



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 SPECIAL MEETING

Thursday, November 21, 2024, 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/85925703803?pwd=kUSAU5CRf6YPy4ouEX5ZTHbqPoV5sn.1>

Webinar ID: 859 2570 3803 - Passcode: 161228 - Phone: 1-669-900-6833

Please be advised those participating in the meeting remotely via Zoom do so at their own risk. The RVPA regular Board meeting will not be cancelled if any technical problems occur during the meeting. Thank you.

1. Call to Order- Board Chair
2. Roll Call- Executive Officer
3. Pledge of Allegiance – Board Chair
4. Open Time for Public Input. Members of the Public have an opportunity to comment on items not on tonight's agenda. Each member of the public has two minutes in which to speak. Board members and staff are not able to engage in dialogue, answer questions or act on any of the items brought forward. At the Board's discretion, matters brought forth may be placed on a future agenda.
5. NEW BUSINESS
6. OLD BUSINESS
 - a. Next Steps related to the Citygate report presented at your last meeting.
 - i. **Staff recommendation(s):** Board provide direction on next steps as outlined in the staff report.
7. Public Comment on Closed Session Item
8. CLOSED SESSION Adjournment into Closed Session
CONFERENCE WITH REAL PROPERTY NEGOTIATORS
Pursuant to California Government Code section 54956.8
Property: 33 Sir Francis Drake Blvd., Ross, CA 94957
Negotiator: Jason Weber, Ross Valley Paramedic Authority Executive Officer
Negotiating parties: Town of Ross
Under negotiation: Terms and condition of lease
9. Report out from Closed Session
10. Announcements/Future Agenda Items
11. Adjournment

Submitted, /s/ Jason Weber, Executive Officer



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Item 6: Old Business

**ROSS VALLEY PARAMEDIC AUTHORITY
STAFF REPORT**

For the meeting of November 21, 2024

To: Board of Directors

From: Jason Weber, Executive Officer

Subject: Next steps associated with Citygate's EMS Deployment, Governance and Fiscal Review of RVPA

BACKGROUND:

Over the last year your Board was asked to consider several policy issues with both short- and long-term impacts. The first is surrounding the lease with the Town of Ross, including terms and conditions to continue housing Medic 18 in the Town. The second is a request from the City of Larkspur Manager to expand the scope of the proposed study to consider changes with Larkspur and Corte Madera to include restructuring of our ambulance and paramedic services, up to possibly Larkspur and Corte Madera leaving RVPA.

At your March 2024 meeting, your Board directed staff to engage the services of Citygate Associates, LLC to conduct a review and draft a report regarding RVPA's EMS deployment, fiscal structures, and governance (Report). The Board also directed the retention of special legal counsel from the firm of Wright, L'Estrange & Ergastolo.

At the November 7, 2024, Board meeting, your Board received the Report and heard a presentation on the key findings and recommendations, as well as public comments by representatives from City of Larkspur, Town of Ross, Central Marin Fire, Kentfield Fire, Ross Valley Fire, and RVPA member agencies' labor organizations.

The Report outlines near- and long-term action items, some of which are agendized separately today, and the others provided here for reference:

Near term:

- Reach written agreement(s) to stop any further consideration regarding the separation of RVPA into two parts.

Longer term:

- Update the RVPA agreement to clearly state operating policies and gain one set of revenues to expenditures with Corte Madera / Central Marin Fire Authority.
- Refine as needed Capital Equipment replacement plans and multi-year cost allocations. Provide for an excess revenue true-up calculation to member agencies if reserves are fully funded.

- Design a more layered, robust backup ambulance plan.
- Monitor response performance against adopted goals.

DISCUSSION:

At this time, it is appropriate for your Board to indicate its commitment to stabilizing and re-integrating the RVPA business operations. Based on Citygate's Report (Recommendation #11), the report's presentation and remarks from Citygate, outside expert Counsel, and all the public comments indicate a desire to continue to operate RVPA as an integrated eight-member-agency Joint Powers Authority that delivers excellent service. Citygate noted that your Board is now positioned to send a strong signal to the County and to all parties involved, by directing staff to modernize the current JPA agreement and reintegrate the management of all expenses and payments. To avoid possible future misunderstandings, Staff recommends your Board use motions and votes for this purpose, after deliberation.

Assuming policy direction on the key issues can be delivered today, staff recommends your Board create two Working Groups to detail the governance, fiscal, and other improvements needed to modernize and stabilize the JPA, using the Report's findings and recommendations as a starting point, as follows:

Working Group 1: Strengthening the JPA

This Working Group would develop the fine details needed for strengthening the JPA through the implementation of centralized fiscal and other processes. The Working Group would give its recommendation to the full Board, who would see the detailed changes for policy review and then direct our legal counsel to draft the needed JPA revisions.

Scope of Work WG 1:

- Steps and methods to centralize all revenues and expenditures (Recommendation #5)
- Steps and methods to include Central Marin FD's ambulance and EMS equipment replacement costs into the JPA's replacement schedule (Recommendations #3, #9)
- Steps and methods to update the reserve contribution formula (Recommendation #4)
- How to designate one purchasing agent (Recommendation #7)

- Draft new common formulas for payments to all partners and establish a true-up mechanism (Recommendation #10); this also includes the establishment of a centralized patient billing contract services and the establishment of a JPA billing policy

Proposed Membership:

Member Fire Chiefs, a City Manager from Corte Madera or Larkspur, Board Member(s) from the east and west portions of RVPA.

Working groups shall return to the RVPA Board with recommendations related to each item within their scope of work with explanation and potential recommendations.

Working Group 2: Increasing Fiscal Accountability and Transparency

The recommendations related to the need to increase fiscal transparency and accountability must be considered regardless of the outcome of Working Group 1, and there is no overlap between the scope of work for Working Groups 1 and 2. Therefore, a second Working Group is required.

Scope of Work WG 2:

- Set forth how any agency that hosts the RVPA’s revenues and expenses segregates, for audit purposes, the RVPA’s object accounts from those of the parent agency (currently Larkspur).
- Design policies within governmental best practices for applying overhead and administrative costs identically across all RVPA agreements. Overhead rates should conform with agency’s adopted fee schedule or, absent that, federal accounting rules for overhead (Recommendations #8).

Proposed Membership:

Finance Managers from affected agencies, Fire Chiefs, Board member(s) from the east and west portions of RVPA.

The Board would see the detailed changes for policy review and then direct our legal counsel to draft the needed JPA revisions.

Staff proposes that each Working Group hold initial discussions and return to your Board in the first quarter of 2025 outlining an implementation plan for its respective scope of work, including timeline. As Citygate stated during its final remarks, the goal of each Working Group is to provide attorneys with terms and provisions in sufficient detail to modify and modernize the JPA agreement and (sub)contracts.

Recommendations #1 (lease with the Town of Ross for M18) is agendaized separately during today’s meeting and is not in the scope of either Working Group.

Recommendation #2 relates to the need to design and fund a more robust third ambulance capacity, and staff recommends the Executive Director and partner Fire Chiefs study this in parallel along with our labor units for possible implementation of at least a first step in FY 25/26.

RECOMMENDED BOARD MOTION(s)

1. Motion to direct that no further research work occur on fragmentation or separation of the JPA.
2. Motion to task the Executive Officer and member agencies via the working groups to develop the appropriate policies, rules, and time phasing, restoring the JPA to collecting and managing a unified budget inclusive of all transport revenues and expenses.
3. Motion to form Working Group #1 regarding strengthening the JPA and assign members.
4. Motion to form Working Group #2 regarding increasing fiscal responsibility and transparency and assign members; and further direct the fiscal Working Group to design reimbursement formulas from RVPA to member agencies such that they universally apply to any affected agency, such as the payment of facility rent, etc.
5. Motion to direct the Executive Officer to continue to use outside experts as/if needed to facilitate working groups, review, to best practices, draft implementation plans, and/or conduct special research.
6. Motion to request an update memo every 90 days regarding progress on the above by the Executive Director, that the draft revised action items return to the Board no later than July 2025, and then, after Board direction, the revised JPA legal agreements be returned by November 2025 unless otherwise directed by the Board.

FISCAL IMPACT:

It is estimated that the total project cost is approximately \$70,000 to date including Citygate and other supporting consultants. Additional work and associated costs will vary depending on Board direction. Staff does recommend increasing budget authority an additional \$30,000 to begin the work proposed in this staff report.

Respectfully submitted,

Jason Weber, Executive Officer