



CITY OF PLYMOUTH  
COMMITTEE OF THE WHOLE  
SPECIAL MEETING MINUTES  
MONDAY, SEPTEMBER 10, 2018 - 5:00 P.M.  
PLYMOUTH CITY HALL COMMISSION CHAMBERS

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City of Plymouth  
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Plymouth, Michigan 48170-1637

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**PRESENT:**

Mayor Oliver Wolcott, Mayor Pro-tem Colleen Pobur, Commissioners Suzie Deal, Ed Krol, Nick Moroz, Tony Sebastian and Marques Thomey.

**ABSENT:** None

Also present was City Manager Paul Sincock and various Department Heads/Staff and resident Michael Vaz.

**REVIEW OF CITY'S STRATEGIC PLAN WITH DR. LEW BENDER:**

The City Commission held a Study Session with the Senior Leadership of the City to review the City's Strategic Plan and to review the expectations for both the City Commission and the staff. The session was facilitated by Dr. Lew Bender, who has facilitated the Strategic Plan review over the past two years. The highlights of the session from Dr. Bender are attached.

**ADJOURNMENT:**

Hearing no further discussions, the Strategic Plan Review Session was adjourned at 8:03 p.m.

**City of Plymouth Leadership Team  
Workshop Summary  
September 11, 2018**

**CONTENTS**

- I. **FACILITATOR OBSERVATIONS**
- II. **CITY COMMISSION AND STAFF RESPONSES TO FOUR QUESTIONS**
  - *What are your expectations of the Mayor?*
  - *What are your expectations of the City Manager?*
  - *What are your expectations of the Commissioners?*
  - *What are your expectations of the Staff?*
- III. **NEXT STEPS**

**I. FACILITATOR OBSERVATIONS**

*This is a terrific team. It was noted that the positive-healthy culture that everyone enjoys is special and should not be taken for granted. Whether they know it or not, the Citizens of Plymouth are very well served by this wonderful team. It starts with the City Manager's Five Rules of Decision Making and is made real by a Commission, Mayor and Staff who carry forward with dedication and desire to serve.*

*What a refreshing pleasure for this facilitator.*

## II. RESPONSES TO FOUR QUESTIONS

### COMMISSIONERS RESPONSES TO FOUR QUESTIONS

- **What are the Commissioners expectations of the Mayor?**
  - Leadership
  - Availability
  - Sounding board
  - Public “Voice” figure
  - Decisiveness
  - Clarity
  - Personal/approachable
  - Consistency
  - Honesty
  - Good communicator – content – amount
  - Helpful
- **What are the Commissioners expectations of the City Manager?**
  - Honesty
  - Knowledgeable
  - Resourceful
  - Decision makers
  - Organized
  - Clear thinker
  - Guidance
  - Communicator
  - Protect the staff
  - Bridge = staff and commission and policy and tactics
  - troubleshooter
- **What are the Commissioners expectations of the Commissioners?**
  - Willing to learn
  - Mindfulness
  - Strategic planning
  - Faces of community
  - Community focus
  - Get stuff done
  - Accountability
  - Teammate
  - Awareness of staff and workload
  - Share the load
  - Honesty
  - Participate
  - Effective
  - Go through proper channels
- **What are the Commissioners expectations of the Staff?**
  - To do their jobs
  - Communicate – feedback
  - Represent the City – be professional and friendly
  - Deliver customer service
  - To be able to say no to commissioners

## **STAFF RESPONSES TO FOUR QUESTIONS**

- **What are Staff expectations of the Mayor?**
  - Face of community
  - Control meetings
  - Don't react to team angry – listen- don't engage
  - Channel communications to City Manager
  - Team supports individual decisions
  - Focus on strategic plan
  - Establish policy
  - Sometimes the answer is “no”
  - Know who I am
  - Reach out to staff prior to making public comment
    - ✓ Point person for communication
    - ✓ Point person for the public “fluff” or policy setting
  - Overlap – hire and fire COO
  - Set direction for chairs of the boards
  - Be prepared
  - Know the roles/functions of the departments
- **What are Staff expectations of the City Manager?**
  - Channel communications to the staff
  - Channel communications to the Mayor
  - Channel communications to the City Commissioners
  - Team supports individual decisions
  - Filter staff suggestions to the Mayor
  - Face of staff our leader
  - Conduit to City Commission
  - Provides staff direction
  - Communicate expectations of City Commissioners and him and herself.
  - Enforces policy
  - Provides support
- **What are Staff expectations of the Commissioners**
  - Don't be reactive to team angry – listen – don't engage
  - Team supports individual decisions
  - Focus on strategic plan
  - Establish policy
  - Trust institutional knowledge
  - Sometimes the answer is “No”
  - Know your role – policy making board
  - Hire and fire COO
  - Set clear goals for organization and stick to them
  - Reach out to staff to learn more about topics
  - Set tone, goals, direction for subservient boards
  - Be prepared
  - Avoid “gotcha!”
  - Community ambassador
- **What are Staff expectations of the Staff?**
  - Team supports individual decisions
  - Execute policy
  - Don't say “We've always done it that way
  - Disseminate information to all staff by Department Heads

- *Be subject matter expert*
- *Work together as a team – don't be territorial*
- *Communication and collaborations (team)*
- *Supportive of each other – publicly and privately*
- *Be nice to each other*
- *Be prepared*
- *Ambassador of the community PLT*
- *Customer service oriented*
- *Transparency (applies to all) as appropriate*
- *Use Paul's five rules for decision making (see attached)*

### **III. NEXT STEPS**

- Review, and reaffirm these mutual expectations.
- Information requests to Department heads should not be overly time consuming. Detailed-longer time requests should come through the Mayor-Manager and perhaps the Commission. Information for one Commissioner (within reason) should be shared with all Commissioners.
- The Mayor may ask large public meeting groups advocating an idea/issue to select several representatives to present their views. He might also then ask if there are other views not presented.
- The Commission should review/update its policies for conduct in meetings.
- The manager and Mayor might consider asking Departments to give brief orientation-updates on the Mission, Services Accomplishment and Challenges of the Department (10-15 minutes?)
- Keep doing what ya'll are doing. Stay with the Five Rules of Decision Making!

Respectfully submitted by:

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September 18, 2018

### **Five Rules for Decision Making**

- 1) *Is it right for the community?*
- 2) *Is it right for the City?*
- 3) *Is it legal and ethical?*
- 4) *Does it fit within our policies and procedures?*
- 5) *Is it something for which I am willing to be accountable?*