



Minutes of **SPECIAL MEETING**  
Held **March 24, 2015**

Township of Springfield

Laura Moreau, Clerk

**Call to Order:** Supervisor Walls called the March 24, 2015 Special Meeting of the Springfield Township Board to order at 5:00 p.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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**1. Interview with Mike Kennedy**

Supervisor Walls asked if Mr. Kennedy was capable of meeting the physical requirements of the position and if accommodations are required, what are those accommodations.

Mr. Kennedy replied that he does not need any accommodation.

Supervisor Walls asked Mr. Kennedy to share information about himself including not only career, but what he enjoys when he is not working.

Mr. Kennedy introduced himself to the Board. He has been in the fire service for 20 years starting as a cadet in Brighton and has worked for a variety of on call and full time fire departments. He currently has two jobs. His main job is with University of Michigan working with their division of public safety and security and doing emergency management for them. He also acts as Fire Chief of South Lyon and has had this job for four years. It is a part time salaried job with full time responsibilities. He stated that South Lyon is a wonderful community and is a 25 member 100% paid on-call department with basic life support and non-transport. He stated that he does not really have free time. One of the reasons he is here is that he is looking for other employment options. He has a great boss at U of M and an excellent City Manager and City Council in South Lyon. He has been going one hundred miles per hour for four years and he would like to concentrate on one as opposed to two jobs. The emergency management field is not where his heart is at, his heart



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in in fire service. His goal was to be a full time Chief somewhere and if he can find a position that is the right fit that would be great, but he is not desperate to leave. He has kept his eyes open for communities where his services would make sense. He stated that he has been on the full time side of things and the paid on-call side of things. His background dovetails to what is available in Springfield.

Supervisor Walls asked Mr. Kennedy why he would be a good fit for the Fire Chief position in Springfield.

Mr. Kennedy stated that it seems that the Township is on a tipping point as to what direction they are going in. The Township is currently primarily paid on call department with some supplemental full time staff. In his personal experience, there can be two paths that the township can commit to. The first would be to stay with the strong vibrant paid on call department with some supplemental full time staff or to move towards a full time staff department where the paid on-call staff is on reserve. He has operated in both environments. In Brighton, he was the first full time shift supervisor that was hired there. When he was hired, they had a full time chief and since their community was growing, they decided they needed full time staff and he was the first full time shift lieutenant that they hired. He has been through this process before. Currently in South Lyon, the City Council has made it clear that they have no intention of hiring full time career staff and he has been charged with maintaining a healthy, vibrant paid on call department. He appreciates this because he understands and is clear about his marching orders. This becomes a policy decision regarding taking what the Board or the City Council wants and making that work.

Supervisor Walls stated that the Fire Chief is expected to be an administrator, a planner, a communicator and regular hands on firefighter. He asked Mr. Kennedy how he has met those challenges and what he might do differently the second time.

Mr. Kennedy answered that one issue that he has struggled with is being a younger fire chief by becoming less operational. This has been something he has missed; he very much enjoys the operational side of things. They have mutual aid in South Lyon so he is pulled into Washtenaw and Livingston Counties for a variety of situations so he stays operational on nights and weekends. He said that the fire chief does not need to go on all of the calls but he finds with a paid on call department, if he is there at 2:00 in the morning, the staff realizes that the chief is going to be tired the next day at work just like they are. He also has realized that you can't go on everything because if you do, then they think you do not trust them. It is a balancing act. He has learned it is important to delegate. Not to put off doing work, but to make it so his staff is empowered and that they have a stake in what is going on. If he was to get another position and leave, he knows it would not be catastrophic. He has tried to make



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it so that he is not the only one who knows how to do things; other people are empowered too. He related that he came into a very tumultuous environment and had to get the ship straight. He had to do team building immediately and he was successful in that. He continues to struggle with maintaining a strategic command approach to things instead of being operationally involved in order to maintain the safety of the fire fighters.

Supervisor Walls asked what his activities are as an administrator.

Mr. Kennedy responded that South Lyon has a City Manager form of government and is an at-will employer. South Lyon operates on a July to June fiscal year. They just updated their five year Capital Improvement plan. Any of the payroll, HR and budgeting items fall on his shoulders. He comes up with ideas dealing with HR issues and bounces them off the City Manager and he works very well with the City Manager. They just completed a promotional process which involved a written assessment and chief interview and was very successful process. They also implemented driver competencies. He stated that training has been a very big priority too. They have a \$500,000.00 budget including capital.

Trustee Cooper asked how many fire fighters they have and how many Officers do they have and if they are all part time.

Mr. Kennedy replied that all staff are paid on-call so everyone receives a flat hourly rate. They float about 25 staff of which seven are officers. They tend to have a high officer ratio but each officer is charged with an area of expertise, like training, etc. Each officer is empowered to do things outside of incidents.

Trustee Cooper asked if these staff were part time or paid on call.

Mr. Kennedy replied that the paid on call staff man shifts. All staff is categorized as part time, paid on call.

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

Mr. Kennedy stated that the biggest strength is the sense of community. If you walk into any full time department and ask how many people live in the district, not a lot of hands will raise. If you do the same in a paid on call department everyone will raise their hand and this creates a huge sense of buy in to the department. All of the people there are residents and voters. The biggest weakness is the turnover that they experience. He stated that to train a fire fighter, it costs \$15,000.00 and then they leave. Another benefit is that there is zero healthcare costs and the paid on call department costs the tax payers the least amount of



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money. He is proud of that and the value of money that is invested produces a tremendous return on their investment.

Trustee Copper asked how many runs they had last year and how many were EMS versus fire runs.

Mr. Kennedy replied there were about 650 runs per year and the EMS runs are about 60 percent. They do not do all EMS calls. They are in a regional ambulance agreement and the Township that was in the agreement just pulled out of the agreement. They only go on life threatening emergencies. The 600 runs per year works well and is sustainable. The city has its own police force so if they need just lift assistance, the police force handles that. There is a separate ambulance service that does all of their ALS transport. Their staff cannot transport.

Supervisor Walls asked about Mr. Kennedy's experience drafting and transporting water.

Mr. Kennedy replied that he started his career in Brighton with no hydrants. Through his entire career, he has had experience doing drafting operations and currently in neighboring communities there are no hydrants. Setting up the water supply is something that they have to deal with at all rural fires.

Supervisor Walls asked if he would reach out to neighboring communities and if so, what would he be looking for.

Mr. Kennedy stated that Springfield Township is part of the box alarm system and he is very familiar with the radio systems. He would continue a regional approach to training and this is something that he would work with mutual aid partners to accomplish.

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

Mr. Kennedy replied that in South Lyon they are supported through the General Fund and they do not have a separate public safety millage. They do not have any reserve equipment and he started discussions about the outdated trucks four years ago so that the Council is prepared. He works with the Capital Improvement Plan and all of the managing of the budget has fallen on his shoulders.

Clerk Moreau asked for an overview of the process to get the budget approved.

Mr. Kennedy answered that in January, he meets with the City Manager to see where they are and this has gotten easier the last couple of years. He stated that this community is stable



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and conservative in its tax base so it would take a pretty significant proposal to sway things one way or another. The budget process starts in January and he has already submitted all of his 2016 fiscal year information and the manager is working on that now which will be presented for approval in April to the council. The council has instituted a two year budgeting process so he did have to provide a detailed budget for both 2016 and 2017 realizing that there could be changes in the future budget. He has tried to project large purchases out for the Council especially for truck purchases that need to be planned for. He confirmed that he has a \$500,000.00 budget.

Clerk Moreau asked if he plans all lines items and presents the budget to the City Manager.

Mr. Kennedy answered yes. If there are issues coming up, he provides quotes and a detailed narrative for upcoming purchases.

Supervisor Walls asked for Mr. Kennedy's salary and benefit expectations initially and within a year.

Mr. Kennedy replied that when he initially applied, he didn't realize the fiscal implications of the posted salary range. He stated that his requirements for a base salary is \$85,000.00 and he would need full health coverage and would also need a Township vehicle. He stated that as in South Lyon, he would assume that he would be an at will employee.

Trustee Hensler asked about the number required to man the station.

Mr. Kennedy replied that he tries to do a minimum of two, 7:00 am to 4:00 pm. He has a lot of people who are available to work during this shift at this time.

Treasurer Dubre asked him what percentage of runs he goes on currently.

Mr. Kennedy replied 30% to 40%. A lot of the incidents are minor medical and not life threatening. He can see by his smart phone who is there and if he is needed. He needs to come around enough to show that he is engaged but also knows that his command staff doesn't need him there all of the time because then they cannot do their job.

Treasurer Dubre asked if he would expect that to be the same here.

Mr. Kennedy answered yes.

Clerk Moreau asked if he found response participation was low, would he be prepared to respond more often.

Mr. Kennedy answered yes.



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Supervisor Walls asked what are his strengths and weaknesses and how would the strengths help him as a fire chief and what would he do to improve the weaknesses.

Mr. Kennedy answered that his strength is not being satisfied by the status quo. He stated that South Lyon implemented a system called Blue Card Command. He was initially very skeptical of the system but he took the time to go through it and understand it fully. It has turned out to be very useful. He stated that a weakness is that fire service has been his life and he has to work to empathize with employees who have children, for example because he doesn't have children. He has worked to do better at taking a step back and understanding someone else's perspective. Another strength is his ability to market the department and he has been successful in South Lyon. He established consistency with memos, letterhead, etc. so that the department is presented consistently every time.

Trustee Hopper asked about the minimum run percentage that the paid call fire fighters are expected to maintain in South Lyon.

Mr. Kennedy replied that fire fighters are 15% and for officers it is 20%. He holds himself above that. They do a floating 90 day run percentage and this takes into account vacations, etc.

Supervisor Walls asked if he finds CLEMIS advantageous from an administrative standpoint.

Mr. Kennedy replied yes. It is not perfect but it has worked well for them. They are able to run payroll off of it after they went to a straight hourly system and this has been a huge time and money saver.

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

Mr. Kennedy replied that hopefully he has had time to express that with the Supervisor, Trustees or the Township Board prior to the meeting. He summarized a situation in South Lyon that he went through like this regarding the burn ordinance. He stated that you don't take it personal because at the end of the day, the Board is the elected governing body. The hope is to have those conversations prior to the Board meetings but sometimes it is not possible.

Supervisor Walls asked what he has done to recruit new members and retain the current members.



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Mr. Kennedy replied that training has helped retain current members. It allows them to perform well and also to feel confident. They spend a great deal on training in their district and they bring in outside instructors. Sometimes they will pay for the class but they are on their own for the time; sometimes both the class and their time is covered if it is something that is required. Social media has been important and he has maintained an active presence on social media. He stated that he also does promotion and presentations at the City Council meetings. He stated that when the families are involved, their contributions are recognized. He stated that recruitment is tough and the most successful thing they have used is a direct mailing using a professional recruitment card.

Supervisor Walls asked him to describe the characteristics of a good fire chief.

Mr. Kennedy replied that being humble is important. He makes it so that he doesn't ask his staff to do anything that he himself would not do. He has a clear professional line in that he has zero interaction with his staff outside of the fire station. He doesn't expect this of his officers, but this is his approach and it works well for him.

Supervisor Walls asked him to explain the first few months he experienced in South Lyon.

Mr. Kennedy stated that the biggest issue was that the department had lost credibility within the community. His first focus was to correct that and decisions had to be made. He stated with hindsight, there are things he would change. There was a need to come in full throttle and there was no coasting. The City Manager had some definite marching orders put together by an outside panel of fire chiefs. There was a template that he had to work from but a lot of it is establishing his presence as the chief.

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

Mr. Kennedy stated that looking at SEMCOG statistics, it shows Springfield as being stable as far as population growth. He asked if this is how the Township Board viewed it.

Supervisor Walls stated that Board members have different views and any projection 40 years from now is not something that is easy to make. He stated that he is not expecting explosive growth but steady growth. There are zoning regulations in place that would not allow for explosive growth. He stated that the call volume is more a factor of I-75 and Dixie Highway than the number of housing units and this will likely remain for another 10 years.

Mr. Kennedy stated that in reviewing recent Board minutes, it seems that the Board is making decisions that he is responsible for in South Lyon and he wondered if this is



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standard procedure. He asked if this is due to their want or if it was due to them in crisis mode right now. He knows that he would be frustrated in this environment.

Supervisor Walls stated that the Board didn't feel that it is a choice. The new chief would help them find the middle ground. It is not the interest of any of them to be worried about uniforms. He stated that they have to learn to trust again.

Clerk Moreau added that if he looks back a year in the minutes there were policies in review and several initiatives that started before the new chief was hired and then got put on hold. But then the Board was taken off in a direction that they were not prepared for. She stated that some of the initiatives are still underway but she is looking forward to the time when there are other items on their agenda.

Trustee Hopper stated that for 14 years they did not see anyone except the fire chief at Board meetings. From the former chief, they got the budget and that was about the extent of the Board's involvement.

Supervisor Walls stated that even with all of the bumps in the road in the last year, they are better for it and have a stronger resolve to see improvement. They have a much better feel for and support for the personnel in the department.

Board members discussed with Mr. Kennedy the status of the stations, fire service and transport service in the Township currently.

## **2. Interview with Tom McDonald**

Supervisor Walls welcomed Mr. McDonald, provided an overview of the search process and summarized the interview format.

Supervisor Walls asked if Mr. McDonald was capable of meeting the physical requirements of the positions and if accommodations are required, what are those accommodations.

Mr. McDonald replied that he is able to perform the job without accommodation.

Supervisor Walls asked Mr. McDonald to share information about himself including not only his career, but what he enjoys when he is not working.

Mr. McDonald stated that he lives in Independence Township with his wife. He has worked for Independence Township over 25 years with the last 20 years being with the Fire



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Department. He has the desire and drive and was included in several projects including building two fire stations and the remodel of another fire station. He was involved in the replacement of their apparatus and was able to participate in the hiring and training when they established their ALS system in 2001. Since 2003, he has been a Captain with Independence Township working as a shift officer and he still works 24 hour shifts. He has eight people assigned to the shift that he is on and he oversees their day to day operations at all three stations and responds to a good majority of the calls. They require an officer on each scene. He is also a Logistics Manager with Michigan Urban Search and Rescue Task Force I and has been doing this for eight years. This allows him to work with people from 29 different departments. They have 17 vehicles and a huge warehouse of equipment. He also acts as team leader with the MABAS Technical Rescue Team for the last seven years. He works with the training and the budget. His time off is spent with his wife doing activities that he enjoys.

Supervisor Walls asked him why he is looking to make a career change to be the Fire Chief and how would he be a good fit for the position.

Mr. McDonald stated that he is looking for the next challenge and the next level in his career. The Township has great members, buildings and equipment with a community that supports them. Those things will come together and create a great opportunity and he would like to be a part of this. He has known some of the fire fighters here for a long time and thinks he would work well with them.

Supervisor Walls asked him if he has thought of applying for the Independence Township Fire Chief position.

Mr. McDonald replied he is not qualified because he does not have a Bachelor's Degree and that is required.

Clerk Moreau asked if he was at the point of retiring from the Independence Fire Department.

Mr. McDonald replied no; this can only be achieved when you are 55 and he is quite a few years short of that.

Supervisor Walls asked about the posting requirement that the applicant live in close proximity of one of the stations. He asked applicant if he was close enough to respond to the majority of the calls.



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Mr. McDonald replied yes. He stated from his house to the Township line is two miles and he gave the mileage to a station from his home.

Clerk Moreau asked if he wanted to maintain his current home.

Mr. McDonald replied yes, for now. He currently lives in the house that his grandparents lived in and his parents live across the street so he can care for them. His father was recently diagnosed with cancer so moving now would be the hardest decision that he would have to make.

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. McDonald how his experiences prepared him to meet those challenges.

Mr. McDonald replied that most of the people that he works with would tell you that he is a hands on person and works on trucks, does training and fights fires with the guys. He has always been a hands on person. The position that he currently holds is middle management, he does not take care of the whole budget, only projects. There are administrative duties that he is responsible for every day. He is responsible for the operations on a daily basis.

Supervisor Walls asked Mr. McDonald if he preferred to work alone or as part of a team.

Mr. McDonald replied that he enjoys working as a team. The more people that you surround yourself with, the more knowledge you are going to have. He has the ability to work alone, but he prefers to work with others.

Supervisor Walls asked what role the applicant thinks the fire department should play in the delivery of emergency medical services.

Mr. McDonald replied that his department currently provides ALS service. He was not a paramedic prior to transitioning to ALS. He choose to become a paramedic. He thinks that they provide a great service to their residents but it is more demanding than the service that they were providing 10 years ago. The training requirements that are put on the fire fighters are immense. They are a transporting agency so there is a tremendous time demand because each transport is a two hour minimum. One of the reasons they went to ALS was that the service that they were getting from private service was not adequate for the residents. Throughout the County, there are only a few non-ALS departments left and the private ambulance companies have learned from that and their service has gotten better over the years. He said that he does not think Springfield should be an ALS community at this time.



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He knows that some of the fire fighters are going through EMT class right now and this shows that they are trying to improve.

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

Mr. McDonald replied that the department that he currently works in relies on the administrative side to do the whole budget. He has been taxed with the financial budgeting for projects including the three front line apparatus. His responsibility was to come up with scope of work, development of specs, going out for bid with administrative help and once the bids came in he was instrumental in evaluating the bids. He felt that the Chief had a good comfort level with his work and was confident turning over large projects like this to him. He is also involved with the budget at the Urban Search and Rescue Task Force for about eight years.

Supervisor Walls asked him if he had primary budget responsibility on the Task Force.

Mr. McDonald replied yes for vehicles and gear.

Clerk Moreau asked Mr. McDonald about his preferred method of proposing a project. Would he rather be given a maximum budget and then propose an option to the Board or would it be more appropriate to bring a proposal to the Board with the total cost and leave it to the Board make adjustments?

Mr. McDonald stated that he could work with either way and there are positives and drawbacks to both. He would not like just the dollar figure to drive what they are going to do. He would like to come in with an idea of what he would like to do and the scope of work and see if the funding can support that.

Supervisor Walls stated that the perception of some in Springfield Township Fire is that Independence Fire looks down on them. Whether it is true or not, would he address that perception as Chief and how.

Mr. McDonald replied that part of the problem has already been solved because it was personalities. The people that are left are the people that have worked together for years and they are guys that work together on many mutual aid scenes.

Trustee Copper asked if he has had to deal with personnel issues and if so, how did he deal with them.



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Mr. McDonald replied that they are small issues like tardiness. He has an exceptional group of people that he works with and has not had a major issue in five years. The personnel know what the expectations are and they perform.

Clerk Moreau asked about the number of full time and paid on call in Independence.

Mr. McDonald replied about 34 full time and 20 to 22 paid call.

Clerk Moreau asked about the working relationship between the full time and paid call and if that has presented any challenges for him.

Mr. McDonald stated that he came from the paid call system to full time so it was an easy transition for him. Shortly after he came on board, he was asked to work the training for the paid call staff and this was a natural fit for him since he came from paid call and understood the scheduling.

Clerk Moreau asked about the working relationship between the paid call staff and full time staff.

Mr. McDonald replied that their department has been stand up with the paid calls and they have been allowed to do everything the full time staff are allowed to do. He stated that they are the same and many of the full time have come from the paid on call. He stated that the full time staff do more training than the paid call staff.

Trustee Hopper asked if he is familiar with drafting.

Mr. McDonald replied that only about 1/3 of Independence Township has hydrants so he is familiar with drafting.

Supervisor Walls asked Mr. McDonald about his salary and benefit requirements now and within a year.

Mr. McDonald replied that he has not given that any thought.

Clerk Moreau asked him if he was aware of what was posted and if it is a comfortable range.

Mr. McDonald replied he thought \$55,000 to \$70,000 is the range and he said this is workable.

Trustee Copper asked where he thought the paid on call staff should be in five years, should they stay paid on call or should there be more full time.



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Mr. McDonald answered that looking at the budget and community he doesn't know if the budget can support more than what they have right now. He suggested possibly the introduction of some part time staff. He stated that there was a delayed response last year and that shouldn't happen in this County. He stated that they can be creative with the full time staff, full time Chief and perhaps supplementing with the paid call staff.

Trustee Cooper asked what percentage of calls the chief could be expected to go on.

Mr. McDonald replied in the 75% to 80% range.

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

Mr. McDonald asked if the policy under discussion is a legal matter and for clarification on the source of the disagreement. He explained that a good share of fire service policies are dictated by law so he would need a better idea of what they were disagreeing on before he could answer.

Supervisor Walls asked him to suppose the Board is discussing a staffing policy.

Mr. McDonald replied that the Board is the voice of the people. He would come in with some ideas on how he thought it should be done but ultimately, he serves at the mercy of the Board. He will voice his opinion and why but ultimately it is the Board's decision.

Supervisor Walls asked him to describe the characteristics of a good fire chief.

Mr. McDonald replied he has to be honest, loyal and must have integrity. If the fire fighters and the Board recognize that, then you won't get into the last question. The fire fighters have to have respect for the chief.

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

Mr. McDonald replied that recruitment and retention is one of the biggest challenges. He stated that the department is doing a great job with recruitment but it starts early. Ryan Hart in the schools doing fire education programs and the involvement in the 4H fair are good examples. He suggested an explorer program in the high schools at the 15, 16 and 17 year old stage. He stated that the Township has a good track record of holding on to the paid on call. He would like to speak to the current staff to find out why they stay. It costs a lot of money to train a fire fighter and the harder you work to train them, the more they want to stay around.



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Trustee Hensler stated that Independence Township and Springfield Township share so many things but are so different. She asked Mr. McDonald if he could make that transition.

Mr. McDonald stated that Springfield is a lot like Independence Township when he joined 20 some years ago. He replied yes and his intent is not to make Springfield into Independence.

**3. Board Discussion**

Supervisor Walls stated that the Board must now determine who moves on to the next step. He suggested Dave Feichtner, Mike Kennedy and Tom McDonald.

Trustee Hopper stated that he thought Dave Feichtner did well and thinks he should go through to the second interview. He stated that Mike Gaydos doesn't have any experience in paid on call and he was disappointed in Dean Farner's interview. Mike Kennedy was very good but is concerned about the salary range and the vehicle. He liked the questions that he asked the Board. Tom McDonald answered the questions well. He concurred with Supervisor Walls' choice for the second interviews.

Trustee Hensler concurred with Supervisor Walls and Trustee Hopper. She is concerned about the salary needs of Mr. Kennedy. She doesn't know if Mr. McDonald staying in Independence is a concern or not.

Treasurer Dubre stated that she was impressed with Dave Feichtner's interview. She was unhappy with Mike Gaydos because of the no paid on call experience. She had high hopes for Dean Farner and was disappointed in the interview. She was impressed with Mike Kennedy but is concerned about the salary. She stated that Tom McDonald did very well. She understands the reason why he would need to stay in Independence.

Clerk Moreau stated that she thinks they should interview Dave Feichtner again. She is concerned because the interview was quite different than what was reported last year and his salary range changed so much from the application. She agreed with Treasurer Dubre in that Mr. Gaydos is not a good fit. She also was a bit disappointed with Dean Farner's interview and wonders if his approach or perspective is the future of the department. She stated that she really liked Mike Kennedy and he answered some of the same "tired" questions with fresh ideas and new information. His questions for the Board were excellent and got to the heart of the matter. She is not concerned so much about the vehicle as part of the compensation package but the salary demands were well above the top end. She would like to ask him to return for a second interview but they should probably tell him that his salary



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needs cannot be met. She stated that she liked Tom McDonald and he addressed her concerns. She also does not have an issue with him living in Independence. She would like to invite Dave Feichtner, Tom McDonald and Mike Kennedy back for second interviews. She suggested that the Board owes Mr. Kennedy a discussion about whether or not we can meet his minimum salary before he takes the time to interview again. She stated he is a fantastic candidate and she would like to have him return, but if his salary minimum is \$15,000 above our maximum then that is something they need to address.

Trustee Cooper stated that he suggests a second interview with Dave Feichtner. His impression is that Mr. Feichtner learned from the interview last year. He agreed with Clerk Moreau regarding Mike Kennedy. He does not think they can do any more than \$70,000. Tom McDonald should be invited back for a second interview and it is not a concern for him if he stays in Independence.

Supervisor Walls explained that he addressed the salary concern with Mr. Kennedy prior to the first interview. He explained he could not promise anything but the Board did not want to discount anyone because of salary. The conclusion that Supervisor Walls came to is he did not think it was fair to the candidates or the department to restrict anyone from applying or make the money the determining factor for hiring. He is at the point that he wants to hire the best person for the job and for the department and if it costs them \$85,000 to do that, then he wants the opportunity to discuss that. He stated that if it is the Board's desire to tell Mike Kennedy that he needs to come down to \$70,000 before they interview him again he will do that, but he thinks it is a big mistake.

Clerk Moreau stated that she would love to give Mr. Kennedy what he needs to come here. Her concern is that they posted a job at a certain starting salary and candidates responded based on that amount. She asked how many did not apply because of that salary range that the Board did not even get a chance to consider. She would have liked to hear from both Mr. Feichtner and Mr. Kennedy that they were interested at coming in at the high end of the salary with a plan to get up to their desired level relatively quickly.

Trustee Hensler concurred. Who else would have applied if they posted that higher salary?

Treasurer Dubre stated that her concern is that they did not post at that level of salary so she was not able to consider others at that level because they did not apply. She stated that if you look at the job that he is applying for, and his current position that meets the requirements, he would not warrant that type of salary as a Chief. He has only been in his current position for four years in a paid on call department; that is the experience that he brings. She is also



Minutes of **SPECIAL MEETING**  
Held **March 24, 2015**

Township of Springfield

Laura Moreau, Clerk

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concerned about the vehicle and what he would expect to be able to use it for. She is not comfortable with the \$85,000 especially knowing that they didn't post for that amount.

Supervisor Walls stated that if the majority of the Board said no, then he has an obligation to let Mr. Kennedy know that.

Trustee Hensler stated that it might be different if he were the only viable candidate.

Trustee Cooper stated that they have to give him realistic expectations for the future.

Supervisor Walls stated that he will get in touch with Mike Kennedy and let him know that there will not be a chance for a salary over what was posted however, everyone on the Board would like to have him back for a second interview.

Board members agreed.

The Board discussed the qualities of the three top candidates and who would be the best fit for the Township based on the first interviews. Trustee Hensler summarized in broad terms Mr. Feichtner is an educator, Mr. Kennedy is an administrator and Mr. McDonald is a fire fighter. Supervisor Walls stated that what they are looking for is a combination of all three.

Board members discussed the meeting times on April 14<sup>th</sup> for second interviews.

Supervisor Walls stated that two or three will go through the psychological test before the 14<sup>th</sup> and they have time to structure questions for the candidates to respond to in writing. They will have the results of the testing before the next interview and they will have report from Steve at EctoHR giving the Board members what they should know.

Board members discussed giving the candidates questions prior to the interview and if the members of the Technical Committee should join them at the second interview. They agreed that they would invite the members of the Committee to the interviews on April 14<sup>th</sup>.

**Adjournment:**

**Meeting was adjourned at 8:07 p.m.**

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Collin W. Walls, Supervisor

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Laura Moreau, Clerk