire capital facilities and equipment; any potential impacts to services are addressed in Standards of Covers while the review of new developments are in the purview of the department's Prevention team. No changes to the plan recommended.	Opened 7.23.25 Closed 8.13.25
2.	Plan Monitoring and Accountability Varadharajan	**Commission Discussion** Asked how the City will ensure accountability and monitoring of the projects outlined in the Fire Functional Plan, especially given that the 2011 plan included projects that were never built, with the exception of Station 17. **Staff Comments** Staff acknowledged this concern and confirmed that the failure to deliver on past project lists was due in large part to the lack of an adopted Fire Functional Plan. Without such a plan, the City could not update impact fees rates or justify capital priorities. This updated and adopted Plan closes that gap. No changes to the plan recommended.	Opened 7.23.25 Closed 8.13.25
3.	Reliance on Impact Fees and Grant Volatility Varadharajan	**Commission Discussion** Asked about the risks associated with relying on impact fees and FEMA grants, particularly in the event of an economic slowdown or grant program suspension. How will the City ensure funding stability and project delivery?	Opened 7.23.25 Closed 8.27.25

Item		Discussion Notes	Issue Status
		Staff Comments Staff explained that the funding strategy is diversified, with impact fees covering about one-third of the $26–27M program. Other sources include bonds (~$11M), real estate excise tax (REET), and capital reserves. Due to grant unpredictability, FEMA and Building Resilient Infrastructure and Communities (BRIC) funds were excluded from the core strategy—though they may be pursued if reinstated. The recent suspension of BRIC confirms the importance of this cautious approach. The Plan is designed to adapt to funding shifts while maintaining long-term delivery goals. No changes to the plan recommended. **Commission Discussion (8.13.25)** Commissioner agreed to close the item but recommended adding this statement to the plan for clarification: *"The Plan is designed to adapt to funding shifts while maintaining long-term delivery goals."* **Staff Comments (8.13.25)** Staff will add recommendation to the Planning Commission Recommendations report in Chapter 7.4 Summary (page 99.)	
4.	Planning for Future Growth and Future Density Weston	**Commission Discussion** Asked whether the Fire Functional Plan includes forward-looking analysis tied to future urban development—particularly high-rise growth in Overlake and Downtown. The Commissioner inquired whether best practices from cities of similar size (120K–150K) were consulted, or whether the plan relies solely on existing conditions in Redmond. She questioned whether the plan reflects a transformational approach or continues incremental upgrades from a system originally designed for low-rise environments. **Staff Comments** Staff explained that the Plan is informed by Redmond's current and projected service needs, using a standards of cover methodology tailored to local geography, building stock, call volume, and station availability. While comparisons to other cities were not the primary design driver, national best	Opened 7.23.25 Closed 8.13.25

Item		Discussion Notes	Issue Status
		practices around call concurrency, vertical access, and station flexibility were embedded into the analysis. The Plan includes detailed modeling, found in Appendix B, that evaluates station location scenarios based on forecasted growth, especially in vertical districts like Overlake. It recommends moving two stations and adding one to optimize coverage, reduce response times, and accommodate future needs. New stations will be designed with capacity for additional units and vertical response capability, ensuring they support both immediate needs and scalable deployment. The plan reflects a balance between realistic fiscal constraints and forward-thinking operational readiness. No changes to the plan recommended.	
5.	Clarifying Accountability in Monitoring & Evaluation Coleman	**Commission Discussion** Requested clarification of Chapter 8 (Monitoring & Evaluation), noting it reads more like a general process description than an outcome-based accountability framework. The Commissioner expected clearer linkages between actions and anticipated results—e.g., "if we do X, we expect Y"—and asked how performance targets are determined, monitored, and adjusted over time. **Staff Comments** Staff clarified the goal of this section is to articulate how the Fire Department remains accountable *to the plan,* not to restate all citywide systems of capital/budget management already in place. The plan identifies the Fire Department's internal responsibilities for plan stewardship, including triggering updates and responding to level of service degradation. It is not designed to track all operational outcomes, which are instead governed by the department's Strategic Plan and Community Risk Assessment and Standards of Cover—each of which contains detailed outcome goals. These documents are updated regularly and used to inform both annual performance reviews and budget decisions. Staff agrees that a direct link to these supporting documents should be added to future memos and public hearing materials for transparency. Staff will explore whether Chapter 8 could benefit from minor clarification; however, its scope—capital accountability rather than operational performance - aligns with the purpose of the Fire Functional Plan.	Opened 7.23.25 Closed 8.10.25
6.	Clarifying Monitoring Cadence and Responsibilities	**Commission Discussion** Followed up on the discussion of Chapter 8 by expressing that, while she understood who is responsible for monitoring the plan, she was unclear on what specifically would be monitored, and how often. She requested that the plan more explicitly state the cadence of review and how the	Opened 7.23.25 Closed 8.27.25

Item		Discussion Notes	Issue Status
	Varadharajan	monitoring of the functional plan aligns with other city planning cycles (e.g., strategic plans, biennial budgets, other functional plans). **Staff Comments** Staff appreciates this feedback and agrees that additional clarity in Section 8.5 could benefit readers. While the plan is intentionally scoped to highlight the Fire Department's role within the broader capital investment process—rather than restating citywide procedures—staff will review whether brief reference to standard review intervals (e.g., biennial budget cycles, periodic capital plan updates) can be added to help orient readers. **Commission Discussion (8.13.25)** Requested to leave the issue open and add a clear review cadence for the Fire Department Functional Plan to align with the update schedule of other city functional plans. While no specific interval was recommended, the commissioner emphasized the need to ensure the plan will be regularly reviewed and evaluated for performance, consistent with established citywide processes, to guarantee accountability, demonstrate follow-through, and signal to both the council and the public that its implementation will be monitored. **Staff Comments (8.13.25)** Suggested edit for Section 8.5.3, page 108: *"The Fire Department Functional Plan will be reviewed and updated at least every six years in coordination with the Capital Facilities Plan update, and no less than every ten years in alignment with the Comprehensive Plan's periodic review under RCW 36.70A.130, or sooner if required."*	
7.	Construction Cost Accuracy and Inflation Planning Varadharajan	**Commission Discussion** Asked whether the estimated $1,300 per square foot construction cost accounts for inflation or long-term cost escalation. Also asked whether the plan clearly communicates that these are placeholder figures, particularly for mid- and long-term projects.	Opened 7.23.25 Closed 8.27.25

Item		Discussion Notes	Issue Status
		Staff Comments Staff clarified that the plan's construction cost assumptions are based on recent local comparisons for fire station construction and are in current dollars. Detailed cost modeling, including escalation factors and real estate variables, will be conducted through separate feasibility studies and as part of the City's Capital Investment Strategy process. Staff will explore whether clarifying language can be added to the plan summary or Council memo to indicate that the figures are order-of-magnitude placeholders subject to refinement. **Commission Discussion (8.13.25)** The commissioner asked for added clarity in Section 7.3 (Cost Estimate Methodology) to explain the basis of the construction cost figures in the plan. They were satisfied with the staff's explanation that the estimates use benchmarks from comparable public safety projects and reflect current-year construction dollars without escalation for inflation. They recommended including a brief context statement directly in the plan, near the cost figures themselves, so readers understand that the numbers are in present-day values and not projected for future inflation. This addition would provide transparency and prevent misinterpretation. **Staff Comments (8.13.25)** Suggested edit for section 7.3, page 95, under Cost Estimate Methodology: *"All cost estimates are stated in current-year (at time of plan publication) construction dollars, based on recent local public safety facility benchmarks, and do not include escalation for future inflation."*	
8.	Sustainability Standards for Station Construction and Renovation Weston	**Commission Discussion** Requested clarification on the climate-related requirements applied to new station construction and major retrofits. Asked whether the plan is aligned with state-level mandates, such as the Clean Building Standard, and whether Redmond intends to exceed those requirements through local climate policies.	Opened 7.23.25 Closed 8.13.25

Item		Discussion Notes	Issue Status
		Staff Comments Staff confirmed that the Fire Functional Plan communicates compliance with the Washington State Clean Buildings Standard, which is a legal requirement for buildings over a certain square footage. As of now, only Station 11 is subject to this mandate due to its size. However, Redmond has adopted additional climate goals, including LEED Gold standards for municipal facilities, which will be applied to all new or majorly renovated stations regardless of size. These higher standards influence both material choices and energy efficiency performance. The regulatory framework outlined in Chapter 2 of the plan includes these requirements. Staff will consider whether to add a clarifying appendix or memo note to summarize applicable sustainability tiers for public reference. No changes to the plan recommended.	
9.	Future Consideration of Non-Diesel Backup Power Weston	**Commission Discussion** Asked whether diesel generators—currently relied upon for backup power in fire stations—will eventually be replaced by lower-emission alternatives such as battery systems over the 20-year planning horizon. **Staff Comments** Staff acknowledged the importance of exploring sustainable backup power solutions. At present, diesel generators are required for essential facilities due to their reliability and compliance with current building codes. While battery technology is improving, it has not yet met the performance or safety requirements for mission-critical infrastructure. The Implementation and Monitoring framework in Chapter 8 allows the City to reassess technologies as they evolve. No changes to the plan recommended.	Opened 7.23.25 Closed 8.13.25
10.	Mutual Aid and Interagency Service Agreements Van Niman	**Commission Discussion** Asked whether Redmond receives or provides financial compensation for services shared with neighboring agencies, such as Kirkland or Bellevue. Also asked for clarification on how inter-agency agreements function and whether Redmond is structurally reliant on neighboring jurisdictions for core service delivery.	Opened 7.23.25 Closed 8.27.25

Item		Discussion Notes	Issue Status
		Staff Comments Staff confirmed that Redmond participates in automatic and mutual aid agreements with surrounding fire agencies, including Kirkland and Bellevue. These agreements are reviewed annually to assess call volume balance and ensure system equity. While no direct compensation is exchanged, the regional model enables resource-sharing across specialized functions like hazardous materials response and technical rescue. The Fire Functional Plan acknowledges these partnerships as part of the level of service strategy but emphasizes planning self-sufficiency. The plan is designed to ensure that Redmond can meet its own service needs without assuming aid will always be available—especially as neighboring jurisdictions face their own growth and fiscal pressures. This approach balances regional collaboration with local readiness, ensuring service continuity even under strain. No changes to the plan recommended.	
11.	Fleet Electrification Strategy and Resilience Planning Copley	**Commission Discussion** Asked how the City is approaching electrification of the Fire Department fleet, particularly in light of the higher cost of electric apparatus and the potential risk of service disruption during major power outages. Inquired how Redmond balances climate leadership with operational readiness in edge-case events such as the 2024 bomb cyclone. **Staff Comments** Staff acknowledged the importance of electrification as a citywide sustainability goal and noted that the Fire Department is closely aligned with Redmond's broader fleet electrification strategy. The Fire Functional Plan identifies necessary infrastructure upgrades at stations—particularly Stations 11 and 12—to support EV deployment. While the department is proactively planning for the addition of a second electric engine, staff emphasized the need for a diverse and resilient fleet, given that Redmond does not control the regional power grid. Diesel generators remain a required backup to meet essential facility standards, and hybrid solutions may be necessary in the near term. Redmond Fire's electrification strategy is guided by both innovation and caution—ensuring alignment with the City's decarbonization goals while maintaining uninterrupted emergency response capabilities during large-scale outages. The approach remains flexible and tactical as the technology and policy landscape continues to evolve. No changes to the plan recommended.	Opened 7.23.25 Closed 8.13.25

Item		Discussion Notes	Issue Status
12.	Disposition of Existing Facilities Post-Rebuild Weston	**Commission Discussion** Asked what happens to the existing Station 11, Station 12, and the Station 11 Annex once those facilities are rebuilt or relocated. Sought clarity on whether this is addressed in the plan or which department is responsible for those decisions. **Staff Comments** Staff clarified that decisions regarding the future use, sale, or retention of existing fire facilities are the responsibility of Council and are not within the scope of the Fire Functional Plan. While the plan identifies capital needs and sequencing, facility disposition is a citywide asset management issue that will be addressed through separate planning and budget processes at the time each project advances. No changes to the plan recommended. **Commission Discussion (8.13.25)** The commissioner acknowledged that the issue ultimately falls under City Council's authority and does not require changes to the Fire Department Functional Plan. However, they recommended including the staff's explanatory text in the plan to help readers, especially those unfamiliar with city processes, understand how such decisions are handled. **Staff Comments (8.13.25)** Suggested edit to be included at the end of 6.5, page 87: *"While the plan identifies capital needs, priorities, and sequencing for fire facilities, decisions regarding the disposition of existing facilities are addressed through the City's broader asset management program. These decisions are made through separate planning and budget processes as each project advances, ensuring alignment with citywide priorities and governance."*	Opened 7.23.25 Closed 8.27.25

Item		Discussion Notes	Issue Status
13.	Water Storage, Access, and Cross-Plan Coordination Varadharajan	**Commission Discussion** Asked whether concerns about water access and storage—referenced briefly in the plan—are addressed within the Fire Functional Plan or another planning document. Also asked if shared water infrastructure and fire flow capacity are part of service agreements with regional partners. **Staff Comments** Staff clarified that water storage and access are critical components of fire response capacity and directly affect level of service and insurance ratings (e.g., WSRB). However, responsibility for water infrastructure planning resides with Public Works and is governed by the Water System Plan, which is listed in Chapter 2 of the Fire Functional Plan. While the Fire Department does not direct water infrastructure projects, the Fire Functional Plan helps quantify and communicate fire flow needs to Public Works, strengthening cross-departmental coordination. The Fire Plan's Implementation and Monitoring framework also recognizes the need for ongoing engagement with related citywide plans, including water, transportation, and land use. Changes in one plan may trigger re-evaluation of assumptions or needs in another, and staff are actively working to build strong planning alignment across departments. No changes to the plan recommended. **Commission Discussion (8.13.25)** The commissioner agreed that no change to the plan's scope was needed but recommended adding language to explicitly acknowledge the connection between the Fire Functional Plan and the City's Water Functional Plan. They suggested noting that the department works in partnership with Public Works to support shared goals for water availability and storage, since these directly affect fire service levels. Including this clarification—particularly in the plan alignment section—would help readers understand the interdependence of the two plans and reassure the public that coordination is ongoing on this high-interest topic.	Opened 7.23.25 Closed 8.27.25

Item		Discussion Notes	Issue Status
		Staff Comments (8.13.25) Staff recommends inserting the following statement into Section 2.5, page 21, immediately after "A Note on Plan Integration," to address the commissioner's feedback and strengthen plan alignment language: *"While the Fire Department does not direct water infrastructure projects, the Fire Functional Plan helps quantify and communicate fire flow needs to Public Works, strengthening cross-departmental coordination. The Fire Plan's Implementation and Monitoring framework also recognizes the need for ongoing engagement with related citywide plans, including water, transportation, and land use. Changes in one plan may trigger re-evaluation of assumptions or needs in another, and staff are actively working to build strong planning alignment across departments."* This placement reinforces the interdependence of citywide plans, clarifies the Fire Department's role, and responds directly to the commissioner's request without altering the plan's scope.	
14.	Anticipating Risks from Electrification and Battery Fires Coleman	**Commission Discussion** Asked whether the Fire Functional Plan considers the long-term increase in electric fires—particularly those involving battery storage systems—as the built environment becomes more electrified. Inquired how the plan accounts for evolving response needs that differ from traditional firefighting. **Staff Comments** Staff confirmed that risks related to electrification and EV battery storage are identified in Chapter 5 (Needs Assessment) under emerging threats. While the specific operational demands of future electric fire response are still evolving, the plan includes capital flexibility to accommodate new infrastructure, tools, or training needs as they arise. This is reflected in the long-range planning horizon (Appendix) and in the placeholder funding for future growth-related needs tied to electrification. These investments are impact fee eligible, and the plan's structure allows Redmond to adapt its capital priorities as response requirements change. No changes to the plan recommended.	Opened 7.23.25 Closed 8.10.25
15.	Liquefaction Zone Risk and Site Selection Criteria	**Commission Discussion** Asked whether known seismic risks—specifically the downtown station's location in a liquefaction zone—are considered in fire station siting decisions.	Opened 7.23.25 Closed 8.13.25

Item		Discussion Notes	Issue Status
	Weston	**Staff Comments** Staff confirmed that seismic and geotechnical hazards, including liquefaction risk, are part of station siting criteria and will be further analyzed during project-specific feasibility studies. The Fire Functional Plan identifies high-level needs and locations, but does not include engineering-level assessments. In the case of Station 11, rebuilding on the current site will significantly improve seismic performance, even if the underlying soil conditions remain less than ideal. Relocating the station to a lower-risk area could create coverage gaps and require additional station construction—doubling the cost. The plan reflects a balanced risk-and-cost approach, and future site-specific studies will guide final decisions. No changes to the plan recommended.	
16.	Emerging Technologies & Cross-Department Coordination Woodyear	**Commission Discussion** Asked how the plan considers emerging technologies such as using drones as tools to extend the reach, efficiency, and adaptability of existing fire infrastructure. It was noted the police department's existing drone fleet and questioned whether such capabilities, particularly as payload and situational awareness technologies advance, could play a role in fire response and modeling. It was also raised the idea of including a more formal statement on cross-departmental coordination, especially with the police department, to ensure a holistic approach to solving operational challenges. **Staff Comments** Staff clarified that while emerging technologies such as drones have potential operational benefits, evaluating and adopting such tools is outside the scope of the Fire Functional Plan, which focuses on facilities and large-scale capital investments. These considerations are better addressed through the Community Risk Assessment, Standards of Cover, and other operational planning processes. While cross-departmental coordination is important and does occur, these activities fall under separate planning and budgeting processes, not the capital-focused scope of the Fire Functional Plan. No changes to the plan are recommended.	Opened 8.13.25 Closed 8.27.25
17.	Clarify Demographic Impact Language in Infill Growth Section	**Commission Discussion** Noted that a bullet point in Chapter 4 (page 43) under "Infill Growth Across Established Neighborhoods" states "growing numbers of renters, seniors, and others who rely heavily on emergency services." They expressed concern that the reference to "renters" could be interpreted as	Opened 8.13.25 Closed 8.27.25

Item		Discussion Notes	Issue Status
	Varadharajan	implying that renters, as a group, disproportionately use emergency services, which could be perceived as biased or discriminatory. It was recommended rephrasing the statement to focus on vulnerability, access, or communication barriers rather than housing status, and suggested removing "renters" to avoid unintended negative connotations. **Staff Comments** Staff agrees that the current phrasing in the bullet point could be improved for clarity and tone. The intent is to highlight demographic and vulnerability factors that may increase emergency service demand, not to distinguish between renters and homeowners. Staff recommends revising the bullet (page 43) as follows: Current: • Growing numbers of renters, seniors, and others who rely heavily on emergency services Proposed: • Growing numbers of seniors and other residents with higher emergency service needs, such as those with mobility limitations, medical dependencies, or communication barriers	
18.	Vegetation Management and Wildfire Risk Coleman	**Commission Discussion** A written public comment was referenced expressing concern about increased vegetation hazards in the community, such as browning trees, falling needles, and accumulated ground fuels. It was noted that these conditions raise both climate change and public safety concerns, and asked how such issues are addressed in the Fire Functional Plan. The discussion touched on whether vegetation management falls within the scope of the plan or is primarily an operational or cross-departmental responsibility. **Staff Comments** Staff clarified that while vegetation conditions can impact fire risk, the Fire Functional Plan's scope is focused on long-range facility siting, capital investments, and meeting service level standards. Vegetation management and wildfire risk reduction are addressed through other planning efforts, including the City's vegetation management plan (subject of April 30, 2025 briefing), which is	Opened 8.13.25 Closed 8.27.25

Item		Discussion Notes	Issue Status
		coordinated across departments such as Public Works and Parks, as well as through countywide initiatives. These topics are more appropriately addressed in the Community Risk Assessment and Standards of Cover, not in the Fire Functional Plan therefore no changes to the plan are recommended.	

Redmond
WASHINGTON

NOTICE OF PUBLIC HEARING
CITY OF REDMOND

Redmond Comprehensive Plan Amendment:
Redmond Fire Functional Plan (LAND-2025-00156)

The City of Redmond Planning Commission will hold a Public Hearing at Redmond City Hall Council Chambers, 15670 NE 85th Street, Redmond, Washington on ***August 13, 2025 at 7 p.m.*** or as soon thereafter, on:

SUBJECT: The City of Redmond Fire Department is proposing an amendment to the Capital Facilities Chapter of the Comprehensive Plan to include the 2025 -2050 Fire Department Functional Plan, adopted by reference.

REQUESTED ACTION: Planning Commission recommendation on the proposed amendment(s) to the Redmond Comprehensive Plan.

PUBLIC PARTICIPATION: Join in-person at City Hall, watch live at redmond.gov/RCTV, Comcast channel 21, Ziply channel 34, on facebook.com/CityofRedmond, or listen live by phone by calling 510-335-7371.

Public comment can be provided in-person at City Hall. Public comment can also be made by phone during the meeting by providing a name and phone number to PlanningCommission@redmond.gov no later than 5 p.m. on the day of the hearing.

Written public comments should be submitted prior to the hearing by email to PlanningCommission@redmond.gov no later than 5 p.m. on the hearing date. Comments may also be sent by mail to: Planning Commission, MS: 4SPL, P.O. Box 97010, Redmond, Washington, 98073-9710.

A copy of the proposal is available at **https://www.redmond.gov/FireFunctionalPlan**

If you have any comments, questions, or would like to be a Party-of-Record on this proposal, please contact Ameé Quiriconi, Deputy Chief, 425-556-2106, aquiriconi@redmond.gov.

If you are hearing or visually impaired, please notify Planning Department staff at 425-556-2441 one week in advance of the hearing to arrange for assistance.

LEGAL NOTICE: July 23, 2025

MEETING MINUTES

REDMOND PLANNING COMMISSION MEETING

Wednesday, August 13, 2025 – 7:00 p.m.

1. Call to Order & Roll Call – 7:00 p.m.

Commissioners Present:	Chair Susan Weston, Vice-Chair Jeannine Woodyear, Commissioners Adam Coleman, Bryan Copley, Denice Gagner (Virtual), and Aparna Varadharajan
Commissioners Excused:	Commissioner Tara Van Niman
Staff Present:	Glenn Coil, Michael Despain (Virtual), Amee Quiriconi, and Chris Wyatt
Recording Secretary:	Carolyn Garza, LLC

2. Approval of the Agenda

   - *Motion to approve the Agenda by Commissioner Copley, seconded by Commissioner Aparna. The Motion passed.*

3. Approval of Meeting Minutes & Summaries

   - *Motion by Commissioner Copley to approve the July 23, 2025 Meeting Summary. Motion seconded by Commissioner Aparna. The Motion passed unanimously.*

4. Items from the Audience (General)

   - David Morton, Redmond 98053, stated that the location where Cadman gravel operations took place in Southeast Redmond is environmentally sensitive. A future school development zoning change proposal would benefit the growing community, but the site location is in a Critical Aquifer Recharge Area (CARA). Development in the area should support the

Redmond Comprehensive Plan, safeguard the environment, and protect the health and safety of Redmond residents.

5. 2025-50 Redmond Fire Functional Plan (Public Hearing and Study Session)

Deputy Chief Quiriconi gave the presentation.

Public Hearing

- David Morton, Redmond 98053, stated being in support of the 2025-50 Redmond Fire Functional Plan and expressed several reasons.

Senior Planner Coil stated that two written comments had also been received.

Chair Weston closed the verbal portion of the Public Hearing, but the written portion would remain open.

Study Session

Deputy Chief Quiriconi began the Issues Matrix with Issue one. Commissioner Copley stated that the Issue could be closed.

Regarding Issue two, Commissioner Aparna stated that the Issue could be closed.

Regarding Issue three, Commissioner Aparna stated that the Issue could be closed but recommended that the last line of the response be added to the narrative of the Plan. [Later in the meeting, at Issue thirteen, Commissioner Aparna stated that Issue three should remain open to review verbiage]

Regarding Issue four, Chair Weston stated that the community would appreciate information that builds on general knowledge or case studies from other communities particularly when a vote is to occur.

Regarding Issue five, Commissioner Coleman stated that the Issue could be closed.

Regarding Issue six, Commissioner Aparna stated that a line such as *will mirror the cadence of review of other functional plans* should be added and asked that the Issue remain open to review language. Chair Weston stated agreement as while city workers may understand the process, average residents may not have the same familiarity. Senior Planner Coil stated that edits would not be made to the draft during the Public Comment period, but that example text can be recommended to Council and that the Planning Commission role is as a recommendation body to Council. Chair Weston asked for clarification regarding edits made to the Parks plan by the Commission in the past, and Senior Planner Coil replied that the process was a part of Redmond 2050, more review processes involved toward a final adoption draft for Council, but recommendations still noted as such. Chair Weston asked for clarification regarding changes made to the Water and Park functional plans in the past and stated that staff would be followed up with after the meeting to clarify. Chair Weston confirmed that the Issue should remain open.

Regarding Issue seven, Commissioner Aparna stated the staff response was fine and that if a line of context can be included, the Issue could be closed. Deputy Chief Quiriconi replied that verbiage would be sent to Commissioner Aparna for approval.

Regarding Issue eight, Chair Weston stated that the question was only for clarification and could be closed.

Regarding Issue nine, Chair Weston stated that the Issue could be closed.

Regarding Issue ten, Chair Weston stated that the Issue should remain open until Commissioner Van Niman is present to close.

Regarding Issue eleven, Commissioner Copley stated that the Issue could be closed.

Regarding Issue twelve, Chair Weston stated that additional text would be important to add for clarification to the public.

Regarding Issue thirteen, Commissioner Aparna stated that additional text would be important, not changing the plan but to clarify. Commissioner Aparna asked that both Issues three and thirteen remain open as edits.

Regarding Issue fourteen, Commissioner Coleman stated that the Issue could be closed and asked for clarification regarding *impact fee eligible*. Deputy Chief Quiriconi replied if it can be connected to growth.

Regarding Issue fifteen, Chair Weston stated that the Issue could be closed.

Vice-Chair Woodyear asked for clarification regarding chapter six, specifically emerging technologies and drones. Deputy Chief Quiriconi explained how analysis needs to be conducted regarding how drones can assist. Vice-Chair Woodyear asked if there needs to be a more formal statement of cross-departmental coordination with Police. Deputy Chief Quiriconi replied that the statement is out of the scope of the functional plan.

Commissioner Aparna stated, regarding page 43, that verbiage implies that renters may require more emergency services than others and could be phrased differently. The Issue would be added to the Issues Matrix. Commissioner Aparna suggested that to the verbiage *growing numbers of renters, seniors, and others will rely heavily on*; that the word *people* replace *renters, seniors, and others*.

Commissioner Coleman asked how written comments can be brought into the Issues Matrix and Chair Weston replied with the procedure. Senior Planner Coil replied that the community does not see written comments until the Planning Commission report is published.

Commissioner Coleman stated that vegetation maintenance is both a climate change question and safety question and asked if the issue would be functional or operational. Deputy Chief Quiriconi replied that the functional plan involves, in example, where stations are located in regard to the Comprehensive Plan level of service requirements, and that vegetation would be a management plan crossed through Fire, Public Works, Parks, and any other related entities within the city, and that there may also be district issues for King County. Commissioner Coleman asked if there is a way for the public to

report a vegetation issues, and Deputy Chief Quiriconi replied that if the Fire department is called, the issue would be referred to Public Works or Parks, and considering if the issue is in the right-of-way or in a neighboring yard. Senior Planner Coil replied that in the climate resiliency element of the Comprehensive Plan there are high level policies that provide direction toward the potential increased risk of wildfires. Chair Weston stated that while the Planning Commission is limited in scope but that the Council is not, and community feedback should be forwarded to Council. Deputy Chief Despain explained the process being developed.

6. Staff & Commissioner Updates

Senior Planner Coil stated that the next Planning Commission meeting will be August 27, 2025, continuing with the Fire Functional Plan, the introduction of the Capital Facilities Plan for General Government Facilities, and a briefing regarding the Environmental Sustainability Action Plan Refresh.

Chair Weston asked the Commissioners to review the meeting schedule going forward to manage attendance.

Chair Weston asked that students interested the Planning field be referred to the Puget Sound Regional Council (PSRC) Summer Planning Academy and described the program. A web link can be found on the PSRC website under Get Involved.

Chair Weston stated having been on a walking tour of the Issaquah Creek Rehabilitation Project. The Mountains to Sound Greenway Trust website lists upcoming events.

7. Adjourn

- *Motion to adjourn at 7:57 p.m. by Commissioner Copley, seconded by Commissioner Coleman. The Motion passed.*

Minutes approved on: _____

Planning Commission Chair _____

From: Glenn Coil
To: Amee Quiriconi; Micheal Despain (MED Enterprises)
Subject: FW: Redmond Fire Functional Public Hearing Comments
Date: Wednesday, August 13, 2025 6:01:03 PM

Commissioners (bcc'd)

Please see public comment received on the Fire Functional Plan.

Amee/Mike – please save for the PC Report as a written public comment.

Thanks,

glenn

Glenn Coil
Senior Planner, City of Redmond

425-556-2742 gcoil@redmond.gov www.redmond.gov

MS:4SPL • 15670 NE 85th St • PO Box 97010 • Redmond, WA 98073-9710

Notice of Public Disclosure: This e-mail account is public domain. Any correspondence from or to this e-mail account is a public record. Accordingly, this e-mail, in whole or in part, may be subject to disclosure pursuant to RCW 42.56, regardless of any claim of confidentiality or privilege asserted by an external party.

From: Devon Kellogg <devonkellogg@gmail.com>
Sent: Wednesday, August 13, 2025 5:20 PM
To: Planning Commission <planningcommission@redmond.gov>; Lauren Alpert <lalpert@redmond.gov>; Glenn Coil <gcoil@redmond.gov>
Cc: David Morton <davidwardmorton@yahoo.com>
Subject: Redmond Fire Functional Public Hearing Comments

External Email Warning! Use caution before clicking links or opening attachments.

Greetings Redmond Planners and Commissioners,

Thank you for the opportunity to comment on Redmond's Fire Functional Plan. Overall, the plan appears to be a comprehensive assessment of our fire-fighting facilities, equipment, personnel, and other resources. My main concerns are regarding the increased fire risks in our area due to drier vegetation, stress on water supplies, and

seismic impacts on our gas lines. It would be great to see these risks captured in the plan. There are also opportunities offered by the city's growing EV fleet which would be nice to see identified in the plan.

In looking at recent mass fire events in cities such as Paradice, CA (2018), Superior and Louisville, CO (2021), Maui, HI (2023), and the Greater Los Angeles, CA area earlier this year, a pattern emerges around drier vegetation and in some cases inadequate water pressure to suppress the flames. I have been living in my current home with large trees on our property for over 16 years, In the past 5 or so years, I have noticed an increase in the amount of codes and needles around the base of the trees, as well as increased insect activity (carpenter ants) on some of the trees in the past 2 years. I have also noticed more browning trees and vegetation around the neighborhood. The growing amount of potential fire fuels around Redmond is concerning. I'm also hearing about increasing drought conditions in our state, including in the Puget Sound region. I'm hoping that the Fire Function Plan will assess the risks around these changing vegetation and drought conditions.

Additionally, as we live in a seismic fault zone with an extensive network of toxic and explosive gas pipelines, it would be reassuring to know what the plan is for addressing this potentially catastrophic risk!

Lastly, on Page 46 of the plan there is a gap noted for portable power and lighting systems. It would be great to see an evaluation done regarding how the city's transition to an EV fleet might help here and with backup power in general, since EVs are essentially large portable batteries on wheels! EV models equipped with bi-directional capabilities can provide backup power to buildings, be utilized as portable power supplies, and/or can even charge other EVs. There is so much potential here, if you will pardon the pun.

I'm excited to see Redmond's forward-thinking strategies and comprehensive planning documents. Please consider making them even more robust and future-proof by addressing these additional risks and opportunities..

Thank you for your consideration,
Devon Kellogg

I'd like to speak in **support** of the proposed **2025-2050 Redmond Fire Functional Plan**.

This plan is not just a bureaucratic document; it's a critical roadmap for ensuring Redmond's safety and well-being. As Redmond continues its impressive growth, particularly in high-density areas like Downtown and Overlake, Redmond's fire and emergency services must evolve to meet these new demands. The Functional Plan comprehensively addresses this by outlining necessary investments in facilities, apparatus, and staffing.

I commend the plan's emphasis on several key areas. First, the commitment to modernizing Redmond's fire stations is paramount. The Plan's assessment highlights critical deficiencies in **seismic readiness**, **backup power**, and **basic accessibility** at some stations. Ensuring that essential facilities can remain operational during disasters is best practice and a fundamental responsibility. The proposed renovations and new construction, including the **relocation of Station 12** and **the future Station 19**, are vital steps to improve response times and coverage in your densifying urban centers.

Second, the plan's focus on **equitable service delivery** is crucial. Identifying and addressing response gaps in vulnerable and underserved communities aligns perfectly with Redmond's broader vision of an inclusive city. Every resident deserves timely and effective emergency services, regardless of their location or demographics.

Finally, I appreciate the forward-thinking approach to **fleet modernization**, including the integration of **electric apparatus**, and the recognition of emerging risks like **battery fires**. This demonstrates a commitment to both environmental sustainability and operational readiness in a changing world.

The plan also clearly outlines a **diversified fiscal strategy**, including the appropriate use of impact fees, which ensures that new development contributes its fair share to the infrastructure it relies upon. This is a responsible approach to funding these essential upgrades.

In closing, the 2025-2050 Redmond Fire Functional Plan is a well-researched, strategic, and necessary investment in Redmond's future. It provides a clear path to maintain and enhance the high level of public safety that Redmond residents expect and deserve. I urge the Planning Commission to **recommend its adoption to the City Council**.

TECHNICAL COMMITTEE REPORT AND RECOMMENDATION TO THE PLANNING COMMISSION

June 18, 2025

Project File Number:	**LAND-2025-00156; SEPA-2020-00934**	
Proposal Name:	2025-50 Redmond Fire Functional Plan	
Applicant:	City of Redmond Fire Department	
Staff Contacts:	Ameé Quiriconi, Deputy Chief	425-556-2106

TECHNICAL COMMITTEE COMPLIANCE REVIEW AND RECOMMENDATION

Technical Committee shall make a recommendation to the Planning Commission for all Type VI reviews (RZC 21.76.060.E). The Technical Committee's recommendation shall be based on the decision criteria set forth in the Redmond Zoning Code. Review Criteria:

A. RZC 21.76.070.J Comprehensive Plan Map and/or Policy Amendment

REDMOND COMPREHENSIVE PLAN AMENDMENT SUMMARY

The City of Redmond Fire Department is proposing an amendment to the Capital Facilities Chapter of the Comprehensive Plan to include the 2025-50 Fire Department Functional Plan, adopted by reference. This amendment ensures alignment between the City's long-range planning framework and the operational and capital needs of the Fire Department. By formally incorporating the Fire Functional Plan, the City strengthens its ability to plan for essential public safety services, prioritize infrastructure investments, and ensure compliance with Growth Management Act (GMA) requirements related to adequate public facilities and levels of service. The Fire Functional Plan outlines current facility conditions, service area needs, and future capital improvement priorities, providing a comprehensive foundation for integrated citywide planning.

RZC 21.76.070.J COMPREHENSIVE PLAN AMENDMENT CRITERIA *(Full staff analysis attached as Attachment A)*		MEETS/ DOES NOT MEET
a.	Consistency with the Growth Management Act (GMA), the State of Washington Department of Commerce Procedural Criteria, Vision 2050 or its successor, and the King County Countywide Planning Policies (CPPs);	Meets
b.	Consistency with the Comprehensive Plan policies and the designation criteria;	Meets
c.	Potential impacts to vulnerable community members;	Meets

RZC 21.76.070.J COMPREHENSIVE PLAN AMENDMENT CRITERIA *(Full staff analysis attached as Attachment A)*		MEETS/ DOES NOT MEET
d.	Potential economic impacts;	Meets
e.	Potential impacts to the ability of the City to provide equitable access to services;	Meets
f.	Potential impacts to the natural environment, such as impacts to critical areas and other natural resources;	Meets
g.	The capability of the land for development, including the prevalence of environmentally critical areas;	N/A *(No land use change or site-specific proposal)*
h.	Whether the proposed land use designations or uses are compatible with nearby land use designations or uses;	N/A *(No land use change proposed)*
i.	If the amendment proposes a change in allowed uses in an area, the need for the land uses that would be allowed and whether the change would result in the loss of the capacity to accommodate other needed land uses;	N/A *(No change in allowed uses proposed)*
j.	Consistency with the preferred growth and development pattern in the Land Use Element of the Comprehensive Plan;	Meets
k.	The proposed amendment addresses significantly changed conditions. In making this determination the following shall be considered: i. Unanticipated consequences of an adopted policy, or ii. Changed conditions on the subject property or its surrounding area, or, iii. Changes related to the pertinent plan map or text; and iv. Where such change of conditions creates conflicts in the Comprehensive Plan of a magnitude that would need to be addressed for the Comprehensive Plan to function as an integrated whole.	Meets

STATE ENVIRONMENTAL POLICY ACT (SEPA)

The Fire Functional Plan is being updated as part of the Redmond 2050 Comprehensive Plan update.

The lead agency for this proposal has determined that the periodic update to the Redmond Comprehensive Plan, known as Redmond 2050, is likely to have a significant adverse impact on the environment. An environmental impact statement (EIS) is required under RCW 43.21C.030 (2)(c). An EIS scoping period was held from October 12 to November 25, 2020. A draft EIS was issued June 16,

2022 and a comment period for the draft EIS was open through August 26, 2022. A supplemental draft EIS was published on September 20, 2023 and a comment period for the supplemental draft EIS was open through October 20, 2022. A final EIS was published on December 15, 2023. Additional information can be found at https://www.redmond.gov/1442/Documents under tab "Environmental Review."

STAFF RECOMMENDATION

Based on the compliance review of the decision criteria set forth in

A. *RZC 21.76.070.J Comprehensive Plan Map and/or Policy Amendment*

Staff recommends approval of the proposed amendment. Staff compliance review and analysis is provided in Attachment A.

TECHNICAL COMMITTEE RECOMMENDATION

The Technical Committee has reviewed the proposed amendment identified in Attachment B and finds the amendment to be consistent with review criteria identified below:

A. *RZC 21.76.070.J Comprehensive Plan Map and/or Policy Amendment*

REVIEWED AND APPROVED BY

David Lee for

Carol Helland,
Planning and Community Development Director

Aaron Bert,
Public Works Director

Exhibits

A. Staff Compliance Review and Analysis
B. Proposed Comprehensive Plan Amendment – 2025-50 Redmond Fire Functional Plan

Comprehensive Plan Amendment Criteria (RZC 21.76.070.J)

CRITERIA	ANALYSIS
a. Consistency with the Growth Management Act (GMA), the State of Washington Department of Commerce Procedural Criteria, Vision 2050 or its successor, and the King County Countywide Planning Policies (CPPs);	The amendment is consistent with the GMA by supporting coordination between land use planning and public facility provision. Including the Fire Department Functional Plan strengthens the City's compliance with concurrency and adequate public facilities requirements. It aligns with Vision 2050's emphasis on livability, resilience, and infrastructure readiness, and supports CPP policies encouraging integrated capital planning and investment in essential public services.

Capital Facilities Element Requirement	Where addressed in Plan
(a) An inventory of existing capital facilities owned by public entities, showing the locations and capacities of the capital facilities; (b) a forecast of the future needs for such capital facilities;	Chap. 3, 4, 5 & 6
(c) the proposed locations and capacities of expanded or new capital facilities;	(c) Chap. 6 (d) Chap. 7
(d) at least a six-year plan that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes; and	

The Fire Functional Plan is consistent with applicable King County CPP's, including PF-2, PF-24, PF-25, PF-27, and incorporates its projections for household and employment growth.

CRITERIA	ANALYSIS
b. Consistency with the Comprehensive Plan policies and the designation criteria;	This amendment directly supports policies in the Capital Facilities by ensuring long-range planning reflects operational realities and capital needs. It also fulfills the intent of infrastructure coordination policies that require public facilities to be evaluated and planned comprehensively across departments.

Consistency with Capital Facilities Policy CF-2	Where addressed in Plan
A description of the current capital facility infrastructure, including green infrastructure, and the scope and cost of its operation and maintenance;	Chapter 3
A description of current capital facility deficiencies and appropriate strategies to remedy these deficiencies;	Chapter 5
An analysis of capital facilities needed through the year 2050, and preliminary cost estimates to meet those needs;	Chapter 6 and 7
An analysis specifying how capital facilities will be financed and maintained;	Chapter 7
A description of the functional plan's public outreach, participation and review process;	Chapter 1
Criteria to be used to prioritize projects and inform the Capital Investment Strategy;	Chapter 8
An analysis of how proposed investments impact underserved communities and geographies;	Chapter 5 and 6
A description of how the plan addresses emergency preparedness and resilience to natural hazards, including climate change impacts;	Chapter 5
A description of how the functional plan and supporting documents fulfill Growth Management Act requirements; and	Chapter 2
An analysis indicating that the functional plan, including any subsequent revisions or modifications, is consistent with Comprehensive Plan policies,	Chapter 2 and 8

CRITERIA		ANALYSIS
	Zoning Code regulations, and applicable state and federal laws.	
c.	Potential impacts to vulnerable community members;	The Fire Department Functional Plan identifies facility needs that directly impact emergency response capacity, which disproportionately affects vulnerable residents. This amendment enhances planning for equitable emergency services access and supports mitigation strategies for service gaps in underserved areas.
d.	Potential economic impacts;	The amendment enables better prioritization and phasing of public safety infrastructure investments, which supports economic stability and growth by reducing risk and ensuring continuity of emergency services. It also provides a transparent framework for budgeting and potential impact fee updates tied to capital needs.
e.	Potential impacts to the ability of the City to provide equitable access to services;	By incorporating the Fire Functional Plan, the City reinforces its commitment to delivering equitable public safety services. The plan includes analysis of service distribution, access barriers, and future facility siting needs to improve coverage and reduce disparities in response times.
f.	Potential impacts to the natural environment, such as impacts to critical areas and other natural resources;	The amendment does not authorize specific construction projects but sets a planning framework. Any future capital improvements will undergo environmental review. The Fire Functional Plan emphasizes sustainability and resilience in future facility design, supporting the City's environmental goals.
g.	The capability of the land for development, including the prevalence of environmentally critical areas;	This amendment is policy-focused and does not propose land use changes. Future facility siting will consider land suitability, including avoidance of critical areas, as detailed in the Fire Plan.
h.	Whether the proposed land use designations or uses are compatible with nearby land use designations or uses;	No new land use designations or use changes are proposed. The amendment is administrative in nature and ensures that long-range capital planning is consistent with current land use policies.
i.	If the amendment proposes a change in allowed uses in an area, the need for the land uses that would be allowed and	Not applicable. The amendment does not propose a change to allowed uses.

CRITERIA		ANALYSIS
	whether the change would result in the loss of the capacity to accommodate other needed land uses;	
j.	Consistency with the preferred growth and development pattern in the Land Use Element of the Comprehensive Plan;	The amendment supports the preferred growth pattern by ensuring fire and emergency services planning keeps pace with expected growth in Downtown, Overlake, and other high-density urban centers. This ensures adequate infrastructure is in place to support smart growth and development.
k.	The proposed amendment addresses significantly changed conditions. In making this determination the following shall be considered: i. Unanticipated consequences of an adopted policy, or ii. Changed conditions on the subject property or its surrounding area, or, iii. Changes related to the pertinent plan map or text; and iv. Where such change of conditions creates conflicts in the Comprehensive Plan of a magnitude that would need to be addressed for the Comprehensive Plan to function as an integrated whole.	The Fire Department Functional Plan reflects updated analysis of facility conditions, service demands, and capital needs that have evolved due to population growth, urban development, and increasing complexity in emergency response. This amendment addresses the need to integrate these changes into the Comprehensive Plan to maintain its coherence and effectiveness.

Fire Department Functional Plan

City of Redmond

The Redmond Fire Department Functional Plan serves as a strategic roadmap to ensure our mission of compassionately, proactively, and professionally protecting life, property, and the environment. Rooted in our core values of integrity, inclusion, and teamwork, this plan reflects our commitment to exceeding the expectations of the communities we serve. By aligning with Growth Management Act requirements and Redmond's vision for the future, the plan advances our preparedness, response, recovery, and prevention efforts, ensuring resilient, sustainable, and equitable fire services through 2050.

Redmond
WASHINGTON

FIRE REDMOND DEPT.

Redmond Fire Department Functional Plan 2025–2050

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Message from the Mayor and Chief

Dear Redmond Community,

We are proud to present our new Fire Department Functional Plan. This strategic blueprint is our shared commitment to protecting our vibrant community – your lives, homes, businesses, and cherished natural environment – today and in the future.

As Redmond grows, we embrace new opportunities while navigating complexities like population increases, climate risks, and evolving emergency response technology. This plan is the result of a comprehensive, data-driven review of our Fire Department's capabilities. It is designed to integrate seamlessly with Redmond 2050, the City's comprehensive plan update, and positions us to become national leaders in equitable and sustainable emergency response.

We are modernizing our foundation by assessing station locations, upgrading aging infrastructure, and integrating sustainable design, including renewable energy upgrades. Also, planned investments in cutting-edge tools and advanced life-support equipment ensure our firefighters can protect the safety of all community members.

This plan is truly a citywide effort. It was shaped by the invaluable insights of our firefighters, City of Redmond leadership, residents, and regional partners.

Your perspectives were essential in creating this ambitious, fiscally responsible plan that will help empower informed decisions on facility renovations, new construction, and resource allocation – all of which will maximize safety outcomes.

The 2025 Fire Functional Plan is more than a document: it is our commitment to your safety, exceptional service, and constant adaptability. Together, we will ensure Redmond remains a safe, vibrant home for generations to come.

In partnership,

Adrian Sheppard
Fire Chief
Redmond Fire Department

Angela Birney
Mayor
City of Redmond

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Executive Summary

The Redmond Fire Department Functional Plan provides a forward-looking, policy-aligned framework to guide fire and emergency services investments through 2050. Anchored in Redmond's commitment to community resilience, equity, and operational excellence, the plan ensures fire system infrastructure evolves in step with the city's growth, development patterns, and service expectations.

Redmond's fire system has matured alongside the City, adapting to growth through thoughtful management and steady investment. However, as Redmond moves into its next phase of urban development - with denser neighborhoods, vertical growth centers, and emerging risks - existing facilities, apparatus, and deployment models must be modernized to maintain reliable service levels.

Through a comprehensive assessment using both state-required Facility Condition Index (FCI) scores and Redmond's Fire Station Effectiveness Grading System, the plan identifies where system upgrades are needed to support seismic resilience, workforce wellness, energy efficiency, and operational capacity. These findings represent a natural next step in the city's long-range capital evolution.

Key capital priorities identified in the plan include completing Fire Station 17, modernizing Station 11, establishing a centralized logistics and support facility, and relocating Fire Station 12 into city limits. The plan also highlights the opportunity to expand community resilience functions, such as supply staging and public access features, within fire station modernization projects, aligning with regional best practices.

This is Redmond's first fire capital plan fully integrated with Washington State Growth Management Act impact fee eligibility, positioning the City to recover a portion of development costs. A diversified fiscal strategy combining impact fees, levies, grants, EMS revenues, and public-private partnerships ensures investments can move forward responsibly.

The Functional Plan is designed as an adaptive, living document that is flexible enough to respond to emerging risks, funding shifts, and evolving community needs. It emphasizes cross-departmental collaboration, fiscal stewardship, and equity-driven service delivery. By aligning with Redmond 2050 and the city's Capital Investment Strategy, the plan supports Redmond's continued leadership as a safe, resilient, and future-ready community.

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01 Introduction

The Redmond Fire Department Functional Plan serves as a strategic blueprint to ensure that fire protection, emergency medical services, and specialized rescue capabilities evolve in step with the city's growth, infrastructure investments, and community priorities. More than just a facilities plan, this document is a policy-aligned tool that guides long-term decisions about capital investments, fleet modernization, staffing readiness, and service equity across both Redmond and its contracted service areas.

This plan is one component of a broader ecosystem of city planning. It works in concert with Redmond's Capital Facilities Program (CFP), the Redmond 2050 Comprehensive Plan, and the Capital Investment Strategy (CIS), aligning financial tools with public safety outcomes. Together, these efforts form the city's infrastructure and emergency readiness foundation, designed not only to accommodate projected growth but to ensure that Redmond remains resilient, equitable, and responsive in the face of both anticipated and emerging risks.

While later chapters focus on technical details such as infrastructure conditions, financing strategies, and implementation timelines, this chapter introduces the purpose and planning approach behind the Fire Functional Plan. It clarifies how the plan fits within Redmond's policy framework and public engagement strategy, and sets the stage for deeper analysis to come.

1.1 Capital Planning and Functional Plans

Effectively planning for major public safety infrastructure requires more than just reacting to immediate needs. It requires discipline, foresight, and a planning process that integrates policy goals, growth forecasts, and community expectations. The City of Redmond meets this challenge through its use of functional plans, which guide infrastructure development in critical service areas such as fire, transportation, parks, and utilities.

Functional plans translate citywide goals into actionable strategies for capital investment. They evaluate long-term needs, establish service standards, and identify funding priorities that align with the city's Capital Facilities Plan (CFP) and Comprehensive Plan. Each functional plan supports both the Capital Investment Strategy (CIS) - which sets prioritization criteria - and Redmond's long-range financial planning, ensuring projects are feasible and sustainable over time.

The Fire Functional Plan builds on this framework by focusing specifically on the facilities, apparatus, and operational infrastructure needed to deliver modern, responsive, and equitable fire services through 2050. It evaluates capital needs based on service benchmarks, identifies gaps created by growth or aging infrastructure, and offers phased investment strategies to close those gaps.

While financial strategy is addressed in later chapters, this plan is rooted in the understanding that capital planning is not a technical exercise. It is a policy choice. How the City chooses to invest in its fire services reflects community values, resilience goals, and the shared responsibility to provide timely, inclusive emergency response.

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1.2 Integration with Citywide Planning

The Fire Functional Plan is not a standalone document. The plan operates within an interdependent system of citywide plans and investment strategies. Together, these frameworks guide how Redmond grows, how it prioritizes resources, and how it delivers critical services like fire and emergency response.

At the highest level, the Redmond 2050 Comprehensive Plan sets the long-term vision for land use, housing, transportation, and public infrastructure. It outlines where and how the city is expected to grow and sets the policy direction that functional plans must support. For fire services, this means ensuring that fire station locations, apparatus capabilities, and service models are aligned with projected development patterns and population shifts.

The Capital Investment Strategy (CIS) serves as Redmond's consolidated Capital Facilities Plan (CFP), capturing capital needs from all functional areas, including fire facilities, into one coordinated framework. It identifies the types of projects, such as station upgrades and logistics facility expansions, that will be needed over the near-, mid-, and long-term to support community growth and resilience. The CIS informs but is distinct from the Capital Improvement Program (CIP), which functions as the City's six-year budgeting tool.

The Capital Investment Strategy (CIS) organizes projects into near-, mid-, and long-term timeframes using a shared set of criteria across departments - including equity, sustainability, financial readiness, and alignment with growth areas. While the CIS does not produce a detailed, ranked priority list, it ensures that Redmond Fire Department investments are considered within a broader, coordinated strategy that maximizes public value. The Capital Improvement Program (CIP) draws from the CIS—particularly near-term projects—and applies a more detailed prioritization process to determine which projects move forward within the six-year budget.

This functional plan also incorporates insights from related strategic and operational efforts across the City, such as transportation planning, sustainability initiatives, and facilities modernization. While Chapter 2 offers a deeper look at these relationships and the policies that govern them, this chapter frames the importance of cross-departmental alignment as a prerequisite for achieving a high-functioning, future-ready emergency system.

1.3 Equity, Sustainability, and Resilience Commitments

The Fire Functional Plan reflects Redmond's commitment to future-ready infrastructure, designed to serve not only today's community but also the one we're becoming. It centers on a vision of public safety that is inclusive, environmentally responsible, fiscally sound, and fundamentally resilient.

Redmond understands that resilience is not just about surviving crises—it's about building systems that can withstand disruption, adapt to change, and continue serving the people who depend on them. That kind of resilience requires us to embed equity, sustainability, and economic responsibility into every facility we construct, every apparatus we purchase, and every capital decision we make.

Inclusive Facility Design

Fire stations must serve a modern and diverse workforce. This plan prioritizes facility updates that include gender-neutral restrooms, private locker rooms, and ergonomic workspaces that meet the needs of all body types and abilities. Apparatus and equipment purchases also prioritize usability and safety across a wide range of physical profiles.

Community Service Equity

A resilient city serves all its neighborhoods consistently and equitably. This plan evaluates response time disparities, access to services, and geographic coverage to ensure that capital investments close service gaps and reach historically underserved communities.

Sustainable Infrastructure

Environmental sustainability is a resilience strategy. Upgraded facilities will incorporate high-efficiency systems, green building practices, and the gradual transition away from fossil fuels. Planning for electric fire apparatus and clean energy infrastructure helps ensure operational continuity in the face of environmental and supply chain shocks.

Redmond's approach to capital planning is people-focused, climate-aware, and economically grounded. These principles are not just best practices; they are the foundation for building a resilient community that can endure, evolve, and thrive in a rapidly changing world.

1.4 Public Outreach and Engagement

Effective public engagement is not just about visibility – it's about trust, accountability, and designing services that reflect the realities of the community. The Fire Functional Plan is shaped by years of strategic input from residents, local businesses, partner agencies, and fire personnel. This collective wisdom serves as the foundation for a capital planning approach that is responsive, inclusive, and future-focused.

Community-Driven Planning

In July 2021, the Redmond Fire Department initiated a comprehensive strategic planning process to understand community expectations and operational challenges. That outreach effort included:

- Facilitated stakeholder sessions with residents, business leaders, and regional partners such as King County Fire District 34 (FD34).
- Internal engagement with firefighters, command officers, and administrative staff.
- A full SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) to assess effectiveness and growth-readiness.

This effort directly informed the department's Strategic Goals and Standards of Cover, which define the operational benchmarks and deployment strategies underpinning this Fire Functional Plan.

Key Themes Identified by the Community:

1. Improving emergency response through modernized stations, better equipment, and data-informed deployment.
2. Addressing service demand increases driven by population growth, vertical development, and new risk areas like rail corridors and high-tech manufacturing.
3. Communicating fire's value through stronger engagement around public safety programs, risk reduction, and preparedness.

Integration with Citywide Planning and Public Input

Though the Fire Department did not conduct standalone open houses specifically for this functional plan, it regularly engages the public through broader city-led outreach effort, and plays an active role in interdepartmental planning initiatives. Key channels include:

- City open houses and forums, led by Planning and Public Works, address land use, mobility, and infrastructure – all of which impact fire response
- Public safety engagement events, such as Fire Prevention Week, the annual Safety Fair, and CPR/disaster preparedness training
- Citywide surveys and Strategic Plan input, particularly the 2023 revision of the Community Strategic Plan, which reaffirms public safety as a core city priority focused on equity, compassion, and responsiveness

Fire's Role in Planning and Regional Partnerships

As one of many departments supporting Redmond's safety and infrastructure systems, the Fire Department works collaboratively to ensure its operational needs are aligned with citywide planning priorities and community goals. Rather than operating in isolation, Fire serves as a contributing partner within the city's broader planning ecosystem, helping ensure that emergency response considerations are integrated alongside other key functions:

- Planning and Development: Fire partners with Planning, Economic Development, and Public Works to align infrastructure decisions with emergency response capacity.
- Emergency Preparedness Programs: The department contributes to business continuity planning and regional resilience strategies.
- FD34 and Sound Transit: Capital planning includes coordination with transit agencies, regional fire districts, and infrastructure partners to prepare for emerging risks tied to growth and system complexity.
- OneRedmond and Business Outreach: Regular engagement with developers and employers through venues like the OneRedmond Government Affairs Committee provides insights into how emergency services support economic development and growth.

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Public Education as a Pillar of Engagement

Community-based fire education is a cornerstone of Redmond Fire's outreach mission. Key programs include:

- The Safety Fair – A high-impact event with hands-on safety demonstrations and preparedness resources.
- Fire Prevention Week – A citywide outreach campaign with school and business involvement.
- Life Safety Training Programs – A series of programs that includes CPR training, home fire safety inspections, and disaster preparedness workshops.

These efforts not only raise awareness but build a culture of resilience – an essential complement to physical infrastructure investments.

Ongoing Commitment

Public engagement is not episodic – it's continuous. As the City evolves, the Fire Department will:

- Expand its outreach toolkit to include new platforms and audiences
- Stay actively involved in city planning forums and strategic initiatives
- Continue using community feedback to guide decisions about station siting, fleet purchases, and resilience investments

By embedding the public's voice into the planning process, the Fire Functional Plan ensures that capital investments remain aligned with the people they're designed to serve.

1.5 Plan Structure Overview

This Fire Functional Plan is organized to guide the reader from context to action. Each chapter builds on the last, starting with foundational policies and ending with practical implementation tools. The structure reflects a deliberate flow: from understanding Redmond's fire service needs to making informed, strategic investment decisions that ensure resilience, equity, and operational effectiveness through 2050.

Chapter 2: Regulatory and Planning Framework

Outlines the laws, codes, and city policies that govern fire capital planning. Includes Growth Management Act mandates, building and safety standards (IBC, CBPS), NFPA and CPSE best practices, and city-adopted frameworks for equity, sustainability, and resilience. Also includes a summary matrix that crosswalks this plan with related studies and planning documents.

Chapter 3: Current System Overview

Provides a snapshot of the Redmond Fire Department's existing system, including station locations, staffing levels, deployment model, apparatus, and capital equipment. Includes high-level facility condition grades, but reserves deeper diagnostic analysis for Chapter 5.

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Chapter 4 – Level of Service and Growth Impacts

Evaluates current performance against response benchmarks and documents where system strain is already emerging. Uses data on turnout times, call volume, and unit availability to show that existing facilities and staffing are nearing capacity. Highlights emerging pressure points like Stations 11, 12, and 17 and introduces the concept of "early facility strain," setting the stage for more detailed diagnostics in Chapter 5.

Chapter 5 – System Needs Assessment

Serves as the diagnostic core of the plan. It builds a comprehensive picture of facility, deployment, and workforce needs across eight performance domains. It identifies specific capital and operational gaps, including seismic and energy code upgrades, internal layout challenges, and fleet capacity. The chapter also elevates overlooked but critical infrastructure needs, such as logistics, warehousing, administrative support, and potential community resilience hub functions, to strengthen citywide readiness. It culminates in a system-wide gap summary and bridges to the investment strategy outlined in Chapter 6.

Chapter 6 – Capital Investment Recommendations

Presents a phased roadmap of capital projects aligned with Redmond's service needs and growth projections. Projects are grouped into five time horizons:

- 2025–2030 (current CIP)
- 2027–2032
- 2033–2040
- 2041–2050
- Beyond 2050

Each project is tied directly to needs identified in Chapter 5, categorized by type (e.g., stations, fleet, specialty systems), and prioritized based on facility condition, service coverage, growth impacts, and alignment with citywide planning goals.

Chapter 7 – Fiscal Strategy and Funding Tools

Outlines the financial framework supporting implementation. Connects investment priorities to Redmond's available financing tools, including impact fees, grants, bonds, levies, apparatus funds, and public-private partnerships. Introduces a fiscal strategy for the 2027–2032 planning horizon and offers recommendations for maintaining long-term fiscal sustainability while ensuring service continuity.

Chapter 8 – Implementation and Monitoring

Provides the delivery plan. Introduces an adaptive phasing framework (Near-Term, Mid-Term, Long-Term) to organize capital deployment by readiness and urgency rather than fixed calendar years. Defines governance roles, emphasizes Fire leadership's participation in citywide CIP decision-making bodies, and introduces a model for ongoing performance monitoring. The plan is structured to remain flexible as conditions and priorities evolve.

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02 Regulatory and Planning Framework

Redmond's fire infrastructure must meet not only the operational needs of the community but also the legal, policy, and design standards that govern public capital projects. This chapter defines the regulatory environment that shapes facility investments, fire station design, and eligibility for funding tools such as impact fees.

Fire infrastructure planning does not occur in isolation. It is governed by state statutes, national safety standards, regional resilience targets, and adopted city policies, including Redmond 2050. Together, these frameworks establish both the minimum requirements and the strategic expectations that the Fire Functional Plan must meet. These mandates ensure that Redmond's fire facilities are not just code-compliant but also climate-resilient, equitable, and financially sound.

This chapter summarizes:

- Core legal mandates under the Growth Management Act (GMA), Revised Code of Washington (RCW), International Building Code (IBC), and Firefighter Safety Standards (WAC 296-305)
- National fire service performance standards, including NFPA 1710 and CPSE accreditation model criteria
- Redmond's internal policy frameworks: sustainability, equity, and resilience
- Functional planning standards for essential public facilities, including continuity, energy, and safety systems

Together, these policies define the rules of the road and help ensure that fire capital projects deliver lasting public value.

2.1 State and Legal Mandates

Fire departments operate under a web of legal requirements that establish both minimum obligations and capital planning expectations. These mandates shape everything from where and how stations are built to how fire departments prepare for population growth and climate resilience. This section outlines the statutory and regulatory drivers that Redmond must follow to remain compliant and future-ready.

Growth Management Act (GMA) – RCW 36.70A.070 – Capital Facility Planning Requirements

The Washington State Growth Management Act requires all jurisdictions planning under GMA to develop a Capital Facilities Plan (CFP) as part of their Comprehensive Plan. The CFP must demonstrate that essential public services, including fire protection, can be delivered in a way that supports projected growth without sacrificing service quality.

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Key GMA requirements impacting this plan include:

- Facilities Inventory – Cities must maintain a current inventory of fire stations, apparatus, and equipment – and assess their existing capacity.
- Forecasting – Demand must be projected through the planning horizon (2050), including population growth, zoning changes, and service area adjustments.
- Six-Year Capital Improvement Program (CIP) – A financially constrained CIP must be included to identify how priority projects will be funded.
- Land Use Consistency – All fire capital planning must align with Redmond's adopted land use and zoning strategy, ensuring adequate coverage for future development.

Washington State Development Impact Fees – RCW 82.02.050–100

To ensure new development pays its fair share, Washington law allows cities to collect impact fees for essential public services, including fire protection. However, impact fees are subject to strict rules.

Allowable uses for fire impact fees include:

- Construction of new stations or expansion of existing ones to serve growth
- Capital purchases of apparatus (e.g., engines, ladder trucks) required for growing service demand
- Specialized equipment to meet emerging building types and risks (e.g., high-rise firefighting tools)

Restrictions:

- Deficiency Correction Prohibited – Impact fees cannot be used to address existing service shortfalls
- Ten-Year Expenditure Rule – Collected funds must be spent within 10 years to remain valid

Washington State Clean Buildings Performance Standards (CBPS) – RCW 19.27A.210

The Washington State Clean Buildings Performance Standards (CBPS) mandate energy efficiency improvements in commercial buildings, including fire stations, as part of the state's greenhouse gas reduction goals.

Compliance tiers:

- Tier 1 (≥50,000 sq. ft.) – Compliance required by June 1, 2026
- Tier 2 (20,000–49,999 sq. ft.) – Compliance required by July 1, 2027; benchmarking begins in 2025
- Tier 3 (<20,000 sq. ft.) – Not currently regulated, but encouraged to follow best practices

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Capital planning implications:

- Fire stations must begin tracking and reporting energy use to meet compliance requirements.
- HVAC upgrades, LED retrofits, and envelope improvements may be necessary for Tier 1 and Tier 2 buildings.
- Redmond's decarbonization strategy will influence capital decisions, including conversion from natural gas to electric heating and cooling.
- New and renovated stations must be designed with solar readiness, EV charging capacity, and high-efficiency systems

International Building Code (IBC) – Essential Facility Requirements

Fire stations are classified under the IBC and Washington State Building Code (RCW 19.27) as *Risk Category IV* essential facilities. This means they are held to stricter structural and operational requirements than typical public buildings to ensure they remain functional during and after disasters.

Requirements for essential facilities include:

- Seismic Design Standards – Stations must meet elevated structural codes for earthquake resilience.
- Backup Power Systems – Stations must include permanent generators to support uninterrupted emergency operations.
- Critical Life Safety Systems – Stations must meet enhanced fire suppression, ventilation, and compartmentalization standards.
- Durability and Survivability – Materials and designs must be able to withstand extreme weather to allow for the continuity of operations.

All new stations and major renovations must meet these codes. As part of this plan, facilities that cannot be cost-effectively retrofitted will be prioritized for replacement.

Firefighter Safety Standards – WAC 296-305

Washington Administrative Code 296-305 establishes occupational safety and health standards for firefighters, shaping how stations are designed and how apparatus are configured.

Impacts on fire facilities:

- Stations must incorporate decontamination zones, turnout gear separation, and provisions for firefighter health and wellness.
- Gender-inclusive locker rooms and private sleeping quarters are increasingly necessary to support workforce diversity and health equity.
- Expanded training infrastructure is required to ensure compliance with safety protocols and ongoing firefighter education.

Impacts on apparatus:

- Apparatus must meet design and safety standards for mounting, lighting, crew protection, and access.
- Compliance requirements affect vehicle procurement timelines, specifications, and total lifecycle costs.

Together, these legal mandates establish a floor for safety, sustainability, and service equity. They guide how the Fire Functional Plan translates community needs into action-ready capital investments.

2.2 National Performance Standards

While legal mandates define minimum obligations, national fire service standards shape what excellence looks like. These standards guide how departments like Redmond's plan for service delivery, measure performance, and justify capital investments. This section introduces the most widely accepted national benchmarks used in fire department assessments and explains how they influence the planning that follows in this document.

NFPA 1710 – Response Times, Staffing, and Deployment

The National Fire Protection Association (NFPA) 1710 standard outlines expectations for the organization and deployment of fire suppression, EMS, and special operations by career fire departments. Although not legally binding, it is widely used as the de facto benchmark for Level of Service (LOS) in urban fire systems.

Key NFPA 1710 performance goals:

- First Unit Response Time: Four minutes (travel) + 80 seconds (turnout) for fire suppression or EMS
- Effective Response Force (ERF): Full complement of personnel on scene within eight minutes
- Staffing: Minimum of four firefighters per engine company, with higher counts for ladder truck and specialty units

Capital planning implications:

- Station Siting: Drive-time coverage maps must align with four-minute response goals for the highest-risk areas.
- Apparatus Investment: Deployment of new ladder trucks or engines must be coordinated with coverage needs.
- Turnout Time Technology: Station alerting and dispatch systems must support reduced notification and response times.

These standards are used to measure current system strain and are foundational to Chapter 4, where Redmond's actual performance is evaluated against these targets.

Washington Surveying and Rating Bureau (WSRB) – Insurance Ratings and Public Protection

The WSRB evaluates fire protection capabilities for cities and fire districts across Washington. It issues a Public Protection Classification (PPC) score that influences local property insurance rates. While not a planning standard per se, WSRB scoring is used by many departments as a proxy for system strength.

WSRB considers:

- Station locations and distribution
- Staffing and apparatus availability
- Water supply systems (hydrants, flow, testing frequency)
- Fire prevention and inspection programs
- Training and communications systems

Capital planning implications:

- Fire station location and response times directly affect PPC ratings
- Investments in water systems and hydrants influence infrastructure priorities
- Coordination with the Public Works *Water System Plan* is essential, particularly where recommended water distribution upgrades aim to improve fire flow and system reliability in neighborhoods with aging infrastructure
- Training facilities and programs support WSRB scoring and overall preparedness

Improving or maintaining WSRB scores supports both resident safety and economic development, especially for commercial districts where insurance premiums can significantly impact business costs.

Center for Public Safety Excellence (CPSE) – Accreditation and Strategic Planning

The CPSE accreditation framework promotes continuous improvement through a cycle of community-driven planning and system assessment. CPSE recommends integrating data from Standards of Cover (SOC) studies and Community Risk Assessments (CRA) to guide infrastructure and resource decisions.

Redmond's 2022–2027 SOC document provides the foundation for this plan, offering:

- Risk-based station coverage models
- Incident frequency heatmaps
- Hazard-specific deployment recommendations

CPSE-aligned tools help departments connect capital planning with outcomes, improving transparency and public accountability.

From 'Should' to Strategy: The Role of National Standards

These national benchmarks provide the logic and language to justify capital investments and system improvements. While they are not legally mandated, they are widely recognized by:

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- Peer agencies
- Accreditation bodies
- Granting authorities
- Insurers and rating bureaus

Redmond's Fire Functional Plan uses these best practices not only to evaluate its current system but to define what future-readiness looks like in a growing, diverse, and increasingly vertical city.

2.3 Interlocal Agreements

The Redmond Fire Department plays a critical role in ensuring the safety and well-being of both Redmond residents and neighboring communities. Its responsibilities extend beyond city boundaries, reflecting a unique service model that includes partnerships with King County Fire Protection District 34 and leadership of the Northeast King County Medic One program.

King County Fire Protection District 34

Redmond's partnership with FD34 dates back to 1969 when the City formed its own fire department, reflecting a long-standing, integrated fire service model. Today, FD34 spans approximately 28 square miles of unincorporated King County and serves a population of roughly 24,700 residents. Fire protection and emergency medical services are provided through a formal interlocal agreement, with daily operations managed by RFD under contract.

Stations and Ownership

FD34 includes Stations 13, 14, and 18, all of which are staffed by RFD personnel and owned by the City with limitations on capital responsibilities. These stations serve rural and suburban areas east and north of Redmond's city limits.

The 2023–2027 Emergency Services Operating Agreement outlines capital responsibilities and cost-sharing structures:

- Major capital improvements and facility renovations are led and funded by KCFD34.
- The City of Redmond is responsible for routine maintenance, managed through either Parks or Fire Department staff.
- Apparatus replacement for FD34 stations is funded by the district through an apportioned cost model and aligned with Redmond Fire's joint capital planning process.

Functional Plan Boundary Clarification

While FD34 stations are operationally integrated with the city's system, they are not included in Redmond's city-led capital investment recommendations or fire impact fee planning. Any future upgrades to those facilities will require separate planning and funding through FD34's governance.

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Northeast King County Medic One

The City of Redmond Fire Department also serves as the lead agency for Northeast King County Medic One, providing Advanced Life Support (ALS) services across a 266-square-mile area with a population of over 333,000. The Medic One program is funded through the King County ALS levy and serves multiple jurisdictions, including the cities of Redmond, Kirkland, Duvall, Woodinville, and surrounding unincorporated areas. Basic Life Support (BLS) services are provided jointly to the City of Redmond Fire and Fire District 34, ensuring seamless integration of emergency medical response.

The Interlocal Agreement (ILA) for Medic One Services directly impacts facility and capital equipment planning, as the Fire Functional Plan must incorporate ALS operational needs, including paramedic response capabilities, station locations, and specialized equipment.

Facility Planning Considerations

As the lead agency, Redmond's fire stations must support paramedic deployment, training, and ALS equipment storage. Key facility needs include:

- Strategic siting of ALS units to maintain county response time standards.
- Dedicated medic bays, expanded living quarters, and garage space for reserve units at designated ALS deployment sites.
- Training space and decontamination zones to support both internal readiness and partner agency coordination.

Equipment and Apparatus Impacts

ALS service delivery requires capital planning for:

- Specialized medic units and backup vehicles.
- Advanced life-saving equipment such as cardiac monitors, ventilators, and secure medication storage.
- Sustainability upgrades, including evaluation of electric-powered ALS vehicles as part of future fleet transitions.

Cost-Sharing and Funding Alignment

The interlocal agreement includes mechanisms for shared funding in the event of capital shortfalls. Redmond coordinates equipment planning and levy alignment with King County EMS to ensure ALS capital cycles are supported and sustained.

2.4 Alignment with Redmond 2050: Policies on Capital Facilities, Sustainability, and Equity

The Fire Functional Plan aligns directly with the Capital Facilities Element (CFE) of the Redmond 2050 Comprehensive Plan, the Environmental Sustainability Action Plan, and the

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city's Equity in Infrastructure Framework. Together, these policy frameworks establish the expectations for how infrastructure must support safety, growth, resilience, and inclusion over the long term. This plan fulfills those expectations by translating citywide values into operational fire service investments.

Capital Facilities Element: Policy Alignment

The CFE mandates that functional plans like this one be developed and maintained to guide infrastructure and equipment decisions. These requirements are outlined in CF-1 and CF-2, which call for:

- Regular updates to assess fire service needs and system performance
- An inventory of existing stations and apparatus
- Identification of current or projected gaps
- A forecast of system needs through 2050 that considers zoning, population growth, and increasing service demand
- Integration of equity, sustainability, and emergency preparedness principles

The city's commitment to maintaining Level of Service (LOS) standards is reinforced in CF-6, which defines response time benchmarks and facility standards that directly inform Chapter 4. These policy anchors also provide the planning basis for new stations or station relocations in response to changing growth patterns or response times.

Capital Investment Strategy and Fiscal Policies

The Capital Investment Strategy (CIS), codified in policies CF-7 through CF-13, ensures that fire system investments are fiscally sustainable and responsive to community needs. These policies require:

- Long-range capital planning for facilities and equipment (CF-7)
- Coordination of capital investments with available revenues (CF-8)
- Adjustments to growth assumptions or LOS standards if financial imbalances are identified (CF-9)
- Biennial review of the city's funding capacity to deliver capital improvements (CF-10)
- Alignment of capital recommendations with the City's Six-Year Capital Improvement Program (CIP) (CF-11)
- Use of long-term financial forecasting to support high-quality fire and EMS services (CF-12)
- Ensuring that growth contributes its fair share toward fire protection infrastructure through the use of impact fees (CF-13)

This framework is foundational to Chapter 7, where these policies shape the funding roadmap for Redmond's evolving fire system.

Environmental Sustainability and Equity Commitments

The Fire Functional Plan is also aligned with Redmond's Environmental Sustainability Action Plan, which outlines energy efficiency, fleet electrification, and green infrastructure goals.

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Chapter 5 of this document integrates these goals by assessing facility readiness for electrification, clean energy transitions, and CBPS compliance.

Similarly, the city's Equity in Infrastructure guidelines influence how fire service investments are prioritized, particularly in areas of historical underinvestment or where demographic data indicates higher vulnerability. These principles are operationalized in Chapter 4 and throughout the recommendations in Chapter 6.

2.5 Plan Alignment Matrix: Integrating Citywide Plans with Fire Infrastructure Strategy

Fire service planning in Redmond operates within a broader civic ecosystem of infrastructure plans, policy frameworks, operational standards, and financial strategies. The Fire Functional Plan must align with these interconnected documents to remain effective, fundable, and consistent with the City's long-term goals.

Many of these plans serve multiple functions. Some set long-range policy direction, others define operational performance standards, and several determine financial feasibility, phasing, and investment priorities. To reflect these overlapping roles, this plan uses a single integrated matrix that shows how each document informs fire infrastructure decisions.

This matrix increases transparency around how fire capital planning connects to land use, sustainability, fiscal strategy, and emergency service delivery. It supports cross-department coordination and strengthens the Fire Department's ability to advocate for investments that advance public safety, climate goals, and community resilience.

Plan Roles Defined

- Planning and Policy: Documents that establish long-range goals, values, and frameworks for how fire infrastructure should support the city's growth and priorities.
- Service Impacting: Documents that directly inform service levels, response performance, or operational requirements.
- Capital Planning/Financial: Documents that define financial feasibility, phasing, prioritization, and investment decisions.

A Note on Plan Integration

The Fire Functional Plan does not restate the detailed requirements embedded in other city plans, such as green building standards, equity frameworks, or sustainability targets. Instead, it assumes compliance with adopted policies and focuses on how those standards influence fire infrastructure needs and investment decisions.

Table 1 - Plan Alignment Matrix – Functional Roles of Related Plans

Plan/Document	Purpose	Relevance to Fire Functional Plan	Department Responsible
Capital Facilities Plan (CFP)	The City's formal six-year plan required under the Washington Growth Management Act (RCW 36.70A.070). It documents the financing plan for general government facilities—including fire stations—and ensures consistency with the Redmond 2050 Comprehensive Plan.	**Capital Planning / Financial** – Documents funded and planned capital projects within the six-year horizon. **Planning and Policy** – Integrates fire facility needs with land use and growth strategies.	Parks
Blueprint 2050 – Capital Investment Strategy (CIS)	Defines Redmond's consolidated Capital Facilities Plan, aligned with the Comprehensive Plan, guiding infrastructure timing and funding through 2050.	**Capital Planning / Financial** – Establishes the long-term capital framework and funding strategy. **Planning and Policy** – Provides growth projections and infrastructure policies that guide investment decisions.	Planning
Environmental Sustainability Action Plan (ESAP)	Sets sustainability goals for city operations and infrastructure, including emissions reduction and energy efficiency targets.	**Planning and Policy** – Establishes sustainability standards for facilities and fleet. **Capital Planning / Financial** – Influences facility design and investment requirements for compliance with sustainability goals.	Executive
Facilities Conditions Assessment	Assesses the physical condition of city-owned buildings, including fire stations, to inform maintenance, renovation, or replacement needs.	**Capital Planning / Financial** – Informs repair, replacement, and upgrade decisions based on condition. **Service Impacting** – Identifies risks that may affect operational readiness or safety.	Parks
Fire Department Master Plan	Provides a comprehensive roadmap for fire operations, staffing, facility needs, and service delivery strategies.	**Planning and Policy** – Sets long-range goals for operations and facilities. **Capital Planning / Financial** – Drives infrastructure recommendations tied to service needs. **Service Impacting** – Guides operational service models that affect deployment.	Fire
Fire Department Standards of Cover (SOC)	Defines response time goals, deployment models, and service level standards for fire and emergency services.	**Service Impacting** – Defines benchmarks for service levels, station siting, and deployment. **Capital Planning / Financial** – Directly informs the need and	Fire

		justification for new stations, apparatus, and staffing tied to response models.	
Fire Department Strategic Plan	Sets medium-term goals for operations, staffing, and resource allocation over a 3–5 year horizon.	**Planning and Policy** – Provides operational direction and priorities. **Capital Planning / Financial** – Connects staffing, apparatus, and facility needs to short-term investment priorities.	Fire
Fleet Assessment	Evaluates the condition and lifecycle of city vehicles, including fire apparatus, to support replacement planning.	**Capital Planning / Financial** – Supports funding cycles for fleet replacement. **Service Impacting** – Affects operational readiness based on apparatus availability and reliability.	Public Works
Long-Range Financial Strategy	Provides a six-year framework for fiscal sustainability, resource allocation, and alignment with city goals and priorities.	**Capital Planning / Financial** – Ensures that fire investments fit within long-range financial capacity. **Planning and Policy** – Aligns financial decisions with broader city priorities and service expectations.	Finance
Office of Emergency Management Program Charter	Defines the city's emergency management structure, including roles, coordination mechanisms, and resource allocation during disasters.	**Service Impacting** – Defines operational roles in emergencies. **Planning and Policy** – Provides preparedness goals that influence resource allocation and facilities needs.	Fire / Executive
Redmond 2050 Comprehensive Plan	Guides long-term land use, growth management, and infrastructure development for the City of Redmond.	**Planning and Policy** – Establishes the policy foundation for fire service growth and station siting. **Capital Planning / Financial** – Influences long-term infrastructure investment priorities tied to land use and growth.	Planning
Safety, Health and Environmental Services Assessment	Assesses fire facilities for compliance risks, occupational safety hazards, and environmental health concerns.	**Capital Planning / Financial** – Informs investments needed to address deficiencies. **Service Impacting** – Impacts safe and reliable facility operations that support readiness.	Parks
Transportation Master Plan (TMP)	Provides long-range strategies for transportation infrastructure, mobility, and emergency response access.	**Service Impacting** – Ensures transportation supports fire response reliability. **Planning and Policy** – Aligns mobility plans with emergency services needs and growth areas.	Planning
Water System Plan	Provides long-term planning for water infrastructure, including fire suppression,	**Service Impacting** – Supports hydrant coverage, water flow, and suppression needs.	Public Works

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	system reliability, and regulatory compliance.	Capital Planning / Financial – Drives investments in water infrastructure that support fire operations.

2.6 Summary

Redmond's fire capital planning is grounded in a complex and evolving regulatory environment that spans federal, state, and local mandates. Chapter 2 establishes the legal and strategic foundations that guide the Fire Functional Plan, ensuring it aligns with growth management requirements, essential facility standards, and nationally recognized fire service best practices.

State law, including the Growth Management Act (GMA), RCWs related to impact fees, and the Clean Buildings Performance Standards (CBPS), provides mandatory requirements for capital planning, energy benchmarking, and financial accountability. These "musts" create the backbone of facility development and modernization.

In parallel, nationally recognized consensus standards such as NFPA 1710, CPSE principles, and WSRB criteria, guide performance standards, staffing models, and apparatus readiness. While not legally binding, these frameworks are critical for maintaining accreditation, insurance ratings, and service excellence.

Redmond's interlocal agreements with Fire District 34 and King County Medic One introduce additional complexity, requiring close coordination with external agencies on shared facilities, equipment, and ALS deployment. These partnerships directly affect capital planning priorities and clarify the geographic boundaries of this plan's recommendations.

The Fire Functional Plan is also shaped by the policy and financial architecture of the Redmond 2050 Comprehensive Plan, particularly the Capital Facilities Element. Key policies define how level-of-service (LOS) standards are established, how growth projections inform infrastructure investment, and how the city maintains financial balance through impact fees, long-range forecasting, and biennial reviews.

Finally, a matrix clarifies how various citywide documents influence fire infrastructure decisions, whether by altering service levels, guiding planning assumptions, or providing the financial framework for implementation. This alignment ensures that the Fire Functional Plan supports a cohesive, efficient, and forward-looking capital investment strategy, while avoiding redundancy with other adopted plans.

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03 Current System Overview

Redmond's fire system is made up of people, buildings, vehicles, and equipment, all working together every day to deliver life safety, emergency response, and community care. This chapter outlines the current state of that system. It documents what exists today: the number and location of fire stations, how those stations are staffed and equipped, the capital inventory that supports operations, and the recurring costs required to keep the system functional.

This is not an evaluation chapter. It doesn't assign grades or make recommendations. Those are addressed in the chapters that follow. Instead, this section establishes the factual baseline so that future decisions about capital investments, growth response, and system modernization are grounded in a shared understanding of what we're already working with.

Because this system has been built over time through decades of population growth, annexation, and evolving service demands, its structure reflects past priorities and opportunities. Some parts of it are aging. Some are new. Some are ready for what's next, and others will require changes. But all of it functions today as the backbone of Redmond's emergency response network.

The chapters that follow will explore how well this current system aligns with where the city is going. But first, we begin here with what we have.

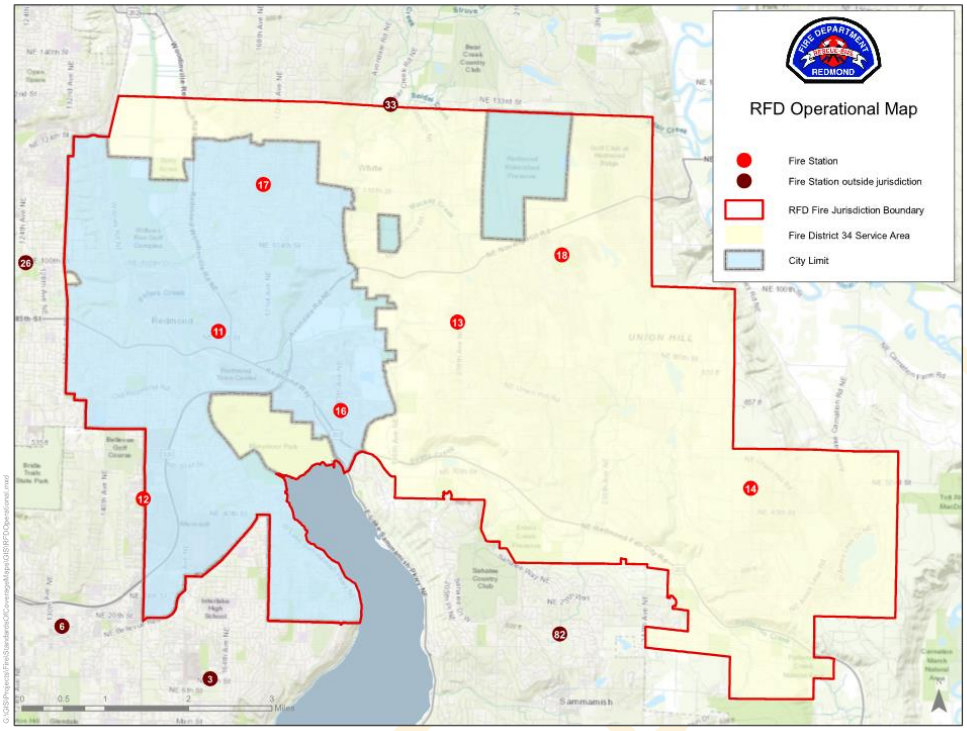
3.1 Fire Facilities Inventory

The Redmond Fire Department operates seven fire stations, an apparatus maintenance facility, and one satellite office annex to serve the City of Redmond and its contract partner, King County Fire Protection District 34. These facilities are distributed across the city and surrounding district to provide overlapping coverage, support timely response, and ensure operational continuity during high-demand events.

The system includes both city-owned and district-owned properties. While this plan focuses on city assets, the full deployment footprint is included here to reflect the reality of current operations.

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Figure 1: Redmond Fire Department Operational Map



City of Redmond Facilities

Fire Station 11

8450 161st Avenue NE

Description of Use	Built in 1981. Provides service to the downtown area and the neighborhoods of Willows, Education Hill, and Sammamish Valley. Also serves as the Fire Administration Headquarters.
Apparatus Space	Four drive-through bays

Fire Station 12

4211 148 Avenue NE, Bellevue, WA

Description of Use	Built in 1980. Located on the southern end of the City, provides service to the Overlake, Viewpoint, Grass lawn, and Rose Hill neighborhoods in the City. Located in Overlake (within Bellevue city limits), this station serves the

	Overlake and Idylwood neighborhoods and is a key responder to mid-rise commercial and residential developments.
Apparatus Space	Three bays, two are drive through bays

Fire Station 16

6502 185th Avenue NE

Description of Use	Built in 1996. Provides service to the southeast area of Redmond including the light industrial section of the City. It is part of the complex that houses the fleet maintenance building. Serves a mix of light industrial zones and expanding residential areas.
Apparatus Space	Three drive through bays

Fire Station 17

16917 NE 116th Street

Description of Use	Built in 2012. Located in the northern section of the City. Serves North Redmond, including Education Hill and growing residential developments. Also houses the department's Medical Services Officer (MSO).
Apparatus Space	Three drive through bays

Accessory Operations Buildings

Apparatus Maintenance Shop – Located next to Station 16. This city-owned facility is used by the Fire Department's internal fleet maintenance team for apparatus inspections, testing, repairs, and compliance checks.

Fire Station 11 Annex – Built in 1985. Located adjacent to Station 11. Provides office space and vehicle storage for the Mobile Integrated Health (MIH) and Community Care programs.

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King County Fire District 34 Facilities

(Not included in capital planning scope, but listed here for operational context.)

Fire Station 13 (8701 208th Avenue, NE) – Built in 1973. Serves the Avondale corridor and parts of Education Hill.

Fire Station 14 (5201 264th Avenue NE) – Built in 1991. Located near Ames Lake. Serves the eastern rural portions of the district.

Fire Station 18 (22710 NE Alder Crest Drive) – Built in 2002. Located in Redmond Ridge. Serves both Redmond Ridge and Trilogy residential areas.

These seven stations are the core physical infrastructure of the current fire system. They vary in age, size, and readiness for future growth, but together they form a single operational network supporting both city and district service areas.

3.2 Current Staffing Levels and Deployment Model

Redmond Fire Department operates under a 48/96 shift schedule, with three platoons (A, B, and C) providing continuous 24-hour coverage. Daily staffing includes engine and ladder companies, cross-staffed aid units, and a battalion chief, all distributed across the seven active stations. While the department serves both the City of Redmond and Fire District 34, staffing and apparatus are deployed as a unified system to maximize coverage and response efficiency.

Each engine or ladder company is typically staffed with three firefighters, while aid and medic units are staffed with two. Cross-staffing is a deployment model where a single crew is assigned to multiple apparatus and selects the appropriate vehicle based on the nature of the call. This approach provides operational flexibility but also has implications for response reliability and system readiness, which will be explored in later chapters.

The table below outlines current daily staffing at each station and apparatus assignments:

Table 2 - Daily Staffing, Station

Station	Primary Apparatus	Cross-Staffed Units	Daily Staffing
Station 11	Engine 111, Aid 111, Medic 119		7
Station 12	Engine 112, Aid 112		5
Station 13	Engine 113	Aid 113 (cross-staffed)	3
Station 14	Engine 114	Aid 114 (cross-staffed)	3
Station 16	Ladder 116	Rescue 116 (cross-staffed)	3
Station 17	Engine 117	Aid 117 (cross-staffed), Medical Service Officer	4
Station 18	Engine 118	Aid 118 (cross-staffed)	3
Battalion Chief	Battalion 111	-	1

Note: Staffing for Medic 123 and Medic 135, located at Kirkland and Woodinville stations, is also provided by Redmond personnel as part of the regional Northeast King County Medic One system.

In total, 31 personnel are on duty per shift, not including administrative, prevention, or logistics staff. These resources are strategically positioned to meet incident demand, ensure NFPA 1710 alignment for critical tasking, and support back-to-back or concurrent incidents across the service area.

3.3 Apparatus and Fleet Profile

Redmond's fire apparatus and support vehicle fleet is designed to meet a wide range of operational needs, from fire suppression and advanced life support transport to technical rescue, wildland response, and incident command. The department's fleet includes both frontline and reserve units, as well as planned future replacements.

Primary Apparatus Types

Engines (Fire Suppression Units):
Engines are the department's frontline response vehicles for both fire and medical emergencies. Each carries 500 gallons of water for initial attack and can deliver up to 1,500 gallons per minute when connected to a hydrant. Engines are equipped with fire suppression gear, EMS supplies, and basic rescue tools.

Ladder Trucks and Tractor-Drawn Aerials (TDAs):
Ladder trucks are essential for reaching upper floors in Redmond's growing inventory of mid-rise and high-rise buildings. These units include 100-foot aerial ladders capable of accessing both above- and below-grade areas. Unlike engines, ladder trucks carry minimal water and rely on engine support to perform suppression operations. Redmond currently operates one ladder truck, with additional units in the replacement pipeline.

Aid Cars (BLS Units):
These ambulances are equipped to provide Basic Life Support (BLS) care and patient transport. They are deployed throughout the city in both dedicated and cross-staffed configurations.

Medic Units (ALS Units):
Medic units are staffed with firefighter-paramedics and provide Advanced Life Support (ALS) services as part of the regional Northeast King County Medic One system. Redmond units are stationed within the city as well as at strategic locations in Woodinville and Kirkland.

Brush and Wildland Engines:
These smaller, agile vehicles are designed for urban-wildland interface (WUI) response. They are equipped with pumps, hand tools, and water tanks tailored to off-road access and fast suppression of vegetation fires.

Specialty Rescue Vehicles:
Technical rescue and hazmat capabilities are supported by cross-staffed specialty units

located at Stations 13 and 16. These include water rescue gear, extrication tools, and urban search and rescue (USAR) equipment. Redmond's HazMat unit provides limited hazardous materials response capacity, with mutual aid support from regional partners for larger-scale incidents.

Support and Specialty Vehicles

The department also maintains a diverse set of support vehicles including:

- Command Staff Vehicles – Assigned to Battalion Chiefs, the Fire Chief, Operations Chief, and Training Officers.
- Prevention and Logistics Vehicles – Multiple units support fire inspection, investigation, logistics transport, and emergency management functions. Vehicles are assigned to both pool and individual staff.
- Training Equipment Trailers and Vans – Includes smoke machines and other mobile training assets.
- Public Education and Emergency Management Vehicle – Used for outreach, volunteer coordination, and preparedness education.

Fleet Planning and Replacement

Fleet replacement and expansion is planned through a multi-decade capital strategy that aligns vehicle life cycles with response demands, workload projections, and anticipated service area changes. Upcoming purchases prioritize both operational capacity and environmental performance, including electrification readiness and apparatus compatibility with EV charging infrastructure at city facilities.

A detailed vehicle-by-vehicle inventory, including projected timelines, and costs, is maintained by the department and available in Appendix C.

3.4 Capital Equipment Inventory

Redmond Fire Department's capital equipment systems support a modern, all-hazards emergency response model. From protective gear and lifesaving EMS technology to technical rescue tools and facility infrastructure, this equipment forms the operational backbone that enables firefighters to perform their work safely and effectively. These assets are funded through a combination of dedicated equipment replacement programs and general capital planning, with cyclical investments tied to service life, safety standards, and evolving community risks.

This section outlines the major categories of capital equipment currently in service.

Self-Contained Breathing Apparatus (SCBA) Systems

SCBA systems allow firefighters to operate safely in smoke-filled or toxic environments and are essential to every structure fire, confined space entry, and hazardous materials response. Each

set includes an air bottle, regulator, facepiece, and integrated communication equipment. Redmond maintains SCBA compressor systems at key stations and deploys SCBAs across all frontline units. Bottle replacements and system-wide upgrades are timed according to NFPA standards and manufacturer life cycles.

Personal Protective Equipment (PPE)

All firefighters are issued structural firefighting gear including turnouts (coat and pants), helmet, hood, gloves, and boots. This gear is replaced on a rotating schedule based on exposure, wear, and a 10-year NFPA expiration timeline. Redmond also maintains reserve PPE and specialty protective gear such as ballistic vests, wildland packs, and water rescue suits. PPE procurement includes fit testing, inspections, and decontamination practices to support firefighter health and safety.

Fire Suppression Tools

The department maintains a full inventory of suppression equipment including nozzles, hand tools, irons, hooks, forcible entry gear, and thermal imaging cameras. High-rise firefighting tools, such as standpipe packs, hose bundles, and pressure-reducing valves, are strategically assigned to stations that serve vertical developments, including Stations 11 and 12. Large-diameter hose (LDH) for water supply operations is stocked on engines and ladder units for extended lays.

Emergency Medical Equipment

Aid and medic units are equipped with advanced patient care systems including:

- Stryker power cots and autoloaders for safe transport and lifting
- Lifepak cardiac monitors/defibrillators for ALS-level cardiac care
- Oxygen delivery systems, suction units, IV supplies, and trauma gear
  Equipment is rotated based on lease schedules, service life, and reinspection protocols. Redmond maintains redundancy across key EMS tools to ensure readiness during high-call-volume periods or equipment failure.

Technical Rescue Equipment

Technical rescue gear is primarily housed on Rescue 16 and includes confined space kits, rope systems, extrication tools (e.g., hydraulic cutters/spreaders), and specialized stabilization equipment. These assets support motor vehicle entrapments, trench collapses, high-angle rescues, and urban search and rescue operations. Equipment is maintained under manufacturer inspection guidelines, with specialized training required for use.

Hazardous Materials Equipment

Redmond's Haz-Tac unit includes detection monitors, decontamination kits, and PPE specific to hazmat operations. While Redmond provides limited-scope hazmat response, large-scale or Tier I incidents are managed through mutual aid with regional partners such as Bellevue Fire. Equipment is stored centrally for fast deployment and integrated with the department's regional response protocols.

Wildland and WUI Response Gear

Wildland response tools such as chainsaws, hose packs, hand tools, and fire shelters are stored on designated Type 6 engines and at stations near the wildland-urban interface (WUI). While most wildland gear is not capitalized, it is essential for initial attack and containment of fast-moving vegetation fires within city limits and neighboring unincorporated areas.

Fire Station Systems and Infrastructure

Key facility-based equipment includes:

- Backup power systems (generators and battery storage) to support emergency operations during utility outages and ensure uninterrupted dispatch, lighting, and apparatus bay functions.
- Exhaust removal systems and decontamination showers to reduce exposure to diesel particulates and other carcinogens from firefighting operations.
- Extractors (specialized washing machines) designed to remove toxins from turnout gear following exposure to smoke and hazardous materials. Extractors are located at designated stations to support NFPA-compliant cleaning protocols and help prevent long-term health risks.
- Fire station alerting systems that provide zoned audio and visual notifications to improve crew response times and reduce night-time sleep disruption for non-involved personnel.
- Security infrastructure such as badge-controlled access, perimeter alarms, and surveillance systems to protect personnel, equipment, and city assets.
- Sustainable infrastructure including EV charging stations, solar prewiring, and stormwater recovery systems, consistent with Redmond's citywide green building standards and long-term environmental goals.

3.5 Support Infrastructure and Functions

Redmond Fire Department relies on a range of physical support systems beyond frontline stations and apparatus to sustain operations, maintain readiness, and meet essential safety and regulatory standards. These assets form the operational backbone of the department and directly influence reliability, staff safety, and capital lifecycle performance.

Apparatus Maintenance Facility

The City maintains an in-house apparatus maintenance facility equipped to handle the complex demands of a growing and modernized fire fleet. Capital assets at this facility include:

- Post-mounted and portable vehicle lifts – Certified lifting systems that provide safe, stable elevation of heavy fire apparatus and aid cars. These tools are critical for

technician safety and are regularly load-tested and maintained in accordance with OSHA and manufacturer standards.
- Diagnostic tools for engine performance, electronic system calibration, and emissions testing.
- Fluid management systems, vehicle exhaust ventilation, and emergency power systems that support safe and continuous shop operation.
- Apparatus testing tools such as pump testing equipment and alignment systems to ensure vehicles meet operational performance standards.

This facility plays a vital role in minimizing fleet downtime, reducing reliance on third-party vendors, and supporting the long-term capital replacement plan.

FS11 Annex – Community Health and Outreach Hub

Located adjacent to Station 11, the FS11 Annex serves as the operational base for the department's Mobile Integrated Health (MIH) and Community Care outreach programs. Though not a traditional response station, it houses durable assets that support non-emergency deployment and community-based intervention.

- Office and meeting space for MIH and outreach coordination.
- Medical and field equipment for patient assessments, home safety checks, and follow-up care.
- Dedicated city vehicles (non-code) used for transportation to homes, shelters, and care sites.
- Supply storage for PPE, educational materials, and client support items.

The Annex represents a growing capital category for alternative response models that reduce 911 volume and improve outcomes through upstream care.

Training Support and Equipment

Although Redmond does not currently operate a dedicated fire training center, the department maintains decentralized training assets and mobile props to support ongoing skill development.

- Training trailers and mobile storage for drill materials and simulation gear.
- Forcible entry props, rescue mannequins, and smoke machines for in-station evolutions.
- AV systems for classroom instruction.
- PPE and turnout gear designated for training use to preserve operational inventory.

Emergency Management Equipment

The Office of Emergency Management (OEM) maintains equipment to support citywide preparedness, continuity, and response coordination. These assets are staged for rapid deployment and managed by OEM staff at Fire Headquarters.

- AM radio equipment

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- Digital whiteboards and visual coordination tools used during Emergency Operations Center (EOC) activations.
- Public preparedness stockpiles, including cots, blankets, water jugs, shelter signage, and hygiene kits.
- Portable fire extinguisher training sets and community education materials.

This infrastructure enhances Redmond's capacity to manage multi-day events and support resident safety during large-scale disruptions.

Health and Wellness Equipment

All Redmond fire stations include dedicated fitness areas designed to promote firefighter wellness and reduce occupational injuries.

- Treadmills, rowing machines, bikes, and free weights used for daily training and injury prevention.
- Station-based rehab tools, including foam rollers, massage guns, and stretching equipment.
- Integrated gym space planned as part of station remodels and future facilities to support 24-hour operations and sustained performance.

Logistics and Readiness Support

Redmond Fire currently operates without a dedicated logistics facility. Instead, the critical functions of inventory management, procurement coordination, and supply readiness are distributed informally across the department. This decentralized model relies on repurposed spaces in active fire stations spaces that were never designed for long-term storage or logistical workflows.

Each station plays a part:

- Station 11 serves as the primary logistics coordination point. The Logistics Officer is based here, managing shipping, receiving, and deliveries for the department. A mezzanine above the apparatus bay is used for overflow storage of uniforms, supplies, and other operational materials.
- Station 12 serves as logistics for the PF (physical fitness equipment)
- Station 13 houses hazardous materials response equipment, including detection and monitoring tools for the region's HAZMAT program.
- Station 14 supports PPE and SCBA logistics, including spare gear and bottle rotation.
- Station 16 stores technical rescue tools, including rope systems, confined space kits, ground ladders, and stabilization gear.
- Station 17 holds EMS and ALS medical supplies for restocking and shift readiness.
- Station 18 manages and stores hoses as well as other essential small tools and core suppression equipment such as spare nozzles, Halligan bars, fittings, and ladders often in shelving built into vehicle bays.

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There is currently no climate-controlled facility, no dedicated racking system, and no structured intake or distribution space to support logistics operations. Storage is accommodated through improvised use of apparatus bays, mechanical rooms, and mezzanine areas, spaces not designed for inventory management or scalable logistics functions.

Despite these limitations, the department's logistics/administrative staff ensure:

- Timely issuance, laundering, and rotation of turnout gear and SCBA equipment
- Ongoing inventory and restocking of EMS and ALS medical supplies across shifts

These activities are essential to maintaining operational continuity and crew readiness. However, the current model, while functional, is not sustainable. As the Fire Department continues to expand its personnel, apparatus, and programmatic responsibilities, the absence of a dedicated logistics facility represents an increasing constraint on efficiency, readiness, and resilience.

3.6 Green Infrastructure and Fleet Transition

Redmond Fire Department has begun incorporating green infrastructure and fleet transition strategies into its core operations, aligning with the City's broader climate and sustainability commitments. These early efforts reflect a practical, phased approach to decarbonization that prioritizes operational continuity while reducing environmental impact.

Current initiatives include:

- Deployment of Washington state's first electric fire engine at Station 12, representing a major milestone in clean fleet integration for emergency response vehicles.
- Transition of light-duty operational vehicles to electric and hybrid platforms, including those assigned to the Prevention Division, Deputy Chief of Operations, and Battalion Chief (Training).
- Installation of electric vehicle (EV) charging infrastructure at Station 12, with additional capacity being added at Station 11 through support from Puget Sound Energy's fleet electrification grant program.

While these efforts are still in the early stages, they represent a clear pivot toward sustainable public safety infrastructure. Future capital planning will need to account for the facility, electrical, and equipment upgrades required to support continued expansion of the department's low-emission fleet.

3.7 Operating and Maintenance Costs

The City of Redmond's fire system incurs ongoing operating and maintenance (OandM) costs to ensure safe, functional, and mission-ready facilities and fleet. These costs are distinct from

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personnel, capital construction, and program expansion, and instead reflect the baseline investment required to operate the current system reliably.

Facility Operations and Upkeep

Facilities maintenance is funded through both the Fire Department and the Parks and Recreation Department, which is responsible for the maintenance of city buildings and grounds. In 2025:

- The Fire Department budget includes $37,800 for maintenance and consumables at Stations 11, 12, 16, and 17.
- The Parks Department contributes an additional $328,000 to support janitorial services, landscaping, minor building repairs, and utilities at those same stations.

For Fire District 34 (FD34) stations, specifically Stations 13, 14, and 18, operating costs are shared under an interlocal agreement:

- Fire Department costs for FD34 are projected at $243,000 in 2025, reimbursed through the contract with the district.
- Non-reimbursable General Fund support for these facilities adds $13,200.
- The Parks Department allocates another $112,000 for exterior maintenance, cleaning, and utility support.

These investments maintain essential infrastructure that enables 24/7 service delivery, including climate control systems, lighting, water, sewer, and basic preventive maintenance.

Fleet and Equipment Maintenance

The Fire Department maintains a diverse fleet of emergency response and support vehicles through a combination of in-house staff and contracted services. In 2025, fleet maintenance costs—excluding labor—are projected at approximately $340,000. This includes:

- Routine maintenance and inspections
- Major component repairs
- Pump and ladder certification
- Specialized servicing (electrical, hydraulic, braking systems)
- Fuel and fluids

As the city transitions to electric vehicles, additional costs may emerge for diagnostic tools, battery maintenance, and technician training.

The department's operational fleet includes:

- 2 Ladder Trucks
- 9 Engines
- 9 Aid Cars
- 6 Medic Units
- 5 Specialty Vehicles (hazmat, rescue, wildland, Polaris, etc.)
- 2 Command Vehicles (Battalion Chiefs)
- 4 Training Officer Vehicles

- 27 Support Staff Vehicles (Chiefs, MSOs, MIH, Prevention, and others)

A complete fleet inventory and condition assessment is provided in Appendix C.

3.8 Summary

Redmond's current fire system consists of seven staffed fire stations, a diversified fleet of response and support vehicles, specialized equipment for a range of incident types, and distributed logistics and storage arrangements. Together, these assets form the backbone of the city's fire and emergency services system.

Operations are supported through a combination of city-managed and interlocal facilities, with maintenance and readiness responsibilities coordinated across departments. The system includes both traditional emergency response units and community-focused programs such as Mobile Integrated Health and public preparedness outreach. In addition, early investments in electric apparatus and infrastructure signal an ongoing shift toward sustainable fleet modernization.

Over $1 million dollars annually in operating and maintenance costs are distributed across Fire, Parks, and contract partners and reflect the resources required to maintain the current level of service across facilities and fleet. This includes facility upkeep, vehicle maintenance, logistics functions, and specialized program support.

The following chapter will examine how this system performs in relation to current demand and forecasted development. It will also explore how community growth, urban density, and service expectations are shaping the city's emergency response system over time.

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04 Level of Service and Growth Impacts

Fire and emergency services are foundational to a safe and resilient city—but delivering those services requires more than trained personnel and reliable equipment. It requires a system that is designed, staffed, and resourced to meet the demands of a growing and evolving community. That's where Level of Service (LOS) comes in.

LOS is the planning framework used by Redmond to evaluate whether its emergency response capabilities are keeping pace with community needs. It provides a set of performance benchmarks that help the City measure access to emergency services, identify system weaknesses, and make informed capital investment decisions. These benchmarks are not just internal management tools. They are codified in Redmond's long-range planning goals.

In this plan, LOS standards serve as both a performance yardstick and a planning compass. They guide the structure of the department's needs assessment, help determine capital project priorities, and provide a measurable connection between the City's growth trajectory and the fire system's future readiness.

4.1 Level of Service Standards and Performance Benchmarks

The Redmond Fire Department uses a multifaceted Level of Service (LOS) framework to evaluate the department's ability to meet current and future emergency response expectations. At its core, LOS refers to a set of performance targets that guide both day-to-day operations and long-range capital planning.

The City's adopted response time target is as follows:

> Travel time of six minutes or less for 90 percent of emergency fire and medical calls in the city.[1]

This benchmark, at the time it was adopted, was grounded in national best practices, including NFPA 1710, and reflects Redmond's policy commitment to timely, professional service across all neighborhoods. It is supported by GIS travel time modeling, referenced in the Redmond 2050 Comprehensive Plan, and reinforced through annual system performance monitoring.

However, travel time alone is not a sufficient indicator of system readiness. This plan uses a broader set of LOS benchmarks to capture the realities of modern response, growth-driven complexity, and system strain. These indicators are described below.

Travel Time Coverage

GIS modeling is used to assess how much of the city can be reached by a responding unit within four or six minutes of drive time. This geographic coverage model is the foundation of

[1] Redmond 2050 Comprehensive Plan policy CF-6

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station siting and planning decisions. However, while this measure is technically consistent with Redmond's LOS policy, it does not reflect real-time dynamics like access delays, call concurrency, or unit availability.

Unit Reliability and Call Concurrency

Unit reliability refers to percentage of time the unit assigned to the zone is able handle the call for service. This factor is usually impacted by call concurrency, or the measure of time that a call for service comes in at the same time the first due unit is already committed to a prior incident. As population and call volume have increased, concurrent calls are becoming more frequent. When a station's units are already committed, the next closest unit must be dispatched often from outside the intended service zone. This leads to:

- Longer total response times
- Longer unit commitment times/unit hour utilization
- Geographic coverage gaps
- Fatigue from more frequent unit redeployments

While cross-staffing is a reasonable staffing model for agencies with relatively low call volumes in certain areas like Redmond, the model in Redmond impacts this issue as demand increases or surges. If a single crew is responsible for both an aid car and an engine, a response with one automatically removes the other from service even if demand remains.

Turnout Time and Access Delays

Travel time LOS begins when the unit begins moving. It does not capture:

- Dispatch processing time
- Crew mobilization ("turnout time")
- Time spent navigating to the incident location within a large or complex structure

In many modern buildings, particularly in Overlake and Downtown, crews may lose 1–7 minutes after arrival due to locked stairwells, elevator delays, or internal travel distance. These "invisible minutes" are not captured in traditional LOS metrics, but they directly impact outcomes.

Effective Response Force (ERF) Availability

For higher-risk incidents such as structure fires or technical rescues, Redmond relies on the timely arrival of multiple units to assemble an Effective Response Force (ERF) - the minimum number of firefighters necessary to accomplish all the critical tasks for a given incident. Current ERF response is limited by a lack of a ladder company in the appropriate location, the geographic dispersion of units, and staffing limitations at undersized stations. Even when travel time goals are met, assembling a full ERF within the required timeframe can be compromised.

Apparatus and Equipment Readiness

Fleet availability and configuration also affect LOS. Although frontline units have been modernized, reserve units are aging, and the department lacks:

- Tools for EV fires and battery containment

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- Specialized equipment for light rail platforms
- Station-based electrical infrastructure for large-scale EV adoption

Several stations also lack the square footage to house our current and future fleet, further limiting unit deployment flexibility. Housing the fleet has two limiting factors. 1. There is insufficient room to house all our current emergency response vehicles. Some reserve units must be stored outside the fire shop, exposed to the elements, which reduces their lifespans. 2. Due to city growth and density, the agency needs to employ new fire apparatus types (tractor-drawn aerial ladder truck) that has tighter turning radius and maneuverability, but very few stations can accommodate the length of this new type of fire apparatus. In these cases, LOS isn't just about geography or staffing, it's about whether the right tool is ready for the job.

Mutual Aid/Automatic Aid

A key factor that must added to a LOS analysis is the availability of mutual aid from other fire agencies in the region and especially those adjacent to the city. Mutual aid in the fire service is a formal agreement between two or more agencies to provide assistance during emergencies when one agency's resources are insufficient. It operates on a "request-and-approval basis," meaning the agency in need must request help, and the assisting agency must affirmatively agree to respond each time. Mutual aid is commonly used during large-scale incidents, multiple-alarm fires, or overlapping calls that exceed an agency's local capacity.

By contrast, "automatic aid" is a form of mutual aid that is pre-arranged through formal agreements, allowing resources to be automatically dispatched across jurisdictional lines without a separate request each time. This is commonly used in urban or metro areas where closest-unit response is prioritized over jurisdictional boundaries. The benefits of mutual and automatic aid include increased surge capacity, enhanced regional coordination, and cost savings from shared resources. However, there are drawbacks. In Washington State, mutual aid must be provided without compensation (per RCW 43.43.960), which can lead to inequities if one agency regularly relies on others for routine service delivery. While mutual aid is a critical tool for handling large or unusual events, it should not be used to compensate for chronically under-resourced agencies. Automatic aid agreements, when properly structured, can help ensure equitable and predictable service levels between partners.

Overall, Redmond Fire Department is a net contributor to the region, providing 461 more calls for service than received in 2024. This is partially due to the location of Fire Station 12. Approximately 23 percent of the calls for service answered by units assigned to Station 12 (Aid 112 and E112) have been outside the City of Redmond, and primarily in Bellevue. Whereas, the Kirkland provides 332 more calls to the Redmond than they receive, due to the lack of coverage along the northeaster boundaries of Redmond.

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Figure 2 – Concentration of Calls for Service Answered by A112 and E112 - 2024

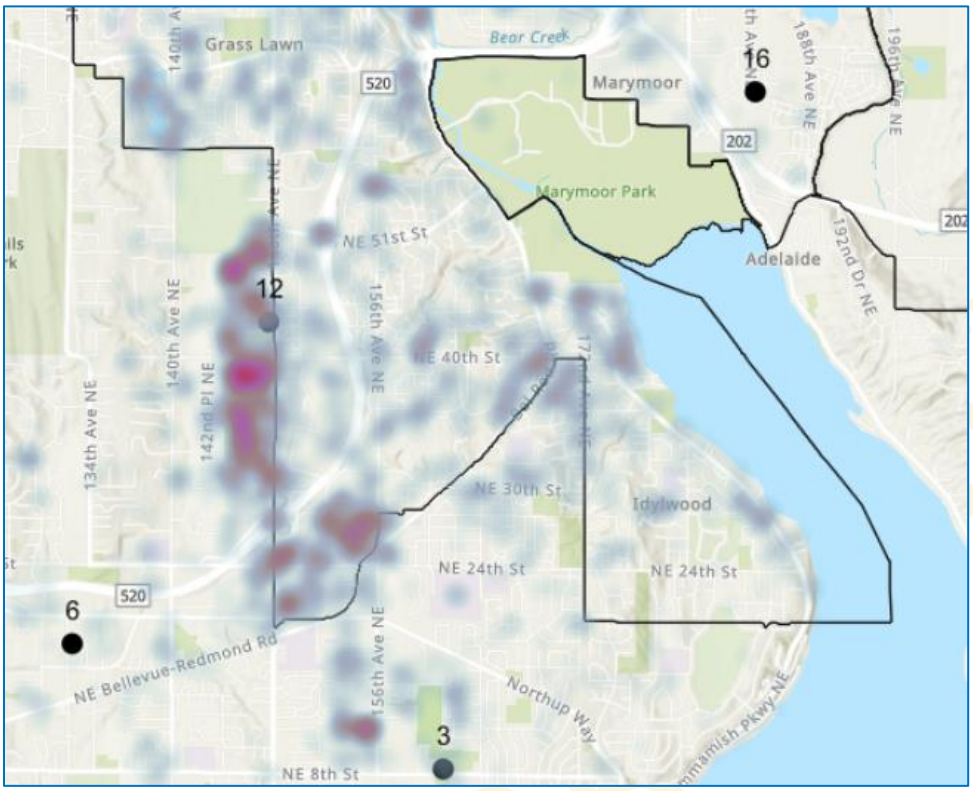


Table 3 - Mutual/Automatic Aid Comparison 2024

Agency	Redmond Providing Service to…	Redmond Receiving Service from…	Net
Bellevue	1220	683	537
Eastside Fire and Rescue	517	398	119
Kirkland	143	475	-332
Others*	153	16	137
Total Net Calls for Service			461

*Others: Other agencies in the region or statewide mobilization.

4.2 Analysis of Growth Drivers and Future Service Demand

Redmond is entering a new era of urban development marked by rapid population growth, land use intensification, and the increasing complexity of emergency service delivery. According to the Redmond 2050 Comprehensive Plan, the city is projected to grow from a population of approximately 80,000 in 2024 to 114,000 residents by 2050, and to add 24,800 new housing units and 30,000 new jobs. This job growth will further expand Redmond's

daytime population—already over 147,000 as of 2024—exerting additional pressure on emergency services, especially during business hours when call volume tends to spike.

This transformation is not just about numbers—it reshapes how and where the fire department must operate. Demand for emergency medical and fire response correlates strongly with population density and activity levels, meaning more people, more structures, and more jobs directly translate into more calls for service. The city's growth trajectory is not spread evenly, either. Instead, it is spatially concentrated in a few key geographic zones, requiring targeted infrastructure and deployment adaptations.

Three Regional Growth Centers Will Absorb 75% of Development

The Redmond 2050 Comprehensive Plan designates Downtown, Overlake, and Marymoor Village as the city's three growth centers. Together, these areas represent less than 10% of Redmond's land area, yet they are expected to absorb more than 75% of all new residential and commercial development.

Each growth center presents unique operational demands for emergency services:

- Downtown Redmond is evolving into a civic and cultural hub with vertical housing, mid- to high-rise buildings, pedestrianized corridors, and constrained access for apparatus. Fire response in this environment increasingly involves limited street access, high occupant loads, and vertical egress scenarios.
- Overlake is becoming a mixed-use tech and residential district with mid- to high-rise buildings, international business presence, and a highly multilingual population. These attributes increase the complexity of incident management, access control, and public communication.
- Marymoor Village combines urban residential density with proximity to industrial zones, regional trails, and the wildland-urban interface (WUI), creating a hybrid risk profile that requires both structure fire and wildland readiness.

As these three growth centers densify, they will generate the city's most concentrated service demand and pose the greatest operational complexity, requiring significant changes to Redmond's current fire infrastructure and deployment model to ensure service levels can keep pace.

Infill Growth Across Established Neighborhoods

In parallel with regional center development, Redmond's established residential neighborhoods including Education Hill, Grass Lawn, and Southeast Redmond are seeing steady infill, middle housing development, and demographic shifts. This growth may appear incremental on the surface, but it adds cumulative pressure to the system without the benefit of large-scale infrastructure upgrades.

Infill often leads to:

- Narrower roads and reduced apparatus access

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- Increased population density in areas not originally designed for it
- Growing numbers of renters, seniors, and others who rely heavily on emergency services

Without targeted investments in response capacity and station upgrades, infill development can silently erode LOS even in areas that appear "built out" on the map.

Light Rail and Transit-Oriented Risk

The extension of Sound Transit through Redmond introduces a new class of response demand. Four new stations located in or adjacent to the growth centers will serve as high-volume pedestrian hubs with elevated risks for:

- Medical incidents in crowded or elevated platforms
- Security access delays for responders
- Overlapping event-based calls (e.g., concerts, sporting events, festivals)
- Multi-agency coordination in constrained public spaces

Transit infrastructure also increases reliance on vertical mobility and limits direct apparatus access, placing more pressure on station siting and turnout efficiency.

Why Spatial Compression Matters

The city's growth strategy relies on spatial compression which is placing more people, jobs, and activity within walkable, transit-rich neighborhoods. While this is consistent with climate goals and sustainability values, it also raises the stakes for every fire response.

In a more compressed city:

- Fires and medical incidents occur in more complex environments
- Patient/fire area of origin access times increase even if GIS travel time doesn't change
- Staffing and apparatus must scale to meet overlapping calls within minutes, not miles
- The potential impact of a fire grows significantly with building size and occupancy. While a fire in a single-family home may affect one to four people, a fire in a high-rise can endanger hundreds of residents at once.
- Station location, layout, and logistics readiness become mission-critical

Summary

Redmond's fire and emergency response system was originally designed for a lower-density city with fewer vertical structures and simpler access patterns. As the city grows, both in

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population and in physical complexity, demand for service is expected to increase in both volume and operational complexity.

Decades of proactive code development and enforcement along with Community Risk Reduction (CRR) efforts have helped maintain low fire loss rates compared to similar jurisdictions. These programs have been instrumental in improving building safety and reducing incident frequency. Continued investment in prevention remains important, but must be paired with operational readiness to meet the demands of evolving land use and increased density.

In 2024, approximately 60% of calls were medical, with EMS representing the most frequent type of response. However, the remaining 40%, primarily non-medical incidents, require a significant share of department time and staffing. These calls often involve longer durations and more personnel, especially for fire suppression, technical rescue, and hazardous conditions. Maintaining balance between medical and non-medical response capabilities is essential to sustaining system performance.

This plan presents a forward-looking roadmap to support that balance. Recommendations for facility updates, fleet modernization, and staffing alignment are based on projected service demand and capacity analysis. These investments are intended to ensure the department remains well-positioned to serve the community as Redmond continues to grow and change.

4.3 Apparatus Needs and Fleet Condition Context

Apparatus availability, condition, and alignment with current risk are essential to maintaining Redmond's Level of Service (LOS) commitments. While facility location and staffing determine system coverage, it is the department's fleet that delivers service on the ground. As Redmond grows denser and more complex, the demands on its apparatus fleet—and the facilities that house and maintain it—are intensifying.

This section outlines the current state of the department's fleet, identifies operational and infrastructure constraints, and highlights how apparatus condition directly affects emergency response performance.

Current Fleet Overview and Lifecycle Pressures

The Redmond Fire Department maintains a multi-functional fleet of frontline engines, ladder trucks, aid cars, wildland units, and support apparatus. The department adheres to industry-standard lifecycle expectations, generally aligned with the American Public Works Association (APWA) replacement guide and NFPA 1901 guidance. These standards distinguish between *frontline* and *reserve* service life:

- Heavy apparatus (fire engines, ladder trucks):
    - 9 to 10 years in frontline service

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    - An additional 9 to 10 years in reserve status
- Medium-duty vehicles (ambulances, command units):
    - 3 to 5 years in frontline service
    - An additional 3 to 5 years in reserve status
- Specialty apparatus are evaluated based on usage patterns, mission profile, and maintenance condition rather than a fixed timeline.

Note: These timelines reflect the operational distinction between high-utilization frontline service—where reliability and performance are paramount—and reserve use, where vehicles remain available but are expected to perform under lower demand. The combined service life is typically double the frontline estimate. For example, a command vehicle may serve up to 10 years total when transitioned to reserve status after its initial 3–5 years of intensive use.

While recent investments have stabilized the frontline fleet, aging reserve units and emerging risk factors present clear vulnerabilities.

A full inventory of current apparatus, including purchase dates, assigned stations, frontline/reserve status, and estimated replacement timelines, is provided in Appendix C. That table also identifies which units are approaching or have exceeded recommended service life thresholds.

Key observations from the data include:

- Several reserve engines and aid cars exceed service life expectations, creating reliability risks when frontline units are down for maintenance. These older units are also the highest consumers of repair funds, with some incurring annual maintenance costs greater than ten years' worth of lease payments on a new fire engine.
- Wildland response capacity is limited to two aging brush units, despite escalating wildland-urban interface (WUI) risks in southeast Redmond, Marymoor, and Bear Creek zones.
- Specialty and surge capacity vehicles, critical for large-scale events, severe weather, or technical rescue incidents, are lacking, limiting the department's adaptability to high-impact or multi-day incidents.

Apparatus and LOS Interdependence

Apparatus condition is not a technical detail. It is a core driver of Redmond's LOS performance. The following operational risks are directly linked to current fleet condition:

- Unit reliability: Aging or unreliable units increase downtime and reduce the availability of the closest appropriate vehicle. From 2022 through early 2024, Redmond had to

borrow fire engines from other adjacent agencies due to increases in apparatus downtime and lack of sufficient reserve units.

- ERF assembly: Fire suppression incidents require multiple apparatus within tight windows. Gaps in apparatus availability delay that Effective Response Force.
- Response scalability: Growth in incident volume and density will require additional units. Without replacement and expansion planning, LOS will erode even with full staffing.

Apparatus readiness must be understood as both a performance enabler and a capital planning priority.

Apparatus Gaps and Infrastructure Compatibility

The department currently lacks a ladder truck assigned to Downtown or Overlake despite clear growth in vertical development and mid-rise housing. This limits operational readiness in areas where building height and occupant load require immediate access to elevated rescue tools and tactics. This also hinders improving the City of Redmond's public protection class rating score through the Washington Surveying and Rating Bureau, adversely impacting fire insurance premiums large portions of Downtown.

Additionally, many stations were not designed to accommodate longer or more modern apparatus, including:

- Tandem-axle or tiller ladder trucks
- Units with expanded tool complement or EMS storage
- Electric vehicles with charging infrastructure needs

The department's first electric engine, a state-leading milestone, has introduced new energy demands that exceed the electrical capacity of most stations. These constraints, if unaddressed, will compromise future EV deployment and the ability to meet clean energy goals without degrading operational performance.

Emerging Risk and Apparatus-Associated Equipment Gaps

The department's fleet also lacks equipment tailored to the City's evolving risk profile. Several gaps exist in:

- Lithium-ion containment and EV fire suppression
- Portable power and lighting systems
- Air quality mitigation tools for wildfire smoke events
- Urban flood and stormwater access equipment

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In addition, the department currently lacks any apparatus specifically configured to support elevated transit platform rescues, mass-casualty patient movement, or crowd evacuations at Redmond's four Sound Transit stations. These locations are positioned in the city's most densely developed neighborhoods and require rapid-access vehicles, platform-specific rescue tools, and scalable EMS support, none of which are included in the existing fleet profile.

These emerging risks reflect broader urbanization and climate-related trends and require both targeted equipment planning and integration with future facility design.

Apparatus Maintenance and Shop Capacity: The Hidden Side of Readiness

Apparatus readiness depends not only on purchasing new vehicles but also on having the maintenance capacity to keep them in service. Currently, the department faces mounting strain on its fleet maintenance infrastructure, with impacts that directly affect system performance:

- Too few mechanics to support a growing and increasingly complex fleet (a new mechanic position was added in 2025)
- Limited space to accommodate growth or provide secured parking for apparatus
- Aging reserve units that require more frequent and intensive service

While recent staffing improvements have helped reduce a long-standing maintenance backlog, preventive maintenance continues to be delayed by shop congestion and limited technician availability. This increases the risk of frontline apparatus being out of service, especially during concurrent calls or major incidents.

Fire and EMS vehicles require specialized maintenance knowledge that extends beyond typical automotive or public works fleet repairs. Technicians must be trained in emergency lighting systems, onboard electronics, high-capacity braking, pump operations, hydraulic ladder systems, and in some cases, the maintenance of life-saving EMS equipment stored in aid cars. Certification through the Emergency Vehicle Technician (EVT) program, along with ASE (Automotive Service Excellence) credentials, is often required or preferred to ensure that work meets national safety standards.

Apparatus support is a critical operational component that directly influences the department's ability to maintain consistent Levels of Service. As Redmond's fleet continues to evolve in size and complexity, support systems must scale accordingly. Ensuring long-term service reliability will require a forward-looking apparatus support strategy, one that proactively addresses facility capacity, technical specialization, and the unique maintenance needs of modern fire and EMS vehicles.

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4.4 Additional Constraints on Level of Service

While Redmond's fire system remains functional and staffed by a highly capable workforce, its ability to deliver consistent, equitable, and timely emergency response is already under measurable strain. Level of Service (LOS) benchmarks, including travel time, unit availability, response reliability, and equipment readiness, are being increasingly challenged by operational, environmental, and infrastructure pressures. These are not future risks. The data confirms that degradation is already occurring.

Like all public systems, fire and EMS delivery is shaped by the risks a community is willing to accept. In Redmond, performance metrics embedded in the budget process and adopted plans, including a six-minute travel time goal, reflect the city's implicit risk posture. However, as demand grows and resources remain fixed, the gap between expectations and capability widens. This section outlines the most critical constraints threatening Redmond's emergency response capacity and invites deeper policy dialogue about how risk should be measured, mitigated, and managed going forward.

Cross-Staffing Vulnerabilities

Redmond Fire relies heavily on cross-staffing at many stations, meaning that a single crew is assigned to operate more than one apparatus. While this approach helps conserve personnel, it creates structural vulnerabilities: if the crew responds to a medical call in the Aid Car, the fire engine sits unstaffed for the duration of the call, and vice versa. This constrains system flexibility and contributes to cascading delays during moderate or high-volume periods. Cross-staffing also takes up extra time during the turnout phase of response as the crews need to move 40 lbs. of protective equipment between either vehicle depending on the call type.

Average Turnout Time Comparison

- Cross-Staffed Units: Three minutes and 22 seconds
- Non-Cross-staffed Units: Two minutes and 7 seconds

Facility and Site Limitations on Scaling Response

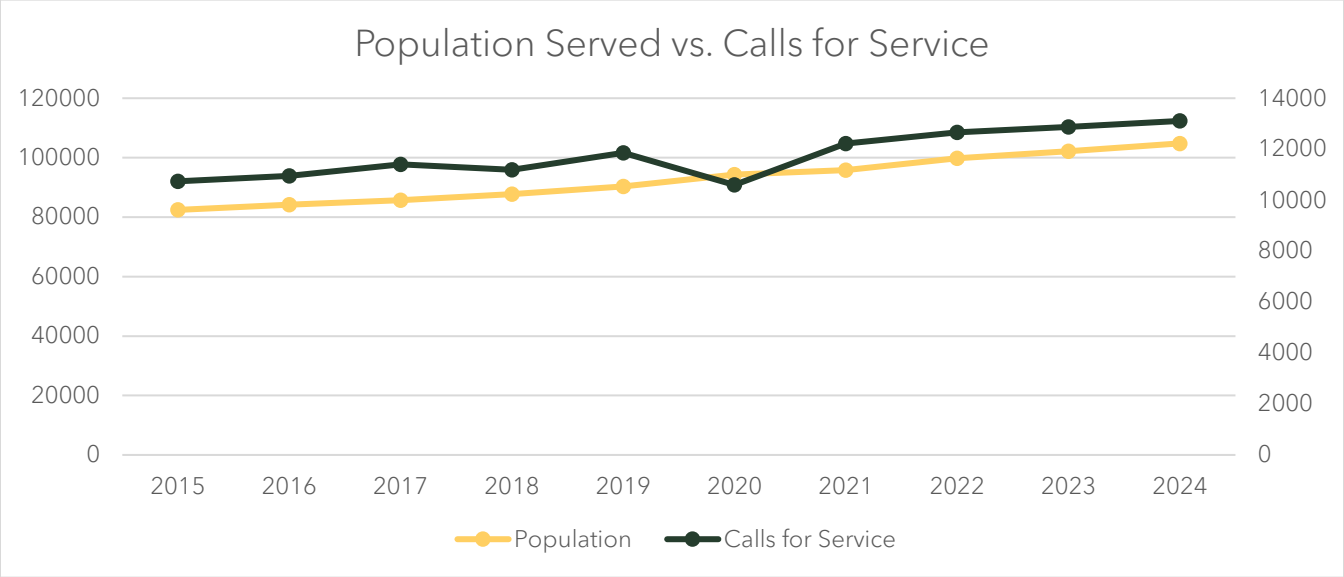
Several stations, including Station 11, Station 12, and Station 17, lack the physical capacity to support expanded staffing or apparatus deployment. In some cases, there is no additional dormitory space, gear storage, or apparatus bay room to add the personnel or equipment needed to sustain response performance.

These constraints aren't abstract. They've had real impact. Until 2025, Station 17 operated with only two personnel, limiting it to aid car service. This left Northeast Redmond, including portions of Fire District 34, without dedicated engine coverage, often requiring out-of-area units to respond to structure fires and rescue calls. In 2025, four new FTEs were approved which was the first increase in suppression staffing since 2007, allowing the station to begin full engine operations. That change alone alleviated a major LOS gap, but other stations remain capacity-limited.

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Staffing Capacity, Deployment Standards, and LOS Pressure

Population and development growth in Redmond have led to sustained increases in emergency call volume, particularly EMS and service-related incidents. These trends, combined with increased response complexity, directly drive the need for additional staffing to maintain Level of Service (LOS). Yet suppression staffing levels have remained largely unchanged for nearly two decades. Not because the need was unrecognized, but because the Fire Department historically lacked a capital planning instrument to link those needs to growth-based investment strategies.



In 2022, the Redmond Fire Department completed a Community Risk Assessment and Standards of Cover report. That analysis documented current response gaps and recommended additional staffing and apparatus to maintain LOS as the city urbanized. However, while the Standards of Cover met internal and operational planning goals, it did not fulfill the statutory or policy requirements to serve as a capital planning document under Washington State's Growth Management Act (GMA) or Redmond's municipal code. As a result, those recommendations, though valid, did not trigger impact fee eligibility or formal resource alignment with the City's broader capital improvement program (CIP).

This Fire Functional Plan is the corrective step. It is Redmond's first strategic framework that meets the capital planning criteria necessary to formally link staffing and apparatus needs to population growth and land use changes. Once adopted, it becomes the enabling document that allows the City to collect and use fire impact fees for eligible, growth-related projects and investments, including facilities, vehicles, and the staffing required to operate them.

To maintain safe 24/7 operations, Redmond Fire operates on a 48/96 hour shift schedule with three rotating platoons (A, B, and C). Each daily staffed position requires 4.43 full-time

equivalents (FTEs) to account for coverage across leave time, injury, training, and FLSA compliance.

This deployment model is consistent with regional practices and has been optimized for staffing efficiency under current labor agreements. While ongoing discussions periodically explore potential adjustments, any significant changes would require collective bargaining and, in many cases, could increase overall staffing costs. For example, aligning with shorter shift models used in nearby cities such as Bellevue or Kirkland could increase the required FTEs per seat from 4.43 to 4.5 or higher.

Based on the current model:

- A new engine company with a three-person crew requires approximately 13.3 FTEs
- A new aid car staffed with two personnel requires approximately 8.9 FTEs

Without corresponding investments in authorized staffing, system reliability erodes even when facilities and equipment are physically available. Units may be purchased but cannot be deployed; stations may be built but remain underutilized. This Functional Plan affirms that staffing is not an operational afterthought but is a capital necessity and a core enabler of Level of Service.

Capital Equipment Impacts of Growth-Driven Staffing

As staffing increases to meet LOS targets, capital equipment needs also scale. Each new firefighter requires:

- Structural PPE
- SCBA (self-contained breathing apparatus)
- Radio and communication gear
- Station gear and personal tools

Per-firefighter equipment costs range from $15,000 to $25,000, depending on assignment. These costs rise further for HAZMAT, wildland, or technical rescue personnel. For every new apparatus, the cost of equipping a full crew must be included in capital planning.

These items meet state capital cost thresholds and may be eligible for fire impact fee funding when tied to LOS-driven growth.

Deployment Benchmarks and Redmond's LOS Standards

While the City of Redmond has historically relied on a six-minute travel time as a general planning guideline, the Fire Department's 2022 Community Risk Assessment and Standards of Cover recommended adopting a four-minute travel time benchmark for first-due unit arrival in

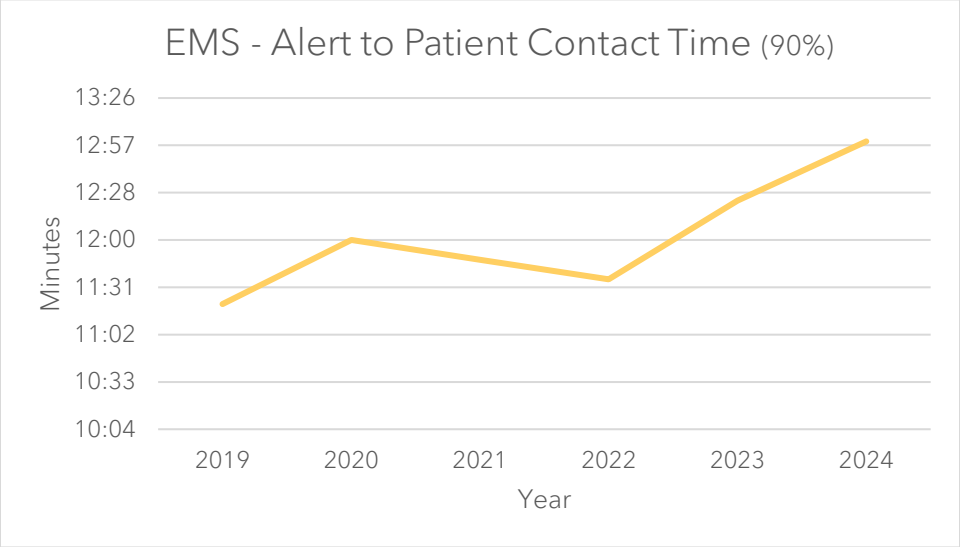
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the areas with highest density and risk. This aligns with NFPA 1710 and is more appropriate for a city transitioning to a vertically oriented, mixed-use urban environment.

The four-minute standard reflects a practical trade-off: as buildings grow taller and patient or fire access becomes more time-consuming, the travel distance must shrink to preserve total response effectiveness. While advances in building codes and life safety systems, highlighted in Section 4.2, have reduced certain structural risks, they do not offset the operational delays caused by vertical access, high occupancy, or concurrent call volume.

These national benchmarks are increasingly difficult to meet under current conditions particularly given Redmond's rising call volume, aging reserve fleet, facility constraints, and suppression staffing lag. The longer these capital and operational gaps persist, the further Redmond's performance will drift from industry standards and from the expectations of the community it serves.

As illustrated in the figure below, Redmond's EMS "alert-to-patient contact" time at the 90th percentile has increased over a minute and a half over the past five years. This reflects growing operational strain caused by concurrent calls, vertical access delays, and unit unavailability during peak periods. LOS erosion is no longer a future risk, it is already occurring.



Equity-Based Response Gaps in Rapidly Changing Neighborhoods

While citywide LOS maps show broad six-minute coverage, internal performance reviews and field reports confirm that certain neighborhoods consistently experience slower service particularly in Northeast and Southeast Redmond. These areas are home to higher proportions of:

- Renters

- Residents with limited English proficiency
- Seniors and individuals with disabilities

Delays of even one to two minutes can have disproportionate impacts in these communities, especially when paired with other risk factors like limited personal transportation, health vulnerabilities, or reduced access to private services.

These disparities are already appearing in data and will become more pronounced if LOS thresholds are not enforced through capital, staffing, and siting decisions that center both equity and readiness.

4.5 Strain Cases: Signs of System Stress

While most capital facility analysis focuses on long-term planning, several of Redmond's fire stations are already contributing to Level of Service (LOS) degradation today. These are not theoretical vulnerabilities. They are real limitations affecting how quickly, efficiently, and reliably the department can respond.

This section highlights three active stations where current facility constraints are directly impacting operations and contributing to growing LOS stress across the system.

Station 11: Aging Core, Insufficient Capacity

Station 11 is one of the oldest stations in the Redmond system and serves as the anchor for Downtown response. It also houses the Fire Department's administrative functions, placing even greater operational demands on a facility that was originally built for a smaller, less complex service model.

Key LOS-related limitations include:

- No capacity for a tractor-drawn aerial truck, despite vertical growth in Downtown
- Limited dorm and storage space to support added staffing or specialty teams
- Outdated internal layout that challenges modern turnout flow and decontamination practices
- Delays in response due to constrained site access and internal congestion

As service demand rises in the Downtown core, Station 11's physical constraints are increasingly limiting deployment flexibility and crew readiness. While personnel and apparatus may be available, the facility's configuration and capacity reduce their operational effectiveness.

Station 12: Undersized, Mislocated, Overstretched

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Station 12 currently serves the Overlake Growth Center, one of the city's fastest-developing neighborhoods, but was originally sited to serve a different demand pattern and is now poorly aligned with current service needs. Though located just outside Redmond city limits, the issue is not its jurisdictional boundary but its geographic placement relative to where the majority of call volume and development is now concentrated.

Current LOS impacts include:

- Undersized bays and dorms, limiting the ability to add apparatus or personnel
- No zoning between apparatus and crew spaces, increasing exposure risks
- Delayed turnout due to congested layout and inadequate flow
- Insufficient space for surge staffing or specialty units
- More than half of its effective response coverage area is outside the City of Redmond.

With Overlake poised for substantial residential and commercial infill, and the addition of light rail infrastructure, the current station footprint cannot sustain the operational load required to meet modern LOS expectations.

Station 17: Operational Gains, Facility Constraints Remain

Station 17 has seen significant progress. In 2025, the City authorized four new FTEs to staff a dedicated engine company at this site for the first time, a major operational milestone that improved unit availability in North Redmond. However, the station was never fully completed during its initial construction and still lacks key facilities needed to support a fully staffed unit.

Ongoing challenges include:

- Inadequate sleeping quarters for the additional personnel, requiring temporary workarounds
- No flex space for training, surge staffing, or incident staging
- Continued reliance on regional partners like Kirkland and Woodinville to cover parts of Redmond Ridge and northern Redmond, areas previously underserved due to unit unavailability

While the recent staffing enhancement improved response capacity, the station's unfinished buildout and lack of support space constrain its ability to serve as a fully functional engine company base over the long term.

Why These Cases Matter

These stations illustrate a central truth of this plan: LOS is not just about miles or minutes. It is about infrastructure readiness. Even with skilled personnel and functional apparatus, the station itself can be a rate-limiter if it isn't aligned with the demands of the service environment.

The following chapter presents a comprehensive, station-by-station assessment of infrastructure condition, essential facility compliance, and capacity to support growth through 2050.

4.6 Summary and Transition to Needs Assessment

Redmond's fire and emergency medical services are entering a period of sustained pressure. The effects of population growth, land use transformation, and increased call complexity are no longer future scenarios. They are current realities that the department is already navigating. While the system remains functional and crews continue to meet critical needs, performance indicators show a clear trend: the margin for reliability is getting thinner.

This is not a crisis. It is a slow, measurable erosion of the conditions that have traditionally enabled Redmond Fire to meet its Level of Service goals. The department now experiences more overlapping calls, longer times on scene, and increasing demands on a workforce that has not grown proportionally with the community it serves. The result is a system that is still performing, but it's performing under pressure.

That pressure shows up not just in data, but in daily experience:

- Concurrent calls that leave zones uncovered
- Turnout delays due to fatigue, station design, or cross-staffing limitations
- Increased reliance on aging reserve units due to past shortfalls in frontline fleet investment and staffing gaps in vehicle maintenance
- Gaps in aerial, wildland, and EV suppression capability
- Crew sizes stretched to meet growing demand with outdated facilities and limited gear

These are not reflections of mismanagement, but of a system doing more than it was originally built or resourced to sustain. Redmond Fire has historically operated as a fixed-asset system, scaled to a prior era of lower-density, single-story neighborhoods and slower growth cycles. That model is no longer sufficient. The city's built environment is evolving rapidly, with vertical development, transit expansion, and infill housing introducing new response patterns, increased call complexity, and physical access constraints.

The Fire Functional Plan serves as an intentional course correction, realigning fire service investments with the scale, complexity, and pace of modern urban growth. It marks a shift from reactive adaptation to proactive readiness, ensuring capital decisions are driven by operational reality and not historical precedent.

While Redmond is not experiencing a fire service crisis, the data points to a narrowing margin of reliability and a need for sustained reinvestment. Level of Service is not a static benchmark; it reflects the department's ability to meet community expectations as conditions evolve. This chapter provides that performance assessment.

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Previous planning efforts, such as the 2022 Standards of Cover, identified many of these emerging challenges, but lacked the capital planning structure required by Washington State law and Redmond's fiscal governance. This Functional Plan fills that gap by linking population growth, risk exposure, and service demand to the infrastructure and funding decisions needed to support them. It establishes a durable framework for impact fee eligibility, long-term resource alignment, and measurable system improvements.

The next chapter presents the capital response to this reality: a sequenced investment roadmap to restore, maintain, and future-proof the fire system through 2050, ensuring the department is positioned not just to respond, but to succeed.

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05 System Needs Assessment

The Redmond Fire Department is more than a service provider. It is a core component of the city's physical, social, and operational resilience. To maintain that role into the future, the City must continually evaluate whether its fire infrastructure is keeping pace not just with building codes or minimum standards, but with the real demands of a growing, diversifying, and increasingly risk-exposed community.

This chapter serves as a systems-level scan of facility readiness across Redmond's fire station network. Rather than evaluating buildings on aesthetics or age, this assessment asks a more consequential question:

> *Do these facilities enable safe, reliable, and equitable emergency service under both normal conditions and disruptive events?*

To answer this question, the City employed a dual-method evaluation:

- The Citywide Facility Condition Assessment (MENG 2024) provided a structural and system-level evaluation of fire stations, using the Facility Condition Index (FCI) and capital forecasting to determine baseline building integrity.
- The internally developed Fire Station Effectiveness Grading System translated operational expectations into performance scores across five critical dimensions: essential facility standards, workforce wellness, Level of Service (LOS) support, internal layout, and environmental sustainability.Unlike conventional facility ratings, this method reflects a systems thinking approach, designed to evaluate how well each station supports the Fire Department's current and future mission. See Appendix B.

Together, these tools offer a more complete picture of fire infrastructure readiness—pairing objective condition ratings with operational performance factors.

To organize this diagnostic, this chapter is structured around five interdependent performance dimensions, each representing a core element of a modern emergency service facility. Within each subsection, we identify existing gaps, cite supporting standards or field data, and outline how these deficiencies affect system performance, staff safety, and public trust. These dimensions are:

Essential Facility Performance:
Can our fire stations survive and operate during major events? Are they seismically sound, code-compliant, and energy-resilient?

Healthy Building and Workforce Wellness:
Do our facilities protect the health of the people who work and live in them 24/7? Are they designed for diverse, inclusive, and cancer-conscious shift work?

Level of Service and Staffing Capacity:
Can our infrastructure support the staffing and apparatus needed to meet Level of Service benchmarks in high-demand areas?

Community Resilience Infrastructure:
Are facilities configured to support Redmond's decentralized resilience goals, climate adaptation needs, and equitable access to emergency services?

These categories were selected not only to assess compliance with codes and standards, but to evaluate how well Redmond's fire facilities are positioned to support the broader goals of Redmond 2050 including sustainability, equity, and neighborhood-level resilience.

Each section of this chapter presents a scored assessment, followed by a narrative analysis of what's working, what's at risk, and what changes will be required to sustain and evolve the system. The final section summarizes these findings and sets the stage for capital investment recommendations in Chapter 6.

For a full breakdown of individual station scores and grading criteria used in this chapter, see Appendix B.

While this chapter focuses on facility-specific diagnostics, apparatus and growth-related equipment needs are addressed narratively in Chapter 6, where they are directly connected to service demand, unit reliability, and response system strain. Because apparatus performance is tightly coupled with Level of Service but not tied to facility condition, those needs are not scored here but will be reflected in the capital investment priorities outlined in Chapter 7.

5.1 Essential Facility Performance

Redmond's fire stations are designated Essential Facilities, meaning they are expected to remain operational during and after disasters to support life safety, emergency response, and continuity of city operations. To meet this expectation, stations must satisfy key resilience criteria—including seismic performance, backup power capacity, accessibility, and energy efficiency—that are defined by national and state standards.

Guiding Standards

Essential Facility expectations are grounded in the following frameworks:

- FEMA P-58 and ASCE 41-23, which outline seismic performance tiers for essential buildings—including the "Operational" performance level required for full post-event functionality.
- International Building Code (IBC) §1604.5, which classifies fire stations as Risk Category IV, requiring enhanced seismic design to ensure life safety and continuity of service.
- NFPA 110, which governs emergency and standby power systems for essential services, and RCW 19.27A.210, which sets energy performance thresholds under Washington's Clean Buildings Performance Standard (CBPS).

- Redmond's own Fire Station Effectiveness Grading System, which translates these standards into a scored evaluation framework, allowing stations to be compared across functional readiness domains.

This section evaluates each of the four City-owned fire stations (FS11, FS12, FS16, FS17) in four scored domains. Structural integrity was not independently scored, as it was already captured in the 2024 MENG Facility Condition Assessment.

1. Seismic Performance

Seismic resilience is foundational for essential facilities. Under FEMA and ASCE guidance, three levels of seismic performance are defined:

Table 4 -

Performance Tier	Definition	Score in Redmond Grading System
Life Safety	Building won't collapse, but may be unusable	-10
Immediate Occupancy	Safe to re-enter, limited systems functionality	+5
Operational	Fully functional post-event, with systems active	+10

All four City stations scored "Poor" in this category, meaning they are either only code-compliant or have not been evaluated for modern operational performance. None of the stations meet the "Operational" standard, and seismic deficiencies were a noted concern in the MENG assessment for FS11, FS13, and FS17.

2. Backup Power and Redundancy

Per NFPA 110, essential facilities must have backup systems that can support critical operations, such as lighting, HVAC, bay doors, communications, and apparatus maintenance, for extended durations during utility outages. Redmond's stations all have fixed diesel generators, but most are aging and undersized.

The failure of FS12's generator during the November 2024 bomb cyclone, despite passing regular tests, illustrated the system's vulnerability. Crews remained in the station to serve the hard-hit neighborhoods with limited heat and no kitchen access. No station currently has transfer switches or external plug-in ports to connect a portable generator in the event of primary failure, limiting operational resilience.

As part of the city's strategic capital planning, all stations require:

- Replacement of aging fixed generators
- Installation of manual transfer switches

- Plug-and-play infrastructure for portable units

These upgrades are essential to maintain continuity during increasingly frequent and longer-duration outages, especially as fire apparatus electrification increases total power demand.

Scoring Criteria: No back up = -10, back up less than 200kW = 0, back up more than 200kW = +10

3. Americans with Disabilities Act (ADA) Accessibility

Accessibility is both a legal requirement and an operational necessity. During disasters or staff surges, facilities may be accessed by a wider range of personnel including reserve responders, city volunteers, or mutual aid partners. During normal operations, access must be provided for employees and visitors. Inaccessible stations introduce operational friction and potential liability.

Each City station was evaluated for basic ADA compliance—specifically in restrooms, lockers, internal travel paths, and storage access. All four stations scored "Poor" in this category. Common deficiencies include:

- Mezzanine access via stairs only
- Non-compliant restrooms and showers
- Narrow internal corridors or thresholds

Upgrades in this area are foundational, not optional, to ensure readiness, equity.

4. Clean Buildings Performance Standard (CBPS) Compliance

Under Washington's Clean Buildings Act, public facilities over 50,000 square feet are covered under Tier 1 mandates, while smaller buildings are encouraged to meet Tier 2 targets.

Station 11, as a Tier 1 covered facility, is currently non-compliant and must be upgraded to avoid future penalties.

Stations 12, 16, and 17, while not mandated for compliance, also fail to meet Tier 2 energy targets, reducing operational efficiency and increasing grid dependency.

Energy performance is a resilience factor. Efficient buildings:

- Require less backup power during outages
- Provide better indoor environmental quality (IEQ) during smoke and heat events
- Align with Redmond's climate action goals

Scoring Criteria: Meets Tier 2 Energy Use Intensity target (EUIt). -10 if non-compliant and mandatory, 0 if not compliant, +5 if compliant but not mandated, +10 if compliant and mandated,

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Conclusion: Widespread Essential Facility Gaps

None of Redmond's City-operated fire stations meet the full performance standard expected of essential public safety facilities. In every domain—seismic readiness, backup power, accessibility, and energy resilience—the current infrastructure fails to deliver the reliability needed to sustain operations during major disruptions.

Essential Facility Standards – Summary Matrix

Scored domains: Seismic Performance, Backup Power, ADA Accessibility, CBPS Compliance
Score range per domain: -10 (Fail) to +10 (Fully Compliant).

Table 5 -

Station	Seismic	Backup Power	ADA Accessible	CBPS Compliant	Total Score (Max: 40)	Readiness Rating
FS11	-10	0	0	0	-10	High Risk
FS12	-10	0	0	0	-10	High Risk
FS16	-10	0	0	0	-10	High Risk
FS17	-10	0	0	0	-10	High Risk

These are not minor deficiencies. They represent systemic risks to continuity of operations, responder safety, and public trust. Addressing these needs will require coordinated capital investment.

5.2 Healthy Building and Workforce Wellness

Fire stations serve not only as emergency response hubs but as long-duration living and working spaces for firefighters, many of whom spend a third of their career in these environments. Because of this, the condition and design of station interiors directly impact firefighter health, performance, and psychological recovery. Modern fire facilities must support physical wellness, reduce occupational exposure risks, accommodate a diverse and inclusive workforce, and provide the infrastructure needed for rest and recuperation between calls.

This section evaluates four core wellness categories drawn directly from Redmond's Fire Station Grading System:

1. Contamination Control and Cancer Risk Reduction
2. Shift-Based Livability
3. Fitness and Recovery Support
4. Gender Inclusivity and Equity in Design

Each element is scored according to NFPA standards, firefighter health research, and Washington state law including RCW 51.32.185, which defines certain cancers, PTSD, and infectious diseases as presumptive occupational illnesses for firefighters. This legal recognition

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underscores the need for municipalities to reduce workplace health hazards through proper facility design and maintenance.

1. Contamination Control and Cancer Risk Reduction

Firefighter cancer risk is well-documented, with toxic exposures occurring not only during fireground operations but also through contaminated gear stored or cleaned improperly inside stations. NFPA 1581 and national "Healthy In, Healthy Out" practices recommend:

- Zoned decontamination corridors
- Isolated gear extractors and laundry
- Exhaust removal systems and PPE separation from living quarters

Station Scoring Summary:

- FS17: Scored +8 for its decontamination layout and +10 for exhaust/PPE infrastructure, the only station to meet modern best practices.
- FS11, FS12, FS16: Scored 0 or below for lacking either zoning separation, dual-system decontamination areas, or full exhaust/PPE containment.

Only FS17 currently reduces contamination risks to a meaningful degree. Other stations maintain partial protections but are not aligned with national cancer mitigation standards.

2. Shift-Based Livability

Firefighters operate on 24-hour shifts. Station livability, which includes bedrooms, restrooms, kitchens, and dining areas, is essential to mental and physical wellness during both routine operations and high-tempo periods like wildfires, storm events, or surges in EMS demand.

Grading Categories and Results:

- Bedrooms and Bathrooms (Max 10 points): FS16 and FS17 scored 10, FS11 = 8, FS12 = 6
- Kitchen Facilities (All = 10): Each station supports shiftwide food prep and storage
- Gender-Inclusive Facilities: FS16 and FS17 scored 10; FS11 and FS12 scored 0 due to outdated restroom and locker room design

Only FS16 and FS17 provide adequate sleeping and inclusive rest/bathing accommodations. FS11 and FS12 continue to reflect legacy staffing assumptions that restrict workforce diversity and limit operational flexibility.

3. Fitness and Recovery Support

Firefighting is physically demanding and requires regular access to strength, conditioning, and recovery spaces to prevent musculoskeletal injury and support long-term cardiovascular and joint health. Access to appropriate fitness space is also directly tied to injury prevention and is considered a best practice by the IAFF and national wellness programs.

All Redmond fire stations receive standardized fitness equipment to ensure equity in tools and resources across the department. However, the physical environments in which crews use this equipment vary significantly. Some stations have dedicated, purpose-built workout rooms, while others must place equipment in multi-use spaces that may limit usability and privacy.

Station Scores:

- FS17: Scored 10 – full-size, dedicated fitness space
- FS16: Scored 8 – functional but smaller or shared use space
- FS11: Scored 6 – equipment available but limited space or ventilation
- FS12: Scored 1 – minimal space or functional access despite having equipment

While fitness equipment is provided equitably, significant disparities in functional access remain. FS12 in particular lacks the spatial design to support meaningful fitness use, and FS11 requires layout improvements to optimize existing infrastructure and to minimize cross-contamination from the apparatus bay.

Summary Matrix: Healthy Buildings and Workforce Wellness

Wellness criteria included: decontamination, livability, fitness, and gender-inclusive design.

Table 6 -

Station	Total Wellness Score (Max: 60)	Readiness Rating
FS11	24	Inadequate
FS12	16	Inadequate
FS16	38	Partial
FS17	58	Strong

Note: A full breakdown of all station wellness scores by category—including decontamination, kitchen, sleep quarters, fitness access, and inclusivity—can be found in Appendix X: Facility Scorecards and Evaluation Criteria.

Final Observations

Only one station (FS17) achieves a high-performance rating in wellness, but it is constrained by small staffing capacity. FS16 shows strong potential but requires targeted improvements in contamination control and air quality. FS11 and FS12 fall significantly below modern expectations across all categories—posing elevated health risks, restricting staffing flexibility, and failing to support 24-hour operational sustainability.

These conditions not only undermine resilience, they place the City at risk of preventable occupational harm, legal exposure, and rising medical leave costs. Modernizing stations for

wellness and inclusion is no longer a discretionary improvement; it is a basic operational responsibility aligned with both law and science.

5.3 Level of Service and Staffing Capacity

A fire department's ability to meet Level of Service (LOS) goals is shaped not only by apparatus and personnel, but by whether its facilities and the sites they sit on are physically capable of supporting efficient deployment, scalable staffing, and round-the-clock readiness. As detailed in Chapter 5, Redmond's system is already showing signs of strain: increased response times, delayed staffing expansion despite rising call volume, and station configurations that limit operational flexibility.

This section evaluates how each station performs across three critical LOS enablers:

- Turnout Time Configuration and Deployment Flow
- Staffing Capacity and Growth Readiness
- Response Area Efficiency and Siting

These domains directly impact Redmond's ability to meet NFPA 1710 and CPSE-aligned response standards—particularly the emergency response time benchmarks. Together, they reflect whether the fire system's physical footprint can keep pace with the scale and complexity of the community it serves.

1. Turnout Time Configuration

Turnout time begins when a unit is dispatched and ends when the wheels start moving. Poor station layout—long hallways, stairwell transitions, multiple interior doors—can delay this critical interval, even when crews are ready and responsive. Redmond's Station Grading System evaluates travel path distance from living quarters to apparatus bays, including penalties for excessive doors or physical barriers. Redmonds Station Grading Scoring Criteria is:

- Travel path more than 150 feet from living spaces = -10,
- More than 125 feet = -5,
- More than 100 feet = 0,
- Less than 100 feet = +1,
- Less than 80 feet = +5,
- Less than 60 feet = +10 (minus 3 points for every door past 2 in the travel path)

Turnout Path Scores:

FS11: -3 – long travel path with multiple barriers

FS12: -5 – extended route with obstructive layout

FS16: +1 – relatively efficient layout

FS17: -5 – surprisingly poor given newer build; long internal distance

Only FS16 scores positively. FS17's poor performance reflects a design mismatch between physical infrastructure and operational speed demonstrating a missed opportunity for a newer facility.

2. Staffing Capacity and Growth Readiness

As Redmond's population and service demands increase, stations must be able to support additional personnel and apparatus. This includes both the interior configuration of the facility and the capacity of the physical site to accommodate future growth.

Table 7 – Staffing Capacity and Growth Readiness

Station	Observations
FS11	Can support up to 10 staff today, but is at maximum capacity. Critically, the apparatus bay cannot house a larger ladder truck—an urgent need for vertical coverage in the downtown core. The site is landlocked and cannot support expansion.
FS12	Limited to 5 staff. Small footprint and tight site prevent any expansion of staffing or units, despite serving a growth area (Overlake and Southeast Redmond). No viable path to scale operations from this facility.
FS16	Currently supports 9 staff and has a sound internal layout. No near-term expansion is needed; however, it will require a planned remodel within the next 5–10 years to prevent degradation and preserve performance. The site offers limited options for modest upgrades.
FS17	Intended to support up to 5 staff but only 3 sleeping quarters were built out. Apparatus bay is fully functional, and the site has additional capacity. With modest investment, the facility can be brought up to its original design potential and used to absorb additional demand.

Note: FS11 and FS12 are structurally and spatially capped, unable to scale alongside growth or complexity. FS16 is currently aligned with needs but will need lifecycle investments. FS17 is physically expandable but underbuilt, presenting a strategic opportunity for targeted investment.

3. Response Area Efficiency and Siting

Geographic positioning remains essential for ensuring timely response across a growing city. GIS-based analysis assessed each station's ability to reach risk-weighted structures within national standards: 4 minutes for urban response and 8 minutes for suburban/rural zones.

Table 8 -

Station	Score	Observations
FS11	7.9/10	Centrally located; covers core areas of Downtown but relies heavily on mutual aid from Kirkland for areas west of 148th Ave NE and north of NE 95th Street. Due to the proliferation of mixed use, mid- and high-rise structures in the Downtown, this station will not be able to maintain its LoS over time, as evidenced by degrading patient contact times.

FS12	4.4/10	Located in Bellevue and outside Redmond's central jurisdiction. Only 50 percent of its effective response coverage overlays Redmond, at the expense of adequate coverage for areas of Idylwood and west of 172nd Ave. NE.
FS16	6.7/10	Adequately positioned for Southeast Redmond and aligned with projected residential and employment growth but currently houses only a ladder truck, which means no fire engine/water suppression capabilities at this location.
FS17	7.4/10	Excellent siting for North Redmond, but, at the time of scoring and prior to recent change, underleveraged due to low staffing and turnout limitations.

Note: FS16 and FS17 are well-positioned to meet the city's future risk geography. FS11 remains viable but increasingly congested. FS12's location poses long-term challenges for coverage and infrastructure planning.

Table 9 - LOS Support and Staffing Readiness Summary Matrix

Station	Turnout Score	Growth Capacity	Coverage Score	Overall LOS Readiness
FS11	-3	Maxed out; bay cannot fit future ladder truck	7.9/10	Moderate
FS12	-5	Small footprint; no room for staff or units	4.4/10	Inadequate
FS16	+1	Currently sufficient; remodel needed within decade	6.7/10	Moderate
FS17	-5	Expandable site; underbuilt but structurally capable	7.4/10	Adequate (latent potential)

Summary

Redmond's fire system is currently maintaining its Level of Service commitments through operational efficiency and overlapping coverage zones but this model is showing signs of stress. Three of the four City-operated stations have internal or site-based limitations that restrict their ability to scale staffing, house additional apparatus, or meet emerging service demands from vertical growth and increasing call volume.

Stations 11 and 12 are of particular concern. Both are physically constrained and unable to accommodate the units or personnel needed to serve expanding urban neighborhoods. FS12 is especially misaligned with Redmond's long-term coverage needs due to its location outside city limits and its lack of expansion options. FS16 is appropriately scaled today but will require reinvestment within the next decade to maintain performance. FS17 stands out as Redmond's most adaptable station with strong siting, structural flexibility, and underbuilt capacity that could be activated through targeted capital upgrades.

The findings in this section reinforce that Level of Service is not just a staffing or apparatus issue, it is a facilities issue. Redmond cannot sustain or improve service delivery without strategic investment in the footprint, functionality, and future-readiness of its fire stations.

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5.4 Community Resilience Infrastructure, Climate Risk, and Access Equity

Redmond 2050 defines resilience as the community's ability to *"prepare for and recover from adverse events in ways that maintain and improve individual and collective well-being."* This holistic approach emphasizes physical infrastructure, environmental sustainability, social equity, and access to essential services during disruption. For the Fire department, this expanded definition of resilience reveals a critical set of infrastructure and service vulnerabilities—spanning climate risk, access equity, and operational adaptability.

Redmond Fire's Standards of Cover identifies a wide range of operational hazards, including mass casualty incidents, technical rescue events, and large-scale medical or fire surge scenarios. While those threats are addressed through deployment models, response protocols, and operational training, this Functional Plan highlights a narrower subset of hazards, specifically those that have a direct impact on fire facilities and their ability to remain operational during disruption. These include environmental risks to station continuity, infrastructure gaps related to equity and accessibility, and systemic vulnerabilities in power, fuel, and water readiness.

Environmental Risk and Infrastructure Vulnerability

Redmond's fire system faces growing environmental pressures from prolonged heat events, stormwater surges, smoke and air quality degradation, and wildfire-adjacent zones. These evolving risks are already testing the reliability of the department's facilities and operational systems.

Fire stations are increasingly strained by:

- Aging roof and drainage systems that are prone to leaks or flooding during heavy storms
- Outdated HVAC unable to regulate indoor air quality during heat or smoke events
- Backup generators that are aging, undersized, and often noncompliant with the Clean Buildings Performance Standard (CBPS)

The failure of the backup generator at Station 12 demonstrated the real-world vulnerability of essential facilities when resilience systems are outdated or lacking redundancy.

Additionally, electrical infrastructure across stations is insufficient to support the transition to electric apparatus. Redmond's deployment of a fully electric fire engine marks a progressive step, but the current electrical capacity at most stations cannot support regular charging or scalable EV integration. This creates a service risk during power outages, as backup generators are not capable of recharging electric apparatus at the speed or scale needed to sustain operations.

As Redmond transitions toward electric apparatus in support of citywide climate goals, the Fire Department fully supports the need to reduce the environmental impact of emergency response. Electrification is a critical step toward long-term sustainability. At the same time, it

introduces new operational considerations, particularly during prolonged power outages when recharging infrastructure may be unavailable or insufficient to meet demand.

While diesel fuel remains a viable short-term fallback, ensuring long-duration energy resilience will require continued planning and integration across city departments. The ability to sustain emergency response during grid failures depends not only on vehicle technology, but on coordinated infrastructure, backup systems, and fueling strategies that align with both climate adaptation and operational continuity. As the City moves toward decarbonization, these dual priorities—resilience and sustainability—must be advanced together.

Water Access and Conservation Needs

Water availability is another emerging dimension of fire system resilience. The department currently lacks infrastructure and protocols for water conservation during training and non-emergency equipment testing. This creates unnecessary draw on the city's potable water supply and may increase long-term operational costs or sustainability impacts.

In addition, alternative water sourcing is not currently integrated into fire system planning. There are outdated plans for access to drafting sites or supplemental water sources in the event of system failures, dry hydrants, or critical infrastructure damage. As climate stress and regional growth increase strain on municipal water systems, the ability to access and mobilize water resources during emergencies will become a more significant operational concern.

Neighborhood-Level Disparities in Response and Access

While GIS analysis shows broad fire coverage across Redmond, internal performance data and operational field experience indicate that actual service access varies depending on call volume, overlapping incidents, and street network constraints. These delays, often measured in minutes, can have outsized impacts in areas with higher demographic vulnerability.

According to the Redmond 2050 Comprehensive Plan, the city's population is becoming increasingly diverse, with over 44% of residents born outside the U.S. and nearly 30% speaking a language other than English at home. The plan also highlights the importance of supporting seniors, renters, individuals with disabilities, and residents without access to personal vehicles, all of whom may rely more heavily on public emergency services.

While the plan does not identify specific neighborhoods by name, it underscores a citywide need to *"expand access to services across all neighborhoods, particularly for underrepresented and historically marginalized populations."* As infill and redevelopment continue, especially in areas like Overlake, Southeast Redmond, and portions of Downtown, small disparities in response time and system redundancy will become more consequential, particularly for those with limited capacity to navigate alternate systems or delayed emergency response.

Redmond's equity commitments must be reflected in how fire and emergency infrastructure is sited, scaled, and maintained so that response capacity grows alongside the community, not behind it.

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Gaps in Distributed Resilience Infrastructure

Currently, none of Redmond's fire stations include built-in infrastructure to support decentralized community resilience. There are no secured supply caches, backup communication hubs, or externally accessible support zones to partner with neighborhood preparedness groups like Community Emergency Response Teams (CERT). The absence of these elements limits the City's ability to implement its distributed resilience vision and creates overreliance on centralized resources during major incidents. To meet Redmond 2050 resilience goals, fire facilities must be upgraded not only as emergency response hubs but as decentralized platforms for public health, preparedness, and neighborhood continuity. Neighboring jurisdictions like Bellevue are implementing similar strategies in their new fire facilities while communities such as Issaquah, are promoting community resilience hubs in private as well as public facilities.

Redmond's THRIVE Program and the FS11 Annex: A Community-Facing Resilience Asset

In addition to its fire stations, Redmond Fire's FS11 Annex is a facility that, while not part of the emergency response deployment model, plays a critical role in citywide resilience. The Annex houses the Fire Department's Mobile Integrated Health (MIH) and Community Care teams under the THRIVE: Community Health Program. These teams work proactively to reduce system strain by serving frequent 911 callers, individuals in crisis, and residents with complex social and medical needs. Their work improves public health outcomes, reduces emergency call volume, and enhances equity by delivering services directly into homes and communities. In many cases, these teams are the first point of contact for vulnerable residents long before a 911 call is made. These programs provide upstream intervention, reaching residents before emergencies escalate, making them an essential pillar of Redmond's community risk reduction strategy.

The FS11 Annex facility, however, is in poor condition and structurally inadequate for its current function. It was rated one of the lowest-performing city facilities in the 2024 Facility Condition Assessment (FCI: 0.21) and lacks seismic integrity, energy resilience, and ADA compliance. Despite its foundational role in the City's distributed care model, the Annex is not currently supported by an infrastructure strategy that reflects its community-facing mission. As Redmond continues to expand its decentralized resilience model, the FS11 Annex should be prioritized alongside fire stations for capital investment.

Summary

Redmond's current fire system does not yet reflect the integrated resilience goals established in Redmond 2050. Gaps in infrastructure, energy readiness, water access, and neighborhood equity create vulnerabilities that affect both emergency performance and community trust. These needs are not isolated. They are structurally connected, and their resolution will require intentional design and investment in the capital priorities outlined in the next section.

5.5 Administrative, Logistics, and Training Gaps

The operational strength of Redmond Fire and Rescue depends not only on frontline response but also on the effectiveness of its administrative, training, and logistical support systems. These functions, though often invisible to the public, are essential to maintaining consistent service delivery, equipment readiness, and workforce coordination. At present, the department lacks adequate infrastructure to support these needs.

Administrative operations are primarily housed at Station 11, which was not originally designed to accommodate professional office functions. The headquarters were added to the original station in 2000. As the department's administrative responsibilities have expanded, including staffing management, budgeting, data systems, interdepartmental coordination, logistics, and operations management, available workspace has become insufficient, crowded, and poorly configured to meet current needs.

Logistics and supply management are similarly constrained. The department does not have a centralized, climate-controlled facility for storing and managing equipment such as PPE, EMS supplies, specialty tools, and critical backup resources. Instead, materials and equipment programs are dispersed across multiple fire stations, resulting in fragmentation of both physical assets and the administrative processes used to manage them. The fragmentation of storage and supply systems impedes not just operational efficiency, but real-time readiness during large-scale incidents or logistical surges.

These challenges extend to vehicle storage. The City currently lacks sufficient secure, indoor space for housing reserve apparatus, which are instead stored outdoors. This practice exposes vehicles to weather-related degradation, including mold and mildew growth inside cabs, as well as increased risk of theft or vandalism. Over time, these conditions erode vehicle reliability and inflate maintenance costs, undermining the reserve fleet's role as a safety net for sustained operations.

This fragmentation also affects staffing. Equipment programs are often overseen by field personnel, such as station captains, whose shift-based schedules frequently misalign with the department's business operations and the working hours of external vendors or City purchasing systems. As a result, procurement tasks, vendor coordination, inventory tracking, and compliance documentation are often delayed, inconsistently managed, or dependent on informal workarounds. These gaps increase risk, especially as the department scales and becomes more reliant on standardized systems and coordinated logistics.

Training capacity is also constrained. The department currently lacks a dedicated, department-controlled facility suitable for in-service instruction, large-scale drills, or multi-agency exercises. Most hands-on training occurs in field environments or temporary spaces, which limits flexibility and accessibility.

In addition, the department relies on a partnership with the City of Bellevue to access a shared training facility for firefighter academies. While this arrangement offers exposure to an urban training environment, it is limited in capacity and availability. There is also a long travel time

associated with crews leaving their respective zone and commuting to the Bellevue training center. The department is currently restricted to one full entry level academy per year, which constrains hiring timelines and limits the number of new personnel that can be onboarded. If a recruit separates during the academy, the line position they were slated to fill may remain vacant until the next annual cycle, exacerbating staffing shortages and overtime. A smaller fall academy is occasionally held for lateral hires, but it is capped at eight participants and subject to reduced facility access due to Bellevue's internal training needs.

Summary

Without dedicated infrastructure to support the department's administrative, logistics, and training functions, Redmond Fire cannot scale or sustain the systems needed to meet future demands. These support systems must be elevated as core capital priorities, not afterthoughts, because they directly affect everything from firefighter safety and hiring timelines to procurement accountability and operational resilience.

5.6 Summary of System Needs and Transition to Investment Strategy

The diagnostic findings in this chapter reveal a fire system under mounting structural strain. While Redmond Fire continues to deliver a high level of service across the city, its physical infrastructure is no longer aligned with the scale, complexity, or equity expectations of a growing and diversifying community.

Across five performance domains—Essential Facility Standards, Healthy Buildings and Workforce Wellness, LOS Support and Staffing Readiness, Community Resilience Infrastructure, and Administrative and Support Operations—clear patterns have emerged:

- All four City-owned fire stations failed to meet the minimum criteria for essential facility performance, with systemwide gaps in seismic readiness, backup power, ADA compliance, and clean energy infrastructure. These deficiencies place the department at risk of failure during major disruptions and compromise responder safety.
- Only one station (FS17) approaches full wellness functionality, and it is currently underbuilt. FS11 and FS12 lack inclusive facilities, contamination controls, and functional fitness spaces, falling short of modern occupational health standards.
- Level of Service performance is being maintained only through overlap and system strain. FS11 and FS12 are physically incapable of accommodating additional units or staff. FS17 has untapped capacity, and FS16 is well-positioned today but will require a mid-term capital investment to avoid functional decline.
- Redmond's facilities are not yet configured to support the City's resilience and equity goals. Energy and water system vulnerabilities remain unaddressed. No fire stations currently support decentralized response functions like community supply caches or CERT access. The FS11 Annex, home to the THRIVE community care team, is a critical public health asset operating out of a severely degraded building. Many stations also

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lack gender-appropriate facilities, which undermines workforce inclusion and limits the City's ability to support a diverse, modern fire service.

- Administrative, logistics, and training infrastructure is absent or makeshift. These core systems, vital to recruiting, equipping, and coordinating the workforce, are currently dispersed, overextended, and reliant on informal workarounds. Without capital investment, these operational gaps will intensify as the system grows.

The Central Finding:

The current facility footprint was not built for the demands of today's city, much less the one anticipated in Redmond 2050. Infrastructure that once worked efficiently now constrains service delivery, readiness, equity, and resilience.

The next chapter outlines the capital investment strategy that responds to these findings. It prioritizes the most urgent infrastructure needs, identifies where systemwide investment will unlock readiness and capacity, and sets the foundation for a modernized, community-centered fire system that is equipped to protect Redmond today and into the future.

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06 Capital Investment Recommendations

The Redmond Fire Department is entering a defining decade. The assessments in the previous chapters have revealed a system that, while staffed by a dedicated and highly capable workforce, is being strained by outdated infrastructure, limited physical capacity, and a growing mismatch between the city's fire system and the realities of urban growth.

From seismic deficiencies and inaccessible facilities to aging apparatus and missing surge capacity, Redmond's fire infrastructure is becoming misaligned with the service expectations, equity goals, and risk environment of the city it is becoming. Level of Service (LOS) is not just a performance metric. It's a warning system. Every delayed response, constrained station footprint, or out-of-service unit is a signal that the system needs reinvestment.

This chapter translates diagnosis into action.

Rather than relying on a single score or formula, the City has evaluated each capital project through a practical, multi-dimensional lens, drawing from field data, community growth patterns, and direct operational impacts. Projects were prioritized based on five core considerations:

- Facility condition and safety risks
- Operational performance and scalability
- Growth pressure and future service demand
- Equity of access and service delivery
- Continuity of operations and resilience readiness

Together, these considerations reflect what it takes to maintain a modern fire system, not just today, but through 2050. While project prioritization in this plan is guided by five dimensions of evaluation criteria, it is important to recognize that many of the identified facility issues also present increasing risk exposure. Delaying investment not only undermines operational readiness, it can also result in significant legal and financial consequences. Inaction may lead to civil liability if known deficiencies contribute to injury or harm, ultimately costing the City more through both legal settlements and the eventual need to make overdue improvements.

This chapter outlines near and long-term investment priorities across three categories: fire station renovations and new builds, essential apparatus and specialty equipment, support facilities for logistics, training, and administration as well as sustainability infrastructure, and systemwide resilience upgrades. Each project has been sequenced based on urgency, impact, and alignment with Redmond's broader planning goals.

Importantly, this is also Redmond's first impact fee eligible fire capital plan designed to meet the requirements for impact fee eligibility under the Washington State Growth Management

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Act. By clearly linking population growth and service demand to infrastructure needs, this plan enables the City to recover a portion of capital costs from new development, ensuring that future growth helps fund the emergency services it relies on.

The investments recommended here are not just about buildings or vehicles. They are about protecting people: residents, responders, and the city itself. And they are the foundation of a fire system that will be ready not just to respond, but to lead in a more complex, risk-exposed future.

6.1 Alignment with the 2011 Vision Blueprint: Capital Investment Strategy (2013-2030)

The *2011 Vision Blueprint: Capital Investment Strategy 2013–2030* identified a phased investment plan totaling approximately $36.5 million for Redmond Fire facilities over an 18-year horizon. These investments were grouped by the City's capital planning timelines: Near-Term (2013–2018), Mid-Term (2019–2024), and Long-Term (2025–2030). The priorities were based on projected growth, station condition, and the need to meet the City's adopted service standard of six-minute travel time for 90% of emergency calls.

Near-Term (2013–2018)

- Fire Station 17 Construction – $8 million
  Identified as a top priority to serve the rapidly growing Southeast Redmond area. Station 17 was substantially but still only partially completed within this timeframe, providing Basic Life Support (BLS) capabilities. However, the station was not built out to accommodate a full engine company, leaving a service gap in the eastern portion of the city.

Mid-Term (2019–2024)

- Station 11 Replacement or Major Renovation – $15 million
  Intended to modernize Downtown's primary response hub and headquarters, which remains spatially constrained and operationally outdated. No significant progress has been made to date.

Long-Term (2025–2030)

- Station 12 Renovation – $4.5 million
- Apparatus Bay Expansion or Modernization at Station 13 or 14 – $9 million
  These improvements were planned to extend the life and functionality of existing assets as citywide demand increased. As of this writing, these projects have not been initiated.

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Implementation Gap and Strategic Reprioritization

With the exception of the partial completion of Station 17, none of the fire-related capital investments identified in the Vision Blueprint were executed as planned. A key contributing factor has been the absence of an up-to-date Fire Department Functional Plan, which would have provided the necessary operational justification, prioritization framework, and policy alignment to move projects forward through the City's Budgeting by Priorities (BP) process.

This updated Functional Plan now fills that gap, re-establishing the long-range capital strategy for fire services and aligning it with current land use, population growth, and essential facility resilience standards. Future capital planning should re-evaluate and re-sequence the remaining projects originally outlined in the *Vision Blueprint* to ensure readiness for inclusion in the City's 6-year Capital Improvement Program (CIP) and long-term strategic funding discussions.

Source: City of Redmond, Vision Blueprint: Capital Investment Strategy 2013–2030. Approved December 13, 2011.

6.2 Capital Investment Framework

Redmond's capital strategy for fire infrastructure is no longer organized around facility age or individual project costs. It is instead structured around operational impact – what each investment enables in terms of service reliability, response equity, and system resilience in a city that is rapidly growing more dense, diverse, and complex.

To translate system needs into action, this section organizes capital investments into four phased categories:

- Current Investments (2025–2030): Active or programmed projects from the 2025–2030 Capital Facilities Plan (CFP)
- Blueprint 2050 (2027–2032): Strategic investments aligned with known growth pressures, logistics needs, and Level of Service (LOS) risks
- Growth Response (2033–2040): Major facility and apparatus projects tied to population expansion and system modernization
- Sustainment and Long-Term Expansion (2041–2050 and Beyond): Lifecycle renovations, specialty systems, and new facilities to support system continuity and scalable readiness

Projects were not prioritized by a single formula. Each was evaluated using five interdependent criteria:

1. Facility condition and safety risks: Structural, seismic, accessibility, and compliance risks based on assessments and facility lifecycle data.
2. Operational performance and scalability: Ability to support current staffing, apparatus, and deployment models; adaptability to projected growth.
3. Growth pressure and demand: Alignment with population and development projections, particularly within Regional Growth Centers.

4. Equity of service access: Potential to improve response in underserved areas or areas with complex access issues.
5. Continuity of operations and resilience readiness: Infrastructure readiness for prolonged outages, climate disruptions, and concurrent emergencies.

This functional plan not only realigns Redmond's capital strategy to better match operational needs, but also enables the city's first use of fire impact fees under the Growth Management Act. By directly tying capital investments to new growth, Redmond can recover a portion of its infrastructure costs while ensuring future development contributes to the system it depends on.

6.3 Investment Categories

Redmond's fire system needs are complex, but they are not abstract. Each facility, apparatus, and support function plays a concrete role in enabling emergency response. To structure its capital investment strategy, the City has grouped its fire infrastructure priorities into four actionable categories:

- Fire Station Renovations, Relocations, and New Construction
- Support Facilities for Logistics, Training, and Administrative Capacity
- Apparatus and Specialty Equipment
- Facility Systems Modernization and Planning Studies

Together, these categories address the full spectrum of operational demands – from housing personnel and apparatus, to sustaining system functions and preparing for long-term service evolution. The following subsections detail the individual projects within each category, sequenced by phase and aligned with the capital investment timeline introduced in Section 6.2. Methodology used for determining project costs is detailed in Chapter 7.

A full summary of capital investments, including location, cost, funding sources, impact fee eligibility, and alignment with Redmond 2050 themes, is provided in the Capital Investment Sequencing Table (see Appendix E). Projects are organized across the four strategic phases introduced above, enabling clear alignment between operational priorities and capital planning timelines.

Fire Station Renovations, Relocations, and New Construction

Fire stations are the operational core of Redmond's emergency response system. Each one anchors a segment of the city's geographic coverage, housing the personnel, apparatus, and systems required to meet Level of Service (LOS) standards and maintain continuity during emergencies. As the city grows denser and more complex, several existing stations have become outdated, undersized, or poorly aligned with current and future service needs. Others lack the flexibility to scale alongside new development patterns and risk conditions.

This category includes targeted renovations to address deficiencies, strategic relocations to improve coverage and jurisdictional alignment, and new construction to meet demand in underserved or rapidly growing areas. Projects are sequenced based on operational urgency, interdependencies, and their role in supporting Redmond's long-range growth and resilience goals.

Station 11: Repairs, Remodel, and Phase 2 Rebuild

Phases:

- Repairs (2025–2030): $4,985,722
- Partial Remodel (2027–2032): $1,600,000
- Phase 2 Rebuild/Renovation (2027-032): $15,000,000
- Full Relocation (Beyond 2050): $35,000,000 (if pursued)

Impact Fee Eligible: Partial

Station 11 is Redmond's highest-priority facility. It is seismically vulnerable, lacks sufficient bay clearance for the City's new TDA ladder truck, and is increasingly constrained by Downtown growth and staff demands.

- Short-term repairs are already funded and underway.
- A partial remodel by 2032 will enable immediate deployment of the ladder truck, improve apparatus bay to meet modern design and operational standards, and address safety hazards.
- A major renovation or rebuild on it current site by 2032 will modernize the facility, expand capacity, and extend its operational capabilities for another 15-20 years.
- A full relocation beyond 2050 is under consideration if co-located planning with Station 19 proceeds.

Station 12: Relocation and Construction

Phases:

- Land Acquisition (2033–2040): $10,000,000
- New Station Construction (2033–2040): $30,000,000

Impact Fee Eligible: Yes (partial)

Station 12 currently operates from a facility in Bellevue. Its location, size, and condition limit response effectiveness in the Overlake and Idylwood growth areas.

- A new site within Redmond will be acquired and developed as a 4-bay station with staffing capacity for a full engine company and aid unit.
- This investment provides a 7% improvement in LOS coverage to key multifamily zones and resolves long-standing jurisdictional challenges.

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Station 17: Interior Buildout and Admin Relief

Phase: 2025–2030
Cost: $390,000
Impact Fee Eligible: No

This project completes the interior buildout at Station 17 to support the full engine company staffing added in 2025. It also includes conversion of second-floor space into administrative offices, improving livability and relieving crowding at Station 11.

- Generator plug-in infrastructure and future diesel exhaust replacement are planned to support long-term resilience.
- This is a low-cost, high-impact investment included in the adopted 2025–2030 Capital Facilities Plan.

Station 16: Lifecycle Renovation

Phase: 2041–2050
Cost: $12,000,000
Impact Fee Eligible: No

Station 16 remains functional but will require a full lifecycle renovation in a future capital planning cycle to preserve facility condition, support flexible staffing, and align with long-term deployment shifts.

- Diesel exhaust and generator upgrades may be completed earlier through interim system modernization investments (see Facility Systems category).
- The full renovation is scheduled for 2041–2050 as the station's role evolves alongside growth and facility realignments citywide.

Station 19: New Construction

Phase: Beyond 2050
Cost: $35,000,000
Impact Fee Eligible: Yes

A new fire station will be required in northeast Downtown to maintain Level of Service (LOS) as vertical development and population density increase across the core. Current modeling shows that without this additional station, even fully staffing and upgrading existing facilities will not be sufficient to meet future demand.

However, constructing Station 19 is not just a coverage expansion, it is a critical enabler for a potential relocation of Station 11. While Station 11's current site supports short-term ladder truck deployment, it cannot support long-term performance, resilience, or optimized

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coverage. The addition of Station 19 would allow Station 11 to be moved to a more strategic location (such as the Willows corridor), relieving redundancy, improving unit distribution, and maximizing coverage citywide.

Together, the new Station 19 and a relocated Station 11 would close existing LOS gaps, reduce overlap, and position Redmond to absorb sustained growth across all three Regional Growth Centers. The capital timeline reflects that land acquisition and planning must occur in advance, even though construction is scheduled for post-2050.

Support Facilities: Logistics, Training, and Administrative Capacity

While fire stations form the public face of the emergency response system, the effectiveness of that system depends just as much on what happens behind the scenes. Logistics operations, administrative management, and training capacity are essential to maintaining readiness, sustaining staffing, and coordinating multi-unit responses across the city. Redmond's current facilities for these functions are fragmented, outdated, or entirely absent. Without targeted investment, these gaps will continue to limit the department's ability to grow, adapt, and respond effectively in a more complex service environment.

Centralized Logistics Warehouse: Lease and Tenant Improvements

Phase: 2027–2032
Cost: $600,000
Impact Fee Eligible: No

Redmond Fire currently lacks a centralized, climate-controlled facility for storing and staging equipment, PPE, reserve apparatus, and specialized supplies. These assets are currently dispersed across stations, stored in non-purpose-built areas, and managed by field personnel with limited capacity. This creates delays in replenishment, complicates deployment during emergencies, and occupies valuable space in frontline facilities.

This project will fund tenant improvements at a leased 10,000-square-foot warehouse to support:

- Storage of reserve vehicles and high-use specialty tools
- PPE management and EMS inventory control
- Basic administrative workspace for logistics staff
- Surge support and cache storage for the Office of Emergency Management

By consolidating storage and logistics into a single location, the City will increase deployment efficiency, reduce equipment degradation, and reclaim space in fire stations for operational use. This investment is considered foundational to systemwide performance and resilience and is prioritized in Phase 1. There is currently no plan for a permanent logistics facility; the leased model is expected to meet operational needs for the foreseeable future.

Apparatus Shop Expansion and Logistics Facility Modernization

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Phase: 2027–2032
Cost: $5,000,000
Impact Fee Eligible: TBD

In addition to the leased warehouse for immediate logistics needs, the City will earmark funding and initiate exploration of options to address long-term logistics capacity. This assessment will consider factors such as facility siting, cost, operational impact, and alignment with Redmond's broader capital planning goals.

The renovation will include:

- Structural expansion to house reserve vehicles and specialized equipment in a secure, climate-controlled environment
- Dedicated zones for PPE storage, SCBA maintenance, and EMS supply inventory
- Improved utility access, lighting, and ventilation to support staff health and safety
- Workspace and infrastructure for logistics coordination, including future adaptation for EV apparatus needs

While the leased warehouse addresses immediate capacity issues, this strategic planning effort aims to establish a City-owned logistics hub capable of supporting operational continuity, emergency surge readiness, and future system growth. By reserving resources and leaving options open, the City ensures that its long-term logistics investments remain adaptable, efficient, and aligned with resilience strategies outlined in the Fire Department Functional Plan.

Administrative Relief: Station 17 Second Floor Conversion

Phase: 2025–2030 (bundled with FS17 Expansion)
Cost: Included in FS17 expansion
Impact Fee Eligible: No

Station 11's administrative wing is overcrowded and no longer supports the department's expanding planning and operational staff. As part of the Station 17 buildout, underutilized second-floor space will be converted into administrative offices. This will:

- Relocate staff out of Station 11 to reduce space pressure and operational interference
- Improve working conditions and meeting space availability
- Separate strategic planning and emergency operations to minimize disruption

This project is a cost-effective way to increase functionality and system flexibility, and is already programmed for delivery as part of the 2025–2030 Capital Facilities Plan.

Training Facility Planning: Long-Term Need, Not Currently Programmed

Phase: Beyond 2050 (Unfunded Priority)
Cost: Not yet programmed
Impact Fee Eligible: TBD

The Fire Department has identified the need for a dedicated training facility to support firefighter recruit academies, specialty instruction, and coordinated training exercises. While regional partnerships currently provide some access, these arrangements present challenges in scheduling, scale, and long-term sustainability. A local training space would improve readiness, accelerate onboarding and reduce overtime due to unfilled vacancies, and support specialized needs including rail, high-rise, and wildland response.

At this time, a training facility is not included in the current capital planning cycle. The decision reflects broader infrastructure priorities and an emphasis on maximizing near-term return on investment. However, this functional plan recognizes the operational value of a future facility and notes that the most likely path forward will involve long-range planning beyond 2050 or collaboration with regional partners.

In the meantime, the department will continue to leverage shared training resources and explore creative adaptations of existing spaces for instructional use.

Apparatus and Specialty Equipment

Redmond's fire apparatus fleet is both the frontline delivery system for emergency response and one of the City's most visible public assets. While recent investments have stabilized frontline units, significant gaps remain in reserve capacity, specialty tools, and vehicle readiness for emerging risks such as electric vehicle fires, vertical rescue, and crowd-based incidents. Apparatus planning must be closely linked to facility readiness, staffing models, and regional hazards.

New Engine Company at Station 16

Phase: 2027–2032
Cost:

- Apparatus: $1,200,000
- Additional PPE/Onboarding: $168,000

Impact Fee Eligible: Yes

Station 16 currently operates without an engine company, leaving a gap in suppression capability for Southeast Redmond. This investment includes:

- Procurement of a new fire engine
- Personal protective equipment and onboarding supplies for new staff
- Future cross-staffing of the engine and aid car, with flexibility to expand staffing as demand grows

The station's existing footprint can support the new unit without major renovation, making this a high-return, near-term investment to improve call concurrency and area coverage.

Tractor-Drawn Aerial (TDA) Ladder Truck for Station 11

Phases:

- Primary Unit: 2025–2030
- Reserve Unit: 2033–2040

Total Cost:

- Primary: $2,810,000
- Reserve: $3,346,000

Impact Fee Eligible: Yes (both)

Redmond's densifying built environment, particularly in the Downtown and Overlake growth centers, necessitates the deployment of specialized ladder truck capability. A tractor-drawn aerial (TDA) apparatus provides critical vertical access, complex rescue functionality, and compliance with Effective Response Force (ERF) standards for multi-story structures.

- The first TDA ladder truck has already been ordered and is scheduled to enter service by 2028–2029. However, Station 11's apparatus bay cannot currently house the vehicle due to height and clearance limitations. A partial remodel of Station 11, previously identified in this plan as a near-term facility investment, is essential to enable this deployment. This early action ensures that the apparatus is strategically located to serve Redmond's highest-density zones and improves response readiness in the Downtown core.
- A second ladder truck, planned as a reserve unit, will be procured in 2034 and delivered by 2038. This truck will provide deployment redundancy during maintenance or concurrent incidents and ensure uninterrupted coverage as vertical development expands throughout the city. It will also serve as a system-level asset during surge events or major structure fires, particularly if the network evolves to include a relocated Station 11 and new Station 19.

New Engine Company and Aid Unit at Station 19

Phase: Beyond 2050 (tied to FS19 construction)
Cost: Included in station deployment costs
Impact Fee Eligible: Yes

When Station 19 is constructed, it will require a fully staffed engine company and aid unit to support service delivery in northeast Downtown and surrounding high-growth zones.

- Apparatus and staffing costs will be incorporated into the capital program for Station 19
- Deployment will enable systemwide redistribution and improve response time reliability in the city core

Specialty Equipment Packages (High-Rise, Power Storage Systems, Rail, Wildland)
Phase: 2041–2050

Cost: $1,000,000
Impact Fee Eligible: Partial

As Redmond's infrastructure continues to evolve, the department will need to maintain and expand its inventory of specialty equipment to address high-risk and high-complexity incident types. These tools support both frontline response and surge capacity, especially in areas where vertical growth, transit systems, or the wildland-urban interface introduce unique operational demands.

This investment will support ongoing procurement and replacement of:

- High-rise firefighting tools (e.g., hose bundles, standpipe kits, stair chairs)
- Lithium-ion battery suppression gear (e.g., containment blankets, fire caps)
- Technical rescue equipment for rail platforms and industrial sites
- Mass casualty kits (portable stretchers, triage tarps, portable lighting)
- Wildland response packages, including updated brush units, PPE, hose packs, and water tanks

These equipment packages are matched directly to known and growing hazards within Redmond's built and natural environment.

In 2023, the City received a one-time capital contribution of approximately $500,000 from Sound Transit to support the initial outfitting of tools needed for East Link light rail-related emergencies. That funding allowed the Fire Department to purchase vertical access gear, transit rescue tools, and other equipment. However, those funds did not include replacement costs.

As this equipment reaches the end of its useful life during the 2040s, the City will need to sustain readiness through locally funded replacement. This future investment ensures Redmond continues to meet public expectations, training standards, and risk-specific response capability across all hazard types.

Facility Modernization and Planning Studies

Not all fire system improvements involve new buildings or apparatus. Some of the most critical investments focus on sustaining operational continuity through targeted system upgrades and planning studies. These projects address essential air quality, backup power, and future-readiness needs across the department's core facilities.

Diesel Exhaust System Upgrades
Phase: 2027–2032
Cost: $500,000
Impact Fee Eligible: No

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Most of the Redmond fire stations still rely on aging diesel exhaust removal systems that were not designed for current staffing and usage levels. These systems are nearing end-of-life and becoming increasingly costly to maintain, posing both operational and health risks over time.

This project will:

- Replace outdated diesel exhaust capture systems in key facilities not slated for full rebuild
- Improve indoor air quality and reduce exposure risk for personnel
- Support long-term firefighter health and occupational safety
- Evaluate newer system options, including vehicle-mounted exhaust capture technologies, that may offer equivalent or superior performance with lower installation and replacement costs compared to traditional apparatus bay systems

Generator Upgrades and Redundancy
Phase: 2027–2032
Cost: $500,000
Impact Fee Eligible: No

Reliable backup power is a core requirement for essential public safety facilities. During the November 2024 "bomb cyclone," the generator at Station 12 failed and remained out of service for the entire duration of the event due to an unavailable replacement part. With the surrounding area experiencing the worst of the storm's impact, Station 12 operated under partial power, limited heat, and without functional cooking equipment, all while remaining staffed to serve the community.

This failure exposed a critical vulnerability in Redmond's emergency response system. Several fire stations still rely on aging generators, many of which are at or near end-of-life. All stations lack the infrastructure to connect portable generators when fixed systems go down. These gaps undermine the department's ability to fulfill its mission during high-risk, high-demand events.

This project will:

- Replace aging generators at priority fire stations
- Install external manual transfer switches and plug-in infrastructure to support portable generator deployment
- Ensure fire stations meet essential facility performance standards under FEMA guidance and the International Building Code
- Strengthen continuity of operations during extreme weather and grid disruptions
- Advance the City's Zero Carbon Strategy by modernizing backup power systems for cleaner, more reliable performance

Station 11 Phase 2 Study – Not a Capital Project
Phase: 2025-2030

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Cost: $350,000
Impact Fee Eligible: NA

To prepare for long-term facility decisions, this study will evaluate options for rebuilding or reconfiguring the non-apparatus areas of Station 11. The study will consider:

- Expansion needs for administrative functions
- Long-term seismic and energy performance upgrades
- Opportunities for co-location or modular design with other city functions
- Site feasibility for expansion/remodel of Station 11 at its current location

6.4 LOS Modeling and Siting Scenarios

Validating the Systemwide Impact of Key Investments

While each project in the previous section was prioritized based on facility condition, operational limitations, and growth-related demand, the City also conducted a broader system modeling analysis to evaluate how these investments interact. This analysis was designed to answer a central question: **Do these capital projects measurably improve Redmond's ability to meet Level of Service (LOS) expectations under current and future conditions?**

Using GIS-based response modeling, the Fire Department and Planning staff evaluated a range of scenarios, including:

- Retaining all stations in their current configuration
- Relocating Station 12 into city limits
- Rebuilding Station 11 in its current location
- Constructing a new Station 11 in Southwest Downtown
- Constructing a new Station 19 in Northeast Downtown
- Combinations of the above

The analysis considered not just travel time coverage and vertical response intervals, but also concurrency strain, response redundancy, and the operational footprint required to meet projected call volume in the city's three growth centers: Downtown, Overlake, and Marymoor Village.

Key Findings

1. Station 12 Relocation Improves Jurisdictional Alignment and Reduces Access Barriers in Overlake

Relocating Station 12 into Redmond city limits improves LOS performance in the Overlake and Idylwood areas, particularly in the dense multifamily zones east of 148th Avenue NE. The shift reduces average response times by more than one minute and improves operational alignment with Redmond's growth areas and long-term deployment strategy.

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Although mutual aid agreements ensure coordinated service across jurisdictions, Station 12 currently responds to 23% of its annual calls for service into areas outside the City of Redmond, primarily into Bellevue, due to its location, raising questions about long-term service alignment and cost accountability. Relocating the station enables Redmond to better match its staffing and capital investments with areas of highest demand within its own city, while preserving strong regional coordination with Bellevue and other partners.

2. Rebuild is Required to Support Ladder Truck

The addition of a tractor-drawn aerial (TDA) ladder truck to Redmond's fleet is a critical step toward addressing the vertical fire and rescue challenges emerging in Downtown. As mid-rise and high-rise development accelerates, a ladder truck provides the reach, flexibility, and functional capability that traditional engines cannot. It also offers superior maneuverability in Downtown's increasingly pedestrian-oriented and spatially constrained street network.

However, while the ladder truck is essential for structural firefighting and technical rescue in taller buildings, its deployment does not significantly improve Level of Service (LOS) performance as measured by a six-minute travel time standard. Nor will it fully reverse the current degradation in total call response time, which is primarily driven by station location, unit availability, and concurrency. It will, however, improve coverage of the highest risk areas of the city and downward pressure on fire insurance rates for larger portions of the city.

Rebuilding or modifying Station 11 is necessary to house the ladder truck and ensure proper Downtown placement. But without systemwide adjustments to station locations and deployment patterns, the ladder truck alone will not resolve the broader LOS pressures facing the city's core.

3. Station 11 Relocation Expand Downtown Coverage

As noted earlier, deploying a ladder truck from Station 11's current location provides only partial vertical coverage for the growing number of mid-rise and high-rise buildings in Downtown. Enlarging the bay offers a short-term solution to accommodate the apparatus, but response modeling shows that relocating the station closer to the Willows Road corridor would significantly improve access and functionality.

A new site would enhance ladder truck response not only in Downtown, but also in Redmond's expanding western employment zones, where multistory commercial buildings, larger square footage, and high-value infrastructure increase the need for extended aerial reach and flexible roof access. Relocation would also reduce service area overlap with Station 16, improving unit distribution and delivering the most substantial LOS benefit among the scenarios analyzed. It should also reduce the reliance on the City of Kirkland for over 330 calls per year of mutual aid to area not adequately covered by Redmond fire stations.

4.Construction of Station 19 Is the Best Path to Maintain Level of Service for Downtown

Adding Station 19 in the Northeast Downtown area will also continue to address growing deficiencies in LOS. GIS modeling shows that this station, in concert with a relocated Station 11, will enhance coverage of the highest risk areas by 12% using current buildout, but this coverage percentage will grow over time as the Downtown sees more infill and denser

development. Without Station 19, even full staffing and apparatus upgrades at existing stations cannot close the service gap introduced by Redmond's projected growth.

4. Combined Scenario Delivers Systemwide Gains in Coverage, Redundancy, and Staffing Efficiency

The scenario that includes Station 12 relocation, Station 11 rebuild/relocation, and construction of Station 19 produces the most resilient and efficient deployment pattern. Station 11 and 19 combined will result in a 12% improvement in coverage for the majority of the core of Redmond and the Station 12 relocation will result in a 7% improvement for much of the Overlake and Idylwood areas. This combination reduces service gaps, strengthens redundancy in high-call areas, and improves the geographic distribution of staffing, which is essential for meeting Effective Response Force (ERF) timelines during concurrent incidents.

Implications for Investment Strategy

This modeling confirms that Redmond's fire system cannot be sustained or modernized through isolated fixes. The interdependence of these facilities is critical: the ability to deploy a ladder truck in one location, relieve call load in another, and scale staffing across all three hinges on coordinated capital investment. The City's proposed sequencing such near-term action at Stations 11, 12, and 17, with planning for Station 19, represents not just a facilities improvement strategy, but a reconfiguration of the entire response system to meet the city's future state.

6.5 Summary: Capital Investment as a Readiness Strategy

The capital investments outlined in this chapter represent more than facility upgrades, they form the operational foundation for delivering consistent, responsive fire and emergency services as Redmond continues to grow. Each project, whether focused on station modernization, apparatus procurement, or system infrastructure, responds to a specific need identified through facility assessments, service modeling, or operational input.

These investments were evaluated using a common, disciplined framework that considered condition, capacity, demand, equity, and resilience. While individual projects vary in scope and timing, together they reflect a coordinated approach to system readiness, one that supports current service expectations while positioning the department to adapt to future challenges.

This chapter also establishes the framework for the City's use of fire impact fees under the Washington State Growth Management Act. By linking capital improvements to growth-driven service demand, the plan supports cost recovery from new development and ensures that infrastructure planning keeps pace with land use and population trends.

The next chapter will build on this capital strategy to define the financial roadmap necessary to support implementation. This includes identifying funding sources, estimating long-term costs, and aligning with the broader Capital Improvement Strategy. Taken together, this

capital and fiscal alignment provides a solid foundation for sustaining a modern, high-performing fire system through 2050 and beyond.

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07 Fiscal Strategy and Funding Tools

A capital plan is only as effective as its funding strategy. Redmond's long-range fire infrastructure goals, such as new stations, expanded fleet capacity, facility modernization, and enhanced EMS readiness, require a coordinated fiscal approach that is both responsible and adaptive. This chapter builds on the investment priorities outlined in the previous chapter by identifying how the City can align funding tools with system needs, project timelines, and community expectations.

While fire services represent just one component of the broader Capital Investment Strategy (CIS), they carry unique urgency due to their life-safety mission, 24/7 operational demands, and high cost of delay. Strategic capital investments must be phased to match available resources, withstand economic fluctuations, and position the system for both current reliability and future scalability.

This chapter outlines the key funding sources available for fire capital projects, including general revenues, dedicated reserve funds, impact fees, grants, bonds, and emerging partnerships. It clarifies eligibility rules, explains how revenues can and cannot be used, and addresses fiscal planning considerations that will shape Redmond's ability to deliver on its fire service commitments through 2050.

7.1 Key Funding Sources for Fire Capital Projects

Effectively delivering reliable, modern fire service infrastructure requires more than technical planning. It demands a diversified and sustainable financial strategy. Redmond's fire capital investments are funded through a blend of traditional and innovative mechanisms, each aligned to specific project types and legal constraints. These sources include general fund allocations, dedicated reserve accounts, development impact fees, state and federal grants, voter-approved bonds and levies, contracts for service, and emerging alternative models such as public-private partnerships. Understanding both the eligibility and limitations of each tool is essential to sequencing investments strategically and effectively maintaining operational readiness through 2050. The following sections describe each funding source, its intended use, and how it fits into Redmond's long-range capital strategy.

General Fund, Capital Equipment Reserve Fund, and Fire Apparatus Fund

The General Fund is the City's primary flexible funding source for fire and EMS services. While its core use is for operational staffing, maintenance, and routine expenses, it also provides critical support for minor capital projects, emergency repairs, and building maintenance that do not qualify for bond or grant funding. The General Fund ensures continuity of services and helps bridge timing gaps when capital projects span multiple budget cycles.

To support major equipment and vehicle needs, Redmond maintains two dedicated sub-funds:

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The Capital Equipment Reserve Fund provides long-range financial planning for non-apparatus equipment purchases, ensuring the replacement of aging assets such as specialized tools, communications equipment, and durable goods used in daily fire and EMS operations.

The Fire Apparatus Fund is a purpose-specific account used to purchase and maintain the department's frontline engines, ladders, aid units, and support vehicles. The fund is sustained through biennial transfers from the General Fund, based on projected need and planned procurement timelines. It enables Redmond to maintain a consistent apparatus replacement cycle while ensuring high reliability and readiness of its fleet. The fund also covers maintenance, repairs, and refurbishment of apparatus to extend their service life and reduce unscheduled downtime.

Additionally, the Interlocal Agreement (ILA) with Fire District 34 provides a shared funding model that contributes to overall system costs. FD34 reimburses Redmond for its proportional share of expenses, including labor, fuel, equipment wear, and capital depreciation, based on service area call volumes and asset usage. These payments strengthen the General Fund and reduce the burden on City-only resources.

Together, these three funds are the backbone of Redmond's ongoing operational and capital readiness. They support both immediate response capacity and long-term financial sustainability.

King County Fire Protection District 34 – Contract for Service

The Redmond Fire Department and King County Fire Protection District 34 (KCFD34) have been under Emergency Services Agreement (contract for service) for more than 77 years. In 2025, KCFD34 will pay the City of Redmond $10,669,478 for fire protection services. A portion of the funds are spread into different budget categories in support of operational costs, capital costs and risk premiums. Due to service demands within the City of Redmond outpacing the Department's response capacity, KCFD34 resources have been subsidizing the LoS within the city boundaries. In 2025, the City of Redmond credited KCFD34 $917,834 for services paid for in 2024 but provided back to the City of Redmond. The following table (Table X) lists the base rates and credits back to KCFD34 since 2021.

Table 10 – Contract for Service Charges and Credits to KCFD34

Year	2021	2023	2024	2025
Credit for Calls into the City	$448,739	$530,525	$553,492	$917,834
Net Rate	$7,988,807	$9,817,965	$10,053,038	$10,669,478

EMS Transport Billing Revenues (Eligibility and Use)

Redmond Fire Department participates in a cost recovery program for EMS transport services, billing patients or their insurers for Basic Life Support (BLS) ambulance transports. These

revenues are designated for use in supporting the direct costs of EMS service delivery, particularly those tied to the operation, maintenance, and readiness of the City's aid units.

While EMS transport billing revenue is not eligible for general fund use, it can be applied to capital expenditures directly associated with BLS operations, including:

- Replacement or procurement of aid units and EMS apparatus
- Purchase of medical equipment and durable goods required for patient care
- Station modifications to accommodate EMS response units or personnel
- Technology upgrades supporting EMS documentation and compliance

Funds may also support limited facility investments that improve the delivery or efficiency of EMS services, such as expansion of dorms or office space to house a Medic One unit or improvements that reduce response time for EMS calls.

EMS transport revenues do not fully fund the EMS system and are not sufficient for large-scale capital projects. However, they provide a reliable, recurring funding stream that can offset eligible expenses and reduce the City's reliance on general fund or levy dollars for EMS-related capital needs. These funds are managed and tracked in accordance with state law and city financial policies to ensure compliance and transparency.

Development Impact Fees

Impact fees are a foundational tool for ensuring that the costs of growth are shared equitably by the development that drives it. In accordance with Washington State law (RCW 82.02.050–82.02.090), these fees are collected from new development to fund capital infrastructure needed to accommodate increased demand for public services—such as fire protection, EMS response, and resilience capacity.

Impact fees must be directly linked to growth, and cannot be used for operational expenses, maintenance, or replacement of existing assets. When deployed strategically, they provide a flexible, growth-responsive funding stream that reduces the fiscal burden on existing residents.

Eligible projects include:

- New fire station construction in underserved or high-growth areas
- Station expansions or renovations where added population density and service demand exceed current capacity
- Procurement of new fire apparatus that are demonstrably required to maintain Level of Service in response to development, such as aid units, engines, or ladder trucks added to serve vertical growth areas

Impact fees must be carefully tracked, programmed, and spent within a defined time window. Their availability also strengthens the City's case for matching grant funds and justifies capital investments that would otherwise be cost-prohibitive.

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State and Federal Grants

Grants offer critical supplemental funding for specific capital priorities particularly those that support innovation, equity, or resilience goals that align with state and federal policy. While often competitive and project-specific, these programs can offset major costs for facility improvements, fleet modernization, and public safety enhancements.

Notable programs include:

- FEMA - Assistance to Firefighters Grant (AFG): Supports purchases of firefighting apparatus, protective gear, EMS equipment, and related training
- FEMA - SAFER Grant (Staffing for Adequate Fire and Emergency Response): Can help fund new personnel in conjunction with facility expansion or service-level enhancements
- FEMA - Building Resilient Infrastructure and Communities (BRIC): A FEMA grant program focused on hazard mitigation, seismic upgrades, and infrastructure resilience, often applicable to station retrofits or generator projects
- State Infrastructure and Resilience Grants: May support facility modernization, energy improvements, or electrification infrastructure

Redmond's ability to leverage grant opportunities depends on having shovel-ready projects, clear local match strategies, and planning documents like this one that demonstrate alignment with larger strategic frameworks.

Bonds and Levies

Voter-approved capital funding remains one of the most powerful tools available to cities for financing large-scale infrastructure investments. When used judiciously, these mechanisms enable major upgrades while spreading costs over time.

- Voter Approved General Obligation Bonds (G.O. Bonds): Allow the City to borrow funds for specific capital projects—such as fire station construction or major renovations—typically repaid through property taxes. G.O. bonds require a supermajority voter approval and can only be used for capital, not operations.
- Capital Levies: Offer a more flexible, recurring revenue source dedicated to infrastructure. These can support project phases over multiple years and fund a blend of facility, fleet, and technology investments. A capital levy may also be structured to replace aging assets on a planned schedule.

Both options require strong public communication and demonstrate alignment with community safety priorities—something Redmond has established through its long-range planning and transparent capital strategies.

Public-Private Partnerships and Alternative Funding Models

Creative capital solutions will be essential in a land-constrained, high-demand environment like Redmond. In addition to traditional financing tools, the City can pursue collaborative approaches that unlock new value from urban redevelopment and major infrastructure projects.

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- Public-Private Partnerships (P3s): May include co-development of fire facilities within larger mixed-use projects or joint-use agreements for emergency infrastructure. These arrangements allow the City to secure needed assets while sharing development costs and land risk.
- Impact Fee Credits: Developers may offer land, facility space, or direct capital contributions in exchange for impact fee offsets. This mechanism can accelerate project timelines and embed fire readiness into new neighborhoods from the start.
- Friendly Eminent Domain: In rare cases where strategic land acquisition is critical for public safety, the City may pursue *friendly eminent domain,* a process in which property is acquired through legal authority, but in partnership with a willing seller and based on fair market value. This approach was successfully used recently by the City of Kirkland to secure land for fire station construction and can serve as a responsible fallback when voluntary purchase is infeasible. It preserves both community trust and the City's ability to act on behalf of public need.

As the city's land supply tightens and its infrastructure needs diversify, these partnerships and tools will be increasingly important for securing strategic sites and deploying infrastructure efficiently.

King County Advanced Life Support Services Levy

The King County EMS levy provides critical regional funding for Advanced Life Support services, including Redmond's assigned Medic units. This funding stream can reimburse the City for a pro-rata share of capital costs tied to Medic unit deployment, including:

- Dedicated apparatus bays used by Medic units
- Living quarters and support space assigned to Medic personnel

In facility planning, this allows the City to offset a portion of capital costs when expanding or renovating a station to accommodate Medic One operations. ALS levy eligibility helps ensure that regional services are funded regionally, without placing undue burden on Redmond's general fund.

Public Safety Levy (2007 – Labor Funding Only)

Although not a direct capital funding source, the 2007 voter-approved Public Safety Levy played a pivotal role in expanding Redmond's emergency response capacity. The levy funded the addition of 18 firefighter positions and 17 police officers, enabling the City to maintain service levels and staff critical response units during a period of significant growth.

However, under state law and the structure of the levy itself, revenue is restricted to labor costs—it cannot be used for facilities, apparatus, or other capital expenses. Moreover, the levy is constrained by a 1% annual revenue growth cap, while personnel costs have increased closer to 5% annually. This mismatch has diminished the levy's purchasing power over time, requiring the City to gradually absorb these positions into the General Fund to maintain staffing levels.

Though outside the scope of capital budgeting, the 2007 levy remains a key reference point in Redmond's broader public safety funding strategy. In 2022, the City proposed a new public safety levy to expand staffing, enhance behavioral health services, and support technological upgrades; however, voters narrowly rejected this proposition. Future capital planning efforts may benefit from coordinated ballot measures or financial strategies that align operational and infrastructure investments under a shared vision of community safety.

7.2 Fiscal Alignment and Impact Fee Eligibility

The fire system capital projects outlined in this chapter are not just operationally necessary, they are also eligible for growth-based funding under Washington State law. This section defines how the City of Redmond can use its existing fire impact fee program to support the investments presented in this plan, in accordance with the requirements of the Washington State Growth Management Act (GMA).

Linking Capital Investments to Population Growth

The GMA allows cities to assess impact fees to fund public facilities that are necessary to serve new development. To qualify, a project must:

- Increase the capacity of a public service to serve growth
- Be identified in a capital plan or facilities strategy
- Demonstrate a clear nexus between new development and service demand

This Fire Functional Plan satisfies those criteria. It provides a comprehensive, growth-informed analysis of the facilities, apparatus, and infrastructure needed to sustain emergency services as Redmond's population, density, and complexity increase through 2050. With its adoption, the City can formally align fire capital investments with its impact fee structure.

Eligible Projects

The following investments meet the statutory requirements for fire impact fee use, either in full or in proportion to the project's role in serving new development:

Station 19: New construction and engine company
Fully eligible as a capacity-expanding facility tied directly to Northeast Downtown Redmond growth and infill development.

Station 12 Relocation
Eligible for costs associated with expanded deployment capacity and strategic site alignment within Redmond's jurisdiction.

Station 11 Relocation or Rebuild
Eligible for new service capacity associated with growth in Downtown, Willows, and west Redmond, including bay expansion for a ladder truck.

Tractor-Drawn Aerial (TDA) Ladder Truck for Station 11
Eligible as a new apparatus required to maintain Level of Service in Redmond's vertically

developing urban core. This unit is essential for supporting high-rise response and effective coverage in areas of concentrated growth, particularly Downtown and Overlake. To ensure operational continuity for such a critical asset, this project includes the purchase of two (2) TDA ladder trucks—one frontline and one in reserve. Given the strategic importance of ladder truck availability for multi-story structure fires, technical rescues, and dense urban coverage, maintaining a dedicated reserve unit is vital to minimize service disruption during maintenance or mechanical failure of the primary unit. This dual procurement ensures system resilience and supports the City's public protection class rating goals under the Washington Surveying and Rating Bureau.

New Engine Companies (FS16 and FS19)
Apparatus and capital equipment costs (including SCBAs, radios, PPE) are eligible when tied to staffing increases required to meet growth-based demand.

New Aid Car (Growth-Initiated)
Eligible when tied to a new unit needed to address concurrency strain in expanding service areas. This may include assignment to FS16, FS19, or future stations required by call volume thresholds.

Permanent Logistics Facility
If programmed to support new population-driven response complexity, such as surge staffing, reserve apparatus, or disaster cache deployment, the growth-proportionate share of the facility may qualify.

All eligibility claims must be accompanied by documentation showing that the investment is directly tied to population growth, land use changes, or service demands introduced by new development.

Capital Investment Plan Struture

The Redmond Fire Department's Capital Investment Plan (CIP) outlines key projects identified to sustain and enhance the city's fire and emergency response infrastructure in alignment with Redmond's long-term growth, evolving service demands, and resilience priorities. The CIP provides a structured framework for improving emergency service delivery, maintaining equitable access to public safety resources, ensuring facility safety and operational continuity, and supporting the city's broader community preparedness goals.

The City of Redmond defines a capital investment as a project costing $50,000 or more with a useful life of five years or longer. The Fire Department's CIP projects are considered general capital investments supporting both essential service operations and future community needs. Proposed projects within the six-year horizon are considered achievable under current staffing and resource capacity. However, detailed cost estimates for larger-scale investments may require further study as projects advance.

Consistent with Redmond's broader financial planning horizon, the Fire Functional Plan also includes a 25-year capital investment strategy. This long-term outlook identifies station renovations, facility replacements, equipment modernization, and new infrastructure needs that extend beyond the immediate six-year window. By establishing these long-range

priorities, the department positions itself to leverage future grant funding, intergovernmental partnerships, and developer contributions as opportunities emerge.

The following CIP summary highlights priority fire station, apparatus, equipment, and facility projects under consideration for the next six years, (project details in Chapter 6.) These investments focus on maintaining safe, effective, and resilient emergency services through facility maintenance and upgrades, expansion of capacity, and replacement of aging infrastructure.

7.3 Capital Investment Plan – 2027-2032

To maintain financial balance while ensuring necessary investments, the Fire Department follows a long-term capital planning strategy that includes:

- Project phasing to match available funding – Major projects are sequenced in alignment with anticipated revenue sources.
- Leveraging grants and state funding – Identifying opportunities to secure external funding for eligible projects.
- Strategic debt management – Evaluating the feasibility of bonds or levies for significant capital projects.
- Sustainability investments – Incorporating energy-efficient upgrades to reduce long-term operational costs.

Cost Estimate Methodology

Projected capital investment needs for Redmond Fire extend through 2050 and require a clear, evidence-based methodology for estimating costs. This section outlines the assumptions used to support long-range financial planning and the phased sequencing of facility and equipment needs.

Cost estimates were developed using benchmarks from comparable public safety facility projects in cities like Bellevue, Kirkland, and Seattle. For new fire stations, Redmond assumes a standard configuration of four apparatus bays and capacity for up to 10 operational personnel, resulting in an estimated 20,000 square foot footprint.

Construction costs for new facilities were estimated using a range of $1,200 to $1,400 per square foot, with a median value of $1,300/SF applied for capital planning purposes. For example:

20,000 SF × $1,300/SF = $26 million in direct construction costs.

This reflects Redmond's expectations for seismic performance, energy efficiency, and essential service continuity standards.

Renovations and expansions were estimated at $850 to $1,100 per square foot, depending on the scope and building condition. For example, a 10,000 SF remodel at $950/SF results in a project cost of $9.5 million. This range covers interior reconfiguration, mechanical system upgrades, ADA compliance, and structural/seismic improvements.

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Together, these assumptions ensure transparency and consistency in how cost estimates were developed. They provide a conservative but realistic foundation for the capital investment plan and allow future refinements as projects move into design and permitting phases.

See the full Capital Investments Sequencing for all phases in Appendix E.

Table 11: 2027-2032 Capital Investment Strategy

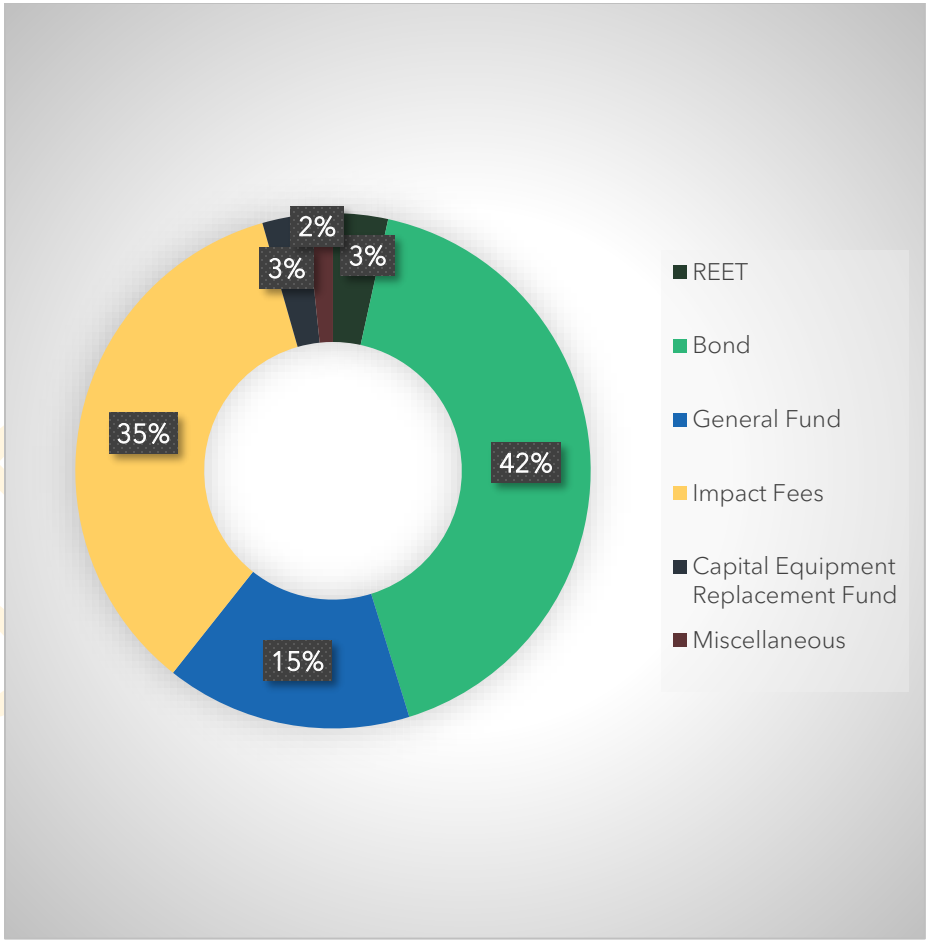
2027 - 2032 - Blueprint 2050 Capital Investment Strategy			Costs: 2027-2032	Funding Sources
Partial Remodel of FS11 for TDA Deployment and urgent building upgrades	8450 161st Ave NE (Downtown)	Immediate operational need; enables TDA deployment in 2028-link to new engine 16 time*remodel	$1,600,000	REET, Impact Fees
Purchase/Order of Tractor Drawn Aerial (TDA)	Downtown	Address growth impacts due to development impacts (streets and verticality). Projected in-service 2028/2029	$1,405,000	General Fund, Impact Fees
SCBA Replacement	Citywide	Replacement of self-contained breathing apparatus equipment due to end of life	$736,000	General Fund
Logistics Warehouse Tenant Improvements	TBD	Tenant improvements to a 10,000-square-foot leased warehouse to support fire logistics operations, including storage for reserve apparatus, specialized equipment, and a small administrative workspace.	$600,000	General Fund
New Engine Company at FS16 - Apparatus	SE Redmond	One-time cost for new engine at FS 16 to provide suppression capabilities in the SE Redmond area	$1,200,000	General Fund, Impact Fees
Diesel Exhaust Upgrades	Citywide	Upgrade aging diesel exhaust systems in city fire stations	$500,000	General Fund
Generator Upgrades and Redundancy	Citywide	Required to maintain air quality and reliable backup power for essential facilities	$500,000	General Fund
Logistics/Apparatus Maintenance Building/Improvements	TBD		5,000,000	General Fund, Impact Fees
Phase 2 Renovation/Rebuild of FS11	8450 161st Ave NE (Downtown)	Extensive Remodel/Renovation of FS/Admin on current site	$15,000,000	General Fund, Impact Fees
		TOTAL	**$26,541,000**	

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	2027-2032						
	REET	Bond	General Fund	Impact Fees	Capital Equipment Replacement Fund	Miscellaneous	TOTAL
Fire Station 11 - Partial remodel for TDA deployment				1,163,636		436,364	1,600,000
Fire Station Phase 2 - Renovation/rebuild	913,283	11,086,717		3,000,000			15,000,000
Logistics Warehouse Tenant Improvements			600,000				600,000
Logistics/apparatus maintenance/Improvements			2,500,000	2,500,000			5,000,000
Fire Station 16 - New Fire Engine				1,200,000			1,200,000
Diesel Exhaust Upgrades			500000				500,000
Generator Upgrades and redundancy			500,000				500,000
Tractor Drawn Aerial (TDA)				1,405,000			1,405,000
SCBA Replacement					736,000		736,000
	913,283	**11,086,717**	**4,100,000**	**9,268,636**	**736,000**	**436,364**	**26,541,000**

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Funding Sources	2027-2032
REET	913,283
Bond	11,086,717
General Fund	4,100,000
Impact Fees	9,268,636
Capital Equipment Replacement Fund	736,000
Miscellaneous	436,364
	26,541,000



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7.4 Summary

Redmond's fire capital strategy is grounded in the understanding that financial planning is not separate from public safety planning—it is a core enabler of it. As the City continues to grow more complex and more vertical, fire infrastructure investments must be both timely and fiscally strategic to ensure a responsive, resilient emergency system.

- Phased investments are essential. Capital projects must be sequenced to align with both projected service needs and the timing of available revenues. This plan organizes projects across distinct phases to match growth patterns, readiness factors, and funding mechanisms, with an eye toward operational continuity and long-term sustainability.
- Impact fees remain a primary tool for growth-related investments. As authorized under the Growth Management Act, fire impact fees provide a dedicated, proportionate source of revenue to fund facilities, vehicles, and equipment that are necessary to maintain Level of Service standards in response to new development. Strategic planning ensures these fees are used efficiently and in compliance with statutory requirements.
- Supplemental funding sources are critical for system-wide upgrades. Grants, capital levies, and general obligation bonds will continue to play a vital role in bridging the gap for large-scale projects, particularly those that address existing system deficiencies or deliver transformational upgrades. Each funding tool carries different legal, political, and timing considerations that must be coordinated across departments.
- Sustainable financial planning underpins system resilience. Redmond Fire's financial strategy is designed not just to fund today's priorities, but to anticipate future system renewal and avoid deferred maintenance cycles. This includes setting aside capital reserves, aligning investments with broader city financial policies, and maintaining flexibility for emerging needs such as electrification, climate adaptation, and specialized response infrastructure.
- Land acquisition is a critical early investment. Even when the City is not yet ready to build, securing strategically located land for future fire stations is essential. In a rapidly urbanizing area, the availability and affordability of appropriate parcels may diminish over time, especially in high-density or redeveloping corridors. Acquiring land now preserves future options, avoids service gaps, and ensures the City can act when construction funding becomes available.
- Creative approaches and cross-sector partnerships will expand Redmond's options. As the landscape of public service delivery evolves, Redmond must remain open to new models for capital investment. This includes exploring public-private partnerships, land swaps, co-location within private developments, and integration with regional infrastructure projects. Creative thinking will be essential to maximize public value, especially in space-constrained or high-cost areas.

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The total projected investment required to deliver these infrastructure priorities through 2050 is approximately **$83 million**, with an additional **$70 million in long-term projects identified beyond 2050**. This includes $10.4 million in currently funded near-term projects (2025–2030) and **$26.5 million for the next CIP (2027-2032).** These projects cover facility renovations, apparatus procurement, system upgrades, and strategic station expansions. By providing a phased and realistic forecast of costs, this plan enables City leadership to align funding strategies with project readiness, growth pressures, and community expectations.

This fiscal framework directly supports the capital priorities outlined in the previous chapter and ensures the Fire Department remains fully equipped to meet its mission. By integrating financial planning with service planning and remaining open to innovation, the City can continue to deliver high-quality fire and EMS services that are equitable, scalable, and ready to meet the challenges of a growing and changing Redmond.

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08 Implementation and Monitoring

This Functional Plan is not just a document, it is a commitment. It establishes a strategic direction for Redmond Fire's capital investments and provides a framework to align infrastructure decisions with service outcomes, projected growth, and community resilience goals. Chapter 8 outlines how that commitment will be carried out.

Rather than prescribing rigid, year-by-year milestones, this plan adopts an adaptive implementation strategy, recognizing that capital planning must remain flexible in response to emerging risks, funding shifts, and community needs. This mirrors the approach used in other city functional plans, where infrastructure delivery is sequenced over broad time horizons and tied to system readiness, not fixed calendar targets.

As infrastructure ages, growth accelerates, and readiness standards rise, implementation must be nimble and principle-driven. Redmond Fire's strategy is anchored by four pillars:

- Phased Horizons, not fixed timelines—ensuring that investment sequencing remains responsive to service demand, not static budgeting assumptions;
- Cross-Department Ownership—integrating capital planning across Fire, Facilities, Finance, and Planning to reduce silos and improve system coordination;
- Strategic Levers for Action—embedding capital readiness into tools like impact fees, facility standards, and emergency preparedness frameworks;
- Light Monitoring and Learning—using an iterative, feedback-driven model that balances progress tracking with the flexibility to adjust course.

This chapter also addresses the realities of Redmond's capital governance process—including how projects are authorized and how Fire can participate more fully in shaping infrastructure outcomes. As a living plan, implementation is treated not as a checklist, but as a dynamic alignment between purpose, people, and systems.

The sections that follow define citywide roles, outline governance pathways, and establish accountability structures to guide implementation over time.

8.1 Roles and Responsibilities

Successful implementation of this Functional Plan depends on strong coordination across departments, grounded in shared accountability and aligned priorities. While the Fire Department serves as the steward of this plan, execution relies on sustained engagement from capital planning partners across the City's infrastructure and financial ecosystem.

Redmond's Capital Improvement Program (CIP) is managed by the Public Works Department, which oversees citywide capital delivery in alignment with adopted budgets and infrastructure strategies. Governance is provided through a two-tier committee structure:

- The Portfolio Management Committee (PMC), composed of program managers, reviews changes to scope, schedule, and budget, and makes recommendations on capital program adjustments.
- The Governance Committee (GC), composed of department directors and executive leadership, authorizes major changes and oversees strategic alignment across the capital portfolio.

Fire capital projects currently fall within the General Government CIP category, alongside other civic infrastructure. Day-to-day project delivery is typically led by the Parks – Facilities Division, while project scoping and prioritization are shaped through cross-department coordination and ultimately approved via the city's capital governance process.

Key roles include:

- The Fire Department, which defines operational facility needs, ensures compliance with Level of Service standards and essential facility mandates, and tracks implementation progress.
- Parks – Facilities Division, which manages small projects, facility maintenance, and non-capital improvements for General Government facilities. The division also supports design and construction coordination in collaboration with other departments.
- The Finance Department, which oversees CIP fiscal planning, funding strategies, and performance tracking, including integration of impact fees, bonds, and other financial tools.
- The Planning Department, which ensures capital investments are aligned with land use, zoning, and Comprehensive Plan policies and supports project eligibility for impact fee funding.
- Public Works, which manages the city's overall Capital Investment Program (CIP), delivers capital projects, and leads cross-departmental coordination through the Project Management Committee (PMC) and Governance Committee (GC) processes.
- The Mayor and City Council, who authorize CIP funding and provide policy-level guidance and oversight for infrastructure investments citywide.

To support implementation, capital stewardship is a core Fire leadership function. The Fire Chief and Deputy Chief of Support Services and Administration are responsible for advancing the plan's priorities, coordinating with city partners, and ensuring alignment with LOS targets and regulatory mandates. The Deputy Chief of Operations and other administrative staff may contribute to specific projects or funding initiatives as needed.

By embedding capital planning into executive decision-making and department budgeting, rather than assigning it to a separate working group, this structure ensures implementation remains strategic, accountable, and aligned with the Fire Department's operational mission.

8.2 Phasing Strategy

While Chapters 6 and 7 outline specific timelines and funding assumptions for priority investments, those projections reflect the best available data at the time of this plan's development. They serve a critical purpose: enabling City Council, Finance, and CIP managers to plan for project scoping, sequencing, and budgeting in alignment with expected service needs and revenue forecasts.

However, experience shows that capital planning rarely follows a fixed timeline. Site readiness, permitting, construction market conditions, emergency needs, and co-location opportunities can all shift priorities. To navigate these uncertainties, this chapter introduces a second planning lens: an adaptive phasing strategy based on project readiness and urgency, not calendar years.

This flexible model organizes Redmond Fire's capital priorities into three horizons: Near-Term, Mid-Term, and Long-Term, mirroring the approach used in the City's other functional plans. It supports:

- A consistent framework for adjusting priorities as new data emerges
- Shared language for governance discussions and decision-making
- Ongoing alignment with Redmond's approach to "living plans" designed for practical use and adaptation

To be clear: the timelines in Chapters 6 and 7 remain the official roadmap for legislative planning, capital intake, and Council budgeting. This section does not replace that roadmap—it strengthens its resilience. Chapter 8 offers the strategic flexibility to stay on course when conditions change, without undermining the overall plan integrity.

Near-Term (Years 1–6)

This horizon prioritizes projects already in motion or urgently needed to meet Level-of-Service (LOS) standards, health and safety compliance, or system-critical upgrades. These include essential systems like backup power, failing station infrastructure, and decontamination improvements, as well as early-phase growth-related projects identified as impact fee-eligible.

Triggers include:

- Project readiness or design feasibility
- Compliance deadlines (e.g., Clean Buildings Standard)
- Facilities with critical deficiencies
- Cost-sharing or joint-use opportunities

Mid-Term (Years 7–12)

Mid-Term projects support modernization, infill development, and system expansion. This includes new station siting, facility relocations, or phased renovations tied to anticipated population or vertical growth, especially in Overlake and Downtown. Cross-departmental coordination is essential in this horizon to ensure joint planning benefits are captured.

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Triggers include:

- Measurable LOS gaps tied to development patterns
- Interdepartmental facility alignment
- Grant availability or funding unlocks
- Outcome of feasibility studies

Long-Term (Years 13–20+)

This horizon includes generational investments such as full facility replacements or system expansion tied to regional trends and emerging risks. These projects typically require extensive planning, community engagement, and integration with major citywide initiatives like fleet electrification or climate resilience.

Triggers include:

- Nearing End-of-life infrastructure
- Alignment with Redmond 2050 initiatives
- Technology-driven changes in service delivery
- Shifts in community risk and hazard exposure

This dual-track model—structured but flexible—ensures the Fire Department's capital priorities remain feasible, fundable, and future-ready. It gives the City the tools to act decisively today while staying adaptable for tomorrow.

8.3 Accountability and Governance

The implementation of this Functional Plan will be guided by Redmond's established Capital Improvement Program (CIP) structure, which provides a transparent and accountable framework for delivering capital projects. Projects are organized into four program areas: Transportation, Utilities, Parks, and General Government, with Fire facilities currently managed within the General Government portfolio. However, the Fire Department does not currently hold a formal seat on either the Portfolio Management Committee (PMC) or the Governance Committee (GC), the two oversight bodies responsible for prioritizing, sequencing, and modifying CIP projects across the city.

Each CIP project includes a defined scope, schedule, and budget, and is assigned a delivery lead within Construction, Facilities, Finance, or Maintenance. Progress is tracked monthly via bar charts and program reports. Changes to scope, timing, or budget follow a tiered approval structure: minor changes are resolved administratively; moderate changes require PMC approval; and major changes escalate to the GC. This system ensures fiscal and procedural oversight but currently lacks structured operational input from departments responsible for the services those facilities are meant to support.

Why Fire Is Included

Redmond Fire occupies 8 of the City's 18 government facilities—a significant share of the City's built portfolio, excluding the new Maintenance and Operations Center. Unlike many other

facilities, these structures are directly tied to service delivery outcomes and regulated performance standards. As demonstrated throughout this plan, the condition, location, and configuration of fire stations directly impact response times, operational readiness, and the City's ability to meet its Level of Service (LOS) commitments.

Fire infrastructure is shaped by a distinct set of planning and compliance requirements, including:

- The Growth Management Act, which links capital investments to long-term land use and population growth;
- The Clean Buildings Performance Standard, which triggers decarbonization requirements for several older fire stations;
- WAC 296-305, which establishes design and safety standards specific to firefighter health, turnout zoning, and decontamination;
- LOS expectations tied to emergency response performance and equity in service delivery; and
- Essential facility requirements under the International Building Code (IBC), which mandate enhanced seismic resilience and redundant life-safety systems to ensure stations remain operational during and after disaster events.

These considerations go beyond conventional building use. Fire stations must be able to house 24/7 emergency personnel, operate independently during prolonged outages, and support highly specialized apparatus, training, and health standards.

Currently, decisions about facility upgrades, sequencing, and funding are made through the City's capital governance process, without direct representation from Fire leadership on the Project Management Committee (PMC) or Governance Committee (GC). This structure, while historically consistent with past practices, may limit the City's ability to fully account for the operational implications of capital decisions affecting emergency response.

Incorporating Fire more formally into CIP governance would help ensure that capital planning processes are informed by real-time operational needs, risk mitigation priorities, and regulatory context. This integration would also support more proactive alignment between infrastructure investments and the service expectations residents rely on—particularly as Redmond continues to grow in complexity and scale.

Strategic Recommendation

To realign responsibility with authority and improve citywide capital outcomes, the Fire Department will participate in both the Portfolio Management Committee and the Governance Committee. Doing so would:

- Ensure public safety infrastructure is prioritized with an operational lens
- Prevent capital project changes from compromising Level-of-Service targets or essential facility mandates
- Enable cross-departmental coordination on hybrid projects (e.g., decarbonization, EV infrastructure, co-location opportunities)

- Provide early insight into tradeoffs and delivery challenges that impact Fire operations and response readiness

Rather than assigning this responsibility to a separate working group, Fire will embed capital planning into its core leadership function, ensuring direct alignment with departmental strategy and executive decision-making, and establishing accountability within its department for participation.

At the same time, the Fire Department must continue to actively participate in the citywide capital ecosystem. This includes engaging early and earnestly with other departments such as Planning, Parks, Police, and the Executive as they develop their functional plans (as outlined in Chapter 2), and recognizing the role of fire infrastructure in advancing shared city priorities such as resilience, growth management, sustainability, and equity. To be effective partners in the capital process, Fire leadership must move beyond a siloed operational mindset and embrace their role as strategic contributors to Redmond's broader civic vision.

As Redmond's growth accelerates and climate, equity, and resilience pressures continue to shape capital priorities, the governance model must evolve. Including Fire as a standing voice in capital decision-making is not just an operational necessity; it is a matter of strategic coherence and civic responsibility.

8.4 Funding Plan Alignment

The Fire Functional Plan aligns with the City of Redmond's biennial budget cycle and long-range Capital Investment Strategy by providing a clear foundation for forecasting, prioritizing, and packaging fire-related capital projects. Chapters 6 and 7 identify the preferred sequence and funding approach for key investments; this section clarifies how those recommendations connect to citywide fiscal governance.

Fire facility projects fall primarily within the General Government program area of the CIP. This positions them alongside other city infrastructure needs competing for limited discretionary revenues. As a result, successful implementation depends not only on project merit but also on timing, alignment with external grants or state/federal funding cycles, and internal advocacy.

To advance fire priorities effectively, this plan incorporates three core fiscal strategies:

1. Targeted Use of Impact Fees for Growth-Related Investments

As outlined in Chapter 7, Redmond's fire impact fees provide a proportional, dedicated revenue stream to fund capital investments needed to support new development. This plan ensures that eligible projects, such as new station construction or growth-triggered apparatus procurement, are scoped to meet legal thresholds for impact fee use. Projects were carefully evaluated to avoid overreach and to preserve fee defensibility in the event of audit or challenge.

2. Leveraging Supplemental Revenues for Readiness Improvements

Not all critical infrastructure qualifies for impact fee support. Therefore, this plan identifies parallel funding strategies to address readiness-related upgrades, such as SCBA systems, alerting networks, and backup power. These projects may be supported through internal transfers (e.g., EMS revenues, telecom leases), external grants (e.g., FEMA AFG), or integrated into broader citywide initiatives such as fleet electrification or Clean Building compliance. Chapter 5 through Chapter 7 identify these dependencies and opportunities in detail.

3. Realistic Acknowledgment of Unfunded Mandates

Despite efforts to align capital needs with available revenue streams, several system-wide upgrades and facility replacements remain unfunded or underfunded. Without intervention, these gaps will compound, increasing lifecycle costs, reducing operational flexibility, and undermining the City's ability to meet adopted Level-of-Service (LOS) standards. This plan surfaces those risks directly and offers phasing recommendations and project rationales to support future Council deliberations and funding requests.

As Redmond's capital governance continues to evolve, this plan positions the Fire Department to actively contribute to the City's fiscal strategy, not just as a service provider, but as a steward of essential infrastructure. The combination of impact fee alignment, alternative revenue utilization, and clear documentation of remaining gaps ensures that funding discussions are grounded in strategic need, not just project age or visibility.

8.5 Ongoing Monitoring and Evaluation

Implementation of this plan requires more than annual reporting. It requires continuous situational awareness, cross-departmental coordination, and principled adaptability. Rather than establishing a rigid dashboard or new performance bureaucracy, the Fire Department will embed monitoring responsibilities into its existing leadership structure, guided by three key principles:

1. Integrated Oversight, Not Parallel Tracking

The Fire Chief and Deputy Chief of Support Services will provide internal oversight of implementation progress by using the same tools and processes already employed by the City's CIP team, Facilities, and Finance. This includes participation in business case development, alignment with General Government reporting expectations, and collaboration on milestone tracking. Progress will be monitored against the horizon-based phasing outlined earlier in this chapter, not a strict annual schedule, to maintain flexibility while ensuring forward momentum.

2. Milestone-Based Evaluation Anchored in Service Outcomes

Evaluation will focus on project delivery milestones (e.g., scoping complete, design initiated, construction underway) in relationship to their role in sustaining Level-of-Service standards,

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improving readiness, or meeting regulatory requirements. This outcome-focused lens ensures that monitoring stays tied to mission-critical results, not just procedural completion.

3. Feedback Loop with Citywide Planning Efforts

To remain relevant over time, this plan must evolve alongside other city strategies. Fire leadership will actively monitor and engage with cross-departmental planning initiatives, including those related to growth management, fleet transitions, energy efficiency, and climate resilience. Implementation lessons, emerging needs, or shifting priorities will be documented and shared with Planning, Facilities, and Finance to inform updates to this plan and future capital programming.

The Fire Functional Plan is a living document. Monitoring its implementation is not about checking boxes. It's about keeping pace with a changing city and ensuring that fire and life safety infrastructure grows in step with Redmond's vision, values, and risk profile. The Fire Department is committed to continuous engagement, strategic stewardship, and full participation in the city's long-range investment process.

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Appendices

Appendix A – Optimal Fire Station Coverage Analysis

Fire stations serve as critical lifelines during emergencies, making their location pivotal to effective response times and community safety. As cities grow and evolve, the placement of fire stations must be reassessed to meet changing demographics, urban landscapes, and risk profiles. This section provides an analysis of factors influencing the relocation or establishment of fire stations and outlines strategic reasons behind each recommendation.

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1. Key Factors in Station Location Analysis

Population Density

Areas with higher population densities typically require quicker emergency response times due to the greater likelihood of incidents , like fires, hazardous material releases and water pipe breaks, impacting a larger number of people. Relocating fire stations closer to densely populated neighborhoods ensures that emergency teams can reach affected individuals swiftly, especially in areas above three stories, reducing potential fatalities and property damage.

Urban Expansion

The City of Redmond has been identified by King County as one of 11 designated urban growth areas (UGA), meaning that future urban growth must be concentrated only in designated growth areas. This has resulted in a proliferation of mid- and high-rise structures, mainly in the Downtown, Marymoor and Overlake areas. Relocating fire stations to better serve current and future developed areas is sometimes necessary ensures coverage in places that previously lacked adequate emergency infrastructure, balancing accessibility across the urban landscape.

Response Time Optimization

The National Fire Protection Association (NFPA) standards recommend a travel time of four to six minutes for urban areas, which allows additional time for firefighters to access upper floors or complex occupancies. Strategic placement of fire stations in locations that minimize travel distances—from clusters of residential homes to key traffic arteries—enhances compliance with these critical benchmarks.

Risk Assessment

Certain areas are inherently more prone to specific emergencies. For instance, industrial zones may face higher fire risks due to hazardous materials….

Accessibility and Transportation Networks

Fire stations must be easily accessible to main roads and highways to facilitate efficient movement during emergencies. Placing stations near well-maintained transportation networks minimizes delays caused by traffic congestion or infrastructure bottlenecks.

Community Equity

Underserved communities often face disproportionate risks due to inadequate emergency services. Relocating or establishing fire stations in areas that have historically lacked coverage promotes equity and ensures all residents benefit from rapid response capabilities.

2. Strategic Recommendations for Relocation

Locating Fire Stations in High-Density Urban and Industrial Areas

Urban centers with high-rise buildings and concentrated populations pose unique challenges during emergencies. Fire stations should be positioned to allow for 4 minutes or less of travel time to such areas, ensuring firefighters have sufficient time to access upper floors of such buildings and address incidents involving large numbers of people and complex structures effectively. This travel time standard is recommended for fire stations 11, 12 and 16.

Locating Fire Stations in Suburban Growth Areas

Suburban growth areas primarily service single-family homes and structures less than 3 stories. This travel time standard is recommended for Fire Station 17. Areas serviced by fire stations 13, 14, and 18 have response time standards stipulated by contract with King County Fire District 34 and not part of this analysis.

Improving Accessibility in Traffic-Prone Areas

Traffic congestion can dramatically increase response times, undermining the effectiveness of fire services. Relocating fire stations to areas with easy access to highways and major roads minimizes delays, particularly during peak traffic hours.

Expanding Coverage in Underserved Communities

Relocating fire stations to low-income or historically underserved areas ensures equitable access to emergency services. This move also fosters community trust and reduces disparities in safety and health outcomes.

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3. Technological Tools Used in this Analysis

Geospatial Mapping

Using Geographic Information Systems (GIS) and five years of response data, we analyzed over 50,000 calls for service by location, incident type and response time. Every structure in Redmond was plotted and given a risk score: 1 point for single-family homes and 5 points for every multi-family, commercial, industrial or middle-housing structure. The reasoning is that a fire in a single-family structure might adversely impact one to four occupants but would have little impact on the community at large. However, a fire in a multi-family occupancy might impact hundreds of people, adjacent businesses, and aggregate fire loss costs, which could adversely impact fire insurance premiums for the entire city. Therefore, more weight is given to multi-family, commercial, industrial or middle-housing structures versus single-family.

Each fire station currently covers a zone that is based on historical coverage capability. Each zone was analyzed for two factors using the risk score; a maximum score that reflect the combined value of all the structures in each particular zone, and a coverage score that reflects how many structures (points) that station was able to cover within 4-minutes based on past performance. For example, Fire Station 11 is currently designated to cover a total area score worth 10,935 points but has historically only been able cover 8,675 points. Therefore, we would give the Station 11 a coverage capability score of 79 percent.

Predictive Analytics

Using the coverage capability score methodology, we can then use GIS data to theoretically move fire stations and use simulation tools to analyze changes in coverage scores. The goal is to provide the highest coverage score for the least number of fire stations, even if the stations need to be moved. Based on the growth predicted within the Redmond 2050 plan, we know that the current configuration will diminish slightly over time due to any development in areas not adequately covered by the current configuration of fire stations. However, the proposed configuration should be less impacted by future growth, making the recommendations stronger over time.

The analysis resulted in the recommendation to move fire stations 11, 12, and add a new fire station (Station 19).

Table 1

Current	Station 11 (4 min)	Station 12 (4 min)	Station 16 (4 min)	Station 17 (6 min)	Total for City
Max Coverage	10,935	8,733	4,374	5,849	29,864
Current Configuration	8,675	3,855	2,915	4,310	19,755
Percent Covered	79.3%	44.1%	67.1%	73.7%	66.2%
Proposed	Station 11 (4 min)	Station 12 (4 min)	Station 16 (4 min)	Station 17 (6 min)	Total for City
Max Coverage	10,935	8,733	4,374	5,849	29,864

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New Configuration	10,143	4,447	2,915	4,310	21,815
Percent Covered	92.8%	50.9%	67.1%	73.7%	73.0%

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Figure 1: Current 4-minute coverage configuration map

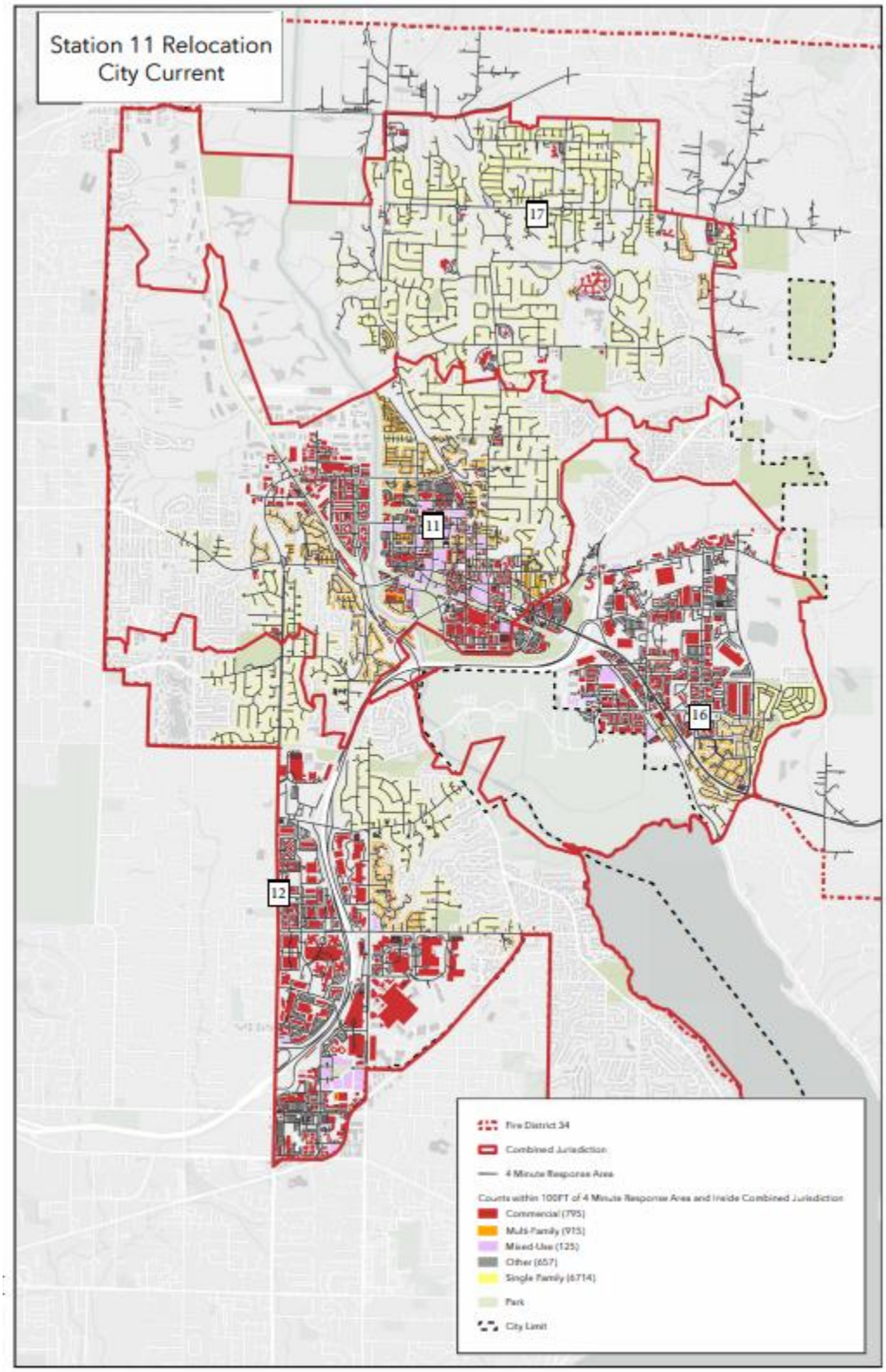
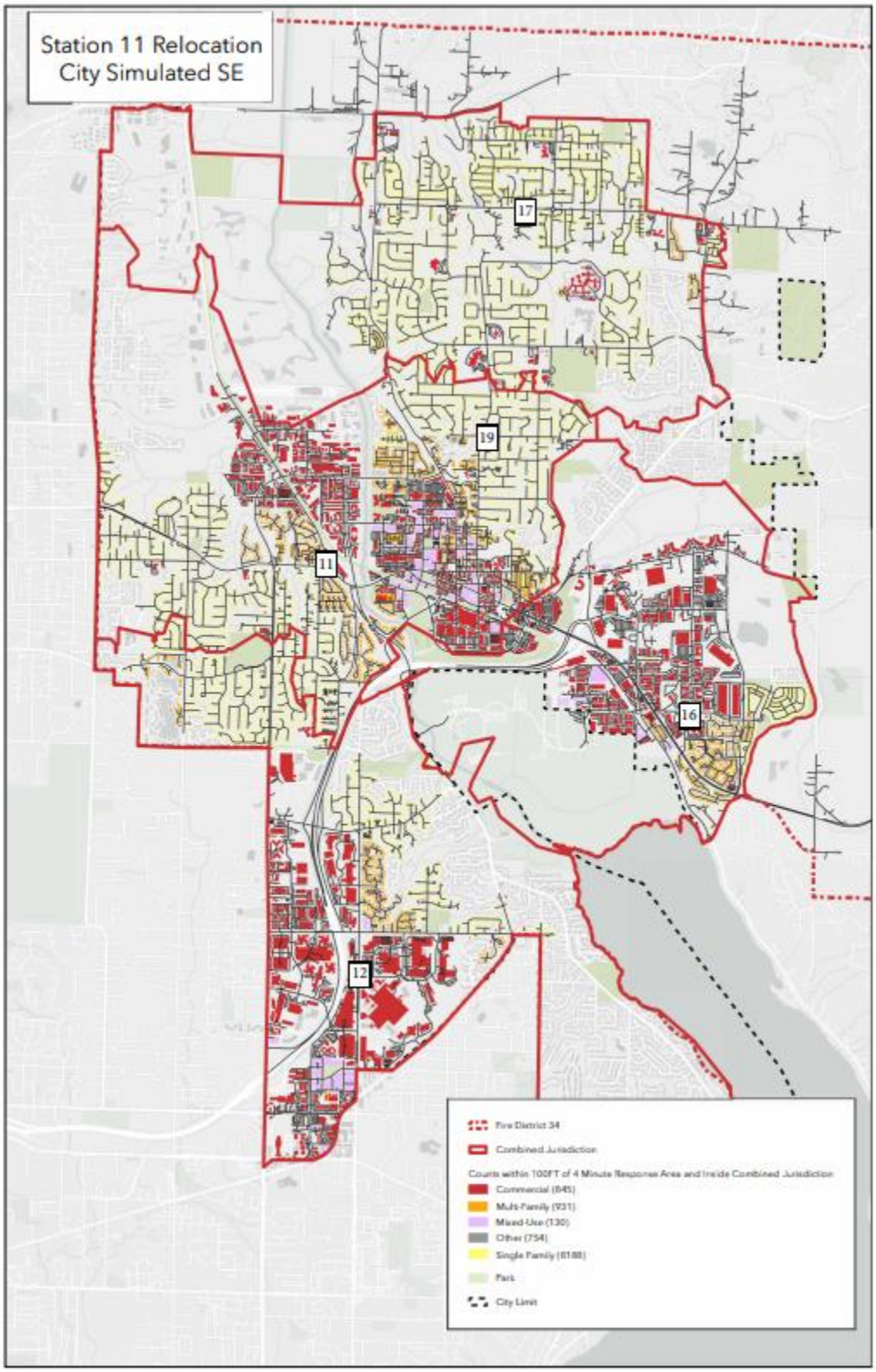


Figure 2: Proposed 4-minute coverage configuration map



Assumptions and Limitations:

This analysis relies on additional factors related to response time performance and incident outcomes that are outlined in the 2022-2027 Redmond Fire Department - Standards of Cover document but not included in this report. Such factors include, patient contact intervals, unit reliability, unit hour utilization, and fire station design to accommodate growth. This analysis also relies on approximate locations for proposed fire stations. Availability of land plays a significant role in the validity and applicability of this analysis. The analysis also assumes that high density development will follow that which is outlined in the Redmond 2050 plan. Finally, this analysis assumes the proper response vehicle and staffing configuration will be assigned to each station (i.e. Station 16 currently does not have a fire engine assigned the station so this analysis would not be valid for fire incidents but would be for EMS incidents).

4. Challenges in Relocating Fire Stations

Community Resistance

Relocating fire stations will certainly face opposition from communities that fear reduced coverage or different impacts to their anecdotal service level experience. Communities adjacent to where a new fire station will be place might also pose some opposition with anecdotal concerned over additional noise and lighting impacts to the neighborhood. Transparent communication, comprehensive data analysis and community engagement are essential to mitigate resistance and foster support for relocation plans.

Financial Constraints

Relocating fire stations involves navigating zoning regulations, infrastructure limitations, and governmental approvals. These challenges require careful planning and collaboration with various stakeholders. Building new stations or retrofitting existing ones requires significant financial investment and planning, however securing the optimal parcel of land is the key constraint for any facility relocation plan.

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Appendix B – Fire Station Effectiveness Grading System

The Fire Station Effectiveness Grading System (FSEGS) was developed specifically for Redmond as a novel approach to fire facility evaluation. While each individual criterion in the system is grounded in national codes, regulatory mandates, and published best practices, the integrated scoring and weighting framework is original. It was designed by the City in partnership with our external consultant, who brings extensive fire service consulting experience and whohas been serving as interim Deputy Fire Chief since 2022. The intent was to move beyond fragmented compliance checks and develop a systems thinking model, one that reflects the interdependence of safety, resilience, and operational readiness in modern fire service facilities. This appendix explains how that framework works.

Fire stations are complex facilities that must serve as operational command posts, 24-hour workplaces, residential spaces, and critical infrastructure hubs during emergencies. Traditionally, fire station assessments have relied on fragmented evaluations—facility condition reports, seismic studies, compliance audits, or deployment models—each addressing one facet of performance but failing to offer a unified picture. This siloed approach makes it difficult for leaders, planners, and policymakers to clearly understand how well a station functions, where the risks lie, and what improvements should be prioritized. The ultimate goal is to provide the least number of fire stations necessary to effectively cover the communities' desired level of service, while ensuring each facility is functionally safe, efficient and welcoming to the community and the firefighters that rely on it.

The Fire Station Effectiveness Grading System (FSEGS) was developed to solve this problem by integrating diverse evaluation criteria into a single, transparent scoring framework. It provides a comprehensive view of station performance—connecting structural readiness, operational capability, workforce health, and regulatory compliance in one place. Just as importantly, the system assigns weighted scores that reflect the risk associated with each deficiency, enabling the City to prioritize investments based on both urgency and impact.

Scoring Methodology and Criteria Summary

The FSEGS uses a point-based system across multiple performance domains, clustered under three tiers: High-Risk/Life Safety-Critical, Medium-Risk/Regulatory Compliance, and Low-Risk/Operational Quality of Life. Each criterion is scored with both positive and negative values depending on how well the facility meets defined standards or exposes the organization to operational, legal, or reputational risk.

1. High-Risk, Life Safety–Critical Criteria

These components directly impact the safety of firefighters or the public's ability to receive emergency service. Because failures in these areas pose immediate, high-consequence risks, they are assigned higher weights and allow for negative scoring.

Criteria:

- Seismic performance - FEMA P-58 and ASCE 41-23, which outline seismic performance tiers for essential buildings—including the "Operational" performance level required for full post-event functionality and International Building Code (IBC) §1604.5, which classifies fire stations as Risk Category IV, requiring enhanced seismic design to ensure life safety and continuity of service.

Table 2

Performance Tier	Definition	Score
Life Safety	Building won't collapse, but may be unusable	-10
Immediate Occupancy	Safe to re-enter, limited systems functionality	+5
Operational	Fully functional post-event, with systems active	+10

- Backup power - Per NFPA 110, essential facilities must have backup systems that can support critical operations, such as lighting, HVAC, bay doors, communications, and apparatus/equipment charging, for extended durations during utility outages.

Table 3

Performance Tier	Definition	Score
No Back Up	Lack of any back up power source	-10
Minimal	Backup power less than 200kW	0
Sufficient	Backup power more than 200kW	+10

- Turnout Time – Turnout time begins when a unit is dispatched and ends when the wheels start moving. This criterion evaluates travel path distance from living quarters to first due emergency response units, including penalties doors that must be opened (beyond 2).

Table 4

Performance Tier	Definition	Score
Poor	More than 150 ft	-10
Poor	More than 125 ft	-5
Moderate	More than 100 ft	0
Fair	Less than 100 ft	+1
Good	Less than 80 ft	+5
Optimal	Less than 60 ft	+10
	*Minus 3 points for each door past 2 in travel path	

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- Airborne Contamination Control – Particulate, bacterial, viral, and other carcinogenic materials are common hazards associated with fire apparatus, equipment, and personal protective gear. Limiting exposure, especially in living quarters, is a critical design consideration in any modern fire station. This includes an evaluation of diesel exhaust extraction systems (enforced by LandI), ventilation of PPE storage rooms and decontamination areas.

Table 5

Performance Tier	Definition	Score
Poor	No Exhaust or PPE storage	-10
Poor	Absence of one system	-5
Moderate	Exhaust system and PPE storage area	0
Good	Exhaust system and PPE storage area w/ sufficient ventilation	+10

- Decontamination Area – Particulate, bacterial, viral, and other carcinogenic materials are common hazards associated with fire apparatus, equipment, and personal protective gear. Unlike the airborne contamination control criteria described above, this section evaluates the physical space and equipment required to decontaminate apparatus, gear, and equipment—ensuring they do not pose a hazard to firefighters or the public when redeployed outside the fire station (enforce by LandI). An optimal decontamination area includes features such as a separate shower, eye wash station, sink, and drying area. Surfaces and materials are designed for easy cleaning and decontamination (e.g., stainless steel and glass), and appropriate soaps and neutralizing agents are readily available.

Table 6

Performance Tier	Definition	Score
Poor	No designated Decon area	-10
Moderate	Decon area designated but not adequately designed or supplied	-5
Good	Decon area is designated, has sufficient space and supplies	+10

- Air Monitoring Systems – In accordance with the Washington State Building Code, RCW 19.27.530, and local amendments to the International Fire Code, essential facilities such as fire stations are required to install air monitoring systems—specifically

smoke alarms and carbon monoxide (CO) detectors. While the regulations for each device differ, in general:

- Smoke alarms (SA) must be installed in each occupiable living space, including sleeping quarters, offices, fitness rooms, and similar areas.
- Carbon monoxide detectors (COD) are required on each floor, positioned outside of any sleeping areas and adjacent to rooms or spaces containing fuel-burning appliances or other CO-producing equipment.

Table 7

Performance Tier	Definition	Score
Poor	Lack of any SA or COD	-10
Minimal	SA and COD are present but not in sufficient quantity (meets the code but not the level of risk due to size of station)	0
Good	SA and COD are present and appropriately placed	+10

- Fire Protection Systems - Per Washington State Building Code, RCW 19.27.530, Redmond Municipal Code (RMC) 15.06.016, and Redmond Fire Department Standard 5.3.1, fire stations must have fire sprinkler systems. This requirement is enforced by Landl.

Table 8

Performance Tier	Definition	Score
Poor	Lack of a sprinkler system	-10
Minimal	Sprinkler systems compliant with Building/Fire code at time of construction	0
Good	Sprinkler system meets current Building/Fire code	+10

2. Medium-Risk, Legal or Regulatory Compliance Criteria

These elements may not cause immediate harm but expose the City to legal action, civil liability, or regulatory penalties. These carry a moderate weight and may also include negative scores for non-compliance.

- ADA Accessibility - Accessibility is both a legal requirement and an operational necessity under the Americans with Disabilities Act of 1990 (ADA). During disasters or staff surges, facilities may be accessed by a wider range of personnel including reserve responders, city volunteers, or mutual aid partners. During normal operations, access must be provided for employees and visitors. Inaccessible stations introduce operational friction and potential liability. This criterion was evaluated using the ADA Title ll Transition Plan as commissioned by the City of Redmond in 2021.

Table 9

Performance Tier	Definition	Score
Poor	Has Priority 1 Needs	-10
Poor	Has Priority 2 Needs	-5
Moderate	Has Priority 3 or 4 Needs	0
Fair	Has Only Priority 5 Needs	+5
Good	Has No Priority Needs	+10

- Industrial Safety – Washington State Labor and Industries (LandI) regulates facility safety for fire stations. Key facility standards, not already covered in other sections, include emergency lighting, sanitation and hygiene, apparatus bay safety and configuration, and training and safety programs (hazard communication, accident prevention, safety committee, record keeping, etc.). This criterion was evaluated using the Safety, Health and Environmental Services, LLC report as commissioned by the City of Redmond in July 2024.

Table 10

Performance Tier	Definition	Score
Poor	Facility has multiple high-risk deficiencies	-10
Poor	Facility has at least (1) high-risk deficiency	-5
Moderate	Facility has only minor deficiencies	0
Fair	Facility has (3) or less minor deficiencies	+5
Good	Facility has no deficiencies	+10

- Facility Security – Fire stations provide occasional healthcare and social services, often to emotionally escalated individuals. As such, Washington State Labor and Industries (LandI) would likely consider violence prevention measures to part of the agency's responsibilities under RCW 49.17 and WAC 296-800 – General Duty Clause. This criterion evaluates the following items:
  - Controlled access systems (locks, keypads, secured lobbies, parking areas)
  - Emergency notification systems (panic buttons, radios, phones)
  - Lighting and camera systems on public-facing areas
  - Window and door hardening
  - Training and protocols

Table 11

Performance Tier	Definition	Score
Poor	Facility does not meet General Duty Clause	-10
Moderate	Facility meets LandI General Duty Clause	0
Fair	Facility meets LandI General Duty Clause	+5

	and some requirements for Healthcare/Social Services setting	
Good	Facility meets all LandI standards	+10

- Gender Appropriate Facilities – Firefighters operate on 24-hour shifts. Bedrooms, restrooms, dressing and locker areas, must be appropriate for a mixed gender work force. This criterion evaluates the following items:
  - Private bedroom, restroom, shower, dressing, and locker facilities

Table 12

Performance Tier	Definition	Score
Poor	Facility lacks appropriate facilities	-10
Moderate	Facility has appropriate facilities and can accommodate 25% female staffing	-5
Fair	Facility has appropriate facilities and can accommodate 50% female staffing	0
Good	Facility has appropriate facilities and can accommodate 100% female staffing	+10

- Clean Building Standard – Under Washington's Clean Buildings Act, public facilities over 50,000 square feet are covered under Tier 1 mandates for Energy Use Intensity target (EUIt), while smaller buildings are encouraged to meet Tier 2 targets as these standards become more stringent over time.

Table 13

Performance Tier	Definition	Score
Poor	Facility mandated but non-compliant	-10
Moderate	Facility non-mandated and non-compliant	0
Fair	Facility is non-mandated but compliant	+5
Good	Facility is mandated and compliant	+10

3. Low-Risk, Operational Quality-of-Life Criteria

These factors improve functionality or firefighter wellness but are not essential to safe or legal operation. They carry the lowest weight and have only positive scores, recognizing their value without penalizing their absence.
Examples include:

- Apparatus Bay Configuration – Vehicle access and egress is important for response time performance as well as safety and efficiency in accessing the bays to return the

unit to a ready status for the next deployment. Ideal station design allows for sufficient number of bays for rapid deployment of all frontline units as well as pull through bays to avoid safety issues caused by repetitive backing maneuvers.

Table 14

Performance Tier	Definition	Score
Poor	(1) or no pull-through bays	0
Moderate	(2) pull-through bays	+2
Fair	(3) pull-through bays	+5
Good	(4) pull-through bays	+10

- Bedrooms to Accommodate Staffing – Efficient and effective deployment requires flexibility of assigning vehicles and staffing in the right configuration. This requires fire stations to have the appropriate number of bedrooms in its design.

Table 15

Performance Tier	Definition	Score
Poor	Facility accommodates (5) or less	0
Moderate	Facility can accommodate (6)	+2
Moderate	Facility can accommodate (7)	+4
Fair	Facility can accommodate (8)	+6
Good	Facility can accommodate (9)	+8
Good	Facility can accommodate (10+)	+10

- Kitchen/Dining Facilities – Efficient and effective deployment requires flexibility of assigning vehicles and staffing in the right configuration. This requires fire stations to have the appropriate facilities to allow all assigned staff to cook and eat together, including chairs, tables, dishes, dishwasher, ice, etc. Each shift has access to an assigned refrigerator and food locker space.

Table 16

Performance Tier	Definition	Score
Poor	Facility accommodates (5) or less	0
Moderate	Facility can accommodate (6)	+2
Moderate	Facility can accommodate (7)	+4
Fair	Facility can accommodate (8)	+6
Good	Facility can accommodate (9)	+8
Good	Facility can accommodate (10+)	+10

- Training and Meeting Space – Efficient and effective deployment requires flexibility of assigning vehicles and staffing in the right configuration. This requires fire stations to have the space available to meet training requirements and administrative needs.

Table 17

Performance Tier	Definition	Score
Poor	Facility accommodates (5) or less	0
Moderate	Facility can accommodate (6)	+2
Moderate	Facility can accommodate (7)	+4
Fair	Facility can accommodate (8)	+6
Good	Facility can accommodate (9)	+8
Good	Facility can accommodate (10+)	+10

- Parking Space for Employees and Visitors – Efficient and effective deployment requires flexibility of assigning vehicles and staffing in the right configuration. This requires fire stations to have the space available for employees and visitors to park their vehicles. Ideal design includes parking for each employee assigned coming on duty as well as going off duty (total employees assigned to a shift x's 2), parking for 4 visitors, including ADA accessible spaces.

Table 18

Performance Tier	Definition	Score
Poor	Facility accommodates (13) or less	0
Moderate	Facility can accommodate (14)	+2
Moderate	Facility can accommodate (16)	+4
Fair	Facility can accommodate (20)	+6
Good	Facility can accommodate (22)	+8
Good	Facility can accommodate (24+)	+10

- Space for Exercise and Fitness – Efficient and effective deployment requires flexibility of assigning vehicles and staffing in the right configuration. This requires fire stations to have the space available to meet fitness requirements of employees.

Table 19

Performance Tier	Definition	Score
Poor	Facility accommodates (5) or less	0

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Moderate	Facility can accommodate (6)	+2
Moderate	Facility can accommodate (7)	+4
Fair	Facility can accommodate (8)	+6
Good	Facility can accommodate (9)	+8
Good	Facility can accommodate (10+)	+10

4. Low-Risk, Environmental Sustainability

- EV Charging Infrastructure – As Redmond transitions toward electric apparatus in support of citywide climate goals, electrification is an important part of the overall strategy. The capacity to charge multiple vehicles rapidly will need to be incorporated into the design of fire stations. Providing EV charging infrastructure for employee and visitor use less critical but also an important component for station design. The best design would allow for (4+) Level 3 chargers for emergency response units, and (4+) Level 2 chargers for employees and visitors.

  Table 20

Performance Tier	Definition	Score
Poor	Facility has no chargers	0
Moderate	Facility has (1+) L3 chargers	+2
Moderate	Facility has (2) L3 chargers	+4
Fair	Facility has (2+) L3 and (2+) L2 chargers	+6
Good	Facility has (3+) L3 and (3+) L2 chargers	+8
Good	Facility has (4+) L3 and (4+) L2 chargers	+10

- Fire Station Design Meets LEED Gold or Higher
  Under Redmond's Climate Emergency Declaration and the adopted City of Redmond Operations Zero Carbon Strategy, all new city facilities are expected to achieve LEED Gold or higher. This standard is a critical part of Redmond's goal to reach carbon neutrality in municipal operations by 2030, and it reflects the City's leadership in climate-smart capital investment. While older stations may not be eligible for certification, renovations and major retrofits should be designed to meet or exceed LEED Gold criteria whenever feasible.

  Table 21

Performance Tier	Definition	Score
Poor	Facility Does Not Meet LEED Gold	0
Good	Facility Meets LEED Gold	+10

- Onsite Renewable Energy (Solar or Alternative Energy Systems)
  To support the City's transition to 100% renewable electricity and a 30% reduction in municipal energy use, fire stations should incorporate onsite generation whenever

feasible. Solar photovoltaic (PV) systems, battery storage, and other renewable technologies reduce long-term operating costs, support continuity of operations during outages, and directly advance Redmond's carbon neutrality by 2030 target. This criterion evaluates the presence and capacity of such systems, giving greater credit to facilities that can meaningfully offset peak demand or support grid independence during emergencies.

Table 22

Performance Tier	Definition	Score
Poor	Facility has no renewable energy systems	0
Moderate	Small-scale solar (offsets <10% of load)	+2
Fair	Solar system offsets 10–25% of annual load	+4
Good	Solar system offsets 25–50% of annual load	+6
Very Good	Solar system offsets >50% of annual load or includes storage	+8
Exceptional	Facility is net-zero energy ready or exceeds 75% offset	+10

5. Fire Station Facility Condition Assessment

The Citywide Facility Condition Assessment (MENG 2024) provided a structural and system-level evaluation of fire stations, using the Facility Condition Index (FCI) and capital forecasting to determine baseline building integrity.

This criterion carries very high weight and has only positive scores, recognizing a functional facility maintenance, repair and replacement program will ensure fire stations remain in operational condition the longest. Deferred maintenance, repair and replacement relegates the agency to more frequent and longer duration "out of service" time, as well as adverse impacts to the budget.

6. Fire Station Location/Coverage (covered in Appendix A)

Fire station location is the most important aspect of this analysis since the best fire station in the wrong location will not be able to carry out is core function, provide rapid response to incidents. Therefore, this criterion carries the highest weight and has only positive scores, recognizing the best fire station locations equal better service for a broader area, and a poorly located fire station means a more restricted service area and possibly the need to place additional fire stations to fill the service gap.

Score	
	Fire Station Location/Coverage
	0 to 200 points
161	Covers Urban areas within 4 minutes of travel time, or Suburban/Rural areas within 8 minutes of travel time
	Fire Station Functionality
	-10 to +10
-3	Turnout Time - Path of Travel Configuration
0	Airborne Contaminate Control (exhaust systems, PPE storage areas, etc.)
8	Decontamination Area and Contamination Reduction Corridor
10	Smoke and CO Alarm Coverage
0	Fire Sprinkler System
-10	Seismic Protection
-5	Gender Appropriate Restroom, Shower and Locker Facilities
0	Back Up Power
5	Station Security
0	ADA Compliant
0	OSHA/LandI Compliant
-10	Clean Building Performance Standard (required for Station 11)
	Fire Station Accommodations
	0 to +10
8	Apparatus Bays for Engine, Truck, Aid Car and Command Officer + Reserves
10	Bedroom, Bathroom and Locker facilities
10	Kitchen
8	Training/Meeting Room
10	Sufficient parking
4	Exercise/Workout Facilities
	Fire Station Environmental Sustainability
	0 to +10
0	EV Charging Infrastructure
0	LEED Gold or higher
0	Solar System
	Fire Station/Facilities Condition Assessment
60	**-50 to +100**
266	Total Score (out of 510)

OCT 25 DRAFT

52% Effectiveness Percent

Fire Station 12

Score	
	Fire Station Location/Coverage
	0 to 200 points
88	Covers Urban areas within 4 minutes of travel time, or Suburban/Rural areas within 8 minutes of travel time
	Fire Station Functionality
	-10 to +10
-5	Turnout Time - Path of Travel Configuration
0	Airborne Contaminate Control (exhaust systems, PPE storage areas, etc.)
8	Decontamination Area and Contamination Reduction Corridor
10	Smoke and CO Alarm Coverage
0	Fire Sprinkler System
-10	Seismic Protection
-5	Gender Appropriate Restroom, Shower and Locker Facilities
0	Back Up Power
7	Station Security
0	ADA Compliant
0	OSHA/LandI Compliant
0	Clean Building Performance Standard (required for Station 11)
	Fire Station Accommodations
2	**0 to +10**
0	Apparatus Bays for Engine, Truck, Aid Car and Command Officer, + Reserves
10	Bedroom, Bathroom and Locker facilities
3	Kitchen
6	Training/Meeting Room
1	Sufficient parking
	Exercise/Workout Facilities
	Fire Station Environmental Sustainability
0	**0 to +10**
10	EV Charging Infrastructure
0	LEED Gold or higher
0	Solar System
	Fire Station/Facilities Condition Assessment
60	**-50 to +100**

185 Total Score (out of 510)

07-25 DRAFT

36% Effectiveness Percent

Fire Station 16

Score	
	Fire Station Location/Coverage
	0 to 200 points
134	Covers Urban areas within 4 minutes of travel time, or Suburban/Rural areas within 8 minutes of travel time
	Fire Station Functionality
	-10 to +10
1	Turnout Time - Path of Travel Configuration
0	Airborne Contaminate Control (exhaust systems, PPE storage areas, etc.)
8	Decontamination Area and Contamination Reduction Corridor
10	Smoke and CO Alarm Coverage
0	Fire Sprinkler System
-10	Seismic Protection
0	Gender Appropriate Restroom, Shower and Locker Facilities
0	Back Up Power
5	Station Security
0	ADA Compliant
0	OSHA/Landl Compliant
0	Clean Building Performance Standard (required for Station 11)
	0 to +10
4	Apparatus Bays for Engine, Truck, Aid Car and Command Officer, + Reserves
6	Bedroom, Bathroom and Locker facilities
10	Kitchen
8	Training/Meeting Room
6	Sufficient parking
7	Exercise/Workout Facilities
	Fire Station Environmental Sustainability
	0 to +10
0	EV Charging Infrastructure
0	LEED Gold or higher
0	Solar System
	Fire Station/Facilities Condition Assessment
60	**-50 to +100**

249 Total Score (out of 510)

49% Effectiveness Percent

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Score	
	Fire Station Location/Coverage
	0 to 200 points
147	Covers Urban areas within 4 minutes of travel time, or Suburban/Rural areas within 8 minutes of travel time
	Fire Station Functionality
	-10 to +10
-5	Turnout Time - Path of Travel Configuration
0	Airborne Contaminate Control (exhaust systems, PPE storage areas, etc.)
8	Decontamination Area and Contamination Reduction Corridor
10	Smoke and CO Alarm Coverage
0	Fire Sprinkler System
-10	Seismic Protection
5	Gender Appropriate Restroom, Shower and Locker Facilities
0	Back Up Power
7	Station Security
0	ADA Compliant
0	OSHA/LandI Compliant
0	Clean Building Performance Standard (required for Station 11)
	0 to +10
8	Apparatus Bays for Engine, Truck, Aid Car and Command Officer, + Reserves
8	Bedroom, Bathroom and Locker facilities
10	Kitchen
10	Training/Meeting Room
10	Sufficient parking
10	Exercise/Workout Facilities
	Fire Station Environmental Sustainability
	0 to +10
0	EV Charging Infrastructure
0	LEED Gold or higher
0	Solar System
	Fire Station/Facilities Condition Assessment
70	**-50 to +100**

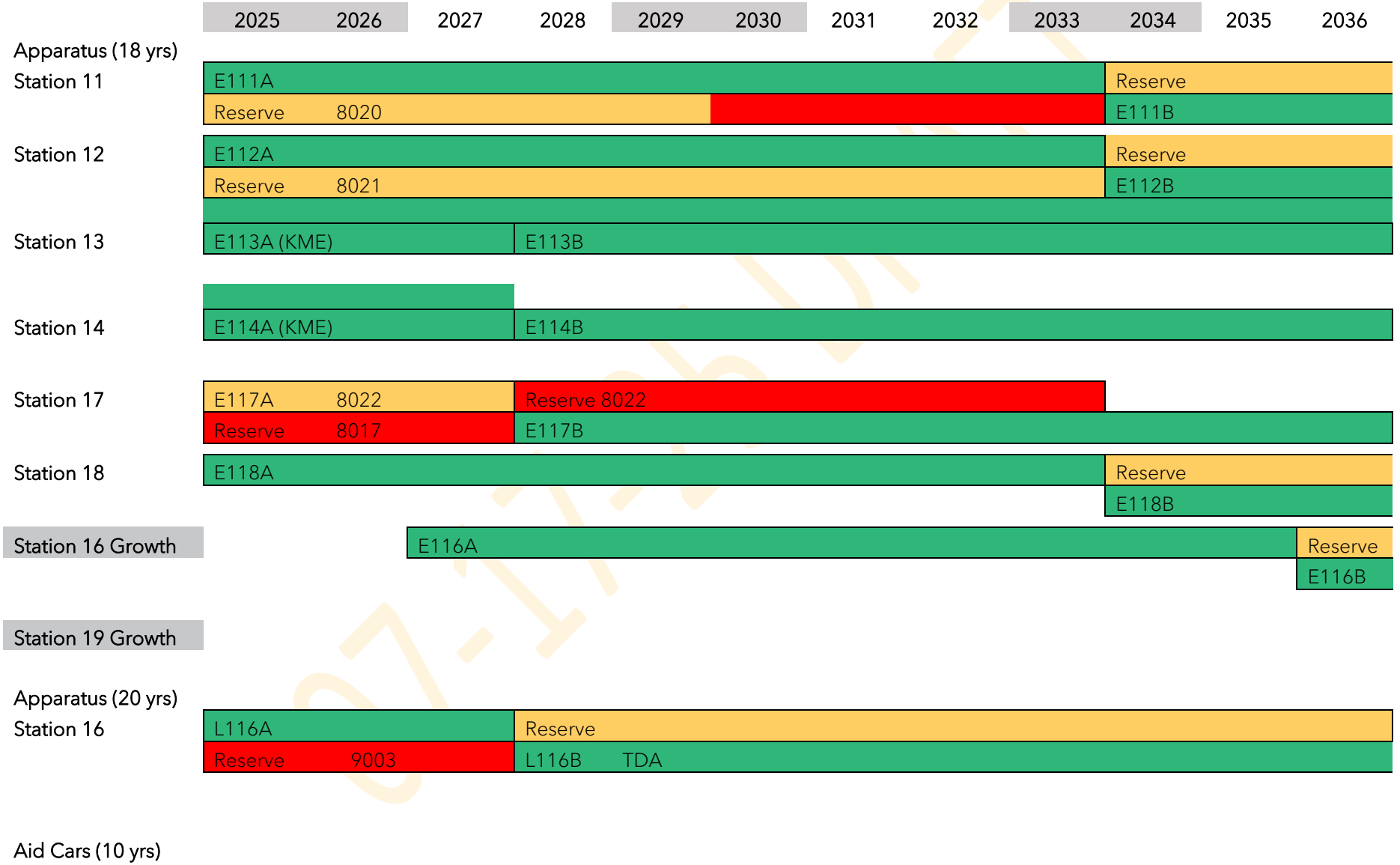
288 Total Score (out of 510)

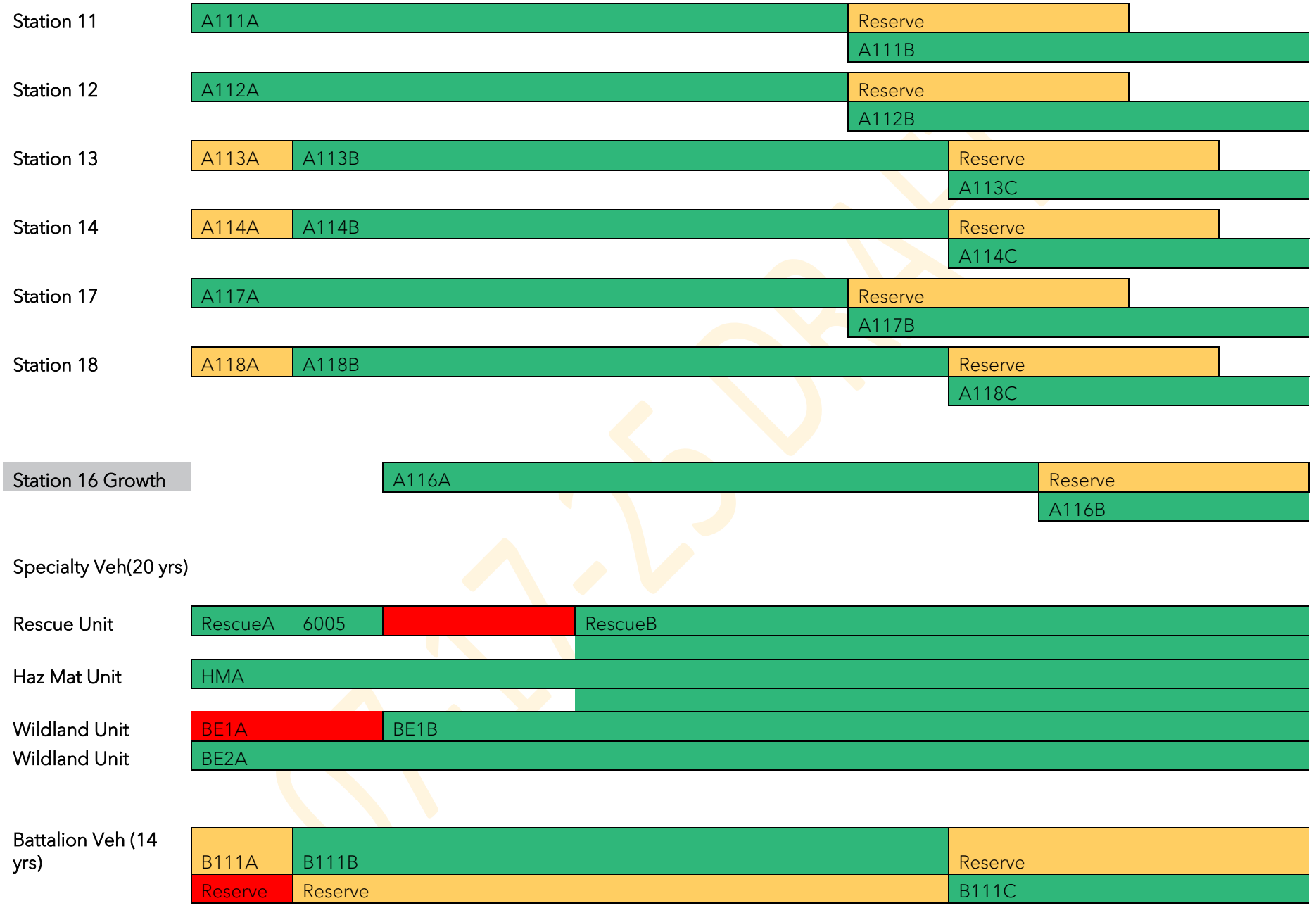
56% Effectiveness Percent

CIP 17-25 DRAFT

Appendix C – Fleet Inventory and Cost

Figure 1: Fleet replacement Gantt chart 2025 to 2036




Station 11
A111A
Reserve
A111B
Station 12
A112A
Reserve
A112B
Station 13
A113A
A113B
Reserve
A113C
Station 14
A114A
A114B
Reserve
A114C
Station 17
A117A
Reserve
A117B
Station 18
A118A
A118B
Reserve
A118C
Station 16 Growth
A116A
Reserve
A116B
Specialty Veh(20 yrs)
Rescue Unit
RescueA
6005
RescueB
Haz Mat Unit
HMA
Wildland Unit
BE1A
BE1B
Wildland Unit
BE2A
Battalion Veh (14 yrs)
B111A
B111B
Reserve
Reserve
Reserve
B111C

Staff Vehicles

Shop	Shop111A	Reserve
Shop	Reserve	Shop111B
Growth?		

Training	TRN111A		
Training	TRN112A	TRN112B	
Training	TRN113A	TRN113B	

Admin (14 yrs)		
Fire Chief	CH111A	CH111B
Deputy Chief	CH112A	
Deputy Chief	CH113A	CH113B
Emerg Mgnt	EMA	
Logistics	LogsA	
Investigator	InvA	InvB

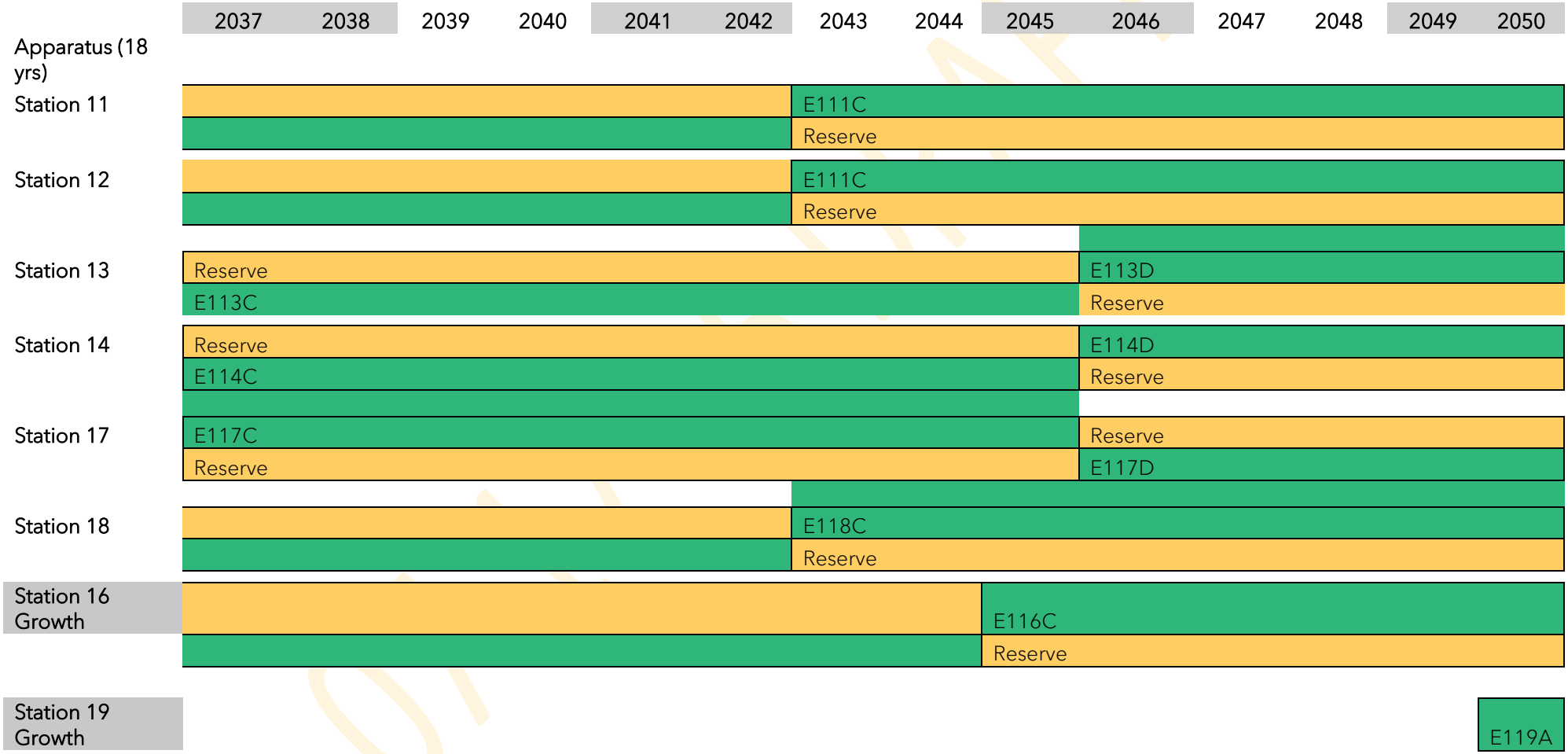
Logistics Growth?

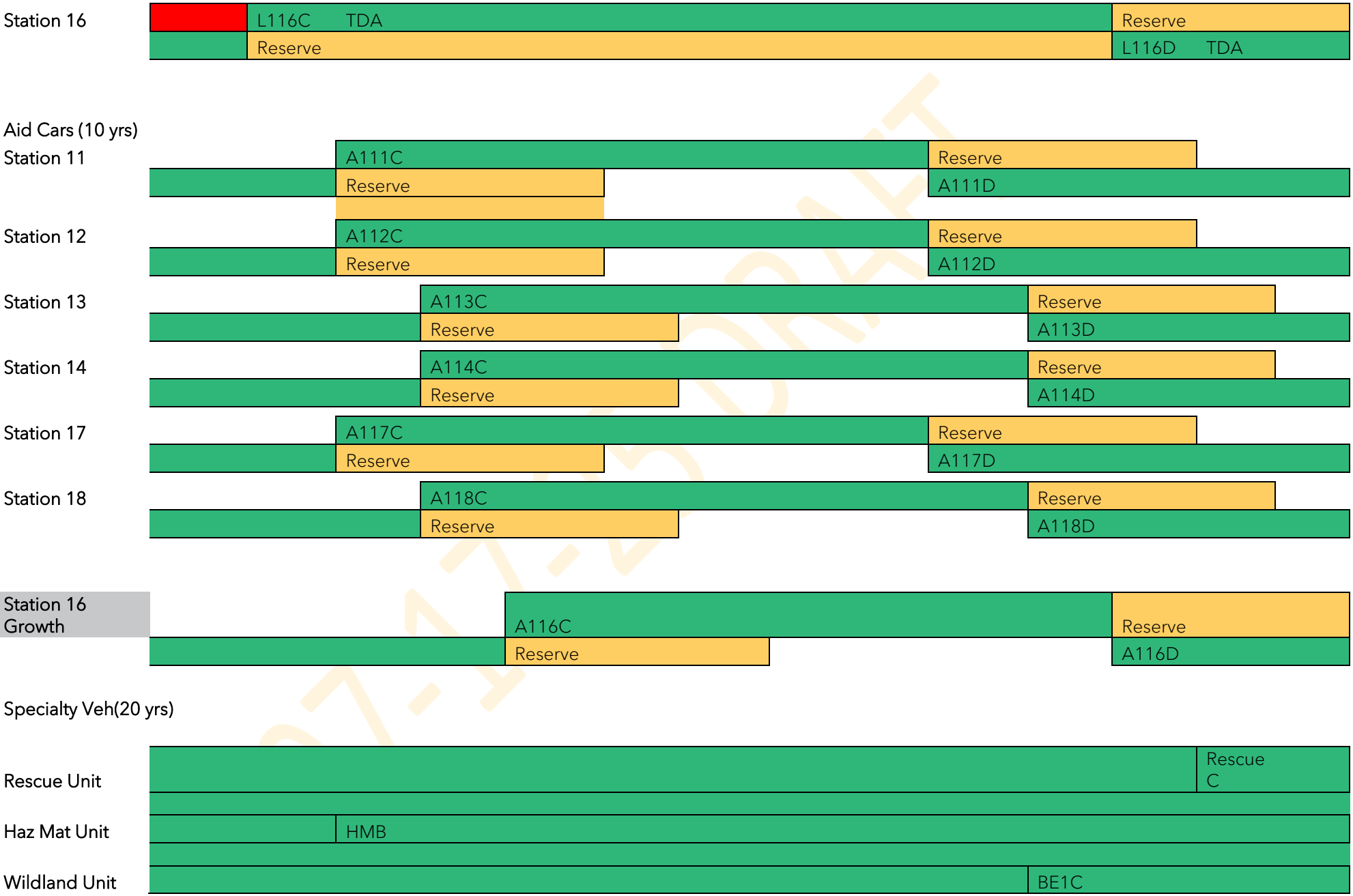
Admin (20 yrs)			
Prevention	P111A	P111B	
Prevention	P112A	P112B	
Prevention	P113A	P113B	
Prevention	P114A	P114B	
Prevention	P115A	P115B	
Prevention	P116A	P116B	
Prevention	P117A	P117B	
Prevention	P118A	P118B	
Prevention	P119A	P119B	
Prevention	P120A		
Prevention	P121A		

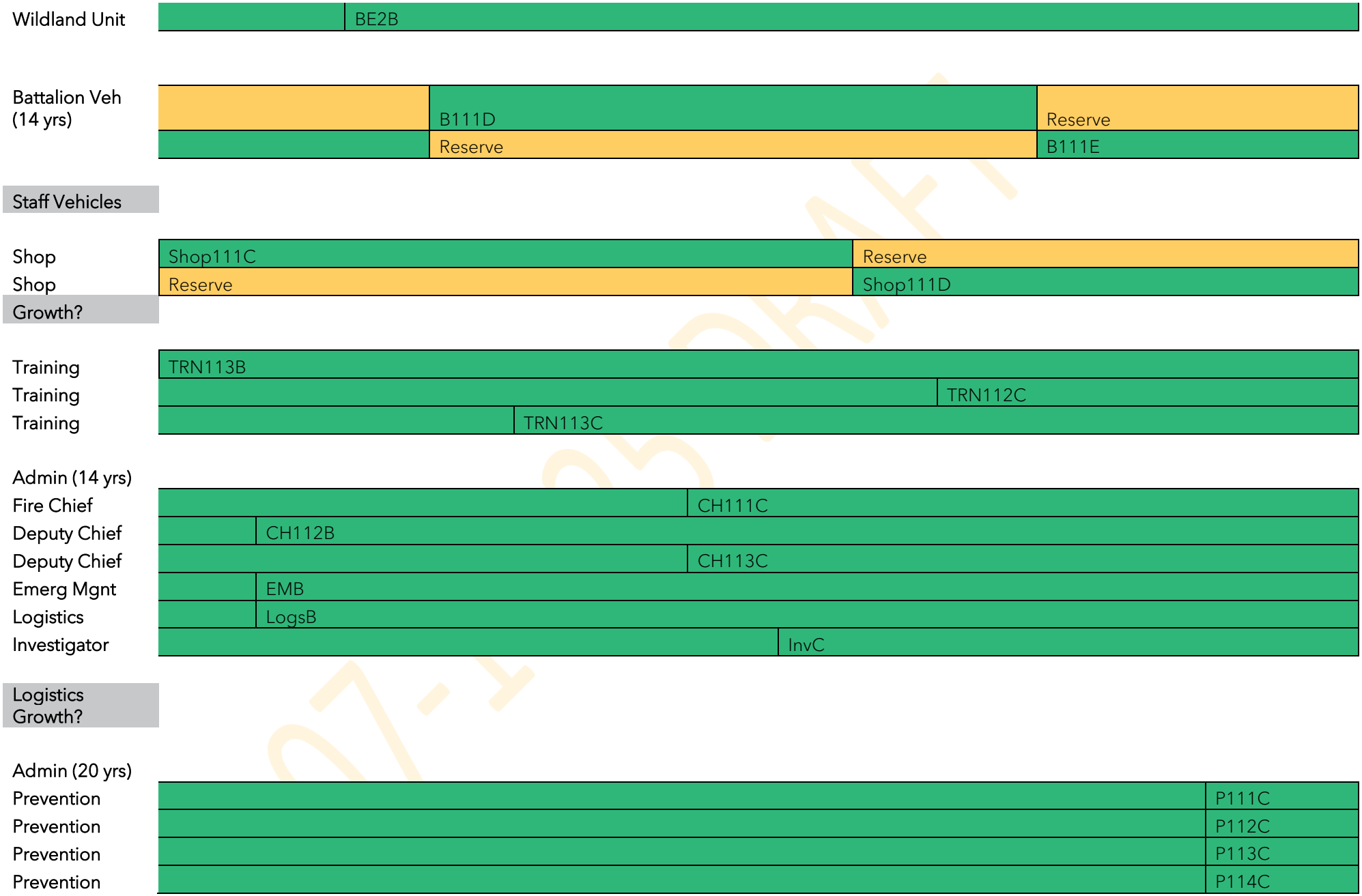
Growth?

Beyond lifesplan

Figure 2: Fleet replacement Gantt chart 2037 to 2050




Station 16
L116C TDA
Reserve
Reserve
L116D TDA
Aid Cars (10 yrs)
Station 11
A111C
Reserve
Reserve
A111D
Station 12
A112C
Reserve
Reserve
A112D
Station 13
A113C
Reserve
Reserve
A113D
Station 14
A114C
Reserve
Reserve
A114D
Station 17
A117C
Reserve
Reserve
A117D
Station 18
A118C
Reserve
Reserve
A118D
Station 16 Growth
A116C
Reserve
Reserve
A116D
Specialty Veh(20 yrs)
Rescue Unit
Rescue C
Haz Mat Unit
HMB
Wildland Unit
BE1C


Wildland Unit
BE2B
Battalion Veh (14 yrs)
B111D
Reserve
Reserve
B111E
Staff Vehicles
Shop
Shop111C
Reserve
Shop
Reserve
Shop111D
Growth?
Training
TRN113B
Training
TRN112C
Training
TRN113C
Admin (14 yrs)
Fire Chief
CH111C
Deputy Chief
CH112B
Deputy Chief
CH113C
Emerg Mgnt
EMB
Logistics
LogsB
Investigator
InvC
Logistics Growth?
Admin (20 yrs)
Prevention
P111C
Prevention
P112C
Prevention
P113C
Prevention
P114C

Prevention		P115C
Prevention		P116C
Prevention		P117C
Prevention		
Prevention		
Prevention	P120B	
Prevention	P121B	
Growth?		

Beyond lifesplan	

Figure 3: Fleet replacement cost estimates 2025 to 2036

			2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Apparatus														
Engine	18R				$ 1,272,000	$ 4,290,000						$ 6,090,000		$ 2,280,000
Ladder	20R					$ 2,810,000						$ 4,223,697		
Total			$ -	$ -	$ 1,272,000	$ 7,100,000	$ -	$ -	$ -	$ -	$ -	$ 10,313,697	$ -	$ 2,280,000
Aid Cars														
Aid Car	14R			$ 1,152,000	$ 407,000					$ 1,635,000	$ 1,731,000	$ 612,000		
Total			$ -	$ 1,152,000	$ 407,000	$ -	$ -	$ -	$ -	$ 1,635,000	$ 1,731,000	$ 612,000	$ -	$ -
Other														
Brush Engine	18				$ 590,000									
HazMat Unit	18													
Heavy Rescue	20						$ 1,389,000							
Total			$ -	$ -	$ 590,000	$ -	$ 1,389,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Heavy Veh Total			**$ -**	**$ 1,152,000**	**$ 2,269,000**	**$ 7,100,000**	**$ 1,389,000**	**$ -**	**$ -**	**$ 1,635,000**	**$ 1,731,000**	**$ 10,925,697**	**$ -**	**$ 2,280,000**
Command														
Battalion	16R										$ 152,000			
Chief/Dep Chief	14					$ 114,000	$ 120,000							
Investigator	14							$ 128,000						
Training Officer	14				$ 107,000					$ 143,000				
Support Staff														
Prevention	20						$ 448,000		$ 142,000					
Shop	20							$ 128,000						
Adminstrative	20													
Lt Veh Total					**$ 107,000**	**$ 114,000**	**$ 568,000**	**$ 256,000**	**$ 142,000**	**$ 143,000**	**$ -**	**$ -**	**$ -**	**$ -**
Grand Total			**$ -**	**$ 1,152,000**	**$ 2,376,000**	**$ 7,214,000**	**$ 1,957,000**	**$ 256,000**	**$ 142,000**	**$ 1,778,000**	**$ 1,731,000**	**$ 10,925,697**	**$ -**	**$ 2,280,000**

Figure 3: Fleet replacement cost estimates 2037 to 2050

		2037	**2038**	**2039**	**2040**	**2041**	**2042**	**2043**	**2044**	**2045**	**2046**	**2047**	**2048**	**2049**	**2050**	**Totals**
Apparatus																
Engine	18R	$ 7,245,000						$ 10,278,000		$ 3,849,000	$ 12,240,000				$ 5,150,245	$ 52,694,245
Ladder	20R									$ 8,017,839						$ 15,051,536

Total		$ 7,245,000	$ -	$ -	$ -	$ -	$ -	$ 10,278,000	$ -	$ 11,866,839	$ 12,240,000	$ -	$ -	$ -	$ 5,150,245	$ 67,745,781
Aid Cars																
Aid Car	14R			$ 2,457,000	$ 2,604,000	$ 920,000					$ 3,693,000	$ 3,915,000	$ 1,383,000			$ 3,669,018
Total		$ -	$ -	$ 2,457,000	$ 2,604,000	$ 920,000	$ -	$ -	$ -	$ -	$ 3,693,000	$ 3,915,000	$ 1,383,000	$ -	$ -	$ 20,509,000
Other																
Brush Engine	18			$ 1,187,000								$ 1,892,000				$ 3,669,018
HazMat Unit	18			$ 2,487,000												$ 2,487,018
Heavy Rescue	20						$ 2,962,050							$ 4,454,000		$ 8,805,070
Total		$ -	$ -	$ 3,674,000	$ -	$ -	$ 2,962,050	$ -	$ -	$ -	$ -	$ 1,892,000	$ -	$ 4,454,000	$ -	$ 10,507,050
Heavy Veh Total		**$ 7,245,000**	**$ -**	**$ 6,131,000**	**$ 2,604,000**	**$ 920,000**	**$ 2,962,050**	**$ 10,278,000**	**$ -**	**$ 11,866,839**	**$ 15,933,000**	**$ 5,807,000**	**$ 1,383,000**	**$ 4,454,000**	**$ 5,150,245**	**$ 98,761,831**
Command																
Battalion	16R				$ 228,000							$ 343,000				$ 723,000
Chief/Dep Chief	14		$ 203,000					$ 544,000								$ 981,014
Investigator	14								$ 288,000							$ 416,014

Training Officer	14	$ 192,000				$ 242,000					$ 323,000					$ 1,007,014

Support Staff

Prevention	20	$ 202,000												$ 1,421,000		$ 2,213,020
Shop	20	$ 192,000								$ 305,000						$ 625,020
Adminstrative	20		$ 214,000													$ 214,020

Lt Veh Total	**$ 586,000**	**$ 417,000**	**$ -**	**$ -**	**$ 242,000**	**$ -**	**$ 544,000**	**$ 288,000**	**$ 305,000**	**$ 323,000**	**$ -**	**$ -**	**$ 1,421,000**	**$ -**	**$ 6,179,102**

Grand Total	**$ 7,831,000**	**$ 417,000**	**$ 6,131,000**	**$ 2,604,000**	**$ 1,162,000**	**$ 2,962,050**	**$ 10,822,000**	**$ 288,000**	**$ 12,171,839**	**$ 16,256,000**	**$ 5,807,000**	**$ 1,383,000**	**$ 5,875,000**	**$ 5,150,245**	**$ 104,940,933**

Assumptions and Limitations:

This analysis assumes a 6 percent annual increase for vehicle costs starting with actual base rates paid in 2025. Vehicle order price estimate and actual delivery cost could be different due to fluctuations in Washington state sales tax rates. Vehicle order and delivery years could vary due to supply chain restrictions, national sales demand and other economic factor

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Appendix D: Glossary of Key Terms

This glossary provides definitions for key terms, acronyms, and concepts used throughout the Fire Functional Plan. It is intended to support clarity and consistency for all readers—including city staff, elected officials, and community stakeholders. Many of these terms reflect technical language from the fire service, capital facilities planning, and the broader regulatory framework that governs public infrastructure in the City of Redmond. Where appropriate, definitions align with national standards, state laws, and city policies referenced in the plan.

Glossary of Terms

Advanced Life Support (ALS): Emergency medical care that includes advanced procedures and medications provided by paramedics.

Aid Car: Ambulances staffed and equipped to handle low-acuity emergency medical calls that require only Basic Life Support (BLS) service.

Apparatus: A general term for fire trucks and other specialized vehicles used in emergency response.

Basic Life Support (BLS): Emergency medical care that includes basic life-saving procedures and transportation to a hospital.

Brush/Wildland Fire Units: Fire apparatus designed for fighting fires in wildland or wildland-urban interface areas.

Capital Equipment: Non-fleet assets with a replacement cost between $5,000 and $50,000, such as medical equipment, extrication tools, and generators.

Capital Facilities Element (CFE): A section of the City of Redmond's Comprehensive Plan that guides planning for major infrastructure investments, including fire stations.

Capital Facilities Plan (CFP): A six-year plan that identifies and prioritizes capital facility investments for the city, including fire department facilities.

Capital Investment Strategy (CIS): Redmond's long-term financial framework for funding infrastructure projects across all city departments.

Community Resilience Infrastructure: Non-response facilities and resources that support the community's ability to prepare for and recover from emergencies, such as the Station 11 Annex, which houses Mobile Integrated Health and Community Care.

Community Risk Reduction (CRR): A fire service strategy that proactively reduces risks to the community through education, prevention, inspections, and targeted interventions.

Cross-Staffing: An operational model in which a single crew of firefighters is assigned to operate multiple types of apparatus, depending on the nature of the call. For example, the same crew may staff either an engine or a specialty rescue vehicle but not both simultaneously. This model improves flexibility and efficiency but also means that deploying one apparatus temporarily places the other out of service.

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Diversity, Equity, and Inclusion (DEI): A commitment to fostering an inclusive and equitable environment for all employees and community members.

Effective Response Force (ERF): The minimum number of personnel and apparatus needed to effectively and safely manage an emergency incident.

Emergency Backup Power: Minimum power systems required to maintain life-safety, communications, and operational functions at a fire station during a power outage. This includes systems such as bay doors, exhaust removal, radios, and critical lighting.

Emergency Medical Services (EMS): A system that provides urgent medical care, stabilization, and transportation for individuals experiencing medical emergencies. In Redmond, EMS is delivered through a tiered response model that includes Basic Life Support (BLS) provided by firefighter-EMTs and Advanced Life Support (ALS) provided by paramedics through Northeast King County Medic One.

Emergency Medical Technician (EMT): A healthcare provider trained to deliver Basic Life Support (BLS), including patient assessment, CPR, bleeding control, airway management, and stabilization for transport. In Redmond, all firefighters are certified as EMTs and provide the first level of pre-hospital emergency medical care as part of the fire department's integrated EMS response.

Emergency Operations Center (EOC): A centralized facility used during major incidents to coordinate citywide response and recovery efforts.

Engines: The primary fire apparatus used for fire suppression, water supply, and emergency medical response.

Environmental Sustainability Action Plan (ESAP): A citywide plan that establishes sustainability goals for municipal operations, including infrastructure and fleet.

Essential Facility: A building or structure designated to remain operational during and after an emergency to support public safety and disaster response. Fire stations are classified as essential facilities because they provide critical life-safety services. Under building codes, essential facilities must meet higher standards for structural integrity, seismic resilience, and operational reliability, including backup power systems and emergency communications.

Extractors: Industrial washing machines designed for decontaminating firefighter turnout gear to remove carcinogens and biohazards.

Facilities Master Planning: A strategic process for assessing current facilities and planning future capital investments to meet operational, safety, and service delivery needs.

Fire Functional Plan: A strategic document that guides the development, maintenance, and investment in fire protection facilities and infrastructure to support public safety in Redmond.

First-Due Unit: The fire unit that is assigned to and typically the first to arrive at the scene of an emergency.

General Fund: The city's primary source of revenue for funding essential municipal services, including fire department operations.

Green Infrastructure: Sustainable infrastructure elements that promote environmental resilience, such as solar energy systems, electric vehicle charging, and stormwater management features.

Growth Management Act (GMA): Washington State law (RCW 36.70A) that requires cities to plan for growth and ensure that infrastructure, including fire protection, keeps pace with development.

Hazardous Materials (HazMat) Response: Specialized fire department response to incidents involving hazardous chemicals, biological agents, radiological materials, or other dangerous substances.

Impact Fees: Fees charged to new development to fund public infrastructure, including fire stations, needed to support growth.

Incident Command System (ICS): A standardized framework for command, control, and coordination of emergency response, used nationwide.

Interlocal Agreement (ILA): A formal agreement between two or more jurisdictions to share services or collaborate on programs, such as emergency medical services.

International Building Code (IBC): A widely adopted model building code that establishes minimum standards for building design, construction, and safety, including structural strength, fire protection, energy efficiency, and seismic design. The IBC defines facility classifications, including *essential facilities*, and mandates additional requirements for their construction to ensure public safety during disasters.

Ladder Trucks: Fire apparatus equipped with aerial ladders designed for high-angle rescues, ventilation, and firefighting in multi-story buildings.

Level of Service (LOS): Standards that define the minimum acceptable performance for fire protection and emergency response, typically including response time and staffing adequacy.

Liquefaction Zone: Areas prone to ground instability during earthquakes due to saturated soils losing strength, posing risks to buildings such as fire stations.

Maintenance and Operations Center (MOC): A centralized facility for managing the city's fleet, logistics, and support operations, including some services supporting the fire department.

Mass Casualty Incident (MCI): An incident in which the number of casualties exceeds the local emergency response system's immediate capacity to provide care.

Medic Units: Ambulances staffed by paramedics capable of delivering Advanced Life Support (ALS) for high-acuity medical emergencies.

Mobile Integrated Health (MIH): A fire department program that provides non-emergency, community-based healthcare and outreach services to improve patient outcomes and reduce strain on 911 systems.

Mutual Aid Agreement: A formal agreement between fire departments or jurisdictions to provide assistance during emergencies beyond their normal service boundaries.

National Fire Protection Association (NFPA): An international nonprofit organization that develops codes, standards, and guidelines for fire safety, including NFPA 1710, which governs fire department deployment standards.

Northeast King County Medic One: A regional ALS (paramedic) service providing emergency medical care across multiple jurisdictions, including Redmond.

Occupational Cancer Risk (Fire Service): The elevated risk of cancer among firefighters due to chronic exposure to carcinogens in fires and fire suppression environments.

Occupational Safety and Health Administration (OSHA): A federal agency responsible for establishing and enforcing workplace safety regulations.

Response Time: The total time elapsed from when a 911 call is received to when the first fire department unit arrives on scene.

Resilience: The ability of the fire department and community to anticipate, absorb, respond to, and recover from emergencies and disasters.

Resilience Hub: A facility designed to support community members during disasters by providing backup power, communications, shelter, and essential services.

Resilient Infrastructure: Buildings and facilities designed to continue operating during and after natural disasters, such as earthquakes, wildfires, and power outages.

Seismic Resilience: A building's capacity to withstand earthquakes without suffering catastrophic failure, protecting both occupants and operations.

Sound Transit: The regional public transit agency that operates bus, light rail, and commuter rail services across the Puget Sound region.

Specialty Rescue Vehicles: Apparatus equipped for specialized rescue missions such as water rescue, hazardous materials incidents, trench rescue, and technical rope rescue.

Standards of Cover (SOC): A fire service planning tool used to evaluate operational performance, deployment models, and risk-based coverage needs for fire protection services.

Station Equity: The principle of ensuring that all fire stations meet a minimum standard of operational safety, wellness facilities, backup power, and equipment, regardless of geographic location or age.

Tractor-Drawn Aerial (TDA): A type of ladder truck that consists of a tractor unit pulling a steerable trailer with an aerial ladder, offering superior maneuverability in dense urban environments.

Turnout Gear: The personal protective clothing worn by firefighters during emergency response, including helmets, coats, pants, gloves, boots, and hoods.

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Turnout Time: The time interval from when a dispatch alarm is received until firefighters are suited up and departing the station.

Vehicle Exhaust Removal System: A system installed in fire station apparatus bays that removes harmful diesel exhaust emissions to protect firefighter health.

Washington Administrative Code (WAC): The compilation of state-level regulations. WAC 296-305 specifically governs firefighter health and safety standards in Washington State.

Washington Surveying and Rating Bureau (WSRB): An organization that evaluates fire protection capabilities and assigns ratings that influence property insurance premiums within communities.

Wildland-Urban Interface (WUI): Areas where human-built structures are located adjacent to or intermixed with wildland vegetation, presenting increased wildfire risks.

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Appendix E – Capital Investment Sequencing Summary

This appendix provides a consolidated summary of all major capital investments identified in Chapter 6, organized by implementation phase and aligned with the City's long-range growth strategy. Each project is listed with its location, description, estimated cost, funding sources, impact fee eligibility, and contribution to key Redmond 2050 themes: Level of Service, Sustainability, Resilience, and Equity and Inclusion.

The sequencing framework mirrors the four-phase structure outlined in Chapters 6 and 7:

- Current CIP (2025–2030)
- Blueprint 2050 (2027–2032)
- Growth Response (2033–2040)
- Sustainment and Long-Term Expansion (2041–2050 and Beyond)

This summary is intended to support transparent decision-making, resource alignment, and coordination across departments. It also serves as a reference for capital funding strategies, including the City's use of fire impact fees under the Growth Management Act. Project timing is based on operational urgency, infrastructure condition, population growth patterns, and the readiness of associated planning or design efforts.

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Table 1: Capital Investment Sequencing

Project	Location	Description	Costs: 2025-2030	Funding Sources	Impact Fee Eligible?	Level of Service Impacts	Supports Redmond 2050 Themes		
							Sustainability	Resiliency	Equity & Inclusion
CURRENT CIP (2025-2030) & Other Approved Capital Purchases									
Fire Station 11 Repairs	8450 161st Ave NE (Downtown)	Improvements to Fire Station 11 and Medic One building shell and systems were identified as deficiencies in the Facilities Condition Assessment.	$4,985,722	REET, Misc	No			✓	✓
Fire Station 11 and Fire Station 12 EV Charging Stations	Downtown and Overlake	Install EV charging infrastructure at FS11 and FS12 to support new electric vehicles	$903,000	Grants, REET	No		✓	✓	
Fire Station 17 Siding Replacement	16917 NE 116th St (Education Hill)	Replacement of exterior siding	$1,119,620	General Fund	No			✓	
Fire Station 17 Unfinished	16917 NE 116th St (Education Hill)	Expansion of faciity to accommodate staff (operational and administrative)	$390,000	General Fund	No		✓	✓	
PPE Management - Storage and Extractors	Citywide	Additional storage and cleaning facilities for personal protection equipment at multiple fire stations	$505,000	General Fund	No			✓	✓
Purchase/Order of Tractor Drawn Aerial (TDA)	Downtown	Address growth impacts due to development impacts (streets and verticality). Projected in-service 2028/2029	$1,405,000	General Fund, Impact Fees	Yes	✓		✓	

2025 DRAFT

SCBA Replacement	Citywide	Replacement of self-contained breathing apparatus equipment due to end of life	$864,000	General Fund	No	✓		✓	
SCBA Compressor Replacement	Downtown and SE Redmond	Replace of aging breathing air cylinder filling compressors due to end of life at FS11 and FS16	$220,000	General Fund	Partial	✓		✓	
		TOTAL	**$10,392,342**						
2027 - 2032 - Blueprint 2050 Capital Investment Strategy			**Costs: 2027-2032**	**Funding Sources**					
Partial Remodel of FS11 for TDA Deployment and urgent building upgrades	8450 161st Ave NE (Downtown)	Immediate operational need; enables TDA deployment in 2028-link to new engine 16 time*remodel	$1,600,000	REET, Impact Fees	Partial	✓	✓	✓	✓
Purchase/Order of Tractor Drawn Aerial (TDA)	Downtown	Address growth impacts due to development impacts (streets and verticality). Projected in-service 2028/2029	$1,405,000	General Fund, Impact Fees					
SCBA Replacement	Citywide	Replacement of self-contained breathing apparatus equipment due to end of life	$736,000	General Fund					
Logistics Warehouse Tenant Improvements	TBD	Tenant improvements to a 10,000-square-foot leased warehouse to support fire logistics operations, including storage for reserve apparatus, specialized equipment, and a small administrative workspace.	$600,000	General Fund	No	✓		✓	

07-1-25 DRAFT

New Engine Company at FS16 - Apparatus	SE Redmond	One-time cost for new engine at FS 16 to provide suppression capabilities in the SE Redmond area	$1,200,000	General Fund, Impact Fees	Yes	✓		✓	
Diesel Exhaust Upgrades	Citywide	Upgrade aging diesel exhaust systems in city fire stations	$500,000	General Fund, Grants	No		✓	✓	
Generator Upgrades and Redundancy	Citywide	Required to maintain air quality and reliable backup power for essential facilities	$500,000	General Fund, Grants	No	✓	✓	✓	
Logistics/Apparatus Maintenance Building/Improvements	TBD		5,000,000	General Fund, Impact Fees	Yes		✓	✓	✓
Phase 2 Renovation/Rebuild of FS11	8450 161st Ave NE (Downtown)	Extensive Remodel/Renovation of FS/Admin on current site	$15,000,000	General Fund, Impact Fees	No	✓			
		TOTAL	**$26,541,000**						

2033- 2040			**Costs: 2033-2040**						
Reserve TDA Truck Procurement		Required for vertical growth and ERF coverage (Reserve)- order 2034/arrival 2038	$3,346,000	General Fund, Impact Fees	Yes	✓		✓	
Acquire Property for FS12	Overlake	Estimated land acquisition costs for a minimum 1.25-acre site in Overlake to support relocation and construction of a new 4-bay fire station with 10 dorm rooms and associated operational infrastructure.	$10,000,000	General Fund, Impact Fees	Yes	✓	✓	✓	✓
Build New FS12	Overlake	Construction of new 4-bay fire station in Overlake	$30,000,000	General Fund, Impact Fees	Partial	✓	✓	✓	✓
		TOTAL	**$43,346,000**						

07-23-DRAFT

2041 -2050			Costs: 2041-2050					
FS16 Lifecycle Renovation	SE Redmond		$12,000,000	General Fund	No		✓	✓
Specialty Equipment Packages (High-Rise, Rail, Wildland)	Citywide		$1,000,000	General Fund, Grants, Impact Fees	Partial	✓		✓
		TOTAL	**$13,000,000**					
Beyond 2050								
New Station 19	Downtown	Construction of new 4-bay fire station in Downtown	$35,000,000	General Fund, Bonds, Grants, Impact Fees	Yes	✓	✓	✓
Relocated FS 11	Downtown	Construction of new 4-bay fire station in Downtown	$35,000,000	General Fund, Bonds, Grants, Impact Fees	Yes	✓	✓	✓
		TOTAL	**$70,000,000**					
		Total Investments (2027 -2050)	**$82,887,000**					
		Additional Investments Beyond 2050	**$70,000,000**					

07-17-25 DRAFT





The City of Redmond assures that no person shall, on the grounds of race, color, national origin, or gender, as provided by Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. For more information about Title VI, please visit redmond.gov/TitleVI.

无歧视声明可在本市的网址 redmond.gov/TitleVI *上查阅* | El aviso contra la discriminación está disponible en redmond.gov/TitleVI.

Memorandum

Date: 11/18/2025
Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 25-629
Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Police	Chief Darrell Lowe	425-556-2521

DEPARTMENT STAFF:

Police	Jacob Lassiter	Parking Program Manager

TITLE:
Police Parking Enforcement Program

OVERVIEW STATEMENT:
At the December 9, 2025, Study Session, Police staff will update the City Council on the transition of the City's Parking Enforcement Program from vendor-provided services to an in-house model.

☐ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Redmond Urban Centers Parking Study (June 30, 2025, Fehr & Peers)

  RPD Policy 341 - Public Safety Technology Data Governance
- **Required:**
  N/A
- **Council Request:**
  N/A
- **Other Key Facts:**
  N/A

OUTCOMES:
Transitioning parking enforcement from a private vendor to the Police Department will provide the City of Redmond

with greater control over its operations and enforcement areas, improve public service delivery, enhance coordination with other City departments, and offer potential cost savings. With a focus on technology integration, user experience, and community engagement, the City will be better positioned to manage parking needs both now and in the future. This shift can lead to more efficient operations, a more seamless enforcement and appeals process, and a stronger alignment with the City's long-term goals for growth and sustainability.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  N/A
- **Outreach Methods and Results:**
  N/A
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
Unknown at this time

Approved in current biennial budget: ☐ **Yes** ☒ **No** ☐ **N/A**

Budget Offer Number:
228 Criminal Justice

Budget Priority:
Safe and Resilient

Other budget impacts or additional costs: ☐ **Yes** ☐ **No** ☒ **N/A**
If yes, explain:
N/A

Funding source(s):
General Fund

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
12/9/2025	Study Session	Receive Information

Time Constraints:
N/A

ANTICIPATED RESULT IF NOT APPROVED:
If the proposed action of transitioning parking enforcement in-house is not taken, the City of Redmond risks continued inefficiencies in parking management, which could lead to reduced compliance with parking regulations, decreased access to local businesses, and a negative impact on economic development

ATTACHMENTS:
Attachment A: Citywide Parking Management Presentation
Attachment B: Redmond Urban Centers Parking Study (June 30, 2025, Fehr & Peers)
Attachment C: RPD Policy 341 - Public Safety Technology Data Governance

CITYWIDE PARKING ENFORCEMENT & MANAGEMENT SYSTEM

Dec. 9, 2025

Jacob Lassiter, Parking Program Manager

Redmond
WASHINGTON

Agenda

- Parking Enforcement Management Platform
- Diamond contract extension
- Areas of Enforcement
- Changes to permit management
- Areas of Consideration





Goal for Implementation

- Enforcement in Overlake & Marymoor Village by April 1, 2026
- Full internal enforcement by July 1, 2026
- Efficient use of parking
- Parking in the ‘right’ places
- Support the urban transition
- Provide enforcement coverage of all current and expanded areas.

Management Platform

(Selected Vendor Pending RFP)

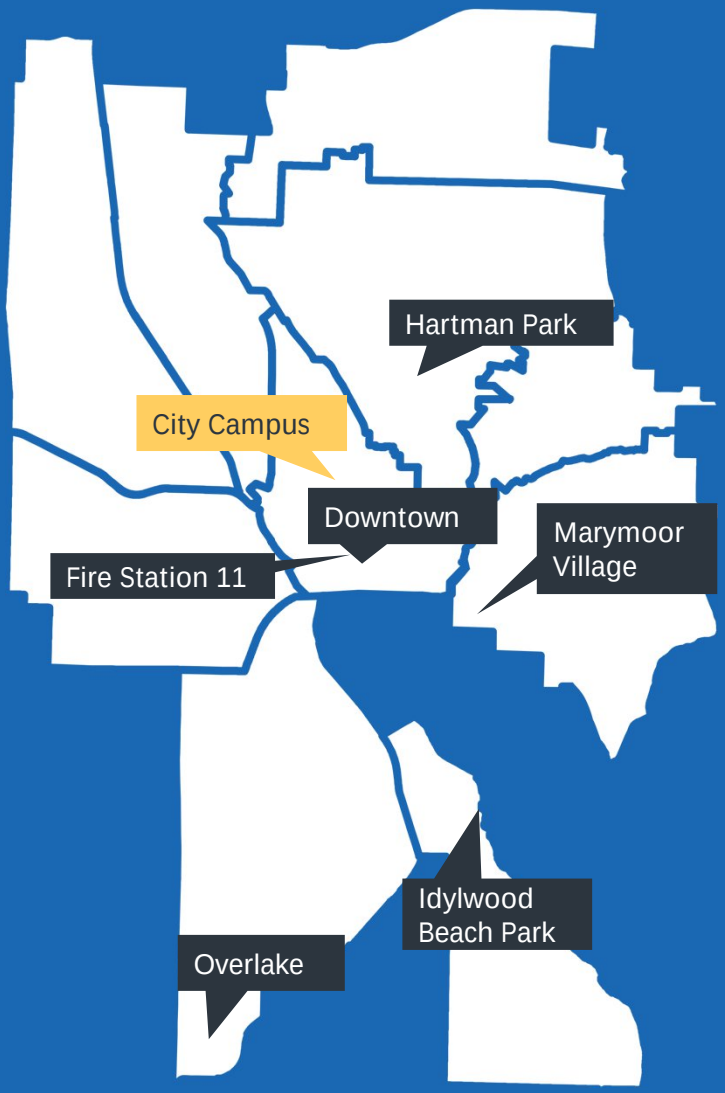
- Citations
- Permit management
- Towing
- LPR Enforcement
- Administrative and Back End
- Customer Portal
- Payment and Billing options
- Optional: Special events and eTicketing

Diamond Contract Extension Jan. 1 – June 30, 2026. (Per Council Approval)

- Extension will cover the same areas: Downtown & Redmond Central Connector Lot. Extension will also cover the new expanded areas in Overlake and Marymoor Village.

Extension allows the management platform to be vetted by TIS and for the full installation of the new software package.

- TIS vetting: Estimated 2 - 3 months
- Software installation: Estimated 2 - 3 months



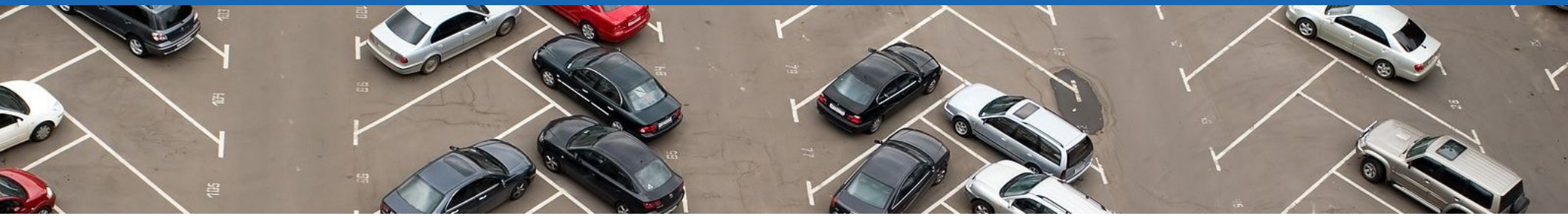
Expanded Areas of Enforcement

- Downtown
  - 185th by Union Hill
  - Anderson Park
- Overlake & Marymoor Village
- City Campus
  - City Hall lot
  - Senior/Community Center
  - Municipal Garage
- Fire Station 11
- Hartman Park
- Idylwood Beach Park

Permit Management & Billing/Payments

- New Parking Management Platform will have permit management capabilities. Allows for internal control of permit sales, types, billing, timeframes, and documentation verification.

- **Permit types**: Standard, Low Income/Senior Housing, Business.



Milestones

Q3
Aug.-Sept. 2025

Transition from Panning to Police Department.

•Hire Parking Program Manager

Q4
Oct.-Dec. 2025

RFP creation/approval.

Council Study Session

Diamond contract extension

Expanded enforcement areas discussed

We are here

RFP approved and posted

RFP responses under evaluation

Q1
Jan.-March 2026

TIS vetting started/completed

Parking Management vendor installation begun

Interviewing for parking personnel begun

Communication meeting

Q2
April-June 2026

Installation completed. Software testing and training.

Hiring of new personnel

Community communication completed

Diamond contract expires June 30

July 1, 2026, Kick Off

Completion

Areas of Consideration

Parking Staff	Qty	Compensation	2026-2027 Implementation	2027-2028 Implementation
Parking Ambassador	4	$62,607 - $76,171	2	2
Parking Supervisor	1	Study needed	0	1
Administrative Specialist	1	$81,466 - $99,140	0	1

Technology and Wayfinding

- Utilizing technology for better wayfinding will assist the community in finding available parking
- Application or web-based would present live information
- Provides directed enforcement to increase response times to vehicles in violation

Thank You

Any Questions?

Jacob Lassiter, Parking Program Manager

Redmond
WASHINGTON

Urban Centers Parking Study

September 16, 2025 Staff Report

Caroline Chapman, Senior Planner

Redmond
WASHINGTON

Agenda

- How parking supports the City's vision
- Current conditions across urban centers
- Privately operated parking
- Operational changes
- Questions and guidance for next steps





VISION: A connected community that enhances livability, sustains the environment, and leads locally, regionally, and nationally.

Redmond 2050 TR-34: *Implement comprehensive parking management programs that at a minimum address underutilized parking, shared parking, transit access parking, wayfinding, and localized parking imbalances. Manage parking demand using strategies like time limits and pricing.*

Goal of Parking Management in Redmond's Urban Centers

- More efficient use of parking
- Parking in the 'right' places
- Support urban transition
- Support multimodal transportation options



Current Conditions: Parking Inventory

	Downtown	Overlake	Marymoor Village	TOTAL
On-Street Parking				
Inventory	1,130	134	180	1,144
Peak Occupancy	70%	83%	50%	
Off-Street Parking				
Inventory	11,429	6,635	2,812	20,876
Public	*885*	*579*	*77**	*1,541*
Private	*10,544*	*6,056***	*2,735*	*13,279*
Peak Occupancy	46%	35%	50%	

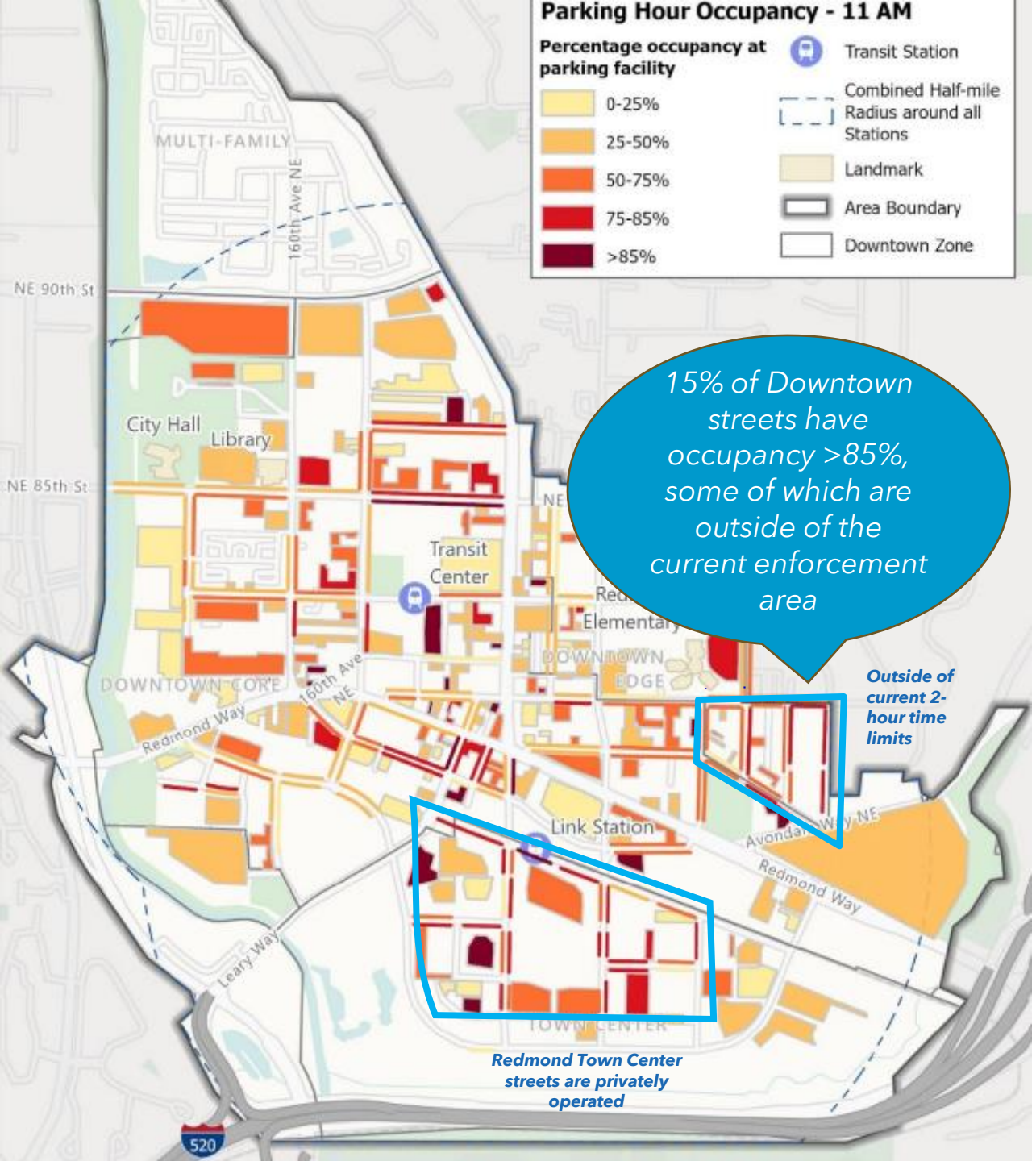
**Study was completed before the Sound Transit Parking Garage opened in Marymoor Village (1,400 stalls)*

***Study did not look at Microsoft campus. There are an estimated 6,000 additional parking stalls in Overlake.*

85% occupancy is industry standard for efficiency

Current Parking Management Strategies:

- Downtown Redmond has two-hour time limits Monday - Saturday, 9 a.m. to 9 p.m.
- Downtown Redmond sells limited on-street permits for $50/month
- Overlake and Marymoor Village have no time limits or permit options



Downtown

On-Street:

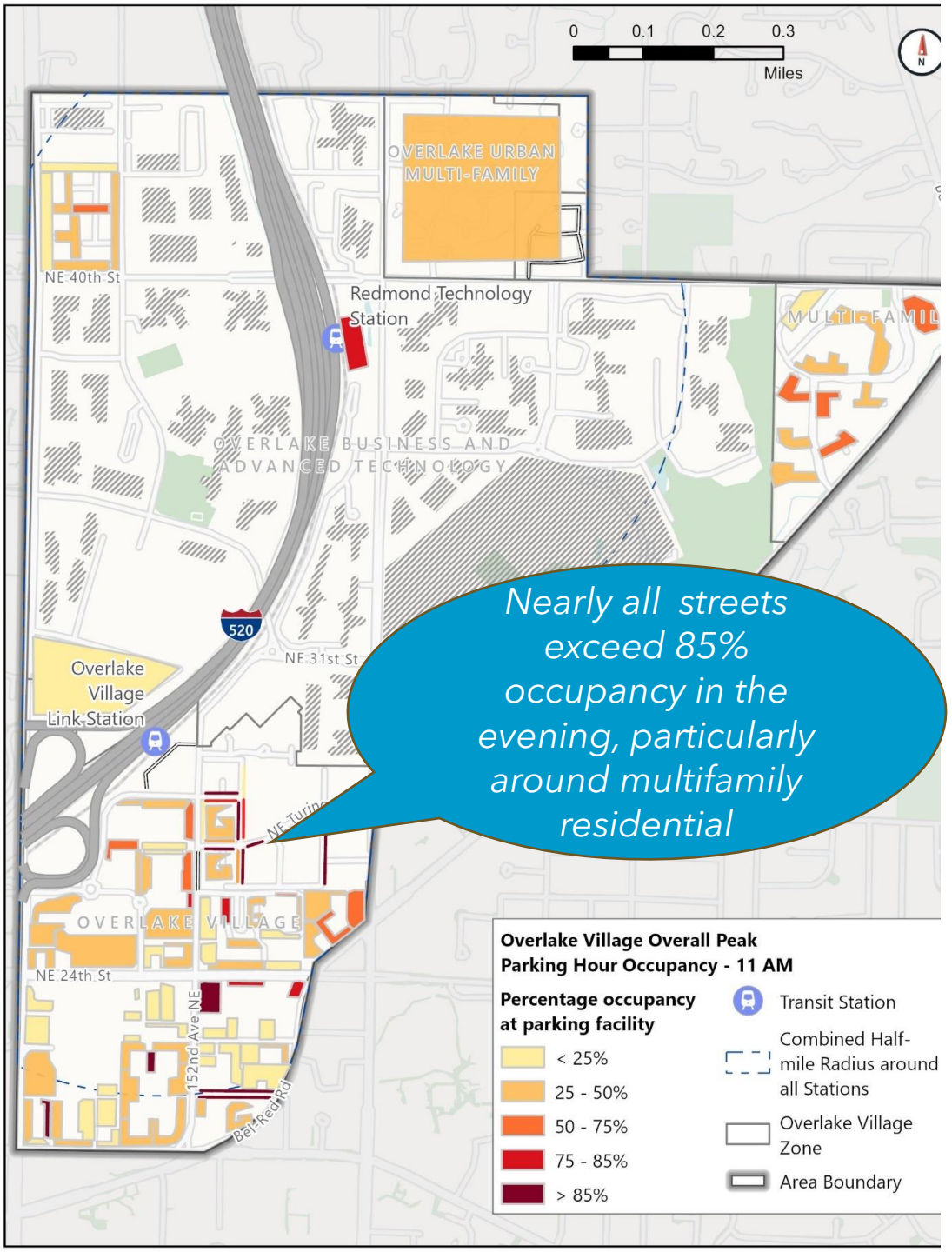
- Peak: 10 a.m. - 12 p.m. at **70%** occupancy
- Low: 8 p.m. at 59% occupancy

Off-Street:

- Peak: 11 a.m. at **51%** occupancy
- Low: 7 p.m. 32%

Current On-Street Management:

- Two-hour time limits
- Limited monthly permits ($50/month)



Overlake

On-Street:

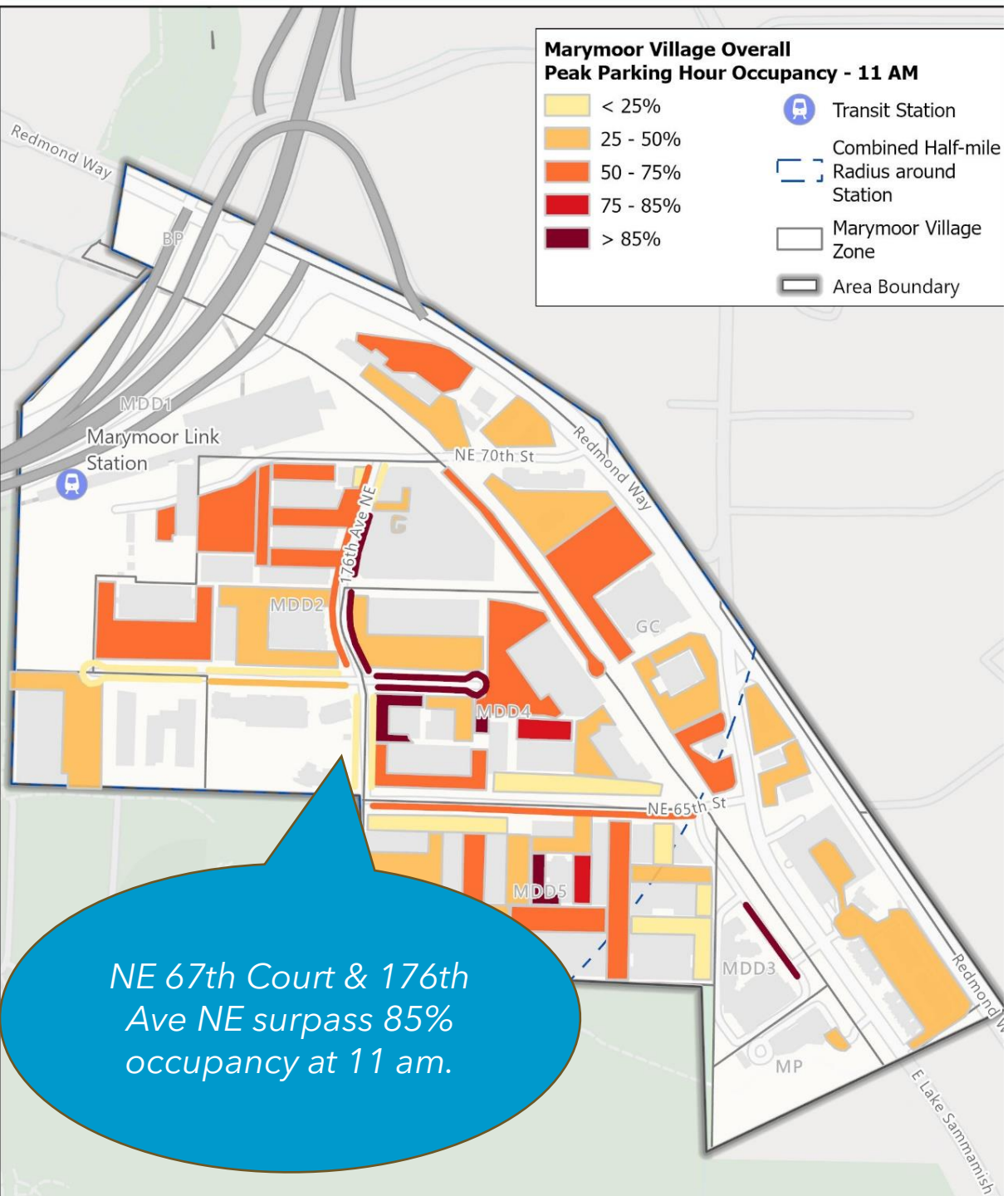
- Peak: 7 p.m. at **83%** occupancy
- High turnover indicates dynamic usage
- Low inventory, centered around Esterra Park development

Off-Street:

- Peak: 11 a.m. at **35%** occupancy
- 98% of inventory is in off-street lots
- Count does not include Microsoft campus

Current On-Street Management:

None



Marymoor Village

On-Street:

- Peak: 11 a.m. at **50%** occupancy
- Low turnover with cars parking for longer

Off-Street:

- Peak: 11 a.m. at **50%** occupancy
- 90% of the inventory is off street
- Study did not include the Sound Transit Garage (1,400 spaces)

Current On-Street Management:

None

Privately Operated Parking

- Multifamily Residential
- Off-Street Parking by Land Use
- Downtown Employee Parking
- Parking Near Light Rail
- Private Parking Management



Multifamily Residential Buildings

	Downtown	Overlake	Marymoor Village
Buildings Surveyed	19	15	3
Number of Spaces	1,861	1,590	246
Peak Occupancy	45%	53%	64%

21% of Downtown residents do not own a car. Compared to citywide, where only 8% of residents do not own a car.

Key Takeaways:

- Low occupancy suggests opportunity for shared parking
- Monthly parking rates average $150/month for residents and are typically separate from rent
- Free and low cost on-street parking being used by residents as alternative to garage
- Reduced parking ratios in the urban centers are not negatively impacting supply

Off Street Parking: Occupancy by Land Use

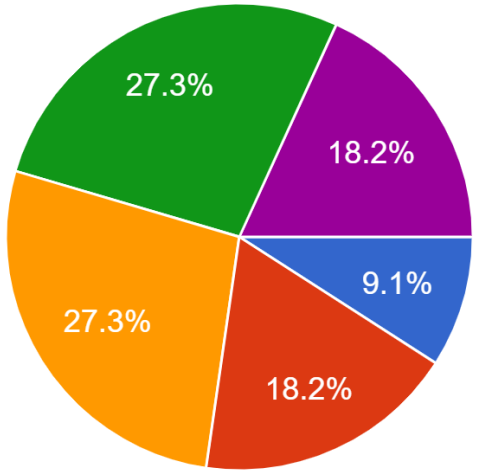
	Downtown	Overlake	Marymoor Village
Residential	45%	53%	64%
Office	51%	41%	40%
Retail	48%	35%	54%
Other (hospital, hotel, public parking)	52%	32%	48%



	Downtown	Overlake	Marymoor Village
Number of Public Spaces	885	579	77 (1,400 now open)
Peak Occupancy	78%	68%	83%

Employee Parking (Downtown)

Where do you **currently** park for work?



- Employer provided lot or garage
- Public street parking (without a permit)
- Public street parking (with a permit)
- Public parking lot or garage (such as the RCC blue & yellow lot)
- Private parking lot or garage

On-Street Parking:
.25 Miles of Light Rail



Downtown:
68% Occupancy (all streets)*
59% Occupancy on City of Redmond managed streets
266 spaces



Overlake:
91% Occupancy
98 spaces



Marymoor Village:
28% Peak Occupancy
169 spaces

Parking Management in Private Facilities







Shared Parking

Parking lot owner offers excess spaces to users as added revenue stream.

**Pictured: Chase Bank has free customer parking during the day, and charges for parking in evening for visitors to Spark Pizza or other locations nearby.*

Paid Parking

Private lots are charging retail visitors or opening their spaces to commuters and residents.

**Pictured: Office building located near the transit center offers hourly and daily parking.*

Enforcement

Private lots will tow and ticket users who are not authorized to be on site.

**Pictured: Redmond Town Center has begun monitoring and towing cars that are using retail lots for commuting.*



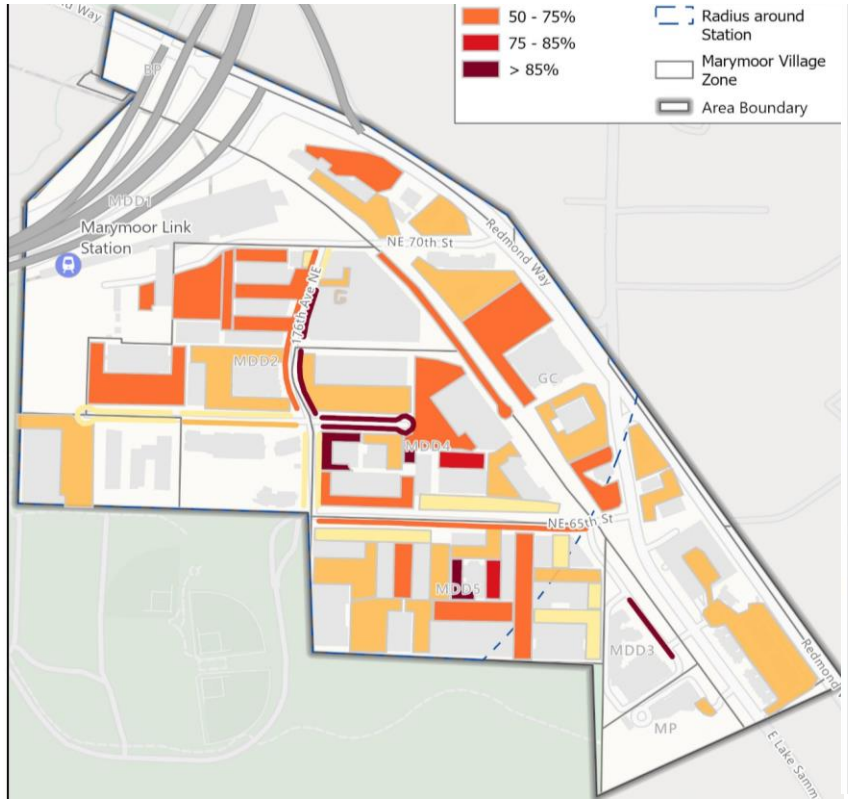
Operational Changes to City Managed Parking

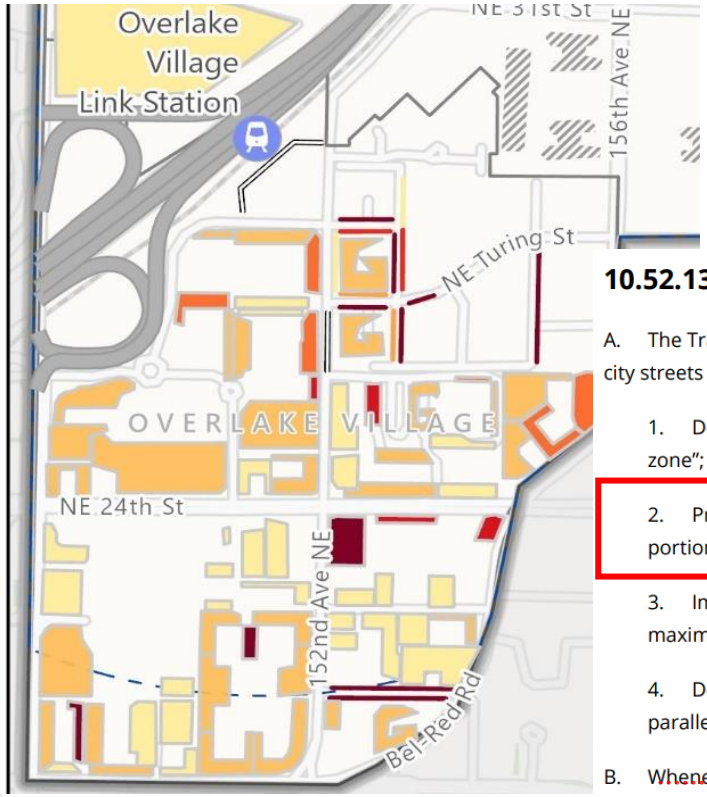
- On-Street Time Limits
- Monthly On-Street Permits
- Shared Parking
- Wayfinding

Parking Management: Operational Changes

	Rationale	Downtown	Overlake	Marymoor Village
On-Street Time Limits	*Increase turnover, move residents to off-street locations*	Expand to areas within ½ mile of light rail	Implement across the center	Implement across the center
Monthly On-Street Permits	*Provide options for employees and residents without other long term parking options. Update cost to track to inflation and be aligned with market rates.*	Expand location of permits • >.25 miles from transit or residential land uses. • Streets < 75% occupancy	Introduce limited on-street permits. • Residential land uses	Introduce limited on-street permits. • Residential land uses
Shared Parking Program	*Majority of inventory is privately held and has capacity.*	Pilot a program	Consider after DT Pilot results	Consider after DT Pilot results
Wayfinding	*Assist users in finding off-street parking.*	Add standardized signage for public and private parking.	Add standardized signage for public and private parking	Add standardized signage for public and private parking

On-Street Time Limits:
Overlake and Marymoor Village





Proposed:
Two-hour on-street time limits
and some "Extended by Permit" streets

10.52.135 Authority to establish parking regulations.

A. The Traffic Engineer or designee is authorized to establish regulations governing the parking of vehicles on city streets and other public ways, including, but not limited to, regulations:

1. Designating either or both sides of any street or public way, or any portion thereof, as a "no parking zone"; and

2. Prescribing limits on the length of time any vehicle may be parked on any street or public way, or any portion thereof;

3. Imposing fees to park vehicles on a street or public way, or any portion thereof, with the minimum and maximum fee established by the City Council resolution as part of the Planning Department fee schedule; and

4. Determining upon which streets or portions thereof vehicles shall be angle parked, as distinguished from parallel parked, and the direction which vehicles shall be so angle parked.

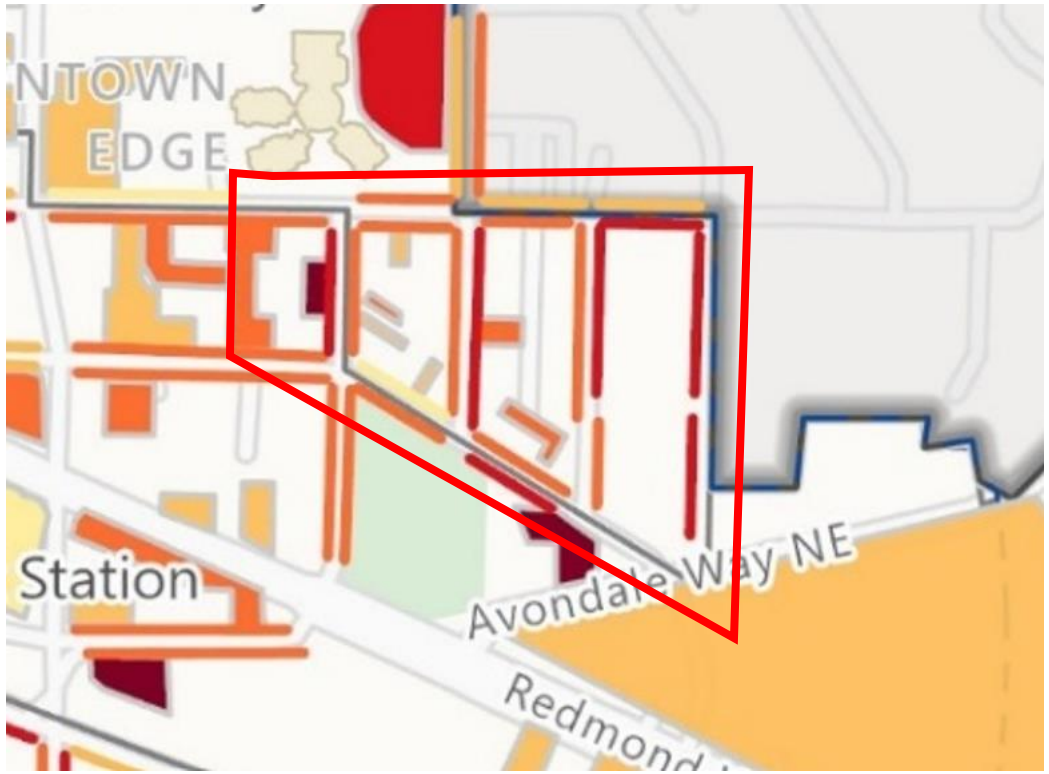
B. Whenever the Traffic Engineer or designee shall exercise any authority under subsection A of this section, the… Traffic Engineer or designee shall erect signs, place markings upon the pavement or curb, or in other appropriate manner give notice that the area has been designated a no-parking, time-limited-parking, paid parking, or angle-parking-only zone.

Communications regarding changes will be completed before changes are enforced.

On-Street Time Limits: Downtown

- North of Anderson Park
- Residential land uses
- Within .5 miles of light rail station

- **Current**: No time limits; over 85% occupancy
- **Proposed:** Two-hour time limits with Extended by Permit option.





Monthly On-Street Permits

Proposed Changes:

- Expand Downtown on streets that are outside of .25 miles of light rail or are residential land uses
- Prioritize employees and residents without parking
- Raise price to align with market rates, inflation
- Expand to Overlake, Marymoor

CPI Inflation Calculator

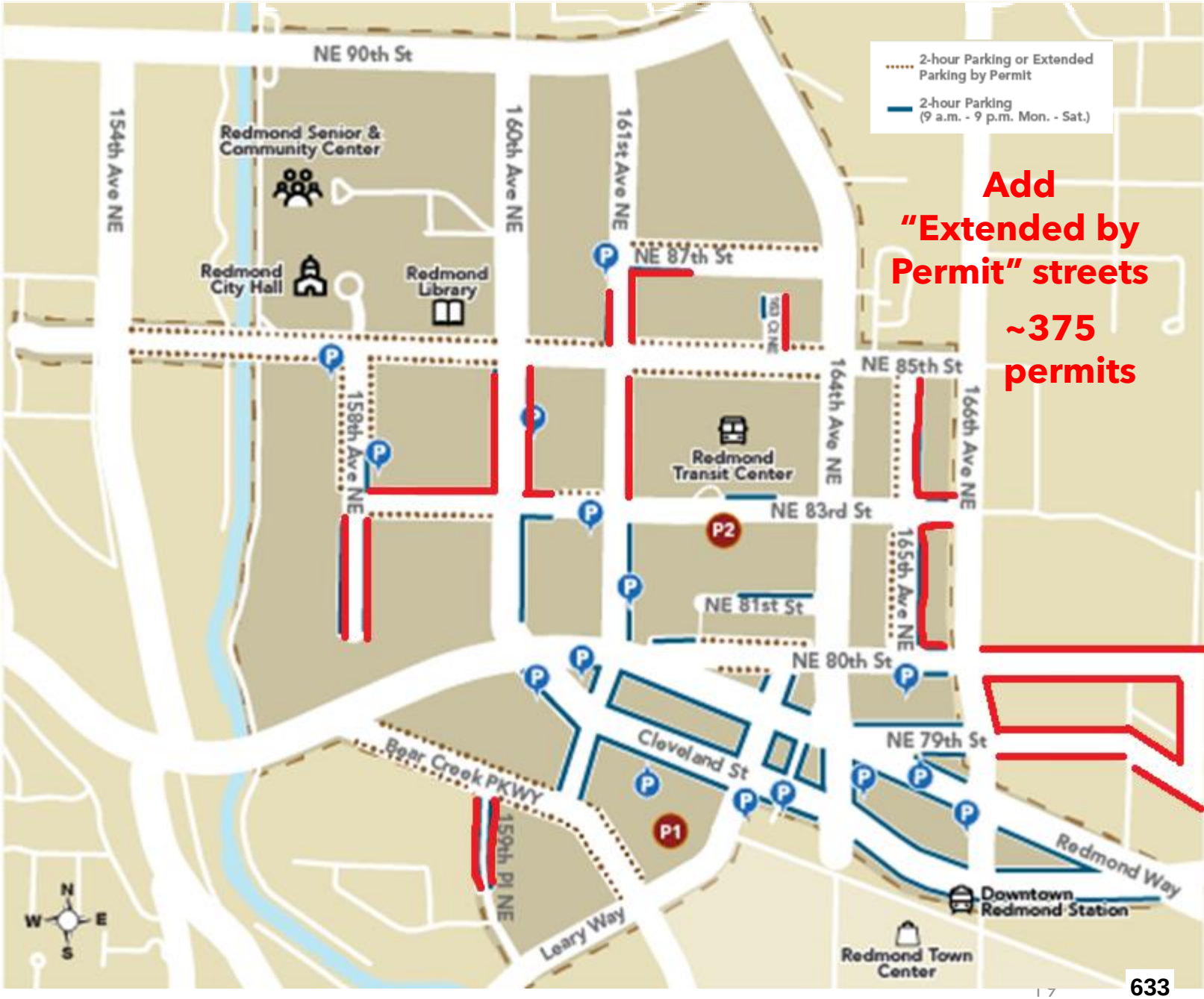
$ 50.00

in January 2009

has the same buying power as

$76.38

in June 2025



Add "Extended by Permit" streets

~375 permits

Shared Parking: Downtown Pilot

1. Property owners list unused stalls in a shared system



2. Clear signage and/or a mobile app guides drivers to open stalls



Meetings with property owners and managers:

- Aug. 12
- Aug. 20
- October date TBD

3. Owners earn extra revenue; customers get reliable parking.



4. The community benefits from reduced circling, less congestion, and better access to downtown businesses and light rail.



Wayfinding

- Adding publicly accessible garages to Downtown Parking map
- Add directional signage to streets



Future Study Session

- Paid On-Street Parking
- Parking Improvement District
- Curb Management Changes
- Redevelopment
- Construction Parking



Thank You

Any Questions?

Caroline Chapman, Senior Planner

Redmond
WASHINGTON

Memorandum

Date: 11/18/2025
Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 25-631
Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Police	Chief Darrell Lowe	425-556-2521

DEPARTMENT STAFF:

Police	Brian Coats	Deputy Chief

TITLE:
FLOCK Automated License Plate Reading (ALPR) Cameras

OVERVIEW STATEMENT:
Police staff will present information to Council outlining the safeguards in place to prevent unauthorized access to Redmond's ALPR data by outside entities, including federal immigration authorities.

Considering recent developments, Council will also have the opportunity to provide feedback and direction regarding the future of the ALPR program in Redmond.

☐ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  RPD Policy 612 - Automated License Plate Readers
  RPD Policy 341 - Public Safety Technology Data Governance
  RCW 10.93.160 - Keep Washington Working Act
- **Required:**
  N/A
- **Council Request:**
  Council requested this agenda item at the 10/21/25 PSHS Committee of the Whole
- **Other Key Facts:**
  N/A

OUTCOMES:
The Redmond Police Department developed a public FAQ to increase transparency and address community questions about Automated License Plate Reader (ALPR) cameras. The FAQ clarifies how data is managed, who can access it, and what safeguards are in place.

Redmond operates 24 ALPR cameras, 21 grant-funded and three donated, positioned along primary routes and in areas with higher crime. The Police Department owns and controls all ALPR data, retained currently for 30 days and not shared nationally. Any external request must be reviewed and approved by the Police Chief to ensure compliance with Washington law and City policy.

Access is limited to approved law enforcement agencies with a legitimate investigative purpose. Internal and external audits confirm that no federal or out-of-state agencies have accessed Redmond's data. Strict internal controls and Flock Safety's built-in filters prevent unauthorized or prohibited use, ensuring compliance with the Keep Washington Working Act

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  N/A
- **Outreach Methods and Results:**
  N/A
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
N/A

Approved in current biennial budget: ☐ **Yes** ☐ **No** ☒ **N/A**

Budget Offer Number:
N/A

Budget Priority:
Safe and Resilient

Other budget impacts or additional costs: ☐ **Yes** ☐ **No** ☒ **N/A**
If yes, explain:
N/A

Funding source(s):
$94,968.30 grant award from the Department of Commerce
$44,100.00 grant award from the Washington Auto Theft Prevention Authority
$7,500 from the General Fund

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
10/21/2025	Committee of the Whole - Public Safety and Human Services	Receive Information
11/3/2025	Special Meeting	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
11/18/2025	Business Meeting	Provide Direction

Time Constraints:
N/A

ANTICIPATED RESULT IF NOT APPROVED:
N/A

ATTACHMENTS:
Attachment A: RPD Policy on Automated License Plate Readers
Attachment B: RPD Policy on Public Safety Technology Data Governance
Attachment C: Flock ALPR FAQ
Attachment D: Flock Safety Attestations
Attachment E: Flock Safety-Redmond MOU
Attachment F: Flock Safety Statement of Work

Automatic License Plate Readers

Effective Date:	July 2025
Revised Date:	
Issuing Authority:	

612.1 PURPOSE AND SCOPE

The purpose of this policy is to establish guidelines for the responsible and ethical use of Automated License Plate Readers by the Redmond Police Department. This policy aims to ensure that the deployment and utilization of these technologies are conducted in a manner that respects privacy, civil liberties, and public trust and are consistent with state law, city policy and WASPC accreditation standards.

Automatic License Plate Readers (ALPRs) use cameras to photograph vehicles and license plates. ALPR technologies used by the Redmond Police Department include vehicle-mounted cameras and stationary cameras installed in strategic locations around the city. This technology is for authorized law enforcement and public safety purposes as set forth in this policy.

This policy applies to the use of ALPRs and associated information by all department employees. This policy governs the use of ALPR data, to enable the collection and use of such data in a manner consistent with respect for individuals' privacy and civil liberties.

This policy is intended to provide guidance specific to ALPR systems and is in addition to the provisions found in the department's Public Safety Technology Data Governance Policy 341.

This policy will be reviewed regularly to ensure it remains current and consistent with technological advancements, legal requirements, best practices in data governance, and City policy.

612.1.1 DEFINITIONS

ALPR Administrator: A Department employee who manages the utilization of the ALPR software from the end user through training, reporting, and monitoring.

Hit: Alert from the ALPR system that a scanned license plate number may be in the NCIC or other law enforcement database for a specific reason including, but not limited to, being related to a stolen vehicle, wanted person, missing person, domestic violence protective order, or other criminal activity.

Hot List: A collection of license plates associated with vehicles of interest from databases that include, but not limited to: National Crime Information Center (NCIC), Washington Crime Information Center (WACIC), Department of Licensing (DOL) databases, and local "be on the lookout" notices (BOLOs).

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Reads: Data obtained by an ALPR of license plates within public view that were read by the device, including images of the plate and vehicle on which it was displayed, and information regarding the location of the police vehicle at the time of the ALPR read.

612.2 POLICY

ALPR systems will only be deployed for official law enforcement purposes. Examples of these include:

- Locating stolen vehicles and stolen license plates
- Locating wanted, endangered or missing persons; or those violating protection orders
- Canvassing the area around a crime scene

ALPR data will only be accessed by RPD employees for official law enforcement purposes such as:

- Criminal investigations
- Searches for wanted persons or persons of interest
- Community caretaking functions, such as locating an endangered or missing person

Before employees operate the ALPR system or access its data, they will complete department training on the proper and lawful use of the system. The Training Unit will coordinate with the ALPR Administrator to provide this training.

612.2.1 CUSTOM HOTLISTS

Users who create custom hotlists will include the following information for each entry:

- Case number
- Topic explaining the nature of the investigation
- Comments detailing the reason for the contact (e.g. PC for Arrest, Identify Driver, etc.) if the list is shared or the audience includes anyone other than the person who created the entry.
- Reasonable expiration date for the entry

Users are responsible for maintaining their custom hotlists and promptly removing entries that are no longer necessary.

612.3 OPERATING ALPR SYSTEMS

ALPR operators will activate the software and ensure that it is operational at the beginning of their shift. Operators will notify the ALPR Administrator upon discovery of any damaged or inoperable ALPR equipment.

ALPR systems automatically update hotlists.

When an operator receives a hit/alert indicating a positive hit from the hotlist database, a digital image of the license plate will display on the screen.

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ALPR operators will compare the digital image of the license plate to the hotlist information to verify the hit for both the state and characters on the plate.

ALPR operators will confirm the information by radio or Mobile Data Computer (MDC) to confirm the hit prior to taking enforcement action or other type of police action (absent exigent circumstances).

The system will upload ALPR data accumulated from the shift.

612.4 DATA COLLECTION AND GOVERNANCE

ALPR technology collects digital images of license plates and associated license plate numbers. The technology collects the date and time that the license plate passes an ALPR camera. No additional personally identifiable information is collected.

Access, storage, use, and sharing of ALPR data is addressed in the Public Safety Technology Data Governance Policy 341.

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Public Safety Technology Data Governance

Effective Date:	July 2025
Revised Date:	
Issuing Authority:	

341.1 PURPOSE AND SCOPE

The Redmond Police Department is committed to the responsible and ethical use of technology. The purpose of this policy is to establish guidelines for the use of data gathered and generated by the different public safety technologies deployed by the Redmond Police Department. This policy aims to ensure that the deployment and utilization of these technologies are conducted in a manner that respects privacy, civil liberties, and public trust and are consistent with state law, city policy and WASPC accreditation standards.

The department shall maintain transparency in the use of public safety technologies and inform the public about their purposes, capabilities, and the safeguards in place to protect individual rights.

Officers and personnel involved in the use of these technologies will be held accountable for their actions and adherence to this policy. Violations will result in disciplinary action, up to and including termination, in accordance with departmental procedures, City policy, and collective bargaining agreements.

341.2 POLICY

Public safety technology (PST) data will be used solely for law enforcement purposes. Any non-law enforcement usage of PST data is strictly prohibited. PST data will not be used to intentionally monitor private area or areas where a reasonable expectation of privacy exists, nor shall it be used to harass, intimidate, or discriminate against any individual or group.

PST systems will only be deployed for official law enforcement purposes and will only be accessed by trained, RPD employees. This access is limited to search of specific information related to any of the following:

- Criminal investigations
- Searches for wanted persons or persons of interest
- Community caretaking functions, such as locating an endangered or missing person

Employees will only use PST data pursuant to this policy and applicable city, state, and federal laws.

This policy will be reviewed regularly to ensure it remains current and consistent with technological advancements, legal requirements, best practices in data governance, and City policy.

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341.3 POLICIES AND OPERATING PROCEDURES FOR SPECIFIC TECHNOLOGIES

The Redmond Police Department will adopt policies to provide specific guidance for deployment and operation of the different technologies in use. Those individual policies will follow and refer to this data governance policy. These programs include but are not limited to:

- Drones including Drone as a First Responder (DFR)
- Automatic License Plate Readers (ALPR)
- Speed Safety Cameras
- In-car and Body-Worn Video
- Technologies used by the Real Time Information Center (RTIC)

341.4 STORAGE AND RETENTION OF DATA

The department and city have robust security measures currently in place in compliance with CJIS data security, and the cities cyber-insurance carrier requirements to protect the data from unauthorized access or breaches.

Generally, PST systems store data from the various technologies no longer than 30 days. After the 30-day period, the data will be purged unless it related to an ongoing investigation or legal requirement. In those circumstances, the applicable data should be downloaded from the server and entered into evidence.

Detectives will retain PST data related to a criminal investigation in the investigation case file for a period in accordance with state retention laws.

341.5 REVIEW OF PST DATA

Only authorized personnel may access PST data and only in conjunction with a call for service or investigation. Employees accessing PST data must log in through password-protected systems.The systems record when an employee accesses the data by logging the employee's name, the date, and the time of the request. Employees will not share PST passwords and login credentials.

Employees conducting searches will provide a case number and justification for the search. If a case number does not exist, the employees will provide thorough justification for the legitimacy and lawful purpose of the search.

Regular audits will be conducted to ensure compliance with this policy.

341.6 RELEASING OR SHARING OF PST DATA

PST data will only be shared with other law enforcement or prosecutorial agencies for official law enforcement purposes or as otherwise permitted by law. In addition, the Redmond Police Department will only share PST data with other agencies when the investigation relates to a violation of Washington State Law or is tied to the City of Redmond. The Redmond Police Department will not share PST data with other agencies for the purpose of locating or tracking

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persons wanted solely for administrative reasons, such as immigration law violations, or for violations in other jurisdictions that would not otherwise warrant investigation in Redmond.

Requests for PST data by non-law enforcement or non-prosecutorial agencies will be processed by the Records Unit pursuant to the applicable Rules of Civil or Criminal Discovery or the Washington Public Records Act, Ch. 42.56 RCW.

341.7 TRAINING

Before employees operate the various PST systems, they will complete department training on the proper and lawful use of the system. The Training Unit will coordinate with the appropriate program or system administrator to provide this training.

The training will emphasize proper use, data handling procedures, ethical considerations outlined in this policy, and the requirement to document the reason for any data inquiry.

Additionally, all RPD employees with access to PST data will maintain ACCESS Level 1 Certification pursuant to ACCESS WACIC and NCIC.

The PST program administrators will maintain a list of all employees trained in the use of the equipment and systems and update user access.

341.8 PUBLIC REPORTING

The department will engage in community outreach and education efforts to inform the public about the use of these public safety technologies, their benefits, and the safeguards in place to protect privacy and civil liberties.

The department will include in its published annual report details on the use of public safety technologies, including data on their deployment, effectiveness, and any privacy or civil liberties issues encountered.

Any incidents of misuse or abuse of these technologies will be handled in accordance with established department policy, state law, and accreditation standards reporting requirements.

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Redmond Police Department – ALPR Cameras FAQ

The Redmond Police Department uses Automated License Plate Reader (ALPR) cameras to support criminal investigations, locate stolen vehicles, and help find missing persons. This FAQ provides information about how the system operates, how data is managed, and the safeguards in place to protect privacy and ensure compliance with Washington State law.

What are ALPR cameras?

- **ALPR (Automated License Plate Reader) cameras capture license plate information to help police in investigations, locate and recover stolen vehicles, and locate missing persons.**

How many cameras are in Redmond and where are they located?

- **There are 24 cameras, 21 funded by grants and 3 donated by a local homeowner's association. They are placed along main routes into the city and in areas with higher levels of crime.**

How have ALPR cameras benefited the department since installation?

- **Since their installation in June 2025, ALPR cameras have assisted in police investigations, contributed to the recovery of missing persons, and the identification of vehicles connected to criminal activity. As the program continues, additional data will help measure long-term results and impacts.**

How long is ALPR data retained and where is it stored?

- **Data is stored on a 30-day retention schedule.**
- **The Redmond Police Department owns all ALPR data and controls who can access it. Sharing permissions can be revoked at any time.**

Can law enforcement agencies outside Washington access Redmond's ALPR data?

- **No. The Redmond Police Department does not enable nationwide data sharing. Any request from an outside agency for access to ALPR data must be reviewed and approved by the Police Chief.**

How does another law enforcement agency get access to Redmond's data?

- **Only agencies granted access by the Redmond Police Department may query ALPR data for legitimate investigative purposes.**
- **Once granted access, agencies must abide by State law and their own policies regarding the use of ALPR systems.**

Does the Redmond Police Department share data with federal immigration authorities?

- **No. Department policy, Washington State law, and the Keep Washington Working Act prohibit sharing civil immigration data with federal immigration authorities.**

Have any out-of-state or federal agencies queried Redmond's system?

- **To date, no out-of-state or federal agency has requested or received access to Redmond's ALPR data. Internal and external audits confirm that data has not been shared with any outside entity.**

What policies and laws govern the release of ALPR data?

- **RPD Policy 612 – Automated License Plate Readers**
- **RPD Policy 341 – Public Safety Technology Data Governance**
- **RCW 10.93.160 – Keep Washington Working Act**

How does the department ensure compliance with policy and state law?

- **All Redmond officers must provide a valid case number and documented investigative nexus for each search. These measures prevent unauthorized access and ensure all queries are lawful.**

How does the Redmond Police Department prevent ALPR data from being misused?

- **All external requests for ALPR data must be approved by the Police Chief. A dedicated staff member reviews each request for compliance with Washington State law.**
- **Redmond officers must also meet strict requirements before accessing data. Each search requires a valid case number and a documented investigative nexus.**

What company provides Redmond's ALPR cameras?

- **The Redmond Police Department currently partners with Flock Safety, the company that provides and maintains the city's Automated License Plate Reader (ALPR) system.**

Does the Redmond Police Department use Flock's "National Lookup" tool?

- **No. Nationwide data sharing is not enabled, and all requests for information are reviewed and approved by the department.**

What are the trade-offs of not using the "National Lookup" tool?

- **Sharing data nationally can help solve crimes and locate missing persons. For example, in August 2025, a Georgia sheriff deputy was alerted by a Flock camera about a vehicle linked to a missing child in Washington. The child was safely recovered, and the suspect was arrested.**

How does Flock's system protect against searches involving protected categories?

- **Flock has implemented a backend filter for Washington State customers. Searches referencing immigration, reproductive rights, or other protected categories are automatically blocked, in compliance with the Keep Washington Working Act.**

Do private businesses and HOA's share data with agencies outside Redmond?

- **HOAs and private businesses can share their camera data with whichever law enforcement agency they choose. They have access to their own data but do not have access to data from law enforcement networks.**

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Flock Safety

November 3, 2025

VIA EMAIL [dlowe@redmond.gov]

Darrell Lowe, Chief of Police
Redmond Police Department
8701 160th Avenue NE
Redmond, WA 98052

RE: Response to Request for Attestations and Materials

Dear Chief Lowe,

Flock Safety appreciates the opportunity to clarify our data governance and security protocols regarding the Redmond Police Department ALPR data. We are committed to maintaining the highest standards of data privacy and security and confirm our ability to meet the spirit of your requests, as outlined below.

After a review of Redmond's records from 2025, we did not locate any instances of Redmond creating a sharing relationship with any out-of-state or federal agency or enrolling in National Lookup. Thus, Flock can confirm that no federal agency or out-of-state entity has accessed, queried, or been provided any Redmond customer data via the Flock Safety platform under the Agreement, as access to such data would only be enabled if explicitly authorized by the Redmond Police Department in the system.

Flock's ability to access Redmond's customer data is governed by the applicable terms and conditions of our Agreement, including the privacy and use provisions outlined in our Terms and Conditions, and we are committed to upholding these contractual obligations. Additionally, we are subject to, and have abided by, our policy for responding to legal demands, which further protects your data from disclosure to federal agencies and third parties. We confirm that we have abided by both the contractual terms and our policy, and we have not disclosed or accessed Redmond's data outside of this scope.

Flock will always notify your agency of any third-party request—including from federal, state, or local entities—seeking access to Redmond's customer data unless we are legally prohibited.

As you know, Flock has implemented a robust filter to enable your agency to share data while also complying with the Keep Washington Working Act. The filter is an active layer that processes search requests before they are executed against the database. When activated for an agency, the filter identifies and blocks search queries that fall into prohibited categories, such as those related to immigration, reproductive health, or other related topics prohibited by the Keep Washington Working Act or other applicable laws from accessing agency data. For

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efficacy and to thwart attempts by bad actors to evade the filter, the specific triggering terms, categories, and granular decision logic of the blocking mechanism are kept confidential. Disclosure of this detail would compromise the integrity and effectiveness of the filter.

As requested, Flock acknowledges that Redmond may terminate its contract if any of the following acts should occur:

- Default-enablement of nationwide or cross-jurisdictional sharing of Redmond's customer data without Redmond's express authorization;
- Disclosure of or granting third-party access to Redmond's customer data outside the scope of our Terms and Conditions without Redmond's express authorization; or
- Flock's failure to provide reasonable notification of a third-party data request to Redmond, in violation of our contract and Flock's legal demands policy.

We trust this response demonstrates our continued commitment to your data security and privacy requirements. Please let us know if you require further discussion or documentation.

Sincerely,

Best regards,

Signed by:
Michael Goldsticker
08DEC241288B478...
Michael Goldsticker
Head of Litigation
Flock Group, Inc.

cc. (by email)

Amy Palumbo, Flock Safety [amy.palumbo@flocksafety.com]
Gaby Mahoney, Flock Safety [gaby.mahoney@flocksafety.com]

MEMORANDUM OF UNDERSTANDING

This Data Sharing Memorandum of Understanding (hereinafter "**MOU**") is entered into by and between Flock Group, Inc., d/b/a "Flock Safety", with a place of business at 1170 Howell Mill Road NW Suite 210, Atlanta, GA 30318 ("**Flock**") and Redmond PD with a place of business at 8701 160th Ave Ne, Redmond, Washington 98052 ("**Customer**") (each a "**Party**", and together, the "**Parties**").

Whereas, Customer desires to access Flock's technology platform and FlockOS® (together, the "**Flock Services**") in order to view and search still images and associated information (e.g., metadata, geo-location of devices, time stamp, and vehicle description) captured by Flock's devices ("**Captured Data**") for the Purpose (defined below).

Whereas, Flock desires to share Captured Data with Customer in accordance with the applicable retention requirements, pursuant to the following terms and conditions:

1. Definitions.

1.1. "**Authorized User**" means employees, agents, or officers of Customer accessing or using the Flock Services for the Purpose.

1.2. "**Flock IP**" means the Flock Services, Flock's proprietary software, hardware, and any intellectual property or proprietary information therein or otherwise provided to Customer and/or its Authorized Users.

1.3. "**FlockOS® Essentials Tier**" means access to Flock's cloud-based public safety platform, which includes real-time hotlist alerts and search vehicle evidence from a nationwide network of license plate reader cameras. FlockOS® Essentials Tier includes access to Flock's national law enforcement network of devices.

1.4. "**FlockOS® Community Tier**" means access to Flock's cloud-based public safety platform, which includes limited access to community devices, such as Home Owner Associations, businesses, law enforcement, and school safety customers, within the local city or county they serve. FlockOS® Community Tier does not include national access to Flock's law enforcement network of devices.

2. Purpose. Customer shall use Flock Services solely for the awareness, prevention, and prosecution of crime, bona fide investigations and evidence gathering by law enforcement to the extent permitted by law ("**Purpose**").

3. Term. This MOU will commence upon execution by both Parties and shall continue until terminated by either Party pursuant to Section 12 ("**Termination for Convenience**").

4. Trial Period. For the first ninety (90) days of the Term ("**Trial Period**"), Customer will have complimentary access to FlockOS® Essentials Tier. After the Trial Period, Customer will be

automatically downgraded to FlockOS® Community Tier unless the Parties mutually execute a paid subscription agreement.

5. Access Rights to Flock Services. Flock grants to Customer a non-exclusive, non-transferable, revocable right to access the features and functions of the Flock Services during the Term, solely for use by Authorized Users. Customer shall undertake reasonable efforts to make all Authorized Users aware of the provisions of this MOU and shall cause Authorized Users to comply with such provisions. Customer shall be responsible for all acts and omissions of Authorized Users.

6. Restrictions on Use. Customer will not permit any Authorized Users or any third party to: (i) copy or duplicate any of the Flock Services; (ii) decompile, disassemble, reverse engineer or otherwise attempt to obtain or perceive the source code from which any software component of any of the Flock Services is compiled or interpreted; (iii) modify, alter, or tamper with any of the Flock Services, or create any derivative product from any of the foregoing; (iv) interfere or attempt to interfere in any manner with the functionality or proper working of any of the Flock Services; (v) remove, obscure, or alter any notice of any intellectual property or proprietary right appearing on or contained within any of the Flock Services; or (vi) assign, sublicense, sell, resell, lease, rent or otherwise transfer or convey, or pledge as security or otherwise encumber, Customer's rights. Customer may only access Captured Data and Flock Services to perform the Purpose, as described in Section 2. Parties shall comply with all applicable local, state and federal laws, regulations, policies and ordinances.

7. Service Interruption. Flock Services may be interrupted in the event that: (a) Flock's provision of Flock Services to Customer or any Authorized User is prohibited by applicable law; (b) any third-party services required for Flock Services are interrupted; (c) if Flock reasonably believe Flock Services are being used for malicious, unlawful, or otherwise unauthorized use; (d) there is a threat or attack on any of the Flock IP by a third party; or (e) scheduled or emergency maintenance ("**Service Interruption**"). Flock will make commercially reasonable efforts to provide written notice of any Service Interruption to Customer, to provide updates, and to resume providing access to Flock Services as soon as reasonably possible after the event giving rise to the Service Interruption is cured. Flock will have no liability for any damage, liabilities, losses (including any loss of data or profits), or any other consequences that Customer or any Authorized User may incur as a result of a Service Interruption.

8. Service Suspension. Flock may temporarily suspend Customer's and any Authorized User's access to any portion or all of the Flock IP or Flock Services if: (a) there is a threat or attack on any of the Flock IP by Customer; (b) Customer's or any Authorized User's use of the Flock IP disrupts or poses a security risk to the Flock IP or any other customer or vendor of Flock; (c) Customer or any Authorized User uses the Flock IP for fraudulent or illegal activities; (d) Customer has violated any term of this provision, including, but not limited to, utilizing Flock Services for anything other than the Purpose; or (e) any unauthorized access to Flock Services through Customer's account.

9. **Ownership**. Flock retains all right, title and interest in and to the Flock Service, Flock IP, and its components or data provided by Flock to Customer. Customer further acknowledges that Flock retains the right to use the foregoing for any purpose in Flock's sole discretion. Except as

provided herein, Customer acknowledges that it neither owns nor acquires any rights, title or interest in Flock IP or Captured Data. If Customer or Authorized User provides any suggestions or other information relating to the subject matter hereunder, Customer or Authorized User hereby assigns to Flock all right, title and interest (including intellectual property rights) with respect to or resulting from any of the foregoing. There are no implied rights.

10. Warranty. Flock Services are provided "As Is". Flock disclaims all warranties, express or implied, including, but not limited to, implied warranties of merchantability and fitness for a particular purpose as to Flock Services and Captured Data.

11. **Financial Implications to Customer**. No financial commitment by Customer is required to access the Flock Services or Captured Data under this MOU.

12. Termination for Convenience. Either Party may terminate this MOU for its convenience at its sole discretion by providing thirty (30) days prior written notice of termination, effective immediately after such notice. Upon termination of this MOU, Customer will immediately cease all use of Flock Services.

13. **Indemnification**. Each Party to this MOU shall assume the responsibility and liability for the acts and omissions of its own employees, deputies, officers, or agents, in connection with the use of Flock Services. To the extent permitted by law, Parties shall indemnify and hold harmless each other against any suits, claims, actions, complaints, or liability of any kind, which relate to the use of or reliance on Flock Services. For tort liability purposes, no participating Party shall be considered the agent of the other participating Party. Each Party to this MOU shall be liable (if at all) only for the torts of its own officers, agents, or employees. Under no circumstances shall this MOU be interpreted to create a partnership or joint venture.

14. Limitation of Liability.

14.1. Limitation on Direct Damages. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, IN NO EVENT SHALL FLOCK, ITS OFFICERS, DIRECTORS, AGENTS, EMPLOYEES OR REPRESENTATIVES BE LIABLE FOR ANY AMOUNT GREATER THAN $100 IN UNITED STATES CURRENCY, WITHOUT REGARD TO WHETHER SUCH CLAIM IS BASED IN CONTRACT, TORT (INCLUDING NEGLIGENCE OR STRICT LIABILITY), PRODUCT LIABILITY OR OTHERWISE.

14.2. Waiver of Consequential Damages. IN NO EVENT SHALL FLOCK OR ITS LICENSORS OR SUPPLIERS BE LIABLE FOR ANY INDIRECT, SPECIAL, PUNITIVE OR CONSEQUENTIAL DAMAGES, INCLUDING, WITHOUT LIMITATION, LOSS OF DATA OR LOSS OF PROFITS, WITHOUT REGARD TO WHETHER SUCH CLAIM IS BASED IN CONTRACT, TORT (INCLUDING NEGLIGENCE), PRODUCT LIABILITY OR OTHERWISE, EVEN IF FLOCK HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.

15. **Confidentiality**.

15.1. **Obligations**. During the performance of services and Customer's use of the Flock Services under this Agreement it may be necessary for a Party to provide the other with certain information considered to be proprietary or confidential by the disclosing Party. The disclosure of such confidential information shall be subject to the following terms and conditions.

15.1.1. "**Confidential Information**" shall mean any material, data, systems, procedures and other information of or with respect to disclosing Party that is not be accessible or known to the general public, including information concerning its hardware, business plans or opportunities, business strategies, finances, employees, object code, source code, formulae, algorithms, financial data, clients, employees, software development plans, software support and third-party proprietary or other information that disclosing Party treats as confidential. The receiving Party shall not use, publish or divulge any Confidential Information of the disclosing Party except (i) in connection with receiving Party's provision of software and services pursuant to this Agreement, (ii) to receiving Party's officers, directors, employees, agents and contractors who need to know such information to enable receiving Party to provide software and services pursuant to this Agreement, or (iii) with the prior written consent of disclosing Party, provided that disclosing Party may withhold such consent in its sole discretion.

15.1.2. Each Party shall protect the other's Confidential Information with the same degree of care normally used to protect its own similar Confidential Information, but in no event less than that degree of care that a reasonably prudent business person would use to protect such information. The obligations of each Party to protect Confidential Information received from the other Party shall not apply to information that is publicly known or becomes publicly known through no act or failure to act on the part of the recipient. All provisions of this MOU concerning this section herein, shall survive any termination of this MOU.

15.2. **Exclusions**. Confidential Information shall not include any information that is (i) already known to the receiving Party at the time of the disclosure; (ii) publicly known at the time of the disclosure or becomes publicly known through no wrongful act or failure of the receiving Party; (iii) subsequently disclosed to the receiving Party on a non-confidential basis by a third-party not having a confidential relationship with the other Party hereto that rightfully acquired such information; or (iv) communicated to a third party by the receiving Party with the express written consent of the other party hereto. A disclosure of Confidential Information that is legally compelled to be disclosed pursuant to a subpoena, summons, order or other judicial or governmental process or the Freedom of Information Act or Public Records Request shall not be considered a breach of this MOU; provided the receiving Party provides prompt notice of any such subpoena, order, or the like to the other Party so that such Party will have the opportunity to obtain a protective order or otherwise oppose the disclosure.

16. **Entire Agreement**. This MOU is complete and contains the entire understanding between the Parties relating to the provision of Flock Services, the sharing of Captured Data, and

Confidential Information by and between Flock and Customer. This MOU supersedes any and all other agreements between the Parties. This Agreement is non-assignable by either Party.

17. Severability. Nothing is this MOU is intended to conflict with or violate State or Federal laws, regulations, policies, etc. If a term or provision of this MOU is inconsistent with a law or authority, then that term or provision shall be invalid, but the remaining terms and provisions shall remain in full force and effect. If any provision of this MOU is found to be unenforceable, unlawful, or void, the provision shall be deemed severable from the MOU and shall not affect the validity of the remaining provisions.

18. Miscellaneous. All notices under this Agreement will be in writing and will be deemed to have been duly given when received, if personally delivered; when receipt is electronically confirmed, if transmitted by email; the day after it is sent, if sent for next day delivery by recognized overnight delivery service; and upon receipt, if sent by certified or registered mail, return receipt requested. All notices will be provided to the email or mailing address listed in this Agreement. This MOU shall be governed by the laws of the state in which the Customer is located, excluding its conflict of laws rules. The parties agree that the United Nations Convention for the International Sale of Goods is excluded in its entirety from this MOU.

IN WITNESS WHEREOF, Flock and the Customer have caused this MOU to be signed on the date set forth below and be effective on the last date specified below.

FLOCK GROUP, INC.		**Redmond PD**	
By:		By:	
Name:		Name:	Darrell Lowe
Title:		Title:	Chief
Date:		Date:	May 29, 2024

flock safety

Flock Safety Professional Services

Implementation Services

Statement of Work
For
Redmond Police Department, WA
FlockOS Advanced

Effective Date: September 25, 2024
Revision: 1
Drafted by: Kevin Jung

Introduction

This Statement of Work ("SOW") is between the Redmond Police Department ("Customer") and Flock Group Inc ("Flock Safety"). This Statement of Work is governed by the Master Service Agreement with Flock Safety and Customer. This SOW defines the scope of the services that Flock Safety will provide to the Customer. This Statement of Work provides definitions and mutual understanding of the work to be completed.

Project Summary

Flock Safety will implement FlockOS Advanced for the Redmond Police Department to include:

- Integration of Axon Body Worn Cameras (BWC) and Fleet 3 for live AVL tracking
    - Active subscription to Axon Respond is required for live GPS tracking
- Creation of a Camera Registry Website to facilitate public/private partnership for camera sharing
- Custom ESRI map layers to overlay on FlockOS map
- Integration of Single Sign-On (SSO) with Azure Active Directory
    - Identity Provider must support SAML/OpenID Connect (OIDC)
- Map Attachments for redirection from FlockOS to desired web resource

Descriptions of Services

The following services will be provided as part of this Statement of Work. Any Services not described herein will require a Project Change Request (PCR).

Project Readiness Services

Flock Safety will provide a Technical Project Manager for engagement that will be responsible for the following tasks:

- Reviewing Statement of Work and contractual responsibilities of both parties with the Customer's lead point of contact.
- Providing project plans to the Customer and updating the plan during the length of the engagement.
- Measurement and evaluation of the progress.
- Handoff upon project completion.

Configuration and Validation

Flock Safety Implementation technicians will:

- Configure ESRI Based map interface
- Implement Video Management System
- Integrate existing Flock Hardware
- Enable Unlimited Users
- Enable Axon BWC and Fleet Locations
- Enable Map Attachments
- Implement Single Sign-On (SSO) for FlockOS
- Plot registrations on FlockOS map for the Camera Registry Program

Out of Scope:

- Physical installation of any product not supplied by Flock.
- Software changes/configurations outside of FlockOS.
- Network configurations outside of Flock standards.

Project Conditions

- Project Timeline is dependent upon the information supplied by the customer. All information that is asked by Flock Safety, is required to be completed prior to Flock Employee onsite.
- Streams will be available within 5 business days of Flock product installation.
- A completed statement of work will include the FlockOS Advanced package. All streams and products purchased will be installed or implemented via Flock Safety. Third Party cameras integrated will be available on the Flock Safety network. This may exclude change orders and or individual stream troubleshooting.
- Flock Safety will develop a community partnership website for camera registrations and additions in accordance with Flock Standard Templates unless otherwise stated in this SOW.

Work Breakdown	Resource	Onsite	Remote
FlockOS Advanced Package	Sales Engineer, Integration Manager	X	X
Upgrades/Enhancements			

Payment Terms

Services will be invoiced as per the terms on your Flock Safety quote and contract. Flock Safety Professional Services labor rate is $250 per hour for all services above and beyond those purchased and outlined in this statement of work.

Acknowledgement and Approvals

Upon completion of this SOW, no additional services are due to the Customer under this SOW.

The parties, through their authorized representatives signed below, hereby agree to the terms of this Statement of Work as of the Effective Date.

Flock Safety	
Name	Nikki Bailey
Title	Manager, Solutions Engineering
Signature	
Date	

Customer Name	
Name	
Title	
Signature	
Date	

Memorandum

Date: 11/18/2025
Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 25-596
Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Planning and Community Development	Carol Helland	425-556-2107

DEPARTMENT STAFF:

Planning and Community Development	Seraphie Allen	Deputy Director
Planning and Community Development	Brooke Buckingham	Human Services Manager
Planning and Community Development	Jeff Churchill	Long Range Planning Manager
Planning and Community Development	Ian Lefcourte	Principal Planner

TITLE:
Housing Framework Report

OVERVIEW STATEMENT:
Staff will provide a summary of planning policies and actions relating to the City's efforts under the proposed housing framework: build more housing faster, get people housed, and keep people housed. A deeper dive into this topic under this framework will be presented over a series of three additional presentations.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Community Strategic Plan, Comprehensive Plan Housing Element, Comprehensive Plan Human Services Element, Housing Action Plan, Human Services Strategic Plan
- **Required:**
  N/A
- **Council Request:**
  N/A
- **Other Key Facts:**
  By providing a deeper analysis of gaps, challenges, and opportunities in area of housing, staff seek to engage Council and solicit their ideas to inform future plans and budget proposals.

OUTCOMES:
A continued focus on responding to existing and emerging housing needs in a dynamic environment.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  N/A
- **Outreach Methods and Results:**
  N/A
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
$9,231,581

Approved in current biennial budget: ☒ **Yes** ☐ **No** ☐ **N/A**

Budget Offer Number:
0000307 - Housing and Human Services

Budget Priority:
Vibrant and Connected

Other budget impacts or additional costs: ☐ **Yes** ☐ **No** ☒ **N/A**
If yes, explain:
N/A

Funding source(s):
General Fund

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
2/17/2026	Committee of the Whole - Public Safety and Human Services	Receive Information
4/21/2026	Committee of the Whole - Public Safety and Human Services	Receive Information
6/16/2026	Committee of the Whole - Public Safety and Human Services	Receive Information

Time Constraints:
N/A

ANTICIPATED RESULT IF NOT APPROVED:
N/A

ATTACHMENTS:
Attachment A: Housing Framework Presentation 111825

Housing Framework
Part 1 of 4

November 18, 2025

Brooke Buckingham, Human Services Manager

Ian Lefcourte, AICP, Principal Planner

Redmond
WASHINGTON

Presentation Goals

Overall Four-Part Presentation

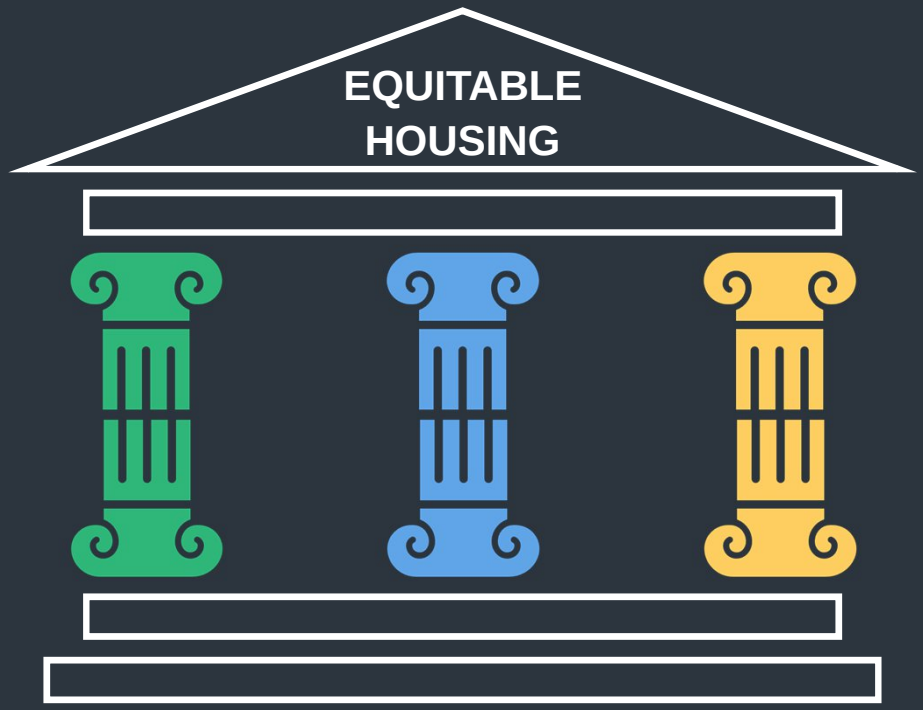
- Share work completed and work underway.
- Identify opportunities, current investments, and gaps.
- Share factors that influence conditions and outcomes.
- Share information to guide future decision-making

This Presentation

- Present Housing framework.
- Provide refresher on existing plans.
- Provide overview of current landscape.
- Receive input from Council on proposed engagement topics.

Housing Framework

Building a strong foundation to support housing for all.



Build More Housing Faster
Facilitate faster delivery of housing to increase supply and variety.

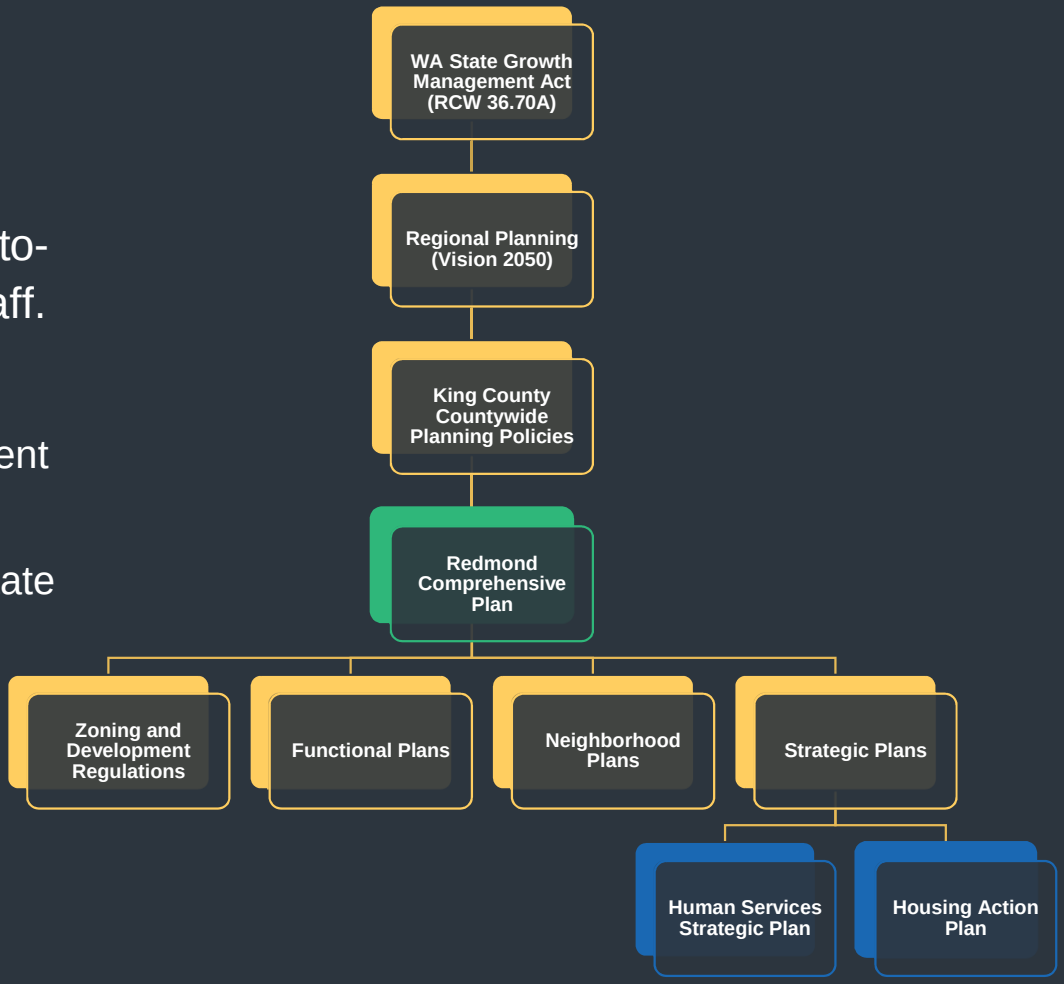
Get People Housed
Address and provide a comprehensive response to homelessness.

Keep People Housed
Improve housing stability for those at risk of losing their housing.

Redmond 2050

A Comprehensive Plan states goals, policies, and actions that guide the day-to-day decisions of elected officials and staff.

- The centerpiece of local planning efforts.
- All other city components must be consistent with the comprehensive plans.
- Plans must comply with all regional and state requirements.



Redmond 2050
Goals for Redmond

- To foster a sense of **welcoming and inclusion** as we transition from a suburb to an intercultural city.
- To sustain and enhance resilient natural systems and built environment.
- To increase the diversity, supply, and **affordability** of housing.
- To maintain and enhance **vibrant** and well-connected centers.
- To create neighborhoods where people can **meet their basic needs** close to home.
- To support a diverse, sustainable, and **resilient** economy



Redmond 2050

Policies supporting our vision

HO-18 Collaborate with public, non-profit, and other partners to fund, site, and build affordable housing and address the countywide need at the deepest levels of affordability.

HS-10 Invest in subregional infrastructure and capacity to support people experiencing homelessness or at risk of becoming homeless. This includes coordination with entities responsible for oversight of King County's homeless system to ensure that subregional needs are met.

HO-17 Cooperate with ARCH, the King County Housing Authority, and human service agencies.

HO-6 Identify and implement strategies to meet affordable housing targets identified in the King County Countywide Planning Policies.

HS-9 Use available, and work to increase, external funds and resources in support of affordable housing, human services, and other needed community projects.

HS-12 In coordination with other city departments, foster comprehensive, appropriate, and proactive responses for individuals or households experiencing crisis or instability.

Redmond 2050

Planning for growth

	Total Units	≤30% AMI		AMI	AMI	AMI	AMI	AMI
		Non-PSH	PSH	>30 - ≤50%	>50 - ≤80%	>80 - ≤100%	>100 - ≤120%	>120%
Baseline Housing Supply: 2019	31,739	753	58	1,404	2,184	9,270	4,839	13,231
KC CPP Net New Housing Needed: 2019-2044	20,000	7,025	3,694	3,870	2,765	348	394	1,904
KC CPP Total Future Housing Needed: 2044	51,739	7,778	3,752	5,274	4,949	9,618	5,233	15,135
Extrapolated KC CPP Net New Housing Needed: 2019-2050	24,800	8,711	4,581	4,799	3,429	432	489	2,361
Extrapolated KC CPP Total Future Housing Needed: 2050	56,539	9,464	4,639	6,203	5,613	9,702	5,328	15,592

73% of net new housing at 50% AMI or below (18,090 units)

KC CPP = King County Countywide Planning Policies

Summary of Strategic Plans

Housing Action Plan and Human Services Strategic Plan

Housing Action Plan (2021)

- Created before Redmond 2050.
- Created before the recent “boom” of state legislation related to housing.
- Accompanied by a needs assessment.
- Identified a deficit of needed housing.
- Recommended a variety of actions: programs, regulations, evaluations.

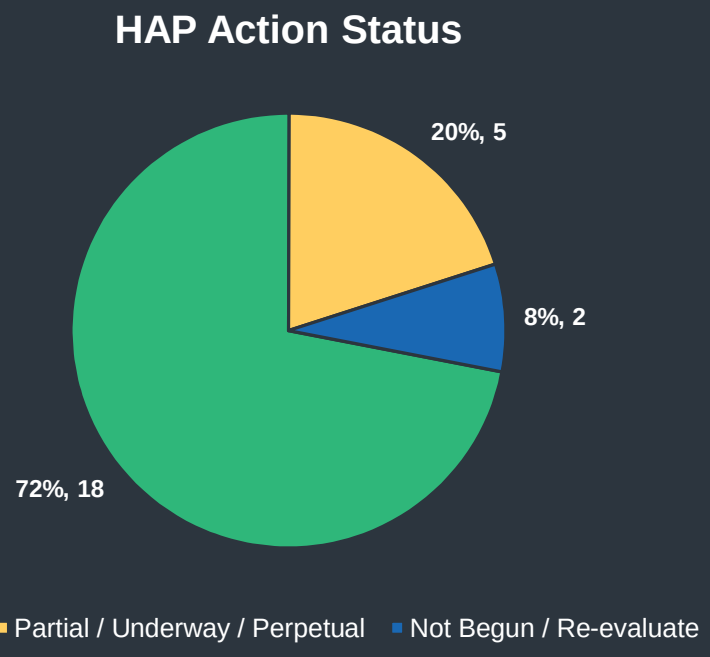
Human Services Strategic Plan (2022)

- Created at start of Redmond 2050.
- Accompanied by a needs assessment, with particular attention to impact of COVID-19.
- Five priority areas to accomplish over five years, focused on supporting community recovery and resilience and responding to future needs.

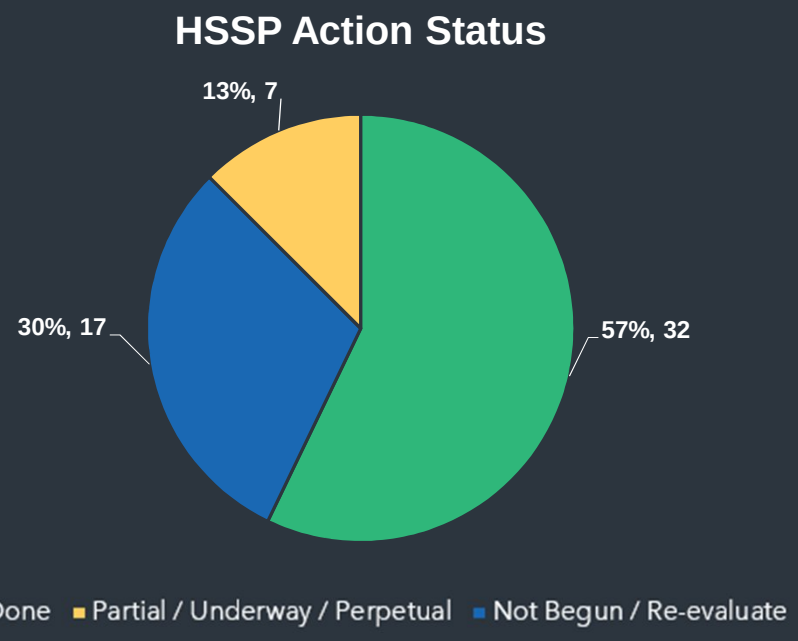
Strategic Plan Status

Most actions in current plans have been completed or are underway.

Housing Action Plan (2021)



Human Services Strategic Plan (2022)



Significant Accomplishments

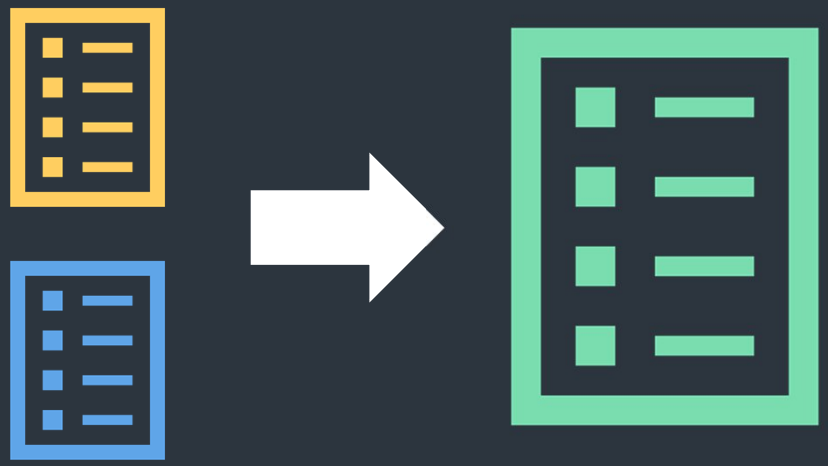
Redmond is recognized as a leader locally and nationally.

Build More Housing Faster	
More land capacity from Redmond 2050	New Multifamily Tax Exemption areas
Inclusionary Zoning updates	Increased funding for affordable housing
Redmond 2050 simplified Development Code	Leader in regional housing production
Get People Housed	
Health Through Housing Initiative	Expanded outreach capacity to individuals experiencing homelessness, internally and sub-regionally
Plymouth Housing Project	Will provide permanent supportive housing to 100 individuals.
Keep People Housed	
Capella Pilot Project	Maintained funding investments, absorbing loss of COVID-response dollars.
Tenant Protection Ordinance	

Strategic Plans Next Steps

Proposal: Merge Housing and Human Services into one plan

- Rational nexus between housing and human services.
- Focus on tangible actions.
- Focused refresh to update plans.
- Unlikely to need consultant support.
- Propose to start in Q1 2026.



Current Conditions

Many changes since adoption of strategic plans.

Local

- Housing production remains strong, with signs of regional downward trend.
- Council has maintained and increased investments.
- Housing costs continue to rise.

King County

- Anticipated population increase.
- Limited, highly competitive funding available for programs and projects.
- County budget deficit.

State

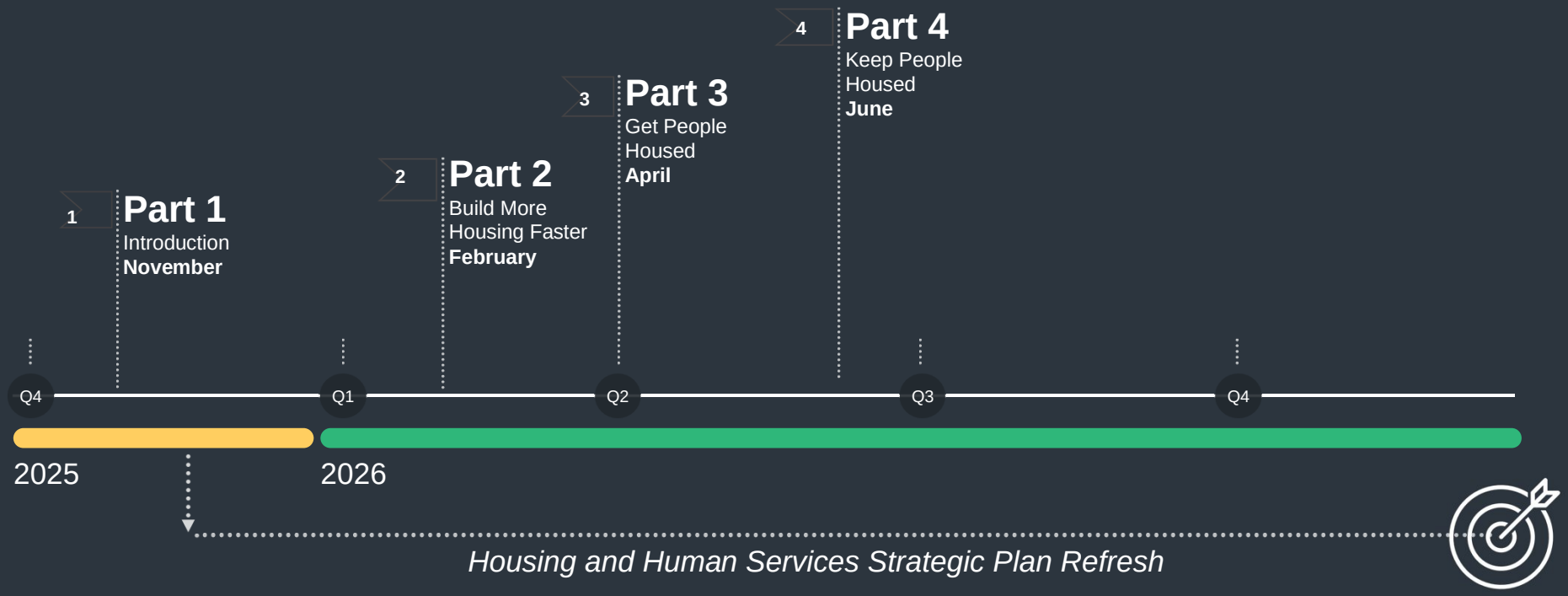
- Legislative wins: tenant protection, etc.
- State budget deficit.

Federal

- Tariffs/inflation.
- Uncertainty and unpredictable.
- Funding cuts to benefits (SNAP, etc.)

Council Engagement

Timeline



Proposed Engagement Topics

Build More Housing Faster

- Process Streamlining
- Multifamily Tax Exemption (MFTE)
- Incentives
- Flexible Zoning
- Reduced Parking
- Program Investments

Get People Housed

- STEP: Shelter, Transitional, Emergency, Permanent Supportive Housing
- KCRHA and Homeless System
- Partnerships
- Program Investments

Keep People Housed

- Financial stability interventions (e.g. rent assistance)
- Tenant Protections and Education
- Housing Precarity
- Legal Support
- Program Investments

Thank You

Questions?

Brooke Buckingham, Human Services Manager

Ian Lefcourte, AICP, Principal Planner

Redmond
WASHINGTON

Memorandum

Date: 11/18/2025
Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 25-627
Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Planning and Community Development	Carol Helland	425-556-2107

DEPARTMENT STAFF:

Planning and Community Development	Brooke Buckingham	Human Services Manager
Planning and Community Development	Seraphie Allen	Deputy Director

TITLE:
Community Stability Allocation Fund Update

OVERVIEW STATEMENT:
On September 16, 2025, Council approved an allocation of $250,000 for community stability to support the immediate needs of immigrants, refugees, and asylum seekers who impacted by the current federal regulatory environment. Council directed funds to be distributed to currently funded human service organizations or through a subcontract to support legal assistance, housing stability, food security, and other needs. Staff and two human services commissioners met to review proposals and award funds, consistent with Council direction.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☒ **Receive Information** ☐ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Respect, Equity, Diversity and Inclusion Plan, Welcoming Proclamation, Resolution 1465, Redmond Community Strategic Plan, Redmond 2050, Human Services Strategic Plan
- **Required:**
  N/A
- **Council Request:**
  Council requested follow-up from staff on distribution of funding.
- **Other Key Facts:**
  Staff has notified agencies of funding awards and will proceed with routing contracts to meet immediate needs.

OUTCOMES:
Redmond residents experiencing instability due to unprecedented uncertainty will have greater access to legal services, housing, and more.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  N/A
- **Outreach Methods and Results:**
  N/A
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
$250,000

Approved in current biennial budget: ☒ **Yes** ☐ **No** ☐ **N/A**

Budget Offer Number:
Affordable Housing Program (page 31, 225)

Budget Priority:
Vibrant & Connected

Other budget impacts or additional costs: ☐ **Yes** ☒ **No** ☐ **N/A**
If yes, explain:
N/A

Funding source(s):
The proposed allocation will be made from the Council's 2025-2026 budget enhancement for community stability in the General Fund.

Budget/Funding Constraints:
This is a one-time funding disbursement in response to unprecedented needs and is not eligible for renewal. Funding should be spent to relieve the immediate needs of Redmond residents, not be used to fund ongoing staff positions, and must be exhausted no later than December 31, 2026.

☒ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
9/9/2025	Study Session	Provide Direction
9/16/2025	Business Meeting	Approve

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

Time Constraints:
Timely contracting will strengthen organizations' capacity to meet community needs.

ANTICIPATED RESULT IF NOT APPROVED:
N/A

ATTACHMENTS:
Attachment A: Community Stability Allocation Process and Plan

Community Stability Funds – Process

In early September, the City of Kirkland issued a Rapid Response Fund Request for Proposals (RFP) with $167,000 in available funds for organizations impacted by federal administration immigration policies. In anticipation of having potential funds, Redmond requested the inclusion of this language in the RFP materials: “The City of Kirkland values subregional partnerships and will share RFP proposals received with the City of Redmond. The City of Redmond may have additional funds available at a later date and will consider awards for applications at the City of Redmond’s sole discretion.”

Upon approval of Council’s allocation of funding for Community Stability, Redmond emailed all currently funded agencies notifying them of Council’s allocation and encouraged them to apply using the same RFP. The following is a summary of the process staff used for developing funding recommendations.

1. 24 applications were received through the Rapid Response Fund RFP, totaling over $1.2M.
2. Redmond human services staff reviewed all proposals and identified 14 proposals that most aligned Council’s criteria.
3. Staff also met with Eastside for All Executive Director, Debbie Lacy, to better understand and consider ‘on-the-ground’ issues.
4. Staff recruited two commissioners to review and develop funding recommendations.
5. When developing their recommendations, staff and commissioners considered how the proposals were meeting specific and unique needs facing immigrant communities, funding gaps that remained after Kirkland’s awards, and the type of services being offered (e.g. legal assistance, food, etc).

Community Stability Fund – Funding Recommendation

Organization	Brief Description	Request	Redmond Award
4 Tomorrow	One-time staffing costs to coordinate resources, emergency basic needs supplies	$50,000	$50,000
Africans on the Eastside	Basic needs supplies, one-time staffing costs, interpreter stipends	$50,000	$25,000
Centro Cultural Mexicano	Rental assistance, workshops, bilingual outreach, food and basic needs supplies	$50,000	$50,000
Communities in Schools of Greater King County	Home visits to families, food and basic needs supplies	$30,750	$18,450
Indian American Community Services	Legal clinics and consults, basic needs and financial assistance	$49,900	$37,050
Renewal Food Bank	Food purchases, Americorp support	$89,000	$44,500
The Circle Community Navigation*	Community navigation focused on legal support, financial assistance	$48,400	$25,000
Consejo Counseling and Referral Service	Relocation assistance, hotel vouchers and stipends	$50,000	Contingency
Chinese Information and Service Center	1:1 consults, workshops	$31,002	Contingency
Hopelink	Food purchases, grocery cards	$50,000	Contingency

Organization	Brief Description	Request	Redmond Award
Immigrant Women's Community Center	Healing circles and conflict resolution, case management, and basic needs/financial assistance	$25,000	$0
YES	Hire bilingual staff	$39,603	$0
Essentials First	Info and referral, food and hygiene supplies	$50,000	$0
Catholic Community Services	Outreach events and case management by Latino Network builder	$50,000	$0
Asian Counseling and Referral Service	Leverage existing staff to expand outreach, events, and outreach materials	$50,000	$0
KidVantage	Staffing and basic needs supplies	$25,722	$0
Kindering	Staffing	$23,254	$0
Ayan Maternity Health Care Support	Staffing, community health events	$49,055	$0
Friends of Youth	Staffing	$47,570	$0
KCSARC	Translation of materials	$25,000	$0
LifeWire	Staffing, translation of materials, financial assistance	$50,000	$0
Rehoboth Christian Development Center	Food distribution	$85,000	$0
UBUMWE Women Association Services	Staffing	$166,289	$0
Washington Autism Alliance	Staffing, systems navigation	$50,000	$0
		$1,235,545	**$250,000**

Notes:

1. Highlighted grey programs, while worthwhile, were not as aligned with Council direction.
2. Consider partial funding for contingency programs if more funds become available.
3. Staff will engage with The Circle to explore subcontracting options, as this is not a currently funded program.

Memorandum

Date: 11/18/2025
Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 25-623
Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Planning and Community Development	Carol Helland	425-556-2107

DEPARTMENT STAFF:

Planning and Community Development	Seraphie Allen	Deputy Director
Planning and Community Development	Jeff Churchill	Long Range Planning Manager
Planning and Community Development	Odra Cárdenas	Senior Planner

TITLE:
Approval of Contract with MAKERS for the Citywide Design Standards Update

OVERVIEW STATEMENT:
Staff recommends approving a contract with MAKERS, in the amount of $149,978, for the update of the Citywide Design standards. The work was approved in the 2025-2026 biennial budget using one-time funds and implements the Redmond 2050 Comprehensive Plan themes of sustainability, equity and inclusion, and resilience.

The proposed scope of work is provided in Attachment A.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Redmond 2050 Comprehensive Plan, Chapter 21.58 of the Redmond Zoning Code, Section 21.05.200 Cultural Districts and Placemaking of the Redmond Zoning Code.
- **Required:**
  Council approval is required for contracts exceeding $50,000
- **Council Request:**
  Council funded this work in the 2025-2026 biennial budget.
- **Other Key Facts:**
  N/A

OUTCOMES:
The Citywide Design Standards project is a key initiative by the city to continue to implement Redmond 2050 Comprehensive Plan priorities, streamline the code, and update illustrations. The outcome of this project is a comprehensive update to the 21.58 Community Design chapter of the Redmond Zoning Code. Tasks include code testing, code updates, illustrations, and research. Specific tasks are described in the scope of work in Attachment A.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  Community outreach will occur in 2026.
- **Outreach Methods and Results:**
  Outreach methods will be determined during the project and will be consistent with Redmond 2050 policies for participation.
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
$149,978

Approved in current biennial budget: ☒ **Yes** ☐ **No** ☐ **N/A**

Budget Offer Number:
0000304

Budget Priority:
Vibrant and Connected

Other budget impacts or additional costs: ☐ **Yes** ☐ **No** ☒ **N/A**
If yes, explain:
N/A

Funding source(s):
Development Agreement Fund Surplus

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
12/2/2025	Business Meeting	Approve

Time Constraints:
The funding for this project was approved under the 2025-2026 biennium budget. Timely approval of the contract is essential to complete all consultant work during this biennium.

ANTICIPATED RESULT IF NOT APPROVED:
If not approved, the updates to design standards will be deferred.

ATTACHMENTS:
Attachment A. Citywide Design Standards contract and scope of work

Consulting Services Agreement
[Non-Public Work]

PROJECT TITLE 2025-2026 Citywide Design Standards Update	***EXHIBITS*** ***(List all attached exhibits - Scope of Work, Work Schedule, Payment Schedule, Renewal Options, etc.)*** Attachment A. Scope of Work
CONTRACTOR MAKERS architecture and urban design, LLP	***CITY OF REDMOND PROJECT ADMINISTRATOR*** ***(Name, address, phone #)*** City of Redmond
CONTRACTOR'S CONTACT INFORMATION ***(Name, address, phone #)*** Bob Bengford, Principal Scott Bonjukian, Project Manager 500 Union Street, Suite 700 Seattle, WA 98101 (206)652-5080	***BUDGET OR FUNDING SOURCE*** Total costs: $149,978 Funding source: 9091-100-88 Citywide Building Design Standards update
CONTRACT COMPLETION DATE December 2026	***MAXIMUM AMOUNT PAYABLE*** $149,978

THIS AGREEMENT is entered into on _____, 20__ between the City of Redmond, Washington, hereinafter called "the CITY", and the above person, firm or organization, hereinafter called "the CONSULTANT".

WHEREAS, the CITY desires to accomplish the above-referenced project; and

WHEREAS, the CITY does not have sufficient staff or expertise to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a CONSULTANT to provide the necessary services for the project; and

WHEREAS, the CONSULTANT has represented to the CITY that the CONSULTANT is in compliance with the professional registration statutes of the State of Washington, if applicable, and has signified a willingness to furnish consulting services to the CITY, now, therefore,

IN CONSIDERATION OF the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:

1. Retention of Consultant - Scope of Work. The CITY hereby retains the CONSULTANT to provide professional services as defined in this agreement and as necessary to accomplish the scope of work attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. The CONSULTANT shall furnish all services, labor and related equipment necessary to conduct and complete the work, except as specifically noted otherwise in this agreement.

2. Completion of Work. The CONSULTANT shall not begin any work under the terms of this agreement until authorized in writing by the CITY. The CONSULTANT shall complete all work required by this agreement according to the schedule attached as Exhibit B and incorporated herein by this reference as if set forth in full. A failure to complete the work according to the attached schedule, except where such failure is due to circumstances beyond the control of the CONSULTANT, shall be deemed a breach of this agreement. The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the CITY, in the event of a delay attributable to the CITY, or because of unavoidable delays caused by circumstances beyond the control of the CONSULTANT. All such extensions shall be in writing and shall be executed by both parties.

3. Payment. The CONSULTANT shall be paid by the CITY for satisfactorily completed work and services satisfactorily rendered under this agreement as provided in Exhibit C, attached hereto and incorporated herein by this reference as if set forth in full. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in the Scope of Work attached. The CONSULTANT shall be entitled to invoice

the CITY no more frequently than once per month during the course of the completion of work and services by the CONSULTANT. Invoices shall detail the work performed or services rendered, the time involved (if compensation is based on an hourly rate) and the amount to be paid. The CITY shall pay all such invoices within 30 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth above, if any, and the CONSULTANT agrees to perform all services contemplated by this agreement for no more than said maximum amount.

4. Changes in Work. The CONSULTANT shall make such changes and revisions in the complete work provided by this agreement as may be necessary to correct errors made by the CONSULTANT and appearing therein when required to do so by the CITY. The CONSULTANT shall make such corrective changes and revisions without additional compensation from the CITY. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or revised, the CONSULTANT shall make such revisions as directed by the CITY. This work shall be considered as Extra Work and will be paid for as provided in Section 5.

5. Extra Work.

A. The CITY may, at any time, by written order, make changes within the general scope of the agreement in the services to be performed. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work or services under this agreement, whether or not changed by the order, or otherwise affects any other terms or conditions of the agreement, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule or both; and (3) other affected terms, and shall modify the agreement accordingly.

B. The CONSULTANT must submit any "proposal for adjustment" under this clause within 30 days from the date of receipt of the written order to make changes. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a proposal submitted before final payment of the agreement.

C. Failure to agree to any adjustment shall be a dispute under the Disputes clause of this agreement, as provided in Section 13. Notwithstanding any such dispute, the CONSULTANT shall proceed with the agreement as changed.

D. Notwithstanding any other provision in this section, the maximum amount payable for this agreement shall not be increased or considered to be increased except by specific written amendment of this agreement.

6. Ownership of Work Product. Any and all documents, drawings, reports, and other work product produced by the CONSULTANT under this agreement shall become the property of the CITY upon payment of the CONSULTANT'S fees and charges therefore. The CITY shall have the complete right to use and re-use such work product in any manner deemed appropriate by the CITY, provided, that use on any project other than that for which the work product is prepared shall be at the CITY'S risk unless such use is agreed to by the CONSULTANT.

7. Independent Contractor. The CONSULTANT is an independent contractor for the performance of services under this agreement. The CITY shall not be liable for, nor obligated to pay to the CONSULTANT, or any employee of the CONSULTANT, sick leave, vacation pay, overtime or any other benefit applicable to employees of the CITY, nor to pay or deduct any social security, income tax, or other tax from the payments made to the CONSULTANT which may arise as an incident of the CONSULTANT performing services for the CITY. The CITY shall not be obligated to pay industrial insurance for the services rendered by the CONSULTANT.

8. Indemnity. The CONSULTANT agrees to hold harmless, indemnify and defend the CITY, its officers, agents, and employees, from and against any and all claims, losses, or liability, for injuries, sickness or death of persons, including employees of the CONSULTANT, or damage to property, arising out of any willful misconduct or negligent act, error, or omission of the CONSULTANT, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, provided, however, that:

A. The CONSULTANT's obligations to indemnify, defend and hold harmless shall not extend to injuries, sickness, death or damage caused by or resulting from the sole willful misconduct or sole negligence of the CITY, its officers, agents or employees; and

B. The CONSULTANT's obligations to indemnify, defend and hold harmless for injuries, sickness, death or damage caused by or resulting from the concurrent negligence or willful misconduct of the CONSULTANT and the CITY, or of the CONSULTANT and a third party other than an officer, agent, subconsultant or employee of the CONSULTANT, shall apply only to the extent of the negligence or willful misconduct of the CONSULTANT.

9. Insurance. The CONSULTANT shall provide the following minimum insurance coverages:

A. Worker's compensation and employer's liability insurance as required by the State of Washington;

B. General public liability and property damage insurance in an amount not less than a combined single limit of two million dollars ($2,000,000) for bodily injury, including death, and property damage per occurrence.

C. Professional liability insurance, if commercially available in CONSULTANT's field of expertise, in the amount of two million dollars ($2,000,000) or more against claims arising out of work provided for in this agreement.

The amounts listed above are the minimum deemed necessary by the CITY to protect the CITY'S interests in this matter. The CITY has made no recommendation to the CONSULTANT as to the insurance necessary to protect the CONSULTANT'S interests and any decision by the CONSULTANT to carry or not carry insurance amounts in excess of the above is solely that of the CONSULTANT.

All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. Excepting the professional liability insurance, the CITY will be named on all insurance as an additional insured. The CONSULTANT shall submit a certificate of insurance to the CITY evidencing the coverages specified above, together with an additional insured endorsement naming the CITY, within fifteen (15) days of the execution of this agreement. The additional insured endorsement shall provide that to the extent of the CONSULTANT's negligence, the CONSULTANT's insurance shall be primary and non-contributing as to the City, and any other insurance maintained by the CITY shall be excess and not contributing insurance with respect to the CONSULTANT's insurance. The certificates of insurance shall cover the work specified in or performed under this agreement. No cancellation, reduction or modification of the foregoing policies shall be effective without thirty (30) days prior written notice to the CITY.

10. Records. The CONSULTANT shall keep all records related to this agreement for a period of three years following completion of the work for which the CONSULTANT is retained. The CONSULTANT shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of the CONSULTANT. Upon request, the CONSULTANT will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of the CONSULTANT, but the CONSULTANT may charge the CITY for copies requested for any other purpose.

11. Notices. All notices required to be given by either party to the other under this Agreement shall be in writing and shall be given in person or by mail to the addresses set forth in the box for the same appearing at the outset of this Agreement. Notice by mail shall be deemed given as of the date the same is deposited in the United States mail, postage prepaid, addressed as provided in this paragraph.

12. Project Administrator. The Project Administrator shall be responsible for coordinating the work of the CONSULTANT, for providing any necessary information for and direction of the CONSULTANT's work in order to ensure that it meets the requirements of this Agreement, and for reviewing, monitoring and approving the quality and quantity of such work. The CONSULTANT shall report to and take any necessary direction from the Project Administrator.

13. Disputes. Any dispute concerning questions of fact in connection with the work not disposed of by agreement between the CONSULTANT and the CITY shall be referred for resolution to a mutually acceptable mediator. The parties shall each be responsible for one-half of the mediator's fees and costs.

14. Termination. The CITY reserves the right to terminate this agreement at any time upon ten (10) days written notice to the CONSULTANT. Any such notice shall be given to the address specified above. In the event that this agreement is terminated by the City other than for fault on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for all services performed. No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. In the event that services of the CONSULTANT are terminated by the CITY for fault on part of the CONSULTANT, the amount to be paid shall be determined by the CITY with consideration given to the actual cost incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which would satisfactorily complete it to date of termination, whether that work is in a form or type which is usable to the CITY at the time of termination, the cost of the CITY of employing another firm to complete the work required, and the time which may be required to do so.

15. Non-Discrimination. The CONSULTANT agrees not to discriminate against any customer, employee or applicant for employment, subcontractor, supplier or materialman, because of race, creed, color, national origin, sex, religion, honorable discharged veteran or military status, familial status, sexual orientation, age, or the presence of any sensory, mental, or physical disability or the use of a trained dog or service animal by a person with a disability, except for a bona fide occupational qualification. The CONSULTANT understands that if it violates this provision, this Agreement may be terminated by the CITY and that the CONSULTANT may be barred from performing any services for the CITY now or in the future.

16. Compliance and Governing Law. The CONSULTANT shall at all times comply with all applicable federal, state, and local laws, rules, ordinances, and regulations. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

17. Subcontracting or Assignment. The CONSULTANT may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY. Any sub-consultants approved by the CITY at the outset of this agreement are named on separate Exhibit attached hereto and incorporated herein by this reference as if set forth in full.

18. Non-Waiver. Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the agreement by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it under the agreement by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

19. Litigation. In the event that either party deems it necessary to institute legal action or proceedings to enforce any right or obligation under this agreement, the parties agree that such actions shall be initiated in the Superior Court of the State of Washington, in and for King County. The parties agree that all questions shall be resolved by application of Washington law and that parties to such actions shall have the right of appeal from such decisions of the Superior Court in accordance with the law of the State of Washington. The CONSULTANT hereby consents to the personal jurisdiction of the Superior Court of the State of Washington, in and for King County. The prevailing party in any such litigation shall be entitled to recover its costs, including reasonable attorney's fees, in addition to any other award.

20. Taxes. The CONSULTANT will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by the CONSULTANT.

21. City Business License. The CONSULTANT has obtained, or agrees to obtain, a business license from the CITY prior to commencing to perform any services under this agreement. The CONSULTANT will maintain the business license in good standing throughout the term of this Agreement.

22. Entire Agreement. This agreement represents the entire integrated agreement between the CITY and the CONSULTANT, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto. These standard terms and conditions set forth above supersede any conflicting terms and conditions on any attached and incorporate exhibit. Where conflicting language exists, the CITY'S terms and conditions shall govern.

IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the day and year first above written.

CONSULTANT:

By: _____
Title: _____

CITY OF REDMOND:

_____
Angela Birney, Mayor
DATED: _____

ATTEST/AUTHENTICATED:

_____
City Clerk, City of Redmond

APPROVED AS TO FORM:

_____
Office of the City Attorney

Redmond Design Standards
Scope of Work

October 30, 2025

Work Tasks

Task 1 – Project Management & Administration

This task includes in-person kickoff meeting with all core team members (support staff could potentially participate remotely). At this meeting the team will:

- Confirm project goals
- Discuss and refine the project schedule
  - Set bi-weekly meeting days/times
  - ID intermediate deadlines
- Walk through each of the tasks and discussing components, objectives, and approach, notably:
  - Task 2 elements, including the audit and code testing
  - Task 4 - review graphic examples or templates from the consultant team to discuss what types of illustrations City staff prefer. This discussion can also include review of how staff will use the graphics and what software they have available for future editing.
- Review the consultant team's data/materials request, which will be sent ahead of the meeting
- A discussion (slides would be helpful too) of recent development examples that staff thinks are good (meeting community objectives), bad, or mixed, and how the code influenced those designs

On the same day City staff will lead a tour of recent development, potentially with a focus on Redmond's growth centers (allowing for transit by light rail and walking). This tour will be beneficial to seeing the physical successes and lessons learned from recent developments, influences of currently adopted codes and plans, and the challenges and opportunities this project will need to tackle.

Beyond the kickoff, regular bi-weekly team meetings will be facilitated by MAKERS with agendas and summaries of action items. These meetings will provide check-in points for accountability to help move tasks forward and address issues. Team members from Mithun will attend these meetings strategically (MAKERS will coordinate with Mithun regarding attendance needs prior to meetings).

MAKERS will also host a SharePoint site where the team can easily share documents.

MAKERS will provide project management services to process invoices, document deliverable revisions, schedule meetings, and other administrative tasks.

Deliverables:

- Meeting agendas
- Meeting notes (upon request)
- Monthly invoices with project summaries
- Periodic status updates and coordination with the City's project manager
- Documentation of revisions throughout the project lifecycle

Task 2 – Code Testing & Recommendations

The goal of this task is to conduct analysis and testing in an efficient manner to:

- Help identify optimal design standard approaches and metrics (which feed directly into the markups/revisions)
- Help communicate the rationale for design standards changes and metrics
- Help identify where current standards are difficult to implement or conflict with desired outcomes.
- Help evaluate the effectiveness of alternative design pathways (e.g. Small Building Alternative, Ornamentation, Towers, Mass timber) and determine whether adjustments are needed to make these pathways viable.
- Help assess how the design standards support or hinder public realm and pedestrian experience goals, including scale, articulation, and street level engagement,
- Help determine whether the design standards align with construction methods and goals such as upper story amenity space, building scale, corner treatments.
- Help clarify the impact of height options such as TOD height, corner cutouts, first floor height adjustments, among others.

Along with input at the kickoff meeting, MAKERS will audit the applicable code sections to help guide the direction for code testing and updates. Mithun will provide peer review support on the audit. The detail and extent of the audit will be commensurate with the available budget.

Mithun will conduct physical test fitting for four building typologies (Standard, Podium, Mass Timber, and Tower), first analyzing the existing code, then updating each with proposed code suggestions. The typologies will be tested on unique sites approved by the City, for a total of four initial test fits and four updated test fits (or a combination of test fits of a similar level of effort based on mutual agreement between City and consultant). It is assumed the City can supply zoning analysis to inform each test fit, covering all standards outside Chapter 58—for elements like setbacks and stepbacks, height, FAR, lot coverage, impervious surface coverage, access locations, parking ratios and dimensions, ground floor uses, common and private open space areas and dimensions, landscaping, as well as a selection of any incentive options that should be studied. Mithun will develop a template for City zoning standard input, but will rely on the City to fill in unique elements of the code that could affect the test fits. Program for each test fit will also be determined by City staff but is anticipated that each test fit will center on multi-family housing with commercial mixed uses at ground levels as zoning allows. Mithun and MAKERS will work with City staff to identify priority issues to evaluate as part of the test fits. Using 3D modeling software, Mithun will illustrate site plans (including pathways and open space, vehicular circulation and parking, service areas, and streetscape elements) and building massing (including building floor plate(s),

façade articulation, and other key building design elements) based on local development trends and conformance with zoning and design standards. The testing will help identify any design standards that are difficult to implement or may not support Redmond's community design goals (including walkable and welcoming streetscapes, promoting placemaking, and the integration of high quality amenity spaces) and help to inform proposed updates. These results will be reviewed with the City in a work session, including suggestions for adjustments that may yield better results. Based on feedback gathered during the work session, Mithun will work with MAKERS to complete a second round of test fits based on suggested design standards updates.

During this stage, City staff are expected to analyze recent design review submittals to understand where local development is bumping up against current development and design standards to help inform input into MAKERS' and Mithun's analysis. Follow up analysis with these design review submittals can also be done after initial test fitting to analyze updated proposed standards.

As an outcome to the above audit, testing and analysis, MAKERS will lead the development of recommended Chapter 21.58 design standard updates in collaboration with Mithun and City staff. The biweekly meetings will be used to share progress and discuss issues, options, and approaches. MAKERS will employ the "clear and objective" frame to all code updates.

Deliverables:

- Preliminary Chapter 21.58 audit (prior to test fitting)
- Code analysis and Round 1 testing report
- Code recommendations based on testing results
- Annotated code sections with markups showing suggested revisions
- Round 2 testing report
- Presentation of results to City staff

Task 3 Code Updates

Based on the code testing, best practices, and team discussions, MAKERS will lead an outline of updates to selected sections of chapters 21.58 and 21.05 RZC:

Sections to be comprehensively reviewed and updated:

- 21.58.6000 Multifamily Residential Standards
- 21.58.7000 Single Family and Middle Housing Standards

Sections with targeted updates:

- 21.58.2100 Inclusive Neighborhood Standards
- 21.05.200 Cultural Districts and Placemaking
- 21.05.3700 Materials and Ornamentation section 2. Cultural District Contributing Features

The consultant team will focus on updating the code to implement three foundational design standards aimed at fostering inclusive neighborhoods and cultural districts.

Additional updates: During the Code testing phase or code drafting phase, related or adjacent sections may require updates to ensure consistency and clarity. Any amendments would be limited to:

- Clarifying language to ensure standards are clear and objective under the RCW 36.70A.630.
- Revisions resulting directly from the code testing phase.
- Amendments to implement Redmond 2050 priorities.

Special effort and focus will be made for approach options on the "inclusive neighborhoods" and "cultural districts" sections (to be led by Mithun) in alignment with Redmond 2050 priorities.

MAKERS will present the outline and key recommendations to City staff. Using the approved outline, the team will collaborate in drafting the code updates. The biweekly meetings will be used to share progress and discuss issues, options, and approaches. MAKERS will employ the "clear and objective" frame to all code updates.

Deliverables:

- Annotated code sections with markups showing suggested revisions
- Staff report support with rationale for proposed changes (based on test fitting)
- Amendments to implement Redmond 2050 priorities

Task 4 – Illustrations

Mithun will take the lead in preparing illustrations. Mithun (with MAKERS' support) will prepare a range of graphics approaches for consideration, drawing from existing graphics libraries, for, recent existing graphics from the City, and other precedents. These examples will be the basis for a team work session with the City to determine goals, style preferences, and software needs for the illustrations. Using input from this meeting, Mithun will design a "graphic style template" for approval by the City before beginning draft illustrations using the approved template.

Using the City provided preliminary list of illustrations as a starting point, Mithun will develop a refined list of graphics to produce that incorporates the standards update process and City staff direction. Up to 80 illustrations is a rough estimate, with the final number and level of detail to be determined based on the direction of code development and budget availability. Where appropriate, updated photographs showing contemporary buildings, open spaces, streetscapes, etc. may be proposed for educational pieces when they clearly convey concepts.

Draft versions of graphics will be provided to support staff-led community engagement, followed by final materials that will incorporate public and City staff feedback.

Deliverables:

- Graphic style template
- Draft graphics (up to 80 illustrations or comparable level of effort as described above) to support community engagement.
- Final graphics that incorporate feedback gathered during the engagement process with source files in editable formats

Task 5 – Research

Consultant team members will support staff in researching code language for alternative design pathways for living or regenerative buildings and universal design buildings to help implement updated comprehensive plan policies. Consultants also conduct the comparative analysis of similar design pathways adopted by other jurisdictions and make recommendations to fit Redmond's situation.

Deliverables:

- Summary report with case studies and best practices

Task Assumptions

- Except for the kick-off meeting, all meetings referenced in this scope of work are expected to be conducted remotely. Such travel expenses from the kick-off meeting will be absorbed into consultant team member's fee.
- City staff will lead community engagement activities for the project and will keep the consultant team informed about such engagement plans. Consultant team materials will be used by the City in engagement activities. City Staff will provide stakeholder feedback from community engagement activities.
- City staff will integrate legislative and other in-house code revisions to both text and illustrations.
- City staff's project manager will provide the following support to the consultant team:
  - Attend the planned bi-weekly team meetings, inviting other project team members as needed
  - Provide materials from the City's legal audit of current design standards per HB-1293 legislation
  - Review draft materials and respond to questions
  - Respond to project material requests
  - Provide stakeholder and project review feedback

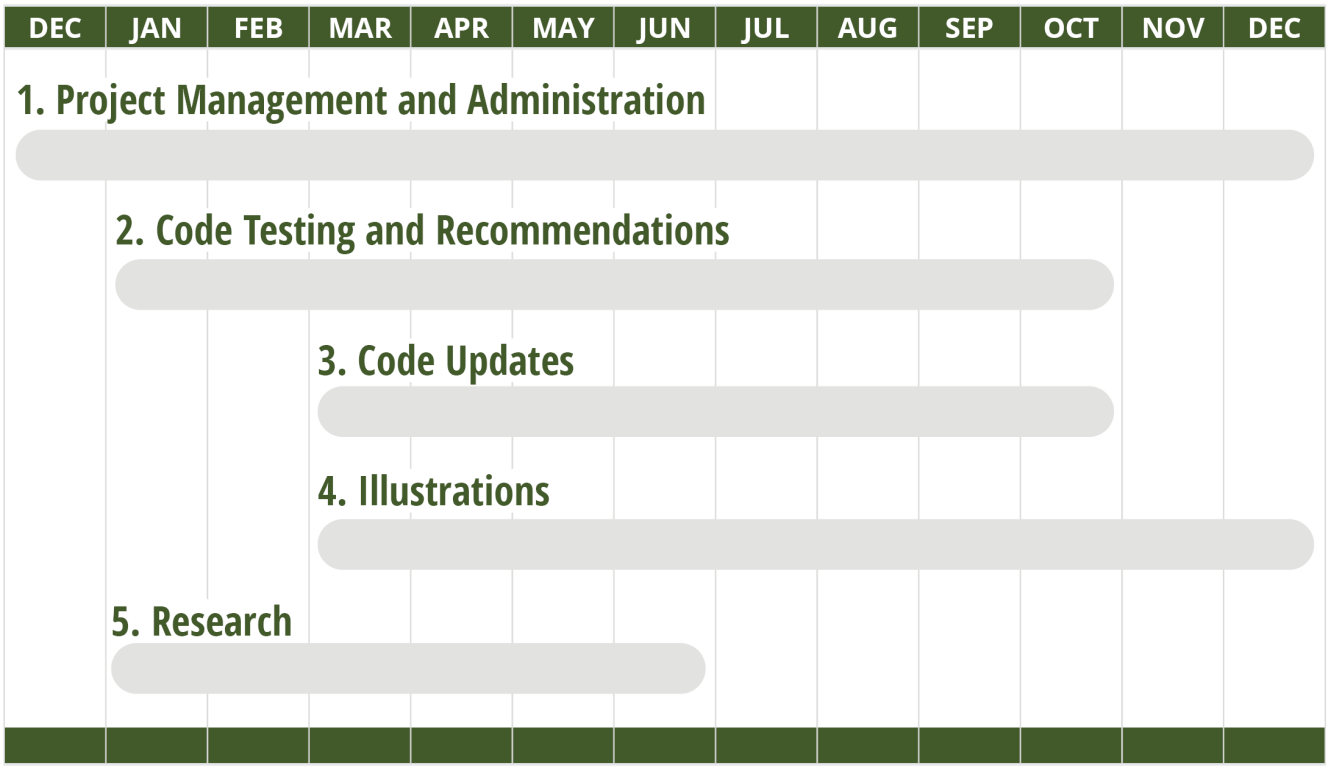
Budget

	MAKERS		Mithun				
Name	Bob Bengford	Scott Bonjukian	Erin Ishizaki	Heidi Oien	Brad Barnett	Koushik Srinath	
Role/Title	Partner-in-Charge	Project Manager	Partner	Partner	Associate Principal	Urban Designer	
Hourly Billing Rate	$245	$175	$179	$179	$157	$120	**Est. Cost by Task**
1. Project Management and Administration	27	37	1	0	5	18	**$ 16,214**
2. Code Testing & Recommendations	81	124	6	10	74	10	**$ 57,227**
3. Targeted Code Updates	12	20	4	4	21	0	**$ 11,169**
4. Illustrations	8	8	12	0	79	234	**$ 45,991**
5. Research	6	12	1	0	4	0	**$ 4,377**
Subtotal	$68,005	335	$66,973	483			**$ 134,978**
Firm Share	50%		50%				
Expenses							
Contingency (10%)							$ 15,000
Total Project Cost							**$ 149,978**

With the prior written approval of the City's project manager, budget may be reallocated among tasks to achieve the objectives of the contract without requiring a formal contract amendment.

Schedule

The project is anticipated to run through the end of 2026. Below is an estimated timeline for the five tasks. Tasks 2-5 may start earlier and/or end later than shown.



15670 NE 85th Street
Redmond, WA

City of Redmond

Memorandum

Date: 11/18/2025
Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 25-625
Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Finance	Kelley Cochran	425-556-2748

DEPARTMENT STAFF:

N/A	N/A	N/A

TITLE:
Approval of Appointment to the Community Facilities District (CFD) 2016-01 Board of Supervisors

OVERVIEW STATEMENT:
Community Facilities District (CFD) 2016-01 was established on June 21, 2016, as a partnership between the City of Redmond and Microsoft. As amended on July 25, 2017, and September 17, 2024, the CFD is to fund multimodal and stormwater improvements. The CFD 2016-01 Board of Supervisors is made up of three members of the Redmond City Council and two Microsoft representatives. Under CFD regulations, the Redmond City Council must approve appointments and reappointments to the CFD Board of Supervisors.

Council is asked to confirm the appointment of Councilmember Angie Nuevacamina to the CFD 2016-01 Board of Supervisors to complete the term of former Councilmember Osman Salahuddin, expiring June 30, 2026.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Community Facilities District (CFD) 2016-01 Formation and Commitment to Fund documentation
- **Required:**
  Community Facilities Districts are governed under RCW 36.145.
- **Council Request:**
  N/A
- **Other Key Facts:**
  N/A

OUTCOMES:
On June 21, 2016, the Redmond City Council appointed the Board of Supervisors for the newly formed CFD 2016-01. Members first appointed to the Board of Supervisors serve for one and two years respectively from the date of their appointments, after which the term of office for each supervisor is three years or until a successor is appointed. A history of CFD 2016-01 Board of Supervisors appointments and reappointments can be found in attachment A.

With this approval, the Redmond City Council will confirm the appointment of Councilmember Angie Nuevacamina to the CFD 2016-01 Board of Supervisors to complete the term previously held by former Councilmember Osman Salahuddin. Councilmember Nuevacamina's term will expire June 30, 2026.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  N/A
- **Outreach Methods and Results:**
  N/A
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
N/A

Approved in current biennial budget: ☐ **Yes** ☐ **No** ☒ **N/A**

Budget Offer Number:
N/A

Budget Priority:
N/A

Other budget impacts or additional costs: ☐ **Yes** ☐ **No** ☒ **N/A**
If yes, explain:
N/A

Funding source(s):
N/A

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
12/2/2025	Business Meeting	Approve

Time Constraints:
There is currently a vacancy on the CFD 2016-01 Board of Supervisors due to the resignation of former Redmond City Councilmember Osman Salahuddin. The appointment of another Redmond City Councilmember to the CFD 2016-01 Board of Supervisors to fill this vacancy should be completed as soon as possible to ensure a full quorum of the Board of Supervisors.

ANTICIPATED RESULT IF NOT APPROVED:
If the appointment is not approved, the CFD will still be able to function. However, only having two City of Redmond Councilmembers appointed to the CFD will be in violation of the foundational documents.

ATTACHMENTS:
Attachment A: Community Facilities District (CFD) 2016-01 Board of Supervisors Appointment and Reappointment History

Community Facilities District (CFD) 2016-01
Board of Supervisors Appointment & Reappointment History

CFD 2016-01 Formation and Board of Supervisors Requirements

Community Facilities District (CFD) 2016-01 was formed on June 21, 2016, with resolution 1453. Per resolution 1453, pursuant to RCW 36.145.080, a five-member CFD Board of Supervisors was created, consisting of three members of the Redmond City Council and two representatives nominated by the petitioner (Microsoft). The supervisors shall be appointed by the Redmond City Council, and the term of office of each supervisor shall be three years and until a successor is appointed, except that the terms of the supervisors initially appointed shall be staggered as follows, as provided in their appointments: one member representing the Redmond City Council and one petitioner representative shall each serve a one-year term, and the other two members representing the Redmond City Council and the other petitioner representative shall each serve two-year terms.

CFD 2016-01 Board of Supervisors Appointments & Reappointments

June 21, 2016

- The Redmond City Council approved the appointment of the following initial CFD 2016-01 supervisors to one-year terms, expiring June 21, 2017.
    - Kim Allen, Redmond City Council
    - Don Marcy, Vice President, Cairncross & Hemplemann
- The Redmond City Council approved the appointment of the following initial CFD 2016-01 supervisors to two-year terms, expiring June 21, 2018.
    - Hank Margeson, Redmond City Council President
    - John Stilin, Redmond City Council Vice President
    - Jim Stanton, AICP, Senior Community Affairs Manager, Microsoft

February 21, 2017

- The Redmond City Council appointed Councilmember David Carson to serve on the Board of Supervisors for the remainder of former Councilmember Allen's term, expiring June 21, 2017.

June 20, 2017

- The Redmond City Council approved the reappointment of one-year termed members Councilmember David Carson and Microsoft Representative Don Marcy to three-year terms, expiring June 30, 2020.

**As part of the reappointment approval, the Redmond City Council also approved standardization of term dates for administrative consistency and tracking purposes. All term end dates were adjusted to June 30 of each last term year, and all new term starts became July 1 of each term renewal.*

- *The term end dates for Council President Hank Margeson, Council Vice President John Stilin, and Microsoft Representative Jim Stanton were all changed to June 30, 2018.*

Community Facilities District (CFD) 2016-01
Board of Supervisors Appointment & Reappointment History

January 2, 2018

- The Redmond City Council approved the appointment of Council President Angela Birney to serve on the Board of Supervisors for the remainder of former Councilmember Stilin's term, expiring June 30, 2018.

June 19, 2018

- The Redmond City Council approved the reappointment of two-year termed members Councilmember Hank Margeson, Council President Angela Birney, and Microsoft Representative Jim Stanton to their first full three-year term, expiring June 30, 2021.

February 18, 2020

- The Redmond City Council approved the appointment of Council President Tanika Padhye and Councilmember Vanessa Kritzer to serve on the Board of Supervisors for the remainder of former Councilmember Hank Margeson's term and former Council President Angela Birney's term, respectively, expiring June 30, 2021.

August 17, 2021

- The Redmond City Council approved the appointment of Microsoft Representative Marcia Jones to serve on the Board of Supervisors for the remainder of former Microsoft Representative Jim Stanton's term, expiring June 30, 2024.
- The Redmond City Council approved the following reappointments for three-year terms:
    - Council President Tanika Padhye, new term expiring June 30, 2024
    - Councilmember Kritzer, new term expiring June 30, 2024
    - Councilmember David Carson, new term expiring June 30, 2023
    - Microsoft Representative Don Marcy, new term expiring June 30, 2023

January 18, 2022

- The Remond City Council approved the appointment of Councilmember Melissa Stuart to serve on the Board of Supervisors for the remainder of former Council President Tanika Padhye's term, expiring June 30, 2024.

January 16, 2024

- The Redmond City Council approved the appointment of Councilmember Osman Salahuddin to serve on the Board of Supervisors for the remainder of former Councilmember David Carson's term, expiring June 30, 2026.

July 16, 2024

- The Redmond City Council approved the appointment Microsoft Representative Mike Behn to serve on the Board of Supervisors in the position previously held by Microsoft Representative Marcia Jones, expiring June 30, 2027.
- The Redmond City Council approved the reappointment of Councilmember Melissa Stuart and Council President Vanessa Kritzer for new three-year terms, expiring June 30, 2027.

City of Redmond

15670 NE 85th Street
Redmond, WA

Memorandum

Date: 11/18/2025
Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 25-634
Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services
FROM: Mayor Angela Birney
DEPARTMENT DIRECTOR CONTACT(S):

Executive	Malisa Files, COO	425-556-2166
Human Resources	Cathryn Laird, Human Resources Director	425-556-2125

DEPARTMENT STAFF:

N/A	N/A	N/A

TITLE:
Council Vacancy Appointment Process

OVERVIEW STATEMENT:
With the resignation of a Councilmember, the remaining Council has 90 days to appoint a new member to carry out the vacant term. Attached to this memo is the proposed process overview, the potential ranking method to narrow the list of candidates, the timeline and communications plan to fill the now vacant Council Position #1.

☒ **Additional Background Information/Description of Proposal Attached**

REQUESTED ACTION:

☐ **Receive Information** ☒ **Provide Direction** ☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
  Revised Code of Washington (RCW) 35A.12
- **Required:**
  Filling a Council vacancy within 90 days is required by Washington law.
- **Council Request:**
  N/A
- **Other Key Facts:**
  N/A

OUTCOMES:

The proposed Council recruitment process was discussed at the Study Session on November 12. Attachment A containing the process has changed to reflect feedback on the questions that will be a part of the application. Per the Council's discussion, in Attachment B is a proposed ranking process to narrow the list of candidates. In Attachment C you will find the timeline and Attachment D contains the Communications Plan.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
  The Communications Plan can be found in Attachment C.
- **Outreach Methods and Results:**
  N/A
- **Feedback Summary:**
  N/A

BUDGET IMPACT:

Total Cost:
N/A

Approved in current biennial budget: ☐ **Yes** ☐ **No** ☒ **N/A**

Budget Offer Number:
0298 City Council

Budget Priority:
Strategic and Responsive

Other budget impacts or additional costs: ☐ **Yes** ☐ **No** ☒ **N/A**
If yes, explain:
N/A

Funding source(s):
General Fund

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
11/12/2025	Study Session	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

Time Constraints:
The Council must appoint a qualified replacement within 90 days of the vacancy. If the Council fails to meet this deadline, it loses the authority to appoint a replacement, at which point the county legislative authority (County Council) has an additional 90 days to make the appointment. If the county legislative authority does not make an appointment within the 180 days of the vacancy, the Council, or the county legislative authority, may petition the Governor to make the appointment.

ANTICIPATED RESULT IF NOT APPROVED:
Please see time constraints above.

ATTACHMENTS:
Attachment A: Process to Fill Councilmember Vacancy
Attachment B:
Attachment C: Council Vacancy Process Timeline
Attachment D: Communications Plan

Attachment A
Proposed Process for Filling a Councilmember Vacancy
2025

1. **Filling the Vacancy - 90 Day Timeline**: The Council must appoint a qualified replacement within 90 days of the vacancy (assumes 90 days from 11/4). If Council's decision results in a tie vote the Mayor is the tie breaker. If the Council fails to the 90-day deadline, it loses the authority to appoint a replacement, at which point the county legislative authority (county council) has an additional 90 days to make the appointment. If the county legislative authority does not make an appointment within 180 days of the vacancy, the Council, or the county legislative authority, may petition the governor to make the appointment.

2. **Advertise the Vacancy (November 19/January 2 @ noon)**: Post the vacancy on the City website, issue a press release, conduct an E-News campaign and post on social media. (See attached recommended communications plan). On **December 2** a candidate information session will be held to answer questions for any potential candidates.

Application Process

Each candidate is asked to provide an application, and answers to questions (below) Each candidate receives information on participation requirements and salary/benefits.

Potential Application questions:

- Why do you want to serve the City of Redmond as a Councilmember?
- What unique skills and perspective do you bring to the Councilmember position?
- Please tell us about your community service experience and how this has prepared for the role of a Councilmember. Please include volunteer time with organizations or work on boards and/or commissions and what you learned from those experiences.
- If selected as a councilmember, how will you ensure you are prepared for the role and responsibilities?
- What do you believe is the role of local government in Redmond?

3. **Verify Residency and Voter Status (as applications come in)**: Human Resources will verify City of Redmond residency for the last year and qualified voter status for all applicants.

4. **<u>Council Reviews Applications/Ranking/Interviews (November 19 – January 7)</u>**: Council will receive candidate applications on a rolling basis as soon as applications are verified by Human Resources. The final packet with all applications will be remitted to Council on **January 5**.

   Council reviews applications from public for consideration, narrow the pool of candidates down to approximately 10-15 depending on number of applicants. Council will independently review and rank applications to get to the maximum of 15, if more than 15 apply.

   Each councilmember reviews all applicants and applies a 1 to 3 (1 = candidate should definitely be considered; 2 = undecided; 3 = candidate should not move forward) ranking to get to 10-15 candidates depending on number of applicants. Initial screening will be blind-name and other identifying information will be excluded. Scoring of candidates will be due back to Human Resources on **January 7** in preparation for scheduling of interviews. At the Study Session on **January 13**, Council will hold 15-minute interviews with each of the candidates.

   Interview information
   Reminder to all Candidates About Participation/Pay/Benefits:

   - Meet every Tuesday from 4:30pm to 10:30pm. (Except 5th Tuesdays of the month).
   - Participate on regional committees.
   - Attend public events, celebrations, activities.
   - Attend "Council Conversations" as scheduled.
   - Complete the public records training.
   - Annually submit financial statements in accordance with the State's financial disclosure laws.
   - Position entails an extensive amount of reading on a variety and unrelated topics that impact the City.
   - Position entails understanding the topics read and heard from staff to make sound decisions that impact the community.
   - Read and understand the City's budget/process, Community Strategic Plan, Redmond 2050, and what has been adopted by previous councils.
   - Understanding of pay and benefits

   Potential Council Interview Questions:

   - Tell us about yourself and why you chose to apply for the Redmond City Council vacancy.
   - What experience do you have in public service? (If none, follow-up question: What research have you done to learn more about the Redmond City Council?)

- Please briefly tell us about your work background and volunteer experience
- Council decisions affect local government and set future precedence. What is your process for making decisions that have ongoing future impacts (professional, financial, business, etc.) for individuals and/or organizations?
- If appointed to the Redmond City Council, what do you anticipate will be the most challenging aspect of serving in this capacity for you personally?
- How do you handle general conflict and conflict between peers?
- The Council may be asked to make decisions which different groups of people have strong opinions about. How will you remain non-partisan in your decisions?
- What is your understanding about how Council decisions affect the public, City staff, and future precedence?
- In everyone's life, at some point we are faced with a choice between "doing the right thing" and doing the easy thing. Please describe a situation in which you did "the right thing" rather than the "easy thing". How did you come to your decision? Were there any consequences for your choice of action? What was the final outcome?
- Do you have any questions for us?

5. **Council Business Meeting (January 20)**: Council will interview top 4 candidates. After interviews, Council will hold an Executive Session to discuss the final preferred candidate and vote to fill the vacant seat. Member will be sworn in at the meeting if a majority vote is reached.

6. **Term of New Councilmember**: The new Councilmember can begin their term dafter the final vote on January 20 or must be seated by February 1, 2026 (end of the 90 day recruitment period).

Attachment B
INTERVIEW QUESTIONS AND SCREENING CRITERIA
Potential Questions and Scoring Criteria – *DRAFT*

Initial Screening – Supplemental Questions in the Application based on the following criteria:

		Candidate Response*			
Cand #	**Criteria**	**Strong**	**Adequate**	**Low**	**Comments**
	Service to the City				
	Diverse Perspective				
	Community Focus				
	Staff Appreciation				
	Commitment				
	Comprehension				
	Decision-Making				
	Position Preparation				

Candidate Responses Meanings:

Strong = Excellent response that answers the question well; solid fit as a Councilmember
Adequate = Satisfactory response but missed key focus; moderate fit as a Councilmember
Low *= Weak or incomplete response to the question; not recommended fit as a Councilmember*

Potential supplemental questions…(Will ask candidates to provide clear, succinct answers)

- Why do you want to **serve** the City of Redmond as a Councilmember?
- What unique **perspective** would you bring to the Councilmember position?
- What **community service** experiences with the City of Redmond or another organization have you performed and what have you learned from those experiences: (please explain for all that apply)
    - Volunteer Time:
    - Work on Boards/Commissions:
    - Other:
- How do you view City **staff** and their commitment to the work they do?
- Please describe how you can **commit** to attending meetings in person on Tuesdays from 4:30 – 10:00 p.m. except on 5th Tuesdays of the month?
- To help you make decisions, are you better at **comprehending** information by:
    - Reading or
    - Receiving verbally or
    - Both?
    - Please explain your answer…
- If selected as a councilmember, please explain how will you ensure you are **prepared** for the role and responsibilities?

In-person Interviews – Interview questions based on the following criteria:

		Candidate Response*			
Cand #	**Criteria**	**Strong**	**Adequate**	**Low**	**Comments**
	Relational/Interpersonal				
	Related public service experience				
	Ability to learn and evolve				
	Understand future impact of decisions				
	Understand how decision impact the community				
	Position preparation and overcoming challenges				
	Conflict Resolution				
	Non-partisan focus				
	Doing the right thing vs the easy thing				

Candidate Responses Meanings:

Strong = Excellent response that answers the question well; solid fit as a Councilmember
Adequate = Satisfactory response but missed key focus; moderate fit as a Councilmember
Low = *Weak or incomplete response to the question; not recommended fit as a Councilmember*

Potential Council Interview Questions: (These are too many questions for the time allowed, so recommend culling to 6 questions plus time for the candidate to ask a question. Questions not asked in the interview can be asked of the final four candidates.)

- Tell us about yourself and how you are able to **connect** with others outside your immediate family and friends.
- What **experience** do you have in public service? (If none, follow-up question: What research have you done to learn more about the Redmond City Council?)
- Based on your recent work experiences, please explain what you accomplished or **learned** from those experiences. *(From CM Stuart and moved to interview questions to ask candidates directly.)*
- ~~Please briefly tell us about your work background and volunteer experience~~ *(Do not recommend asking as it seems redundant and would take time to answer.)*
- Council decisions affect local government and set future precedence. What is your process for **making decisions** that have ongoing future impacts (professional, financial, business, etc.) for individuals and/or organizations?
- What is your understanding about how Council **decisions affect the public**, City staff, and future precedence?

- If appointed to the Redmond City Council, what do you anticipate will be the most **challenging aspect of serving in this capacity** for you personally?
- How do you handle general **conflict** and conflict between peers?
- The Council may be asked to make decisions which different groups of people have strong opinions about. How will you remain **non-partisan** in your decisions?
- In everyone's life, at some point we are faced with a choice between "doing the right thing" and doing the **easy thing**. Please describe a situation in which you did "the right thing" rather than the "easy thing". How did you come to your decision? Were there any consequences for your choice of action? What was the final outcome?
- Do you have any questions for us?

Attachment C
Proposed Council Vacancy Process/Timeline
Council Touch Points

October/November 2025
Application materials review by Mayor/Council Leadership

Week of November 3
Distribute discussion materials for November 12 Study Session Discussion

November 12
Study Session
Council briefly review process and give feedback

November 18
Committee of the Whole
Council review recruitment process/timeline/communications

November 19 – January 2, 2026
Recruitment of candidates
Applications distributed to Council on a rolling basis

December 2
Mayor and Council President hold Candidate Information Session

January 5
Final applicant packets distributed
Ranking spreadsheet and instructions distributed

January 7
Council rankings due to Human Resources

January 8
Final rankings shared with Council Leadership
Top candidates scheduled for interviews

January 13
Study Session
Full Council interviews top maximum of 15 candidates

January 20
Business Meeting
Council interviews top 4 candidates
Council holds Executive Session discuss candidate qualifications
Council approves top candidate
Candidate sworn in







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COMMUNICATION PLAN

Name of Project: Council Vacancy

Date: 10.30.25 DRAFT

Redmond
WASHINGTON

Framing and Goals

With this plan, we intend to:

- Raise awareness of the Council position vacancy
- Encourage applying
- Educate interested individuals on process, position, and benefits

Team Members: Roles and Responsibilities

Name	Dept./Agency	Role	Phone	Email
Kelly Schutz	Executive	Comms Manager	x2453	kschutz@redmond.gov
Christina Wilner	Executive	Comms Liaison	x2457	cwilner@redmond.gov
Lisa Maher	Executive	Deputy Director	x2427	lmaher@redmond.gov

Target Audience

Internal

☒ City leadership
☒ City staff
☒ City Council

External

☒ Redmond community members

☒ Redmond businesses
☒ Community partners
☒ OneRedmond
☒ Boards/Commissions
☐ Tourists
☐ Visitors, shoppers, commuters
☐ Other government entities/tribes
☐ King County
☐ Lake Washington School District
☐ Neighboring communities and businesses
☒ Media
☐ Other:

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Key Messages

1. Redmond City Council Position #1 vacancy
    a. Process for filling vacancy
2. Get involved! Please apply – link to how-to/application page
3. Timetable/Due date for applications
4. Councilmember duties and benefits
5. For more information

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Strengths	Weaknesses
✓ Good pool of board, commission, and advisory board members to solicit ✓ Well-established city communications channels for messaging	✓ Getting the message out to and in front of all community members ✓ Possible budget constraints when considering costs related to comms (printing, signage, mailing, ads, etc)
Opportunities	**Threats**
✓ Utilize some non-traditional messaging avenues for awareness ✓ Give existing Councilmembers opportunity to share their own service stories to promote applications – fulfills a dual purpose	✓ Lack of applications ✓ Keeping messaging fresh – getting the word out in different formats so it's less likely to be scrolled past

Communication Tools

Digital	Print/Graphics	Interactive
✓ redmond.gov webpage(s) ✓ redmond.gov pop-up ✓ eNews or designed email ✓ City News Now ✓ Our Stories Mayor's email ✓ Social media (including less commonly used city options like NextDoor, etc.) ✓ Video/Photography ("Why I Serve" video vignettes with active Council to encourage applications) ✓ News Release	✓ Flyer ✓ Fact sheet, Brochure ✓ Ads ✓ Signage	✓ Established Meetings ✓ Board/Commissions ✓ Interest Groups ✓ Form Stakeholders ✓ Candidate Information Session

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Inclusive Outreach

Limited English proficiency – translation needed

Timeline and Key Milestones

Date	Milestone
11/4 (AM)	City press release – thanking Councilmember Salahuddin, sharing vacancy process soon
11/10	eNews and social media – acknowledging resignation and sharing vacancy process soon (following week)
11/19	City press release – announcing vacancy process
11/20	Email from Mayor to Commissions, Boards, Advisory, Stakeholders – sharing vacancy process
11/24	Enews and social media – sharing vacancy process, advertising Candidate Information Session
12/1	Social media – upcoming Council Information Session
12/2	Council Information Session
12/3	CNN and social media
12/8	eNews and social media – recruitment reminder
12/17	CNN and social media
12/22	eNews and social media
12/29	eNews and social media – final reminder for Jan. 2 deadline
1/5	Final applicant packets distributed, ranking spreadsheet and instructions distributed
1/7	Council rankings due to HR
1/8	Final rankings shared with Council Leadership
1/13	Study Session – Full Council interviews top 15 (max)
1/20	Business Meeting – Council interviews top 4, Executive Session to choose top candidate, Council approves top candidate, top candidate sworn in
1/21	City press release – new Councilmember sworn in

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Flock Safety

November 3, 2025

VIA EMAIL [dlowe@redmond.gov]

Darrell Lowe, Chief of Police
Redmond Police Department
8701 160th Avenue NE
Redmond, WA 98052

RE: Response to Request for Attestations and Materials

Dear Chief Lowe,

Flock Safety appreciates the opportunity to clarify our data governance and security protocols regarding the Redmond Police Department ALPR data. We are committed to maintaining the highest standards of data privacy and security and confirm our ability to meet the spirit of your requests, as outlined below.

After a review of Redmond's records from 2025, we did not locate any instances of Redmond creating a sharing relationship with any out-of-state or federal agency or enrolling in National Lookup. Thus, Flock can confirm that no federal agency or out-of-state entity has accessed, queried, or been provided any Redmond customer data via the Flock Safety platform under the Agreement, as access to such data would only be enabled if explicitly authorized by the Redmond Police Department in the system.

Flock's ability to access Redmond's customer data is governed by the applicable terms and conditions of our Agreement, including the privacy and use provisions outlined in our Terms and Conditions, and we are committed to upholding these contractual obligations. Additionally, we are subject to, and have abided by, our policy for responding to legal demands, which further protects your data from disclosure to federal agencies and third parties. We confirm that we have abided by both the contractual terms and our policy, and we have not disclosed or accessed Redmond's data outside of this scope.

Flock will always notify your agency of any third-party request—including from federal, state, or local entities—seeking access to Redmond's customer data unless we are legally prohibited.

As you know, Flock has implemented a robust filter to enable your agency to share data while also complying with the Keep Washington Working Act. The filter is an active layer that processes search requests before they are executed against the database. When activated for an agency, the filter identifies and blocks search queries that fall into prohibited categories, such as those related to immigration, reproductive health, or other related topics prohibited by the Keep Washington Working Act or other applicable laws from accessing agency data. For

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efficacy and to thwart attempts by bad actors to evade the filter, the specific triggering terms, categories, and granular decision logic of the blocking mechanism are kept confidential. Disclosure of this detail would compromise the integrity and effectiveness of the filter.

As requested, Flock acknowledges that Redmond may terminate its contract if any of the following acts should occur:

- Default-enablement of nationwide or cross-jurisdictional sharing of Redmond's customer data without Redmond's express authorization;
- Disclosure of or granting third-party access to Redmond's customer data outside the scope of our Terms and Conditions without Redmond's express authorization; or
- Flock's failure to provide reasonable notification of a third-party data request to Redmond, in violation of our contract and Flock's legal demands policy.

We trust this response demonstrates our continued commitment to your data security and privacy requirements. Please let us know if you require further discussion or documentation.

Sincerely,

Best regards,

Signed by:
Michael Goldsticker
08DEC241288B478...
Michael Goldsticker
Head of Litigation
Flock Group, Inc.

cc. (by email)

Amy Palumbo, Flock Safety [amy.palumbo@flocksafety.com]
Gaby Mahoney, Flock Safety [gaby.mahoney@flocksafety.com]