

**VILLAGE OF FRANKLIN  
VILLAGE COUNCIL  
SPECIAL MEETING  
January 30, 2006**

**I. CALL TO ORDER:**

A special meeting of the Village of Franklin Council was called to order by President Mark Jahnke at the Village Office Building, 32325 Franklin Road, Franklin, at 7:03 p.m.

**II. ROLL CALL:**

Present: Brian Coyer, Fred Gallasch, Alan Harnisch, Mark Jahnke, Bill Lamott, Randy McElroy, Dominick Schiano.

Also Present: Village Administrator Jon Stoppels, Village Clerk Eileen Pulker, Facilitator Bob Hamilton of the Michigan Municipal League.

**III. INTERVIEW POLICE CHIEF CANDIDATES:**

Jahnke explained the background of the police chief search. The Village closed the responses to the job posting 1½ months ago; on January 18, 2006 the Village Council conducted a Board of Review of seven candidates. The Council asked three candidates selected after that Board of Review to appear this evening.

Jahnke asked for Public Comments, stating that an opportunity for public comment would not be given after the interviews started. There were no public comments, and Jahnke closed that portion of the meeting.

Hamilton asked a series of nineteen questions to the three candidates, who appeared before Council individually at 45 minutes intervals. The questions and their answers were as follows:

1. We would like to begin the interview by learning more about you.

Morgan: Morgan stated that he was a 23 year law enforcement veteran. He is married with one child. He has spent the last two years as a stay-at-home dad and returning to college.

Browne: Browne has been married 33 years and has a grown son and daughter. He reviewed his professional resume.

Castro: Castro has a BA degree, and has worked in the Franklin Police Department since 1988. He is part of a tight network of local and state agencies.

2. Please describe what you have done to prepare yourself for assuming the role of Franklin's Police Chief.

Morgan: Morgan investigated the Department, its personnel, and the community. He talked with members of the residential and business communities in both Franklin and Bingham Farms.

Browne: Browne is familiar with Franklin and Bingham Farms because he has worked in Farmington Hills for some time. He stated that his Northwestern University and FBI Academy classes gave him a good foundation.

Castro: Castro has served as the interim police chief since August, 2005, and before that closely observed departing Police Chief Ed Glomb. He has studied the policies and procedures of the Department and worked with the officers on a daily basis. Schiano asked Castro what he would do differently and he answered that there were some things he would do differently based on outcomes he had observed.

3. How would you develop a working relationship with the community?

Morgan: He stated he has done this three times in the past and enjoyed it; he will make the time to get to know the people.

Browne: He would introduce himself and attend community meetings.

Castro: He would attend community functions, keep community groups informed, and have an open door policy.

4. Describe a time when you had to hold others accountable for a higher level of performance. How did you approach that situation?

Morgan: While working in Washington, D.C., he was instrumental in the termination of four police officers. He sent the message that performance was to be held to a high standard.

Browne: If there is a problem, he chooses to address it as soon as possible. He would discuss it one-on-one with the person involved. He also believes in periodic evaluations.

Castro: He approaches a task by asking himself if his approach is the best he can do, and asks the same of the officers. He believes the goal of discipline should be better performance, not punishment.

5. Why are you considering leaving your present position?

Morgan: His daughter for whom he has been a stay-at-home dad, is making good progress, the Franklin-Bingham Farms area has good schools, and he is "looking to get back into it."

Browne: He has been eligible to retire for 2½ years, but thinks that this position looks like a good opportunity.

Castro: Not applicable.

6. Define leadership. What is your management style?

Morgan: Morgan said that leadership combined example, philosophy, ethics, morals, interactions, the public and private presentation of oneself. His leadership style is communicative versus autocratic.

Browne: Browne's leadership style is to inspire people and help them accomplish their goals.

Castro: Castro's leadership style involves supervision, guidance, and leading by example. He wants understandable policies and procedures, and opportunities for officer training.

7. What will you do in the first week as the new Chief of Police? In the next six months as Chief of Police?

Morgan: The first week, Morgan plans to meet and interact with his staff. Within six months, he would try to meet the objectives of the trustees and administration. He would gain knowledge of the ordinances and get to know the staff. He would balance his time inside the department and outside with the community.

Browne: In the first week, he would sit down with the Councils, Presidents, Village Administrators, officers in the Department, and reserve officers about their concerns and what they feel needs work. He would review the Mercer study. He would update Department policies and procedures, especially those involving high risk and low frequency.

Castro: The first week, he would have a staff meeting with the officers to discuss expectations and concerns. He would establish a task force to work on the concerns. In six months, he wants to develop a mission statement for the Department and review the Mercer study.

8. How do you deal with conflict?

Morgan: Morgan characterized himself as "straight up" and open. He tries to deal with conflict in an educated way.

Browne: Browne tries to understand all aspects of why things are happening the way they are.

Castro: Police officers are trained to react quickly, but given the opportunity to do so, Castro prefers to pause for a few seconds, organize his thoughts, and come up with a plan for how to proceed.

9. If you accept this position, is there a minimum period of time you would feel obligated to stay?

Morgan: He has ties to the Michigan area, and given the right opportunity, he would finish his law enforcement career here, about ten to fifteen years. Schiano asked Morgan if he had ambitions beyond this Department and Morgan replied that, "Bigger is not necessarily better."

Browne: Browne would like to stay long enough to put a strategic plan in place and see it come to fruition.

Castro: Castro is eligible to retire in 7½ years but realistically plans to work 13 to 15 years.

10. Describe the most complex problem you've recently been asked to solve. What did you do? What alternatives did you consider?

Morgan: When he worked in Portage, Michigan, his tactical team was on the scene of a gunman barricaded in a drug store. He made the decision, which was unpopular, to let a team from another agency make entry. He felt that team had better training and canine support. He discussed his rationale and the ramifications with his team.

Browne: Browne discussed the decision whether to convert the Farmington Hills police vehicles to digital or hard drive DVD systems. Ultimately, he went with the latter because it was more cost effective.

Castro: Castro cited the August 16, 2005 bank robbery. He is continuously trying to gain intelligence about it, and has learned that patience pays off in apprehending the responsible party. He stated that he was also proud of leading the officers to maintain a positive attitude during the transition between chiefs. McElroy pointed out that Castro has a B.A. in Christian Education, and Castro replied that the classes he took in psychology, human behavior, and leadership have helped him in his police work.

11. What is most important in your personal life and in your professional life?

Morgan: Morgan stated that he would always put his family first, but that police work is his second greatest love. McElroy asked Morgan how he felt about transitioning into a smaller area without much of a criminal element. Morgan answered that he thought he would enjoy the smaller community and suspected that the police chief would need to be a jack of all trades.

Browne: His family is the most important part of his personal life and he thinks the same life values applicable to personal life carry over into professional life.

Castro: Castro hesitated to speak about family in a public setting. He stated that faith,

family, and career were all very important to him, and that he is proud of his career achievements.

12. What types of incidents do you think the Chief should be informed about when he is off duty? What types of incidents should he respond to either off-duty or on-duty?

Morgan: He thinks there should be guidelines or policy in place for the supervisory personnel, but he would rather be called than not. He thought a Chief should be notified any time there is potential liability to the Department or Villages, an injury to an officer, shootings, death investigations, and significant property crimes. Harnisch asked if he would respond to the scene of a fire on a Saturday night and Morgan responded that he would, as needed, at the discretion of the Fire Chief.

Browne: Browne said that he should be informed about residential break-ins, anything newsworthy, any time an officer is required to use force, and anything considered critical.

Castro: Castro said he should be advised of “anything the officers deem important for him to know,” and without question, he should know about any felonies and concerns about the Villages.

13. How will you keep the Village Council and Village Administrator informed about incidents and activities of the police department?

Coyer asked all the candidates if they had reviewed the Village ordinances and charter, which say on the one hand that the Police Chief should report to the Village Administrator, and on the other that he should report to the Council President.

Jahnke pointed out that the Police Chief would be serving two different communities and coordinating with a Fire Chief who served two communities and asked each candidate how he would handle this situation.

Morgan: Morgan stated that he was agreeable to whatever mechanism the Villages directed him to follow. Morgan opined that how that would work would be left up to the Administrator and that he would be willing to work however the administrator decides. As far direct or individual mechanism for regular contact he again stated that that would be up to the Administrator. He felt it was important for the Police Chief to regularly attend Council meetings and community functions. He has received calls from individual Council members about specific issues on previous jobs. He added that he understands that the Chief here answers to Mr. Stoppels, but is ultimately answerable to all of the Council and, in fact, the entire community. He stated that he felt it was very important to develop a good rapport with the community and its leaders. When questioned further, he responded that in his review of the Mercer Report he had understood that there was a dual responsibility and chain of command. He asked that the line of supervision be made clear to him.

Browne: He would be willing to brief the Administrator and Council Presidents daily or immediately as needed, by either an e-mail or telephone call. He noted that the chain of command and who you report to are important in any military or law enforcement and often talked about to know who you would immediately report to, to eliminate any confusion. He added that by Charter the Village President would be the one to report to, but that he would like to sit down with the Administrator, President and Council to discuss the matter and clarify what is to be done. Browne would set up a communication chain with the parties involved. McElroy asked Browne what would be the rewards for him in moving to a smaller department. Browne responded that being the chief appealed to him, as well as working with officers of the caliber in the Franklin-Bingham Farms department.

Castro: Castro has an open door policy. He will prepare memos as needed and monthly and yearly reports with data. He talks with local news reporters now on a weekly basis. Castro stated that he was aware of ordinance and charter mandates and that he has not had a problem talking with both Village Administrator and Council President, police personnel, and local and area agencies.

14. What accomplishments are you the most proud of and why?

Morgan: Professionally, he has been a mentor to many who have gone on to become police officers and chiefs. Personally, he is proud of sticking with his higher education.

Browne: He is proud of creating an atmosphere where his personnel enjoy coming to work. He feels that this atmosphere carries over into the community.

Castro: Castro is proud of his rise from patrolman to interim chief, and his positive rapport with Franklin and Bingham Farms.

15. Are you a "by the book" chief or do you leave a lot to the officers' discretion? Why?

Morgan: Morgan is not "by the book." He believes there should be policies and guidelines, but that officers should use their discretion within them.

Browne: Browne thinks that there must be policies and procedures in place, but he believes in participatory and democratic management.

Castro: Castro believes that if he empowers his officers, they will make the department look good. His first approach is to let the officers use their judgment.

16. What level of involvement in the community should the police chief have? Why?

Morgan: The police chief is a community leader, so he should be visible, open, and available.

Browne: The police chief should be accessible, and supportive of the communities and their activities.

Castro: Castro believes in a high level of involvement: "24/7." He thinks the chief should be present at all Council meetings, as well as other functions and activities.

17. If you were selected for appointment to the position, when would you be available?

Morgan: This would need to be negotiated. His MPOL certification has lapsed, so he would need to go through waiver training.

Browne: The first part of March.

Castro: Not applicable.

18. In summary, what can you bring to the chief's position and why should you be chosen over the other candidates?

Morgan: He stated that he felt all the candidates were well qualified. Morgan added that he was different, bringing both different experiences and different tools to the table.

Browne: He said he would bring experience, training, and a good core set of values to the job. Jahnke asked Browne if he had met most of the Franklin/Bingham officers and Browne answered that he had, and that he had had a good working relationship with them over the years.

Castro: Since he has been with the department for seventeen years, he knows the officers, Councils, business people, residents, and the operations of the department. He led a smooth transition when Chief Glomb left. He knows what works in Franklin and Bingham Farms.

19. Is there anything you would like to add to our discussion or do you have any questions for us?

Morgan: Any questions he has would come at the next step of the process.

Browne: He said that Franklin and Bingham Farms are appealing and unique communities and he would like the opportunity to serve them.

Castro: If appointed, he intends to serve the communities with the highest degree of respect, professionalism, integrity, and dedication, and excellence. He wants the department to be the most excellent in the Tri-County area.

#### **IV. ADJOURNMENT:**

**Motion: Motion by Harnisch, seconded by Gallasch, to adjourn.**

**Ayes: Coyer, Gallasch, Harnisch, Lamott, McElroy, Schiano, Jahnke**

**Nays: None**

**Motion carried.**

The meeting was adjourned at 9:18 p.m.

Respectfully submitted,

---

Rebecca Gale

---

Eileen H. Pulker, Clerk

---

Mark W. Jahnke, President