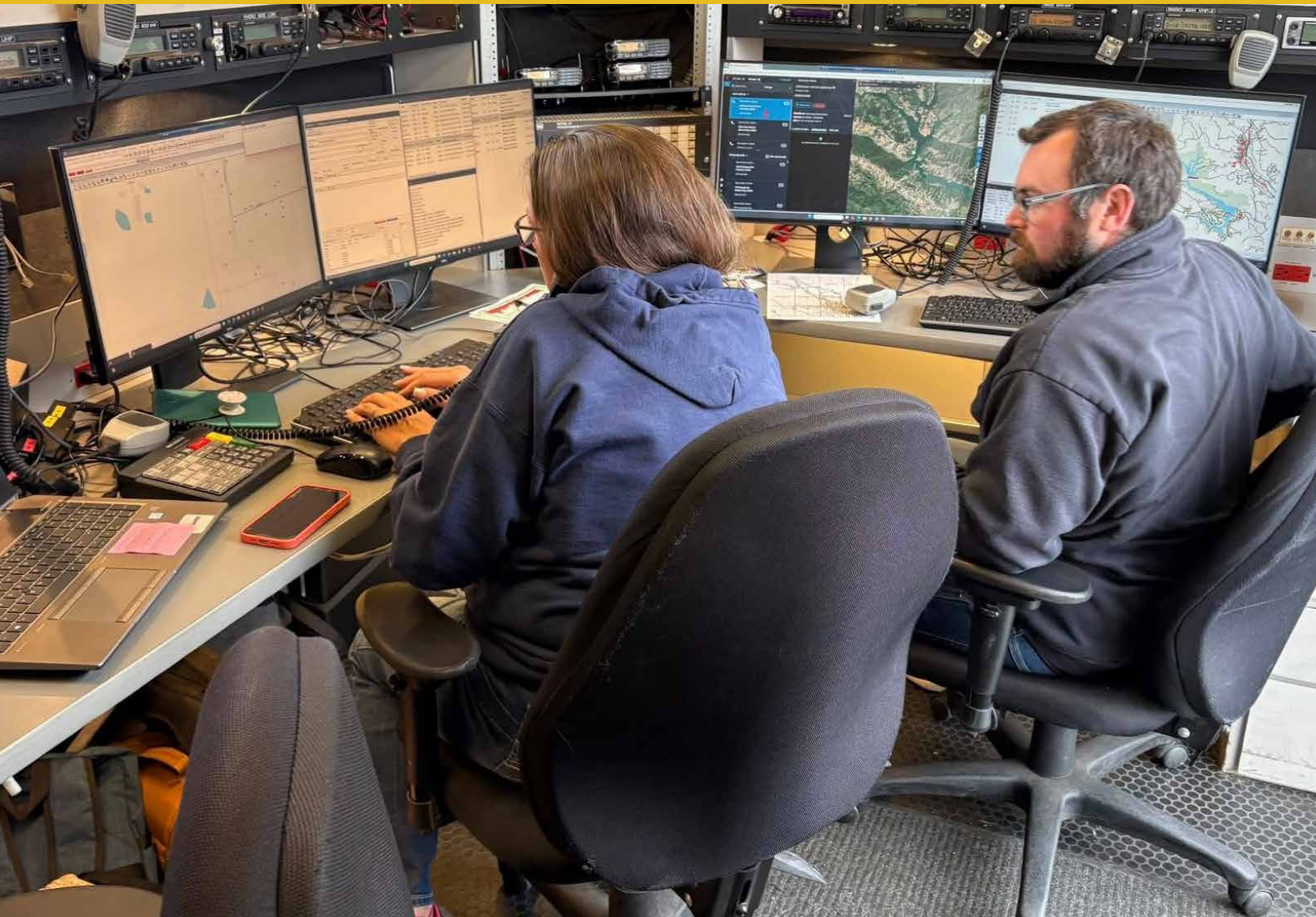




REDCOM STRATEGIC PLAN



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

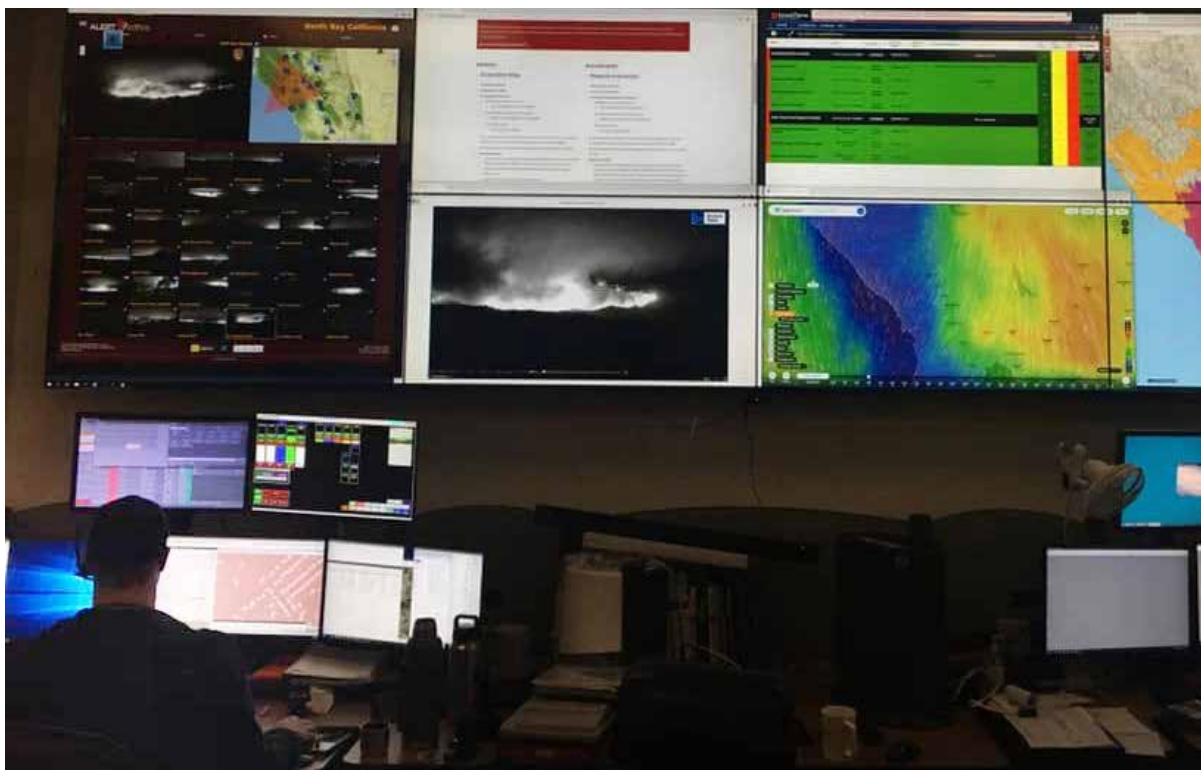
I. EXECUTIVE SUMMARY

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

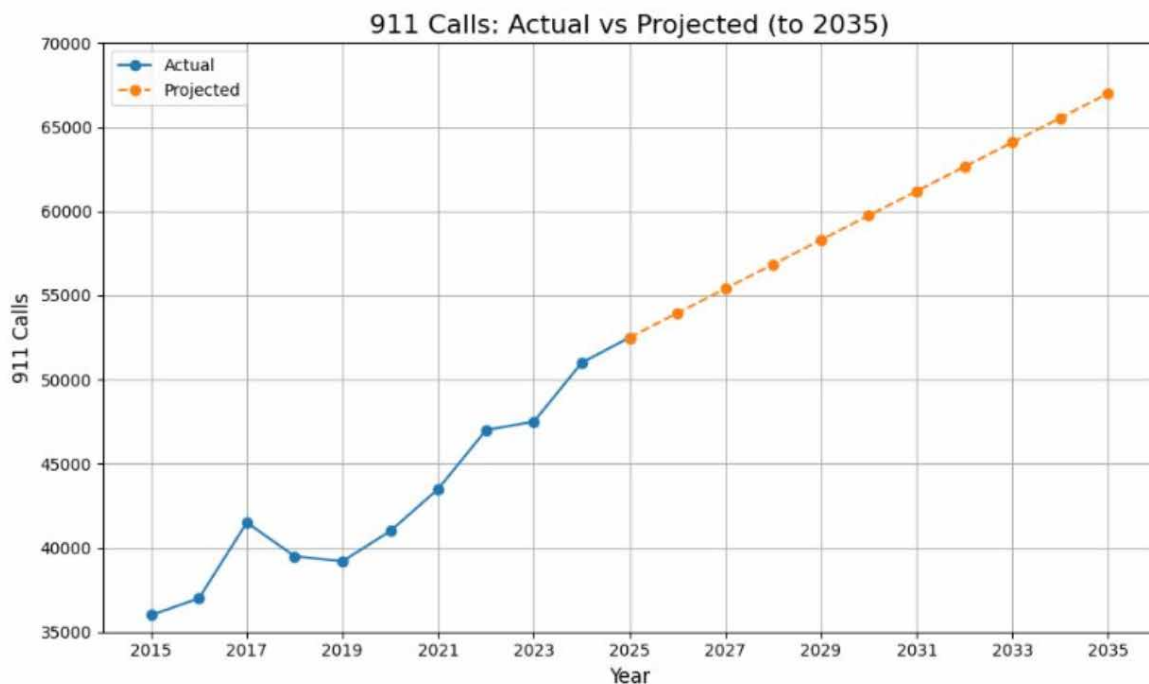
As of April 2026, 911 calls have increased by approximately 46% since 2015 (an average of 3.5% annually), while administrative calls have declined. 911 Fire & EMS calls are projected to continue to increase in quantity and intensity over the next 10 years. While population growth is slowing in Sonoma 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

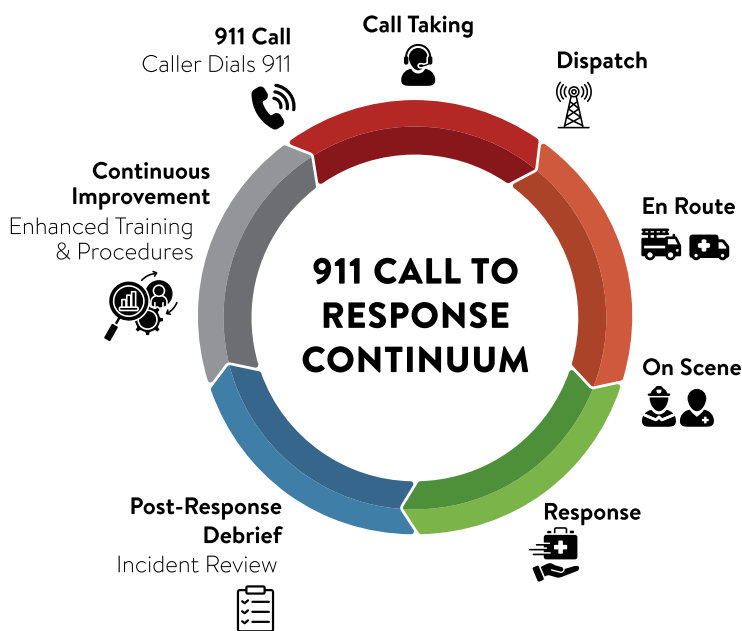


III. TRENDS IN FIRE & EMS CALL-TAKING AND DISPATCH CONTINUED

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