



**Novato Fire District Board of Directors  
Special Board Meeting Minutes  
March 11, 2026**

1 The meeting was called to order by President Hadfield at 10:00 a.m.

2

3 **ROLL CALL**

4 Present: President Mike Hadfield, and Directors Lj Silverman, Shane Francisco, Bill Davis, and  
5 Bruce Goines.

6 Absent: None

7

8 **OPEN TIME FOR PUBLIC EXPRESSION**

9 None.

10

11 **AGENDA ADJUSTMENTS**

12 None.

13

14 **ASSOCIATION PRESIDENTS' REPORT**

15 NSAS President Lauren Galli expressed gratitude to the board, particularly Directors Silverman  
16 and Hadfield, for their hard work on the NSAS agreement. She also reported that Kelley Penney  
17 has transitioned to the Finance Division and has been training in payroll.

18

19 NFCOA President Marc Teldeschi, the newly elected President, looks forward to collaborating  
20 with the Board and District Leadership in the future.

21

22 **DIRECTOR MATTERS**

23 Director Goines reported that he met Chief Peters, Fire Marshal Osgood, and VMS Program  
24 Manager Sarah Labberton last week to discuss the work plan for the MWPA, along with new  
25 models and approaches, as well as some challenges they are facing. He will present six  
26 recommendations from the staff to the MWPA Executive Board retreat for further discussion. He  
27 also noted that the work being done by Fire Marshal Osgood and VMS Program Manager  
28 Labberton is remarkable and groundbreaking, and they deserve a big thank you.

29

30 Director Francisco asked about posts on Next Door regarding Zone Zero, which has been  
31 receiving significant criticism. He requested that we provide additional education to residents.

32

33 **CHIEF'S REPORT**

34 **NOTABLE DATES:**

35

- 36 • 03/11 Druids EOY Dinner
- 37 • 03/19 Cal Chiefs-EMS Section Meeting
- 38 • 04/01 Regular BOD meeting
- 39 • 04/01 New Marin County Protocols go live county-wide on the new app.
- 40 • 04/07 Centennial Planning meeting
- 41 • 04/20-24 FDIC Conference
- 42 • 04/21-24 FDAC annual conference
- 04/24 Health and Wellness Committee Meeting



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43 **ADMINISTRATIVE ITEMS:**

- 44 • C60 gave out 5 conditional offers of employment for FF/PM
- 45 • C60 finished negotiations for the independent contracts, being reviewed.
- 46 • C60 attended the retiree breakfast. Gave District update with Chief Taul
- 47 • C60 attended MCFCA annual planning meeting at Skywalker Ranch.
- 48 • C60 attended NPFA Executive Board meeting to address side letter for
- 49 hiring.
- 50 • C60 facilitated the annual Novato BOD retreat at Best Western. Good
- 51 conversations and reports.
- 52 • C60 attended the Finance Committee and Facilities Committee meetings.
- 53 • ASM Crayne is continuing to work with the UKG implementation team for
- 54 the rest of March to process the 3/15 and 3/31 payrolls. We will then
- 55 transition to support services.
- 56 • ASM Crayne is booking a caterer for the 11/13 badge pinning.
- 57 • ASM Crayne has distributed the new ID badges and business cards. Thank
- 58 you, Acting DC Taul and BCs for assisting.
- 59 • ASM Crayne is reviewing options for ADA compliance for the district
- 60 website.
- 61 • ASM Crayne is focusing on scanning records into Laserfiche and preparing
- 62 records for shredding.

63

64 **OPS: Acting Deputy Chief Taul C61**

65 **Fires/Major incident:**

- 66 • We had 616 calls for service, mostly EMS.
- 67 • 2/15 Binford Rd van fire
- 68 • 2/17 Vehicle Fire at 5 Harbor Drive - flames from the vehicle fire were
- 69 impinging on two propane tanks on a trailer and another pickup truck.
- 70 • 2/25 Pot on the stove, small fire on 35 Carmel Dr 119
- 71 • 2/22 Hwy 37 shooting

72

73 **OPS**

- 74 • Captain Blue has been appointed to the Temporary Training Captain
- 75 position.
- 76 • Jason Pace to receive his A/C task book on 3/12.
- 77 • Keef Kiser promoted to Captain and starting on C shift on 3/20.
- 78 • Hosting Auto X training for 9 Skywalker firefighters on 4/3



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- 79       • Eight conditional job offers have been made.  
80       • Reserve interviews for 7 vacancies on April 1, 2  
81       • Hosting San Rafael Engineer test on March 18th  
82       • Class A burn prop, and residential prop should be complete in April

83 **Facilities:**

- 84       • New Facilities Maintenance Technician, Matthew Ramirez starts March  
85       16th.  
86       • Station/Apparatus inspections March 18, 19, 26, April 2, 16  
87       • LAFCO application meeting on March 17 for sewer project  
88

89 **EMS: Chief Teldeschi B67**

- 90       • Marin County EMS CQI Compliance  
91       • Narcotics storage modifications  
92       • EMS Ambulance Fee process  
93       • EMS billing agreement with San Rafael  
94

95 **Training Division/Fleet: Acting Battalion Chief-Training Bernardini Jr B65**

- 96       • Orienting Captain Blue to the Training Captain position, planning Academy  
97       with him, will be scheduling CrossFit for PT again.  
98       • Planning for the arrival of the new SCBA's later this month/early April.  
99       Mask fit testing, mounting, and in-service plan.  
100       • Working with Sarah Labberton to schedule a training/vegetation  
101       management burn in the fall.  
102       • Meeting with insurance company on 3/10 to answer questions about our  
103       driver training plan.  
104       • Enrolling our members into new IQS red card system

105 **Fleet:**

- 106       • Transferred fleet responsibilities such as invoices and interactions with  
107       manufacturers to David Mezquita, I will remain his supervisor.  
108       • Second, new ambulance is here, David is working on equipment mounting to  
109       get it in service soon.  
110       • Type 3 Engine is about done, should be in service for this fire season.  
111       • New C60 Tahoe should be here in a few weeks.  
112       • May potentially have a buyer for Unit 24 (old M65)

113



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114 **Prevention Division: Fire Marshall Osgood**

- 115 • Inspections and plan reviews continue at a busy pace. Upcoming larger
- 116 developments still in the works with Fireman Funds Site, Entrada, old
- 117 Birkenstock building, Front Street. Etc.
- 118 • 1 structure fire investigation involving a hoarding situation on Center Road.
- 119 • WMS- \$160K left in the grant program (about 16% of the overall grant
- 120 budget), starting door hanger program launches next week.
- 121 • Assessment, roadsides, and grant processing all continue to be steady.
- 122 • 7 Members from Prevention attended CFPI Conference, Sarah Labberton
- 123 was a presenter.
- 124 • VMS garden tour at Admin building yesterday hosted by Lizzie. Today is
- 125 Tips and Tricks with VMS (diameters of trees, bird nesting, etc.)
- 126 • MWPA invoice for reimbursement will be sent to MWPA this week.
- 127 • VMS team is preparing for spring surveys for Phase 3 of GNSFB
- 128 • VMS team has been managing 1-2 crews since mid-February. Crews are
- 129 focused on pulling broom.
- 130 • All HOA maps are now in Fire Aside program and HOA grants begin next
- 131 month within the D Space application program.
- 132 • Prevention Specialist Galli-Two career days scheduled at Marin Oaks and
- 133 Novato High School, 100-year video is complete and available for use, all
- 134 rebranding efforts continue.
- 135

136 **IT Division: IT Manager Mashintchian**

- 137 • UKG Ready project- addressing issues for payroll.
- 138 • Work on Telestaff to Ready for accruals and personnel
- 139 • Train A and C shift on UKG Ready
- 140 • Respond to UKG Ready about issues in MCERA file and what needs to be
- 141 done.
- 142 • Set up Forest Blue and Kelley Penney- promotions
- 143 • Update Zoom Room controllers and Neat bar.
- 144 • Image Trend permissions to FFPM to view closed reports.
- 145 • Site survey for redundant internet for stations
- 146 • Move Station 62 to Fiber (only one not on fiber is Station 64, but working
- 147 on it with Comcast)
- 148 • Discuss MCERA issues with Chief and Joe and the discussion with
- 149 MCERA, Joe and Brooke



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- 150       • Set up new Facility Maintenance Technician’s account and devices.  
151

152 **Communications: Scott Freedman**

- 153       • Evaluated and cleaned old Ring Cameras in preparation for sale and created  
154       Public Surplus auction  
155       • Completed work on Facilities and Apparatus Inspection QR codes and  
156       laminating sheets for stations and apparatuses.  
157       • Further research into alternate vendors for Ram Mounts parts needed for  
158       iPad refresh project.  
159       • Fixed issue with broken radio knob on M61  
160       • Traveled to all stations to see about issues with Verkada access control and  
161       cameras in anticipation of a station walkthrough with Portola.  
162

163 **Finance Division: Finance Director Valenti**

- 164       • Submit 3/15 payroll by noon on 3/11.  
165       • Cross-training between Kelley and Jessica on Payroll and Accounts Payable  
166       • Working with MCERA to update payroll data imports for NPFA/NCOA retro  
167       pay, temporary disability/Workers Comp, and pending retirements  
168       • Final testing of new UKG Ready MCERA upload file  
169       • Complete testing of Ready payroll accounting data file import into  
170       QuickBooks accounting system  
171       • Prepare final pay calculations and accrual reconciliations for pending  
172       retirements.  
173       • Process NSAS retro pay and other pay & benefit related changes following  
174       NSAS contract ratification.  
175       • Cost out remaining 7 employment agreements for 4/1 BOD meeting. Prepare  
176       retro pay calculations for inclusion in 4/15 pay period.  
177       • Process service credit purchase reimbursements for twenty members hired  
178       before 2005 due to 1-month delay in membership entry date vs. hire date due  
179       to MCERA regulations that existed at that time  
180       • Prepare and distribute budget templates to Division heads before end of the  
181       month.  
182

183 **CONSENT CALENDAR ITEMS**

- 184       1. 10/21/25 Finance Committee Meeting Minutes  
185       2. 2/11/26 Special Board Meeting Minutes



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186 3. Travel Authorization and Advance approval for Directors to attend the Fire Districts  
187 Association of California annual conference in Seaside, April 21-24, 2026

188 4. Ambulance Fee Debt Write Off Due to Hardship

189 Board approval is requested to approve a write-off of the designated ambulance billing accounts.  
190 The following account has submitted a written request for write-off consideration from the Board  
191 of Directors. The request is claiming financial hardship.

192 ▶ F24034806 \$4,296.07

193 ▶ F25015321 \$ 487.50

194

195 There was no public comment.

196 M/s Silverman/Goines to approve the consent calendar items 1-4

197 Motion carried: 5-0-0

198

199 **NEW BUSINESS**

200 1. Motion to Designate District's Labor Negotiators Under Gov. Code Section 54957.6: Appoint  
201 Negotiator to Negotiate Employment Agreements for the Senior Accountant, the Fire Mechanic-  
202 Emergency Vehicle Technician, the HR Manager, the Finance Director, the Administrative  
203 Services Manager, the IT Manager, and the EMS Billing Manager.

204 Recommendation: Authorize Board Directors Michael Hadfield and Lj Silverman to negotiate  
205 employment agreements for the Senior Accountant, the Fire Mechanic-Emergency Vehicle  
206 Technician, the HR Manager, the Finance Director, the Administrative Services Manager, the IT  
207 Manager, and the EMS Billing Manager positions.

208 Designated Negotiators: Board Directors Michael Hadfield and Lj Silverman

209

210 There was no public comment.

211 M/s Goines/Davis to authorize Board Directors Michael Hadfield and Lj Silverman to negotiate  
212 employment agreements for the Senior Accountant, the Fire Mechanic-Emergency Vehicle  
213 Technician, the HR Manager, the Finance Director, the Administrative Services Manager, the IT  
214 Manager, and the EMS Billing Manager positions.

215 Motion carried: 5-0-0

216

217 2. Resolution 2026-8 a Resolution of the Novato Fire Protection District Ratifying the  
218 Employment Handbook Between the Novato Fire Protection District and the Non-Sworn  
219 Administrative Staff

220 Board approval is requested to adopt resolution 2026-8 approving the Employment Handbook  
221 between the Novato Fire Protection District (“District”) and the Non-Sworn Administrative Staff  
222 (“NSAS”).

223

224 There was no public comment.

225 M/s Silverman/Francisco to adopt resolution 2026-8 approving the Employment Handbook  
226 between the Novato Fire Protection District (“District”) and the Non-Sworn Administrative Staff  
227 (“NSAS”).

228 Roll Call Vote:

229 Aye: Davis, Francisco, Goines, Silverman, Hadfield



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230 No: None  
231 Absent: None  
232 Motion Carried: 5-0-0

233

234 **3. Surplus of Excess Bulletproof Personal Protective Equipment (BPPE)**

235 Board approval is requested to take the recommendation of staff to surplus the excess BPPE that  
236 we are currently storing at Station 62. The items would be listed on a public auction site for sale.

237

238 Acting Battalion Chief Bernardini reported that in 2015, the district purchased ballistic personal  
239 protective equipment (BPPE) to outfit each member with their own set. However, after several  
240 years of members reporting injuries while transporting the BPPE between stations, the training  
241 division decided to equip each fire apparatus with the appropriate number of BPPE sets. This  
242 way, the equipment would remain on the apparatus and not be assigned to individual members.  
243 As a result, there are now many excess items from the original purchase. According to the  
244 manufacturer, the BPPE still has nine years of usable life left and retains some resale value. The  
245 BPPE has been inventoried and is ready to be sent for surplus pending approval from the Board.

246

247 There was no public comment.

248 M/s Davis/Francisco to surplus the excess BPPE that is currently stored at Station 62.

249 Motion carried: 5-0-0

250

251 **4. Increase Budgeted Funds to Cover Additional Expenses for the Station 62 Sewer Project**

252 Board approval is requested to accept the Facilities Committee's recommendation to increase the  
253 funds budget to Nute Engineering, for the Station 62 sewer project, by 15%, or \$20,160, to cover  
254 contingencies.

255

256 Acting Deputy Chief Taul discussed the status of the sewer project at Station 62 and issues that  
257 led to the need to increase the funds needed to cover contingencies.

258

259 There was no public comment.

260 M/s Silverman/Francisco to accept the Facilities Committee's recommendation to increase the  
261 funds budget to Nute Engineering, for the Station 62 sewer project, by 15%, or \$20,160, to cover  
262 contingencies.

263 Motion carried: 5-0-0

264

265 **5. Station 62 Annex Building Utilization**

266 Staff respectfully requests Board approval to proceed with the planning and preliminary design  
267 phase for the proposed Multi-Use Annex Building at Station 62. Approval of this phase will  
268 authorize staff to engage in conceptual design development, site evaluation, cost estimating  
269 refinement, and preparation of materials necessary for future budget and construction  
270 consideration.

271



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272 Acting Deputy Chief Taul provided a detailed report on the preliminary design phase of the  
273 Multi-Use Annex building at Station 62. He listed the operational, educational, and  
274 administrative benefits of the project.

275

276 There was no public comment.

277 M/s Goines/Silverman to proceed with the planning and preliminary design phase for the  
278 proposed Multi-Use Annex Building at Station 62.

279 Motion carried: 5-0-0

280

281 6. Re-allocation of Assigned and Unassigned Fund Balances

282 Board approval is requested to accept the Finance Committee's recommendation to re-allocate  
283 Unassigned Fund Balance to Assigned Fund Balances as presented.

284

285

286 Finance Director Valenti reported that the Finance Committee met on 2/17/26 and conducted a  
287 comprehensive review of each of the district's fund balances. The Committee discussed the  
288 above redistribution of \$4,883,843 from the Unassigned Fund Balance to the Assigned Fund  
289 Balances and arrived at a tentative proposal, but recommended that the full Board review and  
290 approve the redistribution.

291 There was a discussion about whether unassigned funds are a vulnerability and what is  
292 considered best practice for establishing assigned fund levels.

293 District Counsel Riley Hurd commented that certain sections of the government code define  
294 reserves within the special district code, and the District has consistently met or exceeded these  
295 requirements. He has not yet researched the implications of having excessive unassigned funds.  
296 However, since the District complies with the legal requirements, the focus shifts to best  
297 practices. He can collaborate with Finance Director Valenti to prepare a straightforward  
298 summary of what is required versus what is optional.

299

300 There was no public comment.

301 M/s Davis/Hadfield to accept the Finance Committee's recommendation to re-allocate  
302 Unassigned Fund Balance to Assigned Fund Balances as presented.

303 Motion carried: 5-0-0

304

305 7. Rainy Day Fund – Committed Fund Balance

306 Board approval is requested to accept the Finance Committee's recommendation to increase the  
307 Rainy-Day Fund Balance to the calculated amount of \$6,033,709.

308

309 Finance Director Valenti explained that each year, he is required to calculate the recommended  
310 balance in the Rainy-Day Fund. The calculation is based on the most recent year-end audited  
311 financial statements and is equal to two months of actual salaries and benefits, services and  
312 supplies, and debt service for the previous fiscal year. He noted the Finance Committee met on  
313 2/17/26 to review the Rainy-Day Fund Balance and to consider whether to increase the Fund  
314 Balance or leave it unchanged.

315



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316  
317 There was no public comment.  
318 M/s Silverman/Francisco to accept the Finance Committee’s recommendation to increase the  
319 Rainy-Day Fund Balance to the calculated amount of \$6,033,709.  
320 Motion carried: 5-0-0

321  
322 8. Agreed Upon Procedures – Ambulance Billings Calendar Year 2025

323 Board approval is requested to accept Staff’s recommendation to perform the audit with a 3%  
324 sample size

325  
326 Finance Director Valenti stated that this is part of the annual audit to assess internal controls for  
327 ambulance billing. Last year, there were 5,042 EMS calls, so the 3% sample size will include  
328 151 calls for testing.

329  
330 There was no public comment.  
331 M/s Goines/Francisco to accept Staff’s recommendation to perform the Ambulance billing audit  
332 with a 3% sample size.  
333 Motion carried: 5-0-0

334  
335 **COMMITTEE REPORTS**

336 Directors may report on committee activities and meetings.

- 337 1. MERA (Directors Silverman and Hadfield)- the next meeting is 3/23/26  
338 2. Finance Committee (Directors Davis and Goines)- nothing to report, the April meeting  
339 will need to be moved because of the FDAC conference.  
340 3. Marin Wildfire Prevention Authority Board (Director Goines)- there was a meeting last  
341 Thursday, planning for a retreat for the Executive Board  
342 4. Facilities Committee (Silverman and Hadfield)- committee met yesterday, main  
343 discussion was the sewer project and multi-use building project at Station 62.  
344

345 **FINANCIAL REPORTS**

346 Informational items for review. No action is needed.

- 347 1. Financial Reports, January 2026:  
348 a. Revenues, Expenditures, and Changes in Fund Balance Financial Report- reports  
349 will be available at the next regular board meeting after the final budget is  
350 approved  
351 b. Revenues and Expenditures Detail Financial Report  
352 c. Vendor Summary Financial Report  
353  
354 2. District Monthly Contracts Information  
355

356 **INFORMATION**

357 Items of a general nature that the staff wishes to bring to the attention of the Board.

- 358 1. Customer Surveys – Not available  
359 2. MERA Report



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- 360 3. Upcoming meetings and events:  
361     • 4/1/26 Regular Board Meeting  
362     • 4/7/26 Centennial Meeting at 0900  
363     • 4/21-24/26 FDAC Conference, Seaside, CA  
364 4. Written Communications  
365     • CSDA Nominations  
366     • Thank you to WMS MacDougall  
367

368 *The Board entered closed session at 11:16 am.*  
369

370 **CLOSED SESSION**

371 **1. CONFERENCE WITH LABOR NEGOTIATORS** - Gov. Code sec. 54957.6  
372 Agency Designated Representatives: Michael Hadfield, Lj Silverman  
373 Unrepresented Employee: Brooke Kerrigan, Senior Accountant  
374

375 **2. CONFERENCE WITH LEGAL COUNSEL** - Significant exposure to litigation  
376 pursuant to Government Code Section 54956.9(e)(2): (Number of potential cases: 1). The  
377 District is in receipt of information concerning a threat of potential compensation-related  
378 claims by known plaintiffs against the District.  
379

380 **RETURN TO OPEN SESSION**

381 The board returned to open session at 11:58. There was no reportable action.  
382

383 **ADJOURNMENT**

384 There being no further business, the meeting adjourned at 11:58 am.  
385

386 Respectfully Submitted,

387 *Jennifer Crayne*

388 Jennifer Crayne

389 ASM/Clerk of the Board