



Minutes of **SPECIAL MEETING**
Held **March 23, 2015**

Township of Springfield

Laura Moreau, Clerk

Call to Order: Supervisor Walls called the March 23, 2015 Special Meeting of the Springfield Township Board to order at 8:30 a.m. at the Springfield Township Civic Center, 12000 Davisburg Rd., Davisburg, MI 48350.

Roll Call:

Board Members Present

Collin W. Walls	Township Supervisor
Laura Moreau	Township Clerk
Jamie Dubre	Township Treasurer
Marc Cooper	Township Trustee
Judy Hensler	Township Trustee
David Hopper	Township Trustee

Board Members Not Present

Dennis Vallad	Township Trustee
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AGENDA—Fire Department Chief Search First Round Interviews

1. Interview with J. David Feichtner

Supervisor Walls welcomed Mr. Feichtner and Board members. He stated that out of 46 applicants, six were chosen for interviews and one has withdrawn. First round interviews will take place this morning and tomorrow afternoon and it is the hope of the Board to discuss all interviews and reach a decision regarding second round interviews tomorrow evening. The intent is to conduct a second interview with 2 or 3 of the candidates the morning of April 14th with the time yet to be determined. Each interview is meant to take an hour and the next interview begins in an hour and a half. He stated that he will ask questions and Board members are encouraged to ask follow up questions. There is also a spot in the agenda for Board members to ask questions that may not have been covered in the initial questions.

Supervisor Walls asked with or without accommodation, is the applicant capable of meeting the physical requirements of the position and if accommodation is required, please specify.

Mr. Feichtner replied that he did not need any accommodation.



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Supervisor Walls asked the applicant to tell the Board about himself, give an overview of his career and also share what he enjoys when he is not working.

Mr. Feichtner replied that he is married with two boys and lives in the Township. He stated that before working at his current job at Med Star Ambulance, he was at the Farmington Hills Fire Department for 20 years. He started in the paid on call system. The department consists of 125 members, forty of them are full time. He started as a paid on call firefighter and moving through the ranks became a sergeant and was then moved from full time firefighter and paramedic to inspector. All firefighters are trained to be building inspectors as well and he became in charge of all fire training, EMS training and became EMS coordinator. He was responsible for writing all of the grants and had a lot of ancillary duties. One of the Deputy Chiefs positions was cut due to budget cuts and the Staff Lieutenant inherited his duties and responsibilities. He is still teaching at University of Detroit-Mercy and teaches one class a semester which is one night a week. He stated that they recently hired a full time person so there is a good chance that he will no longer teach there. He also teaches once or twice a year with the Michigan State Police. He was also in the Marine Corp, active reserve and was honorably discharged in 2000. He stated that when he is not working he spends times with his children and family.

Supervisor Walls asked about his schedule.

Mr. Feichtner responded that he works days during the week at Med Star ambulance so his nights and weekends are available.

Supervisor Walls asked why he was interested in making a career change to the Springfield Township Chief and how he feels he would be a fit for this position.

Mr. Feichtner responded that he would be a good fit since he has been on the department since last summer. He has gotten to know the department and employees very well. He stated that they grew very fast in Farmington Hills and during that time they lost the hometown and family atmosphere that they used to enjoy. He stated that coming back into the Springfield Department has made him miss that. They are family and they are there because they are dedicated and want to be there. They do a lot of things with family and this is what it is about. Anytime that you can interweave family with your job is spectacular. He stated that he thinks it is the next step for himself. He has been asking a lot of individuals throughout his employment history what it takes to be chief and has been gathering a lot of information. He is not a big city person, he likes the dirt road and the space and room and he likes what the Township has to offer. He stated that he believes this is the last step in his fire service career.



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Supervisor Walls stated that looking at his resume, he became a staff lieutenant in 2003 and he asked what operations command experience he has had in the last four or five years.

Mr. Feichtner stated that as a Staff Lieutenant, not only were they in charge administratively of various projects, they were expected on mid and large size incidents to respond and he frequently had to take command of large structure fires, large car accidents and had to supplement crews. If the battalion chief showed up, they could either turn command over to them or they would continue in charge at that point. They used all of the headquarters staff to supplement the incident command system structure. There would be one person in charge of operations and another individual overseeing the tactical fire scene.

Trustee Cooper asked for Mr. Feichtner to give them an example of a time when he was in command of a fire scene or accident scene and there was a problems and how he handled it.

Mr. Feichtner referred to an incident at a site condo complex in Farmington Hills. He stated that there is a big elevation change at this complex. He stated that when he arrived at the fire, he organized command at the street but the fire ended up being in the basement of a 3 story condo and he summarized the attack 1 and attack 2 command. He explained the confusing situation of trucks trying to establish location and the resulting conclusion of pulling everyone back and reevaluating after a lot of confusion and redirection.

Trustee Cooper asked him how he would resolve it next time.

Mr. Feichtner replied that he would clearly communicate position.

Supervisor Walls stated that the Fire Chief is expected to be an administrator, planner, communicator and a regular hands on fire fighter. He asked Mr. Feichtner how his experiences prepared him to meet those challenges.

Mr. Feichtner replied that throughout his service career, he has encompassed every one of those things at one time or another and many times simultaneously. He stated that right now in Springfield, he is a fire fighter and he helps out as he is asked. He has worked with Supervisor Walls writing grants and has helped correcting some policies. In Farmington Hills, he was chair of the Policies and Procedures Committee and he ran all of the training at recruit schools. He has touched most things in fire service. He stated that he has a significant piece in the budget with both Farmington Hills and his current position at Med Star. He stated that they have written three grants for Springfield so far and a large budget piece was involved in this.



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Supervisor Walls asked Mr. Feichtner the strengths and the weaknesses of a paid call department.

Mr. Feichtner replied that the strength of a paid on call department is dedication; they come because they want to be there. It takes a lot of dedication to work a regular job every day and then come home and respond out in the community. The weaknesses are statistically in the evening when calls go out, people are not available. You should try to work the system so that you do have people responding most of the time. To solve this issue, they let the stations in Farmington Hills solve it on their own and of the five fire stations, four are strictly paid on call stations nights and weekends. Each station is run by a district chief who is a part time person that is responsible for the 25 firefighters that run out of that station. They gave the district chief the responsibility to solve the response problem on their own. One choose to work on the battalion system, one chose to designate their fire fighters and EMTs and the times that they were going to respond. One station was able to meet the response rate of 50% on their own. The response issue will continue to be a struggle and whether they use a platoon system or get the grant for staffing or whatever the Board decides to do, the staffing is going to continue to be a struggle. This is the struggle of a paid on call system. The second piece of the response issue is recruitment and retention and they spent time talking about this in and out of the grant process. In paid on call system, younger folks enter the system, stay for three to five years and then move on and go be a career fire fighters. He stated that expanding how they recruit and retain people is certainly going to have an effect on the department moving forward. They found that people that have roots in the Township with families and homes tend to be the ones that stay on the department. People that are more transient can be brought on knowing that they will be replaced in a few years.

Treasurer Dubre asked Mr. Feichtner what percentage of runs he thinks the fire chief should be responsible for attending.

Mr. Feichtner replied 80%.

Trustee Cooper asked Mr. Feichtner if a part time department or a paid on call department is a stronger suit for a fire department.

Mr. Feichtner replied that the type of department is driven by the type of community you are in, by the run volume you have and the needs and the wants of the citizens that the Board brings forth to the department. He referred to the run volume in Springfield of approximately 850 calls per year and raised the question if they needed a part time department or are they good with paid call. This is going to be driven by the wants and



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desires of the Board and making it work with the budget. He stated with a part time department, do you bring those people back to respond to calls in the evening or are they only responsible for their part time hours. He stated that you look at your high volume times during the week and look if it makes sense to supplement these high times with additional staff. During the last big structure fire on Ellis Road, Chief McGee contributed and they benefit from communities around them that are willing to help. It is going to depend on what type of burden the budget can take or if they think they are doing okay with the paid on call staff that they have. If they get the grant that they applied for, this would be an excellent opportunity to see the effect that the extra part time person will have. The grant was written for recruitment and retention but it was also written to add staff. With the reporting with Clemis, they will have a data driven and concrete way to make these types of decisions.

Supervisor Walls asked the role that a fire department should play in the delivery of emergency medical service.

Mr. Feichtner stated that this is driven by the community and the Board. The fire department will be the first people on the scene. They are on the right track with people in the EMT class so that they can provide not only first response but also the standards of care that EMTs can provide. EMTs can do many things that they were not allowed to do in the past and he gave examples. In the past, the logical step for many fire departments was to go to Advanced Life Support, however, in Springfield's case, they have a great relationship with Star. He thinks that the course they are on is great and encouraged everyone to get to the EMT level. They have the ability to transport to the hospital if needed.

Supervisor Walls asked applicant to describe his budgeting and financial management experience.

Mr. Feichtner stated that the financing and budgeting experience that he has ranges from small to large. In Farmington Hills, fire fighters were expected to figure out the actual cost of an item that they wanted to add to a department. He started with small purchases and then became responsible for the EMS budget and training budget because they did all of it in house. He also managed several million dollars in grants that he applied for and received. With Med Star, he is the director of operations and is responsible for budgeting everything outside of the building for example, personnel and supplies for 40 to 50 ambulances on the road daily.

Clerk Moreau asked him to describe the process he undertook to prepare and receive approval for the EMT and Training budgets in Farmington Hills.



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Mr. Feichtner stated that he would sit down with the chief and fire marshal to determine staffing requirements. If they found the number was 30, they would pay for all 30 to attend knowing that by the end, 40% would be leaving to go somewhere else. If they successfully got out of recruit school, they would need to budget the difference between the minimum recruit wage pay and what their wage would be once they started to respond. Once they determined these amounts, they then had to figure out the course schedule and who would attend when and what instructors were needed. He explained the other items he needed to consider for the cost of training. He would then present those budget numbers to the chief and they would make adjustments.

Clerk Moreau asked who would give final approval.

Mr. Feichtner replied that the City Council already would have approved the budget and the training number. He had to provide the best options available within the approved amounts and then get approval from the chief.

Supervisor Walls asked for his salary and benefit expectations initially and within a year.

Mr. Feichtner replied that he would expect his initial salary to be \$66,000 or \$67,000 and after a year, another thousand or so.

Clerk Moreau stated that this is very different than what he indicated when he applied and she asked the reason.

Mr. Feichtner replied that one of the items that was included in his application was the vehicle that the chief gets including gas and insurance. He is estimating that to be \$8,000 to \$10,000. One of his biggest expenses is his house and he has his home paid off which allows him some flexibility.

Supervisor Walls asked if applicant was talking about the command vehicle.

Mr. Feichtner replied that there are two Chief's vehicles and either would be fine.

Clerk Moreau referred to his response to the second written question and his ultimate goal of being fire chief. She asked Mr. Feichtner to explain the path that he has chosen and why, after the time with Farmington Hills he decided to leave and go to an ambulance company. The achievements that he has had are outside of the path of what a fire chief path would be and she asked him to comment on this.

Mr. Feichtner stated that one of the problems in the fire service is things are never called the same things. As he looked at the next step in the career step within the fire department, he



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would hear that you are just a lieutenant which was different than what his actual responsibilities entailed. One of the bits of advice that he received was if he was never going to have the Deputy Chief title to fit with all of his job responsibilities, he is going to have to find something that would be equivalent to a Chief or Deputy Chief position that gives him that authority or direction. When the opportunity came up at Med Star, the owner asked him to come on board and he is director of all clinical operations. This position gave him more budget experience and more administrative experience.

Supervisor Walls asked Mr. Feichtner to explain the relationship between a career in fire service and a Master's Degree in Constitutional Law and International Relationships and a Ph.D. in American Politics.

Mr. Feichtner stated that he is a nerd and he is always reading. The political system has always intrigued him and has always liked digging into the why and the how. He made the choice to stay in school and write papers while in the fire service.

Supervisor Walls stated if the Board was discussing a policy that he did not agree with, what would he do.

Mr. Feichtner stated that his job as Fire Chief is to support whatever decisions the Board makes. If there is a policy that he disagrees with, this discussion should have happened before hand with the Supervisor. This is also true for the fire department. He stated he tells staff you are able to complain to your level and above your level but never at the level below you. This type of complaining disfranchises them from the Board and has the department second guessing the authority.

Treasurer Dubre asked if he meant discuss the item with Collin, because the Board does not discuss until it is heard in public forum and sometimes they do not agree.

Mr. Feichtner stated that with Supervisor Walls as his Direct Supervisor, he would have to support him once the decision is at the public meeting.

Supervisor Walls asked the qualities and characteristics of a good fire chief.

Mr. Feichtner replied that the fire chief has to be a good communicator both upwards and downward both administratively and also at fire scenes. The fire chief has to be patient. Fire Chiefs are mentors and coaches and every day is a training day.



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Supervisor Walls asked what Mr. Feichtner would do to recruit new members and retain existing members.

Mr. Feichtner stated that they would get some people by attending the 4H fair and providing public education. He suggested partnering with the local schools and whether the grant is funded or not, they should get into the schools and work with them to foster some of the education that could go on to bring them into the fire service is a natural low cost win. He suggested that participation in the 401K and sending individuals out to training are benefits. They could do a lot of training in house and send individuals out to training and have them bring it back to the department is a benefit. At the end of the day, it is what works within the budget to benefit them and make them stay longer.

Mr. Feichtner stated that he appreciated the opportunity to meet with the Board. He said last year after he interviewed, whether or not he got the job, he was going the department. He will continue with the department regardless and is not moving or going anywhere.

2. Interview with Mike Gaydos

Supervisor Walls welcomed Mr. Gaydos and provided an overview of the search process and interview format. Supervisor Walls asked applicant to tell the Board about himself, give an overview of his career and also share what he enjoys when he is not working.

Mr. Mike Gaydos introduced himself to the Board. He stated that he is currently Battalion Chief at Shelby Township Fire Department and has been there for 24 years. He heads up three shifts and has 18 fire fighters assigned to him. His day to day responsibilities include daily training, time sheets, whatever management has to be done that day, all emergency responses, fire and ALS. He is also the team leader for the Macomb County Hazmat and heads the hazardous material team for the County. He receives a budget through the County and he is responsible for writing the training plan and he does grant reimbursements for training and staffing. Originally, he joined the military and entered the fire service portion at that time. He did four years of fire service in the military and learned a lot. After he left the military, he was hired by Shelby Township and he decided to continue his military career in the reserves and joined at Selfridge Base. He retired from the military in 2007. He is an outdoorsman and loves hunting and fishing. He is involved with his three boys who are involved in a variety of sports.



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Supervisor Walls asked with or without accommodation, is the applicant capable of meeting the physical requirements of the position and if accommodation is required, please specify.

Mr. Gaydos replied that he is more than capable.

Supervisor Walls stated that Mr. Gaydos has a construction company. He asked him about his plans for that company if he was chosen as chief.

Mr. Gaydos replied that he has a residential builder's license and has a company primarily doing roofing and siding. Right now he has not done any work with the company in the last year and a half so his plans would be not to do construction plans anymore. He stated that he would prefer being chief as opposed to climbing ladders everyday.

Supervisor Walls asked Mr. Gaydos why he is interested in making a career change to be the fire chief.

Mr. Gaydos stated that it is a logical progression for him. He started as a basic fire fighter almost 30 years ago and he has progressed up through the ranks. He enjoys being an officer and the next logical progression was battalion chief which he enjoys. He enjoys the leadership and having the guys work for him and he is looking forward to taking the next challenge. He has a lot of knowledge and education and still has a lot of passion for the job. He stated that it is in a good location for his family. He sees opportunity in this Township. He sees two stations but he sees the possibility for growth and improvement. He welcomes the challenge of being part of that. Supervisor Walls told him that they want training and they want to get their people better and he was glad to hear that. He stated that fire fighters now are jack of all trades and have a lot of different skills required and the only way to stay current is to train. He likes the progressive view here.

Supervisor Walls asked Mr. Gaydos how he would be a fit.

Mr. Gaydos replied that he would be a good fit. He has a good track record of being a good leader and taking care of his people. He came from a career department but all of the communities surrounding Shelby Township are part paid so he deals with them on special alarms and training. He has a great work ethic and he realizes that this job is not a sit at a desk all day. He still likes to do the job and he thinks he can bring a lot to the department in terms of leadership and education.

Trustee Cooper asked for three examples in his career in which he has improved Shelby Township Fire Department.



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Mr. Gaydos stated that when he started working for Shelby Township in 1991 he brought his knowledge of hazardous materials to that job. Shortly after hiring, he headed up their hazardous material program and he has taken it from one or two training classes a year to being one of the premier departments in Macomb County in hazardous materials. He is in charge of the Oakland County Hazmat Team. The scheduling in Shelby Township has been lacking. When he was a lieutenant, they did their daily schedules on an Excel spreadsheet. After he did some research, they started to use a scheduling program in which all of the scheduling is able to be accessed online. This is not completed yet because it is interwoven with the time sheets and that portion is not finished yet. He stated that through his work ethic and being part of a team, he has improved the department.

Supervisor Walls stated that the Fire Chief is expected to be an administrator, planner, communicator and regular hands on fire fighter. He asked Mr. Gaydos how his experiences prepared him to meet those challenges.

Mr. Gaydos replied that the regular hands on fire fighter is what he has done. He has the skills and abilities and is more than able to use those skills to get the job done. His position right now doesn't involve a lot of administration, he does not deal directly with the Township Board, this is done by the Fire Chief. He has some learning to do there. He stated by communicating to the Board as far as where they are and by using the Board's goals and visions to get them to where they want them to be he can make it happen.

Supervisor Walls asked what experience he has had getting water to a fire or drafting.

Mr. Gaydos replied that in Shelby Township, they do not do a lot of drafting; they have hydrants everywhere. He has training in the military in drafting. At the air base they had to use drafting and in the military he had a tanker license. He summarized an experience two years ago when Shelby's water system went down and they borrowed Groveland's tankers.

Supervisor Walls stated that as a new Chief, would Mr. Gaydos reach out to surrounding communities and if so, what would he be looking for.

Mr. Gaydos answered that as a Chief, you have to reach out to surrounding communities. He would be looking at what agreements they have already and how the relationship is. He would have to evaluate where they are and what their needs are and work with them to become good partners so that they can insure that the residents are safe.



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Supervisor Walls asked what role he believes a fire department should play in the delivery of Emergency Medical Service.

Mr. Gaydos replied that it has changed over the years. He stated that BLS and ALS is a part of what they do. He stated that certain cities have the need for it and some cities are not there yet. In Shelby Township, they have five ALS units in service every day and one back up. ALS is 85% of their runs. When you look at smaller communities, you have to look at the budget and what services are currently provided and what services the citizens want. He stated that it gives the citizens a level of calm and when it is done right, it is a great thing. He stated that last year Shelby Township did just over 6500 runs.

Clerk Moreau asked if he was in charge of a station.

Mr. Gaydos replied that he is in charge of all stations and what happens during the day. He stated that anything that is going to make the news, shootings or stabbings, he goes on and fire calls he goes on. He stated that they have a lot of manufacturing plants in Shelby Township and this is one of the challenging items. He stated lake and river rescues are frequent too.

Trustee Cooper asked what role he plays at the scenes.

Mr. Gaydos replied that typically he is commander and delegates strategies and tactics. He has a Captain that works for him and with his pending retirement, he has been letting his Captain do more of the scene command. He summarized his last two alarm fire experience that took place in January.

Supervisor Walls asked when he expected to retire.

Mr. Gaydos replied that Shelby Township is 25 year minimum and he is in his 24th year now. He stated that he bought 3 years of his military time so he is actually going on his 28th year. He can retire anytime.

Supervisor Walls asked him to summarize his budgeting and financial management experience.

Mr. Gaydos stated that in Shelby Township he does not manage the budget; he is aware of it and works with the Chief. His part of the budget is special response and this is his responsibility. He gives the okay for purchasing within his portion of the budget. He reviews last year's objectives with the Chief and overtime is another item that is important in the budget. He managed the budget for the County's Hazmat Team of \$50,000. He stated that every budgeting system is not the same. He is familiar with how the budget process works.



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Supervisor Walls asked for his salary and benefit expectations initially and within a year.

Mr. Gaydos replied that initially he saw in the job listing it was \$55,000 to \$65,000 and he was okay with that. The salary right now is not so important to him. He will have to evaluate the health system when he retires and determine which one is better.

Supervisor Walls asked if he would be willing to relocate.

Mr. Gaydos replied yes and the biggest issue is relocating the kids after they finish the year at their current school.

Supervisor Walls asked if the Township Board is discussing a policy that he does not agree with, what would he do.

Mr. Gaydos replied that as a fire chief, he is a liaison between the fire fighters and the Township Board. The Township Board is paying the Chief for his opinions and his advice in managing the fire department. If they are discussing something that he does not agree with, he would be diplomatic about it but he would tell them why or why not he thinks it is not a great idea and have some research done prior to that discussion. If the Board chooses to go through with it, his job is to support the Board.

Supervisor Walls asked what are the qualities and the characteristics of a good fire chief.

Mr. Gaydos answered that most fire chiefs are honest and possess integrity. They will be respected and set the example. You have to lead by example. He stated that he is not right all of the time but if he messes up, he will admit it and hopefully they can get past it. They need to be dependable and they have to be in front to set the stage.

Supervisor Walls asked what he would do to recruit new members and to retain the existing ones.

Mr. Gaydos replied that they have to figure out the needs and use the web page and he suggested using schools and community groups. As far as retaining, this is an issue with all different departments. For retention, you want to make sure that they are part of the family and that their voice is heard. You want to keep them engaged and make sure that they progress.

Supervisor Walls asked Mr. Gaydos if he had any questions or anything else to offer.



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Mr. Gaydos stated that he offers an outside perspective. He has a lot of years of experience in a lot of different settings and he is excited and ready to take on the challenge to take it to the next level. He would like to have the opportunity.

Trustee Cooper asked Mr. Gaydos what percentage of calls he would expect the fire chief to respond to.

Mr. Gaydos answered that he would have to see who is available and if no one is available, then he should go. If there are other people to handle some of the more basic runs, then they should. He stated that in the beginning, he would go on everything he could to understand how they operate.

3. Interview with Dean Farner

Supervisor Walls welcomed Mr. Farner and provided an overview of the search process and interview format. Supervisor Walls asked with or without accommodation, is the applicant capable of meeting the physical requirements of the position and if accommodation is required, please specify.

Mr. Farner replied that he did not need any accommodations.

Supervisor Walls asked the applicant to tell the Board about himself, give an overview of his career and also share what he enjoys when he is not working.

Mr. Farner summarized his work experience including his own disposal company. He started with Taylor Ambulance which became AMR ambulance transporting children all around the county to Children's Hospital to the pediatric unit. He also summarized his experience with glazing and a glass service. He stated that he was laid off in 2007 and ended up getting certified to do home inspections which he still does. He recently enjoyed a vacation with his wife the first in sixteen years.

Supervisor Walls stated that when he retired from the Fire Service, he stated a medical reason and he asked if that was still going to be a problem.

Mr. Farner stated that he had a bout with AFIB, irregular heart beat and it is not a problem at this time. He will not have a problem passing a physical.



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Supervisor Walls asked why he was interested in the Springfield Fire Chief position and how would he be a good fit for the position.

Mr. Farner replied that after 31½ years he has a hard time letting go and he thinks that the residents of Springfield deserve the best fire service that is out there. There has been some misdirection and everyone has to realize that this is a team sport and they are there to service the residents. It is hard to sit back and see other reasons put in front of that.

Supervisor Walls asked after Mr. Farner started his business, how active was he in Springfield Fire and how involved was he in the operation and administration of the department.

Mr. Farner answered that probably not as active as he should have been but there was a lot going on at the time. He summarized the times that he went to respond at 2:00 am only to have the call cancelled. The bottom line is that the vehicles house the items that they need to respond since they are a BLS unit.

Treasurer Dubre asked what Mr. Farner's role was in changing this process.

Mr. Farner replied that it was very difficult to get that changed. He talked to the Chief about changing it and nothing changed.

Trustee Cooper asked in the seven years as Assistant Chief, what three things did he accomplish to improve the fire department.

Mr. Farner replied that training was very important and he instituted a group type training program run by officers which gave a much smaller group to deal with. It was discarded and he was not able to keep it going. He would reinstitute the training portion. He was the EMS coordinator for awhile and this was taken away. He was the operations person on all of the major incidents.

Clerk Moreau asked how long he was EMS coordinator and why it was taken away.

Mr. Farner replied for five or six years and then Marlene Oaks was the EMS coordinator after that, with good reason because she was certified. Mr. Farner added that he instituted training on the fifth Monday every month.

Supervisor Walls stated that the Fire Chief is expected to be an administrator, planner, communicator and regular hands on fire fighter. He asked Mr. Farner how his experiences prepared him to meet those challenges.



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Mr. Farner replied that one of his biggest weaknesses is that he hates talking about himself but his record speaks for itself. When he was in the glass industry, he was a foreman and every job he has done he has ended up in a leadership role. A good leader needs to prepare the next person in line to take over and he did this with his boys. He would do the same for the fire service, direct the next in command to take over. He tried to complement those under his control.

Supervisor Walls asked Mr. Farner to tell them about his coverage plan that was referenced in his written responses.

Mr. Farner replied that this was the plan to provide coverage. He looked at 24 hr, 12 hr and 8 hour shifts. He thinks the 12 hour shifts give you the biggest bang for the buck. He summarized his coverage plan. The weight has to be put first on the full time employees and then the paid on call are the support personnel. He provided a chart in his written response.

Clerk Moreau referenced the chart and asked about the chief putting in 60 hours per week.

Mr. Farner stated that initially he had the chief putting in 72 hours. This coverage has to be there. There is no guarantee for a millage or a Safer grant. They need to do whatever it takes for the personnel to be there and pull the equipment.

Trustee Cooper asked how he would cover those 60 hours and if he takes vacation, how would he fill in those 60 hours.

Mr. Farner replied that as of right now, it would be another 16 years until the next vacation. You have to do what it takes. He doesn't know how he is going to handle this part, but he will have to tell all of the realtors that he doesn't do home inspections any more.

Trustee Copper asked how often he expected to respond.

Mr. Farner replied a greater percentage than not. But he doesn't want to create the feeling that the Chief is responding again so they don't have to.

Supervisor Walls asked how he rates his communication skills and why, and to give specific examples of how those skills have been both successful and unsuccessful in the department.

Mr. Farner replied that there was one incident in which inappropriate language was used over the radio among fire fighters. He called dispatch and had the tape pulled. He listened to it and found out that the complaint was false. He went to the fire fighter and told him what had transpired. He talked to the person who made the complaint and explained that there was no issue and he owed the person an apology. The apology was never made. He attacked



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the issue head on and dealt with it. He stated that he rates himself as a good communicator and is a good listener.

Supervisor Walls asked what are the strengths and weaknesses of a paid on call department.

Mr. Farner replied that the strengths are the diversity of people that are there because they want to be there. He suggested having an employee of the month and rewarding that employee. It is easy for paid on call to feel not appreciated and this needs to change. Full time are paid to go to training because they have to go to training and they are there for a paycheck.

Supervisor Walls asked what role the fire department should play in the emergency medical service.

Mr. Farner replied that it is important and the system that they have now, using Star as their ALS, works well. He stated that it is important to have the unit there as soon as possible. Basic life support backed up by Star and by local communities works well. The Township does not have the budget or manpower for ALS.

Supervisor Walls asked him to describe his budgeting and financial management experience.

Mr. Farner replied that his budgeting experience is through his own business and working as a foreman in the glass business. He summarized some examples in his own business.

Supervisor Walls asked when he was Assistant Chief if he contributed at all to the budgeting process.

Mr. Farner replied no.

Clerk Moreau asked if he keeps the books for his business.

Mr. Farner replied yes using an Excel spreadsheet.

Clerk Moreau asked Mr. Farner about estimating, projecting and planning through the budget process.

Mr. Farner replied that it is important with any business because you start to grow a lot faster than you were ready for. He summarized his inspection business experience. He stated that there has been some equipment that he wanted to buy and he had to put those purchases off until the budget could support it.

Supervisor Walls asked for his salary and benefit expectations initially and within a year.



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Mr. Farner replied that he needs to be somewhere between \$65,000 and \$68,000 and within a year he is willing to leave that within the Board's hands. The performance is going to determine this. He would do the insurance and participate in the 401K. He would do paid vacations and things like that, he would see what happens.

Supervisor Walls stated that as a new Chief, would Mr. Farner reach out to surrounding communities and if so, what would he be looking for.

Mr. Farner replied yes; they are going to need mutual aid. They probably ask for more aid than they can give because of manpower. Training can help and he suggested keeping the 5th Monday medical training that should be shared with all nearby communities.

Supervisor Walls asked if the Township Board is discussing a policy that he does not agree with, what would he do.

Mr. Farner replied that all he could do is present his case and if he was told no, he would leave it at that. If he felt strongly, he would ask if it could be reconsidered later.

Supervisor Walls asked what are the qualities and the characteristics of a good fire chief.

Mr. Farner stated that he has to be a good leader, a good listener and a good communicator. He summarized when Oakland County suggested that everyone buy the same backboard. He stated that the fire service is a great huge circle. You have to take what works for your department.

Supervisor Walls asked if Mr. Farner had any questions for the Board.

Mr. Farner asked if he had said anything in this interview or given them any reason to doubt that he is a good fit for the job. He asked if there is anything that they haven't covered or that they have covered that he needs to answer.

Supervisor Walls answered not that he is aware of.

Mr. Farner thanked the Board for their time.

Supervisor Walls stated that the task before the Board is to choose among several good candidates.

Clerk Moreau stated that she has learned that there are some internal conflicts and differences of opinion within the department. She believes that having some history with the department might not be a benefit. She stated that she feels confident in his character and integrity. She asked if Mr. Farner felt confident that the department would be behind him.



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Mr. Farner replied he hopes so. It is a team sport and they are all on the same side. He asked what can be done but to respond to those situations head on.

Trustee Cooper asked in reference to Mr. Farner's shift plan, how would he handle the full time staff not being able to work midnight shift.

Mr. Farner replied that it is a sample plan and it would have to go before the Board. They have to get over the hurdle and putting all of the manpower between 8 and 4:30 doesn't work. He stated that the paid on call staff is being asked to solve the problem and it has to be solved by the full time staff. He suggested that the plan could be changed and amended.

Adjournment:

Meeting was adjourned at 12:05 p.m.

Collin W. Walls, Supervisor

Laura Moreau, Clerk