

BOARD OF SELECTMEN  
SELECTMEN MEETING  
TUESDAY, JULY 28, 2009 - 7:30 P.M.  
SELECTMEN MEETING ROOM

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Meeting came to order at 7:30 p.m. with Selectmen John H. Bruno II, Troy E. Garron and Michael J. Schleiff present.

The Selectmen conveyed their sympathies to the two Halifax families who lost a child over the weekend in two separate tragic accidents. A young man was killed in a motorcycle accident, and a young child was killed by an automobile in the crosswalk by the Post Office. Bruno acknowledged letters received about the crosswalk and asking that action be taken. He noted the Highway and Police Departments are looking into ways to improve safety in the crosswalks. Resident Maureen Rogers was present and said a petition is circulating to install a signal light at the crosswalk in front of the school. Bruno said Route 106 is a State road requiring State approval prior to installing a signaling device; the Town will have to see what the State will allow. Bruno believed this was the first fatal accident in a crosswalk. Garron said there have been other accidents but no one was killed. Schleiff stated that cones or barrels had been placed in the crosswalks in the past to alert motorist they are approaching a crosswalk. He asked that they once again be put in place. Seelig will contact the Highway Surveyor.

The following business was discussed:

**AGENDA**

The Board postponed action on the Selectmen Meeting Minutes. Bruno added an Executive Session to discuss potential litigation.

With the above additions, the Agenda for Tuesday, July 28<sup>th</sup>, was unanimously approved.

**ABATEMENTS/BILLS/COMMITMENTS/WARRANTS**

Moved by Schleiff and seconded by Garron, Board unanimously affirmed approval for the payment of the following warrants:

Vendor Warrant - Fiscal 2009	#113	for	\$310,455.00
Vendor Warrant - Fiscal 2009	#114	for	\$ 344.74
Payroll Warrant - Fiscal 2010	#006	for	\$173,212.45
Vendor Warrant - Fiscal 2010	#007	for	\$ 25,380.28
Withholding Warrant - Fiscal 2010	#008	for	\$ 58,274.66

Moved by Schleiff and seconded by Garron, Board unanimously committed for collection Ambulance Commitment #7A in the amount of \$22,504.00

Moved by Schleiff and seconded by Garron, Board unanimously approved payment of Fiscal 2010 Vendor Warrant #009 in the amount of \$62,928.62

Moved by Schleiff and seconded by Garron, Board unanimously approved payment of the following Selectmen bills:

Comcast (internet service) .....	\$ 62.95
Terminal Exchange System (repair wireless connection) .....	\$ 380.00
W. B. Mason (office supplies) .....	\$ 92.45
Beverly Smith (establish office petty cash/Fiscal 2010) .....	\$ 50.00
National Grid (Town Hall/Jul) .....	\$ 393.12
Constellation NewEnergy (Town Hall/Jul) .....	\$ 748.48
Constellation NewEnergy (Pope’s Tavern/Jun) .....	\$ 78.78

Board acknowledged payment of the Selectmen Office Payroll for the period ending July 18, 2009 in the amount of \$6,149.39

Board acknowledged Payment to the Treasurer #10-05 in the amount of \$69.02

**GENERAL MAIL BUSINESS**

A. SoftRight Contract - Treasurer-Collector

Moved by Garron and seconded by Schleiff, Board unanimously approved the contract between the Town and SoftRight for a new computer software program for the Treasurer-Collector office.

B. Bond Release - Permit #09-33

Per the recommendation of the Highway Surveyor, moved by Garron and seconded by Schleiff, Board unanimously voted to release the \$3,000 bond being held in connection with Permit #09-33 issued on November 25, 2008 to Bay State Gas for a 3’ x 5’ road cut to install gas service into 104 Holmes Street. The road work has been completed to the satisfaction of the Highway Surveyor.

C. Board of Health/Landfill Monitoring Contract

The Board discussed the proposed contract with SEA for the continued monitoring of the capped Hemlock Lane landfill for the next year at a cost of \$25,000. Seelig noted the Board of Health may want to enter into a multi-year contract in the future but did not have time to bid it out for the upcoming year.

Bruno read off the scope of services for the contract including reports to the Board of Health. Per instruction from Garron, Seelig will request the Selectmen be given copies of the reports. Schleiff felt the Board of Health should begin the process now in getting the bid specification, etc. ready in time to solicit for a multi-year contract when this contract expires.

The Board will add this to the list of discussion when the Selectmen meet with the Board of Health and Lycott Environmental on an unrelated matter involving the lakes.

Moved by Garron and seconded by Schleiff, Board unanimously approved and signed the contract between the Town and SEA for Engineering and Supplemental Services in Connection With Landfill Post-Closure Monitoring for Fiscal Year 2010.

D. Resignation - Jean Pitts / Selectmen's Secretary

Moved by Garron and seconded by Bruno, Board unanimously accepted, with extreme regret, the resignation of Jean Pitts as the Selectmen Secretary, effective August 10, 2009.

E. Appointment - Assistant Town Accountant

Moved by Garron and seconded by Schleiff, Board unanimously approved the appointment of Jean Pitts of 15 Wamsutta Avenue, Halifax as the Assistant Town Accountant, effective August 10, 2009 at a starting salary of Grade 7 Step 3, for a term to expire June 30, 2012.

**FIRE CHIEF INTERVIEWS**

Bruno reviewed the search process to date. The Selectmen interviewed two candidates for the position of Fire Chief; a third candidate will be interviewed next Tuesday.

**WILLIAM C. CARRICO II**

Following are questions by Selectman John Bruno (in italics); responses by Carrico immediately follow:

*Tell us about yourself and why you want to be the Fire Chief in Halifax?*

I am currently the Deputy Fire Chief in Duxbury. I have been the Deputy Fire Chief for three years and on the Duxbury Department since 1999. In that time I have worked very hard and have done everything I can to get to this position. I have been a Plymouth resident for ten years. I have a wife, and two

children. I hope to be your next Fire Chief. There are a lot of attractive things about Halifax. You have excellent equipment. You have a very talented staff over at the Fire Department, some of which I have had first-hand experience with. I was an instructor with Plymouth County Fire Rescue Training Association and I had an opportunity to work with those individuals in the Firefighter I, II program. So I have some first-hand knowledge of some of the abilities of some of your call members and full time staff. The Fire Department here has good possibilities and potential. I was eager to apply.

*We do not look at the Fire Chief as solely an administrator. While the Chief has to be a good administrator, it is important to our community and the Department that we have a very accessible Fire Chief. What is your thought about being on duty 24/7. It is our expectation that, whenever anything happens, we expect the Fire Chief to be here and in command.*

The Fire Chief job is 24/7. My intention is to move to the community and have the full support of my wife. As Deputy Chief in Duxbury, I am a 24/7 Deputy Chief. . If the tones go off, I am expected to respond. Because we have two Deputy Chiefs, we alternate. I have one week as Deputy Chief and one week off. But, depending on the call, I come back at any time. We understand as a family it is a 24/7 job. I have no problem responding any time and have done so many times in the community I work now. That is not an issue for me.

*Are you aware of any issue that would prevent you from being available 24/7?*

The only time I would not be available is when I am on vacation. My wife is accustomed to me carrying a pager and having to change plans on short notice. I have nothing preventing me from coming back. It would have to be a major event - such as a family member in the hospital - and then I would give notification to Department members and the Board of Selectmen that I will not be available due to a personal issue.

*We have events throughout the year - Fourth of July, Holidays in Halifax in December, etc. What do you think as the Fire Chief about your being there and being available?*

I spend Fourth of July at the Fire Station and dedicate myself to those events as the Deputy Fire Chief making sure services get delivered and we are staffed. Usually all holidays and special events you have to be there.

*We consider the Fire Chief to be a leader in the community.*

Absolutely. Not only are you the leader, you are the mentor, you are the champion of the department and you have to set the example. That is one of the things I have always lived by. I was in the National Guard for twelve years, and we had a standard called military bearing - always maintaining that

professionalism and making sure the job gets done. I carry that in my professional life outside of the military.

*You are an EMT?*

Yes.

*Fortunately, over the past few years, we have been able to upgrade to ALS which means that any new full-time firefighter would have to be a Paramedic. How do you feel about overseeing that aspect of the Department?*

I oversee Paramedics on the job I have now. When we go out the door we run an ALS system. Some shifts have two medics and one shift has three. I have no problem supervising those people. That is one of the questions I have for the Board. How would the Board feel about me going for paramedic. I think it is essential for this kind of community where you rely on your call backs and you rely on those paramedics to deliver the service the community deserves. That would be my question to you. Would the Board support me going to a paramedic program?

*The Board has not discussed it but I certainly would. I think education is good so long as it advances our cause which is the Fire Department. How about in terms of your ability to oversee them in an administrative way?*

When you are in the Fire Station, under the chain of command, the Fire Chief is in charge. When on the scene of a medical call, the person with the highest medical training is in charge. So the Paramedic would be in charge of that patient. It would be my job to make sure I give him all the resources necessary so he can do his job. I do this every day so I don't think this is an issue. I tell them what to do when we are in the station; and, when we are out in the field and they need some kind of resource to make their job work, I provide it for them. I have to make sure they have the tools so they can do their job.

Following are questions by Selectman Michael Schleiff (in italics); responses by Carrico immediately follow:

*How far do you live from Halifax?*

Ten miles from my house to the station. If I become the Fire Chief, I am going to change that. I have already looked at property and talked with builders - a little planning ahead to see the price of housing. I am definitely committed to moving to Halifax.

*So you are within the fifteen mile requirement.*

The Fire Chief has to live in the community he serves. As the Deputy Fire Chief, I could not afford to live in Duxbury but would move to Halifax if I become the Fire Chief even though I currently live within fifteen miles of the station.

Following are questions by Selectman John Bruno (in italics); responses by Carrico immediately follow:

*The emergency management group consists of the Fire Chief, Police Chief, Water Superintendent and Board of Health. They meet from time to time as a group and discuss common issues. Do you have any experience in working both jointly and collaboratively with this kind of group?*

I am on the Traffic Advisory Committee in Duxbury that deals with all the traffic issues in town. I am also on the Duxbury Nuclear Advisory Committee which has been put together to watch over the nuclear plant in Plymouth. It is my job as the Deputy Emergency Management Director to maintain coordination with that group. Basically they make recommendations to the emergency management plan and give input to those plans which I implement or negotiate with MEMA to get those plans in place. I also go to Finance Committee and Board of Selectmen meetings and have represented the Fire Chief at the Finance Committee meetings when he was not available to attend.

*The Fire Chief for the last few years has been Deputy Director of Emergency Management. Would you as the Fire Chief in Halifax be agreeable to continuing in that position?*

When I met with the Police Chief, I said I would continue in the Deputy position for him. Also, I have been very successful in getting grants to assist in the operation of emergency management and offered those services also.

*We were fortunate in the last Chief to have a person who had a lot of facility with alternative funding sources for equipment, etc. and was creative at doing that. Do you have any thoughts or experience on that?*

I typically bring in about \$10,000 per year in Duxbury which supplements the amount from the general fund. I have been pretty consistent with that in the three years I have been the Deputy Fire Chief. One of the drawbacks to the grant system now is that more and more departments are becoming aware of them and there is a lot more competition. That would probably be the biggest issue. A lot more people competing for the little bit of money available versus the larger chunk available a few years ago. So, you really have to tighten

down and be specific what you want to go for. What you want and write a really good program.

*Can you give us an idea of the type of grants you have researched and obtained?*

A couple of MEMA grants that we have gotten that helped with the Comprehensive Emergency Management Plan which assisted in the cost of the labor to complete the plan. I have also approached Factory Mutual to put in for a grant for a fire prevention program which is like a GIS module for the fire server. Originally, it was for \$6,500 but Factory Mutual does not give that much money so I was able to get \$2,800 from them. Basically the grant consisted of writing how is this computer module going to help your department. I was able to justify having a program where you can document all your inspections and you can print out reports on how many inspections, types, etc.

*A lot of what we have gotten is direct service equipment - fire trucks, etc. We are a small department but have a large call force with a lot of firemen and need a lot of equipment. That is where our emphasis has to be.*

In Duxbury, we have a gentleman who is very successful in getting firefighter grants. I have assisted him by providing back-up documents, proofreading, etc. He has gone for the big money grants. As far as large equipment grants, I have only assisted someone in applying for those.

*In my view, one of the biggest challenges in working in the Halifax fire service, especially for the Chief, is the integration and deployment of personnel. We have eight full-time firemen covering 24/7 and those eight full-timers cover mostly medical and we supplement that with a large contingency of call firemen. I do not see us expanding into full-time fire service. What is your experience with working with call firefighters, what would you do to recruit and train call firefighters, and how would you integrate the call with the full-timers.*

One of the things I look at is it is a combination department. It is one department. The first call is covered by your full-time staff. After that first call, you become a call or recall department. That is essential for the fire department in Halifax. Halifax has spent a lot of money training call people who then leave and go on to other departments. We need to train and recruit people who will commit to Halifax as call firefighters and full-time firefighters. The Fire Department I would like to build is I want to see firefighters who want to be here, people who look in and I say I want to be a part of that organization who want to be a part of this department. As to the call department, we have to maintain a call department, we have to increase its numbers and have to have call firefighters that are paramedics to answer the second and third calls. That generates revenue for the Town. We can't be

giving revenue to surrounding communities that we should be collecting ourselves. It is difficult to bring in call firefighters some times. As a bedroom community, from 5:00 a.m. to 5:00 p.m., a lot of people are out of town, not available and not coming back for recall. A town like Carver has sixty call firefighters and the majority live in town and are available for recall. Need to bring in young firefighters, train them and involve them with training, public organizations, do details on Fourth of July and other events and involve them in the community.

*You make an interesting point that you want people to look at Halifax as a place they want to be. What do you do as Fire Chief to advance that cause?*

It starts with your department. You want them involved and want to be in the department. What I have seen here during my visit - I have seen some things that are remarkable. You have firefighters doing fire reports - that is almost forbidden in my department. The Captains do the reports. These firefighters want to be here and are committed to the job. That is what attracted me here. It is an interesting point with regard to recruitment and trying to get people into the department. I would have to go out into the community and put in ads. One of the drawbacks is you have to get people who are cross trained, not just as firefighters but as EMT's and paramedics. That is a big issue.

*We get a lot of firefighters who start out just as firefighters and then develop an interest in the medical. How would you train the ones already there and new people that might come in and how does that all work together?*

I would have to see what training systems are available now within the department. I would have to start with basic training and get them involved. You can have people who are Firefighter I, II trained but it is the crossover to EMT trained that is important and what we really need. You are fortunate that you have a lot of call people who are EMT trained. In my department, we only have one or two. It is interesting to try to recruit firefighters and get them committed to the job and training them. One of the things is money. No one wants to come back for free. The call firefighters in town here are compensated rather well. We have to utilize the time when they come back. The training you offer them has to be interesting and stimulating. They just can't sit there for a little bit and then okay see you in another couple of weeks. You want to get them in town, hands on, in the trucks, out there moving and involved in the department. That is a very important thing to me.

*Did you mention you were already involved in training with Plymouth County?*

I am Assistant Coordinator for the Plymouth County Training Association Firefighter I, II Program. Basically, I am the person who puts together the Firefighter I, II Program under the direction of Chief Norton who is the Coordinator. I put the syllabus together - the weekly training, the instructors.

Someone else does the practical exercise just because of the volume of work. Being a Deputy Fire Chief, you step away from the actual operation of the department and it becomes a desk job sometimes. It is good to get back to why I joined the fire service. That is another thing that is attractive to me about coming to Halifax. I will be getting involved in the operation at a much greater level.

*The position you are being considered for is the chief executive of the Fire Department which is the largest employer in Town next to the school. What is your hiring philosophy and experience and also your philosophy and experience in discipline since, as the Fire Chief, you would be responsible for both of those?*

I have been involved in the hiring of the last three call firefighters and three full-time members since I became Deputy Fire Chief. In another life, I was a senior construction engineer at the Central Artery Tunnel Project for ten years. I was involved in hiring field engineers for the project. I try to look for someone who is educated and has eagerness, someone who has that look in their eyes that they want to be a member of the fire department. Some people have it and some people don't. Look for someone who is committed to the actual call of the fire department. You are not going to make a lot of money in the fire service and basically you do the job because you want to help people. I stress that quite a bit when I interview.

*We insisted that every one of the three candidates come into town to do a site visit. I understand you spent time here and met with various people. Tell us about your visit.*

You have a beautiful town here. Everyone I spoke with is very committed to the Town. They enjoy the working environment they have. I was really impressed with the Police Station. That is quite a facility; it is very nice. It seemed like everyone was happy to be here. That was refreshing. Everyone spoke energetically about the environment here and the people they work with. That was refreshing.

Following are questions by Selectman Troy Garron (in italics); responses by Carrico immediately follow:

*What does the term fair, firm and consistent mean to you?*

Fair, firm and consistent. That is what I try to live by. One of the things the Fire Chief will fail at is not being consistent, treating one person differently than they treat another. I actually live by those terms. You have to be fair in the way you discipline people. You have to be fair in the way you conduct your business with the public and the other department heads. Honesty is my number one policy. I will tell you no matter what it is or how bad the news is what happened. I am not going to lie about anything. It is the way I am. I lay in on the table exactly what we have and what we have to do.

*One of the key issues in any supervisor's job is dealing with personnel. I am not just talking about training. I am talking about attitudes. How do you deal with individuals you may come upon that, even though they respect the position you are in, may not respect you.*

You are going to have individuals who sometimes do not respect themselves or others. If I identify someone with that attitude, I am going to call them in to my office, shut the door, and we are going to have a little talk. Basically I want to find out what their problem is and what I can do to help them. Depending upon what their conduct is, I would also say I don't appreciate the way you treat me and they need to change their attitude. I usually deal with those people directly and on a personal basis.

*If you see someone who is not doing their job, how long do you let that go before you intervene.*

My rule of thumb is we never discuss that issue in front of civilians. As soon as we get back to quarters, we will go into the office and discuss what happened. Unless it is a blatant violation of safety or a member of the civilian world is being beaten up by one of the firefighters verbally or whatever, we are going to discuss it in the fire station and discuss it immediately. I will never let anything fester. One of the things I have learned, especially when it comes to disciplining firefighters, you do it first thing up front. As soon as you come in, if you know you are going to discipline someone the next day, 8:00 a.m. come in my office.

*Some of the issues that come up are personality conflicts. One of the problems a lot of supervisors have is that you may empathize with that person. How do you feel about someone doing something that you may not want to deal with that issue?*

You mean a conflict between two individuals? Will have to bring those two individuals into the room at the same time and lay it on the line what is required and expected of them. Will tell them this is the performance I expect from each of you and you will have to get along with each other. In some instances I may try a shift change but sometimes that does not work or it cannot be done. I also have the option to go to suspension, etc. Generally, I will bring the two together and try to work it out. It is a small family and we have to make it work.

*Have you had experience having to release someone from a position or suspend someone?*

I have issued a couple of letters of reprimand. Fortunately, I have not had to put anyone on suspension. When the person got the letter of reprimand the person corrected the problem before it got there.

*Know you are here for leadership position. You came from an engineering job to firefighting. Why at this point in your life.*

That was ten years ago. I was commuting to Boston an hour every day. I got tired of it. My father was a firefighter in Brockton. He was very happy with his career and I decided I wanted to make a career change and help people. I got on the Duxbury Fire Department and have gone from there.

*How do you deal with unhappy patrons of our town who come to your office with a complaint about you or a department member?*

What we have done in Duxbury is created a complaint form and we ask people to put it in writing. Then I can approach the person involved and question them. You are going to deal with people who are not happy. I have dealt with unhappy individuals. Sometimes they just want to vent. Sometimes they want you to do something. Sometimes they don't want to put it in writing. I will go to the person involved and talk with them.

*How do you feel about someone using a town vehicle to transport back and forth to work - such as shift captain.*

It would depend upon what the incident is. You only have one captain and it would be good for him to have a set of wheels he can respond with that has all the equipment he needs, especially for storm coverage. As far as the Fire Chief vehicle, it is for public use only and not personal use. That is how I use my vehicle now. I would use it for work and recalls but not for personal use.

*In your career, have you ever had to deal with telling someone they lost someone in a fire, vehicle accident, etc.*

Fortunately, I have not had any fatalities in fires. I have had some tragic motor vehicle accidents but have not had to interact directly with the family members. That is one of the down falls of being the Fire Chief - the Chief has to deal with the family members during those types of events.

Following are questions by Selectman Michael Schleiff (in italics); responses by Carrico immediately follow:

*How do you feel about your evaluation on weak points and how would you improve on them?*

I think it is extremely important to get feedback from people and hear how I can improve myself. I would want to be brought in on a six month basis and find out how I can improve myself. You want to keep improving yourself. You have to work to make yourself better. It is better for you and the Town. I encourage feedback and often ask for it. I want to be successful. I want to be perfect.

*How many members are on the Duxbury department?*

Twenty-two union, three chief officers and eight call firefighters. Of the twenty-two, nine are paramedics. It is a little larger than Halifax. Duxbury's expense budget is the total fire budget for Halifax.

*You applied for the National Fire Academy?*

I was denied because they changed their standard two years ago. The requirement now is you must have a Bachelors degree. I am twelve courses away from getting my degree. One of my questions was if you would have a problem with my completing the course. It would be one night a week. I think it is essential to have the degree.

Schleiff said it would be a benefit for the Town. Carrico continued:

We convinced Anna Maria College to set up a satellite in Duxbury to do the Bachelors degree. We will give them the classroom for free and they will give us a discount on the course. We can go from the Bachelors degree to Masters degree. I hope to matriculate through that program.

*How long have you been Deputy Chief?*

Three years.

Garron stated there is a difference between National and Massachusetts certification for paramedics and asked Carrico if he was aware of the difference. Carrico did not know the specifics but could find out. Carrico was aware that some states do not recognize another state's certification.

Bruno asked if there was anything Carrico would like to say to the Board. Carrico said he hoped he has proven himself and his abilities. He will do anything the Board asks of him as the Fire Chief.

Carrico asked where the Board saw the direction of the fire department going in the future and whether or not they expect the department to expand. Bruno said there has not been any talk of expanding the fire department. The department went 24/7 under the last Fire Chief about four years ago, and the Town cannot afford to expand it further. Bruno had asked the question about integrating the call and full-timers because that is the system he feels Halifax will continue to have. With approximately thirty call people, it is important to keep that call staff up in numbers and training. Sometimes it is difficult to keep people on the call department.

Garron said the Town is in the process of updating the Master Plan. One of the key segments is working with the police and fire to determine their needs - both equipment and personnel. Bruno said one of the things being looked into is

regionalization. While the current communications center employees are very competent and well trained, there are some issues that need to be resolved because it is a shared system serving several town departments. There has been discussion in general terms about what changes may be needed in the operation of the dispatch system. Carrico said that is very appealing to him because, in Duxbury, sometimes you have a dispatcher that wants to be a special police officer of full time officer and, when there is an issue with the Fire Department, they want to lean toward the law enforcement side. Having a separate entity in charge of dispatch is appealing.

Carrico stated that, if he were the Fire Chief, he would present the Board with a five year plan on what the department would need. This would be important to be sure he and the Board were going in the same direction.

#### AARON GOODALE IV

Following are questions by Selectman John Bruno (in italics); responses by Goodale immediately follow:

*Tell us about yourself and why you want to be our next Fire Chief.*

I am married and live in Marston Mills. I am the Assistant Fire Chief in West Barnstable Fire Department. My past includes being the Chief of the West Boylston Fire Department. I spent about seventeen years in that department. I joined the department auxiliary at the age of sixteen. When I met with Charlie last week, one of the questions he asked is how I got involved in the fire department. My dad was Deputy Fire Chief in town. I tagged along for a while, got to ride in the truck, and joined the department. I served as the first Fire Chief in West Boylston for five or six years. I left in 2002 for financial considerations. I had an opportunity to go into insurance in the private sector which took me in a different direction for a few years. Then I came back to the fire service. I started out as a call firefighter, then call Lieutenant, call captain and then the department's first Fire Chief.

*Why Halifax?*

Best answer I have and I thought about that question and concluded why not. Halifax is a great town. I spent several days here meeting with department heads. The people I met were friendly and hard working dedicated people. They expressed to me that the next Fire Chief should be a team player. They are operating in a team atmosphere. I talked with Dick Clark and the Police Chief about communications. It is important the next person be able to work in a team and be able to come to the table and have something to offer. I am very impressed by that. It is not commonplace to see that. It is not often you go into another community and people say we want you to be part of a team. It is unusual. I was impressed by that.

One of the other key reasons I considered Halifax and that I find Halifax to be more desirable for me is that it has a combination department. That call department is a real key to fire departments in this area. The ability to put out the initial response with career staff and have that response backed up by call staff is cost effective and over all good way to provide fire service. I came up through that style of department and currently serve on a department very similar to the town of Halifax. We run four groups in West Barnstable - made up primarily of one full time person and complemented with call staff. For example, today is a Group 3 day - there are Group 3 paramedic firefighters today in the station and one or two call people with them in the station. They truly work in combination with one another. They complement one another. To say I come from a true combination department or true call department is the truth. There is a difference between saying we are a combination department that gets called out once or twice a year. That is not the case in West Barnstable or here. These people are working on a daily basis with full-time staff which is important and from my standpoint I would continue to operate. The call part of the department is essential to a fire department in a town like this.

*On the combination department, we have approximately 30 call firefighters and eight full-time, not including the Chief. We are a committed combination department and we cannot operate any other way. What are your thoughts regarding equipment, training use and integration of the call department into the full-time department?*

Currently in West Barnstable, because we are surrounded by full-time fire departments, we turn over eight to ten people a year and serve as a proving ground. We require call people to be Firefighter I, II trained and to go to the academy in Barnstable. To be career staff, our contract says they have to go to the Massachusetts academy as well. Many departments do not require that. So a call person completes there Firefighter I, II training then gets their paramedic license and become very marketable.

The way to integrate them together is getting them to work together. Tonight Group 3 is working, and the Group 3 leader is a call person. The Group 3 paramedic is a senior private. I was pleasantly surprised to find in Halifax that you have Call Fire Captains in charge of groups. The reason it works for us in West Barnstable is that some of the people we have hired into our groups were hired with that understanding. When we interview a member of the full-time staff, it is an extended process. For example, one day they are asked to attend for the entire day working with the department. They could walk in that morning and in the back there will be a simulated wreck with victims in the vehicle. There will be six call firefighters there and we will say to that person you are in charge, you have an accident to deal with. There will be another three or four people evaluating the operation. It is a way to ensure they are committed to working with a combination department and vice versa. By design, we make them work together. It requires a lot of communication

within the groups. Because we have groups that can become four different departments, we have to ensure there is a lot of camaraderie within those groups. The best way to get career and call staff to work together is to treat them as equals.

*What about in terms of recruitment, especially on the call side? How do you bring in new people especially the call side?*

In the past, starting about May or June, we would interview and hire ten to go to the academy in September and they graduate in December. It is three nights a week. We hired them in the summer, brought them on board but did not allow them to do much and in September they go to school. There is no glue that holds them to us. There is no camaraderie. They do not know anyone and no one knows them. By January, they graduate but some never finish up. Out of the ten, we get seven and by the spring we are down to six; and, out of those, hopefully three or four are committed. This year, we decided to bring on fifteen and broke them into two battalions, assigning them leaders for different tasks so they are integrating with us already. This summer we have sixteen different nights of group training involving call and full-timers. We try to make it more hands on. Since there are about forty-five members of the department, we break the groups into about sixteen each. Tonight one of the battalions is made up of about seven "newbies" with active members of the department so we are developing relationships before they go to the academy. In September, we will shorten that list to ten. It gives us an opportunity to evaluate them and for them to get a feel of what we are about. We have already lost about two and there are a couple of other that are questionable. The goal is to have ten strong people. They are already gelling together and working together and getting to know each other. I give our career staff a lot of credit. They are constantly training. There are times when there are issues; it is not a perfect system but you might have difficulty picking out the full time people and the call people.

*You are an EMT. Our department is paramedic. How do you feel about supervising the ALS part of things and paramedics?*

When I was the Chief in West Boylston, we upgraded our system from BLS to ALS, from one vehicle to two vehicles at paramedic level. I have lived through that. I don't have any issue with that. Our full-time firefighters are now required to be paramedics.

*You are the Assistant Chief. What does that mean in terms of what you do?*

It depends on any given day. We have a very active Fire Chief in our district. I fill in for him when necessary. He is away and I have administrative and operational control of the department this week. Variety of things I do from an administration viewpoint. I am the accreditation manager for our department. We are going through the initial stages of accreditation. We are the first department in Massachusetts and probably the third in New England

to become a candidate for accreditation with the Center for Public Safety Excellence. Given some issues with ISO and their rating structure in the past eighteen months, and given that ISO is now sitting on the board for the Center for Public Safety Excellence, there is a feeling that ISO will look at a department's accreditation as a major portion of their rating class. If you want to be a class 1, 2 or 3 with ISO, chances are accreditation will become a big part of that. This issue came up during a recent super store fire in which ISO's rating came into question.

With regard to accreditation, we held a program in West Barnstable. Center for Public Safety Excellence sent out instructors. We hosted a class attended by people from all over the country who were training their accreditation managers. You have to go through the program to become an accreditation manager.

Our goal is to be accredited but it is a long process. We spent, and you can imagine from a combination fire department standpoint and there are just so many resources to go around, we spent the last year basically getting ISO to re-rate our community. We have re-submitted our ISO package - we are currently a 3/9 - we have a non hydrogen district which is the 9. We are hoping to get that to an 8 and the 3 to a 2 but we need to show the CFPSE when we are evaluated that we have certain capabilities and that is part of that process. There is a lot of paperwork. The other part for getting us ready to go is readiness strategic planning for the next five years. The Chief in particular has spent the last nine months writing the strategic plan which is now the size of a telephone book. The way he did it is worth talking about. It is a citizens group that was invited to become part of the planning committee. We brought people that we don't normally work with who became involved in the department, understanding the department, meeting with the staff, meeting with members of civic association, other shareholders in the community. From that developing the strategic plan, it is in draft form right now, there is a lot of preparation paperwork is my point in getting to where we are.

*This is something you are involved with?*

I am the accreditation manager. The other thing I have been involved in is ISO (Insurance Service Officer). I have been through an ISO process in my previous department. The process today is much more involved. You use to have an evaluator come out and sit there for an afternoon or two. He overflowed some hydrants and looked at your trucks to make sure you had enough nozzles and hoses. It is altogether different today.

*We look at the Fire Chief as a leader in our community and we expect the Fire Chief will be here when we need him 24/7. How do you feel about that?*

I would not have it any other way. I cannot image doing this job especially in a combination department when you are not available. I am well aware of the

time and commitment to do this job in a combination department in a town like Halifax. That is one of the ways you bring cohesion together with the department is the Chief needs to be around. The department I use to work for has a Chief that I understand is not living in town. He lives in another state. In talking with some of the people I know who live in the town, it is a real sticky issue. Firefighters like to see - if they have to get out of bed at 2:00 a.m., then where is the Chief and they have a great point. Does that mean the Chief has to be out every single call at 2:00 a.m.? No. But, if it is important stuff, absolutely. Does he have to be out for every ambulance call? Probably not. But, it is vital to be there for the important calls such emergencies and natural disasters.

*We also have various community events throughout the year - Memorial Day Parade, Fourth of July celebration, winter holiday celebration. We look to the Fire Chief to be there. How do you feel about that?*

I have not missed a Memorial Day or Fourth of July celebration. It is part of the job. The Fire Chief, Police Chief, Selectmen are leaders in the community. If it is important for the people to be there, it is important for the Chief to be there.

*How do you feel about the fifteen mile requirement?*

I welcome the opportunity. My wife is working in Plymouth four days a week and would like to move up this way. She loves this area. Living in Halifax, I would absolutely consider it.

*Are you aware of any issue that would keep you from being available 24/7?*

I have a daughter. Other than family commitments, I cannot think of anything.

*We have a public safety group made up of police, fire, highway, etc. You have talked about coordinating ISO inspections but have you worked collaboratively in that type of group?*

I worked in a joint police/fire station and we had a public safety dispatch center in West Boylston. When I was there I went through three different police chiefs. It was a joint structure. Communications can be difficult. You are serving two different functions that are dispatched differently. You are bringing two different groups together. We decided the Police Chief was in charge of the Center but we had a committee of two that oversaw the operation and we had a dispatch supervisor who ran the scheduling, etc. With the changes in the Police Chief, I ended up adopting that job; and, when E911 came in, I became an E911 operator. I am accustomed to working in that team atmosphere and operating a public safety communications center. It is a good way to get input from all the departments served there. It is interesting

that Richard Clark, the Water Superintendent, is involved there. I came from a town that had a water district. They never got involved in public safety communications. To have people like that involved in the communications center I think is very good. It is certainly an impressive part of the operation. I toured the facility with the Police Chief.

*The Fire Chief for the last few years has been Deputy Director of Emergency Management. Would you be able to do that job?*

Sure

*What do you see emergency management involving?*

I see it being prepared for the unexpected. There is a lot of planning involved in that - having emergency shelters set up at least functionally in case of the hurricane, snow storm, power outage. It depends on what the community wants to commit to or thinks is necessary. I have dealt with emergency management in the past. One of the deputies for the town in which I was Chief was in charge of emergency management. Again, it was a lot of planning and coordination on his part.

*The Fire Chief is the chief executive of that department. What is your philosophy with regard to hiring and discipline - what do you look for in someone your hiring and how would you handle discipline?*

You look for a good person, someone who will be committed, someone with certification. I go back to what is a good firefighter candidate. When I got on the fire service in 1982, everyone had thirty years of experience. You heard it all the time. When you have thirty years of experience you can do it your way. Until then, you do it my way. At that time, there was a Massachusetts Fire Academy but a mere shadow of what it is today. There were no bachelors or associates degrees in fire science per say. If you wanted to travel to Connecticut you could get one. So departments based their service on what they did for the past thirty years - based it on experience and they probably had a lot of experience. What I came to realize for myself and over time for others is in order to be a well balanced member of the department or a Fire Chief you had to have a balance of these three things - education training and experience. That does not mean you had to have a masters degree or have to go to Mass Firefighting Academy to get your training. And it did not mean that you had to have thirty years of experience. But at some point, people had to have a balance of those three things. And I see that today. Also, something I see as key, and this is something I added to my list in the last couple of years as result of training I went to ... I sat in a seminar for three days watching the police chief from a community in the commonwealth fighting with a fire chief on the other side of the table for three days. I thought to myself that this person might have the education, training and experience but he can't get along with anyone. So the fourth thing I added to my list was the ability to get

along with people. Have to get along with people in order to do your job. I have seen people who are excellent instructors, world class who teach masters programs, highly trained Firefighter I, II, Fire Officer I, II - have all the certifications. But take that same individual and put them in front of a burning building and the place will burn to the ground and you ask yourself why. So to answer your question, I would look for a combination of education, training, experience and the ability to get along with other people.

*How do you handle discipline?*

This department in its operating guidelines has a policy for discipline and it is called progressive discipline where it is done progressively. Verbal, written reprimands right down to termination. Those different stages are outlined in the policy for the department. Aside from that, even at our assessment center we talked about progressive discipline and I am advocate of progressive discipline. You need to look at the issue for which they have to be disciplined and decide if this is sort of serious, moderately serious or very serious and adjust your discipline to that.

Following are questions by Selectman Troy Garron (in italics); responses by Goodale immediately follow:

*Have you heard the phrase firm, fair and consistent?*

I refer to as fair and equitable. If I do something to you, when he does it, whatever happened to you should happen to him. Fair and equitable treatment for everyone. You hear it all the time. I got a phone call today. This Saturday is a Group 1 day. One of the guys in Group 2 is getting married. Half the department is going to the wedding. A Group 4 firefighter is covering and it is Group 1's day so he wants to bring in two people from Group 4 to cover on Saturday while everyone is at this wedding. Well, fair and equitable. I know what is going to happen. If I allow him to bring in people from Group 4 without asking the people in Group 1 first I am just going to make my life miserable. So, I called him and asked if he asked the people in Group 1. He said no. I said well it is their day so we have to ask the people in Group 1 and if no one is interested we can go from there. Fair and equitable - those are two words I live by.

*Have you ever had to release anyone from a job? When you do discipline, how do you handle it.*

I have released someone from a job but it was not a drawn out process. The majority of the discipline I have done has had to do with progressive discipline. The hard part is deciding how much is too much and how much is too little. When you have a career firefighter who gets arrested for DUI, you have to decide how much is too much and how much is too little and where

this is going to go. When you have a career firefighter's son who gets arrested for drug possession and the U. S. Marshall shows up at his house, you have to decide how far is too far and how little is too little. Each case has to be taken individually. But, getting back to what is fair and equitable. What happens with one person has to happen with another in the same circumstances.

*If you have a person causing problems or doing something that is not positive, how long would you allow something to go on before you intervene?*

Everything starts with communications. If something is allowed to go on, it can be understood as the allowed behavior in the department. What goes on without intervention becomes the standard. My initial reaction to that is that I would communicate with that person to find out what is going on. Maybe something is going on that is not apparent, not on the surface. There may be an issue going on in someone's life. Let's find out what is going on. Let's have a little communication. There are always two sides to a story. What we think is obvious might be something completely different. So let's communicate with that person. Let's sit down with that person and say hey what is going on.

*If you have two individuals that do not get along to the point it is detrimental to the department or at a fire scene, how do you deal with that issue?*

It depends on the situation. It is easy to say let's just move them from one group to another and they don't have to work together. We have never done that. We have tried to sort through whatever the issue is. One of our full-time firefighters can be our absolute best and our absolute worst. I finally figured out it has to do with funding for the next fiscal year. As the planning process develops in January and February he gets really ornery. Until we have our meeting in our district which is equivalent to a town meeting, there are days when he is just unbearable. There are staff that won't deal with him, I'm not working with that guy. He is not the guy you are going to just walk up to and you are going to get a conversation and he is going to spill his heart out to you. Over time, and several conversations with him, I finally figures out what it was. It depends on the situation. In his case, when someone walked up to me and said what is up with that guy he is miserable I don't want to work with him, I say you know what, he is the low man on the totem pole, if you can give him a little bit of slack. We are going to have the district meeting in about two weeks and I think after that we will be okay. In the meantime, just avoid confrontation and you will find in about two weeks everything will be okay.

*What if you perceive someone is not respecting you or another individual on the department?*

It starts with communication - sitting down and asking what is up, talk to me. If it continues, you start down the path of progressive discipline.

*In your career, have you ever had to deal with a family when someone has died in a fire or an accident?*

We deal with families depending on the circumstances to a degree. If someone dies in a car accident and a family member shows up we deal with them very politely. I think this falls back to a customer service approach. We are going to do whatever we can. I dealt with a firefighter who committed suicide. We ended up dealing with our fire department as a family. It was cloudy circumstances. We activated the critical incident stress debriefing team and met as a department on a couple of occasions. I think that was a positive experience for the department ultimately but a very tough thing to go through. He was an active member of the call department. Everything is great one day; the next day he's gone.

*How do you deal with the public, someone being upset with the department?*

Again, it depends on circumstances; but with a high degree of respect. Initially, I will fall back to let's have a conversation about this. I find today, right now given the economy and tension in the atmosphere, people are a bit more on edge than they use to be. It never use to be that you pull up at an incident for smoke in the area at 11 o'clock at night and have someone in your window yelling at you because you have the lights in the truck. Introduce yourself, tell them why you are there, explain to them what the process is, that you are looking out for public safety, best interest of the neighbors, themselves. A high degree of respect. I am a huge advocate for customer service, those little things that you can do that don't cost a whole lot but go a long way. I am a big advocate for that.

Following are questions by Selectman Michael Schleiff (in italics); responses by Goodale immediately follow:

*When you left, you were the Fire Chief in the West Boylston Fire Department; population 7,481 in 2000.*

That is without the house of correction.

*You went from West Boylston to West Barnstable; from a large department to a small department. Just curious you are going back to what I consider to be a medium department.*

Cape departments are interesting. Anyone who has worked off the Cape and looks at the Cape say what are they doing. We all work with the same radios, we all work with the same dispatch. Everybody sort of knows everybody's business. There is a lot of coordination and consolidation of resources. Every truck in Barnstable County is a County truck. There are no individual trucks. The departments out there are set up as a county. When you look at it from

that aspect, it is a huge huge department. There is a lot of stuff that can be learned there. It has been very interesting being on the Cape and working with those departments. They move a lot of equipment. If there is a two alarm fire tonight in Truro, our engine tanker is moving twenty five miles to Eastham. If Centerville has a two-alarm fire tonight, we have an engine going to the scene and on a third alarm we have a ladder going. There is a lot of coordination of resources. We end up going to a lot of different calls in a lot of different places because they move so much equipment. There is a line box response to report fires. There are working fire services that move a tremendous amount of equipment from place to place, especially in the lower cape. You look at the structure of the lower Cape, you have Wellfleet where there are no other communities on the north or south side. You can only move equipment east or west. You have Provincetown, Truro and Wellfleet with X number of ambulances to go around in the summertime. They are regionally covering that area with ambulances. They will move ambulances from the mid Cape down Cape to cover a certain period of time. From that respect, it looks like a small community. There is a lot of coordination that goes on. Even to the point we have, for example, accountability and incident command policies that are sent down to us from the county chiefs and not our individual departments. We have policies in place in our department that come from the county, not our department. Our department says okay we are going to do this but they are written by the Barnstable County Chiefs. Here how we will do accountability at every fire; here's how we do incident command at every fire. So it is standardized from this event to that event.

Garron said so you are set up like the Midwest and South as far as county government is concerned.

Goodale responded:

To an extent. Right now we are going through a situation where the Sheriff's Department is going over to the state. Our dispatch department is dispatched by the Sheriff's Department. Our fire alarm is handled at the Sheriff's Department. But the county is also The same dispatcher answering the radio and saying go ahead is also answering the county radio when we call them two seconds later signing on to go to something else. They are sitting at the same console pushing a different button. There may be four or five operators in there but they are dispatching for seven communities and answering two other primary percepts on the Cape. The other function they provided for the county. All of the Barnstable County departments are fire-based EMS. They handle all CMED transmissions to the hospitals. This has become an issue recently with the Sheriff because he says as he transforms over to the State he no longer has the money to fund CMED which handles 45,000 patches to the hospital a year. Initially he said he would not operate it past July 1<sup>st</sup>. The hospital agreed to pay for three months coverage which is about \$50,000 to carry to October 1<sup>st</sup>. Last week I attended a meeting and the County has said they will kick in \$50,000 to fund until January 1<sup>st</sup>. After that, not sure what

the funding mechanism will be for CMED for the hospital patches. So it works terrific until there is no money. We are handling for the first time in the history of the county that the Sheriff has said no, we cannot do this.

Following are questions by Selectman Michael Schleiff (in italics); responses by Goodale immediately follow:

*With regard to the distance to the fire station, you said you would consider moving to Halifax. If this job were offered to you, how would you proceed in performing that?*

I have a home in Marston Mills. I would have to sell my house. I think if that arrangement was worked out and I was given time to sell my home, I would be here shopping for a house. I have no qualms about moving. I am serious when I say to do this job properly, you have to be here. It does not mean you have to micro-manage the department; it is just, when the department needs you, you have to be here. If you have multiple calls going on and everyone is doing their job but you are running out of people, I ran an ambulance last week for four hours because they needed coverage and if I can do that job, I'll do that job. If there isn't anybody else left in line, then I get to go.

*It would not have to necessarily be Halifax. It has to be within fifteen miles of the station.*

My wife has fallen in love with this area. It may take a little time to sell my house but I am more than willing to do that.

Following are questions by Selectman John Bruno (in italics); responses by Goodale immediately follow:

*What is your experience with grants and how can you help us with that?*

I am a big advocate for alternative sources of funding from the simple things like buying a jaws power unit because it will save the community \$12,000 to buying a ladder truck. In the past four years, my department on the Cape has received a federal grant for a ladder pumper, a grant in the form of a set of hydraulic tools from the Air Force valued at about \$38,000 and a grant for all new SCBA to the tune of \$100,000.

*Did you have involvement in developing the grants?*

I have development because the way we operate these grants go out as a result of an effort on behalf of not just one person but as an officer group in the department. So we get the draft copies, we interject information into those, we proof read them, we get a list of say the SAFE grants coming up or the

AFG grants coming up. Here's what I'm thinking. Why don't you guys put a list together of what you want.

*If you are in charge here, they are not going to come looking for you. How do you go about looking for it?*

Absolutely you go looking for it. You establish officers meetings. You send out information on a regular basis to your officers or your entire department. I work for a guy right now that one meeting a month is set aside for a fire department meeting. He actually puts the budget up on the projector and talks about the budget. It becomes ownership owned by everyone. It is a situation where everyone takes ownership. You'll hear the lowest ranking person on the department say "You know my gloves can wait. We are just about out of money, I'll wait." We'll say, "no, we will get you a pair of gloves." But what it does, it establishes in their minds that gloves don't grow on trees and there is not an endless source of money. We come from a department that everybody knows where we stand once a month. The Chief will send out we are at 33%, we need to be 27% or 25%. We are overspending right now and need to scale things back a little bit. Last year, we had a situation where we had a full-time firefighter leave. We had to cover his position. We had a serious problem with the overtime budget. The call firefighters were asked to reduce their amount of income in order to save some money for the overtime budget. I am not saying it was 100% in favor where people are jumping up and down and saying sure we'll pay for that but because the people were in aware of how the budget operates and expenses and that by the end of the year we need to make it with money left in the budget, they were willing to do that. They didn't have to give up a whole lot. They had to give up a little and they were willing to do that. By the same token, we went to district meetings and our career staff by contract were to receive a 3% increase this year and they stood up at our district meeting and they had voted to pass on their COLA this year because they understood where we were and they went into district meeting with a budget that was 1/2% below level funding given the economy, given the fact we knew it would be a tough year. The way you do that is you communicate with people. You give them information that is public information but we share that information with the people from top to bottom.

*We asked everyone who was a finalist to do a site visit to Halifax. Can you tell us about your visit - what you saw, what you think, what you might have an interest in developing here.*

I came up a couple of times. I met with Richard Clark in the Water Department and talked to him about his role. He explained the water system to me. He talked to me about water mains and the number of hydrants and locations. He talked to me about communications and some of the challenges there. There is an opportunity regarding supervision in the communication center. There is some talk about the best way to do that on a daily basis.

I next went down and met with the Police Chief. I spent a couple of hours there and talked at length about a variety of things. I asked him if there was anything the Fire Department could help his operation they were not doing now. He indicated there were some training opportunities there. That he has a person on staff that has his EMT. Perhaps there was an opportunity to help them get EMT credits and maybe their DOT refresher done. I met with one of the dispatchers. Spent a considerable amount of time in the Communications Center looking at how that system works. The information that is available on there, active and non active; how calls are created; hydrant locations, how many hydrants there are is on the system already so the dispatcher can give a piece of apparatus the hydrant location or potentially it could appear in the cab of one of the trucks. The capability is there; it is just not being done. Live information. Live feed to the truck. I came back on Thursday and met with Marty in the Fire Department. He was having a busy morning and out on some calls so it gave me an opportunity to spend some time with Patti who was terrific. I always said behind any great Fire Department and Fire Chief is a great administrative assistant and she appears to be that person. She has a good handle on ambulance billing and ambulance receipts. If her numbers are correct, you get high marks for the percentages you are collecting; somewhere in the high 80's. Those are really good collection rates, especially in house. In talking with her, there are some training opportunities. She provided me with some scheduling information, her job description. I had a nice visit with her and a nice visit with Marty who brought me up to speed on equipment and I had a good tour of the facilities there. I think all and all I was impressed with the people, the dedication, the fact that people are hard working. Those are a lot of the things I consider myself to be. The tours were very favorable.

Bruno asked if he had anything else he would like to say or questions he may have.

Goodale said, to finish things up, getting back to education training and experience my past as a Chief, I have done this job. I have prepared budgets and lived within those budgets. I've worked with police departments and joint investigations. I have run communications center, purchased large trucks. I have done a lot of these things which makes me capable of doing this job. Getting back to education training and experience those are things from the time I was sixteen years old up to today those are things I have been working on. I have enrolled in the graduate program in Emory College right now and hope to be one of the first graduates from their satellite office down the Cape. I have five classes to go. From training, education and experience in the fire service, it never stops. it is an on-gong process. There is always something to learn. There is always something new. But it makes me the person I am. Having said that, the only other point I would make is that from the standpoint of the economy, I am probably one of the most financially sensitive people you will come across. I understand that right now, especially, it is challenging times for taxpayers. We work for taxpayers. They are our customers. We have to be very sensitive to

what is going on in their lives. We can't be increasing our budget by 10% because we feel this is the year to do it when their lives are dramatically different. We are in uncharted territory but it is time for us to be fiscally responsible as well.

Bruno thanked Goodale for coming in. The Board has one more candidate to interview next week.

**EXECUTIVE SESSION**

Moved by Bruno and seconded by Garron, Board voted as follows to enter into Executive Session at 9:50 p.m. to discuss potential litigation:

John H. Bruno II	-	Yes
Troy E. Garron	-	Yes
Michael J. Schleiff	-	Yes

Bruno announced there would be no statement at the end of the Executive Session and the Board would not reconvene in open session.

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Moved by Garron and seconded by Schleiff, Board voted as follows to come of Executive Session at 10:15 p.m.:

John H. Bruno II	-	Yes
Troy E. Garron	-	Yes
Michael J. Schleiff	-	Yes

There being no further business, moved by Garron and seconded by Schleiff, Board unanimously voted to adjourn the meeting at 10:15 p.m.

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Michael J. Schleiff

Clerk

/bfs