

City of Fort Worth, Texas

City Officials

Michael J. Moncrief
Mayor

Sal Espino
District 2

Jungus Jordan
District 6

Chuck Silcox
District 3

Carter Burdette
District 7

Becky Haskin
District 4

Kathleen Hicks
District 8

Donavan Wheatfall
District 5

Wendy Davis
District 9

Charles Boswell
City Manager

Libby Watson
Marc Ott

Richard Zavala (Acting)
Assistant City Managers

Joe Paniagua
Dale Fisseler

Budget & Management Services Staff

Bridgette Garrett
Budget and Management Services Director

Joe Komisarz
Alan Shuror
Jose Moreno
LaVerna Mitchell
Dakisha Boone
Leslie Carter-Deas
Clinton Spruill

Deidra Emerson
Galen Price
Marilyn Jackson
Cathy McNew
Sherry Johnson

Sandy Oliver
Suzy Wagner
Sary Cheng
Kristin Glass
Carla Johnson
Danny Reed
Enrique Duran

List of Departments and Directors

Budget & Management Services

Bridgette Garrett,
Director, 817-392-8500

Finance

James Keyes,
Director, 817-392-8517

Parks & Community Services

Randle Harwood,
Interim Director, 817-871-5743

City Manager's Office

Charles Boswell,
City Manager, 817-392-6116

Fire

Charles Gaines,
Fire Chief, 817-871-6801

Planning

Fernando Costa,
Director, 817-392-8042

City Secretary

Marty Hendrix,
City Secretary, 817-392-6164

Housing

Jerome Walker,
Director, 817-392-7537

Police

Ralph Mendoza,
Police Chief, 817-877-8201

Code Compliance

Carl Smart,
Director, 817-871-6300

Human Resources

Karen Marshall,
Director, 817-392-7783

Public Events

Kirk Slaughter,
Director, 817-212-2501

Community Relations

Vanessa Boling,
Director, 817-392-7534

IT Solutions

Pete Anderson,
Director, 817-392-8499

Public Health

Daniel Reimer,
Director, 817-392-8903

Development

Bob Riley,
Director, 817-392-8901

Internal Audit

Costa Triantaphilides,
City Auditor, 817-392-6132

Transportation/Public Works

Robert Goode,
Director, 817-392-7801

Economic and Community Development

Tom Higgins
Director, 817-392-6192

Law

David Yett
City Attorney, 817-392-7606

Water & Wastewater

Frank Crumb,
Interim Director, 817-392-8144

Engineering

Douglas Rademaker
Director, 817-392-6157

Library

Gleniece Robinson
Director, 817-392-7708

Zoo

Mike Fouraker,
Executive Director,
817-759-7590

Environmental Management

Brian Boerner,
Director, 817-392-8085

Municipal Airport

Mike Feeley,
Director, 817-447-8304

Equipment Services

Tom Davis,
Director, 817-392-5118

Municipal Court

Elsa Paniagua,
Director, 817-392-6711

City of Fort Worth

2005 Awards

Economic and Community Development

- Community Economic Development Award of Merit Recognition – Texas Economic Development Council
- 2005 Star-Telegram Organization of the Year for the Women’s Business Center

Engineering

- Celebrating Leadership in Development Excellence Award – North Central Texas Council of Governments - Annexation Policy and Program

Environmental Management

- Environmental Award - Tarrant County Corporate Recycling Council - Outstanding Recycling Program
- Most Informative Map - South Central Arc User Group (SCAUG) - 1st Place for GIS map entitled "Emergency Mapping in the City of Fort Worth"
- Grand Award - Awards for Publication Excellence (APEX) - Trash Troubles Workbook
- Award of Excellence - APEX - Trash Troubles Video
- Outstanding Achievement Award for Regular or Recurring Cable Program - Texas Association of Municipal Information Officers (TAMI) - "Operation Clean Sweep"
- Outstanding Achievement Award for a Public Service Announcement on Air Quality - TAMI - "Keep an Eye on the AQI"
- Best Workplaces for Commuters Race to Excellence – Environmental Protection Agency (EPA)
- "Employer of the Year" for 2005 - North Texas Clean Air Coalition & EPA - "Care for Cowtown Air" Employee Incentive Program
- 2005 Golden Achievement Award for Partnership Excellence – Fort Worth Independent School District - for Adopt-A-School program at Paschal High School

Finance

- Electronic Bid Award - 2005 National Institute of Government Purchasing Conference

Human Resources

- The Communicator Awards - Crystal Award of Excellence – 2005 Open Enrollment Benefit Guide – Follow the Benefits Road

Parks and Community Services

- Tree City USA Award – 26TH YEAR
- National Recreation and Parks Association Dorothy Mullen National Arts and Humanities Award – “Follow the Dream” Therapeutic Recreational Arts Program
- Texas Department of Housing and Community Affairs - Community Action Partners -Community Services Block Grant Performance Award - Transitioning Households Out of Poverty
- Texas Association of Community Action Agencies, Inc. Membership Award – Highest Participation In The State
- Texas Recreation and Park Society Gold Medal – Excellence in Department Management and Service In Parks and Recreation
- Texas Recreation and Park Society Arts and Humanities Award -“Follow the Dream” Therapeutic Arts Program
- Texas Urban Forestry Council - Business and Corporate Partnership Award - Historic Camp Bowie Boulevard Beautification Project

Police

- Click It Or Ticket Award - Most Improved Safety Belt Use Rate, 2005
- Buckle Up in Your Truck Award, 2005 - National Highway Transportation Safety Award

Equipment Services

- National Institute for Automotive Services – Blue Seal Recognition
- Association of Equipment Management Professionals 2005 Fleet Masters Award

Water

- National Association of Clean Water Agencies (NACWA) Peak Performance 2004 Award* -+
- National Biosolids Partnership (NBP), Environmental Management System (EMS) Certified Agency

Transportation and Public Works

- Outstanding Achievement in Energy Efficiency and Air Quality Improvement in the State of Texas - State Energy Conservation Office and the Texas Energy Partnership

FORT WORTH



CITIZENS OF FORT WORTH

MAYOR AND COUNCIL


\$993,933 7.0 A.P.

CITY ATTORNEY




\$4,081,611 42.0 A.P.

CITY MANAGER




\$4,652,027 44.0 A.P.

CITY SECRETARY



\$590,214 7.5 A.P.


INTERNAL AUDIT



\$1,030,993 16.0 A.P.

Management Services and Strategic Planning (D) (G) (*)

FINANCE




\$4,428,623 62.0 A.P.
Risk Management \$7,421,979 1.0 A.P.

BUDGET & MANAGEMENT SERVICES



\$1,113,744 14.00 A.P.

HUMAN RESOURCES



\$3,688,187 42.20 A.P.
Health & Life \$52,947,047 7.8 A.P.
Worker's Compensation \$11,530,479 0.0 A.P.
Unemployment \$368,679 0.0 A.P.

TEMPORARY LABOR

\$1,010,219 2.0 A.P.

INFORMATION TECHNOLOGY SOLUTIONS



\$21,628,944 119.0 A.P.

EQUIPMENT SERVICES

\$18,772,409 126.0 A.P.


PLANNING



\$1,647,102 23.0 A.P.

Public Safety, Health and Environmental Services (A) (B)

POLICE



\$134,120,914 1,510.0 A.P.
Federal Awarded Assets \$386,748 0.0 A.P.
State Awarded Assets \$179,881 0.0 A.P.

CRIME CONTROL & PREVENTION DISTRICT

\$41,354,699 209.0 A.P.

FIRE



\$84,143,287 845.0 A.P.

MUNICIPAL COURTS



\$11,004,177 186.0 A.P.

ENVIRONMENTAL MANAGEMENT



\$1,222,988 17.0 A.P.
Environmental Management Fund \$3,649,254 26.0 A.P.

SOLID WASTE

\$39,240,201 62.0 A.P.

PUBLIC HEALTH



\$7,506,912 128.0 A.P.

Cultural and Neighborhood Services (C)

LIBRARY



\$15,607,205 207.0 A.P.

PARKS & COMMUNITY SERVICES




\$24,152,307 307.75 A.P.

MUNICIPAL GOLF



\$4,624,565 40.0 A.P.

FORT WORTH ZOO



\$4,794,900 2.83 A.P.

CODE COMPLIANCE



\$7,740,837 102.0 A.P.

PUBLIC EVENTS



\$9,275,042 118.0 A.P.

CULTURE & TOURISM



\$9,099,974 8.0 A.P.

COMMUNITY RELATIONS



\$877,466 12.40 A.P.


Infrastructure Services (B) (D) (F)

WATER AND SEWER



\$269,521,018 798.0 A.P.

ENGINEERING



\$13,843,797 179.75 A.P.

LAKE WORTH TRUST

\$724,010 0.0 A.P.

TRANSPORTATION & PUBLIC WORKS



\$44,478,294 408.0 A.P.

MUNICIPAL PARKING

\$3,303,555 1.0 A.P.

AVIATION



\$2,959,821 27.00 A.P.

Economic and Community Development (D) (E)

HOUSING



\$135,160 2.40 A.P.

DEVELOPMENT



\$8,265,856 113.0 A.P.

ECONOMIC & COMMUNITY DEVELOPMENT



\$1,914,959 21.5 A.P.

Support Services (*)

NON-DEPARTMENTAL

\$39,962,836 0.0 A.P.
Debt Service \$45,130,973 0.0 A.P.





OFFICE SERVICES



\$2,361,075 19.0 A.P.

CABLE COMMUNICATIONS

\$994,987 13.0 A.P.

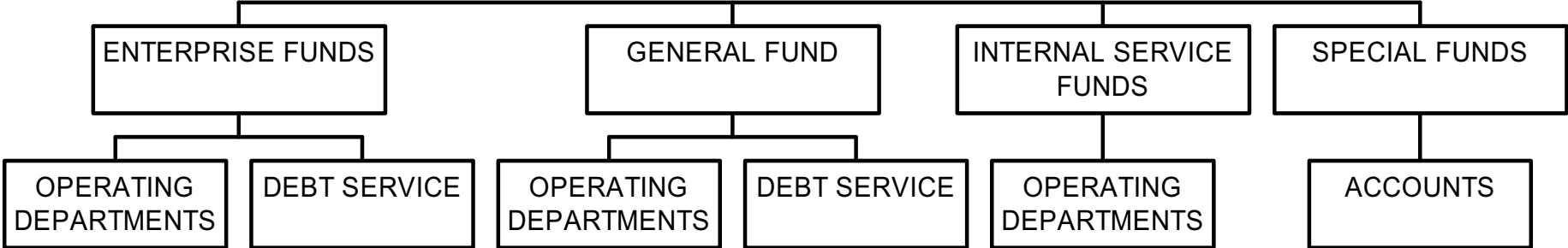
-  ELECTED OFFICIAL
-  APPOINTED BY CITY COUNCIL
-  GOVERNMENTAL FUNCTIONS
-  DEPARTMENTS/FUNDS

- (A) Serves Council Strategic Goal to make Fort Worth the nation's "Safest Major City"
- (B) Serves Council Strategic Goal to "Improve Mobility and Air Quality"
- (C) Serves Council Strategic Goal to "Create and Maintain a Clean, Attractive City"
- (D) Serves Council Strategic Goal to "Strengthen the Economic Base, Develop the Future Workforce, and Create Quality Job Opportunities"
- (E) Serves Council Strategic Goal to "Revitalize and Redevelop the Central City and Other Older Areas"
- (F) Serves Council Strategic Goal to "Promote Orderly Development in Growing Areas"
- (G) Serves Council Strategic Goal to "Promote Efficient, User-Friendly Government"
- * Provides City Departments with additional tools to achieve stated Council Strategic Goals

FORT WORTH



TOTAL CITY OPERATING FUND STRUCTURE



Municipal Golf Courses
Airports
Water and Wastewater
Municipal Parking Facilities
Solid Waste

Budget & Management Services
City Manager's Office
City Secretary
Code Compliance
Community Relations
Development
Economic and Community
Development
Environmental Management
Finance
Fire
Housing
Human Resources
Internal Audit
Law
Library
Mayor and Council
Municipal Court
Non-Departmental
Parks & Community Services
Planning
Police
Public Events
Public Health
Transportation & Public Works
Zoo

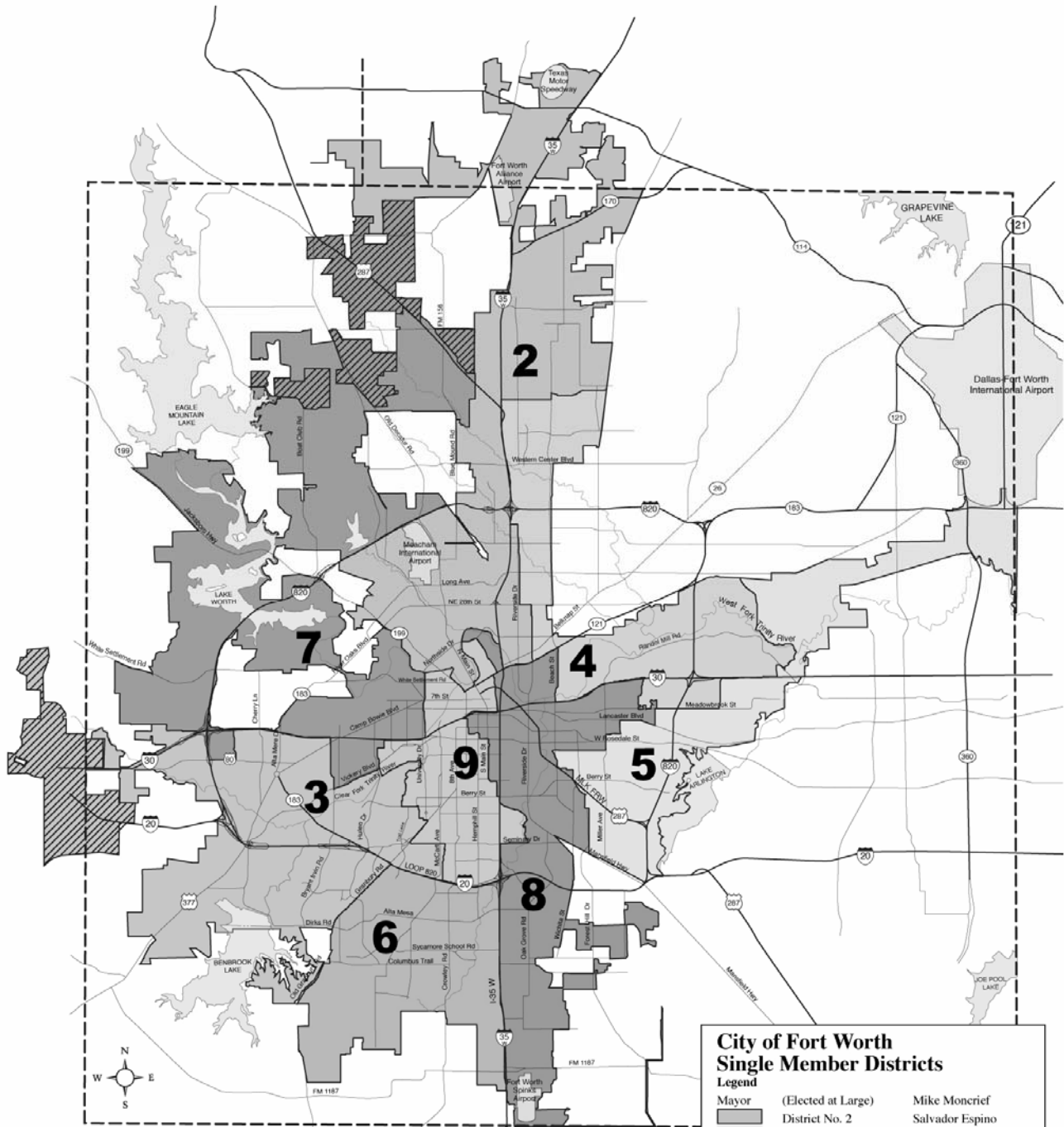
Temporary Labor
Office Services
Equipment Services
Engineering
Information
Technology Solutions

Culture and Tourism
Lake Worth Trust
Insurance
Cable Communications
Grants
Awarded Assets
Crime Control and Prevention
District
City Store
Environmental Management Fund

FORT WORTH



City of Fort Worth Single Member Districts



**City of Fort Worth
Single Member Districts**

Legend

	Mayor (Elected at Large)	Mike Moncrief
	District No. 2	Salvador Espino
	District No. 3	Chuck Silcox
	District No. 4	Becky Haskin
	District No. 5	Donavan Wheatfall
	District No. 6	Jungus Jordan
	District No. 7	Carter Burdette
	District No. 8	Kathleen Hicks
	District No. 9	Wendy Davis

Date Revised January 2004

FORT WORTH



LOCATION AND HISTORY. Fort Worth, seat of Tarrant County, Texas, is located in Tarrant and Denton Counties in North Central Texas at 97° 55' west longitude and 32° 36' north latitude. Situated on the Trinity River, Fort Worth is approximately 75 miles south of the Oklahoma state line and 270 miles northwest of the Gulf of Mexico.

Fort Worth was established as a frontier army post in 1849 by Major Ripley Arnold and named for General William Jenkins Worth, who distinguished himself in the War with Mexico. The outpost became a stopping place on the famous Old Chisholm Trail and a shipping point for the great herds of Longhorn cattle being driven to northern markets. Progressive City leadership brought the first of nine railroads to Fort Worth in 1876 and with the subsequent West Texas oil boom, guided the City into a metropolitan county of more than a million people. Fort Worth was a blending of cattle, oil, finance and manufacturing, and since World War II has become an aerospace, education, high-tech service transportation, industry service center in the South and Southwest.

GOVERNMENT. Fort Worth operates under the Council-Manager form of Municipal Government. A Mayor chosen at-large by popular vote and an eight-member, single-district council are elected to two-year terms. In turn, the Mayor and City Council appoint the City Manager who is the Chief Administrative and Executive Officer. The City Council is also responsible for the appointment of the City Attorney, Municipal Judges, City Secretary and the City Auditor.

AREA AND POPULATION. The Fort Worth metropolitan area continues to be ranked as one of the fastest growing areas of the top 50 metropolitan areas as reported by the Sales and Marketing Management, Metro Market Projections. As of January 1, 1985, the Dallas-Fort Worth Standard Metropolitan Statistical Area ("SMSA") was split into two separate areas: the Fort Worth-Arlington Primary Metropolitan Statistical Area ("PMSA") and the Dallas PMSA. The Fort Worth-Arlington PMSA now includes Johnson, Parker and Tarrant Counties. The Dallas-Fort Worth SMSA previously included the following counties in addition to those now in the Fort Worth-Arlington PMSA: Collin, Dallas, Denton, Ellis, Hood, Kaufman, Rockwall and Wise. The 2000 Census population for Tarrant County was 1,446,219, representing a 19% increase since 1990. The 2005 estimated City population is 618,600, representing a 38.20% increase since 1990, and the estimated County population is 1,628,200.

TRANSPORTATION. The Dallas/Fort Worth International Airport (the "Airport") is the third busiest airport in the world in terms of operations and ranks sixth in the world based on passengers. The Airport is the principal air carrier facility serving the Dallas/Fort Worth metropolitan area. First opened on January 13, 1974, the Airport is located approximately 17 miles equidistant from the Cities of Dallas and Fort Worth, Texas. In 2002, the Airport handled more than 750,813 operations (an average of nearly 2,060 daily flights) which accommodated approximately 51.7 million passengers. Additionally, the Airport provides nonstop service to Europe, the Far East, Canada, Mexico, Central and South America, the Caribbean and the Bahamas. There are multiple flights every day to 132 domestic and 31 international destinations.

Meacham International Airport, a Fort Worth municipally owned and operated general aviation airport, logs over 420,000 take-offs and landings annually at its all-weather facilities and is equipped with a 7,500 foot runway. Fort Worth Spinks Airport, a general aviation airport located in the southwestern portion of the City is equipped with a 6,000 foot runway and two taxiways. Alliance Airport serves the needs of industrial, business, and general aviation users and is equipped with a 9,600 foot runway.

Three interstate highways (Interstate 20, Interstate 30 and Interstate 35), five federal and four state highways provide all-weather routes within Fort Worth and to and from the rest of the nation. Interstate 820, which encircles the City, allows quick access to all parts of the Fort Worth area.

The Texas Highway Commission has completed a master highway construction plan for Tarrant County to provide for transportation needs through the foreseeable future, including relocation of Interstate 30 from a point just east of downtown to several miles west. This project is underway and will promote redevelopment of the south end of the Central Business District and the Hospital District southwest of downtown.

Fort Worth is served by six major railroad systems one of which, Burlington Northern/Santa Fe Railroad, has its corporate headquarters in Fort Worth. Rail passenger service is provided through Fort Worth, including AMTRAK service between Houston and Chicago. Fort Worth's position as a major southwest distribution center is supported by the presence of 75 regular route motor carriers with over 750 schedules. Local transit service is provided by The T, operated by the Fort Worth Transportation Authority. Greyhound Trailways Bus Lines furnish Fort Worth with transcontinental passenger service; intrastate bus service is provided by Transportation Enterprises and Texas Bus Lines.

EDUCATION. The Fort Worth Independent School District serves the major portion of Fort Worth. The 121 schools in the District operate on the 5-3-4 plan in which the elementary schools (74) teach grades 1-5; middle schools (24), grades 6-8; and senior high schools (13), grades 9-12. The Fort Worth School District employs 4,300 classroom teachers (full-time equivalents) to instruct the more than 78,000 students. Special education programs are provided for the blind, handicapped, mentally retarded, brain-injured, emotionally disturbed and those who require speech and hearing therapy in 10 special schools. Vocational training is provided at the secondary level for the educable mentally retarded. Bilingual programs are also offered at the primary and secondary level. While Fort Worth is served primarily by Fort Worth Independent School District, it is also serviced by 14 other districts. There are 52 private and parochial institutions in the primary and secondary education area with a combined enrollment of approximately 7,300 students.

Tarrant County has eight college and university campuses with an enrollment of more than 63,000 students in both undergraduate and graduate programs. Included in these colleges and universities are: Southwestern Baptist Theological Seminary; Tarrant County College, South, Northeast, Southeast, and Northwest Campuses; Texas Christian University; Texas Wesleyan University; the University of Texas at Arlington; and the University of North Texas Health Science Center. There are twenty-nine other colleges and universities within a fifty-mile radius with an enrollment of over 119,000.

HEALTH SERVICES. Medical facilities in Tarrant County offer excellent and convenient care. There are 25 hospitals with approximately 4,000 beds and 300 bassinets; one children's hospital with 208 beds; four government hospitals; 51 private convalescent homes; the Fort Worth Public Health Center; Cancer Clinic; Carter BloodCare and the University of North Texas Health Science Center. Four hospitals located inside the City limits offer facilities for residents, student nurses and licensed vocational nurse training. Tarrant County Medical Society offers a doctors' referral service at no charge.

MILITARY. Carswell Air Force Base closed as an active air force facility in September of 1993. In October of 1994 the base was reopened and transformed into NAS Fort Worth, Joint Reserve Base, Carswell Field, a navy reserve base. Now that all of the units have been transferred here from NAS Dallas, Glenview NAS, Detroit, and Memphis, there are 4,000 full-time jobs and 7,500 reservists utilizing the facilities. Approximately \$130 million of construction, remodeling and renovation was invested over the transition period.

The BX Mart continues to operate the base exchange store and the grocery store for the benefit of active duty military and retired military in the metroplex. The golf course is now under lease to the

Carswell Redevelopment Authority and is operated as a public use facility. The Justice Department has established a Federal Medical Center in the area around the old base hospital. The facility is for female Federal inmates and employs approximately 300 personnel.

THE ECONOMY. The Fort Worth economy is becoming increasingly more diversified. Once heavily dependent upon contracts from the U.S. Department of Defense, Fort Worth is building a strong reputation as the leading city for national and international product distribution facilities. Furthermore, high-tech manufacturing is growing as various corporations seize opportunities provided by Fort Worth's skilled labor force.

Three factors make Fort Worth an attractive city for distribution and logistics. First, an excellent geographic location at the center of North America. Second, an abundant supply of air, rail and ground transportation. Finally, being located in the central time zone allows business representatives to save time traveling to and from both U.S. coasts.

Companies such as Nestles Foods, Patterson Dental, Valmont Electric, Roadway Packaging, Dillard's, Albertson's, Williamson-Dickie, General Motors, Riddell, Coors, Coca-Cola Enterprises, Valeo, Galderma and Mrs Bairds operate manufacturing and distribution facilities in Fort Worth. Since 1993, Nokia, Zenith, and Haggard Clothing have constructed and are now operating distribution centers in the City. In 1997 Federal Express completed construction of a new package sorting hub at Fort Worth's Alliance Airport, adding over 850 jobs to the local economy. Additionally, J.C. Penney's built a 400,000 square foot distribution center, representing a \$140 million investment that employs over 500. Mother Parkers Tea and Coffee, a Canadian company, opened its first U.S. manufacturing facility in Fort Worth in 2000.

The availability of a skilled labor force has made Fort Worth an attractive city for manufacturers of high-tech products. In April of 1995, Motorola began operations in a new 300,000 square foot manufacturing facility for its new Global Paging Infrastructure Division ("GPID"). This division joins the company's expanding cellular operations on Motorola's 100-acre campus. Nokia, manufacturer of cellular phones, is operating its \$57 million manufacturing facility which employs over 1,100 persons. This facility is one of the world's largest cellular manufacturing plant and produces approximately 1 million telephones every nine days.

Numerous public and private entities have joined forces to address those issues which challenge Fort Worth's economic future. Corporations such as Lockheed Fort Worth, Burlington Northern/Santa Fe, and Bell Helicopter-Textron have provided financial assistance and professional expertise in developing new services aimed at assisting small businesses.

Located strategically between Canada and Mexico, Fort Worth is taking steps to maximize opportunities available through the North American Free Trade Agreement ("NAFTA"). Every other year, Fort Worth hosts its "Aeronafta" conference at which business persons from Canada and Mexico meet with local business leaders to discuss the benefits of air transportation available in Fort Worth. Other trade missions and informational exchanges are forging new partnerships between Fort Worth and our NAFTA partners.

Coordinated efforts by Sundance Square and RadioShack (formerly the Tandy Corporation), has resulted in new housing, entertainment, and retail shopping facilities in Fort Worth's downtown. The City has joined this partnership by creating a Downtown Tax Increment Financing District ("TIF") to provide infrastructure to support the private investment in this development.

In 2002, a new TIF was formed in the downtown area. The Riverfront TIF encompasses the property that will be home to RadioShack's new corporate headquarters. The TIF will provide infrastructure support for private investment in the area.

RECENT DEVELOPMENTS

Alliance Industrial Park

Alliance is a joint effort of Hillwood Development, the City of Fort Worth and neighboring communities, the Federal Aviation Administration and other government and civic leaders in the development and operation of an industrial airport, business community, and international trade center. Alliance is located in the northwest corner of the Dallas/Fort Worth Metroplex, within the northern limits of the City of Fort Worth. Alliance's access to highway, rail and air transportation offers an excellent opportunity for future commercial and industrial growth.

There are five business parks within Alliance.

Alliance Centre

At the heart of Alliance Centre is the 414 acre Alliance Airport. This City-owned airport is managed by Pinnacle Air Services (a Perot company) and boasts a 9,600 foot runway (with plans to expand to 13,000 feet), two parallel taxiways and a state-of-the-art air traffic control tower. Alliance Airport is the only purely industrial airport in the world and one of few North Texas airports capable of accommodating heavy transport aircraft such as the DC-10 and 747.

Fort Worth based American Airlines' is the anchor of Alliance Airport with a \$300 million, 2,200 employee Aircraft Maintenance Center. Also, Federal Express operates a \$218 million package sorting hub that serves a growing U.S. market and already is in need of expansion. The FAA employs 55 persons that direct flight operations out of a 45,000 square feet facility. The U.S. Drug Enforcement Agency operates a 140,000 square foot National Airwing Headquarters with 155 employees on the airport grounds. Since this facility is owned by the City, the facility is not subject to ad valorem taxation. Bell Helicopter has acquired property on the airport for the delivery and training facilities for the V-22 Osprey.

Alliance Gateway

Alliance Gateway, with over 2.8 million square feet of distribution and manufacturing space, is home to major corporations, including: Nestle Distribution Company (food and candy distribution facility); Nokia Mobile Phones (cellular phone manufacturing and distribution); SBC (customer call center); and Zenith Electronics (consumer electronics distribution facility). The James River Paper Company built a 375,000 square foot facility for its regional distribution center. In 1999 Ameritrade, an online trading service, began operations of a national customer care center at Alliance Gateway.

Alliance Tech Center

Corporations operating regional and national distribution facilities at Alliance Tech Center include CompuCom Systems, GWS Perlos, Patterson Dental Company, Riddell Athletic Footwear, and Valmont Electric. These companies occupy approximately 300,000 square feet and employ over 240 persons. A new garden office complex of 300,000 square feet to be called Heritage Commons is complete and houses Hillwood Development's operations.

Westport at Alliance

Burlington Northern/Santa Fe Railroad's ("BNSF") \$100 million, 300 acre Intermodal facility is the largest resident in Westport. BNSF employs 270 persons at this facility. A new 400,000 square foot warehouse was completed in November 1999 and houses J.C. Penney's Distribution Center.

Alliance Crossing

Over 2,804 persons work at Alliance Crossing, in over 5.1 million square feet of commercial/industrial facilities. Additional facilities currently under construction will cause this number to double within the next 18 months.

Other new developments within the Alliance Complex include:

- 1) A new 60,000 square foot fixed base facility at the airport.
- 2) A new distribution center of 170,000 square foot for Bearings, Inc.
- 3) B F Goodrich aerospace has leased 60,000 square feet for gas turbine engine manufacturing.

University of North Texas Health Science Center

The University of North Texas ("UNT") Health Science Center is constructing a new \$10 million education building and laboratory on its Fort Worth campus. The four story, 71,000 square foot facility will consolidate campus clinics into a single location.

Plaza Medical Center

Plaza has announced a two phase, renovation and expansion of its existing health care facility. The project has an estimated value of \$57 million.

Dannon Yogurt Company

Dannon has invested \$10 million in its second factory expansion. One of only two yogurt production sites in the U.S., Dannon's Fort Worth plant will increase yogurt production by 75 percent.

American Airlines

Fort Worth based American Airlines recently entered into a \$1 billion contract to provide maintenance to 266 Federal Express jets.

Bell Helicopter

Bell Helicopter added 500 jobs in 1993 and approximately 1,000 jobs in 1994 due to increased international sales. More than 1,000 workers laid off in 1992 have been recalled, and there have been over 300 new hires. In addition, Bell has secured a Navy contract worth \$126 million for the production of 20 Super Cobra attack helicopters. In 1999, as a result of engineering and composite operations associated with the construction of the V-22 tilt-rotor vehicle Bell expanded its operations at two locations in Fort Worth. The Alliance location is the home of a 28,000 square foot distribution and customer service center. The second location is a 20,000 square foot expansion of a building used for manufacturing located at Bell's main facility.

Mercantile Center Business Park

Mercantile is currently home to the Federal Aviation Administration's \$20 million Southwest Regional Headquarters, Dillard's Department Store's 100,000 square foot distribution center, a 60,000 square foot distribution center for Virbac, a French pharmaceutical company, and Campfire, U.S.A.'s state-of-the-art Childcare Center and National Training Center for childcare providers. Sprint Spectrum, a division of Sprint Communications, involved in Personal Communication Services ("PCS"), occupies a 150,000 square feet facility used as a telephone customer service center. The Center employs 600 people.

Burlington Northern Santa Fe Railroad

Burlington Northern has completed construction of its \$100 million Network Operations Center ("NOC") on the company's Western Center Boulevard property in north Fort Worth. The NOC, comprised of two buildings totaling more than 250,000 square feet, is a high-tech, state-of-the-art facility which serves as the control and tracking center for all of Burlington's railroads through the U.S.

Haggar Apparel Company

Haggar Corporation, a leading marketer of men's apparel, which located its \$30 million Customer Service Center in Fort Worth occupies approximately 660,000 square feet that incorporates the latest in material handling technology. Haggar employs over 400 persons at the site.

Texas Motor Speedway

Located in far north Fort Worth at the intersection of Interstate 35-W and State Highway 114, the \$110 million Texas Motor Speedway was completed in the Spring of 1997. The facility includes a 1.5 mile racing oval, grandstand seating for 150,000 spectators, and approximately 200 luxury suites. An office tower and condominiums have also been constructed on the property. Future plans include an additional 90,000 seats and an industrial park. Pursuant to the terms of an agreement between the speedway developer and FW Sports Authority, Inc., Texas Motor Speedway is owned by the Authority and leased to the developer, and most of the property comprising the Speedway is exempt from ad valorem taxes. NASCAR Winston Cup (now known as the Nextel Cup) races have been held at the Texas Motor Speedway as well as sanctioned IRL Indy Car races. NASCAR recently sanctioned a second Nextel Cup race for the 2005 racing season, with the second race scheduled to be held in the fall of 2005. The facility has hosted several major music concerts and other large events since opening.

Mattel, Inc.

A United States based multi-national company recognized as the world leader in design, manufacturing, and marketing of family products and toys such as Barbie, has relocated to the Railhead Development in North Fort Worth. The new distribution center contains approximately 1,007,500 square feet. Mattel employs 166 full-time workers and 300-400 seasonal and part-time workers.

Corning Cable Systems

Corning (formerly Seicor Operations LLC) has announced a two-phase expansion, valued at \$45 million. Phase one was completed in July 2001. The expansion will add approximately 200 new jobs to Corning's over 700 current positions.

ConAgra Foods, Inc.

ConAgra has built a 420,000 square foot regional distribution facility, valued at \$14 million. Construction of the facility was completed in the first half of 2002. ConAgra will employ close to 100 people.

Lockheed Martin

In October 2001, the U.S. Department of Defense awarded a contract valued at \$200 billion to Lockheed Martin for the production of aircraft that will be used by the U.S. Air Force, Navy, and Marines, as well as the United Kingdom's Royal Air Force and Navy. The contract, which is the largest defense contract in U.S. history, is projected to create 31,000 jobs for Texas and \$2.5 billion in State revenue over the life of the contract.

RadioShack

In the fourth quarter of 2004, RadioShack moved into its new corporate campus in downtown Fort Worth. The facility cost approximately \$200 million and employs an estimated 1,000 employees.

Pier 1

Pier 1, known under the brand names Pier 1 Imports, Cargo, and The Pier, has built a new corporate campus in downtown Fort Worth and employees moved late 2004. Pier 1 employs over 700 people locally and about 18,000 worldwide.

TLC Realty

TLC Realty is currently renovating the Bank One Tower in downtown Fort Worth into condominiums, offices and street level retail. Then Bank One Tower was severely damaged by the tornado of 2000. The renovation has a value of approximately \$50 million.

Bank One Facility

Bank One, recently acquired by JPMorgan Chase, has consolidated three check processing facilities into one regional location in the CentrePort Business Park. The 400,000 square foot facility has an estimated value of \$40,000,000 and contains approximately \$15,000,000 of personal property.

Coca Cola Enterprise (CCE)

Coca Cola Enterprise is planning a three-phase expansion of its existing bottling and distribution facility. The three phases have an estimated value of \$23.5 million. CCE currently employs approximately 590 individuals. Additional employees are anticipated with the completion of the expansion.

Cabela's Retail, Inc.

Cabela's Retail, Inc broke ground in July 2004 on a 230,000 square foot mega store. The facility, which contains an aquarium, museum, and exhibit space, in addition to the retail, opened its doors in June 2005. Cabela's invested approximately \$50 million in the facility, which employs approximately 500 people.

MISCELLANEOUS. Water, sewer and solid waste services are furnished by the City of Fort Worth. Texas Utilities ("TXU") provides electricity and natural gas service to Fort Worth. Basic (local) telephone service is provided by either SBC or Verizon while long distance service is provided by numerous carriers.

The central building of the Fort Worth Public Library is the nation's largest underground public library at 125,000 square feet. The library includes nine branches, 2 regional facilities and 2 stations in public housing communities with materials exceeding one million titles of books and micro-materials. The recently expanded Central Library now boasts 160,000 square feet. The Library's street level is the new home of the full-service 33,000-square-foot Hazel Harvey Peace Youth Center, which provides services for ages 0-14. As a result of the expansion, twenty-three Pentium III computers are being put to work in the Intel Lab by staff and library users.

Another new service that greets library visitors on the street level is a 6,000-plus square-foot exhibit gallery. The library's audio/visual department has benefited through new and bigger surroundings. The Amon G. Carter Multi-Media Center is approximately 4,140 square feet and contains a collection of approximately 17,400 titles.

More than 400 churches with 45 denominations and synagogues in Fort Worth contribute vitally to the lives of City residents. The City is also world-famous for its many museums. The Fort Worth Convention Center offers exhibit and meeting space of over 185,000 square feet, including a 14,000 seat arena.

Construction of the Nancy Lee and Perry R. Bass Performance Hall was completed in 1998. One of the best performance halls in the world, this state-of-the-art \$70,000,000 performing arts hall was funded entirely from private donations.

CITY OF FORT WORTH BUILDING PERMITS

Fiscal Year Ended 9-30	Number of Building Permits by Type			Dollar Value of Building Permits		
	Commercial and		Total	Commercial and		Total
	New Residential	Miscellaneous	New Construction	New Residential	Miscellaneous	New Construction
2000	4,100	1,600	5,700	\$ 404,151,000	\$ 433,785,000	\$ 837,936,000
2001	5,500	1,500	7,000	567,030,000	519,625,000	1,086,655,000
2002	7,300	1,500	8,800	772,562,000	461,032,000	1,233,594,000
2003	8,300	1,600	9,900	928,688,000	618,274,000	1,546,962,000
2004	11,200	1,600	12,800	1,053,713,000	474,572,000	1,528,285,000

Source: Development Department, City of Fort Worth.

LABOR FORCE ESTIMATES

	Average Annual 2004	Average Annual 2003	Average Annual 2002	Average Annual 2001	Average Annual 2000
City of Fort Worth					
Civilian Labor Force	292,922	293,626	289,576	283,125	278,762
Unemployed	21,263	24,854	23,484	15,652	11,588
Percent of Unemployed	7.26%	8.46%	8.11%	5.53%	4.16%
Fort Worth/Arlington PMSA:					
Civilian Labor Force	964,142	962,976	950,264	934,859	923,567
Unemployed	53,225	61,738	58,012	38,649	29,193
Percent of Unemployed	5.52%	6.41%	6.10%	4.13%	3.16%
Tarrant County					
Civilian Labor Force	832,073	831,474	820,761	807,842	798,202
Unemployed	45,915	53,670	50,712	33,799	25,024
% of Unemployment	5.52%	6.45%	6.18%	4.18%	3.14%

Source: Texas Workforce Commission, Labor Market Information Department.

CITY OF FORT WORTH EXTRATERRITORIAL JURISDICTION AND ANNEXATION POLICY

Under the provisions of State law, incorporated cities in Texas have the power to exercise certain controls in unincorporated areas adjacent to their city limits. For a city the size of Fort Worth, these adjacent areas extend a distance of five (5) miles from its city limits. This adjacent, unincorporated area within five miles is known as the extraterritorial jurisdictional area ("ETJ"). Significant highlights are:

1. No new city may be incorporated within Fort Worth's ETJ without Fort Worth's consent.
2. No existing city may expand its limits within the ETJ without Fort Worth's consent.
3. No land may be subdivided within the ETJ without Fort Worth's approval.
4. No Municipal Utility District may be created within the ETJ without Fort Worth's consent.
5. Fort Worth's ETJ expands with the expansion of its city limits so that the area always covers the area five (5) miles beyond the city limits.
6. Cities may apportion their extraterritorial jurisdictional area to establish definite control limits and preserve their respective growth area. Fort Worth has secured its ETJ by consummating boundary line agreements with its neighboring cities. Fort Worth's ETJ covers approximately 300 square miles of potential expansion area.

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7. Fort Worth has the power to annex, either voluntarily or involuntarily, any land in its ETJ. It is the policy of the City of Fort Worth to annex those areas which:
- Are ready for development,
 - Have a favorable impact on the City's revenue structure, and
 - Will strengthen Fort Worth's role as the central city.

PERSONAL INCOME AND BUYING POWER

<u>Entity</u>	2004 Total Effective Buying Income	2004 Median Househ old
Fort Worth	\$9,697,640,00	\$35,001
Tarrant County	\$32,108,258,0	42,912

Source: Sales and Marketing Management Survey of Buying Power, August, 2003.

HOUSEHOLD EARNINGS

	<u>Fort Worth</u>	<u>Tarrant County</u>
\$20,000 - \$34,999	25.2%	21.8%
\$35,000 - \$49,999	19.2%	19.6%
\$50,000 and over	30.8%	41.0%

Source: Sales and Marketing Management Survey of Buying Power, August, 2004.

THE MUNICIPAL AIRPORT SYSTEM

Fort Worth has a long-standing commitment to aviation. From the landing of the first airplane in Fort Worth in 1915 to today, Fort Worth has understood and served the needs of the aviation industry. The City serves as home to Lockheed, American Airlines, Bell Helicopter-Textron, Naval Air Station Joint Reserve Base Fort Worth and hundreds of aviation-related businesses. Dallas/Fort Worth International Airport (owned jointly by the two cities and operated by the Dallas/Fort Worth International Airport Board) stands as a symbol of the excellence to aviation facilities to which the City is committed. The City is dedicated to maintaining all facets of aviation - general, commercial and military -- to the same high standard.

An integral part of this dedication is exhibited by the City of Fort Worth's Airport System which consists of three municipal airfields. These airports and their individual characteristics are as follows:

Fort Worth Meacham International Airport

Operated since 1925

- 7,500-foot runway, 3,677-foot crosswind runway, 4,000-foot parallel runway
- FAA flight control tower, with Instrument Landing System ("ILS")
- 24 hour aviation fuel service
- major/minor maintenance
- hangar rental space for large and small aircraft
- restaurants and hotel
- located in North Fort Worth

Spinks Airport

Opened in summer of 1988

- 6,000-foot runway
- serving general and corporate aviation
- flight training
- site for hangars available
- located in Interstate 35 South Industrial Corridor

Alliance Airport

Opened in winter of 1989

- 9,600-foot runway, with ILS
- serving general and industrial/manufacturing cargo aviation
- nine square miles of airport property available for development
- near developing high-tech industrial center
- located in Interstate 35 North Corridor, with rail access

EMPLOYEE RELATIONS . . . Under the laws of the State of Texas, municipal employees cannot be forced to join a union or to pay dues for union membership, nor are they permitted to strike. Also, State law does not provide for municipal collective bargaining. State law does provide, however, for local referenda on collective bargaining for police and firefighters. Overall, employee relations are considered by the City to be good.