



# 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.

## BOARD OF DIRECTORS MEETING

April 20, 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/83973530395?pwd=8R1Hi3kbhPPAbXWdZkigqdCyAAddxU.1>

Webinar ID: 839 7353 0395 - Passcode: 871102 - 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 may comment on items not on tonight's agenda. Each member of the public has two minutes to speak. Board members and staff are prohibited by law from discussing items that are not on the agenda. At the Board's discretion, matters may be placed on a future agenda.
5. Review and approve Meeting Minutes:
  - a. **Staff recommendation:** Approve and adopt the meeting minutes from March 5, 2026, a regular board meeting.
6. Executive Officer Report.
7. NEW BUSINESS
  - a. Authorization of Addenda to Agreements with the Marin County Fire Department and the City of Larkspur to Correct Ministerial Error and Include Annual 3% Escalator; Payment of Fiscal Year 2025-2026 Amounts Owed; and Approval of Corresponding Mid-Year Budget Amendment.
    - i. **Staff recommendation:** (1) Adopt Resolution 2026-02 authorizing the execution of addenda to subcontract agreements with the County of Marin Fire Department and the City of Larkspur to add a 3% escalator; and (2) Adopt Resolution 2026-03 approving a mid-year Budget Amendment for Fiscal Year 2025/2026 and payment of Fiscal Year 2025-2026 amounts owed.

- b. Approval of Professional Services Agreement with Dr. Charlotte Jourdain
    - i. **Staff recommendation:** Staff recommends that the Board of Directors authorize the Executive Officer to execute a Professional Services Agreement (PSA) with Dr. Charlotte Jourdain in an amount not to exceed \$50,000 to provide consulting services supporting implementation of the Authority's governance and fiscal restructuring efforts.
  - c. Adopt the proposed Amended and Restated Joint Powers Agreement (JPA Agreement) and recommending approval of the JPA Agreement to Member Agencies' respective boards and councils.
    - i. **Staff recommendation:** Receive the staff report and adopt the Resolution 2026-04 approving the Amended and Restated Joint Powers Agreement and Recommending Approval by Member Agencies' Governing Bodies.
  - d. Receive update on the renewal of the Special Tax and Adopt Resolution Recommending Member Agencies Submittal to Voters of RVPA Special Tax for Paramedic Services.
    - i. **Staff recommendation:** (1) Receive the staff report on the renewal of the special paramedic parcel taxes expiring on June 30, 2027, and fiscal outlook for FY 2028 through FY 2031; and (2) Adopt Resolution 2026-05 setting RVPA special parcel tax rates and term for member agencies placement on November 2026 ballot, setting the tax at \$94.50 for Corte Madera (with an annual increase of \$ 7.75), and \$107.50 for all other member agencies (with an annual increase of \$3.50), starting in FY 2027-28 and through FY 2031.
  - e. Receive Preliminary Budget presentation for FY2026-27
    - i. **Staff recommendation:** Receive preliminary budget presentation, and direct staff as necessary.
8. Announcements/Future Agenda Items.
9. 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](mailto:jennifer.menicucci@marincounty.gov), thank you.



# 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 5: Meeting Minutes

ROSS VALLEY PARAMEDICS AUTHORITY  
Held a Regular Board Meeting  
6:00 p.m. Thursday, March 5, 2026  
300 Tamalpais Drive, Corte Madera, 94925

1. Call to Order- Vice Chair Blash called the meeting to order at 6:04 PM.
2. Roll Call: Blash, Candell, Casissa, Corbet, Meagor, Robbins  
Absent: Finn, Burdo  
Staff Present: Weber, Pomi, Martin, Mahoney, Longfellow, Menicucci, Marcucci, Gabriele, Watson, Peterson.  
Guest Speaker: Charlotte Jourdain
3. Pledge of Allegiance
4. Open Time for Public Input  
No members online  
No public comment.
5. Review and Approve Meeting Minutes
  - a. Minutes from regular board meeting on December 4, 2025.  
  
M/s, Robbins/Casissa motion to approve December 4, 2025, board minutes.  
Ayes: Blash, Corbet, Meagor, Robbins, Casissa, Candell  
Absent: Burdo, Finn  
Abstain: None  
Motion passes.
6. Executive Officer Report.  
Chief Weber provided a brief update on the continued work related to the JPA and stated that the Special Board Meeting scheduled for April 20, 2026, will focus on discussion of the proposed amendments and related policies.
7. New Business
  - a. Annual Form 700 – Statement of Economic Interests (2025 Filing)
    - i. **Staff recommendation:** Receive the informational update from Executive Officer.  
*Note: Form 700 due April 1, 2026*  
Chief Weber reminded the Board that Form 700 must be submitted directly to the Elections Office; RVPA does not require a copy.  
  
Open to public comment: None  
Online public comment: None  
Vice Chair Blash closed the meeting to public comments.

- b. FY 2025-26 Mid-Year Budget Amendment (Resolution No. 2026-01)
  - i. **Staff recommendation:** Consider and adopt Resolution No. 2026-01 approving the FY 2025-26 Mid-Year Budget Amendment.

Chief Weber stated that the proposed budget amendment requests authority to increase the consultant and legal services line items to carry the agency through the remainder of the fiscal year, while maintaining a balanced budget.

Open to public comment: None  
Online public comment: None  
Vice Chair Blash closed the meeting to public comments.

M/s, Cassia/Robbins, Motion to adopt Resolution No. 2026-01 approving the FY 2025-26 Mid-year Budget Amendment.  
Ayes: Blash, Corbet, Meagor, Robbins, Casissa, Candell  
Absent: Burdo, Finn  
Abstain: None  
Motion passes.

8. Old Business

- a. Updates on EMS Deployment and Fiscal Analysis update.  
**Staff recommendation:** Receive update and direct staff as needed

Ms. Jourdain provided an update on the Joint Powers Agreement (JPA) and the development of a unified budget. She reported that the revised JPA has been shared with member cities and agencies for review. Comments were received, and an updated version was redistributed this week for a second round of review with legal counsel. Member agencies were asked to provide feedback by April in advance of discussion at the April 20, 2026, Special Board Meeting.

She also noted that a Memorandum of Understanding (MOU), along with related documents including a contract for services, policies, and a unified billing policy, is being prepared for Board review. Member agencies are anticipated to present these materials to their respective boards in May or June.

Ms. Jourdain stated the goal is to complete the JPA by June 30, 2026, in order to begin the new fiscal year with a centralized budget system.

The Board requested that materials for the April 20, 2026, meeting be distributed at least one week in advance to allow adequate time for review.

Vice Chair Blash opened the meeting to public comments.  
Open to public comment: None  
Online public comment: None

Vice Chair Blash closed the meeting to public comments.

## 9. CQI Reports

Ms. Price-Fair presented the annual CQI report for Central Marin and Ross Valley. Critical calls, including trauma, stroke, and sepsis, increased in 2025. Falls remain a primary cause of injury, particularly among patients on blood thinners.

Narcan administration increased, with a noted decrease in overdose-related cases. Cardiac arrest survival rates were reported at approximately 21%–25%, reflecting strong system performance. Data reviewed included ROSC (Return of Spontaneous Circulation), bystander CPR, and neurological outcomes.

Board members asked clarifying questions regarding trends and data presentation. A request was made to bring forward e-bike-related data at a future meeting.

Vice Chair Blash opened the meeting to public comments.

No members online.

There were no comments.

Vice Chair Blash closed the meeting to public comments.

## 10. Review RVPA Expense Sheet

Executive Officer Weber reviewed the RVPA expense sheet and reported that expenditures were in alignment with expectations, with no unusual items noted. During Board discussion, a \$500,000 expense was identified as the ambulance purchase. It was clarified that this cost will be addressed through realignment, as Risk Management determined that the owning agency should assume the expense. Director Casissa noted that a new ambulance had been approved the prior year.

Vice Chair Blash opened the meeting to public comments.

No members online.

There were no comments.

Vice Chair Blash closed the meeting to public comments.

## 11. Transport Billing Data Review

Executive Officer Weber reviewed transport billing data, reporting that revenue is trending as projected at approximately \$1.5 million. The report includes monthly figures, removal of third-party billing fees, and a 12-month running summary. Overall, revenues are performing as expected.

Vice Chair Blash opened the meeting to public comments.

No members online.

There were no comments.

Vice Chair Blash closed the meeting to public comments.

12. Announcements/Future Agenda Items  
None

13. Adjournment – Vice Chair Blash adjourned the meeting at 6:33 PM

Respectfully submitted,  
Jennifer Menicucci, Recording Secretary

Pending approval



# 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 7: New Business**

## RVPA Staff Report

To: Board of Directors  
From: Jason Weber, Fire Chief, Executive Officer  
Subject: Authorization of Addenda to Agreements with the Marin County Fire Department and the City of Larkspur to Correct Ministerial Error and Include Annual 3% Escalator; Payment of Fiscal Year 2025-2026 Amounts Owed; and Approval of Corresponding Mid-Year Budget Amendment.  
Date: April 20, 2026

---

### **RECOMMENDATION:**

Staff recommends that the Board make and approve Motions for the following:

1. Adopt Resolution authorizing the execution of addenda to subcontract agreements with the County of Marin Fire Department and the City of Larkspur to add a 3% escalator; and
2. Adopt Resolution approving a mid-year Budget Amendment for Fiscal Year 2025/2026 and payment of Fiscal Year 2025-2026 amounts owed.

### **BACKGROUND AND DISCUSSION**

1. Addenda to Subcontract Agreements with the County and Larkspur.

On September 7, 2023, the Board approved subcontract agreements with the Central Marin Fire Authority, the City of Larkspur, the Marin County Fire Department, and the Ross Valley Fire Department. As indicated in the accompanying staff report, the intent was to execute contracts with all of these entities with a 3% annual increase for the life of the 4-year tax. The 2023 staff report is included as an attachment for ease of reference.

Although the Board explicitly intended to include a 3% annual escalator for all of the above-mentioned subcontract agreements, the escalator was inadvertently omitted from the agreements with both the County of Marin Fire Department and the City of Larkspur.

The purpose of this agenda item is to correct this inadvertent error by authorizing the execution of addenda to the agreements with the County of Marin and the City of Larkspur, and to adjust the 2025-2026 budget to reflect these changes.

Procedurally, the agreements with Marin County and Larkspur both allow adjustments to compensation through an addenda without the necessity of amending the entire agreement.

Staff recommends that the Board adopt the attached Resolution authorizing the execution of addenda to the County Agreement and the Larkspur Agreement to include an annual 3% escalator, as was originally intended by the Board in 2023.

2. Mid-Year Budget Adjustment and Payment of Amounts Owed.

Staff also recommends that the Board adopt Amendment No. 2 for the 2025-2026 fiscal year to increase expenditure budget line items for the County of Marin and the City of Larkspur, as necessary to implement the correction to the respective agreements and pay the compensation owed for Fiscal Year 2025-2026 to the County and Larkspur.

For the County of Marin, the revised compensation amount using the 3% annual escalator beginning one year after the contract inception in Fiscal Year 2023/2024 increases the current fiscal year budget by \$75,467, to \$1,884,467. The increase only applies to the Paramedic Ambulance Services and Supplies portion of the contract.

For the City of Larkspur, the revised payment using the 3% escalator from Fiscal Year 2023/2024 to the current fiscal year increases the Financial and Administrative Services line item budget by \$1,552, to \$60,896.

No revenue change is proposed to the FY 2025-26 budget amendment No. 2. This mid-year budget adjustment will not have a significant material impact on the overall financial condition of RVPA.

The proposed 2025-2026 Fiscal Year Budget Amendment No. 2 is presented in a table format, as attached.

**RECOMMENDATION**

Staff recommends that the Board make and approve Motions for the following:

1. Adopt Resolution authorizing the execution of addenda to subcontract agreements with the County of Marin Fire Department and the City of Larkspur to add a 3% escalator; and
2. Adopt Resolution approving a mid-year Budget Amendment for Fiscal Year 2025/2026 and authorizing compensation owed for Fiscal Year 2025-2026 to the County and Larkspur.

**ATTACHMENTS**

1. Resolution authorizing the execution of contract addenda with the County of Marin Fire Department and the City of Larkspur
2. Resolution approving mid-year budget amendment
3. Budget Comparison Report
4. 2023 Staff Report approving subcontract agreements

**RESOLUTION NO. 2026-02**

**AUTHORIZATION TO EXECUTE ADDENDA TO SUBCONTRACT AGREEMENTS BY AND BETWEEN THE ROSS VALLEY PARAMEDIC AUTHORITY AND THE COUNTY OF MARIN FIRE DEPARTMENT AND THE CITY OF LARKSPUR, RESPECTIVELY**

**WHEREAS**, on September 27, 2023, the RVPA Board approved subcontract agreements with the Central Marin Fire Authority, the City of Larkspur, the Marin County Fire Department, and the Ross Valley Fire Department to include a 3% annual increase for the life of the 4-year tax; and

**WHEREAS**, the 3% annual escalator provision was inadvertently omitted from those certain subcontract agreements with the County of Marin Fire Department effective July 1, 2023 (“County Agreement”) and the City of Larkspur effective July 1, 2023 (“Larkspur Agreement”); and

**WHEREAS**, the County Agreement and Larkspur Agreement each allow adjustments to compensation without the necessity of amending the entire agreement; and

**WHEREAS**, the Board desires to correct the inadvertent error of omitting the 3% escalator from the County Agreement and the Larkspur Agreement by authorizing the execution of addenda of each such agreement; and

**WHEREAS**, the Board held a duly noticed public meeting on April 20, 2026 and voted to authorize the execution of addenda to the County Agreement and Larkspur Agreement as set forth more specifically in attachment “A” and “B”, incorporated herein; and

**WHEREAS**, at the April 20, 2026 meeting, the Board concurrently approved a mid-year budget amendment authorizing increases in the 2025/2026 fiscal budget as necessary for said addenda.

**NOW, THEREFORE, BE IT RESOLVED THAT:**

1. The Executive Officer of RVPA is authorized to execute that certain addendum to the County Agreement as set forth more particularly in Exhibit “A” attached hereto and incorporated herein; and
2. The Executive Officer of RVPA is authorized to execute that certain addendum to the Larkspur Agreement as set forth more particularly in Exhibit “B” attached hereto and incorporated herein.

**IT IS HEREBY CERTIFIED** that the board of the Ross Valley Paramedic Authority duly introduced and regularly adopted the foregoing resolution at a special meeting on the 20<sup>th</sup> day of April 2026 by the following vote:

AYES: \_\_\_\_\_ BOARDMEMBERS: \_\_\_\_\_

NOES: \_\_\_\_\_ BOARDMEMBERS: \_\_\_\_\_

ABSENT: \_\_\_\_\_ BOARDMEMBERS: \_\_\_\_\_

\_\_\_\_\_  
Board President

ATTEST:

\_\_\_\_\_  
Executive Officer

**Exhibit “A”**

**ADDENDUM TO SUBCONTRACT FOR LIFE SUPPORT AND ADMINISTRATIVE SERVICES BY MARIN COUNTY FIRE DEPARTMENT TO ROSS VALLEY PARAMEDIC JOINT POWERS AUTHORITY**

---

This Addendum No. 1 (“Addendum”) is issued as of the date signed below by the Ross Valley Paramedic Authority pursuant to that certain agreement by and between the County of Marin Fire Department (“County”) and the Ross Valley Paramedic Authority (“RVPA”) dated September 1, 2023 (“County Agreement”)

**RECITALS**

WHEREAS, on September 7, 2023, the RVPA Board approved subcontract agreements with the Central Marin Fire Authority, the City of Larkspur, the Marin County Fire Department, and the Ross Valley Fire Department to include a 3% annual increase for the life of the 4-year tax; and

WHEREAS, the 3% annual escalator was inadvertently omitted from the County Agreement; and

WHEREAS, on April 20, 2026, the RVPA Board held a duly noticed public meeting and voted to approve an addendum to the County Agreement to include the inadvertently omitted 3% escalator; and

WHEREAS, Exhibit “F” to the County Agreement, “Compensation”, authorizes the adjustment of compensation by addendum without amending the entire Agreement; and

WHEREAS, RVPA desires to adjust the annual compensation paid to the County to include a 3% annual escalator; and

WHEREAS, this Addendum is intended solely to include the 3% annual escalator in the County Agreement and does not modify any other terms or provisions of the County Agreement.

NOW THEREFORE, RVPA hereby issues this Addendum as follows:

Annual Escalator. Beginning in Fiscal Year 2024-2025, and continuing each fiscal year thereafter for the life of the County Agreement, the not-to-exceed annual compensation paid by RVPA to the County shall increase by three percent (3%) over the annual compensation in effect for the immediately preceding fiscal year. Each adjusted annual compensation amount shall be calculated by multiplying the prior year’s compensation by 1.03 and rounding to the nearest whole dollar.

By: \_\_\_\_\_ Dated: \_\_\_\_\_  
Jason Weber, Executive Officer, RVPA

**Exhibit “B”**

**ADDENDUM TO FINANCIAL SERVICES AGREEMENT BY AND BETWEEN THE CITY OF LARKSPUR AND THE ROSS VALLEY PARAMEDIC JOINT POWERS AUTHORITY**

---

This Addendum No. 1 (“Addendum”) is issued as of the date signed below by the Ross Valley Paramedic Authority pursuant to that certain agreement by and between the City of Larkspur (“Larkspur”) and the Ross Valley Paramedic Authority (“RVPA”) effective July 1, 2023 (“Larkspur Agreement”).

**RECITALS**

WHEREAS, on September 27, 2023, the RVPA Board approved subcontract agreements with the Central Marin Fire Authority, the City of Larkspur, the Marin County Fire Department, and the Ross Valley Fire Department to include a 3% annual increase for the life of the 4-year tax; and

WHEREAS, the 3% annual escalator was inadvertently omitted from the Larkspur Agreement; and

WHEREAS, on April 20, 2026, the RVPA Board held a duly noticed public meeting and voted to approve AN addendum to the Larkspur Agreement to include the inadvertently omitted 3% escalator; and

WHEREAS, the Larkspur Agreement authorizes the adjustment of the fee paid by RVPA to Larkspur by addendum without amending the entire Agreement; and

WHEREAS, RVPA desires to adjust the annual fee paid to Larkspur to include a 3% annual escalator; and

WHEREAS, this Addendum is intended solely to include the 3% annual escalator in the Larkspur Agreement and does not modify any other terms or provisions of the Larkspur Agreement.

NOW THEREFORE, RVPA hereby issues this Addendum as follows:

Annual Escalator. Beginning in Fiscal Year 2024-2025, and continuing each fiscal year thereafter for the life of the Larkspur Agreement, the not-to-exceed annual fee paid by RVPA to Larkspur shall increase by three percent (3%) over the annual fee in effect for the immediately preceding fiscal year. Each adjusted annual fee amount shall be calculated by multiplying the prior year’s fee by 1.03 and rounding to the nearest whole dollar.

By: \_\_\_\_\_  
Jason Weber, Executive Officer, RVPA

Dated: \_\_\_\_\_

**RESOLUTION NO. 2026-03**

**ADOPTION OF BUDGET AMENDMENT FOR FISCAL YEAR 2025/26 AND  
PAYMENT TO CITY OF LARKSPUR AND COUNTY OF MARIN FOR FISCAL YEAR  
2025-2026 AMOUNTS OWED  
UNDER SUBCONTRACT AGREEMENTS**

**WHEREAS**, the Ross Valley Paramedic Authority Board at its regular meeting on June 5, 2025, reviewed and adopted the Fiscal Year 2025-2026 Ross Valley Paramedic Authority Revenue Budget in the amount of \$3,739,467 and Expenditure Budget in the amount of \$3,705,886; and

**WHEREAS**, the Ross Valley Paramedic Authority Board at its regular meeting on March 5, 2026, reviewed and adopted the Fiscal Year 2025-2026 Ross Valley Paramedic Authority Revenue Budget Amendment in the amount of \$3,739,467 and Expenditure Budget in the amount of \$3,740,886; and

**WHEREAS**, on September 27, 2023, the RVPA Board approved subcontract agreements with the Central Marin Fire Authority, the City of Larkspur, the Marin County Fire Department, and the Ross Valley Fire Department to include a 3% annual increase for the life of the 4-year tax; and

**WHEREAS**, the 3% annual escalator was inadvertently omitted from the subcontract agreement with the County of Marin Fire Department ("County Agreement") and the City of Larkspur Finance Agreement ("Larkspur Agreement"); and

**WHEREAS**, on April 20, 2026, the RVPA Board held a meeting and voted to approve addendums to the County Agreement and Larkspur Agreement to include the inadvertently omitted annual 3% escalator beginning in fiscal year 2024-2025, and approving a mid-year budget amendment to reimburse the County of Marin and the City of Larkspur for services rendered during fiscal 2025-2026 an amount not to exceed the maximum compensation set in their respective contract for fiscal year 2025-2026; and

**WHEREAS**, the purpose of the budget amendment herein is to account for payment of amounts owed to the County of Marin Fire Department and the City of Larkspur for the difference in what it would have received in fiscal 2025-2026 without the 3% escalator beginning in fiscal year 2024-2025, and what it should have received in fiscal year 2025-2026 with the annual 3% escalator beginning in fiscal year 2024-2025; and

**WHEREAS**, the fiscal year 2025-2026 adopted budget for the Paramedic ambulance services and supplies portion of the County Agreement is \$1,809,000; and

**WHEREAS**, the Paramedic ambulance services and supplies portion of the County Agreement budget line item is increased by \$75,467 to \$1,884,467;

**WHEREAS**, the fiscal year 2025-2026 adopted budget for the Financial and Administrative Services is \$59,344; and

**WHEREAS**, the Larkspur Agreement contained within the Financial and Administrative Services budget line item is increased by \$1,552 to \$51,714, thus increasing the Financial and Administrative Services budget line item to \$60,896;

**NOW, THEREFORE BE IT RESOLVED** that the budget amendment outlined below be, and the same is hereby adopted as, and declared to be the adopted amended budget for the Ross Valley Paramedic Authority for fiscal year 2025-2026 in the amount of \$3,739,467 for revenue and \$3,817,905 for expenditures appropriated as follows:

**Revenue:**

<u>Account Number</u>	<u>Description</u>	<u>2025-2026 Total Budget</u>	<u>Increase / (Decrease)</u>	<u>2025-2026 Amended Budget</u>
<a href="#"><u>705-1204-101004</u></a>	INVESTMENT EARNINGS	3,000	-	3,000
<a href="#"><u>705-1205-200002</u></a>	KENTFIELD FIRE DIST	282,569	-	282,569
<a href="#"><u>705-1205-200003</u></a>	CITY OF LARKSPUR	722,780	-	722,780
<a href="#"><u>705-1205-200004</u></a>	COUNTY SER AREA 27	73,112	-	73,112
<a href="#"><u>705-1205-200007</u></a>	TOWN OF FAIRFAX	374,615	-	374,615
<a href="#"><u>705-1205-200009</u></a>	TOWN OF ROSS	95,852	-	95,852
<a href="#"><u>705-1205-200010</u></a>	SLEEPY HOLLOW FIRE DIST	91,120	-	91,120
<a href="#"><u>705-1205-200013</u></a>	SAN ANSELMO	596,420	-	596,420
<a href="#"><u>705-1207-103000</u></a>	OTHER REVENUE	-	-	-
<a href="#"><u>705-1207-103005</u></a>	TRANSPORT BILLING	1,500,000	-	1,500,000
		<u>3,739,467</u>	<u>-</u>	<u>3,739,467</u>

**Expenses:**

		2025-2026	Increase /	2025-2026
Account Number	Description	Total Budget	(Decrease)	Amended Budget
<a href="#">705-0046-000-003000</a>	PART TIME	4,800	-	4,800
<a href="#">705-0046-001-012001</a>	FINANCIAL & ADMINISTRATIVE SERVICES	59,344	1,552	60,896
<a href="#">705-0046-001-012003</a>	ALS BACK UP	103,000	-	103,000
<a href="#">705-0046-001-012012</a>	CONSULTANT	60,000	-	60,000
<a href="#">705-0046-001-012031</a>	DEFIBRILLATORS	13,506	-	13,506
<a href="#">705-0046-001-012038</a>	TRANSPORT BILLING FEES	57,401	-	57,401
<a href="#">705-0046-001-012039</a>	PARCEL TAX TRANSFER TO CM	11,700	-	11,700
<a href="#">705-0046-001-016000</a>	LEGAL SERVICES	50,000	-	50,000
<a href="#">705-0046-001-018000</a>	COUNTY CONTRACT	1,809,000	75,467	1,884,467
<a href="#">705-0046-002-021000</a>	AUTOMOTIVE FUELS	20,085	-	20,085
<a href="#">705-0046-002-024000</a>	PRINTED & PHOTOGRAPHIC	1,061	-	1,061
<a href="#">705-0046-002-026000</a>	OFFICE SUPPLIES	-	-	-
<a href="#">705-0046-002-028002</a>	ENGINE MEDIC PROGRAM - RVFD	326,757	-	326,757
<a href="#">705-0046-002-028003</a>	ENGINE MEDIC PROGRAM - LARKSPUR	205,808	-	205,808
<a href="#">705-0046-002-028004</a>	EMS TRAINING/SUPPLY REIMB	90,000	-	90,000
<a href="#">705-0046-002-028010</a>	DISPOSABLE MEDICAL SUPPLIES	84,413	-	84,413
<a href="#">705-0046-004-040000</a>	POSTAGE	1,688	-	1,688
<a href="#">705-0046-004-090002</a>	MISC	1,093	-	1,093
<a href="#">705-0046-005-053000</a>	AUTOMOTIVE EQUIPMENT REPAIRS	15,000	-	15,000
<a href="#">705-0046-006-064000</a>	INSURANCE/MISC	6,190	-	6,190
<a href="#">705-0046-007-073008</a>	TAX COLLECTION SERVICE	9,548	-	9,548
<a href="#">705-0046-007-074000</a>	RENT	35,304	-	35,304
<a href="#">705-0046-007-075001</a>	PP-GEMT IGT	132,613	-	132,613
<a href="#">705-0046-007-075002</a>	PMTS TO OTHR AGENCIES	115,000	-	115,000
<a href="#">705-0046-008-087001</a>	OTHER EQUIPMENT/BUILDING	2,575	-	2,575
<a href="#">705-0046-008-087002</a>	EQUIPMENT REPLACEMENT	<u>525,000</u>	-	<u>525,000</u>
		3,740,886	77,019	3,817,905

**IT IS HEREBY CERTIFIED** that the board of the Ross Valley Paramedic Authority duly introduced and regularly adopted the foregoing resolution at a regular meeting on the 20<sup>th</sup> day of April 2026 by the following vote:

AYES: \_\_\_\_\_ BOARDMEMBERS: \_\_\_\_\_

NOES: \_\_\_\_\_ BOARDMEMBERS: \_\_\_\_\_

ABSENT: \_\_\_\_\_ BOARDMEMBERS: \_\_\_\_\_

\_\_\_\_\_  
Board President

ATTEST:

\_\_\_\_\_  
Executive Officer



City of Larkspur, CA

# Budget Comparison Report

Account Number	2025-2026 YTD Activity Through Apr 26	Parent Budget	Comparison 1 Budget	Comparison 1 to Parent Budget	%	
		2025-2026 Adopted Amended1 Budget	2025-2026 Amended2 Budget	Increase / (Decrease)		
<b>Fund: 705 - ROSS VALLEY PARAMEDIC</b>						
<b>Revenue</b>						
<b>RevCategory: 1204 - USE OF MONEY AND PROPERTY</b>						
<a href="#">705-1204-101004</a>	INVESTMENT EARNINGS	120,497	3,000	3,000	0	0.00%
<b>Total RevCategory: 1204 - USE OF MONEY AND PROPERTY:</b>		<b>120,497</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>0.00%</b>
<b>RevCategory: 1205 - OTHER AGENCIES</b>						
<a href="#">705-1205-200002</a>	KENTFIELD FIRE DIST	154,085	282,569	282,569	0	0.00%
<a href="#">705-1205-200003</a>	CITY OF LARKSPUR	398,671	722,780	722,780	0	0.00%
<a href="#">705-1205-200004</a>	COUNTY SER AREA 27	40,312	73,112	73,112	0	0.00%
<a href="#">705-1205-200007</a>	TOWN OF FAIRFAX	204,795	374,615	374,615	0	0.00%
<a href="#">705-1205-200009</a>	TOWN OF ROSS	52,537	95,852	95,852	0	0.00%
<a href="#">705-1205-200010</a>	SLEEPY HOLLOW FIRE DIST	50,439	91,120	91,120	0	0.00%
<a href="#">705-1205-200013</a>	SAN ANSELMO	324,579	596,420	596,420	0	0.00%
<b>Total RevCategory: 1205 - OTHER AGENCIES:</b>		<b>1,225,417</b>	<b>2,236,467</b>	<b>2,236,467</b>	<b>0</b>	<b>0.00%</b>
<b>RevCategory: 1207 - OTHER REVENUE</b>						
<a href="#">705-1207-103000</a>	OTHER REVENUE	0	0	0	0	0.00%
<a href="#">705-1207-103005</a>	TRANSPORT BILLING	1,227,559	1,500,000	1,500,000	0	0.00%
<b>Total RevCategory: 1207 - OTHER REVENUE:</b>		<b>1,227,559</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>0</b>	<b>0.00%</b>
<b>Total Revenue:</b>		<b>2,573,473</b>	<b>3,739,467</b>	<b>3,739,467</b>	<b>0</b>	<b>0.00%</b>
<b>Expense</b>						
<b>Department: 0046 - ROSS VALLEY PARAMEDIC</b>						
<a href="#">705-0046-000-003000</a>	PART TIME	4,600	4,800	4,800	0	0.00%
<a href="#">705-0046-001-012001</a>	FINANCIAL & ADMINISTRATIVE SERVICES	4,903	59,344	60,896	1,552	2.62%
<a href="#">705-0046-001-012003</a>	ALS BACK UP	77,250	103,000	103,000	0	0.00%
<a href="#">705-0046-001-012012</a>	CONSULTANT	38,078	60,000	60,000	0	0.00%
<a href="#">705-0046-001-012031</a>	DEFIBRILLATORS	0	13,506	13,506	0	0.00%
<a href="#">705-0046-001-012038</a>	TRANSPORT BILLING FEES	43,820	57,401	57,401	0	0.00%
<a href="#">705-0046-001-012039</a>	PARCEL TAX TRANSFER TO CM	11,700	11,700	11,700	0	0.00%
<a href="#">705-0046-001-016000</a>	LEGAL SERVICES	36,988	50,000	50,000	0	0.00%
<a href="#">705-0046-001-018000</a>	COUNTY CONTRACT	931,558	1,809,000	1,884,467	75,467	4.17%
<a href="#">705-0046-002-021000</a>	AUTOMOTIVE FUELS	6,294	20,085	20,085	0	0.00%
<a href="#">705-0046-002-024000</a>	PRINTED & PHOTOGRAPHIC	0	1,061	1,061	0	0.00%
<a href="#">705-0046-002-026000</a>	OFFICE SUPPLIES	0	0	0	0	0.00%
<a href="#">705-0046-002-028002</a>	ENGINE MEDIC PROGRAM - RVFD	147,104	326,757	326,757	0	0.00%
<a href="#">705-0046-002-028003</a>	ENGINE MEDIC PROGRAM - LARKSPUR	153,529	205,808	205,808	0	0.00%
<a href="#">705-0046-002-028004</a>	EMS TRAINING/SUPPLY REIMB	58,877	90,000	90,000	0	0.00%
<a href="#">705-0046-002-028010</a>	DISPOSABLE MEDICAL SUPPLIES	47,941	84,413	84,413	0	0.00%
<a href="#">705-0046-004-040000</a>	POSTAGE	198	1,688	1,688	0	0.00%
<a href="#">705-0046-004-090002</a>	MISC	11	1,093	1,093	0	0.00%
<a href="#">705-0046-005-053000</a>	AUTOMOTIVE EQUIPMENT REPAIRS	20,083	15,000	15,000	0	0.00%
<a href="#">705-0046-006-064000</a>	INSURANCE/MISC	6,095	6,190	6,190	0	0.00%
<a href="#">705-0046-007-073008</a>	TAX COLLECTION SERVICE	5,926	9,548	9,548	0	0.00%
<a href="#">705-0046-007-074000</a>	RENT	35,133	35,304	35,304	0	0.00%
<a href="#">705-0046-007-075001</a>	PP-GEMT IGT	151,305	132,613	132,613	0	0.00%
<a href="#">705-0046-007-075002</a>	PMTS TO OTHR AGENCIES	52,553	115,000	115,000	0	0.00%
<a href="#">705-0046-008-087001</a>	OTHER EQUIPMENT/BUILDING	82	2,575	2,575	0	0.00%
<a href="#">705-0046-008-087002</a>	EQUIPMENT REPLACEMENT	117,766	525,000	525,000	0	0.00%
<a href="#">705-0046-008-087008</a>	OTHER EQUIPMENT	6,665	0	0	0	0.00%
<b>Total Department: 0046 - ROSS VALLEY PARAMEDIC:</b>		<b>1,958,458</b>	<b>3,740,886</b>	<b>3,817,905</b>	<b>77,019</b>	<b>2.06%</b>
<b>Total Expense:</b>		<b>1,958,458</b>	<b>3,740,886</b>	<b>3,817,905</b>	<b>77,019</b>	<b>2.06%</b>
<b>Total Fund: 705 - ROSS VALLEY PARAMEDIC:</b>		<b>615,015</b>	<b>-1,419</b>	<b>-78,438</b>	<b>-77,019</b>	
<b>Report Total:</b>		<b>615,015</b>	<b>-1,419</b>	<b>-78,438</b>	<b>-77,019</b>	
<b>Authorized Use of Equipment Reserve</b>		117,766	525,000	525,000	0	0.00%
<b>Operating Surplus (Deficit) after Use of Reserve</b>		<b>732,781</b>	<b>523,581</b>	<b>446,562</b>	<b>-77,019</b>	<b>-14.71%</b>

**ROSS VALLEY PARAMEDIC AUTHORITY  
STAFF REPORT**

For the meeting of September 7, 2023

To: Board of Directors  
From: Jason Weber, Fire Chief/Executive Officer  
Subject: Sub-Contract Agreements with the following Agencies: Central Marin Fire Authority, City of Larkspur, Marin County Fire Department and Ross Valley Fire Department.

---

**RECOMMENDATION:**

Staff recommends that the Board executes the Sub-Contract Agreements with Central Marin Fire Authority, City of Larkspur, Marin County Fire Department and Ross Valley Fire Department that includes the 3% annual increase for the life of the current 4-year tax.

**DISCUSSION:**

Staff is recommending approval of the updated 2023-24 agreements with Central Marin Fire Authority, City of Larkspur, Marin County Fire Department and Ross Valley Fire Department.

**FISCAL IMPACT:**

The amended Sub-Contract Agreements and associated cost increases have been factored into the 4-year budget projection and current fiscal year adopted budget.

Respectfully submitted,  
Jason Weber, Executive Director

**Attachments:** Central Marin Fire Authority Sub-Contract Agreement  
City of Larkspur Sub-Contract Agreement  
Marin County Fire Department Sub-Contract Agreement  
Ross Valley Fire Department Sub-Contract Agreement

## RVPA Staff Report

**TO:** Board of Directors  
**FROM:** Jason Weber, Executive Officer  
**SUBJECT:** Approval of Professional Services Agreement with Dr. Charlotte Jourdain  
**DATE:** April 20, 2026

---

### **RECOMMENDATION**

Staff recommends that the Board of Directors authorize the Executive Officer to execute a Professional Services Agreement (PSA) with Dr. Charlotte Jourdain in an amount not to exceed \$50,000 to provide consulting services supporting implementation of the Authority's governance and fiscal restructuring efforts.

### **BACKGROUND**

Over the past two years, the Board of Directors has directed significant organizational and financial restructuring of the Ross Valley Paramedic Authority (RVPA)..

Dr. Charlotte Jourdain, in collaboration with Citygate Associates, has provided substantial support to RVPA in advancing these efforts. Through this work, Dr. Jourdain has developed a deep understanding of RVPA's organizational structure, stakeholder relationships, and policy objectives, positioning her to efficiently support the next phase of implementation.

The proposed agreement will ensure continuity of institutional knowledge and project momentum as RVPA moves from planning into execution.

### **SCOPE OF SERVICES**

Under the proposed agreement, Dr. Jourdain will provide professional consulting services to coordinate and implement the Board's previously approved policy direction, including but not limited to:

- Implementation of a centralized governance and fiscal structure
- Finalization of amended JPA agreement and development of new bylaws
- Development of unified billing policies and hardship procedures
- Coordination of revised agreements with service providers
- Preparation of long-term budget projections to inform future tax rates

- Support for asset transfer planning and development of a capital replacement schedule
- Centralization of procurement and financial management processes
- Additional policy and procedural development as needed

These services are designed to complete the implementation phase of the Board's restructuring initiatives.

## **FISCAL IMPACT**

The proposed PSA provides for compensation at an hourly rate of \$250, with a total contract amount not to exceed \$50,000.

Sufficient funding for these services is anticipated within RVPA's existing and planned budgets associated with the governance and fiscal restructuring project.

## **AGREEMENT TERMS**

The agreement establishes Dr. Jourdain as an independent contractor and includes standard provisions related to scope of services, indemnification, insurance, confidentiality, and termination. The term of the agreement extends through February 1, 2027, unless extended by mutual agreement.

## **CONCLUSION**

Retaining Dr. Jourdain will provide continuity, subject-matter expertise, and efficient project execution during a critical phase of RVPA's organizational transition. Her prior involvement and familiarity with RVPA's objectives will help ensure timely and effective implementation of the Board's policy direction.

**Respectfully submitted,**

Jason Weber  
Executive Officer

### **Attachments:**

1. Professional Services Agreement
2. Scope of Work and Compensation

**PROFESSIONAL SERVICES AGREEMENT  
BETWEEN ROSS VALLEY PARAMEDIC AUTHORITY  
AND CHARLOTTE JORDAIN**

This Agreement, dated as of \_\_\_\_\_, 2026 ("Effective Date") is entered into by and between the Ross Valley Paramedic Authority, ("RVPA"), and Charlotte Jourdain ("CONSULTANT", collectively the "Parties.")

**1. HEADINGS**

Headings herein are for convenience of reference only and shall in no way affect the interpretation of the Agreement.

**2. ATTACHMENTS**

Attachment 1 (Scope of Work and Compensation) is attached hereto and incorporated by reference.

**3. CONSULTANT'S SCOPE OF SERVICES AND PERFORMANCE STANDARD AND RVPA RESPONSIBILITIES**

- A.** CONSULTANT agrees to perform all services described in Attachment 1, Scope of Work, for payment pursuant to Attachment 1, in accordance with the terms and conditions of this Agreement. CONSULTANT shall perform all work hereunder in a manner consistent with the level of competency and standard of care normally observed by a person practicing in CONSULTANT's profession. RVPA has relied upon the professional ability and training of CONSULTANT as a material inducement to enter into this Agreement. CONSULTANT hereby agrees to provide all services under this Agreement in accordance with generally accepted professional practices and standards of care.
- B.** CONSULTANT shall assign only competent personnel to perform work hereunder. In the event that at any time RVPA, in its sole discretion, desires the removal of any person or persons assigned by CONSULTANT to perform work hereunder, CONSULTANT shall remove such person or persons immediately upon receiving written notice from RVPA.
- C.** RVPA shall provide complete, accurate, and timely information regarding RVPA's requirements and shall designate by name a representative authorized to act on its behalf. RVPA shall examine documents or other instruments submitted by CONSULTANT and shall promptly render any decisions necessary in order to avoid unreasonable delay. RVPA shall provide any additional materials, other than those CONSULTANT is responsible for providing, that are reasonably necessary to complete the Scope of Work. RVPA shall provide reasonable access to any locations under the control of RVPA required for CONSULTANT to perform the services hereunder. Any additional requirements shall be identified in Attachment 1.

**4. TERM**

The Term of this Agreement begins on the Effective Date and ends on February 1<sup>st</sup>, 2027, or for so long as CONSULTANT is performing work under a Scope of Work, if longer. The Term of this Agreement may be extended with an amendment executed by both Parties.

## **5. PAYMENT**

For all services performed in accordance with the Agreement, payment shall be made to CONSULTANT as provided in Attachment 1.

## **6. INDEPENDENT CONTRACTOR**

- A.** No relationship of employer and employee is created by this Agreement. It is understood and agreed that CONSULTANT is, at all times, an independent contractor and can perform work for others. CONSULTANT is not the agent or employee of the RVPA in any capacity whatsoever and RVPA shall not be liable in any manner for any acts or omissions by CONSULTANT or for any obligations or liabilities incurred by CONSULTANT, its employees, or agents.
- B.** CONSULTANT shall have no claim under this Agreement or otherwise, for seniority, vacation time, vacation pay, sick leave, personal time off, health insurance medical care, hospital care, retirement benefits, social security, disability, workers' compensation, or unemployment insurance benefits, civil service protection, or employee benefits of any kind.
- C.** CONSULTANT shall be solely liable for, and obligated to pay directly, all applicable payroll taxes (including federal and state income taxes) or contributions for unemployment insurance or old age pensions or annuities which are imposed by any governmental entity in connection with the labor used or which are measured by wages, salaries or other remuneration paid to its officers, agents, or employees, and CONSULTANT agrees to indemnify, and hold RVPA harmless from any and all liability which RVPA may incur because of CONSULTANT's failure to pay such amounts.
- D.** In carrying out the work contemplated herein, CONSULTANT shall comply with all applicable federal and state workers' compensation and liability laws and regulations with respect to the officers, agents and/or employees conducting and participating in the work; and agrees that such officers, agents, and/or employees will be considered as independent contractors and shall not be treated or considered in any way as officers, agents and/or employees of RVPA.

## **7. INDEMNIFICATION**

- A.** CONSULTANT shall, to the fullest extent permitted by law, indemnify, release, defend with counsel approved by RVPA, and hold harmless RVPA, its officers, agents, employees and volunteers (collectively, the "RVPA Indemnitees"), from and against any claim, demand, suit, judgment, loss, liability or expense of any kind, including but not limited to attorney's fees, expert fees and all other costs and fees of litigation, (collectively "CLAIMS"), to the extent such Claim arises out of CONSULTANT'S performance under this Agreement. However, to the extent that liability is caused by the RVPA Indemnitees, the CONSULTANT's obligation hereunder shall be reduced in proportion to the RVPA Indemnitees' share of liability. In addition, the acceptance or approval of the CONSULTANT's work or work product by RVPA or any of its directors, officers, or employees shall not relieve or reduce the CONSULTANT's indemnification obligations. In the event the RVPA Indemnitees are made a party to any action, lawsuit, or other

adversarial proceeding arising from CONSULTANT'S performance of or operations under this Agreement, CONSULTANT shall provide a defense to the RVPA Indemnitees or at RVPA's option reimburse the RVPA Indemnitees their costs of defense, including reasonable attorneys' fees, incurred in defense of such claims.

**B.** The defense and indemnification obligations of this Agreement are undertaken in addition to, and shall not in any way be limited by, the insurance obligations contained in this Agreement, and shall survive the termination or completion of this Agreement for the full period of time allowed by law.

**C.** TO THE EXTENT PERMITTED BY LAW, CONSULTANT SHALL NOT BE LIABLE FOR: (1) ANY INCIDENTAL, SPECIAL, INDIRECT OR CONSEQUENTIAL DAMAGES AND LOSSES OF PROFITS ARISING OUT OF THIS AGREEMENT, OR (2) ANY AMOUNTS IN EXCESS OF THE FEES ACTUALLY PAID TO CONSULTANT IN THE 12 MONTHS PRECEDING THE EVENTS GIVING RISE TO THE CLAIM, EVEN IF CONSULTANT HAS BEEN ADVISED OR IS AWARE OF THE POSSIBILITY OF SUCH DAMAGES AND REGARDLESS OF THE THEORY OF LIABILITY (CONTRACT, TORT, OR OTHERWISE).

## **8. CONFORMITY WITH LAW**

CONSULTANT shall observe and comply with all applicable federal, state and local laws, ordinances, codes, and regulations, in the performance of its duties and obligations under this Agreement. CONSULTANT shall perform all services under this Agreement in accordance with these laws, ordinances, codes and regulations.

## **9. TRAVEL EXPENSES**

CONSULTANT shall not be compensated for travel expenses to carry out the work of RVPA unless approved in advance by RVPA in accordance with Attachment 1, billed at actual cost.

## **10. TAXES**

Payment of all applicable federal, state and local taxes shall be the sole responsibility of the CONSULTANT.

## **11. ACCESS AND RETENTION OF RECORDS**

CONSULTANT agrees to provide RVPA and its designees access to all of the CONSULTANT's records related to this Agreement and that the CONSULTANT shall maintain its records related to this Agreement for a period of not less than two (2) years after the final payment to the CONSULTANT is made by RVPA.

## **12. CONFLICT OF INTEREST**

CONSULTANT covenants that CONSULTANT presently has no interest, and shall not obtain any interest, direct or indirect, which would conflict in any manner with the performance of services required under this Agreement, including but not limited to any provision of services to any federal, state or local regulatory or other public agency which has any interest adverse or

potentially adverse to RVPA, as determined in the reasonable judgment of RVPA. Entering into this Agreement does not preclude CONSULTANT from working for others as long as CONSULTANT ensures that such work does not constitute a conflict of interest.

**13. CONFIDENTIALITY**

CONSULTANT agrees that any information, whether proprietary or not, made known to or discovered by CONSULTANT during the performance of or in connection with this Agreement for RVPA will be kept confidential and not be disclosed to any other person or entity except as required by law. CONSULTANT agrees to immediately notify RVPA if CONSULTANT is requested to disclose to others any information made known to or discovered by CONSULTANT during the performance of or in connection with this Agreement. Notwithstanding anything to the contrary in this Section, CONSULTANT shall promptly make available any non-privileged documents, records, or similar information as requested by RVPA to comply with the California Public Records Act.

**14. USE OF RVPA PROPERTY AND OWNERSHIP OF WORK PRODUCT**

CONSULTANT shall not use RVPA property (including equipment, instruments, and supplies) or personnel for any purpose other than in the performance of its obligations under this Agreement. All reports, drawings, graphics, plans, and studies, in their final form and format, assembled or prepared by CONSULTANT in connection with this Agreement, shall be the property of RVPA.

**15. TERMINATION**

- A. Either party may terminate this Agreement for default upon five (5) days written notice to the other if the other party has substantially failed to fulfill any of its obligations under this Agreement in a timely manner as provided herein.
- B. RVPA has and reserves the right to terminate this Agreement at its convenience and without cause upon thirty (30) days written notice to CONSULTANT. In the event that the RVPA should terminate this Agreement for its convenience, CONSULTANT shall be entitled to payment for services provided hereunder, as provided in Attachment 1, including for such services performed prior to the effective date of said termination as of the date of the termination, which payment shall be per the terms set forth in Attachment 1.
- C. In the event of termination, CONSULTANT shall promptly deliver to RVPA all reports, original drawings, graphics, plans, studies, and other data or documents, in whatever form or format, assembled or prepared by CONSULTANT.

**16. CHOICE OF LAW**

CONSULTANT and RVPA agree that if a dispute arises in the performance of this Agreement the laws of the State of California will govern. Any action to enforce the terms of this Agreement or for the breach thereof shall be brought and tried in Marin County, CA..

**17. ENTIRE AGREEMENT**

- A. This Agreement, including all attachments, exhibits, and any other documents specifically incorporated into this Agreement, shall constitute the entire agreement between RVPA and CONSULTANT relating to the subject matter of this Agreement. As used herein, Agreement refers to and includes any documents incorporated herein by reference and any exhibits or attachments.
- B. This Agreement supersedes and merges all previous understandings, and all other agreements, written or oral, between the Parties and sets forth the entire understanding of the Parties regarding the subject matter thereof. The Agreement may not be modified except by a written document signed by both Parties.
- C. This Agreement and all related obligations and services hereunder are intended for the sole benefit of RVPA and CONSULTANT and are not intended to create any third-party rights or benefits.

**18. AMENDMENT**

This Agreement may be supplemented, amended, or modified only by the mutual agreement of the Parties. No supplement, amendment, or modification of this Agreement shall be binding unless it is in writing and signed by authorized representatives of both Parties. Extra or changed work or other changes to the Agreement may be authorized only by written amendment to this Agreement, signed by both Parties.

**19. SEVERABILITY**

If any part of this Agreement or the application thereof is declared to be invalid for any reason, such invalidity shall not affect the other provisions of this Agreement which can be given effect without the invalid provision or application, and to this end the provisions of this Agreement are deemed severable.

**20. SUCCESSORS AND ASSIGNS**

This Agreement is binding upon and inures to the benefit of the successor, executors, administrators, and assigns of each party to this Agreement, provided, however, that CONSULTANT shall not assign or transfer by operation of law or otherwise any or all rights, burdens, duties, or obligations without prior written consent of RVPA. Any attempted assignment without such consent shall be invalid.

**21. NOTICES**

All notices, requests, demands, or other communications under this Agreement shall be in writing either by email if the recipient acknowledges receipt or by regular US Mail at a mailing address provided by either party.

- A. Any correctly addressed notice that is refused, unclaimed, or undeliverable because of an act or omission of the party to be notified shall be deemed effective as of the first date that said notice was refused, unclaimed, or deemed undeliverable by the postal authorities, messenger, or overnight delivery service.

- B. Any party may change its address by giving the other party notice of the change in any manner permitted by this Agreement.

**22. NO WAIVER OF BREACH**

The waiver by RVPA of any breach of any term or promise contained in this Agreement shall not be deemed to be a waiver of such term or provision or any subsequent breach of the same or any other term or promise contained in this Agreement.

**23. SURVIVAL OF TERMS**

All express representations, waivers, indemnifications, and limitations of liability included in this Agreement will survive its completion or termination for any reason.

**24. TIME OF THE ESSENCE**

Time is and shall be of the essence of this Agreement and every provision hereof.

**25. AUTHORITY TO SIGN**

By signing this Agreement, signatories warrant and represent that they have executed this Agreement in their authorized capacity.

**26. COUNTERPARTS AND ELECTRONIC SIGNATURES**

This Agreement and future documents relating thereto may be executed in two or more counterparts, each of which will be deemed an original and all of which together constitute one Agreement. Counterparts and/or signatures delivered by facsimile, PDF or RVPA-approved electronic means have the same force and effect as the use of a manual signature. Both RVPA and CONSULTANT wish to permit this Agreement and future documents relating thereto to be electronically signed in accordance with applicable federal and California law. Either Party to this Agreement may revoke its permission to use electronic signatures at any time for future documents by providing notice pursuant to the Agreement. The Parties agree that electronic signatures, by their respective signatories are intended to authenticate such signatures and to give rise to a valid, enforceable, and fully effective Agreement. RVPA reserves the right to reject any signature that cannot be positively verified by RVPA as an authentic electronic signature.

[THIS SECTION INTENTIONALLY LEFT BLANK]

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement as of the day and year written.

CONSULTANT:

RVPA:

\_\_\_\_\_

\_\_\_\_\_

By: \_\_\_\_\_

By: \_\_\_\_\_  
RVPA Executive Officer

Date: \_\_\_\_\_

Date: \_\_\_\_\_

# Attachment 1

## RVPA – Jourdain agreement

### Scope of Work and Compensation Attachment 1 to the Professional Services Agreement between RVPA and Charlotte Jourdain

#### Scope of Work:

- Coordinate the implementation of a centralized RVPA governance and fiscal structure per the Board's decisions on Nov 21, 2024, including:
  - Amended JPA agreement
  - New By Laws
  - Unified Billing Policy and Hardship waiver
  - Amended / revised agreements with RVPA's service providers (MCFD, RVFD, CMFA and KNT)
  - Budget projections to set the FY28-31 tax rates
  - Transfer of capital assets as needed; creation of a centralized asset replacement schedule
  - Centralization of procurement process to ensure a single set of books
  - Cost-sharing agreement / MOU with S MEMPS for shared services as applicable
  - Revisions or development of additional policies and procedures as needed
  
- Other services as mutually agreed upon, within the limits of this agreement's not-to-exceed amount

#### Compensation:

Consultant shall invoice RVPA at the rate of \$250 per hour, in 15-minute increments, on a monthly basis. The total compensation shall not exceed \$50,000. Payments are due upon receipt of the invoice.

## RVPA Staff Report

To: Board of Directors

From: Jason Weber, Executive Officer  
Emily Longfellow, General Counsel  
Charlotte Jordain, Financial Consultant

Subject: Approval of Amended and Restated Joint Powers Agreement and Recommendation to Member Agencies' Governing Bodies.

Date: April 20, 2026

---

### **RECOMMENDATION**

Staff recommends that the Board adopt the attached Resolution Approving the Amended and Restated Joint Powers Agreement and Recommending Approval by Member Agencies' Governing Bodies.

### **BACKGROUND**

The Ross Valley Paramedic Authority ("RVPA") was formed by a Joint Powers Agreement in 1982 by and 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 ("Member Agencies") to provide paramedic and pre-hospital emergency medical services in the Member Agencies' communities through a single agency. RVPA has provided highly responsive, quality service for over 40 years.

On March 7, 2024, the Board directed staff to engage the services of Citygate Associates, LLC to conduct a comprehensive review of RVPA's governance, deployment, and fiscal structures. On November 1, 2024, Citygate issued its report ("Citygate Report" link in Board packet [here](#).) The Citygate Report concluded that the JPA Agreement needed a "robust overhaul" to establish a unified process for operations, revenues, expenditures, and governing. (Citygate Report, p. 4.)

On November 7, 2024, the Board received the Citygate Report and heard a presentation regarding key findings and recommendations, which included centralizing operational and fiscal processes, and updating and strengthening the outdated Joint Powers Agreement. On November 21, 2024, the Board voted unanimously to direct staff to draft an updated and amended JPA Agreement, consistent with current legal requirements, to strengthen and stabilize RVPA and provide for centralized fiscal and operational processes.

Pursuant to Board direction, staff now returns with an Amended and Restated Joint Powers Agreement ("Agreement") for the Board's review and approval. To take effect, the Board must approve the Agreement, and each Member Agency's legislative body must also approve the Agreement. The Agreement becomes effective once the last Member Agency's legislative body approves it.

## DISCUSSION

By way of background, a joint powers agreement is a contractual agreement among governmental entities authorized under Government Code sections 6500 *et seq.*, the Joint Powers Act, that allows two or more public agencies to jointly exercise powers that they share in common. A separate legal entity is formed for the delivery, funding, and management of a common service. The JPA structure allows efficiencies across multi-jurisdictional boundaries. While there are some issues that must be included in a JPA agreement, the Joint Powers Act largely leaves basic agreement terms up to the discretion of the members. Below are the main points of the Amended and Restated Agreement.

The basic structure of the JPA as drafted in 1982 remains the same (e.g., 8-member board, same Member Agencies, and same purpose.) The Agreement has been updated to comply with current legal standards and include more structure surrounding issues such as governance and finances. Below please find major provisions, with references to the applicable Agreement sections.

- I. Amended and Restated JPA Agreement. (*Section 1.*)
  - A. Continuation and Purpose. RVPA continues as a Joint Powers Authority under California law to provide paramedic and pre-hospital emergency medical care within County of Marin Service Area C.
  - B. Governance. (*Section 2.*)
    - 8-member Board with one Director or Alternate with one vote between them.
    - Each Member Agency governing body selects its own RVPA Director and Alternate, who serve at the pleasure of the home governing body. Current Directors and Alternates serve uninterrupted.
    - The Board shall adopt Bylaws to implement and provide detail regarding the Agreement. Staff will return to the Board with proposed Bylaws at a future date.
    - Board action requires a majority vote of those present at a meeting, except as listed below. The following require a 2/3 vote of those present at a meeting:
      - Expenditures over 3% of an adopted operating budget;
      - Decision to remove a Member Agency;
      - Increase of total annual expenditure budget after the fiscal operating budget is adopted; and
      - Decision to terminate the Agreement.
    - The Board shall hold regular meetings at least quarterly, and all meetings must be consistent with the Brown Act. Meetings require a quorum, which is defined as at least 5 Directors/Alternates.
  - C. Administration Structure. (*Sections 4 & 5.*)
    - The Agreement establishes key roles such as the Executive Officer and the Treasurer (the City of Larkspur is designated Treasurer, consistent with the current service agreement). The Board shall select a Board President and Vice President annually, per current practice.

- Staff and personnel include the General Counsel and the Medical Director. RVPA will continue to operate a centralized continuing emergency medical services education program.
  - The Bylaws will further define the roles and responsibilities of the above-mentioned positions and programs.
- D. Fiscal Structure. (Sections 7.)
- Fiscal year of July 1-June 30.
  - Requirement to adopt an annual balanced budget.
  - Mid-year budget increases allowed only with 2/3 vote of Board.
- E. Funding, Return of Net Operating Surplus. (Section 8.) This Section implements the centralization recommendations from the Citygate Report and as directed by the Board.
- Funding comes from Member Agencies' RVPA tax (distributed by the County Assessor's Office to RVPA directly) plus transport revenues.
  - The tax rate and cycle are recommended by the Executive Officer to the Board, and the Board votes on the tax rate and cycle to go to the Member Agencies.
  - Each Member Agency submits the same tax to its voters. If the voters fail to pass the tax, then the Member Agency must submit the tax again at the next available election. Should a tax fail two consecutive times, then the Member Agencies must meet in good faith to determine how to fund any budget shortfall.
  - Net operating surplus funds are returned proportionately to Member Agencies at the end of each fiscal year.
  - Corte Madera currently has a different tax rate from the other Member Agencies. Return of net operating surplus funds begins once Corte Madera's tax rate is the same; until then, surplus funds are deposited into the General Fund. Staff does not expect that amount of net operating surplus will be significant.
- F. Termination, New Membership, Removal, Withdrawal, Consolidation. (Sections 9 & 10.)
- Termination. The Agreement will be terminated if 2/3 of the Board recommends termination and if approved by all the Member Agencies, or if there is a jurisdictional organization under law affecting the Member Agencies.
  - New Member. A new member agency is admitted upon a 2/3 Board vote and the approval of the Member Agencies' governing bodies. The new member agency must pass tax first.
  - Removal. A Member Agency is removed from RVPA with 2/3 vote of the Board for good cause (e.g., failure to pass tax; material breach of agreement).
  - Withdrawal. A Member Agency may withdraw from RVPA by giving notice on or before June 30<sup>th</sup> of any year, and withdrawal will become effective on the second fiscal year thereafter. The intent is to give RVPA a long lead time to plan for the lost revenue and ensure that any withdrawal is thoroughly evaluated.

- The remaining Member Agencies determine how the share of the removed or withdrawn Member Agency's costs shall be allocated among the remaining Member Agencies. The removed or withdrawn Member Agency continues to have its tax revenue disbursed to RVPA until the effective date of their removal/withdrawal.
  - Consolidation of Member Agencies and Change in Jurisdictional Boundaries.
  - If any Member Agencies consolidate (i.e., approved by LAFCO), and the resulting jurisdiction covers the same area, the new agency shall automatically become a member of RVPA.
  - If the resulting agency's jurisdiction is different, it may request to become a new member pursuant to the Agreement.
  - If a Member Agency's boundaries change, it ceases to be a member, and may request to become a new member per the Agreement.
- G. Legal Protections. (*Section 12.*) The Agreement contains legal protections for Member Agencies.
- RVPA debts are not the debts of the individual Member Agencies.
  - RVPA agrees to indemnify, defend, and hold harmless Member Agencies from claims arising out of the actions of RVPA.
  - Requires RVPA to maintain appropriate insurance coverage to protect interests of Member Agencies.
  - Those performing activities for RVPA maintain their immunities from their home jurisdiction.

II. Input by Member Agencies. The following section addresses suggestions made by Member Agencies after their first review of the Agreement. Please note that staff has also made non-substantive, organizational modifications (such as to the Reconciliation Section 8.3).

A. Corte Madera. Currently, all Member Agencies have the same RVPA tax rate except Corte Madera. As explained above, the intent of the revised JPA Agreement is to centralize and equalize the RVPA. The initial draft Agreement provided that no Net Operating Surplus would be distributed to the Town of Corte Madera until its tax rate was equalized with the other Member Agencies. At Corte Madera's request, the revised draft provides that no Member Agency shall receive any Net Operating Surplus until Corte Madera's tax rate is equalized, and that such surplus (if any) will be placed in RVPA's General Fund until that time.

B. County of Marin. Two modifications were made below at the County's request.

1. Section 10.2.1 Process for Removal. As initially drafted, a Member Agency could be removed upon the 2/3 vote of the Board for good cause which includes, but is not limited to, the failure of the home jurisdiction to adopt the RVPA tax, violation of any term of the JPA Agreement, or any action against RVPA. The County of Marin sought to clarify this provision such that good cause for removal includes violation of any material term of the JPA Agreement, and any lawsuit against RVPA or another Member Agency directly related to RVPA duties. Staff suggests these clarifications are reasonable and has included them in the current draft for the Board's consideration.

2. Section 10.2.2 Payments Upon Removal. The initial draft required the removed Member Agency to pay the RVPA's costs involved in its removal. The County of Marin requested that this provision be removed. Staff finds this reasonable and has removed it.

C. City/Town Managers. Staff received correspondence from Ross Town Manager Christa Johnson on behalf of the Managers for San Anselmo, Corte Madera, Fairfax, and Larkspur with the following points:

- The JPA should state who serves as the Executive Officer.
- The role of the City/Town Managers should be clarified and designated as "staff", and their ability to participate in closed sessions should be clarified.
- Inclusion in the Bylaws clarifying City/Town Managers' ability to speak during meetings.
- RVPA Board members should be drawn from members from the home agency's governing body (e.g., city council).

Staff appreciates these important policy issues and recommends they be addressed in the Bylaws. The JPA Bylaws are a document that implements, clarifies, and adds detail to the JPA Agreement. Staff will be bringing Bylaws to the Board for its consideration at a future date. Staff will include a process to appoint the Executive Officer and clarify the City/Town Managers' position and role in the Bylaws for the Board's future consideration.

Additionally, staff does not recommend that RVPA Board Members be required to serve on their home jurisdiction's governing body. The JPA is silent on this point, leaving it to the discretion of the individual jurisdictions. By way of background, currently all Board Members are also members of their home governing bodies with the exception of the County of Marin. Staff understands that it is unlikely that the County of Marin would agree to require a Marin County Supervisor to attend RVPA meetings.

## **RECOMMENDATION**

Staff recommends that the Board adopt the attached Resolution Approving the Amended and Restated Joint Powers Agreement and Recommending Adoption by Member Agencies.

## **ATTACHMENTS**

1. Amended and Restated Joint Powers Agreement.
2. Draft Resolution.

**FIRST AMENDED AND RESTATED JOINT POWERS AGREEMENT FOR THE  
ROSS VALLEY PARAMEDIC AUTHORITY**

This First Amended and Restated Joint Powers Agreement for the Ross Valley Paramedic Authority (“Agreement”) is made and entered into pursuant to the provisions of the Joint Exercise of Powers Act, Title 1, Division 7, Chapter 5, Article 1, Sections 6500 *et seq.*, of the California Government Code as may be amended from time to time, for the joint exercise of powers among the parties hereto, and amends, restates, and supersedes the original Joint Powers Agreement among the parties, as set forth below.

**RECITALS**

- A. The Ross Valley Paramedic Authority (“RVPA”) is an eight member California Joint Powers Authority formed by agreement in 1982 (the “Original JPA Agreement”) pursuant to the California Joint Exercise of Powers Act (Gov. Code, §§ 6500 *et seq.*) 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 (the “Member Agencies”) for the purpose of providing paramedic and pre-hospital emergency medical services throughout and across jurisdictional boundaries by a single, consolidated agency.
- B. Since its founding, RVPA has provided responsive, high quality paramedic ambulance and pre-hospital emergency medical services meeting best practices for patient care and levels of service, and RVPA and its Member Agencies desire to continue and secure these services for the future.
- C. Under a 1999 agreement with the County of Marin Local Emergency Medical Services Agency, RVPA is the authorized provider of paramedic and emergency pre-hospital care for Marin County Paramedic Service Area C (“Service Area C”), which area encompasses the jurisdictional boundaries of the Member Agencies.
- D. There exists a demonstrated and critical public need for the continuation of RVPA as the ambulance services provider within the jurisdictional areas of the Member Agencies.
- E. The Member Agencies now desire to amend and restate the provisions of the Original JPA Agreement to allow its continued mission of providing excellent ambulance and pre-hospital emergency medical care in the community, while amending the Original JPA Agreement to include clarifications regarding the structure, funding, and operation of the organization.
- F. By continuing operation of RVPA, the Member Agencies will maintain the cost savings and operational efficiencies of a single, well-established ambulance service provider for the benefit of their respective residents and the entire community.
- G. Each Member Agency is empowered by law to provide public safety functions within its jurisdiction including emergency medical services and advanced life support services pursuant to the California Health and Safety Code.
- H. It is in the mutual benefit and best public interest of the Member Agencies to continue the exercise of the joint powers for the provision of ambulance and pre-hospital emergency medical services described herein.

NOW THEREFORE, in consideration of the foregoing recitals and the mutual covenants contained herein, the Member Agencies agree as follows:

## **AGREEMENT**

1. Authority and Purpose.

1.1 Authority and Continuation as a Joint Powers Authority. This Agreement is made under the authority of California Government Code sections 6500 *et seq.* (the "JPA Act"), among the Member Agencies and the independent entity shall be known as the "Ross Valley Paramedic Authority" ("RVPA"). The Member Agencies are 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. RVPA shall continue as a distinct and separate public entity under the JPA Act.

1.2 Amended and Restated Agreement; Original Agreement Superseded. The purpose of this Agreement is to modify, amend, and update the Original JPA Agreement with respect to RVPA governance, administration, operations, processes, funding, and other matters contained herein. The terms and provisions of this Agreement shall replace and supersede the Original JPA Agreement in its entirety.

1.3 Purpose. The purpose of RVPA is to provide ambulance and paramedic pre-hospital emergency medical services in Marin County Paramedic Service Area C pursuant to the 1999 agreement by and between the County of Marin Local Emergency Medical Services Agency and RVPA ("Master Agreement") and to areas outside the service area as necessary pursuant to mutual aid principles, and to perform all acts related or incidental thereto. Pursuant to the Master Agreement, RVPA is the authorized provider of paramedic and emergency pre-hospital care for Marin County Paramedic Service Area C, and as such, no Member Agency is authorized to independently provide paramedic and pre-hospital emergency care in Service Area C.

2. Governance.

2.1 Board of Directors. RVPA shall be governed by a Board of Directors (the "Board"), which is authorized to perform all acts necessary to accomplish the purposes of this Agreement and RVPA. The Board shall consist of one representative from each Member Agency, appointed by that Member Agency's governing board ("Director"). Each Member Agency shall also appoint one representative as an alternate Director ("Alternate") to serve in the absence of the Director. In the event of a vacancy, the Member Agency shall appoint a replacement Director or Alternate pursuant to the Member Agency's procedures and the Bylaws. Each Director and Alternate shall serve at the pleasure of the appointing Member Agency. Each Director and Alternate shall serve a term as determined by the governing body of the Member Agency. Directors and Alternates shall serve RVPA with compensation as determined by the Board. Each Director and Alternate shall have one vote between them. Each Director and Alternate is required to complete and file all applicable conflict of interest forms. As of the Effective Date of this Agreement, all current Directors and Alternates shall continue to serve their terms of office uninterrupted.

2.2 Bylaws. The Board shall adopt bylaws that address matters associated with the operation and administration of RVPA as determined by the Board, which bylaws shall be consistent with this Agreement (“Bylaws”).

2.3 Voting.

2.3.1 Except as otherwise provided in Section 2.3.2 herein, the Bylaws, or required under law, any action of the Board shall require a vote of a majority of the Directors or Alternates present at a meeting.

2.3.2 The following Board actions shall require a two-thirds (2/3) vote of all the Directors or Alternates present at a meeting.

\* The approval of any single or related group of expenditures in excess of three percent (3%) of an adopted operating budget.

\* The decision to remove a Member Agency pursuant to Section 10.2 of this Agreement.

\* The decision to increase the total annual expenditure budget after the fiscal operating budget has been adopted.

\* The decision to terminate this Agreement pursuant to Section 9.2 of this Agreement.

2.3.3 The operational deployment of advanced life support resources within Service Area C shall be subject to a majority vote of the Board.

2.4 Meetings.

2.4.1 The Board shall hold regular meetings to occur at least quarterly. All meetings, including without limitation, regular, special, and emergency meetings, shall be noticed, agendaed, and conducted in accordance with the provisions of the Ralph M. Brown Act, California Government Code sections 54950 *et seq.*, as may be amended from time to time.

2.4.2 The Board shall not take action or conduct a meeting without a quorum present. At the time of this Agreement, there are eight (8) Member Agencies and a quorum is defined as at least 5 Directors or Alternates present at a meeting. In the event the number of Member Agencies is changed to an odd number, then a majority of Directors or Alternates constitutes a quorum. In the event the number of Member Agencies is an even number, then one half of the Member Agencies plus one shall constitute a quorum. Less than a quorum may adjourn meetings.

3. Powers and Authority. RVPA shall have the power and authority to exercise all powers common to its Member Agencies pursuant to the JPA Act necessary and convenient to accomplish the purposes of this Agreement and RVPA. The powers exercised by RVPA shall include, but are not limited to:

3.1 Making and entering into contracts with private entities and/or other public entities.

3.2 Incurring debts, liabilities, and/or obligations.

3.3 Retaining consultants and/or independent contractors.

3.4 Obtaining legal, financial, technical, and other professional services.

3.5 Hiring employees, defining their job qualifications and duties, and providing a pay schedule for the performance of their duties.

- 3.6 Acquiring, holding, managing, leasing, transferring, and/or disposing of real property and personal property.
- 3.7 Applying for, receiving, and disbursing grants, loans, or other similar aid from any private or public entity, and requesting and accepting donations and contributions.
- 3.8 Setting and collecting a special parcel tax levy within the limits of voter approval.
- 3.9 Setting and collecting ambulance transport fees for RVPA ambulance services.
- 3.10 Pursuing and defending legal actions.
- 3.11 Setting levels of service standards for ambulance and pre-hospital emergency medical services.
- 3.12 Entering into automatic and/or mutual aid agreements with other emergency medical service providers.
- 3.13 Exercising any and all other powers as may be provided by law, and necessary and convenient to carry out and implement the purpose of RVPA.

4. Officers.

4.1 President and Vice President. The Board shall elect a President and Vice President at the end of each calendar year. The President and Vice President shall serve one-year terms effective January 1 of each year and may be re-elected. The Vice President shall serve in the absence of the President. In the event the President or Vice President ceases to be a representative of the Board, the vacancy shall be filled at the next regular or specially called meeting of the Board after the vacancy occurs by a majority vote of the Board.

4.2 Executive Officer. The Executive Officer shall be appointed by the Board. The Executive Officer shall perform those duties necessary and convenient for the administration and operation of RVPA, including executing contracts approved by the Board, as allowed by law. The Executive Officer may be compensated as may be determined by the Board from time to time.

4.3 Treasurer. The Finance Officer of Member Agency the City of Larkspur is named as the Treasurer and Auditor (“Treasurer”). The Treasurer shall serve pursuant to, and perform those duties required by, California Government Code sections 6505, 6505.1, 6505.5, and 6505.6, as may be amended from time to time, including, but not limited to, receiving and holding all money of RVPA, paying all sums due for RVPA as authorized, and presenting quarterly reports to the Board. The Treasurer shall be the fiscal agent and depository of funds. The Treasurer shall cause an independent annual audit of the accounts and records of RVPA to be made by an independent certified public accountant in compliance with Government Code section 6505, which audit shall conform to generally accepted auditing standards. All RVPA funds and transactions shall be open to inspection consistent with the California Public Records Act.

5. Staff and Personnel.

5.1 General Counsel. The Board shall appoint a General Counsel who shall serve as the legal advisor for RVPA and perform such legal services as may be directed by the Board or the Executive Officer from time to time. The General Counsel may also serve as counsel for one or more of the Member Agencies.

5.2 Medical Director. The Board shall appoint a Medical Director who shall be a full- or part-time licensed physician with substantial experience in the practice of emergency medicine and who shall provide medical control and assure medical accountability for RVPA’s 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.

5.3 Staff and Professional Services. The Board may select, appoint, or employ such consultants, staff, employees, and professional or expert services as may be necessary to accomplish the purposes of RVPA, consistent with this Agreement. The Board may delegate this authority to the Executive Officer.

5.4 Emergency Medical Services Education Program. RVPA shall operate a centralized, continuing emergency medical services education program for RVPA paramedics and EMTs as set forth more particularly in the Bylaws.

5.5 Shared Resources. The Board may contract with Member Agencies to provide administrative and/or other services to RVPA. All personnel of individual Member Agencies shall remain employees of their respective Member Agency and not of RVPA, unless affirmatively and separately hired by RVPA. There shall be no express or implied employment contract established, unless affirmatively entered into by RVPA and the staff member.

6. Public Entity Designee. Member Agency the County of Marin is designated as the California Government Code section 6509 public entity. In the event the County of Marin withdraws as a Member Agency pursuant to this Agreement, the Board shall vote on a replacement designee.

7. Fiscal Year and Annual Budget.

7.1 Fiscal Year. RVPA's fiscal year shall be the twelve (12) month period beginning each July 1 and ending the following June 30.

7.2 Budget. The Board shall adopt a budget for each fiscal year. RVPA shall operate only under an approved and adopted operating budget and may not operate at a deficit. Once a fiscal year operating budget is adopted, the total annual expenditure budget may only be increased by a 2/3 vote of the Board.

7.3 Budget Elements. The budget shall include, but is not limited to, the following components:

7.3.1 Personnel expenditures.

7.3.2 Services and supplies expenditures.

7.3.3 Capital expenditures.

7.3.4 Contributions to designated reserves.

7.3.5 Transport revenues.

7.3.6 Tax revenues.

7.3.7 Grants, interest income, and other miscellaneous revenues.

8. Funding and Cost Allocation.

8.1 Funding. RVPA shall be funded with monies from each Member Agency's RVPA special parcel tax (as defined more specifically below) and any other lawful funding source including, but not limited to transport revenues from third-party payers including private health insurance, Federal Medicare, and/or California State Medi-Cal; and grants and similar awards. RVPA shall use best efforts to provide its services in the most cost effective manner available

without compromising quality standards, and shall maximize external revenue sources to offset costs. All revenues shall be collected by the Treasurer.

8.2 Tax Revenues.

8.2.1 Each Member Agency shall submit to its voters a special parcel tax for the funding of RVPA as set forth in this Section (the "Tax").

8.2.2 The Executive Officer shall recommend the Tax rate to the Board, which shall be developed by the Executive Officer in consultation with the Treasurer.

8.2.3 The Board shall establish the number of years in the Tax cycle and the Tax rate, which shall be submitted to each Member Agency's voters for approval.

8.2.4 Each Member Agency shall submit to its voters a ballot measure containing the same Tax on the same Tax cycle as determined under this Section. The entire amount of the Tax collected shall be disbursed to RVPA by the Marin County Assessor's Office.

8.2.5 Each Member Agency shall instruct the County of Marin Assessor's Office to collect the Tax for the direct disbursement to the RVPA Treasurer consistent with this Section.

8.2.6 In the event a Member Agency's jurisdiction fails to pass the Tax, the Member Agency shall place the Tax on the ballot at next legally available election. If a Member Agency's jurisdiction fails to pass the Tax after two consecutive attempts, the Member Agencies shall meet and confer in good faith to determine how to adjust expenditures, if necessary.

8.3 Annual Reconciliation.

8.3.1 Net Operating Surplus/Deficit Calculation. The Net Operating Surplus or Deficit is defined as the difference between total actual revenues and total actual expenditures for a given fiscal year. Total actual revenues include, but are not limited to, Member Agency Tax contributions and ambulance transport revenues. Total actual expenditures include, but are not limited to, costs, designated reserve contributions as required by RVPA's reserve policy, and amounts necessary to maintain the minimum fund balance target policy. The Net Operating Surplus or Deficit is calculated after the close of each fiscal year by the Treasurer.

8.3.2 Annual Reconciliation. At the end of each fiscal year, the Treasurer shall complete an annual reconciliation pursuant to this Section. The Treasurer shall calculate the Net Operating Surplus or Deficit pursuant to Section 8.3.1 of this Agreement. If in any given fiscal year the Treasurer determines that a net operating surplus exists, then the Net Operating Surplus shall be distributed among the Member Agencies in the percentage proportional to the Tax revenue that the Member Agency submitted to RVPA for the fiscal year. The Net Operating Surplus distribution shall occur within a reasonable time following the receipt of the independent fiscal audit for that year and after the annual financial audit has been presented to the Board. Each Member Agency shall use its Net Operating Surplus only for paramedic and pre-hospital emergency medical services.

8.3.3 Each Member Agency shall follow the proposed Tax rate schedule as set forth in Exhibit "A" to this Agreement, and incorporated herein. At the time of this Agreement, Member Agency the Town of Corte Madera does not have the same RVPA special Tax rate as the remaining Member Agencies. The distribution of any Net Operating Surplus to Member Agencies pursuant to Section 8.3.2 of this Agreement shall not occur until the Town of Corte Madera has fully implemented the same Tax rate pursuant to Section 8.2 of this Agreement as that of the other Member Agencies, and any Net Operating Surplus until such time shall be deposited in

RVPA's General Fund. Each Member Agency shall follow the Tax schedule as set forth in Exhibit "A" to this Agreement.

8.3.4 In the event a Member Agency's Tax fails, the reconciliation terms of Section 8.3.2 of this Agreement shall be automatically paused until such time as the Member Agency's Tax rates are passed and equalized with the other Member Agencies' Tax rates. At such time when the Member Agencies' Tax rates are equalized, the reconciliation terms of Section 8.3.2 of this Agreement shall automatically become effective. For any fiscal year during which the Tax among the Member Agencies is not equal, any Net Operating Surplus shall remain in the RVPA fund balance account.

9. Term and Termination of Powers.

9.1 Term. This Agreement shall remain in effect until terminated as provided herein or until terminated by operation of law.

9.2 Termination. This Agreement may be terminated by:

9.2.1 A two-thirds (2/3) vote of the Board to recommend termination of the Agreement to the Member Agencies' governing bodies, and the subsequent vote of all the Member Agencies' governing bodies to terminate the Agreement.

9.2.2 A jurisdictional reorganization under California law affecting any of the Member Agencies; provided, however that in all cases RVPA shall make proper provisions for the winding up of RVPA's affairs.

9.3 Effect of Termination. RVPA shall be deemed dissolved upon the termination of this Agreement hereunder. Upon the termination of RVPA, no assets may be divided or returned to Member Agencies unless and until all outstanding obligations of RVPA have been fulfilled. Pursuant to California Government Code section 6512, distribution of the remaining assets shall then be made to the Member Agencies in percentage proportion of the Taxes that the Member Agency contributed to RVPA for fiscal year prior to termination. RVPA shall continue to exist for a reasonable time for the purpose of disposing of all claims and performing all other functions necessary to wind up RVPA's affairs, after which time, RVPA shall be terminated and dissolved.

10. New Membership, Removal, Withdrawal, Consolidation, and Change in Jurisdictional Boundaries.

10.1 New Member Agencies.

10.1.1 Process for Admitting New Member Agency. A new member agency shall be admitted to RVPA upon the two-thirds (2/3) vote of the Board to recommend to the Member Agencies' governing bodies that the Agreement be amended to include the proposed new member agency, and the subsequent vote of all the Member Agencies' governing bodies to amend the Agreement to include the new member agency. In addition, the new member agency's voters must pass the Tax pursuant to this Agreement. The new member shall not be admitted unless and until the Tax is passed. Any new member agency must have the authority to exercise the emergency medical services common to the Member Agencies and fall within the scope of the JPA Act. The Board may set additional terms and conditions in its Bylaws for admitting a new member agency that do not conflict with this Section.

10.1.2 Conditions of Admittance of New Member Agency. The proposed new member agency shall submit the Tax as set forth in Section 8.2 of this Agreement to the voters of

its jurisdiction at the next Tax cycle following its request for admittance into RVPA. If the Tax is passed by the proposed new member agency's voters, the conditions of Section 10.1.1 of this Agreement are satisfied, and any additional requirements or conditions in the Bylaws are satisfied, then the proposed new member agency shall be admitted into RVPA. The new member agency shall direct the Marin County Assessor's Office to collect the Tax revenue and disburse to RVPA. The new member agency shall pay all costs associated with its admittance including, but not limited to, attorneys' fees and staff time. Notice of any new member agency and amended Agreement shall be filed with the California Secretary of State pursuant to California Government Code section 6503.5.

10.2 Removal of a Member Agency.

10.2.1 Process for Removal. A Member Agency may be removed from RVPA upon the two-thirds (2/3) vote of the Board at a public meeting by the Directors of the non-subject Board members for good cause which includes, but is not limited to: the failure of a Member Agency's voters to pass the Tax; the Member Agency's violation of any material term in this Agreement; and/or any legal or administrative action or proceeding against RVPA or another Member Agency by the subject Member Agency directly related to RVPA duties. The date of the Board's vote is the "Effective Date of Removal". The subject Member Agency's Director and Governing Board shall receive at least thirty (30) days' written notice of said removal hearing and shall be given the opportunity to be heard at the public meeting. The Board may set additional terms and conditions in its Bylaws for the removal of a Member Agency that do not conflict with this Section.

10.2.2 Payments Upon Removal. The removed Member Agency shall pay its percentage proportion of RVPA's costs and debts for the fiscal year of removal including, but not limited to, amounts related to any leases, facilities, improvements, and equipment, which proportion shall be based on the Member Agency's percentage proportion of the Taxes that the Member Agency contributed to RVPA over the previous fiscal year. The Tax revenues of the removed Member Agency shall continue to be disbursed by the Marin County Assessor's Office to RVPA up to and including the Effective Date of Removal. RVPA and/or the removed Member Agency, as necessary, shall direct the Marin County Assessor's Office to disburse the Tax revenue collected after the date of removal to the removed Member Agency. All payments due under this Section shall be paid not later than ninety (90) days following the date of removal. The removed Member Agency shall not be entitled to any Net Operating Surplus pursuant to this Agreement for the year of the removal and shall forfeit any rights and claims relating to any distribution of assets upon the termination or dissolution of RVPA under this Agreement. The Board, based on the remaining Member Agencies, shall determine the final terms and conditions regarding the Member Agency's removal consistent with this Section. The remaining Member Agencies shall promptly determine how the proportional percentage share of the removed Member Agency's costs and liabilities shall be allocated among the remaining Member Agencies.

10.2.3 Effect of Removal. The removal of a Member Agency shall not cause the automatic dissolution of RVPA, nor shall it be construed as a completion of the purpose of RVPA. RVPA shall not be required to replace any Member Agency that is removed pursuant to this Agreement. Upon the removal of a Member Agency, this Agreement shall remain in effect.

10.3 Withdrawal of a Member Agency.

10.3.1 Process for Withdrawal. A Member Agency may withdraw from RVPA upon written notice to the Executive Officer and the other Member Agencies (“Notice”) given on or before June 30<sup>th</sup> of any given year, to be effective on June 30<sup>th</sup> of the second fiscal year thereafter. (“Effective Date of Withdrawal”).

10.3.2 Payments Upon Withdrawal. If a Member Agency withdraws from RVPA, it shall pay its percentage proportion of RVPA’s costs and debts from the date of Notice until the Effective Date of Withdrawal, including, but not limited to, amounts related to any leases, facilities, improvements, and equipment, which proportion shall be based on the Member Agency’s percentage proportion of the Taxes that the Member Agency contributed to RVPA for the previous two (2) fiscal years. The Tax revenues of the withdrawing Member Agency shall continue to be disbursed by the Marin County Assessor’s Office to RVPA up to and including the Effective Date of Withdrawal. RVPA and/or the withdrawing Member Agency, as necessary, shall direct the Marin County Assessor’s Office to disburse the Tax revenue collected after the Effective Date of Withdrawal to the withdrawing Member Agency. The withdrawing Member Agency shall also pay all costs incurred by RVPA associated with its withdrawal including, but not limited to, attorneys’ fees and staff time required to effectuate the withdrawal and change existing services and systems. All payments due under this Section shall be paid not later than ninety (90) days following the date of withdrawal. The withdrawing Member Agency shall not be entitled to any Net Operating Surplus pursuant to this Agreement and shall forfeit any rights and claims relating to any distribution of assets upon the termination or dissolution of RVPA under this Agreement. The Board, based on the remaining Member Agencies, shall determine the final terms and conditions by which the withdrawing Member Agency shall terminate its membership with RVPA consistent with this Section. The remaining Member Agencies shall promptly determine how the proportional percentage share of the withdrawing Member Agency’s costs and liabilities shall be allocated among the remaining Member Agencies.

10.3.3 Effect of Withdrawal. The withdrawal of a Member Agency shall not cause the automatic dissolution of RVPA, nor shall it be construed as a completion of the purpose of RVPA. RVPA shall not be required to replace any Member Agency that withdraws pursuant to this Agreement. Upon the withdrawal of a Member Agency, this Agreement shall remain in effect.

10.4 Consolidation of Member Agencies.

10.4.1 Should one or more Member Agencies effectuate a consolidation pursuant to applicable law including, but not limited to, approval by the Marin Local Agency Formation Commission, which new entity covers the same jurisdictional areas as the original Member Agencies, the resulting entity shall automatically become a member agency of RVPA without amendment to this Agreement. Such new entity shall be considered a single member agency and is entitled to one Director and Alternate under this Agreement. The new member agency shall be subject to all rights and obligations under this Agreement.

10.4.2 Should one or more Member Agencies effectuate a consolidation pursuant to applicable law including, but not limited to, approval by the Marin Local Agency Formation Commission, which new entity does not cover the same jurisdictional areas as the original Member Agencies, the resulting entity shall automatically cease to be a member of RVPA. Should the new entity wish to become a member of RVPA it shall follow the provisions of Section 10.1 of this Agreement regarding admittance of a new member agency. The Board, based on the remaining Member Agencies, shall promptly determine how the proportional percentage share

of the removed Member Agency's costs and liabilities shall be allocated among the remaining Member Agencies and any other terms. The Tax revenues of the Member Agencies shall continue to be disbursed by the Marin County Assessor's Office to RVPA up to and including the effective date of consolidation.

10.4.3 Upon the effective date of a consolidation between two or more Member Agencies, the original Member Agencies shall automatically cease to be members of RVPA and shall have no further rights, obligations, or representation under this Agreement.

10.4.4 The consolidating Member Agencies shall pay all costs incurred by RVPA associated with such consolidation including, but not limited to, attorneys' fees and staff time required to change existing services, systems, and governing documents.

10.4.5 The Parties acknowledge that nothing in this Section shall affect RVPA's exclusivity to operate in Service Area "C".

10.5 Change in Jurisdictional Boundaries.

10.5.1 Should a Member Agency's jurisdictional boundaries change, that Member Agency shall automatically cease to be a member of RVPA. Should the agency wish to become a member of RVPA, it shall follow the provisions of 10.1 of this Agreement regarding admittance of a new member agency. Notwithstanding anything to the contrary in this Section, a Member Agency shall not cease to be a member of RVPA solely due to a de minimis change in its jurisdictional boundaries.

10.5.2 The Tax revenues of the Member Agency shall continue to be disbursed by the Marin County Assessor's Office to RVPA up to and including the effective date of the change in jurisdictional boundaries.

10.5.3 The Member Agency shall pay all costs incurred by RVPA associated with the Member Agency's automatic removal from RVPA due to a change in jurisdictional boundaries including, but not limited to, attorneys' fees and staff time required to change existing services, systems, and governing documents.

10.5.4 The Board, based on the remaining Member Agencies, shall promptly determine how the proportional percentage share of the removed Member Agency's costs and liabilities shall be allocated among the remaining Member Agencies and any other terms.

11. Service to Other Jurisdictions. Service to non-Member Agency jurisdictions may be provided by contract, by amendment of this Agreement, the admission of a new Member Agency, and/or pursuant to the Marin County Mutual Aid Plan and the State of California Mutual Aid Plan.

12. Indemnification, Insurance, Debts and Liabilities, and Immunities.

12.1 Indemnification of Members. RVPA shall defend with counsel selected by RVPA in its sole discretion, indemnify, and hold harmless each Member Agency, their respective governing board members, officers, agents, employees, and/or volunteers from any and all claims, losses, damages, costs, injuries, and liabilities of any kind arising from the conduct, activities, operations, acts or omissions of RVPA under this Agreement, except where such indemnification and defense is prohibited by law.

12.2 Insurance. RVPA shall obtain such insurance protection as determined necessary by the Executive Officer to protect the interests of RVPA and the Member Agencies, with limits of

liability consistent with best practices. RVPA may use self-insurance and may contract with a Member Agency for insurance services.

12.3 Debts and Liabilities. Pursuant to California Government Code section 6508.1, the liabilities, and obligations of RVPA shall not constitute the debts, liabilities, or obligations of the Member Agencies. Each Member Agency's obligation hereunder is expressly limited only to the appropriation and contribution of such funds as may be levied pursuant to this Agreement or as the Member Agencies may agree.

12.4 Immunities. Pursuant to California Government Code section 6513, all the privileges and immunities from liability; exemptions from laws, ordinances, and rules; and all pension relief, disability, workers' compensation, and other benefits that apply to the activities of the trustees, officers, employees, or agents of the Member Agencies when performing their functions shall apply to the same degree and extent while such persons are engaged in the performance of any functions and duties for RVPA.

13. Amendments. This Agreement may be amended in writing by the unanimous vote of all the Directors or Alternates, and approved and executed by the governing boards of each Member Agency. Notice of any amended Agreement shall be filed with the California Secretary of State pursuant to California Government Code section 6503.5.

14. Severability. If any term or provision of this Agreement shall to any extent be determined by a court of competent jurisdiction to be invalid or unenforceable for any reason, the remaining terms or provisions of this Agreement are intended to be independently valid and enforceable to the full extent permitted by law.

15. No Third Party Rights. All the terms, conditions, rights, and duties provided for in this Agreement are solely for the benefit of the Member Agencies. It is the intent of the Member Agencies that no third party shall ever be the intended beneficiary of any performance, duty, or right created or required pursuant to this Agreement.

16. Prohibition Against Assignment. No Member Agency may assign any right, claim, or interest it may have under this Agreement. No creditor, assignee, or third-party beneficiary of any Member Agency shall have any right, claim, or title to any part, share, interest, or asset under this Agreement.

17. Mediation. Any dispute or claim between two (2) or more Member Agencies relating to any and all RVPA issues shall be submitted to mediation, with the costs being mutually shared by the Parties.

18. Notices. Notice to a Member Agency under this Agreement shall be deemed sufficient if delivered to the City/Town Clerk or chief secretarial officer of the Member Agency, or to any other person designated in writing by the Member Agency.

19. Counterparts and Electronic Signature. This Agreement may be executed in any number of counterparts, each of which is deemed an original, and may be executed by electronic signature.

20. Complete Agreement. The foregoing constitutes the full and complete Agreement among the Member Agencies with respect to the subject matter of this Agreement, and supersedes all prior agreements and understandings, whether written or verbal.

21. Notice Filed with Secretary of State. Notice of this Agreement shall be filed with the California Secretary of State pursuant to California Government Code section 6503.5 within thirty (30) days of the final execution of this Agreement.

IN WITNESS WHEREOF, the Member Agencies hereto have caused this Agreement to be executed and attested by their duly authorized officers as of the date first written above.

Exhibit “A”

RVPA Proposed tax rates

Tax cycle	FY	Corte Madera tax rate (\$)	\$ increase	% budget increase net of Assessor's fee	Rest of RVPA tax rate (\$)	\$ increase	% budget increase net of Assessor's fee	Difference Corte Madera - RVPA (\$)
Current tax cycle	23-24	78			94.5			
	24-25	81	\$ 3.00	3.21%	97.5	\$ 3.00	2.65%	16.5
	25-26	84	\$ 3.00	3.09%	100.5	\$ 3.00	2.56%	16.5
	26-27	87	\$ 3.00	2.98%	103.5	\$ 3.00	2.49%	16.5
Next tax cycle	27-28	94.50	\$ 7.75	8.33%	107.50	\$ 3.50	2.90%	13.00
	28-29	102.25	\$ 7.75	7.67%	111.00	\$ 3.50	2.79%	8.75
	29-30	110.00	\$ 7.75	7.09%	114.50	\$ 3.50	2.70%	4.50
	30-31	117.75	\$ 7.75	6.59%	118.00	\$ 3.50	2.62%	0.25

**RESOLUTION NO. 2026-04**

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE ROSS VALLEY  
PARAMEDIC AUTHORITY APPROVING AN AMENDED AND RESTATED JOINT  
POWERS AGREEMENT AND RECOMMENDING ADOPTION BY MEMBER  
AGENCIES**

---

**WHEREAS**, 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.*, by and 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 (“Member Agencies”) for the purpose of providing paramedic and pre-hospital emergency medical services throughout and across the Member Agencies’ jurisdictional boundaries by a single, consolidated agency; and

**WHEREAS**, on March 7, 2024, the RVPA Board of Directors (“Board”) directed staff to engage the services of Citygate Associates, LLC to conduct a review and draft a report regarding RVPA’s governance, deployment, and fiscal structures (“Citygate Report”); and

**WHEREAS**, on November 7, 2024, the Board received the Citygate Report and heard a presentation regarding key findings and recommendations, which included the centralization of operational and fiscal processes and updating and strengthening the Joint Powers Agreement; and

**WHEREAS**, on November 21, 2024, the Board voted unanimously to update the original Joint Powers Agreement drafted and approved in 1982, to modernize the JPA Agreement consistent with current legal requirements, strengthen and stabilize RVPA, and provide for centralized fiscal and operational processes, pursuant to the recommendations in the Citygate Report; and

**WHEREAS**, on April 20, 2026, the Board held a duly noticed public meeting to consider approval of the Amended and Restated Joint Powers Agreement (“Agreement”) drafted pursuant to its prior direction; and

**WHEREAS**, at the April 20, 2026 meeting, the Board considered and approved the Agreement with certain modifications; and

**WHEREAS**, at said meeting, the Board also recommended that the Member Agencies’ governing boards approve the Agreement.

**NOW, THEREFORE, BE IT RESOLVED** as follows:

1. The above recitals are true and correct and incorporated as findings herein.

2. The Board approves the Amended and Restated Joint Powers Agreement (“Agreement”) in substantially the form presented, and as modified and approved by the Board during its meeting on April 20, 2026, subject to approval by the governing bodies of the Member Agencies.
3. The Board recommends that the governing bodies of each Member Agency approve and adopt the Agreement as approved by the Board herein.
4. The Board directs the General Counsel to incorporate any modifications to the Agreement as approved by the Board during its April 20, 2026 meeting into the final version of the Agreement for transmission to each Member Agency, together with this Resolution, for approval.
5. The Board authorizes the General Counsel to make minor, non-substantive revisions to the Agreement as necessary to finalize the Agreement.
6. The Board directs the Executive Officer or designee to file the Agreement with the California Secretary of State pursuant to California Government Code section 6503.5 within thirty (30) days of approval of the Agreement by the Member Agencies’ governing boards.
7. This Resolution shall become effective immediately upon its adoption.

**RESOLUTION PASSED AND ADOPTED**, at a meeting of the Board of Directors of the Ross Valley Paramedic Authority on the 20<sup>th</sup> day of April, 2026 by the following vote:

**AYES:** \_\_\_\_\_

**NOES:** \_\_\_\_\_

**ABSTAIN:** \_\_\_\_\_

**ABSENT:** \_\_\_\_\_

**RECUSED:** \_\_\_\_\_

**APPROVED:** \_\_\_\_\_

Thomas Finn  
Board of Directors Chair, RVPA

**ATTEST:** \_\_\_\_\_

Jason Weber, Executive Officer, RVPA

## RVPA Staff Report

To: Board of Directors

From: Jason Weber, Fire Chief/Executive Officer

Subject: Renewal of the RVPA Special Parcel Tax expiring June 30, 2027

Date: April 20, 2026

---

### RECOMMENDATION:

Staff recommends that:

1. The Board receives an update on the renewal of the special paramedic parcel taxes expiring on June 30, 2027, and fiscal outlook for FY 2028 through FY 2031.
2. Adopt Resolution setting RVPA special parcel tax rates and term for member agencies placement on November 2026 ballot, setting the tax at \$94.50 for Corte Madera (with an annual increase of \$ 7.75), and \$107.50 for all other member agencies (with an annual increase of \$3.50), starting in FY 2027-28 and through FY 2031.

### INTRODUCTION AND BACKGROUND:

Every four years, the voters of RVPA's member agencies' jurisdictions must vote to fund RVPA. Since RVPA's inception in 1982, voters have approved this tax, allowing RVPA to continue its excellent, locally controlled ambulance service to the community for over 40 years. The current tax expires on June 30, 2027. Staff now bring the Board an update on the special RVPA tax, and a resolution for the Board's adoption recommending the tax rates for member agencies to submit to their voters.

The RVPA JPA is one of the oldest and most successful regional partnerships in Marin County. The JPA was established in 1982 as a way to share costs among the member agencies in order to provide Fire Department based paramedic first response and ambulance transport services to the communities in the Ross Valley. Since its launch, the JPA has evolved in order to continually provide exceptional levels of advanced life support care to our residents and visitors. It is important to note that Fire Department based paramedic response holds service to our communities and patient care as our foremost objective. The seamless combination of Fire Department paramedic engine companies and ambulance units ensures for rapid and highly professional levels of care.

Transport revenues and parcel taxes are the two primary funding mechanisms for the RVPA. The special tax funding structure has been in place since the inception

of the RVPA and provides about half the funding necessary to cover annual expenditures, with the other half originating from transport revenues through the fees approved by your Board.

Corte Madera voters last approved Measure E (2022) with 81.47% in favor, setting the tax rate at \$78 per residence and per 1,000 square feet of floor area for nonresidential uses for FY 2024, and increasing by \$3 per year up to \$87 in FY 2027.

For all other member agencies, the last parcel tax measure was approved the same year setting the parcel tax at \$94.50 starting in FY 2023-24 and increasing by \$3 per year up to \$103.50 for each taxable residential unit and every 1,500 square feet of non-residential structures.

Historically voters who reside within the JPA member agencies vote to approve the special parcel tax every four years. As noted above, the current tax expires on June 30, 2027. In order to maintain the RVPA revenue stream, each JPA member agency must place the matter on the November ballot prior to the four-year measure expiring the following June. Under California law, cities/special districts may impose special taxes only when the measure is approved by two-thirds of the voters voting in the election. (Cal. Gov. Code § 53722; see also Cal. Gov. Code § 50077(a)).

**DISCUSSION:**

In the past two years RVPA has gone through an extensive review process including the recommendations to centralize finances and operations, culminating with the proposed adoption of a revised Joint Powers Authority Agreement. As part of the proposed restructuring, and given the rising costs of service, apparatus and equipment, staff is recommending aligning parcel taxes across all jurisdictions and requesting all member agencies place the measure on the November 2026 General election. RVPA residents already receive the same level of service across the jurisdiction and pay the same transport fees.

After establishing the projected centralized budget for FY 2028-2031 and collecting input from all RVPA service providers (CMFA, MCFD, RVFD and Kentfield Fire), staff are recommending member agencies seek voter approval to continue the existing paramedic parcel taxes in the amounts up to the following:

	FY 2028	FY 2029	FY 2030	FY 2031
Corte Madera	Up to \$94.50	Up to \$102.25	Up to \$110	Up to \$117.75
All other member agencies	Up to \$107.50	Up to \$111	Up to \$114.50	Up to \$118.00

By the end of FY 2031, the difference in tax rates between Corte Madera and other member agencies will be \$0.25, and the tax rate will be fully equalized when returning to the voters for FY 2032.

Furthermore, staff recommends aligning the square footage for non-residential parcels to be taxed per 1,000 square feet across all RVPA agencies. Corte Madera currently taxes non-residential parcels by 1,000 square feet, while the rest of RVPA taxes are based on 1,500 square feet. Aligning on Corte Madera's practice represents a 30% increase in tax to non-residential parcels (except in Corte Madera), generating an additional 4% (or approximately \$90,000) in tax revenue from non-residential parcels in jurisdictions outside of Corte Madera. As an example, a commercial property of 10,000 square feet would see a tax increase of \$334 annually, everything else equal.

With your approval of today's resolution, staff will work with a political consultant to finalize the ballot language, arguments and resolutions before submitting it to member agencies for adoption in May 2026. The inclusion of "up to" language will allow member agencies, upon recommendation from the RVPA Board, to lower the effective tax rates should the centralized fiscal operation result in cost efficiencies, or if transport fees result in unanticipated revenues. However, uncertainties in the federal and state legislative landscape regarding Medicare also present a potential fiscal challenge. Staff will return to your Board as needed if a lowering of the tax rates are recommended.

### **Recommended term of next tax measure:**

RVPA has historically recommended a 4-year term for the RVPA tax renewals. This has allowed predictable revenue and expense projections that accommodate changes in labor costs (our principal expense through contracts) and changes in cost recovery with transport revenue that are susceptible to Federal, State and healthcare industry changes. In our lease agreement with Ross section 18 specifically calls out our obligation to bring before your Board consideration of increasing the term of the tax cycle beyond the historical 4-year term. Staff has reviewed options associated with a longer term and brings the following information for your consideration.

Current federal policy is at best unpredictable, most recently we were notified and are watching closely potential changes to Medicare and MediCAL including the following:

*Potential Default Enrollment (Proposed): The current administration is exploring a policy where new Medicare beneficiaries who do not actively choose a plan would be **defaulted** into a Medicare Advantage plan instead of traditional Medicare. This would be a major reversal of the current system where traditional Medicare is the automatic choice. This has the potential for decrease in revenue to transport providers.*

Second, Medicare lowered payments to California for Medicaid (MediCAL) and until the State adopts a budget in June, we don't know if the State will backfill the loss or pass payment reductions to providers and if so, to what providers. At this time, we are not seeing any proposed changes related to PPIGT which is in a different IGT federal CMS pathway. From a revenue perspective approximately 55% or \$850,000 of our approx. \$1.5 million of our transport revenue is from Medicare and Medical susceptible to the changes above. Our PPIGT revenue in 2025 was just over \$200,000. Any changes to Federal funding of Medicare and MediCAL could have substantial impacts to our revenue.

In addition to the above, RVPA is in the process of updating the Joint Powers Agreement, including centralizing operational and fiscal processes, and updating and strengthening the outdated Joint Powers Agreement. Through this process Corte Madera and Larkspur through Central Marin Fire have requested that RVPA review its contracts related to staffing which staff recommends occurs in the next 6 months. This request may result in changes to our expenses that are unknown at this time. Additionally, the first year of the tax cycle will be the first fiscal year of the centralized budget and although staff is confident our projections are accurate, we will not have any actual experience until after the first year of revenue and expenses.

The primary expenses of the RVPA are related to the contracts with member agencies to staff ambulances and providing paramedics on engine companies. The member agencies individually have employment contracts (MOU's) outside the scope of RVPA but influence the cost of service. Recent contracts by these member agencies have regularly exceeded the 3% cost increases projected by RVPA.

With the above information, staff recommends that the RVPA Board move forward with a 4-year tax cycle in the amount proposed to centralize and equalize the tax across all member agencies including "up to" language that would allow agencies to plateau or lower the tax rate if savings are realized.

Upon Board direction, staff will work with our election consultant and the member agencies to draft consistent ballot language, arguments and resolutions for submission by member agencies.

**FISCAL IMPACT:**

With voters' approval, the total RVPA paramedic tax is estimated to yield the following revenues:

	FY 2028	FY 2029	FY 2030	FY 2031
Projected total tax revenue	Up to \$3.02 million	Up to \$3.13 million	Up to \$3.25 million	Up to \$3.37 million

The RVPA is heavily dependent on this parcel tax to maintain operations and continued service levels. Tax revenues represent approximately 50% of total anticipated revenues annually, with remaining revenues coming from transport fees.

**Attachments:**

1. RVPA Budget history and 4-yr. projection
2. Draft Resolution

### RVPA Proposed tax rates

Tax cycle	FY	Corte Madera tax rate (\$)	\$ increase	% budget increase net of Assessor's fee	Rest of RVPA tax rate (\$)	\$ increase	% budget increase net of Assessor's fee	Difference Corte Madera - RVPA (\$)
Current tax cycle	23-24	78			94.5			
	24-25	81	\$ 3.00	3.21%	97.5	\$ 3.00	2.65%	16.5
	25-26	84	\$ 3.00	3.09%	100.5	\$ 3.00	2.56%	16.5
	26-27	87	\$ 3.00	2.98%	103.5	\$ 3.00	2.49%	16.5
Next tax cycle	27-28	94.50	\$ 7.75	8.33%	107.50	\$ 3.50	2.90%	13.00
	28-29	102.25	\$ 7.75	7.67%	111.00	\$ 3.50	2.79%	8.75
	29-30	110.00	\$ 7.75	7.09%	114.50	\$ 3.50	2.70%	4.50
	30-31	117.75	\$ 7.75	6.59%	118.00	\$ 3.50	2.62%	0.25

RVPA 4-year Budget projection			Future tax cycle			
Account Name	2026-2027	Notes	2027-2028	2028-2029	2029-2030	2030-2031
	Proposed Budget		Budget Projection	Budget Projection	Budget Projection	Budget Projection
INVESTMENT EARNINGS	(3,000)					
KENTFIELD FIRE DIST	(291,004)		(300,845)	(309,240)	(317,598)	(325,920)
CITY OF LARKSPUR	(744,355)		(769,526)	(791,002)	(812,380)	(833,665)
COUNTY SER AREA 27	(75,294)		(77,840)	(80,013)	(82,175)	(84,328)
TOWN OF FAIRFAX	(385,798)		(398,844)	(409,974)	(421,055)	(432,087)
TOWN OF ROSS	(98,713)		(102,051)	(104,899)	(107,734)	(110,557)
SLEEPY HOLLOW FIRE DIST	(93,840)		(97,013)	(99,720)	(102,415)	(105,099)
SAN ANSELMO	(614,223)		(634,994)	(652,715)	(670,356)	(687,920)
Town of Corte Madera		new	(639,305)	(688,352)	(737,159)	(785,745)
TRANSPORT BILLING	(1,500,000)		(1,552,500)	(1,606,838)	(1,671,111)	(1,737,955)
Transport Billing M14 only		new	(1,552,500)	(1,606,838)	(1,671,111)	(1,737,955)
DISPOSITION OF PROPERTY TRANSFER FROM RESERVES						
Revenues Total	(3,806,227)		(6,125,419)	(6,349,590)	(6,593,095)	(6,841,231)
PART TIME	4,800		6,488	6,747	7,017	7,298
FINANCIAL & ADMIN SERVICES	62,723		64,222	66,791	69,463	72,242
ALS BACK UP	106,090	no longer applies				
CONSULTANT	50,000		25,000	26,000	27,040	28,122
DEFIBRILLATORS	13,911		13,520	14,061	14,623	15,208
TRANSPORT BILLING FEES	67,702	for M14 & M18 transports	124,488	129,468	134,646	140,032
PARCEL TAX TRANSFER TO CM	12,051	no longer applies				
LEGAL SERVICES	100,000		19,061	19,824	20,617	21,441
COUNTY CONTRACT	1,941,001		2,150,037	2,238,759	2,332,689	2,425,177
CMFA CONTRACT		new	2,443,162	2,543,608	2,649,755	2,754,947
AUTOMOTIVE FUELS	20,688	included in contracts	-	-	-	-
ENGINE MEDIC - RVFD	336,847		393,882	409,638	426,023	443,064
ENGINE MEDIC - LARKSPUR	212,128	incl. in CMFA contract	-	-	-	-
EMS TRAINING/SUPPLY REIMB	90,000	KNT only	15,000	15,000	15,000	15,000
DISPOSABLE MEDICAL SUPPLIES	86,946		156,867	163,141	169,667	176,454
POSTAGE	770		801	833	866	901
MISC	33		34	36	37	38

RVPA 4-year Budget projection			Future tax cycle			
Account Name	2026-2027 Proposed Budget	Notes	2027-2028 Budget Projection	2028-2029 Budget Projection	2029-2030 Budget Projection	2030-2031 Budget Projection
Expenditures continued						
AUTOMOTIVE EQUIPMENT REPAIRS	23,548	included in contracts				
INSURANCE/MISC	6,376		5,200	5,408	5,624	5,849
TAX COLLECTION SERVICE	9,835		10,400	10,816	11,249	11,699
RENT	35,133	combined M14 & M18	75,850	77,746	112,000	114,800
PP-GEMT IGT	136,591	pending direction		-	-	-
PMTS TO OTHR AGENCIES	130,000		165,485	172,104	178,988	186,148
OTHER EQUIPMENT/BUILDING	2,500		2,600	2,704	2,812	2,925
EQUIPMENT REPLACEMENT	407,234					
Expenditures subtotal	3,856,907		5,672,097	5,902,683	6,178,117	6,421,345
Projected (surplus) / deficit			(453,321)	(446,907)	(414,978)	(419,886)
Draw from Equipment reserve	407,234					
(Surplus) / Deficit after reserve draw	50,681		(453,321)	(446,907)	(414,978)	(419,886)
Reserve contributions towards equipment replacement		for 2 ambulances	187,500	187,500	187,500	187,500
Reserve contributions towards equipment replacement		for 15 cardiac monitors	200,000	200,000	200,000	200,000
Projected reconciliation (surplus) / deficit	356,553		(65,821)	(59,407)	(27,478)	(32,386)

## RESOLUTION NO. 2026-05

### RESOLUTION OF THE BOARD OF DIRECTORS OF THE ROSS VALLEY PARAMEDIC AUTHORITY RECOMMENDING MEMBER AGENCIES SUBMITAL TO VOTERS OF RVPA SPECIAL TAX FOR PARAMEDIC SERVICES

---

**WHEREAS**, 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.*, by and 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 (“Member Agencies”) for the purpose of providing paramedic and pre-hospital emergency medical services throughout and across the Member Agencies’ jurisdictional boundaries by a single, consolidated agency; and

**WHEREAS**, since its formation in 1982, RVPA Member Agencies’ voters have approved a special tax to help fund RVPA; and

**WHEREAS**, on March 7, 2024, the RVPA Board of Directors (“Board”) directed staff to engage the services of Citygate Associates, LLC to conduct a review and draft a report regarding RVPA’s governance, deployment, and fiscal structures, which report recommended the centralization of operational and fiscal processes (“Citygate Report”); and

**WHEREAS**, on November 21, 2024, the Board voted unanimously to update the original Joint Powers Agreement to modernize the JPA Agreement, and include provisions to centralize fiscal processes pursuant to the recommendations in the Citygate Report; and

**WHEREAS**, on April 20, 2026, the Board held a duly noticed public meeting to consider approval of the Amended and Restated Joint Powers Agreement (“Agreement”) drafted pursuant to its prior direction, which Agreement requires the Member Agencies to submit the same tax rate to their voters as recommended by the RVPA Board; and

**WHEREAS**, the current special tax expires on June 30, 2027 and in order to maintain its funding stream, Member Agencies must place a special tax on the November 2026 ballot; and

**WHEREAS**, to centralize and equalize financial contributions to RVPA among the Member Agencies and implement the Agreement, the Board desires equalize the tax rates among the Member Agencies, and recommend the tax rates to the Member Agencies for submittal to their voters on the November 2026 ballot as set forth more specifically in the Attached Exhibit “A” (“Tax”); and

**WHEREAS**, Corte Madera currently taxes commercial parcels per 1,000 square feet, and the remaining Member Agencies tax commercial properties per 1,5000 square feet; the

Board desires that all Member Agencies tax commercial properties per 1,000 square feet; and

**WHEREAS**, at the April 20, 2026, meeting, the Board held a duly noticed public meeting and voted to recommend that Member Agencies place the Tax on the November 2026 ballot.

**NOW, THEREFORE, BE IT RESOLVED** as follows:

1. The above recitals are true and correct and incorporated as findings herein.
2. The Board recommends that the governing body of each Member Agency place the Tax on the November 2026 ballot as set forth in Exhibit "A".
3. The Board recommends that commercial properties are taxed per 1,000 square feet.
4. The Board further authorizes staff to work with a consultant to draft the necessary ballot language for the Member Agencies' use, and to forward draft resolutions with said language to the Member Agencies.
5. This Resolution shall become effective immediately upon its adoption.

**RESOLUTION PASSED AND ADOPTED**, at a meeting of the Board of Directors of the Ross Valley Paramedic Authority on the 20<sup>th</sup> day of April, 2026 by the following vote:

**AYES:** \_\_\_\_\_

**NOES:** \_\_\_\_\_

**ABSTAIN:** \_\_\_\_\_

**ABSENT:** \_\_\_\_\_

**RECUSED:** \_\_\_\_\_

**APPROVED:** \_\_\_\_\_

Thomas Finn  
Board of Directors Chair, RVPA

**ATTEST:** \_\_\_\_\_

Jason Weber, Executive Officer, RVPA

Exhibit "A"

	<b>FY 2027-2028</b>	<b>FY 2028-2029</b>	<b>FY 2029-2030</b>	<b>FY 2030-2031</b>
Corte Madera	Up to \$94.50*	Up to \$102.25	Up to \$110.00	Up to \$117.75
All other Member Agencies	Up to \$107.50	Up to \$111.00	Up to \$114.50	Up to \$118.00

\* Per Parcel.

## RVPA Staff Report

TO: RVPA Board

FROM: Jason Weber, Executive Officer

SUBJECT: Preliminary Budget for FY 2026-27

MEETING DATE: April 20, 2026

---

### **BACKGROUND:**

The Budget Comparison Report provided in Attachment 1 shows total activity for FY 2023-24 and FY 2024-25, year-to-date through April 3, 2026, and a budget comparison for the FY 2026-27 proposed budget to the adopted FY 2025-26 budget amendment. RVPA finished FY 2024-25 with a net positive gain with revenues exceeding expenditure by \$474,959. The FY 2025-26 is trending to finish the year with expenditures exceeding revenues before the one-time capital budgeted expenditure of \$525,000 for a new ambulance budgeted in the Equipment Replacement line item.

### **DISCUSSION:**

The primary revenue stream for RVPA is a voter approved parcel tax from each RVPA member. For the 2026-27 fiscal year, the parcel tax annual increase is budgeted at \$3 per unit or \$67K overall. Transport billing revenue is projected to remain flat at \$1.5 million. The total overall revenue is projected to increase by 2% to \$3,806,227.

Overall, the proposed expenditures for FY 2026-27 have an overall increase of 1% to \$3,856,905. The Authority budgeted \$525,000 in capital expenditure for an Ambulance in FY 2025-26 but is projecting to spend only \$117,766 for that year with the remaining \$407,234 to be spent in FY 2026-27. The overall proposed expenditure for FY 2026-27 includes the remaining \$407,234 for the procurement of the Ambulance.

For the remaining budgeted expenditure and where applicable, the Authority applied an escalation rate of 3% to reflect the general cost of doing business increase. The two Engine Medic Program contracts and the Paramedics Ambulance Services and Supplies portion of the Marin County Fire Department contract each includes a 3% increase. The Medical Director and EMS Specialist portion of the Marin County Fire Department contract includes an increase of \$15,000 or 13% over the previous year's budget to reflect the projected cost increase of the medical staff in FY 26-27. The Transport Billing Fees line item includes an increase of \$10,301 or 18% to reflect the historical trend of cost due to the growth in transport billing revenue. The Automotive Equipment Repairs budget line item reflects an increase of \$8.5K or 57% to align the budget with actual costs realized in each of the previous years. The Legal Services budget includes an increase of 100% or \$50,000 over the previous year's budget due to

the continuing effort pertaining to strengthening the RVPA JPA that is anticipated in FY 2026-27. The Ross Valley Station 18 lease is budgeted per the lease agreement.

The overall proposed FY 2026-27 budget has expenditures exceeding revenue by \$50,678 with the anticipated use of the Fund Balance Reserve Equipment for the procurement of an Ambulance at an estimated cost of \$407,234. After removing the effect of the capital expenditure for the procurement of the Ambulance funded with reserve, the proposed FY 2026-27 budget has revenue exceeding expenditure by \$356,556.

Staff has presented a conservative budget with the understanding adjustments can be made at mid-year.

**STAFF RECOMMENDATION:**

Receive preliminary budget presentation, and direct staff as necessary.

Respectfully submitted,

Jason Weber, Executive Officer

**Attachments**

1. Budget Comparison Report



City of Larkspur, CA

# Budget Comparison Report

## Account Detail

Account Number		2023-2024 Total Activity	2024-2025 Total Activity	2025-2026 YTD Activity Through 4/3/26	Parent Budget	Comparison 1 Budget	Comparison 1 to Parent Budget	%
					2025-2026 Budget	Proposed 2026- 2027 Budget	Increase / (Decrease)	
<b>Fund: 705 - ROSS VALLEY PARAMEDIC</b>								
<b>Revenue</b>								
<b>RevCategory: 1204 - USE OF MONEY AND PROPERTY</b>								
<a href="#">705-1204-101004</a>	INVESTMENT EARNINGS	139,572.12	187,000.89	120,496.68	3,000	3,000	0	0%
<b>Total RevCategory: 1204 - USE OF MONEY AND PROPERTY:</b>		<b>139,572.12</b>	<b>187,000.89</b>	<b>120,496.68</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>0%</b>
<b>RevCategory: 1205 - OTHER AGENCIES</b>								
<a href="#">705-1205-200002</a>	KENTFIELD FIRE DIST	263,508.00	271,881.00	154,084.70	282,569	291,004	8,435	3%
<a href="#">705-1205-200003</a>	CITY OF LARKSPUR	681,718.80	702,949.01	398,671.35	722,780	744,355	21,575	3%
<a href="#">705-1205-200004</a>	COUNTY SER AREA 27	69,009.50	71,202.50	40,312.25	73,112	75,294	2,182	3%
<a href="#">705-1205-200007</a>	TOWN OF FAIRFAX	350,000.50	361,127.50	204,794.98	374,615	385,798	11,183	3%
<a href="#">705-1205-200009</a>	TOWN OF ROSS	90,567.50	92,668.50	52,536.83	95,852	98,713	2,861	3%
<a href="#">705-1205-200010</a>	SLEEPY HOLLOW FIRE DIST	86,229.00	89,065.00	50,438.58	91,120	93,840	2,720	3%
<a href="#">705-1205-200013</a>	SAN ANSELMO	554,964.00	572,506.50	324,578.65	596,420	614,223	17,803	3%
<b>Total RevCategory: 1205 - OTHER AGENCIES:</b>		<b>2,095,997.00</b>	<b>2,161,400.01</b>	<b>1,225,417.34</b>	<b>2,236,467</b>	<b>2,303,227</b>	<b>66,760</b>	<b>3%</b>
<b>RevCategory: 1207 - OTHER REVENUE</b>								
<a href="#">705-1207-103000</a>	OTHER REVENUE	0.00	0.00	0.00	0	0	0	0%
<a href="#">705-1207-103005</a>	TRANSPORT BILLING	1,363,530.60	1,662,430.23	1,227,558.78	1,500,000	1,500,000	0	0%
<b>Total RevCategory: 1207 - OTHER REVENUE:</b>		<b>1,363,531.00</b>	<b>1,662,430.23</b>	<b>1,227,558.78</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>0</b>	<b>0%</b>
<b>Total Revenue:</b>		<b>3,599,100.12</b>	<b>4,010,831.13</b>	<b>2,573,472.80</b>	<b>3,739,467</b>	<b>3,806,227</b>	<b>66,760</b>	<b>2%</b>
<b>Expense</b>								
<b>Department: 0046 - ROSS VALLEY PARAMEDIC</b>								
<a href="#">705-0046-000-003000</a>	PART TIME	4,560.00	5,880.00	4,600.00	4,800	4,800	0	0%
<a href="#">705-0046-001-012001</a>	FINANCIAL & ADMINISTRATIVE SERVICES	57,147.23	57,647.83	4,903.25	60,896	62,723	1,827	3%
<a href="#">705-0046-001-012003</a>	ALS BACK UP	100,000.00	103,000.00	77,250.00	103,000	106,090	3,090	3%
<a href="#">705-0046-001-012012</a>	CONSULTANT	6,783.34	84,018.28	38,078.14	60,000	50,000	-10,000	-17%
<a href="#">705-0046-001-012031</a>	DEFIBRILLATORS	22,174.03	3,235.91	0.00	13,506	13,911	405	3%
<a href="#">705-0046-001-012038</a>	TRANSPORT BILLING FEES	54,844.34	64,414.52	43,820.13	57,401	67,702	10,301	18%
<a href="#">705-0046-001-012039</a>	PARCEL TAX TRANSFER TO CM	10,998.00	11,349.00	11,700.00	11,700	12,051	351	3%
<a href="#">705-0046-001-016000</a>	LEGAL SERVICES	15,018.00	17,276.00	36,988.00	50,000	100,000	50,000	100%
<a href="#">705-0046-001-018000</a>	COUNTY CONTRACT	1,881,395.70	1,788,544.86	931,557.94	1,884,467	1,941,001	56,534	3%
<a href="#">705-0046-002-021000</a>	AUTOMOTIVE FUELS	18,477.32	14,789.37	6,293.96	20,085	20,688	603	3%
<a href="#">705-0046-002-024000</a>	PRINTED & PHOTOGRAPHIC	0.00	0.00	0.00	1,061	0	-1,061	-100%
<a href="#">705-0046-002-026000</a>	OFFICE SUPPLIES	0.00	0.00	0.00	0	0	0	0%
<a href="#">705-0046-002-028002</a>	ENGINE MEDIC PROGRAM - RVFD	308,262.76	317,470.64	147,103.52	326,757	336,847	10,090	3%
<a href="#">705-0046-002-028003</a>	ENGINE MEDIC PROGRAM - LARKSPUR	193,994.99	199,801.84	153,528.69	205,808	212,128	6,320	3%
<a href="#">705-0046-002-028004</a>	EMS TRAINING/SUPPLY REIMB	61,162.00	59,377.00	58,877.00	90,000	90,000	0	0%
<a href="#">705-0046-002-028010</a>	DISPOSABLE MEDICAL SUPPLIES	63,167.34	57,341.29	47,941.46	84,413	86,946	2,533	3%
<a href="#">705-0046-004-040000</a>	POSTAGE	2,731.29	726.06	198.34	1,688	770	-918	-54%
<a href="#">705-0046-004-090002</a>	MISC	65.38	31.25	10.75	1,093	33	-1,060	-97%
<a href="#">705-0046-005-053000</a>	AUTOMOTIVE EQUIPMENT REPAIRS	13,391.74	22,196.43	20,083.02	15,000	23,548	8,548	57%
<a href="#">705-0046-006-064000</a>	INSURANCE/MISC	5,820.59	5,944.15	6,094.74	6,190	6,376	186	3%
<a href="#">705-0046-007-073008</a>	TAX COLLECTION SERVICE	7,905.50	7,903.50	5,926.14	9,548	9,835	287	3%
<a href="#">705-0046-007-074000</a>	RENT	33,439.69	34,275.70	35,132.58	35,304	35,133	-171	0%
<a href="#">705-0046-007-075001</a>	PP-GEMT IGT	137,252.93	96,336.27	151,304.76	132,613	136,591	3,978	3%
<a href="#">705-0046-007-075002</a>	PMTS TO OTHR AGENCIES	33,511.06	106,681.55	52,552.50	115,000	130,000	15,000	13%
<a href="#">705-0046-008-087001</a>	OTHER EQUIPMENT/BUILDING	326.98	140.00	82.00	2,575	2,500	-75	-3%
<a href="#">705-0046-008-087002</a>	EQUIPMENT REPLACEMENT	0.00	459,490.23	117,766.00	525,000	407,234	-117,766	-22%
<a href="#">705-0046-008-087008</a>	OTHER EQUIPMENT	0.00	18,000.00	6,664.70	0	0	0	0%
<b>Total Department: 0046 - ROSS VALLEY PARAMEDIC:</b>		<b>3,032,430.21</b>	<b>3,535,871.68</b>	<b>1,958,457.62</b>	<b>3,817,905</b>	<b>3,856,905</b>	<b>39,000</b>	<b>1%</b>
<b>Total Expense:</b>		<b>3,032,430.21</b>	<b>3,535,871.68</b>	<b>1,958,457.62</b>	<b>3,817,905</b>	<b>3,856,905</b>	<b>39,000</b>	<b>1%</b>
<b>Total Fund: 705 - ROSS VALLEY PARAMEDIC:</b>		<b>566,669.81</b>	<b>474,959.45</b>	<b>615,015.18</b>	<b>-78,438</b>	<b>-50,678</b>	<b>27,761</b>	<b>-35%</b>
<b>Report Total:</b>		<b>566,669.81</b>	<b>474,959.45</b>	<b>615,015.18</b>	<b>-78,438</b>	<b>-50,678</b>	<b>27,761</b>	<b>-35%</b>
<b>Authorized Use of Equipment Reserve</b>		0.00	459,490.23	117,766.00	525,000	407,234	-117,766	-22%
<b>Operating Surplus (Deficit) after Use of Reserve</b>		566,669.81	934,449.68	732,781.18	446,562	356,556	-90,005	-20%