

To: Michael Schmit, City Administrator
From: Sara A. Peterson, Managing Consultant
Date: March 31, 2009

Re: Council & Staff Retreat, March 6 – 7, 2009 at Kandiyohi Entertainment Center, Willmar

Below is a summary of the retreat. Thank you again for inviting me. It has been a pleasure to work with Willmar, and I look forward to the opportunity to meet with you again in the future.

ATTENDEES

The following were in attendance at the Kandiyohi Entertainment Center for the meeting:

Council Members	Staff Members	Guests / Public
Les Heitke, Mayor	Michael Schmit, City Administrator	Sara A. Peterson, Facilitator
Steve Ahmann, Ward 3	Steve Brisendine, Director of Community Education & Recreation	Tom Koop, LarsonAllen
Denis Anderson, Ward 1	Marvin Calvin, Fire Chief	David Little, West Central Tribune
Ron Christianson, Ward 2	Kevin Halliday, City Clerk / Treasurer	One observer from the community
Bruce DeBlieck, Ward 1	James Kulset, Chief of Police	
Jim Dokken, Ward 4	Mel Odens, Public Works Director	
Rick Fagerlie, Ward 3	Steve Okins, Finance Director	
Tim Johnson, Ward 2	Audrey Peterson, Administrative Assistant	
Doug Reese, Ward 4 & <i>pro tem</i>	Bruce Peterson, Director of Planning & Development	

AGENDA

The retreat was structured as follows:

Friday, March 6, 2009

9:00	Welcome & Overview
9:30	<u>What Is & Could Be for the City?</u>
12:20	<u>Digging into the Budget</u>
2:10	<u>What Could Be for the Council?</u>
4:00	<u>What Will Be for the Council?</u>

Saturday, March 7, 2009

9:00	Recap Friday
9:30	<u>What Will Be for the City?</u>
11:40	Wrap Up

GOALS AND PRIORITIES FOR 2009 – 2011

At the close of the retreat, council and staff agreed upon the following as priorities for 2009 – 2011:

- 1. Economic Development** — In order for Willmar to continue to grow as a regional center, weather the recession, and maintain a balanced tax base, its first priority must be economic development. While this will include other components, the primary approach selected as part of the retreat was to aggressively market the Willmar industrial park including the airport and MinnWest Technology Campus. The goal is for these areas to be fully occupied as soon as possible. In addition, the city will actively pursue a new veterans' nursing home facility,

not only for its economic development potential but for the role it can play in taking care of Willmar's aging population.

2. Fiscal Responsibility — Fiscal responsibility is a given for Willmar and an area in which it already has a strong track record. However, the current economic climate is revealing new vulnerabilities and opportunities that the city should take advantage of in 2009 – 2011. Specifically, Willmar should:

- Closely monitor its economic health and constraints
- Plan for a future in which it has reduced dependence on LGA
- Engage legislatively to the extent it needs for revenue gains
- Assess the current service structure and plan with other jurisdictions for greater efficiency

3. Neighborhood Stability — If economic development resulting in jobs and an enhanced tax base is the “heads” side of a coin, the “tails” side is neighborhood stability to keep residents within the city limits and maintain a high quality of life. As a result, neighborhood stability is the third of Willmar's primary goals for 2009 – 2011. Here again other items will be added for a full work plan, however, the first strategy approach for this goal is to focus on the city's core housing stock.

Recognizing that the city and its staff already have a number of items on the docket (e.g., sewage treatment plant), and that the recession adds certain pressures, the council selected only three priorities. However, council and staff agreed upon the following critical tasks for Willmar in 2009 – 2011 if it is to build upon its assets, address its changing needs, and achieve its vision for the future:

- **Leadership Succession Planning** — Staff must engage in leadership transition planning in advance of the turnover anticipated over the coming years
- **Streets / Storm Water Planning** — The city needs to continue developing a comprehensive five and ten year program for street improvements, one that incorporates the storm water improvements deemed appropriate and feasible by the storm water task force. Such a program should include a definition of the level of storm water control desired and a concrete financial plan for reaching its goals (e.g., directing surpluses, reconsidering assessment policies). As a streets plan, it should interface with planning around quiet zones.
- **Green Planning** — The city should develop a green plan that advances its position as a regional city; enhances quality of life through bike paths and the like; considers the jobs and revenue potential of greening the city; encourages rain gardens, recycling, and geothermal heating; includes changes at the city in use of biomass and of hybrid vehicles; and addresses Willmar's power plant issues. As a first step, the mayor and city council might consider convening a citizen task force on the issue. There may also be federal stimulus dollars to support such an effort.
- **Downtown Revitalization** — While council members said that downtown Willmar is “holding its own,” that area still needs help as businesses move to the edges of the community and the core service mix in town shifts. As a result, the city should:
 - ❖ Actively market the downtown
 - ❖ Re-enforce and support the work of the Design Center
 - ❖ Ensure a strong link with its Comprehensive Plan that includes ramps and green space

- ◆ Encourage redevelopment of blighted properties
- ◆ Create an approach for bringing developers into the area
- **Race Track** — Encourage continued conversations that might lead to moving this out of town.

In all of its efforts, the city (including both council members and staff) will:

- Continue the positive course it is already on
- Ensure it maintains all that is good with the city already
- Remain open to opportunities and adaptable to changes as they emerge
- Actively engage citizens and act as transparently as reasonable
- Involve and welcome new additions and populations to its community
- Actively tout what is good about the city, frame issues from their potential rather than their detriment, and build the city's image

SYNTHESIS OF MEETING DISCUSSION

The synthesis that follows captures the broad discussion of the retreat in the order of the agenda:

- Overview
- What is and could be for the city?
- Digging into the budget
- What could and will be for the council?

Overview

The session began at 9:05 a.m. Mayor Heitke welcomed all and briefly talked about the federal stimulus bill and budget concerns. City Administrator Schmit and Finance Director Okins talked about the city's tax capacity rate and levy. Then we reviewed the agenda and briefly talked about Willmar's mission, adopted core values, vision 2020 objectives, and the goals set by the group in 2003 – 2004, 2005 – 2006, and 2007 – 2008.

What Is & Could Be for the City?

For this section of the agenda, both council and staff focused on four questions:

- *What is going really well for Willmar right now?*
- *What is changing in the City or externally that will affect the City, including the recession?*
- *What do we want Willmar to be like in 2015?*
- *What does this suggest for our City priorities for the next two years (steps from here to there)?*

Discussion of those questions generated the following:

What is going really well for Willmar right now?

- As a city, **it works**. Willmar provides good municipal services at a reasonable cost (lower tax rates than comparable cities).
- Willmar is a **regional center** with strong retail business, health care, and education: *“Willmar is the 6th largest regional population center in greater Minnesota that is not an MSA (St. Cloud, Rochester, Duluth, Fargo). With well over 16,000 non-farm jobs, Willmar is the 4th*

largest regional employment center in greater Minnesota (and 1,286 farms).” [Department of Employment and Economic Development]

- It is seeing **economic development** in a variety of ways.
 - ❖ It transformed an empty state hospital into the MinnWest Technology Campus, “*which bills itself as the largest privately owned technology campus in the United States. Its mission: to lure start-ups and top-notch talent to Willmar, a city known more for its turkeys than software.*” [Star Tribune, February 9, 2009]
 - ❖ It has attracted “big box” stores such as Menards and Best Buy and has local, regional, and national banks. Each of these leads to job creation.
 - ❖ At the same time, its downtown is “holding its own.”
- It is **going green** with construction of two wind turbines in process.
- Its population is **growing**.

	1970	1980	1990	2000	2010	2020
	12,869	15,895	17,531	18,351	19,068	19,576

“Of Minnesota’s 10 largest regional centers (including cities such as St. Cloud, Brainerd, and Mankato), between 1970 and 1990 only Willmar experienced a greater rate of population growth within its city limits than within the surrounding 15-mile radius.” [Minnesota Planning]

- Willmar’s **quality of life** benefits from:
 - ❖ A reduced crime rate from 10 years ago (thus an improved city image) and
 - ❖ A number of recreational facilities (skateboard park, soccer field, civic arenas, aquatic center).
- The city’s **financial position** is strong.
 - ❖ It has a solid economic base with lower than average tax rates.
 - ❖ It is fiscally responsible with strong reserves and an A-1 bond rating.
- City **administration** is strong.
 - ❖ It enjoys high employee retention.
 - ❖ It has approachable, knowledgeable staff.
 - ❖ Appointed and elected officials have good relationships with each other.
- Willmar is **collaborative**.
 - ❖ Others see it as an example for them to emulate.
 - ❖ It enjoys positive relationships with other jurisdictions.
 - ❖ Its improved relationships have increased public safety.
 - ❖ Its economic development committee is an example of city and county working together.
- Willmar has positive **initiatives**.
 - ❖ It is a state and national model for inclusiveness.
 - ❖ Its Design Center is helping the downtown.
 - ❖ Its community college can provide customized training for businesses.
 - ❖ It has made transit and road improvements.

- ◆ It has successfully lobbied the state for its revenue needs.
- ◆ It has a strong utility and is creating a waste water treatment plant.
- Willmar has citizens with high **expectations** of the city.

What is changing in the City or externally that will affect the City?

- The city's **demographic composition** is changing. It is aging and becoming ethnically diverse. While aging has impacts on transportation, housing, health care, and jobs; influx of new populations can increase jobs, but also comes with growing pains. For instance, it has implications in terms of access to services (language and cultural differences) as well as expectations and understanding of roles and responsibilities.
- As a general matter, urban growth and change leads to **sub-urban growth**. This means that some will leave the city for the next ring of development – an exodus of second home builders. This dynamic shifts the tax base to the county and increases the proportion of rental properties in the core.
- **Income levels** are changing. Median income for the city is increasing, though still lower than other cities. At the same time there is a sense that the city's middle class is shrinking.
- The city's **business composition** is changing. Some businesses downtown are closing, yet employment is increasing through new manufacturing, big box stores, and small businesses. There is more potential for jobs through the airport and industrial park.
- **Citizen attitudes** are changing. They have higher expectations of technology and for access to information. There are trends toward a focus on personal (not-in-my-back-yard) interests over community interests.
- The **cost of business and of government** is increasing. City debt is increasing with the additional of a waste water treatment plant and municipal utilities. The city has infrastructure maintenance (e.g., streets) costs to deal with at the same time that LGA is declining and climate events are putting greater strains on them. State and federal mandates continue to increase, as do regulations such as those related to the environment.
- **City leadership** will be changing as some staff move toward retirement in coming years. At the same time, city hall is crowded with little physical capacity to add staff as the city grows. This may suggest a new facility, housing multiple jurisdictions in order to have more collaboration and efficient delivery of services.
- Finally, Willmar is dealing with increased number of **illegal residents**.

What do we want Willmar to be like in 2015?

- The city will continue to be a **safe and attractive** place to live and work.
 - ◆ Its **neighborhoods** will be stable, well-cared for, gang free, and with its older housing stock preserved, new construction taking place, and the race track removed.
 - ◆ The recreation, housing, transportation, and health care needs of its **older population** will be met.

- ◆ The city will be **educationally** strong, and neither language nor cultural differences will get in the way of educating Willmar citizens.
- ◆ Its **downtown** will be vibrant with an attractive streetscape, parking / ramp improvements, all business fronts occupied, redevelopment of blighted properties, and an active schedule of events.
- ◆ Willmar will be a **regional hub** with an expanded industrial park, the MinnWest Technology Campus completely full, and a vibrant hospital.
- The **city** will have reached a new stage.
 - ◆ It will be more **financially secure** – able to weather wider economic fluctuations.
 - ◆ It will be **innovative and green** in transit, power, and conservation (e.g., rain collection).
 - ◆ Its activity will be **transparent** and e-friendly (online forms and applications).
 - ◆ Its citizens will be **engaged**.
 - ◆ It will have smoothly completed staff **transitions**.
 - ◆ It will have a new **fire substation**.
 - ◆ Its offices will be part of a centralized **government center** that allows for combined services across jurisdictions. Perhaps there will be a new, regional courthouse as well.
- The city will have a **multi-modal transportation plan** that includes discussion of high speed commuter rail, at least six of eight railroad crossings as quiet zones, and a west bypass.

What does this suggest for our City priorities for the next two years?

- It should mostly stay the course, while working to maintain its quality of life (infrastructure, amenities, and services) and attract new citizens and businesses.
- The city should work to gain more respect from other communities and pride from its citizens. It should be welcoming and broaden its marketing. The city should foster a healthy, positive image through positive communication. (The sky is *not* falling.)
- It should complete its comprehensive land use plan this spring and educate Willmar on its contents. Going forward, it should complement this with a comprehensive financial / economic plan and explore more green strategies (e.g., mandatory recycling) as economic development tools.
- Willmar should aggressively promote its industrial park and airport, working with the community college to fill any work force training gaps. It should also lobby for a state-owned and operated veteran’s nursing home facility for the city.
- It should engage its citizens in priority setting and in the process educate individuals on how the city works and can work for them.
- The city should ensure that it has reviewed and codified its policies, including conflict of interest, for a more transparent process. It may also engage in a review of its services (engaging the community in that process) to assess expectations and current delivery so that Willmar can “right size” over time.
- Staff should be aggressive in succession planning.

Digging into the Budget

In order to make decisions related to the 2009 budget and recommendations for developing the 2010 budget, the retreat discussion began with a review of trends and projections visible to city staff.

Looking strictly at the number trends, the City of Willmar has managed its growth and spending well. The table below shows annual percentage change for revenue and expense as well as cumulative change for 2005 through 2009. In total, city expenses have grown less than inflation while revenues have exceeded inflation, allowing for necessary growth and reserves.

	2005 to 2006	2006 to 2007	2007 to 2008	2008 to 2009	2005 to 2009
Revenue	14%	5%	(7%)	7%	19%
Expense	(6%)	16%	3%	(2%)	11%

Projecting forward, Willmar will have to adjust for the economy, but the discussion suggested that changes will not need to be substantial. The purpose of this discussion was to quantify the potential revenue to expense gap in the current economy – the scale of the problem the city must address in 2009 and prepare for in 2010 and subsequent years. The State of Minnesota is currently projecting a \$4.6 billion shortfall for FY 2010 – 2011, which means LGA may continue to drop, with projections of \$319,000 in 2009 and \$400,000 in 2010. The following summarizes those issues:

Revenue	Expense
<p>Increasing</p> <ul style="list-style-type: none"> Starting to increase fees <p>Holding Steady</p> <ul style="list-style-type: none"> Interest income Local option sales tax on projection (though lower than it has been) <p>Declining</p> <ul style="list-style-type: none"> Local government aid Construction permit revenue <p>Other</p> <ul style="list-style-type: none"> State considering clothing tax Might consider implementing franchise fees 	<p>Increasing</p> <ul style="list-style-type: none"> Debt service but projects have matching revenue <p>Watch in Order to Control</p> <ul style="list-style-type: none"> Compensation rates Insurance – health and overall risk Unexpected litigation Impact of deferred maintenance <p>Declining</p> <ul style="list-style-type: none"> Hiring and replacement costs – already frozen for 2009 <p>Other</p> <ul style="list-style-type: none"> Fuel and utilities increases – already budgeted in 2009
Total Projected Impact	Total Projected Impact
<ul style="list-style-type: none"> 2010 – Perhaps as much as \$600,000 or 2.25 percent of the budget 	<ul style="list-style-type: none"> 2010 – Unclear but likely to be no more than \$200,000 or so (less than 1 percent of budget)

In discussing the budget we identified a number of ways in which the City of Willmar has developed strong financial controls for conservative financial management and the benefit of the community, including:

- Willmar has always used conservative revenue projections.
- It has always tried to do more with less, looking for efficiencies.
- It uses a “pay as you go” approach for all but the biggest projects, which have revenue attached.
- It rolls surpluses forward two years, gaining interest and incentive to spend under budget.

- It has strong reserves policies, which increase revenues and bond ratings.
- It reduces expenses through assessments and self insurance.
- It increases revenues through alternative sources that in turn keep taxes low.
- Its development policy requires developers to share costs and risk.
- When in tight budget years, the city delays hiring and purchases.

Should budget projections worsen, the city *might* pursue the following ideas:

- Holding spending at 2009 levels;
- Restricting parking to reduce snow removal costs;
- Freezing wages and shifting capital project schedules, reallocating improvements;
- Adjusting property taxes to levy back local government aid cuts; and/or
- Looking further ahead to see if it should cut more than it has to for future stability.

Regardless, the council will pursue the following:

- Approving the staff-recommended plan for 2009 budget cuts (versus tax increases) as follows. Staff will have permission to pursue each phase as/if it becomes necessary in response to changes in revenues, particularly LGA.

	Phase 1	Phase 2	Phase 3
Operations			<ul style="list-style-type: none"> • Professional Services 20,000 • Fuel 20,000
Programs			<ul style="list-style-type: none"> • Cultural Diversity 30,000
Non-Departmental 10% across the board	<ul style="list-style-type: none"> • Design Center 6,000 • Meals on Wheels 2,000 • Humane Society 1,000 • Baseball Boosters 3,000 • Child Guide 1,000 • Marketing 2,000 • Citizen Energy 6,000 • Foundations 10,000 		
Reserves			<ul style="list-style-type: none"> • General 120,000
Capital Outlay	<ul style="list-style-type: none"> • City Hall 28,310 • Engineering 31,689 • Public Works 170,000 	<ul style="list-style-type: none"> • Levy 200,000 	<ul style="list-style-type: none"> • Data Processing 10,000 • Parks / Playground 22,000 • KAT Bus 9,000 • Community Center 3,000
Capital Projects	<ul style="list-style-type: none"> • Quiet Zones 179,478 • Auditorium 8,000 • Leisure Services <ul style="list-style-type: none"> - Tennis Courts 30,000 - Rice Wading 7,000 - Fencing 6,000 - Equipment 10,000 	<ul style="list-style-type: none"> • CBD Furniture 15,000 • Holiday Decorations 15,000 	
Phase Gain	\$501,477	\$230,000	\$234,000
Cumulative Gain	\$501,477	\$731,477	\$965,477

- Quarterly monitoring of the budget by the council in addition to the frequent monitoring already done by staff, particularly watching for “canaries in the mine” such as:
 - ❖ Significant drops in the local option sales tax, property values, or lodging taxes
 - ❖ Financial instability at the hospital or with public utilities

~ Significant legislative action And city staff will pursue the following:

- Explore opportunities for shared services with other jurisdictions
- Explore additional internal efficiencies that reduce unit costs and noting that substantial changes should incorporate feedback from the public

What Could Be for the Council?

For this section of the agenda, both council and staff focused on four questions:

- *What you most value about serving Willmar?*
- *What are the core factors that make the Council great?*
- *What CONCRETE wishes do you have to enhance the vitality of the Council?*
- *What positive legacy does this group want to leave for Willmar?*

Discussion of those questions generated the following:

What you most value about serving Willmar; why do we serve?

Discussion of this question re-enforced our understanding that each member of the council serves out of positive motivations. Their individual responses included the following:

- Because it is good citizenship and in response to community pride – *“It’s a great community.”*
- For the relationships, sense of accomplishment, and recognition
- For the challenge, the variety of responsibilities, and the enjoyment of solving problems
- For the opportunity to create a vision for the community
- To affect future generations and be part of those decisions
- To be a contact for the community and the voice of constituents
- To be financial stewards and engage in joint ventures
- To know the issues and be a better citizen; to act versus just criticize
- For the opportunity to be connected to the larger region and community
- To act for the good of society when someone has to

What are the core factors that make this (or a) Council great?

Discussion of this question brought forth that there are strengths in the council for it to build upon for its future, including:

- Council members care about Willmar and are compassionate people.
- They come with diverse backgrounds, expertise, and opinions.
- They are experienced and have confidence in the city staff.
- They engage in open dialogue and take action.
- They listen to constituents and are approachable.

It also showed areas where the current council might benefit from perceptions of an ideal council, such as:

- Engaging in positive leadership
- Representing the whole community rather than groups within
- Being fully transparent with preparation, appropriate input and documentation
- Making hard choices (even if not popular); agreeing to disagree; and sticking with a direction, policy, or action once taken

What CONCRETE wishes do you have to enhance the vitality of the Council? Discussion here brought forth a dozen items for the council to implement going forward:

- **Behavior**
 - ❖ Council members will show respect for one another.
 - ❖ Council members will speak for themselves, not each other, using “I” statements.
 - ❖ Council members will not engage in personal attacks.
 - ❖ Council members will address personal conflicts directly, one-on-one as appropriate.
 - ❖ Council members will be as approachable to each other as possible.
 - ❖ Council members will not take disagreements into the public, electronically or physically out of council chambers, but will “keep the fight on the field.”

- **Professionalism**
 - ❖ Council members will explore ways to be more broadly involved (e.g., League of Cities).
 - ❖ Council members will be prepared for all working sessions.
 - ❖ Council members will watch the agenda and target comments appropriately
 - ❖ Council members will make their points without “showboating.”
 - ❖ Council members will listen to each other versus forming responses while another speaks.
 - ❖ Council and staff will endeavor not to use “you will recall” but rather provide the specific data or citation for a historical reminder.

- **Committees**
 - ❖ All committees should be posting their process documents online.
 - ❖ The city will explore ways to increase committee documentation online.
 - ❖ Committee chairs will encourage public engagement at the committee level.
 - ❖ Motions arising from committee will be presented by the committee chair and seconded by the original committee proponent as much as possible.

A request also emerged that the city should televise more of its process, particularly committee work. Since others in the room disagreed with this suggestion or recognized the logistic difficulties of it, the issue was not resolved during the retreat.

Council members will hold each other accountable to the above expectations with civility and respect, recognizing that certain matters should be discussed outside of meetings or during a recess.

What Will Be for the Council?

Late Friday and again on Saturday the group turned to its discussion of how it should work as a group, specifically to the “Speak Your Peace” initiative. This was because it was previously referred to the retreat for discussion and report back to the community.

In reviewing that initiative’s core concepts, it was clear that each concept aligned with some part of the previous discussion as outlined below.

Core Concepts	The council had already said:
<p style="text-align: center;">Pay attention</p> <p style="text-align: center;">Be aware and attend to the world and the people around you</p>	<p style="text-align: center;">Individuals should pay more attention to the agenda and shouldn’t push unannounced items onto the agenda, particularly if important to someone who is absent</p>
<p style="text-align: center;">Listen</p> <p style="text-align: center;">Focus on others in order to better understand their points of view</p>	<p style="text-align: center;">Individuals should listen more versus formulate responses while the other was talking</p>

Core Concepts	The council had already said:
<p style="text-align: center;">Be inclusive</p> <p>Welcome all groups of citizens working for the greater good of the community</p>	<p>One of Willmar's core values is to be inclusive</p>
<p style="text-align: center;">Don't gossip</p> <p>And don't accept when others choose to do so</p>	<p>Individuals should "keep the fight on the field" in other words not carry it into other arenas or to other individuals</p>
<p style="text-align: center;">Show respect</p> <p>Honor other people and their opinions, especially in the midst of disagreement</p>	<p>Individuals should show each other respect</p>
<p style="text-align: center;">Be agreeable</p> <p>Look for opportunities to agree; don't contradict just to do so</p>	<p>Individuals shouldn't "showboat" and should laud what is good versus focus on what is bad</p>
<p style="text-align: center;">Apologize</p> <p>Be sincere and repair damaged relationships</p>	<p>Everyone should be as approachable as possible, should deal with disagreements directly, and the retreat brought with it a strong example of apologizing</p>
<p style="text-align: center;">Give constructive criticism</p> <p>When disagreeing, stick to the issues and don't make a personal attack</p>	<p>Individuals should not attack each other personally</p>
<p style="text-align: center;">Take responsibility</p> <p>Don't shift responsibility and blame onto others; share disagreements publicly</p>	<p>Individuals should be prepared, should "keep the fight on the field," and stick with decisions once made</p>

Finally, the Council agreed that it would *not formally adopt a resolution* such as that below. Instead, the Council would acknowledge the following as part of its retreat and this report:

Once viewed in the context of previous discussion, each member of the Council was able to say that the principles of "Speak Your Peace" are consistent with the Council's own expectations for individual and group behavior. It will endeavor to keep these in mind as it would other values or mission statements for its work.

Resolution Accepting the Nine Tools of Civility

Whereas, the residents of the City of Willmar place a high value on respect and civility in their lives and they understand that these characteristics are essential to any healthy community; and

Whereas, the City of Willmar supports opportunities for civil discourse and discussion in the community and; and

Whereas, the City of Willmar addresses sometimes controversial issues about which people often feel passionately – which at times leads to uncivil behavior; and

Whereas, an atmosphere of incivility and disrespect can have a damaging effect on the proceedings, on the quality of debate, and on the practice of democracy itself.

Therefore, be it resolved, that the City of Willmar recognizes nine tools of civility that will provide increased opportunities for civil discourse in order to find positive resolutions to the issues that face our area. These tools include:

1. Pay attention.	4. Don't gossip.	7. Apologize.
2. Listen.	5. Show respect.	8. Give constructive criticism.
3. Be inclusive.	6. Be agreeable.	9. Take responsibility

Be it further resolved, that the City of Willmar shall promote the use and adherence of these tools in conducting the business of the City of Willmar.