

RESPONSE TO GRAND JURY REPORT FINDINGS AND RECOMMENDATIONS

REPORT TITLE: “Better Service at Lower Cost — Optimizing Essential Services for the Future of Marin”
REPORT DATE: June 11, 2026
RESPONSE BY: Ross Valley Paramedic Authority Board of Directors

GRAND JURY FINDINGS

- We agree with the findings numbered: N/A
- We disagree wholly or partially with the findings numbered: **F1, F2, F3, F4, F5, F6, F7**

GRAND JURY RECOMMENDATIONS

- Recommendations numbered **R4, R6, R7** have been implemented.
- Recommendation numbered **R9** requires further analysis.
- Recommendations numbered **R1, R2, R3, R5, R8**, will not be implemented because they are not warranted or reasonable.

RESPONSE TO GRAND JURY FINDINGS

F1. The current fragmented structure of special districts results in unnecessary duplication of administrative services and operational inefficiencies.

Response: **Disagree Wholly**

RVPA cannot respond for others agencies, but the Ross Valley Paramedic Authority was created to reduce duplication of services and provide EMS Paramedic Services under a single unified umbrella with 8 member agencies.

F2. Some districts perform competently but lack sufficient scale to support long-term strategic investment in infrastructure, technology, staffing, and resilience.

Response: **Disagree Wholly**

RVPA cannot respond for others agencies status but RVPA has and continues to maintain adequate funding and reserves including a capital replacement plan.

F3. Smaller districts are disproportionately vulnerable to staffing disruptions and catastrophic events that could rapidly impair service delivery

Response: **Disagree Wholly**

RVPA cannot respond for others agencies, RVPA is well positioned with its current staffing model to maintain staffing levels to provide EMS Paramedic Services.

F4. Although consolidation is a popular idea among many elected board members, current governance structures, absence of board member term limits, and fear of loss of political influence discourage boards and administrators from initiating consolidation even when they recognize its benefits.

Response: **Disagree Wholly**

RVPA is a JPA created to provide a single functional service, creating cost and operational efficiencies among 8 agencies.

F5. Service and pricing inequities currently exist across Marin and may increase if consolidation and functional collaboration do not accelerate

Response: **Disagree Wholly**

RVPA cannot respond for others agencies, but the RVPA JPA was created in 1982 and remains a cost effective and efficient way to provide equitable services across 8 agencies.

F6. Performance metrics for essential, mission-specific services exist but they are not readily available and standardized, which prevents meaningful public comparison of district effectiveness and undermines accountability.

Response: **Disagree Wholly**

RVPA has recently completed a “standards of coverage” study provide by Citygate Assoc. that outlines industry best practices and measures key performance indicators in our system to help inform policy decisions.

F7. Without proactive reform, future consolidations are more likely to occur through crisis driven intervention, resulting in greater disruption and higher costs.

Response: **Disagree Wholly**

RVPA cannot respond for others agencies, as an 8 member JPA, RVPA has demonstrated efficient and effective service delivery in a shared model since 1982.

RESPONSE TO GRAND JURY RECOMMENDATIONS

The Marin County Civil Grand Jury recommends the following:

R1. By January 1, 2027, all special district boards should have conducted their first semi annual consolidation exploration meeting with similar districts and will have established a regular meeting schedule moving forward.

This recommendation has not been implemented and will not be in the future. RVPA is a JPA consisting of 8 members already unified to provide efficient services.

R2. By October 1, 2026, the Board of Supervisors should direct the development of comprehensive, cost-efficient shared services (such as IT, legal, finance, HR/payroll, harmonized compensation/benefits package, insurance) for special districts to optimize expenses and secure a Marin-wide acceptable quality standard. First limited-service offerings are encouraged to be made available by January 1, 2027.

This recommendation has not been implemented and will not be in the future. RVPA does not provide direction to the Marin County Board of Supervisors. RVPA will participate and cooperate in any efforts related to efficient services.

R3. By January 31, 2027, with the assistance of the County, all districts should develop and publish on their website standardized, comparable Key Performance Indicators (KPIs) with regard to service pricing, finance, staffing, operations, and customer satisfaction.

Grand Jury Report Findings and Recommendations

“Better Service at Lower Cost — Optimizing Essential Services for the Future of Marin (June 11, 2026)

This recommendation has not been implemented and will not be in the future. RVPA completed a standards of coverage assessment in 2024 that remains valid and in alignment with industry best practices including KPIs. Additionally, an extensive fiscal analysis complimented the report.

R4. By January 31, 2027, each district should publicly update findings and progress regarding consolidation opportunities, and share those findings with the Board of Supervisors and the public on a semi-annual basis.

This recommendation has already been implemented. The RVPA is a JPA not a special district and already creates efficiencies through current consolidated delivery model.

R5. By January 31, 2027, the Board of Supervisors should oversee compliance with R1–R4 and update the public on the districts’ performance.

This recommendation has not been implemented and will not be in the future. The RVPA does not provide policy direction to the Marin County Board of Supervisors.

R6. By October 1, 2026, in the process of implementing R1 and R2, districts should prioritize functional consolidation in operations, procurement, training, and administration as a precursor to formal consolidation.

This recommendation has already been implemented. The RVPA is a JPA not a special district and already creates efficiencies through current consolidated delivery model.

R7. By October 1, 2026, the district’s board compensation, benefits, length of service, date of term end, and expenses related to board work should be clearly and prominently posted on each district’s website and updated annually

This recommendation has already been implemented; information can be found under the transparency section on our website at: [Transparency - RVPA | Ross Valley Paramedic Authority](#)

R8. By June 1, 2027, special districts should adopt term limits of two consecutive four-year terms for all board members. Staggered implementation of term limits to avoid disruptions is encouraged.

This recommendation has not been implemented and will not be in the future. Appointments to the RVPA Board are made by the member agency and fall under their individual Town, City , District or County policies.

R9. By June 1, 2027, board compensation structures should be reviewed across districts, and considered for adjustment. All components of board compensation should be posted on their website (see best practice example in Appendix B)

This recommendation requires further analysis and board action related to compensation. Information regarding compensation is publicly posted on our website.