

City of Redmond



Agenda

Tuesday, June 21, 2022

4:30 PM

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

Committee of the Whole - Public Safety and Human Services

Committee Members

Jeralee Anderson, Presiding Officer

David Carson

Steve Fields

Jessica Forsythe

Varisha Khan

Vanessa Kritzer

Melissa Stuart

AGENDA

ROLL CALL

1. Emergency Manager Introduction [CM 22-435](#)
Department: Fire, 10 minutes
Requested Action: Verbal Report, Informational
2. RESOLUTION: My Brother's Keeper (MBK) Pledge [CM 22-372](#)
[Attachment A: My Brother's Keeper Original Resolution](#)
[Attachment B: My Brother's Keeper Alternative Resolution](#)
Department: Executive, 10 minutes
Requested Action: TBD
Legislative History

5/17/22	Committee of the Whole - Public Safety and Human Services	referred to the City Council
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3. Q2 Diversity, Equity and Inclusion (DEI) Program Update [CM 22-434](#)
[Attachment A: Q2 DEI Update](#)
Department: Executive, 10 minutes
Requested Action: Informational
4. Model Tenant Protections for Council Discussion Offered by
A Regional Coalition for Housing (ARCH) [CM 22-420](#)
[Attachment A: ARCH Letter and Executive Board Resolution](#)
[Attachment B: Sample Ordinance-Tenant Protections](#)
[Attachment C: Comment Letters](#)
Department: Planning and Community Development, 10 minutes
Requested Action: Staff Report, July 26th
5. RESOLUTION: Vision Zero [CM 22-413](#)
[Attachment A: Draft Vision Zero Resolution](#)
Department: Executive/Planning and Community Development, 15 minutes
Requested Action: Informational
6. Firearm Awareness [CM 22-433](#)
Department: Police, 5 minutes
Requested Action: Verbal Report, Informational

7. Redmond Fire Department Standards of Cover Analysis and 2022-2027 Strategic Plan [CM 22-423](#)

[Attachment A: Redmond Fire Department Standards of Cover 2022-2027](#)

[Attachment B: Redmond Fire Department Strategic Plan 2022-2027](#)

Department: Fire, 5 minutes

Requested Action: Informational

8. Interlocal Agreement: Welcoming Cities Collaborative [CM 22-432](#)

[Attachment A: Interlocal Agreement](#)

[Attachment B: Scope of Work](#)

Department: Executive, 5 minutes

Requested Action: Consent, July 5th

ADJOURNMENT



City of Redmond

15670 NE 85th Street
Redmond, WA

Memorandum

Date: 6/21/2022

Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 22-435

Type: Committee Memo

Emergency Manager Introduction



Memorandum

Date: 6/21/2022

Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 22-372

Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Executive	Malisa Files	425-556-2166
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DEPARTMENT STAFF:

Executive	Jason Brown	Council Administrative Coordinator
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TITLE:

RESOLUTION: My Brother's Keeper (MBK) Pledge

OVERVIEW STATEMENT:

Per Council's discussion of the My Brother's Keeper Resolution on May 17, 2021, attached is a revised resolution based on Council input received (Attachment A) as well as an alternative resolution that outlines the steps to take if the City would like to accept the My Brother's Keeper Community Challenge and adopt the My Brother's Keeper Equity Framework (Attachment B). The My Brother's Keeper resolution is a Council driven effort as a result of the 2022 Council Retreat.

The My Brother's Keeper initiative is a coordinated effort to address persistent opportunity gaps faced by boys and young men of color and ensure that all young people can reach their full potential. A part of My Brother's Keeper is a policing pledge to review and reform use of force policies and redefine public safety and combat systematic racism within law enforcement. Included in Attachment A is a revised resolution pledging Council's full support for the efforts of My Brother's Keeper.

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

REQUESTED ACTION:

☐ **Receive Information**

☒ **Provide Direction**

☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**

The Redmond Police Department has met or exceeded the goals outlined in the My Brother's Keeper Reimagining Policing Pledge by reviewing, engaging, reporting, and reforming Police use of force systems and policies.

- **Required:**

Several reforms of police use of force have passed the state legislature and Redmond's Police Chief has worked with state delegations on policy review and best practices in policing.

- **Council Request:**

Supporting the My Brother's Keeper initiative is an action item from the Council Retreat list of action priorities. Additionally, Council recommended accepting the My Brother's Keeper Challenge as well as adopting the My Brother's Keeper Equity Framework.

- **Other Key Facts:**

The attached resolutions are a Council driven effort based on the action items discussed as a part of the 2022 Council Retreat.

OUTCOMES:

The My Brother's Keeper Resolution is in response to Council's retreat priority action items requesting a resolution be drafted to support the My Brother's Keeper Reimagining Policing Pledge. Additional Council input was solicited on May 26 and any additions are contained in the revised resolution in Attachment A.

A second resolution (Attachment B) was proposed including language recommending the City become a MBK Certified Community. Some of the actions outlined encompass accepting the MBK Community Challenge and adopting the MBK Equity Framework. It is important to note the City is in the middle of internal and external DEI assessments that will provide the foundation for the DEI Strategic Plan that is Redmond specific. To the extent possible, the elements of the MBK Equity Framework will be evaluated as a part of the DEI Strategic Plan, in light of the community input received.

In 2020, the Redmond Police Department began a major update to all internal policies and procedures that govern day-to-day operations. By July 25, 2021, Police had revised and implemented all critical and required policies. During that time, Police staff met with and reviewed the policies with community groups such as, Right to Breathe, Centro Cultural Mexicano, Northwest Immigrant Rights and Redmond's Community Equity Action Team (CEAT), to name a few.

The Redmond Police Department has upheld the My Brother's Keeper Pledge that encourages communities to focus on achievable goals and steps to make communities safer and more respondent to the residents they serve.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**

Council requested Chief Lowe reach out to CEAT to gain any thoughts they might have on the resolution. Councilmember Anderson collected other feedback from the community that is shown below.

- **Outreach Methods and Results:**

N/A

- **Feedback Summary:**

Input received to date includes:

- Puzzlement as to how My Brother's Keeper relates to overall public safety.
- Not seeing any operational change as the resolution's outcome.
- There are no metrics to evaluate any outcome.
- The resolution doesn't apply to fire and mental health staffing.
- The document references their earlier support of the pledge in 2020. The most meaningful change in

policy resulted from change in legislation by WA state versus any community input or engagement. There has not been any additional engagement with communities of color (specifically the Black community). Without any demonstrated outcomes from the earlier pledge, there is little assurance this will result in meaningful change.

- “WHEREAS, the City of Redmond has a longstanding youth leadership board, Redmond Youth Partnership Advisory Committee, focused on community service and promoting the voice of young people and building a community where youth are valued and involved,” If this is mentioned in this report, it would be important to indicate what percentage of participate includes youth and adult representatives from the demographics impacted by the statement in the first clause “is a coordinated effort to address persistent opportunity gaps faced by boys and young men of color and ensure that all young people can reach their full potential”. In other words, are there any specific issues this group has raised or addressed to address this gap in Redmond? Does the group have the representation necessary to address this gap? Is there any intentional effort by the group in recruiting or engagement to address communities where this gap exists?
- “REVIEW Redmond’s police use of force policies” - to what aim and by what criteria? RTB has given Redmond PD our criteria, and the response is documented on our site. Outside of that, I know of at least one other group who has engaged with Redmond PD, but there is no visibility in these conversations or transparency in how they are conducting this review.
- “ENGAGE the Redmond community by including a diverse range of input, experiences and stories in the policy review” The current engagement by the Redmond PD has been broad engagement with the community at large. I am aware of no intentional engagement of the specific communities of color indicated in the gap criteria quoted above. Without any specifics of how communities of color will be represented and engaged, the assumption is the public safety team will proceed in the same manner. The primary issue without using approaches that include communities of color in safe and inclusive ways, the city will continue to see engagement in public forums where POC are outnumbered, and their voices marginalized.
- “REPORT the findings of the policy review to the Redmond community and seek feedback” - similar feedback as above. “Seeking feedback” has been at large and without specific intention to reach communities of color.
- “REFORM the City of Redmond police use of force policies;” this proclamation gives no indication how this will be done transparently and with any accountability or input of the impacted communities
- The biggest ask of the Right to Breathe, some level of oversight and ability to independently review and provide input to the public safety team has not been addressed. There is no effective forum to raise community concerns, ask for data, and provide input for future policy changes.

BUDGET IMPACT:**Total Cost:**

N/A

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

N/A

Budget Priority:

Safe and Resilient

Other budget impacts or additional costs: ☐ Yes ☒ No ☐ N/A

If yes, explain:

N/A

Funding source(s):

N/A

Budget/Funding Constraints:

N/A

☐ Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
5/17/2022	Committee of the Whole - Public Safety and Human Services	Provide Direction

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
6/21/2022	Committee of the Whole - Public Safety and Human Services	Provide Direction
Click and select a date, or click and press delete if none.	Click and select a meeting from the dropdown menu.	Click and select an action from the dropdown menu.

Time Constraints:

N/A

ANTICIPATED RESULT IF NOT APPROVED:

If the Resolution is not passed, the City of Redmond will continue to adhere to the goals of the My Brother's Keeper Reimagining Police Pledge.

ATTACHMENTS:

Attachment A: My Brother's Keeper Original Resolution

Attachment B: My Brother's Keeper Alternative Resolution

DRAFT

RESOLUTION NO. _____

**A RESOLUTION OF THE CITY COUNCIL OF THE
CITY OF REDMOND, WASHINGTON, SUPPORTING
THE MY BROTHER’S KEEPER REIMAGINING
POLICING PLEDGE**

WHEREAS, the My Brother’s Keeper Alliance (www.obama.org/mbka) is a coordinated effort to address persistent opportunity gaps faced by boys and young men of color and ensure that all young people can reach their full potential; and

WHEREAS, My Brother’s Keeper encourages communities to implement a coherent, place-based cradle-to-college-and-career strategy for improving the life outcomes of all young people to ensure that they can reach their full potential regardless of who they are, where they come from, or the circumstances into which they are born; and

WHEREAS, My Brother’s Keeper is focused on six milestones, including getting a healthy start and entering school ready to learn, reading at grade level by third grade, graduating from high school ready for college and career, completing postsecondary education or training, successfully entering the workforce, and keeping kids on track and giving them second chances; and

WHEREAS, the City of Redmond has a longstanding youth leadership board, Redmond Youth Partnership Advisory Committee, focused on community service and promoting the voice of young people and building a community where youth are valued and involved; and

WHEREAS, My Brother’s Keeper also encouraged cities to sign on to the My Brother’s Keeper Reimagining Policing Pledge which the City of Redmond committed to in 2020; and

WHEREAS, the Reimagining Policing Pledge is a call for mayors and local officials to review and reform use of force policies, redefine public safety and combat systemic racism within law enforcement; and

WHEREAS, The Reimagining Policing Pledge seeks to support four areas of progress in The Redmond Police Department; and

WHEREAS, in the two years that have passed since the City of Redmond signed onto this pledge, the Redmond Police Department has met or exceeded the four goals of the My Brother's Keeper Reimagining Police Pledge, which are to:

1. REVIEW Redmond's police use of force policies
2. ENGAGE the Redmond community by including a diverse range of input, experiences and stories in the policy review
3. REPORT the findings of the policy review to the Redmond community and seek feedback
4. REFORM the City of Redmond police use of force policies; and

WHEREAS, the My Brother's Keeper Reimagining Policing Pledge encourages communities to focus on achievable goals and steps to make communities safer and more respondent to the residents they serve; and

WHEREAS, the Redmond Police Department has made a commitment to continuing community outreach with a particular focus on engaging Black, Indigenous, and other people of color in Redmond through Police Chief Lowe's Advisory Council and the Community Equity Action Team (CEAT) as well as with other community organizations and is dedicated to community policing, customer service and problem solving through collaboration and communication; and

WHEREAS, local elected officials are uniquely positioned to commit to the goals in the Reimagining Policing Pledge; and

WHEREAS, communities across the country are implementing strategies that will put communities on a path to success by working and partnering with foundations, businesses, and community leaders; and

WHEREAS, the Redmond Police Department successes include, completion of a major update to internal policies and procedures that govern day-to-day operations including use of force and the methodology used to review and develop use of force policies is posted online for public review (www.redmond.gov/Redmond-Police-Use-of-Force-Policy); and

WHEREAS, the City of Redmond continues to increase investment in comprehensive public safety, such as mental health professional services, homeless outreach, mobile integrated health case management, and other forms of non-police crisis response to better serve the community; and

WHEREAS, everyone can support this effort and we hope that individuals across the country and in Redmond will continue to take action to urge their local officials to take these steps for change, now therefore;

THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:

Section 1. My Brother's Keeper support. The City Council of the City of Redmond pledges to fully support the efforts of My Brother's Keeper and stand by the commitments of the My Brother's Keeper Reimagining Policing Pledge while fully supporting the Redmond Police Department.

RESOLVED THIS ____ DAY OF ____, 2022.

CITY OF REDMOND

MAYOR, ANGELA BIRNEY

ATTEST/AUTHENTICATED:

CITY CLERK, CHERYL XANTHOS, CMC

APPROVED AS TO FORM:

OFFICE OF THE CITY ATTORNEY

By: _____

FILED WITH THE CITY CLERK:
PASSED BY THE CITY COUNCIL:
RESOLUTION NO.: _____

DRAFT

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, AFFIRMING THE MY BROTHER'S KEEPER (MBK) REIMAGINING POLICING PLEDGE, ACCEPTING THE MBK COMMUNITY CHALLENGE, ADOPTING THE MBK EQUITY FRAMEWORK ELEMENTS OF SUCCESS, AND STATING INTENT FOR REDMOND TO BECOME A CERTIFIED MBK COMMUNITY.

WHEREAS, the City of Redmond envisions a community where all have access to city services, can influence city decision-making and feel a sense of belonging.¹

WHEREAS, the City of Redmond's Diversity, Equity & Inclusion (DEI) initiative in the Community Strategic Plan seeks to provide excellent service, encourage cross-cultural interactions, and strengthen relationships with diverse communities.

WHEREAS, the My Brother's Keeper (MBK) Alliance at the Obama Foundation² is a coordinated effort to address persistent opportunity gaps faced by boys and young men of color and underserved youth, and ensure that all young people can reach their full potential; and

WHEREAS, according to the U.S. Census, children remain the age group most effected by poverty in America and youth of color are disproportionately represented in this group.³

WHEREAS, children in families experiencing poverty are more likely to have poor academic achievement, become high school dropouts and later become unemployed, experience economic hardship and become involved in the criminal justice system.⁴

¹ <https://www.redmond.gov/DocumentCenter/View/20362/City-of-Redmond-Community-Strategic-Plan---2021>

² www.obama.org/mbka

³ <https://www.obama.org/wp-content/uploads/MBK-Equity-Framework-1.pdf>

⁴ <https://www.obama.org/wp-content/uploads/MBK-Equity-Framework-1.pdf>

WHEREAS the MBK Network, managed by the MBK Alliance, is a national network of organizations and entities focused on supporting positive life outcomes for boys and young men of color in their communities; and

WHEREAS, the MBK Alliance encourages communities to implement a coherent, place-based cradle-to-college-and-career strategy for improving the life outcomes of young people to ensure that they can reach their full potential regardless of who they are, where they come from, or the circumstances into which they are born; and

WHEREAS, the MBK Alliance is focused on six milestones, including getting a healthy start and entering school ready to learn, reading at grade level by third grade, graduating from high school ready for college and career, completing postsecondary education or training, successfully entering the workforce, and keeping kids on track and giving them second chances; and

WHEREAS, a MBK Community is a jurisdiction who has made a public commitment to be an MBK Community, has a backbone organization or entity, a coalition of organizations, agencies, and individuals working on a set of shared goals that positively impact the life outcomes of boys and young men of color in their communities.

WHEREAS, the MBK Equity Framework⁵ aligns with the City's DEI strategic priority and helps uncover the disparate outcomes for boys and young men of color in our community, review the policies and practices that have held these disparities in place, and gather the right players to change them;

WHEREAS, communities across the country are implementing strategies that will put communities on a path to success by working and partnering with foundations, businesses, and community leaders; and

⁵ www.obama.org/mbka/network/mbk-framework/

WHEREAS, investing in businesses owned by Black, Indigenous, and other people of color helps create opportunities to build community wealth and build skills for employment especially for young people in communities; and

WHEREAS, the City of Redmond has a longstanding youth leadership board, Redmond Youth Partnership Advisory Committee, focused on community service and uplifting the voice of young people and building a community where youth are valued and involved; and

WHEREAS, the Redmond Police Department has made a commitment to continuing community outreach with a particular focus on engaging Black, Indigenous, and other people of color in Redmond through Police Chief Lowe's Advisory Council and the Community Equity Action Team (CEAT) as well as with other community organizations and is dedicated to community policing, customer service and problem solving through collaboration and communication; and

WHEREAS, Mayor Angela Birney committed to the MBK Reimagining Policing Pledge⁶ in 2020; and

WHEREAS, the Reimagining Policing Pledge is a call for mayors and local officials to review and reform use of force policies, redefine public safety, and combat systemic racism within law enforcement and their communities; and

WHEREAS, the Redmond Police Department committed to the four goals of the My Brother's Keeper Reimagining Police Pledge, which are to:

1. REVIEW Redmond's police use of force policies
2. ENGAGE the Redmond community by including a diverse range of input, experiences and stories in the policy review
3. REPORT the findings of the policy review to the Redmond community and seek feedback
4. REFORM the City of Redmond police use of force policies; and

⁶ www.obama.org/reimagine/

WHEREAS, the MBK Reimagining Policing Pledge encourages communities to focus on achievable goals and steps to make communities safer and more respondent to the residents they serve; and

WHEREAS, local elected officials are uniquely positioned to commit to the goals outlined in the MBK Community Challenge and Reimagining Policing Pledge; and

WHEREAS, the Redmond Police Department successes include, completion of a major update to internal policies and procedures that govern day-to-day operations including use of force and the methodology used to review and develop use of force policies is posted online for public review⁷; and

WHEREAS, the City of Redmond continues to increase investment in comprehensive public safety, such as mental health professional services, homeless outreach, mobile integrated health case management, and other forms of non-police crisis response to better serve the community; and now therefore;

THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:

Section 1. Affirmation of Reimagining Policing Pledge. The City Council of the City of Redmond fully supports the efforts of the Redmond Police Department in its commitments to enact and uphold the Reimagining Policing Pledge, and acknowledges its successes to date.

Section 2. Acceptance of the MBK Community Challenge. The City of Redmond hereby accepts the MBK Community Challenge as a call to action to ensure Redmond is a safe and supportive community where young people feel valued and have clear pathways to opportunity. Our participation in the MBK Community Challenge will enable our community to work together to improve outcomes for boys and young men of color and underserved youth and ensure that all young people can reach their full potential.

⁷ www.redmond.gov/Redmond-Police-Use-of-Force-Policy

Section 3. Adoption of the MBK Equity Framework Elements of Success. The City of Redmond hereby adopts the eight elements of success as a blueprint to track the transformation in the MBK Community Challenge as it is implemented in our community:

1. COLLABORATION. If you want to go far, go together.
2. EQUITY. None of us are free until all of us are free.
3. VISION. If you don't know where you're going, you'll end up somewhere else.
4. EVIDENCE. Invest in what works, focus on results.
5. SYSTEMS CHANGE. Root out. Reform. Reimagine.
6. DATA DRIVEN DECISIONS. What gets measured, gets changed.
7. SUSTAINABILITY. Invest in lasting solutions, infrastructure, and results.
8. STAKEHOLDER ENGAGEMENT. Communicate early, often and in all directions.

Section 4. Intention to Become a Certified MBK Community. The City of Redmond shall create, establish and fund a community led backbone organization meeting MBK Community requirements by the end of 2024 that will lead the work for Redmond to become a Certified MBK Community.

THE CITY COUNCIL OF THE CITY OF REDMOND FURTHER RESOLVES AS FOLLOWS:

1. The Mayor and Administration shall complete the MBK Equity Framework Pre-Assessment and report the findings to the City Council within 180 days of adoption of this Resolution.
2. The Mayor shall appoint a designated point of contact to lead the MBK effort with a pledge to build and execute a plan to accomplish as many of the six MBK Milestones as possible by the end of 2024.

RESOLVED THIS ____ DAY OF ____, 2022.

CITY OF REDMOND

MAYOR, ANGELA BIRNEY

ATTEST/AUTHENTICATED:

CITY CLERK, CHERYL XANTHOS, CMC

APPROVED AS TO FORM:

OFFICE OF THE CITY ATTORNEY

By: _____

FILED WITH THE CITY CLERK:
PASSED BY THE CITY COUNCIL:
RESOLUTION NO.: _____



Memorandum

Date: 6/21/2022

Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 22-434

Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Executive	Lisa Maher	425-556-2427
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DEPARTMENT STAFF:

Executive	Cecilia Martinez-Vasquez	DEI Program Manager
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TITLE:

Q2 Diversity, Equity and Inclusion (DEI) Program Update

OVERVIEW STATEMENT:

The purpose of the item is to provide a 2nd quarter update of the Diversity, Equity, and Inclusion programming for 2022,

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

REQUESTED ACTION:

☒ **Receive Information**

☐ **Provide Direction**

☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Community Strategic Plan
- **Required:**
N/A
- **Council Request:**
N/A
- **Other Key Facts:**
N/A

OUTCOMES:

N/A

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

Date: 6/21/2022

Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 22-434

Type: Committee Memo

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

BUDGET IMPACT:

Total Cost:

N/A

Approved in current biennial budget:

☒ Yes

☐ No

☐ N/A

Budget Offer Number:

10500

Budget Priority:

Strategic and Responsive

Other budget impacts or additional costs:

☐ Yes

☐ No

☒ N/A

If yes, explain:

N/A

Funding source(s):

General Fund

Budget/Funding Constraints:

N/A

☐ Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
10/26/2021	Committee of the Whole - Finance, Administration, and Communications	Receive Information
3/15/2022	Committee of the Whole - Finance, Administration, and Communications	Receive Information

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
N/A	None proposed at this time	N/A

Date: 6/21/2022

Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 22-434

Type: Committee Memo

Time Constraints:

N/A

ANTICIPATED RESULT IF NOT APPROVED:

N/A

ATTACHMENTS:

Attachment A - Q2 DEI Update

Background

This document provides a high-level summary of the implementation of the Diversity, Equity, and Inclusion community-based initiative.

The strategies for this initiative in 2021-2022 include:

1. Establish programs to **build internal capacity** through shared learning opportunities, common language, support mechanisms, and resources.
2. Leverage **community partnerships** to create opportunities for effective and authentic outreach.
3. Develop a **strategic plan** and **structural framework** for the implementation of Diversity, Equity, and Inclusion.
4. Support **city-wide initiatives** that normalize, organize, and operationalize Diversity, Equity, and Inclusion.

Programmatic Updates

Capacity Building

- Learning opportunities: created opportunities to highlight collaborations and intersections between DEI and environmental sustainability as part of the 2022 calendar of bi-monthly employee Lunch & Learn and Speakers Series. Staff training opportunities included: King County Public Health and Environmental Sustainability and Equity, GenPride LGBTQIA+ Leader Training, Cultural Competency and Cultural Responsiveness, State Climate Justice Committee and Environmental Justice, The Domestic Violence Discussion – United Festival, Eastside Immigrant Services, and City of Bellevue Authentic Community Engagement.
- Training opportunities: implemented intermediate/advance offerings on topics related to LGBTQIA+ and City of Bellevue’s Disabilities Justice.
- Resources: revised and updated internal and external websites to include DEI resources, updates, and progress reports.

Community Partnerships

- Programming: in partnership with various city-departments and community organizations collaborated on the planning and implementation of various events and activities. Partnerships include: The Domestic Violence Discussion with the United Festival, King County Library Systems Reading Time, and Lake Washington School District’s Student of Color Conference.
- New Partnerships: established working relationships with the Arc of King County, Eastside Pride, The Domestic Violence Discussion, and Mr. and Ms. Africa USA.
- Regional Partnerships: continue to represent the City at Diversity, Equity, and Inclusion related regional efforts, such as Welcoming Week, Eastside Cities Collaborative, and Governing for Racial Equity and Inclusion.

Strategic Plan and Structural Framework

- Internal Assessment: analyzed findings from 4 phases: organizational review, employee survey, leadership (directors/council) interviews, and employee listening sessions. Produced a report outlining recommendations for each of the 4 phases.

ATTACHMENT A – Diversity, Equity, and Inclusion Program Update
June 21, 2022

- Community Assessment: will be implemented between July 5 and September 24. Assessment will focus on the City’s work, needs, and opportunities for Diversity, Equity, and Inclusion within the community. It will include a questionnaire and listening session opportunities for public involvement. Interpretation and information translated in our top 5 languages.
- Strategic Plan and Structural Framework: final product will include a roadmap outlining the work of Diversity, Equity, and Inclusion for the City of Redmond. Expected completion end of 4Q.

City-wide Initiatives

- Redmond 2050: continue to provide Diversity, Equity, and Inclusion support and resources.
- Parks, Arts, Recreation, Culture & Conservation (PARCC) Plan: provided Diversity, Equity, and Inclusion support and resources to assist in the review and update of the Plan.
- Welcoming Redmond Team: created three (3) working groups to advance the work of DEI focuses include internal programming opportunities, review policies and procedures, and external assessment advisory group.
- Title VI: continue to identify needs, establish clarity, and advance effective practices to improve City services. Work includes creation of a Language Access workgroup.

Next Steps

Specific projects will continue to move forward to advance the Diversity, Equity, and Inclusion community-based initiative. Key upcoming projects:

- A preview of the external assessment findings to Council before the end of third quarter.



Memorandum

Date: 6/21/2022

Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 22-420

Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Planning and Community Development	Carol V. Helland, Director	425-556-2107
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DEPARTMENT STAFF:

Planning and Community Development	N/A	N/A
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TITLE:

Model Tenant Protections for Council Discussion Offered by A Regional Coalition for Housing (ARCH)

OVERVIEW STATEMENT:

In April 2022, A Regional Coalition for Housing (ARCH) requested the Mayors and Councils of ARCH member jurisdictions to consider a set of tenant protections to address the economic impacts of rent increases that are anticipated in our region. The ARCH request letter and Executive Board resolution are included with this memorandum as Attachment A.

The federal Department of Housing and Urban Development (HUD) recently released new area median income (AMI) tables that will increase the basis by which rents are calculated for affordable housing programs in the region. Based on preliminary data, ARCH expects that the newest adjustments in the HUD AMI could create rent increases for low-income tenants of up to 16 percent.

The City continues to pursue longer-term strategies to address the shortage of affordable housing consistent with the recommendations contained within the Housing Action Plan (HAP). However, there were also short-term actions in the HAP that included advocacy for state-level eviction reforms; and, Council also identified "increase tenant protections and resources for renters" as a high priority outcome in its [2022 Retreat Priorities](https://redmond.legistar.com/View.ashx?M=F&ID=10648904&GUID=C2AF15FC-1FE1-49BE-8FC4-E163EAD78B42) [2022 Retreat Priorities](https://redmond.legistar.com/View.ashx?M=F&ID=10648904&GUID=C2AF15FC-1FE1-49BE-8FC4-E163EAD78B42).

With this context in mind, staff are presenting a model ordinance aimed at addressing the impacts of anticipated rent increases for Council discussion and consideration. Refer to Attachment B. The model ordinance prepared by ARCH would:

1. Require landlords in most cases to provide a minimum of 120 days written notice of rent increases greater than 3 percent, and 180 days written notice of rent increases greater than 10 percent;
2. Establish a cap on fees for late rental payments of 1.5 percent of a tenant's monthly rent; and,
3. Establish a cap in most cases on move-in fees and security deposits of no more than one month's rent and allow tenants to pay in installments.

If Council directs staff to present this topic at a future study session or business meeting, the ARCH model ordinance will be updated to reflect how it would be incorporated into the Redmond Zoning Code.

☐ Additional Background Information/Description of Proposal Attached

REQUESTED ACTION:

☐ Receive Information ☒ Provide Direction ☐ Approve

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Tenant protections are a 2022 Council Retreat priority action item.
- **Required:**
Chapter 59.18 RCW Residential Landlord-Tenant Act provides the minimum rights and responsibilities for residential landlords and tenants. Some jurisdictions such as Seattle and Tacoma have adopted additional protections for tenants above and beyond those required under state law.
King County Countywide Planning Policy H-22: Adopt and implement policies that protect housing stability for renter households; expand protections and supports for low-income renters and renters with disabilities. Ratified April 6, 2022, required to be incorporated in Comprehensive Plan Housing Elements by December 2024.
- **Council Request:**
2022 Council Retreat Priorities were discussed at the Special Council Meeting held on March 15, 2022. Council requests to consider the ARCH recommended model ordinance were received following receipt of the ARCH Letter dated April 20, 2022.
- **Other Key Facts:**
Proposed tenant protections are generally supported by tenants and opposed by landlords. Amendments to the Redmond Municipal Code do not require a public hearing. As a result, any action on the model ordinance should be scheduled to follow a regular business meeting where comments on the ordinance can be presented during Items from the Audience.

OUTCOMES:

Based on the updated HUD tables that were released in April, ARCH will be preparing new rent limits for the affordable units that they monitor in member jurisdictions. Once property owners are informed of the new rent limits, they are allowed under their affordable housing covenants to impose rent increases up to the new limits. Under state law, a landlord is required to provide 60 days written notice before such an increase can be imposed.

The model ordinance would increase the required notification period to 120 or 180 days depending on the percentage of the increase that is proposed. This would give tenants additional time to find new housing or take on a roommate if they are not able to bear the cost of the increased rent.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
New rent limits are expected to be released by ARCH following the Executive Board meeting on July 14. Landlords will likely seek to increase rents up to the new limits soon after they go into effect.
- **Outreach Methods and Results:**
Provisions contained in the model ordinance reflect three tenant protections that ARCH is seeking to have adopted across member jurisdictions. The content of the model ordinance was developed based on

conversations that have happened in other cities across the region, and do not go as far as some communities have gone in protecting their tenants. To better understand the concerns of the landlords, copies of the model ordinance were distributed to OneRedmond Government Affairs, the Rental Housing Association of Washington, and several developers of affordable housing projects in Redmond.

- **Feedback Summary:**

Strong opposition has been expressed by developers of housing to the tenant protections included in the model ordinance. A summary of the comments is provided below.

1. A patchwork of local tenant protections creates confusion for landlords.
2. Housing providers face consequences for failing to pay their costs on time (mortgages, property taxes, insurance, etc.), and they are not given notice 3-6 months in advance of the costs being increased.
3. The model ordinance is overly broad because it applies to all renters, not just those living in MFTE or rent-restricted units.
4. Tenant protections can be viewed as increasing loan risk and can cause unintended consequences that stall housing development (e.g., lender disinterest in markets where tenant protections have been adopted or increased interest rates).
5. The proposed tenant protections have no sunset clause and, without assurances to the contrary, are viewed as a precursor to rent control.

Stakeholders who would be impacted by the proposed regulations have requested an opportunity to offer additional feedback to the City Council so that the consequences of any new tenant protections can be fully understood before they are adopted. Letters received to date are included as Attachment C.

BUDGET IMPACT:**Total Cost:**

This project is being supported by Department of Planning and Community Development staff. Work on tenant protections was not included in the current work program, and the compressed timeline is impacting staff capacity.

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

Budget Offer Number:

000250 - Community/Economic Development

Budget Priority:

N/A

Other budget impacts or additional costs: ☐ Yes ☐ No ☒ N/A

If yes, explain:

N/A

Funding source(s):

General Fund

Budget/Funding Constraints:

N/A

☐ Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
	None proposed at this time	N/A

Time Constraints:

New rent limits are expected to be released by ARCH following July Executive Board meeting on July 14. Landlords will likely seek to increase rents up to the new limits soon after they go into effect.

ANTICIPATED RESULT IF NOT APPROVED:

Anticipated steep rent increases are expected to cause some Redmond renters to move because the increase will result in a cost-burden they are unable to bear. These tenants will be given a 60-day written notice of the proposed rent increase as required by state law. Tenants who can otherwise afford the monthly rent may not be able to enter the Redmond rental market if move-in fees are not capped or allowed to be paid in installments. Tenants on fixed incomes who are not given flexibility on when rent is due and payable are disproportionately burdened by late fees that become a routine portion of their monthly rent.

ATTACHMENTS:

Attachment A: ARCH Letter and Executive Board Resolution

Attachment B: ARCH Model Ordinance

Attachment C: Comment letters received to-date

April 20, 2022

ARCH Member Councils

Dear ARCH Member Mayors and City Councils,

We are writing to update you on the critical issue of rising rents that are significantly affecting affordability in our ARCH communities and share a set of recommended tenant protection policies from the ARCH Executive Board that we hope you will consider. Our goal in sharing these recommendations is to elevate the impacts of rent increases being experienced by renters in our region and encourage ARCH members to move quickly to consider a consistent set of protections focused on the economic impacts of rent increases.

As you know, the influx of high paying jobs into our region has created far reaching ripple effects in the housing market. One of these effects is to increase the basis by which rents are calculated for most affordable housing programs administered in our region, known as the HUD area median income (AMI). Based on preliminary data, ARCH expects that the newest increase in the HUD AMI will create **rent increases for low-income tenants upwards of 16% this year**. This follows a 6.5% increase that many tenants experienced after the state moratorium on rent increases was lifted last year. For a renter in a 2BR apartment, this could be the equivalent of a \$330 monthly rent increase.

Based on HUD data that was just published on April 19, ARCH is now required to prepare new rent limits and inform property owners, who are then allowed under the covenants to impose rent increases up to the new limits. Under current state law, a tenant would only have 60 days' notice before such an increase would take effect. This will have significant and immediate impacts on tenants, who you may hear from in the coming months.

These rent increases could not come at a worse time, with pressures from inflation compounding the impact of high housing costs, and King County's rental assistance fund soon to be exhausted. These increases will directly impact renters in the 1,843 affordable rental apartments currently monitored by ARCH, which are located in Bellevue, Issaquah, Kenmore, Kirkland, Mercer Island, Newcastle, Redmond, Sammamish and unincorporated King County. Further, the impacts of rent increases are not unique to affordable housing tenants, with rents surging 15% in the last year in East King County, and 13% in the broader Puget Sound.

ARCH MEMBERS

BEAUX ARTS VILLAGE ♦ BELLEVUE ♦ BOTHELL ♦ CLYDE HILL ♦ HUNTS
POINT ♦ ISSAQUAH ♦ KENMORE ♦ KIRKLAND ♦ MEDINA ♦ MERCER
ISLAND ♦ NEWCASTLE ♦ REDMOND ♦ SAMMAMISH ♦ WOODINVILLE ♦ YARROW
POINT ♦ KING COUNTY

While we are pursuing longer-term strategies to address the shortage of affordable housing, we also know that other safety nets can make a critical difference to households faced with large rent increases. In light of these circumstances, the **ARCH Executive Board approved the attached Resolution 2022-01, which includes a set of recommended policies aimed at mitigating the impacts of rent increases and encouraging consistency in local regulations in our region.** The primary recommendations are:

- a. Require landlords in most cases to provide a minimum of 120 days' written notice of rent increases greater than 3%, and 180 days' notice of rent increases greater than 10%.
- b. Establish a cap on fees for late rental payments of at 1.5% of a tenant's monthly rent.
- c. Establish a cap in most cases on move-in fees and security deposits of no more than one month's rent and allow tenants to pay in installments.

While city councils may wish to take more time to consider a much broader set of tenant protection measures, ARCH encourages your timely consideration of the three policies identified in the resolution.

We appreciate your ongoing commitment to promoting and preserving housing affordability and stability in our region. ARCH staff are ready to provide support and technical assistance to jurisdictions taking up these measures, including sharing information from other jurisdictions who have already enacted similar measures, or preparing sample ordinances for review. Please don't hesitate to contact us with any questions.

Sincerely,


Kurt Triplett
Executive Board Chair


Lindsay Masters
Executive Director

RESOLUTION NO. 2022-01

A RESOLUTION OF THE EXECUTIVE BOARD OF A REGIONAL COALITION FOR HOUSING (ARCH), MAKING RECOMMENDATIONS CONCERNING LOCAL TENANT PROTECTION POLICIES AND LAWS FOR CONSIDERATION BY ARCH MEMBER JURISDICTIONS.

WHEREAS, A Regional Coalition for Housing (ARCH) was created by interlocal agreement to help coordinate the efforts of Eastside cities to provide affordable housing; and

WHEREAS, the ARCH Interlocal Agreement (ILA) establishes a common purpose among ARCH members of acting cooperatively to formulate affordable housing goals and policies; and

WHEREAS, the ARCH ILA establishes an Executive Board with responsibility for providing recommendations to ARCH member jurisdictions regarding local and regional affordable housing policies; and

WHEREAS, recent Census data estimated that 25,870 renter households in ARCH member jurisdictions are cost-burdened, paying more than 30% of income toward housing costs, and 12,550 renter households are severely cost-burdened, paying more than 50% of income toward housing costs; and

WHEREAS, local rental assistance programs are finite and have exhausted or nearly exhausted available resources for renters, and such programs are often limited to tenants who have received eviction notices; and

WHEREAS, residents of affordable rental housing created by ARCH member jurisdictions' policies and programs are subject to annual rent increases, based on changes in the area median income (AMI) as published by the Department of Housing and Urban Development (HUD); and

WHEREAS, such residents will be subject to significant expected rent increases in 2022, which are anticipated to create significant cost burdens, economic displacement and other negative impacts;

NOW, THEREFORE, the ARCH Executive Board resolves as follows:

Section 1. Findings

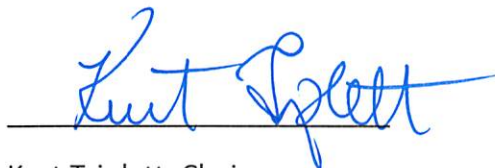
The Executive Board finds that preserving and promoting housing affordability and stability for existing residents living within ARCH member jurisdictions is an immediate and high priority. Further, the Executive Board finds that it is in the shared interests of ARCH member jurisdictions to advance common policies promoting and preserving housing affordability and stability, including policies establishing certain legal protections for tenants, and that such policies are urgently needed to help to mitigate the impact of significant rent increases expected this year and in coming years.

Section 2. Recommendations

The Executive Board recommends that ARCH member jurisdictions consider adopting consistent local measures that at a minimum establish the following tenant protections:

- a. Notice of Rent Increase. Require landlords to provide a minimum of 120 days' written notice of rent increases greater than 3%, and 180 days' notice of rent increases greater than 10%, except in subsidized housing where rent is set based on the income of the tenant.
- b. Limits on Late Fees. Establish a cap on fees for late payment of rent at 1.5% of a tenant's monthly rent.
- c. Limits on Move-In Fees. Establish a cap on move-in fees and security deposits of no more than one month's rent except in subsidized tenancies where rent is set based on the income of the tenant, and allow tenants to pay in installments.

Approved this 14th day of April, 2022.



Kurt Triplett, Chair

CITY OF _____
WASHINGTON
ORDINANCE NO. _____

**AN ORDINANCE OF THE CITY OF _____, WASHINGTON,
 CREATING A NEW CHAPTER ____ OF THE _____ MUNICIPAL
 CODE TO ADOPT TENANT PROTECTIONS INCREASING NOTICE
 FOR RENT INCREASES, CAPPING LATE FEES, CAPPING MOVE IN
 FEES AND DEPOSITS, AND AUTHORIZING TENANT PAYMENT
 PLANS; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN
 EFFECTIVE DATE**

WHEREAS, over the past several years rents in East King County have increased, and vacancies for affordable rental housing are at low levels, making it difficult for tenants, especially those with low incomes, to locate affordable rental housing; and

WHEREAS, the King County Regional Affordable Housing Task Force issued its *Final Report and Recommendations for King County*, December 2018 (rev. March 2019) (“*Affordable Housing Task Force Final Report*”), which identifies that renting rather than owning a home increases the chances of being severely cost burdened,¹ and recognizes an existing affordable housing crisis in King County;² and

WHEREAS, the *Affordable Housing Task Force Final Report* includes a regional plan with goals, strategies and a five-year action plan to address the affordable housing crisis, and Goal 4 of the action plan is to “[p]reserve access to affordable homes for renters by supporting tenant protections to increase housing stability and reduce risk of homelessness”;³ and

WHEREAS, A Regional Coalition for Housing (ARCH) was created by interlocal agreement to help coordinate the efforts of Eastside cities to provide affordable housing; and

WHEREAS, the ARCH Interlocal Agreement (ILA) establishes a common purpose among ARCH members of acting cooperatively to formulate affordable housing goals and policies; and

WHEREAS, recent Census data estimated that 25,870 renter households in ARCH member jurisdictions are cost-burdened, paying more than 30% of income toward housing costs, and 12,550 renter households are severely cost-burdened, paying more than 50% of income toward housing costs; and

WHEREAS, local rental assistance programs are finite and have exhausted or nearly exhausted available resources for renters, and such programs are often limited to tenants who have received eviction notices; and

¹ King County Regional Affordable Housing Task Force, *Final Report and Recommendations for King County*, December 2018 (rev. March 2019) at 15.

² *Id.* at 7.

³ *Id.* at 8.

WHEREAS, residents of affordable rental housing created by ARCH member jurisdictions' policies and programs are subject to annual rent increases, based on changes in the area median income (AMI) as published by the Department of Housing and Urban Development (HUD); and

WHEREAS, such residents will be subject to significant expected rent increases in 2022, which are anticipated to create significant cost burdens, economic displacement and other negative impacts;

WHEREAS, the ARCH ILA establishes an Executive Board with responsibility for providing recommendations to ARCH member jurisdictions regarding local and regional affordable housing policies; and

WHEREAS, at its April 14, 2022 meeting, the ARCH Executive Board adopted Resolution 2022-01 providing for recommendations to ARCH members to adopt the following tenant protections: 1) increases notice of rent increases; 2) cap on late fees; 3) cap on move in fees and deposits, and allow payment in installments; and

WHEREAS, the City Council desires to create a new Chapter___ of the ___ Municipal Code to adopt the recommended tenant protections, and finds that such adoption is in the best interests of the residents of _____ and will promote the public health, safety and welfare of the City; and

WHEREAS, this Ordinance is adopted pursuant to the City's police powers and regulatory authority derived from Wash. Const. art. XI, Section 11;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF _____, WASHINGTON ORDAINS AS FOLLOWS:

Section 1. Findings. The City Council adopts the recitals set forth above as findings in support of this Ordinance, which are incorporated by reference as if set forth in full.

Section 2. New Chapter ___ of Municipal Code. The City Council hereby creates Chapter ___ of the _____ Municipal Code as set forth in Exhibit 1 to this Ordinance, attached hereto and incorporated by reference as if set forth in full.

Section 3. Severability. If any provision of this Ordinance or its application to any person or circumstance is held invalid or unconstitutional by a court of competent jurisdiction, the remainder of the ordinance, or the application of the provision to other persons or circumstances, shall not be affected or affect the validity or constitutionality of any other section, sentence, clause, or phrase of this Ordinance.

Section 4. Effective Date. This Ordinance shall be published in the official newspaper of the City and shall take effect and be in full force five (5) days after the date of publication.

PASSED BY THE CITY COUNCIL AT A REGULAR MEETING THEREOF ON THE ___ DAY OF _____ 2022.

CITY OF _____

Mayor

ATTEST:

_____, City Clerk

Approved as to form:

_____, City Attorney

FILED WITH THE CITY CLERK:
PASSED BY THE CITY COUNCIL:
ORDINANCE NO.:
DATE OF PUBLICATION:
EFFECTIVE DATE:

EXHIBIT 1 to ORD. _____
Tenant Protections

1. New Chapter _____ of Municipal Code: A new Chapter _____ of the _____ Municipal Code is hereby created to read as follows:

Chapter _____
TENANT PROTECTIONS

Sections:

- ____.010 **Definitions.**
- ____.020 **Applicability.**
- ____.030 **Notice of Rent Increase.**
- ____.040 **Move in fees and security deposits – limits – exceptions – payments by tenants.**
- ____.050 **Late fees – limits.**
- ____.060 **Provisions in violation of restrictions null and void; exemption.**
- ____.070 **Rental agreement that waives tenant’s remedies prohibited – Exception.**
- ____.080 **Violation of chapter by landlord – liability.**
- ____.010 **Definitions.**

The definitions of this section apply throughout this chapter unless the context clearly requires otherwise. The definitions of RCW 59.18.030 under the Residential Landlord-Tenant Act (RLTA) also apply to this chapter unless otherwise defined in this section.

A. "Dwelling" or "dwelling unit" has the same meaning as RCW 59.18.030(10), as may be amended. At the time of passage of the ordinance codified in this chapter, the RLTA defined "dwelling unit" to mean a structure or that part of a structure which is used as a home, residence, or sleeping place by one person or by two or more persons maintaining a common household, including but not limited to single-family residences and units of multiplexes, apartment buildings, and mobile homes.

B. "Landlord" has the same meaning as RCW [59.18.030](#)(16), as may be amended, and excluding the living arrangements identified in RCW [59.18.040](#). At the time of passage of the ordinance codified in this chapter, the RLTA defined landlord as the owner, lessor, or sublessor of the dwelling unit or the property of which it is a part, and included any person designated as representative of the landlord, including, but not limited to, an agent, a resident manager, or a designated property manager.

C. "Rental agreement" or "lease" has the same meaning as RCW [59.18.030](#)(30), as may be amended. At the time of the passage of the ordinance codified in this chapter, the RLTA defined "rental agreement" as all agreements which establish or modify the terms, conditions, rules, regulations, or any other provisions concerning the use and occupancy of a dwelling unit.

D. "Subsidized housing" has the same meaning as RCW 59.18.030(33), as may be amended. At the time of the passage of the ordinance codified in this chapter, the RLTA defined "subsidized housing" as rental housing for very low-income or low-income households that is a dwelling unit operated directly by a public housing authority or its affiliate, or that is insured, financed, or

assisted in whole or in part through one of the following sources: (a) A federal program or state housing program administered by the department of commerce or the Washington state housing finance commission; (b) A federal housing program administered by a city or county government; (c) An affordable housing levy authorized under RCW [84.52.105](#); or (d) The surcharges authorized in RCW [36.22.178](#) and [36.22.179](#) and any of the surcharges authorized in chapter [43.185C](#) RCW.

E. “Tenant” has the same meaning as RCW 59.18.030(34), as may be amended, and excluding the living arrangements identified in RCW [59.18.040](#), and RCW 59.20.030(24), as may be amended. At the time of passage of the ordinance codified in this chapter, the RLTA defined “tenant” as any person who is entitled to occupy a dwelling unit primarily for living or dwelling purposes under a rental agreement, and RCW 59.20.030 defined “tenant” as any person, except a transient, who rents a mobile home lot.

____.020 Applicability.

____.030 through _____.080 apply to tenancies governed by Chapter 59.18 RCW (RLTA) and Chapter 59.20 RCW (Manufactured/Mobile Home Landlord-Tenant Act) and are in addition to the provisions provided in said chapters.

____.030 Notice of rent increase.

A. Any *rental agreement* or renewal of a *rental agreement* shall include, or shall be deemed to include, a provision requiring not less than:

1. one hundred twenty (120) days' written notice for rent increases greater than three percent (3%); or
2. one hundred eighty (180) days' written notice for rent increases greater than ten percent (10%).

B. If the *rental agreement* governs *subsidized housing* where the amount of rent is based on the income of the *tenant* or circumstances specific to the subsidized household, the *landlord* shall provide a minimum of thirty (30) days' prior written notice of an increase in the amount of rent to each affected *tenant*.

____.040 Move in fees and security deposits – limits – exceptions – payments by tenants.

A. All move in fees and security deposits charged by a *landlord* before a *tenant* takes possession of a *dwelling unit* shall not exceed one month's rent, except in *subsidized housing* where the amount of rent is set based on the income of the tenant. The exception for *subsidized housing* shall not include tenancies regulated under Section 8 of the Housing Act of 1937, 42 U.S.C. Sec. 1437f, commonly known as the housing choice voucher program.

B. *Tenants* entering *rental agreements* with terms lasting six or more months may choose to pay their move in fees and security deposits in six equal monthly installments over the first six months occupying the *dwelling unit*.

C. *Tenants* entering *rental agreements* with terms lasting fewer than six months or month-to-month *rental agreements*, may choose to pay move in fees and security deposits in two equal monthly installments over the first two months occupying the *dwelling unit*.

____.050 Late fees - limits.

Late fees or costs due to nonpayment of rent charged to a *tenant* shall not exceed one and one-half percent (1.5%) of the *tenant's* monthly rent.

____.060 Provisions in violation of restrictions null and void - Exemption.

A. Any provisions in violation of _____.030 through _____.050 in a *rental agreement* are null and void and of no lawful force and effect.

B. Nothing in this chapter shall be interpreted or applied so as to create any conflict with federal law. In the event of any conflict, federal requirements shall supersede the requirements of this chapter.

____.070 Rental agreement that waives tenant's remedies prohibited – Exception.

A. No *rental agreement*, whether oral or written, may provide that the *tenant* waives or foregoes rights or remedies under this chapter, except as provided by subsection B of this section.

B. A *landlord* and *tenant* may agree, in writing, to waive specific requirements of this chapter if all of the following conditions have been met:

1. The agreement to waive specific provisions is in writing and identifies the specific provisions to be waived; and
2. The agreement may not appear in a standard form written *lease* or *rental agreement*; and
3. There is no substantial inequality in the bargaining position of the two parties; and
4. The attorney for the *tenant* has approved in writing the agreement as complying with subsections (B)(1), (2) and (3) of this section.

____.80 Violation of chapter by landlord - liability.

A *landlord* found in violation of any of the provisions in this chapter, unless otherwise provided in this chapter, shall be liable to such a *tenant* in a private right of action for the greater of double the *tenant's* economic and noneconomic damages or three times the monthly rent of the *dwelling unit* at issue, and reasonable litigation costs and attorneys' fees.

Approved as to form:

_____, City Attorney

FILED WITH THE CITY CLERK:
PASSED BY THE CITY COUNCIL:
ORDINANCE NO.:
DATE OF PUBLICATION:
EFFECTIVE DATE:

April 20, 2022

ARCH Member Councils

Dear ARCH Member Mayors and City Councils,

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ARCH MEMBERS

BEAUX ARTS VILLAGE ♦ BELLEVUE ♦ BOTHELL ♦ CLYDE HILL ♦ HUNTS
POINT ♦ ISSAQUAH ♦ KENMORE ♦ KIRKLAND ♦ MEDINA ♦ MERCER
ISLAND ♦ NEWCASTLE ♦ REDMOND ♦ SAMMAMISH ♦ WOODINVILLE ♦ YARROW
POINT ♦ KING COUNTY

While we are pursuing longer-term strategies to address the shortage of affordable housing, we also know that other safety nets can make a critical difference to households faced with large rent increases. In light of these circumstances, the **ARCH Executive Board approved the attached Resolution 2022-01, which includes a set of recommended policies aimed at mitigating the impacts of rent increases and encouraging consistency in local regulations in our region.** The primary recommendations are:

- a. Require landlords in most cases to provide a minimum of 120 days' written notice of rent increases greater than 3%, and 180 days' notice of rent increases greater than 10%.
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Sincerely,


Kurt Triplett
Executive Board Chair


Lindsay Masters
Executive Director

From: [Tom Markl - Economic Development Board of Directors](#)
To: [Carol Helland](#)
Cc: [Amy Webber](#); [Angela Rozmyn \(angela@pantley.com\)](#); [Axelrod, Jared](#); [Barbwilson@microsoft.com](#); [Clarke Jewell](#); [Clayton P. Graham \(claytongraham@dwt.com\)](#); [David Hoffman](#); [Justine E. Mulholland \(JustineM@oneredmond.org\)](#); [Kristina Hudson](#); [Larry Martin - Economic Development Board of Directors](#); [mn.morrow@outlook.com](#); [Malisa Files](#); [Mike Mattmiller \(michael.mattmiller@microsoft.com\)](#); [Monty Kilcup \(Monty.Kilcup@gly.com\)](#); [Phil Williams \(Account Deleted\)](#); [robert@pantley.com](#); [Steve Fields](#); [Steve Yoon \(Syoon@MCRTrust.com\)](#)
Subject: RE: Tenant Protections
Date: Tuesday, May 17, 2022 5:15:08 PM

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

Carol,

Thank you for soliciting the input of all of the Government Affairs Committee members regarding the proposals from ARCH.

The Nelson Legacy Group will be a significant, locally owned, housing provider with the completion of NLG Project One. Further, as a commercial property owner we understand the difficulties and envision some unanticipated consequences that the ARCH proposal will create.

Arch is proposing to attack a symptom without proposing a cure for the underlying problem. The ARCH proposal does nothing to address the creation of more affordable housing. However, if adopted, it will likely exacerbate the problem by increasing the cost of housing in Redmond through increased operating and financing costs.

Here are some things to consider:

- Is this a problem in Redmond that demands a solution? Where is the data and analysis that supports these proposals? There needs to be thorough, detailed discussions with all of the associated parties, and relevant data needs to be gathered to ensure that Council has the information to make good decisions. This is the process that is normally employed. Why does ARCH feel that need to circumvent this process?
- This is a one size fits all proposal. The average new “luxury” apartment in Redmond is about 725 square feet and rents for about \$3.25 per square foot per month or about \$2,350 per month or about \$28,000 per year. The occupant is likely a tech worker who makes \$100,000 per year. This is the largest renter group and does not need the “protections.” Where is the data?
- Housing providers do not know many of their costs 120 or 180 days in advance. For example, we seek competitive quotes for insurance coverage every fall, get proposals in November, and select carriers in December. So, in December we will know the cost of coverage, and the bill is due in January. We receive property tax statements in February, but they are payable in April. Contractors and service providers may raise their prices at various times throughout the year as their contracts renew. And, housing providers are subject to the same inflationary

pressures as tenants.

- If housing providers are asked to provide the notices of rent increases 120 to 180 days in advance, it will be prudent for them to ask for larger increases than they might with shorter notice periods to hedge against the risk of cost surprises. Especially now in a highly inflationary environment where cost risk is perceived to be on the upside, the tendency may be to err on the upside with rent increases. When there is no flexibility for when the increase needs to be communicated, the increase will simply be higher.
- Multi-family housing is financed by bank loans, much like a homebuyer uses a mortgage to buy their home. No large multi-family properties are financed with cash, so each housing provider must apply and qualify for a loan in order to proceed.

Housing policy effects the cost of loans (the mortgage) for multi-family. I have been told that because of current strong policies in King County, lenders who provide permanent financing, ask for 0.1% to 0.2% more interest on loans, since they perceive more regulatory risk. While this does not sound like much, it has a real economic consequence.

For example, pick the midpoint and assume an interest impact of 0.15% and a loan in the amount of \$100 million. That is an extra \$150,000 per year. That cost gets passed along to the residents. So, on a project like NLG Project One with 246 units, which is another approximate \$610 per year in rent or another \$51 per month. In the current housing crisis every fifty dollars matters, and rents are forced to increase through the many new regulations that are enacted each year.

If adopted, measures such as the ARCH proposal will cause lenders to increase their risk premiums on loans which will result in higher rents.

- Housing policy has consequences for the supply of housing. Admittedly I lack data, but brokers inform me of the large number of entitled but unconstructed multi-family projects available for sale in Seattle. Developers and lenders perceive the housing policies of Seattle as increasing the risk of investments or loans made there.
- Security deposits and move-in fees are used to ensure that tenants pay for damage and rent owed. If further restrictions are placed on security deposits and move-in fees, housing providers will adopt other means to lower the risk that they will not be paid. This will most likely lead to increased requirements for prospective residents, such as higher credit scores and higher income thresholds.
- There is already an option to allow residents to pay security deposits in installments. In the last session the legislature passed HB 2064 which authorizes the payment of a monthly fee in lieu of a security deposit. This is a “product” provided by a third party which is available to tenants today.
- Late fees are an incentive for residents to pay on time. Landlords do not look to late fees as a way to make money but as a way to help ensure that they are paid. Lowering or limiting late fees disincentivizes residents from paying on time. The farther behind a resident gets in paying rent, the more likely that they will get even farther behind and dig a hole from which they cannot climb out.

- As previously mentioned, housing providers operate on borrowed money. So, when tenants pay late or do not pay at all, it puts the housing provider at risk of making a late mortgage payment or missing a payment. Banks levy late charges and penalties, interest accrues, and lenders charge more than 1.5% for loans. These costs will get passed on to all of the tenants as higher rents.
- The ARCH proposal, if adopted, will likely discourage homeowners from building ADUs. The proposal will make it more expensive, riskier, and compliance more complex to own and rent an ADU. The individual homeowner that operates an ADU will have to deal with the complexity of tracking and complying with when to communicate a rent increase based on its size, be concerned about penalties for failure to comply with the rules, and will need to retain documentation to demonstrate compliance. This will undoubtedly discourage some.

In summary, it is my opinion that the ARCH proposal does not solve the underlying need of more affordable housing, but attempts to address a problem whose existence or magnitude has not been demonstrated. It is a one size fits all proposal that will raise the cost of housing for everyone, will discourage the construction of some increment of new housing, and will undoubtedly have some negative unintended consequences.

What is required now is to undertake the normal process employed by the City of Redmond before it considers a new ordinance, especially one which will have such a significant impact. Gather information, develop data, and create a broadly representative stakeholder process. Do not rush to a decision. As the old saying goes, "Act in haste, repent at leisure."

Best,

Tom

Thomas L. Markl
CEO



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From: Carol Helland <chelland@redmond.gov>

Sent: Wednesday, May 11, 2022 6:31 PM

To: OneRedmond - Info <info@oneredmond.org>; OneRedmond - Info <info@oneredmond.org>; Steve Fields <sfields@redmond.gov>; Axelrod, Jared <jaxelrod@amazon.com>; Graham, Clayton <ClaytonGraham@dwt.com>; Amy Webber <amy@nelrem.com>; Angela Rozmyn

<angela@pantley.com>; BarbWilson@microsoft.com; clarkej <clarkej@olyprecast.com>; David Hoffman <David.Hoffman@pse.com>; Justine Mulholland <JustineM@oneredmond.org>; Kristina Hudson <kristinah@oneredmond.org>; Larry Martin - Economic Development Board of Directors <larrymartin@dwt.com>; Malisa Files <mfiles@REDMOND.GOV>; Michael Mattmiller <michael.mattmiller@microsoft.com>; mn.morrow@outlook.com; Monty Kilcup <monty.kilcup@gly.com>; Robert Pantley <robert@pantley.com>; Steve Yoon <syoon@mcrtrust.com>; Tom Markl <tommarkl@nelrem.com>; Tyee Room, OneRedmond Office <conference1@oneredmond.org>

Subject: Tenant Protections

Good afternoon Government Affairs Members –A Regional Coalition for Housing (ARCH) has requested the Mayor and Council to consider the attached model ordinance that includes tenant protections by way of extended notification requirements, caps on late fees, and caps on move in fees. This request comes at a time where housing stability is precarious for many in our community. Rental rates have recently been released by HUD, and ARCH is reviewing those new rates for the jurisdictions that are members of the coalition. Increases for some income segments could exceed 15%. As a consequence, there are people currently living in our community that may be priced out and need to look for new housing options (potentially outside of Redmond). Advocacy for tenant protections was included in the Housing Action Plan that Council adopted last year. As a result, staff will be brining forward the model ordinance for Council discussion at a future meeting.

I have heard quite a lot about the tenant circumstances that led to creation of the model ordinance. I am also interested in hearing how landlords would be affected by the changes that are proposed. I have attached the letter from ARCH, the resolution of the ARCH executive board, and the ARCH model ordinance for your review. I have also attached a reply to a similar inquiry that I made to the Rental Housing Association of Washington for your reference.

Please feel free to email me your feedback. We also have a meeting set for next week. Although this is not on the agenda, I would also be glad to accept your feedback at that time. Thanks in advance for any insights you can provide. Have a good evening.

Carol Helland (she, her, hers)
Planning and Community Development Director,
City of Redmond

☎ 425-556-2107

✉ chelland@redmond.gov 🌐 www.redmond.gov

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From: [Alex Robertson](#)
To: [Carol Helland](#)
Subject: RE: Tenant Protections
Date: Wednesday, May 11, 2022 1:09:07 PM
Attachments: [image009.png](#)

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Hi Carol,

Thank you so much for reaching out. We had a number of concerns with HB 1904 as it would've presented significant challenges to small housing providers.

To start with, the number of cities and counties with their own housing providers regulations such as rent increase notices is increasing at a rapid rate. Many housing providers struggle and get confused on how to comply with the complicated and overlapping laws. Specifically for rent increase notices, housing providers face grave consequences for a failure to pay their mortgage, property taxes, insurance, etc. Rarely, if ever will they know of those cost increases three to six months in advance. We believe that the state standard of 60 days is fair for both the housing providers and the tenants.

Our other concern with HB 1904 was the cap on late fees. As I already stated, housing providers face fees and fines for failing to pay their costs on time. With a nominal, insignificant late fee, there is no incentive for tenants to pay rent by the due date. There is already a five day grace period in the RCW that prevents the assessment of a late fee for rent five or fewer days late.

Our biggest concern with HB 1904 was the one-way lease provision. HB 1904 would've allowed any tenant that got a rent increase of 3% or more to terminate the tenancy, even in the middle of a lease. This provision would've interceded with the private contract between the housing provider and tenant. Housing providers would've been left unsure of if their leases would even be upheld. A lease provides security to both the housing provider and the tenant by having clear, agreed upon terms.

On additional regulations as whole, across the state and most evidently shown in Seattle we have seen thousands of housing providers leaving the market. We compiled the RRIO data to highlight the staggering number of housing providers that have left the rental market in Seattle. You can read that here: <https://www.rhawa.org/blog/more-housing-providers-leaving-seattle-recent-data-shows>. A survey of our membership showed that 40% of RHAWA members that sold their properties in the last two years have done so due to increased legislative burden. We have to work together to incentivize the creation and preservation of naturally occurring affordable housing. Removing barriers to home buying, incentivizing development and MFTE programs are the methods that will address the housing crisis at its roots. The solution is not more regulations, its more housing.

We would love to meet with city staff and City Council if you would like to discuss these proposals more in depth. Thanks again for reaching out, please let me know if there is anything else I can do for you. We greatly appreciate being involved in housing policy discussions.

Alex Robertson | Policy Analyst | T (206) 905-0611 | arobertson@RHAWa.org



Rental Housing Association of Washington | P.O. Box 31103, Seattle, WA 98103
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*The health and safety of our members, employees, and our community is our top priority. To help lessen the impact of COVID-19, we have temporarily closed our office to in-person services and our classes and events will be presented **ONLINE-ONLY** until further notice.*

This email contains general information and is not intended to apply to any specific situation. If you need legal advice or have questions about the application of the law in a particular matter, you should consult a lawyer.

From: Carol Helland <chelland@redmond.gov>
Sent: Tuesday, May 10, 2022 10:43 PM
To: Alex Robertson <arobertson@rhawa.org>
Subject: Tenant Protections

Good evening, Alex – I got your name from the Rental Housing Association of Washington website. I am curious about the research RHAWA has done on Tenant Protections. Specifically,

- [HB 1904](#) (2022 LEGISLATIVE SESSION - DID NOT PASS) - Requiring housing providers to provide six months notice for rent increases, allowing tenants to break a lease after a rent increase notice, capping late fees.

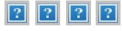
The City Council of Redmond has asked staff to evaluate similar tenant protections to the ones that were evaluated at the state level but not passed. The above referenced research is password protected, and I would be interested in hearing your thoughts on these types of tenant protections. Would you mind sharing your insights about the effects of these tenant protections on landlords? You can reach me via email or by phone as noted below. Thanks in advance for any insights you can offer.

Carol Helland (she, her, hers)
Planning and Community Development Director
City of Redmond



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From: [Steve Yoon](#)
To: [Kristina Hudson](#); [Carol Helland](#)
Subject: RE: ARCH proposal follow up
Date: Friday, June 3, 2022 8:23:53 AM
Attachments: [image002.png](#)
[image001.png](#)

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Hi Kristina and Carol,

I have received some comments from our Operations team and am reaching out to peer owner/operators. So more to come.

My quick thought, as mentioned earlier, is If the proposed legislation is permanent and applies to all MF units, I think a more thorough stakeholder process and opinions from “experts” would be useful and I believe Council would want to hear it. We would want to be sure everything is analyzed. Seattle has done some things “similar” with very poor results. There may be a lot to learn about why residents appear to be leaving Seattle, as we don’t want that to happen in Redmond.

If we don’t have the time for that, I would suggest a few options as a middle ground

1. Insert a 6-12 month term on this until the market gets “back to normal” (Otherwise financiers have to underwrite permanent revenue loss, which means owners potentially need equity funding to bridge the gap)
2. Limit the below to MFTE/ARCH units only (rather than all units, similar to the reasoning for 1)
3. Provide some assurance that this is not a precursor to something like rent control
4. Choose 2 of the 3 required provisions rather than all 3. Based on feedback I’ve received, the 180 day notice provision and the rent growth seems to have the biggest challenge

STEVE YOON | SENIOR MANAGING DIRECTOR

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From: Kristina Hudson <kristinah@oneredmond.org>

Sent: Friday, May 27, 2022 1:29 PM

To: Tom Markl <TomMarkl@nelrem.com>; Amy Webber <amy@nelrem.com>; Angela Rozmyn <angela@pantley.com>; Axelrod, Jared <jaxelrod@amazon.com>; Barbwilson@microsoft.com; Carol Helland <chelland@redmond.gov>; clarkej <clarkej@olyprecast.com>; Clayton P. Graham (claytongraham@dwt.com) <claytongraham@dwt.com>; David Hoffman

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Subject: [EXTERNAL] ARCH proposal follow up

Good Afternoon Government Affairs Committee:

We had a very vibrant discussion yesterday around the ARCH proposal. Director Helland suggested we come together and roll up our sleeves to work toward a solution. We would love to have your comments and thoughts on this proposal, and we can also meet with you one-on-one as well. As suggested, we are now reaching out to council to ask for a timely stakeholder process. We look forward to your feedback.

Have a great weekend everyone!

Thank you,
Kristina



Kristina Hudson | Chief Executive Officer
OneRedmond – OneEastside

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OneEastside SPARK: Center for Business Resilience and Innovation

A collaboration and partnership with 23 Cities, their Chambers, and Downtown Associations working together to provide access to resources for small businesses throughout East King County. [Click Here!](#)



May 19, 2022

Dear Mayors and City Councils,

We are writing to you today to discuss a recent policy proposal made by A Regional Coalition for Housing. We believe in and support their goal of creation and preservation of affordable housing. However, we do not agree with their recent resolution supporting increasing the already onerous burdens placed on small housing providers.

Everybody has been impacted by rising costs since the start of the COVID Pandemic. Housing providers have been further burdened by the dramatic increase of property taxes, maintenance, utilities, insurance, and other associated operating costs. Increasing the minimum notice period requires the housing providers to take on those costs for even longer as these cost increases are nearly impossible to predict. Housing providers will be forced to increase their rents annually as they will be penalized for failing to do so.

Additionally, these increased costs must be paid by the housing provider in a timely manner. Failure to pay a mortgage or property taxes can have grave consequences for both the housing provider and the tenant. Having a late fee be limited to a nominal amount provides no incentive for a tenant to pay their rent on time, which many small housing providers rely on.

Finally, in light of all the recent changes and regulations added to at the state and local level, housing providers must be more cautious and diligent when screening applicants. Increased security deposits or move in fees allow housing providers to mitigate the risk associated with an underqualified tenant. By removing this option, you would be preventing these tenants from gaining access to much needed housing.

We would love to work with you to incentivize and facilitate the creation of more affordable housing. Our immediate focus should be on preserving the dwindling supply of naturally occurring affordable housing. Existing, older stock is being sold and remodeled into high end, market rate housing. We should focus on robust Multifamily Tax Exemption programs, grants, and density zoning.

We have seen over 11,000 rental housing units leave the Seattle market over the last year. A survey of our membership shows that 40% of respondents sold their rental properties in 2021 due to increased regulatory burdens. As rental supply is dwindling across the state, now is not the time to increase the already onerous burdens and push more housing providers out of the market.

Sincerely,

Joe Fain | President & CEO
Bellevue Chamber
joe@bellevuechamber.org

Peggy Lewis Fu | Executive Director
NAIOP, WA State Chapter
Info@naiopwa.org

Sean Flynn | President & Executive Director
Rental Housing Association of Washington
president@RHAWa.org

Chester Baldwin | CEO
Washington Business Properties Association
chet@theWBPA.org

Jim Wiard | CEO
Washington Multifamily Housing Association
jim@wmfha.org

From: Kraig Peck <kraig.peck@outlook.com>

Sent: Wednesday, June 15, 2022 7:26 PM

To: Mayor (Internet) <Mayor@redmond.gov>; Jeralee Anderson <janderson@redmond.gov>; David Carson <DCARSON@redmond.gov>; Steve Fields <sfields@redmond.gov>; Jessica Forsythe <jforsythe@redmond.gov>; Varisha Khan <vkhan@redmond.gov>; Vanessa Kritzer <vkritzer@redmond.gov>; Melissa Stuart <mstuart@redmond.gov>

Cc: Keith Krumm <keith.j.krumm@comcast.net>; Debbie Lacy <debbie@eastsideforall.org>; Guillermo Rivera <guillermo@eastsideforall.org>; Danielle Caldwell <danielle@elap.org>

Subject: Need for Tenant Protections/Community Stability Reforms

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

Dear Mayor Birney and Council Members Anderson, Carson, Fields, Forsythe, Khan, Kritzer, and Stuart,

It's my understanding that the Council will shortly be considering a Tenant Protection/Community Stabilization Ordinance as recommended by ARCH. That's wonderful news, and much appreciated! Thank you!

Please see the attached Resolution of the 45th District Democrats regarding the need for the City of Redmond (and other local cities) to pass legislation to slow down the de-stabilization of our community. I believe that the Resolution was sent to you last summer. *It is the only legislation that the 45th District Democrats is currently seeking from the Redmond City Council.*

We are seeking this legislation as part of the Stay Housed Stay Healthy coalition (<https://stayhousedstayhealthy.org>) consisting of over 50 King County-based community organizations, service providers, faith organizations, labor unions, and housing advocacy groups. Our efforts are part of the coalition's efforts to stabilize our communities throughout the region.

Since last summer, the need for Redmond legislation modeled on the King County Tenant Protections Ordinance (linked below, but with jurisdiction only in unincorporated King County) and the ARCH recommendations has accelerated.

The entire Seattle area is facing a crisis of community destabilization due to unprecedented rent increases. **The ARCH recommendations do not stop these rent increases. They simply provide renters with time to do what they need to in order to remain in or near the community. And they limit late fees and move-in/security deposit fees so that renters might have the funds to move elsewhere.**

These recommendations don't alter the rental market. They simply allow tenants the time, and hopefully the funds, to *adjust* to the market. For property owners or Council members seeking a "market-based solution," nothing is more market-based than providing people with the time and enabling them to have their own funds *to adjust to the market*.

Our schools, communities of faith, childcare and other care arrangements, friendships, and more are affected. Local businesses are impacted by the reduction in disposable income by renters who are required to come up with huge sums of savings which are held by their landlord—unavailable to spend. Many businesses are impacted when trained employees need to move away on short notice.

Time to find another home is essential to stabilizing our community. The ARCH recommendations provide renters with advance notice of large rent increases so they can explore their options to remain in or near the community. They can look for a less expensive rental; seek a second job, or more work hours, or higher paid employment; or decide to pay the increase. This is necessary for tenants of all incomes—not just low income tenants.

People generally want to stay in their community to be close to their work, childcare arrangements, place of worship, friends, and to keep their children in the same schools. State law provides only 60 days, which is not enough time in a tight rental market to make this transition and stay in or near the same community. Teachers and principals can tell you how the continual turnover of students in their classrooms, due to their parents having to move with little notice, is detrimental to all students in the classroom.

Limiting the amount of savings necessary to move is essential to stabilizing our community. The ARCH recommendations limit move-in fees and security deposits, so tenants *can afford to move*. Commonly, it takes first and last month's rent; an application fee; a security deposit; and sometimes more. Based on the average Redmond rents (\$2403 for a small 1 BR <https://www.rentcafe.com/average-rent-market-trends/us/wa/redmond/>) that's typically in the range of \$6,000-\$8,000 needed as move-in fees for a one bedroom apartment! Plus the cost of moving itself!

This is while a renter's current landlord is holding their deposit and fees as they seek another home. Clearly, many people—even those with good jobs-- don't have these kind of funds to move. And if a renter needs to move because they're already having difficulty making the rent, limiting late fees is essential to enabling them to move elsewhere (and not destroying their credit score, which makes it nearly impossible to find another home in this tight rental market).

Most people who are tenants in the Seattle area today are likely to remain tenants due to the high rents and high cost of purchasing a home relative to their income. This is a big deal, though often unnoticed by those of us lucky enough to have purchased our homes when they were far cheaper. New circumstances require new solutions. Redmond's tenants deserve the same kind of dignity and stability that homeowners have.

Redmond's renters of all incomes (and about 1/3 of Redmond households are renters) are faced with this situation. The number of evictions is not indicative of the hardships most renters are facing. Most people either move or stay when faced with a large rent increase; few face eviction. This crisis will not be resolved simply by providing assistance to tenants facing eviction.

Thanks to the actions of our King County Council (which *every Democrat* on the Council supported and voted for), and local cities such as Kenmore, Auburn, and Seattle, Redmond doesn't need to break new ground. (Kirkland is also in the process of considering the ARCH recommendations.) **Attached is a document prepared by the Stay Housed Stay Healthy coalition** to update you on the status of this effort in nearby jurisdictions.

As the owner of two rental houses, I can tell you that there is nothing in the recommendation that reduces or jeopardizes landlord income. Its limited scope simply provides tenants with options and dignity. Still, you can expect the same *landlord disinformation campaign* that their organizations have organized elsewhere.

They will tell you that this will cause *higher* rents. This is simply false. Most rental property owners currently charge what they can, and will continue to do so. There is nothing in the ARCH recommendations that causes higher rent increases. High demand and limited supply will continue to cause rents in Redmond to rise sharply.

They will tell you that this will reduce future investment in rental housing, or cause the sale of existing rental housing. Again, this is simply false. It hasn't happened in Seattle, with more stringent regulations. (I can provide you with information regarding this from the City of Seattle's Department of Construction and Inspections that verifies that this claim is unfounded.) Furthermore, Redmond is one of the fastest growing cities in the nation. Those who own rental property stand to make a fortune if they hold it; if they're going to sell it, it's for reasons unrelated to regulations that do not limit their rents.

They will tell you that there is no data to support the need for these modest reforms. But these same associations resist any efforts by the state and local cities to get them to provide data *of any kind*, even to require rental property owners to *register* their properties. Thus, there is no state or local registries of rental property or their owners. Or the rents being charged. Yet any renter can tell you that 60 days notice of a substantial rent increase is insufficient time to adjust.

Please keep in mind that though the associations of rental property owners typically conflate *any form of regulation* with rent control, the ARCH recommendations are modest in scope. They are not rent control. They do not limit rents or profits. *They simply enable renters the dignity to adjust to the market. Much more is needed.*

I look forward to your passage of these modest reforms, and would be glad to discuss this further, or provide additional information. Feel free to contact me.

Kraig Peck
Member, 45th District Democrats Endorsement Committee

Cc Keith Krumm, Chair, 45th District Democrats
Debbie Lacy, Exec Dir, Eastside for All
Guillermo Rivera, Eastside for All
Danielle Caldwell, Eastside Legal Assistance Program

Text of King County Ordinance and Other Details of King County Ordinance, including Written Testimony:

: [1 https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=4835447&GUID=BEB6E710-1768-4E5D-93C0-AC5B2BDE2485&Options=Advanced&Search=&FullText=1](https://mkcclegisearch.kingcounty.gov/LegislationDetail.aspx?ID=4835447&GUID=BEB6E710-1768-4E5D-93C0-AC5B2BDE2485&Options=Advanced&Search=&FullText=1)

c



Renter Protection Recommendations for King County Cities

[Link to Model Ordinance](#)

Background: [Stay Housed Stay Healthy](#) is a broad coalition of [over 50](#) King County-based community organizations, service providers, faith organizations, labor unions, and housing advocacy groups. The coalition came together in early 2021 to advocate for vulnerable renters and advance policies that could help to prevent a wave of evictions due to the COVID-19 pandemic. The coalition supported local jurisdictions in implementing emergency measures such as eviction moratoriums, and at the same time began to advocate for stronger permanent renter protections. Long before the pandemic, displacement due to rapidly rising rents and preventable evictions were [already a major driver of homelessness](#) in our region and were disproportionately impacting communities of color, women and LGBTQ renters.

Through collaboration with the King County Council, in July 2021 we won [a strong set of permanent renter protections](#) for Unincorporated areas of the county such as Skyway and White Center. These protections supplement and fill in some of the gaps that exist in state-level protections. To achieve a higher level of housing stability around King County, we recommend that cities implement similar protections. Our model ordinance starts from and builds upon the King County ordinance, adding in some stronger protections that already exist in one or more cities in King County.

We are aware that some developers may claim that passing stronger renter protections could dampen their desire to move forward on projects. We know of no evidence to back this up. We note that one developer who made this claim/threat in Kenmore is currently developing a major project in the Uptown neighborhood of Seattle. The City of Seattle has implemented a number of renter protection laws that are far stronger than what Kenmore was then considering, including a ban on winter evictions; a ban on evictions of schoolchildren, their families and educators during the school year; and landlord-paid relocation assistance equal to three-months rent in cases where rent increases more than 10% in a single year. Apparently these stronger protections have not deterred this developer from developing in Seattle. We are unaware of any developments being abandoned, or even any claims that a specific development was abandoned or not undertaken, due to any of these regulations.

Longer Notice of Rent Increases

Model Ordinance: 180 days notice of any rent increase

Precedents:

- *Seattle*: 180 days notice of any rent increase (09/2021)
- *Kenmore*: 120 days notice for rent increases larger than 3%, 180 days notice for rent increases larger than 10% (03/2022)
- *Unincorporated King County*: 120 days notice for rent increases larger than 3% (07/2021)
- *Auburn*: 120 days notice for rent increases larger than 5% (2020)

- Proposed state law HB 1904, in its original form, would have required landlords to offer tenants between 180 and 220 days notice of rent increases of more than 3%.

Why this is important: Rents are increasing throughout King County at a rapid pace. Families are routinely getting monthly rent increase notices of \$200, \$300 and sometimes far more. Many can't afford this. People need time to find new housing or figure out a way to pay the additional rent, and the 60 day notice period mandated by state law is simply not enough. In a hot housing market, it is extremely difficult and labor-intensive for a family to find a new home, especially one in the same school district or near existing community networks and services. This provision makes it more likely that renters receiving a significant rent increase can adjust their finances or find a new rental home instead of falling into homelessness, which is ultimately far more harmful and costly.

Late Fee Cap

Model Ordinance: Late fees are capped at \$10.00 per month

Precedents:

- *Auburn*: capped at \$10.00 per month (2020)
- *Kenmore*: capped at 1.5% of monthly rent (03/2022)
- *Unincorporated King County*: capped at 1.5% of monthly rent (07/2021)
- Proposed state law HB 1904 would have capped late fees at 1.5% of monthly rent.

Why this is important: Currently, there is no state regulation on how much landlords can charge in late fees. We often see a flat rate of anywhere from \$50-200 and then a daily fee of \$5-50 until rent is paid in full, meaning if a tenant is even five or six days late on rent, they now owe an additional \$70-400. This sets renters up to drown in debt and makes it near impossible to catch up. Mistakes happen; there can be an accounting delay resulting in a late paycheck, or something goes awry with public benefits, or an unexpected expense comes up. If someone is unable to pay their rent on time, how can they pay a couple hundred dollars on top of that? The main impact of punitive late fees is to destroy a person's credit history; as state law stands, a renter cannot be evicted for late fees and the courts only require them to pay up to \$75 of late fees once an eviction process has started. The argument that limiting late fees will cause tenants to de-prioritize rent payments does not hold water. Even during a worldwide pandemic, with eviction moratoriums in place, [renters continued to prioritize rent](#) over medical bills, food, and other household necessities. As they say, "the rent eats first." All large late fees accomplish is punishing the most vulnerable members of our community even when they've gotten caught up on rent.

Move-in Fee Cap & Payment in Installments

Model Ordinance: Total move-in fees (all charges beyond the 1st month's rent) are capped at one month's rent, and the tenant has a right to pay in installments over 6 months.

Precedents:

- *Kenmore*: Total move-in fees (all charges beyond the first month's rent) are capped at one month's rent; right to payment plan with 6 installments if lease is 6 months or more, or 2 installments if lease is less than 6 months. (03/2022)
- *Unincorporated King County*: Total move-in fees (all charges beyond the first month's rent) are capped at one month's rent; right to payment plan with 6 installments if lease is 6 months or more, or 2 installments if lease is less than 6 months. (07/2021)
- *Seattle*: Non-refundable fees are capped at 10% of monthly rent. Security deposit and fees combined cannot exceed one month's rent. 6-installment payment plan allowed for security deposit, fees and last month's rent for leases of 6 months or more; 4 or 2 installments allowed for shorter leases. (01/2017)
- *Auburn*: Security deposit and fees can't exceed monthly rent. Somewhat complicated rules for installment payments [can be found here](#). (2020)

Why this is important: Large upfront costs are one of the main reasons renters have trouble finding new housing. In addition to the costs of hiring moving help and/or taking time off work to move, most rentals require upfront payment of first month's rent, last month's rent, a security deposit and various fees that often add up to another month's rent. King County is one of the most expensive rental markets and depending on the unit size, the average rent is anywhere from \$1,500-\$3,200. Moving into a new apartment can easily cost \$5,000-\$9,000. In a country where the average person doesn't have an extra \$600 in their bank account as a safety net, how do we expect people to come up with thousands of dollars to move? People often stay in unsafe housing or abusive relationships because they can't afford the costs of moving. In other cases, they simply become homeless. In a hot housing market where many renter households are getting notices of large rent increases and having to seek new housing, limiting move-in fees and allowing payment in installments is essential to preventing homelessness. This also relieves the strain on social services funding, who are often footing the bill for move-in costs for low-income families and domestic violence survivors to flee their abuser and find safer housing.

Relocation Assistance

Model Ordinance: Increases over 10% of monthly rent requires landlord to pay relocation assistance equal to 3-month's rent for economically displaced tenants

Precedents:

- *Portland, OR*: The [Mandatory Renter Relocation Assistance law](#) covers rent increases of 10% or more over a 12-month period and some other situations. Upon request of the tenant, the landlord must pay relocation assistance of \$2,900 - \$4,500, depending on unit size.
- *Seattle*: CB 120173, passed in 2021, covers rent increases of 10% or more over a 12-month period, and requires the landlord to pay relocation assistance equal to three months' rent. Seattle's [Tenant Relocation Assistance Ordinance](#) provides assistance for renters displaced by development; low-income renters receive relocation assistance of \$4,232, half paid by the city and half by the property owner. (09/2021)

Why this is important: Large rent increases are one way of getting rid of lower-income tenants in a gentrifying neighborhood, if a landlord is unable to evict them due to just cause eviction protections.

Due to Washington state's ban on rent regulation, local jurisdictions cannot directly limit the size of rent increases, as some other states and localities have done. Mandatory relocation assistance is one way of at least mitigating the worst impacts of large rent increases. It provides some funds for households that are economically displaced by rapidly rising rents, increasing the chances that they can find new stable housing instead of becoming homeless or housing insecure.

Case Study: Testimony from a Kenmore Renter

I live with my father and am the sole provider for the both of us, my father is ill and can no longer work. This is a very hard situation for me since I have to be at work full time. I have a single income of \$2100 a month and pay over half of it to rent. My apartment complex is now trying to increase my rent by \$400 a month to \$1530. I have already been struggling to pay the current amount and am unable to make that payment. There have been times in which I am unfortunately late on rent and management charges me late fees of \$50 as well as an additional \$15 a month for parking. The apartment complex I live at has been renovating different units and charging the same price of \$1530. My unit has yet to be renovated so I don't see why I should be paying the same amount as a newly renovated apartment. There is no response to fixing anything, I have asked for multiple things to be fixed in my unit and no one has come to do so. I would like to see some change in the amount that rent can be increased, especially for those like me that need the defense.

Analysis:

- This renter and her father are having their rent raised from \$1,130 to \$1,530. **That's an increase of over 35%.** Unfortunately, this is far from uncommon. Rents are rising far faster than overall inflation, let alone wages.
- Since her rent was over half her income even before the increase, occasionally she pays a little late. **Our model legislation would limit her late fees to more like \$20**, instead of the \$50 her landlord is currently charging. For someone in her situation, \$50 might be a week's worth of groceries.
- She and her father can't afford the extra \$400 a month. **Our model legislation would give them 6 months to find a new place to live.**
- When she and her father start searching for an apartment, they will find that landlords expect them to pay first, last and deposit up front. **Our model legislation would make sure they don't have to pay more than one month's rent in move-in fees, and it would allow them to pay in installments.** Without this protection, it's going to be very challenging for them to move in anywhere.
- Finally, since the rent increase is greater than 10%, the relocation assistance provision of **our model legislation would ensure that they get a payment of \$3,390 from their landlord** to help them with all the costs of moving. This could help to cover move-in fees; hire movers; and/or allow her to take some time off work to search for a new apartment, pack and move.

- Our model legislation does not solve all their problems. It doesn't fix the unresponsiveness to requests for repairs, and it doesn't fix the \$400-a-month rent increase itself. But it's a start.

Ability to Adjust Rent Due Date for Tenants on Fixed Incomes

Model Ordinance: Rental agreements must include a provision allowing tenants to adjust the due date of rent payments if the tenant has a fixed income source such as SSI that makes it hard to pay rent on the date otherwise specified in the rental agreement.

Precedents:

- *Unincorporated King County:* Same as model ordinance (07/2021)
- *Kenmore:* Same as model ordinance (03/2022)

Why this is important: Renters on fixed income such as SSI or SSDI may not receive it on the 1st of the month, leading to situations where they don't have enough left over for rent when it comes due. Renters who are on a (very low!) fixed income shouldn't have to worry about being charged late fees when they don't have control over when their income arrives. Washington state already has a weaker version of this protection that allows a change in the rent due date of up to 5 days. The language in our model ordinance would allow the date to be adjusted based on when the tenant actually receives income.

Just Cause Eviction Protections for All Renters

Model Ordinance: Requires good cause to evict, regardless of lease type.

Precedents:

- *Federal Way:* Just cause protections with no loophole passed by initiative in 2019.
- *Auburn:* Passed just cause protections with no loophole in 2020.
- *Seattle:* Closed the loophole in its longstanding just cause eviction ordinance in 2021.
- *Unincorporated King County:* Passed just cause protections with no loophole in 2021.

Why this is important: This closes a loophole in the statewide just cause law that excludes many renters on fixed term leases, leaving them vulnerable to no-cause evictions at the end of their lease. This loophole was added to the statewide bill as a result of political jockeying, not for any good policy reason. Evictions very often lead to homelessness and landlords should always have a legitimate reason to take this disruptive step. Just Cause protects renters from being evicted because of discriminatory or retaliatory reasons. All renters deserve this basic protection.

Protections for Immigrants

Model Ordinance: Prohibits landlords from requiring a social security number for the purposes of screening a prospective tenant.

Precedents:

- *Kenmore*: Prohibits landlords from requiring a social security number for the purposes of screening a prospective tenant. (03/2022)
- *Unincorporated King County*: Prohibits landlords from requiring a social security number for the purposes of screening a prospective tenant. (07/2021)

Why this is important: The practice of requiring a social security number impacts immigrant communities, making it hard for undocumented people to find housing. Our model legislation does not prevent landlords from requesting a social security number, they just cannot require it. Credit reports are obtainable without a social security number. This provision is essential to ensure fair access to the basic human right of housing for some of our most vulnerable neighbors.

Bans Abusive, Deceptive, and Unfair Practices

Model Ordinance: Landlords are prohibited from unfair, abusive or deceptive acts or practices.

Precedents:

- *Unincorporated King County*: Landlords are prohibited from unfair, abusive or deceptive acts or practices. (07/2021)

Why this is important: Landlords generally have greater knowledge of landlord-tenant laws than renters do. This provision helps to protect tenants from misrepresentations and landlords who take unreasonable advantage of a lack of understanding on the part of the tenant regarding the conditions of the tenancy or the tenant's rights under the law. For example, a landlord may threaten to evict a tenant or issue notices for late or legal fees, even when this is illegal. A landlord may refuse to do repairs and make tenants believe they are responsible for all repairs. A landlord may convince tenants who don't speak English to a) sign mutual termination forms or b) repayment plans without going through the mediation process or c) give them a new lease or change the terms without approval from the tenant.

No Rent Increase if Property is in Poor Condition

Model Ordinance: A landlord shall not increase the rent to be charged to a tenant by any amount if the dwelling unit has defective conditions making the dwelling unit unlivable, if a request for repairs has not been completed, or is otherwise in violation of RCW 59.18.060.

Precedents:

- *Seattle* (06/2016)
- *Unincorporated King County* (07/2021)

Why this is important: Tenants shouldn't be subjected to uninhabitable or unsafe living conditions and rising rents. A landlord is required under the law to maintain the unit and make sure it is fit for human habitation but a tenant has no quick remedy under the law to force a landlord to fulfill such obligations. There is nothing in the law that prevents the landlord from raising rent in these situations as a means for retaliation for any tenant that exerts their rights.

Protections for Children and People with Disabilities

Model Ordinance: Landlord may not demand child or person with disability to be signatory to lease if tenant of record is already a signatory

Precedents:

- None

Why this is important: Where we've seen this become an issue is when there's a minor or student in the house who turns 18 while they are still in high school, so a landlord demands that they sign the lease. If the household is evicted, the student would be named on the paperwork and the eviction would appear on the student's background check and subsequently make it very difficult for them to be able to rent on their own as an adult when they actually graduate or move out. Evictions impact credit history, which impacts not only the ability to rent, but can impact getting loans, applying for credit cards, purchasing a car, all things that students often rely on to get a higher education. It punishes a child for something they had zero control over solely because they were unlucky to turn 18 during high school. This also impacts people with disabilities for similar reasons. Banning landlords from requiring a child or person with disability from being a signatory on the lease would prevent this from happening.

Create a Rental Housing Registration and Inspection Program

Model Ordinance: *Establishes a mandatory rental housing safety inspection and registration program.*

Precedents:

- *Renton:* [Rental registration program](#) (02/2019)
- *Tukwila:* [Rental registration and inspection program](#) (01/2011)
- *Burien:* [Rental registration and inspection program](#) (2019)
- *Seattle:* [Rental registration and inspection ordinance](#) (2012)
- *Auburn:* [Rental registration program](#) (2020)
- *Federal Way:* Rental registration program (2019)
- *Kent:* [Rental registration and inspection program](#) (2018)

Why this is important: A rental registration and inspection program is essential groundwork for effective policy making and enforcement of rental housing rules and legislation. More and more cities are adopting rental registration and inspections programs in Seattle and across the country. Furthermore, business registration and licensing programs are common practice. There is no reason to that landlords, who provide goods and services that are essential to their client's health and stability, are excluded from this standard practice.

A rental registration and inspection program is an efficient and evidence-backed approach for identifying and remedying dangerous code violations in rental properties. A severe lack of inspection and enforcement mechanisms of basic housing codes and rules leaves renters with few options to report code violations or advocate for themselves when their housing unit is not compliant with basic health standards or stipulations laid out in their lease. Many renters, especially those from immigrant communities, are afraid to report code violations for fear of retaliation. Evidence shows that without a rental registration and inspection program, many code violations are not reported. A study in 2010 showed that when Seattle adopted its new mandatory registration program, 78% of the buildings had

unreported code violations, including many with the most serious violations.

There are many other benefits to rental registration programs. They are preventative - allowing code violations to be discovered and responded to before they become increasingly dangerous or too expensive to fix. They incentivize safe properties and they can be structured to have minimal burdens on landlords and property managers who adequately maintain their properties. They are also low-cost and effective. With a rental registration program, code inspections and enforcement practices can be funded by small annual fees charged to registrants.

A rental registration program also gives city policy makers and citizens important information about the amount and state of rental housing stock in a given city. This data can help policymakers support landlords, developers, and renters to ensure policy choices are helping to support a healthy, adequate and sustainable stock of rental housing to meet the needs of an equitable and thriving community.

Source: Way, Heather K. "The Facts About Rental Registration". July 2013. The Entrepreneurship and Community Development Clinic University of Texas School of Law.

<<https://law.utexas.edu/wp-content/uploads/sites/11/2015/07/2013-07-ECDC-THE-FACTS-ABOUT-RENTAL-PROPERTY-REGISTRATION.pdf>>



Memorandum

Date: 6/21/2022

Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 22-413

Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Executive	Malisa Files, Chief Operating Officer	425-556-2166
Planning and Community Development	Carol Helland, Planning and Community Development Director	425-556-2107
Fire	Adrian Sheppard, Fire Chief	425-556-2201
Police	Darrell Lowe, Police Chief	425-556-2529
Public Works	Aaron Bert, Public Works Director	425-556-

DEPARTMENT STAFF:

Police	Brian Coats	Captain
Planning and Community Development	Jeff Churchill	Long Range Planning Manager
Public Works	Paul Cho	Traffic Operations and Safety Engineering Manager
Planning and Community Development	Vangie Garcia	Transportation Planning & Engineering Manager

TITLE:

RESOLUTION: Vision Zero

OVERVIEW STATEMENT:

Vision Zero is a global movement to end traffic-related fatalities and serious injuries by taking a systemic approach to road safety. The premise of this strategy is that road deaths and injuries are unacceptable and preventable. During the 2022 Retreat, Council requested staff prepare a resolution supporting the safe transportation system principals of Vision Zero as cited by the U.S. Department of Transportation Federal Highway Administration, including:

- Death and serious injury is unacceptable
- Humans make mistakes
- Humans are vulnerable
- Responsibility is shared
- Safety is proactive
- Redundancy is crucial

Attachment A contains a draft resolution endorsing the Vision Zero principles for Redmond and recommending the Administration determine the updates, revisions or additional policies needed to advance Vision Zero principals.

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

REQUESTED ACTION:

☐ **Receive Information**

☒ **Provide Direction**

☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Vision Zero is a 2022 Council Retreat priority action item and may affect the Comprehensive Plan and Transportation Master Plan principles and policies.
- **Required:**
Vision Zero is a safe systems approach outlined by the U.S. Department of Transportation Federal Highway Administration.
- **Council Request:**
The attached resolution was requested as part of the Council's 2022 retreat action items.
- **Other Key Facts:**
Vision Zero will require analysis of how the City designs, builds, and operates our transportation system and enforces motor vehicle laws.

OUTCOMES:

The Vision Zero approach aims to eliminate fatal and serious injuries for all road users. Eliminating fatal and serious injuries relies on a wholistic view of Redmond's road system that anticipates human mistakes and keeps impact energy on the human body at tolerable levels. Some elements of a safe transportation system, include:

- **Safe Road Users** - addresses the safety of all road users, including those who walk, bike, drive, ride transit and travel by other modes.
- **Safe Vehicles** - vehicles are designed and regulated to minimize the occurrence and severity of collisions using safety measures that incorporate the best technology.
- **Safe Speeds** - humans are unlikely to survive high speed crashes. Reducing speeds can accommodate human injury tolerances in three ways: reducing impact forces, providing additional time for drivers to stop, and improving visibility.
- **Safe Roads** - designing roads to accommodate human mistakes and injury tolerances can greatly reduce severity of crashes that do occur.
- **Post-Crash Care** - when a person is injured, they rely on emergency first responders to locate them, stabilize their injury, and transport them to medical facilities. Post-crash care also includes forensic analysis at the crash site and traffic incident management.

Redmond's current Transportation Master Plan adheres to the principals of Target Zero and has the explicit goal of zero deaths and zero serious injuries by 2020. Vision Zero principals and elements will be incorporated in the current updates of the Comprehensive Plan and Transportation Master Plan.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- Timeline (previous or planned):**

The Comprehensive Plan and Transportation Master plan have robust community outreach as part of their ongoing updates.

- Outreach Methods and Results:**

N/A

- Feedback Summary:**

N/A

BUDGET IMPACT:**Total Cost:**

N/A

Approved in current biennial budget:

☐ Yes

☐ No

☒ N/A
Budget Offer Number:

N/A

Budget Priority:

Safe and Resilient

Other budget impacts or additional costs:

☐ Yes

☐ No

☒ N/A
If yes, explain:

Examples: software with a yearly cost, revenue generating, match requirements, etc. - if none, enter N/A.

Funding source(s):

N/A

Budget/Funding Constraints:

N/A

☐ Additional budget details attached

COUNCIL REVIEW:**Previous Contact(s)**

Date	Meeting	Requested Action
Click and select a date, or click and press delete if none.	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
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Date: 6/21/2022

Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 22-413

Type: Committee Memo

6/21/2022	Committee of the Whole - Public Safety and Human Services	Provide Direction
7/19/2022	Business Meeting	Approve

Time Constraints:

The action of approving the resolution does not have a time constraint. Staff will determine the actions needed to incorporate Vision Zero principals as a part of the Comprehensive Plan and Transportation Master Plan updates.

ANTICIPATED RESULT IF NOT APPROVED:

N/A

ATTACHMENTS:

Attachment A: Vision Zero Resolution

DRAFT

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, ENDORSING VISION ZERO TO STRIVE TO ACHIEVE ZERO TRAFFIC DEATHS AND SERIOUS INJURIES ON REDMOND STREETS AND DIRECTING THE ADMINISTRATION TO REVIEW THE COMPREHENSIVE PLAN AND TRANSPORTATION MASTER PLAN TO DETERMINE WHAT UPDATES, REVISIONS, OR ADDITIONAL POLICIES ARE WARRANTED TO ADVANCE REDMOND'S VISION ZERO GOALS

WHEREAS, the worldwide Vision Zero movement is founded on the belief that death and injury on city streets is unacceptable and preventable; and

WHEREAS, Vision Zero flows from a Safe Systems approach to road safety management in which human life and health is the first and foremost consideration when designing a road network; and

WHEREAS, the life, safety and health of Redmond residents, employees and visitors is the City Council's highest priority; and

WHEREAS, between 2017 and 2021, in Redmond, there were 819 traffic collisions with 5 ending in fatalities and 814 in injury; and

WHEREAS, the U.S Department of Transportation, through the Comprehensive National Roadway Safety strategy has challenged mayors and local elected officials to take significant action to improve the safety of transportation networks for pedestrians and bicyclists of all ages and abilities; and

WHEREAS, the City of Redmond implements programs, services, and standards that are foundational to the Vision Zero movement that determines best design practices, utilizes education, relies on targeted enforcement, provides encouragement and incorporates analysis to enhance public safety; and

WHEREAS, examples of Redmond's traffic safety programs and services include traffic and safety improvements, street re-channelization, pedestrian and bicycle network improvements, targeted police enforcement in high crash areas, school zone safety initiatives, signal and lighting improvements and staff dedicated to safe traffic operations; and

WHEREAS, the Transportation Master Plan and the Redmond Comprehensive Plan provide policy intent and support for a wide range of traffic safety measures; and

WHEREAS, to achieve the goals of the Environmental Sustainability Action Plan, Redmond must create a safe, low carbon transportation network for the Redmond community; and

WHEREAS, the City of Redmond takes a data driven approach to ensure effective strategies are implemented; and

WHEREAS, the Redmond Transportation Master Plan identifies projects to complete a safe and connected non-motorized transportation system in Redmond; and

WHEREAS, a Comprehensive Plan amendment to incorporate Vision Zero could provide the policy framework to advance traffic safety improvements in a coordinated manner throughout Redmond; now therefore,

THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:

Section 1. Endorsement of Vision Zero. The City Council of the City of Redmond, Washington endorses Vision Zero as part of a comprehensive effort to strive to achieve zero traffic deaths and serious injury on Redmond streets.

Section 2. Council Direction. The City Council of the City of Redmond, Washington directs the Administration to review the Redmond Comprehensive Plan and Transportation Master Plan to determine the updates, revisions or additional policies needed to advance Vision Zero and the principle that human mistakes should not have fatal consequences. The Administration will report its findings and recommendations to the City Council for consideration in determining whether to initiate any Comprehensive Plan or Transportation Master Plan amendments.

RESOLVED THIS ____ DAY OF ____, 2022.

CITY OF REDMOND

MAYOR, ANGELA BIRNEY

ATTEST/AUTHENTICATED:

CITY CLERK, CHERYL XANTHOS, CMC

APPROVED AS TO FORM:
OFFICE OF THE CITY ATTORNEY

By: _____

FILED WITH THE CITY CLERK:
PASSED BY THE CITY COUNCIL:

RESOLUTION NO.: _____



City of Redmond

15670 NE 85th Street
Redmond, WA

Memorandum

Date: 6/21/2022

Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 22-433

Type: Committee Memo

Firearm Awareness



Memorandum

Date: 6/21/2022

Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 22-423

Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Fire	Adrian Sheppard	425-556-2201
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DEPARTMENT STAFF:

Fire	Stephen Healy	Deputy Fire Chief
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TITLE:

Redmond Fire Department Standards of Cover Analysis and 2022-2027 Strategic Plan

OVERVIEW STATEMENT:

In July 2021, the Fire Chief commissioned a project to develop a Standards of Cover analysis and the 2022-2027 Strategic Plan for the Redmond Fire Department. A Standards of Cover (SOC) is a comprehensive review of years of data, hazards, risks, and impacts specific to the areas protected by a fire department to ensure the service levels are commensurate with community expectations and industry standards. The process will result in a published five-year Standards of Cover Plan. The Strategic Plan will be the Fire Department's guiding document from 2022 through 2027 and contains 12 initiatives and 20 outcome measurements.

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

REQUESTED ACTION:

☒ **Receive Information**

☐ **Provide Direction**

☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Redmond Fire Department Strategic Plan (being released concurrently with the department's Standards of Cover).
- **Required:**
N/A
- **Council Request:**
N/A
- **Other Key Facts:**
N/A

OUTCOMES:

A best practice within the national fire service is for each fire agency to have a current Standards of Cover (SOC) analysis and a Strategic Plan. Both documents work in concert with each other to provide performance measurements and transparency for the communities being served. The SOC reviews hundreds of data sources and millions of data points to look for potential service gaps between what the fire department can do (or has done) and the frequency and severity of risk that is inherent in the community it serves. The end result of the SOC provides fire department staff, elected leaders, and community stakeholders with performance measures that can assist with designing the most effective and efficient deployment of emergency units (the most-costly segment of a fire department budget). Both documents are now complete.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

- **Timeline (previous or planned):**
The Standards of Cover analysis and Strategic Plan will be formally presented to Council in June and July of 2022.
- **Outreach Methods and Results:**
Community stakeholders, as well as internal stakeholders, were identified in late summer 2021 and were utilized in the development of both the Standards of Cover and Strategic Plan.
- **Feedback Summary:**
The community stakeholders identified approximately 20 outcome measurements for future evaluation of fire department performance.

BUDGET IMPACT:**Total Cost:**

N/A

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

N/A

Budget Priority:

N/A

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

N/A

Funding source(s):

N/A

Budget/Funding Constraints:

N/A

☐ Additional budget details attached

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
7/19/2022	Business Meeting	Receive Information

Time Constraints:

N/A

ANTICIPATED RESULT IF NOT APPROVED:

N/A - this item is being presented for information only.

ATTACHMENTS:

Attachment A - Redmond Fire Department Standards of Cover 2022-2027

Attachment B - Redmond Fire Department Strategic Plan 2022-2027

REDMOND, WASHINGTON

COMMUNITY RISK ASSESSMENT & STANDARDS OF COVER

REDMOND FIRE DEPARTMENT 2022 - 2027



This Standards of Cover (SOC) document provides a complete and objective assessment of the risks and needs of the community served by the Redmond Fire Department. It includes a detailed account of the areas served, services provided, response history, risk assessment, performance goals & more.

This detailed analysis will help fire department members, elected officials and other important decision makers make informed choices about the level of emergency services appropriate for the community.



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EXECUTIVE SUMMARY

In early 2021, the Redmond Fire Department (hereinafter “RFD”), under the direction of Fire Chief Adrian Sheppard, initiated a program to objectively evaluate the fire department’s value to the community. The program involved the development of a master plan, a strategic plan, and a standards of cover report. The RFD sought to ensure that the current level of agency performance met the expectations of the community they serve, and that the methodologies used to evaluate community risk and response were aligned with the performance goals, performance objectives, and outcome measures established by the fire department administration and the community-driven strategic planning process.

The Commission on Fire Accreditation International (CFAI) defines a fire department’s Standards of Cover (SOC) document as the “adopted written policies and procedures that determine the distribution, concentration and reliability of fixed and mobile response forces for fire, emergency medical services, hazardous materials and other technical types of responses.” An honest and objective assessment of the risks gives the elected body and city administrators confidence that their fire department meets the needs and expectations of the community. Applying a proven and consistent risk model is essential for a fire department to develop an SOC performance document that has credibility with the community and all its stakeholders.

An agency is responsible for providing the city’s decision-makers with an educated calculation of the expected risk, the resources available to respond to that risk, and what outcomes can be expected. All these factors play a role in providing the community’s emergency services. Fire departments that do not apply a valid risk assessment model to their community are not able to adequately educate their community leaders of their true needs. The application of a tested risk assessment model allows the fire department and elected officials to make educated decisions about the level of emergency service they desire.

RFD is committed to the philosophy of risk management embedded within and modeled after the fire service accreditation process. This risk assessment is crucial to the operation of the fire department. In addition, the process of performing continuous risk assessment of the community provides vital information for first responders, elected officials, city administrators and residents.

RFD uses a community risk and hazard valuation methodology to determine fire risk within the community. This analysis uses building occupancy classifications to establish base risk ratings on occupancy classification. Moderating values for the presence of automatic sprinkler systems, fire pumps, and standpipes were included to reduce the occupancy classification base risk rating. These datapoints create a quantifiable risk-rating matrix that was used to categorize 2,990 occupancies into high and low risks. Using Occupancy Classification is an effective and accepted practice.

However, it likely overstates community fire occupancy-related risk. Therefore, other local data was included, such as call volume, location of calls, assessed value and community impact (economic, cultural, environmental). Other pertinent geographic information system (GIS) data was also used to determine the best possible deployment model of fire department assets throughout the community. Armed with this information, RFD leaders, elected officials, and residents can make more educated decisions about the level of emergency service they can anticipate.

This SOC represents commitment to a comprehensive assessment of our community's risks. The key elements of this SOC include levels of service to be provided, analysis of current response capabilities by geographic area, and recommendations to maximize efficiency of all resources to obtain the best possible emergency response while keeping consistent with community expectations. The RFD evaluated the performance of the first arriving unit (distribution) and the arrival of the effective response force (ERF; concentration). ERF is the minimum number of personnel, equipment, and apparatus

needed to mitigate a given type of incident and its level of risk (low, moderate, and high/special).

Additionally, in October 2021, the RFD completed a community-driven strategic planning session to establish goals, objectives, and outcome measures for the next five years. RFD exists to make things better. By uncovering blind spots, incorporating best practices, and ensuring transparency, RFD will be deliberate and proactive in meeting community expectations. RFD is dedicated to providing the best service and outcomes possible within the limits of funding and resource allocation, making our community a safer and better place to live, work, and play.

Summary of Observations and Recommendations

Overall, the RFD is performing well within the current system. The community enjoys high-quality services from a professional and well-trained department. Predominantly, the Department's distribution and concentration delivery models are appropriately aligned with the City's unique risks. Yet, they are challenged to meet growing demands and to improve performance within the current distribution of stations, especially in light of the rapid vertical development occurring within the city. Much of the success in the fire protection efforts so far can be attributed to early adoption of fire prevention best practices such as sprinkler systems, regular inspections, and proper enforcement of the fire code. Historically, the practice of cross-staffing units has provided operational and fiscal efficiencies. However, population and workload has grown over the years will create the need to provide distinctively staffed units in the future. Finally, there are areas that have been identified where the Department could make incremental system adjustments to improve.

All recommendations were subcategorized as either a Specific Recommendation or a Strategic Recommendation. In this report, Specific Recommendations are projects or efforts with a narrow and objectively measurable outcome with usually a shorter

implementation period. Strategic Recommendations are considered broader in nature, with outcomes that are more difficult to quantify fully but are generally considered to result in a positive impact on the organization overtime.

Observations

- There is a significant gap in fire suppression capabilities in the areas served by fire stations 16 and 17.
- Fire prevention and community risk reduction planning efforts have been highly effective so far but are no longer keeping pace with population and occupancy growth.
- Travel time is no longer an adequate measurement of performance due to the growing number of people above the third floor throughout the jurisdiction.
- Cross-staffed units experience extended turnout times as compared to units with dedicated staff.
- Using “time to intervention” is the best measurement for community outcomes.
- Overall, the performance by NORCOM is one of the best in the industry as compared to the national fire service experience.
- The City of Redmond and the areas served by the Medic One program have had one of the best out-of-hospital cardiac arrest survival rates in the nation for almost two decades.
- Results suggest that a four-station configuration can serve the City of Redmond efficiently with a 4-minute travel time if the stations are properly relocated.
- Results suggest that the current three-station configuration can serve Fire District 34 efficiently with an 8-minute travel time.

Specific Recommendations

- Add (1) additional firefighter daily to upstaff Station 17 with a full engine company and a cross-staffed Aid Car.
- Add a new engine company to Station 16, move Ladder 16 to Fire Station 11.
- Relocate Fire Station 12 to an area more efficient and effective in providing coverage to the areas of Overlake and Idylwood.
- Use outcome measurements as the primary measurement of fire department performance.
- Use pre-determined and objective criteria and measurements for opening (or closing) a fire station or adding (or removing) response units.

Strategic Recommendations

- Redesign the response system within the urban core to meet a 4-minute travel time for Fire/EMS units.
- Prepare a modified response model in case Fire District 34 chooses to close Fire Station 13.
- Relocate Fire Station 11 to the area northwest of downtown on the west side of the Sammamish River (near Willows Road) and built a new Fire Station 19 in the area southeast of downtown Redmond (near Avondale Way).
- Add an engine company (possibly move Engine 16) to the new Fire Station 19.
- Analyze adding Aid Cars to stations to lessen the practice of cross-staffing and improve response times.

Description of Community Served

Introduction

The Redmond Fire Department is a full-service emergency services organization providing fire suppression, emergency medical services (EMS) first response and transport, technical rescue, hazardous materials, and prevention and life safety services to the residents, visitors and transitory workforce of the City of Redmond and King County Fire District 34.

The Department serves a total area of 266 square miles between the City of Redmond (17 sq mi), King County Fire District 34 (28 sq mi), and the EMS response area served by the Medic One program (with a population of over 333,000). The RFD serves the area from seven fixed-facility fire stations strategically located throughout the City of Redmond and Fire District 34.

There are also medical response units assigned to additional facilities outside the fire suppression response jurisdictions. Emergency communications/dispatch services (911) are provided by Northeast King County Regional Public Safety Communication Agency (NORCOM), a regional fire/EMS service center located in Bellevue.

Legal Basis

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 Chef appointed by the mayor.

History of the Agency

In 1948, the King County Fire Protection District 34 was formed to provide fire protection services to the unincorporated area east of the City of Redmond, as well as the city itself. During this time, King County Fire District provided services to the City of Redmond in the early years of the organization. The Redmond Fire Department was formally established on October 7, 1969.

In December 1969, due to the growth of the City, the contract with District 34 was reversed and the City began to provide services to District 34. The contract has been renewed every few years since 1969 and will expire on December 31, 2022.

Fire District 34 is currently governed by a three-member Board of Commissioners who are elected to six-year terms. The District is approximately 28 square miles and has an estimated population of 23,885 residents. Fire protection services are provided from three fire stations located within the District.

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 northeast King County through the Medic One program.

King County Medic One

The City of Redmond has an Interlocal Agreement with King County to provide Advanced Life Support (ALS) services to the cities of Redmond, Duvall, Kirkland, Woodinville, as well as Fire District 34 and other unincorporated portions of Northeast King County.

The Redmond Fire Department is the lead agency for the Northeast King County Medic One response area that includes 266 square miles and a population of over 333,000 residents. The City of Redmond and King County Fire District 34 are responsible for Basic Life Support (BLS) treatment and transport.

Financial Basis¹

Overview

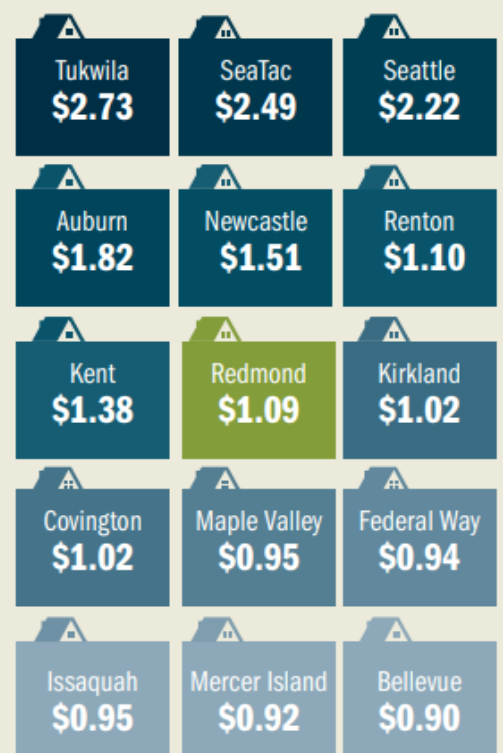
The budget is a tool with which the city allocates its financial, human, and capital resources in an effective and efficient manner to meet residents' needs. Through the budget process, the city makes decisions on the allocation of human and financial resources to achieve long- and short-term goals and objectives as set forth by the City Council.

The City of Redmond prides itself on being fiscally responsible and providing financial transparency. As a long-standing recipient of the Distinguished Budget Presentation Award presented by the Government Finance Officers Association (GFOA), the City of Redmond and RFD have maintained an excellent level of service for many years through conservative financial management.

The City of Redmond operates on a biennial budget starting on the first day of odd-numbered years and ending on the last day of the second year (i.e., January 1, 2021, to December 31, 2022). Budget preparations begin each January of the second fiscal year starting with a long-term financial strategy review.

How Redmond Stacks Up with Surrounding Cities

Property taxes comprise 21% percent of the City of Redmond's general fund budget. By state law, the City can only increase its regular property tax levy by one percent which does not keep pace with inflation. A Redmond homeowner will pay \$953 per year in City property tax for a median-priced home of \$874,000. This amount covers all City services from fixing potholes to parks, police, fire, and other emergency services. Redmond's property tax rate is in the mid-to low-range when compared to nearby cities.



¹ City of Redmond FY 2020-2021 Biennial Budget-

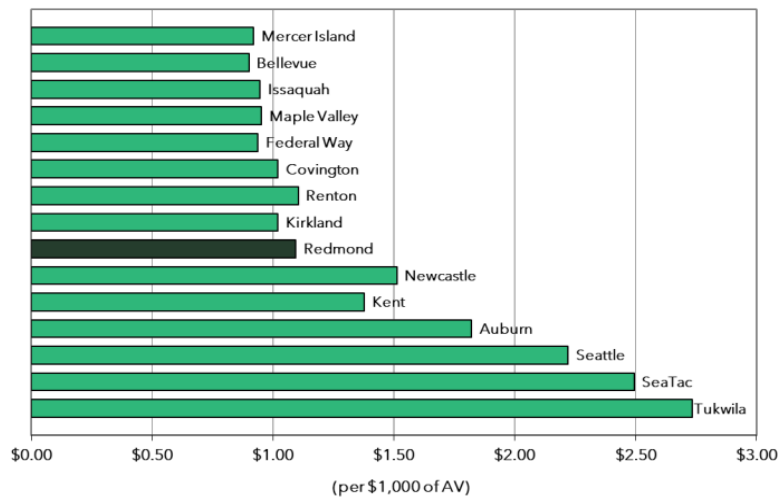
<https://www.redmond.gov/DocumentCenter/View/17433/1-2021-2022-Adopted-Budget-PDF>

The City of Redmond uses a budgetary process known as Budget by Priorities, which uses community feedback to align financial and personnel allocations with community expectations. Also, unique to the City of Redmond is use of a ratio measurement called Price of Government to evaluate the balance between revenues (price) received versus total personal income (personal income x population). The current ratio is 5.6% with a historical range between 5% and 6%.

After extensive financial analysis and outreach to the community to derive the budget priorities, the Council and Mayor provide direction to each department for their respective budget request, which is completed within approximately six months. The first draft of the proposed biennial budget is presented to Council by October, with final adoption occurring by December.

The two main sources of revenue for the city come from property and sales tax. However, the fire department also receives significant long-term funding from Medic One, Fire District 34 and fees associated with fire prevention and plan review. Short-term, RFD is receiving a significant source of revenue from the Microsoft campus remodel (refresh) and the construction projects associated with Sound Transit and the arrival of light rail into the downtown.

Figure 1: Levy Rate Comparisons



The budget for RFD is found primarily in the General Fund. However, there are a number of other funding sources such as the Medic One levy and the District 34 contract. The General Fund accounts for the revenues and expenditures necessary to carry out basic governmental activities of the City such as police and fire protection, recreation, and legal and administrative services.

The FY 2021-2022 budget for the Department is \$49,592,403, which comprises approximately 17% of the General Fund expenditures. The total RFD budget, counting all sources and funds, is \$70,323,324 and represents approximately 9% of the Grand Total of funds.

Table 1: Departmental Budgets by Fund Type – FY 2021-2022

Departmental Budgets by Fund Type								
	General Fund	Special Revenue	Debt	General Government Capital	Utility Capital	Utility Operations	Internal Service	Grand Total
Departments								
Executive	\$ 8,267,320	\$ 587,960	\$ -	\$ -	\$ -	\$ 557,539	\$ -	\$ 9,412,819
Finance	105,947,519	43,655,402	9,583,033	49,624,528	58,181,136	41,512,220	43,297,324	351,801,162
Fire	49,592,403	19,183,584	-	1,547,337	-	-	-	70,323,324
Human Resources	3,370,298	-	-	-	-	-	3,792,210	7,162,508
Parks	27,210,075	722,194	-	18,364,261	-	-	-	46,296,530
Planning	32,470,715	7,947,708	-	-	-	4,893,788	-	45,312,211
Police	41,514,962	-	-	-	-	-	-	41,514,962
Public Works	25,973,216	3,052,547	-	22,195,214	47,176,028	96,366,126	5,489,646	200,252,777
Technology and Information Systems	-	-	-	-	-	-	23,103,404	23,103,404
Grand Total	\$ 294,346,508	\$ 75,149,394	\$ 9,583,033	\$ 91,731,340	\$ 105,357,164	\$ 143,329,673	\$ 75,682,585	\$ 795,179,696

Figure 2: Revenues by Type – All Funds 2021-2022 (\$795.2 Million)

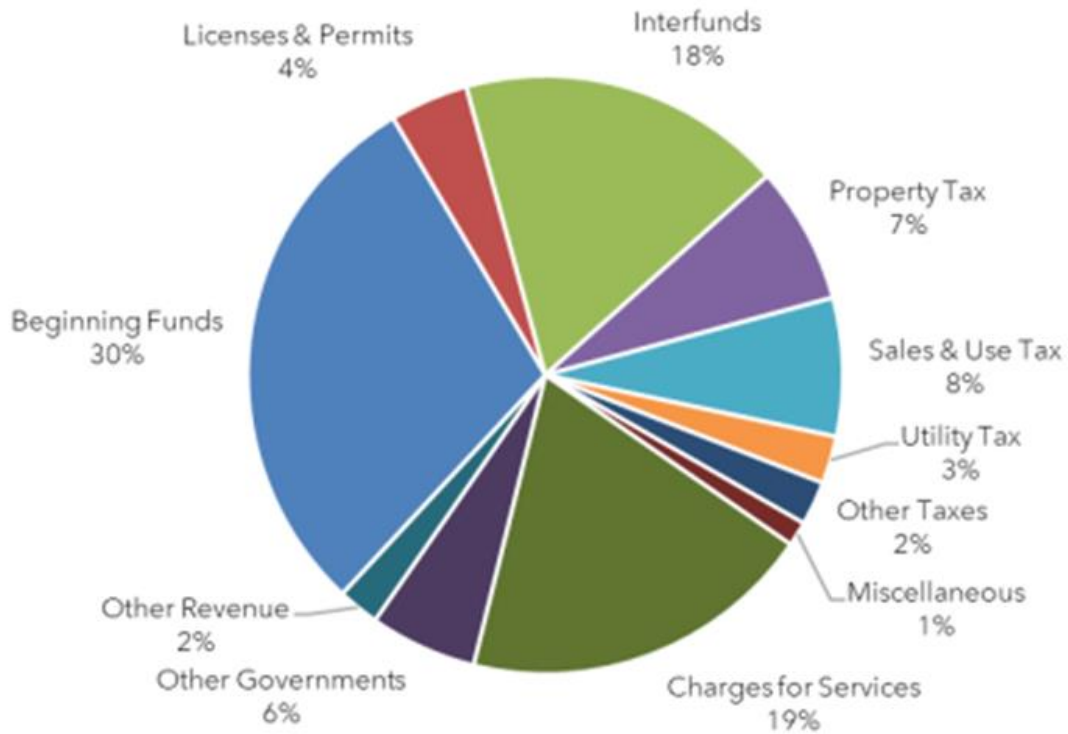


Figure 3: General Fund Revenues by Type – FY2021-2022 (\$201.7 Million)

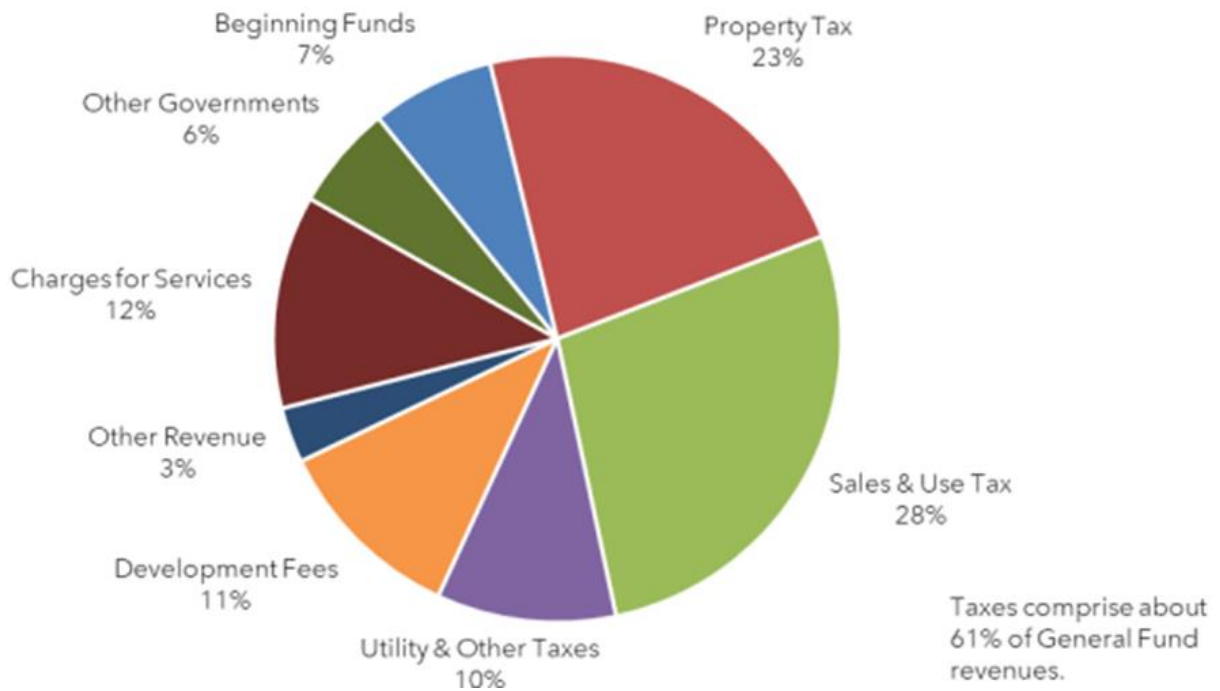


Table 2: Departmental Budgets by Fund Type – FY2021-2022

Departmental Budgets by Fund Type								
Departments	General Fund	Special Revenue	Debt	General Government Capital	Utility Capital	Utility Operations	Internal Service	Grand Total
Executive	\$ 8,267,320	\$ 587,960	\$ -	\$ -	\$ -	\$ 557,539	\$ -	\$ 9,412,819
Finance	105,947,519	43,655,402	9,583,033	49,624,528	58,181,136	41,512,220	43,297,324	351,801,162
Fire	49,592,403	19,183,584	-	1,547,337	-	-	-	70,323,324
Human Resources	3,370,298	-	-	-	-	-	3,792,210	7,162,508
Parks	27,210,075	722,194	-	18,364,261	-	-	-	46,296,530
Planning	32,470,715	7,947,708	-	-	-	4,893,788	-	45,312,211
Police	41,514,962	-	-	-	-	-	-	41,514,962
Public Works	25,973,216	3,052,547	-	22,195,214	47,176,028	96,366,126	5,489,646	200,252,777
Technology and Information Systems	-	-	-	-	-	-	23,103,404	23,103,404
Grand Total	\$ 294,346,508	\$ 75,149,394	\$ 9,583,033	\$ 91,731,340	\$ 105,357,164	\$ 143,329,673	\$ 75,682,585	\$ 795,179,696

Table 3: Departmental Budgets by Priority FY 2021-2022

Departmental Budgets by Priority						
Departments	Healthy and Sustainable	Safe and Resilient	Strategic and Responsive	Vibrant and Connected	Intra-City Transfers and Fund Balances	Grand Total
Executive	\$ 1,261,794	\$ 1,324,143	\$ 6,769,674	\$ 57,208	\$ -	\$ 9,412,819
Finance	799,508	-	64,581,580	1,931,980	284,488,094	351,801,162
Fire	-	64,776,020	1,266,128	4,281,176	-	70,323,324
Human Resources	-	-	7,162,508	-	-	7,162,508
Parks	34,380,026	-	66,418	11,850,086	-	46,296,530
Planning	14,161	7,174,606	(96,134)	38,219,578	-	45,312,211
Police	-	38,578,550	2,936,412	-	-	41,514,962
Public Works	144,808,278	11,930,689	(170,856)	43,684,666	-	200,252,777
Technology and Information Systems	-	-	23,103,404	-	-	23,103,404
Grand Total	\$181,263,767	\$123,784,007	\$105,619,134	\$100,024,695	\$284,488,094	\$795,179,696

Revenue and Expenditure Forecast

The city of Redmond maintains all budgeted funds during the year using the modified accrual basis of accounting. Revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. On an accrual basis, revenue from property taxes is recognized in the fiscal year for which the taxes are levied.

The City uses forecasting tools to anticipate cashflow and fund balances based on the actual fund balances for ten prior years. The City then uses this information to forecast the next six years. The region has enjoyed many years of measurable economic growth, but this growth was adversely impacted by the COVID 19 pandemic and resulting economic

shutdown. Future revenues are much harder to anticipate given the recent volatility in the economy. Therefore, the City is taking a conservative approach to future budget investments.

Figure 4: Revenues and Expenditures Over Time, with Six-Year Outlook

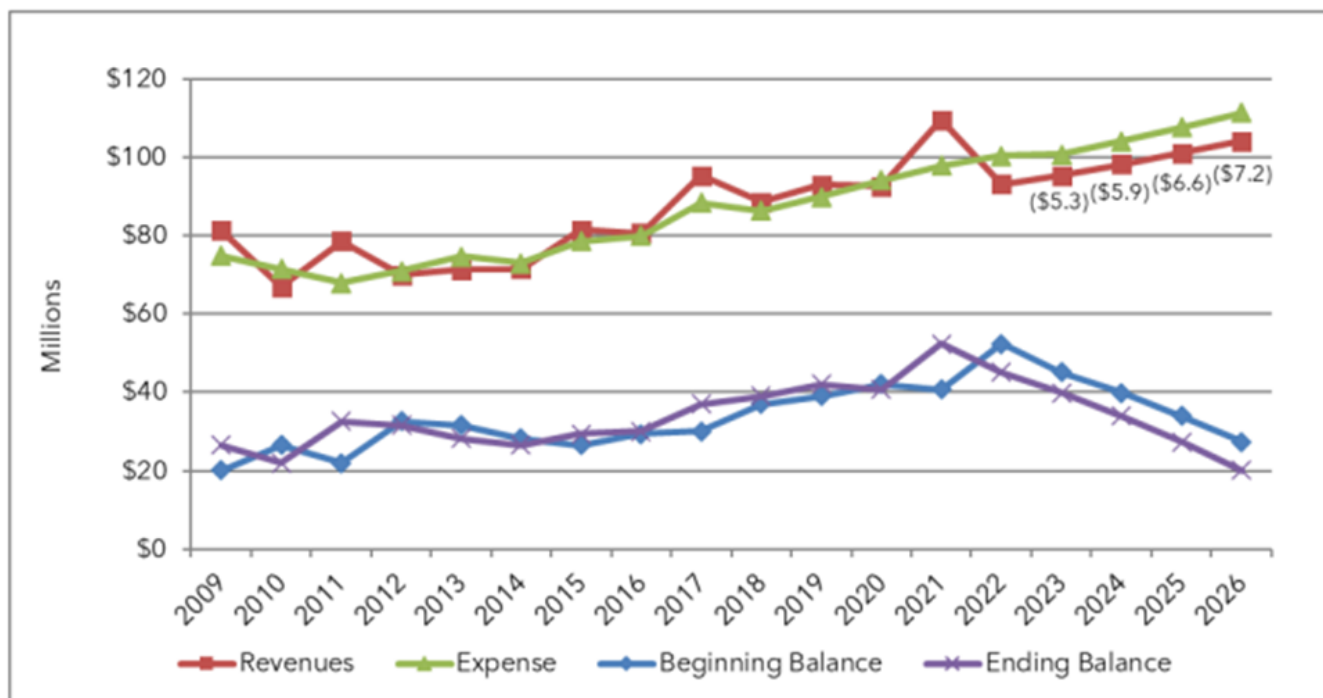


Table 4: Redmond Top 20 properties by Assessed Value

Redmond Parcel ID	Year_	Total
118686	2022	1,101,282,500
117674	2022	202,899,800
90592	2022	193,880,200
114738	2022	163,541,200
9357	2022	153,502,000
112310	2022	139,041,600
90587	2022	135,247,400
7420	2022	128,943,300
6120	2022	126,787,000
11182	2022	125,217,000
10295	2022	121,459,000
7150	2022	121,093,700
118141	2022	118,821,000
14778	2022	118,373,000
118199	2022	116,198,850
14926	2022	115,360,000
6632	2022	113,350,100
90589	2022	113,116,000
10293	2022	113,109,000
118120	2022	113,080,250

Area Description

Geography

The city of Redmond is in the Puget Sound area of King County, Washington. It's located approximately 15 miles east of Seattle. The city is bordered by Kirkland to the west, Bellevue to the southwest, and unincorporated areas in all other directions, including King County Fire District 34. 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 estimated population was 71,400 residents in 2021. This creates a population density of approximately 4,231 people per square mile. However, aside from during the pandemic shutdowns, the daytime population of the city typically spikes by 111% as commuters travel to their jobs.

Figure 5: King County, Washington



Figure 6: Redmond in Relation to Regional Fire Agencies

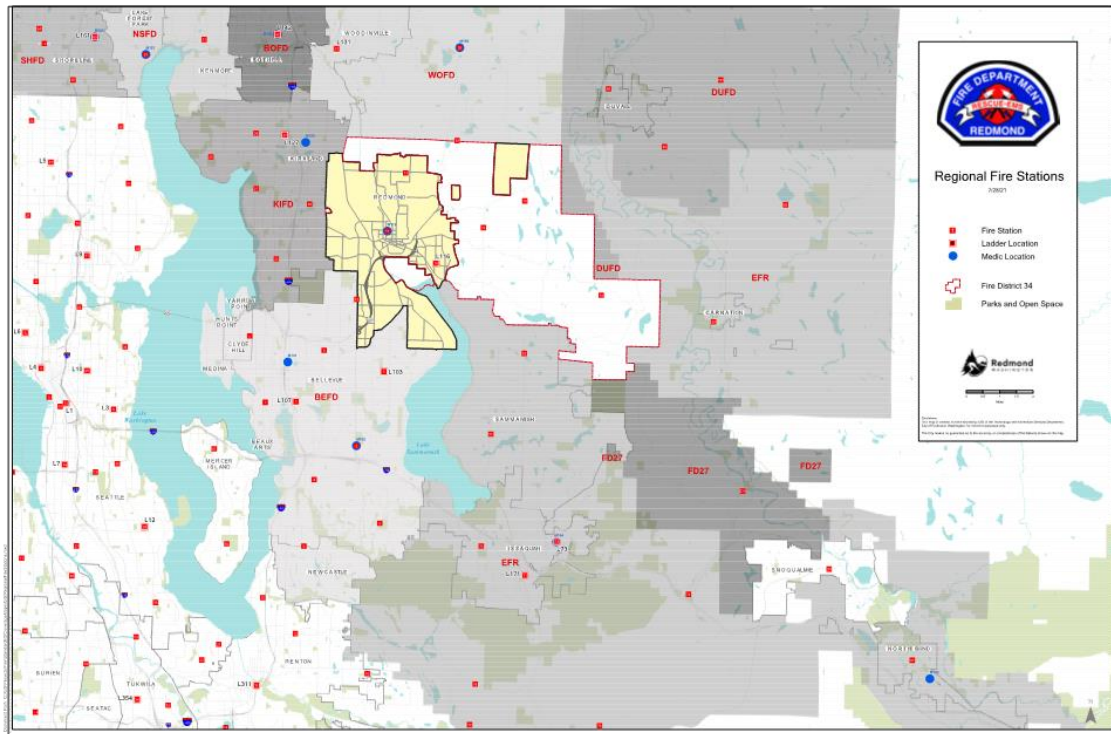


Figure 7: King County Medic One Response Area Administered by the Redmond Fire Department

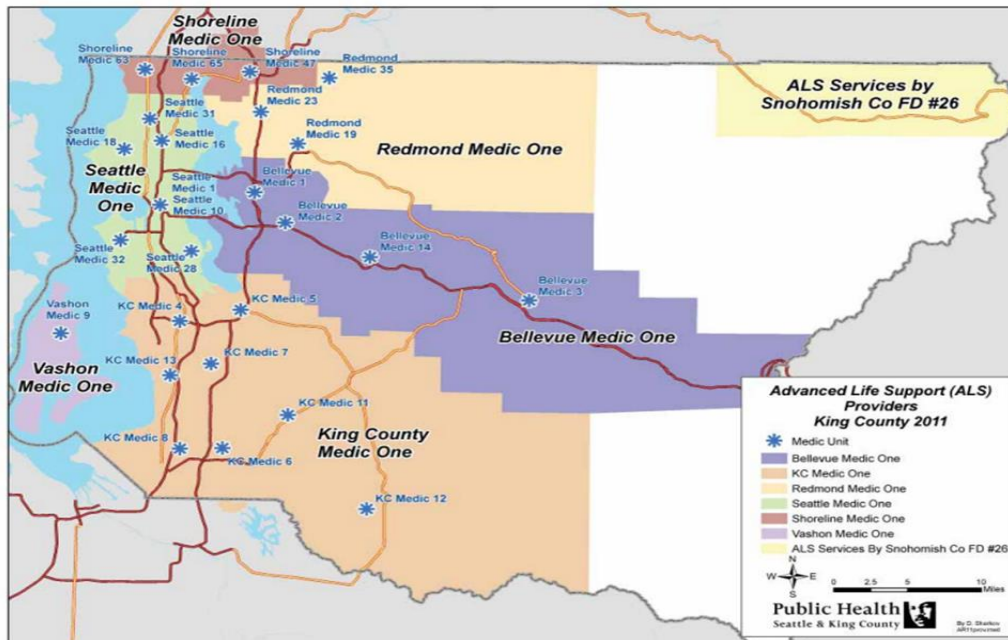
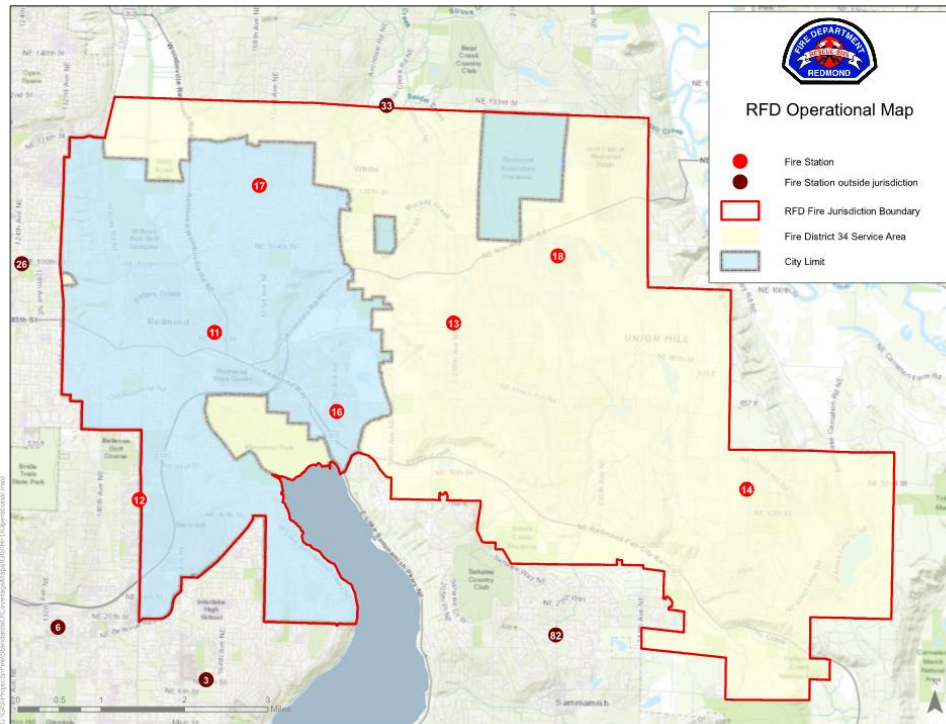


Figure 8: City of Redmond and King County Fire District 34



Topography

Redmond is located four miles east of Seattle and is bordered by [Kirkland](#) to the west, [Bellevue](#) to the southwest, and [Sammamish](#) to the southeast. Unincorporated King County lies to the north and east. The city's urban downtown lies just north of [Lake Sammamish](#) at an elevation of 20 feet above sea level. The City of Redmond is characterized by low-lying relatively flat areas in the downtown, with hills rising to plateaus to the east and west, as well as a spur ridge that bifurcates the northern half of the city. Hills to the east of the city rise to a high point of 646 feet.

Climate²

Redmond has a mild climate for its latitude. Summers tend to be warm and dry, with low rainfall and sunny or partly sunny days from June to September. Winters tend to be cool and wet, with November being the rainiest month. Snowfall is uncommon, but sometimes cold air forms a high-pressure system that drives rain from the area. Snowfall is not as rare as in other cities like Seattle near the moderating effects of [Puget Sound](#). The warmest month, on average, is August. The highest recorded temperature was 111 °F on June 28, 2021. On average, the coolest month is January. The lowest recorded temperature was –7 °F in January 1950. The maximum average precipitation occurs in December. Redmond has a [Mediterranean climate](#) with warm to hot summers and cool winters.

Figure 9: City of Redmond Monthly Climate Matrix

Climate data for Redmond, Washington													[hide]
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Record high °F (°C)	68 (20)	72 (22)	80 (27)	90 (32)	95 (35)	111 (44)	105 (41)	102 (39)	101 (38)	91 (33)	76 (24)	67 (19)	111 (44)
Average high °F (°C)	43 (6)	46 (8)	54 (12)	59 (15)	66 (19)	70 (21)	78 (26)	80 (27)	72 (22)	60 (16)	52 (11)	43 (6)	60 (16)
Daily mean °F (°C)	37 (3)	40 (4)	46 (8)	50 (10)	57 (14)	61 (16)	66 (19)	68 (20)	62 (17)	53 (12)	46 (8)	37 (3)	52 (11)
Average low °F (°C)	30 (–1)	33 (1)	38 (3)	42 (6)	47 (8)	52 (11)	55 (13)	56 (13)	52 (11)	46 (8)	39 (4)	31 (–1)	43 (6)
Record low °F (°C)	–7 (–22)	–5 (–21)	9 (–13)	26 (–3)	26 (–3)	35 (2)	40 (4)	41 (5)	32 (0)	26 (–3)	3 (–16)	–1 (–18)	–7 (–22)
Average precipitation inches (mm)	4.49 (114)	3.67 (93)	3.84 (98)	2.84 (72)	2.10 (53)	1.68 (43)	0.97 (25)	0.97 (25)	1.71 (43)	3.32 (84)	4.92 (125)	5.45 (138)	35.96 (913)
Average snowfall inches (cm)	2.3 (5.8)	2.6 (6.6)	1.1 (2.8)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	1.4 (3.6)	2.6 (6.6)	10.0 (25)
Source: ^[15]													

² https://en.wikipedia.org/wiki/Redmond,_Washington

The RFD serves a year-round population of approximately 100,000 people (city/district combined), according to current U.S. Census Bureau data. Many residents reside in multi-family dwelling units found in large apartment and condominium complexes. The city of Redmond has observed manageable growth over the years, experiencing a 2.9% increase in population since the last U.S. Census dated April 1, 2010.

Figure 10: Population Density by Census Block – 2021

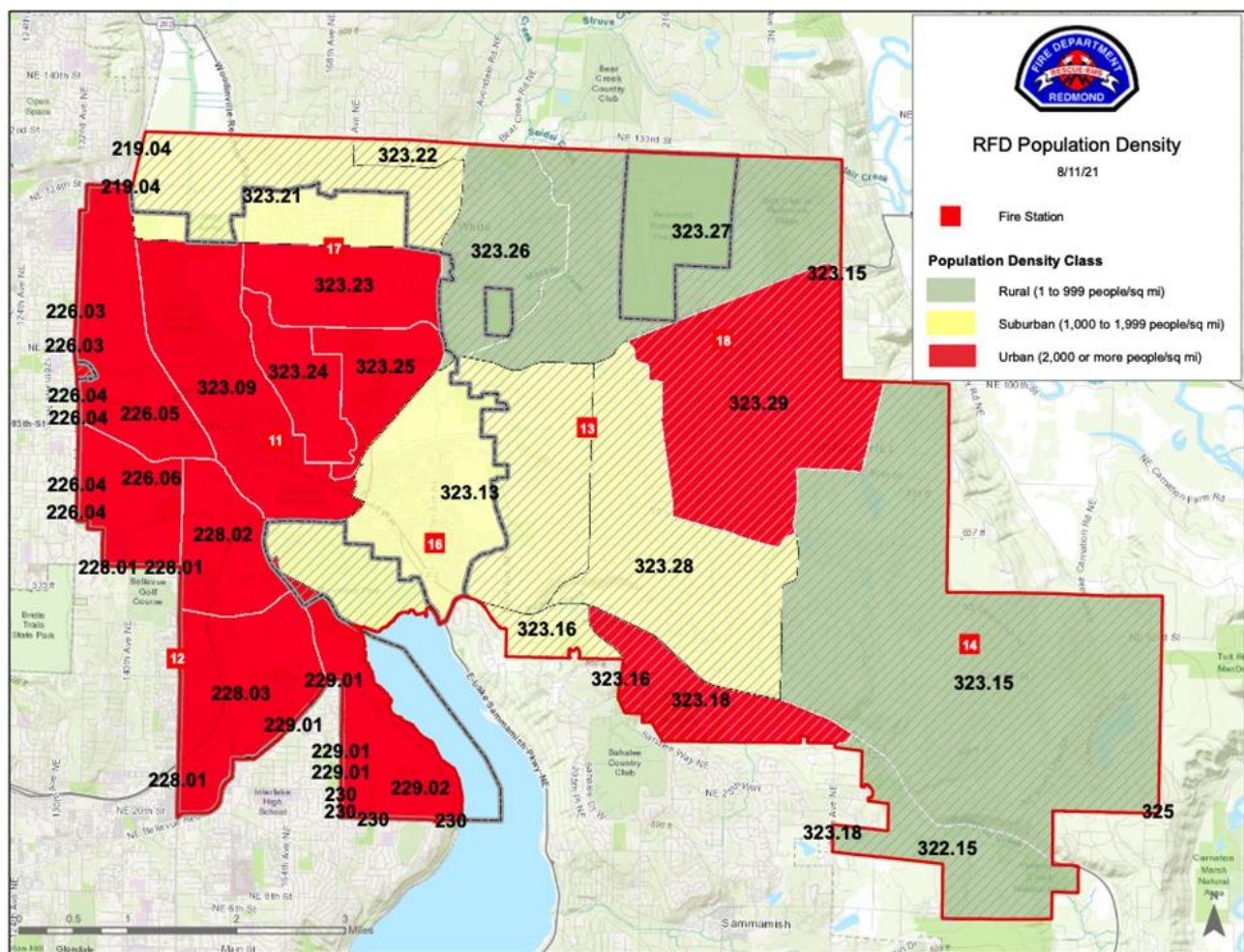


Figure 11: City of Redmond Zoning Map

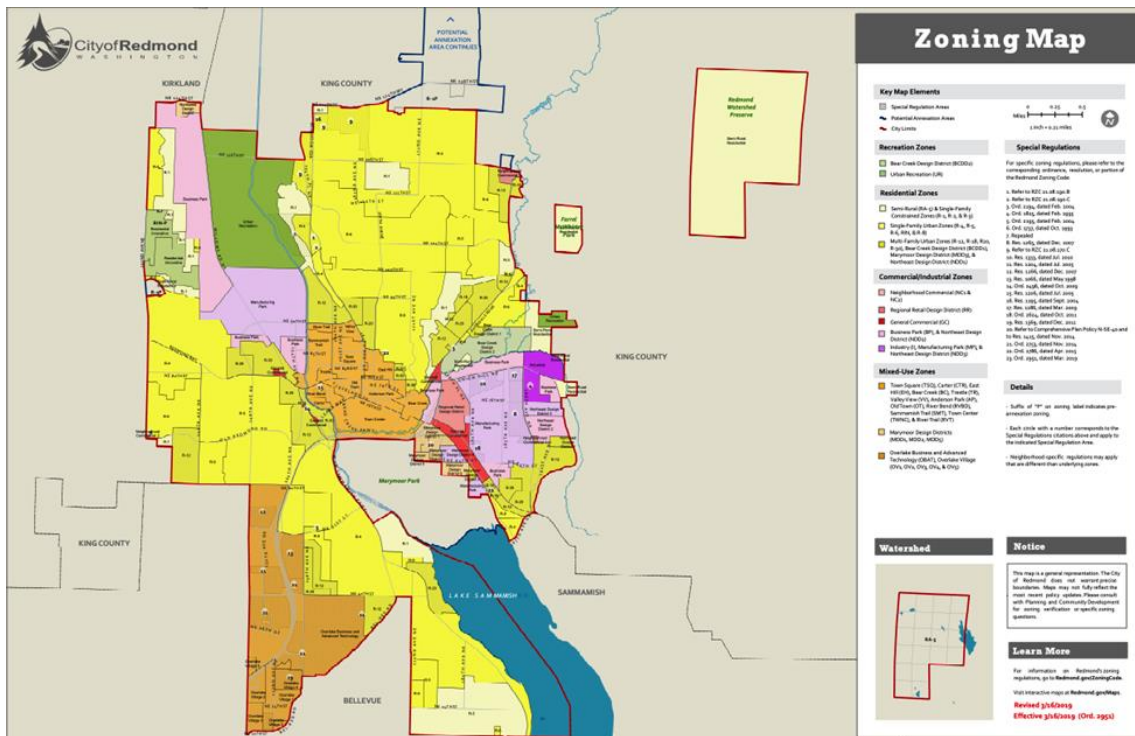
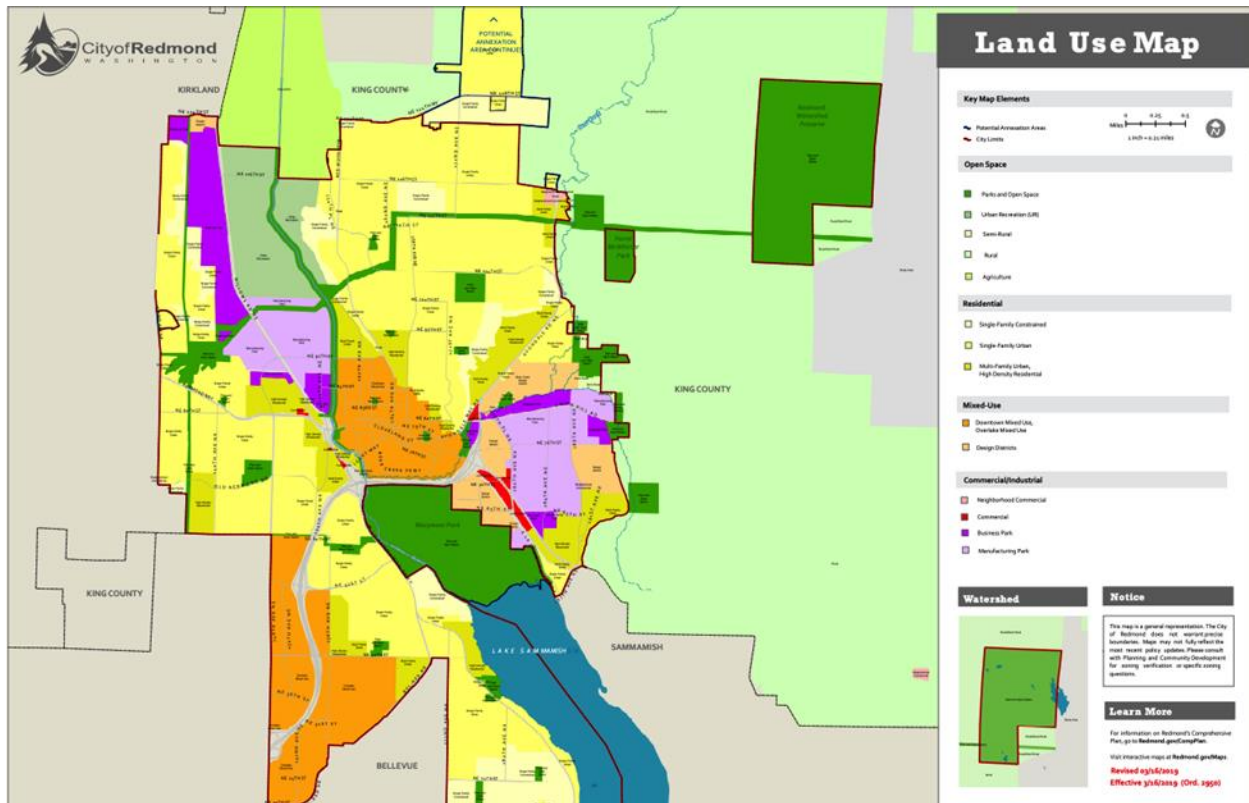


Figure 12: City of Redmond Land Use Map



The annual population growth rate has remained steady at approximately 2% to 3% per year. The number of emergency incidents (and demand for service) has increased accordingly.

In 2020, the national fire service, as a whole, experienced a significant reduction in 911 calls during the early stages of the COVID-19 pandemic and associated governmental interventions. In many cases, a 30% reduction in calls for service occurred between March 2020 and approximately July 2020. Since then, calls for service for most agencies, including Redmond, have returned to pre-COVID levels, and are now rising slightly above trend.

Figure 13: Annual Population Growth vs. Demand for Service

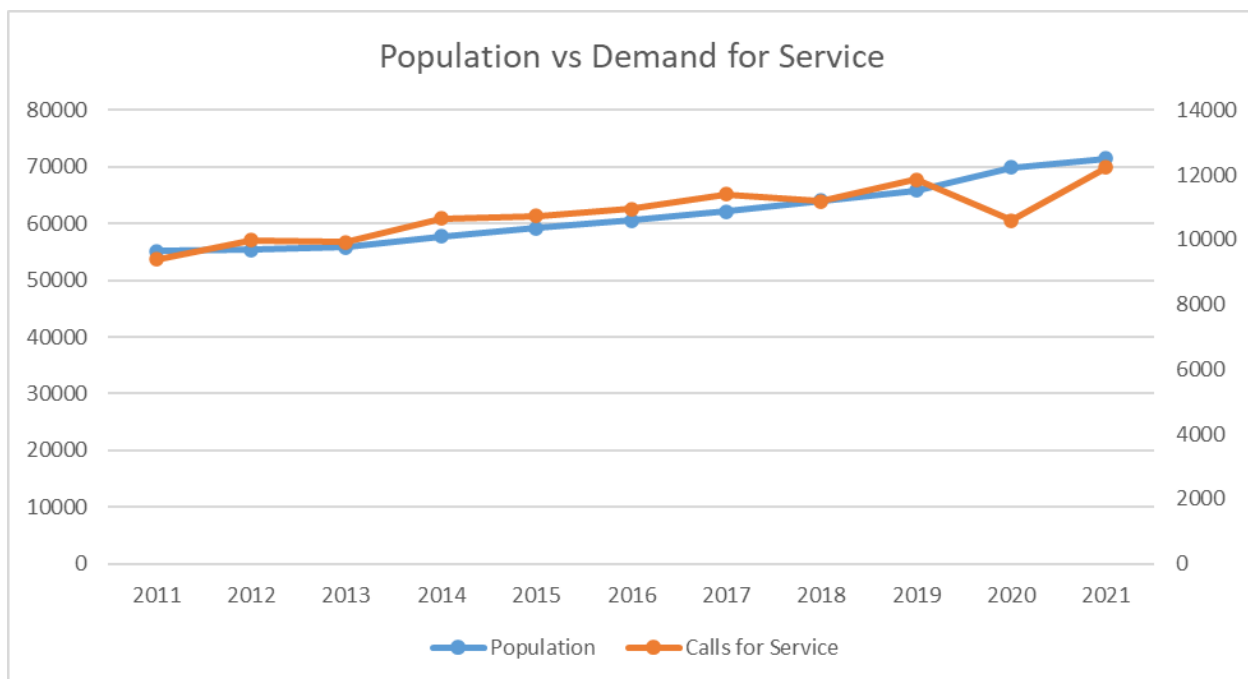
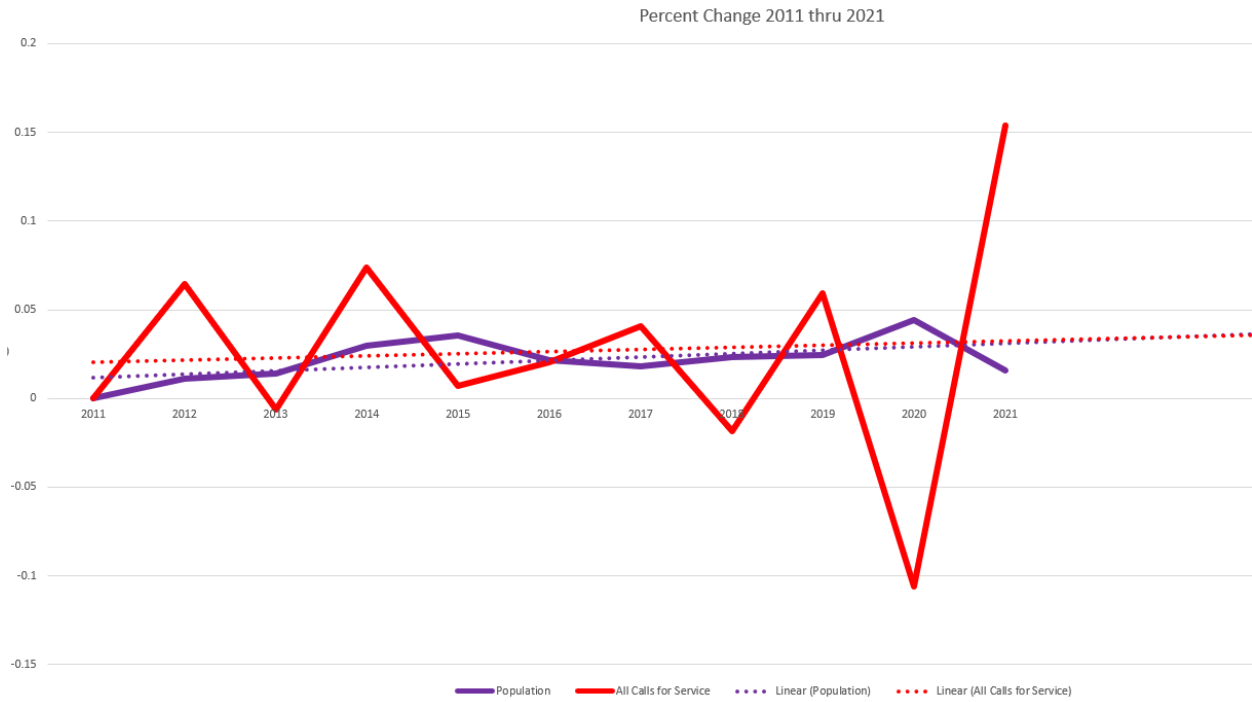


Figure 14: Percent Population and Calls for Service Change



Projected Population Growth

Several reports have aimed to quantify and manage the growth in King County and the Puget Sound.

In 2014 the King County Buildable Lands report identified the City of Redmond as a core city and provided a target of 10,200 new residential units between 2006 and 2031. The report also identified an employment capacity for 25,075 new jobs in the same time frame.

The report identified the Overlake area of Redmond as the third largest employment center in King County with approximately 46,000 jobs. The Overlake Urban Center is a new development that will provide almost twenty million square feet of retail, office, research and development and manufacturing space, and over 9,000 housing units. In the 2021 - 2022 City Budget, the Overlake Urban Center is identified as a continuing capital investment project with completion timelines as far out as 2027. Some of these projects are completed and nearing completion while others are just beginning. In addition, the

Downtown Urban Center is also identified in the budget with capital investments with completion timelines to 2024.

The Vision 2050 report from the Growth Management Policy Board of the Puget Sound Regional Council provides additional considerations for the prospects of growth in the area. This report also identifies the city of Redmond as a “core city” with the downtown area being further identified as a regional growth center. According to the report, the 16 core cities are expected to accommodate 28% of the region’s population growth and 35% of the region’s employment growth by the year 2050. The report states the core cities in King County are expected to accommodate a larger share of the growth than those core cities in Kitsap, Pierce, and Snohomish counties.

In 2011, the Redmond Comprehensive Plan 2030 projected that the population would be 78,000 by the year 2030, and that there would be approximately 119,000 jobs in the city. However, the current projection based on data from the Washington Office of Financial Management (WOFM) is 96,090 residents by 2030. The Comprehensive Plan also projected a growth of 36,500 dwelling units and approximately 40M square feet of commercial space by 2030. The Plan predicted that the growth would be focused in the two Urban Core areas: Downtown and Overlake and it did not expect much growth in other areas of the city.

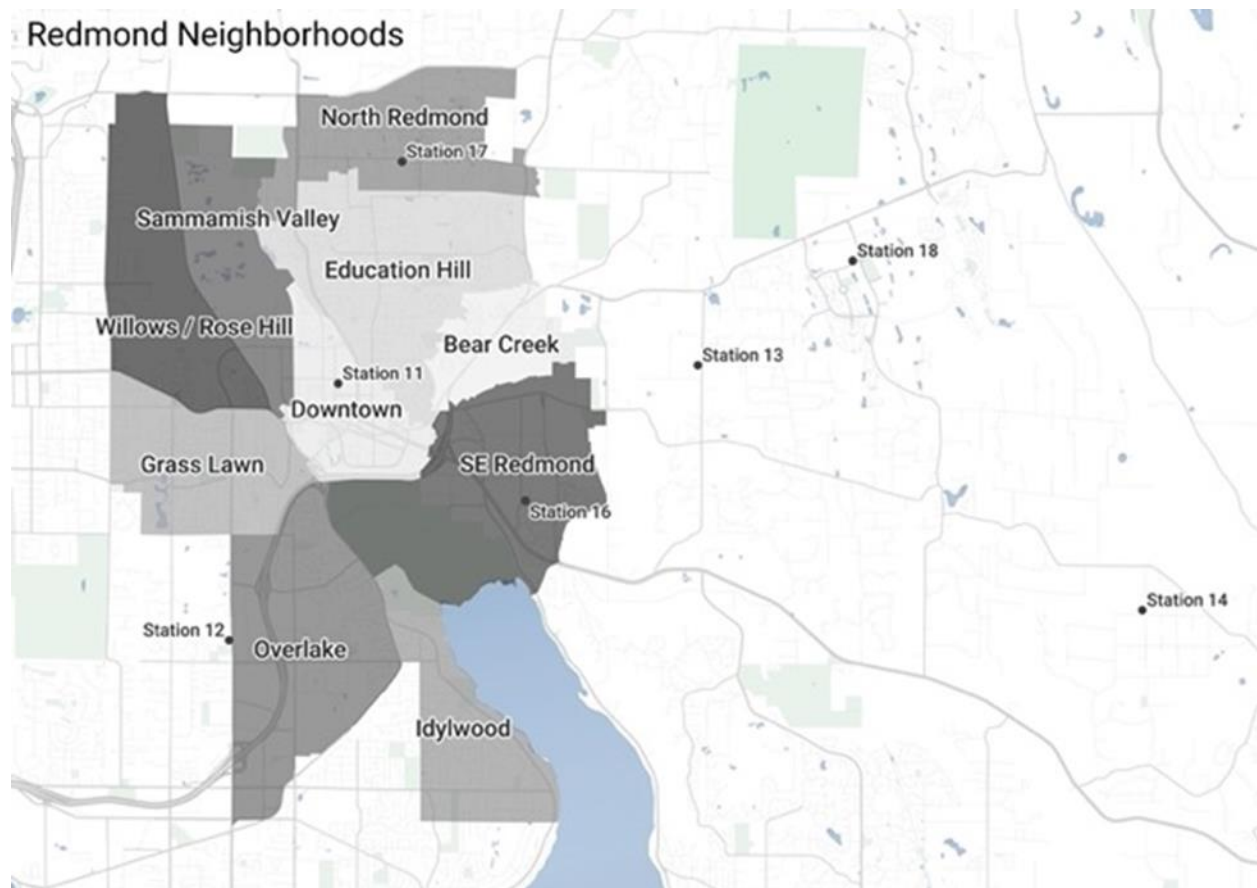
The 2021-2022 Redmond City Budget further outlined projects for these two urban centers.

The 2030 vision for the Downtown area included approximately 13,000 residents and 12,400 jobs. The Overlake Urban Center is projected to have 16,000 residents and approximately 70,000 jobs. There has been and continues to be a significant investment in these two areas in terms of infrastructure improvements.

For example, The Sound Transit Light Rail Extension is moving forward. The Overlake Area and Redmond Technology station will be completed first. Two additional stations, SE Redmond and Downtown, will be scheduled for completion in 2024.

The following map illustrates the various neighborhoods that were used as planning zones for the population estimates.

Figure 15: Planning Zone Neighborhoods



The beginning neighborhood populations in the following table are based on estimated data from the City of Redmond Planning Department.

Table 5: Population Projection by Neighborhood

	2019	2020	2025	2030	2035	2040
Bear Creek	2,707	2,818	3,616	4,637	5,049	5,285
Downtown	4,045	4,211	8,472	14,601	17,073	18,487
Education Hill	14,842	15,451	16,768	17,789	18,201	18,437
Grass Lawn	9,483	9,873	10,960	11,981	12,393	12,629
Idylwood	10,204	10,623	11,741	12,762	13,175	13,410
North Redmond	3,863	4,022	4,868	5,890	6,302	6,537
Overlake	8,748	9,107	13,569	19,698	22,170	23,584
Southeast	5,669	5,901	6,825	7,847	8,259	8,494
Sammamish Valley	6,070	6,320	7,261	8,282	8,694	8,930
Willows/Rose Hill	6,311	6,570	7,522	8,543	8,955	9,191
Total Population	71,941	74,897	91,601	112,030	120,271	124,984

Certain assumptions were made while developing the previous table. The annual growth rate used for these calculations (4.1%) was based on the estimated 2019 population and the 2010 U.S. Census Bureau data.

According to the Redmond Planning Department, the Downtown Urban Center and the Overlake Urban Center would accommodate approximately 2/3 of the population growth through 2030. As such, 30% of the estimated population growth was allocated to the

Downtown neighborhood and 30% to the Overlake neighborhood. The other neighborhoods split the remaining population growth evenly.

When the two urban centers are completed in 2030, this will likely slow the population growth. The predicted growth rate shifts in 2032 to 0.8% annually. This means that it will be 2044 before we reach the anticipated population projection for 2040 of 125,916.

U.S. Census Bureau data estimates the annual population growth of Fire District 34 to be 1.2% over the past seven years. The Vision 2050 report anticipates that the unincorporated areas of the County will accommodate approximately 3% of the growth. The following table outlines the population growth for Fire District 34 using a 3% annual growth factor.

Table 6: Fire District 34 Population Projection

	2019	2025	2030	2035	2040
Fire District 34	22,862	27,458	31,987	37,262	43,406

With the anticipated growth in the City of Redmond, the Fire District could have a slightly higher growth rate depending on the various economic factors that will likely affect the housing market.

Projected Economic Growth

Within the Comprehensive Plan for the City there are two urban centers identified as having growth potential for commercial activity. The Downtown area is being redeveloped with residential, retail, and commercial buildings. These buildings are typically six to eight story vertical structures, with residential on the upper floors and retail or business office space on the lower floors.

The 2030 vision for this urban center, based on the 2020 Redmond Adopted Budget, is to have approximately 12,400 jobs in the area. There were approximately 8,100 jobs in the same area in 2010.

The other urban center identified in the Comprehensive Plan is the Overlake Neighborhood Area in the southern portion of the city. In this area the Microsoft Corporation is expanding their existing corporate campus, which will bring numerous jobs to the area. Within the Redmond 2020 Budget document, the vision for this area includes approximately 70,000 jobs in addition to the 16,000 residents. Much like the Downtown Urban Center, this area will also include six to eight story buildings used for office space, residential/retail spaces, and mid-rise residential buildings.

The daytime population in these two areas will likely increase by 85,000 people. Thanks to the light rail extension and the continued expansion of the Microsoft Campus, the daytime population of these two areas could exceed 125,000 people by 2030.

Service Demand Projections

Redmond has experienced significant growth over the past decade and is expected to continue to grow over the next 20 years. The new development is likely to be a combination of infill, mixed use development, and redevelopment in different areas of the city.

As the populations of each neighborhood grow, we can use the previous three years of calls for service to predict the next year's total (and future years). Based on the past three years, an average annual rate can be used to forecast calls for service in the future. The average annual rate was established using the calls for service as a percentage of the population. Based on this, the current call volume equals approximately 8.8% of the population of the City of Redmond. An additional 0.5% was added to account for the

daytime population increase. For purposes of this assessment and planning, the following table illustrates the neighborhoods and the Fire Station to provide services.

Table 7: Redmond Station Assignments by Neighborhood

Neighborhood	Station
Bear Creek	11/13/16/17
Downtown	11
Grass Lawn	11/12
Willow/Rose Hill	11
Idylwood	12
Overlake	12
SE Redmond	16
Education Hill	11/17
North Redmond	17
Sammamish Valley	11/17
Marymoor	16
Fire District 34	13/14/18

The following table provides a projection of the calls for service by station based on the estimated population growth of the neighborhoods assuming fire stations 16 and 17 had suppression capabilities.

Table 8: Redmond Calls for Service Projection

	2021	2025	2030	2035	2040
Station 11	2534	2,843	3,698	4,043	4,240
Station 12	1688	2,354	3,019	3,287	3,440
Station 16	989	675	770	809	830
Station 17	906	2,647	2,932	3,047	3,113
Total	6177	8,519	10,419	11,185	11,624

Calls for service are projected to increase proportionally to the population projections through the year 2040. By 2040, a total of 11,624 calls for service are expected to be received by the fire department. Note, this table covers calls for service in the area, rather than the number of responses by the individual units.

For example, Ladder 16 is the only ladder company in Redmond and responds to calls outside the Station 16 response area which is not reflected in Table 8. Additionally, the table only displays calls within the City of Redmond.

During the time period 2017 – 2019 there were an average of 1,500 calls per year outside the city.

For Fire District 34 the average annual rate was established using the calls for service as a percentage of the population. Based on this, the current call volume equals approximately 6.5% of the population of the district. An additional 0.5% was added to account for the daytime population increase. The following table provides a projection of the calls for service based on the population projection of the District.

Table 9: Fire District 34 Calls for Service Projection

	2019	2025	2030	2035	2040
Fire District 34	1,483	1,922	2,239	2,608	3,038

Calls for service are projected to increase proportionally to the population projections through the year 2040. By 2040, a total of 2,608 calls for service are expected to be received in the Fire District.

Services Provided

Fire Suppression

The RFD provides high-quality fire suppression services within the city of Redmond and King County Fire District 34 while assisting surrounding communities as requested through the established automatic-aid agreements. Fire suppression services are currently provided from five fixed-facility fire stations that are strategically distributed throughout the City and District.

Presently, two of the fire stations within Redmond do not have fire suppression capabilities (Station 16 & 17). All fire suppression personnel of RFD are trained as certified firefighters and King County Emergency Medical Technicians (EMT's). Additionally, 33 members are trained and certified as King County Paramedics. Currently there are a minimum of 31 personnel on staff per day, including the on-duty Battalion Chief. In 2020, fire suppression incidents accounted for 20.3% of the total incidents responded to by RFD. The following is a description of resources and staffing configurations currently deployed by RFD:

1. Five Engine companies (Stations 11, 12, 13, 14, 18)
2. One Ladder Truck (Station 16)
3. Three ALS transport-capable medic units (Redmond Station 11, Evergreen Health_Medical Center (Kirkland), and (Woodinville Station 35)
4. Three BLS transport-capable Aid Cars (Station 11, 12, & 17)
5. Four cross-staffed BLS transport-capable Aid Cars (Station 13, 14, & 18)
6. One Battalion Chief (Station 11)

Rescue

The RFD provides initial response for technical rescue services within the City and District 34. A technical rescue is one that requires specific skills or tools, such as vehicle extrication, structural collapse rescue, water rescue and more.

RFD will respond to technical rescue incidents and is equipped to extricate and treat injured patients and victims involved in specialty rescue situations. The RFD cross-staffs an Urban Search and Rescue (USAR) Heavy Rescue unit at Station 16. This unit has equipment suited to handling most technical rescue incidents that occur within the jurisdiction.

The team is composed of approximately 50 members (across several area agencies) and can respond to incidents related to heavy structural collapse, high-angle rescue, machinery entrapment, trench rescue, and confined space rescue. In 2020, rescue incidents accounted for 1.9% of the total incidents responded to by the RFD.

Emergency Medical Services

Emergency medical services are provided by fire suppression personnel, who respond in a tiered manner. All medical emergencies are initially dispatched with a Basic Life Support (BLS) aid car (ambulance), fire engine or ladder truck. Following further questions by the 9-1-1 call taker, using a criteria-based process, a medic unit with Paramedics is dispatched to provide advanced life support (ALS). Either the aid car or medic unit can provide transport

to the appropriate hospital. In extreme cases, the agency is authorized to transport with any available department vehicle.

The City of Redmond participates in and is a signatory to an Interlocal Agreement with King County. According to this agreement, the City of Redmond provides Advanced Life Support (ALS) services to the Cities of Redmond, Duvall, Kirkland, Woodinville, 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 include 266 square miles and a population of 333,000 residents. Basic Life Support (BLS) treatment and transport is a function of the fire department within the City of Redmond and King County Fire District 34.

Hazardous Materials

A hazardous material is any item or agent (biological, chemical, radiological, and/or physical), which has the potential to cause harm to humans, animals, or the environment, either by itself or through interaction with other factors. Responses to hazardous materials releases and/or spills within the Redmond Fire Department (RFD) response area may occur in transportation, fixed facility, industrial pipeline, natural cause, or terrorism settings. RFD personnel are trained at three levels: 1) Awareness, 2) Operations, and 3) Technician. Each level of training offers capabilities and limitations, including emergency response, hazard recognition, defensive and offensive mitigations.

Within RFD, a limited-scope hazardous materials response vehicle (Haz-Tac) is centrally located with the ability to handle some incidents. In addition, this response vehicle can supplement larger incidents requiring additional vehicles and equipment. RFD's vehicle is one of two Haz-Tac vehicles in eastern King County. A larger, fully equipped vehicle is in nearby Bellevue.

Current Deployment Strategy

Like most communities, the geographical placement of physical resources available for deployment is determined by such factors as call volume, geographical concerns, and risk-assessment criteria throughout the community. Each fire station in Redmond has a defined first-response area. However, the deployment of resources is determined in real-time using the GPS location of the response apparatus. This is detected by the Automatic Vehicle Locator (AVL) technology that is located on all response units.

The Computer-Aided Dispatching (CAD) system assigns the closest and most appropriate apparatus to the emergency. The apparatus is assigned based on factors such as the type and severity of the emergency.

Fire Stations and Apparatus

Fire Headquarters and Station 11: 8450 161st Ave NE, Redmond



Table 1: Station 11 Resources

Apparatus Identifier and Capability	Minimum Number of Personnel Assigned
Engine 111	3
Medic 119	2
Aid 111	2
Battalion 111	1
Total	8

Station 12: 4211 148th Ave NE, Bellevue



Table 2: Station 12 Resources

Apparatus Identifier and Capability	Minimum Number of Personnel Assigned
Engine 112	3
Aid 112	2
Total	5

Station 13: 8701 208th Ave NE, Redmond



Table 3: Station 13 Resources

Apparatus Identifier and Capability	Minimum Number of Personnel Assigned
Engine 113	3 (cross-staffed)
Aid 113	(cross-staffed)
Total	3

Station 14: 5021 264th Ave NE, Redmond



Table 4: Station 14 Resources

Apparatus Identifier and Capability	Minimum Number of Personnel Assigned
Engine 114	3 (cross-staffed)
Aid 114	(cross-staffed)
Brush 114	(cross-staffed)
Total	3

Station 16: 6502 185th Ave NE, Redmond



Table 5: Station 16 Resources

Apparatus Identifier and Capability	Minimum Number of Personnel Assigned
Ladder 116	3 (cross-staffed)
Rescue 116	(cross-staffed)
Total	3

Station 17: 16917 NE 116th St, Redmond



Table 6: Station 17 Resources

Apparatus Identifier and Capability	Minimum Number of Personnel Assigned
Aid 117	2
MSO 117	1
Total	3

Station 18: 2710 NE Aldercrest Dr, Redmond



Table 7: Station 18 Resources

Apparatus Identifier and Capability	Minimum Number of Personnel Assigned
Engine 118	3 (cross-staffed)
Aid 118	(cross-staffed)
Total	3

Evergreen Hospital: 12040 NE 128th St, Kirkland
 (Redmond Unit Medic 123 collocated within Hospital property)



Table 3: Evergreen Hospital Station Resources

Apparatus Identifier and Capability	Minimum Number of Personnel Assigned
Medic 123	2
Total	2

Station 35: 17825 Avondale Place NE, Woodinville
 (Redmond Unit Medic 135 co-located within Woodinville Fire Station)



Table 14: Woodinville Station 23 Resources

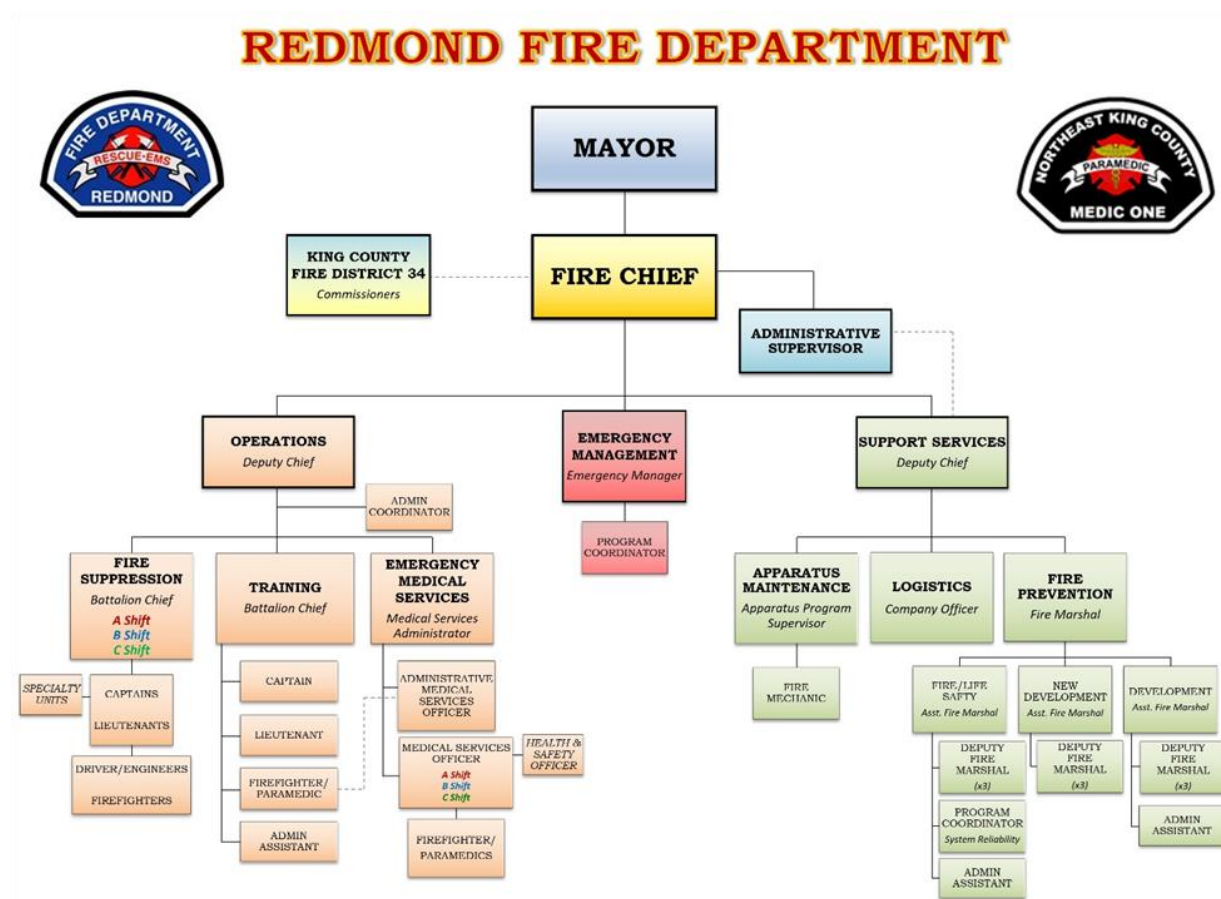
Apparatus Identifier and Capability	Minimum Number of Personnel Assigned
Medic 135	2
Total	2

Current Staffing Strategy

Organizational Structure

The RFD currently responds to emergency and non-emergency incidents out of seven fire stations, with its administrative headquarters building co-located at Fire Station 11 on 8450 161st Avenue NE, Redmond, Washington. The organizational chart below illustrates the general organizational structure for RFD.

Figure 16: Redmond Fire Department Organizational Chart



Administration, Emergency Services, and Support Staff

The organizational structure reflects a typical paramilitary fire service organization. The Executive Team is composed of the Fire Chief, Deputy Chief of Operations, and Deputy Chief of Support Services. The Fire Chief is responsible for the overall fiscal and operational management of the organization and reports directly to the Mayor through the Chief Operating Officer (COO). The members of the Executive Team are tasked with providing oversight and day-to-day management within the organization. This includes leading the Operations, Training, and Emergency Medical Services (including the Medic One program), Fire Prevention, Emergency Management, Apparatus Maintenance and Central Purchasing/Facilities (logistics).

The Deputy Chief of Operations is supported by three Battalion Chiefs who are assigned to shift work. These Chiefs are tasked with managing on-duty line personnel and serving as the Incident Commander during emergency events. RFD currently has 110 personnel assigned to the fire suppression division. They are assigned to three platoons, and they work an average of 48 hours per week. Each shift currently has an authorized on-duty minimum staffing level of 32 personnel. The Battalion Chief of Emergency Medical Services and the Battalion Chief of Training also support the Deputy Chief of Operations by ensuring all personnel are compliant with the required training set forth by the organization, NFPA, ISO, and the Medical Director.

The Deputy Chief of Support Services is supported by several staff members, including a Battalion Chief of Fire Prevention who serves as the Fire Marshal and provides supervision to the organization's Assistant and Deputy Fire Marshals, a Captain in charge of Central Purchasing/Facilities (Logistics), and a Fire Apparatus Supervisor.

Community Response History

Methodology

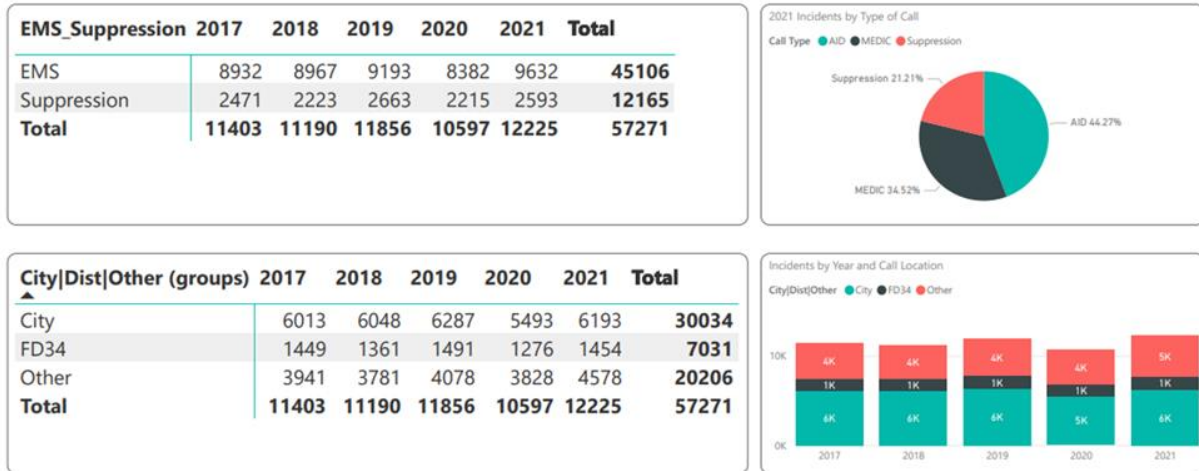
Response data was analyzed for calendar years 2016 through 2021. As such, the report includes at least five full reporting periods of Redmond Fire Department baseline workload data, property and contents loss data, and fire spread disposition data, where available and applicable/ the last section of the report includes summary tables for each program, for each year (2017 through 2021), as well as an average of the baseline for all years combined.

Two distinct measures are used in this report—call volume and workload. Number of requests for service are defined as “incidents” or “calls” (i.e., call volume). Call volume reflects the number of times a distinct incident was created involving one or more RFD units, and/or calls received in the RFD’s jurisdiction. “Responses” are the number of times that an individual unit (or units) responded to a call (i.e., workload).

The data files were audited to eliminate any anomalies and outliers before we analyzed the data. For example, we excluded any entries with negative times, times of 0 minutes or entries with high busy or performance times.

Overview of Community Response Performance

Figure 17: Call for Service 2017 to 2021



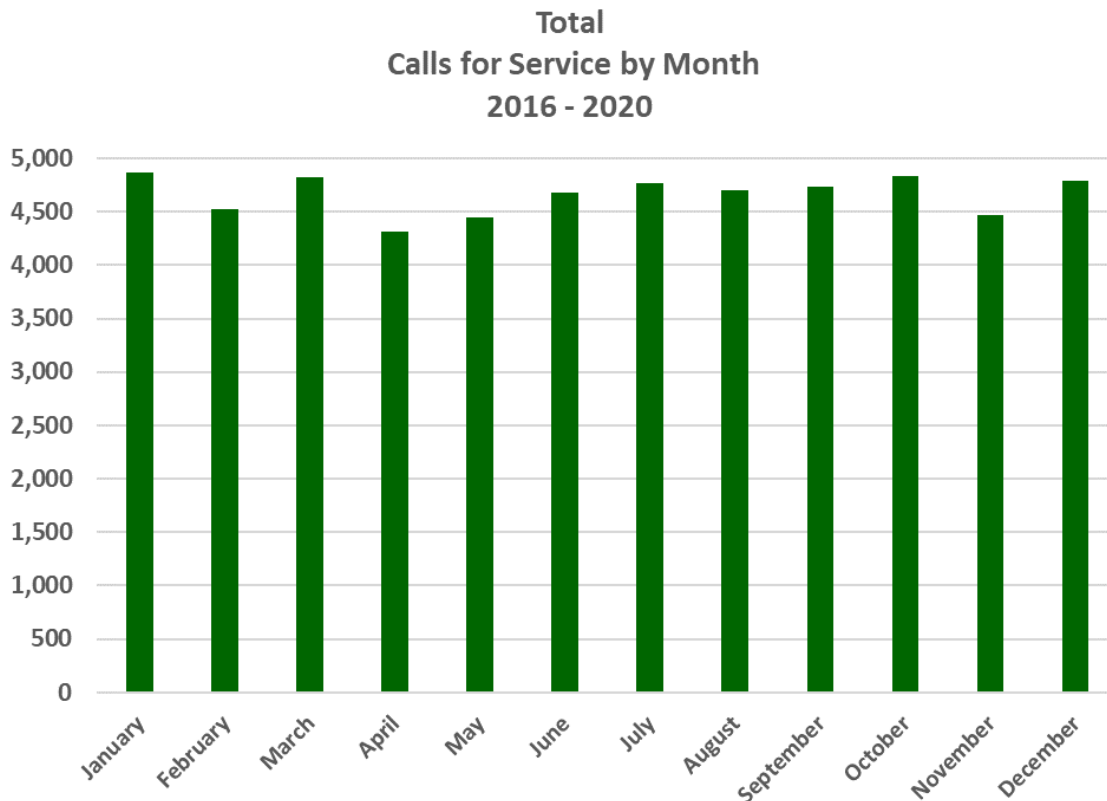
We looked at response history from 2016 through 2020 and measured the frequency of incidents by month, day of the week and hour of the day. We used this data to evaluate patterns in community demands.

Overall, average requests per month ranged from a low of 4,317 calls in April to a high of 4,866 in January. Also, important to note is the higher number of fire related calls for service during the months of July to October. Fire related calls have a heavier impact on the agency due to the staffing intensive work for these types of calls.

Table 10: Overall: Total Calls per Day by Month

MONTH	<i>Aid</i>	<i>Medic</i>	EMS	Suppression	Total
January	2212	1699	3911	955	4866
February	1992	1571	3563	963	4526
March	2201	1736	3937	889	4826
April	1926	1599	3525	792	4317
May	2009	1544	3553	893	4446
June	2058	1636	3694	986	4680
July	2066	1615	3681	1081	4762
August	1992	1594	3586	1118	4704
September	2030	1600	3630	1100	4730
October	2073	1711	3784	1045	4829
November	2024	1530	3554	915	4469
December	2110	1641	3751	1042	4793
TOTAL	24693	19476	44169	11779	55948

Figure 18: Overall: Calls per Day by Month

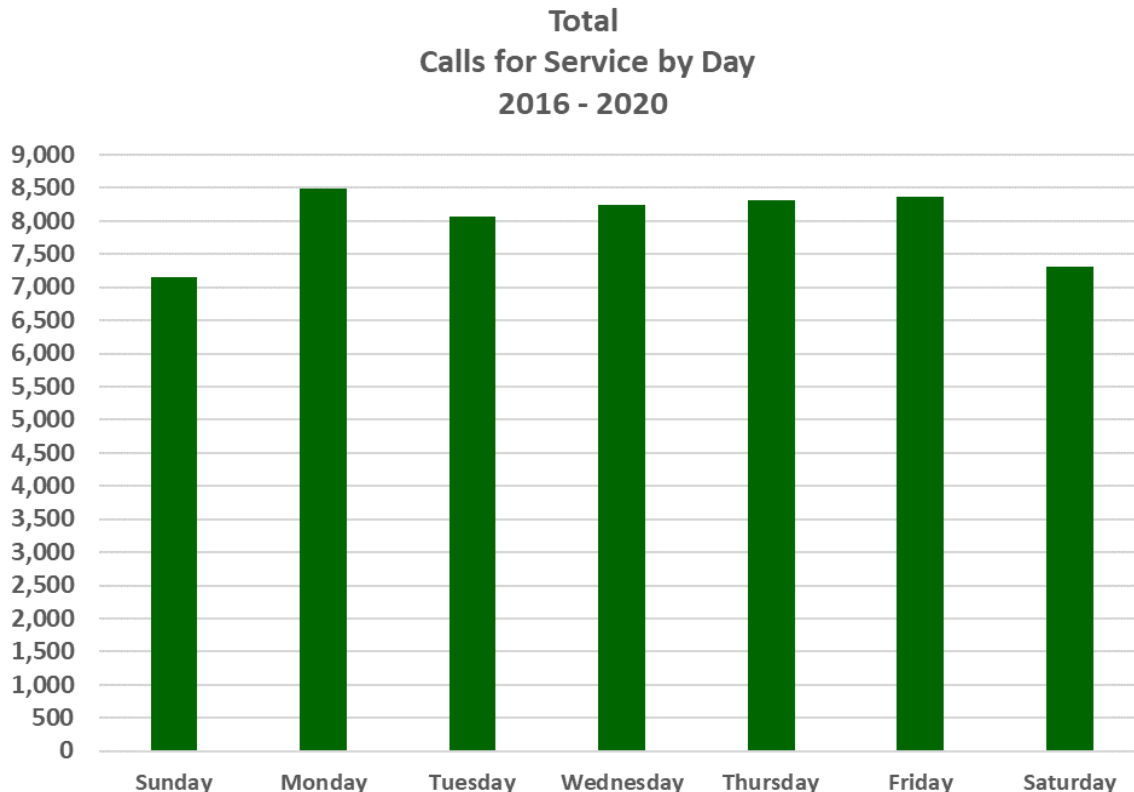


Similar analyses were conducted for requests by day of week. The lowest average number of calls per day occurs during the weekends. This is likely due to the absence of a higher workforce in the jurisdiction. There is higher demand for service during the weekdays, with the highest demand on Mondays.

Table 11: Overall: Total Calls per Day by Day of Week

DAY	<i>Aid</i>	<i>Medic</i>	EMS	Suppression	Total
Sunday	3051	2641	5692	1469	7161
Monday	3725	2983	6708	1787	8495
Tuesday	3579	2773	6352	1712	8064
Wednesday	3646	2890	6536	1709	8245
Thursday	3634	2880	6514	1795	8309
Friday	3807	2808	6615	1748	8363
Saturday	3251	2501	5752	1559	7311
	24693	19476	44169	11779	55948

Figure 19: Overall: Calls per Day by Day of Week

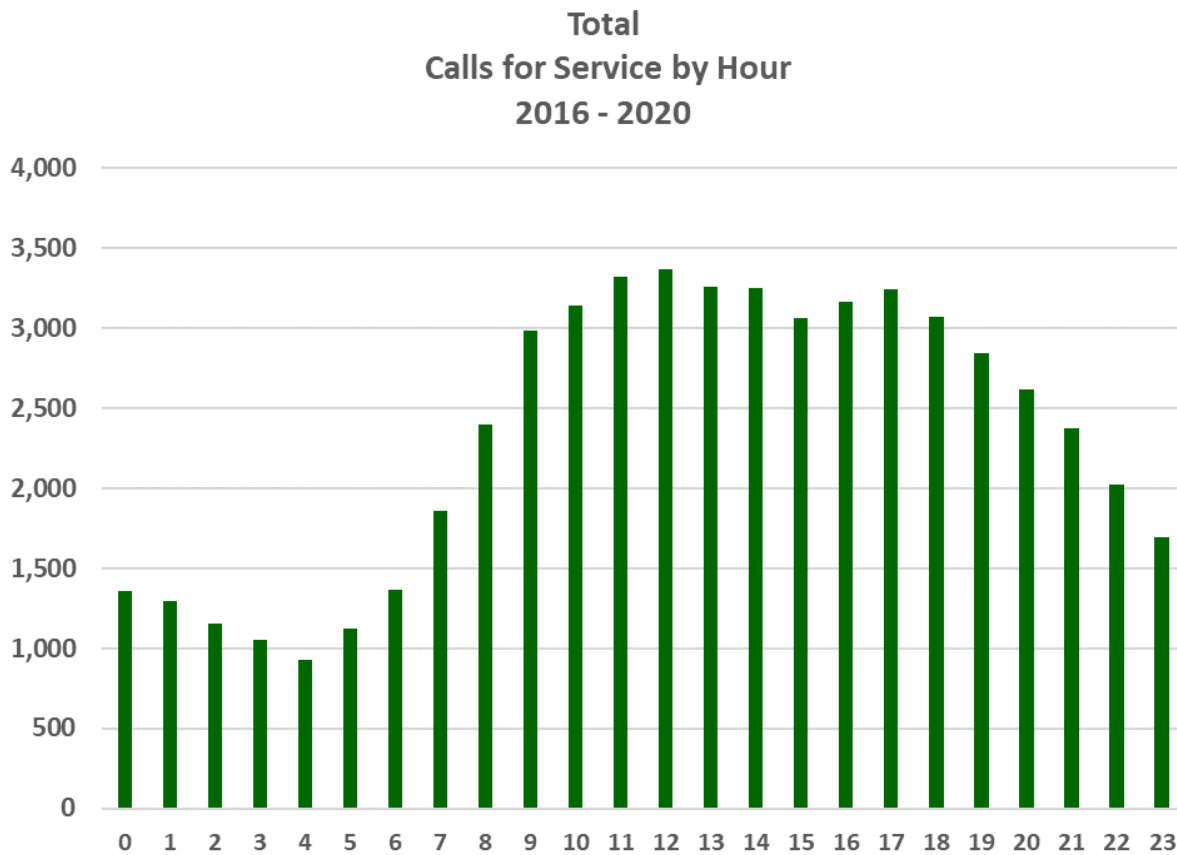


Overall demands were also evaluated by the variations according to hour of day. Peak demand occurred at 12 p.m., with higher demand between 8 a.m. and 9 p.m.

Table 12: Overall: Total Calls per Day by Hour of Day

HOURL	<i>Aid</i>	<i>Medic</i>	EMS	Suppression	Total
0	605	493	1098	257	1355
1	579	501	1080	217	1297
2	528	425	953	202	1155
3	462	406	868	188	1056
4	406	332	738	192	930
5	478	396	874	249	1123
6	562	506	1068	296	1364
7	891	601	1492	363	1855
8	1034	870	1904	495	2399
9	1335	1057	2392	594	2986
10	1320	1108	2428	715	3143
11	1383	1212	2595	726	3321
12	1460	1186	2646	720	3366
13	1424	1128	2552	703	3255
14	1432	1084	2516	735	3251
15	1351	1016	2367	696	3063
16	1407	1062	2469	697	3166
17	1507	1043	2550	692	3242
18	1395	998	2393	680	3073
19	1280	923	2203	639	2842
20	1135	896	2031	588	2619
21	1104	830	1934	442	2376
22	874	754	1628	392	2020
23	741	649	1390	301	1691
TOTAL	24693	19476	44169	11779	55948

Figure 20: Overall: Calls per Day by Hour of Day



In 2020, RFD responded to over 10,000 calls for service and made over 15,000 vehicle movements to meet this demand. The number of vehicle movements is higher because multiple vehicles will respond to certain types of calls

Station 11 had the highest number of calls for service at 2,149 and Station 14 had the lowest at 227.

Table 13: Overall Workload by Station

Suppression Calls							EMS Calls						Total Calls			
Station	City	City %	FD34	FD34 %	Other	Other %	City	City %	FD34	FD34 %	Other	Other %	Total	City %	FD34 %	Other %
None	4	0.78%			512	99.22%	10	0.31%			3245	99.69%	3771	0.37%		99.63%
Station 11	491	99.19%			4	0.81%	1626	98.31%	3	0.18%	25	1.51%	2149	98.51%	0.14%	1.35%
Station 12	312	99.68%			1	0.32%	1124	99.82%			2	0.18%	1439	99.79%		0.21%
Station 13	48	40.00%	72	60.00%			408	74.73%	138	25.27%			666	68.47%	31.53%	
Station 14			68	100.00%					159	100.00%			227		100.00%	
Station 16	159	84.57%	29	15.43%			500	89.61%	58	10.39%			746	88.34%	11.66%	
Station 17	116	74.84%	36	23.23%	3	1.94%	505	82.11%	107	17.40%	3	0.49%	770	80.65%	18.57%	0.78%
Station 18			117	100.00%					464	100.00%			581		100.00%	
Total	1130	57.30%	322	16.33%	520	26.37%	4173	49.81%	929	11.09%	3275	39.10%	10349	51.24%	12.09%	36.67%

Responses Per Station by Area

Suppression Responses							EMS Responses						Total Responses			
Station	City	City %	FD34	FD34 %	Other	Other %	City	City %	FD34	FD34 %	Other	Other %	Total	City %	FD34 %	Other %
Medic	17	19.54%	5	5.75%	65	74.71%	968	25.64%	259	6.86%	2549	67.51%	3863	25.28%	6.74%	67.98%
Station 11	866	81.70%	59	5.57%	135	12.74%	2301	94.42%	66	2.71%	70	2.87%	3497	90.63%	3.64%	5.73%
Station 12	572	65.90%	5	0.58%	291	33.53%	1221	65.12%	6	0.32%	648	34.56%	2743	65.29%	0.32%	34.38%
Station 13	208	54.45%	138	36.13%	36	9.42%	386	63.38%	206	33.83%	17	2.79%	991	60.52%	34.02%	5.46%
Station 14	4	3.25%	97	78.86%	22	17.89%	1	0.46%	194	88.99%	23	10.55%	341	1.51%	85.80%	12.69%
Station 16	547	76.40%	96	13.41%	73	10.20%	555	76.34%	79	10.87%	93	12.79%	1443	77.21%	12.45%	10.34%
Station 17	152	50.00%	35	11.51%	117	38.49%	853	50.00%	184	10.79%	669	39.21%	2010	49.12%	10.83%	40.04%
Station 18	30	12.45%	168	69.71%	43	17.84%	10	1.77%	465	82.16%	91	16.08%	807	5.01%	78.02%	16.97%
Total	2396	63.37%	603	15.95%	782	20.68%	6295	52.84%	1459	12.25%	4160	34.92%	15695	50.47%	11.90%	37.63%

The analysis in this section focuses on performance times related to dispatch, turnout, travel, and response times of the first arriving units of distinct incidents.

The best practice is to measure performance at the 90th percentile. In other words, 90% of all performance is captured, expecting that 10% of the time the department may experience abnormal conditions that would typically be considered an outlier. For example, if the department were to report an average response time of six minutes, then in a normally distributed set of data, half of the responses would be longer than six minutes and half of the responses would be less than six minutes. Measuring performance based on the 90th percentile reflects the fact that 9 out of 10 times the department's performance is predictable. This helps to articulate the data more clearly to policy makers and the community.

The performance for dispatch time at the 90th percentile was 1 minute and 13 seconds, turnout time at the 90th percentile was 2 minutes and 5 seconds, travel time at the 90th percentile was 6 minutes and 35 seconds, and total response time at the 90th percentile was 8 minutes and 54 seconds (Fire/EMS combined).

Typically, performance varies across call types or categories for a variety of reasons. For example, turnout time may be longer for fire related calls because the crews have to dress in their personal protective ensemble (bunker gear) prior to leaving the station. When responding to an EMS incident, they do not. However, due to the impacts of COVID and the need for additional PPE, turnout times are becoming more equal.

Table 14: 90th Percentile Dispatch, Turnout, Travel, and Response Times by Program and Determinant - First Arriving Units (2017 through 2021) - City

Program or Determinant	Dispatch Time	Turnout Time	Travel Time	Response Time – 911 Call to Arrival	911 Call to Pt Contact	911 Call to Water on Fire
EMS - BLS	1:14	2:09	6:49	9:17	12:17	N/A
EMS - ALS	1:08	2:02	6:14	8:26	10:05	N/A
Fire	1:14	1:58	6:25	8:38	-	-
Hazmat	-	-	-	-	N/A	N/A
Rescue	-	-	-	-	-	N/A
Total						
Station 11	1:14	1:59	6:00	8:18	11:06	-
Station 12	1:14	1:59	7:10	9:23	13:07	-
Station 16	1:14	2:18	6:13	8:47	11:11	-
Station 17	1:05	2:20	6:43	9:19	12:26	-

Table 8: 90th Percentile Dispatch, Turnout, Travel, and Response Times by Program and Determinant - First Arriving Units (2016 through 2020) – FD34

Program or Determinant	Dispatch Time	Turnout Time	Travel Time	Response Time – 911 Call to Arrival	911 Call to Pt Contact	911 Call to Water on Fire
EMS - BLS	1:05	2:09	6:49	9:17	13:11	N/A
EMS - ALS	1:04	2:02	6:14	8:26	12:19	N/A
Fire	1:14	1:58	6:25	8:38	N/A	-
Hazmat	-	-	-	-	N/A	N/A
Rescue	-	-	-	-	N/A	N/A
Total						
Station 11	0:58	2:51	7:31	10:07	12:22	-
Station 12	1:02	2:43	9:37	12:14	14:08	-
Station 16	1:11	2:34	7:08	9:48	12:34	-

Community Expectations and Performance Goals

Stakeholder Input Process

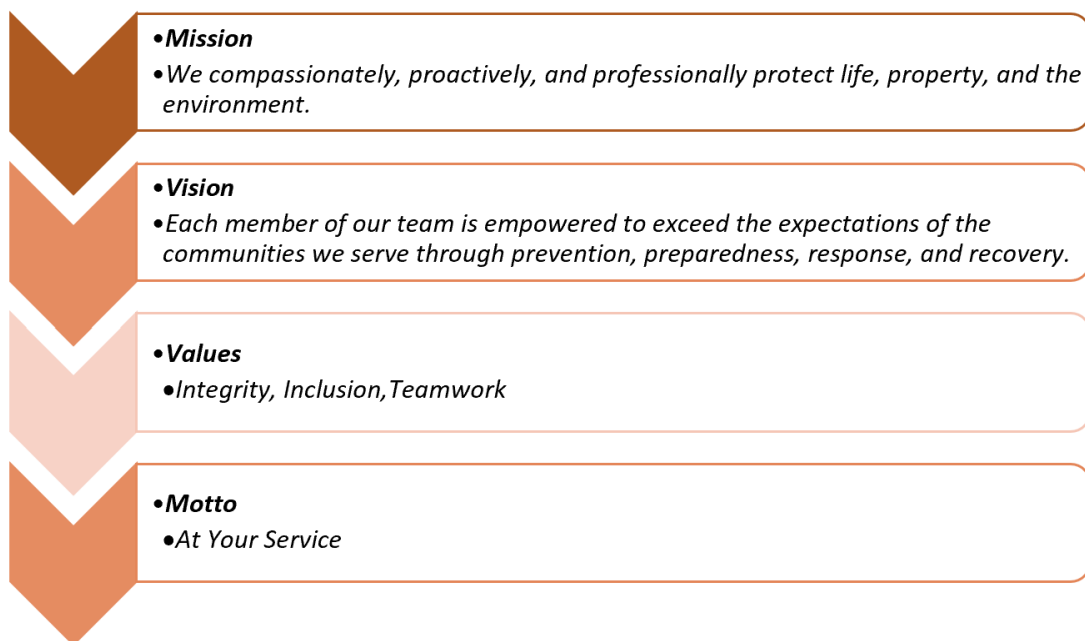
A Strategic Planning process was conducted by the RFD in October 2021, during which time stakeholder input was obtained by the organization's personnel and community members. Organizational stakeholders included members from all ranks of the organization as well as

members assigned to different divisions including Operations, EMS, Training, Prevention, Emergency Management, Purchasing, and Fleet Maintenance. Community stakeholders were composed of residents, business owners, and service providers within the RFD coverage area. A broad representation from both the organization and the community provided input into the planning process.

Community Expectations

Community expectations were evaluated through the Strategic Planning process as well as communication with fire administration, line personnel, elected officials and community stakeholders from both the city of Redmond and Fire District 34. The representativeness of the organizational structure and continuous community interactions was determined to provide the requisite assessment of community expectations.

Guiding Principles and Internal Performance Expectations and Goals



Community Risk Assessment and Risk Levels

Risk Assessment Methodology

Methodology

The risk assessment process used a systematic methodology to evaluate the unique risks specific to Fire Rescue's response areas. This process evaluated risk from two broad perspectives. First, risk is identified through retrospective analyses of historical data. Second, risk is evaluated prospectively providing the necessary structure to appropriately allocate personnel, apparatus, and fire stations in order to mitigate those risks. This methodology also provides information for the Town to consider alternative solutions to assist in the mitigation of risks.

Service areas that either had little quantitative data or did not require that level of analysis were evaluated through both retrospective analysis as well as structured interviews with Department staff members. In an effort to improve clarity, the following terminology is used for the remainder of the risk assessment description and analyses: retrospective risk will be referred to as Community Service Demands and prospective risk will be referred to as Community Risks.

The overall community risk assessment process and methods used by the agency are presented in the figure below.

Figure 21: Community Risk Assessment Process – Areas Served by Redmond Fire Department



Community service demands were analyzed by the incident history, type, locations, and incident frequencies. Within this process, a temporal analysis was completed for each major program area and evaluated by station demand zone and the frequency of incidents. Each program area evaluated community risks, and risks are identified in each demand zone.

These methods allow for resources to be allocated sufficiently, and for the costs of readiness to be balanced by the probability of events.

Probability

Probability is defined as the relative frequency of occurrence of the risk as determined by the RMS system for unique incidents.

Consequence

Consequence is defined as the relative consequence of the event occurring. This measure is generally the most subjective of the three variables. It reinforces the value of an occupancy-level risk approach, which is a more refined assessment at the building level rather than the

code description. However, it is also valuable to measure the potential consequences of differentiated risks in an escalation model.

Impact

Impact is defined as the relative impact of the event occurring on the agency. In other words, what is the risk to the Department's resiliency and ability to handle the residual incidents in the community during these events?

Planning Areas/Zones

The RFD has seven distinct Station Demand Zones (SDZ) that are determined by using the closest fire station on the road network serving that part of the community. Although the RFD uses AVL technology to dispatch the closest and most appropriate resources to incidents, service demand, demographic characteristics, and risks are assessed and tracked for planning purposes on the basis of these SDZs.

The risks analyzed within each SDZ can include factors such as the probability and consequence of a given emergency, historical call demand and population density. The analysis also includes the type of construction and occupancies in the SDZ that may have an impact on factors such as fire flow and water distribution capacity. Effective planning efforts and analysis within each of the SDZs allow the agency to ensure the proper concentration and distribution of resources are present to meet the unique risks associated with each SDZ.

Community Characteristics of Risk

The risk categories presented in this section are described as hazards that the city of Redmond and Fire District 34 may be vulnerable to and that can have a significant impact on the local economy, residents of the community, and the RFD's service delivery capabilities. Hazards were assessed by probability of occurrence and vulnerability, as well as the likely impact on the community. Redmond uses the 2015 Redmond Comprehensive Emergency

Management Plan³ and 2009 King County Regional Hazard Mitigation Plan (RHMP) – Redmond Annex⁴, which evaluates hazards using numerous criteria including:

- Geographic location: should the event occur, will it affect the entire state, region, or local jurisdiction?
- Previous occurrences: how often has this type of event occurred in the past?
- Future probability: what is the likelihood of this type of event occurring in the future?
- Magnitude/Severity: if the event were to occur, what would the impact be on the community and the economy?

The Hazard Mitigation Plan is currently being updated based on more current findings.

Table 16: Overall Hazard Ranking

Rank	Hazard Type	Risk Rating Score (Probability x Impact)
1	Severe Winter Weather	48
2	Severe Weather	48
3	Earthquake	32
4	Flood	12
5	Wildfire	6
6	Landslide	6
7	Dam Failure	6
8	Volcano	0
9	Tsunami	0
10	Avalanche	0

³ City of Redmond – Comprehensive Emergency Management Plan 2015 (currently under revision)

⁴ King County Regional Hazard Mitigation Plan – Redmond Annex - Updated 2015

Geographic and Weather-Related Risks

Severe Winter Weather

Winter storms can be very disruptive, particularly in areas where they are not frequent occurrences. They are one of the top ranked hazard types according to the King County RHMP. Winter weather in Redmond is characterized by overcast skies, rain, occasional snow and ice, and cold temperatures. The average winter snowfall total is 4 inches, with an average rainfall total of 41 inches. Two of the past three years have had snowfall totals exceeding the average, with temperatures also dropping into single digits, which is uncommon in Redmond.

In 2019, several feet of snow fell in Redmond, causing wide-spread power outages and transportation disruption. In 2021-22, a significant snowstorm resulted in large ice accumulations that lasted for two weeks.

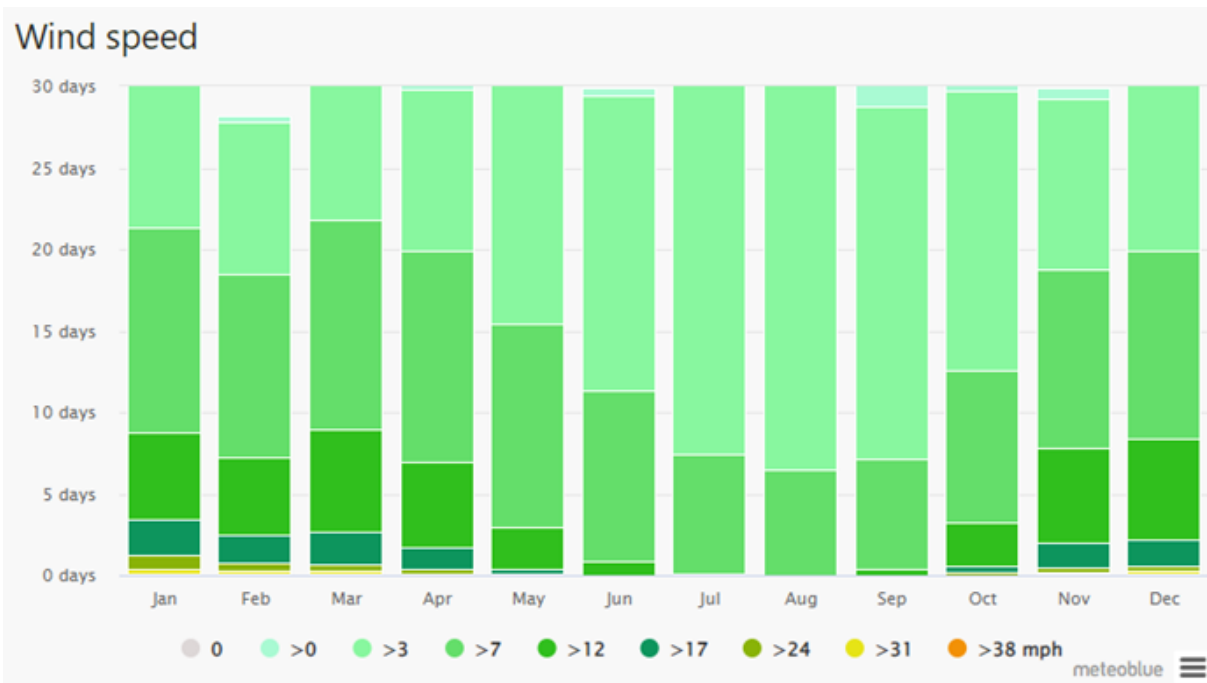


Severe Weather

In addition to severe winter weather, severe wind, rain, and thunderstorms are also ranked high in the King County RHMP. When storms arrive, they can come from the north or south through the convergence zone created between the hills and mountains to the east and

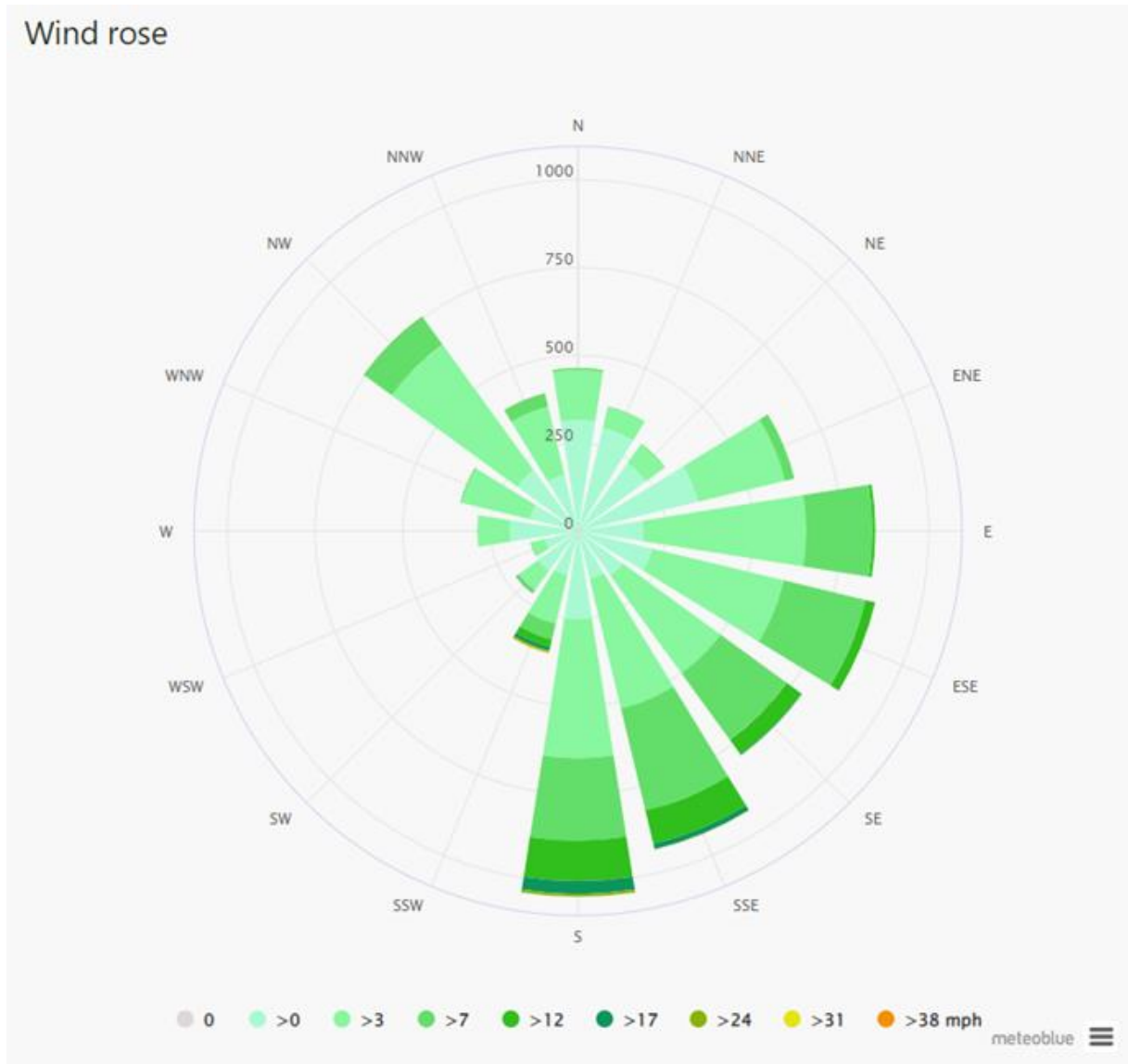
west of Redmond. Winds from the south and southeast are the most common⁵. Foehn winds can occur in the summer months, when low pressure pulls warm, dry winds from higher pressure over the desert to the east.

Figure 22: Average Wind Speed by Month



⁵ <https://www.meteoblue.com/en/weather/>

Figure 23: Average Wind Direction and Speed



Earthquakes

Earthquakes are classified according to their magnitude which is the measurement of the maximum motion recorded by a seismograph. The most used scale is the magnitude local, which is used by the Richter Scale. The United States Geological Service (USGS) rates areas of the United States for their susceptibility to earthquakes based on a 10% probability of a given peak force being exceeded in a 50-year period.

Due to soil composition, the area depicted in red is considered a seismic hazard area. Property in this area will be subject to increased damage due to ground shaking. Much of this area will also be subject to flooding following a large earthquake.

Figure 24: Seismic Hazard Areas

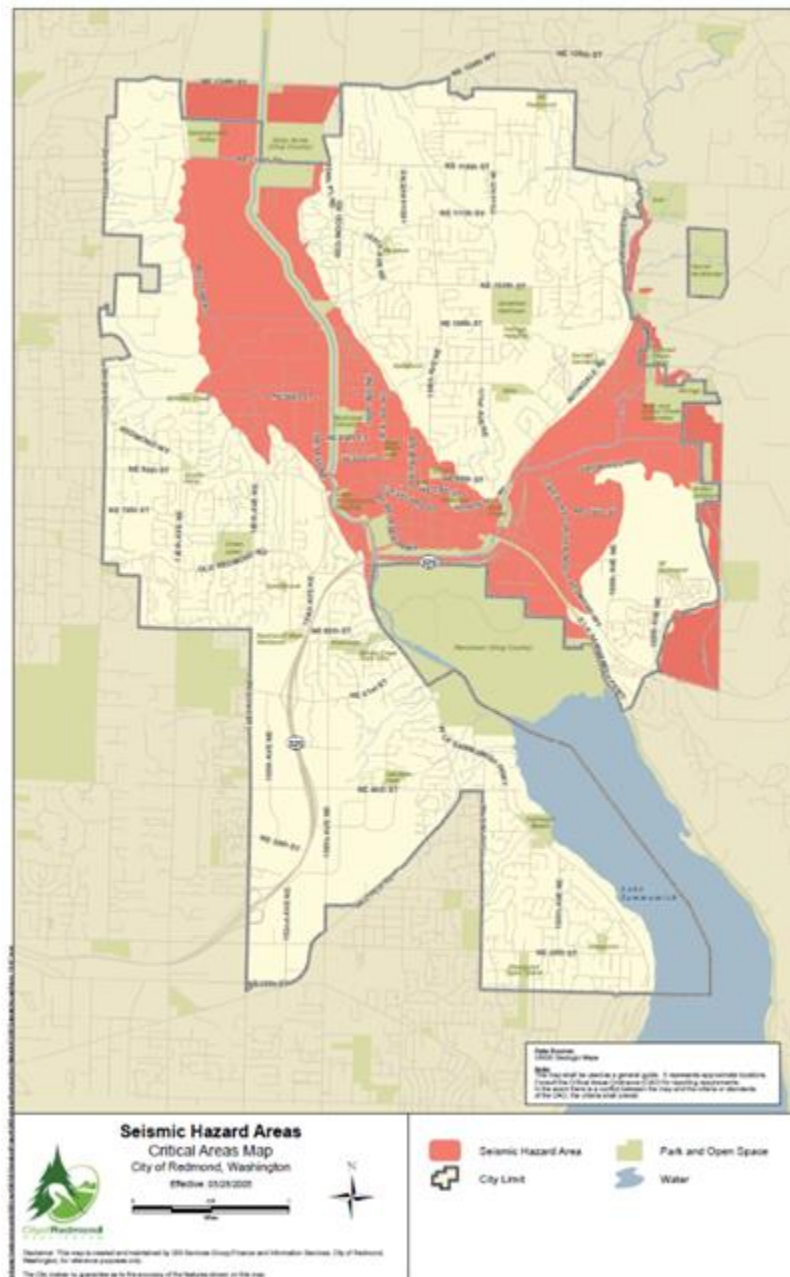




Figure 26: Seattle Fault Zone

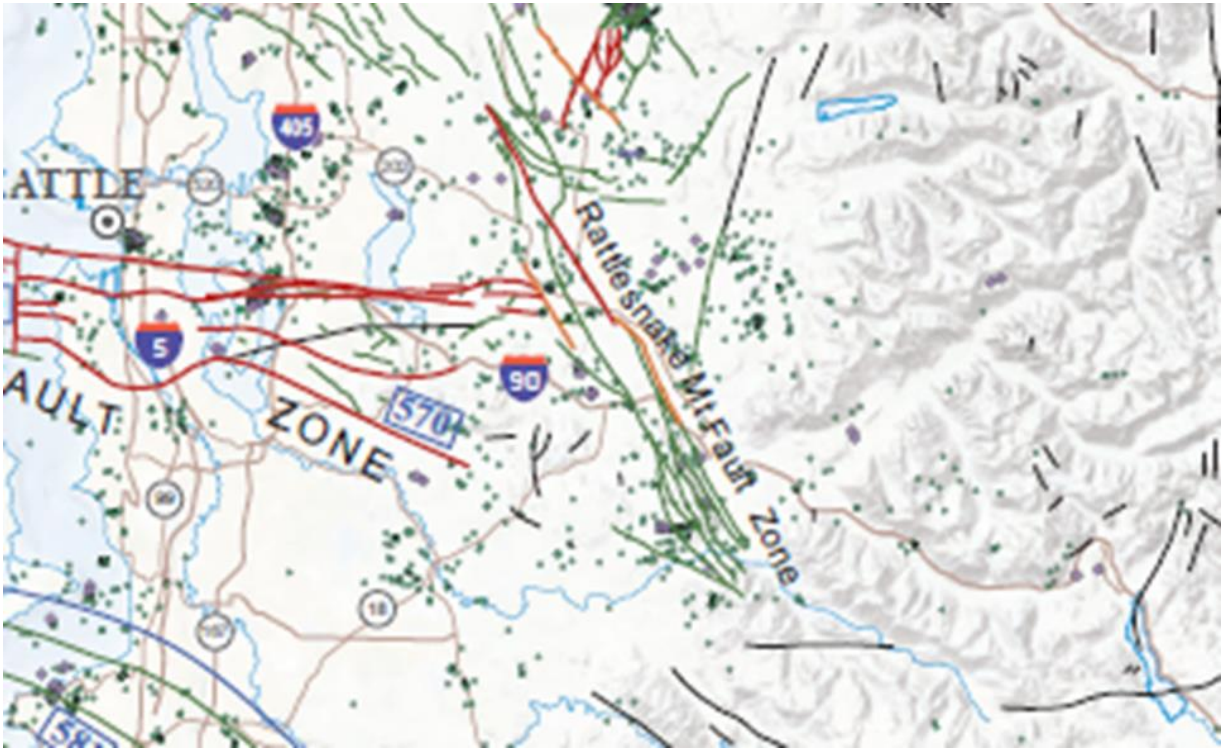
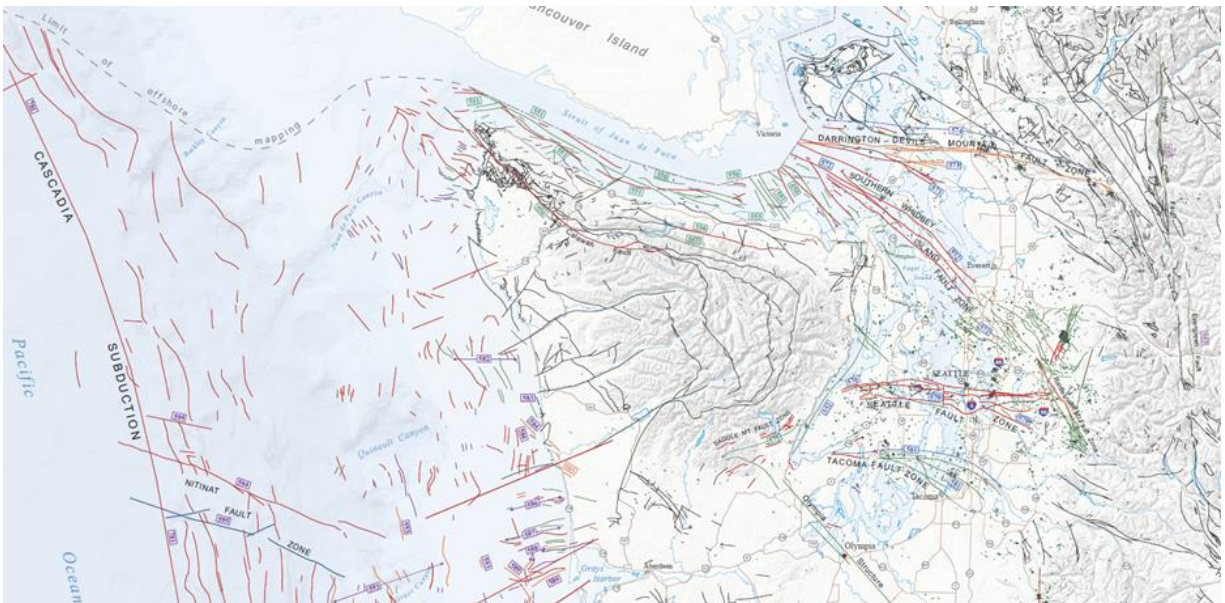


Figure 27: Cascadia Subduction Zone



Flooding

Three large bodies of water coupled with a high water table pose a risk of flooding in Redmond. Minor and moderate flooding occurs during winter months in both the City and District during periods of heavy rainfall, particularly after prolonged soil saturation. Seasonal and non-seasonal streams may flood during these periods. Major flooding within the City and District is uncommon, although the risk of flooding roadways and some commercial businesses within the city is considered moderate.

The Sammamish River, Bear Creek, Evans Creek, and parts of Lake Sammamish are located within the city limits of Redmond. A large portion of Redmond's downtown district lies within the 100-year Sammamish River floodplain. Swelling or over-topping of the Lake Sammamish will flood lakeside homes and docks. The high water table, with an estimated average depth of 25 feet, increases the likelihood of seepage flooding.

Areas regularly flooded include parts of the Sammamish River and Bear Creek trail systems, portions of the City's Municipal Campus, condominium developments along Lake Sammamish, and an area near Bear Creek's Friendly Village Mobile Home Park. The majority of structural flooding in Redmond occurs in buildings with crawl spaces, basements, subsurface parking, or other underground development. The swelling of the Sammamish River causes the water table to rise, which then seeps into underground spaces.

A strong earthquake on the Seattle Fault line or a major earthquake along the Cascadia Subduction Zone could cause significant flooding within the downtown area of the City due to water movement in Lake Sammamish.

Figure 28: City of Redmond Flood Zones

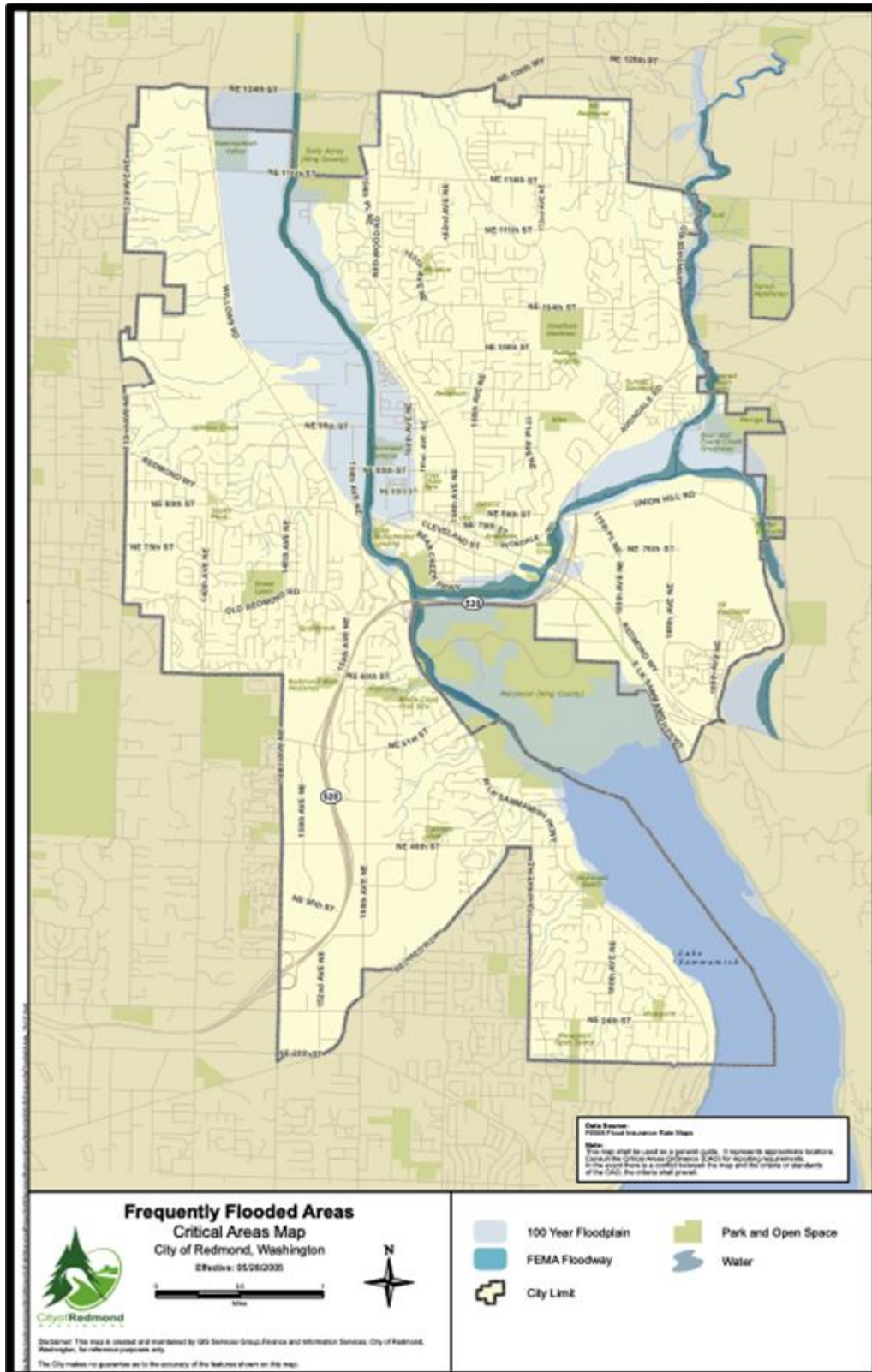
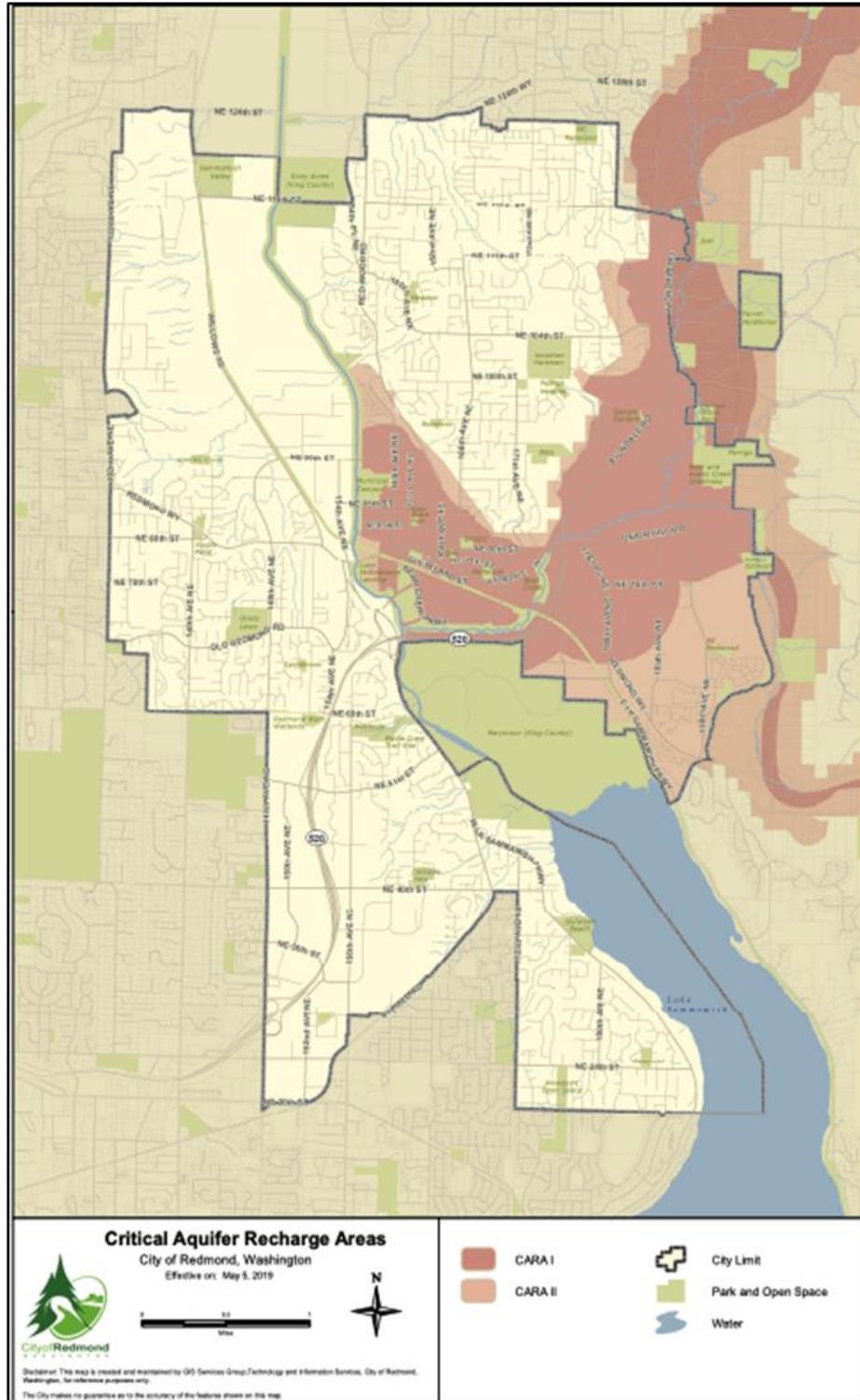


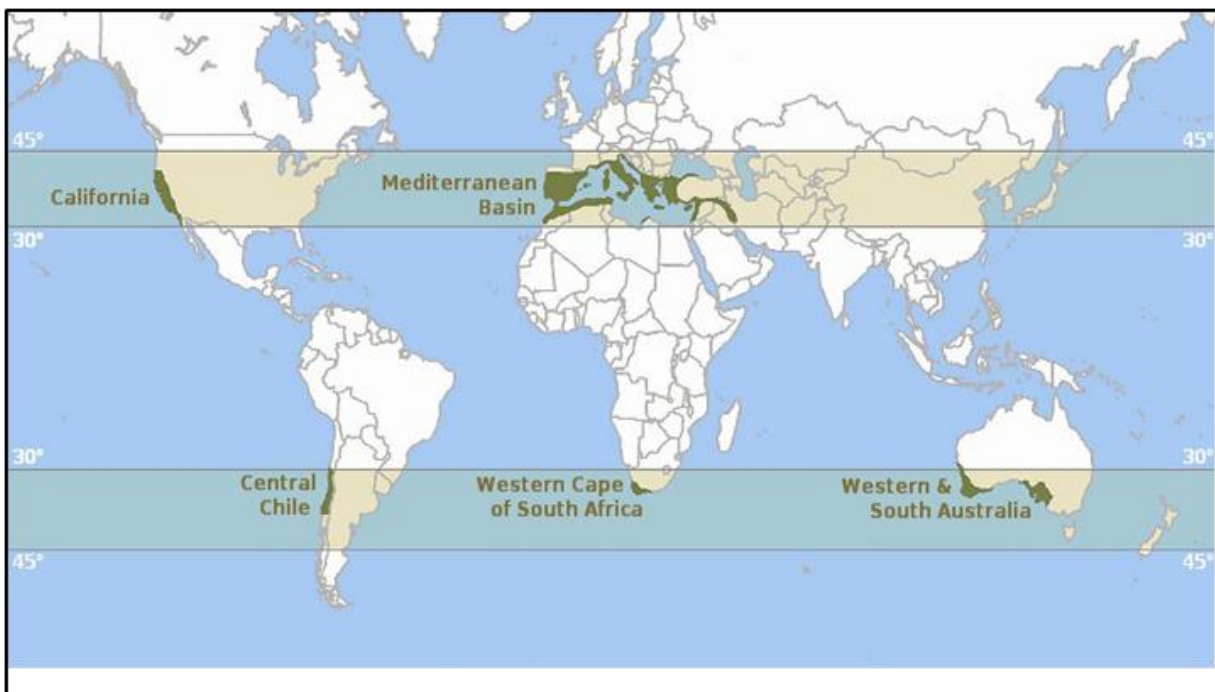
Figure 29: Critical Aquifer Areas



Wildland Fire

The City of Redmond lies at the edge of a Mediterranean Climate Zone characterized by hot, dry summers, and wet winters. This makes areas just to the south of King County prone to fires; frequently caused by either human activity or lightning. During the summer months, morning fog is common, which typically dissipates by late morning or early afternoon. Afternoon winds are common when the marine layer lifts. Most of the annual rainfall occurs during the winter; snow is infrequent.

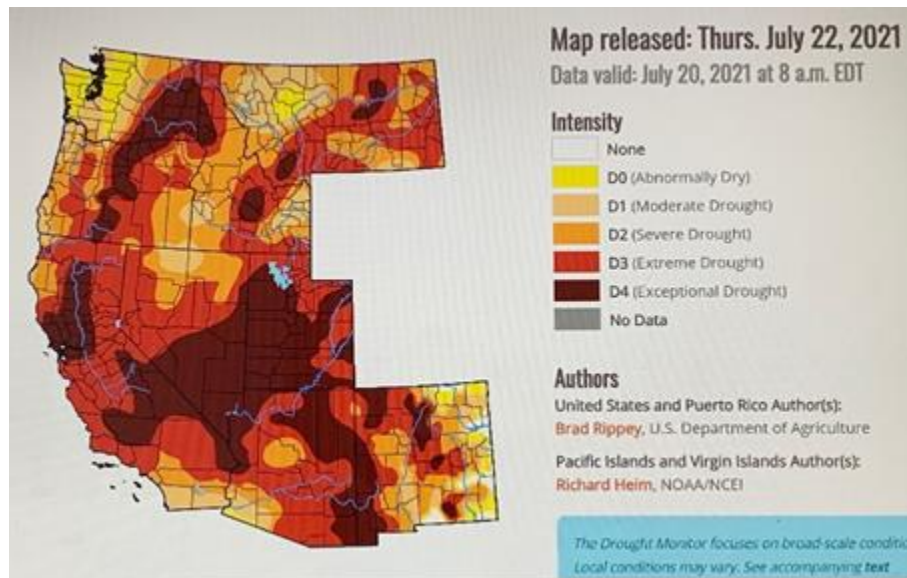
Figure 30: World Climate Zones



Over the past two decades, the ‘fire season’ in the western United States has become year-round in many areas and has moved further north year-by-year. Larger and more serious fires are becoming more common. These fires have now reached Washington and British Columbia. Drought conditions leading to prolonged and never-ending fire seasons are now common. This is expected to both intensify fire-friendly weather conditions, as well as

lengthen the season during which very large fires tend to spread. The National Oceanic and Atmospheric Administration (NOAA) predicts that, nationwide, the risk of very large fires will increase by a factor of six (6) by 2050⁶.

Figure 31: Drought Monitor Map - 2021



Temperatures are also predicted to remain above normal, which will cause fuel and soil moisture to be below normal. Fuel moisture is the predominant factor as temperatures rise and fall. These conditions have already become apparent in the dead and stressed vegetation within RFD's boundaries. Mature vegetation in this condition, particularly in dense stands, has the potential to develop into very large fires. This trend of warmer temperatures, drought, and increased fire activity is predicted to continue, and the situation will worsen in the coming years.

Mediterranean Climate Zones

All vegetation in the region reaches some degree of flammability during the dry summer months and, under certain conditions, during the winter months. For example, as

⁶<https://www.climate.gov/news-features/featured-images/risk-very-large-fires-could-increase-sixfold-mid-century-us>

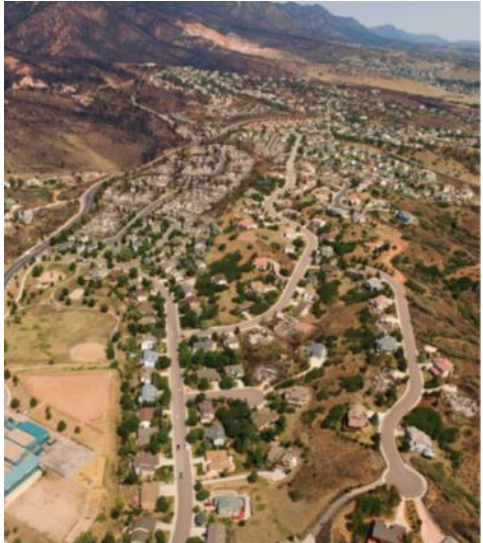

vegetation ages, twigs and branches within the plants die and are held in place. A stand of 10 to 20-year-old brush that is completely dry usually has enough dead material to match the rate of spread of a grass fire.

In severe drought years, additional plant material may die, contributing to the fuel load. There will normally be enough dead fuel load accumulated in 20- to 30-year-old brush to give rates of spread about twice as fast as in a grass fire. Under moderate weather conditions that produce a spread rate of one-half foot per second in grass, a 20- to 30-year-old stand of chaparral may have a rate of fire spread of about one foot per second. Fire spread in old brush (40 years or older) has been measured at eight times faster than grass (4-feet per second). Under extreme weather conditions, the fastest fire spread rate in grass can be 12 feet per second or about eight miles per hour. Under extreme weather conditions, the fastest fire spread rate in grass can be 12 feet per second or about eight miles per hour. Ember showers in strong winds can spread fire even faster. Residential structures within the wildland intermix or interface are therefore at greater threat from a wildfire.

Wildland Interface vs. Intermix

The ability of firefighters to defend and protect structures within an interface area is much more favorable than in an intermix area. Once dense fuel burns, the opportunity to extinguish the fire and protect structures becomes extremely difficult and dangerous. As seen in the maps below from the 2008 City of Redmond Hazards Mitigation Plan Update, large areas of Redmond have both interface and intermix areas.

Figure 32: Sample Interface versus Intermix Areas

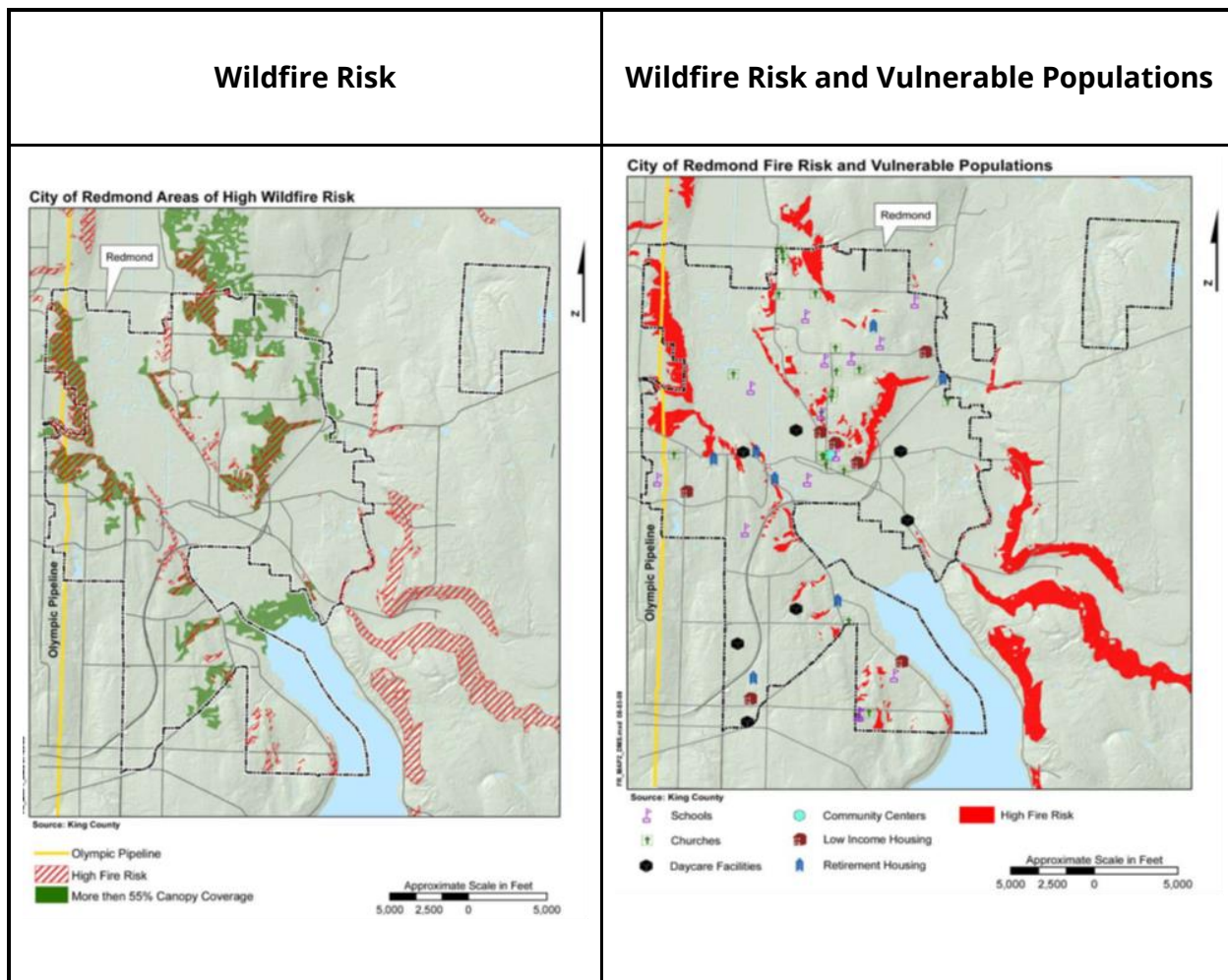
Interface	Intermix
	
<p>16 or more houses per square mile and <50% covered with wildland vegetation</p>	<p>16 or more houses per square mile and >50% covered with wildland vegetation</p>

As can be seen in the figures above, there are several areas within the city that are classified as intermix. Within Fire District 34, much of the area is intermix. On days when there is a strong east wind present, a large fire that begins within the District, or the east side of the City, could spread into areas of the city that would support continued fire growth.

In 2021, the Washington State Department of Natural Resources published a statewide map, which also highlights the areas where vegetation is above and below 50% coverage.

Together, these maps underscore the volume of fuel and the challenges it will create for firefighters during dry months.

Figure 33: Wildfire Risk in Relation to Vulnerable Populations



Drought

Drought is caused by lack of precipitation but can be heightened or worsened by other circumstances such as high temperatures, high winds, and low relative humidity. Droughts can result in a shortage of water for consumption and can affect hydroelectric power, recreation, and navigation. Severe droughts can lead to losses of crops, wildlife, and livestock as well as increase the risk of wildfires. Additional risk comes with the impact of

drought on trees and other vegetation that is more accustomed to wetter climates, has shallower root systems, and is generally not drought resistant.

Transportation and Infrastructure Risks

Aviation

Redmond does not have an airport and is not in the normal flight path for inbound flights at the Seattle-Tacoma International Airport (SeaTac). Out bound flights from SeaTac do over-fly Redmond and those aircraft can include very large commercial and cargo jets (e.g.) 747s. Although the probability of a large jet crash in Redmond is low, it is possible. Smaller aircraft, including jets and propeller planes frequently fly over Redmond. The agency also has recorded a history of small float planes and hot air balloons in the region.

Railroad

Sound Transit is the light rail train system that serves King County. Presently, the system serves the Seattle area and is being expanded north, south, and east. There are four new stations currently under construction within the City of Redmond. The trains are electric and don't travel at very high speeds. However, whenever heavy, complex machines are transporting passengers there are inherent risks.

Highway

State Highway 520 enters the city from Bellevue and extends to the southeast portion of the city, where it terminates into city streets. Although speeds on Highway 520 are higher, most serious vehicle accidents occur on surface streets (particularly in Fire District 34) where undivided two-lane roads are present.

Water Distribution System

The City of Redmond has a very robust water distribution system. The 2019 Washington Surveying and Rating Bureau reviewed the adequacy of the water system for the city and

gave it a score of 97 percent or better. The systems within Fire District 34 scored 77% of better for adequacy.

Figure 34: Fire Hydrant Coverage (+1,000 feet)

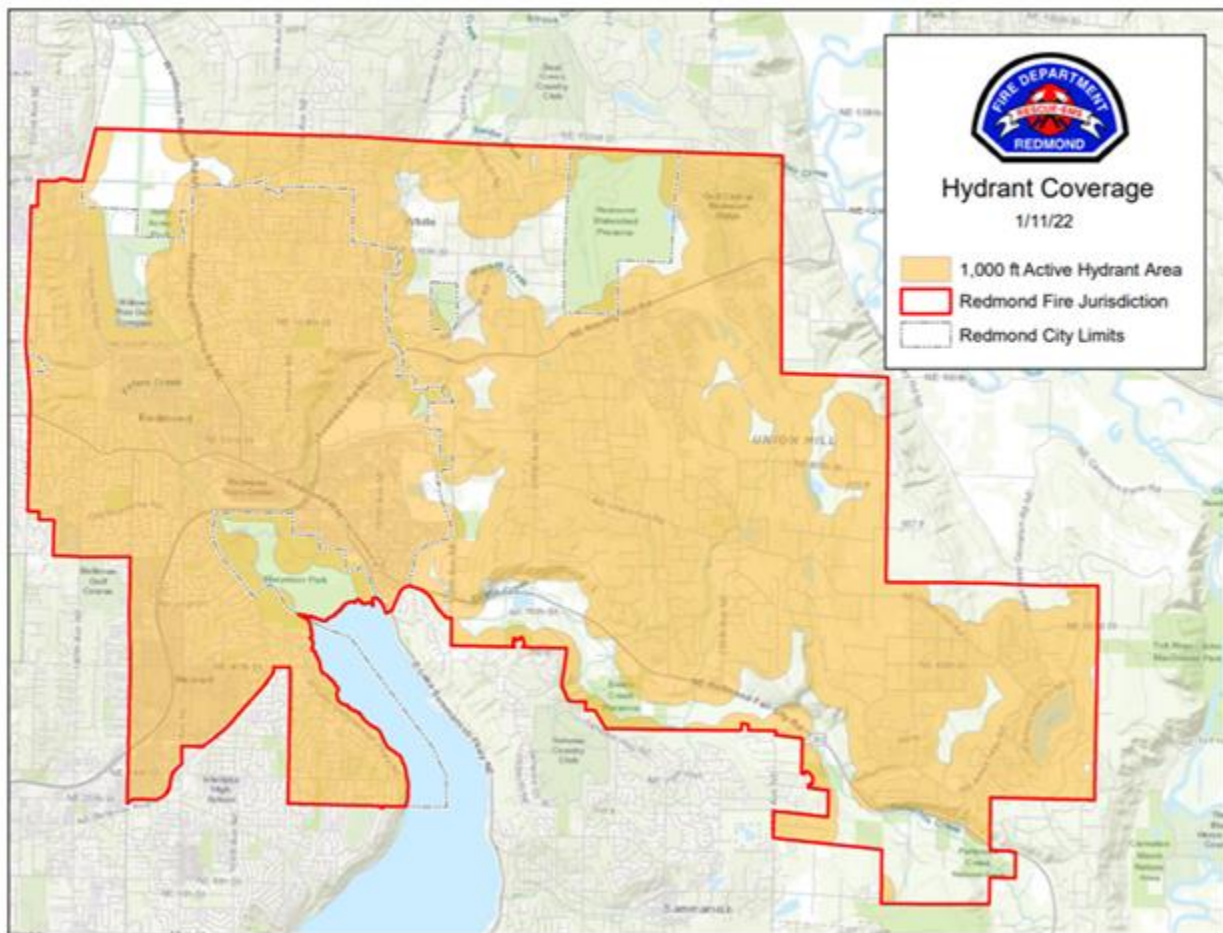
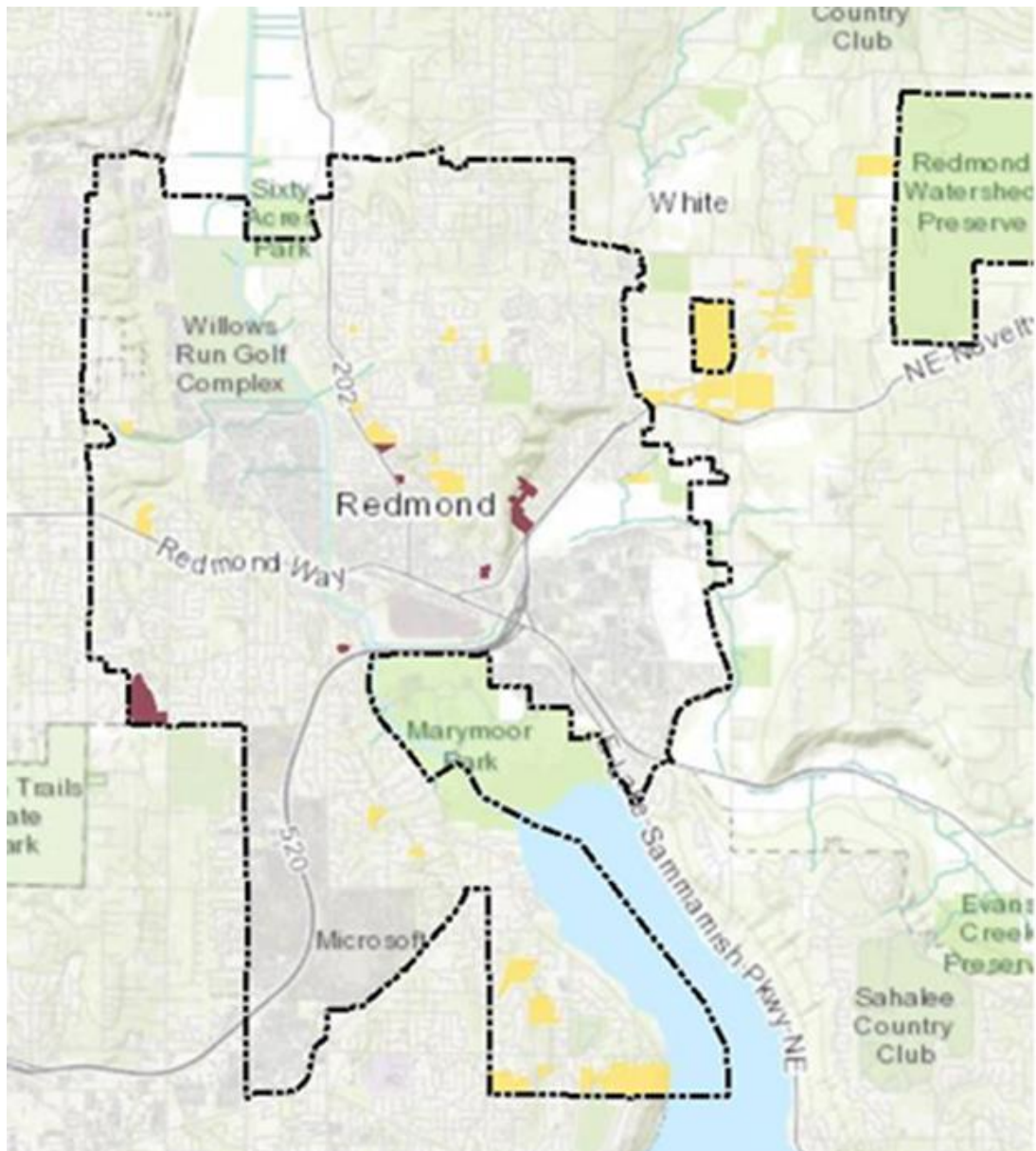


Figure 35: City of Redmond Fire Flow



Fire Flow

- Residential - Less than 1,500 gpm
- Non-Residential - Less than 3,500 gpm

Community Risks

Hazardous materials are part of everyday life and include everything from industrial chemicals and toxic waste to household detergents. Substances that are classified as hazardous materials because of their chemical nature pose a potential risk to life, health, or property if they are released or improperly used.

Production, storage, transportation, use, or disposal may be hazardous. Emergency incidents can range from a chemical spill on a highway to groundwater contamination by naturally occurring methane gas. Facilities that manufacture, use, or store hazardous materials are required to report them to county Local Emergency Planning Committees (LEPCs) by the Emergency Planning and Community Right-to-Know Act (EPCRA). This act is also known as Sara Title III.

Within the City of Redmond and Fire District 34, there are several fixed facilities where large quantities of concentrated chemicals are safely stored and used under normal operating conditions. When these chemicals leak, spill or become aerosolized (vapor), they can present a significant danger to people, animals, and the environment.

Population Density, Development, and Growth

As of the 2010 census, the overall density for the City of Redmond and a few areas within Fire District 34 are urban and the rest is classified as rural as defined by the Commission on Fire Accreditation International (CFAI)⁷. The Commission's definition is that rural designations have a population density of less than 1,000 people per square mile and suburban is for areas with a population density between 1,000 and 2,000 people per square mile. The city has an overall population density of approximately 5,000 per square mile within its 17 square miles of land. CFAI has combined urban and suburban densities

⁷ CFAI. (2009). Fire & Emergency Service Self-Assessment Manual, 8th (ed.). Chantilly, Virginia: Author. (p. 71)

for first arriving apparatus at a baseline of 5 minutes and 12 seconds with a benchmark goal of 4 minutes in the more recently released 9th edition Interpretation Guide that accompanies the 9th edition Self-Assessment Manual.⁸

Using the CFAI's traditional recommendations as a guide, rural population densities are afforded a travel time of 13 minutes or less to 90% of the incidents.⁹

Table 17: Comparison of Response Times by Agency to Best Practices and National Experience

Call Category	90 th Percentile Travel Time City	CFAI ¹⁰ 90 th Percentile Urban Travel Time	NFPA 1710 ¹¹ 90 th Percentile Urban Travel Time	90 th Percentile Travel Time District 34	CFAI ¹² 90 th Percentile Rural Travel Time	NFPA 1720 90 th Percentile Urban Travel Time
Fire	6:25	5:12	4:00	8:21	13:00	13:00
EMS	6:49	5:12	4:00	7:48	13:00	13:00

⁸ CFAI. (2016). Fire & Emergency Service Self-Assessment Manual: Interpretation Guide, 9th (ed.). Chantilly, Virginia: Author. (p. 99)

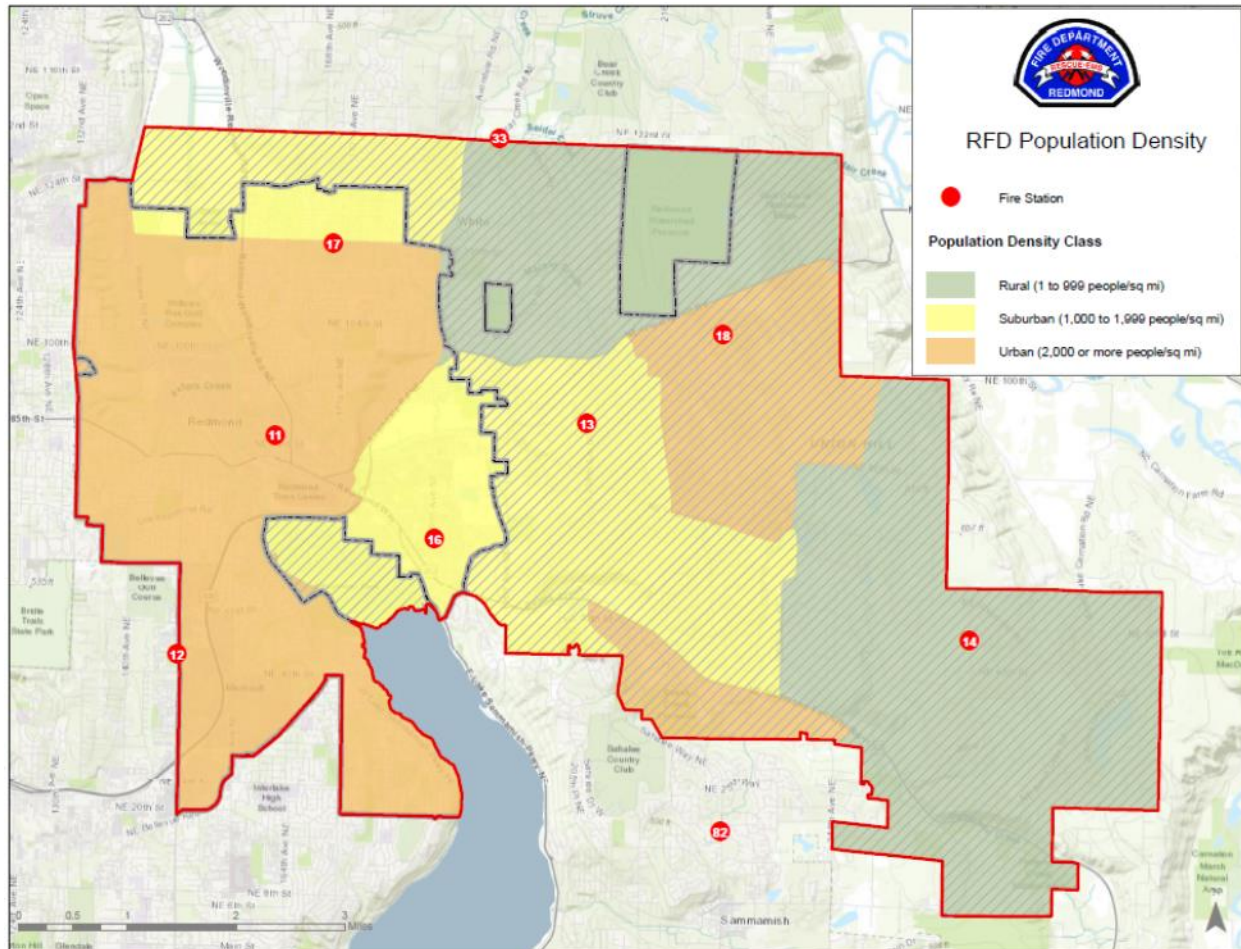
⁹ Ibid

¹⁰ CFAI. (2009). Fire & emergency service self-assessment manual, (8th ed.). Chantilly, Virginia: Author.

¹¹ National Fire Protection Association. (2016). NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. Boston, MA: National Fire Protection Association.

¹² Ibid.

Figure 36: Urban and Rural Call Density Map

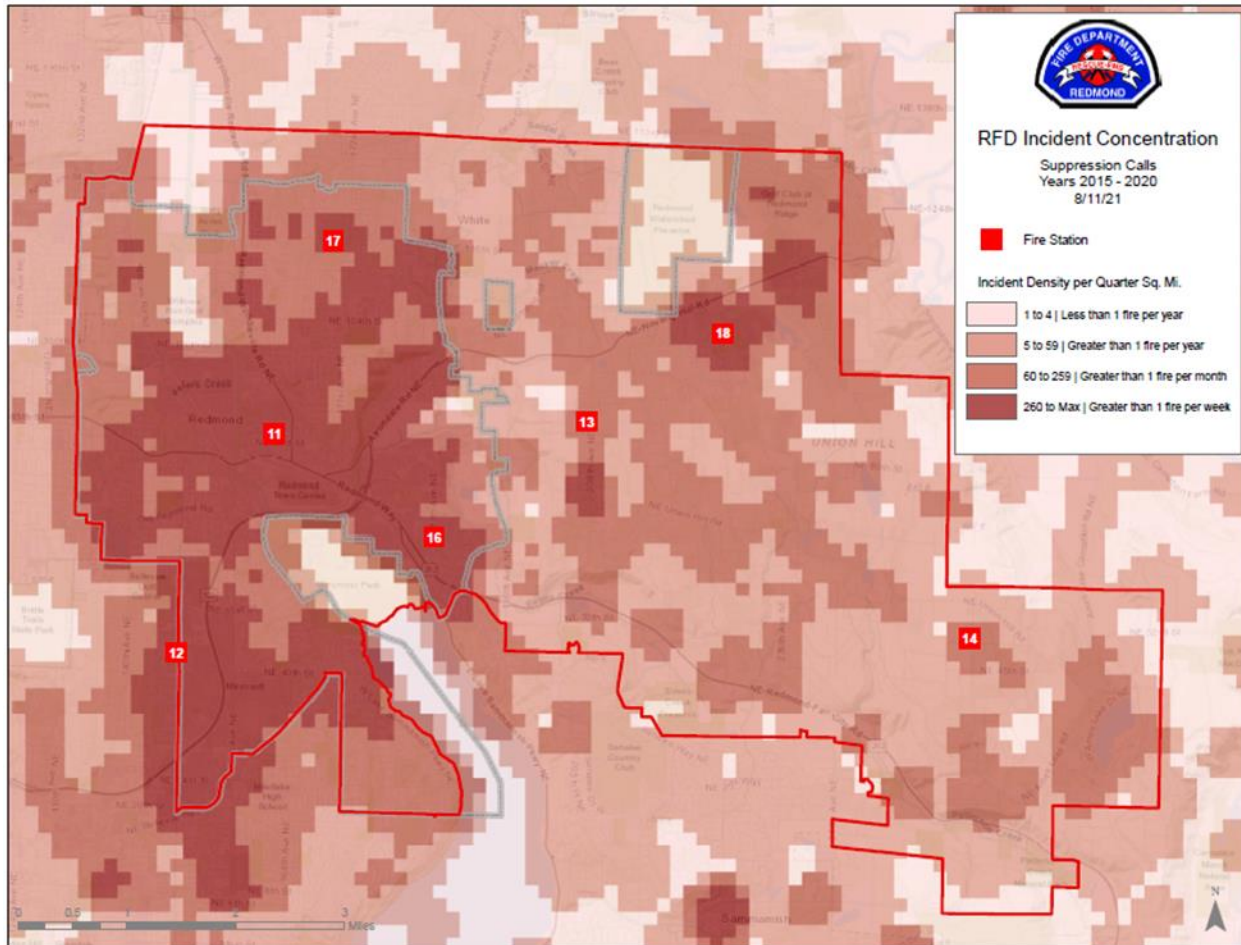


Risk Assessment and Critical Task Analysis

Fire Suppression Services

Heat maps were created to identify the concentration of the historic demand for service by program area. Therefore, the following mapping will present the relative concentration of fire-related service demands. The blue areas have the lowest concentration of demand, and the dark red areas have the highest concentration of demand.

Figure 37: Heat Map for Fire Calls



Occupancy-Level Risk

Occupancy risk was evaluated across the jurisdiction using the most recent internal occupancy-level data available. The available data provided specific building occupancy classifications that established base risk ratings on the occupancy classification alone. Next, automatic sprinkler systems, fire pumps, and standpipes were factored in to reduce the occupancy classification base risk rating. Ultimately, a quantifiable risk-rating matrix was developed that categorized 2,990 occupancies within the jurisdiction into high, moderate, and low risks.

The risks that garnished the highest numeric risk values are assumed to require higher needs for personnel and apparatus to mitigate events safely and effectively. Conversely, the presence of an automatic sprinkler system reduced the overall risk score. The fact that 92% of the fires are controlled (but not extinguished) with sprinkler activation¹³ is incorporated into the matrix for a more realistic risk factor rating. The results of the risk assessment process categorized the 2,990 occupancies into 1,395 high-risk structures, 709 moderate-risk structures, and 864 low-risk structures.

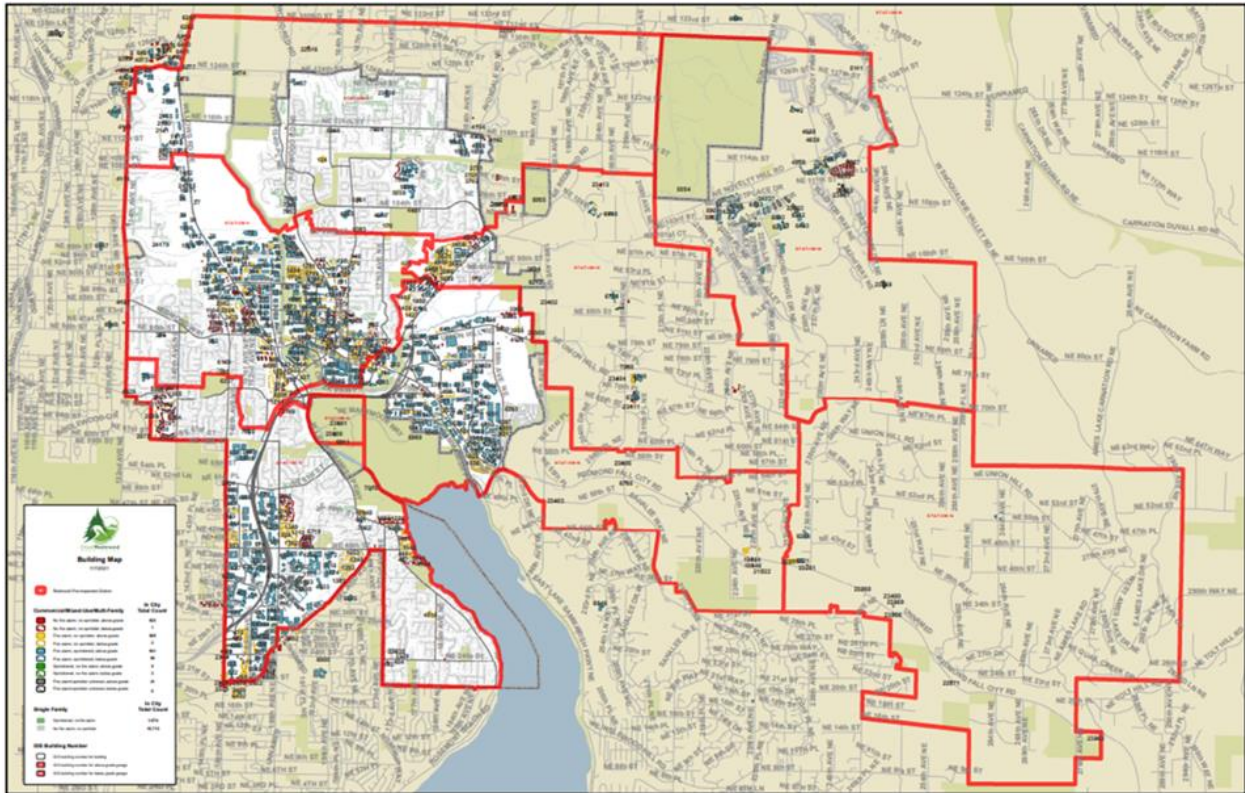
Geospatial analyses were completed to map each of the commercial occupancies included in the risk matrix process and overlay them within each of the fire station locations. This analysis lends validity to the risk assessment matrix and the process used by the Department, as the concentration of risks is correlated with the historical demand for fire related services. The results of the geospatial analyses of all structures by risk (categorizing all structures into high-, moderate-, and low-risk) are presented in the figures on subsequent pages. From a broad perspective, this provides validation of the risk assessment process developed with the Department as well as the necessary deployment strategy to cover the historical demand for services.

¹³ US Experience with Sprinklers – National Fire Protection Association. October 2021. <https://www.nfpa.org/-/media/files/news-and-research/fire-statistics-and-reports/suppression/ossprinklers.pdf>

Table 17: Summary of Occupancy Risk Matrix

Occupancy Class	Occ Description	Base Risk Rating	System Information	Adjusted Risk Rating if Present
A1	Assembly	High	SYSTEMS AS/FA/SP	Low
A2	Assembly	High	SYSTEMS AS/FA	Low
A3	Assembly	High	SYSTEMS AS/FA/H	Low
A4	Assembly	High	SYSTEMS AS/FA/FP	Low
A5	Assembly	High	SYSTEMS AS/H	Moderate
B	Business	Moderate	SYSTEMS AS	Moderate
E	Education	High	SYSTEMS AS/H/FA	Low
E - DAY CARE	Day Care	High	AS/FA	Low
E1		High	AS/FA/H	Low
F1	Factory	High	SYSTEMS AS/FA/FP/H	Low
F2	Factory	High	SYSTEMS SP	Moderate
H2	High Hazard	High	SYSTEMS AS/FAH/SP	Low
H3	High Hazard	High	SYSTEMS AS/FA/H/SP	Low
H4	High Hazard	High	AS/FA/FP/H	Low
I1	Institution	High	SYSTEMS AS/FA/FP/SP	Low
I2	Institution	High	SYSTEMS AS/FA/H/TC	Low
I3 COND 1	Institution	High	SYSTEMS FA/SP	Moderate
I3 COND 3	Institution	High	SYSTEMS FA/FP/SP	Moderate
I3 COND 5	Institution	High	SYSTEMS AS/FA/TC	Low
M	Mercantile	High	SYSTEMS AS/FP/H/SP	Moderate
R1	Residential	High	SYSTEMS FA/SP/FP	Moderate
R2	Residential	High		
R3	Residential	High		
R4	Residential	High		
S1	Storage	High		
S2	Storage	High		
S3	Storage	High		
S4	Storage	High		
S5	Storage	High		
U1	Utility and Miscellaneous	Moderate		

Figure 32: All Risk Occupancies by Station Demand Zone



Critical Task Analysis

The key to any fire department's success at a fire is a rapid response and efficient fire scene deployment, as well as adequate staffing and coordinated teamwork. 'Critical tasks' are tasks that must be conducted in a rapid and coordinated manner at structure fires to control the fire prior to flashover or to extinguish a larger fire beyond the room of origin.

Interior firefighting operations are dangerous and require the use of protective equipment (which includes personal protective clothing), a self-contained breathing apparatus (SCBA), and a minimum of a 1¾" diameter hose line. Additional personnel must be staged to perform rescue functions for interior firefighting personnel, and a command structure must also be established.

Below are definitions of the minimum critical tasks that must be performed at a structure fire.

1. **Fire Attack:** A medium-sized hose that produces a water flow of at least 150 gallons per minute (GPM) and is handled by a minimum of two firefighters is required. Larger hose lines can flow over 200 GPM and must be handled by three or more fire fighters.
2. **Search and Rescue:** A minimum of two firefighters must be assigned to search for living victims and remove them from danger while the fire attack crew moves between the victims and the fire to stop the fire from advancing towards them. A two- person crew is normally sufficient for most small to medium sized structures, but more crews are required in multi-story buildings, high-risk structures and/or those with people who are immobile, incapacitated, or in any way not capable of self-preservation.
3. **Ventilation:** A minimum of three fire fighters are required to open a horizontal or vertical channel. Vertical ventilation or ventilation of a multi-story building can require more than three firefighters depending on the size and complexity of the structure involved. For example, pressurizing multiple stairwells in a multi-story building. Ventilation removes superheated gasses and smoke, preventing flashover and fire attack crews from seeing and working close to the seat of the fire. The same benefits apply to a search crew that is operating with or without a hose line. Removal of the superheated gasses provides an improved atmosphere within the structure that will increase a victim's chance for survival.
4. **Back-up Line/2-Out:** A back-up hose line is used to protect the fire attack crew in case the fire overwhelms them, or a problem develops with the fire attack hose line. This function requires a minimum of two firefighters.
5. **Rapid Intervention Crew (RIC):** When the first four fire fighters are on scene, the two outside firefighters are also known as the "2-Out". When the balance of the effective response force arrives, a primary search for victims is complete, and interior fire attack is continuing in hazardous atmospheres and conditions, a full company is assigned to be the rapid intervention crew. This team assembles a cache of equipment designed to

locate and extricate firefighters if they become trapped or lost within the structure. At very large fires, multiple rapid intervention crews may be assembled.

6. **Exposure Line:** This is an attack line or master stream appliance of any size staffed by two or more fire fighters and taken above, below, or next to the fire to protect nearby structures (or apartments).
7. **Pump Operator:** One firefighter should be assigned to deliver water under the right pressure to the various hose lines in use (attack, backup, and exposure lines), and monitor the pressure changes caused by the changing flows on each hose line. This firefighter also completes the hose hookups to the correct discharges and completes the water supply hookup to the correct intake. As the water from the fire engine is being used for firefighting, the pump operator will simultaneously locate and establish a continuous water supply from a hydrant, another engine, or a static water source. In areas where hydrants are present, the pump operator can secure water from a near-by hydrant or have water brought from a distant hydrant by coordinating with another pump operator. In any case, the initial attack hose line and back-up line will use water from the fire engine before a continuous water supply is established, and a rapid and there needs to be a coordinated effort to secure a permanent water supply before the fire engine water supply is exhausted.
8. **Water Supply:** A crew of one or more firefighters must pull the large diameter hose between the fire engine pump and the nearest hydrant. This crew can be redeployed once this task is complete.
9. **Incident Commander:** An officer must be assigned to remain outside of the structure to coordinate the fire attack, evaluate results, request additional resources, and monitor fire conditions which might jeopardize firefighter safety. This officer sets strategic and tactical objectives for the incident, which become extremely complex as the incident escalates.

10. **Safety Officer:** This is an officer assigned to ensure that fire department personnel on scene are following department safety policies and procedures. This officer has the authority to stop unsafe actions.

Evaluating critical tasks which need to be accomplished depending upon the risk involved determines the appropriate level of resources necessary to simultaneously handle the tasks of fire attack, search and rescue, ventilation, backup lines, pump operation and water supply and command. The goal is to accomplish these tasks within approximately 9 minutes or arrival of the first due unit. If fewer firefighters and equipment are available, or if they have longer travel distances, then the agency will not be able to accomplish an objective such as confining the fire near or to the room of origin.

The fire department reviewed historical data, existing time standards, and completed several time measured training exercises to determine which tasks can be accomplished under different circumstances. For example, task times were measured in single-family residences, multi-family residences and commercial occupancies. This data was then correlated with existing actual fire call tasks and time criteria to validate the departments capability of completing all critical tasks outlined in the tables below.

The critical tasks were developed by the RFD staff through a facilitated process that includes recommendations from the CFAI and the NFPA, as well as the current staffing and deployment model operating within the Department. Risks were categorized by program area and stratified by risk by the Department based on the CAD “Event Type”, prior to the development of the critical task matrices. Critical tasks were developed for low-, moderate-, high-, and maximum-risk fire events. In addition to the critical tasks for personnel requirements, a similar process was conducted to determine the appropriate apparatus required to assemble the requisite personnel and equipment. A spreadsheet of all CAD “Event Types” and their associated risk severity is provided in the appendices.

Critical tasks were further refined to reflect the **initial response force (IRF)** necessary to provide the most important and timely actions to limit growth of fire or effect a rescue. A larger number force that follows, **the effective response force (ERF)**, will have a more important role in providing sufficient safety for the responding personnel while they are operating on the emergency incident.

The RFD has very robust response matrices for all call types, and this section is intended as a reference for non-system experts as to the resource commitment typically sent to each risk level and the critical tasks required to mitigate events. Examples of critical tasks are provided below for low-, moderate-, and high-risk fire events.

Low-risk: Small outbuildings, park facilities, sheds, outside fires not otherwise classified.

Table 18: Critical Tasks for Fire Responses - Low Risk

Critical Task	Needed Personnel
Command	1
Investigation / Extinguishment	2
Personnel Required by Critical Tasks	3

Table 19: Apparatus and Personnel Requirements for Fire Responses - Low Risk

Responding Units	Minimum Staffing
Engine/Ladder	3
Total Response Provided	3

Moderate-risk: One-, two- or three family dwellings.

High-risk: Schools, apartments, hospitals, nursing homes, low-rise to high-rise buildings, commercial structures, dwellings in water deficient areas, and other high life hazard or large fire potential occupancies.

Table 20: Critical Tasks for Fire Responses - Moderate Risk

Critical Task	Needed Personnel
Command/Safety	1
Pump Operator	1
Fire Control/Initial Rescue	2
Primary Search or Ventilation	3
Water Supply/Back Up Hose Line	3
Exposure Protection	2
Initial Response Force	12
Rapid Intervention	3
Safety	1
Medical/Rehab	2
Primary Search or Ventilation	3
Effective Response Force	21

Table 21: Apparatus and Personnel Requirements for Fire Responses - Moderate and High Risk

Responding Units	Minimum Staffing
Battalion Chief	1
Battalion Chief	1
Engine	3
Engine	3
Engine	3
Ladder	3
Ladder	3
Aid Car	2
Medic Unit	2
MSO	1
Total Response Provided	22

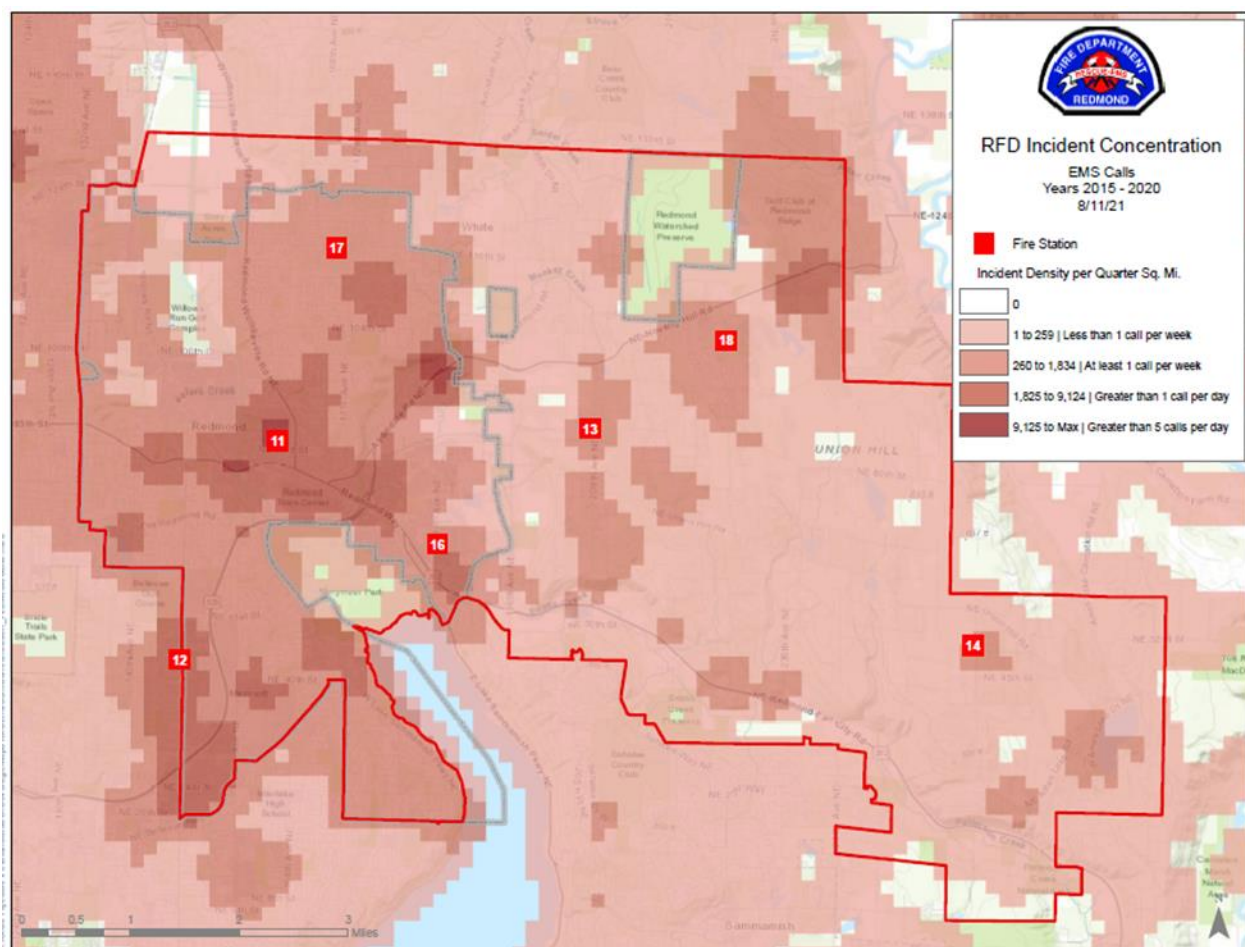
Emergency Medical Services

Emergency medical services are provided by fire suppression personnel, who respond in a tiered manner. All medical emergencies are initially dispatched with a Basic Life Support (BLS) aid car (ambulance), fire engine or ladder truck. Following further questions by the 9-1-1 call taker, using a criteria-based process, a medic unit with Paramedics may be dispatched to provide advanced life support (ALS). Either the aid car or medic unit can provide transport to the appropriate hospital.

The City of Redmond has an Interlocal Agreement with King County to provide Advanced Life Support (ALS) services to the Cities of Redmond, Duvall, Kirkland, Woodinville, Fire District 34, and other unincorporated portions of Northeast King County. The Redmond Fire Department is the lead agency for the Northeast King County Medic One response area. This area covers 266 square miles and has a population of 333,000 residents. Basic Life Support (BLS) treatment and transport is a function of the fire department within the City of Redmond and King County Fire District 34.

Heat maps were created to identify the concentration of the historic demand for service by program area. Therefore, the following mapping will present the relative concentration of service demands by EMS. The darkest red areas have the highest concentration of demand.

Figure 33: Heat Map for EMS Calls



Critical Task Analysis

In order to align resource allocation and risk for EMS, a critical task analysis was completed. Results found that the most efficient strategy is to allocate resources depending on the identified level of risk and patient acuity. Therefore, low-risk events may receive a single EMS resource while a moderate-risk incident may receive two resources. As a matter of pre-determined dispatch, high risks require multiple resources. Similarly, the process determined the personnel required for these critical tasks. The tables below reflect call types and resource allocations.

Each of the following risk severity levels follow the internationally protocolized call triage system from Medical Priority Dispatch and the International Academies of Emergency Dispatch (IAED).

Low-risk EMS responses included incidents such as lift assists or medical concerns that do not require advanced medical intervention.

Table 22: Critical Tasks for EMS Responses - Low Risk

Critical Task	Needed Personnel
Patient Assessment	1
Medical Support	1
Effective Response Force	2

Table 23: Apparatus and Personnel Requirements for EMS Responses - Low Risk

Responding Units	Minimum Staffing
Aid Car or Engine	2(3)
Total Response Provided	2 (3)

Moderate-risk EMS responses include call types of an emergent nature including difficulty breathing. Response for all moderate-risk EMS responses will include one engine and one aid unit (ambulance). Depending on the location in the service area in which the incident occurs, automatic and mutual aid companies may be used to achieve the required ERF and ensure the quickest response for the patient.

Table 24: Critical Tasks for EMS Responses - Moderate Risk

Critical Task	Needed Personnel
Patient Assessment/Handling/Transport	2
ALS Treatment	2
Effective Response Force	4

Table 25: Apparatus and Personnel Requirements for EMS Responses - Moderate Risk

Responding Units	Minimum Staffing
Aid/Engine	2 (3)
Medic Unit	2
Total Response Provided	4(5)

High-risk EMS responses are incidents that can be handled by agency resources. However, the responses require resource allocation beyond a moderate-risk response. These types of incidents include responses where there are multiple patients.

Table 26: Critical Tasks for EMS Responses - High Risk

Critical Task	Needed Personnel
Command	1
Medical Oversight	1
Medical Treatment including ALS	5
*CPR, Ventilation, AED	
Patient handling/Transport	2
Effective Response Force	9

Table 27: Apparatus and Personnel Requirements for EMS Responses - High Risk

Responding Units	Minimum Staffing
Battalion Chief	1
Aid Car	2
Medic Unit	2
Engine	3
MSO	1
Total Response Provided	9

Hazardous Materials Services

A hazardous material is any item or agent (biological, chemical, radiological, and/or physical), which has the potential to cause harm to humans, animals, or the environment, either by itself or through interaction with other factors. Responses to hazardous materials releases and/or spills within the Redmond Fire Department (RFD) response area may occur in transportation, fixed facility, industrial pipeline, natural cause, or terrorism settings. RFD personnel are trained at three levels: 1) Awareness, 2) Operations, and 3) Technician. Each level of training offers capabilities and limitations, including emergency response, hazard recognition, defensive and offensive mitigations.

Within RFD, a limited-scope hazardous materials response vehicle (Haz-Tac) is centrally located with the ability to handle some incidents. In addition, this vehicle can supplement larger incidents requiring additional vehicles and equipment. RFD's vehicle is one of two Haz-Tac vehicles in eastern King County. A larger, fully equipped vehicle is located in nearby Bellevue.

Critical Task Analysis

Low-risk hazardous materials responses involve an identifiable substance that may have leaked in a small quantity or an incident that can be handled by the first arriving unit. These incidents may include gasoline spills, carbon monoxide alarms, and the smell of natural gas not specific to a location.

Table 28: Critical Tasks for Hazardous Materials Responses - Low Risk

Critical Task	Needed Personnel
Command	1
Investigate/Isolate/Deny Entry	2
Effective Response Force	3

Table 29: Apparatus and Personnel Requirements for Hazardous Materials Responses - Low Risk

Responding Units	Minimum Staffing
Engine /Ladder	3
Total Response Provided	3

When it comes to moderate or high-risk incidents that exceed the capability of the agency, these incidents may require assistance beyond the first arriving engine company.

This may include flammable and combustible liquid spills, or releases that require specialized equipment to identify the product, its properties, and any special protective equipment for stabilizing the incident. Depending on the location in the service area in which the incident occurs, automatic and mutual aid resources may be used to achieve the required ERF and ensure the quickest response. Of course, it is recognized that these types of incidents require a slightly slower and more methodical approach to ensure safety of responders and surrounding exposures.

Table 30: Critical Tasks for Hazardous Materials Responses – Moderate Risk and High Risk

Critical Task	Needed Personnel
Command	1
Investigate/Isolate/Deny Entry	1
Identification (Tech/Ref)	1
Medical	2
Contain	2
Initial Response Force	7
Haz Mat Team Leader	1
Entry Team Leader	1
Decontamination	2
Safety Officer - Incident	1
Safety Officer – Haz Mat Team	1
Entry Team	2
Back up Team	2
Air Monitoring	2
Rehab	2
Effective Response Force	21

**Table 31: Apparatus and Personnel Requirements for Hazardous Materials Responses
– Moderate Risk and High Risk**

Responding Units	Minimum Staffing
Battalion Chief	1
Battalion Chief	1
Engine	3
Engine	3
Engine	3
Engine	3
Ladder	3
Ladder	3
Aid Car	2
Medic Unit	2
MSO	1
Haz Tac	1
Haz Tac	1
Haz Mat Unit	1
Total Response Provided	27*

All units after Initial Response Force are called in as needed and not Code 3 is not called unless needed.

Rescue Services

The RFD provides initial response for technical rescue services within the City and District 34. RFD will respond to technical rescue incidents and is equipped to extricate and treat injured patients and victims involved in specialty rescue situations. The RFD cross-staffs an Urban Search and Rescue (USAR) Heavy Rescue unit at Station 16. This unit has equipment and operation capabilities to handle most technical rescue incidents within the jurisdiction.

The team is composed of approximately 50 members (across several area agencies) and can respond to and mitigate incidents related to heavy structural collapse, high-angle rescue, machinery entrapment, trench rescue, and confined space rescue. In 2020, rescue incidents accounted for 1.9% of the total incidents responded to by the RFD.

Critical Task Analysis

Low-risk technical rescue incidents include events such as elevator rescues and lockouts and can routinely be handled by the first arriving unit.

Table 32: Critical Tasks for Technical Rescue Responses - Low Risk

Critical Task	Needed Personnel
Command	1
Extrication	2
Effective Response Force	3

Table 33: Apparatus and Personnel Requirements for Technical Rescue Responses - Low Risk

Responding Units	Minimum Staffing
Engine /Ladder	3
Total Response Provided	3

Moderate-risk technical rescue incidents include responses to events such as trench rescue, high-angle and low-angle rescues, structure collapses, motor vehicle accidents with entrapment and extrications that require specialized equipment and additional personnel.

Table 34: Critical Tasks for Technical Rescue Responses - Moderate Risk and High Risk

Critical Task	Needed Personnel
Command	1
Patient Stabilization	2
Extrication	2
Pump Operator	1
Hose line	1
Medical oversight	1
Initial Response Force	8
Safety	1
Incident Support	7
Rescue Group Supervisor	1
Effective Response Force	17

Table 35: Apparatus and Personnel Requirements for Technical Rescue Responses - Moderate Risk

Responding Units	Minimum Staffing
Battalion Chief	1
Engine	3
Ladder	3
Ladder	3
Ladder	3
Aid Car	2
Medic Unit	2
MSO	1
Total Response Provided	18

Review of System Performance

The first step in determining the current state of the RFD deployment model is to establish baseline measures of performance. This analysis is crucial to the ability to discuss alternatives to the status quo and identify opportunities for improvement. This portion of the analysis will focus on elements of response time and the cascade of events that lead to timely response with the appropriate apparatus and personnel to mitigate the event.

Response time goals should be looked at in terms of total response time, which includes the dispatch or call processing time, turnout time, and travel time, respectively.

Cascade of Events

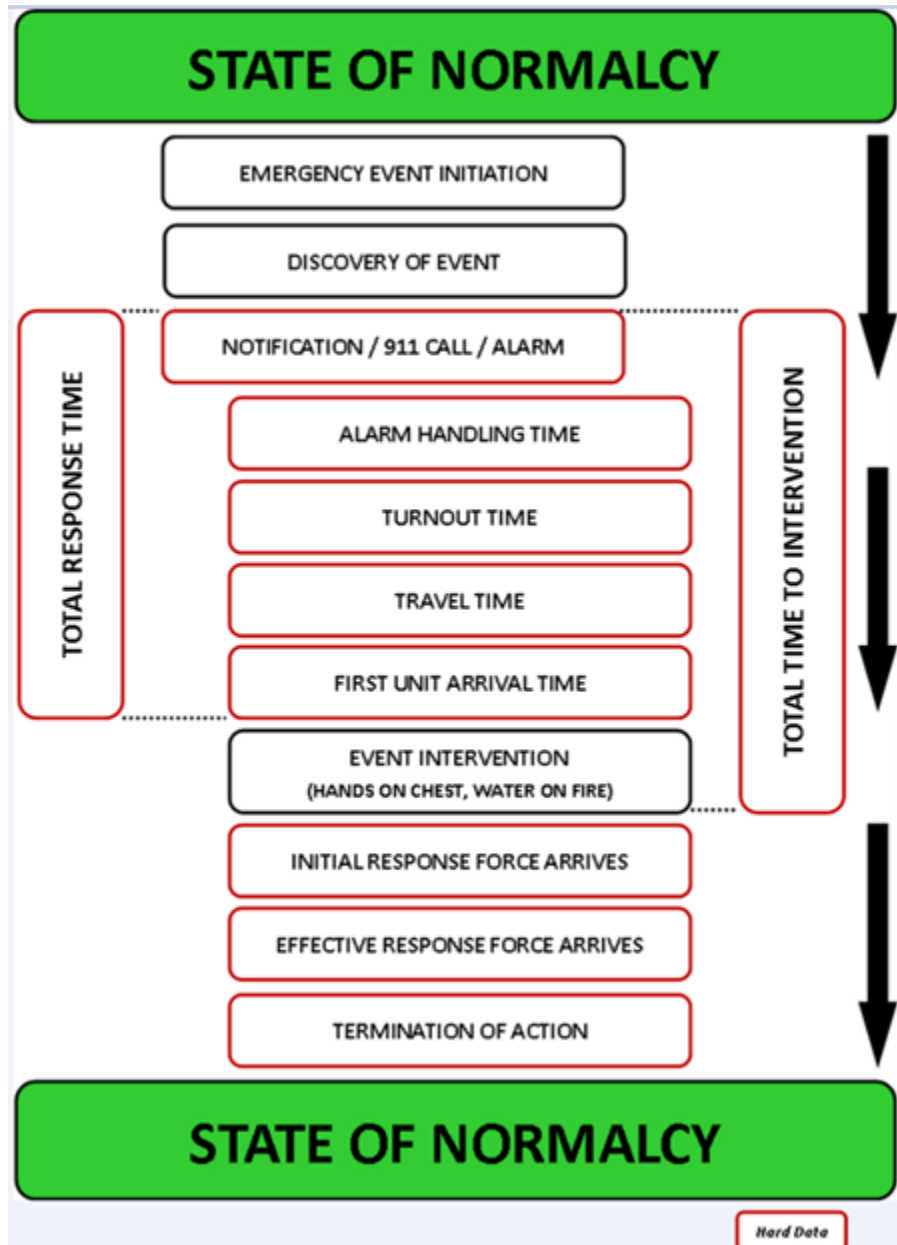
The cascade of events is the sum of the individual elements in time, beginning with a state of normalcy and continuing until normalcy is once again returned via the mitigation of the event. The elements of time that are important to the ultimate outcome of a structure fire or critical medical emergency begin with the initiation of the event. For example, the biological clock for heart damage begins at the first onset of chest pain, regardless of when 911 is notified.

Similarly, a fire may begin and burn undetected for a period of time before the fire department is notified. The emergency response system does not have control over the time interval for manual recognition or the choice to request assistance.

Therefore, RFD uses quantifiable “hard” data points to measure and manage system performance. These elements include alarm handling, turnout time, travel time, time to intervention (patient contact, water on fire, etc.), initial response force, effective response force, and the time spent on-scene. An example of the cascade of events and the elements of performance used by the RFD is provided in the figure below.¹⁴

¹⁴ Olathe Fire Department. (2012). Adapted from Community Risk and Emergency Services Analysis: Standard of Cover. Olathe, Kansas: Author.

Figure 34: Cascade of Events



Detection Time

Detection is the element of time between when an event occurs, someone detects it, and the emergency response system is notified. This is typically accomplished by calling the 911 Public Safety Answering Point (PSAP). Throughout King County, 911 calls are routed based on mode. Wireless/cellular calls go directly to Northeast King County Regional Public Safety

Communication Agency (NORCOM), a regional fire/EMS service center located in Bellevue, and landline calls go to the appropriate law enforcement agency for the caller's physical location, such as the city of Redmond Police Department PSAP or the King County Sheriff's Department PSAP.

Alarm Handling

This is the element of time measured between when the communication center answers the 911 call (usually NORCOM), processes the information, and subsequently dispatches the appropriate agency resources (Alert or Tone Out). The RFD,



through NORCOM, handled 11,850 calls for service in 2020. 7,778 calls originated within either the city of Redmond or King County Fire District 34. 4,072 calls originated from areas where base services are provided by another agency (i.e., Kirkland, Duvall, Woodinville) but ALS/Paramedic services are provided by RFD through the Medic One program. As opposed the typical 911 call routing, approximately 70% of all 911 calls are wireless, so they are routed directly to NORCOM.



Overall, the performance by NORCOM is one of the best in the industry as compared to the national fire service experience.

Figure 35: Call Processing Path within NORCOM

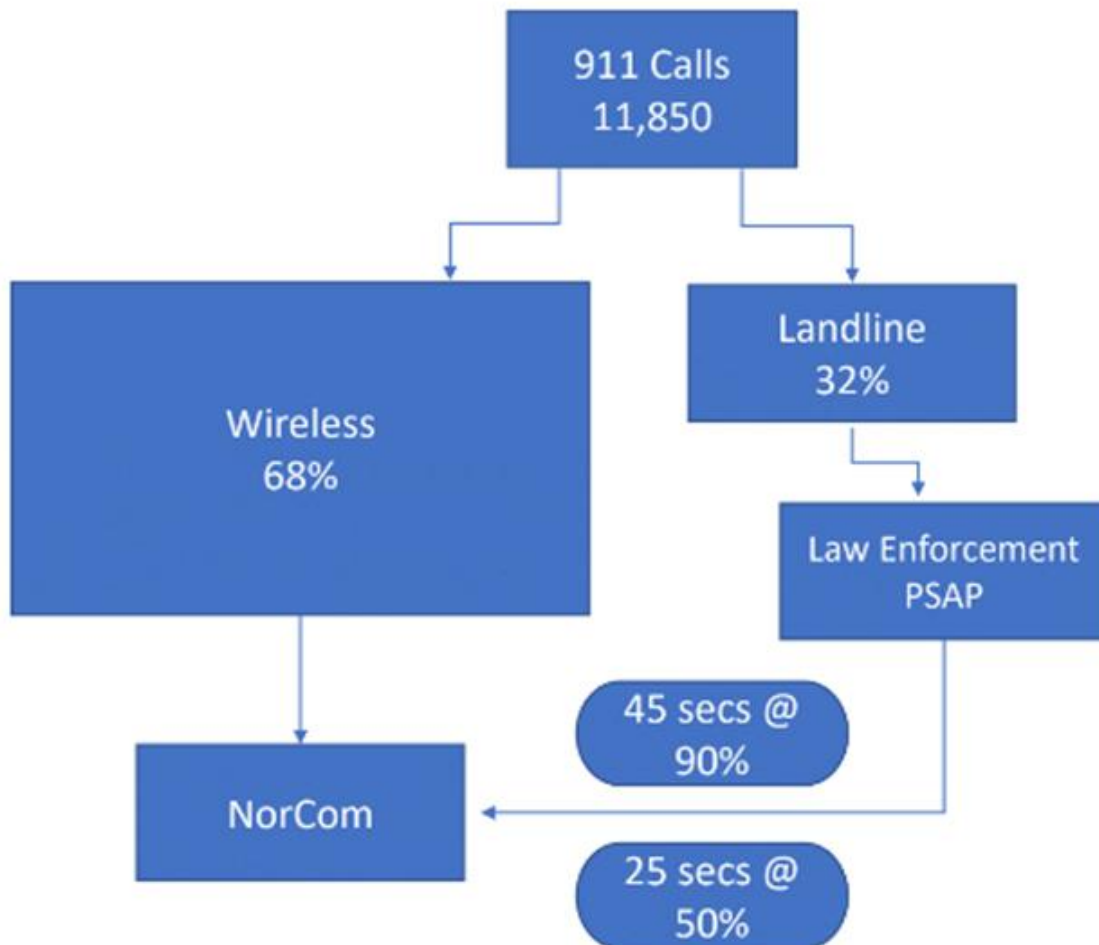
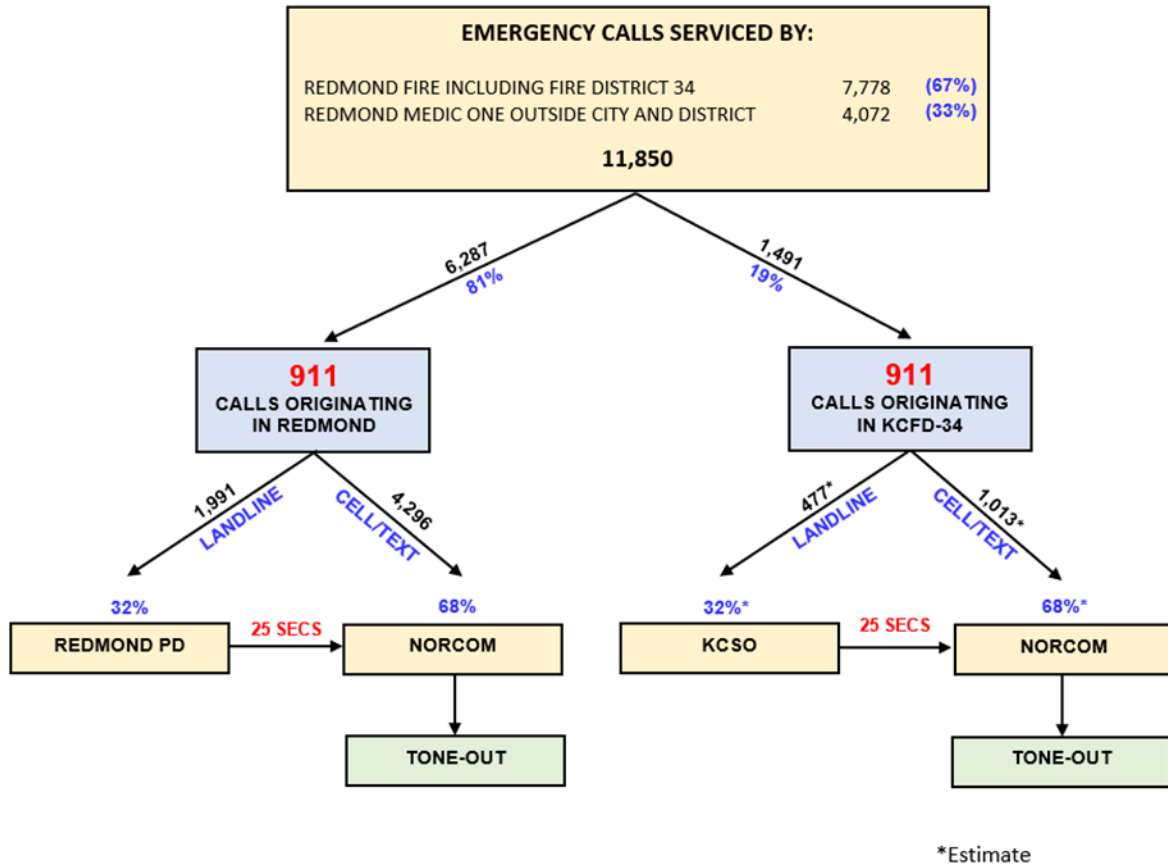


Figure 36: Call Processing When Not Received Directly by NORCOM



Turnout Time

The time between when the fire department is dispatched or alerted of the emergency incident and when the fire apparatus or ambulance is enroute to the call. This is the time needed for responders to don any specialized protective clothing/equipment.

Travel Time

The time between when the unit went enroute, or began to travel to the incident, and their arrival on scene.

Total Response Time

The time between when the 911 call is received at the communication center (NORCOM) and the first unit arrives on scene of the incident.

Time to Intervention

The time between when the 911 call is received at the communication center (NORCOM) to the initiation of some type of action that begins the mitigation of the event (i.e., water on fire, hands on chest, stop the bleed).



Time to intervention is the best measurement for community outcomes.

Response Time Continuum

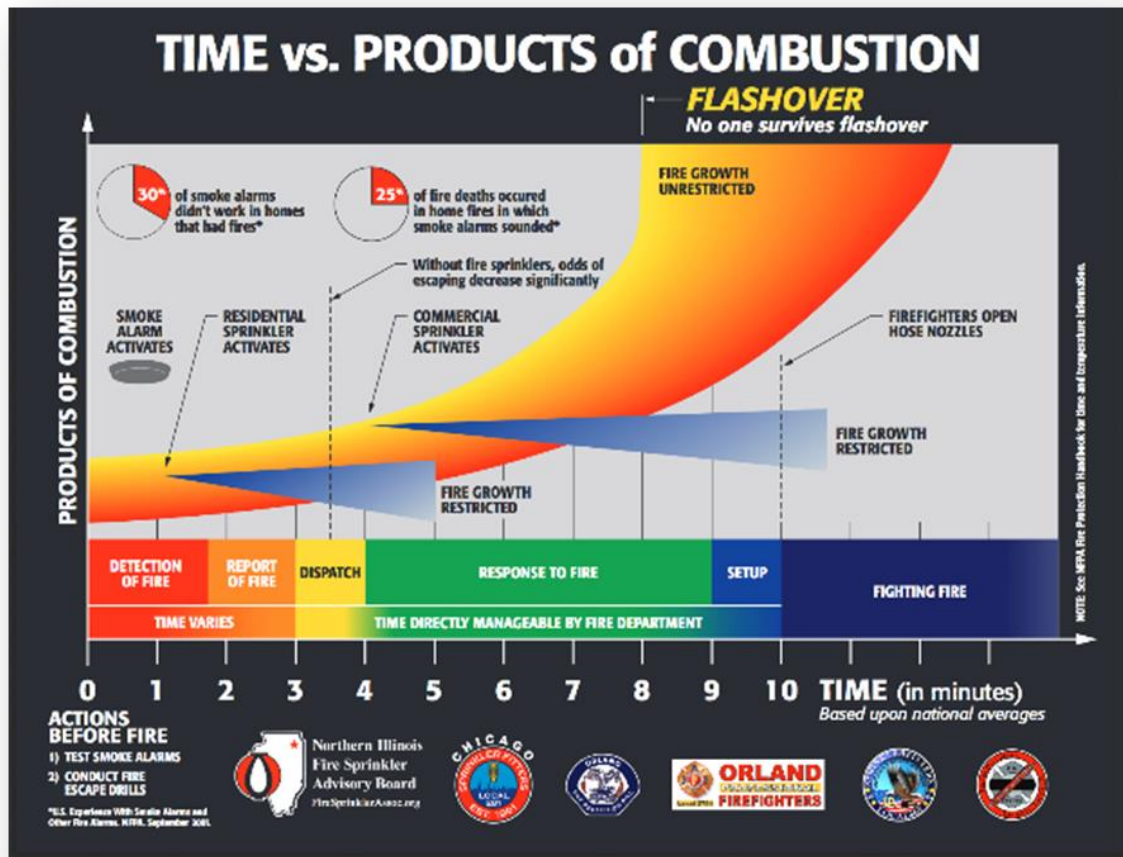
Fire

The number one priority with structural fire incidents is to save lives followed by the minimization of property damage. A direct relationship exists between the timeliness of the response, the survivability of unprotected occupants and the prevention of property damage. The most identifiable point of fire behavior is flashover.

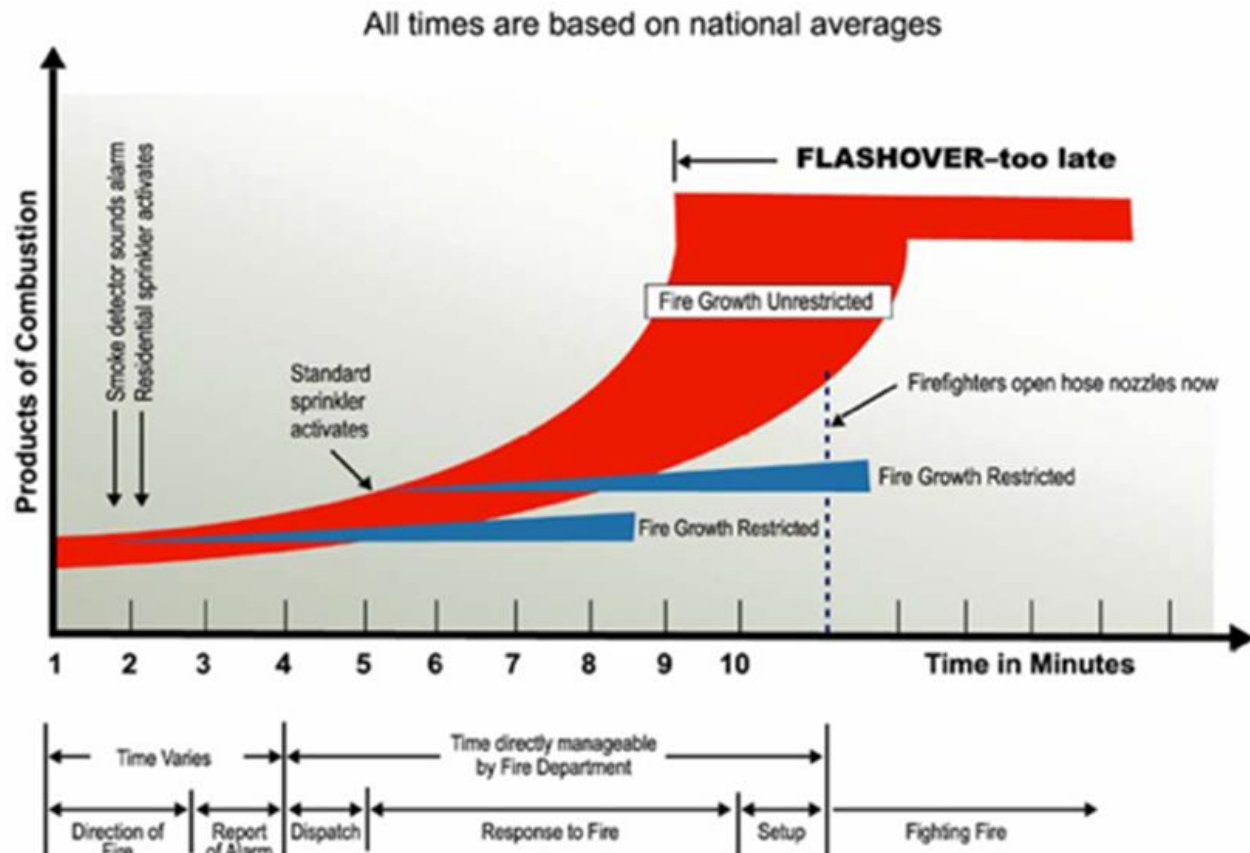
Flashover is the point in fire growth when the contents of an entire area, including the smoke, reach their ignition temperature. This results in rapid fire spread, rendering the area un-survivable by civilians and untenable for firefighters. It is always best to arrive and

attack the fire prior to the point of flashover. A representation of the traditional time temperature curve and the cascade of events is provided below.¹⁵

Figure 37: Examples of Traditional Time Temperature Curves



¹⁵ Example of Traditional Time Temperature Curve. Retrieved at <http://www.usfa.fema.gov/downloads/pdf/coffee-break/time-vs-products-of-combustion.pdf>

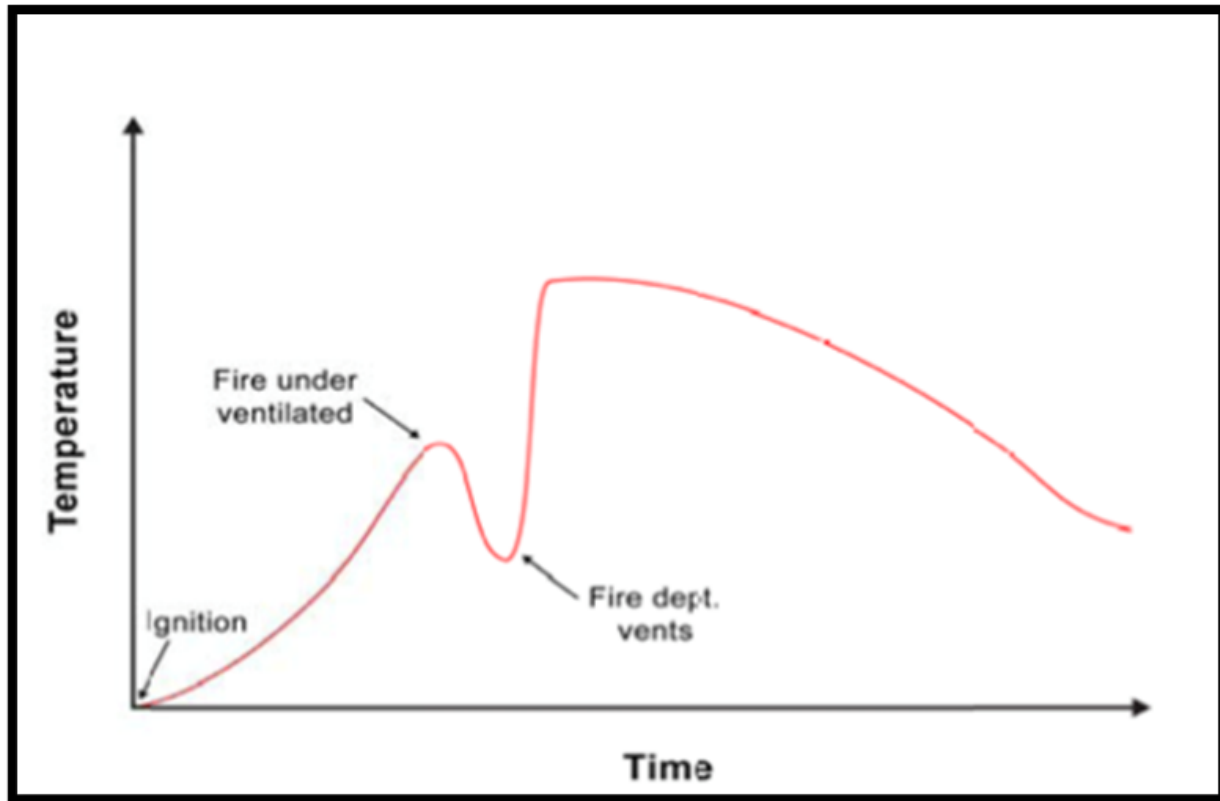


Recent studies by Underwriter's Laboratories (UL) have found that in compartment fires such as structure fires, flashover occurs within 4 minutes in a modern fire environment. Modern home environments differ from traditional home environments due to the addition of consumer furnishings made from petroleum-based products, such as foam cushions and plastics. The energy efficiency of modern windows and insulation also has a compounding effect.

In addition, the UL research has identified an updated time temperature curve due to fires being ventilation-controlled rather than fuel-controlled (as represented in the traditional time temperature curve.) While a ventilation-controlled environment will create a high risk to unprotected occupants due to smoke and high heat, it will give an advantage to property conservation efforts. Water may be applied to the fire prior to ventilation and flashover.

An example of UL's ventilation-controlled time temperature curve is provided below.¹⁶

Figure 38: Ventilation Controlled Time Temperature Curve



EMS

Responding effectively to EMS incidents means being able to respond within a specified period. However, unlike structure fires, responding to EMS incidents introduces considerable variability in the level of clinical acuity. From this perspective, the relationship between response time and clinical outcome varies depending on the severity of the injury or the illness. Research has demonstrated that the overwhelming majority of requests for

¹⁶ UL/NIST Ventilation Controlled Time Temperature Curve. Retrieved from http://www.nist.gov/fire/fire_behavior.cfm

EMS services are not time sensitive between 5 minutes and 11 minutes for emergency and 13 minutes for non-emergency responses.¹⁷ The 12-minute upper threshold is only the upper limit of the available research and is not a clinically significant time measure. Patients were not found to have a significantly different clinical outcome when the 12-minute threshold was exceeded.¹⁸

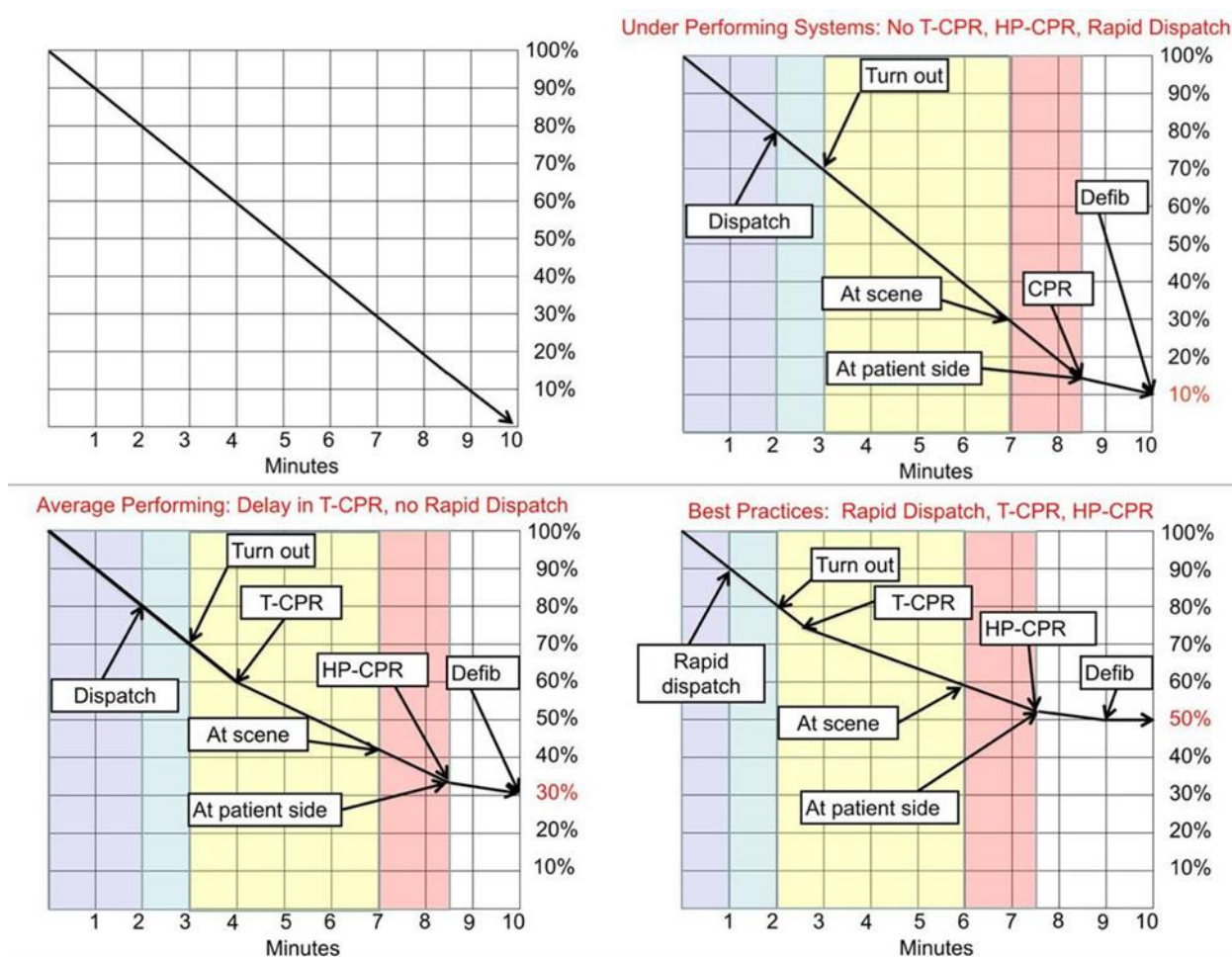
Out-of-hospital sudden cardiac arrest is the most identifiable and measured incident type for EMS. In an effort to demonstrate the relationship between response time and clinical outcome, a representation of the cascade of events and the time to defibrillation (shock) is presented below. The American Heart Association (AHA) has determined that brain damage will begin to occur between four and six minutes and become irreversible after 10 minutes without intervention.

Modern sudden cardiac arrest protocols recognize that high quality CPR at the BLS level is a quality intervention until defibrillation can be delivered in shockable rhythms. The figure below is representative of a sudden cardiac arrest that is presenting in a shockable heart rhythm such as Ventricular Fibrillation (V-Fib) or Ventricular Tachycardia (V-Tach). The right axis is reflective of the survivability to discharge.

¹⁷ Blackwell, T.H., & Kaufman, J.S. (April 2002). Response time effectiveness: Comparison of response time and survival in an urban emergency medical services system. *Academic Emergency Medicine*, 9(4): 289-295.

¹⁸ Blackwell, T.H., et al. (Oct-Dec 2009). Lack of association between prehospital response times and patient outcomes. *Prehospital Emergency Care*, 13(4): 444-450.

Figure 39: CPR Performance Analysis¹⁹



It is important to note that many confounding variables are present in any of the broad response time-to-outcome relationships. For example, the recognition and detection phase previously discussed could have the greatest impact on the efficacy of the response system.

¹⁹ Eisenberg, M., MD, PhD. Who shall live? Who shall die? Presentation from Seattle / King County Resuscitation Academy.

Distribution Factors

Comparison of Demand Zones

Geospatial analyses were completed regarding drive times, incorporating the RFD's current performance and nationally recommended best practices. Drive times from each of the current fixed-facility fire stations were created using existing road miles and impedance for a 4-, 5-, and 6-minute travel time. These drive times are based on past practice and most closely represent current performance. Additional analyses were conducted to explore various travel time and road mile requirements as required by other entities that, from time to time, will evaluate the RFD's performance.


Table 36: List of Travel Time/Distance Parameters by Entity

Parameters	Entity
10-minute travel time	Fire District 34 past practice
8-minute travel time	WSRB for Ladder Trucks
6-minute travel time	City of Redmond past practice
5 minute and 20 second travel time	WSRB for Engines
5 minute and 12 second travel time	CFAI (7 th Ed)
5-minute travel time	City of Redmond optional standard
4-minute travel time	City of Redmond optional standard
4-minute travel time	NFPA 1710
13-minute travel time	NFPA 1720
2.5-mile travel distance	WSRB for Ladder Trucks
1.5-mile travel distance	WSRB for Engine Companies

This analysis suggests that the majority of the jurisdiction is receiving service in moderately above 6 minutes (6:35). However, this measurement is strictly measuring time and distance, not capabilities. For example, Station 17 can statistically meet a 6-minute response time for a majority of its primary response area. However, if the call for service is a fire, the first suppression unit might be coming from Station 11 or possibly outside the city boundaries through mutual aid. In that case, the travel time could be significantly longer.

Another factor absent from this type of narrow analysis is the impact of vertical growth within the city. Over time, more and more people will live above the 2nd, 3rd, 4th, etc., floor in the vast number of multi-family residential units coming into Redmond. The response time it takes to get to the curb of the property will not likely change much over the coming years but the Time to Intervention (time to patient contact, hands on chest, water on fire, etc.) will degrade more and more. A stark example of the impact of the vertical challenge on response times can be illustrated with this comparison: the time it takes to get firefighters to someone above the 5th story of an apartment complex across the street from Station 11 can be equivalent to driving to a single-family house next to Station 12 or Station 17.

Therefore, additional analyses were conducted to explore shorter travel times so the time allocated for travel could be attributed to the time it will take to achieve/maintain outcomes for the patients and victims.

 **The time it takes to get firefighters to someone above the 5th story of an apartment complex across the street from Station 11 can be equivalent to driving to a single-family house next to Station 12 or 17.**

4-, 5- and 6-Minute Travel Time Analysis (City Only)

A 4, 5 and 6-minute travel time analysis was conducted to evaluate the agency's capabilities with the current station configuration within the city. Results suggest that a four-station configuration can service the city efficiently within a 4-minute travel time if all four stations were properly relocated. Currently, even with a 6-minute travel time, the areas of Idylwood and Willows/Rose Hill are underserved for emergency medical services. When looking at fire suppression capabilities, the areas of Education Hill, Bear Creek and SE Redmond are also underserved.



Results suggest that a four-station configuration can serve the city efficiently with a 4-minute travel time if they are properly relocated.

Figure 40: 4-, 5-, and 6-Minute Travel Time Comparison for Emergency Medical Service

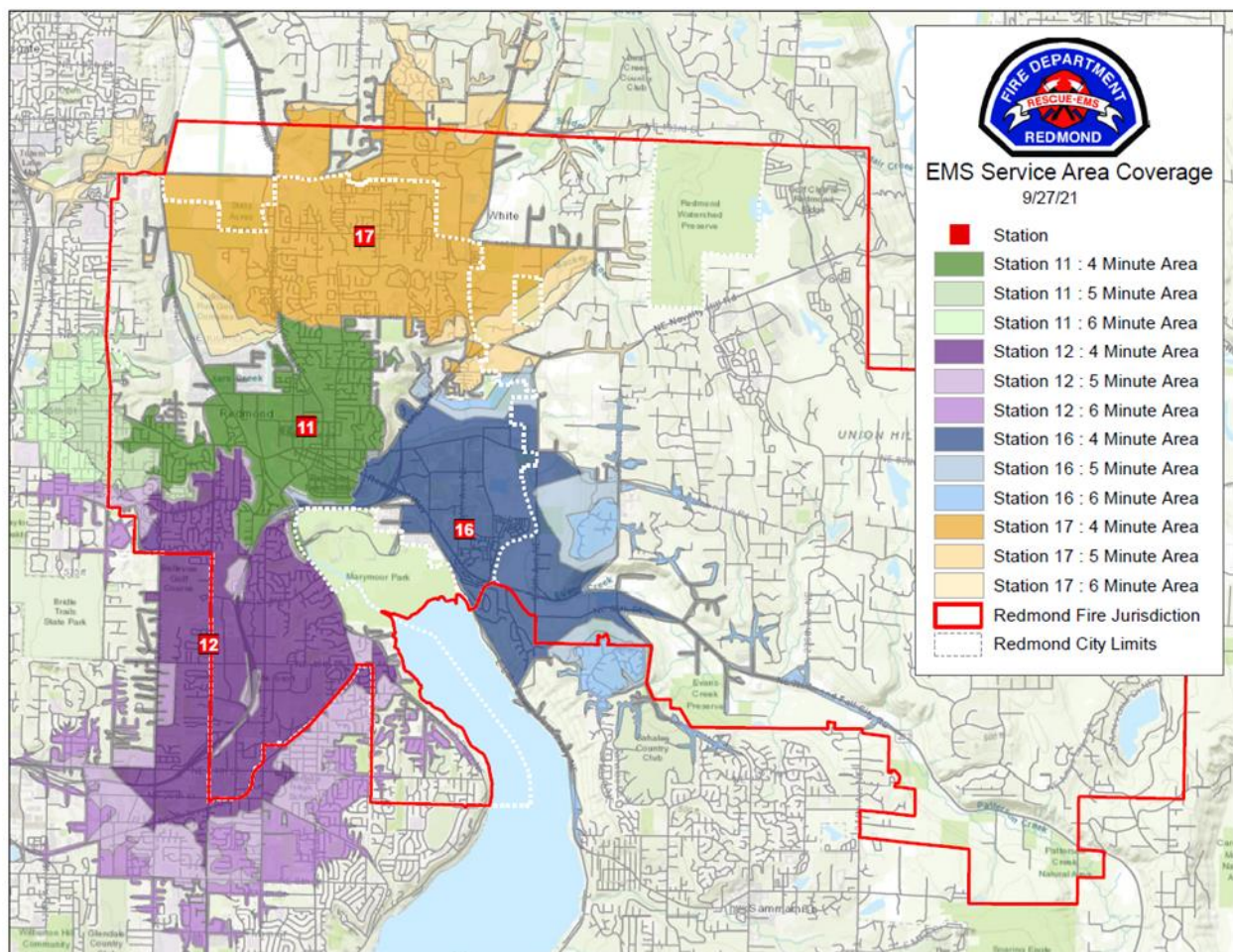
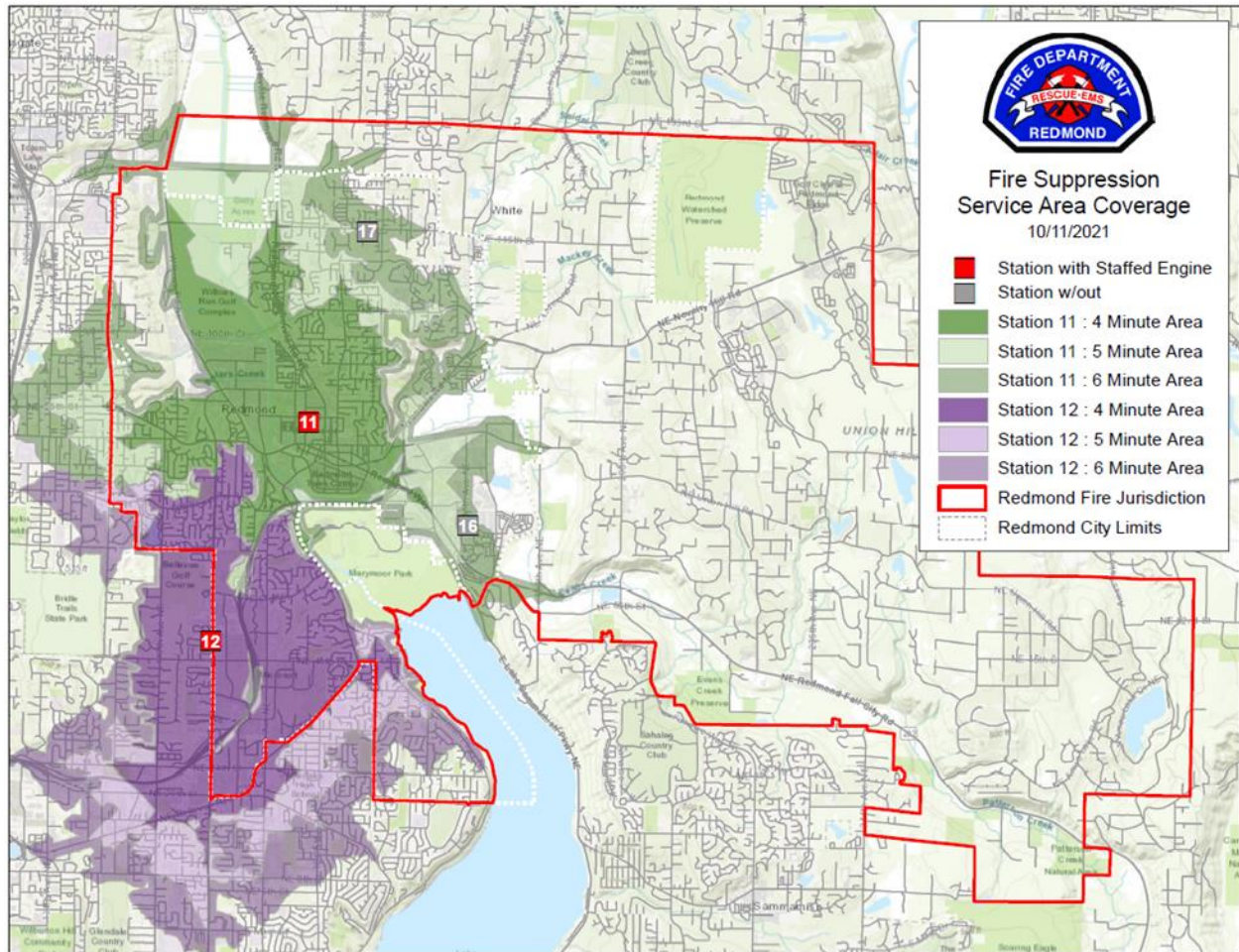


Figure 41: 4-, 5-, and 6-Minute Travel Time Comparison for Fire Suppression Units Only



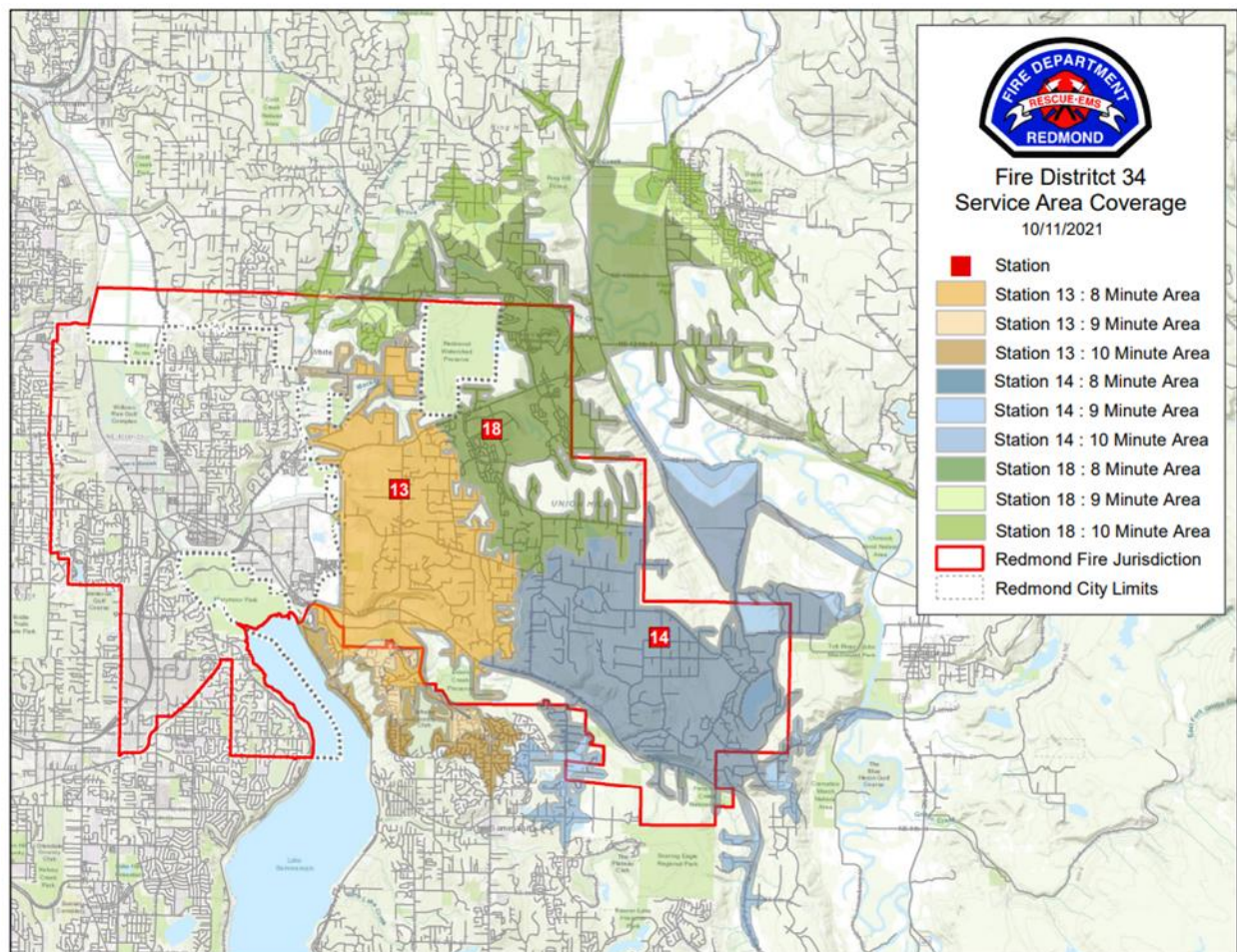
8-, 9- and 10-Minute Travel Time Analysis (Fire District 34)

An 8-, 9- and 10-minute travel time analysis was conducted to evaluate the agency's capabilities with the current station configuration within the areas administered by Fire District 34. Traditionally, the District has accepted a 10-minute travel time (although there is no evidence of a formal adoption of that performance standard). However, results suggest that the current three-station configuration could service the District efficiently with an 8-minute travel time.



Results suggest that the current three-station configuration can serve the District efficiently with an 8-minute travel time.

Figure 42: 8-, 9-, and 10-minute Travel Time for FD34



Comparison of Workloads by Unit Hour Utilization (UHU)

Another measure, time on task, is necessary to evaluate best practices in efficient system delivery and consider the impact workload has on personnel. Unit Hour Utilization (UHU) determinants were developed by mathematical model. This model includes both the

proportion of calls handled in each major service area (Fire, EMS, Haz Mat, Rescue) as well as total unit time on task for these service categories in 2020. The resulting UHUs represent the proportion of the work period (24 hours) that is used responding to requests for service. Historically, the International Association of Fire Fighters (IAFF) has recommended that 24-hour units use 0.30, or 30% workload as an upper threshold.²⁰ In other words this recommendation would mean personnel should spend no more than 7.2 hours per day on emergency incidents. These thresholds take into consideration the need for non-emergency activities such as training, health and wellness, public education, and fire and community risk reduction inspections.

The 4th edition of the IAFF EMS Guidebook no longer specifically identifies an upper threshold. However, a review of industry best practices suggests that an upper Unit Hour Utilization threshold of approximately 0.30, or 30%, is still valid. In other words, units and personnel should not exceed 30%, or 7.2 hours, of their workday responding to calls. These recommendations are also validated in the literature. For example, in their review of the City of Rolling Meadows, the Illinois Fire Chiefs Association used a UHU threshold of 0.30 as an indication of the need to add additional resources.²¹ Similarly, in a standards of cover study facilitated by the Center for Public Safety Excellence, the Castle Rock Fire and Rescue Department (CO) uses a UHU of 0.30 as the upper limit in their standards of cover due to the need to accomplish other non-emergency activities.²² Lincoln Fire & Rescue (NE) uses a

²⁰ International Association of Firefighters. (1995). *Emergency Medical Services: A Guidebook for Fire-Based Systems*. California, DC: Author. (p. 11)

²¹ Illinois Fire Chiefs Association. (2012). *An Assessment of Deployment and Station Location: Rolling Meadows Fire Department*. Rolling Meadows, Illinois: Author. (pp. 54-55)

²² Castle Rock Fire and Rescue Department. (2011). *Community Risk Analysis and Standards of Cover*. Castle Rock, Colorado: Author. (p. 58)

.30 as an upper limit in their standards of cover and can show a strong correlation between UHU and other outcome measurements over time.²³

UHU analyses included units designated as 24-hour per day units. Several 24-hour per day units were cross-staffed (i.e., had their busy time combined), as follows:

- Aid Car A117 was cross staffed with Engine E117.
- Engine E113 was cross staffed with unit Aid A113.
- Engine E114 was cross staffed with unit Aid A114.
- Engine E118 was cross staffed with unit Aid A118.
- Ladder L116 was cross staffed with both unit Aid A116 and Engine E116.

All units currently maintain UHU values < 0.30.

²³ Lincoln Fire & Rescue. (2018). Standard of Cover. Lincoln, Nebraska: Author. (p. 140)

Table 37: Unit Hour Utilization by Crew

Unit(s)	2015	2016	2017	2018	2019	2020	2021
A111	12.5%	13.1%	11.7%	12.4%	13.2%	11.4%	14.0%
A112	13.3%	13.0%	12.0%	11.9%	11.8%	10.4%	12.2%
A113 E113	7.7%	7.9%	7.9%	7.5%	7.9%	6.3%	8.3%
A114 E114	2.7%	2.8%	2.8%	2.4%	3.0%	2.8%	2.5%
A116 E116 L116	7.0%	6.4%	6.8%	6.5%	6.4%	5.6%	6.0%
A117 E117	7.6%	7.9%	8.4%	8.3%	8.1%	7.0%	8.0%
A118 E118	7.0%	6.7%	6.9%	6.7%	7.0%	5.6%	6.7%
B111	3.7%	3.0%	1.9%	2.4%	2.4%	2.1%	2.2%
E111	6.4%	6.6%	6.5%	6.5%	6.7%	5.4%	6.5%
E112	6.0%	6.0%	5.6%	5.3%	5.7%	4.7%	5.7%
M119	10.2%	11.4%	10.6%	11.0%	11.4%	10.7%	11.0%
M123	10.1%	9.8%	10.8%	10.1%	10.4%	10.1%	11.0%
M135	5.2%	5.4%	5.6%	6.5%	6.3%	6.6%	6.5%

¹Based on a 40-hour per week schedule; all other units considered 24-hour per day units.

Table 38: Unit Hour Utilization by Apparatus

Unit	2015	2016	2017	2018	2019	2020	2021
A111	12.5%	13.1%	11.7%	12.4%	13.2%	11.4%	14.0%
A112	13.3%	13.0%	12.0%	11.9%	11.8%	10.4%	12.2%
A113	6.2%	5.9%	5.5%	5.5%	5.5%	4.5%	5.8%
A114	1.8%	1.9%	1.8%	1.6%	2.0%	2.0%	1.8%
A116	3.2%	2.7%	2.8%	2.2%	2.3%	1.9%	0.0%
A117	7.4%	7.7%	8.1%	8.0%	7.5%	6.7%	7.5%
A118	5.1%	5.0%	5.0%	5.1%	5.2%	4.4%	4.9%
B111	3.7%	3.0%	1.8%	2.4%	2.4%	2.1%	2.2%
E111	6.4%	6.6%	6.5%	6.5%	6.7%	5.4%	6.5%
E112	6.0%	6.0%	5.5%	5.3%	5.7%	4.7%	5.7%
E113	1.5%	2.1%	2.4%	2.1%	2.4%	1.9%	2.5%
E114	0.9%	0.9%	1.0%	0.8%	1.0%	0.8%	0.7%
E116	2.1%	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%
E117	0.2%	0.2%	0.3%	0.3%	0.6%	0.3%	0.5%
E118	1.9%	1.7%	1.9%	1.7%	1.8%	1.3%	1.9%
L116	1.7%	3.6%	4.0%	4.1%	4.1%	3.7%	6.0%
M119	10.2%	11.4%	10.6%	11.0%	11.4%	10.7%	11.0%
M123	10.1%	9.8%	10.8%	10.1%	10.4%	10.1%	11.0%
M135	5.2%	5.4%	5.6%	6.5%	6.3%	6.6%	6.5%

Description of First Arriving Unit Performance

Additional analyses related to the response characteristics of first arriving units were conducted. The analyses in this first section focused on emergency (lights and sirens) responses from primary front-line units arriving first on scene for all distinct incidents. All RFD responses were considered to be dispatched emergency (lights and sirens).

To first recap the data presented previously, RFD had an overall dispatch time of 1 minute and 13 seconds at the 90th percentile for calls that went direct to NORCOM. Calls that originate via 911 landline had an additional 35 seconds of call handling time. Overall, RFD had a turnout time of just over 2 minutes at the 90th percentile for both Fire and EMS calls. The overall travel time performance was 6 minutes and 35 seconds at the 90th percentile for Fire and EMS calls combined. The overall Total Response Time was 8 minutes and 54 seconds at the 90th percentile for Fire and EMS calls combined.

For FD34, overall travel time performance was 7 minutes and 55 seconds at the 90th percentile for Fire and EMS calls combined. The overall Total Response Time was 10 minutes and 31 seconds at the 90th percentile for Fire and EMS calls combined.

Table 9: First Arriving Unit Response Performance - Fire & EMS (2017-2021) – City

Measure	90th Percentile
Dispatch Time – through RPD to NORCOM	1:48
Dispatch Time – via NORCOM	1:13
Turnout Time - Fire	1:58
Turnout Time - EMS	2:09
Travel Time – Fire	6:25
Travel Time – EMS	6:49
Total Response Time – Fire	8:38
Total Response Time – EMS	9:17

Table 10: First Arriving Unit Response Performance - Fire & EMS (2017-2021)–FD34

Measure	90th Percentile
Dispatch Time – via NORCOM	1:06
Turnout Time - Fire	2:56
Turnout Time - EMS	2:42
Travel Time – Fire	8:21
Travel Time – EMS	7:48
Total Response Time – Fire	10:25
Total Response Time – EMS	11:02

Initial and Effective Response Force Capabilities

The capability of an Initial Response Force (IRF) and Effective Response Force (ERF) to assemble in a timely manner with the appropriate personnel, apparatus, and equipment is important to the success of a significant structure fire event. Therefore, it is important to measure the capabilities of assembling an ERF. In most fire departments, the distribution model performs satisfactorily. However, it is not uncommon to be challenged to assemble an ERF in the recommended time frames. Several factors affect the capabilities to assemble an ERF, such as the number of fire stations, number of units, and number of personnel on each unit. Each of these policy decisions should be made in relation to the community's specific risks and the willingness to assume risk.

Similar to previous discussion, there are two prevailing recommendations for the time to assemble an ERF for structure fires. First, NFPA 1710 suggests that the ERF should arrive in

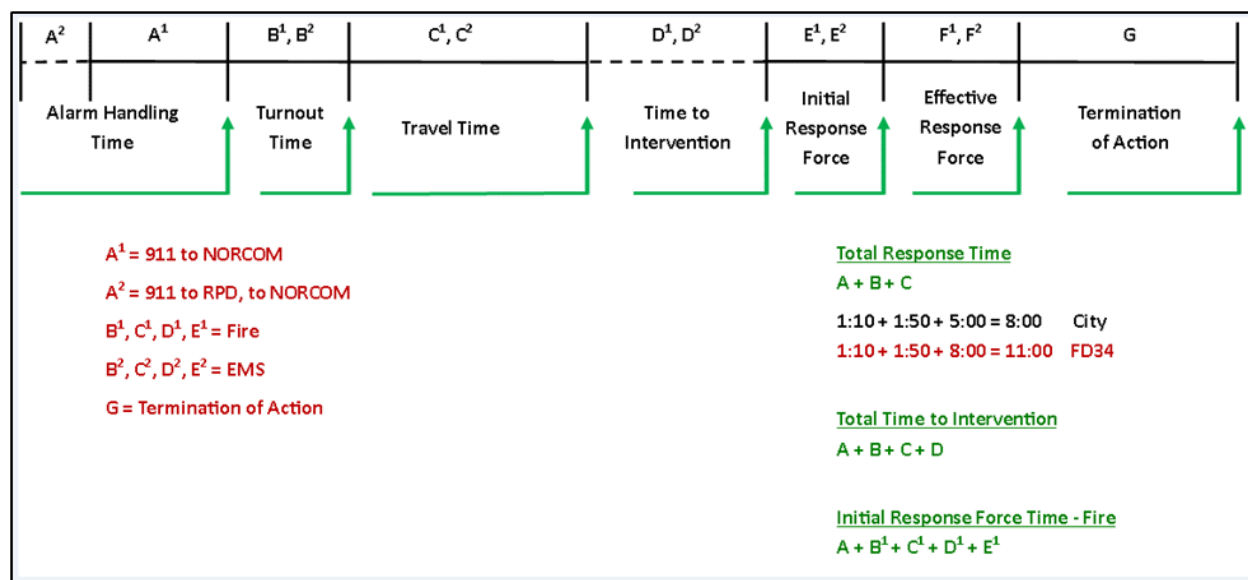
eight minutes travel time or less. Second, the CFAI provides a baseline travel time performance objective of 10 minutes and 24 seconds or less 90% of the time, as well as a 13-minute travel time ERF for suburban areas.

Table 11: Comparisons of Effective Response Force Configurations

Travel Time Objective	Current
8-Minute	1.37%
10-Minute	13.03%
13-Minute	51.42%

Overall, the ERF coverage is more robust in the center of the jurisdiction where the greatest historical demand exists. The areas in the North and South of the Town are challenged since they do not benefit from concentric response zones.

Figure 43: Time Elements for Developing Benchmark Response Measures



Reliability Factors

Overlapped or Simultaneous Call Analysis

Overlapped or simultaneous calls are defined as another call being received by the Department while one or more calls are already ongoing. In general, the larger the call volume in the Department, the greater the likelihood of overlapped calls occurring. The distribution of the demand throughout the day will impact the chance of having overlapped calls. Additionally, the duration of a call plays a significant role. The longer it takes to clear a request, the greater the likelihood of having an overlapping request. Results for these analyses are reported by program area.

Table 42: Overlapped Calls by Program

Program	Overlapped Calls	Percentage of Overlapped Calls
EMS	2,970	39.6
Fire	529	7.0
Hazmat	12	0.2
Rescue	57	0.8
Total	3,568	47.5

¹Three calls were missing maximum clear dates and times.

Performance Objectives & Measurement

Benchmark

Benchmark statements describe the ultimate level of performance the Agency is striving to attain. It is not expected that the Agency meets this goal as much as they are using the goal in relation to actual performance, year over year, to show progress or continuous improvement. In other words, over time, the agency should be moving closer and closer to the benchmark performance goal.

Baseline

Baseline statements describe the agency's actual (current) performance. Best practice in the industry is to maintain a baseline within 70% to 80% of the benchmark so as not to fall into a state of gross deviation from the benchmark.

Performance Objectives – Benchmarks

Fire Suppression Services Program (Urban)

For 90% of all structure fire incidents, the first-due unit shall arrive, with a minimum of 3 personnel, within 8 minutes total response time. The first-due unit shall be capable of providing 500 gallons of water and 1,500 gallons per minute pumping capacity; initiating command; establishing and advancing an attack line flowing a minimum of 150 gpm; containing the fire; and/or rescuing at-risk victims and requesting additional resources if needed.

For 90% of all priority moderate- and high-risk- structure fire incidents, the Initial Response Force, with a minimum of 12 personnel, shall arrive within 11 minutes total response time.

The IRF shall be capable of establishing an uninterrupted water supply; advancing a back-up line; complying with the Occupational Safety and Health Administration (OSHA) requirements for 2-In/2-Out; completing forceable entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and protecting exposures. The full ERF, with a minimum of 21 personnel, shall arrive within 15 minutes total response time, and shall be capable of providing a Rapid Intervention Crew and a Safety Officer.

These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

Emergency Medical Services Program (Urban)

For 90% of all priority emergency medical incidents, the first due unit, with a minimum of 2 personnel, shall arrive within 8 minutes total response time. The first due unit shall be capable of assessing scene safety; providing an initial patient assessment; initiating basic life support treatment and calling for additional resources (law enforcement, Mobile Integrated Healthcare, other EMS units, etc.) if needed.

For 90% of all moderate-risk incidents, the ERF, consisting of a minimum of 4 personnel, shall arrive within 10 minutes. The ERF should be capable of providing advanced life support patient care and transport support.

For 80% of all high-risk incidents, the ERF, consisting of a minimum of 9 personnel, shall arrive within 12 minutes. The ERF should be capable of providing advanced cardiac life support, high performance CPR, and transport support.

These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

Hazardous Materials Services Program (Urban)

For 90% of all hazardous materials incidents, the first-due unit shall arrive with a minimum of 3 personnel, within 8 minutes and 45 seconds, total response time (unit alert to arrival). The unit shall be capable of assessing scene safety, isolating the area, providing emergency medical care to any patients, providing initial identification of the material released, establishing command, and calling for additional resources if needed.

For 90% of all moderate- and high-risk hazardous materials incidents, the Initial Response Force, consisting of a minimum of 7 personnel, shall arrive with 12 minutes total response time. The Initial Response Force shall be capable of identifying the type of material released and determining a course of action to control/contain/mitigate the hazard.

For 90% of all high-risk hazardous materials incidents, the full Effective Response Force, consisting of a minimum of 21 personnel, shall arrive within 30 minutes total response time. The Effective Response Force shall be capable of mitigating a hazardous materials incidence that may include entry, identification, recon, decontamination, and rehabilitation.

These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

Rescue Services Program (Urban)

For 90% of all technical rescue incidents, the first-due unit shall arrive, with a minimum of 3 personnel, within 8 minutes and 45 seconds total response time. This unit shall be capable of assessing scene safety, providing emergency medical care to any patients, establishing command, and calling for additional resources if needed.

For 90% of all moderate- and high-risk technical rescue incidents, the Initial Response Force, with a minimum of 8 personnel, shall have a total response time within 11 minutes.

The Initial Response Force shall be capable of extricating patient from vehicle or machinery and providing advanced life support.

For 90% of all high-risk technical rescue incidents, full Effective Response Force, with a minimum of 17 personnel, shall have a total response time within 13 minutes. The Effective Response Force shall be capable of assisting with more complex extrications (trench, confined space, low angle, high angle, structural collapse, etc.).

These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

Performance Objectives – Baselines

Fire Suppression Services Program (Urban)

For 90% of all priority structure fire incidents, the first-due unit arrived, with a minimum of 3 personnel, within 8 minutes and 38 seconds total response time.

For 90% of all priority moderate- and high-risk structure fire incidents, the Initial Response Force, with a minimum of 12 personnel, arrived within 11 minutes total response time.

The full Effective Response Force, with a minimum of 21 personnel, arrived within 20 minutes total response time.

Emergency Medical Services Program (Urban)

For 90% of all priority emergency medical incidents, the first due unit, with a minimum of 2 personnel, arrived within 8 minutes total response time.

For 90% of all moderate-risk incidents, the Effective Response Force, consisting of a minimum of 4 personnel, arrived within 10 minutes total response time.

For 90% of all high-risk incidents, the Effective Response Force, consisting of a minimum of 9 personnel, arrived within 12 minutes total response time.

Hazardous Materials Services Program (Urban)

For 90% of all hazardous materials incidents, the first-due unit arrived with a minimum of 3 personnel, within 8 minutes and 45 seconds total response time.

For 90% of all moderate-risk hazardous materials incidents, the Initial Response Force, consisting of a minimum of 7 personnel, arrived with 12 minutes total response time.

For high-risk hazardous materials incidents, there was an insufficient number of call to calculate an IRF or ERF.

Rescue Services Program (Urban)

For 90% of all technical rescue incidents, the first-due unit arrived, with a minimum of 3 personnel, within 8 minutes and 45 seconds total response time.

For 90% of all moderate-risk technical rescue incidents, the Initial Response Force, with a minimum of 8 personnel, arrived within 11 minutes total response time.

For 90% of all high-risk technical rescue incidents, the full Effective Response Force, with a minimum of 17 personnel, arrived within 13 minutes total response time.

Future Fire Station Opening Criteria

Due to various state and county regulation regarding urban growth, it is anticipated that very little population growth will occur in the boundaries of King County Fire District 34. However, with most of the urban growth that will stay within the urban boundaries of Redmond, the agency should anticipate a continuous, if not rapid, increase in demand for service over the coming years. As development continues, it is important to develop a set of objective criteria before an additional fire station or response unit is needed to ensure the expectations of the fire department, city council, the community, and other stakeholders, are aligned and pre-established. In the absence of consensus on a plan, one high-profile fire or medical emergency could create political strife which may cause stakeholders to make decisions based on emotions and not an objective risk management model. Therefore, the following matrix outlines the measurable benchmarks that will guide the decision-making process for any future fire stations or additional response units (or perhaps their removal).

Figure 44: Criteria for Adding or Removing Stations or Response Units

Criteria to Design New Station, Begin Hiring Process, or Add a Response Unit	
▪	Area to be served receives more than 300 call for service per year for more than one year
▪	The First-In performance for any adjacent fire station drops below 80%
▪	The proposed area is at least 50% developed or there is an adequate funding source coming into existence
*Must meet at least two criteria	

Criteria to Open New Station, or Add a Response Unit	
▪	Area to be served receives more than 500 call for service per year for more than one year
▪	The First-In performance for any adjacent fire station drops below 75%
▪	The proposed area is at least 70% developed or there is an adequate funding source coming into existence
*Must meet at least two criteria	

Compliance Methodology

This SOC document is designed to guide the Department as they continuously monitor performance and seek areas for improvement, as well as to clearly articulate service levels and performance to the community we have the privilege of serving. Therefore, the Fire Chief has established an Internal Stakeholder Group (used for the most recent strategic planning process as well) to continuously monitor elements of this SOC and make recommendations for system adjustments or improvement quarterly.

Internal Stakeholder Group / Responsibility

The Internal Stakeholder Group will have the responsibility of continuously monitoring changes in risk, community service demands, and department performance in each program area, fire department demand zone, and/or risk category.

- Chair – Deputy Chief of Support Services
- 7 to 10 members including Labor, representatives of each rank, administrative and support staff.

Performance Evaluation and Compliance Strategy

The group will evaluate system performance by measuring first due unit performance at the 90th percentile at least annually. In addition, the Department will evaluate first due performance by each individual fire station demand zone and by program area. Measures for the IRF and ERF by each program area, fire station demand zone, and risk category will be evaluated annually. Annual reviews will be conducted in January/February of each year regarding the previous year. All response performance monitoring will exclusively evaluate emergency responses.

Ultimately, it is recommended that outcome measures are adopted and serve as the primary evaluation tool and that the traditional performance objectives and measures presented previously are used primarily as a management tool. In this manner, the Department will not be overly sensitized to incremental changes in performance criteria if the outcomes continue to be met.

In concert with this standards of cover analysis, the fire department has also completed a five-year strategic plan which provides an array of outcome measurements that can be used to satisfy this recommendation.



It is recommended that outcome measures are adopted and serve as the primary evaluation tool for performance of the fire department.

Compliance Verification Reporting

The group will communicate results of the period evaluations to the Fire Chief. The Fire Chief will disseminate the results and any system adjustments in a timely manner so that both performance measurement and continuous improvement becomes part of the organization's culture. All performance and risk measures will be reported through the Fire Chief to the Mayor, City Council and Fire District 34 Board.

Constant Improvement Strategy

The Department uses the following conceptual model to facilitate both compliance and continuous improvement.

Figure 45: Continuous Improvement and Compliance Model



Overall Evaluation, Observations, and Recommendations

Overall Evaluation

The overall evaluation is the final component of the SOC process. As a process that incorporates risk, mitigation, and outcomes measures, the Fire Department and City leadership can more easily discuss service levels, outcomes, and the associated cost allocations based on community risk.

Overall, the RFD is performing well within the current system. The community enjoys high-quality services from a professional and well-trained department. Predominantly, the Department's distribution and concentration delivery models are appropriately aligned with the City's unique risks. Yet, they are challenged to meet growing demands and to improve performance within the current distribution of stations, especially in light of the rapid vertical development occurring within the city. Much of the success in the fire protection efforts so far can be attributed to early adoption of fire prevention best practices such as sprinkler systems, regular inspections, and proper enforcement of the fire code. Historically, the practice of cross-staffing units has provided operational and fiscal efficiencies. However, population and workload has grown over the years will create the need to provide distinctively staffed units in the future. Finally, there are areas that have been identified where the Department could make incremental system adjustments to improve.

All recommendations were subcategorized as either a Specific Recommendation or a Strategic Recommendation. In this report, Specific Recommendations are projects or efforts with a narrow and objectively measurable outcome with usually a shorter implementation period. Strategic Recommendations are considered broader in nature, with outcomes that are more difficult to quantify fully but are generally considered to result in a positive impact on the organization overtime.

Observations

- There is a significant gap in fire suppression capabilities in the areas served by fire stations 16 and 17.
- Fire prevention and community risk reduction planning efforts have been highly effective so far but are no longer keeping pace with population and occupancy growth.
- Travel time is no longer an adequate measurement of performance due to the growing number of people above the third floor throughout the jurisdiction.
- Cross-staffed units experience extended turnout times as compared to units with dedicated staff.

- Using “time to intervention” is the best measurement for community outcomes.
- Overall, the performance by NORCOM is one of the best in the industry as compared to the national fire service experience.
- The City of Redmond and the areas served by the Medic One program have had one of the best out-of-hospital cardiac arrest survival rates in the nation for almost two decades.
- Results suggest that a four-station configuration can serve the City of Redmond efficiently with a 4-minute travel time if the stations are properly relocated.
- Results suggest that the current three-station configuration can serve Fire District 34 efficiently with an 8-minute travel time.

Specific Recommendations

- Add (1) additional firefighter daily to upstaff Station 17 with a full engine company and a cross-staffed Aid Car.
- Add a new engine company to Station 16, move Ladder 16 to Fire Station 11.
- Relocate Fire Station 12 to an area more efficient and effective in providing coverage to the areas of Overlake and Idylwood.
- Use outcome measurements as the primary measurement of fire department performance.
- Use pre-determined and objective criteria and measurements for opening (or closing) a fire station or adding (or removing) response units.

Strategic Recommendations

- Redesign the response system within the urban core to meet a 4-minute travel time for Fire/EMS units.
- Prepare a modified response model in case Fire District 34 chooses to close Fire Station 13.
- Relocate Fire Station 11 to the area northwest of downtown on the west side of the Sammamish River (near Willows Road) and built a new Fire Station 19 in the area southeast of downtown Redmond (near Avondale Way).
- Add an engine company (possibly move Engine 16) to the new Fire Station 19.
- Analyze adding Aid Cars to stations to lessen the practice of cross-staffing and improve response times.

Strategic Plan 2022–2027



“At Your Service”

City of Redmond Fire Department
Redmond, WA

Acknowledgments

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Angela Birney

CITY DIRECTORS

Malisa Files	Chief Operating Officer
Charles Corder	Finance
Adrian Sheppard	Fire
Cathryn Laird	Human Resources
Loreen Hamilton	Parks & Recreation
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Darrell Lowe	Police
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KING COUNTY FIRE DISTRICT 34 COMMISSIONERS

Thomas Johnston	Chair
Jim Jensen	
Jerry Nuernberger	

CITY COUNCIL

Jeralene Anderson
David Carson
Steve Fields
Jessica Forsythe
Varisha Khan
Vanessa Kritzer
Melissa Stuart

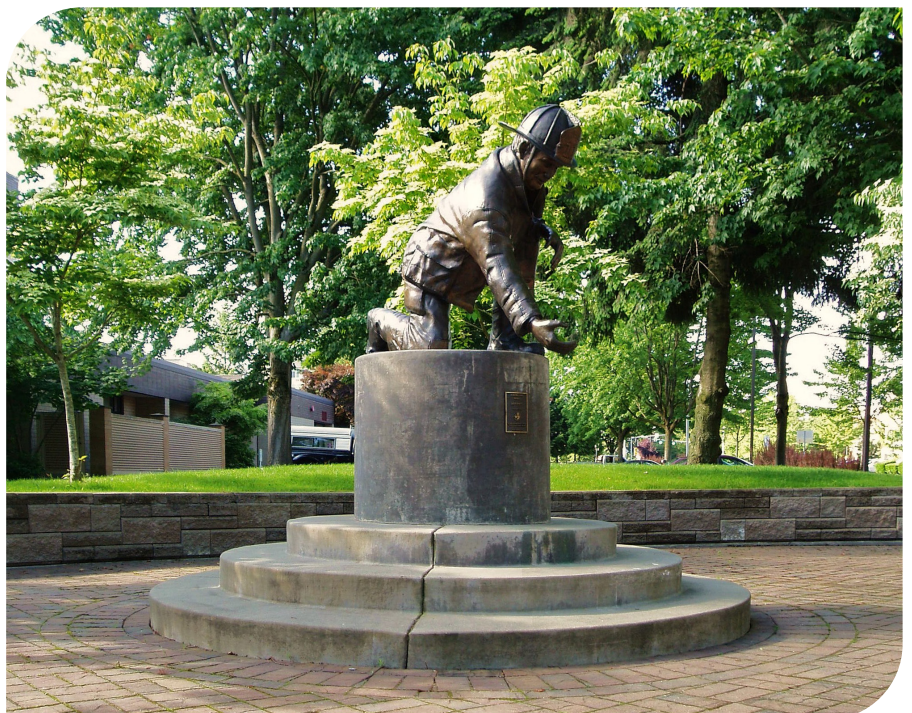


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Executive Summary

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?

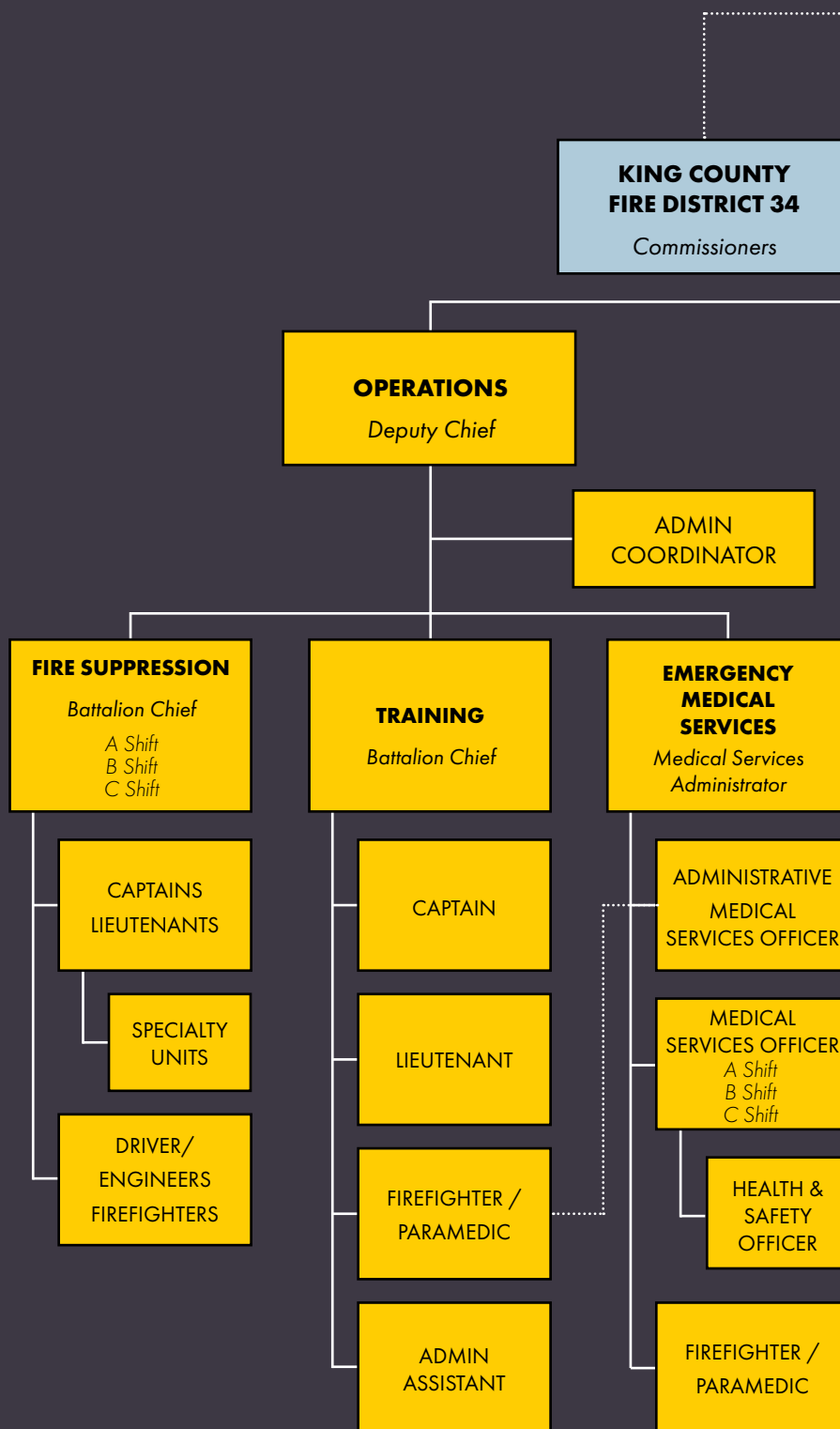
From these key themes, members of the agency's command staff developed a list of **12 strategic objectives**, **20 outcome measurements** and **80 unique supporting goals** to prepare the Redmond Fire Department to meet the needs and expectations of their community and remain a "value-added" organization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

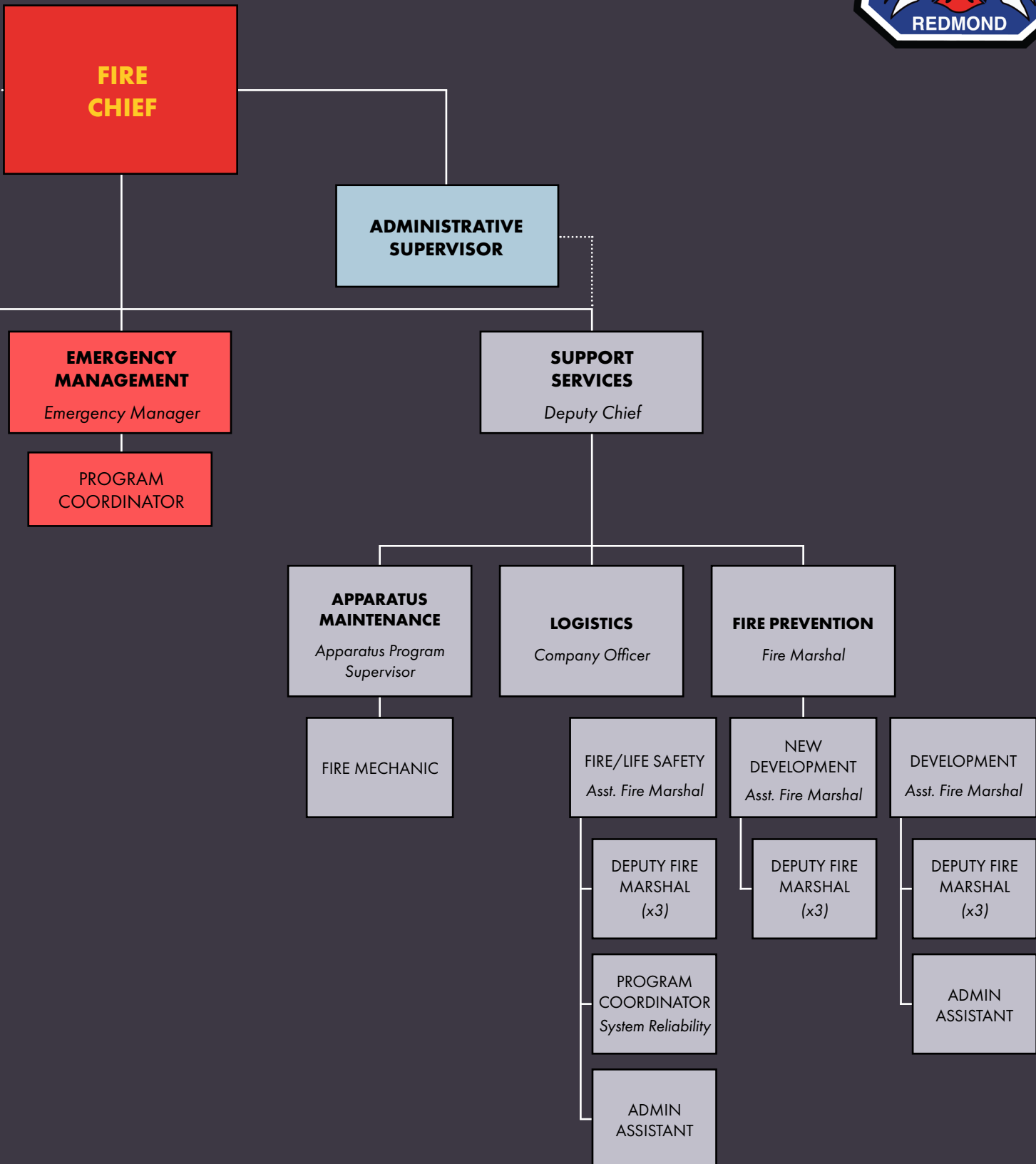


Governance

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, Wood-inville, 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
Bellevue	169,000	\$ 60,500,000	18,733	\$357.99	249	2	Y	9
Everett	110,000	\$ 28,299,000	21,623	\$257.26	195	3	N	6
Kirkland	90,660	\$ 49,630,000	8,711	\$547.79	116	4	N	5
Marysville RFA	80,000	\$ 35,088,000	12,839	\$438.60	157	2	N	5
Puget Sound RFA	226,800	\$ 68,309,000	28,823	\$301.19	350	3	Y	13
Renton RFA	130,000	\$ 42,700,000	21,954	\$328.46	178	2	N	7
Average	134,400	\$ 47,421,000	18,781	\$371.88	208	3	N	8
Redmond (city only)	77,000	\$ 18,000,000	10,771	\$233.77	124	3	N	4
Redmond/ FD34	100,000	\$ 27,000,000	12,225	\$270.00	164	3/4	N	7



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

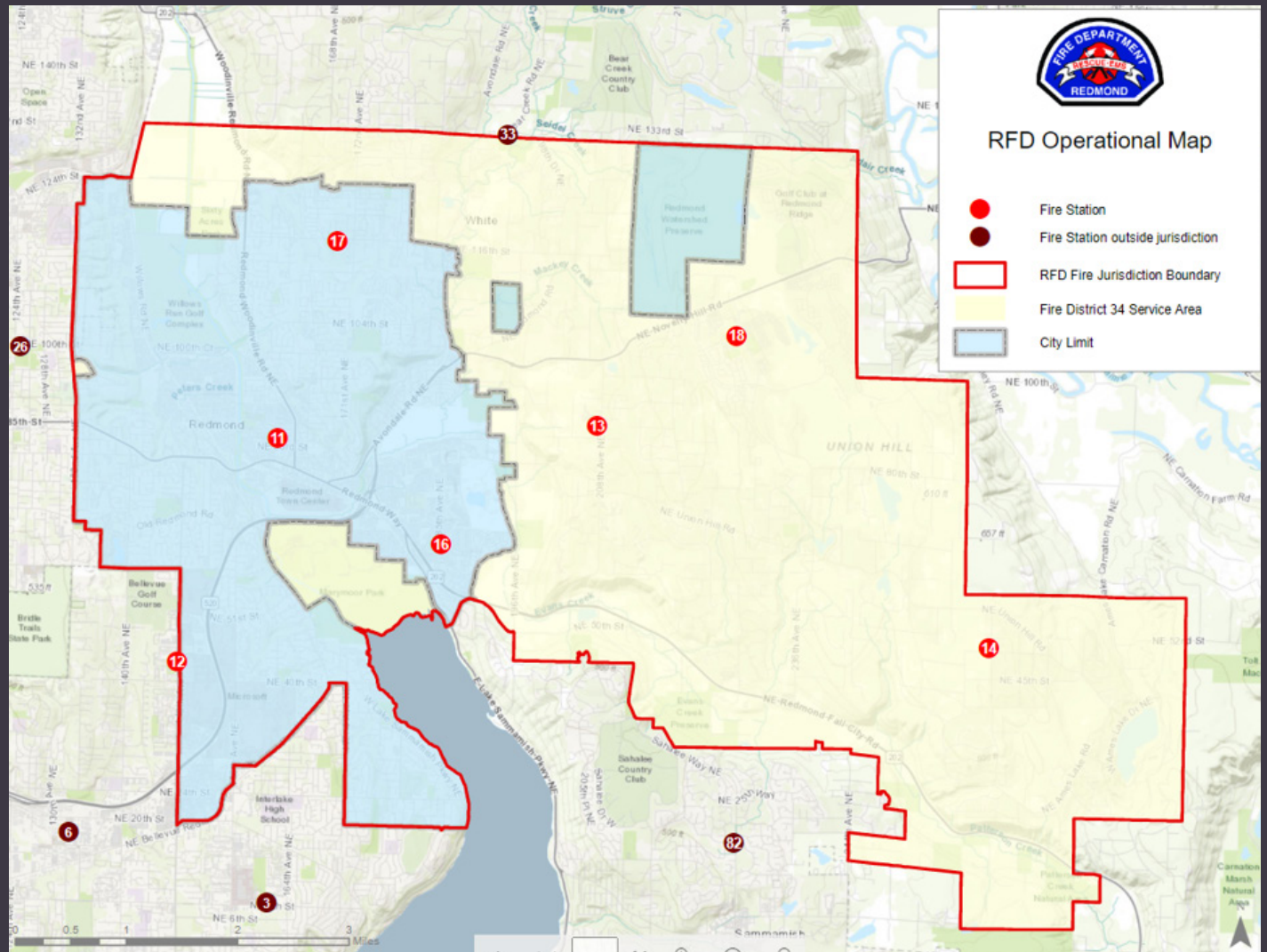
**Station 18**

22710 NE Alder Crest Dr.
Redmond WA 98053

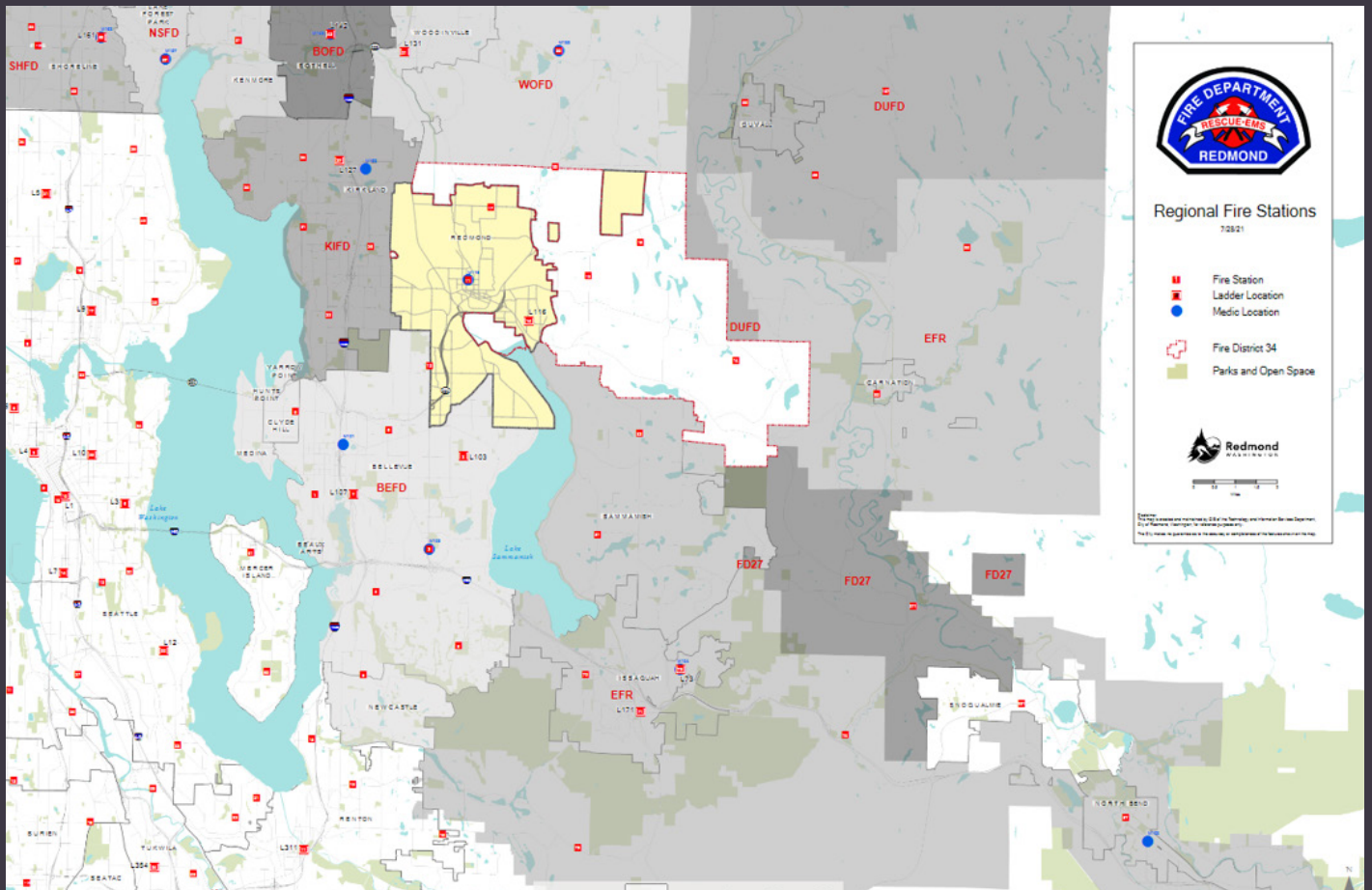


Maps of the Region

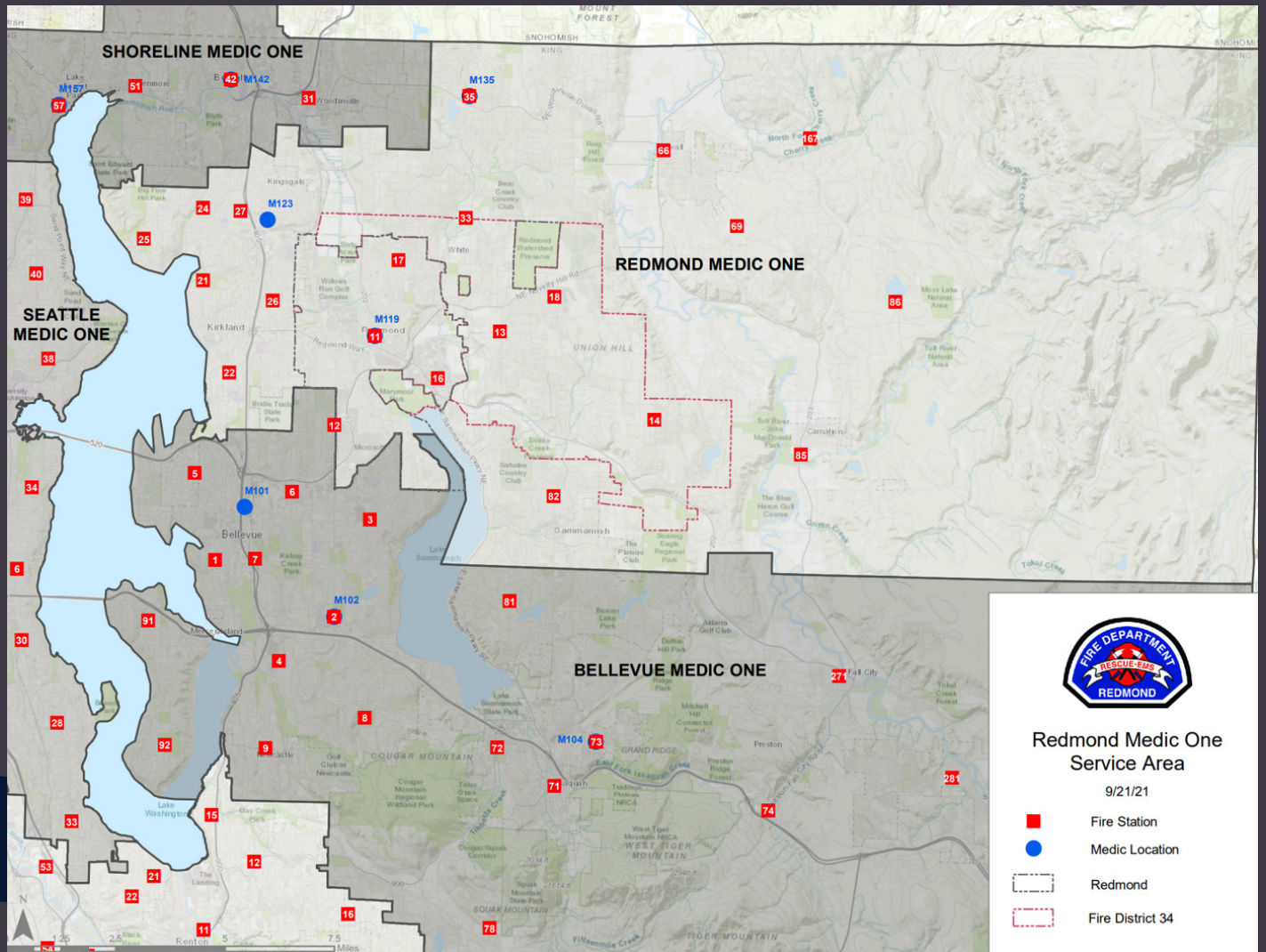
Map of Redmond Fire Department Jurisdiction and Fire Stations



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

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

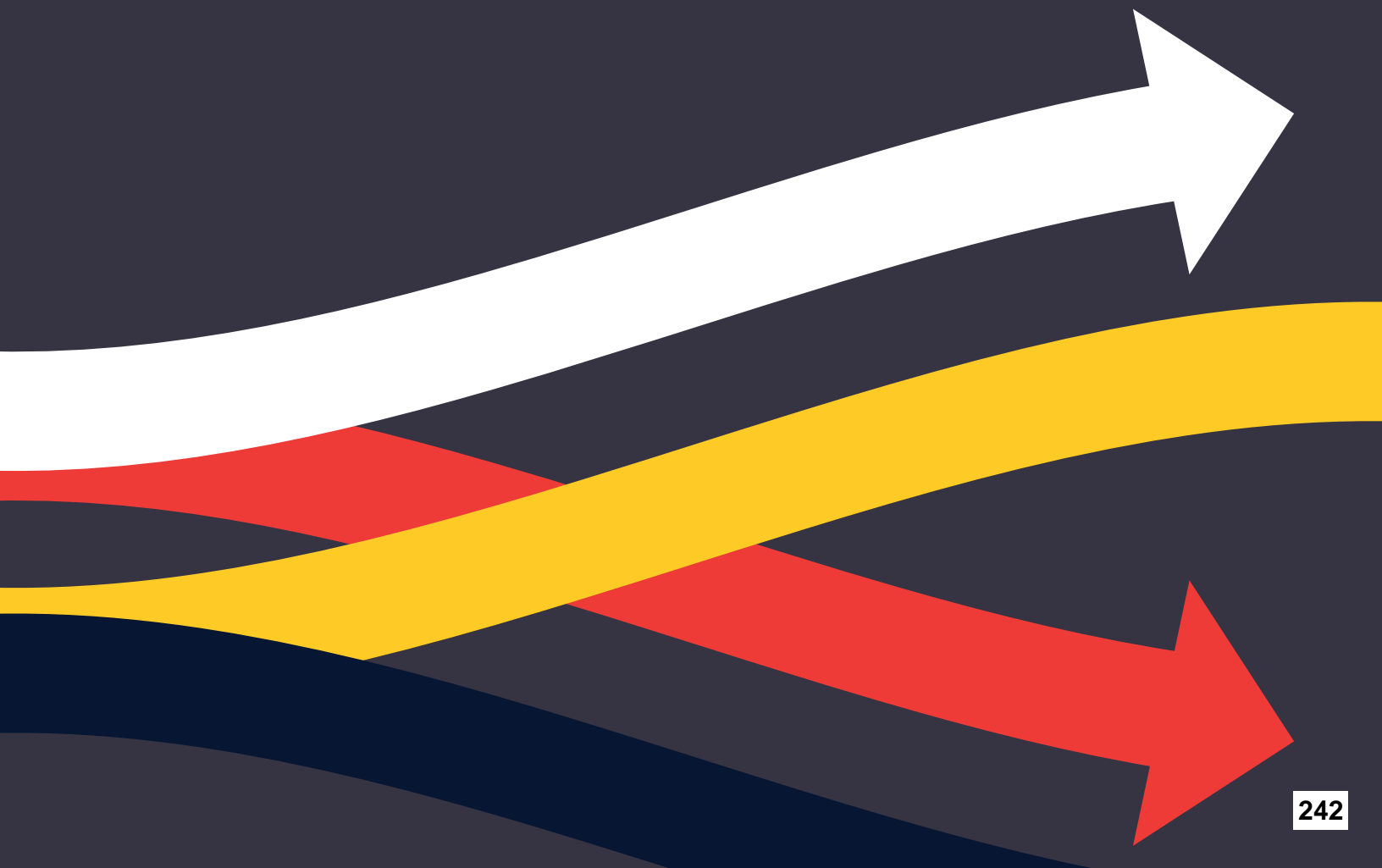
- Provide fire safety education in Elementary schools
- Recruit new employees from the local community
- Develop and implement a Diversity, Equity, and Inclusivity (DEI) strategic plan with annual reporting metrics
- Review WSRB rating process in September 2022
- Identify a location for and develop a 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



© City of Redmond Fire Department
Redmond, WA

“At Your Service”

2022





Memorandum

Date: 6/21/2022

Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 22-432

Type: Committee Memo

TO: Committee of the Whole - Public Safety and Human Services

FROM: Mayor Angela Birney

DEPARTMENT DIRECTOR CONTACT(S):

Executive	Lisa Maher	425-556-2427
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DEPARTMENT STAFF:

Executive	Cecilia Martinez-Vasquez	DEI Program Manager
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TITLE:

Interlocal Agreement: Welcoming Cities Collaborative

OVERVIEW STATEMENT:

Eastside Cities Interlocal Agreement to support Equity, Welcoming, Inclusion, and Belonging and collaborate to create communities that are welcoming and where all belong. The Eastside Cities Collaborative enhances the work of equity by aligning and supporting strategies across the Eastside.

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

REQUESTED ACTION:

☐ **Receive Information**

☒ **Provide Direction**

☐ **Approve**

REQUEST RATIONALE:

- **Relevant Plans/Policies:**
Community Strategic Plan
- **Required:**
N/A
- **Council Request:**
N/A
- **Other Key Facts:**
Seeking approval of Interlocal Agreement

OUTCOMES:

The Eastside Cities Collaborative enhances the work of equity by aligning and supporting strategies across the Eastside. The collaboration will create a unified level of support, sharing of resources, and enhancing the impact on communities that live, work, and visit the City of Redmond.

COMMUNITY/STAKEHOLDER OUTREACH AND INVOLVEMENT:

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

BUDGET IMPACT:

Total Cost:
\$8000

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

Budget Offer Number:
00105

Budget Priority:
Strategic and Responsive

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

Funding source(s):
General Fund

Budget/Funding Constraints:
N/A

☐ **Additional budget details attached**

COUNCIL REVIEW:

Previous Contact(s)

Date	Meeting	Requested Action
N/A	Item has not been presented to Council	N/A

Proposed Upcoming Contact(s)

Date	Meeting	Requested Action
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Date: 6/21/2022

Meeting of: Committee of the Whole - Public Safety and Human Services

File No. CM 22-432

Type: Committee Memo

7/5/2022	Business Meeting	Approve
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Time Constraints:

N/A

ANTICIPATED RESULT IF NOT APPROVED:

N/A

ATTACHMENTS:

Attachment A - Welcoming Cities Collaborative 2022 Interlocal Agreement

Attachment B - Scope of Work

INTERLOCAL AGREEMENT REGARDING A COOPERATIVE
EFFORT TO SUPPORT EQUITY, WELCOMING, INCLUSION, AND BELONGING (Welcoming Cities
Collaborative)

This Interlocal Agreement ("ILA") by and between the cities of Kirkland, Bellevue, and Redmond, municipal corporations of the State of Washington, is entered into for the purpose of promoting equity, welcoming, inclusion, and belonging in each of their jurisdictions.

WHEREAS, the cities of Kirkland, Bellevue, and Redmond (the Cities) recognize the importance of helping to create communities that are welcoming for all and are places where all people belong; and

WHEREAS, the Cities have taken many budgetary and policy actions to make progress towards this goal but recognize there is still more to be done to achieve equity, welcoming, inclusion, and belonging for everyone; and

WHEREAS, Eastside For All, a non-profit corporation in the State of Washington, focuses on transforming East King County into a place where racial, economic, and social justice is made possible for communities of color by focusing on local systemic changes in policies, practices, relationships, and investments; and

WHEREAS, Welcoming America, a non-profit corporation in the State of Georgia, leads a movement of inclusive communities becoming more prosperous by making everyone feel like they belong; and

WHEREAS, Welcoming America provides a Welcoming Standard framework for becoming Certified Welcoming, a formal designation for cities and counties that have created policies and programs reflecting their values and commitment to immigrant inclusion in areas of civic, social, and economic life; and

WHEREAS, the Cities and Eastside For All are all members of Welcoming America's Welcoming Network, and are pursuing the application process to become Certified Welcoming as a way to demonstrate the Cities' and Eastside For All's shared intention to make East King County a place that is welcoming for all and where all people belong; and

WHEREAS King County has declared racism to be a public health crisis, the Cities and Eastside For All will prioritize racial equity by integrating recommendations from the Government Alliance on Racial Equity, a national network of governments working to achieve racial equity and advance opportunities for all, and similar best practice resources; and

WHEREAS, Eastside For All works in partnership with community based organizations and groups in East King County to co-lead efforts across racial and cultural groups; and

WHEREAS, the Cities and Eastside For All recognize that fulfilling Welcoming America's Certified Welcoming Standards and advancing racial equity as part of welcoming and inclusion strategies will be best accomplished through a new collaborative effort, to be called the Welcoming Cities Collaborative; and

WHEREAS the parties now wish to memorialize the understandings that have been reached with regard to each party's role in the Welcoming Cities Collaborative.

NOW, THEREFORE, the parties have reached the following understandings:

1. PURPOSE: The purpose of this ILA is to acknowledge the parties' mutual interest to continue to jointly participate in the Welcoming Cities Collaborative, a public private regional partnership focused on a regional approach to equity, welcoming, inclusion, and belonging.
2. SCOPE: This ILA anticipates each of the parties shall engage and participate in the following activities:
 - A. Developing with other public and private collaborators, such as the cities of Issaquah and Sammamish, a regional plan on equity, welcoming, inclusion, and belonging efforts, which includes as an outcome preparing to apply for the Certified Welcoming designation from Welcoming America as a region;
 - B. Implementing and updating of relevant websites and other communication strategies in support of the Welcoming Cities Collaborative;
 - C. Coordinating and planning for an annual East King County Welcoming Week celebration; and
 - D. Reporting annually to each parties' respective city leadership on the activities of the Welcoming Cities Collaborative, including the outcomes and return on investment.
3. FINANCIAL CONSIDERATIONS: The cities of Kirkland, Bellevue, and Redmond will each provide to Eastside For All via separate professional services agreements funding based on a per capita population recommended funding schedule (Attachment A) to cover the costs of the activities undertaken by Eastside For All on behalf of the Welcoming Cities Collaborative to implement the adopted annual work plan.
4. DURATION – TERMINATION: This ILA shall be deemed effective on the date that the last party has signed and shall remain in effect through December 31, 2022. The parties agree to collectively review and evaluate the program prior to December 31, 2022, to determine whether each party would like to continue this ILA. Until that time, this ILA shall remain in effect until any of the parties gives written notice to the other parties that it no longer wishes to participate in the Welcoming Cities Collaborative, in which event the ILA will be deemed terminated.
5. PROPERTY: The parties do not intend to acquire any real or personal property under this ILA. In the event that property is acquired, the parties shall agree in advance of such acquisition on the manner of acquiring, holding, and disposing of the property.
6. NO SEPARATE ENTITY - ADMINISTRATION. No separate legal or administrative entity is created by this ILA. This ILA shall be jointly administered by the contact persons listed below.

7. CONTACT PERSONS.

For purposes of this Agreement, the following persons shall serve as contact persons for their respective jurisdictions:

Bellevue: Linda Whitehead, Chief Diversity, Equity, and Inclusion Officer

Kirkland: David Wolbrecht, Senior Neighborhood Services Coordinator

Redmond: Lisa Maher, Deputy Executive Department Director

Changes in contact persons shall be provided in writing to the other parties within 5 business days and in accordance with Section 8.B (Notices) below.

8. GENERAL MATTERS AND RECORDING.

A. Modification. This ILA may only be modified in writing and must be signed by all Parties.

B. Notices. All notices required to be given under this ILA shall be made in writing by first-class mail, by facsimile or e-mail, or by personal delivery, to the address set forth below, or such other address as provided in writing. Parties are required to update notice information upon changes to the below.

City of Bellevue

...

Address

Email:

City of Kirkland

David Wolbrecht

123 Fifth Avenue

Kirkland, WA 98033

Email: dwolbrecht@kirklandwa.gov

City of Redmond

Lisa Maher

15670 NE 85th Street

Redmond, WA 98072

Email: lmaher@redmond.gov

C. Venue. Any action filed under or related to this ILA must be brought in King County Superior Court.

D. Dispute Resolution. If any dispute arises among the Parties which is not resolved by routine meetings or communications, the disputing parties agree to seek

resolution of such dispute in good faith by meeting, as soon as feasible. If the parties do not come to an agreement on the dispute, the parties may agree to pursue mediation through a process to be mutually agreed upon, with the parties to the dispute sharing equally the costs of mediation and assuming their own costs.

- E. No Third Party Beneficiaries. This ILA is for the benefit of the Parties only, and no third party shall have any rights hereunder.
 - F. Retained Responsibility and Authority. Except as expressly provided for herein, the Parties retain the responsibility and authority for managing and maintaining their own respective systems and programs related to Equity and Inclusion.
9. COUNTERPARTS. This ILA may be signed in counterparts and, if so signed, shall be deemed one integrated ILA.

Approved and executed this ____ day of _____, 2022.

CITY OF BELLEVUE

By: _____

Name: _____

Title: _____

Approved as to form:

City Attorney

Approved and executed this ____ day of _____, 2022

CITY OF KIRKLAND

By: _____

Name: _____

Title: _____

Approved as to form:

City Attorney

Approved and executed this ____ day of _____, 2022.

CITY OF REDMOND

By: _____

Name: _____

Title: _____

Approved as to form:

City Attorney

Approved and executed this ____ day of _____, 2022.

CITY OF SAMMAMISH

By: _____

Name: _____

Title: _____

Approved as to form:

City Attorney

Approved and executed this ____ day of _____, 2022.

CITY OF ISSAQUAH

By: _____

Name: _____

Title: _____

Approved as to form:

City Attorney

ATTACHMENT A

Recommended Funding Schedule Based on Per Capita Population

Population < 50,000: \$5,000 per year

Population between 50,000 and 100,000: \$8,000 per year

Population > 100,000: \$12,000 per year

SCOPE of WORK

East King County Welcoming Cities Collaborative

A Regional Approach to Equity

Background

The Welcoming Framework

In early 2016 the Eastside Refugee and Immigrant Coalition (ERIC) joined [Welcoming America](#), a nonpartisan nonprofit that provides a framework and resources for creating welcoming communities. Their [Welcoming Standard](#) is a blueprint that serves as a guide for prioritizing efforts and funding. The City of Kirkland (in addition to Bellevue and Redmond) has since become a member of Welcoming America with the opportunity to become a “Certified Welcoming” city.

From Welcoming America:

“Strong 21st Century communities are ones that connect and include people of all backgrounds. By doing so, communities - and those who live there - will meet their highest civic and economic potential. As places look to harness the vibrancy that comes from diverse talent and a more global workforce, welcoming and inclusive communities will set themselves apart. Smart local government leaders across the country are already working to gain this competitive edge. Certified Welcoming provides an exciting new avenue for measuring, promoting, guiding, and validating these efforts.”

ERIC’s involvement with Welcoming America, combined with a desire to address racism and disparities in our community, led to the creation of [Eastside For All](#) in 2019. Eastside For All is a race and social justice advocacy organization that focuses on transforming policies, practices, relationships and investments.

Black Lives Matter and Racial Equity

In the aftermath of George Floyd’s murder, community protests and advocacy resulted in steps by East King County cities to affirm Black Lives Matter, whether that’s meeting with Black community leaders, exploring ways to host productive community forums on racism, or creating public policy, such as the City of Kirkland’s Black Lives Matter Resolution passed on August 4th, 2020. These efforts are very new. Many of our institutions, including our city governments and police departments, have little to no experience speaking about, understanding, or strategically addressing institutional racism. This is a critical time to build foundational understanding and thoughtful responses.

In June of 2020 King County declared [racism a public health crisis](#).

The Welcoming Cities Collaborative (WCC) - Overview and Deliverables

The goal of the Welcoming Cities Collaborative (WCC) is to support and equip Eastside cities in furthering their diversity and inclusion work in ways that are aligned with their respective resources, needs, and strengths.

While each city has its own internal and outward facing initiatives, the WCC will identify shared challenges, opportunities, and solutions to establish a regional approach to anti-racism, inclusion, and equity, similar to how Eastside cities collaborate jointly on homelessness, affordable housing, and economic development. The plan will provide city governments and community partners with actionable steps to operationalize their equity-related public policies and commitments (i.e., welcoming, inclusion, Black Lives Matter resolutions, etc.).

Relationship Between WCC and Local Advocacy Efforts

There are many individuals and groups working toward equity and inclusion in East King County. The WCC is not intended to replace or detract from other important efforts, including the critical recommendations and demands put forward by local advocacy groups.

Overall Objectives

Coordinated by Eastside For All, the Welcoming Cities Collaborative will bring together representatives from the Cities of Redmond, Kirkland, Bellevue, Issaquah, and Sammamish along with leaders from *BIPOC and immigrant communities to accomplish the following:

- Provide city leadership and staff with frameworks and tools to fulfill their commitments to building safe, welcoming, and inclusive cities.
- Organize convening spaces that center BIPOC and immigrant leadership in planning efforts to partner with Eastside cities on mutual goals.
- Build relationships with BIPOC- and immigrant-led communities for ongoing collaborative work that increases civic participation and leadership.
- Prepare cities to apply for the Certified Welcoming designation through Welcoming America, if they choose. Utilizing a regional approach, cities can capitalize on joint efforts without needing to form separate programs/services to meet the certification requirements.

**BIPOC: Black, Indigenous, and other People of Color*

2022 Objectives

- Community Mapping of BIPOC- and immigrant-focused services, resources and programs in East King County: Centered in racial equity frameworks from the [Government Alliance on Race and Equity](#), the mapping process will focus on the [Welcoming Standard](#) components: Government Leadership, Civic Engagement, Equitable Access, Education, Connected Communities, Economic Development, and Safe Communities.
- Utilize the Community Mapping data to inform and complement cities' needs assessments (Economic Development, Human Services, etc.)
- Online Community Directory of BIPOC- and immigrant-focused services, resources, and programs in East King County
- Support inclusive community engagement activities as part of Eastside cities' Comprehensive Plan Updates.

City of Redmond Appropriation Amount

\$8,000

Eastside For All Deliverables for City of Redmond

Tasks	Proposed Timeline
Provide up to 3 trainings/presentations/consultation sessions to support DEI commitments. Examples of topics including authentic community engagement practices, equity and inclusion considerations in placemaking, dialogue skills and tools for multiracial teams, diverse and inclusive civic participation & leadership, intercultural competency, and addressing hate/bias in the community. Participants may include staff, Councilmembers, volunteers, Commissioners, etc.	April – December, 2022
Partner with OneRedmond and OneEastside on efforts to support small for-profit and nonprofit BIPOC- and immigrant- owned businesses utilizing Welcoming Standard practices centered in racial equity (in collaboration with other nonprofits that support small businesses)	April – December, 2022
Partner with the City of Redmond to host a Welcoming Week event in Redmond, jointly sponsored by nonprofit organizations.	Planning: April – August, 2022 Event: September, 2022

Eastside For All Deliverables for Cities of Redmond, Bellevue, and Kirkland

Tasks	Proposed Timeline
Oversee mapping effort to identify current BIPOC- and immigrant-focused services, resources, and programs: gather survey responses via online survey and individual interviews with providers.	March-June, 2022
Collaborate with other BIPOC- and immigrant-led community groups and organizations to host information sessions about the Comprehensive Plan Update process; assist in promoting city-led opportunities for community input.	March-December, 2022
Facilitate visioning and planning for the annual East King County Welcoming Week celebration in September; support event hosts with venues, collaboration opportunities, and other resources	April-July, 2022
Draft community mapping report	July-August, 2022
Coordinate the development and distribution of promotional materials for Welcoming Week events to take place Sept 9-18, 2022	August 1 – Sept 18, 2022

Share the community mapping report draft with BIPOC and immigrant community leaders/groups to gather feedback and recommendations for an East King County regional plan for advancing equity and inclusion.	September-October, 2022
Together with city leadership staff and community leaders, draft the regional plan.	November-December, 2022

Use of Funds

Funding from the cities who join the Welcoming Cities Collaborative will be leveraged with additional funds raised by Eastside For All to fully support staffing required for the above deliverables. Eastside For All will provide compensation to partner organizations/grassroots groups led by and for communities of color who will have roles in leading the Collaborative.

Project Lead: Debbie Lacy, Founder/Executive Director, Eastside For All,
Debbie@EastsideForAll.org | 425-209-0895