

# Strategic Plan 2022–2027



***"At Your Service"***

City of Redmond Fire Department  
Redmond, WA

# Acknowledgments

## **MAYOR**

Angela Birney

## **CITY DIRECTORS**

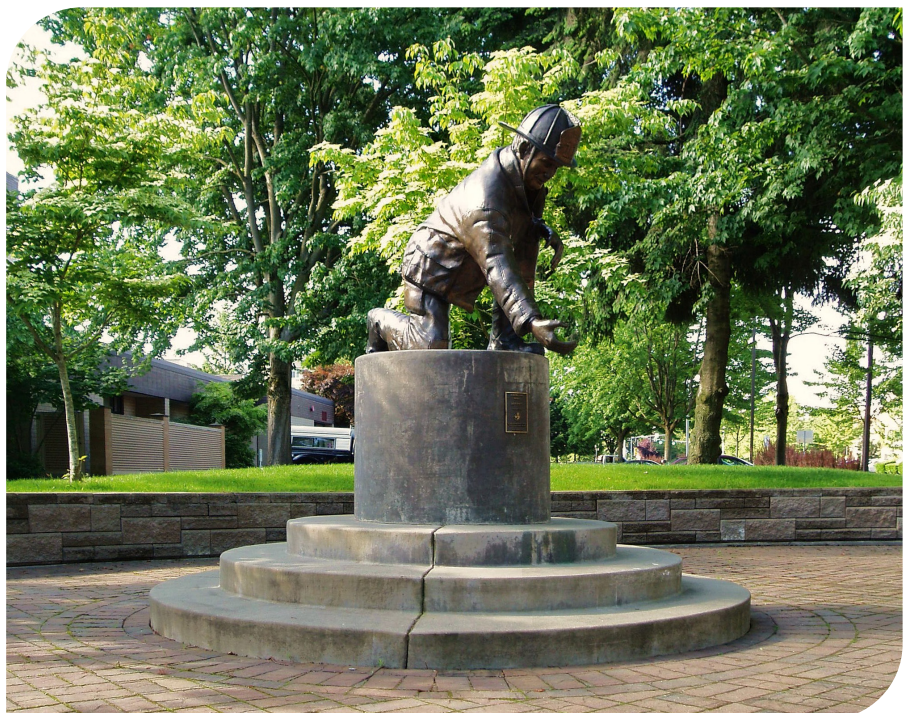
Malisa Files	Chief Operating Officer
Charles Corder	Finance
Adrian Sheppard	Fire
Cathryn Laird	Human Resources
Loreen Hamilton	Parks & Recreation
Carol Helland	Planning
Aaron Bert	Public Works
Darrell Lowe	Police
Michael Marchand	Technology & Information Services

## **KING COUNTY FIRE DISTRICT 34 COMMISSIONERS**

Thomas Johnston	Chair
Jim Jensen	
Jerry Nuernberger	

## **CITY COUNCIL**

Jeralée Anderson
David Carson
Steve Fields
Jessica Forsythe
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Vanessa Kritzer
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# Executive Summary

The Redmond Fire Department initiated a strategic planning process in July 2021, and, over the following months, the fire department hosted numerous facilitated planning sessions with internal stakeholders and community members from the City of Redmond and King County Fire District 34 (external stakeholders). The process included a review of the value of strategic planning; a review of the community stakeholders' perception of the Redmond Fire Department before and after the facilitated process; an analysis of the agency's strengths, weaknesses, opportunities, and challenges; an introduction to the Commission on Fire Accreditation International fire agency accreditation process; plus, a review of the agency's desired strategic planning statements for final inclusion into a strategic plan.

At the conclusion of the process, the stakeholders derived three key themes:

- 1** How do we continue to improve on saving lives, property, and the environment during and prior to emergency events?
- 2** How do we meet the increasing service demands over the coming years?
- 3** How do we better market our services and demonstrate our value to our community?

From these key themes, members of the agency's command staff developed a list of **12 strategic objectives**, **20 outcome measurements** and **80 unique supporting goals** to prepare the Redmond Fire Department to meet the needs and expectations of their community, and to communicate performance and progress in a way that would be easily understood by the community.

**12**

Strategic Objectives

**20**

Outcome Measurements

**80**

Unique Supporting Goals



# Fire Chief's Message



The purpose of this strategic plan is to determine the most effective and efficient investment of people, time, and funding for best meeting the expectations of the community. We recognize that the fire department exists to protect and serve, but our mission is also accompanied by transparency to ensure public trust. Therefore, the strategic planning process was designed to begin with the customer in mind and all subsequent planning elements were derived from the customer's perspective. The fire service has struggled for decades to provide meaningful outcome measurements that are logical and relatable to our communities. It has been difficult for the public to understand what the fire department does from the outside looking in. The same can be said from inside the fire department looking out, as we have struggled to explain our value back to the community.

We believe this strategic plan will help bridge this long-standing gap. Any significant accomplishments moving forward will only be possible through the combined efforts of all Redmond Fire employees, city staff, elected officials, and, most importantly, the community members. On behalf of the members of the Redmond Fire Department, thank you for your support as we strive to serve the community effectively and efficiently.

**Adrian Sheppard**

A handwritten signature in black ink, appearing to read "Adrian S".

***"The greatness of a community is most accurately measured by the compassionate actions of its members."***

Coretta Scott King



# Purpose of Strategic Planning

Strategic planning is an intentional process by which an agency or organization surveys the industry trends; the customer's needs and wants; the current and future available resources; and the current and future capabilities of the agency to determine performance gaps. Once these gaps are identified, the agency can then determine organizational objectives, supporting goals and critical tasks necessary to close or eliminate the performance gaps. At the completion of the process, the agency will possess a planning document that helps better focus organizational resources towards measurable outcomes versus possible inefficient or counterproductive activities. The process of strategic planning also provides additional value when a broad array of stakeholders come together to develop consensus on organizational performance gaps and potential solutions. The effectiveness of the team is enhanced through the power of shared vision and goals.



//  
***From outside the fire service looking in, you can never really understand it. From inside the fire service looking out, you can never really explain it."***  
Unknown

# Methodology

The Redmond Fire Department initiated a strategic planning process in July 2021, and, over the following months, the fire department hosted numerous facilitated planning sessions with internal stakeholders and community members from the City of Redmond and King County Fire District 34 (external stakeholders). Also included were internal stakeholders consisting of representatives from all ranks and positions within the organization including command officers, rank and file firefighters, and administrative support positions. The process included a review of the value of strategic planning; a review of the community stakeholders' perception of the Redmond Fire Department before and after the facilitated process; an analysis of the agency's strengths, weaknesses, opportunities, and challenges; an introduction to the Commission on Fire Accreditation International fire agency accreditation process; plus a review of the agency's desired strategic planning statements for final inclusion into a strategic plan. At the conclusion of the process, the stakeholders derived three key themes:

**1**

How do we continue to improve on saving lives, property, and the environment during and prior to emergency events?

**2**

How do we meet the increasing service demands over the coming years?

**3**

How do we better market our services and demonstrate our value to our community?

From these key themes, members of the agency's command staff developed a list of **12 strategic objectives**, **20 outcome measurements** and **80 unique supporting goals** to prepare the Redmond Fire Department to meet the needs and expectations of their community and remain a "value-added" organization into the future.

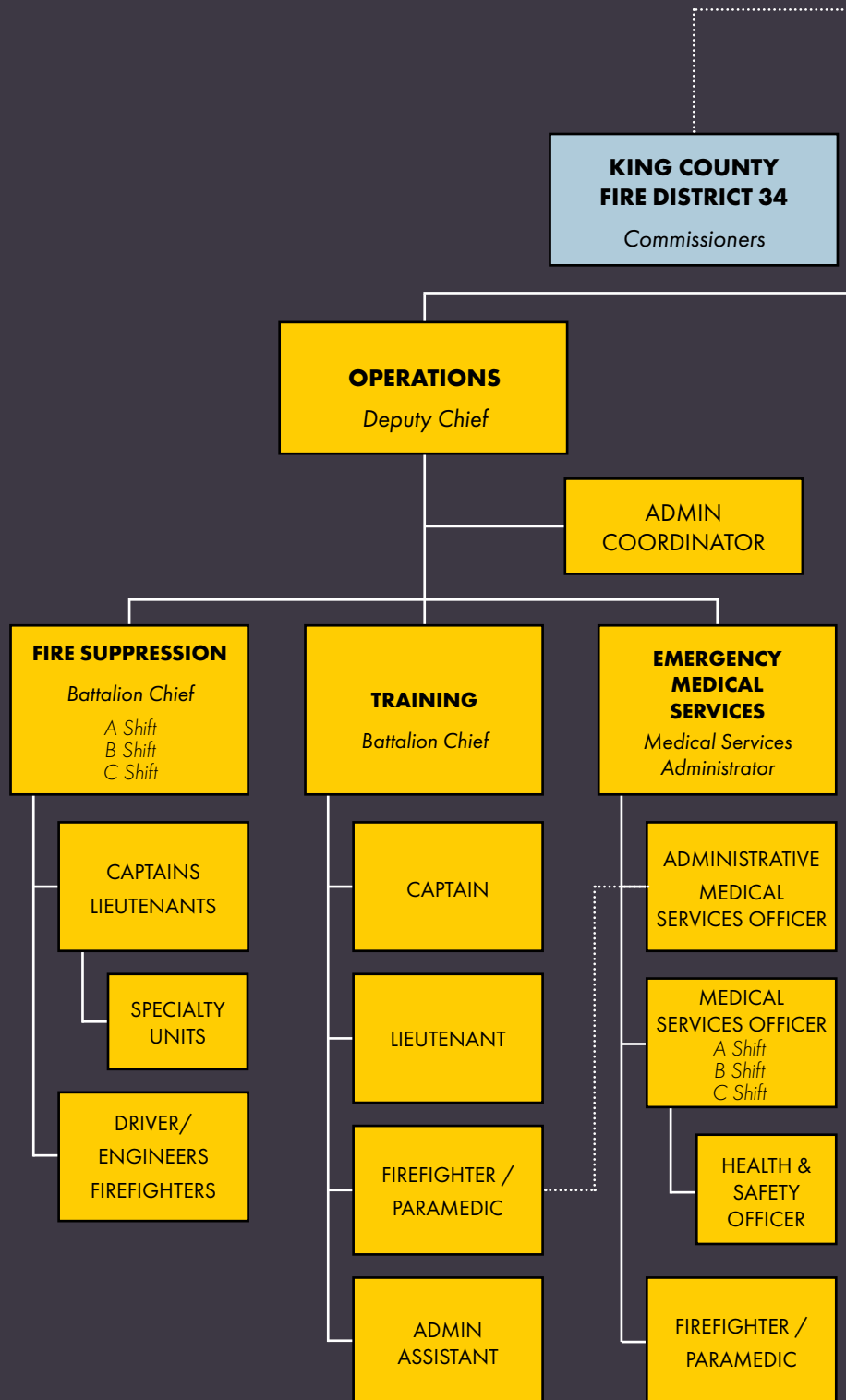




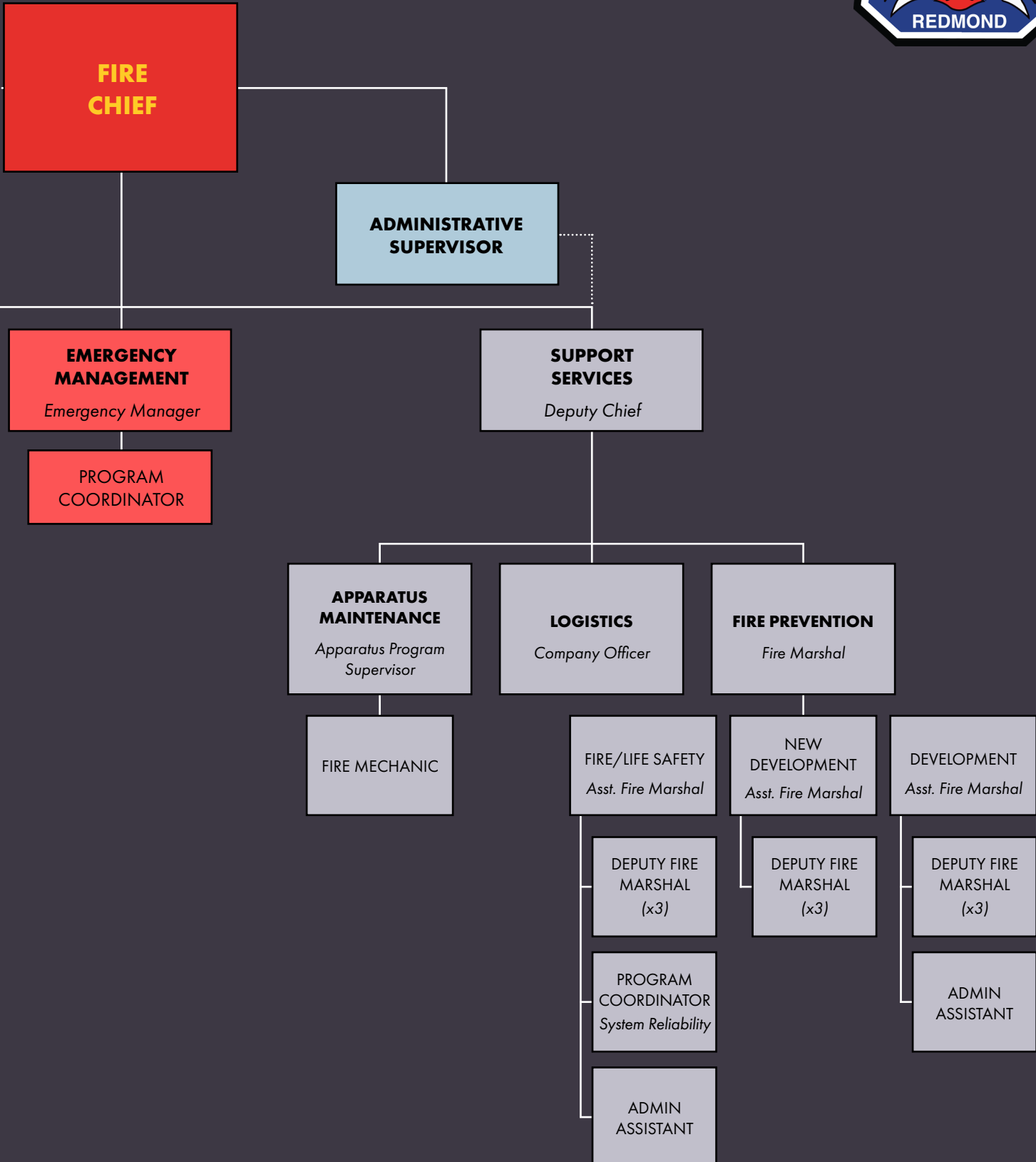
# Governance

The City of Redmond was incorporated on December 31, 1912. The City is governed by a mayor-council form of government with the mayor and the seven council members elected at-large on staggered four-year terms. Under Washington state law, the city operates as a Non-Charter, Code City. The Redmond Fire Department was established through the City of Redmond Ordinance No. 503 on October 7, 1969. According to the ordinance, the Fire Department is to be headed by a Fire Chief that is appointed by the Mayor.

The King County Fire District 34 was created in 1948 to provide fire protection services for the unincorporated areas surrounding the City of Redmond as well as City itself under a contract for service. In December 1969, due to the growth of the City, the contract with the District 34 was reversed and the City began to provide services to the District 34. The contract has been renewed every few years since 1969 and is currently set to expire on December 31, 2022. The District is currently governed by a three-member Board of Commissioners that are elected to six-year terms.







# Fire Department History and Overview

In 1948, King County Fire Protection District 34 was formed to provide fire protection services to the unincorporated area east of the City of Redmond. During this time, the City contracted with the Fire District to receive fire protection services. The Redmond Fire Department was formally established on October 7, 1969. Today the Redmond Fire Department is contracted to provide fire protection services to King County Fire Protection District 34 and provide Advanced Life Support services to all north-east King County through the Medic One program.

## **FIRE DISTRICT 34**

King County Fire District 34 (District 34) was created on April 6, 1948 to provide fire protection services for the unincorporated areas surrounding the City of Redmond. King County Fire District 34 provided services to the City of Redmond during the early years of the District. In 1969 the contract for serviced was reversed and the City of Redmond has been providing fire protection services to the District since ever since. The contract for service is set to expire On December 31, 2022. The District is approximately 28 square miles and has an estimated population of 23,000 residents. Fire protection services are provided from three fire stations located in the District.

## **KING COUNTY MEDIC ONE**

The City of Redmond participates in and is a signatory to an Interlocal Agreement with King County for providing Advanced Life Support (ALS)



services to the cities of Duvall, Kirkland, Redmond, Woodinville, as well as Fire District 34 and other unincorporated portions of Northeast King County in accordance with this agreement. The Redmond Fire Department is the lead agency for the Northeast King County Medic One response area that

covers 266 square miles and a population of over 333,000 residents. In support of the ALS component, the Basic Life Support (BLS) treatment and transport is a function of the respective fire departments within the region.

## **CITY OF REDMOND**

Redmond is located in the Puget Sound area of King County, Washington approximately 15 miles east of Seattle. To the west the City is bordered by Kirkland with Bellevue to the southwest. Unincorporated areas are to the east and northeast of the City. There is access to Lake Sammamish to the south with the Sammamish River running north and south along the western section of the City.

The City covers approximately 17 square miles with Washington State Route 520 connecting Redmond to Seattle and to I-405, a major north/south highway that is just west of the City. The 2022 estimated popu-

lation of 77,000 residents creates a population density of approximately 4,529 people per square mile. However, the daytime population spikes by 111% each day as commuters travel to jobs in the city.

The City was incorporated on December 31, 1912 and to-day is recognized as the home of Microsoft and Nintendo of America as well as other software specialty companies.

In total, the Redmond Fire Department operates the following front-line response units with a minimum daily operational staffing of 25:



**5**  
Engine Companies



**1**  
Ladder Company



**3**  
Aid Cars (BLS ambulances)



**1**  
Battalion Chief command unit



**3**  
Medic Units (ALS through Medic One program)



**1**  
Medical Services Officer

### **REDMOND FIRE DEPARTMENT TODAY**

Over the past 53 years the Redmond Fire Department has evolved and grown to meet the expanding mission and needs of the City of Redmond as well as Fire District 34 and the areas served by the Medic One program. Today the agency is comprised of 185 full-time

employees, operating out of seven fire stations, protecting a population of just over 100,000 residents.

The following is a description of minimum and maximum staffing configurations; not including cross-staffed specialty units such as hazardous material units, technical rescue, and/or brush fire units.

**In relating the Redmond Fire Department to other comparable agencies in the region, it is impressive to note the “cost per capita” (total annual cost of operations divided by the population) is approximately 37% lower than the comparative agency average, which demonstrates a practice of maintaining a cost-efficient service model.** It is important to note that “cost per capita” is not, in and of itself, a comprehensive measurement of an agency’s performance or value to the community, but rather a broad measurement of how the agency compares in terms of resources provided to accomplish its mission, such as funding, staffing, and facilities. (See Table 1 – Comparable Agencies)





**Table 1.** List of Comparable Agencies

Peer Agency	Population Estimate	Total Department Operating Budget	Calls for Service	Per Capita Cost to Operate	Full-Time Employees	WSRB Rating (1 is best)	CPSE Accreditation	# of Fire Stations
<b>Bellevue</b>	169,000	\$ 60,500,000	18,733	\$357.99	249	2	Y	9
<b>Everett</b>	110,000	\$ 28,299,000	21,623	\$257.26	195	3	N	6
<b>Kirkland</b>	90,660	\$ 49,630,000	8,711	\$547.79	116	4	N	5
<b>Marysville RFA</b>	80,000	\$ 35,088,000	12,839	\$438.60	157	2	N	5
<b>Puget Sound RFA</b>	226,800	\$ 68,309,000	28,823	\$301.19	350	3	Y	13
<b>Renton RFA</b>	130,000	\$ 42,700,000	21,954	\$328.46	178	2	N	7
<b>Average</b>	134,400	\$ 47,421,000	18,781	\$371.88	208	3	N	8
<b>Redmond (city only)</b>	<b>77,000</b>	<b>\$ 18,000,000</b>	<b>10,771</b>	<b>\$233.77</b>	<b>124</b>	<b>3</b>	<b>N</b>	<b>4</b>
<b>Redmond/ FD34</b>	<b>100,000</b>	<b>\$ 27,000,000</b>	<b>12,225</b>	<b>\$270.00</b>	<b>164</b>	<b>3/4</b>	<b>N</b>	<b>7</b>





# Strategic Planning Stakeholders

## EXTERNAL STAKEHOLDERS

Navneet Hans	Microsoft
Clay Heilman	Redmond CERT
Suzi Moon	Citizen at-large
Roger Peterson	Redmond CERT
Corrie Prasek	Hopelink
Sue Stewart	Kiwanis
Dean Sydnor	Hopelink
Linda van Loben Sels	Citizen at-large
Matthew Wetmore	Redmond CERT

## INTERNAL STAKEHOLDERS

Brian Barrett	Mia Karlsson
Angela Brown	Amy Moorhead
Raina Clark	Todd Morrisson
Dawn DeLoach	Shannon Norman
Micheal Despain	Gus Olivo
Caleb Freeman	Janeen Olson
Rich Gieseke	Jeff Siemers
Chris Hawkins	Todd Short
Stephen Healy	Jim Whitney
Sarah Howland	Dana Yost

“  
**Intellectuals  
solve problems.  
Geniuses  
prevent them.”**

Albert Einstein


# Facilities and Service Areas



 **Station 11**


 8450 161st Avenue NE  
Redmond WA 98052

 **Station 12**

 4211 148th Avenue NE  
Bellevue WA 98007



 **Station 13**

 8701 208th Avenue NE  
Redmond WA 98053



**Station 14**

5021 264th Avenue NE  
Redmond WA 98053

**Station 16**

6502 185th Avenue NE  
Redmond WA 98052

**Station 17**

16917 NE 116th Street  
Redmond WA 98052

**Station 18**

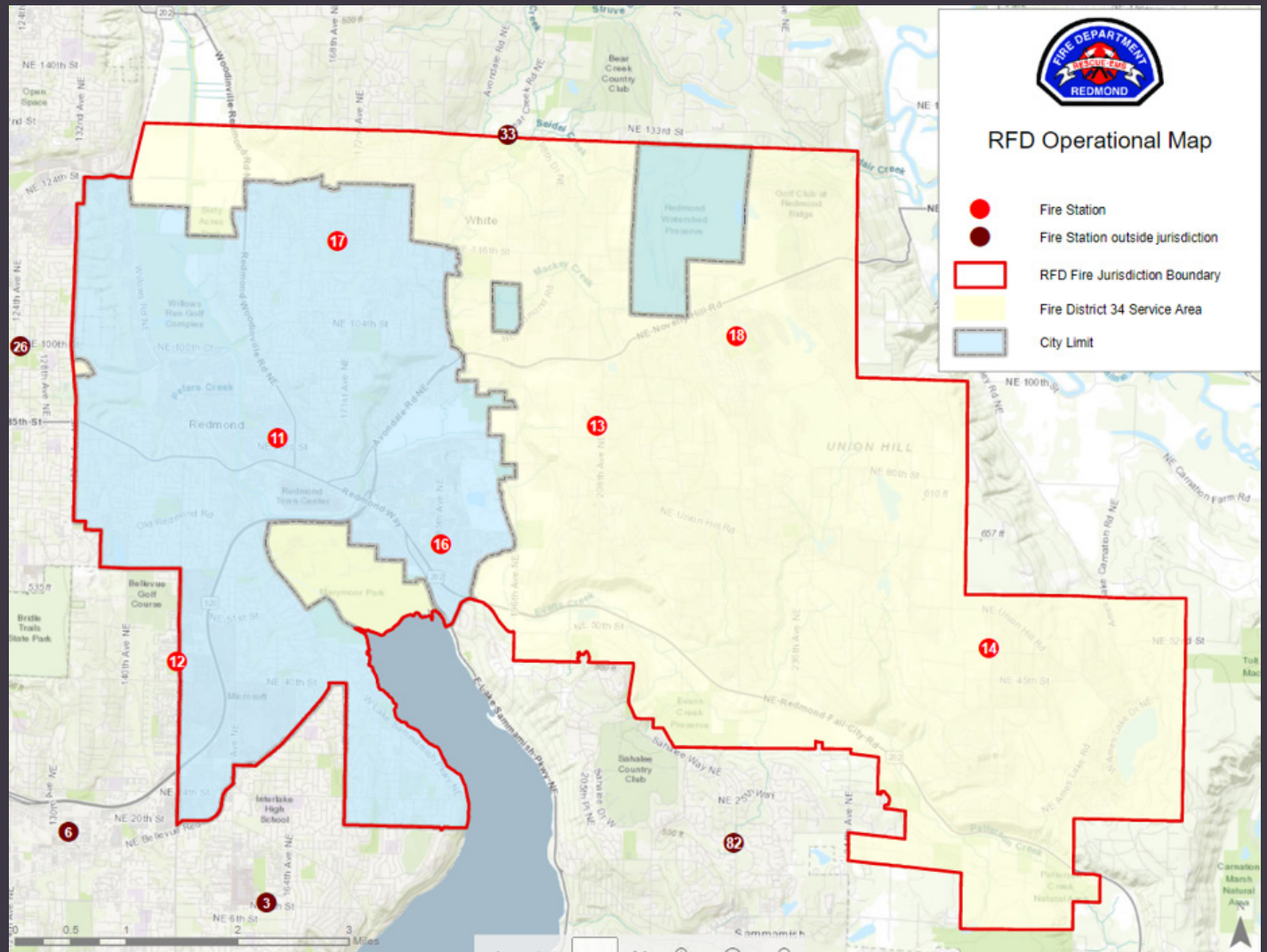
22710 NE Alder Crest Dr.  
Redmond WA 98053





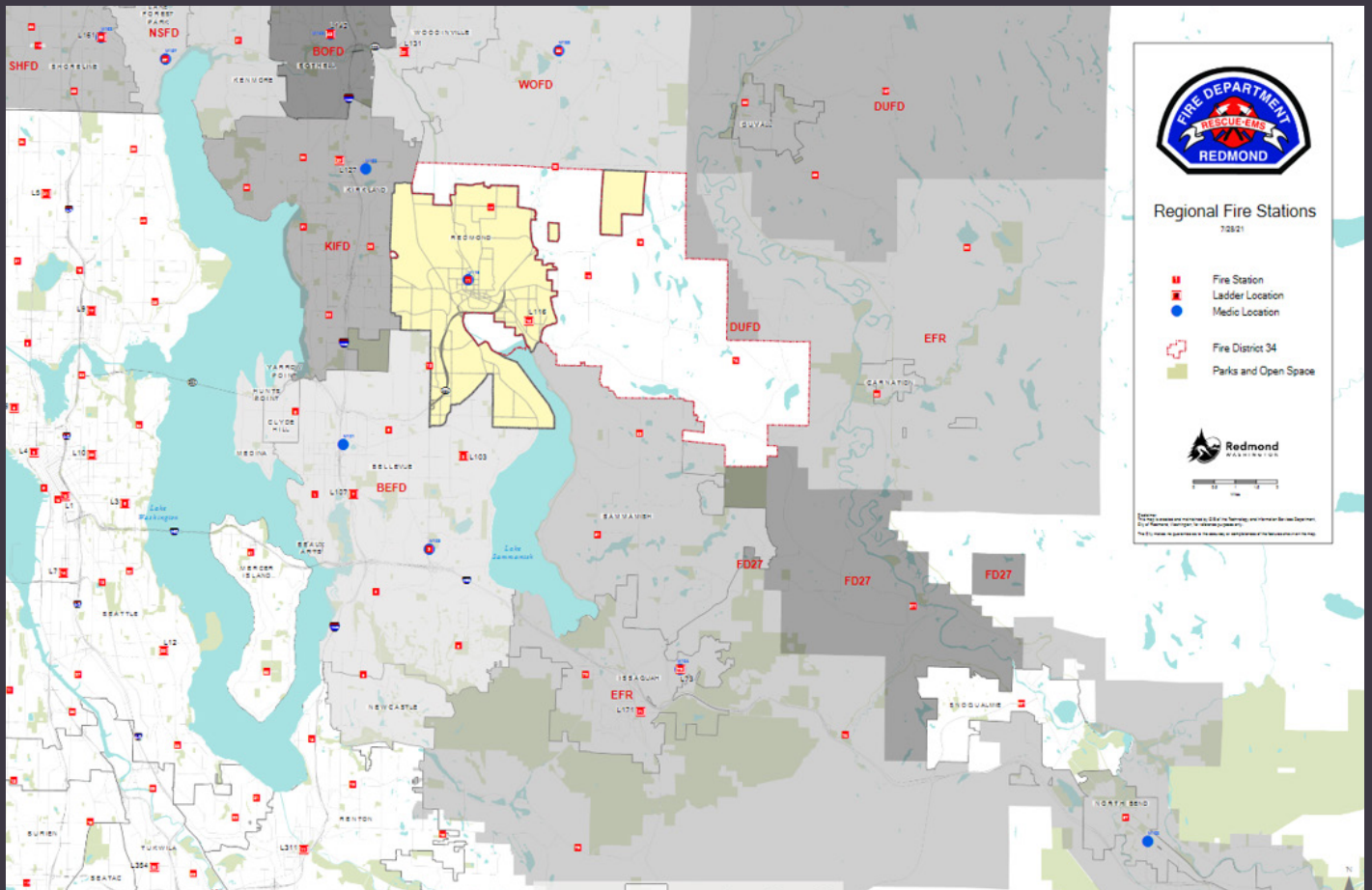
## Maps of the Region

## Map of Redmond Fire Department Jurisdiction and Fire Stations

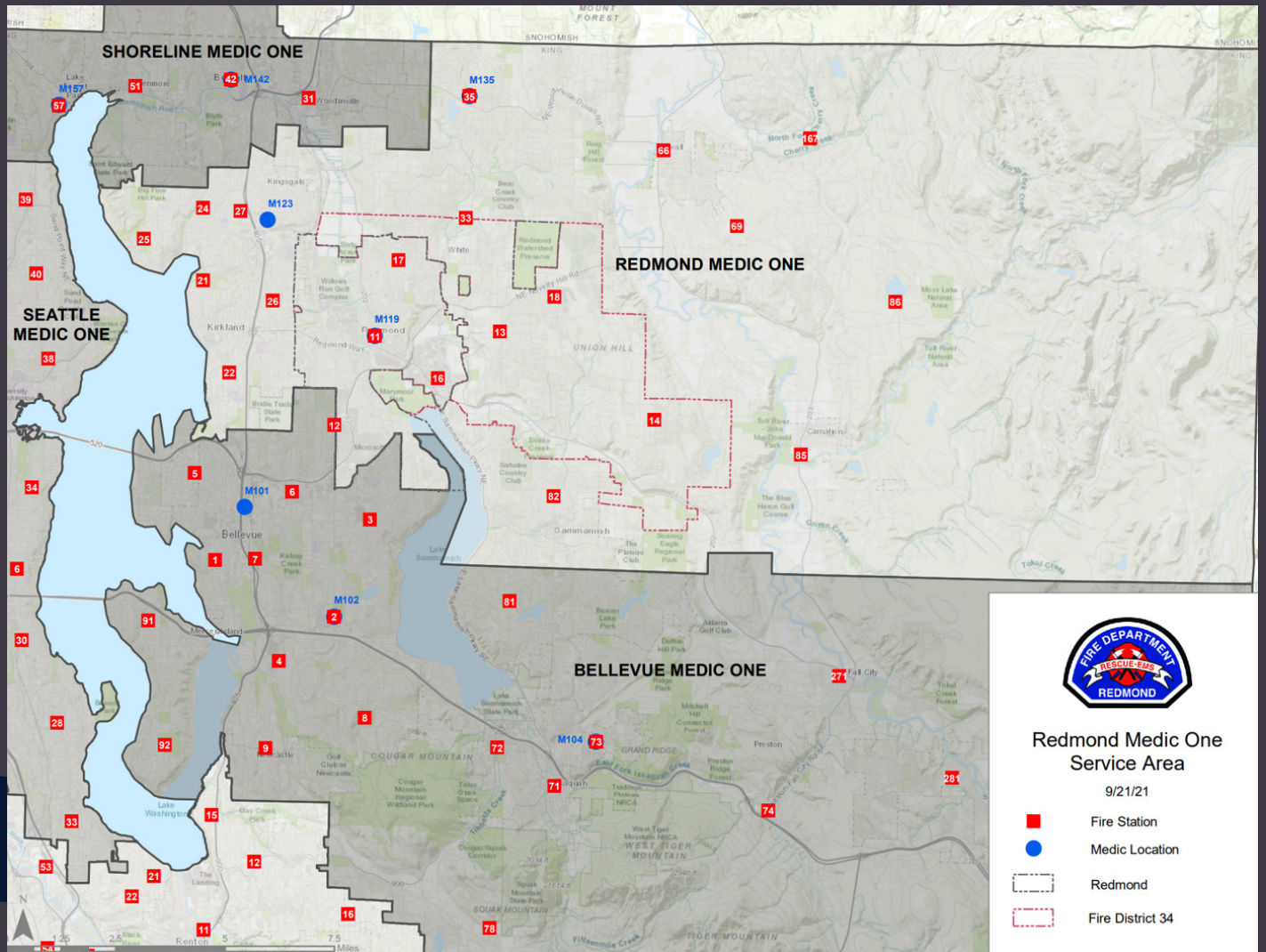




## Map of Regional Fire Agencies



## Map of Northeast King County Medic One Zone



# **Agency Vision, Mission, Values**

## VISION STATEMENT

*Each member of our team is empowered to exceed the expectations of the communities we serve through prevention, preparedness, response, and recovery.*

## MISSION STATEMENT

*We compassionately, proactively, and professionally protect life, property, and the environment.*

## VALUES

*Integrity · Inclusion · Teamwork*

## MOTTO

*“At Your Service”*

*“  
Strategy without tactics is the slowest route to victory.  
Tactics without strategy is the noise before the defeat.”*

Sun Tzu

# Agency Status Analysis

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis is designed to help the organization evaluate itself in order to determine its current state of effectiveness as well as its future competitiveness/survival based foreseeable changes. Stakeholders were asked to develop a broad list of items from each category, which was then summarized as follows:



## **STRENGTHS**

**Things the agency does exceptionally well, competitive advantages, preparedness investments that are paying off, etc.**

- ✎ Great customer service
- ✎ Good community relations
- ✎ Medical service is best in class
- ✎ Dispatch call handling times and processes best in class
- ✎ Employees are passionate about moving the organization forward and providing better than average service to the community
- ✎ Department enjoys broad support from the community
- ✎ Department can attract and retain employees due to good pay and benefits
- ✎ Building stock is in good shape
- ✎ Community values fire safety
- ✎ Department has the only ladder with a basket in the immediate region
- ✎ Department can provide a self-sufficient effective response force
- ✎ Department is overserving District 34 in terms of response time and service vs. cost
- ✎ High performing mechanics
- ✎ Robust fire prevention division with uniformed staff
- ✎ The Mobile Integrated Health (MIH) program provided to Redmond and some surrounding agencies
- ✎ Strong automatic aid partnerships
- ✎ Emergency management function within the fire department
- ✎ Training has good policies in place, well-defined standards, operational positions
- ✎ Strong training partnerships
- ✎ Members involved with FEMA WA Taskforce 1, and regional Haz Mat and Tech Rescue



## **WEAKNESSES**

**Things that the agency doesn't do particularly well, competitive disadvantages, blind spots, not prepared for, liabilities, etc.**

- ✎ Lack of formal succession planning policy
- ✎ Water deficient areas
- ✎ Turnout times for medical responses slightly slower than best practices
- ✎ Need to update annual employee performance evaluation criteria and process
- ✎ Need to harden fire stations
- ✎ Need to harden fire apparatus
- ✎ Need to move Station 11 out of the flood zone and update it for future growth
- ✎ Underserving Idylwood from Station 12, and this will get worse over time
- ✎ No formal strategic planning or standards of cover processes completed in many years
- ✎ Staffing the ladder is difficult due to stringent qualification criteria
- ✎ Poor fleet health and depth
- ✎ Policies/procedures are out of date
- ✎ Gaps in suppression coverage throughout the city
- ✎ Possible inefficiencies with cross-staffing operational units
- ✎ Understaffed in admin positions (shop, logistics, training, prevention, HQ admin, TIS, GIS, finance, emergency management)
- ✎ Poor performing or underutilized software programs (Workforce Dimensions, Operative IQ, FireTrex)
- ✎ Lack of public education/relations programs
- ✎ Need for additional support to the Preplan and Map Book programs
- ✎ Lack of logistics/warehouse storage areas
- ✎ Radio system is coming to end of life
- ✎ Lack of a training facility
- ✎ Need to improve the health of facilities
- ✎ Need to expand MIH availability with increased service demand
- ✎ Need a grant writer/manager
- ✎ Need for better FEMA/DNR reimbursement
- ✎ Need a staffing manager position
- ✎ Intra-agency and intra-division communications

## **OPPORTUNITIES**


**Opportunities the agency should explore that would improve its mission, service delivery, efficiencies, reputation, survivability as an organization.**

- ✎ Improve fire suppression coverage area within the City of Redmond
- ✎ Update impact and user fees to potentially improve delivery model
- ✎ Leverage technology to improve processes
- ✎ Provide more “understandable” performance measurements to the community
- ✎ Enhance our engagement with local leaders
- ✎ Redmond is the fastest growing city in the state of Washington
- ✎ Continue to support Firewise and Ready Set Go community programs
- ✎ Explore additional grants and other funding opportunities (SAFER, AFG, Prevention, etc.)
- ✎ Continue to expand the diversity within the agency
- ✎ Expand the implantation of Community Risk Reduction strategies throughout the organization
- ✎ Develop a Community Wildland Prevention Plan
- ✎ Improve efficiency and access to fuel for operational units
- ✎ Improve reliability of staffing levels impacted by fire weather and other higher periods of higher-than-normal service demands
- ✎ Better market Department’s services via social media and community relations
- ✎ Improve diversity outreach for recruitment
- ✎ Explore opportunities to improve recruitment and retention of staff (40-hour staff assignments)
- ✎ Expand opportunities for Community Emergency Response Teams (CERT)
- ✎ Explore improving Department’s environmental impacts

## **CHALLENGES**

**Things that threaten to undermine the agency mission, service delivery, efficiencies, reputation, survivability as an organization.**

- ✎ Maintain service levels over time due to rapid increase in both population and daily worker inflow
- ✎ Loss of Medic One Levy/program (absorption of personnel)
- ✎ Population density in the Downtown/Overlake areas versus the rest of the City and District
- ✎ Healthcare costs
- ✎ Financial health and sustainability of surrounding fire districts in the county
- ✎ Rapidly changing expectations of the community
- ✎ Social media impacts
- ✎ Reputation management

- ✎ Keeping connection with the community
  - ✎ Ability to staff units with less recall/mandatory assignments
  - ✎ Maintaining membership in the Community Emergency Response Team (CERT) program over time
  - ✎ Competing media messaging
  - ✎ Climate change, Red Flag days
  - ✎ Coordinating the City of Redmond as well as Fire District 34 with their respective processes
  - ✎ Future economic downturn
  - ✎ Unfunded political/regulatory mandates (state and federal)
  - ✎ Litigation
  - ✎ Servicing water-deficient areas
  - ✎ Maintaining Washington State Surveying and Rating Bureau (WSRB) ratings
  - ✎ Growing threat of cyber attacks
  - ✎ Interagency relationships
  - ✎ Changing workforce – culture, capabilities, expectations
  - ✎ Improving the diversity of the workforce
  - ✎ Insurance cost and availability for the community
  - ✎ Limited budget control
  - ✎ Political relationships/election cycles
  - ✎ Breakdown of zone relationships
- 



# Strategic Objectives, Outcomes and Goals

This plan was developed with the primary goal of helping the Redmond Fire Department communicate more effectively to the community in how best they can evaluate the performance of their fire department. This plan uses three levels of evaluation; strategic objectives, outcomes, and goals to help the reader understand the relationship between the lower-level goals with the higher-level outcomes. For example, a patient may not care about how everything worked together, behind the scenes, to provide lifesaving service in response to their cardiac arrest, but they are keenly interested in surviving the cardiac event neurologically intact. However, the outcome (surviving the cardiac event neurologically intact) requires many different processes that must work in concert to achieve the desired outcome. Below is a brief description of each of these elements.

## STRATEGIC OBJECTIVE



A statement that helps create an overall vision and set of goals that will help the organization focus and achieve a desired outcome.

## OUTCOME



A statement that describes the result or end-state of the activity.

## SUPPORTING GOAL



An incremental step needed to accomplish the higher-level/desired outcome.

In this plan, strategic outcomes and goals may be repeated throughout the document since the same goal may solve for many different outcomes. For example, rapid turnout times can help improve the outcome for literally thousands of responses. Some of the efforts listed below will concentrate on fire related problems and others will concentrate on emergency medical problems. Rapid turnout times can benefit both.

**OBJECTIVES****OUTCOMES****GOALS**

## HOW DO WE CONTINUE TO IMPROVE ON SAVING LIVES, PROPERTY, AND THE ENVIRONMENT BEFORE AND DURING THE EMERGENCY EVENT?

**1.1**

### **Improve survivability for victims of fire, hazardous material release, entrapment, or other crisis events**

#### **OUTCOMES**

- Keep annual growth rate of structure fire instances at or below yearly population growth rate  
*(percent of structure fires lower than percentage of the population growth year over year)*
- Contain structure fires to the room of origin 80 percent of the time or better *(City)*
- First unit Travel Time to structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within 10 minutes, 90 percent of the time within District 34 *(emergent calls, alert to arrival)*
- Zero civilian deaths due to fire  
*(structure fires/accidental/unintentional)*
- Rescue victims of entrapment within 10 minutes from patient contact, 90 percent of the time  
*(emergent calls, patient contact to patient extricated)*

#### **SUPPORTING GOALS**

- Process wireless emergency 911 calls for service within 1 minute, 90 percent of the time *(NORCOM – alarm handling)*
- Process landline emergency 911 calls for service within 1 minute and 40 seconds, 90 percent of the time  
*(Redmond PD to NORCOM – alarm handling)*
- Turnout Times for emergent fire/rescue calls within 1 minute and 40 seconds, 90 percent of the time  
*(unit alert to wheels rolling)*
- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within 7 minutes and 40 seconds, 90 percent of the time within the city of Redmond *(emergent calls, 911 verification of address at NORCOM to unit arrival)*
- Explore updating fire station alerting systems
- Ensure 100% of all commercial fire protection systems are inspected annually
- Inspect 100% of high-risk occupancies annually
- Inspect 90% of all medium- and low-risk occupancies every two- years
- Prepare for the 2023 Fire Code
- Monitor and report the quarterly turnout time performance  
*(rolling 90 and 365 days, by member or officer)*
- Develop strategies to improve the quality and quantity of incident data reporting by officers and paramedics:
  - Timestamp “water on the fire”
  - Timestamp “fire contained controlled”
  - Timestamp “primary search complete”
  - Timestamp “extrication complete”
  - Timestamp “at patient side/victim side”
- Keep annual Unit Hour Utilization percentage below 30% for all units *(annually)*
- Update the Standards of Cover document
- Identify a location for and develop a fire training facility

## 1.2 Improve survivability of patients experiencing acute medical emergencies

### OUTCOMES

- Keep annual growth rate of medical aid requests for service at or below annual population growth rate  
*(percent of emergent medical aid calls lower than percentage of population growth year over year)*
- Maintain a cardiac survival rate exceeding 75% of comparable agencies  
*(CARES/Utstein)*

### SUPPORTING GOALS

- Process wireless emergency 911 calls for service within 1 minute, 90 percent of the time  
*(NORCOM – alarm handling)*
- Process landline emergency 911 calls for service within 1 minute and 40 seconds, 90 percent of the time  
*(Redmond PD to NORCOM – alarm handling)*
- Turnout Times for emergent EMS calls within 1 minute and 20 seconds, 90 percent of the time  
*(unit alert to wheels rolling)*
- Provide BLS care on EMS calls within 7 minutes and 20 seconds, 90 percent of the time within the City  
*(emergent calls, 911 verification of address at NORCOM to unit arrival)*
- Maintain a CPR fraction rate of at least 90 percent for 90% of cardiac arrest incidents
- Ensure transport capable ambulance arrival within 12 minutes, 90 percent of the time  
*(emergent calls, 911 verification of address to unit arrival)*
- Explore updating fire station alerting systems
- Update the Standards of Cover document
- Keep Unit Hour Utilization percentage below 30% for all units
- Explore strategies that measure and improve definitive patient care
- Implement the PulsePoint phone app system
- Increase bystander CPR participation rate to 40 percent






### 1.3 Improve firefighter safety and survival

#### OUTCOMES

- Keep annual growth rate of structure fire instances at or below annual population growth rate  
*(percent of structure fires lower than percentage of population growth year over year)*
- Contain structure fires to the room of origin 80 percent of the time or better *(City)*
- First unit Travel Time to structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within 10 minutes, 90 percent of the time within District 34 *(emergent calls, 911 verification of address at NORCOM to unit arrival)*
- Zero firefighter Line of Duty deaths
- Maintain annual employee injury rate below 20 percent of total allocated staffing  
*(Less than 33 reportable industrial injuries per year)*

#### SUPPORTING GOALS

- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within 7 minutes and 40 seconds, 90 percent of the time within the city of Redmond *(emergent calls, 911 verification of address at NORCOM to unit arrival)*
  - Explore updating fire station alerting systems
  - Ensure at least 100% of all commercial fire protection systems are inspected annually
  - Inspect 100% of high-risk occupancies annually
  - Inspect 90% of all medium- and low-risk occupancies every two- years
  - Prepare for the 2023 Fire Code
  - Update the Standards of Cover document
  - Assign a designated Personnel Officer
  - Refine mission for Safety, Health and Wellness, Fitness, and Peer Support Committees
  - Upgrade the Radio System to the new Motorola digital PSERN system
  - Analyze security of all agency facilities *(station hardening)*
  - Analyze equipment and inventory security for all fire apparatus *(apparatus hardening)*
  - Identify a location for and develop a fire training facility
- 

## 1.4 Improve agency resiliency during crises-level events

### OUTCOMES

- Maintain a score of 21 points or less for all front-line fire apparatus (*APWA vehicle replacement score*)
- Maintain a score of 30 points or less for all reserve fire apparatus (*APWA vehicle replacement score*)

### SUPPORTING GOALS

- Purchase sufficient fire apparatus to ensure fleet health complies with the apparatus replacement plan
- Identify response reliability measurement for all planning zones (*each station zone*)
- Develop a facility plan for new facilities and expanding staffing needs (*Master Plan*)
- Update the Standards of Cover document
- Upgrade the Radio System to the new Motorola digital PSERN system
- Fill full-time Emergency Manager position
- Expand the use of Community Emergency Response Teams for incident support (rehab, logistics, etc.) for day-to-day incidents
- Promote/support Firewise and Ready, Set, Go community projects
- Replace the Emergency Management support vehicle
- Update Comprehensive Emergency Management Plan
- Update Hazard Mitigation Annex plan 2023
- Update Continuity of Operations plan 2024
- Develop a Comprehensive Wildfire Prevention Program (CWPP)
- Develop aerial reconnaissance capability for large-scale incidents (e.g., drones)
- Establish a wildfire camera system within the wildland



## HOW DO WE MEET THE INCREASING SERVICE DEMANDS OVER THE COMING YEARS?

**2.1**

### **Reduce financial and legal risk/liability to the City of Redmond, Redmond Fire Department**

#### **OUTCOMES**

- Zero firefighter Line of Duty deaths
- Maintain annual employee injury rate below 20 percent of total allocated staffing (*Less than 33 reportable industrial injuries per year*)
- Zero substantiated cases of harassment/discrimination
- Zero cases requiring formal disciplinary action (*action above written reprimand*)

#### **SUPPORTING GOALS**

- Provide liability reduction/ harassment prevention training to all employees every year
- Develop and implement a Diversity, Equity, and Inclusivity (DEI) strategic plan with annual reporting metrics
- Update the Standards of Cover document
- Update and maintain a two-year/three-year training plan (*risk assessment*)
- Update succession planning/professional development policy
- Improve quality and accuracy of report writing by officers, paramedics, and EMTs.
- Upgrade the Radio System to the new Motorola digital PSERN system
- Develop a system to review/update all policies every three years
- Identify a location for and develop a fire training facility
- Implement a more frequent and randomized EMS supply audit for Schedule 1 medications



## **2.2 Improve efficiency within the current budget process**

### **OUTCOMES**

- Keep annual growth rate of structure fire instances at or below annual population growth rate  
*(percent of structure fires lower than percentage of population growth year over year)*
- Keep annual growth rate of medical aid requests for service at or below annual population growth rate  
*(percent of emergent medical aid calls lower than percentage of population growth year over year)*
- Maintain a “cost per capita” equal to or below the regional comparative average (2021 = \$270 vs. \$372)
- Maintain Workers’ Compensation costs below 3.5% of the annual budget
- Maintain a score of 21 points or less for all front-line fire apparatus *(APWA vehicle replacement score)*
- Maintain a score of 30 points or less for all reserve fire apparatus *(APWA vehicle replacement score)*

### **SUPPORTING GOALS**

- ↳ Complete Department Master Plan
- ↳ Purchase sufficient fire apparatus to ensure fleet health complies with the apparatus replacement plan
- ↳ Improve the efficiency of workers’ compensation treatment program
- ↳ Pursue grant opportunities with a positive return in investment *(SAFER, AFG, etc.)*
- ↳ Strategic planning group will meet at least annually to review progress and updates
- ↳ Plan for new facility locations
- ↳ Recruit, hire and train new firefighters to cover the period of the maximum leave usage period
- ↳ Assign a designated Personnel Officer
- ↳ Rename Central Purchasing division to Logistics Division
- ↳ Upgrade Central Purchasing Officer position from Lieutenant to Captain
- ↳ Move Fire Shop under Logistics
- ↳ Add (1) civilian assistant to help with both Logistics and the Shop *(data entry, ordering, filing, parts, etc.)*
- ↳ Develop a long-term administrative solution to maintain the Operative IQ software program
- ↳ Refine mission for Safety, Health and Wellness, Fitness, and Peer Support Committees

## **2.3 Prepare the agency for future economic downturns**

### **OUTCOMES**

- Develop operational cost and service “step down” plan that will provide a progressive rate of savings within one year of implementation

### **SUPPORTING GOALS**


- ↳ Invest in station improvement projects that provide economic savings measured in lower ongoing maintenance or utility costs
- ↳ Restrict hours of the Interim DC position
- ↳ Invest in quality equipment/apparatus that can withstand deferred replacement when necessary

## **2.4 Prepare for rapid population growth within the jurisdiction**

### **OUTCOMES**

- Keep annual growth rate of structure fire instances at or below annual population growth rate  
*(percent of structure fires lower than percentage of population growth year over year)*
- Keep annual growth rate of medical aid requests for service at or below annual population growth rate  
*(percent of emergent medical aid calls lower than percentage of population growth year over year)*
- Contain structure fires to the room of origin 80 percent of the time or better *(City)*
- Maintain a cardiac survival rate exceeding 75% of comparable agencies *(CARES/Utstein)*

### **SUPPORTING GOALS**

- ↘ Keep Unit Hour Utilization percentage below 30% for all units
  - ↘ Plan for a new facility and expanding staffing needs
  - ↘ Participate in county general plan updates to ensure planning elements account for future service needs  
*(Redmond 2050 Plan)*
  - ↘ Explore updating fire station alerting systems
  - ↘ Ensure at least 100% of all commercial fire protection systems are inspected annually
  - ↘ Inspect 100% of high-risk occupancies annually
  - ↘ Inspect 90% of all medium- and low-risk occupancies every two- years
  - ↘ Prepare for the 2023 Fire Code
  - ↘ Move Data/GIS specialist to fire, under the DC of support services
  - ↘ Identify a location for and develop a fire training facility
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## HOW DO WE BETTER BRAND OUR SERVICES AND DEMONSTRATE OUR VALUE TO OUR COMMUNITY?

### 3.1 Promote a positive agency reputation within the community

#### OUTCOMES

- Achieve a score of 90% or higher on the citizen stakeholder satisfaction survey
- Recruit and hire employees that represent the demographic make-up of the community  
(match census data)

#### SUPPORTING GOALS

- Update the Department brand/logo
- Explore post-fire impact surveys
- Explore agency accreditation from the Commission on Fire Accreditation International
- Develop and implement a Diversity, Equity, and Inclusivity (DEI) strategic plan with annual reporting metrics
- Explore a “Fire Ops 101” / Citizen Academy program for interested community leaders and media
- Implement / redeploy an employee satisfaction survey process annually
- Meet with external strategic planning stakeholders annually to review progress and refine the department’s services to the community
- Review and update Department website annually
- Update the marketing aspects of the annual report to reflect outcomes, significant events, and milestones
- Assign a full-time Public Information Officer
- Develop environmental “green” performance measures





**3.2****Mitigate fire related damage to allow occupants to remain in the impacted structure after suppression operations****OUTCOMES**

- Keep annual growth rate of structure fire instances at or below annual population growth rate  
*(percent of structure fires lower than percentage of population growth year over year)*
- Contain structure fires to the room of origin 80 percent of the time or better *(City)*
- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within 10 minutes, 90 percent of the time within District 34 *(emergent calls, 911 verification of address at NORCOM to unit arrival)*
- Prevent displacement for 95% of occupants impacted by fire *(units, households, or businesses)*

**SUPPORTING GOALS**

- Process wireless emergency 911 calls for service within 1 minute, 90 percent of the time  
*(NORCOM – alarm handling)*
- Process landline emergency 911 calls for service within 1 minute and 40 seconds, 90 percent of the time  
*(Redmond PD to NORCOM – alarm handling)*
- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within 7 minutes and 40 seconds, 90 percent of the time within the city of Redmond *(emergent calls, 911 verification of address at NORCOM to unit arrival)*
- Explore updating fire station alerting systems
- Ensure 100% of all commercial fire protection systems are inspected annually
- Inspect 100% of high-risk occupancies annually
- Inspect 90% of all medium- and low-risk occupancies every two- years
- Prepare for the 2023 Fire Code
- Update the Standards of Cover document
- Develop a performance standard for saving the value of property and contents threatened by fire  
*(values saved versus values lost, including exposures)*

### **3.3 Provide downward pressure on fire insurance costs within the community**

#### **OUTCOMES**

- Keep annual growth rate of structure fire instances at or below annual population growth rate  
*(percent of structure fires lower than percentage of population growth year over year)*
- Contain structure fires to the room of origin 80 percent of the time or better *(City)*
- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within 10 minutes, 90 percent of the time within District 34 *(emergent calls, 911 verification of address at NORCOM to unit arrival)*
- Prevent displacement for 95% of occupants impacted by fire *(units, households, or businesses)*
- Maintain Washington Surveying and Rating Bureau – Protection Class 3 rating or better *(City)*
- Maintain Washington Surveying and Rating Bureau – Protection Class 4 rating or better *(District)*

#### **SUPPORTING GOALS**

- Process wireless emergency 911 calls for service within 1 minute, 90 percent of the time *(NORCOM – alarm handling)*
- Process landline emergency 911 calls for service within 1 minute and 40 seconds, 90 percent of the time *(Redmond PD to NORCOM – alarm handling)*
- Turnout Times for emergent fire/rescue calls within 1 minute and 40 seconds, 90 percent of the time *(unit alert to wheels rolling)*
- First unit arrival at structure fires, hazardous material releases, and other crisis incidents requiring the use of personal protective equipment within 7 minutes and 40 seconds, 90 percent of the time within the city of Redmond *(emergent calls, 911 verification of address at NORCOM to unit arrival)*
- Explore updating fire station alerting systems
- Ensure at least 100% of all commercial fire protection systems are inspected annually
- Inspect 100% of high-risk occupancies annually
- Inspect 90% of all medium- and low-risk occupancies every two- years
- Prepare for the 2023 Fire Code
- Monitor and report turnout time performance quarterly *(rolling 90 and 365 day, by member or officer)*
- Keep annual Unit Hour Utilization percentage below 30% for all units
- Update the Standards of Cover document
- Identify cost-effective measures to improve or maintain WSRB ratings
- Plan for a new facility and expanding staffing needs
- Identify a location for and develop a fire training facility
- Expand and support existing Firewise community programs
- Partner with the City of Redmond Parks and Recreation Department to identify and remediate excessive vegetation within city-owned parks and watershed areas
- Develop a performance standard for saving the value of property and contents threatened by fire  
*(values saved versus values lost, including exposures)*

### **3.4 Provide value to the community beyond the 911 call**

#### **OUTCOMES**

- Maintain Washington Surveying and Rating Bureau – Protection Class 3 rating or better *(City)*
- Maintain Washington Surveying and Rating Bureau – Protection Class 4 rating or better *(District)*
- Achieve a score of 95% or higher on the citizen satisfaction survey

#### **SUPPORTING GOALS**

- ↳ Provide fire safety education in Elementary schools
- ↳ Recruit new employees from the local community
- ↳ Develop and implement a Diversity, Equity, and Inclusivity (DEI) strategic plan with annual reporting metrics
- ↳ Review WSRB rating process in September 2022
- ↳ Identify a location for and develop a fire training facility
- ↳ Provide support for non-profit organizations that support a public safety mission
- ↳ Review Mobile Integrated Health (MIH) program and develop performance metrics to ensure program effectiveness





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Redmond, WA

***"At Your Service"***

2022

