



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

Thursday, June 1, 2023 @ 6:30 p.m.

240 Tamal Vista, Suite 108, Corte Madera, CA 94925

(Hunt Plaza building)

Public may join by Zoom Webinar

Please click the link below to join the webinar:

<https://us06web.zoom.us/j/85746717245?pwd=cGZrUGNMNHRmQnRTNFFsdk51VkhsUT09>

Webinar ID: 857 4671 7245

Passcode: 393913

Phone: 1 669 900 6833

1. Call to Order- Board Chair
2. Roll Call- Executive Officer
3. Pledge of Allegiance – Board Chair
4. Open Time for Public Input. Members of the Public have an opportunity to comment on items not on tonight's agenda. Each member of the public has two minutes in which to speak. Board members and staff are not able to engage in dialogue, answer questions or act on any of the items brought forward. At the Board's discretion, matters brought forth may be placed on a future agenda.
5. Review and approve Meeting Minutes
 - a. **Staff recommendation:** Approve and adopt the meeting minutes from the May 4, 2023, meeting.
6. NEW BUSINESS
 - a. Adoption of the FY 2023-24 budget by **resolution 23-01**.
 - i. **Staff Recommendation:** Adopt the FY 2023-24 budget and transfer of undesignated reserves to designated reserves by resolution 23-01.
 - b. Adoption of the Classification of Fund Balances by **resolution 23-02**
 - i. **Staff Recommendation:** Adopt the recommendation of fund balances as required by GASB 54 and per the Fund Balance Policy.
 - c. Adoption of Ambulance Service Fees by **resolution 23-03**.
 - i. **Staff Recommendation:** Adopt the resolution 23-03 to increase all ambulance fee types by 3.5% to ensure revenues are in alignment with expenses.
 - d. Executive Officer Report
7. OLD BUSINESS
 - a. No old business
8. Transport Billing Data Review (attached)
9. Announcements/Future Agenda Items.
10. 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 jmenicucci@marincounty.org, thank you.



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Item 5: Meeting Minutes

ROSS VALLEY PARAMEDICS AUTHORITY
Held a meeting:
6:30 p.m. Thursday, May 4, 2023
240 Tamal Vista Dr. Suite 10B, Corte Madera

1. Call to Order- Chair Breen called the meeting to order at 6:30 p.m.
2. Roll Call
Board Member Attendance: Chair Breen, Blash, Casissa, Corbett, Finn, Meagor, Salmen, Way
Staff Present: Weber, Martin, Pomi, Orme, Price-Fair
3. Pledge of Allegiance
4. Open Time for Public Input

There were no comments.

5. Approval of Minutes
 - a. Approval of March 2, 2022, minutes
M/s, Casissa/Corbett, to approve the minutes from March 2, 2022.
Ayes: All
Abstain: none
6. Executive Officers Report
 - a. Board/staff Introductions
 - b. Chief Weber discussed meeting formats moving forward including a zoom option for the public. A zoom option will be added for meetings moving forward.
 - c. Corte Madera has offered their interim Board Chambers for RVPA meetings.
 - d. Chief Weber discussed paramedic services across the entire Ross Valley including the history of RVPA, Corte Madera's addition of an ambulance, Town of Ross future Civic Center planning and previous changes made that were not studied and had downstream effects both operationally and fiscally. Based on recent discussions Chief Weber recommended studying ambulance and paramedic engine services in the Greater Ross Valley. Chief Weber stated a scope of work for an analysis would be completed and staff would return to your Board with more information in the future.
 - e. Chief Pomi reminded agencies to move resolutions forward related to the annual tax renewal.

7. New Business

- a. Proposed Fiscal Year 2023-24 RVPA Budget presentation.
 - i. Chief Weber opened the discussion and went through the proposed budget including the addition of line items for the new PPGEMT program

ii. Chief Weber presented the PP-GEMT program and requested the Board authorize an estimated contribution of \$175,000 first year will be three equal payments.

M/s, Meagor/Salmen, to authorize participation in the PP-GEMT program and make payment to DHCS in the amount not to exceed \$175,000.

Ayes: All

Abstain: none

8. Old Business

There were no Old Business Items.

9. CQI Reports

Nurse Price-Fair provided a presentation including highlights of her ride-a-long on M14 as she has recently taken over for Nurse Liz Froneberger after her retirement.

Nurse Price-Fair reviewed response data from the last quarter

Director Way inquired about helicopter transfer patient demographic data.

Questions were asked about “no patient found” incidents and staff explained what types of incidents generate that call type.

Staff reviewed challenges with patient care/transport of San Quentin

Chair Peter Breen offered to set up a tour of San Quentin similar to what was done before COVID.

10. RVPA Expense Sheets

Executive Officer Weber presented expense report. There is nothing out of the ordinary. The majority of expenses are medical supplies and contractual obligations.

There were no questions or comments from the Board.

11. Transport Billing Data Review

Executive Officer Weber presented a staff report. There is nothing out of the ordinary. He explained the report.

There were no questions or comments from the Board.

12. Announcements/Future Agenda Items

- a. Final budget for adoption will be brought to the next meeting on 6.1.23

11. Adjournment- Chair Breen adjourned the meeting at 7:09 p.m.

Respectfully submitted,

Jennifer Menicucci,
Administrative Asst.



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Item 6: New Business

**ROSS VALLEY PARAMEDIC AUTHORITY
STAFF REPORT**

For the meeting of June 1, 2023

To: Board of Directors
From: Jason Weber, Fire Chief/Executive Officer
Subject: Presentation of Final Budget for FY 2023-24, Adoption of associated resolutions

RECOMMENDATION:

The adoption of the 2023-24 Budget by resolution. Transfer of \$200,000 to the unassigned fund balance to the Assigned Vehicle/Equipment Replacement and \$300,000 to Assigned Fund Reserve as out lined the Boards financial policy for reserve accounts.

DISCUSSION:

The preliminary RVPA draft budget for the 2023-24 fiscal year was presented at the May 4, 2023 meeting. The Revenue portion of the budget reflects anticipated revenues based on the property tax increasing to \$94.50 per living unit per 1,500 square feet of structure developed parcel in non-residential use. Assessment taxes will increase 3.30%. The .50 cent per living unit is retained by the County. Transport billing revenue is projected to grow by 5.26% or \$50 thousand dollars. Also included in Other Revenue is anticipated revenue from the PP-GMET IGT program of \$140 thousand dollars.

Staff proposes total expenditures to increase over prior year by \$174 thousand dollars or 6.03%. The increases are mainly due to inflation and contractual obligations, including the related expense of \$125 thousand for the PP-GMET IGT program. Participation in this program should net RVPA a positive \$15 thousand.

It should be noted that the proposed 2023-24 budget revenues exceed expenditures by \$183 thousand dollars. Staff has presented a conservative budget with the understanding adjustments can be made at mid-year.

At the end of fiscal year 2021-22 RVPA's Change in Net Position was a positive \$526,847. Staff recommends transferring \$200,000 from the unassigned fund balance to Assigned Vehicle/Equipment Replacement and transfer \$300,000 to Assigned Reserve, as outlined in RVPA's financial policy for reserve accounts. This will bring Assigned Fund Balances; Vehicle/Equipment Replacement to \$500,000 and Assigned Reserve to \$1,100,000.

Respectfully submitted,
Jason Weber, Executive Director

Attachments: Resolution(s) 23-01, 23-02

RESOLUTION NO. 23-01

ADOPTION OF BUDGET FOR FISCAL YEAR 2023/24

WHEREAS, the Ross Valley Paramedic Authority board has reviewed the budget for the fiscal year 2023/24:

NOW, THEREFORE BE IT RESOLVED that the budget outlined below be, and the same is hereby adopted as, and declared to be the adopted budget for the Ross Valley Paramedic Authority for fiscal year 2023/24 in the amount of \$3,062,915 appropriated as follows:

Revenue:

Account Number	Description	2023-24 Total Budget
<u>705-1204-101004</u>	INVESTMENT EARNINGS	3,000
<u>705-1205-200002</u>	KENTFIELD FIRE DIST	265,699
<u>705-1205-200003</u>	CITY OF LARKSPUR	679,629
<u>705-1205-200004</u>	COUNTY SER AREA 27	68,747
<u>705-1205-200007</u>	TOWN OF FAIRFAX	352,250
<u>705-1205-200009</u>	TOWN OF ROSS	90,129
<u>705-1205-200010</u>	SLEEPY HOLLOW FIRE DIST	85,680
<u>705-1205-200013</u>	SAN ANSELMO	560,813
<u>705-1207-103000</u>	OTHER REVENUE	140,000
<u>705-1207-103005</u>	TRANSPORT BILLING	1,000,000
	Total Revenue	3,245,946

Expenses:

Account Number	Description	2023-24 Total Budget
705-0046-000-003000	PART TIME	24,931
705-0046-001-012001	FINANCIAL & ADMINISTRATIVE SERVICES	55,937
705-0046-001-012003	ALS BACK UP	74,263
705-0046-001-012012	CONSULTANT	3,713
705-0046-001-012031	DEFIBRILLATORS	12,731
705-0046-001-012038	TRANSPORT BILLING FEES	54,106
705-0046-001-012039	PARCEL TAX TRANSFER TO CM	10,609
705-0046-001-016000	LEGAL SERVICES	5,305
705-0046-001-018000	COUNTY CONTRACT	1,875,000
705-0046-002-021000	AUTOMOTIVE FUELS	10,300
705-0046-002-024000	PRINTED & PHOTOGRAPHIC	1,030
705-0046-002-028002	ENGINE MEDIC PROGRAM - RVFD	308,000
705-0046-002-028003	ENGINE MEDIC PROGRAM - LARKSPUR	195,000
705-0046-002-028004	EMS TRAINING/SUPPLY REIMB	90,000
705-0046-002-028010	DISPOSABLE MEDICAL SUPPLIES	79,568
705-0046-004-040000	POSTAGE	1,591
705-0046-004-090002	MISC	1,061
705-0046-005-053000	AUTOMOTIVE EQUIPMENT REPAIRS	7,426
705-0046-006-064000	INSURANCE/MISC	5,835
705-0046-007-073008	TAX COLLECTION SERVICE	9,000
705-0046-007-074000	RENT	35,010
705-0046-007-075001	PP-GMET IGT	125,000
705-0046-008-087001	OTHER EQUIPMENT/BUILDING	2,500
705-0046-008-087002	EQUIPMENT REPLACEMENT	75,000
	Expense Total	3,062,915
	fav(unfav)	183,031

NOW, THEREFORE BE IT RESOLVED After receiving our audited financials for FY 21-22, our current cash position and our net position will allow us to continue to work towards the goals established by your Board for reserve fund balances.

NOW, THEREFORE BE IT RESOLVED At the end of fiscal year 2021/22 RVPA's Change in Net Position was a positive \$526,847.

NOW, THEREFORE BE IT RESOLVED transfer \$200,000 from the unassigned fund balance to Assigned Vehicle/Equipment Replacement and \$300,000 to Assigned Fund Reserve, as outlined in your Boards financial policy for reserve accounts. This will bring Assigned Fund Balances Vehicle/Equipment to \$500,000 and General Fund Reserve to \$1,100,000.

IT IS HEREBY CERTIFIED that the board of the Ross Valley Paramedic Authority duly introduced and regularly adopted the foregoing resolution 23-01 at a regular meeting on the 1st day of June 2023 by the following vote:

AYES: _____ BOARDMEMBERS

NOES: _____ BOARDMEMBERS

ABSENT: ____ BOARDMEMBERS

Board President

ATTEST:

Executive Officer

RESOLUTION NO. 23-02

A RESOLUTION OF THE ROSS VALLEY PARAMEDIC AUTHORITY REVISING RESOLUTION 23-02 FOR THE CLASSIFICATION OF FUND BALANCES AS REQUIRED BY GASB 54 AND ADOPTION OF THE FUND BALANCE POLICY

WHEREAS, the Ross Valley Paramedic Authority wishes to adhere to the reporting requirements as set forth by the Governmental Accounting Standards Board (GASB) Statement 54 Fund Reporting and Governmental Fund Type Definitions; and

WHEREAS, the Board of Directors of the Ross Valley Paramedic Authority has considered the Fund Balance Policy which outlines the policy and procedures enacted to accurately categorize and report fund balance in the General Fund; and

WHEREAS, the Authority will categorize according to the following components: Non-spendable (including but not limited to inventory and prepaid), Restricted (external restrictions), Committed (imposed by resolution), Assigned (general intent for specific use) and Unassigned (residual); and

WHEREAS, the Authority is committed to maintain a prudent level of financial resources to protect against the need to reduce service levels because of temporary revenue shortfalls or unexpected expenditures; and

NOW THEREFORE BE IT RESOLVED that the Authority Board of Directors hereby adopts the following policy:

FUND BALANCE POLICY

This Fund Balance policy establishes the procedures for reporting fund balances in the General Fund financial statements. Certain commitments and assignments of fund balance will help ensure that there will be adequate financial resources to protect the Authority against unforeseen circumstances and events such as revenue shortfalls. It also allows the Authority to assign funds for future anticipated expenditures.

The Ross Valley Paramedic Authority will have, in reserve, funds that the Authority intends to use for specific purposes. The Authority has Assigned and Unassigned reserve funds in place.

Fund balance measures the net financial resources available to finance expenditures of future periods. There are five separate components of the fund balance, each of which identifies the extent of which the Authority is bound to honor constraints on the specific purposes for which amounts can be spent.

The five available types of fund balance are:

- Non-spendable fund balance (inherently non-spendable)
- Restricted fund balance (externally enforceable limitations on use)
- Committed fund balance (self-imposed limitations on use)
- Assigned fund balance (limitation resulting from intended use)
- Unassigned fund balance (residual net resources)

Assigned Fund Balance:

Amounts that are constrained by the Authority’s intent to be used for specific purposes, but are neither restricted nor committed, should be reported as assigned fund balance. This policy hereby delegates the authority to assign amounts to be used for specific purposes to the Authority Board of Directors.

Vehicle/Equipment Replacement: The purpose of the fund is to provide for the orderly and timely replacement of ambulances and emergency equipment. A vehicle and equipment replacement schedule is to be prepared by the Executive Officer or his/her designee.

General Fund Reserve: It is a goal of the Authority to maintain a General Fund reserve of, at a minimum, 20% of the projected operating expenditures for each fiscal year. These reserves are intended to be used in the event of a financial shortfall and for purpose of providing sufficient working capital. Should the General Fund reserve fall below 20%, the Authority will implement measures to restore the reserve percentage to 20%.

Unassigned Fund Balance:

These are residual positive net resources of the General Fund in excess of what can be properly classified in an Assigned Fund.

For purposes of fund balance classification, when multiple categories of fund balance are available for expenditure, funds are to be spent from restricted fund balance first and then unrestricted. Expenditures incurred in the unrestricted fund balances shall be reduced first from the committed fund balance, then from the assigned fund balance and lastly, the unassigned fund balance.

This policy should be revisited, at the time of budget adoption, each year for review.

* * * * *

IT IS HEREBY CERTIFIED that the board of the Ross Valley Paramedic Authority duly introduced and regularly adopted the foregoing resolution 23-02 at a regular meeting on the 1st day of June 2023 by the following vote:

AYES: _____ BOARDMEMBER

NOES: _____ BOARDMEMBER

ABSENT: _____ BOARDMEMBER

Board President

ATTEST:

Executive Officer

**ROSS VALLEY PARAMEDIC AUTHORITY
STAFF REPORT**

For the meeting of June 1, 2023

To: Board of Directors
From: Jason Weber, Fire Chief/Executive Officer
Subject: Approve Resolution 23-03 increasing ambulance service fees by 3.5%.

RECOMMENDATION:

Staff recommends that the Board approves Resolution 23-03, increasing ambulance service fees by 3.5%. It has been your boards past practice to adjust ambulance fees annually ensuring cost recovery is commensurate with increased expenses.

DISCUSSION:

Ambulance transport fees make a up a large part of the revenue to support RVPA’s operations. Costs of medical supplies, personnel costs and equipment rise regularly and generally greater than Bay Area CPI. Staff is recommending your Board increase fees by the proposed amounts:

Fee Type	Current fee	Proposed 7/1/23
		3.5% increase
ALS	\$2,170	\$2246
BLS	\$2,170	\$2246
Mileage	\$54	\$56
Oxygen	\$155	\$160
Treat Non-Transport	\$490	\$507
First Responder	\$0	\$0
12 Lead	\$329	\$341
3 Lead	\$180	\$186
ALS Disposables	\$419	\$434
BLS Disposables	\$350	\$362
Extra Attendant	\$145	\$150
Wait Time	\$80	\$83

FISCAL IMPACT:

The fee schedule will ensure revenues are in alignment with expenses.

Respectfully submitted,
Jason Weber, Executive Director

Attachments: Resolution 23-03

RESOLUTION NO. 23-03

ADOPTION OF AMBULANCE SERVICE FEES

WHEREAS, the Ross Valley Paramedic Authority board has reviewed the proposed ambulance service fees:

NOW, THEREFORE BE IT RESOLVED that the proposed fee schedule outlined below, is hereby adopted as, and declared to be the adopted fee schedule for the Ross Valley Paramedic Authority effective July 1, 2023 as follows:

Fee Type	Current fee	Proposed 7/1/23
		3.5% increase
ALS	\$2,170	\$2246
BLS	\$2,170	\$2246
Mileage	\$54	\$56
Oxygen	\$155	\$160
Treat Non-Transport	\$490	\$507
First Responder	\$0	\$0
12 Lead	\$329	\$341
3 Lead	\$180	\$186
ALS Disposables	\$419	\$434
BLS Disposables	\$350	\$362
Extra Attendant	\$145	\$150
Wait Time	\$80	\$83

IT IS HEREBY CERTIFIED that the board of the Ross Valley Paramedic Authority duly introduced and regularly adopted the foregoing resolution 23-03 at a regular meeting on the 1st day of June 2023 by the following vote:

AYES: _____ BOARDMEMBERS

NOES: _____ BOARDMEMBERS

ABSENT: ___ BOARDMEMBERS

Board President

ATTEST:

Executive Officer



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Item 8: Transport Billing

INVOICE 23040247

TO: Ross Valley RPA
FROM: Wittman Enterprises
DATE: May 16, 2023
FOR: Billing Services Performed in **April 2023**

Gross Collections	\$	133,816.40
Less Refunds	\$	6,808.34
Net Collections	\$	127,008.06
Fee Based on 3.99% of Net Collections	\$	5,067.62

CURRENT MONTH BALANCE: \$ 5,067.62

Prior month (March) balance: \$ 5,500.68

TOTAL AMOUNT: \$ 10,568.30

**Please remit payment to:
Wittman Enterprises, LLC.
11093 Sun Center Drive
Rancho Cordova, Ca. 95670**

Ross Valley Paramedic Authority Fiscal Year 2022-23

	CHARGES	MCARE WRITE DOWNS	MCAL WRITE DOWNS	RESIDENT WRITE DOWNS	OTHER CONTRACTUAL WRITE DOWNS	NET CHARGES	PAYMENTS	REFUNDS	NET PAYMENTS	BAD DEBT WRITE OFFS	WRITE OFFS	ADJUSTMENTS	NEW A/R BALANCE
JULY '22	\$ 388,749.64	\$ 196,737.69	\$ 47,377.10	\$ 19,260.60	\$ -	\$ 125,374.25	\$ 101,325.35	\$ -	\$ 101,325.35	\$ 9,497.36	\$ 2,793.84	\$ -	\$ 656,173.75
AUGUST '22	\$ 370,737.72	\$ 162,668.71	\$ 40,691.72	\$ 23,929.84	\$ 6,303.51	\$ 137,143.94	\$ 113,737.52	\$ -	\$ 113,737.52	\$ 5,515.64	\$ -	\$ 12.90	\$ 574,077.43
SEPTEMBER '22	\$ 432,800.48	\$ 235,270.46	\$ 17,452.49	\$ 18,113.79	\$ 6,082.37	\$ 155,881.37	\$ 94,529.46	\$ 2,781.91	\$ 91,747.55	\$ -	\$ 5,385.30	\$ 1.68	\$ 732,827.63
OCTOBER '22	\$ 389,571.75	\$ 182,150.84	\$ 29,446.59	\$ 27,124.28	\$ 1.39	\$ 150,848.65	\$ 92,730.26	\$ -	\$ 92,730.26	\$ 18,641.04	\$ 2,529.72	\$ 3.68	\$ 769,778.94
NOVEMBER '22	\$ 386,154.10	\$ 213,571.51	\$ 24,197.03	\$ 15,311.90	\$ 15,859.84	\$ 117,213.82	\$ 133,839.19	\$ -	\$ 133,839.19	\$ 2,810.67	\$ -	\$ -	\$ 750,342.90
DECEMBER '22	\$ 389,805.08	\$ 173,329.11	\$ 29,179.42	\$ 18,713.00	\$ 6,937.55	\$ 161,646.00	\$ 101,622.02	\$ 7,319.04	\$ 94,302.98	\$ -	\$ -	\$ -	\$ 817,685.92
JANUARY '23	\$ 430,139.20	\$ 223,150.03	\$ 32,523.55	\$ 22,033.55	\$ -	\$ 152,432.07	\$ 79,081.60	\$ 1,390.11	\$ 77,691.49	\$ 19,638.18	\$ -	\$ -	\$ 872,788.32
FEBRUARY '23	\$ 353,637.20	\$ 176,954.05	\$ 17,122.84	\$ 15,764.55	\$ 9,925.18	\$ 133,870.58	\$ 82,743.84	\$ 513.28	\$ 82,230.56	\$ -	\$ -	\$ -	\$ 924,428.34
MARCH '23	\$ 364,625.42	\$ 223,083.27	\$ 29,542.56	\$ 68,633.58	\$ 13,517.92	\$ 29,848.09	\$ 143,123.04	\$ 5,261.43	\$ 137,861.61	\$ 3,882.71	\$ 3,039.00	\$ -	\$ 809,493.11
APRIL '23	\$ 348,062.60	\$ 191,816.70	\$ 30,323.77	\$ 27,678.37	\$ 11,531.92	\$ 86,711.84	\$ 133,816.40	\$ 6,808.34	\$ 127,008.06	\$ 49,835.92	\$ 11,009.92	\$ 5.49	\$ 708,356.54
MAY '23						\$ -			\$ -				
JUNE '23						\$ -			\$ -				
YEAR TO DATE TOTALS	\$ 3,854,283.19	\$ 1,978,732.37	\$ 297,857.07	\$ 256,563.46	\$ 70,159.68	\$ 1,250,970.61	\$ 1,076,548.68	\$ 24,074.11	\$ 1,052,474.57	\$ 109,821.52	\$ 24,757.78	\$ 23.75	
YTD PERCENTAGE OF REVENUE		51.34%	7.73%	6.66%	1.82%	32.46%	27.93%	0.62%	27.31%	2.85%	0.64%	0.00%	
YTD PERCENTAGE OF NET REVENUE									84.13%				

Management Summary Report
Monthly and Fiscal Year to Date
Ross Valley RPA
April 2023

Financial Class	Number of Accounts	Percent of Total	Year to Date Total Accts.	Percent of Total YTD	Charges	Percent of Total	Year to Date Total Charges	Percent of Total YTD	Payments	Percent of Total	Year to Date Payments	Percent of Total YTD
<i>Medicare</i>	28	23.73%	384	31.66%	\$130,427.80	37.47%	\$1,363,100.40	35.37%	\$25,315.78	18.92%	\$223,215.32	20.73%
<i>Medicare HMO</i>	10	8.47%	75	6.18%	\$28,863.00	8.29%	\$221,368.67	5.74%	\$2,623.82	1.96%	\$43,930.94	4.08%
<i>Medi-Cal</i>	2	1.69%	8	0.66%	\$5,844.00	1.68%	\$22,372.28	0.58%	\$670.64	0.50%	\$4,388.18	0.41%
<i>Medi-Cal HMO</i>	6	5.08%	77	6.35%	\$17,822.00	5.12%	\$239,357.08	6.21%	\$17,907.76	13.38%	\$52,966.66	4.92%
<i>Insurance</i>	12	10.17%	88	7.25%	\$35,856.00	10.30%	\$280,222.34	7.27%	\$37,870.94	28.30%	\$340,038.99	31.59%
<i>Private Pay</i>	14	11.86%	137	11.29%	\$40,314.00	11.58%	\$441,200.15	11.45%	\$2,203.60	1.65%	\$51,992.49	4.83%
<i>Kaiser</i>	6	5.08%	53	4.37%	\$18,556.00	5.33%	\$202,924.70	5.26%	\$30,432.50	22.74%	\$213,104.45	19.80%
<i>Kaiser Mcal</i>	0	0.00%	4	0.33%	\$0.00	0.00%	\$17,938.76	0.47%	\$4,356.48	3.26%	\$9,771.32	0.91%
<i>Kaiser Mcare</i>	18	15.25%	208	17.15%	\$56,466.00	16.22%	\$681,050.96	17.67%	\$9,373.17	7.00%	\$122,960.14	11.42%
<i>Other</i>	22	18.64%	179	14.76%	\$14,227.00	4.09%	\$386,587.95	10.03%	\$3,061.71	2.29%	\$14,180.19	1.32%
<i>Prior Sales</i>					-\$313.20	-0.09%	-\$1,840.10	-0.05%				
Sub Total	118	100.00%	1213	100.00%	\$348,062.60	100.00%	\$3,854,283.19	100.00%	\$133,816.40	100.00%	\$1,076,548.68	100.00%
<i>Dry Runs</i>	0	0.00%	0	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
Total	118	100.00%	1213	100.00%	\$348,062.60	100.00%	\$3,854,283.19	100.00%	\$133,816.40	100.00%	\$1,076,548.68	100.00%