



REDCOM BOARD OF DIRECTORS

Meeting Agenda

February 5, 2026 @ 2:00 PM

**SCFD Station #1
8200 Old Redwood Hwy
Windsor, CA 95492**

Join the meeting now

Meeting ID: 241 993 152 393 01

Passcode: kN9XA37M

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Notice: Copies of additional materials provided to the Board of Directors for information on agenda items are available at the County of Sonoma Clerk of the Board's Office and the REDCOM fire & EMS 9-1-1 Center.

1. Call to Order
2. Approval of the Agenda
3. Public Comment Period

Anyone from the public may address the REDCOM Board of Directors regarding any subject over which the Board has jurisdiction, but which is not on today's agenda. Individuals will be limited to a three-minute presentation. No action will be taken by the Board as a result of any items presented at this time.

Consent Calendar

4. Consent Items:
 - a. Consideration of Approval of Technology Reimbursement Agreement with the Sonoma County Fire Chiefs' Association; Resolution for Budget Adjustment consistent with Technology Reimbursement Agreement
 - b. Approval of Meeting Minutes for December 18, 2025

Regular Calendar

5. Information Item: Executive Director's report
 - a. Quarterly Directors Report
 - b. Executive Director Annual accomplishments and successes
6. Information Item: Brown Act Update; SB 707
7. Action Item:
 - a. Receive NBS' Evaluation of Fees Charged to Private Providers' report and presentation
 - b. Approve the elimination of the Base Fee assessment method for all REDCOM providers; set charges using proportion of total call volume exclusively
8. Discussion Item: Preview presentation of the FY 26-27 Proposed Budget
9. Requests for future agenda items
10. **Closed Session**
11. Adjourn to Closed Session
Public Employee Performance Evaluation – Executive Director (Gov. Code Section 54957(b)(1))
12. Next Regular meeting will be – March 5, 2026
Location: 2796 Ventura Ave, Santa Rosa, Ca, 95403
13. Adjournment: Motion to adjourn.



REDCOM BOARD OF DIRECTORS

Special Meeting Minutes

December 18, 2025 @ 2:00pm

Sonoma County Fire District Station No. 1

8200 Old Redwood Hwy

Windsor

Join by [Teams Meeting](#)

Meeting ID: 245 560 698 943 4

Passcode: s9Ps6Tr9

or by phone at 1-929-376-1982 using Conference 657 392 359#

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Present:

Steve Akre- Sonoma Valley- Chair

Jason Boaz- Healdsburg

Bryan Cleaver- CVEMSA

Bronwyn Golly- Coast Life Support

Ron Busch- SCY

Scott Westrope- SRS

Others Present:

Matt Glockner- SRFD

Corin Burns- REDCOM

Evonne Stevens- REDCOM

Kenneth Reese- REDCOM

Charlotte Jordain- REDCOM

Ethan Pawson- County Counsel

Ariana Catalinotto- SPI

1. Call to Order Made by: Steve Akre @ 2:00 pm
2. Approval of the Agenda: Motion to approve Agenda made by Bryan Cleaver, Second by Scott Westrope

3. Public Comment Period

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Pam Bell- follow up with the letter from the attorney in July in regards to the Prop 26. appellate court decision, which affects the distribution of costs from REDCOM.

Consent Calendar

No items on the Consent Calendar

Regular Calendar

4. Information Item: Executive Director's report

Evonne Stevens- There is a new format for the ACE accreditation status. We've been meeting regularly with our analyst for the QPR and she has been sending these monthly reports. I took the last three months of our EMD and our EFD scores, we are well within our accreditation for EMD. For EFD, we had zero non-compliant calls, and we're well within our compliance for the low and partial. For the month of October, we've got 2% non-compliant, 1% in the low compliance, and 6% in partials. for EMD. The EFD, 1% non, 1% low, and only 2% partials, but up to 10% they're available. And then for November, another good month where we're only at 1% of non-compliance. Our analyst is really impressed, and even with the new updates that we did, and we thought we were going to see a dip in compliance, we had one noncompliant call. So the team's doing an amazing job. Just want to put that out there. Our REDCOM staffing report. We successfully hired 3 communication dispatchers in 2025. This brings us to having all actual positions at REDCOM filled. Two of them, Michaela Weber and Landon Reese, may recognize the name Kenny Son. They have just completed their training, so they are fully cleared REDCOM dispatchers, and they will be starting their new full shifts starting January 11th with the rest of the team as we go into our new shift bid. We also have another employee that we hired a few months later, named Ashley Vivian, she just cleared call taking with really great scores, and we have really high hopes for her. So we're very excited, and really, this is the first time we've been fully, fully staffed in a while although we have a few still out. Also, I know a lot of you are familiar with Calista Pimentel. She's been a long-tenured dispatcher at RECCOM. She went part-time last year. She is still at Marin. And she just took the relief supervisor position to help with the relief supervisor opening. So we promoted her to that position, which is great because

she's helping with where we have some gaps. We've got some supervisors out on leave. Measure H radio infrastructure projects, we were allocated not to exceed \$120,000 for the three radio projects. Oakmont is complete. We just completed the work in Cloverdale for Control 2 and for REDCOM, and those are working well. We've done some radio testing. They sound really good. Pretty impressed at how that's working. There was some equipment that the TCOM did not complete the order for to get Control 4, the backup channel, underway, so we can have a backup channel. But most of the work is done for Control 4, just waiting on one piece of equipment to come. And that should be done in the next couple of weeks. So when they start, we'll actually have a backup channel as well. We're looking at a start date with Cloverdale of January 1st. We've got deployments set up. Kenny's been in communication with their chief and talking about doing some more testing

Ken Reese- Yeah, all good. All three systems are able to receive alerts. and the response plans and everything are ready to go, and we'll just write a script so it flips at midnight, and that'll be that.

Evonne Stevens-

That's pretty exciting. It goes back to the strategic plan that REDCOM did 10 years ago, one of their goals was to get all of the agencies in Sonoma County over to REDCOM dispatch. Really, the only one that's outstanding now is Rohnert Park. And I don't know how feasible that would be since their police dispatch and public safety. Honeywell station alerting, the back-room equipment has been set up in the server room. Kenny's probably the best person to speak on this

Ken Reese- Petaluma Station 2 and three are the first. We've made network connectivity with the City of Petaluma and the City of Santa Rosa already. And so the ports are then going to be open to those particular stations. They have full connectivity into the controllers from our office right now into Stations 2 and 3 in Petaluma. They resolved their issue with one of the paging formats. We're waiting on Hexagon. We're going to be starting on that project in mid-January to do the interface to kick that portion of it off. And once the CAD's connected to the controller in the back room, then they'll be able to receive IP alerts. So, long time coming, slow roll.

Evonne Stevens- Another good project made possible by Measure H. The other two projects for the radios were making TAC 2 recorded and making Control 9 repeated. Those are coming after the location of Control 4. TAC 2's done. And then I thought the last one was going to be Control 9.

Expansion project. We're pretty excited about the REDCOM expansion. As we know, it's going to be a big deal for RECOM to have 50% more capacity to answer calls and emergencies with the hard work of Charlotte, at our last meeting, trying to make sure that we have the funding put together to make this a go. We were able to have a construction walkthrough for contractors on December 3rd. We had nine contractors who came in who were interested. We had the architects here with Spy Group to discuss and answer questions. I hope that on January 27th when we receive the bids and see who's qualified.

Then, just our financial outlook, I wanted to give you guys an update on where we are for this year. I know finances are a big concern for everybody, and all of our pay is feeling the crunch of the expenses that happened with the transition. I've been able to analyze

our current year's expenditure in various areas. And after analyzing this, I see that we're going to be able to have a cost savings, I believe, for the 26-27 budget. Specifically in the area of our staffing, we plan to staff fully and to have people here all year round and fill all of our shifts, but it just never works that way. Just looking at those trends, I think we're going to be able to have a fairly significant amount of savings in that cost area, even including their \$1.50 per hour, even including the health plans that are going to go up again really substantially this year like they did in this last fiscal year so I think we're still going to be able to see a savings so I'm excited to look at the future of that and hopefully the members and our private providers will be able to see some of that and feel that and it'll be just a little bit better everyone's pocketbooks. To enhance the stability of our budget, looking at creating a detailed radio repeaters dispatch console kind of fund where we can start putting some money aside for those projects to keep our budget stable and to keep with less fluctuations from year to year, where we have these surprises, we have 300,000 for this radio. So we're going to look at the life of the radios that we put in place, see how long we're expected to be able to have those in place, and when they need to be replaced. Our consoles are already feeling the weathering of-- how old would you say they are, Kenny? 14 years?

they're kind of past their end of blank date so I want to start putting some money aside year by year and see how long we can stretch that out and then that way we'll make that purchase with money that's put aside and not have to feel a big crunch in one year so you guys can plan for a more stable budget going forward over the next few years. I'm glad to be able to see that and how that's going forward-looking at this year to date. I mean, it's not a complete picture of this fiscal year, but we've got enough data to look at it and see that we are going to be able to save some money there. Other than that, just our call trends. We're still busy. For our time answering criteria, we are looking at, for September, we were answering zero to 10 seconds, 98% of the time, and zero to 20 seconds, 99.88% of the time. For October, zero to 10 seconds, 97.65% and 99.90%. And then for November, it was in zero to 10 seconds for 911 answer times were 97.53% and 99.93% to 20 seconds. So pretty impressed with the staff, and we're getting those calls answered and processing on and very compliant. So that concludes my report, and I'm open to any questions if anybody has any.

Jason Boaz asked who unseals the bid submissions, reviews them, screens them, and decides who to move forward with for the expansion project.

Ariana Catalinotto explained the bid process.

Jason Boaz also asked about consoles and, timeline. If they were to be replaced all at once or phased in.

Evonne Stevens- We'd probably have to phase it in just for work purposes. But when we do get the expansion, we'll have the ability-- we're going to have five new consoles. So we may be able to move the staff into those consoles, and probably financially be best if we did it all at once. If it's feasible, the preference would probably be to do it all at once, and just, I hate that, rip the band-aid off, but just get it done and have to staff it.

Ron Busch- Estimated cost of that.

Evonne Stevens- They run about \$25,000 each. We have 10 right now, so I don't know if

we can get a discount because we're buying in bulk. We're kind of looking at some talks with Watson. We're going to need them. The ones we have right now, it's not just that they're old, but they don't make parts for them anymore. When we've had the repairs, like because they go up and down and things like that, the dispatchers need to fit them ergonomically. We have to actually have them go find motors or replace parts and motors. And Watson's been great. We've had a wonderful repair guy that comes and works with us. But, you know, the parts are getting more and more scarce to get those fixed. So we are eventually going to have to replace them to get them up to date.

Steve Akre- Seems like a good item to keep on the front burners for next year's budget time and any savings that we have realized in this year's current budget could be at least a consideration is to put that directly towards those the replacement because I agree just from an operational standpoint if we're going to buy five new consoles for the expansion project, we might as well do all of them at once. And then we can incrementally over whatever the expected lifespan is of those new consoles, then we start putting that away incrementally over whether it's 10 years, 15 years, whatever that is. And then that's a pretty minor amount over that period of time. Any other comments, questions from the board? Thank you to Kenny and all the work. I know one of the big county chief's initiatives was the station and apparatus renumbering. And we were able, Sonoma Valley was able to get a lot of our resources, our former type sixes, our former type threes, as well as our water tenders, rescues, and support vehicles all into updated in the CAD now under the new numbering and naming system. So thank you for your efforts on that. I know it's another added thing, but we're making progress.

5. Discussion Item: Report from the Ad Hoc on non-Measure H providers' costs

Scott Westrope- The ad hoc has considered measures to limit or control dispatch service costs. These include grant opportunities and the use of Measure H funds. Grant opportunities, as we all know, are hard to come by. I'll be working with our lobbyists through the city of Santa Rosa to make sure REDCOM's not missing anything and we're made aware of any grant opportunities. Two sort of caveats there is It's important to remember that grants generally come up and cover one-time projects and can't be relied upon, upon, cannot be relied upon to cover ongoing operational costs. The other thing is grants are even more difficult to come by these days, particularly if they're federally funded with the change in the administration. Measure H funds, REDCOM council weighed in, and the conclusion of our discussions is that REDCOM board has neither the jurisdiction nor discretion to decide on the use of any Measure H funds to cover REDCOM's costs. Separately, staff has been working with a fee study vendor to review the cost allocation methodology, which was last adjusted in fiscal year 2011-12. We expect the ad hoc to reconvene in January to hear about the results in time to prepare for the 26-27 fiscal year budget. This fee is being completed within -- the fee study is being completed within the existing budget.

Ethan Pawson- Respond to the public commenter from Ms. Bell-Simmons. I just wanted to state that the letter that we received has not changed REDCOM 's position with respect to compliance with Prop 26 and, you know, we're, again, engaging with a

consultant to analyze our fee methodology, but our position at this point is that our fees are compliant with Prop 26 and there's no intent to shift from that at this point.

6. Discussion Item: Progress on the amendment to the JPA agreement

Charlotte Jourdain- Good afternoon, board members. Following the October regular meeting where we received the last sort of batch of comments from the Sonoma County Fire District, we met, Evonne and I, with Chief Bush. I think we had a very productive, good discussion, and I think the Chief is going to get some update on where it stands on his perspective

Ron Busch- Yeah, so we're still, my legal is still reviewing it right now, one of the that did come up when we were talking about it was just an item in the bylaws, not necessarily having to do with the GPA, but that was the fact that REDCOM had the ability to spend 20% of their annual budget. And at some point when we revisit the bylaws, I'd like to recommend that maybe reduce that to 10%. That's 10% of 8.2 million, roughly. So as soon as I can get comments back from legal, I'll get it to them, and we can move forward with that.

Charlotte Jourdain- Thank you, so as soon as we receive these comments, we'll process them, and then we can sorry we can advise on moving forward for each member agency to approve the amended JPA, and then we'll address the bylaws in the subsequent session.

Steve Akre- Subsequent action you answered my you saw the puzzled look on my face that was that was that, yeah we but we need to we need to address them separately.

Charlotte Jourdain- Yeah, right, the bylaws, I think at the last meeting before we discussed that the bylaws is really we want to clarify the JPA first and that.

Ethan Pawson- just for a reminder on process right is that the bylaws is something that the board has discretion and jurisdiction to amend with a majority vote whereas the JPA is going to require that unanimous every member agency has to take it to their their board or council so the distinction there easier to amend the bylaws for us.

Steve Akre- correct, thank you. Any questions, comments from board members? Okay. Open it up for public comment. Anyone public comment in person? Anyone public comment online? Okay. Seeing none, we will close that item, and we will move on to item number seven.

7. Action Item: Approve the Facilities Project Agreement Sonoma Public Infrastructure for the management of the REDCOM Facility Project; and delegate authority to the Executive Director to approve a qualified bid.

Motion to approve Resolution 2024 – 25 was made by Jason Boaz. Seconded by Scott Westrope – Discussion – No further comments – Roll call was made – Approved unanimously – Motion passed.

8. Discussion Item: Strategic Plan update and Board retreat

Charlotte Jourdain- Okay, so I've created a few slides here just to guide our discussion. So the task before us, as we know it, is to update the REDCOM strategic plan. The need for this has been outlined in the report, and it's fairly old; it's dated 2016, so it's time for a new one, and we've just gone through a big transition, so it's definitely time to update. What I'd like to discuss with you briefly today is just go over the results of the last strategic plan, discuss the process to complete the update, have some questions if you need a little help scoping the work ahead. Discuss the stakeholders that you'd like included in this process, and then very briefly what the logistics look like, so we can get organized. Okay, so the last strategic plan was created in 2016. It was developed by a strategic planning subcommittee that your board created, made up of the executive director of the time, three board members, and they conducted focus groups of the staff, a survey of all member agencies to identify needs and concerns, and then also a survey of all the board members. The results were that the strategic plan recommended a vision statement, a mission statement, and a set of values for the organization, and also outlined seven strategic goals. They're on this slide. So the first one was to meet and maintain certification, which we have completed and maintained since then. Two, as Evonne mentioned earlier, to add the remaining Sonoma County agencies to the REDCOM system and put wheels in progress there. It's unclear whether we have others or we think that's probably about it for now. So I would consider these two goals probably as sort of completed. And then we have a series of other goals. So there was the strategic goal to enhance the ability to manage large incidents. And that was also outlined as part of the AP Triton report. I think we probably something we want to reconsider. Controlling costs, I want to say from my perspective and my experience, that's going to come up in every single strategic plan we do. It's really more about that's a core function of a well-performing organization, and it should be. So it's not a strategic goal that we decide we're going to move towards. It's something that just needs to be all the time. And we have cost control processes and mechanisms in place. So I would call that one out as a non-strategic goal, so to speak. Another one was to ensure resiliency, to create a continuation of operation plan, and to address the level of fund balance reserves. I believe, Evonne, you told me that you have a continuity of operations plan. And the fund balance, as we know, we have temporarily put a hold on the current policy, but we plan on revisiting that as soon as we have finished with the next budget cycle and the expansion project. We're going to come back to that. Another strategic goal was to ensure that technologies and facilities remain up to date. That seems very important for an organization like this one. and then to improve community understanding of REDCOM's functions. So that was the overview. In terms of vision, mission, and values, the vision statement is before you. I think we should probably put a little star next to that one, possibly something we want to reconsider, and I'll speak more about the ECC and other factors here, so it might be something we want to revisit as part of the new strategic plan. The next slide, Fenny, shows the mission statement, and there, you know, I'll just kind of hear from you if there's a desire to revisit the mission statement, to

readdress it, or tweak it. All of these statements, if I may say, were, to me, they looked like they were crafted sort of like... in a time where we use more words than the era of TikTok and sort of like Twitter where people are just used to less characters nowadays so it's just you know a trendy thing that maybe we want to consider but nothing critical here maybe the next one the organizational values we use the CHAIR acronym I don't know if that's still sort of being, no, okay so maybe we want to revisit some of these things a little bit too so that might be part of the skill just briefly the every tracking report that was received by your board in May 2024. It's not a strategic plan, and it actually outlines the need to update the strategic plan. It was a report that was specifically commissioned and researched with the AMR transition in the near coming future. So several recommendations are now obsolete or have been implemented, right? The large part of that report is being taken care of because we are now post-transition. There are other items that remain that were discussed and integrated, if appropriate for the purposes of the JPA amendment. So you'll be approving some of these changes when your agencies approve the new JPA. And Evonne is working to implement any other recommendations that is that are left that are not in these previous two categories. I want to call out, as I mentioned, it does the report that's called out that the existing duty officer model struggles to support REDCOM during critical incidents. And that's something that I think your board will want to address as part of this new strategic plan. Next slide. So just, you know, in terms of process, the sort of the traditional way of addressing this is to propose the following. You know, I would probably team up with Evonne, or I would do this on my own, conduct stakeholder interviews and surveys to understand the main themes and priorities that emerge from the different stakeholder groups. And then I propose facilitating a board retreat that addresses these themes, and then together convert the themes into strategic priorities. Then I'd write the plan, present it to your board, and then it'd be up to the board to create some sort of progress tracking mechanism, maybe an ad hoc or some sort of a body that ensures that progress is made towards these strategic priorities, especially if there is a vision that we want to realize, which might be the ECC or might be some other things that we're trying to put in place here. So the follow-up is just as important as the plan itself, I would say. As an example, I don't think it's a secret, right, that the ECC is going to be a major theme of your new strategic plan. It's outlined in the Measure H ballots, it's outlined in the AP Triton report. I would suggest that one way to go about this is it's going to be very important to develop a shared picture of what REDCOM looks like as an ECC. That's because right now, I just already know, I don't need to conduct interviews or stakeholder groups to tell you this. Different stakeholders have a different vision based on their knowledge of what an ECC is, right? So to understand each other and to be able to work towards how we accomplish this vision and how we work through obstacles such as cost and expenses and allocation, we need to have a common vision. So I think that's an important exercise we have to go through. The second piece would then be to create, to facilitate a number of strategic exercises that can help us identify what the main drivers and barriers are to the realization of this vision. So one example, I think you're all familiar with a SWAT analysis. This would be a future-focused SWAT where we have the established vision and then we look at today REDCOM's strengths and weaknesses. What are they in

accomplishing this future vision? And that's how we progress towards a set of tasks that we can then work through to move forward. So I can facilitate that during a sort of retreat type of event, and then convert these results into goals and tasks. This exercise alone on the ECC, I believe, requires a good half day. So I think five hours is a good time estimate for this alone. And I would probably do a first-- the first step would be to realize some of these interviews and focus groups so that I can bring material for this half-day discussion. So that's one theme. I think, you know, if your board has-- if you have some pressing themes or priorities that you already want to add to the list, then feel free to shout them out loud or send me a message or let me know about them. Otherwise, they'll be flushed out through this interview or focus group, or survey process. So we can go from there. The next thing I need to know is, you know, from my perspective, here are the stakeholders, so it's the board, you know, the directors, all of REDCOM employees, the member agencies, the private providers. Do I need to speak with the DOAG? Are there other groups that you'd like me to speak to? Specifically, DEM, and here I speak from experience with the Marin County ECC, so the link with sort of that notification, alerts, and notification piece, which is really sort of important as far as I now understand. Is there a desire to hear from their perspective or any other group that you'd like to add to this list or take away from this list, for that matter? I'm open to any sort of scope that you can give me here. So that's on the stakeholder side. And then lastly, you know, when do we do this? Do we want to squeeze it all in half a day, which seems really tight given that we already have one team that's going to use up that half day? Can we devote a full day to this? Is there a preferred location you'd like to host us at? Just some thoughts on all this.

Steve Akre- I like it. I would say going back to stakeholders, just I think definitely DEM and I would say also the Sheriff's Department because they're connected with us with REDCOM and providing service, especially, you know, call handoffs and then DEM more so when we get into those larger scale incidents where we're doing, you know, evacuation warnings and orders and, you know, connected with the DEM duty officer for those kind of responses. So I think that would be helpful. I think another strategic priority to consider for this board is something that this board has made a priority in the past and is in the past invested quite a bit of money in pursuing, that is, a redundant center with Marin County. And some will recall that we had an ad hoc probably five years ago and we spent somewhere around \$100,000 in a study to you know Ken was part of that as well, to see what was possible with Marin County now that Marin County fire agencies are all in one dispatch center I know that in conversations with their chief that this is still very much a priority for them as well to have that redundancy go both ways. And I think I think we have a I think it's a great opportunity for a new strategic plan. I would put that right up there with the with becoming an ECC is that redundancy that we don't know when we're going to need it, but when we need it, it's too late, right? If we if we're if we don't have it. So, it's right in line with all the things that we're doing with Tablet Command and that progression and being able to see resources and share notes and all of that as well. So I'd open it up if any other board members have anything right now that they want to mention. Otherwise, Charlotte certainly is open, as she mentioned, to, you know, receiving any other feedback, you know, as we move through this.

Scott Westrope- I would like to throw in the health and wellness of the people who work here. I'm just wondering if there's a benefit. It's probably more operationally based in talking to more than just the SO, but talk, you know, adding the piece apps to the list and Cal Fire and, what's the you know, there's the nexus there of how can that connection be better and It doesn't need to be all of them, but at least maybe the big five or something like that. In my own mind, I'm a little wishy-washy on this, but should we focus some attention on the partner, well, the agencies that are not partner agencies? Is there a bit, you know, it's sort of a, what's it going to take more of a conversation for you to transition, whether it's run a park or, Corporal Ambulance or whoever, but on the other hand, they're not partner agencies, so that's where I'm a little 50/50 on it, but just as a thought.

Jason Boaz- I have a couple comments. I think, as far as the stakeholders go, we should include all the people talked about. Anybody that we could potentially include, I think, is good even if we extend the offer and they decline but I would agree with the Sheriff's Department even the dispatch operations advisory group and certainly EM uh as far as I'm concerned I think a full day Retreat would be good if everybody can commit to that and I assume you would be facilitating it. I agree, I totally agree with Ron's idea. I was kind of thinking the same thing with respect to not only the employees, but just the organization, kind of resiliency. One of the goals, taking care of the employees and making sure that the organization can appropriately respond.

Ron Busch- As far as the location, I could offer up Bodega Bay Fire Station. It's a nice working environment.

Steve Akre- I think it's necessary. I think it's too much. I mean, we've all been through strategic plans, you know, for our own agencies, and many times it's even more than a day that, you know, it takes. So I think, I think a day is, would be the minimum.

Jason Boaz- With respect to Chief Westrope's comments, I think we could go about it two ways. We could either meet with those agencies beforehand, or you could include them in your stakeholder interviews, or we could focus on that as maybe one of the goals that comes out of the strategic plan is focusing some attention on that. I'm good with either.

9. Requests for future agenda items

None at this time

10. Next Regular meeting will be – Thursday, February 5, 2026

Location: 2796 Ventura Ave, Santa Rosa, Sheriffs Building

11. Adjournment- Motion to adjourn.

Motion to adjourn made by Ron Busch, Second Jason Boaz @ 2:50



REDCOM

2796 Ventura Avenue - Santa Rosa, CA 95403 | Tel: (707)568-5992

STAFF REPORT

TO: Board of Directors Meeting

DATE: February 5, 2026

PREPARED BY: Ethan Pawson, Counsel

APPROVED BY: Evonne Stevens

ITEM 4: Approve of a Technology Reimbursement Agreement with SCFCA;

RECOMMENDATION

Approve an Agreement with the Sonoma County Fire Chiefs' Association regarding Reimbursement of Technology and Equipment

Approve a Resolution increasing FY 25-26 Expenditure Appropriations by \$369,400, Consistent with SCFCA Technology Reimbursement Agreement

BACKGROUND

The Sonoma County Fire Chiefs' Association (SCFCA) has agreed to provide Measure H funding for reimbursing certain technology and equipment purchases for REDCOM. This agreement was first presented to your Board in October 2025 but further amendments were requested by the SCFCA. The subject agreement was approved by the SCFCA on January 12, 2026 and now comes before your Board for final approval.

The Technology Reimbursement agreement commits up to \$500,000 annually to reimburse certain REDCOM purchases with Measure H funding directly, without affecting any member assessments or provider fees. REDCOM will utilize this funding to make technology, equipment, and software purchases and provide for agreed upon maintenance and subscription costs.

The agreement provides for a detailed Request for Purchase and invoiced reimbursement process, including a recommendation from the DOAG and approval by the REDCOM Board contingent upon SCFCA approval of the reimbursement. This will provide adequate notice and time for compliance with the REDCOM Procurement Policy and provides Board oversight for all purchases exceeding \$50,000.

The REDCOM Board originally appropriated \$130,600 in its FY 25/26 budget for technology improvements funded by SCFCA, known as the "SCFCA technology fund." Based on the above Agreement for the SCFCA to reimburse up to \$500,000, the budget appropriation for the SCFCA technology fund needs to increase by \$369,400.

This expenditure appropriation provides a maximum amount that REDCOM could spend in FY 25/26 and be fully reimbursed through Measure H funding provided by the SCFCA. There is no impact on member assessments or provider fees, as any costs incurred under this appropriation would be fully covered by Measure H funding provided by SCFCA. Any funds not expended will not be collected in reimbursement from SCFCA. Accordingly, any unexpended budget appropriations will have no net impact on the budget at the end of the fiscal year.

FISCAL IMPACTS

The SCFCA Technology Reimbursement Agreement requires a one-time increase to FY 25/26 expenditure appropriations of \$369,400. The attached Resolution 26-01 authorizes this budget adjustment.

ATTACHMENTS

- 1) SCFCA Technology Reimbursement Agreement
- 2) Resolution 26-01 increasing FY 25-26 Expenditure Appropriations by \$369,400

**MEASURE H FUNDED EQUIPMENT AND TECHNOLOGY AGREEMENT BETWEEN
THE REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
AND THE SONOMA COUNTY FIRE CHIEFS ASSOCIATION**

This Agreement is made and entered into as of _____ (“Effective Date”) by and between the REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY, a California Joint Powers Authority hereinafter referred to as “**REDCOM,**” and the Sonoma County Fire Chiefs Association, a California not-for-profit mutual benefit corporation hereinafter referred to as the “**SCFCA,**” and collectively as “the Parties”.

RECITALS

WHEREAS, on March 5, 2024, the voters of Sonoma County approved Measure H, “The Improved and Enhanced Local Fire Protection, Paramedic Services and Disaster Response Transactions and Use Tax Ordinance”, which added Article VIII to Chapter 12 of the Sonoma County Code (hereinafter “Measure H”); and

WHEREAS, the Measure H provides funding to achieve effective and efficient regional fire response services throughout Sonoma County, to which communications and dispatch services are essential; and

WHEREAS, Section 12-61 of Measure H states: “The Expenditure Plan set forth in section 12-66 is intended as a specific and legally binding and enforceable limitation on how the proceeds of the transactions and use tax imposed by this Ordinance may be spent”; and

WHEREAS, as part of the Measure H Expenditure Plan, Section 12-66(C)(6) provides that Measure H revenues may be used for “Countywide Expenditures” including, but not limited to, “REDCOM dispatch fees (Districts and Cities) and additional capacity to bring REDCOM to a Command Center level of service”; and

WHEREAS, as part of the Measure H Expenditure Plan, Section 12-66(D) of the Measure H ordinance provides allocation percentages for entities receiving funds generated by Measure H, including a 14.07% share of the Measure H revenue to the SCFCA; and

WHEREAS, the majority of the membership of SCFCA are also members of REDCOM and signatories to the REDCOM Joint Powers Agreement dated June 20, 2019 (hereinafter, the “JPA”); and

WHEREAS, SCFCA has determined to utilize its share of the Measure H tax revenue to pay for certain technology and equipment improvements to be owned by REDCOM that benefit all Measure H recipient agencies countywide; and

WHEREAS, this Agreement shall provide for the terms by which SCFCA will reimburse REDCOM utilizing Measure H revenue for certain technology and equipment purchases agreed upon by the Parties.

NOW, THEREFORE, in consideration of the foregoing, **REDCOM** and **SCFCA** do hereby agree as follows:

1. Incorporation of Recitals. The foregoing recitals are true and correct and are hereby incorporated into and form a part of the Agreement.
2. Term. The Term of this Agreement shall be from the Effective Date until terminated by the Parties in accordance with Section 3 of this Agreement.
3. Termination: This Agreement may be terminated by mutual written consent by the Parties. In addition, either party may terminate this Agreement with or without cause, upon written notice on or before ninety (90) days before the start of a new fiscal year, said termination to be effective upon the start of that new fiscal year.

Upon termination of this Agreement, SCFCA shall pay REDCOM, within thirty (30) calendar days of its written notice of termination, for all equipment or technology acquired by REDCOM pursuant to a request from SCFCA under this Agreement and reimbursable expenses properly incurred hereunder.

4. Reimbursement: The SCFCA shall reimburse REDCOM up to \$500,000 annually in eligible equipment and/or technology purchases that have been approved by the SCFCA and referred to REDCOM for procurement.
5. Request for Purchase: The following procedures will be used for coordination of technology reimbursement under this Agreement:

a. REDCOM Technology Approval Steps:

- i. REDCOM identifies a need.
- ii. REDCOM brings the proposed technology or equipment to the DOAG for discussion.
- iii. DOAG and/or REDCOM staff makes a recommendation to the REDCOM Board or Executive Director for approval of purchase based on REDCOM's purchasing policy.
- iv. If approved by the Executive Director or the REDCOM Board, then the request for funding is brought to the SCFCA for a vote by the Measure H recipients.

b. SCFCA Request for Purchase. Prior to any procurement of technology or equipment by REDCOM, the SCFCA shall provide at least 60 days' written notice to REDCOM

(“Request for Purchase”) of its intent to reimburse REDCOM for a specific purchase of technology or equipment hereunder. Requests for Purchase shall be individualized for each item of technology, equipment, or software service. Said notice shall include:

- General description of the item, equipment, or software
- Approximate amount authorized to be reimbursed by SCFCA
- Available vendors
- Any associated subscription, maintenance, or ongoing costs
- Whether SCFCA intends to pay for ongoing maintenance or subscription costs, and the annual budget for said costs to be paid for out of SCFCA Measure H funds.

6. Compliance with REDCOM Procurement Policy: REDCOM will comply with its Procurement Policy and engage its standard procurement process for all purchases made pursuant to this Agreement. Upon receipt of a Request for Purchase from SCFCA, REDCOM will evaluate the required process for procurement and inform SCFCA regarding the timeline for acquisition. All purchases that exceed \$50,000 must be approved by the REDCOM Board of Directors at its next available meeting.

7. Invoice: Upon making a purchase under this Agreement in response to a Request for Purchase from SCFCA, REDCOM shall invoice SCFCA for the total amount of the equipment or technology purchased, including any agreed upon on-going costs that will become due in the current fiscal year. SCFCA shall make payment on invoices from REDCOM within thirty (30) days.

8. Enforcement.

a. In the event SCFCA does not pay the full value of any invoice from REDCOM for any purchase made pursuant to this Agreement, REDCOM’s sole remedy shall be a claim for specific performance against the SCFCA. Should SCFCA be found liable under the terms of this Section 8a, SCFCA shall be responsible for all of REDCOM’s litigation costs, attorneys’ fees, and consequential damages arising from REDCOM’s defense of the terms of this Agreement.

b. At all times during the term of this Agreement, REDCOM reserves the right to assess the members of the REDCOM Joint Powers Authority for the full value of any purchase requested by SCFCA but not reimbursed by SCFCA in accordance with the cost allocation methodology Section 11(d) of the REDCOM JPA.

9. Records. The Parties shall retain and make available to each Party records regarding all expenditures of funds generated by the Measure H.

10. Brown Act Compliance. At all times during the term of this Agreement, SCFCA shall be responsible for ensuring that each SCFCA meeting at which a quorum of the REDCOM

Board of Directors are participants and during which REDCOM equipment or technology purchases, or other items within the subject matter jurisdiction of the REDCOM Board, are discussed fully complies with the California Ralph M. Brown Act (Cal. Gov. Code §§ 54950 *et. seq.*). SCFCA shall confer with the REDCOM Executive Director regarding Brown Act compliance and ensuring that agendas are posted to the REDCOM website.

SCFCA shall defend, indemnify and hold harmless REDCOM, its officers, officials, and employees, from and against any and all demands, claims, actions, litigation or other proceedings, liability, damages and costs (including but not limited to attorney fees), that arise out of any violations of the Brown Act alleged against REDCOM based on discussions and actions taken at SCFCA meetings. This indemnification of REDCOM shall survive the expiration or earlier termination of this Agreement for any reason.

11. Measure H Reporting Compliance: SCFCA shall be solely responsible for all documenting and reporting of purchases using Measure H funding to the Measure H Oversight Committee. REDCOM shall provide all records and information in its possession to assist SCFCA with any Measure H reporting requirement.
12. No Waiver of Breach. The waiver by REDCOM of any breach of any term or promise contained in this Agreement shall not be deemed to be a waiver of such term or provision or any subsequent breach of the same or any other term or promise contained in this Agreement.
13. Choice Of Law. The Parties agree that if a dispute arises in the performance of this Agreement the laws of the State of California will govern. Any action to enforce the terms of this Agreement or for the breach thereof shall be brought and tried in Santa Rosa, CA or the forum nearest to the City of Santa Rosa in the County of Sonoma.
14. Notices. Any notice which may be required under this Agreement shall be in writing, shall be effective when received, and shall be given by personal service, or by certified or register mail, return receipt requested, to the addresses set forth below, or to such addresses which may be specified in writing to the parties hereto.

TO REDCOM: REDCOM JPA
2796 Ventura Ave.
Santa Rosa, CA 95403
Attn: Executive Director

TO SCFCA: SCFCA
1596 S Fitch Mtn Rd
Healdsburg, CA 95448
Attn: Executive Director

15. Additional Acts and Documents. Each Party agrees to do all such things and take all such actions, and to make, execute and deliver such other documents and instruments, as shall be reasonably requested to carry out the provisions, intent and purpose of this Agreement.
16. Integration. This Agreement represents the entire agreement of the Parties with respect to the subject matter hereof. No representations, warranties, inducements or oral agreements have been made by any of the Parties except as expressly set forth herein, or in other contemporaneous written agreements.
17. Amendment. This Agreement may not be changed, modified or rescinded except in writing, signed by all parties hereto, and any attempt at oral modification of this Agreement shall be void and of no effect.
18. Assignment. The Agreement may not be assigned, transferred, hypothecated or pledged by any party without the express written consent of the other party.
19. Successors. This Agreement shall be binding upon the successor(s), assignee(s) or transferee(s) of the SCFCA or REDCOM as the case may be. This provision shall not be construed as an authorization to assign, transfer, hypothecate or pledge this Agreement other than as provided above.
20. Severability. Should any part of this Agreement be determined to be unenforceable, invalid, or beyond the authority of either party to enter into or carry out, such determination shall not affect the validity of the remainder of this Agreement which shall continue in full force and effect; provided that, the remainder of this Agreement can, absent the excised portion, be reasonably interpreted to give effect to the intentions of the parties.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the Effective Date.

FOR REDCOM:

FOR SCFCA:

By: _____

By: _____

Evonne Stevens, Executive Director

Stephen Akre, President

APPROVED AS TO LEGAL FORM

FOR REDCOM:

Deputy County Counsel

FOR SCFCA:

General Counsel



REDCOM

Resolution No: 2026-01
Dated: February 5, 2026

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE
REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY (REDCOM) TO
INCREASE FY 25-26 EXPENDITURE APPROPRIATIONS BY \$369,400, CONSISTENT
WITH THE AGREEMENT WITH THE SONOMA COUNTY FIRE CHIEFS
ASSOCIATION’S (SCFCA) TECHNOLOGY REIMBURSEMENT AGREEMENT.**

WHEREAS, the REDCOM Board approved an agreement with the Sonoma County Fire Chiefs’ Association for technology and equipment improvements to REDCOM’s operations, fully funded and reimbursed by Measure H revenues; and

WHEREAS, the agreement provides that the SCFCA may reimburse up to \$500,000 in technology and equipment improvements purchased by REDCOM annually; and,

WHEREAS, the FY 25-26 REDCOM operations budget, approved by the Board on March 6, 2025, included appropriations of \$130,600 in expenditures for REDCOM’s technology needs, fully funded by the SCFCA, known and the “SCFCA’s technology fund”; and,

WHEREAS, the REDCOM Board desires to implement a one-time increase to its expenditure appropriations for FY 25/26 by \$369,400 to remain consistent with the \$500,000 technology fund that SCFCA agrees to reimburse utilizing Measure H funding.

NOW, THEREFORE, BE IT RESOLVED:

FY 25-26 expenditures appropriations will be increased by \$369,400, for a total of \$500,000, fully offset by corresponding revenues from SCFCA.

IN REGULAR SESSION, the foregoing resolution was introduced by Director
, who moved its adoption, seconded by Director

And passed by the REDCOM Board of Directors this 5th Day of February 2026, on regular roll call vote of the members of said Board:



REDCOM

Chair Akre	Aye_____	No_____	Absent_____
Vice Chair Busch	Aye_____	No_____	Absent_____
Secretary Cleaver	Aye_____	No_____	Absent_____
Director Boaz	Aye_____	No_____	Absent_____
Director Golly	Aye_____	No_____	Absent_____
Director Westrope	Aye_____	No_____	Absent_____
Director Luoto	Aye_____	No_____	Absent_____
 Vote:	 Aye_____	 No_____	 Absent_____

WHEREUPON, the Board Chair declared the foregoing resolution adopted, and

SO ORDERED:

ATTEST:

Stephen Akre,
Chair of REDCOM Board of Directors

Evonne Stevens
REDCOM Executive Director



REDCOM

2796 Ventura Avenue - Santa Rosa, CA 95403

STAFF REPORT

TO: Board of Directors
MEETING DATE: February 5, 2026
PREPARED BY: Charlotte Jourdain, Strategic Planning Specialist
ITEM 7: Fee Study

RECOMMENDATION:

- a. Receive NBS' Fee Study report and presentation
- b. Approve the elimination of the Base Fee assessment method for all REDCOM providers; set charges using proportion of total call volume exclusively

ALTERNATE RECOMMENDATION:

- c. Receive NBS' Fee Study report and presentation
- d. Approve the elimination of the Base Fee assessment method for REDCOM's private providers' fees only (currently Bell's, REACH and LifeWest); continue the use of the current methodology for member agencies

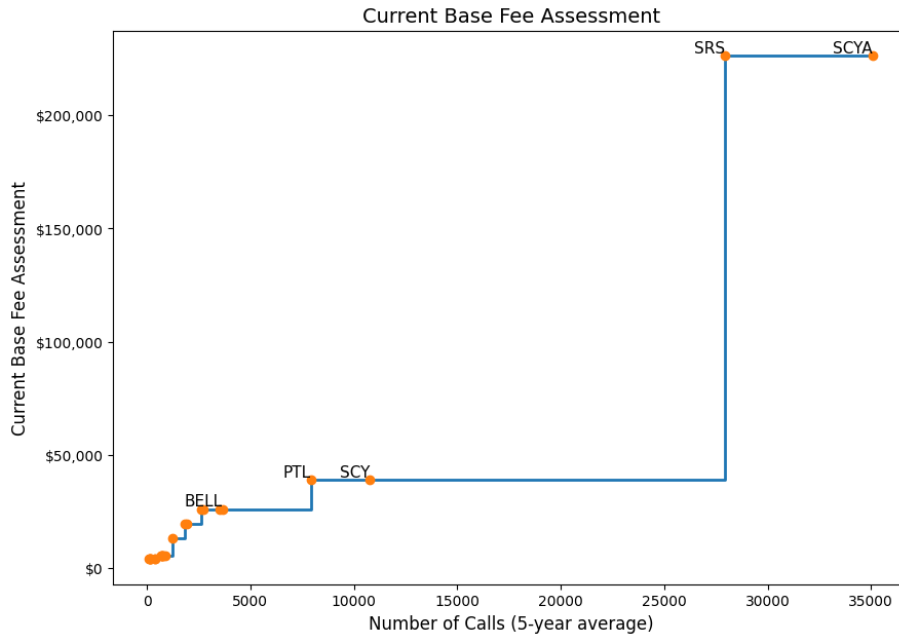
BACKGROUND:

REDCOM charges providers based on an assessment methodology last reviewed and approved by the Board in March 2011. This method was developed by a committee of the Board, composed of representatives from Sebastopol Fire Department, Sonoma County Fire and Emergency Services Department, Geyserville FPD, Forestville FPD, Santa Rosa Fire Department, Rincon Valley FPD, Gold Ridge FPD, Sonoma Life Support, Sonoma Valley Fire Authority, Bells Ambulance and REDCOM.

The cost of REDCOM's services are currently assessed to all providers (private providers and member agencies) in the same manner, through two subcomponents:

- a. A Base Fee per tiers of call / incident volume , AND
- b. A Proportional fee based on call volume

The following illustration helps illustrate the Base Fee's tiers and associated fee. Note the scale on the vertical axis, this subcomponent collects only about 10% of the overall REDCOM costs:



With the recommendation of the Ad Hoc Committee on Non-Measure H providers' costs, REDCOM has retained NBS to examine the current methodology, ensure compliance with Prop 26 and ensure best practices are being followed. NBS has submitted its final report, attached.

DISCUSSION:

After evaluating the current fee assessment methodology, NBS finds that:

Overall, REDCOM charges fees that do not exceed the reasonable costs of providing services to private providers. Our conclusion is that REDCOM's methods of establishing fees for private providers meet and, in some cases, exceed industry's best practices.

In our opinion, use of call/incident volume complies with the "reasonableness" requirements required for fees in California, as well as industry standards in fee setting practices for similar fire and emergency response agencies.

NBS does recommend that "REDCOM either eliminate the Dispatch Base Fee for private providers completely or eliminate it until further analysis to comprehensively review the Base Fee is completed and approved by the Board."

Impact of the NBS recommendation to eliminate the Base Fee subcomponent:

The Base Fee's tiers (steps in the above illustration) were arbitrarily set, the elimination of the Base Fee in favor of a full proportional assessment method impacts each provider differently. Although NBS' recommendation only applies to private providers, because the current assessment method is the same for all providers, staff examined the impact for all providers:

For most providers, the impact is marginal, *everything else equal*:

- For private providers, the annual total impact is a \$3175 favorable to these providers
- For Measure H member agencies, the annual total impact is \$12,091 favorable to these agencies / Measure H
- For Non-Measure H member agencies, the annual total impact is \$17,788 unfavorable to these providers

It is important to note that other factors affect providers' fees / dues annually, such as overall cost budget increase / decrease, and changes in call volume.

Changing the assessment method for all providers (not just private providers):

REDCOM currently uses the same assessment methodology to charge private providers and member agencies. While NBS' evaluation was conducted with Prop 26 in mind and the vendor was asked to evaluate private providers' fees only, the recommendation's logic extends to all REDCOM providers. Removing the arbitrariness of the Base Fee tiers helps ensure a fair distribution of all costs amongst users of REDCOM' services. It also facilitates dues' calculations in the event of mergers between providers, and helps the accounting team provide courtesy splits of invoices when a provider desires to receive 2 separate invoices for cost-recovery purposes. Finally, a unified assessment method streamlines calculations related to use of reserves.

While there are no legal requirement to eliminate the Base Fee for member agencies, and your Board has the option to adopt the Alternate Recommendation only, staff recommends approval of the Recommendation as follows:

- a. Receive NBS' Fee Study report and presentation
- b. Approve the elimination of the Base Fee assessment method for all REDCOM providers; set charges using proportion of total call volume exclusively

FISCAL IMPACTS

There is no fiscal impact associated with your Board's approval of any of the recommendations. A change in the assessment methodology does not change the costs, only the manner by which they are distributed.

Attachment 1: NBS Evaluation of Fees Charged to Private Providers report.

REDCOM

Final Report on:

Evaluation of Fees Charged to Private Providers

January 27, 2026

OFFICE LOCATIONS:

Temecula – Corporate Headquarters
32605 Temecula Parkway, Suite 316
Temecula, CA 92592

www.nbsgov.com

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Section 1. EXECUTIVE SUMMARY

Redwood Empire Dispatch Communication Authority (REDCOM) retained NBS to provide an independent review of fees charged to private ambulance providers (private providers) who contract with REDCOM for its services.

NBS is a professional services firm that has over 25 years of experience working with various local California governments, including counties, cities, special districts, and special agencies (JPA's, etc.) in the areas of revenue enhancement tools, cost recovery, cost allocation, and fee analysis. The recommendations in this report are based on the valuable input from REDCOM staff and NBS' decades of experience working with other public agencies.

This assessment focused on documenting REDCOM's existing practices for charging fees to private providers for services and provides recommendations regarding areas of improvement to existing cost recovery practices. It does not evaluate or assess the adequacy or quality of dispatch services provided by REDCOM.

Based on our review, we found that REDCOM is allocating costs fairly between its member agency and private provider customers through use of a pro-rata share of total calls for service/incidents as the primary method of cost allocation, which is a common and reasonable approach used by similar dispatch and fire services organizations.

One minor change to current fee establishment practices is recommended, which is to discontinue the practice of charging a base fee in addition to a fee component derived from a pro-rata share of total calls for service/incidents method. We recommend that REDCOM remove the base fee component either temporarily or permanently. It should be noted that fees charged to private providers are different than REDCOM member assessments. Fees charged to private providers are subject to California State Constitution Article XIIC's stated definition of and requirements for fees, as described further in the body of this report. The recommendation to remove the base fee from private provider charges does not necessarily extend to member dues, and evaluation of practices in assessing member dues are not within the scope of this report.

The fiscal impacts of this change in fee calculation approach are minor and are demonstrated in more detail within REDCOM staff's report to the Board.

Section 2. CURRENT COST RECOVERY PRACTICES

California’s local governments may impose fees for services and activities they provide. State Constitution, Article XIII C § 1(e) defines the difference between a “tax” and a “fee” by stating seven “Exceptions” to the definition of a tax. The second Exception distinctly classifies REDCOM’s charges to private providers as fees, not taxes, as follows:

(2) A charge imposed for a specific government service or product provided directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of providing the service or product.

Under this State Constitutional framework, a fee for services provided may not exceed the reasonable cost of providing the service or performing the activity. The body of this report will further demonstrate how REDCOM ensures their fees charged to private providers do not exceed the reasonable costs of providing services, and how the fee is established based on a reasonable method of allocation to private providers.

REDCOM’s Current Fee Approach

REDCOM was established through a Joint Powers Agreement (JPA) pursuant to the provisions of Title I, Division 7, Chapter 5, Article 1, Sections 6500 et seq. of the California Government Code. It was established to provide a coordinated public safety dispatch system for fire and emergency medical services in Sonoma County.

Section 12 of the JPA agreement stipulates Funding and Cost Allocation guidelines, and states that “Costs Charged by the Authority to member agencies and approved providers shall be allocated based on a five-year rolling average of call volumes.”.

According to REDCOM records, between calendar years 2020 – 2024, the following private providers produced 4.41% of all emergency services incidents dispatched by REDCOM: Bells Ambulance Service, Life West Ambulance, REACH, and American Medical Response (AMR).¹

In establishing charges to private providers, REDCOM treats all member agencies and private providers the same. The costs of REDCOM’s budget are recovered through two main fee components:

1. **Dispatch Fees for Services:** comprised of two fee subcomponents:
 - a. Base fee per tiers of call /incident volume charged to all member agencies and private providers

PLUS

 - b. Pro-rata allocation of remaining budgeted expenses to all member agencies and private providers, based on each member and private provider’s five-year average call/incident volume
2. **Directly Charged Expenses:** specific to a member agency or private provider and not included in recovery from Dispatch Fees for Services

¹ After adjusting the call / incident volume for the transition in the EOA1 license, per REDCOM Board decision

Per the California State Constitution, REDCOM's fees to private providers cannot exceed the reasonable cost of providing the service. REDCOM's current approach to meeting this requirement is further documented as follows:

Budget Adoption and Basis for Fees

In our experience and practice of routinely calculating fees for local government agencies use of budgeted appropriations is the prevailing and accepted practice for establishing governmental fees and charges, unless a statute or regulatory framework specifically requires the use of actual expenditure data, which is uncommon. The use of budget as the basis for fees is consistent with California's "reasonable cost" standard applicable to fees for services. In practice, "reasonable cost" is typically interpreted as an estimate of costs that is supported by an adopted budget, rather than a retrospective reconciliation to actual expenditures. For single-purpose agencies such as REDCOM, budgeted and actual expenditures generally track closely over time, further supporting the reasonableness of using the adopted budget as the primary cost basis.

REDCOM's Board reviews and legislatively adopts an annual fiscal year budget. This becomes the approved basis for further developing charges to member and private providers. The adopted budget serves as an important source of information that defines what REDCOM's anticipated expenditures are for the fiscal year. During our review of REDCOM's fee setting practices, we did not audit or validate budget documents and budget practices, nor did we adjust budget information to reflect different levels of service or any specific, targeted performance benchmarks. Rather, we confirm that it is reasonable to accept the adopted budget as a legislatively adopted directive describing the most appropriate and reasonable level of REDCOM's spending. We assert that through their legislative process, REDCOM has yielded a reasonable and valid expenditure plan to use in setting reasonable fees that do not exceed the costs of providing services.

Some cost allocation and cost reimbursement approaches in other contexts include post-year-end reconciliation or refund mechanisms; however, in our experience this approach is not standard practice for local government fee programs charged to private entities, including for single-purpose agencies, special revenue funds, or enterprise funds. Reconciliation and refund requirements are more commonly associated with intergovernmental grant reimbursement programs, which operate under separate statutory and regulatory rules and are not analogous to the fee program evaluated in this study.

Basing fees on audited actual expenditures or implementing routine refunds tied to year-end variances, would introduce administrative and fiscal complexities that are not typically present in budget-based fee programs. These include timing lags between audited financial reporting and the applicable fee period, potential cash-flow challenges, and reduced flexibility to implement approved operational and capital plans. For these reasons, reliance on the adopted budget provides a more stable, transparent, and administratively workable framework for fee setting.

REDCOM maintains a Board-adopted fund balance policy and annually updates its cost allocation model to reflect current service demand and budgeted expenditures. Monitoring fund balance relative to adopted policy thresholds provides an appropriate mechanism for evaluating whether fees remain aligned with reasonable costs over time. If fund balance were to materially exceed policy targets on a sustained basis, a one-time adjustment or credit could be considered; however, this circumstance is not indicated by REDCOM's current financial position.

Based on professional standards, applicable legal frameworks, and observed practice, we conclude that use of the adopted budget as the basis for assessing fees to private providers represents a reasonable, customary, and defensible approach.

Cost Allocation Model

REDCOM finance staff maintain a cost allocation model that establishes fees for services to member and private providers. This cost allocation model is updated every year, which means fees are always recalibrated to current level of call/incident volume and current level of budgeted expenditures. The JPA requires annual determination of each agency’ call volume based on the rolling average concept embedded in the JPA language, which informs the annual update of the cost allocation model.

This annual practice of review and recalibration is more frequent than most local government agencies in practice. Most local governments that are routinely evaluating their fees are on a three to five year cycle of comprehensive review and update of all underlying assumptions. In between comprehensive updates, the common practice is to simply update fees by a cost inflationary factor such as Consumer Price Index (CPI).

We reviewed REDCOM’s cost allocation model in detail and confirmed that every budgeted line item of Board-approved costs has been reviewed and considered as either:

- applicable to recovery from Dispatch Fees as a general operating expense
- best directly charged to some, not all, member agencies and private providers as applicable to their need or useage of the expenditure
- excluded from charges as not applicable to funding from fees for services

The Fiscal Year 2025-26 budget for REDCOM totals \$8,017,225. Before establishing charges to members and private providers, several types of budgeted costs are excluded or adjusted:

Table 1. FY 26 Funding from Charges for Services

Budget Category and Adjustments	FY 26 Approved Amount	Notes
FY 2026 Adopted Budget Total	\$ 8,017,225	
<i>Less: Depreciation</i>	(175,000)	
<i>Less: Expenses Not Funded by Members/Private Providers</i>	(94,700)	Aircards, Contingency, Expansion Project Fy 26 Expense
<i>Less: Expenses funded by Non-Members</i>	(152,118)	Non-Member Direct Charges, Fire Cheifs Association
<i>Adjustment: Expansion Project Contribution</i>	100,000	Shared Only to Applicable Member and Private Agencies
<i>Adustment: Device Replacement Fund</i>	38,851	Shared Only to Applicable Member Agencies
Total Funding from Annual Charges for Services	\$ 7,734,258	

As shown in Table 1, expenses for depreciation, expenses paid by reserves, and expenses paid by external entities other than members or private providers are not included in the cost basis recovered from fees for services. The adjustment shown for the expansion project and device replacement fund are brought into provide contributions to reserves for these purposes as agreed upon by Board policy. \$7,734,258 are the resulting costs included for recovery through fees for services.

Table 2. FY 26 Funding from Charges for Services

Expense Categorization	FY 26 Approved Amount	Share Method
Dispatch Base Fee	\$ 747,707	Applies to All Member and Private Agencies
Dispatch Allocated Fee	6,477,022	Shared to All Member and Private Agencies
Dispatch Fire Season Dispatcher Fee	109,194	Shared Only to Applicable Member Agencies
Expansion Project Expense Contribution	100,000	Applies to All Member and Private Agencies
Subtotal Dispatch Fees	\$ 7,433,923	
Tablet Command	261,484	Shared Only to Applicable Member and Private Agencies
Device Replacement	38,850	Shared Only to Applicable Member Agencies
Subtotal Direct Charges	\$ 300,334	
Total Annual Charges for Services	\$ 7,734,257	

Table 2 shows that the general Dispatch Fees cover most of REDCOM’s budget, including general operational costs recovered through the Dispatch Base Fee and Dispatch Allocated Fee. These operational costs include all direct hands-on dispatcher staff available 24/7/365, all indirect support costs such as the services and supplies operational costs, costs of the executive leadership team, finance support staff, legal, etc., and any miscellaneous legislative expenses required for the Board of Directors to conduct routine business and public meetings to run REDCOM. We confirm that all expenses included in the Dispatch Base and Allocated fees are standard eligible direct and indirect costs that can be recovered in fees for services. These costs are eligible for recovery from all members and private providers. Additionally, specific operating costs like dispatch fire season support are only shared with certain member agencies, not private providers.

General Dispatch Fees also recover for an infrastructure expansion project totaling \$400,000, allocated to all members and private providers over a four-year period to build reserves for project completion. Fiscal Year 2026-27 will be the third year of the payment plan, and completion of the expansion project will begin in Fiscal Year 2025-26 and end in Fiscal Year 2026-27. Inclusion of a fair share of this expenditure to be paid by private providers is reasonable and is in alignment with the JPA directive and Board approval of the project. Direct charges for Tablet Command further reflect thoughtful allocation to individual service recipients, only. Device replacement costs for tablets are calculated as ongoing contributions based on their useful life, rather than the higher current year expenditure amount shown in the adopted budget.

Dispatch Fees for Private Providers

The focus of this report is on how fees are established for private providers, and whether those fees are reasonably aligned with requirements for substantiating fees under California law. As shown in Table 2, the Dispatch Base Fee recovers approximately 10% of the total annual amount funded through Dispatch Fees. It is charged to each private provider depending on what tier of the following table their average five-year call /incident volume falls into. For FY 25-26, REDCOM’s four private providers fall into tiers 4, 7, and 8 of Table 3 on the following page, which shows the current Dispatch Base Fee Amount.

Table 3. Dispatch Base Fee Amount

Tier Number	5-Yr Average Call Volume Range	2025-26 Fee
1	25,000+	\$226,381
2	15,000-24,999	\$194,041
3	4,001-14,999	\$38,808
4	2,501-4,000	\$25,872
5	1,500-2,500	\$19,404
6	1,000-1,499	\$12,936
7	501-999	\$5,175
8	1-500	\$3,881

In Fiscal Year 2010-11, the REDCOM Board created a committee composed of representatives of the following organizations: Sebastopol Fire, Sonoma County Fire and Emergency Service Department, Geyserville FPD, Forestville FPD, Santa Rosa Fire Department, Rincon Valley FPD, Gold Ridge FPD, Sonoma Life Support, Sonoma Valley Fire Authority, Bell's Ambulance and REDCOM. Based on this committee's review and recommendation, REDCOM's Board of Directors supported and approved the concept of a Base Fee paid by all members and private providers to cover the baseline cost for a single dispatcher working 24/7/365 at approximately \$650,000. The idea behind the base fee was to recognize that there is a cost for all providers to always have a staffed dispatch center available, and to ensure that all providers, regardless of their size/incident volume, contribute a minimum amount to cover basic costs.

While we agree with and support the concept of a Base Fee and have utilized this approach in other local government agencies across various service disciplines, our recommendation is that the basis for establishing the total cost to be funded by the Base Fee, as well as the method of establishment of a fixed fee for each tier, is outdated and needs to be reviewed. The determination of the range for each tier is not supported by a specific methodology and the fee per tier is unequal. The method for allocation of the costs to be recovered for each tier when establishing the fee amount should be reasonable and documented. It appears that current fees have simply been escalated each year by CPI to keep pace with cost inflation. The recommended best practice for comprehensive review of a fee structure such as this one is approximately every five years, since organizations and their cost structures do change over time. The method of establishment for this Base Fee amount has not been reviewed in almost 15 years.

Next, the Dispatch Allocated Fee component is simply an allocation of the budgetary requirements of REDCOM that are not charged through the Base Fee, specific allocation to certain member agencies, or directly charged to certain members and providers. The allocation is based on a pro-rata share of total average five-year call / incident volume for each agency. The Fiscal Year 2025-26 share is shown in Table 4 on the following page.

Table 4. Pro-Rata Cost Distribution Data

Participating Agency Type	Call / Incident Volume per Calendar Year, 5-Yr Average	% of Total Calls / Incidents
Member Agencies	101,273	95.59
Private Providers:		
Bells	3,654	3.45%
Life West	713	0.67%
Reach	109	0.10%
AMR ²	193	0.18%
Total	105,942	100%

As shown, private providers produced 4.41% of all emergency services incidents dispatched by REDCOM over the past five-year period. The impact of results shown in Table 4 mean that in addition to their individual Dispatch Base Fee, private providers will also pay their individual (pro-rata percentage) share of the \$6.5 million in budgeted costs shown for the Dispatch Allocated Fee in Table 2.

Call Volume and Call Volume Count Approach

A final note about call volume and REDCOM’s method of counting calls to establish fees for services. In our experience, call volume is the most common standard industry practice utilized in fire and emergency services agencies for cost allocation and various types of fee establishment. Furthermore, it is considered the best practice to average calls over multiple years to smooth any volatility for any given recipient of services occurring in a single year. Averaging calls over multiple years ultimately provides more stability in resulting cost allocations and fees for services.

The REDCOM Board has adopted a cost allocation methodology based on an average 5-year call volume. While the term “call” has been used historically, in practice REDCOM invoices providers by counting incidents as the indicator of dispatch service volume. This is an important distinction in a 911 setting as fires generally generate many more calls than the number of incidents. REDCOM has a well-established and documented approach to counting incidents. It is important to note that REDCOM charges members and private providers based on incidents, not individual calls or units dispatched, using the rolling 5-year average for each provider. This approach is consistent with other California dispatch centers. Incident volumes are retrieved annually to calculate call count assessments.

Incident data is compiled from three CAD datasets and key fields include provider ID, incident number, incident type, unit status, and timestamps. Incidents are counted only if at least one unit from the provider was enroute. Duplicate case numbers are removed to ensure incidents are only counted once per provider regardless of the number of responding units.

² After adjusting to remove EOA1 calls, per REDCOM staff’s direction

Section 3. FINDINGS AND RECOMMENDATIONS

Overall, REDCOM charges fees that do not exceed the reasonable costs of providing services to private providers. Our conclusion is that REDCOM's methods of establishing fees for private providers meet and, in some cases, exceed industry's best practices. Since call /incident volume is the best indicator of resource utilization incurred by REDCOM for each member agency and private provider, it makes sense that the Board has approved this approach as part of the foundational JPA agreement. In our opinion, use of call /incident volume complies with the "reasonableness" requirements required for fees in California, as well as industry standards in fee setting practices for similar fire and emergency response agencies.

NBS does not recommend a significant change in approach to the current method used to calculate private provider fees for services. The current approach, which utilizes the five-year rolling average of call / incident volume, is efficient for REDCOM administrative staff to maintain and administer.

A notable concern with the current fee calculation methodology is the significant time that has elapsed since the Dispatch Base Fee was first established. It should be noted that REDCOM is not unique in this regard; many agencies in California have similarly not conducted a comprehensive review of their fee assumptions in over 15 years. This situation is relatively common, and we routinely assist clients in updating their fee programs to reflect contemporary operational standards and cost structures. As best practice dictates, fee programs ought to undergo thorough evaluation and recalibration approximately every five years. Although the original rationale for REDCOM's Dispatch Base Fee—its necessity, targeted cost recovery, and allocation method based on call volume ranges—was well-founded, it is clear that the underlying assumptions now require an updated analysis to ensure alignment with REDCOM's current operations and costs.

Based on these findings, NBS recommends that REDCOM either eliminate the Dispatch Base Fee for private providers completely or eliminate it until further analysis to comprehensively review the Base Fee is completed and approved by the Board. When eliminating the Base Fee, either temporarily or permanently, the Dispatch Allocated Fee is the recommended method of charging private providers, which is based on each private provider's share of total call/incident volume as described in this report. Consult REDCOM's staff report for their recommendation to the Board for the approach to charging private providers going forward.

Section 4. CONCLUSION

NBS has combined decades of consulting experience in cost recovery, cost allocation and revenue enhancement to develop the recommendations contained in this report. Unless there is some significant, long-term change in activity levels or fiscal policy for REDCOM, these recommendations should enhance fairness and legitimacy in fee setting practices to private agency customers.

In preparing this report and the opinions and recommendations included herein, NBS has relied on several principal assumptions and considerations regarding financial matters, conditions and events. The information and assumptions, including budgets, data, and workload information from REDCOM, were provided by sources we believe to be reliable; however, NBS has not independently verified such information and assumptions. While we believe NBS' use of such information and assumptions is reasonable for the purpose of this report, some assumptions will invariably not materialize as stated herein and may vary significantly due to unanticipated events and circumstances. Therefore, the actual results can be expected to vary from those projected to the extent that actual future conditions differ from those assumed by us or provided to us by others.

Item 8



REDCOM

2796 Ventura Avenue - Santa Rosa, CA 95403

STAFF REPORT

TO: Board of Directors
MEETING DATE: February 5, 2026
PREPARED BY: Charlotte Jourdain, Strategic Planning Specialist
ITEM 8: FY 2026-27 Proposed Budget Preview

RECOMMENDATION:

There is no recommendation associated with this item at this point, staff is presenting a preview of the FY 20226-27 Proposed Budget and seeking input and direction before presenting it for adoption at the March 5, 2026 Board meeting.

BACKGROUND

Under the terms of the REDCOM Joint Powers Agreement, the REDCOM Board must adopt the next fiscal year's Budget by March 15th, and notify member agencies of their annual dues by April 1st every year.

DISCUSSION

The FY 2026-27 Proposed Budget Preview is presented in Attachment 1.

Total expenditures amount to \$8,304,215, a decrease of 1,242,745 or 13% from FY 2025-26, and include:

- \$5,220,620 (63% of total expenditures) in Salaries and Benefits, an 8.05% decrease over the FY 2025-26 Adopted Budget. The decrease is due to adjustment to the costing now that payroll actuals under the new employment model are available, offset by wage increases specified in the existing collective bargaining agreement, and a projected increase in the cost of benefits. The total number of employees remains the same with 30.5 FTE and there is no proposed changes to classification or the organizational chart.
- \$2,101,897 (25% of total expenditures) in Services and Supplies, a minor increase of 0.44% over the FY 2025-26 Adopted Budget. This small increase is due to expected inflation costs,

increases in the use of accounting and legal services and cost of participation in the Sonoma County Public Safety Consortium, offset by reductions in the following expenditures:

- Training and Uniforms' budget to more closely match actuals
 - Consulting budget now that the transition from AMR is wrapping up
 - General office supplies and small equipment budget to more closely match actuals
 - Software budget to more closely match actuals
- \$799,400 (10% of total expenditures) in capital acquisition expenditures, a decrease of 49.9% over the FY 25-26 Adopted Budget. This includes the cost of 10 consoles (desks) to be ordered with the new desks for the expansion space, an allowance for 911 phone consoles' purchase given uncertainty with Cal OES funding, and an allowance for the Measure H Technology Fund per agreement. Staff will return to your Board for spending authority on these items. Zetron radio consoles and the cost of 5 desks for the expanded space are already set aside per your Board's decision in October 2025.
 - \$175,00 in depreciation for financial reporting only

Proposed contribution for equipment replacement:

Timely equipment replacement ensures continuity of operations and avoids disruption. Planning ahead for equipment replacement avoids surprises and the need for special assessments outside of the Budget cycle.

The attached Funding Needs and Replacement Contributions schedule outlines the current equipment inventory, expected lifespan and estimated replacement costs. This includes radio infrastructure, 911 phone consoles, equipment for the expanded workspaces after the current construction project, and laptops to ensure mobile dispatch capacity.

The FY 206-27 Dispatch fees / dues calculation includes a new assessment to all providers for equipment replacement. Staff seeks your input and direction regarding the Funding Needs and Replacement Contributions schedule.

Dispatch fees / dues by provider:

Dispatch fees / dues for FY 2026-27 were calculated assuming your Board approves the recommendation to change the cost allocation methodology. This excludes the costs of Tablet Command, the Measure H Technology budget, and other provider-specific charges. The total dispatch fees / dues shared by all providers, using the recommended fully proportional assessment method, is \$7,192,57, a decrease of \$32,156 or 0.4% compared to FY 2025-26.

Page XX of the attached FY 2026-27 Proposed Budget Preview outlines the fees / dues by provider. The change between FY 2025-26 and FY 2026-27 reflects a combination of the following factors:

- Very small decrease in overall budgeted expenditures (as described above)
- Very small decrease given Cloverdale's admission into the JPA
- Small increase for equipment replacement contribution as proposed

- Change in call / incident volume
- Change in the assessment method, eliminating the Base Fee for all providers

Price per call:

The proposed elimination of the Base Fee allows for a clearer comparison of the change in the price per call year-over year. This is because the Base Fee results in a differential price per call by providers.

- For fire agencies contributing to the cost of additional dispatchers' shifts, the FY 2026-27 price per call is \$67.73, an average decrease of \$0.46 (0.68%) per call.
- For non-fire agencies, the FY 2026-27 price per call is \$66.11, an average decrease of \$2.99 (4.39%) per call.

Use of Fund Balance:

In 2011, your Board approved a reserve policy to maintain 17% of annual operating expenditures as a reserve fund. When adopting the FY 25-26 Budget, your Board approved a reduction in projected Fund Balance at the end of FY 25-26 to 12.6%. In October 2025, your Board further approved a reduction in projected Fund Balance at the end of FY 25-26 to 9.12%, to allow funding of the facility's expansion project.

The FY 2026-27 Proposed Budget Preview does not contribute to or draw from Fund Balance. It projects a Fund Balance at the end of FY 2026-27 of 10%, based on actuals as of June 30, 2025. It is important to remember that projecting Fund Balance 24 months ahead is uncertain. Fund balance is best addressed when reviewing the closing of the Fiscal Year, once all invoices have been paid and revenues received. Staff will return to your Board in October 2026 with an update on Fund Balance after the close of FY 2025-26 and will provide recommendations for rebuilding Fund Balance as needed, and /or modify the fund balance policy.

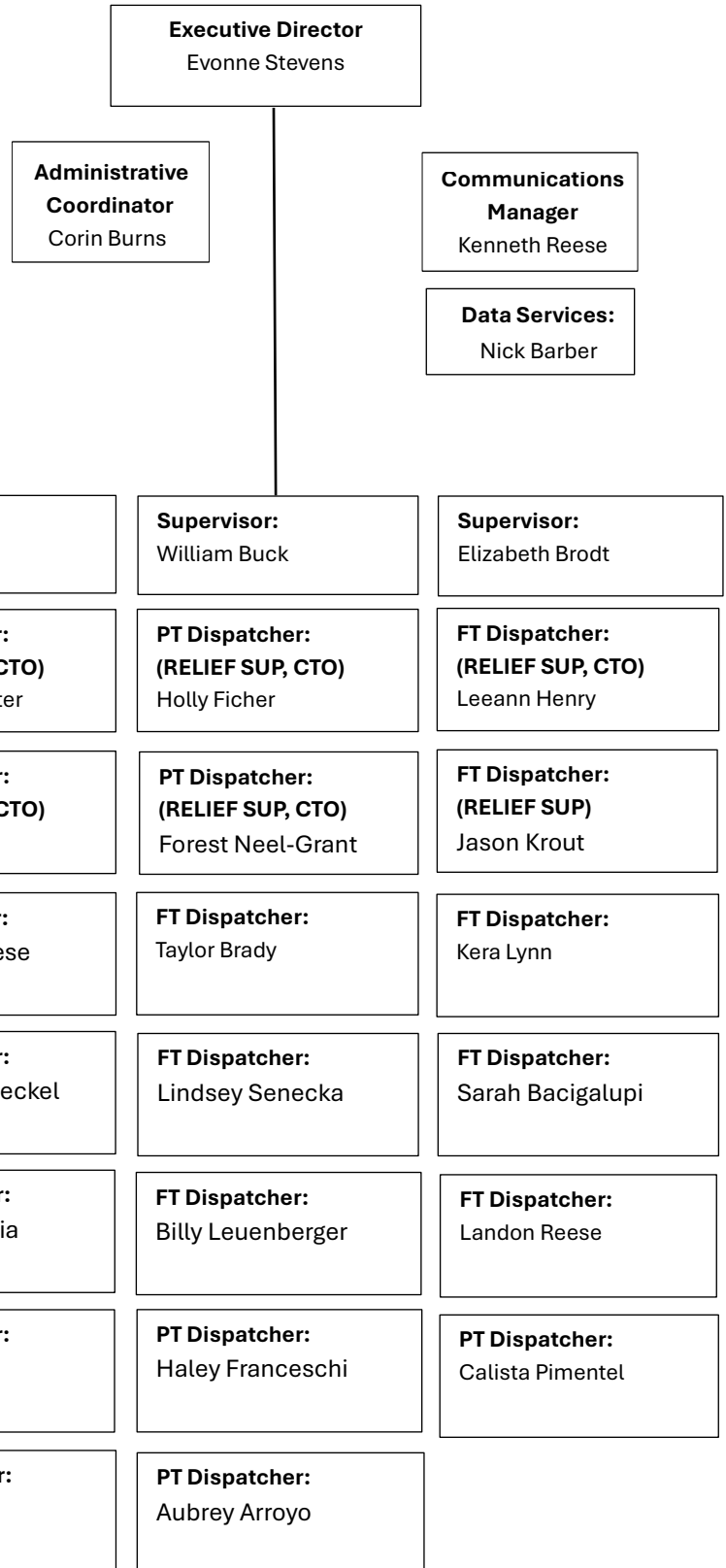
FISCAL IMPACTS

Approval of the FY 2026-27 Budget will allow expenditure appropriations up to \$8,304,215, largely offset by member assessments and through previously approved use of fund balance.

Attachment 1: FY Proposed 2026-27 Budget Preview

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY ORGANIZATIONAL CHART & FTE ALLOCATION BY CLASSIFICATION

FTE allocation by classification	FY 25-26 Adopted	FY 26-27 Proposed
Executive Director	1.00	1.00
Administrative Assistant		
Admin Services Coordinator	1.00	1.00
Communications Manager	1.00	1.00
Operations Manager		
Associate Data Sys Admin	1.00	1.00
Communications Supervisor	4.00	4.00
Communications Dispatcher	22.50	22.50
Total FTE	30.50	30.50



**REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
FY 2026-27 PROPOSED OPERATIONS BUDGET**

REDCOM Operations Budget 78401-66060100	Actual	Approved Budget	Preliminary Budget	Change Budgeted	% Change
	FY 24-25	FY 25-26	FY 26-27	FY 26-27	FY 26-27
Revenues					
42610 Measure H Providers	\$ 2,435,749	\$ 4,582,176	\$ 4,596,841	\$ 14,665	0.3%
42627 Non Measure H Providers	2,133,478	85,087	77,776	(7,311)	-8.6%
45301 EOA1 Provider (SCFD_EMS)	-	2,437,995	2,440,035	2,040	0.1%
45301 EOA2 Provider (Bells)	-	252,729	250,160	(2,569)	-1.0%
45310 Other Private Ambulance Providers (REACH, LifeWest)	2,700,143	75,937	53,401	(22,536)	-29.7%
45507 Tablet Command Software Licenses - Providers	189,482	261,484	290,371	28,887	11.0%
45507 Tablet Command Fire Chiefs - Technology fund (placeholder)	-	130,600	500,000	369,400	282.8%
46040 Tablet Command Software Licenses - Non Members	21,841	21,518	20,631	(887)	-4.1%
45510 Air cards	3,873	-	-	-	N/A
44002 Interest on Pooled Cash	61,754	-	-	-	N/A
46200 Misc. Revenue	303,800	-	-	-	N/A
Total Revenues	\$ 7,850,120	\$ 7,847,526	\$ 8,229,215	\$ 381,689	4.9%
Expenses					
Provider Specific Direct Expenses					
50000 Salaries & Employee Benefits - Fire Season Dispatcher	\$ -	\$ 109,194	\$ 110,310	\$ 1,116	1.0%
19840 Measure H Technology fund	-	-	369,400	369,400	-
52143 Measure H Fire Mapper and Tablet Command placeholder of 108 licenses	-	130,600	130,600	-	0.0%
52144 Software Reimbursed by EOA-1 - Genesis Pulse	-	-	15,330	15,330	100.0%
52144 Tablet Command Software Licenses	275,158	283,002	311,002	28,000	9.9%
Subtotal Provider Specific Expenses	\$ 275,158	\$ 522,796	\$ 936,642	\$ 413,846	
Expansion Project and other expense not allocated to providers					
19831 Acq-CIP-Bldg. & Impr (Expansion Project)	\$ 788,589	\$ 1,594,435	\$ -	\$ (1,594,435)	N/A
51025 Telecommunication Wireless Svc (Air cards)	925	2,040	-	(2,040)	N/A
52142 Contingency budgets	-	27,960	-	(27,960)	N/A
53501 Contributions	15,497	\$ -	-	-	N/A
Subtotal Use of FB	\$ 805,011	\$ 1,624,435	\$ -	\$ (1,624,435)	
All providers supported Expenses					
19840 Acq-WIP Equipment (Zetron Agreement)	\$ -	\$ -	\$ -	\$ -	N/A
19840 Acq-WIP Equipment (other purchases per replacement schedule)	-	-	430,000	430,000	100.0%
19840 Acq-WIP Equipment (Coast Blue - Radio Equipment)	81,382	-	-	-	N/A
50000 Salaries & Employee Benefits (excluding Fire Season Dispatcher recorded above)	3,132,137	5,568,476	5,110,310	(458,166)	-8.2%
51022 Phone Lines - Velocity	-	-	1,872	1,872	100.0%
51025 Telecommunication Wireless Svc (Aircards)	-	-	2,042	2,042	100.0%
51041 Insurance	20,270	20,085	24,000	3,915	19.5%
51061 Maintenance (Van)	-	2,575	2,652	77	3.0%
51061 Maintenance - Equipment (Livewall)	-	10,000	10,000	-	0.0%
51061 Maintenance - Equipment (Zetron Agreement)	37,838	36,070	36,070	-	0.0%
51201 Administration Services	1,169	17,000	1,500	(15,500)	-91.2%
51206 Annual Audit	10,655	15,633	15,633	-	0.0%
51207 Client Accounting Services	110,840	77,000	116,000	39,000	50.6%
51209 SCPSC Operations	614,849	582,024	635,750	53,726	9.2%
51211 County Counsel - Legal Advice	185,810	60,000	100,000	40,000	66.7%
51212 Outside Counsel - Legal Advice	28,248	40,000	50,000	10,000	25.0%
51225 Training Services	24,206	40,000	30,000	(10,000)	-25.0%
51226 Consulting Services	276,609	185,000	100,000	(85,000)	-45.9%
51235 AMR Dispatch Contract	1,408,899	-	-	-	N/A
51237 Process Services	5,784	4,400	6,200	1,800	40.9%
51242 Bank Charges	574	800	800	-	0.0%
51249 Other Professional Services	2,894	-	-	-	N/A
51401 Rents and Leases - Equipment	-	2,500	1,000	(1,500)	-60.0%
51901 Telecommunication Data Lines	16,814	11,200	11,200	-	0.0%
51902 Radio Services	32,571	32,572	32,572	-	0.0%
51905 ISD- Improvement Projects (expansion project)	3,300	3,400	3,400	-	0.0%
51916 County Services	5,102	1,030	5,500	4,470	434.0%
52021 Clothing, Uniforms, Personal	-	7,000	3,500	(3,500)	-50.0%
52111 General office expenses for JPA	14,485	75,000	30,000	(45,000)	-60.0%
52141 Minor Equipment/Small Tools	4,464	9,500	6,000	(3,500)	-36.8%
52142 Computer Equipment/Accessories	87,910	15,000	15,000	-	0.0%
52142 Computer Equipment/Accessories (SCPSC Shared Replacement Fund)	20,766	98,084	98,115	31	0.0%
52143 Computer Software\ Licensing	143,684	210,000	201,426	(8,574)	-4.1%
52190 Utilities Expense	-	15,450	15,000	(450)	-2.9%
59002 Advances	73,931	84,930	97,031	12,101	14.2%
59003 Advances clearing	-	-	-	-	N/A
Subtotal Expenses - Shared by all Providers	\$ 6,345,188	\$ 7,224,729	\$ 7,192,573	\$ (32,156)	-0.4%
Non-Member support expenses (budget reporting only)					
53402 Depreciation and Amortization	\$ 175,000	\$ 175,000	\$ 175,000	\$ -	0.0%
Total Expenses	\$ 7,600,357	\$ 9,546,960	\$ 8,304,215	\$ (1,242,745)	-13.0%

**REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
FY 2026-27 PROPOSED OPERATING PROJECTED FUND BALANCE**

Fund Balance Summary	FY 24-25	Approved Budget	FY 26-27
Beginning Fund Balance Available for Budgeting	\$1,912,857	\$2,143,881	\$619,447
Plus Revenues	\$7,850,120	\$7,847,526	8,229,215
Less Expenses	\$(7,600,357)	\$(9,546,960)	(8,304,215)
Budget Adjustments			
Adjustments (less depreciation)	\$(18,739)	\$175,000	175,000
Adjusted Net Cost	\$231,024	\$(1,524,434)	\$100,000
Ending Fund Balance Available for Budgeting	\$2,143,881	619,447	\$719,447
Expenses applicable to Fund Balance requirement calculation	\$6,636,768	\$7,224,729	\$7,192,573
<i>Temporary change of Fund Balance requirement from 17% to 9.12%</i>	\$605,273	\$658,895	\$655,963
Excess Fund Balance over minimum balance	\$1,538,608	\$(39,448)	\$63,484
Proposed Fund Balance as a % of budgeted operating expenditures (using previous year-end actuals) approved at 9.12% per resolution 2025-08		8.6%	10.0%

FY2026-27 PROPOSED REPLACEMENT/DEVICE BUDGET

	Actual	Approved Budget	Preliminary Budget	Change Budgeted	% Change
REDCOM Replacement Device Fund Budget 78402-66060200	FY 24-25	FY 25-26	FY 26-27	FY 25-26/ FY 26-27	FY 25-26/ FY 26-27
44002 Interest on Pooled cash	\$ 20,661	\$ -	\$ -	\$ -	N/A
45527 REDCOM Tablet Replacement Fund Agency Specific	30,450	38,850	47,250	8,400	21.6%
46210 Future replacement collection per replacement schedule		-	207,548	207,548	0.0%
Total Revenues	\$ 51,111	\$ 38,850	\$ 254,798	\$ 215,948	556%
52144 Tablet Replacement Fund Agency Specific - placeholder.	\$ -	\$ 252,000	\$ 78,430	(173,570)	-68.9%
52144 Equipment allowance - Tablet replacement, Agency-specific use of their funds	146,973	38,850	47,250	8,400	21.6%
AMR MDC refund	171,662	-	-	-	N/A
57011 Transfer to Operations from replacement recon	292,692	-	-	-	N/A
Total Expenses	\$ 611,327	\$ 290,850	\$ 125,680	\$ (173,570)	-60%

Fund Balance Summary	FY 24-25	FY 25-26	FY 26-27
Beginning Fund Balance Available for Budgeting	\$ 890,646	\$ 330,430	\$ 78,430
Plus Revenues	51,111	38,850	254,798
Less Expenses	(611,327)	(290,850)	(125,680)
Adjustments			
Ending Fund Balance Available for Budgeting	\$ 330,430	\$ 78,430	\$ 207,548

**REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
FY 2026-27 PROPOSED DISPATCH FEES/DUES BY PROVIDER**

	# of calls per calendar year 5-yr	% of Total Calls	Total Fee contribution of Shared Expense		Fire Season Dispatcher	Expansion Project Contribution	2026-27 Operations collection	2026-27 Replacement collection	2026-27 Total Dispatch Dues
Measure H Eligible Member Agencies				68,007					
Cazadero CSD	153	0.14%	\$ 9,950	0.22%	\$ 248	\$ 138	\$ 10,335	\$ 287	\$ 10,622
Cloverdale Fire	1,593	1.44%	103,890	2.34%	2,585	1,444	107,919	2,998	110,916
City of Healdsburg	1,942	1.76%	126,631	2.86%	3,150	1,761	131,542	3,654	135,196
City of Petaluma	8,212	7.44%	535,396	12.07%	13,319	7,444	556,159	15,449	571,609
City of Santa Rosa	28,865	26.17%	1,881,997	42.44%	46,820	26,166	1,954,983	54,307	2,009,289
City of Sebastopol	1,165	1.06%	75,932	1.71%	1,889	1,056	78,877	2,191	81,068
City of Sonoma - Kenwood	2,963	2.69%	193,174	4.36%	4,806	2,686	200,666	5,574	206,240
Graton FPD	840	0.76%	54,781	1.24%	1,363	762	56,905	1,581	58,486
Monte Rio FPD	704	0.64%	45,927	1.04%	1,143	639	47,708	1,325	49,033
North Bay Fire -Gold Ridge FPD/CSA40	2,726	2.47%	177,761	4.01%	4,422	2,471	184,655	5,129	189,784
North Sonoma Coast FPD	375	0.34%	24,450	0.55%	608	340	25,398	706	26,104
Northern Sonoma County (Geyserville)	726	0.66%	47,361	1.07%	1,178	658	49,198	1,367	50,565
Occidental CSD	397	0.36%	25,897	0.58%	644	360	26,902	747	27,649
Rancho Adobe FPD	2,823	2.56%	184,060	4.15%	4,579	2,559	191,198	5,311	196,509
Schell-Vista FPD	721	0.65%	46,996	1.06%	1,169	653	48,819	1,356	50,175
Sonoma County Fire District	10,921	9.90%	712,036	16.06%	17,714	9,900	739,649	20,546	760,196
Sonoma Valley Fire	2,530	2.29%	164,956	3.72%	4,104	2,293	171,353	4,760	176,113
Timber Cove FPD	215	0.20%	14,031	0.32%	349	195	14,575	405	14,980
Total Measure H eligible Cities and Districts	67,872	61.52%	\$ 4,425,226	99.80%	\$ 110,090	\$ 61,525	\$ 4,596,841	\$ 127,694	\$ 4,724,534
Non Measure H Member Agencies									
Coast Life Support	923	0.84%	\$ 60,193	0%	-	\$ 837	\$ 61,029	\$ 1,737	\$ 62,766
Dry Creek Rancheria	136	0.12%	8,854	0.20%	220	123	9,198	255	9,453
Sheriff Helicopter	114	0.10%	7,446	0%	-	104	7,549	215	7,764
SCFD-EMS (EOA1)	36,679	33.25%	2,391,457	0%	-	\$ 33,249	\$ 2,424,705	\$ 69,008	2,493,713
Total Non Measure H eligible Cities/Districts	37,852	34.31%	\$ 2,467,949	0.20%	\$ 220	\$ 34,312	\$ 2,502,482	\$ 71,215	\$ 2,573,962
Private Providers									
Bells (EOA2)	3,784	3.43%	246,730	0.00%	-	3,430	250,160	7,120	257,280
Life West	719	0.65%	46,892	0.00%	-	\$ 652	\$ 47,544	1,353	48,897
REACH	89	0.08%	5,777	0.00%	-	80	5,857	167	6,024
Total Private Providers	4,592	4.16%	\$ 299,398	0.00%	\$ -	\$ 4,163	\$ 303,561	\$ 8,639	\$ 312,201
Total All Agencies:	110,316	100%	\$ 7,192,573	100.00%	\$ 110,310	\$ 100,000	\$ 7,402,883	\$ 207,548	\$ 7,610,431

**REDWOOD EMPIRE DIPSTACH COMMUNICATIONS AUTHORITY
FY2026-27 PROPOSED DEVICE CHARGES BY PROVIDER**

	2026-27 Tablet Command Costs	2026-27 Device Replacement	Total 2026-27 Device Charges	Genesis Pulse	Total Charges
Measure H Eligible Member Agencies					
Cazadero CSD	\$ 1,666	\$ -	\$ 1,666	\$ -	\$ 12,288
Cloverdale Fire	4,778	-	4,778	-	115,694
City of Healdsburg	7,242	-	7,242	-	142,438
City of Petaluma	16,881	5,600	22,481	-	594,090
City of Santa Rosa	40,269	-	40,269	-	2,049,558
City of Sebastopol	-	-	-	-	81,068
City of Sonoma - Kenwood	-	-	-	-	206,240
Graton FPD	7,885	-	7,885	-	66,371
Monte Rio FPD	-	-	-	-	49,033
North Bay Fire -Gold Ridge FPD/CSA40	34,648	-	34,648	-	224,432
North Sonoma Coast FPD	6,070	-	6,070	-	32,174
Northern Sonoma County (Geyserville)	9,527	2,100	11,627	-	62,192
Occidental CSD	7,599	2,800	10,399	-	38,048
Rancho Adobe FPD	15,854	14,350	30,204	-	226,713
Schell-Vista FPD	9,590	8,050	17,640	-	67,815
Sonoma County Fire District	40,878	-	40,878	-	801,074
Sonoma Valley Fire	32,979	14,350	47,329	-	223,442
Timber Cove FPD	2,384	-	2,384	-	17,364
Total Measure H eligible Cities and Districts	\$ 238,249	\$ 47,250	\$ 285,499	\$ -	\$ 5,010,034
Non Measure H Member Agencies					
Coast Life Support	\$ -	\$ -	\$ -	\$ -	\$ 62,766
Dry Creek Rancheria	2,850	-	2,850	-	12,303
Sheriff Helicopter	-	-	-	-	7,764
SCFD-EMS (EOA1)	31,632	-	31,632	15,330	2,540,675
Total Non Measure H eligible Cities/Districts	\$ 34,482	\$ -	\$ 34,482	\$ 15,330	\$ 2,623,508
Private Providers					
Bells (EOA2)	3,734	-	3,734	-	261,014
Life West	13,907	-	13,907	-	\$ 62,804
REACH	-	-	-	-	6,024
Total Private Providers	\$ 17,640	\$ -	\$ 17,640	\$ -	\$ 329,841
Total All Agencies:	\$ 290,371	\$ 47,250	\$ 337,621	\$ 15,330	\$ 7,963,382

**REDWOOD EMPIRE DIPSTACH COMMUNICATIONS AUTHORITY
FY 2026-27 PROPOSED CHANGE IN FEES/DUES/CHARGES BY PROVIDER**

	2026-27 Total Dispatch Dues	2025-26 Dues (incl. Cloverdale)	25/26 & 26/27 \$ Inc/Dcr	% Inc/Dcr	2026-27 % of Total Calls	2025-26 % of Total Calls	Increase by %	2026-27 Device Charges	2025-26 Device Charges	25/26 & 26/27 \$ Inc/Dcr	% Inc/Dcr
Measure H Eligible Member Agencies											
Cazadero CSD	10,622	13,187	(2,565)	-19.45%	0.14%	0.14%	0.00%	1,666	1,666	-	0.00%
Cloverdale Fire	110,916	57,406	53,510	93.21%	1.44%	0.00%	1.44%	4,778	-	4,777	N/A
City of Healdsburg	135,196	140,471	(5,275)	-3.76%	1.76%	1.81%	-0.05%	7,242	7,120	121	1.70%
City of Petaluma	571,609	539,498	32,111	5.95%	7.44%	7.48%	-0.03%	22,481	23,502	(1,021)	-4.34%
City of Santa Rosa	2,009,289	1,993,394	15,895	0.80%	26.17%	26.38%	-0.22%	40,269	34,064	6,204	18.21%
City of Sebastopol	81,068	89,863	(8,795)	-9.79%	1.06%	1.15%	-0.09%	-	6,567	(6,567)	-100.00%
City of Sonoma - Kenwood	206,240	249,241	(43,001)	-17.25%	2.69%	3.34%	-0.65%	-	-	-	N/A
Graton FPD	58,486	55,789	2,697	4.84%	0.76%	0.76%	0.01%	7,885	5,833	2,051	35.16%
Monte Rio FPD	49,033	52,274	(3,241)	-6.20%	0.64%	0.70%	-0.06%	-	9,785	(9,785)	-100.00%
North Bay Fire -Gold Ridge FPD/CSA40	189,784	192,785	(3,001)	-1.56%	2.47%	2.49%	-0.02%	34,648	23,285	11,362	48.80%
North Sonoma Coast FPD	26,104	27,134	(1,030)	-3.80%	0.34%	0.35%	-0.01%	6,070	3,184	2,886	90.65%
Northern Sonoma County (Geyserville)	50,565	47,797	2,768	5.79%	0.66%	0.64%	0.02%	11,627	7,053	4,574	64.85%
Occidental CSD	27,649	28,323	(674)	-2.38%	0.36%	0.36%	0.00%	10,399	10,270	128	1.25%
Rancho Adobe FPD	196,509	197,400	(891)	-0.45%	2.56%	2.56%	0.00%	30,204	19,891	10,313	51.85%
Schell-Vista FPD	50,175	49,011	1,164	2.37%	0.65%	0.65%	0.00%	17,640	18,670	(1,029)	-5.51%
Sonoma County Fire District	760,196	718,968	41,228	5.73%	9.90%	10.16%	-0.26%	40,878	37,576	3,302	8.79%
Sonoma Valley Fire	176,113	134,401	41,712	31.04%	2.29%	1.72%	0.58%	47,329	36,510	10,818	29.63%
Timber Cove FPD	14,980	17,145	(2,165)	-12.63%	0.20%	0.20%	0.00%	2,384	899	1,485	165.15%
Total Measure H eligible Cities and Districts	4,724,534	4,604,086	120,448	2.62%				285,499	245,876	39,619	
Non Measure H Member Agencies											
Coast Life Support	62,766	60,065	2,701	4.50%	0.84%	0.84%	0.00%	-	-	-	N/A
Dry Creek Rancheria	9,453	13,149	(3,696)	-28.11%	0.12%	0.14%	-0.02%	2,850	2,801	48	1.72%
Sheriff Helicopter	7,764	11,255	(3,491)	-31.01%	0.10%	0.11%	-0.01%	-	-	-	N/A
SCFD-EMS (EOA1)	2,493,713	2,419,080	74,633	3.09%	33.25%	33.63%		31,632	34,566	(2,934)	-8.49%
Total Non Measure H eligible Cities/Districts	2,573,696	2,503,549	70,147	2.80%				34,482	37,368	(2,886)	
Private Providers											
Bells (EOA2)	257,280	250,789	6,491	2.59%	3.43%	3.45%	-0.02%	3,734	3,535	199	5.63%
Life West	48,897	49,060	(163)	-0.33%	0.65%	0.67%	-0.02%	13,907	13,490	416	3.09%
REACH	6,024	10,578	(4,554)	-43.05%	0.08%	0.10%	-0.02%	-	-	-	N/A
Total Private Providers	312,201	310,426	1,775	0.57%				17,640	17,025	615	
Total All Agencies:	7,610,431	7,418,061	192,370	2.59%				337,621	300,268	37,348	

**REDWOOD EMPIRE DIPSTACH COMMUNICATIONS AUTHORITY
FY 2026-27 PROPOSED FUNDING NEEDS AND REPLACEMENT SCHEDULE**

Product	Description & Notes	Quantity	Last Replaced	Lifespan	Projected Replacement Year	Estimated Replacement Cost	Funding source	FY 26-27 contribution to reach estimated amount by projected replacement year	FY 27-28 contribution to reach estimated amount by projected replacement year
Zetron	Radio consoles (procured by SCSO)	10	2023	10	FY 2033	697,000	REDCOM providers	\$99,571	\$99,571
Vesta	911 phone consoles, funded and replaced by CalOES every 5 years based on call volume	10		5		570,000	State funding (currently on hold)	-	-
REDCOM channel	Radio infrastructure	1	2019	10	FY 2029	112,000	REDCOM providers	\$37,333	\$37,333
Control 3	Radio infrastructure	1	2021	10	FY 2031	112,000	REDCOM providers	\$22,400	\$22,400
Control 2	Radio infrastructure	1	2023	10	FY 2033	112,000	REDCOM providers	\$16,000	\$16,000
Control 4	Radio infrastructure	1	2023	10	FY 2033	112,000	REDCOM providers	\$16,000	\$16,000
Coast Blue	Radio infrastructure	1	2025	10	FY 2035	112,000	REDCOM providers	\$12,444	\$12,444
Laptops & Tablets	Necessary under the COOP Plan, to ensure mobile dispatch capacity	12	2026	5	FY 2031	19,000	REDCOM providers	\$3,800	\$3,800
Total:								\$207,548	\$207,548
Items included in the FY 26-27 Budget, contributions for replacement will start in FY 27-28									
Zetron - Expansion	Radio consoles (procured by SCSO)	5	FY 2027	10	FY 2036	350,000	Included in SPI Expansion project costs		\$35,000
Consoles - Expansion	Dispatch desks	5	FY 2027	10	FY 2037	140,000	Included in SPI Expansion project costs		\$14,000
Consoles	Dispatch desks	10	FY 2027	10	FY 2037	280,000	REDCOM providers unknown whether Cal OES will fund		\$28,000
Vesta - Expansion	911 phone consoles	5	FY 2027	5	FY 2037	150,000			\$30,000
Total Capital Assets: \$								430,000	\$107,000
Grand Total:									\$314,548