

**CITY OF FORT WORTH  
CITY COUNCIL RETREAT  
APRIL 24 – 25, 2008  
DALLAS/FORT WORTH MARRIOTT HOTEL & GOLF CLUB**

**THURSDAY, APRIL 24, 2008**

**Present:**

Mayor Mike Moncrief  
Mayor Pro Tem Kathleen Hicks  
Council Member Sal Espino  
Council Member Chuck Silcox  
Council Member Danny Scarth  
Council Member Frank Moss  
Council Member Jungus Jordan  
Council Member Carter Burdette  
Council Member Joel Burns

Council Aide Devan Allen  
Council Aide Belinda Norris  
Council Aide Sandy Breaux (absent)  
Council Aide Jeanine Ricks  
Council Aide Michelle Reynolds  
Council Aide Cyndi Caldwell  
Council Aide Sami Roop  
Council Aide Kristi Wiseman

**City Staff:**

Dale Fisseler, City Manager  
Joe Paniagua, First Assistant City Manager  
Karen Montgomery, Assistant City Manager/Chief Financial Officer  
Tom Higgins, Assistant City Manager  
Fernando Costa, Assistant City Manager  
Carl Smart, Acting Assistant City Manager  
Charles Daniels, Newly Appointed Assistant City Manager  
David Yett, City Attorney  
Marty Hendrix, City Secretary  
Darlene Allen, City Auditor

**Consultant/Facilitator:**

Mike Conduff, President and CEO of The Elim Group

All of the City Department Heads, the Regional Transportation Coordinator, the City Communications Officer were also in attendance, along with other support staff from the City Manager's Office and the Mayor and Council Office.

**Welcome Mixer**

Before the retreat was opened by Mayor Moncrief, the consultant encouraged everyone in attendance to "meet and greet" other City employees that they were not familiar with in order to get to know them better.

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**Opening Remarks**

Mayor Moncrief opened the Fort Worth City Council Retreat at 9:20 a.m. on Thursday, April 24, 2008, in the Trinity Room of the Dallas/Fort Worth Marriott Hotel & Golf Club, 3300 Championship Parkway, Fort Worth, Texas 76177. He provided opening remarks about the recent storms the City had experienced and that the City had been fortunate there had been no major damage. He talked about the high water rescue event that was addressed by the City's public safety employees in the Fire and Police Departments. Mayor Moncrief spoke about the issue of resources the City must have and that the City was at a cross roads and the growth was continuing. He talked about the City as a sense of place, the quality of life issues, the City's heritage and the challenges that the City would face as the growth continues.

Mayor Moncrief advised of his early morning speech at one of the local organizations and the important issues facing the City. He talked about the City's program of Citizens on Patrol and that the citizens that serve in that capacity care about their community. He pointed out the need to seek and recruit new members of the younger generation to step up and be active in this organization.

Mayor Moncrief asked each elected official and the appointed officials to look at each other and understand the value of everyone. He pointed out the importance of not being a City divided, but working together on the challenges that the City Council faces as well as the City staff. He pointed out that at times the City Council is not easy to work with and on the other hand sometimes the City staff is also not easy to work with. He emphasized that working together, the challenges can be faced and the Council and staff can accomplish the list of things that the City must do.

Mayor Moncrief pointed out that the retreat was an opportunity for the City staff to come to understand the City Council, their responsibilities to their constituents, their "to do" lists and that they also have families members and that the City Council needed to do a good job for them. He added that there is a need for these relationships.

Mayor Moncrief pointed out the agenda for the retreat on Friday and it was focusing on the City's budget issues, the associated challenges and the courage needed by the City Council to address these budget issues.

City Manager Dale Fisseler spoke about the purpose of the retreat and the reason that all elected officials, the appointed officials and other staff members were present. He pointed out that there were a lot of changes on the City's management team. He also pointed out that the team was a lot larger at this retreat and it was an opportunity to learn and understand the roles of

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**Opening Remarks (cont'd)**

the City Council, the appointed officials, and the department heads and to appreciate their roles and responsibilities and the challenges that each one faces. He added that it was also an opportunity to get to know each other better and understand the role of the team.

City Manager Fisseler introduced newly appointed Assistant City Manager Charles Daniels, who spoke before the group on his background and interest to come back and work for the City of Fort Worth as an Assistant City Manager.

City Manager Fisseler provided closing remarks and expressed appreciation to the Assistant City Managers for their work thus far and on this retreat.

**Purpose, Agenda Review, Ground Rules**

At this time, Mike Conduff, President and CEO with The Elim Group introduced himself and advised of his facilitator role in bringing everyone together in the room to look at relationships and roles. He emphasized that everyone was a winner and that this was an opportunity to look at what is important now. The purpose was also to clarify the various roles and to strengthen the relationships. He stated that it was also an opportunity to look to the other players and ask them what they needed to be successful. He stated that it was an opportunity to discuss and decide what each team of players can and can't do for each other. He also gave everyone permission to play.

Mr. Conduff then talked about the five senses, i.e., seeing, hearing, tasting, smelling, touching. He put forth the question to everyone of: "What does success feel like, taste like, smell like, etc.

At this time, Mr. Conduff went around the room and asked everyone present to introduce themselves. Each person gave their name, their title and other interesting information.

**Value of "Practice" vs. "Performing" in Your Role**

Mr. Conduff continued his presentation and had open floor discussion on the wants and needs of others. Topics offered up through the discussion included early communication, listening to the other person's opinion, being diplomatically honest, being truly honest, having an open heart and open mind, having the willingness to say "ouch", have no "tazing", have fun, let go of issues, ask a lot of questions and make no assumptions.

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**Roles Explorations/Expectations (Small Role Groups)**

Mr. Conduff had everyone at the retreat break into small discussion groups to explore the roles and expectations. The groups consisted of the Mayor/Council and their aides, City Manager/Assistant City Managers/City Attorney/City Secretary/City Auditor and then the Department Heads. Each group wrote down their discussion points and those discussion points were presented to the entire group when the individual groups returned to the large group setting. A debriefing of the entire group was held where topics of discussion were presented and discussed.

**How Do We Spell Success in Our Role Within the Organization?**

Mr. Conduff had the team divide again into smaller discussion groups to identify how each of the members spelled success in their role within the City organization and how it tasted, felt, smelled, looked and sounded. Each small discussion team wrote down their comments and reported to the group as a whole when the full team debriefing was held.

**Relationships – It’s a Matter of Perspective (Small Groups)**

Mr. Conduff explained the concept of quality quantifiers and spoke about relationships and asked the group to identify things or concepts of things that everyone “must always do” and “must never do” to damage the relationships. He explained that the lists needed to show the follows:

“What must the Council have from the staff?”

“What must the staff have from the Council?”

“What must the City staff never do?”

“What must the City Council never do?”

The large group broke into the small discussion groups.

The retreat was recessed at 12:00 p.m. to 1:05 p.m. for lunch break. Mayor Moncrief reconvened the retreat at 1:05 p.m.

**What Do We Need to Be Successful (Small Groups)**

Mr. Conduff had the group divide into their small groups for discussion on what everyone needed to be successful.

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**Full Team Debrief**

All of the groups came back together for a full debriefing of all of the areas and items discussed.

Mayor recessed the meeting at 2:30 p.m. for a break. Mayor Moncrief reconvened the Council meeting at 2:45 p.m.

**Operating Agreements Requested/Accepted**

Upon completion of the discussions, the following lists were provided for the City Council and staff's review:

**City Council Ask For List**

1. Accurate, timely and complete information/responses to issues.
2. Good customer service (consistent)
3. Understand political realities in making sound recommendations
4. Don't play games by offering alternatives that staff knows won't work
5. Don't play games by offering alternatives that staff knows won't work
6. Provide more education on complicated issues
7. Don't speak for Council in community
8. Provide consistent policy on communicating with departments
9. Don't be hesitant to speak mind on issued, i.e., be frank, don't sugar coat an issue

**City Council Offer List**

1. Provide candid rationale for Council positions
2. Not to play games
3. To utilize staff expertise
4. Provide consistent/clear direction
5. Take time to listen
6. Be respectful of staff time, as long as staff is responsive to needs
7. Not to shoot the messenger
8. Offer strength-centered comments
  - a. Praise individual staff; provide recognition
9. Admit when Council is wrong and work with staff to fix
10. Treat all appointees with the same degree of respect.

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**City Staff Ask for List**

1. Re-institute the two-hour individual time commitment for requests, exceeding that ask for a Council majority.
  - a. If necessary clarify how many Council members are interested in requested information.
  - b. Recognize that requested information will be shared with all.
2. Allow CMO to address operational and staffing issues even when they reach the Council.
3. Sometimes staff is right; Council and staff need to support each other – when Council is looking at an issue, please go back to department to find out what happened.
4. Focus on policy & results (not means to achieve) then allocate resources and hold staff accountable.

**City Staff Offer List**

1. Address citizens' concerns and not redirect them to their Council Members.
  - a. Provide "heads-up" to Council Aides on difficult encounters with citizens.
2. Staff will involve City Council in a timely and appropriate manner in contract negotiations.
3. Bring forward complete, accurate and timely information, within a reasonable time frame, so that the challenging decisions can be made.
4. When we are wrong we will admit and will address it.

There was also discussion and agreement on providing the Council Aides with a list of departmental customer service contacts that can assist them with any help that they need.

Mr. Conduff summarized all of the topics that had been discussed during the day and the accomplishments that had been made by the group.

**Wrap Up and Adjourn**

Mayor Moncrief advised that it was time to provide for the wrap up comments. He provided closing remarks for the group and what had been accomplished.

Mayor Moncrief adjourned the Fort Worth City Council Retreat at 4:10 p.m. on Thursday, April 24, 2008.

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**FRIDAY, APRIL 25, 2008**

**Present:**

Mayor Mike Moncrief  
Mayor Pro Tem Kathleen Hicks  
Council Member Sal Espino  
Council Member Chuck Silcox  
Council Member Danny Scarth  
Council Member Frank Moss  
Council Member Jungus Jordan  
Council Member Carter Burdette  
Council Member Joel Burns

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**Consultant/Facilitator:**

Mike Conduff, President and CEO of The Elim Group

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**Welcome**

Mayor Moncrief opened the retreat at 8:50 a.m. on Friday, April 25, 2008, in the Trinity Ballroom of the Dallas/Fort Worth Marriott Hotel & Golf Club. He referenced the document that had been prepared from the group discussions the day before and exercises that were held on Thursday of the Council's "ask for" and "offer" list as well as the City staff's "ask for" and "offer" list. He requested input as to whether everyone was comfortable with the wording of the items. He suggested minor wording changes to clarify several topics.

Council Member Silcox stated that he disagrees with one of the statements under the City staff's "ask for list". He referenced Item 4 and stated that he understands the concept; however, he is opposed to that process.

City Manager Fisseler indicated that the statement was made so that the City Council would realize there was a different way of bringing issues to the City Council. He added that there was a lot of talented City staff and if the City staff was not doing something the way the City Council Member wants it done, then who will make the decision of what must be done. He clarified his issue was that the City Council should not limit the options that are available to accomplish the goal. He emphasized the need of the Council to focus on the bigger picture, for example, do not tell the City staff which road to take to a destination. City staff ought to be able to determine which road to take to get there and step up to the decision; however, there needs to be an open dialogue.

There was further discussion on the issue of the Council determining the staffing levels for departments when the staff's recommendation may have been for fewer numbers. The Council pointed out that on the other hand the City staff should not be out in the community telling the citizens that the departments are not receiving enough staffed positions.

**Follow-up on Thursday Discussion**

Mayor Moncrief recognized the consultant, Mike Conduff and he took over the meeting. He reminded the City Council of what they had discussed and determined at their meeting held on Thursday.

There was further deliberation on the topics that were discussed and the agreements reached.

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**Discussion About Linking Budget to Strategic Goals**

**A. Conversation on Starting Point for FY 09 Budget**

City Manager Fisseler talked about driving to the retreat location in north Fort Worth and observing the traffic congestion on the roadways and that the City Council and staff could not ignore any part of the City and the associated needs. He talked about focusing on the really big challenges facing the City and the need to stay on the right course. He talked about the growth being experienced in the City and that the City's revenues were not going to cover the expenditures. He stated that the City was looking at a \$24 million shortfall per year. He stated that there was a need to come up with other revenue resources, whether those might be in fee increases, impact fees, raising the taxes, etc. He emphasized the issue of not adding any new staffing positions as the cost of an employee was a high cost. However, he pointed out that it was not really reasonable to think that the City could go without adding new staff. He pointed out that there was a need to look at a smaller work force and looking at the concept of outsourcing some City services to other agencies or private companies. He pointed out the need to have staffing at a net neutral or net reduction.

City Manager Fisseler talked about the need for reasonable compensation for the staff that is working for the City for the next five years, including looking at reduced staffing levels and restoring programs or services that are important and eliminating programs that are no longer necessary or do not work. He also talked about the City's reserve fund and the associated problems that the City is facing regarding that fund and how that fund would be used in the future. He stated that he does not want to make reduction in the public service areas, but the staff needed to look closely at their budgets. He pointed out that all departmental staffing had been put through all of their budgets to get to a 70% budget and to get the "best bang for the buck" and still maintain service areas. He talked about bringing forward alternatives. He emphasized that there will be tough discussions. He continued by stating that the staff needed to change the ways that they communicate with the City Council and needed to give them all of the information to make decisions. Another issue was to not overstate the dollar amount for programs and/or services. City Manager Fisseler talked about departments looking into what areas needed to be eliminated and areas of overlap. He pointed out that the County and City needed to work together in certain areas to realize savings, who will benefit from the savings, and look at sharing costs with other cities/agencies.

Mayor Moncrief mentioned that coming up IH35 that everyone got a good taste of development occurring and the issue of traffic and what is going on up there. He added that in 20 years there will be approximately 200,000 people living in the north area of the City. He talked about citizens trying to find other ways to get to and from work, the traffic on FM 156,

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seeing water trucks driving to the drilling sites and what was going on in the Sendera Ranch area. He talked about the Barnett Shale and that the City is trying to send the message that it was not the panacea and what was being done with the gas money. He talked recent action by the City Council about the undesignated funds going back into the roads for 15 years. He added that the City needed to do a better job to inform folks of what is taking place.

Council Member Espino pointed out that these issues did not just exist in north Fort Worth. He pointed out the need for funding to address the needs of the older neighborhoods so that they can be revitalized and redeveloped. He talked about the organization of the City into 28 departments, the City's \$1 billion budget and the 6000+ employees. He talked about driving through the northside of the City and seeing the challenges. He added that the City could do a better job of joint uses with the Fort Worth Independent School District and with the other school districts that are located within the City. He pointed out several collaborations with Crowley ISD. He also talked about the need to free up more debt capacity and the debt ratio so that the City could borrow more monies.

He spoke about the widening of Golden Triangle Boulevard, approved in the 2004 bond program, and that it was going to cost more funding as it has taken so long to develop and that this project still had not broken ground and it was 2008. He pointed out that it would not be widened until 2010.

Council Member Jordan indicated his support of comments made by Council Member Espino. He stated that he was thinking more long term and that his point was regarding the use of impact fees, the City's match to those funds and that the City needed to move with a sense of urgency with the projects that had been approved. He added that the City needed a greater sense of urgency when undertaking projects and used the school districts as an example of the fact that they move faster with their capital improvement projects. He also emphasized the need to work in partnerships with them.

Council Member Silcox talked about the issue of the City's debt capacity and that when he first served on the City Council it was at 26.6% and now it is 8.5%. He pointed out the City could have a higher debt capacity; however, he did not want to go above 12% and the City needed to have capacity for debt payment.

Council Member Burdette spoke about the budget for outcomes and the issue of the City's fund balance. He posed the question about the City's policy to maintain the 10% reserve for the City's General Fund. He questioned whether it was appropriate or should the amount be higher, i.e., 12%. He pointed out that this will have an affect on the City's budget.

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Council Member Silcox pointed out that about 10 to 12 years ago the City's reserve fund was the equivalent for operating the City for one month. He added then the City Council changed the reserve fund policy to the 10% figure of the General Fund.

Council Member Burdette questioned what the justification was for that amount. City staff advised that the GFOA standards recommend that 5% to 15% be the percentages that are utilized for a reserve fund and the 10% represents somewhere in the middle. In further discussion, City staff advised that they are going to report to the Council how that 10% reserve figure is working for the City and how many times it is being dipped into for funding sources.

City Manager Fisseler spoke about finding the history of that figure and where the City has been with that amount. He pointed out that he is recommending a higher number. He talked about the issue of not being able to receive grants and the need for the City to protect the line of credit with HUD. There was further discussion on the issue that the funds are to go for unanticipated expenditures.

Mayor Pro Tem Hicks pointed out that she concurred with the statements regarding a need for a balance throughout the City. She pointed out that in her district there were a microcosm of needs. She pointed out her concerns for the older residents of the City who have paid taxes longer than the new growth residents. She pointed out the diversity of the City and the need for a careful balance. She spoke about the homelessness issue and the dollars needed to address that issue in the City. She also spoke about her concern for the growth and the amount of it. She pointed out the need for the City to be focused on all citizens no matter what their economic backgrounds.

Council Member Scarth pointed out that for the City to get where it needs to be for the next five (5) years and for all of the efficiencies, the City will need help. He pointed out that the City needs to be a place where the growth will bring jobs, facilities, etc., which will pay for the taxes. He pointed out the importance of policies that find a balance of moving the City forward. He talked about the transportation impact fees being considered by the Council and that they should not hinder the growth factor or the economic development.

Council Member Moss talked about issues in his district. He pointed out the need for economic development that would generate income for the City as well as develop areas that are currently not productive. He talked about new construction opportunities, new homes, all which will create taxable revenues. Council Member Moss pointed out the vast amount of land that is available in the intercity neighborhoods that is perfect for development as the infrastructure is already available. He pointed out the need for a policy to address that issue.

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Council Member Burns spoke about the investment in the older areas of the City and the inner city and the need to build on them and create sustainable neighborhoods and foster them. He talked about the investments that need to be made to provide for mobility and rail service, which have very high costs, and the need to enter into partnership in those endeavors.

Mayor Moncrief expressed concern regarding the reserve fund amount and that it needed to be a fund amount that would be sufficient to address emergencies. He talked about if that figure was reduced then the City's bond rating could drop. Assistant City Manager Karen Montgomery pointed out that it was a factor when determining the rating. Council Member Jordan interjected that there was a number of things that are looked at to determine the City's rating.

**B. Overview of “Budget for Outcomes” Concept**

Assistant City Manager Karen Montgomery/Chief Financial Officer expressed appreciation to the City Council for their attendance at this retreat, their interest to embark on the challenges and to approach the budget process in a different manner. She then presented charts of the City's General Fund Overview showing the revenues and expenditures (baseline). She advised that revenues are estimated to increase 3.8% to 5.3% per year. She pointed out that the base expenditures, before adding any net new positions, are estimated to increase by 5.1% to 6%, outpacing revenues. She advised of the accumulated potential funding gap ranging from \$5.9 million in FY 09 to \$24.4 million in FY 2013 before any corrective actions. She noted that in FY 09 and all forecast years, expenditures are expected to outpace revenues. Ms. Montgomery reference the next chart that showed the City's General Fund Overview of the City's Fund Balance. She explained that the available fund balance equaled the undesignated/unreserved funds. She pointed out that the City's Reserve Fund is a minimum of 10% of the General Fund. She stated that without adjustments or before any corrective actions, the fund balance will continue to decline well below acceptable levels, potentially going negative within the five-year window. She pointed out the important trends. She spoke about the unexpected or under estimated expenditures and that those costs have been paid from the City's fund balance. She advised that those items came forward to the Council by a Mayor and Council Communication.

Assistant City Manager/Chief Financial Officer Montgomery continued her presentation and advised that if the revenues do not grow, this also causes spending of the fund balances. She advised of the fact that the expenditures are growing faster than the City's revenues. She pointed out that forecasting is an art rather than a science. She stated that the City has been conservative enough; however, the trends are showing that the General Fund is going negative and she pointed out on one chart that it would take \$100,000,000 to get up to a certain “red line” level.

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Assistant City Manager/Chief Financial Officer Montgomery referenced the next chart that showed how to grow the fund balance. She talked about the challenges and the change in the budget process and developing the new budget process and how continuation of it will change the budget picture.

There was discussion on the chart information provided. Council Member Jordan questioned whether the reallocation of debt service had been taken into consideration and whether any growth in the Barnett Shale, as to the ad valorem taxes, had been considered. There was further discussion on that issue. Council Member Jordan indicated that he had a list of questions in that regard and would deliver that list to the City staff on the next Tuesday.

Assistant City Manager/Chief Financial Officer Montgomery talked about the modified zero based budget approach that had been taken by the City departments. She pointed out that it started with the approach of reducing the departments' budgets to a 90% figure, then to an 80% figure. She added that the Council requested the budget reduction include a 70% figure, which she pointed out had been done by the departments. She indicated that the budgets were due today and she had not seen them or prioritized them as of this time. Assistant City Manager/Chief Financial Officer Montgomery also advised that the departments also submitted improvement packages for what new programs or services they needed. She talked about how the budgets will be evaluated and that they will be creating a modified zero base budget approach. She added that another area to be looked at was what to do with a budget that has been overfunded.

Assistant City Manager/Chief Financial Officer Montgomery then referenced a book, *The Price of Government*, by David Osborne and Peter Hutchinson. She referenced an article on *Budgeting for Outcomes* that had been published in 2004 in the *Government Finance Review* regarding this book. She explained that process looked at difference outcomes and results. She stated that it explained the importance of doing forecasting. She advised of a list of cities that are taking this approach and that more are moving in this direction. She explained that this process will enable the City Council to move away from the line item budget process to do the budget at a policy level, which will affect the on-going process. She talked about focusing on three to five years of forecasting and that by that process the City staff will get closer each year. She spoke about the City's strategic goals and that this process would focus on the outcomes that address both the City's strategic goals and the results of the citizens' surveys. She talked about how citizens' input was needed in order to fit into the process. She then read some portions of the book for the City Council.

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Assistant City Manager/Chief Financial Officer Montgomery explained that this process would allow the Council to communicate to the City staff their priorities for results. She pointed out that the City would not be fully getting into this process within the first year.

She talked about statements that had been made about service to the citizens and that they could become involved in the process through focus groups and discussions held on what they are willing to pay for in services, what do they really want in City services/programs, etc. She stated this would be the basis between the roles and responsibilities.

She concluded her remarks and expressed appreciation to the City Council for their work in this endeavor.

Mayor Moncrief spoke about working with each other in this process.

**Break**

Mayor Moncrief recessed the retreat at 10:05 a.m. for a break and the retreat was reconvened back at 10:30 a.m.

**C. Review and Discussion of Strategic Goals/Outcomes**

City Manager Fisseler then advised the Council of the next exercise that the City staff would take the City Council through regarding the types of outcomes that the City Council would want to see from the City's strategic goals.

Assistant City Manager Fernando Costa spoke before the Council and gave an overview and talked about budgeting for outcomes and determining what are the most important outcomes to them. He talked about the Council focusing on what results they wanted to achieve for the City within the next five years and what they are willing to pay for to achieve those results. He emphasized that in some cases it was difficult to make a decision based on three premises:

1. Everything is important to someone; however they are not necessarily equally important.
2. Approach budget strategically. Begin with the big picture rather than focusing on the line item details. He emphasized that the new process was not about departments and associated budgets. He stated that it was about focusing on the outcomes, which can be a consolidation of departments and/or other agencies doing the job.
3. Focusing on the results and not how they are to achieve those results.

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Assistant City Manager Costa spoke about the three kinds of measures, i.e., inputs, outputs, and outcomes. He advised that inputs are the easiest to measure. The outputs are what the City produces on a regular basis, which were more meaningful. He stated that the outcomes were the hardest to measure as they have to be most important to the community and that the citizens are satisfied with the City's services. He provided examples to the Council. He then explained that the City staff was going to engage the Council in an exercise to get results. He pointed out that the realistic process would be a multi-year process and that for this budget year, the City got into the process late this year. He reiterated that the outcomes would be used by the City staff for direction on budget preparation. He talked about how the outcomes could cut across departments, the costs are then attached and then the City staff could come back to the Council with their choices. He pointed out that if this process cannot be accomplished this year, then it will be continued into the next year.

Assistant City Manager Costa talked about engaging the citizens in the process.

Assistant City Manager Costa talked about the set of suggested outcomes for each strategic goal and the exercise for the Council was to reduce that number down from six (6) outcomes to three (3) outcomes that were most important for the City. He reiterated that the Council would be looking at 36 outcomes and then needed to drop them down to 18 altogether. He advised that the Council members had been provided with "Molly" monies that would be assigned to the favored goals and utilized to reach the 18 outcomes. He also advised that a department head had been selected to explain each of the goals outlined for each strategic goal.

The City staff began the review process as follows with the six (6) strategic goals of the City and their associated six (6) outcomes to achieve results:

**Make Fort Worth the Nation's Safest Major City**

1. Reduce the Part 1 crime rate from 6,000 to 5,000 per 100,000 population -  
Acting Police Chief Patricia Kneblick
2. Improve the City's ISO fire insurance rating from Class 2 to Class 1 – Fire Chief  
Rudy Jackson
3. Reduce the number of reported dog and cat bites from 1,162 to 1,046
4. Reduce the rate of injury-producing accidents on city streets and highways from  
740 to 600 per 100,000 population
5. Reduce the number of critical health violations identified at permitted facilities  
from 7,384 to 7,015
6. Increase the percentage of residents who feel safe in City parks from 42% to 50%

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Acting Police Chief Pat Kneblick, Fire Chief Rudy Jackson, Public Health Director Dan Reimer, and Richard Zavala spoke to the above outcomes that pertained to their particular department and how they could be addressed.

**Improve Mobility and Air Quality**

1. Reduce the number of ozone exceedance days from 19 to 16 days
2. Increase the T's weekly transit ridership (bus and rail) from \_\_\_ to \_\_\_ person trips.
3. Reduce gaps in the City's arterial street system from \_\_ to \_\_\_ miles
4. Increase the proportion of streets in good and excellent condition from \_\_\_\_% to \_\_\_\_%
5. Increase citizen satisfaction with the flow of traffic from 38% to 43%

Director of Environment Management Brian Boerner and Acting Director of Transportation and Public Works Greg Simmons spoke to the above outcomes that pertained to their particular department and how they could be addressed.

**Create and Maintain a Clean, Attractive City**

1. Increase citizen satisfaction with the cleanliness of City streets and public areas from 47% to 50%
2. Increase citizen satisfaction with the condition of rental housing in the neighborhood from 34% to 54%
3. Increase citizen satisfaction with the mowing and trimming of parks from 64% to 70%
4. Reduce the number of illegal temporary signs along designated arterials from \_\_\_\_\_ to \_\_\_\_\_.
5. Reduce the number of Junk Vehicles in the City from 3,600 to 1,200
6. Reduce the number of illegally dumped tires from 42,000 to 12,600

Acting Director of Transportation and Public Works Greg Simmons, Director of Community Relations Vanessa Boling, Parks Director Richard Zavala, Acting Director of Planning and Development Susan Alanis and Acting Director of Code Compliance Brandon Bennett spoke to the above outcomes that pertained to their particular department and how they could be addressed.

**Strengthen the Economic Base, Develop the Future Workforce, and Create Quality Job Opportunities**

1. Increase future hotel rooms booked by 20%, from 250,000 to 300,000
2. Increase the percentage of high school students who graduate from 55.5% to 70%

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3. Increase the number of job training graduates who gain satisfactory employment within six months from \_\_\_\_\_ to \_\_\_\_\_.
4. Increase the median income for Fort Worth households from \$40,663 to \$44,000
5. Reduce the overall unemployment rate in the City of Fort Worth from 4.8% to 4.0%
6. Increase value of new, expanded and remodeled commercial and industrial development from \_\_\_\_\_ to \_\_\_\_\_.

Director of Public Events Kirk Slaughter, Director of Community Relations Vanessa Boling, Library Director Gleniece Robinson, Director of Economic and Community Development Jay Chapa, Director of Housing Jerome Walker and Acting Director of Code Compliance Brandon Bennett spoke to the above outcomes that pertained to their particular department and how they could be addressed.

**Revitalize and Redevelop the Central City and Other Older Areas**

1. Increase the availability of permanent supportive housing to end chronic homelessness by 544 units.
2. Increase private investment in underutilized sites and vacant structures from \_\_\_\_\_ to \_\_\_\_\_.
3. Increase citizen satisfaction with the cleanliness of Central City neighborhoods from \_\_\_\_\_ to \_\_\_\_\_.
4. Increase taxable retail sales within the Central City from \_\_\_\_\_ to \_\_\_\_\_.
5. Rehabilitate 660 substandard owner occupied homes.
6. Reduce the number of severely substandard buildings from \_\_\_\_\_ to \_\_\_\_\_.

Acting Director of Planning and Development Department Susan Alanis, Director of Environmental Management Brian Boerner, Director of Economic and Community Development Jay Chapa, Director of Housing Jerome Walker, and Acting Director of Code Compliance Brandon Bennett spoke to the above outcomes that pertained to their particular department and how they could be addressed.

**Promote Orderly Development in Growing Areas**

1. Increase residential units by 5% and commercial square footage by 5% in mixed-use growth centers, and increase industrial and commercial square footage by 5% in industrial growth centers.
2. Reduce land area in enclaves from 19.19 to 9.70 square miles, in accordance with the annexation policy and program
3. Attain an infrastructure acceptance rate with no major defect (failure) on \_\_\_\_% of all completed projects

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4. Reduce average water consumption from 195 to 185 gallons per capita per day.
5. Reduce average energy consumption by all new buildings from \_\_\_ to \_\_\_  
\*units?)
6. Increase citizen satisfaction with the quality of City services in growing areas  
from \_\_\_\_\_% to \_\_\_\_\_%, as measured by the annual citizen survey.

Acting Director of Planning and Development Department Susan Alanis, Director of Engineering Doug Rademaker, Director of the Water Department Frank Crumb, and Director of Environmental Management Brian Boerner spoke to the above outcomes that pertained to their particular department and how they could be addressed.

**D. Approval and Ranking of Outcomes**

There was considerable discussion by the City Council on the exercise with each of the Council Members expressing their concerns for not being able to identify and reduce the number of outcomes based upon the exercise. Concerns expressed were that there were no associated costs identified up front; there was not enough information provided; the exercise information needed to be studied further by the City Council and should have been provided earlier so that the Council was aware of what they were expected to do; the Council needed the citizens' survey information to look at as part of the process.

Each of the Council Members provided their various perspectives on the comments that had been made by each staff member.

Mayor Moncrief indicated that the exercise was not going to be completed as envisioned by the City staff as reflected in the concerns expressed by the City Council Members. City staff advised that they had received some input and would move forward with that information.

**E. Next Steps and Timeline**

City Manager Fisseler advised that some of the next steps were that the Council would receive the Tarrant Appraisal District preliminary tax roll results on May 20, 2008. He added that the proposed budget for FY 08/09 would be presented to the Council on August 12, 2008. He indicated that there would be additional workshops to walk the Council through the budget process. He pointed out on September 16, 2008, the City Council would set the tax rate and adopt the budget for FY 08/09.

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City Manager Fisseler provided closing remarks and expressed appreciation to Mr. Mike Conduff for his part in the retreat process and appreciation to his other staff members that had made the retreat arrangements.

Mayor Moncrief also provided closing comments and appreciation to the City Council Members and City staff for the retreat process. He then recessed the City Council Retreat into Executive Session in accordance with the requirements of the Texas Open Meetings Act.

**Executive Session – Legal Issues Related to Meet and Confer**

The Fort Worth City Council convened into Executive Session at 12:03 p.m. on Friday, April 25, 2008, to seek the advice of its attorneys concerning legal issues related to Meet and Confer and any current agenda items, which are exempt from public disclosure under Article X, Section 9 of the Texas State Bar Rules and as authorized by Section 551.071 of the Texas Government Code.

The Executive Session was adjourned at 12:45 p.m. on Friday, April 25, 2008.

**Adjourn**

Mayor Moncrief reconvened the City Council Retreat at 12:45 p.m. and adjourned the retreat.