



Call to Order: Supervisor Moreau called the January 29, 2024 Special Meeting of the Springfield Township Board to order at 5:00 pm at the Springfield Township Civic Center.

Pledge of Allegiance

Roll Call:

Board Members Present

Laura Moreau	Township Supervisor
Sean Miller	Township Clerk
Jamie Dubre	Township Treasurer
David Hopper	Township Trustee
Jason Pliska	Township Trustee
Denny Vallad	Township Trustee
Bill Whitley	Township Trustee

Others Present

Judy Hensler	Technical Review Committee member
David Kwapis	Technical Review Committee Member/ Brandon Township Fire Chief

AGENDA- Fire Department Chief search first round interviews

1. Interview with Gerard Proctor (Gary)

Supervisor Moreau thanked Mr. Proctor for coming and summarized the interview process for him. Supervisor Moreau stated that the typical Fire Chief position requires a standard daytime schedule but due to the nature of the work the chief is responsible for after-hours response times and likely includes nights and weekends. She asked if this schedule works for him.

Mr. Proctor stated this schedule works fine for him and stated this is a schedule he is very familiar with.

Supervisor Moreau stated that along with this expectation, this position requires that the physical needs of fire suppression need to be met and asked if he would be able to accomplish this either with or without an accomodation.

Mr. Proctor stated he can meet them without accommodation. He currently responds to incidents and assures he is certified and up to date on agility training.

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Supervisor Moreau stated that if hired, a background check and drug test would be required and asked if he is ok submitting to that.

Mr. Proctor answered that he is.

Clerk Miller asked Mr. Proctor to give a summary about himself and an overview of his career and what he likes to do outside of working hours.

Mr. Proctor stated that he is very honored and humbled to be able to be in front of the Springfield Township Board. He stated he was raised in Oxford and is now living in Lake Orion with his wife. Outside of work he enjoys the outdoors and spending time with his family. He also likes woodworking and enjoys teaching his grandchildren how to do that. He has been in fire service since 1985 and is always learning something new as often as he can. During his career he started in Troy as a volunteer firefighter and stayed there for approximately 8 years where he progressed through the rank of lieutenant. He has also spent time in his career providing EMS services, except when he was in Troy, as they don't provide that service to the fire department. He has been involved in fire suppression, training, prevention, and administration. He continued by stating that he spent around 25 years at the Orion Fire Department with paid-on-call members and is very familiar with that system. During those 25 years he was also a firefighter and paramedic with West Bloomfield. During his time with Orion, he progressed from firefighter to lieutenant and finally to Captain where he provided leadership and was Senior Captain at his station. He was responsible for training and mentoring others on his team. He was also EMS Coordinator for Orion Township and spends a good amount of time working with the Oakland County Medical Control Authority and is very familiar with how EMS works in Oakland County. In West Bloomfield, he currently serves as the Captain for the EMS division. During his time there he started out as a firefighter and paramedic and moved onto the fire prevention where he served as a firefighter inspector and from there progressed to his current position. He has also worked as a training captain. He stated that he has kept true to training and mentoring his team and he finds that to be extremely important.

Trustee Vallad asked Mr. Proctor why he is interested in a career change and coming to Springfield Township.

Mr. Proctor answered that Springfield reminds him of Orion Township. He finds the small-town charm to be appealing. He also stated he likes the Fire Department as it reminds him of where he began. He finds the on-call system to be familiar and a system to maintain.

Trustee Vallad asked if he was familiar with the fire department's recent gains in productivity.

Mr. Proctor stated that he is aware of the ISO 3 rating of the Springfield Fire Department and is very impressed. He is also aware of the ALS transport and stated that what the Fire Department has accomplished in these past few years is incredible.

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Trustee Whitley asked Mr. Proctor to give his strengths and weaknesses of a paid-on-call department.

Mr. Proctor stated the weakness is the time requirements. Everyone is busy and it continues to get busier. He stated that strength comes from the dedication of the personnel. They understand and meet the requirements and provide a vital service to the community.

Supervisor Moreau stated that the Fire Chief is expected to be an administrator, planner, communicator, and a hands-on firefighter. She asked Mr. Proctor to explain why he thinks he would be a good fit for these roles.

Mr. Proctor stated that he thinks the length of his career is a good testament to his abilities. He stated his firefighter experience, EMS experience, and various knowledge in leadership makes him a good fit for these roles. He enjoys going on calls and sometimes prefers it to being behind a desk. He stated that with administration there is personnel to worry about and working with the various Boards. He has gained ample experience in these different roles.

Trustee Hopper asked what he would do as a chief to recruit new members of the paid-on-call staff and what he would do to retain the ones that are already there.

Mr. Proctor stated that the best way to recruit new members would be to have a good reputation of the Fire department and the members that are on the department.

Trustee Pliska asked that without providing confidential information tell the Board of a time when you had to make a tough decision regarding termination or discipline and how he worked through the situation.

Mr. Proctor stated during his time in the department he had some members who chose to do something borderline illegal. He found it difficult to learn the details of the situation and had to refer the discipline to the captain at the time. More recently he had someone at his own rank who made comments that were inappropriate. He was required to do the investigation and had to recommend significant discipline.

Treasurer Dubre asked Mr. Proctor to describe the most stressful portion of his career and how it impacted him and what he learned from it.

Mr. Proctor stated that the most stressful time was when he made the transition from a paid-on-call firefighter to a career firefighter.

Clerk Miller asked him to explain his experience with budgeting and financial management.

Mr. Proctor stated that the EMS division in West Bloomfield is one of many. It handles 80% of the run volume and has the biggest budget. He has experience with forecasting the upcoming needs, as well as forecasting the transport income for the following year. He has also had to budget for

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capital improvements. He manages approximately 1/3 of the division's budget. He also has experience budgeting for replacement of fleet vehicles.

Supervisor Moreau asked if it is also his role to monitor the budget and amendments.

He said yes.

Supervisor Moreau asked how he handles being under budget and cost centers being under budget at the end of the year.

He answered that it's not necessary to spend the rest of the budget for the year. He has conversations with the chief, and they like to lay out a plan.

Treasurer Dubre asked what the total budget is for his community.

He answered that it is 17 million dollars including personnel. Operationally it is around 2 million.

Trustee Whitley asked that if he became aware that the Township Board was adopting a policy that he didn't agree with how would he address that situation.

He answered by saying that he would start by having private conversations about that policy and make a pros and cons list. But ultimately, it is the Board's decision, and it is the Fire Chief's job to support the Board and therefore the policy.

Supervisor Moreau asked what his role has been in interacting with a Township Board.

He answered that it depends, most of the time the interaction is through the Chief, unless it is something specific to his division. He stated that he does present budgeting, cost centers, and capital improvements for his division, as well as presents packets to the Board. He continued by saying that West Bloomfield reports to the Tri City Fire Board as West Bloomfield provides fire services for Orchard Lake, Sylvan Lake, and Keego Harbor and those communities consist of the Tri City Fire Board so he must also interact with them.

Trustee Vallad asked if he has any salary and benefit expectations if he were to be selected as the Fire Chief for Springfield Township.

He answered that he would expect his salary to be on the lower range of what was posted for the first year. He would like the chance to give the Board the opportunity to get to know him and to see how he is performing. If he's meeting the expectations that the Board has set then maybe a conversation can be had at the end of the year to see about increasing the salary. He stated that he likes to think of it as earning trust and earning a paycheck through his accomplishments.

Chief Kwapis asked him to describe his transition to ALS at the Orion Fire department and his part in that transition.

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He answered that when he first started, they were a medical first response agency. During that time, they worked hard to increase their capabilities and be able to transition to BLS non-transport level. Prior to leaving they were in the process of transitioning to ALS. He stated that he doesn't believe he was directly involved in that transition but that all the hard work helped with that transition to ALS, as well as increasing the level of service and running an EMS academy.

Chief Kwapis asked what his position has been on the Medical Control Board.

He answered that he has been involved with the Medical Control Authority. Every county has one that oversees the EMS in a geographical area. His involvement has been ongoing for at least 20 years. He serves as a co-chair for the protocols committee. Its purpose is the creation and review of all protocols related to the treatment and operation of an EMS agency and all its personnel. All 162 protocols are reviewed, corrections are made, as well as creating new ones. He is also chair of the EMS operations committee and they are responsible for taking all the protocols from the protocol committee and making sure they are operational. He also sits on the medical control committee, whose job is to approve operations and protocols that are brought to them. He is also a member of the Professional Standards Review operation. Their job is to investigate certain providers and incidents when a problem arises and determine what needs to be done.

Chief Kwapis asked how he would ensure that instructor qualifications help in a paid call department.

He answered that being an instructor on the fire and EMS side are important to have as not everything is geared towards the paid-on-call service. Having those qualifications provides the opportunity to have in-house training and requirements, which allows for better scheduling.

Clerk Miller asked if being on the Medical Control Authority means that he works with Chiefs from other departments and what his relationships are like with chiefs from northern Oakland County more specifically.

Mr. Proctor answered that he does work with other chiefs and stated that his relationship with them is good. He has worked on various projects with a lot of them.

Supervisor Moreau stated that the Board is done with their first round of questioning and thanked Mr. Proctor for his time.

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2. Timothy Seal

Supervisor Moreau welcomed Captain Timothy Seal, thanked him for being here and summarized the process of the interview. She stated that typically the Fire Chief position requires a standard daytime schedule but due to the nature of the work the chief is responsible for after-hours response time and likely includes nights and weekends. She asked if this schedule works for him.

Mr. Seal answered this works for him. And no adjustments are needed.

Supervisor Moreau stated that along with that, the position requires that physical requirements are met for fire suppression and if he is able to meet those needs either with or without accomodation.

Mr. Seal stated he can meet this accommodation.

Supervisor Moreau stated that if hired he would need to complete a background check and a drug test.

Mr. Seal stated this would not be a problem.

Trustee Vallad asked Mr. Seal to briefly tell the Board about himself and give an overview of his career.

Mr. Seal stated he is very happy to be here and be able to tell the Board about himself. He stated that he has been in the Fire service for 32 years and has spent 21 years as a full-time career firefighter. He joined North Oakland County Fire Authority in 2011, where he spent 5 years as paid-on-call and was then promoted to the rank of Captain. In 2016 he wrote a successful FEMA recruitment/retention grant and was appointed the full-time Recruitment/Retention Coordinator and department training officer. He works closely with the EMS coordinator to go through quality assurance and quality improvement programs. He works by getting funds from the Michigan Fire Fighter Training Council of Fire Services to the north end of the county to help with training programs. He successfully wrote 2 recruitment/retention grants and is in charge of managing those grants which includes processing, interviewing, and hiring candidates for the paid-on-call positions. He has extensive knowledge of the department. He stated that he feels he would be a turnkey Chief for Springfield Township as he knows its operations inside and out. He has responded with this department on many different incidents and has developed a great working relationship with its personnel. He stated that Springfield has been guided in an outstanding direction by the previous chief who he has worked with at length on trainings. He stated he is interested in being a fully operational Fire Chief and is used to being on-scene and responding to calls.

Trustee Whitley asked Mr. Seal what interests him in making a career change and becoming Fire Chief.

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Mr. Seal answered that he has put much of his time into the Fire Service and it has been the only thing he has wanted to do since he was young. As he moved up through the ranks and roles, responsibilities have changed, and he has learned to refine his craft and skills. He understands the responsibilities that are taken on with each rank. He stated that a chief position has always been on the radar for him. He stated that he respects that role in the community highly and doesn't take it lightly and feels this position would further challenge him in his Fire service career.

Supervisor Moreau asked what his opinion is of the strengths and weaknesses of a paid-on-call department.

Mr. Seal answered that a paid-on-call department is generally set up in communities not having the general funding for full-time firefighters. He stated that both paid-on-call and full-time firefighters are dedicated to their community and he generally finds that paid-on-call departments are found in less frequency areas that don't have as many fire emergencies. The jobs and skills are the same and he feels that the paid-on-call tend to take more pride in their job and in their community. He doesn't care for the mentality of taking the job lightly and feeling as though it is "just a job".

Trustee Hopper stated that the Springfield Township Fire Chief is expected to be an administrator, a planner, a communicator, and a hands-on firefighter. He asked Mr. Seal to explain how his experience prepares him to meet these multitude of challenges.

Mr. Seal stated that these are multitudes of challenges especially out in these areas where combination departments are growing, where there are paid-on-call departments and there is an operational Fire Chief. He intends to meet these challenges by serving the Board, following their direction, and making recommendations based on his professionalism. He wants to build a team within the fire service and wants to empower them to grow, not just in fire service but in the community as well. He stated that he spends countless hours in the fire service looking at budgets, management styles, leadership styles, and finds it important to be on runs and calls when needed. He is very accustomed to dropping what he is doing administratively to go on a call but is used to the change of focus and being able to pick back up where he left off. He stated that he feels he would have no problems getting to know the Board and has laid out a 30/60/90-day transition plan if he were to be awarded this position.

Clerk Miller stated that he mentioned management styles and asked him what his management style is.

Mr. Seal answered that his management style is to operate as a leader. He stated that an iron fist management style is prevalent in Fire Service, but he prefers a democratic leadership style to be more constructive.

Trustee Pliska asked Mr. Seal what he would do as chief to recruit new members to the department and retain existing members.

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Mr. Seal answered that he has worked extensively on recruitment and retention and stated that the interest in joining the fire service isn't what it used to be. He stated that a few things he has done under the recruitment and retention grant are bring people in and pay them for the hours that they attend Fire Academy, reimburse them for hours lost, and offer incentives for completing training. The retention would consist of different incentives like allowing the department to make contributions to the paid-on-calls 401A. It would escalate based on years of service and percentage of salary. Another retention idea that he has knowledge of is a grant for a stipend, which is based on years of service and ranges in amounts. He stated that recruitment starts with publishing recruitment videos, word of mouth, and offering paid training.

Supervisor Moreau asked if he has any suggestions or experience with encouraging paid-on-call to respond, in addition to length of service, but be more active.

Mr. Seal answered by saying that he tends to find that the biggest reason paid-on-call tends to be viewed as negative is because there is a perceived issue of morale or an issue with the transition department. He feels communication is the biggest factor in encouragement. They need to know they are a critical part of the department.

Treasurer Dubre asked that if the Township Board was discussing a policy that he did not agree with, what would he do?

Mr. Seal answered that open communication and transparency with the Board is of the utmost importance. He works and serves at the pleasure of the Board and would communicate with the Board. But at the end of the day, it is the Board's decision, and he would enforce that policy.

Supervisor Moreau asked Mr. Seal to describe his interaction with the Fire Authority Board.

Mr. Seal answered that he has had a lot of communication and interaction with them but stated it is very different from a Township Board. Each member of the authority has a good basis on what they want but he finds it difficult when it comes to budgeting issues, as North Oakland County Fire Authority must ask each municipality for their share of the money. They don't have any fund balance and don't have a great capital improvement fund, which isn't dedicated to long term projection or purchasing equipment. He stated that even though it is different he still communicates well with them and is very respected by both Boards. He continued by saying that he has made many presentations to the Board involving cost sheets, cost savings analysis, budget projections, and has met one-on-one with various members to discuss topics. He has made presentations on grant information and projected programs and stated he is very comfortable and familiar with presenting to the Board.

Treasurer Dubre asked if he has had any presentations to the individual Township Boards through the NOCFA Board.

Mr. Seal stated that he hasn't had to present to any one single Board, just to the Fire Board.

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Treasurer Dubre asked regarding the unique situation of the NOCFA Board being more than one municipality how that translates when being out in those communities when there are differences and how he handles that.

Mr. Seal answered that his focus is the job and his task of leading the department. His job as captain restrains him from being directly involved in the politics side.

Clerk Miller stated that he mentioned budget difficulties when working with different municipalities and lack of a fund balance. He asked what experience he has with budgeting and financial management in his position.

Mr. Seal stated that in his current position he puts together a training budget for the Chief and helps with budget review requests. He studies the current budget and is aware of the line-item transfers that are made. He has very extensive budget experience in Redford Township dealing with municipal budgets, fund balance, and analyzing budgets. He also ran his business for a period of time, so he has experience with staffing and budget management and dealt with several accounting firms and lawyers.

Supervisor Moreau asked in regards to the Department, does he have any responsibility to oversee the budget and budget monitoring or is he primarily involved in recommending a budget for the Chief.

Mr. Seal stated that he does have responsibility in the training budget for expenditures and cost adjustments, as well as for FEMA. Any time there is a need to expend a line item from FEMA, he must submit budgetary amendments to FEMA for permission.

Treasurer Dubre asked what the total budget is for NOCFA.

Mr. Seal answered that it is just over 2 million.

Trustee Vallad asked him to describe a very stressful period of his career and why it was so stressful.

Mr. Seal answered that his stressful times are when he wants to promote or wants to make change. He stated that he learns from those situations and moves on when things don't happen as he thought they would. He stated that runs can be very stressful and he has seen how much of a mental impact this job can have on firefighters. He stated that in times of great stress he leans on his faith and his support system.

Trustee Whitley asked without providing any confidential information to tell the Board of a time that he had to make a tough decision involving termination or discipline and how he addressed that situation.

Mr. Seal answered that they recently went through a tough termination process, as he was close to this person. He felt very bad for this individual but due to liability reasons he felt it was the right

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choice to make for the department. He also stated another instance where a person “was the department and the department was him” for a long time, but somewhere along the way the train got off the tracks. He likes to try to give people remediation and corrective action plans, but this individual did not want to receive any help and termination was inevitable.

Supervisor Moreau asked him to describe what his salary and benefits expectations would be initially and then what they would be within a year.

Mr. Seal answered that he would be comfortable at the lower end of the salary posting of \$85,000. Within the year he would like to keep up with the cost of living to be comfortable. He stated he is comfortable with whatever benefit plans are offered by the municipality but may or may not need them.

Chief Kwapis asked what his experience is with the Oakland County Medical Control Authority.

Mr. Seal stated that he has basic experience with them and is familiar with the committees that they have. He does assist with the QA/QI with the EMS coordinator but doesn’t have direct impact with OCMCA.

Chief Kwapis stated that recently Oakland County Med Control developed new protocols and asked him to explain the process that was used to develop the protocols or review the protocols.

Mr. Seal answered that protocol revisions usually come from recommendations where there are state protocols that guide departments. County protocols are changed based on a percentage of recommendations for what works and doesn’t work. This goes through a committee who then make recommendations to what changes are to be made. Protocols through the state versus through the county are different. He stated this was the extent of his knowledge.

Chief Kwapis asked if he has any EMS instructor capabilities.

Mr. Seal answered that he doesn’t have his EMS I/C but that is something he’s had on his radar. He has taught many EMS classes with the EMS coordinator.

Chief Kwapis asked him to explain how important it is for an EMS instructor or fire instructor when dealing with paid-on-call staff to train.

Mr. Seal answered that sometimes it can become tricky as there are a certain amount of continuing education requirements that must be met to maintain a license. The CE is generally done over a 3-year period. At NOCFA they try to teach a continuous amount of CE classes each year to re-certify. It does become time consuming for the paid-on-call environment and it can be difficult to do every training, however, he feels the best type of training you can have is in-person training, although a majority of EMS credits can be acquired online.

Clerk Miller asked if he thinks not being an EMS Instructor would be a hurdle or barrier.

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Mr. Seal answered that having the knowledge of the members of the department he feels there is enough EMS Coordinators available to work through. He doesn't find it to be a disadvantage and if he did come to find it being a barrier then he would get his EMS I/C.

Supervisor Moreau stated that in the job posting it stated for applicant to have successfully completed Staff and Command and wondered if this is something he has ever wanted to pursue.

Mr. Seal stated he has looked into pursuing that many different times but due to time constraints he has not, but he is not opposed to going to staff and command. He stated he is very familiar with the different laws and hearings that are taught. He also stated NOCFA would have supported him in that, even if it wasn't high on their radar to have him get that done.

Supervisor Moreau asked if he was to be offered the position would he be able to follow through and pursue that.

He answered absolutely.

Clerks Miller asked what his relationship is like with other chiefs in northern Oakland County.

Mr. Seal stated that he thinks it's phenomenal and he loves working with the other chiefs. He has a very good working relationship with them and there is a lot of mutual respect.

Supervisor Moreau stated that he has already assembled a 30/60/90-day transition plan and asked him to briefly describe how he was able to put together that transition plan.

Mr. Seal stated that coming from a command staff position and walking into another community is how he developed that. He stated he needs to get familiar with the written operations of the department. He wants to review the policies and procedures and any rules and regulations that are in place. He has already reviewed the budget and would want to be visible to the community. He would review the personnel files and get an understanding of individual skill sets and training. He would look at the overall ranking structure in the department and get descriptions that they have for each rank. He would look at the department's overall emergency response preparedness and making sure citizens' needs and standards are being met. He would also make sure proper training is being done and make sure fire prevention and inspections are being done and there are inspection plans in place. Public education is also very important, and he would want to make sure proper community risk reduction plans are in place. He stated he would want to ensure a 5-year goal and objective plans are spelled out, as well as a 10-year plan. He would look into writing different grants to lessen the burden on the taxpayers and promote recruitment and retention. He has been though 2 ISO ratings in his department and during the last audit he got very knowledgeable on ISO and developed a spread sheet on training accountability, which in turn had other surrounding communities ask for that spreadsheet to implement into their own.

Supervisor Moreau thanked Mr. Seal for coming and thanked him for his time.

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Mr. Seal thanked the Board for this opportunity and for their time.

3. Matthew Covey

Supervisor Moreau welcomed Matthew Covey and thanked him for being here. She summarized the interview process and began by asking him the prescreening interview questions. She stated that typically the Fire Chief position requires a standard daytime schedule but due to the nature of the work the Chief is responsible for after hour response times and likely includes nights and weekends. She asked if this schedule works for him.

Mr. Covey stated this works for him and is exactly what he expected due to the position.

Supervisor Moreau stated that with this expectation the position does require that physical requirements are met for fire suppression either with or without accommodation.

Mr. Covey stated he can meet these without accommodation.

Supervisor Moreau stated that if hired he would need to successfully pass a background check and drug test and asked if this is acceptable.

Mr. Covey answered yes.

Trustee Whitley asked what his motivation is for seeking the Fire Chief position in Springfield Township.

Mr. Covey answered that he loves this community and has lived here for 23 years. He is excited about this department and has seen nothing but motivated firefighters that have ownership and finds that unique to find in a combination department. The firefighters he has talked to are happy to be here and he hopes to follow the lead of Dave Feichtner down the road to keep it moving forward.

Supervisor Moreau asked Mr. Covey to briefly tell the board about himself and give an overview of his career and what he likes to do when he's not working.

Mr. Covey stated he was born and raised in Waterford Township. He went to Eastern Michigan University for 1 year of business and came back to OCC. His grandfather was a firefighter for West Bloomfield Township at the time and his uncle was a Tri-City firefighter. In conversation with those two, he decided to give that career a try. He then got on the Waterford Township volunteer firefighters association in 1991 and fell in love with fire service. Since then, he has worked his way up from a volunteer firefighter, to driver, to driver engineer, paramedic, up through lieutenant ranks, fire marshal, deputy chief, and chief. He stated he has a large resume of education and prides himself on getting education and bettering himself. He has a background in technical rescue, from

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hazmat, to structural collapse, to combined rescue. He was honored to be accepted to Eastern Michigan Staff and Command school, which benefited his career. He stated that he brings a very diverse background to the fire service because he also served as a fire investigator and fire marshal in 2 very large communities. He is also licensed to be a building and code official, as well as having an associate degree in fire science. He looks forward to continuing his education.

Trustee Hopper asked what he finds to be the strengths and weaknesses of a paid-on-call fire department.

Mr. Covey answered that the difficulty with today's world is that jobs have changed dramatically. When he was a volunteer, there were people that worked evenings and people that worked days, So, there were always people available. Most people today work during the day, so there is the daytime work struggle. He finds it to be very unfair to see a difference between the paid-on-call firefighters and the full-time firefighters. They both work hard and are dedicating their time to their community. They also go through the same education process as everyone else. The weakness is the time away from family after work and sacrificing your time. He stated that this department has an incredible amount of people who want to help out.

Trustee Hopper asked how he would keep recruiting and retaining.

Mr. Covey answered that one of the most important things for the fire service to do is be in the public eye. The communities see what you're doing, and they see how you're working at special events and community events. People are going to see the need and want and see the opportunity. He also suggested getting heavily involved with social media, from web sites to social media platforms to get the name of the Springfield Township Fire Department out to the public. Working with schools to teach young kids that it's a great and rewarding thing to do. Also, word of mouth. Talking to family members about it, as lots of families have ties to the fire service. Promote great opportunities for training and education. People want ownership of what they do and he stated the best recruiters are members of your own fire department.

Trustee Pliska stated that the Springfield Township Fire Chief is expected to be an administrator, a planner, a communicator, and a hands-on firefighter. He asked him to tell the Board how his experience has prepared him to meet these various challenges.

Mr. Covey answered that currently in his position he deals with 3 governing bodies and must work with each of the governments. He must be a good delegator and work with employees. He stated that the thing that has helped him was starting off at a very small volunteer department that has now grown into one of the largest departments in Oakland County. He stated that he has to be a good communicator and is the kind of person who wants to give all the data and information. He stated the biggest struggle is having uneducated government bodies. He feels communicating is the best way of education and feels Dave Feichtner did an excellent job at this.

Treasurer Dubre asked Mr. Covey to explain a stressful part of his career and how it impacted him and what he learned from it.

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Mr. Covey stated that in 2012 Pontiac went through an emergency manager situation that happened between the two biggest union organizations in the state of Michigan. He was a board member of one of these unions and two neighboring departments were fighting amongst themselves. Friendships, colleagues, other firefighters were part of that other department. He worried about people getting laid off and losing their jobs. He also stated another stressful time was losing his father at 65 to cancer. He stated he is successful because of what his father taught him. He learned to be a hard worker and that is why he is where he is today.

Clerk Miller asked Mr. Covey to tell the Board about his experience with budgeting and financial management.

Mr. Covey answered that currently as Fire Chief in Waterford Township he runs a 23 million budget. He brings forward the amount for the year and goes through the budget every year with 3 members of the community Board, where the budget is then presented to the whole Board. He stated that budgeting is 99% of his job as Chief.

Clerk Miller asked if he personally responds to calls.

Mr. Covey stated yes, he does.

Supervisor Moreau asked in addition to overseeing the large budget what role he has in monitoring the budget and presenting amendments to make sure they are staying within the budget.

Mr. Covey answered that it happens throughout the year. He stated that budgeting has become a difficult thing in the past few years because of cost increases. He stated he is familiar with going to the Board with amendments, as he oversees the budget daily to make sure they fall within the budget constraints.

Supervisor Moreau asked if there is a rare occasion where there is money left in a budget line or cost center if there is an expectation to find ways to spend that or how is that approached.

Mr. Covey answered that his approach is to have a “rainy day” fund. It is the fiduciary duty of the Chief to make sure there is back up money. If there is extra money, then sometimes key items can be purchased, but most important is to have the back up funds for unexpected costs. He stated the goal is to not just spend because the money is there.

Trustee Vallad asked that without providing any confidential information to tell about a time when he had to make a tough decision involving termination or discipline and how he worked through that.

Mr. Covey answered that he had an employee that was a “bad apple” and came to work being a bad influence on his department and was very disrespectful. Over a year of proper documentation, coaching, and counseling this individual was relieved of his duty.

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Supervisor Moreau stated that he mentioned coaching and counseling and asked how those figure in to this type of disciplinary approach.

Mr. Covey answered that sometimes people just need help, so by coaching and counseling you are bringing an individual in and discussing with them and offering them help. He stated that the goal should never be to just fire someone, the goal is to give them help.

Trustee Whitley asked if the Township Board was discussing a policy that he disagreed with, how would he address that.

Mr. Covey stated he would meet with the Supervisor and discuss it and explain why he disagrees with the policy and hopefully come to a resolve as a group.

Supervisor Moreau asked him to describe the ways in which he interacts with his Township Board.

Mr. Covey stated he interacts with the city of Lake Angelus, Pontiac, and Waterford Township Board on a regular basis. He meets with the Mayor and Deputy Mayor in the city of Pontiac on a regular basis also. There is also a Public Safety Committee that he meets with to talk about run stats, public education, issues in the community and how to address them, and addresses areas that need to be worked on. A monthly department head meeting is also held. He stated he works with the Board on a regular basis.

Supervisor Moreau asked him to give an idea of his salary and benefit expectations initially and then within a year.

Mr. Covey answered that after initially finding out about the job he found out it was around a \$95,000 per year salary, per what was posted on the job application. He stated that his expectations are to come here to work and work for what is offered to him by the Township Board.

Trustee Vallad asked that according to his work experience he was a Fire Marshal/Fire Investigator and to explain that.

Mr. Covey stated that he was the Fire Marshal for Waterford Township and the city Pontiac and Lake Angelus. He overviewed new construction, plan review, sprinkler systems, water systems, and all fire investigations. He stated that Fire Marshal is a very busy job as there is a huge demand for construction permits, plan reviews, fire investigations, and complaint follow ups. He stated he loved this position.

Treasurer Dubre asked what type of calls he goes on and how often he goes on them.

Mr. Covey answered that the Waterford Township has 9 stations and has anywhere from 30-35 firefighters every day on duty. There are 15,000 calls for service per year, therefore there is not a need for the Fire Chief to go on the majority of the standard daily calls. There are certain instances

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where there are major fires, large events, major incidents. Those are the type of instances where the Chief would respond and go.

Supervisor Moreau asked him to explain what it was like to start out as a volunteer firefighter.

Mr. Covey stated that the volunteer service in Waterford Township ended in 2013. In 1991 he started with the Waterford Township volunteer firefighter's association and where they sent him to firefighter 1 and 2 training and get his EMT license to work towards a paramedic. In 1995 he got hired as a full-time firefighter. As a volunteer you went on all the calls with the department. He learned from going on the calls and from those around him. At the time there were 10 volunteer firefighters per station that were on duty for 5 days 5 nights. Even when he went full time, he still went on calls with volunteer firefighters every time. In 2009 there was a milage that created less need for the volunteers and the next Chief that was hired got rid of the volunteers completely. He stated that Waterford had a great group of people and a community that helped them. The volunteers received a stipend from an organization that funded the volunteers.

Clerk Miller asked what motivation he has for leading and motivating a paid-on-call system.

Mr. Covey answered that because he started off as a volunteer and moved up, at no time did he have a problem getting volunteers to ride with him to calls. As a fire inspector he stated volunteers were willing to work with him and learn from him. The motivation with a volunteer organization is that they want to be part of something. He stated that when they are part of the decision-making process and you let them be involved, then they stay motivated and want to be a part of the community. They must be motivated through good training, making the job fun, and good coaching. He stated he feels he brings all of these things.

Chief Kwapis asked him what experience he has with Oakland County Medical Control Authority.

Mr. Covey answered that he has not sat on any OCMCA Boards but has dealt with disciplinary processes through them. He feels it is a great organization and respects them for their wealth of knowledge. He stated that he is not part of the OCMCA as an EMS Coordinator would be.

Chief Kwapis stated that Springfield Township is a rural agency compared to what Waterford and Pontiac is. And asked what he knows about the rural water operations.

Mr. Covey stated that this community is unique because Chief Feichtner bought incredible pieces of machinery that can move water fast. He has been to fires in Springfield Township and understands the process. In Lake Angelus there is a plan that was built for how to move water throughout that community. He does not have the experience of being on a large fire scene with multiple tanks, but said he is a quick learner.

Supervisor Moreau asked him to explain what he meant about Lake Angelus.

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Mr. Covey answered that Lake Angelus has zero hydrants, so a plan was developed that uses large leaks from the city of Pontiac's water system. They will also call for mutual aid.

Treasurer Dubre asked how many households are in Lake Angelus.

Mr. Covey answered that it is a very small community but the houses are very large.

Chief Kwapis asked how he has worked with northern Oakland County Fire Chiefs and working on mutual aid resources.

Mr. Covey answered that before Independence Township was part of the mutual aid pack they worked with them on a regular basis and stated that he is the kind of chief that if a community needs them then they go. Currently he is not part of the north group organization but looks forward to it.

Chief Kwapis stated that knowing many of his full-time personnel come from paid call departments, what has he done to support this type of training.

Mr. Covey answered that he has not been asked to assist in any type of training. Between the 3201 and 3232 group there has been some state trained auto funding which is hard to come by. Both organizations had different views on how to use the money and there were difficult decisions to make. The Chief's choose how the money is spent. But he noted that it is important to get people and train them.

Chief Kwapis asked how he is going to work to fund those classes.

Mr. covey answered that he is going to fight for every nickel that he can.

Chief Kwapis asked him if he thinks those state funds are essential to bringing up new firefighters.

Mr. Covey answered very much so.

Chief Kwapis asked how he would work to increase those funds to the essential fire training.

Mr. Covey answered that the state's support for the departments is very poor. The fire departments don't receive enough money from the state of Michigan for basic training. There is not enough money to go around in Oakland County and each of the departments. What's created is a chaotic situation as there is not enough money to support all of the training. Without the state funding they are expensive classes. He stated there are 2 different needs in the fire service: larger types of continuing education and more basic training.

Chief Kwapis stated it is very important to continue to bring in new personnel and get them trained, otherwise they will go to a different department that potentially has better training classes or offer more. How would he fix that issue.

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Mr. Covey answered that he would do it collaboratively. Chiefs from neighboring departments with different training courses come together to collaborate with training and share the cost. An academy could happen here in the community with different departments, and all could train together. He stated he taught at the fire academy for a long time and loved it.

Mrs. Hensler asked him if the Waterford fire department is unionized.

Mr. Covey answered that yes, it is.

Mr. Covey addressed the Board and stated he has been a part of a millage committee since 1991 as a volunteer to push for millages because they were needed. Waterford is a 3-millage based community and he has run the committees for that. He understands how important those tax dollars are. He is also familiar with a special assessment district as Waterford was heavily affected by the 2007-2008 crisis. They were able to get community support for certain departments and he feels that is so important. As a resident of Springfield Township, he supported the fire millages and supported the community. He stated his passion and leadership will earn respect in this community if hired.

Supervisor Moreau thanked Mr. Covey for his time and for being here to talk with the Board.

Supervisor Moreau addressed the Board stating they have deliberation and things to discuss. She stated that she wants to have a little bit of time for Board discussion and then for public comment. She suggested Board members offer their impressions of each candidate or any overall impressions and discuss areas that stood out and areas that need to be developed more. She stated that she thought Mr. Proctor was very capable, organized, and detailed. She liked his strong background and stated she didn't think there would be any questions about his integrity and dedication. His opening discussion of his background was very detailed and presentation like, maybe a little less conversational, but still very detailed and prepared.

Trustee Pliska stated that he thought all his answers were deliberate and had depth and that shows he's a thinker. He thinks he would be a servant leader. He stated that based on what he saw he thinks there are two candidates who would be more hands-on leaders and one who is more of an administrative leader. He thinks Mr. Proctor falls into the hands-on category. He liked his comments on how he likes to teach, as Springfield Township is a very medical centric operation. He likes his experience with ALS including his vast experience in med control. He feels he would be able to continue the transition that Springfield Township is currently in.

Mrs. Hensler commented that she could see him as the Fire Chief. She thought he was open and liked the fact that he has lots of experience with multiple Boards. She feels he is very qualified and had clear and concise answers. He appeared to be a leader and a communicator. She feels like he is very involved in the fire service and feels he could work with the fire personnel very well.

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Treasurer Dubre felt he interviewed very well. She was impressed with his answers and feels he is deliberate in his thinking and honest in his answers.

Trustee Pliska agreed and stated he never felt like he was telling him what he wanted to hear.

Supervisor Moreau noted that with the recruitment and retaining of members questions and the paid-on-call questions she felt like he gave general answers and she was hoping to hear more specifics. She felt like he interviewed well and was organized and prepared. She agreed that the medical is important but doesn't think that it's the only thing that's important or that it should outshine any other priority that the township has. She wants to make sure that who they hire is willing to be a leader and go on calls.

Treasurer Dubre stated that she wanted to make sure there are follow up interviews because she noted certain questions that should be gone more in depth with. She wants to give the candidates follow up questions to be able to think about and bring back to their second interview, that way they aren't so on the spot questions.

Trustee Pliska agreed that is a good decision.

Trustee Vallad stated that he seemed well organized and could listen to the question and answer very logically, thought out, and direct. He felt he interviewed very well. He felt all 3 of them have a lot of good experience in the fire service.

Trustee Pliska stated not all the candidates are going to check every box, but they need to decide what skills they want from day one.

Clerk Miller stated he thought his qualifications were excellent and he liked the fact that he spent 25 years with Orion as paid-on-call and likes that he knows how that operates and how its lead. He spoke of the importance of training and mentoring and was very prepared.

Trustee Whitley stated that he thought all 3 have qualifications to be considered and they have to compare the 3 candidates. He feels he has the skills and experience but not necessarily broadly based. He thinks the Board should reserve judgment until they get to a comparison of the candidates. He thought he had good interview skills and comes off as a great communicator and has great experience. He saw no negatives with him.

Trustee Hopper stated that he thinks he would be a good administrator because of his direct answers. He liked the fact that he is 25 years on call. He agrees with Trustee Whitley on what they are going to rate as the highest.

Supervisor Moreau stated that they need to decide what is the best fit and what the department needs the most. The needs are vastly different than the last time they hired a chief.

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Chief Kwapis stated that he knows all 3 candidates and thinks they are all great. Mr. Proctor brings a lot of EMS and med control experience. He is also working towards a master's degree, and you can tell that he has that knowledge. He brings a lot of paid call experience. He thinks highly of all 3 of them. He feels like he fills all the needed spots.

Supervisor Moreau suggested they move on to discuss Timothy Seal.

Trustee Vallad thought that he wasn't as direct. He felt like he restated the question and took it in a different direction. He didn't feel his answers were bad but felt like it wasn't as organized.

Trustee Whitley stated that he didn't directly answer all of the questions and would tend to lead off on his own question and answer.

Supervisor Moreau agreed and stated that he did seem to work his way around his answers and not as direct. She stated that his answer for why he wanted to work for Springfield Township didn't include Springfield Township at all, she felt like it was more about personal gain. She was also concerned about his answer to the full-time firefighters and paid-on call.

Treasurer Dubre asked if all 3 requested the budget.

Supervisor Moreau answered yes.

Mrs. Hensler found it interesting that he mentioned that he didn't have any experience with Township Boards. She felt like he didn't answer all the questions directly. She didn't feel his presentation showed leadership.

Trustee Pliska stated that the interview process and being asked tough questions can be intimidating and he thinks it could have factored into his answers.

Clerk Miller stated that to Mrs. Henslers point that could be because his lack of being in front of a Township Board.

Trustee Hopper felt he wasn't as clear in some of his answers.

Chief Kwapis thinks he would be a great firefighter responder and would be great at giving directions at a scene. But lacked in his presentation, direction, and communication to the board.

Supervisor Moreau suggested they move on to discuss Matthew Covey.

Clerk Miller stated that he liked his demeanor and liked the fact that he lives in Springfield. He was concerned about his answer about paid-on call.

Trustee Pliska agreed and stated that volunteer and paid-on-call do not resemble each other.

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Treasurer Dubre agreed and stated it's a lot different in Waterford township.

Trustee Pliska felt as though he was making it seem like a paid-on-call firefighters are a supplement to career firefighters.

Treasurer Dubre disagreed and stated she felt like he was saying that that's how you start out as a firefighter is paid-on-call.

Supervisor Moreau stated that what was put in the job description is that they have a preference for volunteer, paid call, or shift departments. It is more about understanding and respecting the paid call.

Trustee Pliska agreed and stated it is more about understanding the dynamics and structure of it.

Supervisor Moreau stated that his answer for recruitment and retaining was detailed and well thought out.

Mrs. Hensler thought he was very well spoken and thought he answered the questions well. She isn't fond of someone who's been in the union for years and has no water or med control experience. He doesn't have much or any experience with paid-on-call.

Trustee Vallad stated he's also worried about the lack of experience with Springfield Township's water supply.

Trustee Pliska stated that he was surprised to hear he didn't have relationships with the northern chiefs. He stated he was also concerned with the fact that he doesn't go on many calls. He feels he is more of an administrator.

Trustee Hopper stated that he is concerned about the fact that he is more comfortable with the larger cities.

Trustee Pliska thought this is a perfect example of being more qualified than fit.

Trustee Whitley stated that his relationships with the northern counties are lacking, and his relationships are more in the departments that are like his. He noticed his passion for his career and being in the fire service and he felt that throughout the interview. He also liked the fact that he would be downsizing his job and his answer for wanting that is because he lives here, he felt that was a strong statement. It expressed a strong desire for the community.

Treasurer Dubre stated that she liked the fact that he has been in different positions throughout the years.

Trustee Pliska agreed that he liked his passion for the community and his energy.

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Mrs. Hensler said she liked his speech at the end of the interview and thought he made a lot of sense. She liked how he said he wanted the job.

Chief Kwapis stated that his experience with Mr. Covey is that in the northern departments, he's not typically the first to reach out. He does have a stronger relationship with the bigger departments that border his community.

Trustee Pliska stated that was obvious when he took the permit money from the northern departments and used it for the southern departments' gain.

Trustee Whitley stated that was his job. The name on your paycheck is what you owe loyalty to. Even if there are disagreements. The question is, is can he change loyalties.

Supervisor Moreau stated that she thinks that is enough on this topic. And opened the floor for public comment.

PUBLIC COMMENT:

Stacy Walls a resident of Springfield Township and member of the Fire Department addressed the Board stating she has a lot of passion for the Fire Department and feels very saddened that none of the officers were able to give any input into who gets hired into the Chief Position. She feels that an individual doesn't have to be a good interviewee to be the right candidate for the job. Some people are naturally better at speaking in front of large groups of people because some work in larger departments. She asked the board to give a little leeway. She also let the Board know that they have lots of educators available to teach them and has no doubt that members of the fire service will pitch in if whomever is hired doesn't have the right credentials. She stated that whoever is hired is going to have to be a working chief, as during the day there is no one around. She also stated that her opinion would be someone who doesn't reprimand in public and who has passion for the job. She stated this department deserves the right fit.

Richard Cray addressed the board stating he took a survey and most preferred Mr. Proctor.

Kayla Harless addressed the board stating that people find opportunities elsewhere and Springfield should be thought of as the steppingstone of their career.

Jonathon Miner addressed the board stating that he didn't agree with the fact that Mr. Covey has never been seen in the community and doesn't agree with the union part of his job. He feels like the department might lose their volunteers.

Earl Colloto addressed the board saying that he too had never seen Mr. Covey in Springfield Township and they have never been to a mutual aid in Waterford. He stated he was disgusted with the Board because they didn't give an officer the chance to run for Chief.

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Mindy Hart addressed the board stating that volunteers should not be thought of as supplemental. They are just as qualified and deserve the same respect as any other firefighter.

Ric Davis addressed the Board stating that from his perspective it is very important that whoever is hired have medical board control experience. He also stated the paid-on call department is critical.

Hearing no other public comment Supervisor Moreau moved on to more Board discussion. She stated that all 3 candidates are part of a union. She agreed that the department has many capable and qualified instructors and that is not a major concern of hers. Med control was talked about a lot in the technical review discussions, and it was not included at all in the job posting. She continued by saying that two of the candidates have letters of recommendation from members of Medical Control and they spoke very highly of them. She feels that every member of the Board finds it critical to find the right fit.

The Board decided that 2nd round interviews will take place with written questions provided to the candidates prior to the interview. The Board must come up with the questions that are to be asked and will be reviewed prior to the interview. The Board decided to reconvene tomorrow at 6pm.

Adjournment:

Hearing no other business, Supervisor Moreau adjourned the meeting at 9:24 pm.

Laura Moreau, Supervisor

Sean R. Miller, Clerk