MEMBER AGENCIES
Town of Corte Madera
Town of Fairfax
Kentfield Fire Dist.
City of Larkspur
County of Marin
Town of Ross
Town of San Anselmo
Sleepy Hollow Fire Dist.

Ross Valley Paramedic Authority

BOARD OF DIRECTORS MEETING

Thursday, September 3, 2026, at 6:00 p.m.
300 Tamalpais Dr., Corte Madera, CA 94925
Corte Madera Town Hall Council Chambers
Public can Join ZOOM Webinar
https://us06web.zoom.us/j/89928787019?pwd=P97bvJHw4LfDZ88XiiB9tI1QP8Wpk0.1
Webinar ID: 89928787019 - Passcode: 525154 - Phone: 1-669-900-6833

Please be advised that in the event a disruption prevents remote public comment or stops the broadcast, the legislative body shall pause the meeting and take no further action until remote access is restored or unless the Board makes a finding by roll call vote that good faith efforts to restore remote service have been made and the public interest in continuing the meeting outweighs the public interest in remote public access.

1. Call to Order- Board Chair
2. Roll Call- Executive Officer
3. Pledge of Allegiance – Board Chair
4. Open Time for Public Input. Members of the Public have an opportunity to comment on items not on tonight's agenda. Each member of the public has two minutes in which to speak. Board members and staff are not able to engage in dialogue, answer questions or act on any of the items brought forward. At the Board's discretion, matters brought forth may be placed on a future agenda.
5. Review and approve Meeting Minutes:
   a. **Staff recommendation**: Approve and adopt the meeting minutes from June 4, 2026, a regular board meeting.
6. Executive Officer Report.
7. <u>NEW BUSINESS</u>
   a. Survivor Story
   b. Grand Jury Findings response report presented by Chief Weber.
      i. **Staff recommendation**: Receive update from the Executive Officer on the Grand Jury report/responses; and Authorize the Executive Officer to submit the responses to the Grand Jury by September 11, 2026.
   c. Cost Sharing Memorandum of Understanding (MOU) between Ross Valley Paramedic Authority (RVPA), Southern Marin Emergency Medical Paramedic System (SMEMPS), and Marin County Fire Department (MCFD).

i. **Staff recommendation**: Adopt the attached Resolution 2026-09 authorizing and directing the Executive Officer to enter into a cost-sharing memorandum of understanding for EMS Personnel by and among RVPA, SMEMPS, and the MCFD.

8. OLD BUSINESS
   a. None

9. CQI Reports (Quarterly). Staff recommend that the Board receive any oral/written updates from the CQI managers.
   a. **Staff recommendation**: Direct staff as needed.

10. Review RVPA Expense Sheet (attached).

11. Transport Billing Data Review (attached).

12. Announcements/Future Agenda Items.

13. Adjournment.

Submitted, /s/ Jason Weber, Executive Officer

ATTENTION: If any member of the public has a request for a reasonable modification or accommodation for accessing this meeting due to a disability, please contact staff support for the Committee no later than 9:00 a.m. on the day before the meeting at 415-473-7097 and/or email to Jennifer Menicucci at jennifer.menicucci@marincounty.gov, thank you.

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Item 5: Meeting Minutes

ROSS VALLEY PARAMEDICS AUTHORITY
Held a Regular Board Meeting
6:00 p.m. Thursday, June 4, 2026
300 Tamalpais Drive, Corte Madera, 94925

1. Call to Order- Chair Finn called the meeting to order at 6:00 PM.

2. Roll Call: Finn, Blash, Candell, Casissa, Corbet, Meagor, Robbins
   Absent: Burdo
   Staff Present: Pomi, Martin, Mahoney, Longfellow, Menicucci, Gabriele, Price-Fair, Gabbard, Charlotte Jourdain, Ph.D., Justin Arellano
   Guest Speaker: Tom Hinton

3. Pledge of Allegiance

4. Open Time for Public Input
   No members online
   No public comment.
   Chair Finn closed Public Comment.

5. Review and Approve Meeting Minutes
   a. Minutes from the special board meeting on April 20, 2026.

      M/s, Robbins/Meagor motion to approve April 20, 2026, special board meeting minutes.
      Ayes: Blash, Corbet, Meagor, Robbins, Casissa, Candell, Finn,
      Absent: Burdo
      Abstain: None
      Motion passes.

6. Executive Officer Report by Chief Ruben Martin on behalf of Chief Jason Weber.

   Chief Martin provided brief historical context regarding Marin County's EMT excellence recognition program. Seven paramedics were honored this year, including two from Marin County Fire Department, one from Central Marin Fire, and two from Southern Marin Fire. Honorees were nominated by coworkers and peers.

   Central Marin Fire employee Justin Arellano was recognized tonight. Mr. Arellano serves as a paramedic instructor, contributes to the annual regional fire academy, and provides field training for new hires.

7. New Business

   a) Survivor Story Presentation by Tom Hinton.

      Mr. Hinton shared his experience surviving a cardiac arrest that occurred a little over a year ago and expressed appreciation to the RVPA Board for the coordinated response provided by emergency personnel.

b) Presentation of Final Budget for FY2026-27, and Adoption of associated resolutions.
    i. Staff recommendation:
        1. The adoption of the FY2026-27 Budget by resolution 2026-06.
        2. The adoption of the recommendation of fund balances as required by GASB 54 and per the fund balance policy with resolution 2026-07.

Chief Martin presented the final FY2026-27 budget to the Board, including projected revenues and expenditures. The Board reviewed and discussed the information as presented.

Public comment

No members online.
No public comment.
Chair Finn closed Public Comment.

M/s, Casissa/Candell motion to approve the final budget resolution 2026-06 and fund balance resolution 2026-07.
Ayes: Blash, Corbet, Meagor, Robbins, Casissa, Candell, Finn,
Absent: Burdo
Abstain: None
Motion passes

c) Ambulance Service Fees
    ii. Staff recommendation:
        3. Adopt resolution 2026-08 to increase all ambulance fee types by 3.5% to ensure revenues are aligned with expenses.

Chief Martin reported that the agency's primary revenue sources are the parcel tax and ambulance service fees. The proposed 3.5% increase reflects the scheduled adjustment for 2026-27. Staff requested approval of Resolution 2026-08 to implement the updated billing rate.

Public comment

No members online.
No public comment.
Chair Finn closed Public Comment.

M/s, Robbins/Blash motion to approve resolution 2026-08 to adopt the increase of the ambulance fees.
Ayes: Blash, Corbet, Meagor, Robbins, Casissa, Candell, Finn,
Absent: Burdo

Abstain: None
Motion passes.

8. Old Business
   a) Update on the Special Tax Renewal package for Agencies (Jourdain)
   Ms. Jourdain provided an update on the Special Tax Renewal process and associated JPA amendments indicating that all agencies remain on track for the Joint Powers Authority requirements. Agencies are expected to submit materials to their respective clerks by August 7.

9. CQI Reports

   Ms. Price-Fair provided updates on current operations stating they attended a meeting at San Quentin with the new fire chief and staff reviewed logistics and visited several units. San Quentin continues to utilize NorCal as the primary ambulance provider for non-urgent calls. Staff reported that collaborative efforts to reduce call volume to the agency have been effective, with calls now significantly lower.

10. Review RVPA Expense Sheet

11. Transport Billing Data Review

   Chief Martin stated the expenses and transport billing were reported to be in line with historical trends and current revenue collections. The Board had no questions.

12. Announcements/Future Agenda Items
   a. None.

13. Adjournment – Chair Finn adjourned the meeting at <u>6:22 PM</u>

Respectfully submitted,
Jennifer Menicucci, Recording Secretary

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Item 7: New Business

ROSS VALLEY PARAMEDIC AUTHORITY
STAFF REPORT

For the Meeting of September 3, 2026

To:	Board of Directors
From:	Jason Weber, Executive Officer
Subject:	Response to the Marin County Civil Grand Jury Report "Better Service at Lower Cost — Optimizing Essential Services for the Future of Marin" (June 11, 2026)

RECOMMENDATION
The Board review and approves the Ross Valley Paramedic Authority's formal response to the Marin County Civil Grand Jury's findings and recommendations as required under Penal Code §933.05.

BACKGROUND AND DISCUSSION
The Marin County Civil Grand Jury issued the report "Better Service at Lower Cost — Optimizing Essential Services for the Future of Marin" on June 11, 2026. The Ross Valley Paramedic Authority (RVPA), as a responding agency, was required to address seven findings (F1–F7) and nine recommendations (R1–R9).

RVPA **does not agree** with Findings F1 through F7. The Authority emphasizes that, as an eight-member Joint Powers Authority (JPA), its structure already provides consolidated, efficient, and cost-effective paramedic services. RVPA notes that many findings pertain to other types of special districts, and that the conclusions do not reflect the operational realities of the RVPA model.
Regarding the Grand Jury Recommendations:

- **Implemented:** R4, R6, R7
  RVPA notes that its JPA structure already achieves the efficiencies and transparency contemplated in these recommendations.
- **Requires Further Analysis:** R9
  RVPA will review compensation considerations and continue publicly posting compensation information.
- **Not Implemented / Not Warranted or Reasonable:** R1, R2, R3, R5, R8
  These recommendations are not applicable because RVPA already operates as a consolidated regional service provider. Additionally, some recommendations are directed to the Marin County Board of Supervisors or individual special districts—not to the RVPA.

The full detailed responses to each finding and recommendation are included in the attached response document.

Respectfully Submitted,
Jason Weber, Executive Officer

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: **TBD**

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.

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.

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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.

Better Service at Lower Cost — Optimizing Essential Services for the Future of Marin

June 11, 2026

SUMMARY

Marin County depends on more than 50 special districts to deliver essential public services including fire protection, water, sanitation, and refuse services. Many currently provide average or above average levels of service according to recent county surveys[1], due in part to conscientious local stewardship and decades of dedicated civic engagement. However, the current fragmented structure of essential service delivery has produced structural weaknesses: duplicated administrative systems; uneven service quality and fees; and limited capacity for strategic investment. In addition, vulnerability to staff turnover, and difficulty adapting to countywide risks such as climate change, aging infrastructure, workforce shortages, and rising costs present increasing challenges.

This report outlines an opportunity for the public and board members to make changes that will benefit Marin residents for decades. Optimization of these special districts into resilient, more efficient entities can offer improved services at lower costs for residents. It will also provide strategic direction and improve career opportunities and compensation for special district employees. Our inquiry revealed widespread agreement on the benefits of collaboration, and acknowledged that in many cases this may lead to legal consolidation.

Unfortunately, there is no county entity solely responsible for taking action. We are therefore calling on the directors of Marin's special districts to work with Marin County government to realize, for all of Marin's residents, the evident benefits of consolidation, cooperation, and simplification. Absent proactive reform, the county risks governance by crisis rather than governance by design. Unwanted results of the current stagnation could yield not just a decline in the levels of services offered, but also substantially higher cost for all.

Throughout its interview process, the Grand Jury found almost unanimous agreement that consolidation would benefit most special districts. We realize that consolidation is not appropriate for every district in every circumstance. However, functional collaboration for strategic projects and unification for common general shared services (e.g., legal, finance, human resources, purchasing, information technology) is a good first step. Strategic, mission-focused optimization, implemented locally and deliberately, driven bottom-up by the special district boards, offers a credible path toward stronger services, more equitable outcomes, and improved value for residents.

[1] https://marin.granicus.com/MetaViewer.php?view_id=33&clip_id=12012&meta_id=1289454

Although this report is not about school districts, the Grand Jury believes that its findings and recommendations are relevant for school districts as well.

The Grand Jury ultimately finds that the status quo is increasingly misaligned with Marin's long-term needs. **The time to begin deliberate, structured optimization of special districts is now.**

This report presents formal Findings and Recommendations; a phased circle of success for consolidation (Graphic 3); a tactical table for meaningful next day actions (see Appendix C); and a call to leadership to special district boards, the Local Agency Formation Commission (LAFCo), the Marin County leadership, and the public.

BACKGROUND

Special districts in Marin County were formed to provide services — such as water, sanitation, and mosquito control — that our cities and the County did not offer. Historically, these districts demonstrated that infrastructure services can be governed locally and effectively. One of the earliest major agencies was the Marin Municipal Water District (formed in 1912), followed by sanitation and fire protection districts as suburban growth accelerated after the 1937 opening of the Golden Gate Bridge. Post-World War II population growth led to the creation of many additional utility and fire districts, especially in unincorporated areas. In 1963, LAFCo was established as a state-mandated local California regulatory body that oversees the formation and boundaries of cities and special districts. Today, Marin has a multitude of independent and dependent special districts providing focused public services across the county. For a more comprehensive overview, see the LAFCo website[2].

The Grand Jury's inquiry has focused on how accelerated collaboration and consolidation could be achieved and why it has not occurred despite decades of discussion, including at special district board meetings and in previous Grand Jury reports.

APPROACH

The investigation relied on structured interviews with stakeholders across local and county government, special districts, and union representatives; attendance at special district board meetings; analysis of district documentation, past Grand Jury reports and publicly available information; examination of historical trends in special district governance; and review of comparative data regarding district consolidation statewide. The Grand Jury evaluated governance structures, board dynamics, financial pressures, workforce challenges, and public accountability mechanisms to determine the practical barriers and opportunities related to broader collaboration and consolidation.

DISCUSSION

Marin's special districts generally deliver average to above-average services at reasonable cost. But this stability has led to complacency, and reinforces the erroneous belief that structural

[2] https://www.marinlafco.org/special-districts-list

reform is unnecessary. The pressures of climate change, aging infrastructure, demographic shifts, workforce shortages, and funding uncertainty are cumulative and accelerating, and will require a different long-term strategy.

Smaller sanitary and fire districts struggle to compete as employers. Some districts have just one employee. They often offer limited advancement opportunities, narrower service offerings, and non-competitive compensation. These constraints increase turnover risk and reduce institutional resilience. In contrast, larger, consolidated agencies such as the Southern Marin Fire District offer greater stability, broader expertise, improved training environments, and stronger succession planning.

The Grand Jury heard consistent testimony that no single actor is empowered or incentivized to lead collaboration or consolidation efforts. Boards fear political consequences and/or an elimination of their roles; administrators fear career disruption; and the public often misunderstands both the risks of inaction and the benefits of reform. This diffusion of responsibility has resulted in decades of analysis with limited structural change.

BENEFITS OF OPTIMIZING FOR BETTER SERVICES

The evidence reviewed by the Grand Jury supports numerous benefits of collaboration and consolidation, including:

- Reduced administrative overhead and elimination of duplicative functions. *Every special district has a similar need for basic administrative services in the areas of finance, legal, human resources (HR), insurance and information technology services (IT). Significant opportunities exist to harmonize and save costs through shared services in these areas — either provided by the County or organized by the special districts themselves.*
- Increased purchasing power and potential cost savings by aggregating and standardizing equipment, services and supplies — *e.g., Southern Marin Fire fronted the cost of new self-contained breathing apparatus (SCBA) equipment for San Rafael, Novato, and Tiburon to be repaid when the Federal Emergency Management Agency (FEMA) Assistance to Firefighters Grant money is received. The unit cost was reduced for all four fire districts because of this partnership.*
- Stronger professional staffing levels through improved training opportunities, career development and specialized capabilities. *Larger organizations provide the opportunity to attract and retain employees early in their careers and develop them into strong contributors over time with clear career paths and training opportunities.*
- Improved and uniform salary bands, competitive benefits, and employee assistance programs. *Firefighters from different fire departments sustaining similar injuries at the same fire might, as a consequence, receive different levels of care, long-term disability benefits and workers compensation benefits that can result in dramatically different outcomes. Outcomes can range from a speedy and healthy return to work, to a premature career end. Appendix A illustrates the wide range of base salaries for firefighting*

personnel across fire districts in Marin. Pay inequalities typically result in higher attrition, less job satisfaction and reduced training investments.

- More consistent service levels and fairer pricing across comparable communities. *See Table 7 below regarding sanitary sewer charges and water charges.*
- Enhanced asset management and long-term infrastructure planning aided by combining financial reserves. *Examples include: monitoring technology in sanitary districts and new specialized firefighting equipment.*
- Stronger governance through more strategic, less operationally burdened boards.
- Greater organizational resilience to financial and operational shocks. *Bundling reserve funds would, for example, provide substantial insurance against even larger events and at the same time free up capital for long-term improvement projects.*
- Reduce the possibility of crisis-driven interventions.

As mentioned earlier in this report, this inquiry revealed widespread agreement on the benefits of collaboration, often acknowledging that this may lead to legal consolidation. Unfortunately, there is no county entity solely responsible for taking action.

BARRIERS AND CHALLENGES

The Grand Jury recognizes many legitimate barriers to consolidation, including:

- Public concern about loss of local control
- Resistance from board members concerned about preserving authority
- Concern from administrators about employment
- Complexity of labor and pension alignment and integration
- Differences in funding mechanisms
- Time and cost involved in consolidation studies

These barriers, however, are not unique to Marin. They have been successfully addressed in other jurisdictions and in prior Marin consolidations. The Grand Jury finds that these challenges, while real, are manageable with leadership, transparency, and structured planning. The most promising path to create larger, meaningfully-sized special districts in Marin is a bottom-up approach that puts the board members of these special districts in control of their own destiny.

The Grand Jury encourages the consolidation of a limited number of special districts at one time. Previous failed attempts had one thing in common — too many involved parties. That gave change-resistant participants a larger platform to sow doubt and fear. In the end, this derailed a successful outcome. Our research found that the main driver of resistance — aside from intimidation by the complexity of the task — was the perceived “loss of local control.”

The fight to restore the Town of Ross Fire Station is a clear example of misguided civic engagement at odds with effective service today, which relies on coordinating resources across jurisdictions, not maintaining standalone structures for symbolic reasons.

Ross’ risk profile has also changed. Stronger building standards have reduced fire risk, while an aging population requires better medical response. Staffing a standalone station is easy to demand, but difficult to sustain, according to local firefighters. Rather than "building for yesterday," Ross' elected officials should focus on a coordinated countywide system, emphasizing strong medical response capabilities.

In attending special district board meetings, the Grand Jury found that discussions about consolidation were often torpedoed by a single board member advocating for "local control" and emphasizing the risk of losing it. But local control is often more perception than reality. In the end, residents care about getting good services at a reasonable cost. Residents who call for fire response are often not aware of which agency ends up assisting them. For example, because of the current consolidated and efficient emergency dispatch system in Marin County, the closest emergency unit is sent to respond to the call regardless of district boundaries. Prioritizing local control does a disservice to its residents. It ignores economies of scale, group purchasing power, collective bargaining with unions, and the ability to maintain staff who often leave for better career opportunities.

Often the local control advocates are board members who have long tenure on the board and seem reluctant to give up authority. One solution could be for special districts to maintain their voice after consolidation by requiring that there be board seats from all represented areas on their governing board for a specific period as a transition. An example of a special district consolidation doing this well is Southern Marin Fire District, where board seats represent different communities and ensure that local voices are still heard.

THE CASE FOR TERM LIMITS FOR BOARD POSITIONS

The Grand Jury finds that the majority of special district board members are passionate about the special district they govern, and take the role very seriously. Many of them have amassed an impressive amount of institutional knowledge via decades of service, and are very involved in day-to-day operations and tactical decision making. Typically, there are often a wide variety of opinions among board members about how to best perform their role. We witnessed forward-thinking, well-informed members with an impressive drive to change things for the benefit of residents. We also saw board members who did not meet that mark.

Although board tenure in some cases can add value, overall we witnessed that long tenure on the same board leads to stagnation and outright resistance to change. We were unable to find a special district board in Marin that had term limits in place, and many boards have members who have served for decades. The Grand Jury believes that adopting term limits would have a positive impact overall on the development of essential services in Marin:

- Influx of new talent — open board positions would attract interested residents with new ideas, skills, expertise and ambition, who would be willing to "throw their hat in the ring" for uncontested board positions instead of running against an incumbent.
- "Retiring" board members (after recommended two four-year terms) would get the opportunity to apply their process knowledge to new areas of local government and further improve the community through cross-pollination.

- Old ideas and concepts would get a fresh look. Projects that may have been tried unsuccessfully 15 years ago might work today. Times and opinions change.

Marin County often experiences a shortage of residents willing to serve on smaller special district boards. A welcome side effect of consolidation would be the aggregation of board seats empowered to drive strategic and meaningful change in the newly designed district. This opportunity would attract more qualified candidates as well in the long run. It would further eliminate the current observed practice of "board seat accumulation"; the Grand Jury noticed that the same persons serve on multiple agencies, councils and committees within their area of expertise. This is particularly concerning when the same person is serving in capacities that are meant to supervise and monitor the operations and decisions of a special district, thus muting the intended checks and balances.

THE CASE FOR HARMONIZED FEES, PRICING MODELS AND SERVICE LEVELS

One obvious shortcoming of the current special district structure is wide variation in service fees and service levels. Residents in the same neighborhood sometimes pay a very different price for the same service. Sewer service fees (see Graphic 1 below) are a prime example. Sanitary districts differ widely in their approach to cover costs — from yearly flat fees to a fair and transparent usage-based approach. Advances in technology have made the usage-based approach practical, efficient, and fair, giving households an incentive to act responsibly with scarce resources. If Marin County had one uniform scale for these services, it could be an opportunity to show that cooperation and partnership is possible without legal consolidation. It's up to the boards to organize themselves and deliver.

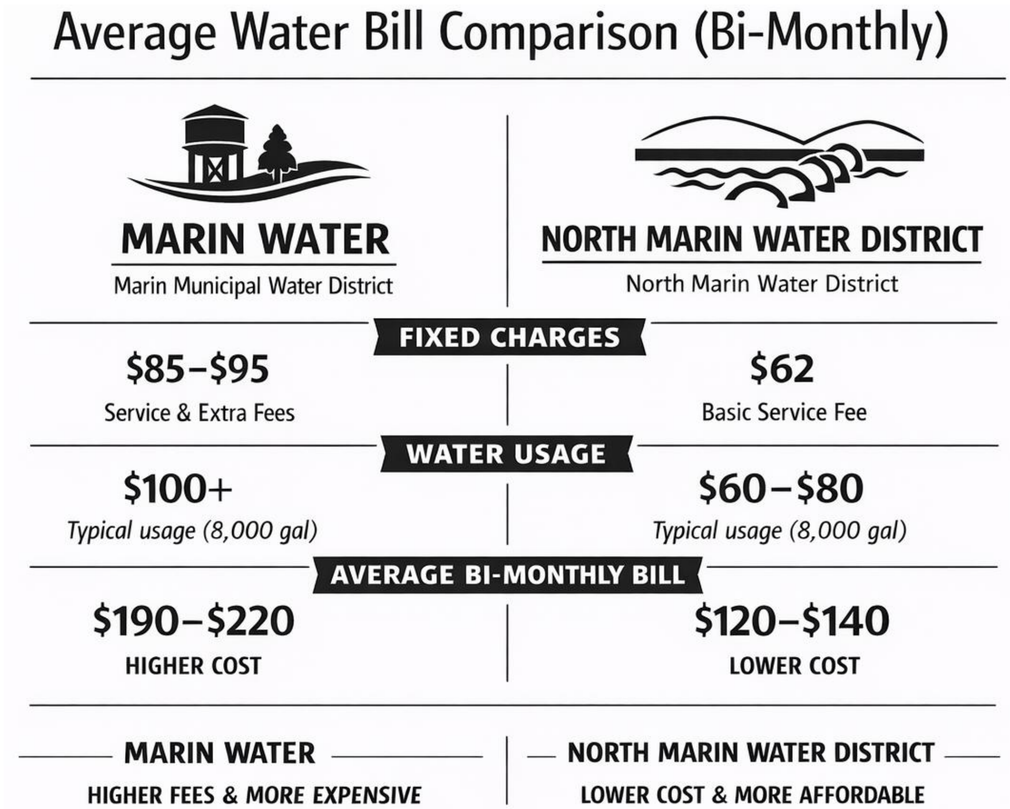
Graphic 1*: Annual Sewer Service Charges — Novato Sanitary District Final Budget 2025–2026*[3]

AGENCY	RATE($/yr.)
Sanitary District No. 5 - Belvedere	$2,237
Sanitary District No. 5 - Tiburon	$2,237
Sanitary District No. 1 - City of Larkspur	$1,844
City of Mill Valley	$1,595
Tamalpais Community Services District	$1,584
Las Gallinas Valley Sanitary District	$1,492
Ross Valley Sanitary District (SD#1)	$1,288
Vallejo Sanitation & Flood Control District	$1,272
City of Santa Rosa	$1,260
City of Petaluma	$1,087
Sausalito-Marin City Sanitary District	$1,053
City of San Rafael	$1,012
Sanitary District No. 2 - Town of Corte Madera	$906
Napa Sanitation District	$739
NOVATO SANITARY DISTRICT	**$729**

Notes: All charges for FY 25-26 (proposed or adopted) unless otherwise noted

[3] https://novatosan.com/doc/10320/

Graphic 2: *Comparison of water charges in Marin based on published customer water rates*



Source: Calculated customer water rates effective 2025 from
Marin Municipal Water District and North Marin Water District.
Chart created by the Grand Jury.

The Grand Jury also observed another barrier for successful self-optimization of essential services: The emotional resistance to modernization by some of the recipients and payers of more complex, situational services such as fire protection and health-related emergency services. Small groups of residents and town officials share the perception that they don't receive "value for money" and lobby for outdated solutions that are not based on current and future needs — as noted earlier about the fight to restore the Town of Ross Fire Station.

THE CASE FOR COUNTY-WIDE SHARED SERVICES FOR COMMON ADMINISTRATIVE NEEDS

Duplication of efforts for common administrative services is another significant opportunity to improve quality and lower cost — without compromising core services or a loss of perceived "local control." Every special district has currently organized these services in ways it perceives to be affordable and meet its needs, and cover its risks. These common administrative tasks range from general IT services (cyber security, web hosting), legal support and advice, finance (reporting, accounting), purchasing services, HR (payroll, employee relations, staffing processes and procedures) to general business insurance needs. All of these functions take a significant amount of time to organize and divert energy from tasks and responsibilities that are key contributors to the success of each district. During our investigation, the Grand Jury found these services organized along many different standards, from highly professional, to very basic, to substandard. We believe that providing these services on a county level would result in:

- Efficiency gains and lower operating cost
- Fair and improved employee benefits with a county-wide standard
- Increased sharing of best practices and best-in-class vendors across all special districts
- Combined purchasing power and transparent vendor selection
- Reduced exposure to legal risks by more consistent practices and quality across all services
- Lowered risk of self-dealing and mismanagement through greater financial transparency

We conclude that the County of Marin could help support these efficiency efforts by developing a comprehensive set of cost-efficient, general shared services for special districts to optimize expenditures and secure a Marin-wide acceptable quality and standard.

THE CASE FOR LEGAL CONSOLIDATION

For situations when it makes strategic sense, the Grand Jury identified a clear pattern for successful legal consolidations in Marin, with the best example being the Southern Marin Fire District. This was a proactive, collaborative consolidation where the parties embraced the principles of efficiency that we highlight in this report. Consolidation typically follows a three-phased approach and can still be considered the safest road to significantly improving service delivery and managing costs because it reduces overhead, simplifies reporting structures, and eliminates expensive redundant management layers.

Phase 1: “Dating” — Districts engage in structured dialogue with similar districts, comparing key performance indicators (KPIs), exploring shared service agreements, and increasing transparency to the public.

Phase 2: “Engagement” — Districts expand shared services, commission formal studies, consult with LAFCo (the state-mandated local regulatory body that reviews and approves changes of special district boundaries), and begin governance and labor harmonization planning.

Phase 3: “Marriage” — LAFCo issues a Certificate of Completion, formalizing consolidation. The new entity must demonstrate transparency, accountability, and measurable performance outcomes.

Graphic 3*: Special District legal consolidation — circle of success (starts at the top and perpetually recycles)*

Source: Created by Marin Civil Grand Jury 2025–2026.

CONCLUSION

The Grand Jury concludes that Marin's special districts are staffed by dedicated individuals and have historically served the county well. But the structure in which they operate is increasingly fragile in the face of modern challenges. Consolidation is not always the solution, but it is a practical and necessary tool for strengthening governance, improving service equity, and enhancing long-term resilience. It is most effective when organized around mission-specific services (e.g., fire with fire, sanitation with sanitation) rather than geographic bundling of unrelated services. Mission-specific consolidation may be more challenging in West Marin because of its geography.

Our inquiry revealed widespread agreement about the benefits of collaboration, often acknowledging that this may lead to legal consolidation. Kudos to the special districts who have already taken proactive steps in this direction. Unfortunately, there is no county entity solely responsible for taking action. We are therefore calling on the directors of Marin's special districts to work with their peers and the County to realize for all of Marin's residents the evident benefits of simplification, cooperation and consolidation. Absent proactive reform, Marin County risks governance by crisis rather than governance by design. **The time to begin deliberate, structured optimization and/or consolidation is now.**

FINDINGS

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

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

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

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.

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

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.

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

RECOMMENDATIONS

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.

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.

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.

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.

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

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.

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.

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.

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).

REQUIRED RESPONSES

Pursuant to Penal Code section 933.05, the Grand Jury requires responses to all findings and recommendations (F1-F8 and R1-R9) from the following governing bodies:

From the following governing bodies within 90 days:

- Marin County Board of Supervisors
- San Rafael City Council, City of San Rafael
- Town of Ross
- Almonte Sanitary District
- Alto Sanitary District
- Central Marin Sanitation Agency
- Corte Madera Sanitary District #2
- CSA #28 (West Marin Paramedic)
- CSA #31 (Marin County Fire)
- Homestead Valley Sanitary District
- Kentfield Fire Protection District
- Las Gallinas Valley Sanitary District
- Marin City Community Service District
- Marin Municipal Water District
- Marinwood Community Service District
- Murray Park Sewer Maintenance District
- North Marin Water District
- Novato Fire Protection District
- Novato Sanitary District #1
- Richardson Bay Sanitary District
- Ross Valley Sanitary District
- Ross Valley Fire Department
- Ross Valley Paramedic Authority
- San Quentin Village Sewer Maintenance District
- San Rafael Sanitation District
- Sausalito/Marin City Sanitary District
- Sewerage Agency of Southern Marin (SASM)
- Sleepy Hollow Fire Protection District
- Southern Marin Emergency Medical-Paramedic System
- Southern Marin Fire District
- Strawberry Recreation District

- Tamalpais Community Service District
- Tiburon Fire Protection District
- Tiburon/Belvedere Sanitary District #5

INVITED RESPONSE

From the following county official within 60 days:

- Marin County Executive

The governing bodies indicated above should be aware that the comment or response of the governing body must be conducted in accordance with Penal Code section 933, subdivision (c) and subject to the notice, agenda and open meeting requirements of the Brown Act.

Note: At the time this report was prepared information was available at the websites cited.

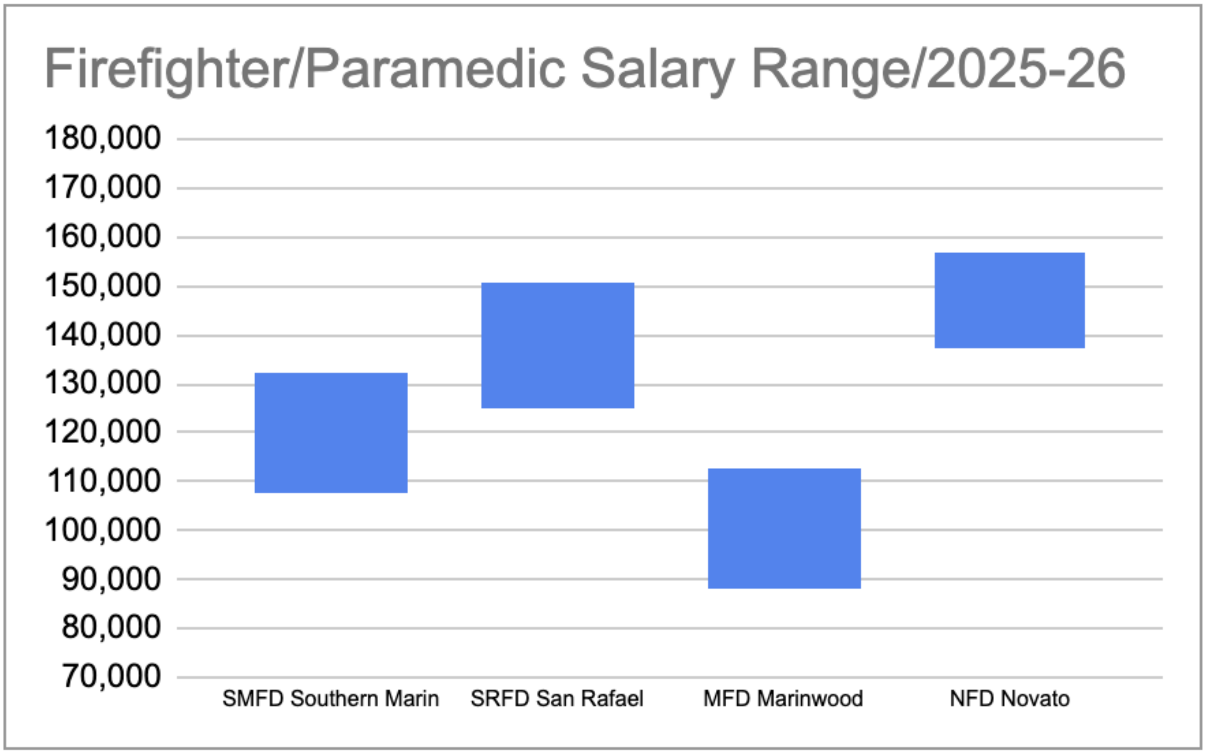
Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code section 929 requires that reports of the Grand Jury *not* contain the name of any person or facts leading to the identity of any person who provides information to the Civil Grand Jury. The California State Legislature has stated that it intends Penal Code section 929 to encourage full candor in testimony in Grand Jury investigations by protecting the privacy and confidentiality of those who participate in any Civil Grand Jury investigation.

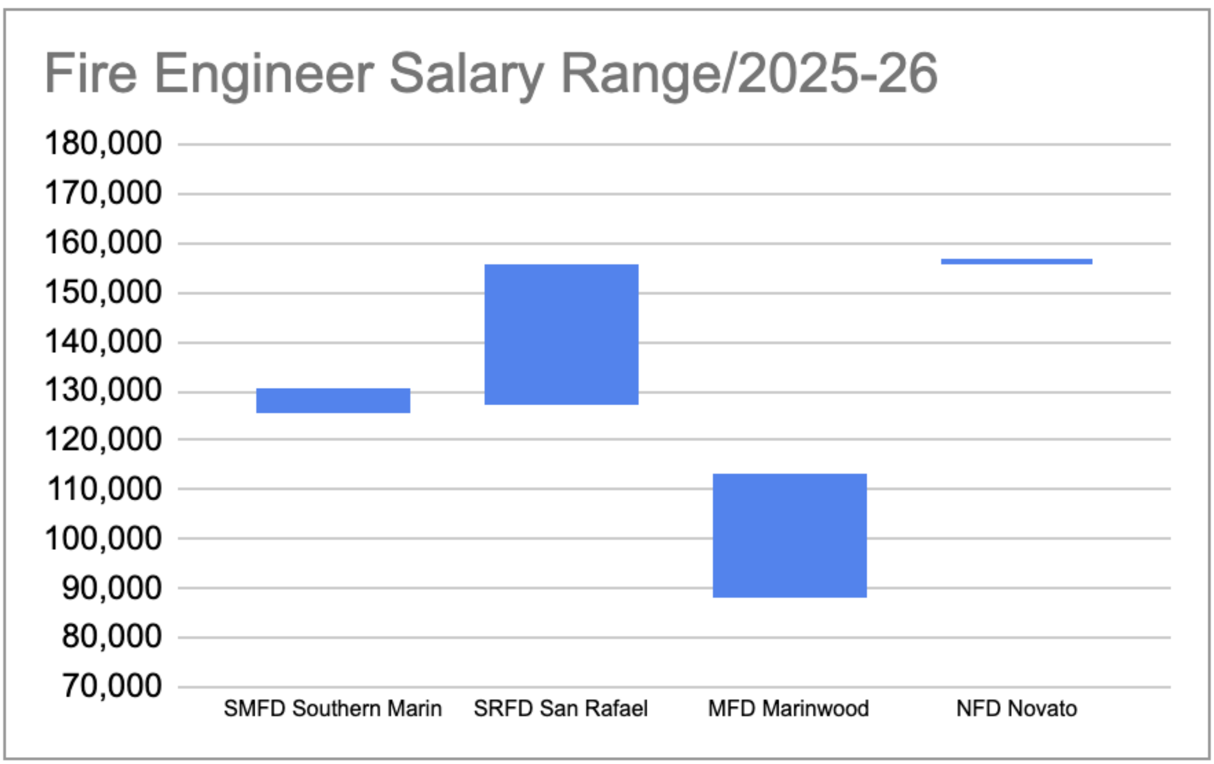
GLOSSARY

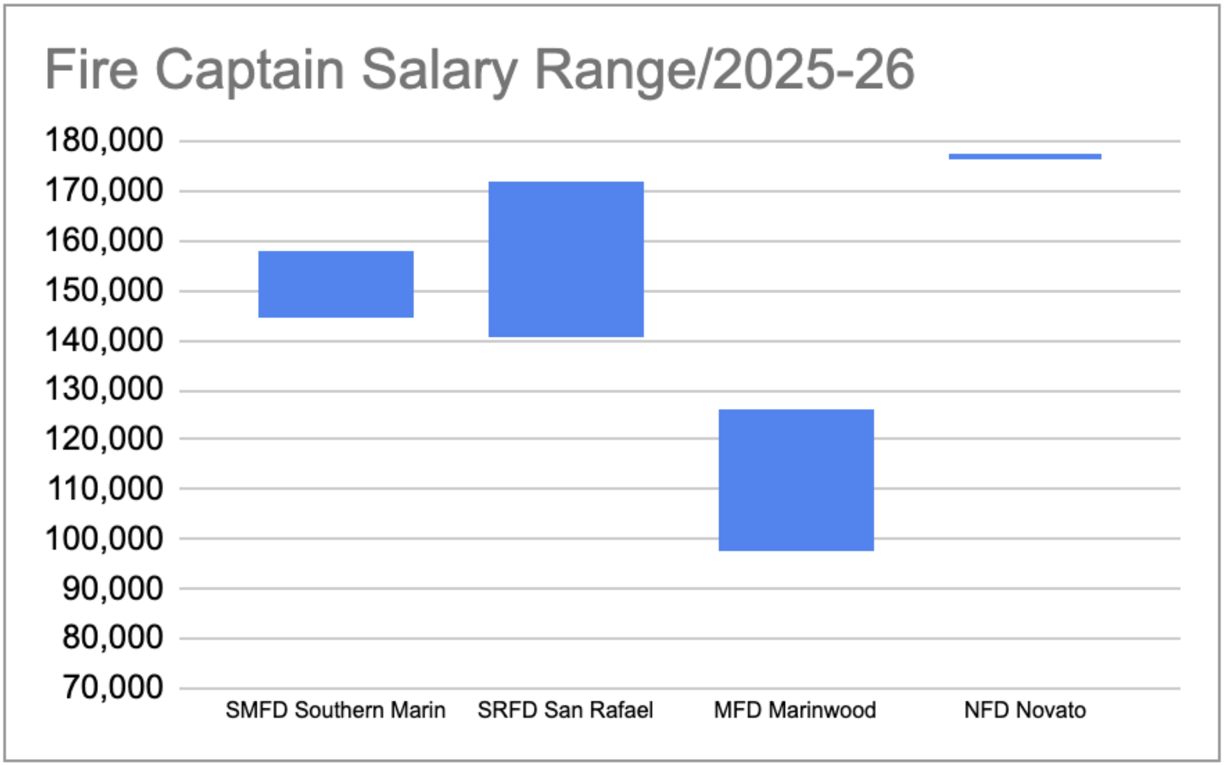
A comprehensive overview of special district related terms and acronyms can be found on the Marin LAFCo[4] website.

[4] https://www.marinlafco.org/special-districts-list

APPENDIX A: Examples of Marin County Fire Departments Salaries, FY 2025-2026







Source: Websites of Southern Marin, San Rafael, Marinwood and Novato Fire Departments.

APPENDIX B: Example of Best Practice Board Compensation Transparency

Shown: Marin Municipal Water District, 2024–2025

Board of Directors Expenses - 2024/25						
Type of Activity or Benefit	**Ranjiv Khush**	**Diana Maier**	**Larry Russell**	**Matt Samson**	**Monty Schmitt**	**Jed Smith**
Regular Board Meetings	5,550	4,000	5,800	4,850	1,800	5,550
Board Committees and Other Special Board Meetings	5,600	3,000	5,750	5,550	1,800	5,300
Liaison Assignments to Advisory Committees, Councils and Forums	2,650	1,250	4,950	4,600	200	5,500
Conferences, Training and Memberships	990	3,882	8,159	2,095	-	30
Medical/Dental Benefits	-	14,071	6,831	116	8,941	-
Total	**$ 14,790**	**$ 26,203**	**$ 31,490**	**$ 17,211**	**$ 12,741**	**$16,380**

Source: https://marinwater.org/wp-content/uploads/2025/09/Board-Mem.-Expenses-FY23.pdf

APPENDIX C: Special District Consolidation Tactical Table

STAKE-HOLDERS	Phase 1 Collaboration	Phase 2 Functional Consolidation	Phase 3 Consolidation
SD Board	Conduct consolidation exploration workshop (risk & reward, financials, Key Performance Indicators, staffing, service offerings, roadblocks, capital infrastructure). Meet with peers at corresponding districts to agree on areas of collaboration and compare notes. **Key Deliverable**: Shared Service Agreement.	Implement Shared Services Agreement; review and monitor, assess and adjust services. Evaluate progress against deliverables. Regular reports back to public stakeholders **Key Deliverable**: Certificate of Completion.	Reconfigure board, execute consolidation (new services, pricing, staffing). Prepare the next consolidation opportunity.
SD Staff	Prepare consolidation impact analysis on staff opportunities, assets and services. Continue to meet with peers at corresponding districts to agree on areas of further collaboration. **Key Deliverable**: Staffing Impact Analysis, Culture Mapping.	Execute functional consolidation activities and provide feedback and improvement opportunities to board.	Execute consolidation activities and provide feedback and improvement opportunities to board. Perform as one entity.
Unions	Support staff and board; map out benefits of consolidation for their members; lead discussion among their members. Present county-wide assimilation of compensation, benefits and pension structure for the desired end state (one SD per county). **Key Deliverable**: County-wide MOU proposal.	Negotiate and agree on MOU (memorandum of understanding). Evaluate retirement systems, workers comp.	
Elected Officials	Openly support mission-specific SD consolidation in their jurisdiction. Encourage SD boards to drive consolidation. Provide access to infrastructure (facilities, counsel, staff). Actively dismantle CSDs (community service districts). Drive towards county-wide ordinance. Establish “State of SDs” as a fixed agenda point.	Endorse, campaign for and validate consolidation efforts (in public). Assist and remove roadblocks, share best practices, role model and embrace change. Support constituents with adapting to change.	Assist and remove roadblocks, share best practices, role model and embrace change. Endorse, campaign for and validate consolidation efforts (in public). Support constituents with adapting to change.

STAKE-HOLDERS	Phase 1 Collaboration	Phase 2 Functional Consolidation	Phase 3 Consolidation
Public	Attend board meetings and inquire about consolidation efforts. Speak to your neighbors and start a movement. Provide input for desired service offerings, send letters to the editor, and contact SD board, offices and administrators to express support for their cooperation and consolidation efforts.	Continue to stay engaged, offer feedback and service improvement opportunities, support consolidation, and defend consolidation during hearings.	Monitor success and benefits. Encourage further consolidation.
Media	Continue to cover the benefits of SD consolidation through articles, case studies, and best practices. Activate the public to attend board meetings (publish board meeting dates).	Continue to cover the benefits of SD functional consolidation through articles, case studies, and best practices. Activate the public to attend scheduled and posted board meetings.	Continue to cover the benefits of SD consolidation through articles, case studies, and best practices. Activate the public to attend scheduled and posted board meetings.
LAFCo	Advise districts about resources available, benefits, external consulting support, timelines, cost, and the process of consolidation. Hold workshops about how to mitigate potential roadblocks.	Provide analysis, accept application, manage public hearings and protests, issue Certificate of Completion.	Review, encourage and facilitate further consolidation efforts.
Board of Supervisors	Mandate and oversee compliance of GJ recommendations, provide funds pursuant to Gov. Code sections 60350–60356 (District Consolidation Assistance Program), provide strategic direction and monitor optimization progress. Provide shared services for special districts.		

ROSS VALLEY PARAMEDIC AUTHORITY
STAFF REPORT

For the Meeting of September 3, 2026

To:	Board of Directors
From:	Jason Weber, Executive Officer
	Emily Longfellow, General Counsel
	Charlotte Jordain, Financial Consultant
Subject:	Authorization for Executive Officer to Enter Into Cost-Sharing MOU for EMS Shared Personnel

---

RECOMMENDATION

1. Adopt the attached Resolution authorizing and directing the Executive Officer to enter into a cost-sharing memorandum of understanding for EMS Personnel by and among RVPA, SMEMPS, and the Marin County Fire Department.

BACKGROUND AND DISCUSSION

RVPA and SMEMPS have been fortunate to share the excellent services of certain key EMS Personnel who are employed by the Marin County Fire Department. These personnel include: Dr. Mark Bason-Mitchell as the Medical Director; Matt Watson as the Emergency Medical Services Officer; Bridget Peterson as the Emergency Medical Services Educator; Heather Price as the Continuous Quality Improvement Specialist; and Jennifer Glazier as the EMS Specialist.

The Parties now seek to formalize and document this cost-sharing arrangement. Staff recommends that the Board authorize the Executive Officer to enter into the attached Memorandum of Understanding (the "MOU") so that RVPA can continue to enjoy the critical and high-quality services of the EMS Personnel.

A complete explanation of the cost-sharing calculation is found in the attached MOU, Exhibit "A". In FY 2026-27, the total costs for EMS Personnel is $451,797 after accounting for Central Marin Fire's contribution towards the Medical Director's services and a contribution from Marin Health. The parties have agreed that the cost-sharing formula will be updated annually and uses an average of the number of Paramedics FTE, ambulances and transports.

RVPA's share of services in the proposed MOU is $104,768. The FY 2026-27 Approved Budget already includes this expenditure. As part of the centralization process, staff expects this cost to increase starting in FY 2028. Your Board will review and approve the new cost-share as part of the annual Budget process.

FISCAL IMPACT

The FY 2026-27 Approved Budget includes expenditure appropriations of up to

$133,765 for Shared EMS Personnel Services as part of the approved contract with MCFD. This is sufficient to cover the cost of the proposed MOU.
Starting in FY 2026-27 when the centralization with CMFA takes place, RVPA's cost-share will increase to an estimated 33% (from 23% this fiscal year). Staff will return to your Board with this expenditure increase as part of the overall annual budget approval process.

ATTACHMENTS

1. Resolution
2. MOU

RESOLUTION NO. 2026-09

RESOLUTION OF THE BOARD OF DIRECTORS OF THE ROSS VALLEY PARAMEDIC AUTHORITY APPROVING COST SHARING MEMORANDUM OF UNDERSTANDING BY AND AMONG RVPA, SMEMPS, AND THE MARIN COUNTY FIRE DEPARTMENT FOR THE COST SHARING OF EMS PERSONNEL

WHEREAS, the Ross Valley Paramedic Authority ("RVPA") is a Joint Powers Authority formed pursuant to the California Joint Exercise of Powers Act (Gov. Code §§ 6500 *et seq.*) for the purpose of providing paramedic and pre-hospital emergency medical services throughout and across member agencies' jurisdictional boundaries by a single, consolidated agency; and

WHEREAS, the Southern Marin Emergency Medical Paramedic System ("SMEMPS") is a Joint Powers Authority formed for the purpose of providing paramedic and pre-hospital emergency medical services throughout and across member agencies' jurisdictional boundaries by a single, consolidated agency; and

WHEREAS, the County of Marin Fire Department ("MCFD") provides fire protection and emergency services throughout Marin County (collectively, the "Parties"); and

WHEREAS, the Parties each require the services of certain EMS personnel including a Medical Director, Emergency Medical Services Officer, Emergency Medical Services Educator, Continuous Quality Improvement Specialist, and an EMS Specialist ("EMS Personnel"); and

WHEREAS, the Parties have a history of sharing the services of the EMS Personnel and desire to memorialize the cost-sharing arrangement for these services; and

WHEREAS, the cost-sharing of the EMS Personnel is determined to be in the public interest because it reduces the cost of these necessary professionals for each of the Parties; and

WHEREAS, on September 3, 2026, the Board held a duly noticed public meeting and voted to authorize the Executive Officer to execute the Memorandum of Understanding ("MOU") for cost sharing of the EMS Personnel.

NOW, THEREFORE, BE IT RESOLVED as follows:

1. The above recitals are true and correct and incorporated as findings herein.
2. The Executive Officer is authorized and directed to execute the Memorandum of Understanding for the Cost Sharing of EMS Personnel by and among RVPA, SMEMPS, and MCFD.
3. The Executive Officer is further authorized to make any and all non-substantive changes to the MOU as necessary and consistent with this Resolution.

4. This Resolution shall take effect immediately upon its adoption

RESOLUTION PASSED AND ADOPTED, at a meeting of the Board of Directors of the Ross Valley Paramedic Authority held on the 3rd day of September, 2026 by the following vote:

AYES:
NOES:
ABSTAIN:
ABSENT:
RECUSED:

APPROVED:________________________________
Thomas Finn
Board of Directors Chair, RVPA

ATTEST: ______________________________
Chief Jason Weber, Executive Officer, RVPA

MEMORANDUM OF UNDERSTANDING BY AND AMONG THE ROSS VALLEY PARAMEDIC AUTHORITY, THE SOUTHERN MARIN EMERGENCY MEDICAL PARAMEDIC SYSTEM, AND THE MARIN COUNTY FIRE DEPARTMENT FOR COST SHARING OF EMS PERSONNEL

This Memorandum of Understanding ("MOU") is made and entered into by and among the Ross Valley Paramedic Authority, the Southern Marin Emergency Medical Paramedic System, and the County of Marin Fire Department (collectively the "Parties") with respect to the following.

RECITALS

A. The Ross Valley Paramedic Authority ("RVPA") is an eight-member California Joint Powers Authority formed by agreement in 1982 pursuant to the California Joint Exercise of Powers Act (Gov. Code, §§ 6500 *et seq.*, the "JPA Act") among the cities/towns of Corte Madera, Larkspur, Fairfax, Ross, and San Anselmo; the Kentfield Fire Protection District; the Sleepy Hollow Fire Protection District; and the County of Marin for the purpose of providing paramedic and pre-hospital emergency medical services throughout and across member agencies' jurisdictional boundaries by a single, consolidated agency.
B. The Southern Marin Emergency Medical Paramedic System ("SMEMPS") is a Joint Powers Authority formed by agreement in 1979, and last amended and restated in 2026 pursuant to the JPA Act for the purpose of providing paramedic and pre-hospital emergency medical services throughout and across member agencies' jurisdictional boundaries by a single, consolidated agency.
C. The County of Marin Fire Department ("MCFD") provides fire protection and emergency services throughout Marin County.
D. The Parties all require the services of a Medical Director, Emergency Medical Services Officer, Emergency Medical Services Educator, Continuous Quality Improvement Specialist, and an EMS Specialist ("Personnel"), as defined in more detail below.
E. Accordingly, the Parties agree to share the costs of the Personnel among them pursuant to this MOU.

NOW, THEREFORE, for the purposes stated herein, the Parties agree as follows:

MEMORANDUM OF UNDERSTANDING

1. Purpose. The purpose of this MOU is to establish the terms by which the Parties jointly share the costs of the Personnel.

2. Personnel. The following are the Personnel positions to be shared among the Parties pursuant to this MOU:
   2.1 Medical Director. The Medical Director shall be a licensed physician with substantial experience in the practice of emergency medicine. The Medical Director shall have responsibility for medical control and clinical oversight of emergency medical service staff, and shall ensure medical accountability for paramedic and pre-hospital emergency services. The Medical Director may assign

administrative functions of his or her duties which do not require his or her professional judgment.

2.2 Emergency Medical Services Officer. The Emergency Medical Services (EMS) Officer shall administer and coordinate the emergency medical services programs for the Parties in compliance with California Health and Safety Code, Division 2.5 (Emergency Medical Services System and the Prehospital Emergency Medical Care Personnel Act), and the policies, procedures, and requirements of the Marin County Emergency Medical Services Agency (Marin LEMSA). The EMS Officer shall work with the Medical Director and other Personnel as necessary and convenient for the efficient provision of paramedic and pre-hospital emergency service care. The EMS Officer shall be a qualified emergency medical services professional. The EMS Officer shall coordinate and serve as the direct contact for the Personnel and shall be the direct point of contact when working through the Parties' governing bodies.

2.3 Emergency Medical Services Educator. The Emergency Medical Services (EMS) Educator shall be an experienced and licensed medical professional such as a registered nurse or physician. The EMS Educator shall be responsible for the coordination, delivery, and documentation of paramedic and pre-hospital emergency medical education and training of EMS personnel in compliance with California Health and Safety Code, Division 2.5 (Emergency Medical Services System and the Prehospital Emergency Medical Care Personnel Act) and the policies, procedures, and requirements of the Marin County Emergency Medical Services Agency (Marin LEMSA). The EMS Educator shall assist, as necessary and requested, with quality improvement activities, maintain training records, and provide reports to the Board as requested.

2.4 Continuous Quality Improvement Specialist. The Continuous Quality Improvement Specialist shall oversee and coordinate the Parties' continuous quality improvement program for EMS services in compliance with California Health and Safety Code, Division 2.5 (Emergency Medical Services System and the Prehospital Emergency Medical Care Personnel Act) and the policies, procedures, and requirements of Marin LEMSA. The CQI Specialist shall collect and report all required data to Marin LEMSA in compliance with all applicable law and regulations. The CQI Specialist shall coordinate with the EMS Educator, as necessary, in the development of continuing EMS education, and shall report to the Board as requested by the Executive Officer. The CQI Specialist shall be an experienced and licensed medical professional such as a registered nurse or physician.

2.5 Emergency Medical Services Specialist. The Emergency Medical Services (EMS) Specialist shall support the procurement, distribution, maintenance, and asset tracking of EMS supplies and equipment for the Parties in compliance with California Health and Safety Code, Division 2.5, and the policies, procedures, and requirements of the Marin County Emergency Medical Services Agency (Marin LEMSA). The EMS Specialist shall be responsible for ordering, receiving, inventory management, asset tracking, and distribution of EMS supplies, and shall serve as the primary point of contact for supply shortages. The EMS Specialist shall assist with vendor coordination, purchasing processes, and maintenance of purchasing agreements. The EMS Specialist shall support the maintenance, tracking, and replacement of EMS equipment, including scheduling routine service and assisting with the acquisition and deployment of equipment and systems. The EMS Specialist shall also coordinate controlled substance ordering in accordance with applicable regulations. The EMS Specialist shall be a qualified EMS professional with experience in EMS logistics and equipment management.

3. Cost Sharing.
   - 3.1 The Parties shall share all costs associated with the Personnel as set forth in Exhibit "A", attached hereto and incorporated herein by reference ("Cost Sharing Allocation").
   - 3.2 The Parties agree that the cost-sharing obligations set forth in this Section shall constitute enforceable financial obligations.
   - 3.3 Each Party shall include its proportionate share of costs under this MOU in the Party's respective annual budget process.
   - 3.4 Records of all costs shall be supported by documentation and subject to audit. The Parties shall cooperate in the completion of the other Parties' annual financial audits.
   - 3.5 The Parties agree to work cooperatively and in good faith to implement and administer the mechanisms for cost sharing under this MOU including, but not limited to, invoicing and payment processes. The Parties agree to meet and confer as necessary to resolve any issues with respect to the implementation of cost sharing under this MOU.

4. No Employment Relationship. The Personnel are employees or contractors with MCFD and MCFD retains the discretion and responsibility to replace Personnel as it deems necessary. The Parties acknowledge that nothing in this MOU shall be construed to create any employer-employee relationship between any Personnel and RVPA and/or SMEMPS.

5. No Third-Party Rights. This MOU is for the benefit of the Parties only, and does not create any rights or benefits enforceable by any third party.

6. Term. The term of this MOU shall begin on the Effective Date and remain in effect until terminated or modified by written agreement of the Parties.

7. Termination. Any Party may terminate its participation in this MOU without cause upon one hundred and twenty (120) days' written notice to the other Parties. This MOU shall remain in effect as to the remaining Parties, provided at least two remain. The costs from Exhibit "A" shall be allocated between the remaining Parties proportionately. If only two Parties remain, the termination by either Party shall result in the termination of the MOU. Termination shall not relieve the terminating Party of its obligation to pay its proportional share of costs through the effective date of termination.

8. Amendment. This MOU shall only be amended by the express written agreement of the Parties. Notwithstanding the foregoing, Exhibit "A" the Cost Sharing Allocation may be amended or revised from time to time by the Parties separately without amending this MOU. Upon any such amendment or revision, the Cost Sharing Allocation shall be deemed automatically incorporated into this MOU as if set forth in full herein, and the remainder of the MOU shall be unchanged.

9. Effective Date. This MOU shall become effective on the date when it has been executed by all Parties hereto, evidenced by the latest date set forth in the signature blocks ("Effective Date").

10. Counterparts and Electronic Signature. This MOU may be executed in counterpart originals and by electronic signature.

IN WITNESS WHEREOF, the Parties have executed this MOU.

Dated:___________________

ROSS VALLEY PARAMEDIC AUTHORITY

____

By:__________________________________

Title:_________________________________

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\\\

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Dated:___________________

SOUTHERN MARIN EMERGENCY MEDICAL PARAMEDIC SYSTEM

____

By:____________________________________

Title:__________________________________

Dated:___________________

MARIN COUNTY FIRE DEPARTMENT

____

By:____________________________________

Title:__________________________________

Exhibit A – Cost-Sharing Allocation
To the

MEMORANDUM OF UNDERSTANDING BY AND BETWEEN THE ROSS VALLEY PARAMEDIC AUTHORITY, THE SOUTHERN MARIN EMERGENCY MEDICAL PARAMEDIC SYSTEM, AND THE MARIN COUNTY FIRE DEPARTMENT

Medical Supervision, CQI, Education and Coordination Program: FY 27 Budgeted Costs:

Medical Director services (Bason Mitchell, MD)	$132,540
Insurance for MD	$6,000
EMS Battalion Chief (Watson)	included
EMS Educator (Peterson, RN)	$103,150
CQI Coordinator (Price-Fair RN)	$71,712
EMS Specialist (Glazier)	$168,861
Marin Health contribution to MCFD	-$25,000
CMFA contribution for MBM services	-$5,466
Total costs	$451,797

Cost allocation methodology:

Agency	Paramedics FTE	Paramedics FTE %	Ambulances*	Ambulances %	Transports**	Transports %	Average for cost allocation
SMEMPS	33	31%	3.5	50%	3084	57%	46%
RVPA	27	25%	1	14%	1628	30%	23%
MCFD	47	44%	2.5	36%	706	13%	31%
Total	107	100%	7	100%	5418	100%	100%

*Decimals indicate either cross-staffed (SMEMPS) or seasonal (MCFD) ambulance
** 2-year average, using calendar years 2024 and 2025

FY 26-27 Cost Allocation:

Paramedic Agency	Cost allocation
SMEMPS	$ 207,469
RVPA	$ 104,768
MCFD	$ 139,560
Total:	$ 451,797

MEMBER AGENCIES
Town of Corte Madera
Town of Fairfax
Kentfield Fire Dist.
City of Larkspur
County of Marin
Town of Ross
Town of San Anselmo
Sleepy Hollow Fire Dist.

Ross Valley Paramedic Authority

Item 9: CQI Reports

CENTRAL MARIN FIRE DEPARTMENT

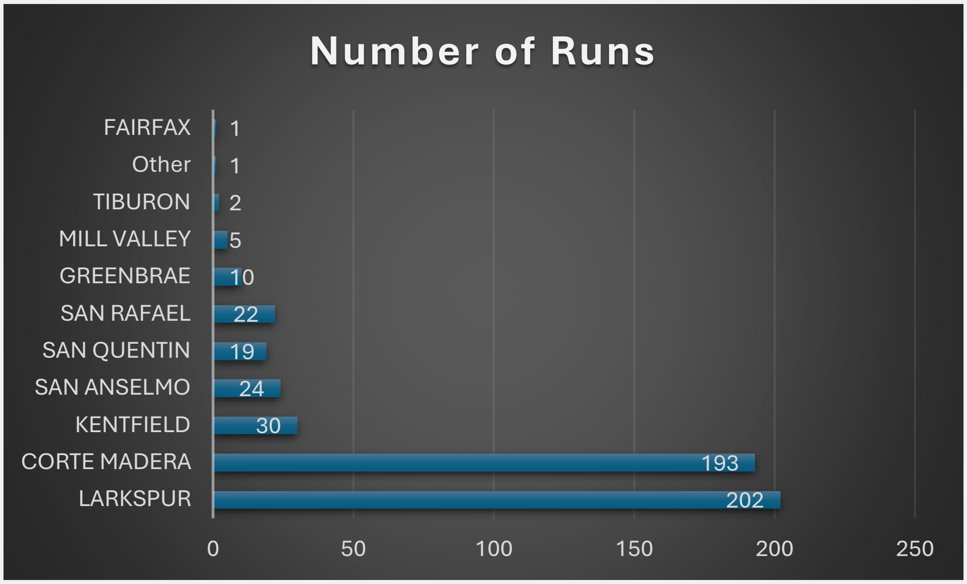
April 1, 2026 to June 30, 2026
CMFD Board Report

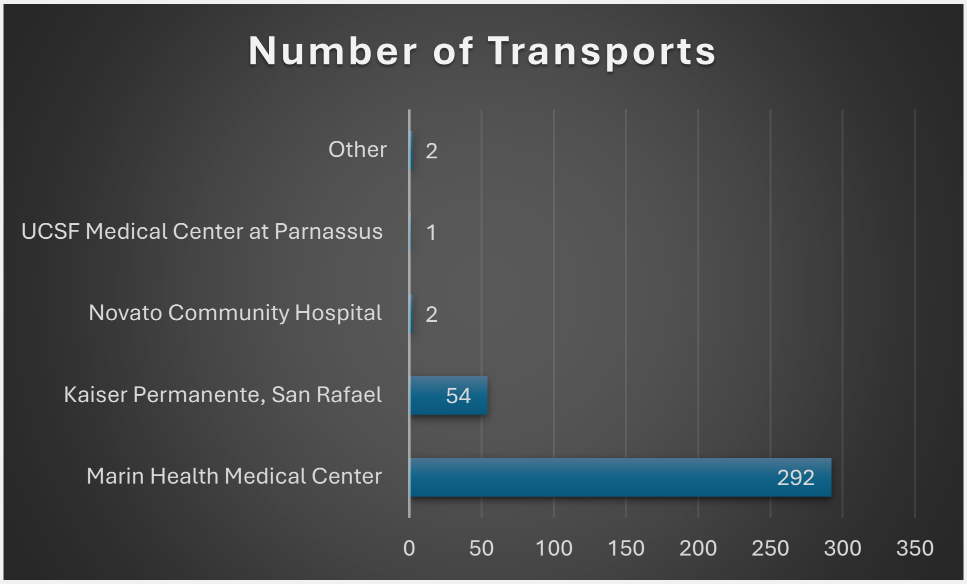
Runs by Unit Disposition

Number of Runs	Percent of Total Runs	Unit Disposition	Disposition Incident Patient Disposition (3.4=eDisposition.12/3.5=itDisposition.112)
414	84.15%	Patient Contact Made	
30	6.10%	Cancelled Prior to Arrival at Scene	
23	4.67%	No Patient Found	
18	3.66%	Non-Patient Incident (Not Otherwise Listed)	
5	1.02%	Cancelled on Scene	
2	0.41%	No Patient Contact	
Total: 492	**Total: 100.00%**		

Runs by Transport Disposition

Number of Runs	Percent of Total Runs	Transport Disposition (3.4=itDisposition.102/3.5=eDisposition.30)
335	80.92%	Transport by This EMS Unit (This Crew Only)
46	11.11%	Patient Refused Transport
22	5.31%	No Transport
9	2.17%	Transport by This EMS Unit, with a Member of Another Crew
1	0.24%	Transport by Another EMS Unit/Agency
1	0.24%	Transport by Another EMS Unit/Agency, with a Member of this Crew
Total: 414	**Total: 100.00%**	


Number of Runs
FAIRFAX 1
Other 1
TIBURON 2
MILL VALLEY 5
GREENBRAE 10
SAN RAFAEL 22
SAN QUENTIN 19
SAN ANSELMO 24
KENTFIELD 30
CORTE MADERA 193
LARKSPUR 202
0 50 100 150 200 250


Number of Transports
Other 2
UCSF Medical Center at Parnassus 1
Novato Community Hospital 2
Kaiser Permanente, San Rafael 54
Marin Health Medical Center 292
0 50 100 150 200 250 300 350

ROSS VALLEY Paramedic Authority

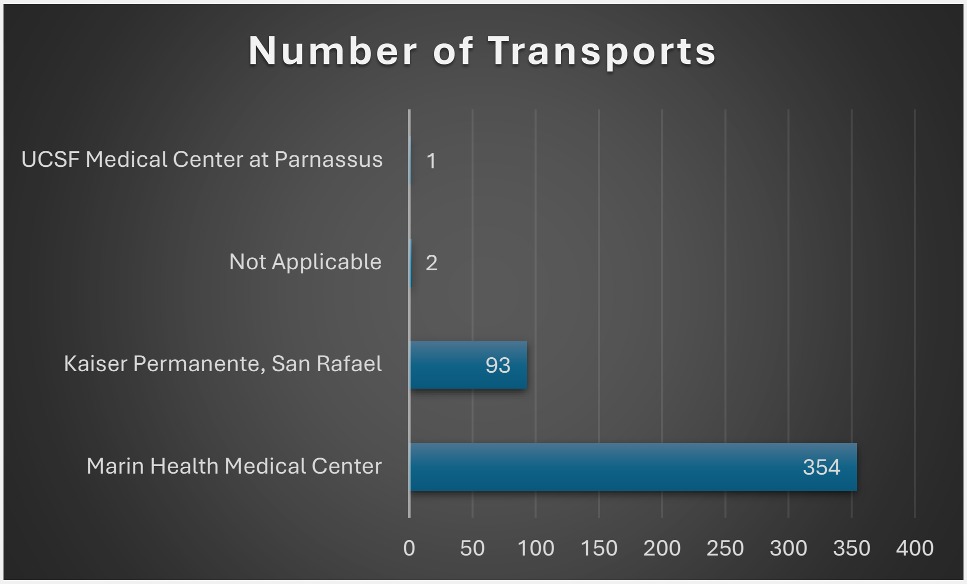
RVPA Board Report
April 1, 2026 to June 30, 2026

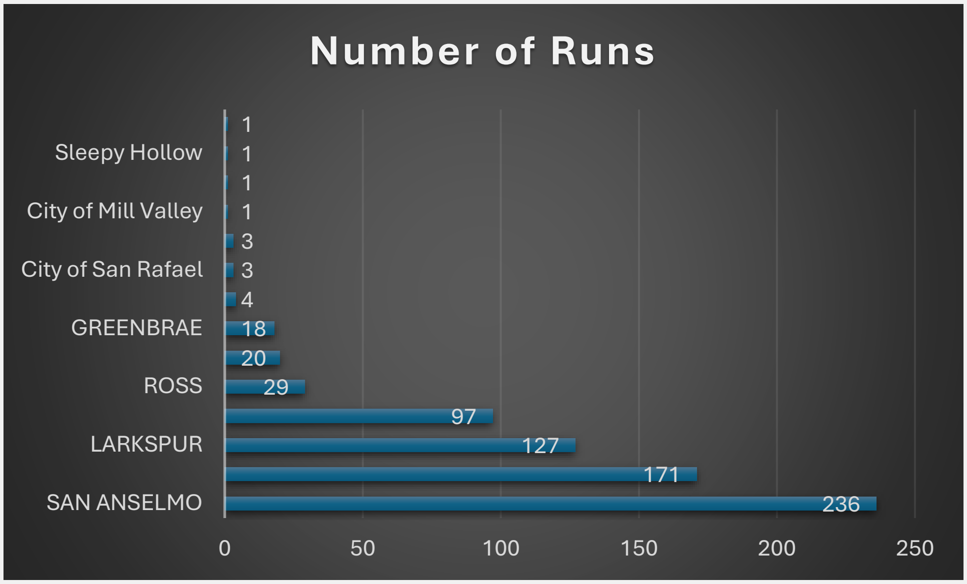
Runs by Unit Disposition

Number of Runs	Percent of Total Runs	Unit Disposition	Disposition Incident Patient Disposition (3.4=eDisposition.12/3.5=itDisposition.112)
537	80.39%	Patient Contact Made	
63	9.43%	Cancelled Prior to Arrival at Scene	
24	3.59%	Cancelled on Scene	
19	2.84%	Non-Patient Incident (Not Otherwise Listed)	
18	2.69%	No Patient Found	
7	1.05%	No Patient Contact	
Total: 668	**Total: 100.00%**		

Runs by Transport Disposition

Number of Runs	Percent of Total Runs	Transport Disposition (3.4=itDisposition.102/3.5=eDisposition.30)
426	79.33%	Transport by This EMS Unit (This Crew Only)
65	12.10%	Patient Refused Transport
30	5.59%	No Transport
6	1.12%	Transport by This EMS Unit, with a Member of Another Crew
4	0.74%	Non-Patient Transport (Not Otherwise Listed)
3	0.56%	Transport by Another EMS Unit/Agency
3	0.56%	Transport by Another EMS Unit/Agency, with a Member of this Crew
Total: 537	**Total: 100.00%**	


Number of Transports
UCSF Medical Center at Parnassus
Not Applicable
Kaiser Permanente, San Rafael
Marin Health Medical Center
1
2
93
354
0
50
100
150
200
250
300
350
400


Number of Runs
Sleepy Hollow
City of Mill Valley
City of San Rafael
GREENBRAE
ROSS
LARKSPUR
SAN ANSELMO
1
1
1
1
3
3
4
18
20
29
97
127
171
236
0
50
100
150
200
250

Ross Valley Paramedic Authority

MEMBER AGENCIES
Town of Corte Madera
Town of Fairfax
Kentfield Fire Dist.
City of Larkspur
County of Marin
Town of Ross
Town of San Anselmo
Sleepy Hollow Fire Dist.

Item 10: Expense Sheets

City of Larkspur, CA

Detail Report
Account Detail
Date Range: 05/01/2026 - 05/31/2026

Account	Name	Beginning Balance	Total Activity	Ending Balance

Fund: 705 - ROSS VALLEY PARAMEDIC

705-0046-000-003000	PART TIME	4,600.00	1,200.00	5,800.00

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
05/01/2026	APPKT11313	RVPA 2026 04 20	87647	RVPA - Board Stipend 04/20/26	6096 - Candell, Scott		100.00	4,700.00
05/01/2026	APPKT11313	RVPA 2026 04 20	87642	RVPA - Board Stipend 04/20/26	6664 - Blash, Lisel Lissa		100.00	4,800.00
05/01/2026	APPKT11313	RVPA 2026 04 20	87651	RVPA - Board Stipend 04/20/26	1465 - Corbett, Bruce		100.00	4,900.00
05/01/2026	APPKT11313	RVPA 2026 04 20	87649	RVPA - Board Stipend 04/20/26	6521 - Casissa, Fred		100.00	5,000.00
05/01/2026	APPKT11313	RVPA 2026 04 20	87656	RVPA - Board Stipend 04/20/26	3092 - Meagor, Roger		100.00	5,100.00
05/01/2026	APPKT11313	RVPA 2026 04 20	87658	RVPA - Board Stipend 04/20/26	6790 - Robbins, Elizabeth		100.00	5,200.00
05/01/2026	APPKT11313	RVPA 2026 04 20	87657	RVPA Board Mins 04/20/2026	6984 - Menicucci Jennifer		500.00	5,700.00
05/01/2026	APPKT11313	RVPA 2026 04 20	87645	RVPA - Board Stipend 04/20/26	6926 - Burdo Steve		100.00	5,800.00

705-0046-001-012012	CONSULTANT	47,477.14	4,059.15	51,536.29

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
05/08/2026	APPKT11329	RVPA April 2026	87682	RVPA - JPA Review APR 2026	6862 - Charlotte Jourdain		3,400.00	50,877.14
05/15/2026	APPKT11357	11922420	87706	RVPA - Language Srvcs APR 26	4823 - Language Line Services Inc		35.15	50,912.29
05/29/2026	APPKT11406	34972	87761	RVPA - R2178.001 RMS Adv APR 26	6839 - Wright, L'Estrange & Ergastolo		624.00	51,536.29

705-0046-001-012038	TRANSPORT BILLING FEES	49,036.86	6,543.02	55,579.88

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
05/21/2026	APPKT11330	202604-C1839	284	RVPA - Ambulance Billing APR 26	1162 - WITTMAN ENTERPRISES, LLC		6,543.02	55,579.88

705-0046-001-016000	LEGAL SERVICES	41,832.00	10,332.00	52,164.00

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
05/08/2026	APPKT11329	101	87679	RVPA - 2025-00001 Gen Counsel APR 26	6946 - Acevedo & Longfellow LLP		10,332.00	52,164.00

705-0046-001-018000	COUNTY CONTRACT	931,557.94	931,557.94	1,863,115.88

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
05/01/2026	APPKT11313	2600409B	87655	RVPA - Staffing & Supplies 2nd Half FY26	1371 - MARIN COUNTY FIRE DEPARTMENT		931,557.94	1,863,115.88

705-0046-002-028010	DISPOSABLE MEDICAL SUPPLIES	51,202.73	4,742.68	55,945.41

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
05/15/2026	APPKT11357	5524590962	87703	RVPA - Oxygen Rental	1644 - AIRGAS USA LLC		672.17	51,874.90
05/15/2026	APPKT11357	5524591124	87703	RVPA - Oxygen Rental	1644 - AIRGAS USA LLC		584.15	52,459.05
05/15/2026	APPKT11357	86195473	87704	RVPA - Disposable Medical Supplies	4495 - Bound Tree Medical RVPA		2,761.79	55,220.84
05/15/2026	APPKT11357	86203971	87704	RVPA - Disposable Medical Supplies	4495 - Bound Tree Medical RVPA		69.34	55,290.18
05/21/2026	APPKT11385	86210124	87726	RVPA - Disposable Medical Supplies	4495 - Bound Tree Medical RVPA		417.57	55,707.75
05/21/2026	APPKT11385	86210126	87726	RVPA - Disposable Medical Supplies	4495 - Bound Tree Medical RVPA		80.46	55,788.21
05/29/2026	APPKT11406	86218740	87754	RVPA - Disposable Medical Supplies	4495 - Bound Tree Medical RVPA		157.20	55,945.41

Detail Report **Date Range: 05/01/2026 - 05/31/2026**

Account	Name	Beginning Balance	Total Activity	Ending Balance
705-0046-007-075002	PMTS TO OTHR AGENCIES	52,552.50	52,552.50	105,105.00

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
05/01/2026	APPKT11313	2600409B	87655	RVPA - EMS Shared Srvcs 2nd Half FY26	1371 - MARIN COUNTY FIRE DEPARTMENT		52,552.50	105,105.00

Account	Name	Beginning Balance	Total Activity	Ending Balance
705-0046-008-087008	OTHER EQUIPMENT	6,664.70	11,420.39	18,085.09

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
05/29/2026	APPKT11406	INV-KA-504053	87757	RVPA - Retrofit Kits MedVault 2.5 Mini	2188 - Knox Company, The		11,420.39	18,085.09

Total Fund: 705 - ROSS VALLEY PARAMEDIC:	**Beginning Balance: 1,184,923.87**	**Total Activity: 1,022,407.68**	**Ending Balance: 2,207,331.55**
Grand Totals:	**Beginning Balance: 1,184,923.87**	**Total Activity: 1,022,407.68**	**Ending Balance: 2,207,331.55**

Fund Summary

Fund	Beginning Balance	Total Activity	Ending Balance
705 - ROSS VALLEY PARAMEDIC	1,184,923.87	1,022,407.68	2,207,331.55
Grand Total:	**1,184,923.87**	**1,022,407.68**	**2,207,331.55**

City of Larkspur, CA

Detail Report
Account Detail
Date Range: 06/01/2026 - 06/29/2026

Account	Name					Beginning Balance	Total Activity	Ending Balance
Fund: 705 - ROSS VALLEY PARAMEDIC								
705-0046-000-003000	PART TIME					5,800.00	1,200.00	7,000.00
Post Date	**Packet Number**	**Source Transaction**	**Pmt Number**	**Description**	**Vendor**	**Project Account**	**Amount**	**Running Balance**
06/12/2026	APPKT11442	RVPA 2026 06 04	87811	RVPA - Board Stipend 06/04/26	6521 - Casissa, Fred		100.00	5,900.00
06/12/2026	APPKT11442	RVPA 2026 06 04	87808	RVPA - Board Stipend 06/04/26	6664 - Blash, Lisel Lissa		100.00	6,000.00
06/12/2026	APPKT11442	RVPA 2026 06 04	87827	RVPA - Board Stipend 06/04/26	6790 - Robbins, Elizabeth		100.00	6,100.00
06/12/2026	APPKT11442	RVPA 2026 06 04	87816	RVPA - Board Stipend 06/04/26	1465 - Corbett, Bruce		100.00	6,200.00
06/12/2026	APPKT11442	RVPA 2026 06 04	87823	RVPA - Board Stipend 06/04/26	3092 - Meagor, Roger		100.00	6,300.00
06/12/2026	APPKT11442	RVPA 2026 06 04	87810	RVPA - Board Stipend 06/04/26	6096 - Candell, Scott		100.00	6,400.00
06/12/2026	APPKT11442	RVPA 2026 06 04	87819	RVPA - Board Stipend 06/04/26	1072 - Finn, Thomas J.		100.00	6,500.00
06/12/2026	APPKT11442	RVPA-6-4-26	87824	RVPA - Board Mins 06/04/2026	6984 - Menicucci Jennifer		500.00	7,000.00
705-0046-001-012001	FINANCIAL & ADMINISTRATIVE SERVICES					4,903.25	4,131.90	9,035.15
Post Date	**Packet Number**	**Source Transaction**	**Pmt Number**	**Description**	**Vendor**	**Project Account**	**Amount**	**Running Balance**
06/12/2026	APPKT11442	1940	87807	RVPA - Audit 2025/26 Progress Billing	5889 - Badawi & Associates.		4,131.90	9,035.15
705-0046-001-012012	CONSULTANT					51,536.29	2,349.88	53,886.17
Post Date	**Packet Number**	**Source Transaction**	**Pmt Number**	**Description**	**Vendor**	**Project Account**	**Amount**	**Running Balance**
06/05/2026	APPKT11423	RVPA May 2026	87795	RVPA - Tax Measure	6862 - Charlotte Jourdain		1,937.50	53,473.79
06/12/2026	APPKT11442	32247	87814	RVPA - EMS Deploy & Fiscal Review MAY..	6807 - Citygate Associates LLC		403.13	53,876.92
06/25/2026	APPKT11498	11930896	87885	RVPA - Language Srvcs MAY 26	4823 - Language Line Services Inc		9.25	53,886.17
705-0046-001-012038	TRANSPORT BILLING FEES					55,579.88	3,538.68	59,118.56
Post Date	**Packet Number**	**Source Transaction**	**Pmt Number**	**Description**	**Vendor**	**Project Account**	**Amount**	**Running Balance**
06/25/2026	APPKT11499	202605-C1839	290	RVPA - Ambulance BIlling MAY 26	1162 - WITTMAN ENTERPRISES, LLC		3,538.68	59,118.56
705-0046-001-016000	LEGAL SERVICES					52,164.00	2,100.00	54,264.00
Post Date	**Packet Number**	**Source Transaction**	**Pmt Number**	**Description**	**Vendor**	**Project Account**	**Amount**	**Running Balance**
06/12/2026	APPKT11442	108	87805	RVPA - 2025-00001 Gen Counsel MAY 26	6946 - Acevedo & Longfellow LLP		2,100.00	54,264.00

Detail Report

Date Range: 06/01/2026 - 06/29/2026

Account	Name	Beginning Balance	Total Activity	Ending Balance
705-0046-002-028010	DISPOSABLE MEDICAL SUPPLIES	55,945.41	6,314.87	62,260.28

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
06/05/2026	APPKT11423	9212267636	87800	RVPA - Disposable Medical Supplies	2591 - Stryker Sales Corporation		315.88	56,261.29
06/05/2026	APPKT11423	9212325584	87800	RVPA - Electrodes	2591 - Stryker Sales Corporation		424.29	56,685.58
06/05/2026	APPKT11423	9212388508	87800	RVPA - Disposable Medical Supplies	2591 - Stryker Sales Corporation		683.60	57,369.18
06/12/2026	APPKT11442	86231500	87809	RVPA - Disposable Medical Supplies	4495 - Bound Tree Medical RVPA		378.40	57,747.58
06/18/2026	APPKT11475	5525266612	87860	RVPA - Oxygen Rental	1644 - AIRGAS USA LLC		753.67	58,501.25
06/18/2026	APPKT11475	5525266763	87860	RVPA - Oxygen Rental	1644 - AIRGAS USA LLC		602.08	59,103.33
06/18/2026	APPKT11475	86236665	87862	RVPA - Disposable Medical Supplies	4495 - Bound Tree Medical RVPA		77.45	59,180.78
06/25/2026	APPKT11498	86251128	87879	RVPA - Disposable Medical Supplies	4495 - Bound Tree Medical RVPA		2,232.45	61,413.23
06/25/2026	APPKT11498	86251129	87879	RVPA - Disposable Medical Supplies	4495 - Bound Tree Medical RVPA		847.05	62,260.28

Account	Name	Beginning Balance	Total Activity	Ending Balance
705-0046-004-090002	MISC	21.50	310.75	332.25

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
06/05/2026	APPKT11423	2600693	87796	RVPA - Survivors Dinner Tickets	1371 - MARIN COUNTY FIRE DEPARTMENT		300.00	321.50
06/25/2026	APPKT11498	I692646434936	87882	RVPA - I692646434936 CA 1537397 GGB...	6083 - Golden Gate Bridge / Fastrak		10.75	332.25

Total Fund: 705 - ROSS VALLEY PARAMEDIC:	**Beginning Balance: 225,950.33**	**Total Activity: 19,946.08**	**Ending Balance: 245,896.41**
Grand Totals:	**Beginning Balance: 225,950.33**	**Total Activity: 19,946.08**	**Ending Balance: 245,896.41**

Fund Summary

Fund	Beginning Balance	Total Activity	Ending Balance
705 - ROSS VALLEY PARAMEDIC	225,950.33	19,946.08	245,896.41
Grand Total:	**225,950.33**	**19,946.08**	**245,896.41**

City of Larkspur, CA

Detail Report
Account Detail
Date Range: 07/01/2026 - 07/31/2026

Account	Name	Beginning Balance	Total Activity	Ending Balance

Fund: 705 - ROSS VALLEY PARAMEDIC

705-0046-001-012003	ALS BACK UP	0.00	25,750.00	25,750.00

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
07/24/2026	APPKT11612	7082026	88048	RVPA - ALS Backup JUL-SEP 26	5477 - Central Marin Fire Authority /CMFA/...		25,750.00	25,750.00

705-0046-002-021000	AUTOMOTIVE FUELS	0.00	406.28	406.28

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
07/24/2026	APPKT11612	010730	88061	RVPA - Blue Def	6688 - Woodland Auto Supply / Napa Auto ...		406.28	406.28

705-0046-002-028003	ENGINE MEDIC PROGRAM - LARKSPUR	0.00	52,438.78	52,438.78

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
07/24/2026	APPKT11612	7082026	88048	RVPA - Qtrly Medic JUL-SEP 26	5477 - Central Marin Fire Authority /CMFA/...		52,438.78	52,438.78

705-0046-002-028010	DISPOSABLE MEDICAL SUPPLIES	0.00	2,906.31	2,906.31

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
07/10/2026	APPKT11560	86263167	87977	RVPA - Disposable Medical Supplies	4495 - Bound Tree Medical RVPA		443.83	443.83
07/24/2026	APPKT11612	86276499	88045	RVPA - Disposable Medical Supplies	4495 - Bound Tree Medical RVPA		222.10	665.93
07/24/2026	APPKT11612	86281636	88045	RVPA - Disposable Medical Supplies	4495 - Bound Tree Medical RVPA		1,432.18	2,098.11
07/27/2026	APPKT11632	9212934031	88075	RVPA - Electrodes	2591 - Stryker Sales, LLC		808.20	2,906.31
07/27/2026	APPKT11661	9212934031	88075	RVPA - Electrodes	2591 - Stryker Sales, LLC		808.20	3,714.51
07/27/2026	APPKT11661	9212934031	88075	RVPA - Electrodes	2591 - Stryker Sales, LLC		-808.20	2,906.31

705-0046-007-074000	RENT	0.00	36,010.89	36,010.89

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
07/01/2026	APPKT11501	2026/27 Lease	87915	RVPA - 26/27 2.5% Escalator	1276 - Ross, Town of		878.31	878.31
07/01/2026	APPKT11501	2026/27 Lease	87915	RVPA - Annual Lease 2025	1276 - Ross, Town of		35,132.58	36,010.89

705-0046-007-075001	PP-GEMT IGT	0.00	42,976.26	42,976.26

Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance
07/10/2026	APPKT11554	1932109972 2026 #3	291	RVPA 1932109972 AB1705 26 #3	6724 - DHCS / Dept. of Health Care Services ..		42,976.26	42,976.26

Total Fund: 705 - ROSS VALLEY PARAMEDIC:	**Beginning Balance: 0.00**	**Total Activity: 160,488.52**	**Ending Balance: 160,488.52**
Grand Totals:	**Beginning Balance: 0.00**	**Total Activity: 160,488.52**	**Ending Balance: 160,488.52**

Fund Summary

Fund	Beginning Balance	Total Activity	Ending Balance
705 - ROSS VALLEY PARAMEDIC	0.00	160,488.52	160,488.52
Grand Total:	**0.00**	**160,488.52**	**160,488.52**

Item 11: Transport Billing

wittman enterprises | Setting the Standard for EMS Billing

INVOICE 202605-C1839

TO: Ross Valley RPA
FROM: Wittman Enterprises
DATE: June 10, 2026
FOR: Billing Services Performed in May 2026

Gross Collections	$	89,737.74
Less Refunds	$	1,048.98
Net Collections	$	88,688.76
Fee Based on 3.99% of Net Collections	$	3,538.68

CURRENT MONTH BALANCE: $ 3,538.68

TOTAL AMOUNT: $ 3,538.68

Please remit payment to:
Wittman Enterprises
2540 Empire Drive Ste 300
Winston-Salem, NC 27103

ROSS VALLEY PARAMEDIC AUTHORITY Totals

	CHARGES	MCARE WRITE DOWNS	MCAL WRITE DOWNS	RESIDENT WRITE DOWNS	OTHER CONTRACTUAL WRITE DOWNS	AB 716	NET CHARGES	PAYMENTS	REFUNDS	NET PAYMENTS	BAD DEBT WRITE OFFS	WRITE OFFS	ADJUSTMENTS	NEW A/R BALANCE
JUNE '25	$ 344,668.00	$ 171,257.05	$ 35,396.02	$ 16,560.68	$ 2,636.42	$ 4,503.38	$ 114,314.45	$ 99,127.75	$ 388.55	$ 98,739.20	$ -	$ 0.03	$ -	$ 1,042,148.40
JULY '25	$ 409,319.00	$ 257,353.57	$ 35,207.15	$ 8,516.19	$ -	$ (1,966.55)	$ 110,208.64	$ 108,712.22	$ 384.99	$ 108,327.23	$ 4,508.93	$ -	$ -	$ 1,039,520.88
AUGUST '25	$ 479,450.00	$ 256,413.13	$ 41,259.46	$ 108,620.47	$ 4,469.72	$ 16,063.32	$ 52,623.90	$ 87,991.49	$ -	$ 87,991.49	$ (73.81)	$ -	$ 20.64	$ 1,004,247.74
SEPTEMBER '25	$ 457,382.00	$ 205,050.94	$ 49,156.29	$ 35,484.94	$ (63.34)	$ 2,448.67	$ 165,304.50	$ 187,387.97	$ -	$ 187,387.97	$ 790.00	$ -	$ -	$ 981,374.27
OCTOBER '25	$ 442,178.40	$ 218,104.85	$ 38,243.64	$ 30,573.12	$ -	$ (6,251.93)	$ 161,508.72	$ 145,916.12	$ 11,771.55	$ 134,144.57	$ 5,975.99	$ -	$ -	$ 1,003,059.43
NOVEMBER '25	$ 376,964.20	$ 205,811.24	$ 22,615.34	$ 17,559.78	$ -	$ 9,742.54	$ 121,235.30	$ 115,586.77	$ -	$ 115,586.77	$ 2,670.41	$ 1.40	$ 26.13	$ 1,006,062.28
DECEMBER '25	$ 449,669.60	$ 217,511.41	$ 57,701.81	$ 25,520.40	$ 1,997.73	$ (2,054.36)	$ 148,992.61	$ 163,215.10	$ 7,687.13	$ 155,527.97	$ 708.39	$ (6.39)	$ 1.77	$ 998,826.69
JANUARY '26	$ 418,437.00	$ 186,113.67	$ 24,890.08	$ 23,130.94	$ 284.50	$ 6,770.89	$ 177,246.92	$ 202,926.92	$ -	$ 202,926.92	$ -	$ 15.00	$ 0.21	$ 973,131.90
FEBRUARY '26	$ 428,563.40	$ 245,339.91	$ 32,819.31	$ 18,000.39	$ 2,593.72	$ (7,268.97)	$ 137,079.04	$ 111,000.83	$ 4,347.95	$ 106,652.88	$ 1,519.72	$ 9.80	$ -	$ 1,002,028.54
MARCH '26	$ 475,096.60	$ 195,410.67	$ 70,173.06	$ 21,613.46	$ 2,271.93	$ 5,335.21	$ 180,292.27	$ 130,745.04	$ -	$ 130,745.04	$ 2,169.09	$ -	$ 0.24	$ 1,049,406.92
APRIL '26	$ 423,458.60	$ 191,258.40	$ 51,932.71	$ 35,041.08	$ 655.21	$ 2,724.27	$ 141,846.93	$ 164,197.38	$ 211.95	$ 163,985.43	$ 75.00	$ 1.40	$ 7.54	$ 1,027,199.56
MAY '26	$ 471,884.60	$ 230,602.10	$ 35,369.65	$ 16,154.14	$ -	$ (493.17)	$ 190,251.88	$ 89,737.74	$ 1,048.98	$ 88,688.76	$ 790.08	$ -	$ 0.85	$ 1,127,973.45
YEAR TO DATE TOTALS	$ 5,177,071.40	$ 2,580,226.94	$ 494,764.52	$ 356,775.59	$ 14,845.89	$ 29,553.30	$ 1,700,905.16	$ 1,606,545.33	$ 25,841.10	$ 1,580,704.23	$ 19,133.80	$ 21.24	$ 57.38	
YTD PERCENTAGE OF REVENUE		49.84%	9.56%	6.89%	0.29%	0.57%	32.85%	31.03%	0.50%	30.53%	0.37%	0.00%	0.00%	
YTD PERCENTAGE OF NET REVENUE										92.93%				
Average Charges per month	**$ 431,422.62**													
Average Payments per month	**$ 133,878.78**													

Ross Valley FY 25/26

	CHARGES	MCARE WRITE DOWNS	MCAL WRITE DOWNS	RESIDENT WRITE DOWNS	OTHER CONTRACTUAL WRITE DOWNS	AB 716	NET CHARGES	PAYMENTS	REFUNDS	NET PAYMENTS	BAD DEBT WRITE OFFS	WRITE OFFS	ADJUSTMENTS	NEW A/R BALANCE
JULY '25	$ 409,319.00	$ 257,353.57	$ 35,207.15	$ 8,516.19	$ -	$ (1,966.55)	$ 110,208.64	$ 108,712.22	$ 384.99	$ 108,327.23	$ 4,508.93	$ -	$ -	$ 1,039,520.88
AUGUST '25	$ 479,450.00	$ 256,413.13	$ 41,259.46	$ 108,620.47	$ 4,469.72	$ 16,063.32	$ 52,623.90	$ 87,991.49	$ -	$ 87,991.49	$ (73.81)	$ -	$ 20.64	$ 1,004,247.74
SEPTEMBER '25	$ 457,382.00	$ 205,050.94	$ 49,156.29	$ 35,484.94	$ (63.34)	$ 2,448.67	$ 165,304.50	$ 187,387.97	$ -	$ 187,387.97	$ 790.00	$ -	$ -	$ 981,374.27
OCTOBER '25	$ 442,178.40	$ 218,104.85	$ 38,243.64	$ 30,573.12	$ -	$ (6,251.93)	$ 161,508.72	$ 145,916.12	$ 11,771.55	$ 134,144.57	$ 5,975.99	$ -	$ -	$ 1,003,059.43
NOVEMBER '25	$ 376,964.20	$ 205,811.24	$ 22,615.34	$ 17,559.78	$ -	$ 9,742.54	$ 121,235.30	$ 115,586.77	$ -	$ 115,586.77	$ 2,670.41	$ 1.40	$ 26.13	$ 1,006,062.28
DECEMBER '25	$ 449,669.60	$ 217,511.41	$ 57,701.81	$ 25,520.40	$ 1,997.73	$ (2,054.36)	$ 148,992.61	$ 163,215.10	$ 7,687.13	$ 155,527.97	$ 708.39	$ (6.39)	$ 1.77	$ 998,826.69
JANUARY '26	$ 418,437.00	$ 186,113.67	$ 24,890.08	$ 23,130.94	$ 284.50	$ 6,770.89	$ 177,246.92	$ 202,926.92	$ -	$ 202,926.92	$ -	$ 15.00	$ 0.21	$ 973,131.90
FEBRUARY '26	$ 428,563.40	$ 245,339.91	$ 32,819.31	$ 18,000.39	$ 2,593.72	$ (7,268.97)	$ 137,079.04	$ 111,000.83	$ 4,347.95	$ 106,652.88	$ 1,519.72	$ 9.80	$ -	$ 1,002,028.54
MARCH '26	$ 475,096.60	$ 195,410.67	$ 70,173.06	$ 21,613.46	$ 2,271.93	$ 5,335.21	$ 180,292.27	$ 130,745.04	$ -	$ 130,745.04	$ 2,169.09	$ -	$ 0.24	$ 1,049,406.92
APRIL '26	$ 423,458.60	$ 191,258.40	$ 51,932.71	$ 35,041.08	$ 655.21	$ 2,724.27	$ 141,846.93	$ 164,197.38	$ 211.95	$ 163,985.43	$ 75.00	$ 1.40	$ 7.54	$ 1,027,199.56
MAY '26	$ 471,884.60	$ 230,602.10	$ 35,369.65	$ 16,154.14	$ -	$ (493.17)	$ 190,251.88	$ 89,737.74	$ 1,048.98	$ 88,688.76	$ 790.08	$ -	$ 0.85	$ 1,127,973.45
JUNE '26	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
YEAR TO DATE TOTALS	$ 4,832,403.40	$ 2,408,969.89	$ 459,368.50	$ 340,214.91	$ 12,209.47	$ 25,049.92	$ 1,586,590.71	$ 1,507,417.58	$ 25,452.55	$ 1,481,965.03	$ 19,133.80	$ 21.21	$ 57.38	
YTD PERCENTAGE OF REVENUE		49.85%	9.51%	7.04%	0.25%	0.52%	32.83%	31.19%	0.53%	30.67%	0.40%	0.00%	0.00%	
YTD PERCENTAGE OF NET REVENUE										93.41%				

Management Summary Report
Monthly and Fiscal Year to Date
Ross Valley RPA
May 2026

Financial Class	Number of Accounts	Percent of Total	Year to Date Total Accts.	Percent of Total YTD	Charges	Percent of Total	Year to Date Total Charges	Percent of Total YTD	Payments	Percent of Total	Year to Date Payments	Percent of Total YTD
Medicare	73	49.66%	530	39.03%	$244,473.40	51.81%	$1,909,900.20	39.52%	$33,655.32	37.50%	$328,396.45	21.79%
Medicare HMO	5	3.40%	98	7.22%	$15,625.00	3.31%	$354,979.00	7.35%	$6,259.82	6.98%	$60,695.18	4.03%
Medi-Cal	2	1.36%	8	0.59%	$6,212.00	1.32%	$29,921.00	0.62%	$2,329.73	2.60%	$13,623.29	0.90%
Medi-Cal HMO	13	8.84%	144	10.60%	$42,454.00	9.00%	$535,938.00	11.09%	$600.38	0.67%	$237,614.92	15.77%
Insurance	17	11.56%	131	9.65%	$54,437.00	11.54%	$444,703.00	9.20%	$18,552.73	20.67%	$364,585.57	24.19%
Private Pay	4	2.72%	43	3.17%	$13,168.00	2.79%	$147,506.00	3.05%	$1,622.79	1.81%	$19,663.50	1.30%
Kaiser	4	2.72%	68	5.01%	$12,979.80	2.75%	$254,229.80	5.26%	$15,184.90	16.92%	$249,045.59	16.52%
Kaiser Mcal	1	0.68%	20	1.47%	$3,432.00	0.73%	$73,873.00	1.53%	$3,684.26	4.11%	$78,841.67	5.23%
Kaiser Mcare	24	16.33%	261	19.22%	$79,154.60	16.77%	$963,402.60	19.94%	$7,847.81	8.75%	$154,654.41	10.26%
Other	4	2.72%	55	4.05%	$0.00	0.00%	$111,771.00	2.31%	$0.00	0.00%	$0.00	0.00%
Prior Sales					-$51.20	-0.01%	$6,179.80	0.13%				
Sub Total	147	100.00%	1358	100.00%	$471,884.60	100.00%	$4,832,403.40	100.00%	$89,737.74	100.00%	$1,507,120.58	100.00%
Dry Runs	0	0.00%	0	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
Total	***147***	***100.00%***	***1358***	***100.00%***	***$471,884.60***	***100.00%***	***$4,832,403.40***	***100.00%***	***$89,737.74***	***100.00%***	***$1,507,120.58***	***100.00%***

INVOICE

Wittman Enterprises LLC

PAGE 1
INVOICE #: **WITT-000782**
DATE: **07**/27/2026

Invoice Questions: (800)948-7991
Or email: finance-AR@emsmc.com

BILL TO: **Ross Valley Paramedic Authority**
400 Magnolia Avenue
Larkspur, CA 94939-2035

PAYMENT TERMS	DUE DATE	CUSTOMER ID	PURCHASE ORDER NO.
Net 30	08/26/2026	C-1839	

ITEM #	DESCRIPTION	RECEIPTS	RATE	AMOUNT
MANAGEMENT SERVICES	Gross Collections	145,390.30	0.0399	$5,801.07
			Subtotal	**$5,801.07**
			Payments/Credits	**$0.00**
			Total	**$5,801.07**

June 2026

Thank you for your continued business. We appreciate it very much
Please reference your Customer Number on your check.

Please remit payment to:
Wittman Enterprises, LLC
2540 Empire Drive Ste. 300
Winston-Salem, NC 27103

Ross Valley FY 25/26

	CHARGES	MCARE WRITE DOWNS	MCAL WRITE DOWNS	RESIDENT WRITE DOWNS	OTHER CONTRACTUAL WRITE DOWNS	AB 716	NET CHARGES	PAYMENTS	REFUNDS	NET PAYMENTS	BAD DEBT WRITE OFFS	WRITE OFFS	ADJUSTMENTS	NEW A/R BALANCE
JULY '25	$ 409,319.00	$ 257,353.57	$ 35,207.15	$ 8,516.19	$ -	$ (1,966.55)	$ 110,208.64	$ 108,712.22	$ 384.99	$ 108,327.23	$ 4,508.93	$ -	$ -	$1,039,520.88
AUGUST '25	$ 479,450.00	$ 256,413.13	$ 41,259.46	$ 108,620.47	$ 4,469.72	$ 16,063.32	$ 52,623.90	$ 87,991.49	$ -	$ 87,991.49	$ (73.81)	$ -	$ 20.64	$1,004,247.74
SEPTEMBER '25	$ 457,382.00	$ 205,050.94	$ 49,156.29	$ 35,484.94	$ (63.34)	$ 2,448.67	$ 165,304.50	$ 187,387.97	$ -	$ 187,387.97	$ 790.00	$ -	$ -	$ 981,374.27
OCTOBER '25	$ 442,178.40	$ 218,104.85	$ 38,243.64	$ 30,573.12	$ -	$ (6,251.93)	$ 161,508.72	$ 145,916.12	$ 11,771.55	$ 134,144.57	$ 5,975.99	$ -	$ -	$1,003,059.43
NOVEMBER '25	$ 376,964.20	$ 205,811.24	$ 22,615.34	$ 17,559.78	$ -	$ 9,742.54	$ 121,235.30	$ 115,586.77	$ -	$ 115,586.77	$ 2,670.41	$ 1.40	$ 26.13	$1,006,062.28
DECEMBER '25	$ 449,669.60	$ 217,511.41	$ 57,701.81	$ 25,520.40	$ 1,997.73	$ (2,054.36)	$ 148,992.61	$ 163,215.10	$ 7,687.13	$ 155,527.97	$ 708.39	$ (6.39)	$ 1.77	$ 998,826.69
JANUARY '26	$ 418,437.00	$ 186,113.67	$ 24,890.08	$ 23,130.94	$ 284.50	$ 6,770.89	$ 177,246.92	$ 202,926.92	$ -	$ 202,926.92	$ -	$ 15.00	$ 0.21	$ 973,131.90
FEBRUARY '26	$ 428,563.40	$ 245,339.91	$ 32,819.31	$ 18,000.39	$ 2,593.72	$ (7,268.97)	$ 137,079.04	$ 111,000.83	$ 4,347.95	$ 106,652.88	$ 1,519.72	$ 9.80	$ -	$1,002,028.54
MARCH '26	$ 475,096.60	$ 195,410.67	$ 70,173.06	$ 21,613.46	$ 2,271.93	$ 5,335.21	$ 180,292.27	$ 130,745.04	$ -	$ 130,745.04	$ 2,169.09	$ -	$ 0.24	$1,049,406.92
APRIL '26	$ 423,458.60	$ 191,258.40	$ 51,932.71	$ 35,041.08	$ 655.21	$ 2,724.27	$ 141,846.93	$ 164,197.38	$ 211.95	$ 163,985.43	$ 75.00	$ 1.40	$ 7.54	$1,027,199.56
MAY '26	$ 471,884.60	$ 230,602.10	$ 35,369.65	$ 16,154.14	$ -	$ (493.17)	$ 190,251.88	$ 89,737.74	$ 1,048.98	$ 88,688.76	$ 790.08	$ -	$ 0.85	$1,127,973.45
JUNE '26	$ 488,482.80	$ 180,624.20	$ 42,745.00	$ 16,279.96	$ (37.10)	$ 7,419.73	$ 241,451.01	$ 145,390.30	$ -	$ 145,390.30	$ 1,457.31	$ -	$ 513.76	$1,223,090.61
YEAR TO DATE TOTALS	$ 5,320,886.20	$2,589,594.09	$ 502,113.50	$ 356,494.87	$ 12,172.37	$ 32,469.65	$ 1,828,041.72	$ 1,652,807.88	$ 25,452.55	$ 1,627,355.33	$ 20,591.11	$ 21.21	$ 571.14	
YTD PERCENTAGE OF REVENUE		48.67%	9.44%	6.70%	0.23%	0.61%	34.36%	31.06%	0.48%	30.58%	0.39%	0.00%	0.01%	
YTD PERCENTAGE OF NET REVENUE										89.02%				

ROSS VALLEY PARAMEDIC AUTHORITY Totals

	CHARGES	MCARE WRITE DOWNS	MCAL WRITE DOWNS	RESIDENT WRITE DOWNS	OTHER CONTRACTUAL WRITE DOWNS	AB 716	NET CHARGES	PAYMENTS	REFUNDS	NET PAYMENTS	BAD DEBT WRITE OFFS	WRITE OFFS	ADJUSTMENTS	NEW A/R BALANCE
JULY '25	$ 409,319.00	$ 257,353.57	$ 35,207.15	$ 8,516.19	$ -	$ (1,966.55)	$ 110,208.64	$ 108,712.22	$ 384.99	$ 108,327.23	$ 4,508.93	$ -	$ -	$ 1,039,520.88
AUGUST '25	$ 479,450.00	$ 256,413.13	$ 41,259.46	$ 108,620.47	$ 4,469.72	$ 16,063.32	$ 52,623.90	$ 87,991.49	$ -	$ 87,991.49	$ (73.81)	$ -	$ 20.64	$ 1,004,247.74
SEPTEMBER '25	$ 457,382.00	$ 205,050.94	$ 49,156.29	$ 35,484.94	$ (63.34)	$ 2,448.67	$ 165,304.50	$ 187,387.97	$ -	$ 187,387.97	$ 790.00	$ -	$ -	$ 981,374.27
OCTOBER '25	$ 442,178.40	$ 218,104.85	$ 38,243.64	$ 30,573.12	$ -	$ (6,251.93)	$ 161,508.72	$ 145,916.12	$ 11,771.55	$ 134,144.57	$ 5,975.99	$ -	$ -	$ 1,003,059.43
NOVEMBER '25	$ 376,964.20	$ 205,811.24	$ 22,615.34	$ 17,559.78	$ -	$ 9,742.54	$ 121,235.30	$ 115,586.77	$ -	$ 115,586.77	$ 2,670.41	$ 1.40	$ 26.13	$ 1,006,062.28
DECEMBER '25	$ 449,669.60	$ 217,511.41	$ 57,701.81	$ 25,520.40	$ 1,997.73	$ (2,054.36)	$ 148,992.61	$ 163,215.10	$ 7,687.13	$ 155,527.97	$ 708.39	$ (6.39)	$ 1.77	$ 998,826.69
JANUARY '26	$ 418,437.00	$ 186,113.67	$ 24,890.08	$ 23,130.94	$ 284.50	$ 6,770.89	$ 177,246.92	$ 202,926.92	$ -	$ 202,926.92	$ -	$ 15.00	$ 0.21	$ 973,131.90
FEBRUARY '26	$ 428,563.40	$ 245,339.91	$ 32,819.31	$ 18,000.39	$ 2,593.72	$ (7,268.97)	$ 137,079.04	$ 111,000.83	$ 4,347.95	$ 106,652.88	$ 1,519.72	$ 9.80	$ -	$ 1,002,028.54
MARCH '26	$ 475,096.60	$ 195,410.67	$ 70,173.06	$ 21,613.46	$ 2,271.93	$ 5,335.21	$ 180,292.27	$ 130,745.04	$ -	$ 130,745.04	$ 2,169.09	$ -	$ 0.24	$ 1,049,406.92
APRIL '26	$ 423,458.60	$ 191,258.40	$ 51,932.71	$ 35,041.08	$ 655.21	$ 2,724.27	$ 141,846.93	$ 164,197.38	$ 211.95	$ 163,985.43	$ 75.00	$ 1.40	$ 7.54	$ 1,027,199.56
MAY '26	$ 471,884.60	$ 230,602.10	$ 35,369.65	$ 16,154.14	$ -	$ (493.17)	$ 190,251.88	$ 89,737.74	$ 1,048.98	$ 88,688.76	$ 790.08	$ -	$ 0.85	$ 1,127,973.45
JUNE '26	$ 488,482.80	$ 180,624.20	$ 42,745.00	$ 16,279.96	$ (37.10)	$ 7,419.73	$ 241,451.01	$ 145,390.30	$ -	$ 145,390.30	$ 1,457.31	$ -	$ 513.76	$ 1,223,090.61
YEAR TO DATE TOTALS	$ 5,320,886.20	$ 2,589,594.09	$ 502,113.50	$ 356,494.87	$ 12,172.37	$ 32,469.65	$ 1,828,041.72	$ 1,652,807.88	$ 25,452.55	$ 1,627,355.33	$ 20,591.11	$ 21.21	$ 571.14	
YTD PERCENTAGE OF REVENUE		48.67%	9.44%	6.70%	0.23%	0.61%	34.36%	31.06%	0.48%	30.58%	0.39%	0.00%	0.01%	
YTD PERCENTAGE OF NET REVENUE										89.02%				
Average Charges per month	$ 443,407.18													
Average Payments per month	$ 137,733.99													

Management Summary Report
Monthly and Fiscal Year to Date
Ross Valley RPA
June 2026

Financial Class	Number of Accounts	Percent of Total	Year to Date Total Accts.	Percent of Total YTD	Charges	Percent of Total	Year to Date Total Charges	Percent of Total YTD	Payments	Percent of Total	Year to Date Payments	Percent of Total YTD
Medicare	55	35.71%	585	38.69%	$198,655.20	40.67%	$2,108,555.40	39.63%	$41,412.73	28.48%	$369,809.18	22.38%
Medicare HMO	10	6.49%	108	7.14%	$30,584.00	6.26%	$385,563.00	7.25%	$6,992.44	4.81%	$67,687.62	4.10%
Medi-Cal	1	0.65%	9	0.60%	$3,019.00	0.62%	$32,940.00	0.62%	$3.19	0.00%	$13,626.48	0.82%
Medi-Cal HMO	11	7.14%	155	10.25%	$33,868.00	6.93%	$569,806.00	10.71%	$2,395.48	1.65%	$240,010.40	14.52%
Insurance	23	14.94%	154	10.19%	$73,376.00	15.02%	$518,079.00	9.74%	$50,464.58	34.71%	$415,050.15	25.12%
Private Pay	5	3.25%	48	3.17%	$15,865.00	3.25%	$163,371.00	3.07%	$2,872.35	1.98%	$22,535.85	1.36%
Kaiser	3	1.95%	71	4.70%	$10,496.40	2.15%	$264,726.20	4.98%	$15,636.60	10.75%	$264,682.19	16.02%
Kaiser Mcal	7	4.55%	27	1.79%	$24,068.00	4.93%	$97,941.00	1.84%	$8,769.17	6.03%	$87,610.84	5.30%
Kaiser Mcare	28	18.18%	289	19.11%	$92,445.60	18.93%	$1,055,848.20	19.84%	$16,843.76	11.59%	$171,498.17	10.38%
Other	11	7.14%	66	4.37%	$6,123.00	1.25%	$117,894.00	2.22%	$0.00	0.00%	$0.00	0.00%
Prior Sales					-$17.40	0.00%	$6,162.40	0.12%				
Sub Total	154	100.00%	1512	100.00%	$488,482.80	100.00%	$5,320,886.20	100.00%	$145,390.30	100.00%	$1,652,510.88	100.00%
Dry Runs	0	0.00%	0	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%	$0.00	0.00%
Total	***154***	***100.00%***	***1512***	***100.00%***	***$488,482.80***	***100.00%***	***$5,320,886.20***	***100.00%***	***$145,390.30***	***100.00%***	***$1,652,510.88***	***100.00%***

INVOICE

Wittman Enterprises LLC

PAGE 1
INVOICE #: **WITT-000873**
DATE: **07**/31/2026

Invoice Questions: (800)948-7991
Or email: finance-AR@emsmc.com

BILL TO: **Ross Valley Paramedic Authority**
400 Magnolia Avenue
Larkspur, CA 94939-2035

PAYMENT TERMS	DUE DATE	CUSTOMER ID	PURCHASE ORDER NO.
Net 30	08/30/2026	C-1839	

ITEM #	DESCRIPTION	RECEIPTS	RATE	AMOUNT
MANAGEMENT SERVICES	Gross Collections	127,600.15	0.0399	$5,091.25

Subtotal	**$5,091.25**
Payments/Credits	**$0.00**
Total	**$5,091.25**

July 2026

Thank you for your continued business. We appreciate it very much
Please reference your Customer Number on your check.

Please remit payment to:
Wittman Enterprises, LLC
2540 Empire Drive Ste. 300
Winston-Salem, NC 27103

ROSS VALLEY PARAMEDIC AUTHORITY Totals

	CHARGES	MCARE WRITE DOWNS	MCAL WRITE DOWNS	RESIDENT WRITE DOWNS	OTHER CONTRACTUAL WRITE DOWNS	AB 716	NET CHARGES	PAYMENTS	REFUNDS	NET PAYMENTS	BAD DEBT WRITE OFFS	WRITE OFFS	ADJUSTMENTS	NEW A/R BALANCE
AUGUST '25	$ 479,450.00	$ 256,413.13	$ 41,259.46	$ 108,620.47	$ 4,469.72	$ 16,063.32	$ 52,623.90	$ 87,991.49	$ -	$ 87,991.49	$ (73.81)	$ -	$ 20.64	$ 1,004,247.74
SEPTEMBER '25	$ 457,382.00	$ 205,050.94	$ 49,156.29	$ 35,484.94	$ (63.34)	$ 2,448.67	$ 165,304.50	$ 187,387.97	$ -	$ 187,387.97	$ 790.00	$ -	$ -	$ 981,374.27
OCTOBER '25	$ 442,178.40	$ 218,104.85	$ 38,243.64	$ 30,573.12	$ -	$ (6,251.93)	$ 161,508.72	$ 145,916.12	$ 11,771.55	$ 134,144.57	$ 5,975.99	$ -	$ -	$ 1,003,059.43
NOVEMBER '25	$ 376,964.20	$ 205,811.24	$ 22,615.34	$ 17,559.78	$ -	$ 9,742.54	$ 121,235.30	$ 115,586.77	$ -	$ 115,586.77	$ 2,670.41	$ 1.40	$ 26.13	$ 1,006,062.28
DECEMBER '25	$ 449,669.60	$ 217,511.41	$ 57,701.81	$ 25,520.40	$ 1,997.73	$ (2,054.36)	$ 148,992.61	$ 163,215.10	$ 7,687.13	$ 155,527.97	$ 708.39	$ (6.39)	$ 1.77	$ 998,826.69
JANUARY '26	$ 418,437.00	$ 186,113.67	$ 24,890.08	$ 23,130.94	$ 284.50	$ 6,770.89	$ 177,246.92	$ 202,926.92	$ -	$ 202,926.92	$ -	$ 15.00	$ 0.21	$ 973,131.90
FEBRUARY '26	$ 428,563.40	$ 245,339.91	$ 32,819.31	$ 18,000.39	$ 2,593.72	$ (7,268.97)	$ 137,079.04	$ 111,000.83	$ 4,347.95	$ 106,652.88	$ 1,519.72	$ 9.80	$ -	$ 1,002,028.54
MARCH '26	$ 475,096.60	$ 195,410.67	$ 70,173.06	$ 21,613.46	$ 2,271.93	$ 5,335.21	$ 180,292.27	$ 130,745.04	$ -	$ 130,745.04	$ 2,169.09	$ -	$ 0.24	$ 1,049,406.92
APRIL '26	$ 423,458.60	$ 191,258.40	$ 51,932.71	$ 35,041.08	$ 655.21	$ 2,724.27	$ 141,846.93	$ 164,197.38	$ 211.95	$ 163,985.43	$ 75.00	$ 1.40	$ 7.54	$ 1,027,199.56
MAY '26	$ 471,884.60	$ 230,602.10	$ 35,369.65	$ 16,154.14	$ -	$ (493.17)	$ 190,251.88	$ 89,737.74	$ 1,048.98	$ 88,688.76	$ 790.08	$ -	$ 0.85	$ 1,127,973.45
JUNE '26	$ 488,482.80	$ 180,624.20	$ 42,745.00	$ 16,279.96	$ (37.10)	$ 7,419.73	$ 241,451.01	$ 145,390.30	$ -	$ 145,390.30	$ 1,457.31	$ -	$ 513.76	$ 1,223,090.61
JULY '26	$ 410,328.60	$ 211,721.68	$ 21,511.08	$ 13,574.46	$ 2,894.39	$ 7,182.84	$ 153,444.15	$ 127,600.15	$ -	$ 127,600.15	$ 5,131.20	$ 5.37	$ 3.18	$ 1,243,801.22
YEAR TO DATE TOTALS	$ 5,321,895.80	$ 2,543,962.20	$ 488,417.43	$ 361,553.14	$ 15,066.76	$ 41,619.04	$ 1,871,277.23	$ 1,671,695.81	$ 25,067.56	$ 1,646,628.25	$ 21,213.38	$ 26.58	$ 574.32	
YTD PERCENTAGE OF REVENUE		47.80%	9.18%	6.79%	0.28%	0.78%	35.16%	31.41%	0.47%	30.94%	0.40%	0.00%	0.01%	
YTD PERCENTAGE OF NET REVENUE										87.99%				
Average Charges per month	$ 443,491.32													
Average Payments per month	$ 139,307.98													