



REDCOM BOARD OF DIRECTORS

Meeting Agenda

July 23, 2026 @ 2 pm

**2796 Ventura Ave
Santa Rosa, Ca 95403**

Join: <https://teams.microsoft.com/meet/284726943018257?p=TqilRGQutu153IBdVX>

Meeting ID: 284 726 943 018 257

Passcode: Jx2aL3Lp

or by phone at [+1 929-376-1982](tel:+19293761982), [574413065#](tel:+1574413065)

Phone conference ID: 574 413 065#

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. Approve the REDCOM Board Meeting Minutes for March 5, 2026
 - b. Harshwal Audit Report

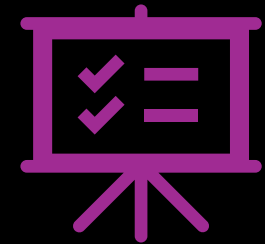
Regular Calendar

5. Information Item: Executive Director's Report
6. Action Item:
 - a. Approve REDCOM' Strategic Plan
 - b. Create an Ad-Hoc Committee of the Board to transition REDCOM to an Emergency Command Center (Strategic Priority E)
7. Action Item: Approve the Classification and recruitment of the Communications Systems and Operations Manager Position
 - a. Resolution 2026-06 Establishing and Adopting the New Job Classification of Communication Systems and Operations Manager, Approve the Related Specification and Pay Range, and Authorize the Executive Director to Make Future Non-Substantive Changes to the Documents and Exhibit A- Classification Specification
8. Action Item: Authorize the Executive Director to Issue the Request for Qualifications for Legal Services
9. Requests for future agenda items
10. Next Regular meeting will be – October 1, 2026
Location: 2796 Ventura Ave, Santa Rosa, Ca 95403 - Sonoma County Sheriff's Office
11. Adjournment: Motion to adjourn.



REDCOM
July 23rd, 2026
**Executive
Directors Report**

Operational Report



REDCOM's accreditation remains in good standing through August 2027. No issues or concerns have been identified at this time. Staff will initiate the reaccreditation process in advance of the expiration date and will keep the Board informed of progress and timelines.



911 CALL Answer times- second quarter REDCOM continues to deliver exceptional emergency communications performance across all metrics. The following report covers 911 call answer time data for April, May, and June 2026, reflecting the agency's sustained commitment to rapid, life-safety response for the communities of Sonoma County. All data is drawn from the PSAP Answer Time Report system, covering voice calls, all days of the week, across a 24-hour time block. Abandoned calls are included in total figures.



REDCOM is transitioning to full implementation of Telephone CPR (T-CPR) caller-directed instructions, in alignment with industry standards established by the International Academies of Emergency Dispatch (IAED). T-CPR is now recognized as the standard of care for Emergency Medical Dispatchers (EMDs), requiring dispatchers to guide callers through hands-on CPR instructions in real time while help is on the way. As an IAED Accredited Center of Excellence, REDCOM is committed to ensuring our dispatch staff are fully trained and compliant with this life-saving protocol, which has been shown to significantly improve survival outcomes in out-of-hospital cardiac arrest events.

January 2026 EMD

Cases by Overall Compliance			Percentage of Total Deviations	
Compliance	Count	%	Deviation	%
Compliant	17	15.74%		99.75%
High Compliance	80	74.07%	CRITICAL	0.02%
Low Compliance	3	2.78%	MAJOR	0.10%
Non-Compliant	3	2.78%	MINOR	0.06%
Partial Compliance	5	4.63%	MODERATE	0.07%
Total	108	100.00%		

Calls over Time

January 2026 EFD

Cases by Overall Compliance			Percentage of Total Deviations	
Compliance	Count	%	Deviation	%
Compliant	14	16.09%		99.67%
High Compliance	66	75.86%	CRITICAL	0.04%
Non-Compliant	3	3.45%	MAJOR	0.03%
Partial Compliance	4	4.60%	MINOR	0.18%
Total	87	100.00%	MODERATE	0.09%

Calls over Time

February 2026 EMD

Cases by Overall Compliance		
Compliance	Count	%
Compliant	22	20.37%
High Compliance	72	66.67%
Low Compliance	3	2.78%
Non-Compliant	4	3.70%
Partial Compliance	7	6.48%
Total	108	100.00%

Percentage of Total Deviations	
Deviation	%
	99.64%
CRITICAL	0.03%
MAJOR	0.08%
MINOR	0.08%
MODERATE	0.16%

Calls over Time

February 2026 EFD

Cases by Overall Compliance		
Compliance	Count	%
Compliant	14	16.09%
High Compliance	70	80.46%
Non-Compliant	2	2.30%
Partial Compliance	1	1.15%
Total	87	100.00%

Percentage of Total Deviations	
Deviation	%
	99.78%
CRITICAL	0.03%
MAJOR	0.01%
MINOR	0.09%
MODERATE	0.09%

Calls over Time

March 2026 EMD

Cases by Overall Compliance			Percentage of Total Deviations	
Compliance	Count	%	Deviation	%
Compliant	14	12.96%		99.75%
High Compliance	85	78.70%	CRITICAL	0.01%
Low Compliance	3	2.78%	MAJOR	0.07%
Non-Compliant	2	1.85%	MINOR	0.09%
Partial Compliance	4	3.70%	MODERATE	0.07%
Total	108	100.00%		

Calls over Time

March 2026 EFD

Cases by Overall Compliance			Percentage of Total Deviations	
Compliance	Count	%	Deviation	%
Compliant	15	17.24%		99.80%
High Compliance	66	75.86%	CRITICAL	0.04%
Low Compliance	1	1.15%	MAJOR	0.03%
Non-Compliant	3	3.45%	MINOR	0.08%
Partial Compliance	2	2.30%	MODERATE	0.06%
Total	87	100.00%		

Calls over Time

April 2026 EMD

Cases by Overall Compliance			Percentage of Total Deviations	
Compliance	Count	%	Deviation	%
Compliant	19	17.59%		99.80%
High Compliance	82	75.93%	CRITICAL	0.01%
Low Compliance	1	0.93%	MAJOR	0.03%
Non-Compliant	2	1.85%	MINOR	0.06%
Partial Compliance	4	3.70%	MODERATE	0.10%
Total	108	100.00%		

Calls over Time

April 2026 EFD

Cases by Overall Compliance			Percentage of Total Deviations	
Compliance	Count	%	Deviation	%
Compliant	19	21.59%		99.75%
High Compliance	66	75.00%	CRITICAL	0.03%
Non-Compliant	2	2.27%	MAJOR	0.01%
Partial Compliance	1	1.14%	MINOR	0.09%
Total	88	100.00%	MODERATE	0.13%

Calls over Time

May 2026 EMD

Cases by Overall Compliance			Percentage of Total Deviations	
Compliance	Count	%	Deviation	%
Compliant	16	14.81%		99.82%
High Compliance	84	77.78%	CRITICAL	0.02%
Low Compliance	3	2.78%	MAJOR	0.02%
Non-Compliant	2	1.85%	MINOR	0.07%
Partial Compliance	3	2.78%	MODERATE	0.07%
Total	108	100.00%		

Calls over Time

May 2026 EFD

Cases by Overall Compliance			Percentage of Total Deviations	
Compliance	Count	%	Deviation	%
Compliant	20	22.99%		99.75%
High Compliance	65	74.71%	MAJOR	0.03%
Partial Compliance	2	2.30%	MINOR	0.17%
Total	87	100.00%	MODERATE	0.06%

June 2026 EMD

Cases by Overall Compliance			Percentage of Total Deviations	
Compliance	Count	%	Deviation	%
Compliant	18	16.67%		99.74%
High Compliance	77	71.30%	CRITICAL	0.01%
Low Compliance	2	1.85%	MAJOR	0.07%
Non-Compliant	2	1.85%	MINOR	0.09%
Partial Compliance	9	8.33%	MODERATE	0.10%
Total	108	100.00%		

Calls over Time

June 2026 EFD

Cases by Overall Compliance			Percentage of Total Deviations	
Compliance	Count	%	Deviation	%
Compliant	21	24.14%		99.54%
High Compliance	56	64.37%	CRITICAL	0.04%
Low Compliance	1	1.15%	MAJOR	0.08%
Non-Compliant	5	5.75%	MINOR	0.20%
Partial Compliance	4	4.60%	MODERATE	0.14%
Total	87	100.00%		

Calls over Time

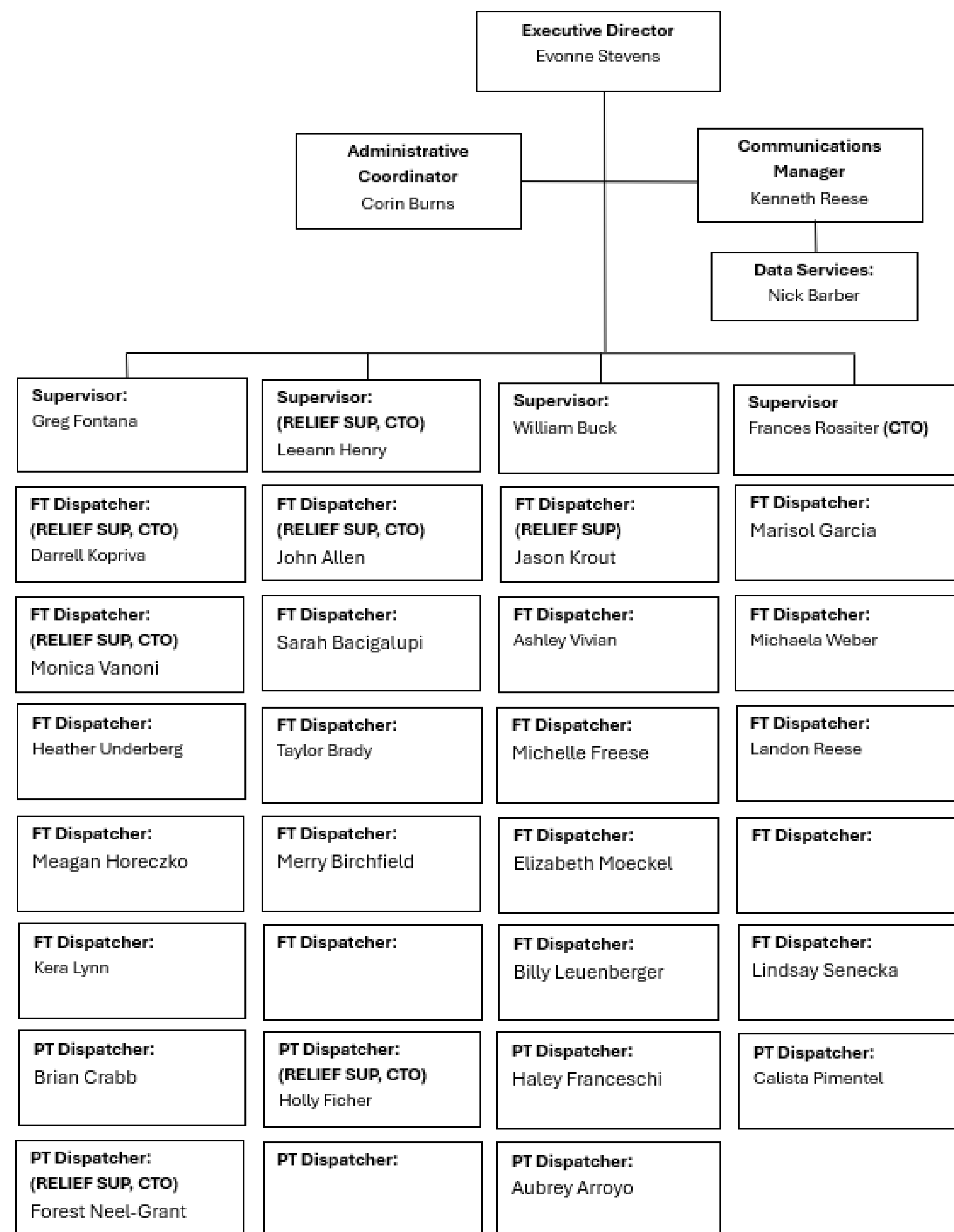
TECHNOLOGY UPDATE

- REDCOM is pleased to report that the Hexagon CAD radio channel interface is now in active production. Staff are currently entering parameters into the system, and the interface is expected to be fully operational within the coming weeks. This enhancement will improve the integration between CAD dispatch functions and radio channel management, reducing manual processes and improving accuracy and efficiency during active incidents.
- The Board will be informed of the final go-live date as it is confirmed.

AXON — Prepared by AXON System

- Implementation of the Prepared by AXON system is now on schedule for mid-September 2026. Hexagon is completing an interface that will allow the Prepared by AXON system to enter calls directly into the CAD, and staff anticipate both will be fully operational before the start of burn season. This will relieve dispatch staff of the time-consuming task of manually entering control burn notifications and will also assist with entering test fires, allowing dispatchers to remain focused on live emergency call.
- Staff will provide operational updates as the implementation progresses. The Board will be briefed on outcomes and performance metrics following full deployment.

REDCOM STAFFING



Sarah Bacigalupi's 15-year Anniversary at REDCOM

- We are pleased to recognize Sarah Bacigalupi on the occasion of her 15-year service anniversary with REDCOM, celebrated on June 13, 2026.
- Sarah's dedication, professionalism, and commitment to the agency and the communities we serve are deeply valued. REDCOM is fortunate to have her as a member of our team, and we congratulate her on this significant milestone.



Staffing and Recruitment Update

Current Recruitment & Hiring Activity

REDCOM continues to actively manage staffing levels to ensure operational readiness. The following updates reflect current recruitment, hiring, and personnel activity:

Supervisor Position — Internal Recruitment The supervisor position that had been held pending an employee's return from FMLA leave will now be opened for internal recruitment. We anticipate the recruitment process to begin on **July 24, 2026**. There are several strong internal candidates, and we look forward to a competitive process that reflects the talent within our organization.

New Hire — Emergency Communications Dispatcher REDCOM is pleased to welcome **Merry Birchfield** as our newest Emergency Communications Dispatcher. Merry has successfully cleared the background process and is currently in training under the guidance of **Monica Vanoni**. We wish Merry every success as she begins her career with REDCOM.

Pending Background Investigations Two additional candidates for the **Emergency Communications Dispatcher** position are currently in the background investigation process. We are hopeful these candidates will advance and help strengthen our team in the coming months.

Bob Stratton Retirement

It is with profound gratitude and deep admiration that REDCOM announces the upcoming retirement of Dispatch Supervisor Bob Stratton — a man whose life has been defined by service and an unwavering commitment to the safety of Sonoma County.

Bob joined REDCOM on July 27, 2017, but his story here is simply the final chapter of a remarkable nearly 50-year career. He began in the fire service when Roseland had its own fire department, served through consolidation into the City of Santa Rosa Fire Department as a Firefighter and Fire Captain, and ultimately brought that wealth of knowledge and experience to REDCOM in 2017. Through catastrophic wildfires, mass casualty events, and some of the county's darkest moments, Bob was there — steady, knowledgeable, and deeply committed to the mission.

His leadership, institutional knowledge, and compassion made him a cornerstone of REDCOM and a trusted mentor to those around him. He will be deeply missed by his colleagues, member agencies, and the communities he spent a lifetime protecting.

On behalf of the REDCOM Board of Directors, member agencies, and the entire REDCOM team, I want to express our deepest gratitude to Bob for his lifetime of service. It has been an honor to work alongside him, and we wish him a retirement that is every bit as extraordinary as the career he leaves behind.



****REDCOM Expansion Project****

- The REDCOM facility expansion project continues to move forward on schedule following approval by the Sonoma County Board of Supervisors on April 7, 2026. Kickoff meetings have been completed with all key project partners, including the Sonoma County Sheriff's Office (SCSO), T-COMM, the project architect, SPI, and Bells Construction.
- **Current Status:**
- Construction is planned to begin in late summer or early fall 2026, with initial work occurring at the PIO office space adjacent to REDCOM
- Interior construction within the REDCOM facility is scheduled to begin in November 2026
- Bi-weekly coordination meetings with SCSO are ongoing to manage logistics related to contractor access and escort requirements within the secure facility
- All parties remain engaged and the project timeline is on track
- **Legacy Circuit and Server Rack Space Resolution:**
- The Board is advised that a longstanding infrastructure matter dating to 2014, and identified in 2018, is nearing resolution. REDCOM utilized legacy circuits and server rack space that were not formally accounted for in prior agreements. An agreement to make REDCOM whole on this matter is being finalized, with an estimated value of approximately \$50,000. Funds to cover this resolution are available due to project underbidding, and no additional budget impact is anticipated.

Peer Support Team Development

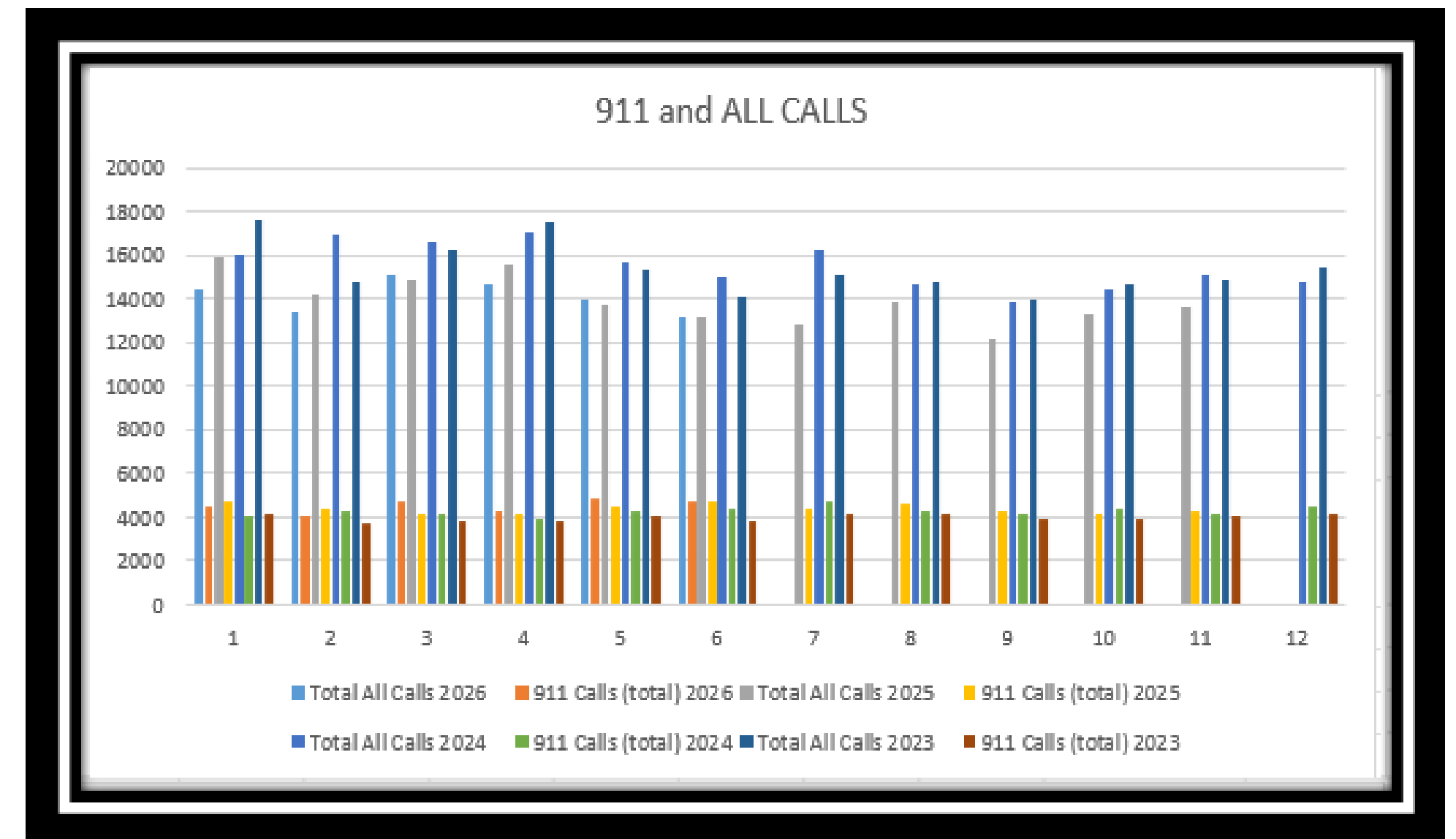
- REDCOM's peer support program, launched following successful training in April 2026, is now actively supporting employees across the agency. The team has conducted debriefings and individual check-ins in response to critical incidents and employee needs. The program continues to grow in both reach and effectiveness, and staff response has been positive.
- In May 2026, two REDCOM dispatchers attended the First Responders Resiliency Inc. retreat, an immersive experience focused on mental health, resilience, and peer support best practices. REDCOM plans to continue its collaboration with First Responders Resiliency Inc. as the program matures.

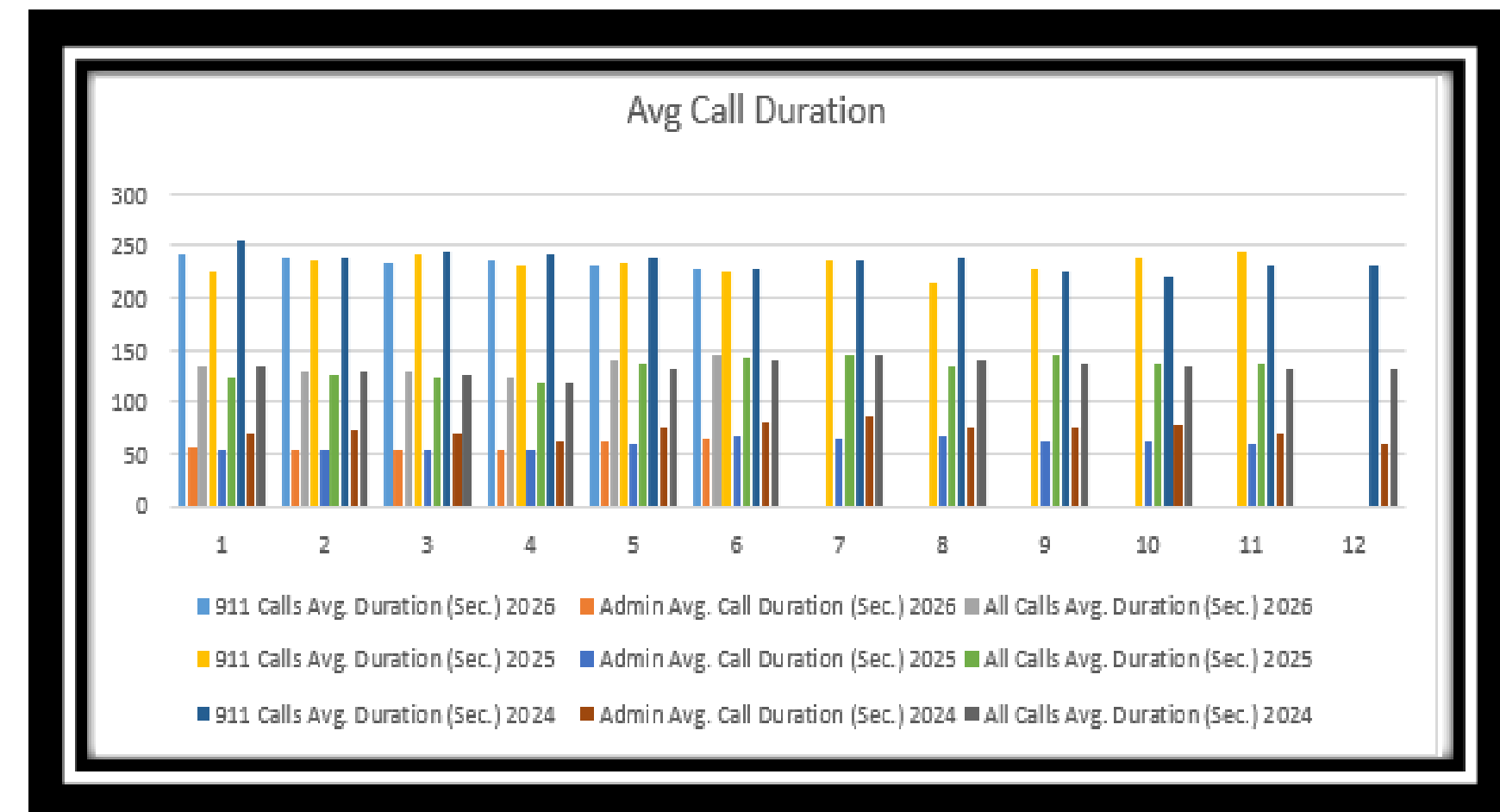
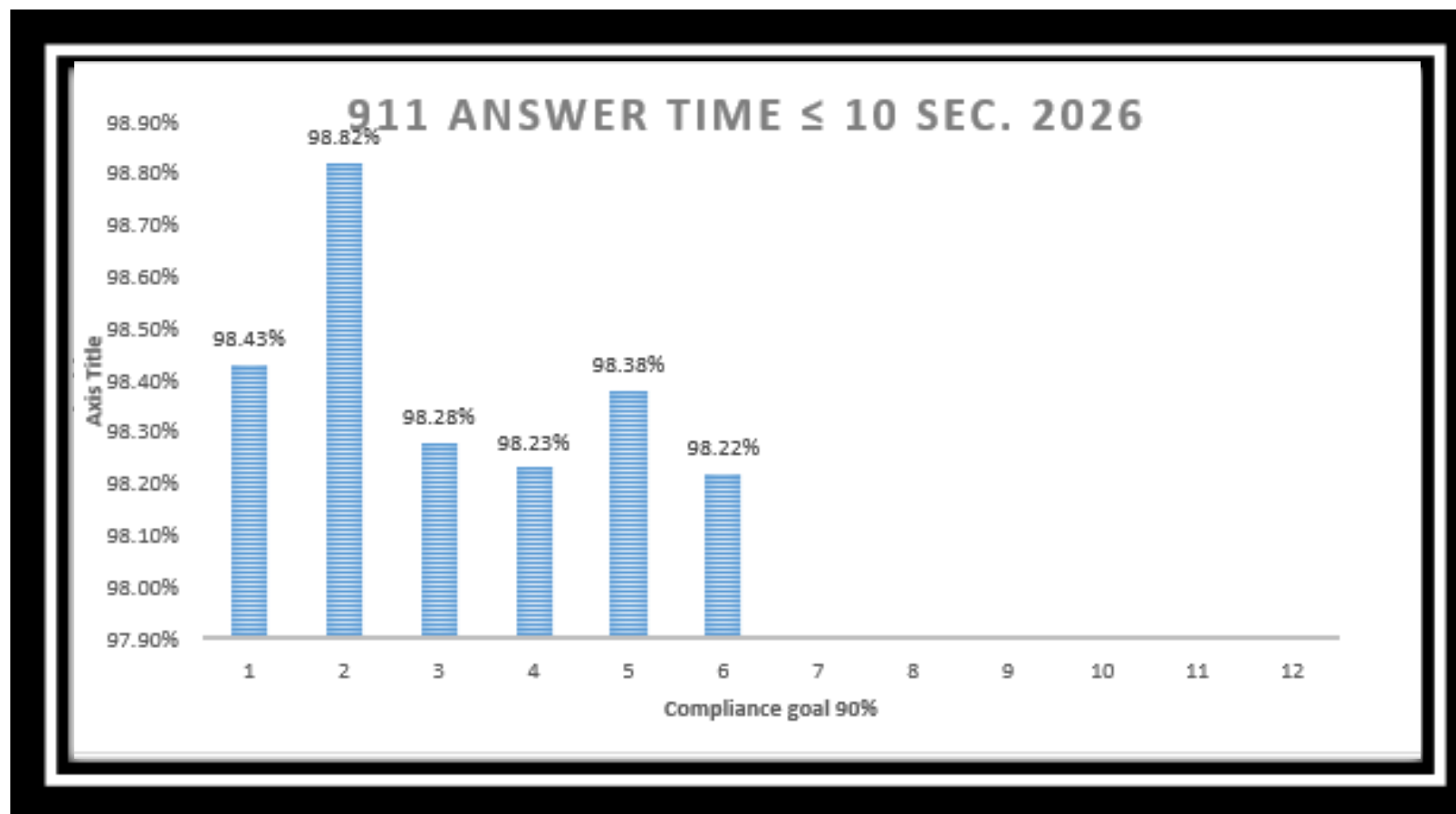
PowerLine Wellness Application

- REDCOM is implementing the PowerLine wellness application through PowerDMS as an additional resource for employee well-being. The platform offers anonymous peer support access, a comprehensive content library covering mental health and resilience topics, and family access features, extending wellness resources beyond the workplace to employees' households.
- This tool complements REDCOM's existing peer support structure and reflects the agency's ongoing commitment to the health and resilience of its workforce.

Call Trends

- The REDCOM workload is largely dependent on total telephone call volumes and call durations. Although telephone call volumes do not account for the total number of all work processes, there is a strong correlation between total telephone call volume and workload in the communications center. The following workload trends are actively monitored by REDCOM management:
- Total and 911 telephone call volume by month: 911 call volume is monitored to ensure appropriate staffing and additional resources are available to manage the latest trends in volume.





- **Answer Time Performance Criteria:**
- **Answer 90% of all 911 calls within 10 seconds.**
- **Answer 95% of all calls within 20 seconds.**

January 2026 Answer Times

- 0-10 sec. = 98.43%
- 0-20 sec. = 99.67%

PSAP Answer Time

Sonoma County REDCOM Fire & EMS

2796 Ventura Ave

Santa Rosa, CA 95403 County: Sonoma

Month - Year: January 2026

Agency Affiliation: Fire

PSAP Size: Large

Report Date: 07/14/2026 14:08:27

Report Date From: 01/01/2026

Report Date To: 01/31/2026

Period Group: Month

Time Group: 60 Minute

Time Block: 00:00 - 23:59

Days Of Week: All

Call Type: 911 Calls

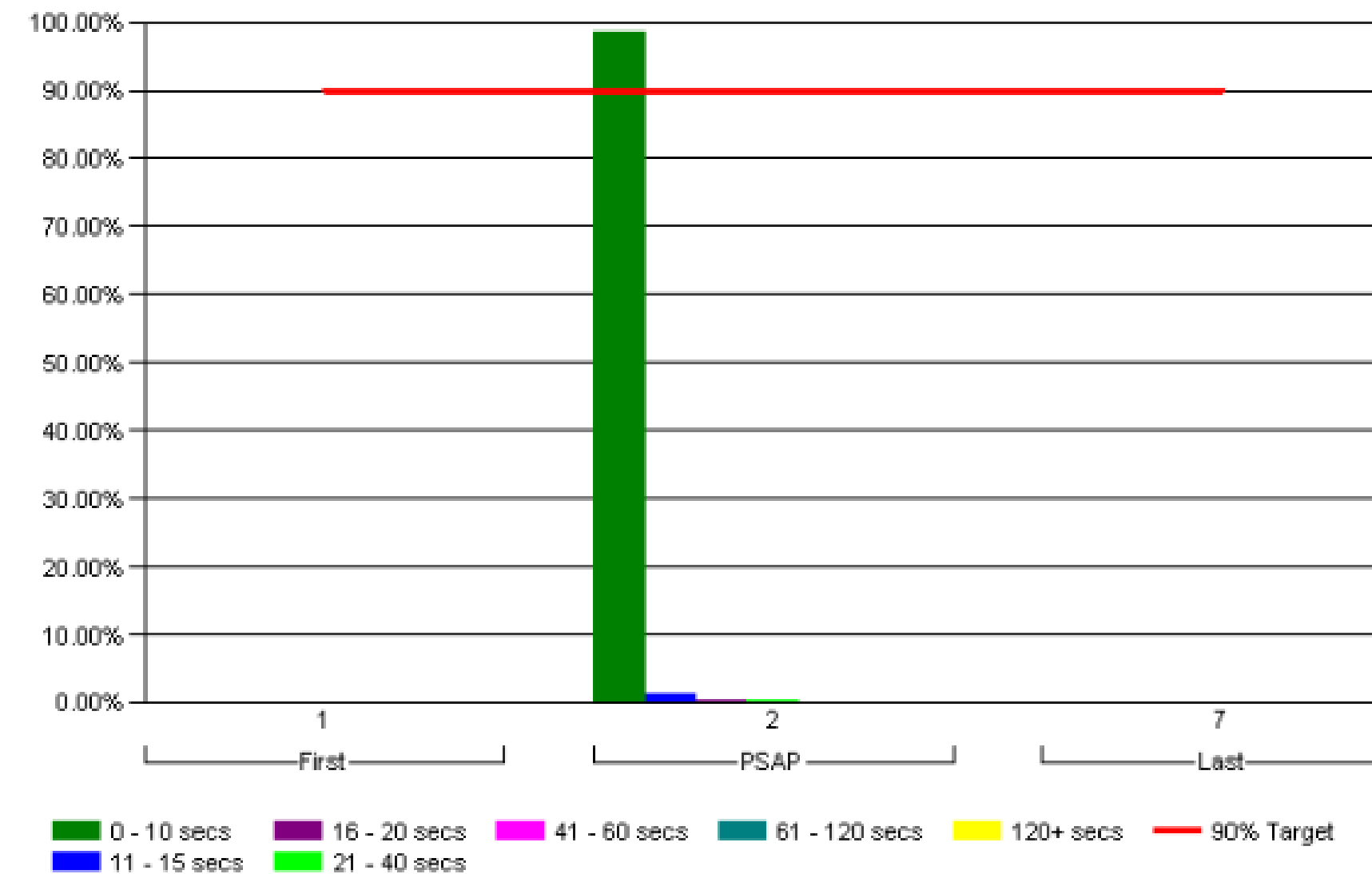
Abandoned Filters: Include Abandoned

Agency Affiliation: All

PSAP Size: All

Include: Voice Calls

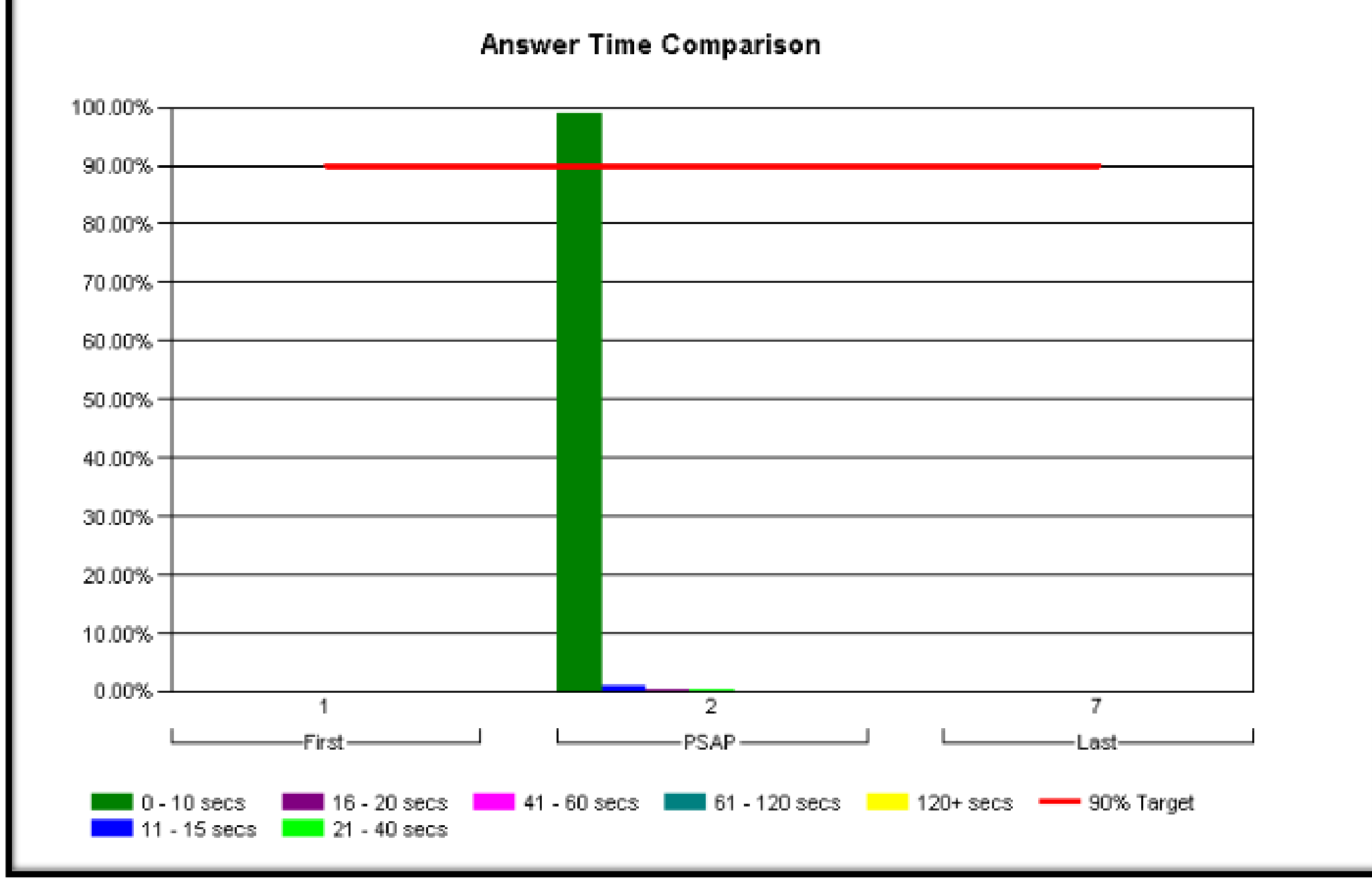
Answer Time Comparison



February 2026 Answer Times

- 0-10 sec. = 98.82%
- 0-20 sec. = 99.80%

PSAP Answer Time		Report Date:	07/14/2026 14:13:21
Sonoma County REDCOM Fire & EMS		Report Date	02/01/2026
2796 Ventura Ave		From:	
Santa Rosa, CA 95403		Report Date To:	02/28/2026
County: Sonoma		Period Group:	Month
		Time Group:	60 Minute
		Time Block:	00:00 - 23:59
		Days Of Week:	All
		Call Type:	911 Calls
		Abandoned	Include Abandoned
		Filters:	
		Agency	All
		Affiliation:	
		PSAP Size:	All
		Include:	Voice Calls



March 2026 Answer Times

- 0-10 sec. = 98.28%
- 0-20 sec. = 99.66%

PSAP Answer Time

Sonoma County REDCOM Fire & EMS
2796 Ventura Ave

Santa Rosa, CA 95403 County: Sonoma

Month - Year: March 2026

Agency Affiliation: Fire

PSAP Size: Large

Report Date: 07/14/2026 14:17:12

Report Date From: 03/01/2026

Report Date To: 03/31/2026

Period Group: Month

Time Group: 60 Minute

Time Block: 00:00 - 23:59

Days Of Week: All

Call Type: 911 Calls

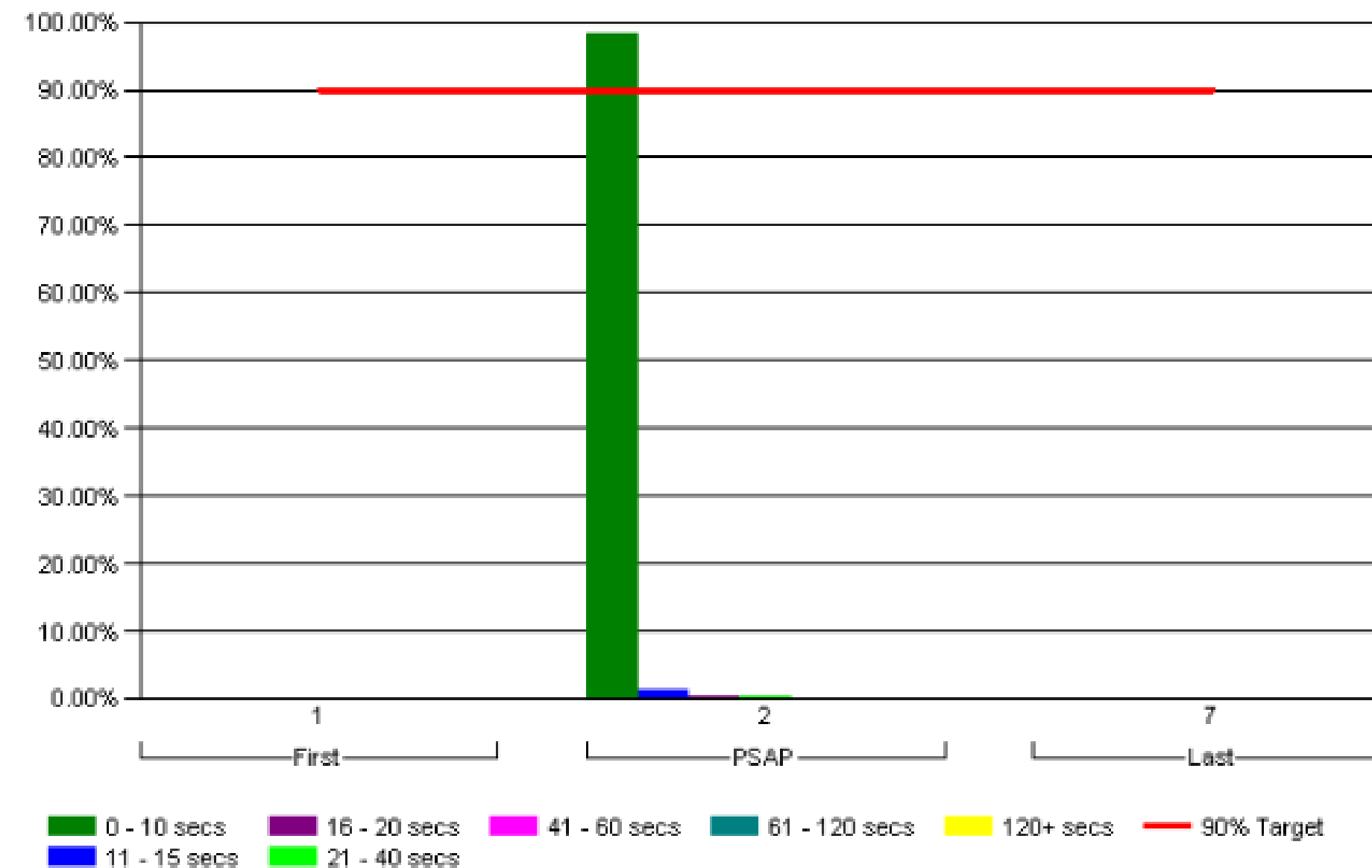
Abandoned Filters: Include Abandoned

Agency Affiliation: All

PSAP Size: All

Include: Voice Calls

Answer Time Comparison



PSAP Answer Time

Sonoma County REDCOM Fire & EMS

2796 Ventura Ave

Santa Rosa, CA 95403 County: Sonoma

Month - Year: April 2026

Agency Affiliation: Fire

PSAP Size: Large

Report Date: 07/14/2026 14:40:43

Report Date From: 04/01/2026

Report Date To: 04/30/2026

Period Group: Month

Time Group: 60 Minute

Time Block: 00:00 - 23:59

Days Of Week: All

Call Type: 911 Calls

Abandoned Filters: Include Abandoned

Agency Affiliation: All

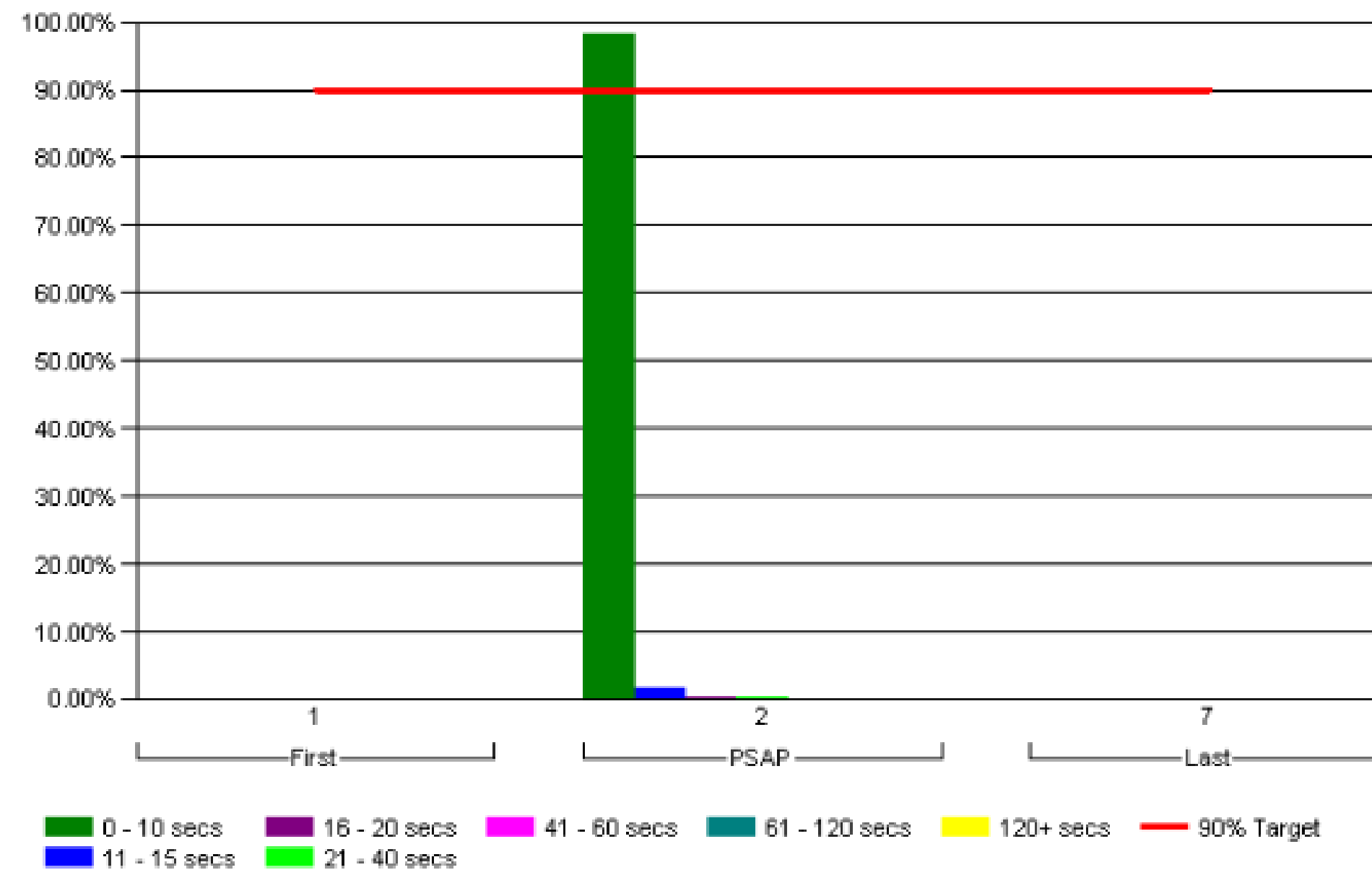
PSAP Size: All

Include: Voice Calls

April 2026 Answer Times

- 0-10 sec. = 98.23%
- 0-20 sec. = 99.72%

Answer Time Comparison



May 2026 Answer Times

0-10 sec. = 98.38%

0-20 sec. = 99.65%

PSAP Answer Time

Sonoma County REDCOM Fire & EMS

2796 Ventura Ave

Santa Rosa, CA 95403

County: Sonoma

Month - Year: May 2026

Agency Affiliation: Fire

PSAP Size: Large

Report Date: 07/14/2026 14:40:53

Report Date
From: 05/01/2026

Report Date To: 05/31/2026

Period Group: Month

Time Group: 60 Minute

Time Block: 00:00 - 23:59

Days Of Week: All

Call Type: 911 Calls

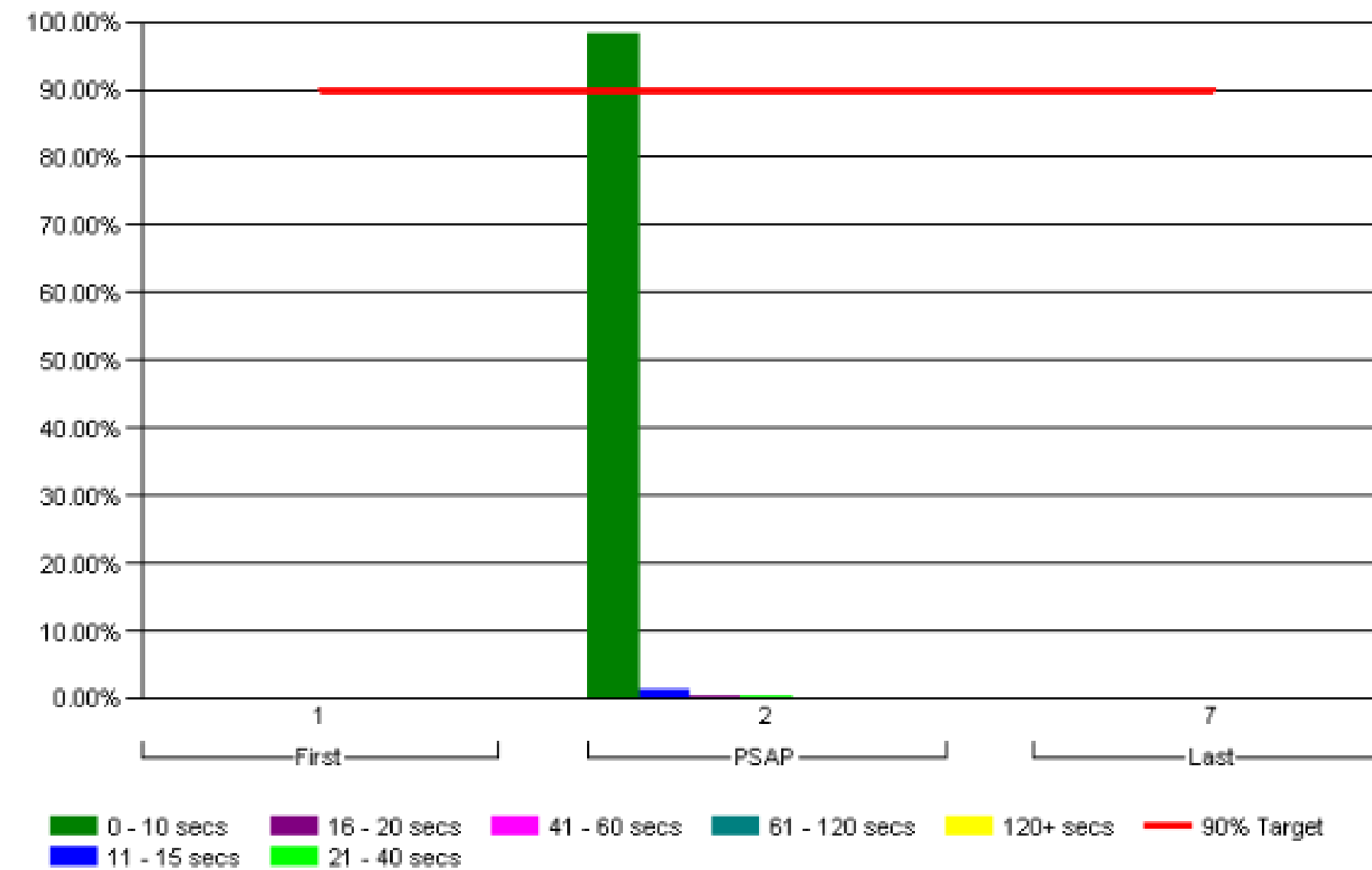
Abandoned
Filters: Include Abandoned

Agency
Affiliation: All

PSAP Size: All

Include: Voice Calls

Answer Time Comparison



PSAP Answer Time

Sonoma County REDCOM Fire & EMS

2796 Ventura Ave

Santa Rosa, CA 95403

County: Sonoma

Month - Year: June 2026

Agency Affiliation: Fire

PSAP Size: Large

Report Date: 07/14/2026 14:40:59

Report Date From: 06/01/2026

From:

Report Date To: 06/30/2026

Period Group: Month

Time Group: 60 Minute

Time Block: 00:00 - 23:59

Days Of Week: All

Call Type: 911 Calls

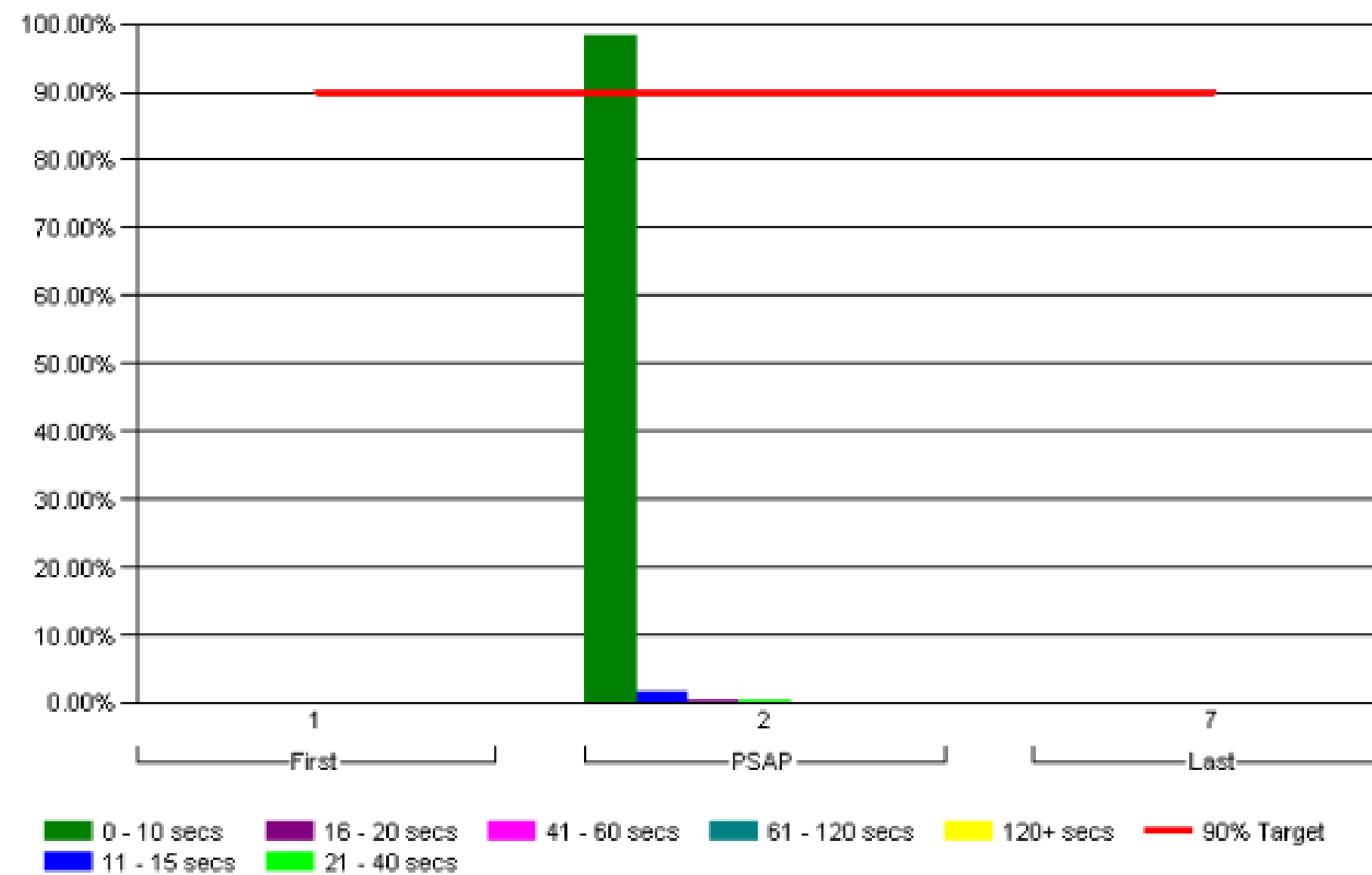
Abandoned Filters: Include Abandoned

Agency Affiliation: All

PSAP Size: All

Include: Voice Calls

Answer Time Comparison



June 2026 Answer Times

- 0-10 sec. = 98.22%
- 0-20 sec. = 99.70%



REDCOM BOARD OF DIRECTORS

Meeting Agenda

March 5, 2026 @ 2 pm

Sonoma County Sheriff Office
2796 Ventura Ave, Santa Rosa, Ca, 95403

Join Microsoft Teams meeting:

<https://teams.microsoft.com/meet/23615065408638?p=Y7zpi3YZwLSo1u8iN6>

Meeting ID: 236 150 654 086 38

Passcode: pu9C8Sd3

or by phone at [+1 929-376-1982](tel:+19293761982),,94629800#

Phone conference ID: 946 298 00#

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 [Made by Steve Akre @ 2:01 pm](#)
2. Approval of the Agenda [Motion to approve Agenda made by Chief Boaz ,
Second by Chief Westrope.](#)
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.
[None](#)

Consent Calendar

4. Consent Items:

a. Resolution for the Use of Teleconferencing for Meetings Pursuant to SB 707 (Gov. Code sect. 54953.8.7).

Motion to approve the use of teleconferencing for meetings made by Chief Westrope, Second by Chief Boaz.

b. Resolution to Adopt REDCOM's cost allocation methodology for providers

Motion to approve cost allocation methodology for providers made by Chief Westrope, Second by Chief Boaz.

c. Approve the REDCOM Board Meeting Minutes for February 5, 2026

Motion to approve meeting minutes for February 5, 2026 made by Chief Westrope, Second by Chief Boaz.

d. Meeting Schedule 2026

Motion to approve meeting schedule 2026 for made by Chief Westrope, Second by Chief Boaz.

Regular Calendar

5. Information Item: Executive Director's report

Tango Tango was utilized two times in the last two weeks. Due to the Z-Tron system overload, REDCOM staff moved over to our contingency system on our back-up phones. Operations continued without interruption.

Joe Wayt was recognized as the 2025 dispatcher of the year and congratulations on his retirement. Additionally, our supervisor, Elizabeth Brodt has resigned to be a stay-at-home mom, we are happy to announce Francis Rositer as our new REDCOM supervisor.

There are no major changes to report for the REDCOM expansion project.

The strategic planning meeting has been scheduled April 16th at the Sonoma County Fire Districts Bodega Bay Station.

REDCOM has established a six-person peer support team and will be attending a

training in San Jose. In the coming weeks.

6. Public Hearing: AB2561 Report on Vacancies

We are in a very good position in REDCOM because we only have two vacancies and it is less than the 20% threshold. No public comments. For information purposes, no action needed.

7. Action Item: Resolution Amending Employee Compensation and Benefits for Administrative, Management, And Supervisory Units dated 09/26/2024

Motion to approve Resolution amending employee compensation and benefits for administrative, management, and supervisory units made by Chief Busch, Second by Chief Westrope.

8. Action Item: Resolution to Adopt the FY 2026-27 Budget

Motion to approve Resolution to adopt the FY 2026-2027 budget made by Chief Boaz, Second by Chief Busch.

9. Information Item: REDCOM JPA Amendment Update

No action since this is an information item.

Closed Session

10. Adjourn to Closed Session

Public Employee Performance Evaluation – Executive Director (Gov. Code Section 54957(b)(1))

Adjourn at 3:00 PM

Reconvened at 3:37 PM

11. Requests for future agenda items

None

12. Next Regular meeting will be – July 2 2026

Location: 2796 Ventura Ave, Santa Rosa, Ca 95403 - Sonoma County Sheriff's Office

Special meeting: Strategic Retreat - April 16, 2026

Location: County Station 10, 510 Hwy 1 Bodega Bay, CA 94923

13. Adjournment: Motion to adjourn. Motion to adjourn made by Chief Boaz, Seconded by Chief Busch. 3:39pm



REDCOM

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

STAFF REPORT

TO: Board of Directors

Meeting DATE: July 23, 2026

PREPARED BY: Evonne Stevens, Executive Director

APPROVED BY: Evonne Stevens, Executive Director

ITEM: RECEIVE AND FILE THE INDEPENDENT AUDITOR'S REPORT AND AUDITED FINANCIAL STATEMENTS FOR FISCAL YEAR ENDED JUNE 30, 2025

RECOMMENDATION

Receive and file the Independent Auditor's Report and Audited Financial Statements for the Redwood Empire Dispatch Communications Authority (REDCOM) for the fiscal year ended June 30, 2025, as prepared by Harshwal & Company LLP, Certified Public Accountants.

Upon receipt by the Board, staff will transmit copies of the audited financial statements to each REDCOM member agency and to the Sonoma County Auditor-Controller, as required by California Government Code Section 6505(c).

BACKGROUND

California Government Code Section 6505 requires joint powers authorities to have their accounts and records audited annually by a certified public accountant. Section 6505(c) further requires that, upon completion of the audit, copies of the audited financial statements be filed with each member agency of the joint powers authority and with the county auditor of the county in which the authority's principal office is located — in this case, the Sonoma County Auditor-Controller.

Pursuant to this requirement and REDCOM's Joint Powers Agreement, Section 9, the Board of Directors appointed an independent auditor to perform the duties required by law and to provide financial reporting services to the Authority.



REDCOM

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

STAFF REPORT

Harshwal & Company LLP, Certified Public Accountants, of San Diego, California, was engaged to conduct the independent audit of REDCOM's financial statements for the fiscal year ended June 30, 2025. The audit was completed and the auditor's report was issued on June 29, 2026.

DISCUSSION

Harshwal & Company LLP conducted the audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States.

What "Receive and File" Means in This Context

The Board's action to receive and file this report serves two purposes:

1. Receive — The Board formally accepts the completed audit report into the official record of the Authority, acknowledging that the independent audit has been completed and presented to the governing body.
2. File — As used in this staff report, "file" refers to the statutory obligation under California Government Code Section 6505(c), which requires that copies of the audited financial statements be transmitted to:
 - Each member agency of the joint powers authority; and
 - The county auditor of the county in which the authority's principal office is located (the Sonoma County Auditor-Controller).

This filing requirement is mandatory under state law and does not require a separate Board vote or formal resolution. The Board's receipt of the audit report authorizes and confirms that staff may proceed with the required distribution. No Board approval of the audit findings themselves is required — the auditors are independent, and the financial statements are management's responsibility. The Board's role is to receive the report and ensure the statutory filing obligation is fulfilled.

Audit Opinion



REDCOM

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

STAFF REPORT

The auditors issued an unmodified (clean) opinion, stating that REDCOM's financial statements present fairly, in all material respects, the financial position of the Authority as of June 30, 2025, in accordance with accounting principles generally accepted in the United States of America (GAAP).

Key Financial Highlights — Fiscal Year Ended June 30, 2025

- Total Net Position: \$4,198,214 — an increase of \$862,953 (25.87%) from the prior fiscal year
- Unrestricted Net Position: \$3,505,025 — available to meet REDCOM's ongoing operational needs
- Total Revenues: \$7,788,155
- Total Expenses: \$6,925,202
- Cash and Investments: \$2,918,907 at fiscal year end
- Net Capital Assets: \$1,094,462, including work in progress related to the REDCOM Expansion Project
- Long-Term Debt: \$401,273, related to the financed Zetron radio console dispatch system payable to the Sonoma County Sheriff's Office, maturing in 2028-29

Internal Controls and Compliance

The auditors reported:

- No material weaknesses identified in internal controls over financial reporting
- No significant deficiencies identified
- No instances of noncompliance with laws, regulations, contracts, or grant agreements
- No prior year audit findings to report

Communication with Those Charged with Governance



REDCOM

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

STAFF REPORT

In the auditors' communication to the Board of Directors dated June 29, 2026, Harshwal & Company LLP confirmed:

- No significant difficulties were encountered during the audit
- No disagreements with management arose
- All corrected misstatements were determined to be immaterial, both individually and in the aggregate
- Financial statement disclosures were found to be neutral, consistent, and clear

Operational Context

The audit reflects REDCOM's first full fiscal year following the successful transition from a contracted dispatch model with American Medical Response (AMR) to an independently operated regional dispatch center, effective October 9, 2024. The transition was completed without disruption to 911 dispatch services. All employees accepted offers and completed onboarding, employee benefit plans were established, and operational systems were prepared to ensure service continuity.

FISCAL IMPACTS

There is no additional fiscal impact associated with receiving and filing this report. The cost of the annual audit was included in the adopted FY2024-25 operating budget. There is no cost associated with the statutory filing of the audited financial statements with member agencies and the County Auditor-Controller.

ATTACHMENTS

1. Independent Auditor's Report and Audited Financial Statements — Fiscal Year Ended June 30, 2025 (Harshwal & Company LLP, dated June 29, 2026)
2. Communication with Those Charged with Governance at the Conclusion of the Audit (Harshwal & Company LLP, dated June 29, 2026)

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY

INDEPENDENT AUDITOR'S REPORT
AND
AUDITED FINANCIAL STATEMENTS

JUNE 30, 2025



REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
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JUNE 30, 2025

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Redwood Empire Dispatch Communications Authority
Santa Rosa, California

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of the business-type activities of the Redwood Empire Dispatch Communications Authority ("REDCOM"), as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise REDCOM's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities of REDCOM, as of June 30, 2025, and the respective changes in financial position, and cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of REDCOM and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about REDCOM's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of REDCOM's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about REDCOM's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 4 through 7 be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Management is responsible for the other information included in the audit report. The other information comprises the Official Roster but does not include the basic financial statements and our auditor's report thereon. Our opinion on the basic financial statements does not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the basic financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated June 29, 2026, on our consideration of REDCOM's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of REDCOM's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering REDCOM's internal control over financial reporting and compliance.

Harshmal & Company LLP

San Diego, California
June 29, 2026

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE YEAR ENDED JUNE 30, 2025

As management of the Redwood Empire Dispatch Communications Authority ("REDCOM"), we offer readers of REDCOM's financial statements, this narrative overview and analysis of the financial activities of REDCOM for the fiscal year ended June 30, 2025. We encourage readers to consider the information presented here in conjunction with REDCOM's financial statements and the accompanying notes to basic financial statements.

REDCOM operates under a joint power agreement (JPA) between various fire protection districts, ambulance service providers, the Cities of Healdsburg, Petaluma, Santa Rosa, Sebastopol, and Sonoma, and the County of Sonoma. The primary mission of REDCOM is to provide dispatch and emergency communications functions for the emergency response agencies in the County of Sonoma.

FINANCIAL HIGHLIGHTS

- The assets of REDCOM exceeded its liabilities at the close of the fiscal year ended June 30, 2025, by \$4,198,214, of which \$3,505,025 is reported as unrestricted net position and may be used to meet REDCOM's ongoing operations.
- REDCOM's total net position increased by \$862,953 for fiscal year 2025.

Financial Section:

This discussion and analysis are intended to serve as an introduction to REDCOM's financial statements. REDCOM's financial statements are comprised of two components:

- 1) Basic financial statements and
- 2) Notes to basic financial statements.

Proprietary fund basic financial statements:

Proprietary fund reporting focuses on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. The proprietary fund category includes enterprise funds, which are used to account for business-type activities.

REDCOM follows the provisions of GASB Statement No. 34, "Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments." GASB 34 requires the use of enterprise funds when an entity establishes fees designed to recover costs, including capital costs, and any excess revenues become part of the net position and are available for use in future fiscal years. REDCOM recovers its costs by charging members an annual fee based on estimated annual operating costs.

REDCOM's activities are presented in the following three basic financial statements:

- Statement of Net Position
- Statement of Revenues, Expenses, and Changes in Net Position
- Statement of Cash Flows

The notes provide additional information that is essential to a full understanding of the basic financial statements.

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE YEAR ENDED JUNE 30, 2025

FINANCIAL ANALYSIS

Net Position: Over time, changes in net position may indicate whether the financial position of REDCOM is improving or deteriorating. The net position increased to \$4,198,214 during the fiscal year ended June 30, 2025, reflecting a change of \$862,953 from the fiscal year ended June 30, 2024. This increase was primarily due to operating revenues exceeding expenses and a significant reduction in outstanding liabilities during the fiscal year.

The following table summarizes the net position for REDCOM's activities:

	June 30, 2025	June 30, 2024	Net Change	Percentage Change
Assets:				
Current assets	\$ 4,152,055	\$ 3,664,240	\$ 487,815	13.31 %
Capital assets, net	<u>1,094,462</u>	<u>1,222,292</u>	<u>(127,830)</u>	<u>(10.46)%</u>
Total assets	<u>5,246,517</u>	<u>4,886,532</u>	<u>359,985</u>	<u>7.37 %</u>
Liabilities:				
Current liabilities	635,433	1,149,999	(514,566)	(44.74)%
Noncurrent liabilities	<u>412,870</u>	<u>401,272</u>	<u>11,598</u>	<u>2.89 %</u>
Total liabilities	<u>1,048,303</u>	<u>1,551,271</u>	<u>(502,968)</u>	<u>(32.42)%</u>
Net position:				
Net investment in capital assets	693,189	763,145	(69,956)	(9.17)%
Unrestricted net position	<u>3,505,025</u>	<u>2,572,116</u>	<u>932,909</u>	<u>36.27 %</u>
Total net position	<u>4,198,214</u>	<u>3,335,261</u>	<u>862,953</u>	<u>25.87 %</u>
Total liabilities and net position	<u><u>\$ 5,246,517</u></u>	<u><u>\$ 4,886,532</u></u>	<u><u>\$ 359,985</u></u>	<u><u>7.37 %</u></u>

Changes in Net Position: Total revenues for the year ended June 30, 2025, were \$7,788,155 compared to expenses of \$6,925,202. The following table summarizes the changes in net position:

	June 30, 2025	June 30, 2024	Net Change	Percentage Change
Revenues:				
Operating revenues	\$ 7,671,455	\$ 5,411,257	\$ 2,260,198	41.77 %
Non-operating revenues	116,700	217,938	(101,238)	(46.45)%
Capital contributions	<u>-</u>	<u>210,727</u>	<u>(210,727)</u>	<u>(100.00)%</u>
Total revenues	<u>7,788,155</u>	<u>5,839,922</u>	<u>1,948,233</u>	<u>33.36 %</u>
Expenses:				
Operating expenses	6,895,672	5,336,234	1,559,438	29.22 %
Non-operating expenses	<u>29,530</u>	<u>187,718</u>	<u>(158,188)</u>	<u>(84.27)%</u>
Total expenses	<u>6,925,202</u>	<u>5,523,952</u>	<u>1,401,250</u>	<u>25.37 %</u>
Changes in net position	862,953	315,970	546,983	173.11 %
Net position, beginning of year	<u>3,335,261</u>	<u>3,019,291</u>	<u>315,970</u>	<u>10.47 %</u>
Net position, end of year	<u><u>\$ 4,198,214</u></u>	<u><u>\$ 3,335,261</u></u>	<u><u>\$ 862,953</u></u>	<u><u>25.87 %</u></u>

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE YEAR ENDED JUNE 30, 2025

CAPITAL ASSETS

As of June 30, 2025, REDCOM's net capital assets totaled \$1,094,462. Capital assets include buildings and improvements, equipment, and intangibles such as software and leasehold improvements. During the fiscal year ended June 30, 2025, net capital assets decreased by \$127,830 primarily due to depreciation and amortization exceeding new capital additions during the year.

	June 30, 2025	June 30, 2024	Net Change	Percentage Change
Capital assets, not being depreciated:				
Work in progress	\$ 269,286	\$ 269,286	\$ -	0.00 %
Total capital assets, not being depreciated	<u>269,286</u>	<u>269,286</u>	<u>-</u>	<u>0.00 %</u>
Capital assets, being depreciated/amortized:				
Furniture, fixtures, and equipment, net	808,618	923,404	(114,786)	(12.43)%
Intangible assets, net	<u>16,558</u>	<u>29,602</u>	<u>(13,044)</u>	<u>(44.06)%</u>
Total capital assets, being depreciated/amortized, net	<u>825,176</u>	<u>953,006</u>	<u>(127,830)</u>	<u>(13.41)%</u>
Total capital assets, net	<u><u>\$ 1,094,462</u></u>	<u><u>\$ 1,222,292</u></u>	<u><u>\$ (127,830)</u></u>	<u><u>(10.46)%</u></u>

LONG-TERM OBLIGATIONS

As of June 30, 2025 REDCOM had a total long-term debt of \$401,273, related to a financed Zetron radio console dispatch system payable to the Sonoma County Sheriff's Office. Additional information related to REDCOM's current and long-term obligations can be found in the Note 8 - Long term debt in notes to the basic financial statements.

ECONOMIC OUTLOOK

Effective October 9, 2024, REDCOM transitioned from a contracted dispatch model with American Medical Response (AMR) to an independently operated regional dispatch center. Following the July 2024 termination of the AMR contract, the Board of Directors approved a strategic plan for REDCOM to become an independent employing agency and engaged AP Triton to support the transition.

The transition was completed successfully. All employees accepted offers and completed onboarding, employee benefit plans were established, and operational systems were prepared to ensure uninterrupted 911 dispatch services. Landline infrastructure was retained, vendor accounts were transferred from AMR to REDCOM, and a part-time dispatcher was hired before the transition date. Management continues to monitor operations to maintain service continuity and organizational sustainability.

Future program costs for the REDCOM Expansion Project are expected to increase over the planning period. Anticipated costs include facility lease updates, permitting-related planning, and the future procurement of dispatch consoles to support operational and space-planning needs. These projected costs will be incorporated into long-term budget planning and may affect future fiscal year appropriations.

**REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
MANAGEMENT'S DISCUSSION AND ANALYSIS
FOR THE YEAR ENDED JUNE 30, 2025**

REQUEST FOR ADDITIONAL INFORMATION

This financial report is designed to provide a general overview of REDCOM's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

Redwood Empire Dispatch Communications Authority
2796 Ventura Avenue,
Santa Rosa, California 95403.

BASIC FINANCIAL STATEMENTS

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
STATEMENT OF NET POSITION
JUNE 30, 2025

ASSETS

Current assets

Cash and investment	\$ 2,918,907
Accounts receivable	16,444
Due from other governments	156,806
Prepaid expenses	<u>1,059,898</u>
Total current assets	<u>4,152,055</u>

Noncurrent assets

Capital assets, not being depreciated	269,286
Capital assets, being depreciated, net	<u>825,176</u>
Total noncurrent assets	<u>1,094,462</u>
Total assets	<u>5,246,517</u>

LIABILITIES AND NET POSITION

LIABILITIES

Current liabilities

Accounts payable	370,790
Deferred revenue	7,463
Compensated absences	19,132
Interest payable	14,033
Due to other governments	35,021
Long-term debt	70,899
Accrued payroll and benefits	<u>118,095</u>
Total current liabilities	<u>635,433</u>

Noncurrent liabilities

Compensated absences, net of current portion	82,496
Long-term debt, net of current portion	<u>330,374</u>
Total noncurrent liabilities	<u>412,870</u>
Total liabilities	<u>1,048,303</u>

NET POSITION

Net investment in capital assets	693,189
Unrestricted	<u>3,505,025</u>
Total net position	<u>4,198,214</u>
Total liabilities and net position	<u><u>\$ 5,246,517</u></u>

The accompanying notes are an integral part of these financial statements.

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
FOR THE YEAR ENDED JUNE 30, 2025

OPERATING REVENUES

Charges for services	\$ 5,180,286
Contributions for future replacements	30,083
Contributions from other governmental agencies	2,435,749
Other revenues	<u>25,337</u>
Total operating revenues	<u>7,671,455</u>

OPERATING EXPENSES

Services and supplies	3,452,694
Salaries and benefits	3,233,766
Depreciation and amortization	<u>209,212</u>
Total operating expenses	<u>6,895,672</u>
Net operating revenues/(expenses)	<u>775,783</u>

NON-OPERATING REVENUES/(EXPENSES)

Contributions	(15,497)
Investment income	116,700
Interest expenses	<u>(14,033)</u>
Total non-operating revenues/(expenses)	<u>87,170</u>
Change in net position	862,953
Net position, beginning of year	<u>3,335,261</u>
Net position, end of year	<u><u>\$ 4,198,214</u></u>

The accompanying notes are an integral part of these financial statements.

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2025

Cash flows from operating activities

Receipts from customers and other governments	\$ 8,471,038
Payments to suppliers of goods or services	(4,698,854)
Cash paid to employees and benefits	<u>(3,014,043)</u>
Net cash provided by operating activities	<u>758,141</u>

Cash flows from non-capital financing activities

Contributions to others	<u>(15,497)</u>
Net cash used in non-capital financing activities	<u>(15,497)</u>

Cash flows from capital and related financing activities

Acquisition of capital assets	(81,382)
Principal payment of loan	(57,874)
Interest paid	<u>(16,056)</u>
Net cash used in capital and related financing activities	<u>(155,312)</u>

Cash flows from investing activities

Investment income	<u>116,700</u>
Net cash provided by investing activities	<u>116,700</u>

Net change in cash and cash equivalents 704,032

Cash and cash equivalents, beginning of year 2,214,875

Cash and cash equivalents, end of year \$ 2,918,907

Reconciliation of operating income/(loss) to net cash provided by/(used in) operating activities:

Operating income/(loss) \$ 775,783

Adjustments to reconcile operating income/(loss) to net cash provided by/(used in) operating activities:

Depreciation and amortization 209,212

Changes in operating assets and liabilities:

Accounts receivable	52,714
Due from other governments	743,194
Due to other governments	(27,035)
Prepaid expenses	(579,691)
Accounts payable	(639,434)
Accrued payroll liabilities	118,095
Compensated absences	101,628
Deferred revenue	<u>3,675</u>

Net cash provided by operating activities \$ 758,141

The accompanying notes are an integral part of these financial statements.

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
NOTES TO BASIC FINANCIAL STATEMENTS
JUNE 30, 2025

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Definition of Reporting Entity

Pursuant to the Joint Exercise of Powers Act, California Government Code, Chapter 5, Article 1, Section 6500-6536, fire protection districts, ambulance services districts, cities, and the County of Sonoma entered into a Joint Powers Agreement (JPA) to establish and govern REDCOM, dated June 30, 2002. The original JPA was amended on February 27, 2007, and become effective on June 30, 2007. Based on the amendment, the JPA will be ongoing unless dissolved by a majority vote of the JPA members. REDCOM was established to operate and maintain a coordinated public safety dispatch system for fire and emergency medical services.

REDCOM is governed by a board comprised of 7 members. The day-to-day operations are handled by REDCOM's Director of Communications.

REDCOM uses the County's Enterprise Financial System (EFS) and its budgetary recording and accounting control policies to account for all financial transactions affecting Enterprise Funds. The County, through the Auditor-Controller-Treasurer Tax Collector's Office, tracks billing and collections for member agencies. The responsibility for the financial statements rests with REDCOM's Board of Directors.

REDCOM additionally pays the County for legal and fiscal accounting services on a cost reimbursement basis.

B. Measurement Focus, Basis of Accounting, and Financial Statement Presentation

REDCOM uses proprietary (enterprise) funds to account for its activities. Proprietary funds are used to account for operations that are financed and operated in a manner similar to a private business enterprise, where the intent of the governing body is that the cost of providing goods or services to individuals outside the governing body, on a continuing basis, be financed or recovered primarily through user charges.

The accompanying financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP) as applied to governmental units, including the reporting model defined by Governmental Accounting Standards Board (GASB) Statement No. 34 *Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments*.

Financial statements for REDCOM are reported using the economic resources measurement focus and the accrual basis of accounting. All assets and liabilities associated with the operation of REDCOM are included in the statement of net position. Revenues are recorded when earned, and expenses are recorded when the liability is incurred, regardless of the timing of related cash flows.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary fund's principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Non-exchange transactions, in which REDCOM gives (or receives) value without directly receiving (or giving) equal value in exchange, include grants and donations. On an accrual basis, revenues from grants and donations are recognized in the fiscal year in which all eligibility requirements have been satisfied.

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
NOTES TO BASIC FINANCIAL STATEMENTS
JUNE 30, 2025

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONT'D

B. Measurement Focus, Basis of Accounting, and Financial Statement Presentation - Cont'd

REDCOM has elected to apply all applicable GASB pronouncements as well as applicable guidance incorporated in GASB Statement No. 62, Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements. The GASB periodically updates its codification of the existing Governmental Accounting and Financial Reporting Standards, which, along with subsequent GASB pronouncements (Statements and Interpretations), are accounting principles generally accepted in the United States of America.

C. Cash and Cash Equivalents

REDCOM's cash and investments are pooled with the Sonoma County Treasurer. Cash and investments are stated at fair value, which is determined quarterly. Realized and unrealized gains or losses and interest earned on pooled investments are based on the respective average daily balance for that quarter in the pool, which is an external investment pool. For the purposes of the accompanying statement of cash flows, all highly liquid investments with a maturity of three months or less when purchased are considered to be cash equivalents.

D. Receivables and Payables

Transactions representing accrual of revenues and expenses at year-end are referred to as either accounts receivable or accounts payable. Accounts receivable include transactions in which REDCOM has either earned or has met all eligibility requirements and is entitled to the revenue. Accounts payable include transactions in which REDCOM has received goods and/or services during the current year, but has not paid for them as of the end of the fiscal year.

E. Revenues

Operating revenues are defined as revenue received for services rendered to member agencies by REDCOM and are recognized in the accounting period in which they are earned. Amounts recorded as charges for services represent payments from the members of REDCOM.

F. Expenses

Operating expenses are defined as services and supplies purchased by REDCOM that are unrelated to the acquisition of capital assets or interest expense and are recorded in the accounting period in which the related liability is incurred.

G. Capital Assets

REDCOM's policy is to capitalize assets with an initial individual cost of more than \$5,000 for furniture, fixtures, and equipment and \$25,000 for intangible assets, buildings, and improvements with an estimated useful life of more than one year. Depreciation is computed using the straight-line method over the estimated useful lives of the asset. Estimated useful lives range as follows:

<u>Assets Class</u>	<u>Estimated Useful lives</u>
Furniture, fixtures, and equipment	5-6 years
Intangible assets	5-10 years
Buildings and improvements	5 years

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
NOTES TO BASIC FINANCIAL STATEMENTS
JUNE 30, 2025

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONT'D

H. Net Position

Net position is classified into three components - Net investment in capital assets, restricted, and unrestricted. These classifications are defined as follows:

- *Net investment in capital assets* - This component of net position consists of capital assets, including restricted capital assets, net of accumulated depreciation, and reduced by the outstanding balances of bonds, notes, or other borrowings that are attributable to the acquisition, construction, or improvement of those assets.
- *Restricted* - Net position is reported as restricted when there are limitations imposed on its use either through enabling legislation or through external restrictions imposed by creditors, grantors, laws, or regulations of other governments.
- *Unrestricted* - This category represents all other net position of the entity that do not meet the definition of "net investment in capital assets" or "restricted net position".

I. Budgets

REDCOM adopts a preliminary budget no later than March 15th for the following fiscal year, as required by the JPA agreement. Budgetary revenue estimates represent original estimates, modified for any authorized adjustments, contingent upon new or additional revenue sources. Budgetary expenditure amounts represent original appropriations adjusted by budget transfers and authorized appropriation adjustments made during the year. All budgets are adopted on a Non-GAAP basis.

J. Prepaid Expenses

REDCOM recognized prepaid expenses for certain payments made to vendors and member governments, representing costs applicable to future accounting periods.

K. Compensated Absences

REDCOM employees have unpaid vested benefits for compensatory time-off and vacation earned. The benefits will be liquidated in future years as employees elect to use them. In the normal course of business, all payments of these benefits will be funded from appropriations of the year in which they are to be paid. In accordance with GASB 34, these amounts are not expected to be liquidated from expendable available financial resources.

L. New Accounting Pronouncements

REDCOM has adopted all current statements of the Governmental Accounting Standards Board (GASB) that are applicable. As of June 30, 2025, REDCOM implemented the following new standards issued by GASB:

GASB has issued Statement No. 101, *Compensated Absences*, effective for the year ending June 30, 2025. This Statement amends the existing requirements related to Compensated Absences by updating the recognition and measurement guidance.

GASB has issued Statement No. 102, *Certain Risk Disclosures*, effective for the year ending June 30, 2025. This Statement's objective is to provide users of governmental financial statements with essential information about risks related to a government's vulnerabilities due to certain concentrations or constraints.

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
NOTES TO BASIC FINANCIAL STATEMENTS
JUNE 30, 2025

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONT'D

M. Future Changes in Accounting Pronouncements

GASB has issued Statement No. 103, *Financial Reporting Model Improvements*, effective for the year ending June 30, 2026. This Statement's objective is to improve key components of the financial reporting model to enhance effectiveness in providing information that is essential for decision-making and assisting a government's accountability. Additionally, the statements also address certain application issues.

GASB has issued Statement No. 104, *Disclosure of Certain Capital Assets*, effective for the year ending June 30, 2026, which requires capital assets held for sale, intangible assets, lease assets, and subscription assets to be broken out separately in note disclosure.

GASB Statement No. 105, *Subsequent Events*, issued in December 2025. The requirements of this Statement are effective for fiscal years beginning after June 15, 2026, and all reporting periods thereafter. An earlier application is encouraged.

REDCOM will evaluate the impact each of these pronouncements may have on its financial statements and will implement them as applicable and when material.

NOTE 2 - CASH AND INVESTMENTS

As of June 30, 2025, REDCOM's carrying amount of cash deposits \$555,075 while the corresponding bank balance was \$555,075. The bank accounts are insured by the Federal Deposit Insurance Corporation (FDIC), up to \$250,000 per depositor per financial institution. As of June 30, 2025, \$305,075 of REDCOM's deposits were uninsured and exceeded FDIC coverage limits.

Investment in the Sonoma County Treasurer's Investment Pool

REDCOM pools cash and investments with the Sonoma County Treasurer, who acts as a disbursing agent for the fund. The fair value of REDCOM's investment in the Treasury Pool is reported in the financial statements at amounts based upon REDCOM's pro-rata share of the fair value provided by the Treasury Pool for the entire Treasury Pool portfolio (in relation to the amortized cost of that portfolio). The balance available for withdrawal is based on accounting records maintained by the Treasury Pool, which are recorded on an amortized cost basis. Interest earned on investments pooled with the County is allocated quarterly to the appropriate fund based on its respective average daily balance for that quarter. The Treasury Oversight Committee has oversight for all monies deposited into the Treasury Pool.

The fair value of REDCOM's pooled cash and investments as of June 30, 2025:

Equity in pooled cash	\$ 2,361,529
Unrealized gains and losses, net	<u>2,303</u>
Total	<u><u>\$ 2,363,832</u></u>

Investment Guidelines

Monies deposited into the Treasury Pool are invested in accordance with investment policy guidelines established by the County Treasurer and reviewed by the Board. The objectives of the policy are, in order of priority, safety of capital, liquidity, and yield. The policy addresses the soundness of financial institutions in which the County will deposit funds, types of investment instruments as permitted by the California Government Code, and the percentage of the portfolio that may be invested in certain instruments with longer terms to maturity.

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
NOTES TO BASIC FINANCIAL STATEMENTS
JUNE 30, 2025

NOTE 2 - CASH AND INVESTMENTS - CONT'D

A copy of the County investment policy is available upon request from the Sonoma County Treasurer at 585 Fiscal Drive, Suite 100, Santa Rosa, California, 95403.

Interest Rate Risk

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value is to changes in market interest rates. As a means of limiting its exposure to fair value losses arising from rising interest rates, one of the ways that the Treasury Pool manages its exposure to interest rate risk is by purchasing a combination of shorter-term and longer-term investments and by timing cash flows from maturities so that a portion of the portfolio is maturing or coming close to maturing evenly over time as necessary to provide the cash flow and liquidity needed for operations.

Credit Risk

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization. It is the County's policy to purchase investments meeting rating requirements established by the California Government Code. The Treasury Pool does not have a rating provided by a nationally recognized statistical rating organization.

Custodial Credit Risk

Custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover its deposits or will not be able to recover collateral securities that are in the possession of an outside party. The custodial credit risk for investments is the risk that, in the event of the failure of the counterparty to a transaction, a government will not be able to recover the value of its investment or collateral securities that are in the possession of another party.

The California Government Code and the County's investment policy do not contain legal or policy requirements that would limit the exposure to custodial credit risk for deposits or investments, other than the following provision for deposits and securities lending transactions:

- The California Government Code requires that a financial institution secure deposit made by state or local governmental units by pledging securities in an undivided collateral pool held by a depository regulated under state law. The market value of the pledged securities in the collateral pool must be equal to at least 110% of the total amount deposited by the public agencies.
- California law also allows financial institutions to secure the County's deposits by pledging the first trust deed mortgage notes having a value of 150% of the secured public deposits.

With respect to investments, custodial credit risk generally applies only to direct investments in marketable securities. Custodial credit risk does not apply to a local government's indirect investment in securities through the use of mutual funds or government investment pools (such as the Treasury Pool).

Concentration of Credit Risk

The investment policy of the County contains no limitations on the amount that can be invested in any one issuer beyond that stipulated by the California Government Code. For a listing of investments in any one issuer (other than U.S. Treasury securities, mutual funds, or external investment pools) that represent 5% or more of total County investments, refer to the June 30, 2025, County of Sonoma Annual Comprehensive Financial Report (the last currently available).

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
NOTES TO BASIC FINANCIAL STATEMENTS
JUNE 30, 2025

NOTE 2 - CASH AND INVESTMENTS - CONT'D

Fair Value Measurements

REDCOM categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs. REDCOM's only recurring fair value measurements as of June 30, 2025, are for its investment in the Sonoma County Treasury Pool, which is uncategorized.

Investments Authorized by the California Government Code and the Commission's Investment Policy

The table below identifies the investment types that are authorized for the Commission by the California Government Code (or the Commission's investment policy, where more restrictive). The table also identifies certain provisions of the California Government Code (or the Commission's investment policy, where more restrictive) that address interest rate risk, credit risk, and concentration of credit risk.

Authorized Investment Type	Maximum Maturity	Maximum Percentage of Pool	Rating
U.S Treasury and Agency Securities	5 years	100	N/A
Obligations Issued or Unconditionally Guaranteed by the International Bank for Reconstruction and Development, International Finance Corporation or Inter-American Development Bank	5 years	30	AA
Bonds and Notes issued by the State of California or California local agencies	5 years	100	N/A
Bonds and Notes issued by any other State of the United States, including those issued by said State's agencies, departments, boards or authorities	5 years	100	N/A
Commercial Paper	270 days	40	A-1/F-1/P-1
Negotiable Certificates of Deposit	5 years	30	N/A
Repurchase Agreements	1 year	100	N/A
Reverse Repurchase Agreements and Securities	92 days	20	N/A
Medium-Term Corporate Notes	5 years	30	A
Mutual Funds & Money Market Mutual Funds	N/A	20	Aaa & AAAm
Mortgage Pass-Through Securities, Collateralized Mortgage Obligations, and Assets Backed Securities	5 years	20	AA
Joint Powers Agreements	N/A	20	AA
Local Agency Investment Fund (LAIF)	N/A	As limited by LAIF	N/A
Collateralized Time Deposits	5 Years	N/A	N/A

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
NOTES TO BASIC FINANCIAL STATEMENTS
JUNE 30, 2025

NOTE 3 - ACCOUNTS RECEIVABLE

As of June 30, 2025, REDCOM's accounts receivable balances were as follows:

Dual period receivable	\$ 15,779
Other receivable	<u>665</u>
Total	<u><u>\$ 16,444</u></u>

NOTE 4 - DUE FROM OTHER GOVERNMENTS

REDCOM obtains funding from both public companies and governmental agencies. The balance in due from other governments includes outstanding balances due from member and non-member agencies as follows:

	<u>Operations</u>	<u>Replacement Fund</u>	<u>Total</u>
Lifewest	\$ 25,325	\$ -	\$ 25,325
Bell's	75,943	-	75,943
Monte Rio FPD	995	367	1,362
NB Fire-GoldRidge	3,590	-	3,590
SCFD-EMS	<u>47,389</u>	<u>-</u>	<u>47,389</u>
Total due from member governments	<u>153,242</u>	<u>367</u>	<u>153,609</u>
US Coast Guard	<u>3,197</u>	<u>-</u>	<u>3,197</u>
Total due from non-member governments	<u>3,197</u>	<u>-</u>	<u>3,197</u>
Total due from other governments	<u><u>\$ 156,439</u></u>	<u><u>\$ 367</u></u>	<u><u>\$ 156,806</u></u>

NOTE 5 - PREPAID EXPENSES

As of June 30, 2025, REDCOM's prepaid expenses were as follows:

Table Command	\$ 237,042
Natix	4,921
Tango Tango, Inc.	3,990
George Petersen Insurance Agency	5,067
Everbridge, Inc.	5,289
Pulsepoint Foundation	3,995
NWN Corporation	10,756
County of Sonoma	<u>788,838</u>
Total	<u><u>\$ 1,059,898</u></u>

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
NOTES TO BASIC FINANCIAL STATEMENTS
JUNE 30, 2025

NOTE 6 - CAPITAL ASSETS

REDCOM's capital asset activity as of June 30, 2025, was as follows:

	<u>Beginning Balance</u>	<u>Transfer & Addition</u>	<u>Ending Balance</u>
Capital assets, not being depreciated:			
Work in progress	\$ 269,286	\$ -	\$ 269,286
Total capital assets, not being depreciated	<u>269,286</u>	<u>-</u>	<u>269,286</u>
Capital assets, being depreciated/amortized:			
Furniture, fixtures, and equipment	1,291,634	81,382	1,373,016
Buildings and improvements	178,687	-	178,687
Intangible assets	<u>1,134,667</u>	<u>-</u>	<u>1,134,667</u>
Total capital assets, being depreciated/amortized	<u>2,604,988</u>	<u>81,382</u>	<u>2,686,370</u>
Less: accumulated depreciation/amortization for			
Furniture, fixtures, and equipment	(368,230)	(196,168)	(564,398)
Buildings and improvements	(178,687)	-	(178,687)
Intangible assets	<u>(1,105,065)</u>	<u>(13,044)</u>	<u>(1,118,109)</u>
Total accumulated depreciation/amortization	<u>(1,651,982)</u>	<u>(209,212)</u>	<u>(1,861,194)</u>
Total capital assets, being depreciated/amortized, net	<u>953,006</u>	<u>(127,830)</u>	<u>825,176</u>
Total capital assets, net	<u>\$ 1,222,292</u>	<u>\$ (127,830)</u>	<u>\$ 1,094,462</u>

Depreciation and amortization expenses amounted to \$209,212 for the year ended June 30, 2025.

NOTE 7 - ACCOUNTS PAYABLE

As of June 30, 2025, REDCOM's accounts payable balances were as follows:

Vouchers payable	\$ 221,729
Others payable	<u>149,061</u>
Total	<u><u>\$ 370,790</u></u>

NOTE 8 - LONG-TERM DEBT

On April 20, 2021, REDCOM entered into an agreement with the Sonoma County Sheriff's Office (SCSO) for the provision of telecommunication technology and support services. The First Amendment to the agreement, dated September 15, 2023, established the procurement and installation of a Zetron radio console dispatch system, located at the Sheriff's Main Office building. The total cost of the system, amounting to \$459,147, was financed, bearing interest at 3.50%, payable over a five-year term, due in annual installments from \$73,931 to \$148,124, maturing in 2028-29.

	<u>Beginning Balance</u>	<u>Increases</u>	<u>Deletions</u>	<u>Ending Balance</u>	<u>Due Within One Year</u>
Long-term debt	\$ 459,147	\$ -	\$ (57,874)	\$ 401,273	\$ 70,899
Total	<u>\$ 459,147</u>	<u>\$ -</u>	<u>\$ (57,874)</u>	<u>\$ 401,273</u>	<u>\$ 70,899</u>

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
NOTES TO BASIC FINANCIAL STATEMENTS
JUNE 30, 2025

NOTE 8 - LONG-TERM DEBT - CONT'D

The annual debt payments to maturity, including estimated interest, for REDCOM's long-term debt as of June 30, 2025, was as follows:

<u>Fiscal Year Ending June 30:</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2025-26	\$ 70,899	\$ 14,033	\$ 84,932
2026-27	85,478	11,553	97,031
2027-28	101,777	8,564	110,341
2028-29	<u>143,119</u>	<u>5,005</u>	<u>148,124</u>
Total	<u>\$ 401,273</u>	<u>\$ 39,155</u>	<u>\$ 440,428</u>

NOTE 9 - COMPENSATED ABSENCES

The following is the summary of changes in compensated absences for the year ended June 30, 2025:

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Deletions</u>	<u>Ending Balance</u>	<u>Due within One Year</u>
Compensated absences	\$ -	\$ 101,628	\$ -	\$ 101,628	\$ 19,132
Total compensated absences	<u>\$ -</u>	<u>\$ 101,628</u>	<u>\$ -</u>	<u>\$ 101,628</u>	<u>\$ 19,132</u>

NOTE 10 - OTHER INFORMATION

A. Risk Management

REDCOM is exposed to various risks for which it carries insurance with coverage for personal injury that includes bodily injury and property damage in the amount of \$1,000,000, auto liability for non-owned and hired automobile liability in the amount of \$1,000,000, and employment practices liability in the amount of \$1,000,000. The deductible for any claims is \$500 per incident.

B. Related Party Transactions

American Medical Response (AMR) provided dispatch services for REDCOM under an agreement from July 1 through October 8. During this period, AMR paid for REDCOM's dispatch services provided to their ambulance operation, Sonoma Life Support (SLS), on the same basis as other members. AMR also paid for maintenance related to the Mobile Data Computer (MDC) units used in their ambulances, as well as for the associated annual service contract (AMR Baseline).

The following schedule lists receipts from and disbursements to related party(ies) during fiscal year 2025:

<u>Related Party</u>	<u>Services</u>	<u>Received by REDCOM</u>	<u>Disbursed by REDCOM</u>
AMR-SLS	Dispatch services	\$ 132,021	\$ -
	MDC and Air card	2,053	-
AMR	Dispatch services	<u>-</u>	<u>1,408,899</u>
		<u>\$ 134,074</u>	<u>\$ 1,408,899</u>

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
NOTES TO BASIC FINANCIAL STATEMENTS
JUNE 30, 2025

NOTE 11 - EVALUATION OF SUBSEQUENT EVENTS

Management has evaluated subsequent events through June 29, 2026 the date at which the financial statements were available to be issued and has determined that no adjustments are necessary to the amounts reported in the accompanying financial statements nor have any subsequent events occurred, the nature of which would require disclosure.

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
OFFICIAL ROSTER
JUNE 30, 2025

The Board of Directors, none of whom are employed by Redwood Empire Dispatch Communications Authority, as of June 30, 2025:

Steve Akre Fire Chief - Sonoma Valley Fire & Rescue	Chair
Ron Busch Fire Chief - Sonoma County Fire District	Vice-Chair
Bryan Cleaver Regional EMS Administrator - Coastal Valleys EMS Agency	Secretary
Bronwyn Golly Operations Captain - Coast Life Support District	Board Member
Jason Boaz Chief - Healdsburg Fire Department	Board Member
Dr. Mark Luoto Public Health Officer - Sonoma County Public Health	Board Member
Scott Westrope City of Santa Rosa	Board Member

COMPLIANCE SECTION

**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL
STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

To the Board of Directors
Redwood Empire Dispatch Communications Authority
Santa Rosa, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the business-type activities of Redwood Empire Dispatch Communications Authority ("REDCOM"), as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise REDCOM's basic financial statements, and have issued our report thereon dated June 29, 2026.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered REDCOM's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of REDCOM's internal control. Accordingly, we do not express an opinion on the effectiveness of REDCOM's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements, on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether REDCOM's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Harshmal & Company LLP

San Diego, California
June 29, 2026

REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
SCHEDULE OF FINDINGS AND RESPONSES
FOR THE YEAR ENDED JUNE 30, 2025

SECTION I - SUMMARY OF AUDITOR'S RESULTS

Financial Statements:

Type of auditor's report issued	Unmodified
Internal control over financial reporting:	
• Material weakness(es) identified?	No
• Significant deficiency(ies) identified that are not considered to be material weakness?	None reported
• Noncompliance material to financial statements noted?	No

**REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
SCHEDULE OF FINDINGS AND RESPONSES
FOR THE YEAR ENDED JUNE 30, 2025**

SECTION II - FINANCIAL STATEMENTS FINDINGS

There are no findings related to the financial statements.

**REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY
STATUS OF PRIOR YEAR AUDIT FINDINGS
FOR THE YEAR ENDED JUNE 30, 2025**

No matters were reported in the prior year.

Communication with Those Charged with Governance at the Conclusion of the Audit

June 29, 2026

To the Board of Director
Redwood Empire Dispatch Communications Authority
Santa Rosa, California

We have audited the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of Redwood Empire Dispatch Communications Authority (the "Authority") for the year ended June 30, 2025. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated January 29, 2025. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Redwood Empire Dispatch Communications Authority are described in notes to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2024-25. We noted no transactions entered into by the Redwood Empire Dispatch Communications Authority during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements attached in Annexure - I, was detected as a result of audit procedure and corrected by management. Management has corrected all such misstatements. Management has determined that their effects are immaterial, both individually and in the aggregate, to the Authority's financial statements taken as a whole.

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit

Management Representations

We have requested certain representations from management that are included in the management representation letter dated June 29, 2026.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Authority's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Authority's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

With respect to this supplementary information accompanying the financial statements, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

Restriction on Use

This information is intended solely for the information and use of Board of Director and management of the Redwood Empire Dispatch Communications Authority and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

Harshmal & Company LLP

San Diego, California
June 29, 2026

Redwood Empire Dispatch Communications Authority**Annexure - I****Year End: June 30, 2025****Adjusting journal entries****Date: 7/1/2024 To 6/30/2025**

Number	Date	Name	Account No	Debit	Credit
1	6/30/2025	Account: 16300 – Due from Other Governments	16300	3,197.22	
1	6/30/2025	Account: 46040 – Miscellaneous Revenue	46040		3,197.22
To record accounts receivable in CY (AR25 US Coast Guard 24-25 Q1&2) (Posted by client)					
2	6/30/2025	Account: 20300 – Accounts Payable	20300		3,955.00
2	6/30/2025	Account: 51206 – Accounting/Auditing Services	51206	3,955.00	
Adjustment posted for audit fees (AJE provided by client)					
3	6/30/2025	Account: 15200 – Prepaid Expenses	15200	5,067.41	
3	6/30/2025	Account: 51041 – Insurance - Liability	51041		5,067.41
To record proportionate prepaid expenses for 3 months for insurance services taken from George Petersen Insurance Agency for the policy period 9-29-2024 to 9-29-2025.(Posted by Auditor)					
4	6/30/2025	Account: 15200 – Prepaid Expenses	15200	5,289.04	
4	6/30/2025	Account: 52143 – Computer Software/Licensing	52143		5,289.04
To record proportionate prepaid expenses for computer equipment/accessories taken from evrebridge, inc. period 6-17-2025 to 06-16-2026. (Posted by Auditor)					
5	6/30/2025	Compensated Absence-Current	21105		19,131.85
5	6/30/2025	Compensated Absence payable- Long Term	27100		101,628.19
5	6/30/2025	Compensated Absence payable- Long Term	27100	19,131.85	
5	6/30/2025	Account: 50607 - Additional benefits	50607	101,628.19	
To reord compensated absence balances between long-term and current liabilities (Posted by client)					
6	6/30/2025	Account: 31100 – Net Investmt in Capital Assets	31100		
6	6/30/2025	Account: 31300 – Net Position - Unrestricted	31300		12,417.31
6	6/30/2025	Account: 46051 – Returned Checks	46051	7,385.72	
6	6/30/2025	Account: 46200 – PY Revenue - Miscellaneous	46200	214,449.20	
6	6/30/2025	Account: 46210 – Refunds	46210		171,661.83
6	6/30/2025	Account: 51041 – Insurance - Liability	51041	4,474.78	
6	6/30/2025	Account: 52142 – Computer Equipment/Accessc	52142	5,192.94	
6	6/30/2025	Account: 52144 – Equipment Allowance	52144		31,367.12
6	6/30/2025	Account: 53103 – Interest on LT Debt	53103		16,056.38
Beginning Balance Adjustment (Posted by Auditor)					
				369,771.35	369,771.35
Net Income (Loss)			862,953.04		



REDCOM

2796 Ventura Avenue - Santa Rosa, CA 95403

STAFF REPORT

TO: Board of Directors
MEETING DATE: July 23, 2026
PREPARED BY: Charlotte Jourdain, Strategic Planning Specialist
ITEM 6: Strategic Plan

RECOMMENDATION:

- a. Approve the 2026 REDCOM Strategic Plan
- b. Create an Ad-Hoc Committee of the Board of Directors to transition REDCOM to an Emergency Command Center

BACKGROUND:

REDCOM's last Strategic Plan is dated July 2016. In April 2026, the Board of Directors met at Station 10 in Bodega Bay for a strategic retreat. The proposed new Strategic Plan reflects the priorities outlined and discussed during the retreat.

DISCUSSION:

The proposed Strategic Plan outlines 5 Priorities to develop over the next 5 years. The use of non-numerical alpha order indicates there is no strict order to pursue these priorities. Most are already in progress, and they can be pursued simultaneously.

- A. **Organizational Autonomy:** Develop REDCOM as a fully independent, autonomous public entity
- B. **Redundancies and Continuity of Operations:** Ensure uninterrupted service during catastrophic events or facility evacuation
- C. **Operational Training, Accreditation and Workforce Development:** Maintain the highest industry certifications while fostering cohesion with field response; Ensure continued workforce training and development, and support employees and enhance workforce sustainability
- D. **Facility, Technology and Infrastructure:** Modernize and expand physical and technological capacity to meet 10-year growth projections and ensure resilience
- E. **Emergency Command Center Transition:** Evolve from a communications center to a high-level coordination hub for multi-agency response, with capacity to manage significant and complex incidents

For each priority, the Plan defines progress-tracking mechanisms, often in the form of staff of Ad Hoc Committees' reports to the full Board.

To facilitate the transition to an Emergency Command Center (Priority E), staff recommends your Board creates an Ad Hoc Committee, which will invite Subject-Matter experts to contribute to its tasks.

The Strategic Plan also outlines new Vision, Mission and Values, which were drafted with input from REDCOM staff.

FISCAL IMPACTS

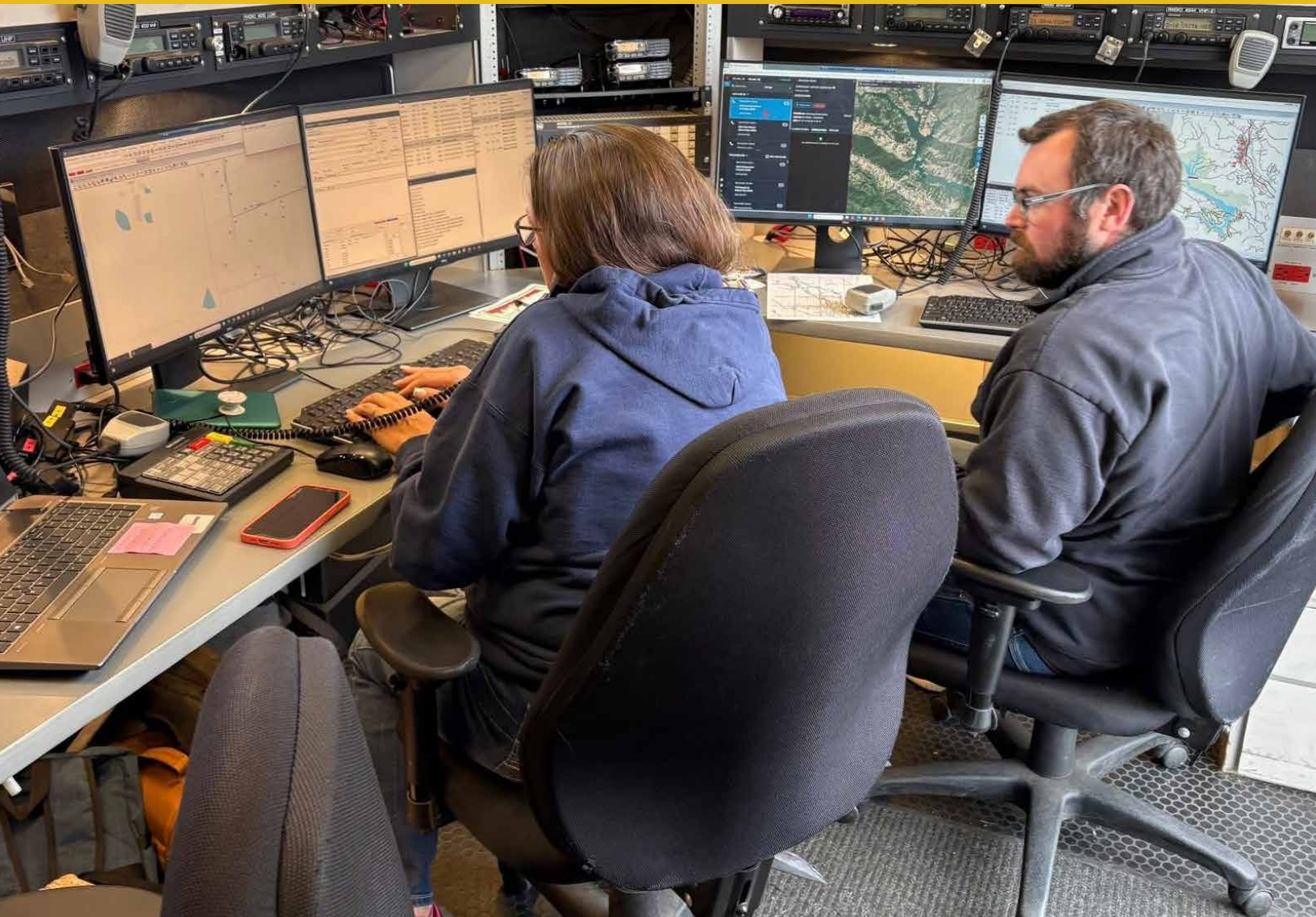
There is no fiscal impact associated with your Board's approval of these recommendations, as the Strategic Plan is a planning document only. The fiscal impact of any Board action related to the Strategic Plan will be detailed when the Board is presented with a recommendation.

Attachment 1: 2026 REDCOM Strategic Plan

Attachment 2: Slides of the April 16, 2026 Strategic Retreat



REDCOM STRATEGIC PLAN



July 2026

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FOREWORD



LETTER FROM EVONNE STEVENS, EXECUTIVE DIRECTOR

Established in 2002, the Redwood Empire Dispatch Communications Authority (REDCOM) provides emergency Fire and Emergency Medical Services (EMS) dispatching to residents and visitors of Sonoma County, through a partnership of 19 emergency response public agencies and several private providers.

This strategic plan was developed at the direction of the REDCOM Board of Directors, and with input from over 40 stakeholders. It is intended as a guideline to ensure REDCOM can meet the demand for Fire and EMS emergency communications in the future, and activities remain aligned with its purpose and vision. This plan should be considered a working document. REDCOM staff will periodically report to the Board of Directors on progress towards the Strategic Priorities outlined herewith, or propose adjustments as needed.

With the development of strategic priorities inevitably comes the need for funding. For each strategic priority or project, when due diligence is completed and a clear cost estimate is available for implementation, staff will consider all possible funding mechanisms and seek Board direction as needed.

A stylized, handwritten signature in black ink, appearing to read 'Evonne Stevens'.

Evonne Stevens
Executive Director

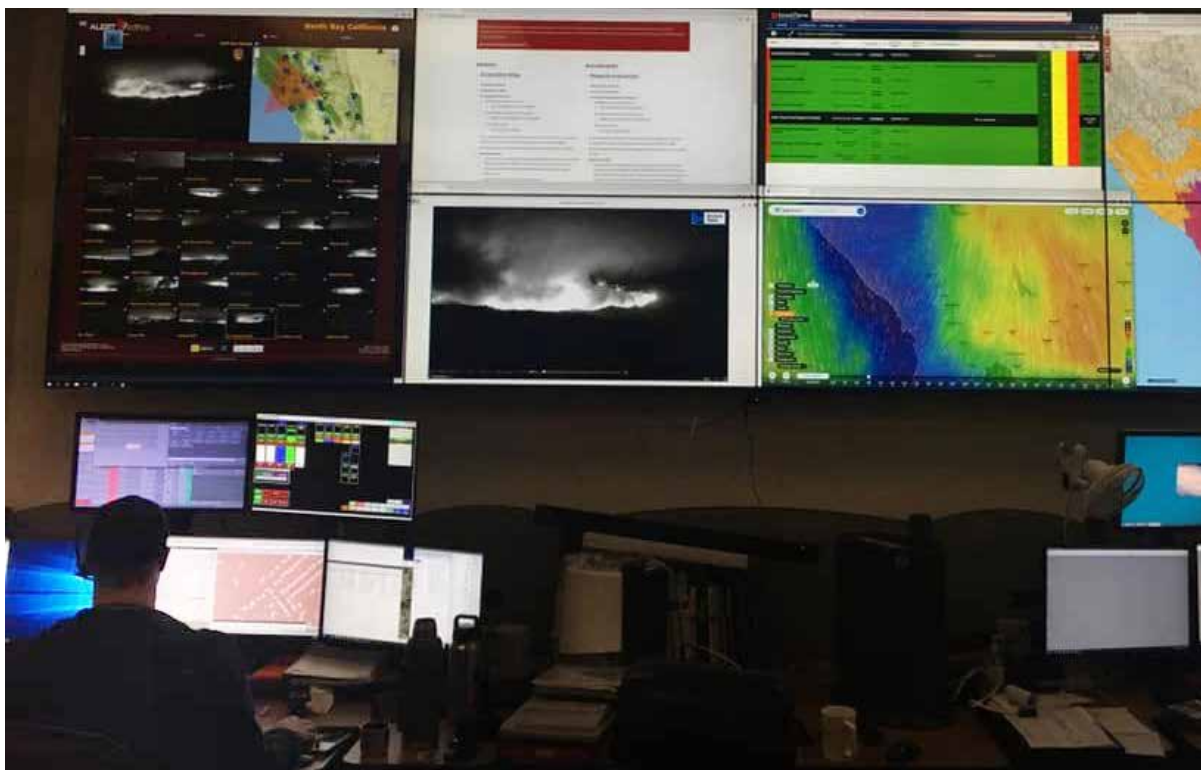
I. EXECUTIVE SUMMARY

The Redwood Empire Dispatch Communications Authority (REDCOM) Strategic Plan provides a roadmap to guide the organization through a period of significant operational growth, increasing emergency call demand, and rapid technological change. Developed through extensive stakeholder engagement, including interviews with over 40 staff members, member agencies, dispatch professionals, and regional public safety partners, the plan reflects a shared commitment to maintaining high-quality Fire and EMS emergency communications services throughout Sonoma County.

Since REDCOM's last strategic plan in 2016, the organization has undergone a major transition to full operational independence and direct management of all personnel. At the same time, 911 Fire and EMS call volume has increased by approximately 46% since 2015

and is projected to continue rising over the next decade. Stakeholders consistently identified the need to strengthen operational resilience, invest in personnel and technology, enhance coordination during major incidents, and ensure long-term organizational sustainability.

This Strategic Plan establishes five key priorities for the next 5–10 years: transitioning toward an Emergency Command Center model; modernizing facilities, technology, and infrastructure; strengthening redundancies and continuity of operations; advancing organizational autonomy; and supporting workforce sustainability through training, accreditation, and employee wellness. Together, these priorities position REDCOM to remain a trusted regional leader in emergency communications while continuing to support first responders and serve the public with professionalism, reliability, and excellence.



II. BACKGROUND AND PROCESS

REDCOM's last Strategic Plan was finalized in July 2016. In 2024, REDCOM transitioned from operating under a contract for dispatch services with AMR to full operational control, including the direct hire of all REDCOM staff. Shortly before this transition, the Board of Directors hired Charlotte Jourdain to assist with the transition and the creation of this updated Strategic Plan.

The first step toward the development of this plan was to receive input from REDCOM's stakeholders (staff, member agencies and other Sonoma County organizations), to understand the needs, challenges and opportunities facing REDCOM over the next 5-10 years. The following groups of stakeholders were contacted via email or phone and asked to provide input in a confidential, anonymous manner:

- All REDCOM employees
- Members of REDCOM's Dispatch Operations Advisory Group
- Current REDCOM Duty Officers
- Directors
- Sonoma County's Primary Service Answering Points, including the Sonoma County Sheriff's Office, Santa Rosa Police Department (PD), Cotati PD, Rohnert Park PD, Healdsburg PD, Sebastopol PD, Cal FIRE Saint Helena and Howard Forest
- All member agencies
- Labor organizations

This process resulted in 40 one-on-one interviews of 10 minutes to 1 hour in length, conducted with Ms Jourdain. To facilitate dispatchers' input, some interviews took place at REDCOM at the end of the day to accommodate day and night shifts on both sides of the week. REDCOM would like to thank the following individuals who provided input:

Bill Bullard, Bronwyn Golly, Bryan Cleaver, Calista Pimentel, Chad Costa, Casey Vanier, Chris Derner, Darrell Kopriva, Dean de la Monanya, Gabe Stirnus, Greg Fontana, Heather Underberg, Jason Krout, Jason Jenkins, Jason Boaz, Jeff Veliquette, John Allen, Kendall Lynn, Kenny Reese, Landon Reese, Leeann Henry, Liz Moeckel, Marisol Garcia, Matt Gloeckner, Matt Tognozzi, Matt Windrem, Megan Horeczko, Mike McCallum, Monica Vanoni, Paul Lowenthal, Ron Busch, Sarah Bacigalupi, Sarah Porter, Scott Westrope, Sean Lacy, Shepley Schroth-Cary, Spencer Andreis, Steve Akre, Thomas Snyder, Will Buck.

With the content of these interviews, Ms Jourdain worked with Executive Director Evonne Stevens to develop and facilitate a strategic retreat with the Board of Directors, which took place on April 16, 2026 at Station 10 in Bodega Bay. The group discussed trends and developments in 911 call-taking and dispatch services, the current developments and activities REDCOM is undertaking to address them, and proposed strategic priorities derived from the interviews. The rest of this document follows this structure and outlines Board direction for the exploration of each Strategic Priority, and progress-tracking / reporting mechanisms.

III. TRENDS IN FIRE & EMS CALL-TAKING AND DISPATCH

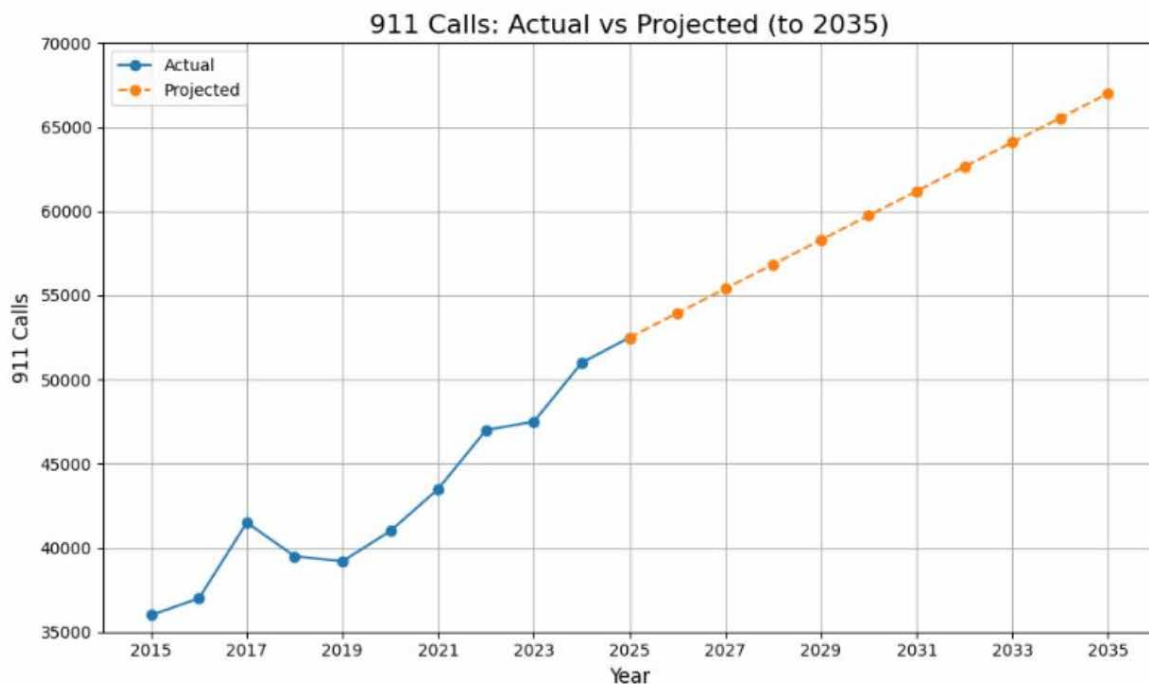
As of April 2026, 911 calls have increased by approximately 46% since 2015 (an average of 3.5% annually), while administrative calls have declined. 911 Fire & EMS calls are projected to continue to increase in quantity and intensity over the next 10 years. While population growth is slowing in Sonoma County, the existing population is aging and will experience increased reliance on emergency services. Neighboring counties have experienced similar annual increases and use a projection rate of 3% to 4.5% annually).

REDCOM is using new technologies to reduce non-emergency call handling and free up dispatchers' availability for more complex calls. In 2025, technology was successfully used to handle over 17,500 controlled burns and 6,000 fire alarm testing events, funded through Measure H by the Sonoma County Fire Chiefs' Association.

But over time, the increase in 911 calls requires continued investment in personnel to maintain service level, to avoid wait time and overtime costs, employee retention and resilience during major incidents. In 2015, REDCOM employed 16.75 FTE dispatchers. By 2025, staffing level rose to 22.5 FTE dispatchers (+5.75 FTE), but 2.0 FTEs were funded using the vacant Operations Manager position, thereby limiting the development of the organization's mid-management capacity. By 2035, the projected need is for a minimum of 28 FTE dispatchers (+ 5.75 FTE) to keep pace with growth in call volume.

Aside from the overall trend in 911 call volume, dispatchers can expect a wider range of dispatch options for Emergency Medical Services calls, including diversion towards behavioral health centers, hospital diversion and nurse advice lines. On the fire side, the

Figure 1: REDCOM 911 calls since 2015 and projection to 2035

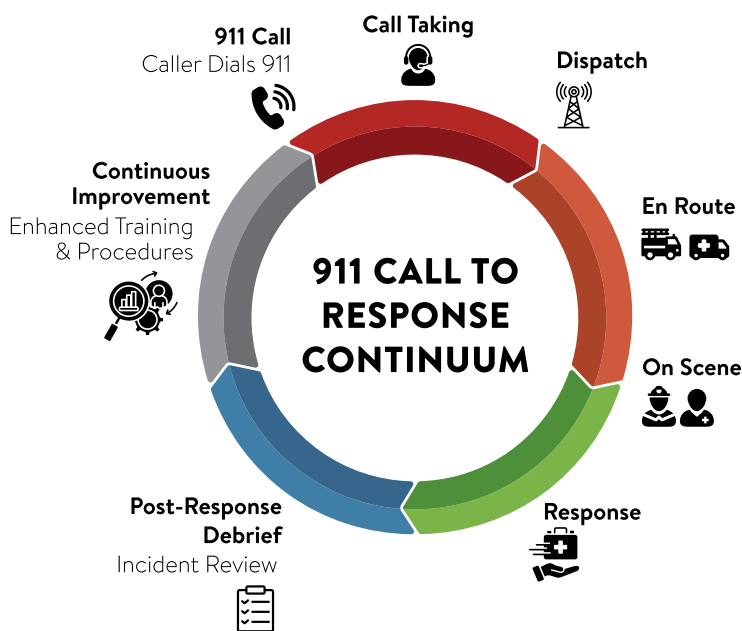


III. TRENDS IN FIRE & EMS CALL-TAKING AND DISPATCH CONTINUED

number, intensity, scale and rate of spread of wildfires is expected to increase significantly, as well as the frequency of moderate fire weather, and the likelihood of atmospheric rivers and floods. Fire responder technology is also expected to develop, with systems such as drones potentially affecting dispatch services. Technologies are evolving faster than ever and this is true for dispatch centers also.

As of April 2026, REDCOM's Computer-Assisted Dispatch software and the State-provided 911 phone system have yet to migrate to a cloud-based system. In parallel, multiple new and innovative technology products are presented to staff on a regular basis, requiring time and expertise to evaluate them and consider interoperability, integrations, cost-benefit and potential funding sources.

IV. OVERVIEW OF STAKEHOLDERS' INPUT



The following findings (listed without implying relative importance) emerged from the stakeholders' interviews, and form the basis for the creation of Strategic Priorities.

- REDCOM is doing very well as an organization. Staff provides excellent service on a day-to-day basis and meets the needs of member agencies in a professional, dedicated and timely manner.
- Dispatchers love working at REDCOM, appreciate the current organization culture, and are proud of the work they do. The Executive Director's leadership is valued, and more support for her position is desired
- There is overwhelming stakeholders' support for moving to an Emergency Command Center operations' model
- There is a strong desire to enhance training and preparedness for rare, large and catastrophic incidents
- There is a desire to increase cohesion between REDCOM and field response

V. STRATEGIC PRIORITIES

STRATEGIC PRIORITY	KEY OBJECTIVES	PRIMARY STRATEGIC ACTIVITIES	PROGRESS-TRACKING MECHANISM
A. Organizational Autonomy	Develop REDCOM as a fully independent, autonomous public entity	A1. Pursue transition to independent Legal services A2. Continue to build consensus towards an amendment to the REDCOM JPA agreement, designate new Treasurer during this process if desired	Executive Director will report to Board; An existing Ad Hoc regarding the JPA agreement will report to Board
B. Redundancies & Continuity of Operations	Ensure uninterrupted service during catastrophic events or facility evacuations	B1. Continue to periodically test mobile dispatch vehicle and conduct after action evaluations; identify needs in the event of a multi-days, full staff evacuation from current (or future) facility B2. Complete radio integration with Cal Fire St Helena B3. Explore mutually beneficial agreements with Graton Fire and Cal Fire St Helena for back-up dispatch, and formalize through MOUs B4. Upon next CAD transition, explore CAD-to-CAD connections with Marin ECC and Howard Forest (see 2.3) B5. Complete development of Run Book application (paper calls) in the event of full CAD failure	Executive Director / staff will report to Board
C. Operational Training, Accreditation & Workforce Sustainability	Maintain the highest industry certifications while fostering cohesion with field response; Ensure continued workforce training and development; Support employees and enhance workforce sustainability	C1. Maintain IAED Medical (ACE) and Fire Dispatch Accreditations C2. Implement regular scenario-based tabletop and functional drills with member agencies C3. Fully implement "Boundary-Drop" dispatching for Region 6 C4. Continue efforts to support employees through the Peer Support Team and Employee Assistance Program; encourage movement and "reset" opportunities during shifts Note: At the time this strategic plan is being drafted, REDCOM's first labor negotiations as direct employer of all dispatchers and staff is scheduled to begin early 2027. Other aspects of workforce sustainability will be addressed at that time.	Executive Director / staff will report to Board An existing Ad Hoc regarding Labor negotiations will report to Board

V. STRATEGIC PRIORITIES CONTINUED

STRATEGIC PRIORITY	KEY OBJECTIVES	PRIMARY STRATEGIC ACTIVITIES	PROGRESS-TRACKING MECHANISM
D. Facility, Technology & Infrastructure	Modernize and expand physical and technological capacity to meet 10-year growth projections and ensure resilience	D1. Complete the current facility expansion, which increases call-taking capacity by 50% D2. Identify facilities meeting essential services standards for the future home of REDCOM D3. Partner with the Sonoma County Public Safety Consortium to transition to a cloud-based CAD system. At that time, investigate CAD-to-CAD connection with Marin ECC and other centers for enhanced redundancy. D4. Partner with the County Sheriff's Office and Cal-OES to upgrade 911 phone system; continue existing partnership regarding the radio infrastructure D5. Explore Control 9 simulcast for redundancy and expanded capacity D6. Continue to contribute to equipment replacement reserves and stay ahead of future replacement needs	Executive Officer / staff will report to Board;
E. Emergency Command Center (ECC) Transition	Evolve from a communications center to a high-level coordination hub for multi-agency response, with capacity to manage significant and complex incidents	E1. Establish an Operations Manager/Systems Support role to deepen mid-management and support the Executive Officer E2. Investigate models to add Command positions to the current organizational chart, in line with identified criteria for success: E2.1. On-site E2.2. Experienced E2.3. Trusted, with leadership and authority E2.4. Work hand-in-hand with REDCOM staff and leadership E2.5. Maintain awareness of all member agencies' practice over time. E3. Identify cost and funding source(s)	Create an Ad-hoc Committee of the Board of Directors, and include relevant subject-matter experts as needed. Board meetings can include periodic updates from the Ad Hoc

VI. VISION, MISSION AND VALUES STATEMENT

VISION STATEMENT

A vision statement is aspirational and describes the future state in one short sentence. Based on input from staff and Board members, REDCOM's vision statement will be updated to:

**Trusted emergency communications serving our
community and supporting first responders**

MISSION STATEMENT

A mission statement describes what, for whom and how REDCOM delivers value. Based on input from staff and Board members, REDCOM's mission statement will be updated to:

**Delivering trusted emergency communications that
support first responders and serve the public.**

VALUES

REDCOM's values will follow the **SERVE** acronym:

Service - We serve our community and support first responders with professionalism and dedication

Equity - We provide fair and impartial service to all people

Respect - We treat callers, responders and colleagues with dignity

Value of teamwork - we support one another to deliver effective emergency response

Excellence - We strive for accuracy, reliability and continuous improvement

REDCOM

Strategic Planning

Special Board meeting April 16, 2025

Logistics

- We will alternate presentation and group discussion, participation is encouraged
- Board Chair and Vice Chair to invite public comments as needed
- No Teams or recording today
- We will adjourn the meeting at the end of the day

Proposed agenda

- Brief Introduction
- Process overview
- Big picture: Trends that will affect REDCOM in the next 5-10 years
- Break
- Stakeholders' input by theme, discussion
- Lunch
- Stakeholders' input by theme and group discussion (continued)
- Break
- Establish the list of strategic priorities and define roadmap/progress tracking for each
- Break
- Vision, Mission, Values
- Conclusion

Intro: Last Strategic Plan (2016)

Recommends vision, mission, values, and outlined 7 strategic goals:

- Meet and maintain IAED Center of Excellence accreditation (completed and maintained)
- Add remaining Sonoma County agencies (Cloverdale in progress)
- Enhance ability to manage large incidents (also in AP Triton report)
- Control costs
- Ensure resilience – COOP & Fund balance reserve
- Ensure technologies and facility remain up-to-date
- Improve community understanding

Intro: New Strategic Plan

- New Mission, Vision, Values
- New set of strategic priorities
- Roadmap and progress tracking mechanism for implement action of each strategic priority

Process to develop new Strategic Plan

- Conduct stakeholders' interviews to understand the main themes and priorities
- TODAY: Present and discuss main themes
- Convert themes into strategic priorities
- Create a roadmap to implementation
- Write the Plan, Board approval (July or October regular meeting)
- If Ad Hoc committee(s), they must be agendized and created at the next meeting

Process: Input from stakeholders:

Conducted 40 interviews in March - April 2026, including:

- 21 dispatch staff + Executive Director, Communications Manager
- 5 members of the DOAG
- 5 Duty Officers
- 6 Directors
- 2 reps from SCSO
- 2 member agencies not otherwise represented above
- 3 labor representatives

Process: Thank you to our contributors!

Bill Bullard	Greg Fontana	Leeann Henry	Ron Busch
Bronwyn Golly	Heather Underberg	Liz Moeckel	Sarah Bacigalupi
Bryan Cleaver	Jason Krout	Marisol Garcia	Sarah Porter
Calista Pimentel	Jason Jenkins	Matt Gloeckner	Scott Westrope
Chad Costa	Jason Boaz	Matt Tognozzi	Sean Lacy
Casey Vanier	Jeff Veliquette	Matt Windrem	Shepley Schroth-Cary
Chris Derner	John Allen	Megan Horeczko	Spencer Andreis
Darrell Kopriva	Kendall Lynn	Mike McCallum	Steve Akre
Dean de la <u>Monanya</u>	Kenny Reese	Monica Vanoni	Thomas Snyder
Gabe Stirnus	Landon Reese	Paul Lowenthal	Will Buck

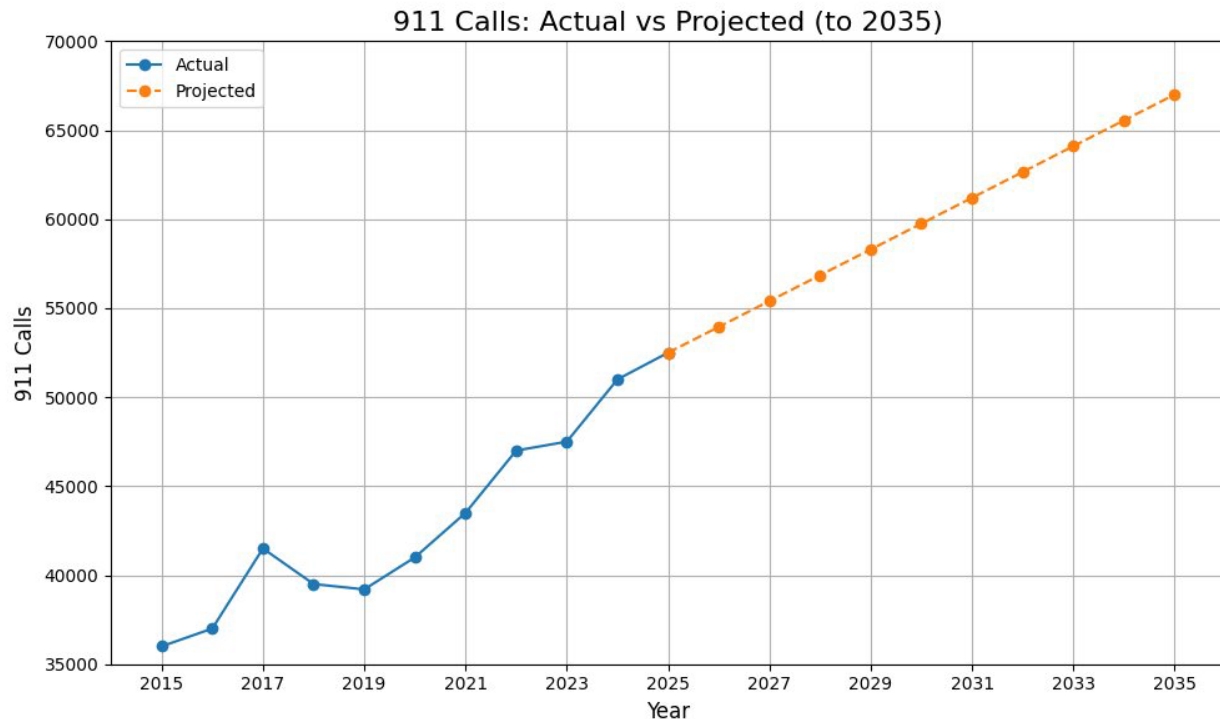
BIG PICTURE:

What will affect 911 call-taking and dispatch services in the next 5-10 years?

Workload is shifting toward higher-acuity 911 calls

- 911 calls **increased ~46% since 2015**; Administrative calls declining
- Projected continued growth in 911 demand through 2035
- Population growth rates are slowing, but existing population is ageing
- Increased reliance on emergency services
- More diverse Spanish speaking population

911 Calls: Actual vs Projected (to 2035)



Staffing Growth Context and Projection:

- 2015: 16.75 FTE dispatchers
- 2025: 22.5 FTE dispatchers (+5.75 FTE)
- Growth has not fully matched increasing demand and complexity
- 2.0 FTE were funded using the Operations Manager position (currently vacant)
- 2035 Projected: min 28.0 FTE dispatchers (+5.5 FTE) to keep pace with projected growth in call volume, **everything else equal**
- Net add of 10+ FTEs over 2 decades will require investment in mid-management:
- Ops Manager (pending ECC conversation)
- Supervisors being part of minimum staffing
- This will require on-going evaluation of needs. Additional FTEs can be added with annual budget approval => no surprise

We will return to this discussion this afternoon

Operational Innovation: AI Implementation

Exploring AI to reduce non-emergency call handling workload

- 2025: ~17,500 controlled burn and 6,000+ fire alarm testing events
- Automation opportunity to reduce dispatcher workload
- Funded through Sonoma County Fire Chiefs Association Technology Fund by Measure H
- Partnership supports innovation and operational efficiency

AI and other technologies can help with least complex and time-consuming calls.

Risks if Staffing Does Not Keep Pace

- Decreased service levels
- Longer call handling and potential wait times
- Increased overtime costs
- Reduced resilience during major incidents
- Decrease employee retention
- Higher fatigue, burnout, and turnover

Big picture: Trends in EMS

- More dispatch options:
- Diversion towards behavioral health centers
- Hospital diversion
- Nurse advice lines

Big picture: Trends in Fire

- Increase in the number, intensity, scale and rate of spread of wildfires
- Increase in the frequency of moderate fire weather
- Increase in the likelihood of atmospheric rivers, floods
- First responder technology developments

Big picture: Trends in technology

- Continued transition to cloud-based systems
- CAD
- 911 phone system
- Evolving landscape: Difficulty in assessing needs, solutions and cost-benefit
- Interoperability, integrations are important
- Beyond dispatch tech, fire tech is evolving also (drones etc)

Stakeholders' input: Overview

- REDCOM is doing very well as an organization
- Staff provides excellent service on a day-to-day basis and meets the needs of member agencies in a professional, dedicated and timely manner
- Dispatchers love working at REDCOM, proud of the work they do, appreciate the culture. #1 ask is a public retirement system
- Executive Director's leadership is valued; more support for her position is desired
- Overwhelming support for moving to an ECC model
- Desire to enhance training and preparedness for rare / large /catastrophic incidents
- Desire to increase cohesion between dispatch and field response

For awareness only: Employee Feedback

Staff expressed interest in enhanced retirement options

- Desire for long-term financial security
- Current 5% 401a / 457 match viewed as less competitive than other like agencies

CBA renewal discussions will begin in early 2027, at which time this request can be considered

Your Board has already created an Ad Hoc for Labor negotiations (Chief Akre and Chief Westrope)

5 themes

- #1: Autonomy
- #2: Preparedness / Redundancies
- #3: Enhanced training
- #4: Technology and Facility
- #5: Staffing
- #6: ECC
- Grouping / into themes is my doing, not obligation to follow this structure
- We can retitle / rename things if there is more accurate wording
- Once we have discussed all the themes we will come back and decide which are in fact strategic priorities, are we missing anything, and how do we track progress
- The ECC "theme" overlays the others. Think through how each "theme" will look like under an ECC model

Theme #1: Autonomy

- There is a desire to see REDCOM continue to develop as a fully **independent, autonomous public entity**
- Review of professional services contracts:
- Legal services
- Financial services
- HR and strategic planning specialist consultants
- Employees' wellness and workforce development for sustainability
- JPA agreement update (in progress)
- Some also mention the desire for a stand-alone facility (longer-term)
- We will discuss this as part of Facility / Technology

Legal & Financial Services

- Both Legal and Financial services provided through agreement with the County
- Legal transition would require RFP
- Financial transition would require agreement with a member agency
- Relatively more substantial transition

Consultants

Significantly reduced reliance on consultants since transition:

- No ongoing use of AP Triton
- HR Consultant (Muchmore consulting):
- Provides targeted FMLA & benefits support to reduces legal exposure
- Reduced involvement with hiring process
- Reduced communications with benefits vendors
- In-house training of Admin Coordinator for HR duties
- Fiscal / Budget / Strategic consultant (Charlotte):
- Post-Strategic Retreat: reliance on Charlotte will be significantly reduced
- Strong position to independently manage the annual budget development and monitoring process starting in FY 27-28
- Remaining tasks: Fund Balance Policy (October 2026)

Employee Wellness & Support

- Revamped Peer Support Team focused on mental health and resilience
- Strong Employee Assistance Program (EAP) available
- Encouragement of movement during shifts using the stairs and atrium space to step away, reset, and recharge
- Ongoing focus on employee well-being and workforce sustainability
- Supporting mental and physical wellness strengthens service delivery

Theme #2: Preparedness / Redundancies

- There is a desire to deepen and develop redundancy plans and preparations for catastrophic incidents, particularly in the event of an evacuation of the REDCOM facility
- Where does REDCOM go to the East? West? North? South?
- Technology integrations at the temporary locations, **testing**
- Agreements with these locations
- The current plan is viewed as limited and not fully flushed out

Current Evacuation Plan

- Deployment of the Emergency command vehicle
- Agreement with Graton Fire to set up in their EOC
- Agreement with Cal Fire St Helena as alternate answering point for 911 calls
- Remote call forwarding of emergency lines
- CAD to CAD connection already in place allows Cal Fire to create incidents in REDCOM's CAD
- In progress: Radio integration, completion TBD

Current systems failure redundancies

- If CAD workstations go down, we can utilize Net viewer/Net Dispatcher
- If full CAD infrastructure is down, we will can use the Sonoma County Run Book application (paper calls)
- There is an offline version currently in development, completion date TBD
- If the radio consoles go down, we have 3 Harris radios and 7 go phone with Tango Tango
- If the radio infrastructure goes down completely T-Comm can initiate the Sonoma Raceway Back up radio system

Ongoing: Use special events to evaluate redundancies and back-up plans

- Levi's Gran Fondo event on April 25
- Wine Country Century race event on May 2
- Testing radios and 911 call-taking ability (in Comm van)
- Inter-operability with EOA1 dedicated units
- Internal after-action evaluation and lessons learned

In the future:

- Work with Marin County and Howard Forest as alternates:
- CAD to CAD
- Radio pathway

Need to explore:

- Fiscal impacts for CAD; potential for mutual benefits
- Governance / MOU agreements

This requires time commitment from REDCOM management /Comm Manager

Theme #3: Enhanced training

- There is overwhelming support for enhanced training:
- Stakeholders recognize that training is already happening, particularly for new hires
- A more robust training program, including:
- After-action protocol/meetings
- System-status committee/meetings/management program
- Training for succession planning & workforce development
- Trainings for rare/large/multi-incidents; second and third alarm
- Develop dispatchers' ability to override if something doesn't feel right
- Consistency and cohesion across staff and shifts
- Enhance cohesion with the field - understand the "why"

REDCOM Training Framework

Structured, layered training approach:

- Foundational (off- and on-shift)
- NIMS / ICS (100–400, EOC) for all current and new staff
- Position-specific training
- Monthly system failure drills (on-shifts):
- CAD down => paper calls
- Radio down => Tango Tango
- ProQA down => EMD / EFD cards back-up system
- Quarterly exercises: tabletop & functional with member agencies (off-shift)
- Continuous improvement:
- After-Action reviews for high impact events

Current Planned Training Enhancements

Expanded partnerships with stakeholder agencies working through the DOAG:

- Subject matter experts: hazmat, wildland fire, winter weather
- Real-world, scenario-based training approach
- Consistency across agencies and disciplines

Theme #4: Technology and Facility

- Radio infrastructure is outdated
- Desire to keep ahead of maintenance
- What does the system upgrade look like and who leads this effort?
- This is not necessarily for REDCOM to lead but it will significantly impact REDCOM
- CAD and 911 CPE updates
- Facility:
 - Expansion will help with projected increase in call volume
 - Need space for training, meetings and offices for confidential conversations/investigations
 - Dispatching is sedentary; dispatchers would like access to a fitness facility
 - Desire for independence/autonomy from SO
 - Potential ECC accommodations

Radio Infrastructure

- Managed through MOU with T-Comm
- REDCOM Annual Budget now includes replacement reserve contribution, which aligns with equipment end-of-life cycles
- REDCOM, Control 2, 3, 4, Coast Blue are current
- Industry moving toward P25 digital systems
- Example: CAL FIRE transition
- Current Tait TB9400 radios are P25 capable
- Positions REDCOM adequately for future interoperability

Control 9 – Future Capability

- Currently serves Petaluma / South Basin
- Becoming a repeater channel (Measure H funded)
- Opportunity: expand to simulcast/overflow channel
- Would increase coverage and system capacity
- Constraint: frequency conflict with East Bay system

Recommendation: Explore options to get Control 9 simulcast to strengthen redundancy and expand current capabilities for the future

CAD and 911 CPE Transitions

CAD replacement in 2–3 years

- Key decision: On-Premise vs. Cloud-Based
- Funded through SCPSC reserves => limited to no fiscal impact on REDCOM
- Major training and transition required

911 CPE: next upgrade in FY 2027 in partnership with the SO

- State-funded through Cal OES => no fiscal impact expected
- Limited training required

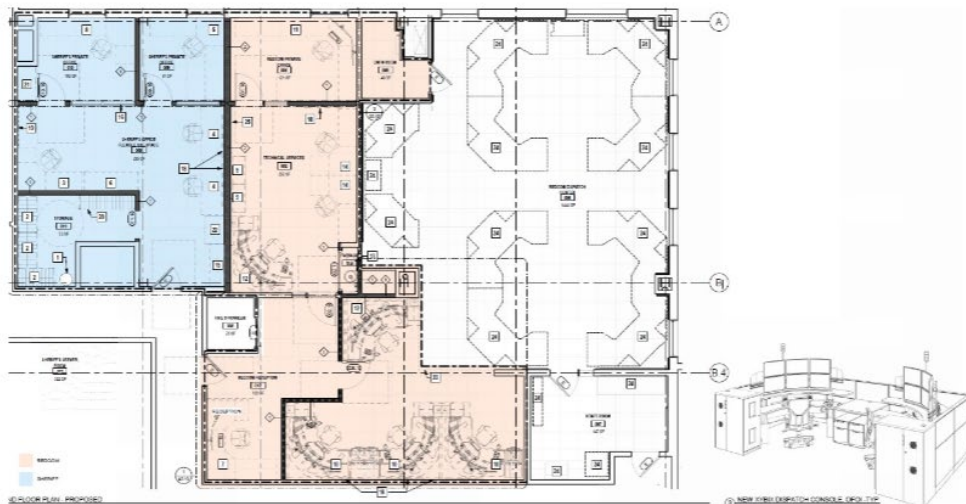
REDCOM Facility Expansion

Increasing from 10 to 15 fully equipped consoles (+50%)

- Supports projected service demand over the next 10+ years
- Reduces risk of delays during high call volume periods
- Timeline:
- Project kickoff anticipated late April / early May
- Construction duration: ~9 months upon commencement
- Console installation & testing to follow

Expansion Floor Plan

Pink: New REDCOM space / desks
Blue: SO
White: Existing REDCOM



Theme #5: Staffing

- Floor staffing levels mostly perceived as appropriate, but:
- Cross-staffing Channel 2 & 4 is sometimes perceived as a safety issue by the field
- Desire to have supervisors be excluded from minimum staffing so they can be available for support, training, etc
- Desire to see more support in the leadership structure – Potential Operations Manager return to "deepen the bench"
- Succession plan communication manager position and overall workforce development

Staffing Growth Context and Projection:

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- Net add of 10+ FTEs over 2 decades will require **investment in mid-management:**
- Ops Manager (pending ECC conversation)
- Supervisors being part of minimum staffing
- This will require on-going evaluation of needs. Additional FTEs can be added with annual budget approval => no surprise

Communications Manager

Risk: Critical system knowledge concentrated in one role

- Heavy dependency on Communications Manager expertise
- Limited redundancy creates operational vulnerability
- Potential retirement presents significant continuity risk

Addressing the risk:

Supervisors are actively training on critical systems and responsibilities

- Knowledge transfer has begun across key platforms
- Ongoing learning and system exposure in real-time operations
- Foundation for internal succession already established

System Complexity & Operational Demand

Multiple integrated systems require ongoing maintenance and updates

- Continuous need for response plan revisions and system adjustments
- Growing coordination demands with partner agencies
- Increased workload across all positions
- Ensures continuity of critical systems and operations
- Reduces single-point-of-failure risk
- Supports Executive Director and organizational bandwidth
- Builds long-term organizational resilience

Proposed Strategic Approach

Develop a hybrid Operations Manager / Systems Support role:

- ~75% training with Communications Manager for Systems Support
- Continuing structured succession planning and knowledge transfer
- ~25% Operational Management support
- Provide operational and leadership support across the organization
- Align with long-term Emergency Command Center goals

ECC Definitions

Emergency Communications Center (Dispatch Center)

A centralized facility that receives, processes, and dispatches emergency calls (e.g., 911).

Core functions: Call-taking, triage, resource allocation, and maintaining radio/communications links with field units.

The focus is **real-time incident handling and unit coordination.**

Emergency Command Center (ECC)

A higher-level coordination hub that manages multi-agency response, strategy, and decision-making during significant or complex incidents.

Core functions: Integrate information from multiple sources, supports incident command, allocate regional resources, and coordinate policy-level or operational strategy.

The focus is **system-wide situational awareness and command support**, not call-taking.

Becoming an Emergency Command Center

- All stakeholders agree moving towards an ECC is the right direction
- It will enhance fire dispatch service levels
- It will allow the day-to-day calls to continue to be processed with high quality
- It will increase cohesion with the field and the continuum of response from initial call to post-incident debrief

ECC: Criteria for success

- Stakeholders have identified the following **criteria for success**:
- The person(s) hired in future new Command position(s) must:
- Work from the REDCOM facility; being on-site is essential
- Have a lot of recent field experience in Sonoma County
- Have the trust of all member agencies, have the authority to make decisions
- Work hand-in-hand with the dispatch staff and leadership,
- Maintain awareness/knowledge of the practices of all member agencies over time

Process for adding Command positions

Step 1: Gather input (starting today)

- If needed Ad Hoc committee (potentially with SMEs) could be helpful to advise throughout the process

Step 2: Executive Director works with HR consultant to establish a proposed new org chart and classification(s), including salary surveys

- Consult with REDCOM Labor representative for impact on current employees
- Present to Board / Ad Hoc and iterate as needed

Step 3: Executive Director brings request for Measure H funding to SCFCA and, if applicable, performs a fiscal analysis of on-going impact on dues/fees.

- SCFCA deliberations on this topic take place outside of REDCOM and outside of any REDCOM Ad Hoc committee

Step 4: Once funding is secured, REDCOM Board approves new classification(s), addition of new position(s), revised org chart and budget adjustment if outside of the regular budget cycle

- If Measure H funding, REDCOM and SCFCA will need to amend their agreement
- Unless new JPA agreement is ratified before Step 4, and takes place during regular budget cycle, it may (depending on cost) trigger the 20% rule and require a membership vote, even if cost-covered by SCFCA

Step 5: Recruitment opens, assemble interview panel

Step 6: Employee(s) is/are hired and onboarded

Step 7: Employees organize if desired

5 themes

- #1: Autonomy
- #2: Preparedness / Redundancies
- #3: Enhanced training
- #4: Technology and Facility
- #5: Staffing
- #6: ECC
- Grouping / into themes is my doing, not an obligation to follow this structure
- We can retitle/rename things if there is more accurate wording
- Once we have discussed all the themes, we will come back and decide which are in fact strategic priorities, are we missing anything, and how do we track progress
- The ECC "theme" overlays the others. Think through how each "theme" will look like under an ECC model

Review of xx strategic priorities

- #1: Becoming an ECC
- #2:
- #3:
- #4:
- #5:
- #6: Retain accreditation
- What is the roadmap to implementation for each?
- How do we track progress?

Proposed Vision Statement

- A vision statement is aspirational and describes the future state in one short sentence.
Trusted emergency communications serving our community and supporting first responders

Proposed Mission Statement

- What, for whom and how we deliver value
- No operational details like tech, finance, or org structure

Delivering trusted emergency communications that support first responders and serve the public.

Proposed Values: SERVE

Service – *We serve our community and support first responders with professionalism and dedication.*

Equity – *We provide fair and impartial service to all people.*

Respect – *We treat callers, responders, and colleagues with dignity.*

Value of Teamwork – *We support one another to deliver effective emergency response.*

Excellence – *We strive for accuracy, reliability, and continuous improvement.*

Next steps:

- Draft strategic plan
- Present to the Board for approval:
- At the same meeting: Form any Ad Hoc as needed



REDCOM

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

STAFF REPORT

TO: Board of Directors

MEETING DATE: July 23, 2026

PREPARED BY: Deborah Muchmore, Human Resources Advisor (MTC)

APPROVED BY: Evonne Stevens, Executive Director

ITEM: ESTABLISH AND ADOPT THE NEW JOB CLASSIFICATION OF COMMUNICATION SYSTEMS AND OPERATIONS MANAGER, APPROVE THE RELATED SPECIFICATION AND PAY RANGE, AND AUTHORIZE THE EXECUTIVE DIRECTOR TO MAKE FUTURE NON-SUBSTANTIVE CHANGES TO THE DOCUMENTS

RECOMMENDATION

It is recommended that the Board of Directors establish and adopt the new job classification of Communication Systems and Operations Manager, approve the related specification and pay range, and make future non-substantive changes to the documents.

SUMMARY

The REDCOM Classification Plan was established and adopted on August 22, 2024. The plan organizes positions into common classifications based on similarities in duties, responsibilities, and requirements; provides a classification specification for each position. From time to time, new classifications are identified that add to the operational excellence and service delivery needs of REDCOM. The classification of Communication Systems and Operations Manager has been identified as a desired and needed position to provide critically needed leadership and direction, prepare for future succession, and advance the mission of REDCOM. Approval of this item will add the classification and related pay range to the approved Class Plan to the REDCOM master pay schedule.

DISCUSSION

On April 16, 2026, at the REDCOM Board Strategic Retreat, staff received direction from the REDCOM Board to develop an operational management classification that would also provide a path to succession for communication systems. Approval of this Resolution achieves that goal.

A significant operational risk exists within REDCOM's current structure: the Communications Manager is the only individual who possesses the knowledge, skills, and abilities necessary to perform several critical functions upon which the entire organization and its partner agencies depend. These functions

include real-time response plan management, CAD system administration, and technology stewardship across radio systems, logging and recording platforms, and interoperability systems. The absence of a qualified backup — whether due to medical leave, resignation, retirement, or other separation — would expose REDCOM to significant operational disruption and an inability to fulfill its service obligations to member agencies. This is not a theoretical risk; it is a present and ongoing vulnerability.

The Communications Systems and Operations Manager classification directly addresses this risk. The position will oversee dispatch operations and support and learn to oversee communication systems when the Communications Manager is absent. The position will report directly to the Executive Director and work in collaboration with the Communications Manager, with the explicit purpose of developing the full range of knowledge, skills, and abilities necessary to eventually assume the Communications Manager role.

COMPENSATION RECOMMENDATION

In creating a new classification, it is customary to provide a pay recommendation. Staff first looked at the market to determine whether there were sufficient comparable positions to set salary externally. When insufficient comparable positions and monthly pay data are available in the external market, staff recommends setting pay internally based on current positions and pay. The new classification of Communications Systems and Operations Manager falls between the Communications Supervisor and the Communications Manager in scope and complexity. Therefore, staff recommends setting the salary at 5% below the Communications Manager for current and ongoing administration, as shown in the pay range included as an attachment to this staff report.

Staff respectfully recommends that the Board approve the classification of the Communications Systems and Operations Manager and authorize staff to proceed with recruitment in accordance with REDCOM's personnel policies and applicable governing documents.

Communications Systems & Operations Manager	109,454.40	126,020.97	132,322.02	138,938.12	145,885.03	Annual
	52.62	60.59	63.62	66.80	70.14	Hourly
	4,209.78	4,846.96	5,089.31	5,343.77	5,610.96	Bi-weekly

Staff recommends approval of this item.

FISCAL IMPACTS

The fiscal impact of approving the new position will be funding through salary savings from known unpaid leaves in fiscal year (FY) 2026-2027 and is estimated to be \$147,709. The cost of the position represents monthly pay at the top step of the range, plus benefits, over nine months of the FY from September 2026 through June 2027.

ATTACHMENTS

1. Attachment 1 Resolution and Exhibit A New Job Classification Specification for Communication Systems and Operations Manager

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE
REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY (REDCOM)
ESTABLISHING AND ADOPTING THE NEW JOB CLASSIFICATION OF
COMMUNICATION SYSTEMS AND OPERATIONS MANAGER, APPROVE THE RELATED
SPECIFICATION AND PAY RANGE, AND AUTHORIZE THE EXECUTIVE DIRECTOR TO
MAKE FUTURE NON-SUBSTANTIVE CHANGES TO THE DOCUMENTS**

WHEREAS, The Board of Directors of the REDCOM desires to establish the new classification of Communication Systems and Operations Manager to provide critically needed leadership and direction, prepare for future succession, and advance the mission of REDCOM; and

WHEREAS, The Job Classification and the related classification specification constitute a portion of REDCOM's personnel system and comply with the Classification Plan as set forth by the REDCOM Board of Directors; and

WHEREAS, REDCOM desires to establish a fair pay range for the positions as defined in the table below; and

WHEREAS, The REDCOM Board of Directors authorizes the Executive Director to make non-substantive changes to the job classifications and related specifications. Substantive changes to the Classification Plan or Position Control Roster must be approved by the Board of Directors, and

NOW, THEREFORE, BE IT RESOLVED, That the Board of Directors of REDCOM by this Resolution hereby amends the REDCOM's Master Classification Plan and establishes and adopts the new job classification of Communication Systems and Operations Manager (incorporated herein as Exhibit A) and the related pay range as shown below, effective July 23, 2026.

Communications Systems & Operations Manager	109,454.40	126,020.97	132,322.02	138,938.12	145,885.03	Annual
	52.62	60.59	63.62	66.80	70.14	Hourly
	4,209.78	4,846.96	5,089.31	5,343.77	5,610.96	Bi-weekly

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 23rd Day of July 2026, on regular roll call vote of the members of said Board:

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

Attachment:
 Exhibit A – Communications Systems and Operations Manager Class Specification

REDCOM

Job Description

COMMUNICATIONS SYSTEMS AND OPERATIONS MANAGER

Approved Date: July 23, 2026

Revised Date:

FLSA Status: Exempt

PURPOSE

Under the general direction of the Executive Director, the Communications Systems and Operations Manager is responsible for assisting in the planning, administration, implementation, maintenance, and continuous improvement of REDCOM's emergency communications systems, technology infrastructure, and operational programs. This position serves as a key member of the management team and is designed to provide organizational continuity, succession planning, and cross-functional leadership. The incumbent works closely with the Executive Director, communications Systems personnel, Dispatch Supervisors, administrative staff, member agencies, vendors, and regional stakeholders to ensure the reliability, effectiveness, and advancement of REDCOM's emergency communications systems and operational services.

The position is intended to progressively develop mastery of all technical systems and communications infrastructure managed by REDCOM while also providing operational leadership and management support. Approximately seventy-five percent (75%) of the position's duties are dedicated to technical services, communications systems administration, and technology management. Approximately twenty-five percent (25%) of the position's duties are dedicated to operational leadership, personnel supervision and support, accreditation activities, training coordination, and strategic initiatives.

This position will partner and collaborate on public safety service infrastructure activities and initiatives to ensure high availability and performance of the supported programs, networks and equipment and supervise Dispatch Communications Supervisors and operations. Responsible for supporting databases and systems affecting deployment, resource utilization, and geographical information for member agencies. This position will also be dual trained in communications and can be utilized as an operational manager when necessary.

DISTINGUISHING CHARACTERISTICS

The Communications Systems and Operations Manager is a management-level classification that combines technical systems administration with operational leadership responsibilities.

Unlike the Dispatch Supervisor classification, which focuses primarily on shift-level supervision and day-to-day operational oversight, this position has organization-wide responsibilities involving communications technology, project management, systems administration, operational improvement initiatives, accreditation support, emergency preparedness planning, and management support functions.

Separate from the Communications Manager, this classification will have responsibility to provide leadership in operations while progressively developing mastery in all technical systems and communications structures.

This position serves as REDCOM's secondary technical authority and is expected to develop expertise in all communications systems and infrastructure necessary to support uninterrupted emergency communications services.

SUPERVISION RECEIVED AND EXERCISED

Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems. Receives administrative supervisions from the Executive Director.

TYPICAL JOB DUTIES include, but are not limited to, the following. Other duties may be assigned.

Technical Services and Systems Administration (75%):

- Develop and maintain advanced knowledge of all REDCOM communications systems and technologies.
- Assist in the administration, maintenance, configuration, and improvement of Computer-Aided Dispatch (CAD) systems. • Assist with management of CAD databases, response plans, run cards, deployment plans, geographic information systems (GIS), and emergency service zone (ESZ) data.
- Support administration and maintenance of radio infrastructure, radio consoles, station alerting systems, paging systems, mobile communications systems, and interoperability solutions.
- Support administration and maintenance of 9-1-1 telephony systems, call routing systems, ANI/ALI technologies, and Next Generation 9-1-1 initiatives.
- Assist with administration of computer networks, servers, databases, cybersecurity systems, cloud-based services, and related technology infrastructure.
- Coordinate hardware and software upgrades, system testing, implementation projects, and technology deployments. • Develop and maintain technical documentation, system inventories, procedures, and continuity plans.
- Create and maintain operational reports, business intelligence dashboards, performance analytics, and statistical reporting tools.
- Coordinate with Sonoma County CAD Consortium representatives, member agencies, public safety partners, vendors, and contractors regarding technical projects and system enhancements.
- Participate in technology planning, procurement processes, vendor evaluations, and capital improvement projects.
- Provide support for budget development for REDCOM and member programs and projects as appropriate or assigned.
- Manage vendor contracts.
- Respond to after-hours technical issues, system outages, and emergency activations as necessary.

Operational Leadership and Management Support (25%):

- Assist the Executive Director with organizational planning, strategic initiatives, and special projects.
- Support Dispatch Supervisors in achieving operational objectives and maintaining service excellence.
- Assist with policy development, policy review, and implementation of organizational procedures.
- Participate in recruitment, testing, selection, onboarding, and employee development processes.
- Assist with personnel performance management, coaching, counseling, and corrective action processes.
- Support organizational training initiatives and coordinate operational readiness programs.
- Assist in maintaining International Academies of Emergency Dispatch (IAED) Accredited Center of Excellence (ACE) accreditation requirements.
- Monitor operational performance indicators and recommend process improvements.
- Participate in continuity of operations planning, emergency preparedness initiatives, disaster response planning, and large-scale incident readiness activities.
- Attend meetings and represent REDCOM before member agencies, committees, stakeholder groups, vendors, and professional organizations as assigned.
- Promote a positive workplace culture that emphasizes professionalism, teamwork, accountability, innovation, and customer service.
- Serve as Acting Executive Director or Acting Operations Manager when assigned.
- Perform miscellaneous position-related duties as assigned to include CAD, mobile radio/cellular/WAN

and 911 Telephony system administration.

Perform related duties as assigned.

KNOWLEDGE, SKILLS, and ABILITIES

Knowledge of:

- Public safety communications center operations Computer-Aided Dispatch (CAD) systems and databases
- Public safety radio systems, console systems, and interoperability technologies 9-1-1 telephony systems and emergency communications technologies Geographic Information Systems (GIS) and mapping technologies
- Information technology infrastructure, networking principles, cybersecurity practices, and systems administration Public agency budgeting, procurement, and contract administration
- Radio console functionality and setup, paging technology, voice recording systems, call center telephony routing and ANI/ALI technology. Knowledge of WAN/LAN networking environments and client/server technology, and Geo-file management.
- Project management principles and organizational planning techniques
- Emergency management principles and Incident Command System (ICS) concepts Accreditation standards and quality improvement methodologies
- Supervisory and management principles
- Knowledge of contract management, budget planning, and capital expense management. Knowledge of Vehicle Tracking systems and how they function.

Ability to:

- Learn and become highly proficient in complex public safety technology systems
- Analyze technical, operational, and organizational problems and implement effective solutions Manage multiple projects and priorities simultaneously
- Exercise independent judgment and sound decision-making Effectively supervise, coach, and mentor staff
- Coordinate and collaborate with multiple agencies and stakeholders, ensuring system projects meet established standards for uptime, accuracy, and performance.
- Develop and maintain productive relationships with employees, stakeholders, vendors, and public safety partners Prepare reports, presentations, policies, procedures, and technical documentation
- Design and implement complex data reports with Crystal Reports or similar tools, manage and update GIS and ESZ tables, and perform system upgrades.
- Design and implement responder deployment plans with external agencies.
- Communicate effectively both verbally and in writing
- Remain calm and effective during emergency situations and critical incidents

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION and/or EXPERIENCE

Any combination equivalent to experience and education that could likely provide the required knowledge and abilities would be qualifying. A typical way to obtain the knowledge and abilities would be:

Typical qualifications include: • bachelor's degree in information technology, Computer Science, Public Administration, Emergency Management, Communications, Business Administration, or a closely related field; and • Five (5) years of progressively responsible experience in public safety communications, emergency services, information technology administration, communications systems management, operations management, or a related field.

OR • Equivalent combination of education, training, certifications, and experience sufficient to demonstrate possession of the required knowledge, skills, and abilities.

Supervisory experience is highly desirable. Experience within a public safety communications center is highly preferred.

CERTIFICATES, LICENSES, REGISTRATIONS

- Possession of a valid California Driver's license and maintain insurability.
- FEMA IS-100, IS-200, IS-700, and IS-800 certifications within one year of appointment
- IAED Emergency Medical Dispatch Certification
- IAED Emergency Fire Dispatch Certification
- APCO Registered Public-Safety Leader (RPL) (Preferred)
- APCO Communications Center Manager Certification (Preferred)
- FEMA ICS-300 and ICS-400
- Valid certification of EMD/EFD
- Valid certification in CPR

WORK SCHEDULE

This position generally works administrative business hours. Due to the nature of emergency communications services, the incumbent must be available to respond to operational, technical, and organizational needs outside normal business hours, including evenings, weekends, holidays, emergency incidents, and disaster activations.

LANGUAGE SKILLS

Ability to read and interpret complex technical documents, including system specifications, vendor contracts, and operational procedures related to CAD, 911 telephony, and radio technologies. Ability to write detailed reports, business intelligence summaries, and technical documentation. Ability to communicate effectively with a diverse group of stakeholders, including public safety agencies, business leaders, vendors, and technical teams. Strong verbal communication skills are required to explain technical concepts clearly, provide operational support, and lead discussions in meetings and presentations.

MATHEMATICAL SKILLS

Ability to apply advanced mathematical concepts to analyze and interpret data from CAD, 911 telephony, and other public safety systems. Proficiency in using mathematical formulas and statistical methods to evaluate system performance, manage budgets, and plan capital expenses. Ability to calculate figures such as percentages, proportions, and basic algebraic equations to support decision-making processes. Competence in developing financial models and cost estimates and analyzing trends related to system uptime, accuracy, and

overall functionality.

REASONING ABILITY

Ability to apply logical and analytical thinking to solve complex problems related to public safety communications systems. Capable of interpreting and synthesizing information from various sources, including technical data, operational reports, and user feedback, to make informed decisions. Demonstrates strong critical thinking skills in evaluating system performance, troubleshooting issues, and implementing effective solutions. Ability to prioritize tasks and projects, foresee potential challenges and develop strategies to ensure continuous functionality and improvement of CAD, 911 telephony, and related technologies. Proficient in making sound decisions under pressure, particularly in emergency situations where quick and accurate reasoning is essential.

OTHER QUALIFICATIONS

Excellent data analysis capabilities, including collecting, interpreting, and utilizing data to drive operational improvements and optimize system performance. A thorough understanding of regulatory requirements and compliance standards related to public safety communications. Strong interpersonal skills, building and maintaining positive working relationships with diverse stakeholders, including government agencies, vendors, and community partners. A commitment to continuous learning and staying updated with emerging technologies and trends in emergency communications.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to stand; walk; sit; use hands to finger, handle, or feel objects, tools, or controls; reach with hands and arms; and talk or hear. The employee is occasionally required to stoop, kneel, crouch, or crawl and taste or smell. The employee must frequently lift and/or move up to 25 pounds and occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

WORK ENVIRONMENT

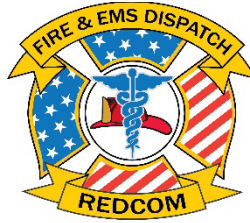
The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee occasionally works near moving mechanical parts and is occasionally exposed to vibration. The noise level in the work environment is usually moderate.

REDCOM PUBLIC PAY SCHEDULE

Effective September 1, 2025
Revised October 9, 2025

Executive Director	Step A	Step B	Step C	Step D	Step E		
	132,275.74	138,889.53	145,234.05	152,495.75	160,120.54	Annual	
	63.59	66.77	69.82	73.32	76.98	Hourly	
	5,087.53	5,341.90	5,439.07	5,865.22	6,158.48	Bi-weekly	
Communications Manager	126,020.97	132,322.02	138,938.12	145,885.03	153,179.28	Annual	
	60.59	63.62	66.80	70.14	73.64	Hourly	
	4,846.96	5,089.31	5,343.77	5,610.96	5,891.51	Bi-weekly	
Associate Data Systems Adm	77,463.28	81,336.45	85,403.27	89,673.43	94,157.10	Annual	
	37.24	39.10	41.06	43.11	45.27	Hourly	
	2,979.36	3,128.32	3,284.74	3,448.98	3,621.43	Bi-weekly	
Administration Assistant	55,500.85	58,275.89	61,189.68	64,249.17	67,461.63	Annual	
	26.68	28.02	29.42	30.89	32.43	Hourly	
	2,134.65	2,241.38	2,353.45	2,471.12	2,594.68	Bi-weekly	
Communications Supervisor	114,927.12	120,673.48	126,707.15	133,042.51	139,694.64	Annual	
	55.25	58.02	60.92	63.96	67.16	Hourly	
	4,420.27	4,641.29	4,873.35	5,117.02	5,372.87	Bi-weekly	
Communications Dispatcher			Step 2				
	Shift Type	Step 1	6 mos. To 1	Step 3	Step 4	Step 5	Step 6
		< 6 mos.	yr.	1-3 yrs.	3-4 yrs.	5-7 yrs.	7+ yrs.
	Eff. 10/9/2024 TWELVE/42	37.42	38.40	41.46	43.93	46.29	48.93
	Eff. 9/1/2025 Add \$2.00/hr TWELVE/42	39.42	40.40	43.46	45.93	48.29	50.93
	Eff. 9/1/2026 ADD \$1.50/hr TWELVE/42	40.92	41.90	44.96	47.43	49.79	52.43
INCENTIVES:							
Incentives are based on role, assignment, and also as defined for Communications Dispatchers in the agreement between REDCOM and UEMSW AFSCME, Local 4911, AFL-CIO	Communications Training Officer		Add \$1.50/hour for every hour worked				
	Communications Relief Supervisor		Add \$2.00/hour when assigned and acting in the role				
	Bilingual Incentive Premium		\$70 per month paid in equal installments each pay period				
	Shift Differential		Add \$2.50 per shift for hours worked between 1900-0700				

Item #8



REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY 2796 Ventura Avenue, Santa Rosa, CA 95403 www.redcomdispatch.org Telephone: 707-565-8880

TBD (Insert Date)

To Prospective Legal Counsel:

On behalf of the Redwood Empire Dispatch Communications Authority (REDCOM), I am pleased to invite your firm to submit a Statement of Qualifications in response to this Request for Qualifications (RFQ No. 2026-01) for Professional Legal Services in the areas of General Counsel and Public Sector Labor and Employment Law.

REDCOM is a Joint Powers Authority established under California Government Code Section 6500 et seq., providing coordinated public safety dispatch communications for fire and emergency medical services agencies throughout Sonoma County, California. As a public agency governed by a Board of Directors representing our member agencies, REDCOM is committed to transparency, accountability, and excellence in all of its operations.

As of October 9, 2024, REDCOM became the direct employer of all dispatch and administrative personnel. Our workforce is represented by the American Federation of State, County and Municipal Employees (AFSCME) Local 4911 under a Collective Bargaining Agreement in effect through August 31, 2027. This transition has significantly expanded our need for dedicated, experienced legal counsel with deep expertise in California public agency labor and employment law.

We are seeking a qualified attorney or law firm that understands the unique legal environment of an independent Joint Powers Authority operating a regional communications system that serves multiple public agencies and contractual partners. The ideal candidate will bring demonstrated experience in collective bargaining, grievance arbitration, Public Employment Relations Board proceedings, and general JPA governance matters. Familiarity with Sonoma County's public agency landscape and the public safety dispatch environment is highly valued.

REDCOM is a Joint Powers Authority with significant potential for growth through new member agency partnerships and private provider service agreements. We value legal counsel who is responsive, practical, and committed to providing cost-effective guidance that supports our mission of delivering reliable and professional dispatch services to the communities we serve, while positioning the Authority for continued regional expansion.

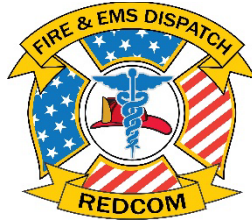
This RFQ outlines the scope of services, desired qualifications, submittal requirements, and evaluation criteria. We encourage all qualified firms and attorneys to submit a complete Statement of Qualifications by the deadline indicated in this document.

Should you have any questions regarding this RFQ, please do not hesitate to contact me directly at Estevens@xsnfire.org or by telephone at 707-565-8880. Questions submitted in writing by the deadline will receive written responses distributed to all known respondents.

We look forward to reviewing your qualifications and establishing a long-term professional relationship with legal counsel who will support the Authority's governance, organizational development, and mission of providing exceptional regional emergency communications services.

Sincerely,

Evonne Stevens Executive Director Redwood Empire Dispatch Communications Authority 2796 Ventura Avenue, Santa Rosa, CA 95403 Telephone: 707-565-8880 Email: Estevens@xsnfire.org Website: www.redcomdispatch.org



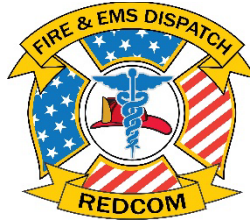
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REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY

REQUEST FOR QUALIFICATIONS Professional Legal Services General Counsel and Public Sector Labor and Employment Counsel

RFQ No. 2026-01

Issued: TBD Questions Deadline: TBD Submittals Due: TBD Board Approval: July 23, 2026



REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY 2796 Ventura Avenue, Santa Rosa, CA 95403 www.redcomdispatch.org Telephone: 707-565-8880

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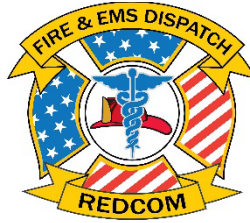
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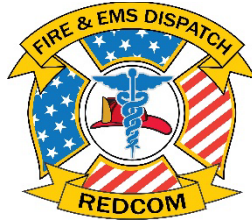
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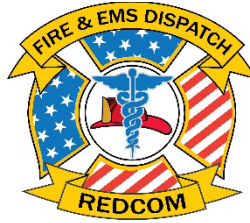
ATTACHMENT C – INTERVIEW SCORING FRAMEWORK *(For Internal Use Only – Not for Distribution to Respondents)* Page 27

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- Criterion 1: California Public Agency Labor and Employment Law Experience
- Criterion 2: JPA Governance and General Counsel Experience
- Criterion 3: Public Safety Dispatch and Emergency Services Experience
- Criterion 4: Local Knowledge and Sonoma County Familiarity
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- Interview Score Summary
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SECTION 1 — INTRODUCTION AND PURPOSE

The Redwood Empire Dispatch Communications Authority (REDCOM) is a California Joint Powers Authority (JPA) established pursuant to California Government Code Section 6500 et seq. REDCOM provides coordinated public safety dispatch communications for fire and emergency medical services agencies in Sonoma County, California. REDCOM is governed by a Board of Directors composed of representatives from its member agencies and operates in accordance with its Joint Powers Agreement, Bylaws adopted in 2007, and subsequent amendments including the Service Boundary Amendment Resolution adopted in 2016.

REDCOM is issuing this Request for Qualifications (RFQ) to identify and select a qualified attorney or law firm to provide legal services in the areas of labor and employment law and general counsel. REDCOM seeks legal counsel with demonstrated expertise in California public agency law, collective bargaining, and the unique legal environment of a Joint Powers Authority with an active regional communications mission and the potential for continued growth through new member agency partnerships and private provider service agreements.

This RFQ is issued in accordance with the REDCOM Purchasing Policy effective December 12, 2024, and applicable provisions of California law governing public agency contracting.

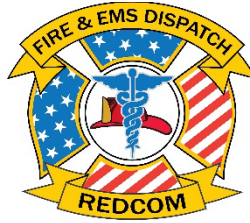
SECTION 2 — BACKGROUND

REDCOM was established to provide centralized, coordinated dispatch communications for fire and emergency medical services across Sonoma County. REDCOM is governed by a Board of Directors, with day-to-day operations managed by an Executive Director.

As of October 9, 2024, REDCOM became the direct employer of all dispatch and administrative personnel, a significant operational and legal transition that has expanded the Authority's responsibilities in the areas of human resources, labor relations, and employment law compliance.

REDCOM's workforce is currently represented by the American Federation of State, County and Municipal Employees (AFSCME) Local 4911. The current Collective Bargaining Agreement (CBA) is in effect through August 31, 2027. REDCOM anticipates that CBA negotiations will resume in advance of that expiration date and requires experienced legal counsel to support those negotiations and all related labor matters.

Since becoming an independent public employer, REDCOM has expanded its organizational responsibilities to include labor relations, procurement, strategic planning, policy development, technology initiatives, records management, public records compliance, and long-term organizational planning. The Authority is a Joint Powers Authority with significant potential for growth through new member agency partnerships and private provider service agreements, and seeks legal counsel capable of supporting both its current operations and its continued regional expansion.



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REDCOM operates under the Meyers-Milias-Brown Act (MMBA), California Government Code Section 3500 et seq., which governs labor relations for California local public agencies. REDCOM also operates within a complex legal framework that may implicate the National Labor Relations Act (NLRA) and the Emergency medical services system and prehospital emergency medical care act (EMSA), requiring counsel familiar with both public and private sector labor law frameworks.

REDCOM's governance structure, as defined in its Bylaws and the 2016 Service Boundary Amendment Resolution, includes provisions governing member agency participation, financial obligations, termination procedures, joint defense obligations, and Board decision-making authority. Legal counsel will be expected to provide guidance on these governance matters as they arise.

2.1 Member Agencies

REDCOM currently provides dispatch communications services to the following member agencies, listed in alphabetical order:

Cazadero Fire Department, Coast Life Support, Gold Ridge Fire District, Graton Fire Protection District, Healdsburg Fire Department, Henry-1, North Sonoma Coast Fire District, Northern Sonoma County Fire (Cloverdale and Geyserville), Occidental Fire Department, Petaluma City Fire Department, Santa Rosa Fire Department, Shell Vista Fire Protection District, Sonoma County Dry Creek Rancheria, Sonoma County Fire District, Sonoma Valley Fire District, Timber Cove Fire Protection District

In addition to its member agencies, REDCOM also provides dispatch coordination services to the following non-member private providers, through contracts for services:

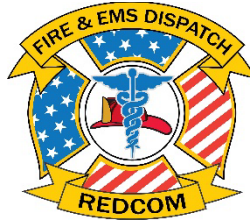
Bells Ambulance, Life West Ambulance, REACH Air Medical, Services Sonoma County Fire District EOA-1

Legal counsel should be aware that REDCOM's operational relationships span both public agency members and private provider partners, creating a layered legal environment that may involve both public and private sector legal considerations.

2.2 Relationship with the Sonoma County Local Emergency Medical Services Agency and Sonoma County

REDCOM operates within a regulatory and oversight framework that includes a significant working relationship with the Sonoma County Local Emergency Medical Services Agency (LEMSA) and the County of Sonoma. Prospective legal counsel should be aware of the following aspects of these relationships as they are directly relevant to the Authority's legal environment and potential conflict of interest considerations:

LEMSA serves as the designated local EMS agency for Sonoma County under California Health and Safety Code Section 1797.200 et seq. and exercises regulatory oversight over emergency medical services operations within the county, including EMS dispatch protocols and coordination standards applicable to REDCOM's dispatch operations.



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REDCOM's dispatch services for emergency medical services agencies are subject to LEMSA's protocols, policies, and performance standards. Legal matters arising from EMS dispatch operations may involve regulatory compliance questions that intersect with LEMSA's authority.

The County of Sonoma, through various departments and agencies, maintains contractual, regulatory, and operational relationships with REDCOM, including but not limited to relationships with the Sonoma County Fire District, which is a REDCOM member agency, and the Sonoma County Sheriff's Office, which both operates a separate dispatch center and uses REDCOM to dispatch its helicopter.

Respondents must disclose any current or prior representation of the County of Sonoma, LEMSA, or any department or agency of the County of Sonoma, or any member agency or private provider in their conflict-of-interest disclosure. The existence of such a relationship will not automatically disqualify a respondent, but REDCOM must be able to evaluate the nature and scope of any such relationship to determine whether it presents a material conflict of interest with respect to REDCOM's legal needs.

REDCOM reserves the right to disqualify any respondent whose conflicts of interest, cannot be adequately resolved through disclosure and appropriate ethical screening measures.

SECTION 3 — SCOPE OF SERVICES

REDCOM seeks legal services in the following areas. The selected attorney or law firm will be expected to provide responsive, practical, and cost-effective counsel across all applicable areas.

3.1 Labor and Employment Law

Representation and advice in all matters arising under the Meyers-Milius-Brown Act (MMBA), California Government Code Section 3500 et seq., including but not limited to:

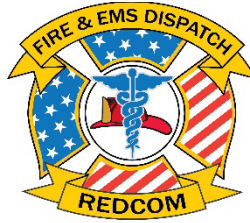
Collective bargaining negotiations with AFSCME Local 4911 in advance of and following the expiration of the current CBA on August 31, 2027.

Interpretation and administration of the Collective Bargaining Agreement, including advising on management rights, work rules, disciplinary procedures, and employee benefits.

Grievance processing and representation through all steps of the grievance procedure, including preparation for and representation at arbitration before the American Arbitration Association (AAA) or other designated arbitration forums.

Representation before the Public Employment Relations Board (PERB) in unfair labor practice proceedings, unit clarification petitions, and other matters within PERB jurisdiction.

Advice and representation on employee discipline and termination matters, including pre-disciplinary Skelly hearings and post-termination appeals.



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Guidance on wage and hour compliance under the California Labor Code and the Fair Labor Standards Act (FLSA), including overtime, meal and rest periods, and classification issues applicable to public safety dispatch personnel.

Advice on leave administration under the California Family Rights Act (CFRA), the Family and Medical Leave Act (FMLA), the California Fair Employment and Housing Act (FEHA), and related statutes.

Guidance on workplace accommodation obligations under FEHA and the Americans with Disabilities Act (ADA).

Advice on workplace investigations, harassment prevention, and equal employment opportunity compliance.

Guidance on personnel policies, employee handbook provisions, and management directives consistent with applicable law and the CBA.

Advice on matters that may implicate both California public employer law and the National Labor Relations Act (NLRA), given the mixed operational environment of public safety dispatch.

3.2 General Counsel Services

Advice and guidance on JPA governance matters, including interpretation of the Joint Powers Agreement, Bylaws, and applicable provisions of California Government Code Section 6500 et seq.

Assistance with Board meeting procedures, agenda preparation, Brown Act compliance, and public records obligations under the California Public Records Act (CPRA).

Review and drafting of contracts, memoranda of understanding, interagency agreements, and other legal documents.

Guidance on member agency obligations, financial governance, and termination procedures as defined in the REDCOM Bylaws and the 2016 Service Boundary Amendment Resolution.

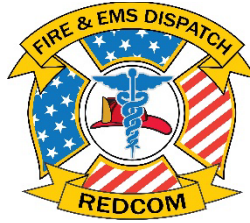
Advice on insurance requirements, indemnification obligations, and joint defense obligations among member agencies.

Guidance on procurement compliance, including review of purchasing policy provisions and contract award procedures.

Advice on risk management, liability exposure, and claims handling in coordination with REDCOM's insurance providers.

Guidance on public agency ethics, conflict of interest, and Government Code Section 1090 and Political Reform Act compliance.

Assistance with any litigation or administrative proceedings arising from REDCOM's operations, in coordination with REDCOM's Executive Director and Board of Directors.



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Advice regarding the legal framework applicable to new member agency partnerships and private provider service agreements, in support of the Authority's continued growth and regional expansion.

3.3 Records and Compliance Services

Advice regarding records retention schedules, public records compliance under the California Public Records Act, and organizational transparency obligations applicable to California public agencies.

3.4 As-Needed Legal Services

REDCOM anticipates that some legal needs will arise on an as-needed or urgent basis. The selected attorney or law firm must be available to respond promptly to time-sensitive matters, including labor relations emergencies, Board meeting support, and regulatory compliance deadlines.

SECTION 4 — DESIRED QUALIFICATIONS

Respondents must demonstrate the following qualifications to be considered for evaluation.

4.1 Licensure

The attorney or all attorneys assigned to REDCOM matters must be licensed to practice law in the State of California and in good standing with the State Bar of California.

4.2 Public Agency Experience

The respondent must have a minimum of five years of experience providing legal services to California public agencies, including cities, counties, special and/or fire districts, or joint powers authorities.

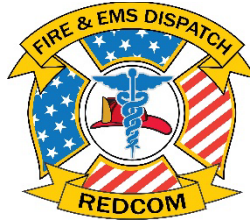
4.3 Labor and Employment Experience

The respondent must have demonstrated experience in California public agency labor and employment law, including collective bargaining under the MMBA, grievance arbitration, and PERB proceedings. Experience representing public safety agencies or dispatch communications agencies is strongly preferred.

4.4 JPA Experience

Experience advising joint powers authorities on governance, member agency relations, new membership agreements, private provider service agreements, and JPA-specific legal issues is highly desirable.

4.5 Local Knowledge



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Familiarity with Sonoma County's public agency landscape, including local labor relations practices, regional labor organizations, the regulatory framework of the Sonoma County LEMSA, and the Sonoma County public safety environment, is an advantage.

SECTION 5 — SUBMITTAL REQUIREMENTS

Respondents must submit a complete Statement of Qualifications (SOQ) that includes all of the following components. Incomplete submittals may be deemed non-responsive and may not be evaluated.

5.1 Firm Overview

Name, address, telephone number, email address, and website of the firm or individual attorney.

Type of legal entity, such as law firm, solo practitioner, or public agency counsel, and identification of the primary relationship attorney who will serve as REDCOM's principal point of contact.

Brief history and description of the firm's practice areas and public agency experience.

Identification of the lead attorney who will be assigned to REDCOM matters and any supporting attorneys or paralegals who may assist.

5.2 Qualifications and Experience

Narrative description of the firm's experience in California public agency labor and employment law, including collective bargaining, grievance arbitration, PERB proceedings, and related matters.

Description of experience advising joint powers authorities or similar public agencies on governance and operational legal matters, including experience with new membership agreements and private provider service arrangements.

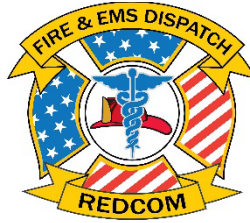
Description of any experience with public safety dispatch agencies, fire departments, or emergency medical services providers.

Description of experience with AFSCME or similar public employee unions, including experience negotiating collective bargaining agreements with AFSCME locals.

Description of any experience with matters implicating both the MMBA and the NLRA.

Description of any familiarity with the regulatory framework of the Sonoma County Local Emergency Medical Services Agency (LEMSA) or similar county EMS oversight structures.

5.3 References



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A minimum of three professional references from current or recent public agency clients for whom the respondent has provided labor and employment legal services. References must include the name of the agency, the name and title of the primary contact, telephone number, email address, and a brief description of the services provided.

REDCOM reserves the right to contact references and to conduct independent research regarding the respondent's qualifications and professional standing.

5.4 Fee Structure

Respondents must provide a clear description of their proposed fee structure for legal services. The fee proposal should include all of the following:

Hourly rates for each category of service and personnel, including the following:

General Counsel services Labor negotiations Employment advice and day-to-day counsel Litigation Paralegal support Board meeting attendance Travel time, if billed

A description of any flat fee or retainer arrangements the respondent is willing to offer for defined categories of services or a defined scope of ongoing representation.

An estimate of anticipated monthly or annual costs based on the scope of services described in Section 3, to the extent the respondent is able to provide such an estimate.

A description of the respondent's billing practices, including invoice frequency, itemization of time entries, and any minimum billing increments.

Note: Fee structure will be considered as one factor in the evaluation process but will not be the sole determinative factor. REDCOM values quality, responsiveness, and demonstrated expertise above cost alone.

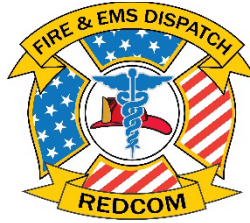
5.5 Conflict of Interest Disclosure

A written disclosure of any known or potential conflicts of interest, including but not limited to current or recent representation of any of the following:

AFSCME Local 4911 or any affiliate of AFSCME Any REDCOM member agency listed in Section 2.1 of this RFQ The County of Sonoma or any department or agency of the County of Sonoma The Sonoma County Local Emergency Medical Services Agency (LEMSA) Any non-member private provider listed in Section 2.1 of this RFQ Any party with an adverse interest to REDCOM

REDCOM reserves the right to disqualify any respondent whose conflicts of interest cannot be adequately resolved through disclosure and appropriate ethical screening measures.

5.6 Optional Work Sample



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Respondents may include one optional work sample, such as a redacted legal memorandum, a sample collective bargaining agreement provision, or a summary of a significant matter handled on behalf of a public agency client. Work samples are not required but may be considered as additional evidence of qualifications.

5.7 Submittal Format and Deadline

Statements of Qualifications must be submitted electronically in a single PDF format to:

Evonne Stevens, Executive Director Email: Estevens@xsnfire.org Subject Line: RFQ No. 2026-01 Statement of Qualifications for Legal Services

Submittals are due no later than TBD at TBD Pacific Time. Late submittals will not be accepted. REDCOM is not responsible for technical difficulties experienced by the respondent in submitting materials electronically.

SECTION 6 — QUESTIONS AND CLARIFICATIONS

All questions regarding this RFQ must be submitted in writing by email to Evonne Stevens, Executive Director, at Estevens@xsnfire.org, with the subject line: RFQ No. 2026-01 Question.

The deadline for submitting questions is TBD at TBD Pacific Time.

Written responses to all questions received by the deadline will be posted on the REDCOM website at www.redcomdispatch.org. REDCOM will not respond to questions submitted after the deadline or to questions submitted by telephone or in person.

SECTION 7 — EVALUATION CRITERIA

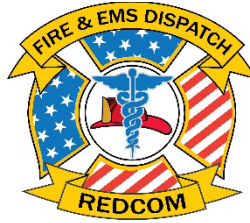
REDCOM will evaluate all complete and responsive Statements of Qualifications using the following criteria. Evaluation will be conducted by a review panel that may include the Executive Director and members of the REDCOM Board of Directors.

Demonstrated experience in California public agency labor and employment law, including collective bargaining, grievance arbitration, and PERB proceedings — 25 points

Demonstrated experience advising joint powers authorities or similar public agencies on governance and general counsel matters — 25 points

Familiarity with public safety dispatch, fire, or emergency medical services agencies and their legal environment — 15 points

Local knowledge of Sonoma County's public agency and labor relations landscape, including familiarity with LEMSA's regulatory framework — 10 points



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Quality and clarity of the Statement of Qualifications, including responsiveness to all submittal requirements — 10 points

Proposed fee structure and cost-effectiveness — 10 points

Quality of references and professional standing — 5 points

Total Possible Points: 100

Interview Process

REDCOM reserves the right to conduct interviews with one or more top-ranked respondents prior to making a final selection recommendation to the Board of Directors. Interviews are not guaranteed and will be conducted at REDCOM's sole discretion based on the results of the written evaluation.

If interviews are conducted, the following will apply:

Respondents selected for interviews will be notified in writing at least five business days in advance of the scheduled interview date.

Interviews will be conducted by a panel that may include the Executive Director and up to three members of the REDCOM Board of Directors.

Each interview will be approximately 45 to 60 minutes in length and will follow a structured format. Respondents will be given an opportunity to provide a brief overview of their qualifications before responding to panel questions.

Interview questions will focus on the respondent's relevant experience, proposed approach to REDCOM's legal needs, familiarity with the public safety dispatch environment, and understanding of California public agency labor law.

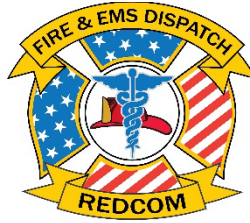
If interviews are conducted, the written SOQ score will account for 60 percent of the total score and the interview score will account for 40 percent of the total score.

The highest-ranked respondent following the combined evaluation will be recommended to the Board of Directors for approval of a Professional Services Agreement.

SECTION 8 — SELECTION PROCESS AND TIMELINE

REDCOM anticipates the following general timeline for this procurement. All dates are subject to change.

RFQ Issued: TBD Questions Deadline: TBD Responses to Questions Posted: TBD Submittals Due: TBD Evaluation Period: TBD Interviews (if conducted): TBD Board Approval of Selection: July 23, 2026 Contract Effective Date: TBD



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If interviews are determined to be necessary, they will be scheduled during the evaluation period identified above. Respondents selected for interviews will receive written notice including the date, format, location or video conference link, and any questions to be addressed. Respondents who are unable to attend on the scheduled date may request one rescheduling, subject to REDCOM's availability. Failure to participate in a scheduled interview may result in the respondent being removed from further consideration.

The selected respondent will be required to enter into a Professional Services Agreement with REDCOM in a form approved by the REDCOM Board of Directors. The agreement will include provisions for scope of services, compensation, insurance requirements, indemnification, termination, and other standard terms required by REDCOM's Purchasing Policy and applicable California law.

SECTION 9 — INSURANCE REQUIREMENTS

The selected attorney or law firm will be required to maintain the following minimum insurance coverage throughout the term of any agreement with REDCOM:

Professional Liability (Errors and Omissions) Insurance: Minimum one million dollars per occurrence and two million dollars in the aggregate.

Commercial General Liability Insurance: Minimum one million dollars per occurrence and two million dollars in the aggregate.

Workers Compensation Insurance: As required by California law.

Automobile Liability Insurance: Minimum one million dollars combined single limit, if applicable.

REDCOM shall be named as an additional insured on all applicable policies, except professional liability and workers compensation. Certificates of insurance and endorsements must be provided prior to execution of any agreement.

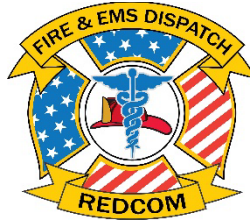
SECTION 10 — GENERAL TERMS AND CONDITIONS

10.1 No Obligation to Award

This RFQ does not obligate REDCOM to award a contract or to proceed with the procurement. REDCOM reserves the right to reject any or all submittals, to waive minor irregularities, to request additional information, to negotiate with one or more respondents, and to cancel this RFQ at any time without liability.

10.2 Public Records

All submittals received in response to this RFQ are subject to the California Public Records Act (Government Code Section 7920 et seq.) and may be disclosed to the public upon request following the conclusion of the



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evaluation process. Respondents should not include information they consider proprietary or confidential unless it is essential to the submittal, and should clearly mark any such information. REDCOM does not guarantee the confidentiality of any submitted materials.

10.3 Costs of Response

REDCOM will not reimburse respondents for any costs incurred in preparing or submitting a Statement of Qualifications in response to this RFQ.

10.4 Addenda

REDCOM reserves the right to issue addenda to this RFQ at any time prior to the submittal deadline. All addenda will be posted on the REDCOM website at www.redcomdispatch.org and distributed to all known respondents. Respondents are responsible for checking the REDCOM website for any addenda prior to submitting their response.

10.5 Non-Discrimination

REDCOM is an equal opportunity employer and does not discriminate on the basis of race, color, national origin, sex, religion, age, disability, or any other protected characteristic in the award of contracts or the conduct of its operations.

10.6 Governing Law

This RFQ and any resulting agreement shall be governed by the laws of the State of California. Venue for any legal action arising from this RFQ or any resulting agreement shall be in Sonoma County, California.

SECTION 11 — ADVERTISEMENT AND POSTING

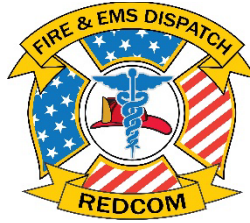
This RFQ has been advertised in the Press Democrat newspaper and is posted on the REDCOM website at www.redcomdispatch.org. REDCOM encourages all qualified attorneys and law firms to submit a Statement of Qualifications in response to this RFQ.

SECTION 12 — CONTACT INFORMATION

All inquiries, questions, and submittals related to this RFQ must be directed to:

Evonne Stevens Executive Director Redwood Empire Dispatch Communications Authority 2796 Ventura Avenue Santa Rosa, CA 95403 Telephone: 707-565-8880

Email: Estevens@xsnfire.org Website: www.redcomdispatch.org



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END OF REQUEST FOR QUALIFICATIONS

RFQ No. 2026-01 Redwood Empire Dispatch Communications Authority Professional Legal Services — General Counsel and Public Sector Labor and Employment Counsel www.redcomdispatch.org

Would you like me to now update Attachments A, B, and C to match this new version, or are there any additional changes before we finalize? 

yes please

Here are the fully updated Attachments A, B, and C, revised to match the new version of the RFQ including the member agency list, LEMSA relationship language, growth language, and conflict of interest updates.

ATTACHMENT A — FEE SCHEDULE

RFQ No. 2026-01

Redwood Empire Dispatch Communications Authority

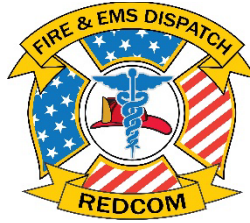
Professional Legal Services — General Counsel and Public Sector Labor and Employment Counsel

INSTRUCTIONS TO RESPONDENTS

Please complete this Fee Schedule in full. All hourly rates must be stated in United States dollars. If a particular service category does not apply to your firm or practice, please indicate Not Applicable in the corresponding field. If you are proposing a flat fee or retainer arrangement for any category of service, please describe the terms in the space provided in Part 2 of this Attachment.

This Fee Schedule will be incorporated into any Professional Services Agreement executed with the selected respondent. Rates submitted in response to this RFQ will be considered binding for the initial term of any resulting agreement, subject to any escalation provisions negotiated at the time of contract execution.

Fee structure will be considered as one factor in the overall evaluation process but will not be the sole determinative factor. REDCOM values demonstrated expertise, responsiveness, and quality of service above cost alone.



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PART 1 — HOURLY RATE SCHEDULE

Respondent Firm or Attorney Name: _____

Effective Date of Rates: _____

Service Category and Personnel Level — Proposed Hourly Rate

General Counsel Services — Lead Attorney: \$ _____

General Counsel Services — Associate Attorney: \$ _____

Labor Negotiations — Lead Attorney: \$ _____

Labor Negotiations — Associate Attorney: \$ _____

Employment Advice and Day-to-Day Counsel — Lead Attorney: \$ _____

Employment Advice and Day-to-Day Counsel — Associate Attorney: \$ _____

Grievance Processing and Arbitration Preparation — Lead Attorney: \$ _____

Grievance Processing and Arbitration Preparation — Associate Attorney: \$ _____

PERB Proceedings — Lead Attorney: \$ _____

PERB Proceedings — Associate Attorney: \$ _____

Employee Discipline and Skelly Hearing Support — Lead Attorney: \$ _____

Employee Discipline and Skelly Hearing Support — Associate Attorney: \$ _____

Litigation — Lead Attorney: \$ _____

Litigation — Associate Attorney: \$ _____

Board Meeting Attendance (per meeting): \$ _____

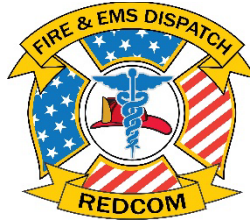
Contract Review and Drafting — Lead Attorney: \$ _____

Contract Review and Drafting — Associate Attorney: \$ _____

JPA Governance Advice — Lead Attorney: \$ _____

JPA Governance Advice — Associate Attorney: \$ _____

New Membership Agreement and Private Provider Agreement Support — Lead Attorney: \$ _____



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New Membership Agreement and Private Provider Agreement Support — Associate Attorney:
\$ _____

Paralegal Support: \$ _____

Legal Assistant or Administrative Support (if billed): \$ _____

Travel Time (if billed, rate and conditions): \$ _____

Other Personnel or Services Not Listed Above (describe): \$ _____

PART 2 — FLAT FEE AND RETAINER ARRANGEMENTS

If your firm is willing to offer a flat fee or retainer arrangement for any defined category of services or for a defined scope of ongoing representation, please describe the proposed arrangement below. If no flat fee or retainer arrangement is proposed, please indicate Not Applicable.

Proposed Flat Fee or Retainer Description:

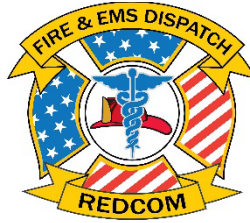
Scope of Services Covered by Flat Fee or Retainer:

Monthly or Annual Cost Estimate (if applicable): \$ _____

PART 3 — ESTIMATED ANNUAL COST

To the extent your firm is able to provide an estimate based on the scope of services described in Section 3 of this RFQ, please provide a good-faith estimate of anticipated annual costs below. This estimate is not binding and will be used for evaluation purposes only.

Estimated Annual Cost for General Counsel Services: \$ _____



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Estimated Annual Cost for Labor and Employment Services: \$ _____

Estimated Annual Cost for Collective Bargaining Negotiations (when applicable): \$ _____

Estimated Annual Cost for All Services Combined: \$ _____

PART 4 — BILLING PRACTICES

Please describe your firm's standard billing practices by responding to the following questions.

Invoice Frequency (monthly, quarterly, other): _____

Minimum Billing Increment (for example, one-tenth of an hour or one-quarter of an hour):

Time Entry Detail (describe the level of detail provided in time entries on invoices):

Expense Billing Policy (describe how out-of-pocket expenses such as filing fees, travel, and research costs are billed): _____

Rate Escalation Policy (describe any provisions for annual rate increases or adjustments):

PART 5 — CERTIFICATION

By signing below, the respondent certifies that all rates and information provided in this Fee Schedule are accurate and complete, and that the respondent is authorized to submit this information on behalf of the identified firm or practice.

Authorized Signature: _____

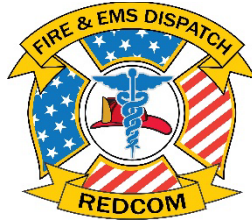
Printed Name: _____

Title: _____

Firm Name: _____

Date: _____

END OF ATTACHMENT A



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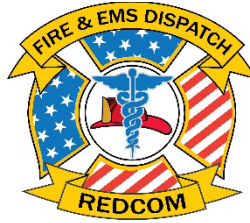
ATTACHMENT B — STATEMENT OF QUALIFICATIONS FORMAT GUIDE

RFQ No. 2026-01

Redwood Empire Dispatch Communications Authority

Professional Legal Services — General Counsel and Public Sector Labor and Employment Counsel

INSTRUCTIONS TO RESPONDENTS



REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY 2796 Ventura Avenue, Santa Rosa, CA 95403 www.redcomdispatch.org Telephone: 707-565-8880

Your Statement of Qualifications (SOQ) must follow the format described in this Attachment. Responses that do not follow this format may be deemed non-responsive and may not be evaluated. Please read all instructions carefully before preparing your submittal.

Format Requirements

Page Limit: Your SOQ, excluding the cover page, table of contents, Fee Schedule (Attachment A), signed certifications, and any optional work sample, must not exceed twenty pages.

Font: Use a standard, readable font of no smaller than eleven points. Times New Roman, Calibri, or Arial are acceptable.

Margins: Minimum one-inch margins on all sides.

Page Numbering: All pages must be numbered consecutively.

File Format: Submit your complete SOQ as a single PDF document. The file name must follow this format: FirmName RFQ2026-01 SOQ.pdf

Submission Method: Email your completed SOQ to Evonne Stevens, Executive Director, at Estevens@xsnfire.org with the subject line: RFQ No. 2026-01 Statement of Qualifications for Legal Services.

Submission Deadline: Submittals must be received no later than TBD at TBD Pacific Time. Late submittals will not be accepted under any circumstances.

REQUIRED SECTIONS AND CONTENT GUIDE

Your SOQ must include all of the following sections, presented in the order listed below.

Section 1 — Cover Page

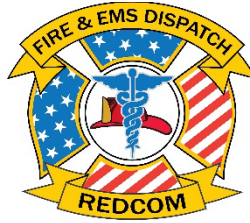
Include the following information on your cover page:

Full legal name of the firm or individual attorney Mailing address Telephone number Email address Website address, if applicable Name and title of the primary contact and relationship attorney for REDCOM Statement confirming that the respondent has read and understands this RFQ in its entirety Date of submittal

Section 2 — Table of Contents

Provide a table of contents listing all sections and attachments included in your SOQ with corresponding page numbers.

Section 3 — Firm Overview



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Provide a brief description of your firm, including the following:

Year established and current size of the firm in terms of attorneys and support staff Primary practice areas and percentage of practice devoted to public agency law Geographic areas served A brief statement of why your firm is well suited to serve as legal counsel for REDCOM, including any specific experience with joint powers authorities, public safety agencies, or regional communications agencies A statement describing your firm's capacity to take on REDCOM as a client and your ability to respond to time-sensitive matters

Section 4 — Lead Attorney and Team Qualifications

Identify the lead attorney who will be assigned as REDCOM's primary point of contact and provide the following for each attorney who may work on REDCOM matters:

Full name and State Bar of California number Year admitted to the California Bar Law school and year of graduation Summary of relevant experience in public agency labor and employment law Summary of relevant experience in JPA governance and general counsel matters Any relevant certifications, specializations, or professional affiliations A brief biography of no more than one page per attorney

Section 5 — Relevant Experience

This section is the most heavily weighted component of your SOQ. Please provide detailed narrative responses to each of the following areas.

5A — California Public Agency Labor and Employment Law

Describe your experience representing California public agencies in labor and employment matters, including collective bargaining under the Meyers-Milias-Brown Act, grievance arbitration, and PERB proceedings. Provide specific examples of matters handled, identifying the agency by name if the agency consents or if the matter is otherwise a matter of public record.

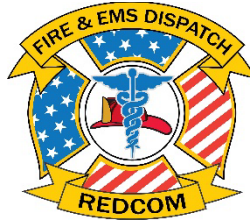
5B — AFSCME and Public Safety Union Experience

Describe any experience negotiating or administering collective bargaining agreements with AFSCME or similar public employee unions. Describe any experience representing public safety dispatch agencies, fire departments, or emergency medical services providers in labor matters.

5C — NLRA and Dual Jurisdiction Experience

Describe any experience advising public agencies on matters that implicate both the MMBA and the National Labor Relations Act, or any experience with private sector labor law that may be relevant to REDCOM's mixed operational environment.

5D — Joint Powers Authority and Governance Experience



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Describe your experience advising joint powers authorities or similar public agencies on governance matters, including member agency relations, new membership agreements, private provider service agreements, JPA Bylaws interpretation, and Board governance. Describe any experience with JPA growth and expansion matters.

5E — Sonoma County and LEMSA Familiarity

Describe any familiarity with Sonoma County's public agency landscape, including any prior representation of Sonoma County public agencies, knowledge of the Sonoma County Local Emergency Medical Services Agency (LEMSA) regulatory framework, or experience with public safety dispatch in Sonoma County. If you have no prior Sonoma County experience, describe how you would develop the necessary local knowledge to effectively serve REDCOM.

5F — General Counsel Services

Describe your experience providing general counsel services to public agencies, including Brown Act compliance, California Public Records Act compliance, contract drafting and review, procurement guidance, and risk management advice.

Section 6 — References

Provide a minimum of three professional references from current or recent public agency clients for whom you have provided labor and employment legal services. For each reference, include the following:

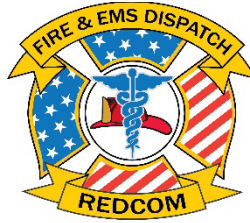
Name of the agency Name, title, telephone number, and email address of the primary contact Brief description of the services provided and the approximate dates of representation Whether the representation is current or has concluded

REDCOM reserves the right to contact all listed references and to conduct independent research regarding the respondent's qualifications and professional standing.

Section 7 — Conflict of Interest Disclosure

Provide a written disclosure of any known or potential conflicts of interest as described in Section 5.5 of this RFQ. Your disclosure must specifically address whether your firm currently represents or has recently represented any of the following:

AFSCME Local 4911 or any affiliate of AFSCME Any REDCOM member agency listed in Section 2.1 of the RFQ, including Cazadero Fire Department, Coast Life Support, Gold Ridge Fire District, Graton Fire Protection District, Healdsburg Fire Department, Henry-1, North Sonoma Coast Fire District, Northern Sonoma County Fire, Occidental Fire Department, Petaluma City Fire Department, Santa Rosa Fire Department, Shell Vista Fire Protection District, Sonoma County Dry Creek Rancheria, Sonoma County Fire District, Sonoma Valley Fire District, or Timber Cove Fire Protection District The County of Sonoma or any department or agency of the County of Sonoma The Sonoma County Local Emergency Medical Services



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Agency (LEMSA) Any non-member private provider listed in Section 2.1 of the RFQ, including Bells Ambulance, LifeWest, REACH Air Medical Services, or Sonoma County Fire District EOA-1 Any party with an adverse interest to REDCOM

If no conflicts exist, please affirmatively state that no conflicts are known at this time and that the respondent will promptly disclose any conflicts that arise during the evaluation process or the term of any resulting agreement.

Section 8 — Fee Schedule

Complete and attach Attachment A — Fee Schedule as a separate section of your SOQ. Do not embed the fee schedule within the narrative sections of your SOQ.

Section 9 — Optional Work Sample

You may include one optional work sample as an additional exhibit to your SOQ. Work samples are not required but may be considered as additional evidence of qualifications. If you choose to include a work sample, it must be redacted to remove all confidential client information and must not exceed ten pages. Acceptable work samples include a redacted legal memorandum on a public agency labor or employment issue, a sample collective bargaining agreement provision, or a summary of a significant matter handled on behalf of a public agency client.

CERTIFICATION AND SIGNATURE

Your SOQ must include the following signed certification as the final page of the document, prior to any attachments.

I, the undersigned, hereby certify that I am authorized to submit this Statement of Qualifications on behalf of the identified firm or practice, that all information contained in this submittal is accurate and complete to the best of my knowledge, that I have read and understand the RFQ No. 2026-01 issued by the Redwood Empire Dispatch Communications Authority in its entirety, and that the respondent agrees to the terms and conditions set forth in this RFQ.

Authorized Signature: _____

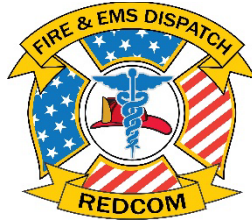
Printed Name: _____

Title: _____

Firm Name: _____

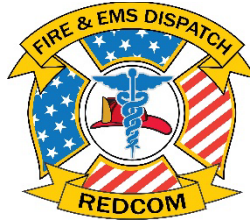
State Bar of California Number (Lead Attorney): _____

Date: _____



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END OF ATTACHMENT B



REDWOOD EMPIRE DISPATCH COMMUNICATIONS AUTHORITY 2796 Ventura Avenue, Santa Rosa, CA 95403 www.redcomdispatch.org Telephone: 707-565-8880

ATTACHMENT C — INTERVIEW SCORING FRAMEWORK (internal use only)

RFQ No. 2026-01

Redwood Empire Dispatch Communications Authority

Professional Legal Services — General Counsel and Public Sector Labor and Employment Counsel

INSTRUCTIONS FOR PANELISTS

This Interview Scoring Framework is for use by REDCOM evaluation panel members if interviews are conducted following the written SOQ evaluation phase. Each panelist must complete a separate scoring sheet for each respondent interviewed. Scores must be recorded independently before any panel discussion. Following all interviews, the panel will convene to discuss scores and compile a final combined evaluation.

This framework is an internal evaluation tool for use by REDCOM staff and Board members. It is not to be distributed to respondents.

Scoring Scale

Use the following scale for each criterion:

5 — Exceptional. Response demonstrated outstanding depth, directly relevant experience, and clear understanding of REDCOM's needs.

4 — Strong. Response demonstrated solid experience and good understanding of REDCOM's needs with only minor gaps.

3 — Adequate. Response demonstrated satisfactory experience but lacked depth or specificity in one or more areas.

2 — Marginal. Response demonstrated limited relevant experience or an incomplete understanding of REDCOM's needs.

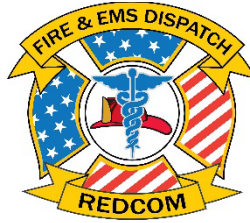
1 — Insufficient. Response did not demonstrate the required experience or understanding.

0 — Not addressed. The respondent did not address this criterion.

PANELIST INFORMATION

Panelist Name: _____

Panelist Title: _____



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Date of Interview: _____

Respondent Firm or Attorney Name: _____

SCORING CRITERIA

Criterion 1 — California Public Agency Labor and Employment Law Experience

Maximum Score: 25 points (multiply raw score of 0 to 5 by 5)

Evaluation Focus: Does the respondent demonstrate deep, current, and directly relevant experience in California public agency labor and employment law, including collective bargaining under the MMBA, grievance arbitration, PERB proceedings, and wage and hour compliance for public employees?

Panel Questions to Consider:

Describe your most significant collective bargaining experience with a California public agency. What was your role, what were the key issues, and what was the outcome?

Describe a PERB proceeding you handled on behalf of a public agency employer. What were the charges, how did you respond, and what was the result?

How do you approach advising a public agency client on a difficult employee discipline matter where the employee is represented by a union?

Raw Score (0 to 5): _____

Weighted Score (multiply by 5): _____

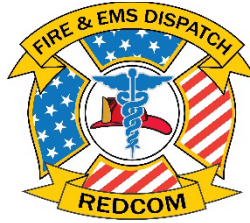
Notes: _____

Criterion 2 — JPA Governance and General Counsel Experience

Maximum Score: 25 points (multiply raw score of 0 to 5 by 5)

Evaluation Focus: Does the respondent demonstrate experience advising joint powers authorities or similar public agencies on governance matters, including JPA Bylaws interpretation, member agency relations, new membership agreements, private provider service agreements, Board governance, Brown Act compliance, and California Public Records Act compliance?

Panel Questions to Consider:



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Describe your experience advising a joint powers authority or similar public agency on governance matters. What were the most complex issues you encountered and how did you address them?

Have you advised a JPA or public agency on expanding its membership or entering into new service agreements with private providers? Describe the legal framework you applied and the outcome.

How do you approach Brown Act compliance for a JPA Board that includes representatives from multiple member agencies with potentially competing interests?

Raw Score (0 to 5): _____

Weighted Score (multiply by 5): _____

Notes: _____

Criterion 3 — Public Safety Dispatch and Emergency Services Experience

Maximum Score: 15 points (multiply raw score of 0 to 5 by 3)

Evaluation Focus: Does the respondent demonstrate familiarity with the legal environment of public safety dispatch agencies, fire departments, or emergency medical services providers, including the unique operational, regulatory, and labor relations issues that arise in the public safety dispatch context?

Panel Questions to Consider:

Have you represented a public safety dispatch agency, fire department, or EMS provider? Describe the nature of the representation and any unique legal issues that arose.

Are you familiar with the regulatory role of a county Local Emergency Medical Services Agency such as the Sonoma County LEMSA? How would that regulatory relationship affect your legal advice to REDCOM?

How would you advise REDCOM on a labor dispute that could affect dispatch operations and public safety service delivery?

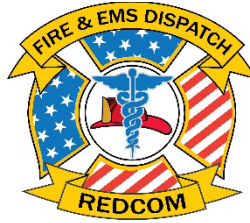
Raw Score (0 to 5): _____

Weighted Score (multiply by 3): _____

Notes: _____

Criterion 4 — Local Knowledge and Sonoma County Familiarity

Maximum Score: 10 points (multiply raw score of 0 to 5 by 2)



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Evaluation Focus: Does the respondent demonstrate meaningful familiarity with Sonoma County's public agency landscape, local labor relations practices, regional labor organizations, the Sonoma County LEMSA regulatory framework, and the specific legal environment in which REDCOM operates?

Panel Questions to Consider:

Describe your familiarity with Sonoma County public agencies and the local labor relations environment. Have you worked with any of REDCOM's member agencies or private providers?

Are you aware of any particular legal or regulatory challenges facing Sonoma County public agencies in the current environment that would be relevant to REDCOM's operations?

How would you approach developing the necessary local knowledge if you do not currently have significant Sonoma County experience?

Raw Score (0 to 5): _____

Weighted Score (multiply by 2): _____

Notes: _____

Criterion 5 — Proposed Approach and Client Service Philosophy

Maximum Score: 15 points (multiply raw score of 0 to 5 by 3)

Evaluation Focus: Does the respondent demonstrate a clear, practical, and client-centered approach to providing legal services to REDCOM, including responsiveness, cost-effectiveness, communication style, and an understanding of the Authority's mission, governance structure, and growth objectives?

Panel Questions to Consider:

How do you typically structure your relationship with a public agency general counsel client? How do you ensure responsiveness to time-sensitive matters?

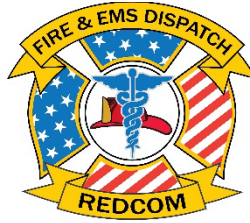
REDCOM is a Joint Powers Authority with potential for growth through new member agency partnerships and private provider service agreements. How would you support the Authority's legal needs as it expands?

How do you balance providing thorough legal advice with managing costs for a public agency client operating on a limited budget?

Raw Score (0 to 5): _____

Weighted Score (multiply by 3): _____

Notes: _____



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Criterion 6 — Conflict of Interest and Ethical Considerations

Maximum Score: 10 points (multiply raw score of 0 to 5 by 2)

Evaluation Focus: Has the respondent provided a thorough and transparent conflict of interest disclosure, and does the respondent demonstrate a clear understanding of the ethical obligations applicable to representing a JPA with multiple member agencies, private provider relationships, and regulatory relationships with the County of Sonoma and LEMSA?

Panel Questions to Consider:

Walk us through your conflict of interest disclosure. Are there any relationships with REDCOM member agencies, the County of Sonoma, LEMSA, or AFSCME that you believe require further discussion?

How would you handle a situation in which a legal matter involving REDCOM creates a potential conflict with another client of your firm?

Have you ever had to withdraw from a representation due to a conflict of interest? How was that situation handled?

Raw Score (0 to 5): _____

Weighted Score (multiply by 2): _____

Notes: _____

INTERVIEW SCORE SUMMARY

Criterion 1 — Labor and Employment Law Experience: _____ out of 25

Criterion 2 — JPA Governance and General Counsel Experience: _____ out of 25

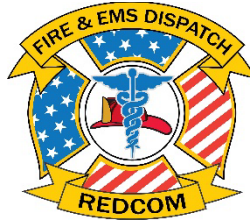
Criterion 3 — Public Safety Dispatch and Emergency Services Experience: _____ out of 15

Criterion 4 — Local Knowledge and Sonoma County Familiarity: _____ out of 10

Criterion 5 — Proposed Approach and Client Service Philosophy: _____ out of 15

Criterion 6 — Conflict of Interest and Ethical Considerations: _____ out of 10

Total Interview Score: _____ out of 100



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COMBINED EVALUATION SCORE

If interviews are conducted, the final combined score will be calculated as follows:

Written SOQ Score (60 percent of total): _____

Interview Score (40 percent of total): _____

Combined Total Score: _____

PANELIST RECOMMENDATION

Based on my independent review of this respondent's written SOQ and interview performance, my overall assessment is as follows (circle one):

Strongly Recommend for Selection

Recommend for Selection

Recommend with Reservations (describe below)

Do Not Recommend for Selection

Comments and Basis for Recommendation:

Panelist Signature: _____

Date: _____

END OF ATTACHMENT C