



Minutes of **SPECIAL MEETING**  
Held **October 28, 2014**

Township of Springfield

Laura Moreau, Clerk

**Call to Order:** Supervisor Walls called the October 28, 2014 Special Meeting of the Springfield Township Board to order at 6:00 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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AGENDA

1. Agreement with Munetrix for web-based government reporting subscription

Treasurer Dubre stated that this was in reference to the CVTRS program that was discussed at a prior Board meeting. These documents are submitted to the Department of Treasury so that the Township does not miss out on the first payment in December. She did not anticipate that it would be so much but she checked with other municipalities and they are all utilizing them. It is useful data.

Supervisor Walls stated that he has used their data in the past for reports. There are funds available in the consultant cost center and suggested using those.

- \* **Trustee Hopper moved to authorize the Supervisor to execute the Munetrix Subscription Agreement for a three year period with an annual cost not to exceed \$1,7339.00, funds from the Consultant Cost Center. Supervisor Walls supported the motion. Vote on the motion: Yes: Cooper, Dubre, Hensler, Hopper, Moreau and Walls; No: None; Absent: Vallad. The motion carried by a 6 to 0 vote.**

2. Fire Department Priorities and Direction
  - a. Shift Coverage

Supervisor Walls referred to the last Regular Township Board Meeting where a suggestion was made that the Fire Chief and Officers come to this meeting for an informal workshop



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meeting. It is an open meeting but discussion will be between the Board, Chief and Officers. Supervisor Walls stated that Treasurer Dubre has done a lot of work examining data from dispatch and Department records in comparing activity by day.

Treasurer Dubre stated that she began compiling the data in reference to looking at shift coverage prior to the last Regular October Board Meeting. She summarized the information and explained that the response data is on the top and the bottom is the incident data. Treasurer Dubre then summarized the second document which outlines the number of people that responded by day and hour. She was trying to determine if there is a specific time frame consistently that they need to fill shifts when they have people available. She stated that they have a paid on call department so she felt it was important to look at lapses in coverage and determine if there was a need that could be filled. She stated that she analyzed 2013 data by reviewing the "D cards" from Oakland County dispatch and verified this data with our Fire Department records. She noticed some areas that the Board should look at in terms of number of responders. There are time spots, for example Wednesday morning, during which there are 1.5 people responding between 4:00 and 5:00 pm. There are also specific times where there is a need on the weekends, Saturday and Sunday mornings. She also looked at where the paid on call fire fighters are located.

Trustee Cooper verified that the data represents the number of people responding, not response time.

Treasurer Dubre answered yes; response time is irrelevant if no one responds. She stated that she thinks this needs to be looked at in a different light and she doesn't think this is being done. At the last meeting, she pointed out that one of the things in having a paid on call department is recognizing that this is not their job. It is Matt and Ryan's job as full time fire fighters and Chief Graham's job as Fire Chief. The shifts should be conducive to the availability of the on call people. They don't have enough information to make a fair assessment of what will and what won't work. She wants to utilize everyone in the best manner possible. She would like to know that someone is going to respond during those hours. They need to figure out what will work for their community. Since that last meeting, the Board members attended a one day conference regarding Fire Departments. She stated that she would like to look at this issue during this meeting and come to some conclusions.

Captain Apple stated that he thinks they can come up with a plan that would work.

Treasurer Dubre agreed.

Supervisor Walls asked if they had available at the station when each of the paid call employees is working at their regular job.

Chief Graham responded that he didn't but he could make that available if the Board wanted. It wouldn't be hard to do. They have a general idea of when they are working and not working.



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Clerk Moreau asked how the blocks of times were determined when the coverage schedule was created.

Chief Graham stated that they started with the existing schedule and then built off of that.

Clerk Moreau noted that he based it on the full time firefighters' schedule and not on the paid call firefighters' availability.

Chief Graham replied that as he understood it, the reason they went to the day staff is that this was the time that most of the paid on call staff were not available so it made sense from a scheduling stand point to begin with the day staff. He didn't know that they could get this data from CLEMIS. He has been working with Fire Tools. There is a bit of a skew in the data and they have not identified how that happens yet.

Treasurer Dubre stated that there was a difference in the data. The difference is twofold. The first is the FCW under CLEMIS that they count which is fire county wide and this number is removed from Springfield. The other difference is calls get dispatched when they get called in at the same time; if two calls come in 15 seconds apart it is a duplicated call and it gets dispatched twice.

Treasurer Dubre summarized that what happens in Springfield is we have a tendency to make adjustments for existing things as things change without stepping back and looking at it in its entirety in a new way. She thought this is what they were going to do with the paid on call situation. We shouldn't just keep on adjusting based on current conditions; they need to take the time to look at the situation in its entirety. The data shows that the schedule needs to be adjusted. It changes the thought process as to where they were, where they are going and where they are at. Whether they look at staggered shifts for full time staff or different stations, now they are at the same station. If they don't have the conversation, it is hard to make the determination as to what they are trying to accomplish overall before they undergo a change. She stated that she and Collin had this conversation when they looked at the dispatch data.

Clerk Moreau stated that there is an 8 am to 4 pm shift and a 4 pm to 12 am shift. These shift schedules don't seem realistic for someone with a full time job. If you can't be there at 4 pm and work an 8 hours shift, you cannot sign up for an evening shift.

Chief Graham stated that this was not the intent. If someone cannot get to the shift at 4:00, they were told that they can contact the person who is there and ask to trade any hour or he could come back and fill the hole in the shift. This was going to be a trial basis and see if it succeeded or failed. It was a starting point and to see if the personnel were interested.

Clerk Moreau asked the Chief to clarify if it was explained to personnel that the schedule was flexible.



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Chief Graham responded yes. Once they went through one round of signing up, they could go back to the employees to fill in holes.

Clerk Moreau stated that it sounds like a good approach now but it doesn't appear that is what happened.

Chief Graham stated that they talked about stuff like this. This started with seeing what the Paid Call staff wanted to do because they are the heart and soul of the organization. Without them, they don't function.

Matt Strickland stated that the original schedule that was posted involved covering two stations 24/7. Once that schedule was condensed, because of the Board packet deadline, he just used what was signed up. This isn't a realistic view. They would like to go back and work on it now that they understand what the Board wants.

Treasurer Dubre stated that they have an understanding about what she has asked for and what Clerk Moreau has said; they have not heard from the entire Board. With this clarification, it should be clear that what was included in the report did not meet the request. This has been an issue and a priority; how is shift coverage determined?

Chief Graham stated if one of the full time staff is off duty, they will fill the shift with paid on call personnel. They are also using paid on call personnel to do administrative functions to get them more familiar with the inner workings of the department.

Treasurer Dubre asked if the full time staff would typically be at training together.

Matt Strickland stated for HazMat training, he was gone for half a shift.

Treasurer Dubre stated that she looked at the time sheets in reference to shift coverage because she wondered what we're paying for. This is concerning for her because she had to request time sheets because she is not comfortable with the information she's getting. If the Board's intent was to cover two stations, where are all of the firemen?

Chief Graham asked if she was looking at four hour coverages. At the Chief meetings in Pontiac, he would take either Matt or Ryan with him because it goes along with the job duties that they have taken on. This is a common practice with his peers. So they are not leaving someone back alone. Other four hour coverages would be covering their time off. They are not keeping more people on duty than they are supposed to.

Treasurer Dubre stated that the number on duty isn't the point; it is about the priority of the Board. The priority is shift coverage, not having two full time personnel travel to a Chief's meeting. We need to be working toward the same common goal.

Matt Strickland stated that the reason for midnight shift coverage was what this was all about.



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Treasurer Dubre reiterated that the number one priority is coverage. It is not to have all of these additional responsibilities assigned; this is a major concern for her. The time sheets indicate numerous duplication; you can see where all three of the full time staff have left on some of these days.

Chief Graham stated that he sees it as career development for these fire fighters.

Treasurer Dubre questioned the development plan and noted that the Board has to approve that.

Chief Graham stated that he would stop the process immediately.

Treasurer Dubre stated that these are the types of things that she finds disturbing.

Matt Strickland offered that a joint Haz Mat Team was created.

Supervisor Walls stated that the Board hired two people full time to be firefighters. The Board's decision hasn't changed. The two fire fighters are now more than just fire fighters but the Board wasn't involved in this decision. There is a disconnect that is not the doing of those firefighters, the Board or the new Chief. This needs to come back to the Board so that if they have duties that they need to handle as an Officer that are different than manning the station and taking calls, then we need to have this discussion and Township Board approval.

Captain Strickland stated that these are things that have evolved in the last couple of years. The technology is given to them second hand. Some of these things that they have been able to go to allow them to be on board and current.

Supervisor Walls stated it is not about if it is good or not good, it is about the Township Board doesn't even know what you are going to and what might be good. He suggested that as a Board they address Treasurer Dubre's concerns and find out what the Board anticipated seeing for shift coverage. He assumes that all paid on call firefighters have unique situations within their family life and their full time employment and this reality needs to take that into consideration for shift coverage. He doesn't know how that could work with fixed time blocks and that is how it appeared in the information submitted to the Board. His concern is how to best utilize the time that people have available and coordinate that with where they are most needed.

Captain Apple stated that they had looked before about setting up a calendar so people could see the gaps in coverage and could go in and sign in remotely. He asked if there was a way that they could give the paid on call people incentive to sign up for run coverage. He suggested paying them an additional \$10 per hour to be available during that run time whether he is needed or not. Based on 500 medical calls last year, that would be approximately \$5,000.00. He suggested that the Google calendar would be available for everyone to sign in and look at it.



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Supervisor Walls stated that the Board asked the Department to put together a plan. He stated that this seems to be a good idea. The intent was for the Chief to put together a plan that takes the maximum benefit of the time that the people you have are available. He stated that if the plan suggested by the Board is what it takes and will get them the coverage that they need, he would consider an incentive.

Captain Apple stated that this is a way to engage all of the paid call people.

Clerk Moreau stated that right now all of the paid on call are responding from home but we have no assurance that any will respond. She stated that this kind of plan would be far better than essentially rolling the dice to see who would show up for a call. We need to know who is available and when, and fill in the gaps in coverage with this information. This is what the Board was looking for and she does not think this was unclear; there was resistance to this direction. She previously questioned how eight hour shifts could work when paid call personnel already have difficulty responding with their busy schedules. The Board specifically stated the coverage plan doesn't have to be 24/7 and doesn't have to be at the station. The department was supposed to come back with a workable plan. The idea that someone could sign up for less than eight hours for a shift is not evident in the report. The Board was presented with a report that draws conclusions and makes recommendations based on a very rigid schedule. This wasn't presented as a work in progress. One of the conclusions in the report references transitioning to ALS—ALS wasn't the idea behind supporting shift coverage. The idea is to assure we'll have the necessary personnel ready to respond.

Chief Graham stated that he was under the impression that they were going to do this and he apologized. He understood that they were going to put out a schedule and see if it worked. The Chief referenced the Board's timeline and noted that the intent was to evaluate the plan as it went.

Clerk Moreau asked how the Board could have understood that from his reports.

Chief Graham stated that he gave them several options but suggested that they not talk about the piece that keeps finding its way into the plan (meaning ALS coverage). He explained that he gave the Board two options and asked them what they wanted.

Clerk Moreau questioned the idea that there were different options because one option was eight hour shifts and the other option was to hire another full time person to fill the same eight hour shifts. This is not multiple options to solve the coverage dilemma, it is one way. The timeline that the Chief referenced was prepared after the August 26 Budget Workshop and the intent was to provide a summary of the Board's direction in writing. But the reports do not follow the timeline that the Board offered. The Board acknowledged that Chief Graham was moving on a much more aggressive schedule than we wanted but we were trying to give the Chief a chance to move forward with constant evaluation. Chief Graham is right, the schedule did indicate that we would evaluate the coverage plan and consider ALS



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options in December. But that assumed that everything else was proceeding along as planned. That was in August when the goal was to have coverage options to the Board at the September Board Meeting. We ended up getting reports for the October 9 Board Meeting with parameters that we didn't request and for a schedule that didn't look like it would work with paid call structure. Further we were given the recommendation to hire another full time position and transition to ALS right away. This is what the Board got and it is nothing like the written direction that was provided in August.

Supervisor Walls suggested that they should get Trustee Cooper, Trustee Hopper and Trustee Hensler's impressions of the shift coverage information they were anticipating and what they received.

Trustee Hensler stated that she anticipated getting plans B, C and D. She stated that they just keep hearing that it won't work. They need a plan that will work and they need to think outside of the box. She suggested that they need to cover the busiest times and this should be the priority.

Trustee Hopper concurred. He reviewed the material provided by Treasurer Dubre. The lack of coverage seems to be from 7 am to 2 pm weekdays and weekends are covered. There are a few openings from midnight to 7. He stated that he doesn't know what shifts aren't covered. He thought the direction was to come up with a plan to show shift coverage and the Chief's report didn't address this.

Treasurer Dubre stated that she doesn't know what the thought process is to the paid on call regarding coverage during the time when there are full time paid firefighters. The only shifts currently being covered by paid call staff is the 8 am to 4:30 pm when three full time personnel are on duty. She would have thought the reverse.

Trustee Cooper stated that they have day shift covered with full time people and part time people and they are not doing anything for afternoons or midnights. The response time is critical. He worked 16 hour shifts which was difficult. It is tough for people with a full time job to work another eight hour shift. He stated that he was on the Board when the two full time firefighters were hired and the thought was to cover the two stations and the paid on call would back them up. We still need to make sure that we have coverage throughout the Township but currently it is all out of one station on days. Some of the tasks that are done on day shifts could be done on afternoons. This report is not what he asked for. He asked for response time and Treasurer Dubre found the facts. He asked for the facts in July, August and September. He wants to know how fast someone can get to him and where they are coming from. He stated that he would like our fire department to be as big as Waterford but when you only have 1 mil it is not possible. We cannot ask our residents for more funding without solid supporting information.



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Treasurer Dubre stated that it is not the Fire Chief's prerogative to determine what station they are working out of. She also noted that the data she accessed was data that the department has had access to for a number of years.

Chief Graham stated that if the Board wants the firefighters split to run each station, he can do that tomorrow. He believes that running them together is more efficient, safer and the times are reasonable for response. He serves at the pleasure of the Township Board and he apologized for the discrepancies in the data. His goal is to provide exactly what they want. The multiple layers of service have been spoken about at various meetings and if simple and basic shifts are all the Board wants to look at today, they can make this happen. He made the mistake of looking at the whole plan and not looking at the single piece. Training needs to be set up and arranged. He stated that he is happy to step backwards and provide a simple schedule.

Trustee Cooper stated that he has not seen a training schedule.

Supervisor Walls stated we discussed in September that Chief Graham was going to put together a training and educational schedule and we haven't seen it.

Trustee Cooper asked how it fits into next year's budget and asked if we need to make adjustments so that it does fit into next year's budget. These are the adjustments that they need to be aware of and that need to be made as a Board. The actual cost factors need to be considered.

Treasurer Dubre asked the Board what their impression is on shifts.

Chief Graham stated that it is not just safety based on the safety that an Officer can provide. It is safety that is in reference to a car accident, because an Officer can only watch so many things while the personnel pulls a hose line and additional things. They need to have personnel respond to the station and get trucks rather than respond in their personal vehicles for their own safety.

Chief Graham explained that there are so many unknown factors that go into the job that these brave people do, time of day, weather, whether or not the dispatch information is correct and exactly what is going on at the home. He stated that he is trying to see what he sees in his responses, listen to his personnel and find the best way to give the Board what they are looking for. He is not trying to be defiant and he is not trying to fit Springfield in a mold. He is still learning about the personnel and he is trying to do the best job they can safely and effectively.

Treasurer Dubre questioned what his solution is then; the items that he has changed have not been effective especially from the perspective of the paid on call personnel.

Chief Graham stated that they were going to go back to the drawing board.



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Captain Strickland suggested that the Board explain what they want for times covered and the entire Department can sit down and meet about it at the meeting on November 3<sup>rd</sup>.

Supervisor Walls stated that they have heard this time and time again tonight. Times covered are the areas that your personnel can be available to cover—that's priority 1. Priority 2 is the areas where the needs are the greatest based on the historical data from the Department.

Captain Strickland concurred.

Board members concurred.

Treasurer Dubre stated that the three full time people should be included in the shift coverage plan along with the paid on call shifts.

Matt Strickland stated that he was going to fill in himself on the document after the paid on call staff was given the opportunity. His response percentage speaks for itself.

Supervisor Walls reiterated that the Department needs to put together a plan and if they want to include the incentive, include it. Tell them what the compensation is if they want them to approve it.

Trustee Cooper asked them to fit it within their budget. What is the plan to have coverage so not only one person shows up.

Treasurer Dubre stated that this is the nature of the paid on call staff. The data shows a response of only 1.5 so someone is going to be alone sometimes. There is going to be that instance if they do not correct the issue. They recognize it but they cannot account for all of the variables.

Clerk Moreau asked if the intent is that they have someone respond from the station, is it realistic that one would pull a truck from a station alone and another could be coming in their own vehicle to meet at the scene.

Chief Graham stated that it is safer for two people to be in a truck together. One is watching traffic and the other is responsible for the operation of the truck.

Clerk Moreau clarified that if they have people who are designated to be on call, the Chief would want them to respond to the station and go.

Chief Graham agreed.

Treasurer Dubre asked if this is to be expected for every call that comes in.

Chief Graham stated that it is the intent to respond a fire apparatus to every call that comes in. That is not currently what goes on, that is what he would talk to his officers about after they switch to a shift plan. They respond to the station, get on the truck and go.



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Trustee Cooper stated that a person may drive from the scene that is three doors down and then have to go all of the way to the station to respond.

Chief Graham answered that is a hiccup that needs to be addressed. It would be a policy thing where we would not expect personnel to cross the call to get to the station. If the call is between their residence and the station, they should go to the call.

Clerk Moreau reiterated that the concern isn't having individuals in their own vehicles; Chief doesn't want to have an individual alone on an apparatus.

Chief Graham stated that the idea is having two people in an apparatus is safer for its operation and having two people on scene is safer for operations. A car accident, for example, he needs a minimum of four people. Some things that they need to address are safety and going right to the station. There are a number of factors that come into play and he outlined an example. He went to a meeting recently regarding Ebola response which is also a concern.

b. How did we get here?

Supervisor Walls stated that when they put together the 2015 Fire Budget they included monies for education and training and they did so without a specific plan. They also talked about the fact that it is subject to change.

Chief Graham stated that he has a general idea but it is difficult until he gets a green light.

Supervisor Walls stated that he could start with the types of training, EMT and Officer for example, routine training and he could put together an outline of what he would like to see. This would include types of classes and costs and they could begin to budget for more detailed training programs.

Trustee Cooper stated that he should also consider the cost factor in sending his officer and needing to replace him with another fire fighter.

Supervisor Walls stated that another concern he gleaned from meetings and comments is what type of information the Board is used to seeing and expects for presentation to the Board for programs and funding. We should discuss what we would like to see in monthly reports. He stated that the Board needs to know the costs, supporting data based on the Fire Department and options that have been explored when looking at costs, as much detail in those projections as possible. If the Chief is looking at buildings, look at the cost to heat and turn on the lights. When looking at personnel costs, don't forget about workman's comp and social security. It should be factual and based on verifiable data. When the chief extrapolates information, make sure he tells the Board and explain why he did it; they don't want to guess. The biggest issue of late is different versions of Springfield data based on different criteria. His personal expectation on monthly reports is written information on what has



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happened in the last month and what was the impact on morale. He would like to know who is stepping up and how is the department following through.

Trustee Cooper stated that if there is a deficiency that they are experiencing, he can let the Board know in the monthly report.

Supervisor Walls asked the Officers and Chief if they had any comments or input on expectations from the Board.

Matt Strickland answered that they would look at it again to make sure they have everything covered.

c. Future Plans

Supervisor Walls stated that initially the Chief gave a report with 5 hard target items. He asked if the Chief was at a place in which he was aware of all of the personnel certification levels.

Chief Graham responded that they are in the process of moving people up based on the training; that was the reason for the recent pump operator training. He stated that he knows where his officers are in respect to their training and he knows where he wants to put people based on their training. He knows roughly where they are at and who they are looking at for EMT school. They have done a number of different things with personnel to move them forward and attending these meetings is important. They have given responsibilities to personnel to get them to reinvest in the department operations. He stated that he has looked at promotions of current personnel and he is looking to bring on 2 new personnel.

Supervisor Walls asked if he has a chance to look at the apparatus.

Chief Graham answered that it is a moving target and they have had to do repairs on the current trucks. They are doing a clutch replacement on a truck as a cost saver and as a team building exercise. He stated that he has looked at a remounted unit rather than a brand new vehicle. He stated that they have purchased tools and equipment and cut that bill in half. They just had fittings for uniforms for their personnel. They are reviewing their EMS and transport procedures and they are looking at other policies. Once they are given to Collin for his review he will prepare them for submission to the Board.

Supervisor Walls asked about time line for some of these improvements.

Chief Graham stated that he could have a training schedule worked out by the next Board meeting. Some of it is based on course offerings and he will look at putting together costs as well. The policy review might take longer and he needs some time for that.

Matt Strickland stated that from a technology standpoint, the Department has all new computers set up and are moving forward with CLEMIS with training upcoming in December. The launch date is January 1, 2015. They will retain Fire Tools to be able to



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reference back. He stated that there might be a way to use a tablet in the field to do basic patient reporting. He is going to investigate this and have something to put in front of the Board.

Treasurer Dubre asked about the training policy and if this was regarding what types of training they provide and what they pay for.

Chief Graham stated that they are reviewing all of their policies including training. They would have to look at time involved; they would look at posting to see who would want to attend Officer I, for example.

Treasurer Dubre asked who pays for that.

Chief Graham stated that the policy has been that the firefighters pay for their own training. He talked about this in the meetings before he was hired that this was not a good thing.

Supervisor Walls answered that the Township Policy was that the Township will pay for it but this was not the practice.

Clerk Moreau asked if it was through reimbursement.

Supervisor Walls answered it should be.

Clerk Moreau stated that before they make commitments to anyone else, they should clarify the policy and follow it.

Clerk Moreau distributed a document that compares area fire department millage funding, revenues and expenses. She stated this information is relevant for future planning. The Board has indicated that we are working within a limited budget and we maintain minimum fund reserves. The Board is not interested in expanding services and getting into a situation that we can't support with current funding. That would mean we would have to ask our residents to pass a millage or services would have to be cut. Clerk Moreau explained that the document compares Springfield Township with other area departments in terms of millage rates and collection, charges for services, total revenues and total expenses. She noted that the data is from 2013 audit reports from the Department of Treasury. Clerk Moreau specifically noted that departments that have been highlighted in recent reports for their transport revenue are primarily supported by millage collection. The next election cycle is August 2016—the earliest the Township could consider increased funding would be the 2017 budget. The Board does not want to bank on future revenue based on a possible new millage—especially considering that the current fire millage is up for renewal in 2016.

d. What Now – Do We Move Forward?

Supervisor Walls stated that this is time for discussion as to how we move forward and a discussion of Board members' comfort level at this point. The period of time from the 2<sup>nd</sup> of July to current has resulted in a lot of very good improvements of the looks on faces of the



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fire fighters and how they act around each other and how they act in public. This is encouraging. He is discouraged however, because there is a rift in the family and a break in the cohesiveness of the department. He and the Chief have discussed a lot of items that have to be improved. He is discouraged that some members of the department don't know where they fit in. This is a concern that should be a top priority to resolve. Many of the concerns that have been expressed are due to a lack of clarity or completeness on the information submitted. He thinks they need to set specific action plans to move forward and there should be set timelines so there is a better communication between the Board and the Department. He is more concerned about the men and women of the Department than the Chief or himself. He believes that the Chief and Board should be able to work together with measurable, clear cut goals.

Trustee Hopper stated that he is insulated from day to day being a Trustee. He does perceive that there have been problems in the past. Some of the information that they received was massaged to get the outcome desired and he is upset that the elected officials have to come up with the numbers; it is not their job. He is not happy that he is not receiving truthful information.

Treasurer Dubre stated that everything comes back to the data. She has a general belief that what is provided are facts that are laid out, not if things are removed. This is why she spent so much time. Some of it has been mistakes and she understands that but certain things have been laid out as to be an epic failure without even giving it a thought to make it work. This direction is not going to happen. There is a base that she is at today that she can't believe she is at. Now, she has to look at everything because she needs to know if it is intentional or unintentional. Ultimately, the Board makes the final decision and she has to defend that decision and they have to have a basis to stand on. This data always existed and so she has to ask herself if it was all set up to fail. She wants to make sure that she makes informed decisions. She felt that the Board was very clear and it was shifts first. They need to look at the Department in totality. She appreciates the work of the volunteers. She also recognizes that all of the time and effort that Collin has had to spend on meetings with the Department is having an effect on all departments. Things are not going well. She reviewed the last Board meeting regarding the priorities established and unfortunately, she is working on it while the Fire Department is working on their own set of priorities. She does not feel confident in the direction of the Department and she doesn't know how she can be any clearer.

Trustee Hensler concurred with Trustee Hopper. The Trustees are insulated and the only communication she gets with the Department is through the reports that she gets. She was frustrated by the reports and she needed an explanation about the errors in it. She stated that either Chief was assuming she is stupid, he is determined to lead them down a path to ALS, or he is completely incompetent. All of these are unacceptable reasons. She also noted that the Board members should be referred to as "Honorable Board" or "Board Members," they should not be addressed as "folks" or "you people."



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Chief Graham answered that he was told by Collin to be more relaxed and less formal. He apologized for this term and said her would correct it.

Supervisor Walls confirmed that he did suggest that the Chief be less formal.

Chief Graham apologized for past reports. Chief Graham read a prepared statement that defined his position. Chief Graham apologized for the errors in his previous communication to the Board. Chief Graham stated that he responds to over 50% of the calls and he is trying to give them what they want from their Fire Chief.

Chief Graham asked Treasurer Dubre if when she says that shifts are most important, is this because she doesn't think shifts are being covered?

Treasurer Dubre answered that if he does not provide the data to determine it, how do we know? We need to know where they have weakness in the department to insure that they are sending out the appropriate number of people to safely cover the community as a whole. This is the number one priority.

Chief Graham asked if Treasurer Dubre is requesting to put control mechanisms in place to insure that the same number of people respond to the same calls.

Treasurer Dubre stated that she didn't say the same number, she said appropriate number. The best way to learn about Springfield's coverage needs is to investigate the data yourself as she did.

Trustee Cooper stated that he has asked for facts from the Chief and he does not provide feedback to the Board about changes he has made. For example, the Board was not informed that all of the full time staff were working out of one station. They were made as a Captain and Lieutenant without authority but the Board has never considered what they duties are going to be and how they are going to fit into the Department. He stated that he has asked for figures since the July meeting and still hasn't been given them. He stated that to say that no one in the Department knew those numbers were available through Oakland County is distressing because they are dispatched through Oakland County.

Matt Strickland stated that all of this data was entered into Fire Tools and they relied on Fire Tools.

Trustee Cooper stated that asking the Paid On Call staff to staff another 8 hour shift is not reasonable. It bothers him that their only concern is making sure that day shift at one station is covered and this is only 1/3 of the runs.

Clerk Moreau stated that she has to consider what we've seen the last four months. She knows that the Chief is educated and intelligent and he is a good sales person. She doesn't think that the Board should have to explain all of the expectations that Supervisor Walls listed—at this level, those expectations should be a given. She does not accept the excuse that the problems with the Chief's reports were the result of being sent back to the drawing



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board again and again. The statement that the Chief just presented to the Board would come off really strong to someone who hasn't been here and been a part of the meetings and part of the hiring process. Everyone makes mistakes but to characterize the problems as typos is a major concern. At the October 9 Board Meeting she explained that the Chief made a strong effort to understand each of the Board members and what we wanted to hear during the interview process. He clearly understood their goals and made a presentation geared exactly toward them. She has every reason to believe that he has the ability to interpret the Board's priorities and she cannot accept that now he doesn't understand and doesn't know what the Board is directing him to do. Chief Graham comes from a political environment and he knows how to work within that. Chief knows that he needs to sell things to the Board to get them to go in a certain direction, but he needs to realize that this Board is going to be more engaged than to just accept the reports without sound support. She stated that her trust is gone completely and to now blame the problems on typographical errors is something she cannot and will not accept. She explained she was eager to move this department forward and to look at operational procedures; she looked forward to where they might be headed. But she now has to look at everything she receives with skepticism. Chief Graham is not doing a service to the personnel with his approach. The Chief is pushing the Department in directions without the Board's consent and without a grasp of the budget reality. The Board is forced to tell the Department to hold off. She understands that there is an improvement in morale for some but she also is aware that there is a real problem with morale for others. One concern that they had is that members of the staff reported that they were told not to talk to the Township Board prior to Chief Graham being hired. They wanted to get past that and they made it clear that communication will be open. She is he concerned with what she's hearing and asked Chief Graham if he told his personnel not to talk to Board members.

Chief Graham replied no. He stated that he told one person, one time not to speak until he had a chance to talk to him first.

Clerk Moreau noted that Chief Graham stated previously that he encourages dissenting voices and he wants his staff to speak up if they do not agree with something.

Matt Strickland and Ryan Hart concurred.

Chief Graham stated that there is a disconnect between what they are hearing and what's actually happening. He stated that his personnel are coming to him saying that they want to be on par with their peers and this will give them a boost in morale; he said they would work in that direction. This is with Officer Training and the Pump Class that they recently took.

Clerk Moreau stated that she sees the department moving in a lot of different directions but Chief Graham has said that he wants to provide what the Board wants. The Board has stated again and again what they want but they continue to see a push in a different direction. She cannot believe that there was confusion or lack of clarity in what the Board was able to do and what the priorities were. She also cannot accept that the person that they saw and hired based on an interview process took a different track within eight days of starting the job.



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Clerk Moreau stated that Chief Graham requested to meet with her about preparing reports after the August 26 workshop; she agreed but he never contacted her.

Chief Graham stated that he asked the Supervisor about having a meeting.

Supervisor Walls answered he doesn't remember it.

Chief Graham recalled saying to Clerk Moreau that he would like to have her help in how she would like the report structured and when he mentioned having a joint meeting with Clerk Moreau, Treasurer Dubre and the Supervisor, Supervisor Walls answered what do they know that I don't know. The meetings that occur weekly are meeting with just the Supervisor and himself.

Captain Apple stated that being told not to talk to the Board members has happened twice and he has been told after a meeting that nothing leaves this room.

Chief Graham stated that he has talked to Collin and his Officers about the rumor train and keeping rumors under control. He stated he meant that everyone at the meeting can be free to talk and it will not leave the room.

Clerk Moreau stated she feels like we're in a mess here and she does not think we found a good fit. There have been a few improvements but there are real problems. She has never closed her door to Chief Graham and now she is at the point where she has lost complete faith and trust.

Chief Graham stated that he has been reporting to one person the entire time. He stated that he was never trying to sway them in the wrong direction and he is asking for the opportunity to restore her trust.

Clerk Moreau stated that if there are Board members who are willing to do that, then he will have that opportunity.

Treasurer Dubre restated her concern with the Chief providing information to the Board. She noted that Oakland County has been doing their dispatch for years and the information is readily available.

Chief Graham answered that he understood that but he thought they had to be under contract with them to get that data.

Clerk Moreau stated that her lack of confidence results from the fact that we believed we found a Chief that could come in and guide the Department because he has experience and a solid background. She expected a learning curve, but there are a lot of issues that she didn't expect to have to address. When information is readily available by calling a community and the Chief is calling the company that does the billing it makes her wonder if there really isn't an understanding of how to gather relevant data or if something else is at work. But she doesn't want the Board to get caught up in sorting through explanations. The Board needs to



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consider what is in front of them right now; are we prepared to set aside more time and effort to get back on track? She stated that considering all of the issues, they have to undo so much and repair relationships before they can move forward. The Board has to make decisions.

Captain Strickland stated that when he looked over the reports, he didn't understand the errors until he brought the one to Clerk Moreau. He stated that everyone is focused on the data but an apology has been made. There has been miscommunication on his part thinking that Fire Tools was going to give him what he needed and the Chief trusts his Officers to give him what he asks for. He stated that there are about eight good things and two bad things and Chief is being condemned for these two things and for him to not get the opportunity to restore that is wrong. He stated that there are things that have taken place since Chief Graham has started that he is not happy with but some of the feedback that he has gotten from other people, he is wrong. Moral is up and he cannot explain why those few people have an issue. He stated that they are headed in a positive direction.

Clerk Moreau stated that it is not just one thing; it is a trust issue.

Treasurer Dubre stated that Matt Strickland can only speak from his experience.

Captain Apple stated that a lot of change is going on and the rules are changing on a daily basis. There are a lot of things going on that don't make sense. This is where the morale thing is coming in. The paid on call people are more insulated because they can't be there day to day and their trust is shaky.

Firefighter Chris Elliot stated that he is insulated from the daily workings. He stated that the agenda concerns him because they have to move forward and why is it presented as a question.

Firefighter Ted Rhyndress stated that when they were looking for a new chief he was strongly opposed and thought they should choose from within the department. If they bring someone new in, there will be change and turmoil but it is normal. He stated that Chief Graham has done a lot of good things and they are much more professional now on scene and it has been noticed. He knows that ALS should be taken in baby steps. He stated that he is tired of the turmoil between the Department and the Township. There are no closed door secrets and he thinks the Chief deserves a chance to prove himself. There are a lot of guys looking for classes. This is something that they have not had for years. They have someone in Chief position that is ambitious and wants to do the right thing.

Firefighter Randy Harless stated that he has heard a lot of animosity and hurt. They have got to get past it and it is not unfounded. He asked if the group has ever not responded to a call and the reason that they get it done is because they have the leadership. Morale has increased immensely. He dedicates his time for his Township because he wants the best for the Township. They have to move forward and they can't leave it with bitterness and anger. The communication broke down and that is the root of it. They want the best care for the



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people in this Township. They know where they want to go and they need the Board's help to get there. They need to stop the bitterness and anger.

Firefighter P. J. Kravitz stated that this is a secondary job and the members work very hard at what they do. He works about seven days a week. He stated that since Chief Graham has come on his run response percentages have gone from single digits to 40 to 50%. He is following Chief Graham and he is leading them in the right direction. They have gotten a chance to train with other people from other departments and learn their apparatus. They have a chance to learn three different trucks from three different departments. The morale is phenomenal right now. He stated that people that are insulated from the Department are choosing to be insulated.

Lieutenant Hart stated that he thinks that they are only hearing the negatives and he would like to see the Board members stop by the station and see what is going on. He stated that they should do report cards and get everyone's opinion. He thinks what the Chief has done for this Department is amazing. He goes in everyday and does his job and what goes on day to day is incredible. He concurred with P.J. in that everyone has a code to the station and they can stop by anytime. If they want to be part of a department, it is their responsibility to know what is going on. He stated that between the Board and Chief regarding the report is not his deal. He understands there is frustration but let's move forward and he asked if they have ever seen this many people at a Board meeting? He stated that they are here because they are engaged.

Chris Whitehead, 9800 Bridge Lake, stated that four months is still pretty early. There have been some mistakes made. He stated that Treasurer Dubre said she wanted the Chief to cover shifts but when you go back in the meetings, it appears that this is something the Board wanted to get away from.

Treasurer Dubre confirmed that covering shifts is included in the Chief's salary and that was very clear upon hiring.

Mr. Whitehead stated that the Board was asking the individuals to take on more. He stated that putting two people on the truck is safer. He believes that this decision should go to Collin and then Collin should make the Board aware. He stated that the Chief should take his men to meetings because they should be exposed to departments outside of Springfield Township and they should be able to work with other municipalities. He stated that the Chief has the right to appropriate the man power and the Board gave him that right when they hired him. He stated that right now they are not headed in the right direction and as a resident, he is concerned. There is division in the Department. He stated that the Chief should not be turning around to his guys when someone is making a comment. This meeting should have taken place behind closed doors and there are a lot of things that came out tonight and it doesn't all have to be an open meeting.



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Supervisor Walls stated that they offered a closed meeting to the Chief and let him know he needs to make the request; he did not respond.

Clerk Moreau asked the Chief if he was offered the option of a closed session because if that's not the case, she wanted to know.

Chief Graham responded that he did not have complete understanding that he had to make the request. He stated that they talked about having a closed door meeting but he was not exactly certain that he had to make the request.

Supervisor Walls stated that in that meeting the Chief was told. Supervisor Walls reminded him three times and explained that he needed to have the request to the Supervisor by noon on Monday.

Chief Graham stated that he did not understand what the meeting was for and he was told that he could have a closed door meeting with the Board before the meeting if it was necessary and he did not know why that would be necessary. That is what was told to him.

Supervisor Walls stated that there is a communication problem. He told the Chief that in his opinion it would be better for the community, the Department, the Chief and the Board to discuss matters in closed session.

Clerk Moreau stated that the closed session portion was intended to talk about personnel issues between the Board and the Chief. This is frustrating to hear the Chief's statements because the closed session was absolutely offered.

Mr. Whitehead stated that it is too short of a time period to close the coffin. The information that the Chief is being fed is not what he needs right now. They need to focus on what it takes to be a better BLS department. He stated that the Chief needs to work with the Board to get orders. He stated that emotions and frustration before the public isn't a good thing.

Firefighter Cory Hayward stated that she has sat here since 6:00 and has seen the Chief bashed for the data thing. She stated she does not think his job should be even questioned as to whether or not he can run this department.

Diana Walls, owner of the Walls Real Estate building, stated that she has observed several times people pull up to Station #1, get out and stand there as though they are waiting for someone. She has tenants and now they have increased her time and premiums because they are only operating out of Station #2.

Chief Graham stated that according to the rules, the base units have to be operated by an EMT. If it is a transport unit, they need to have two EMT's. He continued to explain the rules governing transport and response. He concluded that anyone can pull a fire truck.

Diana Walls stated that there is no one at Station #1 during the day.



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Chief Graham stated that if they have someone there alone and there is a fire, they would go in alone and that worries him. He believes that they are more efficient working together.

Firefighter Ted Rhyndress questioned why the Township put money into improving Station #1 when they have no coverage in the area of Station #3.

Supervisor Walls replied that they had to replace the roof on Station #1.

Chief Graham stated that Station #2 is the busiest area.

Supervisor Walls stated that if members of the Department go away from the meeting thinking that the only concern of the Board is a report with a couple of errors in it, they would be mistaken. If anyone goes away from here thinking that any member of the Board has any diminished opinion of the Department commitment, they would be wrong. The Board appreciates the time and commitment of the department. He would expect that input from the members of the department should be given to the Chief and then the information would be presented to the Board. Individual members of the department going to individual members of the Board does not represent information is unified. Each Board member has their own opinion and they don't always match but their job is to come together and do what is right for the community. He stated that we have a pretty clear opinion from the Board and he would prefer to have the next discussion between Chief Graham and himself and he understands since the Board hired him, they probably don't want him to do that.

Trustee Cooper agreed with Treasurer Dubre and Clerk Moreau. He stated that he believes in probationary periods to allow the employee to turn it around.

- \* **Trustee Cooper moved to give Chief Graham a probationary period for 60 days to present a plan that meets what the Board has requested including staffing, training and costs and to complete a survey of the members. Seconded by Trustee Hensler.**

Trustee Hensler stated that the Chief is moving too fast; there is a disconnect and an overworked and stressed Supervisor. There is a failure to communicate and there needs to be another liaison involved in the process who is impartial. She stated that a very clear path has to be established. She believes in second chances and she understands there are growing pains.

Treasurer Dubre stated that she does not like to make assumptions. She does not like to react to things not based in fact. She stated that she feels that the Chief is undermining the direction of the Board. Her position is not based on one report. It would be inappropriate for her to have individual discussions with members of the department about the Chief that she voted to hire. She believes that they come to the table with the community's best interest at heart and they need to do this with transparency. She does not feel confident in a 60 day plan and does not feel a survey is appropriate; it's a waste of time.



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Clerk Moreau stated that this is not a matter of a few problems in one report; what they have received is just as disturbing as what they have not received. There are important factors not being addressed or considered. The Department will move forward, but the question is do we move forward as we are?

Trustee Hopper stated that the human in him allows him to see the errors as not intentional. They are moving in a positive direction and this is foretelling that they are about this department and want to make sure that it is being run properly. They probably should have given a six months probation originally. Hopefully the proper things can happen in two months.

Supervisor Walls suggested that they extend the probation to December 31, 2014. He is concerned with tying the survey with the Chief's performance.

Trustee Cooper amended his motion to delete the survey portion and extend the period to December 31, 2014.

Trustee Hensler agreed to amend her support of the motion.

Supervisor Walls stated that the Chief's report would be presented at the January meeting.

- \* **Revised Motion: Trustee Cooper moved to give Chief Graham a probationary period to December 31, 2014 to present a plan that meets what the Board has requested including staffing, training and costs. Trustee Hensler supported the motion. Vote on the motion. Yes: Cooper, Hensler, Hopper, Walls; No: Dubre, Moreau; Absent: Vallad. The motion carried by a 4 to 2 vote.**

**Adjourned:** 10:31 p.m.

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Collin W. Walls, Supervisor

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Laura Moreau, Clerk