Attachment D

Comprehensive Justification for Redmond Fire Department 2025/26 Staffing Enhancements

Introduction

This document presents a detailed justification for the phased addition of 18 new full-time equivalent (FTE) firefighter positions, one Emergency Vehicle Technician (EVT) mechanic, and the maintenance of current staffing levels within the fire prevention division during the 2025/26 biennium. These enhancements are critical to address the rapid growth and technical complexities within the City of Redmond Fire Department's response area.

Current and Expanding Risks

1. Rapid Unparalleled Growth
    - Single Story to Multi Story Impacts: The shift from single-story to multi-story buildings necessitates enhanced fire suppression capabilities.
    - Population, Call Volume, and Restricted Access: Population growth leads to increased emergency calls and restricted or delayed access in densely populated areas.
    - Unit Utilization Times: Increasing EMS responses and longer service calls, exacerbated by hospital wall times and demands from an aging population, strain resources.
2. Tech Industry Technical Aspects of Growth
    - Rockets Research: The presence of rocket research facilities requires specialized emergency response capabilities and training.
    - Energy Storage: Increasing use of energy storage systems presents new fire hazards.
    - Mobile Energy: The proliferation of mobile energy necessitates specialized HAZMAT capabilities.
    - HAZMAT: Growing hazardous materials storage demands enhanced response and mitigation strategies.
    - Mid Rise and Urban Interface: Expanding mid-rise constructions and urban interfaces pose unique fire prevention and response challenges.
3. Turnover and Recruitment
    - Young Workforce: High turnover rates and a young workforce require consistent recruitment, training, and skill refinement efforts.
    - Company Officers Experience and Exposure: Continued supervisory education to ensure experienced officers for effective leadership and response.
    - Hiring Practices and Probationary Training: Continued emphasis on hiring and training practices to ensure high performance and retention.

Justification and Operational Needs

The proposed staffing enhancements are to be phased over the next 36 months, including adding necessary staff to enhance fire response capabilities at Fire Station 17, relocating Ladder 16 to Fire Station 11, and introducing a new engine company cross-staffed with an aid car at Fire Station 16. Additionally, one EVT will be added to fleet maintenance to ensure efficiency and safety, and current fire prevention staffing levels will be maintained to manage the complexities of new developments.

1. Enhancement of Fire Station 17's Response Capabilities
    - Transitioning Fire Station 17 from an Aid Car-only model to a cross-staffed model with Engine 117 requires four additional FTEs.
    - This enhancement will provide an additional 500 gallons of water for responses citywide and support tactical objectives related to life safety and property preservation.
2. Addition of a Tractor Drawn Aerial (TDA) as Ladder 16 and Required Relocate to Station 11
    - The addition of a TDA and its required relocation to Fire Station 11 will optimize response times and capabilities in tight urban centers. (required relocation due to length and strategic placement for response).
    - This move will necessitate the addition of an Engine Company at Fire Station 16 to maintain operational readiness.
3. Introduction of a New Engine Company at Station 16
    - Establishing a new engine company at Fire Station 16, cross-staffed with an aid car, requires 14 FTEs.
    - This will provide an additional 500 gallons of water for fire protection and maintain response capabilities in Fire Station 16's area.
4. Maintain Current Staffing Levels within the Prevention Division
    - Maintaining fire prevention staffing is essential to manage the complexities introduced by new technologies and urban developments.
    - Continuous education, meticulous pre-planning, and regular inspections are required to ensure community safety and effective fire response.

Business Case

The addition of 19 FTEs is justified by the significant increase in demand placed on the Fire Department by recent developments throughout the city. Relocating Ladder 16 and introducing a TDA will enhance response capabilities in confined urban spaces, reducing response times and improving service delivery. Establishing a new engine company at Fire Station 16 and enhancing Fire Station 17's response capabilities will address the increasing call volume and fire/EMS workload created by rapid growth. Adding one EVT mechanic will increase fleet maintenance efficiency and safety.

Estimated Fiscal Implications

The estimated annual costs for staffing enhancements are:

- Company Officers (3 positions): $225,000 annually per officer, totaling $675,000.
- Driver Engineers (3 positions): $200,000 annually per position, totaling $600,000.

- Firefighters (12 positions): $185,000 annually per firefighter, totaling $2,220,000.

These investments are crucial for maintaining exceptional service and meeting the growing needs of the community.

Alternative Solutions

An alternative to hiring new FTEs would be to backfill the need with overtime using existing staff. However, this approach would strain current staffing, negatively affecting response effectiveness and leading to fatigue, burnout, and decreased morale among firefighters.

Conclusion

The addition of 18 new firefighter FTEs is a strategic investment in the safety and well-being of the City of Redmond. By enhancing Fire Station 17's capabilities, relocating Ladder 16 as a TDA to Fire Station 11, and establishing a new engine company at Fire Station 16, the Fire Department will significantly improve its response capabilities. This ensures preparedness for the growing demands within the service area.

Thank you for considering this request. These changes will positively impact community safety and departmental efficiency.

Priority Matrix (Phased in Timeline)

Sequence	Time Request	Number of New FTEs	Annual Ongoing Cost Estimate 2025	Estimated Startup Cost
3rd Mechanic Add	Fourth Quarter 2024	1	$180,000	N/A
Staff 3 24/7 St 17	First Quarter 2025	4	$750,000	*$280,000 Academy Costs and Upfitting Equipment. Winter 2024 Start – Graduation May 2025
Station 16 Staffing Prep Phase One	First Quarter 2026	3	$562,500	*$210,000 Academy Costs and Upfitting Equipment. December 2025 Start – Graduation May 2026
Station 16 Staffing Prep Phase Two	Fourth Quarter 2026	5	$937,500	*$350,000 Academy Costs and Upfitting Equipment. September 2026 Start – Graduation December 2026
Station 16 Staffing Prep Phase Three	First Quarter 2027	6	$1,125,000	*$420,000 Academy Costs and Upfitting Equipment. December 2026 Start – Graduation June 2027
Move Ladder 16 to Station 11	Second Quarter 2027	N/A	N/A	Facility Prep TBD
Engine 16 at Station 16	Second Quarter 2027	0	Promotions Capt (1), Lieutenant (2), Driver (3)	N/A

*Academy numbers do not include recruits filling spots for needing to be filled from attrition.