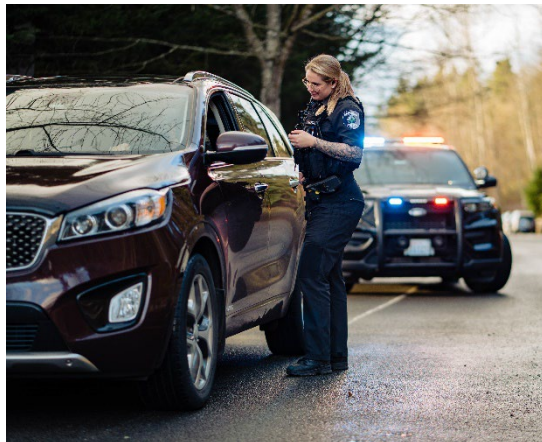


# Redmond Police Department

## Functional Plan 2022-2040



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# CHIEF'S INTRODUCTION

**Dear Redmond Community,**

Much thought and consideration went into the research and development of the police department's functional plan. Throughout the last several years, our city, state, and nation have responded to a global pandemic, protests, civil unrest, and calls for police reform.

In August of 2020, the murder of George Floyd at the hands of a police officer sparked worldwide protests. Unfortunately, this was not the first or last of these tragic incidents. These tragedies tear at our country's moral and social fabric and further erode the trust and goodwill between the police and communities of color.

In response, I directed my command team to engage in an in-depth analysis of our use-of-force policies and sought to strengthen our duty to intervene policy and began the process of sunsetting the training and service of the lateral vascular neck restraint, a controversial police use-of-force tactic. I also accelerated our policy revision efforts by acquiring and adopting the Lexipol Police Policy Manual, a best practice, industry-standard policy manual to guide police agencies in operations that generate and maintain community trust. We recruited and trained a cadre of our staff members to train our department in Procedural Justice, which addresses the fairness and transparency of the policy process and decision making.

At the Redmond Police Department, we are on the right path to continue improving our practices and ensuring that we meet the high expectations of this community. One of the things that attracted me to the City of Redmond to become your Police Chief was how progressive the Redmond Police Department was with its policies and procedures.

The Redmond Police Department partners with community groups and leaders to ensure that we are an engaged, learning organization in partnership with the community. My efforts extend beyond the geographical boundaries of Redmond. I serve on the Executive Board of WASPC, the Washington Association of Sheriffs, and Police Chiefs, and am currently the vice-president of the King County Chiefs and Sheriffs' Association and will become president in 2023.

In the summer of 2020, I was selected to serve on the Governor's Task Force on Police use of deadly force. It was an honor to be named to this task force. I look forward to seeing our contributions and conversations help chart a positive path forward for our state. In the fall of 2021 and into 2022, I served on the Attorney General's Task Force on Police use-of-force data collection. I have used these opportunities not just to share the excellent work the Redmond Police are doing in our community, but to help influence and impact policing in the state of Washington.





The functional plan addresses the tremendous growth and changes we will experience with the arrival of light rail and continued development. It represents the broad strokes that will help us prepare to be a premier law enforcement agency that is responsive to community needs and maintains community trust. All the challenges that we have faced with the pandemic and political discourse will make us stronger as a community.

I am incredibly proud of the staff of the Redmond Police Department. I get to see first-hand every day the high moral standards, respect, and empathy they demonstrate. Police officers take an oath when we bestow upon them the authority to protect our community. We understand we must carry out this oath with a balance of humanity, compassion, and fairness if we are to maintain our public's trust.

It is our culture to be a safe, open, welcoming, and inclusive community for all. Please continue to support and connect with us. We are here to serve you.

Sincerely,

A handwritten signature in black ink that reads "Darrell Lowe". The signature is written in a cursive, flowing style.

Chief Darrell Lowe

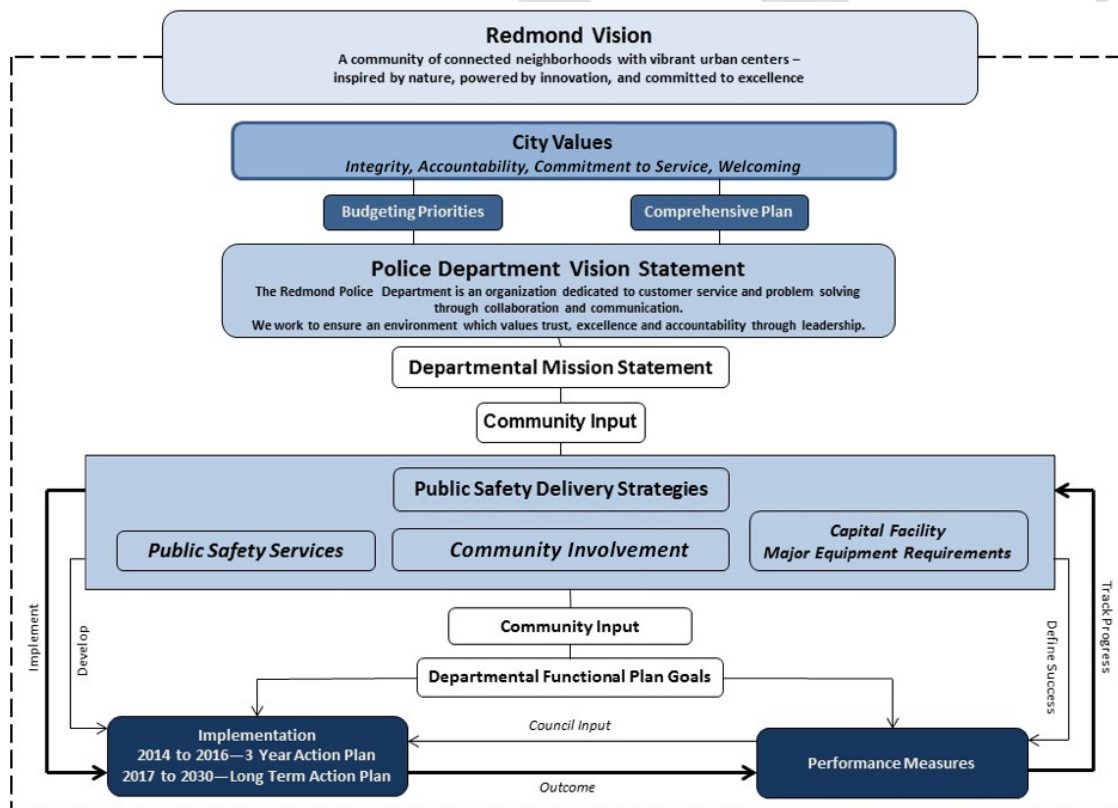
Redmond Police Department

# SECTION 1: INTRODUCTION & EXECUTIVE SUMMARY

## Police Department Functional Plan Outline

The functional plan, first developed by the Police Department in 2013, continues to support the City of Redmond's Comprehensive Plan. The comprehensive plan addresses the Police Department's facility needs in the capital facilities section. The 2022 refresh of the police functional plan combines current and future facility and public safety service needs. It will help ensure that the Police Department's vision, mission, and service delivery models align with the greater City of Redmond's vision into the year 2040 and beyond. In the strategic framework displayed in Figure 1, you can see how the Police Department's vision, mission, and public safety service delivery strategies are all designed to support the City's budgeting priorities, comprehensive plan, values, and vision.

FIGURE 1 - STRATEGIC FRAMEWORK



## Police Department Vision Statement

The Redmond Police Department is an organization dedicated to customer service and problem-solving through collaboration and communication. We work to ensure an environment that values trust, excellence, and accountability through leadership.

This vision is intended to support the six community priorities found in our budgeting by priorities process, the City of Redmond Comprehensive Plan, and the City's values, mission, and vision.

## Mission Statement

The Redmond Police Department provides law enforcement services to our community in a manner that reflects our core values of respect, professionalism, dedication, and leadership.

This mission statement reflects the culture of the Redmond Police Department. We are a department dedicated to working in partnership with our community. We serve as community problem-solvers rather than simply being enforcers of the law. We believe this operational philosophy is in keeping with the City's values of accountability, integrity, commitment to service, and welcoming.

## Accomplishments

The Redmond Police Department has accomplished significant milestones because of the work placed into our first functional plan in 2013. During this time, the Department has been re-accredited by the Washington Association of Sheriffs and Police Chiefs, regionalized our Special Weapons and Tactical (SWAT) team by joining the North Sound Metro regional initiative, and deployed the opioid blocker, Narcan, to each patrol officer to help our community meet the national challenges brought on by the opioid epidemic.



**PICTURED BELOW - REDMOND POLICE OFFICERS**



The Department converted the neighborhood resource officer team to a year-round bicycle team. The bicycle team works with the City's homeless outreach resources to become key pillars of our policing strategy in Redmond. This includes successful partnerships with the King County Community Court Program and the Community Resource Center. The partnership between the City and the Together Center is a valuable asset that brings unified resources to the community in a manner unique to Redmond. In 2018, the City procured a grant to fund an embedded mental health professional to bolster police patrol response to persons experiencing a mental health crisis. In 2018, the Department also launched the Community Equity Action Team to help inform the Police Department on matters important to those who have typically been underrepresented or under-served in our community. As challenges that face our city continue to emerge, we continue to adapt as a department to meet these challenges, seizing them as opportunities to improve the organization's Stakeholder Process.



In 2019, the Police and Fire Services Questionnaire was created to inform public safety functional planning. The questionnaire consisted of twenty-five questions, including demographics designed to solicit feedback and identify the wants and needs of our residents. This survey used the City's new online engagement tool, Let's Connect Redmond, to input and analyze responses.

Launched in early July 2019, the questionnaire was promoted at a public kiosk at Redmond's Derby Days and was made available in an online format through August 2019. Staff presented information about the survey at 52 community meetings during National Night Out on August 6, 2019. Since 2013 the social media outreach for the Police Department has grown significantly, and the Department promoted the survey on Nextdoor, Facebook, Twitter, and City social media accounts.

Survey results were then reviewed on September 4, 2019, by our 25-member Redmond Police Community Equity Action Team. Highlighted information was also given to our community Block Watch Captains for additional review. Overall satisfaction with police services remains steady. Respondents identified opportunities for the Police Department to increase the quality of our crime prevention services, improve our block watch programs, and improve the resolution of community complaints and concerns. The top three highest-rated areas for the Department to focus on for the future included (1) continuing to expand the embedded mental health professional program (75% rated important or very important), (2) increasing bicycle patrols (74% rated important or very important), and (3) continuing to expand partnerships with the Human Services Division's homeless outreach (71% rated important or very important). The top three services that were most important to the community were (1) the non-emergency business phone (83% rated important or very important), (2) an opportunity for phone reporting (83% rated important or very important), and (3) access to information on the Department's website (79% rated important or very important). A total of 96 people responded to the public safety questionnaire.

[Section 8](#) of this document details additional data. Find the entire questionnaire in Appendix A.

## Three Overarching Strategies

### **PICTURED ABOVE - SOUND TRANSIT LIGHT RAIL**

Three strategies guide our deliverance of public safety services to our community. These strategies reflect our operational philosophy and organizational values. Each strategy describes a key approach to the service delivery and capital requirements needed to achieve our functional plan goals, performance measures, and the City's vision.

### **STRATEGY 1: PUBLIC SAFETY SERVICES AND ENGAGEMENT**

The Redmond Police Department is a full-service professional police department that understands the need to work in partnership with our community to provide public safety services. We provide traditional law enforcement and community caretaking services that help maintain a quality of life that supports the City's vision, and we do so with integrity.

Traditional law enforcement services include:

- Patrol Response - the ability to quickly and effectively respond to emergency calls for service
- Traffic Safety - enforcement, education, and traffic engineering
- Investigation of criminal matters

- 911/Communications – receiving and dispatching information
- Records & Evidence management

We also realize the importance of our role as community problem solvers. We need to proactively address the impacts of crime by enhancing traditional services with robust community engagement efforts in collaboration with other City departments. Community engagement is at the core of the City of Redmond's vision of a community of connected neighborhoods and is in line with our city values.

## **STRATEGY 2: LEVERAGING TECHNOLOGY**

A long-term successful strategy to provide police services in line with community expectations includes leveraging current and emerging technology. Pursuing a technology strategy will continue to allow the Police Department to stay up to date on current policy and practice, enhance overall efficiencies, and keep our community safer through innovative crime-fighting techniques.

## **STRATEGY 3: CAPITAL FACILITY AND MAJOR EQUIPMENT REQUIREMENTS**

To achieve the City's vision we must plan for capital facility and major equipment needs. We will be accountable for the resources entrusted to us while providing public safety services that meet the high expectations of our community.

## FUNCTIONAL PLAN GOALS

Our three functional plan goals support the successful implementation of our three overarching strategies. We evaluate excellent service through the outcome-based performance measures of the Department. By measuring our performance, we can determine if we're meeting our goals and supporting the City's vision.

1. **Overlake Action Plan:** To ensure that the City maintains a high level of service to the Overlake area while we absorb the impacts of growth, including the addition of light rail and the increase in community density and complexity.
2. **Standards of Service, Training & Equipment:** To provide police services that meet or exceed nationally recognized standards. Only an organization that is well trained and properly equipped can effectively and efficiently deliver public safety services. We will continue to evaluate our operations to ensure effective public safety service delivery to the community.
3. **Community Engagement:** Fostering partnerships with residents and the business community by providing opportunities for all stakeholders to take an active role in crime prevention and problem-solving.

Our core performance outcomes consist of:

- The number of group A offenses reported. ([For a definition of group A offenses, see Table 3](#))
- The case clearance rates (generally arrests) for persons and property crimes.
- The number of vehicle collisions reported.
- The percentage of respondents reporting they feel safe walking alone at night in their neighborhood (City annual survey)
- Customer satisfaction on a scale of 0-100% satisfied.

## SUCCESSFUL IMPLEMENTATION

This plan defines the services and performance outcomes our department can achieve by 2040. Successful implementation of the Redmond Police Department's functional plan in tandem with the City of Redmond's Comprehensive Plan demonstrates our commitment to community input through the Budgeting by Priorities process and a desire for quality services. Our community is pleased with our efforts as evidenced by our satisfaction ratings, customer service questionnaire results, and those stakeholders whose feedback helped us develop our very own functional plan.

## Attachments

Appendix A - Police and Fire Services Questionnaire Results

# Navigating the Police Department Functional Plan

## **SECTION 1: INTRODUCTION AND EXECUTIVE SUMMARY**

Overview of the Redmond Police Department's functional plan and the strategic approach needed to accomplish the City's vision.

## **SECTION 2: ACCOMPLISHMENTS**

The functional plan, first authored in 2013, has recognized several areas of success. This section contains a review of the significant accomplishments the Department has achieved in the past seven years.

## **SECTION 3: TRENDS AND CONDITIONS**

Identification of past and current trends that may impact public safety service delivery.

## **SECTION 4: PERFORMANCE MEASUREMENTS**

The performance measurements are used to track the Police Department's goals and objectives.

## **SECTION 5: PUBLIC SAFETY SERVICE DELIVERY**

Overview of police public safety services that includes the impacts of anticipated growth.

## **SECTION 6: COMMUNITY ENGAGEMENT**

Discusses the importance of partnering with our community and the significance of outreach in preventing disconnect and disorder.

## **SECTION 7: CAPITAL FACILITY AND MAJOR EQUIPMENT REQUIREMENTS**

Identifies future capital facility improvements and equipment needs required to ensure quality public safety services.

## **SECTION 8: STAKEHOLDER PROCESS**

Methods used to obtain feedback from residents, community leaders, and stakeholders and the results of their input.

## **SECTION 9: SUMMARY OF SUCCESSFUL IMPLEMENTATION**

This chapter defines success based on our analysis of the information contained in sections three through eight.

## **SECTION 10: THREE YEAR ACTION PLAN**

Section ten outlines the action plan for service delivery including strategies, goals, and objectives.

## **SECTION 11: LONG TERM STRATEGY**

Outlines the Police Department's continued efforts to implement long-term strategies and meet our goals from 2020 through 2040.

# SECTION 2:

## ACCOMPLISHMENTS (2014-2022)

### Introduction

The 2014 Functional Plan provided a strong foundation for the continued evolution of the Redmond Police Department to meet our three overarching service delivery strategies based on our outcome-based performance measures.

The successful accomplishment of these six goals continues to be influenced by our dedication to our performance measures and our ongoing progress to support the City's vision. Our previous Three-Year Action Plan included objectives that were intended to guide work efforts to assist the Redmond Police Department in accomplishing our vision and mission in support of the City's Comprehensive Plan and Vision. Included below are accomplishment highlights from the past years as part of our review of the functional police plan.

### Goal #1

#### **STANDARDS OF SERVICE**

To provide excellent police services that meet or exceed nationally recognized standards.

#### **ACCOMPLISHMENTS**

1. In the 2015-16 Budget cycle, the Department re-classified Police Support Officers to become Police Officers. Once hired and trained, this brought the agency's authorized strength to 89 sworn police officers to keep pace with the increase in workload and continue to meet performance measurements. (Note: during subsequent budget years, adjustments were made that re-allocated some sworn police officer positions. The department is currently authorized 87 police officers).
2. The Police Department received recognition for meeting the standards for a state-accredited agency from the Washington Association of Sheriffs and Police Chiefs in 2018.
3. A police corporal position was established in 2019 to formalize the leadership development succession and professional development.
4. As part of regional efforts with the 911 system, Text to 911 went live for public use in December of 2018.
5. The most recent budget package included a records FTE increase of 0.5 in the Records Unit that allowed the Police Department to convert a part-time position to a full-time paid position to meet workload demands.
6. In 2022, the department created an Office of Professional Standards to oversee a future in-car and body-worn camera program and to oversee internal affairs, policy development, and accountability.
7. In 2022, the department revised and finalized a new policy and procedures manual to ensure best practices and standardized department policy.





**PICTURED ABOVE - REDMOND POLICE OFFICERS WITH COMMUNITY MEMBERS**

## Goal #2

### **PERFORMANCE MEASURES**

To achieve outcome-based performance measures and ensures Redmond is a place that is safe to live, work, learn play, and invest.

### **ACCOMPLISHMENTS**

1. In 2014 the Police Department command staff changed performance evaluations to reflect the core competency-based evaluation to ensure accountability for organizational performance outcomes. As of 2016, all city staff uses the same system of metrics that was initially developed by the Police Department.
2. During the 2015-16 budget offer cycles, the Police Department created logic models for performance measurements to ensure alignment with the City's budgeting priorities.
3. Beginning in 2017 our Neighborhood Resource Unit was converted into a downtown Bicycle Team of four officers and a sergeant. The Bike Team focuses on safety and quality of life issues in the downtown core. This team is organized to help support the growth and development of the urban areas of the city, and the arrival of light rail.

4. In 2018 the Police Department partnered with Northeast District Court to offer a deferral process and resource center for low-level criminal offenders. This program is known as Community Court and assists with providing stability and resources for those in crisis who have engaged in criminal conduct. The pilot program has been successful, and other jurisdictions have visited Redmond to see the results of this program.
5. The Department consistently met or exceeded established performance metrics from 2015 to 2020.
6. In response to the evolution in understanding the unique need in caring for the first responder, the Police Department has built a strong peer support team in partnership with Redmond Fire. This team acts confidentially to support the members of our department so that they may effectively serve the community. Our partnership with the Fire Department strengthens this team's response and abilities.

## Goal #3

### DEVELOP PROFESSIONAL RELATIONSHIPS

To build active and positive relationships with our internal and external partners to efficiently achieve the City's vision and our organizational performance measures.

### ACCOMPLISHMENTS

1. In 2014, the Department determined that regionalization of tactical assets would benefit the community. In 2015, the City entered into an interlocal agreement with North Sound Metro SWAT team to provide enhanced police tactical response when required. The Redmond Police Department contributes officers to assist with staffing and leading this team.
2. The Police Department has worked with the City of Redmond Emergency Management to follow best practices in the use of the Incident Command System (ICS) during community-sensitive and major pre-planned events. These events have served as a training ground for preparing for a true emergency or disaster.
3. The Redmond Police Department remained an active participant in the regional King County Public Safety Answering Point (PSAP) consolidation project and subsequent strategic planning process to ensure the community's interests were met or exceeded.
4. In 2014, the Department entered into a partnership with the City of Redmond's Human Services Division to deploy a community homeless outreach specialist. This employee works full time to help enroll homeless individuals into services and assist them in contributing to their success.
5. In 2018, the City was awarded a grant to hire an embedded mental health practitioner on contract who can supplement police expertise in response to behavioral health incidents. Addressing an area of growing concern for the public and police, the MHP has made a significant difference in several outcomes for persons experiencing episodes of mental crisis and provided an additional tool to law enforcement for addressing behavioral health issues occurring in our city. In 2021 this position became a fully-funded FTE through the budget process.
6. When the mobile Automated Fingerprint Identification System team began serving the east King County region, Redmond was quick to forge a partnership between this team and the patrol division. The resulting

partnership has placed Redmond as the number two user of these services in the east county. Good crime scene detection and identification of latent prints help to drive better case closure rates.

7. Redmond is the host city of one of the largest mosques on the west coast, the Muslim Association of Puget Sound (MAPS). Redmond Police have formed solid, long-lasting relationships with this organization and other faith-based organizations in town to help all who come to Redmond feel welcome and safe in their place of worship.
8. In the past five years, Redmond has sought to maintain regional relationships by assigning detectives as state and federal liaison officers to regional task forces. Doing so allows the Department to call upon outside resources when needed to ensure best investigative practices.
9. The Redmond Police Department is an active participant in regional partnerships including the Puget Sound Financial Fraud and Identity Theft Task Force, North Sound Metro SWAT, and the North King County Independent Force Investigation Team.

## Goal #4

### TRAINING AND EQUIPMENT

To have an organization that is well trained and properly equipped to effectively and efficiently deliver public safety services.

#### ACCOMPLISHMENTS

1. The Police Department continued to exceed annual in-service training goals, ensuring that all employees exceed the minimum training standards required by the State of Washington for all police officers. A focus has been established on best practices and tactics for de-escalation and crisis intervention training to enhance response to behavioral health calls for service.
2. The Police Department continually assesses best practices to determine what equipment and training may be required so that the Redmond Police Department can keep pace with modern professional law enforcement standards. As a result, a four-year repeatable training plan was developed to ensure that all staff received required training regularly to meet industry standards and community expectations.
3. Command staff and supervisors worked to create a cross-functional career development matrix that officers and staff can look toward as a guide to their development. It is one tool that the Department leverages for succession planning.
4. In 2014, the Police Department deployed an Early Warning System to aid all department supervisors in identifying employees who may need assistance before the implementation of the disciplinary process.
5. Critical equipment was deployed, readying officers to respond to an active shooter situation. This equipment included items like rifle-resistant vest plates, emergency response helmets, external vest carriers, and tourniquets.
6. To combat the opioid epidemic, the Police Department gained the ability to administer Narcan in 2016. In 2019 the Department obtained a streamlined method of administering this life-saving medicine.
7. To meet regional challenges with political visits and protests, Redmond joined a regional crowd control and demonstration management team in partnership with Bellevue Police. The regional team provides a

new crowd control bicycle capability. Partnerships like this helped the Department meet the complex staffing needs for dignitary visits, protests, and demonstrations.

8. As part of a regional approach to addressing terrorism, the Redmond Police Department has invested time and staff into the Complex Coordinated Terrorist Attack planning efforts to bring Snohomish County, King County, and Pierce County into alignment with communications efforts and field responses across emergency disciplines.
9. In 2021, the department upgraded and expanded the use of less-lethal tools such as Taser, pepper balls, Bola Wrap, and other less-lethal options for de-escalation.
10. In 2021, the Office of the Chief established a Procedural Justice Cadre to provide staff training regarding issues of race, equity, and procedural justice.
11. In 2022, the department created a Quartermaster position to standardize and oversee all uniforms, equipment, facilities, and fleet, and to test and evaluate new systems, products, or equipment.

## Goal #5

### COMMUNITY ENGAGEMENT

To develop an engaged community partnership with our residents, who will take an active role in preventing harm and problem-solving community concerns for the benefit of all.

### ACCOMPLISHMENTS

1. The Police Department conducted outreach activities consisting of the annual Community Police Academy, Neighborhood, Business, and Apartment Block Watch Captain's meetings, and National Night Out neighborhood visits each year to keep our community informed and engaged in safety-related initiatives.
2. From 2014 to 2016, the Police Department conducted Redmond Ready open house events to certify attendees in CPR and First Aid and help prepare themselves against all safety hazards, human-made or natural.
3. The Police Department has engaged our large employers, faith centers, and community gathering locations to solicit their participation in preplanning how to react during in-progress violent incidents.
4. The Police Department enhanced our use and presence on social media communications tools to assist in connecting with our tech-savvy residents. Efforts in this area included the use of Twitter, Instagram, Facebook, NextDoor, News Releases, and YouTube.
5. In 2016, a department reorganization resulted in the creation of a community engagement sergeant who oversees crime prevention programs, school resource officers, and volunteer activities, to cultivate partnerships and engagement with the community.
6. In 2018, the Community Equity Action Team was founded to address the needs and concerns of underrepresented voices in the Redmond Community.
7. In 2022, the department recruited volunteers to serve as community representatives for the King County Independent Force Investigation Team.



## Goal #6

### LEVERAGING TECHNOLOGY

To keep pace with the professional best practices in the use of technology to provide efficient and effective public safety services to our community members.

### ACCOMPLISHMENTS

1. In 2019 the Police Department achieved approval to join in an interlocal agreement to participate in the purchase of software to assist us in making data-driven analysis decisions. The department anticipates the i2ibase software will help us identify regional crime trends.
2. The Police Department continued to leverage emerging technology to assist in the identification of criminals with the deployment of AFIS field fingerprinting capabilities.
3. In 2016 the Police Department completed a needs assessment for records and dispatch software to ensure our currently selected public safety software suite will continue to serve our records needs into future years.
4. Beginning in 2015, the department made upgrades to the mobile office platform including laptops, smartphone connectivity, evidence.com for digital evidence collection in the field, conference room upgrades, software portals for public records requests, online reporting for collisions, infractions, and criminal citations, as well as online investigative tools to assist in identifying suspects and clearing cases.
5. As part of a critical leap forward in the administrative capabilities of the Department in accountability and compliance, Redmond deployed a software suite that tracks all items related to accreditation, training compliance, and online training.
6. In 2021 the Police Department installed two new audio and video recorded interview rooms that work in coordination with our current evidence storage system.
7. In 2022 the department purchased a 3D Scanner to improve our ability to investigate crime scenes for our Detective and Traffic Units.
8. In 2022 the Council identified temporary funding to staff and deploy in-car and body-worn camera systems through 2025.

# SECTION 3:

## TRENDS & CONDITIONS

### Introduction

Reported crime, public safety staffing, call for service workload, and population projections are key measurements that will influence the Police Department's functional plan to deliver public safety services into the year 2040. This data is intended to help determine any trends or conditions in current service delivery and staffing models. We have included crime and staffing data from eastside King County law enforcement agencies to serve as an indicator of how Redmond compares to others in the region.

The City of Redmond has enjoyed a steady decline in reported crime, but police-related calls for service over the last three years have increased. Crime is increasing, collision rates are holding, and community satisfaction remains high. To maintain this level of performance in the future, we need to look at the projected population and traffic increases so that we can anticipate the demand before any negative impact on performance measurements.

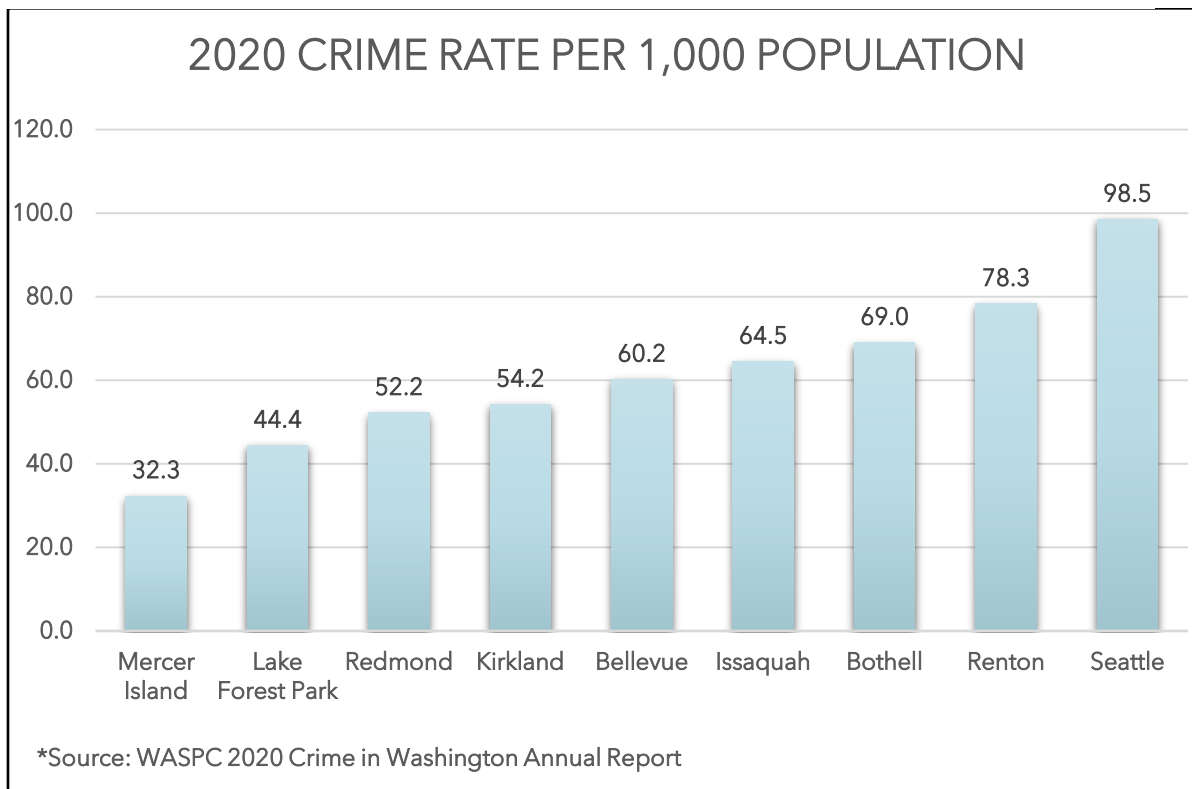
The City of Redmond continues to see a significant increase in population during business hours. With a conservative projection of 78,000 residents and 119,000 business employees in 2040, the police department must be prepared to adapt to a large, daily population surge. 2019-202 data shows a daytime population of 130,523 and an evening population of 73,256. Through the City's Comprehensive Plan update, Redmond is planning for a total of roughly 53,500 housing units and 125,300 jobs by 2050. This growth represents an increase of approximately 21,700 more housing units and 27,300 more jobs than in 2020. ("Redmond Demographics," City of Redmond Planning, 2020).

In 2023 the Lake Washington School District anticipates serving 32,337 students (2017 data showed the district serving 29,572) which will place an increased need on patrol and school-related services. The growing, aging population will provide additional challenges in dealing with health and crime issues such as financial fraud and adult abuse.

With the demographic and growth changes facing the city, staff sought context from key stakeholders to provide input to the functional plan. The City gathered input from residents, business leaders, leaders in education, and community organizers. A key theme emerged from these interviews of the need for the Police Department to work in concert with the rest of the City to manage public expectations of growth and perceptions. One key will be to ensure that the public perceives the City as being properly prepared for growth. Public engagement, improving visibility, and fostering relationships were all provided as feedback for areas needing improvement given the current conditions in the community.



**FIGURE 3 - 2020 CRIME RATE PER 1000 POPULATION**



**FIGURE 4 - 2020 OFFICERS PER 1,000 POPULATION**

## Community Focus

Trending concerns among the community and key issues for the Police Department and City to consider over the next several years include the following:

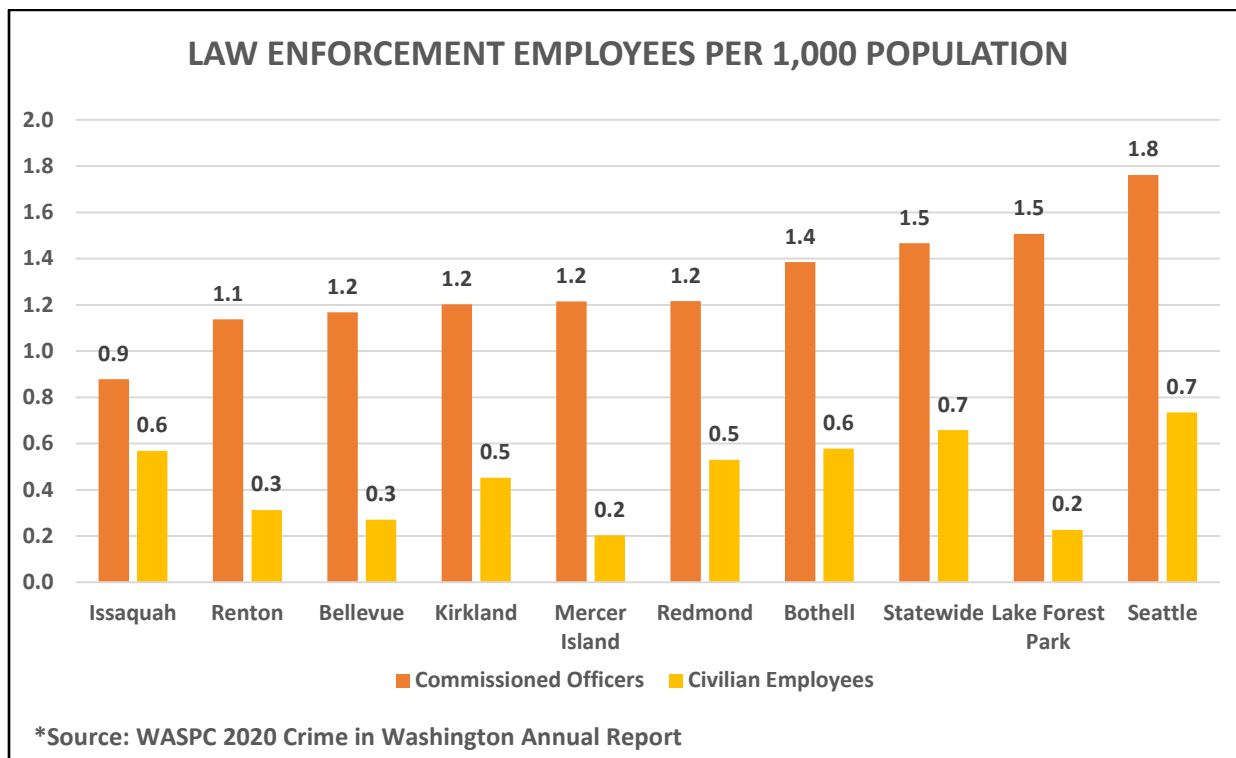
1. **Access:** Focusing on safe places for pedestrians and enhancing safety. Ensuring access to parking coupled with enforcement that allows for available parking. A key issue identified involved difficulty with downtown parking after enforcement hours ended. Note: the City currently contracts with Diamond parking for downtown enforcement.
2. **Traffic Management:** The ability of the City and Police Department to help ensure the smooth flow of traffic through town.
3. **Pan-handling, loitering, and nuisance crimes:** A focus on providing resources to those in need in a compassionate manner while addressing problematic and criminal behavior.
4. **Animal Services:** A key trend identified by a developer had data showing that 60% of the tenants in dense urban buildings have dogs. An increase in animal ownership may lead to a future enforcement/litter issue with dog waste in the urban areas that will need to be addressed both by property management and the City working in partnership.

*\*If Redmond's officer ration considered a daytime population of 125,000 (2017 numbers), Redmond's per 1,000 population would be .7.*

5. **Employee & Customer Safety, Business Security:** Creating and maintaining a safe environment to work in, fostering opportunities to connect businesses. This theme partners with the desire to know that customers are also kept safe.
6. **Feeling of Safety:** Contributing to a safe area to live and creating a neighborhood experience with opportunities to connect. Community connections are key to addressing crime issues and any emerging gang activity as seen in neighboring jurisdictions.
7. **Issues with Immigration:** With the community growing and becoming increasingly diverse, we want to maintain a welcoming environment within the city. Redmond has a large foreign-born population; Stakeholders consistently rank issues related to immigration as important to the community.
8. **The Arrival of Light Rail:** Many stakeholders noted the arrival of a new mass transit system as a key concern. The benefits of increased transportation for residents and employees also bring concerns with traffic and parking. ([see figure 8](#))

Several stakeholders identified the need for the Police Department to keep telling the story of what we do for our community through social media, print, and in-person methods.

**FIGURE 2 - LAW ENFORCEMENT EMPLOYEES PER 1,000 POPULATION**

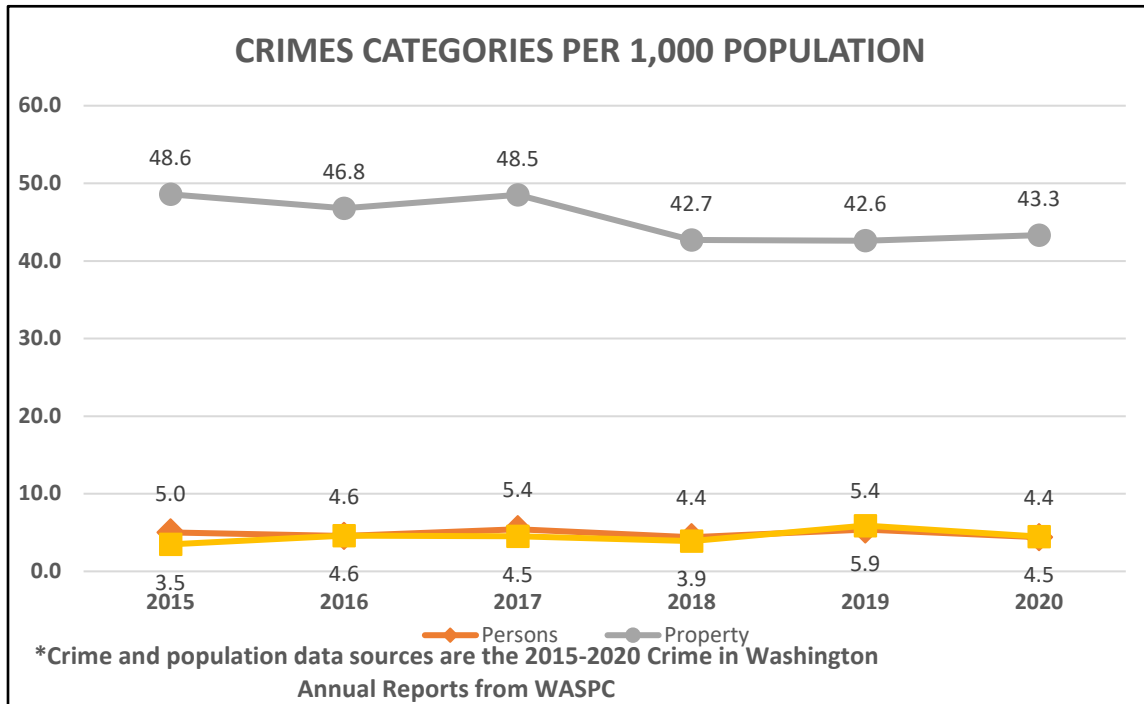


**TABLE 1 - 2016-2018 CRIME RATE DATA FOR WASHINGTON STATE**

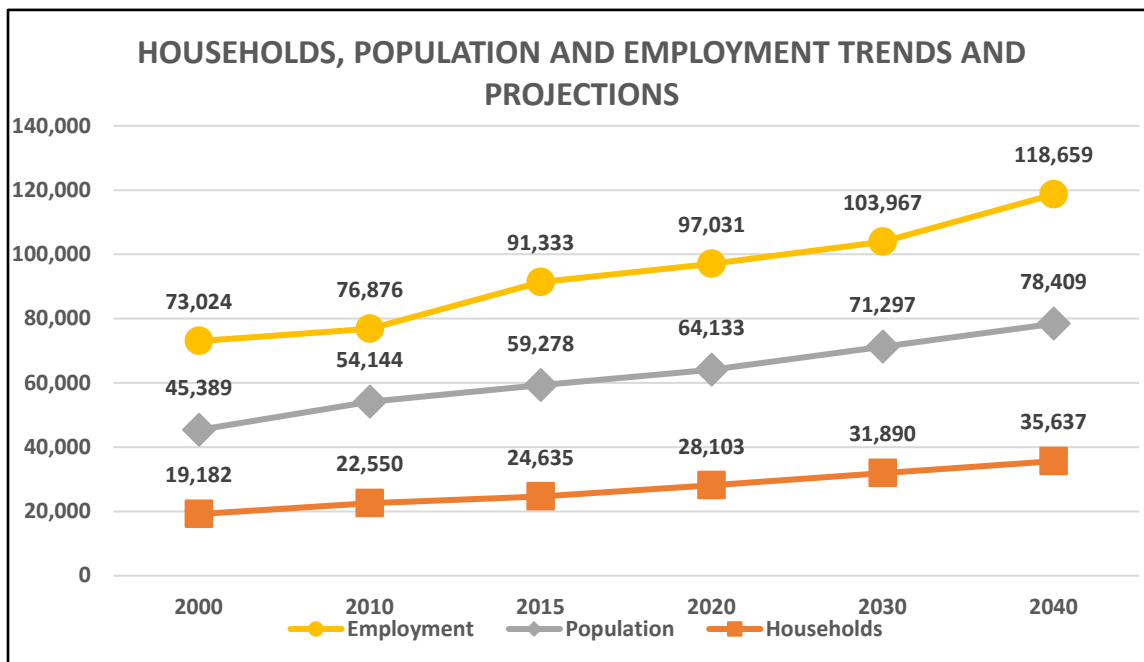
TOTAL CRIME RATE PER 1,000 POPULATION	Statewide	Redmond	Bellevue	Bothell	Issaquah	Kirkland	Lake Forest Park	Renton
2020	65.3	52.2	6	69.0	64.5	54.2	44.2	78.3
2019	60.6	53.9	4	51.4	55.1	43.1	32.5	70.7
2018	69.5	51.1	4	51.0	67.5	45.7	39.1	84.3
VIOLENT CRIME RATE PER 1000 POPULATION								
2020	3.4	1.1	1.	1.1	0.7	1.3	0.8	3.6
2019	3.4	1.2	1.	0.0	0.7	1.2	0.5	3.4
2018	3.5	1.6	1.	1.6	0.9	1.2	1.2	3.6
PROPERTY CRIME RATE PER 1000 POPULATION								
2020	48.1	43.3	4	37.4	56.4	46.1	37.9	67.5
2019	42.0	42.6	3	32.0	45.0	35.0	24.2	59.4
2016	49.6	46.8	4	38.7	51.5	39.3	33.8	87.5
POPULATION								
2020	7,656,066	64,050	1	45,260	37,110	87,240	13,090	104,102
2019	7,547,325	62,292	1	44,370	36,030	86,080	12,990	102,700
2018	7,185,240	60,560	1	43,980	34,590	84,680	12,940	101,300

\*Sources: WASPC 2016-2018 Crime in Washington Annual Report, National Incident-Based Reporting System (NIBRS) Group A crimes

**FIGURE 3 - CRIMES CATEGORIES PER 1,000 POPULATION**



**FIGURE 4 - HOUSEHOLDS, POPULATION AND EMPLOYMENT TRENDS AND PROJECTIONS**



**TABLE 2 - 2018-2020 CRIME RATE DATA FOR WASHINGTON STATE**

Police	2018	2019	2020
Calls for Service (CFS)	25,953	27,315	24,802
CFS per 1000 Population*	405.2	414.7	354.8
CFS per 1000 Daytime Population*	192.2	202.3	183.7
Population**	64,050	65,860	71,180
Daytime Population***		135,013	

*\*2019 Daytime Population used for all CFS per 1000 Daytime Population calculations*

*\*\*Population source is Washington State Office of Financial Management (OFM)*

*\*\*\*Daytime population source is American Community Survey as reported by PSRC*

## SOUND TRANSIT LIGHT RAIL

Two stations arriving in Overlake in 2023  
(Eastlink extension)

Two stations arriving in Downtown in 2024  
(Redmond link extension)



Projected Ridership:  
43,000 – 52,000 daily riders by 2026

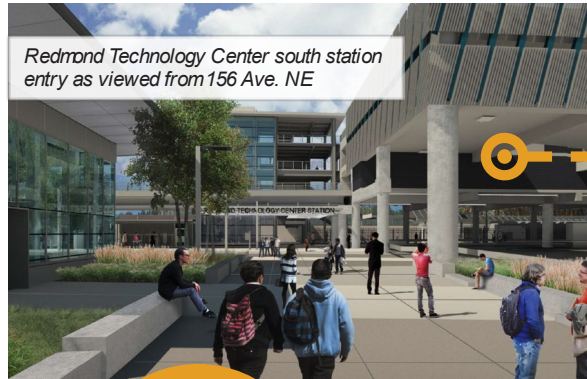
Find more information:

East Link Extension:

[Soundtransit.org/Eastlink](https://www.soundtransit.org/Eastlink)

Downtown Redmond Link Extension:

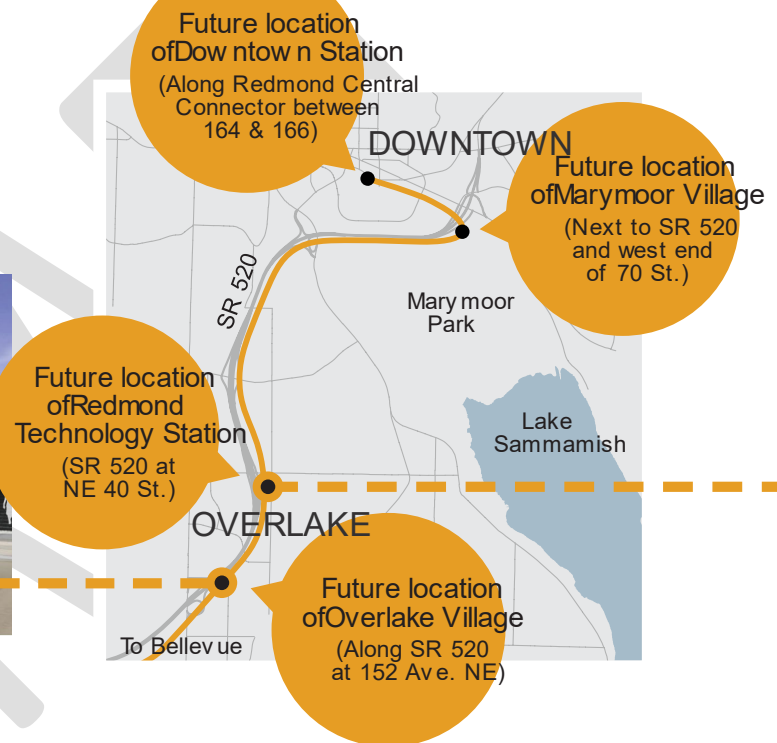
[Soundtransit.org/RedmondLink](https://www.soundtransit.org/RedmondLink)



Redmond Technology Center south station entry as viewed from 156 Ave. NE



Overlake Village east station entry, ticketing kiosk and pedestrian bridge stairs





# SECTION 4:

## PERFORMANCE MANAGEMENT

### Introduction

The Redmond Police Department continues to focus organizational efforts on four core performance outcomes. The goal is to have each member of the Department understand their role in achieving these outcomes as they are at the heart of the City's vision that includes delivering public safety services that support a dynamic Redmond where people can live, work, play and invest.

The chart shows the core performance measurement outcomes used by the Redmond Police Department. Measurements are used to evaluate overall organizational performance. The core performance outcomes consist of:

- The number of group "A" offenses reported (see figure 4.1).
- The case clearance rates (generally arrests) for persons and property crimes. (figure 4.2)
- The number of vehicle collisions reported. (figure 4.2)
- The percentage of respondents reporting they feel safe walking alone at night in their neighborhood was reported in the annual city survey. (figure 4.2)
- Customer satisfaction on a scale of 0-100% satisfied. (figure 4.2)

The benchmark performance for persons and property crime clearance rates is the national average for other cities with a population of 50,000 – 100,000. The customer satisfaction rating is a result of police department volunteers contacting victims of crime. These are the same performance measures that were accepted by the City Council during the Budgeting by Priorities process.

The "Additional Performance Outputs" table (figure 4.3) outlines other metrics that help the Redmond Police Department measure performance. In addition to the four core performance outcomes, we use other outputs to track public safety performance. These include answering E-911 emergency calls within King County's E-911 call standard of 10 seconds, the percentage of public records requests completed by our records personnel within five business days, and patrol response times to in-progress calls for service. Response time is defined as the range of time between when an address is accepted into our computer-aided dispatch (CAD) system, and when the first officer arrives at the scene).

### Looking into the Future

In the next several years the Department intends to follow a data-informed approach to improving our performance metrics where we can. The Department will continue to practice proactive strategies to attempt to discourage crime and nuisance issues within the city.

A current issue under study by the command staff involves looking at declining case closure rates. Efforts are underway to establish goals to improve department performance in this area to meet or exceed state averages for case clearance.

Vehicle collision rates have continued to fluctuate over the past several years as traffic patterns within the city have shifted as well as other factors. Focusing enforcement efforts on violations most likely to cause traffic collisions and working to continue to reduce serious injury collisions as part of the Target Zero Washington State Traffic Safety campaign are key to continuing to make progress in this area.

Policing deployment strategies and crime rates will continue to drive perceptions of the number of respondents reporting they feel safe while walking alone at night in their neighborhood.

The Redmond Police Department will continue to focus on a customer-service-based approach to meet public expectations. The recent Police and Fire survey ([see Figure 9](#)) designed to help inform the functional plan refresh informs that only 64% of survey respondents were satisfied or very satisfied with the Police Department's overall level of service. The department looks forward to reviewing additional data collected by the City's overall service study to help direct and inform improvements to service delivery.



**PICTURED ABOVE - SEMI-TRUCK COLLISION & RESPONSE**

**TABLE 3 – GROUP “A” OFFENCES**

Group “A” Offenses	
Murder	Motor Vehicle Theft
Manslaughter	Arson
Rape	Destruction of Property
Sodomy	Counterfeiting/Forgery
Sexual Assault w/Object	Fraud Offenses
Fondling	Embezzlement
Aggravated Assault	Extortion/Blackmail
Simple Assault	Bribery
Intimidation	Stolen Property Offenses
Kidnapping	Animal Cruelty
Incest	Drug/Narcotic Violations
Statutory Rape	Drug Equipment Violations
Human Trafficking Offenses	Gambling Offenses
Viol No Contact/Protect Order	Prostitution Offenses
Robbery	Weapon Law Violations
Burglary	Pornography/Obscene Material
Larceny/Theft Offenses	

**TABLE 4 – CORE PERFORMANCE OUTCOMES**

Core Performance Outcomes	2016	2017	2018
NIBRS Group A Crimes	3,391	3,641	3,274
NIBRS Group A Clearance Rate*	28.9%	29.3%	22.3%
Vehicle Collisions	1,036	976	1,016
% Feeling Safe	81%	81%	83%
% Satisfied w/ Police Services	89%	77%	67%

*\*Statewide Clearance Rate for NIBRS Group A crimes is 26.6% in 2018*

*Note: National Incident-Based Reporting System (NIBRS); Vehicle collisions counts were retrieved from police cad Spillman data; % Feeling Safe uses the results from the survey question “how safe do you or would you feel walking alone in your neighborhood at night?”; 2016 % Satisfied w/ Police Services includes Police, Fire, and Aid in the same question*

**TABLE 5 – ADDITIONAL PERFORMANCE OUTPUTS**

Additional Performance Outputs	2016	2017	2018
911 Calls Answered Within Standard*	99.99%	99.99%	99.99%
Public Records Request* (completed within 5 days)	92%	90%	85%
Calls for Service	See Functional Plan Section 3 Trends - Conditions Graphs for CFS data		
Response Times to I/P Calls	4:42	4:50	6:15

*Note: Response Times to I/P Calls - data retrieved from police cad Spillman report data*  
*\*911 Standard*

# SECTION 5:

## PUBLIC SAFETY SERVICE DELIVERY

### Introduction

The Redmond Police Department will provide law enforcement services in a manner that reflects the core values of Respect, Professionalism, Dedication, and Leadership.

The goal is to deliver law enforcement services in partnership with the community, using a problem-solving approach. The service delivery strategy is designed to meet the demands of the future by providing officers with the time to proactively engage community members and other city employees in finding solutions. Using this strategy will help us achieve the desired service delivery outcomes of low crime rates, an increase in successful case closure rates, a low vehicular collision rate, community members who feel safe, and a high level of customer satisfaction. Strong dedication to the values of commitment to service, integrity, and accountability will guide us toward this destination through the year 2040 and beyond.

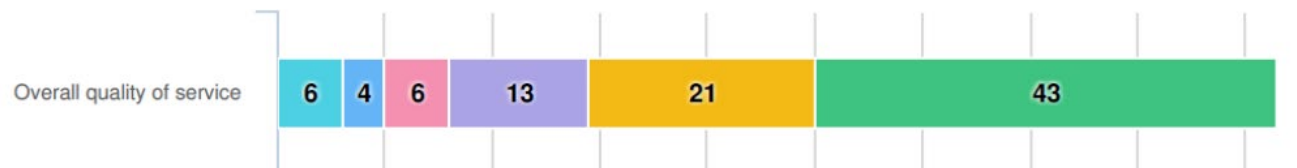
### Service Delivery Strategy

The Redmond Police Department will need to maintain its standing as a full-service professional police agency providing patrol services, follow-up investigation, traffic enforcement, collision investigation, records management, emergency dispatch services, diverse and pro-active crime intervention efforts, and robust community engagement.

While at times we tend to emphasize the traditional direct law enforcement services associated with most police departments, it is important to note the need to keep pace with support staff that provides direct services to both internal and external customers. Records staff have seen a large increase in public records requests and documentation associated with concealed pistol licenses and firearm transfers.

The Records Unit has a statutory requirement to provide an initial response to public records requests within five business days. Providing an initial response means producing a letter or communication sent acknowledging the request and either providing the requestor with the record, an installment, denying the request, providing an

**FIGURE 5 - QUALITY OF SERVICE QUESTIONNAIRE**



#### Question options

Very satisfied   Satisfied   Neutral   Dissatisfied   Very dissatisfied   Not applicable

*Optional question (96 responses, 0 skipped)*

estimate of time needed to produce the records, or informing them when no record exists (no responsive records).



Continual improvements and efficiencies recognized through the deployment of a standardized and streamlined GOVQA process allow for the Police Department to improve efficiencies. It is worth noting that public records requests continue to increase in the level of complexity as well as in the volume of requests.

The Public Safety Communications Center is often the first point of contact in an emergency. They are responsible for answering emergency and non-emergency phone calls and dispatching appropriate resources to the various calls for service. They serve as the 24 hours, seven days a week call center after normal business hours for all city services.

## Anticipating and Reacting to Growth

As the City moves towards developing the Downtown, Overlake, and Marymoor Village urban centers, the Redmond Police Department will adopt strategies designed to address growth proactively. We will develop life and safety protection plans and deploy appropriate staffing. The anticipated growth in North Redmond and other forecasted growth within city boundaries will add significant staffing challenges. There is a strong desire to maintain the Department's current offering of full services in urban centers.

Looking forward, the Police Department expects light rail will arrive with both benefits and community challenges. Sound Transit's East Link will extend light rail from Seattle to the Eastside, with an interim terminus at the Overlake Transit Center. The extension of light rail will provide transportation and other benefits and has the potential to increase police calls for service with transit-generated issues. Partnerships with Metro, Sound Transit, and the King County Sheriff's Offices will be critical to addressing these challenges. We expect the added presence of officers in transit station areas will be required, and we will want to use technology-based systems to deter crime and capture criminals.

To meet the public safety needs of the city's downtown, specific patrolling strategies will be developed to support a pedestrian-friendly nightlife atmosphere. Accessibility and timeliness will become key to patrol strategies, both in the accessibility of officers, as well as their access to new buildings and infrastructure (the ability to park vehicles, and motorcycle ramps on streets). Kiosk blue lights should be considered in the future downtown core to add accessibility options and contribute to a greater feeling of safety as the core continues to grow.

The establishment of a substation in the south end of the city will enable officers to respond quickly to calls and perform administrative duties near their assigned service area. Substations also provide a convenient location for members of the community to report problems, meet with staff, and potentially make public records requests supporting the City's commitment to providing exceptional customer service. As call volumes build with population growth, the importance of efficiencies in processes and response time will become a more critical focus. As we move towards the future, the Department will continue to experiment with advances in police patrolling tactics and theory to develop the best fit solution for the community. This solution will address how we deliver services by evaluating patrol district boundaries, in person, phone, or electronic service delivery and matching staffing projections to these identified strategies. Online reporting has proven to be an effective avenue for community members to report crimes without in-person contact. Strategies to market and increase the use of electronic reporting should continue to be evaluated and developed. With the anticipated increase in call volumes that come with a proportional increase in population, the Police Department must strive to meet or exceed nationally recognized standards in crime rates, clearance rates, collision rates, and community satisfaction. Maintaining

specialty teams to target current crime trends and community needs, such as the Bike Unit, Traffic Unit, and Community Engagement Unit should continue to be funded and enhanced to meet the growing needs of the Department. Preventive response to crime through innovative ideas like Crime Prevention Through Environmental Design (CPTED) and other crime awareness programs should continue to be offered as core services to meet the community's needs.

## Partnerships and Programs

Future opportunities exist to examine the benefits and challenges of regionalizing specialized services such as dispatch services and major traffic collision investigations. The Police Department contributes emergency response team personnel to North Sound Metro; a regional tactical team composed of officers from 10 cities. Likewise, the Department contributes to a demonstration management team comprised of personnel from Redmond and Bellevue. Other opportunities include examining the efficiency, effectiveness, and potential state mandate of participating in an established regional major crime investigative team, like the former King County Incident Response Team.

The Police Department's bicycle officers partner with staff from the City's Human Services Division to address homelessness by making community contacts and providing resources. The department continues to support programs that are alternatives to incarceration, focusing on long-term problem-solving efforts to eliminate recidivist activity among low-level offenders. The prosecutor's office refers dozens of cases initiated by patrol to Community Court, which is an alternative to the traditional court system. Community Court provides criminal defendants with immediate access to resources and support available to address the underlying cause for their behavior. Community Court launched in April of 2018. During the first year, the City referred 110 defendants to Community Court, resulting in fifty-six graduations with case dismissals. Defendants "graduate" from Community Court when they have shown compliance by routinely appearing in front of a judge, following up with the designated resources, and completing community service. During the court's first year, defendants completed 800 hours of service to benefit the community. Community Court also serves to reduce prisoner transport time from jail to court and lowers the costs of incarceration. Video court is in session five days a week, which further reduces prisoner transport time, freeing patrol officers to handle calls for service.

## Light Rail

With the arrival of light rail comes the opportunity to establish a partnership with Sound Transit. Work is underway in the summer and fall of 2019 to adequately understand the impacts of light rail on policing in Redmond. In February of 2016, the King County Chief's Association came to an agreement with Metro Transit and Sound Transit that provided the framework that the region follows today with local jurisdictions responsible for primary police services on mass transit for crimes that occur within the jurisdiction. Through discussions with the Sound Transit Police Chief in 2019, the Department learned that Sound Transit plans to submit a budget request to build a small police force that will operate on the Eastlink extension. The budget request will include patrol, detectives, and explosive detecting K9 units.

Additionally, stations such as the downtown end of line location will have security twenty-four hours a day, seven days a week. Fare enforcement officers and other security staff that ride the line to enhance rider experience will



also be part of the comprehensive effort to provide a safe transit corridor for ridership. Ultimately, the policing needs of the 43,000 – 52,000 daily riders by 2026 on the east link extension will rely on the police forces of the jurisdictions they pass through, including Redmond. Plans for policing the light rail system include foot patrol of stations in concert with additional bicycle officers to be able to patrol the areas surrounding light rail stations. The department experienced success with the deployment of the bicycle team in 2017 in the downtown core in anticipation of the growth that was taking place and in preparation for the arrival of light rail, and this strategy will be replicated in the future and adjusted to meet the needs of light rail and the community.

With the arrival of light rail comes the opportunity to establish a partnership with Sound Transit to meet the security needs of the commuting public. While Sound Transit has plans to provide twenty-four hours a day, seven days a week private security at their stations, Redmond officers will be dispatched to take enforcement action and assist with other necessary action. It is a realistic expectation that service requests will increase in and around the light-rail stations, necessitating additional patrol and bicycle officer coverage.

## Regional Efforts

The Police Department continues to actively engage with regional mental health partners, soliciting the assistance and resources of King County Mobile Crisis, Eastside Mental Health, and the Department's embedded Mental Health Professional (MHP). In 2018, the Department received an initial grant to support a Mental Health Professional to support people experiencing behavioral health issues. The MHP rides with assigned on-duty patrol officers to respond efficiently to reports of people in crisis. The MHP provides the necessary resources and referrals to mental health agencies and provides testimony for subjects taken to the hospital via the involuntary treatment act. The embedded MHP networks with area law enforcement agencies, King County Crisis and Commitment personnel, and regional mental health facilities. When grant funding ended, the Department transferred this position to a fully funded employee.

The Department engaged in the process to develop the Tri-County (Pierce, Snohomish, King) Scenes of Violence Model Policy and participated in Complex Coordinated Terrorist Attack (CCTA) regional training and exercises conducted over the past several years. Police staff participation in ongoing tabletop exercises, training, and meetings will help keep the Department abreast of regional efforts and published standards but will entail releasing personnel from their assigned duties.

In more immediate terms, a rapid assessment process is currently under development by police and fire. This process serves to preplan responses to major incidents. As the City of Redmond grows in complexity, staff have identified that access to secured multi-family housing units is an obstacle. There may be opportunities to enact building codes to address the concerns of emergency responder access, as well as address future needs with radio reception issues, such as requiring the installation of radio repeaters. These changes can benefit all first responders.

Additionally, the Department will continue to evaluate the need to conduct emergency response training and guidance for schools, employers, and City staff that includes best practices in responding to any active threat to the welfare of individuals associated with their facilities.

The Police Department has participated in regionalized task forces in the past and present. The department will evaluate membership in these types of regionalized efforts to determine the benefit to the city and the region based on current crime trends.

## Technology

To provide consistently excellent service that meets or exceeds nationally recognized standards and best practices, the Department will continue to evaluate the technology it uses. Technology should support operational strategies such as intelligence-led policing, data-informed decision-making, and collaborative problem solving to keep pace with crime trends and the community.

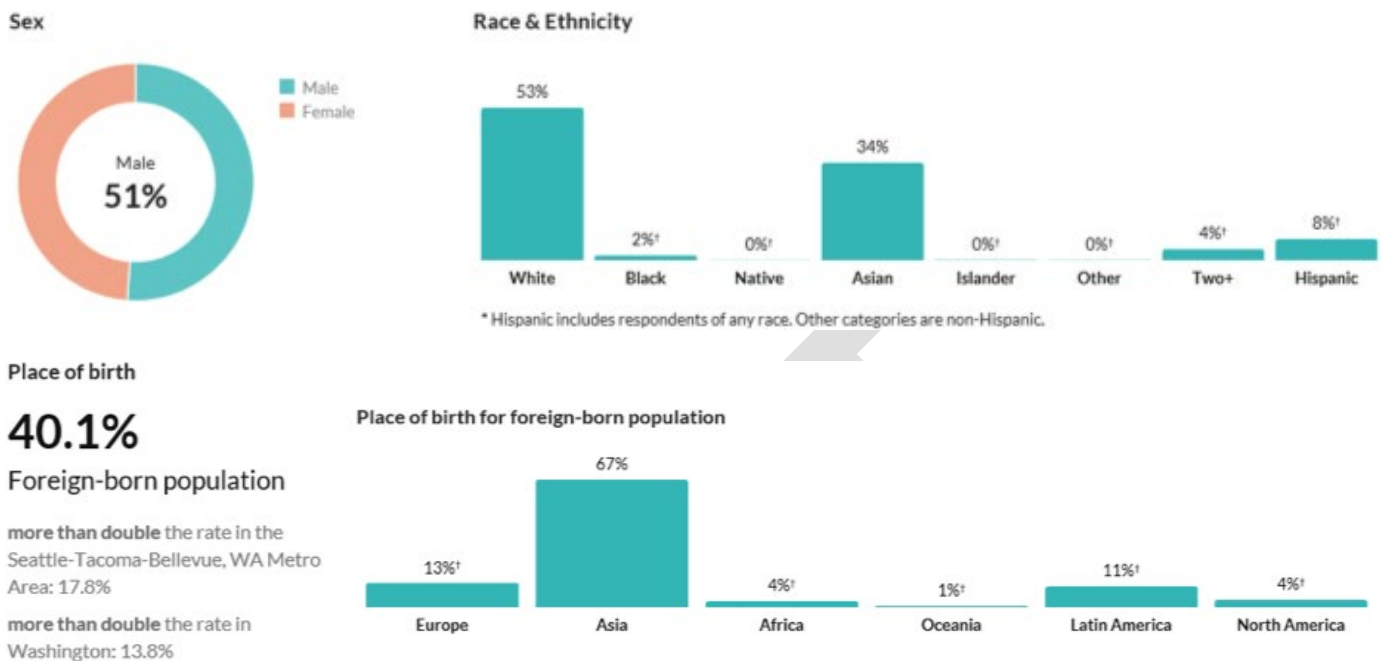
Further partnerships with Sound Transit include meeting the security needs of the commuting public. While Sound Transit has plans to provide 24/7 private security at their stations, Redmond officers will be dispatched to take enforcement action and assist with other necessary work. It is a realistic expectation that service requests will increase in and around the light-rail stations, necessitating additional patrol and bicycle officer coverage.

The pace at which technology continues to change the face of law enforcement is expected to accelerate. To address revolutionary technological changes, the Department must improve equipment and training to adapt to new criminal trends. The Department needs to prepare for a new influx of the information that will be coming from next-generation mobile devices. Services such as Next Generation 911 will bring photos, videos, automated crash notification data, and multimedia text messaging into communications centers.

Additionally, real-time video surveillance or automated surveillance feeds may create the necessity to hire and train staff that specifically deals with these types of information systems. The ability to text 911 was brought online in December of 2018. While the initial impacts of beginning this new service have not negatively affected service delivery, the Department must continue to prepare for the additional challenges that will arrive with the next wave of 911 services.

The management and maintenance of data and how the Department chooses to store, search, disclose, delete, and archive information we collect is critical. Developing these approaches and strategies requires advanced training and practical systems for staff. As the volume of the data collected grows, so will the strategies applied to manage the collected information. We need to ensure accurate and timely retrieval of information, compliance with state information retention policies, as well as data security and protection of data. The Department must remain able to provide timely responses to public record requests. Along with the responsibility of lawfully storing and managing data, we must look for ways to legally use data to assist department staff in decision-making about crime trends, resource deployment, and performance evaluation.

**FIGURE 6 – DEMOGRAPHICS**



As stated earlier, the Department must continue to assess and evaluate the use of new technologies to deliver effective and efficient police services in the future. New technologies may include the use of remote cameras or monitoring systems for crime prevention, unmanned uncrewed aircraft systems for scene investigation and public safety needs, enhanced crime detection methods, and intelligence-driven crime prevention data to determine staffing and deployment methods. The Department may use shot-spotting devices or other autonomous sensors that deliver actionable information more efficiently to direct police resources. Technology that helps to more safely resolve a tense or dangerous situation will be evaluated by the Department so that we continue to equip our officers with the tools they need to improve outcomes for themselves and members of the community whom they interact with during a crisis, criminal or otherwise. Technological advances and service demands from the community may require that we evaluate the use of video-based service delivery, expanded online reporting, or police kiosks to report incidents or make inquiries.

In 2019, the Department enhanced its ability to access live video cameras with the partnership of city staff in the Traffic Operations Division. The Traffic Unit and police communications have real-time access to all city traffic cameras with the capability to point, tilt, and zoom camera angles. The Department uses live-feed camera access for disaster response, special event planning, dignitary visits, and research areas requiring specific enforcement activity. Real-time access to traffic cameras was a valuable tool during a 2019 winter storm, providing information to decision-makers about which roads needed priority attention based on the conditions. Future needs include offering the same level of access to a broader group of users.

As technology continues to evolve, the Redmond Police Department will continue to engage in community preferred methods of communication and service delivery through technology, use of social media, and other services as applicable. The Department will maintain active feedback loops to determine what the preferred methods are for reporting minor criminal activity and other service requests. The Department will continue to focus on securing

police department systems and data to evolve our practices to meet current threats and challenges. To do so, the Department will partner with the City's Technical Information Systems Department to understand which systems present more significant risks and seek to secure them further. Through service and outreach efforts, we will work to increase the visibility of the law enforcement team and provide value to the community by creating responsive and interactive ways to achieve a vision of a smart and connected city of the future.

### **Body-Worn & In-Car Cameras (BWC)**

In 2022, the department began the implementation of a program that will include both in-car cameras and body-worn devices on all field-based personnel. To support the technology, the Department created a new "Office of Professional Standards" Unit led by a Sergeant and added a police records specialist to address increased records retention and dissemination. Funding was allocated to additional support staff in the prosecutor's office. Initial program costs (for personnel and equipment) are estimated at \$815,000, with ongoing annual costs of \$635,000.

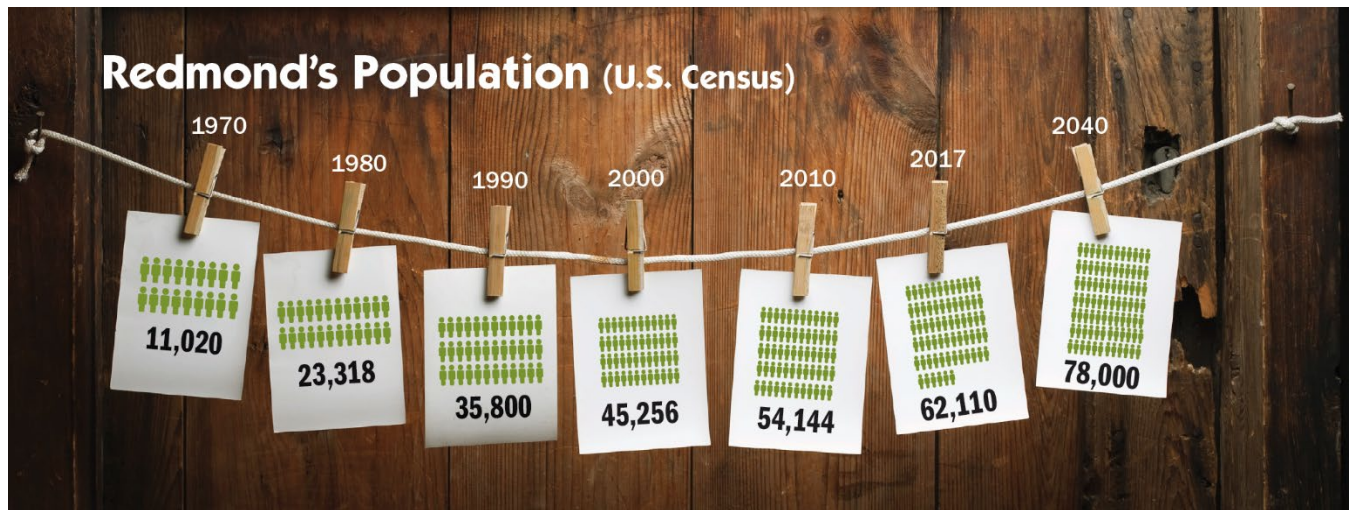
### **Parking Enforcement**

Parking enforcement services are contracted through the Planning Department. Work in this area will help to inform policing strategies regarding parking, as well as inform the City as to how contracted services for parking enforcement may need to be modified to meet the emerging needs of the community. The City has an effort underway through the planning department to study downtown parking conditions. The first phase of the report will cover existing conditions and parking inventory for residential and commercial users. A second phase will address the downtown core specifically with parking turn-over rates, answering behavioral parking questions, looking at city facilities, code, and policy analysis, and identifying gaps and conflicts. The third phase will focus on threats, opportunities, weaknesses and strengths, parking management strategies, and implementation strategies. It will be important for the Police Department to build organizational flexibility and capability to assist the City with providing access and addressing parking issues in high-demand areas. Future work here includes partnering with other city departments to address parking for special events.

### **Staffing Strategies**

So that we can continue to meet internal and external service requirements, there is an important need to add staff - dispatchers, records specialists, bicycle officers, police officers, detectives, Technology & Information Systems staff, and a mental health professional - for specialized services. Law enforcement staffing studies do not recommend a specific ratio of commissioned to support staff. Therefore, service needs should drive the projected hiring of these support and specialized positions and include the facilities and equipment to support these positions.

**FIGURE 7 - REDMOND'S POPULATION**



The development will continue in Redmond's Downtown, Marymoor, and Overlake neighborhoods, including dense, multi-story apartments, condominiums, offices and retail space, and pedestrian paths. Considerations should be given to staffing levels that support a bicycle team and a team of officers to conduct foot patrol in urban centers — at the same time, maintaining the same level of service in other areas. Redmond Police Department currently staffs 1.3 officers per 1000 night-time residents. Every other year, the Department should evaluate the number of commissioned officers required to provide the personnel needed to deliver police services to the community proactively. At the same time, we must maintain a level of civilian staff that adequately supports the vital functions of records management, dispatch, and administrative services to all internal and external customers.

For staffing, the Department will continually need to balance hiring and deployment of staff with crime trends and the evolution of the community. Residents of Asian descent currently comprise 67% of the total population, and another 11% are Hispanic or Latino. Foreign-born residents comprise nearly half of the community. Of that, 40%, or roughly 26,000 people, have English as their second spoken language. With the high number of foreign-born residents, a staffing opportunity exists to continue to recruit from this incoming pool of new and diverse residents. As the city grows in complexity, the need for officers and support staff that have secondary language skills will be important. One of the top three department language needs are employees with Chinese, Hindu, and Spanish language skills. We should continue and enhance diversity training, and training on emerging issues within the community such as medical and aging trends, increases in retirement housing, financial fraud involving the elderly, senior abuse, and responding to Alzheimer's issues.

The cultural issues discussed above bring to the forefront the emerging trends in law enforcement including staffing to reflect the community. We should look to maintain the ability to rapidly adjust the response to emerging issues while remaining flexible with staff assignments. In this manner, we can meet the expectations of the community and maintain the quality of living residents and visitors have come to enjoy.

In addition to the demographic and cultural trends that may impact the Department, there are geographic challenges associated with the future development of the Overlake and Marymoor Village urban centers. With the increase in population and anticipated demand for public safety services comes the challenge of staffing officers near the area of service. Currently, the Redmond Police Department deploys one officer in the Overlake area of the



city. The projected growth of that part of the city will necessitate additional officers the Overlake district to meet the increased demands related to calls for service. Additionally, the anticipated population growth and continued development of the urban center, Marymoor, and Overlake will necessitate additional staffing stationed in those areas to maintain response times. Redmond poses unique geographical challenges with the proximity of Lake Sammamish and congested traffic patterns. Consideration should be made to have substations positioned strategically throughout the city. Calls for service have increased during the last five years in the Overlake district, and that trend will continue with the pending development. In 2015, there were just over 4,000 calls for service (CFS) in that district rising to just under 5,000 CFS in 2018.

Sound Transit's light-rail extension represents a significant change in the transportation options for Redmond and the east side. Additional staffing will be required to ensure that all who utilize the rail system have a safe and enjoyable transportation experience.

Collaboration between Redmond PD and Sound Transit will be required to ensure that fare enforcement and quality of life issues are addressed effectively and efficiently. Additional police personnel, both commissioned and professional support staff, will also be required to support this objective.

In response to community input to reimagine policing and to utilize unarmed staff for the quality of life issues that do not require criminal enforcement, the Redmond Police Department will be introducing a Community Ambassador Program. The Community Ambassadors will be unarmed police employees who will be the eyes and ears for the commissioned staff and will provide customer service and support to the community. If a Police response is necessary, the ambassadors will summon those resources promptly.

In addition to the Community Ambassadors, more commissioned personnel will be required to effectively staff the Overlake area, which is the location of the first of three train stations here in Redmond. With Overlake's geographic location from the city center, it is necessary to have sufficient staffing dedicated to this area to provide timely responses to calls for service.

There is also a need to address the mental health needs within the community. Due to the limited mental health resources available to respond 24/7, police are often called to incidents involving non-violent individuals experiencing mental health crises. Redmond Police has added a Mental Health Professional (MHP) to our response delivery. The Department fully supports this concept and awaits the community's support in funding the resources and personnel necessary to provide services in this manner. The Department has positioned itself as a training ground for additional Mental Health Professionals that can support this ever-growing need for the region.

## Service Standards and Level of Service

Redmond is planning for a population of 78,000 residents and 119,000 people employed within the City of Redmond by the year 2040, which is 18,000 more people and 34,000 more jobs than in 2015. Additional staffing is required to continue providing the same level of service. In 2019, the ratio of 1.3 officers per one thousand residents and a total of 129.92 Full-Time employees – 89 officers and 40.92 support staff. While not recommended, if officer staffing is sustained based on the 1.3 officers per 1000 ratio given the projected population increases, the Department would need to add a minimum of 33 officers and 16 support staff (for a total of 176 full-time employees) by 2040.



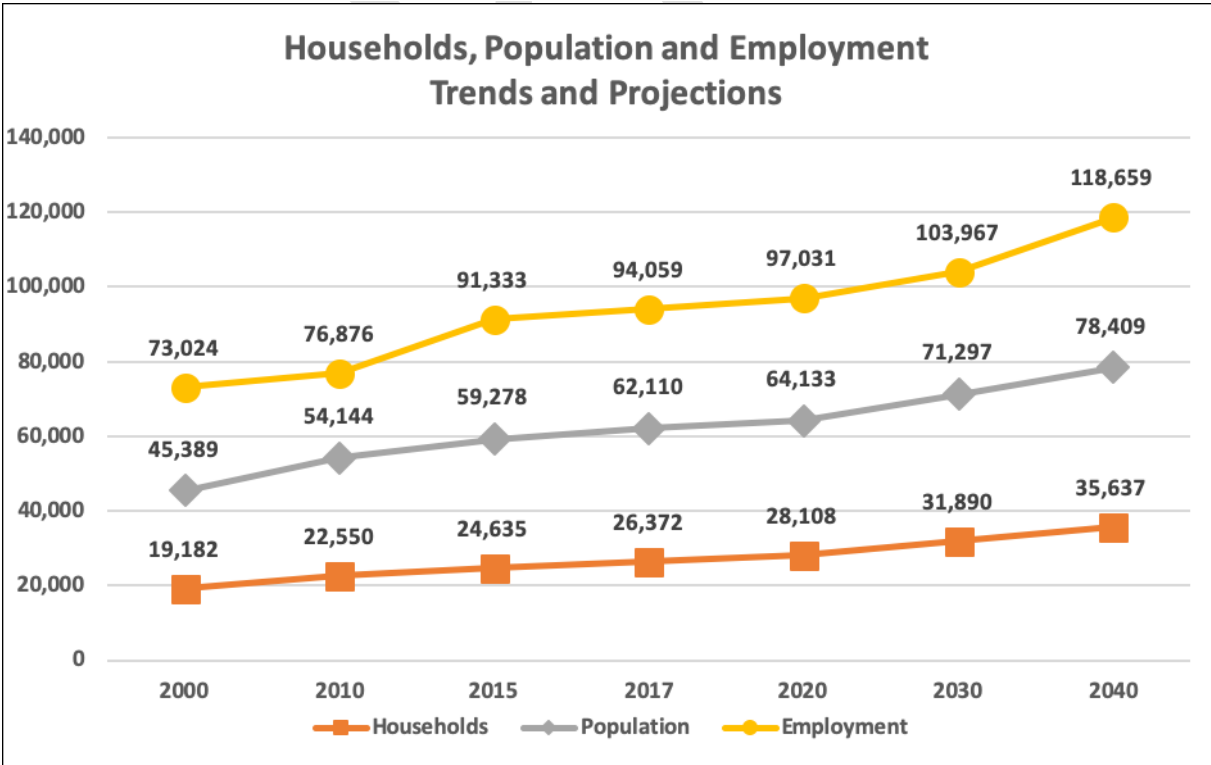
Rather than solely relying on the ratio of officers per 1,000 population, the Redmond Police Department relies on a performance-based evaluation of staffing needs. The performance-based evaluation considers crime rates, response times, resident satisfaction, and community expectations. The evaluation conservatively projects the need for an additional twenty officers and four support staff to be hired before 2025.

Overview

In the previous Police Functional Plan (2014-2030), the Department identified adding full-time officer positions and support staff to meet the continuing growth of the City. During the past seven years, the city population has grown significantly, and light rail is now a reality for Redmond, but staffing has not increased at a commensurate rate. With the refresh of the functional plan, the police command staff re-evaluated the original scope of requests and restructured the future staffing plan to reflect immediate staffing needs shown in figure 5.4. A successful staffing strategy has been identified that front-loads the Department to successfully overcome these challenges and prepare the City for future public safety needs.

The highest priority staff to add are commissioned, police officers. To meet these growing public safety needs of the City, the Department will need to phase in a total of twenty-five commissioned officers by 2025. To do this, the Department will need to authorize hiring up to ten additional commissioned officers in the 2021-2022 budget and authorize hiring up to fifteen officers in the subsequent 2023-24 budget cycle. The initial phased staffing request includes four patrol officers, a sergeant, a corporal, and four bicycle officers. These are the prioritized staff that will help mitigate the impacts of light rail in our jurisdiction, which arrives by 2023-24. The additional support staff will also need to be added to satisfy the public safety needs of the City.

FIGURE 8 - HOUSEHOLDS, POPULATION AND EMPLOYMENT TRENDS AND PROJECTIONS



**FIGURE 9 - POLICE STAFF BREAKDOWN**

### TWENTY COMMISSIONED STAFF

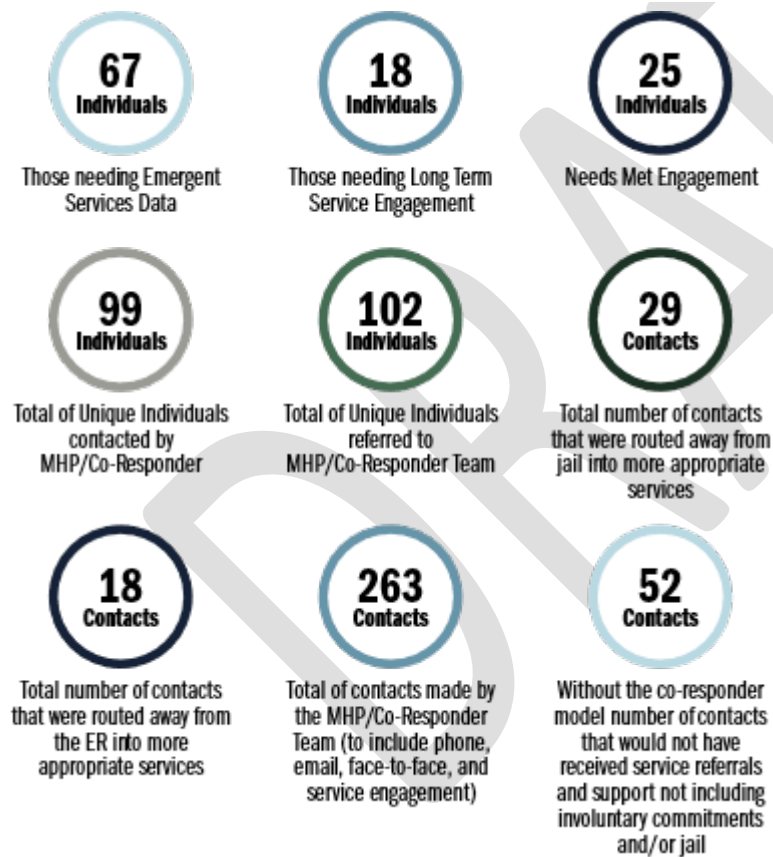
Includes one deputy chief and one administrative lieutenant



### FOUR NON-COMMISSIONED STAFF



**FIGURE 15 -**



When considering the priority of the police staffing requests, It is important to note the challenges that exist with hiring commissioned staff due to recruiting issues (fewer candidates available to hire), long lead times with staff training (currently the wait time for the police academy is 4.5 months). Taking these hiring trends and conditions into account, the training time for a new officer has stretched to approximately 1.5 years, inclusive of academy wait (4.5 months), academy training (5 months), and field training (3 months). Further complicating the staffing needs of the Department is a staffing turnover rate that sees an average of 8-10% of the workforce leaving the Department each year due to retirements, private-sector offers of employment, resignations, and +other reasons. To countermand the challenges of hiring staff, the Police Department will have to hire at a significantly faster rate than previously

As impacts and growth spurred on by light rail are realized, the police department will assess public safety capabilities to ensure we are meeting the performance-based evaluation metrics. The following sections go into detail on the need for the identified high-priority staff.

## PHASE ONE – ADDITIONAL POLICE OFFICERS

In the 2013 functional plan, the Police Department articulated a need for thirteen additional patrol officers. Through budget requests and full-time employee re-classification in the past seven years, the City added three police officers.

New staff will need to be added to meet the Department's performance measured staffing goals; six additional officers will need to be added to support the population increases and development in the Overlake neighborhood and Marymoor Village. This number is inclusive of a Sergeant and a Corporal who will be responsible for the supervision of these officers.

Eventually, additional officers will need to be added to account for covering a full-time position staffed continuously. The police patrol staffing model is calculated to accommodate for days off, vacation, and training time with no impact on the minimum staffing required to deploy one additional officer on patrol. The Overlake neighborhood in the southern part of the City is geographically isolated due to the barrier of Lake Sammamish resulting in impacts to patrol backup assistance. Additionally, travel times across the City to the Marymoor area have increased as traffic volume and density have increased in the downtown core.

## ADDITIONAL BICYCLE OFFICERS

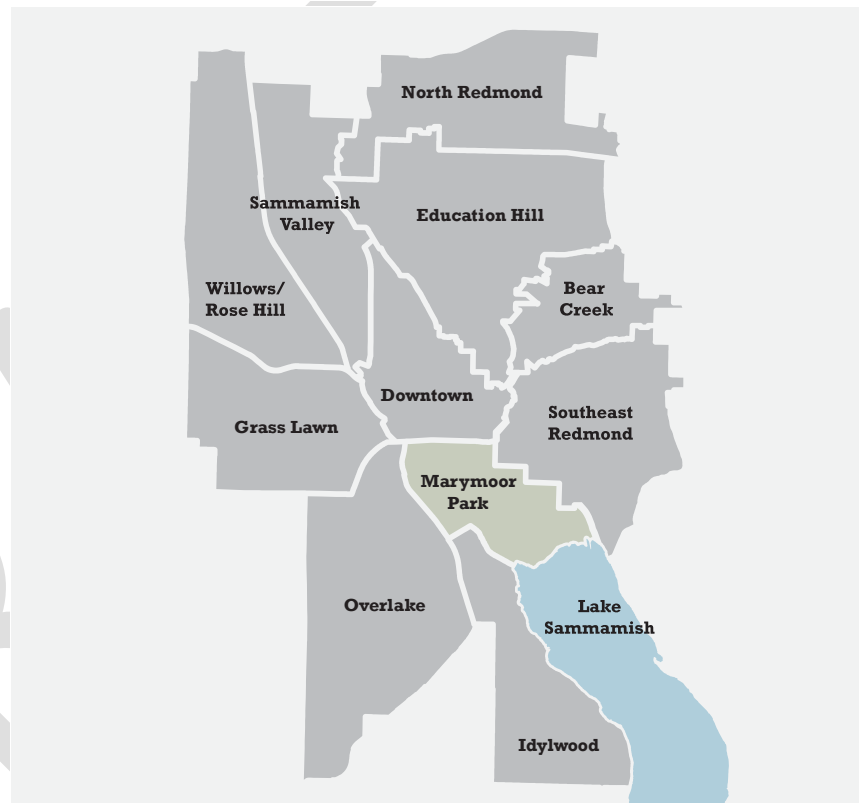
The Police Department currently staffs four bicycle officers and a bike sergeant. The bicycle team has proven to be extremely effective at addressing quality of life crimes in the downtown corridor while providing a highly visible presence. These officers were also rated as one of the top three priorities of the community for the Department to increase as informed by the public safety survey in 2019. Adding additional bicycle officers does not require the application of the relief staffing model applied to add general patrol officers, as noted above.

The bicycle team's functionality is enhanced by the components of visibility, mobility, and accessibility.

The team navigates through the City efficiently at all hours of the day, given their mobility and access to streets and trails. Due to its stealth and mobility, the team observes many crimes and takes immediate enforcement action when warranted.

The team provides a visible presence and is easily approachable, lacking the traditional hindrance of being confined to the interior of a patrol car. There is a significant need to increase the size of the bicycle unit to keep pace with

**FIGURE 11 - REDMOND NEIGHBORHOODS**



the growing population in the downtown urban area, the Overlake area, and the planned Marymoor Village. The need for team growth is magnified with the imminent arrival of light rail to Overlake, followed by Marymoor Village, and Downtown Redmond. Light rail stations in these three areas of the City will be made safer for the public through the presence of bicycle officers. These officers provide extra visibility to deter unwanted activity and can observe violations of law. By adding a second team of bicycle officers to patrol the Overlake area, we can expand the reach of this successful program, which is not possible now given the size and scope of the team and geographical barriers.

The police bicycle team currently has a sergeant who supervises three officers. A team doubled in size will require the appointment of a corporal to sustain the appropriate span of control.

## **PHASE TWO – ADDITIONAL POLICE OFFICERS**

### **ADMINISTRATIVE LIEUTENANT**

Stemming from reorganization in 2017, which changed the Department from a single assistant chief to a two-captain model at the deputy director level. The Police Department has a recognized need to add a full-time position to the command structure to support the administrative functions of the Department. Currently, the administrative captain directly oversees investigations, community engagement, public information, professional standards, training (including field training), recruitment, and hiring. The staff that directly reports to the captain in this bureau includes one lieutenant assigned to investigations, a training & hiring sergeant, professional standards, and a community engagement sergeant.

The captain also oversees the internal affairs function of the Police Department. The investigations lieutenant manages the supervisors assigned to the Criminal Investigations Division. Adding a lieutenant to the administrative side who supervises the three sergeants who are responsible for hiring, recruiting, training, professional standards, and community engagement will benefit the chain of command and allow the administrative captain to remain focused on strategic efforts, while lieutenants focus on planning and the direction of teams through the efforts of first-line supervisors.

The addition of an administrative lieutenant creates additional opportunities while providing a layer to augment the span of control. Additional administrative duties could include, Special Event and Dignitary Visit planning and coordination/oversight of regional partnerships such as North Sound Metro and Demonstration Management.

**TABLE 6 - POLICE RECORDS STATISTICS AND COMPARISONS 2013-2018**

	2013	2018	% change 2013-2018	2019 YTD (Jan- Jul)	2019 Estimate	% change 2018-2019 est	% change 2013-2019 est
<b>PUBLIC RECORDS REQUESTS (PRR)</b>							
Public Records Requests (PRR)*	69.5	51.1	46.4	51	67.5	45.7	39.1
Completed PRR	69.1	58.5	45.6	55.6	57.8	48	42.2
City Performance Measure (90%)	67.5	56	47.5	52.9	60.2	48.4	43.5
Average PRR Processing Days	6.9	10.2	47.8%	9.1	9.1	-10.8%	32%
<b>CONCEALED PISTOL LICENSE</b>							
Concealed Pistol License	399	349	-12.5%	240	411	17.8%	3%
Pistol/Firearm Transfers**	836	776	-7.2%	599	1027	32.3%	23%
Total Reports Processed	5734	6674	16.4%	3934	6601	-1%	15.1%
<b>EVIDENCE</b>							
Evidence Items IN	2349	3863	64.5%	1930	3309	-14.3%	40.9%
Evidence Items OUT	1900	5782	204%	2487	4263	-26.3%	124.4%

\* RPD has not met the City performance measure of 90% for any month in 2019, and only 4 of 12 months in 2018

\*\* Unreliable due to new requirements in July 2019

## Additional Personnel Assigned to Police Dispatch

The National Emergency Number Association (NENA) makes size and staffing recommendations based on the population served by various Public Safety Answering Points (PSAP) or emergency call answering centers. NENA recommends the following;

- **Small PSAPs** serving a population of less than 19,000 have nine total staff.
- **Medium PSAPs** serving a population between 19,000 and 100,000 have 16.6 total staff.
- **Large PSAPs** serving a population between 100,000 and 140,000 have 26.2 total staff.

Due to the uniqueness of the daytime population in the City of Redmond, the PSAP fits into both the medium and large PSAP classifications.

Current staffing allocation (16 telecommunicators, 2 Supervisors, and one manager) is sufficient for the existing workload and can manage a modest increase in call load. Current staffing minimums ensure that at least two telecommunicators are always on duty. During busier call periods (0900 – 2000), staffing levels currently increase to meet demand. Communications have an average answer time of approximately 6 seconds for 911 emergency calls. As the daytime population of Redmond increases in the future, we project that additional telecommunicators and a supervisor will be needed to maintain the current level of service.

Additionally, the Redmond Police Department's PSAP answers 911 calls and dispatches for the City of Duvall under a contract for services. Growth in Duvall has intensified. The most recent numbers from the 2019 Office of Financial Management estimated the current population at 7,840 – a growth of 515 since 2014. This figure also exceeds the previous growth estimate that the City of Duvall would reach (8,500) by the year 2030. Based on the 2015 Comprehensive plan targets for Duvall, the 2035 population could increase to 10,000 to 12,000 based on housing estimates.



**PICTURED ABOVE - EVIDENCE ROOM AT REDMOND'S PUBLIC SAFETY BUILDING**



# SECTION 6:

## COMMUNITY ENGAGEMENT

### Introduction

The Redmond Police Department is dedicated to customer service and problem-solving through collaboration and communication. Redmond has a strong history of community-oriented policing, dating back to the Department becoming the first nationally accredited police agency in the State. This tradition continues to this day with efforts like Kids, Community, and Cops, a program where officers read books to young kids at our Redmond Community Center. Every August, we coordinate the National Night Out program, for neighborhoods to get outside and meet with police, fire, and city officials. In 2021, forty-five neighborhood block parties participated in National Night Out.

The engagement team consists of a school resource officer, primarily serving three schools and over 5,000 students. The team also includes a crime prevention coordinator who teaches safety classes, organizes the Community Police Academy, leads our Apartment Watch program, and responds to our community's needs. The public information officer continues to expand our social media footprint by expanding our presence on Twitter, Facebook, Instagram, YouTube, and Nextdoor.

Community outreach efforts remain a cornerstone of the Department's service delivery strategy. The Police Department sees the strategy of engaging in proactive community efforts as contributing to the low crime rate in the City. The Community Engagement team also includes a volunteer program coordinator who organizes our adult volunteers and identifies roles where volunteers can be instrumental in assisting the police department and community members. The department has a robust and successful volunteer program. As we identify new initiatives, we will evaluate the expansion of volunteer roles where appropriate to meet the demand for services.

As call volumes build, we continue to challenge staff to evaluate internal expectations and what the community expects from us. We will continue to measure ourselves through the four primary performance outcomes of crime rates, clearance rates, collision rates, and community satisfaction.

**TABLE 7 - ESTIMATED TIME AND COST SAVINGS**

<b>Total incidents</b>	620
<b>Incidents without officer follow-up</b>	534
<b>Estimated hours per report if taken by an officer</b>	1.5 hours
<b>Estimated cost per report if taken by an officer</b>	\$70.00
<b>Total hours saved</b>	801
<b>Total savings</b>	\$56,070

## Technology [OBJ]

Technology plays a key role in effectively engaging and educating the community as well as investigating criminal matters with a high level of customer service. The department is constantly working to ensure it is both aware of and using the best possible technological advances.

The Redmond Police Department is working to leverage technology while solving crimes; some of the best evidentiary footage we receive comes from in-home camera systems provided by members of the community. With the advent of neighborhood information sharing systems used by security hardware and software companies, community members are helping to solve crimes faster. Residents who capture video of a suspect stealing a package off of their porch can now share that video on multiple platforms that cover communities far beyond Redmond city limits.

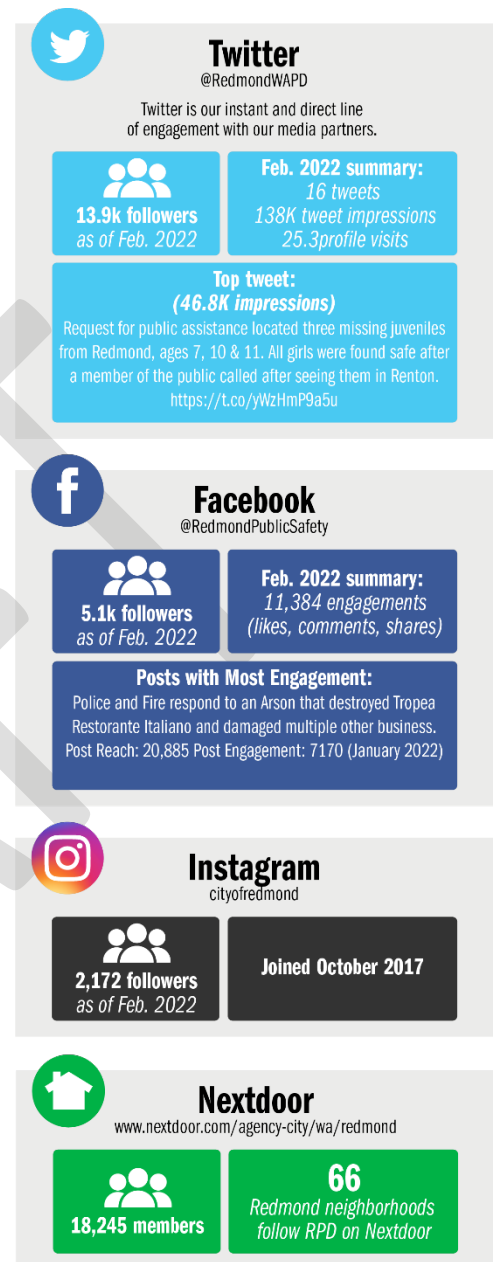
Online reporting is another technological tool that allows people to quickly file non-urgent and minor police reports to help get them the case numbers they need at a time convenient for their families. In 2020 the Redmond Police Department saw an increase in the use of the online reporting tool which resulted in an efficiency-based savings of over \$52,000.00 in staffing costs.

In addition to taking reports, technology allows us to track crime trends, share the online crime map with the community, and respond to complaints quickly and efficiently via our email system, website, and [online crime reporting site](http://gis.redmond.gov/crimemap/#/MapView) (<http://gis.redmond.gov/crimemap/#/MapView>).

## Social Media

The Department maintains a significant presence on social media supported by the public information officer, including Facebook, Twitter, Instagram, YouTube, and publishing our online Police Blotter. The public engagement coordinator also keeps lines of communication open with other city departments, local and national media, and community partners. These methods allow us to both engage and educate the community; we receive feedback and questions from the community regarding calls for service, questions about our city, employment inquiries, and we share the culture and values of the Police Department. Technology allows for the quick and accurate sharing of information; when the Department identifies a new crime trend or is seeking help to find a missing endangered person, social media helps inform the public.

FIGURE 12 - SOCIAL MEDIA



## Cultural Inclusion

The City of Redmond desires to create a welcoming and inclusive city, as demonstrated through its cultural inclusion initiatives. The Redmond Police Department supports this citywide work internally and externally. Redmond Police employees participate in ongoing training in cultural inclusion alongside other city employees. Also, the Department has created the first advisory council, the Community Equity Action Team, a group specifically designed to bring typically underrepresented voices forward to help advise our agency on engagement practices and community outreach.

The Community Equity Action Team<sup>7</sup> advises the Redmond Police Chief on matters related to relationship building, programming, community engagement efforts, and other matters of importance. The Community Equity Action Team launched in 2018, and members joined from across the community. This council was created after two years of stakeholder interviews, and research into other successful agencies, and is intended to be a model citywide for creating ongoing and meaningful community relationships.

The Police Department continues to work actively on partnerships with Fire and Emergency Management to ensure that emergency plans and messages are accessible to all members of the community. Accessibility efforts include ensuring that information is available in multiple languages and formats to help meet all of our community's communication needs. These efforts align with county and state efforts to keep our communities safe and emergency services accessible to all.

## Programming

The Redmond Police Department allocates resources strategically throughout the community to achieve the best engagement results possible. The Community Engagement Team works hard to ensure that a consistent quality of programming exists for our community and that strong relationships exist for those that live in our city.

The Department maintains a robust adult and youth volunteer program; our Explorer Post consists of volunteers ages 14 to 21 and adults can volunteer starting at age 18 with our adult volunteer program. Explorers conduct career exploration, assisting with large events, riding with patrol officers, and attending regular state and national academies to meet other Explorers.

Our adult volunteer program places community members in positions that best suit their interests and department operational needs. Adult volunteers run the Disabled Parking Enforcement program and allow the community to keep locations accessible by discouraging disabled parking violators. Volunteers also conduct thorough home assessments for Redmond residents, helping to prevent crime and empower homeowners and renters to keep their residences as safe as possible. Other adult volunteer opportunities are available depending on the skillset and willingness of the volunteer to contribute. The department's volunteer program has been a hallmark of community-oriented policing in Redmond for decades.

In 2021, the department restructured the school resource officer program in partnership with Lake Washington School District from a traditional school-based model to a community-based model. The officer rotates between Rose Hill Middle School, Redmond Middle School, and Redmond High School. School resource officers are encouraged to mentor, teach and work alongside students in these schools. In cases requiring a criminal investigation, school resource officers can partner with community or mental health services to find alternatives to

arrest, while keeping the safety of students, staff, and campuses as the primary concern. The Redmond Police Department anticipates additional growth in the Lake Washington School District, and we anticipate adjusting our partnership to match district growth in the future.

## Independent Force Investigation Team (IFIT-KC) – Community Members

In compliance with I-940, the department has selected its first group of community members to be the eyes and ears of the community in police-involved use of force incidents resulting in death or serious injury. Eleven community members applied and were selected for the cadre. Each year, members will be asked to evaluate their continued desire to serve in this capacity. Additional community members will be added, as needed.

## Diversity, Equity, and Inclusion

Recognizing the historical, generational, and systemic impacts police and policing have on society and the desire of the community to address the systemic disparities in municipal governance, the police department gave up a commissioned police officer position to fund the City's first-ever Diversity Equity and Inclusion Manager (DEI) during the 2021-2022 budget process. This position will help identify the needs of our community moving forward. Additionally, the police department has embarked on a DEI-focused hiring and recruitment strategy to attract the best and most diverse qualified applicants.

# SECTION 7:

## CAPITAL FACILITY & MAJOR EQUIPMENT REQUIREMENTS

### Introduction

The Department provides quality policing in partnership with the community through long-term problem solving, crime prevention, and law enforcement. All police operational and support functions are based out of the City-owned and maintained Public Safety Building (PSB) at 8701 160 Avenue Northeast. The PSB, originally designed and constructed in 1990, experienced major design renovations to the north and west portions of the building completed in 2006 that included evidence storage and a processing area with several garages for storage of impounded vehicles.

The building contains office space, a customer service front counter, a prisoner booking and temporary holding facility, property impoundment areas, classrooms including a regional training room, an evidence room, and a firing range.

Anticipating population and business growth in both the Downtown, Overlake, and Marymoor Village urban centers, police facilities will need to expand to ensure community access to services, especially in the Overlake and Marymoor Village areas as light rail arrives.

### Prioritized Needs

The Redmond Public Safety Building serves as the primary facility for police and the prosecuting attorney's office. The facility operates at maximum capacity. The impact of adding additional employees to the current facility would vary. If field staff positions, such as police officers, were added, the size and adaptations of common and shared-use areas would require review. Areas such as locker rooms shared desks, workrooms, meeting, and conference rooms would require space reconfigurations.

In October 2013, the City contracted with Meng Analysis to complete a facility condition assessment of all City structures. The report stated the Public Safety Building and the aging garage (23 years old at that time) were in generally good condition, with deficiencies to the roof flashing and gutters, stucco, tile walls and soffits, and exterior windows. Further, the report stated that general repairs required for the facility would include interior and localized exterior maintenance.

In 2015 the City embarked on a \$9 million remodel of the PSB that resulted in new exterior siding, doors, and windows, along with a new roof, seismic upgrades, a complete remodel of the 911 center, and upgrades to aging equipment in staff locker rooms. The remodel addressed many of the most pressing concerns noted in the 2013 Meng Analysis report. Items the City needs to address include the PSB's aging mechanical and electrical systems.

More recently, the City has identified unresolved ADA issues within the building that serve both staff and public areas. The City has not created a prioritization or pricing matrix to begin budgeting for ADA improvements.

There are two computer server rooms located within this aging facility. The main server room for the City Information Services Department is inside the Investigations Division. The room contains at least 100 virtual and physical servers which operate all City software including domain controllers and Exchange servers. Within dispatch, a smaller server room houses back-up for NORCOM, Issaquah, all police computer-aided dispatch servers, all 911 equipment owned and maintained by King County E-911, and building security camera controllers, servers, and generators to provide for emergency power backup as needed.

## Current Cost of Operational Maintenance for the Public Safety Building

The City of Redmond's Public Works Department expends approximately \$356,000 annually to maintain the Public Safety Building. Maintenance includes painting, and routine wear and tear repair for the facility and its operating systems. Before the remodel in 2015, the City replaced first-floor tile flooring and second-floor carpeting. In 2013, also before the remodel, significant work was done to evaluate and repair leaks in the roof, and the City made emergency repairs to a water line that failed in the top floor boiler area. More recently, many heating and cooling units throughout the building have been failing. There are more than 70 of these units located in the PSB that are in hard to access and service locations. Most of these heating and cooling units have yet to be replaced and are beyond the end of their expected lifespan for service.

## Overlake Urban Area Services

The Police Department will need to address how to provide services to Overlake's growing population, light rail arrival, and urban development. Considerations will include the need to provide walk-in service and a review of call response due to high traffic volume and geographic challenges. These challenges may delay officers needing to respond from the downtown area.

Redmond officers currently utilize several distributed work areas (typically a locked office, desk, phone, and computer docking port) while in the field. Allowing officers to remain deployed throughout the City while investigating cases and conducting follow-up is important; it keeps response times low and maintains positive connections with the community. As the Overlake area continues to develop and grow, the City must plan on providing customer service based, walk-in community access for police and other City services. The city must provide the community with a customer service-based location for the community to access police services.





**PICTURED ABOVE - RENDERING OF MARYMOOR VILLAGE**

## Marymoor Village Urban Area Services

The Police Department will need to address how to provide services to Marymoor Village (rendering of the area shown), including nearby facilities and structures related to Sound Transit Light Rail.

## Design Considerations for Future City Facilities

In partnership with the Fire Department, the Police Department has maintained two officer workstations housed in Station 17 (north) and Station 16 (east). In the Overlake area, Fire Station 12 (south) has a shared space for officers to work. The department also maintains a partnership with Microsoft Security in the Overlake area which hosts a shared workspace for officers. Due to interruptions, noise, and lack of privacy for sensitive investigations, a shared workspace is not ideal. However, space sharing can reduce overhead costs and provide a means for keeping officers deployed in the field. The City must plan on building police substations in the Marymoor Village area and Overlake Urban areas.

In future capital planning, the City of Redmond should consider backup facilities and redundancy for emergency 911, and communications systems. The 911 communications center is located on the second floor of the Public Safety Building. The backup facility for Redmond is currently at NORCOM in Bellevue with reduced operational capability. As light rail develops the City should promote opportunities to partner with other agencies and form private/public partnerships to share space creatively to meet public safety needs.

Redmond also houses an emergency backup dispatch center for the North East King County Regional Public Safety Communication Agency (NORCOM), based at Bellevue City Hall. In case of an emergency or the evacuation of NORCOM, this small center is designed to allow up to 12 NORCOM dispatchers/911 call-takers to operate all NORCOM communications from Redmond.

In addition to the NORCOM backup space, Redmond also serves as the primary backup location for the Issaquah Police Department. Issaquah communications currently serve the communities of Issaquah, Snoqualmie, and North Bend.

Future capital projects will focus on improving the redundancy of critical City services. Approximately 100 computer servers (physical and virtual) are housed within the Investigations Division's office space on the second floor of the Public Safety Building. These computer servers provide critical email, log-in access, and network systems for the City. The distribution of these critical functions would reduce vulnerability in the event of a natural disaster and aid in the continuance of governmental operations.

## Future Considerations for Capital Equipment

In partnership with the City's Fleet Operations, we maintain a fleet of special vehicles; a mobile command post that was due for replacement in 2020, a Crisis Negotiation Team vehicle, a major incident response van, and a prisoner transport vehicle. All are currently functional; however, they are aging rapidly. By creating partnerships with area law enforcement agencies for the purchase of expensive capital vehicles, the City can benefit from cost-sharing. For example, Redmond recently contributed \$50,000 towards the purchase of a new armored vehicle that will serve the City's current partnership with the North Sound Metro SWAT team. Had the Department pursued this purchase on its own, the City would have had to plan for a cost figure of \$188,000 to \$300,000 depending on specifications.

### Review of Large Technology Purchases/Upgrades for Consideration

#### 1. BUILDING KEYCARD ACCESS AND SECURITY SYSTEMS

The current system utilizes keycard door controllers located throughout the building. These controllers "read" keycards to gain building access. As systems or security demands change, this system will require additional upgrades and replacement, including integration with new and existing technologies, such as cameras and multi-factor authentication.

#### 2. VIDEO/AUDIO MONITORING OF BUILDING AND HOLDING CELL AREAS

In 2016, the Technology and Information Services Department completed a City-wide project to replace/upgrade all video and alarm systems. The Public Safety Building utilizes video monitoring in public access areas, shared workspaces, main corridors, and the building's exterior. The police booking and some prisoner holding cells have video and audio monitoring. As with the keycard access system, these systems will require replacement/upgrading over time. This work identified that significant physical deficiencies remained with door contacts, locking mechanisms, and the quality of cameras installed.

A budget request to correct deficiencies and improve the system was submitted for the 2019-2020 budget cycle but was ultimately not funded. Additional requests will be submitted in the future to attempt to correct these deficiencies and improve the capabilities of building security for the public and staff.

### **3. MOBILE OFFICE PLATFORM**

Since 2014, the Police Department has worked to implement a mobile office platform for officers to be able to complete most of their clerical work in the field and not be required to come to the station for such things as downloading digital evidence, writing reports, completing tickets and other documentation.

Innovations in technology have been used to support this effort. Officers used to require the following equipment to be effective in the field: a pager, 35mm camera, tape recording device, utility box with dozens of forms, and a ticket book. They were also required to return to the station for the following functions: report writing (to use desktop computers) completing and turning in tickets. The Department has implemented innovative use of cellular phones that have allowed officers to no longer need pagers, digital cameras, and recording devices.

Officers now conduct most of their clerical and administrative duties using a cell phone and a laptop. Officers can complete most of their work without the need to return to the station. Working in this way will allow officers to spend more time in the field for more of their shifts.

Finally, the Department has been actively working to develop the ability for officers to function with a single electronic device which would enable them to complete all of the functions mentioned above. This platform would increase efficiency and reduce the cost to the City.

### **4. COMPUTER-AIDED DISPATCH (CAD), RECORDS MANAGEMENT SYSTEM (RMS), AND MAJOR SOFTWARE PURCHASES**

The Police Department currently uses the same software to operate both CAD and RMS. The department continues to hold approximately \$5 million in capital reserve funds for replacement or upgrades to CAD/RMS. The Police Department almost exclusively uses the following major software: Spillman (CAD/RMS), SharePoint, AXON Evidence.com, and ILINX Capture and Content Store. All these systems require contracted annual support, routine software upgrades, and consideration for replacement or major upgrades as necessary. As of 2020, the current Oracle system is due to be replaced.

### **5. TECHNOLOGY TO SUPPORT BEST PRACTICES IN INTELLIGENCE-LED POLICING EFFORTS**

Redmond has worked to integrate methods of collaboration, in partnership with the community, to reduce crime and increase safety proactively. Leveraging new and developing technologies to provide real-time, statistics-based information to officers and community members helps to achieve this goal.

Recent redeployments with staff from the City's Technology and Information Services Department have led to the reduction in dedicated support that the Department receives. In 2019, the Department transitioned from two full-time employees trained and dedicated to major enterprise systems, to one full-time employee dedicated and a second employee that supports the Department part-time (with time split at the Fire Stations) without enterprise-level training. The staff and support reduction places enterprise systems at risk and ultimately could sacrifice public safety with only one skilled staff member trained to support key systems. Additionally, as reliance grows on

technology, the lack of dedicated on-call technology services during after-hours creates a significant gap that the Department has identified and would like to fill. Police Operations continue 24 x 7 x 365, always ready to respond.

As technology grows, the Department should strive to keep pace with changing technologies by maintaining the ability to partner with public and private entities, quickly assess technology needs, obtain necessary products or support promptly and work with internal partners (such as the Technology and Information Services Department) to effectively implement needed systems.

DRAFT

# SECTION 8:

## STAKEHOLDER PROCESS

### Introduction

The Police Department is engaged in a continuous feedback loop with stakeholders; we solicit feedback to help us determine the needs and wants of the community. Below is a list of efforts and meetings designed to obtain input from community members, City board and commission members, City staff, and City Council members. These stakeholders will continue to help shape future programs and enforcement efforts of the Redmond Police Department.

### Community Input Timeline

- On-going - Mayor and Director's Team meetings
- July and August 2019 - Community Survey Data was obtained by polling Derby Day visitors and through an online survey sent to neighborhood leaders.
- August 2019 - National Night Out – Police personnel attended over fifty individual gatherings to speak with and listen to community members.
- Conducted quarterly Community Equity Action Team (CEAT) meetings to listen to the priorities and concerns of underrepresented populations in Redmond.
- October 2019 – Shared functional plan and public safety survey results at the Neighborhood Block Watch Captain meeting
- December 2019 - 3P Committee Meeting (complete)
- November 2020 - Planning Commission (complete)
- April 2022 - Council Study Session
- May 2022 - Public Safety Committee
- June 2020 - Council action/adoption of the plan

### Additional Findings

As mentioned in the Executive Summary, the Police and Fire Services questionnaire was created specifically to inform public safety functional planning. The questionnaire consisted of twenty-five questions, including demographics designed to solicit feedback and identify the wants and needs of our residents. This survey used the new city website engagement tool to input and analyze responses.





**PICTURED ABOVE - COMMUNITY EQUITY ACTION TEAM (CEAT)**

Launched in early July 2019, the City promoted the questionnaire at a public kiosk at Redmond's Derby Days and made the survey available in an online format through August 2019. Staff presented information about the survey at the 52 community meetings held during National Night Out Against Crime on August 6, 2019.

We found that overall satisfaction with police services remains steady. Respondents identified opportunities for the Police Department to increase the quality of our crime prevention services, improve our block watch programs, and improve the resolution of community complaints and concerns. A consistent theme emerged when talking one on one with stakeholders: the Department needed to be doing a better job of sharing the stories of how we are meeting the challenges of our growing city. The top three services that were most important to the community were 1. The non-emergency business phone (83% rated important or very important), 2. An opportunity for phone reporting (83% rated important or very important), and 3. Access to information on the Department's website (79% rated important or very important).

The survey also affirmed strong interest from the community to continue and expand the Department's embedded mental health professional program. (75% of respondents rated this as important or very important). The public expressed strong support for increasing bicycle patrols (74% important or very important) and partnerships with Human Services (71% important or). These areas of service have already been an emphasis for the Department, and we will continue to support and promote these programs and partnerships. The department has extended



**REDMOND SAFE PLACE LOGO**

funding for the embedded MHP program through the end of 2020 and is exploring funding options for the next biennium.

The respondents to the survey who provided comments expressed the strongest sentiments towards improving traffic enforcement and addressing criminal complaints. One-third of the 96 respondents, or 32 people, expressed concerns that the Police Department needed to focus more effort on the enforcement of traffic and criminal laws.

New in 2018 was the Community Equity Action Team (CEAT), formed by community leaders of underrepresented groups. The team formed with the mission of informing the Chief of Police about concerns and issues important to the community and providing the perspective of groups who have traditionally been marginalized. One outcome of the work of this group is the implementation of the Redmond Safe Place program. This program identifies businesses and organizations that work closely with the Police Department to provide a safe location for anyone experiencing hate crimes or harassment. It serves as a tangible example of stakeholder input that manifests in police service. See [rpdSAFEplace.com](https://rpdSAFEplace.com) for more.

In 2020, the Police Department will explore opportunities to begin a process to explore an interfaith advisory council to help connect our community to public safety issues.

## 2019 EMC RESEARCH

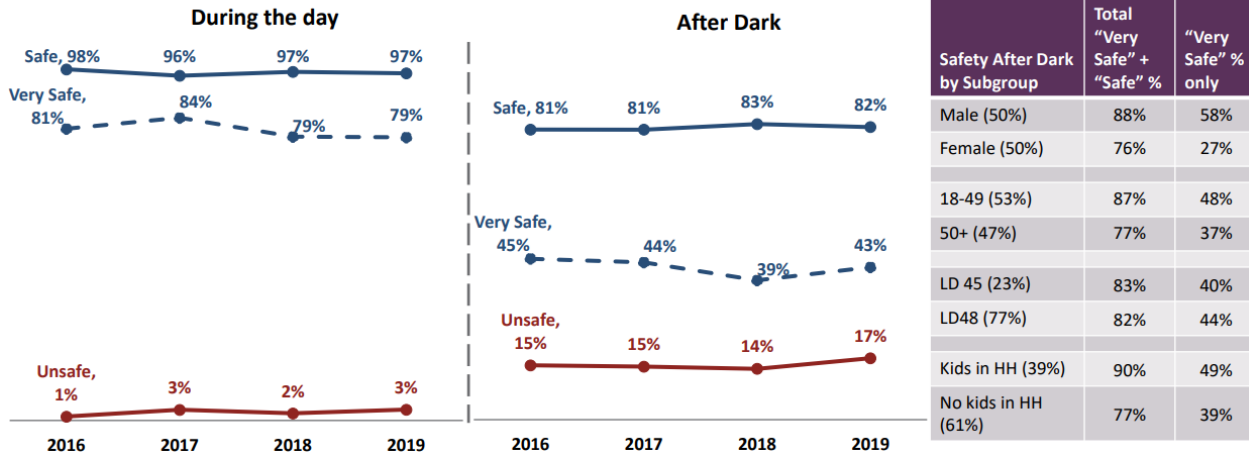
In summer 2019, EMC Research conducted a community satisfaction survey for the city of Redmond. During this engagement, 480 participants responded.

**FIGURE 14 - SAFETY IN REDMOND**

## Safety in Redmond – Trend



*Overall, safety ratings have held steady over time and perceptions of safety after dark remain lower than during the day.*



Q16. In general, how safe do you feel walking alone in your neighborhood during the day? Would you say very safe, mostly safe, somewhat unsafe, or very unsafe?

Q17. In general, how safe do you feel walking alone in your neighborhood at night? Would you say very safe, mostly safe, somewhat unsafe, or very unsafe?

19-7356 Annual Redmond Citizen Survey | 11

**FIGURE 13 - IMPORTANCE RATING**

## Importance Rating



*Fire and EMS, quality drinking water, police services, and managing traffic flow continue to round out the top priorities for City services.*



Q15. Using the same list, please tell me how important that city service or function is to you and your household. Use a scale of 1 to 5, where 1 means that it is "not at all important" and 5 means it is "extremely important."

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# SECTION 9: SUMMARY OF SUCCESSFUL IMPLEMENTATION

## Introduction

The functional plan review is intended to support Redmond's Comprehensive Plan and the Budgeting by Priorities process. It has defined the services and performance outcomes the Redmond Police Department will achieve by the year 2050 through full implementation of the City Comprehensive Plan and supporting functional plans. The residents of the City of Redmond continue to enjoy and expect a high level of public safety services; a finding supported by data found in the bi-annual community satisfaction survey, customer service data and the functional plan stakeholder processes.

Historically, the Police Department is well resourced to meet the desired level of service for the community. For us to continue to meet the performance standards, we must prepare for the challenges of maintaining or exceeding the current level of service. To do this, we must increase staffing levels to meet the identified needs and challenges of a growing, thriving, and changing community. The goal is to accomplish the vision of a community of connected neighborhoods with vibrant urban centers – inspired by nature, powered by innovation, and committed to excellence.



**REDMOND COMPREHENSIVE PLAN - VIEW AT  
[REDMOND.GOV/COMPPLAN](http://REDMOND.GOV/COMPPLAN)**

## Public Safety Services and Engagement

To meet community expectations and the organizational performance standards, we must look ahead to anticipate service needs and increases in public safety calls for service; we want to maintain the high degree of satisfaction of the community residents. By focusing the collective organizational efforts on utilizing the three overarching public safety strategies, we will accomplish the three organizational goals. Proper planning and analysis will enable the Redmond Police Department to meet the challenges of the future. The successful implementation of this plan will enable the Redmond Police Department to:

- Achieve annually each of the performance measurements and strategies identified in the City of Redmond's Budgeting by Priorities Safety Priority.



- Continue to provide resources and tools that allow officers discretionary time to engage the community in problem-solving activities.
- Continue to provide the proper level of civilian support resources to meet performance standards. Efforts here keep officers on the street where they are needed – available to address the issues that require the knowledge, skill, and abilities of a commissioned officer.
- Allow officers to quickly resolve signs of disorder in the community so that Redmond may remain a place where people choose to live, work, play, and invest.

## Technology Updates

Technology continues to be an area of opportunity for the Department to keep pace with the capabilities of those who would harm the community through electronic means. A successful strategy will be to leverage technology to reduce operational costs and enhance efficiencies throughout the Department. To be successful, the Department must continue to assess and test innovative methods to reduce crime and disorder in the community. Upgrading systems is costly and must balance against staffing requests and other department requirements. Timing upgrades with the budgeting process will allow the Department to demonstrate operational needs and efficiency. These systems and technology upgrades will allow the Redmond Police Department to prevent crime, identify criminals operating in the community, process and retrieve data, and make data-driven operational decisions that will help protect neighborhoods.

## Capital and Major Equipment Requirements

The Police Department will continue to participate in the City of Redmond's Capital Improvement Program to ensure we evaluate the capital and major equipment requirements of the Police Department, along with the other long-term capital projects. Since participation in the 2013 facilities condition assessment, the Public Safety Building underwent significant upgrades to the roof and exterior, while adding internal seismic upgrades. The 2013 process identified significant maintenance and upgrade needs in mechanical and electrical systems for the Public Safety Building to remain viable in the future. Since this building currently houses all police operations and many vital information systems, the entire City relies on the building to function, and keeping pace with upgrades and maintenance is critical. Meeting the capital and major equipment needs will help us achieve a vision of connected neighborhoods with vibrant urban centers – inspired by nature, powered by innovation, and committed to excellence.

## Conclusion

In considering the cost of implementation, we must consider the entire duration of this functional plan – 2020 through 2040. Full implementation includes:

- Adding 26 full-time employees comprised of twenty commissioned staff and four support staff. Please note the need for new staff continues to remain contingent on City growth and available resources, see below.
- Substantial maintenance and upgrades to the mechanical and electrical systems of the current Public Safety Building.

- Continued planning efforts for the integration of a police presence in any new City of Redmond customer service center in the Overlake area.

To have minimal impact on other vital City operations, we anticipate scoping public safety needs proportionately between the future Public Safety Levy efforts and ongoing budget asks. Scoping requests in this manner will allow requests to be considered and vetted through extensive Budgeting by Priorities process, which includes input from community members, City staff, City administration, and City council. This process will identify an acceptable pace of department growth compared to population growth, and performance measures, and demonstrate the need for resources at the given point in time.

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# SECTION 10:

## THREE YEAR ACTION PLAN (2022-2024)

### Introduction

The refined functional plan goals are intended to continue to support the successful implementation of service delivery strategies, which the Department evaluates through outcome-based performance measures. The successful accomplishment of the following goals will be determined by performance measures and the ongoing progress to support the City's vision. The Three-Year Action Plan also includes objectives intended to guide work efforts over the next three years to assist the Redmond Police Department in accomplishing the vision and mission of the Police Department, in support of the City's Comprehensive Plan and Vision.

### Goal #1

#### **URBAN CENTERS & LIGHT RAIL ACTION PLAN (DOWNTOWN & OVERLAKE)**

To ensure that the City maintains a high level of service while we absorb the impacts of light rail and the increase in density and complexity of the community, especially in the Downtown and Overlake areas. We will continue applying best practices for maintaining a safe community and safe rail system with the assistance of regional partners.

#### **OBJECTIVES**

1. In 2022, the Police Department will conduct additional research to prepare the police department for the arrival of light rail. The research will include meeting with regional partners, forging new public-private partnerships, and developing technology-driven and data-informed public safety strategies. These efforts will meet the challenges of a growing, thriving community and the accompanying staffing needs of the Police Department.
2. In 2023-24, the Police Department will request authorization to increase commissioned staffing by up to 13 FTE's based on the initial assessment of the staffing needs pending the arrival of the first of four train stations. This offer will be compared to Public Safety Levy strategies and outcomes.
3. In 2022, the Police Department will evaluate and define specific strategies to prepare for additional station openings in the downtown core in 2024 based upon the lessons learned from the technical station opening.
4. In 2025, the Police Department will assess light rail policing strategies and work with regional partners at Sound Transit to develop the next five-year policing and staffing enhancement strategies to meet the emerging needs of the community.

## Goal #2

### **STANDARDS OF SERVICE, RECRUITING, TRAINING & EQUIPMENT**

To provide police services that meet or exceed nationally recognized standards. Only an organization that is well-staffed, trained, and properly equipped can effectively and efficiently deliver public safety services. We will continue to evaluate our operations to ensure effective public safety service delivery to the community.

#### **OBJECTIVES**

1. In collaboration with City staff, the Redmond Police Department will identify funding deficits with the current public safety levy and determine funding strategies to support current and future staffing needs beyond 2022.
2. In the 2023-24 budget cycle, the Department will seek dedicated revenue to support its existing Mental Health programs. This request will also meet the critical need of providing wellness and staff support to our law enforcement officers and other first responders.
3. In the 2023-24 budget cycle, the Department will seek specific and dedicated funds to provide for ongoing market research, media services, consulting services, and overall recruiting & hiring support. This will ensure that recruiting and hiring efforts are matched by technology, media, and support systems.
4. The Police Department will continue to commit to statewide accreditation. The Department will be evaluated for re-accreditation in the first quarter of 2022.
5. The Police Department will continue to review and enhance annual in-service training plans, ensuring all employees meet the minimum training standards required by the State of Washington for all police officers.
6. The Redmond Police Department will remain active participants of the King County E-911 Regional Advisory Governing Board to ensure Redmond's interest(s) are being considered as King County 911 continues to modernize and transform.



#### **RPD INTERACTING WITH COMMUNITY MEMBERS.**

### **Goal #3**

#### **COMMUNITY ENGAGEMENT**

Fostering partnerships with residents and the business community by providing opportunities for all stakeholders to take an active role in crime prevention and problem-solving.

#### **OBJECTIVES**

1. The Police Department will seek to increase participation and involvement with existing successful programs such as the Community Police Academy, Coffee with a Cop, Neighborhood Watch, Business Watch, and Apartment Watch programs.
2. From 2020 to 2023, the Police Department will collaborate with large employers and community gathering locations to help them develop policies and practices for employee workplace safety and violence prevention.
3. In 2020 and beyond, the Police Department will continue focusing on maintaining meaningful connections with the community through its use of online and social media tools.

# SECTION 11:

## LONG TERM STRATEGY

### 2024-2040

#### Introduction

Service delivery, community engagement, and capital investment planning are the core elements of the three overarching strategies we will use to deliver public safety services through the year 2040. These strategies reflect our operational philosophy and organizational values of delivering public safety services to the community we serve. Each strategy describes a key approach to the service delivery and capital requirements needed to support the Department's functional plan goals and performance measures to achieve the City of Redmond's vision. These strategies will be aligned and supported by the City of Redmond 2050 Plan.

#### **City Vision**

A community of  
connected neighborhoods  
with vibrant urban centers  
– inspired by nature,  
powered by innovation,  
and committed to  
excellence.

#### **City Mission**

To deliver our  
community's priorities in  
support of a dynamic  
Redmond where all can  
live, work, play and invest.

#### **City Values**

Commitment to Service  
Integrity  
Accountability  
Welcoming

#### Service Delivery

The Redmond Police Department is a full-service police department that fulfills its' mission and vision by working in partnership with the community we serve. Redmond Police provides Public Safety services with integrity. Services include traditional law enforcement services and community caretaking efforts which maintain the quality of life that supports the City of Redmond's vision.

Traditional law enforcement services include the ability to quickly and effectively respond to emergency calls for service, dispatch services, records services, patrol response, investigation of reported crime, and addressing traffic safety concerns. Additionally, the Department recognizes the importance of the role of community caretaking and problem solvers who proactively address the impacts of complex problems in our community by enhancing our traditional services with robust community engagement efforts and working collaboratively with other City departments.

- The Department command staff reviews and assesses staffing needs on a biennial basis. In fall 2017, a staffing white paper was produced, which addressed annual calls for police service, staffing expectations,

the transition to a model of policing using transport officers and deploying a bike unit, and evaluated the effectiveness of these deployments.

- In the Fall of 2019, a review was conducted to examine past staffing models as well as a review of personnel allocations department-wide. A more specific analysis was conducted for the patrol division to address the call for service data.

## Community Engagement

To deliver success as a public safety organization, the Department will maintain a proactive and robust community engagement effort. Proactive community engagement efforts are at the core of Redmond's vision of a community of connected neighborhoods and keep with the City's value of commitment to service. The Public Engagement team, working with the support from the entire department and the City Communications team, is the primary driver of these efforts.

- In 2020 the Police Department will conduct an updated assessment of engagement efforts and proactive partnerships (e.g. Safe Space, coffee with a cop, Neighborhood Block watch, etc.) with community residents.

## Capital Investment: Facility and Major Equipment Requirements

Achieving the City's vision of creating vibrant urban centers, enhancing livability, improving connections between neighborhoods, and delivering high-quality services, will require ongoing planning and budgeting for the capital facility needs and major equipment requirements of a professional, progressive public safety agency. Stewardship and accountability of public assets entrusted by the Department are critical parts of providing public safety services that meet the high expectations of our community.

- By 2023, the Police Department will assess current police facilities to determine future capital needs and the funding required to keep pace with organizational growth.

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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](http://redmond.gov/TitleVI).

无歧视声明可在本市的网址 [redmond.gov/TitleVI](http://redmond.gov/TitleVI) 上查阅 | El aviso contra la discriminación está disponible en [redmond.gov/TitleVI](http://redmond.gov/TitleVI).