

FY 2021

Recommended Annual Budget
and Program Initiatives



As required by section 102.005 (b) of the Texas Local Government Code, the City of Fort Worth is providing the following statement on this cover page of its proposed budget:

This budget will raise more total property tax revenue than last year's budget by \$21,558,067.00 or 3.7% and of that amount \$18,729,638.00 is tax revenue to be raised from new property added to the tax roll this year.

The amounts above are based on the City's proposed fiscal year 2021 tax rate of \$0.747500 per \$100 of assessed valuation, which is the same rate as the current year.

In accordance with the Local Government Code this statement applies to total property tax revenue raised by the City.

Truth-In-Taxation requirements under the Texas Tax Code Section 26 use a different calculation to determine whether a City exceeds its no-new-revenue tax rate. For tax year 2020, this calculation resulted in a proposed tax rate lower than the no-new-revenue tax rate, even though more property tax revenue is raised.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Fort Worth

Texas

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morill

Executive Director

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Organizational Information

Organizational Information

Budget Development Staff

CITY OF FORT WORTH, TEXAS Recommended ANNUAL OPERATING BUDGET FISCAL YEAR 2021

Betsy Price

Mayor

David Cooke

City Manager

Jay Chapa

Deputy City Manager

Dana Burghdoff

Assistant City Manager

Fernando Costa

Assistant City Manager

Valerie Washington

Assistant City Manager

Planning and Data Analytics Staff

Janet Hale, Acting Director, Planning and Data Analytics Department

Terry A. Hanson, Assistant Director, Budget and Analysis Division

Loraine Coleman, Budget Manager

Carol Chen, Budget Analyst I

Zoe Gao, Budget Analyst I

Alejandro Lepe, Budget Analyst I

Ambra Pira, Budget Analyst I

Melissa Rivers, Budget Analyst I

Pamela Kacmarynski, Business Process Manager

Danielle Pickle, Business Process Analyst II

Rodney Arnold, Budget Analyst II

Reagan Coates, Budget Analyst I

Lucas Mann, Budget Analyst I

Sydney Sexton, Budget Analyst I

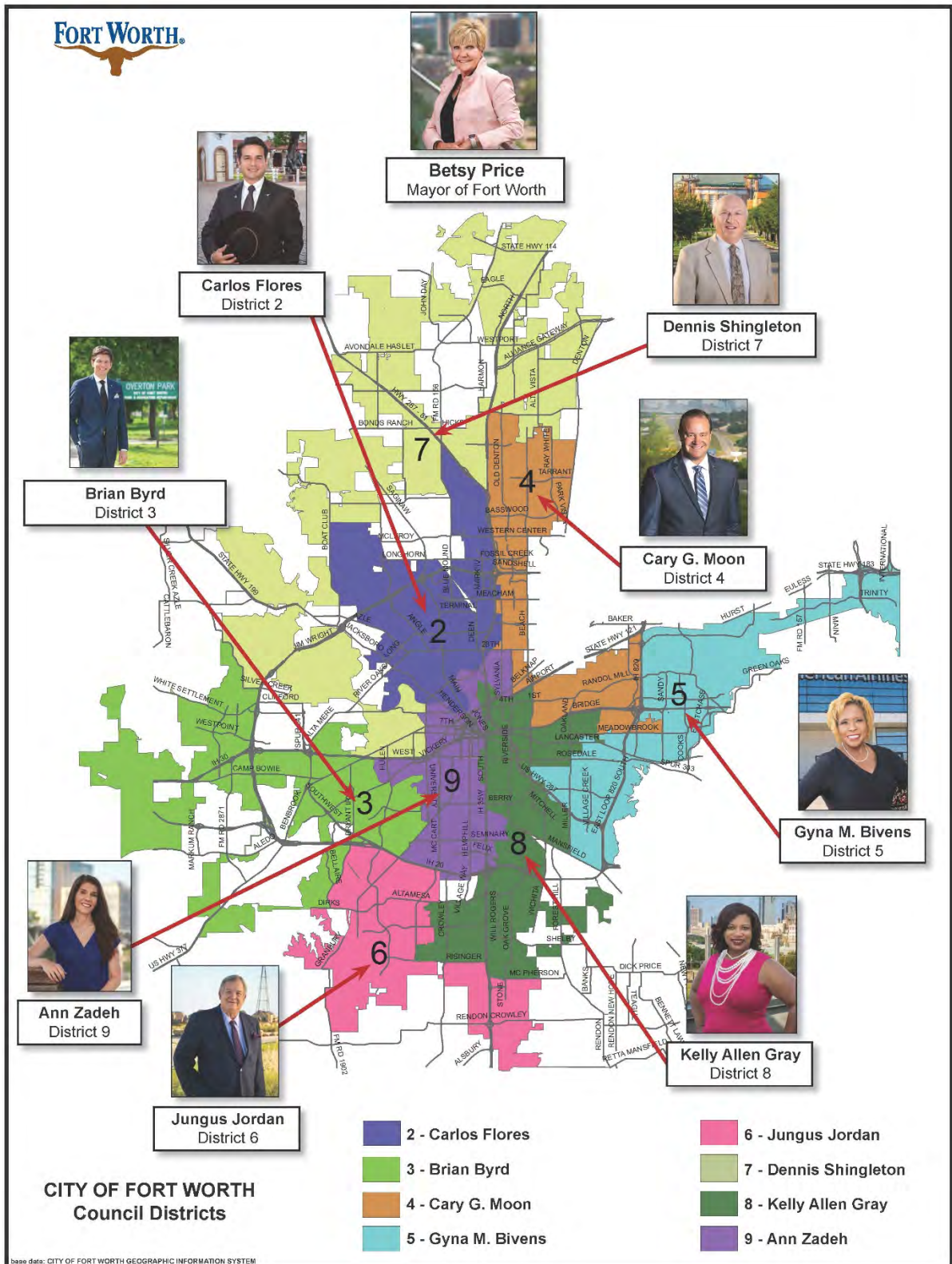
Ashley Clement, Senior Budget Analyst

Juanita Jimenez, Senior Budget Analyst

Jennifer Snyder, Senior Administrative Assistant

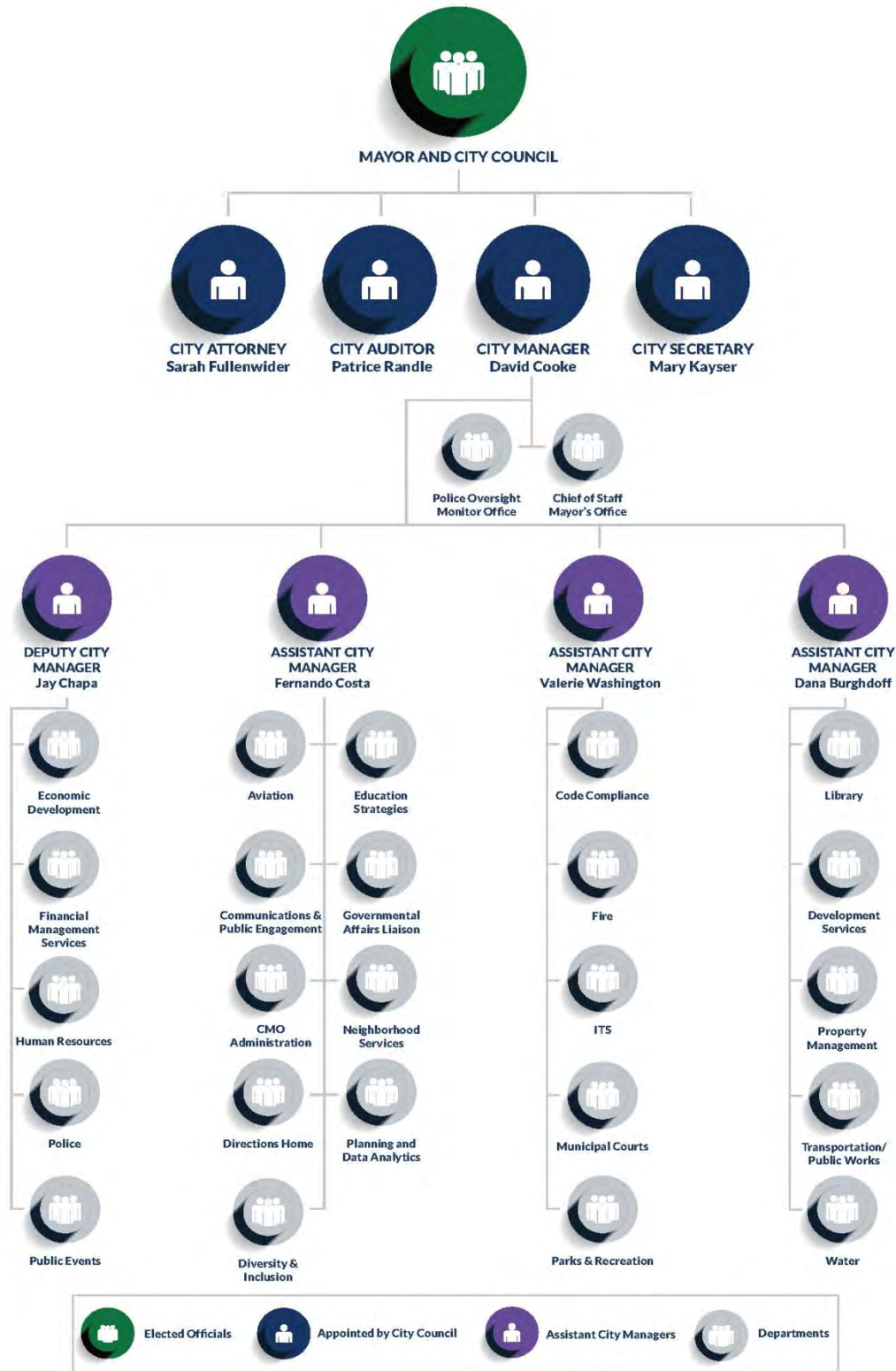
Organizational Information

City Council District Map



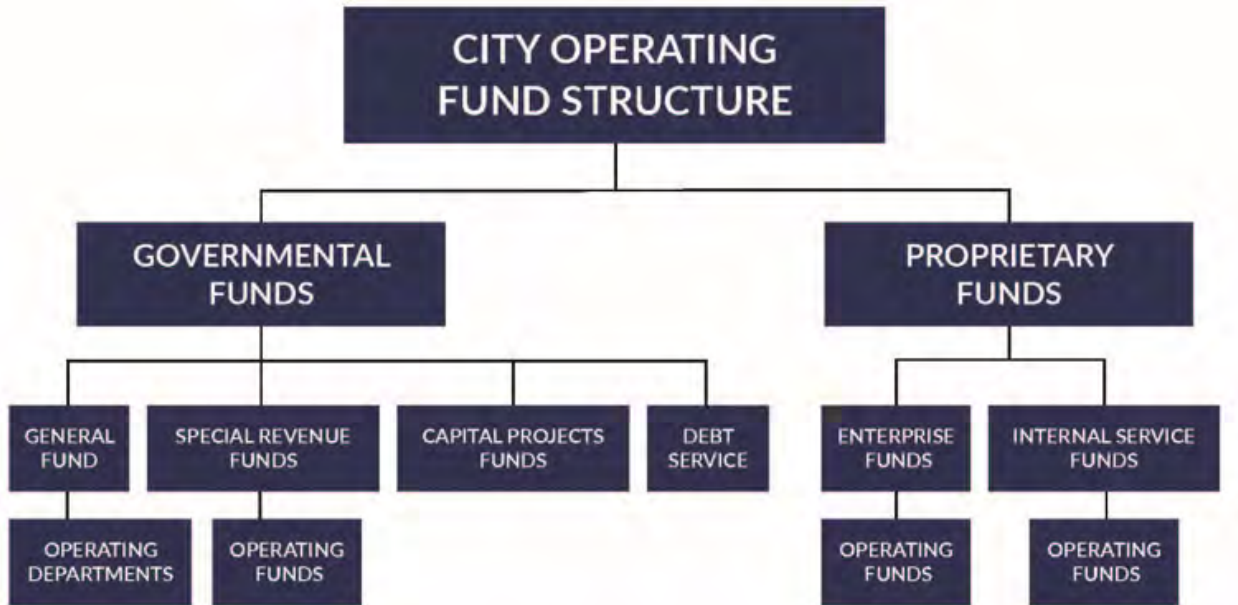
Organizational Information

City Organization Chart



Organizational Information

Total City Operating Budget Organizational Chart



- City Attorney’s Office
- City Auditor’s Office
- City Manager’s Office
- City Secretary’s Office
- Code Compliance
- Communications & Public Events
- Development Services
- Diversity and Inclusion
- Financial Management Services
- Economic Development
- Human Resources
- Information Systems
- Library
- Municipal Court
- Neighborhood Services
- Non-Departmental
- Parks & Recreation
- Planning and Data Analytics
- Police
- Property Management
- Transportation & Public Works
- Alliance Maintenance Facility
- Botanic Gardens Revenue
- Community Tree Planting Program
- Crime Control & Prevention District
- Culture & Tourism
- Culture & Tourism 2% Hotel
- Culture & Tourism Project Financing Zone
- DFW Revenue Sharing
- Environmental Protection
- Library Special Revenue MC
- Municipal Golf
- Special Donations Fund
- Special Revenue MC
- Venue Operating
- Municipal Airports
- Municipal Parking
- Solid Waste
- Stormwater Utility
- Water and Sewer
- Capital Projects Service
- Equipment Services
- Insurance
 - Group Health and Life
 - Retiree Healthcare Trust
 - Risk Financing
 - Risk Management
 - Worker’s Compensation

Executive Message

Executive Message

City Strategic Vision



Mission

Working together to build a strong community.

Building a strong community means building strong neighborhoods, developing a sound economy, providing a safe community and fostering a healthy environment.

Vision

Fort Worth will be the most livable and best managed city in the country.

The city's vision statement set forth our aspiration to become even better than we are today as a community and as an organization.

Values

There are six values that guide our employees as they go about this work.

- Exceptional Customer Experience
- Accountability
- Ethical Behavior
- Diversity
- Mutual Respect
- Continuous Improvement

Our Objectives

- Building a safe community
- Making Fort Worth a better place to live, work and play
- Preserving the past and building the future
- Providing exceptional customer service



Executive Message

Budget Message

August 11, 2020

Honorable Mayor and Members of the City Council
City of Fort Worth, Texas

I am pleased to present you the Fiscal Year 2021 (FY2021) Recommended Budget. This budget addresses the challenges the City is facing from COVID-19 and the City's continued efforts to improve equity in service delivery. The financial impacts from COVID-19 are not fully known but have changed the trajectory of our community and nation. As we continue to address the pandemic, we must focus on the future to ensure we are providing the services our residents and businesses expect while maintaining our financial sustainability. We continue to make the city leaner, more effective, more efficient, and more transparent. We are also re-envisioning the way we deliver services to ensure they are delivered equitably while improving our interactions with our community.

I am presenting you with a balanced \$782 million General Fund budget that achieves the following:

- Re-envision the delivery of police services by placing an emphasis on enhanced community programs
- Continues to strengthen the independent oversight of the Police Department to increase the community's trust in the Police Department
- Continues the development of programs to ensure equitable investment and maintenance throughout the city
- Continues funding to partner with Trinity Metro and others for transit initiatives
- Reduces the City's workforce while maintaining service levels
- Continues the cost containment strategies to prepare for future financial strains resulting from COVID-19
- Increases the cash funding dedicated to capital projects, including additional funds for street maintenance and repair, neighborhood vitality and safety, park maintenance and improvements, and information technology
- Maintains the property tax rate at 74.75 cents per \$100 of assessed taxable value, continuing the effort to keep taxes low and competitive

Addressing the pandemic and growing demands on our city's resources, the citywide FY2021 Recommended Budget—which includes the Debt Service Fund and most operating funds—totals nearly \$2 billion, essentially the same level as the FY2020 Budget. The citywide budget also includes a total of 7,490 authorized positions (APs).

Even as we face the COVID-19 pandemic, we remain one of the fastest growing cities in the nation, as well as one of the most livable communities. We continue to believe the future is bright for the city of Fort Worth. We expect the community to come together and emerge from this pandemic stronger, more unified, and ready to continue building on the great traditions of Fort Worth.

Executive Message

We anticipate continued job and population growth as more companies and people move to Fort Worth. The FY2021 Recommended Budget is our plan to meet our responsibilities, address our challenges, improve our services, and ensure appropriate equitable investments toward infrastructure while maintaining quality services and addressing the demands of a recovering, and growing, city.

The future of Fort Worth will be challenging but continues to look prosperous.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "David Cooke". The signature is written in a cursive, flowing style.

David Cooke
City Manager

Executive Message

The FY2021 Recommended Budget is the product of prioritizing expenditures with available revenues while balancing the burden to the taxpayers, and addresses the city's financial health for not only the upcoming year, but well into the future. While the city focuses on citywide challenges and opportunities, the budget process is centered on a broader, organizationally focused decision-making process. These philosophies and processes ensure our focus is not a narrow operational view but rather a forward-looking strategic view.

The local Fort Worth economy has shown strong growth over the last five years, along with the greater Dallas-Fort Worth metropolitan area; however, the growing demands on the city's limited financial resources while minimizing taxpayer burden continue to set the stage in which the city must operate.

This year the additional challenge of COVID-19 and forecasting the impacts of this pandemic into the foreseeable future has added levels of complexity, since predictions surrounding the economy are many and varied. Looking back to the "great recession" of 2008 does provide some insight into a potential recovery scenario.

OVERVIEW

The FY2021 Recommended Budget totals nearly \$2 billion, which includes 7,490 authorized positions (AP) and consists of 17 different operating departments (excluding Non-Departmental) plus four appointed officials' offices across multiple funds, including the General Fund, Special Revenue Funds, Debt Service Funds, Enterprise Funds and Internal Service Funds. Of the total budget, 39 percent, or \$782 million, reflects the cost of General Fund activities such as public safety, parks, neighborhood services, economic development, property management, transportation and public works, planning, development, public libraries and general management of the city. The remaining 61 percent, or \$1.2 billion, will fund the operations of the other funds noted above.

BUDGET DEVELOPMENT PROCESS

The FY2021 budget process began in January of 2020 when city executive staff reviewed the upcoming seven-year projection. February of 2020 brought the City Council retreat and an effort to align City Council goals with city executive staff guiding principles. On March 26, the Planning and Data Analytics Department hosted a citywide Budget Kickoff to mark the formal beginning of the budget development process. The meeting brought together the executive team, department heads, Budget and Analysis division staff and departmental fiscal coordinators to discuss the overall strategy for developing the FY2021 budget.

By April it was evident that the normal budget process would require significant revision to accommodate worldwide challenges as a result of the COVID-19 pandemic. Immediate action was taken to implement a hiring freeze along with discretionary spending cuts as soon as the pandemic took hold of our nation. This instantly slowed the outflow of funds and allowed city staff time to evaluate and assess short-term and long-term impacts to city finances. Moving into the development of the FY2021 budget, programs and services were reviewed for prioritization and cost savings. City staff set out to prepare the FY2021 Budget by relying on the following budget development strategies:

- Maintain or lower the property tax rate in the General Fund
- Increase funding for capital investment and maintenance
- Meet infrastructure and service commitments - 2018 Bond Program
- No use of fund balance / reserves for operations
- Improve equity of city services
- Enhance policing
- Prepare for fewer resources, both near-term and into the future

Executive Message

As a result, 120 positions were eliminated in FY2021, and more positions will be held vacant until economic conditions improve. This provides the city with savings to address shrinking revenues expected due to COVID-19 while continuing to offer high levels of service to our community.

As staff worked to allocate limited resources, the inclusion or exclusion of various citywide expenditures, revenue opportunities, individual programs and existing service levels were all evaluated against these strategies.

As the city navigated through unprecedented territory throughout the budget development process, staff updated city executive leadership on the performance of the FY2020 budget. To facilitate this process, the city conducted comprehensive citywide forecasts for months five and eight of the fiscal year to monitor current performance and to assist in development of the upcoming budget. In addition, staff developed 7-year projections based on the last recession to understand the possible financial impacts of COVID-19.

Executive Message

SIGNIFICANT ISSUES

Before highlighting specifics of the FY2021 budget, included below are topics that received significant attention during the budget development process.

COVID-19

In December 2019, the coronavirus now designated as COVID-19 was detected in China and by March of 2020 was declared a worldwide pandemic by the World Health Organization (WHO). On March 13, 2020, President Donald Trump, Governor Greg Abbott and Tarrant County Judge Glen Whitley issued emergency declarations for their respective jurisdictions. On March 21, 2020 Fort Worth Mayor, Betsy Price, also issued a declaration for the city to implement social distancing and gathering restrictions, among other requirements. The effect was immediate and created unprecedented economic impacts and uncertainty.

The city mobilized and pivoted resources to address city organizational needs and, most importantly, community expectations. While the city is preparing for fewer resources short-term, long-term growth is still expected.

The city maintains a positive outlook on long range financial planning. Slightly slower growth of revenue for the next two to three years is anticipated due to COVID-19, representing a significant reduction from previous, more optimistic, long-range forecasts prior to the pandemic. However, strong economic growth preceding the pandemic is expected to endure, and revenues are anticipated to continue climbing slowly over the next seven years. Highlights of Fort Worth economic conditions include one of the fastest growing populations of the top US cities correlating well to continued job growth. Fort Worth has seen strong advances in education (Tarleton campus) and jobs, diversity of culture and industry, an unemployment rate lower than the US and Texas averages, a median household income above national and state averages, and a prime median age which allows for a robust workforce. As economic conditions change in response to COVID-19, the city stands ready to address the needs and expectations of its residents.

Capital Planning

The City is presenting, in conjunction with the FY2021 Recommended Budget, a 5-Year Capital Improvement Plan (CIP) which includes the planned capital projects and associated funding sources for the next five years. The FY2021 Recommended Budget includes transfers to fund some of the projects in the first year of the CIP. Annually, a review process is performed to identify capital needs prior to developing the annual operating budget. This allows management to plan capital and operations long-term, ensuring capital funding is available to support the increasing needs of our growing city. Capital funding is secured from various sources including, but not limited to, debt issuance, special revenues, and transfers from operating (pay as you go cash.) Pay as you go capital includes a long-range projection to guarantee a healthy allocation of funding each year from the operating budget. This annual capital support, flowing from operating funds, is included in Transfer Out & Other categories in the appropriate department and fund summary tables in this document.

Advertising and Lobbying Disclosure

Per Section 140.0045 of the Texas Local Government Code, the City must itemize certain expenditures in certain political subdivision budgets. These citywide expenditures include advertising costs for notices required by law to be published in a newspaper and expenditures for lobbying costs which directly or indirectly influence or attempt to influence the outcome of legislation or lobbying in FY2020, with the amount budgeted for similar activities in FY2021.

Executive Message

<i>Expenditures for Comparison</i>	<i>FY2020 Estimated Actuals</i>	<i>FY2021 Budget</i>
Advertising-Required Legal Notices	\$ 102,885.00	<i>This section will be populated in the Adopted Book.</i>
Lobbying Expenditures	\$ 396,999.96	<i>This section will be populated in the Adopted Book.</i>

GENERAL FUND REVENUES

While the city has prepared for fewer resources in FY2021, Fort Worth is still expecting a positive economic outlook with property tax revenue, along with fee income, continuing to grow.

General Fund Revenue Budget			
<u>Adopted</u>	<u>Recommended</u>	<u>Percent</u>	<u>Dollar</u>
<u>FY2020</u>	<u>FY2021</u>	<u>Change</u>	<u>Change</u>
\$771,937,585	\$782,064,035	1.31%	\$10,126,450

Property Tax

The city receives a significant portion of its revenues from property taxes assessed on real and personal property. City staff works with appraisal districts from Tarrant, Denton, Wise, and Parker Counties to prepare property tax revenue projections. By State law, each appraisal district is responsible for the valuation of all property within its jurisdiction. The certified property tax rolls received from all four districts in July 2020 showed an increase in the City’s property tax base. In comparison to the July 2019 certified property tax roll, the July 2020 certified property tax roll reflected a 3.7 percent growth in adjusted net taxable property value, mostly due to new construction.

When updating the seven-year financial forecast and preparing the budget for City Council consideration, staff analyzed many of the factors impacting property tax revenue, including anticipated population growth, historical change in values for residential and commercial properties, current and projected permitting data, the impact of foreclosures, as well as exemptions and protests. Staff also evaluated the allocation of the levy amount, and resulting availability of revenue for operations and maintenance (O&M), as compared to the amount available to repay the city’s debt.

For FY2021, the city’s combined property tax rate is recommended to be maintained at \$0.7475 per \$100 of assessed valuation, with a slightly lower 98.25 percent collection rate. Based on the O&M levy rate of \$0.5950 per \$100 of assessed valuation, the General Fund portion of the property tax rate is expected to yield approximately \$443 million in revenue for FY2021. The debt service levy rate of \$0.1525 per \$100 of assessed valuation is expected to yield approximately \$113.6 million, which will allow the repayment of all current and proposed debt obligations.

Going forward, long-range planning includes expectations of a downturn in property tax revenues as commercial properties struggle to remain viable. It is expected that the real effects of this pandemic will be felt most keenly in FY2022 and beyond from the perspective of property taxes. Recovery is dependent on how quickly and efficiently the economy returns to the state of equilibrium once the COVID-19 pandemic is under control.

Executive Message

Sales Tax

Sales tax collections are a major revenue component. Economic conditions in FY2020 continued to show growth in the first several months of the fiscal year. Decline was seen starting in March due to the effects of the COVID-19 pandemic. April experienced the largest single month drop in sales tax activity recorded since 2009-2010. With the shuttering of businesses and evolving economic conditions associated with COVID-19, the City took a cautious approach towards this somewhat volatile revenue source. Recent economic trends showcased Fort Worth as having a strong economic and consumer market, as noted by the Fort Worth Chamber of Commerce. Fort Worth is still leading the way in population growth, being the 13th largest city in the United States and still growing. Sales tax collections were evaluated using these excellent historical trends along with the ever-present economic hits from COVID-19, such as increasing unemployment rates alongside many other economic indicators for the local economy, to determine tax revenue for FY2021. Based on this evaluation and FY2020 year-end budget projections, tax revenue is expected to decrease in FY2021 three percent, or \$4.5M, from budgeted FY2020 sales tax and is budgeted at \$168,248,455.

GENERAL FUND EXPENDITURES

General Fund Expenditure Budget			
Adopted	Recommended	Percent	Dollar
<u>FY2020</u>	<u>FY2021</u>	<u>Change</u>	<u>Change</u>
\$771,937,585	\$782,064,036	1.31%	\$10,126,451

For FY2021 General Fund expenditures are held in line with revenues. The city strategized to streamline spending, assessing priorities across the organization and identifying cost savings while also addressing safety concerns for operations as a direct result from COVID-19. Variances or fluctuations in budgeted categories may be greater than in prior years due to this strategic implementation. However, despite identified savings, some costs continue to increase due to a variety of factors, including rising costs of supplies and contractual services, additional facilities becoming operational, improving equity of city services and enhancing policing.

Salary and Benefits Changes. The following salary and benefits changes are included in the FY2021 Budget:

- Police Civil Service employees will receive salary increases in accordance with the Meet and Confer Bargaining Contract.
- Fire Civil Service employees will receive salary increases in accordance with the Collective Bargaining Agreement between the city and the Fort Worth Professional Firefighters Association.
- Pay for performance increases in FY2021 for general employees are eliminated.

Executive Message

BUDGET HIGHLIGHTS

The FY2021 Budget includes numerous actions that move the city forward under the guidance of the FY2021 Budget Principles and Management Plan. Included below are highlights of those changes.

For FY2021 budgets were frozen at FY2020 appropriations with slight adjustments for authorized obligations. Many of the changes result from the elimination of positions, which occurred through a two-step process. First, department leadership, Budget staff and city management identified and agreed upon positions associated with lower priority programming within the departments that could be eliminated. Second, department leadership, Budget staff and city management carefully reviewed long-term vacancies for elimination. These steps produced significant savings to reduce and maintain lower operating costs.

Property Tax Rate. In an effort to encourage commercial development and lower the tax burden to residents and businesses, the City of Fort Worth property tax rate is being preserved at \$0.7475 per \$100 of assessed value. This rate is below both the no-new-revenue tax rate and the voter-approval rate and does not constitute a tax increase. Of the \$21M in additional revenue, \$18M is attributable to new construction growth.

Increased Funding for Pay As You Go (PAYG) Capital. The City maintains and purchases capital items through the use of PAYG capital funding. While the property tax rate committed to PAYG remains the same for FY2021, the rise in new construction and property values allows the city to increase the funding dedicated to capital while limiting the funding available for operations. PAYG capital funding increases by an additional appropriation of a little over \$1.3 million in FY2021.

Processes and Policies

Processes and Policies

Readers' Guide to the Budget

Purpose

The budget summarizes all public service programs provided by the City of Fort Worth, Texas. The operating budget represents the annual plan for the allocation of resources for the period October 1, 2020 to September 30, 2021 (Fiscal Year 2021). Amounts are shown to the whole dollar, so there may be slight variances.

Introductory Information

This section explains the budget process, the budget calendar, the fund structure, the basis of accounting and budgeting, and other relevant financial policies.

Summary Information

In this section, revenue and expenditure (expense) summaries are provided for the total City of Fort Worth operating budget. In addition, it provides a summary of the ad valorem taxes and overall revenue highlights for the FY2021 Operating Budget.

Department and Fund Pages

Operating Department and Fund Summaries

Each department and fund displays summary information for the related revenues, expenditures (expenses), and staffing. The summary compares FY2019 actual results; the FY2020 adopted budget and adjusted budget; and the FY2021 Recommended budget.

Authorized Positions

Authorized positions (AP) are positions that have been formally approved by City Council and will always have a count of one (1). The Full-time equivalency (FTE), will range from a fraction based on how the position is funded. If a position is funded between different funds, the AP count is applied to the General Fund, regardless of the portion of funding. For other funds, it is dependent on the types of funds the position is split between.

Full-time Equivalent Positions

Each department summary includes the number of full-time equivalent positions (FTE) that are budgeted to the department and fund. One FTE represents 2,080 hours of work on an annual basis. A reduced amount of FTE in a department and fund can represent a part-time employee or indicates a portion of the position is budgeted in another fund.

Department/Fund Purpose and Goals

This section provides an overview of the fund and/or department by identifying the purpose and goals. This section may also explain how the fund and/or department is structured to provide their services.

Processes and Policies

Major Accomplishments

This section identifies some accomplishments achieved by the department in FY2020. The accomplishments can vary from departmental initiatives to the receiving of nationally recognized awards to performing above current service levels.

FY2021 Discussion

This section highlights the major changes from the prior year budget to the FY2021 Budget. This ranges from organizational changes, to service enhancements, to drivers of major changes from the prior year. This section is intended to let the reader know what has significantly changed from the prior year.

Horizon Issues

This section identifies opportunities or challenges the department may be facing in the future as well as key issues or policy changes that may have noticeable budget or operational impacts. The opportunities and challenges presented are intended to give the reader an understanding of what the department and city will be facing in the upcoming years.

Summary of Services and Performance Measures

This section contains key performance indicators and service levels. Comparison is made between FY2019 actuals, FY2020 estimates and FY2021 target and desired target.

Processes and Policies

Budget Process

Creation of the Budget

The annual budget process commences in the winter of the preceding year, with the City Council retreat. The City Council establishes city goals and provides the information to executive staff. Executive staff then creates the city budget calendar. The calendar establishes the timelines for the process, including the date of submission of departmental requests, budget work sessions and public hearings that lead to the final adoption of the budget.

Department requests are based on the organization's budget assumptions. Before considering budget increases or savings, the "base budget" is developed. The base budget is generally defined as the cost of providing the same service, at the same service level, in the next fiscal year. The Performance and Data Analytics Department creates a target base budget for each department. The target is based on numerous factors, including salary projections, annualizing prior year commitments, removal of one-time costs from the prior fiscal year and other factors. After the target is established, department staff may modify the amounts within the target total, but are to submit an operating budget delivering the same service level or greater at or below the budget target.

Departments may submit proposed increases or decreases to service levels and budget requests along with supporting documentation. The requests are reviewed and subsequently approved, denied, or modified for inclusion in the adopted budget.

City Council Authorization / Appropriation

In compliance with the Fort Worth City Charter, the city manager must submit to the City Council a recommended balanced budget that provides a complete financial plan for all city funds and activities for the ensuing fiscal year, on or before August 15th of each year. The budget is required to be adopted by the City Council prior to September 30, before the start of the next fiscal year. The City of Fort Worth traditionally adopts the budget in the middle of September.

City Manager's Authorization

For those funds for which annual budgets are adopted, appropriations are budgeted and controlled on a functional basis and are amended as necessary during the fiscal year. The city manager is authorized to transfer budgeted amounts within designated funds through delegated authority. Revisions that alter the total appropriations of any fund and department that is not covered through delegated authority must be approved by the City Council.

Budget Implementation & Monitoring

Once the budget is adopted in September, it becomes the legal basis for the programs of each department of the City during the upcoming fiscal year. No department or other agency of the city may spend more than the appropriated amounts. Financial and programmatic monitoring of departmental activities throughout the year ensure conformity to the adopted budget. Unencumbered appropriations lapse at the end of the fiscal year and are returned to fund balance; in rare circumstances these funds may be re-appropriated in the subsequent fiscal year for the same purpose by City Council. The city manager is responsible for maintaining a balanced budget at all times. If there is an excess of expenditures over revenues or appropriations, the city manager will take necessary actions to rebalance the budget.

The city conducts comprehensive forecasts of revenues and expenditures for the fifth and eighth month of the fiscal year. This forecast is used to assist in budget development, budget monitoring, and performance

Processes and Policies

management. Based on the results of the forecast, the city manager may direct the necessary actions to maintain a balanced budget in the current fiscal year or adjust recommendations in the subsequent budget.

The Budget is published online at the city's website www.fortworthtexas.gov.

Processes and Policies

Budget Calendar

February 1 – September 30: Business Performance Plan Development

- Departments review and update BPP and update for FY2021
- Departments review and update Key Performance Indicators (KPI)
- Executive level review and provides feedback on KPIs

February 6 - 26, 2020: City Manager's Office Budget Prep Approved

- Allocation review and approval
- Prior Year Commitment review and approval
- Review programmable spend and available capital fund balances

February 24 – June 4: 5-Year CIP Development, Entry and Review (2021-2025)

- Review current 5-Year CIP and update/Change existing years and add 2025
- Executive level review and feedback for CIP development

March 26: FY2021 Budget Kickoff

- Update of budget outlook, constraints and overall process
- Instruct departments on budget process

April: Budget Development & Month 5 Forecast Finalized

- Departments develop their FY2021 operating budget
- Departments forecast revenue and expenses for the end of FY2020
- Executive level review and approval for 2021 Budget development

May 1 – 19: 5-Year CIP Feedback

- Departments provide feedback on consolidated 5-Year CIP

June 1 – July 30: CMO Review of Proposed Budget & Month 8 Forecast Finalized

- Review of department operating budgets
- Review of proposed fee changes and additions
- Review of the consolidated Capital Improvement Plan (FY2021-2025)
- Decision package review
- Tax rate discussion
- Review of FY2020 forecast – FY2020 budget impacts

July 25: Certified Tax Roll Received

- Receive certified appraisal values

August 4: City Manager Delivers Recommended 5-Year Capital Improvement Plan

- Presentation of the City Manager's Recommended FY2021-2025 Capital Improvement Plan to the City Council

August 11: City Manager Delivers Recommended Annual Budget

- Presentation of the City Manager's Recommended FY2021 Annual Budget to the City Council (includes presentation of CCPD funding application)

August 20 & 21 – September 3 & 4: City Council Budget Work Sessions

- City Council reviews key elements of the FY2021 Budget with city staff

Processes and Policies

August 18: CCPD Budget Presentation, Public Hearing & Possible Adoption

- Presentation of the CCPD Budget to the CCPD Board & Public Hearing
- CCPD Board considers CCPD Budget for adoption (Consider on 9/6 if not adopted)

August 25: Approval of CCPD budget by CCPD Board if not approved August 18th

September 1 and 15: Public Hearing

- 1st and 2nd public hearing on city budget and
- Public hearing and action on board-approved CCPD budget

September 15: Public Hearing

- 2nd public hearing on city budget
- Public hearing on property tax rate

September 22: FY2021 Budget and Tax Rate Adoption

- Council considers CCPD Budget for adoption (if delayed)
- Council considers FY2021 Budget & 5-Year CIP for adoption
- City Council adopts tax rate for FY2021

September – October: Adopted FY2021 Operating Changes Implemented

October 31: Adopted Operating Budget & Published 5-Year Capital Improvement Plan

October – November: Year-end Finalization of FY2020

Processes and Policies

Fund Structure

Purpose

The city's accounts are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate.

Governmental Fund Types

Governmental funds are used to account for the majority of the city's activities and is comprised of the general, general debt and special revenue funds.

General Fund:

The general fund is the primary operating fund of the city. It is used to account for all financial resources except for those required to be accounted for in another fund. The primary revenue sources are non-exchange revenues such as taxes and accounted for on a modified accrual basis.

The general fund is first subdivided into individual departments to account for functional and program activities. The departments may be further divided into divisions to account for greater detail. For example Police Department and then Police Traffic Division.

General Debt Service Fund:

The debt service fund is used to account for principal and interest payments for the city's long-term, tax-supported debt.

Special Revenue Funds:

Special revenue funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Proprietary Fund Types

Proprietary funds are used when the city charges customers for services it provides to recover the costs of providing the services. This group includes both enterprise and internal service funds.

Enterprise Funds:

Enterprise funds are used to account for operations that are financed and operated in a manner similar to a private business. The goal of the city is that the costs (expenses, including depreciation) of providing the service are recovered through user charges. The primary customers are outside entities, for example a homeowner who receives water service. The City of Fort Worth has five enterprise funds.

Internal Service Funds:

Internal service funds are used to account for operations that are operated in a manner similar to a private business but the primary customers are internal departments. The City of Fort Worth has four internal service funds.

Processes and Policies

Fiduciary Fund Types

Fiduciary funds are used to account for resources held by the City as a trustee or agent. Fiduciary funds account for assets held by the city in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. The city currently only budgets for the Retiree Healthcare Trust.

Capital Project Funds

Capital project funds are used to account for financial resources dedicated for the acquisition of major capital facilities and implementation of capital oriented city initiatives.

Processes and Policies

Budgeting Philosophy and Basis of Budgeting

Budgeting Philosophy

The City Council is responsible for legislation, policy formulation and overall direction of the government. This includes the approval of financial policies which establish and direct the operations of the City of Fort Worth. The city manager is responsible for carrying out the policy directives of the City Council and managing the day-to-day operations of the executive departments.

The city's framework for fiscal decision-making is a comprehensive set of Financial Management Policy Statements. As required by charter, the city adopts an annual balanced budget for which the level of expenditures for each department or fund may not legally exceed the appropriations for that department or fund. The budget is prepared in a manner that reflects the full cost of providing services and displays estimated beginning fund balance/net position, estimated revenue and receipts, appropriations and the estimated year-end fund balance/net position.

The city shall take an objective and analytical approach to forecasting revenues, expenditures and expenses as accurately as possible. While absolute certainty is impossible, should revenues or expenditures be inaccurate, necessary corrections will be completed to bring the budget into balance.

The overall budget appropriation may be increased via a supplemental appropriation ordinance that allocates funds that are certified as being in excess of those included in the budget but unencumbered. Amendments shall be considered and adopted by the City Council except for specific adjustments when limited authority is delegated to the city manager.

The city manager, as empowered by the charter, may transfer part or all of any unencumbered appropriation balance among programs within a department upon compliance with any conditions established by the City Council. Upon request by the city manager, the City Council may transfer part or all of any unencumbered appropriation balance from one department to another through appropriation ordinance.

Basis of Budgeting

The city budgets for governmental funds, which include the general fund, capital project funds, special revenue funds and debt service fund, using the modified accrual basis of accounting with the exception that changes in the fair value of investments are not treated as adjustments to revenue in the annual operating budget.

The budgets for all proprietary funds, which include enterprise funds and internal service funds, are prepared using the full accrual basis of accounting. Internal service funds are maintained to account for services provided primarily to departments within the city. Under this method, with limited exceptions, revenues are recorded when they become measurable and available to pay expenses, and expenses are recorded at the time liabilities are incurred. Exceptions to the foregoing general principles for the operating budget are:

- Changes in the fair value of investments are not treated as adjustments to revenue
- Debt service and capital lease principle payments are treated as expenses
- Depreciation expense is not recognized
- Capital purchases are recognized as expenses

Processes and Policies

Financial Policies

Note: This section addresses the City of Fort Worth's major financial policies governing the budget process and budget implementation. For more detailed information on city financial policies, please contact the city Finance Department or see the Financial Management Policy Statements in the Supplemental Information section.

The City of Fort Worth's financial policies establish a foundation for the fiscal strength of city government. These policies guide the City Council and the city manager as they make decisions regarding resource allocations.

The financial condition of the city must be maintained at the highest level to ensure that resources are available to meet the city's ever-changing priorities. The following policies are related to the adoption and implementation of the annual budget. They are designed to assure that the city maintains the highest credit rating possible from all rating agencies.

Operating Budget

Per city charter, the city shall operate under an annual balanced budget whereby the sum of net revenues and appropriated fund balance equals the expenditure appropriations. Revenue projections shall be set at realistic and attainable levels, sufficiently conservative to avoid shortfalls, yet accurate enough to avoid a regular pattern of setting tax rates that produce more revenue than is necessary. The city shall not develop budgets that include operating deficits that require the use of one-time resources to cover recurring expenses. The city's annual budget shall be adopted by September 22nd and shall be effective for a fiscal period beginning October 1 and ending September 30th.

Fund Balances

The city shall maintain a fund balance position that rating agencies deem adequate to meet the city's needs and challenges. Therefore, the city has adopted a policy that requires management to maintain fund balances/working capital at the following levels:

General Fund: (Fund Balance)

General Fund	10.00%
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Special Revenue Funds: (Fund Balance)

Crime District	16.67%
Culture/Tourism	16.67%
Environmental	16.67%
Municipal Golf	16.67%
Red Light Enforcement	16.67%
Botanic Garden	16.67%

Enterprise Funds: (Working Capital)

Municipal Airport	25.00%
Municipal Parking	25.00%
Solid Waste	25.00%
Stormwater	25.00%
Water and Sewer	25.00%

Processes and Policies

Enterprise Funds: (Days Cash on Hand)

Municipal Airport	100 Days
Municipal Parking	100 Days
Solid Waste	100 Days
Stormwater	100 Days
Water and Sewer	100 Days

Internal Service Funds: (Working Capital)

Capital Projects Service	3.00%
Fleet and Equipment Service	3.00%
Group Health Insurance	16.67%
Risk Financing	16.67%

When it is appropriate for fund balance to be assigned, the City Council delegates authority to the city manager.

Revenue

The city shall diversify its revenue sources to the extent possible to reduce reliance on property tax. Periodically, the city will review specific programs and services that are identified to be potential areas for funding through user fees. The City Council will determine the level of cost recovery for the program or service. For example, fire inspection fees will be set at a level sufficient to recover the full cost of services and solid waste fees shall be set at a level sufficient to recover the full cost of solid waste enterprise operations. Sound cash management practices shall augment revenues available to the city.

Capital Improvements

The city adopts a five-year Capital Improvement Plan (CIP) to be revised and approved annually. Currently, the city appropriates all funds for capital projects with a capital budget ordinance in accordance with the City charter.

Debt Policies

The city debt policy establishes guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current revenues.

As a municipal government, the city issues both tax-exempt and taxable securities in the form of general obligation and revenue bonds as part of our ongoing goal to create the most livable and best managed city in the country. The proceeds from these debt transactions are utilized to fund the city's comprehensive Capital Improvement Plan for multiple sectors of our operation. It is considered best practice for the city, as part of the issuance of tax-exempt obligations, to adopt written procedures outlining how the city will maintain compliance with federal guidelines.

Debt Planning Guidelines

Debt financing, to include general obligation bonds, revenue bonds, certificates of obligation, certificates of participation, commercial paper, tax notes, lease/purchase agreements, and other obligations permitted to be issued or incurred under Texas law, shall only be used to purchase capital assets and equipment that cannot be prudently acquired from either current revenues, assigned fund balance, or net position, and to fund infrastructure improvements and additions. The useful life of the asset or project shall exceed the payout schedule of any debt the city assumes.

Processes and Policies

The city shall not assume more tax-supported general purpose debt than it retires each year without conducting an objective analysis as to the city's ability to assume and support additional debt service payments. When appropriate, self-supporting revenue bonds shall be considered before general obligation bonds.

Debt Service Guidelines

Generally, the city shall issue bonds with an average life of approximately 10.5 years for general obligation bonds and approximately 17-18 years for revenue bonds. The structure should approximate level principal on general obligation bonds and level debt service for revenue bonds. With respect to the issuance of revenue bonds for a stand-alone or self-supporting project, the term of the debt and debt service structure shall be consistent with the useful life of the project and the revenue-generating capability of the project.

There shall be no debt structures, which include increasing debt service levels in subsequent years, with the exception of the first and second year of a payment schedule. There shall be no "balloon" bond repayment schedules, which consist of low annual payments and one large payment of the balance due at the end of the term. There shall always be at least interest paid in the first fiscal year after a bond sale and principal starting generally no later than the second fiscal year after the bond issue. In the case of a revenue generating project, principal repayment should begin no later than the first full year after the project has been placed in service. Normally, there shall be no capitalized interest included in the debt structure unless there are no historical reserves upon which to draw.

User Fee Policy

For services that benefit specific users, the city shall establish and collect fees to recover the costs of those services. The City Council shall determine the appropriate cost recovery level and establish the fees. Where feasible and desirable, the city shall seek to recover full direct and indirect costs. User fees shall be reviewed on a regular basis to calculate their full cost recovery levels, to compare them to the current fee structure and to recommend adjustments where necessary.

It is the intention of the city that all utilities and enterprise funds be self-supporting. As a result, utility rates and enterprise user fees shall be set at levels sufficient to cover operating expenditures, meet debt obligations, provide additional funding for capital improvements and provide adequate levels of working capital. The city shall seek to eliminate all forms of subsidization to utility/enterprise funds from the General Fund.

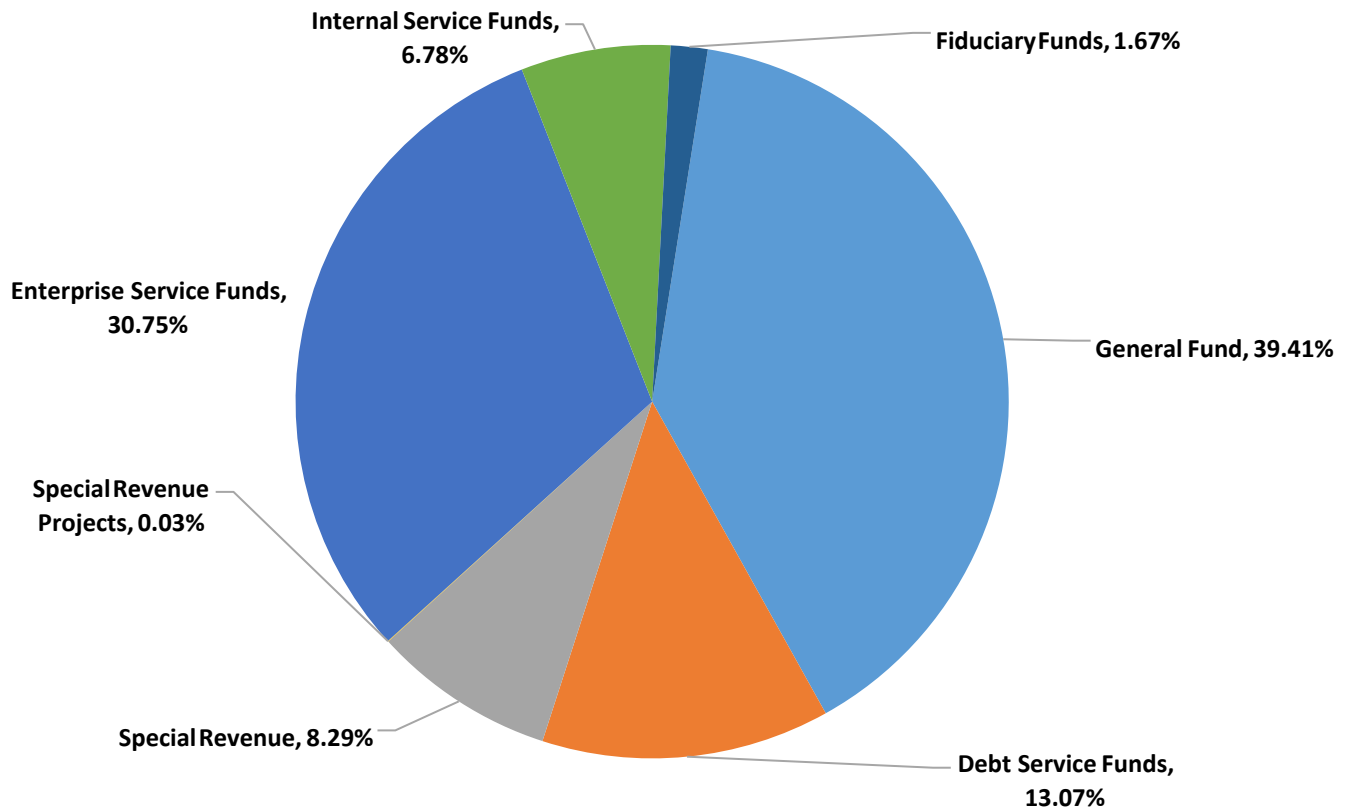
Budget Highlights

Budget Highlights

Total Revenue by Fund

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted Amount	%
General Fund	736,724,005	771,937,585	776,913,432	782,064,035	10,126,450	1.31%
Debt Service Funds	275,743,033	246,586,419	416,069,387	259,382,212	12,795,793	5.19%
Special Revenue	176,072,509	186,016,730	188,618,980	164,458,053	(21,558,677)	-11.59%
Special Revenue Projects	3,927,336	1,546,287	1,281,226	500,000	(1,046,287)	-67.66%
Enterprise Service Funds	579,282,393	605,554,878	606,395,722	610,341,832	4,786,954	0.79%
Internal Service Funds	143,383,710	140,589,824	142,256,655	134,635,079	(5,954,745)	-4.24%
Fiduciary Funds	31,800,616	32,548,119	32,548,119	33,159,914	611,795	1.88%
Total Operating Funds	\$1,946,933,602	\$1,984,779,842	\$2,164,083,522	\$1,984,541,125	\$ (238,717)	-0.01%

Note: Debt Service Funds include the appropriation of Special Revenue Fund and Enterprise Fund related debt service payments. The revenue source for these debt funds are transfers from the respective Special Revenue or Enterprise Fund. Special Revenue Funds include Asset Forfeiture Funds. Public Improvement District and Taxing Increment Reinvestment Zone Funds are not included in the table above.

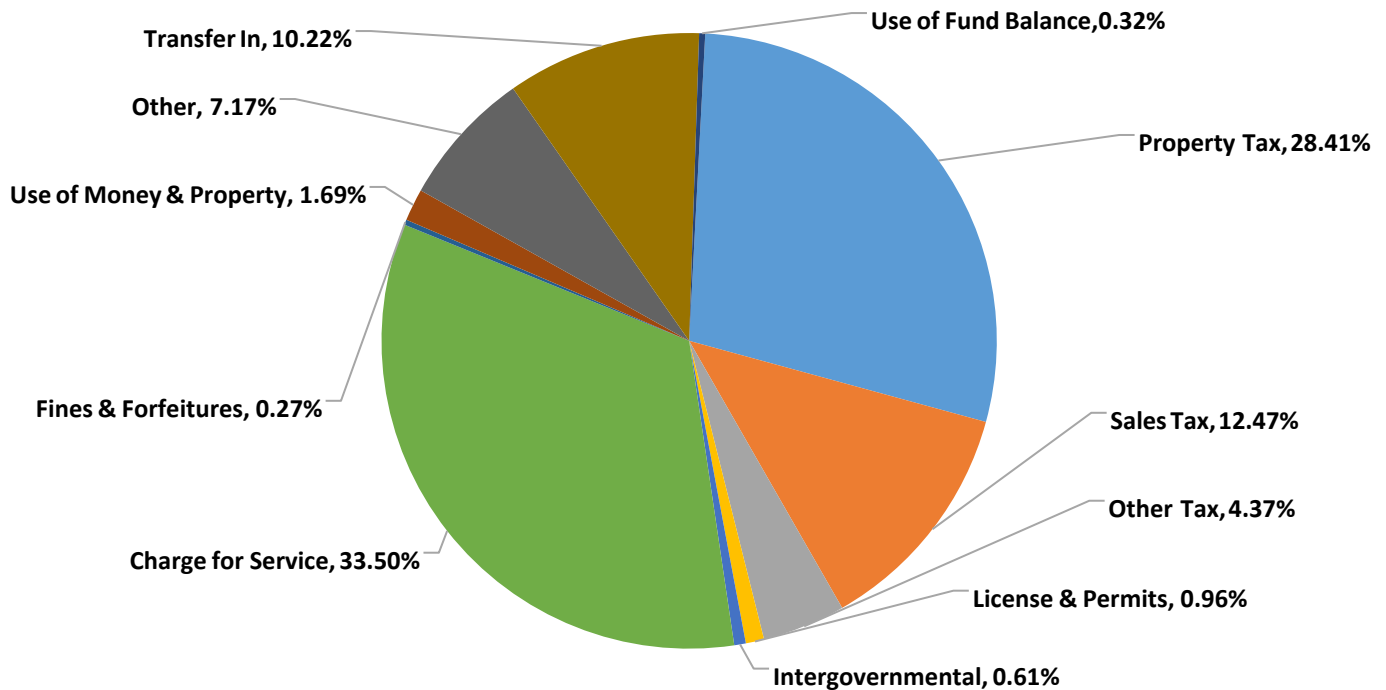


Budget Highlights

Total Revenue by Source

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted Amount	%
Property Tax	496,344,941	548,320,356	548,320,356	563,848,802	15,528,446	2.83%
Sales Tax	243,409,764	254,109,808	254,109,808	247,462,090	(6,647,718)	-2.62%
Other Tax	88,011,150	93,683,032	92,981,489	86,744,690	(6,938,342)	-7.41%
License & Permits	18,017,573	18,166,615	18,166,615	19,099,240	932,625	5.13%
Intergovernmental	15,224,759	12,844,072	13,725,580	12,083,191	(760,881)	-5.92%
Charge for Service	650,857,112	657,882,296	657,121,435	664,915,660	7,033,364	1.07%
Fines & Forfeitures	11,274,877	5,549,659	5,549,659	5,420,422	(129,237)	-2.33%
Use of Money & Property	60,101,531	28,266,094	29,178,042	33,532,165	5,266,071	18.63%
Other	148,715,201	148,644,626	148,644,626	142,383,489	(6,261,137)	-4.21%
Transfer In	214,976,695	201,910,527	344,673,626	202,779,595	869,068	0.43%
Use of Fund Balance	-	15,402,757	51,612,284	6,271,781	(9,130,976)	-59.28%
Total Revenues	\$1,946,933,602	\$1,984,779,842	\$2,164,083,522	\$1,984,541,125	\$ (238,717)	-0.01%

Note: Debt Service Funds include the appropriation of Special Revenue Fund and Enterprise Fund related debt service payments. The revenue source for these funds are transfers from the respective Special Revenue or Enterprise Fund. Public Improvement District Funds and Taxing Increment Reinvestment Zone Funds are not included in the table above.

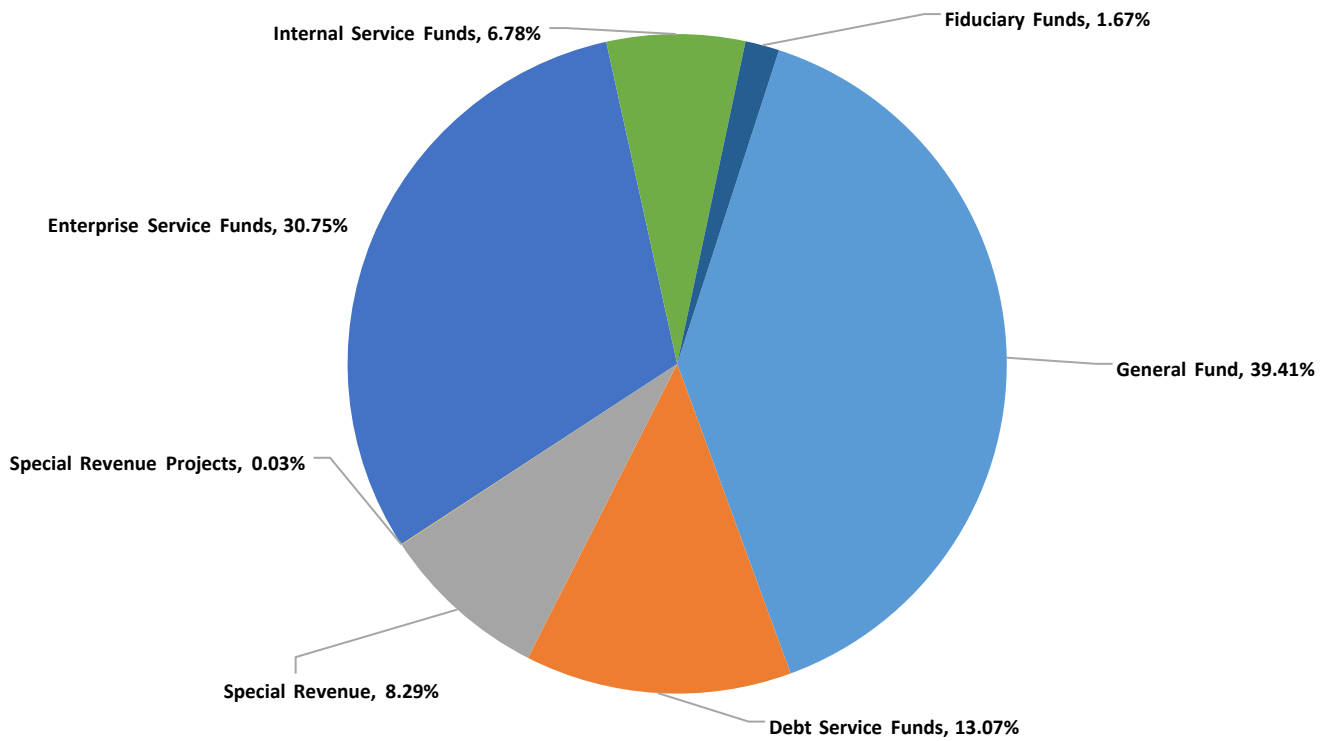


Budget Highlights

Expenditures by Fund

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
General Fund	722,060,711	771,937,585	776,913,432	782,064,036	10,126,451	1.31%
Debt Service Funds	260,661,574	246,586,419	416,069,387	259,382,212	12,795,793	5.19%
Special Revenue	167,589,522	186,016,730	188,618,980	164,458,054	(21,558,676)	-11.59%
Special Revenue Projects	3,995,227	1,546,287	1,281,226	500,001	(1,046,286)	-67.66%
Enterprise Service Funds	572,821,070	605,554,878	606,395,722	610,341,832	4,786,954	0.79%
Internal Service Funds	127,456,555	140,589,824	142,256,655	134,635,078	(5,954,746)	-4.24%
Fiduciary Funds	28,473,048	32,548,119	32,548,119	33,159,914	611,795	1.88%
Total Operating Funds	\$1,883,057,707	\$1,984,779,842	\$2,164,083,522	\$1,984,541,126	\$ (238,716)	-0.01%

Note: Debt Service Funds include the appropriation of Special Revenue Fund and Enterprise Fund related debt service payments. The respective Special Revenue or Enterprise Fund transfer revenue to the Debt Service Funds. Special Revenue Funds include Asset Forfeiture Funds. Public Improvement District and Taxing Increment Reinvestment Zone Funds are not included in the table above.

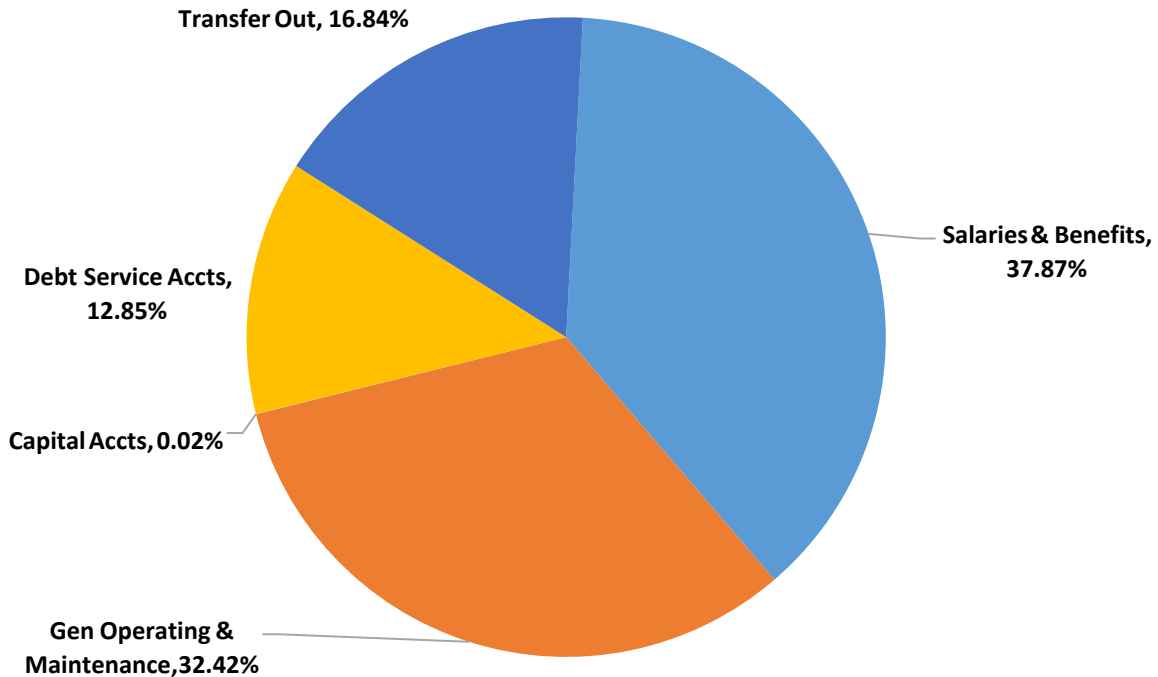


Budget Highlights

Expenditures by Type

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Salaries & Benefits	705,135,173	754,411,791	749,548,584	756,678,912	2,267,121	0.30%
Gen Operating & Maintenance	590,253,485	641,666,713	649,464,856	647,798,846	6,132,133	0.96%
Capital Accts	45,170	624,010	446,010	341,500	(282,510)	-45.27%
Debt Service Accts	265,162,927	242,497,182	411,017,153	256,761,198	14,264,016	5.88%
Transfer Out	349,151,324	352,123,763	354,592,871	336,572,830	(15,550,933)	-4.42%
Contra Accounts	(26,690,372)	(26,141,779)	(26,141,779)	(27,426,542)	(1,284,763)	4.91%
Contribution to Fund Balance	-	19,598,162	23,874,601	13,814,381	(5,783,781)	-29.51%
Project Budget Account	-	-	1,281,226	-	-	-
Total Expenses	\$1,883,057,707	\$1,984,779,842	\$2,164,083,522	\$1,984,541,126	\$ (238,716)	-0.01%

Note: Debt Service Funds include the appropriation of Special Revenue Fund and Enterprise Fund related debt service payments. The respective Special Revenue or Enterprise Fund transfers funding to the Debt Service Fund. Public Improvement District and Taxing Increment Reinvestment Zone Funds are not included in the table above. Contra accounts are used to reduce expenditures between departments in the General Fund.



Budget Highlights

General Fund: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Property Tax	398,425,677	436,544,239	436,544,239	448,904,674	12,360,435	2.83%
Sales Tax	165,287,198	172,769,615	172,769,615	168,248,455	(4,521,160)	-2.62%
Other Tax	55,969,801	53,887,446	53,887,446	54,279,660	392,214	0.73%
License & Permits	16,938,217	16,696,626	16,696,626	17,653,348	956,722	5.73%
Intergovernmental	2,198,585	373,423	1,254,931	485,386	111,963	29.98%
Charge for Service	38,623,785	42,095,257	42,098,502	43,078,460	983,203	2.34%
Fines & Forfeitures	6,458,466	5,549,659	5,549,659	5,420,422	(129,237)	-2.33%
Use of Money & Property	521,422	664,651	664,651	619,939	(44,712)	-6.73%
Other	4,022,465	2,557,741	2,557,741	2,511,367	(46,374)	-1.81%
Transfer In	48,278,390	40,798,928	40,798,928	40,862,324	63,396	0.16%
Total Revenues	736,724,005	771,937,585	772,822,338	782,064,035	10,126,450	1.31%
Use of Fund Balance	-	-	4,091,094	-	-	0.00%
Salaries & Benefits	527,965,615	560,519,020	555,201,129	567,742,822	7,223,802	1.29%
Gen Operating & Maintenance	163,634,902	171,086,199	175,256,172	183,502,352	12,416,153	7.26%
Capital Accts	-	178,000	-	178,000	-	0.00%
Debt Service Accts	2,230,949	2,231,625	2,231,625	2,231,625	0	0.00%
Transfer Out	54,919,617	64,064,520	66,089,847	55,835,778	(8,228,742)	-12.84%
Contra Accounts	(26,690,372)	(26,141,779)	(26,141,779)	(27,426,542)	(1,284,763)	4.91%
Total Expenses	722,060,711	771,937,585	772,636,993	782,064,036	10,126,451	1.31%
Appropriations Clearing Acct	-	-	4,276,439	-	-	0.00%
Contr To Fund Bal/Net Position	-	-	-	-	-	0.00%
Revenues Over(Under) Expenses	\$ 14,663,294	\$ -	\$ -	\$ (0)	\$ 0	(0.00%)

Note: Contra accounts are used to reduce expenditures between departments in the General Fund.

Budget Highlights

Debt Service Funds: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Property Tax	97,919,264	111,776,117	111,776,117	114,944,128	3,168,011	2.83%
Charge for Service	117,443	-	-	-	-	0.00%
Use of Money & Property	23,960,484	275,300	275,300	4,447,182	4,171,882	1515.39%
Transfer In	153,745,421	133,636,827	275,485,924	138,417,727	4,780,900	3.58%
Total Revenues	275,742,612	245,688,244	387,537,341	257,809,037	12,120,793	4.93%
Use of Fund Balance	-	898,175	28,532,046	1,573,175	675,000	75.15%
Debt Service Accts	260,661,574	238,374,352	406,244,323	252,638,368	14,264,016	5.98%
Transfer Out	-	-	1,612,997	-	-	0.00%
Total Expenses	260,661,574	238,374,352	407,857,320	252,638,368	14,264,016	5.98%
Contribution to Fund Balance	-	8,212,067	8,212,067	6,743,844	(1,468,223)	-17.88%
Revenues Over(Under) Expenses	\$ 15,081,038	\$ -	\$ -	\$ -	\$ -	0%

Note: Debt Service Funds include the appropriation of Special Revenue Fund and Enterprise Fund related debt service payments. The revenue source for these debt funds are transfers from the respective Special Revenue or Enterprise Fund.

Budget Highlights

Special Revenue Funds: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Sales Tax	78,122,566	81,340,193	81,340,193	79,213,635	(2,126,558)	-2.61%
Other Tax	30,929,516	38,945,586	38,945,586	32,465,030	(6,480,556)	-16.64%
License & Permits	17,300	15,000	15,000	15,500	500	3.33%
Intergovernmental	13,092,250	12,362,616	12,362,616	11,297,805	(1,064,811)	-8.61%
Charge for Service	16,144,082	15,282,519	15,282,519	13,212,461	(2,070,058)	-13.55%
Fines & Forfeitures	4,816,411	-	-	-	-	0.00%
Use of Money & Property	10,171,372	12,095,479	11,718,748	11,569,140	(526,339)	-4.35%
Special Assesments	-	-	-	-	-	0.00%
Other	13,952,924	10,981,275	10,981,275	8,324,743	(2,656,532)	-24.19%
Transfer In	8,826,088	7,685,850	7,685,850	3,661,133	(4,024,717)	-52.37%
Total Revenues	176,072,509	178,708,518	178,331,787	159,759,447	(18,949,071)	-10.60%
Use of Fund Balance	-	7,308,212	10,287,193	4,698,606	(2,609,606)	-35.71%
Salaries & Benefits	56,131,846	66,026,277	66,695,035	62,852,979	(3,173,298)	-4.81%
Gen Operating & Maintenance	55,342,235	61,523,209	61,765,884	54,800,833	(6,722,376)	-10.93%
Capital Accts	-	446,010	446,010	163,500	(282,510)	-63.34%
Debt Service Accts	123,891	123,891	123,891	123,891	-	0.00%
Transfer Out	55,991,550	51,446,631	53,137,448	43,638,228	(7,808,403)	-15.18%
Total Expenses	167,589,522	179,566,018	182,168,268	161,579,431	(17,986,587)	-10.02%
Contribution to Fund Balance	-	6,450,712	6,450,712	2,878,623	(3,572,089)	-55.38%
Revenues Over(Under) Expenses	\$ 8,482,987	\$ -	\$ -	\$ (1)	\$ (1)	0%

Note: While Public Improvement District Funds (PID) and Tax Increment Reinvestment Zone Funds (TIRZ) are special revenue funds, they are appropriated under a separate process and are not included in these totals. Also, Special Revenue Project Funds are not included in these totals. Funds exclusive of the table above are shown in separate summary tables that follow.

Budget Highlights

Special Revenue Projects: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Other Tax	1,111,833	850,000	148,457	-	(850,000)	-100.00%
Intergovernmental	(66,076)	108,033	108,033	300,000	191,967	177.69%
Charge for Service	1,920,048	184,925	(579,181)	200,000	15,075	8.15%
Use of Money & Property	944,491	115,000	(318,766)	-	(115,000)	-100.00%
Other	13,875	-	-	-	-	0.00%
Total Revenues	3,924,171	1,257,958	(641,456)	500,000	(757,958)	-60.25%
Use of Fund Balance	-	288,329	276,645	-	(288,329)	-100.00%
Salaries & Benefits	783,909	214,074	-	114,994	(99,080)	-46.28%
Gen Operating & Maintenance	2,315,966	482,213	-	385,007	(97,206)	-20.16%
Capital Accts	45,170	-	-	-	-	0.00%
Transfer Out	850,000	850,000	-	-	(850,000)	-100.00%
Total Expenses	3,995,046	1,546,287		500,001	(1,046,286)	-67.66%
Contribution to Fund Balance	-	-	-	-	-	0.00%
Revenues Over(Under) Expenses	\$ (70,875)	\$ -	\$ (364,812)	\$ (1)	\$ (1)	0%

Note: Special Revenue Projects includes the Library Special Revenue Fund and the Special Purpose Fund.

Budget Highlights

Fiduciary Funds: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Charge for Service	413,518	-	-	-	-	0.00%
Use of Money & Property	2,100,683	1,000,000	1,000,000	1,000,000	-	0.00%
Other	29,286,415	31,548,119	31,548,119	32,159,914	611,795	1.94%
Total Revenues	31,800,616	32,548,119	32,548,119	33,159,914	611,795	1.88%
Use of Fund Balance	-	-	-	-	-	0.00%
Salaries & Benefits	138,890	136,660	136,660	116,701	(19,959)	-14.60%
Gen Operating & Maintenance	28,334,158	29,005,069	29,005,069	29,403,880	398,811	1.37%
Total Expenses	28,473,048	29,141,729	29,141,729	29,520,581	378,852	1.30%
Contribution to Fund Balance	-	3,406,390	3,406,390	3,639,333	232,943	6.84%
Revenues Over(Under) Expenses	\$ 3,327,568	\$ -	\$ -	\$ 0	\$ 0	0%

Note: Includes the Retiree Healthcare Trust Fund only.

Budget Highlights

Enterprise Funds: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
License & Permits	1,062,057	1,454,989	1,454,989	1,430,392	(24,597)	-1.69%
Charge for Service	547,443,001	554,703,018	554,703,018	564,794,442	10,091,424	1.82%
Use of Money & Property	13,814,148	10,426,440	10,426,440	12,002,599	1,576,159	15.12%
Other	12,960,375	12,285,631	12,285,631	12,288,152	2,521	0.02%
Transfer In	4,002,813	19,776,759	20,448,223	19,826,248	49,489	0.25%
Total Revenues	579,282,393	598,646,837	599,318,301	610,341,832	11,694,995	1.95%
Use of Fund Balance	-	6,908,041	7,077,421	-	(6,908,041)	-100.00%
Salaries & Benefits	97,213,150	103,233,350	103,233,350	103,000,180	(233,170)	-0.23%
Gen Operating & Maintenance	237,329,167	265,020,091	267,738,854	268,557,320	3,537,229	1.33%
Debt Service Accts	2,146,512	1,767,314	2,417,314	1,767,313	(1)	0.00%
Transfer Out	236,132,241	235,208,224	232,680,305	236,464,437	1,256,213	0.53%
Total Expenses	572,821,070	605,228,979	606,069,823	609,789,251	4,560,272	0.75%
Contribution to Fund Balance	-	325,899	325,899	552,581	226,682	69.56%
Revenues Over(Under) Expenses	\$ 6,461,323	\$ -	\$ -	\$ (0)	\$ (0)	0%

Budget Highlights

Internal Service Funds: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Charge for Service	46,195,236	45,616,577	45,616,577	43,630,298	(1,986,279)	-4.35%
Use of Money & Property	8,588,930	3,689,224	3,689,224	3,893,305	204,081	5.53%
Other	88,478,725	91,271,860	91,271,860	87,099,313	(4,172,547)	-4.57%
Transfer In	120,819	12,163	331,108	12,163	-	0.00%
Total Revenues	143,383,710	140,589,824	140,908,769	134,635,079	(5,954,745)	-4.24%
Use of Fund Balance	-	-	1,347,886	-	-	0.00%
Salaries & Benefits	22,901,763	24,282,410	24,282,410	22,851,236	(1,431,174)	-5.89%
Gen Operating & Maintenance	103,296,877	114,549,932	114,898,877	111,149,454	(3,400,478)	-2.97%
Transfer Out	1,257,916	554,388	1,872,274	634,388	80,000	14.43%
Total Expenses	127,456,555	139,386,730	141,053,561	134,635,078	(4,751,652)	-3.41%
Contribution to Fund Balance	-	1,203,094	1,203,094	-	(1,203,094)	-100.00%
Revenues Over(Under) Expenses	\$ 15,927,155	\$ -	\$ -	\$ 1	\$ 1	0%

Minor rounding variances may populate on the table above. Final rounding will be performed for the adopted book.

Budget Highlights

Operating Funds: Financial Summary

	FY2019	FY2020	FY2020	FY2021	Change from Adopted	
	Final	Adopted	Adjusted	Working	Amount	%
Property Tax	496,344,941	548,320,356	548,320,356	563,848,802	15,528,446	2.83%
Sales Tax	243,409,764	254,109,808	254,109,808	247,462,090	(6,647,718)	-2.62%
Other Tax	88,011,150	93,683,032	92,981,489	86,744,690	(6,938,342)	-7.41%
License & Permits	18,017,573	18,166,615	18,166,615	19,099,240	932,625	5.13%
Intergovernmental	15,224,759	12,844,072	13,725,580	12,083,191	(760,881)	-5.92%
Charge for Service	650,857,112	657,882,296	657,121,435	664,915,660	7,033,364	1.07%
Fines & Forfeitures	11,274,877	5,549,659	5,549,659	5,420,422	(129,237)	-2.33%
Use of Money & Property	60,101,531	28,266,094	29,178,042	33,532,165	5,266,071	18.63%
Special Assessments	-	-	-	-	-	0.00%
Other	148,715,201	148,644,626	148,644,626	142,383,489	(6,261,137)	-4.21%
Transfer In	214,976,695	201,910,527	344,673,626	202,779,595	869,068	0.43%
Total Revenue	1,946,933,602	1,969,377,085	2,112,471,237	1,978,269,344	8,892,259	0.45%
Use of Fund Balance	-	15,402,757	51,612,284	6,271,781	(9,130,976)	-59.28%
Salaries & Benefits	705,135,173	754,411,791	749,548,584	756,678,912	2,267,121	0.30%
Gen Operating & Maintenance	590,253,485	641,666,713	649,464,856	647,798,846	6,132,133	0.96%
Capital Accts	45,170	624,010	446,010	341,500	(282,510)	-45.27%
Debt Service Accts	265,162,927	242,497,182	411,017,153	256,761,198	14,264,016	5.88%
Transfer Out	349,151,324	352,123,763	354,592,871	336,572,830	(15,550,933)	-4.42%
Contra Accounts	(26,690,372)	(26,141,779)	(26,141,779)	(27,426,542)	(1,284,763)	4.91%
Project Budget Account	-	-	1,281,226	-	-	0.00%
Total Expenses	1,883,057,707	1,965,181,680	2,140,208,921	1,970,726,745	5,545,065	0.28%
Appropriations Clearing Acct	-	-	4,276,439	-	-	0.00%
Contr To Fund Bal/Net Position	-	19,598,162	19,598,162	13,814,381	(5,783,781)	-29.51%
Revenues Over(Under) Expenses	\$ 63,875,896	\$ -	\$ -	\$ (1)	\$ (1)	0%

Note: Contra accounts are used to reduce expenditures between departments of the General Fund.

Budget Highlights

User Fee Authorization and Overview

Texas Local Government Code authorizes municipalities to establish fees for “performing services and duties permitted or required by law.” For some services, the application of fees is not permitted or may be restricted to amounts prescribed in other Texas Local Government Code sections. For those service fees not restricted by code, the city has adopted financial policies specific to revenue to assist the city manager in recommending fees. Fees are reviewed on an annual basis and updates are presented to the City Council during the budget process.

Fees may be defined, by financial policy, as regulatory or non-regulatory. Regulatory fees are those charged to individuals for participation in government regulated activities. Examples include building permits, code enforcement permits, and plan review fees. For regulatory fees, the financial policy serves to recover the full cost of the service unless restricted by code.

Non-regulatory fees are likely to be charged for a wide variety of services and require additional consideration in establishing non-regulatory fees including “1) to influence the use of service and; 2) to increase equity.” As such, non-regulatory fees may not recover the total cost of service. For additional information on all fees, please refer to the Financial Management Policy Statements.

The following tables reflect fee changes for FY2021. Fee changes are based on market comparisons and evaluation of cost to deliver services.

Municipal Airports Fund		
Aviation Department		
Fee Title	New Fee Amount	Description of Change
Signatory Commercial Landing Fee: Minimum	\$70.00	New Fee
Signatory Commercial Landing Fee: Per 1,000 Lbs.	\$1.00	New Fee
Consumer Price Index Adjustment	\$59,400.00	Increase of 1.80%
City Facility Agreement Developer Fund		
Transportation and Public Works Department		
Fee Title	New Fee Amount	Description of Change
Construction Inspection Service Fee	\$250.00	Increase of \$5 per day.
Culture and Tourism Fund		
Public Events Department		
Fee Title	New Fee Amount	Description of Change
Banquet Chair	\$2.00	New Fee
Commercial Exhibitor Outside	\$150.00	Increase of \$25 per day.
DI Box	\$10.00	New Fee
Digital RF Modulator	\$25.00	New Fee
Ethernet-Fiber Converter	\$25.00	New Fee
HDMI-SDI Converter	\$15.00	New Fee
HDMI-SDI Cross Converter	\$30.00	New Fee
IPTV Transmitter/Receiver	\$25.00	New Fee
Labor (Stagehand, Maintenance, Painter, General)	\$35.00	Increase of \$5 per hour.
Microphone	\$20.00	Increase of \$10 per day.
Press Box	\$25.00	New Fee
R.V. Parking - Generator	\$20.00	New Fee
SDI Distributor	\$15.00	New Fee

Budget Highlights

SDI HDTV Tuner	\$50.00	New Fee
SDI-Analog Converter	\$15.00	New Fee
Shavings - loose bag	\$20.00	Increase of \$3 each.
Show Arena	\$500.00	Increase of \$200 per day.
Show Arena - Move-In/Move-Out/Exercise	\$250.00	Increase of \$100 per day.
Sico Stage	\$25.00	Increase of \$5 each.
South Texas	\$750.00	Increase of \$150 per day.
Stereo DI Box	\$15.00	New Fee
Table	\$7.00	Increase of \$2 each.
W.R. Watt Arena	\$1,750.00	Increase of \$250 per day.
W.R. Watt Arena - Move-In/Move-Out/Exercise	\$875.00	Increase of \$125 per day.
Will Rogers Suite	\$750.00	Increase of \$250 per day.
Wireless Microphone	\$75.00	Increase of \$15 per day.
General Fund		
Financial Management Services Department		
Fee Title	New Fee Amount	Description of Change
Carnivals, Circuses and Tent Shows	\$350.00	Increase of \$320 per permit.
Dance Hall, Class A	\$550.00	Increase of \$450 per permit.
Development Services Department		
Fee Title	New Fee Amount	Description of Change
Building Permit Account	\$8,352,726.54	Increase of \$894,934.98
Electrical Fee Account	\$627,441.66	Increase of \$67,225.89
Mechanical Fee Account	\$461,215.84	Increase of \$49,415.98
Plumbing Fee Account	\$787,023.25	Increase of \$84,323.92
Certificate of Occupancy Account	\$130,575.20	Increase of \$13,990.20
Demo fee Account	\$92,317.12	Increase of \$9,891.12
Ordinance Inspection Fee Account	\$657,473.60	Increase of \$187,849.45
After Hours Account	\$28,224.00	Increase of \$3,024
Plan Check Fee Account	\$63,200.51	Increase of \$6,771.48
Reinspection Fee Account	\$9,688.00	Increase of \$1,08.00
Expedited Plan Review Fee Account	\$197,960.00	Increase of \$21,210
Residential Remodel Account	\$365,824.58	Increase of \$39,195.49
Fees Collect to Film Account	\$2,856.00	Increase of \$306
Sexually Oriented Business Account	\$2,000.00	Increase of \$750
Zoning Commission Fee Account	\$11,175.00	Increase of \$10,650
Urban Forestry Phased Project Account	\$250.00	Increase of \$50
Plan Review Fee Account	\$387.00	Increase of \$75
Permanent Encroachment Account	\$702.00	Increase of \$200.56
Technology Fee	\$15.00	Increase of \$10.
Credit Access Business Fee	\$100.00	New Fee

Budget Highlights

Design Review Fee	1% of Projects - Up to \$500 Total	New Fee
IPRC Pre/Post Submittal Conference	\$1,000.00	New Fee
IPRC Design Review Fee: Traffic Impact Analysis - One Time Fee	\$1,250.00	New Fee
IPRC Design Review Fee: Traffic Impact Analysis Fee - Per Acre Fee	\$10.00	New Fee
IPRC Design Review Fee: Drainage Study Review Fee	\$1,000.00	New Fee
Urban Forestry Phased Project (base fee first 5 acres)	\$15.00	New Fee
Park and Recreation Department		
Fee Title	New Fee Amount	Description of Change
Level 1 baseball/softball with lights	\$35.00	Increase of \$5 per hour.
Level 1 baseball/softball without lights	\$65.00	Increase of \$10 per hour.
Level 2 baseball/softball with lights	\$30.00	Increase of \$5 per season.
Level 2 baseball/softball without lights	\$40.00	Increase of \$10 per year.
Natural Grass Soccer with Lights	\$15.00	Increase of \$10 per year.
Natural Grass Soccer without Lights	\$20.00	Increase of \$5 per year.
General Admission - Adult	\$7.00	Increase of \$1.50 per person.
General Admission - Youth	\$6.00	Increase of \$1.00 per person.
General Admission - Senior/60+	\$6.00	Increase of \$1.00 per person.
General Admission - Group Rate	\$5.00	Increase of \$0.50 per person.
Group Tour Admission - 1.5 hours	\$4.00	Increase of \$0.50 per person.
General Admission - Adult	\$6.00	Increase of \$1.00 per person.
General Admission - Dog	\$1.00	New Fee
Solid Waste Fund		
Code Compliance Department		
Fee Title	New Fee Amount	Description of Change
Commercial Tonnage Fee	\$5.00	New Fee
SW Collection Fee	\$2,600,000.00	Increase from 5% to 10%

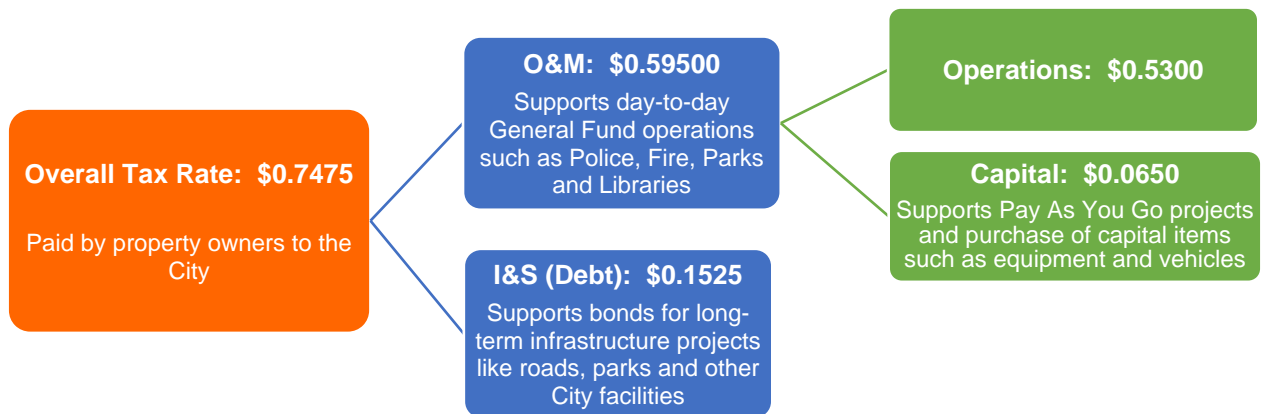
Budget Highlights

General Fund Revenue Highlights

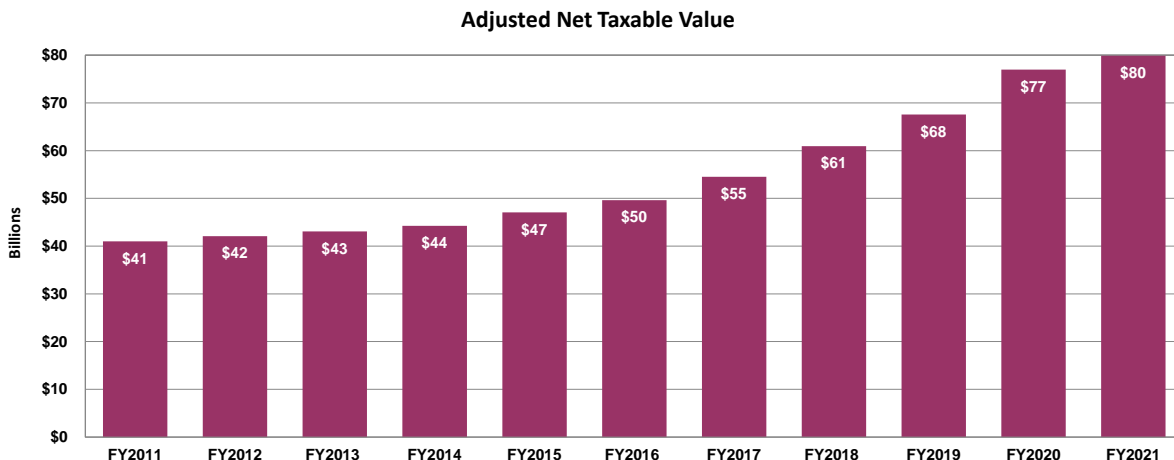
Property Taxes

The FY2021 Recommended Budget maintains the city’s property tax rate at \$0.7475 per \$100 net taxable valuation. The total appraised value of the city’s property tax roll increased \$6 billion or 6.0 percent from the July 2019 certified roll to the July 2020 certified roll. Adjusted Net Taxable Value (which is the Net Taxable Value plus the value of incomplete properties and properties under protest), increased \$2.9 billion or 3.7 percent in the same time period across all properties within the City of Fort Worth. Adjusted Net Taxable Value is the basis for the city’s property tax revenue calculation.

In keeping with City Management goals to maintain the property tax rate, there is no change to the tax rate. The rate is maintained at \$0.7475, with the operating and maintenance (O&M) rate of \$0.5950 cents and the interest and sinking (I&S) rate at \$0.1525 cents. The allocation and use of the O&M rate versus the I&S rate is depicted in the diagram below.



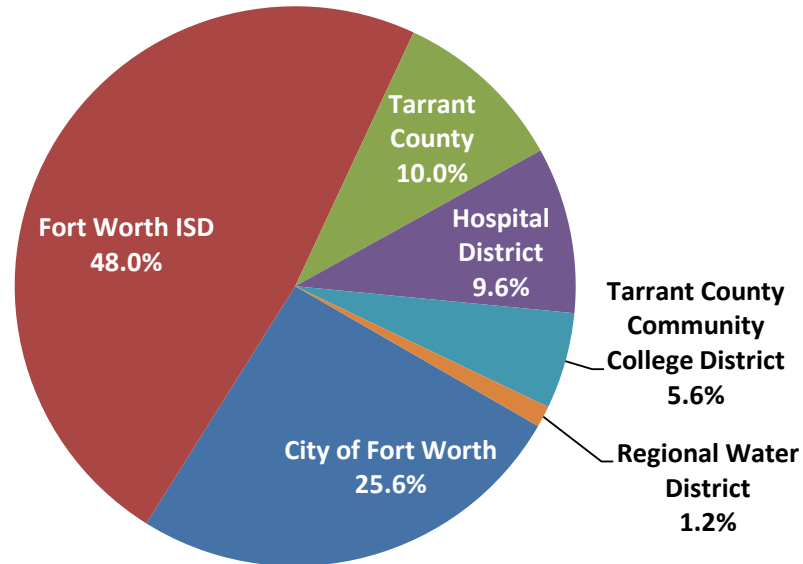
As a result of new construction and a very slight increase in value, the city is projected to collect \$12.4 million more in General Fund property tax revenue, including delinquent, penalty, and interest, compared to FY2020. The increase in property tax revenue from FY2020 is primarily due to 3.7 percent increase in the adjusted net taxable value for properties mainly within the Tarrant County Appraisal District for FY2021. The next graph shows the ten-year property tax trend.



Budget Highlights

According to the certified data from the Tarrant Appraisal District, the average appraised value of a home in the City of Fort Worth is \$202,001 in 2020. Assuming the home is located within the Fort Worth Independent School District and Tarrant County jurisdictions, the taxes are estimated to be \$4,724. Rates are based on current rates for each taxing entity and will be updated in the adopted documents, once each local taxing entity has adopted new rates for FY2021. The chart below demonstrates how taxes are shared among the taxing entities.

Where Your Property Tax Dollars Go



The estimate of the FY2021 tax revenue is based on the certified rolls provided by the central appraisal districts of Tarrant, Denton, Wise and Parker Counties in July 2020. The assumed collection rate dropped from 98.5% to 98.25% percent for the purpose of estimating revenue. Other factors affecting current property tax revenue are the exemptions to assessed valuation authorized by the State and additional exemptions and freezes granted on a local option and approved by City Council. The most significant exemptions approved by the City Council are the general homestead exemption of 20 percent available to all residential homestead properties, an additional \$40,000 homestead exemption granted to senior citizens, and the Freeport exemption for commercial goods to be exported from the state.

As noted last year, the city has incorporated the changes introduced by Senate Bill 2 and 2019 Property Tax Reform, approved during the 86th Texas Legislature in 2019. The major change for municipalities lowered the cap on revenue growth from 8% to 3.5% beginning in Tax Year 2020. This budget will raise property taxes by \$21,558,067. Of that amount, \$18,729,638 is revenue raised from new construction added to the tax roll this year. The City's proposed tax rate is below the no-new revenue (NNR) rate and will collect \$2,828,429 more in property taxes for FY2021 over FY2020, net new construction.

Transparency measures were incorporated to include a new website to estimate taxes based on the property values and the taxing entities rates. For Tarrant County, the estimated amount of taxes to be imposed and information on actions taken or proposed by each local taxing unit concerning 2020 property taxes on property can be found online at: TARRANTTAXINFO.COM.

Budget Highlights

The table below indicates the loss of taxable value for various exemptions from the certified roll, as well as calculations for budgeted revenue:

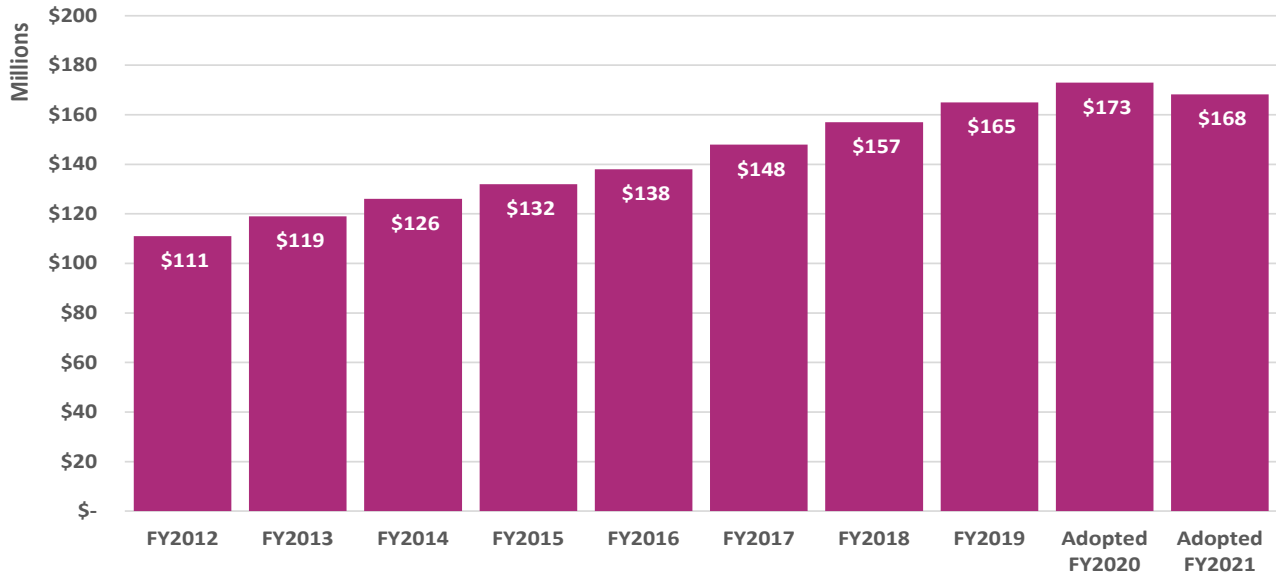
Total Appraised Value	\$109,589,513,027
Less	
Agricultural (Productivity Loss)	\$209,040,391
Disabled Veteran	\$454,029,478
Over 65	\$1,559,400,332
Disabled/Over 65	\$37,591,455
Homestead	\$6,361,736,095
Disabled Person	\$107,828,545
Inventory	\$3,473,689,390
Solar / Wind Power	\$263,937
Pollution Control	\$6,171,262
Foreign Trade Zone	\$281,102,772
Historic Sites	\$50,016,058
Prorated Absolute	\$337,034
Community Housing Development	\$116,889,980
Abatement Value Loss	\$255,242,558
Nominal Value Accounts	\$8,078,750
Freeze Taxable (Denton/Parker)	\$8,920,961
Homestead Cap	\$2,435,853
Transfer Adjustment TAD	\$883,037
Misc Personal Property	\$498,828,673
Absolute Exemptions	\$11,826,427,818
Sub-Total Exemptions	\$25,258,914,379
Net Taxable Value	\$84,330,598,648
Less	
Total Appraised Value of Properties Under Protest	\$7,055,300,277
Total Appraised Value of Incomplete Properties	\$4,753,243,376
Net Taxable Value (Certified)	\$72,522,054,995
Plus	
Est. Minimum value of protest properties	\$4,538,101,373
Est. Minimum Taxable Value of Incomplete Properties	\$2,818,030,166
Estimated Net Taxable Value	\$79,878,186,534
Tax Rate per \$100 of Value	\$0.74750
Total Tax Levy	\$597,089,444
Less	
Collection Rate	98.25%
Estimated Collection of Levy	\$586,640,379
Less	
Less Levy Lost due to Frozen	(\$9,335,929)
Less Estimated TIF Contribution	(\$20,507,004)
Budgeted Revenues	\$556,797,446

Sales Tax

Revenue from the city's one cent of the sales tax, exclusive of the one-half cent special use tax for the Crime Control and Prevention District Fund, is projected to equal \$168.2M. Due to COVID-19, decline rather than growth is expected for 2021. FY2020 is not expected to meet the original estimates developed for the year. FY2021's expectation of \$168.2M is a decrease of \$4.5M or 3 percent from the FY2020 budget. This revenue is dependent on the level of wholesale and retail sales and the economic strength of the local economy. Over the past ten years, the City of Fort Worth sales tax collection grew from \$106M in 2011 to the anticipated amount of \$173M in FY2020. The estimated amount of \$168.2M, although a decline from FY2020, represents a 51.58 percent growth over the last ten years.

Budget Highlights

10 Year Sales Tax Collection



The projected decrease from FY2020 is due to COVID-19. Historical improvement in economic conditions demonstrated by actual receipts reported by the State Comptroller’s Office and growth of the city has influenced growth in the past. This growth pattern is projected to taper through FY2021 as we navigate through new waters. Current data suggests collections are strongest in retail and accommodation and food services.

Other Taxes

Other Taxes includes revenue from communications providers, utilities, taxes on beverage sales, and bingo-game receipts. For this upcoming fiscal year, there is an increase in this revenue category of approximately \$392K or 0.73%. This is due to an increase in the franchise fee for the electric companies and the cable franchise fee of \$1.067M or 7.58%. However, the franchise fee for the gas companies and the state beverage mixed tax has declined in revenue for a total of \$567K or 4.32% buffering the increase to this category.

Licenses and Permits

Licenses and Permits are primarily made up of the building, residential, alarm, and health permit fees. Revenues in this category are anticipated to increase by approximately \$956K or 5.73% from the FY2020 budget. The main drivers for the increased revenue is the rate increases in building permits at \$720K or 4%, for the next fiscal year. Other development fees increased by \$206K or 1.1%.

Intergovernmental Revenue

Revenue from other government agencies is mainly made up of reimbursement for indirect costs. Revenues in this category are projected to increase by approximately \$112K or 29.98% from the FY2020 budget.

Charges for Services

Service Charges are mainly made up of administrative service charges, allocations for technology services, deferred and penalty fees for court services, plan review fees, gas well annual fees, registration fees, site reservations, planning commission fees, mowing fees, and fire inspection fees. Revenues in this category are

Budget Highlights

increasing \$983K from the FY2020 budget or 2.34%. This is due primarily to recommended proposed zone letter fee of \$541K or 1.3% along with additional development fee increases of \$424K or 1%.

Fines, Forfeitures, and Special Assessments

Fines, Forfeitures and Special Assessments are mainly made up of traffic fines, general fines, and parking fines. Revenues in this category is projected to decrease by approximately \$129K or 2.33% from the FY2020 budget. This change is primarily due to the impact COVID-19 has on Fort Worth's economy. Traffic and general fines are expected to decrease by a combined total of approximately \$310K or 6.95%. Interestingly, parking violations are still being collected at an increased rate of approximately \$183 or 14.56%.

Use of Money and Property

Revenue from Use of Money and Property consists primarily of interest on investments, commercial exhibit building rentals, and lease revenue. Revenues in this category are projected to decrease by approximately \$48K or 6.73% from the FY2020 budget. The main decrease in revenue is a result of the global pandemic causing room rental fees to decrease by approximately \$52k or 25.02%.

Other Revenue

Other Revenues are mainly made up of reimbursement of labor costs and miscellaneous revenues. Revenues in this category are projected to decrease by \$57K or 4.14% from the FY2020 budget. Like the categories above, COVID-19 has impacted Fort Worth's economy and is the main driver for the decline in revenue.

Operating Transfers

Transfer payments consist of revenues that are transferred from funds such as Solid Waste, Water and Sewer, Stormwater, and Crime Control Prevention District to the General Fund. Revenues in this category are projected to increase by approximately \$63K or 0.16% from the FY2020 budget. The Stormwater Utility and Solid Waste fund transfers have increased due to an increase in the rate for Stormwater Utility Pilot Fee and Solid Waste Container Hauler Fee for a combined total of approximately \$440k or 5.32%. However, the two main drivers for a decline in operating transfers are Water and Sewer and Endowment Gas Lease funds for an approximate \$364K or 32.51%.

Budget Highlights

Expenditure Highlights

GENERAL FUND

The FY2021 Recommended Budget includes the following significant changes in the departments above and beyond the increases in pay for performance and changes to pension are below:

City Manager's Office General Fund budget increased by one AP: An Assistant Police Monitor Administrator transferred from an Assistant Director position in Municipal Court.

Code Compliance includes funding for the new north animal shelter scheduled to open in early 2021.

Development Services merged with sections from Transportation and Public Works to create the new Development Services Department. A total of 19 APs were transferred from Transportation and Public Works and one AP was transferred to Transportation and Public Works Department. Comprehensive Planning was transferred out to the new Planning and Data Analytics department for a total of six APs.

Diversity and Inclusion includes additional funding to convert a part-time position to a full time position and the conversion of a partially grant funded position to 100% general fund; staff reclassifications tied to new responsibilities, and the addition of operating funds to develop, implement and promote activities designed to address diversity, equity, inclusion, and access as they apply to the provision of municipal services, civil rights enforcement, the City's employee and labor relations, capital investments, business support and development, and the quality of life that all Fort Worth residents experience.

Financial Management Services has an increase of four APs, one of which is transferred from Police and one funded by intern positions given up by Information Technology Solutions. An automatic contract increase for the annual external financial audit is also included.

Fire Department includes full funding for positions related to fire station 45 (287 & Harmon Rd) that were added as authorized positions the previous year. Salaries & Benefits include full expenses related to the collective bargaining agreement and health plan for firefighter.

IT Solutions Department includes a net decrease for the elimination of five Intern APs in the Distributed Applications division, one of which was transferred to FMS, and the reclassification of 2 positions to better address service needs in the Security Division.

Library anticipates the opening of the RISE Library which will be in the RISE Community Center during fiscal year 2021 and the Reby Cary Youth Library (3851 E. Lancaster) by end of calendar year 2021. A department wide reorganization resulted in the reduction of 12 Aps.

Municipal Courts includes the reduction of four APs funded out of the Special Purpose Fund, four APs out of the General fund, two APs out of the General Fund due to reclassifications, and the reassignment of one Assistant Director Position to the City Manager's Office and two Customer Service Rep II positions to the City Attorney's Office. On May 2020 the Court permanently withdrew its services from the Southwest Municipal Court; the lease will be paid off June 2021. On August 2020, the Court will open a new satellite at the Golden Triangle Library.

Non-Departmental includes a large decrease in salaries and benefits due to the elimination of additional retirement contributions that were necessary in the prior year. General operating and maintenance increases

Budget Highlights

minimally and transfer out and other increases significantly as a result of reallocating one-time expenses to Non-Departmental rather than issuing to a specific department. More detail can be found on the Non-Departmental department summary of the General Fund.

Park and Recreation has a reduction of 12 APs due to eliminating long-term vacant positions and re-organization of the Contract Management Division and O&M includes funding for the BRIT management fee of \$3.350M.

Planning and Data Analytics increased by one AP overall from the reorganization of the department. The Performance and Learning division moved five APs to the Human Resource Department, and Planning and Data Analytics received six APs from the reorganized Department of Development Services. After the position movements, Planning and Data Analytics has three divisions, Budget and Research with 18 APs Strategy and Performance, from the remaining members of Performance and Learning, with five APs, and Comprehensive Planning with six APs. After the reorganization from the department, it was decided to remove two intern APs, from the budget due to the position elimination exercise. The total department AP change is -1 AP.

Police Department includes the addition of 13 sworn positions, partially funded by the COPS Hiring grant, the reduction of 8 positions, and due to re-organization, the transfer of 31 positions to CCPD, and O&M includes funding for the addition of units that were previously in CCPD.

Transportation and Public Works decreased by 18 APs, transferred to Development Service and the elimination of four APs for long-term cost reductions.

SPECIAL REVENUE FUNDS

Botanic Garden Fund has a reduction of 70 APs due to BRIT assuming management of the Botanic Garden effective October 1, 2020.

Crime Control and Prevention District Fund includes an increase of three AP's for expansion of the School Resource Unit and associated expenses, the reduction of one AP, the addition of ten Community Officers, and, due to a re-organization, O&M includes funding for the addition of units that were previously in the General Fund, including the transfer in of 31 positions.

Culture and Tourism Funds decreases due to the effects of the COVID-19 Pandemic on travel and tourism industry. Seven APs have been eliminated by Decision Package for FY2021 and part of staff is in furlough to offset the decrease of revenues.

ENTERPRISE FUNDS

Municipal Airports Fund provides funds for the operations of Alliance, Meacham and Spinks Airports and includes increases for capital spending.

Municipal Parking Fund decreases revenue due to the impact of the new parking tax to be applied to the Dickies arena, which will reduce revenue from Dickies by 50%.

Solid Waste Fund includes a significant decrease in recycling revenue due to China's Recycling Ban and an increase in General Operating and Maintenance due to the increase of other contractual obligations. A rate analysis has

Budget Highlights

been conducted and is under discussion to solve the challenges in Solid Waste Fund. Proposed fee increases for commercial customers are included.

Stormwater Utility Fund slightly increases revenues due to the continued effort with the Water department to improve billing accuracy.

Water and Sewer Fund includes an increase of 1 AP for the addition of 1 Communications Specialist to better address increasing demands in the Customer Engagement Division. It also increases for required debt service payments and Pay-Go cash to fund the Capital Improvement Plan and improve debt service coverage ratios, to address increases in the Synagro biosolids contract, and to address increases in the TRA contract for the treatment of wastewater flows.

INTERNAL SERVICE FUNDS

Capital Projects Service Fund annual revenue and expenditure budgets are based on the anticipated capital project services various departments and funds will require for the year.

Equipment Services Fund includes a reduction of seven vacant AP. The Budget includes a significant decrease in revenue due to decrease of charges associated with fuel prices and outside repair expenses. The decrease of revenue will be offset by the related decrease in expenditures.

Group Health and Life Insurance Fund provides funds for the health insurance for employees and their dependents and basic life insurance for employees and funding for the Employees' Wellness Program. Expenditures are dependent on the aggregate cost of annual claims. The Fund's revenues come from active employee contributions, contributions from city funds, and interest on investments.

Budget Highlights

Personnel Summary

	Adopted FY2020	Recommended FY2021	A.P. Transfer	A.P. Add/Del	Adopted FY2020	Recommended FY2021	FTE Change
General Fund Departments							
City Attorney's Office*	53.00	50.00	-	(3.00)	53.00	50.00	(3.00)
City Auditor's Office	19.00	19.00	-	-	17.96	17.96	0.00
City Manager's Office	24.00	24.00	-	-	24.00	24.00	0.00
City Secretary's Office	15.00	15.00	-	-	15.00	15.00	0.00
Code Compliance	245.00	245.00	-	-	244.50	244.50	0.00
Communication & Public Engagement	42.00	42.00	-	-	42.00	42.00	0.00
Development Services*	161.00	173.00	12.00	-	161.00	172.75	11.75
Diversity and Inclusion*	9.00	15.00	6.00	-	7.64	13.89	6.25
Economic Development	19.00	13.00	(6.00)	-	19.00	13.00	(6.00)
Financial Management Services	87.00	91.00	2.00	2.00	86.00	90.00	4.00
Fire*	1,002.00	1,002.00	-	-	1,001.25	1,001.25	0.00
Human Resources	33.00	36.00	5.00	(2.00)	32.18	34.43	2.25
Information Technology Solutions	164.00	159.00	(1.00)	(4.00)	160.38	157.98	(2.40)
Library	276.00	264.00	-	(12.00)	242.32	232.85	(9.47)
Municipal Court	147.00	139.00	-	(8.00)	147.00	139.00	(8.00)
Neighborhood Services	131.00	127.00	(1.00)	(3.00)	67.48	64.88	(2.60)
Park & Recreation*	578.00	566.00	-	(12.00)	340.95	337.95	(3.00)
Planning and Data Analytics	28.00	27.00	1.00	(2.00)	25.75	27.00	1.25
Police*	1,941.00	1,915.00	(32.00)	6.00	1,917.56	1,895.70	(21.86)
Property Management	94.00	94.00	-	-	83.82	83.82	0.00
Transportation & Public Works	249.00	227.00	(18.00)	(4.00)	238.55	216.55	(22.00)
General Fund Total	5,317.00	5,243.00	(32.00)	(42.00)	4,927.34	4,874.51	(52.83)

*Restated AP count from FY2020 Adopted book.

For more information on AP/FTE changes, please refer to the individual department budget pages.

Budget Highlights

	Adopted FY2020	Recommended FY2021	A.P. Transfer	A.P. Add/Del	Adopted FY2020	Recommended FY2021	FTE Change
Governmental Funds							
Botanic Gardens Spec Rev Fund	70.00	-	-	(70.00)	63.94	-	(63.94)
Community Tree Planting	-	-	-	-	4.40	4.40	0.00
Crime Control and Prevention District Fund	297.00	337.00	31.00	9.00	292.38	324.98	32.60
Culture and Tourism Fund	142.00	135.00	-	(7.00)	142.00	135.00	(7.00)
Environmental Protection Fund	24.00	24.00	-	-	21.82	21.82	0.00
Grant Funds*	141.00	142.00	1.00	-	144.10	157.06	12.96
Municipal Court Special Revenue	-	1.00	1.00	-	-	1.00	1.00
Municipal Golf Fund	81.00	81.00	-	-	53.03	53.03	0.00
Red Light Enforcement Fund	-	-	-	-	-	-	0.00
Special Purpose Fund*	1.00	-	(1.00)	-	1.00	-	0.00
Library Special Revenue Fund	2.00	1.00	-	(1.00)	2.00	1.00	(1.00)
Capital Project Funds	7.00	7.00	-	-	61.13	60.82	(0.31)
Governmental Fund Totals	765.00	728.00	32.00	(69.00)	785.80	759.11	(26.69)
Proprietary Funds							
<u>Enterprise Funds</u>							
Stormwater Utility Fund*	113.00	113.00	-	-	110.70	110.95	0.25
Solid Waste Fund	116.00	116.00	-	-	116.00	116.00	0.00
Municipal Parking Fund	18.00	18.00	-	-	18.00	18.00	0.00
Municipal Airports Fund	27.00	27.00	-	-	26.48	26.48	0.00
Water and Sewer Fund	998.00	999.00	-	1.00	972.13	975.55	3.42
Enterprise Funds Totals	1,272.00	1,273.00	-	1.00	1,243.31	1,246.98	3.67
<u>Internal Service Funds</u>							
Fleet and Equipment Services Fund	114.00	107.00	-	(7.00)	115.80	108.80	(7.00)
Capital Projects Service Fund	114.00	114.00	-	-	114.00	114.00	0.00

Budget Highlights

Group Health & Life Insurance Fund	11.00	10.00	-	(1.00)	9.65	8.80	(0.85)
Risk Financing Fund	17.00	15.00	-	(2.00)	17.00	15.00	(2.00)
Retiree Healthcare Trust	-	-	-	-	1.35	1.20	(0.15)
Internal Service Funds Totals	256.00	246.00	-	(10.00)	257.80	247.80	(10.00)
Total All Funds	7,610.00	7,490.00	-	(120.00)	7,214.25	7,128.40	(85.85)

*Restated AP count from FY2020 Adopted book.

Governmental Funds

General Fund

General Fund

General Fund Statement

FUND PURPOSE AND GOALS

The General Fund is the largest fund within the City and includes the highest revenue total in the overall city budget.

In accordance with the city's Financial Management Policy Statements (FMPS) with regard to a reliable, equitable, and diversified revenue stream, General Fund revenues include property tax, sales tax, operating transfers, charges for service, license and permit fees, fines, forfeitures and special assessments, miscellaneous revenues such as intergovernmental revenue, use of money and property, and other revenue. These revenues are used to finance city departments that provide basic services. There are several other funds in the City of Fort Worth; however, most activities that are supported by tax dollars are included in the General Fund and Debt Service Fund.

The city's property tax generates the highest percentage of General Fund revenue. Property taxes are levied on both real estate and personal property, according to the property's valuation and the tax rate. In FY2020, the city was able to propose the same property tax rate as \$0.7475 per \$100 of assessed valuation as FY2019. Approximately \$0.5950, or 79.60%, of that property tax rate funds General Fund operating expenditures, such as supplies and contracts, and approximately \$0.1525, or 20.40%, goes to debt service to pay the principal and interest on capital projects. Sales tax, the second-largest revenue source for the city, achieved new record highs throughout much of FY2019. COVID-19 had an incredibly negative impact on sales tax revenues, which are projected to fall short of the FY2020 budget by 6.4% or \$11M. Sales tax in FY2021 is expected to recuperate at a 4% recovery rate from FY2020.

General debt service is the city's obligation to pay the principal and interest on all bonds and other debt instruments according to a payment schedule. It is funded from taxes levied by the city and is estimated to be \$113,594,128. Property tax revenues associated with debt service are deposited directly in the General Debt Service Fund.

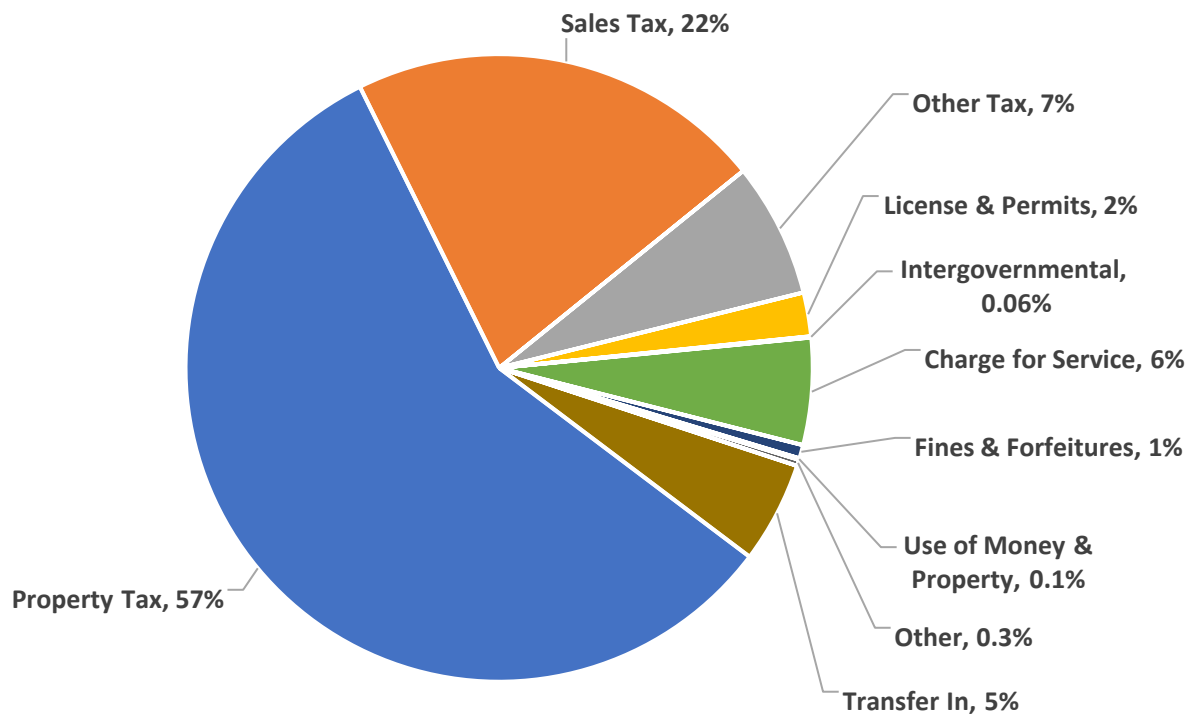
General Fund departments provide primary services directly to the public, as well as support services to other city departments. In accordance with the FMPS, the city's Planning & Data Analytics Department determines the administrative service charges due to the General Fund annually. These charges are then budgeted accordingly in all other funds.

The City also makes a concerted effort to maintain the General Fund's unassigned fund balance at a minimum of 10.0% of the current year's regular ongoing operating expenditures, with a goal to maintain two months' worth (16.67%) of regular ongoing operating expenditures. During the year, the Finance staff closely monitors the condition of the General Fund and all other city funds, and a financial forecast report is prepared annually that evaluates revenues and expenditures, as well as performance indicators. The report discusses trends affecting the city, as well as critical issues. The General Fund budget supports 5,243 authorized positions and 17 operating departments (excluding Non-Departmental), plus four appointed officials' offices. Each department, listed alphabetically in the General Fund section, has a primary focus.

General Fund

General Fund Revenue Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from FY2020 (%)
Property Tax	398,425,677	436,544,239	436,544,239	448,904,674	2.83%
Sales Tax	165,287,198	172,769,615	172,769,615	168,248,455	-2.62%
Other Tax	55,969,801	53,887,446	53,887,446	54,279,660	0.73%
License & Permits	16,938,217	16,696,626	16,696,626	17,653,348	5.73%
Intergovernmental	2,198,585	373,423	1,254,931	485,386	29.98%
Charge for Service	38,623,785	42,095,257	42,098,502	43,078,460	2.34%
Fines & Forfeitures	6,458,466	5,549,659	5,549,659	5,420,422	-2.33%
Use of Money & Property	521,422	664,651	664,651	619,939	-6.73%
Other	4,022,465	2,557,741	2,557,741	2,511,367	-1.81%
Transfer In	48,278,390	40,798,928	40,798,928	40,862,324	0.16%
Revenue	\$736,724,005	\$771,937,585	\$776,913,432	\$782,064,035	1.31%



General Fund

Ad Valorem Property Tax Comparison

COMPARATIVE SUMMARY OF AD VALOREM TAX LEVIES AND COLLECTIONS

	Adopted FY2018	Adopted FY2019	Adopted FY2020	Recommended FY2021
Adjusted Net Taxable Value	\$60,950,027,101	\$67,362,207,443	\$76,994,164,245	\$79,878,186,534
Tax Rate	0.8050	0.7850	0.7475	0.7475
Operating & Maintenance (O&M)	0.6415	0.6300	0.5950	0.5950
Debt Service (I&S)	0.1635	0.1550	0.1525	0.1525
Total Levy	\$490,647,718	\$528,793,328	\$575,531,378	\$597,089,444
Collection Rate	98.50%	98.50%	98.50%	98.25%
Total Collection of Levy	\$483,288,002	\$520,861,428	\$566,898,407	\$586,640,379
Estimated Levy Lost due to Frozen TIF Contributions	(4,774,302) (\$19,815,120)	(6,192,252) (\$22,976,696)	(7,892,432) (\$17,736,974)	(9,335,929) (\$20,507,004)
Budgeted Revenues				
General Fund (O&M)	\$365,534,335	\$395,989,067	\$430,842,884	\$443,203,318
General Debt Fund (I&S)	<u>\$93,164,246</u>	<u>\$97,425,882</u>	<u>\$110,426,117</u>	<u>\$113,594,128</u>
Subtotal Current Property Taxes	\$458,698,580	\$493,414,949	\$541,269,001	\$556,797,446
OTHER PROPERTY TAXES				
Vehicle Inventory	\$267,600	\$267,600	\$221,440	\$221,440
Delinquent Property Taxes (O&M)	\$3,600,000	\$3,600,000	\$3,600,000	\$3,600,000
Delinquent Property Taxes (I&S)	\$650,000	\$850,000	\$850,000	\$850,000
Interest/Penalty Charges (O&M)	\$2,101,356	\$2,101,356	\$2,101,356	\$2,101,356
Interest/Penalty Charges (I&S)	<u>\$500,000</u>	<u>\$500,000</u>	<u>\$500,000</u>	<u>\$500,000</u>
Subtotal Other Property Taxes	\$7,118,956	\$7,318,956	\$7,272,796	\$7,272,796
TOTAL PROPERTY TAXES				
Operating Taxes (O&M)	\$371,503,291	\$401,958,023	\$436,765,680	\$449,126,114
Debt Service Taxes (I&S)	\$94,314,246	\$98,775,882	\$111,776,117	\$114,944,128

General Fund

General Fund Revenue and Expenditures

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from FY2020 (%)
Property Tax	398,425,677	436,544,239	436,544,239	448,904,674	2.83%
Sales Tax	165,287,198	172,769,615	172,769,615	168,248,455	-2.62%
Other Tax	55,969,801	53,887,446	53,887,446	54,279,660	0.73%
License & Permits	16,938,217	16,696,626	16,696,626	17,653,348	5.73%
Intergovernmental	2,198,585	373,423	1,254,931	485,386	29.98%
Charge for Service	38,623,785	42,095,257	42,098,502	43,078,460	2.34%
Fines & Forfeitures	6,458,466	5,549,659	5,549,659	5,420,422	-2.33%
Use of Money & Property	521,422	664,651	664,651	619,939	-6.73%
Other	4,022,465	2,557,741	2,557,741	2,511,367	-1.81%
Transfer In	48,278,390	40,798,928	40,798,928	40,862,324	0.16%
Total Revenues	\$736,724,005	\$771,937,585	\$776,913,432	\$782,064,035	1.31%
Use of Fund Balance	-	-	-	-	0.00%
City Attorney Department	7,236,217	7,561,616	7,668,607	7,272,030	-3.83%
City Auditor Department	1,782,888	2,138,734	2,138,734	2,037,213	-4.75%
City Managers Office Dept	8,660,511	9,374,784	11,241,028	9,620,742	2.62%
City Secretary Department	1,812,253	1,746,847	1,746,847	1,697,045	-2.85%
Code Compliance Dept	21,009,166	23,351,409	23,351,409	24,041,385	2.95%
Communications & Public Engage	4,132,611	4,294,210	4,294,210	4,350,746	1.32%
Diversity & Inclusion Dept	-	942,112	1,242,112	1,711,904	81.71%
Economic Development Dept	26,266,104	26,967,158	31,346,964	29,276,265	8.56%
Financial Management Dept	12,433,050	12,267,451	12,267,451	12,122,282	-1.18%
Fire Department	156,836,062	160,243,767	162,675,762	169,139,998	5.55%
Human Resources Department	4,632,525	4,575,553	4,575,553	5,479,148	19.75%
IT Solutions Department	16,151,776	17,939,491	18,603,368	15,293,583	-14.75%
Library Department	20,295,111	23,451,524	23,863,524	22,295,286	-4.93%
Municipal Court Department	14,859,754	15,518,773	15,411,782	14,417,298	-7.10%
Neighborhood Services Dept	9,965,392	10,579,703	10,579,703	10,381,782	-1.87%
Non-Departmental	1,225,000	11,487,998	6,192,292	10,477,998	-8.79%
Park and Recreation Department	50,436,388	53,194,930	53,194,930	54,383,140	2.23%
Planning & Data Analytics Dept	6,055,198	6,870,384	6,870,384	6,499,711	-5.40%
Planning & Development Dept	17,251,229	18,178,828	18,178,828	19,488,637	7.21%
Police Department	259,564,419	267,159,840	267,377,471	272,987,345	2.18%
Property Management Dept	20,475,488	24,261,372	24,261,372	21,992,417	-9.35%
Transportation & Public Works	60,979,569	69,831,101	69,831,101	67,098,082	-3.91%
Total Expenses	722,060,711	771,937,585	776,913,432	782,064,036	1.31%
Appropriations Clearing Acct	-	-	4,276,439	-	
Contribution to Fund Balance	-	-	-	-	0.00%
Revenues Over(Under) Expenses	\$14,663,294	\$0	\$0	(\$0)	0.00%

Note: Significant increases in Transportation and Public Works, Property Management, and Parks and Recreation reflect the budgeting of Pay As You Go capital funding in the appropriate departments rather than Non-Departmental.

General Fund

City Attorney

DEPARTMENT SUMMARY

	FY2019	FY2020		FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Amount	%
Intergovernmental	249,103	359,953	359,953	364,186	4,233	1.18%
Revenue	\$ 249,118	\$ 359,953	\$ 359,953	\$ 364,186	\$ 4,233	1.18%
Salaries & Benefits	6,752,884	7,052,881	7,159,872	6,751,556	(301,325)	-4.27%
Gen Operating & Maintenance	483,333	508,735	445,751	520,474	11,739	2.31%
Transfer Out & Other	-	-	62,984	-		
Expenses	\$ 7,236,217	\$ 7,561,616	\$ 7,668,607	\$ 7,272,030	\$ (289,586)	-3.83%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	53.00	53.00	50.00	50.00	(3.00)	(3.00)
Total	53.00	53.00	50.00	50.00	(3.00)	(3.00)

DEPARTMENT PURPOSE AND GOALS

The City Attorney's Office, under the direction of the city attorney, is responsible for the administration of all legal affairs of the city; city representation in all lawsuits, litigation and hearings; preparation of ordinances, contracts, and all other legal documents; and the rendering of legal advice and opinions to the city council, city manager, and city departments.

The City Attorney's Office has two divisions: Transactional and Litigation. The Transactional division provides transactional and advisory services as general counsel, whereas the Litigation division handles the bulk of lawsuits in-house. Each division is further comprised of three sections based on areas of practice. Each section is supervised by a senior assistant city attorney who acts as the section chief. In addition, two section chiefs serve on the executive team, along with the city attorney and deputy city attorneys. Support Services provide clerical and other assistance to the attorneys in all sections of the department.

The Transactional Division is comprised of the real estate and city facilities, land use and regulatory compliance and general services. This division handles all city contracts, advises all city boards and commissions and counsels the city council and city staff on matters relating to the administrative functions of government, such as taxation, elections and budgeting. Outside counsel is retained only in those instances where specialized expertise is needed, workload constraints are present, or a conflict exists.

The Litigation Division is comprised of the employment, pension and human resources, public safety and civil and code. Attorneys in this division represent the city in cases in which the City of Fort Worth is a party. This division also handles civil rights, code compliance, employment, general litigation and prosecution in municipal court.

MAJOR ACCOMPLISHMENTS

General Fund

Advised on and drafted an agreement with Botanic Research Institute of Texas for the management of the Fort Worth Botanic Garden and assisted in myriad legal issues related to the transition of the management of the Fort Worth Botanic Garden.

Advised on, negotiated and drafted a revised interlocal agreement and uniform ordinance with fourteen local cities for ambulance service and mobile healthcare by the Metropolitan Area EMS Authority, known as MedStar Mobile Healthcare.

Negotiated and drafted an agreement for the acquisition of Broadcast Hill, which is 50 acres of prairie land in east Fort Worth adjacent to Tandy Hills Natural Area, for the preservation of open space.

Worked with Tarrant County to create the Tarrant County Game Room Regulations and an Interlocal agreement that should bring needed relief to Fort Worth neighborhoods plagued by the effects of illegal gambling and its secondary effects. In May, the Texas Supreme Court sided with the city in finding that whether gaming machines are unconstitutional is relevant to whether the city is preempted from regulating game rooms; there will be further proceedings in the Fort Worth Court of Appeals.

Two high-profile lawsuits, a race discrimination case brought by a former department director, and a sexual harassment case brought by a former firefighter, were resolved in the city's favor. There were also four charges of discrimination dismissed without a lawsuit and four terminations were upheld through the disciplinary appeal process.

The Employment Section has also provided significant drafting and implementation assistance to management with regard to the FFCRA leave provisions, and over the next nine months the Section will be advising departments on the application of the policy.

The department rapidly provided services in rapid response to the COVID-19 health disaster, including legal advice and assistance to the City of Fort Worth Mayor and City Council on local emergency declarations; coordination with county and state executive orders; assistance and guidance related to emergency preparedness for first responders; implementation of small business loan program by Local Development Corporation; and legal advice to advisory committees tasked with addressing community issues arising due to the COVID-19 health disaster.

Legal advice and assistance in the preparation of new Public Information Act administrative regulation, which will streamline the public information process.

Development of new CFA, Water and T/PW policies to more effectively manage development initiatives in the city, as well as substantial legal advice to staff in the implementation of HB 3167 (new plat approval process) and necessary subdivision ordinance revisions.

Provided training to the various department on rough proportionality, public information, legislative changes, ethics and virtual board meetings, civil rights and sexual harassment.

FY2021 DISCUSSION

There are no significant changes in service level represented in the FY2021 Recommended Budget.

General Fund

During FY2020, Municipal Courts transferred two positions to this department and for FY2021, three positions were eliminated as part of reducing operating expenses. The FY2021 AP change results in a net reduction of one position.

HORIZON ISSUES

An increase in construction contracts and real estate transactions due to the growth of the city and the implementation of the Capital Improvement Program has resulted in the need to dedicate additional attorneys to these areas.

Litigation related to the termination of city leases as affected by the economic downturn; this could include issues related to force majeure clauses.

Legislative Session 2021. This is going to be a major year, given the many issues brought to the forefront by COVID-19. Legal issues, changes to how we conduct business and traveling to Austin will encompass a large amount of time during the 2021 Legislative Session.

Continued changes in operations have created more legal work, and work will increase as we continue to outsource and bring programs in-house. Examples include outsourcing the Botanic Gardens and the North Animal Shelter and potentially the Nature Center. On the flip side, NSD brought in-house the Tenant Based Rental Assistance program and bringing other programs in-house is expected.

The NSD will be handling an increase in federal funds flowing to the city due to the CARES Act which will create additional contracts and more legal work for our attorneys.

With the creation of the Office of Police Monitor, the Public Safety Section and Employment Section will be working with the Police Monitor on the role of the Legal Department in the work of the Police Monitor.

The Employment Section will need to devote a majority of its time and resources to the defense of three whistleblower lawsuits brought by one attorney which are ongoing. These cases require significantly more work than most employment cases require due to the voluminous pretrial discovery and evidentiary hearings. As such, additional work will be required over the next year.

There has been a marked increase in matters involving land use issues, ranging from a resurgence of special districts in the city's ETJ, and administrative and court proceedings regarding zoning and platting issues. Changes in 2017 to the annexation statute required a change to the city's annexation policy and requires additional legal agreements to be negotiated and executed with persons annexing into the city; all of which results in a need to dedicate more resources to these issues.

An increase in complex developer projects that cross multi-departmental lines and that do not have a single city project manager often necessitates that the attorneys act as the communications coordinator, inter-departmental liaison, meeting leader, and at times, to perform a role that comes close to project management. This service is provided willingly by the attorneys in the name of providing exceptional customer service to internal clients but detracts from the attorneys' resource allocation to perform true legal services.

Departments are increasingly relying on the employment attorneys to investigate, evaluate, and provide guidance related to anticipated disciplinary actions and to provide additional supervisory training. The time invested in

General Fund

these matters takes away resources from contested matters such as disciplinary appeals and federal and state lawsuits, requiring other litigation attorneys to assist.

With mandatory e-filing and the department's continued implementation of an electronic file-management tool, and with the use of and reliance on technology continuing to grow, this results in the need to have a dedicated resource to administer technology and train, maintain and analyze department technology needs.

An increase in both state and federal appeals has caused increased workloads, shifting attorney responsibilities to accommodate the litigation and diverting resources from other work.

An increase in the amount of injunction lawsuits related to Code Compliance and zoning have shifted attorney responsibilities to accommodate the litigation and diverted resources from other work.

General Fund

City Auditor

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from FY2020 Adopted	
					Amount	%
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	1,628,391	1,961,593	1,961,593	1,864,139	(97,454)	-4.97%
Gen Operating & Maintenance	154,496	177,141	175,991	173,074	(4,067)	-2.30%
Transfer Out & Other	-	-	1,150	-		
Expenses	\$ 1,782,888	\$ 2,138,734	\$ 2,138,734	\$ 2,037,213	\$ (101,521)	-4.75%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	19.00	17.96	19.00	17.96	-	-
Total	19.00	17.96	19.00	17.96	-	-

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

The City Auditor is appointed by and serves at the discretion of the Fort Worth City Council. The City Auditor is assigned the responsibility to direct financial, operational, compliance, and information technology audits for city functions and activities; to undertake special projects; and to perform analyses and investigations as assigned by the City Council and/or requested by the City Manager.

The City Auditor’s Office assesses citywide risks and conducts audits to help ensure proper risk management and good governance.

MAJOR ACCOMPLISHMENTS

The City Auditor’s Office developed an annual plan that included City functions that were to be audited, based on assessed risk. The results of those audits led to improved processes, cost recoveries, cost avoidances and additional revenue.

FY2021 DISCUSSION

There are no significant changes in service level represented in the FY2021 Recommended Budget.

General Fund

City Manager's Office DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Adopted	
					Amount	%
Charge for Service	-	-	-	-	-	0.00%
Other	5,203	-	-	-	-	0.00%
Revenue	\$ 5,203	\$ -	\$ 1,023,244	\$ -	\$ -	0.00%
Salaries & Benefits	5,260,311	5,131,150	5,131,150	4,996,584	(134,566)	-2.62%
Gen Operating & Maintenance	3,400,200	4,243,634	6,059,187	4,624,158	380,524	8.97%
Transfer Out & Other	-	-	50,691	-	-	-
Expenses	\$ 8,660,511	\$ 9,374,784	\$ 11,241,028	\$ 9,620,742	\$ 245,958	2.62%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	24.00	24.00	24.00	24.00	-	-
Grant Funds	-	-	-	-	-	-
Total	24.00	24.00	24.00	24.00	-	-

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

The City Manager's Office is comprised of four divisions: Administration, Mayor and Council, Governmental Relations, and the Directions Home program, as well as the 100x25 Reading Instruction Program, which operates with support of the administrative team.

Administration is responsible for administering the programs and policies established by the City Council. It directs and coordinates the operations of the city departments and informs and advises the City Council regarding city transactions, existing conditions and future requirements. Additionally, the City's education initiative, 100x25 Reading Instruction Program and the new police oversight program, is housed in CMO Administration.

The Mayor and Council Office supports the City Council with a full-time staff and Council District Managers. They provide oversight of office operations, handle citizen interactions, draft correspondence and speeches, and work on various special projects.

The Governmental Relations Division is responsible for researching and assisting in the passage of federal and state legislative initiatives that favorably affect the City of Fort Worth and its citizens.

The Directions Home Division is responsible for funding programs to reduce homelessness and increase permanent supportive housing (PSH) in the City of Fort Worth.

The City launched its official Reading Instruction Program during the summer of 2019 as a component of the Camp Fort Worth Summer Day Camp. The program targets children from 5-9 years of age. It is hosted at nineteen community centers, two Mobile Recreation Sites and one non-City of Fort Worth site. The Program also works in

General Fund

partnership with Read Fort Worth, which includes the Fort Worth Independent School District, business community, local foundations, and community non-profits.

MAJOR ACCOMPLISHMENTS

The FY2020 City Manager's Office priority initiatives and accomplishments include the following:

Government Relations Department

- Led and planned the effort to assist the City Council, CMO and city departments in the development and final approval of the 2021 Federal Legislative and Administrative Agenda.
- Executed a plan to have Mayor Price introduced and relationship development with the Executive Staff of President Donald Trump which led to continued White House invitations and working sessions with the Trump Administration to address infrastructure issues and other policy issues that affect local governments.
- Planned and coordinated with city departments the application, accounting and expenditure of Federal CARES Act Funding and stimulus funding. In addition, this project included obtaining clarification and direction through federal consultants from Congress and Federal Agencies.
- Planned and executed the travel of the large group of City Council members and staff to attend a National League of Cities conference in Washington, D.C.
- Planned and organized with Mayor Pro Tem Jordan, CMO's Office, city departments, Naval Air Station Joint Reserve Base (NAS-JRB) Fort Worth, Fort Worth Chamber, the NCTCOG and other community partners the successful effort to receive the endorsement of Governor Greg Abbott to the Assistant Secretary of the Air Force of Fort Worth as a potential headquarters for the United States Space Command.
- Led in the effort to assist in the development of proposed state legislative initiatives from city departments, with the ultimate adoption and approval by the mayor and city council of the 2021 State Legislative Agenda.
- Worked with CFW Economic Development staff and UNTHSC staff to assure the certification of state funds to fund current programs at the Business Assistance Center.
- Monitored and currently tracking the interim hearings conducted by numerous Texas Senate committees and Texas House committees regarding issues that will affect local governments in the 2021 legislative session.
- Planned and monitored efforts of the Texas Municipal League's (TML) Legislative Policy Summit in the development of TML's 2021 State Legislative Agenda in preparation for the 87th state session.
- Participated in and monitored efforts of the North Texas Commission in the development of their regional 87th State Legislative priorities regarding Water & Infrastructure.
- Participated in and monitored efforts of the North Texas Commission in the development of their regional 87th State Legislative priorities regarding Policy Discussions involving Local Governments & Resources.
- Worked with the UNTHSC staff to assure that the Legislative Appropriations Request (LAR) for state funds to fund the future programming at the Business Assistance Center and the UNTHSC are submitted in a timely manner to be included in the state budget discussions during the 2021 legislative session.

In addition, Government Relations defeated negative legislation that would have eliminated or weakened Fort Worth's ability to provide needed services to the citizenry.

General Fund

Directions Home

- Out of the \$5 million allocated for PSH in October 2019, Fort Worth Housing Finance Corporation has already allocated \$2.45 million for a total of 98 PSH units in two properties – New Leaf’s Quail Trail project and the Fort Worth Housing Solution’s Stop Six Choice Neighborhoods Initiative.
- Directions Home introduced rapid exit programs to the community for families and individuals. From April 2019 - June 2020, 777 have exited homelessness due to these programs.

Reading Instruction Program

- The Reading Instruction Program operated for a second summer as a component of the Camp Fort Worth Summer Day Camp. Additionally, the Reading Instruction Program was offered at nineteen Community Centers, two Mobile Recreation Sites and one non-City of Fort Worth site, The Kingdom Manifesters, located at 2401 McCurdy.
- COVID-19 had an adverse impact on the summer program, specifically due to social distancing requirements. Registration was capped at approximately 800 children in comparison to last year’s attendance of approximately 2,500. Approximately 400 children were registered, but only half attended. To maintain social distancing, only nine children were included in each group. In addition, reading best practices were integrated into existing crafts, recreation, sports, and games programs. Direct reading instruction was provided by credentialed and experienced literacy teachers. Forty-five minutes of direct instruction was provided daily and reading levels were assessed using a manual application of Fontis and Pinnell, then later compared using Read A-Z.

FY2021 DISCUSSION

In FY2020, the City Manager’s Office completed a reorganization which allowed the department to better align services and commit resources to equity among citizens and stakeholders. These changes included the creation of a Police Oversight program. During FY2020, Municipal Courts transferred one position for the Police Oversight program. Additionally, the management of the Human Relations Division staff and associated allocations were transferred to the newly created Diversity and Inclusion Department. The FY2021 AP counts reflects these position changes.

Government Relations recommended budget increases in FY2021 to \$300k in the General Fund due to the 2021 State Legislative Session.

Re-allocated General Fund dollars secures the continuation of the City’s 100x25 Reading Instruction Program as a component of the City of Fort Worth Summer Day Camp. To sustain the Program going forward, it is proposed that 24 Recreation Assistants be hired as Recreation Instructors to plan, execute, and evaluate the reading instruction component at a site-based level.

HORIZON ISSUES

Building on the success of Read Fort Worth, Mayor Price is leading the City toward a comprehensive city-wide plan for quality early childhood education. The effort is focused on enhancing access to quality early childhood education ages 0 to 5 in every neighborhood in Fort Worth. Partnerships for this effort include area foundations, early education providers, local ISDs, charter schools, Tarrant County Judge Glen Whitley, Workforce Solutions of Tarrant County College and others.

General Fund

Across the country as in Fort Worth, many children are not reading on grade level. COVID-19 is sure to have an adverse impact on learning, education and reading in particular. Students have not had in-person learning since March 2020 and the success of virtual learning is not yet known. Therefore, the City's role as a partner in providing reading instruction is even more critical as parents look for ways to bridge the learning gap.

Continuing to build on the partnership with Read Fort Worth, the 100x25 Reading Instruction Program operates under its leadership and guidance in a collective impact approach. Recognizing that early education, 0-5 years of age, is fundamental to academic success, the City's specific effort builds on its success and is focused on third grade reading to assure that 100% of FWISD 3rd grade students will be reading on grade level by FY2025. The 100x25 Reading Instruction Program is only one avenue to building a strong, skilled workforce that will attract corporations and businesses to Fort Worth as referenced in the Strategic Plan of the Economic Development Department. The City's educational strategies are aligned with FWISD through Read Fort Worth.

City leadership also continues promoting strong partnerships to execute on the Fort Worth Economic Development Strategic Plan completed in FY2017. This plan involves every sector of the community and remains a top priority to attract and retain top talent, bring high-paying jobs to Fort Worth and promote the City of Fort Worth on a larger stage, both domestically and internationally. Mayor Price promoted the City on several international trips to London, Paris, Brussels and Mexico City.

The most important horizon issue facing the Government Relations Department will be the 87th State Legislative Session that is set to begin in January of 2021. This session is predicted by the key lobbyist, the Texas Municipal League and even some state officials to be another tough session for local governments. State capitol watchers are making this prediction due to the continued assault on local governments.

Moreover, since the State of Texas will be facing a \$5 billion to \$8 billion shortfalls going into the 87th Session, the state will be looking to make major budget cuts and bringing other revenues to offset this shortage.

The impact on city services could be substantial depending on the actions by the state legislature during the session. The state legislature has the ability to reduce the level of revenues that a city can generate in order to pay for core services and programming requested by the citizens of Fort Worth. Moreover, the legislature will attempt to pass bills to prevent local governments from protecting the people within its' city limits by passing bills to impose additional restrictions and limitations on local governments without any consideration for the consequences of their actions.

In addition, there will be major attempts to eliminate local government charters, home rule authorities, local government protections and rule-making authority within local governments.

City staff will be required to defeat and curtail any legislation that will be detrimental to the city Charter, ordinances, policies and comprehensive plans as adopted by the Mayor and Council.

During the legislative process, city staff will be required to protect the current funding received from the state and engage opportunities to seek additional funding that will enhance the Mayor and City Council's ability to govern.

Directions Home crafted a plan to produce COVID-19 vulnerable PSH and released an RFP to select a vendor(s) to produce and lease up to 200 units of COVID-19 vulnerable PSH by December 2020. CARES ACT funds would be used for the acquisition and renovation of motels/hotels or similar permanent structures. Directions Home is restructuring its budget in order to provide case management services for these new units of PSH.

General Fund

Directions Home will be working with community partners to address changing needs for shelter and housing interventions due to COVID-19.

General Fund

City Secretary

DEPARTMENT SUMMARY

	FY2019	FY2020		FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Adopted Amount	%
Charge for Service	14,345	8,750	8,750	14,368	5,618	64.21%
Other	1,700	500	500	428	(72)	-14.40%
Revenue	\$ 16,045	\$ 9,250	\$ 9,250	\$ 14,796	\$ 5,546	59.96%
Salaries & Benefits	1,364,342	1,496,244	1,496,244	1,437,296	(58,948)	-3.94%
Gen Operating & Maintenance	447,911	250,603	239,843	259,748	9,145	3.65%
Transfer Out & Other	-	-	10,760	-		
Expenses	\$ 1,812,253	\$ 1,746,847	\$ 1,746,847	\$ 1,697,045	\$ (49,802)	-2.85%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	15.00	15.00	15.00	15.00	-	-
Total	15.00	15.00	15.00	15.00	-	-

DEPARTMENT PURPOSE AND GOALS

The City Secretary, appointed by the City Council, is responsible for the supervision of the City Secretary’s Office, which includes the Records and Information Management Office, the M&C Center, as well as the Elections division. The City Secretary’s Office serves as a coordinator for City Council meetings and records and maintains all of the official City Council documents.

The Department also coordinates the City Council’s boards and commissions appointment process and maintains the records relating to these appointments. The City Secretary serves as the Election Administrator for all city-held elections. The City Secretary’s Office also coordinates the Public Official Ethics Ordinance and serves as the official repository for associated document filings and campaign filings.

The Department is responsible for the publication of official notice requirements, the posting of all meeting notice requirements and for the update and distribution of the city’s Code of Ordinances. The Department provides support services to various corporation boards, including the Crime Control and Prevention District Board.

The Department serves as a central repository for a wide variety of official municipal records, contracts and other information. The staff performs research and responds to requests for information from the City Council, city staff and citizens.

The Department administers the city’s Public Information Act (“the Act”) request program by working with the City Attorney’s Office and responsive departments to receive, track, and respond to requests under the Act.

The Records and Information Management Office advises and facilitates the creation, maintenance, retention, access and disposition of all city records and works with the Information Technology Solutions Department to deploy and manage enterprise information management solutions among city departments.

General Fund

The Mayor and Council Communication Center (M&C Center) coordinates with the CMO and all departments to produce council agendas and packets.

MAJOR ACCOMPLISHMENTS

During FY2020 the City Secretary's Office accomplished the following:

- Transitioned to an electronic system for routing ordinances, resolutions and AFRDs. The total count of contracts routed electronically has increased to 75% of all contracts
- Worked with a cross-functional team to transition Council and Boards and Commissions to a virtual meeting platform that incorporates public input
- The city recorded over 13,000 Public Information requests for the first time in 2019; the City Secretary's Office anticipates that the amount of requests in 2020 will exceed that mark. Due to this unabated growth the office began the transition of the Public Information portal to a more updated model that will allow for customer self-service by directing individuals to what is readily available; this will effectively reduce the amount of formal requests for public information. This model will also allow customers to pay for requests online for a faster release of records.
- Updated the Administrative Regulation that governs Public Information
- Facilitated the expansion of use of Laserfiche throughout the entire organization
- Engaged 100 percent of all departments in records retention/disposition activities

FY2021 DISCUSSION

There are no significant changes in service level represented in the FY2021 Recommended Budget.

HORIZON ISSUES

To capitalize on the successful transition of Council and Boards and Commissions to a virtual platform, the City Secretary's Office plans on further increasing functionality by incorporating a hybrid WebEx meeting environment. This will require additional technology and staff time.

Continued implementation and leveraging of the robust workflow of the city-wide Enterprise Information Management System (EIMS) as more and more of our processes become natively digital.

Continued improvement of citizen participation in the Council meetings to account for those who do not want to attend in person.

General Fund

Code Compliance

DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Amount	%
License & Permits	2,284,986	2,359,100	2,359,100	2,412,680	53,580	2.27%
Charge for Service	2,863,532	2,522,619	2,522,619	2,654,284	131,665	5.22%
Use of Money & Property	45	-	-	-	-	0.00%
Other	161,333	30,015	30,015	27,397	(2,618)	-8.72%
Transfer In	1,831,457	1,769,604	1,769,604	1,816,804	47,200	2.67%
Revenue	\$ 7,141,352	\$ 6,681,338	\$ 6,681,338	\$ 6,911,165	\$ 229,827	3.44%
Salaries & Benefits	15,858,282	17,368,499	17,428,799	17,838,461	469,962	2.71%
Gen Operating & Maintenance	5,150,884	5,520,910	5,374,260	6,040,924	520,014	9.42%
Capital Accts	-	162,000	-	162,000	-	0.00%
Transfer Out & Other	-	300,000	548,350	-	(300,000)	-100.00%
Expenses	\$ 21,009,166	\$ 23,351,409	\$ 23,351,409	\$ 24,041,385	\$ 689,976	2.95%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	245.00	244.50	245.00	244.50	-	-
Grant Funds	5.00	7.68	5.00	7.68	-	-
Environmental Protection	24.00	21.82	24.00	21.82	-	-
Solid Waste	116.00	116.00	116.00	116.00	-	-
Total	390.00	390.00	390.00	390.00	-	-

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

The Code Compliance Department's mission is to improve public health, welfare and safety through progressive services that focus on education, prevention, compliance and community partnerships. This mission is accomplished through six divisions: Administration, Code Enforcement, Environmental Health Services, Animal Welfare, Solid Waste Services and Environmental Protection.

The Administration Division provides support to the five operating divisions and consolidates departmental accounting, budgeting, purchasing, training, and human resource functions. In 2019, the Matrix Staffing Report found this arrangement and breakout to be a best practice for both function and accountability.

The Code Enforcement Division includes the Building Standards and Neighborhood Investigations Sections. Building Standards investigates substandard housing issues, manages the multifamily registration and inspection program, and facilitates the activities of the Building Standards Commission. Neighborhood Investigations provide neighborhood code enforcement, including investigating citizen complaints specific to trash and debris, junk vehicles, zoning violations, environmental investigations and high grass and weeds.

General Fund

The Environmental Health Services Division includes Consumer Health, Mosquito Disease Surveillance & Response (Vectors) and Commercial Code Compliance/Game Room sections. Consumer Health issues health permits, performs health inspections, and performs complaint investigations of food establishments, public swimming pools/spas, daycare centers and hotel/motels. Additional responsibilities include building plan reviews and food handler and pool operator training. The mosquito surveillance section ensures proactive measures to control vector diseases, as well as providing rapid responses to reduce the risk of exposure to citizens. The Commercial Compliance/Game Room Enforcement team addresses commercial zoning violations, as well as property maintenance issues such as litter, rodents, vermin, sewage overflows, etc.

Animal Welfare provides field responses for stray animals, hazardous or ill wildlife, animal cruelty complaints and bite investigations. It also provides care and a safe environment for sheltered animals, as well as facilitating animal adoptions at the Shelter and two satellite adoption centers. The Department's spay/neuter clinic is administered through this division. Animal Welfare relies heavily on volunteer support, private donations and partnerships for shelter operations and adoption programs.

NOTE: Solid Waste Services and Environmental Protection Summaries are included respectively in the Solid Waste Fund section and the Environmental Protection Fund section of the budget book.

MAJOR ACCOMPLISHMENTS

Through collaborating with outside agencies and developing a successful transport program, Animal Care and Control has increased our live release rate to greater than 94% and received \$264k in grants and donations, including additional transportations and a donation to support the spay/neuter program (see below). Funding of \$13.5 million for a second animal shelter passed in the 2018 Bond Election and construction has broken ground with a completion date in March 2021.

Environmental and Consumer Health staff participated in the Race & Culture Task Force as technical advisors. The Committee on Health identified and provided recommendations to City Council, to reduce the gap on the identified Fort Worth health disparities. Consumer Health is also implementing the iNovah cash management software as well as integrating ERP financials into its bulk billing and accounts receivable. These will function in tandem with the division's data management and field inspection software – Healthspace. Finally, the division is now providing online food safety training to more than 20,000 food service workers annually.

FY2021 DISCUSSION

There are no significant changes in service level represented in the FY2021 Recommended Budget.

HORIZON ISSUES

Consumer Health and Multi-Family Fee evaluations are needed to continue to support the current level of services and address future growth/service demand as outlined in the FY2019 staffing study.

General Fund

Communication and Public Engagement

DEPARTMENT SUMMARY

	FY2019	FY2020		FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Amount	%
Transfer In	1,554,212	-	-	-	-	0.00%
Revenue	\$ 1,565,472	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	3,615,021	3,624,839	3,624,839	3,571,017	(53,822)	-1.48%
Gen Operating & Maintenance	517,590	669,371	623,991	779,729	110,358	16.49%
Transfer Out & Other	-	-	45,380	-	-	0.00%
Expenses	\$ 4,132,611	\$ 4,294,210	\$ 4,294,210	\$ 4,350,746	\$ 56,536	1.32%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	42.00	42.00	42.00	42.00	-	-
Total	42.00	42.00	42.00	42.00	-	-

DEPARTMENT PURPOSE AND GOALS

The City of Fort Worth Communications and Public Engagement office works with city departments, city leadership, and elected officials to inform and engage the residents of Fort Worth about the activities of the city through comprehensive use of public engagement and communication tools. It ensures that employees receive regular communications and information on initiatives and important city issues.

The program's key initiatives are to:

- Educate and inform the City of Fort Worth employees to become ambassadors for the city, emphasizing benefits, healthy living, volunteerism and education
- Use new and existing technologies to improve digital outreach for the city and enhance the delivery of city messages
- Consistently incorporate the City of Fort Worth brand in all city materials. Use the city's vision, mission, and key messages as the foundation for every department's communications efforts
- Tell the city's story and educate the public on services and accomplishments
- Expand and improve outreach throughout the city, identifying underserved audiences and new opportunities for community engagement

The Department is composed of three distinct work areas: the Communications Office, the Community Engagement Office and the City Call Center. The Communications Office oversees all communications for the City of Fort Worth. This includes media relations, email marketing, internal and external communications, social media, graphic design, Fort Worth TV (FWTV) and the city's website. The Community Engagement Office is responsible for community outreach and education through regular contact with neighborhood associations, schools, and community organizations. The Call Center responds to all resident calls that come in through the city's primary phone number. The division is also involved in the implementation of the city's new Customer Relationship Management (CRM) system.

General Fund

MAJOR ACCOMPLISHMENTS

During the past year the Department has taken on several new initiatives and expanded some programs that have been in existence for several years. This year the department:

- Expanded our outreach through GovDelivery email. We currently have more than 371,773 subscribers for 109 different topics
- Expanded the citywide volunteer policy. 4300 registered volunteers logged 111,596 volunteer hours
- Continued the Mayor's Community Engagement Workshops and Neighborhood Awards annual event to include more diverse workshops and a more equitable awards format. This has allowed us to provide more vital information to our residents and also recognize the great work going on in our neighborhoods.
- Developed and implemented quarterly workshops to inform residents about city programs and services
- Expanded our video production to provide more short informative videos for departments. We also started an internship program with local students in order to provide job training for them and new video footage for our programs
- Increased our outreach through social media including Facebook (15,190 people likes/25,270 followers), twitter (162,705 followers) Nextdoor (205,984 subscribers) and Linkedin (9,217 followers)
- Call Center supported COVID Activities and Hotline phone number. CRM created a COVID request option on the MyFW App and MyFW Text
- MyFW App and MyFW Texting were launched and expanded
- Coordinated COVID-19 communications
- Implemented the 2020 Census initiative
- Began migration of new website
- Provided extensive support for Economic Development messaging for pandemic initiatives
- Provided messaging and communications support for Northside neighborhood and community outreach.
- Assisted departments with over 600 communications projects
- Responded to over 550 media requests

FY2021 DISCUSSION

There are no other significant changes in service level represented in the FY2021 Recommended Budget.

General Fund

Development Services

DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Amount	%
License & Permits	12,831,419	12,624,274	12,624,274	13,302,609	678,335	5.37%
Charge for Service	4,717,835	4,384,821	4,384,821	6,450,866	2,066,045	47.12%
Other	833,834	967,075	967,075	772,452	(194,623)	-20.12%
Transfer In	1,553,702	1,015,272	1,015,272	754,654	(260,618)	-25.67%
Revenue	\$ 19,987,882	\$ 18,991,442	\$ 18,991,442	\$ 21,280,581	\$ 2,289,139	12.05%
Salaries & Benefits	12,894,620	13,331,111	13,327,497	14,622,303	1,291,192	9.69%
Gen Operating & Maintenance	4,356,609	4,847,717	4,633,844	4,866,333	18,616	0.38%
Transfer Out & Other	-	-	217,487	-	-	-
Expenses	\$ 17,251,229	\$ 18,178,828	\$ 18,178,828	\$ 19,488,637	\$ 1,309,809	7.21%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	161.00	161.00	173.00	172.75	12.00	11.75
Grant Funds	1.00	1.00	1.00	1.00	-	-
Total	162.00	162.00	174.00	173.75	12.00	11.75

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

The Development Services Department’s mission is to build the most livable city in Texas by helping people make sound decisions about the city’s growth and development and, accordingly, develop property in ways that benefit the community. The Department merged with sections from other departments to create a more efficient permitting experience. Development Services now has five divisions: Administration/Executive Leadership, Development Coordination, Permitting and Inspections, Zoning and Design Review, and Infrastructure Development.

The Administration Division is responsible for executive leadership, operations management, Finance, Budget, Purchasing, Human Resources, and policy development.

The Development Coordination Division is comprised of five sections. The Developer Contract section is responsible for managing contracts for the developer installation of public and private infrastructure (roads, water lines, sanitary and storm sewers, stormwater controls, and signage, in addition to certain real property contracts). The Transportation Impact Fee section is responsible for managing the city’s Transportation Impact Fee program by coordinating Public/Private Partnerships, updating the Impact Fee ordinance and related studies, the calculation/assessment of transportation impact fees, consideration of discounts, review of transportation impact analysis (TIA) and management of Transportation Impact fee credit agreements and credit pools. The Project Facilitation section is charged with helping expedite development projects by heading inter-departmental project teams, negotiating special review accommodations, and acting as the developer’s liaison throughout the development review process while also ensuring that the city’s regulations and project requirements are still met.

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The Strategic Operations section is tasked with monitoring permit data, managing City-wide permitting system and acts as liaison with IT for projects and technology products. The Platting Section administers the city's subdivision regulations and implements the city's annexation policy.

The Permitting and Inspections Division reviews and inspects all construction projects for compliance with construction codes to ensure safety and sound building practices and ensures compliance with the city's Gas Well Ordinance. This division is comprised of the following three sections. The Customer Service section is responsible for permitting services and customer intake. The Building Services section provides plans examination, building inspections, and sign ordinance inspections. The Gas Well section performs safety inspections, permits gas well and gas-related right-of-way activity and contracts with other municipalities for gas permitting and inspections.

The Zoning and Design Review Division has three sections. The Zoning Section administers the city's zoning regulations including Urban Forestry regulations. The Design Review Section administers the city's historic preservation and urban design ordinances. The Appeals Section staffs two Zoning Boards of Adjustment.

The Infrastructure Development Division was added by merging functions previously housed in the Transportation and Public Works Department into the newly formed Development Services Department. The merge is a purposeful effort to create a more efficient and customer-focused complete permitting process for our customers. The new Division has five sections: Transportation Development Review, Infrastructure Plan Review, Stormwater Development Services, Parkway, and Water Development Services.

MAJOR ACCOMPLISHMENTS

The Planning Division attained several notable accomplishments during FY2020 by securing approval of Como rezoning and map amendment and secured approval for the Panther Island text amendment to remove TRVA from the ordinance. They also secured the approval of Cultural District and Chisholm Trail signage and secured Council approval of credit access and small box retail ordinances.

The Permitting and Inspections Division implemented recommendations from the new Commercial Building Permit improvement process including the ability to receive all new commercial building permits online. The team also began a video inspection services program and made all building permits available for on-line application which reduces congestion downtown and has aided in social distancing while preventing overcrowding. Additionally, there is an on-going effort to improve the City-wide Permitting System (Accela) reporting tools.

The Development Coordination division led coordination with our outside consultant, sCUBE, for the creation and implementation of the Infrastructure Module and Infrastructure records in Accela. The team also led the coordination for updating, creating and amending existing CFA and plat records in Accela to adhere to the new HB3167 regulations. Electronic notary was implemented for a variety of standard template agreements such as SWFMAs, USA, maintenance agreements, and encroachment agreements.

The Infrastructure Development Division implemented a completeness check process that reduces reviews of incomplete submissions and reduces review cycles. The team revised the Stormwater Criteria manual for compliance with HB3167 and moved floodplain development permits from a paper-based system to a primarily electronic review in Accela Automation.

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FY2021 DISCUSSION

The department added a new Division this year by merging the Infrastructure Development functions from TPW and transferred the Comprehensive Planning section to the newly formed Planning and Data Analytics Department.

The FY2021 AP count reflects the transfer of positions as a result of the merger.

HORIZON ISSUES

The Development Services Department foresees a continued demand to meet expected service levels and expanded growth with the need for enhanced/improved and more robust technology. Mixed-use and infill development, transportation funding and active transportation modes are areas to be addressed in FY2021 and beyond. Additionally, there were several bills enacted during the 86th legislative session that have affected the department's policies and procedures. As a result, we anticipate the need to amend several ordinances and policies, as well as coordinate a shift in interdepartmental processes/procedures.

The demands for form-based codes, design overlays, historic districts, and conservation districts will continue along with requests for annexation, special district modifications, and municipal boundary adjustments. As the city continues to grow and diversify, ordinances need updating and integration to meet the demand for urban development types. Strategically adding capacity to the roadway network also becomes more critical, driving the need for adequate professional staff dedicated to proactive solutions and program management.

General Fund

Diversity and Inclusion

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from FY2020 Adopted	
					Amount	%
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	-	776,798	764,098	1,440,247	663,449	85.41%
Gen Operating & Maintenance	-	165,314	473,794	271,657	106,343	64.33%
Transfer Out & Other	-	-	4,220	-	-	0.00%
Expenses	\$ -	\$ 942,112	\$ 1,242,112	\$ 1,711,904	\$ 769,792	81.71%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	9.00	7.64	15.00	13.89	6.00	6.25
Grant Funds	6.00	6.86	6.00	6.61	-	(0.25)
Total	15.00	14.50	21.00	20.50	6.00	6.00

DEPARTMENT PURPOSE AND GOALS

The mission of the Diversity and Inclusion Department is to promote community-wide values of diversity, equity, inclusion, and access as they apply to civil rights enforcement, the City's employee and labor relations, its provision of municipal services, capital investments, business support and development, and the quality of life that all Fort Worth residents experience.

This mission is accomplished through the development and implementation of a comprehensive strategic focus on initiatives and efforts to identify racial disparities, and address and eliminate systemic barriers, in the delivery of municipal services; through the development and integration of an Equity Policy that promotes diversity and inclusion and ensures equitable access in the delivery of services and resources; through the development and implementation of programs and initiatives that promote cultural awareness and inclusion; through contract compliance and MWBE capacity building; and, through the enforcement of anti-discrimination laws that protect our residents in employment, housing and places of public accommodation.

The Department has three divisions: Business Equity, Civil Rights Enforcement, and Municipal Equity.

The Business Equity Division supports capacity building efforts for aspiring, and existing minority and women business enterprises, leads efforts to close racial and gender gaps in City contracting and procurement, and assists small, minority-owned and women-owned business in gaining access to prime contracting and sub-contracting opportunities offered through city procurement in compliance with the City Council-approved Business Diversity Enterprise (BDE) Ordinance No. 20020-12-2011 or its most recent version.

The Civil Rights Enforcement Division works to provide equitable treatment and justice for all under the law by providing education on, and enforcement of, the civil rights of Fort Worth residents in employment, housing, places of public accommodation, and in City programs and services in compliance with the Human Relations Ordinance (Chapter 17 of City Code).

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The Municipal Equity Division leads the analysis and support activities designed to reduce and eliminate racial disparity gaps in the key areas of criminal justice, economic development, education, governance, health, housing, and transportation as outlined in the Race and Culture Task Force Recommendations accepted by City Council 2018. Additionally, the Municipal Equity Division leads and manages the City-wide Equity Plan for municipal service delivery, capital investments, and internal staff development through annual department reviews, analysis, recommendation, and support.

MAJOR ACCOMPLISHMENTS

During FY2020, the Department successfully: Secured more than \$40K in HUD partnership funds to conduct Fair Housing outreach and education; Established a partnership with the Beck Group for the startup of the Beck School of Construction – Fort Worth (the first construction school in Fort Worth). Fourteen (14) minority businesses graduated from the school, Assisted with the completion, analysis and implementation of a comprehensive Business Diversity Study; trained more than 5,000 City employees on diversity and inclusion; Led the revision and adoption of substantial edits to both the City’s Human Relations Ordinance and the City’s Business Diversity Enterprise Ordinance.

FY2021 DISCUSSION

During FY2020 the Business Equity Division, which formerly reported to Economic Development, was transferred to the Department of Diversity and Inclusion. As part of the FY2021 Recommended budget, the transfer of the six employees, and associated salaries /operating funds associated with this division, will be reflected.

HORIZON ISSUES

Horizon issues for current programming include succession planning, reliance on grant funding, and continued demands on the Department’s limited staffing to fulfill essential functions and meet community expectations.

Succession Planning: Several individuals in key positions in Civil Rights Enforcement are due to retire in the next 2-4 years. In fact, more than 40% of Enforcement staff members are eligible for retirement in the next 3-5 years. The Department anticipates challenges in recruiting experienced staff to supervise the staff that conducts investigations into complaints of discrimination, as well as those conducting the actual investigations. Recruiting potential employees with this particular type of experience can be very challenging.

Reliance on Grant Funding: The Civil Rights Enforcement Division’s reliance on federal funding is a serious concern. Organizational changes at the U.S. Department of Housing and Urban Development and the U.S. Equal Employment Opportunity Commission, as well as policy changes related to the criteria for processing employment and housing complaints has impacted the organization in the past and is expected to continue to do so. Unanticipated governmental shutdowns, and reductions in federal funding, have a significant impact on the ability of this Division to handle caseloads, and pay payroll and program costs.

Availability of Staffing to Perform Essential Functions: With the creation of the new Department of Diversity and Inclusion, the community has high expectations to see substantive change in the equitable delivery and provision of city services and social justice. However, when the Department was created only one new position was added and two positions (one of which is part-time) were reprogrammed, to carry out equity analysis and support activities necessary to reduce and eliminate racial disparity gaps in the key areas of criminal justice, economic development, education, governance, health, housing, and transportation as outlined in the Race and Culture Task Force Recommendations. It is also the same three individuals responsible for the development and implementation of a city-wide equity policy. The limited staffing available to support this important work is not

General Fund

sufficient to provide the high quality, effective and timely policies, programs, and activities necessary to successfully meet community expectations.

General Fund

Economic Development DEPARTMENT SUMMARY

	FY2019	FY2020		FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Amount	%
Use of Money & Property	152,863	149,125	149,125	147,341	(1,784)	-1.20%
Other	14,825	450	450	9,702	9,252	2056.00%
Transfer In	676,456	676,584	676,584	676,584	-	0.00%
Revenue	\$ 844,144	\$ 826,159	\$ 1,053,259	\$ 833,627	\$ 7,468	0.90%
Salaries & Benefits	1,780,289	2,160,236	2,160,236	1,573,072	(587,164)	-27.18%
Gen Operating & Maintenance	20,640,998	21,162,076	25,437,747	26,492,552	5,330,476	25.19%
Transfer Out & Other	3,844,817	3,644,846	3,748,981	1,210,641	(2,434,205)	-66.78%
Expenses	\$ 26,266,104	\$ 26,967,158	\$ 31,346,964	\$ 29,276,265	\$ 2,309,107	8.56%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	19.00	19.00	13.00	13.00	(6.00)	(6.00)
Grant Funds	4.00	4.00	4.00	4.00	-	-
Total	23.00	23.00	17.00	17.00	(6.00)	(6.00)

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

The Economic Development Department pursues high-wage job growth and a more sustainable tax base—driven less by residential property valuation and more by commercial and industrial investment—and has a commitment to "quality of place" throughout the community. This effort supports the City of Fort Worth's vision to compete successfully on the national and international stage for creative, high-growth businesses and the talented individuals who fuel them. The Economic Development Department accomplishes this through multiple divisions.

The Administration Division oversees the development and implementation of departmental goals, objectives, policies and priorities as well as overall operational activities including budget, payroll, and human resources functions.

The Strategic Development and Revitalization team is responsible for business recruitment and retention, small business support, entrepreneurship initiatives, oversight of the tax increment financing districts, targeted area redevelopment and administration of components units including the Local Development Corporation. The team is primarily responsible for the implementation of the Economic Development Strategic Plan Initiative which was accepted by City Council in FY2018.

The Office of Business Diversity team transitioned to the Diversity & Inclusion Department during FY2020.

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MAJOR ACCOMPLISHMENTS

The Economic Development Department has continued to focus on implementation of the Economic Development Strategic Plan. The Fort Worth Local Development Corporation (LDC) authorized the Small Business and Entrepreneurial Ecosystem Analysis in March 2019 and it was released in late 2019. The department began focusing on implementation strategies when the COVID-19 pandemic occurred. As a result, a refocus on developing and sustaining small business and entrepreneurial opportunities will be even more critical now and moving forward. Iter8 Health Innovation Community was launched October 2019 followed by an in-depth discussion regarding Governance in January 2020. Discussions continue but many stakeholders are focused on the COVID-19 response. The Economic Development Web Portal, which was launched in late February 2020, was to be followed up with a messaging campaign. That campaign has been delayed due to COVID-19 but enhancements to the website will be forthcoming.

The department secured a public/private partnership with smart electric motor company Linear Labs to develop a 500,000-square-foot facility for advanced, smart manufacturing to support thousands of new, skilled jobs over the next 10 years. The research and production center will create electric motors for industries as diverse as electric vehicles, robotics, HVAC and last-mile micro mobility, in addition to various industrial applications. The new Linear Labs facility will serve as a research and development center as well as a manufacturing location to produce electric motors through advanced processes, including automation that will continuously evolve as manufacturing technology evolves. Dark Factory methodology will be implemented to allow for robotic automation with human oversight, increasing efficiency of production and personnel safety, while also creating additional jobs for skilled workers.

As a result of COVID-19, the department launched the Protect the Fort Microloan Program and the Preserve the Fort Small Business Grant program. Since inception, the microloan program has provided over \$600,000 in small business loans. The grant program, launched March 26th, received a total of 1402 applications and to date, over \$6M in awards have been made. Phase II of the grant program is anticipated to roll out again in August 2020 which has been a significant undertaking by the department.

FY2021 DISCUSSION

The FY2021 AP accounts for the transition of the Office of Business Diversity from Economic Development to Diversity & Inclusion Department, which occurred during FY2020.

Due to the anticipated impact from COVID-19, the FY2021 Recommended Budget does not reflect an increase for 380 agreement incentive payouts to businesses with new development in Fort Worth.

HORIZON ISSUES

The Economic Development Department will continue to evaluate the city's role in entrepreneurial and small business development and the role of numerous partners in the ecosystem. Results from the Small Business Assessment will help direct those efforts in FY2021 although the impact of COVID-19 is yet to be determined.

Likewise, the impact of COVID-19 on business recruitment and expansion efforts will surely be impacted in FY2021. It will be imperative for the Economic Development department to roll out the delayed messaging efforts to ensure Fort Worth is on the radar for the recovery.

General Fund

Financial Management Services

DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Amount	%
Property Tax	398,425,677	436,544,239	436,544,239	448,904,674	12,360,435	2.83%
Sales Tax	165,287,198	172,769,615	172,769,615	168,248,455	(4,521,160)	-2.62%
Other Tax	55,946,301	53,877,446	53,877,446	54,269,951	392,505	0.73%
License & Permits	620,093	605,202	605,202	596,030	(9,172)	-1.52%
Intergovernmental	163,776	13,470	13,470	121,200	107,730	799.78%
Charge for Service	9,738,958	11,119,026	11,119,026	11,447,065	328,039	2.95%
Use of Money & Property	(367,966)	-	-	-	-	0.00%
Other	612,019	501,306	501,306	498,391	(2,915)	-0.58%
Transfer In	34,727,656	34,838,209	34,838,209	35,148,289	310,080	0.89%
Revenue	\$665,153,712	\$710,268,513	\$710,268,513	\$719,234,055	\$ 8,965,542	1.26%
Salaries & Benefits	9,340,235	9,183,708	9,183,708	9,345,979	162,271	1.77%
Gen Operating & Maintenance	3,092,815	3,083,743	2,902,785	2,776,303	(307,440)	-9.97%
Transfer Out & Other	-	-	180,958	-	-	0.00%
Expenses	\$ 12,433,050	\$ 12,267,451	\$ 12,267,451	\$ 12,122,282	\$ (145,169)	-1.18%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	87.00	86.00	91.00	90.00	4.00	4.00
Grant Funds	-	1.00	-	1.00	-	-
Total	87.00	87.00	91.00	91.00	4.00	4.00

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

The Financial Management Services Department has central oversight of the administration of financial activities across the City. These duties are performed by the following divisions: Administration, Accounting, Financial Reporting, Financial Systems Management (FSM), Public Improvement District (PID) Administration, Central Purchasing, and Treasury.

The Administration Division is responsible for providing overall planning and support to the other elements of the Department which includes administering fiscal and administrative responsibilities such as budget, human resources, payroll, revenue, asset management, information technology and procurement, and vendor invoice processing.

The Accounting Division maintains the general ledger, performs grant accounting and administration, and records and tracks the city's capital assets in an accounting system conforming to city charter requirements and municipal accounting principles. This team also completes bank and balance sheet account reconciliations in addition to performing fund level reviews to ensure the accuracy of entries made to general ledger accounts. This team

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manages the traditional period-end close processes and oversees interfaces from external systems into the general ledger.

The Financial Reporting Division prepares all financial publications including the city's Comprehensive Annual Financial Report (CAFR) and coordinates the annual external audit by an independent audit firm as required by the city's charter within the Department of Financial Management Services and throughout the city. This division also assists with general ledger maintenance and completes complex entries to ensure compliance with modified accrual and accrual level account requirements as promulgated by the Governmental Accounting Standards Board (GASB).

The Financial Systems Management (FSM) Division is responsible for the ongoing support of the financial management software systems. This team oversees the configuration and application of software to the day to day business operations while the city's Information Technology Department provides the network and infrastructure for which these systems are delivered to users. The FSM team assists in driving efficiency in business processes through applying technology solutions across the department.

The PID Administration section administers the city's Public Improvement Districts by coordinating the development of the annual financial plan and budget, assessment rolls, service plans, ensuring compliance with enabling legislation, contract administration, city ordinances, and appropriate policies. This section oversees operating PIDs, and one tourism PID.

The Central Purchasing Division purchases goods and services for all city departments assists with the disposal of obsolete or surplus materials/equipment, manages the city's Purchase Card Program, manages the city's vendor relationships, and oversees the city-wide mail operations.

The Treasury Division is responsible for effectively and efficiently managing the city's cash and investment portfolios, seeking the highest return possible while complying with Texas Public Funds Investment Act and applicable law. In addition, the Treasury Division is responsible for the administration of the City's large and complex debt portfolio, executing vendor and payroll disbursements, and central billing and collection of a variety of critical city-wide revenue sources.

MAJOR ACCOMPLISHMENTS

Published the 2019 Comprehensive Annual Financial Report on February 07, 2020 (130 days after fiscal year-end), marking a significant reduction from prior years and well within the State law requirement of 180 days.

There were no external audit findings in Capital Assets for the 3rd year in a row.

Successfully transitioned/absorbed the following billing and collection activities: Code Enforcement Health Permit Fees, Fire Department Fire Service Call billings, Gas Well Inspection Fees, DFW Revenue Share payments, Venue Taxes (Parking, Stall, Ticket Taxes), the City's share of Charitable Bingo Prizes, from either a manual billing system or the antiquated City-Wide mainframe billing system to the People Soft AR & Billing system bringing enhanced visibility and efficiency. In addition, transitioned the following revenue billing and collection activities: Board-up, Demo, Nuisance, Weeds; Development Services – Alarm Permits and Fees, Permits and Licensing; Police – Auto Pound (Point of Sale only) from the antiquated mainframe (Civil Penalties, Multi-Family Inspections, etc.)

Successfully implemented the initial phases of the Automated Invoice Management (AIM) system. This system will further enhance invoice payment efficiencies enabling centralization of vendor invoice processing in central

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Accounts Payable. Utilizing advanced Optical Character Recognition technology, the AIM system will greatly reduce city-wide workload relating to invoice voucher data entry by converting invoice documents to machine readable text for processing.

Developed and implemented improved guidance for the citywide purchasing and accounts payable processes.

Purchasing established:

- A Purchasing Hotline so that Departments could call and get their questions answered immediately. The Hotline also provides status of tasks assigned to Purchasing
- An updated Administrative Regulation for purchases of goods and services in order to provide additional guidance to Departments on state laws and city ordinances. As part of the roll-out of the new Administrative Regulation, Purchasing conducted Webex training
- A Purchasing Inquiry Training Manual so that staff who were not as familiar with PeopleSoft could navigate through PeopleSoft Purchasing to review Requisitions, Purchase Orders, Payments to Vendors
- An automatic closure of Purchase Orders with the assistance of the ERP group in IT
- Started adding items into the PeopleSoft Purchasing modules for cooperative agreements and new bids to ensure that the city is paying the correct price for goods

Led effort to retire the following debt obligations with cash on hand: Series 2010C WSS Revenue Bonds: \$11,750,000.00 of refunded bonds generating \$1,810,876.10 or 15.41% of NPV savings; Series 2012 GP Ref & Imp Bonds: \$20,230,000.00 of refunded bonds generating \$3,161,693.28 or 15.62% of NPV savings. In addition, led the effort to refinance \$48,810,000.00 of General Obligation bonds and \$87,770,000.00 of Water/Wastewater Revenue bonds resulting in \$14,138,768.00 in NPV savings, despite turbulent market conditions (due to COVID-19).

FY2021 DISCUSSION

The FY2021 Recommended Budget includes an increase of 4 APs including a Senior Account Technician and Management Analyst II in the Treasury division and a Purchasing Manager and Purchasing Assistant in the Purchasing division.

The implementation of the Automated Invoice Management system will continue into FY2021, eliminating invoice data entry workload in departments (for non-Capital construction invoices). The reallocation of funds from Information Technology Solutions and transfer of a position from Police to Treasury support the continued invoice processing centralization effort.

The implementation of the PeopleSoft Purchasing module has centralized many purchasing functions previously performed in departments. The added positions will support the department in following state law requirements and reducing the number of bid cancellations and bid rejections.

HORIZON ISSUES

The Financial Management Services Department expects to address the following issues in FY2021 and beyond, which result in some level of budgetary and/or operations impact.

- Continued implementation of ERP Phase III – Standardized Accounts Receivable & Point of Sale Systems will improve these activities through central visibility and control but will continue to strain resources in the Treasury Revenue & Collections office as additional billing and collection activity is centralized in FMS Treasury, requiring a re-allocation of resources

General Fund

- Implementation of the remaining phases of the Automated Invoice Management system will reduce invoice voucher data entry workload in the departments but will continue to strain resources in Central Accounts Payable. The utilization of advanced Optical Character Recognition technology should greatly reduce city-wide invoice voucher entry workload but will likely increase workload (to a lesser extent) in Central Accounts Payable, requiring a re-allocation of resources
- Continue implementation of newly promulgated GASB standards, including the implementation of GASB Statement No. 87, which substantially revises existing standards on lease accounting and financial reporting
- Financial and cyber fraud threats continue to increase in frequency and sophistication resulting in the need for continuous training and awareness on the latest in fraud trends and relevant preventative best practices
- Completing City wide Revised Administrative Regulations for Pcard purchases, Capital Projects (both Procurement and Accounts Payable), Revenue Collections, and Inventory Management
- Working with IT ERP to develop an automatic reporting of cooperative purchases to ensure that the city is receiving the full amount of any earned rebates
- Implementation of process improvement recommendations from the Payroll Task Force

General Fund

Fire

DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Amount	%
License & Permits	1,121,892	1,044,000	1,044,000	1,251,105	207,105	19.84%
Charge for Service	1,190,475	1,136,609	1,139,854	1,253,423	116,814	10.28%
Use of Money & Property	8,263	-	-	-	-	0.00%
Other	732,957	300,096	300,096	391,416	91,320	30.43%
Transfer In	888,251	59,501	59,501	59,501	-	0.00%
Use of Fund Balance	-	-	2,428,750	-	-	0.00%
Revenue	\$ 3,941,837	\$ 2,540,206	\$ 4,972,201	\$ 2,955,445	\$ 415,239	16.35%
Salaries & Benefits	138,767,939	143,793,106	143,536,394	150,229,796	6,436,690	4.48%
Gen Operating & Maintenance	17,829,184	15,816,734	17,066,636	18,440,971	2,624,237	16.59%
Transfer Out & Other	238,938	633,927	2,072,732	469,231	(164,696)	-25.98%
Expenses	\$156,836,062	\$160,243,767	\$162,675,762	\$169,139,998	\$ 8,896,231	5.55%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	1,002.00	1,001.25	1,002.00	1,001.25	-	-
Grant Funds	13.00	12.48	13.00	12.48	-	-
Total	1,015.00	1,013.73	1,015.00	1,013.73	-	-

DEPARTMENT PURPOSE AND GOALS

The Fire Department's mission is to serve and protect the community through education, prevention preparedness and response. It provides protection of life and property from fires and other emergencies, first response for emergency medical services, fire safety and prevention programs, arson and fire cause investigations and other services. The department encompasses 43 fire stations and is organized into four major sections: Administration, Executive Services, Operations, and Educational and Support Services.

The Administration division administers fiscal and administrative responsibilities including budget, human resources, payroll, revenue, asset management and purchasing, along with the information technology needs of the department.

The Executive Services Division oversees all arson/bomb activities, fire investigations, community risk reduction activities, commercial building inspections, fire safety education, professional standards and behavioral health functions.

The Operations division, which employs the vast majority of the department's personnel, is responsible for daily emergency response activities, building inspections, as well as specialized responses such as aircraft rescue firefighting (ARFF), hazardous materials (HazMat) squad, technical rescue and swift water rescue.

General Fund

The Educational and Support Services Division is responsible for the initial training of new firefighters, continuing education, health and wellness programs, facility maintenance, fire apparatus and equipment services, uniforms and supplies, and dispatch and alarm services. The Office of Emergency Management also falls under this division.

MAJOR ACCOMPLISHMENTS

The Fire Departments' FY2020 priority initiatives and accomplishments included the following:

- Completed design on Fire Station 43 (Walsh Ranch area) and Fire Station 45
- Continued community risk reduction efforts with smoke detector drives, drowning prevention initiatives, infant mortality, and COVID-19 Community Testing
- Continued efforts to fund the Accelerated Fire Apparatus Replacement Program
- Expanded recruiting efforts to address equity and diversity
- Expanded behavioral health and cancer prevention programs through the purchase of additional equipment funded by Risk Management that will help reduce firefighter exposure to cancer-causing materials and initiated baseline medical testing of fire personnel funded by a recent AFG Grant
- Executed cooperation agreements with adjacent communities for dispatching services

FY2021 DISCUSSION

The FY2021 Recommended Budget includes funding for compensation changes related to the Collective Bargaining Agreement with the Fire Fighter Local 440 approved in June 2019.

Due to Fire's aging fleet, additional funding of \$1.9 million was provided in FY2021 for fleet repair and maintenance costs. This is in conjunction with increased funding through tax notes to replace the equipment as seen in the 5-year CIP. Also added to the FY2021 budget is \$458k to support a replacement plan for self contained breathing apparatus equipment to address aging and compliance requirements.

Beginning in FY2020, Fire Trainee positions were no longer accounted for in the AP/FTE counts. The FY2021 AP/FTE count excludes 24 Fire Trainees.

HORIZON ISSUES

In order to continue maintaining its place as one of the most progressive and innovative fire departments, some of the long-term opportunities and initiatives the Fire Department will be working towards include:

- Pursuing Fire Department accreditation
- Expanding community risk reduction efforts
- Supporting equity and diversity initiatives
- Improve overall fleet management of fire apparatus
- Planning facility needs and operationalizing new fire stations from the bond program
- Expanding cooperation agreements with adjacent communities for dispatching and emergency management programs
- Enhancing the outdoor warning and mass notification systems
- Using advancements in emergency medical services technology to improve patient outcomes
- Replacing fire department IT capabilities including replacement systems for Commercial Inspections and the Records Management System as well as mobile data computing capabilities
- Identifying and pursuing potential new revenue opportunities

General Fund

Human Resources

DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Amount	%
Other	2,693	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	-	0.00%
Revenue	\$ 2,693	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	3,545,371	3,620,486	3,620,486	3,885,373	264,887	7.32%
Gen Operating & Maintenance	1,087,154	955,067	955,067	1,593,775	638,708	66.88%
Expenses	\$ 4,632,525	\$ 4,575,553	\$ 4,575,553	\$ 5,479,148	\$ 903,595	19.75%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	33.00	32.18	36.00	34.43	3.00	2.25
Group Health and Life Insurance	11.00	9.65	10.00	8.80	(1.00)	(0.85)
Retiree Healthcare Trust	-	1.35	-	1.20	-	(0.15)
Risk Financing	17.00	17.00	15.00	15.00	(2.00)	(2.00)
Total	61.00	60.18	61.00	59.43	-	(0.75)

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

The mission of the Human Resources Department is to support and protect the city's most valuable assets, its management and staff. We are committed to delivering quality service, ensuring equitable employment practices, offering professional development and fostering a work environment that attracts and inspires excellence. Human Resources at the City of Fort Worth is characterized by leading positive change, excelling through customer service and being creative in its approaches.

The Human Resources Department is comprised of nine divisions that include Classification, Compensation and Civil Service division; the Employee and Labor Relations division; the Human Resources Information Systems (HRIS)/Records division; the Talent Acquisition Division; Employee Benefits and Wellness divisions; and three divisions representing the Risk Management function that include Property & Casualty, Workers' Compensation and Safety.

MAJOR ACCOMPLISHMENTS

FY2020 has seen a number of positive events occur that have or continue to benefit the city that include:

- Successful contract negotiations on Meet & Confer agreement with the Police Officers Association to cover the next four years.
- Completion of a Leave Study and proposed recommendations to improve the City's leave structure providing greater flexibility for employees.

General Fund

- Creation of a Payroll Taskforce to address long-standing issues termination pay calculations, manual pay practices and poor functionality that resulted in a proposal of interim recommendations as work continues.
- Update of General Employees Personnel Rules and Regulations.
- Reorganization of the department that reduced the number of positions by 8.33% and restructured to improve customer service to department's management and staff.
- Creation of a formal internship program.
- Implementation of changes to accommodate the Family First Coronavirus Response Act (FFCRA); includes workplace guidance concerning COVID exposures and Return to Work Guidelines.
- Implementation of Google analytics in Talent Acquisition to monitor and improve return on spend of advertising and increase focus on diversity advertising.
- Implementation of data analytics in Talent Acquisition to make improvements to the overall customer experience by tracking visits to carrier sites, average session duration, job views, completed applications, device usage, and source of application resulting in better hiring practices, branding and hiring the best talent.
- HRIS implemented Total Rewards to provide an overview for employees, showing true compensation and benefits. In addition, HRIS implemented e-Compensation which seeks to encourage employee performance and strengthens the organizational culture through equitable compensation.
- HRIS continued to improve its business processes by streamlining and automating repeatable business tasks. HRIS created HRC WorkCentres to streamline use of PeopleSoft, implemented electronic ID Badge forms, voluntary general deductions and enabled an external interface for the Fire and Police association to electronically submit payroll deductions.
- HRIS Time and Labor team updated strategies and recommendations for employers as COVID-19 payday rules and regulations were passed by federal, state and local agencies.

FY2021 DISCUSSION

FY2021 will see a number of changes and expansions of programs. The new Human Resources Business Partner Initiative will be enlarged to provide a better level of service to department management and employees. Implementation of the recommendations from the Leave Study will go into effect on January 1st. Organizational development will be restructured to provide better direction and more, comprehensive learning opportunities for employees. Improvements to the CFW police officer hiring process will include the introduction of electronic testing on a monthly basis. FY2021 should also see significant progress made toward stabilizing the city's payroll function. Lastly, another major initiative includes improvements to on-boarding for new employees.

The FY2021 AP accounts for the transfer of five (5) positions from the Performance and Data Analytics Department to HR and the reduction of two (2) positions for a net change of three (3).

HORIZON ISSUES

- Rising cost of benefits – healthcare, pension, leave, etc.
- Government regulation of pay and benefits
- Competitive environment in finding high-quality candidates for positions
- Functionality of electronic systems/ability to automate processes/functions
- Health status of employees and retirees

General Fund

Information Technology Solutions

DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Amount	%
Intergovernmental	659,461	-	663,877	-	-	0.00%
Charge for Service	11,361,875	12,571,131	12,571,131	12,452,360	(118,771)	-0.94%
Use of Money & Property	-	-	-	-	-	0.00%
Other	89,778	-	-	-	-	0.00%
Transfer In	-	-	-	-	-	0.00%
Revenue	\$ 12,111,115	\$ 12,571,131	\$ 13,235,008	\$ 12,452,360	\$ (118,771)	-0.94%
Salaries & Benefits	17,804,275	18,266,036	18,266,036	17,919,461	(346,575)	-1.90%
Gen Operating & Maintenance	19,746,861	20,300,788	20,160,788	20,232,129	(68,659)	-0.34%
Transfer Out & Other	5,291,012	5,514,446	6,318,323	4,568,534	(945,912)	-17.15%
Contra Accounts	(26,690,372)	(26,141,779)	(26,141,779)	(27,426,542)	(1,284,763)	4.91%
Expenses	\$ 16,151,776	\$ 17,939,491	\$ 18,603,368	\$ 15,293,583	\$ (2,645,908)	-14.75%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	164.00	160.38	159.00	157.98	(5.00)	(2.40)
Total	164.00	160.38	159.00	157.98	(5.00)	(2.40)

Note: Restated

DEPARTMENT PURPOSE AND GOALS

The Information Technology Solutions (IT Solutions) Department provides for the management of the city's information technology infrastructure, systems and services. Information Technology Solutions was incorporated into the General Fund in FY2019. Prior to FY2019, Information Technology Solutions was an Internal Service Fund.

IT Solutions is responsible for coordinating all information technology resources to support the strategic vision of the City of Fort Worth by providing quality service to the community. This coordination of information technology is accomplished through such services as planning and project management, administrative support, technical services, software application development and acquisition, and telecommunications.

All city departments are customers of IT Solutions. The department receives the bulk of its revenue from the allocations made to these customers. The department's expenditures include personnel costs, operating supplies, contractual/consulting services, licensing, maintenance and equipment such as servers, other hardware and software.

IT Solutions operates and maintains the Fort Worth Regional Radio System. The system supports more than 33,000 subscribers throughout more than 130 jurisdictions. Revenue from this system offsets annual operating costs.

General Fund

IT Solutions is organized into the following functional areas/bureaus: Infrastructure Engineering, Services and Enterprise.

The Infrastructure Engineering Bureau consists of the following divisions: Platform Technologies, Voice Services, Network Services, Data Center Operations and Support Services. Platform Technologies provides server and storage operations and supports email administration. Voice Services operates and maintains the city's telephone system. Network Services operates and maintains the city's data network. Data Center Operations provides 24/7 support and monitoring of all city IT systems and infrastructure. Support Services, which includes desktop and hardware support, manages the city's desktop computing functions and devices; this division also leverages a Help Desk to provide IT technical assistance and services for all city departments.

The Services Bureau consists of the following divisions: Application Services, Business Analysis & Planning and IT Finance and Administration. The Application Services includes application development and implementation of software systems together with computer aided dispatch (CAD), database and geographic information systems (GIS) support. The Business Analysis and Planning division provides business analysis and project management to other city departments for technology projects. The IT Finance team handles financial and budget management functions, allocations, procurement of technology equipment and services for all city departments, mobility procurement and management along with contract administration. This division is also responsible for the human resources related functions of the department.

The Enterprise Bureau is responsible for the operations and maintenance of the city's ERP System, Security Division and Radio Division. The ERP system includes Human Capital Management Systems (Human Resource, Time & Labor, Payroll, Pay for Performance, Recruiting, and Benefits) and the Financial Management Systems (Asset Management, Accounts Payable, Cash Management, General Ledger, and Commitment Control). The Security Division provides cyber threat and vulnerability analysis, early warning, and incident response assistance. The Radio Services Division manages and operates the city's public safety and public works radio systems.

MAJOR ACCOMPLISHMENTS

FY2020 brought about the successful implementation of many departmental initiatives:

The Open Enrollment Transfer Project outsourced the administration of CFW Benefits to a third-party benefit provider, Empyrean, as directed by Human Resources. This project determined the requirements, timelines, conversion and deployment of Empyrean Benefits processing; during this process, data is transferred between the City and Empyrean on a regular basis, such as employee and deduction information for payroll. City employees may now access Empyrean to review and change all benefit information whether it pertains to new employees, life event changes, or annual open enrollment. The project timeline was January to June of fiscal year 2020.

In support of the City sponsored agreement to transfer operational responsibility of the Botanic Garden over to the BRIT (Botanical Research Institute of Texas), IT worked closely with City management and BRIT leadership to develop and execute the Botanic Gardens Transfer Project to shift technology assets and transfer responsibility to the BRIT. The largest piece of this effort was the installation of a new fiber backbone to support connectivity throughout the Garden. This was approximately 12 months from inception to turn over, currently for October 2020.

To keep the City functional, ITS responded to the need for virtual interaction at the outset of the COVID-19 pandemic. The department worked closely with many departments and the City Secretary's Office to provide education and configuration of virtual platforms to support City Council, Boards and Commissions, as well as the

General Fund

structure for internal meetings. ITS made accommodations to support City employees and their need to work remotely. This included the assignment of hardware, like laptops/desktops, and additional licenses to support work from home needs.

The department managed the Security Access Contract project to replace the old outdated Sentinel security system with a new Panasonic system citywide. The department successfully cleaned and verified all necessary employee access permissions and facilities. This project also included the replacement of the old cameras and alarm systems with new state of the art technology – a centralized control mechanism is now in place to maintain data.

A new hosted solution was implemented that manages the content for the City of Fort Worth’s external website. Phase I of this project consisted of migrating all of the current content into the new system and addressing the security for the system with workflows for self-service content updates. These updates included routing and approval. Phase II is slated for FY2021.

The department completed the set up for several departments to process customer tickets as work orders in the new Customer Relationship Management system. During this project phase, the MyFortWorth mobile application was deployed and is now being used by citizens. This phase also enabled Citibot, a tool that allows citizens to text in their concerns and have it automatically entered as a ticket into the system.

FY2021 DISCUSSION

The FY2021 Recommended Budget includes the reduction of five eliminated positions, including three part-time Intern positions, dropping the AP count from 164 in FY2020 to 159 in FY2021. This also affects the FTE count, further reducing it to 157.98.

The FY2021 Recommended Budget includes a net decrease in service allocation revenues of \$64,341 due to fund-wide corporate decisions.

HORIZON ISSUES

Despite the previously mentioned successes in FY2020, the ITS department faces the following Horizon issues in FY2021 and beyond:

With the next few fiscal years in mind, the ITS department continues its efforts to enhance the City’s options for virtual collaboration. This includes improving channel messaging and file sharing, both within the organization and with partner organizations. This strategy will incorporate the deployment of Microsoft Teams and ongoing options while fostering further improvements for conferencing technology.

The department currently oversees the PMIS project, an initiative designed to consolidate the numerous systems, spreadsheets, and other functions that departments use to track capital projects within the City of Fort Worth. Currently, it takes many labor hours to distribute and receive project updates and/or budget spent for the City’s capital projects due to absence of tracking in a consolidated system. In FY2020, the IT Solutions and partnering departments began the process of researching best practices and available consolidation alternatives.

The public has the ability to request information regarding City business via the Public Information Request process. In order to make this process less burdensome and timelier, the department will continue to organize efforts to extend the technology and capability for electronic searches out to other departments.

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The department will continue to employ the Content Management System Replacement project effort to migrate the internal CFW website content into the new Content Management System. This will allow content to stay up to date and accessible from anywhere in the system through an employee network login. The City's Intranet is a tool used internally to share information among the employees and departments and must constantly be adapted to variable conditions.

Lastly, the ITS department must always provide robust support for growing data needs. The department is actively working to manage the continued growth of data, databases, and files of various types and keeps its resource management and security as top priorities for all data involved.

General Fund

Library

DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Amount	%
Charge for Service	217,902	315,705	315,705	271,053	(44,652)	-14.14%
Fines & Forfeitures	233,603	10,876	10,876	9,480	(1,396)	-12.84%
Use of Money & Property	248	214	214	303	89	41.59%
Other	46,027	4,747	4,747	3,811	(936)	-19.72%
Revenue	\$ 497,780	\$ 331,542	\$ 743,542	\$ 284,647	\$ (46,895)	-14.14%
Salaries & Benefits	13,794,627	16,394,714	16,394,714	15,241,369	(1,153,345)	-7.03%
Gen Operating & Maintenance	6,500,484	7,056,810	7,230,659	7,053,917	(2,893)	-0.04%
Transfer Out & Other	-	-	238,151	-	-	0.00%
Expenses	\$ 20,295,111	\$ 23,451,524	\$ 23,863,524	\$ 22,295,286	\$ (1,156,238)	-4.93%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	276.00	242.32	264.00	232.85	(12.00)	(9.47)
Library Automation Systems Sharing	2.00	2.00	1.00	1.00	(1.00)	(1.00)
Total	278.00	244.32	265.00	233.85	(13.00)	(10.47)

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

The Fort Worth Public Library is a community gathering place for learning, self-discovery, shared experiences and personal growth. The strategic focus areas for the Library are:

- Reducing barriers to access, expanding the Library's reach and evolving services beyond buildings
- Contributing to the City's thriving arts scene while celebrating the past and embracing the future
- Cultivating a community of readers and serving as the literary hub for the City
- Enriching out-of-school time and making learning fun and enjoyable
- Nurturing economic development, entrepreneurship, and opportunity for all
- Supporting City goals, developing employees, and aligning capacity with strategy

The Department is divided into two divisions, Public Services and System-Wide Services. The Public Services division comprises the Central Library, 14 branches, one satellite facility, and collection management. This division is the first point of contact for residents.

Public Services is responsible for providing library materials, programs, and outreach directly to the residents of Fort Worth.

System-Wide Services provides the structure and systems needed to maintain library services. The division consists of four operational units including Administrative Services, Communications, Facilities Management and Information Technology. Each has a unique responsibility to support the system-wide delivery of library services.

General Fund

MAJOR ACCOMPLISHMENTS

In FY2020, the Fort Worth Public Library unveiled a new Facilities Master Plan that built on the vision established by the Strategic Services Plan completed in FY2019. Current library facilities were assessed from a variety of perspectives, including the physical condition of library buildings and sites; the capacity of library facilities to support the 21st century library; and the amount and geographic distribution of library space throughout the city.

In addition to the Facilities Master Plan, the Library also completed the following major initiatives:

- A new location, Golden Triangle library opened on August 18, 2020. This location is a full-service library providing materials and services.
- New Express check kiosks were installed at all locations providing customers the ability to check out their materials.
- Design for the Reby Cary Family Library was completed. Construction of the library began in March 2020.
- The delivery of Library services changed in April due to the pandemic. In order to continue providing services, curbside service and virtual programming were implemented. The Library also shifted focus to increased access to online materials. As of July 12, the Library's digital check-outs have surpassed the total for the entire year of 2019.

FY2021 DISCUSSION

During FY2020, the Library went through a department-wide reorganization and eliminated and/ or consolidated job responsibilities. The FY2021 Recommended Budget includes a reduction of 12 AP/12.00 FTE.

The department will monitor and address any related budget implications as a result of COVID-19, as they anticipate additional impact in FY2021.

HORIZON ISSUES

Through the 2014 and 2018 Bond Programs, two new libraries will be added to the system.

- Reby Cary Family Library, currently in construction with an opening date in 2021
- Far South Library (still to be named); an architectural firm was selected with design to be completed in FY2021.

General Fund

Municipal Court

DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Adopted	
					Amount	%
Charge for Service	3,734,203	3,679,933	3,679,933	3,450,885	(229,048)	-6.22%
Fines & Forfeitures	6,224,863	5,538,783	5,538,783	5,410,942	(127,841)	-2.31%
Other	80,160	-	-	-	-	0.00%
Revenue	\$ 10,039,226	\$ 9,218,716	\$ 9,218,716	\$ 8,861,827	\$ (356,889)	-3.87%
Salaries & Benefits	12,242,043	12,748,373	12,641,382	11,639,146	(1,109,227)	-8.70%
Gen Operating & Maintenance	2,617,711	2,770,400	2,320,496	2,778,152	7,752	0.28%
Transfer Out & Other	-	-	449,905	-	-	-
Expenses	\$ 14,859,754	\$ 15,518,773	\$ 15,411,782	\$ 14,417,298	\$ (1,101,475)	-7.10%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	147.00	147.00	139.00	139.00	(8.00)	(8.00)
Municipal Court Special Revenue	-	-	1.00	1.00	1.00	1.00
Special Purpose	1.00	1.00	-	-	(1.00)	(1.00)
Total	148.00	148.00	140.00	140.00	(8.00)	(8.00)

Note: restated.

DEPARTMENT PURPOSE AND GOALS

Municipal Court is a Court of Record with five courtrooms and full court/payment services located in the historic A.D. Marshall Public Safety & Courts Building, a virtual court/payment service at the Golden Triangle Library, and a twenty-four-hour/seven day a week virtual arraignment court serving the jail at 350 W. Belknap and magistration processes. These courts have jurisdiction within the City of Fort Worth's territorial limits overall Class C misdemeanor criminal cases brought under City ordinances and /or the Texas Penal Code. These cases are punishable by fine only. The Department also processes civil parking cases filed within the territorial limits of the City of Fort Worth.

The Department is divided into four divisions: Administration, Judicial, Clerk of the Court, and Marshals.

The Administration Division has responsibility for management of overall departmental operations—financial management, budget, treasury, performance, audit, purchasing, facilities, human resources, technology, community outreach, civil administrative hearings, and acts as a liaison to other departments and agencies.

The Judicial Division consists of 11 judges, including a Chief Judge and a Deputy Chief Judge; in addition, there are eight substitute judges. All judges are appointed by the City Council. The Judicial Division is responsible for adjudication of jury and non-jury trials, performing magistrate duties, and administering the Teen Court Program.

The Clerk of the Court Division is responsible for record keeping of filed citations, case preparation, setting court dockets, fine collections, administering community service programs, management of the City's jury system, processing civil parking citations, and performing other court-related non-judicial activities. The Arraignment

General Fund

Court and Golden Triangle Library satellite service location are separate cost centers that fall under the direction of the Clerk of the Court as well.

The Marshal Division is responsible for bailiff duties, prisoner transfer, building security and warrant production and service. The Division is also responsible for patrolling approximately 3,560 acres of the Lake Worth recreational area, the Fort Worth Nature Center and Refuge, area leased-property neighborhoods and 14 surrounding City-owned parks.

MAJOR ACCOMPLISHMENTS

The following are major accomplishments for the FY20 budget period:

- Completion of the 2014 Bond renovations of the A.D. Marshall Public Safety & Courts Building (PSB) to include:
 - Renovation of five (5) full service courtrooms
 - Renovation of first and second floor restrooms (ADA Compliant)
 - Addition of second floor men's and jury unisex restrooms (ADA Compliant)
 - Addition of ADA accessible ramp at main entrance
 - Renovation of Parking Hearing Offices
 - Addition of second floor jury deliberation room
- 2014 Bond new construction of full counter service satellite location at Golden Triangle Library to include Virtual Court services to see a Judge.
- Deployment of virtual service options to include counter services and judicial services to the public.
- Closure of the Southwest Municipal Court and consolidation of full service operations and staff to PSB.
- Relocation of jail arraignment court operations, staff, and judges to PSB.
- Reallocation of field deputies from warrant service to office based operations facilitating voluntary safe harbor warrant resolution.
- Court in the Community – successfully held four events citywide.
- Warrant Forgiveness – nine events held citywide.
- Successful implementation of Phase 1 eCitation traffic interface.
- Correction of over 1.2 million records as a result of the court's data integrity project.
- Implementation of a shotgun training program, which resulted in the deployment of six shotguns in the downtown campus.
- Staffing increase at Lake Worth, which has significantly enhanced law enforcement patrol presence and activity on the Lake Worth waterway.
- The Marshal Division has installed eight new license plate recognition units, which will greatly enhance the Warrant Section's ability to identify individuals with outstanding warrants.

FY2021 DISCUSSION

During the FY2020, an Assistant Director position was transferred from the Municipal Courts Department to the City Manager's Office. Additionally, two Customer Service Rep II positions were transferred to the City Attorney's office, resulting in a reduction of three General Fund APs.

The FY2021 Recommended Budget also includes a reduction of 5 AP/5.00 FTE.

The City of Fort Worth Municipal Court has developed a plan that centers critical and tactical support within City resources, in lieu of continuous dependence on external consultative services. The plan acknowledges ITS' role as an IT framework support supplier and on IT infrastructure management, while Court oversees administration of

General Fund

its Case Management System, CourtView. The department will be implementing Phase 2 of eCitation for non-traffic citations.

This is an 8-month plan that requires a final partnership with NashWest in efforts of both completing our original commitments, previously identified in City Secretary Contract No. 48814, and documenting knowledge transfers that will provide the necessary minimum tools for self-reliance. Funding for the onetime expense has been identified in court's Technology Fund.

The Court is continuing to adjust and manage court operations, staff, remote work assignments, and resources related to ongoing COVID-19 impacts based on the Texas Office of Court Administration guidelines as dictated by local, state, and federal agencies; most specifically the Texas Supreme Court.

Further, the Municipal Courts department is developing virtual service technologies to provide service to the public, other departments, and external agencies.

Nationwide trends related to evolving policing models, studies on enforcement and burdens of legal financial obligations, steer the department's initiative of improving public trust through community engagement. The court has partnered with several non-profit organizations to bring court services out to the community. Personal service in neighborhoods breaks down the traditional setting of a court proceeding which can be imposing. The court has seen positive results in the adjudication of cases through community efforts.

HORIZON ISSUES

The following are the current identified Horizon Issues for the Municipal Court:

- Rules and Guidelines, on court's response to the COVID-19 pandemic, provided by the Texas Office of Court Administration impact how we provide service.
- Short term and long term trends to criminal case filings and related assessment of proper staffing levels.
- While filings for criminal citations have declined, there is a continuing increase in state mandated processes on cases in which a defendant fails to appear or fails to comply with a judicial order.
- Filings for civil parking citations had increased over the last year until COVID impact. It is expected this trend will resume once the COVID-19 pandemic is over.
- In 2021 the State Legislature will meet and impacts are to be determined.
- Future potential of joint court satellite locations with other departments.

General Fund

Neighborhood Services

DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Adopted	
					Amount	%
Charge for Service	524,651	896,833	896,833	816,781	(80,052)	-8.93%
Use of Money & Property	188,299	180,442	180,442	179,085	(1,357)	-0.75%
Other	14,451	5,000	5,000	4,281	(719)	-14.38%
Transfer In	-	-	-	-	-	0.00%
Revenue	\$ 727,400	\$ 1,082,275	\$ 1,082,275	\$ 1,000,147	\$ (82,128)	-7.59%
Salaries & Benefits	4,154,019	4,661,570	4,661,570	4,423,243	(238,327)	-5.11%
Gen Operating & Maintenance	2,664,373	2,488,133	2,329,046	2,429,539	(58,594)	-2.35%
Transfer Out & Other	3,147,000	3,430,000	3,589,087	3,529,000	99,000	2.89%
Expenses	\$ 9,965,392	\$ 10,579,703	\$ 10,579,703	\$ 10,381,782	\$ (197,921)	-1.87%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	131.00	67.48	127.00	64.88	(4.00)	(2.60)
Grant Funds	104.00	100.40	105.00	102.75	1.00	2.35
Special Purpose	20.00	3.60	-	-	(20.00)	(3.60)
Crime Control and Prevention District	8.00	8.00	8.00	8.00	-	-
Total	263.00	179.48	240.00	175.63	(23.00)	(3.85)

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

Created in 2015, the Neighborhood Services Department implements programs that promote economic independence, sustainable housing, and healthy successful neighborhoods. The department partners with residents, businesses, non-profits, and other governmental entities to support community development, social services and human capital development.

The goal of the Neighborhood Services Department is to enhance quality of life for residents by strengthening neighborhoods. Services are delivered through the following divisions: Housing and Neighborhood Development; Administration and Loan Services; Community Services; Neighborhood Stabilization and Outreach; Compliance and Planning; and Rehabilitation and Construction Management.

The Housing and Neighborhood Development Division is focused on the development of affordable housing and the management of community improvement projects funded by federal grants. The Division manages the annual City policy review of projects applying for federal housing tax credits and supports the Fort Worth Housing Finance Corporation in incentivizing the development of affordable housing. This division also administers the Neighborhood Empowerment Zone (NEZ) program.

The Administration and Loan Services Division oversees the department's budget, finance, and human resources functions while also administering affordable housing loans and the city's homebuyer assistance programs (HAP).

General Fund

The Community Services Division (formerly Community Resources Division) oversees seven of the city's network of community centers and two Community Action Partner (CAP) centers. The centers provide recreational, leisure and essential human services primarily in low-income neighborhoods. This division also delivers more than \$12 million in state and federal grant-funded social services to eligible households in Fort Worth and Tarrant County through the Community Action Partners program.

The Neighborhood Stabilization and Outreach Division addresses systemic neighborhood issues, and fosters resident self-sufficiency through the coordination of Neighborhood Improvement Strategy (NIS). This division uses the Neighborhood Profile Area data developed by the Development Services Department to select NIS areas. Additionally, they support the entire department by providing community outreach for all neighborhood based programs that the department operates and manages, as well as maintaining the Key Performance Indicators (KPI) and managing the Alleyway Maintenance Program.

The Rehabilitation and Construction Management Division delivers home repair services to low income homeowners through the Priority Repair, Weatherization, Veterans, Healthy Homes and Lead Safe programs. This division performs housing quality inspections on all affordable housing assisted by department activities.

The Compliance and Planning Division ensures that the city continues to receive approximately \$20M in state and federal grants annually, through preparing grant proposals and plans, preparing HUD required performance reports, and enforcing regulatory compliance through training and monitoring activities. This division also administers the HUD grant funded Social Service contracts with non-profit agencies.

MAJOR ACCOMPLISHMENTS

In 2020, the City of Fort Worth (co-lead applicant) along with Fort Worth Housing Solutions (lead applicant) was selected as a recipient of the U.S. Department of Housing & Urban Development Choice Neighborhood Initiative (CNI) grant. The City of Fort Worth is one of four cities selected nationwide in 2020 for this very competitive grant. The Neighborhood Services Department serves as the lead for the Neighborhood component of the overall \$35 million grant for the redevelopment of the Cavile Place /Stop Six neighborhood.

Selected in FY2017 as the first target pilot for the Neighborhood Improvement Strategy (NIS) program, Cavile Place/Stop Six accomplishments to date include: 7,940 linear feet of sidewalks constructed; 278 tons of vegetation and debris removed from right-of-way and city-owned lots; 373 dead/hazardous/nuisance trees removed from ROW and city-owned lots; 27 substandard structures secured; 20 substandard structures demolished; 1,320 linear feet of walking trail constructed at Rosedale Plaza Park; 29 lights installed at Martin Luther King Community Center and Park; 309 streetlights installed; and 40 police surveillance cameras installed. The Neighborhood Services Department, Housing Finance Corporation, and Fort Worth Housing Solutions will be issuing the joint RFP for development of 127 parcels covering 42 acres.

Selected in FY2018 as the second Neighborhood Improvement Strategy (NIS) program, Ash Crescent accomplishments to date include: Installation of 24 surveillance cameras to reduce incidents of illegal dumping; 170 tons of litter and illegal dumping removed; 604 tires removed; 808 lane miles cleaned; 17 structures demolished or repaired; 19 dumping citations issued; 9 dead/at-risk trees removed with extensive pruning and vegetation cutbacks completed; completion of McCurdy Street sidewalks, pulverize and overlay completion on segments of Ash Crescent Street, East Morphy Street, and East Myrtle Street. Lower Ash Crescent and Daniel Street construction was completed in Spring 2020; 173 streetlights installed; 49 streetlight poles along Riverside Avenue painted; 30 police surveillance cameras installed; home improvements of five homes with weatherization,

General Fund

10 homes with lead abatement, and 11 homes with the Priority Repair Program; Summer Day Camp operated for six weeks in 2019 and 2020 with play and learn activities attended by more than 60 children. Also, Neighborhood Services Department in conjunction with the area neighborhood association, Best Maid Products and Team Better Block, held a Community Carnival attended by over 250 residents in 2019. Movie Night sponsored by Best Maid Products was held in 2018 and 2019 and attended by over 160 residents.

Selected in FY2019 as the third NIS program, Northside accomplishments to date include: Pruning low limbs and deadwood on streets and sidewalks; cutback along City ROW; 30 yards of limbs/trees cut and removed; three yards of trash and debris removed. Projects completed include: Maddox Park Security Lighting; ADA Sidewalk Improvements at the Northside Community Center; improvements to Northside Library; and every street light in target area received upgrades. Projects nearing completion include street segments for resurfacing and the installation of 50 surveillance cameras.

Selected in FY2020 as the fourth NIS program, Rosemont accomplishments to date include: meeting with the stakeholders, neighborhood association and community to gather information on the improvements residents feel are needed in their neighborhood. Due to COVID-19, work done by PARD, Forestry, Code, TPW and Police has been delayed. In lieu of a 2nd in-person community meeting, a video was recorded capturing staff from each of the departments discussing the proposed projects, and it was made available to residents to view at the beginning of July. The perception survey has been mailed to residents and made available on the Rosemont webpage on the City website. Departments will begin working in Rosemont in the summer of 2021.

The Alleyways Maintenance Program has added a 4th cycle of mowing and clearing and has also added 172 alleys to the program.

Neighborhood Services administers the \$7.2 million FWCares housing assistance program funded by the Federal Cares Act to help Fort Worth residents who have suffered financial impact due to the COVID-19 pandemic. The program provided rent, mortgage, utilities and /or prescription assistance,

The U.S. Housing and Urban Development Department (HUD) has awarded the City of Fort Worth more than \$12.8 million to respond to the COVID-19 pandemic. The funds may be used to prevent, prepare for and respond to the coronavirus.

The Texas Department of Housing and Community Affairs awarded an additional \$2.5 million to provide eligible applicants with rent and utility assistance through the Community Action Partners program. Eligible applicants must meet program income requirements, which includes household incomes at or below 200% of the poverty level.

Additional Accomplishments:

- Created access for 30,833 individuals to rental assistance, job skills/training/certifications, utility assistance, case management, and information and referral services.
- VITA (Volunteer Income Tax Assistance) program completed 3,377 filing for over \$6 million in refunds.
- Revised Tax Credit Policy to require a minimum set aside of 10% of total units for very low income households (0-30%) AMI.
- Sold 904 E. Weatherford, proceeds to be used for other CBDG eligible projects.
- Completed and began leasing of Mistletoe Station, a new 110 unit multifamily mixed income development. Additionally, completed the rehabilitation of Beatty Street Apartments – 45 units.

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- Moved the Neighborhood Certification Process to Neighborhood Services, which was previously in Development Services.
- Construction and re-inauguration of Como Community Center with \$12 million invested.
- Renovations at Worth Heights, and North Tri-Ethnic facility upgrades. Partnered with the Tarrant Area Food Bank to distribute meals to youth and seniors during COVID-19 pandemic.

FY2021 DISCUSSION

The FY2021 Recommended budget includes a reduction of 3 AP, as part of budget reductions, and a funding change of 1 AP to be 100%-grant funded.

HORIZON ISSUES

The department continues to face the following challenges/opportunities:

- Outreach
 - Improving education outreach for housing programs to assist low income residents
- Affordable Housing Development
 - Review Multifamily Incentive policies and identify/recommend ways to increase numbers of units affordable to households at 0-30% AMI
 - Aging housing stock
- Reliance on Grant Funds
 - 80% grant funded services
 - Increased demand for services for low-income residents and neighborhoods
- Physical Space for Staff
 - Temporary Closure of Community Centers for Renovations
- Fundraising efforts of LVTRise Capital funds
- Managing all department Cares Act and other COVID-19 related grants of \$23 million.

General Fund

Non Departmental DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Adopted Amount	%
Other	15,510	-	-	-	-	0.00%
Revenue	\$ 15,510	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	-	7,779,857	3,627,151	7,703,015	(76,842)	-0.99%
Gen Operating & Maintenance	-	2,563,141	1,420,141	1,629,983	(933,158)	-36.41%
Transfer Out & Other	1,225,000	1,145,000	1,145,000	1,145,000	-	0.00%
Expenses	\$ 1,225,000	\$ 11,487,998	\$ 6,192,292	\$ 10,477,998	\$ (1,010,000)	-8.79%

DEPARTMENT PURPOSE AND GOALS

Non-Departmental cost centers have traditionally been used to record General Fund expenditure items not exclusively within the programmatic responsibilities of a General Fund department. In FY2016, many of these allocations such as retiree health benefits, economic incentives, debt service for the energy savings program, electric utility costs, risk management costs, and appraisal district fees were transferred out to the responsible departments. The goal is to have all the costs of an activity shown in the respective department at the end of the fiscal year.

The department is now used mainly for budgeting, with no funds expended from a Non-Departmental account. For FY2021, the major Non-Departmental accounts include, but are not limited to, separation leave costs for General Fund employees and civil service employees, election costs, training and education, the Tuition Reimbursement Program, non-recurring other contractual costs. Also earmarked from Non-Departmental, is an annual subsidy to support stability of the Municipal Golf Fund and Pay-as-you-go capital intended for community partnerships.

The budget in Non-Department will go through a “true up” annually for any expenditures paid from the responsible department. The budget for such expenditures move from Non-Departmental to the participating department as needed and approved by the City Manager or his delegate.

FY2021 DISCUSSION

The FY2021 Recommended Budget for Non-Departmental decreases by \$1M. As the city strategized fiscal stewardship in the light of COVID-19 impacts, funding was streamlined and reallocated to high priority initiatives, thus funding was lowered in general as you see above, mostly affecting other contractual costs and a slight decrease for general employee salary assistance.

General Fund

Park and Recreation DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Adopted Amount	%
Charge for Service	1,714,534	3,092,134	3,092,134	2,856,632	(235,502)	-7.62%
Use of Money & Property	303,552	216,046	216,046	168,869	(47,177)	-21.84%
Other	15,882	28,700	28,700	25,588	(3,112)	-10.84%
Transfer In	-	300,084	300,084	300,084	-	0.00%
Revenue	\$ 2,033,968	\$ 3,636,964	\$ 3,636,964	\$ 3,351,173	\$ (285,791)	-7.86%
Salaries & Benefits	20,022,812	21,597,300	20,743,300	21,397,166	(200,134)	-0.93%
Gen Operating & Maintenance	22,305,492	23,572,199	23,849,944	27,928,602	4,356,403	18.48%
Transfer Out & Other	8,108,084	8,025,431	8,601,686	5,057,372	(2,968,059)	-36.98%
Expenses	\$ 50,436,388	\$ 53,194,930	\$ 53,194,930	\$ 54,383,140	\$ 1,188,210	2.23%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	578.00	340.95	566.00	337.95	(12.00)	(3.00)
Botanic Garden	70.00	63.94	-	-	(70.00)	(63.94)
Community Tree Planting	-	4.40	-	4.40	-	-
Crime Control and Prevention District	8.00	8.00	8.00	8.00	-	-
Capital Funds	-	10.20	-	10.50	-	0.30
Municipal Golf	81.00	53.03	81.00	53.03	-	-
Special Purpose	-	-	-	-	-	-
Total	737.00	480.52	655.00	413.88	(82.00)	(66.64)

NOTE: FY2020 AP count is restated

DEPARTMENT PURPOSE AND GOALS

The Park & Recreation Department is responsible for planning, designing, developing, and maintaining the city's network of parks, as well as the planning and administration of the city's recreational programs. The Department is organized into 5 areas of responsibility.

The Administration Division provides overall administrative support to the department, including the coordination of volunteer activities, equipment coordination, safety management, fiscal and human resources, management of the Fort Worth Zoo contract, and staff support for the Park & Recreation Advisory Board.

The Park Operations Division manages the General Fund operations for the Water Gardens; park reservations; contract management (except construction), including contract instructors for the Park & Recreation and Neighborhood Services Departments, leases/licenses, professional, and adopt-a-park programs; and grounds maintenance for the city parks, medians, rights-of-way, commercial corridors, tax-foreclosed properties and other departments' city-owned properties. This division also manages the Crime Control and Prevention District (CCPD) funded Graffiti Abatement Program. On October 1, 2020, management responsibilities for the Botanic Garden will move to the Botanical Research Institute of Texas (BRIT).

General Fund

The Recreation Division manages fourteen (14) community centers, and the following programs and special use facilities: mobile recreation, summer day camp, and after school programs; aquatics facilities and programs; youth sports programs; the CCPD funded Late Night Program (FW@6) at the Sycamore Community Center; the Log Cabin Village and the Fort Worth Nature Center & Refuge.

The Planning and Resource Management Division manages the park system needs/inventory, new parkland acquisition, oversight of park development projects, park system infrastructure maintenance, in-house small capital project construction, and the care for trees on city owned property and rights-of-way. Additionally, this division is responsible for tracking the expenditure of park gas well funds in compliance with the city's Financial Management Policy Statements.

The Golf and Athletics Division includes the Municipal Golf Fund and the General Fund athletic facilities and programs. Athletics includes Haws Athletics Center, McLeland Tennis Center, athletics maintenance, adult athletics programs and portions of the CCPD Parks Community Policing Programs. The Municipal Golf Fund is discussed in the Special Revenue Section.

MAJOR ACCOMPLISHMENTS

The 2020 Park, Recreation and Open Space Master Plan Update was completed and adopted by City Council on June 23, 2020.

Implemented FY2020 Park Dedication Phased Fee increases based upon Park Dedication Policy Amendment approved January 29, 2019.

Completed 15 capital projects at a total value of \$23.6M. Notable capital improvements included Como Community Center replacement (\$13.6M), Trinity River Trails East Bank Extension (\$3.7M), and Zoo Creek Drainage Improvements (\$3.8M).

Partnered with the Fort Worth Zoological Association (Zoo) to add the Children's Ranch and Petting Zoo Exhibit (\$897K) Engineering Shop, and Food and Merchandise Warehouse Building (\$2.4M) to the Zoo's inventory. The City Council accepted these improvements on May 19, 2020.

On July 17, 2020, the Fort Worth Zoo was named the No. 1 Zoo in North America by USA Today. This is the fourth year the Zoo has finished in USA Today's top five and the first time in the No. 1 spot.

TPWD GRANTS AWARDED

Applied for a \$1.5M Texas Parks & Wildlife Department Urban Outdoor Recreation Grant for the Fort Worth Nature Center & Refuge (FWNC&R) Boardwalk.

Partnered with the Friends of the FWNC&R to secure a \$300K commitment from Facebook Corporation for the TPWD grant match for Lotus Marsh Boardwalk Improvements.

Participated in literacy training for staff at fourteen (14) community centers and two Mobile Recreation sites to help facilitate program changes in support of the City's Education Initiative.

General Fund

Entered into agreements with Healthy Contributions and Tivity Health for the Renew Active by United Healthcare and Silver Sneakers and Prime Insurance programs where the City is reimbursed for member usage at Community Centers.

Implemented online programming throughout the Recreation Division to provide recreational and educational content for the community during the COVID-19 Stay at Home declaration

A workshop on becoming a city vendor was conducted for mowing vendors new to the City of Fort Worth grounds maintenance in November of 2019 which resulted in three new vendors providing the service in FY2020 mow season. Having new vendors bid and be awarded inventory strengthens the depth of seasoned contractors the City of Fort Worth can utilize for contracts; which increases the odds of achieving successful mowing seasons.

Received TripAdvisor 2020 Certificates of Excellence Awards for the Botanic Garden, Log Cabin Village and Nature Center and Refuge. All 3 venues received the TripAdvisor Hall of Fame designation in 2019.

Marine Park received Lone Star Legacy designation awarded for 2020 by the Texas Recreation and Parks Society.

Tree City USA: Awarded to the City of Fort Worth, 41st consecutive year (oldest in Texas), from the National Arbor Day Foundation.

Tree Growth Award: Awarded to the City of Fort Worth, 20th consecutive year, from the National Arbor Day Foundation. Only 11 communities in Texas achieved this award.

FY2021 DISCUSSION

The department will continue addressing current and future recreation and open space operations and budget implications related to the COVID-19 impact. Reservations and other revenue are likely to be impacted through FY2021 due to COVID -19.

Due to the management transition of the Botanic Garden to BRIT, some incumbents, nearing retirement, have elected to remain employed with the City of Fort Worth, while continuing to work at the Botanic Garden. The department will place the incumbents in overage positions until their employment is termed and such personnel expenses will be deducted from the management fee due to BRIT, as allowed in the contract.

The department will be transitioning the Community Center and Summer Day Camp from the Special Purpose Fund to the General Fund on October 1, 2020.

The FY2021 AP count includes adjustments made during fiscal year 2020 and includes the reduction of 12 positions.

HORIZON ISSUES

The park inventory will continue to increase with continuous growth of the city. Due to numerous challenges related to quality and reliability of service provided by contractors, the Park & Recreation Department may need to consider the option of bringing a portion or all of the contract mowing in-house which would result in increased costs.

Additionally, as put forth in the 2015 Park, Recreation & Open Space Master Plan, goals include providing new parkland and facilities to meet park, recreation and open space needs in developing and re-developing areas of

General Fund

the city. In addition, the provision of special and traditional-use facilities to meet growing customer expectations, while achieving equitable service delivery for a diverse demographic population, will require deliberate emphasis in policy focus.

The long-term effects of COVID-19 on venue revenue and attendance, facility program participation, and youth sports participation are unknown at this time, but it is likely that predominantly indoor programs such as Summer Day Camp, After School Program, classes, basketball and volleyball, and contract instructor programs may see a decline for the foreseeable future.

There is an anticipated reduction in group tours due to field trip elimination by schools, and decline in tourism (especially international and interstate) for at least a year for special use facilities.

General Fund

Planning and Data Analytics

DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Adopted	
					Amount	%
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	2,528,641	2,902,911	2,902,911	3,110,228	207,317	7.14%
Gen Operating & Maintenance	3,526,557	3,967,473	3,779,285	3,389,483	(577,990)	-14.57%
Transfer Out & Other	-	-	188,188	-		
Expenses	\$ 6,055,198	\$ 6,870,384	\$ 6,870,384	\$ 6,499,711	\$ (370,673)	-5.40%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	28.00	25.75	27.00	27.00	(1.00)	1.25
Total	28.00	25.75	27.00	27.00	(1.00)	1.25

DEPARTMENT PURPOSE AND GOALS

The Planning and Data Analytics Department formed in January 2020 to align the planning and budgeting activities of the City more closely with its long-range goals and strategies and enable greater staff engagement on critical issues. The Department is responsible for forecasting demographic and economic trends as well as municipal revenues and expenditures; analyzing the fiscal impact and return on investment of policy options; conducting a variety of citywide and small-area planning studies; and, conducting performance and budget analyses to increase the efficiency and effectiveness of municipal operations. Fully implemented, the department will produce a series of four interrelated documents each year: the Comprehensive Plan, a Strategic Plan for the organization, the five-year Capital Improvements Program, and the annual Operating Budget.

The Planning & Data Analytics Department is composed of three divisions: The Budget and Analysis Division, the Comprehensive Planning Division, and the Strategy and Performance Division.

The Budget and Analysis Division is responsible for supporting city departments to establish and monitor operating and capital budgets. This entails coordinating, establishing, and monitoring city budgetary revenues and expenses and citywide tracking. The division provides policy development, performs management studies including five-year projections, and revenue and expenditure trends throughout the year. The Budget and Analysis Division also develops, maintains, and executes a 5-year strategic capital plan as well as providing tools, processes, and analyses that support and enhance the delivery of capital projects citywide.

The Strategy and Performance Division is responsible for supporting departments with the tools and training necessary to improve employee and operational performance and efficiency. The division also encourages accountability through monitoring and reporting measures, oversees the department business plans, promotes continuous improvement through Lean training, conducts surveys, operational reviews, and benchmarking to evaluate a department's efficiency and resource allocation.

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The Comprehensive Planning Division is responsible for long-range planning for Fort Worth's growth and development. In addition, the Division promotes and facilitates central city revitalization and the development of walkable urban places. Through the planning and implementation of the Urban Village Development Program and Transit-Oriented Development, the Comprehensive Planning Division works to create and document higher returns on public investment, and to promote development forms in other locations that yield similar high-value results.

Working with a variety of stakeholders and City departments, the Comprehensive Planning Division also supports watershed, open space, and active transportation planning. In addition, the Division coordinates the City's efforts on the Trinity River Vision Project. Works with the TRVA board, CMO, TxDOT, NCTCOG, TRWD, and City staff to support the creation and development of Panther Island.

MAJOR ACCOMPLISHMENTS

The Budget and Analysis Division received the Distinguished Budget Presentation Award from the Government Finance Officers Association, marking the 37th time to receive the award.

The Strategy and Performance Division received the Certificate of Distinction in Performance Management from the International City/County Manager's Association. This is the 3rd year that the City has received this award.

The Comprehensive Planning Division continued to complete significant upgrades to the City's Comprehensive Plan and completed the Como/Sunset Heights NEZ Design Guidelines. Working with a distinguished group of developers and neighborhood leaders, the Division completed a thorough evaluation and rewrite of the Mixed-Use and Urban Residential zoning ordinances that are used to ensure more walkable, vibrant, and economically successful neighborhoods and commercial districts. In addition, the Division drafted a new zoning ordinance (Mixed Residential), which is designed to stimulate development of a range of compatible housing types to support more walkable neighborhoods that appeal to a variety of age groups.

The Trinity River Vision accomplishments include the completion of the signature V-Piers on all three Trinity River Vision bridges, the start of construction of the bridge decks, and the start of construction on the first major infill development (Encore Panther Island) and the corresponding first section of interior canal.

FY2021 DISCUSSION

The Planning and Data Analytics Department formed in January 2020 through a reorganization involving three departments: Performance and Budget, Planning and Development, and Human Resources. Below are the position movements:

- The Organizational Development team (5 AP and 4.25 FTE) in the Performance and Budget Department transferred to the Human Resources Department.
- The remaining members of the Performance and Budget Department became the Planning and Data Analytics Department.
- The Comprehensive Planning team, consisting of 5 AP and 5 FTE, transferred from the Planning and Development Department to the newly created Planning and Data Analytics Department, along with the Senior Capital Projects Officer (1 AP and 1 FTE) responsible for the City's participation in the Trinity River Vision program.

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In summary, the Planning and Data Analytics Department transferred 5.0 AP and 4.25 FTE to the Human Resources Department and received 6.0 AP and 6 FTE from the Planning & Development Department (now the Development Services Department).

Also, the Department eliminated 2.0 part-time AP and 0.5 FTE effective in FY2021 in response to the COVID-19 pandemic. Overall, the Department decreased by 1.0 AP and increased by 1.25 FTE.

The new configuration of the Planning and Data Analytics positions provide enhanced staff versatility with focused expertise, closer linkages among planning and budgeting functions, greater staff engagement on critical issues, and improved public engagement.

HORIZON ISSUES

The Planning & Data Analytics Department will continue to implement and enhance existing technology. The Department is focusing on the development and implementation of a citywide data strategy that will allow the city to advance its analytical capabilities which include technical training, system enhancement, performance measurement, data integrity, and enhanced data integration across departments.

Appraisal district costs, primarily Tarrant and Denton counties, will continue to increase due to payroll costs and appraisal review board compensation.

The Lean Leader training process is very hands-on and does not lend itself to virtual platforms. Thus, the Lean Leader process improvement training has been eliminated for the near future due to the COVID-19 pandemic. The program will be revisited in a new format during the next fiscal year.

The Comprehensive Planning Division will engage with community stakeholders, Trinity Metro, and other City departments in a significant combined corridor planning effort for East Lancaster Avenue that will combine Transit-Oriented Development planning, Bus Rapid Transit concept planning, and Public Improvement District activities planning along this approximately 5-mile long corridor. The Division will also update and upgrade approximately half of the City's Comprehensive Plan during FY21. In addition, Planning for new development associated with the TEXRail station areas is expected to continue, as will planning/GIS support for the 2022 Bond Program and Open Space Conservation Program. Support will continue for the Trinity River Vision Authority, including work on completion of the three Trinity River bridges and the first canal section.

General Fund

Police

DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Adopted	
					Amount	%
License & Permits	19,490	16,000	16,000	30,300	14,300	89.38%
Intergovernmental	1,126,244	-	217,631	-	-	0.00%
Charge for Service	842,958	778,948	778,948	1,113,831	334,883	42.99%
Use of Money & Property	22,350	-	-	-	-	0.00%
Other	787,070	656,977	656,977	569,784	(87,193)	-13.27%
Transfer In	1,588,457	635,000	635,000	607,810	(27,190)	-4.28%
Revenue	\$ 4,386,569	\$ 2,086,925	\$ 2,304,556	\$ 2,321,725	\$ 234,800	11.25%
Salaries & Benefits	227,600,870	235,504,912	235,406,453	240,754,632	5,249,720	2.23%
Gen Operating & Maintenance	31,660,034	31,365,303	30,746,641	31,943,089	577,785	1.84%
Capital Accts	-	16,000	-	16,000	-	0.00%
Debt Service Accts	272,949	273,625	273,625	273,625	-	0.00%
Transfer Out & Other	30,566	-	950,753	-	-	0.00%
Expenses	\$259,564,419	\$267,159,840	\$267,377,471	\$272,987,345	\$ 5,827,505	2.18%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	1,941.00	1,917.56	1,915.00	1,895.70	(26.00)	(21.86)
Crime Control and Prevention District	281.00	276.38	321.00	308.98	40.00	32.60
Grant Funds	3.00	3.00	3.00	13.86	-	10.86
Total	2,225.00	2,196.94	2,239.00	2,218.54	14.00	21.60

NOTE: FY2020 AP count is restated

DEPARTMENT PURPOSE AND GOALS

The Police Department, under the direction of the Chief of Police, develops and implements programs to deter crime and to protect life and property in Fort Worth. Specific departmental responsibilities are:

- The reduction of violent crime and gang-related activities through enhanced enforcement activities and crime prevention programs.
- Increased safety of residents and decreased crime throughout Fort Worth neighborhoods.
- Increased safety of youth and reduced juvenile crime through crime prevention and intervention programs.
- Enhancement of crime fighting and prevention tools and efforts through diverse recruitment, training, retention of high quality officers, technology, equipment, and capital improvements.

The Fort Worth Police Department (FWPD) consists of the following three bureaus: Patrol, Support, and Finance/Personnel. Each bureau includes two commands, with divisions, sections, and units under each command. The majority of FWPD employees are in the Patrol Bureau, which consists of six divisions representing various geographic areas of the city and includes special response teams, the traffic division, and patrol support services that includes tactical medics, crisis intervention, and air patrol. The Support Bureau provides further

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police support in the form of detective and investigative presence, intelligence, community programs, and next-tier enforcement such as SWAT. The Finance/Personnel Bureau provides the administrative foundation necessary to manage the budget and departmental finances, maintain the workforce, and elevate officers through further training.

MAJOR ACCOMPLISHMENTS

In FY20, the Police Department continued to meet the annual expectations of the Texas Police Chief's Association Foundation's accreditation. In February 2018, the department received the official approval of "Recognized" agency and is the largest law enforcement agency in Texas to receive this honor. Being "Recognized" means that the agency has proven that it meets or exceeds all of the identified best practices for Texas law enforcement. The best practices cover aspects of law enforcement operations such as use of force, protection of citizen rights, pursuits, property and evidence management, and patrol and investigative operations.

Continued serving the citizens of Fort Worth through the COVID-19 pandemic. Tactical Command/Divisions were responsible for staffing COVID-19 secure sites, and other divisions participated in various COVID-19 related work.

Continued implementation of two new Supervisor Leadership training programs, and officers received Procedural Justice III training.

Graduated Lateral Entry Officer (LEO) Class 6 in October 2019 with 16 recruits, and Class 146 graduated in April 2020 with 38 recruits. Classes 147-149 began and are expected to graduate between 75-80 recruits in FY21.

As recommended by the Race and Culture Taskforce, the department reinstated the Police Cadet program and created a quarterly diversity report that is published on the FWPd website.

Installed 114 new cameras that can be monitored at the Real Time Crime Center. The department also continued to encourage participation in the Community Camera Program for residents and business owners.

Replaced obsolete License Plate Reader technology with new equipment and installed 88 of the latest-generation in-car video technology that integrates with police body cameras. Department also expanded the electronic citation program by 100 e-ticket writers in conjunction with IT Solutions, Code Compliance and TPW.

Facilities: Completed construction of a new K9 obstacle course and Phase 2 of the Tactical Center renovations. Completed Bob Bolen interview room soundproofing project as well as communications facility improvements. Completed the design for the new South Patrol division.

Continued Civilian Active Shooter Classes in FY20 to prepare civilians for emergency situations including how to stop the bleed and what to do in an active shooter event.

Increased face-to-face interactions with citizens prior to COVID-19 due to the continuation of initiatives such as Coffee with Cops, FWPAL, KidID program, Code Blue Basketball, Read to Win, and All Pro Dad group.

Created the Homeless Outreach Program Enforcement (HOPE) team.

Continued beat integrity and management techniques in all patrol divisions, and divisions worked to improve communications between beats.

General Fund

The Crime Lab and Digital Forensics Labs received the Foresight Maximus Award which recognizes top performing forensic labs across the world.

FY2021 DISCUSSION

The FY2021 Recommended Budget includes funding for (1) salaries and benefits as outlined in the Meet and Confer agreement and (2) enhanced enforcement activities such as SWAT, Criminal Tracking and SRT that were previously funded by the Crime Control and Prevention District.

The FY2021 AP count includes an adjustment to prior year counts, the addition of 13 sworn positions partially funded through the COPS Hiring Grant program, the transfer of 31 positions to the CCPD fund, and the reduction of 8 positions.

FY2021 HORIZON ISSUES

The Police Department expects to address the following issues in FY2021 and beyond, which may result in some level of budgetary and/or operations impact.

- Evaluate staffing levels continually, monitor attrition projections, and identify staffing efficiencies where possible. As the city continues to grow, increased staffing will be necessary to maintain current levels of service.
- Identify financial strategies to respond to the COVID-19 pandemic and find savings in departmental programs and services when possible.
- Ensure adequate time is available for patrol officer community engagement, problem solving and substantial proactive work while still working to decrease response times
- Improve training in order to continue to build community trust and increase professionalism
- Respond to increasing number of investigative cases and hours to process traditional and emerging crimes
- Evaluate and keep pace with rapid technology and equipment advancements
- Plan for aging city-owned and leased facilities that require annual maintenance, improvements and/or replacement
- Manage the increasing volume of planned events and increasing number of unplanned events

General Fund

Property Management DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Adopted	
					Amount	%
Charge for Service	166,120	295,100	295,100	289,634	(5,466)	-1.85%
Use of Money & Property	162,678	118,824	118,824	124,341	5,517	4.64%
Other	18,544	26,212	26,212	26,831	619	2.36%
Transfer In	1,515,143	1,504,674	1,504,674	1,498,598	(6,076)	-0.40%
Revenue	\$ 1,862,485	\$ 1,944,810	\$ 1,944,810	\$ 1,939,404	\$ (5,406)	-0.28%
Salaries & Benefits	7,107,560	7,622,241	7,622,241	7,685,045	62,804	0.82%
Gen Operating & Maintenance	4,709,729	5,336,131	5,023,501	5,431,372	95,241	1.78%
Debt Service Accts	1,958,000	1,958,000	1,958,000	1,958,000	0	0.00%
Transfer Out & Other	6,700,200	9,345,000	9,657,630	6,918,000	(2,427,000)	-25.97%
Expenses	\$ 20,475,488	\$ 24,261,372	\$ 24,261,372	\$ 21,992,417	\$ (2,268,955)	-9.35%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	94.00	83.82	94.00	83.82	-	-
Capital Funds	7.00	15.37	7.00	15.37	-	-
Equipment Services	114.00	115.80	107.00	108.80	(7.00)	(7.00)
Total	215.00	214.99	208.00	207.99	(7.00)	(7.00)

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

The Property Management Department consists of three divisions including Facilities Management, Fleet Services as well as General Administration.

The Facilities Management Division is responsible for the planning, development, utilization and maintenance of the majority of city facilities. This includes but is not limited to architectural and construction management services citywide.

The Fleet Services Division is charged with maintaining the city's fleet and is budgeted and accounted for in the Equipment Services Fund.

The General Administration Division has nine sections including Financial & Administrative Services, Utility Administration, IT Services, Contract Compliance Management, Real Property, Tax Foreclosed Property, Lease Administration, Mineral Management and Lake Worth Lease Management. The function of each section includes:

- The Financial and Administrative Services Section oversees fiscal and administrative responsibilities, including administration, budget, IT Services, human resources, payroll, revenue, asset management and purchasing.

General Fund

- The Utility Administration Section manages the city's conservation initiatives, negotiates and oversees the city's franchise agreements with utility companies that utilize city rights-of-way and addresses issues with non-franchised utilities that utilize the city's rights-of-way.
- The IT Services Section manages all IT related projects such as FASTER WEB, VueWorks, SharePoint, City Map Viewer, etc.
- The Contract Compliance Management Section administers janitorial and other related services contracts (Lawn Service, Pest Control, Solid Waste/Recycling, Restroom Deodorization, etc.) for General Fund facilities as well as the Fleet Services division contractual services.
- The Real Property Section is responsible for land and property acquisitions. This includes but is not limited to property sales and rights-of-way and easement acquisitions.
- The Tax Foreclosed Property Section is responsible for managing the sales of tax foreclosed and City surplus properties.
- The Lease Administration Section is responsible for negotiating lease terms and rates for city use of private property and coordinating space planning with the Facilities Division for leasing of city-owned property.
- The Mineral Management Section manages the city's natural gas leases and performs other services related to the city's natural gas assets.
- The Lake Worth Lease Management Section is responsible for managing all residential and commercial leased properties at Lake Worth.

MAJOR ACCOMPLISHMENTS

Asset Management Software: In the first 10 months of FY2020, 6,385 work orders were issued including 2,141 for preventive maintenance, and 85% of all work orders were completed. For the first time in decades, the City has a comprehensive list of all facilities across all departments. Labor, material and other costs can be tracked more accurately and maintenance and replacement trends can be better analyzed, allowing Facilities to budget and plan according to available resources and needs.

Facility Renovation: The Facilities Management Division construction crew completed several renovation projects including the LVT Rise Community Center, Central Library Passport office and City Hall restroom renovations. The facilities group was instrumental in preparing locations for COVID-19 isolation and return to work. RV hookups for water and electricity were installed at the Brennan Street COVID-19 isolation site. Numerous hand sanitizer stations were built and distributed, Plexiglas barriers were manufactured and installed in the Council Chamber and many other locations throughout City offices, adjustments to restroom partitions were made and sinks separated in preparation for return to work. In the first 10 months of FY2020, the Architectural Services Division started design work on all eleven facility projects in the 2018 Bond Program, and three of them are in the construction phase. Eight of the ten facilities from the 2014 Bond Program have been completed. New facilities completed in FY2020 include Golden Triangle Library, PARD James Avenue Service Center and Como Community Center. Planning efforts for a City Hall replacement project have been developed and briefed to City Council, with more in-depth programming to follow.

Capital Project Delivery: In FY2019, staff successfully negotiated the acquisition of approximately \$10m in real property interests in over 121 tracts of land required for the delivery of the City's capital infrastructure projects. In the first seven months of FY2020, staff acquired 146 tracts of land for the delivery of the City's capital infrastructure projects. In addition to the increased volume of land and easement interests acquired over the previous fiscal year, staff improved acquisition services by decreasing average delivery times by 13 days.

Developer Project Delivery: Staff facilitated and processed the acceptance of over 200 off-site easements as outlined in Community Facilities Agreements with developers. **Tax Foreclosed and City Surplus Property Sales:**

General Fund

Staff sold 66 tax foreclosed properties to date for a total of \$1,006,412.18. Currently there are nine tax foreclosed sales pending for a total of \$233,345.60. The City receives approximately 28% of the revenue generated from the sale of tax foreclosed properties and associated post judgment taxes collected.

Lake Worth: Since FY2017, 34 residential leased properties at Lake Worth have been sold resulting in a total of \$1,347,434 revenue directly to the Water Department to be used for infrastructure improvements. Of this cumulative total, in FY2020 through third quarter, six residential leased properties were sold for a total of \$187,750 in revenue, with additional properties expected to be sold through the end of the fiscal year. From March 2020 through third quarter, two extremely delinquent accounts have been given demand letters, representing a total delinquency of \$14,015. Resolutions were determined for one delinquent account which will result in collecting \$5,093 in rent and penalties. With Law Department assistance, resolution of a dispute surrounding a purchase in 2017 has been resolved and a new lease assignment will be executed by the end of FY2020, resulting in increased annual rental revenue collection of \$1,198. Working closely with the revenue department to establish a close review of monthly rental revenue accounts to determine errors in billing or potential delinquency concerns within a shorter delinquency timeframe to encourage lower penalties and reduce overall revenue loss. Staff continues to work with the Law Department to resolve difficult and longstanding legal and heirship issues that cause a loss of rent revenue. The Land Agent is proceeding with platting the remaining section of Lake Worth (Block 9) and encouraging land sales with leaseholders.

Mineral Management: Staff management of existing natural gas leases resulted in gross royalty revenue of \$4.4 million through the third quarter of FY2020. Staff continues to monitor compliance with natural gas lease terms by the various lessees and to recover royalty and other revenues in events of non-compliance with lease terms. Staff negotiated recovery of over \$25,000 in shut-in fees and obtained approximately \$40,600 of reimbursements of erroneous royalty payment deductions. Additional revenue recovery is anticipated by the end of FY2020 from negotiation of three (3) expired leases and the execution of six (6) new gas leases.

Property Lease Management: Staff negotiated new leases, license agreements and renewals for non-City owned properties to be used by various City departments including, but not limited to, Police, PARD, Neighborhood Services, Public Events and TPW with a focus on assisting each department's facility use objectives along with direct and indirect cost savings in rent where possible. Staff continues to focus on reduction of the City's dependence on leased properties in the private sector by working with department space planners to identify underutilized City owned facilities. Staff also negotiates new leases, lease renewals, license and property management agreements with third parties for use of City owned properties with a focus on increasing lease revenues for the City. Examples include the Alliance Maintenance Facility; (i) the amendment to the Fuel Farm management agreement with AT Fuel Services resulting in new fuel sales revenues currently averaging approx. \$300,000 per year, (ii) ongoing capital improvements in the Central Utility Plant currently resulting in expense savings averaging approx. \$350,000 per year and (iii) numerous long and short term new tenant leases resulting in ongoing increases in monthly net income for the entire facility.

FY2021 DISCUSSION

There are no significant changes in service level represented in the FY2021 Recommended Budget.

HORIZON ISSUES

The following issues for FY2021 and beyond are expected to result in some level of budgetary and/or operational impact over the next one to five years. The issues listed are often in the preliminary or problem identification stage, could pose significant resource allocation challenges in the near future, and or will require some sort of City Council action/decision to adequately address the issue.

General Fund

Facility Responsibility: As the Property Management Department matures, more facility-related tasking is being moved from other departments to PMD without a corresponding increase in resources. Examples of this trend include responsibility for furniture in common areas in City Hall, vending machines, ice machines, security systems and controls, City Hall exterior landscaping, etc. PMD has talented personnel who can perform a variety of different tasks, but continuing to add new functions without additional resources will spread the limited existing resources too thin to provide high quality service in all areas. **Budget Reductions Related to COVID-19:** The City's loss of tax revenue associated with the COVID-19 pandemic has directly affected the facilities budget. FY2020 reductions in the PayGo and the operating budgets have caused delay or deferral of capital projects and the deferral of some planned replacements and repairs. These replacements and repairs will be deferred to FY2021 provided adequate funding is available. Capital projects will continue based on the availability of funds.

New Purchasing Responsibility: The new Purchasing AR shifts more responsibility to the Facilities administrative team, including execution and renewal of contracts. With a four person administrative team, added responsibilities make it difficult for the team to complete daily tasks.

Facility Maintenance: The number of facility maintenance staff has decreased by 12 since FY2008 (18% reduction in staff with 46% footprint growth). As the City continues to grow its inventory of new facilities, increased staff is needed to adequately maintain the new and existing facilities. Facilities have been added to the far northern area of Fort Worth, and with highway construction and added traffic congestion travel time between jobs has increased, which results in slower response time to routine work orders. Staff has been added to the PMD Facilities construction crew to perform capital projects in-house, but there have been no recent additions to the maintenance or administrative staff. City facilities continue to age and require more and more preventive and routine maintenance, which in turn creates more administrative work. Failure to add resources to perform recommended maintenance and associated administrative tasks will result in capital equipment failures in the near future and slower turnaround times for material and equipment acquisition and related accounting entries.

Land Asset Management: The Real Property section is responsible for the management of the City's real property asset inventory. This includes the purchase and sale of land rights, developing and maintaining comprehensive information systems and databases that identify properties that the City owns in fee simple title (approx. 3,000); It also property ownership information using internal and online resources of City fee owned property from numbered (i.e. 1st Street, 28th Street, etc..) streets thru the letter "M" which is completed; and tax foreclosed properties held in trust for itself and local taxing entities (approx. 150). Since the inception of the Property Management Department, Real Property staff has worked with the IT Department to leverage technological resources to help management identify and track the disposition of these properties. Additionally the Real Property Division has continued plans to reduce the City's inventory of Tax Foreclosed Properties through conducting three to four Sealed Bid Sales and approximately ten Direct Sales each year; eligible City fee owned properties will be offered for sale via the sealed bid sale or direct sale process potentially generating revenue specific to the City.

Property Lease Management: Since the inception of the Property Management Department, staff has been compiling an inventory of the property leases, license agreements and third party property management agreements, entering into new agreements when necessary, and assuring that existing leases and agreements are renewed timely so that City operations and community initiatives are met. Improved technology resources are the most pressing need to provide efficiency and effectiveness in tracking the lease assets, assessing space needs and monitoring revenues and expenditures. These technology resources need to be built in-house to meet the City's specific needs. Existing resources such as CoStar provide market research but do not have the capability of managing the City's lease assets. In some leases of City facilities, the lessee is responsible for maintaining the

General Fund

building and other infrastructure associated with the property. Often the lessee's primary focus is on programs to serve the community with little focus on maintenance of the facility. Reducing the lessee responsibility for maintenance of facilities and engaging City staff (Property Management) to maintain facilities would provide better stewardship of the City's facility assets. The Community Arts Center, Casa Manana, and the Houston Street Garage are examples of facilities that could be considered for in-house maintenance by Property Management staff.

Mineral Management: The City has an estimated total of 11,400 mineral acres with approximately 9,700 mineral acres under lease. Leasing of any of the City's remaining mineral acres for subsurface natural gas drilling is dependent upon a sustained and remarkable increase in the natural gas market. The variability of natural gas prices, drilling, and well production, among other market factors, cause unforeseen fluctuations in annual royalty revenues which may be higher or lower than estimated at the beginning of each budget year. Assurance of an accurate royalty revenue stream requires consistent due diligence review of the City's mineral interest, market price, and production for the City's 457 oil and gas leases currently held in a producing status. Lease assignments and transfers between gas companies, lawsuits, and audits add a further complexity to assuring the accuracy of the City's royalty revenue stream. In addition, revenue declines in the third quarter of FY2020 are most certainly due in large part to the outbreak of the Covid-19 pandemic. Improved technology, process review, and sufficient staff resources are required for optimum management of the City's mineral assets.

Lake Worth Leases: The City is currently managing 81 residential and six commercial leases around Lake Worth. Under the direction of the City Manager's Office and City Council approval, in FY2017, the City began to sell all residential leased lots to the current leaseholders. With the sale of residential leased lots, there is a resulting reduction to the General Fund budget from annual rent for the coming FY2021. As sales progress, the rent revenue which offsets salaries and operating expenses in the General Fund will continue to be reduced; however, revenue from Ad Valorem taxes to the City's overall General Fund for these Lake Worth properties will be increased in the long term. Additionally, longstanding legal and heirship issues continue to cause a loss of lease revenue on approximately seven leased properties. Staff has worked with the Law Department and Finance/Revenue office to resolve the complex issues; however, these issues may take several years before resolution is achieved. Also, the sale of residential leased properties is dependent on platting. In FY2017, there were three areas comprised of 35 residential leased lots which had remained unplatted due to multiple difficult issues, with insufficient roadway access being a primary issue for all of the areas. Two of the three areas have been successfully platted at a cost to the City of \$180,000 which will be reimbursed by buyers as properties are sold. The third and final area requiring platting, known as "Block 9", includes the most difficult access issues and will require additional funding by the City to bring the area up to standard for platting. Staff is evaluating costs necessary for completion of platting of Block 9 and may seek Council approval for additional funding.

General Fund

Transportation and Public Works

DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Working	Amount	%
Other Tax	23,500	10,000	10,000	9,709	(291)	-2.91%
License & Permits	60,337	48,050	48,050	60,624	12,574	26.17%
Charge for Service	1,536,397	1,293,648	1,293,648	7,278	(1,286,370)	-99.44%
Other	579,205	36,663	36,663	181,286	144,623	394.47%
Transfer In	3,943,056	-	-	-	-	0.00%
Revenue	\$ 6,142,495	\$ 1,388,361	\$ 1,388,361	\$ 258,897	\$ (1,129,464)	-81.35%
Salaries & Benefits	21,903,082	23,540,455	23,540,455	20,313,692	(3,226,763)	-13.71%
Gen Operating & Maintenance	12,742,486	14,264,776	14,006,776	13,846,390	(418,386)	-2.93%
Transfer Out & Other	26,334,000	32,025,870	32,283,870	32,938,000	912,130	2.85%
Expenses	\$ 60,979,569	\$ 69,831,101	\$ 69,831,101	\$ 67,098,082	\$ (2,733,019)	-3.91%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	249.00	238.55	227.00	216.55	(22.00)	(22.00)
Capital Funds	-	11.50	-	11.50	-	-
Red Light Fund	-	-	-	-	-	-
Stormwater Utility	113.00	110.70	113.00	110.95	-	0.25
Municipal Parking	18.00	18.00	18.00	18.00	-	-
Capital Project Services	114.00	114.00	114.00	114.00	-	-
Total	494.00	492.75	472.00	471.00	(22.00)	(21.75)

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

The Transportation & Public Works Department strives to improve the condition of the city's infrastructure by effectively managing the city street system, traffic signals, drainage structures, street lights, street signs, street pavement management and pavement markings. The department is funded through four different funds: General Fund, Stormwater Utility Fund, Municipal Parking Fund, and the Capital Project Services Fund. Divisional alignment and management of the organization crosses funding sources based on functional efficiencies. The divisions within the department include: Business Support, Capital Delivery, Right-of-Way/Asset management, Street & Stormwater Operations, Development Services & Stormwater Management, Regional Mobility and Innovation, Pavement Management, and Transportation Management.

The Business Support Division is responsible for managing and coordinating the Department's business-related activities including capital and operating budgets, capital project fiscal support, fleet management, human resources, information technology administration, and workplace safety.

The Capital Delivery Division is responsible for program management, engineering design, project management, surveying, quality control, and construction inspection services for infrastructure improvement projects.

General Fund

The Right-of-Way/Asset Management Division is responsible for standards, review, permitting, tracking for work conducted in City rights-of-way as well as coordination of the Department's overall asset management policy and practice. Additionally this Division is responsible for the City Engineer functions such as: coordination of revision and update to infrastructure construction standards and policies and practices involving the review and approval of engineering plans.

The Regional Mobility and Innovation Division is responsible for Transit Coordination, Railroad Coordination, Regional Coordination, Transportation Planning, and Innovation in Transportation.

The Streets Operations Division is responsible for street infrastructure and network maintenance. Street maintenance includes: pavement repairs, pothole repairs, concrete restoration, and pavement preservation techniques. The Division also responds to emergencies resulting from natural disaster events, i.e. ice events or other emergencies that require road closures and/or assistance with heavy equipment and personnel.

The Pavement Management Division is responsible for both pavement management planning and delivering contract street maintenance (PayGo) projects. For the planning component, the group provides continual pavement condition assessments as part of the overall priority planning for the entire street network. The Pavement Condition Index is used for the prioritizing and programming of capital improvements (reconstruction), Bond Programs, and major maintenance (resurfacing and rehabilitation) of the street network. The entire street network was assessed in FY2016 for condition and a pavement management software was launched in FY2017 to include a work order management system. For the contract maintenance component, the group oversees the procurement and construction of the City's minor and major street maintenance contracts such as County ILA projects, joint seal, concrete restoration, bridge maintenance and asphalt rehabilitation projects.

The Transportation Management Division is responsible for traffic engineering services, the oversight of traffic safety programs, municipal parking, and the planning, maintenance and operation of street lights, traffic signals, traffic signs, and roadway markings. The Division is also responsible for sidewalk and ADA projects. Safety programs include Vision Zero, Safe Routes to School and ground transportation regulation.

MAJOR ACCOMPLISHMENTS

The department continues efforts with the implementation of a new work order and asset management software which provides a more comprehensive inventory of roadway assets and their conditions such that effective data driven decisions can be applied in ongoing maintenance and allocation of financial resources. In FY2019, the department completed the work order component of the system across the Street Operations and Transportation Management Divisions. FY2020 focused on the implementation of the advanced risk and planning modules for transportation related assets. Another pavement condition assessment will be completed in FY2021.

The Regional Mobility and Innovation Division had success with the adoption of the City's Active Transportation Plan, kickoff of the Transit Moves Fort Worth transit plan, funding support for Trinity Metro's Mercantile ZIPZONE and arrival of new electric buses for the Dash.

In November 2019, City Council adopted a resolution supporting development of a Vision Zero Policy and Action Plan. The Transportation Management Division's work to identify areas of highest crash incidence citywide is ongoing and will guide the prioritization of safety projects in FY2021. In addition, in April 2020 the City of Fort Worth was accepted as a member of the National Association of City Transportation Officials.

General Fund

FY2021 DISCUSSION

The FY2021 Recommended Budget includes a reduction of 22 AP/22.00 FTE due to transferring 18 position to Development Services and by offering 4 position to cut costs due to COVID-19.

HORIZON ISSUES

With the pace of development occurring in the region at this time, we are seeing constraints in our supply chain for construction related materials and activities driving price increases for both labor and construction materials.

The ongoing adoption of the asset management system's advanced modules will greatly increase the capabilities of our asset management program for the transportation network by providing greater decision making for effective maintenance management practices.

The Regional Mobility and Innovation Division will build on its current integration efforts to improve project development coordination between city staff, the public and cooperating entities. Completion of the Transit Moves Fort Worth plan is expected in early 2020. Implementation of portions of the Active Transportation Plan, Transit Moves Fort Worth plan and updates to the Master Thoroughfare Plan are expected in FY2020.

Expediting/facilitating the deployment of 5G network facilities is a high priority for the City. The TPW ROW/Asset Management Division will be actively working with key City and private stakeholders to identify and implement best practices for permitting, installation, and inspection of the facilities.

Debt Service Funds

Debt Service Funds

Debt Service Fund Statement

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from Adopted	
	Final	Adopted	Adjusted	Working	Amount	%
Property Tax	97,919,264	111,776,117	111,776,117	114,944,128	3,168,011	2.83%
Charge for Service	117,443	-	-	-	-	0.00%
Use of Money & Property	23,960,484	275,300	275,300	4,447,182	4,171,882	1515.39%
Transfer In	153,745,421	133,636,827	275,485,924	138,417,727	4,780,900	3.58%
Total Revenues	275,742,612	245,688,244	387,537,341	257,809,037	12,120,793	4.93%
Use of Fund Balance	-	898,175	28,532,046	1,573,175	675,000	75.15%
Debt Service Accts	260,661,574	238,374,352	406,244,323	252,638,368	14,264,016	5.98%
Transfer Out	-	-	1,612,997	-	-	0.00%
Total Expenses	260,661,574	238,374,352	407,857,320	252,638,368	14,264,016	5.98%
Contribution to Fund Balance	-	8,212,067	8,212,067	6,743,844	(1,468,223)	-17.88%
Revenues Over(Under) Expenses	\$ 15,081,038	\$ -	\$ -	\$ -	\$ -	0%

FUND PURPOSE AND GOALS

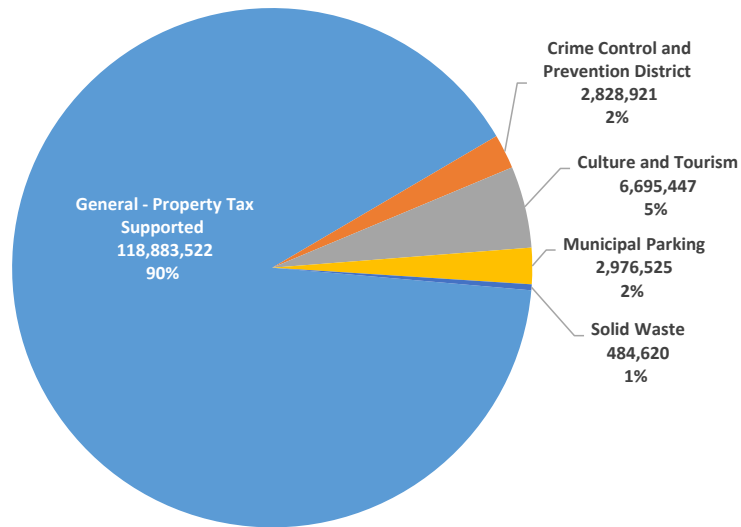
Debt service funds account for the accumulation of financial resources for the payment of principal, interest and related costs on long-term obligations paid primarily from taxes levied by the city. The city will utilize nine debt service funds to accumulate the resources to make principal and interest payments on existing bond issues. Debt service funds include the General Debt Service Fund, Culture and Tourism Debt Service Fund, Venue Debt Service Fund, Rock Creek PID Debt Service Fund, Stormwater Debt Service Fund, Solid Waste Debt Service Fund, Municipal Parking Debt Service Fund, and two Water debt service funds. The total FY2021 debt service requirements as of August 6, 2020, for all funds' outstanding debt are \$252,481,167 (does not include capital leases, energy conservation loans, or handling charges).

TOTAL GENERAL OBLIGATION DEBT

Of the total debt amount projected for the upcoming fiscal year (FY2021), \$131,869,035 is for general obligation bonds, certificates of obligation, loans, and tax notes.

Debt Service Funds

Total General Obligation Debt



Ad Valorem Tax Supported Debt

Current property tax collections cover most of the general debt service assisted by delinquent property tax collections. Other revenues include a transfer to the General Debt Service Fund from the Crime Control and Prevention District (CCPD) for CCPD eligible activities and interest earnings. Projected revenues for debt service are as follows:

Current Property Tax	\$	113,594,128
Other Revenue	\$	8,218,315
	\$	<u>121,812,443</u>

State property tax law allows the city to levy a property tax to pay for its long-term (over 1 year) debt obligations and for the next fiscal year \$0.1525 (20.40%) of the total tax rate is devoted to paying long-term debt service obligations. For FY2021 the city's combined adopted property tax rate is \$0.7475 per \$100 of assessed valuation with a 98.25% collection rate. This represents no change from the prior year property tax rate. The debt service levy rate of \$0.1525 per \$100 of assessed valuation is expected to yield approximately \$113.6 million which, along with other revenues, will allow the repayment of all current general debt obligations.

The State Constitution limits the tax rate to \$2.50 per \$100. Administratively, the Texas Attorney General will only allow up to \$1.50 per \$100 for all tax supported debt. This amount is calculated at the time the bonds are sold and based on 90% collection rate. Self-supporting debt does not count against the \$1.50.

The city's credit ratings are complimentary of strong financial performance, maintaining reserves and strong financial governance. The city's credit strengths are somewhat offset by the city's unfunded pension liability and fixed cost burden. Moody's Investors Services (Moody's), S&P Global Rating Services (S&P), Fitch Rating Services (Fitch), and Kroll Bond Rating Agency (Kroll) have all assigned ratings to the City of Fort Worth's outstanding debt. The city's general obligation bonds are rated 'Aa3' by Moody's, 'AA' by both S&P and Fitch, and 'AA+' by Kroll. The city's water revenue bonds are rated 'Aa1' by Moody's, 'AA+' by S&P, and 'AA' by Fitch. The city's drainage utility revenue bonds are rated 'AA+' by S&P and Fitch. The city's special tax revenue bonds are not rated by S&P or Kroll, and are rated 'A1' 'AA' by Moody's and Fitch, respectively.

Debt Service Fund

General Debt Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Property Tax	97,919,264	111,776,117	111,776,117	114,944,128	3,168,011	2.83%
Charge for Service	117,443	-	-	-	-	0.00%
Use of Money & Property	11,226,211	-	-	4,097,182	4,097,182	0.00%
Transfer In	3,846,958	2,828,921	31,021,946	2,771,133	(57,788)	-2.04%
Revenue	\$113,110,297	\$114,605,038	\$158,577,416	\$121,812,443	\$ 7,207,405	6.29%
Debt Service Accts	103,696,193	114,605,038	158,577,416	121,812,443	7,207,405	6.29%
Expenses	\$103,696,193	\$114,605,038	\$158,577,416	\$121,812,443	\$ 7,207,405	6.29%

FUND PURPOSE AND GOALS

The General Debt Service Fund debt is used to provide funds for capital necessities including equipment purchases, upgrades, repairs, construction of buildings, streets, and infrastructure to meet the needs of the city. This includes the debt paid by property tax authority rather than debt paid by an enterprise fund revenue source.

Tax supported debt is shown in the following chart. Not included in the chart is \$100k in handling charges.

FY2021	Principal	Interest	Total
	\$	\$	\$
	94,040,000	27,672,443	121,712,443
Series 2011 GP Refunding	5,065,000	557,875	5,622,875
Series 2012 CO	4,475,000	1,817,125	6,292,125
Series 2012 GP Ref and Imp	9,290,000	3,309,000	12,599,000
Series 2013 GP Ref and Imp	570,000	291,075	861,075
Series 2013A CO	2,480,000	1,325,300	3,805,300
Series 2013C CO	920,000	488,031	1,408,031
Series 2014 GP Refunding	3,940,000	216,700	4,156,700
Series 2015 GP Refunding	395,000	39,552	434,552
Series 2015A GP Ref and Imp	10,060,000	3,697,988	13,757,988
Series 2016 GP Ref and Imp	8,165,000	4,440,075	12,605,075
Series 2016 Tax Notes	1,380,000	50,976	1,430,976
Series 2017 Tax Notes	2,555,000	182,471	2,737,471
Series 2018 GP Ref and Imp	2,250,000	1,601,645	3,851,645
Series 2018 Tax Notes	1,715,000	421,300	2,136,300
Series 2019 GP	4,535,000	3,279,875	7,814,875
Series 2019 Tax Notes	1,105,000	349,875	1,454,875
2020 GP Ref & Imp	32,115,000	4,394,975	36,509,975
2020 Tax Notes	3,025,000	1,208,605	4,233,605

Debt Service Fund

Culture and Tourism Debt Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Use of Money & Property	1,068,384	275,300	275,300	300,000	24,700	8.97%
Transfer In	7,059,281	7,063,911	30,063,911	6,695,447	(368,464)	-5.22%
Revenue	\$ 8,127,665	\$ 7,339,211	\$ 30,339,211	\$ 6,995,447	\$ (343,764)	-4.68%
Debt Service Accts	7,059,281	7,063,914	30,063,914	6,698,647	(365,267)	-5.17%
Transfer Out & Other	-	275,297	275,297	296,800	21,503	7.81%
Expenses	\$ 7,059,281	\$ 7,339,211	\$ 30,339,211	\$ 6,995,447	\$ (343,764)	-4.68%

FUND PURPOSE AND GOALS

The Culture & Tourism debt service fund is used to finance upgrades, updates, and construction projects to city owned facilities that will add to the tourism attractions in the City of Fort Worth. Examples include the Convention Center and the Will Rogers Memorial Coliseum.

The following chart provides the principal and interest for each bond issuance that has a payment due in FY2021. Handling charges are included separately from principal and interest depicted in the chart.

FY2021	Principal	Interest	Total
	\$ 5,195,000	\$ 1,500,447	\$ 6,695,447
Series 2013 GO	3,370,000	142,000	3,512,000
Series 2013B CO	475,000	365,447	840,447
Series 2015A GO	-	177,250	177,250
Series 2020 GP Ref	1,350,000	815,750	2,165,750

Debt Service Fund

Venue Debt Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Use of Money & Property	836,469	-	-	-	-	0.00%
Transfer In	3,097,706	12,951,296	12,951,296	15,005,217	2,053,921	15.86%
Revenue	\$ 3,934,175	\$ 12,951,296	\$ 12,951,296	\$ 15,005,217	\$ 2,053,921	15.86%
Debt Service Accts	10,106,523	10,102,918	10,102,918	14,926,098	4,823,180	47.74%
Transfer Out & Other	-	2,848,378	2,848,378	79,119	(2,769,259)	-97.22%
Expenses	\$ 10,106,523	\$ 12,951,296	\$ 12,951,296	\$ 15,005,217	\$ 2,053,921	15.86%

FUND PURPOSE AND GOALS

The Venue Debt Service Fund is used to provide funds for Dickies Arena and associated facilities that will add to the tourism attractions in the City of Fort Worth, by servicing the city's portion of debt associated with these facilities.

The following chart provides the principal and interest amounts for each bond issuance that has a payment due in FY2021. Handling charges are included separately from principal and interest depicted in the chart.

FY2021	Principal	Interest	Total
	\$ 5,325,000	\$ 9,599,498	\$ 14,924,498
Series 2017A	2,140,000	4,190,206	6,330,206
Series 2017B	3,185,000	5,409,292	8,594,292

Debt Service Fund

Municipal Parking Debt Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Use of Money & Property	53,373	-	-	-	-	0.00%
Transfer In	4,049,500	3,207,760	3,207,760	2,976,525	(231,235)	-7.21%
Revenue	\$ 4,102,873	\$ 3,207,760	\$ 3,207,760	\$ 2,976,525	\$ (231,235)	-7.21%
Debt Service Accts	4,049,500	3,207,760	3,207,760	2,976,525	(231,235)	-7.21%
Expenses	\$ 4,049,500	\$ 3,207,760	\$ 3,207,760	\$ 2,976,525	\$ (231,235)	-7.21%

FUND PURPOSE AND GOALS

The Municipal Parking Debt Service Fund is used to finance upgrades, repairs, and construction of city parking facilities.

The following chart provides principal and interest by series for each bond issuance that has a payment due in FY2021.

FY2021	Principal	Interest	Total
	\$ 1,675,000	\$ 1,301,525	\$ 2,976,525
2016 GP Ref	1,675,000	1,301,525	2,976,525

Debt Service Fund

Rock Creek PID Debt Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Use of Fund Balance	-	898,175	898,175	1,573,175	675,000	75.15%
Revenue	\$ 155,943	\$ 898,175	\$ 898,175	\$ 1,573,175	\$ 675,000	75.15%
Debt Service Accts	947,577	898,175	898,175	1,573,175	675,000	75.15%
Expenses	\$ 947,577	\$ 898,175	\$ 898,175	\$ 1,573,175	\$ 675,000	75.15%

FUND PURPOSE AND GOALS

Rock Creek Ranch PID continues with development on 1,755-acres located in southwest Fort Worth off the Chisholm Trail Parkway. The development will include commercial, mixed use and residential, as well as a new 80-acre campus for Tarleton State University. The campus opened in August 2019 and is expected to have 2,500 students. The Rock Creek PID Debt Service Fund was created to pay for debt issued to finance the improvements related to the development. The debt takes the form of special assessment revenue bonds which are secured by pledged revenue of annual installments levied against the property within the PID. The debts are special and limited obligations of the city, and shall never be payable out of funds raised or to be raised by taxation or from any other revenues, properties or income of the city. The city is acting as the property owner's agent within the district in collecting future assessments, forwarding collections to trustees, approving bond proceed disbursements, and initiating any future foreclosures.

The following chart provides the principal and interest for each debt issuance that has a payment due in FY2021. Handling charges are included separately from principal and interest depicted in the chart.

FY2021	Principal	Interest	Total
	<u>\$ 675,000</u>	<u>\$ 898,175</u>	<u>\$ 1,573,175</u>
Series 2017 Spec Assess Rev	480,000	640,425	1,120,425
Series 2018 Spec Assess Rev	195,000	257,750	452,750

Debt Service Fund

Solid Waste Debt Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Use of Money & Property	235,417	-	-	-	-	0.00%
Transfer In	525,590	504,988	504,988	484,620	(20,368)	-4.03%
Revenue	\$ 761,007	\$ 504,988	\$ 504,988	\$ 484,620	\$ (20,368)	-4.03%
Debt Service Accts	525,590	504,988	504,988	484,620	(20,368)	-4.03%
Expenses	\$ 525,590	\$ 504,988	\$ 504,988	\$ 484,620	\$ (20,368)	-4.03%

FUND PURPOSE AND GOALS

The Solid Waste Debt Service Fund is used to pay for street repairs, as well as repairs and upgrades to the city's Eastside Landfill.

The following chart provides the principal and interest by series for each bond issuance that has a payment due in FY2021.

FY2021	Principal	Interest	Total
	\$ 440,000	\$ 44,620	\$ 484,620
Series 2015 GP Refunding	440,000	44,620	484,620

Debt Service Fund

Stormwater Debt Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted Amount	%
Use of Money & Property	1,125,724	-	-	-	-	0.00%
Transfer In	42,088,554	8,910,580	8,910,580	11,196,552	2,285,972	20.42%
Revenue	\$ 43,214,278	\$ 8,910,580	\$ 8,910,580	\$ 11,196,552	\$ 2,285,972	25.65%
Debt Service Accts	42,926,677	8,794,925	8,794,925	8,799,726	4,801	0.05%
Transfer Out & Other	-	115,655	115,655	2,396,826	2,281,171	1972.39%
Expenses	\$ 42,926,677	\$ 8,910,580	\$ 8,910,580	\$ 11,196,552	\$ 2,285,972	25.65%

FUND PURPOSE AND GOALS

The Stormwater Debt Service Fund is used to fund projects which update, upgrade, or improve the city's current storm water system. It also includes long range development planning of the system.

The following chart provides principal and interest by series for each debt issuance that has a payment due in FY2021. Handling charges are included separately from principal and interest depicted in the chart.

FY2021	Principal	Interest	Total
	<u>\$ 4,935,000</u>	<u>\$ 3,862,325</u>	<u>\$ 8,797,325</u>
Series 2011 Drainage Utility Revenue	2,665,000	2,222,094	4,887,094
Series 2016 Drainage Utility Revenue	900,000	532,900	1,432,900
Series 2019 Drainage Utility Revenue	1,370,000	1,107,331	2,477,331

Debt Service Fund

Water Prior Lien Debt Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Use of Money & Property	9,065,838	-	-	50,000	50,000	0.00%
Transfer In	87,449,177	92,539,640	145,582,715	99,288,233	6,748,593	7.29%
Revenue	\$ 96,515,015	\$ 92,539,640	\$ 157,437,233	\$ 99,338,233	\$ 6,798,593	7.35%
Debt Service Accts	85,779,879	87,625,341	152,522,934	95,367,134	7,741,793	8.84%
Transfer Out & Other	-	4,914,299	4,914,299	3,971,099	(943,200)	-19.19%
Expenses	\$ 85,779,879	\$ 92,539,640	\$ 157,437,233	\$ 99,338,233	\$ 6,798,593	7.35%

FUND PURPOSE AND GOALS

Water & Sewer Prior Lien Debt Service Fund uses revenue debt to fund projects which update, upgrade, or improve the city's current water and sewer system. It also includes long range development and planning of the systems.

The city's Water & Sewer Enterprise System has outstanding debt service obligations for previously issued water-related debt. Issues include water & sewer revenue bonds and loans from the Texas Water Development Board's State Revolving Loan Fund. The Water & Sewer Operating Fund collects fees for its services to support ongoing operation and its outstanding debt service obligations.

The following chart shows principal and interest by series for each bond issuance with a payment due in FY2021. An additional minimal amount is included in debt service accounts that do not show below. This is due to external requirements in addition to budgetary needs.

FY2021	Principal	Interest	Total
	\$ 61,150,000	\$ 34,167,134	\$ 95,317,134
Series 2009 WSSR DWSRF	815,000	-	815,000
Series 2011 W&SS Ref & Imp	12,875,000	3,707,625	16,582,625
Series 2012 W&SS Ref	2,940,000	597,100	3,537,100
Series 2014 W&SS Ref & Imp	5,375,000	5,076,675	10,451,675
Series 2015 W&SS Rev, TWDB	1,845,000	451,857	2,296,857
Series 2015A W&SS Rev, Ref and Imp	8,640,000	4,692,544	13,332,544
Series 2015B W&SS Rev, TWDB	840,000	142,231	982,231
Series 2016 W&SS Rev, Ref and Imp	4,215,000	2,543,025	6,758,025
Series 2017 W&SS Rev	475,000	186,663	661,663
Series 2017A W&SS Rev, Ref and Imp	4,340,000	3,738,525	8,078,525
Series 2017B W&SS Rev	4,030,000	707,231	4,737,231
Series 2018 W&S Rev	850,000	1,888,494	2,738,494
Series 2019 W&SS Rev	1,585,000	3,537,619	5,122,619
Series 2020 W&SS Rev	3,115,000	111,562	3,226,562
Series 2020A W&SS Rev, Ref and Imp	9,210,000	6,785,985	15,995,985

Debt Service Fund

Water Sub Lien Debt Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted Amount	%
Use of Money & Property	46,217	-	-	-	-	0.00%
Transfer In	5,628,655	5,629,731	41,629,731	-	(5,629,731)	100.00%
Revenue	\$ 5,674,872	\$ 5,629,731	\$ 41,629,731	\$ -	\$ (5,629,731)	100.00%
Debt Service Accts	5,570,355	5,571,293	41,571,293	-	(5,571,293)	100.00%
Transfer Out & Other	-	58,438	58,438	-	(58,438)	100.00%
Expenses	\$ 5,570,355	\$ 5,629,731	\$ 41,629,731	\$ -	\$ (5,629,731)	100.00%

FUND PURPOSE AND GOALS

In addition to the outstanding general obligation debt, the Water & Sewer Prior Lien Debt Service Fund includes state revolving loan debt used to fund projects which update, upgrade, or improve the city's current water & sewer system. It also includes long range development and planning of the systems. This debt works in conjunction with the city's other water & sewer debt in that issues are subordinate liens to the primary water & sewer system debt.

All debt obligations were relieved in FY2020 and no outstanding obligations remain for FY2021.

Special Revenue Funds

Special Revenue Fund

Alliance Maintenance Facility

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Use of Money & Property	630,160	1,172,813	1,172,813	1,738,778	565,965	48.26%
Other	4,456,655	2,985,209	2,985,209	2,874,810	(110,399)	-3.70%
Use of Fund Balance	-	1,698,538	1,698,538	601,534	(1,097,004)	-64.59%
Revenue	\$ 5,086,815	\$ 5,978,480	\$ 5,978,480	\$ 5,452,022	\$ (526,458)	-8.81%
Gen Operating & Maintenance	5,160,089	5,532,470	5,532,470	5,452,022	(80,448)	-1.45%
Expenses	\$ 5,160,089	\$ 5,978,480	\$ 5,978,480	\$ 5,452,022	\$ (526,458)	-8.81%

FUND PURPOSE AND GOALS

On February 2015, the Alliance Airport Authority, Inc. transferred ownership of the Alliance Fort Worth Maintenance Base (Facility) to the City of Fort Worth as approved by the City Council (M&C L- 15748).

As part of the transfer of ownership of the Facility, the parties agreed that all contracts and agreements relating to the operations, maintenance, property management and leases of the Facility would be assigned to the City of Fort Worth. This assignment includes the property management agreement (City Secretary Contract No. 46423) with AFWM Services, LLC, which will be administered under the direction of the Property Management Department.

The property management agreement requires AFWM Services, LLC, to provide the City of Fort Worth an operating budget for management of the Facility for each Fiscal Year. The budget is used as a guide for the actual operational costs on an annual basis.

The objective and goal each year is to continue to identify, negotiate and execute long term leases to increase lease revenues and utility reimbursements to the City to operate the Facility and; with new leases, increase tenant contributions to the Capital Reserve fund for the Central Utility Plant (CUP) to fund capital improvements as needed to the CUP resulting in reduction of operational expenses.

MAJOR ACCOMPLISHMENTS

Fuel Farm Management Agreement: Executed an amendment with AT Fuel Services to extend the Fuel Farm Management Agreement term and provide for the City to receive a percentage of the jet fuel sales resulting in new revenues for the Facility of approximately \$300,000 per year.

Schneider Resources new lease: Executed a new lease resulting in new lease revenues of approximately \$795,000 for the three-year term.

Omni Air new lease: Executed a new long term lease resulting in new lease revenues of approximately \$700,000 for the five-year term.

Paramount Aerospace new lease: Executed a new long term lease resulting in new lease revenues of approximately \$467,000 for the five-year term.

Special Revenue Fund

Hillwood AI No 1., LLC new lease: In progress to be executed September 1, 2020 a new long term lease resulting in new lease revenues of approximately \$1,800,000 for the five-year term.

Parking Leases: Several temporary parking leases worth approximately \$500,000 in lease revenues over the term of the agreements which rollover from FY 2019 to FY 2021.

New TXU contract: Executed a new contract with TXU for electricity to the Facility resulting in a decrease of electric utility expenses of approximately \$200,000 per year.

FY2021 DISCUSSION

FY2021 Recommended budget includes \$526k decrease in expense which results in a reduction of \$1.1M in the use of fund balance.

HORIZON ISSUES

The following issues for FY2021 are expected to result in some level of budgetary and/or operational impact over the next one to five years. The issues listed are often in the preliminary or problem identification stage, could pose significant resource allocation challenges in the near future, and/or adequately addressing the issue may require some sort of City Council action/decision.

Lease Revenues: The loss of lease revenues and utility reimbursements to the City due to the early lease termination of the TAESL lease in 2016 has been alleviated by the additional lease revenues from new tenants and the utility reimbursement from the recently executed lease agreements.

Central Utility Plant: Required capital improvements, including a new chiller for the CUP, and repairs to the Central Utility Plant for increased efficiency resulting in a decrease of costs to the City.

Special Revenue Fund

Botanic Gardens

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Charge for Service	1,618,206	2,291,481	2,291,481	-	(2,291,481)	-100.00%
Use of Money & Property	881,456	995,900	995,900	-	(995,900)	-100.00%
Other	59,176	106,000	106,000	-	(106,000)	-100.00%
Transfer In	3,197,181	3,180,484	3,180,484	-	(3,180,484)	-100.00%
Revenue	\$ 5,756,019	\$ 6,573,865	\$ 6,573,865	\$	-\$ (6,573,865)	-100.00%
Salaries & Benefits	3,537,407	3,798,792	3,798,792	-	(3,798,792)	-100.00%
Gen Operating & Maintenance	1,953,611	2,367,746	2,287,312	-	(2,367,746)	-100.00%
Transfer Out & Other	991,980	407,327	487,761	-	(407,327)	-100.00%
Expenses	\$ 6,482,999	\$ 6,573,865	\$ 6,573,865	\$	-\$ (6,573,865)	-100.00%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Botanic Garden	70.00	63.94	-	-	(70.00)	(63.94)
Total	70.00	63.94	-	-	(70.00)	(63.94)

FUND PURPOSE AND GOALS

The Fort Worth Botanic Garden (FWBG), founded in 1934, is the oldest botanic garden in Texas and encompasses 110 acres in Fort Worth's renowned cultural district. The FWBG includes 22 gardens, a tropical conservatory, important reserves of native plants and trees, and specialty collections (which include a nationally recognized begonia collection). Education and cultural programs, various exhibits, festivals and activities are also important offerings. The FWBG is managed and operated by the Park Operations Division of the Park & Recreation Department.

In achieving its service goal of facilitating the best visitor experience, the FWBG staff maintains the garden, its facilities including capital infrastructure; manages and preserves plant collections of international significance including art and cultural improvements; and coordinates events and activities. Staff also collaborates with various support and botanical/plant interest groups.

Staff is responsible for receiving and reporting revenue generated from various sources which include, but are not limited to general garden admissions, rentals and retail. The FWBG also manages landscape maintenance funds received from the Botanical Research Institute of Texas (BRIT), John Tinsley Trust and Fuller Foundation for contract maintenance services and operational support.

On May 19, 2020 the City Council authorized a management services agreement (M&C 20-0347) with the Botanical Research Institute of Texas, Inc. (BRIT). The agreement is effective October 1, 2020 with all operations for the Garden transitioning from the City of Fort Worth to management by BRIT.

Special Revenue Fund

MAJOR ACCOMPLISHMENTS

In accordance with the recommendations of the Botanic Garden Strategic Task Force and authorization of the City Council, the FWBG began collection of a general admission fee on July 19, 2019. The admission fee authorization included ten (10) options for financial accessibility. Admissions under those programs and other complementary options constituted over 9% of admissions in the period from July 19, 2019 through June 1, 2020.

Another significant Task Force recommendation was bond and other debt instrument funding for the estimated \$17 million in deferred maintenance and capital replacement. In addition, \$4,300,000 in 2020 Tax Notes (M&C 20-0266) funding for Botanic Garden deferred maintenance was approved on May 5, 2020. This funding, along with CIP funding already in place and private funds to be raised will support fifteen (15) of sixteen (16) proposed capital projects scheduled for May 2020 through May 2022, with private funding covering additional costs.

Major improvements to the Garden Center completed in FY2020 include renovation of the main lobby to accommodate a dedicated admissions counter. Funding from the Meta Alice Keith Bratton Foundation allowed the former Trellis conference room to be repurposed as a gift shop and initial sales following opening in February 2020 exceeded those of the existing Treasure Tree Gift Shop. A complete renovation of the Bride's Room and AV upgrades in all the meeting rooms in Redbud and Oak Halls were completed which will greatly improve the Garden's ability to provide state of the art services to rental clients.

Design work is underway which will enable the restoration of the iconic Full Moon Bridge, the repurposing of the Old Garden Road into a primarily pedestrian access way, and master planning for the Southwest Quadrant of the Garden property. A number of upgrades to flooring, tilework, and other finishes in multiple garden locations also greatly improved safety, maintainability, and guest experience.

The Fall Japanese Festival in November 2019 broke records for attendance and revenue. Butterflies in the Garden was also off at a record-setting pace until the COVID-19 crisis required staff to close the exhibit. To drive stronger admissions, 13,000 square feet of new display beds were planted in December 2019 and replanted with summer color in May 2020. A topiary display was also launched in September 2020.

FY2021 DISCUSSION

It is expected that COVID-19 related impacts will seriously reduce revenue projections, resulting in delays in expanding programs and staffing projected for 2021. However, efforts to move forward with a new non-profit business model will proceed. Under the new management agreement, all revenues, expenses, and budgetary responsibilities will transition to BRIT effective October 1, 2020. A new General Fund account replacing the Special Revenue Fund will be established to receive and administer the management fee of \$3,350,000 due to BRIT. Eight (8) eligible employees have chosen to remain with the City through their retirement date and three (3) who are currently eligible to retire have chosen to remain city employees until January 1, 2021. Payroll costs for those employees will be deducted from the management fee and managed through this General Fund account. The City's other annual operating obligations for insurance, utility maintenance, etc. will also be managed by the new fund.

HORIZON ISSUES

With the change to non-profit management, major changes in how the Garden does business are anticipated. The management agreement requires that growth in generated revenues and donations supporting operations exceeds inflationary growth in the management fee. As a result, efforts to expand the membership base through

Special Revenue Fund

active promotion and recruitment will accelerate. Programs to procure and manage sponsorships, donations, and other private funds will continue to grow as quickly as funding allows. Significant growth in exhibits, with one large (over \$100,000) and at least one smaller (less than \$100,000), is planned annually through 2023. Examples are an Orchid Show in the spring and Big Bugs in the summer and fall of 2022. New and expanded garden programs will also be needed to support growth in generated revenue.

The management agreement obligates the City to debt funding of \$17 million in deferred maintenance plus a CPI inflation accelerator by the end of the 2026 bond cycle. Approximately \$8 million in requests for the 2022 bond program are in process. This revenue will support relocating and replacing greenhouses and other facilities, planning and construction of a proposed Children's Garden and other educational assets, and repairing and repurposing current vehicular ways and internal parking as pedestrian and landscape spaces. Other proposed improvements include replacing or upgrading mechanical equipment, other facilities and systems, and garden infrastructure. It is anticipated that public funding for capital improvements will be supplemented by substantial private funding.

Special Revenue Fund

Community Tree Planting

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Charge for Service	448,080	-	-	-	-	0.00%
Use of Money & Property	16,464	-	-	-	0	0.00%
Transfer In	-	424,153	424,153	455,158	31,005	7.31%
Revenue	\$ 464,544	\$ 424,153	\$ 424,153	\$ 490,058	\$ 65,905	15.54%
Salaries & Benefits	288,995	297,207	297,207	292,084	(5,123)	-1.72%
Gen Operating & Maintenance	73,488	126,946	126,946	140,974	14,028	11.05%
Transfer Out & Other	-	-	-	57,000		
Expenses	\$ 362,483	\$ 424,153	\$ 424,153	\$ 490,058	\$ 65,905	15.54%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Community Tree Planting	-	4.40	-	4.40	-	-
Total	-	4.40	-	4.40	-	-

FUND PURPOSE AND GOALS

The Community Tree Planting Program (Program), under the direction of the Planning and Resource Management Division of the Park & Recreation Department, provides a variety of trees on public property that are of exceptional quality, drought resistant, well adapted to the urban environment, and of superior health and form. Trees are grown and transplanted from the city's tree farm to city facilities, parks, golf courses, parkways, medians and capital improvement projects. In addition, trees are provided to residents to be planted on city rights-of-way.

Benefits of the Program include the beautification of the city, improved air quality, reduction of storm water runoff, and a reduction in energy consumption.

The Program also provides education and training for the Citizen Forester Program and trains volunteers for tree planting, data collection and ongoing care and maintenance of the city's tree farm.

MAJOR ACCOMPLISHMENTS

In FY2020, the Program provided 9,815 trees with a replacement value of \$178K for the same goods and services if contracted out. Approximately 98% of all trees provided were Grade A, with 100% being Grade B or higher. Grade A trees are those suitable for planting anywhere and are required for street tree planting. They meet all the American Nursery Standards for shade trees and the City Standards for street trees. Grade B trees are suitable for planting in parks or low use public areas.

The Program also provides and plants mitigation trees for city facilities and capital projects. In FY2020, trees provided to city projects or replacements included: Eagle Mountain Ranch Park, Mallard Cove Park, Kingswood Park, Arneson Park, Krauss Baker Park, MLK Park, Wedgwood Library, Southwest Regional Library, Northside Library and the eSkills Library.

Special Revenue Fund

FY2021 DISCUSSION

The FY2021 budget has no significant changes in the service level. During FY2020, building maintenance and vehicle and equipment replacements were approved as allowable expenditures. There are five positions in the General Fund that are partially funded by the Community Tree Planting Fund, which amount to a 4.40 FTE.

HORIZON ISSUES

The Program uses eleven (11) different pieces of equipment that range up to 34 years old. The current budget includes funding for high priority equipment replacement.

The Program also utilizes a facility with a seed-starting/propagation greenhouse that is over 30 years old with a deteriorating roof, which was damaged in May of 2020. The damaged section was repaired by Facility Maintenance, but the remainder of the roof requires replacement at an estimated (July 2020) cost of \$25K.

The Program is funded wholly by annual disbursements from the PARD's Gas Endowment Fund. During FY2020, the City authorized use of the PARD's Gas Endowment Fund corpus to fund the purchasing of open space throughout the city. This reduction in the PARD's Gas Endowment Fund corpus will also decrease the amount available to fund the Community Tree Planting Fund Program through the annual disbursement.

Special Revenue Fund

Crime Control and Prevention District

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Sales Tax	78,122,566	81,340,193	81,340,193	79,213,635	(2,126,558)	-2.61%
Intergovernmental	5,688,274	5,992,302	5,992,302	6,797,805	805,503	13.44%
Use of Money & Property	4,634	77,077	77,077	130,440	53,363	69.23%
Other	56,906	314,066	314,066	17,582	(296,484)	-94.40%
Transfer In	150,060	141,367	141,367	411,000	269,633	190.73%
Revenue	\$ 84,022,440	\$ 87,865,005	\$ 88,827,991	\$ 86,570,462	\$ (1,294,543)	-1.47%
Salaries & Benefits	36,908,271	45,770,977	46,439,735	47,138,855	1,367,878	2.99%
Gen Operating & Maintenance	15,396,181	20,255,161	20,549,389	20,665,223	410,062	2.02%
Transfer Out & Other	26,352,084	21,838,867	21,838,867	18,602,884	(3,235,983)	-14.82%
Expenses	\$ 78,656,535	\$ 87,865,005	\$ 88,827,991	\$ 86,570,462	\$ (1,294,543)	-1.47%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Crime Control and Prevention District						
Neighborhood Services	8.00	8.00	8.00	8.00	-	-
Police	281.00	276.38	321.00	308.98	40.00	32.60
Parks and Recreation	8.00	8.00	8.00	8.00	-	-
Total	297.00	292.38	337.00	324.98	40.00	32.60

FUND PURPOSE AND GOALS

In the late 1980s, Fort Worth experienced double-digit increases in crime and had one of the highest crime rates in the United States. In 1995, the citizens of Fort Worth voted to establish a Crime Control & Prevention District (CCPD; the District), supported by a half cent sales tax for a five-year period, with the mission to enhance the Fort Worth Police Department's ability to provide quality service and to work in partnership with the community to reduce crime and to create a safe environment for all. The District has since been renewed by voters in 2000, 2005, 2009, and 2014 for subsequent five-year periods, and again in 2020 for a ten-year period.

Revenue from the ½ cent sales tax provides the necessary resources to effectively implement crime reduction strategies pertaining to the following funding categories: enhanced enforcement; neighborhood crime prevention; partners with a shared mission; recruitment and training; equipment, technology, and infrastructure. These strategies include deploying officers to respond to emerging crime trends, supporting citizen participation and crime prevention programs, replacing vehicles and equipment critical to crime control, increasing security at schools, and providing an adequate number of officers throughout Fort Worth's neighborhoods.

The Fund is administered by the Fort Worth Police Department, and is managed by a nine-member board of directors that establishes the annual budget and policies, oversees expenditures, and evaluates programs funded by the District. Each year, the board adopts a budget which is then submitted to the city council. The council approves or rejects the budget as submitted by the CCPD board.

Special Revenue Fund

The CCPD maintains a comprehensive set of financial management policy statements that are administered by city staff on behalf of the Crime Control & Prevention District. The aim of these policies is to ensure that financial resources are available to meet the present and future needs through effective program planning for CCPD revenue.

CCPD Goals:

- Manage the budget based on funding priorities.
- Continue to provide opportunities for citizens to learn about CCPD.
- Support efforts to reduce violent crime and gang-related activities through enhanced enforcement activities and crime prevention programs.
- Support efforts to increase safety of residents and decrease crime throughout Fort Worth neighborhoods.
- Support efforts to increase safety of youth and reduce juvenile crime through crime prevention and intervention programs.
- Support efforts to enhance crime fighting and prevention tools and efforts through diverse recruitment training and retention of high quality officers; technology and equipment; and capital improvements.

Special Revenue Fund

CCPD – Neighborhood Services

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	632,915	804,945	804,945	755,354	(49,591)	-6.16%
Gen Operating & Maintenance	29,421	47,826	47,826	92,905	45,079	94.26%
Expenses	\$ 662,337	\$ 852,771	\$ 852,771	\$ 848,259	\$ (4,512)	-0.53%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Crime Control and Prevention District	8.00	8.00	8.00	8.00	-	-
Total	8.00	8.00	8.00	8.00	-	-

DEPARTMENT PURPOSE AND GOALS

The Crime Control & Prevention District (CCPD) Fund is a Special Revenue Fund supported by a voter approved ½ cent sales tax. Approved in 1995 the District has been renewed by voters in 2000, 2005, 2009, and 2014 for subsequent five-year periods, and most recently in 2020 for a ten-year period.

The Neighborhood Services Department (NSD) is a participant of the CCPD fund, and partially manages the FW@6 Late Night Initiative. The FW@6 Late Night initiative is offered at the Worth Heights Community Center, Martin Luther King Community Center, Northside Community Center and Southside Community Center. The program creates a safe haven for “at-risk” youth living in high-crime areas of the city. The program’s goal is to decrease youth participation in crime and gangs through enrichment and recreational activities designed to reduce crime, stimulate self-determination and increase community pride.

MAJOR ACCOMPLISHMENTS

The community centers hosted a number of job fairs to allow youth and young adults the opportunity to encourage educational attainment, obtain leadership and decision making skills that lead to employability. In addition, this year youth were introduced to new classes such as archery, karate, ballet and civic engagement activities. Traditionally, the program focused on youth and young adults starting at age 14, however with children becoming adversely influenced at an earlier age, the program now focuses on youth ages 10 - 17.

Community centers were challenged this year to create additional opportunities for youth engagement, including enrollment in mentorship programs and volunteer services. Vendors such as US Tennis Association, Mentoring & Performing Arts and Community Frontline were brought on as partners to provide community service opportunities or introduce new activities to youth attending community centers.

FY2021 DISCUSSION

For FY2021 the Recommended budget has no significant changes in service level.

Special Revenue Fund

HORIZON ISSUES

The department is in the process of restructuring the after-hours program in order to attract more youth, offer more career training and education that will lead them to self-sufficiency.

Special Revenue Fund

CCPD – Park and Recreation

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Revenue	\$ 32	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	880,389	861,749	861,749	878,208	16,459	1.91%
Gen Operating & Maintenance	366,902	417,057	417,057	237,546	(179,511)	-43.04%
Transfer Out & Other	-	-	-	163,500		
Expenses	\$ 1,247,291	\$ 1,278,806	\$ 1,278,806	\$ 1,442,754	\$ 163,948	12.82%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Crime Control and Prevention District	8.00	8.00	8.00	8.00	-	-
Total	8.00	8.00	8.00	8.00	-	-

DEPARTMENT PURPOSE AND GOALS

The Crime Control & Prevention District (CCPD) Fund is a Special Revenue Fund supported by a voter approved ½ cent sales tax. Approved in 1995 the District has been renewed by voters in 2000, 2005, 2009, and 2014 for subsequent five-year periods, and most recently in 2020 for a 10-year period.

The Park & Recreation Department is a participant of the CCPD fund, and manages three CCPD funded initiatives: Parks Community Policing, Gang Graffiti Abatement Program, and the FW@6 Late Night Program.

The Parks Community Policing initiative provides a safe environment for the public and staff by having an officer present at specific sites and events. In addition, private security is provided at the Diamond Hill Community Center.

The Gang Graffiti Abatement initiative provides assistance to remove graffiti from tagged or vandalized properties.

The FW@6 Late Night initiative is offered at the Sycamore Community Center. The program creates a safe haven for “at-risk” youth living in high-crime areas of the city. The program’s goal is to decrease youth participation in crime and gangs through enrichment and recreational activities designed to reduce crime, stimulate self-determination and increase community pride.

MAJOR ACCOMPLISHMENTS

The Graffiti Abatement Program (GAP) continues to thrive using Client Relationship Management (CRM). Work order and abatement completion numbers continue to increase, resulting in graffiti being abated within 24 hours 95.23% of the time. GAP, in conjunction with various groups, such as Code Compliance, Juvenile Services, JMSL Neighborhood Association, US Health Advisors, Delta Sigma Theta, and Women’s Federated, worked to produce six murals in various locations in Fort Worth. GAP also completed 41 blitz projects with the assistance of volunteers. Although most City of Fort Worth businesses and groups were closed from March through June due to COVID-19, GAP was still able to engage volunteers in small groups with social distancing, and give presentations informing citizens of the benefits provided by the program.

Special Revenue Fund

In FY2019 the FW@6 Program provided afterschool and youth sports programs offering extended hours for older youth and young adults. The program provides a safe haven for at-risk youth living in high crime areas. These programs are designed to help decrease youth participation in crime and gangs through alternative enrichment and recreational activities. The FW@6 Late Night Program focuses on the following five goals: Education/Personal Development, Employment Readiness, Recreation, Life Skills and Community Responsibility.

The Sycamore FW@6 team provided at risk youth an opportunity to visit Historically Black Colleges and Universities and Texas Wesleyan University. The program planned, coordinated and implemented several special events and programs including health fairs, voter registration drives, back to school supply giveaway, community thanksgiving dinner, Bridging the Gap event, and the Juneteenth Celebration in collaboration with Opal Lee.

The FW@6 team hosted a basketball tournament, which attracted teams from throughout Fort Worth to Sycamore Community Center. The team also implemented job fairs for veterans as well as young adults. The FW@6 team has working relationships with the following entities: Tarrant County Health Department, Boys & Girls Club, Uplift Public Charter Schools, Poly High School, and the Tarrant County Pan Hellenic Council.

FY2021 DISCUSSION

The Graffiti Abatement Program will continue its focus on achieving measured outcomes as documented by the CRM numbers. While COVID-19 impacted the department in FY2020, GAP will seek out ways to continue to be active in all communities. GAP will continue to foster relationships with organizations such as Keep Fort Worth Beautiful, Better Impact, FWISD, Police Explorers, and the Community Emergency Response Team (CERT). GAP will work in conjunction with Fort Worth Public Arts to develop a five-year plan for the program, which will aim to establish murals of a higher artistic standard to further beautify the City of Fort Worth, and represent the communities that surround the mural.

HORIZON ISSUES

Due to the age of the existing fleet vehicles, and the type of vehicles being used to tow pressure washing equipment trailers, the vehicle repair costs have increased significantly each passing year. This results in requiring increases in yearly budget allocations for fleet repair.

Special Revenue Fund

CCPD – Police

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Sales Tax	78,122,566	81,340,193	81,340,193	79,213,635	(2,126,558)	-2.61%
Intergovernmental	5,688,274	5,992,302	5,992,302	6,797,805	805,503	13.44%
Use of Money & Property	143,360	77,077	77,077	130,440	53,363	69.23%
Other	56,875	314,066	314,066	17,582	(296,484)	-94.40%
Transfer In	150,060	141,367	141,367	411,000	269,633	190.73%
Revenue	\$ 84,161,135	\$ 87,865,005	\$ 88,827,991	\$ 86,570,462	\$ (1,294,543)	-1.47%
Salaries & Benefits	35,394,967	44,104,283	44,773,041	45,505,293	1,401,010	3.18%
Gen Operating & Maintenance	14,999,857	19,790,278	20,084,506	20,334,772	544,494	2.75%
Transfer Out & Other	26,352,084	21,838,867	21,838,867	18,439,384	(3,399,483)	-15.57%
Expenses	\$ 76,746,908	\$ 85,733,428	\$ 86,696,414	\$ 84,279,449	\$ (1,453,979)	-1.70%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Crime Control and Prevention District	281.00	276.38	321.00	308.98	40.00	32.60
Total	281.00	276.38	321.00	308.98	40.00	32.60

DEPARTMENT PURPOSE AND GOALS

The Police Department, under the direction of the Chief of Police, develops and implements programs to deter crime and to protect life and property in Fort Worth. Specific departmental responsibilities are:

- Reduction of violent crime and gang-related activities through enhanced enforcement activities and crime prevention programs.
- Increased safety of residents and decreased crime throughout Fort Worth neighborhoods.
- Increased safety of youth and reduced juvenile crime through crime prevention and intervention programs.
- Enhancement of crime fighting and prevention tools and efforts through diverse recruitment, training, retention of high quality officers, technology, equipment, and capital improvements.

The Fort Worth Police Department (FWPD) consists of the following three bureaus: Patrol, Support, and Finance/Personnel. Each bureau includes two commands, with divisions, sections, and units under each command. The FWPD's use of the CCPD Fund is organized among five initiatives:

- Enhanced Enforcement.
- Neighborhood Crime Prevention.
- Partners with a Shared Mission.
- Recruitment and Training.
- Equipment, Technology, and Infrastructure.

Special Revenue Fund

MAJOR ACCOMPLISHMENTS

As of the end of FY2020 3rd quarter,

- 78 Mounted Patrol events.
- 3,802 visits to Neighborhood and Community meetings by Neighborhood Patrol Officers.
- 1,617 School Resource Officer student counseling sessions.
- 60 new Citizen on Patrol volunteers recruited
- Existing Code Blue and CERT members volunteered over 40,000 hours.
- 86 neighborhood crime watch meetings held.
- 96 crime prevention presentations provided.
- 853 Explorer community service and competition hours.
- 246 recruits began training
- 1,529 in-service officers trained
- 394 DNA samples processed.
- 175 CODIS matches.
- 298 vehicles delivered.
- 27 technological advancements researched and/or implemented.

Partners with a Shared Mission:

- 6,800+ participants attended after school programs and Safe Haven Youth programs.
- 450+ participants participated in the Comin' Up Gang Intervention Program.
- 550+ participants in Police Athletic League.
- 3,000+ Crime Stopper tips received.

FY2021 DISCUSSION

The FY2021 Recommended Budget includes (1) funding for salaries and benefits as outlined in the Meet and Confer agreement, (2) continued funding for Classes 147-149 to maintain current levels of staffing, (3) capital funding for technology, vehicles and Crime Lab equipment, (4) funding for a new Community Service Officer nonsworn team to respond to nonviolent calls, (5), funding for expansion of the Crisis Intervention Team, (6) funding for the COPS Hiring Grant match, and (7) funding for existing community initiatives and bike teams that has been transferred from the General Fund.

As began in FY2020, Police Trainees are considered as overage positions and no longer accounted for in the AP/FTE counts. The FY2021 AP count includes the addition of ten Community Service Officers, transfer of 31 positions from the General Fund, and reduction of one position.

HORIZON ISSUES

The Police Department expects to address the following issues in FY2021 and beyond, which result in some level of budgetary and/or operations impact.

- Evaluate staffing levels continually and identify staffing efficiencies where possible.
- Plan training academies accordingly based on attrition projections with the goal of staying as close to zero vacancies as possible
- Plan for long-term capital needs appropriately by contributing funding in excess of fund balance requirements to capital projects
- Improve training in order to continue to build community trust and increase professionalism
- Evaluate and keep pace with rapid technology and equipment advancements

Special Revenue Fund

- Plan for aging city-owned and leased facilities that require annual maintenance, improvements and/or replacement
- Manage the increasing volume of planned events and increasing number of unplanned events

Special Revenue Fund

Culture and Tourism

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Other Tax	24,076,739	25,466,105	25,466,105	20,595,023	(4,871,082)	-19.13%
License & Permits	17,300	15,000	15,000	15,500	500	3.33%
Charge for Service	5,629,314	4,045,500	4,045,500	3,990,513	(54,987)	-1.36%
Use of Money & Property	8,203,968	7,793,689	7,793,689	7,643,922	(149,767)	-1.92%
Other	1,838,596	1,671,000	1,671,000	1,768,351	97,351	5.83%
Transfer In	4,861,477	3,544,846	3,544,846	1,210,641	(2,334,205)	-65.85%
Revenue	\$ 44,627,395	\$ 42,536,140	\$ 42,609,772	\$ 36,426,837	\$ (6,109,303)	-14.36%
Salaries & Benefits	10,590,794	11,198,549	11,198,549	10,545,590	(652,959)	-5.83%
Gen Operating & Maintenance	25,359,118	27,703,838	27,384,893	22,975,013	(4,728,825)	-17.07%
Transfer Out & Other	4,958,212	3,633,753	4,026,330	2,906,233	(727,520)	-20.02%
Expenses	\$ 40,908,124	\$ 42,536,140	\$ 42,609,772	\$ 36,426,837	\$ (6,109,303)	-14.36%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Culture and Tourism Fund	142.00	142.00	135.00	135.00	(7.00)	(7.00)
Total	142.00	142.00	135.00	135.00	(7.00)	(7.00)

FUND PURPOSE AND GOALS

The Culture & Tourism Fund is a special revenue fund of the City of Fort Worth established in 1989 to provide funding to enhance tourism and promote, develop, and maintain cultural activities in Fort Worth.

The Culture & Tourism Fund is supported by three primary revenue sources: the Hotel/Motel Occupancy Tax, the Dallas/Fort Worth Revenue Sharing, and the revenues generated by the Fort Worth Convention Center and the Will Rogers Memorial Center.

Funding is allocated in the Culture & Tourism Fund for the Public Events Department's operations as well as the debt service for the Fort Worth Convention Center, Will Rogers Memorial Center, and the new Dickies Arena.

The fund also provides for the operations of Visit Fort Worth (VFW), formerly known as the Convention & Visitor's Bureau (CVB) and the Fort Worth Herd.

In FY2010, the Public Events Department (PED) moved from the General Fund to the Culture & Tourism Fund. This was completed to align the department's revenues and expenditures, particularly with regard to the relational impact PED's activities have on the Hotel Occupancy Tax.

The Hotel Occupancy Tax captures revenues collected from hotels, motels, bed & breakfasts, inns, as well as condominiums, apartments, and houses rented for less than 30 consecutive days. The current hotel occupancy tax rate of 15% levied on every room night charge is split 7% for the City, 6% for the State and the remaining 2% for debt service for the Fort Worth Convention Center, Will Rogers Memorial Center, and the new Dickies Arena.

Special Revenue Fund

MAJOR ACCOMPLISHMENTS

The Public Events Department celebrated the beginning of FY2020 with the successful opening of the Dickies Arena in November of 2019. The completion of a national search culminated in the successful selection and hiring of a new Department Director in February of 2020. Shortly thereafter, the Governance Study, a review & future operational and management policies, was also completed and presented to the City Council; and normalization of operations in WRMC parking management resulted in the attainment of the major initiatives started in FY2019 and successfully completed in the first half of FY2020.

In March of 2020, the entire nation was impacted by the disaster declaration for the COVID-19 Pandemic. As a result, both PED venues initiated a complete shut down of all active and planned events at both locations, unable to serve conference, meeting and event clients as mandated by state and local isolation and distancing orders. The culture and tourism industry was impacted the entire spring and summer, and entered the fall with continued uncertainty of when and how recovery for the industry would begin. In response to the unexpected reduction in revenues, PED immediately implemented all feasible operational cutbacks including the suspension of contractual services, elimination of non-essential supply purchases, cancellation of business-related travel, reduction and/or reassignment of staff work hours and ultimately furlough of employees. These actions produced a \$5M savings for the fiscal year, reducing the ultimate impact to the net balance of the C&T Fund.

On March 18, 2020, in cooperation with JPS Hospital, Tarrant County MHMR and the Day Resource Center, the Fort Worth Convention Center opened a COVID-19 Social Distancing Homeless shelter in the Arena and immediate meeting room of the building, including RV isolation units in the parking lots surrounding the facility. Shelter operations at the FWCC continued for 93 days, serving 25,818 guests and, though the use of FEMA and CARES ACT funding, the Public Events Department was able to provide both facility attendant, security and administrative services to the shelter operation during both the active and closeout periods. In preparation for a return to business, the Public Events Department enlisted professional service for venue reintegration and developed a written reopening strategy, including updated safety and health guidelines.

PED maximized the opportunity to complete facility repairs and capital improvements in process, both prior to and during the COVID-19 pandemic, resulting in non-use days during the shut down at both facilities. At the FWCC, the planned second floor furniture replacement, alarm system and exterior air handler replacement were all completed. The Will Rogers campus initiated a new campus-wide technology provider, both increasing customer services to clients as well as providing an additional stream of revenue from commissions. The replacement of the sprinkler system in Cattle Barn 3, renovations of the Poultry Barns, Cattle Barn 4 and Pioneer Tower, as well and the Richardson Ball (RB) Stall and the RB/Burnett Building asphalt replacements were all completed at WRMC in FY2020.

FY2021 DISCUSSION

The Culture and Tourism Fund is a Special Revenue Fund that requires revenues and expenses to balance. When comparing FY2021 to the FY2020 budget, the major contributor to the 14% decrease is the elimination of vacant positions and decreased events in response to the loss of revenues associated with events at the PED venues and significant reductions in the Hotel Occupancy Tax (HOT). The 7% portion of HOT generates 55% of the operating fund revenue for FY2021. Additionally, economic development grant rebates for the Omni and Sheraton hotels will decrease in FY2021. In FY2021, the Department will also continue to reimburse the management group for the Dickies Arena commercial liability insurance that is estimated to be \$318K.

The challenge that the Department continues to face is the significant uncertainty of financial recovery from the COVID-19 pandemic. Isolation and separation orders at the state and local level directly impact the ability to host

Special Revenue Fund

client events, meetings, and conventions at both facilities. New standards for health and safety at both facilities require not only a change in the operational and janitorial processes for the buildings but the need for new supplies and fixtures, such as touchless restroom amenities.

The FY2021 Recommended Budget includes the reduction of 7 AP/7.00 FTE, dropping the AP/FTE count from 142 in FY2020 to 135 in FY2021.

HORIZON ISSUES

On the horizon, the Department has major initiatives to be resolved in the first quarter of FY2021. They include but are not limited to:

- Obtaining Global Bio Risk Advisory Council (GBAC) Certification
- Reducing reliance on HOT taxes by the Culture and Tourism Fund
- Reevaluating the PED Capital Improvement Program and FWCC Expansion
- Continuing to establish the Vision, Mission, and Values of the PED under new leadership
- Financial planning for meeting debt obligations and maintaining a secure net fund position during the COVID-19 recovery

Both facilities continue to deal with unplanned repair and maintenance costs. PED will continue balancing the goal of maintaining fiscal strength and stability through long-term financial planning as careful stewards of the funds.

Special Revenue Fund

Culture and Tourism 2% CY Tax

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Other Tax	6,852,777	7,261,741	7,261,741	5,870,007	(1,391,734)	-19.17%
Revenue	\$ 6,852,777	\$ 7,261,741	\$ 7,261,741	\$ 5,870,007	\$ (1,391,734)	-19.17%
					-	0.00%
Transfer Out & Other	7,928,328	7,261,741	7,261,741	5,870,007	(1,391,734)	-19.17%
Expenses	\$ 7,928,328	\$ 7,261,741	\$ 7,261,741	\$ 5,870,007	\$ (1,391,734)	-19.17%

FUND PURPOSE AND GOALS

Culture & Tourism promotes increased economic activity through visitor spending generated by events held at the Fort Worth Convention Center and Will Rogers Memorial Center.

On November 18, 1997, the City Council increased the Hotel Occupancy Tax Rate to 9%. Two percent of the tax collected is to be used only for the construction of an expansion of an existing convention center facility or for pledging payment of revenue or revenue refunding bonds issued in accordance with state law for the construction of the expansion.

The Culture and Tourism 2% Tax Fund was created in FY2016 to separate the 2% portion of the Hotel Occupancy Tax dedicated to the debt of facilities and expansion and improvements associated with the Fort Worth Convention Center and the Will Rogers Memorial Center from the other revenue sources of the Culture & Tourism Fund, to more accurately track the uses of the different revenue sources and restrictions associated therewith.

MAJOR ACCOMPLISHMENTS

This fund is restricted to paying debt associated with facility improvements and cash funding capital improvements.

FY2021 DISCUSSION

In March of 2020, the entire nation was impacted by the disaster declaration for the COVID-19 Pandemic effectively suspending all business for the hotel industry in Fort Worth for several months. In addition, the City of Fort Worth provided economic relief to the hotel industry by allowing the deferment of tax payments until September of 2020 and eliminating penalties. The revenue generated by the Hotel Occupancy Tax is estimated to decrease by 19% in the FY2021 Recommended Budget. The Convention Center debt will be satisfied due in part to existing fund balance.

HORIZON ISSUES

The uncertainty of financial recovery from the COVID-19 pandemic and its direct impact on the culture and tourism industry will continue to affect the collection of hotel occupancy taxes due to the correlation between isolation and separation orders by the state restricting the ability to host client events, meetings and conventions held at the Fort Worth Convention Center and Will Rogers Memorial Center intended to increase economic activity through visitor spending.

Special Revenue Fund

DFW Revenue Sharing

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Other	6,497,772	5,900,000	5,900,000	3,660,000	(2,240,000)	-37.97%
Revenue	\$ 6,497,772	\$ 5,900,000	\$ 5,900,000	\$ 3,660,000	\$ (2,240,000)	-37.97%
Transfer Out & Other	6,361,589	5,900,000	5,900,000	3,660,000	(2,240,000)	-37.97%
Expenses	\$ 6,361,589	\$ 5,900,000	\$ 5,900,000	\$ 3,660,000	\$ (2,240,000)	-37.97%

FUND PURPOSE AND GOALS

Culture & Tourism promotes increased economic activity through visitor spending generated by events held at the Fort Worth Convention Center and Will Rogers Memorial Center.

In 1998, the City of Fort Worth entered into an agreement with the Cities of Euless and Dallas to provide for the sharing of Rental Car taxes generated at DFW International Airport. There are additional agreements with cities where incremental tax revenues generated by economic development projects within the geographical boundaries of the DFW Airport are remitted to the City of Fort Worth.

In 2009, the City Council amended the Financial Management Policy Statements providing that the revenues from DFW Revenue Sharing be dedicated to facility improvements at the Fort Worth Convention Center, Will Rogers Memorial Center and the new Dickies Arena.

This fund was established in FY2016 to separate the revenues of the DFW Revenue Sharing from the other revenue sources in the Culture & Tourism Fund. Revenues received in this fund remain dedicated to the debt and improvements associated with the Fort Worth Convention Center, the Will Rogers Memorial Center and the new Dickies Arena. With the addition of the new Dickies Arena, the debt associated will take precedence for this revenue source.

This fund is restricted to covering scheduled debt and contributing to cash funded capital projects at the above facilities.

MAJOR ACCOMPLISHMENTS

In FY2019 an internal audit was completed and increased oversight was implemented to ensure compliance from participating municipalities beginning in FY2020. As a result, the DFW Revenue is anticipated to exceed expectations by \$937,007 (16%) for FY2020. Both the Financial Management Services and Public Events are providing oversight and will continue to monitor performance.

FY2021 DISCUSSION

In FY2021, the COVID-19 Pandemic will continue to negatively affect travel and tourism. Hospitality-related business in the DFW will not be immune to this downturn. It is forecasted that Fort Worth's share in DFW revenues in FY2021 will decrease by \$2.77M in comparison to FY2020 levels. Despite this downturn, the Will Rogers Memorial debt will be satisfied and remaining funds will be used for cash capital projects in accordance with the Financial Management Policy Statements.

Special Revenue Fund

HORIZON ISSUES

Until there are signs that the pandemic is coming to an end, the travel and tourism industry will continue to struggle. Travel and tourism businesses that generate tax revenue for DFW revenue sharing will continue to struggle, as well.

When the pandemic ends, travel and tourism habits may change in ways that affect that DFW revenue streams. For example, mass transit options from DFW to Fort Worth and Dallas may become more popular, thus reducing the revenue generated by rental cars.

The end of the pandemic and new business trends for this fund and others will have to be carefully monitored in order for the City to prudently manage this and other Culture and Tourism Funds.

Special Revenue Fund

Culture and Tourism Proj Fin Zone

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Intergovernmental	6,604,478	6,370,314	6,370,314	4,500,000	(1,870,314)	-29.36%
Use of Fund Balance	-	5,609,674	5,609,674	-	(5,609,674)	-100.00%
Revenue	\$ 6,717,166	\$ 11,979,988	\$ 11,979,988	\$ 5,689,334	\$ (6,290,654)	-52.51%
Transfer Out & Other	4,571,784	11,979,988	11,979,988	5,689,334	(6,290,654)	-52.51%
Expenses	\$ 4,571,784	\$ 11,979,988	\$ 11,979,988	\$ 5,689,334	\$ (6,290,654)	-52.51%

FUND PURPOSE AND GOALS

Culture & Tourism promotes increased economic activity through visitor spending generated by events held at the Fort Worth Convention Center and the Will Rogers Memorial Center.

This Fund is restricted to paying the debt associated with facility improvements and/or capital facility enhancements. This fund was established in FY2016 to separate the revenues of the Project Finance Zone from the other revenue sources in the Culture & Tourism Fund. The Project Finance Zone (PFZ) #1 was designated by Ordinance No. 21011-10-2013 in October 2013. The ordinance dedicates the increment from the growth in the 6% State Hotel Occupancy Tax, state sales tax and state mixed beverage tax to pay bonds or other obligations to qualified projects. The State portion is separated from the City's 9% of the Hotel Occupancy Tax. The two qualified projects are the Fort Worth Convention Center expansion and the new Dickies Arena on the campus of the Will Rogers Memorial Complex. The base year is 2013. Funds that are collected at hotels in the three-mile radius surrounding the project by the State Comptroller's Office are deposited in this fund.

MAJOR ACCOMPLISHMENTS

In FY2020, two (2) new hotels were added in the zone, but were affected by the pandemic as were countless others.

FY2021 DISCUSSION

The FY2021 Recommended Budget decreases slightly in part due to using all available fund balance in FY2020 to meet the debt service payment on the Dickies Arena. The actual debt service payment increases by \$3M and other venue sources will be used to meet the debt obligation. As a result of the COVID-19 pandemic growth in the zone will be impacted by the significant uncertainty of financial recovery, and performance will continue to be monitored and new hotels in the zone will be captured as they come onboard.

HORIZON ISSUES

As new hotels open and current properties expand within the zone, revenues are anticipated to grow, allowing for additional funds to be allocated for the repayment of debt and capital improvements. The City's long-range plan has committed these funds to expand the Convention Center, which has currently been delayed. Monitoring of the fund's performance will be critical as the debt service payment for the Dickies Arena continues to be \$15M in FY2022.

Special Revenue Fund

Arena Operating FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Other Tax	-	6,217,740	6,217,740	6,000,000	(217,740)	-3.50%
Use of Fund Balance	-	-	-	2,859,285	2,859,285	0.00%
Revenue	\$ -	\$ 6,217,740	\$ 6,217,740	\$ 8,859,285	\$ 2,641,545	42.48%
Transfer Out & Other	-	6,217,740	6,217,740	8,859,285	2,641,545	42.48%
Expenses	\$ -	\$ 6,217,740	\$ 6,217,740	\$ 8,859,285	\$ 2,641,545	42.48%

FUND PURPOSE AND GOALS

Chapter 334 of the Texas Local Government Code (LGC) authorizes the City to designate various sports and community related capital improvements as a “venue project”. In July 2014, the City Council adopted a resolution (No. 4327-07-2014) to authorize a new Multipurpose Arena designated as the venue project. In November 2014, a special election was held and the majority voted in favor of authorizing these specific taxes to assist in the financing of the venue project.

The special venue taxes are:

- Stall Taxes – each stall or pen that a person can use or occupy in connection with a Livestock Event, at a rate of \$1.00 per stall or pen per day, with the aggregate total not to exceed \$20.00 per stall or pen
- Admission (Ticket) Taxes – the rate of 10% of the price paid for an Admission ticket(s) to or in connection with an event at the Venue project
- Parking Taxes – each motor vehicle parked at a Venue Parking Facility at the rate of 50% of the charge imposed, but not to exceed \$5.00

This fund was established to separate the venue taxes that become effective with the opening of the Dickies Arena in November 2019.

MAJOR ACCOMPLISHMENTS

The Public Events Department started the FY2020 Fiscal Year working closely with the Dickies Arena facility operators, Trail Drive Management Company, CFW City Attorney’s Office and Financial Management Services to establish specific rules and procedures to ensure compliance and accountability for the calculation and collection of venue taxes in accordance with the rules executed on September 30, 2019, by the City Manager under the authority of the City Council. With the successful opening of the Dickies Arena in November of 2019, venue tax collections were initiated for stall, parking and admission sales. In the first half of FY2020 (November – March) \$3,249,390 (52%) of anticipated revenue had been collected for the year, representing qualified taxable sales from the months of October through February. Respectively, \$113,629 (34%) in stall tax, \$2,066,889 (83%) of ticket tax and \$1,068,750 (32%) of parking tax was generated from events at both the Dickies Arena and Will Rogers Memorial Center.

March of 2020, the entire nation was impacted by the disaster declaration for the COVID-19 Pandemic. As a result, like the City of Fort Worth Public Events venues, Dickies Arena initiated a complete shutdown of all active and

Special Revenue Fund

planned events as mandated by state and local isolation and distancing orders. This eliminated the generation of all admission taxes and the significant majority of parking taxes, which directly correspond to events at the Arena.

Between April and June of 2020, only \$221,032, 5% of total anticipated collections for the year, in venue taxes were collected.

FY2021 DISCUSSION

The revenues generated from these funds are transferred to the Arena Debt fund to pay the debt on Dickies Arena, and with the unexpected loss in events for FY2020, alternative resources will have to be utilized to make debt payments in FY2021 including existing fund balances from the Culture and Tourism Public Finance Zone.

HORIZON ISSUES

With the COVID-19 Pandemic shutdown; a base year of collections for the Venue Taxes could not be established from which to measure anticipated future tax generation. Like the entire culture and tourism industry, the significant uncertainty of financial recovery from the COVID-19 pandemic will continue to impact Dickes Arena and the generation and collection of venue taxes.

Special Revenue Fund

Environmental Protection

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Charge for Service	4,341,246	4,223,971	4,223,971	4,352,000	128,029	3.03%
Use of Money & Property	45,088	56,000	56,000	56,000	-	0.00%
Other	515	-	-	-	-	0.00%
Revenue	\$ 4,386,849	\$ 4,279,971	\$ 4,279,971	\$ 4,408,000	\$ 128,029	2.99%
Salaries & Benefits	2,022,241	2,187,562	2,187,562	2,156,488	(31,074)	-1.42%
Gen Operating & Maintenance	1,470,083	1,435,755	1,435,755	1,390,205	(45,550)	-3.17%
Transfer Out & Other	643,064	656,654	656,654	861,308	204,654	31.17%
Expenses	\$ 4,135,388	\$ 4,279,971	\$ 4,279,971	\$ 4,408,000	\$ 128,029	2.99%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Code Compliance	24.00	21.82	24.00	21.82	-	-
Grant Funds	5.00	7.68	5.00	7.68	-	-
Total	29.00	29.50	29.00	29.50	-	-

Note: Restated.

FUND PURPOSE AND GOALS

Formally established in 1995, the Environmental Protection Fund (EPF) assists the city in paying for regulated environmental quality programs, projects and services which are designed to address air, land and water pollution and generally improve public health, welfare and safety. Environmental programs ensure that the city and community achieve compliance with local, state and federal environmental rules and regulations. As examples, the Environmental Protection Division has historically deployed and applied the following types of services aimed to reduce or prevent pollution in Fort Worth:

- Surface water pollutant monitoring in local creeks, rivers and lakes
- Litter control (community cleanups, public education, operational planning)
- Soil/groundwater pollution remediation projects and site cleanup projects
- Hazardous materials management and disposal (e.g., asbestos abatement)
- Air pollutant monitoring
- Municipal environmental compliance
- Environmental compliance inspection and audits
- Environmental compliance outreach and technical education
- Environmental emergency responses

The Environmental Protection Division staff examines and verifies the scope of each project request from other city departments. Examples of environmental services may include environmental site assessments, help with pollution remediation on city property, disposal of environmental wastes from city operations, etc. The division maintains due diligence studies and oversees a variety of environmental capital improvement projects (CIP). These efforts support a common goal for a clean, safe and livable city.

Special Revenue Fund

MAJOR ACCOMPLISHMENTS

The following are examples of several major accomplishments:

- Development of Fort Worth's first Environmental Master Plan
- Staff proactively identified potential pollution issues and contracted engineering design to remediate pollution concerns at the Brennan Avenue Service Center
- Removed existing above ground storage tank and further evaluated area in vicinity of above ground storage tank at the Brennan Avenue Service Center
- Finalizing TMDL plans for the reduction of bacterial contamination in the Sycamore Creek Watershed
- Removal/abatement of asbestos at several city facilities (e.g., Pioneer Tower)
- Advancing a litter control ordinance and litter control campaigns, and growing the Keep Fort Worth Beautiful Program.

FY2021 DISCUSSION

There are no other significant changes in service level represented in the FY2021 Recommended Budget.

HORIZON ISSUES

Environmental planning, staffing studies and organization structure of litter control programs have identified the need to evaluate the current EPF fee structure to meet current and future needs. Required programmatic changes to maintain compliance with regulated environmental wastes at sites where waste is generated has resulted in additional planned expenses and will require a budget increase. In addition, MS4 permit requirements and implementation of Total Maximum Daily Load (TMDL) requirements to control bacteria, as designated by the TCEQ, will also result in additional expenses in future years.

Public meetings will be scheduled and fee proposals developed in the first quarter of FY2021.

Special Revenue Fund

Municipal Golf FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Charge for Service	4,106,486	4,599,647	4,599,647	4,633,048	33,401	0.73%
Use of Money & Property	(2,708)	-	-	-	-	0.00%
Other	6,281	5,000	5,000	4,000	(1,000)	-20.00%
Transfer In	617,370	395,000	395,000	395,000	-	0.00%
Revenue	\$ 4,727,429	\$ 4,999,647	\$ 4,999,647	\$ 5,032,048	\$ 32,401	0.65%
Salaries & Benefits	2,576,426	2,773,190	2,773,190	2,719,961	(53,229)	-1.92%
Gen Operating & Maintenance	1,854,242	2,101,293	2,101,293	2,177,396	76,103	3.62%
Debt Service Accts	123,891	123,891	123,891	123,891	-	0.00%
Transfer Out & Other	1,273	1,273	1,273	10,800	9,527	748.39%
Expenses	\$ 4,555,832	\$ 4,999,647	\$ 4,999,647	\$ 5,032,048	\$ 32,401	0.65%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Municipal Golf Fund	81.00	53.03	81.00	53.03	-	-
Total	81.00	53.03	81.00	53.03	-	-

FUND PURPOSE AND GOALS

The City of Fort Worth Municipal Golf Fund, managed by the Golf and Athletics Division of the Park & Recreation Department, provides enjoyable, safe and comprehensive golf programs through three municipally-owned golf courses: Pecan Valley, Meadowbrook, and Rockwood Park. On October 1, 2019, the Sycamore Creek location ceased operations as a golf course and was converted to public park land.

Pecan Valley Golf Course is a 36-hole facility located in the southwest part of the city with a fully equipped pro shop, snack shop and driving range. An expansive outdoor pavilion is also available to handle large tournaments and corporate outings.

Meadowbrook Golf Course is an 18-hole facility located in the east side of the city. It has a fully equipped pro shop and features a full snack bar and grill service.

Rockwood Park Golf Course is an 18-hole facility with a driving range, pro shop, snack shop, 9-hole Foot Golf course, and 6-hole practice course. Rockwood Park has the distinction of serving as the host site to The First Tee of Fort Worth, and the Ben Hogan Learning Center. The 18-hole course has received an extensive renovation and reopened in June 2017. It is located in the near northwest part of the city. Construction on a new clubhouse is scheduled to be completed in the spring of 2021.

Municipal Golf Fund expenditures are financed primarily from charges for service, classified as taxable and non-taxable revenue, in the form of green fees, cart rentals, and other fees at all golf courses. In August 2014, the City Council approved a resolution providing an annual subsidy to the Municipal Golf Fund beginning in FY2015. In

Special Revenue Fund

July 2015, the Municipal Golf Fund was changed from an Enterprise Fund to a Special Revenue Fund. In FY2016, the annual subsidy was apportioned to pay previous Peoplesoft FINS Phase II debt while also continuing to support the Municipal Golf Fund.

MAJOR ACCOMPLISHMENTS

- Construction has begun on a new Rockwood Park Golf Course clubhouse and is anticipated to open in the spring of FY2021
- Thirty (30) greenside bunkers were renovated on the Pecan Valley River Golf Course, which improved drainage, playability and aesthetics
- The pump house was replaced at the Meadowbrook Golf Course to improve the flow of water that feeds the irrigation system

FY2021 DISCUSSION

As with most operations, the Municipal Golf Fund was greatly impacted by COVID-19 pandemic in FY2020. During affected times, the golf courses did not provide golf cart rentals, club rentals, pull cart rentals, and limited or no food and beverage service. These limitations affected the fund's revenue during the months of March, April, and May. Revenue loss during that time was estimated at \$390,000.

The new Rockwood Park Golf Course clubhouse will provide an elevated level of food service and offer community meeting space and catering. The additional staff needed to manage the new operation have been transferred from other golf locations where efficiencies were created.

HORIZON ISSUES

The Municipal Golf Fund changed from an Enterprise Fund to a Special Revenue Fund in FY2015 and has been provided a subsidy from the General Fund each year. The goal is to reduce or eliminate the amount of that subsidy over time, while providing for capital replacements to keep the courses in the best condition possible. Golf's challenge going forward will be identifying future funds to supplant diminishing gas well royalties that are utilized for PayGo Capital Funding of infrastructure projects.

Special Revenue Fund

Red Light Enforcement

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Charge for Service	750	-	-	-	-	0.00%
Fines & Forfeitures	4,816,393	-	-	-	-	0.00%
Use of Money & Property	57,205	-	-	-	-	0.00%
Other	1,022,273	-	-	-	-	0.00%
Revenue	\$ 5,896,621	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	207,712	-	-	-	-	0.00%
Gen Operating & Maintenance	3,500,018	-	-	-	-	0.00%
Transfer Out & Other	3,994,865	-	-	-	-	0.00%
Expenses	\$ 7,702,595	\$ -	\$ -	\$ -	\$ -	0.00%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Red Light Enforcement Fund	-	-	-	-	-	-
Total	-	-	-	-	-	-

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

The City initiated the Red-light Enforcement Program on January 1, 2008. The goal of the program was to improve public safety by changing driver behavior related to red-light running using a combination of enforcement and traffic signal improvements.

At the inception of the Red-light Enforcement Program, program operations were included in the Transportation and Public Works (TPW) Department as part of the General Fund. In FY2011, the Red-light Enforcement Program was established as a separate Special Revenue Fund, but remained under the direction of TPW. Revenues from violation fees were used to cover the program's cost with a State law requiring the City to submit half of the violation fee revenue after subtracting program expenses to the State of Texas Trauma Fund. The remaining revenue was restricted for citywide traffic safety programs that included the installation and maintenance of traffic signs, pavement markings, traffic signals and school safety.

FY2021 DISCUSSION

The Red-light Enforcement Program was eliminated by the Texas Legislature on 1st June, 2019 through legislation in HB 1631; all operations of this program stopped as of that date.

Special Revenue Fund

Special Donation

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Use of Money & Property	153,676	2,000,000	1,623,269	2,000,000	-	0.00%
Other	10,250	-	-	-	-	0.00%
Use of Fund Balance	-	-	376,731	-	0	0.00%
Revenue	\$ 163,944	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -	0.00%
Gen Operating & Maintenance	250,676	2,000,000	2,000,000	2,000,000	-	0.00%
Expenses	\$ 250,676	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -	0.00%

FUND PURPOSE AND GOALS

The Special Donations Fund was created in FY2016 to capture and track monetary donations received by various departments within the City. Each year some departments receive donations or revenues from private entities on a regular basis. These revenues may be limited in use by the donor. In the past these funds were commingled with other types of revenue and the Special Donations Fund was set up to budget for these cash/monetary donations only.

The budget is based on the anticipated revenue from each General Fund department that receives donations and is included in the budget appropriation for the fiscal year. Revenues and expenditures are budgeted in a Non-Departmental center within the Special Donations Fund and once a donation is received, both the revenue and expenditure budget will be transferred to the applicable center for the department receiving the donation within the fund.

FY2021 DISCUSSION

There are no significant changes in service level represented in the FY2021 Recommended Budget.

Special Project Funds

Special Project Funds

Library Special Revenue Fund Statement

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted Amount	%
Intergovernmental	-	108,033	108,033	300,000	191,967	177.69%
Charge for Service	98,146	-	-	-	-	0.00%
Use of Fund Balance	-	254,711	254,711	-	(254,711)	-100.00%
Revenue	\$ 98,146	\$ 362,744	\$ 362,744	\$ 300,000	\$ (62,744)	-17.30%
Salaries & Benefits	189,062	184,089	-	114,993	(69,096)	-37.53%
Gen Operating & Maintenance	214,770	178,655	-	185,007	6,352	3.56%
Expenses	\$ 403,832	\$ 362,744	\$ 362,744	\$ 300,000	\$ (62,744)	-17.30%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Library Automation Systems Sharing Fund	2.00	2.00	1.00	1.00	(1.00)	(1.00)
Total	2.00	2.00	1.00	1.00	(1.00)	(1.00)

FUND PURPOSE AND GOALS

The Library Special Revenue Fund was established in 1986 for funding of the library's integrated library system. The Fort Worth Public Library provides services to six local libraries by sharing the integrated library system, courier services, and systems support. The libraries are Benbrook, Burleson, Haltom City, Keller, Richland Hills and Watauga. These participating cities pay into the fund for the services provided. Funds in this account are reserved to offset the costs associated with operating and improving library system operations.

FY2021 DISCUSSION

The FY2021 Recommended Budget includes a reduction of 1 AP/1.00 FTE which is a courier position.

Special Project Funds

Municipal Court Special Revenue Fund Statement

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Charge for Service	-	-	-	200,000	200,000	0.00%
Revenue	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	0.00%
Gen Operating & Maintenance	-	-	-	200,000	200,000	0.00%
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Municipal Court Special Revenue	-	-	1.00	1.00	1.00	1.00
Total	-	-	1.00	1.00	1.00	1.00

FUND PURPOSE AND GOALS

The Municipal Court Special Revenue Fund is used to manage the department's programs and projects.

Court Technology Project. The Court Technology Project of the Special Purpose Fund was established under the authority of Article 102.0172 of the Texas Code of Criminal Procedure to finance the purchase and maintenance of technological enhancements for the Municipal Court.

Juvenile Case Manager Project. The Juvenile Case Management Project of the Special Purpose Fund was established under the authority of Article 102.0174 of the Texas Code of Criminal Procedure to pay for costs related to juvenile case manager positions.

Truancy Prevention & Diversion Project. The Truancy Prevention & Diversion Project of the Special Purpose Fund was established under the authority of Article 102.015 of the Texas Code of Criminal Procedure. This legislation allows a governing body of a municipality by ordinance to create a juvenile case manager fund.

FY2021 DISCUSSION

The Municipal Court Special Revenue Fund is new for FY2021, and its projects were formerly part of the discontinued Special Purpose Fund. The transfer of projects to this fund also includes the movement of one AP/FTE.

Special Project Funds

Special Purpose Fund Statement

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Other Tax	1,111,833	850,000	148,457	-	(850,000)	-100.00%
Intergovernmental	(103,428)	-	-	-	-	0.00%
Charge for Service	1,821,902	184,925	(579,181)	-	(184,925)	-100.00%
Use of Money & Property	944,491	115,000	(318,766)	-	(115,000)	-100.00%
Other	13,875	-	-	-	-	0.00%
Transfer In	3,165	-	(76,407)	-	-	0.00%
Use of Fund Balance	-	33,618	21,934	-	(33,618)	-100.00%
Revenue	\$ 3,791,837	\$ 1,183,543	\$ (803,963)	\$ -	\$ (1,183,543)	-100.00%
Salaries & Benefits	594,847	29,985	-	-	(29,985)	-100.00%
Gen Operating & Maintenance	2,098,597	303,558	-	-	(303,558)	-100.00%
Capital Accts	45,170	-	-	-	-	0.00%
Transfer Out & Other	850,000	850,000	-	-	(850,000)	-100.00%
Expenses	\$ 3,588,614	\$ 1,183,543	\$ (803,963)	\$ -	\$ (1,183,543)	-100.00%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Special Revenue Fund						
Municipal Court	1.00	1.00	-	-	(1.00)	(1.00)
Total	1.00	1.00	-	-	(1.00)	(1.00)

FUND PURPOSE AND GOALS

The Special Purpose Fund was used to manage funds associated with various city programs and projects.

FY2021 DISCUSSION

The Special Purpose Fund is discontinued for FY2021. Municipal Court projects that were part of this fund have been moved to the new Municipal Court Special Revenue Fund.

Special Project Funds

Specially Funded Projects List

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
COURT TECHNOLOGY FEES P_S00095	824,760	188,169	188,169	200,000	11,831	6.29%
LIBRARY AUTO SYSTEMS P_S00141	403,832	362,744	362,744	300,000	(62,744)	-17.30%
Total Project	\$ 1,228,593	\$ 550,913	\$ 550,913	500,000	\$ (50,913)	-9.24%

Note: These are the projects that are being appropriated for FY2021. These projects are life to date.

Proprietary Funds

Enterprise Funds

Enterprise Funds

Enterprise Fund Statement

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
License & Permits	1,062,057	1,454,989	1,454,989	1,430,392	(24,597)	-1.69%
Charge for Service	547,443,001	554,703,018	554,703,018	564,794,442	10,091,424	1.82%
Use of Money & Property	13,814,148	10,426,440	10,426,440	12,002,599	1,576,159	15.12%
Other	12,960,375	12,285,631	12,285,631	12,288,152	2,521	0.02%
Transfer In	4,002,813	19,776,759	20,448,223	19,826,248	49,489	0.25%
Total Revenues	579,282,393	598,646,837	599,318,301	610,341,832	11,694,995	1.95%
Use of Fund Balance	-	6,908,041	7,077,421	-	(6,908,041)	-100.00%
Salaries & Benefits	97,213,150	103,233,350	103,233,350	103,000,180	(233,170)	-0.23%
Gen Operating & Maintenance	237,329,167	265,020,091	267,738,854	268,557,320	3,537,229	1.33%
Debt Service Accts	2,146,512	1,767,314	2,417,314	1,767,313	(1)	0.00%
Transfer Out	236,132,241	235,208,224	232,680,305	236,464,437	1,256,213	0.53%
Total Expenses	572,821,070	605,228,979	606,069,823	609,789,251	4,560,272	0.75%
Contribution to Fund Balance	-	325,899	325,899	552,581	226,682	69.56%
Revenues Over(Under) Expenses	\$ 6,461,323	\$ -	\$ -	\$ (0)	\$ (0)	0%

FUND PURPOSE AND GOALS

Enterprise funds provide direct deliverables to customers who receive goods or services in exchange for payment. The City charges rates for these services and deposits the revenue into separate operating funds. This revenue pays for the delivery of each service or product. Each operation is intended to be a self supporting business, therefore employing the enterprise financial model. The City currently operates five funds on this basis: Water and Sewer, Municipal Airports, Municipal Parking, Stormwater Utility and Solid Waste.

The Municipal Airports Fund supports the operations of Alliance, Meacham and Spinks Airports through the collection of revenue primarily generated by land and terminal building leases, as well as landing fees, hangar rental and fuel flowage.

The Municipal Parking Fund is managed by the Transportation and Public Works Department and maintains six parking garages, twenty surface lots and more than 3,000 metered spaces. Revenues are generated from fees charged to users of those surface lots, garages and street metered parking spaces, the lease of office and retail space and fines collected from parking ordinance violations. Operations are financed from these revenues and debt is issued for large capital projects.

The Solid Waste Fund is responsible for the collection of refuse and recycling throughout the city. Operations are financed by monthly residential refuse collection rates, service charges for special bulk/brush collection, residential recycling rates and other miscellaneous fees. These comprehensive solid waste service charges are collected from residents through a monthly fee added to their water bill.

Enterprise Funds

The Stormwater Utility Fund has the responsibility of providing stormwater management to approximately 244,000 residential, commercial and industrial customers. Program operations are financed through utility fees for residents and commercial customers based on the measure of impervious surface area or equivalent. Residential units charges are collected from residents through a monthly fee added to their water bill.

The Water and Sewer Fund is responsible for providing water, wastewater and reclaimed water services to residential, commercial, industrial, irrigation and wholesale customers. The fund serves approximately 1.3 million people in Fort Worth and 33 surrounding communities. Operations are financed through a rate structure based on the amount of service used, which is billed to customers on a monthly basis. Debt is issued for large capital projects.

Enterprise Funds

Municipal Airports

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
License & Permits	40,413	35,400	35,400	44,170	8,770	24.77%
Charge for Service	3,216,847	3,387,421	3,387,421	3,725,243	337,822	9.97%
Use of Money & Property	4,993,683	4,588,585	4,588,585	5,031,104	442,519	9.64%
Other	65,413	20,540	20,540	93,875	73,335	357.04%
Transfer In	59,501	59,501	59,501	59,501	-	0.00%
Revenue	\$ 8,375,856	\$ 8,091,447	\$ 8,091,447	\$ 8,953,893	\$ 862,446	10.66%
Salaries & Benefits	2,146,474	2,521,650	2,521,650	2,513,995	(7,655)	-0.30%
Gen Operating & Maintenance	3,190,555	3,967,314	4,075,051	5,161,280	1,193,966	30.10%
Transfer Out & Other	1,409,301	1,602,483	1,494,746	1,278,618	(323,865)	-20.21%
Expenses	\$ 6,746,330	\$ 8,091,447	\$ 8,091,447	\$ 8,953,893	\$ 862,446	10.66%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Municipal Airports Fund	27.00	26.48	27.00	26.48	-	-
Total	27.00	26.48	27.00	26.48	-	-

FUND PURPOSE AND GOALS

The Aviation Department oversees a system of airports, which includes: Fort Worth Meacham International Airport (Meacham), Fort Worth Spinks Airport (Spinks) and Fort Worth Alliance Airport (Alliance). The department is responsible for airport operations, budget administration, grant administration, facility and land leasing and capital project planning for all airports. Airport management oversees and maintains the airport infrastructure in compliance with Federal Aviation Administration (FAA) regulations.

Meacham, constructed in 1925, was the first airport in the Fort Worth system, and has a rich history of providing aeronautical services to the community. The airport is named after H. C. Meacham, who was the Mayor of Fort Worth from 1925 to 1927. Meacham was named the 2013 Airport of the Year by the Texas Department of Transportation Aviation Division. Meacham has two runways, precision instrument approaches, and a 24-hour FAA control tower. A large variety of companies that provide aviation services choose Meacham as a base of operations.

Spinks became a part of the system in 1988 when the Oak Grove Airport was acquired from a private operator, Maurice Hunter "Pappy" Spinks, a renowned aerobatic competitor/promoter and aviation manufacturer. Spinks has two runways, a precision instrument approach, and an FAA contract control tower. A variety of companies that provide aviation services choose Spinks as a base of operations.

Alliance, constructed in 1989, is one component of a master-planned mixed use community known as Alliance Texas developed by Hillwood. The airport serves as an inland logistics port with air, rail and trucking. Alliance has two runways, precision instrument approaches and a 24 hour FAA control tower. The infrastructure and grounds at Alliance are maintained by Alliance Air Management through a management agreement with the City.

Enterprise Funds

MAJOR ACCOMPLISHMENTS

Meacham International Airport

Meacham secured \$3.0M in funding for Midfield Stage II Perimeter Road Construction. Stage I of the Meacham Airport Midfield Redevelopment Project consisted of removing infrastructure encompassed in the closed Runway 9/27 corridor and constructing new taxiways, allowing for hangar development opportunities and increased economic viability through lease revenue and fuel flowage fees. Stage I of the project was completed on December 11, 2019. Stage II of the Meacham Airport Midfield Redevelopment Project will consist of constructing a new roadway and utilities that will support the development of property in the area of the airfield that was prepared in Stage I.

Additionally, \$8.8M in funding was secured for completion of the Meacham Airport Frontage Road Improvement Project. This project places an emphasis on Meacham Airport's frontage to North Main Street, which begins just south of Interstate 820 and extends south to NW 38th Street. The project will correct deficiencies, improve aesthetics and create a cleaner, more attractive entry to the airport and its businesses. The original project approach was in three phases; however, based on available funding, this project is now anticipated to be completed in one phase. The project will address three primary areas including utility relocation (burying electric delivery lines along North Main Street), perimeter frontage fencing and gate improvements, and improving landscaping, lighting and sidewalks

Moreover, \$1.0M was funded in order to purchase the West Property Tract 2 at Meacham. Approximately 34 acres of land reside adjacent to the west of Meacham Airport. If secured, this land could be used for future intermodal development opportunities. The funding would be utilized primarily for the purchase of the land, as well as other costs and fees associated with land acquisition.

Spinks Airport

Spinks continues to operate as a financially self-sustaining airport, allowing for the ability to meet grant assurance requirements and position itself for additional funding opportunities through the State Aviation Division. Funding opportunities have allowed Spinks to secure \$4.2M in funding for the construction of West Side T-Hangars which will generate an annual revenue of \$130K when fully occupied. Currently, there is a hangar waitlist consisting of 125 aircrafts at Spinks Airport. By constructing box hangars on the west side of the airfield, this will help alleviate the issue of limited hangar space at Spinks Airport. Design for these hangars has already been completed, and bid advertisement documents for construction are currently being prepared.

In addition, funding of \$2.3M was secured to allow for Phase I of the East Side T-Hangars Project. The East Side Taxiway Improvements Project at Spinks Airport was completed in May of 2020. This project consisted of constructing three new taxiways in addition to rehabilitating and replacing the existing Taxiway Charlie. With the completion of these new taxiways, expansion and future development on the east side of Spinks Airport is now a possibility. By constructing additional hangars adjacent to the newly constructed taxiways mentioned above, the hindrance of limited hangar space will be reduced. Preliminary design of this project depicts the construction of hangars, as well as pavement connecting the hangars to the newly constructed Taxiway Mike.

Alliance Airport

Alliance has secured \$5.5M in funding to rehabilitate Taxiway Papa D to E for Design and Construction, with an additional \$6.8M expected to be awarded in August of 2020. This project is on the southwest corner of the airport and will extend Taxiway Papa north from Taxiway Delta to Taxiway Foxtrot, as well as provide a connecting surface at Taxiway Echo. This taxiway extension will provide a connecting surface at the midpoint of the runway, greater ease of access to tenants on the west side of the airport, and allow for better overall operational efficiency. This

Enterprise Funds

project also provides additional public protection along the west perimeter of the airport by providing a larger protection zone that will enhance the margin of safety on airport property ground in accordance with Federal Aviation Advisory Circulars. Taxiway Papa construction will be divided into multiple phases to match available funding.

FY2021 DISCUSSION

There are no significant changes in service level represented in the FY2021 Recommended and the budget for AP and FTE remains equal to the prior year.

HORIZON ISSUES

The selection process for new business in the Midfield Redevelopment Project at Meacham Airport will present a challenge as demand is high and land is limited. Aviation staff will continue to review options for future land acquisition in order to meet the tenants' needs.

Continuous focus on Federal and State funding is needed to maximize capital investment at all three airports. Fort Worth is well positioned for available funding as long as Texas is prioritized by the Federal Aviation Administration. Historically, Texas has not received an adequate share of funding based on capital improvements needs and the number of Texas airports within the National Plan of Integrated Airport Systems.

With rapid residential development in north Fort Worth, aircraft noise continues to be a point of concern for Alliance Air Service and the Aviation Department. The Department is currently discussing the potential for a mandatory aviation easement with the City of Haslet and continues to work with the FAA to mitigate the airport's noise impact on the community. The recent noise assessment completed in preparation for Amazon Air brought to light the need for additional mitigation efforts and has resulted in an additional \$8.0M in funding for this purpose.

Enterprise Funds

Municipal Parking

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
License & Permits	14,894	13,800	13,800	13,211	(589)	-4.27%
Charge for Service	8,259,169	7,612,900	7,612,900	7,314,030	(298,870)	-3.93%
Use of Money & Property	272,400	209,928	209,928	209,319	(609)	-0.29%
Other	196	11	11	11	-	0.00%
Revenue	\$ 8,546,659	\$ 7,836,639	\$ 7,836,639	\$ 7,536,571	\$ (300,068)	-3.83%
Salaries & Benefits	1,065,737	1,218,092	1,218,092	1,229,013	10,921	0.90%
Gen Operating & Maintenance	2,653,073	3,166,694	3,166,694	3,225,083	58,389	1.84%
Transfer Out & Other	4,932,482	3,451,853	3,451,853	3,082,474	(369,379)	-10.70%
Expenses	\$ 8,651,293	\$ 7,836,639	\$ 7,836,639	\$ 7,536,570	\$ (300,069)	-3.83%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Municipal Parking Fund	18.00	18.00	18.00	18.00	-	-
Total	18.00	18.00	18.00	18.00	-	-

FUND PURPOSE AND GOALS

The Parking Services division, in the Transportation and Public Works department, maintains and manages six parking garages, 20 surface lots and over 3,000 metered parking spaces citywide.

The city garages are located at 10th and Taylor Street, 1200 Houston Street, 1301 Commerce Street, 1401 Gendy Street, 246 West 15th Street, and 8th and Main Street which is under a long-term lease to the Hilton Hotel. These facilities provide parking for the general public, especially as it relates to the Will Rogers Memorial Center, Museum of Science and History, Amon Carter Exhibits Hall, the Community Arts Center in the Cultural District, the Fort Worth Convention Center, City Hall and Central Business District in Downtown, city vehicles and the personal vehicles of city employees.

Metered parking exists throughout the Downtown Central Business District, the Texas Christian University/Berry Street area, the West 7th Urban Village, the Cultural District and the Hospital District.

MAJOR ACCOMPLISHMENTS

Expanded the Residential Parking Program (RPP) in the Arlington Heights neighborhood to minimize spillover parking from Dickies Arena, impacting of a total of 340 homes.

Parking Meter Rate Modification in the West 7th Urban Village with tiered rate structure, enforced with implementation of license plate reader (LPR) technology and new pay stations.

Implementation of Radio Frequency Identification Technology (RFID) parking automation equipment to consolidate Dickies Arena and Will Roger Memorial Center parking systems.

Enterprise Funds

FY2021 DISCUSSION

The effects of COVID-19 will be a challenge for this year and next. Major revenue drivers are events at Dickies, WRMC, and parking in lots throughout the city. With social distancing and a second wave of cases, there are fewer events planned and fewer people coming into work.

HORIZON ISSUES

Near Southside & Magnolia District

- Work is currently underway through the Near Southside organization and stakeholders in the Magnolia area for a parking and traffic study which has significant short-to medium-term implications for commercial loading, metered parking and residential permit parking programs in that area.

Expansion of the Residential Parking Program

- Multiple neighborhoods around TCU/University District are interested in the path forward to obtain RPP designation.

Technology implementation to drive process improvements and innovation and reduce process time

- License Plate Readers – Improve tracking of parking compliance at parking lots and on-street locations and those vehicles with a high number of outstanding citations. Use of this technology started in the 2nd half of 2020 with ramp up to full use expected in FY2021.
- Automated Reservation System & Guidance System – Provide technology to guide drivers to available parking locations and as well as reserving a space in city parking lots and garages.
- Automate Taylor Street Garage – Install parking gates to the Taylor Street garage to control access and improve security within the garage.
- Improve parking control equipment and system across the WRMC parking assets which will enable the WRMC campus to be integrated with the Dickies arena.
- E-Ticket Writer – Conversion of the current citation writing from a manual ticket process to an electronic ticket writer which will provide improved accuracy and process time. Full use by all compliance officers was achieved in FY2020 with plans to consolidate full reporting capability on citations and warnings in one server provided through Tyler Technology and CFW ITS. Currently the Municipal Court only provides information on the citation documentation, leaving the remaining information very much a manual process.

Greater West 7th Urban Village Area

- Continue to monitor and assess demand for on-street metered parking areas as the area continues to develop with expanding residential and commercial development.

Enterprise Funds

Solid Waste

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
License & Permits	9,903	18,785	18,785	18,785	-	0.00%
Charge for Service	55,555,549	56,136,786	56,136,786	61,822,146	5,685,360	10.13%
Use of Money & Property	4,759,924	4,050,634	4,050,634	5,261,373	1,210,739	29.89%
Other	2,367,847	2,298,233	2,298,233	2,299,266	1,033	0.04%
Transfer In	19,265	-	21,464	-	-	0.00%
Use of Fund Balance	-	6,908,041	6,886,577	-	(6,908,041)	-100.00%
Revenue	\$ 62,712,487	\$ 69,412,479	\$ 69,412,479	\$ 69,401,570	\$ (10,909)	-0.02%
Salaries & Benefits	8,662,187	8,887,996	8,887,996	8,777,819	(110,177)	-1.24%
Gen Operating & Maintenance	49,102,147	53,277,753	53,277,753	53,162,217	(115,536)	-0.22%
Transfer Out & Other	10,058,430	7,246,730	7,246,730	7,461,534	214,804	2.96%
Expenses	\$ 67,822,764	\$ 69,412,479	\$ 69,412,479	\$ 69,401,570	\$ (10,909)	-0.02%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Solid Waste Fund	116.00	116.00	116.00	116.00	-	-
Total	116.00	116.00	116.00	116.00	-	-

FUND PURPOSE AND GOALS

The Solid Waste Fund provides residential solid waste collection, recycle processing and waste disposal, as well as numerous other solid waste management-related services within the city. It fulfills these duties through internal staff for key program elements and by using and managing contractors for operational solid waste services.

The Solid Waste Fund has six functional areas: Contract Compliance provides management over seven solid waste service contracts; Field Operations manages City forces that operate the drop off stations, the environmental collection center, provide illegal dump investigation and clean up, litter abatement, street sweeping of key strategic roadways and dead animal collections; Community Education provides public education and outreach; Planning & Research develops and oversees long-term plans for Solid Waste and other areas within the Code Compliance Department and advances the Material Management Program to engage the business and industrial waste producers; Solid Waste Administration oversees the various programmatic areas, revenues sources for a sustainability funding plan, and long-term landfill disposal capacity for the City's residential and commercial waste streams; and the Neighborhood Stability Section, part of the Code Enforcement Neighborhood Investigations Division, conducts Safe Neighborhood Initiatives, presents nuisance abatement cases to the Building Standards Commission, and coordinates the Code Ranger Program.

The Solid Waste Fund pays for the collection of sidewalk containers, mitigates and investigates all illegal dumping activity, and litter abatement throughout the city. Additionally, Solid Waste pays a percentage of Code Enforcement costs (based on solid waste enforcement hours). Current revenues collected under the grant of privilege are passed through to Transportation and Public Works to off-set road wear and tear from commercial

Enterprise Funds

service providers. However, a FY2021 recommended grant of privilege increase will direct the future increases to remain in the Solid Waste Fund to help align and fund the related commercial sector benefits.

The Solid Waste Fund strives to operate cost effective, financially sound, and award-winning programs that continually serve as a role model for managing garbage, recycling and waste reduction services for the residents of Fort Worth, while supporting the city's six Core Values with an exceptional level of customer service.

MAJOR ACCOMPLISHMENTS

Since the city's 2017-2037 Comprehensive Solid Waste Management Plan was adopted, the Solid Waste Area Command has been successful in accomplishing the following:

- Received the following awards
 - State of Texas Alliance for Recycling (STAR) North Texas Innovative Organics Diversion Award for our Residential Food Scraps Composting Pilot Program
 - Linda B. Smith Memorial Award for Excellence in Environmental Education Award for our Master Composters Program
- Implemented the following two granted funded projects:
 - Organic Recycling \$49,000
 - Styrofoam Recycling \$95,000
- Received three additional grants:
 - Special Events Recycling \$ 40,000
 - Illegal Dump & Environmental Surveillance Cameras \$119,000
 - The Recycling Partnership \$400,000
- Material Management Program Team has engaged more than 1,260 Fort Worth businesses.
- Expanded the contracted Litter Abatement Program with CleanSlate to assist city staff with cleaning up littered areas.
- Issued over 90 Felony Citations through use of Code's surveillance camera systems and coordination between Police Department and our Environmental Investigation Unit.
- Further reduced in the City's annual Residential Recycling contamination rate to 21%.
- Implemented Phase I of the ISM software upgrade project and interface with our CRM system in conjunction with ITS and Customer Care Call Center for future enhancements and improvements within the Solid Waste service levels.
- Advanced the comprehensive Solid Waste Services Evaluation and continued the Southeast Landfill Preservation Plan and high-BTU landfill gas to energy system to help increase the capacity and life of the landfill while benefiting from the existing landfill gas generation.

FY2021 DISCUSSION

The FY2021 Recommended Budget includes continued revenue shortfall associated with reduced recycling revenues along with increased recycling costs, contractual collection and disposal costs and other customary cost increases year over year. A consultant has completed their evaluation of our existing contracts, contractor performance, best practices, opportunities for system adjustments, etc. A plan to correct this imbalance will be presented to the City Council as a part of the FY2021 Budget. The fund is forecasted to be out of compliance with two of the three reserve requirements. The FY2021 Recommended Budget also includes fee increases for Grant of Privilege and landfill surcharge.

Over the past five (5) months of drastic increases in solid waste volumes and workloads in response to the Covid-19 Pandemic impacts, the Solid Waste Area Command has been extremely successful with working through

Enterprise Funds

collaborative activities with our staff and our contracted vendors (Waste Management, Knight Waste Services & Republic Services) to continue all residential-based programs and services, without interruption, suspension or delays. As the duration of the Covid-19 Pandemic continues, proactive planning and resources must be advanced in the next four (4) to eight (8) month; to provide future support and relief to our internal team members and help avoid a critical resource shortage and overextended operational limitations.

HORIZON ISSUES

The Solid Waste Fund, supported by our outside consultant, developed a sustainable revenue rate model to determine a viable and supportable funding platform for all solid waste services and programs for the next ten years through balancing the funding between the residential and commercial program utilization and waste streams. This model integrates identified increased operational costs, future capital investments and recommended Comprehensive Solid Waste Management Plan (CSWMP) Action Items with community input, City Management and City Council direction, setting our community on a 20-year journey towards making Fort Worth a greener, and increasingly better place to live, while arriving at operational sustainability.

Amendments for the Southeast Landfill will be necessary to implement future preservation aspects and rate adjustments, the high-BTU landfill gas to energy system and preservation of safe and affordable solid waste disposal capacity for Fort Worth's residential waste stream until 2060 or beyond.

Solid Waste plans to expand the city's Recycle Right and supporting regional Know What to Throw behavior-based enforcement campaigns to reduce costly residential contamination levels. Both campaigns will improve sorted recycling material quality, increase the acceptable recycling volumes and minimize the negative impact of current market conditions as well. In addition, Solid Waste will evaluate a "right-hand drive" vehicle to increase the operational effectiveness and efficiency of the Blue Crew auditing process.

Finally, enhancements to the city's litter abatement, illegal dumping enforcement and street sweeping programs are planned for implementation following the future revenue enhancement programs and potential residential rate increase in future years (FY2022 or beyond).

In conjunction with an identified consultant, the City will lead a comprehensive review and advancement of a formal RFP process to proactively address five (5) primary residential-related contracts in advance of the 2023 expiration and/or renewal (if the City chooses that would be in the best interest) timeline. The five (5) contracts include residential collections; recycling processing; yard waste processing/mulching; cart purchases, services and maintenance; and Drop Off Station container hauling.

Enterprise Funds

Stormwater Utility

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Charge for Service	40,037,240	44,302,007	44,302,007	44,902,966	600,959	1.36%
Use of Money & Property	253,449	150,000	150,000	64,000	(86,000)	-57.33%
Other	308	1,000	1,000	-	(1,000)	-100.00%
Transfer In	380,518	42,600	42,600	-	(42,600)	-100.00%
Revenue	\$ 40,671,514	\$ 44,495,607	\$ 44,495,607	\$ 44,966,966	\$ 471,359	1.06%
Salaries & Benefits	8,754,515	9,488,767	9,488,767	9,724,881	236,114	2.49%
Gen Operating & Maintenance	5,598,457	6,793,374	6,793,374	8,040,487	1,247,113	18.36%
Transfer Out & Other	34,253,000	28,213,466	28,213,466	27,201,598	(1,011,868)	-3.59%
Expenses	\$ 48,985,171	\$ 44,495,607	\$ 44,495,607	\$ 44,966,966	\$ 471,359	1.06%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Stormwater Utility Fund	113.00	110.70	113.00	110.95	-	0.25
Total	113.00	110.70	113.00	110.95	-	0.25

Note: Restated.

FUND PURPOSE AND GOALS

The Stormwater Utility Fund is an Enterprise Fund with the responsibility for providing stormwater management to approximately 244,000 residential and non-residential customers in the City of Fort Worth. The Stormwater Management Program is responsible for managing program resources to protect people and property from harmful stormwater runoff by: effective maintenance and rehabilitation of the municipal drainage system, construction of projects to mitigate flood and erosion hazards, warning the community of flood and erosion hazards that cannot be mitigated in the short-term, and reviewing private development for compliance with city drainage standards.

MAJOR ACCOMPLISHMENTS

In October 2019, City Council approved a 6.5% Stormwater Utility fee increase. The fee increase provides the Program with an annual revenue increase of \$2.6M and the capacity to sell \$70M in bonds to expedite the delivery of high-priority capital improvements to:

- Mitigate hazardous road overtopping locations, which present one of the highest risks to life safety.
- Rehabilitate aging, critical storm drain pipes to ensure they continue to effectively convey stormwater.
- Restore channels that are significantly threatening adjacent infrastructure/property.
- Reduce the risk of flooding to homes and businesses.

A mass upload of non-billing Stormwater accounts was completed, increasing billable units by 10% to catch up with actual growth and optimize revenue capture.

Enterprise Funds

The following capital projects were completed, improving drainage capacity, mitigating flood hazards, and rehabilitating storm drain pipes:

- Lebow Channel Roadway Crossing Replacement (Brennan)
- Hammond Street Drainage Improvement
- Deen-Long Storm Drain Improvements
- Jarvis Way Court Drainage Improvements
- Timberline Flume Construction
- Woodhaven Drainage Improvements
- South Ridge Road Storm Drain Improvements
- Alameda Storm Drain Improvements
- Tyra Lane Storm Drain Improvements
- Allen Place Storm Drain Improvements
- Church Street Storm Drain Improvements
- Eagle Ranch Road Storm Drain Improvements
- Robert Street Storm Drain Improvements
- Rosedale Storm Drain Improvements
- Foch Street Pipe Rehabilitation

Stormwater developed a Dam Safety Program to increase dam safety by improving how City dams are reviewed and maintained.

The Storm Drain Rehabilitation Program kicked off proactive and prioritized closed circuit television (CCTV) of the public storm drain system to identify and prioritize rehabilitation project needs and to program critical projects for construction.

The citywide flood risk crossing inventory was updated and now includes roughly 1,200 crossings. This information is used to improve hazardous roadway overtopping flood warning capabilities and identify locations appropriate for mitigation and safety improvements.

An extensive channel inventory, evaluating roughly 89 miles of channel, was completed to improve system maintenance and management.

Significant progress with stakeholders has been made on the Non-FEMA Flood Risk Area Policy effort. Recommendations have been provided to City Council and ordinance changes will be presented for Council approval in the fall of 2020.

FY2021 DISCUSSION

The impact of COVID-19 played a significant factor in the FY2021 budget process. The Program evaluated the impact of COVID-19 on both existing and new development, which impacts Stormwater Utility billing. Based on the review, annual revenue growth was projected at 1% for the year vs. a typical annual revenue growth of 2%. Work efforts were prioritized to meet projected revenue. Due to the October 2019 Council approved fee increase, no significant changes in service levels are represented in the FY2021 budget.

The FY2021 Recommended budget increases by 0.25 FTE due to a Sr. Planning position becoming full-time.

Enterprise Funds

HORIZON ISSUES

If the COVID-19 pandemic extends several years out, capital improvements and maintenance efforts may need to be reprioritized and service levels may be impacted.

In the Fall of 2020, Stormwater will issue \$53M of revenue bonds, which will be the first issuance of the recommended \$70M revenue bond program to accelerate the construction of high priority capital projects over the next 5 years. The second issuance of \$17M is expected in Fall 2023.

If adopted, the implementation of Non-FEMA Flood Risk Policy recommendations will require changes in stormwater development review and communications.

As the Storm Drain Rehabilitation Program moves further along, a greater understanding of the condition of the City's stormwater infrastructure will be achieved. The findings will help the Program better understand resource needs to address aging infrastructure due to the life safety risks that can be created from collapsing storm drain pipes. This initiative will also give the Program a better understanding of how to deal with drainage infrastructure that crosses private property, which can impact development and the drainage system.

Because the Program cannot mitigate all flood risks, an effective flood warning program is essential to improving the safety of the community during a flood event. Current stakeholder engagement will continue into the future as the Program works toward developing a more robust and reliable flood warning program that will provide the community with more real-time flood forecasting information.

With the expansion of the Citywide Customer Relationship Management (CRM) initiative, it is easier for citizens to access Stormwater services by initiating a request for service through mobile applications using their smartphone or PC. CRM has resulted in a higher number of resident inquiries requiring increased customer service and response. The Program is continuing to monitor how the availability and use of the CRM system impacts the number of service requests and service level expectations.

As the City continues to grow to develop, the Program becomes responsible for more stormwater infrastructure. Maintenance needs continue to be identified and are outpacing program operational resources, creating a significant backlog of critical maintenance work.

Enterprise Funds

Water and Sewer

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
License & Permits	996,847	1,387,004	1,387,004	1,354,226	(32,778)	-2.36%
Charge for Service	440,374,196	443,263,904	443,263,904	447,030,056	3,766,152	0.85%
Use of Money & Property	3,534,693	1,427,293	1,427,293	1,436,803	9,510	0.67%
Other	10,526,612	9,965,847	9,965,847	9,895,000	(70,847)	-0.71%
Transfer In	3,543,529	19,674,658	20,324,658	19,766,747	92,089	0.47%
Revenue	\$458,975,876	\$475,718,706	\$476,559,550	\$479,482,832	\$ 3,764,126	0.79%
Salaries & Benefits	76,584,236	81,116,845	81,116,845	80,754,471	(362,374)	-0.45%
Gen Operating & Maintenance	176,784,935	197,814,956	201,225,982	198,968,253	1,153,297	0.58%
Debt Service Accts	1,767,313	1,767,314	2,417,314	1,767,313	(1)	0.00%
Transfer Out & Other	185,479,027	195,019,591	191,799,409	197,992,794	2,973,203	1.52%
Expenses	\$440,615,512	\$475,718,706	\$476,559,550	\$479,482,832	\$ 3,764,126	0.79%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Water and Sewer Fund	998.00	972.13	999.00	975.55	1.00	3.42
W&S Capital Projects	-	24.06	-	23.45	-	(0.61)
Total	998.00	996.19	999.00	999.00	1.00	2.81

Note: Restated.

FUND PURPOSE AND GOALS

The Water and Sewer Fund is an Enterprise Fund responsible for providing water, wastewater and reclaimed water services to residential, commercial, industrial, irrigation, and wholesale customers. Fort Worth Water (the Utility) serves approximately 1.3 million people in Fort Worth and 33 surrounding communities. Operations are financed through a rate structure based on the amount of services used, as well as base service fees, which are billed to customers on a monthly basis. Debt is issued for large capital projects.

The Water and Sewer Fund provides resources for three separate departments: water, sewer and reclaimed water. These services are billed separately to more accurately capture the cost of each service. However, the Water and Sewer Departments share administrative staff, and many of the employees are partially expensed to more than one department.

The Water Department is responsible for providing safe, clean drinking water to Fort Worth residents and customer cities. The Sewer Department collects, monitors, treats and processes domestic and industrial waterborne waste from Fort Worth and other contracting communities. The Reclaimed Water Department provides highly treated effluent from Fort Worth's water reclamation facility. Reclaimed water is distributed through a separate system to wholesale and retail reclaimed water customers for non-potable uses such as irrigation and industrial cooling towers.

Enterprise Funds

The Utility's Customer Care Division performs metering services as well as billing and collection functions for water, sewer, reclaimed water, stormwater, environmental, and solid waste services for wholesale and retail customers; processes orders for new services; collects delinquent payments; and investigates complaints. The division also manages programs to encourage efficient water use, provides educational programming to the public, and is responsible for internal and external communications. In addition, the division provides backflow prevention services, as well as industrial pretreatment by permitting and monitoring businesses and industries that produce a high level of concentrated waste to reduce the impact to the sewer system. The division also coordinates development activities for the Utility with the Development Services Department.

The Management Services Division develops and monitors operating budgets and capital improvement programs, determines rates, and coordinates all fiscal and administrative functions for the Utility, including procurement activities and capital improvement project accounting. The division also provides capital project support, organizational development, information technology services, environmental health and safety program administration, security and emergency response, records management and workforce development.

The Strategic Operations Division is responsible for developing a master plan for all water and sewer capital projects. This division provides infrastructure and facility planning, asset management, technical support, and SCADA systems management for the Utility. The regulatory affairs section serves as the departmental liaison on all intergovernmental and regulatory issues related to water and sewer services. The laboratory section provides water and sewer sampling and laboratory analysis.

The Capital Delivery Division is responsible for engineering and construction of facilities and pipeline projects including water and sewer mains, new development infrastructure, treatment facilities, storage tanks, pump stations and lift stations. The division provides in-house design, construction inspection services and coordination of projects with the city's street bond program.

The Plant Operations Division treats and distributes a safe water supply to meet customer needs and operates five water treatment plants and various water storage and pumping facilities located throughout the city. It is responsible for the metering of all the wholesale customer cities' water and sewer services. The division also provides wastewater treatment services for Fort Worth and its customer cities through a regional water reclamation facility. Furthermore this facility dewateres and treats Class AB biosolids for beneficial re-use. The facility sells biogas produced in its onsite digesters for RIN credit to MAS Energy (Renovar). The water reclamation facility generates about 45% of its energy using natural gas turbines.

The Field Operations Division is responsible for the maintenance and repair of more than 7,000 miles of water distribution and sewer collection system pipelines. The division handles main break and leak repairs, line location services, sewer overflows, inspection and cleaning of sewer lines, water and sewer taps, and fire hydrant and valve maintenance.

MAJOR ACCOMPLISHMENTS

The Utility has addressed several important initiatives over the last year including:

Risk and Resilience Assessment: The America's Water Infrastructure Act, signed into law October 28, 2018, required that each drinking water system serving a population of greater than 3,300 people assess the risks to, and resiliency of, its water system. Each water system serving more than 100,000 people was required to certify completion of its Risk & Resilience Assessment (RRA) to the United States Environmental Protection Agency by March 31, 2020, and certify completion of an Emergency Response Plan (ERP) by September 30, 2020. The Risk &

Enterprise Funds

Resilience Assessment must address 1) the risk to the system from malevolent acts and natural hazards; 2) the monitoring practices and financial infrastructure of the system; 3) the use, storage, and handling of various chemicals by the system, and 4) operation and maintenance of the system. The Utility completed and submitted the assessment by the deadline and continues to work to develop detailed Emergency Response Plans to support the overall program.

Asset Management Implementation: In 2020 the Utility formulated its Asset Management Policy Statement and began work to formalize the communication plan for employees. In addition, development of a Strategic Asset Management Plan is ongoing. The Strategic Asset Management Plan will establish the framework necessary to undertake a holistic approach to managing the utility's assets. It enables data-driven decisions that incorporate innovation and optimization. The Strategic Asset Management Plan will include short-term, medium-term and long-term implementation strategies for asset management programs that identifies needs related to physical assets, existing roles and responsibilities, decision making processes, prioritization methodology, and financial strategies to justify continued investment in asset management programs. For FY2021, the Utility's asset management risk framework will be finalized, enabling the completion of vertical asset criticality and conditions assessment.

Lead Service Line Identification, Inventory and Replacement Program: The Utility continues to identify lead service lines in the water distribution system with work inside the Loop I-820 (99 percent complete) and work outside the Loop I-820 (79 percent complete). The area inside the loop was targeted to complete first because it has older homes that were built when the use of lead was more prevalent. To-date, lead has been found in 1,781 (less than 1 percent) of city-side service lines and in only three locations outside Loop I-820. The Utility has replaced 1,281 of these lead service lines to-date. The Utility's goal is to replace all city-side lead service lines by 2021. In only 10 instances has lead been found on the customer side service line. Once found, staff is notifying the homeowners and renters to replace the lead services.

Biosolids Program: The Utility is in the early stages of constructing a new biosolids processing facility at the Village Creek Water Reclamation Facility. In December 2019 the Utility executed a new contract for Design-Build-Operate-Maintain Services with Synagro of Texas-CDR, Inc. The Utility subsequently issued a notice to proceed on January 1, 2020, and design of the new facility is currently underway. Construction is scheduled to be complete by the Summer of 2022, at which time the new facility will produce a dried Class A biosolids product. This material can be beneficially reused through marketing and distribution to a wide variety of potential customers. The Utility closed on a Clean Water State Revolving Fund loan to fund the project in March 2020.

MyH2O Program: Fully implemented, the MyH2O program will provide retail customers with new tools and information to better understand and manage their water use, promote efficiencies from treatment to tap and improve processes and operations across the Utility. The program is being executed over a multi-year period in several phases. In FY2020 the Utility completed Phase I, consisting of the planning, system design and acquisition of network infrastructure, and has begun the Phase II deployment to more than 70,000 retail customer locations. The Utility has held five Open House forums to provide education and outreach to affected customers (these are currently on hold until community centers and libraries reopen). The full city-wide deployment started in January 2020. In addition, more than 1,000 large meters have been exchanged with AMI meters and are being activated. City staff are moving forward with full systems integrations and development of the customer portal, which is anticipated to be open to customers in the Fall of 2020.

Renewable Natural Gas Agreement: The City Council approved an agreement with Renovar Arlington, LTD. to allow the City to supply digester biogas generated at the Village Creek Water Reclamation Facility (VCWRF) to the recently constructed Renovar Arlington renewable natural gas (RNG) facility. This RNG facility has the ability to

Enterprise Funds

clean digester biogas to pipeline quality natural gas standards for injection into a common carrier pipeline. The natural gas is transported via the pipeline to a qualified end user to meet their energy needs, and in the process generates Renewable Identification Number (RIN) credits under the EPA Renewable Fuel Standards Program. These credits can be sold to obligated parties needing them for regulatory compliance, thus generating a dependable revenue source for the City. Under the terms of the three year agreement, Renovar Arlington will pay the City a royalty on the gross revenues received from the sale of RINs. The treatment of VCWRF biogas commenced in FY2020.

SUMMARY OF DEPARTMENTAL AWARDS

Fort Worth Water was honored by the Association of Metropolitan Water Agencies with a 2019 Platinum Award for Utility Excellence. The award recognizes outstanding achievement in implementing the nationally recognized Attributes of Effective Utility Management.

The Village Creek Water Reclamation Facility received a Peak Performance Award from the National Association of Clean Water Agencies. Village Creek WRF earned the Gold Award, which recognizes facilities with 100 percent permit compliance over an entire calendar year.

The Village Creek Biosolids Program maintained Platinum Level Certification for its Environmental Management System (EMS). The EMS, which focuses on environmental sustainability and continual improvement, was originally certified on July 20, 2005 by the National Biosolids Partnership.

FY2021 DISCUSSION

The FY2021 Recommended Budget of \$479M is an increase of \$4M. This increase is achieved with no retail water or sewer rate increase.

The Recommended Budget increases for the addition of 1 AP to provide communications support.

The Recommended Budget increases by \$1.1M in required debt service payments and \$2.7m in pay-go cash to support the City Council-adopted Capital Improvement Plan and to improve debt service coverage ratios.

The Recommended Budget increases by \$1.1M in Other Contractual Services to address increases in the Biosolids contract, but is offset by a \$742k reduction in chemicals.

The Recommended Budget increases by \$803k in Other Contractual Services to address increases in the TRA contract for treatment of wastewater flows in the far north and far east parts of the city.

HORIZON ISSUES

SCADA System Replacement: The Utility recently completed an assessment of options to replace the current Supervisory Control and Data Acquisition (“SCADA”) system used in its five water treatment plants and Remote Terminal Units (“RTUs”) used in 130 remote sites in the distribution system. The current system has been in place since 1987 and is reaching the end of its useful life. The project scope will be to replace the HSQ SCADA system in the water plants and to replace all HSQ RTUs in remote sites. The assessment, including an evaluation and alternatives, was provided to the Utility in January 2020. Engineering/design is expected to begin this fiscal year with construction in Fiscal Years 2021 through 2023.

Enterprise Funds

Wastewater Certificate of Convenience and Necessity (CCN) Application: A CCN is granted through the Public Utility Commission (PUC) and enables the Utility to be the exclusive service provider for the CCN's designated geographic area. The CCN requires developers to build to the Utility's minimum standards, thereby ensuring the infrastructure already meets the Utility's standards once it becomes part of the Fort Worth system. The Utility currently has a Water CCN and is in the process of applying for a Wastewater CCN. The wastewater CCN application boundary submitted to PUC was amended to exclude city limit area. The Utility has the right to serve within the city limit already so the boundary was changed to only include future 20 years proposed service area. The amendment boundary is currently being reviewed by PUC staff for acceptance. The next step will be public notifications. Submitting the Wastewater CCN application will result in substantial public engagement and will trigger additional discussions regarding regionalization.

Revised Lead and Copper Rule: This rule is under consideration by the EPA based on feedback from local stakeholders. The revised rule will finalize regulatory changes to the definition of lead free plumbing products and make other conforming changes to implement the Reduction of Lead in Drinking Water Act and the Community Fire Safety Act enacted by Congress. The final regulation is expected to result in fewer sources of lead in drinking water by implementing new standards for lead content in plumbing materials used in new installations and repairs, coordination of testing of all schools and childcare facilities, outreach to customers with lead service lines, maintaining tracking systems of outreach and testing, and managing the new "Find and Fix" rule requirement, among other requirements. The revised rule is anticipated sometime in 2021.

Permitting of New Water Reclamation Facility: Wastewater originating from far west Fort Worth currently travels more than twenty miles via existing wastewater collection pipes, through the downtown area, before treatment at the Village Creek Water Reclamation Facility on the city's east side. As west Fort Worth continues to grow, many of these existing pipes will become undersized to handle the proposed wastewater loading. The decision was made to invest in the future Mary's Creek WRF that will divert the proposed wastewater flows originating from west Fort Worth, treat the wastewater to a high standard and either discharge into Mary's Creek or provide a reclaimed water source for developments interested in reuse. Land for the proposed WRF was purchased in 2011 and in January 2017 the City Council approved a contract to initiate the permitting process, which includes applying for a discharge permit with the Texas Commission on Environmental Quality. The Utility filed the permit application with the TCEQ in March 2018. TCEQ deemed the application administratively complete in May 2018 and issued a draft permit in FY2020. Future permitting tasks include public outreach and responding to questions from regulatory agencies. Permit issuance will be followed by design and construction procurement. Under the current CIP, the plant could be operational by 2026.

Water Loss: The Utility has initiated a five-year plan to address real water loss within the water distribution system. Plan goals include a reduction in the annual Infrastructure Leakage Index to 3.75 by 2025 with an average reduction of 2 gal/connection/day/year. Plan initiatives include the development of five Distribution Metering Areas (DMA). DMAs are hydraulically isolated areas that allow the Utility to better calculate the volume of water lost in a subsection of the distribution system, thereby allowing the Utility to better target water loss reduction activities, isolate water quality problems, and better manage overall system pressure throughout the system. The plan will also include implementation of pressure transients in the field with modeled results and data visualization. The first step will be the completion of an Acoustical Leak and Correlation Survey. The survey will identify and pinpoint the location of leaks on approximately 1500 miles of the Fort Worth Water distribution system through a combination of in house labor and contract services.

Internal Service Funds

Internal Service Funds

Internal Service Fund Statement

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from Adopted	
	Final	Adopted	Adjusted	Working	Amount	%
Charge for Service	46,195,236	45,616,577	45,616,577	43,630,298	(1,986,279)	-4.35%
Use of Money & Property	8,588,930	3,689,224	3,689,224	3,893,305	204,081	5.53%
Other	88,478,725	91,271,860	91,271,860	87,099,313	(4,172,547)	-4.57%
Transfer In	120,819	12,163	331,108	12,163	-	0.00%
Total Revenues	143,383,710	140,589,824	140,908,769	134,635,079	(5,954,745)	-4.24%
Use of Fund Balance	-	-	1,347,886	-	-	0.00%
Salaries & Benefits	22,901,763	24,282,410	24,282,410	22,851,236	(1,431,174)	-5.89%
Gen Operating & Maintenance	103,296,877	114,549,932	114,898,877	111,149,454	(3,400,478)	-2.97%
Transfer Out	1,257,916	554,388	1,872,274	634,388	80,000	14.43%
Total Expenses	127,456,555	139,386,730	141,053,561	134,635,078	(4,751,652)	-3.41%
Contribution to Fund Balance	-	1,203,094	1,203,094	-	(1,203,094)	-100.00%
Revenues Over(Under) Expenses	\$ 15,927,155	\$ -	\$ -	\$ 1	\$ 1	0%

FUND PURPOSE AND GOALS

Internal Service Funds finance the goods and/or services provided by one department of the City of Fort Worth to another. Departments utilizing services provided in-house are charged a fee by the Internal Service Fund department providing the service. The Internal Service Fund departments depend upon revenue generated from those fees to support all departmental functions. The city currently operates four funds on this basis: Capital Projects Service, Fleet and Equipment Services, Group Health and Life Insurance, and the Risk Financing Fund. Information Systems, previously categorized as an internal service fund, is now included as a department within the General Fund.

The Capital Projects Service Fund, through the Transportation & Public Works Department and the Property Management Department, provides engineering services for other city departments. Engineering services provided include project design and management, surveying, quality control testing and construction inspection for all water, storm drain, sidewalk and other infrastructure projects.

The Fleet and Equipment Services Fund enables the Property Management Department to procure and manage fuel and acquire, maintain, repair and dispose of vehicles and equipment in the city fleet.

The Group Health and Life Insurance Fund coordinates the health insurance programs for active employees and their dependents. It also provides basic life insurance and manages the Employees' Wellness Program.

The Risk Financing Fund, which manages the Risk Management and Workers' Comp Divisions, is responsible for property and liability insurance and claims management, coordinating loss identification, reduction, and prevention programs, and providing workers' compensation benefits.

Internal Service Funds

Capital Projects Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Charge for Service	16,171,247	14,837,093	14,837,093	14,837,093	-	0.00%
Use of Money & Property	133,329	45,000	45,000	45,000	-	0.00%
Other	37	17,747	17,747	17,747	-	0.00%
Transfer In	11	1,500	1,500	1,500	-	0.00%
Revenue	\$ 16,304,624	\$ 14,901,340	\$ 14,901,340	\$ 14,901,340	\$ -	0.00%
Salaries & Benefits	10,332,259	11,434,694	11,434,694	11,220,433	(214,261)	-1.87%
Gen Operating & Maintenance	2,498,428	2,933,558	2,933,558	3,147,819	214,261	7.30%
Transfer Out & Other	1,073,631	533,088	533,088	533,088	-	0.00%
Expenses	\$ 13,904,319	\$ 14,901,340	\$ 14,901,340	\$ 14,901,340	\$ (0)	0.00%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Capital Projects Service Fund	114.00	114.00	114.00	114.00	-	-
Total	114.00	114.00	114.00	114.00	-	-

FUND PURPOSE AND GOALS

The Capital Projects Service Fund provides for program management, engineering design, project management, surveying, and quality control and construction inspection services for most water, sewer, street, storm drainage, sidewalk and other city initiated infrastructure improvement projects. Additionally, construction inspection services and quality control are provided for developer initiated infrastructure projects under Community Facility Agreements.

The Fund's core functions include: leadership and management of the city's high profile capital programs and projects; implementation of Integrated Program Management; facilitation and improvement of tracking and reporting of project/program status in partnership with the Management Team and Financial Management Services Department; improvement and capacity expansion of the city capital program and project delivery systems; and synchronization of the city's capital planning process with the city's comprehensive plan.

MAJOR ACCOMPLISHMENTS

The group supported the development of Streets and Mobility Infrastructure Improvements recommended in the 2018 Bond Program. By the end of FY20, 24 projects will have started construction from the 2014 and 2018 Bond Programs. Another 41 projects are scheduled to start construction in FY21.

For the 2014 Bond Program, 33% of projects started construction by the end of year 2 (9/30/2016), and 50% completed construction by the end of year 4 (9/30/2018). Compared to 2014 Bond Program, 46% of the 2018 Bond Program projects are projected to start construction by the end of year 2 (9/30/2020), and 82% are targeted for construction completion by the end of year 4 (9/30/2022).

Internal Service Funds

An upgrade was made to the methodology for internal coordination, and monitoring of capital projects, thereby leveraging scheduling capabilities and other on hand technologies to improve the collective flow of work to achieve a continuous flow of work/data for city capital project delivery. This effort resulted in the development of a system to promote effective and innovative professional practices and vet new work flow methods within budget and resource constraints. The functionality of this has been expanded to track and aggregate project management updates and information to facilitate more effective, efficient and timely reporting to City management.

FY2021 DISCUSSION

The FY2021 Recommended Budget includes a transfer out to capital equivalent to the prior year, in order to fund PAY-go capital outlay projects. The outlay expenses include vehicles and technology initiatives.

There are no significant changes in service level represented in the FY2021 Recommended Budget.

HORIZON ISSUES

With the pace of economic development occurring in the region at this time, we are seeing constraints in our supply chain for construction related materials and activities which is driving price increases for both labor and materials. Implementation of a new Capital Delivery Management system will begin in FY2021 providing greater visibility into project performance and partner collaboration across our portfolio of capital projects. Vetting of candidate projects identified for the 2022 Bond Program will begin as the organization continues to develop the next bond program for citizens to approve.

Internal Service Funds

Fleet and Equipment Services

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Charge for Service	28,761,531	29,292,997	29,292,997	28,127,451	(1,165,546)	-3.98%
Use of Money & Property	96,953	64,224	64,224	83,279	19,055	29.67%
Other	37,492	12,676	12,676	12,676	-	0.00%
Transfer In	15,545	10,663	10,663	10,663	-	0.00%
Revenue	\$ 28,911,521	\$ 29,380,560	\$ 29,380,560	\$ 28,234,069	\$ (1,146,491)	-3.90%
Salaries & Benefits	9,351,094	10,006,126	10,006,126	9,090,874	(915,252)	-9.15%
Gen Operating & Maintenance	19,341,876	19,360,362	19,360,362	19,049,123	(311,239)	-1.61%
Transfer Out & Other	32,977	14,072	14,072	94,072	80,000	568.50%
Expenses	\$ 28,725,946	\$ 29,380,560	\$ 29,380,560	\$ 28,234,069	\$ (1,146,491)	-3.90%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Equipment Services Fund	114.00	115.80	107.00	108.80	(7.00)	(7.00)
Total	114.00	115.80	107.00	108.80	(7.00)	(7.00)

FUND PURPOSE AND GOALS

The Equipment Services Fund, an Internal Service Fund, managed by the Fleet Services division of the Property Management Department, is charged with maintaining the city's fleet. The Fleet Services division has multiple responsibilities including asset acquisition, fuel services, maintenance and servicing, accident repair, and asset disposition for the entire city fleet.

The Equipment Services Fund is principally sustained by revenues received from the interdepartmental billing of departments. As an Internal Service Fund, the majority of Equipment Services' operating funds come from interdepartmental charges from other city departments for fuel, parts and other vehicle and equipment-related services provided. The application of an overhead charge to all vehicle repair parts, fuel, and outside services, as well as an annual administrative fee assessed on most numbered vehicles and equipment, allows Fleet Services to support its general, non-department specific administrative functions.

Fleet Services operates the following five locations throughout the city of Fort Worth: James Avenue Service Center, Southside Service Center, Water Service Center, North Service Center and Brennan Avenue body shop. Each of the Service Centers provides repair and replacement of all fleet asset maintenance support. Further, each center provides field servicing repair. The Brennan Avenue body shop location provides accident repair along with asset salvage processing.

Fleet services not only operates service and maintenance functions, but all centers provide onsite fueling stations. Petroleum availability includes; unleaded fuel, low Sulphur diesel, DEF additive, and propane. In addition, Fleet Services operates a non-manned fueling site in Southeast Fort Worth which includes a slow-fill compressed natural gas station.

Internal Service Funds

In a continuing effort to provide the best possible fleet services, the Fleet Services division also contracts a wide variety of fleet-related services to outside entities when contracting is deemed the most efficient and effective means to provide the required service. Maintenance and repair services are contracted out for the following reasons:

- The required expertise is not available in-house including proprietary diagnostic needs.
- A substantial capital investment would be necessary to perform the service in-house.
- The service could be performed less expensively by an outside vendor.
- Workload overflow relief as needed.

As part of the strategy, Fleet Services privatized its parts inventory system at the end of FY2002. The FY2020 budget contains the continuation of that program. Integrated Business Solutions (NAPA Genuine Parts Company), as the current contracted provider, supplies the Fleet Division with vehicle and equipment parts.

In FY1996, Fleet Services implemented a robust vehicle replacement plan. As part of the plan, the acquisition section of Fleet Services analyzes the entire city fleet, evaluating each vehicle's maintenance costs, useful life, and mileage, down time, along with other determined factors. Based on this yearly analysis, Fleet Services rates the vehicles and equipment in a prioritized asset replacement list. Fleet Services acquisition staff subsequently meets with each department to review and fine-tune the replacement rankings. The replacement lists are consolidated to determine replacement vehicle priorities for the coming fiscal year.

Additionally, in order to stabilize budgeting for major purchases in vehicles and equipment, the city created a Vehicle and Equipment Replacement Fund (VERF) in FY2014. This provides a systematic, citywide approach to procurement and disposition of fleet, as well as ensures adequate funds are available to purchase vehicles and equipment.

MAJOR ACCOMPLISHMENTS

Water Service Center Completion: Opened service facility in 2017 with 12 bays providing a 70% increase in available maintenance and repair resources for the Water and Waste Water divisions. A further additional second shift was added to accomplish on going preventive maintenance needs.

North Service Center Completion: Opened service facility in 2018 at the Hillshire Drive complex serving TPW Streets and Stormwater, Aviation, Code Compliance, and Water Divisions. The 10 bay facility, currently in phase one of a planned 55 bay facility, provides support to current departments along with future expansion for CFW services outside of the greater downtown area and northern department operations.

North Fuel Island Completion: Opened an expanded fuel center in 2018 for CFW department locations outside of the greater downtown area. The island includes unleaded and diesel support along with at-the pump-DEF pumps, a first for the City Fuel division. Further, a propane station was also constructed meeting the alternative fuel needs for the departments.

Customer Service Index: PM Fleet services created in early 2017, a robust CSI (customer and repair satisfaction index) with over 4,000 completed surveys and continually exceeds the minimum 95% standard in the industry, public and private.

Internal Service Funds

Fleet Availability: Currently exceeding the industry standard percentage for equipment and vehicle department availability of 95% throughout the current fiscal year based on the usage demand of a 24-7, 365 day a year department need.

Fleet Software Management Solution: In November 2019 the integration and implementation of the new FASTER Web system was finalized, providing a 21st Century fleet servicing tracking and planning platform.

FY2021 DISCUSSION

The FY2021 Recommended Budget includes a reduction of 7 AP/7.00 FTE vacant mechanic positions. The 2021 Budget Recommended Budget also includes a reduction of \$1.15M in revenue mostly due to fluctuation of charges associated with fuel prices. The revenue decrease will be offset by the related reduction of \$1.15M in expenditures.

HORIZON ISSUES

The following issues for FY2021 are expected to result in some level of budgetary and/or operational impact over the next one to five years. The issues listed are often in the preliminary or problem identification stage, could pose significant resource allocation challenges in the near future, and/or will require some sort of City Council action/decision to adequately address.

North Service Center completion: The new North Service Center opened in the later part of May 2018. The service center has a new fuel island with ten dispensers (four for unleaded and six for diesel/diesel exhaust fluid). A propane fuel site is also included at the fuel island. Additional phase(s) of the fleet maintenance facility will be submitted for future bond election(s). This facility expansion will be needed to maintain increased fleet growth to matching the overall growth of the City for the coming decade. Future plans will include expansion of technician needs of all levels along with an added second shift.

Equipment and Diagnostic Upgrades: Fleet services is working to identify and replace equipment which can improve safety and efficiency. Equipment replacement needs include updating: equipment lifts, diagnostic equipment for multiple manufacturer support, updated inspection processes, A/C and Tire changing equipment, and updated alignment and general replacement of aged equipment.

Fuel Tank and Equipment Upgrades: With ongoing development of an automated fuel system, many new technologies are being added to provide further support for departments and reduction of administrative needs. Pump Volumizers, existing tank replacement, OPW reporting equipment, and additional department fueling needs and storage are currently being reviewed and updated.

Internal Service Funds

Group Health and Life Insurance

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted Amount	%
Charge for Service	1,262,458	1,486,487	1,486,487	665,754	(820,733)	-55.21%
Use of Money & Property	7,744,361	3,180,000	3,180,000	3,365,026	185,026	5.82%
Other	67,784,131	69,339,192	69,339,192	66,950,814	(2,388,378)	-3.44%
Revenue	\$ 76,790,949	\$ 74,005,679	\$ 74,005,679	\$ 70,981,594	\$ (3,024,085)	-4.09%
Salaries & Benefits	1,432,511	1,052,683	1,052,683	973,008	(79,675)	-7.57%
Gen Operating & Maintenance	65,573,243	72,952,996	72,952,996	70,008,586	(2,944,410)	-4.04%
Transfer Out & Other	14,376	-	-	-	-	0.00%
Expenses	\$ 67,020,130	\$ 74,005,679	\$ 74,005,679	\$ 70,981,594	\$ (3,024,085)	-4.09%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Group Health & Life Insurance Fund	11.00	9.65	10.00	8.80	(1.00)	(0.85)
Total	11.00	9.65	10.00	8.80	(1.00)	(0.85)

FUND PURPOSE AND GOALS

The Group Health & Life Insurance Fund administers health insurance for employees and their dependents in addition to basic life insurance for employees. Since FY2002, the Group Health & Life Insurance Fund has included budget for the Employees' Wellness Program. Fund revenues come from active employees, contributions from city funds and interest on investments.

The Group Health & Life Insurance Fund is comprised of two divisions: the Benefits/Insurance division and the Wellness division.

MAJOR ACCOMPLISHMENTS

- Introduced stem cell therapy through Texas Health Resources as an option to retirees. This enhanced benefit has no cost after the deductible is met on either plan (Health Center or Consumer Choice).
- Decreased emergency room co-pay from \$500 to \$300 but maintained penalty for non-emergent care of 50%.
- Diabetes educator added through Health Center contract with Southwest Health Resources – no additional cost to contract.
- Outsourced benefits platform to Emyrean to reduce administrative costs by at least \$150,000/annually
- Contracted with SmartLight Analytics for data analysis of claims in an effort to address waste, fraud, abuse and claims mishandling. ROI guarantee of 2x cost (\$810,000) expecting \$2M in savings.
- Changed provider reimbursement on out-of-network charges from UHC's Shared Saving Program (SSP) to a Medicare 110% reimbursement. Data indicated that providers were aggressively increasing charges in order to increase reimbursement under SSP and real savings under the program were disappearing; estimated savings is \$2M.

Internal Service Funds

- RFP completed for enhanced care coordination and disease management vendor, Accolade, to assist and encourage members' use of higher quality providers which will help reduce medical complications and provide support for high cost claimants, all while reducing the costs to the city by as much as \$24M over the next 3 years.
- RFP completed for move from a 'carrier model' to a TPA/Care Coordination model. Meritain Health, a division of Aetna, was chosen as the city's TPA.

FY2021 DISCUSSION

Due to the performance of the Fund, the FY2021 Recommended Budget includes no increase in the City's or employees contributions.

The FY2021 AP count is reduced by one (1) position as part of the budget reduction process.

HORIZON ISSUES

- Dallas/Fort Worth Metroplex being the most expensive healthcare market in the United States
- Uncertainty in claims due to COVID 19
- Rising cost of benefits for employees
- Health status of employees and the costs of their future care

Internal Service Funds

Risk Financing

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Use of Money & Property	614,288	400,000	400,000	400,000	-	0.00%
Other	20,657,065	21,902,245	21,902,245	20,118,076	(1,784,169)	-8.15%
Transfer In	105,263	-	318,945	-	-	0.00%
Use of Fund Balance	-	-	1,347,886	-	-	0.00%
Revenue	\$ 21,376,616	\$ 22,302,245	\$ 23,969,076	\$ 20,518,076	\$ (1,784,169)	-8.00%
Salaries & Benefits	1,785,899	1,788,907	1,788,907	1,566,922	(221,985)	-12.41%
Gen Operating & Maintenance	15,883,329	19,303,016	19,651,961	18,943,926	(359,090)	-1.86%
Transfer Out & Other	136,932	1,210,322	2,528,208	7,228	(1,203,094)	-99.40%
Expenses	\$ 17,806,160	\$ 22,302,245	\$ 23,969,076	\$ 20,518,076	\$ (1,784,169)	-8.00%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Risk Financing Fund	17.00	17.00	15.00	15.00	(2.00)	(2.00)
Total	17.00	17.00	15.00	15.00	(2.00)	(2.00)

FUND PURPOSE AND GOALS

The Risk Financing Fund is responsible for maintaining the commercial and self-insurance programs, claims management, and safety risks for the city. The Risk Financing Fund is comprised of two functions: Workers' Compensation and Risk Management. The Risk Management function is comprised of the Property & Casualty division and the Employee Health & Safety division. Within these functions, there are personnel who promote return to work, safety, and subrogation interests.

The Workers' Compensation division is responsible for providing statutorily-mandated benefits to city employees who are injured in the course and scope of employment, provided the claims are deemed compensable under the Texas Workers' Compensation Act. The division also harbors specialists responsible for employee return to work efforts.

The Property & Casualty (P&C) division maintains all other aspects of the city's insurance program. Utilizing both self-insured and outside commercial insurance programs, the P&C division focuses on controlling costs from property and casualty claims and/or litigation. It also strives to preserve and protect the city's assets through loss prevention, loss control, and risk financing mechanisms.

The Employee Health & Safety division helps to educate our city's workforce on the importance of maintaining safety processes and controls. Both Workers' Compensation and Risk Management pursue subrogation when possible, recovering funds from third parties who are liable for losses paid by the city.

MAJOR ACCOMPLISHMENTS

Internal Service Funds

Risk Management has continued to expand the Athletic Trainer Program. Over the past year, the Transportation and Public Works and Police departments have been added. The City has continued to be a leader of public entities in its approach to injury prevention and workers' compensation cost.

The department developed an Employee Injury Brochure, to further advise employees of their rights and responsibilities.

The Workers' Compensation Network Report Card has been piloted and continues to be refined. In addition an Adjuster score card has been added to further identify strengths and areas of improvement.

Risk Management worked closely with the JEOC/COVID-19 Response team to facilitate testing for First Responders. Additionally the department has continued to support the COVID-19 Shelter initiative.

The Risk Management Information System contract bid has been finalized. The previous Origami system remained in place and now includes greater functionality.

The Risk segments work diligently to ensure claim procedures are succinctly outlined and easily accessible. Claim forms have been updated to make them fillable and submitted electronically. A mobile app has been developed to facilitate and expedite claim reporting. The department has worked to clearly identify liaisons in each department who facilitate the claims process for injured employees.

Property & Casualty continued the three year project to update the City's records on valuation of fixed and capital assets for both insurance purchases, and to assist Finance with updating in PeopleSoft.

Safety Training – LocalGovU has provided employees with COVID-19 information specific to our needs. Two courses were assigned across the board to give employees up to date information, resources and instruction in PPE. The safety training platform has been used to assist other Risk Management divisions through developing training specific to utilizing contracted programs for safety data sheets and for accident and injury reporting procedures.

Safety Training – as part of ongoing Quality Assurance, all City Departments and their leadership were surveyed to assess training quality and usefulness of the lessons and all departments' future needs. The survey instrument was developed specifically for City departments' needs and the results were exceedingly positive.

Department Partnerships- the Safety Division has developed successful relationships with departments through fostering communication, providing training, and assisting in developing their respected safety programs.

MSDS Online Project- Citywide online program that maintains all Safety Data Sheets and locations. This program is on-going because the inventory will continue to change. It is available on city employees' desktop, phone, and intranet.

Restockable First Aid Kits – the Safety Division implemented this program in 2019. This program allows easy identification with the city logo, tracking of inventory and compliance.

Active Shooter Program- this citywide program has multiple phases. Phase I- initial standardized active shooter training provided through City of Fort Worth (Police and Fire department) was implemented in 2019. Phase II- providing the appropriate apparatuses and training will continue. The Bleeding Control Kits and Intruder Defense Devices are purchased. (Due to the COVID-19 placement has been delayed).

Internal Service Funds

Hazard Communication Program – the Safety Division developed this citywide program to ensure that the hazards of all chemicals produced or imported are classified, and that information concerning the classified hazards is transmitted to departments and employees.

Emergency Action Plan- the Safety Division developed and implemented the EAP template citywide.
Commercial Driver’s License (CDL) Program Procedures –the Safety Division developed this program which will be provided in the updated Personnel Rules and Regulations (PRR).

Forklift Train the Trainer Program- the Safety Division developed and implemented this citywide program to train other employees to become an instructor for their department. This empowers the departments to have flexibility when providing training to their staff.

Drug and Alcohol Program – the Drug and Alcohol courses which were previously contracted have been restructured and are now being instructed and managed internally by the Safety Division.

FY2021 DISCUSSION

For FY2021, the department anticipates Property Insurance to continue to rise substantially in addition to an increase in the cost of deductibles related to wind and hail damage.

Overall the expense budget includes a decrease in funding associated with lower Workers’ Compensation costs.

The FY2021 AP count is reduced by two (2) as part of the budget reduction process.

HORIZON ISSUES

Claim expense management – the Risk section is constantly trying to lower claim-related expenses. They encourage immediate reporting of all losses so claims can be monitored and quickly brought to closure. They strive to handle claims fairly, promptly, and efficiently. This lowers the possibility of legal disputes, as well as discourages those attempting to solicit financial gain from the city. They educate the departments about the importance of safety management and make sure there is proper coverage for their exposures. They benchmark the city’s claim activity against other similar risks in an effort to proactively forecast future claim costs.

The Risk Management Information System contract is currently in the bid process. The current RMIS will either be replaced with a full new implementation occurring in FY2020, or the current system will remain in place and greater functionality added.

New Hire Safety Orientation – the Safety division has developed a new hire safety orientation. The purpose of the orientation is to increase new employees’ awareness of health and safety hazards and inform them of how to manage these hazards on the job. The newly proposed orientation will be transitioned to a blended learning model.

Ergonomics Assessment Program – the Safety division is developing an Ergonomics Assessment program to educate and address ergonomic needs throughout the organization. In addition, an on-site showroom would be available as an additional resource for all employees.

Safety Software – In the foreseeable future, there will be a need for additional Safety software.

Internal Service Funds

Pharmacy Benefit Management Company (PBM) — the goal was to obtain a PBM for the workers' compensation program. A vendor was picked, but due to contractual issues with 3rd party TPA (York Risk Services), the City will have to wait until the upcoming RFP produces a new contract.

Fiduciary Funds

Fiduciary Funds

Retiree Healthcare Trust FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Working	Change from Adopted	
					Amount	%
Use of Money & Property	2,100,683	1,000,000	1,000,000	1,000,000	-	0.00%
Other	29,286,415	31,548,119	31,548,119	32,159,914	611,795	1.94%
Revenue	\$ 31,800,616	\$ 32,548,119	\$ 32,548,119	\$ 33,159,914	\$ 611,795	1.88%
Salaries & Benefits	138,890	136,660	136,660	116,701	(19,959)	-14.60%
Gen Operating & Maintenance	28,334,158	29,005,069	29,005,069	29,403,880	398,811	1.37%
Transfer Out & Other	-	3,406,390	3,406,390	3,639,333	232,943	6.84%
Expenses	\$ 28,473,048	\$ 32,548,119	\$ 32,548,119	\$ 33,159,914	\$ 611,795	1.88%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Retiree Healthcare Trust	-	1.35	-	1.20	-	(0.15)
Total	-	1.35	-	1.20	-	(0.15)

FUND PURPOSE AND GOALS

The Retiree Healthcare Trust fund was created to aid in financial management activities, demonstrate legal compliance and allow for the separation of functions and activities related to the administration of retirees. The Retiree Healthcare Trust Fund accounts for revenue generated and expenditures incurred in administering retired employees' group benefits. Fund revenues come from retiree contributions, contributions from city funds and interest on investments.

MAJOR ACCOMPLISHMENTS

- Introduced stem cell therapy through Texas Health Resources as an option to retirees. This enhanced benefit has no cost after the deductible is met on either plan (Health Center or Consumer Choice)
- Decreased emergency room co-pay from \$500 to \$300 but maintained penalty for non-emergent care of 50%
- Diabetes educator added through Health Center contract with Southwest Health Resources – no additional cost to contract
- Outsourced benefits platform to Emyrean to reduce administrative costs by at least \$150,000/annually
- Contracted with SmartLight Analytics for data analysis of claims in an effort to address waste, fraud, abuse and claims mishandling. ROI guarantee of 2x cost (\$810,000) expecting \$2M in savings
- Changed provider reimbursement on out-of-network charges from UHC's Shared Saving Program (SSP) to a Medicare 110% reimbursement. Data indicated that providers were aggressively increasing charges in order to increase reimbursement under SSP and real savings under the program were disappearing - estimated savings is \$2M
- RFP completed for enhanced care coordination and disease management vendor, Accolade, to assist and encourage members' use of higher quality providers which will help reduce medical complications, provide support for high cost claimants, all while reducing the costs to the City by as much as \$24M over the next 3 years.

Fiduciary Funds

- RFP completed for move from a 'carrier model' to a TPA/Care Coordination model. Meritain Health, a division of Aetna, was chosen as the City's TPA.

FY2021 DISCUSSION

The FY2021 Recommended budget includes an increase in the city contribution (6.1%) due to recent increased costs incurred by the retirees. The retiree premiums on the Health Center Plan will be increased by \$50, plus an additional 3% for those with dependents. Both the inpatient and outpatient costs have grown significantly and the costs are growing sharply for the pre-65 (non-Medicare) retirees.

For FY2021, the FTE is reduced by (0.15) due to the elimination of one position that this partially funded between the Group Health Insurance Fund and Risk Financing Fund.

HORIZON ISSUES

- Dallas/Fort Worth Metroplex being the most expensive healthcare market in the United States
- Uncertainty in claims due to COVID-19
- Rising cost of benefits for employees
- Health status of employees and the costs of their future care