CITY OF REDMOND
ORDINANCE NO.2741

AN ORDINANCE OF THE CITY OF REDMOND, WASHINGTON, ADOPTING A NEWLY-DEVELOPED POLICE DEPARTMENT FUNCTIONAL PLAN, AND AMENDING REDMOND'S COMPREHENSIVE PLAN TO INCORPORATE THE DOCUMENT BY REFERENCE

WHEREAS, the Growth Management Act requires that comprehensive plan and development regulations shall be subject to continuing evaluation and review; and

WHEREAS, the 2013-14 Comprehensive Plan docket includes development of a functional plan for Police services to address operational strategies and capital facility needs through 2030; and

WHEREAS, the Police Department conducted community engagement in 2013, including online surveys and outreach at community events such as Redmond Derby Days on July 12-13, 2013, and National Night Out events on August 6, 2013, in order to obtain community input regarding development of the plan; and

WHEREAS, a State Environmental Policy Act Checklist was prepared and a Determination of Non-Significance was issued on March 11, 2014; and

WHEREAS, state agencies received 60-day notice of the proposed Police Department Functional Plan and associated amendment to Redmond's Comprehensive Plan on March 24, 2014; and

WHEREAS, on March 19, 2014, the Planning Commission conducted a study session to discuss the proposed Police Department Functional Plan and associated amendment to Redmond's Comprehensive Plan; and

WHEREAS, on April 9, 2014, the Planning Commission conducted a public hearing to receive public comment; and

WHEREAS, on April 9, 2014, the Planning Commission recommended the City Council approve the proposed Police Department Functional Plan and associated amendment to Redmond's Comprehensive Plan; and

WHEREAS, the City Council held a public meeting on May 6, 2014, to review the recommended amendment; and

WHEREAS, the City of Redmond desires to incorporate the Police Department Functional Plan by reference into Redmond's Comprehensive Plan.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF REDMOND, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1.   Classification. This ordinance is a non-code ordinance.

Section 2.   Findings, Conclusions, and Analysis. The City Council hereby adopts the findings and conclusions contained in the Planning Commission Report dated April 16, 2014, including all related attachments and exhibits to that report.

Section 3.   Amendment   of   Redmond   Comprehensive   Plan:
Capital Facilities Element.   The text of the Comprehensive Plan
is hereby amended to read as shown in Exhibit 1, which
incorporates into the Comprehensive Plan by reference the Police
Department Functional Plan, as shown in Exhibit 2.

Section 4.   Severability.   If any section, sentence,
clause, or phrase of this ordinance should be held to be invalid
or unconstitutional by a court of competent jurisdiction, such
invalidity or unconstitutionality shall not affect the validity
of any other section, sentence, clause, or phrase of this
ordinance.

Section 5.   Effective Date.   This ordinance shall take
effect five days after passage and publication of an approved
summary consisting of the title, or as otherwise provided by law.

ADOPTED by the Redmond City Council this 3rd day of June, 2014.

CITY OF REDMOND
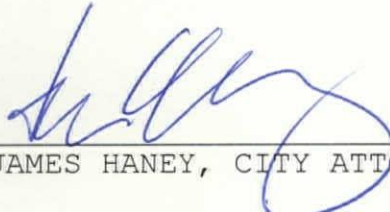
JOHN MARCHIONE, MAYOR

ATTEST:

MICHELLE M. HART, MMC, CITY CLERK

(SEAL)

APPROVED AS TO FORM:

JAMES HANEY, CITY ATTORNEY

FILED WITH THE CITY CLERK: May 20, 2014
PASSED BY THE CITY COUNCIL: June 3, 2014
SIGNED BY THE MAYOR: June 9, 2014
PUBLISHED: June 9, 2014
EFFECTIVE DATE: June 14, 2014
ORDINANCE NO.   2741

YES: Carson, Flynn, Margeson, Myers, Shutz, Stilin

POLICE FUNCTIONAL PLAN 2014-2030

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

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Acknowledgements

Members of the Redmond Community

Mayor

John Marchione

City Council – 2014

Hank Margeson, President

Kimberly Allen, Vice President

David Carson

Tom Flynn

Hank Myers

Byron Shutz

John Stilin

Police Department Staff

Ron Gibson, Chief of Police

Kristi Wilson, Assistant Chief of Police

Tim Gately, Commander

Mark Hagreen, Commander

Erik Scairpon, Commander

Shari Shovlin, Commander

Thom Conroy, Lieutenant

Dana Barnes, Administrative Specialist

Other Participating City Staff

Planning Department

Pete Sullivan, Senior Planner

Lori Peckol, Planning Manager

Section 1: Introduction & Executive Summary

Police Functional Plan Outline

This is the first functional plan developed by the police department in support of the City of Redmond's Comprehensive Plan and Capital Investment Strategy. This functional plan combines evaluations of current and future facility needs, based on future population and job growth through 2030. The plan helps ensure that the police department's vision, mission and service delivery model is aligned with the City as a whole. The strategic framework below shows how the police department's vision, departmental mission statement and public safety service delivery strategies are all designed to support the City's budgeting priorities, comprehensive plan, values and vision.

Strategic Framework
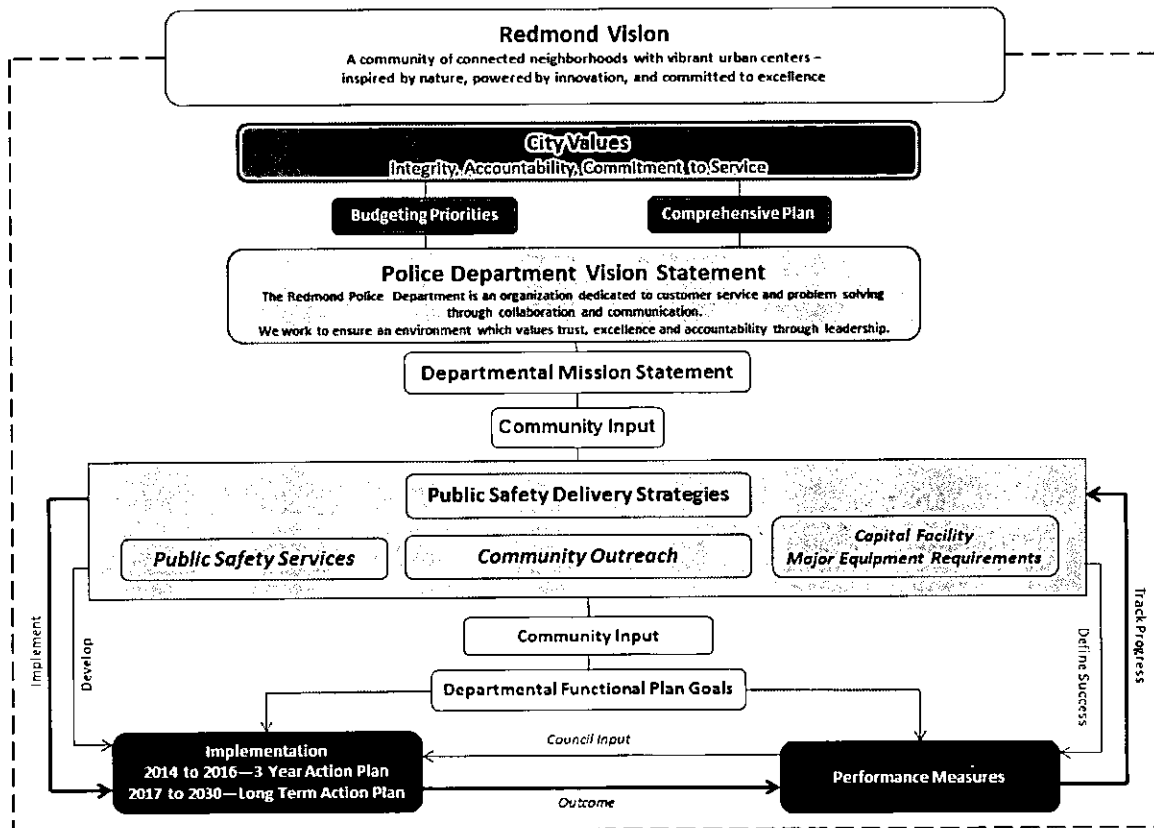
Police Department Vision Statement

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

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

Mission Statement

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

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

Stakeholder Process

In July, 2013, an outreach committee launched an on line questionnaire consisting of twenty questions designed to solicit feedback and identify the wants and needs of our residents.

The questionnaire was launched at a public kiosk at Redmond's annual Derby Days celebration and was available on-line through August, 2013. It was presented at 59 community meetings during National Night Out on August 6th 2013. The questionnaire was also distributed to over 2,000 members of our crime prevention network consisting of community contacts and crime prevention partners, Block Watch Captains, local businesses and apartment managers. The results were then reviewed by our Redmond Police Community Police Advisory Board (CPAB) in September 19, 2013 and our Block Watch Captains at their meeting on October 29, 2013.

Overall satisfaction with police services remains high. Respondents did identify opportunities for the police department to increase our outreach and public education efforts through the use of social media, safety alert messaging systems and access to on-line crime reporting services.

Section 7 of this document details additional data and the entire questionnaire can be found in Appendix A.

Three Overarching Strategies

The core parts of this functional plan are the three overarching strategies we use in delivering public safety services to our community. These strategies reflect our operational philosophy and organizational values. Each strategy describes a key approach to the service delivery and capital requirements needed to achieve our functional plan goals, performance measures and Redmond's vision.

Strategy 1: Public Safety Services

The Redmond Police Department is a full service professional police department that understands the need to work in partnership with our community to provide public safety services. It provides traditional law enforcement and community care taking services that help maintain a quality of life that supports Redmond's vision and does so with integrity.

Traditional law enforcement services include;

- Patrol Response - the ability to quickly and effectively respond to emergency calls for service
- Traffic Safety - enforcement, education, and traffic engineering
- Investigations – of complex and routine criminal matters, documentation of civil issues
- Communications – receiving and dispatching information
- Records Management

The police department realizes the importance of our role as community problem solvers. The department can help maintain safety and reduce the impacts of disorder by enhancing traditional services with robust community outreach efforts in collaboration with other City departments.

Strategy 2: Community Outreach

Community outreach is at the core of the City of Redmond's vision of a community of connected neighborhoods and is in keeping with the City value of commitment to service. Public safety success requires a proactive and robust outreach effort in partnership with all community members. These connections are made through Neighborhood Resources Officers (NRO), School Resource Officers (SRO), a Crime Prevention Officer (CPO), Public Information Office (PIO) and our Office of Emergency Management.

Strategy 3: Capital Facility and Major Equipment Requirements

Achieving the Redmond's vision means planning for the capital facility and major equipment needs of a professional, progressive public safety agency. The police department is accountable for the resources entrusted to us while providing public safety services that meet the high expectations of our community.

Functional Plan Goals

The six functional plan goals support the successful implementation of our three overarching strategies. Excellent service is evaluated through outcome-based performance measures. Measuring performance, helps determine whether we meeting our goals and supporting Redmond's vision.

1). Standards of Service

Provide excellent police services that meets or exceeds nationally recognized standards.

2.) Performance Measures

Achieve outcome based performance measures that ensure Redmond is a safe place to live, work, play and invest.

3.) Develop Professional Relationships

Build active and positive relationships with our internal and external partners to achieve Redmond's vision and meet our performance measures.

4.) Training and Equipment

Ensure a well-trained and properly equipped organization.

5.) Community Outreach

Develop an engaged community partnership with our residents and businesses. Our community members will take an active role in preventing harm and resolving community concerns for the benefit of all.

6.) Leveraging Technology

Use technology to implement and complement our profession's best practices for efficient and effective public safety services.

Performance Measures

In 2010, the Redmond Police Department began focusing on core performance and its impact on measurable crime rates, case clearance rates, collision rates and citizen satisfaction. We want each employee to understand their role in achieving these outcomes as they are a reflection of Redmond's vision. We want to continue to build a dynamic City where people want to live, work, play and invest.

In addition to the core performance and measurable outcomes, we track specific outputs that include; the number of 911 calls answered within the 10-second standard set by King Count E-911, patrol response time to in progress events and the percentage of public records requests responded to within five business days.

Successful Implementation

This plan defines the services and performance outcomes our department can achieve by 2030. Successful implementation of the Redmond Police Department's functional plan in tandem with the City of Redmond's Comprehensive Plan demonstrates our commitment to citizen input through the Budgeting by Priorities process and a desire for quality services. Our community is pleased with our efforts as evidenced by our citizen satisfaction ratings, customer service questionnaire results and those stakeholders whose feedback helped us develop our very own functional plan.

SECTION 1: INTRODUCTION & EXECUTIVE SUMMARY

Navigating the Police Department Functional Plan

Section 1 Introduction and Executive Summary

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

Section 2 Trends and Conditions

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

Section 3 Performance Measurement

The performance measurements used to track the police department's goals and objectives.

Section 4 Public Safety Service Delivery

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

Section 5 Community Outreach

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

Section 6 Capital Facility and Major Equipment Requirements

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

Section 7 Stakeholder Process

How we obtained feedback from our residents, community leaders and stakeholders and the results of their input.

Section 8 Successful Implementation

Defines success based on our analysis of the information contained in sections two through seven.

Section 9 Three Year Action Plan

Outlines the action plan for service delivery; strategies, goals and objectives.

Section 10 Long Term Strategy

Outlines the police department's continued efforts to implement long term strategies and meet our goals from 2017 through 2030.

Section 2: Trends & Conditions

Introduction

Reported crime, public safety staffing, call for service work load and population and job projections are key measurements that will influence the police department's functional plan to deliver public safety services into the year 2030. This data is intended to help determine any trends or conditions in our current service delivery and staffing models. Crime and staffing data from other eastside King County law enforcement agencies has been included to serve as an indicator of how Redmond compares to others in the region.

The City of Redmond has enjoyed a steady decline in reported crime and police related calls for service over the last three years. Crime is down, clearance rates (arrests) and collision rates are holding and citizen satisfaction remains high. In order to maintain this level of performance in the future, we need to look at projected population and traffic increases so that we can anticipate the demand prior to any negative impact to our performance measurements.

Redmond is planning to accommodate 78,000 residents and 119,000 business employees by 2030. Most of that growth will occur in Downtown and Overlake. Since the City will continue to experience a large, daily population surge as well as growth in Redmond's urban centers, the police force must be prepared to adapt. In 2010, the U.S. Census determined Redmond has a daily population surge of 111%. In 2021 the Lake Washington School District anticipates serving 29,000 students (they currently serve 25,000) which will place an increased burden on patrol and school resource programs. Our growing, aging population will provide additional challenges in dealing with health and crime issues such as financial fraud and adult abuse.

Key Trends

Redmond's day time and night time population continues to grow.

Redmond has enjoyed a decline in reported crime and calls for service over the last three years.

We must ensure that the police department is staffed, equipped and trained to meet the challenges the future.

Places with the largest surge in daytime population

Percent change in population among places with 50,000+ residents.

- ❶ Redmond +111.4%
- ❷ Greenville, S.C. +97.9%
- ❸ Alpharetta, Ga. +85.2%
- ❹ Palo Alto, Calif. +82.5%
- ❺ Salt Lake City +80.0%

Source: U.S. Census Bureau
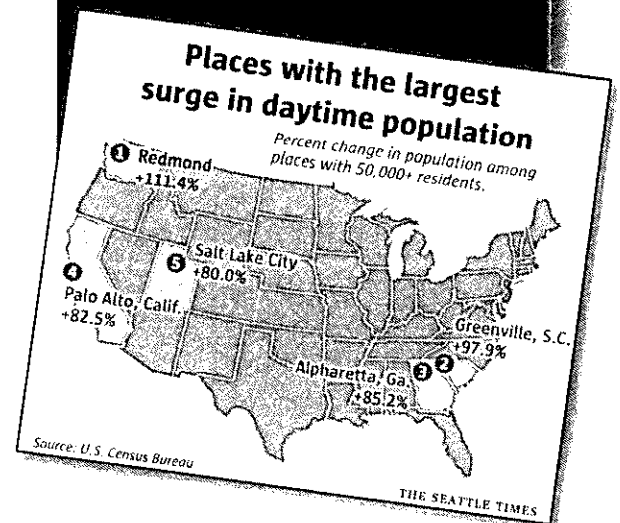
THE SEATTLE TIMES

Crime Rates in Northeast King County per the *2012 Crime in Washington Annual Report* by the Washington Sheriff and Police Chiefs Association

National Incident-Based Reporting System (NIBRS) Group "A" data for both persons and property crime.

Officers per 1000 population (per 2012 WASPC Website)

Issaquah	Kirkland	Renton	Bellevue	Mercer Island	Lake Forest Park	Redmond*	Bothell	Seattle
1	1.1	1.2	1.3	1.3	1.4	1.4	1.5	2
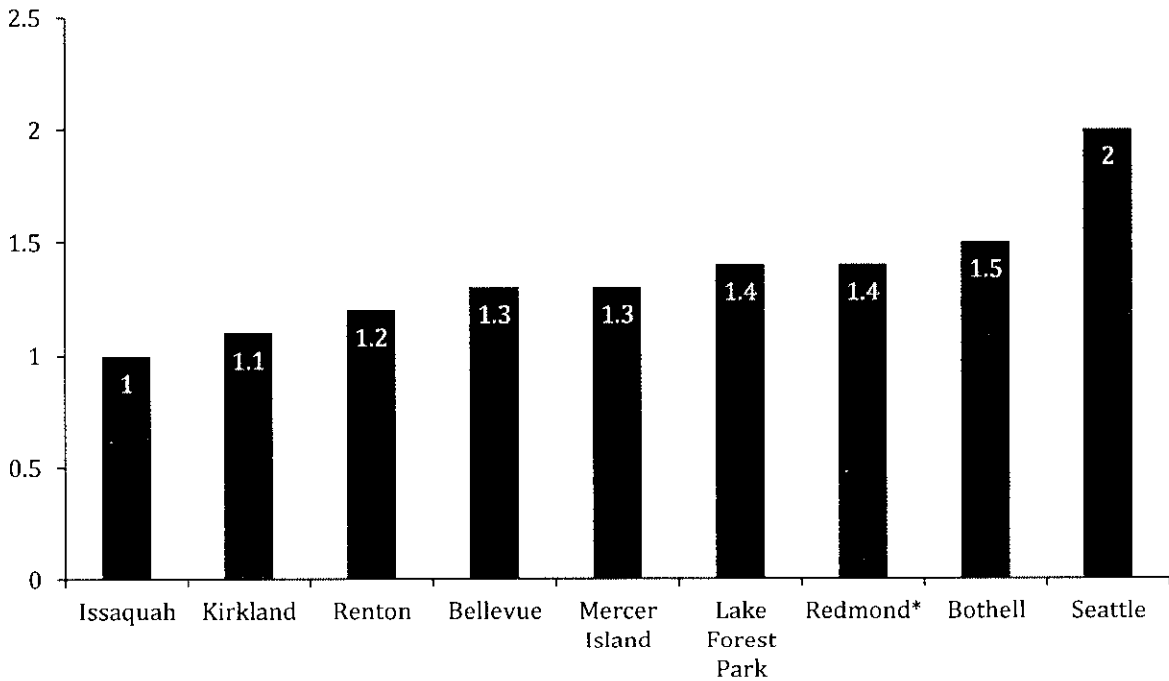
*If Redmond's officer ratio considered a day time a population of 90,000 Redmond's officers per 1000 population would drop to .9 officers.

Crime Rate Comparison Data of Other Eastside Cities in King County (2010 – 2012)

TOTAL CRIME RATE PER 1,000	STATEWIDE	Redmond	Bothell	Issaquah	Kirkland	Lake Forest Park	Renton
2012*	39.5	46.2	51.6	46.2	49.1	43.6	88.4
2011	38.3	25.3	27.7	24.8	19.2	22.8	49.3
2010	39.8	30.2	27.8	28.2	28.8	18.7	51.0
VIOLENT CRIME RATE PER 1,000	STATEWIDE	Redmond	Bothell	Issaquah	Kirkland	Lake Forest Park	Renton
2012	2.96**	1.1	1.1	1.1	1.3	0.8	3.3
2011	3.1	0.8	0.8	0.8	0.9	1.1	3.2
2010	3.3	1.2	1.0	1.1	1.2	0.4	3.2
PROPERTY CRIME RATE PER 1,000	STATEWIDE	Redmond	Bothell	Issaquah	Kirkland	Lake Forest Park	Renton
2012	36.6**	35.1	36.1	36.4	37.6	37.3	77.6
2011	36.8	24.6	26.9	24.0	18.3	21.7	46.1
2010	36.7	29.1	26.9	27.1	27.5	18.3	47.8

* 2012 statistics from WASPC are not comparable to 2011-2010. 2012 are NIBRS, 2011-2010 are UCR.
** From FBI website... they convert UCR to NIBRS

FIRE, POLICE, AND EMERGENCY MEDICAL SERVICE CALLS FOR SERVICE

City role: Indirect

Total annual calls for police services normalized by residential population and daytime population.

POLICE CALLS FOR SERVICE PER 1,000 RESIDENTS

Baseline ('05): 505
Observed ('12): 409
Objective: --

Trend: ↓

POLICE CALLS FOR SERVICE PER 1,000 DAYTIME POPULATION

Baseline ('10): 244
Observed ('12): 224
Objective: --

Trend: ↓

Police calls for service declined for a second consecutive year.

Preliminary data suggest Redmond will have a 3% increase in police calls for service in 2013 compared to 2012.

- ■ Property Crimes
- ◆ Violent Crimes
- ▲ Identity Theft
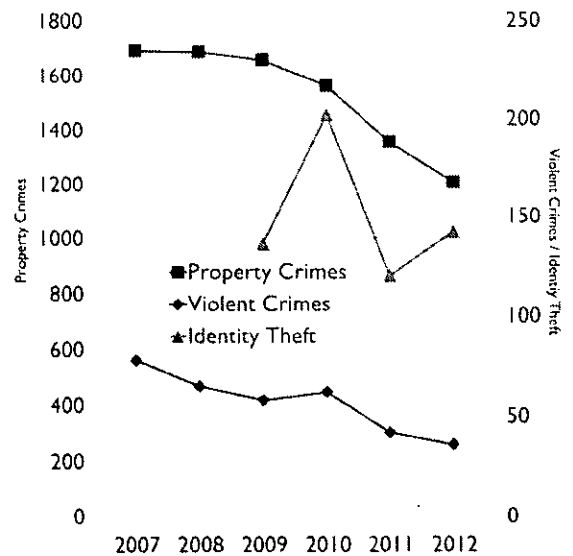
Trends and projections

Population, dwellings, employment in Redmond, 1980 – 2030

Employment
119,000

Population
78,000

Dwellings
36,500
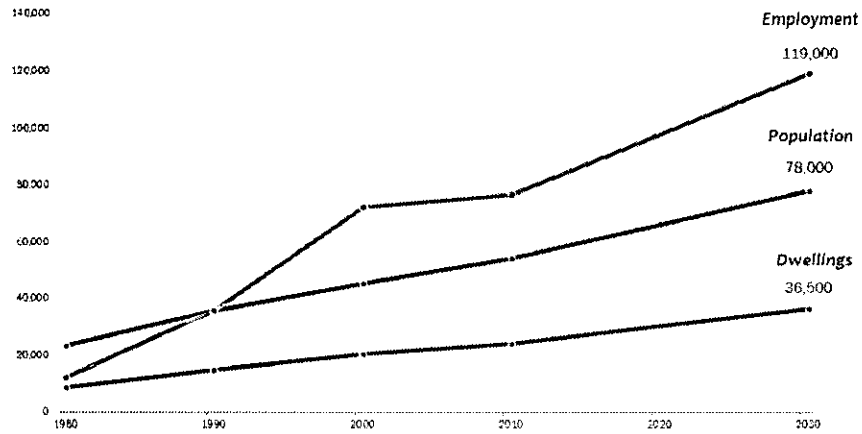
Source: Redmond Planning. Actual data to 2012; 2030 data from growth targets

Age Structure

Age Distribution
Census 2010

City	Under 18	65 and over
Redmond	23%	10%
Bellevue	21%	14%
Kirkland	19%	11%
Seattle	15%	11%

□ % 65 and over
■ % 17 and under

Source: 2010 Census

Section 3: Performance Management

Introduction

Since 2010, the Redmond Police Department has focused our organizational efforts towards four core performance outcomes. The goal is for each member of the department to understand their role in achieving our performance outcomes as they relate to Redmond's vision, which includes delivering public safety services that support a dynamic Redmond where people want to live, work, play and invest.

The chart on page 16 shows the core performance measurement outcomes used by the Redmond Police Department. We use these measurements to evaluate our overall organizational performance. Our core performance outcomes listed below consist of:

Key Trends

The Redmond Police Department should continue to focus on outcome based performance measures.

Redmond has enjoyed a decline in reported crime and calls for service over the last three years.

Clearance rates for reported crime have been slightly below the national average.

The police department enjoys a high level of citizen satisfaction.

The number of Part 1 Crimes reported.

The case clearance rates (generally arrests) for persons and property crime.

The number of vehicle collisions reported.

The percentage of citizens reporting they feel safe walking alone at night in their neighborhood as reported in the biennial city survey.

Customer satisfaction on a scale of 1-5 with 5 being very satisfied.

SECTION 3: PERFORMANCE MANAGEMENT

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

Redmond Police Department Performance Measures

| Core Performance Outcome	2010	2011	2012	National Average
Number of Part 1 Crimes	1623	1387	1242	N/A
Part 1 Persons Clearance	N/A	41.9%	41.6%	47.6%
Part 1 Property Clearance	N/A	20.6%	17.3%	20%
Vehicle Collisions	1,381	1,288	1,389	N/A
% Citizens Feeling Safe	86%*	89%	N/A	N/A
% Citizens Satisfied w/Police Services	74%*	81%	87%**	
Customer Service Survey	N/A	4.5	4.7	N/A

*This is 2009 data as the City's survey is conducted every other year.

** The 2012 community survey asked for satisfaction with both police and fire services in one question.

Note: Part 1 crimes are Homicide, Aggravated Assault, Kidnapping, Robbery, Rape, Burglary, Motor Vehicle Theft, Larceny (Theft) and Arson.

2012 NIBRS Group "A" Crimes Rate per 1000 Population
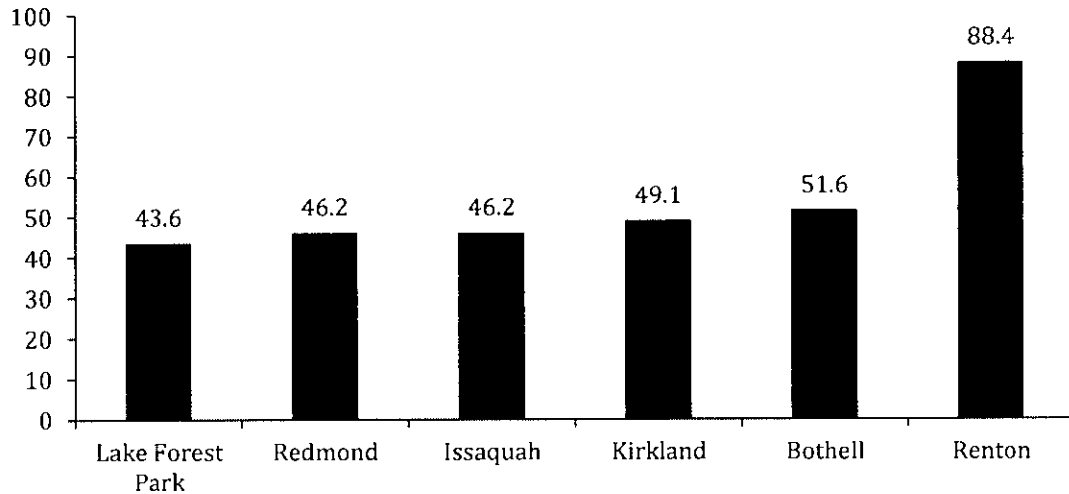
Bellevue reported their crime under the Uniform Crime Reporting summary reporting format in 2012 therefore it is not included as a direct comparison. Full accounting of all Group "A" NIBRS offense data in Appendix B

The chart below outlines additional outputs that help the Redmond Police Department measure our performance. In addition to the four core performance outcomes, we use other outputs to track our public safety performance. These include answering E-911 emergency calls within the King County E-911 call standard of 10 seconds, the percentage of public record requests responded to by our records personnel within five business days, and patrol response times to in-progress calls for service. Response time is defined as the range of time between when an address is accepted into our computer aided dispatch (CAD) system and the first officer reports they are on scene.

Redmond Police Department

Additional Performance Outputs	2010	2011	2012	2013
911 Calls Answered	96.1%	97.8 %	98.3%	98.2%
Public Records Request	N/A	38%	74%	85%
Calls for Service	24,026	23,218	22,640	23,768
Response Times to I/P Calls	5 minutes	4 minutes 14 sec.	4 minutes	4 minutes 40 sec.

## Section 4   Public Safety Service Delivery

Introduction

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

The police department delivers law enforcement services in partnership with our community, using a problem solving approach. Our service delivery strategy is designed to meet the demands of the future by providing officers with the time to proactively engage our citizens and other City employees in finding solutions. This helps achieve the service delivery outcomes of low crime rates, an increase in successful case closure rates, a low vehicular collision rate, citizens who feel safe and a high level of customer satisfaction. The department's strong dedication to our values of commitment to service, integrity and accountability will guide it toward 2030 and beyond.

Service Delivery Strategy

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

While at times we tend to emphasize the traditional direct law enforcement services associated with most police departments, it is important to note the need to
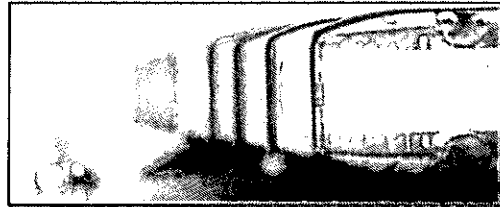
Key Trends

Increases in projected population and the challenges of providing a safe environment for two vibrant urban centers.

The police department must look for opportunities to examine the benefits and challenges of regionalizing specialized services.

We must continue to assess and evaluate the use of new technologies to deliver police services.

Any anticipated additional resources must be phased into the budgeting cycle so that operational needs can be openly assessed against the pace of growth and projected resources.

keep pace with support staff that provides direct services to both internal and external customers. Records staff have seen a large increase in public records request and documentation associated with concealed pistol licenses and firearm transfers. The Records Division has a performance standard of providing an initial response to public records requests within five days - 90% of the time. In 2010, the staff met this performance standard 38% of the time. In 2011, with one less employee and many process improvements to our systems, the staff was able to improve this performance standard to 74% of the time. Preliminary data indicates that we will improve this performance standard to 84% in 2013.

The Public Safety Communications Center is often the first point of contact in an emergency. It is responsible for answering emergency and non-emergency phone calls and dispatching appropriate resources to the various calls for service serving as the 24 hour, 7 day a week call center for all city services.

Anticipating and Reacting to Growth
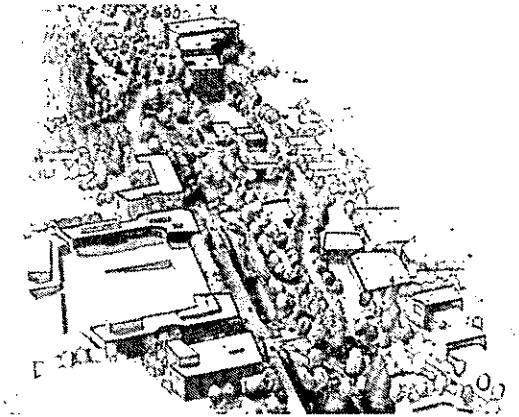
As the City plans for additional population and job growth in Downtown and Overlake urban centers, the Redmond Police Department will adapt strategies designed to proactively support growth. The department will develop life and safety protection plans and deploy appropriate staffing. The anticipated growth in North Redmond and other forecasted growth within the City boundaries will add significant staffing challenges. There is a strong desire to maintain the department's current offering of full services in both of our two urban centers.

Looking forward, the police department expects light rail will arrive with both benefits and community challenges. Sound Transit's East Link will extend light rail from Seattle to the Eastside, with an interim terminus at the Overlake Transit Center. The extension of light rail will provide transportation and other benefits and has the potential to contribute to increased police calls for service since transit stations will be places that people gather. Partnerships with Metro, Sound Transit, King County and Pierce County Sheriff's Offices will be critical to addressing these

challenges. The police department expects the presence of additional officers and technology based systems must be considered for use to deter crime and capture criminals.

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

As call volumes build with our population and job growth, the importance of efficiencies in processes and response time will become a more critical focus. As we move towards the future, the department will continue to experiment with advances in police patrolling tactics and theory in order to develop a best fit solution for our community. This solution will address how we deliver services by evaluating patrol district boundaries, in person, phone or electronic service delivery and matching our staffing projections to these identified strategies. With the anticipated increase in call volumes that come with a proportional increase in population, the police department must strive to meet or exceed nationally recognized standards in crime rate, clearance rates, collision rates and citizen satisfaction.

Partnerships and Programs

Future opportunities exist to examine the benefits and challenges of regionalizing specialized services such as SWAT, crisis negotiations, Demonstration Management Team, dispatch services and major traffic collision investigation. Other opportunities include examining the efficiency and effectiveness of the ENTF (Eastside Narcotics Task Force) and KCIRT (King County Incident Response Team – a regional major crimes investigative team). In the past, the department has participated in regionalized task forces, and membership in these should be evaluated for their benefit to our department and the region based on current crime trends.

In more immediate terms, a rapid assessment process is currently under development by police and fire. This process serves to preplan responses to major incidents. As the City of Redmond grows in size and complexity, staff have identified that access to secured housing is a significant challenge and is an obstacle that needs to be overcome. There may be opportunities to enact building codes to address the concerns of emergency responder access, as well as address future needs with radio reception issues, such as requiring the installation of radio repeaters. These changes can benefit all first responders. Additionally, the department should evaluate the need to conduct emergency response training and guidance for schools, employers and City staff that includes best practices in responding to any active threat to the welfare of individuals associated with their facilities.

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

Technology

In order to provide consistently excellent service that meets or exceeds nationally recognized standards and best practices, the police department should evaluate technology. Technology should support operational strategies such as intelligence led policing, data driven decision making and collaborative problem solving to keep pace with crime trends.
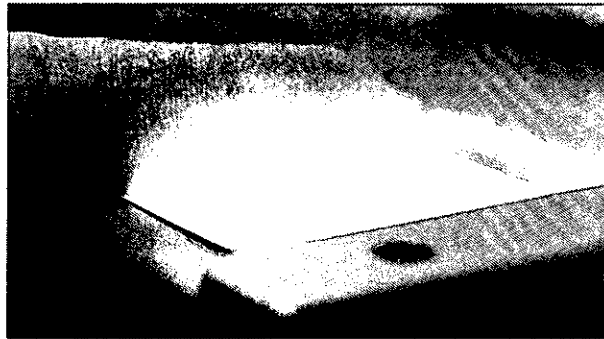
The pace at which technology continues to change the face of law enforcement is expected to accelerate. In order to address revolutionary technological changes, the department must maintain equipment and training in order to adapt to new criminal trends.

The department needs to prepare for a new influx in information that will be coming from next generation mobile devices. Services such as Next Generation 911 will bring photos, videos, automated crash notification data and multimedia text messaging into our communications centers. Additionally, real time video surveillance or automated surveillance feeds may create the necessity to hire and train staff that specifically deals with these types of information systems.

The management and maintenance of data and how the department stores, searches, discloses, deletes and archives collected information is critical. This requires advanced training and practical systems for staff. As the volume of the data collected grows, so will the strategies applied to managing the collected information. It is important to ensure accurate and timely retrieval of information as well as compliance with state information retention policies. The department must remain able to provide timely responses to public record requests via the technology requested by the customer. Along with the responsibility of lawfully storing and managing our data, we must look for ways to lawfully use the data to assist department staff in decision making about crime trends, resource deployment and performance evaluation.

As stated earlier, the Redmond Police Department must continue to assess and evaluate the use of new technologies to deliver effective and efficient police services into the future. This may include the use of remote surveillance systems for crime prevention, enhanced crime detection methods and intelligence driven crime prevention data to determine staffing and deployment methods. Technology is currently being developed that will provide nearly real time and cost effective DNA analysis that can be used to solve property crimes. Technological advances and service demands

from the community may require that we evaluate the use of videophone service delivery, online reporting or police kiosks to report incidents or make inquiries.

As technology continues to evolve, the Redmond Police Department will continue to engage in community preferred methods of communication and service delivery through technology, use of social media and other services as applicable. The department will maintain active feedback loops to determine what the preferred methods are for reporting minor criminal activity and other service requests. Through our service and outreach efforts, we will work to increase the visibility of our law enforcement team and provide value to the community by creating responsive and interactive ways to achieve the city's vision of the future.

Staffing Strategies

So that we can meet internal and external service requirements, there is an important need to add support staff - Dispatchers, Record Specialists, Neighborhood Resource Officer's, Traffic Officers, ProAct Officers, and Detectives - for specialized services. Law enforcement staffing studies do not recommend a specific ratio of commissioned to support staff. Therefore, service needs should drive the projected hiring of these support and specialized positions and include the facilities and equipment to support these positions.

Development will continue in Redmond's Downtown and Overlake neighborhoods, including dense, multi-story apartments, condominiums, offices and retail space, and pedestrian paths. We will want to consider staffing levels that support a bicycle team and a team of officers

Individuals of Asian descent form one quarter of Redmond's population, making it by far the most common non-white group.

People claiming Hispanic/Latino ethnicity constitute about 8% of Redmond's population.

Hispanic or Latino is an ethnic identity; not a race category.

Race and Hispanic or Latino

Race

Source: 2010 Census

White 65%

Black or African American 2%

American Indian and Alaska Native <1%

Asian 25%

Native Hawaiian and Other Pacific Islander <1%

Some Other Race 3%

Two or More Races 4%

to conduct foot patrol in urban centers while also maintaining the same level of service in other areas. The Redmond Police Department currently deploys 1.4 officers per 1000 night time residents. The department should biennially evaluate the number of commissioned officers required to provide the manpower needed to proactively deliver police services to the community. At the same time, we must maintain a level of civilian support staff that adequately supports the vital functions of records management, dispatch and administrative services to all internal and external customers.

For staffing, the department will continually need to balance hiring and deployment of staff with crime trends and the evolution of our community. Foreign born residents comprise 29% of our community. Of that, 27%, roughly 4300 people, have less than optimal English speaking skills. With the high number of foreign born residents (over 15,000), a staffing opportunity exists to continue to recruit from this incoming pool of new and diverse residents. As our City grows in complexity, the need for officers and support staff that have secondary language skills will be important. One of the top three department needs are employees with Chinese, Hindu and Spanish language skills We should continue and enhance diversity training, and training on emerging issues within our community such as medical and aging trends, increases in retirement housing, financial fraud involving the elderly, senior abuse, and responding to Alzheimer's issues.

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

In addition to the demographic and social trends that may impact the department, there are geographic challenges associated with the future development of the Overlake urban center. With the increase in population and anticipated demand for public safety services, comes the challenge of deploying officers near the area of service. At this time, the Redmond Police Department deploys one officer in the Overlake area of the City. With the anticipated increase in population and jobs, the addition of a vibrant urban center, the geographic challenges of Lake Sammamish

and crowded traffic patterns, the department should plan to staff a second officer in the Overlake area.

Service Standards and Level of Service

With a projected population of 78,000 residents and 119,000 people employed within the City of Redmond by the year 2030, we will need additional staffing to continue providing the same level of service. We currently (2013) have 1.4 officers per one thousand residents and a total of 127 full time employees – 84 officers and 43 support staff. If we sustain officer staffing based on the above ratio and projected population increases, we would need to add 33 officers and 16 support staff (total of 176 full time employees) by 2030.

Given this formula is not a preferred method for justifying additional personnel, evaluation based on performance standards (crime rate, case clearances, collisions and citizen satisfaction) would show the above hiring projection is inflated.   Performance based evaluation would more realistically project a need for an additional 13 additional officers and 8 support staff for a total of 21 full time positions needed by 2030.

Nine Additional Patrol Officers

Additional patrol officers will need to be added to support the population increase and development in the Overlake neighborhood. The department uses a staffing model of nine full time police officers to cover one full time position staffed 24/7, 365 days per year. This allows us to correctly accommodate for days off, vacation and training time with no impact on the minimum staffing required to deploy one additional officer in patrol. The Overlake neighborhood is currently geographically isolated in the southern section of the City and for patrol back up assistance due to the barrier of Lake Sammamish. As you can see from the graph above, this neighborhood is projected to see a
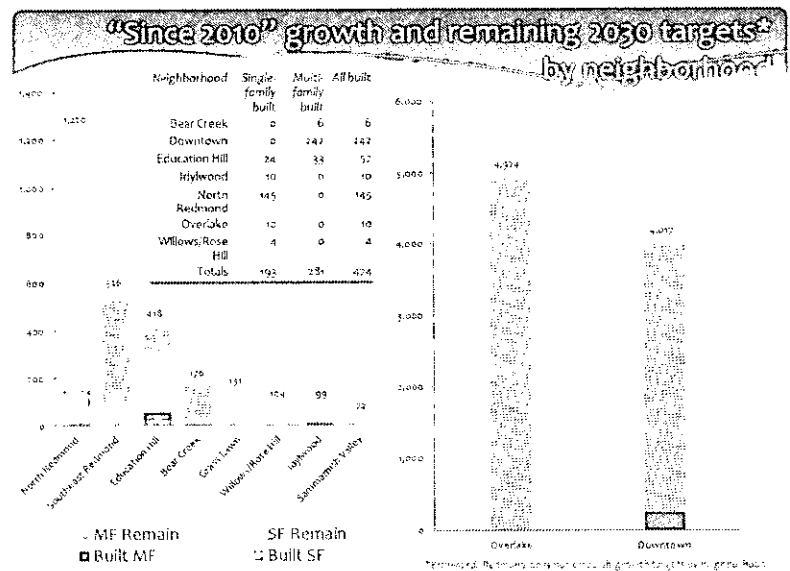
substantial increase in population which will bring an associated increase in public safety service needs.

Two Additional Personnel Assigned to Investigations and the ProAct Unit

Based on population and density projections by 2030, we anticipate an increase in calls for service. We need to plan for adequate investigative resources to keep pace with reported crime. Our Investigations Division is responsible for conducting follow-up investigations and presenting criminal cases to the King County Prosecutor's Office for the filing of all felony cases in Redmond. This division also conducts extensive follow-up investigations on domestic violence incidents.

Our ProAct Unit is responsible for proactively investigating individuals responsible for perpetrating large numbers of property crimes in Redmond. This unit has been very successful in decreasing the rate of reported property crime in the City of Redmond. Through the work of officers in this unit, we have been able to successfully determine that a few prolific property crime criminals are responsible for a large number of crimes in our community.

The work of the additional personnel assigned to both the Investigations Division and ProAct Unit will directly impact the performance outcomes of; number of crimes reported and cleared by arrest. In order to maintain our current level of service, two additional personnel will be necessary to meet projected demands in 2030.

Two Additional Personnel Assigned to the Records and Evidence Division

The Records and Property/Evidence Division is comprised of 5.75 Police Support Services Specialists, one Property/Evidence Technician, one Supplemental Employee, seven Volunteers and one Support Services Supervisor. They provide customer service

and cashiering functions for the police department, prosecutor's office and citizen walk ins. They process and code all paperwork generated by commissioned personnel, forward records to the courts and other agencies, process court orders and warrants for the cities of Redmond and Duvall, approve or deny concealed pistol license and pistol transfer applications. After ensuring completion of a case, all documents are digitized. This division is also responsible for police case file records retention. The division handles public disclosure requests utilizing case law, pending legislative reforms and the laws governing our agency's response. The Records Division believes in a strong partnership with officers and other personnel to ensure quality customer service and support to our internal and external customers.

The Property/Evidence Technician is responsible for intake, storage and security of all property and evidence submitted by commissioned staff and police support officers. The technician also handles all found and "safekeeping" property, items sent to and from various State crime labs, conducts auctions and determines the destruction/release/donation of items as authorized under State law. A barcode inventory system is maintained for strict chain of custody preservation of every item in the property room to ensure the credibility of our investigations and prosecution.

serv ice

2013:

RECORDS

Public Record Requests	1,225 total; 3% decrease compared to 2012 PRR Turn-Around-Time Average: 6.9 business days
City Performance Measure (90%)	Average: 85% (we met this goal 6 out of 12 months in 2013)
Concealed Pistol Licenses	399 total; 2013 total was equal to 2012 2013 was 46% above 2011 total
Pistol Transfers	836 total; 7% increase over 2012 39% increase over 2011
Total Reports Processed	5,557 total; 5% increase over 2012
Citations Entered	8,659 total; 14% increase over 2012

EVIDENCE

Evidence Items Taken In	3,076 total; 8% increase over 2012, 48% increase over 2011
Evidence Destroyed	1,569 total; 21% increase over 2012
Evidence Items to Labs	640 total; 62% increase over 2012
Total Evidence Activities	7% increase over 2012

During the 2011-12 budget process, the Records and Property/Evidence Division lost one full time employee (FTE) due to police department budget cuts. There were citywide FTE reductions during this biennium that impacted all City departments. As you can see from the statistics above, while the Records and Property/Evidence Division has done an outstanding job of becoming more efficient with fewer personnel, the trend of increased workload will soon begin to have an adverse impact on their performance measurements. It will be necessary to add two FTE's to keep pace with demand and maintain an acceptable level of performance by the year 2030.

Four Additional Personnel Assigned to Police Dispatch

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

- Small PSAPs serving a population of less than 19,000 have 9 total staff.
- Medium PSAPs serving a population between 19,000 and 100,000 have 16.6 total staff.
- Large PSAPs serving a population between 100,000 and 140,000 have 26.2 total staff.

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

Current staffing allocation (16 telecommunicators, 2 supervisors, ½ commander) is sufficient for the existing work load and can manage a modest increase in call load. Current staffing minimums ensure that at least two telecommunicators are on duty at all times. During busier call periods (0900 – 2000), staffing levels currently increase to meet demand. Communications has an average answer time of approximately 6 seconds for 911 emergency calls. As the daytime population of Redmond increases in the future, we project that an additional three telecommunicators and one supervisor will be needed to maintain our current level of service.

Additionally, Redmond Police Department's PSAP answers calls and dispatches for the City of Duvall under a contract for services. The City of Duvall has a projected annual population growth of 1.3% (8,500) by the year 2030 which should be considered in our staffing calculations.

In 2013, the Redmond Police and Fire Departments conducted an extensive analysis of the costs and service impacts of dispatching all City of Redmond Fire and Emergency Medical Services through the Redmond Police Department's Communications Center. See Appendix C for the full report.

Section 5: Community Outreach

Introduction

The Redmond Police Department enjoys a long and distinguished history of innovation in policing. Deep within the agency's shared culture is the ethos that the Redmond Police Department is a learning organization of professionals dedicated to the philosophy of community oriented problem solving policing.

In 1986, the department became the first police agency in Washington State to attain national accreditation from the newly formed Commission on Accreditation for Law Enforcement (CALEA). During the early 1990s and the advent of Community Oriented Policing, the department formed the "E-Team" comprised of specially selected officers focusing on targeted problem solving working in close partnership with citizens and community businesses. Going beyond the traditional role of providing a 911 response only after a criminal act has occurred, the Redmond Police Department quickly recognized that a critical key to success in policing involves taking a proactive view of potential problems, getting the community involved early in the solution process and then taking thoughtful corrective actions before arrests need to be made. Not surprisingly in 1996, the Redmond Police Department was one of eight police departments across the nation to receive Good Housekeeping magazine's "seal of approval" (Corsaletti & Williams, 1996).

Today, the Redmond Police Department's early roots in Community Oriented Policing have spread outwards towards what is now accepted as the *New Professional Model of Policing.* This approach emphasizes an even deeper community engagement to attain what many departments find most difficult to achieve; accountability, legitimacy, innovation and a national coherence of professionalism (Stone & Travis,
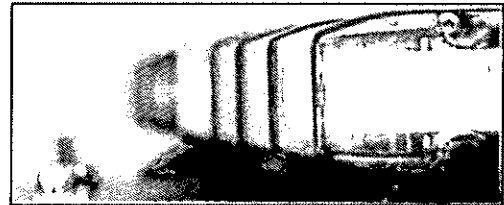
Key Trends

The Redmond Police Department must continue to work in partnership with our community.

The citizens of Redmond have come to expect their police department to proactively work with them to help solve, prevent and deter crime.

A community wide emergency preparedness effort is needed to build a community that is prepared to sustain itself during all hazards and events.

2011). It is for this reason the department currently dedicates considerable resources towards delivering "value-adding" community outreach services and innovative safety programs.

As examples, School Resource Officers are seamlessly integrated into our middle schools and high school. A full time Crime Prevention Officer focuses on building and sustaining trusting relationships with the community; leveraging numerous proactive safety programs while coordinating with elementary schools, Block Watch groups in neighborhoods, businesses and apartment complexes. The August 6th, 2013 National Night Out set a new record of 59 separate neighborhood groups hosting block parties to meet with public officials to discuss their safety concerns. Furthermore, the Outreach Division currently maintains an email safety alert network that reaches over 2000 residents and businesses.

Also noteworthy are our civilian police volunteers (48) who are recruited from the greater Redmond area who selflessly donate thousands of hours of their own time to give back to their community. Lastly, the City's Office of Emergency Management was recently merged into the Community Outreach Division to broaden safety enhancing services beyond prevention and control of crime towards building community capacity and resilience against all risks and hazards that impact community safety whether natural or manmade.

Perhaps most significant, our Neighborhood Resource Officers (NROs) have proved to be one of the department's most potent assets for proactive problem solving efforts that prove too complex or time consuming for traditional 911 responders to resolve. To counter many of today's and future challenges to Redmond's community well-being (i.e. increased homelessness, drug addiction, habitual criminal offenders committing property crimes etc.) the NROs take a broad spanning and multi-disciplined approach to problem solving. Recognizing that law enforcement activities comprise only a part of the needed solution to many community issues, NROs network and collaborate with all City departments, regional stakeholders, human service agencies and non-profit organizations. They bring to bear an "all hands" problem solving approach that goes beyond responding to symptoms of a persistent problem but actually addresses the underlying causes of decreased safety and community well-being.

Looking to the future, with Redmond forming urban centers in Downtown and Overlake, the Redmond Police Department foresees the need to even further enhance our engagement of an increasingly diverse business and resident communities. Due to the anticipated increases in Redmond's urban population density, more businesses, entertainment and recreational activities and easy access to regional light rail and trail systems, the tempo and nature of community interaction amongst citizens and between the community and public service providers could change significantly. Accompanying these changes is the potential for diminished relationships and connections to the community that the Redmond Police Department has long enjoyed. If the "social distance" between a police department and the community it serves increases, it can seriously jeopardize the public trust that is critically necessary for any police department to remain effective. It is for this reason the Redmond Police Department deems it crucial to re-

position itself to ensure engagement with our rapidly changing community. This will require leveraging additional resources to support assignment of Neighborhood Resource Officers (NRO) in each of the two planned urban centers allowing our current NROs to maintain their proactive problem solving in our existing residential neighborhoods.

Service delivery for the future should maintain and enhance existing partnerships with our regional schools, businesses, service organizations, and law enforcement. Successful emergency preparedness and crime awareness programs should be continued, as they are consistently identified by the community as adding value. Both internal staff and the community feel that regional disaster preparation and preparedness are important, and that more work can be done in these areas to prepare our community for a major disaster. There may be opportunities for both immediate and long term growth in this area for local and national partnerships, as the Office of Emergency Management continues to grow into a fully funded division.

The police department also recognizes that in our role as coordinator of emergency preparedness efforts for the City of Redmond, we all benefit from a well-trained and prepared City work force. We must continue to partner with all City departments to enhance our abilities to respond to hazards that may impact our community. We recognize the importance of augmenting the partnership and response capabilities of the Fire and Public Works Departments since public

safety and public works employees are most likely to be the first responders to emergencies for our community.
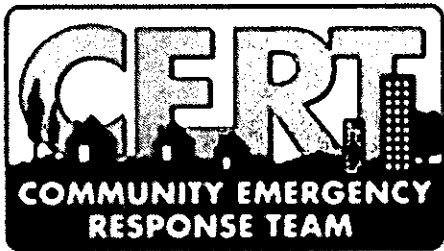
One Additional Office of Emergency Management (OEM) Full Time Employee

The OEM is currently staffed with one half time commander and two civilian employees. During the 2013-2014 budget cycle, one of the OEM Coordinators was made a FTE paid for from the City's general fund. The second employee was funded as a Limited Duration Employee with partial funding from the State Office of Emergency Management. It should be noted that in both the 2011 biennial citizen's survey (2011) and during the stakeholder feedback process, Redmond citizens asked for more emphasis in the area of emergency preparedness. At the same time, less than half of Redmond citizens surveyed indicated that they had a disaster plan or an emergency kit for their family. Accordingly, we would recommend that the Limited Duration Employee currently working in OEM become a FTE as soon as the resources become available.

Community outreach efforts should remain as a cornerstone of our service delivery strategy. The police department feels strongly that it is through these proactive community efforts that we have been able to achieve very low incidents of crime. We have experienced the benefits of a robust and successful volunteer program. As we identify new initiatives, we will evaluate the expansion of volunteer roles where appropriate to meet the demand for services.

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

We understand that diligent follow-up and keeping victims informed of the status and direction of their cases is one of our most requested areas for improvement. We will look to leverage technology to provide exceptional customer service to internal and external clients through innovative approaches (like video contact with staff at a kiosk or at home and on-line reporting), while maintaining core strength in first responder and support staff's skill in public interaction – the latter often being the first point of contact for much of the community.

We will continue to cultivate our outstanding volunteer program and expand their role so that they may continue to contribute and add value to our organization. Part of our ongoing outreach efforts will

be the continuation of public education to assist our community in providing for a safe environment.

Lastly, the City's Office of Emergency Management was recently merged into the Police Department Community Outreach Division. This was done to broaden safety enhancing services beyond prevention and control of crime towards building community capacity and resilience against all risks and hazards that impact community safety whether natural or manmade.

Unfortunately, when the "unexpected" strikes, whether a regional disaster or a local emergency, experience from across the nation and around the world has shown a response "gap" occurs. Under normal conditions, Redmond's police, fire and medical responders arrive at an emergency within minutes. However, during unusual events, our responders or resources from outside may not arrive within hours or possibly even days. For this reason, the Office of Emergency Management (OEM) utilizes a two prong approach of preparedness "engagement." To ensure continuance of government operations (COG), OEM trains, drills and develops contingency plans for all City employees and regional partners to prepare, respond, mitigate and recover from all hazards. To ensure continuance of community (COC), OEM's highly successful public education and training programs such as Redmond Ready, Community Emergency Response Teams (CERT) and Medical Reserve Corps (MRC) build life lasting safety skills so that Redmond's citizens can survive emergencies and be their own neighborhood responders until help arrives. OEM's "Redmond Ready" website challenges the public with the following; Are you ready? Do you know what to do? Would you save a life? The Office of Emergency Management creates the foundation for all City employees and citizens to be "a hero" in any situation.

References:

Corsaletti, L. T., & Williams, S. L. (1996, October 14). *Magazine Awards Its Seal of Approval to Police in Redmond*. Retrieved October 22, 2013, from The Seattle Times: http://community.seattletimes.nwsource.com/archive/?date=19961014&slug=2354300

Stone, C., & Travis, J. (2011, March). *Toward a New Professionalism in Policing, Harvard Kennedy School*. Retrieved October 22, 2013, from National Insitutue of Justice: http://www.nij.gov/pubs-sum/232359.htm

Two Additional Neighborhood Resource Officers

The role of the Neighborhood Resource Officers (NRO) has proven to be a very effective method of addressing long term crime and disorder complainants throughout the City. These officers are given the time away from calls for service to partner with other City departments, community human service providers and individuals to work towards truly solving community concerns that are too complex or time consuming for patrol officers tasked with responding to calls for service. The anticipated increase in population and dwelling units in the Overlake and Downtown neighborhoods depicted in the graph above demonstrates that the workload will quickly become too much for our two NROs.
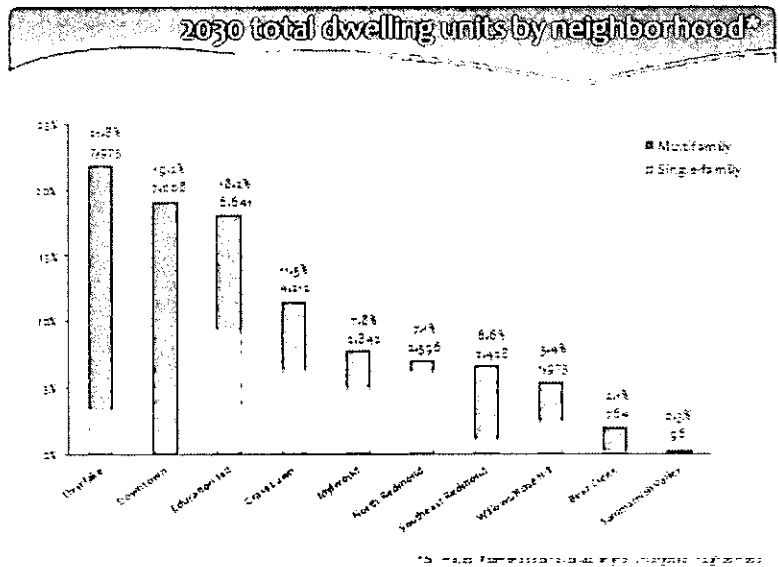
The addition of two NROs will give the department a total of four NROs which will complement the existing Crime Prevention Officer and three School Resource Officers (SRO) already assigned to our Community Outreach Division. This additional capacity will give us the flexibility to deploy community outreach in the Overlake and Downtown neighborhoods and use non-traditional foot or bicycle patrols during the summer months. In our community survey results (Appendix A) we found that over half of the citizens indicated they would like the police department to utilize both foot patrol and bicycle patrol tactics. These non-traditional patrol methods would be very effective in both the Overlake and Downtown neighborhoods given the population density and pedestrian traffic we anticipate by the year 2030.

Section 6: Capital Facility & Major Equipment Requirements

Introduction

The City of Redmond Police Department provides quality policing in partnership with the community, through long-term problem solving, crime prevention and law enforcement. Our primary capital facility is the Public Safety Building on the City's Downtown Municipal Campus. The building contains office space, a customer service front counter, a prisoner booking and temporary holding facility, property impoundment areas, classrooms (regional training room) and an evidence room. All police operational and support functions are based out of the City owned and maintained Public Safety Building at 8701 160th Avenue Northeast. It was designed and built in 1990 and major design renovations to the north and west portions of the building were completed in 2006; an evidence storage and processing area and several garages for storage of impounded and/or police owned vehicles.

Anticipating population and business growth in both the Downtown and Overlake urban centers, police facilities will need to expand to ensure community access to services, especially in the Overlake urban area.

Prioritized Needs

The Public Safety Building (our main police facility), currently operates at near-maximum capacity. The impact of additional employees to the current facility would vary. If field staff positions, such as police officers, were added, the size and adaptations of common/shared-use areas would require review. Areas such as locker rooms, shared desks/work rooms, meeting, and conference rooms would require space evaluation.
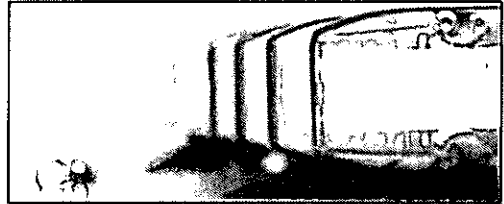
Key Trends

A draft facility condition assessment of our primary police facility has identified significant maintenance requirements that are not currently being met with existing resources.

There is a need to identify back-up facilities for critical information infrastructure for all City services.

The police department should continue to assess and evaluate the use of technology to improve on our performance.

SECTION 6: CAPITAL FACILITY & MAJOR EQUIPMENT REQUIREMENTS

In October 2013, the City contracted with Meng Analysis to complete a facility condition assessment of all City structures. The report stated the Public Safety Building and garage (23 years old) is in generally good condition, with deficiencies to the roof flashing and gutters, stucco, tile walls and soffits and exterior windows. Both interior and exterior localized maintenance and general repair is needed for this facility. The total projected six year cost (2019) is $3.5 million. The 20 year renovation cost (2033) is projected to be $18.3 million (2013, City of Redmond Facility Condition Assessment).

Serving as the home to the Emergency Coordination Center, the Public Safety Building also has two generators capable of powering all electrical needs for extended power outages. These generators are vital to ensuring effective police operations (including E-911 and dispatch services) during power outages.

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

Current Cost of Operational Maintenance for the Public Safety Building

The City of Redmond's Public Works Department expends approximately $356,000 annually to maintain the Public Safety Building. This includes paint and routine wear and tear repair for the facility and its operating systems. As an example, in 2013 first floor tile flooring and second floor carpeting were replaced. Also in 2013, significant work was done to evaluate and repair many leaks in the roof and emergency repairs were made to a water line that failed in the top floor boiler area.

The water line break nearly flooded the police communications and server areas which could have resulted in significant damage to our information system infrastructure and very costly to all City operations. The pipe failure is just one example of how minimal prior maintenance could have prevented costly problems in the future.

SECTION 6: CAPITAL FACILITY & MAJOR EQUIPMENT REQUIREMENTS

Overlake Urban Area Services

The police department will need to address how to provide services to Overlake's growing population and urban development. Considerations will include the need to provide walk-in service and a review of call response due to high traffic volume and geographic challenges. These challenges may delay officers needing to respond from the downtown area.
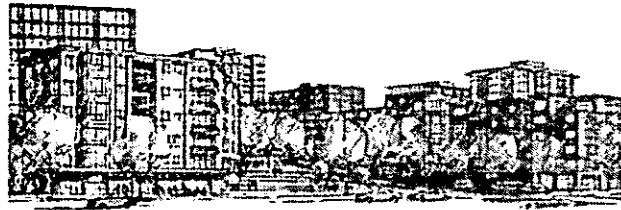
Redmond officers currently utilize several "substations" (typically a locked office, desk, phone, and computer docking port) while in the field. Allowing officers to remain deployed throughout the City while investigating cases and conducting follow-up is important; it keeps response times low and maintains positive connections with the community. As the Overlake area continues to develop and grow, consideration should be given to providing customer service based, walk-in community access for police and other City services.

In partnership with the fire department, the police department has maintained two officer work stations housed in Station 17 (north) and Station 16 (east). In the Overlake area, Fire Station 12 (south) has shared space for officers to work. The department also maintains a partnership with Microsoft Security in the Overlake area who hosts a shared workspace for officers. Due to interruptions, noise, and lack of privacy for sensitive investigations, shared work space is not ideal. However, space sharing can reduce overhead costs and provide a means for keeping officer deployed in the field.

Other Design Considerations for all Future City Facilities

In future capital planning, the City of Redmond should consider back-up facilities and redundancy for E-911, communications, and emergency coordination center (ECC) systems. The 911 call and communications center are housed on the second floor of the Public Safety Building. Until 2014, back-up of computer aided-dispatch technologies was done via a contracted off-site service company. Beginning in mid-2014, plans should be completed to partner with the Issaquah Police Department to use mirroring computer server back-up systems.

Located adjacent to the communications center, the ECC provides the desk space, logistical, and technical abilities to coordinate emergency operations for all City services. Fire Station 17 (opened in March, 2012 and located in the Education Hill neighborhood) has second floor,

allocated space designated as a "back-up" location for the ECC. This plan assumes all ECC equipment (laptop computers, phones, some wiring, and other administrative items) are salvageable should the primary ECC fail. Concerns about overall building stability exist at the Public Safety Building, as the building is in proximity to a noted earthquake liquefaction zone.

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

Space, configuration, and the layout of the current communications center will need to be revised if Redmond chooses to provide regionalized police and fire dispatch services. The current 911 call center and police dispatch center provides workspace for two supervisors and six emergency communication specialists (dispatchers/911 call-takers). The ECC and bathrooms/storage room border each wall of the center, making wall/room expansion difficult.

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

Future Considerations for Capital Equipment

In partnership with the City's Fleet Operations, we maintain a fleet of special vehicles; a mobile command post, a SWAT V-150 armored vehicle, a Crisis Negotiation Team vehicle, a crime scene van, and prisoner transport vehicles. All are currently functional, however they are quite dated. This is an area where we could look at the possibility of cost sharing with our area law enforcement partners.

SECTION 6: CAPITAL FACILITY & MAJOR EQUIPMENT REQUIREMENTS

Review of Large Technology Purchases/Upgrades for Consideration

Building keycard access and security systems

The current system utilizes keycard door controllers located throughout the building. These controllers "read" keycards in order to gain building access. As systems or security demands change, this system will require upgrading.

Video/audio monitoring of building and holding cell areas

As of January 2014, the information services department is working on a City-wide project to replace/upgrade all video, audio, and panic button systems. The Public Safety Building utilizes video monitoring in public access areas, shared workspaces, main corridors and the building's exterior. The booking area and prisoner holding cells are monitored by both video and audio. As with the keycard access system, these systems will require replacement/upgrading over time.

Computer Aided Dispatch (CAD), Records Management System (RMS), and major software purchases

The police department currently uses the same software to operate both CAD and RMS. We hold approximately $5M in capital reserve funds for year 2015 replacement or upgrades to CAD/RMS. The police department almost exclusively uses the following major software; Spillman (CAD/RMS), MS SharePoint, Digital Evidence Locker and Oracle Imaging and Process Management. All of these systems require contracted annual support, routine software upgrades and consideration for replacement/major upgrades as necessary.

Technology to Support Best Practices in Intelligence-Led Policing Efforts

Redmond has worked to integrate methods of collaboration, in partnership with the community, to proactively reduce crime and increase safety. Leveraging new and developing technologies to provide real-time, statistics-based information to officers and citizens help achieve this goal. As technology grows, we should strive to keep pace with changing technologies by maintaining the ability to partner with public and private entities, quickly assess technology needs, obtain necessary products or support in a timely manner and work with internal partners (such as the information systems department) to effectively implement needed systems.

SECTION 6: CAPITAL FACILITY & MAJOR EQUIPMENT REQUIREMENTS

One Additional Position Assigned to Information Services

The ability to evaluate, purchase, install, maintain and integrate into our existing information systems and technology architecture has surpassed the knowledge and skills of most police department staff. We rely heavily on existing information services staff to fulfill our ever increasing need for these services. With the ever growing reliance on technology, we anticipate the need to add one full time employee to maintain our current level of service.

Reference:

2013, City of Redmond Facility Condition Assessment (Draft Report and Cost Performance), Meng Analysis, Seattle, WA, Retrieved internally on Dec 30, 2013 at:
\\redmond.man\fs\PCComm\Facilities Condition Assessment 2013\2010 Consultant\2010F Consultant Submittals\Review\Redmond DRAFT Report 10-28-13 review.pdf

Section 7: Stakeholder Process

Introduction

The police department has engaged in a continual stakeholder engagement process, which continues to this day; we solicit feedback and determine the wants and needs of our community. Below is a list of efforts and meetings designed to obtain input from community members, City board and commission members, City staff and City council members. These stakeholders will help shape the future of the Redmond Police Department.

Community Input Timeline

- On-going - Mayor and Director's Team meetings
- July and August 2013 - Citizen Survey Data was obtained by polling Derby Day visitors and through an on-line survey sent to neighborhood leaders (189)
- August 2013 - National Night Out
- October 10,2013 - Community Policing Advisory Committee
- October 29, 2013 - Neighborhood Block Watch Captain meeting
- November 26, 2013 - Public Safety Committee Meeting
- January 14, 2014 - City Council work session
- March 2014 - Planning Commission – study sessions (3)
- March 2014 - Public Safety Committee/Outcome of Planning Commission review
- April 2014 - Planning Commission report/approval
- April 2014 - Planning and Public Works Committee
- Early May 2014 - City Council study session and staff report
- Late May 2014 - City Council action/adoption of plan
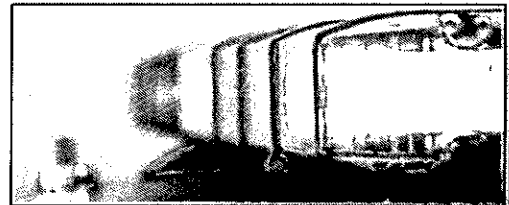
Key Trends

Overall satisfaction with police services remains high.

Opportunities were identified to leverage communications and multi-media information outreach efforts and adapt the ways that the police department provides services to the public.

Citizens have requested more emphasis be placed on proactive outreach efforts.

Executive Summary – Public Safety Questionnaire

During July and August 2013, the outreach committee for public safety functional planning conducted a questionnaire consisting of twenty questions using Survey Monkey to solicit feedback. The questionnaire was launched at a public kiosk at Derby Days on July 13th, 2013 and continued through August 2013 in an on-line format. Additional feedback and information was solicited during the National Night Out on August 6th, 2013 at fifty-nine community meetings. In addition to community events, the questionnaire was distributed online to over 2000 members of our crime prevention network consisting of community contacts, the Block Watch Captains group, apartment managers, crime prevention partners, and businesses.

The results of the questionnaire were then reviewed by the Redmond Police Community Police Advisory Board (CPAB) in September 19, 2013 and reviewed by the Block Watch Captains group on October 29, 2013.

For questions and results of the citizen questionnaire please see **Appendix A.**

Police and Office of Emergency Management Highlights of Stakeholders Questionnaire:

- 84% of respondents reported they were satisfied or very satisfied with the overall quality of services provided by Redmond Police Department.
- 81% related that focus on crime prevention programs and community education information was important or very important.
- 80% identified disaster and emergency preparedness programs for building community resiliency were important or very important.
- 74% reported online safety alert messaging was important or very important.
- When asked what types of services citizens would most like the police department to enhance, 71% reported they wanted the ability to report crime on-line and 78% wanted to be able to report by telephone.
- 66% of respondents said the use of bicycle patrols was very important or important for calls for service and routine patrols.

Additional Findings

In addition to this stakeholder process, a City of Redmond biennial citizen survey was conducted by the Gil more Research Group and completed in December, 2011. In this survey, residents asked the police department to place more emphasis on Neighborhood Watch prevention programs (42%) and crime prevention programs in schools (40%). Citizens also indicated they wanted more emphasis on disaster preparedness education (46%) and less than half related they had a family disaster plan or emergency supply kit for their family.

EMC Research was contracted to conduct a similar citizen survey in December of 2013 on behalf of the City of Redmond. In this survey, residents indicated that ensuring prompt police response times (58%) and preventing crime and protecting the community (53%) were two of their top three priorities for the Redmond.

Section 8: Summary of Successful Implementation
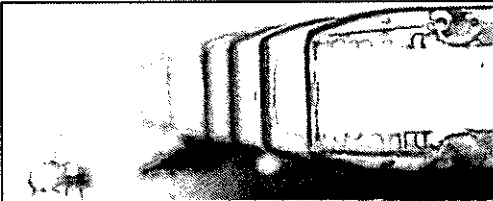
Key Trends

Continue to assess the needs of our residents in the Overlake and Downtown developments.

Any anticipated additional resources must be phased into the budgeting cycle. Operational needs will be openly assessed against the pace of growth and projected resources.

The Redmond Police Department will plan for the deployment of new technology that allows us to remain at the forefront of crime control in our community.

Introduction

This functional plan is intended to support Redmond's Comprehensive Plan and our Budgeting by Priorities process. It has defined what services and performance outcomes the Redmond Police Department will achieve by the year 2030 if our City Comprehensive Plan and supporting functional plans are fully implemented. The residents of the City of Redmond have enjoyed and come to expect a high level of public safety services. This is evident in the data found in our bi-annual citizen satisfaction survey, customer service data and our functional plan stakeholder process.

Drawing from information previously discussed in this report, the police department has historically been provided the resources necessary to meet the desired level of service for our community. In order for us to continue to meet our performance standards, we must prepare for the challenges of maintaining or exceeding our current level of service. Our goal is to accomplish our vision of a community of connected neighborhoods with vibrant urban centers – inspired by nature, powered by innovation, and committed to excellence.

Public Safety Services and Community Outreach

To keep up with community expectations and our organizational performance standards, we must look ahead to anticipate service needs and any increase in public safety calls for service; we want to maintain the high degree of satisfaction of our community residents. By focusing our collective organizational

SECTION 8: SUMMARY OF SUCCESSFUL IMPLEMENTATION

efforts into utilizing the three overarching public safety strategies, we will accomplish our six Functional Plan goals. This will enable the Redmond Police Department to meet the challenges of the future. The successful implementation of this plan will enable the Redmond Police Department to:

- Successfully accomplish (on an annual basis) each of our performance measurements and strategies identified in the City of Redmond's Budgeting by Priorities Safety Priority.
- Continue to provide resources that allow officers the time to proactively engage our residents in problem solving activities.
- Continue to have the civilian support resources to meet our performance standards. This keeps officers on the street – available to address the issues that require the knowledge, skill and abilities of a commissioned officer.
- Officers will work to quickly resolve signs of disorder in our community so that Redmond may remain a place that people choose to live, work, play and invest.

Technology Updates

Probably no other area of public safety is more difficult to predict than the use of new and emerging technology in modern law enforcement. The use of technology can be used to reduce operational costs and enhance efficiencies throughout the department. To be successful, the department must continually assess and test new innovative methods to reduce crime and disorder in our community. Upgrading to new systems can be costly and must be set at a pace similar to our manpower requests. They can be phased into our budgeting process based on demonstrated operational need, efficiency and funding availability. These systems and technology upgrades will allow the Redmond Police Department to prevent crime, identify criminals operating in our community, process and retrieve data and make data driven operational decisions that will help protect our neighborhoods.

Capital and Major Equipment Requirements

The police department will continue to participate in the City of Redmond's Six Year Capital Improvement Program to ensure that the capital and major equipment requirements of the police department are evaluated along with the other long term capital projects. The participation will be even more important since the 2013 facilities condition assessment identified significant Public Safety Building maintenance needs. This building currently houses all police operations and many vital information systems the entire City relies on to function. Meeting our capital and major

equipment needs helps us achieve the vision of a community of connected neighborhoods with vibrant urban centers – inspired by nature, powered by innovation, and committed to excellence.

Conclusion

In considering the cost of implementation, we must consider the entire duration of this functional plan – 2014 through 2030. Full implementation includes;

- Twenty one new, full time employees. Note – the need for new staff is contingent on City growth and available funding.
- Substantial maintenance of the current Public Safety Building projected to be 3.5 million dollars over the next six years.
- Planning for the integration of a police presence in any new City of Redmond customer service center in the Overlake area.

In order to have minimal impact on other vital City operations, we anticipate submitting budget requests for approximately one to two new FTEs each year beginning with the 2015-16 budget process. This will allow requests to be considered and vetted through our extensive Budgeting by Priorities process which includes input from citizens, City staff, City administration and City council. This process should identify an acceptable pace of department growth compared to our population growth, performance measures and demonstrated operational need for the resources at the given point in time.

At the current rate of salary and benefits of approximating $100,000 per FTE, our operating costs would increase by around $400,000 per biennial budget cycle. By the year 2030, this would be an anticipated increase of two million dollars in salary and benefit costs, not including any cost of living adjustments that may be required over the duration of this plan.

Section 9: Three Year Action Plan (2014-2016)

Introduction

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

Goal 1) Standards of Service: To provide excellent police services that meets or exceeds nationally recognized standards.

In order to provide consistently excellent service that meets or exceeds nationally recognized standards and best practices, we must develop strategies to effectively deliver public safety services to our community. For our standard to be excellence, we must continue to be progressive and innovative, to meet the needs of our growing community into the future. Employees must have the time to proactively problem solve and provide excellent service.

Objectives

1) In the 2015-16 Budget cycle the department will propose a budget offer to increase the staffing by one FTE in 2015 and a second FTE in 2016 to keep pace with the increase in workload so that our performance measurements do not fall to an unacceptable level.
2) In 2014, the police department will develop a leadership course to be delivered to all employees in the organization emphasizing the importance of understanding our role in the City of Redmond Vision, Mission and Values.
3) The police department will budget for funding to pursue national accreditation from the Commission on Accreditation for Law Enforcement Agencies by the year 2016.

Goal 2) Performance Measures: To achieve outcome based performance measures that ensures Redmond remains a place that is safe to live, work, play and invest.

We will align our work functions and organizational behaviors to ensure that all members of our organization are working in a collaborative manner to achieve the performance outcomes expected of a high performance organization to ensure Redmond remains a place where all can live, work, play and invest..

Objectives

1) Beginning in 2014, the police department command staff will change their performance evaluations to reflect the core competency based evaluation to ensure that accountability for organizational performance outcomes is shared by all members of the command staff.
2) During the 2015-16 budget offers, the police department will create logic models for their performance measurements to ensure alignment with the City's budgeting priorities.
3) Beginning in 2015, the police department will incorporate a review of our performance logic models and budget measurement outcomes into our annual supervisors retreat.

Goal 3) Develop Professional Relationships: To build active and positive relationships with our internal and external partners to efficiently achieve the City's vision and our organizational performance measures.

To be a high performance organization, we must build active and positive relationships with other City departments, along with our partner agencies and jurisdictions. This will eliminate duplicate efforts, maximize the value of our limited resources and inspire innovation and commitment to excellence.

Objectives

1) In 2014 the department will conduct an assessment of all specialized units to determine if regionalization of these services would benefit the City.
2) In 2014 the police department's OEM will conduct at least one joint training exercise with other City departments to review best practices in the use of the Incident Command System (ICS) during major events.
3) The Redmond Police Department will remain an active participant of the regional King County Public Safety Answering Point (PSAP) consolidation project to ensure our interest(s) are being considered in the larger King County PSAP consolidation effort.

Goal 4) Training and Equipment: To have an organization that is well trained and properly equipped to effectively and efficiently deliver public safety services.

To properly meet the needs of the community today and the future, the police department must be well trained and properly equipped to effectively deliver public safety services. We strive to exceed industry minimum standards for training and equipment for our employees.

Objectives

1) The police department will continue to develop annual in-service training plans to ensure that all employees exceed the minimum training standards required by the State of Washington for all police officers.
2) In 2014-16, the police department will conduct an assessment of best practices to determine what equipment and training may be required so that the Redmond Police Department can keep pace with modern professional law enforcement standards.
3) In 2014-16, the police department will deploy an Early Warning System to aid all department supervisors in identifying employees who may be in need of assistance prior to the implementation of the disciplinary process.

Goal 5) Community Outreach: To develop an engaged community partnership with our residents and businesses, who will take an active role in preventing harm and problem solving community concerns for the benefit of all community members.

We recognize that preventing an emergency or crisis from happening has more value than mitigating one that has already happened. In order to help prevent crime and other community emergencies our employees must have the time to engage in proactive community outreach prevention activities. The goal is to have an engaged community that will have the capability to problem solve community concerns in partnership with the police department.

Objectives

1) The police department will conduct outreach activities consisting of a minimum of one Citizen Police Academy annually and quarterly Neighborhood, Business and Apartment Block Watch Captain's meetings each year to help keep our community informed and engaged in safety related initiatives.

2) In 2014-16, the police department will conduct at least four Redmond Ready open house events to certify citizens in CPR/First Aid and help prepare themselves against all safety hazards manmade or natural.

3) In 2014-2016, the police department will engage our large employers and community gathering locations to solicit their participation in preplanning how to react during in-progress violent incidents at their individual locations.

4) In 2014-16, the police department will enhance their use and presence on social media communications tools to assist in connecting with our tech savvy residents.

Goal 6) Leveraging Technology: To keep pace with the professional best practices in the use of technology to provide efficient and effective public safety services to our community members.

We recognize that our residents expect us to leverage available technology that will enhance our ability to deter crime, deploy our resources and measure our performance. We serve a very informed and tech savvy clientele base that are accustomed to communicating and conducting their day to day lives through the use of technology.

Objectives

1) In 2014-16, the police department should research and make recommendations for purchase of software that will assist us in making data driven decisions for deployment of our limited resources to have the greatest impact on crime and disorder in our community.

2) In 2014-16, the police department will continue to research and recommend the use of enhanced technology, within the limits of Washington State statutes, to assist in the identification of criminals such as rapid DNA testing and field finger printing capabilities.

3) In 2014-16, the police department will complete a needs assessment for a records and dispatch software to product that will serve our records needs into future years.

Section 10: Long Term Strategy

Introduction

The core elements of this functional plan are the three overarching strategies we will use to deliver public safety services into the year 2030. These strategies reflect our operational philosophy and organizational values of delivering public safety services to the community we serve. Each strategy describes a key approach to the service delivery and capital requirements needed to achieve our functional plan goals, performance measures and the City of Redmond's vision.

Public Safety Services

The Redmond Police Department is a full service, professional police department that understands the need to work in partnership with our community. We provide public safety services with integrity. This includes traditional law enforcement services and community care taking efforts which maintain the quality of life that supports the greater City of Redmond vision.

Traditional law enforcement services include the ability to quickly and effectively respond to emergency calls for service, dispatch services, records services, patrol response, investigation of reported crime and addressing traffic safety concerns. Additionally, we realize the importance of our community care taking role as problem solvers who proactively address the impacts of disorder in our community. We do so by enhancing our traditional services with a robust community outreach effort and working collaboratively with other City departments.

- In 2017, the police department will conduct an updated manpower needs assessment to refresh resources requirements for future.

Community Outreach

In order for us to be successful as a public safety organization, we should maintain a proactive and robust community outreach effort. Proactive community outreach efforts are at the core of our City of Redmond's vision of a community of connected neighborhoods, which is in keeping with our City value of commitment to service. These services are provided by our Neighborhood Resources Officers (NRO), School Resource Officers (SRO), Crime Prevention Officer (CPO), Public Information Office (PIO) and our Office of Emergency Management personnel.

- In 2017 the police department will conducted an updated assessment of our outreach and proactive partnerships with our community residents and businesses.

Capital Facility and Major Equipment Requirements

In order to achieve Redmond's vision, we must continue to plan for the capital facility needs and major equipment requirements of a professional, progressive public safety agency. We will be accountable for the public resources entrusted to us while providing public safety services that meet the high expectations of our community.

- In 2017, the police department will need to conduct an assessment of our current facilities to determine the timeline to begin the process of planning for future capital needs and the funding to keep pace with our organizational growth.

Contact Information

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Fax 425-556-2540
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CityofRedmond
WASHINGTON

Appendix A

Police & Fire Strategic Planning

Q1 In what ZIP code is your home located?
(enter 5-digit ZIP code; ex: 98052)

Answered: 191   Skipped: 0

#	Responses	Date
1	98052	8/26/2013 9:54 AM
2	98052	8/25/2013 3:40 PM
3	98052	8/24/2013 8:17 AM
4	98052	8/22/2013 7:42 AM
5	98052	8/20/2013 11:44 AM
6	98052	8/19/2013 9:54 AM
7	98052	8/18/2013 10:35 PM
8	98012	8/18/2013 8:10 PM
9	98321	8/18/2013 7:46 PM
10	98072	8/18/2013 6:28 AM
11	98052	8/16/2013 12:56 PM
12	98052	8/16/2013 11:36 AM
13	98052	8/16/2013 9:08 AM
14	98052	8/16/2013 9:06 AM
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85	98052	8/1/2013 12:02 PM
86	98052	8/1/2013 11:47 AM
87	98072	8/1/2013 11:43 AM
88	98052	8/1/2013 11:42 AM
89	98012	8/1/2013 11:42 AM
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190	98007	7/13/2013 11:04 AM
191	98014	7/12/2013 7:42 PM

Q2 What brings you into Redmond:

Answered: 186   Skipped: 5

I reside in Redmond

I work or conduct business in...

I visit for shopping, dining,...

0%   20%   40%   60%   80%   100%
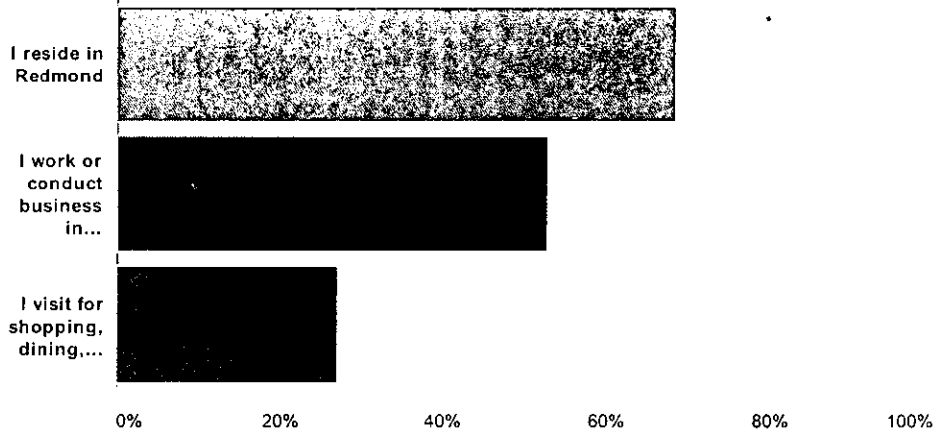
Answer Choices	Responses	
I reside in Redmond	68.28%	127
I work or conduct business in Redmond	52.69%	98
I visit for shopping, dining, recreation or other	26.88%	50

Total Respondents: 186

#	Other (please specify)	Date
1	work	8/6/2013 5:42 PM
2	i do most of all my shopping in Redmond	8/4/2013 6:17 PM
3	I just moved out though. . .	8/1/2013 12:39 PM
4	i like it	7/22/2013 8:47 PM
5	DigiPen student	7/13/2013 1:25 PM

Q3 What is your age group?

Answered: 189   Skipped: 2
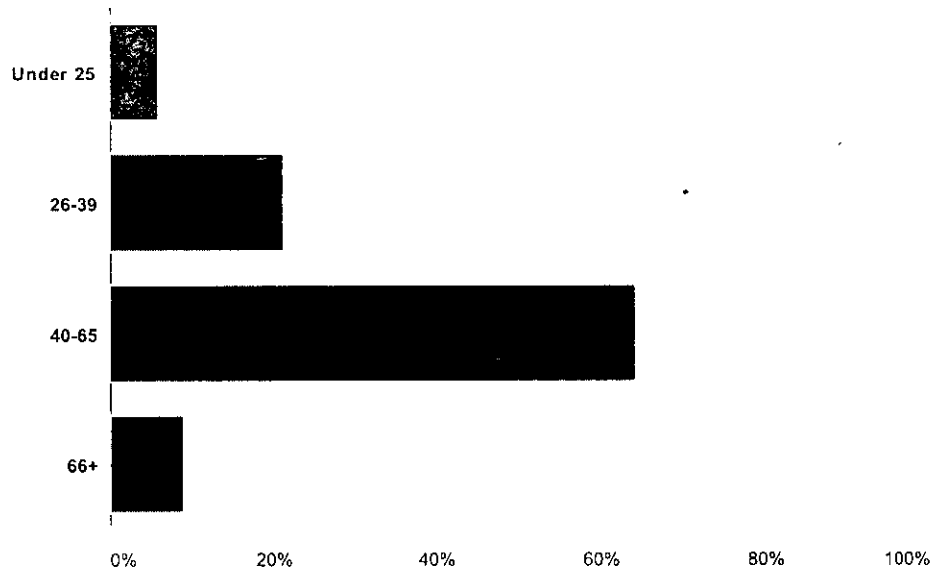
Answer Choices	Responses	
Under 25	5.82%	11
26-39	21.16%	40
40-65	64.02%	121
66+	8.99%	17
Total		189

Q4 What is your household's primary language?

Answered: 177   Skipped: 14
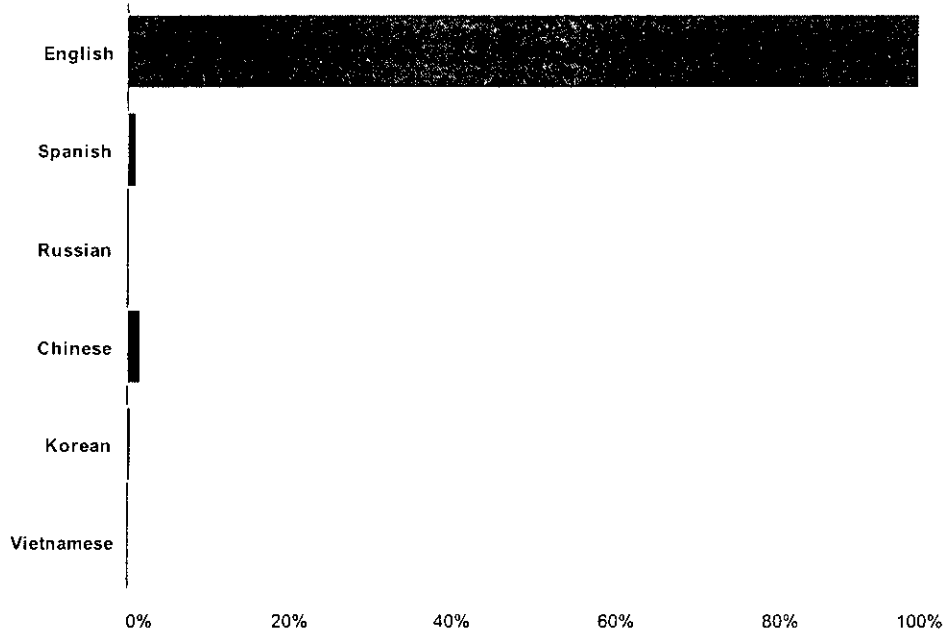
Answer Choices	Responses	
English	96.61%	171
Spanish	1.13%	2
Russian	0%	0
Chinese	1.69%	3
Korean	0.56%	1
Vietnamese	0%	0
Total		177

#	Other (please specify)	Date
1	Romanian	8/16/2013 12:56 PM
2	Bulgarian	8/8/2013 12:12 AM
3	Hindi	8/1/2013 4:23 PM
4	Tagalog (Philippines)	8/1/2013 4:14 PM
5	Tamil	8/1/2013 3:38 PM
6	40% Brazilian Portuguese	8/1/2013 10:49 AM
7	Tamil	7/31/2013 11:04 PM
8	Hebrew	7/31/2013 8:40 PM
9	English and Spanish	7/31/2013 5:08 PM
10	indian	7/31/2013 4:53 PM
11	Portuguese	7/31/2013 4:10 PM
12	Hindi	7/13/2013 4:08 PM
13	Hindi	7/13/2013 3:21 PM

14	HINDI	7/13/2013 2:58 PM

Q5 In the past three years, how often have you contacted our Departments?

Answered: 188   Skipped: 3
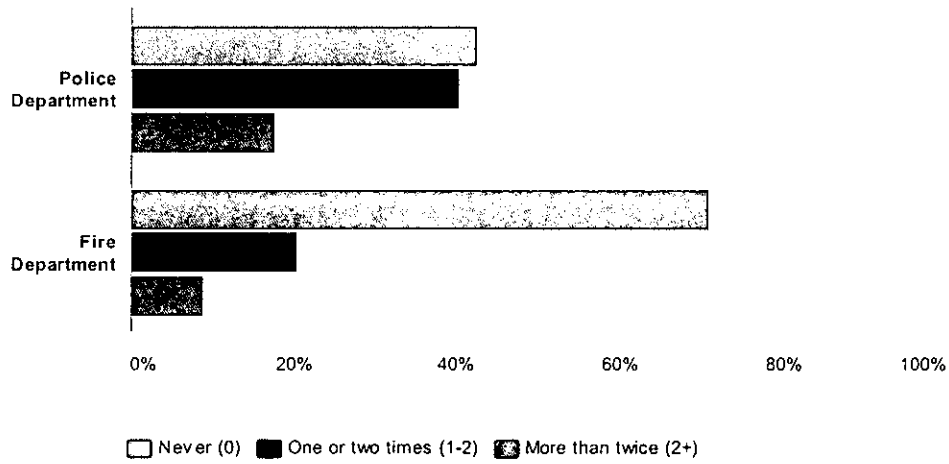
☐ Never (0)   ■ One or two times (1-2)   ▨ More than twice (2+)

	Never (0)	One or two times (1undefined2)	More than twice (2+)	Total
Police Department	42.31% 77	40.11% 73	17.58% 32	182
Fire Department	70.66% 118	20.36% 34	8.98% 15	167

Q6 How satisfied are you with Police Department responses in the following areas?

Answered: 148   Skipped: 43

☐ Very satisfied ■ Satisfied ▨ Neutral ■ Dissatisfied ■ Very dissatisfied
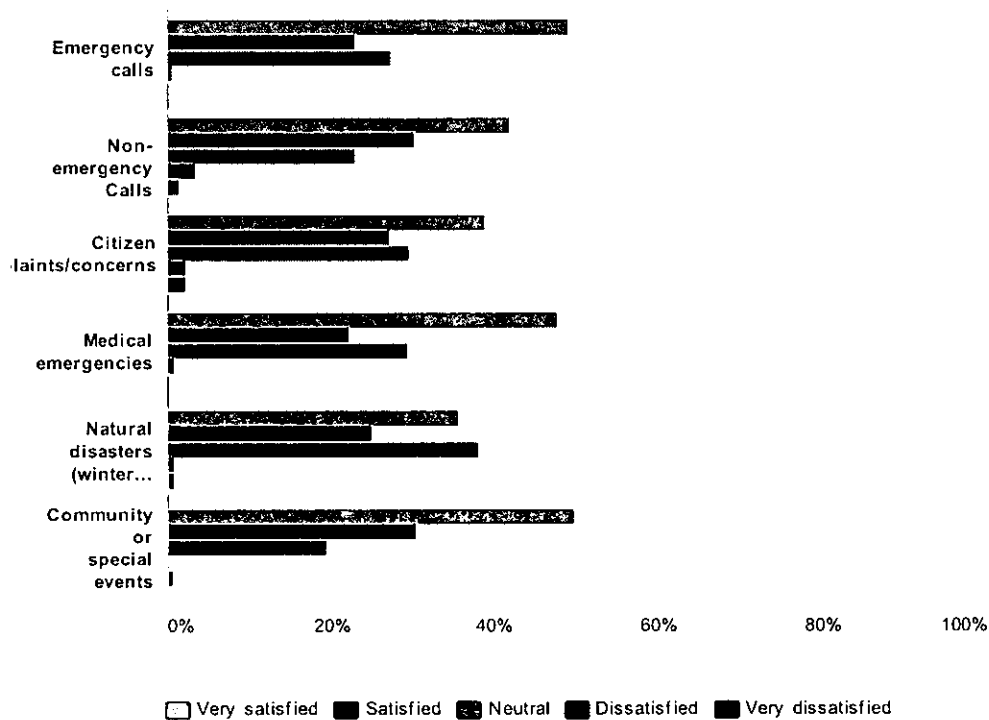
	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Total
Emergency calls	48.89% 66	22.96% 31	27.41% 37	0.74% 1	0% 0	135
Non-emergency Calls	41.73% 58	30.22% 42	23.02% 32	3.60% 5	1.44% 2	139
Citizen complaints/concerns	38.76% 50	27.13% 35	29.46% 38	2.33% 3	2.33% 3	129
Medical emergencies	47.62% 60	22.22% 28	29.37% 37	0.79% 1	0% 0	126
Natural disasters (winter storms, flooding, etc.)	35.48% 44	25% 31	37.90% 47	0.81% 1	0.81% 1	124
Community or special events	49.63% 67	30.37% 41	19.26% 26	0% 0	0.74% 1	135

#	Comments	Date
1	We haven't had to engage with the Police Department while living in Redmond fortunately, but we recently noticed an abundance during Redmond Days.	8/16/2013 9:09 AM
2	Would love to see more officers out and about	8/15/2013 9:24 PM
3	once a police officer was rude when i asked him a question. it was derby days 2011	8/15/2013 6:12 PM
4	Better communication with the reporting party is needed	8/15/2013 6:05 PM
5	Don't know about some of these Have not needed	8/15/2013 5:46 PM
6	Neutral only b/c I don't know and not applicable. I assume GREAT	8/4/2013 6:25 PM
7	Need an engine at station#17 for better and safer service	8/4/2013 10:07 AM
8	I remain neutral as I have not personally seen a response to any of these areas	8/2/2013 10:22 AM

9	N/A	8/2/2013 10:11 AM
10	Have no experince - never contacted	8/1/2013 12:05 PM
11	I have not interacted with the Redmond Police Dept	8/1/2013 11:47 AM
12	My contact w/ both depts has been work related	8/1/2013 10:56 AM
13	When calling about a dog in distress in a hot car I was told "we are very busy today and your complaint may not be scheduled in"	8/1/2013 9:46 AM
14	Do not have enough experience to comment. I do appreciate the neighborhood police contact and the info provided.	7/31/2013 10:51 PM
15	I don't like it that when it's an emergency I have to give my address, I know you have caller i.d.	7/31/2013 9:07 PM
16	No experience with blank areas	7/31/2013 6:35 PM
17	on items not commeted-have not had occasion to use	7/31/2013 5:13 PM
18	Women's safety class is excellent!	7/31/2013 4:05 PM
19	I couldn't comment on much as I haven't experienced much with the Redmond Police Dept, however they seem really efficent and they have cute butts, ooops sorry I meant they have such nice manners	7/22/2013 8:52 PM
20	derby days is awesome	7/13/2013 2:35 PM
21	resource offficers not trained properly-traffic cops hunt citizens	7/13/2013 12:17 PM

Q7 How satisfied are you with the following Police Department services?

Answered: 146   Skipped: 45

☐ Very satisfied ■ Satisfied ▨ Neutral ■ Dissatisfied ■ Very dissatisfied
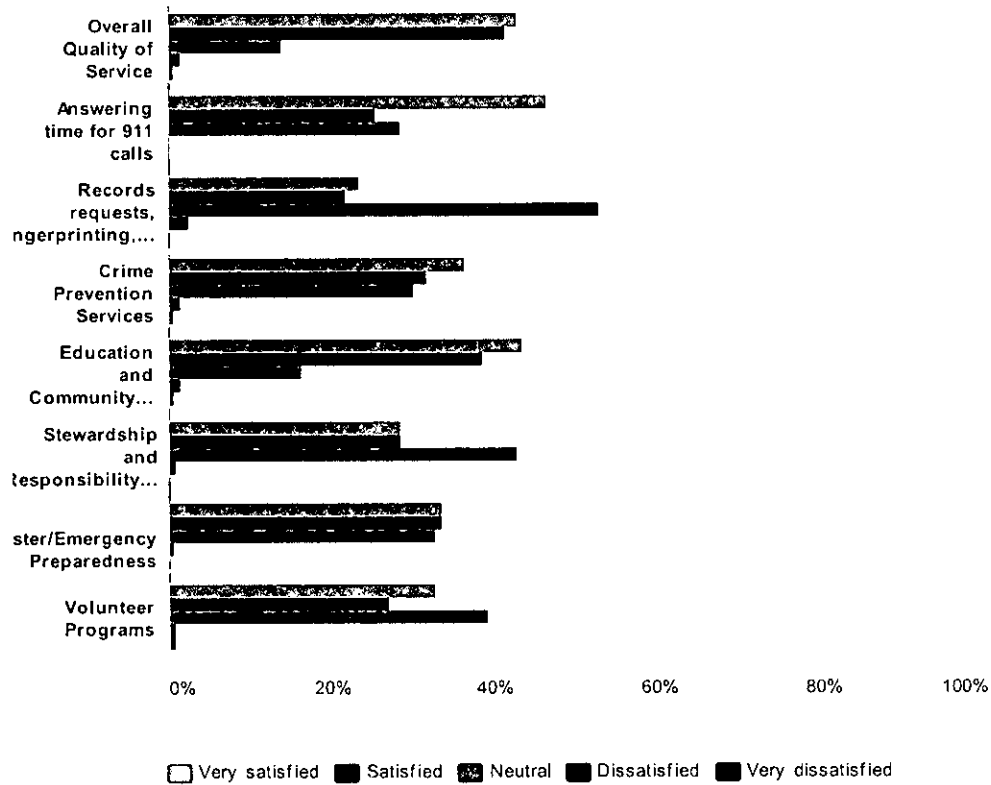
	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Total
Overall Quality of Service	42.66% 61	41.26% 59	13.99% 20	1.40% 2	0.70% 1	143
Answering time for 911 calls	46.27% 62	25.37% 34	28.36% 38	0% 0	0% 0	134
Records requests, fingerprinting, permits	23.33% 28	21.67% 26	52.50% 63	2.50% 3	0% 0	120
Crime Prevention Services	36.15% 47	31.54% 41	30% 39	1.54% 2	0.77% 1	130
Education and Community Awareness	43.26% 61	38.30% 54	16.31% 23	1.42% 2	0.71% 1	141
Stewardship and Responsibility of fiscal resources	28.33% 34	28.33% 34	42.50% 51	0.83% 1	0% 0	120
Disaster/Emergency Preparedness	33.33% 43	33.33% 43	32.56% 42	0.78% 1	0% 0	129
Volunteer Programs	32.54% 41	26.98% 34	38.89% 49	0.79% 1	0.79% 1	126

Q8 Redmond expects growth in population with additional multi-family housing in our Downtown and Overlake areas. What types of services would you like enhanced by the Police Department in response to calls for service and routine patrols?

Answered: 150   Skipped: 41

Very important ▮ Important ▦ Neutral ▮ Not Important ▮ Disregard
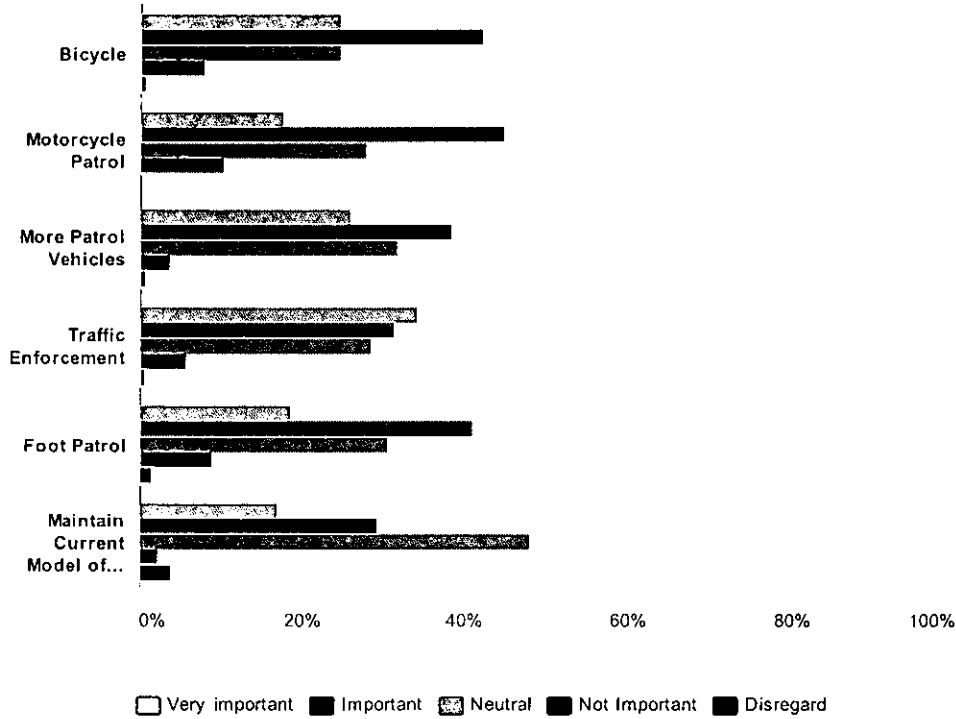
	Very important	Important	Neutral	Not Important	Disregard	Total
Bicycle	24.64% 34	42.03% 58	24.64% 34	7.97% 11	0.72% 1	138
Motorcycle Patrol	17.52% 24	44.53% 61	27.74% 38	10.22% 14	0% 0	137
More Patrol Vehicles	25.74% 35	38.24% 52	31.62% 43	3.68% 5	0.74% 1	136
Traffic Enforcement	34.04% 48	31.21% 44	28.37% 40	5.67% 8	0.71% 1	141
Foot Patrol	18.52% 25	40.74% 55	30.37% 41	8.89% 12	1.48% 2	135
Maintain Current Model of Services	16.92% 22	29.23% 38	47.69% 62	2.31% 3	3.85% 5	130

#	Other (please specify)	Date
1	More officers, more visibility	8/15/2013 9:24 PM
2	I would rather they become friends of the community rather than punish them. Not on Commision but more like sherrifs.	8/15/2013 5:46 PM
3	Police dogs to sniff for things especially on schools	8/15/2013 4:24 PM
4	use of electric vehicles for such things as parking enforcement	8/10/2013 10:08 AM
5	see above comment. should have a 'don't know' box	8/4/2013 6:25 PM

6	I feel the Police force has enough police now to cover the expansion in the overlake area. when i come to redmond i see an abundance of police vehicles.	8/1/2013 6:50 AM
7	I think the police dept would have a better idea than I because they know where the problem areas are and the kinds of issues that need handling. I see no flagrant issues.	7/31/2013 10:51 PM
8	Additioanl Community Resource Officers in all multi-family housing	7/31/2013 4:37 PM
9	Seems like it would be up to the police dept to tell me if they need more police cars	7/22/2013 8:52 PM
10	SAFER SCHOOL ZONES	7/13/2013 3:53 PM
11	more preventative action such helping business plan for natural disaster personal safety classes	7/13/2013 12:17 PM

Q9 "Commitment to Service" (seeking solutions and creating value) is one of our city values and important to the Redmond Police Department. How would you rate customer service for the Police Department?

Answered: 150   Skipped: 41
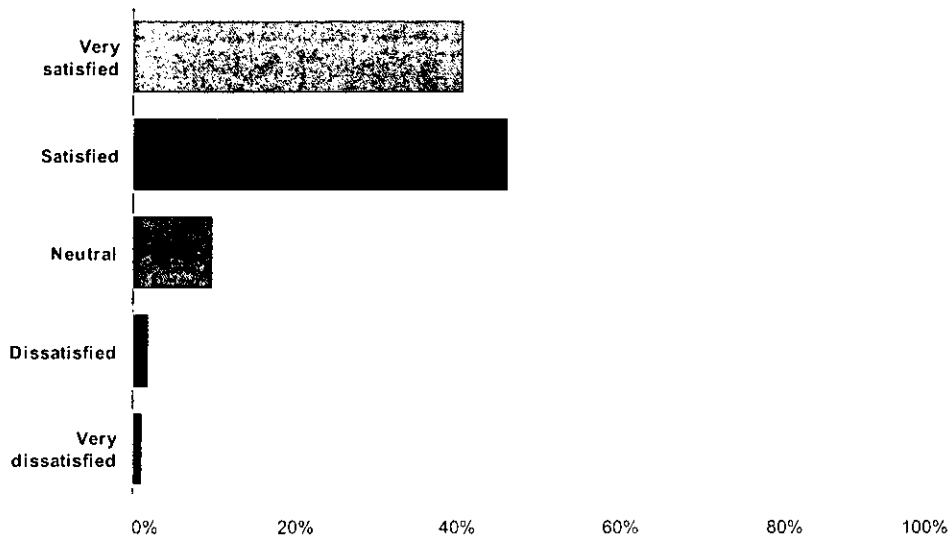
Answer Choices	Responses	
Very satisfied	40.67%	61
Satisfied	46%	69
Neutral	10%	15
Dissatisfied	2%	3
Very dissatisfied	1.33%	2
Total		150

#	Other (areas to improve)?	Date
1	I see lots of infractions, cars not moving of weeks, oversized (RVs) parked for weeks, vehicles parked against traffic on a daily basis.. I 'm sure officers see the same vehicles on patrol. Why are they not dealt with?	8/15/2013 6:05 PM
2	friendliness when issuing a ticket, friendliness in general	8/4/2013 6:25 PM
3	Traffic enforcement gets short shrift in neighborhoods.	8/4/2013 1:05 PM
4	Have had no personal contact	8/1/2013 12:05 PM
5	non-emergency dispatch calls	8/1/2013 9:46 AM
6	Haven't really had anything to do there	7/31/2013 6:19 PM
7	More officers - Hispanic and Mid-Eastern	7/31/2013 4:37 PM
8	too much enforcement more traing for oficers and public	7/13/2013 12:17 PM

Q10 As the Police Department plans for the future, how important are these services to you?

Answered: 155   Skipped: 36

☐ Very Important ■ Important ☐ Neutral ■ Not Important ■ Disregard
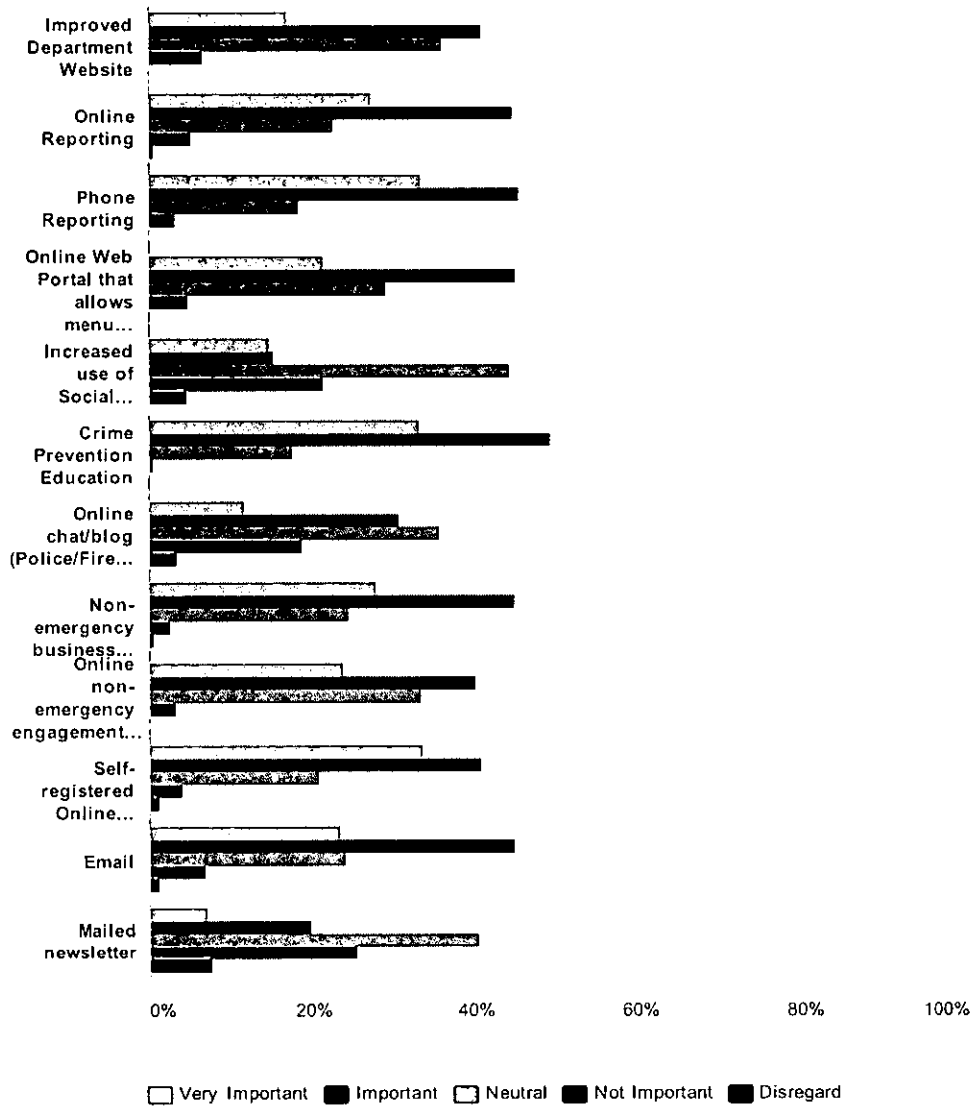
	Very Important	Important	Neutral	Not Important	Disregard	Total
Improved Department Website	16.89% 25	40.54% 60	35.81% 53	6.76% 10	0% 0	148
Online Reporting	27.15% 41	44.37% 67	22.52% 34	5.30% 8	0.66% 1	151
Phone Reporting	33.11% 49	45.27% 67	18.24% 27	3.38% 5	0% 0	148
Online Web Portal that allows menu based service requests	21.38% 31	44.83% 65	28.97% 42	4.83% 7	0% 0	145
Increased use of Social Networking (Twitter, Facebook, etc.)	14.67% 22	15.33% 23	44% 66	21.33% 32	4.67% 7	150
Crime Prevention Education	32.89% 49	48.99% 73	17.45% 26	0.67% 1	0% 0	149

Online chat/blog (Police/Fire questions)	11.81% 17	30.56% 44	35.42% 51	18.75% 27	3.47% 5	144
Non-emergency business phone	27.70% 41	44.59% 66	24.32% 36	2.70% 4	0.68% 1	148
Online non-emergency engagement (w/Police & Fire staff)	23.65% 35	39.86% 59	33.11% 49	3.38% 5	0% 0	148
Self-registered Online Safety Alert/Messaging service (safety, construction, closure alerts to cell, email, text, voicemail)	33.33% 50	40.67% 61	20.67% 31	4% 6	1.33% 2	150
Email	23.29% 34	44.52% 65	23.97% 35	6.85% 10	1.37% 2	146
Mailed newsletter	7.04% 10	19.72% 28	40.14% 57	25.35% 36	7.75% 11	142

Q11 What Police and Fire services do you think would assist in improving your safety?

Answered: 67   Skipped: 124

#	Responses	Date
1	Having all 911 calls answered and kept in Redmond. Get rid if NORCOM and avoid regionalization attempts	8/15/2013 9:24 PM
2	Community awareness camps where residents are taught how to handle emergencies like earthquakes. CPR courses would be great too	8/15/2013 8:38 PM
3	Enforce laws - DUI, text/cell use, officers in younger grade schools	8/15/2013 7:51 PM
4	Managing suspicious characters in public places. Homeless people support	8/15/2013 6:12 PM
5	Education for businesses to help prevent crime.	8/15/2013 6:08 PM
6	knowing them not just in a way that is going to give you a ticket but as a helper / friend you can go to when you need help.	8/15/2013 5:46 PM
7	Enforcement of traffic laws would be a great start. I am a frequent cyclist and pedestrian in Redmond, and I see a ridiculous number of traffic infractions every time I go out. Violators have zero fear of getting caught (and for good reason).	8/15/2013 5:23 PM
8	Neighborhood patrols	8/15/2013 4:52 PM
9	Cultural and racial diversity of service staff	8/11/2013 8:06 AM
10	I think on foot patrolmen would be great downtown to increase personal contact w/ police/community and to create a more obvious presence for criminals	8/10/2013 8:22 PM
11	More neighborhood patrols to help prevent burglaries and car prowls	8/10/2013 11:28 AM
12	Enforcing crosswalk safety and ensuring motorists slow down in pedestrian heavy areas, such as Idylwood Park in the summer. Keeping cars out of bike lanes! Too many cars downtown use the bike lane as a turn lane, which creates an unsafe situation. Drivers become habituated to using bike lanes for passing and cease looking for bikes, especially along W. Lk. Samm Pkwy.	8/10/2013 10:08 AM
13	#1 safety threat to me is traffic (I'm a bike commuter). It would help if major intersections were occasionally monitored for unsafe "free right" turns, encroachments on bike lanes, etc.	8/8/2013 6:50 PM
14	Fire Engine on Education Hill (Station 17)	8/7/2013 3:06 PM
15	more police presence at schools during rush hour.	8/6/2013 9:34 AM
16	more presence around town	8/5/2013 7:11 PM
17	more viability in areas where we have had frequent break-ins during the hours when they happen (day time?)	8/4/2013 6:25 PM
18	Increased traffic enforcement.	8/4/2013 1:05 PM
19	Place an engine at station #17.	8/4/2013 10:07 AM
20	Increased neighborhood patrol perhaps	8/3/2013 11:51 PM
21	Self-defense instruction	8/3/2013 12:43 PM
22	Education	8/2/2013 8:16 PM
23	more of both	8/2/2013 11:05 AM
24	I enjoy police blotters being posted online so that way I can be in the know of what areas are repeatedly having problems and what kind of crimes are being committed	8/2/2013 10:22 AM
25	Police visability and personal contact	8/2/2013 10:11 AM
26	Website "wanted" page	8/2/2013 9:38 AM
27	more patrol in neighborhoods experiencing break-ins at night!	8/1/2013 11:57 PM
28	Report of crime prevention needs to be more visible. Community information on where crimes happen most. School drug prevention for kids safety	8/1/2013 4:43 PM
29	More Patrol, Crime Presentation education.	8/1/2013 4:29 PM
30	Safety courses for children and adults. Enforce traffic rules around businesses, especially near residential areas such as Overlake. Out reach to staff of businesses such as Microsoft to let them know that they drive in neighborhoods where people live and inform them in a friendly newsletter sort of way of traffic and pedestrian laws.	8/1/2013 4:22 PM

31	Mobile app(s) that depict crime locations, ability to receive updates on "where the bad guys are operating", and allow citizens to upload photos and videos of what they see.	8/1/2013 12:15 PM
32	More crime prevention	8/1/2013 11:47 AM
33	Visibility is very important. I respect and appreciate both departments, and feel safer seeing them (police) in the community	8/1/2013 11:44 AM
34	more police visibility to prevent crime	8/1/2013 11:18 AM
35	More visual awareness - either on bikes or autos, with more awareness around transition housing, women's redmond shelters and parking lots.	8/1/2013 9:46 AM
36	I appreciate that women's safety courses are available although I have not taken any. I wish there were one geared towards younger girls. My daughter is 13 and not yet old enough for this class. I think a one night class geared towards 11-14 year olds where kids are often left home alone. A citizenship class - how to be a good witness, personal safety, internet safety, etc.	8/1/2013 9:05 AM
37	Building inspections and food inspections	8/1/2013 6:50 AM
38	Speed	7/31/2013 10:51 PM
39	Keeping an eye out on the teen shelter and Camp Unity.	7/31/2013 9:07 PM
40	email safety alerts by Bove	7/31/2013 7:45 PM
41	Increase use of new fire station on NE 116th.	7/31/2013 6:35 PM
42	Kids and teens safety classes	7/31/2013 6:19 PM
43	I want to speak to a person when emergency occurs!!!	7/31/2013 5:13 PM
44	I would love to see more patrols in our neighborhood and more e-interaction. Good to know would be tips on keeping your home safe, preparing for emergency, free classes like safety training, CPR training etc..I would like know what the best numbers to call for what emergencies are. I hate hearing stories or seeing emails about theft and burglary. I would like to know how to prevent things like that happen in my home, my community and how I can contribute to the same.	7/31/2013 4:51 PM
45	More patrols/employees on streets	7/31/2013 4:37 PM
46	On-site resource officers.	7/31/2013 4:37 PM
47	traffic patrol to enforce no cell phone use while driving	7/31/2013 4:36 PM
48	Eliminate the panhandling at intersections - they block the sidewalk, can be intimidating to other pedestrians, and cause traffic issues.	7/31/2013 4:01 PM
49	Very satisfied with what you are doing now	7/17/2013 9:26 PM
50	More officer contacts within neighborhoods. Attending homeowner meetings every few months.	7/15/2013 2:03 PM
51	car speeders	7/13/2013 5:04 PM
52	Crime and victimization prevention education, especially for the LGBT community	7/13/2013 4:26 PM
53	MORE NEIGHBORHOOD EDUCATION	7/13/2013 3:53 PM
54	Traffic enforcement	7/13/2013 3:44 PM
55	Street light for safety, like on Novelty Hill road	7/13/2013 3:25 PM
56	Education, information on current criminal activity, what to be aware of for personal safety	7/13/2013 3:05 PM
57	IN-HOME EDUCATION	7/13/2013 3:01 PM
58	more petrol maybe helpful if population increase	7/13/2013 2:52 PM
59	/?	7/13/2013 2:21 PM
60	not sure	7/13/2013 1:29 PM
61	online crime records/reports/map	7/13/2013 12:52 PM
62	calls	7/13/2013 12:29 PM
63	just respond faster	7/13/2013 12:27 PM
64	more prevention and didaster training	7/13/2013 12:17 PM
65	Redmond	7/13/2013 12:10 PM
66	I like the focus on community education and the school resource officers. I see these as very preventative measures to keep out city safe. please continue these programs. Also, the citizens police academy is a great tool for outreach.	7/13/2013 12:10 PM

| 67 | current services are excellent | 7/13/2013 11:30 AM |

Q12 In regards to your overall safety and well-being, how important are these concerns for you and your family?

Answered: 152   Skipped: 39

☐ Very Important ■ Important ☐ Neutral ■ Not Important ■ Disregard
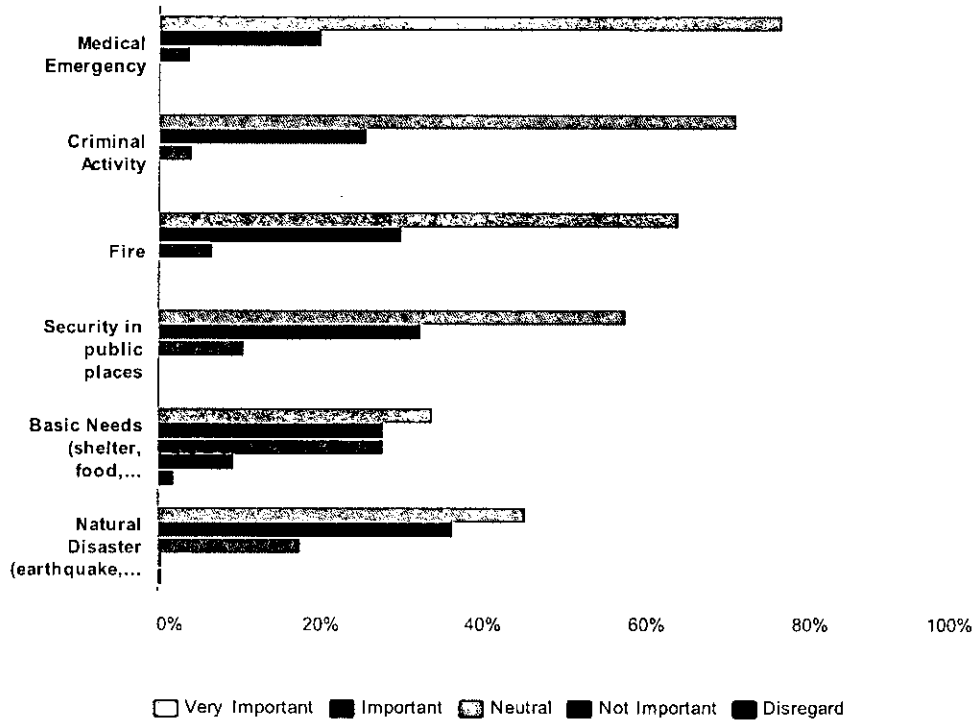
	Very Important	Important	Neutral	Not Important	Disregard	Total
Medical Emergency	76.16% 115	19.87% 30	3.97% 6	0% 0	0% 0	151
Criminal Activity	70.67% 106	25.33% 38	4% 6	0% 0	0% 0	150
Fire	63.58% 96	29.80% 45	6.62% 10	0% 0	0% 0	151
Security in public places	57.24% 87	32.24% 49	10.53% 16	0% 0	0% 0	152
Basic Needs (shelter, food, medicine)	33.56% 50	27.52% 41	27.52% 41	9.40% 14	2.01% 3	149
Natural Disaster (earthquake, storms, flooding, etc.)	44.97% 67	36.24% 54	17.45% 26	0.67% 1	0.67% 1	149

#	Other (please specify)	Date
1	But that's what they get paid for so It should be included with there pay. Of course it's very important but it shouldn't need more funds thrown at it becasue this is what the job is about.	8/15/2013 5:46 PM
2	frequent reminders/updates on local emerg. plan	8/4/2013 6:25 PM
3	keep the homeless shelters/transients out of redmond	8/2/2013 11:05 AM
4	I appreciate that Redmond is proactive with Emergency Preparedness!!	8/1/2013 9:05 AM

Q13 Other than extinguishing fires and responding to medical emergencies, what are the most important service priorities the Fire Department should focus on?

Answered: 139   Skipped: 52
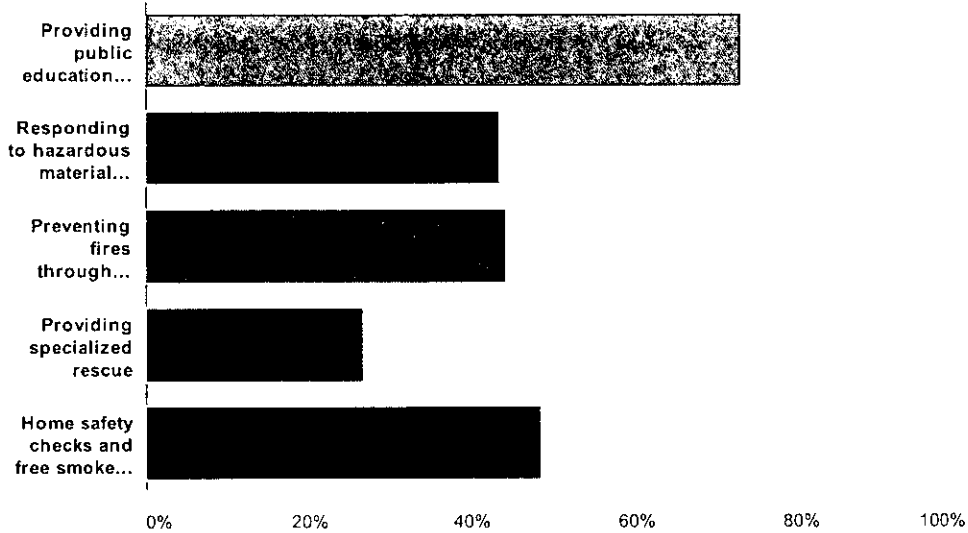
Answer Choices	Responses	
Providing public education related to fire and accident prevention	72.66%	101
Responding to hazardous material incidents	43.17%	60
Preventing fires through inspections	43.88%	61
Providing specialized rescue	26.62%	37
Home safety checks and free smoke alarms	48.20%	67

Total Respondents: 139

#	Other (please specify)	Date
1	Moving dispatch to Redmond	8/15/2013 9:27 PM
2	I think the current level of service from the Redmond Fire Department is fantastic.	8/15/2013 5:27 PM
3	Love to see the fire fighters reaching out to kids in the schools!	8/10/2013 10:28 AM
4	None of the above. Focus all your efforts on extinguishing fires and responding to medical emergencies.	8/4/2013 1:12 PM
5	In my opinion, Fire Department is a critical service and as such it should be put to the most important uses, such as real emergencies and in educating people to prevent such emergencies. Time and dollar spent on activities such as Home Safety checks, Free Smoke Alarms, etc. should not come from Fire Department's time or budget.	8/1/2013 4:28 PM
6	EDUCATIONAL SEMINARS FOR THE COMMUNITY	8/1/2013 11:19 AM
7	I'm excited to see the smoke alarm program. I haven't called yet, but think this is GREAT!	8/1/2013 9:11 AM
8	I'm not sure what "specialized rescue" means	7/31/2013 11:03 PM
9	Please keep an eye out on older properties, multi-family where it is obvious low income residence, educate on CO2, smoke alarms, bicycle safety, overall fire safety	7/31/2013 4:42 PM
10	nothing	7/31/2013 4:16 PM
11	fire prevention	7/31/2013 4:03 PM
12	disaster recovery	7/13/2013 12:22 PM

Q14 Please rank in priority order the following Fire Department services from 1 (highest) to 7 (lowest). Note: The order of the list will change based on your selections.

Answered: 143   Skipped: 48
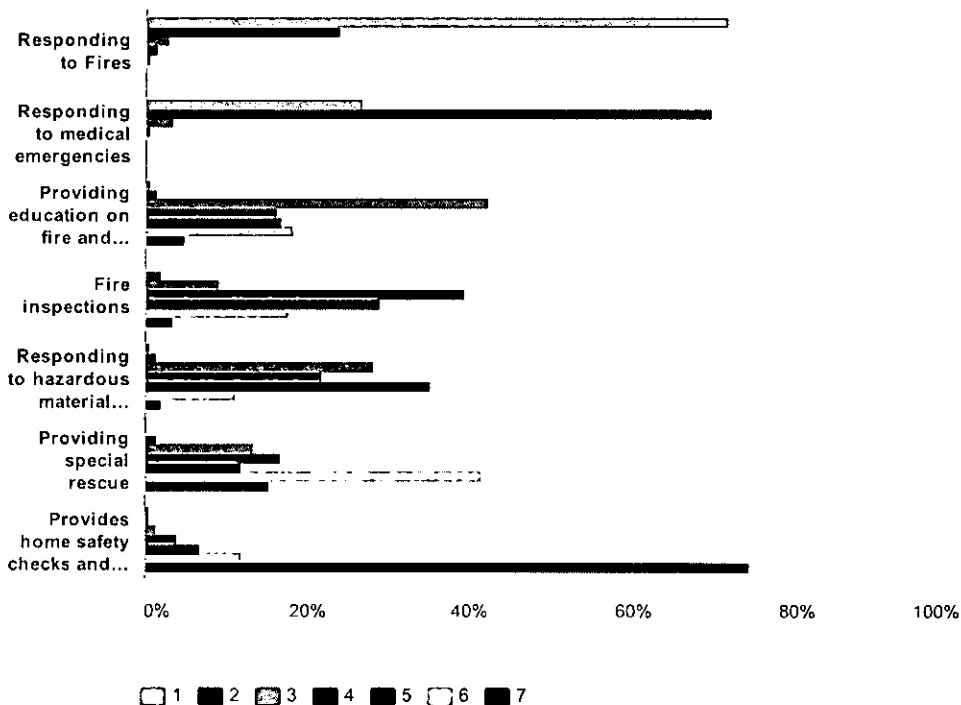
☐1 ■2 ▨3 ■4 ■5 ☐6 ■7

	1	2	3	4	5	6	7	Total	Average Ranking
Responding to Fires	71.33% 102	23.78% 34	2.80% 4	1.40% 2	0.70% 1	0% 0	0% 0	143	6.64
Responding to medical emergencies	26.57% 38	69.23% 99	3.50% 5	0.70% 1	0% 0	0% 0	0% 0	143	6.22
Providing education on fire and accident prevention	0.70% 1	1.40% 2	41.96% 60	16.08% 23	16.78% 24	18.18% 26	4.90% 7	143	3.79
Fire inspections	0% 0	2.10% 3	9.09% 13	39.16% 56	28.67% 41	17.48% 25	3.50% 5	143	3.39
Responding to hazardous material incidents	0.70% 1	1.40% 2	27.97% 40	21.68% 31	34.97% 50	11.19% 16	2.10% 3	143	3.69
Providing special rescue	0% 0	1.40% 2	13.29% 19	16.78% 24	11.89% 17	41.26% 59	15.38% 22	143	2.76
Provides home safety checks and free smoke alarms	0.70% 1	0.70% 1	1.40% 2	4.20% 6	6.99% 10	11.89% 17	74.13% 106	143	1.52

Q15 How satisfied are you with the Fire Department in the following areas:

Answered: 134   Skipped: 57

☐ Very satisfied ■ Satisfied ▓ Neutral ■ Dissatisfied ■ Very dissatisfied
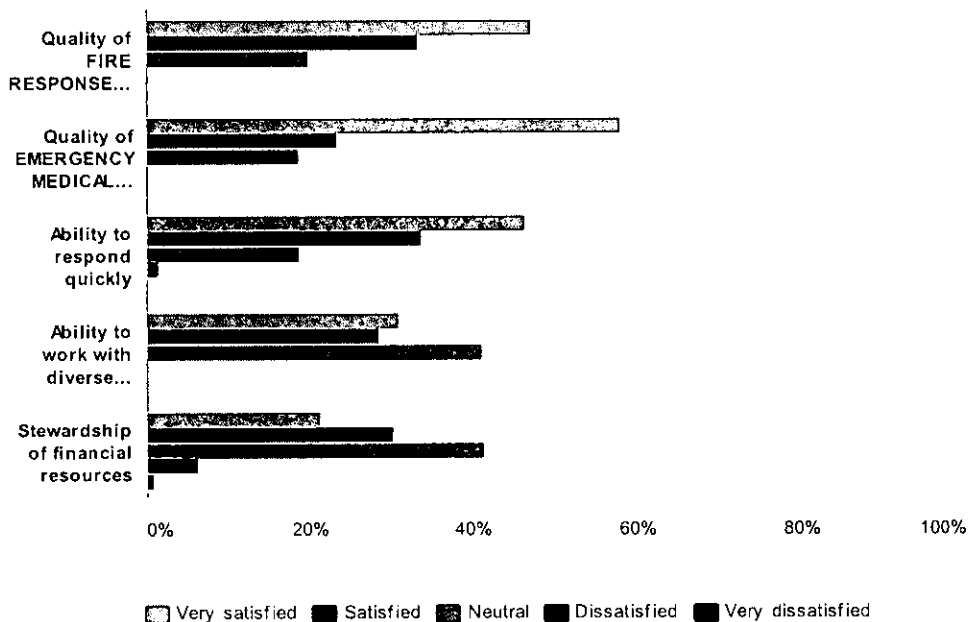
	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Total
Quality of FIRE RESPONSE Service	46.92% 61	33.08% 43	20% 26	0% 0	0% 0	130
Quality of EMERGENCY MEDICAL (EMS) Service	57.89% 77	23.31% 31	18.80% 25	0% 0	0% 0	133
Ability to respond quickly	46.27% 62	33.58% 45	18.66% 25	1.49% 2	0% 0	134
Ability to work with diverse populations	30.71% 39	28.35% 36	40.94% 52	0% 0	0% 0	127
Stewardship of financial resources	21.43% 27	30.16% 38	41.27% 52	6.35% 8	0.79% 1	126

Q16 Are there any other areas that you are either satisfied or dissatisfied with the Redmond Fire Department? Please explain:

Answered: 37   Skipped: 154

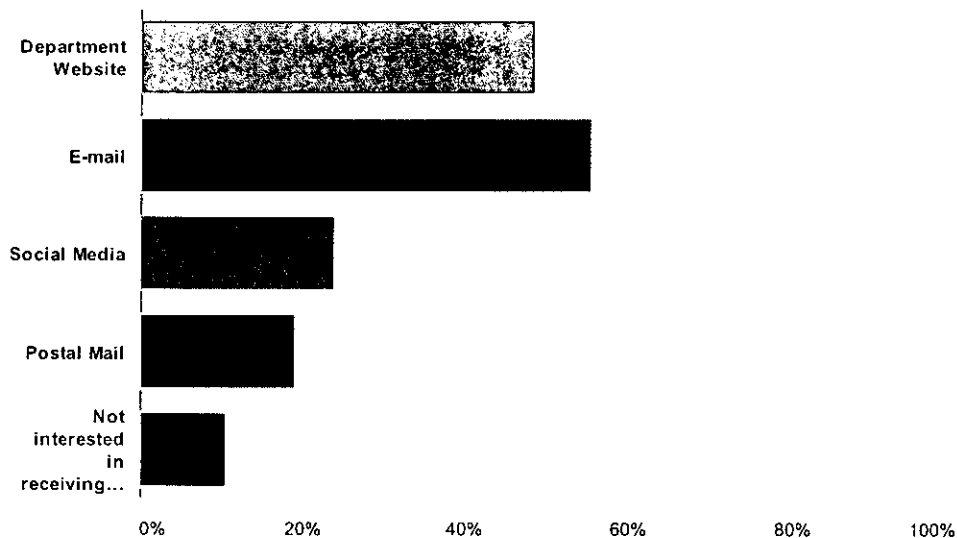| #	Responses	Date
1	Need more firefighters and paramedics Having an online report like Seattle Fire of responses	8/15/2013 9:27 PM
2	I'm extremely satisfied with RPD and RFD. Most officers I've met have been extremely friendly and courteous. It's always great to have a cop smile and say hello when you pass by on your bike. RPD's efforts on keeping our roads safe are commendable and the distraction week program's are excellent. Thanks a ton for your service :) I'm curious though, does the Fire Dept in the city outsource ambulance services like in most cities. I haven't seen company markings on ambulances here (like AMR etc). It would be great if the city did have its own ambulance service paid by taxes rather than add the burden on a person with a medical emergency.	8/15/2013 9:00 PM
3	Best in the reigon	8/15/2013 7:54 PM
4	Sirens late at night	8/15/2013 6:13 PM
5	I don't know what or how there finance's are but they keep asking for money so they must not be doing a very good job.	8/15/2013 5:50 PM
6	I admire the level of participation by the RFD in various public activities (Derby Days, etc).	8/15/2013 5:27 PM
7	Very satisfied with their response time and coverage in medical emergencies.	8/15/2013 4:29 PM
8	I have not had to use the Fire Department. I am not able to rate their services.	8/11/2013 9:23 PM
9	We experienced a medical emergency about a year ago. The responders were wonderful!	8/10/2013 10:28 AM
10	Our firefighters are the best and continue to serve professionally...	8/7/2013 3:09 PM
11	Need to buy smaller, more maneuverable equipment for narrow urban streets.	8/4/2013 1:12 PM
12	Haven't had any interaction with the RFD	8/3/2013 12:46 PM
13	N/A	8/2/2013 10:23 AM
14	The Fire Marshall's staff needs more training in construction and codes. They need to be a professional staff not just a rotation assignment for firemen.	8/2/2013 10:16 AM
15	the north redmond fire house is not very accessible for community use. what a loss.	8/1/2013 11:59 PM
16	None	8/1/2013 4:32 PM
17	I don't understand the need to have fire fighters working 24/7 with many days off between shifts. This is an old model and very expensive to maintain. If the City needs to have 24 hour availablity for fire fighters, then have 3-5/8 shifts per day.	8/1/2013 1:54 PM
18	Never had to call upon, or use, the fire department	8/1/2013 12:11 PM
19	N/A	8/1/2013 11:51 AM
20	no	8/1/2013 9:24 AM
21	Why don't we have a Fire Chief? This is crazy!	8/1/2013 9:11 AM
22	The problem with your questionnaire is that when you have not had a fire or medical emergency, you have no experience with these services. You want them to be intelligently kept to high standards so that when you DO need them they are there. But the Fire and Police departments themselves need to find a way to examine their responses and evaluate them. For example would they consider their standard responses adequate or desired if the emergency involved their own house or family or belongings. By the way, this questionnaire is too long and needs to have some option for "no opinion" or "no experience," otherwise you have no idea what data you're really looking at here.	7/31/2013 11:03 PM
23	This survey is difficult to respond to because you did not give a "I Don't Know because I haven't experienced this service". Meaning. "I don't know what the quality of the EMS is because I haven't used that service".	7/31/2013 9:13 PM
24	Don''t need a new ladder truck	7/31/2013 7:49 PM
25	Never had anything to do with them	7/31/2013 6:20 PM
26	don't have any knowledge re financial resources	7/31/2013 5:17 PM
27	I really wish we had a Redmond Fire Department calendar.	7/31/2013 4:58 PM

28	satisfied with customer service dissatisfied with no engine at station 13	7/31/2013 4:40 PM
29	It took WAY too long for a fire truck to reach my residence. WAY WAY WAY too long.	7/31/2013 4:16 PM
30	By neutral, I just mean that I have not used it.	7/31/2013 4:08 PM
31	AWESOME RESPONSE WHEN WE WERE ASKING ABOUT HAZORDOUS CFL lights	7/13/2013 3:56 PM
32	COMMUNITY REACH-OUT	7/13/2013 3:03 PM
33	no	7/13/2013 2:24 PM
34	...	7/13/2013 1:34 PM
35	no	7/13/2013 12:28 PM
36	not much interaction	7/13/2013 12:12 PM
37	traffic control-dissatisfied	7/13/2013 11:12 AM

Q17 How would you like to receive prevention or safety information from the Fire Department?

Answered: 143   Skipped: 48

Answer Choices	Responses	
Department Website	48.25%	69
E-mail	55.24%	79
Social Media	23.78%	34
Postal Mail	18.88%	27
Not interested in receiving information	10.49%	15
Total Respondents: 143		

Q18 How satisfied are you with the overall level of customer service in the Fire Department?

Answered: 134   Skipped: 57
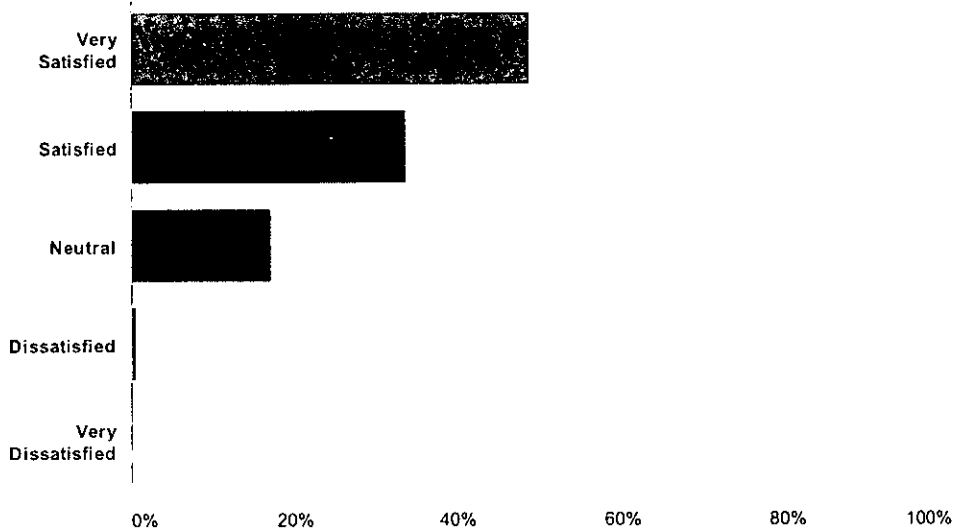
Answer Choices	Responses	
Very Satisfied	48.51%	65
Satisfied	33.58%	45
Neutral	17.16%	23
Dissatisfied	0.75%	1
Very Dissatisfied	0%	0
Total		134

Q19 Please provide comments about your direct experience with the Redmond Police and Fire Departments or any other thoughts you would like to share.

Answered: 52   Skipped: 139

Answer Choices	Responses	
Redmond Police:	96.15%	50
Redmond Fire:	78.85%	41

Total Respondents: 52

#	Redmond Police:	Date
1	I am a Neighborhood Watch Captain and am happy with the information they provide to us.	8/20/2013 11:54 AM
2	Extremely friendly officers! I've had the pleasure of speaking with some of the friendliest officers in your dept be it on a community event or even when I got my first :(speeding ticket.	8/15/2013 9:00 PM
3	No experience guess that's a good thing!	8/15/2013 7:54 PM
4	I would appreciate more communication to reported incidences.	8/15/2013 6:10 PM
5	When I have asked for assistance they have given it otherwise none.	8/15/2013 5:50 PM
6	I've had both good and bad experiences with the RPD. I know you hate to handle noise complaints, but this is a necessary service. Also, please focus more on reigning in traffic violators.	8/15/2013 5:27 PM
7	A patrol car came up on us one night when I was taking my grandmother to the hospital. He helped her and had an ambulance come out rather then me driving her in.	8/15/2013 4:29 PM
8	I enjoy working with the Police Department. I feel they are interested in the residents and what is important to them	8/11/2013 9:23 PM
9	Helpful, especially with our block watch	8/11/2013 8:09 AM
10	Always helpful and very responsive, thank you	8/10/2013 11:30 AM
11	We have lived here 26 years and have had wonderful exchanges with officers. From responding to calls, to public events, to chance discussions at school or a coffee shop I have been impressed with how approachable the officers have always been. They were especially nice to my kids, even when they were teens and not in my presence! My daughter was a real challenge in her teen years, but she always felt comfortable talking to police officers. Thank you!	8/10/2013 10:28 AM
12	Jim Bove does a great job on public education and outreach.	8/8/2013 6:53 PM
13	It was good to see the police at the safety night out	8/7/2013 12:03 PM
14	Jim Bove is a great asset to the Department. His newsletters are great and get a lot of distribution to the community. He has also resurrected some great safety programs that had disappeared for many years. I would love to see the city not be as closed off in partnering with outside resources to help bring programs and workshops (in relation to safety , etc) to the community. I live and work in Redmond but typically end up working and partnering with other agencies such as Bellevue PD to provide safety workshops or safety fairs to the community.	8/6/2013 9:38 AM
15	not always very friendly	8/4/2013 6:30 PM
16	Not enough focus on traffic enforcement.	8/4/2013 1:12 PM
17	Always a helpful and calming presence.	8/2/2013 8:54 PM
18	Have been happy with response when called but follow through could be better.	8/2/2013 2:30 PM
19	Responsive, helpful	8/2/2013 10:16 AM
20	I was stopped 3 times in my 10 years here in Redmond, only once I felt they police wasn't so nice.	8/1/2013 4:47 PM
21	No experience so far.	8/1/2013 4:28 PM
22	I have no experience with, as I've never had to call upon!	8/1/2013 12:11 PM
23	They are responsive and helpful	8/1/2013 11:51 AM
24	Arrest of employee	8/1/2013 11:49 AM

25	I HAVE HEARD THE REDMOND POLICE HAS QUICK RESPONSE TIME TO INCIDENTS. KEEP IT UP, PEOPLE NOTICE	8/1/2013 11:19 AM
26	They are professional and have good customer service. But i believe for the city of Redmond there are more police officers than needed. .	8/1/2013 6:55 AM
27	The problem in my comments here is that I HAVE NO direct experience regarding emergencies. I have to presume that you all are providing the top quality that we expect so that service will be their in time of need for me and for my neighbors. When we were having burglaries in the neighborhood and car prowls, I've been impressed with the department's communication efforts, through emails and community meetings. That has been comforting and informative and puts me in a better position to help the police. I think this outreach and the personal face of it is VERY important.	7/31/2013 11:03 PM
28	Can we text anoymous tips? I think KC Sheriff's office was going to do that. If you do that, please provide outreach/education.	7/31/2013 9:13 PM
29	Officers are competent and caring	7/31/2013 6:41 PM
30	none	7/31/2013 6:20 PM
31	have responded quickly when I have called	7/31/2013 5:17 PM
32	We've had wildly swinging experience with traffic officers from very nice & professional to snarky and a bit rude.	7/31/2013 4:58 PM
33	I am an apartment manager and have been very satisfied with the service provided by the police dept. I think Jim Bove does a great job for Redmond	7/31/2013 4:45 PM
34	Receive emails from Jim Bove, very helpful having him as a contact and the information is invaluable	7/31/2013 4:42 PM
35	Redmond Police is awesome but I'd like more details on what happens once something is reported. It would be helpful to get updates. Love the newsletter from Jim Bove.	7/31/2013 4:18 PM
36	Jim Bove does an excellent job, thank you	7/31/2013 4:16 PM
37	Women's safety class - excellent; James Bove quickly dealt with minor signage issue - wonderful	7/31/2013 4:08 PM
38	Extremely responsive and professional	7/31/2013 4:07 PM
39	the police woman I spoke with was so personable and friendly it was really wonderful to speak with someone with like that and not feel like I was talking to one of the canned hams, you know the type the facts maam only the facts. that makes me feel like they are robots and I'm a twit, thank you	7/22/2013 8:55 PM
40	Calling them with issues with homeless individuals at the Senior Center	7/18/2013 1:54 PM
41	Police volunteer and member of Chiefs Community Policing Advisory Board	7/15/2013 2:06 PM
42	Great trying to help slow down traffic in school zones. Just wish we had them more often. Awesome working with students and patrol.	7/13/2013 3:56 PM
43	Great response	7/13/2013 3:26 PM
44	TELL THE POLICE DONT HIDE IN THE CORNER TO GIVE OUT TICKETS DURING RUSH HOURS AND DO SOME REAL WORK	7/13/2013 2:50 PM
45	...	7/13/2013 1:34 PM
46	good job	7/13/2013 12:28 PM
47	the resource officers are poorly trained and there are not clear prameteres or hierachy-if its not restrucged with more traing the should be kicked out-it borders on police state and the kids rights are not respected or taught to them	7/13/2013 12:22 PM
48	thanks-- you all do a great job	7/13/2013 12:12 PM
49	Excellent response, great 911 opertor support for victim	7/13/2013 11:34 AM
50	it would be great if 911 had a directory of microsoft building numbers/addresses since many employees only know their bldg number when they call and 911 require an address. This can cause unecessary delay in a medical	7/13/2013 11:14 AM
#	**Redmond Fire:**	**Date**
1	I have not had any first hand experience with the Redmond Fire Department.	8/20/2013 11:54 AM
2	Although I haven't had a first hand experience with the department, I do find the fire and EMT services in this city quite adequate.	8/15/2013 9:00 PM
3	First rate ems provider.	8/15/2013 7:54 PM
4	Good customer service	8/15/2013 6:10 PM
5	I have not really had any interaction.	8/15/2013 5:50 PM
6	The open house at Derby Days was awesome! It was a HUGE hit with my younger out-of-town guests.	8/15/2013 5:27 PM

7	They rescued by grandma when she was trampled by the horses and broke her ankle. I was enroute there and only minutes away but they got there first and were already working to help her. Good job!	8/15/2013 4:29 PM
8	I have not had to use the Fire Department. I am not able to rate their services.	8/11/2013 9:23 PM
9	Always helpful and very responsive, thank you	8/10/2013 11:30 AM
10	In 26 years we have only needed to call once for a medical emergency. I called, you responded and stayed until we were comfortable with the outcome. Thank you!	8/10/2013 10:28 AM
11	medical, very helpful, sensitive	8/4/2013 6:30 PM
12	Too elitist.	8/4/2013 1:12 PM
13	I've had no direct experience.	8/2/2013 8:54 PM
14	Response to fire-excellent	8/2/2013 8:18 PM
15	Very good anytime we call with any questions or concerns.	8/2/2013 2:30 PM
16	The Fire Marshalls have been a challenge to work with	8/2/2013 10:16 AM
17	No problem with them, I like the way they show kids and demo the fire house and fire truck :)	8/1/2013 4:47 PM
18	Great response time, caring & courtious communication - very satisfied.	8/1/2013 4:28 PM
19	I have no experience with, as I've never had to call upon!	8/1/2013 12:11 PM
20	They are responsive and helpful	8/1/2013 11:51 AM
21	Response to fire alarms	8/1/2013 11:49 AM
22	excellent response and professionalism.	8/1/2013 6:55 AM
23	The problem in my comments here is that I HAVE NO direct experience. I have to presume that you all are providing the top quality that we expect so that service will be their in time of need for me and for my neighbors. I would suggest that the Fire Department follow the Police Department's example or work with the Police Department regarding neighborhood meetings and email networks for issues that can make their jobs easier and our lives safer, whether that involves fires and the prevention of them or emergency services. I have no "face" to put on the Fire Dept and wouldn't know who to contact if I had a non-emergency question that might prevent an emergency. In times of tight funding, that may be understandable but that is perhaps the short-range view of the situation. More might be saved with a little good communication.	7/31/2013 11:03 PM
24	Same	7/31/2013 6:41 PM
25	none	7/31/2013 6:20 PM
26	have responded quickly when I have called	7/31/2013 5:17 PM
27	Can't say enough about the fire department!	7/31/2013 4:58 PM
28	I am more than satisfied with the professional manor in which the dept has responded to call in our community	7/31/2013 4:45 PM
29	Appreciate their response time; Would like to make sure there is more-than-adequate fire resources for all the multi-family needs in the area.	7/31/2013 4:42 PM
30	Not too much experience but they are awesome with kids,	7/31/2013 4:18 PM
31	no experience	7/31/2013 4:08 PM
32	Extremely responsive and helpful	7/31/2013 4:07 PM
33	EMS responding to falls and other medical issues at the Senior Center	7/18/2013 1:54 PM
34	Came quickly when we had a fire in our oven and stayed until everything was safe	7/13/2013 4:28 PM
35	Awesome medical response and help with hazard product info.	7/13/2013 3:56 PM
36	Great response	7/13/2013 3:26 PM
37	..	7/13/2013 1:34 PM
38	good job	7/13/2013 12:28 PM
39	amazing qick and professional	7/13/2013 12:22 PM
40	thanks-- you all do a great job	7/13/2013 12:12 PM
41	Excellent, empathetic EMS personnel	7/13/2013 11:34 AM

Q20 (Optional) Please provide your e-mail address so that we may contact you for additional opinions in the future.

Answered: 38   Skipped: 153

#	Responses	Date
1	kjfuller3@frontier.com	8/25/2013 3:45 PM
2	sue@cobblers.net	8/20/2013 11:54 AM
3	Camr168@yahoo.com	8/16/2013 11:42 AM
4	cindy.t.schuster@gmail.com	8/16/2013 9:11 AM
5	Lgweg91@hotmail.com	8/15/2013 6:10 PM
6	phil_hutchinson@hotmail.com	8/15/2013 5:27 PM
7	sand_tiger@hotmail.com	8/15/2013 4:29 PM
8	Cynthia@bgr8ful.net	8/10/2013 11:30 AM
9	carrieschwitters@hotmail.com	8/10/2013 10:28 AM
10	wblackbu@hotmail.com	8/7/2013 12:03 PM
11	kim@savvyparentssafekids.com	8/6/2013 9:38 AM
12	katie@movingforwardinc.com	8/2/2013 8:54 PM
13	eselsea@gmail.com	8/2/2013 7:19 PM
14	friendlyvillage55@gmail.com	8/2/2013 2:30 PM
15	tommarkl@nelrem.com	8/2/2013 10:16 AM
16	kuyanono_15@yahoo.com	8/1/2013 4:47 PM
17	teeyenyen@hotmail.com	8/1/2013 4:28 PM
18	terrycatudio@hotmail.com	8/1/2013 4:26 PM
19	mculver@extencia.com	8/1/2013 12:17 PM
20	dfish_7@msn.com	8/1/2013 11:51 AM
21	jimb@precisionpress.com	8/1/2013 11:46 AM
22	kathytrail@gmail.com	8/1/2013 9:11 AM
23	Cavmama@me.com	7/31/2013 6:41 PM
24	aartiraghav@gmail.com	7/31/2013 4:53 PM
25	sammamish@graninc.com	7/31/2013 4:45 PM
26	heritagewoodsapts@gmail.com	7/31/2013 4:42 PM
27	jimbellomo@mac.com	7/31/2013 4:18 PM
28	karen.kane@millernash.com	7/31/2013 4:08 PM
29	pltsybulnik@evergreenhealth.com	7/31/2013 4:08 PM
30	rwhaley@abchurch.org	7/31/2013 4:07 PM
31	222joye@gmail.com	7/22/2013 8:55 PM
32	rlseavey@frontier.com	7/17/2013 10:57 AM
33	MaxDavidson0203@gmail.com	7/13/2013 4:28 PM
34	kaag@msn.com	7/13/2013 3:56 PM
35	AnnaWilliamson33@hotmail.com	7/13/2013 3:46 PM
36	soccerwheyl	7/13/2013 2:24 PM
37	jdcmr@yahoo.com	7/13/2013 12:12 PM

| 38 | hank@hankm.com | 7/13/2013 11:34 AM |

Appendix B

Bothell Police Department

Months Reported: 12

Population: 34,000

NIBRS Reported Data

Group "A" Offenses	Offenses # Reported	Offenses # Cleared	Crime Rate per 1,000	Arrests Adult	Arrests Juvenile	DV Totals
Murder	1	1	0.0	1		1
Negligent Manslaughter			0.0			
Forcible Rape	7	1	0.2	1		2
Forcible Sodomy			0.0			
Sex Assault w/Object			0.0			
Forcible Fondling	1		0.0			1
Robbery	8		0.2			
Aggravated Assault	20	14	0.6	13	1	17
Simple Assault	159	64	4.7	47	7	92
Intimidation	57	11	1.7	5	1	20
Burglary	142	6	4.2	7		2
Larceny	705	55	20.7	48	7	6
Motor Vehicle Theft	68	5	2.0	7	1	
Arson	8	1	0.2		1	
Kidnapping	1	1	0.0			1
Bribery			0.0			
Counterfeiting/Forgery	10	1	0.3	1		
Vandalism	247	26	7.3	14	3	
Drug/Narcotics	144	109	4.2	107	14	
Drug Equipment	64	46	1.9	21	1	
Embezzlement	3		0.1			
Extortion/Blackmail	1		0.0			
Fraud	23	1	0.7	2		
Gambling			0.0			
Pornography			0.0			
Prostitution	1		0.0			
Incest	3		0.1			2
Statutory Rape			0.0			
Stolen Property	14	12	0.4	9		
Viol. No Contact/Protect.	51	32	1.5	31		45
Weapons Law Violation	17	9	0.5	4		
Total Group "A"	1,755	395	51.6	318	36	189

Bothell Police Department (continued)

Group B Arrest Only Data

Type of Injury in Violent Offenses
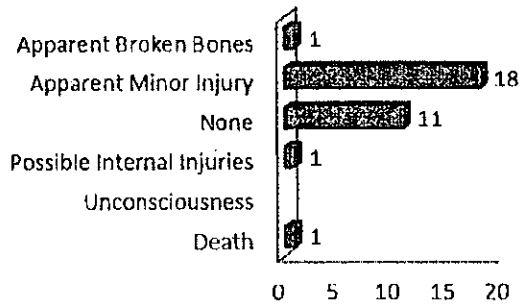
Group "B" Arrests	Arrests	
	Adult	Juvenile
Bad Checks		
Curfew/Vagrancy		
Disorderly Conduct	1	
DUI	118	
Drunkenness		
Family Offense-nonviolent		
Liquor Law Violation	8	15
Peeping Tom		
Trespass	15	1
All Other Offenses	2	1
Total Group "B"	144	17

Type of Injury in Violent Offenses chart:
- Apparent Broken Bones: 1
- Apparent Minor Injury: 18
- None: 11
- Possible Internal Injuries: 1
- Unconsciousness:
- Death: 1

Violent Offenses by Relationship

Violent Offenses by Relationship chart (categories: Acquaintance, Boyfriend/Girlfriend, Child, Ex-spouse, Friend, Grandchild, Grandparent, Neighbor, Other Family, Otherwise Known, Parent, Relationship Unknown, Sibling, Spouse, Stepchild, Stepparent, Stranger, Victim was Offender)
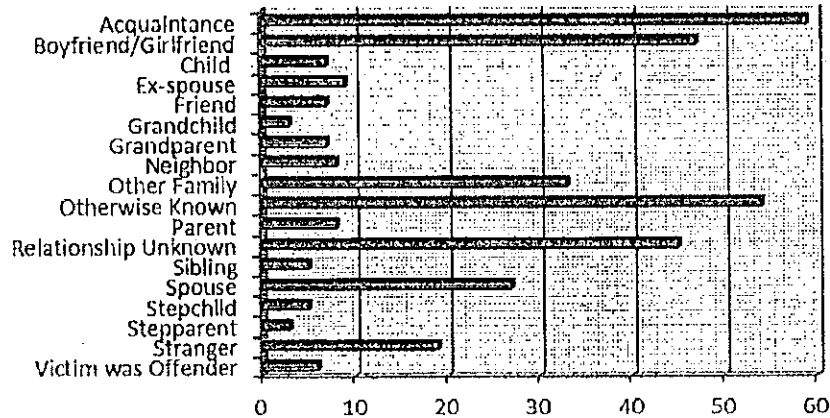
Property Value By Type of Loss

Property Value By Type of Loss	
Burned	$1,145.00
Counterfeited	$12,724.00
Vandalized	$126,414.00
Seized	$38,608.00
Stolen/Etc.	$1,918,236.00
Recovered	$247,956.00
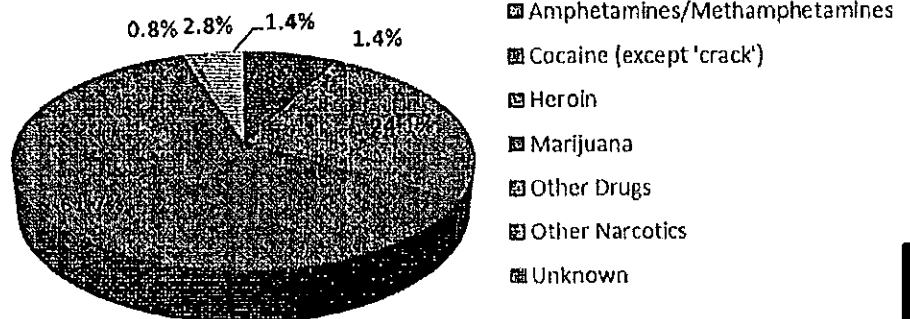
Drug Violations by Suspected Drug Type

Pie chart with values: 0.8%, 2.8%, 1.4%, 1.4%

- Amphetamines/Methamphetamines
- Cocaine (except 'crack')
- Heroin
- Marijuana
- Other Drugs
- Other Narcotics
- Unknown

Issaquah Police Department

Months Reported: 12   Population: 31,150

NIBRS Reported Data

Group "A" Offenses	Offenses 2011	Offenses 2012	Percent Change	Crime Rate per 1,000	Arrests Adult	Arrests Juvenile	DV Totals
Murder				0.0			
Negligent Manslaughter				0.0			
Forcible Rape	4	2	-50.0%	0.1			1
Forcible Sodomy				0.0			
Sex Assault w/Object				0.0			
Forcible Fondling	5	7	40.0%	0.2		2	2
Robbery	7	6	-14.3%	0.2	2		
Aggravated Assault	13	11	-15.4%	0.4	5	2	8
Simple Assault	125	111	-11.2%	3.6	58	15	70
Intimidation	21	15	-28.6%	0.5	3		5
Burglary	107	90	-15.9%	2.9	4	1	
Larceny	586	616	5.1%	19.8	105	16	
Motor Vehicle Theft	36	38	5.6%	1.2		1	
Arson	4	4	0.0%	0.1	1		
Kidnapping		1		0.0			1
Bribery				0.0	1		
Counterfeiting/Forgery	28	15	-46.4%	0.5	11		
Vandalism	302	282	-6.6%	9.1	15	1	
Drug/Narcotics	89	73	-18.0%	2.3	43	12	
Drug Equipment	65	52	-20.0%	1.7	4	2	
Embezzlement	4	1	-75.0%	0.0	1		
Extortion/Blackmail				0.0			
Fraud	60	69	15.0%	2.2	2		
Gambling				0.0			
Pornography				0.0			
Prostitution				0.0			
Incest				0.0			
Statutory Rape	1		-100.0%	0.0			
Stolen Property	16	13	-18.8%	0.4	8		.
Viol. No Contact/Protect.	32	26	-18.8%	0.8	20		22
Weapons Law Violation	15	8	-46.7%	0.3	3		
Total Group "A"	1,520	1,440	-5.3%	46.2	286	52	109

Issaquah Police Department (continued)

Type of Injury in Violent Offenses

Injury	Count
Apparent Broken Bones	1
Apparent Minor Injury	5
None	16
Possible Internal Injuries	1
Unconsciousness	1
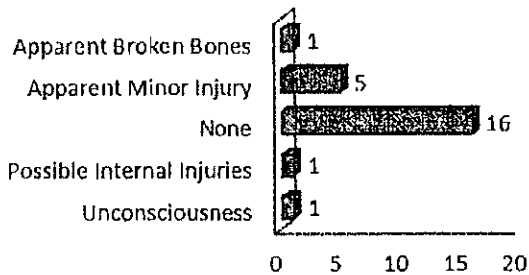
Group B Arrest Only Data

Group "B" Arrests	Arrests	
	Adult	Juvenile
Bad Checks		
Curfew/Vagrancy	2	
Disorderly Conduct	23	1
DUI	37	
Drunkenness		
Family Offense-nonviolent	1	
Liquor Law Violation	28	20
Peeping Tom		
Trespass	18	2
All Other Offenses	137	
Total Group "B"	246	23

Violent Offenses by Relationship

Acquaintance
Boyfriend/Girlfriend
Child
Child of boyfriend/girlfriend
Employee
Ex-spouse
Friend
Homosexual Relationship
Other Family
Otherwise Known
Parent
Relationship Unknown
Sibling
Spouse
Stranger
Victim was Offender
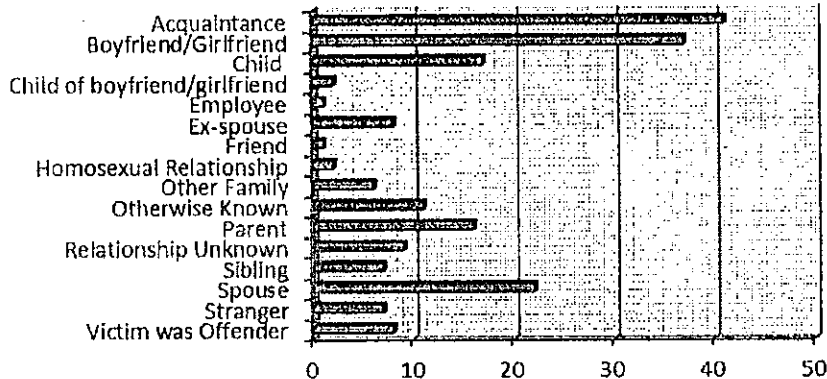
Property Value By Type of Loss
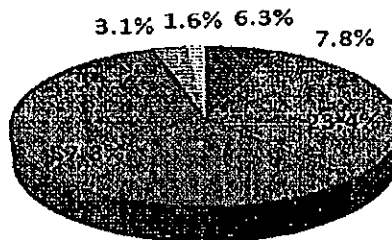
Property Value By Type of Loss	
Burned	$3,200.00
Counterfeited	$1.00
Vandalized	$328,915.00
Seized	$2,665.00
Stolen/Etc.	$1,136,277.00
Recovered	$285,198.00

Drug Violations by Suspected Drug Type

3.1% 1.6% 6.3% 7.8%

- Amphetamines/Methamphetamines
- Cocaine (except 'crack')
- Heroin
- Marijuana
- Other Drugs

Kirkland Police Department

Months Reported: 12   Population: 81,480

NIBRS Reported Data

Group "A" Offenses	Offenses # Reported	Offenses # Cleared	Crime Rate per 1,000	Arrests Adult	Arrests Juvenile	DV Totals
Murder			0.0			
Negligent Manslaughter			0.0			
Forcible Rape	14	3	0.2	3		1
Forcible Sodomy	5		0.1			
Sex Assault w/Object			0.0			
Forcible Fondling	6	2	0.1			3
Robbery	24	5	0.3	6		
Aggravated Assault	57	39	0.7	26	6	16
Simple Assault	326	243	4.0	201	13	245
Intimidation	144	77	1.8	56	2	29
Burglary	330	27	4.1	19	4	
Larceny	1,740	144	21.4	77	26	5
Motor Vehicle Theft	92	14	1.1	8	1	
Arson	8		0.1			
Kidnapping	5	3	0.1	2		3
Bribery			0.0			
Counterfeiting/Forgery	54	7	0.7	4		
Vandalism	705	79	8.7	34	3	
Drug/Narcotics	159	131	2.0	105	25	
Drug Equipment	76	58	0.9	4	4	
Embezzlement	3		0.0			
Extortion/Blackmail	1		0.0			
Fraud	60	4	0.7	2		
Gambling			0.0			
Pornography	3		0.0			
Prostitution	1		0.0			
Incest			0.0			
Statutory Rape	1		0.0			
Stolen Property	47	32	0.6	15	5	
Viol. No Contact/Protect.	109	78	1.3	66	1	94
Weapons Law Violation	33	23	0.4	15	1	
Total Group "A"	4,003	969	49.1	643	91	396

Kirkland Police Department (continued)

Type of Injury in Violent Offenses

Injury	Value
Apparent Broken Bones	8
Apparent Minor Injury	32
Loss of Teeth	1
None	47
Other Major Injuries	7
Possible Internal Injuries	10
Severe Lacerations	4
Unconsciousness	6

0   10   20   30   40   50
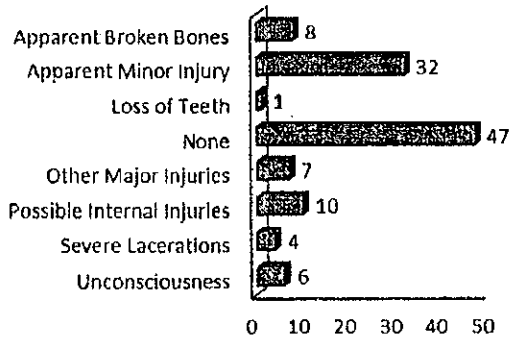
Group B Arrest Only Data

	Arrests	
Group "B" Arrests	Adult	Juvenile
Bad Checks		
Curfew/Vagrancy		
Disorderly Conduct	17	
DUI	365	1
Drunkenness		
Family Offense-nonviolent	2	
Liquor Law Violation	33	26
Peeping Tom		
Trespass	28	7
All Other Offenses	26	2
Total Group "B"	471	36

Violent Offenses by Relationship

Acquaintance
Babysittee
Boyfriend/Girlfriend
Child
Child of boyfriend/girlfriend
Employee
Employer
Ex-spouse
Friend
Grandchild
Homosexual Relationship
In-law
Neighbor
Other Family
Otherwise Known
Parent
Relationship Unknown
Sibling
Spouse
Stepchild
Stepparent
Stepsibling
Stranger
Victim was Offender

0   50   100   150   200   250
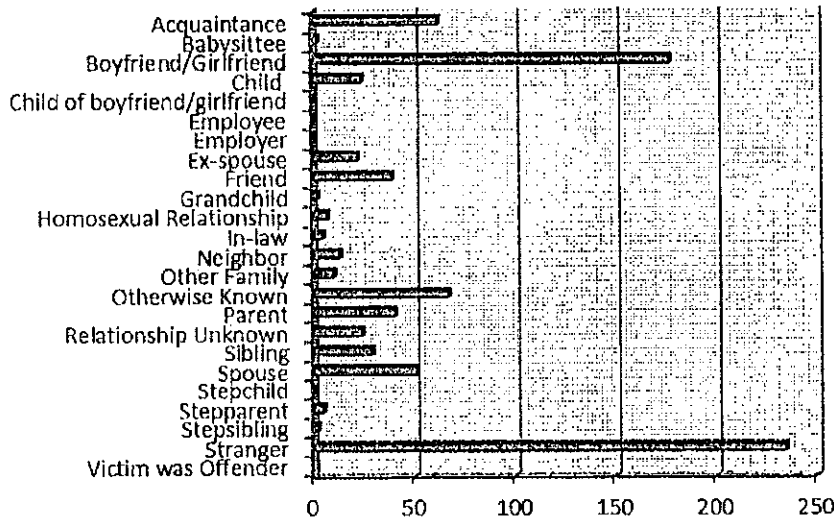
Property Value By Type of Loss

Burned	$3,189.00
Counterfeited	$62,617.00
Vandalized	$293,635.00
Seized	$1,614.00
Stolen/Etc	$4,437,270.00
Recovered	$421,939.00

Drug Violations by Suspected Drug Type
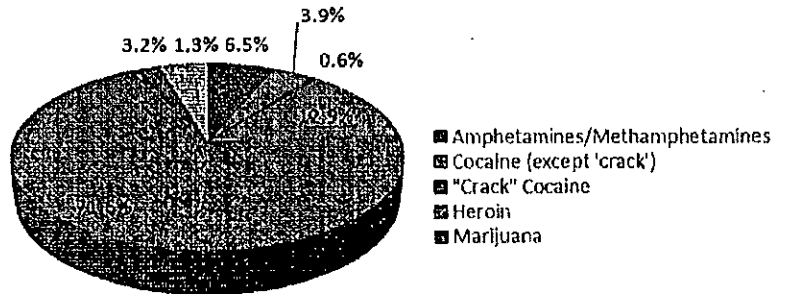
3.9%
3.2% 1.3% 6.5%
0.6%

- Amphetamines/Methamphetamines
- Cocaine (except 'crack')
- "Crack" Cocaine
- Heroin
- Marijuana

Lake Forest Park Police Department

Months Reported: 12

Population: 12,640

NIBRS Reported Data

Group "A" Offenses	Offenses # Reported	Offenses # Cleared	Crime Rate per 1,000	Arrests Adult	Arrests Juvenile	DV Totals
Murder			0.0			
Negligent Manslaughter			0.0			
Forcible Rape	2		0.2			
Forcible Sodomy			0.0			
Sex Assault w/Object			0.0			
Forcible Fondling	2		0.2			
Robbery	2		0.2			
Aggravated Assault	4	1	0.3	1		1
Simple Assault	30	24	2.4	19	3	27
Intimidation	10	2	0.8	2	1	4
Burglary	93	5	7.4	4		3
Larceny	194	17	15.3	12	2	7
Motor Vehicle Theft	9	1	0.7			
Arson			0.0			
Kidnapping	1	1	0.1			1
Bribery			0.0			
Counterfeiting/Forgery	4	2	0.3			
Vandalism	146	33	11.6	4	71	
Drug/Narcotics	15	11	1.2	8		
Drug Equipment	7	7	0.6	2	1	
Embezzlement			0.0			
Extortion/Blackmail			0.0			
Fraud	20	3	1.6			
Gambling			0.0			
Pornography			0.0			
Prostitution			0.0			
Incest			0.0			
Statutory Rape			0.0			
Stolen Property	3	2	0.2		1	
Viol. No Contact/Protect.	7	1	0.6	1		7
Weapons Law Violation	2	1	0.2	1		
Total Group "A"	551	111	43.6	84	79	50

Lake Forest Park Police Department (continued)

Type of Injury in Violent Offenses

Apparent Minor Injury	3
None	6
Severe Lacerations	1
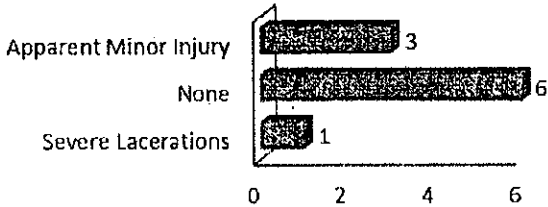
Group B Arrest Only Data

Group "B" Arrests	Arrests	
	Adult	Juvenile
Bad Checks		
Curfew/Vagrancy		
Disorderly Conduct		
DUI	29	
Drunkenness		
Family Offense-nonviolent		
Liquor Law Violation	6	1
Peeping Tom		
Trespass	3	
All Other Offenses	7	
Total Group "B"	45	1

Violent Offenses by Relationship

Acquaintance
Boyfriend/Girlfriend
Child
Ex-spouse
Friend
Homosexual Relationship
Other Family
Otherwise Known
Relationship Unknown
Sibling
Spouse
Stepchild
Stranger

Property Value By Type of Loss
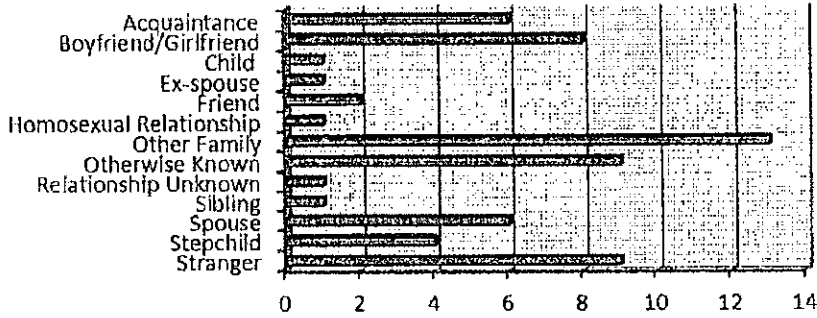
Property Value By Type of Loss	
Burned	$0.00
Counterfeited	$942.00
Vandalized	$54,683.00
Seized	$2,558.00
Stolen/Etc.	$504,672.00
Recovered	$25,539.00

Drug Violations by Suspected Drug Type
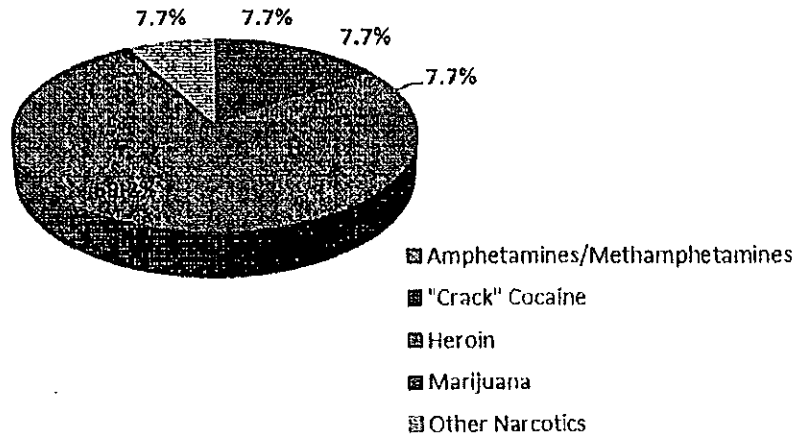
7.7%   7.7%   7.7%   7.7%

☒ Amphetamines/Methamphetamines
☒ "Crack" Cocaine
☒ Heroin
☒ Marijuana
☒ Other Narcotics

Redmond Police Department

Months Reported: 12   Population: 55,360

NIBRS Reported Data

Group "A" Offenses	Offenses # Reported	Offenses # Cleared	Crime Rate per 1,000	Arrests Adult	Arrests Juvenile	DV Totals
Murder			0.0			
Negligent Manslaughter	1		0.0	1		
Forcible Rape	8	2	0.1			5
Forcible Sodomy	1		0.0		1	
Sex Assault w/Object	4	1	0.1		1	1
Forcible Fondling	20	5	0.4		3	2
Robbery	11	3	0.2	3	1	
Aggravated Assault	17	10	0.3	9	1	5
Simple Assault	174	116	3.1	86	12	120
Intimidation	44	12	0.8	6		18
Burglary	168	17	3.0	15	3	2
Larceny	983	187	17.8	154	41	3
Motor Vehicle Theft	51	4	0.9	1		1
Arson	7		0.1			
Kidnapping	1		0.0			
Bribery			0.0			
Counterfeiting/Forgery	50	13	0.9	12		
Vandalism	411	47	7.4	19	6	
Drug/Narcotics	136	102	2.5	73	15	
Drug Equipment	130	105	2.3	26	2	
Embezzlement	14	8	0.3	10		
Extortion/Blackmail			0.0			
Fraud	213	32	3.8	20	1	
Gambling			0.0			
Pornography	5		0.1	1		
Prostitution			0.0			
Incest			0.0			
Statutory Rape			0.0			
Stolen Property	35	28	0.6	23	1	
Viol. No Contact/Protect.	61	48	1.1	41		56
Weapons Law Violation	14	10	0.3	3	1	
Total Group "A"	2,559	750	46.2	503	89	213

Redmond Police Department (continued)

Type of Injury in Violent Offenses

Injury	Count
Apparent Broken Bones	1
Apparent Minor Injury	6
None	44
Other Major Injuries	4
Possible Internal Injuries	1
Severe Lacerations	8

(scale: 0 10 20 30 40 50)
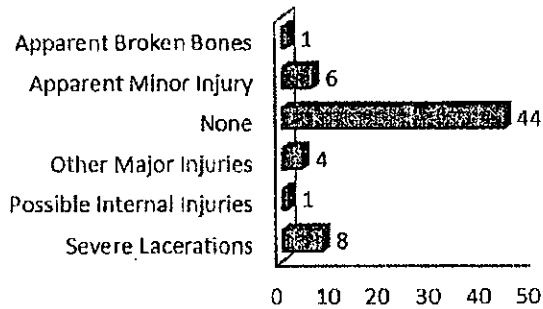
Group B Arrest Only Data

	Arrests	
Group "B" Arrests	Adult	Juvenile
Bad Checks		
Curfew/Vagrancy		
Disorderly Conduct	12	
DUI	108	1
Drunkenness		
Family Offense-nonviolent		
Liquor Law Violation	15	5
Peeping Tom		
Trespass	29	
All Other Offenses	46	5
Total Group "B"	210	11

Violent Offenses by Relationship

Relationship	
Acquaintance	
Boyfriend/Girlfriend	
Child	
Child of boyfriend/girlfriend	
Employee	
Employer	
Ex-spouse	
Friend	
Homosexual Relationship	
In-law	
Neighbor	
Other Family	
Otherwise Known	
Parent	
Relationship Unknown	
Sibling	
Spouse	
Stepchild	
Stepparent	
Stranger	
Victim was Offender	

(scale: 0 20 40 60 80 100)
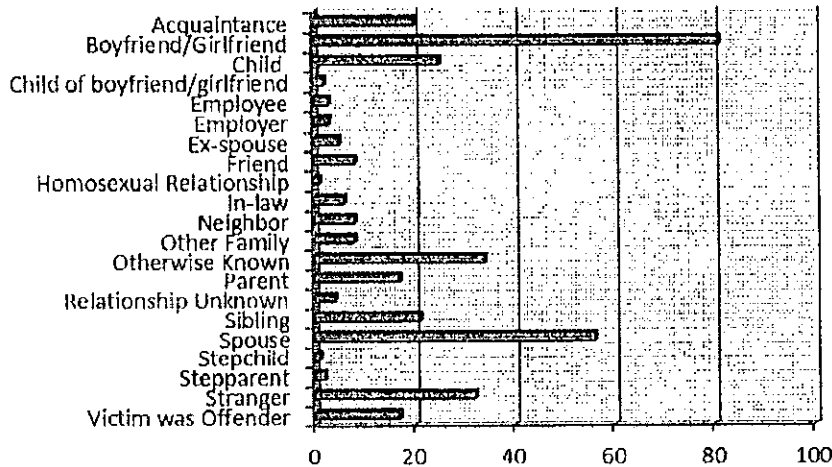
Property Value By Type of Loss

Property Value By Type of Loss	
Burned	$100,055.00
Counterfeited	$271,363.00
Vandalized	$168,265.00
Seized	$1,046.00
Stolen/Etc.	$2,699,806.00
Recovered	$500,191.00
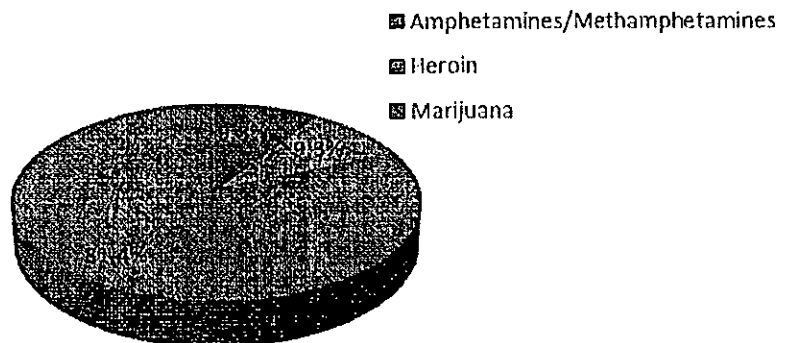
Drug Violations by Suspected Drug Type

- Amphetamines/Methamphetamines
- Heroin
- Marijuana

Renton Police Department

Months Reported: 12

Population: 94,204

NIBRS Reported Data

Group "A" Offenses	Offenses # Reported	Offenses # Cleared	Crime Rate per 1,000	Arrests Adult	Arrests Juvenile	DV Totals
Murder	2	1	0.0	1		1
Negligent Manslaughter			0.0			
Forcible Rape	28	8	0.3	2		7
Forcible Sodomy			0.0			
Sex Assault w/Object			0.0			
Forcible Fondling	26	3	0.3	2		9
Robbery	115	23	1.2	13	3	1
Aggravated Assault	140	69	1.5	43	5	57
Simple Assault	572	355	6.1	288	25	348
Intimidation	54	7	0.6	4		16
Burglary	888	33	9.4	22	4	13
Larceny	3,101	672	32.9	594	94	42
Motor Vehicle Theft	631	19	6.7	9	1	7
Arson	12		0.1			2
Kidnapping	15	5	0.2	4		9
Bribery			0.0			
Counterfeiting/Forgery	305	32	3.2	22		
Vandalism	1,988	103	21.1	58	6	
Drug/Narcotics	118	80	1.3	56	14	
Drug Equipment	18	12	0.2	9		
Embezzlement			0.0			
Extortion/Blackmail	2		0.0			
Fraud	233	2	2.5	1		
Gambling			0.0			
Pornography	3		0.0			
Prostitution	4	1	0.0	2		
Incest	1		0.0			1
Statutory Rape	12	3	0.1	2	1	3
Stolen Property	33	17	0.4	12		
Viol. No Contact/Protect.			0.0			
Weapons Law Violation	27	13	0.3	7	2	
Total Group "A"	8,328	1,458	88.4	1,151	155	516

Renton Police Department (continued)

Type of Injury in Violent Offenses

Injury Type	Count
Apparent Broken Bones	12
Apparent Minor Injury	121
Loss of Teeth	2
None	164
Other Major Injuries	21
Possible Internal Injuries	3
Severe Lacerations	14
Unconsciousness	1
Death	1

0   50   100   150   200

Violent Offenses by Relationship

Acquaintance
Babysittee
Boyfriend/Girlfriend
Child
Child of boyfriend/girlfriend
Employee
Ex-spouse
Friend
Grandchild
Grandparent
Homosexual Relationship
In-law
Neighbor
Other Family
Otherwise Known
Parent
Relationship Unknown
Sibling
Spouse
Stepchild
Stepparent
Stepsibling
Stranger

0   100   200   300   400   500
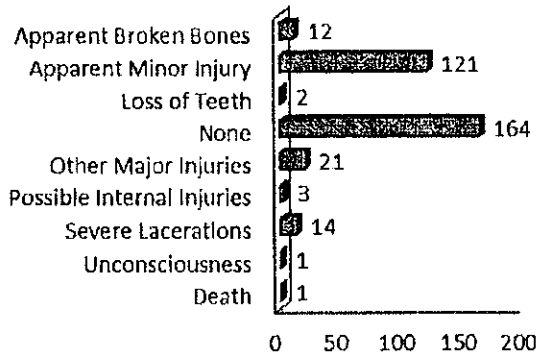
Group B Arrest Only Data

Group "B" Arrests	Arrests	
	Adult	Juvenile
Bad Checks	1	
Curfew/Vagrancy		
Disorderly Conduct	1	9
DUI	197	
Drunkenness		
Family Offense-nonviolent	3	
Liquor Law Violation	6	9
Peeping Tom		
Trespass	45	5
All Other Offenses	155	4
Total Group "B"	408	27
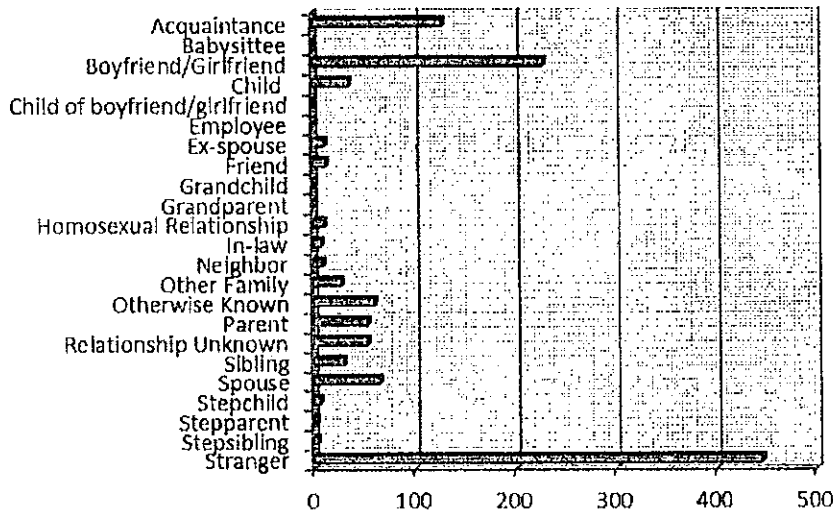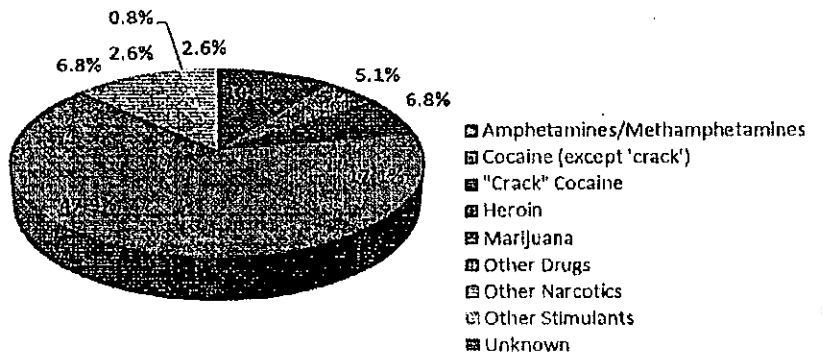
Property Value By Type of Loss

Burned	$373,053.00
Counterfeited	$251,825.00
Vandalized	$1,011,184.00
Seized	$1,434.00
Stolen/Etc	$7,866,284.00
Recovered	$2,093,503.00

Drug Violations by Suspected Drug Type

0.8%
6.8%   2.6%   2.6%
5.1%
6.8%

- Amphetamines/Methamphetamines
- Cocaine (except 'crack')
- "Crack" Cocaine
- Heroin
- Marijuana
- Other Drugs
- Other Narcotics
- Other Stimulants
- Unknown

Appendix C

CityofRedmond

W A L H I N G T O N

Feasibility Study- Redmond Fire Communications

Prepared by the Project Team for Chief Ron Gibson

The purpose of this document is to study the feasibility of the Redmond Police
Communications Division providing Emergency Communications Services to the Redmond
Fire Department.

Feasibility Study- Redmond Fire Communications

Prepared by the Project Team for Chief Ron Gibson

Project Team

The project team is comprised of members of the Police Department, the Fire Department, and Information Services. The members are:

Erik Scairpon, Commander, Redmond Police

Ralph Ashmore, Battalion Chief, Redmond Fire

Steve Eastham, Information Services

Dan Werr, Information Services

Robert Clemmons, Communications Supervisor, Redmond Police

Jason Fisher, Communications Supervisor, Redmond Police

Joseph McGrath, Redmond Fire Finance

David Knight, Captain, Redmond Fire

Alison Hallifax, Redmond Fire

Drew DeFazio, Redmond Fire

Malisa Files, Redmond Finance

This report draws heavily on the data collected for the REDCOM Business Plan completed in late 2007. Many of the assumptions and challenges noted in 2007 remain relevant to today's discussions. However, technological advances in interoperability solutions now available and in use provide the team with the opportunity to discuss and evaluate this study in a new light.

Respectfully submitted on May 14, 2013

Project Values

- **Integrity** -- *We demonstrate sound, honest, truthful and consistent values*

  Integrity speaks to the safe and reliable public safety response that we have pledged to our community and trusted mutual aid partnerships through consistent application of values-based reasoning projected throughout this study.

- **Accountability** -- *We take ownership of our actions and responsibilities*

  The team seeks efficiency with current operations in order to provide the best level of service for the budget provided by the taxpayers of Redmond and Fire District 34.

- **Commitment to Service** -- *We are dedicated to seeking solutions for our community*

  Service levels are paramount to the team. We must maintain regional partnerships, build trust, and mutual understanding with the objective of improving the quality of service provided to the community and our partner agencies.

Project Scope

The focus of the team's efforts has been to study the feasibility of Redmond Police Communications providing emergency communications for the Redmond Fire Department while maintaining automatic mutual aid within Fire Zone 1.

Executive Summary

Currently the Redmond Police Communications center serves the Redmond, Carnation, and Duvall Police departments. The largest of the small Public Safety Answering Points (PSAPs) in King County, the Redmond Communications center enjoys a good reputation with current internal and external clients, and good customer service as measured by internal and external customer surveys. The center's excellent 911 answering rate of 98.34% of 911 calls within the ten second answering standard exceeds the countywide average of 95 percent for 2011. A Fire communications cross departmental micro-business was recently formed in January 2013 to study the feasibility of bringing fire communications and emergency medical dispatching services to the Redmond Communications center.

While this issue has been studied by prior teams, the current feasibility team is tasked with developing the clearest future operational picture possible with regards to infrastructure, staffing, training, technology, capital cost, and ongoing costs to host fire call taking and dispatching in the Redmond Communications center. The team relied upon the City's values of **integrity, accountability,** and **commitment to service** as guiding principles. The team is committed to bringing greater clarity through information to our policy makers in order to inform decisions to the highest degree possible.

The team feels that this project presents significant challenges. Those challenges include but are not limited to:

- Maintaining Zone 1 mutual aid
- Hiring and training of new emergency communications specialists
- Training existing communications staff
- Purchasing individual CAD application programming interfaces (APIs), or having each CAD vendor create an interface connection directly to the other CAD system
- Testing and implementing an interoperability solution with NORCOM
- Purchase, installation, and testing of the Spillman Fire module
- Configuring Spillman CAD to meet the requirements of the Redmond Fire Department
- New policies, procedures, and cultural changes, creating possible organizational challenges with a combined operation
- Maintaining specialized services and technology Redmond Fire requires

King County's E-911 Program Office is in the planning stages of an interoperability project that may deal with related technology issues. However, the project is largely undefined in terms of scope and timeline of implementation. As this project moves forward and becomes more defined in terms of the deliverables, it could have broad impacts on the ability of PSAPs to share information across a common platform. Recently, the KCE-911 Program Office has dedicated resources for this project and meeting should begin again during the summer of 2013.

The King County PSAP consolidation study deadlines for final recommendations from the steering committee are targeted for presentation in December of 2013. The group met in March and April, and was unprepared to move forward, the next meeting is scheduled for May or June of 2013. Slippage in

the current timeline of the ongoing King County PSAP consolidation study indicates to the team that there will not be any immediate impacts on local PSAPs. A discussion of the current status of the PSAP consolidation study has been included in this study, please see appendix *A, PSAP Consolidation Study.*

A unified communications center for the City of Redmond would have numerous advantages. The team believes that times for emergency responses would be reduced as the combined Redmond Police and Fire PSAP would eliminate the need for Redmond to transfer aid and fire calls to NORCOM. Additionally, calls requiring a dual response would be handled more expeditiously. Increased interoperability between Redmond Fire and Redmond Police would better facilitate on scene management and unified command. Redmond Fire would have direct input into communications policy and procedure and have the ability to tailor responses and policy to the needs of the community. Most significantly, the City of Redmond would gain authority over all major operational, purchasing, technology and governance decisions. As the sole local government responsible for a combined communications center for both police and fire, the City would have authority over decisions that affect the existing and future operations of the communications center, as well as a clearer picture of longer term operational costs. The team also believes that locating City emergency services on a common technology platform would allow both departments to recognize the potential benefit of information sharing and increased cooperation.

Economies of Scale

Should policymakers desire, providing communications services to additional fire agencies or districts may enable capture of some scale economies. For example, a combined Redmond Fire and Police Communications Center could provide services to additional client agencies comparable in size to Redmond Fire with minimal staffing adjustments.

Larger Scope of the Project – Regional Impacts / Partnerships

While it is beyond the scope of this project, the team would like to acknowledge that moving towards a combined Redmond PSAP has potential implications on future partnerships with other PSAPs, Law Enforcement and Fire agencies. Once a commitment has been made to move forward with a combined Redmond Police and Fire communications center, it may become more challenging to undertake additional partnerships until such time as there is stable environment running and performing at expected levels.

It should also be noted that if the infrastructure of an interoperability solution can be established with NORCOM, there is a potential for wider information sharing with neighboring police and fire agencies serviced by NORCOM. In terms of both operational awareness and informational exchange, this could benefit law enforcements agencies from both centers.

Implementation Timeline

Given the complexities and technological challenges of creating a combined center and the potential of procuring a new CAD, the team feels that a minimum timeline for implementation is 48 to 60 months. The team will plan for a go live date of July 1, 2017 pending Spillman CAD making the necessary enhancements to meet the project requirements (48 months). If a new CAD is needed, additional time will be needed to complete a comprehensive needs assessment and implementation (60 months). Additional costs of $2,500,000 to $4,000,000 will be required for a new CAD.

Conclusion

Given the communication technologies needed to implement the desired system and the potential of procuring a new CAD system, the most significant challenge to this project remains cost. The largest risk to this project is a delay in automatic mutual aid. Connecting mutual aid requires a technical solution that involves working collaboratively with our regional partners at what could be a significant cost.

The team felt that through use of evaluation criteria consisting of service level and safety, governance and control, cost, implementation time-line, and risk, the team could effectively reach a recommendation to policy makers and stakeholders. The team aims to make recommendations, provide a justification, and recognize a conclusion to these efforts.

Recommendations

When the team started this study, we were asked to examine if we could execute this project with our existing CAD suite of software and begin providing service in 2015. The team is in consensus that a successful transition would require more time, and that, for a variety of factors, questions remain as to whether Spillman CAD would provide a viable solution to the needs of a combined dispatch center. This project has a large scope and the City can potentially accomplish the project by the team's revised target date of July 2017. The team recognizes that extending the timeline will increase costs, but strongly believes that additional investment will pay dividends, in terms of both improved overall dispatch center function and in the quality of key technology assets like the interoperability piece.

Current Conditions

The team feels that remaining with NORCOM presents significant risks. Staff turn-over, technical issues, governance and uncontrolled cost increases combine to present an unclear future for NORCOM. The consensus of the team is that the general dissatisfaction level with NORCOM is high, with the feeling that accountability for services has been lacking. Redmond Fire's philosophy is that they want interoperability, a solid reliable product prior to "go live," local governance and control. These above items have contributed to a perceived degradation of service levels, and lack of trust in services promised from NORCOM.

Technology

Late in our study, the team determined that Spillman CAD has limitations that could eliminate it from consideration for use in a combined Redmond communications center. Spillman CAD needs to provide a commitment early in order to ensure that critical needs for Redmond Fire, like cross-staffing, can be met. CAD-to-CAD mutual and automatic aid connections remain unknown risks, as phone transfers are not desirable.

Timeline

The team is concerned that the City might end up with something that is more expensive or worse if the timeline is rushed on this project. A five year timeline would be optimum. The team feels a CAD needs assessment would be the right "first step" for these concerns. Additionally, interoperability standards are progressing that will help develop our efforts in this area, by reducing cost, risk and effort; for example, the Emergency Information Data Document (EIDD) standards, which govern interoperability nationally, will be developed and in place by 2018.

The future of the PSAP

There is a concern about PSAP consolidation for the city, and a view that a combined Fire/Police PSAP places the city in a stronger position to maintain local governance and control of a communications center. A dual purpose PSAP creates a service for our greater community that offers one phone call for services.

Closing thoughts

This report does not contain enough information for a reliable "go" or "no go" decision. The team feels that the significant amount of uncertainty over a variety of aspects within this project can only be alleviated through a commitment of both time and resources to furthering the project. Addressing the unknowns in the project for several hundred thousand dollars is considered a good investment option for council to exercise in order to further explore the future of this project.

It appears that if operational questions are answered to a degree of certainty, it is worth reducing external risk by leaving NORCOM. While NORCOM's practices and deliverables have been evolving, trust is not yet established and management is still under the microscope. The team feels that to answer the question of whether the City should provide services for fire, significant revenue and time need to be dedicated to this project. With the assistance of a professional project consultant/manager, off-ramps for the project can be designated in order to safe-guard against project risks and a more specific and reliably accurate timeline can be developed. By proceeding in this fashion, incremental spending occurs in conjunction with incremental outcomes, increasing the opportunities for ongoing project evaluation and improvement.

The team feels that a more robust approach to this project is a worthwhile investment towards public safety within the City of Redmond. Our needs include time, money, and people with the right expertise to fully answer this question.

It may be difficult for the City to achieve the goals of its vision and values through emergency services divided among disparate entities or if the city loses its local PSAP. By consolidating services in-house to ensure that the project is staffed correctly the City can retain increased flexibility for operational and community needs and ultimately improve the delivery of its emergency services.

Specific Recommendations:

- Conduct a CAD needs assessment for Police / Fire concurrent to Spillman development.
- Hire project consultant to develop timeline with off-ramps.
- Five year project timeline suggested (2018).
- Eastside Fire & Rescue, Duvall, and Snoqualmie Pass Fire are suggested as partners to move forward with on this project.

Potential Risks—Redmond Fire Remains with NORCOM

The team has identified a number of risk factors that are associated with Redmond Fire remaining with NORCOM. The costs associated with these risks are difficult to quantify, but should be part of the discussion and consideration of whether or not Redmond Fire remains with NORCOM.

Possible NORCOM and New World litigation. Should litigation become a reality, the team feels this could increase fees paid by all NORCOM participants as litigation could prove costly and time consuming. Additionally, the amount of time and focus on any potential litigation could cause a further drain on NORCOM resources, furthering a delay in a final CAD solution for NORCOM.

Potential costs associated with a new CAD procurement. Should NORCOM be in the position to purchase a new CAD, the team feels that costs associated with this purchase will likely be passed along to the participants of NORCOM. A conservative estimate for a new CAD is $4,000,000 to $5,500,000 (DeltaWRX).

NORCOM's governance structure. It is the position of Redmond Fire that the current governance structure of NORCOM fails to meet their needs. Specifically, Redmond Fire is in a position of lesser influence in comparison to their larger partners at NORCOM.

Reduced level of service. The perception is that there has been a noticeable decline in the level of service received by Redmond Fire. Beyond the transition period of NORCOM coming on line, this decreased level of service has persisted.

In creating cost comparisons between NORCOM and Redmond Communications, the team has assigned the above risk factors a value of +20%. See tables on pages 41 and 43.

Potential Benefits—Combined Redmond Police and Fire

Reduced times for emergency responses — A combined Redmond Police and Fire PSAP would eliminate the need for Redmond to transfer AID and FIRE calls to NORCOM saving seconds (as many as 10 or more) on the initial processing and dispatching of a Fire or Medical call. Additionally, calls requiring a dual response would be handled quicker as the need for additional phone calls between PSAPs would be eliminated, in some instances this could save minutes.

Increased interoperability between Redmond Fire and Redmond Police — Easier to facilitate on scene management and unified command.

Increased input for Redmond Fire — Redmond Fire would have input into Communications policy and procedure and have the ability to tailor responses and policy to the needs of the community.

The City of Redmond gains authority over all major operational, purchasing, technology and governance decisions — As the sole local government responsible for a combined Communications Center, the City would have authority over decisions that affect the existing and future operations of the Communications Center.

Emergency services on the same platform — Combining Police and Fire Communications would allow both departments to operate on the same CAD platform which has the potential benefit of information sharing and increased cooperation.

Economies of scale — Should the City desire it, providing communications services to additional fire agencies or districts should allow for some cost savings. For example, a new Redmond Fire and Police Communications Center could provide services to other similarly sized agencies with only minimal staffing adjustments.

Long term financial planning — With both agencies under the same local government, the City would have less uncertainty regarding future operational costs.

Increased viability of the PSAP — Given the uncertainty of regional PSAP consolidation, it is reasonable to assume that an agency that provides both Police and Fire/EMS services is better positioned to partner with neighboring agencies.

Challenges and Project Risks

Maintaining zone 1 mutual aid—This is the biggest and most important hurdle facing a combined center. Any move forward should not degrade the existing response capabilities of Zone 1. A CAD-to-CAD interface which would allow both NORCOM and Redmond Communications to share information and have the ability to dispatch units from the various fire departments as needed is vitally important. While the KC E-911 office is currently working with a vendor to create a PSAP CAD interoperability solution, the Redmond Communications project team should seek an independent solution that will address the specific needs of Mutual Aid within Zone 1. The County project is in the early stages of defining what a solution would look like and currently there is no implementation date.

- This challenge also identifies that policy level decisions and an alliance would need to be brokered with the current service provider, NORCOM.
- Due to ongoing projects at NORCOM, the project team is concerned that NORCOM will not have staffing available to support the work should this project move forward.
- There is some uncertainty regarding the final CAD platform that will be in place at NORCOM.

Existing contract with NORCOM—Under the current contract, NORCOM will provide emergency communication services to Redmond Fire through the end of 2014. The team acknowledges that this presents a window of opportunity for change; however, the challenges of making combined communications center a reality will require more than 18 months. This may require a contract extension with NORCOM until such time as a combined PSAP can be made operational.

Smoothing costs NORCOM—Initial NORCOM participants who terminate their contracts prior to the end of the smoothing period (June 30, 2016) are required to pay back all Smoothing rebates received. From July 1, 2009 through December 31, 2013, Redmond will have received $529,992 in Smoothing Rebates. Redmond is scheduled to receive an additional $72,703 in 2014, $60,649 in 2015, and $27,602 in 2016 for a combined total of **$690,846**. This issue has been referred to the city attorney for clarification as some questions have been raised on the timing of Redmond's rebate liability.

Hiring and training new Emergency Communications Specialists in a timely manner –Hiring 12 or more positions presents a few challenges. Current training programs are lengthy (3-4 months for a lateral hire and up to 6 months for an entry level ECS). The time available from the decision point to the implementation date will need to accommodate a staggered hiring strategy that will support the project as it moves forward while avoiding over hiring. Recruiting, hiring and training staff during this period would be very challenging and require an enormous effort on the part of the ASO, CTO, and police administration teams. A detailed hiring and training timeline would need to be created.

CAD vendors—Each CAD vendor would be required to write an Application Programming Interface (API) connecting the CAD system to the interoperability solution. For the project to be successful, the CAD vendors would need to work cooperatively with the interoperability vendor to create, test, and implement a solution.

Substantial training needed for existing communications staff—All existing staff would need Emergency Medical Dispatch (EMD) and Fire training; scheduling training while maintaining existing service levels could prove challenging and costly. Current Communications Training Officers (4) would also need additional training to be in a position to provide proficient and competent training to newly hired staff. All current training materials would require updating to include fire and EMS components.

Purchase, install, and test Spillman fire module—Should the project move forward, the department would need to purchase, install, and test the Spillman Fire module and associated programs and data tables as early as possible (Spillman will make many of these modules available to testing without cost, excluding the AVL and routing modules). Early implementation of the Spillman Fire modules will be crucial and have impacts on the implementation timeline. The team has identified at least two components (response plans and cross staffing) that will require vendor enhancements. Any additional data or system configuration issues would need to be identified and solutions found. Should any insurmountable obstacles be identified, a new CAD system would be needed. Training on the new software and creation of training materials would also need to be completed prior to hiring any additional ECS positions.

Loss of technology investments—Technology related funding paid to NORCOM would not be recoverable, $75,000.

New policies, procedures, and cultural changes—In addition to the technical training required Communications would need to create and train new policies and procedures for all staff members.

Possible organizational challenges with a combined operation—The existing Communications Center management, work flow and business practices would need to be evaluated and any changes would need to be agreed to by all impacted parties. Operational responsibility for a combined Communications Center may also require an evaluation.

Maintaining services Redmond Fire has come to expect—A combined center must maintain existing service levels to Redmond Fire as well as address all of their technical needs. There are CAD functionalities that Redmond Fire currently benefits from that are not available with the current Spillman product.

Risk Mitigation

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Interoperability

As previously discussed the largest risk to this project is a viable interoperability solution that will support continued automatic mutual aid within Zone 1. Although comparable installations of CAD-to-CAD solutions exist, the team has been unable to identify an installation that mirrors the exact configuration at Redmond and NORCOM. Discussions with at least two vendors indicate that the principals of what needs to be accomplished has been previously implemented and that a Redmond to NORCOM solution is no more complicated than other installations around the country.

Should the CAD-to-CAD solution fail, the Redmond Fire Department will effectively be removed from automatic mutual aid within the zone. It is possible, although not recommended, for each of the PSAPs to place phone calls to request mutual aid. Doing so will create response delays and increase the likelihood of errors. The team assumes that if the solution fails, Redmond Fire would maintain contract services through NORCOM. A failure on the part of the vendors to create a viable solution would put at risk the investments made by the City of Redmond and eliminate the need for positions staffed to support the project. A potential risk mitigation strategy is to negotiate an optional contract extension with NORCOM.

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Redmond Fire Requirements for Spillman CAD

The team continues to investigate the capabilities of Spillman CAD and its ability to meet the requirements of Redmond Fire. Initial testing indicates that the software will be able to meet the more basic needs of automatically recommending units based on the specific event (response plans and recommended units). Some questions still remain with regards to response plans that incorporate *if then* conditionals used to select units for a given response. Additionally, current cross-staffing practices commonly used by RFD are not addressed in the current version of Spillman CAD. This presents a substantial challenge to fire operations which will cause delays and incorrect dispatches if CAD is unable to correctly filter and assign the correct units. Visits to other Spillman user agencies have allowed members of the team to see some of these capabilities in action; however, no center has been located that uses all of the capabilities in a manner which Redmond intends. Spillman representatives have expressed a willingness to work with the departments to enhance the software to meet the requirements of Redmond Fire. At this point, there has been no cost associated with future enhancement. Should the project move forward, the team will need to immediately begin working with Spillman Technologies to identify and implement a solution that will meet the project's requirements. NORCOM Contingency funds ($75,000 to $150,000) budgeted in 2013-2104 could be used to cover these costs.

I

It is possible that Spillman CAD will not meet all of the needs of the Redmond Fire department and that a new CAD would need to be considered. If this is the case, a substantial cost will be added to this project **($2,500,000 to 4,000,000)** and the implementation timeline will come under considerable pressure. Spillman may need 6 months to a year to develop the necessary solutions. <u>Therefore, a CAD decision would need to be made as early as possible (by Q1 2014).</u>

The process of procuring a CAD to meet both the needs of the Redmond Fire and Police Departments could take 12 to 18 months from the needs assessment process to implementation.

Loss of Smoothing Rebates

As indicated by the initial inter-local agreement between Redmond & NORCOM, should Redmond Fire leave NORCOM prior to June 30, 2016, the City risks losing all smoothing rebates received from NORCOM. From July 1, 2009 through December 31, 2013, Redmond has received $529,992 in Smoothing Rebates. Redmond is scheduled to receive an additional $72,703 in 2014, $60,649 in 2015, and $27,602 in 2016 for a combined total of **$690,846** (Under review).

Evaluation Criteria--Combined Redmond Police and Fire

Service level and safety

Current service levels to the community and first responders should not degrade as a result of a combined center. Redmond Communications would be expected to maintain or increase service levels.

Governance and control

The existing command structure of the Redmond Police Communications would need to be evaluated and new governance structure created to provide Redmond Fire an equal voice in policy and procedure, budgeting, and other matters as they relate to Fire and EMS.

Cost

The benefits of a combined center should not outweigh the costs to the citizens of Redmond. A matrix would need to be developed with the assistance of city policy makers.

Implementation time-line

The project team in conjunction with vendors and other parties would need to determine a reasonable time line (to include testing new technologies) for implementation should Redmond Fire move communication services to Redmond Police. This plan should include contingencies should a go live date not be met.

Risk

The largest risk to this project is a delay in automatic mutual aid within Fire Zone 1. While manual alternatives are available (phone calls between PSAPs), these alternatives are potentially costly in terms of time required to process requests and increase the potential for error.

Case Studies – Interoperability CAD-to-CAD Communications

The team would like to briefly discuss two applications of an interoperability solution that are similar to the circumstances faced by combining Redmond Police and Redmond Fire while maintaining automatic mutual aid with surrounding agencies through NORCOM. In both instances, disparate CAD systems were integrated by a third party vendor for the purpose of providing automatic mutual aid. Neither case connected New World or TriTech CAD to Spillman CAD. The study team has contacted both third party vendors to discuss the Redmond scenario; in each instance, the vendors expressed no doubt that the project was technically feasible. There are a number of dependencies that the project team would need to be aware of; namely the CAD vendor's development of an application programming interface would need to be completed in order for the third party vendor to begin the process of creating the integrator. Should this process move forward, the project team should make it a priority to secure letters of intent or agreement from the CAD vendors to create the necessary APIs.

The San Diego Urban Area (SDUA) – Regional CAD Interoperability Project (RCIP)

The SDUA project is far more complicated in terms of agencies, CAD systems, and geographical coverage than the Redmond Project. SDUA partnered with ThinkStream, an interoperability company based in Baton Rouge LA, to connect nine CAD systems across 58 Fire/EMS and 10 Law Enforcement agencies. This projected was largely funded by federal funds (Homeland Security) and was initiated in January 2009. Likely due to the scope of this project, the SDUA chose a phased approach with integrations operable in July 2011. While the scope of SDUA is not comparable to Redmond's needs, the projects are closely aligned in terms of technical challenge and desired outcome, see the below excerpt from SDUA's proposal request. Additional information is available in Appendix B.

> This Request for Proposal (RFP) seeks proposals for capabilities related to developing and deploying a Centralized Data Integration Solution for the exchange of information between multiple, disparate public safety Computer-Aided Dispatch (CAD) systems and applications. The purpose is to expand the ability of federal, tribal, state, regional, county and local public safety agencies in the San Diego Urban Area (SDUA) to communicate and exchange information with each other quickly, seamlessly and securely during day-to-day operations, large-scale events, and for regional emergencies and disasters.
>
> The objective of this project is to develop and implement a Regional CAD Interoperability solution that will allow all SDUA Fire and Law Enforcement Dispatch CAD systems to seamlessly exchange data between each system – regardless of the manufacturer. The proposed solution must be flexible enough to accommodate future CAD interoperability requirements and provide for growth to accommodate

additional public safety agencies and functions if needed. Interoperability with state and federal agency CADs and databases is required and included in the scope of the project[1].

National Capitol Region Interoperability Program (NCRIP) CAD2CAD

Fairfax County, Arlington County, and the City of Alexandria Virginia partnered with Emerging Digital Concepts (EDC), and integrator based in Haymarket VA, to create an interoperability solution for the purposes of automatic Fire/EMS mutual aid across the three agencies encompassing more than 30 Fire/EMS agencies. Three CAD platforms, Intergraph, Tiburon, and SunGard were integrated. The scope of this project more closely aligns with the needs of the current Redmond study. From conception to implementation the project took about two and a half years. See Appendix C for further information. The following is an excerpt from NCRIP's Project Charter.

> The goal of the NCR CAD Interoperability Project is to standardize and streamline the exchange of CAD information between participating jurisdictions in the NCR. Since jurisdictional CAD systems support 24 x 7 mission critical emergency functions, any improvement in the ability to share data will reduce dispatch times and improve response times to the community.
>
> **REAL TIME UNIT STATUS CHANGES DATA EXCHANGE:** As each NOVA unit changes their status from *Available* to *Unavailable* (reason is unimportant), such status change would be broadcast to the other CAD systems. Upon receipt, each CAD system would then perform a native status change on that unit placing the unit in the appropriate status regarding their availability for dispatch on calls for service. Status changes must be received and acted upon within +/- 5 seconds to retain accuracy[2].

Both of the described projects have overcome technical challenges similar to the challenges of a Redmond to NORCOM informational exchange. The study team does not wish to minimize the technical difficulties required to meet this challenge; however, the availability of a CAD-to-CAD bi-directional information exchange is an obtainable reality worthy of serious consideration. A carefully crafted and clearly defined RFP would be essential to achieving success.

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[1] The San Diego Urban Area Regional CAD Interoperability Project REQUEST FOR PROPOSAL, Aug. 2008, pg. 1-2
[2] NCR CAD-to-CAD Data Exchange Project Charter, 2007, pg 2.

Current Status –NORCOM

NORCOM currently utilizes two CAD systems, New World for law enforcement and TriTech for Fire. Recently, law enforcement went live with the latest version of New World; the following are excerpts from NORCOM's weekly status reports.

> Go Live was February 26. The deployment was successful; but not without challenges and issues. The NORCOM and NWS teams are actively tackling Production issues as they are reported.[3]

NORCOM fire agencies [were] scheduled for the New World implementation in June 2013.

> Fire Project – High-level milestone are being re-assessed. At this [time] new targets are as follows: NWS Software Readiness – New target is April 1, 2013. Overall Go Live Readiness – May 31, 2013; New target is June 15, 2013.
> Target "Go Live" – June 2013[4]

As late as April 19, NORCOM continues to work through technical issues related to the newest version of New World which is operational for law enforcement agencies.

> The Fire Project did not achieve the Software Readiness Milestone with SP2; and we will be setting a new Software Readiness Milestone. NWS delivered the fixes for the Go Live issues known at the end of SP2 Testing and they have passed testing; however, new Fire Go Live issues have been identified

> Fire Project – High-level milestone are being re-assessed. At this time, targets are as follows:
> - NWS Software Readiness – New target is TBD.
> - Overall Go Live Readiness – TBD.
> - Target "Go Live" – TBD [5.]

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[3] NORCOM ICRM Program Weekly Status Report 03/01/13
[4] ibid
[5] NORCOM ICRM Program Weekly Status Report 04/19/13

Redmond Police Communications—Profile

The Redmond Police Communications Center is located within and managed by the Redmond Police Department and has a full staffing compliment of 19.5 FTEs:

14 cross trained radio dispatchers and call receivers –Emergency Communications Specialist (ECS)

2 cross trained Lead ECSs

2 Supervisors

1 E-9-1-1/GIS Support position (funded through KC-E911)

0.5 Police Commander

The Redmond Police Department provides contract communication services for the cities of Duvall and Carnation. All agencies currently operate on a shared talk group (RED/DISP) with access to various alternate talk groups. Additional talk groups are made available for emergency or prolonged incidents or at the discretion of the Communications Supervisor.

The Redmond Fire and Police Departments utilize a county-wide 800 MHz radio system. Current portable and mobile radio configurations should easily facilitate interoperability between field units and Communications. It is possible that radios would require some reprogramming.

The Redmond Police Communications Division has six (6) total consoles. Two (2) positions are equipped with Motorola CentraCom Direct Connect Consoles. The CentraCom equipment is networked to the King County Simulcast system. The additional four (4) positions are used primarily for call receiving. Two (2) of these consoles have older Motorola control heads that are used for back-up purposes. It should be noted that these older consoles have very limited capabilities and are not directly connected to the King County Radio Network (they function much like a mobile radio system with more power). The older radio positions are no longer supported by Motorola, but do provide connectivity to the radio tower on Education Hill. This provides limited radio coverage in the event that the King County Network becomes inoperable.

The existing radio capabilities will not support Redmond Fire operations; three (3) additional radio consoles would be required (fire primary, fire backup, and supervisor console). Each radio console would cost approximately $75,000.

The existing Communications Center would require some remodeling to accommodate additional consoles. Four (4) additional consoles would be needed. Watson Furniture has been contacted to

provide information and quotes on expanding the room to accommodate 10 to 12 total consoles. Quotes for new console furniture will be provided when available. Each new console would require a CAD PC and monitors. Price per CAD PC and monitors is approximately $3,100 per position. Current positions have three (3) CAD monitors and one (1) radio monitor, if equipped. In addition, one (1) Intrado PC and two (2) Position monitors would be required at each new console to answer 911 calls.

Early conversations with the Watson furniture representative suggest the possibility of swapping out the older consoles and replacing them with newer models that have a smaller footprint. With the smaller consoles, removal or remodeling of the existing walls or flooring structures would not be necessary. There is a strong indication that Watson would be interested in purchasing/providing trade-in credit for the existing consoles.

Redmond Police Communications operates Intrado and Viper telephone equipment to answer 9-1-1 calls. This system is maintained jointly with the King County E-9-1-1 Office (KC-E911) and is standard with the E-9-1-1 equipment used throughout the county. Should a combined Redmond Police and Fire Communications center become a reality, KC-E911 would need to be consulted to determine the total number of trunk lines required in a combined center. KC-E911 would facilitate the study and upgrade 9-1-1 equipment should it be necessary. In addition, KC-E911 would need to re-direct Redmond area cell calls from NORCOM, King County Sheriff or the Washington State Patrol to Redmond Communications. This rerouting would likely require additional 9-1-1 trunk lines that are dedicated to wireless traffic.

In addition to 9-1-1 calls Redmond Communications answers and processes both emergency and non-emergency calls for the Redmond, Duvall and Carnation Police Departments (10 digit emergency lines and non-emergency phone number for the police department). These calls are routed through the City's MITEL PBX and are presented at the Intrado workstations. Currently 9-1-1 calls represent approximately 25% of phone traffic.

Redmond Police Communications does not utilize an automatic call distribution (ACD) system. At this time, call volumes do not support the purchase and installation of such a system. In a combined center the expected call volume would be just over 100,000 calls annually (see table on page 21). Should a combined center become a reality, call answer rates, staffing, and call processing times should be evaluated against the potential benefits and costs associated with ACD.

ECS personnel are also responsible for entering into WACIC warrants held by the Duvall, Carnation, and Redmond Police Departments. Additionally, stolen properties, missing persons, etc. for each agency are entered into the various criminal databases by Communications personnel. Communications staff perform a number of records related functions during and after hours (court order and warrant confirmations, NCIC Validations, etc.).

The Redmond Police Communications utilizes Spillman CAD/RMS version 4.6 for dispatch and records management. Spillman Mobile Version 4.5 is utilized for mobile data needs. Both Mobile and CAD/RMS are scheduled to be upgraded summer 2013.

Labor Concerns

Per contract, ECS personnel currently work a 56-day rotation with each shift consisting of 10 hours. Each employee works 40 hours each week. This schedule meets the current staffing needs of Communications, but as staffing requirements increase, the schedule would need to be evaluated in terms of providing balanced coverage. With more staffing positions included in the schedule, the 56 day rotation will create an imbalance of staffing on some days (overlap days). The team will need to study schedule options should the project move forward. The current labor contract allows the City or the Union to bring up the schedule should either party deem it necessary.

Additionally, dispatching for Redmond Fire may have impacts on working conditions and require adjustments to the existing contract. Human Resources would need to be consulted should this project move forward. It should be assumed that current Communications personnel would at least request a salary comparison that incorporates agencies that provide services to both Police and Fire, i.e. NORCOM, Valley Communications, SNOPAC and SNOCOM . This could potentially have cost implications for the project. The team will use existing salary information for staffing models. Any negotiated increase in salary will need to be considered in a final determination of salary costs. Redmond Police and Fire communications would be competing with NORCOM, Valley Communications, SNOPAC and SNOCOM for potential candidates.
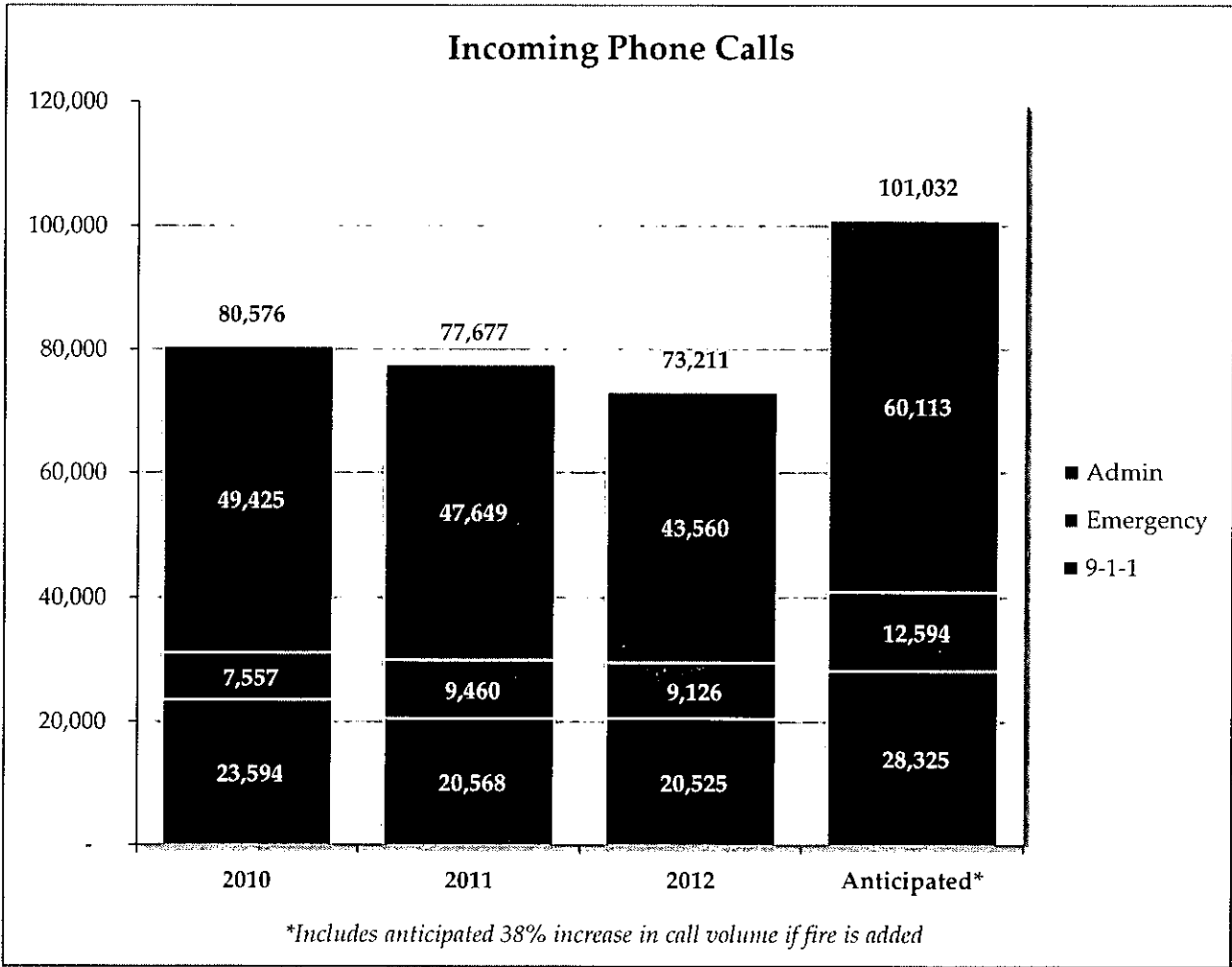
Current Annual Dispatcher Salary Ranges By Agency (excludes benefits):

	NORCOM	ValleyCom	Redmond	SNOPAC	SNOCOM
Low	$47,328	$47,706	$49,992	$44,088	$42,468
High	$66,228	$65,087	$59,688	$57,636	$57,012
Average	$56,778	$56,396	$54,840	$50,862	$49,740

Existing staff would be required to gain EMD certification. The department would need to consider how to deal with the potential of existing staff not passing EMD certification.
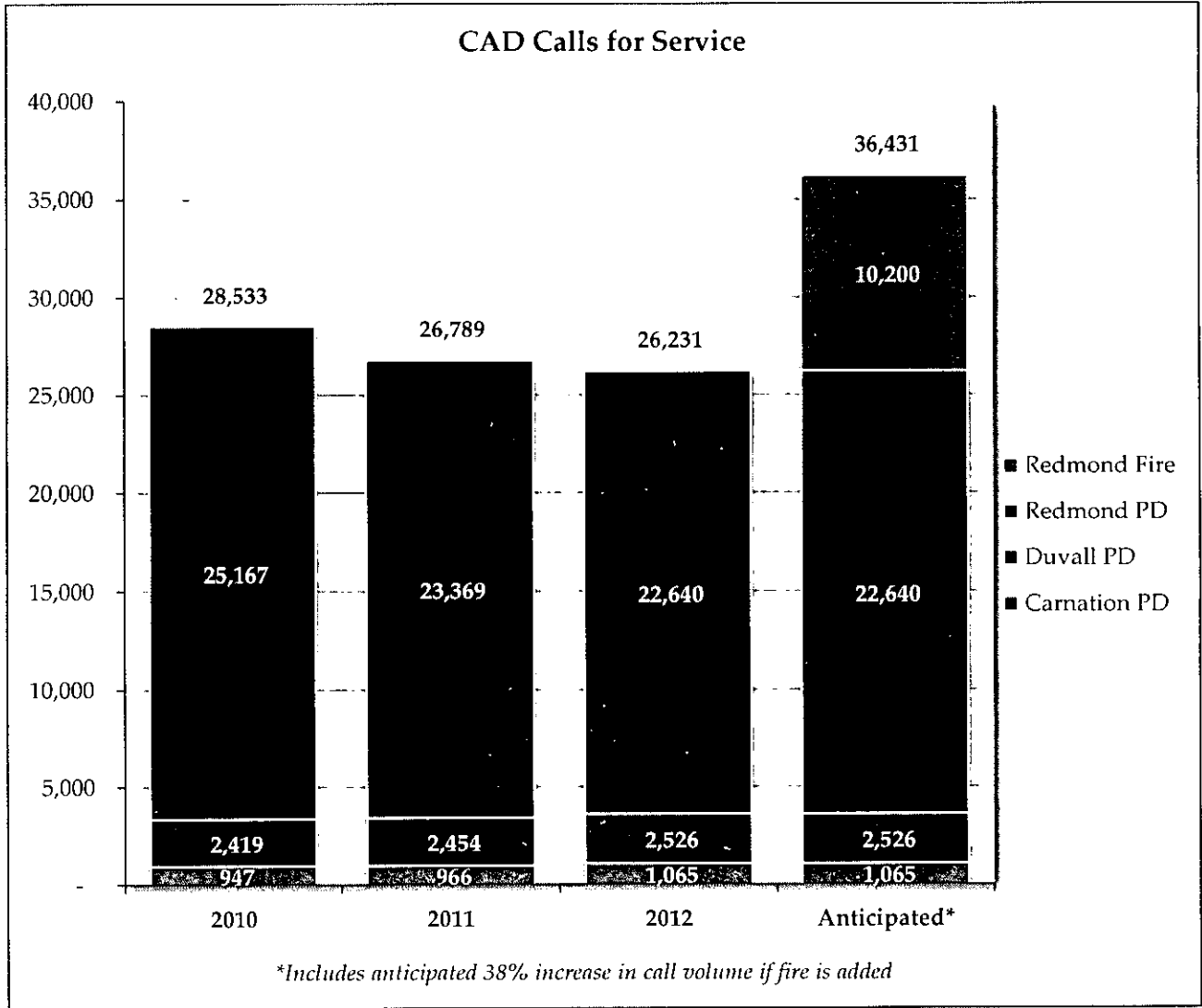
Redmond Police Communications Center Statistics

Incoming Phone Calls

120,000				
100,000				101,032
80,000	80,576	77,677	73,211	60,113
60,000	49,425	47,649	43,560	
40,000				12,594
20,000	7,557	9,460	9,126	28,325
	23,594	20,568	20,525	
	2010	2011	2012	Anticipated*

Legend:
- ■ Admin
- ■ Emergency
- ■ 9-1-1

Includes anticipated 38% increase in call volume if fire is added

There is a level of uncertainty regarding the impacts on 911 call volumes that would result from cell tower re-routing; this could have impacts on average answer rate. Additionally, the Fire/EMS ESN assignments for residents living in District 34, outside of the Redmond City limits would need to be changed from NORCOM's ESN to Redmond's for Fire/EMS. KC E-911 would need to facilitate these changes. This would require some training on the part of call receivers at surrounding PSAPs.

CAD Calls for Service

Includes anticipated 38% increase in call volume if fire is added

Operational Costs Redmond Police Communications

2013 Budgeted Expenditures* $1,643,838

2014 Budgeted Expenditures* $1,692,558

*Data from BP tool approved Budgets 2013-14.

Redmond Fire – Profile

In 2012 Redmond Fire responded to approximately 10,200 calls for service (CFS). Approximately 48% of these calls were mutual aid events. That volume of calls is approximately 38% of the volume currently dispatched by Redmond Police Communications. 9-1-1 and emergency call data for Redmond Fire is not available. Communications would potentially assume a corresponding 38% increase in the number of 9-1-1, emergency, and non-emergency calls received to dispatch and support the additional 10,200 CFS calls.

To better plan staffing contingencies, the project team would need to analyze 9-1-1 calls and CFS loads and distributions for Redmond Fire.

Redmond Fire consists of nine (9) stations and 18 apparatuses in service during typical operations, plus a number of reserve units—Investigation 11, Battalion 12, etc. The reserve units are placed into service as needed. See Appendix D.

Operational Costs Redmond Fire

2013 Budgeted Expenditures

Communications services / NORCOM **with** Smoothing	$545,114
Subscriber Fee	$39,811
Total	$584,925

Communications services / NORCOM **without** Smoothing	$659,849
Subscriber Fee	$39,811
Total	$699,660

Sourced from Malisa Files, Finance City of Redmond. See tables on pages 21 and 22 for projected NORCOM costs through 2028.

The following information was provided by NORCOM, this table assumes that all agencies will remain with NORCOM and includes projected costs for Redmond Fire.

Year	Redmond Fire CFS %	Redmond Smoothing Allocation*	Redmond Principal Allocation**	6% Subscriber Fee***	Total with Subscriber Fee
2014	13.33%	$ (72,603)	$ 594,660	$ 35,680	$ 630,340
2015	13.33%	$ (60,649)	$ 638,532	$ 38,312	$ 676,843
2016	13.33%	$ (27,602)	$ 705,831	$ 42,350	$ 748,181
2017	13.33%	$ -	$ 770,356	$ 46,221	$ 816,578
2018	13.33%	$ -	$ 809,930	$ 48,596	$ 858,526
2019	13.33%	$ -	$ 852,555	$ 51,153	$ 903,709
2020	13.33%	$ -	$ 898,524	$ 53,911	$ 952,435
2021	13.33%	$ -	$ 948,160	$ 56,890	$ 1,005,049
2022	13.33%	$ -	$ 1,001,818	$ 60,109	$ 1,061,928
2023	13.33%	$ -	$ 1,059,893	$ 63,594	$ 1,123,487
2024	13.33%	$ -	$ 1,122,818	$ 67,369	$ 1,190,187
2025	13.33%	$ -	$ 1,191,071	$ 71,464	$ 1,262,535
2026	13.33%	$ -	$ 1,265,179	$ 75,911	$ 1,341,090
2027	13.33%	$ -	$ 1,345,726	$ 80,744	$ 1,426,469
2028	13.33%	$ -	$ 1,433,354	$ 86,001	$ 1,519,355

* Smoothing allocation ends In June 2016.

**Cost allocation methodologies are currently under re-evaluation by NORCOM Governing Board.

*** NORCOM is open to discussions regarding the offset of Subscriber Fees for lease of back up space used at Redmond. NORCOM needs to know the square footage of the area currently occupied. Rate paid for lease space at the City of Bellevue is $34.05.

Assumptions

Personnel Growth	2.50%
Benefit Growth	10.50%
Expenditure Growth	2.00%
Revenue Growth	0.50%
Fire Calls	0.10%

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[6] Meeting with NORCOM April 29, 2013

If the three agencies (ESFR, Duvall and Snoqualmie Pass) that have given notice of intent actually leave NORCOM, the impacts to Redmond Fire's cost for services would be as follows:

The three agencies who have given notice of their intent to leave have a combined call volume of 8,094 Calls for Service or 15%. This 15% will have to be redistributed between the remaining agencies. Redmond could see their percentage of call volume increase from 13.33% to 15.6% if all three agencies were to withdraw.

Year	Redmond Fire CFS %	Redmond Smoothing Allocation*	Redmond Principal Allocation**	6% Subscriber Fee***	Total with Subscriber Fee
2017	15.6%	$ -	$ 900,866	$ 54,052	$ 954,918
2018	15.6%	$ -	$ 947,145	$ 56,829	$ 1,003,973
2019	15.6%	$ -	$ 996,991	$ 59,819	$ 1,056,810
2020	15.6%	$ -	$ 1,050,748	$ 63,045	$ 1,113,792
2021	15.6%	$ -	$ 1,108,792	$ 66,528	$ 1,175,320
2022	15.6%	$ -	$ 1,171,542	$ 70,292	$ 1,241,834
2023	15.6%	$ -	$ 1,239,455	$ 74,367	$ 1,313,823
2024	15.6%	$ -	$ 1,313,040	$ 78,782	$ 1,391,823
2025	15.6%	$ -	$ 1,392,856	$ 83,571	$ 1,476,427
2026	15.6%	$ -	$ 1,479,519	$ 88,771	$ 1,568,291
2027	15.6%	$ -	$ 1,573,712	$ 94,423	$ 1,668,135
2028	15.6%	$ -	$ 1,676,186	$ 100,571	$ 1,776,757

[7]

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[7] Meeting with NORCOM April 29, 2013

Redmond Fire --Technology

Fire and EMS agencies dispatched by NORCOM have a long history of automatic mutual aid throughout Zone 1. As a result, agencies cooperate well on an operational basis. Redmond Fire responds to calls outside the city limits of Redmond and receives mutual aid from neighboring departments on a daily basis. The use of a common CAD and mobile data system facilitates automatic mutual aid among the Zone 1 fire agencies (see attached Zone 1 map, Appendix H). In addition, Zone 1 shares an automatic dispatch system (Locution) to tone out the initial dispatch and initiate several layers of paging systems that alert staff and print data to assigned stations. Units responding to a specific event operate on a Fire TAC talk group after the initial dispatch on a main Fire DISP talk group. It is unclear at this time how Redmond Communications would network with or share this resource with NORCOM. It is likely that Redmond would need to purchase a standalone Locution and paging system (or similar) and operate on a separate talk group for the initial dispatch.

Current Fire RMS, notification systems and other third party systems include:

First Watch

Patient records (ESO)

King County CBD

Scope Paging Systems (NORCOM)

FDM (Records management)

Reverse 9-1-1

All potential interface costs with Spillman CAD have yet to be identified for these systems. A cost has been identified for a Spillman to ERS (Fire RMS) interface and has been included in the budget.

NORCOM also utilizes proximity dispatching (closest unit to the incident) in its management of resources. If Redmond Fire is dispatched by Redmond Communications, this configuration would need to be maintained locally (Spillman AVL and routing) and incorporated into the CAD interoperability solution (providing data from Redmond to NORCOM and vice versa).

A CAD-to-CAD interoperability solution may need to look at two possible NORCOM CAD connections. Currently, NORCOM dispatches Fire/EMS with TriTech; however, they have plans of switching Fire/EMS to New World CAD. If the project moves forward, the study team is hopeful that NORCOM will be operating on a single CAD platform prior to exploring a Request For Proposals (RFP) for an interoperability solution.

Capital Expenditures—Combined Redmond Police and Fire

Combining Redmond Police and Fire dispatching services in the current Redmond Police facility presents some challenges. Currently the Communications center is configured with six (6) consoles, two (2) of which have Motorola CentraCom consoles that are networked to the King County Simulcast radio system. All consoles have 9-1-1 answering capabilities. The Communications Center would need to be reconfigured to accommodate at a minimum, four (4) additional consoles. (Watson Furniture provided schematic and soft quote). Additionally, two (2) positions require new Motorola CentraCom radio consoles. The following table lists identified capital costs:

Infrastructure, Facilities, and Software-- One time Capital Costs	Ranges	
Furniture (Watson Consoles (10))	$125,000	$145,000
Remodeling (wiring, labor etc.)	$50,000	$100,000
Computer Aided Dispatch (CAD) Workstations (4)	$12,400	$12,400
Radio Consoles (3) ($75,000 each)	$225,000	$225,000
Spillman Fire Module and Fire Support Modules	$138,951	$138,951
Mutual Aid Software (CAD-to-CAD interface)	$500,000	$1,200,000
CAD Application Programming Interface (API)	$120,000	$240,000
Station Alerting/Printing/Automatic Dispatching	$150,000	$200,000
Dedicated Locution Radio Position	$75,000	$75,000
EMD/Fire Cross Training for existing staff (Overtime for backfill and training)	$50,000	$100,000
Locution to Spillman Interface	$40,000	$60,000
Unidentified/Unforeseen Costs: 7% of total	$109,294	$185,245
Spillman Custom Enhancements	$75,000	$150,000
Redmond Fire training for Spillman Mobile	No cost (in-service training)	
Mobile Data Computers & Cellular Connectivity	Existing equipment will be sufficient	
Paging Systems, Hiplink	Included in Spillman Quote	
GEO File Build	No cost done in house	
Total	**$1,670,645**	**$2,831,596**
NEW CAD Procurement--If needed	$2,500,000	$4,000,000
	$4,170,645	**$6,831,596**

*Interface modules and costs for First Watch, patient records (ESO), King County CBD, paging-Scope or other, fire RMS, additional Spillman mobile licensing, etc. have yet to be identified.

It is assumed that Redmond Communications would continue to use Spillman Technologies as a CAD solution, and that the company will meet the project's requirements. Fire mobile data computers would also run Spillman Mobile software. Third party vendors providing patient records and other services would need to be identified and any associated costs defined. It is further assumed that Spillman's geographic data would continue to be imported from data maintained by the City's GIS. The existing footprint of the Spillman map would need to expand to include all of Zone 1. A procedure for acquiring, integrating, and maintaining GIS data for the rest of Zone 1 would have to be defined.

Staffing Costs 2014-2017—Unfunded

Due to the nature of this project, leadership positions will need to be brought on board early to support the project as it is moves from the RFP process through the actual implementation. Training and hiring new staff will require that key members of the existing staff be trained early to create necessary materials, policy, and procedures for a combined center. The staffing increase will add an additional $4,293,100 to the operating costs for Communications from August 2013 until the project is completed.

Salary and benefits information is available in the following tables (2013 Rates): For the purposes of planning, salaries will be increased annually by 3%[8].

Project Manager:	$100,000		
Communication Manager:	$118,000	Communications Supervisor:	$111,201
Lead ECS	$101,532	ECS	$92,104
IS Personnel	$100,754		

Existing staff will continue to work on this project as additional staff is hired starting in early 2014. The project team will transition to a planning and implementation team. Spillman enhancements, CAD needs assessment, and CAD-to-CAD interoperability RFP will need to be completed before the end of the year.

The following tables list salary costs for 2014, 2015, 2016, and finally 2017. Positions will be hired as needed to support the project; the tables indicate when positions are filled.

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[8] Malisa Files, City of Redmond Finance

Additional Salary--2014

2014		
Title/Position	**Number Required**	**Total Cost**
Project Manager - (Mar)	1	$100,000
Communications Manager -(Jan)	1	$118,000
Communications Supervisor- (Jan)	1	$111,201
Lead ECS (Jan)	1	$101,201
ECS (2 Jan and 2 Dec)		
IS Support (1 FTE funded KC-E911)		
Existing Staffing Cost		$1,692,558
Total		$2,122,960
New/Unfunded Costs		$430,402

Additional Salary--2015

2015		
Title/Position	**Number Required**	**Total Cost**
Project Manager	1	100,000
Communications Manager	1	$121,540
Communications Supervisor (Jan)	2	$229,074
Lead ECS	2	$209,156
ECS		
IS Support (1 FTE funded KC-E911)	1	$103,776
Existing Staffing Cost		$1,743,335
Total		$2,506,881
New/Unfunded Costs		$763,546

Additional Salary—2016

2016		
Title/Position	**Number Required**	**Total Cost**
Project Manager (Jan-Jun)	1	100,000
Communications Manager	1	$125,186
Communications Supervisor	2	$235,946
Lead ECS	2	$215,431
ECS (Jan-Dec)	3	$293,139
ECS (Jul-Dec)	2	$97,713
IS Support (1 FTE funded KC-E911)	2	$213,780
Existing Staffing Cost		$1,795,635
Total		$3,076,830
New/Unfunded Costs		$1,281,195

Additional Salary--2017

2017		
Title/Position	**Number Required**	**Total Cost**
Project Manager (Jan-Jun)	1	50,000
Communications Manager	1	$128,942
Communications Supervisor	2	$243,025
Lead ECS	2	$221,894
ECS (Jan-Dec)	7	$704,512
ECS (Jul-Dec)	1	$50,322
IS Support (1 FTE funded KC-E911)	3.5	$275,242
Existing Staffing Cost	16.5	$1,849,504
Total		$3,523,439
New/Unfunded Costs		$1,673,935

Total Salary Costs

Total Staffing Costs/Unfunded	
Year	Total Cost
2014	$430,402
2015	$763,546
2016	$1,281,195
2017	$1,673,935
Total	$4,149,079

Ongoing Costs- Staffing

Beginning in 2017, the Communication Division will see an increase in staffing costs of approximately $1,800,000 to accommodate a combined center.

Communications Salary Information - 2017			
Position	Number	Salary +Benefits	Total
Manager	1	$128,842	$128,842
Supervisor	4	$121,512	$486,048
Lead ECS	4	$110,947	$443,788
ECS	22	$100,645	$2,214,190
IS*	3.5	$110,097	$275,243
	34.5 Total FTE		
	Overtime		$115,000
	Total		$3,663,111
	Current Salaries		$1,849,504
	Additional FTE Cost		$1,813,607
*1 IS/GIS FTE is Funded KC-E911			

Ongoing Costs- Technology

Annualized Software Costs			
Item	**Min Cost**	**Max Cost**	**Notes**
Software Maintenance			
Spillman/Fire Modules	$9,100	$9,100	quoted price
Spillman/API	$6,800	$10,200	17% of total installation cost
NORCOM CAD/API	$10,200	$13,600	17% of total installation cost
Locution	$8,564	$8,564	quoted price
Interoperability Solution	$85,000	$204,000	17% of total installation cost
Interface Maintenance Costs*	$50,000	$100,000	
Total	$169,664	$345,464	
*Items and Costs have not been identified			

Ongoing Costs- Combined (Staffing and Technology)

Total Annualized Costs, Beginning 2017			
Item	Min Cost	Max Cost	Notes
Salaries at Current Staffing Levels	$1,849,504	$1,849,504	
Salaries Additional Staffing	$1,399,016	$1,399,016	
IT/IS Personnel*	$287,885	$287,885	3.5 FTE (+$36,000 on call)
Software Maintenance			
Spillman/Fire Modules	$9,100	$9,100	quoted price
Spillman/API	$6,800	$10,200	17% of total installation cost
NORCOM CAD/API	$10,200	$13,600	17% of total installation cost
Locution	$8,564	$8,564	quoted price
Interoperability Solution	$85,000	$204,000	17% of total installation cost
Interface Maintenance Costs**	$50,000	$100,000	
Total	$3,706,069	$3,881,869	
Fees no longer Paid to NORCOM	-$408,289	-$477,459	Fees for Jan - Jun

*1 IS/GIS Position funded by KCE-911   **Items and Costs have not been identified

Revenue

One time revenue is available that could be used to finance the initial capital costs for this project from the Police budget.

- $4.5 Million CAD replacement fund (PD) – There is a risk in using these funds in the case that Spillman proves long term to be an unviable option for Police/Fire.
- $1,056,905 - Current 911 Escrow Account Balance. This money is available for training and equipment directly relating to the answering and processing of 911 calls.

There are no current ongoing resources allocated in this budget cycle for this project. Revenue for ongoing costs in this project would need to be generated through a voter approved levy (for Police/Fire), grants, or identifying reductions in the budget in other areas to reallocate funding.

Part of these ongoing expenses will be off-set by the existing NORCOM expenses once the Redmond Fire project is up and running in a standalone fashion.

It is important to note that the City of Redmond, if it terminates the contract with NORCOM, will walk away from $75,000 in technology money that was invested at the beginning of the contract with NORCOM (additional sunk costs).

Grants

Several grants have been identified as possibly applying to this project by DELTAWRX:

Byrne Justice Assistance Grants (Byrne/JAG): Funds used through this grant may be used for local initiatives, equipment, technical assistance, and information systems for criminal justice. Applications are due on May 30, 2013; however, Redmond would need to coordinate with the designated state department that handles the funding. Information is available at

https://www.bja.gov/ProgramDetails.aspx?Program_ID=59

State Homeland Security Program (SHSP): This program supports the implementation of state homeland security strategies to build and strengthen preparedness capabilities at all levels.

Urban Area Security Initiate (UASI): Funds from this grant are used particularly to enhance regional preparedness and capabilities in high-threat, high density-areas.

> Note: SHSP and UASI grants are issued every year. The total amount has decreased in the last five years, but money is still available. In California, the jurisdictions are reviewing applications currently for the FY13 grant so this is a good time to contact the appropriate Washington state department that handles homeland security funds to see if Redmond has time to submit an application.

Metropolitan Medical Response System Program (MMRS): Enhance and sustain comprehensive regional mass casualty incident response and preparedness capabilities.

Emergency Management Performance Grants (EMPG): The purpose of EMPG grants is to assist state and local governments in enhancing and sustaining all hazards emergency management capabilities.

Interoperable Emergency Communications Grant Program (IECGP): The goal of the IECG Program is to improve interoperable communications amongst different agencies.

On all of these, there may be grants from prior years (FY10, 11 or 12) that need projects because the planned projects came in under budget. This happens in California every year and people wait to see how much money is available from projects that were planned but either discontinued or under budget.

Assumptions for a Combined Communications Center

Redmond Police and Fire would utilize the same CAD system. While Redmond Fire has specific RMS and King County EMD reporting requirements, both disciplines would operate on the same CAD platform. It is further assumed that Redmond Fire vehicles would operate Spillman Mobile for Fire/EMS.

A Mutual Aid Solution will be identified and implemented. Solutions have been identified that would meet the needs of an Automatic Mutual Aid configuration between NORCOM and Redmond Communications. Cost and time to implement a solution would need to be considered.

The current communications facility in the Public Safety Building will be reconfigured to accommodate the increased work spaces needed. The Redmond Communications Center would be reconfigured from the existing space to facilitate at a minimum four additional consoles, two of which would include Motorola CentraCom radio consoles. All work would be done within the existing floor plan.

All staff will be crossed trained to all disciplines or positions. Existing staff would need EMD certification in addition to training related to Fire/EMS call receiving and radio dispatching.

Aid Calls will potentially require more call processing time than Law Enforcement calls. Due to the nature of many medical calls, call receivers would have less opportunity to place a call on hold while screening additional 9-1-1 calls as they come into the center (current practice at Redmond Police with a few exceptions). Frequently, call receivers will juggle more than one call. The time commitment and inability to easily place a call on hold would impact staffing and call handling. This is likely to increase the number of calls answered by the radio dispatcher.

Existing fire department MDC equipment will support Spillman Mobile. Redmond Fire is currently using the same hardware that Redmond Police uses to run Spillman Mobile.

Current Communications staffing levels will be increased to accommodate EMS/Fire operations. Efforts to hire and train new personnel would begin as soon as a decision is made to move forward. Hiring and training would need to occur in a staggered fashion with the last position(s) off training before the go live date.

Fire Department personnel will assist in creating Response Plans, Recommended Units, and other CAD related data tables. Members of the Redmond Fire department would need to be identified to assist in the initial data upload and ongoing table maintenance.

Fire Department personnel will assist in creating policy and procedures utilized for EMS/Fire call processing and radio dispatching. Members of the Redmond Fire department would need to be identified to assist in or at a minimal be available to consult policy, procedures, and training material development.

The City of Redmond will provide IS and IT services for Redmond Fire and Redmond Police. Support services must be available after hours. The report has included (2.5) FTEs to support the combined center in addition to $36,000 annually to fund on-call status for personnel supporting the center.

A combined center will be able to negotiate a subscription fee for Scope Paging through NORCOM.

The King County E-911 CAD interoperability project is largely undefined at this time in terms of the scope of the project (how it will function between PSAPs) and when the project will be implemented. The team has not considered this as an option for this project.

The King County PSAP consolidation study will not have any immediate impacts on local PSAPs.

Staffing Considerations—Combined Redmond Police and Fire

The complexities associated with a combined center would require a dedicated managerial position and increased supervisory coverage; a full staffing model is described below. The managerial position would report jointly to the Fire and Police Chiefs or their designee and have operational responsibility for the Communications Center.

All Communications staff would be cross trained as call receivers and radio dispatchers for both disciplines.

A combined communications center would require at a minimum one additional radio position and one radio backup/call taker position staffed 24/7.

Staffing formula for one (1) position requires an annual coverage of 8,760 hours (1x24x365). Net Available work hours for ECS staff is 1,548—2,080-326 (average annual hours of leave)-206 (average annual hours of break).

Coverage for one position: 8,760/1,548 = 5.7 ECS

Following standard staffing models, the maximum number of FTEs to staff a combined center is 31. This is based on the following positions staffed during the described hours:

Position	Time Periods Staffed	Annual Staffed Hours
Law Radio 1	24/7/365	8760
Fire Radio 2	24/7/365	8760
Call Receiver 3 / Law Backup	24/7/365	8760
Call Receiver 4 / Fire Backup	24/7/365	8760
Call Receiver 5 (16 hours per day, 260 weekdays)	Mon - Fri 0800 - 0000	4160
	Total Hours Needed	39200
	Average Annual Net Available Hours Per ECS	1548
	ECS Staffing Required	25.32

The complete staffing breakdown would be as follows:

Position	Coverage	Current Number	Required Number
ECS	24/7	14	22
Lead ECS	24/7	2	4
Supervisors	24/7	2	4
Communications Manager	Mon – Fri 0900 - 1700	0.5	1
Total		18.5	31

Call load and CFS distribution will dictate the final number and configuration of staff.

All Communication personnel are subject to immediate call back while on break. During a 10 hour shift, personnel earn 1.25 hours of break time.

Currently, Redmond Communications is supported by a full time CAD administrator (IS employee), a full time GIS/E9-1-1 administrator (IS employee, funded through KC E-911), and third IS employee that assists with a wide range of IS/IT needs for the department (MDC updates, network issues, etc.). A combined center would require IS/IT support 24/7/365.

The table on the next page is a cost comparison of the estimated fees that Redmond Fire will pay to NORCOM vs. the additional staffing and capital costs associated with combining Redmond Fire and Police in the same communications center.

For the purpose of comparison, current salaries and benefits information for existing staff have been projected at 2016 rates. Salaries for new personnel included are as follows:

Manager:	$125,186	(1) position total
Supervisor:	$117,973	(2) additional positions, (4) total
Lead ESC	$107,715	(2) additional positions, (4) total
ESC	$97,713	(8) additional positions, (22) total
IS/IT	$100,754	(1.5) additional position, (2.5) total,
		1GIS/IT position currently funded by KC-E911

Estimated Cost Comparison Fire costs at NORCOM and Redmond*

Cost Comparison Redmond Fire Communications All existing agencies remain with NORCOM			
	NORCOM-Fees Redmond Fire *	Additional Redmond Staffing Costs	Difference
2017	$816,578	$1,658,458	$841,880
2018	$858,526	$1,708,212	$849,686
2019	$903,709	$1,759,458	$855,749
2020	$952,435	$1,812,242	$859,807
2021	$1,005,049	$1,866,609	$861,560
2022	$1,061,928	$1,922,607	$860,679
2023	$1,123,487	$1,980,286	$856,799
2024	$1,190,187	$2,039,694	$849,507
2025	$1,262,535	$2,100,885	$838,350
2026	$1,341,090	$2,163,912	$822,822
2027	$1,426,469	$2,228,829	$802,360
2028	$1,519,355	$2,295,694	$776,339
2029	$1,526,778	$2,364,565	$837,786
2030	$1,588,741	$2,435,501	$846,761
2031	$1,655,436	$2,508,567	$853,131
Total	$18,232,302	$30,845,518	$12,613,215

Additional Salary Costs 2014-2017 (Ramp-Up)	$4,149,079
Capital Expenditures /one-time cost (1.5 2.8M)	$2,831,596
Cost Difference NORCOM and Redmond	$12,613,215
Total	$19,593,890
Annualized Costs (15 Years)	$1,306,259
3% annual increase for Redmond costs.	
*Costs provided by NORCOM 2014-2028 (2029 --2031 projected)	

The team feels that there are a number of uncertainties regarding future payments to NORCOM that should be considered. These factors were outlined earlier in the report on page 8. The following tables include an additional 20% on top of the projected costs provided by NORCOM.

	NORCOM-Fees	Redmond Fire *	Risk Factor +20%	Addt'l Redmond Cost	Difference	Diff/Risk

Cost Comparison Redmond Fire Communications +20% Risk Factor

All existing agencies remain with NORCOM

	NORCOM-Fees	Redmond Fire *	Risk Factor +20%	Addt'l Redmond Cost	Difference	Diff/Risk
2017	$816,578		$979,894	$1,658,458	$841,880	$678,564
2018	$858,526		$1,030,231	$1,708,212	$849,686	$677,981
2019	$903,709		$1,084,451	$1,759,458	$855,749	$675,007
2020	$952,435		$1,142,922	$1,812,242	$859,807	$669,320
2021	$1,005,049		$1,206,059	$1,866,609	$861,560	$660,550
2022	$1,061,928		$1,274,314	$1,922,607	$860,679	$648,294
2023	$1,123,487		$1,348,184	$1,980,286	$856,799	$632,101
2024	$1,190,187		$1,428,224	$2,039,694	$849,507	$611,470
2025	$1,262,535		$1,515,042	$2,100,885	$838,350	$585,843
2026	$1,341,090		$1,609,308	$2,163,912	$822,822	$554,604
2027	$1,426,469		$1,711,763	$2,228,829	$802,360	$517,066
2028	$1,519,355		$1,823,226	$2,295,694	$776,339	$472,468
2029	$1,526,778		$1,832,134	$2,364,565	$837,786	$532,431
2030	$1,588,741		$1,906,489	$2,435,501	$846,761	$529,013
2031	$1,655,436		$1,986,523	$2,508,567	$853,131	$522,044
Total	$18,232,302		$21,878,763	$30,845,518	$12,613,215	$8,966,755

Additional Salary Costs 2014-2017 (Ramp-Up)	$4,149,079	$3,717,915
Capital Expenditures / one-time cost (1.5 - 2.8 M)	$2,831,596	$2,831,596
Cost Difference NORCOM and Redmond	$12,613,215	$8,966,755
Total	$19,593,890	$15,516,266
Annualized Costs (15 Years)	$1,306,259	$1,034,418

3% annual increase for Redmond costs.

*Costs provided by NORCOM 2014-2028 (2029-2030 projected)

Estimated Cost Comparison Fire costs at NORCOM and Redmond*

Cost Comparison Redmond Fire Communications, IF EF&R, Duvall and Snoqualmie Pass Fire Departments Leave NORCOM			
	NORCOM-Fees Redmond Fire *	Add'l Redmond Staffing Costs	Difference
2017	$954,918	$1,658,458	$703,540
2018	$1,003,973	$1,708,212	$704,239
2019	$1,056,810	$1,759,458	$702,648
2020	$1,113,792	$1,812,242	$698,450
2021	$1,157,320	$1,866,609	$709,289
2022	$1,241,834	$1,922,607	$680,773
2023	$1,313,823	$1,980,286	$666,463
2024	$1,391,823	$2,039,694	$647,871
2025	$1,476,427	$2,100,885	$624,458
2026	$1,568,291	$2,163,912	$595,621
2027	$1,668,135	$2,228,829	$560,694
2028	$1,776,757	$2,295,694	$518,937
2029	$1,791,842	$2,364,565	$572,723
2030	$1,865,921	$2,435,501	$569,580
2031	$1,940,001	$2,508,567	$568,566
Total	$21,321,667	$30,845,518	$9,523,851
Additional Salary Costs 2014-2017 (Ramp Up)		$4,149,079	
Capital Expenditures / one-time cost (1.5 - 2.8 M)		$2,831,596	
Cost Difference NORCOM and Redmond		$9,523,851	
	Total	$16,504,526	
	Annualized Costs (15 Years)	$1,100,302	
Assumes a 3% annual increase for Redmond costs.			
*Costs provided by NORCOM 2017-2028 (2029 -- 2031 projected)			

Cost Comparison Redmond Fire Communications , If EF&R, Duvall and Snoqualmie Pass Fire Departments Leave NORCOM +20% Risk Factor					
	NORCOM-Fees Redmond Fire *	Risk Factor +20%	Addt'l Redmond Cost	Difference	Diff/Risk
2017	$954,918	$1,145,902	$1,658,561	$703,643	$512,659
2018	$1,003,973	$1,204,768	$1,708,318	$704,345	$503,550
2019	$1,056,810	$1,268,172	$1,759,567	$702,757	$491,395
2020	$1,113,792	$1,336,550	$1,812,354	$698,562	$475,804
2021	$1,157,320	$1,388,784	$1,866,725	$709,405	$477,941
2022	$1,241,834	$1,490,201	$1,922,727	$680,893	$432,526
2023	$1,313,823	$1,576,588	$1,980,409	$666,586	$403,821
2024	$1,391,823	$1,670,188	$2,039,821	$647,998	$369,633
2025	$1,476,427	$1,771,712	$2,101,015	$624,588	$329,303
2026	$1,568,291	$1,881,949	$2,164,046	$595,755	$282,097
2027	$1,668,135	$2,001,762	$2,228,967	$560,832	$227,205
2028	$1,776,757	$2,132,108	$2,295,836	$519,079	$163,728
2029	$1,791,842	$2,150,210	$2,364,711	$572,870	$214,501
2030	$1,865,921	$2,239,105	$2,435,653	$569,732	$196,547
2031	$1,940,001	$2,328,001	$2,508,722	$568,722	$180,721
Total	$21,321,667	$25,586,000	$30,847,433	$9,525,767	$5,261,433

Additional Salary Costs 2014-2017 (Ramp-Up)	$4,149,079	$3,717,915
Capital Expenditures / one-time cost (1.5 - 2.8 M)	$2,831,596	$2,831,596
Cost Difference NORCOM and Redmond	$9,525,767	$5,261,433
Total	$16,506,442	$11,810,944
Annualized Costs (15 Years)	$1,100,429	$787,396
3% annual increase for Redmond costs.		
*Costs provided by NORCOM 2014-2028 (2029--2031 projected)		

The following costs are not detailed in this study and are assumed to be current on-going costs paid by the City of Redmond for services used by Redmond Fire. It is assumed that these costs will not change if this project were to move forward:

- Cellular costs associated with Fire department vehicles--MDCs
- Subscription fees paid for Fire RMS, patient records, First Watch, etc.

PSAP Revenue Distribution

The ongoing King County E-911 study on PSAP consolidation could negatively impact 911 revenue distributions for county PSAPs. 2013 projected revenue for Redmond is $376,837. Current funding distribution is based on the number of wireline and VOIP connections within the PSAP's jurisdiction and the number of cellular 9-1-1 that terminate with each PSAP. Possible future models could reduce funding to many of smaller PSAPs. Several models have been discussed at the PSAP director's meeting and possibilities range from the status quo to percentage based funding model. Potential funding models for the Redmond PSAP have ranged from the current level to as low as $57,000 annually. Some clarity on this issue is expected later this year.

2013 PROJECTED PSAP REVENUE DISTRIBUTION

PSAP	PSAP REVENUE DISTRIBUTION					E-911 FTE SUPPORT			PSAP EQUIPMENT SUPPORT	TOTAL
	ANNUAL WIRELINE	ANNUAL WIRELESS	ANNUAL VOIP	OPTION C	TOTAL ANNUAL	GIS CAD SUPPORT	IT SYSTEM SPECIALIST	PBX/VIPER ADMIN SUPPORT		
Bothell PD	$93,161	$14,375	$3,797		$111,333	$63,000	$63,000		$28,560	$265,893
Enumclaw PD	$8,063	$4,355	$787		$13,205	$63,000	$63,000	·	$6,630	$145,835
Issaquah PD	$35,860	$11,094	$2,160		$49,114	$63,000	$63,000		$15,810	$190,924
King County Sheriff	$205,795	$520,460	$44,662	$168,524	$939,441	$126,000	$126,000	$126,000	$724,500	$2,041,941
NORCOM	$460,085	$197,026	$26,939		$684,050	$126,000	$126,000	$126,000	$362,250	$1,424,300
Port of Seattle PD	$8,275	$3,811	$142		$12,228	$63,000	$63,000		$15,810	$154,038
Redmond PD	$200,128	$18,605	$3,544		$222,277	$63,000	$63,000		$28,560	$376,837
Seattle PD	$595,305	$749,520	$43,296	$91,861	$1,479,982	$126,000	$126,000	$126,000	$724,500	$2,582,482
Univ. of WA. PD	$48,913	$778	$9		$49,700	$63,000	$63,000		$6,630	$182,330
Valley Com	$454,631	$599,172	$64,154	$125,313	$1,243,270	$126,000	$126,000	$126,000	$724,500	$2,345,770
WA State Patrol	$0	$492,693	$0	$204,918	$697,611	$126,000	$126,000			$949,611
Seattle FD	$189,785	$88,111	$10,509		$288,405	$126,000	$126,000	$126,000	$362,250	$1,028,655
TOTALS	$2,300,000	$2,700,000	$200,000	$590,616	$5,790,616	$1,134,000	$1,134,000	$630,000	$3,000,000	$11,688,616

Possible Funding Model:

2013 PSAP REVENUE DISTRIBUTION
OPTION C
(REVENUE BASED ON 911 CALL VOLUME)

PSAP	911 CALLS	%	REVENUE
Bothell PD	15,205	0.8%	$41,676
Enumclaw PD	4,713	0.2%	$12,918
Issaquah PD	11,230	0.6%	$30,781
King County Sheriff	342,866	18.1%	$939,784
NORCOM	156,216	8.2%	$428,183
Port of Seattle PD	8,124	0.4%	$22,268
Redmond PD	20,540	1.1%	$56,299
Seattle PD	531,653	28.0%	$1,457,243
Univ. of WA. PD	3,610	0.2%	$9,895
Valley Com	459,783	24.2%	$1,260,250
WA State Patrol	254,415	13.4%	$697,343
Seattle FD	88,786	4.7%	$243,359
TOTAL	1,897,141	100.0%	$5,200,000

Sourced King County PSAP meeting exhibit Dec 2012, *2013 PSAP Revenue Distribution.*

Outstanding Issues/Concerns

The following are outstanding questions that the team has yet to find a solution for:

1. **Automated Voice Dispatching.** Locution is the current system used by NORCOM to dispatch an initial Fire or EMS call. The team has yet to determine the best path forward regarding Locution. The possible options are (option a has been budgeted for):
   a. Purchase a stand-alone system for Redmond Communications. This would require Redmond Fire units to operate on an initial talk group that is different from the rest of fire Zone1. This has potential drawbacks for Redmond Fire as they would not readily hear CFS for the rest of the Zone. Setting radios to scan mode may be a viable option.
   b. Use the CAD-to-CAD interoperability solution to push Locution data from Redmond's CAD across to NORCOM's CAD, then to Locution. This solution would depend upon the availability of NORCOM's CAD. It is still unclear if Locution would support such a connection.
2. **Fire Station Alerting.** The current system used by Redmond Fire is owned by NORCOM. A combined Redmond PSAP would need to either purchase existing equipment from NORCOM or consider purchasing and configuring a system to meet the needs of Redmond Fire. Initial conversations with NORCOM indicate a willingness to work with the project team to locate solutions on this topic.
3. **Personnel Paging.** Investigation into the current system used at NORCOM would be needed and solutions then explored. Hiplink, a Spillman partner, will provide email and text alerting to cellular devices.
4. **9-1-1 Logistics.** While these items are not expected to present significant difficulties, a determination from King County E-911 would be needed regarding:
   a. Retuning of local cell towers
   b. Number of and configuration of additional 911 trunk lines
   c. Number of Positron positions
   d. Backroom support equipment
   e. ESN updating

Next Steps (Short-term)

Conduct a More Detailed Cost Analysis

With the approval of City Leadership, the team should attempt to firm up cost estimates. This could be accomplished with a request for information and pricing made letter available to interoperability vendors generally and specifically to Spillman Technologies, New World and potentially TriTech CAD vendors. The team has completed a Request for Information (RFI) and are awaiting responses. (RFI is attached)

Informational Meetings with the following companies: (CAD-to-CAD) solution

Meetings will be held to discuss the feasibility of an automatic mutual aid with the intent of determining a "best" direction for Redmond while attempting to identify potential costs and time lines:

Microsoft Through the city's contact with Microsoft, the project group will meet with Microsoft's Justice and Public Safety Solutions group. **[Pending]**

FATPOT This company has come up in both research and conversations with other PSAPs. The will provide a WEB based informational meeting for the team. **[Complete]**

ThinkStream This company partnered with San Diego County to provide a county wide CAD-to-CAD interface. The project's intent was to create an automatic mutual aid system between 58 Fire/EMS and 10 Law Enforcement Systems. **[Complete]**

Emerging Digital Concepts (EDC) This company provided a CAD to CAD solution involving three CAD systems Virginia—National Capital Region Interoperability Program (NCRIP). The project group has been in contact with one of the customers, Fairfax County VA. The solution described by the customer seems to fit nicely with our demands. **[Complete]**

Program and Test Spillman Fire Modules Redmond Communications stay will need to begin programming and testing the Spillman fire modules. All but the AVL and routing systems will be made available. Redmond Fire will be included in this process. The team has done some limited tested and have identified issues relating to cross-staffing. Spillman will have to create a fix in order to meet the requirements of the project. **[On-going]**

Communicate with CAD and Integrator Vendors

Formal communications with Spillman Technologies and New World (and possibly TriTech) regarding their availability, commitment, and time required to create an API or write an interface directly to New World should take place prior to a final report submission. [On-going]

Communicate with NORCOM

Formal communications with NORCOM should take place regarding their support of interoperability solution. NORCOM was supportive of our efforts on this project, but made it clear that this project would not be one of their technical priorities. [Complete]

Communication Infrastructure

The group will need to determine if the existing connection between NORCOM and Redmond will support a CAD-to-CAD connection. Substantial costs are associated with building a new connection between the two Communication Centers. A current connection exists between the two centers that allow each PSAP to connect and operate in a fully functional capacity from their backup locations (NORCOM at the Redmond backup space on the 2nd floor of the Public Safety Building and Redmond from a designated work pod in NORCOM's facility). This and other options should be explored; for example, would a VPN using the internet provide a reliable and secure connection. [On-going]

Fire Call Load Distributions

To better understand staffing needs for a combined center, the team will need to analyze both overall and distributed 9-1-1 calls and calls for service (CFS). [Pending-911 call data not available]

EMD/King County Criteria Based Dispatch (CBD)

A determination will need to be made as to the form and function of the CBD in a combined center. Would Communications personnel use flip charts, an integrated software solution, etc. [On-going]

Study Review

DELTAWRX will review the group's findings and recommendations and will provide feedback prior to a formal presentation of the study. [On-going]

Next Steps (Long-term Redmond Police and Fire)

Designate a Project Manager/Consultant.

Identify revenue sources for project.

Conduct a CAD needs assessment.

Hire a consultant to assist with project planning and oversight.

Formalize a project time line.

Identify subject matter experts needed for the project team. Identify the needs of the stakeholders, agree to what is expected.

Create a CAD-to-CAD RFP for interoperability.

Determine ongoing maintenance costs for CAD-to-CAD and other systems.

Hire a vendor to build and test automatic mutual aid between CAD systems.

Formalize a contract with NORCOM. Technical assistance and personnel from NORCOM would be needed to facilitate and test an interoperability solution that connects to NORCOM's CAD. Work should begin early with NORCOM to create a Mutual Agreement covering the CAD interoperability connection.

Train existing staff (EMD) and hire additional personnel.

Total Costs Projected 15 years

Total 15 year Cost-All Existing Agencies Remain with NORCOM			
Item	**Min Cost**	**Max Cost**	**Notes**
Capital Costs	$1,670,645	$2,831,596	
Unfunded Salary 2014-2017	$4,149,079	$4,149,079	Staffing to support the project and transition
Additional Salary (Fire Operations)	$30,845,518	$30,845,518	
Software Maintenance	$2,544,960	$5,181,960	
Subtotal	$39,210,202	$43,008,153	
Fees Paid to NORCOM	$18,232,302	$21,878,763	20% Risk Factor NORCOM
Total Additional Costs	$20,977,900	$21,129,390	

Total 15 year Cost +20% Risk Factor			
EF&R, Duvall, and Snoqualmie Fire Exits NORCOM			
Item	**Min Cost**	**Max Cost**	**Notes**
Capital Costs	$1,670,645	$2,831,596	
Unfunded Salary 2014-2017	$4,149,079	$4,149,079	Staffing to support the project and transition
Additional Salary (Fire Operations)	$30,845,518	$30,845,518	
Software Maintenance	$2,544,960	$5,181,960	
Subtotal	$39,210,202	$43,008,153	
Fees Paid to NORCOM	$21,321,667	$25,586,000	20% Risk Factor NORCOM
Total Additional Costs	$17,888,535	$17,422,153	

Existing staffing level costs projected for the same period: $33,396,857. A combined Communications operating expense would be between $57,102,567 and $64,137,543 for the 15 year projection.

Conclusion

The project team's analysis indicates that this project is technically feasible but there are a number of variables that can influence whether that pursuit should be made. Based on the evaluation criteria, (risk, implementation time-line, cost, governance and control and service and level of safety) the team wishes to continue to our efforts to bring a more complete picture to City policy makers.

Risk

Within the last few years a number of CAD-to-CAD interoperability projects have been successfully implemented. San Diego County implemented a solution that connected 10 law enforcement and 58 fire agencies together: http://goo.gl/pQ8rg. The National Capital Region Interoperability Program (NCRIP) connected together PSAPs from Fairfax County, Arlington County, and the City of Alexandria VA for the purposes of providing automatic mutual aid across the various PSAPS. Undoubtedly, both projects had a number of challenges to overcome, but in both cases the interoperability solution remains in place. It is reassuring to know that other agencies have faced similar projects and successfully located solutions.

A continued automatic mutual aid response is imperative to the success of this project and the continued safety of the citizens served by the system. The success other agencies have experienced implementing a working CAD-to-CAD informational exchange provides the team with a level of cautious optimism. If this project moves forward, firm commitments regarding costs and time-lines would need to be made.

Implementation Time-Line

Should this project move forward, a reliable time-line for implementation will need to be developed. All involved parties would need to participate in planning. Strong leadership is essential to maintaining a project schedule. Early investigations lead the team to believe that 48 to 60 months would be required to complete the project. This estimated time-line will have direct implications on Redmond Fire and NORCOM beyond the expiration of the current contract for services with NORCOM.

Cost

The project team has made an attempt to articulate known costs associated with this project.

Governance

It is the position of the team that a combined communication center will benefit the City of Redmond and the Redmond Fire Department. Operational decisions, directions, costs, and planning become more centralized for the fire department. The City also benefits as there is more control and planning available to City leaders and policy makers. The team envisions an active partnership between leadership at both Redmond Police and Fire to meet the needs of the citizens and first responders. A specific command structure for a new communications center has yet to be explored.

Service Level and Safety

Should the City of Redmond move to combine emergency communications services in a single PSAP, it is believed that services provided to the citizens of Redmond, Fire District 34, and Fire Department personnel will increase. The elimination of the need to transfer 9-1-1 calls to NORCOM for Fire/EMS responses will decrease the time needed to process a call and expedite both dispatch and arrival times. A smaller center provides all stakeholders the opportunity to be directly involved with the day-to-day functioning of the center and the delivery of service. Generally, a smaller center is more nimble and responsive to the needs of both the community and first responders. The staffing models used in this study should ensure a continued level of high service to police personnel even as other duties are added to the center.

Appendix A

King County PSAP Consolidation Study

In the spring of 2012, the King County E9-1-1 Office hired GeoComm Inc. to conduct a study to assess whether the current PSAP structure provides the most efficient and effective emergency communications services possible and to study goals focused on the potential for service improvements as well as cost savings that might be realized if a more consolidated approach to 9-1-1 service delivery was considered in the region. In early March of this year, GeoComm delivered a Draft Final Recommendations Report to King County E9-1-1 and the PSAPs. The PSAP director's group which has been an active participant throughout this process has substantial concerns regarding the content and competency of the data and direction as it is reported by GeoComm.

The PSAP directors met on March 13 to discuss the latest draft of the report. The group requested more time to go through the document in its entirety as the report continues to have inconsistencies and fails to consider industry norms with regards to PSAP staffing. The group will meet again in April with the intent of discussing the report and delivering to GeoComm a list of errors, omissions, inconsistencies, etc. A follow up meeting with GeoComm has been set for May / June 2013 to discuss the group's concerns with GeoComm.

Early discussions indicate that the group may wish to reject the report or at best use some of the data within the report to begin discussions as a group on a direction forward for the county's PSAPs.

Highlights from the Draft Final Recommendations Report

GeoComm's recommended model (*The Optimum Model*) calls for the consolidation of twelve primary PSAPs to five. The operational structure is as follows

- The University of Washington and Port of Seattle PSAPs remain as independent PSAPs
- Valley Com and Enumclaw are consolidated
- Seattle Police and Seattle Fire are consolidated
- King County Sheriff, NORCOM, Bothell, Issaquah, and Redmond are consolidated
- The Washington State Patrol (Bellevue) is relegated to a secondary PSAP

GeoComm also offered an alternate model (*Model B*). This model would reduce the primary PSAPs from twelve to six. The operational structure is as follows:

- The University of Washington and Port of Seattle PSAPs remain as independent PSAPs
- Valley Com and Enumclaw are consolidated
- Seattle Police and Seattle Fire are consolidated
- King County Sheriff and NORCOM are consolidated
- Bothell, Issaquah, and Redmond are consolidated
- The Washington State Patrol (Bellevue) is relegated to a secondary PSAP

GeoComm explains their rationale for proposing a second option,

> During its discussions with officials in the cities of Issaquah, Bothell, and Redmond, GeoComm became aware that each has a similar philosophy in the responsive customer service that is both expected and provided in their city.[9]

Both models fail to account for the costs of radio dispatching and other duties that are performed by PSAPS personnel. GeoComm describes these duties as "leave behind" duties and once factored in to the total operating costs it appears that agencies would ultimately need to spend additional revenues for the same level of service (New facilities, additional administrative costs, etc.). For example, a combined Bothell, Issaquah and Redmond PSAP (Model B) would require at least 4, possibly 5 radio talk groups (these functions are not discussed in the GeoComm report). Using GeoComm's staffing model suggestions; this would increase staffing and negate any staffing savings proposed in the report. Factoring in the administrative overhead, call taking and radio positions, and a new facility, it is likely to cost all three cities will see an increase in costs.

The group is highly disappointed that the report delivered by GeoComm failed to seriously consider or offer any substantive direction on the possibility of virtual consolidation. KCE-911's 2013 budget calls for "45.9% of the budget or $12,905,975 to be allocated to 9-1-1 PSAP CPE Equipment, Network, and Database."[10] It is feasible for the county to realize substantial savings by consolidating portions of the E-911 equipment.

The King County E9-1-1 Office has suggested and the PSAPS director's group has agreed that the directors are in the best position to create a path forward. A professional facilitator will be hired by the King County E9-1-1 Office to assist the team. A tentative schedule has been created with 8-12 months of work before a decision point is reached. More information will be available on this process and those involved within the next few weeks.

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[9] Draft Final Recommendations Report, GeoComm March 2013, pg. 7-1.
[10] Ibid pg. 2-8

Appendix B SDUA and Thinkstream

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Thinkstream and San Diego Urban Area (SDUA) Partner to Provide Region's Public Safety Agencies with CAD Interoperability Solution

Multi-Jurisdictional System will provide rapid and effective emergency response

Baton Rouge, LA, Sept. 16, 2009 - Thinkstream Inc., a leading provider of criminal justice and public safety solutions, announced its partnership with the San Diego Urban Area (SDUA) to implement a Computer Aided Dispatch (CAD) system that will provide the region's public safety agencies the ability to share and manage data and resources during day-to-day operations, large-scale events and critical incidents.

The new system is a product of the Regional CAD Interoperability Project (RCIP), intended to strengthen interoperable communications capabilities as an Urban Area Security Initiative (UASI), Department of Homeland Security (DHS) funded activity for the regional, local and territory interest of the San Diego area.

The RCIP committee worked with emergency response agencies across the San Diego region to research the benefits of sharing information between disparate CAD systems during daily operations, and when responding to critical incidents such as the devastating wildfires that have plagued California.

Dispatchers throughout the region operate with different types of systems which prohibit instant routing and communication in neighboring jurisdictions. Inter- connected CAD systems permits automated emergency response and eliminate the need to make time-consuming phone calls to locate and dispatch the closest resources, reducing response time and potentially saving lives.

What is now a statewide success story began with the integration of a mere half-dozen local law enforcement agency information systems. But once officers and deputies began using the network, the benefits of instantly having a regional criminal profile of suspects quickly became apparent. Thinkstream was soon adding law enforcement agencies from surrounding parishes, responding to a chorus of demand from around the state. Today, LACCIE encompasses nearly every law enforcement agency in Louisiana.

"...We have learned over time that a coordinated response and information sharing are the keys to public safety both during times of emergencies, and in every day responses. Unified radio and data systems are already in place. The next logical step is to provide Computer Aided Dispatch (CAD) Systems interoperability, in real time. This can save minutes on responses when a rapid response is needed the most...."

Thomas Zoll, Chief of Police, Carlsbad, CA.

Thinkstream was chosen based on its capabilities and excellent track record in CAD interoperability and statewide integrated justice (ICJIS) implementation and because the company provides the flexibility to accommodate the dynamic interoperability requirements and expected growth in the region.

"This is a truly exciting time for San Diego County with the advent of our CAD to CAD connection project. This is the next step in our overall challenge to improve our interoperability in our region. Keeping all the stakeholders informed and creating an effective communication between our contractor and all our communications centers will be key to our success.

One of the many values of this project to the San Diego region will be a near seamless ability to back each other up should any of our dispatch centers go down without interrupting services to our citizens."

August Ghio,
Fire Chief of San Miguel Fire Protection District and President of the San Diego Fire Chiefs Association.

Thinkstream President and CEO Barry Bellue said the new system will support the seamless exchange of information between multi CAD, Mobile Data Computers (MDC's), Geographic (GIS), and Records Management (RMS) applications regardless of the manufacturer.

"Information on an incident can be automatically transferred between dispatch centers regardless of the jurisdiction of the originating call or responder. This will dramatically improve coordination among the participating agencies, increase personnel efficiency and enhance response time and mutual aid," Bellue said.

Other key benefits include a customizable CAD system that allows each agency to keep its own response procedures and a GIS-based regional map interface that will help responders visualize and locate the incident scene, he said.

"We're excited about our partnership with the San Diego Urban Area and look forward to helping its public safety agencies and first responders reach their communications and interoperability goals today and in the future," Bellue said.

About Thinkstream

Thinkstream Inc., a leading software development company based in Baton Rouge, Louisiana, specializes in criminal justice applications that tie agencies together securely giving them the ability to rapidly share critical information across organizational, agency and geographic boundaries. The company has linked over 150 agencies in eight regions of the state of Louisiana, making it the largest civil and criminal information network in the nation. The company also operates systems in California, Florida and Texas.

CEO Barry Bellue, who also founded Fifth Generation Systems, a national top 20 software company acquired by Symantec, established Thinkstream over ten years ago. Mr. Bellue heads a team of engineers with over 60 years combined experience in designing Web-based integrated information networks for businesses and criminal justice agencies across the nation.

Thinkstream Inc. is an active member of the Internet Working Group for Justice Integration Committee. Established by the U.S. Department of Justice, committee members contribute their knowledge and experience to promote and implement integrated information systems (IJIS) throughout the country.

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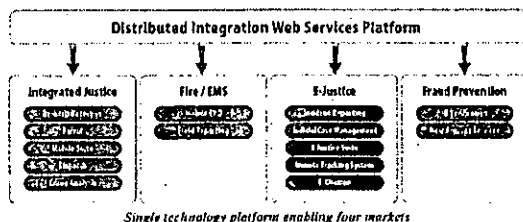**THINKSTREAM**

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Thinkstream Data Interoperability

Thinkstream Data Interoperability is an advanced Services-Orientated Architecture with managed web services for infrastructure, communication and information integration applications. The technology offers the benefits of being the least intrusive method for integration with any system while offering the highest level of coordination and rapid application development in the overall network. These services are inherent and accessible throughout each component and allow agencies to function autonomously. Thinkstream Web Services, based on industry standards for XML and HTTP, are platform and language independent and compatible with virtually any number of systems including Microsoft's .NET and Sun's J2EE. These services are best suited to operate through firewalls and enable integration without sacrificing security or requiring extensive modifications to existing systems. Thinkstream's services are advanced to coordinate support for a large real time network with needs to scale to thousands of systems and manage a diverse set of sources and users.

The architectural philosophy is best described as an Enterprise Service Bus (ESB) as opposed to a traditional "hub and spoke". Thinkstream is able to connect sites that are not directly connected to any central hub and we offer very advanced functionality in terms of routing information. The platform is ideally suited to tie together data and users across organizational boundaries and resolves the technical difficulties associated with routing communication, searching and updating multiple systems, mapping and translating data from disparate sources, security, and user management.

The Thinkstream solution enables real time execution of searches and messages without requiring centralized aggregation of information. It is component based and Thinkstream has focused its applications and solutions to provide wide scale integrated criminal justice systems supporting hundreds of agencies and thousands of data sources.

**Thinkstream Data Interoperability enables the entry into
several different markets:**

Single technology platform enabling four markets

Thinkstream provides a web services based platform for integration and organization of dissimilar systems. It is an advanced Service-Oriented Architecture enabling a rich set of coordinated and managed services. The architectural philosophy is best described as an Enterprise Service Bus (ESB) as opposed to a traditional "hub and spoke".

Thinkstream is able to connect sites that are not directly connected to any central hub and offers very advanced functionality in terms of routing information. The platform is ideally suited to tie together data and users across organizational boundaries and resolves the technical difficulties associated with routing communication, searching and updating multiple systems, mapping and translating data from disparate sources, security, and user management. The Thinkstream solution enables real time execution of searches and messages without requiring centralized aggregation of information. It is component based and Thinkstream has focused its applications and solutions to provide wide scale integrated criminal justice systems supporting hundreds of agencies and thousands of data sources. All of the components are reusable "off the shelf" components which support XML standards for Justice integration and in production across a number of Thinkstream projects documented elsewhere in this proposal.

Message Infrastructure 🗙

The Thinkstream Director is a services manager component that provides for overall network security, management and reporting. It is an "umbrella" over the entire network and enables management of the entire distributed network. Also, it includes the web-based network management tools for network monitoring and tuning, user administration and security management.

The Thinkstream Gateway is the application server and web server for Thinkstream networks. It provides a JavaScript/J2EE programming access and enables web-based applications, such as the Thinkstream ICJIS applications for Desktop, Mobile, PDA, and Dispatch uses.

Integration Broker

The Thinkstream Regional Manager is a flexible tool designed to route information for the purposes of a managed workflow. Routes are programmatically determined and users are provided a number of management applications to receive and approve data or search for

records. Working in concert with the "In-Boxes" to import and export documents, or for other virtual case management as included with Thinkstream E-Justice Integrated Management Systems (EJCMS). Built entirely with Thinkstream technology, EJCMS manages all document transmission, receiving, approval, routing, workflow, external attachments and reporting throughout the entire criminal justice process.

CJIS Query Portal

Desktop ICJIS Application: Desktop ICJIS allows any authenticated user to search all of the databases in the criminal Justice Network simultaneously for criminal data. Patrol ICJIS Application: Patrol ICJIS allows any authenticated user to do a targeted search for a vehicle, driver's license or person. Data is quickly brought into an easy to read and summarized view. The mobile applications support wireless connections to PDAs and laptops.

Dispatch Application: Dispatch is a tool that helps command centers delivers high-impact criminal justice information to the field. With an easy to use web interface, entering a name, a DL or a license plate gives a complete summary of the individual and vehicle. This consolidated view includes warrants, violent criminal history and stolen vehicle status.

Each of the applications features support for "single sign-on" to allow users context sensitive federated searches across all of the data sources, aggregation of search results, matching algorithms for persons from distributed records, and messaging and alerting support.

Application Adapters

The Thinkstream Integrator is a services manager component that provides for regional and/or local agency data routing, user and group management, user authentication and management of the distributed network. It includes the web-based network management tools for network monitoring and tuning, user administration and security management across a distributed environment. Each Thinkstream Integrator fully supports data exchanges with push, pull, publish and subscribe features and is capable of local policy enforcements at any given level (i.e. for an end agency and data source).

Thinkstream Providers are attached to each data source. The Providers translate data from the back-end source to an XML format that is understood by all parties on the network and provide them as a service to the network.

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Appendix C NCRIP and EDC

National Capitol Region Interoperability Program (NCRIP) CAD2CAD

Background

Since the 1970's, Fairfax County, Arlington County, and the City of Alexandria have operated as one department under the Northern Virginia Emergency Services Mutual Response Memorandum of Agreement. To facilitate this agreement, each department maintains a list of the other jurisdiction's units in their respective Computer Aided Dispatch (CAD) systems. With the lack of up to date status information for a NOVA unit, a jurisdiction must assume that it is available in order for their CAD system to recommend it. The dispatcher must then contact the owning jurisdiction, by means of a dedicated ring down phone line, to confirm the actual availability of the NOVA unit. If the NOVA unit is not available, the requesting dispatcher must then hang up the phone, select an alternative NOVA unit from the run card, and repeat the process of contacting the owning jurisdiction(s). If the NOVA unit is available, key incident information must be dictated over the phone in order to make it available to the necessary personnel.

Overview

Emerging Digital Concepts (EDC) was contracted to design and develop the National Capitol Region Interoperability Program (NCRIP) CAD to CAD (CAD2CAD) Exchange. The CAD2CAD Exchange keeps each participating jurisdiction's list of remote, mutual aid units up to date with near real-time status and incident information. In addition, the CAD2CAD Exchange provides the ability to dispatch mutual aid units transparently, as well as transmit critical incident information. The result is a reduction in time from minutes down to a handful of seconds in order to dispatch mutual aid units.

Utilizing a Service Oriented Architecture (SOA) approach, EDC created a foundational platform. This platform supports the CAD2CAD Exchange, for use by all surrounding jurisdictions and agencies, and future exchanges as well. This SOA platform makes it possible to integrate horizontally with neighboring jurisdictions and agencies (for example, regional EOC's). Likewise, it easily facilitates vertical integration with State and Federal agencies.

The CAD2CAD Exchange was created with several key principles. The jurisdictions are the system of record for their units. All messages in and out of the exchange are standards based; they are NIEM 2.0 compliant and leverage the Law Enforcement IT Standards Council (LEITSC) v2.1 IEPDs (http://www.leitsc.org/). The CAD2CAD Exchange is vendor neutral. The CAD systems initiate all activity by making requests, instead of the CAD2CAD Exchange polling them. This leaves the CAD systems largely in control. Unit status information is sent to the CAD2CAD Exchange as a block update for all of a jurisdiction's units, as opposed to being event driven. Unit

status information is submitted to the CAD2CAD Exchange on a periodic, ongoing basis. In the event of a catastrophic failure in either the exchange or a CAD system, both can be immediately brought up to date the next time a CAD system successfully submits its unit status information.

Features

The CAD2CAD Exchange provides the following features:

- Periodic, near real-time status and incident information of remote, mutual aid units.
- Requests for remote, mutual · aid units are typically acknowledged in less than 10 seconds even if more than one remote jurisdiction is to provide units. Once acknowledged, remote, mutual aid units can be dispatched in their local jurisdiction(s) with full incident information.
- Unit, status, and event information is translated into the native CAD system vernacular so that a local operator is not required to interpret another jurisdiction's unit identifiers, unit statuses, or event type codes.
- Scalable architecture designed to accommodate all 21 NCR jurisdictions by simply adding new information to the underlying, supporting database.
- Standards based messages: NIEM 2.0 compliant, LEITSC IEPD version 2.1.
- CAD system vendor neutral.
- Web service enabled Command and Control functionality to modify the operational behavior of any given jurisdiction.
- Service Oriented Architecture (SOA) based solution that provides ability to integrate in horizontal (neighboring jurisdictions and local agencies) and vertical (State and Federal agencies) exchanges.

How It Works

The CAD2CAD Exchange is currently comprised of two major operations that function independently: Unit Status Update (USU) and Request for Resource with Incident Information (RZI2). Each of these exchange functions is described below.

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National Capitol Region Interoperability Program (NCRIP) CAD2CAD

Unit Status Update (USU)

In step 1 of *Figure 1 - Unit Status Update Message Flow*, the CAD system submits its request with all of the jurisdiction's local unit status and incident information. In step 2, the CAD2CAD Exchange returns the status and remote incident information for all of the remote, mutual aid units used by the submitting jurisdiction.
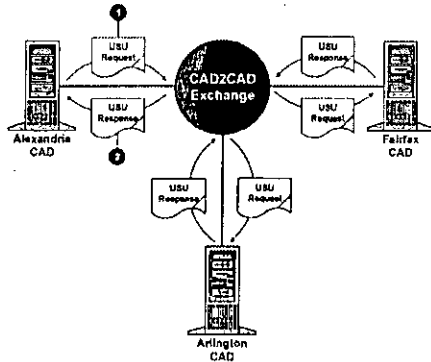

Figure 1 - Unit Status Update Message Flow

Request for Resource with Incident Information (R2I2)

In step 1 of *Figure 2 - Request for Resource Message Flow*, the CAD system submits its initial R2I2 message. The CAD2CAD Exchange inspects this request and determines which jurisdictions own the requested units. In steps 2a and 2b, the CAD2CAD Exchange forwards an R2I2 request to each jurisdiction that owns the units from the originating R2I2 request. These remote CAD systems then determine if the requested units are available, and return their responses back to the CAD2CAD Exchange in steps 3a and 3b. Finally in step 4, once the CAD2CAD Exchange has received all of the responses back from the remote CAD systems, it aggregates the information and returns it to the original, requesting CAD system.
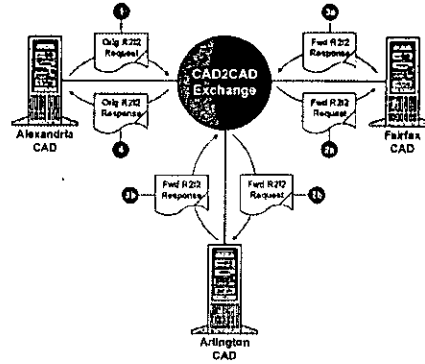

Figure 2 - Request for Resource Message Flow

Command and Control (CC)

The CAD2CAD Exchange exposes key Command and Control functionality through web services. A separate Command and Control web application was developed to provide access to this functionality. This web application can be deployed into any environment, and has no external dependencies, such as a database. Access to the CC web application and the CC web services which support it based in the exchange are protected by SSL and WS-Security authentication. Furthermore, the CC web services can be integrated into existing applications and portals.

Command and Control functionality encompasses the following features:

*   Jurisdiction summary of operational status mode including heartbeat to determine if a remote CAD system is still sending messages to the CAD2CAD Exchange.
*   Ability to place a jurisdiction into an override mode whereby it can still request remote, mutual aid units, but prevents other jurisdictions from requesting their units.
*   Ability to log off units so that they appear to be out of service to remote jurisdictions. This allows one jurisdiction to log off a given unit (perhaps for maintenance), and the remote jurisdictions won't have to manually update their systems to reflect this change (many CAD systems mark logged off units as available).
*   Ability to filter out remote, mutual aid units ordinarily returned in the Unit Status Update message.
*   Application fault monitoring.

EDC

Emerging Digital Concepts

CAD2CAD Next Generation

Overview

The CAD2CAD Next Generation (NG) Exchange builds upon the success of the NCRIP CAD2CAD Exchange. NG contains several new features including an expanded data model. Positioned on a true Enterprise Service Bus (ESB) backbone, NG is faster, more scalable, more integration ready, and inherently more fault tolerant. It offers significantly increased support for vertical and horizontal exchanges and integrations.

Enhanced Features

NG incorporates new features that expand the base CAD2CAD capabilities. These features are each detailed below:

- AVL and Extended Location Support
- Expanded Data Model
- Broadcast and Targeted Notification
- Expanded Command & Control Console
- Future Expandability
- Pure Enterprise Service Bus (ESB) Solution

AVL and Extended Location Support

The NCRIP CAD2CAD Exchange currently does not incorporate AVL information in Unit Status Update and it is currently limited to street address locations for incidents. The LEITSC message schemas integrated into the NCRIP CAD2CAD Exchange support full AVL information capabilities and additional response location formats.

Without AVL information, resource recommendation is based on station location and the general assumption that a resource is in its home station for dispatch. A unit, even presumed to be in its home station, may not be the correct unit to dispatch if a similar unit is in service and closer to the incident. AVL information being propagated throughout the exchange makes that critical decision feasible if CAD systems integrate AVL in their recommendation algorithms.

Sometimes incidents do not always occur at a deliverable address. They might occur in an area that simply needs to be described by a location. NG takes advantage of these additional location formats offered in the schemas to describe more than simple, delivery addresses.

Expanded Data Model

Early operational feedback revealed the need for an expanded data model. An expanded model offers greater system integration opportunities, unit and incident situational awareness, and a baseline data set to perform statistical analysis and reporting.

By virtue of having a strong and constantly maturing data model, NG can fully support expanding participant CAD2CAD exchanges as well as share specific data, native or filtered, with several other unrelated systems. Unit and incident level situational awareness data can be exchanged with GIS mapping and viewing systems, crisis incident management systems such as the EIS WebEOC offering, or easily consumed by the NG Command and Control Console. Reporting analysis and metrics can be gathered on units, incidents, jurisdictions, and any other measurement conceivable as related to resources used by participants and incidents.

Broadcast and Targeted Notification

One of the most desired features in a functional exchange is the ability to simply issue broadcast messages to all participants or targeted messages to one or more participants. NG provides this function as an out of the box capability.

Expanded Command and Control Console

The NCRIP CAD2CAD Exchange was delivered with a minimal Command and Control Console offering each participant a view of all participants' operational status and the ability to manage status reporting aspects of their local units and mutual aid units within the exchange. The NG Command and Control Console offers new functional capabilities and informational views. It can be securely accessed from web browsers and even mobile smart phones.

Some of the new features offered in the expanded Command and Control Console include:

- Exchange participant regional and jurisdictional situational awareness – by region(s), by jurisdiction(s), by unit(s), by incident(s), by incident type(s), or by multiple other filtering options. Situational awareness data can be published so that it can be readily subscribed to and viewed in 3rd party GIS viewers more closely coupled with regional systems or the data can be viewed directly in the situational and mapping views offered in the Command and Control Console.
- Auditing capabilities – user control action retrieval to audit participant actions in the exchange environment and native message retrieval to obtain the native data passed both into and out of the exchange core.
- Participant and user administrative management functions – manage participants, participant user authorities and roles directly eliminating direct database manipulation.

CAD2CAD Next Generation

Future Expandability

One of the enormous benefits of designing an exchange versus a dedicated, point to point integration is that the focus is on services and data, not the interface. NG is an exchange, but it also encompasses services and data functions. This aspect allows it to integrate horizontally with other local agency and jurisdictional systems, such as fire and police, as well as vertically with state, regional, and federal level agencies and jurisdictions.
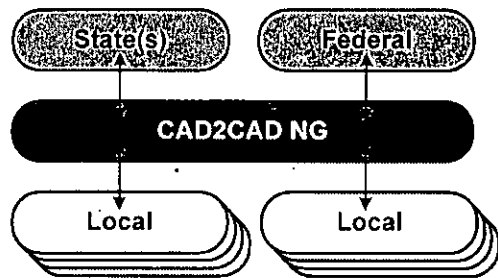

Figure 1 – Local Horizontal and State/Federal Vertical Integrations

Local Agencies

- Fire Department CAD and RMS Systems
- Police Department CAD and RMS Systems
- Emergency Operations Centers (EOCs)

State and Regional Agencies

- EOCs
- Emergency Management Agencies (EMAs)
- State and Special Police
- State Transportation Departments

Federal Agencies

- EOCs
- EMAs
- DHS
- FEMA
- DOJ
- DOT

Pure Enterprise Service Bus (ESB) Solution

NG is designed and built on a pure ESB platform. Utilizing an ESB as opposed to an EAI platform offers several improvements relating initially to scalability, reliability, flexibility, and maintainability. These are all highly tangible aspects. Other less obvious aspects that are offered by a pure ESB platform are standardization, predication towards a more loosely coupled design, configuration and content-driven routing and mediation, and capabilities for more complex message exchange patterns.

An additional benefit of using a pure ESB with standard interfaces and several subscription models (Pub/Sub or Point-to-Point) allows for standards-based, secure, on-demand or subscription based interfacing.

Contact

Emerging Digital Concepts
15082 Sycamore Hills Pl., Suite 100
Haymarket, VA 20169

1-888-CALLEDC (888-225-5332)
info@emergingdigital.com

www.emergingdigital.com

Appendix D

Redmond Fire and Fire District 34 are comprised of nine fire stations:

Station	Apparatus
Station 11 (Headquarters) 8450 161st Ave NE, Redmond, WA 98052	Medic 19, Engine 11, MSO7, Aid 11, Battalion 11
Station 12 4211 148th Ave NE, Bellevue, WA 98007	Engine 12, Aid 12, Rat 12(Rapid Access Truck)
Station 13 8791 208th Ave NE, Redmond, WA 98053	Aid 13
Station 14 5021 264th Ave NE, Redmond, WA 98053	Engine 14, Aid 14
Station 16 502 185th Ave NE, Redmond, WA 98052	Ladder 16, Aid 16, Rescue 16
Station 17 16917 NE 116th Street, Redmond, WA 98052	Aid 17
Station 18 22710 NE Aldercrest Drive, Redmond, WA 98053	Engine 18, Aid 18
Medic 23 Quarters, Evergreen Hospital 12040 NE 128th St., Kirkland, WA 98034	Medic 23
Medic 35 Quarters 17825 Avondale Rd. NE, Woodinville, WA 98077	Medic 35

Additional reserve units are placed into service as needed.

Appendix E Salary Information Redmond Communications

2017 Projected Salaries

Communications Salary Information - 2017			
Position	Number	Salary +Benefits	Total
Manager	1	$128,842	$128,842
Supervisor 1	4	$121,512	$486,048
Lead ECS 1	4	$110,947	$443,788
ECS 1	22	$100,645	$2,214,190
IS*	3.5	$110,097	$275,243
34.5 Total FTE			
		Overtime	$115,000
		Total	$3,663,111
		Current Salaries	$1,849,504
		Additional FTE Cost	$1,813,607

*1 IS/GIS FTE is Funded KC-
E911

Appendix F Information Exchange (Redmond ←→ NORCOM)

It is assumed that each agency would continue ownership of its local resources (Redmond Fire—a resourced owned and managed by Redmond Communications, Bellevue and Kirkland Fire by NORCOM). It is further assumed that each agency would continue to respond to requests for service using its own business rules for resource/incident management. Redmond does not need to know exactly what recommendation or deployment policy NORCOM uses to fulfill its requests for service; both agencies need only know what action was taken, what resources are responding, and their current status.

It is further assumed that any CAD-to-CAD solution would utilize the National Information Exchange Model (NIEM, http://www.niem.org), the Information Exchange Package Documentation (IEPD) which define the semantics and XML structure for data sharing, and have familiarity or involvement with NENA efforts on data exchange (EIDD).

Both agencies would share resources. Each agency would maintain local response plans, unit recommendations and other local data. For instance, Redmond Communications would not need a local copy or understanding of pre-plans or response plans for a building in downtown Bellevue, instead Redmond would only need to know a Redmond resource (for example, Engine 11) is needed and has been dispatched to Bellevue for Mutual Aid and is no longer available for dispatch.

Each agency would need to have information and current status of all Fire/EMS resources maintained by each agency. Locally, each CAD would determine the resources needed for an event. If those resources are owned by the other agency, the local CAD system would alert the neighboring CAD that a resource has been made busy and is no longer available.

While the mechanism of how this would work is unknown, a determination would need to be made as to where the decision making takes place, either at the local CAD level or with the interoperability program.

The team also assumes that proximity dispatching would continue making AVL data, both local and cross-PSAP, essential.

Additionally, the mechanism of how an event is handled through the automatic dispatch and paging system (Locution) would need to be determined. Would Redmond utilize current NORCOM configurations to send out the initial dispatch (if this is done it may require that NORCOM's CAD is provided with detailed CFS information—in essence recreating the CAD event for NORCOM), or should a networked solution be sought where Redmond Communications is a part of Locution and the automatic dispatch is initiated at Redmond?
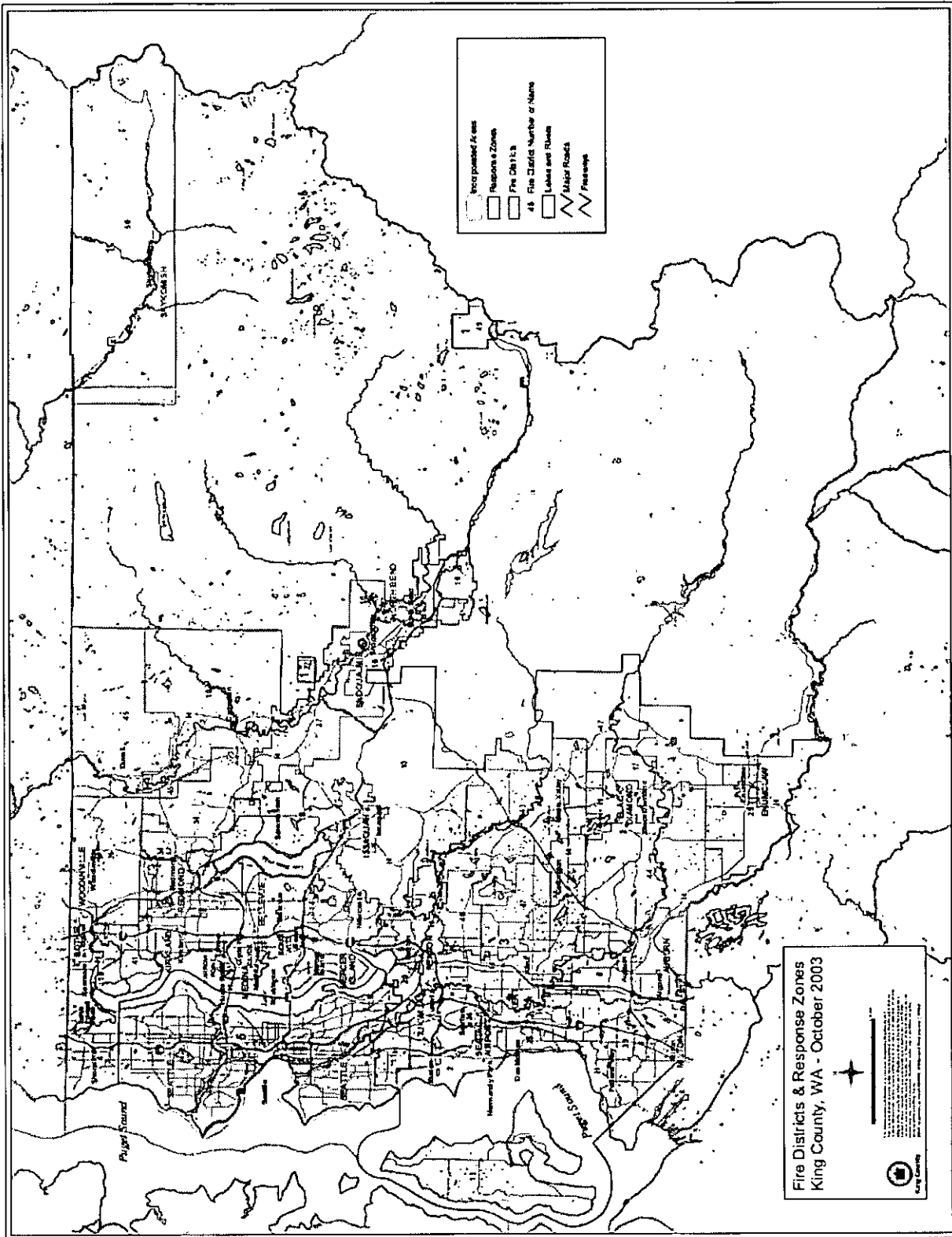
Appendix G Redmond Fire and Fire District 34
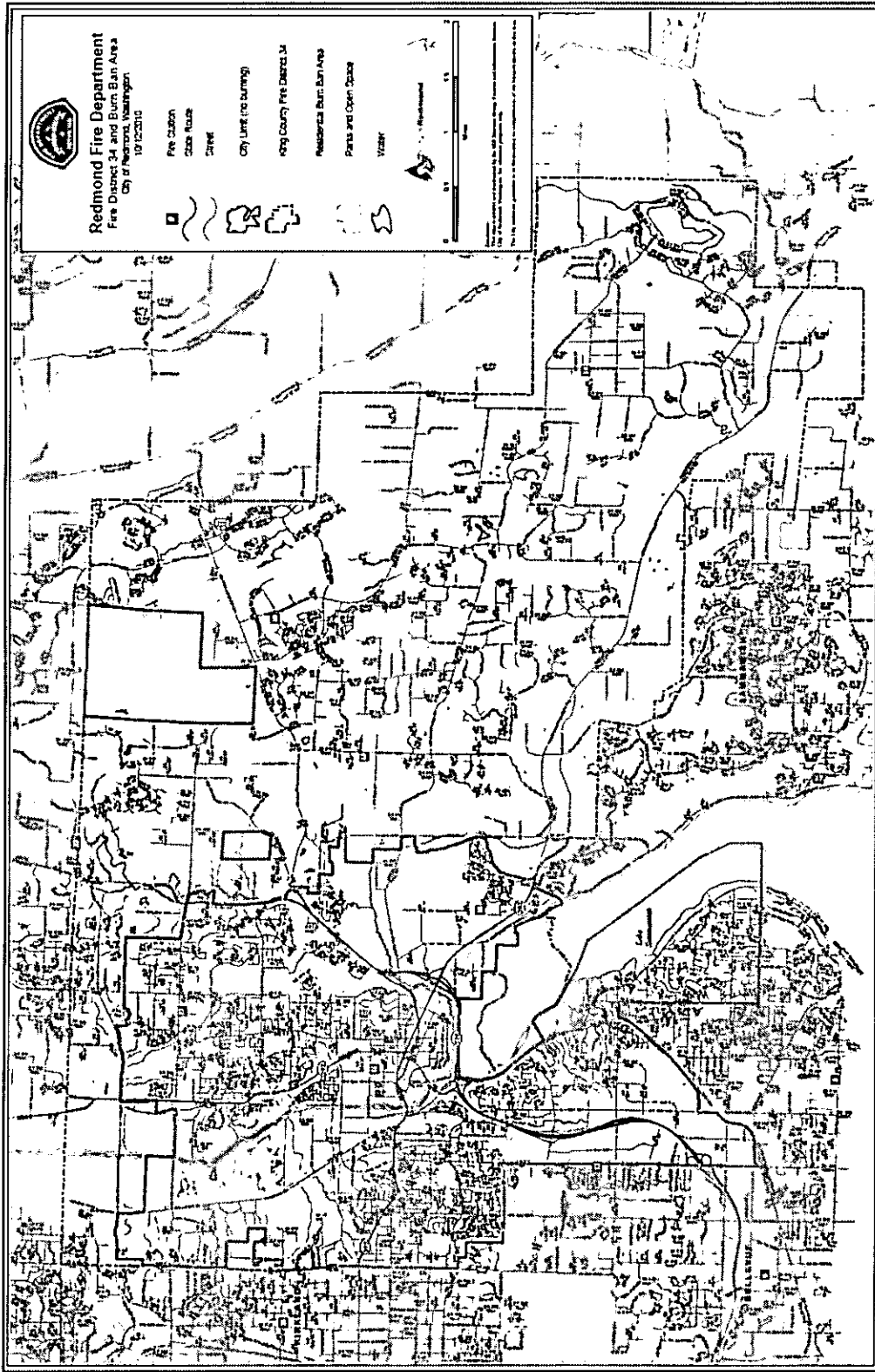
Appendix H King County Fire Zones

Fire Districts & Response Zones
King County, WA - October 2003

Appendix I Fire Zone 1

NORCOM provides emergency communications for all of Fire Zone 1, see Appendix G. Mutual aid responses are a daily function of the fire departments within the zone. As with the Redmond Fire Department, other departments participate in automatic mutual responses on a daily basis. Since all departments are dispatched by the same systems, these events work smoothly (CAD, paging, station alerting, automatic dispatching, etc.). The zone consists of the following Fire/EMS agencies:

- Bothell Fire Department
- Fall City Fire District 27
- Northshore Fire Department
- Skykomish Fire Department
- Duvall Fire District 45
- Kirkland Fire Department
- Redmond Fire Department
- Snoqualmie Fire Department
- Bellevue Fire Department
- Eastside Fire and Rescue
- Mercer Island Fire Department
- Shoreline Fire Department
- Snoqualmie Pass Fire and Rescue (Fire District 51)

Some of the agencies listed above have notified NORCOM of their intent to look for an alternative provider of service.

As previously discussed, removing an individual fire department from within this coordinated system is technically complicated and potentially costly. Adding an interoperability solution between the various CAD systems appears to be a reliable option (San Diego County CA, Northern Virginia); however, it does add another point of failure into the system and requires a coordinated relationship between the solution vendor, the CAD vendors, and the PSAPs.

Technically speaking, fewer problems would need to be overcome should Redmond provide communication services for all of Zone 1. Doing so would greatly impact the current communications center. Staffing would increase and a facility large enough to accommodate the center would need to be located. It is possible that relocating the EOC would provide adequate space for expansion.

The team could explore this option more thoroughly should it be desired. Providing emergency communication services for all of zone 1 may require the exploration of a new CAD system.

City of Redmond, Washington
Purchasing Division, M/S: 3SFN
15670 NE 85th Street
PO Box 97010
Redmond, WA 98073-9710

Request for Information

The City of Redmond is interested in receiving comments related to cost, scheduling and previous experience in implementing a centralized data information exchange solution for the exchange of information between multiple, disparate public safety Computer-Aided Dispatch (CAD) systems for the purposes of providing automatic mutual aid across multiple Fire/EMS agencies

RFI 10389-13/MWS

The City of Redmond is seeking information about the level of effort necessary, a potential time line and estimated costs associated with this system. This information will be used for a further study of the system to determine which elements of this project can be achieved with available resources, prepare a potential time line and to provide information to the City Council. No award will be made from any information provided.

It is the City's intent to use this information to prepare a separate Request for Proposal which may be issued at a later date.

Scope of Work

1. **Scope**
   The scope of this project is to connect the CAD systems used by the Redmond Police Department and North East King County Regional Public Safety Communications Agency (NORCOM) with a bi-directional information exchange to provide real time status and call information for Fire and EMS units including but not limited to the following: sharing unit status and location information; forwarding resource request with incident information; processing resource request responses; broadcasting shared unit on-duty/off-duty/station assignment modifications; broadcasting operational status modes of the participants; broadcasting general messages; sharing incident information details from CAD systems to update linked incidents with other participating CAD systems, and for non-CAD systems by subscription.

2. **Unit Status**
   The solution will provide real time status updates of all Fire/EMS units across the CAD systems. The information exchange will provide all available information including unit location. Business rules will determine what data is sent through the solution to the other CAD system.

3. **Unit Data**

The solution will provide all available data sets/fields associated with units; for example unit capability and unit type.

A mechanism will be needed to alert agencies when a new unit has been added to system that did not previously exist in the data set of the other CAD.

4. Project Objective

The objective of this project is to develop and implement a CAD-to-CAD Interoperability solution that will allow local Fire Dispatch CAD systems to seamlessly exchange data between each system – regardless of the manufacturer. The desired outcome is for the Redmond Police Communications division to have the ability to dispatch resources from Zone 1 with mutual aid functioning as seamlessly as if they were one CAD system. The solution shall conform to current industry standards on the exchange of information between CAD systems, i.e. IEPD, and NIEM. To the extent possible, the exchanged information format shall conform to the Emergency Incident Data Document (EIDD) standard

If the EIDD has not been completed at the time of proposal acceptance, the vendor will ensure the closest reasonable compliance with the understanding that full compliance will be achieved when available.

Current CAD Technology

The Redmond Police Department currently utilizes Spillman CAD and Mobile. NORCOM is currently using NewWorld CAD, but may utilize TriTech CAD. The solution will need to consider three (3) CAD systems; however, at the time of implementation, there will only be two CAD systems.

Agency	Dispatched By	CAD System
Redmond Police	Redmond	Spillman
Redmond Fire	NORCOM	TriTech/New World
Zone 1 Fire Agencies	NORCOM	TriTech/New World

Due Date/Time

2:00 PM (local time) on Monday, May 27, 2013. The City of Redmond – Purchasing Division must receive proposals no later than said date and time. Proposals received after such time will be returned unopened. Responses may be faxed, mailed or hand delivered to the City of Redmond, Purchasing Division, MS: 3SFN, 15670 NE 85th Street, PO Box 97010, Redmond, WA 98073-9710, fax: 425-556-2185.

Response Requirements & Format

Please provide 2 copies of your response. All costs for providing information in response to this RFI are the obligation of the Consultant and are not chargeable to the City. Responses are not to exceed 10 single sided unbound pages (5 double sided).

Response Requirements:
This is a "Request for Information" only. The City, at its option, may use information obtained from this process in preparation of a future Request for Proposal (RFP), which would be used to secure specific services.

Replies to this request should include as a minimum the following:

1. A short statement describing the successful installation of a similar system. Please include any problems which were encountered and successful solutions; size and complexity of the installation; lessons learned.
2. A projected program schedule.
3. Estimate of cost for system implementation

Selection & Award

There will not be an award made from any information provided in response to this request. A separate Request for Proposal including a definitive scope of work and solicitation requirements may be issued at a later date. Any information provided will be used to help define the program and inform the City Council of the scope of this service. All responders to this request will be encouraged to provide a proposal for the Request for Proposal.

Questions/Inquiries

Please direct any questions concerning this Request for Information to the agent listed below. No other City official or employee is empowered to speak for the City with respect to this acquisition. Any information obtained from any other source may be inaccurate.

<div align="center">

Mason Skinner
Sr. Purchasing Agent
Office: (425) 556-2184
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mwskinner@redmond.gov

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Notes

Watershed in winter months

the State of Washington, the Puget Sound Regional Council, school districts, special purpose districts and other government agencies. Maintain a capital acquisition budget and schedule that reflects the jointly agreed upon priorities.

F. Capital Planning References

Functional plans are major components of the City's overall Capital Facilities Program. The following functional plans have been adopted by the City and may be consulted for more detailed information regarding existing and planned facilities, service standards and facility development:

- City of Redmond, Stormwater Comprehensive Plan (Includes Regional Stormwater Facilities Plan, February 2010; Stormwater Management Plan/ NPDES Phase II Permit, 2011; Watershed Management Plan, 2011).

- City of Redmond, Fire Service Master Plan, 1990-2010. Adopted 1992; amended 2000.

- City of Redmond, General Sewer Plan, 2009-2014. Adopted 2009.

- City of Redmond, Parks, Arts, Recreation, Culture and Conservation Plan, 2010-2016. Adopted 2010.

- City of Redmond, Police Department Functional Plan, 2014-2030. Adopted [DATE].

- City of Redmond, Transportation Master Plan, 2013-2030. Adopted 2013.

- City of Redmond, Water System Plan, 2011-2017. Adopted 2011.

- King County, Final 2009 Comprehensive Solid Waste Management Plan.

- King County, Local Hazardous Waste Management Program. Adopted 2001. Updated 2010.

- Lake Washington School District, Capital Facility Plan, 2011-2016.