



Minutes of **SPECIAL MEETING**
Held **MAY 19, 2014**

Township of Springfield

Laura Moreau, Clerk

Call to Order: Supervisor Walls opened the May 19, 2014 Special Meeting at 6:00 p.m. at the Springfield Township Civic Center, 12000 Davisburg Road, Davisburg, MI 48350.

Roll Call:

Board members Present:

Collin Walls	Township Supervisor
Jamie Dubre	Township Treasurer
Laura Moreau	Township Clerk
Denny Vallad	Township Trustee
Judy Hensler	Township Trustee
Marc Cooper	Township Trustee
Dave Hopper	Township Trustee

Board Members Not Present

None

Agenda Additions and Changes: None

Public Comment: None

Old Business: None

New Business:

1. 6:00 PM – Interview with Thomas Graham

Supervisor Walls introduced Tom Graham to the Board. He summarized Mr. Graham's current position as Fire Chief of the Redford Fire Department.

Supervisor Walls asked Mr. Graham to highlight his career and to briefly note a couple of things that he likes to do when he is not working.

Mr. Graham stated that his career in emergency services spans his entire adult life. He began his career with Taylor Ambulance where he worked a contract car for the City of Detroit. He progressed to Fire Academy in 1988 and then went to work for the Taylor Fire Department where he worked private EMS in the city. He transferred to EMS in Oakland County after 2 years. He started with the Redford Fire Department in 1990. His career with Redford has spanned 24 years where he has worked himself up in rank up to Chief in Department which is his current position. In conjunction with his career in Redford, he has been assigned to the Special Operations Division of Western Wayne County since 1993 where he did five years with the HAZMAT team and he is now a Special Operation Rescue



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Technician for urban Search and Rescue. He stated that the fire rescue group is a family and he sees them as his family. It is a great career and it has always been his calling. His time away from work is spent being a dad and spending time with his sons. His oldest son was just picked up by the Novi Fire Department and his youngest is a junior at Lakeland High School.

Supervisor Walls asked which ambulance company Mr. Graham worked with in this area.

He responded Fleet.

Supervisor Walls asked him why he wanted to be Springfield Township Fire Chief and why he is a good fit for the position.

Mr. Graham answered that he wants to do the job for a number of reasons. He wants to continue to be a positive influence for his sons and wants to keep setting the example. He considered going back and being a firefighter again but that did not seem to be the right example. Once you attain a certain level, you should work to maintain that level or go higher. He stated that he knows how to do this job and knows the problems that the Township is encountering. He knows this not only by watching the Township Board meetings but also by meeting with Ryan at the Fire Station through two and a half hour time spent touring through the station. He knows where the Township wants to go and he has done it. He explained that he is facing mandatory retirement in the fall and this is part of the retirement plan that was accepted as part of the contract in Redford. There is no turning back and it cannot be revoked or he would simply stay where he is.

Supervisor Walls asked Mr. Graham how soon he could start.

Mr. Graham replied that he would like to give a 30 day notice for his current employer so he can make sure they are up to speed before he leaves. He stated that he could get out quicker using up vacation time, but 30 days would be the minimum.

Trustee Vallad asked Mr. Graham what a Battalion Chief is.

Mr. Graham answered a Shift Commander. From being a Station Officer and managing 5 to 6 guys, he went to being the citywide Shift Commander which included both fire houses and 2 or 3 officers answering to him.

Supervisor Walls stated that the Springfield Township Fire Chief is expected to be both an administrator and a firefighter. How will he balance those responsibilities?

Mr. Graham answered that this was one of the things that was appealing was the chance to get his hands dirty again. In Redford, when he shows up at a fire scene, he doesn't want to take the bat out of the Battalion Chief's hands and he wants to encourage him to keep commanding his troops. He stated that when he shows up, he is tough to miss even though he tries to blend in. He is anxious to do the job again but he realizes that there is a desire of the staff to be afforded to do more and he wants to allow for that. He is excited to hold a



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fire house and command from that position and also not taking the bat out of the Captain's hands is a big piece of the job for him. He stated that he still responds to Search and Rescue calls and out of a 50 man team, he is one of 16 leaders for the group. He is not concerned about his ability to do the job. As far as the administration part of the job goes, he is very excited to work here. He described this Township Board working better together than any other Board he has seen in his entire time as a civil servant. His dad was in local politics since he was a boy. The energy that the Board has collectively to want to move their department forward is refreshing to see. He is not concerned about the administrative end. He is a communicator who will keep the Board fully informed such that they will always know where he stands. He stated that if he is doing his job right, they will not have any problems administratively at all.

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

Mr. Graham stated that the greatest strength is that the people doing the job are residents. This is your neighbor helping your neighbor and this ties in to the feeling of family. The paid call are not only your responders, they are your voters and neighbors and it lends a cohesive nature to the department where there is a genuine desire to serve which is different from a career staff. The weakness is that you don't always know who is going to show up and this is a wild card. There are ways to work around this and he has some ideas. He stated that with a paid call staff you have a greater opportunity to reach out to the community easier than a career staff. Ryan Hart showed him the Fire Education Trailer that they have and the fact that it is used at the Oakland County Fairgrounds. This would be a perfect opportunity to recruit and reach out to the people since so many residents attend the fair. He showed a poster that he made for recruitment opportunities.

Supervisor Walls stated that Mr. Graham didn't appear to have any command experience with paid call staff; would this be a problem?

Mr. Graham answered that he is a member of the Special Operations Group and half of the departments use paid on call staff to send to assignments so he is not unfamiliar. Also, he was a paid call firefighter with Taylor himself and he does not see any issues with this.

Clerk Moreau stated that in his answer to the recent interview question, he listed family atmosphere as a strength, weakness, opportunity and threat. She wondered how that fits into the question on strengths and weaknesses. She asked him to explain how he sees family atmosphere as a threat or a weakness.

Mr. Graham replied that he only sees it as a threat because he is coming from the outside and he wants to be clear that he is not coming to take over, he is coming to join the family. He needs to bridge into that family atmosphere. It is important to harness the family atmosphere as a strength and an opportunity but we need to be cognizant of the fact that you can get factions in the family. Staff needs to know that from day one that he is there to



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join the group. With a paid call staff, if he came in and did it wrong, they would end up without a fire department. It is about understanding the culture and he does. He explained he needs to come in and let them know that he is there for them first.

Supervisor Walls asked Mr. Graham what is his approach to developing leadership within the fire department.

Mr. Graham answered that succession planning is his priority. He needs to be sure that everyone has their eye on the ball from training to periodic evaluation. He discussed post incident analysis with Ryan Hart. They need to sit down after an incident and evaluate what was done right and wrong. Leadership is done with training, mentoring and a reward system. They need to recognize positive things that are done by the staff and make sure that everyone knows about it. He hands out rewards at Chamber of Commerce dinners. He realizes that this does not occur here and it would start immediately. When guys go out and save someone, for example a CPR save, it needs to be recognized and not just from a job performance aspect. All of these things together form a matrix used to make leaders. He can plant the seed and allow the staff to arrive at the decision on their own. I may take a few days longer but has a better result. It is about giving them the opportunity to lead. Part of leadership is taking a risk and letting them expand and see what they can do. Everyone needs an assignment to assess their strengths and weaknesses.

Supervisor Walls asked Mr. Graham what qualities, accomplishments and contributions he values in his officers.

Mr. Graham stated that if they are going to be in command, they have to give an order and stick to it. This is not a lead by committee; this is a dictatorship. He expects officers to give critique on his own performance and if they don't like something he is doing, he wants to hear about it. He explained that an officer needs discipline tempered with experience. When you are talking about leadership in the fire service, competency is key.

Supervisor Walls asked about the same aspects in firefighters.

Mr. Graham answered that when he brings on new fire fighters he tells them that they are expected to be stupid, don't abuse the privilege. He expects the fire fighters to make mistakes. He will try to limit those mistakes through training, mentoring and process evaluation. Fire fighters have to be able to follow orders and the chain of command.

Supervisor Walls stated that the Chief and Department fall under the Supervisor but ultimately the Township Board is responsible for the fire department; he asked Mr. Graham for his ideas on how he could effectively work within that structure.

Mr. Graham stated that he has been doing it since he became chief. It is about communicating and his job as fire chief is to communicate with the Board and to present programs for the advancement of the fire department and their mission to the Board for



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their approval. His job is to make sure that his fire fighters and officers have the best equipment and training available within the fiscal boundaries and that the residents get the biggest bang for their buck. He stated that he is a good communicator. He has spoken in front of groups of 500 people and is used to communicating effectively. He stated that he was asked in the first interview what he would do if the Board came out with an order that he did not like. He stated that if he is doing his job effectively, that should never happen.

Clerk Moreau stated that his supervisor in his current position is the Clerk and the Treasurer and he works in a Charter Township. She asked him to explain this.

Mr. Graham answered that the Police Chief and the Fire Chief now answer to the Clerk and the Treasurer and this is a directive that was worked out with the executive committee. It was done to keep operations moving effectively.

Trustee Vallad asked who makes up the executive committee.

Mr. Graham answered the Clerk, the Treasurer and the Supervisor.

Treasurer Dubre asked Mr. Graham how he would handle it if everyone was not on the same page.

Mr. Graham answered that even if you are doing the right thing and you feel it is the right thing, it ends up not being the right thing because there are outside influences that are out of your control. He stated that he has tried to find a way around that, but it is often difficult.

Supervisor Walls asked what experience Mr. Graham had in direct budgeting and in obtaining revenue for the fire department.

Mr. Graham responded that since taking over in Redford, he realized that the billing provider was doing a horrible job and although it took a lot of manipulating, they have since taken in a new billing provider. They have since increased their revenue and removed a lot of liability for Redford. They could advance programs to increase revenue. He has instituted cost recovery programs and false alarm programs to get funding back. There are other cost cutting programs that he has instituted. In Redford, they have instituted the CERT program which is a FEMA program for things like downed wires. This is a cost cutting program that has worked. Also, he was on the steering committee for Advance Life Support.

Supervisor Walls asked what he has done with grants.

Mr. Graham answered that has been responsible for just shy of \$1.8 million in grant generated funds. This includes a \$1.2 million FEMA grant for staffing. He also wrote a MMRMA for training, education and equipment grants. He stated that he has also wrote some local Homeland Security grants.



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Clerk Moreau asked if he has done the grant writing, or does he have a team.

Mr. Graham answered that he has done it, but he has also handed some off to his subordinates so that they will know how to do it if he leaves.

Supervisor Walls described a scenario for Mr. Graham to consider. At an officers meeting, a suggestion is made to address coverage in a lesser populated area of the Township. You have already considered the situation thoroughly and disagree with the officer's analysis and recommendation. You don't think it's advisable to take this matter to the Township Board but a couple of the officers press you and feel strongly about their plan. How do you handle this situation?

Mr. Graham answered that he would let them take the risk. He realizes that there is a possibility that he could be wrong. If the officers are that passionate about it, then maybe it needs a second look. If they are still at an impasse, he suggested bringing it to the Board. However he would contact Board members for input before he would have his officers present their plan. The thing about being a leader is he is going to make mistakes and he realizes that.

Clerk Moreau asked if he sees it as his job as Chief to present the counter argument.

Mr. Graham answered yes but not at the expense of the guys. This is why he would make the phone call ahead of time. He would not want to embarrass his staff at a meeting.

Supervisor Walls stated that in Mr. Graham's response to the Board's written question, he did not directly address equipment or facilities and he asked him why.

Mr. Graham stated that he does not have a firm handle on the budget yet. He needs to see where the budget stands and what the future plans are. He stated that there is always room for improvement.

Supervisor Walls stated that assuming it is 15 to 20 years from now, what legacy would he want to leave behind.

Mr. Graham answered that he would leave this place a lot better than he found it. This is no reflection on the current administration. He would want everyone in the department to see a picture and to say that they had respect for him and he did his job and did it well. He would like to be remembered as someone who left no one behind, found a fit for everyone and who worked well with the local leadership.

Supervisor Walls asked if he had any additional questions or comments for the Board.

Mr. Graham asked when they were planning on making their decision.



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Supervisor Walls stated that they have set May 28th as a second Special Board meeting. Once the Board has made a final decision they will make a conditional offer subject to more detailed background and reference checks and psychological review.

Mr. Graham stated that he can do the job and he wants to work here. He was offered a job with another city and turned it down because he wants to work for Springfield Township. He is excited to see what happens in this community.

Mr. Graham thanked the Board for their time.

2. 7:30 PM – Interview with Kenneth Chapman

Supervisor Walls welcomed Mr. Chapman. He asked Mr. Chapman to tell the Board about himself highlighting his career and he asked Mr. Chapman to tell some things that he likes to do when he is not working.

Mr. Chapman responded stated that he has been in fire service for 18 years where he started on the paid on call department in Romulus. He worked there for about 3 years and then went to the City of Wayne where he spent the next 24 years there. He has responded to airplane crashes, business explosions and large industrial fires. He is well versed with operations. He was on the Executive Board member. You need to work as a team and present the best package to the members. In his off duty time, he is busy with family which includes a 6 month old son and 19, 23 and 26 year old daughters.

Supervisor Walls asked why he wants to be the Fire Chief and what makes him a good fit for the position.

Mr. Chapman answered that the diversity of his experience is important. He started with a paid on call department and has proven that he can adapt to any experience. He is a proven leader and was able to build a lot of camaraderie in the department. He is only 45 years old and still has “a lot of gas in the tank.” He has great passion for the job and loves the operations end of it. He stated that he loves the small community atmosphere and the preservation in the area and feels he has the ability to fit in. He feels like he could build together camaraderie and loves the job in general.

Supervisor Walls asked when he could start.

Mr. Chapman replied 7:30 PM.

Supervisor Walls stated that the Springfield Township Fire Chief would be required to be a fire fighter and an administrator. He asked Mr. Chapman how he would balance those responsibilities.



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Mr. Chapman stated that he balanced it for years. There is a job that needs to be done with discipline and accountability. He is a stickler for accountability. Firefighters need to know what is expected of them and be accountable for those brothers and sisters next to them.

Supervisor Walls asked him if he would have a problem being a firefighter again.

Mr. Chapman answered no. The last 2 years, he was taken from a shift commander back into the fire fighter role.

Supervisor Walls asked what are the benefits, challenges, strengths and weaknesses of a paid call department.

Mr. Chapman replied that one of the biggest benefits is that these people are there because they want to help their neighbors and be a part of the community. One of the biggest downfalls is that they have other jobs to go to and cannot be completely relied upon. He stated that he did a lot of research since his last interview and he found that it was amazing how much care and concern the community had for their firefighters.

Supervisor Walls stated that it appears that Mr. Chapman does not have any command experience with paid call staff; would that be a problem?

Mr. Chapman answered that he did not think it would be a problem. All fire fighters are required to have the same training and requirements. He stated that you figure out who your go to people are.

Trustee Vallad stated that he has spoken with other officers and fire fighters in the area and some of what they have seen over the years and some of the conflict seems to be the union represented fire fighters and paid on call.

Mr. Chapman stated that some of the paid call staff are represented by unions. Some of the biggest benefits for fire fighters is that unions are a resource for information.

Trustee Vallad stated that he is trying to figure out if there is a difference between what really exists and what he is hearing. He asked how do fire fighters react when you have a mixed department.

Mr. Chapman replied that it varies from department to department.

Supervisor Walls asked what his approach was to developing leadership.

Mr. Chapman replied that first they had to find staff who want to be leaders. There are a lot of opportunities out there including training that is required. He stated that he would sit down with the person and identify their strengths and weaknesses

Supervisor Walls asked what qualities, accomplishments and values does he value in his officers.



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Mr. Chapman stated that the best quality in an officer is a good head on his shoulders. He stated that he is very hands on and he would expect the same from his officers.

Supervisor Walls asked if there was anything different he would expect from fire fighters.

Mr. Chapman replied that you always want to see the guys that want to be there. You want to get involved in activities that develop camaraderie and emphasize traditions. You want to have the staff that gather around and support the department.

Supervisor Walls stated that ultimately the Chief is under the direction of the Township Board. He asked Mr. Chapman for ideas on how he would effectively work within that structure.

Mr. Chapman stated that he would come to you and sell the equipment or package that he wants and then you would tell me yes or no. He stated that he is going to argue and in the end they are a team and have to do what is best for the citizens as a whole.

Treasurer Dubre stated that when Mr. Chapman said he would go to the Supervisor first and he doesn't agree, would he still go to the Township Board or would it stop with the Supervisor?

Mr. Chapman answered that his hope would be that he would build relationships with all members and he would know how they felt about things and he would know how the Supervisor felt about things. He stated that he would learn how to approach the Supervisor and yes, he would approach the Township Board if he felt it was appropriate. He stated that you have to pick your battles and it would only be issues that he was passionate and felt strongly about. He has had these battles in the past.

Supervisor Walls asked what direct experience he had with budgeting and generating revenue for the department.

Mr. Chapman answered that part of the job description as Shift Commander was preparing next year's budget. Each Captain was given a certain area of responsibility including truck replacement, hose replacement, etc. to bring to the total department budget. He stated that he is going to find creative ways to make the Board and Department happy.

Trustee Vallad asked if the change from BLS to ALS was when he was with Wayne?

Mr. Chapman replied yes.

Supervisor Walls asked over what time period.

Mr. Chapman answered that they started in 1997 and went online in October 1999.

Supervisor Walls asked if he has worked with or wrote any grants.



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Mr. Chapman replied that he worked with the person assigned to grant writing. He did have input and interaction with the grant process but did not personally write the grant.

Supervisor Walls described a scenario for Mr. Chapman to consider. At an officers meeting, a suggestion is made to address coverage in a lesser populated area of the Township. You have already considered the situation thoroughly and disagree with the officer's analysis and recommendation. You don't think it's advisable to take this matter to the Township Board but a couple of the officers press you and feel strongly about their plan. How do you handle this situation?

Mr. Chapman answered that first it is a matter of number in the officers. The use of your command staff is very important and most of the democratic style of decision making is very important because it gives everyone ownership in the decision. If it is a minority group that is saying it should change, maybe there is something he is not saying and he needs to reevaluate. If it comes down to not agreeing or there are better ways to do it, he would try to sell different packages to the Board and to the command staff. At the end of the day, the decision falls on his shoulders and he needs to make a decision and accept the ramifications. He can't say he would go with them or against them, it would depend on the parameters of the incident.

Supervisor Walls stated that in the letter to the Board, Mr. Chapman did not directly address priorities, equipment or facilities; he asked Mr. Chapman if there was a reason.

Mr. Chapman answered that they asked what the number one priority was and he thought he answered it as response and safety on the fire ground which is why he put it into the 30/60/90 plan. His priority is to make sure everything is done as safe as possible.

Supervisor Walls asked if he has any opinion on the equipment or facilities.

Mr. Chapman answered that Rattalee Lake is beautiful. He has driven past the downtown Davisburg station and the trucks look good. The Township is doing the best they can with the money that they have to provide for the community. He noted a lack of Fire Department representation on the website.

Supervisor Walls stated that if he is still a Fire Chief in 15 to 20 years, what does he want his legacy to be.

Mr. Chapman stated that his legacy would be what he built. The traditions and the things that have made the guys want to be involved. He has always thought that his people skills with coworkers as his strong skill and he feels like he could do a tremendous job in this situation.

Supervisor Walls asked Mr. Chapman if he has any additional questions for the Board.



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Mr. Chapman stated that he has hit pretty much everything. He has a lot of time to give to the community. He hopes that he expressed his passion and what he feels about the fire service. He appreciated the opportunity to meet with the Board.

Supervisor Walls stated that they have set a date of May 28th to come to a decision on the top choice of the three.

3. 9:00 PM – Interview with Michael Morin

Supervisor Walls introduced Mr. Morin to the Board. He works for Bloomfield Township and he is currently the Assistant Chief.

Supervisor Walls asked Mr. Morin to tell the Board about himself highlighting his career and things that he likes to do when he is not working.

Mr. Morin replied that his career started in Waterford Township where he spent 9 years as a volunteer. He got involved in EMS and received a lot of training and experience through Waterford. He moved to Bloomfield Township in 1986 about 28 years ago. He spent time with the Springfield Township Fire Department but as his family grew, felt the need to back off from his extra involvement. He has been a paramedic since 1989 and an instructor since 1991. He has a State Fire Instructor I certification through the State and EMS Instructor Certification. He has been an Assistant Chief for 2 years and prior to that was EMS Coordinator for Bloomfield Township since 2009. He has been involved in training and this is one of the responsibilities of his current position. Mr. Morin explained that the current Chief has been a great role model for him. It is about treating people with respect and that goes a long way towards getting them to work for you.

Supervisor Walls asked him about when he is not working.

Mr. Morin replied that he spends time working on his brother-in-law's cabin up north and enjoy motorcycle riding with his children. He also spends time working on his house and working on cars.

Supervisor Walls asked Mr. Morin why he wants to be Springfield Township Fire Chief and why he would be a good fit.

Mr. Morin replied that it is a great opportunity here and the community fits him well. He enjoys the make up of the community and there is opportunity to move service forward. He is a strong believer in EMS and there is more and more call for citizen assist. There is a good solid foundation with the equipment and there is staff that want to move forward. There is a lot of opportunity in the department whether it be ALS or limited ALS; there are a lot of different formats that you can run your EMS on.

Supervisor Walls asked when he could start.



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Mr. Morin stated that the transition period could start anytime. For his current position, he would need to put in paperwork and a realistic timeframe would be July. He stated that they have had four guys retire in the last month and it has not been smooth.

Supervisor Walls stated that the Fire Chief is expected to be both an administrator and a Fire Fighter. He asked Mr. Morin how he would balance those responsibilities.

Mr. Morin replied that as an administrator, he has proven himself in Bloomfield. He stated that he does not have a problem wearing an air pack. They need to have a system in the Township where the manpower is able to support operations for safety. With an incident command system if he is the first one there and putting an air pack, he does not have problem with that, but there needs to be a process in place. He stated that he would love to wear an air pack again.

Supervisor Walls asked what recent actual fire command experience he has had.

Mr. Morin stated that he was a Line Lieutenant prior to moving down the EMS route. He stated that he does not get the opportunity always to command a fire scene. The last one was a residential structure that he commanded until the Command Officer got there. He stated that he has been on a lot of fires and train wrecks. The community that he works on has mostly houses, there is not a lot of commercial.

Treasurer Dubre asked when the residential fire was that he mentioned.

Mr. Morin answered last summer.

Treasurer Dubre asked when he was a line lieutenant.

Mr. Morin answered 2008 and 2009.

Supervisor Walls asked what qualities, accomplishments and values does he value in his officers.

Mr. Morin answered compassionate, understanding, take care of themselves well, confident, respect others, willing to accept challenges and share their knowledge with others. He stated that he likes to see them stretch their boundaries and take those classes that they didn't want to take and pushing them to teach only makes them better. And developing them in the department and empowering them in other positions. Just maintaining someone in the same role for 20 years doesn't develop the individual; you need to move them around the organization. It helps to develop the legacy so when they need to take over, they can.

Supervisor Walls asked about contributions.

Mr. Morin stated that he expects them to tell him when he is wrong. They should be expected to give back to the people below them and share knowledge. He expects them to



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come in at a higher level and carry the mission of the department. This comes with having a mission for your department and getting everyone on the same page.

Supervisor Walls asked what Mr. Morin would look for in qualities, accomplishments and contributions from a firefighter.

Mr. Morin answered that they need to work with a team, dedication, willing to participate, commitment to training, taking training opportunities. He stated that what they could contribute is their time.

Supervisor Walls stated that ultimately the Township Board is responsible for the Fire Department. He asked Mr. Morin for his ideas on how he could effectively work within this structure.

Mr. Morin answered that he should be open with the Board and understand their vision and what they want carried out. Transparency in the Fire Department is very important and they need to understand why they are going in the direction that they are. They should be able to share their ideas of where they see the community going in the services that they provide. Operating within the budget is going to be very important and they need to measure things as to whether they are working or not. He can bring that to the Board and then they can decide. Good communication with the Board is important.

Supervisor Walls asked what direct experience Mr. Morin had in budgeting and in generating revenue for the department.

Mr. Morin replied that he did have some experience working with the Chief in setting up the budgets for training and he assisted the EMS coordinator in setting up the EMS budget. He worked on grant writing for several pieces of equipment to try to generate money. The Chief is primarily responsible for developing the budget and presenting it to the Board and he has been present at those meetings.

Supervisor Walls described a scenario for Mr. Morin to consider. At an officers meeting, a suggestion is made to address coverage in a lesser populated area of the Township. You have already considered the situation thoroughly and disagree with the officer's analysis and recommendation. You don't think it's advisable to take this matter to the Township Board but a couple of the officers press you and feel strongly about their plan. How do you handle this situation?

Mr. Morin answered that he would listen to the officers and he has to look at the data and make sure there are not emotional reasons why the decision is being made. Whenever there is a concern of that nature, it is probably going to go to the Township Board so it would be important for him to listen to the reasoning of the officer and look at the whole situation. He would still want to look at the concerns and look at the officer's track record. A big part



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of that is listening to what he has to say and it would need to go to the Board for their review.

Supervisor Walls stated that in the letter to the Board, Mr. Morin did not directly address priorities, equipment or facilities; he asked Mr. Morin if there was a reason.

Mr. Morin replied that he doesn't know all of the equipment that they have and what shape it is in. This is a topic that can be taken up with the officers. There is a lot of equipment out there to look at. He looked in the windows and it looked pretty good but there are probably some updates that need to be done. He stated that the grass fire response situation is one area that he would look at and evaluate more seriously. The equipment should be easy to use and some of it needs to be updated. The equipment needs to be kept up to current safety standards and keeping it adapted to the generation coming in. He stated that he has done some plumbing work in the stations. Station #1 could probably use a face lift. He stated that instead of having everyone go to Station #2, if there was a truck sitting at Station #1, it might be more efficient. This should be looked at.

Supervisor Walls stated that if he is still a Fire Chief in 15 to 20 years, what does Mr. Morin want his legacy to be.

Mr. Morin replied that the important thing is that you have operated a system under budget and the system has grown. This community will be a very attractive community in the next ten years. It is cost effective and very hilly with a lot of parks. Keeping it a cost effective service and still staying on the cutting edge will be a challenge but would hope they could deal with that. He stated that his legacy would be making a contribution.

Supervisor Walls asked if he had any additional questions or comments for the Board.

Mr. Morin stated that most of his questions were answered in the last interview. This has been a great experience for him and in his experience, there is a lot of talent out here and this is a great opportunity.

Supervisor Walls stated that they have set a date of May 28th to come to a decision on the top choice of the three.

4. Board member discussion

Supervisor Walls asked if anyone who wishes to discuss the choice this evening or would they prefer waiting until the 28th.

Board members agreed that they were able to discuss it this evening.

Trustee Cooper stated that bringing it down to three was a lot of hard work.



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Board members thanked the committee members for their work.

Clerk Moreau stated that the standout for her was Thomas Graham. She explained that on paper, they were all excellent candidates. She stated that Mr. Chapman's written response was good and Mr. Morin was very professional and has a strong understanding of the needs. In terms of having the entire package, with command experience, drive, passion and the understanding and determination to bring the department forward would have to go to Thomas Graham. The biggest point was the leadership experience, budgeting, finance and grant writing especially in finding creative ways to finance the department's needs. She has her strongest faith in Thomas Graham.

Treasurer Dubre stated that on paper, he was the front runner going in and the interview is crucial to everything. Mike Morin is a resident and was given several steps up for that reason and he did a great job. She had concerns about Tom Graham because of Paid On Call. Mike Morin had experience with paid on call. For her, it was the energy that she got from Tom Graham that energy and ability to lead is going to be key for the department. He is the only one who had the direct experience with budgets and did the grant writing himself. He would be first choice for her and the second choice would be Mike Morin. She stated that the family community was very fitting for this area because if you weren't born here, you aren't family here and she thinks Tom recognizes this. This will be key in working with the department especially in the current status.

Trustee Hensler stated that she was most impressed with Mike Morin. He was the most professional and the fact that he lives in the Township and knows the department weighs a lot in her vote.

Trustee Hopper stated that he had concerns originally with Mr. Graham with no paid on call experience. Some of his answers regarding developing leadership in the fire department were enlightening and it will go a long way toward retention and recruitment. One of the biggest pluses, was after each incident, they do an evaluation which is a learning experience for all. Mr. Graham's demeanor will go a long way toward retention. He originally was thinking Mike Morin would be the number one candidate, but Tom Graham is his number one candidate now. Mike Morin is very professional and he would do a fabulous job, but Mr. Graham can go one step further.

Supervisor Walls stated that his opinions changed from their previous interviews but his ranking didn't. He thinks Tom Graham would be the best choice for the department and Mike Morin would be second. He stated that most of that comes from intangibles and those people skills came out. Only one candidate asked for the job. In the first interview, the majority of Tom Graham's answers were people oriented. He would prefer Graham but would be happy to work with Mike.

Trustee Cooper stated that he could accept any of the three but Graham from the last interview to this interview has shown the same enthusiasm. The letter that he wrote



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thankning them for the first interview holds a lot of weight. They have an experienced firefighter who also has the other skills they are looking for including grant writing, people skills and budgeting. Mike would do a great job if they were looking for only EMS and he never gave them any solid fire fighting experience. The Department needs that person that will be ready as the first one in. Graham showed him that he could do that. He stated that he has Graham as number one and Morin as number two.

Trustee Vallad stated that he looked at Mike's residency and his experience in the Township. When he looked at the two, Thomas Graham was better rounded and more experienced in leadership skills. He had questions about Graham's use of humor; was that a defense mechanism or is it intended. He noted that it came off very well. Graham's enthusiasm came across and he is an ideal candidate. He has known Mike a long time and maybe he does not express himself as well as he could. He stated that Mr. Graham seems honest and forthright.

Supervisor Walls stated that he received a phone call from Ryan Hart who was enthusiastic about Mr. Graham. Supervisor Walls asked Ryan if he felt Mr. Graham was real and Ryan answered yes.

Clerk Moreau stated that the other candidates mentioned driving by and looking in windows and only Mr. Graham actually visited and spent time at the station.

Treasurer Dubre stated that you have to get your hands in it to know what is there.

Supervisor Walls stated that Mr. Morin has been there because he has responded to fires.

Clerk Moreau stated that if this is Mr. Morin's next stage in his career, it seems as though he would have taken the time.

Supervisor Walls stated that Mr. Graham had spent all night watching Township Board meetings on Peg Central and he had notes regarding the meetings.

Trustee Hensler stated that she was impressed with Mr. Graham, however, concurred with Trustee Vallad, and also had questions about his humor. She stated that she liked that he asked for the job and he was enthusiastic. She is willing to vote for him because she wants it to be an unanimous decision.

Trustee Hopper stated that Mr. Graham went first and the Board members did set the tone of the meeting with a lot of humor. Maybe they relaxed him too much.

Clerk Moreau stated that Mike Morin was very professional and in a Supervisor's position, that would be more of a priority. They are looking for a Fire Chief and someone who will command scenes and his demeanor is absolutely appropriate for the position.



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Supervisor Walls moved to contact the Township's Human Resources Director at EctoHR and have him prepare the necessary offer of employment to Thomas Graham and to offer a salary in the amount of \$65,000.00. Seconded by Clerk Moreau. Vote: Yes: All. No: None. Motion passed.

Adjournment:

Meeting was adjourned at 9:40 PM.

Collin W. Wall, Supervisor

Laura Moreau, Clerk