

City of Fort Worth, Texas

FY2018

ADOPTED ANNUAL BUDGET AND PROGRAM OBJECTIVES

.....



Truth in Taxation and Voting Record

CITY OF FORT WORTH, TEXAS FISCAL YEAR 2017-2018 ANNUAL BUDGET

This budget will raise more revenue from property taxes than last year's budget by an amount of \$35,400,918, which is a 7.8 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$15,826,137.

CITY COUNCIL RECORD VOTE

The members of the governing body voted on the adoption of the budget, excluding the General Fund allocation for the Police Department as follows:

FOR: Mayor Betsy Price, Mayor Pro tem Dennis Shingleton, Councilmembers Carlos Flores, Brian Byrd, Cary Moon, Gyna Bivens, Jungus Jordan, Kelly Allen Gray and Ann Zadeh

AGAINST: None

PRESENT but abstained from voting: None

ABSENT: None

The members of the governing body voted on the adoption of the budget General Fund allocation for the Police Department as follows:

FOR: Mayor Betsy Price, Mayor Pro tem Dennis Shingleton, Councilmembers Carlos Flores, Brian Byrd, Cary Moon, Gyna Bivens, Jungus Jordan, and Ann Zadeh

AGAINST: None

PRESENT but abstained from voting: Councilmember Kelly Allen Gray

ABSENT: None

MUNICIPAL PROPERTY TAX RATES

The municipal property tax rates for the preceding fiscal year, and each municipal property tax rate that has been adopted or calculated for the current fiscal year, include:

| Tax Rate | Adopted FY2016-17 | Adopted FY2017-18 |
|---|------------------------------|------------------------------|
| Property Tax Rate | \$0.835000 | \$0.805000 |
| Effective Tax Rate | 0.814481 | 0.787766 |
| Effective Maintenance and Operations Tax Rate | 0.637548 | 0.617513 |
| Rollback Tax Rate | 0.887107 | 0.813082 |
| Debt Rate | 0.173500 | 0.163500 |

MUNICIPAL DEBT OBLIGATIONS

The total amount of outstanding municipal debt obligations (including principal and interest) secured by property taxes is \$922,982,682.

This cover page and the information it contains are included with the adopted budget as required by Section 102.007 of the Texas Local Government Code.

GFOA Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Fort Worth
Texas

For the Fiscal Year Beginning

October 1, 2016

A handwritten signature in black ink, which appears to read 'Jeffrey R. Emen'.

Executive Director

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**City of Fort Worth, Texas
City Officials**

Betsy Price
Mayor

Carlos Flores
District 2

Jungus Jordan
District 6

Brian Byrd
District 3

Dennis Shingleton
District 7

Cary Moon
District 4

Kelly Allen Gray
District 8

Gyna Bivens
District 5

Ann Zadeh
District 9

David Cooke
City Manager

Susan Alanis
Assistant City Manager
Community and
Strategic Services

Jay Chapa
Assistant City Manager
Infrastructure and
Economic Development

Fernando Costa
Assistant City Manager
Neighborhoods

Valerie Washington
Assistant City Manager
Public Safety

Performance and Budget Staff

Lynda Johnson
Director, Performance and Budget Department

Terry A. Hanson
Assistant Director, Budget and Analysis Division

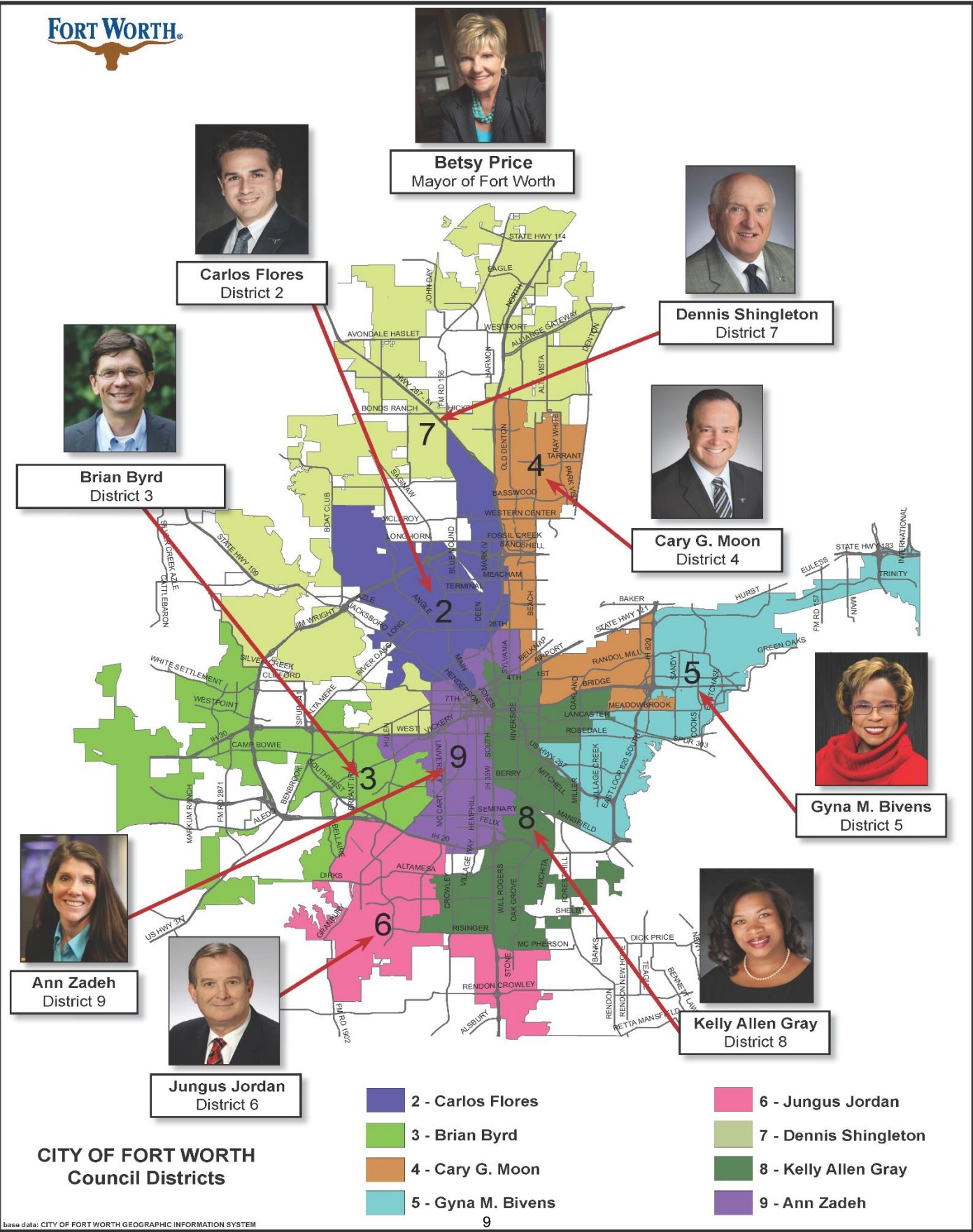
Loraine Coleman, Senior Budget Analyst
Norma Naylor, Senior Budget Analyst
Crystal Hinojosa, Senior Administrative Assistant

Kip Dernovich, Budget Manager
Kristina Ashton, Budget Analyst II
Kenya Buckley, Budget Analyst II

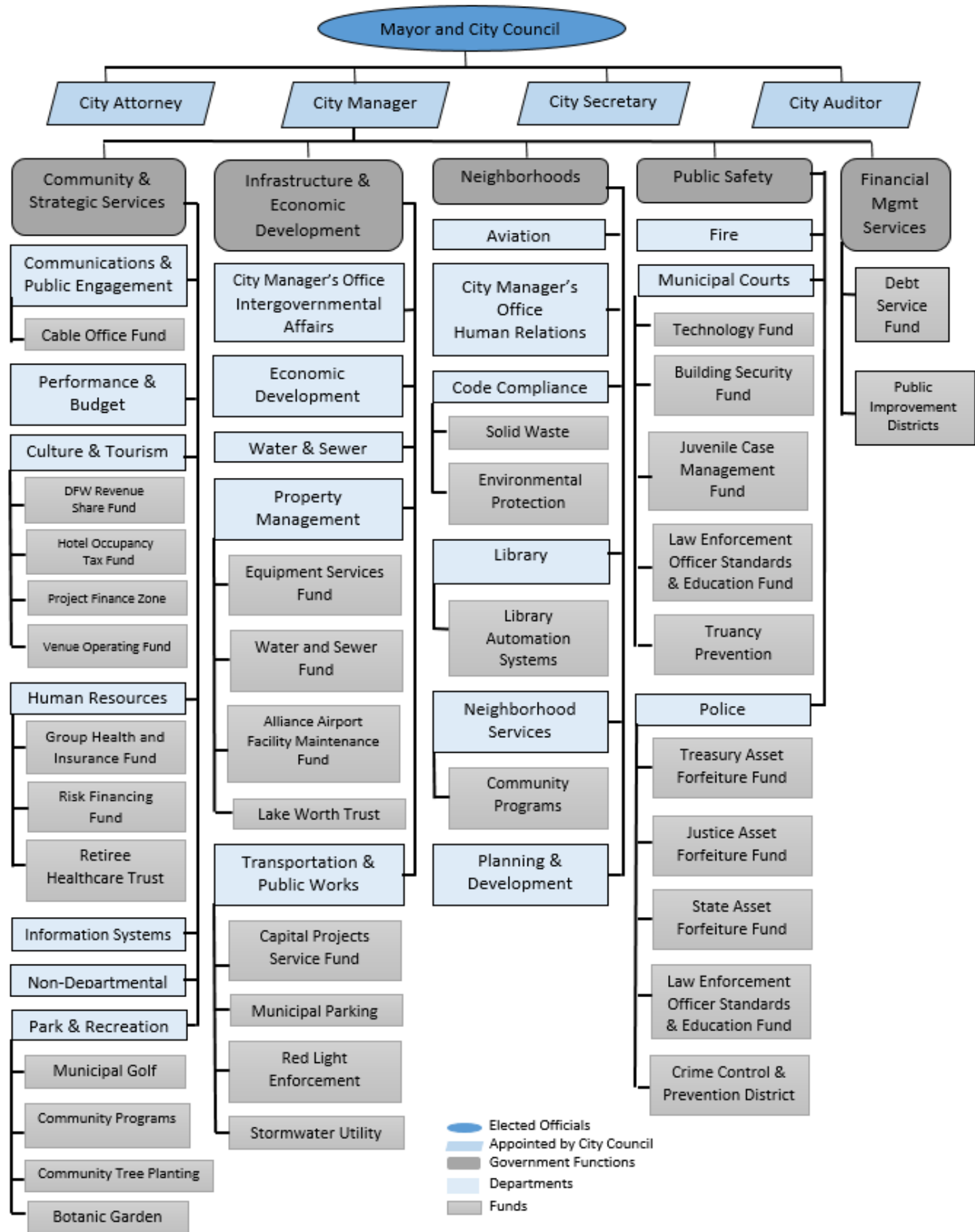
Eric Garretty, Budget Manager
Samuel Kigo, Budget Analyst II
Brady Kirk, Budget Analyst I
Cynthia Hume, Budget Analyst I

Pamela Kacmarynski, Budget Manager
Rodney Arnold, Budget Analyst II
Juanita Jimenez, Budget Analyst II
Jesus Hernandez, Technical Support
Analyst I
Danielle Pickle, Project Info
Systems Specialist

City Council District Map

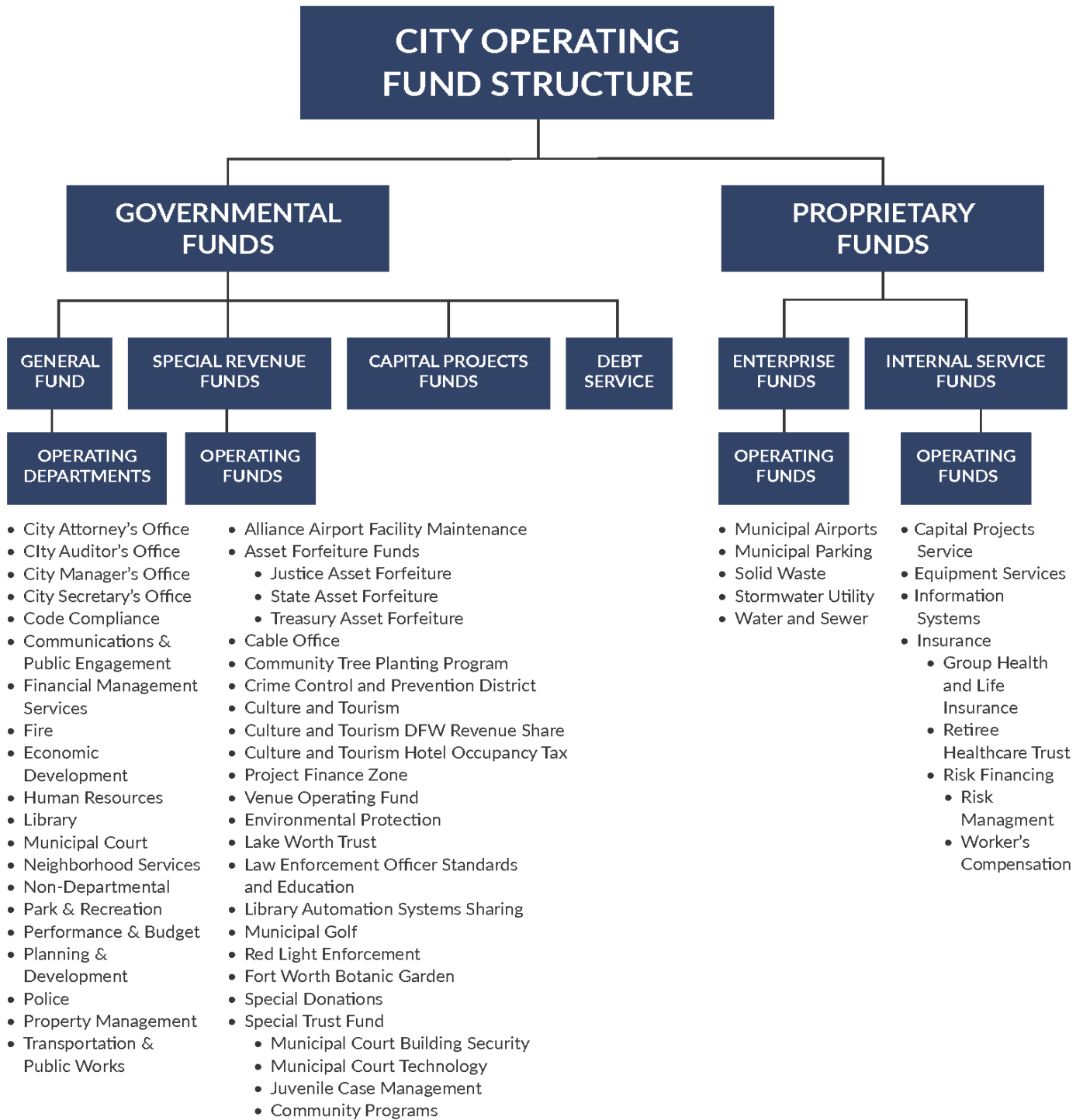


City Organizational Chart



- Elected Officials
- Appointed by City Council
- Government Functions
- Departments
- Funds

Total City Operating Budget Organization Chart





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

Budget Message

September 26, 2017

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

I am pleased to present you with the Fiscal Year 2018 (FY2018) Adopted Budget. For a second consecutive year, the City's economic outlook is positive—from improvements in local job growth and sales tax collections to increases in residential and commercial values and new building permits. Along with this growth have come increased demands on City services and infrastructure, and ultimately the requests for and use of City dollars. We will continue to build upon previous years' efforts to make the City leaner and more effective to ensure the long-term protection of our quality of life.

I am presenting you with a balanced \$678 million General Fund budget that achieves the following:

- Increases the cash funding dedicated to capital projects, including funds for street maintenance and repair, funds to improve neighborhood vitality and safety, and additional funds for park maintenance and improvements
- Staffs new facilities approved by voters in the 2014 bond program which includes the Golden Triangle Library, and Fire Station 42 at Spinks Municipal Airport
- Emphasizes public safety with the third year implementation of Police's Sixth Patrol Division, additional school resource officers, and City funding of 15 police officer positions previously funded by a federal grant
- Provides funds for balancing "pay for performance" and health benefits
- Continue the practice of not using reserves to balance City funds
- Lowers the property tax rate by three cents; the tax rate goes to 80.5 cents from 83.5 cents per \$100 of assessed taxable value

Reflecting the growing demands on our City's resources, the citywide FY2018 Adopted Budget—which includes the Debt Service Fund and most operating funds—totals just over \$1.7 billion, an increase of 5.39 percent over the FY2017 Adopted Budget. The citywide adopted budget also includes a total of 7,066.65 full-time equivalent positions (FTE), an increase of 470.65 FTE from the FY2017 Adopted Budget. The main reason for this increase is due to a new approach in how temporary, seasonal and grant employees are recognized throughout the City.

As one of the fastest growing cities in the nation, as well as one of the most livable communities, we believe the future is bright for the City of Fort Worth. We expect that job growth will continue and people will continue to move to Fort Worth. The FY2018 Adopted Budget represents our plan to meet our responsibility to ensure appropriate infrastructure investment and maintenance and quality levels of services. I look forward to working with you throughout our budget process and also encourage citizen input and feedback as well.

Respectfully submitted,



David Cooke
City Manager

Budget Message

The Fiscal Year 2018 (FY2018) Adopted Budget is the product of prioritizing revenue sources with expenditures through a comprehensive process of looking at the City's financial health for not only the upcoming year, but well into the future. In order to make integrated funding and other decisions to address top priority needs across the organization, the City will continue to move from department specific actions to a broader, organizationally focused decision-making process. These philosophies and processes shift our corporate focus towards identifying and building infrastructure investment.

The local Fort Worth economy continues to show steady signs of improvement; however, the growing demands on the City's limited financial resources continue to set the parameters within which the City must operate.

OVERVIEW

The FY2018 Adopted Budget totals slightly over \$1.7 billion and consists of 19 different operating departments (excluding Non-Departmental) plus four appointed officials across various funds, including the General Fund, Special Revenue Funds, Debt Service Funds, Enterprise Funds and Internal Service Funds. Of the total budget, 39 percent, or \$678 million, reflects the cost of General Fund activities such as public safety, parks, neighborhood services, economic development, property management, transportation and public works, planning and development, public libraries and general management of the City. The remaining 61 percent, or \$1.05 billion, will fund the operations of the other funds, including Special Revenue Funds, Debt Service Funds, Enterprise Funds and Internal Service Funds.

The citywide budget also includes 7,066.65 full-time equivalent (FTE) positions, which is a net increase of 470.65 FTE from the FY2017 Adopted Budget. The primary reason for this increase is due to a new manner in how the City accounts for temporary and seasonal staff and budgets for grant funded positions. However, the budget includes 166.32 new FTE as outlined below:

- Public Safety – 64 FTE
- Capital Delivery – 28 FTE
- Park and Recreation – 18.7 FTE
- Library – 11.5 FTE
- Planning and Development – 14 FTE
- Water – 10 FTE
- Other – 20.12 FTE

See FY2018 Discussion within Departmental pages for more information.

BUDGET DEVELOPMENT PROCESS

Staff began the FY2018 budget process in January of 2017 by presenting the City Executive Staff with projection data for FY2017. February of 2017 brought the City Council retreat and an effort to align City Council goals with City Executive staff guiding principles. In early April, the Performance and Budget 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

Budget Message

departmental fiscal coordinators to discuss the overall strategy for developing the FY2018 budget. City staff set out to prepare the FY2018 Adopted Budget by relying on the following budget development strategies:

- Increase funding for capital investment
- Meet infrastructure and service commitments - 2014 Bond Program / 6th Patrol Division
- Employee Pay: Balancing performance pay and benefits
- No use of fund balance / reserves
- No tax rate increase in the General Fund / Reduce the tax rate if possible

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.

Throughout the budget development process, staff updated City Executive staff on the performance of the FY2017 budget. To take advantage of the City's new Enterprise Resource Planning (ERP) software, the FY2017 City Forecasting process was modified to provide more up to date data. This was accomplished by presenting data twice per year (March and July of FY2017).

While a revenue upturn has been a hallmark of the FY2017 budget thus far, in reality, the cost of providing even the same level of City services continues to increase. Beyond that, maintenance needs are growing. The City's population also continues to grow, putting a further strain on existing services and infrastructure. Even after combining these factors with fund balance reserve requirements and debt service payments the City is presenting a balanced General Fund budget without the use of excess reserves.

Another welcome outcome of this budget process is that the City was able to lower the property tax rate to \$0.8050 per \$100 of assessed valuation from \$0.8350 per \$100 of assessed valuation. Staff continues to review and adhere to this and other policies set by the City Council when making budgetary and operational decisions.

SIGNIFICANT ISSUES

Before highlighting specifics of the FY2018 budget, included below are several topics that received significant attention during the budget development process: budget system and development improvements, pay for performance, Enterprise Resource Planning, and capital projects planning.

Budget System / Development Improvements. Continuing to update budget systems and processes is intended to make the budgeting process more efficient for departments, and provide more funding to support City infrastructure. This is accomplished by focusing on maintenance of current assets before funding expansions; facilitating a more proactive approach to budget management; developing long-range debt and capital financing plans for all funds; enhancing budget accuracy; and by increasing transparency and stakeholder participation in financial planning and budget development. Continued updated systems / processes for the FY2018 financial planning and budgeting process both as a City and as individual departments, include the following:

Budget Message

- Emphasizing corporate decision-making regarding needs and funding priorities based on performance measures;
- Eliminating use of fund balance for operating costs;
- Developing a 5-year, capital improvement plan to include operating and capital expenses, secured and potential funding, and funding prioritization;
- Growing departments' pay-as-you-go capital funding;
- Holding monthly budget development stakeholder meetings beginning in March 2017;
- Implementing Hyperion budget software as the City's budgeting system of record; and,
- Producing attainable revenue and expenditure budgets that come in neither over nor under, but rather reflect actuals that are most likely to occur.

Capital Planning. The City continues to enhance the process to develop a 5-Year Capital Improvement Plan which includes identification and prioritization of current and future funding requirements for capital projects. As part of that process, capital funds are included in the current year budget for pay-as-you-go funding to pay for capital assets and expenses. The City is allocating \$0.0650 of the property tax rate, from General Fund operating expense to General Capital items in FY2018, which provides a four percent increase in available PAYG funding over the FY2017 PAYG amount. For the General Fund, this translates to a capital investment of \$37,038,000. The increased emphasis on capital funding will focus primarily on maintenance of existing capital.

Pay Plan Study/Pay for Performance. In October 2014, the City of Fort Worth initiated a pay plan study of over 3,700 general government employees (excluded sworn Fire and Police personnel). The purpose of the study was to assess and make changes to the pay plan structure based on both internal (hierarchy) and external (market) factors to allow the City to be competitive in the recruitment and retention of a highly effective workforce. Initial assessment and implementation of a new structure along with new job descriptions was completed by the end of FY 2015. In January of 2016, raises for general government employees were provided based upon tenure and salary in order to more appropriately place employees in their new ranges. Beginning in January 2017 raises were based on performance. Within the FY2018 Adopted Budget, City Executive Staff have budgeted three percent of general employee salaries for pay for performance. The goal of these funds are to retain quality staff and reward general employees providing exceptional service to the City.

Enterprise Resource Planning Phase II (ERP). On October 1, 2015, the City implemented a new business system to enable staff to adopt and put into action financial industry best practices. This implementation included the following functionality: Accounts Payable, Accounts Receivable (Deposit), Cash Management, Commitment Control, General Ledger, and integration with the PeopleSoft Payroll/Timekeeping and the BuySpeed Purchasing Systems. It replaced antiquated systems and consolidated stand-alone systems into one enterprise system. Upon implementation, the City has begun to standardize business processes through the adoption of best business practices, strengthen internal controls, establish a single source of financial record, provide real-time data and strengthen City financial systems. Fiscal Year 2017 saw the implementation of the Accounts Receivable/Point of Sale System, the Hyperion Budgeting System, the upgrade to HCM and the Taleo recruitment and Integration system. Future components include the Purchasing/eProcurement modules.

Budget Message

MAJOR FUNDING AND ORGANIZATIONAL CHANGES

FUNDING CHANGES

Changes to the FY2018 budget reflect the challenges presented as the City strives to continue providing its citizens with high levels of services, while operating within constrained budget parameters. These changes include program improvements necessitated by contractual, statutory, and other obligations, along with program reductions to ensure City services operate in the most efficient and effective manner possible.

*See FY2018 Discussion within Departmental pages for more information.

Special Donation Fund. The Special Donation Fund was created in FY2016 to capture and monitor monetary donations received by various departments within the City from private entities. The budget is based on the anticipated revenue from each department that receives donations and is included in the budget appropriation for the fiscal year. Revenues and expenditures are budgeted within the Special Donation Fund and once a donation is received, both the revenue and expense is transferred to the applicable center for the department receiving the donation within the Special Donation Fund. Any expenses associated with these donations must be paid from the Special Donation Fund and funds may not be expended until the donation has been received and appropriated. Going forward, a new policy is being developed for donations and the fund will be reviewed for efficacy.

Chapter 380 Economic Development Agreements. Chapter 380 agreements, made in accordance with Texas Local Government Code 380, may be used as a gap-financing tool and are proposed by the City Council to serve as local grants to reimburse private developers for a range of expenses that may otherwise render development projects financially unfeasible. Public support of these projects yields significant positive impact to the community and neighborhoods surrounding the project. Grant payments to existing projects increase over time due to rising ad valorem values as the grant payments are a reimbursement of a percentage of taxes paid. During FY2017, funding was budgeted for 33 projects at \$15.2 million. For FY2018, six additional projects are expected to come online for a total of 39 projects and \$19.0 million to satisfy all the projected agreements included in the budget.

Vehicles and Specialized Equipment. To address deficiencies in the City's vehicle and heavy equipment fleet, the FY2018 Recommended Budget includes funding for replacements and acquisitions of \$3.0 million from the General Fund and \$6.1 million from other funds. Additionally in FY2014, in order to improve long-range capital budgeting for vehicle and equipment purchases, the City created the Vehicle and Equipment Replacement Fund (VERF). The VERF was set up as a capital projects fund to be used in managing revenues and expenditures associated with acquisition of the City's rolling stock, which includes automobiles, motorcycles, specialized mobile equipment and other motor driven capital assets. The VERF provides a mechanism for the City to set aside funding in preparation for upcoming vehicle-related capital expenditures and enhance transparency and auditing efforts by providing a central account repository for the purchase of most vehicles and equipment acquired. Participating funds in the VERF include the General Fund and Culture and Tourism Funds. Funds budgeted for equipment and capital purchases in these funds will be transferred to

Budget Message

the VERF to provide a systematic, citywide approach to procurement and disposition of fleet, as well as to ensure adequate funds are available to purchase vehicles and equipment.

ORGANIZATIONAL CHANGES

The FY2018 Adopted Budget includes a few major changes to the City's organizational structure, including the following:

Recognition of Full Time Equivalent Workforce. Recognized 293.91 FTE for temporary, seasonal, and grant-funded positions that were not previously included in the city-wide FTE count. These existing positions include functions such as: lifeguards, summer day camp, library pages, and seasonal mowing staff among many others.

Library Department. 11.50 FTE positions were added to the Library to staff the addition of the Golden Triangle Library. Golden Triangle Library is targeted to open in December of 2018.

Capital Project Services Fund. 28 positions were added to the Capital Project Services Fund – TPW to assist with the administration and operational facets of capital projects throughout the City. These additional positions will enable more efficient and effective delivery of capital projects.

Police Department. The implementation of the third year of the Sixth Patrol Division staffing plan is included in the FY2018 Adopted Budget. The plan includes the addition of 27 Officers and 13 civilian support staff targeted for a starting date of October 2017.

Creation of the Communications and Public Engagement Department. In June of 2017, City Executive Staff decided to create the Communications and Public Engagement Department (CPE) with 18 Authorized Positions (AP) from the CMO, 13 AP's from the Solid Waste Fund, 6 AP's from Code, 1 AP from TPW, and 2 new AP positions to finalize staffing for the CPE. This newly created department will perform communication, marketing, and customer relationship management software implementation. This moves the City's call center from Code Compliance to the centralized department.

Planning and Development. The Department increased by 14 authorized positions for customer service, Plans Exam, Zoning and Project Facilitation. The Department has experienced a steady increase in permitting activity since FY2012. The added positions are to cover increased workload and meet targeted turnaround times for plan review and permitting. The increased costs incurred for the positions will be fully funded via permit fees and licenses.

Budget Message

Mayor and City Council Communication Center. The Mayor and City Council Communication Center (M&C) and its functions are being transferred from the City Manager’s Office to the City Secretary’s Office in FY2018. 3 AP’s (2 - Administrative Technicians, 1 – Administrative Assistant) will also be moving to the City Secretary’s Office to facilitate the M&C process.

Directions Home. The City’s homelessness initiative Directions Home and its functions are being transferred from the Neighborhood Services Department to the City Manager’s Office in FY2018. 2 AP’s (1 – Human Services Manager, 1 – Human Services Coordinator) will also be moving to assist in the administration and coordination of the City’s homeless initiative.

GENERAL FUND REVENUES

The economic outlook for Fort Worth is encouraging with property and sales tax revenue, along with fee income, continuing to grow.

| Adopted General Fund Revenue Budget | | | |
|-------------------------------------|----------------|---------------|---------------|
| FY2017 | FY2018 | Percent | Dollar |
| <u>Adopted</u> | <u>Adopted</u> | <u>Change</u> | <u>Change</u> |
| \$639,004,871 | \$678,933,315 | 6.2% | \$39,928,444 |

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 2017 showed an increase in the City’s property tax base. In comparison to the July 2016 certified property tax roll, the July 2017 certified property tax roll reflected an 11.8 percent growth in adjusted net taxable property value.

When updating the five-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 FY2018, the City’s combined property tax rate was lowered to \$0.8050 per \$100 of assessed valuation with a 98.5 percent collection rate. Based on the O&M levy rate of \$0.6415 per \$100 of assessed valuation, the General Fund portion of the property tax rate is expected to yield approximately \$365.5 million in revenue for FY2018. The debt service levy rate of \$0.1635 per \$100 of assessed valuation is expected to yield approximately \$93.2 million, which will allow the repayment of all current and proposed debt obligations.

Budget Message

SALES TAX

Sales tax collections are a major revenue component. Economic conditions in FY2017 continue to show strength with the 12-month rolling average of sales tax collections achieving new record highs throughout much of the year. This trend is positioned to continue through FY2018 given that the Dallas-Fort Worth area was named one of the top retail construction markets in 2016 calendar year and in 2017 it was noted that Dallas-Fort Worth leads the nation in industrial building construction, according to the business section of the Dallas Morning News. There are continued increases in permitting volumes as well as new and existing homes values. Based on the FY2017 year-end budget projections, sales tax revenue is expected to increase in FY2018 by five percent and is budgeted at \$154,573,000.

Among large Texas cities, Fort Worth continues a positive trend with year-to-date sales tax collections up 7.2% percent over the same period last year, which puts Fort Worth's sales tax performance ahead of Houston, Dallas, San Antonio and El Paso.

There were no significant audit adjustments as a result of the fourth quarter forecast for FY2017, and the City continues to follow the 20-year incremental repayment plan agreement with the State Comptroller to refund the \$9.3 million in audit adjustments identified in FY2011.

GENERAL FUND EXPENDITURES

| Adopted General Fund Expenditure Budget | | | |
|---|----------------|---------------|---------------|
| FY2017 | FY2018 | Percent | Dollar |
| <u>Adopted</u> | <u>Adopted</u> | <u>Change</u> | <u>Change</u> |
| \$639,004,871 | \$678,933,315 | 6.2% | \$39,928,444 |

For FY2018 General Fund expenditures are keeping pace with revenues. However, costs are increasing due to a variety of factors, including rising supply and contractual service costs, program and service level improvements, and personnel cost increases.

Salary and Benefits Changes. In keeping with the City's commitment to invest in its employees, the following salary and benefits changes are included in the FY2018 budget:

- Police Civil Service employees will receive salary increases in accordance with the Meet and Confer Bargaining Contract. (2% salary plus steps, 1% benefits plus steps)
- 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. (3% plus steps)
- The continued implementation of the compensation and classification study for general employees as well as a budgeted three percent of salaries dedicated to pay for performance. (Ranges 0-5%)

Budget Message

BUDGET HIGHLIGHTS

The FY2018 Adopted Budget includes numerous actions that move the City forward under the guidance of the FY2018 Budget Principles and Management Plan. Included below are highlights of those changes.

Property Tax Rate Reduction. In an effort to increase commercial development and lower the tax burden to City of Fort Worth residents and businesses, part of the FY2018 tax levy revenue increases are being rebated back to citizens and businesses. The City of Fort Worth Property Tax rate is being reduced \$0.03 cents to \$0.8050 per \$100 of assessed value from \$0.8350 per \$100 of assessed value.

Increased Funding for New Capital Projects and Maintenance. A portion of the FY2018 tax levy revenue increases are being directed toward new capital investment and the maintenance of existing capital projects in specific categories. Prior categories have increased by four percent. New categories and funding have been broken out as follow:

- Park and Recreation – An additional appropriation of \$2,663,000 in FY2018

Increased Funding for Pay As You Go (PAYG) Capital. One way that City Departments are able to maintain or purchase capital items on a one-time basis is through the use of PAYG capital funding. In an effort to increase PAYG funding levels for Departments, a portion of FY2018 levy revenue increases have been set aside for this purpose. PAYG capital funding will increase by an additional appropriation of \$3,751,921 in FY2018.

Reader’s Guide to the Budget

Purpose

This budget book summarizes all public service programs provided by the City of Fort Worth, Texas and represents the annual plan for the allocation of resources. The budget presented covers the period of October 1, 2017 to September 30, 2018 (Fiscal Year 2018).

Process and Policies

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

Sample Fund Summary Format: Operating Department and Fund Summaries

For each department and fund, summary information is provided on revenues, expenditures and staffing for FY 2016 actual results; the FY 2017 adopted budget and revised budget; and FY 2018 Adopted Budget.

| | FY2016 Actuals | FY2017 Adopted Budget | FY2017 Revised Budget | FY2018 Adopted Budget |
|--|-------------------|-----------------------------|-----------------------------|-----------------------------|
| Salaries & Benefits General Operating & Maintenance Debt Service | | | | |

Full-time Equivalent Positions

Each department summary includes the number of full-time equivalent positions in that department and fund.

Authorized Positions

A position that has formally been approved by the City Council.

Budget Highlights

In this section, revenue and expenditure summaries are listed for the total City of Fort Worth budget and an overview of revenues, expenditures, staffing and City of Fort Worth organization.

Budget Process

Creation of the Recommended Budget

The annual budget process commences in the fall 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 time lines 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 organizations budget assumptions. Each request must relate to the City Council's goals and the organization's program objectives in preparing cost estimates. 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 Budget 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. Once the target is established, department staff may modify the amounts within the target total, but may not exceed the target.

City departments may also submit options for reducing (savings) their base budgets. For FY 2018, departments were not required to submit options to reduce their annual operating budgets. All proposals to reduce departmental budgets were evaluated for both potential savings and for short-term and long-term service impacts.

Areas of new service or service expansions requested by City departments were based on strategic alignment of City Council goals, plans and objectives, a clear explanation of what is trying to be accomplished, and an identification of

opportunities to collaborate or partner with other City departments or outside agencies. These requests were received and compiled by the Performance and Budget Department staff.

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 at least ten days after the first publication of the appropriations ordinance.

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 any fund through delegated authority. Revisions that alter the total appropriations of any fund must be approved by the City Council.

Budget Implementation

Once the budget is adopted in September, it becomes the legal basis for the programs of each department of the City during the fiscal year. No department or other agency of the City may spend more than approved or 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 for re-appropriation. The City Manager is responsible for maintaining a balanced budget at all times. If there is an excess of expenditures over revenues, the City Manager will take necessary actions to rebalance the budget.

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



FY2018 BUDGET PROCESS TIMELINE

March 31: FY 2018 Budget Kickoff With Hyperion

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

May 1 – 19: Departments Provide 5-Year CIP Feedback

- Departments provide feedback on consolidated 5-Year CIP

June 19 – July 14: CMO Review of Proposed Budget:

- General Fund budget solutions
- New and increased fees
- Consolidated Capital Improvement Plan (FY18-22)
- Decision Packages (Budget Recommendations)
- Tax Rate Discussion
- Review of FY17 Forecast – FY18 Budget Impacts
- Human Resources: Compensation, benefits, health insurance Increases

July 25: Certified Tax Roll Received

- Receive Certified Appraisal Values

August 1: City Manager Delivers Recommended 5-Year Capital Improvement Plan

- Presentation of the City Manager's Recommended FY2018-2022 Capital Improvement Plan to the City Council

August 15: City Manager Delivers Recommended Annual Budget

- Presentation of the City Manager's Recommended FY2018 Annual Budget to the City Council (includes Presentation of CCPD Funding Application)

August 29: 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

September 19: FY2018 Budget and Tax Rate Adoption

- Council considers CCPD Budget for adoption (if delayed)
- Council considers FY2018 Budget for adoption
- City Council adopts tax rate for FY2018
- Action establishes split between operating/debt service tax rates

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

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 or divisions (e.g. Performance and Budget Department or Budget and Research 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

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 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 where the private customers are internal departments. The City of Fort Worth has five internal service funds.

Capital Project Funds

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

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 ordinance.

Basis of Budgeting

The City budgets for governmental funds, which include the general fund, capital projects service fund, 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 shall be 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 finance expenditures, 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; and
- Capital purchases are recognized as expenses.

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 toward the end of the budget book.

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 three 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 15th 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 is 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% |
| Special Revenue Funds: (Fund Balance) | |
| Crime District | 16.67% |
| Culture/Tourism | 16.67% |
| Environmental | 16.67% |
| Lake Worth Trust | 16.67% |
| Municipal Golf | 16.67% |
| Red Light Enforce | 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% |
| Enterprise Funds: (Days Cash on Hand) | |
| Municipal Airport | 62 Days |
| Municipal Parking | 62 Days |
| Solid Waste | 62 Days |
| Stormwater | 62 Days |
| Water and Sewer | 62 Days |
| Internal Service Funds: (Working Capital) | |
| Capital Projects | 3.00% |
| Equipment Services | 3.00% |
| Information Systems | 3.00% |
| Group Health/Life | 16.67% |
| Risk Financing | 16.67% |

Financial Policies

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

Revenues

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.

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 12.0 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.

Financial Policies

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.

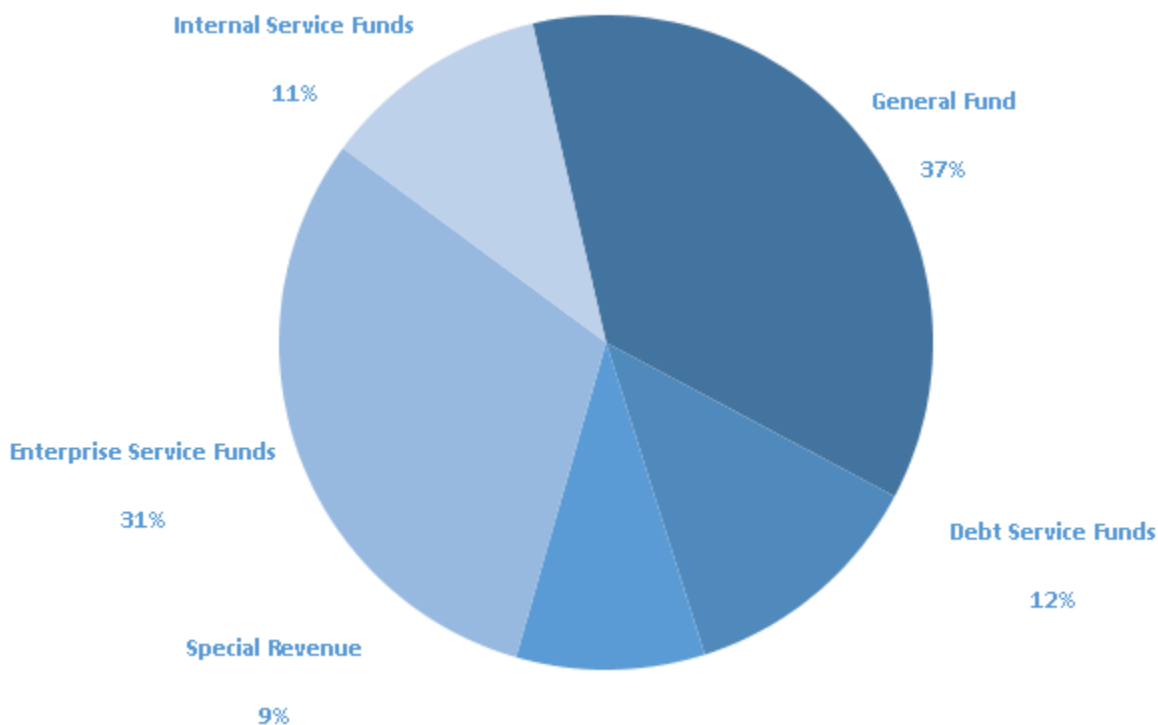
User Fee Policy

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.

Total Revenue By Fund

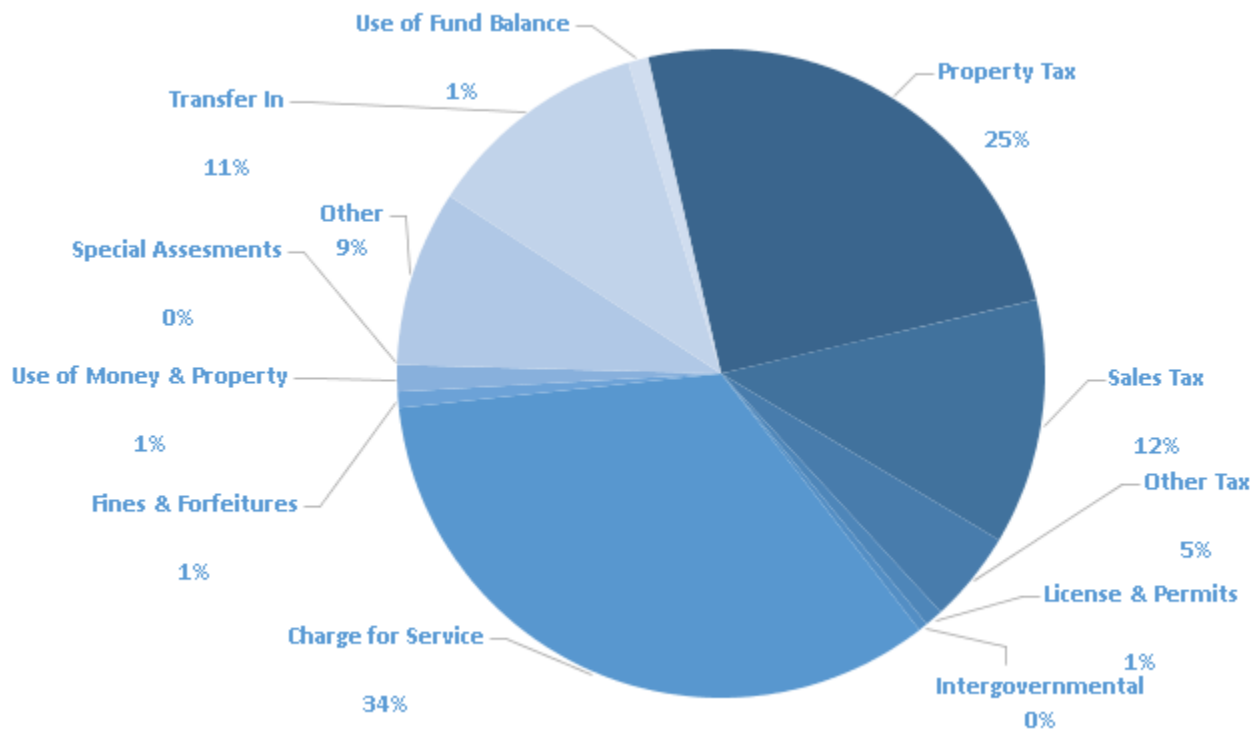
| | FY16 | FY17 | FY17 | FY18 |
|------------------------------|------------------------|----------------------|----------------------|----------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| General Fund | 618,200,968 | 639,004,871 | 658,303,490 | 678,933,315 |
| Debt Service Funds | 354,033,603 | 210,154,185 | 273,308,341 | 230,032,135 |
| Special Revenue | 162,520,796 | 166,908,488 | 472,682,444 | 173,789,928 |
| Enterprise Service Funds | 537,127,124 | 549,243,323 | 551,234,334 | 572,355,478 |
| Internal Service Funds | 227,004,805 | 189,515,722 | 210,573,003 | 210,125,250 |
| Total Operating Funds | \$1,898,887,296 | 1,754,826,589 | 2,166,101,612 | 1,865,236,106 |



*Debt Service Funds include the appropriation of Special Revenue Fund and Enterprise Fund related debt service payments. The funding source for these appropriations are transfers from the respective Special Revenue or Enterprise Fund.

Total Revenue By Source

| | FY16 | FY17 | FY17 | FY18 |
|-------------------------|------------------------|----------------------|----------------------|----------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 410,006,898 | 433,616,982 | 433,616,982 | 465,549,937 |
| Sales Tax | 203,449,083 | 207,862,830 | 208,412,830 | 228,302,000 |
| Other Tax | 81,730,811 | 84,172,310 | 82,972,310 | 84,925,149 |
| License & Permits | 16,086,069 | 14,638,106 | 14,638,106 | 16,951,636 |
| Intergovernmental | 11,234,544 | 5,869,997 | 5,902,255 | 8,629,046 |
| Charge for Service | 607,105,089 | 617,490,055 | 618,315,395 | 630,256,591 |
| Fines & Forfeitures | 16,472,835 | 15,711,571 | 15,711,571 | 14,964,444 |
| Use of Money & Property | 38,002,146 | 28,522,406 | 27,074,282 | 24,665,253 |
| Special Assesments | - | - | - | - |
| Other | 164,078,366 | 153,234,853 | 156,078,634 | 163,780,968 |
| Transfer In | 350,721,454 | 175,679,718 | 563,689,542 | 208,425,304 |
| Use of Fund Balance | - | 18,027,761 | 39,689,705 | 18,785,778 |
| Total Revenues | \$1,898,887,296 | 1,754,826,589 | 2,166,101,612 | 1,865,236,106 |



*Debt Service Funds include the appropriation of Special Revenue Fund and Enterprise Fund related debt service payments. The funding source for these appropriations are transfers from the respective Special Revenue or Enterprise Fund.

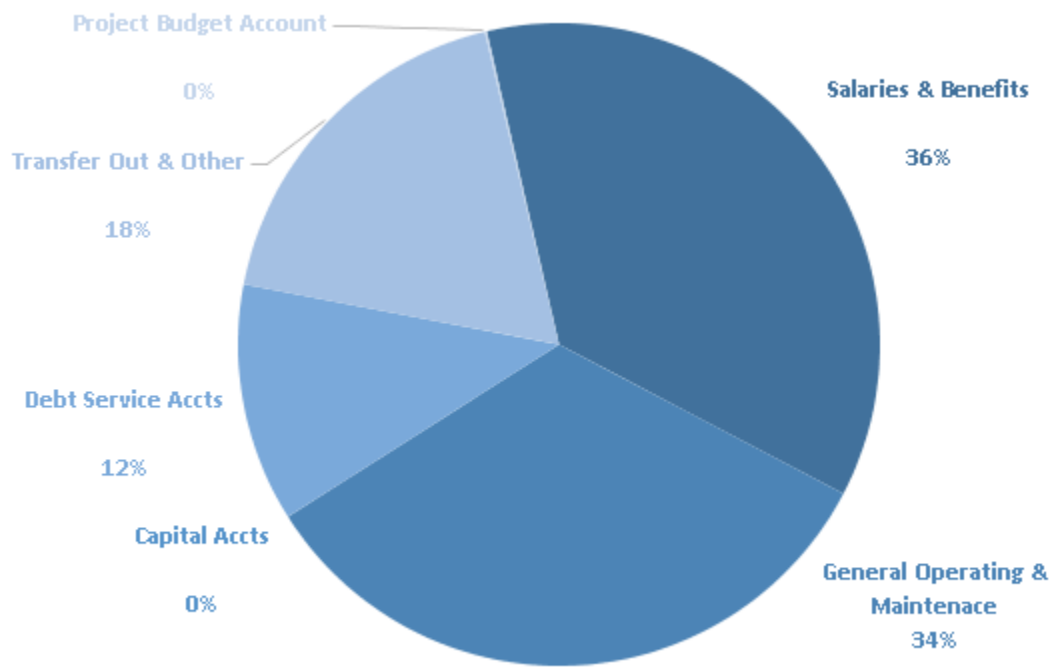
Expenditures By Fund

| | FY16 | FY17 | FY17 | FY18 |
|------------------------------|------------------------|---------------------------|---------------------------|---------------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| General Fund | 612,527,468 | 639,004,871 | 658,303,490 | 678,933,315 |
| Debt Service Funds | 335,710,201 | 210,154,185 | 273,308,341 | 230,032,135 |
| Special Revenue | 180,863,858 | 166,908,488 | 472,682,444 | 173,789,928 |
| Enterprise Service Funds | 522,118,784 | 549,243,323 | 551,234,334 | 572,355,478 |
| Internal Service Funds | 219,542,347 | 189,515,722 | 210,573,003 | 210,125,250 |
| Total Operating Funds | \$1,870,762,659 | 1,754,826,589 | 2,166,101,612 | 1,865,236,106 |

*Debt Service Funds include the appropriation of Special Revenue Fund and Enterprise Fund related debt service payments. The funding source for these appropriations are transfers from the respective Special Revenue or Enterprise Fund.

Expenditures By Type

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|------------------------|----------------------|----------------------|----------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Salaries & Benefits | 606,298,325 | 629,693,507 | 633,452,673 | 677,040,108 |
| General Operating & Maintenance | 567,154,775 | 597,023,248 | 598,337,142 | 621,463,990 |
| Capital Accts | 461,618 | 193,400 | 190,900 | 16,000 |
| Debt Service Accts | 341,575,658 | 207,743,892 | 249,595,228 | 223,737,453 |
| Transfer Out & Other | 355,272,282 | 313,685,299 | 684,525,669 | 341,016,194 |
| Project Budget Account | - | 6,487,243 | - | 1,962,361 |
| Total Revenues | \$1,870,762,659 | 1,754,826,589 | 2,166,101,612 | 1,865,236,106 |



*Debt Service Funds include the appropriation of Special Revenue Fund and Enterprise Fund related debt service payments. The funding source for these appropriations are transfers from the respective Special Revenue or Enterprise Fund.

Summary of Revenues, Expenditures and Changes in Fund Balance

General Fund

| | FY16 | FY17 | FY17 | FY18 |
|--------------------------------------|--------------------|-----------------------|-----------------------|-----------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 324,346,620 | 343,409,816 | 343,409,816 | 371,235,691 |
| Sales Tax | 138,475,263 | 140,468,044 | 141,018,044 | 154,573,000 |
| Other Tax | 53,965,200 | 55,389,097 | 55,389,097 | 54,830,905 |
| License & Permits | 15,303,889 | 13,811,793 | 13,811,793 | 16,136,753 |
| Intergovernmental | 604,966 | 608,679 | 657,296 | 369,315 |
| Charge for Service | 28,767,822 | 34,975,461 | 32,292,936 | 26,698,246 |
| Fines & Forfeitures | 7,546,179 | 7,798,483 | 7,798,483 | 6,090,674 |
| Use of Money & Property | 2,732,089 | 723,698 | 723,698 | 634,067 |
| Other | 2,082,402 | 1,650,645 | 1,656,645 | 1,819,064 |
| Transfer In | 44,376,538 | 40,169,155 | 59,118,392 | 46,545,600 |
| Total Revenues | 618,200,968 | 639,004,871 | 655,876,200 | 678,933,315 |
| Use of Fund Balance | - | - | 2,427,290 | - |
| Salaries & Benefits | 444,269,921 | 457,701,721 | 461,741,912 | 486,164,959 |
| General Operating & Maintenance | 129,207,678 | 140,133,522 | 136,378,239 | 140,929,253 |
| Capital Accts | - | 16,000 | 16,000 | 16,000 |
| Debt Service Accts | 683,701 | 830,776 | 830,776 | 880,311 |
| Transfer Out | 38,366,168 | 40,322,852 | 59,336,563 | 50,942,792 |
| Total Expenses | 612,527,468 | 639,004,871 | 658,303,490 | 678,933,315 |
| Contribution to Fund Balance | - | - | - | - |
| Revenue Over (Under) Expenses | 5,673,500 | - | - | - |

Summary of Revenues, Expenditures and Changes in Fund Balance

Debt Service Funds

| | FY16 | FY17 | FY17 | FY18 |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 85,660,278 | 90,207,166 | 90,207,166 | 94,314,246 |
| Intergovernmental | - | - | 210,325 | - |
| Charge for Service | 109,258 | - | - | - |
| Use of Money & Property | 4,740,093 | 2,846,157 | 2,846,157 | 2,781,456 |
| Transfer In | 263,523,974 | 117,100,862 | 175,934,510 | 122,441,203 |
| Total Revenues | 354,033,603 | 210,154,185 | 269,198,158 | 219,536,905 |
| Use of Fund Balance | - | - | 4,123,634 | 10,495,230 |
| General Operating & Maintenance | 826 | - | - | - |
| Debt Service Accts | 335,208,283 | 203,474,069 | 244,265,710 | 220,655,029 |
| Transfer Out | 501,092 | - | 4,123,634 | - |
| Total Expenses | 335,710,201 | 203,474,069 | 248,389,344 | 220,655,029 |
| Contribution to Fund Balance | - | 6,680,116 | 24,932,448 | 9,377,106 |
| Revenue Over (Under) Expenses | 18,323,402 | - | - | - |

*Debt Service Funds include the appropriation of Special Revenue Fund and Enterprise Fund related debt service payments. The funding source for these appropriations are transfers from the respective Special Revenue or Enterprise Fund.

Summary of Revenues, Expenditures and Changes in Fund Balance

Special Revenue Funds

| | FY16 | FY17 | FY17 | FY18 |
|--------------------------------------|---------------------|--------------------|--------------------|--------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Sales Tax | 64,973,820 | 67,394,786 | 67,394,786 | 73,729,000 |
| Other Tax | 27,765,611 | 28,783,213 | 27,583,213 | 30,094,244 |
| License & Permits | 21,250 | 20,000 | 20,000 | 20,000 |
| Intergovernmental | 10,629,578 | 5,246,318 | 5,019,634 | 8,259,731 |
| Charge for Service | 13,268,137 | 15,286,358 | 12,476,067 | 15,589,147 |
| Fines & Forfeitures | 8,926,656 | 7,913,088 | 7,913,088 | 8,873,770 |
| Use of Money & Property | 16,355,137 | 16,553,961 | 14,605,837 | 11,469,447 |
| Other | 16,545,193 | 11,034,763 | 12,867,263 | 12,105,111 |
| Transfer In | 4,035,413 | 2,065,463 | 311,397,107 | 9,179,997 |
| Total Revenues | 162,520,796 | 154,297,950 | 459,276,995 | 169,320,447 |
| Use of Fund Balance | - | 12,610,538 | 13,405,449 | 4,469,481 |
| Salaries & Benefits | 49,521,945 | 54,080,536 | 54,080,511 | 58,401,273 |
| General Operating & Maintenance | 59,488,945 | 59,589,794 | 60,446,816 | 65,360,559 |
| Capital Accts | 345,691 | 96,900 | 146,400 | - |
| Debt Service Accts | 1,340,580 | 1,208,607 | 1,507,202 | (0) |
| Transfer Out | 70,166,696 | 45,320,247 | 356,376,354 | 47,833,868 |
| Project Budget Account | - | 6,487,243 | - | 1,962,361 |
| Total Expenses | 180,863,858 | 166,783,327 | 472,557,283 | 173,558,061 |
| Contribution to Fund Balance | - | 125,161 | 125,161 | 231,867 |
| Revenue Over (Under) Expenses | (18,343,062) | - | - | - |

Summary of Revenues, Expenditures and Changes in Fund Balance

Enterprise Funds

| | FY16 | FY17 | FY17 | FY18 |
|--------------------------------------|--------------------|-----------------------|-----------------------|-----------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| License & Permits | 760,930 | 806,313 | 806,313 | 794,883 |
| Charge for Service | 500,706,378 | 511,367,790 | 509,582,128 | 525,776,604 |
| Use of Money & Property | 8,587,948 | 7,978,224 | 8,478,224 | 9,202,163 |
| Other | 16,369,831 | 14,870,735 | 15,570,735 | 16,201,483 |
| Transfer In | 10,702,038 | 9,128,920 | 11,628,033 | 19,806,840 |
| Total Revenues | 537,127,124 | 544,151,982 | 546,065,433 | 571,781,973 |
| Use of Fund Balance | - | 5,091,341 | 5,168,901 | 573,505 |
| Salaries & Benefits | 83,085,941 | 86,102,562 | 86,057,562 | 92,725,752 |
| General Operating & Maintenance | 214,388,693 | 242,191,911 | 231,668,065 | 248,169,939 |
| Capital Accts | 115,927 | 28,500 | 28,500 | - |
| Debt Service Accts | 4,343,094 | 2,205,676 | 2,966,776 | 2,202,113 |
| Transfer Out | 220,185,130 | 213,373,737 | 225,839,043 | 229,072,960 |
| Total Expenses | 522,118,784 | 543,902,386 | 546,559,946 | 572,170,764 |
| Contribution to Fund Balance | - | 5,340,937 | 4,674,388 | 184,714 |
| Revenue Over (Under) Expenses | 15,008,340 | - | - | - |

Summary of Revenues, Expenditures and Changes in Fund Balance

Internal Service Funds

| | FY16 | FY17 | FY17 | FY18 |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Intergovernmental | - | 15,000 | 15,000 | - |
| Charge for Service | 64,253,494 | 55,860,446 | 63,964,264 | 62,192,594 |
| Use of Money & Property | 5,586,879 | 420,366 | 420,366 | 578,120 |
| Other | 129,080,941 | 125,678,710 | 125,678,710 | 133,655,310 |
| Transfer In | 28,083,491 | 7,215,318 | 5,611,500 | 10,451,664 |
| Total Revenues | 227,004,805 | 189,189,840 | 195,689,840 | 206,877,688 |
| Use of Fund Balance | - | 325,882 | 14,577,882 | 3,247,562 |
| Salaries & Benefits | 29,420,518 | 31,808,688 | 31,808,688 | 39,748,124 |
| General Operating & Maintenance | 164,068,633 | 155,108,021 | 169,608,021 | 167,004,239 |
| Capital Accts | - | 52,000 | - | - |
| Debt Service Accts | - | 24,764 | 24,764 | 0 |
| Transfer Out | 26,053,196 | 1,417,724 | 7,721,724 | 3,372,887 |
| Total Expenses | 219,542,347 | 188,411,197 | 209,163,197 | 210,125,250 |
| Contribution to Fund Balance | - | 1,104,525 | 1,104,525 | 0 |
| Revenue Over (Under) Expenses | 7,462,458 | - | - | - |

Summary of Revenues, Expenditures and Changes in Fund Balance

All Funds

| | FY16 | FY17 | FY17 | FY18 |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 410,006,898 | 433,616,982 | 433,616,982 | 465,549,937 |
| Sales Tax | 203,449,083 | 207,862,830 | 208,412,830 | 228,302,000 |
| Other Tax | 81,730,811 | 84,172,310 | 82,972,310 | 84,925,149 |
| License & Permits | 16,086,069 | 14,638,106 | 14,638,106 | 16,951,636 |
| Intergovernmental | 11,234,544 | 5,869,997 | 5,902,255 | 8,629,046 |
| Charge for Service | 607,105,089 | 617,490,055 | 618,315,395 | 630,256,591 |
| Fines & Forfeitures | 16,472,835 | 15,711,571 | 15,711,571 | 14,964,444 |
| Use of Money & Property | 38,002,146 | 28,522,406 | 27,074,282 | 24,665,253 |
| Other | 164,078,366 | 153,234,853 | 155,773,353 | 163,780,968 |
| Transfer In | 350,721,454 | 175,679,718 | 563,689,542 | 208,425,304 |
| Total Revenues | 1,898,887,296 | 1,736,798,828 | 2,126,106,626 | 1,846,450,328 |
| Use of Fund Balance | - | 18,027,761 | 39,703,156 | 18,785,778 |
| Salaries & Benefits | 606,298,325 | 629,693,507 | 633,688,673 | 677,040,108 |
| General Operating & Maintenance | 567,154,775 | 597,023,248 | 598,101,142 | 621,463,990 |
| Capital Accts | 461,618 | 193,400 | 190,900 | 16,000 |
| Debt Service Accts | 341,575,658 | 207,743,892 | 249,595,228 | 223,737,453 |
| Transfer Out | 355,272,282 | 300,434,560 | 653,397,317 | 331,222,507 |
| Total Expenses | 1,870,762,659 | 1,741,575,850 | 2,134,973,260 | 1,855,442,419 |
| Contribution to Fund Balance | - | 13,250,739 | 30,836,522 | 9,793,687 |
| Revenue Over (Under) Expenses | 28,124,637 | - | - | - |

*Debt Service Funds include the appropriation of Special Revenue Fund and Enterprise Fund related debt service payments. The funding source for these appropriations are transfers from the respective Special Revenue or Enterprise Fund.

Ad Valorem Property Tax Comparison

COMPARATIVE SUMMARY OF AD VALOREM TAX LEVIES AND COLLECTIONS

| | ADOPTED FY2015 | ADOPTED FY2016 | ADOPTED FY2017 | ADOPTED FY2018 |
|--|---------------------|---------------------|-------------------------------|-------------------------------|
| Adjusted Net Taxable Value | \$47,075,949,924 | \$49,627,376,942 | \$54,520,574,865 | \$60,950,027,101 |
| Tax Rate | 0.8550 | 0.8550 | 0.8350 | 0.8050 |
| Operating | 0.6759 | 0.6759 | 0.6615 | 0.6415 |
| Debt Service | 0.1791 | 0.1791 | 0.1735 | 0.1635 |
| Total Levy | \$402,499,372 | \$424,314,073 | \$455,246,800 | \$490,647,718 |
| Collection Rate | 98.50% | 98.50% | 98.50% | 98.50% |
| Total Collection of Levy | \$396,461,881 | \$417,949,362 | \$448,418,098 | \$483,288,002 |
| Estimated Levy Lost due to Frozen TIF Contributions | (\$11,568,250) | (\$14,323,934) | (3,340,082) (\$17,436,900) | (4,774,302) (\$19,815,120) |
| Estimated Refunds | \$0 | \$0 | \$0 | \$0 |
| Budgeted Revenues | | | | |
| General Fund | \$304,268,544 | \$319,076,522 | \$338,783,950 | \$365,534,335 |
| Debt Levy | <u>\$80,625,087</u> | <u>\$84,548,905</u> | <u>\$88,857,166</u> | <u>\$93,164,246</u> |
| Subtotal Current Property Taxes | \$384,893,631 | \$403,625,428 | \$427,641,116 | \$458,698,580 |
| OTHER PROPERTY TAXES | | | | |
| Delinquent Property Taxes | \$2,427,413 | \$2,427,413 | \$2,524,510 | \$3,600,000 |
| Vehicle Inventory | \$267,600 | \$267,600 | \$267,600 | \$267,600 |
| Interest/Penalty Charges | <u>\$1,910,324</u> | <u>\$1,910,324</u> | <u>\$2,101,356</u> | <u>\$2,101,356</u> |
| Subtotal Other Property Taxes | \$4,605,337 | \$4,605,337 | \$4,893,466 | \$5,968,956 |
| TOTAL PROPERTY TAXES | | | | |
| Operating Taxes | \$308,873,881 | \$323,681,859 | \$343,677,416 | \$371,503,291 |
| Debt Service Taxes | \$80,625,087 | \$84,548,905 | \$88,857,166 | \$93,164,246 |

User Fee Change Summary

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 are 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 (see section on Financial Policies – 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 strives to recover the full cost of the service unless restricted by code.

Non – regulatory fees are likely to be charged for a wider variety of services and require additional consideration in establishing the fee. There are two purposes when 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 the service. For additional information on all fees, reference the Financial Policies section of this book.

The following tables reflect recommended fee changes for FY2018. Fee changes are recommended based on market comparisons and evaluation of cost to deliver services.

User Fee Change Summary

| Description | Year Last Changed | Current Fee | Recommended Fee | Anticipated Revenue |
|---|-------------------|-------------|-----------------|---------------------|
| General Fund | | | | |
| Park and Recreation - Reservations | | | | |
| General Park Reservation-Individual & Non-Profit (Level A <100) | 2014 | \$50.00 | \$0.00 | \$ - |
| General Park Reservation-Individual & Non-Profit (Level B 101-500) | 2014 | \$125.00 | \$0.00 | \$ - |
| General Park Reservation-Individual & Non-Profit (Level C 501-2,000) | 2014 | \$475.00 | \$0.00 | \$ - |
| General Park Reservation-Individual & Non-Profit (Level A <100 Additional Hours) | 2014 | \$25.00 | \$0.00 | \$ - |
| General Park Reservation-Individual & Non-Profit (Level B 101-500 Additional Hours) | 2014 | \$40.00 | \$0.00 | \$ - |
| General Park Reservation-Individual & Non-Profit (Level C 501-2,000 Additional Hours) | 2014 | \$130.00 | \$0.00 | \$ - |
| General Park Reservation-Individual & Non-Profit (Level A <100 Half Day) | N | N/A | \$75.00 | \$ 8,325.00 |
| General Park Reservation-Individual & Non-Profit (Level B 101-500 Half Day) | N | N/A | \$165.00 | \$ 2,475.00 |
| General Park Reservation-Individual & Non-Profit (Level A <100 Full Day) | 2014 | \$100.00 | \$150.00 | \$ 4,100.00 |
| General Park Reservation-Individual & Non-Profit (Level B 101-500 Full Day) | 2014 | \$325.00 | \$330.00 | \$ 1,650.00 |
| General Park Reservation-Individual & Non-Profit (Level C 501-2,000 Full Day) | 2014 | \$950.00 | \$0.00 | \$ - |
| General Park Reservation-Individual & Non-Profit (Level D-2,001-5,000 Full Day) | 2014 | \$2,000.00 | \$0.00 | \$ - |
| General Park Reservation-Individual & Non-Profit (Level E >5,000 Full Day) | 2014 | \$4,500.00 | \$0.00 | \$ - |
| General Park Reservation-Commercial & For Profit (Level A <100) | 2014 | \$100.00 | \$0.00 | \$ - |
| General Park Reservation-Commercial & For Profit (Level B 101-500) | 2014 | \$250.00 | \$0.00 | \$ - |
| General Park Reservation-Commercial & For Profit (Level C 501-2,000) | 2014 | \$900.00 | \$0.00 | \$ - |
| General Park Reservation-Commercial & For Profit (Level A <100 Additional Hours) | 2014 | \$50.00 | \$0.00 | \$ - |
| General Park Reservation-Commercial & For Profit (Level B 101-500 Additional Hours) | 2014 | \$75.00 | \$0.00 | \$ - |
| General Park Reservation-Commercial & For Profit (Level C 501-2,000 Additional Hours) | 2014 | \$250.00 | \$0.00 | \$ - |
| General Park Reservation-Commercial & For Profit (Level A <100 Half Day) | N | \$0.00 | \$150.00 | \$ - |
| General Park Reservation-Commercial & For Profit (Level B 101-500 Half Day) | N | \$0.00 | \$325.00 | \$ - |
| General Park Reservation-Commercial & For Profit (Level A <100 Full Day) | 2014 | \$200.00 | \$300.00 | \$ - |
| General Park Reservation-Commercial & For Profit (Level B 101-500 Full Day) | 2014 | \$550.00 | \$650.00 | \$ - |
| General Park Reservation-Commercial & For Profit (Level C 501-2,000 Full Day) | 2014 | \$2,000.00 | \$0.00 | \$ - |
| General Park Reservation-Commercial & For Profit (Level D-2,001-5,000 Full Day) | 2014 | \$4,000.00 | \$0.00 | \$ - |
| General Park Reservation-Commercial & For Profit (Level E >5,000 Full Day) | 2014 | \$9,000.00 | \$0.00 | \$ - |
| Parks Walk-Run & Special Events-Non-Profit (Level A <100 Half Day) | N | \$0.00 | \$75.00 | \$ 33,375.00 |
| Parks Walk-Run & Special Events Non-Profit (Level B 100-500 Half Day) | N | \$0.00 | \$165.00 | \$ 10,395.00 |
| Parks Walk-Run & Special Events Non-Profit (Level C >500 Half Day) | N | \$0.00 | \$290.00 | \$ 2,030.00 |
| Parks Walk-Run & Special Events-Non-Profit (Level A <100 Full Day) | N | \$0.00 | \$150.00 | \$ 16,350.00 |
| Parks Walk-Run & Special Events Non-Profit (Level B 100-500 Full Day) | N | \$0.00 | \$330.00 | \$ 5,940.00 |
| Parks Walk-Run & Special Events Non-Profit (Level C 501-2,000 Full Day) | N | \$0.00 | \$580.00 | \$ 1,740.00 |
| 'Parks Walk-Run & Special Events Non-Profit (Level C >500 Per Participant Fee) | N | \$0.00 | \$0.75 | \$ - |
| Parks Walk-Run & Special Events-Commercial & For Profit (Level A <100 Half Day) | N | \$0.00 | \$150.00 | \$ - |
| Parks Walk-Run & Special Events Commercial & For Profit (Level B 100-500 Half Day) | N | \$0.00 | \$325.00 | \$ - |
| Parks Walk-Run & Special Events Commercial & For Profit (Level C >500 Half Day) | N | \$0.00 | \$750.00 | \$ - |
| Parks Walk-Run & Special Events-Commercial & For Profit (Level A <100 Full Day) | N | \$0.00 | \$300.00 | \$ - |
| Parks Walk-Run & Special Events Commercial & For Profit (Level B 100-500 Full Day) | N | \$0.00 | \$650.00 | \$ - |
| Parks Walk-Run & Special Events Commercial & For Profit (Level C 501-2,000 Full Day) | N | \$0.00 | \$1,500.00 | \$ - |
| 'Parks Walk-Run & Special Events Commercial & For Profit (Level C >500 Per Participant Fee) | N | \$0.00 | \$1.50 | \$ - |
| Trinity Park Walk-Run & Special Events-Non-Profit (Level A <100 Half Day) | N | \$0.00 | \$100.00 | \$ 24,900.00 |
| Trinity Park Walk-Run & Special Events Non-Profit (Level B 100-500 Half Day) | N | \$0.00 | \$190.00 | \$ 12,920.00 |
| Trinity Park Walk-Run & Special Events Non-Profit (Level C >500 Half Day) | N | \$0.00 | \$300.00 | \$ 2,000.00 |
| Trinity Park Walk-Run & Special Events-Non-Profit (Level A <100 Full Day) | N | \$0.00 | \$200.00 | \$ 20,600.00 |
| Trinity Park Walk-Run & Special Events Non-Profit (Level B 100-500 Full Day) | N | \$0.00 | \$380.00 | \$ 7,600.00 |
| Trinity Park Walk-Run & Special Events Non-Profit (Level C 501-2,000 Full Day) | N | \$0.00 | \$600.00 | \$ 2,000.00 |
| Trinity Park Walk-Run & Special Events Non-Profit (Level C >500 Per Participant Fee) | N | \$0.00 | \$1.00 | \$ - |

User Fee Change Summary

| Description | Year Last Changed | Current Fee | Recommended Fee | Anticipated Revenue |
|--|-------------------|-------------|-----------------|----------------------|
| Trinity Park Walk-Run & Special Events-Commercial & For Profit (Level A <100 Half Day) | N | \$0.00 | \$175.00 | \$ - |
| Trinity Park Walk-Run & Special Events Commercial & For Profit (Level B 100-500 Half Day) | N | \$0.00 | \$350.00 | \$ - |
| Trinity Park Walk-Run & Special Events Commercial & For Profit (Level C >500 Half Day) | N | \$0.00 | \$800.00 | \$ - |
| Trinity Park Walk-Run & Special Events-Commercial & For Profit (Level A <100 Full Day) | N | \$0.00 | \$350.00 | \$ - |
| Trinity Park Walk-Run & Special Events Commercial & For Profit (Level B 100-500 Full Day) | N | \$0.00 | \$700.00 | \$ - |
| Trinity Park Walk-Run & Special Events Commercial & For Profit (Level C 501-2,000 Full Day) | N | \$0.00 | \$1,600.00 | \$ - |
| Trinity Park Walk-Run & Special Events Commercial & For Profit (Level C >500 Per Participant Fee) | N | \$0.00 | \$1.75 | \$ - |
| General Water Gardens-Individual & Non-Profit (Level A <100) | 2014 | \$100.00 | \$0.00 | \$ - |
| General Water Gardens-Individual & Non-Profit (Level B 101-500) | 2014 | \$225.00 | \$0.00 | \$ - |
| General Water Gardens-Individual & Non-Profit (Level C 501-2,000) | 2014 | \$475.00 | \$0.00 | \$ - |
| General Water Gardens-Individual & Non-Profit (Level A <100 Additional Hours) | 2014 | \$50.00 | \$0.00 | \$ - |
| General Water Gardens-Individual & Non-Profit (Level B 101-500 Additional Hours) | 2014 | \$75.00 | \$0.00 | \$ - |
| General Water Gardens-Individual & Non-Profit (Level C 501-2,000 Additional Hours) | 2014 | \$125.00 | \$0.00 | \$ - |
| General Water Gardens-Individual & Non-Profit (Level A <100 Half Day) | N | \$0.00 | \$150.00 | \$ 1,650.00 |
| General Water Gardens-Individual & Non-Profit (Level B 101-500 Half Day) | N | \$0.00 | \$300.00 | \$ 1,600.00 |
| General Water Gardens-Individual & Non-Profit (Level A <100 Full Day) | 2014 | \$250.00 | \$300.00 | \$ 1,650.00 |
| General Water Gardens-Individual & Non-Profit (Level B 101-500 Full Day) | 2014 | \$550.00 | \$600.00 | \$ 1,600.00 |
| General Water Gardens-Individual & Non-Profit (Level C 501-2,000 Full Day) | 2014 | \$900.00 | \$0.00 | \$ - |
| General Water Gardens-Individual & Non-Profit (Level D-2,001-5,000 Full Day) | 2014 | \$3,750.00 | \$0.00 | \$ - |
| General Water Gardens-Individual & Non-Profit (Level E >5,000 Full Day) | 2014 | \$9,000.00 | \$0.00 | \$ - |
| General Water Gardens-Commercial & For Profit (Level A <100) | 2014 | \$200.00 | \$0.00 | \$ - |
| General Water Gardens-Commercial & For Profit (Level B 101-500) | 2014 | \$450.00 | \$0.00 | \$ - |
| General Water Gardens-Commercial & For Profit (Level C 501-2,000) | 2014 | \$900.00 | \$0.00 | \$ - |
| General Water Gardens-Commercial & For Profit (Level A <100 Additional Hours) | 2014 | \$100.00 | \$0.00 | \$ - |
| General Water Gardens-Commercial & For Profit (Level B 101-500 Additional Hours) | 2014 | \$125.00 | \$0.00 | \$ - |
| General Water Gardens-Commercial & For Profit (Level C 501-2,000 Additional Hours) | 2014 | \$250.00 | \$0.00 | \$ - |
| General Water Gardens-Commercial & For Profit (Level A <100 Half Day) | N | \$0.00 | \$300.00 | \$ - |
| General Water Gardens-Commercial & For Profit (Level B 101-500 Half Day) | N | \$0.00 | \$575.00 | \$ - |
| General Water Gardens-Commercial & For Profit (Level A <100 Full Day) | 2014 | \$500.00 | \$600.00 | \$ - |
| General Water Gardens-Commercial & For Profit (Level B 101-500 Full Day) | 2014 | \$1,000.00 | \$1,150.00 | \$ - |
| General Water Gardens-Commercial & For Profit (Level C 501-2,000 Full Day) | 2014 | \$2,000.00 | \$0.00 | \$ - |
| General Water Gardens-Commercial & For Profit (Level D-2,001-5,000 Full Day) | 2014 | \$3,750.00 | \$0.00 | \$ - |
| General Water Gardens-Commercial & For Profit (Level E >5,000 Full Day) | 2014 | \$9,000.00 | \$0.00 | \$ - |
| Water Gardens Special Events-Non- Profit (Level A >500 Half Day) | N | \$0.00 | \$2,400.00 | \$ - |
| Water Gardens Special Events-Non- Profit (Level A >500 Full Day) | N | \$0.00 | \$4,800.00 | \$ 4,800.00 |
| Water Gardens Special Events-Commercial & For Profit (Level A >500 Half Day) | N | \$0.00 | \$4,600.00 | \$ - |
| Water Gardens Special Events-Commercial & For Profit (Level A >500 Full Day) | N | \$0.00 | \$9,200.00 | \$ - |
| Bradley Center-General Reservation Individual & Non-Profit (Participants up to 118) | 2014 | \$90.00 | \$0.00 | \$ - |
| Bradley Center-General Reservation Individual & Non-Profit (Participants up to 118 Additional Fee) | 2014 | \$40.00 | \$0.00 | \$ - |
| Bradley Center-General Reservation Individual & Non-Profit (Participants up to 118 Half Day) | N | \$0.00 | \$150.00 | \$ 22,500.00 |
| Bradley Center-General Reservation Individual & Non-Profit (Participants up to 118 Full Day) | N | \$0.00 | \$300.00 | \$ 15,000.00 |
| Bradley Center-General Reservation Commercial & For Profit (Participants up to 118) | 2014 | \$180.00 | \$0.00 | \$ - |
| Bradley Center-General Reservation Commercial & For Profit (Participants up to 118 Additional Fee) | 2014 | \$80.00 | \$0.00 | \$ - |
| Bradley Center-General Reservation Commercial & For Profit (Participants up to 118 Half Day) | N | \$0.00 | \$300.00 | \$ - |
| Bradley Center-General Reservation Commercial & For Profit (Participants up to 118 Full Day) | N | \$0.00 | \$600.00 | \$ - |
| Recreational Fields Individual & Non-Profit (Hourly Rate -without lights) | N | \$0.00 | \$10.00 | \$ 300.00 |
| Recreational Fields Individual & Non-Profit (Hourly Rate -with lights) | N | \$0.00 | \$15.00 | \$ 300.00 |
| Recreational Fields Commercial & For-Profit (Hourly Rate -without lights) | N | \$0.00 | \$15.00 | \$ - |
| Recreational Fields Commercial & For-Profit (Hourly Rate -with lights) | N | \$0.00 | \$20.00 | \$ - |
| | | | | \$ 205,800.00 |

User Fee Change Summary

| Description | Year Last Changed | Current Fee | Recommended Fee | Anticipated Revenue |
|--|-------------------|-------------|-----------------|----------------------|
| Park and Recreation - Athletics | | | | |
| 4473102-Site Reservations - Natural turf Soccer Field rental per hour, unlit | 2015 | \$25.00 | \$30.00 | \$ 188,840.00 |
| 4473102-Site Reservations - Natural turf Soccer Field rental per hour, lighted | 2015 | \$50.00 | \$60.00 | \$ 177,340.00 |
| 4473102-Site Reservations - Baseball/Softball Field rental per hour, unlit | 2015 | \$20.00 | \$25.00 | \$ 65,879.00 |
| 4473102-Site Reservations - Baseball/Softball Field rental per hour, lighted | 2015 | \$30.00 | \$35.00 | \$ 24,127.00 |
| | | | | \$ 456,186.00 |

| | | | | | |
|----------------------------|--|--|--|--|----------------------|
| General Fund Totals | | | | | \$ 661,986.00 |
|----------------------------|--|--|--|--|----------------------|

| Description | Year Last Changed | Current Fee | Recommended Fee | Anticipated Revenue |
|--|-------------------|-----------------|------------------|----------------------|
| Special Revenue Funds | | | | |
| Botanic Garden | | | | |
| 4620106 Botanic Garden Rental Revenue - All premium gardens rental with the exception of the Japanese Garden | 2015 | \$450/2 hours | \$850/2 hours | \$ 120,700.00 |
| 4620106 Botanic Garden Rental Revenue - Deluxe Gardens | 2015 | \$450/2 hours | \$625/2 hours | \$ 43,750.00 |
| 4620106 Botanic Garden Rental Revenue - Japanese Garden Pavilion | 2015 | \$2,500/6 hours | \$2,300/4 hours | \$ 83,000.00 |
| 4620106 Botanic Garden Rental Revenue - Japanese Garden Moon Deck | 2015 | \$700/3 hours | \$850/2 hours | \$ 31,151.00 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Rooms, Rose Room (120), Iris and Orchid Room (120) | 2015 | \$400/4 hours | \$450/4 hours | \$ 9,283.30 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Rooms Iris Room (48), Camellia Room (64), Azalea Room (64), Orchid Room (48) | 2015 | \$200/4 hours | \$250/4 hours | \$ 28,822.33 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Rooms Oak Hall (240), Lecture Hall (241) | 2015 | \$800/4 hours | \$850/4 hours | \$ 42,550.00 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Room Redbud Hall (120) | 2015 | \$400/4 hours | \$600/4 hours | \$ 22,862.00 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Room Trellis Room (24) | 2015 | \$150/4 hours | \$200/4 hours | \$ 3,508.00 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Rooms Rose Room (120), Iris and Orchid Room (120) | 2015 | \$600/6 hours | \$650/6 hours | \$ 9,283.30 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Rooms Iris Room (48), Camellia Room (64), Azalea Room (64) | 2015 | \$300/6 hours | \$350/6 hours | \$ 28,822.00 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Rooms Oak Hall (240), Lecture Hall (241) | 2015 | \$1,200/6 hours | \$1,250/6 hours | \$ 42,550.00 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Room Redbud Hall (120) | 2015 | \$600/6 hours | \$800/6 hours | \$ 22,862.00 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Room Trellis Room (24) | 2015 | \$225/6 hours | \$275/6 hours | \$ 3,508.00 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Rooms Rose Room (120), Iris and Orchid Room (120) | 2015 | \$800/9 hours | \$850/9 hours | \$ 9,283.30 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Rooms Iris Room (48), Camellia Room (64), Azalea Room (64) | 2015 | \$400/9 hours | \$450/9 hours | \$ 28,822.00 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Rooms Oak Hall (240), Lecture Hall (241), Lecture Hall Link | 2015 | \$1600/9 hours | \$1650/9 hours | \$ 42,550.00 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Room Redbud Hall (120) | 2015 | \$800/9 hours | \$1000/9 hours | \$ 22,862.00 |
| 4620106 Botanic Garden Rental Revenue - Garden Center Meeting Room Trellis Room (24) | 2015 | \$300/9 hours | \$350/9 hours | \$ 3,508.00 |
| 4800100 Botanic Garden Extra Fees - LCD Package with Laptop | New | \$0.00 | \$100 per rental | \$ 1,500.00 |
| 4800100 Botanic Garden Extra Fees - Flip Charts with Pens | New | \$0.00 | \$15 per rental | \$ 300.00 |
| 4800100 Botanic Garden Extra Fees - TV Package with Laptop | New | \$0.00 | \$75 per rental | \$ 750.00 |
| 4800100 Botanic Garden Extra Fees - Coffee Service | New | \$10.00 | \$25 per rental | \$ 1,625.00 |
| 4800100 Botanic Garden Extra Fees - LCD Only | New | \$25 per rental | \$50 per rental | \$ 2,500.00 |
| | | | | \$ 606,352.23 |

User Fee Change Summary

| Description | Year Last Changed | Current Fee | Recommended Fee | Anticipated Revenue |
|---|-------------------|---------------|-------------------|-----------------------|
| Public Events | | | | |
| 4800501-Recovery of Labor - Cleaning fee for any consumer show, trade show or any convention with an Exhibitor component Hall A | New | \$0.00 | \$500.00 | \$ 2,500.00 |
| 4800501 - Recovery of Labor - Cleaning fee for any consumer show, trade show or any convention with an Exhibitor component - each additional bay (B-F) | New | \$0.00 | \$250.00 | \$ 2,500.00 |
| 462003 - Commercial Exhibit Lease - Will Rogers Square | New | \$0.00 | \$3,000 | \$ 6,000.00 |
| 462003 - Commercial Exhibit Lease - Will Rogers Square Move-In/Move-Out | New | \$0.00 | \$1,500 | \$ 4,500.00 |
| 462003 - Commercial Exhibit Lease - Tower Rooms (T2, T3, T4, T15, T16, T17) | New | \$0.00 | \$25 | \$ 3,000.00 |
| 462003 - Commercial Exhibit Lease - Burnett Arena | New | \$0.00 | \$300 | \$ 300.00 |
| 462003 - Commercial Exhibit Lease - Richardson-Bass Arena | New | \$0.00 | \$100 | \$ - |
| 462003 - Commercial Exhibit Lease - Moncrief Arena | New | \$0.00 | \$200 | \$ 400.00 |
| 462003 - Commercial Exhibit Lease - Outdoor Exhibit Space | New | \$0.00 | \$0.35 | \$ 10,000.00 |
| 4470005 - RV Parking - R.V. Parking - Yellow Lot D | New | \$0.00 | \$60 | \$ 30,000.00 |
| 4470003 - Events Equipment Rental - Digital Video Board | New | \$0.00 | \$500 | \$ 5,000.00 |
| | | | | \$ 64,200.00 |
| Special Revenue Funds Total | | | | \$ 670,552.23 |
| Enterprise Funds | | | | |
| Aviation | | | | |
| 4405501-Fuel Flowage - FBO / Self fueling fuel flowage fees are established on all fuel delivered to the airports | 2017 | \$0.14/\$0.26 | \$0.15/\$0.27 | \$1,061,493.00 |
| 4405502-Aircraft Landing Fee - Fee charged to aircrafts landing at Alliance Airport | 2017 | \$1.75/\$1.55 | \$1.80/\$1.60 | \$1,631,664.00 |
| 4620103-Land Lease - Fee charged to leased land at Alliance Airport | 2017 | \$0.42 | \$0.44 | \$ 205,753.00 |
| 4620103-Land Lease - Fee charged to leased land at Meacham Airport | 2017 | \$0.40 | \$0.42 | \$1,328,078.00 |
| 4800100-Misc rev - Fee for company to display business name on entrance sign | 2015 | \$95.00 | \$100.00 | \$ 6,000.00 |
| 4620102-Hangar Lease Revenue - T- Hanagar Space monthly lease rate | 2015 | \$375.00 | \$390.00 | \$ 117,000.00 |
| - T-Hangar Space monthly lease rate | New | \$0.00 | \$300.00-\$450.00 | \$ 484,366.00 |
| 4800100-Misc rev - Fee for company to display business name on entrance sign | 2015 | \$95.00 | \$100.00 | \$ 1,140.00 |
| 4800100-Misc rev - Lease Assignment Fee | 2010 | \$400.00 | \$1,000.00 | N/A |
| 4620101-Admin Building Office Lease , 4620102-Hangar Lease Revenue - Consumer Price Index (CPI) Adjustment - The CPI adjustment is based on the Consumer Price Index, Dallas - Fort Worth for all Urban Consumers for All items for November 2016 | 2017 | 2.30% | 2.40% | N/A |
| 4800100-Misc rev - Contract Ammendment Fee charged for all tenant initiated contract ammendments | New | \$0.00 | \$400.00 | N/A |
| 4800100-Misc rev - New Development / New Lease Fee | New | \$0.00 | \$100.00 | N/A |
| 4800100-Misc rev - Lease Violation Fee | New | \$0.00 | \$100.00/\$500.00 | N/A |
| 4800100 Misc rev - Access Card Fee | New | \$0.00 | \$25.00 | N/A |
| | | | | \$4,835,494.00 |

User Fee Change Summary

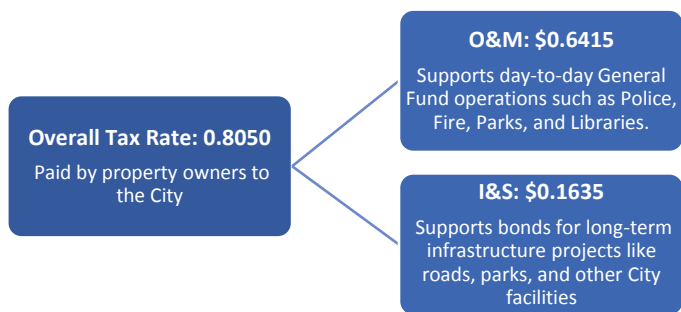
| | | | | |
|--|---------------|----------|----------|----------------|
| Municipal Parking | | | | |
| Meter - Daily Tax Exemptdaily rental of parking meters by tax exempt entity | Prior to 2000 | \$6.00 | \$10.00 | \$ 25,000.00 |
| Parking Meter - Daily - daily rental of parking meters by entity | Prior to 2000 | \$6.00 | \$10.00 | \$ 200,000.00 |
| Parking Meter - Daily - Expedite fee for meter requests inside 48 hours | New | \$0.00 | \$100.00 | \$ 15,000.00 |
| Parking Meter Receipts - in short term rates <2hr meters | 2009 | \$1.25 | \$1.50 | \$1,200,000.00 |
| Parking Meter Receipts - in long term rates <10hr meters | 2009 | \$0.30 | \$0.50 | \$1,100,000.00 |
| Monthly - External Rate Parking - monthly rate per vehicle to park in garage | 2008 | \$75.00 | \$100.00 | \$ 216,000.00 |
| Monthly - External Rate Parking - monthly rate per vehicle to park in garage | 2008 | \$125.00 | \$150.00 | \$ 360,000.00 |
| | | | | \$3,116,000.00 |
| Enterprise Funds Total | | | | |
| | | | | \$7,951,494.00 |
| All Funds Revenue Total | | | | |
| | | | | \$9,284,032.23 |

Revenue Highlights

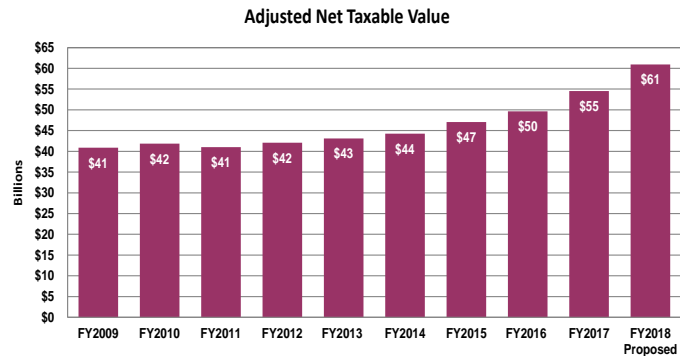
Property Taxes

The FY2018 adopted budget decreases the City’s property tax rate to \$0.8050 per \$100 net taxable valuation. The total appraised value of the City’s property tax roll increased \$8.8 billion or 11.8 percent from the July 2016 certified roll to the July 2017 certified roll. Adjusted Net Taxable Value (which is the Net Taxable Value plus the value of incomplete properties and properties under protest), increased \$6.4 billion or 11.8 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.

To address current needs, the decision was made to reduce the overall tax rate by three cents (\$0.03), with a decrease in the operating and maintenance (O&M) rate of two cents (\$0.02) and a decrease in the interest and sinking (I&S) rate decreasing of one cent (\$0.01). The allocation and use of the O&M rate versus the I&S rate is depicted in the diagram below.



As a result of the increase in values, the City is projected to collect \$27.8 million more in General Fund property tax revenue (which includes delinquent, penalty, and interest) than in FY2017. The increase in property tax revenue from FY2017 is primarily due to an 11.8 percent increase in the adjusted net taxable value for properties primarily within the Tarrant County Appraisal District for FY2018. The next graph shows the ten-year property tax trend.



The estimate of the FY2018 tax revenue is based on the certified roll provided by the central appraisal districts of Tarrant, Denton, Wise and Parker Counties in July 2017. The assumed collection rate is 98.5 percent. 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.

The graph on the following page indicates the loss of taxable value for various exemptions from the certified roll:

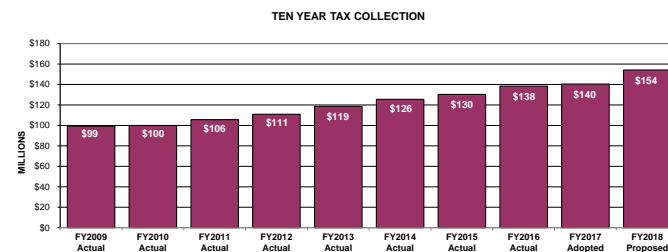
Revenue Highlights

| | |
|--|-------------------------|
| Total Appraised Value | \$83,712,155,148 |
| Less | |
| Agricultural (Deferral) | \$92,612,576 |
| Scenic Land (Deferral) | \$0 |
| Disabled Veteran | \$220,095,339 |
| Over 65 | \$1,333,898,989 |
| Homestead | \$4,916,039,276 |
| Disabled Person | \$119,716,196 |
| Inventory | \$2,701,374,815 |
| Solar / Wind Power | \$263,896 |
| Pollution Control | \$7,341,986 |
| Foreign Tradezone | \$361,742,066 |
| Historic | \$77,595,126 |
| Prorated Absolute | \$0 |
| Comm Hse Dev | \$108,576,188 |
| Abatement Value Loss | \$257,785,238 |
| PP Nominal Value Loss | \$4,383,854 |
| Freeze Taxable (Denton/Parker) | \$213,081 |
| Homestead Cap (Denton/Parker) | \$14,830,049 |
| Transfer Adjustment (Denton) OV65 | \$0 |
| Misc Personal Property | \$246,822,673 |
| Absolute abatement | \$9,731,746,442 |
| Sub-Total Exemptions | \$20,195,037,790 |
| Net Taxable Value | \$63,517,117,358 |
| Less | |
| Appraised value of protests | \$3,968,857,228 |
| Appraised value of incomplete properties | \$1,364,438,441 |
| Appraised Value of In Process Accounts | \$29,802,413 |
| Certified Net Taxable Value | \$58,154,019,276 |
| Plus | |
| Minimum value of protested properties | \$2,196,852,182 |
| Incomplete properties | \$579,961,840 |
| Est. Net Taxable Value of In Process | \$19,193,803 |
| Adjusted Net Taxable Value | \$60,950,027,101 |
| Tax Rate per \$100 of Value | \$0.80500 |
| Total Levy | \$490,647,718 |
| Less | |
| Collection Rate | 98.5% |
| Estimated Collection of Levy | \$483,288,002 |
| Less | |
| Levy Lost due to Frozen | (\$4,774,302) |
| Estimated TIF Contribution | (\$19,815,120) |
| Budgeted Revenues | \$458,698,580 |

Sales Tax

Revenue from the City's one percent of the sales tax, exclusive of the one-half percent special use tax for the Crime Control and Prevention District Fund, is projected to equal \$154,573,000, an increase of \$14,104,956 or 10.0 percent from the FY2017 budget. This revenue is dependent on the level of

wholesale and retail sales. Over the past ten years the City of Fort Worth sales tax collection grew from \$99M in 2009 to the anticipated amount of \$154M in 2018. This represents a 55.3 percent growth over the last ten years.



The projected increase from FY2017 is primarily due to improving economic conditions demonstrated by actual receipts reported by the State Comptroller's Office. This growth is projected to continue throughout FY2018. Current data suggests collection growth in retail and wholesale trade is driving the growth.

Other Taxes

Other Taxes includes revenue from communications providers, taxes on beverage sales and bingo-game receipts. Taxes on beverage sales increased primarily due to changes in the taxing structure for mixed beverages by the State Comptroller's Office. There is a decrease in franchise fees tax due, in part, to lower gross receipts from telephone services which continue to decline as technology shifts to mobile and cellular phones rather than landlines. The decrease in FY2018 equals \$731,214.

Licenses and Permits

Licenses and Permits are primarily made up of building, residential, alarm and health permit fees. Revenues in this category are anticipated to increase by \$2,324,960 or 16.8 percent from the FY2017 budget. The increase is due to higher fees for

Revenue Highlights

planning and building permits, which are economy driven.

Intergovernmental Revenue

Revenue from other agencies is mainly made up of reimbursement for indirect costs. Revenues in this category are projected to decrease by \$239,364 or 39.3 percent from the FY2017 budget.

Charges for Services

Service Charges are mainly made up of administrative service charges, gas well annual fees, deferred and penalty fees, site reservations, auto pound fees, mowing fees, athletic fees and library charges. Revenues in this category are projected to decrease by \$8,371,414 or 23.9 percent from the FY2017 budget. The key driver of this decline is the correction of inaccurately budgeted and underperforming auto pound revenue. In addition, Municipal Court Services has changed the way they account for their collection service revenue and expenditures.

Fines, Forfeitures, and Special Assessments

Fines, Forfeitures and Special Assessments are mainly made up of traffic fines, general fines, parking fines, and lost/overdue book fines. Revenues in this category are projected to decrease by \$1,707,809 or 21.9 percent from the FY2017 budget. The primary cause of this revenue decline is the continued downward trend of lower than anticipated collection of fees related to citations, such as penalty fees, traffic fines and parking fines.

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 \$89,631 or 12.4 percent from the FY2017 budget. The decrease is primarily due to interest and gain/loss of investment revenues on invested City funds and cash balances in the General Fund

Other Revenue

Other Revenues are mainly made up of reimbursement of labor costs and miscellaneous revenues. Revenues in this category are projected to increase by \$168,419 or 10.2 percent from the FY2017 budget.

Operating Transfers

Transfer payments consist of revenues that are transferred from funds such as Solid Waste, Water and Sewer, Storm Water, and Crime Control Prevention District to the General Fund. Revenues in this category are projected to increase by \$6,609,403 or 16.4 percent from the FY2017 budget. The increase is primarily due to the Crime Control and Prevention District (CCPD) transferring funds to the General Fund to offset temporary staffing costs related to Police recruits. The Stormwater Utility Fund transfer increased due to the requirement of funds for the budgeted Payment in Lieu of Taxes and street rental. The increase is the result of rate increases for Water and Sewer Fund and customer growth for both funds.

Expenditure Highlights

General Fund

City Attorney's Office. The FY2018 Adopted Budget increases primarily due to salary and benefit market increases in an endeavor to retain and recruit experienced staff.

City Manager's Office. The FY2018 Adopted Budget reflects an increase primarily due to the transfer of the Directions Home program from the Neighborhood Services Department including two authorized positions (APs) and funding for contractual social services. This was offset somewhat for the transfers of the Office of Communications and Public Engagement and 18 APs to the newly created Communications and Public Engagement Department along with three APs to the City Secretary's Office as part of the coordination of City Council meetings and maintenance of related records.

City Secretary's Office. The FY 2018 Adopted Budget increased due to the transfer of the M&C Center from the City Manager's Office to the City Secretary as part of the coordination of City Council meetings and maintenance of related records.

Code Compliance. The FY2018 Adopted Budget increases due, in part, to the addition of funding related to increased information technology allocations, which was offset by the transfer of five APs to the new Communications and Public Engagement Department call center and one AP to Planning and Development for historic planning section.

Economic Development. The Office of Small Business within the Economic Development Department is funded entirely through a State grant in partnership with UNTHSC. The grant will be reduced in FY2018 and in order to bring the grant budget in-line with funding, two administrative positions have been eliminated. Additionally, the

Department undertook a strategic planning initiative during FY2017 with anticipated adjustments to its core function and objectives to change in FY2018 as a result. These changes are not currently reflected in the FY2018 Adopted Budget. The FY2018 Adopted Budget reflects an increase in contractual payment costs associated with the Chapter 380 Economic Development Agreements.

Financial Management Services. The FY2018 Adopted Budget reflects an increase due to IT Allocation, health insurance and Pay for Performance. In FY2018 Financial Management Services took over the administration of the Public Improvement Districts and one AP (Senior Contract Compliance Specialist) from the Performance and Budget Department.

Fire Department. The Fire Department, under the direction of the Fire Chief, currently has 42 stations in six battalions. It is anticipated that the construction of Fire Station 42 in far south Fort Worth, which was approved as part of the 2014 Bond Program and commenced construction in FY2016, will be completed in the first quarter of FY2018. Fire Station 42 will be the 43rd fire station for the department. The primary changes to this budget include the addition of funding associated with the Collective Bargaining Agreement (CBA) approved in October 2014. The budget increase also reflects increased costs for allocated expenses such as risk management, information technology services and retiree health insurance. Other increases include the reinstatement of funding for 10 firefighter positions that were funded by the SAFER (Staffing for Adequate Fire and Emergency Response) grant through April 2017, as well as personnel and operating costs related to the opening of Fire Station 42. The budget also increases due to the addition of funds to capture the salary and benefits cost adjustments for the class and compensation study effective in January 2016.

Expenditure Highlights

Human Resources. The FY2018 Adopted Budget increases due to the outsourcing of the FMLA and ADA program administration as well as incurring the Meet and Confer expenses. The fund has a total of 34 A.P. / 33.16 FTE, an increase of 1.00 A.P. / 0.16 FTE from the FY2017 adopted budget due to the recognition of a previous temporary position not reflected in department's workforce.

Library. The FY2018 Adopted Budget increases expenditures due to personnel costs (salaries/benefits) for employees for Golden Triangle Branch library and the conversion of temporary positions to approved positions. Other expenditure increases include technology and risk management services. The revenue budget decreases due to the implementation of auto-renewal for materials.

Municipal Court. The FY2018 Adopted Budget decreased because of programmatic changes related to outside collections. This account now reflects the contract language with the collection agency that the court will pass through collections monies received at the court and forwarded them to the collection company to ensure court collections are not hindered. Additionally, the Department incurred a reduction of eight positions due to the decrease in the number of cases filed and workload.

Neighborhood Services. The FY2018 Adopted Budget increased primarily due taking on the Sixty and Better Contract which will require additional staff at the five community center locations that supports the services of the senior citizens of Fort Worth. Increase also due to the re-alignment of duties for employees to accurately reflect actual General/Grant Fund responsibilities and duties associated with corresponding positions. The Homelessness Division was moved to the City Manager's Office.

Non-Departmental. Non-Departmental is a General Fund department that records all expenditure items not exclusively within the programmatic responsibilities of particular General Fund departments. Non-Departmental centers are used for budgeting purposes only. The major Non-Departmental accounts include separation leave costs, election costs, transfers out for pay-as-you-go capital, vehicle and equipment replacement, and computer equipment, along with training and education costs. No expenses are charged to these appropriations. Any funding remaining is considered contingency funding and may be transferred to a departmental budget to cover expenses, as needed.

Park and Recreation. In FY2018, the operating cost for the Botanic Garden is budgeted in the Botanic Garden Special Revenue Fund. Increases include budgeted salaries for Pay for Performance, prior year commitments for various M&C obligations for grounds maintenance services, utilities, and supplies for new capital improvements including parkland, streetscapes and athletic fields. The budget includes an increase in authorized positions and operating funds for four new competition-level ball fields and for four positions for development review, capital delivery and safety. The FY2018 budget also includes the conversion of temporary positions to regular part time or full time authorized positions resulting in a recognition of an additional 48.53 FTE.

Performance and Budget. The FY2018 Adopted Budget increased \$524,760 due to citywide training and increased appraisal district service charges. The budget also reflects the transfer of the Public Improvement District Administration to the Financial Management Services Department, including the transfer of a senior contract compliance specialist.

Expenditure Highlights

Planning and Development. The FY2018 Adopted Budget request includes 14 additional authorized positions to facilitate the increased development activity throughout the City; all suggested increased expenditures have offsetting revenue to cover costs. Additionally, the Public Art program was previously managed by the Transportation and Public Works Department and was transferred to Planning & Development during the FY2017 budget year. Planning & Development will continue to manage the Public Art program for FY2018.

Police Department. The FY2018 Adopted Budget increases due to higher civil service personnel costs associated with the Meet and Confer Agreement and the addition of 24 officers and 10 civilian positions related to staffing the Sixth Division. The budget also includes increases in allocations for worker's compensation, retiree health insurance, and information technology services.

Property Management. The FY2018 Adopted Budget includes the addition of five authorized positions in the Facilities Maintenance section. The additional positions will provide another construction crew for building renovations and remodeling. The total cost of the decision package is offset by personnel costs fully charged to capital projects. The budget also includes the transfer of 1.3 authorized positions to the Information Systems Fund as part of a citywide reorganization of technology focused positions. The budget also includes adjustment in personnel costs to reflect the reallocation of staff in the Real Property division to be completely funded through capital projects. The budget also reflects the transfer of funding for janitorial contractual services from the Fire, Police and Municipal Court departments, as well as the transfer of funding for Lake Worth's operating costs from the Lake Worth Trust Fund to the General Fund. In addition, the budget includes an increase in the General Fund debt principal and interest

payments for the energy savings program implemented citywide.

Transportation and Public Works. The most significant change to the department's FY2018 Adopted Budget includes the realignment of resources into the Capital Projects Service Fund which vacated 14 positions to be re-allocated to priority needs in the department without negatively impacting the General Fund budget.

SPECIAL REVENUE FUNDS

Community Tree Planting Program Fund. The FY2018 Adopted Budget includes funding from the transfer of revenue from the PACS Gas Lease Fund and funds from tree removal mitigation fees collected through the tree ordinance administered by the Planning and Development Department and from tree removals on City property administered by the Park and Recreation Department.

Crime Control and Prevention District Fund. The budget increases due to the addition of 2 School Resource Officers and 2 civilian positions related to the new Sixth Patrol Division. The budget includes funding for additional vehicles, body cameras and additional funding for in-car video camera systems as well as a phased mobile data computer replacement.

Culture and Tourism Funds. The FY2018 Adopted Budget includes five (5) operating funds. Two new funds were added to track the Project Finance Zone (PFZ) revenues and corresponding debt service for the new Dickies Arena; and to segregate the revenue from the Venue Tax Deposit per the local government code. The overall budget increased mainly for the addition of funds for the new Dickies arena, new debt service, and contractual increases for the Convention and Visitor's Bureau; as well as facility temporary labor and additional staff for Security at the Convention

Expenditure Highlights

Center. The request includes an increase of four (4) FTE's for a total of 137 authorized positions.

Environmental Protection Fund. The primary changes to the FY2018 Adopted Budget include the reduction of transfers for capital projects along with the transfer of operations of the Environmental Collection Center to the Solid Waste Fund, along with five APs and seven temporary overage positions. Reductions were offset slightly for the addition of an account technician to work with billing and collection of fund fees.

Municipal Golf Fund. The FY2018 Adopted Budget increases are mainly due to the completion of the renovation at Rockwood Park Golf Course, scheduled to reopen in the fall of 2017. The golf course was under renovations for 11 months in FY2016. The expenditure increases are in salaries, temporary employee, merchandise and alcohol for resale, utilities, repairs, equipment lease and other contractual. The budget also includes increases in budgeted salaries for Pay for Performance.

Red Light Enforcement Fund. The primary change to the FY2018 Adopted Budget is the transfer of one Administrative Technician to TPW General Fund to provide align funding with functional administrative support for the Traffic Improvements, Traffic Safety Signs/Markings and the Traffic Signal Maintenance sections. This change will provide administrative support of the 25 positions moved from the Red Light Enforcement Fund into the TPW General Fund in FY2017. Therefore, the FY2018 Adopted Budget has the Red Light Camera Program administration only, with 3.0 authorized positions.

Fort Worth Botanical Garden Fund. In March of 2017, City Council established the Botanic Garden Special Revenue Fund effective October 1, 2017, as recommended in the Fort Worth Botanic Garden Strategic Plan, combining all sources of revenue to

facilitate a transparent accounting and tracking of funds associated with the facility. All revenues generated by the Fort Worth Botanic Society (FWBS) and the Fort Worth Garden Club going forward will be receipted and tracked in the Botanic Garden Special Revenue Fund. These revenues will be committed to offsetting Botanic Garden expenditures. Additionally, the City Council approved the creating of 10 positions to hire the FWBS staff as City staff and added 4 positions as recommended by the Strategic Plan.

Asset Forfeiture Funds. The Justice, State and Treasury Asset Forfeiture Funds are used to manage accrued fund balance from awarded assets associated with certain law enforcement activities in which the City of Fort Worth Police Department has assisted state and/or federal law enforcement agencies. In accordance with applicable restrictions, appropriations are limited to actual accrued fund balance, and no anticipated revenues may be budgeted or appropriated. No expenditures are budgeted for FY2018.

Municipal Court Technology Fund. The Municipal Court Technology Project of the Special Purpose Fund was recently 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. The FY2018 Budget includes costs related to the implementation of a new case management system as well as the sustainability of the current case management system.

Municipal Court Building Security Fund. The Municipal Court Building Security Project is a Special Purpose Fund and was established under the authority of Article 102.017 of the Texas Code of Criminal Procedure to provide security services, including personnel and security equipment, for buildings that house the operations of the Municipal

Expenditure Highlights

Court. The FY2018 budget eliminated two Deputy City Marshal positions due to declining revenues within the fund.

Juvenile Case Manager Fund. The Municipal Court Juvenile Case Management Project is a Special Purpose Fund 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. The Adopted Budget for FY2018 includes the following authorized positions: one human services specialist and one customer service representative (assigned to Teen Court) along with operational and training expenditures.

Law Enforcement Officer Standards and Education (LEOSE) Fund. The State Comptroller of Public Accounts is directed, under Section 1701.157 of the Texas Occupations Code, to make allocations from the Law Enforcement Officer Standards and Education (LEOSE) account to qualified law enforcement agencies. LEOSE funds are used to provide necessary training, as determined by the City Marshal, to full-time law enforcement support personnel within the Marshal Division including all Deputy City Marshals and tele communicators. The Adopted Budget for FY2018 includes funding for training expenditures.

Municipal Court Truancy Fund. The Municipal Court Truancy Prevention & Diversion Project is a Special Purpose Fund 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. The Adopted Budget for FY2018 includes operational expenditures associated with truancy and juvenile programs.

ENTERPRISE FUNDS

Municipal Airports Fund. The FY2018 Adopted Budget for the Aviation Department provides funds for the operations of Alliance, Meacham and Spinks airports. The budget increased due to the addition of funds to cover the Management Agreement with Alliance Air Services and other operational expenses. The largest increase in the FY2018 Adopted Budget of \$168,4000, will assist in the routine maintenance of the Meacham Administration Building at Meacham International Airport. An additional \$160,000 increase will construct a Custom and Border Protection Office within the facility.

Municipal Parking Fund. The FY2018 Municipal Parking Fund maintains five parking garages, 20 surface lots, and 2,800 metered spaces. The primary changes to the FY2018 Adopted Budget include a \$155,621 increase for parking meter maintenance and improvements to parking garages throughout the City.

Solid Waste Fund. The FY2018 Adopted Budget primary increases for the transfer of the Environmental Collection Center (ECC) operations from the Environmental Fund including a total of five APs and the addition of funds to convert seven temporary overage positions to authorized positions in support of ECC operations, and increases in contractual expenses related to disposal and residential waste pickup.

Stormwater Utility Fund. The FY2018 budget increases the annual investment in capital projects, funded by pay-as-you-go cash funding and remaining bond fund proceeds, allowing the Fund to program and implement system expansions related to the City's growth and to replace aging and undersized infrastructure in an orderly manner. Increases include additional professional services

Expenditure Highlights

for contractual drainage design review services based on peaks in development activity.

Water and Sewer Fund. The Water and Sewer Fund annual budget is based on the anticipated amount of services the various customers will require for the year. The primary increases in the FY2018 Adopted Budget include additional pay-go cash financing to improve debt service coverage ratios and support the capital improvement program; an increase in debt service due to the issuance of \$180 million in new debt in 2017; an increase in vehicle purchases to address the aging fleet; and increases in transfers to the General Fund for street rental and other services received. The budget includes the addition of ten positions to address the growth and complexity of the system, increasing regulatory demands, and implementation of the MyH20 program. The budget also increases to capture the salary and benefit cost adjustments for the pay for performance program and increases in group health insurance. Other increases include contractual additions for gas turbine exchange and rebuilding of two belt presses at the water reclamation facility, and water main condition assessments and emergency response to main breaks; as well as an increase in the purchase of residential meters to meet growth demands. These increases are partially offset by the elimination of the planned contribution to reserves because of a projected significant contribution to reserves in FY2017 due to strong sewer service sales and operational savings, as well as a small reduction in the raw water purchase from the Tarrant Regional Water District.

INTERNAL SERVICE FUNDS

Capital Projects Service Fund. The Capital Projects Service Fund annual revenue and expenditure budgets are based on the anticipated services the various departments and funds will require for the year. The fee structure for FY2018

Adopted Budget stayed the same as FY2017. With a focus on capital delivery and customer service, 28 positions are added across a variety of service areas to meet this demand.

Equipment Services Fund. The FY2018 Adopted Budget includes an increase of four authorized positions for a new fleet shop at the North Service Center, which also includes funding for capital costs related to the new shop. The FY2018 Adopted Budget also includes a reduction of 0.7 authorized positions transferred to the Information Systems Fund as a part of a citywide reorganization of technology focused positions. Other significant changes to the FY2018 Adopted Budget include a reduction in the Administrative Services Allocation and a net decrease in one-time funding for capital purchases and for the Equipment Services fund's portion of the new telephone system. The reductions are offset by an increase in funding for motor vehicle fuel expenses and an increase in contractual services for additional contractual staff at the North Service Center. In addition, the adopted budget increases due to the pay-for-performance salary and benefits cost adjustments.

Group Health and Life Insurance Fund. The Group Health and Life Insurance Fund provides funds for the health insurance for employees and their dependents, 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. The primary changes for the FY2018 Adopted Budget include an increase for cost associated with Claims and Basic Life. The fund has a total of 10 A.P. / 9.65 FTE.

Information Systems Fund. Major changes in the FY2018 Adopted Budget include the increase of personnel due to the transfer of 21 IT-focused

Expenditure Highlights

positions from other departments to the IT Solutions Department, the transition of ERP project expenditures to the IT Solutions operating budget, and capital transfer to PAYGO. The fund has a total of 157 A.P / 156.5 FTE.

Risk Financing Fund. The FY2018 Adopted Budget decreases by \$683,266. The budget includes zero contribution to the fund balance, a decrease to the fire and extended coverage policy, an increase to self-insurance losses and a new vehicle liability policy. The fund has a total of 15.0 A.P. / 15.0 FTE.

Retiree Healthcare Trust Fund. The FY2018 Adopted Budget increases by \$1,337,638 due to an increase in the Medicare Advantage enrollment. The fund is allocated 1.0 A.P. / 1.35 FTE.

Personnel Summary

| | Authorized Positions (AP) | | | | Full Time Equivalents (FTE) | | | |
|-----------------------------------|---------------------------|-------------------|----------------|--------------|-----------------------------|-------------------|---------------|-------------|
| | Adopted FY2017 | Adopted FY2018 | A.P. Change | % Change | Adopted FY2017 | Adopted FY2018 | FTE Change | % Change |
| General Fund Departments | | | | | | | | |
| City Attorney's Office | 51.00 | 51.00 | 0.00 | 0.0% | 51.00 | 51.00 | 0.00 | 0.0% |
| City Auditor's Office | 15.00 | 16.00 | 1.00 | 6.7% | 15.00 | 15.48 | 0.48 | 3.2% |
| City Manager's Office | 46.00 | 34.00 | (12.00) | (26.1%) | 44.25 | 34.00 | (10.25) | (23.2%) |
| City Secretary's Office | 11.00 | 14.00 | 3.00 | 27.3% | 11.00 | 14.00 | 3.00 | 27.3% |
| Code Compliance | 219.00 | 213.00 | (6.00) | (2.7%) | 218.50 | 212.50 | (6.00) | (2.7%) |
| Communication & Public Engagement | 0.00 | 40.00 | 40.00 | 0.0% | 0.00 | 40.00 | 40.00 | 0.0% |
| Economic Development | 17.00 | 20.00 | 3.00 | 17.6% | 14.50 | 20.00 | 5.50 | 37.9% |
| Financial Management Services | 91.00 | 89.00 | (2.00) | (2.2%) | 91.00 | 89.00 | (2.00) | (2.2%) |
| Fire | 975.00 | 1,013.00 | 38.00 | 3.9% | 975.00 | 1,003.73 | 28.73 | 2.9% |
| Human Resources | 33.00 | 34.00 | 1.00 | 3.0% | 33.00 | 33.16 | 0.16 | 0.5% |
| Library | 222.00 | 267.00 | 45.00 | 20.3% | 210.50 | 235.32 | 24.82 | 11.8% |
| Municipal Court | 175.00 | 165.00 | (10.00) | (5.7%) | 175.00 | 165.00 | (10.00) | (5.7%) |
| Neighborhood Services | 93.00 | 196.00 | 103.00 | 110.8% | 50.15 | 142.62 | 92.47 | 184.4% |
| Non-Departmental | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Park and Recreation | 338.00 | 556.00 | 218.00 | 64.5% | 317.10 | 344.53 | 27.43 | 8.7% |
| Performance and Budget | 25.00 | 27.00 | 2.00 | 8.0% | 25.00 | 24.72 | (0.28) | (1.1%) |
| Planning and Development | 138.00 | 153.00 | 15.00 | 10.9% | 138.00 | 153.00 | 15.00 | 10.9% |
| Police | 1,836.00 | 1,917.00 | 81.00 | 4.4% | 1,810.00 | 1,877.38 | 67.38 | 3.7% |
| Property Management | 96.00 | 99.00 | 3.00 | 3.1% | 93.50 | 97.20 | 3.70 | 4.0% |
| Transportation and Public Works | 244.00 | 239.00 | (5.00) | (2.0%) | 243.80 | 238.80 | (5.00) | (2.1%) |
| General Fund Total | 4,625.00 | 5,143.00 | 518.00 | 11.2% | 4,516.30 | 4,791.44 | 275.14 | 6.1% |

Personnel Summary

| | AUTHORIZED POSITIONS (AP) | | | | FULL TIME EQUIVALENTS (FTE) | | | |
|--|---------------------------|-------------------|----------------|-------------|-----------------------------|-------------------|---------------|-------------|
| | Adopted FY2017 | Adopted FY2018 | A.P. Change | % Change | Adopted FY2017 | Adopted FY2018 | FTE Change | % Change |
| Governmental Funds | | | | | | | | |
| <u>SPECIAL REVENUE FUNDS</u> | | | | | | | | |
| Alliance Airport Facility Maintenance Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Cable Office Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Community Tree Planting Program | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Crime Control and Prevention District Fund | 284.00 | 376.00 | 92.00 | 32.4% | 281.50 | 344.17 | 62.67 | 22.3% |
| Environmental Protection Fund | 25.00 | 27.00 | 2.00 | 8.0% | 25.50 | 27.50 | 2.00 | 7.8% |
| Municipal Golf Fund | 44.00 | 92.00 | 48.00 | 109.1% | 42.50 | 59.25 | 16.75 | 39.4% |
| Lake Worth Trust Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Law Enforcement Officer Standards and Education Fund (Police-LEOSE) | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Library Automation Systems Sharing Fund | 2.00 | 2.00 | 0.00 | 0.0% | 2.00 | 2.00 | 0.00 | 0.0% |
| Red Light Enforcement Fund | 4.00 | 3.00 | (1.00) | (25.0%) | 4.00 | 3.00 | (1.00) | (25.0%) |
| Special Donations Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Botanic Gardens Special Revenue Fund | 0.00 | 63.00 | 63.00 | 0.0% | 0.00 | 58.30 | 58.30 | 0.0% |
| <i>Culture and Tourism Funds</i> | | | | | | | | |
| Culture and Tourism Fund | 133.00 | 137.00 | 4.00 | 3.0% | 133.00 | 137.00 | 4.00 | 3.0% |
| Culture and Tourism Fund 2% City HOT Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Culture and Tourism DFW Revenue Share Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| <i>Culture and Tourism Funds Total</i> | 133.00 | 137.00 | 4.00 | 3.0% | 133.00 | 137.00 | 4.00 | 3.0% |
| <i>Municipal Court Special Projects</i> | | | | | | | | |
| Municipal Court Technology Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Municipal Court Building Security Fund | 4.00 | 2.00 | (2.00) | (50.0%) | 4.00 | 2.00 | (2.00) | (50.0%) |
| Juvenile Case Manager Fund | 3.00 | 3.00 | 0.00 | 0.0% | 3.00 | 3.00 | 0.00 | 0.0% |
| Law Enforcement Officer Standards and Education Fund (LEOSE) | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Truancy Prevention | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| <i>Municipal Court Special Projects Total</i> | 7.00 | 5.00 | (2.00) | (28.6%) | 7.00 | 5.00 | (2.00) | (28.6%) |

Personnel Summary

| | AUTHORIZED POSITIONS (AP) | | | | FULL TIME EQUIVALENTS (FTE) | | | |
|---|---------------------------|-------------------|----------------|-------------|-----------------------------|-------------------|---------------|-------------|
| | Adopted FY2017 | Adopted FY2018 | A.P. Change | % Change | Adopted FY2017 | Adopted FY2018 | FTE Change | % Change |
| <i>Community Programs</i> | | | | | | | | |
| Andrew "DOC" Session CC Program Support | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Botanic Garden BRIT - Maintenance | 2.00 | 0.00 | (2.00) | (100.0%) | 2.00 | 0.00 | (2.00) | (100.0%) |
| Botanic Garden Fuller Foundation | 2.00 | 0.00 | (2.00) | (100.0%) | 2.00 | 0.00 | (2.00) | (100.0%) |
| Botanic Garden FWBS - Education | 3.00 | 0.00 | (3.00) | (100.0%) | 3.00 | 0.00 | (3.00) | (100.0%) |
| Botanic Garden FWBS - Maintenance | 5.00 | 0.00 | (5.00) | (100.0%) | 5.00 | 0.00 | (5.00) | (100.0%) |
| Botanic Garden FWGC - Maintenance | 4.00 | 0.00 | (4.00) | (100.0%) | 4.00 | 0.00 | (4.00) | (100.0%) |
| Botanic Garden FWGC - Support | 5.00 | 0.00 | (5.00) | (100.0%) | 5.00 | 0.00 | (5.00) | (100.0%) |
| Chisholm Trail CC Program Support | 0.00 | 3.00 | 3.00 | 0.0% | 0.00 | 1.05 | 1.05 | 0.0% |
| Community Services Special Trust Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Como CC Program Support | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Day Camp - Neighborhood Services | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Day Camp - Park and Recreation | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Diamond Hill CC Program Support | 0.00 | 4.00 | 4.00 | 0.0% | 0.00 | 1.40 | 1.40 | 0.0% |
| Eugene McCray CC Program Support | 0.00 | 1.00 | 1.00 | 0.0% | 0.00 | 0.35 | 0.35 | 0.0% |
| Fire Station CC Program Support | 0.00 | 2.00 | 2.00 | 0.0% | 0.00 | 0.70 | 0.70 | 0.0% |
| Greenbair CC Program Support | 0.00 | 3.00 | 3.00 | 0.0% | 0.00 | 1.05 | 1.05 | 0.0% |
| Handley-Meadowbrook CC Program Support | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Highland Hills CC Program Support | 0.00 | 1.00 | 1.00 | 0.0% | 0.00 | 0.35 | 0.35 | 0.0% |
| Hillside CC Program Support | 0.00 | 1.00 | 1.00 | 0.0% | 0.00 | 0.35 | 0.35 | 0.0% |
| Mayfest | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| MLK CC Program Support | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Mobile Recreation Program Support | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Nature Center Gate Operations | 1.00 | 1.00 | 0.00 | 0.0% | 1.00 | 1.00 | 0.00 | 0.0% |
| Nature Center Program Supervisor | 1.00 | 1.00 | 0.00 | 0.0% | 1.00 | 1.00 | 0.00 | 0.0% |
| North Tri-Ethnic CC Program Support | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Northside CC Program Support | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| R D Evans CC Program Support | 0.00 | 3.00 | 3.00 | 0.0% | 0.00 | 1.05 | 1.05 | 0.0% |
| Riverside CC Program Support | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Southside CC Program Support | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Southwest CC Program Support | 0.00 | 1.00 | 1.00 | 0.0% | 0.00 | 0.35 | 0.35 | 0.0% |
| Streams and Valleys Benches | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Summer Swim Program | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Sycamore CC Program Support | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Teel Trust | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Thomas Place CC Program Support | 0.00 | 2.00 | 2.00 | 0.0% | 0.00 | 0.70 | 0.70 | 0.0% |
| Victory Forest CC Program Support | 0.00 | 1.00 | 1.00 | 0.0% | 0.00 | 0.35 | 0.35 | 0.0% |
| Water Aid Program | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Worth Heights CC Program Support | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| <i>Community Programs Total</i> | 23.00 | 24.00 | 1.00 | 4.3% | 23.00 | 9.70 | (13.30) | (57.8%) |
| Special Revenue Funds Total | 522.00 | 729.00 | 207.00 | 39.7% | 518.50 | 645.92 | 127.42 | 24.6% |

Personnel Summary

| | AUTHORIZED POSITIONS (AP) | | | | FULL TIME EQUIVALENTS (FTE) | | | |
|---|---------------------------|-------------------|----------------|---------------|-----------------------------|-------------------|---------------|--------------|
| | Adopted FY2017 | Adopted FY2018 | A.P. Change | % Change | Adopted FY2017 | Adopted FY2018 | FTE Change | % Change |
| DEBT SERVICE FUNDS | | | | | | | | |
| General Debt Service Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Culture and Tourism Debt Service | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Golf Debt Service Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Stormwater Debt Service Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Solid Waste Debt Service Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Municipal Parking Debt Service Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Water Prior Lien Debt Service Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Water Sub Lien Debt Service Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Debt Service Funds Total | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Proprietary Funds | | | | | | | | |
| ENTERPRISE FUNDS | | | | | | | | |
| Municipal Airports Fund | 24.00 | 26.00 | 2.00 | 8.3% | 24.00 | 25.50 | 1.50 | 6.3% |
| Municipal Parking Fund | 12.00 | 12.00 | 0.00 | 0.0% | 12.00 | 12.00 | 0.00 | 0.0% |
| Solid Waste Fund | 119.00 | 116.00 | (3.00) | (2.5%) | 119.00 | 116.00 | (3.00) | (2.5%) |
| Stormwater Utility Fund | 114.00 | 114.00 | 0.00 | 0.0% | 113.20 | 113.20 | 0.00 | 0.0% |
| Water and Sewer Fund | 949.00 | 969.00 | 20.00 | 2.1% | 949.00 | 965.30 | 16.30 | 1.7% |
| Enterprise Funds Total | 1218.00 | 1,237.00 | 19.00 | 1.6% | 1,217.20 | 1,232.00 | 14.80 | 1.2% |
| INTERNAL SERVICE FUNDS | | | | | | | | |
| Capital Projects Service Fund | 69.00 | 98.00 | 29.00 | 42.0% | 69.00 | 98.00 | 29.00 | 42.0% |
| Equipment Services Fund | 111.00 | 115.00 | 4.00 | 3.6% | 113.50 | 116.80 | 3.30 | 2.9% |
| Group Health & Life Insurance Fund | 10.00 | 10.00 | 0.00 | 0.0% | 9.65 | 9.65 | 0.00 | 0.0% |
| Information Technology Systems Fund | 136.00 | 157.00 | 21.00 | 15.4% | 135.50 | 156.50 | 21.00 | 15.5% |
| Retiree Healthcare Trust | 1.00 | 1.00 | 0.00 | 0.0% | 1.35 | 1.35 | 0.00 | 0.0% |
| Risk Financing Fund | 15.00 | 15.00 | 0.00 | 0.0% | 15.00 | 15.00 | 0.00 | 0.0% |
| Risk Management Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Unemployment Compensation Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Workers' Compensation Fund | 0.00 | 0.00 | 0.00 | 0.0% | 0.00 | 0.00 | 0.00 | 0.0% |
| Internal Service Funds Total | 342.00 | 396.00 | 54.00 | 15.8% | 344.00 | 397.30 | 53.30 | 15.5% |
| Total All Funds (including General Fund) | 6,707.00 | 7,505.00 | 798.00 | 11.90% | 6,596.00 | 7,066.65 | 470.65 | 7.14% |



General Fund Statement

FUND PURPOSE AND GOALS

The General Fund is the largest fund within the City. The fund has the largest amount of revenue 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, the General Fund revenues include property tax, sales tax, operating transfers, charges for service, license and permit fees, fines forfeitures and special assessment, and other 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.

In FY2012, the City restored staffing and imperative City services reduced during prior years. The FY2013 budget was characterized as a maintenance budget focusing on community needs and desires. The FY2014 through FY2017 budget were an alignment budget with the City making attentive efforts to align expenditures and revenues. The FY2018 adopted budget is a continuation of the FY2017 budget progress focusing on increased investments in capital funding and maintenance.

Property tax generates the largest 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. For FY2018, the City was able to lower the property tax rate to \$0.8050 per \$100 of assessed valuation from \$0.8350 per \$100 of assessed valuation. Approximately \$0.6415, or 79.7%, of that property tax rate funds General Fund operating expenditures, such as supplies and

contracts, and approximately \$0.1635, or 20.3%, 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 the FY2017 and the trend is positioned to carry through FY2018.

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 \$93,536,042. 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 Financial Management Services Department determines administrative service charges due to the General Fund. 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 10.0% of current year, with a goal of 16.67%, of regular ongoing operating expenditures. To monitor the condition of the General Fund and all other City funds, a financial management report is prepared that evaluates revenues and expenditures, as well as performance indicators. Additionally, the City also prepares an annual Financial Forecast that discusses trends affecting the City, as well as critical issues. The General Fund budget supports 4,791.44 full-time equivalent positions and 19 operating departments (excluding Non-Departmental). Each department, listed alphabetically in the General Fund section, has a primary focus.

General Fund Revenue Summary

| | FY16 | FY17 | FY17 | FY18 | |
|-------------------------|----------------------|-----------------------|-----------------------|-----------------------|---------------------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget | Change from FY17 Adopted |
| Property Tax | 324,346,620 | 343,409,816 | 343,409,816 | 371,235,691 | 8.1% |
| Sales Tax | 138,475,263 | 140,468,044 | 140,468,044 | 154,573,000 | 10.0% |
| Other Tax | 53,965,200 | 55,389,097 | 55,389,097 | 54,830,905 | -1.0% |
| License & Permits | 15,303,889 | 13,811,793 | 13,811,793 | 16,136,753 | 16.8% |
| Intergovernmental | 604,966 | 608,679 | 827,523 | 369,315 | -39.3% |
| Charge for Service | 28,767,822 | 34,975,461 | 32,292,936 | 26,698,246 | -23.7% |
| Fines & Forfeitures | 7,546,179 | 7,798,483 | 7,798,483 | 6,090,674 | -21.9% |
| Use of Money & Property | 2,732,089 | 723,698 | 723,698 | 634,067 | -12.4% |
| Other | 2,082,402 | 1,650,645 | 1,656,645 | 1,819,064 | 10.2% |
| Transfer In | 44,376,538 | 40,169,155 | 56,308,392 | 46,545,600 | 15.9% |
| Use of Fund Balance | - | - | 127,290 | - | 0.0% |
| Total Revenues | \$618,200,968 | 639,004,871 | 652,813,717 | 678,933,315 | 6.2% |

General Fund Expenditures and Revenue Chart

| | FY16 | FY17 | FY17 | FY18 | |
|--------------------------------|----------------------|--------------------|--------------------|--------------------|--------------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget | Change from FY17 Adopted |
| Property Tax | 324,346,620 | 343,409,816 | 343,409,816 | 371,235,691 | 8.1% |
| Sales Tax | 138,475,263 | 140,468,044 | 140,468,044 | 154,573,000 | 10.0% |
| Other Tax | 53,965,200 | 55,389,097 | 55,389,097 | 54,830,905 | -1.0% |
| License & Permits | 15,303,889 | 13,811,793 | 13,811,793 | 16,136,753 | 16.8% |
| Intergovernmental | 604,966 | 608,679 | 827,523 | 369,315 | -39.3% |
| Charge for Service | 28,767,822 | 34,975,461 | 32,292,936 | 26,698,246 | -23.7% |
| Fines & Forfeitures | 7,546,179 | 7,798,483 | 7,798,483 | 6,090,674 | -21.9% |
| Use of Money & Property | 2,732,089 | 723,698 | 723,698 | 634,067 | -12.4% |
| Other | 2,082,402 | 1,650,645 | 1,656,645 | 1,819,064 | 10.2% |
| Transfer In | 44,376,538 | 40,169,155 | 56,308,392 | 46,545,600 | 15.9% |
| Use of Fund Balance | - | - | 127,290 | - | 0.0% |
| Total Revenues | \$618,200,968 | 639,004,871 | 652,813,717 | 678,933,315 | 6.2% |
| City Manager's Office | 8,765,036 | 7,932,913 | 8,254,027 | 9,089,555 | 14.6% |
| Performance and Budget Dept | - | 5,662,328 | 6,155,378 | 6,157,844 | 8.8% |
| Planning & Development Dept | 12,356,707 | 13,530,411 | 13,617,701 | 16,966,584 | 25.4% |
| Communications & Public Engage | - | - | - | 4,064,007 | 100.0% |
| City Auditor's Office | 1,489,943 | 1,804,115 | 1,804,115 | 1,844,889 | 2.3% |
| City Secretary's Office | 1,662,065 | 1,322,167 | 1,789,650 | 1,591,936 | 20.4% |
| City Attorney's Office | 6,174,056 | 6,326,798 | 6,377,715 | 6,854,668 | 8.3% |
| Financial Management Dept | 14,594,261 | 11,122,156 | 11,122,156 | 11,575,697 | 4.1% |
| Human Resources Department | 3,913,049 | 4,376,467 | 4,376,467 | 4,550,811 | 4.0% |
| Economic Development Dept | 15,880,528 | 17,974,825 | 17,980,825 | 21,606,030 | 20.2% |
| Neighborhood Services Dept | 7,621,434 | 8,974,744 | 9,014,744 | 9,006,882 | 0.4% |
| Transportation & Public Works | 30,183,131 | 32,753,154 | 32,753,154 | 58,233,504 | 77.8% |
| Property Management Dept | 9,176,978 | 10,915,692 | 24,415,692 | 15,218,685 | 39.4% |
| Code Compliance Dept | 18,652,807 | 19,983,542 | 19,983,542 | 20,210,080 | 1.1% |
| Police Department | 227,970,419 | 226,302,414 | 226,821,258 | 239,817,496 | 6.0% |
| Fire Department | 135,367,877 | 138,966,469 | 138,966,469 | 145,162,896 | 4.5% |
| Municipal Court Department | 17,492,275 | 17,268,127 | 17,268,127 | 15,910,123 | -7.9% |
| Park and Recreation Department | 42,391,587 | 43,847,073 | 43,847,073 | 47,333,665 | 8.0% |
| Library Department | 20,170,707 | 19,125,037 | 19,125,037 | 20,796,915 | 8.7% |
| Non-Departmental | 38,664,611 | 50,816,439 | 49,183,875 | 22,941,048 | -54.9% |
| Total Expenses | \$612,527,468 | 639,004,871 | 652,857,005 | 678,933,315 | 6.2% |

*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. Significant increases in the Library are for one time Pay As You Go capital funding.



City Attorney's Office

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Intergovernmental | 312,864 | 308,668 | 308,668 | 319,315 |
| Other | 4 | - | - | - |
| Transfer In | 40,000 | - | - | - |
| Revenue Totals | \$ 352,868 | 308,668 | 308,668 | 319,315 |
| Salaries & Benefits | 5,714,235 | 5,817,192 | 5,918,109 | 6,334,718 |
| General Operating & Maintenance | 454,282 | 509,606 | 509,606 | 519,950 |
| Debt Service Accts | 5,538 | - | - | - |
| Expenditure Totals | \$ 6,174,056 | 6,326,798 | 6,427,715 | 6,854,668 |
| Number of FTE's | 50.00 | 51.00 | - | 51.00 |
| Number of AP's | - | 51.00 | - | 51.00 |

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 provides transactional and advisory services as general counsel and litigation services, handling the bulk of lawsuits in-house. The Department has two divisions, Litigation and Transactional, each of which is 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.

Attorneys in the Department's Litigation Division represent the City in cases in which the City of Fort Worth is a party. The Litigation Division also handles civil rights, code compliance, employment, general litigation, and prosecution in municipal court. The Transactional 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, there are workload constraints, or a conflict exists.

MAJOR ACCOMPLISHMENTS

The Office successfully litigated a lawsuit challenging the changes to the City's retirement ordinance; reverting back to the original retirement calculations would have added significantly to the

City Attorney's Office

unfunded liability of the Employees' Retirement Fund.

Succeeded in obtaining a pre-trial dismissal of three federal lawsuits alleging race discrimination, harassment, hostile work environment, and retaliation in which the City's exposure could have exceeded \$2,200,000. Dismissal of these cases supports the City's goal of ensuring long-term financial health and stewardship.

Completed funding and lease infrastructure agreements, venue tax ordinances, and bond documents related to the multi-purpose arena project.

Completed reimbursement agreement, service and assessments plans, assessment ordinance and initial bond documents related to initial implementation of Capital Improvement Districts.

Completed acquisition of real estate, utility relocation, right-of-way abandonment and rezoning, funding agreements, and construction agreements related to construction of two new recreation/community centers.

Assisted the Financial Management Services Department with obtaining approval and successfully issuing multiple series of debt obligations and other financings, including tax notes, three series of Water and Sewer bonds, institution of an extendable commercial paper program as a cost-saving liquidity-facility for the Water Department, a new-credit financing for the Dickies Arena, and the City's first-ever sale of bonds backed by assessments on capital Public Improvement Districts

FY2018 DISCUSSION

The FY2018 Adopted City Attorney's Office budget is \$6,854,669 which is an increase of \$527,871 from the FY2017 adopted budget.

The adopted budget increased by \$425,833 due to market rate increases in attorney salaries to better retain qualified staff.

The adopted budget increased by \$50,917 for monthly supplemental pension distributions as part of the Qualified Excess Benefit Arrangement (QEBA).

The adopted budget increased by \$41,208 due to higher costs for IT-related allocations.

The adopted budget decreased by (\$30,177) in Departmental discretionary funds, mainly due to a savings in Legal Research.

City Attorney's Office

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|--|----------------|-------------------|----------------|---------------|
| Representation | | | | |
| Administration of all legal affairs | | | | |
| Percent of clients satisfied with Litigation Section services | N/A | 80% | 90% | 90% |
| Percent of federal cases dismissed, ending the case prior to trial | 100% | 66% | 80% | 80% |
| Training | | | | |
| Training to reduce legal issues | | | | |
| Number of training sessions conducted (Litigation) | 10 | 7 | 12 | 12 |
| Number of training sessions conducted (Transactional) | 8 | 26 | 10 | 15 |
| Legal Documents | | | | |
| Preparation of all legal documents | | | | |
| Number of contracts resulting in unanticipated cost | 0 | 0 | 0 | 0 |
| Percent of clients satisfied Transactional Section services | N/A | 80 | 90 | 90 |
| Percent fast track contracts reviewed within 3 days | 100 | 100 | 100 | 100 |
| Number of ordinances or resolutions requiring revision | 0 | 0 | 0 | 0 |
| Number of missed PIR deadlines due to attorney error | 0 | 0 | 0 | 0 |

City Auditor's Office

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Revenue Totals | \$ - | - | - | - |
| Salaries & Benefits | 1,372,706 | 1,686,442 | 1,678,442 | 1,699,149 |
| General Operating & Maintenance | 115,542 | 117,673 | 125,673 | 145,740 |
| Debt Service Accts | 1,694 | - | - | - |
| Expenditure Totals | \$ 1,489,943 | 1,804,115 | 1,804,115 | 1,844,889 |
| Number of FTE's | 50.00 | 15.00 | - | 15.48 |
| Number of AP's | - | 15.00 | - | 16.00 |

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, analyses and investigations as assigned by the City Council and/or City Manager and to direct and manage internal audit services and activities.

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

employees not reflected in the departments position count. This change has no budgetary impact but more transparently reflects the size of the workforce.

FY2018 DISCUSSION

The FY2018 adopted City Auditor's Office budget is \$1,844,890, an increase of 2 % due to pay for performance salaries. There are no significant changes in the FY2018 budget and staffing remains constant.

The adopted budget includes the recognition of 1 A.P / .48 FTE previously managed as temporary

City Auditor’s Office

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|--|----------------|-------------------|----------------|---------------|
| Internal Audit Help ensure that City departments have adequate internal controls, risk management and government processes, and report audit conclusions to assist the Mayor and Council in the effective discharge of their responsibilities. | | | | |
| Percent of audit recommendations are fully implemented by target date | 95 | 76 | 85 | 85 |
| Percent of annual audit plan completed by end of fiscal year | 74 | 65 | 80 | 80 |

City Manager's Office

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|-----------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 118 | 275,000 | - | 0 |
| Other | 58,499 | - | - | - |
| Transfer In | 275,060 | - | 275,000 | - |
| Revenue Totals | \$ 333,677 | 275,000 | 275,000 | 0 |
| Salaries & Benefits | 6,842,067 | 5,821,909 | 6,088,023 | 4,693,968 |
| Gen Operating & Maintenance | 1,902,973 | 2,111,004 | 2,411,004 | 4,395,587 |
| Debt Service Accts | 19,996 | - | - | - |
| Expenditure Totals | \$ 8,765,036 | 7,932,913 | 8,499,027 | 9,089,555 |
| Number of FTE's | 52.25 | 44.25 | - | 34.00 |
| Number of AP's | - | 46.00 | - | 34.00 |

DEPARTMENT PURPOSE AND GOALS

The City Manager's Office is comprised of five divisions: Administration, Mayor and Council, Human Relations, Governmental Relations and the Directions Home program.

Administration is responsible for administering the programs and policies established by the City Council. It directs and coordinates the operations of City departments and informs and advises the City Council regarding City transactions, existing conditions and future requirements. For FY2018 the Mayor and Council Communication Center along with three authorized positions transferred to the City Secretary's Office for better alignment of services.

The Mayor and Council Office supports the City Council with full-time staff and council aides, who provide oversight of office operations, handle citizen concerns and suggestions, draft

correspondence and speeches, and work on various special projects.

The Human Relations Division is responsible for enforcing the City's anti-discrimination laws, carrying out the civil rights enforcement functions of the City Code and the policy directives of the Human Relations Commission. This division now has oversight of the American Disability Act coordinator.

The Governmental Relations Division researches and assists in the passage of federal and state legislative initiatives that favorably affect the City of Fort Worth and its citizens.

In FY2018, the management of the Directions Home program, including two authorized positions and associated funding, moved from the Neighborhood Services Department to the City Manager's Office. The Directions Home Division is responsible for the Directions Home Program - the City's 10-year plan to make chronic and

City Manager's Office

persistent homelessness non-existent in the City of Fort Worth.

Additionally in FY2018, the management of the Office of Communication and Public Engagement (including 18 authorized positions and associated allocations) was transferred to the newly-created Communications and Public Engagement Department. It has oversight of the City's website, Cable Communications Office, Call Center and the Community Engagement Team.

MAJOR ACCOMPLISHMENTS

Launch of a new Latino Movies That Matter Program and a new Diversity Matters Initiative for CFW employees.

Successful launch of Read Fort Worth - coalition of business, civic, education, philanthropic, nonprofit and volunteer leaders to ensure that 100 percent of Fort Worth third-graders are reading to learn – not learning to read – by 2025. Hard work throughout Fort Worth continues to achieve the 100x25 goal with creative partnerships throughout the community, led by Mayor Price, Dr. Kent Scribner and Matt Rose.

Supported Mayor Betsy Price in a highly successful trade mission to Canada in partnership with the Fort Worth Chamber of Commerce and DFW Airport. Texas ranks second in total trade with Canada. This year we forecast \$36.3 billion in trade between DFW and Canada. Coming on the heels of Canada's 150th anniversary, this mission serves as a way to grow partnerships with some of the 70 existing businesses operating in Fort Worth as their nation celebrates an important national milestone.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$9,089,555 which is an increase of \$1,156,641 based, in part, on the following decisions.

The adopted budget includes the transfer out of 18 APs and (\$2,048,486) to the newly-created Communications and Public Engagement Department.

The adopted budget includes the transfer of three APs and (\$181,780) to move the Mayor and Council Communication operations to the City Secretary's Office as part of the coordination of City Council meetings and maintenance of related records.

The adopted budget includes the transfer in of two authorized positions (APs) and \$3,146,182 for the transfer of the Directions Home program from the Neighborhood Services Department for better alignment of services. Funding includes contractual social services.

The adopted budget changes by (\$340,205) related to representation in Austin during the 2017 Texas Legislative Session. These are biennial expenses.

The adopted budget changes by \$221,614 in support of City of Fort Worth Education Initiative which has a citywide goal of 100% of 3rd graders reading at or above a 3rd grade level by 2025.

The adopted budget changes by \$140,161 for monthly supplemental pension distributions as part of the Qualified Excess Benefit Arrangement.

HORIZON ISSUES

In late FY2017 the Education Strategies Unit of the City Manager's Office was established and designed to position the City of Fort Worth to

City Manager's Office

become more economically competitive by improving educational attainment through school readiness, grade level reading, parent engagement and workforce readiness. Through the creation of this unit, the City embraces its unique role as a provider of out-of-the-class and after-school learning offered by the various city departments such as the Library, Neighborhood Services, Park and Recreation, Police, and Communications and Public Engagement, to name a few. The work of this unit is accomplished also through cooperation with school districts, chambers of commerce and other educational partners, including non-profits and funders. Additionally, the unit serves as the City's official liaison to Read Fort Worth, formerly the Fort Worth Literacy Partnership.

Specifically, the Education Strategies Unit seeks to align the City of Fort Worth education and program offerings with those of similar community and school initiatives to achieve the city-wide goal 100x25, meaning by 2025 all children in 3rd grade will be reading at or above grade level. Ultimately, the unit works to assure that City of Fort Worth educational programs, activities and events include literacy components and elements that are aligned with Read Fort Worth to achieve the grade level reading goal by 2025 and beyond in support of cradle to career learning.

In August 2017, the City Council appointed a 23-member Task Force to advise on issues related to race and culture in Fort Worth. The Task Force is calling this initiative and the community input Phase One Fort Worth. The Task Force will advise the City Manager on appropriate leadership training dealing with race and cultural issues moving forward with next steps.

Additionally, the Task Force will engage Fort Worth residents in a series of healthy conversations about race and culture, draw conclusions from these conversations and make recommendations to the

City Council. The Task Force will also review information to determine if there are disparities in how municipal services are provided, then advise Council Members on a strategy to promote racial and cultural equity.

City Manager's Office

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|--|----------------|-------------------|----------------|---------------|
| Human Relations Commission Provides information and services related to the enforcement of Federal, State and local anti-discrimination laws; provides staff support to the city council-appointed Human Relations Commission; and provides activities to promote inclusion, respect and diversity thus bettering community relations among Fort Worth's diverse population. | | | | |
| Average number of days to resolve employment discrimination complaints | 150 | 142 | 125 | <180 |
| Average number of days to resolve housing discrimination complaints | 55 | 70 | 80 | <100 |
| Directions Home Program A city program aimed at making homelessness rare, short term, and non-recurring. | | | | |
| Percent of clients in the permanent supportive housing program that have retained their housing | 93% | 94% | 95% | 90% |

City Secretary's Office

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 11,894 | 12,500 | 12,500 | 5,000 |
| Other | 528 | 1,700 | 1,700 | 500 |
| Revenue Totals | \$ 12,422 | 14,200 | 14,200 | 5,500 |
| Salaries & Benefits | 988,906 | 1,092,472 | 1,112,472 | 1,362,455 |
| General Operating & Maintenance | 669,346 | 229,695 | 677,178 | 229,481 |
| Debt Service Accts | 3,812 | - | - | - |
| Expenditure Totals | \$ 1,662,065 | 1,322,167 | 1,789,650 | 1,591,936 |
| Number of FTE's | 11.00 | 11.00 | - | 14.00 |
| Number of AP's | - | 11.00 | - | 14.00 |

DEPARTMENT PURPOSE AND GOALS

The City Secretary, appointed by the City Council, is responsible for the supervision of the City Secretary's Office, including the Records and Information Management Office as well as the Elections division. The City Secretary's Office serves as a coordinator for the City Council meetings, records and maintains all of the official City Council minutes.

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, posting of all meeting notice requirements and for updating and

distributing 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, and the staff performs research and responds to requests for information from the City Council, City staff and citizens.

The Records and Information Management Office advises and facilitates the creation, maintenance, retention, access and disposition of all City records; and coordinates distribution and response to public information requests.

Effective in FY2018, the Mayor and Council Communication Center (M&C Center) function along with three authorized positions and associated allocations was transferred from the City Manager's Office for alignment of services. This function produces council agendas and packets.

City Secretary's Office

MAJOR ACCOMPLISHMENTS

The Department continues to reduce time to respond to public information requests even though the volume continues to increase.

The addition of the records analyst in FY2017 increased the number of departments using Laserfiche and facilitated the creation of a centralized repository of city documents.

The email and textual communication policy for storage and retention has been completed and the rollout should be started early in FY2018. This will decrease the number of emails stored by the city and thereby reduce the PIA burden for producing them.

New agenda management software has been acquired and will be implemented in the first two quarters of FY2018.

The Department continues to add more information to the City website and the Open Data Portal.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$1,591,936 which is an increase of \$269,769 from the FY2017 adopted budget.

The adopted budget changes by \$63,978 in salaries and benefits due to as a result of the 3% increase for the Pay for Performance program and the addition of funds for marshal overtime during elections.

The adopted budget includes the transfer of three authorized positions and \$181,780 for the Mayor and Council Communication operations to the City Secretary's Office as part of the coordination of City Council meetings and maintenance of related records.

HORIZON ISSUES

For FY2018, the Mayor and Council Communication Center moved to the City Secretary's Office to increase efficiencies and align services. In conjunction with the move, new agenda management program software will be implemented and managed by the Department to produce Council agendas and all the backup material. As part of the transition the process will be re-designed and refined to create a more efficient workflow.

City Secretary's Office

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|--|----------------|-------------------|----------------|---------------|
| Elected/Appointed Official Management | | | | |
| Assists the City Council, Boards and Commissions, and appointed officials to fulfill their legislative duties and responsibilities. | | | | |
| Percent of City Council presentation materials available on Granicus system within 2 days of meeting. | | 100 | 100 | 100 |
| Number of documents into Laserfiche | 14,551 | 12,090 | 5,000 | N/A |
| Percent of City Council and Corporation Board meeting minutes finalized within 2 days of meeting | 100 | 97 | 100 | 100 |
| Legislative Document Management | | | | |
| Ensures that the legislative records of the city are timely and properly recorded and accessible to internal and external customers. | | | | |
| Percent of Ordinances and Resolutions processed within 5 days of Council meeting | 67 | 78 | 80 | 80 |
| Percent of contracts processed within 2 days of receipt | 94 | 99 | 100 | 90 |
| Information Inventory, Retention, and Disposition | | | | |
| Advise and facilitate enterprise information management, inventory, access, and disposition of all City records and information. | | | | |
| Cubic feet (cf) of records destroyed according to legal process | 8,895 | 8,270 | 8,000 | N/A |
| Public Information | | | | |
| Administer the City's public information request program | | | | |
| Median Number of business days to process Process public information requests days | 6.7 | 5.8 | 5.7 | 6.5 |
| Percent of public information request liaisons current with training requirements | 91 | 85 | 85 | 100 |
| Number of public information requests processed | 9,090 | 9,513 | N/A | N/A |

Code Compliance

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| License & Permits | 2,258,775 | 2,386,174 | 2,386,174 | 2,423,041 |
| Charge for Service | 2,433,333 | 4,019,488 | 2,379,608 | 2,430,478 |
| Use of Money & Property | 4,093 | - | - | - |
| Other | 27,118 | 22,475 | 22,475 | 27,440 |
| Transfer In | 1,673,228 | - | 1,639,880 | 1,825,850 |
| Revenue Totals | \$ 6,396,547 | 6,428,137 | 6,428,137 | 6,706,809 |
| Salaries & Benefits | 13,871,110 | 14,990,931 | 14,990,931 | 14,811,742 |
| General Operating & Maintenance | 4,770,482 | 4,992,611 | 4,992,611 | 5,398,338 |
| Debt Service Accts | 11,215 | - | - | - |
| Expenditure Totals | \$ 18,652,807 | 19,983,542 | 19,983,542 | 20,210,080 |
| Number of FTE's | 215.20 | 218.50 | - | 212.50 |
| Number of AP's | - | 219.00 | - | 213.00 |

DEPARTMENT PURPOSE AND GOALS

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

The Code Enforcement Services Division includes the following sections: Neighborhood Investigations, Building Standards and Special Projects. Neighborhood Investigations provides residential code enforcement, including investigating citizen complaints specific to trash and debris, junk vehicles, zoning violations, environmental investigations and high grass and weeds. Building Standards investigates sub-standard housing issues, facilitates the activities of

the Building Standards Commission, performs multifamily housing registrations and inspections and coordinates structural demolitions. Code Enforcement Services also provides Zoning Enforcement for the Planning and Development Department, Solid Waste Enforcement for Solid Waste Services (Solid Waste Fund) and miscellaneous ordinance violations for other departments.

The Environmental Health Services Division includes Consumer Health and Environmental Quality divisions. Consumer Health issues permits, performs health inspections of food establishments, public swimming pools/spas, day care centers and hotel/motels. Additional responsibilities include plan reviews, food handler and pool operator training, as well as mosquito disease and surveillance responses. The Consumer health division also has a team of commercial officers that are, by and large, responsible for the enforcement of

Code Compliance

the City's Commercial Zoning ordinance requirements. Moreover, the commercial enforcement team has the regulatory oversight of the City's game room ordinance.

The Environmental Quality division provides 24-hour air quality monitoring across the Metroplex (grant funded), monitoring of storm water quality, litter and land based pollution, as well as mitigation of pollution and public health hazards associated with City demolitions, facility rehabilitation, underground petroleum storage tanks, asbestos, mold and other public health risks. The Environmental Quality division receives funding through the Environmental Protection Fund which has its dedicated section in the budget.

Animal Welfare Services includes Field Operations and Shelter Operations. Field Operations includes stray animal capture, wildlife nuisances, animal cruelty, dangerous dog and bite investigations. Shelter Operations provide care and medical treatment of captured strays and quarantined animals, handles animal adoptions at the Shelter and at two satellite adoption centers and collaborates with rescue partners for low cost vaccinations, spay and neuter programs, etc.

Solid Waste Services includes Contract Compliance, Illegal Dumping Section, Citizen Drop Off Stations and Nuisance Abatement. Contract Compliance ensures that solid waste contractors that run the City Landfill, collect residential waste and recyclables and service City facilities comply with the terms of their contracts. Illegal Dumping Team provides both clean-up and enforcement of illegal dump sites. The Citizen Drop Off Stations provide four convenient locations for residents to drop off excess waste, recyclables, hazard household waste and donations to Goodwill. Nuisance Abatement provides clean-up support to Code Enforcement Services, Homeless Camp clean-up for the Police and ad hoc special clean-ups for Neighborhood

Services. Solid Waste Services receives funding from the Solid Waste Fund which has its own section elsewhere in the budget.

MAJOR ACCOMPLISHMENTS

2017 Keep America Beautiful Presidents Circle Award: Keep Fort Worth Beautiful received the Keep America Beautiful President's Circle Award. The President's Circle Award recognizes exemplary performance made by certified affiliates of the national nonprofit to reduce litter, minimize waste, and beautify and improve their local communities.

2017 Keep Texas Beautiful Gold Star Affiliate Award: For Keep Texas Beautiful affiliates to achieve this status they are required to share information on their mission and goals, answer questions about their public education programs, partnerships, and sustainability efforts, participate in the Keep Texas Beautiful or Governor's Community Achievement Awards programs, and provide a letter of support from their community.

Unanimous City Council and broad community support for the updated 20-year Comprehensive Plan which added commercial and industrial waste attention.

Opened the City's fourth Citizen Drop Off Station and added Hazardous Household Waste collection at all four stations. Initiated a new partnership with Goodwill Services for attended collection centers at each station also.

Constructed and opened a 100+ kennel addition at the City's Animal Shelter and an Animal Services Annex at the new North Citizen Drop Off Station.

Secured annual funding for and renewed contract with the University of North Texas Health Sciences Center to provide vector research, sample collection, season modelling and forecasting and other mosquito health risks.

Code Compliance

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$20,210,080, which is an increase of \$226,539 from the FY2017 adopted budget.

The adopted budget includes the transfer of one code officer to the historic planning section of Planning and Development Department, and the transfer of five authorized positions related to the call center to the new Communication and Public Engagement Department. Along with pay-for-performance increases, the net change to salary and benefits is (\$179,189).

The adopted budget changes by \$372,101 due to increases in professional and technical services primarily for allocations in Information Technology Systems (ITS).

HORIZON ISSUES

In FY2018, The City will be conducting a limited number of staffing studies, including a study of the Code Compliance Department. The study will provide more useable data for making staffing and deployment decisions. The Department will also be conducting a comprehensive fee assessment and will work with the Performance and Budget Department to develop a strategic revenue plan starting in FY2019.

Code Compliance

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Actual | FY18 Target | Desired Level |
|---|----------------|----------------|----------------|---------------|
| Building Standards To protect occupants and the community from substandard and hazardous buildings. | | | | |
| Percent of new cases presented to the Building Standards Commission that are priority 1 hazardous structures | 88 | 86 | 85 | 90 |
| Field Investigations To preserve and enhance public health, welfare, and safety through services that focus on education, prevention, compliance, and community partnerships. | | | | |
| Percent of neighborhood code investigations that are priority 1 or 2 violations | 92 | 91 | 90 | 95 |
| Percent of vacant and open structures that are secured within 30 days | 99 | 99 | 99 | 99 |
| Percent abatement on courtesy notices issued by the Code Ranger volunteers | 75 | 78 | 75 | 85 |
| Animal Care and Control The Animal Shelter intakes and houses stray, owner surrendered and impounded animals. It operates adoption centers, spay/neuter and medical treatment clinics, and administers pet foster and rescue programs. Field services impounds sick and stray animals, investigates animal bites and other specialized cases. | | | | |
| Live release rate | 85.70% | 91.37% | 91% | 91% |
| Number of animals altered (spayed/neutered) | 7,867 | 8000 | 8100 | 8100 |
| Number of stray dogs returned to owner in the field | 1267 | 1237 | 1500 | 1500 |
| Solid Waste Contract Management Solid Waste Services provides residential solid waste collection, processing and disposal and landfill disposal services through public/private contracts and collaboration. | | | | |
| Number of missed waste collection per 1000 households | 1.4 | 1.29 | <1 | <1 |
| Percent of waste diverted from landfills | 22 | 21.43 | 25 | 25 |
| Average pounds of waste collected per household | 59.52 | 56.54 | 57.15 | <56 |
| Consumer Health Plan Review, Permitting, & Health Inspections To promote disease prevention to ensure a safe and healthy community. | | | | |

Code Compliance

| | | | | |
|--|-----|-----|----|-----|
| Percent of permitted food establishments that have a passing inspection score | 98 | 99 | 95 | 100 |
| Percent completion of required inspection at high risk permitted restaurants, daycares, pools, motels & hotels | 100 | 100 | 95 | 100 |

Environmental Investigations

To ensure compliance with the Clean Air Act and clean Water Act through inspections, investigations, and spill/emission response to protect local air and water quality.

| | | | | |
|---|-----|-----|-----|-----|
| Percent of high priority environmental complaints responded to within 24 hours | 100 | 100 | 100 | 100 |
| Percent of routine environmental investigations completed in accordance with authorized timelines | 56 | 74 | 80 | 80 |

Solid Waste Drop Off Stations

To provide a convenient and free drop off facility for bulk trash, brush, and residential waste that exceeds weekly curbside allocations.

| | | | | |
|--|-----------|-----------|-----|-----|
| Percent increase in Number of visits to Drop-Off Sites | 7 | 8 | 15 | 15 |
| Total pounds of household hazardous waste collected | 3,272,049 | 1,342,080 | N/A | N/A |

Communications & Public Engagement

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------|----------------|----------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Transfer In | - | - | - | 1,554,152 |
| Revenue Totals | \$ - | - | - | 1,554,152 |
| Salaries & Benefits | - | - | - | 3,315,053 |
| General Operating & Maintenance | - | - | - | 745,360 |
| Transfer Out & Other | - | - | - | 3,594 |
| Expenditure Totals | \$ - | - | - | 4,064,007 |
| Number of FTE's | N/A | N/A | - | 40.00 |
| Number of AP's | - | N/A | - | 40.00 |

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 a 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 key initiatives are to:

- Educate and inform the City of Fort Worth employees to become ambassadors for the city. The focus is on benefits, healthy living, volunteerism and education.
- Use new and existing technologies to improve the digital outreach for the city and enhance the delivery of city messages.
- Incorporate the City of Fort Worth brand and consistent messaging in all material produced by the city. Use the city's vision, mission and key messages as the foundation for all communications efforts in all departments.

- Tell the city's story and educate the public on services and accomplishments.
- Expand and improve outreach throughout the city and identify 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, FWTV and video services 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 817-392-1234. The division is also involved in the

Communications & Public Engagement

implementation of the city's new Customer Resource Management (CRM) system.

MAJOR ACCOMPLISHMENTS

Published interactive 2017 Annual Report online.
Created the first citywide branding guidelines for all departments and programs.

Published the first catalog for all community center programming.

Increased email subscribers by 400% using the new GovDelivery tool.

Expanded community outreach to neighborhoods, community organizations and schools by 150%.

FY2018 DISCUSSION

This newly created department for FY2018 combines resources and staff from the City Manager's Office, Code Compliance and Transportation and Public Works for a total operating budget of \$4,064,007.

The adopted budget includes the transfer of 18 authorized positions (APs) as well as funding in the amount of \$2,046,927 from the City Manager's Office including the Cable Office and the Community Engagement Team.

The adopted budget includes the transfer of 13 APs and funding for the Call Center Division in the amount of \$1,219,151 from the Solid Waste Fund.

The adopted budget includes the transfer of 6 APs and funding for the Call Center Division in the amount of \$443,413 from the Code Compliance Department of the General Fund.

The adopted budget changes by \$182,912 and two APs for the addition of one customer solutions analyst to provide support to the Customer Resource Management (CRM) system and one position to expand the web team to improve digital outreach and website functionality.

The adopted budget includes the transfer of one customer service representative and funding in the amount of \$51,604 from Transportation and Public Works to the Call Center division.

The adopted budget changes by \$120,000 for the addition of funds to printed materials. This includes \$60,000 that was reallocated from Performance and Budget as well as a transfer from the Solid Waste Fund for \$60,000.

HORIZON ISSUES

The realignment of the Call Center will allow for increased collaboration to determine key messages and communications needs. The Call Center answers an estimated 300,000 call each year.

The Department will concentrate efforts to unify volunteer efforts for consistency, increased outreach and visibility in the community.

The further implementation of the branding guidelines will help to identify opportunities for collaboration between departments and programs.

The new community center program catalog will be expanded to include programming from all departments and will offer a comprehensive catalog for all city departments.

Communications & Public Engagement

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|---|----------------|-------------------|----------------|---------------|
| Mass Communications | | | | |
| Disseminate information and provide transparency to city residents and stakeholders. | | | | |
| Percent of capital projects that are posted on web within 30 days of reaching design phase | 40 | 78 | 85 | 95 |
| Number of special interest videos produced | 71 | 62 | 65 | N/A |
| Number of subscribers to City News | N/A | 163,650 | 171,832 | N/A |
| Call Center & Customer Service | | | | |
| Customer Care provides agency specific telephone services and acts as the City's general switchboard for inquiries and requests for services. | | | | |
| Call abandonment rate | 6.41% | 4.11% | <5% | <5% |
| Average call wait time in seconds | 35 | 27 | <60 | <60 |
| Percent of calls answered within 60 seconds | 80.9 | 83.51 | 80 | 80 |

Economic Development

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 227,070 | 506,608 | - | - |
| Use of Money & Property | 149,138 | 157,598 | 157,598 | 147,337 |
| Other | 387 | 150 | 6,150 | 150 |
| Transfer In | 276,031 | - | 506,608 | 567,924 |
| Revenue Totals | \$ 652,626 | 664,356 | 670,356 | 715,411 |
| Salaries & Benefits | 1,472,701 | 1,591,392 | 1,591,392 | 1,565,628 |
| General Operating & Maintenance | 14,405,363 | 16,383,433 | 14,639,433 | 16,195,585 |
| Debt Service Accts | 2,464 | - | - | - |
| Transfer Out & Other | - | - | - | 3,844,817 |
| Expenditure Totals | \$ 15,880,528 | 17,974,825 | 16,230,825 | 21,606,030 |
| Number of FTE's | 14.50 | 14.50 | - | 20.00 |
| Number of AP's | - | 17.00 | - | 20.00 |

DEPARTMENT PURPOSE AND GOALS

The Economic Development Department develops and administers programs that promote a strong economy and enhance the quality of life by providing economic development programs throughout Fort Worth by focusing on improving the economic well-being of the City through business growth, job creation/retention, development of the future workforce and enhancing the overall tax base.

The Economic Development Department implements a number of programs to achieve its goals:

The Administration Division oversees the Department's budget, payroll and human resources functions.

The Economic and Community Development team is responsible for business recruitment & retention,

international business activities, incentives, oversight of the tax increment financing districts, and components units including the Local Development Corporation, and targeted area redevelopment. The team also managed the Economic Development Strategic Plan Initiative in FY2017.

The Office of Small Business facilitates improvement and growth for small and emerging mid-size companies through the delivery of training programs, workshops and small business consulting.

The Office of Business Diversity implements and tracks compliance with the city's Business Diversity Enterprise (BDE) Ordinance in order to create more diversified procurement and contracting opportunities. Additionally, this division provides assistance to small and medium-sized businesses focused on increasing direct awards and City

Economic Development

procurement dollars to Minority Business Enterprise (MBE)/Small Business Enterprise (SBE) firms through training and support programs.

MAJOR ACCOMPLISHMENTS

The Economic Development Department completed an Economic Development Strategic Plan, the first for the City of Fort Worth, in FY2017.

Because of on-going issues with MWBE database, the team and IT Department coordinated on a new system in FY2017 with full implementation occurring in early FY2018.

Pinnacle Bank Place, a 164,263 SF mixed-used development with 130 residential units, including 11 affordable housing units, was completed in March 2017. In addition to the residential units, the development includes a 30,000 SF commercial space and a 454 space parking garage.

FY2018 DISCUSSION

The adopted FY2018 budget is \$21,606,030, which is a \$3,361,205 increase from the FY2017 adopted budget.

The adopted budget increases by \$1,638,028 due to increased costs for Chapter 380 economic development agreements. The increase is largely due to new incentive grant payments owed including payments to high value projects such as the Facebook Data Center.

The adopted budget increases by \$3,844,817.00 due to an Interfund Transfer Out for the hotel occupancy and franchise taxes related to the Chapter 380 economic development agreements. This amount will be transferred to the Culture and Tourism Fund for payment of the rebates.

The adopted budget increases by \$87,912 due to increased costs for Utilities, Repairs, and Rentals.

This amount includes an increase from Non-Departmental for increased electricity costs.

The adopted budget decreases by (\$16,410) due to lower costs required for Other Purchased Services.

The adopted budget decreases by (\$11,872) due to lower costs required for Supplies.

The adopted budget includes the recognition of 3 A.P / 5.5 FTE managed as grant employees not reflected in the department's position count. This change has no budgetary impact but more transparently reflects the size of the workforce.

HORIZON ISSUES

Completion and implementation of the Economic Development Strategic Plan will be imperative but resources are limited to do so.

Current measures are not a reflection of departmental focus. The Department will work with the Performance & Budget Department to revise based upon the strategic plan.

Establish the James E. Guinn Entrepreneurial Campus as a premier small business and entrepreneur destination as part of the overall implementation of the Economic Development Strategic Plan.

Not having an economic development client and incentive management system represents significant inefficiencies for the Department in both tracking potential projects as well as for incentive reviews.

A lack of resources impact the Department's ability to fully focus on building capacity associated with the BDE Ordinance Implementation

The Department will need to begin planning in FY2018 for new disparity study with an estimated

Economic Development

cost of \$400,000 - \$500,000, which will be a decision package in FY2019 budget request.

The Office of Small Business is currently funded entirely through a State grant in partnership with UNTHSC, and we anticipate a cut in this funding in the near future. Reductions in the grant resulted in the elimination of two administrative positions in FY2018 as well as reduced funding for the Idea Works Fort Worth incubator space. Additional reductions in the grant will necessitate elimination of the funding for the Idea Works incubator, additional workforce reductions or for those positions to be transitioned to the General Fund in subsequent years.

Economic Development

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|--|----------------|-------------------|----------------|---------------|
| Business Recruitment | | | | |
| Utilize performance-based incentives and public/private partnerships to attract corporate clients from designated industry clusters. | | | | |
| Percent increase in commercial property tax base | 9.7 | not yet available | 5 | 5 |
| Percent of incented projects that require wages that meet the average Tarrant County wage rate. | 25 | 0 | 50 | 100 |
| Business Retention | | | | |
| To develop relationships with local businesses to prevent their relocation, establish early warning systems to identify at-risk businesses that require assistance and/or promote the expansion of the business that adds jobs and investment. | | | | |
| Number of retention visits | Not measured | 55 | 80 | 80 |
| M/S/WBE Office | | | | |
| Responsible for implementing and tracking compliance with the City's Business Diversity Enterprise (BDE) Ordinance in order to create more diversified procurement and contracting opportunities. | | | | |
| Number of MWBE outreach events hosted/attended. | 37 | 89 | 25 | 25 |
| Percent of applicable citywide contract dollars that go to MWBEs | 19.29 | 22.99 | 25 | 25 |
| Commercial Mixed Use | | | | |
| To partner and expedite commercial and mixed-use projects that will provide an overall positive impact for the City and expand the City's tax base in a manner that exceeds the service delivery costs to the City | | | | |
| Percent of approved incented projects with at least 10:1 private to public investment ratio | 75 | 73 | 100 | 100 |
| Percent of incented development that has a positive net fiscal impact to the general fund | 88.89 | 93.33 | 90 | 90 |
| Targeted Areas | | | | |
| Manage the City's Tax Increment Finance District program so that the individual districts experience positive tax base growth. | | | | |
| Percent of new development projects that exceed 150Percent of current per acre taxable value for their area | 66.67 | 80 | 85 | 85 |
| Year-over-year percent growth of City property tax revenue within targeted areas | 10.91 | 8.18 | 5 | 5 |

Economic Development

| | | | | |
|--|-------|--------|----|----|
| Annual appraisal growth rate of Target Areas compared to City of Fort Worth as a whole | 2.80% | -3.60% | 3% | 3% |
|--|-------|--------|----|----|

Financial Management Services

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|--------------------|--------------------|--------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 324,346,620 | 343,409,816 | 343,409,816 | 371,235,691 |
| Sales Tax | 138,475,263 | 140,468,044 | 141,018,044 | 154,573,000 |
| Other Tax | 53,897,539 | 55,212,297 | 55,212,297 | 54,820,905 |
| License & Permits | 633,507 | 329,951 | 329,951 | 327,878 |
| Intergovernmental | 145,567 | 300,011 | 300,011 | 50,000 |
| Charge for Service | 7,779,262 | 9,425,936 | 9,425,936 | 9,131,116 |
| Use of Money & Property | 1,852,868 | 387,671 | 387,671 | - |
| Other | 506,179 | 348,000 | 348,000 | 348,000 |
| Transfer In | 31,530,701 | 32,615,449 | 32,615,449 | 33,928,979 |
| Revenue Totals | \$559,167,506 | 582,497,175 | 583,047,175 | 624,415,569 |
| Salaries & Benefits | 8,766,039 | 8,407,208 | 8,609,098 | 8,448,618 |
| General Operating & Maintenance | 5,858,685 | 2,714,948 | 2,813,058 | 3,127,079 |
| Debt Service Accts | (30,464) | - | - | - |
| Expenditure Totals | \$ 14,594,261 | 11,122,156 | 11,422,156 | 11,575,697 |
| Number of FTE's | 99.70 | 91.00 | - | 89.00 |
| Number of AP's | - | 91.00 | - | 89.00 |

DEPARTMENT PURPOSE AND GOALS

The Financial Management Services Department has complete responsibility for the financial administration of the City. These duties are performed by the following divisions: Administration, Accounting, Financial Reporting, Purchasing, Treasury, and Public Improvement District (PID) Administration.

The Administration Division is responsible for providing overall planning and control to the other elements of the Department including strategic business development and process improvement.

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.

The Financial Reporting Division prepares all financial publications including the monthly financial reports and the City's Comprehensive Annual Financial Report (CAFR). This division is responsible for general ledger maintenance and completing balance sheet reconciliations.

The Purchasing Division provides purchasing support for all City departments, disposes of obsolete or surplus materials/equipment and confiscated property, manages the City's vendor relationships, and oversees the city-wide mail operations.

Financial Management Services

The Treasury Division manages the City's investment and debt portfolios and is responsible for primary billing, collection, and deposit of general revenues and licenses, cash management, bank account reconciliations, and oversight of payroll and accounts payable.

Financial systems support is housed within all divisions of the department. Members of this function are responsible for ongoing maintenance of the financial management software systems.

The PID Administration section administers the City's Public Improvement Districts by coordinating development of the annual financial plan and budget, ensuring compliance with enabling legislation, contract administration, city ordinance compliance and appropriate policies. This section transferred to Financial Management Services from the Performance and Budget Department at the end of fiscal year 2017.

MAJOR ACCOMPLISHMENTS

Certificate of Achievement for Excellence in Financial Reporting: For the City's Comprehensive Annual Financial Report Ending September 30, 2016.

Procurement Achievement Excellence Award: 2016 Achievement of Excellence in Procurement award from the National Purchasing Institute.

2016 Investment Policy Certification: Received from the Government Treasurer's Organization of Texas for meeting the requirements of the Public Funds Investment Act for prudent public funds investment in the State of Texas.

Successfully implemented the publication of the Monthly Financial Report for the City's Governmental and Proprietary Operating Funds

Completed revisions to the City's Purchasing Policy by increasing the City Manager's delegated authority and thereby reducing the administrative burden of completing procurement activities.

Implemented the needed requirements under state law to facilitate electronic bid receipt for formal procurements.

Software system configuration and implementation, including PeopleSoft Accounts Receivable and Billing; iNovah Point of Sale; and Sympro Debt Management solutions, and Blackline.

Created the City's first two capital public improvement districts and issued debt for the Rock Creek Public Improvement District in support of Tarleton State University.

FY2018 DISCUSSION

The FY2018 adopted budget of \$11,575,697 is an increase of \$453,541 from the FY2017 adopted budget.

The adopted budget increases by \$303,164 for increases to IT allocations expenses and outside services.

The adopted budget increases \$108,638 for the transfer of a Senior Contract Compliance Specialist position from the Performance and Budget Department and related costs associated with administration of public improvement districts.

The adopted budget includes the transfer of three technology focused positions to IT Solutions Department. The reduction of personnel costs are offset the above referenced increase in the IT allocation charged to the department.

Financial Management Services

HORIZON ISSUES

The Financial Management Services Department expects to address the following issues in FY2018 and beyond, which result in some level of budgetary and/or operations impact.

- Governmental Accounting Standards Board Statements – with the continued promulgation of new accounting standards, the Department of Financial Management Services is continually evaluating these requirements for not only operational impacts, but impacts to the City's balance sheet and financial position.
- Banking Service Contract and RFP process – the City's current contract with JP Morgan Chase expires at the end of fiscal year 2018. As such, a Request for Proposal will be completed and banks will have the opportunity to compete for the City's depository and banking services. Operational impacts of a change in banking providers is high and will need to be consciously completed should this event be required.
- Component Unit Financial Management – the Chief Financial Officer / Director of Financial Management Services also serves as the Treasurer on many of the City's component units and corporations. As such, an initiative for fiscal year 2018 is to begin to review the operating practices of these entities, improve policies and procedures, and outline and complete comprehensive financial plans.

Centralization of Accounts Receivable, Billing, and Revenue Collection Activities – with the implementation of the new PeopleSoft Accounts Receivable and Billing applications, along with the configuration of a new point of sale application, the

Financial Management Services Department expects to gain great efficiency in this area of our operation in fiscal year 2018. This efficiency will ultimately be noticeable City-wide as departmental billing and payment receipting functions are considered for centralization.

Financial Management Services

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|---|----------------|-------------------|----------------|---------------|
| Capital Assets | | | | |
| The purpose of the Capital Asset service area is to safeguard the City's assets by accounting for all capital assets owned by the City through accurate monitoring, accounting and reporting. | | | | |
| Percent of Capital projects Reconciled | N/A | 47 | 100 | 100 |
| Grant Accounting | | | | |
| The purpose of the Grant Accounting service area is to ensure that proper accounting procedures are followed in accordance with each grant agreement as well as Generally Accepted Accounting Principles (GAAP), and to ensure that the preparation of financial reports for governmental and/or funding agencies is performed in a timely and accurate manner. | | | | |
| Average number of non compliance incidents per grant | 0 | 0 | 0 | 0 |
| Percent of grant financial reports produced within designated timeframe | 85 | 97 | 100 | 100 |
| General Ledger | | | | |
| The purpose of the General Ledger service area is to ensure that all City financial transactions have been accounted for accurately and expediently in accordance with the City Charter and General Accepted Accounting Principles (GAAP). | | | | |
| Average number of days to perform a month end close | N/A | 10.25 | 7 | 7 |
| Financial Reporting | | | | |
| Provide timely and accurate financial statements and reports for internal and external users, detailing the financial position and the financial health of the City. | | | | |
| GFOA Certificate of Achievement for Excellence in Financial Reporting received | Yes | Yes | Yes | Yes |
| Percent of monthly reports submitted to CMO within 10 days after Accounting has finalized the period's month-end close | N/A | 64 | 100 | 100 |
| CAFR published before March 1st | No | Yes | Yes | Yes |
| Number of material weaknesses or significant deficiencies in Finance controlled operations | 3 | 0 | 0 | 0 |
| Financial Systems | | | | |
| The Financial Systems Administration (FSA) Team aims to produce timely and accurate reports on a consistent basis, which will result in a higher caliber of work as well as provide an excellent customer service experience for all of FSA's customers. | | | | |

Financial Management Services

| | | | | |
|--|-----|-----|-----|-----|
| Percent of new Buy Speed Online Procurement (BSO) reports that need rework | NA | 3 | 1 | 1 |
| Percent of new Buy Speed Online (BSO) report requests with completed statement of work (SOW) | 100 | 100 | 100 | 100 |

Procurement

Acquire goods and services at the best value by utilizing best management practices.

| | | | | |
|---|------|----|----|----|
| Average number of calendar days from Approved Buy Speed On-Line (BSO) Requisition to Issued BSO Purchase Order. | 24.5 | 19 | 15 | 15 |
|---|------|----|----|----|

Vendor Management

Maintain accurate vendor database information to support efficient payment of City obligations as well as to enhance competition and vendor inclusion in City business opportunities.

| | | | | |
|---|-----|-----|---|---|
| Average number of vendors responding to formal procurement requests - except for Co-Op or Sole Source purchases | 3.7 | 4.3 | 6 | 6 |
|---|-----|-----|---|---|

Cash Operations

The Cash Operations service area oversees prudent management of the City's cash and investment portfolio. The Cash Operations section supports the collection and disbursement of funds.

| | | | | |
|--|-------|-------|-------|-------|
| Investment portfolios to provide returns in excess of 0.10% of the benchmark | 0.81% | 1.45% | 1.65% | 1.65% |
|--|-------|-------|-------|-------|

Accounts Payable/Payroll Disbursements

The Accounts Payable/Payroll service area is responsible for the timely and accurate payment of both employee earned compensation and vendor payments.

| | | | | |
|--|-----|-----|-----|-----|
| Percent of ACH payroll files transmitted by COB Wednesday of each pay week | 100 | 100 | 100 | 100 |
| Percent of invoices paid within 30 days from the invoice date | 73 | 76 | 100 | 100 |

Debt Administration & Compliance

The Debt Administration & Compliance service area supports the issuance, structure, and repayment of the City's debt. In addition, this service area is responsible for post issuance compliance.

| | | | | |
|---|-----|-----|-----|-----|
| Percent of compliance with continuing disclosure requirements | 100 | 100 | 100 | 100 |
|---|-----|-----|-----|-----|

Fire Department

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|--------------------|--------------------|--------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| License & Permits | 1,110,649 | 1,008,799 | 1,008,799 | 1,204,000 |
| Charge for Service | 974,418 | 1,053,303 | 998,303 | 1,018,181 |
| Other | 478,715 | 286,875 | 286,875 | 286,575 |
| Transfer In | 73,265 | - | 55,000 | 59,501 |
| Revenue Totals | \$ 2,637,048 | 2,348,977 | 2,348,977 | 2,568,257 |
| Salaries & Benefits | 119,791,029 | 124,329,637 | 126,608,447 | 130,078,328 |
| General Operating & Maintenance | 15,214,485 | 14,492,406 | 15,337,406 | 14,880,641 |
| Debt Service Accts | 99,270 | - | - | - |
| Transfer Out & Other | 263,093 | 144,426 | 200,616 | 203,927 |
| Expenditure Totals | \$135,367,877 | 138,966,469 | 142,146,469 | 145,162,896 |
| Number of FTE's | 951.00 | 975.00 | - | 1,003.73 |
| Number of AP's | - | 975.00 | - | 1,013.00 |

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, and arson and fire cause investigations. The Department is organized into four major sections: Administration, Executive Services, Operations, and Educational and Logistic Services.

The Administration Division administers fiscal and administrative responsibilities, including budget, human resources, payroll, revenue, asset management, information technology, capital project planning/programming, and purchasing. The Executive Services Division oversees all arson/bomb activities, fire investigations, fire prevention activities, fire safety education,

professional standards and behavioral health functions. The Operations Division, which employs the majority of the Department's personnel, conducts daily emergency response activities, as well as specialized responses. The Educational and Logistic Services Division is responsible for training and continuing education programs, facility maintenance, vehicles and firefighting apparatus, uniforms and supplies, and dispatch services. The Office of Emergency Management also falls under this division.

MAJOR ACCOMPLISHMENTS

The Fire Department's FY2017 priority initiatives and accomplishments included the following:

Achieved ISO (Insurance Service Office) Class 1 rating.

Fire Department

Implemented a new in-house behavioral health program.

Adopted the 2015 International Fire Code and local amendments.

Continued construction of Fire Station 42 (Spinks) and initiated property acquisition & design of Fire Station 43 (Walsh Ranch).

Further developed and enhanced training and recruiting methodologies to match capacities at new training complex.

Further developed criteria and plans for utilization of two-person “attack” vehicle response concept to meet future growth and development challenges.

Worked with a consultant to develop plan to address gaps identified in ISO study and deployment analysis.

Implemented Tac-Med Program to expand emergency response capabilities, especially where threats may exist to the safety of first responders.

FY2018 DISCUSSION

The Department’s FY2018 adopted budget is \$145,162,894, which is an increase of \$6,196,425 over the FY2017 Adopted Budget.

The adopted budget increases by \$1,172,709 for personnel and operating costs related to the staffing of Fire Station 42, which includes the addition of 14 authorized civil service positions.

The adopted budget increases by \$696,547 for funding of 10 authorized positions due to the transition of funding from the Staffing for Adequate Fire and Emergency Response (SAFER) grant, which expired in April 2017, to the General Fund.

The adopted budget increases by \$311,842 for costs associated with retiree health benefits, and death benefits.

The adopted budget increases by \$204,551 for costs associated with workers compensation benefits.

The adopted budget increases by \$181,729 for risk management costs based on cost projections prepared by the Human Resources Department.

The adopted budget increases by \$179,596 based on IT allocations and supplies related to computing, radio, telephone services, cell phones, and equipment.

The adopted budget increases by \$119,219 for costs associated with employee health insurance based on rates effective on January 1, 2018.

The adopted budget increases by \$124,975 to capture the salary and benefits cost adjustments for pay for performance incentives that may be applied for regular employees in FY2018.

The adopted budget increases by \$1,984,704 due to Civil Service Base Pay and Incentive Pay.

The adopted budget includes the recognition of 26 A.P / 17.73 FTE previously managed as temporary employees and 12 grant positions not reflected in the departments position count. This change has no budgetary impact but adds more transparency to reflect the size of the workforce.

The adopted budget decreases by (\$75,371) for one - time funding for supplies and equipment for the fire trainee class held in FY2017 in anticipation of the opening of Fire Station 42.

The adopted budget decreases by (\$43,908) due to the transfer of funding for janitorial services for the Arson, Training and Communications divisions to the Property Management Department.

Fire Department

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|---|----------------|-------------------|----------------|---------------|
| First Responder Services | | | | |
| Provide first responder services for all hazards and medical emergency calls. | | | | |
| Fire turnout time 80 seconds or less 90 percent of the time | 90.8% | 89.1% | 90% | 100% |
| EMS turnout time 60 seconds or less 90 percent of the time | 75.0% | 71.7% | 75% | 100% |
| Fire & EMS travel time 4 minutes or less 90 percent of the time | 50.2% | 50.1% | 50% | 100% |
| Full alarm response time 8 minutes or less 90 percent of the time | 41.1% | 50.3% | 50% | 100% |
| Residential structure fires contained to the room of origin 55 percent of the time | 55.3% | 54.3% | 55% | 100% |
| Emergency Management | | | | |
| Special Needs Assistance Program (SNAP) is an emergency preparedness database available to any resident of North Central Texas, adult or child, who may have an access or functional need that would require assistance before, during or after an emergency or local disaster. Nixle is an open communication platform that connects public safety to the communities that they serve. Nixle enables real-time, two way communication through text, email, voice messages, and social media. | | | | |
| Number participants in SNAP | 4,957 | 5,206 | 6,000 | N/A |
| Number participants in NIXLE | 32,204 | 35,362 | 40,000 | N/A |
| Community Risk Reduction | | | | |
| Promoting community risk reduction through inspections, permitting, arson/bomb investigations and public education. | | | | |
| Number of commercial fire inspections completed | 7,880 | 11,712 | 14,000 | 15,000 |
| Number citizens who received public education | 77,893 | 60,721 | 80,000 | 85,000 |
| Emergency Call Center/Dispatch | | | | |
| Answer 911 calls for emergency assistance and dispatch appropriate Fire Department response teams. | | | | |
| Emergency calls answered within 15 seconds 95 percent of the time | 96.0% | 96.4% | 95% | 100% |
| Emergency calls processed within 64 seconds 90 percent of the time | 90.8% | 89.1% | 90% | 100% |

Human Resources

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Other | 2,670 | - | - | - |
| Revenue Totals | \$ 2,670 | - | - | - |
| Salaries & Benefits | 3,377,955 | 3,553,524 | 3,580,418 | 3,543,586 |
| General Operating & Maintenance | 527,643 | 822,943 | 1,108,049 | 1,007,225 |
| Debt Service Accts | 7,450 | - | - | - |
| Expenditure Totals | \$ 3,913,049 | 4,376,467 | 4,688,467 | 4,550,811 |
| Number of FTE's | 33.00 | 33.00 | - | 33.16 |
| Number of AP's | - | 33.00 | - | 34.00 |

DEPARTMENT PURPOSE AND GOALS

The Human Resources Department administers the City's compensation and fringe benefits program, prepares and revises job classifications, administers recruitment and selection processes, maintains employee records; and administers the Risk Financing Fund, Retiree Healthcare Trust Fund, and Group Health and Life Insurance Funds. The Human Resources staff will continue to look for ways to reduce health care costs, improve employee health and wellness, and provide cost effective health care.

The Human Resources Department is comprised of five divisions: the Classification Compensation and Civil Service division, with a total of 6.00 A.P. / 6.00 FTE; the Employee and Labor Relations division, with a total of 5.00 A.P. / 4.16 FTE; the HRIS/Records division, with a total of 12.00 A.P. / 12.25 FTE; the Staffing Services Division, with a total of 7.00 A.P. / 7.00 FTE; and the Administration Division with 4.00 A.P. / 3.75 FTE. The department has a total of 34.00 A.P. / 33.16 FTE.

MAJOR ACCOMPLISHMENTS

Improved talent acquisition process to reduce time to fill positions from 100 to 70 days.

Instituted electronic survey tool to support initiation of employee exit interviews.

Implemented upgrade of PeopleSoft software to improve payroll/time and attendance processes.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$4,550,811 which is an increase of \$174,344 from the FY2017 adopted budget.

The adopted budget includes the recognition of 1 A.P. / 0.16 FTE previously managed as temporary employees not reflected in the departments position count. This change has no budgetary impact but more transparently reflects the size of the workforce.

Human Resources

The Other Contractual line item changes by \$175,000 due to outsourcing of the FMLA and ADA program administration.

The Consultant and Other Professional Services line item changes by \$35,000 due to the addition of the Meet & Confer expenses.

HORIZON ISSUES

Meet and Confer and Collective Bargaining. A new Meet and Confer Agreement was implemented in FY2017 with the Fort Worth Police Officers Association. The Collective Bargaining Agreement with the Professional Firefighters Association, IAFF Local 440 expires on September 30, 2018 and shall remain in effect until a new contract is agreed upon or until the expiration of the evergreen period on September 30, 2019. Both of these contracts will result in additional costs for the terms of the contracts and beyond as additional resources may be required to monitor the contracts and respond to any grievances or litigation that may result from the implementation of the contracts.

Human Resources

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|---|----------------|-------------------|----------------|---------------|
| Health & Benefits | | | | |
| Administers self-insured plans for medical and worker compensation benefits offered to City employees, retirees, and their eligible spouses and/or dependents this includes an Employee/Retiree Wellness Program, and Occupational Health & Safety Program. | | | | |
| Percent change in cost for health care claims and expenses | 9 | -1 | 8 | 7 |
| Percent of employees who completed all 3 Viverae requirements for Health Insurance | 85 | 85 | 85 | 85 |
| Employee & Labor Relations | | | | |
| Conducts investigations of disciplinary appeals, coordinates defense of unemployment insurance claims, and provides guidance on city personnel policies and procedures. Coordinates negotiation and administration of labor contracts, and reviews civil services hiring decisions. | | | | |
| Percent of contract complaints resolved prior to arbitration proceedings | 100 | 80 | 70 | 80 |
| Classification/Compensation & Civil Service | | | | |
| Provides professional classification, compensation, and civil service testing services. | | | | |
| Percent of all completed job classification action requests submitted to Human Resources within 60 days | 89 | 90 | 90 | 90 |

Library

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 137,158 | 187,420 | 187,420 | 212,506 |
| Fines & Forfeitures | 424,216 | 452,618 | 452,618 | 256,875 |
| Use of Money & Property | 2,252 | 196 | 196 | 182 |
| Other | 6,865 | 4,961 | 4,961 | 4,425 |
| Revenue Totals | \$ 570,490 | 645,195 | 645,195 | 473,988 |
| Salaries & Benefits | 13,198,716 | 12,699,112 | 13,160,112 | 13,216,174 |
| General Operating & Maintenance | 6,802,619 | 6,425,925 | 6,425,925 | 6,738,741 |
| Debt Service Accts | 169,372 | - | - | - |
| Transfer Out & Other | - | - | - | 842,000 |
| Expenditure Totals | \$ 20,170,707 | 19,125,037 | 19,586,037 | 20,796,915 |
| Number of FTE's | 210.50 | 210.50 | - | 235.32 |
| Number of AP's | - | 222.00 | - | 267.00 |

DEPARTMENT PURPOSE AND GOALS

The Fort Worth Library welcomes and supports all people in their enjoyment of reading and recreational materials and their pursuit of learning and information. The Department is divided into two divisions.

The Public Services Division comprises the Central Library, 13 branches and two satellite facilities. This division is the first point of contact for residents.

In addition to providing the traditional service of providing books, movies and music, the library:

- Provides quality educational classes, programs and services
- Directly supports and provides leadership for City of Fort Worth education-related initiatives that support school readiness and reading at grade level or above by 3rd grade

- Collects, preserves, and maintains materials related to the City's history
- Bridges the digital and economic divides by providing computer and Wi-Fi access
- Maintains public spaces and establishes community commons

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

MAJOR ACCOMPLISHMENTS

Golden Triangle Branch Library: On January 24, 2017, Council approved the name of the library, "Golden Triangle Branch Library". The design

Library

phase was completed in March 2017 and the construction contract was awarded in May 2017. Groundbreaking ceremony was held on June 19, 2017.

Eastside Branch Library: The architectural firm was selected in April 2017 for the City of Fort Worth's first children's library.

Pilot Federal Passport Acceptance Program at Central Library: The one year pilot which completed on July 3, 2017 was successful. During the pilot 2,136 applications were processed for a total revenue of \$71,085. The program will continue in FY2018.

Panther Lab Makerspace at Northwest Branch Library: This pilot program provided STEM educational classes and has been very successful. This program is being expanded to include four mobile makerspaces at four additional libraries. The new Golden Triangle and Eastside libraries will also have makerspaces.

FY2018 DISCUSSION

The Department's adopted FY2018 Budget is \$20,796,916, which is a \$1,671,879 increase from the FY2017 adopted budget.

The adopted budget increases by \$842,000 to provide Pay As You Go funding for Furniture, Fixtures, and Equipment at the Golden Triangle Library.

The adopted budget increases by \$829,880 for Salaries, Benefits and associated Operations and Maintenance costs for the 14 employees (11.5 FTE's) added at Golden Triangle Branch Library.

The adopted budget decreases by (\$145,263) due to a net decrease in multiple allocations and reductions to costs for utilities, repairs and rentals.

The adopted budget includes the recognition of 34 A.P / 16.32 FTE previously managed as temporary employees not reflected in the departments position count. This change has no budgetary impact but more transparently reflects the size of the workforce.

The adopted budget includes the transfer of 3 technology focused positions to IT Solutions Department. The reduction of personnel costs are offset with an increase in the IT allocation charged to the department.

Library

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|---|----------------|-------------------|-----------------|---------------|
| Branch/Neighborhood Services Provide library products, programs, classes and services at locations across the City. | | | | |
| Hours of computer use | 229,063 | 202,759 | = to prior year | N/A |
| Total number of materials checked out | 3,872,685 | 4,429,441 | = to prior year | N/A |
| Youth & Teen Services Provide stimulating programs, classes, workshops and services that educate and promote the value of reading, learning and self-improvement. | | | | |
| Percent of parents who agree library programs contribute to their children's education | 99 | 100 | 95 | 95 |
| Percent of parents who agree their children will likely read more as a result of attending library programs | 95 | 97 | 95 | 95 |
| Urban Services Provide library products, programs, workforce-oriented classes and services at locations across the City. | | | | |
| Number of workforce development training & educational classes offered | 672 | 789 | 789 | 789 |
| Number of passport applications processed | 323 | 2,387 | 1,800 | 1,800 |
| Local History, Archives & Genealogy Make archival documents and records available for research; and preserve and promote Fort Worth's history. | | | | |
| Number of archival items digitized | 2,878 | 7,346 | 7,713 | 7,713 |

Municipal Court

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Intergovernmental | 146,534 | - | - | - |
| Charge for Service | 8,536,729 | 7,928,271 | 7,928,271 | 5,203,429 |
| Fines & Forfeitures | 7,121,964 | 7,345,865 | 7,345,865 | 5,833,799 |
| Other | 96,552 | 53,765 | 53,765 | 111,031 |
| Transfer In | 165,000 | 141,300 | 141,300 | 0 |
| Revenue Totals | \$ 16,066,779 | 15,469,201 | 15,469,201 | 11,148,259 |
| Salaries & Benefits | 13,155,019 | 12,947,034 | 13,228,034 | 13,094,993 |
| General Operating & Maintenance | 4,256,810 | 4,321,093 | 4,321,093 | 2,815,130 |
| Debt Service Accts | 15,446 | - | - | - |
| Transfer Out & Other | 65,000 | - | - | - |
| Expenditure Totals | \$ 17,492,275 | 17,268,127 | 17,549,127 | 15,910,123 |
| Number of FTE's | 177.00 | 175.00 | - | 165.00 |
| Number of AP's | - | 175.00 | - | 165.00 |

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, two courtrooms and full court/payment services at the Southwest Municipal Court, a twenty-four hour/seven day a week arraignment court operated at 350 W. Belknap, and one satellite payment location. These courts have jurisdiction within the City of Fort Worth's territorial limits over all Class C misdemeanor criminal cases brought under City ordinances and 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 with 11.0 A.P. / 11.0 FTE, Judicial with 16.0 A.P. / 16.0 FTE, Clerk of the Court with

91.0 A.P. / 91.0 FTE, and Marshals with 48.0 A.P. / 48.0 FTE; plus the Director with 1.0 A.P. / 1.0 FTE for a total of 167.0 A.P./ 167.0 FTE. The Administration Division has responsibility for management of overall departmental operations, fiscal/ human resources/technology coordination, administrative hearings and acts as the liaison with other departments and agencies. The Arraignment Court is a separate cost center that falls under the direction of the Clerk of the Court.

The Judicial Division is comprised of thirteen judges, including a Chief Judge and a Deputy Chief Judge; in addition, there are 10 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.

Municipal Court

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

The Marshal Division is responsible for bailiff duties, prisoner transfer, building security and warrant services. The Division is also responsible for lake patrol operations at Lake Worth. The Lake Patrol section, part of the Marshal Division, includes one Sr. Deputy City Marshal, three Deputy City Marshals and one Deputy City Marshal assigned from May 1 to October 1, which have responsibility 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

Texas Municipal Court Education Center – Level 1 Court Clerk Certification: Martinette Packer; Parthenia Brown; Sonia Alegria; Jason Biggs; Antonio Olivos. Levels 1 & 2 Court Clerk Certification: Shirley Herriage.

Juan Paredes named to the Texas Court Clerks Association education committee.

Implemented a new self-represented plea docket.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$15,910,125 which is an increase of \$1,358,002 decrease from the FY2017 adopted budget.

The adopted budget includes the reduction of eight vacant positions due to the reduction of the number of cases filed and workload.

The adopted budget includes the transfer of two technology focused positions to IT Solutions Department. The reduction of personnel costs are offset with an increase in the IT allocation charged to the department.

The Collection Expenses line item changes by (\$1,728,910) due to changes related to the collection process with the department's external collection agency.

The Group Health Insurance line item changes by (\$94,028) due to historical vacancy rates.

The Retirement contribution line item changes by (\$81,155) due to historical vacancy rates

The ITS Services Allocations Expense line item changes by (\$71,381) due to changes in allocations of the technology services for the department.

The Consultant & Other Professional Services line item changes by \$68,223 due to execution of a new professional services contract for interpreter services.

The Other Contractual Services line item changes by (\$24,124) due to the transfer of janitorial services to the Property Management Department.

HORIZON ISSUES

Due to the decline in the number of cases filed and the volatility in some of the existing revenue sources, the department is faced with transitioning authorized positions in the Special Revenue Funds to the General Fund using a phased in approach starting with FY2018. Additionally, the department

Municipal Court

will no longer receive the transfer from the Lake Worth Trust Fund to partially offset the expenditures associated with the lake patrol, authorized personnel, associated benefits and operating expenses.

Municipal Court

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|--|----------------|-------------------|----------------|---------------|
| Records and Case Management Maintain court records and requests for records. | | | | |
| Percent of citations that are entered within 3 business days of filing with the court | 100 | 100 | 100 | 100 |
| Adjudication Preside over jury and non-jury trials, arraign defendants on Class C misdemeanors, review and issue alias and capias pro fine arrest warrants. | | | | |
| Percent of set Jury cases disposed | 95 | 80 | 80 | 80 |
| Percent of Jury Trail requests set within 120 days of request date | 86 | 80 | 80 | 80 |
| Magistration Magistrate individuals arrested by FWPD on charges ranging from Class C misdemeanors to Capital Murder. | | | | |
| Percent of arrested persons magistrated/arraigned within 6-8 hours of booking | N/A | N/A | N/A | 90% |
| Teen Court Coordinate activities for the purpose of providing an alternative disposition for juveniles who have entered a plea of guilty or no contest to a Class C misdemeanor, and are otherwise eligible for diversion. | | | | |
| Percent completion rate for Teen Court | 69 | 75 | 75 | 75 |
| Financial Management Accurately process payments of fines for Class C Criminal and Civil Parking violations while maintaining excellent customer service. | | | | |
| Percent of mail payments processed within 2 business days | 90 | 92 | 95 | 95 |
| Collections & Enforcement Manage the in-house collections program for Time Payment Plans, community service activities and credit time served requests. | | | | |
| Percent compliance with Collection Improvement Program guidelines from the Office of Court Administration | 92 | 100 | 85 | 85 |
| Building Security Maintain security in Court buildings as well as the City Hall. | | | | |

Municipal Court

| | | | | |
|---|-----|----------|-------|-------|
| All non-staff personnel entering secured facilities are properly screened within 3 minutes of entry | N/A | 1.93 Min | 3 min | 3 min |
|---|-----|----------|-------|-------|

Neighborhood Services

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 296,804 | 557,771 | 557,771 | 514,398 |
| Use of Money & Property | 27,363 | 23,125 | 23,125 | 180,142 |
| Other | 1,027 | - | - | - |
| Transfer In | - | - | - | - |
| Revenue Totals | \$ 325,194 | 580,896 | 580,896 | 694,540 |
| Salaries & Benefits | 3,281,039 | 3,874,748 | 3,884,748 | 3,900,891 |
| General Operating & Maintenance | 4,337,932 | 5,099,996 | 5,229,996 | 2,251,991 |
| Debt Service Accts | 2,464 | - | - | - |
| Transfer Out & Other | - | - | - | 2,854,000 |
| Expenditure Totals | \$ 7,621,434 | 8,974,744 | 9,114,744 | 9,006,882 |
| Number of FTE's | 48.15 | 50.15 | - | 142.62 |
| Number of AP's | - | 93.00 | - | 196.00 |

DEPARTMENT PURPOSE AND GOALS

Created in 2015, the Neighborhood Services Department implements programs that promote economic independence, sustainable housing, and healthy successful neighborhoods. The partnerships that the Department develops with residents, businesses, non-profit, and government agencies enhance 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 (formerly Housing and Community Development); Administration and Loan Services; Community Resources (formerly Community Services); Neighborhood Stabilization

and Outreach; Compliance and Planning; and Rehabilitation and Construction Management.

The Housing and Neighborhood Development Division (formerly Housing and Community Development Division) coordinates redevelopment projects and administers the Neighborhood Empowerment Zone (NEZ) program, as well as grant-funded and non-grant –funded affordable housing and community development projects.

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).

The Community Resources Division (formerly Community Services Division) oversees seven of the City's network of community centers and one

Neighborhood Services

CAP center. The centers provide recreational, leisure and essential human services. 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 is dedicated to working with neighborhood to plan, coordinate, and promote resources to make neighborhoods more livable, address systemic neighborhood issues, and foster resident self-sufficiency. Staff also manages the Alleyway Maintenance Program and Neighborhood Stabilization and Improvement Program. This division also implements the Neighborhood Profile Area/Performance Indicator Initiative, which tracks key performances measures for the City's neighborhoods. They also provide the community outreach that supports the various programs that the Department operates and manages.

The Rehabilitation and Construction Division delivers home repair services to low income homeowners through the Priority Repair, Weatherization, Cowtown Brush-up and Lead Safe programs.

The Compliance and Planning Division ensures that the City continues to receive approximately \$20 million in state and federal grants annually, through preparing grant proposals and plans, complying with HUD grant reporting requirements, and enforcing regulatory compliance through training and monitoring activities.

MAJOR ACCOMPLISHMENTS

2016 Achievement Award: This award was received from the Texas Association of Local Housing Finance Agencies (TALHFA) for the Enclave at

Westport multi-family development. The TALHFA is a non-profit organization with approximately 250 members statewide consisting of Local Housing Finance Corporations, Bankers, Attorneys, Developers, Trustees, Service Providers, Consultants, and others.

2017 Audrey Nelson Community Development Achievement Award: This award was received from the National Community Development Association (NCDA) for the Southeast Community Health Center. The NCDA is a national non-profit organization comprised of more than 300 local governments across the country that administer federally-supported community and economic development, housing and human services programs, including programs of the U.S. Department of Housing and Urban Development (HUD), Community Development Block Grant (CDBG) and the Home Investment Partnerships (HOME).

Neighborhood Improvement Strategy (NIS) is a pilot program aimed at using data about neighborhoods to make communities more vital and raise the quality of life. City Council approved \$2.56 million to pilot the Neighborhood Improvement Strategy program in the Cavile Place/Stop Six area for FY2017. The program will be focused on reducing the number of felony incidents, enhancing pedestrian safety, improving residents' perception of their community, improve neighborhood aesthetics, and leverage additional public and private investment.

The FY2018-2022 CIP for the Neighborhood Services Department reflects the City's sustained commitment to the use of capital funding to support the NIS. While the specific improvements will be tailored to the need in each neighborhood, activity

Neighborhood Services

supported by these funds may include substandard building abatement, urban forestry to improve roadside conditions, streetlights installation, and security camera installation. The FY2018 allocation will be \$2,767,000, with recurring allocations growth of 4% per year during FY2019-2022. The FY2018-2022 allocation total will be \$14,982,000.

FY2018 DISCUSSION

The FY2018 adopted budget is \$9,006,882, which represents an increase from the FY2017 adopted budget of \$32,138.

The adopted budget decreases by (\$3,146,182) due to transfer the Directions Home Program and two positions to the CMO.

The adopted budget increases by \$123,177 for various department operations and maintenance costs, such as utility and IT charges.

The adopted budget provides \$175,000 in increased General Fund support for grant positions.

The adopted budget increases by \$2,854,000 for pay-go transfer to capital that will fund the alleyway maintenance program and neighborhood improvement strategies.

The adopted budget increases by \$26,140 for salaries and benefits.

The adopted budget includes the recognition of 103 A.P / 92.47 FTE previously managed as temporary employees or grant funded positions not reflected in the departments position count. This change has no budgetary impact but more transparently reflects the size of the workforce.

HORIZON ISSUES

Unsteady outlook on Federal funding - looming threat of potential federal budget cuts across all grant funding streams (HUD-CDBG, HHS, etc.)

Adverse impacts on expanding the supply of affordable housing via:

- Tax credit pricing
- Higher interest rates
- Increased construction costs
- High impact fees and permit fees

Lack of office space for staff – staff spread across several locations; new space is needed for case managers, Customer Care Center, VITA program staff.

Neighborhood Services

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|--|----------------|-------------------|----------------|---------------|
| Community Engagement & Education | | | | |
| Residents are directly enriched and empowered through a wide range of approaches involving direct service, education and collaborative community-serving partnerships. | | | | |
| Number of events where Lead Hazard Reduction information was provided | 12 | 76 | 60 | 60 |
| Number of Lead Hazard Referrals | 55 | 259 | 360 | 360 |
| Number of people receiving energy conservation education | 5,388 | 5,796 | 6,086 | 5% increase |
| Community Action Partners | | | | |
| Service provision addressing employment, education, better use of available household income, housing, nutrition and emergency services. The overall goal is to lessen the impact of poverty and promote self-sufficiency. | | | | |
| Number of clients with 15Percent increase in income within 90 days of caseworkers tracking client's income | 75 | 117 | 140 | 20% increase |
| Number of Volunteer Income Tax Assistance (VITA) returns completed | 3,364 | 3,593 | 4,132 | 15% increase |
| Volunteer Income Tax Assistance (VITA) Tax Refunds | \$5,180,712.00 | \$6,154,999.00 | \$6,770,499.00 | 10% increase |
| Housing Programs | | | | |
| Service provision includes home repairs, energy conservation and home weatherization, and home ownership assistance thereby strengthening and stabilizing neighborhoods. | | | | |
| Number of individuals who receive closing cost or downpayment assistance | 17 | 33 | 36 | 10% increase |
| Percent of Priority Repair Program clients who receive services within 90 days of request | 29 | 45 | 80 | 80 |
| Percent of weatherized units that achieve at least 35Percent in energy cost savings | 54 | 60 | 50 | 50 |
| Compliance & Planning | | | | |
| Ensures that federal, state and local funds are being expended properly and timely. | | | | |
| Number of Technical Assistance activities on compliance requirements (workshops, onsite visits, etc.) | 18 | 19 | 12 | 12 |
| Percent of Public Service Agency and affordable housing providers reviewed annually | 100 | 100 | 90 | 90 |

Non-Departmental

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 111 | - | - | - |
| Use of Money & Property | 692 | - | - | - |
| Other | 17,129 | - | - | - |
| Transfer In | 711,607 | 200,000 | 200,000 | - |
| Use of Fund Balance | - | - | 2,340,000 | - |
| Revenue Totals | \$ 729,539 | 200,000 | 2,540,000 | - |
| Salaries & Benefits | 68,856 | 5,141,779 | 7,949 | 11,686,015 |
| General Operating & Maintenance | 1,868,567 | 5,846,234 | 1,377,500 | 1,822,553 |
| Transfer Out & Other | 36,727,188 | 39,828,426 | 42,678,426 | 9,459,513 |
| Expenditure Totals | \$ 38,664,611 | 50,816,439 | 44,063,875 | 22,968,081 |
| Number of FTE's | N/A | N/A | N/A | N/A |
| Number of AP's | - | N/A | N/A | N/A |

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 re-allocated 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.

This department is now used mainly for budgeting, with no funds expended from a Non-Departmental account. For FY2018 the remaining major Non-Departmental accounts include separation leave costs for General Fund and civil service employees, election costs, training and education, the Tuition Reimbursement Program, pay-as-you-go capital for

technology, vehicles and equipment replacement funds, as well as contractual costs for staffing studies.

The budget in Non-Department goes 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 as are approved by the City Manager or his delegate.

FY2018 DISCUSSION

The Department’s FY2018 adopted budget is \$22,968,081, which is a decrease of (\$27,848,358) based, in part, on the following decisions.

The adopted budget changes by (\$29,873,079) for pay-as-you-go capital projects as the main portion of these costs were distributed to the General Fund departments.

Non-Departmental

The adopted budget changes by \$4,000,000 for a contribution to the pension fund.

The adopted budget changes by (\$2,768,734) for the redistribution of \$1,519,168 to General Fund departments and elimination of \$1,249,566 contingency funds for electricity.

Separation leave for civil service employees changes by \$2,543,869 based on historical and current trends.

The adopted budget changes by (\$1,377,500) for the transfer of funds for arts programming and management of city-owned arts facilities to Planning and Development.

The adopted budget changes by (\$493,050) for the transfer of funds for training initiatives to the Performance and Budget Department.

The adopted budget changes by (\$451,665) due to a reduction in the funding for vehicle and equipment replacement.

Park and Recreation

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 1,383,089 | 1,754,649 | 1,711,361 | 1,889,028 |
| Use of Money & Property | 121,245 | 155,108 | 155,108 | 157,806 |
| Other | 34,679 | 43,947 | 43,947 | 40,547 |
| Transfer In | 379,370 | 354,527 | 354,527 | 365,780 |
| Revenue Totals | \$ 1,918,382 | 2,308,231 | 2,264,943 | 2,453,161 |
| Salaries & Benefits | 19,742,751 | 20,637,890 | 19,201,597 | 18,991,417 |
| General Operating & Maintenance | 21,471,681 | 23,209,183 | 22,009,655 | 21,777,274 |
| Debt Service Accts | 113,671 | - | - | - |
| Transfer Out & Other | 1,063,484 | - | 2,920,533 | 6,537,941 |
| Expenditure Totals | \$ 42,391,587 | 43,847,073 | 44,131,785 | 47,306,632 |
| Number of FTE's | 292.50 | 317.10 | - | 344.53 |
| Number of AP's | - | 338.00 | - | 556.00 |

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 for the planning and administering of the City's recreational programs. The Department is organized into five areas of responsibility.

The Administration Office provides overall administrative support, manages the Fort Worth Zoo contract and provides staff support for the Park & Recreation Advisory Board. During emergencies, this division provides coordination of the emergency response.

The Park Operations Division manages the Botanic Garden Fund, and the General Fund operations for the Water Gardens, park reservations, 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.

The Recreation Division manages 14 recreation centers, the mobile recreation program, summer day camp program, the aquatics program, the youth athletics program, and the CCPD funded Late Night Program (FW@6) at Sycamore Community Center. This division also provides oversight for special use facilities including: the Log Cabin Village and the Fort Worth Nature Center and Refuge.

The Planning and Resource Management Division manages the identification of 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. Additionally, this division is

Park and Recreation

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 Athletics facilities and programs. Athletics includes Haws Athletics Center, Bertha Collins Sports Center, McLeland Tennis Center, Athletics Maintenance, Adult Athletics Programs and the CCPD Parks Community Policing Programs. The Municipal Golf Fund is discussed in the Special Revenue Section.

MAJOR ACCOMPLISHMENTS

American Institute of Architects Excellence in Sustainable Development Award: Presented to the Friends of Tandy Hills Natural Area.

Fort Worth Child Magazine's - Best Place to Get Outdoors: Presented to the Fort Worth Botanic Garden.

Recognition of the Fort Worth Heritage Tree, the Regional Champion Green Ash (largest Green Ash Tree in the Metroplex): in collaboration with the City of Fort Worth Forestry Section and the Texas Forest Service.

Texas Park and Recreation Society Lone Star Legacy Park designation: Presented to the Fort Worth Nature Center and Refuge.

The First Tee of Fort Worth, Two STEM (Science, Technology, Engineering and Math) Grants: Presented from the USGA (United States Golf Association) for camp and field trip initiatives.

The First Tee recognized the First Tee of Fort Worth as an ACE Chapter: Awarded to only fifteen chapters in the entire network.

Tree City USA: Awarded to the City of Fort Worth, 37th consecutive year, from the National Arbor Day Foundation.

Tree Growth Award: Awarded to the City of Fort Worth, 16th consecutive year, from the National Arbor Day Foundation.

Trip Advisor 2016 Certificate of Excellence Award: Awarded to Fort Worth Log Cabin Village, Fort Worth Botanic Garden, Fort Worth Nature Center and Refuge and the Fort Worth Water Gardens.

FY2018 DISCUSSION

The Department's FY2018 General Fund adopted budget is \$47,306,632, an increase of \$3,459,559 over the FY2017 adopted budget.

The adopted budget changed by \$230,619 and 4.0 A.P. / FTE for the development review, capital delivery, and safety.

The adopted budget changed by \$60,636 for funding of 1 A.P. / FTE, a maintenance worker, (including supplies), for athletics maintenance operations. This position will be responsible for the maintenance and operation of the two new soccer fields constructed at Northwest Community Park.

The adopted budget changed by \$60,000 and 1.5 A.P. / FTE. for the administration of the Senior Citizens' Program at three of Park & Recreation's community centers – Diamond Hill Community Center, Eugene McCray Community Center, and Handley Meadowbrook Community Center.

The adopted budget changed by \$2,663,000 for Pay As You Go (PAYGO) which provides funding for critical maintenance, repair, and replacement of equipment, structures, and other infrastructure items

Park and Recreation

which support the City's parks, trail networks, and recreation centers.

The adopted budget changed by \$241,220 to fund the contractual CPI increase for the Fort Worth Zoo.

The adopted budget changed by \$111,653 for funding of approved decision package for grounds maintenance in the East and South districts.

The adopted budget changed by (\$289,003) for salary and benefit savings to capture the changes based on anticipated vacancy rate in the department in FY2017.

The adopted budget changed by (\$123,952) for Equipment Services Department (ESD) outside repairs, parts, and labor based on ESD projected expenditures in this department for FY2017.

The adopted budget includes 0.4 FTE increase, each of 4 Customer Service II positions by 0.1 FTE Log Cabin Village cost neutral.

The adopted budget includes the transfer of one technology focused position to IT Solutions Department. The reduction of personnel costs is offset with an increase in the IT allocation charged to the department.

The adopted budget includes the recognition of 242 A.P. / 48.525 FTE previously managed as temporary and seasonal employees not reflected in the department's position count. This change has no budgetary impact but more transparently reflects the size of the workforce. The conversion includes positions such as an administrative technician, contract compliance technician, gardener, water systems mechanic, lifeguards, customer service representatives, community center aides and maintenance workers.

For FY2018, the Botanic Garden was transferred to its own special revenue fund. The General Fund provides a subsidy of \$3,002,533 which is reflected as a transfer out of the Park & Recreation budget.

HORIZON ISSUES

Staff from Park & Recreation, Code Compliance and Transportation and Public Works have been directed to review the practices and policies for mowing city owned properties, city held properties, and properties with code violations. Findings and recommendations from that review could have significant fiscal impacts in the FY2018 budget and beyond.

While park inventory continues to increase, the number of staff maintaining the park assets in Trades Maintenance and Trades Construction was reduced by 5 positions in FY2010 and FY2011, and the work order backlog averages 100 tickets. The Forestry section likewise, had a reduction of 4 positions in FY2010 while inventories grow. Backlogs cause work efforts of the crews to focus only on higher priority hazard abatements, and reduce the resources available for normal maintenance activities.

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 the city.

Park and Recreation

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|--|----------------|-------------------|----------------|---------------|
| Resource Management & Maintenance | | | | |
| Restore and maintain the viability of the park, recreation and open space system by investing in new facilities and re-investing in existing facilities. | | | | |
| Percent of priority 1 & 2 park infrastructure work orders completed within 72 hours | 100 | 85 | 100 | 100 |
| Percent of priority 3 park infrastructure work orders completed within 10 working days | 78 | 76 | 80 | 100 |
| Percent of priority 4 park infrastructure work orders completed within 4 months | 58 | 65 | 75 | 100 |
| Planning & Development | | | | |
| Plan and provide new parkland and diverse facilities that meet park recreation and open space needs in the community. | | | | |
| Meet city-wide park land dedication standard by providing 2.50 acres of Neighborhood Based parkland per 1,000 people | 1.81 | 1.88 | 1.90 | 2.78 |
| Meet city-wide park land dedication standard by providing 3.75 acres of Community Based parkland per 1,000 people | 5.91 | 5.96 | 6.13 | 7.01 |
| Conservation & Preservation | | | | |
| Preserve and enhance the city's natural, historical and cultural developed resources. | | | | |
| Percent of priority 1 & 2 emergency forestry work orders completed within 2 days | 93 | 91 | 90 | 100 |
| Percent of traffic divider contract mowing sites completed on schedule | NA | 93 | 95 | 100 |
| Percent of ROW contract mowing sites completed on schedule | NA | 78 | 85 | 100 |
| Recreational Opportunities | | | | |
| To develop and provide programmatic opportunities to meet the needs and desires of the community that encourages healthy lifestyles. | | | | |
| Number level 1 soccer field rentals | 3,931 | 4,580 | 5% increase | 5% increase |
| Number participants in Learn to Swim program | 1,039 | 1,024 | 5% increase | 5% increase |
| Number participants in adult athletic programs | 126 | 116 | 5% increase | 5% increase |
| Number community center memberships | 8,829 | 8,788 | 5% increase | 5% increase |

Park and Recreation

| | | | | |
|--|---------|--------|-------------|-------------|
| Park & Recreation Facilities To develop and provide facilities that meet the needs and desires of the community that promotes health and wellness. | | | | |
| Number rounds played at all Fort Worth Municipal Golf Courses | 106,784 | 99,452 | 134,958 | 140,000 |
| Number park reservations | 958 | 1,111 | 1,200 | 1,200 |
| Human Services To enhance the variety of program opportunities to meet the needs of a diverse population. | | | | |
| Number participants in after school programs | 5,806 | 5,933 | 5% increase | 5% increase |

Performance and Budget

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | - | 114,389 | - | 0 |
| Transfer In | - | - | 114,389 | - |
| Revenue Totals | \$ - | 114,389 | 114,389 | 0 |
| Salaries & Benefits | - | 2,518,869 | 2,521,969 | 2,489,625 |
| General Operating & Maintenance | - | 3,143,459 | 3,633,409 | 3,668,219 |
| Expenditure Totals | \$ - | 5,662,328 | 6,155,378 | 6,157,844 |
| Number of FTE's | N/A | 25.00 | - | 24.72 |
| Number of AP's | - | 25.00 | - | 27.00 |

DEPARTMENT PURPOSE AND GOALS

The Performance & Budget Department is composed of two divisions: the Performance and Strategic Management Division and the Budget and Analysis Division.

The Performance and Strategic Management Division is responsible for supporting departments with the tools and training necessary to improve employee and operational performance and efficiency. The office oversees various city wide programs including performance management, Fort Worth Employee University, pay for performance, and Lean Six Sigma. The division also encourages accountability through monitoring and reporting measures, oversees the department business plans, promotes continuous improvement through Lean training, and conducts surveys, operational reviews, and benchmarking to evaluate efficiency and resource allocation.

The Budget and Analysis Division includes both operating and capital functions. The responsibilities include: coordinating, establishing and monitoring

city budgetary revenues and expenses, citywide tracking and reporting of the Capital Improvement Program (CIP), providing capital projects research and policy development; other responsibilities are performing management studies including five-year projections, analysis of revenue and expenditures trends throughout the year, research and organizational analysis. The Budget and Analysis Division also: develops, maintains and executes a 5-year strategic capital plan as well as provides tools, processes and analyses that support and enhance the delivery of high-quality capital projects.

MAJOR ACCOMPLISHMENTS

Distinguished Budget Award by Government Finance Officers Association for the FY2017 annual adopted budget.

Beginning in January 2017, raises were based on performance. The goal of this program is to retain quality staff.

Implemented new budgeting software which will enhance budget and forecasting, improve data sets and trending models, leading to the improvement of

Performance and Budget

reporting and transparency within the City of Fort Worth and accountability of taxpayers' money.

The Performance and Budget Department has been tasked with targeting employee development for all City of Fort Worth employees by providing training for data analysis, critical thinking and process improvement. The Performance and Budget Department has dedicated approximately \$450,000 to fund this citywide effort.

FY2018 DISCUSSION

The FY2018 adopted budget for the Performance and Budget Department is \$6,157,845, which is an increase of \$495,517 over the FY2017 adopted budget.

The adopted budget reflects the transfer of the Public Improvement District Administration to the Financial Management Services Department, including the transfer of a senior contract compliance specialist.

The adopted budget increases by \$524,760 primarily for citywide training and increased appraisal district service charges.

The adopted budget includes the recognition of 3 A.P / .72 FTE previously managed as temporary employees not reflected in the departments position count. This change has no budgetary impact but more transparently reflects the size of the workforce.

HORIZON ISSUES

The Budget and Research Division's newly implemented Hyperion software system will continue to be developed throughout the year and into the next fiscal year, providing additional training and continuing education courses.

Performance and Budget

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|---|----------------|-------------------|----------------|---------------|
| Employee Performance | | | | |
| Build the skills and capabilities of employees through effective evaluations, coaching and training. | | | | |
| Number Performance Office sponsored classes held, including online | 44 | 90 | 115 | 150 |
| Number classes held citywide, live and online | 632 | 549 | 700 | 750 |
| Number employees trained in Performance Office sponsored live classes | 1,155 | 3,070 | 4,350 | 4,500 |
| Number employees trained in live courses (all training) | 6,651 | 7,597 | 8,500 | 8,500 |
| Percent employee satisfaction: "my annual performance appraisal provides me with meaningful information about my performance" | 76 | biennial survey | 80 | 85 |
| Percent employee satisfaction: "Training opportunities are available to me so I can do my job better" | 79 | biennial survey | 80 | 85 |
| Process Improvement | | | | |
| To streamline and improve efficiencies of city operations to exceed customer expectations and requirements in core business areas and daily operations. | | | | |
| Number trained in Lean methodologies | 28 | 43 | 80 | 100 |
| Strategic Management & Performance Measurement | | | | |
| Enhance alignment and analysis of citywide performance measures to create a culture of data-driven decision making and strategic focus. | | | | |
| Percent employee satisfaction: "I understand how my work impacts the city's goals" | 93 | biennial survey | 95 | 95 |
| Percent employee satisfaction: "I understand how my department measures its success" | 74 | biennial survey | 80 | 85 |
| Budget Development & Analysis | | | | |
| Provide forecasting and financial guidance in the planning and use of resources that best complements and supports city priorities and goals. | | | | |
| GFOA Distinguished Budget Presentation Award received | Yes | Yes | Yes | Yes |
| Percent variance in sales tax (budget v actual receipts) | 2.45 | | ≤3 | ≤3 |
| Percent variance in property tax (budget v actual receipts) | 0.21 | | ≤3 | ≤3 |

Planning and Development

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| License & Permits | 11,220,881 | 10,012,529 | 10,012,529 | 12,101,394 |
| Charge for Service | 3,929,241 | 3,757,556 | 3,757,556 | 4,123,438 |
| Other | 137,216 | 155,675 | 155,675 | 175,132 |
| Transfer In | - | 543,329 | 543,329 | 808,780 |
| Use of Fund Balance | - | - | 87,290 | - |
| Revenue Totals | \$ 15,287,338 | 14,469,089 | 14,556,379 | 17,208,744 |
| Salaries & Benefits | 10,289,075 | 11,035,371 | 11,456,371 | 12,587,730 |
| General Operating & Maintenance | 2,055,632 | 2,495,040 | 2,582,330 | 4,378,854 |
| Debt Service Accts | 12,001 | - | - | - |
| Expenditure Totals | \$ 12,356,707 | 13,530,411 | 14,038,701 | 16,966,584 |
| Number of FTE's | 132.00 | 138.00 | - | 153.00 |
| Number of AP's | - | 138.00 | - | 153.00 |

DEPARTMENT PURPOSE AND GOALS

The Planning and Development 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 consists of three divisions:

The Administration Division is responsible for overall management and policy development, Community Facility Agreements, Project Facilitation, Transportation Planning, Finance and Human Resources.

The Development Division has four sections. Customer Service is responsible for permitting services and customer intake. The IT Section provides IT management and support. The Building Section provides plans examination, building inspections, sign ordinance inspections, parkway

services and in FY2015 the Gas Well Inspectors were added to the division. This division reviews and inspects all construction projects for compliance with construction codes to ensure safety and sound building practices and now also ensures compliance with the City's Gas Well Ordinance.

The Planning Division has five sections. The Comprehensive Planning Section coordinates updates of the Comprehensive Plan, conducts research and policy analysis, promotes the development of urban villages, prepares neighborhood plans and manages grants and design contracts for streetscape projects. The Zoning Section administers the City's zoning regulations including Urban Forestry regulations. The Platting Section administers the City's subdivision regulations and implements the City's annexation policy. The Design Review Section administers the City's historic preservation and urban design ordinances. The Appeals Section staffs two Zoning

Planning and Development

Boards of Adjustment and provides record management for the Division.

MAJOR ACCOMPLISHMENTS

Secured adoption of Downtown Design District Overlay and Expansion in December, 2016

Secured adoption of Berry/University Form Based Code District in February, 2017

Secured adoption of Stockyards Form-Based Code District in May, 2017

Adoption of Como NEZ Plan in June, 2017

Increased availability of on-line permitting services

Process Improvements for Community Facility Agreement (CFA) applications

2017 Center of Development Excellence Award for East Rosedale Renaissance

2017 Center of Development Excellence Award for Berry/University Development Plan and Form-Based Code

2017 International Downtown Association, Leadership and Management Award of Excellence for unique organizational approaches, projects, etc. that improve the effectiveness of downtown management organizations,

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$16,966,584, an increase of \$3,436,174 from the FY2017 adopted budget.

The adopted budget changed by \$379,799 and four authorized positions for funding expanded walk-in

permitting capabilities. Walk-in permitting has increased by more than 21% in the first six months of FY2017 and service delivery goals cannot be met with the increased demand. Adding two Senior Customer Service positions and two Plans Examiners will help restore quality turnaround times for citizens and developers.

The adopted budget changed by \$252,513 and four authorized positions for funding an additional two Customer Service Representatives and two Senior Customer Service Representatives, positions necessary to provide a prompt and accurate response to our internal and external customers within the Development Division permit service area.

The adopted budget changed by \$161,329 and two authorized positions for funding of two Plans Examiner positions to assist with plan review for commercial and industrial developments. Economic recovery has greatly increased the workload in zoning plan review and staffing additions are necessary to maintain quality service levels.

The adopted budget changed by \$105,967 and one authorized position for funding one Development Project Facilitator to perform advanced developer project facilitation assignments and manage complex projects through the various review and approval processes required by the City of Fort Worth.

The adopted budget changed by \$105,967 and one authorized position for funding one Platting Senior Planner to assist the Platting and Annexation Planning Manager in necessary text amendments and process improvements related to the Subdivision Ordinance and the platting processes as relates to urban infill development, quickly developing areas outside of Loop 820, and infrastructure challenges that frequently arise in the City's extraterritorial jurisdiction.

Planning and Development

The adopted budget changed by \$81,342 and one authorized position for funding one Project Assistant to the Community Facility Office to assist in the administration of Community Facilities Agreements (CFA's), Encroachment Agreements, and Unified Sign Agreements (USA's).

The adopted budget changed by \$71,589 and one authorized position for funding one Planning Assistant to assist in the administration of the Project Facilitation Office. This position will help applicants through their initial processes by providing administrative support in the analysis, planning/coordination of pre-development conferences, process improvement, and project follow-up.

The adopted budget changed by \$283,088 for contractual services and consultants associated with the approved decision package which provides for the renewal of maintenance and support costs for the Accela Automation (AA) software, the City-wide permitting software. AA is used by six departments, contractors, developers, vendors, and citizens, to automate the planning and development processes for the City of Fort Worth and surrounding areas.

The adopted budget changed by \$95,000 for increased bank fees. The Planning & Development Department has over 70 revenue accounts and is projected to earn more than \$17M in revenue for FY2018. Bank fees for credit/debit card use have nearly doubled in the past year. The increase in fees can be attributed to growth and increased access to an expanded variety of permits through our on-line permitting software.

The adopted budget changed by \$80,490 for the transfer of one code compliance officer from the Code Compliance Department.

The adopted budget includes the transfer of one technology focused positions to IT Solutions Department. The reduction of personnel costs are offset with an increase in the IT allocation charged to the department.

The adopted budget includes the recognition of 1 A.P. / 1 FTE managed as a grant employee not reflected in the departments position count. This change has no budgetary impact but more transparently reflects the size of the workforce

With the exception of transferred positions, all aforementioned proposed increases are offset directly through increases in revenue resulting from increased permitting activities.

HORIZON ISSUES

- Complete Streets Policy Implementation-Blue Zone Program;
- Demand for form-based codes, design overlays, historic districts and conservation districts;
- Transportation funding gap: proposed service charge and impact fee update;
- Ordinances need updating and integration to meet demand for urban development types;
- Demand for greater online presence and access to services.

Planning and Development

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|---|----------------|-------------------|----------------|---------------|
| Comprehensive Planning | | | | |
| Provide policy advice to City officials and the community on growth and development in the city limits and ETJ, and implement special district capital projects, in accordance with the Comprehensive Plan. | | | | |
| Number of residential units added within designated mixed-use areas | 588 | 2,274 | 900 | 900 |
| Land Use & Design | | | | |
| The development Division provides services to ensure the public health, safety and general welfare of residents, businesses and visitors through the creation and protection of our built environment. | | | | |
| Percent of City Council zoning decisions consistent with the Comprehensive Plan | 74 | 76 | 80 | 80 |
| Permitting Activities | | | | |
| To provide developers with guidance and the assistance and special handling necessary to plan and then navigate development projects through the City's various development review and entitlement processes in the most effective and expeditious manner possible. | | | | |
| Percent of initial commercial plan reviews completed within 7 working days | 64 | 46 | 95 | 95 |
| Call Center & Customer Service | | | | |
| Assist residents, developers, contractors, engineers and architects, navigate the permitting, registration and licensing activities required by adopted City ordinances. | | | | |
| Percent of calls answered within 71 seconds | 86 | 67 | 90 | 90 |
| Development & Facilitation | | | | |
| Assist Developers and Design consultants to successfully plan and design development projects. | | | | |
| Number of Pre-Development Conferences held | 404 | 392 | 404 | 404 |

Police

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|--------------------|--------------------|--------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| License & Permits | 18,915 | 9,340 | 9,340 | 15,440 |
| Intergovernmental | - | - | 48,617 | - |
| Charge for Service | 1,913,287 | 4,400,290 | 4,351,930 | 632,445 |
| Use of Money & Property | 5,337 | - | - | - |
| Other | 678,663 | 600,882 | 600,882 | 763,433 |
| Transfer In | 6,566,568 | 2,452,697 | 5,311,057 | 3,004,110 |
| Revenue Totals | \$ 9,182,770 | 7,463,209 | 10,321,826 | 4,415,428 |
| Salaries & Benefits | 199,343,709 | 195,854,604 | 202,277,616 | 208,070,471 |
| General Operating & Maintenance | 28,409,695 | 30,169,435 | 30,518,052 | 31,468,650 |
| Capital Accts | - | 16,000 | 16,000 | 16,000 |
| Debt Service Accts | 194,612 | 262,375 | 262,375 | 262,375 |
| Transfer Out & Other | 22,404 | - | 36,988 | - |
| Expenditure Totals | \$227,970,419 | 226,302,414 | 233,111,031 | 239,817,496 |
| Number of FTE's | 1,827.00 | 1,810.00 | - | 1,877.38 |
| Number of AP's | - | 1,836.00 | - | 1,917.00 |

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 consists of the following three Bureaus: Patrol, Support, and Finance/Personnel. Each Bureau includes two Commands, with Divisions, Sections, and Units under each Command.

MAJOR ACCOMPLISHMENTS

The department established a new Procedural Justice Unit and created a curriculum and lesson plan for mandatory training of all officers as part of implementing the National Initiative for Building Community Trust and Justice Project.

Police

The department has recently implemented a Sixth Patrol Division. Since 2000, Fort Worth has added approximately 140,000 people and 39 square miles north of Loop 820. Because population and development continue to increase at a rapid pace, a new police patrol division and a new facility is necessary. The Fort Worth Police Department added a new patrol division and realigned the existing five patrol divisions' boundaries. A new patrol division facility on N. Riverside Drive is expected to open in early 2018. Each of the six patrol divisions include two districts and multiple beats. Patrol staff assigned to the new North Division will operate out of existing patrol facilities until the new patrol facility is open.

A Council District Crime Report tool that allows Councilmembers to query crime statistics within their respective districts or citywide was created.

The department updated policies requiring uniformed personnel to wear body cameras and vests.

City Council authorized a contract to work towards the City's goal to outfit all sworn officers with body-worn cameras and outfit all patrol vehicles with in-car video systems delivering integrated devices and applications and creating efficiencies for patrol.

The department created a Police Athletic League (FWPAL) to provide guidance and leadership to youth.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$239,817,496, which is an increase of \$13,515,082 from the FY2017 adopted budget.

The adopted budget increased by \$4,210,150 and 40 authorized positions including 24 civil service authorized positions and 10 civilian authorized positions for operation of the Sixth Patrol Division in far north Fort Worth.

The adopted budget increased by \$1,247,778 and fifteen civil service authorized positions for the absorption of the COPS Hiring Grant.

The adopted budget increased by \$716,173 for Pay for Performance increases.

The adopted budget increase by \$3.9 million for costs associated with the Meet and Confer Bargaining Contract.

The adopted budget increases by \$2.3 million to offset overage positions associated with above average Police recruiting activity. Funds to defray this cost are being transferred from the Crime Control and Prevention District (CCPD) recruit trainee program. FY2018 CCPD recruit training expenditures will decrease accordingly as General Fund salaries and benefits expenses increase due to the overages.

The adopted budget includes the recognition of 75 A.P / 31.25 FTE previously managed as temporary employees and 3 A.P / 2 FTE grant positions not reflected in the department's position count. This change has no budgetary impact but more transparently reflects the size of the workforce.

HORIZON ISSUES

Continue community engagement efforts to work with stakeholders to collaborate and build trusting relationships, reduce crime, and improve the health of the community. Continue to evaluate

Police

enforcement and staffing strategies to address patrol needs and emerging crime trends and issues including human trafficking, mental health, narcotics, vice, domestic violence, cyber-crimes, and economic crimes. Continue to expand the recruitment of officers and community volunteers. Invest in technology critical to the Police Department to keep pace with rapid development of technology-based applications within law enforcement. Secure funding for major and minor facility needs.

The following list includes major facility needs.

- South Patrol Division facility. (2018 Bond)
- Long-term solution for personnel relocating from 350 W. Belknap temporarily to the former training facility at 1000 Calvert.
- Far West Patrol Division facility.
- Consolidation of North Patrol Division facilities.
- Long-term solution for a Property Room expansion and office for Crime Scene personnel.
- Phase II Public Safety Complex Improvements.
- Public Safety Vehicle and Equipment Storage, Back-up EOC, and Communications Center.

Police

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|--|----------------|-------------------|----------------|---------------|
| Crime Suppression | | | | |
| Reduce and prevent crime through proactive and preventative measures. | | | | |
| Crime rate for Crimes Against Persons (per 100,000 population) below 3-year average | 1535.85 | 1591.43 | <1550.12 | <1550.12 |
| Crime rate for Crimes Against Property (per 100,000 population) below 3-year average | 4725.49 | 4563.36 | <4749.07 | <4749.07 |
| Call Response | | | | |
| Provide quality and timely response to calls for service and to ensure a crime preventative patrol presence is maintained to increase public safety. | | | | |
| Citywide average Priority 1 Response Time (Time call received to on scene) | 0.40 | 0.41 | 0.37 | 8:36 |
| Citywide average Priority 2 Response Time (Time call received to on scene) | 0.80 | 0.93 | 0.72 | 17:18 |
| Citywide average Priority 3 Response Time (Time call received to on scene) | 63:35 | 87:23 | 52:00 | 52:00 |
| Community Policing | | | | |
| Establish partnerships with residents and business owners by fostering community involvement in crime reduction and neighborhood improvement and to provide quality investigative follow up to localized crime problems. | | | | |
| Number of active Citizens on Patrol | 795 | 714 | 830 | 850 |
| Training | | | | |
| Recruit and train the most qualified, diverse applicants to become Fort Worth police officers. | | | | |
| Number of graduated recruits | 69 | 164 | 88 | 88 |
| Number of diverse graduated recruits | 0.44 | 0.53 | N/A | N/A |

Property Management

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 86,810 | 90,000 | 90,000 | 159,814 |
| Use of Money & Property | 381,971 | - | - | 148,600 |
| Other | 5,023 | 10,000 | 10,000 | 6,460 |
| Transfer In | 1,446,679 | 661,953 | 14,161,953 | 511,420 |
| Revenue Totals | \$ 1,920,482 | 761,953 | 14,261,953 | 826,294 |
| Salaries & Benefits | 5,487,298 | 6,178,755 | 6,339,812 | 6,416,732 |
| General Operating & Maintenance | 3,464,680 | 4,168,536 | 4,399,479 | 4,864,017 |
| Debt Service Accts | - | 568,401 | 568,401 | 617,936 |
| Transfer Out & Other | 225,000 | - | 13,500,000 | 3,320,000 |
| Expenditure Totals | \$ 9,176,978 | 10,915,692 | 24,807,692 | 15,218,685 |
| Number of FTE's | 79.00 | 93.50 | - | 97.20 |
| Number of AP's | - | 96.00 | - | 99.00 |

DEPARTMENT PURPOSE AND GOALS

The Property Management Department consists of three divisions including Facilities Management, Fleet Services and General Administration which includes Real Property services.

The Facilities Management Division is responsible for managing building maintenance and repair, facility planning, architectural and construction management services for City facilities.

The Fleet Services Division is charged with maintaining the City's fleet (see Equipment Services Fund section).

The General Administration Division includes four sections. The Administrative Services Section oversees fiscal and administrative responsibilities, including budget, contract compliance, human

resources, payroll, revenue, asset management and purchasing.

The Real Property and Lease Administration Section is responsible for land and property acquisitions as well as sales and right-of-way and easement acquisitions, manages tax foreclosed properties, negotiates lease terms and rates for City use of private property and coordinates space planning with the Facilities Division as related to 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 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

Property Management

addresses issues with non-franchised utilities that utilize the City's rights-of-way.

MAJOR ACCOMPLISHMENTS

The Department Saved over \$450,000 on facility projects completed by the construction crew added in FY2017.

It also completed major facility maintenance projects that have been deferred well past their useful life, such as Gordon Swift Building window replacement, City Hall elevator cab upgrades as well as several roof and HVAC replacements.

FY2018 DISCUSSION

The FY2018 adopted budget is \$15,218,685, which is an increase of \$4,302,993 from the FY2017 adopted budget.

The adopted budget includes the addition of five authorized positions in the Facilities Maintenance section. The additional positions will provide another construction crew for building renovations and remodeling. The total cost of the decision package is offset by personnel costs fully charged to capital projects.

The adopted budget includes the transfer of 1.3 technology focused authorized positions to the IT Solutions Department. The reduction of personnel costs are offset with an increase in the IT allocation charged to the department.

The adopted budget increases by \$3,320,000 for a capital transfer out. These monies represent Pay As You Go funding for repair and maintenance of City facilities.

The adopted budget increases by \$695,481 in General Operating and Maintenance which includes the reallocation of funds for janitorial contractual

services from the Fire, Police and Municipal Court departments in order to centralize coordination of janitorial services for several primary locations for better management, oversight and tracking of contract expenditures.

The adopted budget increases by \$237,977 for salary, benefits, and pay for performance increases.

The adopted budget increases by \$105,721 for the General Fund Debt Principal and Interest Payments for the Energy Savings program implemented citywide.

HORIZON ISSUES

The following issues for FY2018 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 will require some sort of City Council action/decision.

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) and tax foreclosed properties held in trust for itself and local taxing entities (approx. 600). 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 planned to reduce the City's inventory of Tax Foreclosed Properties through holding six Sealed Bid Sales and 20+ Direct Sales each year.

Property Management

Lease Management: The City leases space to private and governmental entities within City facilities in support of initiatives to improve quality of life, promote education, and in support of the arts. Additionally, the City leases space from private entities when existing space is unavailable for City operations within City facilities or when the City needs a presence within the community. Since the inception of Property Management Department, staff has been compiling an inventory of the property leases, entering into new leases when necessary, and assuring that existing leases are renewed timely so that City operations and community initiatives are met. Improved technology is required to track the lease assets, assess space needs and track revenues and expenditures for better planning and utilization of space in City facilities and to analyze the cost/benefit of renting space in private facilities.

Mineral Management: The City has an estimated total of 18,000 mineral acres with 11,402 mineral acres under lease with various gas companies. Leasing of the remaining 7,000 mineral acres of City properties for subsurface natural gas drilling is dependent on a sustained and remarkable increase in the natural gas market prices. The variability of the gas market (prices), well decline (production) and other market factors cause unforeseen fluctuations in annual royalty revenues which may be higher or lower than estimated at the beginning of a 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 604 mineral leases in the City inventory. 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 and distribution of the revenue per Federal guidelines and the City's financial management policies. Improved technology, process review and sufficient staff

resources will be required for optimum management of this estimated \$1 billion mineral asset.

Lake Worth Capital Improvement Implementation Plan: Royalty revenues from mineral leases of Lake Worth properties have declined limiting the capital improvements that can be completed as outlined in the 2007 Lake Worth Capital Improvement Implementation Plan. As a result, other sources of funding may be required to complete the capital projects identified in the Plan and to provide for the necessary City facilities required to bring leased residential lots into compliance prior to sale.

Property Management

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|--|----------------|-------------------|----------------|---------------|
| Fleet Management, Maintenance, & Services | | | | |
| Responsible administrative, fiscal, and contracting services. Coordinates with vendors to provide maintenance and repairs, and manages vehicle acquisition and fuel management. | | | | |
| Percent of contracts that are renewed prior to expiration date | 88 | 85 | 100 | 100 |
| Percent fleet availability | 92 | 94 | 94 | 95 |
| Percent of vehicles are compliant with preventative maintenance | 46 | 53 | 80 | 90 |
| Percent of vehicle maintenance completed within 24 hours | 87 | 89 | 88 | 90 |
| Percent Overall customer service satisfaction | 82 | 97 | 93 | 100 |
| Percent of budget-approved vehicles are placed in service within budgeted fiscal year | 16 | 31 | 75 | 100 |
| Percent of vehicles are disposed within 90 days | 34 | 64 | 90 | 100 |
| Fuel inventory variance within +/- 1% | <1% | <1% | <1% | <1% |
| Facility Planning & Maintenance | | | | |
| Provide services to support vertical facility construction and renovation. Provides facility maintenance services for general fund facilities, to include construction and renovation work on small/medium scope project | | | | |
| Construction contracts awarded within 4 months of design for all vertical projects in the 2014 bond package | 100% | 100% | 100% | 100% |
| Percent of emergency work orders with a response time of one day or less | 97 | 97 | 95 | 100 |
| Percent of scheduled preventative building maintenance completed on time | 91 | 87 | 90 | 100 |
| Percent of routine work orders completed within 7 days | 91 | 78 | 90 | 100 |
| Acquisitions (Right-of-Way & Easements) | | | | |
| Negotiate and acquire various land rights in support of capital improvement projects and city-wide initiatives according to federal and state regulations. | | | | |
| Percent parcels for which title commitment, draft of environmental report memo and engagement of qualified appraiser are all completed within 7 days of assignment | N/A | N/A | 100 | 100 |

Property Management

| | | | | |
|---|-----|-----|-----|-----|
| Percent of parcels for which initial offer letters are sent within 7 days of final acceptance of appraisals | N/A | N/A | 100 | 100 |
| Percent of parcels acquired successfully through negotiations | N/A | N/A | 90 | 100 |

Sale of City Owned & Tax Foreclosed Properties

Serve as Trustee for the local taxing jurisdictions in the management and disposition of the tax foreclosed property inventory through periodic sealed bid and direct sales according to state regulations; manage the disposition of the City's surplus real property.

| | | | | |
|--|----|-----|-----|-----|
| Sell a minimum of 100 tax foreclosed properties per year | 93 | 107 | 120 | 120 |
|--|----|-----|-----|-----|

Lease Management

To serve as the City's central resource for negotiating and managing City leases of private property, private leases of City property, including management of properties at Lake Worth and management of the City's mineral assets.

| | | | | |
|--|-----|-----|----|-----|
| Percent of negotiated new property leases that are completed within agreed upon time frame | 100 | 100 | 90 | 100 |
|--|-----|-----|----|-----|

Utility Management

Identify, develop, and implement cost-effective utility conservation opportunities and manage franchise utilities.

| | | | | |
|--|----|-----|-----|-----|
| Reduce Energy Use Intensity (EUI) in downtown municipal buildings by 5Percent annually | 1% | N/A | -5% | -5% |
|--|----|-----|-----|-----|

Transportation and Public Works

Department Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-----------------------|-----------------------|-----------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Other Tax | 67,661 | 176,800 | 176,800 | 10,000 |
| License & Permits | 61,162 | 65,000 | 65,000 | 65,000 |
| Charge for Service | 1,058,499 | 892,280 | 892,280 | 1,378,413 |
| Use of Money & Property | 187,131 | - | - | - |
| Other | 31,147 | 122,215 | 122,215 | 55,371 |
| Transfer In | 1,239,029 | 3,199,900 | 3,199,900 | 3,919,104 |
| Revenue Totals | \$ 2,644,630 | 4,456,195 | 4,456,195 | 5,427,888 |
| Salaries & Benefits | 17,506,710 | 19,522,852 | 19,486,372 | 19,857,666 |
| General Operating & Maintenance | 12,621,261 | 12,880,302 | 13,266,782 | 14,498,838 |
| Debt Service Accts | 55,161 | - | - | - |
| Transfer Out & Other | - | 350,000 | - | 23,877,000 |
| Expenditure Totals | \$ 30,183,131 | 32,753,154 | 32,753,154 | 58,233,504 |
| Number of FTE's | 216.30 | 243.80 | - | 238.80 |
| Number of AP's | - | 244.00 | - | 239.00 |

DEPARTMENT PURPOSE AND GOALS

The Transportation and 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 five different funds; General Fund, Stormwater Utility Fund, Municipal Parking Fund, Capital Project Services Fund and Red Light Enforcement 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, Development Services & Stormwater Management, Street & Stormwater Operations, and Traffic Management.

Business Support 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.

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

Stormwater Management & Development Services is responsible for management of the City's Stormwater system and infrastructure plan review of all developer funded projects.

Transportation and Public Works

Street & Stormwater Operations is responsible for street network maintenance and capital planning as well as stormwater system maintenance. The Pavement Condition Index is a primary tool used in the planning and programming of capital improvements (reconstruction) and major maintenance (resurfacing and rehabilitation) of the street network. Street network maintenance includes: pavement repairs, pothole repairs, concrete restoration, bridge and guardrail maintenance, and pavement preservation repairs. Stormwater system maintenance includes: cleaning open channels, catch basins, storm drains, and culverts, reestablishing vegetation following construction or due to flooding/erosion, performing repairs in response to system failures, aging and damages, and responding to storms and other emergencies.

Traffic Management 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. Safety programs include railroad crossings, school zones, ground transportation regulation and safety, and Red-light Enforcement. The Streetlight section has completed phases 1 through 3 of the 5 phase Energy Savings Program – LED Streetlight Pilot program. This pilot program will create energy savings, upgrade street lighting in the pilot area to modern technology and serve as an effective model for the City to plan future streetlight infrastructure modifications. The Signal Engineering section deployed 75 4G modems to improve overall communication and connectivity to Traffic Signals. This connectivity will eliminate unnecessary trips to intersections by providing remote access enabling technicians to resolve traffic signal timing issues more efficiently reducing traffic congestion. The deployment of 4G modems will continue with the goal of having City-wide coverage by the end of FY2018.

MAJOR ACCOMPLISHMENTS

Street Operations was awarded the American Public Works Association Project of the Year Award and the Field Excellence Award. Street Operations continues to review all of its processes, procedures, and programs in order to evaluate efficiencies throughout the year. In FY2017, the pothole repair program was improved with the addition of four (4) self-contained pothole patching trucks. This equipment allows sustainable repair by the ability to jack-hammer out damaged asphalt, tack, and compact asphalt cement at recommended temperatures, which produces a more permanent repair patch. Street Operations repaired 35,000 potholes in FY2017.

Traffic Management's Streetlight division completed the Arch Lights on the W. 7th Street Bridge. This program utilized state of the art color lighting to provide personalization to the prominent skyline structure west of downtown for holidays and to promote community events.

FY2018 DISCUSSION

The Department's adopted budget for FY2018 is \$58,233,504, which is an increase of \$25,480,350 from the FY2017 adopted budget.

The adopted budget increases by \$334,822 for personnel costs for regular employees based on recommended adjustments from the classification and compensation study and a 3% increase in budgeted salaries made available for pay for performance.

The adopted budget increases by \$59,660 and one authorized position for the transfer from Red Light Camera Fund to the General Fund to administratively support the reorganization of the Fund in FY2018.

Transportation and Public Works

The adopted budget increases by one authorized position and \$76,858 for small cell antennae management and oversight. These costs will be offset by associated fees.

The adopted budget includes the transfer of one customer service representative position from Transportation and Public Works Department to the City Manager's Office, Call Center Division of Communication and Public Engagement to align centralized customer support.

The adopted budget includes the transfer of six technology focused positions to IT Solutions Department. The reduction of personnel costs are offset with an increase in the IT allocation charged to the department.

The adopted budget increases by \$143,647 as a result of an improvement package which provides funding for the Utilities Signal Communication package to expand 4G communications to traffic signal locations.

The adopted budget increases by \$1,618,536 for General Operating and Maintenance expenses based on cost growth projections of professional and technical services, utilities and ITS allocations done by the department.

The adopted budget includes an increase of \$23,877,000 for Pay As You Go funding. For FY2018, the funding is carried in the department FY2018 budget unlike when it was previously budgeted in Non-Departmental. The Pay As You Go funding supports critical street network maintenance and repair projects as well as funding for repair and maintenance of traffic related infrastructure.

Street & Stormwater Operations will be utilizing Pay as you Go funding to fund Type B Concrete

repairs that are not being addressed through current programs. These type of repairs are necessary to complete preliminary repairs to prevent large scale degradation of concrete road surfaces. This will be implemented, as well as, concrete slab-lifting and other preventative concrete repair techniques.

HORIZON ISSUES

In FY2018, the Department will be a part of the implementation of VueWorks which will replace the current asset management, workorder, and service request systems. VueWorks will for provide asset management and condition assessment tools for both the street network and traffic assets to facilitate full asset lifecycle maintenance. The update in technology will impact all operational and engineering teams, resulting in updates to business/service area processes with the goal of improving asset service levels and customer service.

Transportation and Public Works

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|---|----------------|-------------------|----------------|---------------|
| Street Maintenance Manage and maintain street infrastructure. | | | | |
| Number lane miles of pavement chip coating applied | 25.18 | 30.11 | 26 | 26 |
| Reduce the incidence of customer-reported potholes on a year over year basis | 43,535 | 33,628 | 30,000 | 30,000 |
| Pavement Management Develop and direct street maintenance programs while also providing efficient customer service to internal and external customers. | | | | |
| Percent of streets that are scored at 70 percent or better | 80 | 82 | 70 | 70 |
| Stormwater Operations Manage and maintain stormwater infrastructure | | | | |
| Number miles of open channel drainage system maintained/restored | 6.62 | 7.4 | 5.25 | 5.25 |
| Number drainage inlets cleaned and inspected | 10,417 | 10,650 | 9,000 | 9,000 |
| Number acres of vegetation in drainage easements mowed | 995 | 1,363 | 890 | 890 |
| Traffic Signs, Markings, and Streetlight Operations Actively operate, plan, and maintain the system of streetlights, signs, and markings in a manner that provides safety and achieves mobility across all modes of travel. | | | | |
| Percent of time traffic regulatory sign replacement is completed within 2 hours of damage notification | N/A | 96 | 95 | 95 |
| Percent of time arterial street light fixtures and freeway segments are operational | N/A | 93 | 90 | 90 |
| Floodplain Management Protect people and property from harmful stormwater runoff by planning and managing resources for the optimization and improvement of the City's drainage infrastructure. | | | | |
| Maintain an annual Community Rating System (CRS) rating of Class 8 or better | 8 | 8 | 8 | 8 |
| Percent of time floodplain development permit internal review process is completed within 40 calendar days | N/A | 86 | 90 | 90 |

Transportation and Public Works

Stormwater Development Services

Protect people and property from harmful stormwater runoff by reviewing private development plans to ensure new development does not create or aggravate drainage problems.

| | | | | |
|--|--------|-----|------|------|
| Customer Satisfaction Survey average score | 3.64 | 3.6 | >3.3 | >3.3 |
| Percent of time drainage reviews are completed within 10 business days of being received | 77.14% | 65 | 65 | 65 |

Stormwater Planning and Engineering

Develop a comprehensive stormwater plan that integrates stormwater management with infrastructure and environmental compliance.

| | | | | |
|---|-----|-----|------|------|
| Update the Stormwater Strategic Master Plan | N/A | 30% | 100% | 100% |
|---|-----|-----|------|------|

Traffic Engineering and Traffic Signals

Maintain, plan, and operate the traffic signal system in a manner that provides safety and supports mobility across all modes of travel.

| | | | | |
|--|-----|-----|-------|-------|
| Number of Notifications of Intent (NOIs) issued for the installation of Railroad Quiet Zones | N/A | 12 | 12 | 12 |
| Number of instances of failure of traffic signals going into flashing red mode | N/A | 930 | 1,200 | 1,200 |

Special Programs

Administer programs such as sidewalk, vehicle for hire, and red light enforcement in order to improve pedestrian safety, mobility options, and reduce vehicle collisions throughout the City.

| | | | | |
|---------------------------------------|-----|---------|--------|--------|
| Number feet of new sidewalk installed | N/A | 110,523 | 31,200 | 31,200 |
|---------------------------------------|-----|---------|--------|--------|

Debt Service Fund Statement

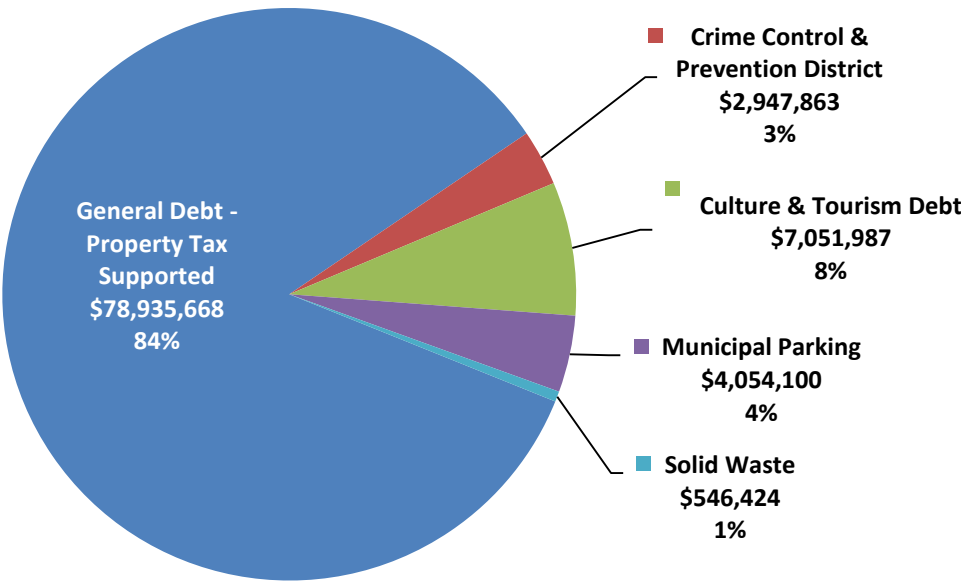
FUND PURPOSE AND GOALS

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 eight debt service funds to accumulate the resources to make principal and interest payments on existing bond issues. Debt service funds include the General Fund Debt Service, Culture and Tourism Debt Service Fund, Venue Debt Service Fund, Stormwater Debt Service Fund, Solid Waste Debt Service Fund, Municipal

Parking Debt Service Fund, and two Water and Sewer debt service funds. The total FY2018 debt service requirements as August 14, 2017, for all fund’s outstanding debt are \$229,901,937 (does not include capital leases or energy conservation loans).

TOTAL GENERAL OBLIGATION DEBT

Of the total debt amount projected for the upcoming fiscal year (FY2018) \$93,536,042 is for general obligation bonds, certificates of obligation, loans, and tax notes.



Debt Service Fund Statement

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 | \$93,164,246 |
| Other Revenue | <u>\$8,761,366</u> |
| | \$101,925,612 |

State property tax law allows the City to levy a property tax to pay for its long-term (over 1 year) debt obligations. For the next fiscal year, \$0.1635 (20.3%) of the total tax rate is devoted to paying long-term debt service obligations. For fiscal year 2018 the City’s combined adopted property tax rate is \$0.8050 per \$100 of assessed valuation with a 98.5% collection rate. This represents a decrease of \$0.03 from the prior year property tax rate. Based on the M&O levy rate of \$0.6415 per \$100 of assessed valuation, the General Fund portion of the property tax rate is expected to yield approximately \$365.5 million in revenue for fiscal year 2018. The debt service levy rate of \$0.1635 per \$100 of assessed valuation is expected to yield approximately \$93.1 million, which will allow the repayment of all current general debt obligations, along with other revenue.

The State Constitution limits the tax rate to \$2.50 per \$100 of value. 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.

As part of the 2017 debt plan the City completed rating agency presentations to Moody’s, Fitch, and Standard and Poor’s the week of May 8th. The City of Fort Worth General Obligation rating was revised to “Aa3” by Moody’s Investors Services (Moody’s) due mainly to the City’s unfunded pension liability and growing fixed cost burden. At this time the “AA+” rating by both Standard and Poor Ratings (S&P) and Fitch Rating Services (Fitch) stands. The water and sewer system revenue debts are rated “Aa1” by Moody’s, “AA+” by S&P and “AA” by Fitch.

General Debt Service

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|----------------------|-------------------|-------------------|--------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 85,660,278 | 90,207,166 | 90,207,166 | 94,314,246 |
| Intergovernmental | - | - | 210,325 | - |
| Charge for Service | 109,258 | - | - | - |
| Use of Money & Property | 651,394 | 2,706,156 | 2,706,156 | 2,706,156 |
| Transfer In | 52,050,521 | 3,045,956 | 3,045,956 | 4,905,210 |
| Revenue Totals | \$138,471,451 | 95,959,278 | 96,169,603 | 101,925,612 |
| Debt Service Accts | 132,743,315 | 89,417,962 | 96,169,603 | 92,754,104 |
| Transfer Out & Other | - | 6,541,316 | - | 9,171,508 |
| Expenditure Totals | \$132,743,315 | 95,959,278 | 96,169,603 | 101,925,612 |

FUND PURPOSE AND GOALS

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

Principal and interest payments are budgeted slightly higher due to potential general obligation bond sales and refunding opportunities.

The chart shows the tax supported debt.

| FY2018 | Principal | Interest | Total |
|---------------------------|---------------|---------------|---------------|
| | \$ 55,800,000 | \$ 26,083,532 | \$ 81,883,532 |
| Series 2008 CO | \$ 2,845,000 | \$ 66,004 | \$ 2,911,004 |
| Series 2008 GP Bonds | \$ 2,235,000 | \$ 51,852 | \$ 2,286,852 |
| Series 2009 CO | \$ 2,380,000 | \$ 953,925 | \$ 3,333,925 |
| Series 2009 GP Bonds | \$ 4,260,000 | \$ 319,500 | \$ 4,579,500 |
| Series 2010 GP Bonds | \$ 1,030,000 | \$ 489,250 | \$ 1,519,250 |
| Series 2010A CO | \$ 2,710,000 | \$ 921,600 | \$ 3,631,600 |
| Series 2011 GP Refunding | \$ 5,275,000 | \$ 1,281,175 | \$ 6,556,175 |
| Series 2012 CO | \$ 4,475,000 | \$ 2,465,750 | \$ 6,940,750 |
| Series 2012 GP Ref & Imp | \$ 4,260,000 | \$ 5,473,550 | \$ 9,733,550 |
| Series 2013 GP Ref & Imp | \$ 570,000 | \$ 359,475 | \$ 929,475 |
| Series 2013A CO | \$ 2,485,000 | \$ 1,623,200 | \$ 4,108,200 |
| Series 2013C CO | \$ 920,000 | \$ 570,831 | \$ 1,490,831 |
| Series 2014 GP Refunding | \$ 3,945,000 | \$ 476,796 | \$ 4,421,796 |
| Series 2015 GP Refunding | \$ 410,000 | \$ 67,687 | \$ 477,687 |
| Series 2015A GP Ref & Imp | \$ 10,130,000 | \$ 5,159,838 | \$ 15,289,838 |
| Series 2016 GP Ref & Imp | \$ 4,160,000 | \$ 5,364,950 | \$ 9,524,950 |
| Series 2016 Tax Notes | \$ 1,300,000 | \$ 108,864 | \$ 1,408,864 |
| Series 2017 Tax Notes | \$ 2,410,000 | \$ 329,285 | \$ 2,739,285 |

Culture & Tourism Debt Service

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 84,981 | 140,001 | 140,001 | 75,300 |
| Transfer In | 8,050,591 | 8,063,336 | 8,063,336 | 7,051,988 |
| Revenue Totals | \$ 8,135,572 | 8,203,337 | 8,203,337 | 7,127,288 |
| Debt Service Accts | 7,620,351 | 8,064,537 | 8,064,537 | 7,051,988 |
| Transfer Out & Other | - | 138,800 | 138,800 | 75,300 |
| Expenditure Totals | \$ 7,620,351 | 8,203,337 | 8,203,337 | 7,127,288 |

FUND PURPOSE AND GOALS

The Culture and Tourism debt service 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 chart above shows principal and interest by Series for each bond issuance that has a payment due in 2017.

The chart below shows the principal and interest for each bond issuance that has a payment due in FY2018.

| FY2018 | Principal | Interest | Total |
|-----------------------------------|-------------|-------------|-------------|
| | \$4,905,000 | \$2,146,987 | \$7,051,987 |
| Series 2010 WRMC CO | \$1,475,000 | \$1,040,383 | \$2,515,383 |
| Series 2013 GP Ref & Impr | \$2,995,000 | \$523,500 | \$3,518,500 |
| Series 2013B Taxable CO | \$435,000 | \$405,855 | \$840,855 |
| *Series 2015A GP Refunding & Impr | \$0 | \$177,250 | \$177,250 |

**No principal due on this debt until 2023.*

*Debt Service Funds include the appropriation of Special Revenue Fund related debt service payments. The funding source for these appropriations are transfers from the respective Special Revenue Fund.

Stormwater Debt Service

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|----------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 3,571,200 | - | - | - |
| Transfer In | 29,445,662 | 9,125,205 | 9,125,205 | 9,137,956 |
| Revenue Totals | \$ 33,016,862 | 9,125,205 | 9,125,205 | 9,137,956 |
| Debt Service Accts | 27,661,759 | 9,125,205 | 9,125,205 | 9,137,956 |
| Expenditure Totals | \$ 27,661,759 | 9,125,205 | 9,125,205 | 9,137,956 |

FUND PURPOSE AND GOALS

In addition to the outstanding general obligation debt, State revolving loan debt is used 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. This debt works in conjunction with the City's water and sewer debt. They are subordinate liens to the primary water and sewer system debt.

The chart below shows principal and interest by Series for each bond issuance that has a payment due in FY2018

| FY2018 | Principal | Interest | Total |
|--------------------------------------|-------------|-------------|-------------|
| | \$4,460,000 | \$4,677,955 | \$9,137,955 |
| Series 2009 Drainage Utility Revenue | \$1,340,000 | \$1,471,986 | \$2,811,986 |
| Series 2011 Drainage Utility Revenue | \$2,345,000 | \$2,547,694 | \$4,892,694 |
| Series 2016 Drainage Utility Revenue | \$775,000 | \$658,275 | \$1,433,275 |

Solid Waste Debt Service

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|---------------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 6,898 | - | - | - |
| Transfer In | 1,058,643 | 559,307 | 559,307 | 546,424 |
| Revenue Totals | \$ 1,065,541 | 559,307 | 559,307 | 546,424 |
| Debt Service Accts | 569,471 | 559,307 | 559,307 | 546,424 |
| Expenditure Totals | \$ 569,471 | 559,307 | 559,307 | 546,424 |

FUND PURPOSE AND GOALS

The Solid Waste debt is used to pay for street repairs, repairs, and upgrades to the City's Eastside landfill.

The chart below shows principal and interest by Series for each bond issuance that has a payment due in 2018.

| FY2018 | Principal | Interest | Total |
|--------------------------|-----------|----------|-----------|
| | \$470,000 | \$76,424 | \$546,424 |
| Series 2015 GP Refunding | \$470,000 | \$76,424 | \$546,424 |

Municipal Parking Debt Service

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|----------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 17,935 | - | - | - |
| Transfer In | 46,042,798 | 4,040,410 | 4,040,410 | 4,054,100 |
| Revenue Totals | \$ 46,060,733 | 4,040,410 | 4,040,410 | 4,054,100 |
| Debt Service Accts | 45,150,427 | 4,040,410 | 4,040,410 | 4,054,100 |
| Expenditure Totals | \$ 45,150,427 | 4,040,410 | 4,040,410 | 4,054,100 |

FUND PURPOSE AND GOALS

The Municipal Parking debt is used to finance upgrades, repairs, and construction of City parking facilities.

The chart below shows principal and interest by Series for each bond issuance that has a payment due in 2018.

| FY2018 | Principal | Interest | Total |
|---------------------------------|-------------|-------------|-------------|
| | \$2,430,000 | \$1,624,100 | \$4,054,100 |
| Series 2009 WRMC Parking Rev CO | \$900,000 | \$77,025 | \$977,025 |
| Series 2010A CO | \$215,000 | \$22,300 | \$237,300 |
| Series 2016 GP Refunding | \$1,315,000 | \$1,524,775 | \$2,839,775 |

Venue Debt Service

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|-------------|----------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Transfer In | - | - | 46,390,000 | 961,341 |
| Use of Fund Balance | - | - | - | 10,495,230 |
| Revenue Totals | \$ - | - | 46,390,000 | 11,456,571 |
| Debt Service Accts | - | - | 26,040,000 | 11,326,273 |
| Transfer Out & Other | - | - | 20,350,000 | 130,298 |
| Expenditure Totals | \$ - | - | 46,390,000 | 11,456,571 |

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. The debt service fund services the City's portion of the debt associated with these facilities. The City portion of the debt for the venue project is \$226,880,000.

The chart below shows the principal and interest for each bond issuance that has a payment due in FY2018.

| FY2018 | Principal | Interest | Total |
|-------------------------|-----------|--------------|--------------|
| | \$330,000 | \$10,996,273 | \$11,326,273 |
| 2017A Special Tax Bonds | \$0 | \$4,784,853 | \$4,784,853 |
| 2017B Special Tax Bonds | \$330,000 | \$6,211,420 | \$6,541,420 |

All of the 2017A's and the majority of the 2017B's first two years of debt service payments are paid for with capitalized interest which is being held in the Venue Debt Service Fund.

Water Prior Lien Debt Service

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 357,105 | - | - | - |
| Transfer In | 81,885,487 | 86,309,032 | 92,514,054 | 90,214,837 |
| Use of Fund Balance | - | - | 4,110,183 | - |
| Revenue Totals | \$ 82,242,591 | 86,309,032 | 96,624,237 | 90,214,837 |
| Debt Service Accts | 77,263,316 | 86,309,032 | 92,514,054 | 90,214,837 |
| Transfer Out & Other | - | - | 4,110,183 | - |
| Expenditure Totals | \$ 77,263,316 | 86,309,032 | 96,624,237 | 90,214,837 |

FUND PURPOSE AND GOALS

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

Water and Sewer revenue debt is used 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 Water and Sewer Operating Fund transfers funds into the debt service fund for the subsequent budgeted principle and interest payments. The transfers are slightly higher in anticipation of projected debt service of the Series 2017B to be issued at the end of FY2017.

The chart below shows principal and interest by Series for each bond issuance with a payment due in FY2018.

| FY2018 | Principal | Interest | Total |
|------------------------------------|--------------|--------------|--------------|
| | \$55,475,000 | \$29,616,550 | \$85,091,552 |
| Series 2008 WSSR Ref Bond | \$2,875,000 | \$55,775 | \$2,930,775 |
| Series 2009 WSSR DWSRF | \$815,000 | \$0 | \$815,000 |
| Series 2010 WSSR Ref Bonds | \$12,035,000 | \$858,350 | \$12,893,350 |
| Series 2010A WSSR DWSRF | \$1,860,000 | \$571,881 | \$2,431,881 |
| Series 2010B WSSR CWSRF | \$1,295,000 | \$428,485 | \$1,723,485 |
| Series 2010C WSSR Rev Bonds | \$1,975,000 | \$1,431,712 | \$3,406,712 |
| Series 2011 W&SS Ref & Imp | \$8,195,000 | \$5,276,625 | \$13,471,625 |
| Series 2012 W&SS Ref | \$2,545,000 | \$994,750 | \$3,539,750 |
| Series 2014 W&SS Ref & Imp | \$5,800,000 | \$5,950,550 | \$11,750,550 |
| Series 2015 W&SS Rev, TWDB | \$1,835,000 | \$466,401 | \$2,301,401 |
| Series 2015A W&SS Rev, Ref and Imp | \$3,615,000 | \$5,486,169 | \$9,101,169 |
| Series 2015B W&SS Rev, TWDB | \$815,000 | \$161,916 | \$976,916 |
| Series 2016 W&SS Rev, Ref and Imp | \$3,630,000 | \$3,111,750 | \$6,741,750 |
| Series 2017 W&SS Rev | \$475,000 | \$186,663 | \$661,663 |
| Series 2017A W&SS Rev, Ref and Imp | \$7,710,000 | \$4,635,525 | \$12,345,525 |

Water Sub Lien Debt Service

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|----------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 9,272 | - | - | - |
| Transfer In | 44,742,407 | 5,957,616 | 7,752,594 | 5,569,347 |
| Revenue Totals | \$ 44,751,678 | 5,957,616 | 7,752,594 | 5,569,347 |
| Debt Service Accts | 43,965,084 | 5,957,616 | 7,752,594 | 5,569,347 |
| Expenditure Totals | \$ 43,965,084 | 5,957,616 | 7,752,594 | 5,569,347 |

FUND PURPOSE AND GOALS

In addition to the outstanding general obligation debt, State revolving loan debt is used 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. This debt works in conjunction with the City's water and sewer debt. They are subordinate liens to the primary water and sewer system debt.

The chart below shows principal and interest by Series for each bond issuance that has a payment due in 2017.

| FY2018 | Principal | Interest | Total |
|-----------------------|-------------|-------------|-------------|
| | \$4,315,000 | \$1,254,346 | \$5,569,347 |
| Series 2007A WSS SRLF | \$1,740,000 | \$448,585 | \$2,188,585 |
| Series 2007B WSS SRLF | \$2,575,000 | \$805,761 | \$3,380,761 |

*Debt Service Funds include the appropriation of Enterprise Fund related debt service payments. The funding source for these appropriations are transfers from the respective Enterprise Fund.

Crime Control & Prevention District

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Sales Tax | 64,973,820 | 67,394,786 | 67,394,786 | 73,729,000 |
| Intergovernmental | 5,110,653 | 5,019,634 | 5,019,634 | 5,330,459 |
| Use of Money & Property | 210,774 | 94,013 | 94,013 | 189,305 |
| Other | 341,993 | 60,794 | 60,794 | 217,238 |
| Transfer In | 131,795 | 144,918 | 141,123 | 144,918 |
| Use of Fund Balance | - | 2,170,106 | 2,173,901 | 0 |
| Revenue Totals | \$ 70,769,035 | 74,884,251 | 74,884,251 | 79,610,920 |
| Salaries & Benefits | 32,031,154 | 39,466,996 | 39,466,996 | 38,693,679 |
| General Operating & Maintenance | 18,852,685 | 19,506,743 | 19,448,328 | 18,895,531 |
| Debt Service Accts | 122,699 | - | - | - |
| Transfer Out & Other | 39,366,550 | 15,910,512 | 15,968,927 | 22,021,710 |
| Expenditure Totals | \$ 90,373,087 | 74,884,251 | 74,884,251 | 79,610,920 |
| Number of FTE's | 226.00 | 281.50 | - | 344.17 |
| Number of AP's | - | 284.00 | - | 376.00 |

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 and Prevention District (CCPD), 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.

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; and 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.

Crime Control & Prevention District

The CCPD maintains a comprehensive set of Financial Management Policy Statements that are administered by City staff on behalf of the Crime Control and 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:

- 1) Manage the budget based on funding priorities.
- 2) Continue to provide opportunities for citizens to learn about CCPD.
- 3) Support efforts to reduce violent crime and gang-related activities through enhanced enforcement activities and crime prevention programs.
- 4) Support efforts to increase safety of residents and decrease crime throughout Fort Worth neighborhoods.
- 5) Support efforts to increase safety of youth and reduce juvenile crime through crime prevention and intervention programs.
- 6) 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.

CCPD – Police

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Sales Tax | 64,973,820 | 67,394,786 | 67,394,786 | 73,729,000 |
| Intergovernmental | 5,110,653 | 5,019,634 | 5,019,634 | 5,330,459 |
| Use of Money & Property | 210,774 | 94,013 | 94,013 | 189,305 |
| Other | 341,993 | 60,794 | 60,794 | 217,238 |
| Transfer In | 131,795 | 144,918 | 141,123 | 144,918 |
| Use of Fund Balance | - | 2,170,106 | 2,173,901 | 0 |
| Revenue Totals | \$ 70,769,035 | 74,884,251 | 74,884,251 | 79,610,920 |
| Salaries & Benefits | 30,859,720 | 37,996,788 | 37,996,788 | 37,221,847 |
| General Operating & Maintenance | 18,509,423 | 19,134,015 | 19,075,600 | 18,520,671 |
| Debt Service Accts | 122,699 | - | - | - |
| Transfer Out & Other | 39,366,550 | 15,910,512 | 15,968,927 | 22,021,710 |
| Expenditure Totals | \$ 88,858,392 | 73,041,315 | 73,041,315 | 77,764,228 |
| Number of FTE's | N/A | N/A | N/A | N/A |
| Number of AP's | N/A | N/A | N/A | N/A |

FUND PURPOSE AND GOALS

In 1995, the citizens of Fort Worth voted to establish a Crime Control and Prevention District (CCPD), supported by a ½ 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.

MAJOR ACCOMPLISHMENTS

The Fort Worth Police Department remains one of the largest "Community Policing" agencies in the United States. The Code Blue program, Citizens on Patrol, has been assisting with crime suppression strategies for more than 25 years. With their support, the City has seen a 43% decrease in crime

rate in the last 15 years. However, with an aging program, many members can no longer effectively patrol their communities. The Police Department has appointed a "Director of Volunteer Programs" to increase volunteerism for this program and many others that make Fort Worth one of the safest major cities in the United States. Neighborhood Patrol Officers (NPO) work hand-in-hand with Citizens on Patrol, and serve to further the department's Community Policing philosophy. Each police beat is assigned an NPO, who attends neighborhood association meetings, business owner meetings, and stay up-to-date on crime offenses in their beat.

FY2018 DISCUSSION

The department's FY2018 adopted budget is \$77,764,228, which is an increase of \$4,722,913 over the FY2017 adopted budget.

CCPD – Police

The adopted budget increased by \$195,797 and two civil service authorized positions for additional School Resource Officers at Northwest ISD.

The adopted budget decreased by (\$2,800,000) in helicopter funding.

The adopted budget increased by \$2,437,800 in facility requirement funding.

The adopted budget increased by \$2,146,566 in funding for high-mileage vehicle replacement to maintain the fleet.

The adopted budget decreased by (\$1,631,580) for a reduced schedule of training classes.

The adopted budget increased by \$1,260,770 in funding for mobile data computers.

Significant changes to the adopted revenue budget include increased revenue from sales tax collection.

The adopted budget transfers \$2.3 million to the General Fund to offset overage positions associated with Police recruits. Reductions to the recruit trainee program offset this transfer.

CCPD – Park & Recreation

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|--------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Revenue Totals | \$ - | - | - | - |
| Salaries & Benefits | 880,193 | 713,798 | 713,798 | 757,124 |
| General Operating & Maintenance | 332,326 | 340,968 | 340,968 | 345,034 |
| Expenditure Totals | \$ 1,212,519 | 1,054,766 | 1,054,766 | 1,102,158 |
| Number of FTE's | N/A | N/A | N/A | N/A |
| Number of AP's | N/A | N/A | N/A | N/A |

FUND PURPOSE AND GOALS

The Crime Control and Prevention District (CCPD) Fund is a Special Revenue Fund supported by a voter approved ½ cent sales tax. The majority of the fund is managed by the Police Department. The Park & Recreation Department is a participant of the CCPD fund, and manages three programs funded by the CCPD fund. The Parks Community Policing, Gang Graffiti Abatement Program, and the FW@6 Late Night Program are integral parts of crime control and prevention.

The Parks Community Policing program 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 Fort Worth Botanic Garden and Diamond Hill Community Center.

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

The FW@6 Late Night Program 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.

There are a total of 8 authorized positions in the Park & Recreation Department funded by the CCPD Fund in support of these programs. The positions consist of Recreation Programmer, Senior Recreation Programmer, three Senior Maintenance Workers, Administrative Technician, Assistant Field Operations Supervisor, and Program Coordinator.

MAJOR ACCOMPLISHMENTS

The Graffiti Abatement Mural Program planned, coordinated and installed five murals throughout the city. The Gang Graffiti Abatement Program also collaborated with organizations and businesses to perform 24 blitzes removing graffiti in heavily tagged areas.

The FW@6 Late Night Program realized a 37% increase in community service and community enrichment projects from FY2016 to FY2017.

CCPD – Park & Recreation

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$1,102,158, an increase of \$47,392 over the FY2017 Adopted Budget.

The salary and benefits line items changed by \$43,326 for salaries and benefits due to Pay for Performance and Civil Service Overtime costs.

HORIZON ISSUES

An ongoing replacement plan for the Gang Graffiti Abatement program vehicles.

CCPD – Neighborhood Services

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Revenue Totals | \$ - | - | - | - |
| Salaries & Benefits | 291,241 | 756,410 | 756,410 | 714,708 |
| General Operating & Maintenance | 10,935 | 31,760 | 31,760 | 29,826 |
| Expenditure Totals | \$ 302,176 | 788,170 | 788,170 | 744,534 |
| Number of FTE's | N/A | N/A | N/A | N/A |
| Number of AP's | N/A | N/A | N/A | N/A |

FUND PURPOSE AND GOALS

In 1995, the citizens of Fort Worth voted to establish a Crime Control and Prevention District (CCPD), supported by a ½ 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.

The Neighborhood Services Department (NSD) utilizes a portion of the fund to stimulate community center activity, providing safe and welcoming environments for Fort Worth residents, especially after-hours.

MAJOR ACCOMPLISHMENTS

Throughout the year, NSD operated a number of programs to enrich the lives of Fort Worth's children. To name a few, the CCPD fund has helped the Pretty Blessed Girls character development and mentoring program, Young Artists Mentoring at the

Jubilee Theater, and Basketball Sports Skills & Conditioning Camps.

NSD also offered diverse adult outreach opportunities to form community bonds such as the Police Athletic League, with which it is a proud collaborator, and classes that instill valuable skills such as photography or software mastery.

FY2018 DISCUSSION

The FY2018 adopted budget of \$744,534 is a decrease of (\$43,636) from the FY2017 adopted budget of \$788,170. Heavy vacancy rates have persisted at many of the community centers, and budgeted salaries and benefits have subsequently been reduced by (\$41,702), accompanied by minor decreases to expenditures on supplies and outside services.

Culture & Tourism

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-----------------------|-----------------------|-----------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Other Tax | 20,509,949 | 21,464,721 | 21,464,721 | 22,639,968 |
| License & Permits | 21,250 | 20,000 | 20,000 | 20,000 |
| Charge for Service | 3,640,640 | 3,368,400 | 3,416,879 | 3,445,708 |
| Use of Money & Property | 6,628,667 | 6,246,505 | 6,246,505 | 7,489,344 |
| Other | 1,873,186 | 1,943,500 | 1,976,000 | 1,873,000 |
| Transfer In | 1,219,354 | 1,203,767 | 1,203,767 | 5,013,602 |
| Revenue Totals | \$ 33,893,045 | 34,246,893 | 34,327,872 | 40,481,622 |
| Salaries & Benefits | 8,950,830 | 9,087,293 | 9,087,293 | 10,224,645 |
| General Operating & Maintenance | 20,361,563 | 21,561,711 | 21,642,690 | 25,106,334 |
| Debt Service Accts | 1,212,615 | 1,203,767 | 1,203,767 | (0) |
| Transfer Out & Other | 10,319,212 | 2,394,122 | 2,394,122 | 5,150,643 |
| Expenditure Totals | \$ 40,844,221 | 34,246,893 | 34,327,872 | 40,481,622 |
| Number of FTE's | 133.00 | 133.00 | - | 137.00 |
| Number of AP's | - | 133.00 | - | 137.00 |

FUND PURPOSE AND GOALS

The Culture and 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.

Culture and Tourism 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.

In FY1998, the City acquired the Fort Worth Convention Center, expanding the facilities of Public Events Department beyond the Will Rogers Memorial Center. Funding has been allocated in the Culture and 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 funding for the operations of the Fort Worth Convention and Visitor's Bureau (CVB) and the Herd.

In FY2010, the entire Public Events Department was moved from the General Fund to the Culture and Tourism Fund. This was completed to more closely align the Department's revenues and expenditures, particularly with regard to the impact that its activities have on the hotel occupancy tax.

The HOT captures revenues collected from hotels, motels, and bed and breakfasts, as well as condominiums, apartments and houses rented for less than 30 consecutive days. The current HOT 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

Culture & Tourism

Center, Will Rogers Memorial Center and the new Dickies Arena.

MAJOR ACCOMPLISHMENTS

Providing an outstanding customer experience is Public Events' #1 goal. The client satisfaction scores are a key performance indicator. Through the end of the second quarter, 87% of the scores indicate Excellent or better and 95% scored Satisfactory or better.

The events held at the facilities bring visitors from all over to Fort Worth. Through the end of April 2017, total attendance between both facilities is 1,249,503. The Fort Worth Stock Show and Rodeo attendance reached 1,219,300 this year.

Some of the signature events held this year at the Fort Worth Convention Center include: Major League Gaming, Call of Duty World Global Finals, Pink Impact Woman's Conference, American Helicopter Society and A-Kon. Signature events held at the Will Rogers Memorial Center include: National Cutting Horse Association World Championship Futurity, National Reined Cow Horse Association Celebration of Champions and The Patriot. The major horse shows create millions of dollars of economic impact in the City of Fort Worth.

Capital infrastructure improvements have been a major goal of the department over the last fiscal year. In FY2017 the Convention Center completed installing a motorized partition wall in the Exhibit hall, the facility assessment was completed as well as roof issues identified. Monitors were upgraded and a security program was implemented. Security is the number one priority for the employees and visitors. Through Homeland Security grants, security cameras will be increased.

The new Dickies Arena held a ground breaking ceremony and the garage is anticipated to be completed in this fiscal year. The Will Rogers Memorial Center facility assessment is ongoing, as well as barn lighting being addressed and new video boards in the Justin Arena.

The iconic Will Rogers Memorial Center, home of the Stock Show, is now designated on the National Register of Historic Places. The national designation was made on March 22, 2016.

The Will Rogers Memorial Center was named one of the Eight Best Equestrian Facilities in America by the Sports Planning Guide. Sports Planning Guide is the leading annual print resource and year-round online platform for everything sports event planning.

In May 2017, at the League of Agricultural and Equestrian Center's Footing Seminar in Denver, Colorado, two (2) sample from the Will Rogers Memorial Center and Justin John Arena were selected as the #1 and #2 best samples of footing from show arenas and practice pens.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$40,481,622, which is an increase of \$6,234,729 from the FY2017 adopted budget.

The Salaries and Benefits line items change by \$1,137,352 due to the addition of 4.00 A.P. / 4.00 FTE, zero vacancy rate, pay for performance, increased group health insurance rates, and over time.

The Other Contractual Services line item changes by \$4,046,574 due to the transfer of the Omni HOT payment to the Culture and Tourism fund.

Culture & Tourism

The Capital Interfund Transfer Out line item changes by \$1,128,000 due to capital transfer outs for PAYGO.

HORIZON ISSUES

This fund is expected to fall in line with the goal of maintaining the fiscal strength and stability of the City of Fort Worth government through excellence in long-term financial planning and careful stewardship and accountability of funds; as well as continuing to promote increased economic activity through visitor spending generated by events held at the Fort Worth Convention Center and the Will Rogers Memorial Center.

Culture & Tourism

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|---|-----------------|-------------------|----------------|---------------|
| Management | | | | |
| Ensure client satisfaction with services and quality at Will Rogers Memorial Center (WRMC) and the Fort Worth Convention Center (FWCC). | | | | |
| Percent of client satisfied with overall quality & service (WRMC) | 100 | 98 | 90 | 90 |
| Percent of client satisfied with overall quality & service (FWCC) | 97 | 97 | 90 | 90 |
| Facility Improvement | | | | |
| Ensure facilities are cleaned & well-maintained, manage on-going maintenance & invest in new facilities. | | | | |
| Value of completed projects within the budget year (WRMC) | \$13,873,094.00 | \$ 420,331.00 | \$4,155,000.00 | |
| Value of completed projects within the budget year (FWCC) | \$ 898,971.00 | \$ 839,951.00 | \$1,620,000.00 | |
| Economic Development | | | | |
| Develop strategies to create and retain jobs, increase taxable value, support employment and optimize revenue. | | | | |
| Meet or exceed 225,000 future hotel room nights for Fort Worth hotels | 228,892 | 258,455 | 241,605 | 225,000 |

Culture and Tourism 2% HOT

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Other Tax | 5,891,733 | 6,118,492 | 6,118,492 | 6,454,276 |
| Revenue Totals | \$ 5,891,733 | 6,118,492 | 6,118,492 | 6,454,276 |
| Transfer Out & Other | 5,891,733 | 6,118,492 | 6,118,492 | 6,454,276 |
| Expenditure Totals | \$ 5,891,733 | 6,118,492 | 6,118,492 | 6,454,276 |
| Number of FTE's | N/A | N/A | N/A | N/A |
| Number of AP's | N/A | N/A | N/A | N/A |

FUND PURPOSE AND GOALS

The Culture and Tourism Fund 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 (HOT) to 9%, of which 2% tax collected is to be used only for the construction of an expansion of an existing convention center facility or pledging payment of revenue or revenue refunding bonds issued in accordance with state law for the construction of the expansion.

This fund was created in FY2016 to segregate the 2% portion of the HOT tax dedicated to the debt of the facilities and expansion, plus improvements associated with the Fort Worth Convention Center and the Will Rogers Memorial Center from the other

revenue sources of the Culture and Tourism Fund, to more accurately track the uses of the different revenue sources and restrictions.

MAJOR ACCOMPLISHMENTS

This fund is restricted to paying the debt associated with facility improvements.

FY2018 DISCUSSION

The Department's FY2018 Adopted Budget is \$6,454,276, which is an increase of \$335,784 from the FY2017 adopted budget.

The adopted budget increases by 5.5% due to the Hotel Occupancy Tax projected to perform better in the upcoming fiscal year. The increased revenue will result in a greater ability to fund new or existing debt and/or an increased contribution to capital enhancements. Such as the Convention Center expansion phase.

Culture and Tourism DFW Revenue Share

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Other | 5,815,339 | 5,500,000 | 5,500,000 | 5,900,000 |
| Revenue Totals | \$ 5,815,339 | 5,500,000 | 5,500,000 | 5,900,000 |
| Transfer Out & Other | 5,500,000 | 5,500,000 | 5,500,000 | 5,900,000 |
| Expenditure Totals | \$ 5,500,000 | 5,500,000 | 5,500,000 | 5,900,000 |
| Number of FTE's | N/A | N/A | N/A | N/A |
| Number of AP's | N/A | N/A | N/A | N/A |

FUND PURPOSE AND GOALS

The Culture and Tourism Fund promotes increased economic activity through visitor spending generated by events held at the Fort Worth Convention Center and the 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 Dallas/Fort Worth 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 segregate the revenues of the DFW revenue sharing from the

other revenue sources in the Culture and 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 paying any debt not covered by the 2% HOT fund and then capital improvements at both facilities. Revenue has increased in the last fiscal year.

MAJOR ACCOMPLISHMENTS

This fund has been instrumental in funding capital enhancements needed at both facilities.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$5,900,000 which is an increase of \$400,000 from the FY2017 adopted budget.

The adopted budget increases by 7% due to the increased revenue in DFW Airport car rental

Culture and Tourism DFW Revenue Share

program. The fund continues to outperform budgeted projections.

HORIZON ISSUES

As mentioned above, the fund is expected to grow over the upcoming fiscal year. As other forms of mass transportation are expected to expand options between the airport and the Metroplex cities, annual revenue in this fund may decrease. However, currently, the fund has continued to perform strongly. Growth in the fund enhances the City's ability to pay debt and make improvements to the Fort Worth Convention Center, Will Rogers Memorial Center, and, in future years, the Dickies Arena.

Culture & Tourism Project Finance Zone

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|----------------|----------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Intergovernmental | 3,115,002 | - | - | 2,598,779 |
| Use of Fund Balance | - | - | - | 155,590 |
| Revenue Totals | \$ 3,115,002 | - | - | 2,754,369 |
| General Operating & Maintenance | - | - | - | 2,250,000 |
| Transfer Out & Other | - | - | - | 504,369 |
| Expenditure Totals | \$ - | - | - | 2,754,369 |
| Number of FTE's | N/A | N/A | N/A | N/A |
| Number of AP's | N/A | N/A | N/A | N/A |

FUND PURPOSE AND GOALS

The Culture and Tourism Fund promotes increased economic activity through visitor spending generated by events held at the Fort Worth Convention Center (FWCC) and the Will Rogers Memorial Center (WRMC).

This fund is restricted to paying the debt associated with facility improvements and/or capital facility enhancements. This fund was established in FY2016 to segregate the revenues of the Project Finance Zone from the other revenue sources in the Culture and Tourism Fund. The PFZ #1 was designated by Ordinance in 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 HOT. The two (2) 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 is deposited in this fund.

MAJOR ACCOMPLISHMENTS

FY2018 will be the first year budgeting revenue and expenses. As a new source of revenue, the fund will aid in the debt service expense as well as other expenses related to qualified projects within the zones.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$2,754,369. Revenues in this fund will be used to reimburse the Water Fund expenses related to the Dickies Arena and third party vendor fees incurred; as well as to pay Arena debt.

HORIZON ISSUES

As new hotels open and current properties expand (within the zone), fund revenues are expected to grow, allowing for additional funds to commit to the repayment of debt and improvements to current tourism assets.

Venue Operating Fund

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|-------------|----------------|--------------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Transfer In | - | - | 308,408,595 | - |
| Revenue Totals | \$ - | - | 308,408,595 | - |
| Debt Service Accts | - | - | 298,595 | - |
| Transfer Out & Other | - | - | 308,110,000 | - |
| Expenditure Totals | \$ - | - | 308,408,595 | - |
| Number of FTE's | N/A | N/A | N/A | N/A |
| Number of AP's | N/A | N/A | N/A | N/A |

FUND PURPOSE AND GOALS

The Venue Project Fund (20106) was created in FY2017 to segregate revenue from Venue Tax deposits and proceeds from debt sales associated with venue project per State law, Local Government Code (LGC) 334. Transfers to the capital projects fund and debt service will be made.

Dickies Arena). These collections will assist in the payment of associated debt or future capital projects.

MAJOR ACCOMPLISHMENTS

In FY2017, the City of Fort Worth issued both taxable and non-taxable debt to help fund Dickies Arena and two major Will Rogers Memorial Center projects. Proceeds from the sale (approximately \$226,000,000) will be receipted into the fund before being transferred out to the Arena Debt Service Fund.

FY2018 DISCUSSION

There will be minimal activity in the fund in FY2018.

HORIZON ISSUES

Upon the opening of Dickies Arena in FY2020, Venue Taxes (i.e. stall tax, parking tax, and ticket tax) will begin being assessed to patrons in the Will Rogers Memorial Center Complex (which includes

Environmental Protection

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 4,377,384 | 4,728,664 | 4,355,615 | 3,755,648 |
| Use of Money & Property | 52,532 | 71,500 | 71,500 | 58,905 |
| Other | 29,847 | 13,000 | 13,000 | 19,325 |
| Transfer In | 378,499 | - | 373,049 | 0 |
| Use of Fund Balance | - | 2,550,346 | 2,550,346 | - |
| Revenue Totals | \$ 4,838,262 | 7,363,510 | 7,363,510 | 3,833,878 |
| Salaries & Benefits | 1,860,916 | 2,185,916 | 2,185,891 | 1,933,899 |
| General Operating & Maintenance | 1,496,780 | 2,183,118 | 1,735,583 | 1,366,847 |
| Debt Service Accts | 2,508 | 2,476 | 2,476 | - |
| Transfer Out & Other | 4,090,866 | 2,992,000 | 3,439,560 | 533,132 |
| Expenditure Totals | \$ 7,451,071 | 7,363,510 | 7,363,510 | 3,833,878 |
| Number of FTE's | 24.30 | 25.50 | - | 27.50 |
| Number of AP's | - | 25.00 | - | 27.00 |

FUND PURPOSE AND GOALS

The Environmental Protection Fund is used to ensure that the City is in compliance, or developing means to achieve compliance, with its Texas Pollutant Discharge Elimination System (TPDES) Stormwater permits, as well as other state and federal environmental regulations. The Fund supports the following sections: Compliance, Administration, Stormwater Monitoring, Stormwater Inspection, Air Quality and Public Education.

The Compliance Section performs the tasks required to keep the City's facilities and operations in compliance with state and federal environmental regulations. The Regulatory/Administrative Section is responsible for the interpretation of all federal and state environmental regulations, and administrative/fiscal support. Stormwater Inspection performs review of construction/industrial permit applications, plans,

and sites. The Stormwater Monitoring Section performs citywide sample collection and analysis regarding the quality of stormwater and responds to spills that could adversely affect the stormwater system.

The Environmental Management Division Air Quality program is responsible for tracking, monitoring and enforcing the City's Texas Pollutant Discharge Elimination System permit. Inspectors work with the regulated community including the City and its' contractors on permit compliance requirements. Notices of Violation along with citations are issued by the Environmental Services – Stormwater staff.

In FY18, operation and management of the Environmental Collection Center (ECC) transfers from the Environmental Management Fund to the Solid Waste Fund.

Environmental Protection

FY2018 DISCUSSION

The FY2018 adopted budget increases by \$59,853 and one authorized position to fund an approved improvement package to add an Account Technician responsible for ensuring accuracy of billing and collection of the Environmental Protection Fee. This improvement is completely offset by the revenue recovered through the efforts of the added position.

The adopted budget decreases by (\$1,085,780) and five authorized positions due to the transfer of the Environmental Collection Center from the Environmental Fund to the Solid Waste Fund.

The adopted budget includes the recognition of 7 A.P / 7 FTE previously managed as grant employees not reflected in the departments position count. This change has no budgetary impact but more transparently reflects the size of the workforce.

Park & Recreation Community Tree Planting

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 57,024 | 40,000 | 40,000 | 39,344 |
| Use of Money & Property | 2,364 | - | - | - |
| Transfer In | - | 101,778 | 101,778 | 360,656 |
| Use of Fund Balance | - | 241,650 | 239,193 | - |
| Revenue Totals | \$ 59,388 | 383,428 | 380,971 | 400,000 |
| Salaries & Benefits | 329,705 | 283,663 | 283,663 | 270,871 |
| General Operating & Maintenance | 77,961 | 99,765 | 97,308 | 129,129 |
| Expenditure Totals | \$ 407,666 | 383,428 | 380,971 | 400,000 |
| Number of FTE's | N/A | N/A | N/A | N/A |
| Number of AP's | N/A | N/A | N/A | N/A |

FUND PURPOSE AND GOALS

The Community Tree Planting Program (the Program) under the direction 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 on-going care and maintenance of the City's tree farm.

MAJOR ACCOMPLISHMENTS

Achieving our 38th consecutive Tree City USA Award in 2017, the City of Fort Worth holds the title of the oldest and longest running Tree City USA in the State of Texas. Fort Worth also received its 17th consecutive Tree City USA Growth Award.

In 2017, the Program provided 1,543 trees and 100% were of B grade 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 areas with minimum targets.

The Program also provides and plants mitigation trees for City facilities and capital projects. In 2017, trees provided to City projects or replacements included Rock Springs Garden, E. Alta Mesa median, Fort Worth Convention Center Plaza, Throckmorton St. Omni Hotel, Gateway Trailhead, Rockwood Park Golf Course, Mistletoe Heights-

Park & Recreation Community Tree Planting

Rosedale, and Burton Hill Trinity Trail which resulted in a savings of \$18,630 to capital projects.

replacement. Current funding sources do not include replacement for the cooling system.

The total replacement value of all trees provided through the Program for public spaces in 2017 equaled \$407,615.

FY2018 DISCUSSION

In FY2009, funding for the Program was removed from the General Fund and initially funded by a combination of Tree Fund fees, Park Gas Royalty revenue and a five year commitment from Chesapeake Energy Corporation. Beginning in FY2014, the Program was funded solely by mitigation fees collected through the City's Tree Ordinance. The Community Tree Planting Fund is an inconsistent revenue stream and can no longer fund the Program.

The Department's FY2018 adopted budget is \$400,000 for funding of the Community Tree Planting Program.

For FY2018, distribution of income from the Park System Endowment Gas Lease Fund in the amount of \$360,656 and \$39,344 in tree fines will provide funding for five General Fund positions, materials and supplies.

HORIZON ISSUES

The Program uses 11 different pieces of equipment that range in age from one to 32 years old. The current budget does not include replacement of any equipment. At this time, there is no capacity in the current funding sources to include equipment replacement.

The Program also utilizes a facility with a seed-starting/propagation greenhouse that is over 30 years old employing an evaporative cooling system that is no longer functioning and requires

Municipal Golf

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 3,182,748 | 4,660,573 | 4,660,573 | 4,602,391 |
| Use of Money & Property | 3,990 | - | - | - |
| Other | 18,356 | 10,000 | 10,000 | 10,000 |
| Transfer In | 850,000 | 615,000 | 1,165,000 | 615,000 |
| Revenue Totals | \$ 4,055,094 | 5,285,573 | 5,835,573 | 5,227,391 |
| Salaries & Benefits | 2,266,366 | 2,773,342 | 2,773,342 | 2,776,088 |
| General Operating & Maintenance | 1,814,682 | 2,391,990 | 3,048,990 | 2,358,021 |
| Debt Service Accts | 365 | - | - | - |
| Transfer Out & Other | 73,512 | 120,241 | 13,241 | 93,282 |
| Expenditure Totals | \$ 4,154,926 | 5,285,573 | 5,835,573 | 5,227,391 |
| Number of FTE's | 38.00 | 42.50 | - | 59.25 |
| Number of AP's | - | 44.00 | - | 92.00 |

FUND PURPOSE AND GOALS

The City of Fort Worth Municipal Golf Fund, managed by the Golf Division of the Park and Recreation Department, provides enjoyable, safe and comprehensive golf programs through four municipally-owned golf courses: Pecan Valley, Meadowbrook, Rockwood Park and Sycamore Creek.

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.

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 and six-hole practice course, nine-hole Foot Golf course operating in partnership

with the First Tee of Fort Worth, and also has pro and snack shops. 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.

The Sycamore Creek Golf Course is a unique nine-hole course with dual tee-boxes, allowing the golfer to play an 18-hole round as well as a nine-hole Foot Golf course. The clubhouse also features a fully-equipped pro shop and is located in the near southeast part of the city.

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 July 2015, the Municipal Golf Fund was changed from an Enterprise Fund to a Special Revenue Fund.

Municipal Golf

MAJOR ACCOMPLISHMENTS

The Rockwood Park Golf Course reopened in June 2017 after a 20-month renovation process. Originally built in 1938, the 18-hole layout on the City's North Side has undergone a \$4.4 million renovation that includes new drainage and irrigation systems, cart trails, greens, tees, fairways and sand bunkers.

In FY2017, a new water pump station for the 36-hole Pecan Valley Golf Course replaced the 1963 version that was intended to service the original 18 holes. This \$660,000 capital project was funded by gas well revenues.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$5,227,391, a decrease of \$58,182 over the FY2017 adopted budget.

The adopted budget includes the recognition of 48 A.P. / 16.43 FTE previously managed as temporary employees not reflected in the department's position count. This change has no budgetary impact but more transparently reflects the size of the workforce.

HORIZON ISSUES

The Municipal Golf Fund was 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 working condition possible.

Red Light Enforcement

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|------------------|------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 3,675 | 3,000 | 3,000 | 2,000 |
| Fines & Forfeitures | 8,926,656 | 7,913,088 | 7,913,088 | 8,873,770 |
| Use of Money & Property | 36,045 | - | - | - |
| Other | 1,457,097 | 1,412,608 | 1,412,608 | 1,586,319 |
| Revenue Totals | \$ 10,423,474 | 9,328,696 | 9,328,696 | 10,462,089 |
| Salaries & Benefits | 1,637,061 | 283,326 | 283,326 | 242,331 |
| General Operating & Maintenance | 8,017,815 | 5,711,610 | 5,663,250 | 6,042,362 |
| Debt Service Accts | 2,394 | 2,364 | 2,364 | - |
| Transfer Out & Other | 146,253 | 3,331,396 | 3,379,756 | 4,177,396 |
| Expenditure Totals | \$ 9,803,523 | 9,328,696 | 9,328,696 | 10,462,089 |
| Number of FTE's | 30.00 | 4.00 | - | 3.00 |
| Number of AP's | - | 4.00 | - | 3.00 |

FUND PURPOSE AND GOALS

The City initiated the Red-light Enforcement Program on January 1, 2008. The goal of the program is to improve public safety by changing driver behavior related to red-light running using a combination of enforcement and traffic signal improvements. Program staff in partnership with a contracted vendor operate 58 cameras across 44 intersections that capture still photographs and video of vehicles that run red lights violating Texas Transportation Code 544.007(d) resulting in civil penalties.

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 FY11, the Red-light Enforcement Program was established as a separate Special Revenue Fund that continues under the direction of TPW. Revenues from

violation fees are 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 is restricted for citywide traffic safety programs that include the installation and maintenance of traffic signs, pavement markings, and traffic signals and school safety.

Program staff handle fiscal and administrative responsibilities, contract management, oversight to the program violation process (violation issuance), and customer service. The violation process is made up of a joint effort between contract vendor and the City of Fort Worth Police technical staff. Additionally, an appointed hearing officer conducts hearings upon request of vehicle owner/operators regarding compliance to program rules and the transportation code.

Red Light Enforcement

MAJOR ACCOMPLISHMENTS

Overall since 2012, the City has seen a 58% reduction in crashes at intersections monitored with red light cameras.

Updates to signage, pavement markings and traffic signals were made at 17 red light camera monitored intersections this fiscal year to improve safety and the overall performance of the traffic system and driver guidance.

FY2018 DISCUSSION

The FY2018 adopted budget of \$10,462,089 is an increase of \$1,133,393 over the FY2017 adopted budget.

The adopted budget decreases by (\$40,995) for salaries and benefits following the transfer of one position to the General Fund to better align with the needs of the fund.

The adopted budget includes a transfer out of \$3,919,104 to the General Fund for operational expenses of the Traffic Safety Programs such as traffic signals, traffic signs, pavement markings and school safety.

The adopted budget increases by \$533,904 for outside purchased services, primarily due to an increase in obligation of payment requirements of the program to the State Trauma Fund.

The adopted budget decreases by (\$26,530) for Professional & Technical Services including administration costs and other allocations.

HORIZON ISSUES

The longevity of the Red Light Enforcement Program continues to be evaluated in the State Legislative Sessions when new bills are introduced in opposition of the program. Each legislative session brings the possibility of the termination of the program by the State Legislature.

Fort Worth Botanic Garden

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------|----------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | - | - | - | 1,685,062 |
| Use of Money & Property | - | - | 200 | 663,904 |
| Other | - | - | - | 206,365 |
| Transfer In | - | - | 2,907,821 | 3,045,821 |
| Revenue Totals | \$ - | - | 2,908,021 | 5,601,152 |
| Salaries & Benefits | - | - | 1,764,293 | 3,630,416 |
| General Operating & Maintenance | - | - | 1,060,563 | 1,970,736 |
| Transfer Out & Other | - | - | 82,965 | - |
| Expenditure Totals | \$ - | - | 2,907,821 | 5,601,152 |
| Number of FTE's | N/A | N/A | N/A | 58.30 |
| Number of AP's | - | N/A | N/A | 63.00 |

FUND PURPOSE AND GOALS

The Fort Worth Botanic Garden (FWBG), founded in 1933, 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, education programs, cultural programs, specialty collections (which include a nationally recognized begonia collection), festivals and activities. The FWBG is managed and operated by the City of Fort Worth's Park & Recreation Department.

The FWBG's overall responsibilities include maintaining the gardens and its properties, facilitating visitors, maintaining capital infrastructures, preserving art and culture, collaborating with support and special interest groups, coordinating events and activities in the garden, and managing staff and operational expenses, as well as, repairs and maintenance of equipment.

The FWBG also receives and reports revenue generated through various sources. The FWBG's revenue sources include but are not limited to the following:

Admissions – Conservatory and Japanese Garden.

Rentals – Japanese Garden, Garden Center, Botanic Garden areas.

Retail – Photography, Treasure Tree Gift Shop, etc.

Funds coming from the Botanical Research Institute of Texas and Fuller Foundation for contract maintenance services and operational support.

MAJOR ACCOMPLISHMENTS

The FWBG Strategic Plan Phase I Implementation was approved (M&C G-18978) on March 28, 2017 that includes the following:

- Authorized Special Revenue Fund for all operating revenues and expenses

Fort Worth Botanic Garden

- Realignment of Fort Worth Botanical Society (FWBS) employees to CFW employees (10.0 A.P.)
- Established new CFW positions (4 A.P.)
- Authorized amended and restated contracts with FWBS and Fort Worth Garden Club (FWGC)
- Authorized Purchase Agreements for the Treasure Tree Gift Shop
- Accepted current inventory from FWBS
- Approved annual budget for gift shop merchandise
- Authorized vendor contracts
- The FWBG also received the Trip Advisor 2017 Certificate of Excellence Award and the Trip Advisor 2017 Expert's Choice Award.

FY2018 DISCUSSION

The adopted budget realigns the Botanic Garden into a Special Revenue Fund that combines positions that were previously divided between the General Fund and the Special Purpose Funds. The fund also includes expenditure and revenues that were previously managed by the Fort Worth Botanic Society (FWBS) and Fort Worth Garden Club (FWGC). While similar to the previous financial structure, this new methodology allows for consolidation of all fiscal resources available to the Botanic Garden.

The Department's FY2018 adopted budget is \$5,601,152, an increase of \$2,736,619 from the FY2017 revised budget.

The adopted budget changed by \$1,866,123 for salaries and benefits.

The adopted budget includes 63 A.P. / 58.30 FTE of which 27 positions were transferred from the General Fund in FY2017 and then converted to approved positions in FY2018, 21 positions were transferred from the Special Revenue Fund, 10 positions were transferred from the FWBS, 4 positions previously managed as temporary were converted to approved positions and 4 new positions were approved in M&C G-18978. In addition, 3 A.P. positions were eliminated to contract for education and volunteer services with the Botanical Research Institute of Texas.

The adopted budget changed by \$585,226 for contractual services previously managed by FWBS and FWGC.

The adopted budget changed by \$138,000 for electricity due to fund transfer from General Fund to Special Revenue Fund.

The adopted budget changed by \$239,000 for merchandise for resale which was previously not a part of Botanic Garden budget.

HORIZON ISSUES

The establishment of the Botanic Garden Special Revenue Fund and the consolidation of operations are a part of Phase I of the FWBG Strategic Plan. Additional recommendations from the plan will impact the business partnerships, marketing strategies and other operations in the future.

Recommendation from the IT Department to upgrade Garden internet will impact the Special Revenue Fund budget.

PID #1 - Downtown

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | - | 348,126 | 348,126 | - |
| Use of Money & Property | (33,280) | - | - | - |
| Special Assessments | 563 | - | - | - |
| Other | 1,818,264 | 2,020,641 | 2,020,641 | 2,640,373 |
| Transfer In | 341,300 | - | - | 351,009 |
| Use of Fund Balance | - | 44,883 | 44,883 | 54,420 |
| Revenue Totals | \$ 2,126,846 | \$ 2,413,650 | \$ 2,413,650 | \$ 3,045,802 |
| General Operating & Maintenance | 2,165,208 | 2,413,650 | 2,368,767 | 2,874,150 |
| Transfer Out & Other | 42,602 | - | 44,883 | 171,652 |
| Expenditure Totals | \$ 2,207,810 | \$ 2,413,650 | \$ 2,413,650 | \$ 3,045,802 |

Number of FTE's

Number of AP's

FUND PURPOSE AND GOALS

Public Improvement District (PID) #1, Downtown Fort Worth Improvement District – Established in 1986 and was the first improvement district in the State of Texas. PID #1 was re-established by petition of the property owners on June 23, 2009 for a term period of 20 years and consists of 380 acres.

The funds are utilized primarily in the areas of maintenance and landscaping, promotions and marketing, security enhancement, transportation and parking, trash removal, and administration (management of the PID).

PID #6 – Park Glen

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | - | 194,317 | 194,317 | - |
| Use of Money & Property | 11,734 | - | - | - |
| Special Assessments | 223 | - | - | - |
| Other | 1,251,498 | 1,392,940 | 1,392,940 | 1,537,587 |
| Transfer In | 174,043 | - | - | 199,556 |
| Use of Fund Balance | - | 390,000 | 390,000 | 87,153 |
| Revenue Totals | \$ 1,437,498 | \$ 1,977,257 | \$ 1,977,257 | \$ 1,824,296 |
| General Operating & Maintenance | 1,577,694 | 1,977,257 | 1,949,398 | 1,793,544 |
| Transfer Out & Other | 25,201 | - | 27,859 | 30,752 |
| Expenditure Totals | \$ 1,602,895 | \$ 1,977,257 | \$ 1,977,257 | \$ 1,824,296 |

Number of FTE's

Number of AP's

FUND PURPOSE AND GOALS

Public Public Improvement District (PID) #6 - Park Glen was established by petition of the property owners in perpetuity and was created on September 29, 1998. It is in a primarily residential neighborhood located in far northeast Fort Worth, just outside Loop 820 and consists of approximately 1124 acres. The Park Glen PID has two assessment rates, one for residential, and another for commercial properties within the PID.

The funds are utilized for landscaping, lighting and fencing, maintenance of grounds, trash pick-up, security, and administration.

PID #7 - Heritage

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | - | 189,726 | 189,726 | - |
| Use of Money & Property | 11,707 | - | - | - |
| Special Assessments | 1,548 | - | - | - |
| Other | 1,664,136 | 1,792,640 | 1,792,640 | 1,954,758 |
| Transfer In | 173,362 | - | - | 191,096 |
| Use of Fund Balance | - | 100,000 | 100,000 | 75,000 |
| Revenue Totals | \$ 1,850,753 | \$ 2,082,366 | \$ 2,082,366 | \$ 2,220,854 |
| General Operating & Maintenance | 1,928,454 | 2,082,366 | 2,046,513 | 2,181,759 |
| Transfer Out & Other | 33,208 | - | 35,853 | 39,095 |
| Expenditure Totals | \$ 1,961,662 | \$ 2,082,366 | \$ 2,082,366 | \$ 2,220,854 |

Number of FTE's

Number of AP's

FUND PURPOSE AND GOALS

Public Improvement District (PID) #7 – Heritage was established by petition of the property owners in perpetuity on September 26, 2000. It encompasses 927 acres of primarily residential neighborhoods located in far northeast Fort Worth, east of I35W and north of Loop 820. The Heritage PID has two assessment rates, one for residential, and another for commercial properties.

The Heritage PID funds are utilized for landscaping, lighting and fencing, maintenance of grounds, security, and administration.

PID #8 – Camp Bowie

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | - | 39,761 | 39,761 | 0 |
| Use of Money & Property | 2,177 | - | - | - |
| Special Assesments | 868 | - | - | - |
| Other | 407,967 | 438,482 | 438,482 | 355,286 |
| Transfer In | 39,761 | - | - | 17,791 |
| Use of Fund Balance | - | - | - | 126,963 |
| Revenue Totals | \$ 450,773 | \$ 478,243 | \$ 478,243 | \$ 500,040 |
| General Operating & Maintenance | 363,272 | 478,243 | 469,473 | 491,270 |
| Transfer Out & Other | 8,200 | - | 8,770 | 8,770 |
| Expenditure Totals | \$ 371,472 | \$ 478,243 | \$ 478,243 | \$ 500,040 |

Number of FTE's

Number of AP's

FUND PURPOSE AND GOALS

Public Improvement District (PID) #8 - Camp Bowie was established in 2000 and then re-established on December 16, 2008 for a 10-year term. Only commercial properties are assessed within the 427 acre boundary of this PID, which is approximately a nine mile commercial stretch along Camp Bowie Boulevard from University Drive to Loop 820 South. PID #8 was created to bring synergy and revitalization to an area known as Historic Camp Bowie.

The Camp Bowie PID funds are utilized for maintenance, landscaping, marketing and promotion of special events, planned capital improvements, clean up, beautification, and administration.

PID #11 - Stockyards

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 353 | - | - | - |
| Other | 77,141 | 84,291 | 84,291 | 98,666 |
| Revenue Totals | \$ 77,494 | \$ 84,291 | \$ 84,291 | \$ 98,666 |
| General Operating & Maintenance | 69,457 | 83,838 | 81,838 | 84,433 |
| Transfer Out & Other | 2,000 | 453 | 2,453 | 14,233 |
| Expenditure Totals | \$ 71,457 | \$ 84,291 | \$ 84,291 | \$ 98,666 |
| Number of FTE's | | | | |
| Number of AP's | | | | |

FUND PURPOSE AND GOALS

Public Improvement District (PID) #11 - Stockyards was established on February 23, 2003 and it encompasses 192 acres of the Historic Stockyards area on the north side of Fort Worth. This PID was created to promote tourism in the area, increase marketing efforts, and support special events for this historic district.

The Stockyards PID funds are utilized for marketing, promotion of special events, trash removal, and administration.

PID #12 – Chapel Hill

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 436 | - | - | - |
| Other | 42,888 | 56,678 | 56,678 | 61,431 |
| Use of Fund Balance | - | 10,000 | 10,000 | 21,212 |
| Revenue Totals | \$ 43,324 | \$ 66,678 | \$ 66,678 | \$ 82,643 |
| General Operating & Maintenance | 39,655 | 66,678 | 64,678 | 80,643 |
| Transfer Out & Other | 2,000 | - | 2,000 | 2,000 |
| Expenditure Totals | \$ 41,655 | \$ 66,678 | \$ 66,678 | \$ 82,643 |
| Number of FTE's | | | | |
| Number of AP's | | | | |

FUND PURPOSE AND GOALS

Public Improvement District (PID) #12 - Chapel Hill was established on March 23, 2004 to encompass the Chapel Hill neighborhood which includes approximately 1346 acres. This PID was created to support anticipated economic development of the area and to provide additional neighborhood amenities.

The Chapel Hill PID funds are used primarily for landscape and maintenance, security, communication, planned capital improvements, and administration.

PID #14 – Trinity Bluff

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 753 | - | - | - |
| Other | 60,884 | 61,633 | 61,633 | 65,019 |
| Use of Fund Balance | - | 15,367 | 15,367 | 5,541 |
| Revenue Totals | \$ 61,636 | \$ 77,000 | \$ 77,000 | \$ 70,560 |
| General Operating & Maintenance | 53,572 | 77,000 | 75,000 | 68,560 |
| Transfer Out & Other | 2,000 | - | 2,000 | 2,000 |
| Expenditure Totals | \$ 55,572 | \$ 77,000 | \$ 77,000 | \$ 70,560 |
| Number of FTE's | | | | |
| Number of AP's | | | | |

FUND PURPOSE AND GOALS

Public Improvement District (PID) #14 - Trinity Bluff was established on June 16, 2009 for a 20 year term and encompasses 30.9 acres in the Trinity Bluff area at the north end of Downtown.

The Trinity Bluff PID funds are utilized for maintenance and landscaping, security enhancements, marketing and administration.

PID #15 – Sun Valley

| | FY16 | FY17 | FY17 | FY18 |
|--------------------------------|-------------------|------------------|------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 919 | - | - | - |
| Special Assesments | 56 | - | - | - |
| Other | 74,260 | 77,515 | 77,515 | 87,615 |
| Use of Fund Balance | - | 8,785 | 8,785 | 21,685 |
| Revenue Totals | \$ 75,235 | \$ 86,300 | \$ 86,300 | \$ 109,300 |
| General Operating & Maintenace | 167,894 | 86,300 | 84,300 | 107,300 |
| Transfer Out & Other | 2,000 | - | 2,000 | 2,000 |
| Expenditure Totals | \$ 169,894 | \$ 86,300 | \$ 86,300 | \$ 109,300 |

Number of FTE's

Number of AP's

FUND PURPOSE AND GOALS

Public Improvement District (PID) #15 - Sun Valley was established on August 21, 2012 for a 20-year term, and is located in Southeast Fort Worth, just East of Loop 820.

The Sun Valley PID funds are utilized for security services and administration.

TIF #2A - Speedway

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|------------------|------------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | - | 618,262 | - | - |
| Intergovernmental | 473,321 | - | 618,262 | 558,015 |
| Use of Money & Property | 3,763 | 2,109 | 2,109 | 1,689 |
| Use of Fund Balance | - | 513,618 | 513,618 | 337,752 |
| Revenue Totals | \$ 477,084 | 1,133,989 | 1,133,989 | 897,456 |
| General Operating & Maintenance | 315,547 | 1,133,989 | 1,133,989 | 897,456 |
| Expenditure Totals | \$ 315,547 | 1,133,989 | 1,133,989 | 897,456 |
| Number of FTE's | | | | |
| Number of AP's | | | | |

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #2A Speedway, was created in December 1995 as a means to purchase the Texas Motor Speedway (TMS) and finance needed public improvements within the TIF boundary which included 568 acres. The end of term is 2025. The TIF was expanded in August 1999 and included 921 acres. The expansion came at the request of property owners including the Northwest Independent School District, to provide for the construction, renovation and operation of educational facilities located in the Northwest ISD tract and to provide for additional infrastructure work such as street improvements, drainage, and traffic signs. (Please see TIF #2B)

TIF 2A & 2B financials are accounted for separately by Tarrant Appraisal District (TAD). When the TIF boundary was expanded, the expansion area had a different base year than the original TIF; therefore, the increment amounts must be calculated separately; however, they are one legal entity.

Projects Include: Purchase of Texas Motor Speedway as public improvement by the Sports Authority; public improvements within the TIF district; construction, renovation and operation of educational facilities located within the Northwest ISD tract and future infrastructure improvements to promote private development throughout the area.

Project and Financing Plan last amended October 29, 2002.

TIF #2B - Speedway

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | - | 407,613 | - | - |
| Intergovernmental | 366,555 | - | 407,613 | 431,594 |
| Use of Money & Property | (54) | 1,071 | 1,071 | 1,306 |
| Use of Fund Balance | - | 64,628 | 64,628 | 261,205 |
| Revenue Totals | \$ 366,501 | 473,312 | 473,312 | 694,105 |
| General Operating & Maintenance | 244,370 | 473,312 | 473,312 | 694,105 |
| Expenditure Totals | \$ 244,370 | 473,312 | 473,312 | 694,105 |
| Number of FTE's | | | | |
| Number of AP's | | | | |

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #2B Speedway, was created in December 1995 as a means to purchase the Texas Motor Speedway (TMS) and finance needed public improvements within the TIF boundary which included 568 acres. The end of term is 2025. The TIF was expanded in August 1999 and included 921 acres. The expansion came at the request of property owners including the Northwest Independent School District, to provide for the construction, renovation and operation of educational facilities located in the Northwest ISD tract and to provide for additional infrastructure work such as street improvements, drainage, and traffic signs. (Please see TIF #2A)

TIF 2A & 2B financials are accounted for separately by Tarrant Appraisal District (TAD). When the TIF boundary was expanded, the expansion area had a different base year than the original TIF; therefore, the increment amounts must be calculated separately; however, they are one legal entity.

Projects Include: Purchase of Texas Motor Speedway as public improvement by the Sports Authority, public improvements within the TIF district; construction, renovation and operation of educational facilities located within the Northwest ISD tract and future infrastructure improvements to promote private development throughout the area.

Project and Financing Plan last amended October 29, 2002.

TIF #3 - Downtown

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 2,777,779 | 4,425,498 | 2,710,277 | 2,781,187 |
| Intergovernmental | 1,287,638 | - | 1,715,221 | 1,281,872 |
| Use of Money & Property | 2,328 | 11,757 | 11,757 | 38,381 |
| Use of Fund Balance | - | 467,063 | 467,063 | 4,182,943 |
| Revenue Totals | \$ 4,067,746 | 4,904,318 | 4,904,318 | 8,284,383 |
| General Operating & Maintenance | 3,672,754 | 4,904,318 | 4,904,318 | 8,284,383 |
| Expenditure Totals | \$ 3,672,754 | 4,904,318 | 4,904,318 | 8,284,383 |
| Number of FTE's | | | | |
| Number of AP's | | | | |

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #3 Downtown was created in December 1995 to promote the redevelopment of downtown Fort Worth, it included 279 acres and the term will end in 2025. In 2006 an expansion to the boundaries was done so that it would include all lots within a proposed major project, Trinity Bluff Phase I. This expansion included a total of 128 acres. (Please see TIF #3A)

TIF 3 & 3A financials are accounted for separately by Tarrant Appraisal District (TAD). When the TIF boundary was expanded in 2006, the expansion area had a different base year than the original TIF; therefore, the increment amounts must be calculated separately; however, they are one legal entity.

Projects include: historic preservation through façade leases (for example, Ashton Hotel, Jett Land and Title), environmental remediation (for example, the Tower), utility relocation and removal (for example, the Marriott Hotel site), streetscape improvements to create a pedestrian friendly environment (for example, Cassidy Corner, Trinity Bluff), Santa Fe Freight House operations. Sundance Square plaza, parking garage leases, affordable housing (including Hunter Plaza), residential density and parking incentives, infrastructure and transportation improvements to ease transit accessibility, retail façade matching grants, school support, signage and administration.

Project and Financing Plan last amended March 3, 2015.

TIF #3A - Downtown

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 724,314 | 1,074,503 | 732,097 | 638,992 |
| Intergovernmental | 321,211 | - | 342,406 | 297,950 |
| Use of Money & Property | 23,410 | 24,521 | 24,521 | 8,865 |
| Use of Fund Balance | - | 2,806,765 | 2,493,662 | 964,605 |
| Revenue Totals | \$ 1,068,935 | 3,905,789 | 3,592,686 | 1,910,412 |
| General Operating & Maintenance | 1,704,062 | 3,905,789 | 3,592,686 | 1,910,412 |
| Expenditure Totals | \$ 1,704,062 | 3,905,789 | 3,592,686 | 1,910,412 |
| Number of FTE's | | | | |
| Number of AP's | | | | |

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #3 Downtown was created in December 1995 to promote the redevelopment of downtown Fort Worth, it included 279 acres and the term will end in 2025. In 2006 an expansion to the boundaries was done so that it would include all lots within a proposed major project, Trinity Bluff Phase I. This expansion included a total of 128 acres. (Please see TIF #3A)

TIF 3 & 3A financials are accounted for separately by Tarrant Appraisal District (TAD). When the TIF boundary was expanded in 2006, the expansion area had a different base year than the original TIF; therefore, the increment amounts must be calculated separately; however, they are one legal entity.

Projects include: historic preservation through façade leases (for example, Ashton Hotel, Jett Land and Title), environmental remediation (for example, the Tower), utility relocation and removal (for example, the Marriott Hotel site), streetscape improvements to create a pedestrian friendly environment (for example, Cassidy Corner, Trinity Bluff), Santa Fe Freight House operations. Sundance Square plaza, parking garage leases, affordable housing (including Hunter Plaza), residential density and parking incentives, infrastructure and transportation improvements to ease transit accessibility, retail façade matching grants, school support, signage and administration.

Project and Financing Plan last amended March 3, 2015.

TIF #4A – Southside Medical District

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 2,854,680 | 5,365,179 | 3,050,966 | 3,446,860 |
| Intergovernmental | 2,002,313 | - | 2,314,213 | 1,567,530 |
| Use of Money & Property | 76,155 | 26,772 | 26,772 | 71,275 |
| Transfer In | 6,956 | - | - | - |
| Use of Fund Balance | - | 4,867,659 | 4,867,659 | 14,254,977 |
| Revenue Totals | \$ 4,940,103 | 10,259,610 | 10,259,610 | 19,340,642 |
| General Operating & Maintenance | 3,572,678 | 10,259,610 | 10,259,610 | 19,340,642 |
| Expenditure Totals | \$ 3,572,678 | 10,259,610 | 10,259,610 | 19,340,642 |

Number of FTE's

Number of AP's

FUND PURPOSE AND GOALS

Tax Increment Financing Dist. (TIF) #4 Southside Medical Dist., was created in November 1997 to promote the revitalization of Fort Worth's near Southside neighborhood and medical district to ensure the area becomes an economically viable, mixed-use, central city neighborhood. It encompassed a total of 1,278 acres and its end of term is 2022.

Projects include: business development and retail (including Midtown Mixed Use, the Mehl Building, and Victory Medical), parking structures (Magnolia Green), neighborhood parks (for example, Watts Park), residential (for example, the Phoenix and Oak Timbers), schools (Fort Worth ISD), signage (Way finding), streetscapes and transportation/infrastructure improvements (including Oleander, Magnolia, Rosedale, South Main streets), and administration.

Project and Financing Plan last amended December 11, 2012.

TIF #6 - Riverfront

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | - | 274,507 | - | - |
| Intergovernmental | 161,242 | - | 274,507 | 70,875 |
| Use of Money & Property | 691 | 11 | 11 | 368 |
| Use of Fund Balance | - | 2,003 | 1,784 | 73,610 |
| Revenue Totals | \$ 161,933 | 276,521 | 276,302 | 144,853 |
| General Operating & Maintenance | 161,240 | 276,521 | 276,302 | 144,853 |
| Expenditure Totals | \$ 161,240 | 276,521 | 276,302 | 144,853 |
| Number of FTE's | | | | |
| Number of AP's | | | | |

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #6 Riverfront was created in November 2002 to promote the development of north downtown primarily near the RadioShack campus. It encompasses a total of 63.6 acres and its term will end in 2036.

Projects include: Property acquisition; utility relocations and upgrades; pedestrian and streetscape improvements; roadway and storm drain improvements; public plaza; waterfront development; and demolition.

Project and Financing Plan approved on March 4, 2003.

TIF #7 – North Tarrant Pkwy

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|------------------|-------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 3,971,960 | 7,569,427 | 12,410,267 | 5,748,798 |
| Intergovernmental | 1,216,834 | - | 2,728,587 | 1,888,449 |
| Use of Money & Property | 28,238 | 7,057 | 14,114 | 1,251 |
| Use of Fund Balance | - | 1,283,027 | 2,566,054 | - |
| Revenue Totals | \$ 5,217,033 | 8,859,511 | 17,719,022 | 7,638,498 |
| General Operating & Maintenance | 2,184,607 | 8,859,511 | 17,374,234 | 7,442,286 |
| Transfer Out & Other | 2,625,627 | - | 344,788 | 196,212 |
| Expenditure Totals | \$ 4,810,234 | 8,859,511 | 17,719,022 | 7,638,498 |

Number of FTE's

Number of AP's

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #7 North Tarrant Parkway was created in December 2003 to provide for road infrastructure improvements to support property development. The original boundary bisected portions of Harmon Road on the west and Old Denton Road on the east which included a total of 2,008 acres. The expansion of the TIF boundaries in 2008 included all portions of those roads adjacent to the TIF north of North Tarrant Parkway so that public improvements could be made to those roadways. In addition, the northwestern boundary bisected a proposed subdivision that was platted after the North Tarrant Parkway TIF was first designated. The 2008 expansion adjusted the original boundary as well and included a total of 95 acres. The TIF is slated to end in 2019. (Please see TIF #7A)

TIF 7 & 7A financials are accounted for separately by Tarrant Appraisal District (TAD). When the TIF boundary was expanded, the expansion area had a

different base year than the original TIF; therefore, the increment amounts must be calculated separately; however, they are one legal entity.

Projects Include: Road construction supporting the Presidio Vista and the Hospital Corporation of America (HCA) Alliance projects.

Project and Financing Plan last amended on October 25, 2005.

TIF #7A – North Tarrant Pkwy

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 122,139 | 185,215 | 115,509 | 208,722 |
| Intergovernmental | 58,636 | - | 69,706 | 70,359 |
| Use of Money & Property | 1,315 | 286 | 286 | 49 |
| Use of Fund Balance | - | 51,956 | 51,956 | - |
| Revenue Totals | \$ 182,090 | 237,457 | 237,457 | 279,130 |
| General Operating & Maintenance | - | 237,457 | 230,718 | 271,730 |
| Transfer Out & Other | 2,519 | - | 6,739 | 7,400 |
| Expenditure Totals | \$ 2,519 | 237,457 | 237,457 | 279,130 |

Number of FTE's

Number of AP's

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #7A North Tarrant Parkway was created in December 2003 to provide for road infrastructure improvements to support property development. The original boundary bisected portions of Harmon Road on the west and Old Denton Road on the east which included a total of 2,008 acres. The expansion of the TIF boundaries in 2008 included all portions of those roads adjacent to the TIF north of North Tarrant Parkway so that public improvements could be made to those roadways. In addition, the northwestern boundary bisected a proposed subdivision that was platted after the North Tarrant Parkway TIF was first designated. The 2008 expansion adjusted the original boundary as well and included a total of 95 acres. The TIF is slated to end in 2019. (Please see TIF #7)

TIF 7 & 7A financials are accounted for separately by Tarrant Appraisal District (TAD). When the TIF boundary was expanded, the expansion area had a different base year than the original TIF; therefore,

the increment amounts must be calculated separately; however, they are one legal entity.

Projects Include: Road construction supporting the Presidio Vista and the Hospital Corporation of America (HCA) Alliance projects.

Project and Financing Plan last amended on October 25, 2005.

TIF #8 Lancaster

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 1,029,478 | 1,811,345 | 1,105,890 | 1,242,443 |
| Intergovernmental | 546,570 | - | 705,455 | 615,245 |
| Use of Money & Property | 68,486 | 52,902 | 52,902 | 54,806 |
| Use of Fund Balance | - | 9,618,545 | 9,258,037 | 10,961,215 |
| Revenue Totals | \$ 1,644,534 | 11,482,792 | 11,122,284 | 12,873,709 |
| General Operating & Maintenance | 32,033 | 11,482,792 | 10,795,943 | 12,797,962 |
| Transfer Out & Other | 84,770 | - | 326,341 | 75,747 |
| Expenditure Totals | \$ 116,803 | 11,482,792 | 11,122,284 | 12,873,709 |

Number of FTE's

Number of AP's

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #8 Lancaster was created in December 2009 and included a total of 220 acres. TIF #8 was created to promote development along the Lancaster corridor after the Interstate 30 overhead was demolished and Lancaster Avenue was realigned as one of the primary gateways to downtown Fort Worth and the Southside medical district. It will end its term in 2024.

Projects Include: Public improvements associated with mixed use projects, full service hotels, transit oriented development, historic preservation, mixed income housing, T&P Terminal and T&P Warehouse reuse; streetscape improvements; public amenities such as plazas or parks; administration; environmental remediation; public infrastructure associated with Lancaster Avenue redevelopment, including street improvements, utility relocations, parking improvements, landscaping of public areas and public arts.

Project and Financing Plan last amended January 6, 2015.

TIF #9 – Trinity River Vision

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 925,606 | 4,194,782 | 1,162,514 | 1,948,430 |
| Intergovernmental | 1,507,621 | - | 3,032,268 | 2,444,065 |
| Use of Money & Property | 4,246 | 1,276 | 1,276 | 1,143 |
| Use of Fund Balance | - | 232,117 | 74,893 | 228,684 |
| Revenue Totals | \$ 2,437,473 | 4,428,175 | 4,270,951 | 4,622,322 |
| General Operating & Maintenance | - | 4,428,175 | 4,270,951 | 4,622,322 |
| Debt Service Accts | 2,366,289 | - | - | - |
| Expenditure Totals | \$ 2,366,289 | 4,428,175 | 4,270,951 | 4,622,322 |

Number of FTE's

Number of AP's

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #9 Trinity River Vision was created in December 2003 to promote redevelopment along the Trinity River, while creating mixed-use development. It included a total of 1,380 acres. It was expanded in 2009 to include a total of 2,600 acres to allow, among other things, for Gateway Park to be used for hydraulic valley storage and provide the necessary flood protection associated with the bypass channel flood control project. The expansion further allowed TIF funds to be utilized for public improvements in both the Northside and Gateway Park areas. These multi-purpose sites will also provide recreation and transportation improvements. The TIF will end its term in 2044. (Please see TIF #9A)

TIF 9 & 9A financials are accounted for separately by Tarrant Appraisal District (TAD). When the TIF boundary was expanded, the expansion area had a different base year than the original TIF; therefore, the increment amounts must be calculated separately; however, they are one legal entity.

Projects: The primary goal for the Central City Project is flood control, while secondary goals include continuity of trails, enhanced open space and recreational areas, linkages to nearby neighborhoods, conservation and environmental restoration for improved water quality and wildlife habitat. The bypass channel will generally follow the current path of the Fort Worth and Western Railroad, and when combined with the historic Oakwood Cemetery will provide greenspace that transition between the proposed urban developments and the historic Northside neighborhoods. In addition to the flood improvement infrastructure constructed in the near Northside area, the Central City Project also calls for improvements within the existing Trinity River Corridor to manage flood waters and provide a better use of the flood plain for the public. The project will address the efficiency of the new bypass channel with excavation, fill, and ecosystem restoration enhancements that will provide hydraulic valley storage for the project.

TIF #9A – Trinity River Vision

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 925,606 | 4,194,782 | 1,162,514 | 1,948,430 |
| Intergovernmental | 1,507,621 | - | 3,032,268 | 2,444,065 |
| Use of Money & Property | 4,246 | 1,276 | 1,276 | 1,143 |
| Use of Fund Balance | - | 232,117 | 74,893 | 228,684 |
| Revenue Totals | \$ 2,437,473 | 4,428,175 | 4,270,951 | 4,622,322 |
| General Operating & Maintenance | - | 4,428,175 | 4,270,951 | 4,622,322 |
| Debt Service Accts | 2,366,289 | - | - | - |
| Expenditure Totals | \$ 2,366,289 | 4,428,175 | 4,270,951 | 4,622,322 |

Number of FTE's

Number of AP's

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #9A Trinity River Vision was created in December 2003 to promote redevelopment along the Trinity River, while creating mixed-use development. It included a total of 1,380 acres. It was expanded in 2009 to include a total of 2,600 acres to allow, among other things, for Gateway Park to be used for hydraulic valley storage and provide the necessary flood protection associated with the bypass channel flood control project. The expansion further allowed TIF funds to be utilized for public improvements in both the Northside and Gateway Park areas. These multi-purpose sites will also provide recreation and transportation improvements. The TIF will end its term in 2044. (Please see TIF #9)

TIF 9 & 9A financials are accounted for separately by Tarrant Appraisal District (TAD). When the TIF boundary was expanded, the expansion area had a different base year than the original TIF; therefore, the increment amounts must be calculated separately; however, they are one legal entity.

Projects: The primary goal for the Central City Project is flood control, while secondary goals include continuity of trails, enhanced open space and recreational areas, linkages to nearby neighborhoods, conservation and environmental restoration for improved water quality and wildlife habitat. The bypass channel will generally follow the current path of the Fort Worth and Western Railroad, and when combined with the historic Oakwood Cemetery will provide greenspace that transition between the proposed urban developments and the historic Northside neighborhoods. In addition to the flood improvement infrastructure constructed in the near Northside area, the Central City Project also calls for improvements within the existing Trinity River Corridor to manage flood waters and provide a better use of the flood plain for the public. The project will address the efficiency of the new bypass channel with excavation, fill, and ecosystem restoration enhancements that will provide hydraulic valley storage for the project.

TIF #10 – Lone Star

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 419,366 | 652,649 | 553,441 | 552,588 |
| Intergovernmental | 165,873 | - | 99,208 | 226,002 |
| Use of Money & Property | 759 | 119 | 119 | 1 |
| Use of Fund Balance | - | 21,621 | 697 | 191 |
| Revenue Totals | \$ 585,997 | 674,389 | 653,465 | 778,782 |
| General Operating & Maintenance | 967,028 | 674,389 | 653,465 | 778,782 |
| Expenditure Totals | \$ 967,028 | 674,389 | 653,465 | 778,782 |
| Number of FTE's | | | | |
| Number of AP's | | | | |

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #10 Lone Star was created in June 2004 to encourage the development of public space and infrastructure on and near the site of Cabela's, a 200,000 square-foot hunting and outdoor retail facility. When TIF #10 was created, a portion of land within the TIF boundary was not within the City of Fort Worth, and the Project and Financing Plan states that the intention was to annex that portion if possible and add it to the TIF District. This was accomplished in 2008 with acreage being 981 and an end of term in 2025. (Please TIF #10A)

TIF 10 & 10A financials are accounted for separately by Tarrant Appraisal District (TAD). When the TIF boundary was expanded, the expansion area had a different base year than the original TIF; therefore, the increment amounts must be calculated separately; however, they are one legal entity.

Projects Include: water, sewer, road, storm drainage improvements and public exhibition space
Project and Financing Plan approved on September 21, 2004.

TIF #10A – Lone Star

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 71,408 | 112,087 | 101,070 | 101,221 |
| Intergovernmental | 29,780 | - | 11,017 | 38,737 |
| Use of Money & Property | 144 | 30 | 30 | 1 |
| Use of Fund Balance | - | 5,471 | 232 | 34 |
| Revenue Totals | \$ 101,333 | 117,588 | 112,349 | 139,993 |
| General Operating & Maintenance | 197,694 | 117,588 | 112,349 | 139,993 |
| Expenditure Totals | \$ 197,694 | 117,588 | 112,349 | 139,993 |
| Number of FTE's | | | | |
| Number of AP's | | | | |

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #10A Lone Star was created in June 2004 to encourage the development of public space and infrastructure on and near the site of Cabela's, a 200,000 square-foot hunting and outdoor retail facility. When TIF #10 was created, a portion of land within the TIF boundary was not within the City of Fort Worth, and the Project and Financing Plan states that the intention was to annex that portion if possible and add it to the TIF District. This was accomplished in 2008 with acreage being 981 and an end of term in 2025. (Please TIF #10A)

Project and Financing Plan approved on September 21, 2004.

TIF 10 & 10A financials are accounted for separately by Tarrant Appraisal District (TAD). When the TIF boundary was expanded, the expansion area had a different base year than the original TIF; therefore, the increment amounts must be calculated separately; however, they are one legal entity.

Projects Include: water, sewer, road, storm drainage improvements and public exhibition space

TIF #12 – East Berry Renaissance

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 489,358 | 945,739 | 528,416 | 586,929 |
| Sales Tax | - | - | - | - |
| Other Tax | - | - | - | - |
| License & Permits | - | - | - | - |
| Intergovernmental | 202,876 | - | 417,323 | 382,501 |
| Charge for Service | - | - | - | - |
| Fines & Forfeitures | - | - | - | - |
| Use of Money & Property | 4,040 | 2,387 | 2,387 | 3,375 |
| Special Assessments | - | - | - | - |
| Other | - | - | - | - |
| Transfer In | - | - | - | - |
| Use of Fund Balance | - | 434,098 | 434,098 | 674,944 |
| Revenue Totals | \$ 696,275 | 1,382,224 | 1,382,224 | 1,647,749 |
| Salaries & Benefits | - | - | - | - |
| General Operating & Maintenance | 637,687 | 1,382,224 | 1,362,035 | 1,619,822 |
| Capital Accts | - | - | - | - |
| Debt Service Accts | - | - | - | - |
| Transfer Out & Other | 33,022 | - | 20,189 | 27,927 |
| Project Budget Account | - | - | - | - |
| Expenditure Totals | \$ 670,709 | 1,382,224 | 1,382,224 | 1,647,749 |
| Number of FTE's | | | | |
| Number of AP's | | | | |

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #12 East Berry Renaissance was created in July 2006 to help fund public infrastructure improvements along the East Berry Street Corridor and promote redevelopment and growth throughout the area. The TIF included a total of 604 acres and a term ending in 2027.

Projects Include: East Berry Corridor street, traffic, drainage, and other infrastructure improvements; public infrastructure associated with development (for example, Renaissance Square), other TIF eligible expenses such as environmental

remediation (for example, in support of the Men's Collection project), and administration.

Project and Financing Plan approved on June 19, 2007.

TIF #13 - Woodhaven

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|----------------|----------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 237,048 | 439,468 | 227,562 | 764,076 |
| Sales Tax | - | - | - | - |
| Other Tax | - | - | - | - |
| License & Permits | - | - | - | - |
| Intergovernmental | 111,880 | - | 211,906 | 434,459 |
| Charge for Service | - | - | - | - |
| Fines & Forfeitures | - | - | - | - |
| Use of Money & Property | 2,737 | 2,354 | 2,354 | 7,449 |
| Special Assessments | - | - | - | - |
| Other | - | - | - | - |
| Transfer In | - | - | - | - |
| Use of Fund Balance | - | 428,011 | 422,996 | 1,489,833 |
| Revenue Totals | \$ 351,665 | 869,833 | 864,818 | 2,695,817 |
| Salaries & Benefits | - | - | - | - |
| General Operating & Maintenance | 118,500 | 869,833 | 862,579 | 2,678,574 |
| Capital Accts | - | - | - | - |
| Debt Service Accts | - | - | - | - |
| Transfer Out & Other | 2,401 | - | 2,239 | 17,243 |
| Project Budget Account | - | - | - | - |
| Expenditure Totals | \$ 120,901 | 869,833 | 864,818 | 2,695,817 |
| Number of FTE's | | | | |
| Number of AP's | | | | |

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #13 Woodhaven was created in November 2007 to help fund public infrastructure improvements that will provide a "foundation for development" to encourage and support the long-term public needs of the neighborhood and to secure mixed-use economic growth opportunities in the Woodhaven area. The TIF included a total of 1,100 acres and a term ending in 2028.

Possible Future Projects Include: corridor improvements through street, traffic, utility,

drainage, and other public infrastructure projects; public infrastructure associated with property redevelopment; gateway enhancements, and administration.

Project and Financing Plan approved on June 27, 2008.

TIF #14 – Trinity Lakes

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Property Tax | 490,406 | 872,150 | 662,027 | 828,770 |
| Sales Tax | - | - | - | - |
| Other Tax | - | - | - | - |
| License & Permits | - | - | - | - |
| Intergovernmental | 192,375 | - | 210,123 | 185,665 |
| Charge for Service | - | - | - | - |
| Fines & Forfeitures | - | - | - | - |
| Use of Money & Property | 7,602 | 7,125 | 7,125 | 10,394 |
| Special Assessments | - | - | - | - |
| Other | - | - | - | - |
| Transfer In | - | - | - | - |
| Use of Fund Balance | - | 1,295,357 | 1,294,399 | 2,078,739 |
| Revenue Totals | \$ 690,383 | 2,174,632 | 2,173,674 | 3,103,568 |
| Salaries & Benefits | - | - | - | - |
| General Operating & Maintenance | - | 2,174,632 | 2,141,190 | 3,072,671 |
| Capital Accts | - | - | - | - |
| Debt Service Accts | - | - | - | - |
| Transfer Out & Other | 27,166 | - | 32,484 | 30,897 |
| Project Budget Account | - | - | - | - |
| Expenditure Totals | \$ 27,166 | 2,174,632 | 2,173,674 | 3,103,568 |
| Number of FTE's | | | | |
| Number of AP's | | | | |

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #14 Trinity Lakes was created in November 2012 to help finance public infrastructure improvements in the area such as public improvements to arterials (Trinity Boulevard and Precinct Line Road), the Trinity Trails system, way finding signage, transit improvements, public parking facilities, land acquisition, and other TIF-eligible costs to help encourage redevelopment in the Trinity Lakes area. The TIF included a total of 1,800 acres and will end its term in 2032.

Projects: The TIF Board has approved a project for design, engineering, utility relocation, storm drainage improvements, streetscape, and traffic signals related to Trinity Boulevard. Future possible project include similar work on Precinct Line, improvements to the Trinity Trails System, construction of streets within new mixed-use developments, way finding signage, waterfront improvements, parks, bicycle facilities; transit facility land acquisition, parking, other improvements administration.

Project and Financing Plan approved on February 5, 2013.

Treasury Asset Forfeiture

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|-------------------|------------------|------------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Intergovernmental | 225,193 | - | - | - |
| Use of Money & Property | 14,501 | - | - | - |
| Use of Fund Balance | - | 1,724,147 | 1,324,147 | - |
| Revenue Totals | \$ 239,693 | 1,724,147 | 1,324,147 | - |
| Transfer Out & Other | 875,899 | 750,000 | 1,195,000 | - |
| Expenditure Totals | \$ 875,899 | 1,724,147 | 1,324,147 | - |
| Number of FTE's | - | - | - | - |
| Number of AP's | | - | - | - |

FUND PURPOSE AND GOALS

The City of Fort Worth Police Department receives funds from the sale of assets seized in certain law enforcement activities in which the department has assisted federal and state law enforcement agencies. The process of liquidating and distributing seized assets is commonly called "asset forfeiture." The federal asset forfeiture program is authorized by the Comprehensive Crime Control Act of 1984, while the state asset forfeiture program is authorized by Chapter 59 of the Texas Code of Criminal Procedure.

The main goals of the federal and state asset forfeiture programs are to deprive criminals of property used in or acquired through illegal activities, to encourage joint operations among law enforcement agencies at various levels of government, and to strengthen law enforcement. Both programs require that the recipient law enforcement agency use the assets solely for law

enforcement purposes and that the assets be held in a special fund, subject to audit and review by the appropriate authorities. The City of Fort Worth Police Department is responsible for the receipt, expenditure, and oversight of asset forfeiture.

FY2018 DISCUSSION

Pending further analysis, no funds have been budgeted for FY2018.

HORIZON ISSUES

In FY2017, the revenue received was low due to atypical delays in sharing on the part of the federal agencies. It is uncertain what is causing these delays, but the Police Department will continue to evaluate and recognize revenue as it is received. Asset forfeiture activities will operationally continue at the same or increased levels in FY2018.

Justice Asset Forfeiture

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|---------------------|----------------|------------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Intergovernmental | 1,527,705 | - | - | - |
| Use of Money & Property | 11,018 | - | - | - |
| Other | 5 | - | - | - |
| Use of Fund Balance | - | 986,981 | 2,512,381 | - |
| Revenue Totals | \$ 1,538,728 | 986,981 | 2,512,381 | - |
| Transfer Out & Other | 467,082 | 349,100 | 1,924,129 | - |
| Expenditure Totals | \$ 506,777 | 986,981 | 2,512,381 | - |
| Number of FTE's | - | - | - | - |
| Number of AP's | | - | - | - |

FUND PURPOSE AND GOALS

The City of Fort Worth Police Department receives funds from the sale of assets seized in certain law enforcement activities in which the department has assisted federal and state law enforcement agencies. The process of liquidating and distributing seized assets is commonly called "asset forfeiture." The federal asset forfeiture program is authorized by the Comprehensive Crime Control Act of 1984, while the state asset forfeiture program is authorized by Chapter 59 of the Texas Code of Criminal Procedure.

The main goals of the federal and state asset forfeiture programs are to deprive criminals of property used in or acquired through illegal activities, to encourage joint operations among law enforcement agencies at various levels of government, and to strengthen law enforcement. Both programs require that the recipient law enforcement agency use the assets solely for law enforcement purposes and that the assets be held in a special fund, subject to audit and review by the

appropriate authorities. The City of Fort Worth Police Department is responsible for the receipt, expenditure, and oversight of asset forfeiture.

The Justice Asset Forfeiture Fund is specifically assets forfeited through the Criminal Division Asset Forfeiture and Money Laundering Section; Justice Management Division Asset Management Staff; Bureau of Alcohol, Tobacco, Firearms, and Explosives; Drug Enforcement Administration; Federal Bureau of Investigations; U.S. Attorney's Office; and U.S. Marshals Service.

FY2018 DISCUSSION

Pending further analysis, no funds have been budgeted for FY2018.

HORIZON ISSUES

In FY2017, the revenue received was low due to atypical delays in sharing on the part of the federal agencies. It is uncertain what is causing these delays but the Police Department will continue to evaluate and recognize revenue as it is received. Asset

Justice Asset Forfeiture

forfeiture activities will operationally continue at the same or increased levels in FY2018.

State Asset Forfeiture

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------|-------------------|----------------|------------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Intergovernmental | 535,310 | - | - | - |
| Use of Money & Property | 6,311 | - | - | - |
| Use of Fund Balance | - | 861,541 | 1,060,328 | - |
| Revenue Totals | \$ 541,621 | 861,541 | 1,060,328 | - |
| Transfer Out & Other | 239,314 | 139,288 | 929,288 | - |
| Expenditure Totals | \$ 239,314 | 861,541 | 1,060,328 | - |
| Number of FTE's | - | - | - | - |
| Number of AP's | | - | - | - |

FUND PURPOSE AND GOALS

The City of Fort Worth Police Department receives funds from the sale of assets seized in certain law enforcement activities in which the department has assisted federal and state law enforcement agencies. The process of liquidating and distributing seized assets is commonly called "asset forfeiture." The federal asset forfeiture program is authorized by the Comprehensive Crime Control Act of 1984, while the state asset forfeiture program is authorized by Chapter 59 of the Texas Code of Criminal Procedure.

The main goals of the federal and state asset forfeiture programs are to deprive criminals of property used in or acquired through illegal activities, to encourage joint operations among law enforcement agencies at various levels of government, and to strengthen law enforcement. Both programs require that the recipient law enforcement agency use the assets solely for law enforcement purposes and that the assets be held in a special fund, subject to audit and review by the appropriate authorities. The City of Fort Worth

Police Department is responsible for the receipt, expenditure, and oversight of asset forfeiture.

FY2018 DISCUSSION

Pending further analysis, no funds have been budgeted for FY2018.

Library Automation Systems

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Intergovernmental | - | 74,371 | 74,371 | 182,404 |
| Charge for Service | 131,891 | - | - | - |
| Use of Fund Balance | - | 79,619 | 79,619 | 337,446 |
| Revenue Totals | \$ 131,891 | 153,990 | 153,990 | 519,850 |
| Salaries & Benefits | 138,217 | - | - | 148,673 |
| General Operating & Maintenance | 42,510 | - | - | 371,177 |
| Transfer Out & Other | 1,131 | - | - | - |
| Project Budget Account | - | 153,990 | 153,990 | - |
| Expenditure Totals | \$ 181,858 | 153,990 | 153,990 | 519,850 |
| Number of FTE's | 2.00 | 2.00 | - | 2.00 |
| Number of AP's | | 2.00 | - | 2.00 |

FUND PURPOSE AND GOALS

The Library Automation Systems Sharing Fund was established in 1986 (M&C G-73110) to facilitate shared technology services among Fort Worth and other area cities. Currently, the fund supports the Fort Worth, Benbrook, Burleson, and Haltom City, Keller, Richland Hills and Watauga libraries. Participating cities pay into the fund. Funds in this account are reserved to offset the costs associated with operating and improving library system operations.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$519,850 which is an increase of \$365,861 over the FY2017 Adopted Budget.

The adopted budget increases by \$108,033 for Intergovernmental Revenue. The program income

will offset Other Contractual Services expenses resulting from the approval of an improvement package.

The adopted budget increases by \$148,673 for Salaries and Benefits based on adjustments made to reflect class and compensation study and a 3% increase in budgeted salaries for pay for performance. The fund has 2 authorized positions.

The adopted budget increases by \$371,177 for Other Contractual Services after the approval of an improvement package, which funds an increase in contractual services expenses to cover for projected increase in costs associated with improving library system operations.

Special Donations

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 222,050 | 7,540,257 | 7,640,152 | 2,027,260 |
| Other | 594,034 | - | - | - |
| Transfer In | 372,800 | - | - | - |
| Revenue Totals | \$ 1,188,884 | 7,540,257 | 7,640,152 | 2,027,260 |
| Salaries & Benefits | 551,817 | - | - | - |
| General Operating & Maintenance | 348,524 | - | 111,152 | 27,260 |
| Transfer Out & Other | - | 7,540,257 | 7,529,000 | 2,000,000 |
| Expenditure Totals | \$ 900,341 | 7,540,257 | 7,640,152 | 2,027,260 |
| Number of FTE's | - | - | - | - |
| Number of AP's | | - | - | - |

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, a budget journal entry will transfer both the revenue and expenditure budget to

the applicable center for the department receiving the donation within the Fund.

FY2018 DISCUSSION

Participating departments include the City Manager's Office, Neighborhood Services, Code Compliance, Fire, Police, Park and Recreation and Library departments.

For FY2018, the budget was aligned with prior year actuals which resulted in a significant reduction to the fund.

Alliance Airport Facility Maintenance

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 5,048,006 | 553,667 | 553,667 | 453,667 |
| Other | 6,392,371 | 2,094,861 | 3,894,861 | 2,094,861 |
| Use of Fund Balance | - | 3,548,948 | 3,548,948 | 3,648,948 |
| Revenue Totals | \$ 12,440,377 | 6,197,476 | 7,997,476 | 6,197,476 |
| General Operating & Maintenance | 6,703,816 | 5,800,576 | 7,900,576 | 6,197,476 |
| Capital Accts | - | 96,900 | 96,900 | - |
| Transfer Out & Other | 1,000,000 | 300,000 | - | - |
| Expenditure Totals | \$ 7,703,816 | 6,197,476 | 7,997,476 | 6,197,476 |
| Number of FTE's | - | - | - | - |
| Number of AP's | | - | - | - |

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.

FY2018 DISCUSSION

The Alliance Airport Facility was transferred to the General Fund from the Alliance Airport Authority and the financial reporting of the Alliance Airport Maintenance Fund is still under consideration; it will either be reported as a stand-alone Special Revenue Fund or combined with the General Fund. The revenue generated from this facility in excess of the agreement and expenses is transferred to the General Fund revenue. The City pays for the expenses related to the facility based on the invoices provided by the Hillwood Management Company.

Court Technology Project

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 280,683 | 313,491 | 313,491 | 209,046 |
| Use of Money & Property | - | 16,112 | 16,112 | 16,112 |
| Use of Fund Balance | - | - | - | 200,960 |
| Revenue Totals | \$ 280,683 | 329,603 | 329,603 | 426,118 |
| Salaries & Benefits | - | - | - | 3,249 |
| General Operating & Maintenance | 389,391 | - | - | 422,869 |
| Project Budget Account | - | 329,603 | 329,603 | - |
| Expenditure Totals | \$ 389,391 | 329,603 | 329,603 | 426,118 |
| Number of FTE's | - | - | - | - |
| Number of AP's | | - | - | - |

FUND PURPOSE AND GOALS

Under the direction of the Municipal Court Department, the Court Technology Project of the Special Trust Fund was established under the authority of Article 102.0172 of the Texas Code of Criminal Procedure. This article provides authority for a governing body of a municipality to adopt an ordinance to establish a technology fund.

The fund is to be administered by or under the direction of the governing body of the municipality. The ordinance creates a fee in an amount not to exceed \$4 to be collected upon all convictions. The fund must be dedicated to financing the purchase and maintenance of technological enhancements for the Municipal Court including, but not exclusively limited to: computer systems, computer hardware, computer software, imaging systems and docket management systems.

The Code Construction Act (Ch. 311, G.C) defines “include” and “including” as terms of enlargement

and not of limitation or exclusive enumeration. Hence, the purchase of technological enhancements is not limited to the list of items described above, but must be specifically for court technology. During FY2017, this project was utilized to fund activities related to implementing the new case management system, eCourt. Accordingly, the project funds the recurring service agreement cost for the current case management system, CourtView. Additionally, utilization included the successful implementation of the Court’s first automated Jury Management System. The Jury Management System allows online check in and tracking for jurors. The new system will enable those who are called for jury duty to perform certain options online without having to call or come to the courthouse. This is a substantial improvement for citizens and staff.

MAJOR ACCOMPLISHMENTS

This project provided two positions, a contracted project manager and project assistant, to administer

Court Technology Project

the project phases of the eCourt case management system.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$426,118 which is an increase of \$96,515 from the FY2017 adopted budget.

The Court Technology Project fund will continue to be utilized to support current technology programs and initiatives, included but not limited to implementation of eCourt case management system. This dedicated funding will be leveraged to enhance court operations through technology.

HORIZON ISSUES

Over the last five years, the Court has seen a decline in case filings. This trend has continued and impacts the available funds in this project. The available fund balance for court technology is projected to be depleted within the next 5 – 6 years. Subsequently, the project's ability to support ongoing system maintenance costs and fund technological improvements will be continuously evaluated.

Court Security Project

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 210,569 | 230,943 | 230,943 | 164,901 |
| Use of Money & Property | - | 2,120 | 2,120 | 2,120 |
| Use of Fund Balance | - | 125,777 | 125,777 | 58,617 |
| Revenue Totals | \$ 210,569 | 358,840 | 358,840 | 225,638 |
| Salaries & Benefits | 241,785 | - | - | 146,138 |
| General Operating & Maintenance | 177,953 | - | - | 79,500 |
| Project Budget Account | - | 358,840 | 358,840 | - |
| Expenditure Totals | \$ 419,737 | 358,840 | 358,840 | 225,638 |
| Number of FTE's | 4.00 | 4.00 | - | 3.00 |
| Number of AP's | | 4.00 | - | 3.00 |

FUND PURPOSE AND GOALS

Under the direction of the Municipal Court Department, the Court Security Project of the Special Trust Fund was established under the authority of Article 102.017 of the Texas Code of Criminal Procedure. This legislation allows a governing body of municipality, by ordinance, to create a municipal court building security fund. The fund has a total of 2.0 A.P. / 2.0 FTE.

Article 102.017 of the Code of Criminal Procedure provides authority for cities to create a \$3 Building Security Fee. After the City adopts an ordinance to establish the fund, the court must assess the fee upon all convictions.

The money collected under this fund is dedicated to providing security services for municipal courts. It may be used only for security personnel services, and items related to buildings that house the operations of municipal courts including:

- The purchase or repair of x-ray machines and conveying systems;
- Handheld and walk-through metal detectors and signage, identification cards and systems;
- Locks, chains, alarms, or similar security devices and electronic locking and surveillance equipment;
- Bailiffs, deputy sheriffs, deputy constables, or contract security personnel during times when they are providing appropriate security services;
- Confiscated weapon inventory and tracking systems;
- The purchase or repair of bullet-proof glass, and- Continuing education on security for court personnel and security personnel.

In 2011, state legislature expanded the list of approved uses for this fund to include warrant officers and related equipment. Sec 102.107(d-1)(12). Attorney General Opinion JC-0014 (1999) stated that given the legislative history and the express terms of Article 102.017(d), security items

Court Security Project

that may be purchased are limited to the items in Article 102.017.

However, in 1999, the Legislature amended Article 102.017 and added the word “including”. The Code Construction Act (Ch. 311, G.C.) says that the word “including” is a term of enlargement and not of limitation or exclusive enumeration, and use of the term does not create a presumption that components not expressed are excluded. Hence, the purchase of security items is not limited to the list, but must be specifically for court security.

enhancements in facilities not designed for our purpose. This creates a greater drain on resources and requires imaginative solutions. We will need to stay in step with developing technology and implement such technology where practical.

The Court Security Project is performance driven. The current trend of diminishing case filings significantly affects funding. The practice of using volatile funds for personnel related expenses needs to be addressed. Due to the nature of this revenue stream it is doubtful it is sustainable for this use.

MAJOR ACCOMPLISHMENTS

Court Security Funds have been utilized for a number of enhancements in our court facilities. Additional access control devices have been added in specific places bolstering the security of our business processes and assuring CJIS compliance.

A number of projects are in process to improve our security posture with the addition of upgraded exterior lighting, video surveillance capabilities and ballistic protection.

FY2018 DISCUSSION

The Department’s FY2018 adopted budget is \$225,638 which is a decrease of \$133,202 from the FY2017 adopted budget.

The Salaries and Benefits line items change by (\$137,001) and (1.00) A.P. / (1.00) FTE due to the elimination of one position from the Court Security Project. The personnel will be moved into a Municipal Court’s General Fund positions.

HORIZON ISSUES

An uncertain world requires vigilance for emerging threats. As the Court expands and decentralizes there will be a greater need for security

Juvenile Case Management Project

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|-------------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 188,993 | 198,695 | 198,695 | 95,448 |
| Use of Money & Property | - | 3,230 | 3,230 | 3,230 |
| Other | 4 | - | - | - |
| Use of Fund Balance | - | - | - | 34,348 |
| Revenue Totals | \$ 188,997 | 201,925 | 201,925 | 133,026 |
| Salaries & Benefits | 175,771 | - | - | 125,826 |
| General Operating & Maintenance | 1,033 | - | - | 7,200 |
| Project Budget Account | - | 201,925 | 201,925 | - |
| Expenditure Totals | \$ 176,805 | 201,925 | 201,925 | 133,026 |
| Number of FTE's | 3.00 | 3.00 | - | 2.00 |
| Number of AP's | | 3.00 | - | 2.00 |

FUND PURPOSE AND GOALS

Under the direction of the Municipal Court Department, the Juvenile Case Management Project of the Special Trust Fund was established under the authority of Article 102.0174 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. The fund has a total of 2.0 AP. / 2.0 FTE.

Article 102.0174 of the Code of Criminal Procedure provides city councils with the authority to create a Juvenile Case Manager Fund and may require a defendant convicted of a fine-only misdemeanor offense to pay a Juvenile Case Manager Fee not to exceed \$5. Prior to a 2011 amendment, a city could collect and accumulate these funds prior to the establishment of the position and the hiring of a juvenile case manager.

Article 102.0174 was amended, effective September 1, 2011, to prohibit a local government from collecting the juvenile case manager fee if they do not employ a juvenile case manager.

The Juvenile Case Manager Fee collected under article 102.0174 is distinct from the Truancy Prevention and Diversion Fund fee collected per Article 102.015 of the Code of Criminal Procedure.

MAJOR ACCOMPLISHMENTS

This fund provided for three authorized positions, associated benefits and related costs to process all truant conduct and parent contributing cases.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$133,026 which is a decrease of \$68,899 from the FY2017 adopted budget.

Juvenile Case Management Project

The Salaries and Benefits line items change by (\$68,899) and (1.00) A.P. / (1.00) FTE due to the elimination of one position from the Juvenile Case Management Project.

Due to the potential volatility of this fund, the department is developing a plan to migrate the salary and benefits of personnel out of this fund.

HORIZON ISSUES

Due to significant legislative changes to Truant Conduct filings from criminal to civil cases has greatly impacted the number of cases filed with the court. As a result the amount of funds and resources needed to address the related cases has decreased. To mitigate the depletion of funds, the court has reduced the number of FTEs from 3.00 in FY2017 to 2.00 in FY2018 being funded through this fund.

LEOSE Project

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|------------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Intergovernmental | 4,065 | 4,224 | 4,224 | - |
| Revenue Totals | \$ 4,065 | 4,224 | 4,224 | - |
| General Operating & Maintenance | 12,548 | - | - | - |
| Project Budget Account | - | 4,224 | 4,224 | - |
| Expenditure Totals | \$ 12,548 | 4,224 | 4,224 | - |
| Number of FTE's | - | - | - | - |
| Number of AP's | | - | - | - |

FUND PURPOSE AND GOALS

The State Comptroller of Public Accounts is directed, under Section 1701.157 of the Texas Occupations Code, to make allocations from the Law Enforcement Officer Standards and Education (LEOSE) account to qualified law enforcement agencies.

Twenty percent of the LEOSE funds are allocated to all local law enforcement agencies in Texas in equal shares. Eighty percent of the LEOSE funds are allocated to local law enforcement agencies based on the agency's ability to meet certain statutory requirements.

Under the direction of the Municipal Court Department, the Marshal Division receives funds from Comptroller of Public Accounts (Comptroller). The Comptroller collects and deposits proceeds from court costs into the account. Section 1701.157 of the Texas Occupations Code sets forth the two permissible uses of these funds.

LEOSE funds are used to provide necessary training, as determined by the City Marshal, to full-time law enforcement and support personnel within the Marshal Division such as a telecommunicator.

MAJOR ACCOMPLISHMENTS

Deputy City Marshals attended more than 3,000 hours of training in 2017 provided in part by LEOSE funds. This training is vitally important for the growth of the individual deputy as well as the organization.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$0.00 which is a decrease of \$4,224 from the FY2017 adopted budget.

To face the changing dynamics of law enforcement relevant comprehensive training is an absolute necessity. The Marshal Division will continue to explore diverse training opportunities to enhance our capabilities and mission readiness. It is allocated based on the number of filled positions.

HORIZON ISSUE

Although our traditional funding is inadequate, these monies offset expenses that would otherwise impact the General Fund. This fund is evaluated in every legislative session and therefore volatile as

LEOSE Project

long-term funding. Should this appropriation cease, the Marshal Division will have to leverage other funding sources or rely exclusively on the General Fund for ongoing training.

Truancy Project

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|------------------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 54,349 | 56,790 | 56,790 | 40,927 |
| Revenue Totals | \$ 54,349 | 56,790 | 56,790 | 40,927 |
| General Operating & Maintenance | - | - | - | 10,000 |
| Transfer Out & Other | - | - | - | 30,927 |
| Project Budget Account | - | 56,790 | 56,790 | - |
| Expenditure Totals | \$ - | 56,790 | 56,790 | 40,927 |
| Number of FTE's | - | - | - | - |
| Number of AP's | | - | - | - |

FUND PURPOSE AND GOALS

Under the direction of the Municipal Court Department, the Truancy Prevention and Diversion Project of the Special Trust 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.

Article 102.015 of the Code of Criminal Procedure establishing the Truancy Prevention and Diversion Fund as a dedicated account in the general revenue fund. The bill requires a person convicted in municipal or justice court of an offense, other than an offense relating to a pedestrian or the parking of a motor vehicle, to pay as a court cost \$2 in addition to other court costs, and establishes that, for purposes of the bill's provisions, a person is considered to have been convicted if a sentence is imposed or the defendant receives deferred disposition in the case. The bill establishes that such

court costs are collected in the same manner as other fines or costs and requires an officer collecting the costs to keep separate records of the funds collected as costs under the bill's provisions and to deposit the funds in the county treasury or municipal treasury, as applicable.

The fee collected under Article 102.0174 (the juvenile case manager fee) is distinct from the Truancy Prevention and Diversion Fund fee collected per Article 102.015 of the Code of Criminal Procedure.

FY2018 Discussion

The Department's FY2018 adopted budget is \$40,927 which is a decrease of \$15,863 from the FY2017 adopted budget.

Community Programs Fund Statement

FUND PURPOSE AND GOALS

The City of Fort Worth Neighborhood Services Department receives revenue from donations, trust funds, etc. the Special Trust Fund includes 37 subfunds.

Providing additional Community Center Program Support:

- Separate trust sub funds provide for enhanced programming and additional staffing for extended operational hours for each community center: Southwest, Andrew “Doc” Session, Como, Martin Luther King Jr., North Tri-Ethnic, Northside, Southside and Worth Heights. Funds received include private donations and grants, and fees for enhanced programming conducted by contract instructors or provision of staffing for additional center operational hours. Enhanced program fees also provide for after school program supplies and staffing.

Providing Other Program Support includes:

- Day Camp which provides for the summer day camp program and intercession programs through the collection of registration fees and receipt of private donations and grants;

Providing additional Operational Support:

- Water Aid which provides for assistance to eligible City of Fort Worth Water Department customers in paying their water bills and/or repairs to plumbing related to pressurized leaks through private donations received through the water billing system and administered by the Community Action Partners Program.

- Community Services Special Trust Fund which provides for additional funds to assist City of Fort Worth Community Action Partners Program in addressing additional funding needs to deliver assistance and referral services through funding from eligible savings and other funding sources as available.

Funding is provided by the various donors quarterly or semi-annually; any funds remaining from the current year’s donations are used to offset the following year’s costs. Fees are collected prior to the programs being provided. The items shown are a portion of the Neighborhood Services Department Special Trust Fund subfunds that will provide support for FY2018. Other subfunds not shown are not anticipated to have activity in FY2018 and will be included in the annual budgets once activity is anticipated. Any remaining funds in the Special Trust Fund not used in FY2018 will be available for future year’s program uses.

Community Programs

Summary

| | FY16 | FY17 | FY17 | FY18 |
|---|---------|----------------|----------------|----------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| ANDREW DOC SESSION COMM CTR P_S00040 | 5,578 | 16,500 | 16,500 | - |
| Botanic Garden BRIT Maintenanc P_S00161 | 56,631 | 102,923 | 102,923 | - |
| BOTANICAL GARDEN FWBS EDUC P_S00156 | 116,446 | 196,624 | 196,624 | - |
| BOTANICAL GARDEN FWBS MAINT P_S00154 | 189,334 | 257,191 | 257,191 | - |
| BOTANICAL GARDEN FWGC MAINT P_S00155 | 152,131 | 203,764 | 203,764 | 1,231,575 |
| BOTANICAL GARDN FULLER FOUNDTN P_S00153 | 115,474 | 102,328 | 102,328 | 25,000 |
| BOTANICAL GARDN FWGC SUPPORT P_S00152 | 194,531 | 758,556 | 758,556 | 456,250 |
| CABLE T. V. P_S00022 | 697,295 | 1,475,000 | 1,475,000 | 10,000 |
| CHISHOLM TRAIL COMMUNITY CTR P_S00060 | 67,274 | 111,154 | 111,154 | 16,500 |
| COMO COMMUNITY CENTER P_S00041 | 363 | 20,000 | 20,000 | 20,000 |
| DAY CAMP NS P_S00159 | 130,142 | 119,186 | 119,186 | 37,797 |
| DAY CAMP PARKS P_S00035 | 331,265 | 488,200 | 488,200 | 41,534 |
| DEVELOPER TECH IMPROVEMENTS P_S00164 | - | - | 85,000 | 24,015 |
| DIAMOND HILL COMMUNITY CENTER P_S00042 | 4,143 | 34,600 | 34,600 | 18,555 |
| ENERGY AID P_S00104 | 694 | 30,000 | 30,000 | 21,002 |
| EUGENE MCCRAY COMMUNITY CENTER P_S00043 | 566 | 9,300 | 9,300 | 9,000 |
| FIRE STATION COMMUNITY CENTER P_S00044 | 51,362 | 58,131 | 58,131 | 5,000 |
| GENERAL PARK IMPROVEMENTS P_S00032 | 45,000 | 58,600 | 58,600 | 6,081 |
| GREENBRIAR COMMUNITY CENTER P_S00045 | 37,295 | 65,360 | 65,360 | 6,000 |
| GREER ISLAND P_S00031 | 95,993 | 152,855 | 152,855 | 74,438 |
| HANDLEY COMMUNITY CENTER P_S00046 | 1,775 | 6,440 | 6,440 | 6,732 |
| HIGHLAND HILLS COMMUNITY CNTR P_S00047 | 17,293 | 30,928 | 30,928 | 44,727 |
| HILLSIDE COMMUNITY CENTER P_S00048 | 1,045 | 7,240 | 7,240 | - |
| MLK COMMUNITY CENTER P_S00049 | 2,411 | 9,000 | 9,000 | - |
| MOBILE RECREATION PROGRAMS P_S00125 | 1,559 | 90,000 | 90,000 | - |
| NATURE CENTER ENTRY FEES P_S00062 | 175,402 | 231,212 | 231,212 | 225,638 |
| NORTH TRI COMMUNITY CENTER P_S00050 | 4,438 | 5,000 | 5,000 | 426,118 |
| NORTHSIDE COMMUNITY CENTER P_S00051 | 1,052 | 30,000 | 30,000 | 133,026 |
| Police LEOSE P_S00160 | 158,640 | 148,089 | 148,089 | - |
| R D EVANS COMMUNITY CENTER P_S00052 | 44,964 | 46,811 | 46,811 | - |
| RIVERSIDE COMMUNITY CENTER P_S00053 | 7,938 | 18,540 | 18,540 | - |
| SOUTHSIDE COMMUNITY CENTER P_S00054 | 2,709 | 6,000 | 6,000 | - |
| SOUTHWEST COMMUNITY CENTER P_S00055 | 77,342 | 105,333 | 105,333 | 90,000 |
| SUMMER SWIM PROGRAM P_S00036 | 1,540 | 10,000 | 10,000 | - |
| SYCAMORE COMMUNITY CENTER P_S00056 | 2,130 | 6,370 | 6,370 | - |
| THOMAS PLACE COMMUNITY CENTER P_S00057 | 15,204 | 38,336 | 38,336 | (0) |
| Victory Forest Recreation Cent P_S00162 | - | 100,000 | 100,000 | (0) |

Community Programs

| | | | | |
|---|--------------|-----------|-----------|-----------|
| WATER/GARBAGE/PLUMBING ASSIST P_S00063 | 23,604 | 24,000 | 24,000 | 100,000 |
| WORTH HEIGHTS COMMUNITY CENTER P_S00059 | 10,615 | 17,300 | 17,300 | - |
| Total Community Programs | \$ 2,841,180 | 5,190,871 | 5,275,871 | 3,028,988 |



Enterprise Fund Statement

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 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 1.2 million people in Fort Worth and 30 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.

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 five parking garages, twenty surface lots and 2,700 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 Stormwater Utility Fund has the responsibility of providing stormwater management to approximately 200,000 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 of each property and its impact on stormwater management. Debt is issued for large capital projects and utility charges are collected from residents through a monthly fee added to their water bill.

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.

Water and Sewer

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|-----------------------------|----------------------|--------------------|--------------------|--------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| License & Permits | 737,217 | 775,000 | 775,000 | 763,685 |
| Charge for Service | 402,974,120 | 413,545,837 | 411,115,175 | 424,513,758 |
| Use of Money & Property | 1,381,519 | 715,578 | 715,578 | 788,384 |
| Other | 11,267,275 | 10,450,000 | 10,450,000 | 10,481,274 |
| Transfer In | 9,376,981 | 9,088,920 | 11,519,582 | 17,377,339 |
| Revenue Totals | \$425,737,112 | 434,575,335 | 434,575,335 | 453,924,440 |
| Salaries & Benefits | 66,106,347 | 67,593,929 | 67,593,929 | 73,129,408 |
| Gen Operating & Maintenance | 162,025,684 | 183,992,700 | 175,175,812 | 189,705,088 |
| Debt Service Accts | 3,793,734 | 2,201,813 | 2,962,913 | 2,201,813 |
| Transfer Out & Other | 173,113,674 | 180,786,893 | 188,842,681 | 188,888,131 |
| Expenditure Totals | \$405,039,438 | 434,575,335 | 434,575,335 | 453,924,440 |
| Number of FTE's | 937.00 | 949.00 | - | 965.30 |
| Number of AP's | - | 949.00 | - | 969.00 |

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. The City of Fort Worth Water Department (the Utility) serves approximately 1.2 million people in Fort Worth and 30 surrounding communities. Operations are financed through a rate structure based on the amount of services used, which is 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 water cooling towers.

The Utility's Business Services Division performs metering services and billing and collection functions for water, sewer, stormwater,

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environmental, and solid waste services; processes orders for new services; collects delinquent payments; and investigates complaints. Also, the division manages water programs to encourage efficient water use, coordinates fiscal and administrative functions for the department, prepares budget requests and capital improvement plans, determines rates, and compiles reports and information on operations. The division is also responsible for coordinating the Utility's internal and external communications and supports all technology needs of the Utility.

The Engineering and Regulatory Services Division is responsible for planning and managing all water and sewer capital projects and performing in-house engineering work. 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 Production Division treats and distributes a safe water supply to meet customer needs, and includes five water treatment plants and various water storage and pumping facilities located throughout the city. It is also responsible for the metering of all the wholesale customer cities' water and sewer services.

The Water Reclamation Division provides sewer treatment through one water reclamation facility and treats biosolids for beneficial re-use through land application. The facility re-uses biogas resulting from the treatment process within the facility to reduce its energy demand. The division also 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 Field Operations Division is responsible for the maintenance and repair of the water distribution system and sewer collection system, as well as cleaning of the sewer collection system.

MAJOR ACCOMPLISHMENTS

The Water Department has addressed several important initiatives over the last year, including:

Asset Management Implementation: the Utility has continued the implementation of Maximo software to assist with asset management across the Utility. Implementation has been completed at all water treatment plants and the water reclamation facility, and Maximo has been upgraded in the Field Operations division. The system will be implemented in the Meter Services section in the coming months. Maximo is a sophisticated maintenance management system that enhances asset management; work order planning, scheduling, and tracking; as well as workforce productivity and inventory management.

Lead Service Line Identification: The Utility continues to identify lead service lines in the water distribution system with the goal of completing the assessment of all water service lines within Loop 820 by mid-FY2018. Because the area within the loop consists of older homes that were built when the use of lead was more prevalent, this area is where staff expects to find the most lead service lines. To-date, lead has been found in a small number of lines. Once found, staff is notifying the homeowners and taking steps to replace the lead services.

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Virtual Hold Customer Service Tool: The Utility has recently completed the implementation of Virtual Hold, a customer service tool that enables citizens to leave a phone number through the automated system and receive a return call from the next available representative, virtually “holding” their place in the call queue.

Water and Sewer Impact Fees: New impact fees were implemented on April 1, 2017. For the first time, the calculation included the growth-related debt incurred by the Tarrant Regional Water District and the Trinity River Authority, from whom the Utility purchases raw water and wastewater treatment services, respectively.

Summary of Departmental Awards

EPA WaterSense 2017 Excellence Award: This award was presented to the Water Department for Excellence in Promoting WaterSense. The Utility was recognized for distributing more than 2,400 free high-efficiency toilets saving more than 15 million gallons of water and 233 free EPA-certified showerheads.

EPA WaterSense 2016 Excellence Award: This award was presented to the Water Department for Excellence in Education and Outreach. The Utility was recognized for multiple outreach events, including the Chasing Leaks 5K run and posting conservation-focused videos that gained 97,000 views on social media.

Platinum 27 Peak Performance Award: Presented by the National Association of Clean Water Agencies, the award recognizes member agency facilities for outstanding compliance with their National Pollutant Discharge Elimination System (NPDES) permit limits. Platinum Awards recognize 100 percent compliance with NPDES

permits over at least a consecutive five year period. The Village Creek Water Reclamation Facility has 27 consecutive years of 100 percent compliance with its permit.

Texas Water 2017™ Awards: Texas Water™ is the joint annual educational and technical conference of the Water Environment Association of Texas and the Texas Section-American Water Works Association. It is the Largest Regional Water Conference in the U.S.™ Texas Water™ awards include:

Watermark Award for the Annual Water Quality Report (2015 data): The Watermark Award for communications excellence recognizes Texas Section-American Water Works Association and Water Environment Association of Texas members who have produced top quality communications.

First place in the Texas Section-American Water Works Association’s Top Ops Competition and Third Place in the National American Water Works Association’s Top Ops Competition: The Top Ops competition recognizes and promotes excellence and professionalism in all aspects of water operations by establishing a contest that gives operators the opportunity to showcase their talents. The competition tests the everyday know-how of water treatment operators in a “college bowl” format.

Second place in the Texas Section-American Water Works Association’s Women’s Pipe Tapping Competition: The AWWA National Tapping Contest is a high energy competition of skill and strength in which water operators open a cement-lined, ductile iron pipe and install a tap in a race against time. This year was the second year that

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a women's team was entered in the competition representing the Fort Worth Water Department.

Third place in the Texas Section-American Water Works Association's Men's Pipe Tapping Competition: The AWWA Pipe Tapping Contest is a high energy competition of skill and strength in which water operators open a cement-lined, ductile iron pipe and install a tap in a race against time.

Summary of Capital Projects by Category

Regulatory, Risk and Reliability Projects: The Utility initiated a multi-year program that identifies the location, size, and material of each water service within the Fort Worth water distribution system. As part of this program, lead services that are identified are being given the highest priority for replacement. In FY2017, several projects were designed and bid that will replace existing lead services found as part of this program.

The Utility is nearing completion of the ten year Sanitary Sewer Overflow Initiative (SSOI) voluntary compliance program administered by the TCEQ (2007 to 2017). Over the ten year period, approximately \$170 million of investment in renewal and capacity improvements to the wastewater collection system has resulted in substantial reduction in sanitary sewer overflows. The Utility would like to continue this trend and has submitted a Notice of Intent to continue participation in this program.

Construction is in progress on the former Riverside Wastewater Treatment Plant Demolition and Sludge Lagoon Excavation and Disposal Project, designed to finalize the environmental remediation of the site with the goal of reclaiming the property for beneficial use by the public.

Growth Projects: The Utility completed the first phase of construction on the new 48-inch water line designed to increase pumping from the Eagle Mountain and Holly Water Treatment Plants in order to meet demands from residents in north Fort Worth and our wholesale customers of Keller, Southlake, Northlake, Roanoke, Haslet, Trophy Club, and Westlake. In addition, a new five million gallon ground storage tank was constructed in far north Fort Worth, designed to increase the available storage and reliability to the same areas.

The Utility is finalizing designs and preparing bid packages for the Village Creek Parallel Relief Sewer projects that will significantly increase the wastewater collection capacity for growth in south Fort Worth, especially along the eastern shore of Lake Benbrook and Chisholm Trail Parkway, as well as growth within the wholesale customers of Crowley and Burleson.

Operational Efficiency and Improvement Projects: Construction is in progress on the Village Creek Water Reclamation Plant Peak Flow Management Facility, designed to store the diluted peak wastewater flows resulting from storm events for recirculation back to the head of the plant for advanced treatment prior to discharge.

Rehabilitation and Replacement Projects: The Utility has continued its investment in the cash-funded water distribution and wastewater collector main renewal program in collaboration with the Transportation and Public Works street maintenance and replacement programs.

Regional Initiatives: The Utility continued its investment in projects supporting redevelopment corridors such as the Cultural District, Near Southside Area, and the Trinity River Vision

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program. The Utility also coordinated with transportation agencies (TxDOT) for utility relocation projects along SH 114 and IH 35.

Rehabilitation and Replacement; Operational Efficiency and Improvements; Growth Projects:

The Utility continued its investment in facility renewal projects such as the recently completed Sun Country Tank Rehabilitation Project and the Rolling Hills Flocculation Basin Improvements. The Utility also completed construction of the new Walsh Ranch and Ventana pump stations, designed to serve new developments in west Fort Worth.

FY2018 DISCUSSION

The FY2018 adopted budget of \$453,924,440 is an increase of \$19,349,105 from the FY2017 adopted budget.

The adopted budget increases by \$227,548 and two authorized positions as a result of two approved optimization packages to provide leadership and support related to growth and development in the engineering development section.

The adopted budget increases by \$196,551 and three authorized positions as a result of three approved optimization packages for one water systems technician in the SCADA operations center at the Holly complex, one water systems mechanic at the Eagle Mountain Water Treatment Plant to address growth in the water distribution system, and one senior water systems mechanic/planner-scheduler to fully utilize the recently implemented asset management system.

The adopted budget increases by \$192,537 and two authorized positions as a result of an approved optimization package for two IT technical support

analysts to support the core technical systems of the MyH2O program required for full implementation.

The adopted budget increases by \$83,588 and one authorized position as a result of an approved exception package for a grants specialist in the regulatory compliance section to address additional regulatory monitoring and reporting requirements.

The adopted budget increases by \$46,668 and one authorized position as a result of an approved exception package for one maintenance worker to support the liquid waste hauler program for the sewer pretreatment section.

The adopted budget increases by \$41,769 and one authorized position as a result of an approved optimization package for one construction inspector and a vehicle to provide inspection of large water and sanitary sewer mains during construction for the Engineering Division.

The adopted budget increases by \$5,395,852 for additional pay-go cash financing to improve debt service coverage ratios and support the capital improvement program.

The adopted budget increases by \$4,746,818 for salary and benefits costs to capture the adjustments for the proposed pay for performance incentive and increased health insurance costs; and to allow for increased overtime while the fund experiences high vacancies.

The adopted budget decreases by (\$3,713,714) in the planned contribution to reserves because of a projected significant contribution to reserves in FY2017 as a result of strong sewer service sales and operational savings.

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The adopted budget increases by \$3,489,430 for debt principal and interest from the issuance of \$180 million in new debt in 2017.

The adopted budget increases by \$2,794,834 for contractual costs related to a gas turbine exchange and the rebuilding of two belt presses at the water reclamation facility, as well as emergency response to main breaks and water main condition assessments.

The adopted budget increases by \$1,953,920 for additional vehicle and equipment replacement purchases to address the aging fleet.

The adopted budget increases by \$1,660,900 for street rental and administrative costs transferred to the General Fund.

The adopted budget increases by \$1,039,825 for professional services to support operational efficiencies and define future capital needs.

The adopted budget decreases by (\$632,187) in the raw water purchase from the Tarrant Regional Water District, due to a slight reduction in rates.

The adopted budget increases by \$549,110 for the purchase of additional residential water meters due to growth and development.

The adopted budget includes the recognition of 10 A.P / 6.3 FTE previously managed as temporary employees not reflected in the department's position count. This change has no budgetary impact but more transparently reflects the size of the workforce.

HORIZON ISSUES

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 in west Fort Worth 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. 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, construction could start as early as 2023.

MyH2O Program: 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. The Utility has completed Phase I, consisting of the planning, system design and acquisition of network infrastructure and is moving into Phase II in FY2018. Phase II consists of the initial

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deployment of all systems to approximately 11,000 customer locations, along with staff training, and validation of performance results. Education and outreach efforts will occur prior to deployment. Once validated, the Utility will move forward with full city-wide deployment over several years in Phases III and IV. Fully implemented, MyH2O will enhance the customer experience by providing valuable, personalized information about water use, improving the efficiency and options for interacting with the Utility and providing additional billing and payment capabilities. In addition, the program will improve revenue recovery, provide more frequent and granular data to address issues within the Utility's distribution system, improve system modeling and enable targeted customer outreach.

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Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|---|----------------|-------------------|----------------|---------------|
| Financial Viability | | | | |
| This service area focuses on the financial health of the organization. Metrics based on this perspective allow management to gauge indicators related to cash collections to funding capital debt. | | | | |
| Number Days cash on hand (days funded operating) | 118 | 140 | 62 - 250 | 62 - 250 |
| Ratio of outstanding debt to total assets | 0.25 | 0.25 | <=.50 | <=.50 |
| Infrastructure Strategy & Performance | | | | |
| This service area focuses on the condition of and costs associated with critical infrastructure assets. | | | | |
| Number of main break & leaks per 100 miles of main | 27 | 17.07 | <= 12.7 | 0 |
| Operational Optimization | | | | |
| This service area ensures ongoing, timely, cost-effective, reliable and sustainable performance improvements in all facets of operations. | | | | |
| Number authorized water positions per 1,000 population | 0.39 | 0.37 | >= 0.39 | >= 0.39 |
| Number authorized sewer positions per 1,000 population | 0.36 | 0.36 | >= 0.37 | >= 0.37 |
| Water Resource Sustainability. | | | | |
| This service area ensures water availability consistent with current and future customer needs through long-term resource supply and demand analysis, conservation and public education. | | | | |
| Gallons per capita per day (GPCD) - retail | 158 | 160 | < 168 | < 168 |
| Enterprise Resiliency | | | | |
| This service area ensures utility leadership and staff work together to anticipate and avoid problems. | | | | |
| Water delivery reliability | 100.00% | 99.90% | >= 99.99% | 99.99% |
| Water employee turnover rate | 11% | 9.80% | <= 8.1% | <7% |
| Customer Satisfaction | | | | |
| This service area provides reliable, responsive, and affordable services in line with explicit, customer accepted service levels. Receives timely customer feedback to maintain responsiveness to customer needs and emergencies. | | | | |
| Percent of calls answered within 60 seconds (water call center) | 79.84 | 77.54 | >= 80 | >= 80 |
| J.D. Power customer satisfaction score | 714 | 705 | 709 | 709 |

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Product Quality

This service area relates to the quality of potable water, treated effluent, and process residuals in full compliance with regulatory and reliability requirements and is consistent with customer, public health, and ecological needs.

| | | | | |
|---|------|------|------|-------|
| Number of water quality complaints per 1,000 accounts | 0.14 | 0.15 | <0.5 | <0.25 |
|---|------|------|------|-------|

Stakeholder Understanding & Support

This service area engenders understanding and support from oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs and risk management decisions.

| | | | | |
|---|-------|--------|----------|----------|
| Number of people reached through presentations, public events & plant tours | 4,577 | 15,563 | >=16,000 | >=16,000 |
|---|-------|--------|----------|----------|

Community Sustainability

This service area relates to the Utility being cognizant of and attentive to the impacts its decisions have on current and long-term future community and watershed health and welfare.

| | | | | |
|--|------|----|----|----|
| Water savings from water efficiency incentive programs (million gallons) | 35.5 | 66 | 90 | 90 |
|--|------|----|----|----|

Solid Waste

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|-----------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| License & Permits | 13,580 | 18,900 | 18,900 | 18,785 |
| Charge for Service | 50,049,778 | 50,206,520 | 50,706,520 | 52,533,260 |
| Use of Money & Property | 4,129,046 | 3,752,326 | 4,252,326 | 4,261,021 |
| Other | 4,971,731 | 4,379,265 | 5,079,265 | 5,669,259 |
| Transfer In | - | - | - | 2,330,000 |
| Use of Fund Balance | - | 5,091,341 | 5,091,341 | 573,505 |
| Revenue Totals | \$ 59,164,135 | 63,448,352 | 65,148,352 | 65,385,830 |
| Salaries & Benefits | 7,373,695 | 8,286,738 | 8,286,738 | 8,239,946 |
| Gen Operating & Maintenance | 43,014,825 | 46,059,380 | 44,453,301 | 46,369,561 |
| Capital Accts | - | 28,500 | 28,500 | - |
| Debt Service Accts | - | - | - | 300 |
| Transfer Out & Other | 10,037,916 | 9,073,734 | 12,379,813 | 10,776,023 |
| Expenditure Totals | \$ 60,426,435 | 63,448,352 | 65,148,352 | 65,385,830 |
| Number of FTE's | 113.00 | 119.00 | - | 116.00 |
| Number of AP's | - | 119.00 | - | 116.00 |

FUND PURPOSE AND GOALS

The Code Compliance Department provides residential solid waste collection, recycle processing and waste disposal, as well as other solid waste management-related services within the City. It fulfills these duties through the Solid Waste Division that provides both direct services and manages contracts for third party services.

The Solid Waste Services Division has five functional areas: Contract Compliance provides management over seven solid waste service contracts; Field Operations manages City forces that operate the drop off stations and provides illegal dump investigation and clean up, litter abatement, and dead animal collections; Community Education provides public education and outreach; Planning & Research develops long term plans for Solid Waste

and other areas within the Code Compliance Department; and the overall Solid Waste Administration.

In FY2018, operation and management of the Environmental Collection Center (ECC) transferred from the Environmental Protection Fund to the Solid Waste Fund. The ECC collects and disposes household hazardous waste for City of Fort Worth residents as well as 52 plus participating entities. Mobile collection units are also part of ECC operations.

MAJOR ACCOMPLISHMENTS

2017 Governors Community Achievement Award: Keep Texas Beautiful recognized Keep Fort Worth Beautiful and the Fort Worth community for efforts

Solid Waste

in seven areas including: Community Leadership and Coordination, Public Awareness, Education, Beautification and Community Improvement, Litter Prevention and Cleanup, Solid Waste Management, and Litter Law and Illegal Dumping Enforcement. The City was awarded \$310,000 towards a highway landscape beautification project.

23rd Annual Communicator Awards: The Communicator Awards is the largest and most competitive awards program honoring creative excellence for communications professionals. This award was received for the “Recycle Right, Recycle More” campaign in the Solid Waste Division of Code Compliance as well as for the “Fence Them In – It’s the Law” campaign for the Animal Care & Control Division of Code Compliance.

Unanimous City Council and broad community support for the updated 20 year Comprehensive Plan which added commercial and industrial waste attention.

Opened the City’s fourth Citizen Drop Off Station and added Hazardous Household Waste collection at all four stations. Initiated a new partnership with Goodwill Services for attended collection centers at each station.

FY2018 DISCUSSION

The Fund's FY2018 adopted budget is \$65,385,830, a change of \$1,937,478 based, in part, on the following decisions.

The adopted budget changes by a net of (\$46,972) in salaries and benefits attributable to:

- the transfer of out of 13 authorized positions (APs) related to the call center to the new Communications and Public Engagement Department;
- the transfer out of two technology focused APs to the IT Solutions Department;
- the transfer of five APs from the Environmental Protection Fund for the ECC operations;
- the reclassification of seven seasonal APs for ECC Operations; and
- the addition of funds for pay for performance

The adopted budget changes by \$1,769,318 for professional and technical services related to residential waste pickup. These expenses will be offset by additional revenue related to residential waste billing.

The adopted budget changes by \$1,917,869 in utilities and repairs for disposal costs and expenses transferred from the Environmental Protection Fund for ECC operations.

The adopted budget changes by (\$3,348,146) in purchased services for billing and program service expenses moved to transfers out account.

The adopted budget changes by \$1,702,589 in Transfers for billing and program services expenses moved from purchased services offset by reductions for capital projects.

HORIZON ISSUES

With approval of the City’s Comprehensive Solid Waste Management Plan, the focus will now shift to implementation of the plan. To further this effort, the Department will work towards final implementation of the new materials management team with the responsibility to work with the Fort Worth community to identify ways to minimize waste going to the landfill.

Due to static residential service fees since 2007, continued increases in various operational programs and additional programs, maintaining the residential rates will not be sustainable in future years, requiring an increase.

Municipal Airports

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|-----------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 2,991,093 | 2,713,174 | 2,658,174 | 2,764,927 |
| Use of Money & Property | 2,805,405 | 3,119,841 | 3,119,841 | 3,790,446 |
| Other | 130,935 | 20,600 | 20,600 | 30,080 |
| Transfer In | 497,367 | - | 68,451 | 59,501 |
| Use of Fund Balance | - | - | 77,560 | - |
| Revenue Totals | \$ 6,424,801 | 5,853,615 | 5,944,626 | 6,644,954 |
| Salaries & Benefits | 1,717,548 | 1,904,989 | 1,904,989 | 2,116,379 |
| Gen Operating & Maintenance | 3,289,792 | 3,555,077 | 3,561,650 | 3,844,518 |
| Transfer Out & Other | 370,129 | 393,549 | 477,986 | 684,057 |
| Expenditure Totals | \$ 5,377,470 | 5,853,615 | 5,944,626 | 6,644,954 |
| Number of FTE's | 24.00 | 24.00 | - | 25.50 |
| Number of AP's | - | 24.00 | - | 26.00 |

FUND PURPOSE AND GOALS

The Aviation Department oversees a system of airports, which include Fort Worth Alliance Airport (Alliance), Fort Worth Meacham International Airport (Meacham) and Fort Worth Spinks Airport (Spinks). 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 airports infrastructure in compliance with Federal Aviation Administration (FAA) regulations.

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.

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

Municipal Airports

precision instrument approach, and an FAA contract control tower. A variety of companies that provide aviation services choose Spinks as a base of operations.

MAJOR ACCOMPLISHMENTS

The Alliance Runway Extension project is a multi-phase project that has been in existence since the early 2000's. Aviation is excited about the completion of the extension of runway 16R, which occurred in March 2017. Alliance has also begun the expansion of the Fixed Based Operator facility with the construction of Hangars 3 and 4.

December 2016 marked the substantial completion of the \$23M renovation of the Meacham Administration Building. Aviation staff and tenants soon relocated back into the administration building and American Aero began operating as a Fixed Based Operator out of the building.

On March 23, 2017, the National Business Airport Association (NBAA) Regional Forum was hosted by Meacham Airport and American Aero. These regional forums bring current and prospective business aircraft owners, operators, manufacturers, customers and other industry personnel together for a one-day event.

In January 2017 Spinks Airport acquired the leasehold interest of six hangars which was essential to bridging Spinks' budget gap. Spinks Airport also saw the completion of a much needed perimeter road that paved the way for Fire Station 42, along with increased safety for vehicular traffic at the airport.

FY2018 DISCUSSION

The FY2018 adopted budget is \$6,644,954, which is an increase over the FY2017 budget of \$713,779.

The adopted budget decreased by (\$17,733) in Administrative Costs which represents Aviation's fair portion of General Fund services which has decreased.

The adopted budget decreased by (\$7,000) in the Capital Project Services line item which funds collaborative efforts with Property Management to do smaller scale projects such as to replat airport property and review various real estate documents.

The adopted budget decreased by (\$52,599) in the Electricity line item. The amount projected by Property Management includes the analysis of current year electricity charges that will have a surplus and also takes into account the energy efficiency of the new Administration Building at Meacham.

The adopted budget increases by \$8,400 in order to refresh 7 computers at \$1,200 each.

The adopted budget increases by a total of 2 A.P. / 1.5 FTE after the funding and approval of two improvement packages.

The adopted budget includes \$ 53,245 for funding of an approved improvement package which includes 1.0 authorized position at Meacham Airport for one senior maintenance worker and one intern.

The adopted budget increases by \$19,418 for funding an approved improvement package for salary for a part time intern.

The adopted budget increases by \$168,400 for an improvement package to fund routine maintenance items for the Meacham administration building such as increases in custodial staffing costs and supplies, HVAC maintenance/filters, rug service and annual window cleanings.

Municipal Airports

The adopted budget increases by \$160,000 to construct a new Customs and Border Protection (CBP) office within the newly renovated Meacham Administration Building.

The adopted budget increases by \$100,000 to fund an approved improvement package for the set-up, configuration, and implementation of a new lease management system.

The adopted budget increases by \$37,500 to fund an approved improvement package for increase funding for marketing at Meacham Airport.

The adopted budget increases by \$197,178 to fund an approved improvement package for future capital grant matches at Fort Worth Alliance, Meacham International, and Fort Worth Spinks Airports.

HORIZON ISSUES

The mid-field redevelopment project is going to be very important as Meacham Airport has become built out. This project will allow for additional hangar facilities and based aircraft so Meacham can continue to see good growth. Without this project occurring, Meacham would effectively be out of readily developable land for aeronautical use. The only other available land requires a significantly more expensive project to make developable.

Municipal Airports

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|---|----------------|-------------------|----------------|---------------|
| Management | | | | |
| Manage, supervise and coordinate the activities and operations of all Airports. | | | | |
| Secure a three year average of grant funding in the amount of \$1,000,000.00 (Spinks) | \$ 140,000 | \$ 50,000 | \$ 2,700,000 | \$ 1,000,000 |
| Secure a three year average of grant funding in the amount of \$1,000,000.00 (Meacham) | \$ 550,000 | \$ 2,193,190 | \$ 520,908 | \$ 1,000,000 |
| Secure a three year average of grant funding in the amount of \$1,000,000.00 (Alliance) | \$ 11,228,001 | \$ 11,689,264 | \$ 10,000,000 | \$ 1,000,000 |
| Operations | | | | |
| Perform direct monitoring and evaluation of the airside and landside operational, safety and security functions. Administer all applicable federal, state and local rules, regulations and procedures; perform community relations functions. | | | | |
| Percent of time airport status is 'open' (Spinks) | 100 | 100 | 98 | 98 |
| Percent of time airport status is 'open' (Meacham) | 100 | 100 | 98 | 98 |
| Percent of time airport status is 'open' (Alliance) | 99 | 100 | 98 | 98 |
| Maintenance | | | | |
| Provide a well maintained airport environment through proper planning and scheduling of routine and unscheduled maintenance. | | | | |
| Percent of work orders addressed within 24 hours (Spinks) | 100 | 100 | 90 | 90 |
| Percent of work orders addressed within 24 hours (Meacham) | 92.88 | 100 | 90 | 90 |
| Percent of work orders addressed within 24 hours (Alliance) | 99 | 100 | 90 | 90 |
| Business Development | | | | |
| Attract businesses to the Airport and increase revenue through ground and hangar leases. | | | | |
| Hangar occupancy rate (Spinks) | 100% | 100% | 90% | 90% |
| Hangar occupancy rate (Meacham) | 99% | 99% | 90% | 90% |
| Hangar occupancy rate (Alliance) | 100% | 100% | 90% | 90% |
| Business Development | | | | |
| Attract businesses to the Airport and increase revenue through ground and hangar leases. | | | | |

Municipal Airports

| | | | | | | | | |
|--|----|------|----|------|----|------|----|------|
| Ground lease rates and charges at or above market (Spinks) | \$ | 0.28 | \$ | 0.28 | \$ | 0.35 | \$ | 0.35 |
| Ground lease rates and charges at or above market (Mecham) | \$ | 0.40 | \$ | 0.40 | \$ | 0.35 | \$ | 0.35 |
| Ground lease rates and charges at or above market (Alliance) | \$ | 0.42 | \$ | 0.42 | \$ | 0.35 | \$ | 0.35 |

Municipal Parking

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|-----------------------------|---------------------|------------------|------------------|------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| License & Permits | 10,133 | 12,413 | 12,413 | 12,413 |
| Charge for Service | 7,804,850 | 7,110,019 | 7,310,019 | 7,227,613 |
| Use of Money & Property | 38,509 | 112,312 | 112,312 | 112,312 |
| Other | (315) | 870 | 870 | 870 |
| Transfer In | 259,468 | - | - | - |
| Revenue Totals | \$ 8,112,645 | 7,235,614 | 7,435,614 | 7,353,208 |
| Salaries & Benefits | 661,162 | 709,338 | 664,338 | 762,663 |
| Gen Operating & Maintenance | 2,291,503 | 2,197,784 | 2,442,784 | 2,289,177 |
| Capital Accts | - | - | - | - |
| Debt Service Accts | 271,953 | - | - | - |
| Transfer Out & Other | 4,912,669 | 4,328,492 | 4,328,492 | 4,301,368 |
| Expenditure Totals | \$ 8,137,286 | 7,235,614 | 7,435,614 | 7,353,208 |
| Number of FTE's | 12.00 | 12.00 | - | 12.00 |
| Number of AP's | - | 12.00 | - | 12.00 |

FUND PURPOSE AND GOALS

The Parking Services Section in the Transportation and Public Works Department maintains and manages five parking garages, 20 surface lots and 2,800 metered parking spaces citywide.

The City garages are located at 10th and Taylor Street, 1200 Houston Street, 1301 Commerce Street, 1401 Gendy Street, and 8th and Main Street 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. The remaining parking and

office space not needed by the City is leased on a contractual basis

Metered parking spots are spread across the Central Business District, the Texas Christian University/Berry Street area, the Cultural District and the Hospital District.

In FY2016 Debt Service Payments were budgeted in the Municipal Parking Fund, for FY2018 the Municipal Parking Fund transfers money to the appropriate debt service fund.

MAJOR ACCOMPLISHMENTS

In the past year, the on-street parking Pay-by-Phone revenue has increased 48%. The Pay-by-Phone App provides the ability to pay for parking via a smart phone allowing customers to pay on the go, receive alerts before time expires, and to remotely extend

Municipal Parking

the parking session up to the maximum time allotted for the parking space. Parking payment notifications are transmitted in real time to mobile phones used by the City's Parking Compliance Officers to validate payment and thus, avoid issuing unnecessary citations.

The installed Pay-On-Foot pay stations not only allow customers to pay for parking at their convenience but also improve the parking lot operational efficiency. These stations enable transient parking customers to prepay using cash or credit card prior to exit which effectively shortens payout process time, especially in times of high garage demand.

The Will Rogers Memorial Center (WRMC) Gate 42 Improvement has been completed. Gate improvements meet the diverse needs of the WRMC core customer base where the equestrian and livestock events require a significantly different configuration from the typical vehicular portal including around the clock staffing at certain times of the year. The automation of this gate further meets the client needs of the WRMC and reduces ongoing labor costs as well as diverting traffic off of Montgomery and University.

FY2018 DISCUSSION

The FY2018 adopted budget of \$7,353,208 is an increase of \$117,594 from the FY2017 Adopted Budget.

The adopted budget increases by \$53,325 for Salaries and Benefits due to increased costs associated with staff salaries and pay for performance.

The adopted budget increases by \$155,621 in contractual services for Parking Meters, maintenance and upgrades to the garages based on

the department's forecasted expenditure in FY2017.

The adopted budget decreases by (\$47,013) for operational costs, maintenance, and outside purchased services, mainly driven by a reduction in commercial insurance premiums.

HORIZON ISSUES

Inadequate parking in mixed use areas presents challenges for nearby residential areas as commercial retail parking overflows to residential streets. Residential areas in neighborhoods near commercial/public facilities experience mobility and safety challenges during peak patron periods. Areas like Will Rogers Memorial Center (WRMC) and the West 7th Corridor, for example, are impacted as public facilities are growing at a rapid rate.

The new arena at WRMC is still being evaluated in regards to the effect that it will have on the parking with the WRMC events.

Stormwater Utility

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|-----------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 36,886,536 | 37,792,240 | 37,792,240 | 38,737,046 |
| Use of Money & Property | 233,468 | 278,167 | 278,167 | 250,000 |
| Other | 205 | 20,000 | 20,000 | 20,000 |
| Transfer In | 568,222 | 40,000 | 40,000 | 40,000 |
| Use of Fund Balance | - | - | - | - |
| Revenue Totals | \$ 37,688,431 | 38,130,407 | 38,130,407 | 39,047,046 |
| Salaries & Benefits | 7,227,189 | 7,607,568 | 7,607,568 | 8,477,356 |
| Gen Operating & Maintenance | 3,766,889 | 6,386,970 | 6,034,518 | 5,961,595 |
| Capital Accts | 115,927 | - | - | - |
| Debt Service Accts | 277,407 | 3,863 | 3,863 | - |
| Transfer Out & Other | 31,750,742 | 24,132,006 | 24,484,458 | 24,608,095 |
| Expenditure Totals | \$ 43,138,154 | 38,130,407 | 38,130,407 | 39,047,046 |
| Number of FTE's | 113.20 | 113.20 | - | 113.20 |
| Number of AP's | - | 114.00 | - | 114.00 |

FUND PURPOSE AND GOALS

The Stormwater Utility Fund is an Enterprise Fund with the responsibility for providing stormwater management to approximately 215,000 residential and non-residential customers in the City of Fort Worth. The Stormwater Management Division is responsible for managing the entire municipal storm drain system, including discharges to and from the municipal system.

Stormwater Utility is managed within multiple divisions of the Transportation and Public Works Department, formed around the recognized requirement for the City to develop and implement a cohesive, focused program to protect people and property from harmful stormwater runoff.

The Stormwater Management program is responsible for planning, constructing, operating

and maintaining the city-owned storm system including conducting watershed studies to identify needed improvements, reviewing new development for compliance with stormwater plans and standards; cleaning open channels, catch basins, storm drains, and culverts; reestablishing vegetation following construction or due to flooding/erosion; performing repairs in response to system failures, aging and damages; and responding to storms and other emergencies.

The assessment of Stormwater infrastructure is an ongoing effort; however the current estimate for needed capital improvements to address known flooding problems is over \$1.5 billion. Stormwater projects are necessary to address life safety issues, mitigate flooding and erosion, and replace undersized and deteriorated stormwater infrastructure. Over \$340 million of this backlog

Stormwater Utility

involves areas of the city where chronic flooding has occurred.

MAJOR ACCOMPLISHMENTS

The Stormwater Utility received the Texas Floodplain Management Association John P. Ivey Higher Standards Award for achievements with the Trinity River Common Vision and Corridor Development Certificate Program.

The North Central Texas Council of Governments. Awarded the Stormwater program the iSWM Silver Certification.

The Utility launched a communications campaign to help applicants reduce the time and cost associated with drainage reviews. The campaign included newsletters and training seminars designed to communicate recent events, processes, interpretation standards, and tips for improving the quality of submittals.

The Stormwater Development Services team improved performance metrics and goals based on monitoring and tracking the number of review iterations required for applicants to gain submittal acceptance. The team is held accountable for reducing the number of review iterations to reduce time and costs associated with the development review process.

The Stormwater Utility was awarded a Texas Water Development Board Grant in the amount of \$247,000 to help fund additional rainfall and flood elevation gages, upgrade the data management system, and enhance communications to first responders and field operations personnel.

The Planning section developed and deployed a new capital projects prioritization tool. The tool is a database of the results of many planning efforts, including a user interface for situational

assessments and comparisons, and was designed to assign highest priority to potential projects that align with, and support, City Comprehensive Objectives.

The following Capital Projects were completed:

- Burchill Channel Improvements
- Central Arlington Heights – Western and Bryce Ave Drainage Improvements
- Trinity Boulevard Culvert Improvements
- Oakwood Trail Storm Drain Extension
- Verna Trail-Paint Pony Trail Drainage Improvements
- Tulsa Way Drainage Improvements
- Cedar Breaks Drainage Improvements
- Westcliff Drainage - Phase 2A
- Canyon Creek Emergency Culvert Rehabilitation
- Park Hill Alley Drainage Improvements
- Eisenhower Storm Drain Extension
- Travis Avenue Emergency Storm Drain Repair
- Encanto Drainage Improvements
- Eastern Hills Drainage Improvements – Phase 1&2

The Utility is completing an update of its strategic master plan with adoption in FY2018. A significant element of the plan will be refinement of policies and strategies regarding flood mitigation in the City of Fort Worth. The process to update the master plan has included a significant public input component to ensure that flood mitigation policies and strategies reflect a consensus of the community. The updated master plan will refine and proportion the “tool bag” for mitigating flooding and erosion in Fort Worth, seeking to optimize program effectiveness by: ensuring that flood and erosion protection level of service goals are realistic and consistent with community desires; considering the appropriate use of property buy outs and flood

Stormwater Utility

warning in lieu of capital improvements; becoming increasingly opportunistic about public-public and public-private partnerships; and ensuring that the method for prioritizing needs is reflective of the community consensus. The master plan update process will also lead to development of policies regarding recurring issues such as: voluntary property buyouts, private channel erosion, local floodplains, and development oversight.

FY2018 DISCUSSION

The FY2018 adopted budget of \$39,047,046 is an increase \$916,639 over the FY2017 adopted budget.

The Department estimates increased revenues in Utility Fees of \$944,806 from growth in billable impervious surface related to new development.

Revenue increases and a reduction in contribution to fund balance of (\$1,289,096) absorbs offsetting expenditure increases.

The adopted budget increases by \$869,791 for salary and benefit related increases including Pay for Performance and a decrease of salary savings from position's being filled, resulting in lower anticipated vacancies in the department in FY2018.

The adopted budget increases by \$36,490 for an increase in street rental fee, calculated as a percentage of gross revenue.

The adopted budget increases by \$640,429 for capital transfer out for the Stormwater Pay As You Go funding for capital improvements.

The adopted budget increases by \$314,478 for other professional services for contractual drainage design review services.

The adopted budget increases by \$196,356 for various allocations including administrative costs, IT System Support allocation, Radio Services allocation and ITS Miscellaneous Direct Allocation.

The adopted budget increases by \$62,474 for Billing Services Expense due to customer account growth. The customer database and billing for services is managed by the Water Department and allocated out to partnering utilities (Stormwater & Sanitation) on a cost sharing basis.

HORIZON ISSUES

For FY2018, the Department implemented organizational updates to consolidate all development review functions of the Transportation and Public Works Department within a single division to gain efficiencies and improve customer service.

Roles and responsibilities between departments will continue to be refined based on consolidation of Information Technology functions. The consolidation resulted in the transfer of Transportation and Public Works staff to the Information Technology Solutions Department.

Internal Service Fund Statement

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 six funds on this basis: Equipment Services, Information Systems, Group Health and Life Insurance, Retiree Healthcare Trust, Risk Financing and Capital Projects Service.

The 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 Information Systems Fund supports all operations of the City's Information Technology (IT) Solutions Department. The IT Solutions Department manages all City information services, including technical support, electronic systems development and telecommunications.

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 Retiree Healthcare Trust Fund, established in FY2016, accounts for revenue generated and expenditures incurred in administering retired employees' group benefits. This fund is technically a Fiduciary Fund but is displayed in this section to provide the total cost of healthcare for the city.

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.

The Capital Projects Service Fund, through the Transportation and 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.

Equipment Services

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|-----------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Intergovernmental | - | 15,000 | 15,000 | - |
| Charge for Service | 26,700,485 | 24,492,362 | 25,492,362 | 25,544,420 |
| Use of Money & Property | 39,787 | - | - | 27,754 |
| Other | 12,712 | 18,500 | 18,500 | 18,500 |
| Transfer In | 6,500 | 110,000 | 110,000 | 10,000 |
| Use of Fund Balance | - | 325,882 | 325,882 | - |
| Revenue Totals | \$ 26,759,485 | 24,961,744 | 25,961,744 | 25,600,674 |
| Salaries & Benefits | 7,756,980 | 8,523,809 | 8,523,809 | 9,400,023 |
| Gen Operating & Maintenance | 16,143,732 | 15,270,973 | 16,270,973 | 15,693,207 |
| Debt Service Accts | - | 9,643 | 9,643 | - |
| Transfer Out & Other | 744,152 | 1,157,319 | 1,157,319 | 507,444 |
| Expenditure Totals | \$ 24,644,864 | 24,961,744 | 25,961,744 | 25,600,674 |
| Number of FTE's | 106.00 | 113.50 | - | 116.80 |
| Number of AP's | - | 111.00 | - | 115.00 |

FUND PURPOSE AND GOALS

The Equipment Services Fund, an Internal Service Fund, managed by the Fleet Services division of the Property Management Department. The Fleet Services division is responsible for vehicle and equipment acquisition, as well as monitoring, servicing, repairing, fueling and disposition for the entire City fleet

The Equipment Services Fund is principally sustained by revenues received from the interdepartmental billing of departments for the provision of repair, fuel, parts, and other vehicle and equipment-related services. 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 three service centers located throughout the city: James Avenue, Southside and Water. Field services, mechanical maintenance and repairs, fuel, lubricants, and other supplies are provided by the three service centers. In addition, body work is provided by the Brennan Body Shop. Fleet Services also contracts certain services to outside entities when contracting is deemed the most efficient and effective means to provide the required service. The division has a Fuel Services section that provides fueling services for all City vehicles and equipment. Fleet Services' Technical Services Section performs procurement, disposition and other fleet administrative functions.

In August 2017, the Property Management Department completed the expansion of the Water Service Center (Holly Service Center) with a construction budget of about \$7.1M. In November 2017, Fleet Services will add the North Service Center in North Fort Worth. The North Service Center was funded using monies from the 2014

Equipment Services

Bond Program. Each service center stocks a wide variety of auto parts; functions as a fueling station for unleaded gas, diesel, and/or propane; and provides vehicle and equipment repair and maintenance. In addition, Fleet Services operates non-manned fueling sites in Southeast and Downtown Fort Worth.

In a continuing effort to provide the best possible service, the Fleet Services division also contracts a wide variety of fleet-related services. Maintenance and repair services are contracted out for the following reasons:

- The required expertise is not available in-house
- 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 is needed.

As part of the strategy, Fleet Services privatized its parts inventory system at the end of FY2002. The FY2018 budget contains the continuation of that program. NAPA, as the current contracted provider, supplies the division with vehicle and equipment parts.

As part of the annual vehicle replacement plan, the department analyzes the entire City fleet, evaluating each vehicle's maintenance costs, useful life, mileage, down time, and other factors. Based on that yearly analysis, Fleet Services rates the vehicles then compiles a prioritized vehicle replacement list. Fleet Services staff subsequently meets with departments to fine-tune the proposed rankings. The refined list is then used 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.

Under the United States Clean Air Act, at least 20% of fleets in cities like Fort Worth, that are in areas of Environmental Protection Agency (EPA) air quality non-attainment, must be comprised of alternative fuel vehicles. Currently, Fort Worth exceeds the mandated percentage, requiring that 50% of City vehicles purchased be alternative fuel vehicles.

Beginning with FY2014, the Fleet Services Division adjusted the rates in order to more accurately reflect the cost associated with fleet maintenance and to begin to stabilize the negative net position of the Equipment Services Fund. According to the FY2016 Comprehensive Annual Financial Report, the fund has returned to a positive net position.

MAJOR ACCOMPLISHMENTS

Leading Fleet Award: This is the fourth year of this fleet award. The Leading Fleet Award recognizes the Top 50 fleets each year. The Property Management Department – Fleet Services Division was identified as number 4 in fleet operations in 2017.

Top 100 Fleets in North America Award: The Fleet Services Division was named one of the “Top 100 Fleets in North America” for the 13th consecutive year, the Property Management Department – Fleet Services Division ranked 5th out of over 38,000 government fleets in 2017. The program recognizes and rewards peak performing fleet operations in North America. Currently in its thirteenth year, 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry.

Equipment Services

Water Service Center expansion: has been completed in August 2017 and a second maintenance and repair shift started.

North Service center: will open in November 2017.

Security Upgrade: Upgrade Security System for the Southside Service Center with completion expected by end of FY2017.

FY2018 DISCUSSION

The FY2018 adopted budget of \$25,600,674 increases by \$638,930 over the FY2017 adopted budget.

The adopted budget increases by \$876,214 to capture the salary and benefits cost adjustments for the pay-for-performance incentive that may be applied in FY2018

The adopted budget increases by \$420,145 for funding of an approved improvement decision package which includes the addition of four authorized positions to staff the Fleet shop at the North Service Center.

The adopted budget decreases by (\$415,000) due to the elimination of one-time funding for the purchase of a fuel truck, an electric vehicle charging station and the purchase of LPG/CNG trucks for other departments. The reduction is offset by the addition of \$80,000 in Capital Transfers Out for capital costs.

The adopted budget decreases by (\$325,713) for IT refresh transfer out due to the completion of the Equipment Services Fund's portion of the new telephone system.

The adopted budget increases by a total of \$284,485 for motor vehicle fuel based on the unit cost of fuel for gasoline, diesel fuel and fleet fuel card purchases for FY2018.

The adopted budget increases by \$213,297 in contractual services due to the addition of NAPA staffing to provide services at the North Service Center.

The adopted budget increases by \$169,899 due to higher costs required for ITS allocations.

The adopted budget decreases by (\$122,501) for Administrative Services charged to the City's proprietary funds. The change reflects the cost to the General Fund for overhead and staff support to other funds and are calculated annually by an outside consultant.

HORIZON ISSUES

The following issues for FY2018 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 will require some sort of City Council action/decision.

Construction of the new Water Service Center:

The Water Service Center was constructed in 1969 with 11 service bays which are only adequate for providing support to a fleet of 200 pieces of equipment. Currently, 826 pieces of equipment are serviced by the Water Service Center. A total of 16 bays are needed for the current fleet size. The recommendation from the City Manager's Office is that a new facility be built and paid for as a Water Capital Project. The Water Capital Fund was able to contribute \$7.2 million to build a service center with a total of 12 bays. Fleet will require the use of the existing facility to meet the Water Department's requirement for a second shift to maintain their fleet. Seven additional positions were approved in the FY2017 budget to maintain acceptable service levels due to the size of the City fleet and to provide for the second shift to respond to after hours'

Equipment Services

repairs. This item won citizen approval as Proposition #6 in the City's 2014 Bond Program on May 10, 2014. The seven additional positions were filled in the second half of FY2017 in anticipation of the opening of the Water Service Center that took place in August of 2017.

FASTER Web Upgrade: The FASTER Fleet Management System will be upgraded from a client server program to a Web based program. The upgraded system will make the following improvements to the fleet management system: more flexible and robust reporting, better asset management with pictures of each vehicle viewed on work orders and asset records, role based permissions for more specific system controls, easier maintenance of the system from one server rather than 300+ client users and the system will be accessible from mobile devices (i.e. tablets, laptops and remote computers). The upgrade will be purchased in the final months of FY2017. Implementation and conversion will take approximately one year and will be completed in the latter part of FY2018.

Construction of Fleet's portion of North Service Center: The new North Service Center is scheduled to open in November 2017. The service center will have 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. The first phase of a fleet maintenance facility will be constructed to service some of the vehicles that will be located at this site. The FY2018 budget includes funding for the addition of four positions to staff the Fleet shop at the North Service Center, including funding for minor equipment, capital and related costs. Additional phase(s) of the fleet maintenance facility will be submitted for future Bond election(s). This facility will be needed to

maintain the number of vehicles that the city will own when the service center is completed in the next decade.

Fleet Management Policy: The Fleet Division is developing a fleet management policy to govern service levels to customer departments. The policy will address vehicle acquisition and disposition statutes to give direction to the Fleet Division on issues such as standardization of the fleet, alternative fuel priorities, vehicle replacement, take home vehicle policy and subrogation, etc. The policy will be presented to the City Council to address these issues and assist in capital improvement planning.

Information Systems

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 29,133,493 | 30,658,832 | 30,658,832 | 35,492,014 |
| Use of Money & Property | 59,331 | - | - | - |
| Other | 44,815 | - | - | - |
| Transfer In | 703,025 | - | - | - |
| Use of Fund Balance | - | - | 752,000 | 3,247,562 |
| Revenue Totals | \$ 29,940,663 | 30,658,832 | 31,410,832 | 38,739,576 |
| Salaries & Benefits | 11,822,543 | 13,500,610 | 13,500,610 | 16,734,437 |
| General Operating & Maintenance | 13,313,725 | 16,936,358 | 16,936,358 | 19,183,632 |
| Debt Service Accts | - | 12,054 | 12,054 | 0 |
| Transfer Out & Other | 1,785,507 | 209,810 | 961,810 | 2,821,507 |
| Expenditure Totals | \$ 26,921,775 | 30,658,832 | 31,410,832 | 38,739,576 |
| Number of FTE's | 137.50 | 135.50 | - | 156.50 |
| Number of AP's | - | 136.00 | - | 157.00 |

FUND PURPOSE AND GOALS

The Information Technology Solutions (IT Solutions) Department provides for the management of the City's information technology infrastructure, systems and services.

IT Solutions is responsible for coordinating all information technology resources to support the strategic vision of the City of Fort Worth 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.

As an internal services fund, the department allocates costs to city departments for services. 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 is organized into the following functional areas: Infrastructure Engineering, Services and ERP/IT Finance.

The Infrastructure Engineering Division consists of the following teams: Platform Technologies, Voice Services, Security, Radio Services, Network Services and Data Center Operations. Platform Technologies provides server and storage operations and supports the email administration. Voice Services operates and maintains the City's telephone system. Security provides cyber threat and vulnerability analysis, early warning, and incident response assistance. Radio Services manages and operates the City's public safety and public works radio systems. Network Services operates and maintains the City's data network. Data Center Operations provides 24/7 support and

Information Systems

monitoring of all City IT systems and infrastructure. This division has a total of 45.0 A.P. / 44.5 FTE.

The Services Division consists of the following teams: Application Services, Business Analysis & Planning and Support Services. The Application Services division 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 group provides business analysis and project management to other city departments for IT projects. The Support Services includes desktop and hardware support which manages the City's desktop computing functions and devices and the Help Desk which provides IT technical assistance and services for all City departments. This division has a total of 79.0 A.P. / 79.0 FTE.

The ERP/IT Finance Division is responsible for the operations and maintenance of the City's ERP System and the IT Solutions Department's financial and administration operations. The ERP system includes Human Capital Management Systems (Human Resource, Time & Labor, Payroll, and Pay for Performance, Recruiting, and Benefits) and the Financial Management Systems (Asset Management, Accounts Payable, Cash Management, General Ledger, and Commitment Control). The IT Finance team handles financial and budget management functions, allocations, procurement of information technology equipment and services for all city departments, wireless procurement and management along with contract administration. This division is also responsible for the department's human resources related functions. This division has a total of 29.0 A.P. / 29.0 FTE. And the Administration office has 4.0 A.P. / 4.0 FTE. The fund has a total workforce of 157.0 A.P. / 156.50 FTE.

MAJOR ACCOMPLISHMENTS

Fiscal Year 16-17 saw the successful completion of many major projects. The Managed Print initiative replaced 910 printers and eliminated 713 existing printers. This effort also standardized the 235 various printer models in the inventory down to eight available options. This project proved successful by reducing the monthly cost of \$103,000 per month down to the new average monthly cost of \$73,000 saving \$324,000 to the operating budgets of city departments annually. Additionally, by eliminating the toner charges and maintenance costs the City avoided approximately \$782,000 in costs per year.

Customer Service projects were a key focus of IT Solutions efforts in 2017. The goal was to deliver new and upgraded systems to the city's departments enabling them to provide new offerings, enhanced services, and existing services more efficiently to internal customers and citizens. Specific projects include: Qless, Online Donations, nCourt, Fuel Reconciliation, Botanic Gardens, Litmos, Origami Risk, Papercut Employee Management, PD Warrant Confirmation, Pitney Bowes, SharePoint Upgrade, MicroFocus Upgrade, and LaserFiche Upgrade.

Operational Efficiency projects were also a key area of focus. The goal of these projects were similar in nature to the customer service efforts in that they provided new features and capabilities but their goal was to make the city's operations more efficient, reduce cost, and to optimize the support capabilities. Specific projects include: Active Operating Picture, Legal Files, VDI, Airwatch, EBMS Upgrade with mobile capabilities, Lidar, Papercut, and Sympro.

The City launch a revamped Web and Open Data program to address the need for community engagement, accountability, as well as operational efficiency. This effort included a web and open data governance process to ensure that staff was focused

Information Systems

on the right efforts, only appropriate data is published, and accountability in the delivery of capabilities. A new portal was designed and published. The city delivered an exciting new capability called One Address to enable detailed information regarding any city address. Furthermore, several citizen focused efforts were released this year including Waze integration for real time accident reporting, Yelp integration for restaurant health scores, and Alexa integration for city news and career opportunities.

Another successful program was the computer refresh program. A total of 1,800 PC's have reached end of life expiration and were replaced. Standardizing this process also cleared the backlog of devices waiting to be replaced.

There were multiple functions added to IT Solutions that was absorbed without staff additions including cable television service and billing, copier support, audio/visual equipment management, support for community center labs, mobile data computer program, and outdoor warning system administration.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$38,739,576 which is an increase of \$8,080,744 from the FY2017 adopted budget.

The Salaries and Benefits line items change by \$3,233,827 due to the transfer of 21 technology focused positions from various departments to the IT organization.

The Professional and Technical line items change by \$1,717,992 due to transitioning of ERP project expenditures to IT Solutions operating budget.

The Data/Voice Network and Internet line item changes by \$580,642 due to properly recognizing and allocating these historical costs to departments.

The Capital Interfund Transfer Out line item changes by \$2,598,272 due to capital transfer outs for PAYGO.

HORIZON ISSUES

IT Solutions has developed a comprehensive transition plan for the new staff from the departments in FY2018. Due to the complexity of the transition, there may be additional costs and/or service levels that need to be established as work is prioritized and staff reassigned and cross training completed.

Cyber security is an area of continued and increased focus to ensure protection and operation of the City's IT infrastructure, systems and information. New technologies and legislation are being monitored for potential impact technically and financially.

Departments will continue to pursue enterprise systems and increased abilities to collect and analyze data and business information. This will require IT Solutions to assist in system selection and deployment potentially affecting future funding for systems, staff and infrastructure.

Information Systems

Summary of Services and Performance Measures

| Key Measures | FY16 Actual | FY17 Estimated | FY18 Target | Desired Level |
|---|----------------|-------------------|----------------|---------------|
| Analysis and Planning Provide enterprise analysis, liaison services, business process modelling, project management, requirements gathering, and technology planning to support technology initiatives for IT Solutions and CFW Business Departments. | | | | |
| Percent of secure socket layer (SSL) Certificate installation dates are renewed at least 30 days prior to expiration | N/A | 88 | 75 | 100 |
| Customer Service and End User Experience Provides 24x7 technical call center support for City Department staff and external customers that use City of Fort Worth technologies including hardware, software, systems, and infrastructure. | | | | |
| Percent of customers satisfied with response to IT requests/tickets | 95.15 | 96 | 96.5 | 100 |
| Infrastructure Support & Disaster Recovery Provisions, maintains, and supports technology infrastructure including telephones, network services, personal computers, servers, and the trunked radio system. | | | | |
| Public Safety Internet availability | 98.88% | 99.95% | 99% | 100% |
| Availability for public safety trunked radio channel system | 99.99% | 99.99% | 100% | 100% |
| Security Provides services required to protect the confidentiality and integrity of the City's information assets. | | | | |
| Percent of employees have completed cyber security awareness training | 94.63 | 98 | 99 | 100 |
| 60% of critical internet security vulnerabilities are remediated within 90 days of discovery | N/A | 50.16% | 60% | 100% |

Capital Projects Service

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|-----------------------------|----------------------|------------------|------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Charge for Service | 8,419,516 | 709,252 | 7,813,070 | 1,156,160 |
| Use of Money & Property | 7,412 | 25,000 | 25,000 | 25,000 |
| Other | 6,000 | 17,747 | 17,747 | 17,747 |
| Transfer In | 4,231,300 | 7,105,318 | 1,500 | 10,441,664 |
| Revenue Totals | \$ 12,664,228 | 7,857,317 | 7,857,317 | 11,640,571 |
| Salaries & Benefits | 6,398,915 | 5,989,511 | 5,989,511 | 9,652,226 |
| Gen Operating & Maintenance | 1,690,874 | 1,580,869 | 1,580,869 | 1,961,623 |
| Capital Accts | - | 52,000 | - | - |
| Debt Service Accts | - | 3,067 | 3,067 | - |
| Transfer Out & Other | 93,582 | 231,870 | 283,870 | 26,722 |
| Expenditure Totals | \$ 8,183,371 | 7,857,317 | 7,857,317 | 11,640,571 |
| Number of FTE's | 77.00 | 69.00 | - | 98.00 |
| Number of AP's | - | 69.00 | - | 98.00 |

FUND PURPOSE AND GOALS

The Capital Projects Service Fund, through the Infrastructure Design and Construction Group 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 infrastructure improvement projects.

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.

FY2018 DISCUSSION

The FY2018 adopted budget of \$11,640,571 is an increase of \$3,783,254 over the FY2017 adopted budget.

The adopted budget revenues increase by \$3,783,254 over FY2017 adopted budget total revenue. This is due to growth of new revenues driven by an increase in capital development throughout the City.

The adopted budget increases by \$3,662,715 for Salaries and Benefits due to the approval of a decision package to add 28 authorized positions to the Capital Projects Service Fund. These new positions include five Engineering Positions, two business support positions, 11 capital delivery support positions, two pavement marking positions, a signal program management position, two sidewalk program positions, a neighborhood streets position, two street rehabilitation positions, and two senior capital project officers. These positions will

Capital Projects Service

provide needed capacity for a broad scope of capital projects throughout the City.

The adopted budget includes the recognition of 1 A.P. / 1 FTE that was not reflected in the departments position count. This has no budgetary impact.

The adopted budget increases by \$380,754 for General Operating and maintenance expenses based on cost growth projections of professional and technical services, utilities and ITS allocations done by the department.

The adopted budget decreases by (205,148) for Transfers out & Other reflecting a decreased contribution to fund balance from the FY2017 adopted budget and other miscellaneous expenses.

Risk Financing

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 189,932 | 38,000 | 38,000 | 168,000 |
| Other | 25,797,254 | 20,037,590 | 20,037,590 | 19,224,324 |
| Transfer In | 8,646,963 | - | - | - |
| Use of Fund Balance | - | - | 3,000,000 | - |
| Revenue Totals | \$ 34,634,149 | 20,075,590 | 23,075,590 | 19,392,324 |
| Salaries & Benefits | 1,542,930 | 1,598,641 | 1,598,641 | 1,686,359 |
| General Operating & Maintenance | 17,026,461 | 17,562,661 | 17,562,661 | 17,697,713 |
| Transfer Out & Other | 14,754,718 | 914,288 | 3,914,288 | 8,252 |
| Expenditure Totals | \$ 33,324,109 | 20,075,590 | 23,075,590 | 19,392,324 |
| Number of FTE's | 15.80 | 15.00 | - | 15.00 |
| Number of AP's | - | 15.00 | - | 15.00 |

FUND PURPOSE AND GOALS

Formed in FY2016, the Risk Financing Fund is comprised of Risk Management (with 7.00 FTE / 7.00 A.P.) and Workers' Compensation (with 8 FTE and 8 A.P.). The Risk Management function is comprised of the City's commercial insurance program and self-insured programs, claims and litigation management and subrogation programs. It focuses on controlling costs from losses and costs incurred by the City due to accidents as well as managing an integrated program responsible for the preservation and protection of the City's resources and assets through loss prevention, loss control, and risk financing mechanisms. The Workers' Compensation function is responsible for providing statutorily-mandated workers' compensation benefits to City employees who are injured in the course and scope of employment for which compensation is payable under the Texas Workers' Compensation Act.

MAJOR ACCOMPLISHMENTS

Origami Risk Management Information System (RMIS) – With the successful implementation of the new RMIS system, the Property and Casualty Section has been able to simplify and enhance incident reporting by departments, improve claim handling efficiency, cleanup the claim administration process, and provide a cost savings with the new system.

Risk Matrix for Property and Casualty Insurance – The Property and Casualty Section has completed a city-wide General Liability guidelines matrix for Performers, Instructors, or Readers on City Property to aid in the department's risk assessment and minimum General Liability insurance requirements when contracting with external vendors for such events.

Subrogation Recoveries – Property and Casualty Section subrogation recoveries are increasing and trending with prior years' collections. Workers' compensation subrogation recoveries in FY 2017

Risk Financing

have more than doubled recoveries in past fiscal years.

Safety Committee – The Employee Health & Safety Section established a Centralized Citywide Safety Committee for the purposes of defining the goals and objectives of the City’s Employee Health and Safety Program, developing policies and procedures, increasing employee awareness concerning safety, and monitoring the effectiveness of safety program activities. The Safety Committee provides a feedback mechanism for organizational safety issues, develops alternative operational solutions for complex safety problems, and reviews employee safety suggestions and concerns.

Safety Manual – The Employee Health & Safety Section developed a Citywide Safety Manual to serve as a reference document for all City departments as an important resource for general and specific health and safety program information. The Safety Manual provides employees with access to health and safety-related resources and information; presents information regarding health and safety programs, policies, procedures, and standards; and assist employees in their efforts to prevent accidents and reduce occupational health and safety risk exposures.

Safety Training – The Employee Health & Safety Section established an Online Safety Training Program that enables City employees to receive specific training on-line on a wide variety of safety topics that relate to safe job performance. This program was established as a pilot program with the Water Department. An education and training program for health and safety is one of the most necessary and basic elements of an Employee Health and Safety Program. A training program addresses specific health and safety responsibilities and provides accident prevention information for agency employees.

Workers’ Compensation Medical Benefits – The Workers’ Compensation Section established a 504 Workers’ Compensation Health Care Network to provide medical treatment for injured City employees. The City Council authorized the establishment of a direct care network of health care providers (M&C C-27435 approved 8/25/2015) under the authority granted to municipalities by the Texas Legislature (TX Labor Code, §504.053). The HR Risk Management Division in cooperation with the City’s workers’ compensation third party administrator, York Risk Services Group, established the “BlackStone Provider Panel” network of doctors, which went into effect October 1, 2016.

Workers’ Compensation Data Analysis and Reporting – The Workers’ Compensation Section developed a Workers’ Compensation Data Analysis and Reporting System. HR Risk Management Division initiated a professional services agreement with IntegerHealth to develop a data analysis and reporting system for workers’ compensation claims and injuries. This system combines workers’ compensation claims data with the City’s PeopleSoft Payroll system data to provide data reports by City Department, to include lost time and limited duty reports. The system also provides report card capabilities for evaluating medical treatment and return-to-work outcomes of health care providers who are treating City of Fort Worth injured employees. This system became operational in July 2017.

Claim Reviews – The Workers’ Compensation Section initiated Workers’ Compensation Claim Review meetings with Department Directors and their executive management staff. The purposes of these claim reviews are to inform Department executive management about HR Risk Management and the third party claims administrator’s efforts to manage workers’ compensation claims, pay medical and indemnity benefits timely, and effect

Risk Financing

the earliest possible return-to-work of injured employees when medically able to do so.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$19,392,324 which is a decrease of \$683,266 from the FY2017 adopted budget.

The Contribution to Net Position line item changed by (\$683,266) due to the fund meeting its fund reserve requirement.

The Fire and Extended Coverage line item changes by (\$595,038) due to the actual cost of Fire and Extended Coverage insurance policy.

The Self Insurance Losses changes by \$421,222 due to an increase in estimated self insurance losses.

The General Liability Insurance line item changes by \$175,000 due to a new vehicle insurance policy. This policy will cover vehicles with values and costs of damage exceeding \$25,000. This is an extension to the current Property Policy.

The Salaries and Benefits line items change by \$87,718 due to zero vacancy rate and scheduled separation leave costs.

HORIZON ISSUES

KPIs Performance Measures for Adjusters – The Property and Casualty Section will continue to improve our Key Performance Indicators in the our performance of our adjusters and claim handling in order to produce greater efficiencies and claim outcomes.

Subrogation Collections – The Property and Casualty Section will continue to improve our property damage and subrogation collections along

with better processes to determine collectible incidents and collection attempts.

Accountability for Accident/Injury Prevention – The Employee Health and Safety Section will promote accountability for employee accident/injury prevention. Prevention and reduction of occupational injuries, illnesses, and diseases and their associated workers' compensation costs are primary reasons for an employee health and safety program. The benefits of maintaining a safe work environment include increased employee productivity, reduced operating costs and continued production, performance, and services provided to the public. Additional cost savings and benefits result in lower workers' compensation claims, increased productivity, and improved levels of employee motivation. Promoting safety is best accomplished by promoting individual accountability for performing work in a safe manner.

Safety Seminar – The Employee Health and Safety Section will develop and host an Annual Safety Seminar, the purposes of which are to provide safety education and training opportunities to City employees by highly qualified health and safety professionals.

Safety Recognition Program – A Safety Recognition Program can have a positive impact on reducing costs and is an important employee morale booster. While an employee health and safety program is key to reducing accidents and injuries, recognizing employees for working safely contributes to and reinforces the program's success.

Return-To-Work Program – HR Risk Management hired a full-time Return-To-Work Coordinator in FY 2017. Increased emphasis will be provided to City Department management and employees regarding the benefits of an active, robust Return-To-Work Program.

Risk Financing

Report Cards for BlackStone Network Doctors – HR Risk Management’s contract with IntegerHealth provides the data capabilities to establish health care provider report cards to evaluate medical treatment and return-to-work outcomes of the various providers who provide medical treatment to injured employees.

Key Performance Measures for Workers’ Compensation – With the development and implementation of the workers’ compensation data analysis and reporting system, the Workers’ Compensation Section will be able to establish more meaningful KPIs for workers’ compensation.

Group Health and Life Insurance

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 256,701 | 357,366 | 357,366 | 357,366 |
| Other | 72,420,566 | 75,298,680 | 75,298,680 | 82,750,908 |
| Transfer In | - | - | 3,000,000 | - |
| Use of Fund Balance | - | - | 7,500,000 | - |
| Revenue Totals | \$ 72,677,268 | 75,656,046 | 86,156,046 | 83,108,274 |
| Salaries & Benefits | 1,899,151 | 1,842,941 | 1,842,941 | 1,917,270 |
| General Operating & Maintenance | 83,581,746 | 73,804,143 | 81,804,143 | 81,182,042 |
| Transfer Out & Other | 28,274 | 8,962 | 2,508,962 | 8,962 |
| Expenditure Totals | \$ 85,509,171 | 75,656,046 | 86,156,046 | 83,108,274 |
| Number of FTE's | 0.50 | 9.65 | - | 9.65 |
| Number of AP's | - | 10.00 | - | 10.00 |

FUND PURPOSE AND GOALS

The Group Health and Life Insurance Fund administers health insurance for employees and their dependents, plus basic life insurance for employees. Since FY2002, the Group Health and Life Insurance Fund budget has included funds for the Employees' Wellness Program. Fund revenues come from active employees, contributions from City funds and interest on investments.

The Group Health and Life Insurance Fund is comprised of two divisions: the Benefits / Insurance division and the Wellness division with a total of 10.0 A.P / 9.65 FTE.

MAJOR ACCOMPLISHMENTS

Eliminated out of network benefit for medical labs and coverage for over-the-counter medications.

Replaced joined purchasing coalition to reduce cost of prescription medications by 15% - 17%.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$83,108,274 which is an increase of \$7,752.228 from the FY2017 adopted budget.

The Other Purchased Services line items change by \$7,244,898 due to an increase in the group health insurance rates for both the City and employees.

The Salaries and Benefits line items change by \$74,331 due to no vacancy rate and fully fund the Wellness Incentive program.

HORIZON ISSUES

The following are the prevailing issues for FY2018;

There have been significant plan design changes which we are hoping are sufficient to mitigate trend to ensure claims cost remain in budget.

The 440 Fire Union is currently in discussion with the City regarding withdrawing their members, both active employees and retirees, from the City of Fort Worth benefit plan. This has a potential

Group Health and Life Insurance

impact on our overall plan funding as well as an increase in technology costs needed to transition the 440 members to their own plan.

Retiree Healthcare Trust

Fund Summary

| | FY16 | FY17 | FY17 | FY18 |
|---------------------------------|----------------------|-------------------|-------------------|-------------------|
| | Actuals | Adopted Budget | Revised Budget | Adopted Budget |
| Use of Money & Property | 5,033,716 | - | - | - |
| Other | 30,799,594 | 30,306,193 | 30,306,193 | 31,643,831 |
| Transfer In | - | - | 2,500,000 | - |
| Use of Fund Balance | - | - | 3,000,000 | - |
| Revenue Totals | \$ 35,833,310 | 30,306,193 | 35,806,193 | 31,643,831 |
| Salaries & Benefits | - | 353,176 | 353,176 | 357,809 |
| General Operating & Maintenance | 32,312,095 | 29,953,017 | 35,453,017 | 31,286,022 |
| Expenditure Totals | \$ 32,312,095 | 30,306,193 | 35,806,193 | 31,643,831 |
| Number of FTE's | 0.00 | 1.35 | - | 1.35 |
| Number of AP's | - | 1.00 | - | 1.00 |

FUND PURPOSE AND GOALS

In FY2016, to aid in the financial management activities and to demonstrate legal compliance, a new fund was created segregating functions and activities related to the administration of retirees. The new fund, Retiree Healthcare Trust Fund, will account for revenue generated and expenditures incurred in administering retired employees group benefits. Fund revenues come from retirees, contributions from City funds and interest on investments. The fund is allocated 1.0 A.P. / 1.35 FTE.

MAJOR ACCOMPLISHMENTS

Transitioned non-Medicare retirees over the age of 65 to Medicare.

FY2018 DISCUSSION

The Department's FY2018 adopted budget is \$31,643,831 which is an increase of \$1,337,638 from the FY2017 adopted budget.

The Other Purchased Services line items change by \$1,333,005 due to an increase in the Medicare Advantage enrollment.

HORIZON ISSUES

The following are the prevailing issues for FY2018;

- There have been significant plan design changes which we are hoping are sufficient to mitigate trend to ensure claims cost remain in budget.
- The 440 Fire Union is currently in discussion with the City regarding withdrawing their members, both active employees and retirees, from the City of Fort Worth benefit plan. This has a potential impact on our overall plan funding as well as an increase in technology costs needed to transition the 440 members to their own plan.
- There are additional technology resources needed to expand online enrollment to the retirees for OE 2019 to reduce the amount of paper and staff hours necessary to support their enrollment.
- There is a potential for litigation surrounding the plan design changes and the reduced

Retiree Healthcare Trust

subsidy for retirees who were hired prior to 1988 and those with 25 or more years of service.



Operating Budget Ordinance

Ordinance No. 22927-09-2017

AN ORDINANCE APPROPRIATING FUNDING FOR THE OPERATING BUDGET OF THE CITY OF FORT WORTH FOR THE ENSUING FISCAL YEAR, BEGINNING OCTOBER 1, 2017, AND ENDING SEPTEMBER 30, 2018, INCLUDING AN APPROPRIATION TO PAY DEBT SERVICE REQUIREMENTS ON OUTSTANDING INDEBTEDNESS; AND DELEGATING AUTHORITY FOR CERTAIN TRANSFERS AND ALLOCATIONS WITHIN BUDGETED AMOUNTS; AND RATIFYING CITY COUNCIL APPROVED APPROPRIATION ORDINANCES EFFECTING THIS BUDGET; AND INCORPORATING BUDGET ON FILE WITH CITY SECRETARY, AS REVISED BY CITY COUNCIL; AND PROHIBITING THE EXPENDING, OBLIGATING, OR COMMITTING OF FUNDS IN EXCESS OF APPROPRIATIONS OR ACTUAL AVAILABLE RESOURCES; AND ESTABLISHING LEGAL LEVEL OF CONTROL; AND PROVIDING FOR PUBLICATION; AND PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING A SAVINGS CLAUSE; AND PROVIDING FOR REPEAL OF ALL ORDINANCES AND APPROPRIATIONS IN CONFLICT HERewith; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, on August 15, 2017, the City Manager submitted a recommended Fiscal Year 2018 operating budget to the City Council; and

WHEREAS, in a series of budget work sessions the City Council met with the City Manager and staff to review the recommended budget and make revisions; and

WHEREAS, this ordinance includes all appropriations necessary to implement the FY2018 operating budget as recommended by the City Manager and revised by the City Council.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF FORT WORTH, Texas that the operating appropriation for the ensuing fiscal year, beginning October 1, 2017 and ending September 30, 2018, for the different funds, departments and purposes of the City of Fort Worth be fixed and determined as detailed below, supporting a budget that includes 7,505 total authorized positions.

Operating Budget Ordinance

SECTION 1. GENERAL FUND

The **General Fund** is a governmental fund for managing ordinary operations financed primarily from property tax, general-use sales tax, and other general revenues.

REVENUES

| | |
|---|----------------------|
| Property Tax | \$371,235,691 |
| Sales Tax | \$154,573,000 |
| Payment in Lieu of Taxes | \$6,671,576 |
| Street Rental | \$24,235,744 |
| Other Taxes | \$54,830,905 |
| Intergovernmental Revenues | \$369,315 |
| Charges for Services | \$26,698,246 |
| Licenses and Permits | \$16,136,753 |
| Fines and Forfeitures | \$6,090,674 |
| Use of Money and Property | \$634,067 |
| Sales of Abandoned Property | \$650,000 |
| Salvage Sales | \$165,000 |
| Other Revenue | \$1,819,064 |
| Transfer in from Water/Sewer and Public Art | \$621,280 |
| Other Interdepartmental Transfers | \$14,202,000 |
| | \$678,933,315 |

Operating Budget Ordinance

EXPENDITURES

| | |
|------------------------------------|----------------------|
| City Attorney's Office | \$6,854,668 |
| City Auditor's Office | \$1,844,889 |
| City Manager's Office | \$9,089,555 |
| City Secretary's Office | \$1,591,936 |
| Code Compliance | \$20,210,080 |
| Communications & Public Engagement | \$4,060,413 |
| Economic Development | \$17,731,688 |
| Chambers of Commerce | \$29,525 |
| Financial Management Services | \$11,575,697 |
| Fire | \$144,958,969 |
| Human Resources | \$4,550,811 |
| Library | \$19,954,915 |
| Capital Transfer Out | \$842,000 |
| Municipal Court | \$15,910,123 |
| Neighborhood Services | \$5,942,132 |
| United Way | \$210,750 |
| Capital Transfer Out | \$2,854,000 |
| Park and Recreation | \$40,768,691 |
| Capital Transfer Out | \$2,732,000 |
| Performance and Budget | \$6,157,844 |
| Planning and Development | \$15,045,255 |
| Public Art | \$1,921,329 |
| Police | \$239,817,496 |
| Property Management | \$11,898,685 |
| Capital Transfer Out | \$3,320,000 |
| Transportation and Public Works | \$34,356,504 |
| Capital Transfer Out | \$23,877,000 |
| Non-Departmental | \$3,985,300 |
| Separation Pay | \$7,513,537 |
| Contractual Services | \$760,303 |
| Tuition Reimbursement | \$172,478 |
| Elections | \$570,000 |
| Training Initiative | \$506,950 |
| Transfers Out | |
| Operating | \$9,638,470 |
| Capital | \$3,413,000 |
| Vehicle/Equipment Replacement Fund | \$3,000,000 |
| IT Refresh | \$1,266,322 |
| | \$678,933,315 |

Operating Budget Ordinance

SECTION 2. SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.

The **Crime Control and Prevention District Fund** is a special revenue fund for managing revenues generated primarily by a voter-approved special dedicated sales tax and used for programs aimed at crime control and prevention in accordance with Chapter 363 of the Texas Local Government Code.

REVENUES

| | |
|-----------------------------|---------------------|
| Sales Tax | \$73,729,000 |
| Intergovernmental Transfers | \$5,330,459 |
| Use of Money and Property | \$189,305 |
| Other | \$217,238 |
| Sales of Capital Assets | \$144,918 |
| | \$79,610,920 |

EXPENDITURES

| | |
|-------------------------------|---------------------|
| Police | \$55,742,518 |
| Park and Recreation | \$744,534 |
| Neighborhood Services | \$1,102,158 |
| Operating Transfer Out | \$7,583,613 |
| Capital Transfer Out | \$11,823,097 |
| Solid Waste Loan Transfer Out | \$2,330,000 |
| IT Refresh Transfer Out | \$285,000 |
| | \$79,610,920 |

Operating Budget Ordinance

The **Culture and Tourism Fund (7% Hotel Occupancy Tax)** is a special revenue fund for managing revenues generated by the City's 7% Hotel Occupancy Tax, by operation of the City's public venues, and from a General Fund subsidy, and used primarily for purposes of operating the Fort Worth Convention Center, the Will Rogers Memorial Complex, and the Cowtown Coliseum, funding a contract with the Fort Worth Convention and Visitors Bureau, and to pay costs associated with construction and debt-financing of the Dickies Arena.

REVENUES

| | |
|----------------------------|---------------------|
| Hotel Occupancy Taxes | \$22,639,968 |
| Charges for Services | \$3,445,708 |
| Use of Money and Property | \$7,489,344 |
| Other Revenue | \$1,873,000 |
| Licenses and Permits | \$20,000 |
| Transfer from General Fund | \$5,013,602 |
| | \$40,481,622 |

EXPENDITURES

| | |
|-------------------------|---------------------|
| Culture and Tourism | \$35,330,979 |
| Capital Transfer Out | \$3,171,000 |
| IT Refresh Transfer Out | \$10,514 |
| Debt Transfer Out | \$1,969,129 |
| | \$40,481,622 |

The **Culture and Tourism Fund (2% Hotel Occupancy Tax)** is a special revenue fund for managing revenues generated by the City's 2% Hotel Occupancy and used, in accordance with Tax Code Section 351.1065, for construction or debt-financing of convention center facilities and qualified projects.

REVENUES

| | |
|-----------------------|--------------------|
| Hotel Occupancy Taxes | \$6,454,276 |
| | \$6,454,276 |

EXPENDITURES

| | |
|----------------------|--------------------|
| Debt Transfer Out | \$3,695,750 |
| Capital Transfer Out | \$2,758,526 |
| | \$6,454,276 |

Operating Budget Ordinance

The **Culture and Tourism Fund (DFW Revenue Share)** is a special revenue fund for managing revenues generated from revenue sharing at the Dallas/Fort Worth International Airport in accordance with Chapter 22 Texas Transportation Code and used to maintain and improve facilities at the Convention Center and Will Rogers Memorial Complex, and to pay costs associated with construction and debt-financing of the Dickies Arena.

REVENUES

| | |
|-------------------|--------------------|
| DFW Revenue Share | \$5,900,000 |
| | \$5,900,000 |

EXPENDITURES

| | |
|----------------------|--------------------|
| Capital Transfer Out | \$2,887,134 |
| Debt Transfer Out | \$3,012,866 |
| | \$5,900,000 |

The **Culture and Tourism Fund (Project Finance Zone)** is a special revenue fund for managing and segregating revenues generated from Project Finance Zone #1. Funding is used to maintain and improve facilities at qualified projects, including the Convention Center, Will Rogers Memorial Complex, and the Dickies Arena, as well as assist in the payment of Arena debt.

REVENUES

| | |
|----------------------|--------------------|
| Charges for Services | \$2,598,779 |
| Other Revenue | \$155,590 |
| | \$2,754,369 |

EXPENDITURES

| | |
|-----------------------|--------------------|
| Capital Transfer Out | - |
| Debt Transfer Out | \$504,369 |
| Other Operating Costs | \$2,250,000 |
| | \$2,754,369 |

Operating Budget Ordinance

The **Municipal Golf Fund** is a special revenue fund for managing revenues generated by the four municipal golf courses and from a partial subsidy from the General Fund and used for funding maintenance and operations of the golf facilities.

REVENUES

| | |
|----------------------------|--------------------|
| Charges for Services | \$4,602,391 |
| Other Revenue | \$10,000 |
| Transfer from General Fund | \$615,000 |
| | \$5,227,391 |

EXPENDITURES

| | |
|-------------------------|--------------------|
| Park and Recreation | \$5,134,109 |
| Capital Transfer Out | \$80,041 |
| IT Refresh Transfer Out | \$13,241 |
| | \$5,227,391 |

The **Botanic Garden Fund** is a special revenue fund for managing revenues generated by the Fort Worth Botanic Garden, including funding provided by the Botanical Research Institute of Texas and the Fuller Foundation, and a partial subsidy from the General Fund and utilized for the overall administration, operations, and maintenance of the Botanic Garden.

REVENUES

| | |
|----------------------------|--------------------|
| Charges for Services | \$1,685,062 |
| Transfer from General Fund | \$3,002,533 |
| Other Revenue | \$913,557 |
| | \$5,601,152 |

EXPENDITURES

| | |
|---------------------|--------------------|
| Park and Recreation | \$5,601,152 |
| | \$5,601,152 |

Operating Budget Ordinance

The **Red Light Enforcement Fund** is a special revenue fund for managing revenues generated primarily from the photographic traffic signal enforcement system governed by Texas Transportation Code Chapter 707 and used for traffic safety programs.

REVENUES

| | |
|-----------------------|---------------------|
| Fines and Forfeitures | \$8,873,770 |
| Other Revenue | \$1,586,319 |
| Charges for Services | \$2,000 |
| | \$10,462,089 |

EXPENDITURES

| | |
|---------------------------------|---------------------|
| Transportation and Public Works | \$6,284,693 |
| Operating Transfer Out | \$3,970,121 |
| IT Refresh Transfer Out | \$6,335 |
| Contribution to Fund Balance | \$200,940 |
| | \$10,462,089 |

The **Environmental Protection Fund** is a special revenue fund for managing revenues generated primarily from collection of an environmental fee and used to fund the cost of complying with state and federally mandated environmental regulations and programs.

REVENUES

| | |
|---------------------------|--------------------|
| Charges for Services | \$3,755,648 |
| Use of Money and Property | \$58,905 |
| Other Revenue | \$19,325 |
| | \$3,833,878 |

EXPENDITURES

| | |
|----------------------|--------------------|
| Code Compliance | \$3,300,746 |
| Capital Transfer Out | \$508,132 |
| IT Refresh Out | \$25,000 |
| | \$3,833,878 |

Operating Budget Ordinance

The **Alliance Airport Facility Maintenance Fund** is a special revenue fund for managing revenues generated from a City-owned facility that Hillwood manages and leases on the City's behalf and used to pay management and facility expenses and to fund capital projects.

REVENUES

| | |
|----------------------------------|--------------------|
| Use of Money and Property | \$453,667 |
| Other Revenue | \$2,094,861 |
| Use of Fund Balance/Net Position | \$3,648,948 |
| | \$6,197,476 |

EXPENDITURES

| | |
|---------------------|--------------------|
| Property Management | \$6,197,476 |
| | \$6,197,476 |

The **Special Purpose Fund** is a special revenue fund for managing revenues generated from various facilities, programs, and other sources that are dedicated or restricted for use for the facilities or programs from which they were generated.

REVENUES

| | |
|----------------------------------|--------------------|
| Charges for Services | \$2,026,994 |
| Use of Money and Property | \$242,462 |
| Other Taxes | \$1,000,000 |
| Intergovernmental Revenues | \$148,089 |
| Other Revenue | \$198,003 |
| Use of Fund Balance/Net Position | \$327,497 |
| | \$3,943,045 |

EXPENDITURES

| | |
|---|--------------------|
| Police | \$148,089 |
| Municipal Court | \$794,782 |
| Park and Recreation | \$1,360,686 |
| Neighborhood Services | \$276,986 |
| Other Departmental Expenses | \$331,575 |
| Capital Transfer Out | \$1,000,000 |
| Contribution to Fund Balance/Net Position | \$30,927 |
| | \$3,943,045 |

Operating Budget Ordinance

The **Special Donations Fund** is a special revenue fund for managing donation and similar gratuitous revenue received from outside entities and generally specified for particular purpose.

| | |
|------------------|--------------------|
| REVENUES | |
| Donations | \$2,027,260 |
| | \$2,027,260 |
| EXPENDITURES | |
| Non-Departmental | \$2,027,260 |
| | \$2,027,260 |

The **Community Tree Planting Program Fund** is a special revenue fund for managing revenues generated primarily from tree removal fees and gas revenues and used for planting trees on public property in partnership with third parties.

| | |
|---------------------------------------|------------------|
| REVENUES | |
| Charges for Services | \$39,344 |
| Transfers from Park Gas Lease Revenue | \$259,056 |
| Other Transfer In | \$101,600 |
| | \$400,000 |
| EXPENDITURES | |
| Park and Recreation | \$400,000 |
| | \$400,000 |

The **Library Automation System Sharing Fund** is a special revenue fund utilized for managing revenues and costs associated with shared library technology services among Fort Worth and other participating libraries.

| | |
|----------------------------------|------------------|
| REVENUES | |
| Intergovernmental Revenue | \$182,404 |
| Use of Fund Balance/Net Position | \$337,446 |
| | \$519,850 |
| EXPENDITURES | |
| Library | \$519,850 |
| | \$519,850 |

Operating Budget Ordinance

SECTION 3. DEBT SERVICE FUNDS

Debt service funds are used to account for the accumulation of resources for, and the payment of, principal and interest on outstanding debt obligations as shown below.

The **General Debt Service Fund** is a debt service fund utilized to manage revenues from the debt-rate tax and other resources and used to pay principal and interest on and to create a sinking fund for outstanding general indebtedness of the City.

REVENUES

| | |
|---------------------------|----------------------|
| Property Tax | \$94,314,246 |
| Use of Money and Property | \$2,706,156 |
| Transfer In | \$4,905,210 |
| | \$101,925,612 |

EXPENDITURES

| | |
|---|----------------------|
| Financial Management Services | \$92,754,104 |
| Contribution to Fund Balance/Net Position | \$9,171,508 |
| | \$101,925,612 |

The **Culture and Tourism Debt Service Fund (General)** is a debt service fund utilized to manage hotel occupancy tax revenues and other resources allocated to pay principal and interest on and create a sinking fund for outstanding debt related to improvements at the Convention Center and Will Rogers.

REVENUES

| | |
|-----------------------------------|--------------------|
| Use of Money and Property | \$75,300 |
| Transfer from Culture and Tourism | \$7,051,988 |
| | \$7,127,288 |

EXPENDITURES

| | |
|---|--------------------|
| Financial Management Services | \$7,051,988 |
| Contribution to Fund Balance/Net Position | \$75,300 |
| | \$7,127,288 |

Operating Budget Ordinance

The **Venue Debt Service Fund (Taxable)** is a debt service fund utilized to manage revenues from venue taxes, hotel occupancy taxes and other resources allocated to pay principal and interest on and create a sinking fund for outstanding debt related to the taxable bonds issued to finance the City's portion of costs of the Multipurpose Arena.

REVENUES

| | |
|-----------------------------------|---------------------|
| Transfer from Culture and Tourism | \$961,341 |
| Use of Fund Balance/Net Position | \$10,495,230 |
| | \$11,456,571 |

EXPENDITURES

| | |
|---|---------------------|
| Financial Management Services | \$11,326,273 |
| Contribution to Fund Balance/Net Position | \$130,298 |
| | \$11,456,571 |

The **Municipal Parking Debt Service Fund** is a debt service fund utilized to manage revenues from commercial off-street parking and other resources allocated to pay principal and interest on and to create a sinking fund for outstanding debt related to municipal parking infrastructure.

REVENUES

| | |
|---------------------------------|--------------------|
| Transfer from Municipal Parking | \$4,054,100 |
| | \$4,054,100 |

EXPENDITURES

| | |
|-------------------------------|--------------------|
| Financial Management Services | \$4,054,100 |
| | \$4,054,100 |

Operating Budget Ordinance

The **Solid Waste Debt Service Fund** is a debt service fund utilized to manage revenues from municipal solid waste service and other resources allocated to pay principal and interest on and to create a sinking fund for outstanding debt related to solid waste infrastructure.

REVENUES

| | |
|---------------------------|------------------|
| Transfer from Solid Waste | \$546,424 |
| | \$546,424 |

EXPENDITURES

| | |
|-------------------------------|------------------|
| Financial Management Services | \$546,424 |
| | \$546,424 |

The **Stormwater Debt Service Fund** is a debt service fund utilized to manage stormwater service revenues and other resources allocated to pay principal and interest on and create a sinking fund for outstanding debt related to stormwater infrastructure.

REVENUES

| | |
|----------------------------------|--------------------|
| Transfer from Stormwater Utility | \$9,137,956 |
| | \$9,137,956 |

EXPENDITURES

| | |
|-------------------------------|--------------------|
| Financial Management Services | \$9,137,956 |
| | \$9,137,956 |

The **Water Priority Lien Debt Service Fund** is a debt service fund to manage water and wastewater service revenues and other resources allocated to pay principal and interest on first lien, parity debt obligations of the Water and Sewer Systems.

REVENUES

| | |
|---------------------------|---------------------|
| Transfer from Water/Sewer | \$90,214,837 |
| | \$90,214,837 |

EXPENDITURES

| | |
|-------------------------------|---------------------|
| Financial Management Services | \$90,214,837 |
| | \$90,214,837 |

Operating Budget Ordinance

The **Water Subordinate Lien Debt Service Fund** is a debt service fund to manage water and wastewater service revenues and other resources allocated to pay principal and interest on the City's State revolving loans and other subordinate liens of the Water and Sewer Systems.

REVENUES

| | |
|---------------------------|--------------------|
| Transfer from Water/Sewer | \$5,569,347 |
| | \$5,569,347 |

EXPENDITURES

| | |
|-------------------------------|--------------------|
| Financial Management Services | \$5,569,347 |
| | \$5,569,347 |

SECTION 4. ENTERPRISE FUNDS

Enterprise funds are proprietary funds that are used for services provided to external customers on an exchange-based, user charge basis, in which customers receive a benefit equivalent to the amount being paid and which is similar to the operation of a commercial enterprise.

The **Municipal Airports Fund** is an enterprise fund used to manage funds associated with the maintenance, management, operations, development and promotion of Alliance, Meacham International, and Spinks Airports.

REVENUES

| | |
|---------------------------|--------------------|
| Use of Money and Property | \$3,790,446 |
| Charges for Services | \$2,764,927 |
| Other Revenue | \$89,581 |
| | \$6,644,954 |

EXPENDITURES

| | |
|---|--------------------|
| Aviation | \$5,960,897 |
| Operating Transfer Out | \$59,501 |
| Capital Transfer Out | \$600,178 |
| IT Refresh Transfer Out | \$8,400 |
| Contribution to Fund Balance/Net Position | \$15,978 |
| | \$6,644,954 |

Operating Budget Ordinance

The **Municipal Parking Fund** is an enterprise fund used to manage funds associated with the City's parking operations, including metered spaces, parking garages, surface lots, parking-garage office space, valet parking permits, designated mobility-impaired street parking, and shared departmental responsibility of parking enforcement.

REVENUES

| | |
|---------------------------|--------------------|
| Charges for Services | \$7,227,613 |
| Use of Money and Property | \$112,312 |
| License and Permits | \$12,413 |
| Other | \$870 |
| | \$7,353,208 |

EXPENDITURES

| | |
|---------------------------------|--------------------|
| Transportation and Public Works | \$3,156,145 |
| Debt Transfer Out | \$4,158,694 |
| Capital Transfer Out | \$35,000 |
| IT Refresh Transfer Out | \$3,369 |
| | \$7,353,208 |

Operating Budget Ordinance

The **Solid Waste Fund** is an enterprise fund used to manage funds associated with the solid waste and recyclable materials collection and disposal service provided to Fort Worth residents.

REVENUES

| | |
|--|---------------------|
| Charges for Services | \$52,533,260 |
| Use of Money and Property | \$4,261,021 |
| License and Permits | \$18,785 |
| Transfer from CCPD Fund (Loan Repayment) | \$2,330,000 |
| Use of Fund Balance | \$573,505 |
| Other | \$5,669,259 |
| | \$65,385,830 |

EXPENDITURES

| | |
|--------------------------|---------------------|
| Code Compliance | \$54,609,807 |
| Operating Transfer Out | \$7,113,774 |
| Capital Transfer Out | \$2,950,950 |
| Payment in Lieu of Taxes | \$132,712 |
| Debt Transfer Out | \$546,424 |
| IT Refresh Transfer Out | \$32,163 |
| | \$65,385,830 |

Operating Budget Ordinance

The **Stormwater Utility Fund** is an enterprise fund used to manage funds generated from the stormwater utility fee, which funds projects to protect people and property from harmful stormwater runoff.

REVENUES

| | |
|---------------------------|---------------------|
| Charges for Services | \$38,737,046 |
| Use of Money and Property | \$250,000 |
| Other Revenue | \$20,000 |
| Sale of Capital Asset | \$40,000 |
| | \$39,047,046 |

EXPENDITURES

| | |
|---|---------------------|
| Transportation & Public Works | \$15,453,877 |
| Capital Transfer Out | \$11,253,996 |
| Payment in Lieu of Taxes | \$1,150,593 |
| IT Refresh Transfer Out | \$45,000 |
| Street Rental | \$1,936,852 |
| Debt Transfer Out | \$9,142,297 |
| Contribution to Fund Balance/Net Position | \$64,431 |
| | \$39,047,046 |

Operating Budget Ordinance

The **Water and Sewer Fund** is an enterprise fund used to manage funds generated from water and wastewater service fees provided to retail and wholesale customers.

REVENUES

| | |
|----------------------------|----------------------|
| License and Permits | \$763,685 |
| Use of Money and Property | \$788,384 |
| Other Revenue | \$10,481,274 |
| Sale of Capital Asset | \$43,500 |
| Transfer from Water Impact | \$10,144,037 |
| Transfer from Sewer Impact | \$4,638,878 |
| Other Transfer In | \$2,550,924 |
| Charges for Services | \$424,513,758 |
| | \$453,924,440 |

EXPENDITURES

| | |
|--------------------------|----------------------|
| Water | \$265,036,309 |
| Operating Transfer Out | \$728,720 |
| Capital Transfer Out | \$6,598,720 |
| Payment in Lieu of Taxes | \$5,388,271 |
| Street Rental | \$22,298,892 |
| Debt Transfer Out | \$95,781,603 |
| Intrafund Transfers | \$58,091,925 |
| | \$453,924,440 |

Operating Budget Ordinance

SECTION 5. INTERNAL SERVICE FUNDS

Internal service funds are proprietary funds used for operations provided to internal customers (other City funds or departments) on a cost-reimbursement basis, in which customer departments and funds pay on a pro-rata, per-employee basis for operating costs of the department or fund that is providing services.

The **Capital Projects Services Fund** is an internal service fund used to manage funds generated from the internal service fees paid by General Fund Departments and other funds for services associated with implementation of capital projects.

REVENUES

| | |
|---------------------------|---------------------|
| Charges for Services | \$1,156,160 |
| Use of Money and Property | \$25,000 |
| Other | \$17,747 |
| Salvage Sales | \$1,500 |
| Transfer In | \$10,440,164 |
| | \$11,640,571 |

EXPENDITURES

| | |
|---------------------------------|---------------------|
| Transportation and Public Works | \$11,617,297 |
| IT Refresh Out | \$23,274 |
| | \$11,640,571 |

Operating Budget Ordinance

The **Equipment Services Fund** is an internal service fund used to manage funds generated from the internal service fees paid by General Fund Departments and other funds for services and costs associated with maintenance of the City’s fleet of motor vehicles and associated equipment.

| | |
|---------------------------|---------------------|
| REVENUES | |
| Charges for Services | \$25,544,420 |
| Use of Money and Property | \$27,754 |
| Other Revenue | \$18,500 |
| Sale of Capital Asset | \$5,000 |
| Salvage Sales | \$5,000 |
| | \$25,600,674 |
| EXPENDITURES | |
| Property Management | \$25,104,068 |
| Capital Transfer Out | \$449,000 |
| IT Refresh Transfer Out | \$47,606 |
| | \$25,600,674 |

Operating Budget Ordinance

The **Group Health and Life Insurance Fund** is an internal service fund used to manage funds generated from the internal service fees and health benefit expenses paid by the City through various funds and by participating individuals for services and costs associated with employee health benefit and life insurance coverage. With very limited exceptions, the City can make changes to its benefit offerings at any time; these changes could include discontinuing benefit programs or changing the rates at which the City contributes toward benefit costs. In general, employee benefits, except for previously accrued retirement benefits, are not guaranteed to continue, and City contributions to any benefit program are subject to sufficient funds being available and allocated in the annual budget process, which includes appropriations solely for benefits projected to be payable during the ensuing fiscal year in accordance with the pay-as-you-go funding plan for other post-employment benefit (OPEB) liabilities that was adopted in Resolution 4464-06-2015.

REVENUES

| | |
|---------------------------|---------------------|
| Use of Money and Property | \$357,366 |
| Employer Contributions | \$62,798,610 |
| Employee Contributions | \$19,952,298 |
| | \$83,108,274 |

EXPENDITURES

| | |
|-----------------|---------------------|
| Human Resources | \$83,099,312 |
| IT Refresh Out | \$8,962 |
| | \$83,108,274 |

Operating Budget Ordinance

The **Retiree Healthcare Trust** is a fiduciary fund used to manage funds generated from the internal service fees and health benefit expenses paid by the City through various funds and by participating retired individuals for services and costs associated with retired employee health benefit and life insurance coverage. With very limited exceptions, the City can make changes to its benefit offerings at any time; these changes could include discontinuing benefit programs or changing the rates at which the City contributes toward benefit costs. In general, employee benefits, except for previously accrued pension benefits, are not guaranteed to continue, and City contributions to any benefit program are subject to sufficient funds being available and allocated in the annual budget process, which includes appropriations solely for benefits projected to be payable during the ensuing fiscal year in accordance with the pay-as-you-go funding plan for other post-employment benefit (OPEB) liabilities that was adopted in Resolution 4464-06-2015.

REVENUES

| | |
|-----------------------|---------------------|
| City Contributions | \$24,663,876 |
| Retiree Contributions | \$6,979,955 |
| | \$31,643,831 |

EXPENDITURES

| | |
|-----------------|---------------------|
| Human Resources | \$31,643,831 |
| | \$31,643,831 |

Operating Budget Ordinance

The **Information Technology Systems Fund** is an internal service fund used to manage funds generated from the internal service fees paid by General Fund departments and other funds for services and costs associated with centralized information technology services.

REVENUES

| | |
|----------------------------------|---------------------|
| Charges for Services | \$35,492,014 |
| Use of Fund Balance/Net Position | \$3,247,562 |
| | \$38,739,576 |

EXPENDITURES

| | |
|-------------------------|---------------------|
| IT Solutions | \$38,529,766 |
| IT Refresh Transfer Out | \$209,810 |
| | \$38,739,576 |

The **Risk Financing Fund** is an internal service fund used to manage funds generated from the internal service fees paid by General Fund departments and other funds for implementation of statutorily mandated workers' compensation benefits for City employees and services associated with both City and third-party injury and property claims and risk reduction and avoidance strategies related thereto.

REVENUES

| | |
|---------------------------|---------------------|
| Use of Money and Property | \$168,000 |
| Other Revenue | \$19,224,324 |
| | \$19,392,324 |

EXPENDITURES

| | |
|-------------------------|---------------------|
| Human Resources | \$19,384,072 |
| IT Refresh Transfer Out | \$8,252 |
| | \$19,392,324 |

Operating Budget Ordinance

SECTION 6. DELEGATED AUTHORITY

In accordance with Chapter X of the Charter of the City of Fort Worth, Texas, by adoption of this ordinance, the City Council authorizes and delegates to the City Manager, or his designee, the authority to transfer appropriations within and among departments and funds, in a cumulative amount not to exceed the total amount budgeted and appropriated for each specific purpose and subject to a requirement that the City Manager, or his designee, shall be required to report such transfers and allocations to the City Council in periodic financial reports throughout the fiscal year, under the following conditions:

- A. Monies that are designated specifically and by amount in the budget for transfer among funds or departments of the City during the upcoming fiscal year for the purpose of meeting debt service, internal service, and capital expenditure commitments and other interfund and interdepartmental obligations.
- B. Appropriations in Section 1 of this ordinance specifically identify and allocate monies with the Non-Departmental Center of the General Fund for designated purposes, such as terminal leave payouts, departmental relocations, and salary and benefits associated with pay for performance. In connection with the occurrence of an event within a designated purpose, monies may be transferred and allocated from the Non-Departmental Center of the General Fund to the utilizing department's center within the Fund.
- C. Appropriations in the Special Donations Fund in Section 2 of this ordinance specifically identify and allocate monies, such as grant funds and donations that are anticipated to be received during the fiscal year. Following actual receipt or availability, monies may be transferred and allocated from the Non-Departmental Center of the Special Donations Fund to the receiving department's center within the Special Donations Fund.
- D. Appropriations in the Special Purpose Fund in Section 2 of this ordinance include fee-based revenues, such as third party instructor payments and summer day camp fees, that the Park and Recreation and

Operating Budget Ordinance

Neighborhood Services Departments are anticipated to receive during the fiscal year. Following the actual receipt or availability, the monies may be transferred and allocated from the Non-Departmental Center of the Special Revenue Fund to the appropriate project center with the Special Revenue Fund.

- E. Appropriations in the Municipal Airports Fund in Section 4 of this ordinance include one or more projects that encompass airport revenue-based payments that are owed to Alliance Air Services for its management of Alliance Airport and that are tied to and contingent upon Alliance Airport revenues that are anticipated to be received during the fiscal year. Following the actual receipt or availability, the monies may be transferred and allocated from the Non-Departmental Center of the Municipal Airports Fund to the appropriate project center with the Municipal Airports Fund.

SECTION 7: RATIFICATION

That all appropriation ordinances approved by the City Council effecting this budget for the ensuing fiscal year beginning October 1, 2017, and ending September 30, 2018, are hereby ratified and incorporated into the same.

SECTION 8: INCORPORATION OF PUBLISHED BUDGET

That the distribution and division of the above named appropriations be made in accordance with the budget of expenditures submitted by the City Manager and as revised and approved by the City Council in accordance with the provisions of the City Charter, which budget is on file with the City Secretary, incorporated herein, and made a part of this ordinance by reference thereto and shall be considered in connection with the expenditures of the above appropriations.

Operating Budget Ordinance

SECTION 9: LIMITATION ON EXPENDITURES, COMMITMENTS, AND OBLIGATIONS

That no department, division, officer, or employee of the City may expend, obligate, or commit any funds in an amount that exceeds the lesser of: (i) appropriations authorized by the adopted budget, including any duly enacted amendments or supplements thereto, or (ii) actual available resources. Further, that no department, division, officer, or employee of the City may expend, obligate, or commit any monies, such as grant funds or donations, that are anticipated to be received or any monies, such as asset forfeiture fund balance, that are anticipated to become available for expenditure unless and until such funds have been transferred and allocated in accordance with Section 6.

SECTION 10: LEGAL LEVEL OF CONTROL

That, except as otherwise provided in this section, the legal level of control shall be at the department for each fund for which a budget is adopted herein, meaning that, notwithstanding appropriation or expense category details outlined in the budget documents incorporated herein under Section 8 of this ordinance, the City Manager or his designee may, in consultation with a department head, approve reallocation of funds between and among categories of budgeted expenses within a department's budget without the approval of the City Council so long as such reallocation otherwise complies with all applicable laws and ordinances and does not result in a net increase to the department's overall appropriation. Notwithstanding the foregoing, the City Manager or his designee is authorized: (i) to make transfers and allocations in accordance with Section 6 of this ordinance and (ii) to transfer revenues, appropriations, and associated authorized positions between departments within a single fund order to reflect any organizational changes occurring during the fiscal year.

SECTION 11: PUBLICATION

That following the final passage, the caption of this ordinance shall be published in the official newspaper of the City of Fort Worth.

SECTION 12: SEVERABILITY

That should any part, portion, section, or part of a section of this ordinance be declared invalid or inoperative or void for any reason by a court of competent jurisdiction, such a decision, opinion, or judgement shall in no way affect the remaining portions, parts, sections, or parts of sections of this ordinance, which provisions shall be, remain, and continue to be in full force and effect.

SECTION 13: SAVINGS CLAUSE

All rights and remedies of the City of Fort Worth, Texas are expressly saved as to any and all violations of the provisions of the Code of the City of Fort Worth, or any other ordinances of the City, that have accrued at the time of the effective date of this ordinance; and, as to such accrued violations and all pending litigation, both civil and criminal, whether pending in court or not, under such ordinances, same shall not be affected by this ordinance, but may be prosecuted until final disposition by the courts.

SECTION 14: CONFLICTS


That all ordinances and appropriations for which provisions have previously been made are hereby expressly repealed if in conflict with the provisions of this ordinance.

SECTION 15: EFFECTIVE DATE

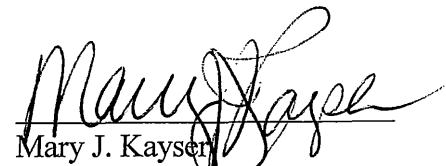
That this ordinance shall take effect and be in full force and effect from and after the date of its passage and publication as required by the Charter of the City of Fort Worth, and it is so ordained.

Operating Budget Ordinance

APPROVED AS TO FORM AND LEGALITY:


Sarah J. Fullenwider
City Attorney

ATTEST:


Mary J. Kayser
City Secretary

Adopted: September 26, 2017

Effective: September 30, 2017

Ordinance No. 22928-09-2017

AN ORDINANCE APPROPRIATING FUNDS FOR PURPOSES OF ENACTING THE FISCAL YEAR 2018 CAPITAL IMPROVEMENT PLANS, INCLUDING CAPITAL PROGRAMS, PROJECTS, OUTLAYS, AND COMMUNITY FACILITY AGREEMENTS; ACKNOWLEDGING PRIOR APPROPRIATIONS EFFECTING THE CAPITAL IMPROVEMENT PLANS; AND DELEGATING AUTHORITY FOR CERTAIN TRANSFERS, ALLOCATIONS, AND ROLLOVERS; AND ESTABLISHING A LEGAL LEVEL OF CONTROL; AND PROVIDING FOR PUBLICATION; AND PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING A SAVINGS CLAUSE; AND PROVIDING FOR THE REPEAL OF ALL ORDINANCES AND APPROPRIATIONS IN CONFLICT WITH THE PROVISIONS OF THIS ORDINANCE; AND PROVIDING AN EFFECTIVE DATE

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF FORT WORTH, TEXAS:

SECTION 1.

That there shall be appropriations for the Capital Improvement Plans of the City of Fort Worth for Fiscal Year 2018, including Capital Projects and Capital Programs, as follows:

GENERAL CAPITAL IMPROVEMENT PLAN

The General Capital Improvement Plan is used to complete activities such as acquisition of land or construction of infrastructure consistent with governmental activities of the City of Fort Worth. Appropriations for Capital Projects and Programs are outlined below, which includes total General Capital Improvement Plan appropriations of **\$36,123,553**.

Capital Budget Ordinance

| Category | Project | 2018 Appropriation |
|-------------------------------------|--|-----------------------|
| Neighborhood Services | Neighborhood Improvement Strategy | \$2,767,000 |
| | Alleyway Maintenance | \$87,000 |
| Libraries | Furniture, Fixtures, and Equipment for the Golden Triangle Library | \$842,000 |
| Community Partnerships | Future Community Partnerships | \$750,000 |
| Transportation Maintenance | Contract Brick Pavement | \$383,000 |
| | Contract Bridge Maintenance | \$1,639,000 |
| | Concrete Restoration | \$2,104,000 |
| | Contract Street Maintenance | \$14,284,000 |
| | Street Maintenance | \$795,000 |
| | Traffic System Maintenance | \$4,672,000 |
| Facility Renovation and Maintenance | Recurring Facility Maintenance and Repair | \$1,821,997 |
| | Roof Repair and Replacement | \$904,003 |
| | Minor Renovation and Repair | \$594,000 |
| | Solid Waste Administrative Office Consolidation | \$625,000 |
| Park and Recreation | Renovation of Existing Facilities | \$1,764,553 |
| | Playground Installations and Improvements | \$935,000 |
| | Utility Infrastructure (Fort Worth Zoo) | \$661,000 |
| | Minor Facility Repair and Replacement (Golf) | \$495,000 |
| | Total | \$36,123,553 |
| | | |
| Funding Sources | | |
| | Pay As You Go - General Fund | \$33,975,900 |
| | Transfer from Solid Waste Fund for Office Consolidation | \$625,000 |
| | Gas Well Revenues – Park and Recreation | \$522,446 |
| | Dedication Fees – Park and Recreation | \$283,957 |
| | Special Donations – Park and Recreation | \$36,250 |
| | Specially Funded Projects – Park and Recreation | \$185,000 |
| | Gas Well Revenues – Municipal Golf | \$495,000 |
| | Total | \$36,123,553 |

Capital Budget Ordinance

MUNICIPAL AIRPORTS CAPITAL IMPROVEMENT PLAN

The Municipal Airports Capital Improvement Plan is used to complete enhancements to the City's airports. Appropriations for Capital Projects and Programs are outlined below, which includes total Municipal Airports Capital Improvement Plan appropriations of **\$357,879**.

| Category | Project | 2018 Appropriation |
|---------------------|--|-----------------------|
| Aviation Facilities | Runway and Taxiway Improvements - Spinks | 265,000 |
| | Midfield Redevelopment and Helipad Connector - Meacham | 37,879 |
| | Airport Master Plan Update – Meacham and Spinks | \$55,000 |
| | | |
| | Total | \$357,879 |
| | | |
| Funding Source | | |
| | Gas Well Revenues - Aviation | \$357,879 |
| | Total | \$357,879 |

Capital Budget Ordinance

PUBLIC EVENTS CAPITAL IMPROVEMENT PLAN

The Public Events Capital Improvement Plan ensures that the city public events facilities are developed, maintained and upgraded to meet the needs of facility users and provide an environment for exceptional customer service. Appropriations for Capital Projects and Programs are outlined below, which includes total Public Events Capital Improvement Plan appropriations of **\$7,155,000**.

| Facility | Project | 2018 Appropriation |
|--------------------------------|---|-------------------------------|
| Convention Center | Air Handlers – Halls B thru F | \$1,000,000 |
| | Other Renovation and Repair | \$620,000 |
| Dickies Arena | Transfer to Arena Project for Future Requirements | \$3,000,000 |
| Will Rogers Memorial Center | Richardson Bass Building - Roof Replacement | \$1,000,000 |
| | Coliseum - Video Board upgrade | \$430,000 |
| | Moncrief Building - Lighting Upgrade | \$500,000 |
| | Other Renovation & Repair | \$605,000 |
| | Total | \$7,155,000 |
| | | |
| Funding Sources | | |
| | 2% Hotel Occupancy Tax – Culture and Tourism | \$1,595,000 |
| | Pay As You Go - DFW Airport Revenue Sharing Fund | \$2,535,000 |
| | Pay as You Go – Culture and Tourism Fund | \$3,025,000 |
| | Total | \$7,155,000 |

Capital Budget Ordinance

STORMWATER CAPITAL IMPROVEMENT PLAN

The Stormwater Capital Improvement Plan is used to complete projects to enhance the management of stormwater runoff. Appropriations for Capital Projects and Programs are outlined below, which includes total Stormwater Capital Improvement Plan appropriations of **\$16,904,000**.

| Category | Project | 2018 Appropriation |
|-----------------------|---|-----------------------|
| Drainage Engineering | Flood Warning Assessment | \$100,000 |
| | Emergency Engineering evaluation | \$150,000 |
| | Engineering Assessments | \$600,000 |
| | Pipe Condition and Assessment Program | \$250,000 |
| Major Drainage | Reactive Drainage Improvements & Property Acquisitions | \$698,000 |
| Neighborhood Drainage | Hammond Street Drainage Improvement | \$3,331,000 |
| | Central Arlington Heights Voluntary Buyout and Detention Improvements | \$1,675,000 |
| | Forest Park Detention / Zoo Creek | \$1,000,000 |
| | Kimbo Court Drainage Improvements | \$300,000 |
| | Minor Repair & Renovation – Easements | \$50,000 |
| | Minor Repair & Renovation – Paving | \$250,000 |
| | Westcliff Drainage | \$2,100,000 |
| Roadway Crossing | Loving Avenue Channel and Culvert | \$200,000 |
| | Parker-Henderson Culvert Improvements | \$1,500,000 |
| | Lebow Channel Roadway Crossing -Lower 28th, Dewey and Brennan | \$4,200,000 |
| Technology | Channel Infrastructure Geographic Information System | \$500,000 |
| | Total | \$16,904,000 |
| | | |
| Funding Sources | | |
| | Pay as You Go – Stormwater Utility Fund | \$10,685,996 |
| | Fund Balance – Stormwater Utility Fund | \$2,868,661 |
| | Stormwater Capital Projects Fund | \$2,328,253 |
| | Revenue Bonds – Stormwater | \$1,021,090 |
| | Total | \$16,904,000 |

Capital Budget Ordinance

SOLID WASTE CAPITAL IMPROVEMENT PLAN

The Solid Waste Capital Improvement Plan is used to complete projects to enhance the management of residential and commercial solid waste, and recycling, within the City of Fort Worth. Appropriations for Capital Projects and Programs are outlined below, which includes total Solid Waste Capital Improvement Plan appropriations of **\$1,478,950**.

| Category | Project | 2018 Appropriation |
|--------------------|---|-----------------------|
| Plans and Programs | Household Hazardous Waste Program | \$450,000 |
| | Drop-Off Stations LED Signage | \$450,000 |
| | Comprehensive Solid Waste Management Plan | \$233,750 |
| | Work Order Management System Programming Enhancements | \$200,000 |
| Audit | Grant of Privilege Audit | \$35,200 |
| Evaluations | Food Recycling Collection Evaluation | \$35,000 |
| | Low-Volume Commercial Transfer Station Evaluation | \$25,000 |
| | Landfill Gas Reclamation Evaluation | \$50,000 |
| | Grand Total | \$1,478,950 |
| | | |
| Funding Sources | | |
| | Fund Balance – Solid Waste Fund | \$1,478,950 |
| | Total | \$1,478,950 |

Capital Budget Ordinance

WATER CAPITAL IMPROVEMENT PLAN

The Water Capital Improvement Plan is used to complete projects to enhance the management of providing water and sewer services. Appropriations for Capital Projects and Programs are outlined below, which includes total Water Capital Improvement Plan appropriations of **\$13,070,000**.

| Project Type | Project | 2018 Appropriation |
|--------------------------|---|-------------------------------|
| Programmable Projects | Community Facility Agreement (CFA) Program | \$8,000,000 |
| | Major Transmission Mains | \$3,570,000 |
| | Interstate Highway (IH) -35 Expansion – Water and Sewer | \$900,000 |
| | Water Reclamation Facilities | \$600,000 |
| | Total | \$13,070,000 |
| | | |
| Funding Sources | | |
| | Water Capital Fund (for CFA Program) | \$1,500,000 |
| | Sewer Capital Fund (for CFA Program) | \$1,500,000 |
| | Future Debt (for CFA Program) | \$5,000,000 |
| | Future Debt (for Transmission Mains, IH-35 Expansion, and Water Reclamation) | \$5,070,000 |
| | Total | \$13,070,000 |

Capital Budget Ordinance

2014 BOND PROGRAM

The 2014 Bond Program authorized a total of \$292,075,000 in issuing authority. Through the current date, the City has used \$143,000,000 of its issuing authority. Fiscal Year 2017-2018 appropriations for Capital Projects and Programs, which will utilize 2014 Bond funding, are outlined below and include total appropriations of **\$22,911,357**.

| Proposition | Project | 2018 Appropriation |
|--|--|-----------------------|
| Proposition 1 – Streets Transportation Improvements | Brewer Blvd (S. of Risinger) | \$700,000 |
| | Mark IV Pkwy, Cantrell Samson | \$1,000,000 |
| | McCart Ave. & McPherson Blvd | \$10,632,517 |
| | Neighborhood Streets Contract – Part A | \$630,589 |
| | Neighborhood Streets Contract – Part B | \$522,689 |
| | Bridges | \$2,910,000 |
| | Railroad Crossings | \$1,763,795 |
| | Street Lights | \$1,182,460 |
| | Traffic Lights | \$683,674 |
| | Transportation Grant Matches | \$744,984 |
| | Pedestrian Street Enhancements in Urban Villages | \$36,749 |
| Proposition 2 – Parks Recreation and Community Center Improvements | Athletic Field Improvements | \$1,100,000 |
| Proposition 7 – Animal Care and Control Facility Improvements | North Animal Shelter (Design Cost Only) | \$1,003,900 |
| | Total | \$22,911,357 |
| | | |
| Funding Source | | |
| | 2014 Bond Program – Proposition 1 | \$20,807,457 |
| | 2014 Bond Program – Proposition 2 | \$1,100,000 |
| | 2014 Bond Program – Proposition 7 | \$1,003,900 |
| | Total | \$22,911,357 |

Capital Budget Ordinance

SECTION 2.

That there shall be appropriations for the Capital Outlays of the City of Fort Worth for Fiscal Year 2017-2018 as follows:

COMMUNICATION AND PUBLIC ENGAGEMENT

| Category | Project | 2018 Appropriation |
|----------------|-------------------------------------|-----------------------|
| Capital Outlay | Council Chamber Technology Upgrades | \$1,000,000 |
| | Total | \$1,000,000 |
| | | |
| Funding Source | | |
| | Special Purpose Fund – Fees | \$1,000,000 |
| | Total | \$1,000,000 |

CRIME CONTROL AND PREVENTION DISTRICT FUND

| Category | Project | 2018 Appropriation |
|----------------|--|-----------------------|
| Capital Outlay | Vehicles (Including Motorcycles) | \$10,465,504 |
| | Support Equipment (Helicopter) | \$400,000 |
| | Total | \$10,865,504 |
| | | |
| Funding Source | | |
| | Pay As You Go - Crime Control and Prevention District Fund | \$10,865,504 |
| | Total | \$10,865,504 |

FIRE APPARATUS ACQUISITION AND REPLACEMENT

| Category | Project | 2018 Appropriation |
|----------------|----------------------|-----------------------|
| Capital Outlay | Fire Apparatus | \$4,591,000 |
| | Total | \$4,591,000 |
| | | |
| Funding Source | | |
| | Seven-Year Tax Notes | \$4,591,000 |
| | Total | \$4,591,000 |

Capital Budget Ordinance

INFORMATION TECHNOLOGY SERVICES DEPARTMENT

| Category | Project | 2018 Appropriation |
|-----------------|---|-----------------------|
| Capital Outlay | Business Applications | \$2,165,402 |
| | Technology Infrastructure | \$6,633,463 |
| | Vehicles | \$100,000 |
| | Computer Refresh – General Fund | \$1,262,728 |
| | Computer Refresh – All Other Funds | \$730,520 |
| | Total | \$10,892,113 |
| | | |
| Funding Sources | | |
| | Pay as You Go – General Fund | \$2,663,000 |
| | Fund Balance – Information Technology Systems Fund | \$2,598,272 |
| | Transfer From Crime Control and Prevention District for Information Technology Projects | \$3,287,593 |
| | Transfer From Solid Waste Fund for Information Technology Project | 350,000 |
| | Computer Refresh Allocation – General Fund | \$1,262,728 |
| | Computer Refresh Allocation – All Other Funds | \$730,520 |
| | Total | \$10,892,113 |

Capital Budget Ordinance

MUNICIPAL AIRPORTS FUND

| Category | Project | 2018 Appropriation |
|----------------|--|-----------------------|
| Capital Outlay | Airport Lighting Regulator | \$15,000 |
| | Garage Door for Hangar 36S | \$10,000 |
| | High Definition Camera Installation | \$20,000 |
| | Customs Office of Information Technology Equipment | \$120,000 |
| | Pavement Condition Index Study | \$40,000 |
| | Repaint Hangars | \$150,000 |
| | Vehicle | \$25,000 |
| | Walk-Behind Pavement Cutter | \$22,000 |
| | Total | \$402,000 |
| | | |
| Funding Source | | |
| | Pay as You Go – Municipal Airports Fund | \$402,000 |
| | Total | \$402,000 |

MUNICIPAL PARKING FUND

| Category | Project | 2018 Appropriation |
|----------------|--|-----------------------|
| Capital Outlay | Equipment Replacement | \$35,000 |
| | Total | \$35,000 |
| | | |
| Funding Source | | |
| | Pay as You Go – Municipal Parking Fund | \$35,000 |
| | Total | \$35,000 |

PARK AND RECREATION DEPARTMENT

| Category | Project | 2018 Appropriation |
|-----------------|---|-----------------------|
| Capital Outlay | Recreation Center Equipment Replacement | \$69,000 |
| | Asset Management System (VUEWorks) | \$330,100 |
| | Total | \$399,100 |
| | | |
| Funding Sources | | |
| | Pay as You Go – General Fund | \$399,100 |
| | Total | \$399,100 |

Capital Budget Ordinance

STORMWATER UTILITY FUND

| Category | Project | 2018 Appropriation |
|-----------------|---|--------------------|
| Capital Outlay | Equipment | \$500,000 |
| | Technology | \$68,000 |
| | Total | \$568,000 |
| | | |
| Funding Sources | | |
| | Pay as You Go – Stormwater Utility Fund | |
| | Total | \$568,000 |

SOLID WASTE FUND

| Category | Project | 2018 Appropriation |
|-----------------|----------------------------------|--------------------|
| Capital Outlay | Vehicles and Equipment | \$497,000 |
| | Total | \$497,000 |
| | | |
| Funding Sources | | |
| | Pay as You Go – Solid Waste Fund | \$497,000 |
| | Total | \$497,000 |

VEHICLE AND EQUIPMENT REPLACEMENT FUND

| Department | Project | 2018 Appropriation |
|---------------------|--|--------------------|
| Property Management | Vehicle and Equipment Replacement | \$3,146,000 |
| | Total | \$3,146,000 |
| | | |
| Funding Source | | |
| | Pay As You Go – General Fund | \$3,000,000 |
| | Pay As You Go - Culture and Tourism Fund | \$146,000 |
| | Total | \$3,146,000 |

Capital Budget Ordinance

PROPERTY MANAGEMENT DEPARTMENT

| DePartment | Item | 2018 Appropriation |
|---------------------|---|-----------------------|
| Property Management | Mineral Management Group-Cost Recovery | \$511,421* |
| | Total | \$511,420* |
| | | |
| Funding Sources | Gas Well Revenues - Aviation | \$163,654 |
| | Gas Well Revenues - General | \$158,540 |
| | Gas Well Revenues - Golf | \$10,228 |
| | Gas Well Revenues – Lake Worth | \$66,485 |
| | Gas Well Revenues – Park and Recreation | \$46,028 |
| | Gas Well Revenues - Water | \$61,371 |
| | Fort Worth Central City Component Unit | \$33 |
| | Lone Star Development Corporation | \$934 |
| | Fort Worth Housing Finance Corporation | \$4,147 |
| | Total | \$511,420 |

*The Mineral Management Group-Cost Recovery appropriation is contained within the Fiscal Year 2018 Operating Budget. This schedule appropriates the monies necessary to enable transfer from the various Funding Sources (listed above) to the Property Management Operating Budget.

EQUIPMENT SERVICES FUND

| DePartment | Project | 2018 Appropriation |
|---------------------|---|-----------------------|
| Property Management | Equipment | \$449,000 |
| | Total | \$449,000 |
| | | |
| Funding Source | | |
| | Pay As You Go – Fleet and Equipment Services Fund | \$449,000 |
| | Total | \$449,000 |

WATER DEPARTMENT

| Category | Project | 2018 Appropriation |
|----------------|--------------------------------------|-----------------------|
| Capital Outlay | Vehicles and Equipment | \$6,598,720 |
| | Total | \$6,598,720 |
| | | |
| Funding Source | | |
| | Pay as You Go – Water and Sewer Fund | \$6,598,720 |
| | Total | \$6,598,720 |

Capital Budget Ordinance

SECTION 3.

That for Fiscal Year 2017-2018 there shall be Community Facility Agreement (CFA) Program appropriations for administering testing, inspection, and other costs funded by private developers and associated with developers' private construction of public infrastructure (community facilities) needed to support private development plans, subject to actual receipt of developer payments, as follows:

COMMUNITY FACILITIES AGREEMENT PROGRAM

| Project Type | Fund | 2018 Appropriation |
|---------------------|--------------------------|-------------------------------|
| Transportation | Government CFA Fund | \$7,000,000 |
| Water and Sewer | Water and Sewer CFA Fund | \$3,000,000 |
| | Total | \$10,000,000 |
| | | |
| Funding Sources | | |
| | CFA Fees | \$10,000,000 |
| | Total | \$10,000,000 |

SECTION 4.

That prior appropriation ordinances approved by the City Council relate to capital programs, capital projects, and capital outlays to be undertaken during the fiscal year beginning October 1, 2017, and ending September 30, 2018, and such ordinances are hereby acknowledged.

SECTION 5.

That no department, division, officer, or employee of the City may expend, obligate, or commit any funds in an amount that exceeds the lesser of: (i) appropriations authorized by adopted budgets and appropriation ordinances, including any duly enacted amendments thereto, or (ii) actual available resources. Further, that no department, division, officer, or employee of the City may expend, obligate, or commit any monies, such as grant funds or donations, that are anticipated to be

Capital Budget Ordinance

received or any monies, such as asset forfeiture fund balance, that are anticipated to become available for expenditure unless and until such funds have been received and appropriated.

SECTION 6.

That capital appropriations are intended to be life-of-project/life-of-program appropriations and are considered encumbered and available until the associated project or program has been fully completed. And that in accordance with this concept, the City Manager, is hereby authorized to take all actions and effect all transactions necessary to rollover capital appropriations that remain unspent at the conclusion of a fiscal year to the ensuing fiscal year so long as the associated capital program, capital project, or capital outlay remains incomplete. And that, on completion of a specific capital program, capital project, or capital outlay, the City Manager, is hereby authorized to return or “sweep” any remaining unspent appropriation (i) to the overarching capital project, program, or outlay, if applicable, to the extent such overarching project, program, or outlay remains open and incomplete to allow such unspent appropriation to be allocated for further use on other subprojects within such project, program, or outlay and (ii) if no overarching project, program, or outlay exists or remains open, to the fund balance of the original funding source for future use and appropriation by the City Council in accordance with applicable law. And that all actions taken in accordance with the authority delegated under this Section shall be taken in accordance and compliance with all applicable laws and ordinances.

SECTION 7.

That appropriations in the Community Facilities Agreement Program identify and allocate monies that are anticipated to be received during the fiscal year from developers for the inspection, materials testing, and other services to be performed by City staff in connection with community facilities agreement projects that are funded solely by developers. In accordance with Chapter X of

the Charter of the City of Fort Worth, Texas, by adoption of this ordinance, the City Council authorizes and delegates to the City Manager, acting directly or through a designee, authority, following the actual receipt of such monies, to enact and make transfers and allocations of such monies in a cumulative amount not to exceed the total amount budgeted, with such transfers and appropriation to be made from the Non-Departmental Project of the Government Community Facilities Agreement Fund and/or the Water & Sewer Community Facilities Agreement Fund, as applicable, to the receiving project's center within the respective fund, provided, however, that the City Manager, acting directly or through a designee, shall be required to report such transfers and allocations to the City Council in periodic financial reports throughout the fiscal year.

SECTION 8.

That the legal level of control for capital appropriations shall be at the Project, Program, or Outlay level, as applicable, for which an appropriation has been adopted, whether in this ordinance or another ordinance duly adopted by the City Council in the past or during this fiscal year. The City Manager, acting directly or through the Assistant City Managers, may approve the allocation of funds to a lower level within the same Project, Program, or Outlay, as applicable, without the approval of the City Council so long as such reallocation otherwise complies with all applicable laws and ordinances and does not result in a net increase to the overall appropriation of the Project, Program, or Outlay, as applicable.

SECTION 9.

That should any part, portion, section, or part of a section of this ordinance be declared invalid or inoperative or void for any reason by a court of competent jurisdiction, such decision, opinion, or judgment shall in no way affect the remaining parts, portions, sections, or parts of sections of this ordinance, which provisions shall be, remain, and continue to be in full force and effect.

Capital Budget Ordinance

SECTION 10.

All rights and remedies of the City of Fort Worth, Texas, are expressly saved as to any and all violations of the provisions of the Code of the City of Fort Worth, or any other ordinances of the City, that have accrued at the time of the effective date of this ordinance; and, as to such accrued violations and all pending litigation, both civil and criminal, whether pending in court or not, under such ordinances, same shall not be affected by this ordinance, but may be prosecuted until final disposition by the courts.


SECTION 11.

That all ordinances and appropriations for which provisions have previously been made are hereby expressly repealed to the extent they are in conflict with the provisions of this ordinance.

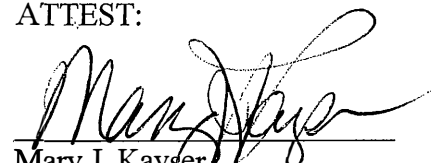
SECTION 12.

That this ordinance shall take effect and be in full force and effect from and after the date of its passage and publication, and it is so ordained.

APPROVED AS TO FORM AND LEGALITY:


Sarah J. Fullenwider
City Attorney

ATTEST:


Mary J. Kayser
City Secretary

Adopted: September 26, 2017

Effective: September 30, 2017





FINANCIAL MANAGEMENT SERVICES
1000 THROCKMORTON STREET
FORT WORTH, TEXAS 76102

WWW.FORTWORTHTEXAS.GOV/FINANCE

Financial Management Policy Statements

To establish and document a policy framework for fiscal decision-making, the City Manager will develop and maintain a comprehensive set of Financial Management Policy Statements. The aim of these policies is to ensure that financial resources are properly managed to meet the present and future needs of the citizens of Fort Worth. Specifically this policy framework mandates the pursuit of the following fiscal objectives:

- I. *Revenues:*** Design, maintain, and administer a revenue system that will assure a reliable, equitable, diversified, and sufficient revenue stream to support desired City services.
- II. *Expenditures:*** Ensure fiscal stability and the effective and efficient delivery of services, through the identification of necessary services, establishment of appropriate service levels, and careful administration of the expenditure of available resource.
- III. *Fund Reserve Policies:*** Maintain the fund balance and net position of the various operating funds at levels sufficient to protect the City's creditworthiness as well as its financial position from emergencies.
- IV. *Capital Expenditures and Improvements:*** Review and monitor the state of the City's capital assets, setting priorities for the addition, replacement, and renovation of such assets based on needs, funding alternatives, and availability of resources.
- V. *Debt:*** Establish guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current revenues.
- VI. *Interfund Loans:*** Establish guidelines for loans between funds.
- VII. *Cash and Investment Management:*** Invest the City's cash in such a manner so as to ensure the safety of principal and interest, to meet the liquidity needs of the City, and to achieve the highest reasonable market yield
- VIII. *Grants:*** Seek, apply for and effectively administer federal, state, and foundation grants-in-aid, which address the City's current priorities and policy objectives.
- IX. *Fiscal Monitoring:*** Prepare and present regular reports that analyze, evaluate, and forecast the City's financial performance and economic condition.
- X. *Accounting, Auditing and Financial Reporting:*** Comply with prevailing federal, state, and local statutes and regulations, as well as current professional principles and practices.
- XI. *Retirement System and OPEB Health Care Trust:*** Ensure that the Employees' Retirement Fund is adequately funded and operated for the exclusive benefit of the participants and their beneficiaries.

- XII. Internal Controls:** Establish and maintain an internal control structure designed to provide reasonable assurance that City assets are safeguarded and that the possibilities for material errors in the City's financial records are minimized.
- XIII. E-Commerce:** To fully utilize available technologies to expedite cash payments and receipts, enhance employee productivity, and provide customer satisfaction.
- XIV. Glossary:** an alphabetical list of terms or words found in or relating to the Financial Management Policies



Revenue Policy

I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer / Director of Finance.

II. Purpose

This policy is intended to establish guidelines for the management of certain City of Fort Worth revenues in order to design, maintain, and administer a revenue system that will assure a reliable, equitable, diversified, and sufficient revenue stream to support desired City services.

III. Applicability and Scope

This policy shall apply to all funds under the budgetary and fiscal control of the City Manager and the Mayor and City Council.

IV. Glossary

See definitions related to this policy provided in the appendix.

V. Policy:

A. Balance and Diversification in Revenue Sources

The City shall strive to maintain a balanced and diversified revenue system to protect the City from fluctuations in any one source due to changes in local economic conditions, which adversely impact that source.

B. User Fees

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.



Revenue Policy

C. Property Tax Revenues/Tax Burden

The City shall endeavor to reduce its reliance on property tax revenues by revenue diversification, implementation of user fees, and economic development. The City shall also strive to minimize the property tax burden on Fort Worth citizens.

D. Utility/Enterprise Funds User Fees

It is the intention of the City that all utilities and enterprise funds be self-supporting. As a result, utility rates and enterprise funds 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.

E. Administrative Services Charges

The City shall establish a method to determine annually the administrative services charges due the General Fund from enterprise funds for overhead and staff support. Where appropriate, the enterprise funds shall pay the General Fund for direct services rendered.

F. Revenue Estimates for Budgeting

In order to maintain a stable level of services, the City shall use a conservative, objective, and, analytical approach when preparing revenue estimates. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates, and trends in revenues. This approach should reduce the likelihood of actual revenues falling short of budget estimates during the year and should avoid mid-year service reductions.

G. Revenue Collection and Administration

The City shall maintain high collection rates for all revenues by keeping the revenue system as simple as possible in order to facilitate payment. In addition, since revenue should exceed the cost of producing it, the City shall strive to control and reduce administrative costs. The City shall pursue to the full extent allowed by state law all delinquent taxpayers and others overdue in payments to the City

H. Write-Off of Uncollectible Accounts

The City shall monitor payments due to the City (accounts receivable) and periodically write-off accounts where collection efforts have been exhausted and/or collection efforts are not feasible or cost-effective.



Revenue Policy

I. DFW Airport Car Rental Revenue Sharing

All revenues derived from the DFW Airport car rental revenue sharing shall be dedicated to facility improvements of the Fort Worth Convention Center and the Will Rogers Memorial Center.

J. Use of One-time Revenues

The City shall discourage the use of one-time revenues for ongoing expenditures.

K. Use of Unpredictable Revenues

The City shall exercise caution with the use of unpredictable revenues for ongoing

Gas-Related Revenue & Expense/Expenditure Policy



I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer / Director of Finance.

II. Purpose:

This policy is intended to establish guidelines for the management of certain City gas-related revenue and associated expenditures/expenses in order to ensure reliable, equitable, and diversified allocation and use of these funds. The goal for these funds is to strike a balance between current and future needs that are funded from a non-recurring and unpredictable resource.

III. Scope:

This policy addresses revenue derived from (i) ad valorem tax on mineral valuations; (ii) leases for the development of natural gas from under City-owned property; (iii) license or easement fees paid for the installation of gas gathering pipelines under City-owned property; and (iv) income of the Fort Worth Permanent Fund (Trust).

IV. Glossary

See definitions related to this policy provided in the appendix.

V. Revenue Allocation:

A. Trust/Endowment Fund

1. The City has established a Trust Fund that will be structured and governed in such a manner to achieve maximum investment flexibility, maximum investment protection, and professional investment management. The Trust will be managed to ensure the long-term preservation and growth of the trust principal.
2. The Trust will be managed by a corporate trustee appointed by the City Council in accordance with the City Charter and the State Local Government Code. The City's Chief Financial Officer/Director of Finance

Gas-Related Revenue & Expense/Expenditure Policy



will be empowered to make fund management decisions and recommendations consistent with an adopted investment policy of the City Council. The Chief Financial Officer/Director of Finance shall serve as the financial guardian of the Trust ensuring fiscal stability, overseeing the trustee appointed by the City Council, monitoring fund performance and recommending to the City Council the amount of funds available for disbursement annually, in accordance with this policy. The Chief Financial Officer/Director of Finance shall be precluded from making specific expenditure decisions. Such decisions will be made by the City Council upon recommendation by the City Manager.

3. The Trust instrument may be substantively amended upon the affirmative vote of at least three-fourths of the City Council. Prior to such vote, the City Council shall hold three public hearings. Any vote to substantively amend the Trust instrument shall occur six or more months after the initial public hearing.
4. To the extent not in conflict with common law or any other statutes applicable to the Trust Fund, the trustee shall retain all powers granted to trustees by the Texas Trust Code, and particularly is to have the power to invest and reinvest the trust estate in accordance with the goals and stipulations of the governing Trust instrument.
5. The determined percentage of bonus and royalty revenue from various sources are to be held in a consolidated account which will be divided into different sub-accounts including, but not limited to, the General Endowment Gas Lease Fund, the Aviation Endowment Gas Lease Fund, the Park System Endowment Gas Lease Fund, the Nature Center Endowment Gas Lease Fund, and the Water and Sewer Endowment Gas Lease Fund. Other sub-accounts may be created in order to account and track for funds as approved within this policy.
6. The goal of the Trust Fund is to produce income from investments and be a long-term income source for the benefit of both present and future Fort Worth citizens. The trustee, in close cooperation with the Chief Financial Officer/Director of Finance, will recommend to the City Council distribution procedures for the different funds of the Trust consistent with the goal to preserve, as well as increase, the trust principal. The amount of income available to be distributed each year from a particular fund of the Trust shall be determined by the trustee and the Chief Financial Officer/Director of Finance consistent with the Trust agreement approved by the Mayor and City Council. In the event investment regulations prohibit the

Gas-Related Revenue & Expense/Expenditure Policy



intended growth and expansion of the Trust, a provision for dissolution of the Trust will be incorporated into the initial Trust instrument. Dissolution of the Trust will first require a determination and recommendation of the corporate trustee and the Chief Financial Officer/ Director of Finance.

7. To facilitate prudent management and reasonable returns and growth for the Trust Fund, during the 81st Legislative Session, the Public Funds Investment Act (Texas Local Government Code Chapter 2256) was amended. As amended the Act allows the Trust Fund to be managed in a flexible manner consistent with the Uniform Prudent Management of Institutional Funds Act (Texas Property Code Chapter 163).

B. Revenue from Current Receipts

1. Ad Valorem Tax Revenue

The ad valorem receipts on mineral valuations will be allocated to the general fund.

2. Water and Sewer Fund

Bonus, royalty and other natural gas-related fee revenue derived from Water and Sewer assets, including pipeline easements and license agreements, will generally be allocated in the manner outlined below, provided, however that no allocation may be made except in compliance with the Water and Sewer System's Master Ordinance and applicable Supplemental Ordinances and bond covenants. To the extent that gas-related revenues subject to this subsection are needed in order to comply with covenants and duties for the System's Outstanding Obligations, they shall be allocated first to such compliance.

Water and Sewer - Lake Worth Property

Funds from Water and Sewer property located in and around Lake Worth (except the Nature Center and Refuge) shall be designated for qualified expenditures in the development and execution of the 2007 Lake Worth Capital Improvement Implementation Plan, until such time as the plan projects are completed.

Water and Sewer – Other Property

All revenue derived from other Water and Sewer assets will be allocated as follows:

- a. Seventy-five percent (75%) to the Water and Sewer Gas Lease Capital Projects Fund.

Gas-Related Revenue & Expense/Expenditure Policy



- b. Twenty-five percent (25%) of the revenues will be allocated to the Water and Sewer Endowment Gas Lease Fund.

3. Park land - Lake Worth

Funds from park land located in and around Lake Worth (except the Nature Center and Refuge) shall be designated for qualified expenditures in the development and execution of the 2007 Lake Worth Capital Improvement Implementation Plan, until such time as the plan projects are completed.

4. Park land - Fort Worth Nature Center and Refuge

Allocation of Bonus

Bonus revenues from gas leases associated with the Nature Center will be allocated first to establish the Nature Center Endowment Gas Lease Fund such that a ten million dollar (\$10,000,000.00) corpus will be established within the Endowment Fund. Any remaining bonus funds will be allocated as follows:

- a. Fifty percent (50%) to the Nature Center Gas Lease Capital Improvement Program to implement the Nature Center Master Plan; and
- b. Fifty percent (50%) to the Park Gas Lease Capital Project Fund.

Allocation of Royalties and Other Lease Revenues

Royalty and all other revenue from gas leases associated with the Nature Center will be allocated in accordance with the paragraphs below. Allocation shall vary depending on whether such allocation occurs before or after Full Funding of the Master Plan as defined in the following paragraph.

In 2009, the City Council adopted Resolution 3765-07-2009, which endorsed allocation of \$62 million, adjusted for inflation, to provide full funding of the Nature Center Master Plan, which was incorporated into the City's Comprehensive Plan in February 2004 (M&C G-14276). In accordance with that Resolution, the term "Full Funding of the Master Plan" shall mean a total combined allocation to the Nature Center Endowment Gas Lease Fund and the Nature Center Capital Improvement Program of an amount that, as adjusted by the Consumer Price Index, represents the equivalent of \$62 million in 2009.

Until Full Funding of the Master Plan (as described above) has been achieved, all royalties and other revenue received from gas leases associated with the Nature Center will be allocated as follows:

Gas-Related Revenue & Expense/Expenditure Policy



- a. Twenty-five percent (25%) to the Nature Center Gas Lease Capital Improvement Program
- b. Twenty-five percent (25%) to the Park Gas Lease Capital Project Fund; and
- c. Fifty percent (50%) to the Park System Endowment Gas Lease Fund.

After Full Funding of the Master Plan (as described above) has been achieved, all royalties and other revenues received from gas leases associated with the Nature Center will be allocated as follows:

- a. Fifty percent (50%) to the Park Gas Lease Capital Project Fund; and
- b. Fifty percent (50%) to the Park System Endowment Gas Lease Fund.

5. Park land - Municipal Golf Courses

Bonus, royalty and other natural gas-related fee revenue derived from designated golf course property, including pipeline easements and license agreements, will be allocated solely to the Golf Gas Lease Capital Project Fund.

6. Park land - Bonuses

Unless otherwise specified in subsections 3-5 above, all bonus revenues from gas leases associated with park land will be recorded in the Park Gas Lease Capital Project Fund and will be designated for use for capital improvements within the park system.

7. Park land - Royalties and Fees for Federal/State Restricted Parks

With the exception of the Nature Center, royalties and other fees received from gas leases or license agreements associated with park land that has federal and/or state restrictions requiring proceeds to be spent within the park system shall be allocated as follows:

- a. Fifty percent (50%) to the Park Gas Lease Capital Project Fund; and
- b. Fifty percent (50%) to the Park System Endowment Gas Lease Fund.

This same allocation shall be used for all gas-related revenues generated from the Fort Worth Nature Center and Refuge that are not otherwise allocated under subsection 4 above.

Gas-Related Revenue & Expense/Expenditure Policy



8. Municipal Airports Fund

Bonus, royalty and other natural gas-related fee revenue derived from airport property, including pipeline easements and license agreements, will be allocated in the following manner:

1. Fifty percent (50%) to the Aviation Gas Lease Capital Project Fund for aviation capital improvement projects; and
2. Fifty percent (50%) to the Aviation Endowment Gas Lease Fund.

9. Pipelines in Public Rights of Way

Revenue derived from pipeline easements and license agreements in the public rights of way will be deposited to the General Fund to offset the staff costs associated with reviewing and managing the pipeline locations in relation to other utilities.

10. Property Owned by City-Affiliated Corporation

All gas-related revenues derived from property titled to any City-affiliated corporation, such as local development corporations, Alliance Airport Authority, or the Housing Finance Corporation, shall be provided to such City-affiliated corporation to support its lawful activities per the policies and oversight of its respective governing board.

11. All Other Revenue

Except as noted in prior sections, all other revenue from bonuses, royalties and fees from gas leases, pipelines or related activities located on all other City property, including unrestricted park land, will be allocated as follows:

1. Fifty percent (50%) of the revenue will be allocated to the General Gas Lease Capital Projects Fund; and
2. Fifty percent (50%) of the revenue will be allocated to the General Endowment Gas Lease Fund.

12. Minimum Payment Threshold

Notwithstanding anything in this policy to the contrary, if a gas-related revenue payment is \$500 or less, one hundred percent of the payment will be allocated to the respective Gas Lease Capital Project Fund.

Gas-Related Revenue & Expense/Expenditure Policy



13. Interest Income

Interest earnings received from any Gas Lease Endowment Fund will be allocated solely to the respective fund's Gas Lease Capital Project Fund.

VI. Expenditures/Expenses

Expenditures/Expenses of revenues derived from lease bonuses and royalties, other gas-related revenue, and distributions from the Trust/Endowment Funds shall be appropriated for one time program initiatives and capital projects which meet one or more of the program and project criteria listed below:

1. Capital projects with a minimum 10-year useful life;
2. To provide matching grant funds to leverage funds for capital projects;
3. Technology with a minimum 5-year useful life;
4. Acquisition of equipment and fleet assets including contributions to a revolving replacement fund;
5. Capital equipment with a minimum 10-year useful life;
6. To fund one-time community-wide economic and neighborhood development initiatives and projects;
7. To fund labor and materials associated with production, distribution and establishment activities for trees on public property (including school and county property);
8. To periodically transfer funds to the General Fund to offset budgeted administrative costs associated with administering this policy and managing the City's gas leases and pipeline agreements, with the allocation of the cost being proportional among all gas revenue funds according to each fund's relative percentage of the total revenue collected in all funds (including the Trust/Endowment funds and City affiliated corporation funds) during that reporting period;
9. To periodically transfer Park funds from gas lease and pipeline revenues to the General Fund to offset program costs associated with leases, conversions, and pipelines;

Gas-Related Revenue & Expense/Expenditure Policy



10. To replenish the Unassigned Fund Balance (for the General Fund), Assigned Fund Balance (all other Governmental Funds except the General Fund), or Net Position (for Enterprise Funds), if necessary, in any designated City fund, to meet the minimum reserve requirements established for that fund;
11. To make payments in support of arts organizations provided, however, such payments may only be made using distributions from the General Endowment Gas Lease Fund and not from bonus, royalties, ad valorem tax revenues, or any other gas-related revenue.

Revenue Receipting Policy



I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer/Director of Finance (“CFO”).

II. Purpose

This policy defines and provides the guiding principles with respect to Revenue Receipting, including the handling of cash, reconciling payments received, and reporting on receipting activity occurring within the City of Fort Worth (“the City”). The objectives of this policy are to ensure consistent revenue receipting practices and to safeguard against loss, unauthorized use, or misappropriation of assets. Controls are created to establish, maintain, and enforce a sound system of operational procedures in accordance with industry best practices and internal control objectives. These controls address the decentralized nature of the processes associated with receipting and depositing revenue while also providing standards and minimally acceptable practices for these activities.

III. Applicability and Scope

All employees of the City, including uniformed employees having revenue receipting, cash handling, and payment reconciliation responsibilities shall conduct all related activities in compliance with rules and guidelines set forth by this policy, and by their respective departmental cash handling and reconciliation procedures.

IV. Glossary

See definitions related to this policy provided in the Glossary for Financial Management Policies.

Revenue Receipting Policy



V. General Policies

- A. Each department is required to maintain a listing of locations and employees that collect and perform revenue collection activities and to provide this listing to the Department of Financial Management Services (“FMS”) on an annual basis. This list must include information about the nature of the collection activities and the name and position title of all staff that handle cash at each location.
- B. The number of employees with cash access shall be limited to staff that are required to handle cash as part of their job function. Separation of duties must exist between the Cash Custodian and individual who will perform the accounting and recordkeeping functions pertaining to monetary intakes.
- C. Where adequate separation of duties is precluded due to limited available personnel or other operational constraints, the Department Supervisor shall perform specific verification functions to discourage misappropriation and/or theft. The Supervisor shall not be involved in the original transaction steps subject to verification. Departments should confer with FMS to establish other mitigating controls where separation of responsibility is precluded.
- D. Generally, monetary intakes shall be deposited at the City’s banking institution within 24 hours of receipt. Departments, in conjunction with the CFO, shall assess the reasonableness, practicality, and security in determining deposit timing into the City’s banking institution. Departmental receipts shall not be used to create or replenish other funds.
- E. All monetary intakes should be accurately recorded into the City’s software systems real-time when such systems are available, but no less than within 24 hours of receipt all payments should be recorded within the general ledger. Management review and approval of such recordings shall be completed within 48 hours of deposit.
- F. Employees performing payment receipting functions must use due diligence in handling City assets to ensure that reasonable protection is provided to those assets at all times. Employees must report to their department supervisor, who in turn should submit the report to FMS, of any instance where a City employee has knowledge or suspicion of a theft or dishonest act by another City employee.

Revenue Receipting Policy



- G. Employees receipting payments shall not knowingly accept counterfeit bills, foreign, or mutilated currency.
- H. Employees receipting payments shall not make adjustments to invoices. The departmental supervisor or designated authorized employee shall make any necessary corrections, changes, or adjustments to amounts billed to a City customer.
- I. Discrepancies between the amounts deposited at the City's financial institution, written receipts, and/or cash register or computer system generated receipts, must be recorded along with appropriate supporting documentation. The supervisor must review, on a daily basis, such documentation and follow up with the appropriate corrective action. Any cash overages/shortages must be recorded to the appropriate account in the general ledger. Cash overages should be promptly deposited and cash shortages should be promptly replenished. Department Directors have the ultimate responsibility to ensure discrepancies are identified and corrective measures are taken.
- J. Funds from Cash/Change Drawers or Imprest Funds, which are no longer necessary for departmental operations must be deposited into a City owned bank account within 48 hours from the date the determination is made the Cash/Change Drawer or Imprest Fund is no longer necessary for departmental operations.

VI. Cash/Change Drawer and Imprest Funds

A. Cash/Change Drawers

The following procedures will be maintained for all Cash/Change Drawers:

- 1. Each employee performing payment receipting functions and activities shall have their own Cash/Change Drawer from which to work.
- 2. Employees performing payment receipting functions on any given business day shall open their Cash/Change Drawer and reconcile to the pre-defined amount of cash/change assigned to the drawer before beginning revenue receipting activity.
- 3. At the end of the business day, all employees performing payment receipting functions will balance and close their Cash/Change Drawer through a review of

Revenue Receipting Policy



the receipts and transactions recorded in an automated or manual point of sale system. All receipts shall be prepared for bank deposit.

4. The supervisor of the employee performing payment receipting functions shall verify the accuracy of the revenue received during the day through a review of the receipts and transactions recorded in an automated or manual point of sale system.
5. The ending balance of the Cash Drawer shall be the same as the beginning balance, and equal to the amount assigned to each respective drawer.
6. Completed daily deposits shall be kept in a locked combination vault or safe, or in a locked room in a locked drawer or file cabinet until it can be transmitted to the depository institution through an armored car service.
7. The amount of beginning cash within a Cash Drawer will be periodically evaluated based upon the number of transactions, the volume of cash versus other payment types, and the frequency change is forecasted to be needed in an average day.
8. Cash maintained for the purpose of making change must not be commingled with operational cash amounts and should not be used for any other purpose.

B. Imprest Funds

Imprest Funds are designated amounts of cash held outside of the general treasury and the use of such funds is subject to the City of Fort Worth Police Department's operating procedures.

VII. Requesting a New and/or Increase in a Cash/Change Drawer or Imprest Fund

Authority to establish or modify a Cash/Change Drawer or Imprest Fund must be initiative by a request from a Department Director and receive approval from the CFO. The CFO has the ability to delegate this function to appropriate staff within FMS. Departments shall collaborate with the CFO, or his/her designee, to establish and maintain a system of procedures, controls, and reporting activities associated with the receipting of payments and depositing of funds for all areas of their revenue receipting operations. Each Cash/Change Drawer and Imprest Fund shall be assigned an amount of cash as the beginning/opening balance. This amount shall be determined based upon the

Revenue Receipting Policy



activity level of the department and the associated business operational requirement and should be maintained throughout the lifecycle of the Cash/Change Drawer or Imprest Fund.

VIII. Petty Cash

The City of Fort Worth does not allow any department to own or operate Petty Cash funds.

IX. Training

All employees who have payment receipting responsibilities must successfully complete the City's Cash Handling Policies and Procedures course within thirty (30) days of employment. Existing employees must take the first available cash handling course upon obtaining the cash receipting responsibility. Employees performing payment receipting activities are required to complete an update cash handling course annually, subsequent to the initial training. Successful completion of this course is defined as achieving at least a seventy percent (70%) passing grade on the test administered upon completion of the course.

It is the responsibility of the department to notifying FMS, when a new or transferred employee becomes responsible of payment receipting activities and whenever an employee is no longer responsible for payment processing. In addition, it is the responsibility of the operating department to ensure all staff responsible for payment receipting activities have completed the City's Cash Handling training at least annually.

The FMS Department is responsible for providing all training related to Cash Handling and payment processing and in conjunction with the Budget and Performance Management Office ("PMO"), will notify the operational departments when their employee(s) are due for their annual training. Notwithstanding, the operational department(s) retain ultimate responsibility for ensuring all employees attend and successfully complete the training outlined herein.

The Budget and Performance Management Office maintains employee training records. Each time an employee completes a training course, Budget and Performance

Revenue Receipting Policy



Management Office will add the completion information to the employee's training transcript. Reports and/or copies of transcripts are provided by the Budget and Performance Management Office to all employees upon request.

X. Receipt of Payments

A. Cash

1. The cash custodian should have complete control and responsibility when collecting and securing the cash received from customers.
2. The cash drawer must be securely locked when the cashier is away from the cash drawer.
3. To reduce the risk of error, all cash should be separated according to the denomination, and should be sorted face up in the same direction.

B. Checks

1. Checks, traveler's checks, money orders and other negotiable instruments must be made payable to the "City of Fort Worth" and shall be promptly endorsed upon being received.
2. All checks made payable to the City of Fort Worth shall be accepted only in the amount of the transaction. Checks may not be written for more than the amount due to the City.
3. When accepting a check for amounts due to the City, the cash custodian shall capture the following payer's information and note same at the top of the check:
 - (1) Driver's license number
 - (2) Physical home address
 - (3) Valid Telephone number
4. No temporary, post-dated, or third party checks are to be accepted by the City.

Revenue Receipting Policy



5. Check cashing is strictly prohibited by this policy.

C. Credit/Debit Cards

Employees taking payments are required to follow the information security procedures covered in the IT Security Administrative Regulations (AR-D5 & AR-D7) located on the City of Fort Worth Intranet. Employees are to be aware of and adhere to Payment Card Industry Data Security Standards (“PCI-DSS”) practices at all times. Departments should exercise care with regard to credit card terminal and receipts in compliance with PCI-DSS requirements.

1. Employees should encourage customers to pay with a credit/debit card whenever possible. Credit/debit card use promotes a stronger internal control environment.
2. Employees should never write down or store a customer’s credit card information.
3. Employees should request customer identification (i.e. Government issued Driver’s License or Identification Card) to ensure the customer name matches the credit card provided for payment.

XI. Transaction Receipts

Customers are entitled to, and should always be provided with, a receipt detailing information about the payment made. All departments with revenue receipting operations must maintain a permanent collection record such as a cash register tape or point of sale system report detailing all payment related transactions including voids, refunds, or cancellations. Receipts shall be sequentially numbered and unique to each transaction.

XII. Refunds and Overpayments

Refunds from Cash/Change Drawers or Imprest Funds are prohibited unless the overpayment/void occurs within the same day as the original receipt. There must be a system to track and report any voided transaction(s) and the approval by the appropriate

Revenue Receipting Policy



departmental supervisor. Refunds and voids relating to a prior day's activity may only be made through Accounts Payable and must be properly approved by the appropriate departmental supervisor. In situations where the department has a computerized system to process refunds/voids, the operating department is responsible for ensuring the accurate accounting and approval of refunds and voids through the computerized system.

XIII. Safeguarding

Access to the Cash Drawer should be limited to one person. The Cash Drawer shall be counted and balanced before another person takes possession of the Cash Drawer. Both parties involved in the Cash Drawer transfer shall be present when cash is counted, and a receipt shall be signed by the person accepting custody of the Cash Drawer.

- A. All areas surrounding the cash handling sites shall be visible and without obstruction.
- B. Dual control over the processing and storage of all monetary intakes should be utilized.
- C. All funds shall be kept out of public view and shall be available for inspection by authorized City personnel such as the Revenue Office, the City Auditor, or other authorized personnel as approved by the CFO.
- D. Physical protection of payments through the use of bank facilities, armored vehicles, vaults, locked cash boxes, tamper proof bags, or locked drawers shall be utilized at all times. Only assigned personnel shall have access to keys and vault combinations.
- E. Armored car services should be utilized based on a mutually agreeable schedule between the department and the CFO or his or her designee. The operating department and the CFO shall agree upon a schedule that promotes timely deposit of revenue, but does not create a cost for this service outweighing the benefit.
- F. Cash should never be transported to the City's banking institution by any method other than Armored Car service.

Revenue Receipting Policy



XIV. Liability for Loss

Department performing payment receipting activities retain the ultimate liability for misappropriation and loss or theft of payment until such time as the custody of cash is transferred to the Armored Car service or the FMS department for deposit pick up staging.

XV. Monitoring Performance

Departmental controls shall include a practical means for employees to report instances where system controls, processes and/or procedures are overridden that could increase the City's fraud risk exposure. Department Directors, Assistant Directors, and Managers/Supervisors shall monitor and annually assess any risk areas and adopt appropriate strategies to manage these functions, thereby minimizing loss opportunities.

XVI. Audits

The Revenue Office of FMS will perform Cash/Change Drawer audits to determine whether each Cash/Change Drawer and Imprest Fund balance is in agreement with the associated balance on the City's General Ledger.

The operational department(s) are responsible for auditing and validating all Cash/Change Drawer and Imprest Fund balances on a quarterly basis and providing authorized FMS Revenue Office personnel full access to all funds at all revenue collecting locations.

The FMS department is responsible for notifying the operational department(s), within a reasonable lead time, to ensure the person with authority is available during the audit. At the conclusion of each Cash/Change Drawer and Imprest Fund audit, the FMS department will provide a memo detailing the results of the audit which will include instruction for how to handle identified discrepancies.

For additional information or questions concerning this policy, please contact the FMS Treasury Office at (817) 392-8500.

Payments from Water and Sewer Fund to Other Funds



I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer / Director of Finance.

II. Purpose:

The Water and Sewer Fund is an Enterprise Fund, with the Water and Sewer System operating similar to a business in the private sector. However, as a tax-exempt governmental unit, the Fund does not pay franchise fees or property taxes that would be required of a private utility. The purpose of this policy is to outline the assessment of charges and fees to the Water and Sewer Fund in order to provide the General Fund with revenue comparable to what would be received from a private utility. In addition, this policy is also intended to address contributions from the Fund in support of the City's Public Art Program.

III. In General:

Payments out of the funds of the Water and Sewer System must comply with the Master Ordinance (Ordinance 10968), which establishes the revenue financing program that provides for issuance of System revenue bonds to finance capital improvements. The rate covenant in the Master Ordinance obligates the City to establish and collect rates "necessary to produce Gross Revenues and other Pledged Revenues sufficient (1) to pay all current Operating Expenses, (2) to produce Net Revenues for each Fiscal Year at least equal to the Annual Debt Service Requirements during such Fiscal Year of the then Outstanding Parity Obligations, and (3) to pay all other financial obligations of the System reasonably anticipated to be paid from Gross Revenues." To fully implement this policy, in designing rates the Water and Sewer System shall also take into account payments under this policy to the extent allowed by applicable law and current contracts.

Under the Master Ordinance, payments such as those outlined in this policy can only be made from Excess Pledged Revenues, which, generally speaking, consist of System revenues that remain available after all Operating Costs have been paid and all debt-related obligations have been met. The following paragraph describes in more detail the process for determining Excess Pledged Revenues under the Master Ordinance.

In accordance with the Master Ordinance, Gross Revenues of the Water and Sewer System are reduced by Operating Costs to determine Net Revenues, which, together with any other monies pledged to the payment of Parity Obligations, constitute Pledged

Payments from Water and Sewer Fund to Other Funds



Revenues. The City also has the right to pledge the Pledged Revenues in payment of, and as security for, debt obligations that are subordinate to the Parity Obligations. Such subordinate lien obligations, which the City has issued and may continue to issue, are also considered Outstanding Obligations under the Master Ordinance. Under Section 11(b) of the Master Ordinance, provision must first be made for funds from Pledged Revenues to be deposited to the debt service, reserve, and other funds and accounts for ALL Outstanding Obligations as required by the Master Ordinance and applicable Supplemental Ordinances and bond covenants. If System funds remain available after these actions have occurred and provision has been made for all Operating Expenses and debt-related payments, remaining System funds constitute Excess Pledged Revenues that can be used for other lawful purposes, including payments under this policy.

By adoption of this policy, the Mayor and City Council delegate to the Financial Management Services Department responsibility for determining and certifying the availability of Excess Pledged Revenues. The certification shall be provided to the Water Department, and a copy shall be maintained in the records of the Financial Management Services Department.

An initial determination of Excess Pledged Revenues shall be made in connection with the annual budget process to determine the extent to which revenues exist for budgeting and making of payments under this policy. If it is determined that Excess Pledged Revenues are projected to exist but will not be sufficient to make all three of the proposed payments in full, the amount of Excess Pledged Revenues that is certified to be available shall be allocated among the payments on a pro rata basis.

To ensure payments under this policy consist only of actual Excess Pledged Revenues, after the close of each fiscal year, in connection with preparation of the annual audit, staff shall conduct a “true up” process, recalculating Excess Pledged Revenues using actual, rather than budgeted, figures for Gross Revenues, Operating Expenses, and debt-related payments. If it is determined that actual Excess Pledged Revenues for the preceding fiscal year were not sufficient for the full amount of the payments that were made under this policy, the General Fund shall make a one-time payment to the Water and Sewer Fund in the amount of any shortfall so that the Water and Sewer Fund’s final audited figures for the year, as reported in the Comprehensive Annual Financial Report, reflect payments made solely from Excess Pledged Revenues.

IV. Payment for Street Rental Fee:

The Street Rental Fee payment to the General Fund is intended as an assessment in lieu of franchise fees that the General Fund would receive in return for use of the City’s streets and rights-of-way if the Water and Sewer System were a private utility enterprise.

The Street Rental Fee shall be calculated as five percent (5%) of gross service revenue for Water and Sewer customers, unless specified otherwise by applicable wholesale contract. In this context, gross service revenue is defined as (i) total revenues of the

Payments from Water and Sewer Fund to Other Funds



System excluding (ii) non-service revenues. Non-service revenues consist of funds that are not generated in connection with the provision of water or wastewater services; examples include Interest Earnings, Gain/Loss on Assets, Transfers from Other Funds, Transfers from Impact Fees, reimbursements for Water Main Capacity Charges and Sewer Per Acre Charges, Front Foot Charges, Refunds from external service providers, and proceeds from Sale of Capital Assets or Equipment.

For the purposes of cost recovery, the Street Rental Fee shall be treated as revenue in the General Fund and as an operating expense in the Water and Sewer Fund.

The amount of the Street Rental Fee assessed will be included in annual retail and wholesale water and wastewater cost of service studies performed by the Water Department and included in the annual operating budget. Street Rental fees will be assessed to Wholesale Water and Sewer Revenues as specified in the contracts with wholesale customers.

Because this Fee is based on actual gross service revenue, after the close of each fiscal year staff shall conduct a “true up” process in connection with preparation of the annual audit. If it is determined that actual gross service revenue for the most-recent preceding fiscal year differs from the budgeted amount, a one-time adjustment shall be made to offset such difference so that the Water and Sewer Fund’s final audited figures for the year, as reported in the Comprehensive Annual Financial Report, reflect a total for street rental payments based on actual gross service revenue.

V. Payment-in-Lieu-of-Taxes:

The Payment-In-Lieu-of-Taxes (PILOT) to the General Fund is intended to offset the ad valorem taxes lost due to the tax-exempt status of the Water and Sewer System property.

The PILOT shall be calculated by applying the effective property tax rate to the net book value of the applicable capital assets. Capital assets subject to PILOT shall be limited to those classified as Plant and Property, including Construction Work in Progress, and shall exclude Transmission, Distribution and Collection Pipes and Hydrants.

An example of the PILOT calculation:

$$(\text{Plant Assets} - \text{Accumulated Depreciation} + \text{Construction Work in Progress}) * \text{Current Tax Rate}$$

For the purposes of cost recovery, PILOT shall be treated as revenue to the General Fund and as an operating expense of the Water and Sewer System. In any given year, the payments shall not exceed the PILOT calculation described above.

The amount of the PILOT assessed will be included in annual retail and wholesale water and wastewater cost of service studies performed by the Water Department and included

Payments from Water and Sewer Fund to Other Funds



in the annual operating budget. The PILOT will be assessed to Wholesale Water and Sewer Revenues as specified in the contracts with wholesale customers.

VI. Contribution to Public Art:

Funding for the Fort Worth Public Art Program, which was established in 2001 with the adoption of Ordinance Number 14794, will be provided by the Water and Sewer Fund.

Public Art funding shall be calculated in accordance with current City Code requirements and developed through the City's annual budget process. Since Texas law restricts the use of bond proceeds to those projects eligible to be funded with water and sewer revenue bond proceeds, any Public Art funding generated with bond proceeds **MUST** be used to finance water and sewer system related public art projects.

For the purposes of cost recovery, Public Art funding shall be treated as an operating expense of the Water and Sewer System. In any given year, the payment shall not exceed the calculation described above.

The amount of the Public Art funding will be included in annual retail water and wastewater cost of service studies performed by the Water Department and included in the annual operating budget.



Expenditure Policy

I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer / Director of Finance.

II. Purpose:

This policy is intended to establish guidelines for the management of certain City expenditures in order to ensure fiscal stability and the effective and efficient delivery of services, through the identification of necessary services, establishment of appropriate service levels, and careful administration of the expenditure of available resources.

III. Scope:

This policy shall apply to all funds under the budgetary and fiscal control of the City Manager and the Mayor and City Council.

IV. Glossary

See definitions related to this policy provided in the appendix.

V. Policy:

A. *Current Funding Basis*

The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior year savings. (The Fund Balance/Net Position Policy Statements shall guide the use of fund balance.)

B. *Avoidance of Operating Deficits*

The City shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit (i.e., projected expenditures in excess of projected revenues) is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee



Expenditure Policy

increases, or use of fund balance within the Fund Balance/Net

Position Policy Statements. Expenditure deferrals into the following fiscal year, short-term loans, or use of one-time revenue sources shall be avoided to balance the budget.

C. *Maintenance of Capital Assets*

Within the resources available each fiscal year, the City shall strive to maintain capital assets and infrastructure at a sufficient level to protect the City's investment, to minimize future replacement and maintenance costs, and to continue service levels.

D. *Periodic Program Reviews*

The City Manager shall strive to undertake periodic reviews of City programs for both efficiency and effectiveness. As appropriate, the privatization and contracting of services with other governmental agencies or private entities will be evaluated as alternative approaches to service delivery. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.

E. *Purchasing*

The City shall conduct its purchasing and procurement functions efficiently and effectively, fully complying with applicable State laws and City ordinances. Staff shall make every effort to maximize discounts and capitalize on savings available through competitive bidding and “best value” purchasing.



Procurement Card Policy

I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer/Director of Finance.

II. Purpose

The procurement card (PCard) program allows designated City of Fort Worth employees the ability to purchase goods and services that do not require a formal competitive procurement as outlined in the City's Purchasing Policies. This program is to be used to procure small-dollar-value goods, services not requiring insurance, one-time purchases, and approved travel expenses. Procurement cards may be used for annual agreement purchases where such use has been specifically approved and arranged by the Purchasing Division of the Financial Management Services Department.

III. Applicability and Scope

This policy shall apply to all Procurement Cards issued by the City of Fort Worth, under the budgetary and fiscal control of the City Manager and the City Council.

IV. Glossary – See Definitions related to this policy provided in the appendix.

V. Procurement Card Issue Eligibility

PCards may be issued to permanent, full-time City employees whose duties include procuring goods and services for their Department. PCards will not be issued to temporary, part-time employees, elected officials, contractors, or sub-contractors.

VI. Obtaining a PCard

The initial requirements to obtain a PCard under this program include the following:

- a. Attendance by the employee, and the employee's supervisor, manager, and Assistant Director at a PCard training and the Purchasing Policies and Procedures training sponsored by the Purchasing Division, Financial Management Services Department.
- b. Written approval from the specific employee's supervisor, manager, Assistant Director, and Director.

Procurement Card Policy

- c. Acknowledgement of the responsibilities and associated accountability under this policy by those approving the employee to obtain a card.
- d. Receipt of all documentation by the PCard Administrator, including:
 - i. JP Morgan Chase PCard (JPMC) Application
 - ii. Employee Agreement – Acknowledgement of Responsibilities
 - iii. Certification of Completion of the PCard Training Class
 - iv. Certification of Completion of the Purchasing Policy and Procedures Class
 - v. Copy of City ID AND current driver's license.
- e. Documentation outlining the Department's PCard Coordinator. Note: If any of these items are missing, issuance of the PCard will be delayed

VII. PCard Use

The use of a City of Fort Worth PCard includes the following stipulations:

- a. A Cardholder shall not loan their card or card number to anyone, including other employees, for use.
- b. The Cardholder is responsible for the security of their PCard and any transactions made on it.
- c. The PCard may be used at any non-restricted vendor.
- d. PCard numbers must not be submitted through email, text message, or facsimile. PCard numbers may be sent by facsimile to hotels when required for travel arrangements. PCard numbers may only be provided via a telephone conversation if required.
- e. Each Cardholder is given a \$3,000 permanent single transaction limit and a \$10,000 permanent monthly limit. Permanent monthly limits may be increased with the approval of the Department Director and the Chief Procurement Officer upon receipt by the Chief Procurement Officer of reasonable justification for such increase. Increases to the permanent single transaction limit will not be allowed.
- f. The PCard is not intended to avoid or bypass appropriate purchasing or payment procedures as outlined in the City of Fort Worth Purchasing Policies. This program complements the existing processes available and is intended to be a mechanism to procure low dollar items.
- g. The PCard is not for personal use and shall not be used to finance personal expenses, even if the intent is to reimburse the City. The State of Texas Procurement Laws insures that acts of this nature can result in fines or even be cause for criminal action to be taken.
- h. The City promotes progressive, productive work practices and supports "planning ahead" to achieve the best possible results. Poor planning does not constitute an emergency by City policy and/or State law. The PCard should not be used as a substitute for proper planning.

Procurement Card Policy

VIII. **Training**

Each Cardholder and their respective manager, supervisor, and Assistant Director are required to complete mandatory training prior to the issuance of a PCard. Each Department where PCards have been issued must designate a Department PCard Coordinator who will also be required to complete mandatory training prior to receiving access to PaymentNet and PCard Laserfiche Forms systems. Class certificates are only good for six (6) months prior to the time of applying for a new PCard or receiving a renewal PCard.

Each Cardholder, their respective manager, supervisor, Assistant Director, Director and Department Coordinator shall be required to take on-going training on a biennial basis to maintain the ability to utilize PCards.

IX. **Replacement PCards**

In the event of fraudulent or suspicious activity, lost, stolen or damaged cards, the Cardholder shall first contact JPMorgan Chase Customer Service using the number located on the back of the card and, secondly, contact the PCard Administrator.

X. **PCard Cancellation and Cardholder Transfers**

PCard Cancellation: Department Coordinators, Department Directors, Managers/Supervisors and/or Cardholders shall notify the PCard Administrator when a Cardholder is leaving employment with the City. Failure to return the PCard within five (5) days of separation to the PCard Administrator will result in a fifty dollar (\$50) fine against the next or last Cardholder's paycheck.

Cardholder Transfers: The PCard Administrator receives a weekly employee file that includes departmental transfers and will review for PCard holders. Employees that have a current PCard will be notified by email, along with their current coordinator, that the card will be suspended within 24hrs of the email until an updated Cardholder Agreement from the new department/manager has been received by the PCard Administrator. Once the updated agreement has been received, PaymentNet will be changed to reflect the new default FID information provided and an email sent to the cardholder, new coordinator and manager that the card is active and may be used again. If an updated Cardholder Agreement is not received within 30 days of the transfer, the card will be canceled and the employee will have to reapply for a PCard.

XI. **Receipts**

Cardholders shall retain and submit receipts to Department PCard Coordinators for each transaction in PaymentNet, including credit receipts. All receipts must meet the following

Procurement Card Policy

five (5) criteria:

- a. Amount of purchase must match the amount reported in PaymentNet
- b. Itemization of the goods and/or services purchased (including restaurant receipts)
- c. Date of purchase
- d. Type of payment must show credit card or a variation
- e. Vendor's name must match the vendor's name in PaymentNet

XII. Tax Exemption

The City is sales tax-exempt within the State of Texas. Cardholders must ensure PCard purchases do not include sales tax, even when traveling within the state. The City is not exempt from Hotel, Airline, Rental Car, and Regulatory taxes. If a credit of sales tax is not received from the vendor within one week, the Cardholder will be required to reimburse the City for the sales tax amount.

XIII. Travel

A Cardholder may use their PCard for business travel related expenses adhering to all other policies and procedures relating to official City travel. On-site or online webinars and training follow the same policies as local travel under existing policies and procedures. Cardholders may not charge meals or incidentals related to travel on the PCard.

XIV. Car Washes, Fuel and Business Meals

Commercial car washes shall not be used by PCard holders; the James Avenue or other City car wash facility shall be used. Departments may request a waiver of this policy through a memorandum from the Department Director requesting approval of the waiver from the Chief Procurement Officer and the Property Management Department Director. This memo shall include an economic cost consideration, adequate analysis proving the additional cost to use the City facility or facilities and list specific PCard holders to receive the waiver.

Fuel Purchases are only allowed on the PCard for rental vehicles while traveling. Use of the PCard for fuel of a City Owned or personal vehicle is prohibited.

Cardholders on official business attending a local luncheon or dinner meeting may use their PCards. The meal must be an integral part of the meeting, and the meeting must involve the discussion or promotion of official City business. Business meals shall be non-recurring in nature, unless it is an official job duty of the Cardholder. The exact purpose of the meeting and those who attended must be documented with the transaction in PaymentNet and on the receipt.

Procurement Card Policy

XV. Technology Purchases

All technology-related equipment as stated on the City of Fort Worth Technology Purchase Approval Policy must be approved by the Information Technology Solutions (ITS) Department before making purchases. Cardholders must receive electronically written approval from ITS prior to making a purchase and such approval must accompany the receipt for proper documentation and auditing

XVI. Annual Agreements

Cardholders should seek guidance from their Department Coordinators, Fiscal Coordinators, and the Purchasing Division regarding Annual Agreement vendors.

- a. Annual Agreement list: A report of all active Annual Agreements is available each Monday morning in BuySpeed Online (BSO). Cardholders may contact their BuySpeed Online coordinator, the PCard Administrator or visit the City PCard location on the intranet to locate agreements.
- b. PCard Accepted Annual Agreements: The City has several Annual Agreement contracts with vendors that accept the PCard as payment for a purchase. Cardholders may request a temporary increase to their single transaction limit for a purchase made with a PCard Accepted Annual Agreement vendor. PCard accepted annual agreements are identified in the BuySpeed Online (BSO) purchasing system by the payment term “Ghost”.
- c. Non-PCard Annual Agreements: If the City of Fort Worth has an Annual Agreement (Blanket PO) with a vendor, that does not allow payment using the PCard as a form of payment, the Cardholder cannot use the PCard to make a purchase. For clarification on Annual Agreements, please refer to the Purchasing Policy for guidelines and process.
- d. No Annual Agreement: If an annual agreement is not in place for the requested goods and/or services, the Cardholder may work with a vendor to purchase the items needed in alignment with the City’s Purchasing Policy. Items purchased without an annual agreement must be of a business, non-reoccurring nature. If the volume of PCard purchases with a vendor exceeds \$3,000 in a 12-month period from the date of the first purchase, the department must submit a requisition in the BuySpeed Online (BSO) purchasing system and specifications so the Purchasing Division may competitively bid an annual agreement for the goods and/or services. The Purchasing Division will review all non-annual agreement expenditures by vendor to verify the need for annual agreements.

XVII. Split Transactions

Procurement Card Policy

The splitting of a purchase into multiple transactions in order to circumvent the intended control of the single transaction limit on the PCard is prohibited. The following are definitions of split purchases that violate Texas law:

- a. **Separate Purchases:** Purchases made separately of items or services that, in normal purchasing practices, would be acquired in one purchase.
- b. **Sequential Purchases:** Purchases made over a period of time of items or services that, in normal purchasing practices, would be acquired in one purchase. This does not apply to subscriptions or membership renewals.
- c. **Component Purchases:** Purchases of the component parts of an item or service that, in normal purchasing practices, would be acquired in one purchase.

XVIII. Restricted Uses and Vendors

The City's PCards program utilizes programming associated with vendor Merchant Category Codes (MCC) in order to regulate transactions. The MCC codes are established to deny certain purchases that are not allowed by the City of Fort Worth's PCard Program. Examples of restricted MCC's include, but are not limited, to Cash Advances, Gambling, and Money Transfers. For a comprehensive list, please contact the PCard Administrator.

In addition, the PCard cardholder must check the Excluded Parties List System (EPLS) list at www.sam.gov prior to making any purchase. City and grant requirements preclude purchases from vendors who are listed on the EPLS system as excluded from doing business with the United States federal government. Results of the EPLS search process must be retained in the department's procurement file.

XIX. Fiscal Year End

All PCards will be suspended for a period of time (PCard Black-Out), as established in the Fiscal Year End Closing Process memo. Proper planning of goods and services acquisition prior to fiscal year end is essential. PCards will not be kept active for any reason other than City-related travel. Emergency needs during the PCard Black-Out will be handled on a case-by-case basis. Poor planning will not constitute as an emergency.

XX. Approved Uses

Payments for refreshments, meals and other supplies must have a clearly identified business purpose, prior approval, and must be of an occasional, non-recurring nature.

Procurement Card Policy

The City promotes progressive, productive work practices and supports “planning ahead” to achieve the best possible results. It is important to be sensitive to how expenditures may appear to the City Council and to the public.

XXI. Policy Violations and Appeals

Neither JPMorgan Chase nor the vendor bears any responsibility for prohibited expenditures. If such a purchase is made by a Cardholder, the vendor will be paid and the Department budget charged. PCards may be immediately canceled or suspended for any violation of this policy. The PCard Administrator will notify the Chief Procurement Officer, Department Coordinator, Department Director, and Cardholder when a PCard has been canceled or suspended and the reason for the cancellation. Department Directors shall hold the Cardholder personally responsible for payment back to the City for the prohibited expenditure and any PCard abuse or misuse should be addressed as part of progressive discipline as outlined in the City’s Personnel Rules and Regulations.

XXII. JPMorgan Chase Customer Services

The PCard program is serviced using a team approach with the JPMorgan Chase Customer Service Center. This center is available 24 hours a day, seven (7) days a week to assist the Cardholders with general questions about their PCard account. The Customer Service telephone number is: 1-800- 316-6056 and can be found on the back of the card.

XXIII. Software Applications

PaymentNet: PCard transactions will be processed through the JP Morgan Chase Bank PaymentNet Program, a web-based application. Users may access the site from anywhere, including while on business travel, by logging into <https://www.paymentnet.jpmorgan.com>.

Laserfiche Forms and Client: Laserfiche Forms is used to submit electronic copies of the PCard Statements and Receipts (reports) to the Department Director or Designee Approver and the PCard Administrator. Users may access the site from the City’s server only by logging into <http://forms.cfwnet.org>. Laserfiche Client is the electronic storage application for all cycle reports approved by the PCard Administrator. The City’s Records Management Division maintains the retention schedule and disposal of all PCard Program records stored on Laserfiche Client.

XXIV. Transaction Cycle and Default Fund Identifier

All Cardholder accounts must be assigned a complete default FID consisting of Fund,

Procurement Card Policy

Department, and Account. Any Cardholder not having a complete FID in PaymentNet will be assigned a general FID until the Cardholder or Department Coordinator submits the complete FID.

Transactions in PaymentNet must be reviewed and approved within three (3) business days of the Post Date. Transaction review shall include assignment of the proper FID applicable to the purchases. All transactions not reviewed and approved within the three (3) Business days will be automatically interfaced into the General Ledger Program, PeopleSoft, to the default FID. Subsequent to this time, departments can reclassify PCard transactions from the default FID to another FID using a journal entry.

XXV. PCard Administrator and Purchasing Division

The PCard Administrator is designated to answer questions, issue cards, and provide administration of the program. This person is knowledgeable on all procedures and processes. All PCard requests must go through the PCard Administrator. The PCard Administrator will audit PCard transactions for appropriateness, policy violations, and compliance with this policy as well as related policies, including Travel and Purchasing. All issues of non-compliance will be brought to the attention of the responsible Cardholder, the Cardholder's Supervisor and/or Manager, their Department Head, and the Chief Procurement Officer.

Responsibilities of the Program Administrators include:

- a. Maintaining PaymentNet and Laserfiche records and reports in accordance with the Records Retention Schedule
- b. Training all PCard Program users, sending updates on the PCard Policies and Software Applications
- c. Auditing transactions and submitting cycle reports
- d. Managing the accuracy of the PCard Program use through monthly, quarterly, and yearly reports

Responsibilities of the Purchasing Division include:

- a. Maintaining all Annual Agreements and updating the PCard Administrator on any new or changed agreements, procedures, and processes
- b. Working with the PCard Administrator and Cardholders on any PCard Policy violations and cancelling PCards when appropriate
- c. Processing the annual rebates associated with the PCard Program

XXVI. Department Directors

In the event a Department Director is also a Cardholder, their PCard Statement and Receipts must be reviewed, approved, and signed by their Assistant City Manager. In

Procurement Card Policy

the event an Assistant City Manager is also a Cardholder, their PCard Statements and Receipts must be reviewed, approved, and signed by the City Manager or their designee.

Duties of Department Directors include:

- a. Appointing the PCard Department Coordinators, Managers/Supervisors, and employees who will be responsible and accountable for PCards under the program
- b. Optionally appointing Department Auditors
- c. Ensuring Cardholders and Coordinators are in compliance with the provisions of the PCard
 - Policy, counseling and/or disciplining Cardholders and Coordinators, as needed
- d. Managing the Departmental budget. PCard expenditures are not committed in the financial system at the time of purchase
- e. Addressing performance deficiencies in Cardholder and/or Coordinators' performance evaluations or through the remedies outlined in the City's Personnel Rules and Regulations.
- f. Authorizing Cardholder applications and permanent or temporary monthly limit increases
- g. Assisting with PCard cancellation appeals

XXVII. Department Managers/Supervisors

Department Directors may assign a Manager/Supervisor within their department to handle certain responsibilities within the PCard Program.

Duties of a Department Manager/Supervisor include:

- a. Authorizing Cardholder applications
- b. Reviewing and approving PCard Statement and Receipts on a cycle basis in Laserfiche Forms
- c. Ensuring Cardholders and Coordinators are in compliance with the provisions of the PCard Policy, counseling and/or disciplining Cardholders and Coordinators, as needed

XXVIII. PCard Department Coordinator

A PCard Department Coordinator is designated by the Department Director to keep documentation for the PCard activities within their hierarchy. Department Coordinators are knowledgeable about the Program. Cardholders should first contact the Department Coordinator, who will then refer questions or potential problems to the PCard Administrator, when necessary. Department Coordinators shall not be Cardholders, taking into consideration segregation of duty principles.

Procurement Card Policy

Duties of a Department Coordinator include:

- a. Immediately notifying Department Directors, Department Managers/Supervisors, and the PCard Administrator of any Policy violation for a Cardholder within their hierarchy
- b. Attending training to understand the PCard Policies and any procedures associated with the PCard Program
- c. Assisting Cardholders in reviewing transactions in PaymentNet on a daily basis and assigning appropriate FIDs for the purchase
- d. Gathering and sorting all original receipts, travel authorizations, and any supporting documents for each Cardholder within their hierarchy and submit timely cycle Statements and Receipts through Laserfiche Forms
- e. Notifying all Cardholders within their hierarchy of any updates sent by the PCard Administrator

XXIX. **Cardholder**

The Cardholder is identified and approved by the Department Director to utilize the PCard for purchasing small dollar goods and services. The Cardholder is responsible for following the guidelines contained in this policy. A Cardholder is assigned to a hierarchy based on department and division when completing the application process

Duties of the Cardholder include:

- a. Maintaining strict adherence to the PCard Policies
- b. Reviewing transactions in PaymentNet on a daily basis and assigning appropriate FIDs for purchases
- c. Submitting all original receipts, travel authorizations, and any supporting documents for each purchase to the Department Coordinator immediately after making purchases

XXX. **Department Auditors**

Department Auditors are assigned to a hierarchy by the Department Directors for “view only” access and reporting functions in PaymentNet. Department Coordinators cannot have Auditor duties. Internal Audit Department auditors also have this role to view citywide transactions.

Duties of Department Auditors include:

- a. Access for viewing transactions only (will not have ability to change FIDs or notes)
 - b. Creating different reports based on Cardholders, FIDs, Vendors, and a variety of other criteria within their hierarchy
 - c. Identifying transactions for which additional research and/or justification is
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Procurement Card Policy

- needed, and completing follow-up actions to confirm adherence to this policy
- d. Analyzing report data and submitting to their Department Director

Capital Projects Fund Reserve Policy

I. Authority:

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer/Director of Finance.

II. Purpose:

The City desires to maintain a prudent level of financial resources to guard its stakeholders against service disruption in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenditures. In addition, this policy is intended to document the appropriate Reserve level to protect the City's credit worthiness and provide adequate cash flow based upon the traditional operating cycle. The Capital Project Fund Reserves are accumulated and maintained to provide stability and flexibility to respond to unexpected adversity and/or opportunities and to minimize the costs associated with short-term cash borrowing.

This policy establishes the amounts the City will strive to maintain in its Capital Projects Fund Reserve, how the Reserve will be funded, and the conditions under which the Reserve may be used.

III. Applicability and Scope:

This policy shall apply to the Capital Projects Funds under the budgetary and fiscal control of the City Manager and the City Council. This policy does not apply to a Proprietary Fund, which shall be governed by a separate policy.

IV. Glossary - See definitions related to this policy provided in the appendix

V. Related Documents and References:

- A. Operating and Capital Budget Policy
- B. Long-Term Financial Planning Policy
- C. Capital Asset Investment and Management Policy

Capital Projects Fund Reserve Policy

VI. Policy:

Reserve Levels – The City will maintain reserves in Capital Projects Funds that will not exceed the amount needed to fully fund the approved projects set forth in the five-year Capital Improvement Plan.

VII. Monitoring Performance

- A. The City will measure its compliance with this policy on an annual basis as of September 30th each year or as soon as practical after final fiscal year-end financial information becomes available. During the course of the fiscal year the Department of Finance shall closely monitor the City's revenues and expenditures to ensure Reserves are not used beyond any planned usage.
- B. If, based on staff's analysis and forecasting, the target level of Reserves is not met at fiscal year-end or is not likely to be met at any point within a five-year time horizon, then during the annual budget process a plan to replenish the Reserve levels will be developed by collaboration among affected departments and the Department of Finance based on the requirements outlined in this policy.
- C. Funding the Reserve – Funding of Reserve targets will generally come from excess revenues over expenditures or one-time revenues.
- D. Periodic Review of the Targets – At a minimum, during the annual financial planning/budget process staff shall review the current and five-year projected Reserves to ensure that they are appropriate given the economic and financial risk factors the City is subject to.

VIII. Pooled Cash

Cash Balance – In order to provide liquidity adequate to meet the needs and demands of providing government services including unanticipated reductions in revenues or unplanned increases in expenditures, Cash Balances will be maintained and managed through the Pooled Cash method in such a way as to minimize short-term borrowing. This reduces overall cost to taxpayers by minimizing interest expense. The Reserve is intended to support this effort and counterbalance the tax collection cycle.

Capital Projects Fund Reserve Policy

IX. Conditions for Use of Reserves

It is the intent of the City to limit the use of Capital Project Fund Reserves to address non-routine and one-time expenditures.

X. Excess of Reserves

In the event Reserves exceed the minimum balance requirements, at the end of each fiscal year, any excess Reserves may be used in the following ways:

1. Appropriated to lower the amount of bonds or increase the pay-as-you-go contributions needed to fund capital projects in the City's Capital Improvement Plan;
2. To pay for non-routine and one-time expenditures such as land and building purchases, construction and maintenance projects with at least a 10-year life, feasibility, design, and engineering studies related to such projects, capital equipment and vehicles with at least a 10-year life, and technology improvements with at least a 5-year life.

XI. Authority over Reserves

The City Council may authorize the use of Reserves. The Department of Finance will regularly report both current and projected Reserve levels to the City Manager and City Council.

XII. Quality Control and Quality Assurance:

It is the responsibility of the Chief Financial Officer/Director of Finance to ensure the presence of procedures that provides sufficient guidance to affected City personnel to fulfill the intent of this policy.

These policies will be reviewed at least annually and updated on an as-needed basis.

XIII. Metrics:

To be developed and managed accordingly.

XIV. Records:

There are no records associated with this policy.

XV. Process Flow Map:

Not applicable.

Capital Projects Fund Reserve Policy



- XVI. Forms:
Not Applicable
- XVII. Appendices:
Not applicable.

General Fund and General Debt Service Fund Reserve Policy



I. **Authority:**

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer/Director of Finance.

II. **Purpose:**

The City desires to maintain a prudent level of financial resources to guard its stakeholders against service disruption in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenditures. In addition, this policy is intended to document the appropriate Reserve level to protect the City's credit worthiness and provide adequate cash flow based upon the traditional operating cycle. Reserves are accumulated and maintained to provide stability and flexibility to respond to unexpected adversity and/or opportunities and to minimize the costs associated with short-term cash borrowing.

This policy establishes the amounts the City will strive to maintain in its General Fund and Debt Service Fund Reserves, how the Reserves will be funded, and the conditions under which the Reserves may be used.

III. **Applicability and Scope:**

This policy shall apply to the General Fund and the General Debt Service Fund under the budgetary and fiscal control of the City Manager and the City Council.

This policy is applicable to Governmental Funds, and is intended to supplement, not supersede, provisions of the City governing the issuance of bonds or other obligations secured in whole or in part by revenues held in or credited to a Governmental Fund.

IV. **Glossary** - See definitions related to this policy provided in the appendix.

General Fund and General Debt Service Fund Reserve Policy



V. Related Documents and References:

- A. Operating and Capital Budget Policy
- B. Long-Term Financial Planning Policy
- C. Capital Asset Investment and Management Policy
- D. Debt Management Policy

VI. Policy:

General Fund

- A. Reserve Levels - The City will maintain a minimum Unassigned Fund Balance in the General Fund equivalent to ten percent (10%) of regular ongoing operating expenditures, with a goal of two months (16.67%) of regular ongoing operating expenditures.
- B. Committed Fund Balance – The City Council maintains the City’s highest level of decision-making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is an item placed on the City Council’s agenda and approved at a City Council meeting. The action must either approve or rescind, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.
- C. Assigned Fund Balance – The City Council, through adoption of this policy, have authorized the City Manager and Chief Financial Officer / Director of Finance to jointly designate or commit assigned fund balances without further City Council approval. It should be noted that this authority only gives the ability to designate future “intended” uses of fund balance that is in excess of nonspendable, restricted, and committed amounts, and the minimum required reserve. It does not vest additional spending authority in the City Manager or Chief Financial Officer / Director of Finance. Subsequent appropriations of fund balance would continue to require City Council approval.

Spending Priorities - When expenditures are incurred for the purposes for which both restricted and unrestricted fund balance is available, the City will consider restricted funds to be spent before unrestricted funds. Further, if there is an expenditure incurred for purposes for which committed, assigned, or unassigned fund balance classifications could be used, the City will consider committed

General Fund and General Debt Service Fund Reserve Policy



funds to be spent before assigned funds, and will consider assigned funds to be spent before unassigned funds.

For the purposes of this policy, current fiscal year's actual expenditures will exclude significant Non-Recurring Items.

Debt Service Fund

- D. Reserve Levels – The City will maintain a minimum level of Restricted, Committed, and Assigned Fund Balance in the General Debt Service Fund between two (16.67%) to three (25%) months of the highest projected debt service over the succeeding debt service forecast. Amounts used in this calculation shall not include any amounts allocated for other purposes by the City Council.

While reserves for the General Fund and the Debt Service Fund are calculated separately, the resulting individual Reserve requirements will be combined into one figure to be compared with the total General Fund and Debt Service Fund's fund balance.

VII. Monitoring Performance

- E. The City will measure its compliance with this policy on an annual basis as of September 30th each year or as soon as practical after final fiscal year-end financial information becomes available. During the course of the fiscal year the Department of Finance shall closely monitor the City's revenues and expenditures to ensure Reserves are not used beyond any planned usage.
- F. If, based on staff's analysis and forecasting, the target level of Reserves is not met at fiscal year-end or is not likely to be met at any point within a five-year time horizon, then during the annual budget process a plan to replenish the Reserve levels will be developed by collaboration among affected departments and the Department of Finance based on the requirements outlined in this policy.
- G. Funding the Reserve – Funding of Reserve targets will generally come from excess revenues over expenditures or one-time revenues.
- H. Periodic Review of the Targets – At a minimum, during the annual financial planning / budget process staff shall review the current and five-year projected Reserves to ensure that they are appropriate given the economic and financial risk factors the City is subject to.

General Fund and General Debt Service Fund Reserve Policy



VIII. Pooled Cash

Cash Balance – In order to provide liquidity adequate to meet the needs and demands of providing government services including unanticipated reductions in revenues or unplanned increases in expenditures, Cash Balances will be maintained and managed through the Pooled Cash method in such a way as to minimize short-term borrowing. This reduces overall cost to taxpayers by minimizing interest expense. The Reserve is intended to support this effort and counterbalance the tax collection cycle.

IX. Conditions for Use of Reserves

General Fund

It is the intent of the City to limit the use of General Fund Reserves to address unanticipated, Non-Recurring needs. Reserves shall not be applied to recurring annual operating expenditures. Reserves may, however, be used to allow time for the City to restructure its operations in a deliberate manner (as might be required in an economic downturn), but such use will only take place in the context of an adopted long-term plan.

Debt Service Fund

It is the intent of the City to limit the use of Debt Service Reserves to address the repayment of any outstanding debt.

X. Excess of Reserves

In the event Reserves exceed the minimum balance requirements, at the end of each fiscal year, any excess Reserves may be used in the following ways:

General Fund

1. Fund accrued liabilities, including but not limited to debt service, pension, and other post-employment benefits as directed and approved within the long-term financial plan and the annual budget ordinance.

General Fund and General Debt Service Fund Reserve Policy



Priority will be given to those items that relieve budget or financial operating pressure in future periods;

2. Appropriated to lower the amount of bonds or increase the pay-as-you-go contributions needed to fund capital projects in the City's Capital Improvement Plan;
3. One-time expenditures that do not increase recurring operating costs that cannot be funded through current revenues. Emphasis will be placed on one-time uses that reduce future operating costs; or
4. Start-up expenditures for new programs, provided that such action is approved by the City Council and is considered in the context of multi-year projections of revenue and expenditures as prepared by the Department of Finance.

Debt Service Fund

1. Use to re-pay any outstanding debt or obligations.

XI. Authority over Reserves

The City Council may authorize the use of Reserves. The Department of Finance will regularly report both current and projected Reserve levels to the City Manager and City Council.

XII. Quality Control and Quality Assurance:

It is the responsibility of the Chief Financial Officer/Director of Finance to ensure the presence of procedures that provide sufficient guidance to affected City personnel to fulfill the intent of this policy.

These policies will be reviewed at least annually and updated on an as-needed basis.

XIII. Metrics:

To be developed and managed accordingly.

XIV. Records:

There are no records associated with this policy.

General Fund and General Debt Service Fund Reserve Policy



- XV. **Process Flow Map:**
Not Applicable.
- XVI. **Forms:**
Not Applicable
- XVII. **Appendices:**
Not Applicable.

Enterprise Fund Reserve Policy



I. Authority:

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer/ Director of Finance.

II. Purpose:

The City desires to maintain a prudent level of financial resources to guard its stakeholders against service disruption in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenses. In addition, this policy is intended to document the appropriate Reserve level to protect the City's credit worthiness and provide adequate cash flow based upon the traditional operating cycle. The Enterprise Funds Reserves are accumulated and maintained to provide stability and flexibility to respond to unexpected adversity and/or opportunities and to minimize the costs associated with short-term cash borrowing.

This policy establishes the amounts the City will strive to maintain in its Enterprise Fund Reserve, how the Reserve will be funded, and the conditions under which the Reserves may be used. This policy is intended to supplement, but not supersede, provisions of ordinances of the City governing the issuance or incurrence of bonds or other obligations secured in whole or in part by revenues or credited to an Enterprise Fund.

III. Applicability and Scope:

This policy shall apply to all Enterprise Funds under the budgetary and fiscal control of the City Manager and the City Council.

This policy is applicable to Enterprise Funds, and is intended to supplement, not supersede, provisions of the City governing the issuance of bonds or other obligations secured in whole or in part by revenues held in or credited to an Enterprise Fund.

IV. Glossary - See definitions related to this policy provided in the appendix

Enterprise Fund Reserve Policy



V. Related Documents and References:

- A. Operating and Capital Budget Policy
- B. Long-Term Financial Planning Policy
- C. Capital Asset Investment and Management Policy

VI. Policy:

Reserve Levels -The City will maintain the following minimum reserve levels in each Enterprise Fund, consistent with State law and the terms of ordinances pursuant to which obligations have been issued or incurred that are secured in whole or in part by revenues held in or credited to an Enterprise Fund:

A. Water and Sewer Fund

- 1. A goal of a minimum level of Working Capital in Enterprise Funds equivalent to three (25%) months of regular, on-going Operating Expenses (including operating transfers out). This calculation shall not include Non-Recurring Items.
- 2. A goal of a minimum level of Working Capital in Enterprise Funds equivalent to three (25%) months of the amount being paid in Debt Service payments for the subsequent fiscal year.
- 3. A minimum Reserve of 62 Days Cash on Hand with a goal of 250 Days Cash on Hand.

B. All other Enterprise Funds

- 1. A goal of a minimum level of Working Capital in Enterprise Funds equivalent to three (25%) months of regular, on-going Operating Expenses (including operating transfers out). This calculation shall not include Non-Recurring Items.
- 2. A goal of a minimum level of Working Capital in Enterprise Funds equivalent to three (25%) months of the amount being paid in Debt Service payments for the subsequent fiscal year.
- 3. A minimum Reserve of 62 Days Cash on Hand with a goal of 150 Days Cash on Hand.

Enterprise Fund Reserve Policy



4. The City's goal is that no Enterprise Fund shall have a negative Unrestricted Net Position.
5. In addition, the City acknowledges that initially, not all funds will meet the minimum requirement for Working Capital and/or Days Cash on Hand outlined in this policy. A fund will be considered compliant with this policy as long as the financial position shows continuous improvement each fiscal year.

VII. Monitoring Performance

- A. For purposes of this calculation, Working Capital will include long-term investments that can be liquidated within five business days. The City will measure its compliance with this policy on an annual basis as of September 30th each year or as soon as practical after final fiscal year-end financial information becomes available. During the course of the fiscal year the Department of Finance shall closely monitor the City's revenues and expenses to ensure Reserves are not used beyond any planned usage.
- B. If, based on staff's analysis and forecasting, the target level of Reserves is not met at fiscal year-end or is not likely to be met at any point within a five-year time horizon, then during the annual budget process a plan to replenish the Reserve levels will be developed by collaboration among affected departments and the Department of Finance based on the requirements outlined in this policy.
- C. Funding the Reserve- Funding of Reserve targets will generally come from excess revenues over expenses or one-time revenues.
- D. Periodic Review of the Targets – At a minimum, during the annual financial planning/budget process staff shall review the current and five-year projected Reserves to ensure that they are appropriate given the economic and financial risk factors the City is subject to.

VIII. Pooled Cash

Cash Balance- In order to provide liquidity adequate to meet the needs and demands of providing government services including unanticipated reductions in revenues or unplanned increases in expenses, Cash Balances will be maintained and managed through the Pooled Cash method in such a way as to minimize short-term borrowing. This reduces overall cost to taxpayers by minimizing interest expense.

Enterprise Fund Reserve Policy



The Reserve is intended to support this effort and counterbalance the tax collection cycle.

IX. Conditions for Use of Reserves

It is the intent of the City to limit use of Enterprise Reserves to address unanticipated, Non-Recurring needs. Reserves shall not be applied to recurring annual operating expenses. Reserves may, however, be used to allow time for the City to restructure its operations in a deliberate manner (as might be required in an economic downturn), but such use will only take place in the context of an adopted long-term plan.

X. Excess of Reserves

In the event Reserves exceed the minimum balance requirements, at the end of each fiscal year, any excess Reserves may be used in the following ways:

1. Fund accrued liabilities, including but not limited to debt service, pension, and other post-employment benefits as directed and approved within the long-term financial plan and the annual budget ordinance. Priority will be given to those items that relieve budget or financial operating pressure in future periods;
2. Appropriated to lower the amount of bonds or increase the pay-as-you-go contributions needed to fund capital projects in the City's Capital Improvement Plan;
3. One-time expenses that do not increase recurring operating costs that cannot be funded through current revenues. Emphasis will be placed on one-time uses that reduce future operating costs; or
4. Start-up expenses for new programs, provided that such action is approved by the City Council and is considered in the context of multi-year projections of revenue and expenses as prepared by the Department of Finance.

Enterprise Fund Reserve Policy



XI. **Authority over Reserves**

The City Council may authorize the use of Reserves. The Department of Finance will regularly report both current and projected Reserve levels to the City Manager and City Council.

XII. **Quality Control and Quality Assurance:**

It is the responsibility of the Chief Financial Officer/Director of Finance to ensure the presence of procedures that provide sufficient guidance to affected City personnel to fulfill the intent of this policy.

These policies will be reviewed at least annually and updated on an as-needed basis.

XIII. **Metrics:**

To be developed and managed accordingly.

XIV. **Records:**

There are no records associated with this policy.

XV. **Process Flow Map:**

Not Applicable.

XVI. **Forms:**

Not Applicable.

XVII. **Appendices:**

Not Applicable.

Internal Service Fund Reserve Policy

Insurance Funds

I. Authority:

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer/ Director of Finance.

II. Purpose:

The City desires to maintain a prudent level of financial resources to guard its stakeholders against service disruption in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenses. In addition, this policy is intended to document the appropriate Reserve level to protect the City's credit worthiness and provide adequate cash flow based upon the traditional operating cycle. The Internal Service Insurance Funds Reserves are accumulated and maintained to provide stability and flexibility to respond to unexpected adversity and/or opportunities and to minimize the costs associated with short-term cash borrowing.

This policy establishes the amounts the City will strive to maintain in its Internal Service Insurance Funds Reserve, how the Reserve will be funded, and the conditions under which the Reserves may be used.

III. Applicability and Scope:

This policy shall apply to all Internal Service Insurance Funds under the budgetary and fiscal control of the City Manager and the City Council.

IV. Glossary - See definitions related to this policy provided in the appendix

V. Related Documents and References:

- A. Operating and Capital Budget Policy
- B. Long-Term Financial Planning Policy
- C. Capital Asset Investment and Management Policy

Internal Service Fund Reserve Policy Insurance Funds

VI. Policy:

Reserve Levels-The City will maintain the following minimum reserve levels in all Internal Service Insurance Funds:

1. A minimum level of Working Capital in Insurance Funds between two and three months of regular, on-going Operating Expenses (including operating transfers out). This calculation shall not include Non-Recurring Items.
2. No Insurance Fund shall have a negative Unrestricted Net Position.
3. In addition, the City acknowledges that initially, not all funds will meet the minimum requirement for Working Capital outlined in this policy. A fund will be considered compliant with this policy as long as the financial position shows continuous improvement each fiscal year.

VII. Monitoring Performance

- A. The City will measure its compliance with this policy on an annual basis as of September 30th each year or as soon as practical after final year-end account information becomes available. During the course of the fiscal year the Department of Finance shall closely monitor the City's revenues and expenses to ensure Reserves are not used beyond any planned usage.
- B. If, based on staff's analysis and forecasting, the target level of Reserves is not met at fiscal year-end or is not likely to be met at any point within a five-year time horizon, then during the annual budget process a plan to replenish the Reserve levels will be developed by collaboration among affected departments and the Department of Finance based on the requirements outlined in this policy.
- C. Funding the Reserve- Funding of internal service insurance funds Reserve targets will generally come from excess revenues over expenses or one-time revenues.
- D. Periodic Review of the Targets - At a minimum, during the annual financial planning/budget process staff shall review the current and five-year projected Reserves to ensure that they are appropriate given the economic and financial risk factors the City is subject to.

Internal Service Fund Reserve Policy

Insurance Funds

VIII. Pooled Cash

Cash Balance- In order to provide liquidity adequate to meet the needs and demands of providing government services including unanticipated reductions in revenues or unplanned increases in expenses, Cash Balances will be maintained and managed through the Pooled Cash method in such a way as to minimize short-term borrowing. This reduces overall cost to taxpayers by minimizing interest expense. The Reserve is intended to support this effort and counterbalance the tax collection cycle.

IX. Conditions for Use of Reserves

It is the intent of the City to limit use of internal service insurance fund Reserves to address unanticipated, Non-Recurring needs. Reserves shall not be applied to recurring annual operating expenses. Reserves may, however, be used to allow time for the City to restructure its operations in a deliberate manner (as might be required in an economic downturn), but such use will only take place in the context of an adopted long-term plan.

X. Excess of Reserves

In the event Reserves exceed the minimum balance requirements, at the end of each fiscal year, any excess Reserves may be used in the following ways:

1. Fund accrued liabilities, including but not limited to debt service, pension, and other post-employment benefits as directed and approved within the long-term financial plan and the annual budget ordinance. Priority will be given to those items that relieve budget or financial operating pressure in future periods;
2. One-time expenses that do not increase recurring operating costs that cannot be funded through current revenues. Emphasis will be placed on one-time uses that reduce future operating costs; or
3. Start-up expenses for new programs, provided that such action is approved by the City Council and is considered in



the context of multi-year projections of revenue and expenses as prepared by the Department of Finance.

XI. **Authority over Reserves**

The City Council may authorize the use of Reserves. The Department of Finance will regularly report both current and projected Reserve levels to the City Manager and City Council.

XII. **Quality Control and Quality Assurance:**

It is the responsibility of the Chief Financial Officer/Director of Finance to ensure the presence of procedures that provide sufficient guidance to affected City personnel to fulfill the intent of this policy.

These policies will be reviewed at least annually and updated on an as-needed basis.

XIII. **Metrics:**

To be developed and managed accordingly.

XIV. **Records:**

There are no records associated with this policy.

XV. **Process Flow Map:**

Not Applicable.

XVI. **Forms:**

Not Applicable.

XVII. **Appendices:**

Internal Service Fund Reserve Policy

Non-Insurance Funds



I. Authority:

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer/ Director of Finance.

II. Purpose:

The City desires to maintain a prudent level of financial resources to guard its stakeholders against service disruption in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenses. In addition, this policy is intended to document the appropriate Reserve level to protect the City's credit worthiness and provide adequate cash flow based upon the traditional operating cycle. The Internal Service Fund Reserves (for non-insurance funds) are accumulated and maintained to provide stability and flexibility to respond to unexpected adversity and/ or opportunities and to minimize the costs associated with short- term cash borrowing.

This policy establishes the amounts the City will strive to maintain in its Non-Insurance Internal Service Fund Reserve, how the Reserve will be funded, and the conditions under which the Reserves may be used.

III. Applicability and Scope:

This policy shall apply to all Non-Insurance Internal Service Funds under the budgetary and fiscal control of the City Manager and the City Council.

IV. Glossary - See definitions related to this policy provided in the appendix

V. Related Documents and References:

- A. Operating and Capital Budget Policy
- B. Long-Term Financial Planning Policy
- C. Capital Asset Investment and Management Policy

VI. Policy:

Reserve Levels - The City will maintain the following minimum reserve levels in all Non-Insurance Internal Service Insurance Funds:

Internal Service Fund Reserve Policy

Non-Insurance Funds



1. A minimum level of Working Capital in Non-Insurance Internal Service Funds equivalent to three percent (3%) of regular, on-going operating expenses (including transfers out). This calculation does not include non-recurring items.
2. No Internal Service Fund shall have a negative Unrestricted Net Position.
3. In addition, the City acknowledges that initially, not all funds will meet the minimum requirement for Working Capital outlined in this policy. A fund will be considered compliant with this policy as long as the financial position shows continuous improvement each fiscal year.

VII. Monitoring Performance

- A. The City will measure its compliance with this policy on an annual basis as of September 30th each year or as soon as practical after final year-end account information becomes available. During the course of the fiscal year the Department of Finance shall closely monitor the City's revenues and expenses to ensure Reserves are not used beyond any planned usage.
- B. If, based on staff's analysis and forecasting, the target level of Reserves is not met at fiscal year-end or is not likely to be met at any point within a five-year time horizon, then during the annual budget process a plan to replenish the Reserve levels will be developed by collaboration among affected departments and the Department of Finance based on the requirements outlined in this policy.
- C. Funding the Reserve- Funding of internal service Reserve targets will generally come from excess revenues over expenses or one-time revenues.
- D. Periodic Review of the Targets – At a minimum, during the annual financial planning/budget process staff shall review the current and five-year projected Reserves to ensure that they are appropriate given the economic and financial risk factors the City is subject to.

VIII. Pooled Cash

Cash Balance- In order to provide liquidity adequate to meet the needs and demands of providing government services including unanticipated reductions in revenues or unplanned increases in expenses, Cash Balances will be maintained and managed through the Pooled Cash method in such a way as to minimize short-term borrowing. This reduces overall cost to taxpayers by minimizing interest expense. The Reserve is intended to support this effort and counterbalance the tax collection cycle.

IX. Conditions for Use of Reserves

Internal Service Fund Reserve Policy

Non-Insurance Funds



It is the intent of the City to limit use of internal service Working Capital Reserves to address unanticipated, Non-Recurring needs. Reserves shall not be applied to recurring annual operating expenses. Reserves may, however, be used to allow time for the City to restructure its operations in a deliberate manner (as might be required in an economic downturn), but such use will only take place in the context of an adopted long-term plan.

X. Excess of Reserves

In the event Reserves exceed the minimum balance requirements, at the end of each fiscal year, any excess Reserves may be used in the following ways:

1. Fund accrued liabilities, including but not limited to debt service, pension, and other post-employment benefits as directed and approved within the long-term financial plan and the annual budget ordinance. Priority will be given to those items that relieve budget or financial operating pressure in future periods;
2. One-time expenses that do not increase recurring operating costs that cannot be funded through current revenues. Emphasis will be placed on one-time uses that reduce future operating costs; or
3. Start-up expenses for new programs, provided that such action is approved by the City Council and is considered in the context of multi-year projections of revenue and expenses as prepared by the Department of Finance.

XI. Authority over Reserves

The City Council may authorize the use of Reserves. The Department of Finance will regularly report both current and projected Reserve levels to the City Manager and City Council.

XII. Quality Control and Quality Assurance:

It is the responsibility of the Chief Financial Officer/Director of Finance to ensure the presence of procedures that provide sufficient guidance to affected City personnel to fulfill the intent of this policy.

These policies will be reviewed at least annually and updated on an as-needed basis.

Internal Service Fund Reserve Policy Non-Insurance Funds



- XIII. **Metrics:**
To be developed and managed accordingly.
- XIV. **Records:**
There are no records associated with this policy.
- XV. **Process Flow Map:**
Not Applicable.
- XVI. **Forms:**
Not Applicable.
- XVII. **Appendices:**
Not Applicable.

Special Revenue Fund Reserve Policy



I. Authority:

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer/Director of Finance.

II. Purpose:

The City desires to maintain a prudent level of financial resources to guard its stakeholders against service disruption in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenditures. In addition, this policy is intended to document the appropriate Reserve level to protect the City's credit worthiness and provide adequate cash flow based upon the traditional operating cycle. Reserves are accumulated and maintained to provide stability and flexibility to respond to unexpected adversity and/or opportunities and to minimize the costs associated with short-term cash borrowing.

This policy establishes the amounts the City will strive to maintain in its Special Revenue Funds as Reserves, how the Reserves will be funded, and the conditions under which Reserves may be used.

III. Applicability and Scope:

This policy shall apply to all Special Revenue Funds under the budgetary and fiscal control of the City Manager and the City Council except the Crime Control and Prevention District Fund.

This policy is applicable to Governmental Funds, and is intended to supplement, not supersede, provisions of the City governing the issuance of bonds or other obligations secured in whole or in part by revenues held in or credited to a Governmental Fund.

IV. Glossary - See definitions related to this policy provided in the appendix

V. Related Documents and References:

- A. Operating and Capital Budget Policy
- B. Long-Term Financial Planning Policy
- C. Capital Asset Investment and Management Policy

Special Revenue Fund Reserve Policy



VI. Policy:

Reserve Levels - The City will maintain the following minimum Fund Balance amounts, with Fund Balance for purposes of this policy being the combined total of the Assigned and Restricted Fund Balance classifications:

1. A minimum Fund Balance in Special Revenue Funds equivalent to two months (16.67%) of regular, on-going Operating Expenditures (including operating transfers out). This calculation shall not include Non-Recurring Items.
2. A minimum Fund Balance in Special Revenue Funds equivalent to two months (16.67%) of the amount being paid in Debt Service payments for the subsequent year.
3. The applicable cumulative total of all above requirements will be the minimum reserve requirement for each Special Revenue Fund.
4. In addition, the City acknowledges that initially, not all funds will meet the minimum requirement for Fund Balance outlined in this policy. A fund will be considered compliant with this policy as long as the financial position shows continuous improvement each fiscal year.

VII. Monitoring Performance

- A. The City will measure its compliance with this policy on an annual basis as of September 30th each year or as soon as practical after final fiscal year-end financial information becomes available. During the course of the fiscal year the Department of Finance shall closely monitor the City's revenues and expenditures to ensure Reserves are not used beyond any planned usage.
- B. If, based on staff's analysis and forecasting, the target level of Reserves is not met at fiscal year-end or is not likely to be met at any point within a five-year time horizon, then during the annual budget process a plan to replenish the Reserve levels will be developed by collaboration among affected departments and the Department of Finance based on the requirements outlined in this policy.
- C. Funding the Reserve - Funding of Reserve targets will generally come from excess revenues over expenditures or one-time revenues.

Special Revenue Fund Reserve Policy



- D. Periodic Review of the Targets – At a minimum, during the annual financial planning / budget process staff shall review the current and five-year projected Reserves to ensure that they are appropriate given the economic and financial risk factors the City is subject to.

VIII. Pooled Cash

Cash Balance – In order to provide liquidity adequate to meet the needs and demands of providing government services including unanticipated reductions in revenues or unplanned increases in expenditures, Cash Balances will be maintained and managed through the Pooled Cash method in such a way as to minimize short-term borrowing. This reduces overall cost to taxpayers by minimizing interest expense. The Reserve is intended to support this effort and counterbalance the tax collection cycle.

IX. Conditions for Use of Reserves

It is the intent of the City to limit use of special revenue fund Reserves to address unanticipated, Non-Recurring needs. Reserves shall not normally be applied to recurring annual operating expenditures. Reserves may, however, be used to allow time for the City to restructure its operations in a deliberate manner (as might be required in an economic downturn), but such use will only take place in the context of an adopted long-term plan.

X. Excess of Reserves

In the event Reserves exceed the minimum balance requirements, at the end of each fiscal year, any excess Reserves may be used in the following ways:

1. Fund accrued liabilities, including but not limited to debt service, pension, and other post-employment benefits as directed and approved within the long-term financial plan and the annual budget ordinance. Priority will be given to those items that relieve budget or financial operating pressure in future periods;
2. Appropriated to lower the amount of bonds or increase the pay-as-you-go contributions needed to fund capital projects in the City's Capital Improvement Plan;

Special Revenue Fund Reserve Policy



3. One-time expenditures that do not increase recurring operating costs that cannot be funded through current revenues. Emphasis will be placed on one-time uses that reduce future operating costs; or
4. Start-up expenditures for new programs, provided that such action is approved by the City Council and is considered in the context of multi-year projections of revenue and expenditures as prepared by the Department of Finance.

XI. Authority over Reserves

The City Council may authorize the use of Reserves. The Department of Finance will regularly report both current and projected Reserve levels to the City Manager and City Council.

XII. Quality Control and Quality Assurance:

It is the responsibility of the Chief Financial Officer/Director of Finance to ensure the presence of procedures that provide sufficient guidance to affected City personnel to fulfill the intent of this policy.

These policies will be reviewed at least annually and updated on an as-needed basis.

XIII. Metrics:

To be developed and managed accordingly.

XIV. Records:

There are no records associated with this policy.

XV. Process Flow Map:

Not Applicable.

XVI. Forms:

Not Applicable.

XVII. Appendices:

Not Applicable.



Capital Expenditures and Improvements Policy

I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer / Director of Finance.

II. Purpose:

This policy is intended to establish guidelines for the management of certain City capital expenditures, to review and monitor the state of the City's capital assets, setting priorities for the addition, replacement, and renovation of such assets based on needs, funding alternatives, and availability of resources.

III. Scope:

This policy shall apply to all funds under the budgetary and fiscal control of the City Manager and the Mayor and City Council.

IV. Glossary

See definitions related to this policy provided in the appendix.

V. Policy:

A. Capital Improvements Planning

The City shall annually review the needs for capital improvements and equipment, the current status of the City's infrastructure, replacement and renovation needs, and potential new projects. All projects, ongoing and proposed, shall be prioritized based on an analysis of current needs and resource availability. For every capital project, all operation, maintenance, and replacement costs shall be fully costed.

B. Replacement of Capital Assets on a Regular Schedule

The City shall annually prepare a schedule for the replacement of its non-infrastructure capital assets. Within the resources available each fiscal year, the City shall replace these assets according to the aforementioned schedule.



Capital Expenditures and Improvements Policy

C. Capital Expenditure Financing

The City recognizes that there are three basic methods of financing its capital requirements. It can budget the funds from current revenues (pay-go funding); it can take the funds from unassigned fund balance, assigned fund balance, or Net Position as allowed by the Unassigned/Assigned Fund Balance or Net Position Policy Statements; or it can borrow money through the issuance of debt. Debt financing includes general obligation bonds, revenue bonds, certificates of obligation, lease/purchase agreements, certificates of participation, commercial paper, tax notes, and other obligations permitted to be issued or incurred under Texas law. Guidelines for assuming debt are set forth in the Debt Policy Statements.

D. Lake Worth Expenditures

Proceeds from the sale of Lake Worth leases shall be escrowed and designated for water and wastewater improvements within the area of the City of Fort Worth surrounding and adjoining Lake Worth.

E. Surplus Bond Funds (M&C G-14441, July 27, 2004)

A “Restricted Residual Account” shall be established to record and manage surplus project funds. Surplus project funds may become available after the completion of a specific, voter- approved bond project or may result when a bond project is modified or eliminated without being simultaneously replaced by another eligible project.

Funds in the Restricted Residual Account may be used for projects consistent with the voted purpose of the bonds to:

- Finance cost overruns on bond projects within the same bond proposition;
- Reduce outstanding debt at the end of the bond program; and
- Fund newly identified projects within the voted purposes of an approved bond proposition only after all voter-approved projects /categories within the same proposition are substantially complete. A project would be considered substantially complete when design has been fully completed, construction is substantially underway, and staff has prepared cost projections that include ample contingencies to complete the project in the event unforeseen costs should arise.



Capital Expenditures and Improvements Policy

F. Spending Priority of Capital Project Funding Sources (excluding grants)

Many capital projects that are administered by the City of Fort Worth have multiple funding sources, which can include internal and external sources. The purpose of this section of the policy is to provide guidelines with respect to which funding sources should be expended in which order. Several scenarios apply based upon whether the project has bond funding. The questions below are intended to provide assistance in selecting which priority model to use.

1. Does the project have bond funds? Yes or No?
2. If “no” to question number 1, use Spending Priority Model A
3. If “yes” to question number 1, were the bonds issued before or after 2014? Before or After?
4. If “after” is the response to question 3, use Spending Priority Model B
5. If “before” is the response to question 3, use Spending Priority Model A

Spending Priority Model A (No Bond Funds OR Bond Funds Issued Before Fiscal Year 2014)

Priority One: sources of funds that should be spent first include projects where a source external to the City is funding a portion of the project. Examples of sources of funds that come from outside the City include:

- An inter-local agreement with another governmental agency
- Contribution from an outside source, i.e. a donation, or gift of funds
- Developer contributions

Priority Two: proceeds from any type of debt issuance, including tax notes, bonds, loans, etc. Each department should keep in mind that the failure to spend debt proceeds in a timely manner results in substantial additional overhead for the City due to additional IRS reporting requirements.

Priority Three: Externally restricted funding sources. These types of funding sources include those items where an external restriction exists on the use of funds. Examples include the Crime Control and Prevention District or the Environmental Management Fund, where restrictions in the state law exist.

Priority Four: Internally restricted funding sources. Similar to the above,



Capital Expenditures and Improvements Policy

these are funding sources where internal restrictions exist. Traditionally internal restrictions exist due to an action taken by the Mayor and Council, such as the adoption of the Financial Management Policy Statements which designate the use of specific revenues to specific purposes, i.e. DFW Airport Sharing Revenue to the Culture and Tourism activity or Gas Well Lease income to specific purposes.

Priority Five: Non-restricted internal funding sources. These would primarily be funding sources, such as the General Fund, where funds can be used for any use the City deems and warrants necessary. These funds should always be spent last due to the ability to re-program any remaining funds when a project is completed to other identified needs within the City.

Spending Priority Model B (Project Includes Bond Funds issued During or After Fiscal Year 2014)

Priority One: proceeds from any type of debt issuance, including tax notes, bonds, loans, etc. Each department should keep in mind that the failure to spend debt proceeds in a timely manner results in substantial additional overhead for the City due to additional IRS reporting requirements.

Priority Two: sources of funds that should be next include projects where a source external to the City is funding a portion of the project. Examples of sources of funds that come from outside the City include:

- An inter-local agreement with another governmental agency
- Contribution from an outside source, i.e. a donation, or gift of funds
- Developer contributions

Priority Three: Externally restricted funding sources. These types of funding sources include those items where an external restriction exists on the use of funds. Examples include the Crime Control and Prevention District or the Environmental Management Fund, where restrictions in the state law exist.

Priority Four: Internally restricted funding sources. Similar to the above, these are funding sources where internal restrictions exist. Traditionally internal restrictions exist due to an action taken by the Mayor and Council, such as the adoption of the Financial Management Policy Statements which designate the use of specific revenues to specific purposes, i.e. DFW Airport Sharing Revenue to the Culture and Tourism



Capital Expenditures and Improvements Policy

activity or Gas Well Lease income to specific purposes.

Priority Five: Non-restricted internal funding sources. These would primarily be funding sources, such as the General Fund, where funds can be used for any use the City deems and warrants necessary. These funds should always be spent last due to the ability to re-program any remaining funds when a project is completed to other identified needs within the City.

G. Spending Priority of Grant Related Capital Projects

Spending Priority Model B identified above should generally be followed for grant funded projects, as long as the priorities and methodologies are consistent with the grant requirements. Where the grant requirements differ from the above identified City priorities, the grant priorities should prevail.



I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Financial Management Services Department (FMS). This policy shall be administered on behalf of the City Manager by the Chief Financial Officer/Director of Finance (“CFO”).

II. Purpose

This policy defines and provides the guiding principles with respect to the financial management of capital asset for the City of Fort Worth (“the City”). The objectives of this policy are to ensure consistent capital asset practices in accordance with Generally Accepted Accounting Principles (GAAP) and applicable regulatory agencies and to safeguard against loss, unauthorized use, or misappropriation of assets. Controls are created to establish, maintain, and enforce a sound system of operational procedures in accordance with industry best practices and internal control objectives. These controls address the decentralized nature of the processes associated with capital assets while also providing standards and minimally acceptable practices for these activities.

III. Applicability and Scope

All employees of the City, including uniformed employees in positions who are responsible for performing fiscal operations described herein, shall apply the principles of this policy. This may include, but not be limited to, staff who purchase, receive, monitor or dispose of capital assets. Further, this policy shall cover all funds and capital assets under the control of the Mayor and City Council.

IV. Glossary

See definitions related to this policy provided in the Glossary for Financial Management Policies.



V. **General Information**

The Governmental Accounting Standards Board (GASB) provides the following authoritative definition of capital assets for state and local governments:

The term *capital assets* includes land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Capital assets should be recorded at historic cost or, if the cost is not readily determined, at estimated historic cost. Cost shall include applicable ancillary costs necessary to place the asset in its intended location and condition for use. All costs should be documented, including methods and sources used to establish any estimated costs.

The City acquires capital assets in one of the following ways:

1. Purchased assets – The recording of purchased assets should be made on the basis of actual costs, including all appropriate ancillary costs, based on vendor invoice or other supporting documentation.
2. Constructed assets – All direct costs (including labor) associated with the construction project should be included in determining the asset valuation.
3. Donated assets – Capital assets acquired by donation should be valued based on the acquisition value at the time of receipt.

VI. **Responsibility / Authority**

City-wide Department responsibilities:

- A. Serve as custodians of capital assets including land, land improvements, vehicles, machinery and equipment (including rolling stock), that are assigned to their departments.



-
- B. Ensure full departmental compliance with the established capital asset policy in order to maintain adequate records of the City's capital assets.
- C. Each department head must appoint a department designee that has knowledge and experience in capital purchasing and management of project expenditures. Department designee responsibilities include but are not limited to:
- Perform a monthly review of the department's purchased, donated, and constructed assets added into PeopleSoft Asset Management (PSAM) and communicate with the Capital Assets Team regarding any discrepancies
 - Review and update the department's non-financial asset information in the PSAM system
 - Identify capital asset transfers, impairments, and disposals, and provide the Capital Assets Team documentation within 30 days of the occurrence
 - Coordinate the department's review of the current capital asset register and complete the Annual Asset Physical Inventory

FMS responsibilities:

- A. The Capital Asset Supervisor and Assistant Finance Director over Accounting shall ensure that all capital assets belonging to the City are properly identified and recorded in the PeopleSoft General Ledger module and that the PSAM module is reconciled, at least monthly, to general ledger balances.
- B. The Capital Asset Supervisor is responsible for maintaining a current listing of Capital Asset Designees from all City departments.
- C. The Capital Asset Supervisor must oversee the review of all transactions related to capital assets at least monthly and update the PSAM system, as required, upon validation of the transactions or corrections.
- D. The Capital Asset Supervisor and Assistant Finance Director over Accounting are responsible for ensuring that journal entries and monthly depreciation expense are properly recorded in the general ledger and changes noted by the department designees are recorded in the PSAM system.

- E. FMS is responsible to provide department representatives with the necessary training in capital asset management to effectively fulfill their duties and responsibilities under this policy.

VII. Asset Classification

The City categorizes capital assets into the following:

A. Land

Land includes all land parcels purchased or otherwise acquired by the City for building sites, streets, right of way, recreation, future use, etc. This does not include land held for resale, which is accounted for as inventory.

Land is frequently associated with some other asset (e.g., land under a building or road). Land should always be treated and accounted for separately. The cost of the land should include not only the acquisition price, but also the cost of initially preparing land for its intended purpose, provided these preparations have an indefinite useful life, like the land itself. The recorded cost of land includes (1) the contract purchase price; (2) the costs of closing the transaction and obtaining title, including commissions, options, legal fees, title search, insurance, and past due or current taxes; (3) the costs of surveys; and (4) the cost of preparing the land for its particular use such as clearing and grading. If the land is purchased for the purpose of constructing a building, all costs incurred up to the excavation for the new building should be considered land costs. Removal of an old building, clearing, grading and filling are considered land costs because they are necessary to get the land in condition for its intended purpose. Any proceeds obtained in the process of getting the land ready for its intended use, such as salvage receipts on the demolition of the old building or the sale of cleared timber, are treated as reductions in the price of the land. Capitalization of land costs may include, but are not limited to, the following:

- Original contract price
- Brokers' commissions
- Legal fees for examining and recording title

- Appraisal fees
- Cost of title guarantee insurance policies
- Cost of real estate surveys
- Cost of excavation, grading or filling of land and razing of an old building
- Payment of noncurrent taxes accrued on the land at date of purchase, if payable by purchaser

Improvements other than buildings (land improvements) is used for permanent (i.e., non-moveable) improvements, other than buildings, that add value to the land, but do not have an indefinite useful life. Examples include, fences, retaining walls and parking lots.

B. Buildings

- All permanent structures are included in the classification of buildings. The costs of an improvement (or betterment) are normally added to the cost of the related structure, rather than being treated as a separate asset. The same is true of restoration costs following a capital asset impairment. Capitalization of costs related to buildings include, but are not limited to, the following:
 - Original contract price of the asset acquired or cost of design and construction
 - Expenses incurred in remodeling, reconditioning, or altering a purchased building to make it available for the purpose for which it was acquired.
 - Expenses incurred for the preparation of plans, specifications, blueprints, etc.
 - Cost of building permits
 - Payment of noncurrent taxes accrued on the building at date of purchase, if payable by purchaser
 - Architects' and engineers' fees for design and supervision
 - Costs of temporary facilities used during the construction period

C. Infrastructure

Infrastructure assets are long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples include roads, bridges, tunnels, drainage systems, water and sewer systems, dams and lighting systems.

D. Machinery and equipment

This classification includes construction and maintenance equipment, office equipment and furnishings, etc. Capitalization of equipment costs include but are not limited to, the following:

- Original contract or invoice cost
- Freight, acquisition fees, import duties, handling and storage costs
- Specific in-transit insurance charges
- Installation charges

E. Vehicles

A motor vehicle is a self-propelled road vehicle that is used for the transportation of passengers, or passengers and property. The capitalization amount includes the total purchase price less any applicable discounts and any ancillary payments required to place the asset in its intended state of operation.

F. Intangible Assets

Intangible assets are those that lack physical substance, are non-financial in nature and have an initial useful life extending beyond a single reporting period. Intangible assets must be identifiable, meaning they are either capable of being separated by means of sale, transfer, license or rent, or that they arise from contractual or other legal rights.

Intangible assets acquired or developed by the City could include licensed software, internally generated software, works of arts and historical treasures. Other examples

of intangible assets the City may own include easements, water rights, timber rights, patents and trademarks.

G. Construction Work in Progress

Construction work in progress represents capitalized costs related to a capital asset that is not yet substantially ready to be placed in service. For construction work in progress assets, no depreciation is recorded until the asset is placed in service. When the asset is placed in service, the asset is reclassified to the correct category and depreciation begins.

VIII. Capitalization

A. Capitalization Thresholds

1. Land must be capitalized regardless of the value or cost.
2. Buildings must be capitalized regardless of the cost.
3. Infrastructure must be capitalized when the useful life is 3 years or greater and the cost is \$100,000 or more.
4. Betterments and Improvements qualifying as a capital asset is defined as a single item with an acquisition cost of \$25,000 or more and has a useful life of 2 years or greater.
5. Machinery and Equipment qualifying as a capital asset is defined as a single item with an acquisition cost of \$25,000 or more and has a useful life of 2 years or greater. This includes items designed for off road.
6. Vehicles must be capitalized when the useful life is 4 years or greater, the cost is \$5,000 or greater and it meets both of the following criteria:
 - Self-propelled
 - Primary use is on public streets and the unit is street legal

7. Intangible assets must be capitalized when the useful life is 3 years or greater and the cost is \$100,000 or more.

B. Contributed or Donated Assets

Contributed or donated assets must be recorded at acquisition value. Acquisition value is the price that would be paid to acquire an asset with equivalent service potential in an orderly market transaction at the acquisition date, or the amount at which a liability could be liquidated with the counterparty at the acquisition date.

IX. **Betterments, Improvements and Repair and Maintenance**

A. Betterments

A betterment materially renovates or enhances a previously capitalized asset without introduction of a completely new unit. Alterations that change the physical structure of assets (e.g., cutting new entry and exit openings or closing old ones; erecting new walls, windows and partitions or removing old ones) but neither materially add value to the asset nor prolong its useful expected life should be charged to maintenance expense. Examples of betterments include:

- Enhancement of an old shingle roof through the addition of modern, fireproof tiles
- “Major catch-up” repair to or rehabilitation of an existing neglected asset that extends the useful life or substantially increases the value of the asset.

A betterment that meets the capitalization threshold in section VIII should be capitalized.

B. Improvements

Improvements include additions of new components to previously capitalized assets that either increase the assets’ value, extend the useful life, increase the normal rate of output, lower the operating cost, or increase the efficiency of the existing asset. Replacements of components of existing capitalized assets with improved or superior

units, such that the value of the assets is increased, are also classified as improvements.

Examples include:

- Installation of an air condition system where there previously was none
- Installation of a crane on a truck that did not previously have one
- Removal of a major part or component of equipment and the substitution of a new part or component that increases either the value or useful life
- Addition of a new wing on a building

An improvement that meets the capitalization threshold in section VIII should be capitalized.

C. Repair and Maintenance

Maintenance and repairs can be distinguished from betterments and improvements in that maintenance and repairs are not intended to alter or change the asset or to increase the useful life of the asset, but rather to sustain the asset in its present condition. A cost will qualify as maintenance if any of the following are true:

- Recurs on an ongoing basis (scheduled maintenance) and keeps the asset in a useable condition
- Does not add substantially to the value of the asset (i.e., it does not meet the requirements in section VIII to be capitalized).
- Simply restores a capital asset to its former condition, addressing normal wear and tear associated with the use of an asset
- Facilitates asset utilization for its original useful life

Examples include:

- Painting and similar activities
- Engine overhaul in a vehicle
- Resurfacing a roof with similar materials
- Remodeling and rearrangement costs



Expenditures attributable to repair and maintenance after the asset has been placed in service will not be capitalized and will instead be charged to maintenance expense.

X. Depreciation

Depreciation is defined as a reduction in the value of an asset with the passage of time, due in particular to wear and tear. Depreciation will be calculated and recorded monthly for the City's depreciable assets in accordance with GAAP. FMS is responsible to record depreciation on a monthly basis.

The City uses the straight-line method of depreciation and a full month of depreciation is taken in the original month of acquisition or capitalization. To calculate depreciation expense using the straight-line method:

$$\text{Annual Depreciation} = \frac{\text{Cost} - \text{Salvage Value}}{\text{Asset Useful life (in years)}}$$

Salvage value is an estimate of the amount that will be realized at the end of useful life of a depreciable asset. The City may assume that salvage value will be insignificant and therefore, will not use it in the depreciation calculation.

Asset must be depreciated according to the useful life guidelines established by the City. These guidelines are summarized below:

- Buildings: 20 - 40 years
- Infrastructure: 20 - 60 years
- Machinery and Equipment: 2 - 20 years
- Vehicles; 4 – 8 years
- Runways and Taxiways: 20 - 30 years
- Water and Sewer Equipment: 5 - 30 years
- Water and Sewer Infrastructure: 25 - 60 years

The following capital assets are not depreciated:

- Land



- Intangible assets with indefinite useful lives
- Construction Work in Progress

XI. Retirement

All capital assets that are sold, exchanged, traded in, donated, stolen, damaged beyond repair or in any way removed from service and disposed of during the current fiscal period should be recorded as retirements in the PSAM system.

When retiring an asset, the Department that had custody of the asset must complete and submit an Asset Retirement Form to the Capital Assets Team. The Asset Retirement Form should be properly approved by the Department with electronic signature and date on the form.

XII. Impairment

The department designee is responsible for determining whether an asset should be classified as impaired. The Capital Asset team in FMS is available to assist in the determination.

In order to determine impairment, one or more of the following conditions must apply:

- Evidence of physical damage (building damaged by fire or flood, restoration efforts are needed to restore service utility)
- Enactment or approval of laws or regulations or other changes in environmental factors
- Technological development resulting in a change of the expected duration of use of a Capital Asset
- A change in the manner or expected duration of use of a Capital Asset
- Construction stoppage (stoppage of construction of a building due to lack of funding).

If the asset is not impaired, the department designee should re-evaluate the remaining useful life and salvage value (if any). All impairment decisions should be communicated



to the FMS Capital Assets Supervisor by the department designee, and must be reviewed and properly approved by the Department.

XIII. Transfers

When an asset is exchanged between departments, the Capital Asset Team will transfer the asset in the PSAM system. The Capital Asset Transfer Form shall be used to identify an asset transfer between City departments. The transfer must be approved by both the transferor and transferee departments before an asset is transferred.

When a capital improvement project is completed, the Capital Asset Team will transfer the project from Construction Work in Progress (CWIP) to the appropriate asset category in the PSAM system when the asset is put into service.

XIV. Monthly Review

The Department Capital Asset Designee is responsible for reviewing the departmental Capital Assets recorded in the PSAM system on a monthly basis. The department designee must review the records to identify any missing items, impairments, or retirements, as well as any completed CWIP projects and to communicate any needed changes to the Capital Assets Team.

The Capital Assets Supervisor is responsible for reconciling the balance recorded in the PSAM system to the ending balance of the General Ledger at least monthly.

XV. Physical Inventory

Each department must perform an Annual Asset Physical Inventory. The department designee is responsible for verifying the accuracy of the assets recorded in PSAM based on their physical observation of the department's assets.

XVII. Acquisition of Capital Assets

Capital assets shall be acquired by the City of Fort Worth, following all required federal, state, and local purchasing requirements. Assets acquired by the City shall be budgeted



and purchased only in capital project funds. No assets are to be acquired from operating funds.

For additional information or questions concerning this policy, please contact the FMS Capital Asset team at (817) 392-2460.



Debt Policy

I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer / Director of Finance.

II. Purpose:

This policy is intended to establish guidelines and principles to manage the City's use of debt financing which provides needed capital equipment and infrastructure improvements.

III. Scope:

This policy shall apply to all debt issued by the City of Fort Worth and any revenue pledged to debt payments which are under the budgetary and fiscal control of the City Manager and the Mayor and City Council.

IV. Glossary

See definitions related to this policy provided in the appendix.

V. Policy:

A. Use of Debt Financing

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.



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B. Assumption of Additional Debt

The City shall not issue more debt than it retires each year without first 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. To the extent permitted by State law, commercial paper may be utilized and/or issued in the City's tax-supported and revenue-supported bond programs in order to: (1) provide appropriation authority for executing contracts on bond-funded projects; (2) provide interim construction financing; and (3) take advantage of lower interest rates in the short-term variable rate market; all of which provide the City with flexibility in timing its entry into the long-term fixed rate market.

C. Affordability Targets

1. General Obligation Bonds

The City shall use an objective analytical approach to determine whether it can afford to assume new general purpose debt (General Obligation bonds, tax notes, and Certificates of Obligation) beyond what it retires each year. This process shall take into consideration any potential impact to the City's credit ratings, the growth in the City's taxable assessed value, and the targeted debt service tax rate. The process shall also examine the direct costs and benefits of the proposed expenditures. The decision on whether or not to assume new debt shall be based on these costs and benefits, the current conditions of the municipal bond market, and the City's ability to "afford" new debt as determined by the aforementioned standards.

2. Revenue Bonds

Revenue bonds are secured solely by the revenues of an operating fund. As a result, the credit markets look at the type of revenue securing the payment of debt service on the bonds to determine the level of security necessary for the purchase of the bonds.

Whether revenue bonds can be secured with gross revenues of the operating fund or net revenues (i.e., those revenues remaining after paying costs of operation and maintenance) is often determined by state law. Coverage requirements, and the need



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for and level of reserve funds to provide additional security in support of revenue bonds, are subject to rating agency review and market standards.

Generally, for the City to issue additional water and sewer revenue bonds, net revenues, as defined in the ordinance authorizing the revenue bonds, shall be a minimum of 125% of the average annual debt service and 110% of the debt service for the year in which requirements are scheduled to be the greatest, but should be at least 150% of the annual debt service for financial planning purposes. Annual adjustments to the City's rate structures will be made as necessary to maintain a minimum 150% coverage factor. Exceptions to these standards must be fully explained and justified.

Generally, for the City to issue additional stormwater revenue bonds, gross revenues, as defined in the ordinance authorizing the revenue bonds, shall be at least of 150% of the maximum annual debt service, however net revenues (after operations and maintenance expenses) should be at least 150% of the annual debt service for financial planning purposes. Annual adjustments to the City's rate structures will be made as necessary to maintain a minimum 150% coverage factor using net revenues.

Revenue bonds that may be issued to finance improvements for other activities (e.g., airports or convention center facilities) will necessitate the consideration of coverage and reserve fund requirements unique to the operating fund, such that the revenue bonds will be creditworthy and marketable.

3. Certificates of Obligation

Certificates of Obligation may be issued without a public election to finance any public work project or capital improvement, as permitted by State law. However, it is the policy of the City to utilize Certificates of Obligation to finance public improvements only in special circumstances and only after determining the City's ability to assume additional debt based on the standards identified above. Those special circumstances in which Certificates might be issued include, but are not limited to, situations where:

- Cost overruns on a general obligation bond-financed capital improvement have occurred;



Debt Policy

- “Emergency” conditions require a capital improvement to be funded rapidly;
- Financial opportunities unexpectedly arise to leverage funds from other entities and reduce the City’s capital cost for a community improvement;
- A capital improvement is a revenue-producing facility, but due to the nature of the project or the time it takes for the facility to become operational and produce revenues, the improvement may not generate sufficient revenues throughout the life of the improvement to support the indebtedness secured solely by the revenues to be produced by the improvement;
- It would be more economical to issue Certificates of Obligation rather than issuing revenue bonds; and
- The timing of the construction of a capital improvement and the expense of calling a bond election for a single proposition would, in the opinion of staff and with the approval of the Council, warrant the issuance of Certificates of Obligation to finance the capital improvement.

D. Debt Structure

Generally, the City shall issue bonds with an average life of approximately 10.5 years for general obligation bonds and approximately 12.0 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.



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Normally, there shall be no capitalized interest included in the debt structure unless there are no historical reserves upon which to draw.

E. Call Provisions

Call provisions for bond issues shall be made as short as possible consistent with the lowest interest cost to the City. When possible, all bonds shall be callable only at par.

F. Sale Process

The City shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated sale. The City shall attempt to award the bonds based on a true interest cost (TIC) basis. However, the City may award bonds based on a net interest cost (NIC) basis that the NIC basis can satisfactorily determine the lowest and best bid.

G. Timing of Sales

The City may use the cash received through the issuance of notes pursuant to, or the appropriation authority that may be available in accordance with the commercial paper programs to begin capital projects approved under those programs. The City may also consider using reimbursement resolutions and its own cash to initiate certain projects. Consideration should be given to any lost interest earnings on the City's cash compared to the anticipated interest expense associated with the issuance of obligations by the City. This process will improve the City's ability to time its entry into the long-term fixed rate market and to manage its debt issuances and debt payments in order to minimize the impact on tax rates and utility rates.

H. Rating Agencies Presentations

Full disclosure of operations and open lines of communication shall be made to the rating agencies. City staff shall prepare the necessary materials and presentation to the rating agencies. Credit ratings will be sought from one or more of the nationally recognized municipal bond rating agencies, currently Moody's, Standard & Poor's, and Fitch.

I. Continuing Disclosure

The City is committed to providing continuing disclosure of financial and pertinent credit information relevant to the City's outstanding securities



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and will abide by the provisions of Securities and Exchange Commission (SEC) Rule 15c2-12 concerning primary and secondary market disclosure. City staff will undertake to update financial and pertinent credit information within six months of the end of the City's fiscal year and at such other times as may be indicated by material changes in the City's financial situation.

J. Debt Refunding

City staff shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding or advance refunding (i.e., bonds that are paid off on a date that is more than 90 days after the date the refunding bonds are issued) should exceed 3.5% of the par amount of the refunded maturities.

K. Interest Earnings

Interest earnings received on the investment of bond proceeds shall be used to assist in paying the interest due on bond issues, to the extent permitted bylaw.

L. Lease/Purchase Agreements

Over the lifetime of a lease, the total cost to the City will generally be higher than purchasing the asset outright. As a result, the use of lease/purchase agreements and certificates of participation in the acquisition of vehicles, equipment, and other capital assets shall generally be avoided, particularly if smaller quantities of the capital asset(s) can be purchased on a "pay-as-you-go" basis.

M. Proposals from Investment Bankers

The City welcomes ideas and suggestions from investment bankers and will seek to gain information and knowledge from those firms which submit unique and innovative ideas.

N. Underwriting Syndicates

When a negotiated sale is deemed in the best interest of the City, underwriters shall be selected from a procurement process designed to yield the most qualified and experienced firms for the transaction. City staff will recommend the structure of underwriting syndicates, which will



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be effective for the type and amount of debt being issued. The City will consider its M/WBE goals in structuring syndicates.

O. Synthetic Advanced Refunding

The City may consider synthetic advance refunding when they produce a material economic benefit and will in no way impair the outstanding bond rating of the City.

1. The present value savings of any proposed transaction must be quantifiable, exceed 7 percent (7%) of the par amount of the refunded maturities, and not be based on projections.
2. Proposals submitted by investment firms for consideration by the City shall identify and address not only the benefits of the proposed transaction, but the potential negative impacts as well.
3. Additional transaction costs such as bond counsel, trustee, and financial/swap advisor shall be included in the savings calculation required above.
4. The City shall produce an analysis of the implications of paying a forward premium versus waiting to the current call date of the bonds.
5. Approval of the transaction must be obtained from the State Attorney General, to the extent required by Texas law.

Debt Monitoring Policy

I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer/Director of Finance.

II. Purpose

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 on-going 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 Program 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. The current version of such procedures was adopted on July 24, 2012, as Exhibit C - *Written Procedures Relating to Continuing Compliance with Federal Tax Covenants* to the City's 23rd Supplemental Ordinance authorizing the issuance and sale of the City's Water and Sewer Revenue Refunding Bonds, Series 2012 (Ordinance No. 201301-07-2012). This policy is intended to supplement such *Written Procedures*, as the same may be updated from time to time by action of the City Council.

III. Applicability and Scope

This policy shall apply to all debt issuances under the fiscal control of the City Manager and the City Council and issued by the City of Fort Worth (the "City" or "Issuer"). Sections V through IX pertain only to tax-exempt debt issuances by the City (the "Obligations").

IV. Glossary

See Definitions related to this policy provided in the appendix.



Debt Monitoring Policy

V. Arbitrage Compliance:

Federal income tax laws generally restrict the ability to earn arbitrage in connection with the Obligations. "Arbitrage," in this context, refers to any profit earned from investing the proceeds from the issuance of any Obligations at a yield that is higher than that on such Obligations.

Federal income tax laws restrict Arbitrage via two separate mechanisms: "yield restriction" and the "rebate requirement." Yield restriction prohibits the *investment* of bond proceeds at a rate higher than the yield on the related Obligations. The rebate requirement requires an issuer to *rebate* to the federal government any Arbitrage earned from the investment of Obligations.

Federal income tax laws provide exceptions to the yield restriction and rebate requirement rules, the most common of which are applicable to bond proceeds allocated to construction expenditures. Certain procedures related to these exceptions are set forth in Section VII below (see procedures A and B, related to exceptions from yield restriction, and procedure C, related to exceptions from the rebate requirement). The exceptions must be evaluated independently, as the applicability of an exception from yield restriction does not guarantee an exception from the rebate requirement. Bond Counsel should be consulted in determining the available exceptions and procedures with respect to Obligations issued for construction projects involving timelines in excess of those described below.

The Responsible Person will review the Closing Documents and Section VII below periodically (at least once a fiscal year) to ascertain compliance with Arbitrage restrictions and applicable exceptions.

VI. Review of Federal Tax Certificate for Each Issuance

The Issuer's Chief Financial Officer (such officer, together with other employees of the Issuer who report to such officer, are, collectively, the "Responsible Person") will review and track the federal tax certificate prepared in connection with each issuance of Obligations.

VII. Compliance Procedures Applicable to Obligations Issued for Construction and Acquisition Purposes

With respect to the investment and expenditure of the proceeds of the Obligations that are issued to finance public improvements or to acquire land or personal property, the Responsible Person will:

- A. Instruct the appropriate person who is primarily responsible for the construction, renovation or acquisition of the facilities financed or refinanced with the Obligations (the "Project") that (i) binding contracts for the expenditure of at least 5% of the proceeds of the Obligations must be entered into within six months of the date of closing of the Obligations (the "Issue Date") and that (ii) the Project must proceed with due diligence.



Debt Monitoring Policy

- B. Monitor progress to ensure that at least 85% of the proceeds of the Obligations to be used for the construction, renovation or acquisition of the Project are expended within three years of the Issue Date.
- C. Monitor to ensure proceed expenditures from project Obligation issuances comply with one of the following applicable schedules^{1,2,3}:
- a) Six-Month Expenditure Schedule. All proceeds must be spent within six months.
 - b) Eighteen-Month Expenditure Schedule:
 - i. By six (6) months following receipt of the proceeds, fifteen percent (15%) of the proceeds (together with any amounts received from investments thereof) must have been spent on the designated projects.
 - ii. By twelve (12) months following receipt of the proceeds, sixty percent (60%) of the proceeds (together with any amounts received from investments thereof) must have been spent on the designated projects.
 - iii. By eighteen (18) months following receipt of the proceeds, one hundred percent (100%) of the proceeds (together with any amounts received from investments thereof) must have been spent on the designated projects.
 - c) Two-Year Expenditure Schedule. The two-year expenditure schedule is available only for proceeds used to fund construction projects. A project will qualify as a construction project if at least 75% of the proceeds will actually be used for actual construction (versus acquisition) costs. The two-year expenditure exception requires expenditure of the proceeds within the following schedule:
 - i. By six (6) months following receipt of the proceeds, ten percent (10%) of the proceeds (together with any amounts received from investments thereof) must have been spent on the designated projects.

¹ For more information regarding these expenditure schedules, please refer to McCall Parkhurst & Horton, L.L.P.'s Memorandum entitled *Arbitrage Rebate Regulations*, attached to the Federal Tax Certificates for the Obligations at issue.

² The spending requirements do not generally apply to amounts held in a reasonably required reserve fund, except in certain cases related to the two-year exception period.

³ "Proceeds" as used in this Section VII(b) generally includes investment earnings, but excludes funds held in a bona fide debt service fund.

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- ii. By twelve (12) months following receipt of the proceeds, forty-five percent (45%) of the proceeds (together with any amounts received from investments thereof) must have been spent on the designated projects.
 - iii. By eighteen (18) months following receipt of the proceeds, seventy-five percent (75%) of the proceeds (together with any amounts received from investments thereof) must have been spent on the designated projects.
 - iv. By twenty-four (24) months following receipt of the proceeds, one hundred percent (100%) of the proceeds (together with any amounts received from investments thereof) must have been spent on the designated projects.
- D. Monitor the yield on the investments purchased with proceeds of the Obligations to ensure the yield of such investments is restricted to the yield on the Obligations after three years of the Issue Date;
- E. Monitor the investment of all amounts deposited into a sinking fund or funds pledged (directly or indirectly) to the payment of the Obligations, such as the interest and sinking fund or debt service fund, to assure that the maximum amount invested within such applicable fund at a yield higher than the yield on the Obligations does not exceed an amount equal to the debt service on the Obligations in the succeeding twelve-month period plus a carryover amount equal to one-twelfth of the principal and interest payable on the Obligations for the immediately preceding twelve-month period; and
- F. The Responsible Person will ensure that funds transferred to a debt service fund are expended within thirteen months from the date of transfer.
- G. Ensure no more than 50% of the Obligation proceeds are invested in an investment with a guaranteed yield for four years or more.

Debt Monitoring Policy

VIII. Procedures Applicable to Obligations with a Debt Service Reserve Fund

If the Issuer issues Obligations that are secured by a debt service reserve fund, the Responsible Person will assure that the maximum amount of any reserve fund for the Obligations invested at a yield higher than the yield on the Obligations will not exceed the lesser of (1) 10% of the principal amount of the Obligations, (2) 125% of the average annual debt service on the Obligations measured as of the Issue Date, or (3) 100% of the maximum annual debt service on the Obligations as of the Issue Date.

IX. Procedures Applicable to Escrow Accounts for Refunding Issues

In addition to the foregoing, if the Issuer issues Obligations and proceeds are deposited to an escrow fund to be administered pursuant to the terms of an escrow agreement, the Responsible Person will:

- A. Monitor the actions of the escrow agent to ensure compliance with the applicable provisions of the escrow agreement, including with respect to reinvestment of cash balances;
- B. Contact the escrow agent on the date of redemption of obligations being refunded to ensure that they were redeemed; and
- C. Monitor any unspent proceeds of the refunded obligations to ensure that the yield on any investments applicable to such proceeds are invested at a yield that does not exceed the yield on the refunding obligations or otherwise applied.

X. Procedures Applicable to All Tax-Exempt Obligations

For all issuances of Obligations the Responsible Person will:

- A. Maintain any official action of the Issuer (such as a reimbursement resolution) stating the Issuer's intent to reimburse with the proceeds of the Obligations any amount expended prior to the Issue Date for the acquisition, renovation or construction of the facilities;
- B. Ensure the applicable information return (e.g., Form 8038-G, 8038-GC, or any successor forms) is filed timely with the Internal Revenue Service (the "IRS"); and
- C. Ensure, unless excepted from rebate and yield restriction under section 148(f) of the Code, excess investment earnings are computed and paid to the U.S. government at such time and in such manner as directed by the IRS (1) at least every five years after the Issue Date and (2) within 30

Debt Monitoring Policy

days after the date the Obligations are retired.

XI. Private Business Use:

Generally, to be tax-exempt, only an insignificant amount of the proceeds of each issue of Obligations can benefit (directly or indirectly) private businesses. The Responsible Person will review the Closing Documents periodically (at least once a fiscal year) for the purpose of determining that the use of the Project does not violate provisions of federal tax law that pertain to private business use. In addition, the Responsible Person will:

- A. Develop procedures or a "tracking system" to identify all property financed with tax-exempt debt;
- B. Monitor and record the date on which the Project is substantially complete and available to be used for the purpose intended;
- C. Monitor and record whether, at any time the Obligations are outstanding, any person, other than the Issuer, affiliates of the Issuer or members of the general public, has any contractual right (such as a lease, purchase, management or other service agreement) with respect to any portion of the Project;
- D. Monitor and record whether, at any time the Obligations are outstanding, any person, other than the Issuer, affiliates of the Issuer or members of the general public, has a right to use the output of the Project (e.g., water, gas, electricity);
- E. Monitor and record whether, at any time the Obligations are outstanding, any person, other than the Issuer, affiliates of the Issuer or members of the general public, has a right to use the Project to conduct or to direct the conduct of research; [not sure e is necessary.
- F. Monitor and record whether, at any time the Obligations are outstanding, any person, other than the Issuer, has a naming right for the Project or any other contractual right granting an intangible benefit;
- G. Monitor and record whether, at any time the Obligations are outstanding, the Project is leased, sold or otherwise disposed of; and
- H. Take such action as is necessary to remediate any failure to maintain compliance with the covenants contained in the Ordinance authorizing the tax-exempt obligations used to finance the Project.

XII. Record Retention:

Debt Monitoring Policy

The Responsible Person will maintain or cause to be maintained all records relating to the investment and expenditure of the proceeds of the Obligations and the use of the facilities financed or refinanced thereby for a period ending three years after the complete extinguishment of the Obligations. If any portion of the Obligations is refunded with the proceeds of another series of tax-exempt Obligations, such records shall be maintained until the three years after the refunding Obligations are completely extinguished. Such records can be maintained in paper or electronic format.

XIII. Responsible Persons:

Each Responsible Person shall receive appropriate training regarding the Issuer's accounting system, contract intake system, facilities management and other systems necessary to track the investment and expenditure of the proceeds and the use of the Project financed or refinanced with the proceeds of the Obligations. The foregoing notwithstanding, each Responsible Person shall report to the City Council whenever experienced advisors and agents may be necessary to carry out the purposes of these instructions for the purpose of seeking City Council approval to engage or utilize existing advisors and agents for such purposes.



Interfund Loan Policy

I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer / Director of Finance.

II. Purpose:

This policy is intended to establish guidelines for the management of interfund loans between City funds. Interfund loans are amounts provided between funds and component units of the City of Fort Worth with a requirement for re-payment.

III. Scope:

This policy shall apply to all funds under the budgetary and fiscal control of the City Manager and the Mayor and City Council.

IV. Glossary

See definitions related to this policy provided in the appendix.

V. Policy:

A. Review and Approval

In accordance with the City of Fort Worth Charter any movement of funds from one fund to another requires the approval of City Council. Additionally, all Interfund loan proposals must be reviewed and approved by the Chief Financial Officer and the City Manager or the designee thereof (who shall not be the Chief Financial Officer).

B. Funding Source for Loans

The funding source of all interfund loans must be idle cash on deposit in a fund. During the term of the loan, the outstanding balance at any time must not be needed to finance normal operations. Adequate documentation, i.e. cash flow analysis, is required to support that loaned funds are idle.



Interfund Loan Policy

C. Use of Loan Proceeds

Interfund loans must only be made to finance short-term capital needs of the borrowing fund. Short-term is defined as a period up to five (5) years. The exception to this policy is loans from the General Fund to other funds.

D. Repayment Source

The borrowing fund must have an identified revenue stream for the repayment of all principal and interest incurred. Management must provide documentation of ability to repay the obligation, and the department incurring the loan must execute an agreement described in paragraph F, below. Loans will not be approved if the obligor fund cannot substantiate the ability to finance current business and capital operations, make agreed upon loan repayments, and maintain sufficient cash to meet emergency cash needs.

E. Repayment Term

All interfund loans must be repaid in no more than five (5) years from the date loan documents are executed.

F. Legal Documentation

All interfund loans shall be approved by the City Council by M&C action, and are consummated by loan agreements. Those agreements will stipulate the loan purpose, the loan amount, the term, repayment source, interest rate, and other information as required by the City's legal department.

G. Repayment

Interfund loans are interest bearing except for advance funding for grants, reimbursement resolutions, or when senior management finds it appropriate to forego the payment of interest. The interest rate charged and paid must comply with all applicable laws and regulation. At a minimum the rate charged will equal the return earned on the City's pooled cash.

H. Water and Sewer Fund Loans

In accordance with the Water and Sewer System Master Ordinance, excess pledged revenues can be used to make loans to other City Departments. Before making that determination, the Water and Sewer fund must cover



Interfund Loan Policy

all obligations for Operation and Maintenance Expenses, Debt Service Expenses, Debt Service Coverage, Transfers to the General Fund, and Operating Reserve Requirement (from Net Position).

I. Year-End

Nothing contained within this policy is intended to require Mayor and Council approval, or City Manager approval, for booking interfund loans at the end of the year in order to prevent a fund or fund group from reporting a deficit cash position. Such entries shall be made under the guidance and approval of the Chief Financial Officer / Director of Finance and shall be immediately reversed in the subsequent fiscal year. If a fund has a recurring deficit cash position, it shall be the responsibility of the Department of Finance to coordinate discussion with the department responsible for the fiscal administration of the fund in order to develop a plan to mitigate this deficit cash position.

Cash Management Policy



I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer / Director of Finance.

II. Purpose:

This policy is intended to establish guidelines to manage the City's cash in such a manner so as to ensure the safety of principal and interest, to meet the liquidity needs of the City, and to achieve the highest reasonable market yield.

III. Scope:

This policy shall apply to all funds under the budgetary and fiscal control of the City Manager and the Mayor and City Council.

IV. Glossary

See definitions related to this policy provided in the appendix.

V. Policy:

The Chief Financial Officer / Director of Finance shall administer the management of the City's cash as required under the Public Funds Investment Act (Texas Local Government Code Chapter 2256) and the Collateral for Public Funds Act (Texas Local Government Code 2257). Specifically, this policy mandates the pursuit of the following overall goals and objectives for cash management:

1. All aspects of cash management operations shall be designed to ensure the safety and integrity of the City's financial assets.
2. Cash management activities shall be conducted in full compliance with prevailing local, state, and federal regulations. Furthermore, such activities shall be designed to adhere to guidelines, standards, and practices promulgated by such professional organizations as the American Institute of Certified Public Accountants (AICPA), the Governmental Accounting Standards Board (GASB), and the Government Finance Officers Association (GFOA), whenever practicable.
3. Operating within appropriately established administrative and procedural parameters, the City shall aggressively pursue optimum financial rewards, while simultaneously controlling its related expenditures. Therefore, cash management functions that engender interaction with outside financial intermediaries shall be conducted in the best financial and administrative interests of the City. In pursuit of these interests, the City will utilize competitive bidding practices wherever

Cash Management Policy



practicable, affording no special financial advantage to any individual or corporate member of the financial or investment community.

4. The City shall design and enforce written standards and guidelines relating to a variety of cash management issues, such as the eligibility or selection of various financial intermediaries and counterparties, documentation and safekeeping requirements; philosophical and operational aspects of the cash management function; and such other functional and administrative aspects of the cash management program which necessitate standard setting in pursuit of appropriate prudence, enhanced protection of assets or procedural improvements.



Investment Policy and Strategy

OPEB Trust

I. OVERVIEW AND PURPOSE

This investment policy applies to all accumulated assets for the City of Fort Worth Other Post-Employment Benefits Trust ("Trust") created by the Fort Worth City Council by Resolution No. 3779-08-2009, its consultants, agents, investment managers, advisory boards, Trustees, Trust Administrator and assigned staff.

All investment activities shall be conducted in full compliance with applicable City ordinances as well as state and federal rules and regulations.

The purpose of this document is to provide the Trustee and its Sub Advisors with a set of objectives, parameters and guidelines to assist in the administration of the Trust; to guide investment managers in structuring portfolios consistent with desired performance result and acceptable risk levels; to assure the assets are managed in a prudent fashion and to serve as the framework for all investment activities related to the Trust.

II. INVESTMENT POLICY AND OBJECTIVES

The primary obligations of the plan's governing body in investing assets are to do so for the exclusive benefit of the plan's beneficiaries. Emphasis must be placed upon the consistent protection of the fund's assets and growth performance, i.e., the achievement of adequate investment growth must not be at the expense of the protection of the assets over the investment horizon. Specific objectives of investment activities carried out by the Trustee and its Sub Advisors include the following:

- A. The expected annual rate of return for the portfolio will be equal to the actuarial assumption, until amended by the City Council ("Council").
- B. Individual investment managers will not be measured against the aggregate fund objective stated in section II. A., but will be compared to appropriate market indices and a blended Plan Target Benchmark outlined in Section 6 of the Policy.

1. AUTHORITY AND OVERSIGHT PROCEDURES

A. By law, the City Council retains ultimate fiduciary responsibility for the OPEB Trust Fund regardless of management assignment. The Council shall receive quarterly reports and annually review and adopt this Policy. The Investment Committee designated by the City Council is responsible for reviewing and authorizing all broker/dealers. The City Council has delegated the responsibility for conducting investment transactions with the Trustee and its Sub Advisors. The Trustee and its Sub Advisors will provide investment information to the Council concerning investment decisions, including rebalancing asset allocation, and portfolio performance on a quarterly basis.

B. The Chief Financial Officer/Director of Financial Management Services is responsible for monitoring the portfolio and reports submitted by the Trustee and its Sub Advisor.

C. The Trustee and its Sub Advisor shall maintain responsibility for investing the assets in the Trust. All assets will be held by the Trustee. The advisor will provide performance analysis that will include, but not be limited to, a strategic analysis including a report on asset allocation, risk analysis, and appropriate, if any, changes to the percentages therein. This study will be used to assist the Chief Financial Officer/Director of Financial Management Services and Investment Committee in the determination of the appropriate investment Policy.

D. Any business organization offering to engage in an investment transaction with the Trust must be provided with a copy of this Investment Policy and Strategy, with "business organization" defined as "an investment pool or investment management firm under contract with an investing entity to invest or manage the entity's investment portfolio that has accepted authority granted by the entity under the contract to exercise investment discretion in regard to the investing entity's funds." The business organization must provide the City with a written instrument (in a form acceptable to both parties) executed by a representative of the business organization that substantially acknowledges that the business organization has: (a) received and reviewed this Investment Policy and Strategy; and (b) implemented reasonable procedures and controls in an effort to preclude investment transactions with the Trust that are not authorized by this Investment Policy and Strategy. Any material changes to this Investment Policy and Strategy will require re-certification by each business organization.

E. The City's Investment Committee will perform a strategy and performance review at least semi-annually. The Committee will review and act on any potential need for refinement or revision of the OPEB Trust's policies or strategies.

2. STANDARDS OF CARE

The standard of care to be used shall be the “prudent person” standard as established by the Act and shall be applied in the context of managing the overall OPEB Trust Fund. The "prudent person" standard states that,

Investments shall be made with judgment and care, under prevailing circumstances, that a person of prudence, discretion and intelligence would exercise in the management of the person’s own affairs, not for speculation, but for investment, considering the probable safety of capital and the probable income to be derived.

In determining whether a Trustee has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration: (1) the investment of all funds, or funds under the Trustee’s control, over which the Trustee had responsibility rather than a consideration as to the prudence of a single investment; and (2) whether the investment decision was consistent with this written investment Policy.

3. ETHICS AND CONFLICTS OF INTEREST

Employees of the City of Fort Worth, the Trustee or its Sub Advisors involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Also, employees of the City of Fort Worth involved in the investment process shall disclose any material financial interests in financial institutions that conduct business with the City, and they shall further disclose any material personal financial/investment positions that could be related to the performance of the City’s investment program.

III. INVESTMENT GUIDELINES

1. AUTHORIZED INVESTMENTS

Investments consistent with the objectives contained in Section II, herein, other than those specifically prohibited shall be authorized. Equities will comprise a diversified portfolio of domestic small, mid and large cap equity, Real Estate Investment Trusts (“REITs”), and international equity investments.

Permitted Asset Classes and Security Types

Equity Securities

- Domestic listed securities

- Equity and equity-related securities of non-US corporations, in the form of American Depositary Receipts (“ADRs”)
- Equity Mutual Funds and Exchange Traded Funds (ETFs)
- Large Cap
- Mid Cap
- Small Cap
- International
- Emerging Markets
- REITs

Fixed Income Securities

- Fixed Income Mutual Funds and Exchange Traded Funds (ETFs)
 - Corporate
 - Government
 - High Yield
 - International
 - Bank Loan

If individual fixed income securities are purchased, the following parameters will be followed:

Eligible Securities:

- Debt obligations of the U.S. Government, its agencies, and Government Sponsored Enterprises
- Mortgage-Backed Securities (MBS)
- Asset Backed Securities (ABS)
- Collateralized Mortgage Obligations (CMO)
- Commercial Mortgage-Backed Securities (CMBS)
- Corporate debt securities issued by U.S. or foreign entities including, but not limited to, limited partnerships, equipment trust certificates and enhanced equipment trust certificates
- Securities issued under SEC Rule 144A
- Municipal Bonds

Quality

The portfolio will maintain a minimum weighted average quality of A- at all times. Individual securities shall have a minimum quality rating of Baa3 by Moody’s or BBB- by Standard & Poor’s (S&P). Note, high yield fixed income can be purchased only in a diversified mutual fund or exchange traded fund.

Duration

The manager will maintain the portfolio duration within +/- 25% of the benchmark duration at all times.

Diversification

- No more than 5% of the portfolio assets may be invested in any individual issuer, with the exception of securities issued or guaranteed by the U.S. Government, its agencies, and Government Sponsored Enterprises.
- No more than 10% of the portfolio may be invested in securities issued under Rule 144A.

2. MATURITY AND LIQUIDITY

The OPEB trust assets shall provide sufficient liquidity, if necessary, for payment of direct medical benefits and expenses.

3. PORTFOLIO COMPOSITION, RISK AND DIVERSIFICATION

Assets of the OPEB Trust Fund shall be invested in a broadly diversified portfolio consisting of equity, debt, and cash equivalent securities. The portfolio shall also be structured in a manner to provide diversification within each asset class and be allocated within the ranges specified below:

| | <u>Range</u> | <u>Target</u> |
|---------------------------|--------------|---------------|
| Equities | 20%-40% | 30% |
| Fixed Income | 50%-80% | 65% |
| Cash and Cash Equivalents | 0%-20% | <5% |

The Trustee and its Sub Advisor is authorized by this policy to make asset allocation decisions to reallocate or redirect either contributions or investments held by the OPEB Trust Fund in order to take advantage of changing market conditions. Any move that will cause the allocation of the investment classes to vary from the above allocation percentages of any asset class requires approval by the City Council.

The following are prohibited purchases/transactions:

1. More than 5% of the total equity allocation invested in individual equity securities of any one company at market value
 2. More than 5% of the total debt allocation invested in debt instruments in any single issuer with the exception of US Treasuries and agencies
 3. Short sales
 4. Margin or leveraged purchases
 5. Commodities
 6. Real estate (with the exception of REITs)
-

7. Art objects or collectables
8. Options
9. Warrants
10. Derivative investments
11. Oil and Gas Leases
12. Hedge Funds
13. Private Equity Funds
14. Precious Metals
15. Privately negotiated investment agreements with financial institutions
16. Other investments classified as 'alternative'

4. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

Purchases and sales of authorized investments will only be made through financial institutions that are qualified as public depositories by the State of Texas or are "primary dealers" as designated by the Federal Reserve Bank of New York or are broker/dealers that qualify under Securities and Exchange Commission, or by direct purchases of an approved open-ended mutual fund family.

The Trustee will perform due diligence and maintain information on each broker/dealer, including a process to ensure best execution. The Trustee shall review the performance, financial condition and registration of all qualified counter-parties on an ongoing basis. Results will be provided to the Investment Committee for review upon request.

SAFEKEEPING AND CUSTODY

All securities purchased by the Trustee or its Sub Advisors shall be properly designated as an asset of the OPEB Trust Fund and held by the Trustee, chartered by the United States Government or the State of Texas, and/or a financial institution approved by the National Association of Security Dealers. No withdrawal of such securities, in whole or in part, shall be made from safekeeping except by the City Council or Trust Administrator.

The City Council or the Trustee will execute third party custodial agreements with banks or financial institutions. Such agreements will include details as to the responsibilities of each party, the costs to be borne by each party, notification of security purchases, sales, delivery, repurchase agreements and wire transfers, safekeeping and transaction costs, and procedures in case of unforeseen circumstances.

5. BID REQUIREMENTS FOR DEBT INSTRUMENTS

After the Trust Administrator and/or the investment manager has selected one or more optimal types of investments based on maturity date(s) to meet cash flow needs and market conditions, a minimum of three qualified brokers and/or dealers will be contacted and asked to provide bids on the securities to be purchased.

In most situations the competitive bid process shall be utilized, except when securities are purchased as an initial offering. The investment manager will choose the appropriate brokers or dealers from among those on the approved broker/dealer list based on expertise, competitiveness and the ability to execute the transaction and deliver the securities on a timely basis. A minimum of three (3) bids will be obtained.

- A. Bids will be held in confidence until the best bid is determined and awarded,
- B. Documentation will be retained for all bids, with the winning bid clearly identified,
- C. If for any reason the highest bid (on sales of investments) or the lowest bid (on purchases of investments) is not selected, then the reasons leading to that decision will be clearly documented.

6. PERFORMANCE MEASURES

The Investment Committee will meet with the Trustee or its Sub Advisor at least annually to review portfolio performance. The Trustee or its Sub Advisor will review results quarterly to confirm adherence to the policy guidelines; compare the investment results with funds using similar policies and benchmarks; and identify risks and opportunities occurring in the equity and debt markets.

The following events indicate risk to the safety and performance of the Trust. Failure to appropriately address risk may result in termination of the Trustee or its Sub Advisor.

- A. Consistent under-performance of the stated target index for three consecutive quarters.
- B. Material changes in the managers' organization including personnel, ownership, acquisitions or losses of major accounts.
- C. Substantial changes in basic investment philosophy.
- D. Failure to observe any guidelines as stated in this policy.

The City of Fort Worth blended benchmark will be defined as the target portfolio return, based on the following allocation targets:

Portfolio Blended Benchmark

15.50% S&P500 Index
3.00% Russell Mid-Cap Index
4.50% Russell 2000 Index
2.00% MSCI Emerging Market Index
4.00% MSCI EAFE Index
1.00% Wilshire REIT Index
51.00% Bloomberg Barclays Capital US Aggregate Index
14.00% ML 1-3 Year US Corp/Gov't
5.00% Citi 1Mth T-Bill.

IV. INTERNAL CONTROLS

The Chief Financial Officer/Director of Financial Management Services and Trustee are responsible for mutually establishing and maintaining an internal and external control structure designed so that assets are reasonably protected from loss, theft, or misuse. Such internal controls shall consist, at a minimum, of the following:

- A. All securities purchased or sold will be transferred only under the “delivery versus payment” (DVP) method to ensure that funds or securities are not released until all criteria relating to the specific transaction are met,
- B. The Trustee is authorized to accept, on behalf of and in the name of the City of Fort Worth OPEB Trust Fund, securities in return for investment of funds,
- C. Securities transaction confirmations shall fully describe the various securities held. The receipt or confirmation shall state that the investment is held in the name of Trustee, or its depository nominee name, for the benefit of the City of Fort Worth OPEB Trust, and
- D. The written system of internal controls and operational procedures shall be subject to review by the City’s internal and external auditors as part of the annual financial audit.

V. REPORTING

Quarterly reports concerning the investment activities, investment portfolio and performance will be submitted to the Investment Committee and placed on the agenda of the City Council. Other information may include recent market conditions, economic developments, and anticipated investment conditions.

VII. POLICY REVIEW

The Fort Worth OPEB Trust Investment Policy shall be reviewed by the Investment Committee and adopted by the City Council at least annually. The adopting resolution shall include any changes made to the Policy. Any modification to the Investment Policy shall be provided to the Trustee and its Sub Advisor and acknowledged in writing via Appendix A.

Policy Adopted: September 26, 2017 (M&C G-_____)

Appendix A

Trustee, Sub Advisor or Investment Manager's Acknowledgment

I, the undersigned, acknowledge that I have received the investment policy for City of Fort Worth OPEB Trust Fund, dated_____. I affirm that I have read and understand said Policy, and do hereby agree to abide to the guidelines expressed in the Policy.

Name of Trustee

Signed

Date

Name of Sub Advisor

Signed

Date

Investment Policy and Strategy

Fort Worth Permanent Fund



I. INTRODUCTION AND SCOPE

It is the policy of the City of Fort Worth, Texas (the "City") that the administration and investment of all City funds shall be handled in a manner that promotes the highest public trust. The City Council has designated that certain funds obtained from mineral rights owned by the City be placed in a trust for benefit of the City, with such trust to be known as the Fort Worth Permanent Fund (the "Permanent Fund") and to be invested in accordance with this Policy. Those funds that have been obtained from mineral rights but not designated as part of the Permanent Fund will be managed as part of the City portfolio under the City's General Portfolio Investment Policy and Strategy.

This Fort Worth Permanent Fund Investment Policy and Strategy (the "Policy") sets specific investment and strategy guidelines for funds placed in the Permanent Fund and establishes controls to ensure effective and judicious fiscal and investment management. The guidelines are intended to be broad enough to allow active investment within the Policy parameters yet specific enough to adequately safeguard the assets.

II. GOVERNING AUTHORITY

All Permanent Fund investment activities shall be conducted in full compliance with applicable City ordinances as well as state and federal regulations. Statutory regulations generally applicable to the investment of public funds in Texas are found in the Public Funds Investment Act, Chapter 2256, Texas Government Code (the "Act"), with a specific provision applicable solely to municipal funds for the management and development of mineral rights found in Sec. 2256.0202 of the Act, which incorporates by reference The Texas Trust Code (Subtitle B, Title 9, Property Code). All investments of monies in the Permanent Fund will be made in accordance with these statutes and this more restrictive Policy. Collateral requirements are established in Texas by the Public Funds Collateral Act, Chapter 2257, Texas Government Code.

III. OBJECTIVES

The Permanent Fund, some portion of which may be maintained as permanent funds as determined by the City, is to be managed and invested in general accordance with the Public Funds Investment Act and follow four major investment objectives: safety, liquidity, diversification and yield.

Safety of principal is the foremost objective of the City's overall investment program, and safety of principal shall be an objective with respect to the investment of the Permanent Fund as well. Investment transactions and strategies shall address and consider the preservation of capital and minimization of capital loss as well as growth. Liquidity is not critical in the Permanent Fund because these funds are not to be used for ongoing operational expenses, expenditures, or liabilities. Diversification in portfolio structure is intended to further protect the Permanent Fund from over-concentration. Growth and income will be the primary objectives for the Permanent Fund after all other objectives have been achieved.

IV. STRATEGY

The Permanent Fund is to be invested in designated sub-accounts as per the Gas-Related Revenue & Expense/Expenditure Policy. Operating within appropriately established administrative and procedural parameters, the Trustee shall pursue growth and returns within Policy parameters. Withdrawals from the Permanent Fund may be made annually pursuant to the terms of the Trust and will require coordination and planning to minimize having to recognize unrealized losses. No cash buffer is required on the portfolio.

The Permanent Fund shall be managed proactively in high credit quality investments. Securities lending may be used to add incremental income. Strategies shall utilize competitive bidding where appropriate and other controls as established by this Policy for all transactions pursuant to the terms of the Trust.

Securities may be sold or swapped if an opportunity exists to benefit from the trade. All transactions, including swaps must be documented. The Trustee will continuously monitor the contents of the portfolio, the available markets, and the relative value of competing instruments to adjust the portfolio in response to market conditions.

V. STANDARD OF CARE

The standard of care to be used shall be the "prudent person" standard as established by the Act and shall be applied in the context of managing the overall Permanent Fund.

The "prudent person" standard states that,

Investments shall be made with judgment and care, under prevailing circumstances, that a person of prudence, discretion and intelligence would exercise in the management of the person's own affairs, not for speculation, but for investment, considering the probable safety of capital and the probable income to be derived.

In determining whether a Trustee has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration: (1) the investment of all funds, or funds under the Trustee's control, over which the Trustee had responsibility rather than a consideration as to the prudence of a single investment; and (2) whether the investment decision was consistent with this written investment Policy.

VI. DELEGATION OF AUTHORITY AND RESPONSIBILITY

City Council

By law, the City Council retains ultimate fiduciary responsibility for the Permanent Fund regardless of management assignment. The Council shall receive quarterly reports and annually review and adopt this Policy. The Investment Committee designated by the City Council is responsible for reviewing and authorizing all broker/dealers.

Chief Financial Officer/ Director of Finance

The Chief Financial Officer/Director of Finance is responsible for monitoring the portfolio and reports submitted by the Trustee.

Trustee

The Trustee (the "Trustee") will be responsible for monitoring and controlling the portfolio in accordance with the terms of the Trust Agreement dated June 10, 2013. The Trustee, with approval of the City, may engage the services of a Securities and Exchange Commission (SEC) registered Investment Adviser (registered under the Investment Advisers Act of 1940) or a National Bank exempt from registration to provide the investment management of the Permanent Fund in a manner consistent with the Policy. The Trustee and the selected Investment Adviser or National Bank may be affiliated.

The Trustee shall provide timely monthly and quarterly reports to the Chief Financial Officer/Director of Finance and Investment Committee in accordance with the Act and establish internal procedures and controls for the investment process and financial counter-parties.

In managing the Permanent Fund, the Trustee's use and acceptance of soft dollars shall be limited by the terms of this paragraph. For purposes of this paragraph "soft dollar" shall refer to non-monetary credit offered by an executing broker/dealer in connection with a purchase or sale. Soft dollar credits may only be used and accepted by Trustee or a sub-advisor to acquire research for use in the investment decision-making process for the benefit of the Permanent Fund. As set out in Section 28(e) of the Securities Exchange Act of 1934, prior to accepting or utilizing any soft dollars the Trustee or sub-advisor receiving the soft dollar credit must have first determined in good faith that the commissions to be paid on the securities transaction are reasonable in relation to the value to the Permanent Fund of the brokerage and research provided. If the trade is executed through Trustee's selected broker/dealer, Trustee will receive the soft dollar credit. The Permanent Fund may, as a result, pay somewhat higher commissions for the securities transaction than what might have been obtainable on a non-soft dollar basis. Trustee may not utilize or accept soft dollars except in strict compliance with the foregoing terms.

The Trustee shall refrain from activity that could conflict with the proper execution and management of the Permanent Fund or that could impair their ability to make impartial investment decisions. Any business or personal relationships with investment counterparties shall be disclosed to the Chief Financial Officer/Director of Finance and the Texas Ethics Commission.

Investment Committee

The City's Investment Committee will perform a strategy and performance review at least semi-annually. The Committee will review and act on any potential need for refinement or revision of the Permanent Fund's policies or strategies. Annually the Committee will approve all broker/dealers in accordance with the Act.

VII. AUTHORIZED COUNTER PARTIES

Certification

The Act requires

(1) that a written copy of the investment policy be presented to a business organization offering to engage in an investment transaction with the Permanent Fund with "business organization" defined as "an investment pool or investment management firm under contract with an investing entity to invest or manage the entity's investment portfolio that has accepted authority granted by the entity under the contract to exercise investment discretion in regard to the investing entity's funds."

and

(2) that the business organization receiving the policy provide a written Policy Certification, acceptable to both the investing entity and the business organization and executed by a representative of the business organization, substantially acknowledging that the business organization has:

- a. received and reviewed the Fort Worth Permanent Fund Investment Policy and Strategy; and
- b. implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between the Permanent Fund and the organization that are not authorized by the Policy.

If the City retains self-management of the Permanent Fund, copies of this Policy will be provided to all business organizations offering to engage in an investment transaction with the Permanent Fund on an annual basis, and a Policy Certification from each such business organization must be received by the City. If the City engages a corporate Trustee to serve as an investment management firm under contract, a copy of this Policy shall be provided to the corporate Trustee, and a Policy Certification will be obtained from a qualified representative of the Trustee.

No transaction (other than mutual funds) may be completed except in compliance with this section.

Security Broker/Dealers

The Council appointed Investment Committee will at least annually review and adopt a list of broker/dealers which will then be authorized to engage in investment transactions concerning the Permanent Fund. If the City engages a corporate Trustee to serve as an investment management firm under contract, the investment management firm will have the responsibility to ensure all broker/dealers comply with the provisions of this policy.

No broker/dealer or independent Adviser may safe-keep Permanent Fund securities or funds. All security transactions shall be settled delivery versus payment (DVP) to the Permanent Fund account. In order to perfect the DVP process, neither the Trustee nor the safekeeping depository (nor their brokerage subsidiaries) will be approved as a broker/dealer.

The Trustee will perform due diligence and maintain information on each broker/dealer, including a process to ensure best execution. The Trustee shall review the performance, financial condition and registration of all qualified counter-parties on

an ongoing basis. Results will be provided to the Investment Committee for review upon request.

VIII. AUTHORIZED INVESTMENTS

The Permanent Fund shall be invested only in the investments authorized below and further defined by the Act and Trust Code. If additional types of potential authorized investments are created by changes made to the controlling statutes, they will not be authorized until this Policy is amended and adopted by the City Council. All investment transactions will be placed in an effort to achieve a fair and reasonable return under all circumstances and in light of other investment alternatives available.

1. Obligations of the United States Government, its agencies and instrumentalities including mortgage backed securities and collateralized mortgage obligations (CMO) which pass the Federal Reserve's bank test, with a maximum stated maturity of twenty (20) years.
2. FDIC insured and/or collateralized depository certificates of deposit from banks in the United States, with a maximum maturity of three (3) years.
3. Commercial paper rated A1/P1 or equivalent by two nationally recognized rating agencies, with a maximum maturity of 90 days.
4. AAA or equivalent rated constant dollar, Texas local government investment pools as defined by the Act.
5. AAA-rated United States Institutional government money market mutual funds.
6. Debt obligations of any state or political subdivision of any US state, rated A or better with a stated maturity not to exceed ten (10) years.
7. Fully collateralized, direct repurchase agreements executed through a primary government securities dealer, with a maximum maturity of one (1) year. A Bond Market Association Master Repurchase Agreement, 102% margin, and independent third party safekeeping are required. (See section IX)
8. Banker's acceptances with a maximum maturity of 120 days accepted by a US registered bank with a short term rating of not less than A1/P1 by two nationally recognized rating agencies.
9. Domestic bond mutual funds with a maximum weighted average maturity of ten (10) years with a Morningstar rating of at least two stars if available. If a fund is less than three years old and lacks a Morningstar rating, that fund may be

selected only if it has been recommended by an investment management firm under contract as Trustee of the Permanent Fund.

10. International bond mutual funds with a maximum weighted average maturity of fifteen (15) years with a Morningstar rating of at least two stars if available. If a fund is less than three years old and lacks a Morningstar rating, that fund may be selected only if it has been recommended by an investment management firm under contract as Trustee of the Permanent Fund.
11. Domestic or international equity and preferred stock mutual funds with a Morningstar rating of at least two stars if available. If a fund is less than three years old and lacks a Morningstar rating, that fund may be selected only if it has been recommended by an investment management firm under contract as Trustee of the Permanent Fund.
12. US or international stocks.
13. Real assets, including real estate, commodities and real estate investment trusts (REITS).
14. Alternative Investments to include hedge funds.
15. Corporate and asset backed securities rated A, or better with a stated maturity not to exceed ten (10) years.

Securities Lending

If the City has an active securities lending agreement, the Permanent Fund securities may also be lent by Trustee utilizing the City's agreement as determined by the City under their written agreement and conditions only.

IX. COLLATERALIZATION

Time and Demand Pledged Collateral

All time and demand deposits placed by the Permanent Fund that exceed the limits of coverage provided by Federal Deposit Insurance Corporation (FDIC) shall be transferred to a money market fund or otherwise collateralized in accordance with the Texas Public Funds Collateral Act with collateral pledged to the Permanent Fund. In order to anticipate market changes and provide a level of security for all funds, collateral shall be maintained and monitored by the pledging depository at 102% of market value of principal and accrued interest on the deposits. The pledging bank shall monitor and maintain the margins on a daily basis. All collateral shall be subject to inspection and audit by the City or its internal and external auditors.

Collateral pledged to secure deposits of the Trust Fund assets shall be held by an independent financial institution outside the holding company of the depository, as approved by the Trustee, and in accordance with a safekeeping agreement executed under the terms of the Financial Institutions Resource and Recover Enforcement Act (FIRREA).

Permanent Fund Owned Collateral Under Repurchase Agreements

Each counter party to a repurchase transaction is required to execute the Bond Market Master Repurchase Agreement and to provide collateral at a 102% margin and held by an independent third party custodian approved by the Trustee. The Master Repurchase Agreement must be fully executed before any transaction is initiated. Collateral will be evidenced by safekeeping reports/receipts clearly denoting Permanent Fund ownership from the independent safekeeping agent.

Authorized Collateral

As authorized by the Public Funds Collateral Act and further restricted by this Policy, acceptable collateral for time and demand deposits and repurchase agreements shall include only:

- obligations of the U.S. Government, its agencies and instrumentalities including mortgage backed securities and CMO that pass the bank test, and
- obligations of any US state, city, county or authority rated at least A by two nationally recognized statistical rating organizations.

Collateral will be monitored at least monthly by the Trustee, and each month Trustee will send City a document listing any current collateral and its market value.

X. DIVERSIFICATION

The City as beneficial owner of the Permanent Fund recognizes that investment risks can result from issuer defaults, market price changes, or various technical complications leading to temporary illiquidity. Risk is controlled through portfolio diversification. The strategy for diversification will be guided by the circumstances then prevailing but will generally be:

| | Range | Target |
|---|---------------|------------|
| Cash, Cash Equivalents, and Fixed Income | 29-49% | 39% |
| US Obligations | | |
| US Agencies/Instrumentalities | | |
| Depository Certificates of Deposit | | |

Commercial Paper
 Local Government Investment Pools
 Money Market Mutual Funds
 Municipal Obligations
 Corporate Obligations (Max. 20.00%)
 Asset Backed Securities (Max 10.00%)
 Repurchase Agreements
 Bankers Acceptances
 Domestic Bond Mutual Funds (Max.10.00%)
 International Bond Mutual Funds (Max. 10.00%)
 Preferred Stock Mutual Funds

| | | |
|---|---------------|------------|
| Equities | 27-47% | 37% |
| U.S. Large Cap | | 14.00% |
| U.S. Mid Cap | | 5.00% |
| U.S. Small Cap | | 3.00% |
| Int'l Developed Markets Equity Mutual Funds | | 9.00% |
| Int'l Emerging Markets Equity | | 6.00% |
| Real Assets | 2-12% | 12% |
| Global Public REITS | | 8.00% |
| Private Real Estate | | 2.00% |
| Commodities | | 2.00% |
| Alternative Investment | 2-22% | 12% |
| Hedge Funds - Relative Value | | 3.00% |
| Hedge Funds - Macro | | 3.00% |
| Hedge Funds - Event Driven | | 2.00% |
| Hedge Fund - Equity Hedge | | 2.00% |
| Private Equity | | 2.00% |

The diversification percentage guidelines will be measured based on market value. Fluctuations in cash flows may cause the portfolio to exceed these maximum percentages for a particular asset class subsequent to the purchase. Securities need not be liquidated to realign to match the portfolio diversification guidelines.

Because of its tax-exempt nature, the Permanent Fund shall not be invested based on tax optimized strategies with the goal of improving after-tax returns through active tax loss harvesting.

XI. INTERNAL CONTROLS

The Chief Financial Officer/Director of Finance and Trustee are responsible for mutually establishing and maintaining an internal and external control structure designed so that assets are reasonably protected from loss, theft, or misuse.

Competitive Transactions

All investments will be made in an effort to achieve a fair and reasonable return under market circumstances and in light of other investment alternatives available and shall utilize market competition where appropriate.

In general, in buying or selling equity or fixed income securities, Trustee shall utilize electronic communications networks, exchanges, and market makers using the National Best Bid/Offer consolidated quote system pricing to solicit terms from multiple industry-recognized third party registered broker/dealers that are included on the then- current list of approved broker/dealers. The Trustee shall evaluate all transactions and brokers for best execution, taking into account a variety of factors including price, execution and commission costs, size of the order and other unique trading characteristics, value of research provided, financial responsibility, and the responsiveness of the brokers.

All bids and offers for fixed income shall be completed using at least three broker/dealers whenever possible to make certain of fair and competitive pricing in the market. In the event three bids cannot be obtained, Trustee shall use market variables to determine best price, including but not limited to: competitive pricing, market condition, sector, liquidity, and credit conditions. The Trustee shall not use margin accounts.

Delivery vs. Payment

All trades of marketable securities shall be executed (cleared and settled) on a delivery vs. payment (DVP) basis to ensure that securities are deposited in the Permanent Fund safekeeping institution prior to the release of funds.

Monitoring Credit Ratings

The Trustee shall monitor, on no less than a weekly basis, the credit rating on all authorized investments in the portfolio based upon independent information from a nationally recognized rating agency. If any security falls below the minimum rating required by this Policy, the Trustee shall (i), within two business days of downgrade, notify the Chief Financial Officer/Director of Finance of the loss of rating within two business days of the occurrence and (ii), within four business days of downgrade, notify

the Chief Financial Officer/Director of Finance of conditions affecting the rating and available liquidation options, including associated loss of principal, before any action is taken, provided however, that in extreme situations where the Trustee determines in the exercise of its reasonable discretion that immediate liquidation is prudent, Trustee shall be authorized to liquidate immediately but shall be required to provide the City with notice of such liquidation by the close of the following business day.

XII. SAFEKEEPING

All security transactions will be settled on a delivery versus payment basis and held in the Permanent Fund by the Trustee, the City's depository or other Trustee-contracted safekeeping institution independent from any security transactions or trade counterparties. All safekeeping functions will be performed by the Trustee. The Trustee as safekeeping agent shall provide monthly statements on all security positions held by the Permanent Fund.

XII. REPORTING

Monthly Reporting

No less than monthly, the Trustee will submit a report to the Chief Financial Officer/Director of Finance and Investment Committee. The report will, at a minimum, comply with the statutory requirements for quarterly reporting below.

Quarterly Reporting

No less than quarterly, the Trustee will prepare and submit a report to the Investment Committee. The report will comply with provisions of the Act governing Internal Management Reports and will contain, at a minimum, the following:

- a. detailed description of each investment position as of the date of the report including market values, market yield and earnings;
- b. summary statements for the Permanent Fund including:
 - (1) amortized book value for individual fixed income securities, market values, market yield, and earned income,
 - 2) beginning and ending market value for the reporting period,
 - (3) change in market value (volatility measure) for the reporting period,
 - (4) yield for the fixed income portion of the portfolio for the reporting period,
 - (5) total return for the entire portfolio for the reporting period,
 - (6) weighted average maturity, as applicable, and
 - (7) asset class returns and benchmark returns for the reporting period.

The quarterly report shall include a statement of compliance for the portfolio as it relates to the Fort Worth Permanent Fund Investment Policy and Strategy and be signed by the Chief Financial Officer/Director of Finance and Trustee.

Prices used for calculation of market values will be obtained from an independent source.

Benchmark: Risk Measurement

The benchmarks for risk measurement and performance of the Permanent Fund portfolio will be divided among the asset classes as outlined below.

- The benchmark for the fixed income portion shall be the Barclays' 1-5 Year Government/Credit Index for the comparable period.
- The benchmark for the equity portion shall be a total return equal to a composite of the total return of S&P 500 for stocks and the EAFE for international investments comparable to the then-current makeup of the portfolio for the comparable period.
- The benchmark for the real assets portion shall be the FTSE NAREIT All Equity REIT Index for the comparable period.
- The benchmark for the commodities portion shall be the Dow Jones UBS Commodities Index for the comparable period.
- The benchmark for the alternative investment portion shall be the HFRX Global Hedge Fund Index for the comparable period.

XIV. ADOPTION

The Fort Worth Permanent Fund Investment Policy and Strategy shall be reviewed by the Investment Committee and adopted by the City Council at least annually. The adopting resolution shall include any changes made to the Policy.

Policy Adopted:

April 16, 2013 (M&C G-17857)

Policy Reviewed and Approved:

July 15, 2014 (M&C G-18244)

May 5, 2015 (M&C G-18466)

September 15, 2015 (M&C 18552)



Investment Policy and Strategy

OPEB Trust

I. OVERVIEW AND PURPOSE

This investment policy applies to all accumulated assets for the City of Fort Worth Other Post-Employment Benefits Trust ("Trust") created by the Fort Worth City Council by Resolution No. 3779-08-2009, its consultants, agents, investment managers, advisory boards, Trustees, Trust Administrator and assigned staff.

All investment activities shall be conducted in full compliance with applicable City ordinances as well as state and federal rules and regulations.

The purpose of this document is to provide the Trustee and its Sub Advisors with a set of objectives, parameters and guidelines to assist in the administration of the Trust; to guide investment managers in structuring portfolios consistent with desired performance result and acceptable risk levels; to assure the assets are managed in a prudent fashion and to serve as the framework for all investment activities related to the Trust.

II. INVESTMENT POLICY AND OBJECTIVES

The primary obligations of the plan's governing body in investing assets are to do so for the exclusive benefit of the plan's beneficiaries. Emphasis must be placed upon the consistent protection of the fund's assets and growth performance, i.e., the achievement of adequate investment growth must not be at the expense of the protection of the assets over the investment horizon. Specific objectives of investment activities carried out by the Trustee and its Sub Advisors include the following:

- A. The expected annual rate of return for the portfolio will be equal to the actuarial assumption, until amended by the City Council ("Council").
- B. Individual investment managers will not be measured against the aggregate fund objective stated in section II. A., but will be compared to appropriate market indices and a blended Plan Target Benchmark outlined in Section 6 of the Policy.

1. AUTHORITY AND OVERSIGHT PROCEDURES

A. By law, the City Council retains ultimate fiduciary responsibility for the OPEB Trust Fund regardless of management assignment. The Council shall receive quarterly reports and annually review and adopt this Policy. The Investment Committee designated by the City Council is responsible for reviewing and authorizing all broker/dealers. The City Council has delegated the responsibility for conducting investment transactions with the Trustee and its Sub Advisors. The Trustee and its Sub Advisors will provide investment information to the Council concerning investment decisions, including rebalancing asset allocation, and portfolio performance on a quarterly basis.

B. The Chief Financial Officer/Director of Financial Management Services is responsible for monitoring the portfolio and reports submitted by the Trustee and its Sub Advisor.

C. The Trustee and its Sub Advisor shall maintain responsibility for investing the assets in the Trust. All assets will be held by the Trustee. The advisor will provide performance analysis that will include, but not be limited to, a strategic analysis including a report on asset allocation, risk analysis, and appropriate, if any, changes to the percentages therein. This study will be used to assist the Chief Financial Officer/Director of Financial Management Services and Investment Committee in the determination of the appropriate investment Policy.

D. Any business organization offering to engage in an investment transaction with the Trust must be provided with a copy of this Investment Policy and Strategy, with "business organization" defined as "an investment pool or investment management firm under contract with an investing entity to invest or manage the entity's investment portfolio that has accepted authority granted by the entity under the contract to exercise investment discretion in regard to the investing entity's funds." The business organization must provide the City with a written instrument (in a form acceptable to both parties) executed by a representative of the business organization that substantially acknowledges that the business organization has: (a) received and reviewed this Investment Policy and Strategy; and (b) implemented reasonable procedures and controls in an effort to preclude investment transactions with the Trust that are not authorized by this Investment Policy and Strategy. Any material changes to this Investment Policy and Strategy will require re-certification by each business organization.

E. The City's Investment Committee will perform a strategy and performance review at least semi-annually. The Committee will review and act on any potential need for refinement or revision of the OPEB Trust's policies or strategies.

2. STANDARDS OF CARE

The standard of care to be used shall be the “prudent person” standard as established by the Act and shall be applied in the context of managing the overall OPEB Trust Fund. The "prudent person" standard states that,

Investments shall be made with judgment and care, under prevailing circumstances, that a person of prudence, discretion and intelligence would exercise in the management of the person’s own affairs, not for speculation, but for investment, considering the probable safety of capital and the probable income to be derived.

In determining whether a Trustee has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration: (1) the investment of all funds, or funds under the Trustee’s control, over which the Trustee had responsibility rather than a consideration as to the prudence of a single investment; and (2) whether the investment decision was consistent with this written investment Policy.

3. ETHICS AND CONFLICTS OF INTEREST

Employees of the City of Fort Worth, the Trustee or its Sub Advisors involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Also, employees of the City of Fort Worth involved in the investment process shall disclose any material financial interests in financial institutions that conduct business with the City, and they shall further disclose any material personal financial/investment positions that could be related to the performance of the City’s investment program.

III. INVESTMENT GUIDELINES

1. AUTHORIZED INVESTMENTS

Investments consistent with the objectives contained in Section II, herein, other than those specifically prohibited shall be authorized. Equities will comprise a diversified portfolio of domestic small, mid and large cap equity, Real Estate Investment Trusts (“REITs”), and international equity investments.

Permitted Asset Classes and Security Types

Equity Securities

- Domestic listed securities

- Equity and equity-related securities of non-US corporations, in the form of American Depositary Receipts (“ADRs”)
- Equity Mutual Funds and Exchange Traded Funds (ETFs)
- Large Cap
- Mid Cap
- Small Cap
- International
- Emerging Markets
- REITs

Fixed Income Securities

- Fixed Income Mutual Funds and Exchange Traded Funds (ETFs)
 - Corporate
 - Government
 - High Yield
 - International
 - Bank Loan

If individual fixed income securities are purchased, the following parameters will be followed:

Eligible Securities:

- Debt obligations of the U.S. Government, its agencies, and Government Sponsored Enterprises
- Mortgage-Backed Securities (MBS)
- Asset Backed Securities (ABS)
- Collateralized Mortgage Obligations (CMO)
- Commercial Mortgage-Backed Securities (CMBS)
- Corporate debt securities issued by U.S. or foreign entities including, but not limited to, limited partnerships, equipment trust certificates and enhanced equipment trust certificates
- Securities issued under SEC Rule 144A
- Municipal Bonds

Quality

The portfolio will maintain a minimum weighted average quality of A- at all times. Individual securities shall have a minimum quality rating of Baa3 by Moody’s or BBB- by Standard & Poor’s (S&P). Note, high yield fixed income can be purchased only in a diversified mutual fund or exchange traded fund.

Duration

The manager will maintain the portfolio duration within +/- 25% of the benchmark duration at all times.

Diversification

- No more than 5% of the portfolio assets may be invested in any individual issuer, with the exception of securities issued or guaranteed by the U.S. Government, its agencies, and Government Sponsored Enterprises.
- No more than 10% of the portfolio may be invested in securities issued under Rule 144A.

2. MATURITY AND LIQUIDITY

The OPEB trust assets shall provide sufficient liquidity, if necessary, for payment of direct medical benefits and expenses.

3. PORTFOLIO COMPOSITION, RISK AND DIVERSIFICATION

Assets of the OPEB Trust Fund shall be invested in a broadly diversified portfolio consisting of equity, debt, and cash equivalent securities. The portfolio shall also be structured in a manner to provide diversification within each asset class and be allocated within the ranges specified below:

| | <u>Range</u> | <u>Target</u> |
|---------------------------|--------------|---------------|
| Equities | 20%-40% | 30% |
| Fixed Income | 50%-80% | 65% |
| Cash and Cash Equivalents | 0%-20% | <5% |

The Trustee and its Sub Advisor is authorized by this policy to make asset allocation decisions to reallocate or redirect either contributions or investments held by the OPEB Trust Fund in order to take advantage of changing market conditions. Any move that will cause the allocation of the investment classes to vary from the above allocation percentages of any asset class requires approval by the City Council.

The following are prohibited purchases/transactions:

1. More than 5% of the total equity allocation invested in individual equity securities of any one company at market value
 2. More than 5% of the total debt allocation invested in debt instruments in any single issuer with the exception of US Treasuries and agencies
 3. Short sales
 4. Margin or leveraged purchases
 5. Commodities
 6. Real estate (with the exception of REITs)
-

7. Art objects or collectables
8. Options
9. Warrants
10. Derivative investments
11. Oil and Gas Leases
12. Hedge Funds
13. Private Equity Funds
14. Precious Metals
15. Privately negotiated investment agreements with financial institutions
16. Other investments classified as 'alternative'

4. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

Purchases and sales of authorized investments will only be made through financial institutions that are qualified as public depositories by the State of Texas or are "primary dealers" as designated by the Federal Reserve Bank of New York or are broker/dealers that qualify under Securities and Exchange Commission, or by direct purchases of an approved open-ended mutual fund family.

The Trustee will perform due diligence and maintain information on each broker/dealer, including a process to ensure best execution. The Trustee shall review the performance, financial condition and registration of all qualified counter-parties on an ongoing basis. Results will be provided to the Investment Committee for review upon request.

SAFEKEEPING AND CUSTODY

All securities purchased by the Trustee or its Sub Advisors shall be properly designated as an asset of the OPEB Trust Fund and held by the Trustee, chartered by the United States Government or the State of Texas, and/or a financial institution approved by the National Association of Security Dealers. No withdrawal of such securities, in whole or in part, shall be made from safekeeping except by the City Council or Trust Administrator.

The City Council or the Trustee will execute third party custodial agreements with banks or financial institutions. Such agreements will include details as to the responsibilities of each party, the costs to be borne by each party, notification of security purchases, sales, delivery, repurchase agreements and wire transfers, safekeeping and transaction costs, and procedures in case of unforeseen circumstances.

5. BID REQUIREMENTS FOR DEBT INSTRUMENTS

After the Trust Administrator and/or the investment manager has selected one or more optimal types of investments based on maturity date(s) to meet cash flow needs and market conditions, a minimum of three qualified brokers and/or dealers will be contacted and asked to provide bids on the securities to be purchased.

In most situations the competitive bid process shall be utilized, except when securities are purchased as an initial offering. The investment manager will choose the appropriate brokers or dealers from among those on the approved broker/dealer list based on expertise, competitiveness and the ability to execute the transaction and deliver the securities on a timely basis. A minimum of three (3) bids will be obtained.

- A. Bids will be held in confidence until the best bid is determined and awarded,
- B. Documentation will be retained for all bids, with the winning bid clearly identified,
- C. If for any reason the highest bid (on sales of investments) or the lowest bid (on purchases of investments) is not selected, then the reasons leading to that decision will be clearly documented.

6. PERFORMANCE MEASURES

The Investment Committee will meet with the Trustee or its Sub Advisor at least annually to review portfolio performance. The Trustee or its Sub Advisor will review results quarterly to confirm adherence to the policy guidelines; compare the investment results with funds using similar policies and benchmarks; and identify risks and opportunities occurring in the equity and debt markets.

The following events indicate risk to the safety and performance of the Trust. Failure to appropriately address risk may result in termination of the Trustee or its Sub Advisor.

- A. Consistent under-performance of the stated target index for three consecutive quarters.
- B. Material changes in the managers' organization including personnel, ownership, acquisitions or losses of major accounts.
- C. Substantial changes in basic investment philosophy.
- D. Failure to observe any guidelines as stated in this policy.

The City of Fort Worth blended benchmark will be defined as the target portfolio return, based on the following allocation targets:

Portfolio Blended Benchmark

15.50% S&P500 Index
3.00% Russell Mid-Cap Index
4.50% Russell 2000 Index
2.00% MSCI Emerging Market Index
4.00% MSCI EAFE Index
1.00% Wilshire REIT Index
51.00% Bloomberg Barclays Capital US Aggregate Index
14.00% ML 1-3 Year US Corp/Gov't
5.00% Citi 1Mth T-Bill.

IV. INTERNAL CONTROLS

The Chief Financial Officer/Director of Financial Management Services and Trustee are responsible for mutually establishing and maintaining an internal and external control structure designed so that assets are reasonably protected from loss, theft, or misuse. Such internal controls shall consist, at a minimum, of the following:

- A. All securities purchased or sold will be transferred only under the “delivery versus payment” (DVP) method to ensure that funds or securities are not released until all criteria relating to the specific transaction are met,
- B. The Trustee is authorized to accept, on behalf of and in the name of the City of Fort Worth OPEB Trust Fund, securities in return for investment of funds,
- C. Securities transaction confirmations shall fully describe the various securities held. The receipt or confirmation shall state that the investment is held in the name of Trustee, or its depository nominee name, for the benefit of the City of Fort Worth OPEB Trust, and
- D. The written system of internal controls and operational procedures shall be subject to review by the City’s internal and external auditors as part of the annual financial audit.

V. REPORTING

Quarterly reports concerning the investment activities, investment portfolio and performance will be submitted to the Investment Committee and placed on the agenda of the City Council. Other information may include recent market conditions, economic developments, and anticipated investment conditions.

VII. POLICY REVIEW

The Fort Worth OPEB Trust Investment Policy shall be reviewed by the Investment Committee and adopted by the City Council at least annually. The adopting resolution shall include any changes made to the Policy. Any modification to the Investment Policy shall be provided to the Trustee and its Sub Advisor and acknowledged in writing via Appendix A.

Policy Adopted: September 26, 2017 (M&C G-_____)

Appendix A

Trustee, Sub Advisor or Investment Manager's Acknowledgment

I, the undersigned, acknowledge that I have received the investment policy for City of Fort Worth OPEB Trust Fund, dated_____. I affirm that I have read and understand said Policy, and do hereby agree to abide to the guidelines expressed in the Policy.

Name of Trustee

Signed

Date

Name of Sub Advisor

Signed

Date



I. Authority

The Fort Worth City Council is responsible for legislating, formulating policy, and setting the overall direction of City government. This includes the approval of financial policies which establish and direct the operations of the City of Fort Worth (“the City”). 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer/Director of Financial Management Services (“CFO”).

II. Purpose

The purpose of this policy is to:

- A. Define practices and provide the guiding principles for grant management, including the application, approval, set up, management, accounting, and reporting of grant activity performed by the City.
- B. Ensure that City personnel seek and apply for federal, state and other grants-in-aid that address the City’s current priorities and policy objectives, and administer them in accordance with applicable federal and state laws and regulations, City policies, and contractual obligations.
- C. Establish controls to maintain, and enforce a sound system of operational procedures in accordance with industry best practices and internal control objectives. These controls address the operational nature of the processes associated with grant management.
- D. Require procedures related to the grant management process be in conformance with this policy.

III. Applicability and Scope

All employees of the City, including uniformed employees, having grant management or accounting responsibilities shall conduct all related activities in compliance with rules and guidelines set forth by this policy and by their respective departmental grants procedures.



IV. Glossary

Definitions related to this policy will be incorporated into the Glossary for Financial Management Policies.

Administering Department – the City of Fort Worth Department responsible for applying for and overseeing the activities of a grant-funded program.

Indirect Costs – expenses / expenditures the City will incur for managing the grant program. Indirect costs shall be calculated and included in each grant application and shall be specified in the Mayor and Council Communication seeking approval to proceed with a grant application. If a waiver of the indirect costs is sought by the Administering Department, such waiver shall be detailed in the process and approved by the Mayor and Council.

V. Policy

A. Grant Identification, Application, Acceptance

1. Each respective department of the City of Fort Worth may research and identify grant opportunities that facilitate the City's overall goals, mission, and initiatives and provide supplemental or alternative funding sources to either capital expenses/expenditures or operating programs.
2. If grant opportunities are identified, departments are responsible for obtaining relevant approval from their respective Assistant City Manager.
3. Grant opportunities shall be evaluated for administrative burden and compliance costs when identified. Where the amount likely to be received does not exceed the cost of applying for and administering the grant, the City should not seek the grant. Where the amount awarded does not exceed the cost of administering the grant, the City should not accept the grant.
4. Prior to application, the Administering Department shall:
 - a. Complete an agenda item on a regularly scheduled City Council meeting wherein approval to apply and accept, if awarded, the grant is requested.
 - b. The Mayor and Council Communication requesting application and acceptance approval shall include the following components:
 - a. Name of grant,
 - b. Grantor,



- c. Dollar award of grant along with the identification of required matching funds,
 - d. Overview of the grant program, including how the City will use the funds,
 - e. Required appropriation ordinances and language, and
 - f. Dollar value of indirect costs being applied for in the grant, calculated based on the indirect cost study in effect at the time. Where reimbursing the general fund for the indirect cost burden would impact program services, the department should weigh the City's priorities in deciding whether to allocate additional resources to the program from other sources.
5. The Mayor and Council Communication shall be routed through the Grant Team of the Financial Management Services Department for review prior to being placed on a City Council Agenda for consideration.
6. After City Council approval the Administering Department, in coordination with the Financial Management Services Department, shall prepare all documents required in the application process and submit the same to the granting agency.
7. Applications shall include a budget for all indirect costs allowable under the grant.
8. It is acknowledged that grant application deadlines may not allow for approval by the Mayor and Council prior to being due. In these instances, ratifying Mayor and Council Communications shall be completed utilizing the same process as non-ratifying Mayor and Council Communications.
9. Once a grant is awarded, the Administering Department is responsible for accepting the award and, in concert with the City Attorney's Office, seeing that the corresponding contract is correct and fully executed.
10. In instances where the City needs to further evaluate whether a grant meets the City's objectives, mission, goals, and initiatives, it is acceptable to submit a Mayor and Council Communication for approval to apply for the grant only. In these instances, a supplemental Mayor and Council Communication is required in order to accept the grant.

B. Grant Set-Up

1. Upon award of a grant by a granting entity, FMS Grant Accounting shall schedule a Grant Kick-Off meeting with the Administering Department. The Grant Kick-Off meeting is to clarify grant management and accounting roles



and responsibilities specific to that particular grant, and should be attended by management representatives of the Administering Department and FMS Grant Accounting.

2. The Administering Department is then responsible for completing and/or collecting the following documents, with assistance and support from FMS Grant Accounting, and submitting them to FMS Grant Accounting to be entered into PeopleSoft (the City's system of record for all financial data):
 - a. The Grant Information Form (GIF),
 - b. A balanced Grant Project Budget,
 - c. The approved M&C,
 - d. The fully executed award agreement, and
 - e. The funding location (FID) for any required matching expenditures.
3. FMS Grant Accounting is responsible for setting up the award in PeopleSoft, including entry of operating and financial reporting schedules. Grant Accounting shall then provide the Administering Department with the PeopleSoft project (grant) number.
4. The Administering Department and FMS Grant Accounting are responsible for understanding grant conditions, including allowable costs for each grant. This includes personnel expenditures and whether salaries, overtime and/or fringe benefits are allowable. The Administering Department, with the support and assistance of FMS Grant Accounting, is responsible for determining and using the appropriate vehicle to ensure personnel charges are distributed to the grant as accurately as possible. This may entail the use of ePARs, tasks groups/task profiles and/or combo codes. The Administering Department should ensure that grant-funded personnel understand how to code their time for accurate accounting.
5. The Administering Department, with assistance and support from FMS Grant Accounting, submits task group/task profile/combo code requests, which are reviewed by FMS Grant Accounting and set up by FMS Financial Reporting.

C. Grant Management

1. The Administering Department shall manage awards in accordance with 2 CFR 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, applicable State laws and/or regulations, and corresponding contractual agreements. FMS Grant Accounting shall provide assistance and serve as a resource for clarification of any questions regarding 2 CFR 200.



2. If the grant has subrecipients:
 - a. The Administering Department, with assistance and support from FMS Grant Accounting, shall perform a risk assessment for each subrecipient before passing along awarded funds, in accordance with 2 Code of Federal Regulations (“CFR”) §200.331, “Requirements for pass-through entities,” and formulate a risk mitigation plan based on identified risk factors.
 - b. The Administering Department, with assistance and support from FMS Grant Accounting, shall perform subrecipient monitoring in accordance with §200.330, “Subrecipient and Contractor Determinations,” and §200.331, “Requirements for Pass-Through Entities,” and document such monitoring.
3. The Administering Department shall monitoring contractors to ensure compliance with all contract provisions.
4. All grant-related procurement activities must be conducted in accordance with all applicable City policies and State and federal laws and regulations (e.g., Davis-Bacon Act).
 - a. If a capital asset is purchased or created with grant funds, FMS Grant Accounting and FMS Capital Assets should be notified.
 - b. For federal grants, no local purchasing preference can be given.
 - c. For federal grants, cost plus a percentage of cost and percentage of construction cost methods are prohibited.
 - d. The City is responsible for full compliance with the procurement regulations contained in 2 CFR 200 (200.317-200.326) for the City fiscal year beginning October 1, 2018. The City, nevertheless, is working toward functional compliance at the earliest possible date.
 - e. Vendors shall be checked against the list of debarred/suspended vendors on SAM.gov prior to awarding any contract and annually thereafter at a minimum.
5. The Administering Department shall submit project status reports in accordance with the award agreement, and provide copies of such reports to FMS Grant Accounting to be attached in PeopleSoft.
6. The Administering Department shall create and maintain adequate documentation for all program operations and expenditures (activity reports, invoices, purchase orders, receipt documentation, etc.).
7. The Administering Department and FMS Grant Accounting shall create and maintain all pertinent award-related documentation in accordance with §200.333 Retention Requirements for Records and applicable State law as



- specified in City records management policies and supply it as requested to authorized grant monitors.
8. FMS Grant Accounting will ensure awards are accounted for in accordance with 2 CFR 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, applicable State regulations, and City policies and procedures.
 9. The Administering Department and FMS Grant Accounting shall, at a minimum, review and analyze grant financials monthly. This review will include a process to verify that all costs are allowable and appropriate and that all revenues earned have been recognized.
 10. As determined and specified in the Grant Kick-off Meeting, either the Administering Department or FMS Grant Accounting will submit financial reports in accordance with the award agreement.
 11. Other roles and responsibilities for the Administering Department:
 - a. Ensure funding is managed according to the terms and conditions of the award,
 - b. Request award extension and/or agreement amendments, if necessary,
 - c. Prepare M&Cs for grant amendments, if necessary,
 - d. Submit budget transfers requests and adjusting journal entries to FMS Grant Accounting in a timely manner, and
 - e. Monitor grant terms and conditions for any changes throughout the performance period (with support from FMS Grant Accounting).
 12. Other roles and responsibilities for FMS Grant Accounting:
 - a. Ensure that all appropriate grant documentation is attached to PeopleSoft Project Definitions and/or journal or budget entries,
 - b. Maintain all other appropriate grant-related documentation in the City's physical or virtual storage,
 - c. Review grant amendment-related M&Cs for completeness and correctness,
 - d. Serve as point of contact for financial matters and grant questions,
 - e. Attach and maintain copies of operating and financial reports in PeopleSoft, and
 - f. Enter and approve budget transfers.

D. Grant Accounting

1. All grant-related financial activity must be accounted for in the City's primary accounting system of record (PeopleSoft).



2. Direct and indirect costs should be clearly identified and separated.
3. City contributions (matching) and grantor funds should be clearly identified and separated.
4. The Administering Departments and FMS Grant Accounting are responsible to submit all financial reports required by grantor agencies.
5. The Administering Departments and FMS Grant Accounting must ensure that grant budgets set up in PeopleSoft are correct, appropriate, and allowable. FMS Grant Accounting shall review submitted budgets for balance and correctness. Multi-year grants pose special challenges, and, in conjunction with FMS Grant Accounting, Administering Departments should decide how various time periods and activities are to be handled before the grant is initially set up. This is most typically handled at the Grant Kick-off Meeting.
6. The Administering Departments and FMS Grant Accounting must be aware of the particular requirements of reimbursement, advance payment, or fee-for-service grants as they apply to each award.
7. The Administering Departments, with support from FMS Grant Accounting, must be familiar with, comply with, and document compliance with all contractual requirements for applicable grants.
8. FMS Grant Accounting shall review PeopleSoft financials for each grant each month and communicate any issues encountered to appropriate grant staff.
9. Expenditures/Expenses:
 - a. The Administering Departments in conjunction with the Purchasing Division of the Financial Management Services Department shall ensuring that all grant-related procurement is handled in accordance with Financial Management Policy Statements, City purchasing standard operating procedures (SOPs), and all applicable state and/or federal grant regulations and contractual requirements.
 - b. The Administering Departments are responsible for ensuring that grant-related funds are only obligated/expended when there is budgetary authority to do so.
 - c. The Administering Departments are responsible for monitoring grant budget status to ensure that necessary budget modifications are made before expenditures are needed.
 - d. The Administering Department, with support and assistance from FMS Grant Accounting, is responsible for ensuring that all expenditures are necessary, reasonable, allowable, and appropriately allocated.



- e. The Administering Departments and FMS are responsible for ensuring that all disbursements are correct, and that any required retainage is accounted for properly.
- 10. Revenues:
 - a. The Administering Departments must provide FMS Grant Accounting with copies of a request for reimbursement (RFR) or drawdown request each time they are submitted.
 - b. FMS Grant Accounting is responsible for making the journal entry to recognize the revenue and create a receivable.
 - c. FMS Grant Accounting is responsible for monitoring bank account activity, and, when deposits hit the appropriate bank account, making entries to reflect the sums received.
 - d. FMS Grant Accounting is responsible for reconciling receivables and payments.
- 11. Journal Entries:
 - a. The Administering Departments are responsible for making all grant-related journal entries corresponding to a particular accounting period (month) no later than the deadline specified in each month's published close schedule. Nothing herein shall prohibit FMS Grant Accounting from identifying entries that need to be made and making them on behalf of departments.
 - b. FMS Grant Accounting is responsible for reviewing and posting such journal entries.
 - c. For large journal entries better handled by uploading, the Administering Department shall provide FMS Grant Accounting with the necessary data and back-up, and FMS Grant Accounting will upload, review, and post the journal entries.
 - d. FMS Grant Accounting is responsible for City fiscal year-end entries such as accruals, adjusting entries, etc.
 - e. At the close of each grant, the Administering Department, with support and assistance from FMS Grant Accounting, is responsible for ensuring that all applicable revenues, expenditures, and transfers are reflected in PeopleSoft.
- 12. FMS Grant Accounting will serve as the point of contact for the annual Single Audit and coordinate and provide responses to the City's external auditors.
- 13. FMS Grant Accounting will prepare the annual Schedule of Expenditures of Federal Awards (SEFA) and Schedule of Expenditures of State Awards



(SESA), and will coordinate with the City's external auditors to file the results with the Federal Audit Clearinghouse (FAC).

E. Closeout

1. After completion of all required performance period activities, the Administering Department and FMS Grant Accounting shall perform grant closeout tasks in accordance with §200.343 Closeout or corresponding State regulations, City policies, and contractual requirements.
2. The Administering Department and FMS Capital Assets shall ensure property purchased, donated, or constructed in relation with grant funding is accounted for in accordance with §200.310 - §200.316 and §200.329.
3. The Administering Department is responsible for final performance reports required by the terms and conditions of the award and shall provide copies to FMS Grant Accounting for attachment in PeopleSoft.
4. The Administering Department and FMS Grant Accounting are responsible for final financial reports required by the terms and conditions of the award. The Administering Department and FMS Grant Accounting are responsible for collecting and maintaining all appropriate back up documentation for financial reports.
5. The Administering Department shall notify FMS Grant Accounting to close the grant in City's financial system and provide all required closeout documentation:
 - a. Project Closeout Checklist,
 - b. Request to inactivate Combo Codes (if applicable), and
 - c. Request to inactivate or redirect Payroll Task Profiles (if applicable).
6. The Administering Department or FMS Grant Accounting (per the Grant Kick-off agreement) shall ensure final reimbursement request is submitted. FMS Grant Accounting shall verify that final reimbursement has been received.
7. The Administering Department and FMS Grant Accounting shall ensure that all financial activities are recorded, that revenues balance to expenditures, and that revenues and expenditures balance to budget figures.
8. The Administering Department shall submit combo codes for closure and task groups/task profiles for closure or redirection. FMS Grant Accounting shall review and approve, and FMS Financial Reporting will process the requests.
9. FMS Grant Accounting shall complete the grant-closeout process in PeopleSoft.



F. Post-Close

1. The Administering Departments and FMS Grant Accounting are responsible for ensuring that their records are maintained in accordance with applicable City policy, State law, and federal regulations.
2. The Administering Departments are responsible for any programmatic reporting required by the grant, regardless of performance period.
3. The Administering Department and FMS Grant Accounting are responsible for responding to and cooperating with auditors, monitors, and other grantor personnel, as well as the City's independent or internal auditors.



Fiscal Monitoring Policy

I. Authority

The City Council is responsible for legislation, policy formulation and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer/ Director of Finance.

II. Purpose

The fiscal monitoring policy is intended to serve as a tool, providing Council, management, and the public with the insight required to address issues impacting the City's financial condition. Furthermore, this policy is intended to describe particular elements or aspects of fiscal monitoring such long-term planning Programs within the City and to memorialize this financial practice into a formal policy. The outcome of this policy is to prepare and present regular reports that analyze, evaluate, and forecast the City's financial performance and economic condition.

III. Applicability and Scope:

This policy is applicable to all funds with a minimum reserve requirement set by official action of the City Council. This policy shall also apply to all funds under the budgetary and fiscal control of the City Manager and the Mayor and City Council.

IV. Policy:

A. Financial Management Reports

The Department of Finance shall publish monthly financial management reports which compare current year budget to actual performance, i.e. expenditures and revenues to current budget plus a comparison to the prior year. The report will outline any significant activity occurring through the current period which indicates substantial deviations of financial performance from expected financial performance.

Fiscal Monitoring Policy

B. Status Reports on Capital Projects

A summary report on the contracts awarded, capital projects completed and status of the City's various capital programs will be prepared at least quarterly and presented to the City Manager and Council.

C. Commitment to Long-Term Financial Planning

The LTFP process evaluates known internal and external issues impacting the City's financial condition. Such issues are identified, presented, and mitigated when and where possible. The process begins by identifying critical areas which have, or are expected to have, an impact on the financial condition of the City over the next five years. Once the issues are identified, specific goals and objectives are developed for each structural deficiency. The LTFP is a constantly changing and evolving plan, which will be routinely updated and presented on an ongoing five-year rolling basis. The LTFP will be incorporated into the City's Business Planning Process and presented to the City Council and staff throughout the formulation of the annual financial plan and budget. The LTFP is intended to help the City achieve the following:

1. Ensure the City can attain and maintain financial sustainability;
2. Ensure the City has sufficient long-term information to guide financial decisions;
3. Ensure the City has sufficient resources to provide programs and services for the stakeholders;
4. Ensure potential risks to on-going operations are identified in the long-term financial planning process and communicated on a regular basis;
5. Establish mechanisms to identify early warning indicators; and
6. Identify changes in expenditure/expense or revenue structures needed to deliver services or to meet the goals adopted by the City Council.

Fiscal Monitoring Policy

D. Scope of the Plan

1. Time Horizon- The LTFP will forecast revenues, expenses or expenditures (as applicable), and financial position including Reserves for at least five years into the future or longer where specific issues call for a longer time horizon.
2. Comprehensive Analysis- The LTFP will provide meaningful analysis of key trends and conditions, including but not limited to;
 - a. Analysis of the affordability of current services, projects , and obligations:
 - i. An analysis of the City's environment in order to anticipate changes that could impact the City's service and/or financial objectives.
 - ii. Revenue and expense or expenditure projections (as applicable), including the financial sustainability of current service levels over a multi-year period.
 - iii. The affordability of current debt relative to affordability ratios prescribed by City policy and/or State law.
 - iv. The affordability of maintaining and replacing the City's current capital assets.
 - v. The ability to maintain Reserves within the target ranges prescribed by City policy over a multi-year period.
 - vi. The impact of non-current liabilities on the city's financial position.
 - b. Analysis of the affordability of anticipated service expansions or investments in new assets:
 - i. The operating costs of any new initiatives, projects, or expansion of services where funding has been identified through alternative sources (CIP, grants, debt issuance, etc.) or adopted or approved by the City

Fiscal Monitoring Policy

council through other actions. Service delivery of administrative services and functions shall be included to the extent needed proportionately with the expansion of other services.

- ii. The affordability of the City's long-term CIP, including operating and maintenance costs for new assets.
 - iii. The affordability of other master plans that call for significant financial investment by the City.
- c. Synthesis of the above to present the City's financial position:
- i. A clear presentation of the resources needed to accomplish the capital improvements identified in the City's CIP and to maintain the existing capital assets.
 - ii. A clear presentation of the resources needed to maintain services at their present level in addition to the expansion of services as may have been identified through the analysis described above.
 - iii. Identification of imbalances between the City's current direction and the conditions needed for continued financial health.
3. Solution-Oriented- The LTFP will identify issues that may challenge the continued financial health of the City, and the plan will identify possible solutions to those challenges. Planning decisions shall be made primarily from a long-term perspective and structural balance is the goal of the planning process. For the purpose of this policy, structural balance means that annual revenues equal expenses / expenditures and year end Reserves meet the minimum levels prescribed by City Reserves policies.
- E. Continuous Improvement- City staff will regularly look for and implement opportunities to improve the quality of the forecasting, analysis, and strategy development that is part of the planning process. These improvements will primarily be identified through the comparison of projected performance with actual results.

Fiscal Monitoring Policy

- F. Structural Balance- A Long-term structural balance is the goal from long-term financial planning. Should the long-term forecasting and analysis show that the City is not structurally balanced over the five-year projection period, staff would make recommendations during the annual budget process, on how the plan can be brought into alignment.
- G. Non-Current Liabilities- The LTFP will address strategies for ensuring that the City's long-term liabilities remain affordable. The City Council supports efforts to ensure that critical long-term liabilities like debt service, asset maintenance, pensions, and other post-employment benefits remain affordable.

Accounting, Auditing, and Financial Reporting Policy



I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer / Director of Finance.

II. Purpose:

This policy is intended to establish guidelines to manage and direct the City's accounting, auditing, and financial reporting activities. Specifically, under this policy, the City shall comply with prevailing federal, state, and local statutes and regulations, as well as current professional principles and practices.

III. Scope:

This policy shall apply to all funds under the budgetary and fiscal control of the City Manager and the Mayor and City Council.

IV. Glossary

See definitions related to this policy provided in the appendix.

V. Policy:

A. Conformance to Accounting Principles and Recommended Practices

The City's accounting practices and financial reporting shall conform to Generally Accepted Accounting Principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), and the Government Finance Officers Association (GFOA).

B. Popular Reporting

In addition to issuing a Comprehensive Annual Financial Report (CAFR) in conformity with GAAP, the City may supplement its CAFR with a simpler, "popular" report designed to assist those citizens who need or desire a less detailed overview of the City's financial activities. This report should be issued no later than six months after the close of the fiscal year.

C. Selection of Auditors

Accounting, Auditing, and Financial Reporting Policy



Every five years, the City shall request proposals from qualified firms, including the current auditors if their past performance has been satisfactory, and the Council shall approve the selection of an independent firm of certified public accountants to perform an annual audit of the books of account, records and transactions, opining of the Comprehensive Annual Financial Report and Single Audit Report and reporting the results and recommendations to the Council.

D. Audit Completion

The City seeks to have its CAFR and Single Audit Report audited and available within 180 days after the close of its previous fiscal year, which ends September 30. In the event the presentation of the CAFR and Single Audit is delayed beyond the first Council meeting in April, the City Manager shall provide a report on the status of the audit and the expected completion date of the CAFR and Single Audit to the City Council at its first meeting in April.

Retirement System and OPEB Health Care Trust



I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer / Director of Finance.

II. Purpose:

This policy is intended to establish guidelines to ensure that the Employees' Retirement Fund is adequately funded and operated for the exclusive benefit of the participants.

III. Scope:

This policy shall apply to all funds under the budgetary and fiscal control of the City Manager and the Mayor and City Council.

IV. Glossary

See definitions related to this policy provided in the appendix.

V. Policy:

Retirement System:

1. Benefit Improvements and Reductions

The City will complete an actuarial impact study of any proposed benefit improvements or reductions, including changes in contribution levels before they are implemented.

2. *Qualified Plan*

The City and the Retirement Fund will maintain the qualified status of the Retirement System. As deemed necessary from time to time, the City and/or the Retirement Fund will request a "determination letter" from the IRS relative to whether or not the City's retirement system conforms to the Internal Revenue Code in order to assure the tax-exempt status of the income earned on the Retirement Fund's investments, the retiree pension payments, and the accrued benefits for active employees.

3. *Funding Level*

The City shall progressively monitor contribution levels of both the City and employees, along with retirement benefits, to ensure that the Retirement Fund is sufficiently funded and

Retirement System and OPEB Health Care Trust



benefits can be paid as they become due. If funding levels are insufficient, staff will update the City Council of the deficiency and make recommendations for corrective action.

Health Care Trust:

4. Benefit Improvements

Staff shall routinely present to the City Council the actuarial impact of any proposed benefit improvements, reductions, or changes. The City Council will also obtain an independent actuary who will certify to the Council the actuarial impact of any proposed benefit improvements or changes.

5. Funding Level

The City shall continue to monitor retiree healthcare benefits, to ensure that the Health Fund is sufficiently funded and City Council-approved benefits can be paid according to the approved benefit program. If funding levels are insufficient, staff will update the City Council of the deficiency and make recommendations for corrective action.



Internal Controls

I. Authority

The Fort Worth City Council is responsible for legislation, policy formulation, and overall direction setting 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, including the Department of Finance. This policy shall be administered on behalf of the City Manager by the Chief Financial Officer / Director of Finance.

II. Purpose:

This policy is intended to establish guidelines to maintain an internal control structure designed to provide reasonable assurance that City assets are safeguarded and that the possibilities for material errors in the City's financial records are minimized.

III. Scope:

This policy shall apply to all funds under the budgetary and fiscal control of the City Manager and the Mayor and City Council.

IV. Glossary

See definitions related to this policy provided in the appendix.

V. Policy:

A. Proper Authorizations

Procedures shall be designed, implemented and maintained to ensure that financial transactions and activities are properly reviewed and authorized.

B. Separation of Duties

Job duties will be adequately separated to reduce, to an acceptable level, the opportunities for any person to be in a position to both perpetrate and conceal errors or irregularities in the normal course of assigned duties.

C. Proper Recording

Procedures shall be developed and maintained that will ensure financial transactions and events are properly recorded, and that all financial reports may be relied upon as accurate, complete and up-to-date.



Internal Controls

D. Access to Assets and Records

Procedures shall be designed and maintained to ensure that adequate safeguards exist over the access to and use of financial assets and records.

E. Independent Checks

Independent checks and audits will be made on staff performance to ensure compliance with established procedures and proper valuation of recorded amounts.

F. Costs and Benefits

Internal control systems and procedures must have an apparent benefit in terms of reducing and/or preventing losses. The cost of implementing and maintaining any control system should be evaluated against the expected benefits to be derived from that system.

E-Commerce Policy



To fully utilize available technologies to expedite cash payments and receipts, enhance employee productivity, and provide customer satisfaction.

A. *Fully Integrated Financial Systems*

All E-Commerce systems and procedures must fully and transparently integrate with the City's financial and accounting systems, its depository bank systems, and any other City information system which interfaces with an E-Commerce system.

B. *Emerging Technologies*

The City will work closely with its depository bank and other financial partners to evaluate and implement the standard industry accepted technologies that prove to be efficient and effective in pursuit of the City's E-Commerce goals.

C. *Vendor E-Payments*

The City will actively migrate vendor payments from paper checks to other forms of payment, including but not limited to: 1) Automated Clearing House (ACH) payments; 2) Wire transfers; and 3) Procurement Card payments.

D. *Direct Deposits*

The City will actively migrate payroll payments from paper checks, to electronic formats, including but not limited to: 1) Direct deposits and 2) Electronic pay cards.

E. *Internet Payment Options*

Working with its depository bank and other financial partners, the City will seek to develop and implement internet payment options of best practices which will allow customers and citizens to pay bills due the City conveniently and securely.

F. *Information Security*

The City will employ security measures consistent with best practice and the City's information security policy to ensure the integrity and confidentiality of customer and citizen data that is stored or is a component of transactions utilizing the City's information technology infrastructure or that of its service providers.



- a. **Accrual Basis of Accounting** – A basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows. For example, in accrual accounting, revenue that was earned on April 1 but for which payment was not received until July 10, is recorded as revenue on April 1st regardless of the timing of when the payment is received.
- b. **Annually Completed Actuarial Report** – An Actuarial Report includes a type of appraisal which requires making economic and demographic assumptions in order to estimate future liabilities.
- c. **Business Plan**- A department-level plan. In this plan, departments outline each division's Service Areas and associated key performance indicators, and priority initiatives for each. This document is meant to serve as a high-level annual performance plan, in which measures are periodically updated to facilitate continuous observation, trend analysis, and improvement of department activities and services.
- d. **Capital Improvement Plan (CIP)** – A plan that describes the capital projects and associated funding sources the City intends to undertake in the current fiscal year plus four successive fiscal years, including the acquisition or construction of capital facilities and assets, and the maintenance thereof.
- e. **Capital Projects Fund** – A governmental fund established to account for resources used for the acquisition of large capital improvements and non-recurring expense other than those acquisitions accounted for in proprietary or trust funds.
- f. **Cash Custodian** – A full-time, part-time, seasonal, or temporary City employee that has the responsibility of handling cash and cash equivalents as part of the employees' job duties
- g. **Cash Flow** – The net cash balance at any given point. The Chief Financial Officer/Director of Finance shall prepare a cash flow analysis which projects the inflow, outflow, and net balance of cash reserves on a daily/weekly/monthly / annual basis.
- h. **Cash Overage** – An amount in excess of the balance a cash/change drawer should have after accounting for the day's actual transactions. A cash overage should be promptly deposited and recorded.
- i. **Cash Shortage** – An amount less than of the balance a cash/change drawer should have after accounting for the day's actual transactions. A cash shortage should be promptly replenished and recorded.



- j. Change Drawer – A tray containing separate compartments for coins, checks and bills of different denomination that allows a City employee to process transactions for City business. This drawer should maintain the same balance at all times as the sole purpose of this drawer is for making change.
- k. Days Cash on Hand – A measure of cash saved that is not earmarked or designated for any purpose (unrestricted cash) which calculates the number of days a system can pay expenses associated with daily operations and maintenance before complete depletion of unrestricted cash occurs. Days Cash on Hand is calculated by dividing unrestricted cash by the system's average daily cost of operations (annual operating expenses, excluding depreciation, divided by 365).
- l. Debt Service - The cash that is required for a particular time period to cover the repayment of interest and principal on a debt. Debt Service is projected on an annual basis.
- m. Debt Service Fund – a fund established to accumulate resources and to account for revenues and expenditures used to repay the principal and interest on debt.
- n. Deferred Inflows of Resources – resources that flow into a fund during the fiscal year, but are related to a future period. Deferred Inflows have a negative effect on net position, similar to liabilities. (Examples include: property taxes levied in the current year to finance the subsequent year's budget).
- o. Deferred Outflows of Resources - resources that flow out of a fund during the fiscal year, but are related to a future period. Deferred Outflows have a positive effect on net position, similar to assets. (Examples include: resources provided to a grantee before the grantee has met related time requirements, but after all other eligibility criteria have been met).
- p. Department of Finance – includes the references in the City Charter to the Department of Finance and the Department of Financial Management Services. For purposes of this policy, the Department of Finance is the department responsible for the corporate financial operations of the City.
- q. Enterprise Fund - Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.
- r. Expenditure – refers to the value of goods and services *received* during a period of time, regardless of when they are *used* (accrual basis of accounting) or *paid* for (cash basis of accounting).



- s. Expense - refers to the value of goods and services *used* during a period of time, regardless of when they were *received* (modified accrual basis of accounting) or *paid* for (cash basis of accounting).
 - t. Fiduciary Fund - A fund that accounts for resources that governments hold in trust for other entities.
 - u. Fund Balance - Fund balance is the difference between (a) assets and deferred outflows of resources and (b) liabilities and deferred inflows of resources. Fund Balance is broken up into five categories:
 - 1. Non-spendable Fund Balance - Includes amounts that are not in a spendable form or are required to be maintained intact. Examples are consumable inventories.
 - 2. Restricted Fund Balance - Includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include grants and donations.
 - 3. Committed Fund Balance - Includes amounts that can be used only for the specific purposes determined by a formal action (for example, legislation, resolution, and ordinance) of the City Council. Those committed amounts cannot be used for any other purpose unless the government removes or changes the specified use by taking the same type of action it employed to previously commit those amounts.
 - 4. Assigned Fund Balance - Comprises amounts intended to be used by the City of Fort Worth for specific purposes. Intent should be expressed by the City Manager. In governmental funds other than the General Fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at minimum, intended to be used for the purpose of that fund.
 - 5. Unassigned Fund Balance - Represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to a specific purpose within the General Fund. Unassigned amounts are technically available for any purpose.
 - v. General Fund - One of five governmental fund types. The General Fund typically serves as the chief operating fund of a government. The General Fund is used to account for all financial resources not accounted for or restricted to another fund.
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- w. Governmental Fund – funds generally used to account for tax-supported activities. There are five different types of governmental funds including: General Fund, Special Revenue Funds, General Debt Service Fund, Capital Project Funds, and Permanent Funds.
- x. Imprest Fund – An amount of cash held outside of the general Treasury for certain law enforcement purposes. The use of Imprest Funds is subject to the City of Fort Worth Police Department’s operating procedures.
- y. Incurred but not Reported Claims – Claims/and or events that have transpired, but have not yet been reported.
- z. Internal Control - Internal control, as defined in accounting and auditing, is a process for assuring achievement of an organization's objectives in operational effectiveness and efficiency, reliable financial reporting, and compliance with laws, regulations and policies. A broad concept, internal control involves everything that controls risks to an organization. Internal controls are systematic measures (such as reviews, checks and balances, methods and procedures) designed to reduce the opportunity for errors, theft, and/or misappropriation to occur.
- aa. Internal Service Fund- Proprietary fund type used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.
- bb. Long-Term Financial plan (LTFP) - A Long-Term Financial Plan includes an analysis of the financial and economic environment, long-term forecasts, debt analysis, and financial strategies.
- cc. Misappropriation – The intentional, illegal use of the property or funds of another person for one’s own use or other unauthorized purpose.
- dd. Mitigating Control – Compensating measure implemented to identify irregularities after-the-fact, as opposed to primary controls that are intended to prevent fraud or detect human error at the point of its origination.
- ee. Monetary Intakes – Cash, coin, checks, money orders, traveler’s checks, credit/debit cards and/or cash equivalents received during the normal course of the revenue receipting function.



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- ff. Modified Accrual Basis of Accounting – The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Under this basis of accounting, revenues are recognized when they become both “measurable” and “available” to finance expenditures in the current period. For example, revenue that is earned and measurable on April 1, is billed on April 30th, and paid on May 1st would not be recorded as revenue until payment is received on May 1st.
- gg. Mutilated – Disfigured, bent, destroyed.
- hh. Net Position – Net Position is the difference between (a) assets and deferred outflows of resources and (b) liabilities and deferred inflows of resources in a proprietary fund.
- ii. Non-Recurring Item – An expenditure that has not occurred in the previous two years and is not expected to occur in the following year.
- jj. Operating Expenditures (Governmental Funds) - An expenditure incurred in carrying out the City’s day-to-day activities. Operating Expenditures include such things as payroll, employee benefits and pension contributions, transportation and travel.
- aa. Operating Expenses (Proprietary Funds) - An expense incurred in carrying out the City’s day-to-day activities. Operating Expenses include such things as payroll, employee benefits and pension contributions, transportation and travel, amortization and depreciation. Notwithstanding the foregoing, with respect to a City Enterprise for which obligations, secured in whole or in part by the revenues of such Enterprise (such as the City’s Water and Sewer System), have been issued or incurred, Operating Expenses shall be determined in accordance with State law and terms of the ordinances pursuant to which such obligations were issued or incurred.
- bb. Payment Card Industry Data Security Standards (PCI-DSS) – PCI-DSS is a comprehensive set of information security standard for organizations that handle branded credit cards from the major card schemes. PCI-DSS Standards is mandated by the card brands and administered by the Payment Card Industry Security Standards Council.
- cc. Pay As You Go Financing - The use of currently available cash resources to pay for capital investment. It is an alternative to debt financing.
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Financial Management Policies

Glossary



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- dd. Pooled Cash – The sum of unrestricted cash and investments of several accounting funds that are consolidated for cash management and investment purposes. Investment income or expenditure is allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.
 - ee. Program – A set of activities, operations, or organizational units designed and directed to accomplish specific service outcomes or objectives for a defined customer.
 - ff. Petty Cash – A small amount of discretionary funds in the form of cash used for expenditures where it is not sensible to make any disbursement by check, because of the inconvenience and costs of writing, signing, and then cashing the check. Petty Cash funds are prohibited in accordance with the City's Revenue
 - gg. Proprietary Fund – A class of fund types that account for a local government's businesslike activities. Proprietary funds are of two types: enterprise funds and internal service funds. Both use the accrual basis of accounting and receive their revenues from charges to users. (Enterprise Fund examples: Water and Sewer Fund, Stormwater Utility Fund, Municipal Parking Fund; Internal Service Fund examples: Equipment Services, Information Systems Fund).
 - hh. Reserve (Governmental Funds) – Reserve refers only to the portion of Fund Balance that is intended to provide stability and respond to unplanned events or opportunities. See associated Reserve Policy for specific details.
 - ii. Reserve (Proprietary Funds) – Reserve refers only to the portion of Working Capital that is intended to provide stability and respond to unplanned events or opportunities. See associated Reserve Policy for specific details.
 - kk. Special Revenue Fund- Governmental fund type used to account for the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purpose other than debt service or capital projects and exclusive of resources held in trust for individuals, private organizations, or other governments.
 - ll. Supervisor – A City Employee that is entrusted to direct the duties or processes of others by providing training and/or guidance.

Financial Management Policies

Glossary



mm. Unrestricted Net Position – The portion of a fund's net position is not restricted for a specific purpose.

nn. Working Capital - An accounting term defined as current assets less current liabilities in a proprietary fund. Working Capital is used to express the Reserves available in proprietary funds for use.





City of Fort Worth, Texas

FY 2017-2018 SALARY SCHEDULE



FY 2017 – 2018 SALARY SCHEDULE

The salary structures for non-exempt, exempt and exempt IT positions will be adjusted according to the changes illustrated below. These salary structure adjustments reflect changes in the job market conditions for pay structures and salaries for public and private sector organizations. Employees (exempt and non-exempt non-civil service) will receive adjustments to their pay based on their individual job performance using the City's Pay for Performance Program. Police Civil Service employees will receive increases in accordance with the Police Meet and Confer Agreement. Fire Civil Service employees will receive their increases in accordance with the Fire Collective Bargaining Contract.

I. Non-Exempt Salary Structures (Non-Civil Service)

- Salary structures will be adjusted by 3 percent

II. Exempt Salary Structures (Non-Civil Service)

- Salary structures will be adjusted by 2 percent

III. Exempt IT Salary Structures (Non-Civil Service)

- Salary structures will be adjusted by 2 percent

IV. Sworn Police

- Police Civil Service employees will receive salary increases in accordance with their Meet and Confer Agreement between the City of Fort Worth and the Fort Worth Police Officers Association.

V. Sworn Fire

- Fire Civil Service employees will receive salary increases in accordance with the Collective Bargaining Agreement between the City of Fort Worth and the Fort Worth Professional Firefighters Association.

VI. Temporary, Seasonal and Less Than Part-Time Employees

- Temporary, Seasonal and Less than Part-Time employees will not receive any salary increases.

VII. Council Aides

- Council Aides are eligible to receive a 3% salary increase (effective December 23, 2017).

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Account Technician | CL5010 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Accountant | PR1010 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Accounting Services Supervisor | PR1021 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Administrative Assistant | TC5010 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Administrative Services Mgr | MG1011 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Administrative Svc Coordinator | PR1030 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Administrative Technician | CL5020 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Airport Operations Officer | PS5010 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Airport Supervisor | PR1041 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| AMI Administrator | PR2951 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Animal Control Officer | PS5020 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Animal Shelter Technician | ST5010 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Arborist | ST5020 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Architectural Services Mgr | MG1031 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Assistant Water Director | AD1161 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Aviation Director | AD1241 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst City Attorney I | PR1060 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Asst City Attorney II | PR1070 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Asst City Atty/DFW Airprt Atty | PR2800 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |
| Asst City Auditor | AD1021 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst City Manager | EX1011 | E | 312 | 70.50 | 146,639 | 81.96 | 170,468 | 93.41 | 194,297 | 104.87 | 218,126 | 116.32 | 241,955 |
| Asst City Secretary | AD1031 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Clerk of the Court | MG1041 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Asst Code Compliance Dir | AD1041 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Data Reporting Supv | TC5651 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Asst Econ Dev Director | AD1231 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Facilities Superintendent | PR1091 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Asst Field Operations Supv | PR1101 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Asst Finance Director | AD1051 | E | 307 | 52.15 | 108,482 | 60.63 | 126,110 | 69.11 | 143,739 | 77.58 | 161,367 | 86.06 | 178,995 |
| Asst Fire Director | AD1011 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Golf Professional | TC5020 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Asst Historic Site Supervisor | PR2931 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Asst Human Resources Director | AD1061 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Asst IT Solutions Director | AD1071 | E | 307 | 52.15 | 108,482 | 60.63 | 126,110 | 69.11 | 143,739 | 77.58 | 161,367 | 86.06 | 178,995 |
| Asst Library Director | AD1081 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Municipal Court Serv Dir | AD1091 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Neighborhood Svcs Dir | AD1221 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Park/Recreation Director | AD1101 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Parts/Materials Supv | TC5030 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Asst Planning/Development Dir | AD1111 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Police Director | AD1121 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Property Mgmt Director | AD1131 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Pub Facilities/Events Dir | AD1141 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Public Safety Support Mgr | PR1111 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Asst TPW Superintendent | PR1121 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Asst Trans/Public Works Dir | AD1151 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Water Systems Supt | PR1131 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Athletic Coordinator | PR1141 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Audit Manager | MG1061 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Auditor | PR1150 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Auto Body Repairer | ST5030 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Aviation Director | DH1011 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Billing & Accounting Manager | MG1071 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Botanic Garden Superintendent | MG1081 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Budget Analyst I | PR1160 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Budget Analyst II | PR1171 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Budget Manager | MG1091 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Building Code Administrator | MG1101 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Business Develop Coord | PR1180 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Business Development Mgr | MG1111 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Buyer | PR1190 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Cable Services Supervisor | PR1200 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Call Center Analyst | PR1210 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Centralized PD Payroll Coord | PR1220 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Chemist | PR5010 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Chief Deputy City Marshal | PR1240 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Chief Financial Svcs Officer | DH1021 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Chief Helicopter Pilot | MG1131 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Chief Judge | AP1011 | E | | Set by agreement | | | | | | | | | |
| Chief of Staff | MG1141 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |
| Chief Performance Officer | DH1031 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Chief Prosecutor | PR1250 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| City Attorney | AP1021 | E | | Set by agreement | | | | | | | | | |
| City Auditor | AP1031 | E | | Set by agreement | | | | | | | | | |
| City Forester | PR1261 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| City Manager | AP1041 | E | | Set by agreement | | | | | | | | | |
| City Marshal | AD1171 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| City Secretary | AP1051 | E | | Set by agreement | | | | | | | | | |
| Clerk Of Municipal Court | AD1181 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Code Compliance Director | DH1041 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Code Compliance Officer | PS5030 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Code Compliance Superintendent | MG1151 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Code Compliance Supervisor | PR1281 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Code Compliance Technician | ST5040 | N | 502 | 12.40 | 25,797 | 13.95 | 29,022 | 15.50 | 32,246 | 17.05 | 35,471 | 18.60 | 38,696 |
| Combination Inspector | TC5040 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Commun/Public Engagement Dir | DH1191 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Communication Coordinator | PR1290 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Communication Shift Supv | PS5041 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Communications Specialist | PR1300 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Community Center Aide | ST5050 | N | 502 | 12.40 | 25,797 | 13.95 | 29,022 | 15.50 | 32,246 | 17.05 | 35,471 | 18.60 | 38,696 |
| Community Center Coordinator | PR1311 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Community Center Supervisor | PR1321 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Community Services Manager | MG1161 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Compliance and Planning Mgr | MG1171 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Computer Forensic Examiner | PR1330 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Conservation Specialist | PR1340 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Construction Inspection Supv | PR1351 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Construction Inspector I | TC5050 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Construction Inspector II | TC5060 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Construction Manager | MG1181 | E | 615 | 41.60 | 86,536 | 47.84 | 99,517 | 54.09 | 112,497 | 60.33 | 125,477 | 66.57 | 138,458 |
| Construction Superintendent | MG1191 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Consumer Health Specialist | TC5070 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Contract Compliance Specialist | PR1360 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Contract Compliance Technician | TC5080 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Contract Services Admin | MG1201 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Courier | ST5060 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Crime Analyst | PR1370 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Crime Lab Qa Coordinator | PR1380 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Criminal Intelligence Analyst | PR1390 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Cross Connection Tech Supv | PR1401 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Cross Connection Technician | ST5070 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Custodian | ST5080 | N | 502 | 12.40 | 25,797 | 13.95 | 29,022 | 15.50 | 32,246 | 17.05 | 35,471 | 18.60 | 38,696 |
| Customer Service Administrator | MG1211 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Customer Service Info Spec | CL5030 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Customer Service Manager | MG1221 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Customer Service Rep I | CL5040 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Customer Service Rep II | CL5050 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Customer Service Supervisor | PR1411 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Customer Solutions Analyst | PR1270 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Data Reporting Supervisor | PR1421 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Data Reporting Technician | CL5060 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Database Administrator | PR1430 | E | 710 | 33.96 | 70,641 | 39.06 | 81,237 | 44.15 | 91,833 | 49.24 | 102,429 | 54.34 | 113,026 |
| Deputy Chief Judge | AP1061 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Deputy Chief of Staff | PR1050 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Deputy City Attorney | AD1191 | E | 307 | 52.15 | 108,482 | 60.63 | 126,110 | 69.11 | 143,739 | 77.58 | 161,367 | 86.06 | 178,995 |
| Deputy City Marshal | PS5050 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Deputy Court Clerk | PR1441 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Development Inspection Spclst | TC5090 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Development Inspection Supv | PR1451 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Development Project Coord | PR1460 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| District Superintendent | MG1231 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Economic Development Director | DH1051 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Economic Development Manager | PR1471 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Economic Development Spec | PR1480 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Educational Strategy Director | DH1201 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Electronics Technician | TC5100 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Eligibility Specialist | TC5110 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Emergency Management Coord | MG1241 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Emergency Management Officer I | PR1490 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Emergency Mgmt Officer II | PR1500 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Employee Labor Relations Mgr | MG1251 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Engineering Manager | MG1261 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |
| Engineering Technician I | TC5120 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Engineering Technician II | TC5130 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Environmental Program Manager | MG1271 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Environmental Specialist | TC5140 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Environmental Supervisor | PR1511 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Environmental Technician | ST5090 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Equipment Operator | ST5100 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Facilities Planner | TC5150 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Facilities Superintendent | MG1291 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Facilities Supervisor | PR1521 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| FD Protection Specialist | PR1530 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Field Operations Crewleader | ST5110 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Field Operations Supervisor | PR1541 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Field Operations Supt | MG1301 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Field Services Representative | ST5120 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Financial Reporting Coord | PR1551 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Financial Services Manager | MG1311 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Fire Assistant Chief | 1027 | E | Y08 | 66.44 | 138,194 | 69.10 | 143,723 | 71.76 | 149,253 | 74.41 | 154,782 | 77.07 | 160,311 |
| Fire Chief | DH1061 | E | 311 | 66.33 | 137,976 | 77.11 | 160,397 | 87.89 | 182,819 | 98.67 | 205,240 | 109.45 | 227,661 |
| Fire Deputy Chief | 1532 | N | Y07 | 59.14 | 123,003 | 61.50 | 127,921 | 63.86 | 132,839 | 66.23 | 137,757 | 68.59 | 142,674 |
| Fire Trainee | 1026 | N | Y17 | 19.19 | 39,915 | | | | | | | | |
| Firearms Technician | PS5240 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Fleet Coordinator | TC5160 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Fleet Crewleader | ST5130 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Fleet Mechanic I | ST5140 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Fleet Mechanic II | ST5150 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Fleet Services Manager | MG1701 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Fleet Superintendent | MG1321 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Fleet Supervisor | PR1561 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Food & Beverage Attendant | CL5070 | N | 500 | 10.66 | 22,175 | 11.99 | 24,947 | 13.33 | 27,718 | 14.66 | 30,490 | 15.99 | 33,262 |
| Forensic Division Manager | MG1331 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Forensic Scientist | PR1570 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Forensic Supervisor | PR2821 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Garden Center Coordinator | PR2831 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Gardener | ST5160 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Gas Well Inspector | TC5170 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Gas Well Manager | MG1341 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Golf Professional | PR1580 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Golf Shop Attendant | CL5080 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Governmental Affairs Liaison | PR1591 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |
| Graduate Engineer | PR1600 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Grants Manager | MG1351 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Grants Specialist | PR1610 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Graphic Artist | TC5180 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Greenhouse Attendant | ST5170 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Ground Transportation Coord | PR1620 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Hearing Officer | AP1070 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Helicopter Mechanic | ST5180 | N | 513 | 28.10 | 58,448 | 31.61 | 65,754 | 35.12 | 73,060 | 38.64 | 80,366 | 42.15 | 87,672 |
| Helicopter Pilot | TC5190 | N | 513 | 28.10 | 58,448 | 31.61 | 65,754 | 35.12 | 73,060 | 38.64 | 80,366 | 42.15 | 87,672 |
| Historic Site Supervisor | PR2921 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Housing Development Manager | PR1631 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Housing Program Supervisor | PR1641 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Housing Rehabilitation Tech I | TC5200 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Housing Rehabilitation Tech II | TC5210 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| HRIS Manager | MG1691 | E | 712 | 41.47 | 86,253 | 47.69 | 99,191 | 53.91 | 112,128 | 60.13 | 125,066 | 66.35 | 138,004 |
| Human Relations Administrator | MG1361 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Human Relations Coordinator | PR1660 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Human Relations Investigator | PR1670 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Human Relations Manager | MG1371 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Human Resources Analyst | PR1680 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Human Resources Coordinator | PR1690 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Human Resources Director | DH1071 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Human Resources Manager | MG1381 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Human Services Coordinator | PR1700 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Human Services Manager | MG1391 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Human Services Specialist | TC5220 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Infrastructure QC Specialist | PR1710 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Instrumentation/Elect Supv | PR1721 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Instrumentation/Elect Tech | TC5230 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Intoxilyzer Operator | PS5070 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| IT Auditor | PR1730 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| IT Business Planner I | PR1740 | E | 708 | 28.07 | 58,381 | 32.28 | 67,138 | 36.49 | 75,895 | 40.70 | 84,652 | 44.91 | 93,410 |
| IT Business Planner II | PR1750 | E | 709 | 30.87 | 64,219 | 35.51 | 73,852 | 40.14 | 83,485 | 44.77 | 93,118 | 49.40 | 102,751 |
| IT Business Systems Coord | PR1760 | E | 708 | 28.07 | 58,381 | 32.28 | 67,138 | 36.49 | 75,895 | 40.70 | 84,652 | 44.91 | 93,410 |
| IT Change Management Analyst | PR2840 | E | 707 | 25.52 | 53,074 | 29.34 | 61,035 | 33.17 | 68,996 | 37.00 | 76,957 | 40.83 | 84,918 |
| IT Communications Technician | TC5240 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| IT Help Desk Technician | TC5250 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| IT Information Security Anlyst | PR1770 | E | 709 | 30.87 | 64,219 | 35.51 | 73,852 | 40.14 | 83,485 | 44.77 | 93,118 | 49.40 | 102,751 |
| IT Operations Specialist | TC5260 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| IT PC Support Specialist | TC5270 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| IT Programmer/Analyst I | TC5670 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| IT Programmer/Analyst II | PR1790 | E | 708 | 28.07 | 58,381 | 32.28 | 67,138 | 36.49 | 75,895 | 40.70 | 84,652 | 44.91 | 93,410 |
| IT Project Consultant | PR1800 | E | 711 | 37.23 | 77,444 | 42.82 | 89,061 | 48.40 | 100,677 | 53.99 | 112,294 | 59.57 | 123,910 |
| IT Services Specialist | TC5280 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| IT Solutions Director | DH1081 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| IT Solutions Manager | MG1401 | E | 712 | 41.47 | 86,253 | 47.69 | 99,191 | 53.91 | 112,128 | 60.13 | 125,066 | 66.35 | 138,004 |
| IT Solutions Supervisor | PR1811 | E | 707 | 25.52 | 53,074 | 29.34 | 61,035 | 33.17 | 68,996 | 37.00 | 76,957 | 40.83 | 84,918 |
| IT Tech Support Analyst I | TC5620 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| IT Tech Support Analyst II | PR1830 | E | 707 | 25.52 | 53,074 | 29.34 | 61,035 | 33.17 | 68,996 | 37.00 | 76,957 | 40.83 | 84,918 |

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| IT Telecommunications Tech | TC5290 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Jury Coordinator | TC5300 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Laboratory Supervisor | PR1841 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Land Agent | PR1850 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Landscape Architect | PR2450 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Landscape Architect Manager | PR1871 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Latent Print Examiner | PS5080 | N | 513 | 28.10 | 58,448 | 31.61 | 65,754 | 35.12 | 73,060 | 38.64 | 80,366 | 42.15 | 87,672 |
| Latent Print Supervisor | PR2851 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Latent Print Technician | PS5090 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Lean Administrator | MG1711 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Lease Manager | MG1421 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Legal Assistant | CL5090 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Librarian | PR5020 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Librarian Manager | MG1431 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Librarian Supervisor | PR1891 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Library Assistant | TC5310 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Library Director | DH1091 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Library Page | CL5100 | N | 501 | 11.51 | 23,949 | 12.95 | 26,942 | 14.39 | 29,936 | 15.83 | 32,929 | 17.27 | 35,923 |
| Loan Services Representative | TC5320 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Maintenance Worker | ST5190 | N | 502 | 12.40 | 25,797 | 13.95 | 29,022 | 15.50 | 32,246 | 17.05 | 35,471 | 18.60 | 38,696 |
| Management Analyst I | PR1900 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Management Analyst II | PR1911 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Media Services Specialist | TC5330 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Microbiologist | PR5030 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Municipal Court Clerk | CL5110 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Municipal Court Services Dir | DH1101 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Municipal Judge | AP1080 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Natural Scientist | PR1930 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Natural Scientist Supervisor | PR1941 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Nature Center Manager | MG1441 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Neighborhood Develop Coord | PR1950 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Neighborhood Develop Manager | MG1451 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Neighborhood Develop Spec | PR1960 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

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|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Neighborhood Services Director | DH1111 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Neighborhood Services Liaison | TC5630 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Neighborhood Services Manager | PR2811 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Office Assistant | CL5120 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Operation and Maintenance Tech | TC5340 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Park & Recreation Director | DH1121 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Park Planner | PR1860 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Parking Compliance Technician | PS5100 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Parking Operations Manager | PR1971 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Parts Expediter | CL5130 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Parts/Materials Supervisor | PR1981 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Payroll Supervisor | PR1991 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Payroll Technician | CL5140 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| PeopleSoft Functional Analyst | PR2000 | E | 707 | 25.52 | 53,074 | 29.34 | 61,035 | 33.17 | 68,996 | 37.00 | 76,957 | 40.83 | 84,918 |
| PeopleSoft Systems Admin | PR2010 | E | 710 | 33.96 | 70,641 | 39.06 | 81,237 | 44.15 | 91,833 | 49.24 | 102,429 | 54.34 | 113,026 |
| Performance Administrator | MG1461 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Performance Analyst | PR2020 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Pesticide Applicator | ST5200 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Planner | PR2030 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Planner-Scheduler | PR2980 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Planning Assistant | TC5350 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Planning Manager | MG1481 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Planning/Development Director | DH1131 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Plans Examiner | TC5360 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Plans Examiner Supervisor | PR2041 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Police Assistant Chief | 1006 | E | 307 | 52.15 | 108,482 | 60.63 | 126,110 | 69.11 | 143,739 | 77.58 | 161,367 | 86.06 | 178,995 |
| Police Chief | DH1141 | E | 311 | 66.33 | 137,976 | 77.11 | 160,397 | 87.89 | 182,819 | 98.67 | 205,240 | 109.45 | 227,661 |
| Police Deputy Chief | 1530 | E | 306 | 49.95 | 103,905 | 58.07 | 120,790 | 66.19 | 137,674 | 74.31 | 154,559 | 82.42 | 171,444 |
| Police Employment Services Mgr | MG1491 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Police Employment Specialist | PR2051 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Police Range Technician | PS5110 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Police Trainee | 1000 | N | X17 | 19.25 | 40,040 | | | | | | | | |
| Policy Analyst | PR2060 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |

City of Fort Worth
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|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Polygraph Examiner | PS5120 | N | 513 | 28.10 | 58,448 | 31.61 | 65,754 | 35.12 | 73,060 | 38.64 | 80,366 | 42.15 | 87,672 |
| Professional Engineer | PR2070 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Program Coordinator | PR2861 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Program Support Division Admin | PR2080 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Project Assistant | TC5640 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Project Controls Specialist | PR2090 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Project Mgmt Info Sys Spec | PR2100 | E | 708 | 28.07 | 58,381 | 32.28 | 67,138 | 36.49 | 75,895 | 40.70 | 84,652 | 44.91 | 93,410 |
| Property & Casualty Adjuster | PR2230 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Property & Casualty Manager | MG1551 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Property Control Attendant | ST5210 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Property Control Specialist | CL5160 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Property Control Supervisor | PR2111 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Property Management Director | DH1151 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Prosecuting Attorney | PR2120 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Protective Gear Specialist | ST5220 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Public Education Prgm Coord | PR2130 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Public Education Specialist | TC5680 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Public Events Attendant | ST5230 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Public Events Coordinator | TC5370 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Public Facilities/Events Dir | DH1161 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Public Information Coordinator | CL5170 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Public Information Specialist | CL5180 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Public Safety Communicator I | PS5130 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Public Safety Communicator II | PS5140 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Public Safety Support Manager | MG1501 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Purchasing Manager | MG1511 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Purchasing Supervisor | PR2151 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Quality Control Specialist | PR2160 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Quality Improvement Specialist | CL5290 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Real Property Manager | MG1521 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Records Analyst | PR2170 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Records Manager | MG1531 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Recreation Programmer | TC5690 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Regional Librarian Supervisor | PR2191 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Regional Transportation Coord | PR2201 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |
| Registered Architect | PR2210 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Regulatory/Environmental Admin | MG1541 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Safety Manager | MG1721 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Safety Officer | PR2970 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sales and Events Manager | PR2240 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sales Associate | CL5200 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Security Guard | PS5150 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Security Supervisor | PS5231 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Security Systems Technician | TC5380 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Senior Arborist | ST5450 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Senior Quality Control Special | PR2961 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Signal Systems Crewleader | ST5480 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Signal Systems Supervisor | PR2891 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Signal Systems Technician I | ST5460 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Signal Systems Technician II | ST5470 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Signs Fabricator | ST5250 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Skilled Trades Technician I | ST5260 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Skilled Trades Technician II | ST5270 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Sports Field Monitor | ST5490 | N | 500 | 10.66 | 22,175 | 11.99 | 24,947 | 13.33 | 27,718 | 14.66 | 30,490 | 15.99 | 33,262 |
| Sr Account Technician | CL5210 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Sr Accountant | PR2260 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Administrative Asst | PR2270 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Sr Administrative Services Mgr | MG1561 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Sr Assistant City Attorney | PR2280 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |
| Sr Asst City Attny Sect Chief | MG1571 | E | 617 | 49.70 | 103,382 | 57.16 | 118,890 | 64.61 | 134,397 | 72.07 | 149,905 | 79.52 | 165,412 |
| Sr Auditor | PR2290 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Auto Body Repairer | ST5280 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Sr Budget Analyst | PR2300 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Sr Buyer | PR2310 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Sr Capital Projects Officer | PR2320 | E | 617 | 49.70 | 103,382 | 57.16 | 118,890 | 64.61 | 134,397 | 72.07 | 149,905 | 79.52 | 165,412 |
| Sr Chemist | PR2330 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Sr Code Compliance Officer | PS5160 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Combination Inspector | TC5400 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Sr Construction Inspector | TC5410 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Sr Consumer Health Specialist | TC5420 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Sr Contract Compliance Spec | PR2341 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Crime Analyst | PR2871 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Customer Service Rep | CL5220 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Sr Data Reporting Technician | CL5230 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Sr Deputy City Marshal | PS5171 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Sr Emergency Mgmt Officer | PR2351 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Engineering Technician | TC5430 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Sr Environmental Specialist | PR2360 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Equipment Operator | ST5290 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Sr Facilities Planner | PR2941 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Sr Fld Services Representative | ST5300 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Sr Fleet Mechanic | ST5310 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Food & Beverage Attendant | CL5240 | N | 501 | 11.51 | 23,949 | 12.95 | 26,942 | 14.39 | 29,936 | 15.83 | 32,929 | 17.27 | 35,923 |
| Sr Forensic Scientist | PR2370 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Gardener | ST5320 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Sr Grants Specialist | PR2381 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Graphic Artist | TC5440 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Sr Human Rel Investigator | PR2391 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Human Resources Analyst | PR2400 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Human Services Specialist | TC5700 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Instrumentation/Elect Tech | TC5451 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Sr IT Business Planner | PR2420 | E | 710 | 33.96 | 70,641 | 39.06 | 81,237 | 44.15 | 91,833 | 49.24 | 102,429 | 54.34 | 113,026 |
| Sr IT Communications Tech | TC5460 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Sr IT Help Desk Technician | TC5470 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr IT Operations Specialist | TC5480 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr IT Programmer/Analyst | PR2430 | E | 710 | 33.96 | 70,641 | 39.06 | 81,237 | 44.15 | 91,833 | 49.24 | 102,429 | 54.34 | 113,026 |
| Sr IT Services Specialist | TC5490 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr IT Solutions Manager | MG1581 | E | 713 | 46.03 | 95,740 | 52.93 | 110,102 | 59.84 | 124,463 | 66.74 | 138,824 | 73.65 | 153,185 |
| Sr IT Tech Support Analyst | PR2440 | E | 709 | 30.87 | 64,219 | 35.51 | 73,852 | 40.14 | 83,485 | 44.77 | 93,118 | 49.40 | 102,751 |

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|--------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Sr IT Telecommunications Tech | TC5500 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Sr Land Agent | PR2880 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Librarian | PR2461 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Sr Loan Services Rep | TC5510 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Maintenance Worker | ST5330 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Sr Management Analyst | MG1591 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Sr Microbiologist | PR2470 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Municipal Court Clerk | CL5250 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Sr PeopleSoft Functionl Anlyst | PR2480 | E | 709 | 30.87 | 64,219 | 35.51 | 73,852 | 40.14 | 83,485 | 44.77 | 93,118 | 49.40 | 102,751 |
| Sr PeopleSoft Systems Admin | PR2490 | E | 711 | 37.23 | 77,444 | 42.82 | 89,061 | 48.40 | 100,677 | 53.99 | 112,294 | 59.57 | 123,910 |
| Sr Planner | PR2501 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Plans Examiner | TC5520 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Sr Professional Engineer | PR2510 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Sr Project Controls Specialist | PR2521 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Property Control Specialist | CL5260 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Sr Property&Casualty Adjuster | PR2561 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Public Events Manager | PR2531 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Sr Public Safety Communicator | PS5180 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Records Analyst | PR2540 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Sr Recreation Programmer | TC5710 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Sales and Events Manager | PR2571 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Sr Skilled Trades Technician | ST5340 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Strategic Business Analyst | PR2580 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Sr Survey Technician | TC5530 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Utility Rate Analyst | PR2590 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Victim Asst Specialist | PR2600 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Sr Warrant/Identification Tech | PS5190 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Sr Water Dispatch Rep | CL5270 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Sr Water Systems Mechanic | ST5350 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Sr Water Systems Technician | TC5540 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Stagehand | ST5360 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Stagehand Crewleader | ST5371 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Stock Clerk | CL5280 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Strategic Business Analyst | PR2611 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Survey Superintendent | MG1601 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Survey Supervisor | PR2621 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Survey Technician | TC5550 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Sustainability Administrator | PR2631 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Systems Administrator | PR2641 | E | 709 | 30.87 | 64,219 | 35.51 | 73,852 | 40.14 | 83,485 | 44.77 | 93,118 | 49.40 | 102,751 |
| Technical Services Coordinator | MG1611 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Teen Court Coordinator | TC5721 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| TPW Superintendent | MG1621 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Traffic Control Supervisor | PS5201 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Traffic Control Technician | PS5210 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Traffic Services Worker | ST5380 | N | 502 | 12.40 | 25,797 | 13.95 | 29,022 | 15.50 | 32,246 | 17.05 | 35,471 | 18.60 | 38,696 |
| Traffic Systems Crewleader | ST5390 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Traffic Systems Supervisor | PR2661 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Traffic Systems Technician I | ST5400 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Traffic Systems Technician II | ST5410 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Training Specialist | PR2670 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Transportation Manager | MG1681 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Transportation/Planning Admin | MG1631 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Transportation/Public Wks Dir | DH1171 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Treasury Supervisor | PR2691 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Utility Coordinator | TC5730 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Utility Line Technician | TC5560 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Veterinarian | PR2910 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Veterinary Technician | TC5570 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Victim Assistance Coordinator | PR2711 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Victim Assistance Specialist | PR5040 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Video Producer/Director | PR5050 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Volunteer Coordinator | TC5740 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Warrant/Identification Supv | PR2751 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Warrant/Identification Tech | PS5220 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Water Conservation Manager | MG1651 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Water Customer Relations Mgr | PR2761 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |

City of Fort Worth
FY2018 Salary Schedule (by Job Title)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|-------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Water Director | DH1181 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Water Dispatch Representative | CL5300 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Water Quality Manager | MG1661 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Water Security Coordinator | PR2771 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Water Systems Mechanic I | ST5430 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Water Systems Mechanic II | ST5440 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Water Systems Sampler | TC5580 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Water Systems Specialist | TC5591 | N | 513 | 28.10 | 58,448 | 31.61 | 65,754 | 35.12 | 73,060 | 38.64 | 80,366 | 42.15 | 87,672 |
| Water Systems Superintendent | MG1671 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Water Systems Supv | PR2781 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Water Systems Technician I | TC5600 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Water Systems Technician II | TC5610 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Web Designer | PR2790 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |

*** Job Family Description is located in Job Code**

| | |
|-------------------------------|----|
| Assistant Department Director | AD |
| Appointed Classification | AP |
| Clerical Classification | CL |
| Department Head | DH |
| Executive Classification | EX |
| Management Classification | MG |
| Professional Classification | PR |
| Public Safety Classification | PS |
| Service Trades Classification | ST |
| Technical / Para Professional | TC |

**** Quartiles**

Quartiles divide a salary range into four equal parts. Rates shown for each quartile indicate the beginning of that quartile. At times, salary increase eligibility may be partially dependent upon an employee's current quartile.

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Police Trainee | 1000 | N | X17 | 19.25 | 40,040 | | | | | | | | |
| Police Assistant Chief | 1006 | E | 307 | 52.15 | 108,482 | 60.63 | 126,110 | 69.11 | 143,739 | 77.58 | 161,367 | 86.06 | 178,995 |
| Fire Trainee | 1026 | N | Y17 | 19.19 | 39,915 | | | | | | | | |
| Fire Assistant Chief | 1027 | E | Y08 | 66.44 | 138,194 | 69.10 | 143,723 | 71.76 | 149,253 | 74.41 | 154,782 | 77.07 | 160,311 |
| Police Deputy Chief | 1530 | E | 306 | 49.95 | 103,905 | 58.07 | 120,790 | 66.19 | 137,674 | 74.31 | 154,559 | 82.42 | 171,444 |
| Fire Deputy Chief | 1532 | N | Y07 | 59.14 | 123,003 | 61.50 | 127,921 | 63.86 | 132,839 | 66.23 | 137,757 | 68.59 | 142,674 |
| Asst Fire Director | AD1011 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst City Auditor | AD1021 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst City Secretary | AD1031 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Code Compliance Dir | AD1041 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Finance Director | AD1051 | E | 307 | 52.15 | 108,482 | 60.63 | 126,110 | 69.11 | 143,739 | 77.58 | 161,367 | 86.06 | 178,995 |
| Asst Human Resources Director | AD1061 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst IT Solutions Director | AD1071 | E | 307 | 52.15 | 108,482 | 60.63 | 126,110 | 69.11 | 143,739 | 77.58 | 161,367 | 86.06 | 178,995 |
| Asst Library Director | AD1081 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Municipal Court Serv Dir | AD1091 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Park/Recreation Director | AD1101 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Planning/Development Dir | AD1111 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Police Director | AD1121 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Property Mgmt Director | AD1131 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Pub Facilities/Events Dir | AD1141 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Trans/Public Works Dir | AD1151 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Assistant Water Director | AD1161 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| City Marshal | AD1171 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Clerk Of Municipal Court | AD1181 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Deputy City Attorney | AD1191 | E | 307 | 52.15 | 108,482 | 60.63 | 126,110 | 69.11 | 143,739 | 77.58 | 161,367 | 86.06 | 178,995 |
| Asst Neighborhood Svcs Dir | AD1221 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Econ Dev Director | AD1231 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Asst Aviation Director | AD1241 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Chief Judge | AP1011 | E | | Set by agreement | | | | | | | | | |
| City Attorney | AP1021 | E | | Set by agreement | | | | | | | | | |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|--------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| City Auditor | AP1031 | E | | Set by agreement | | | | | | | | | |
| City Manager | AP1041 | E | | Set by agreement | | | | | | | | | |
| City Secretary | AP1051 | E | | Set by agreement | | | | | | | | | |
| Deputy Chief Judge | AP1061 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Hearing Officer | AP1070 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Municipal Judge | AP1080 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Account Technician | CL5010 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Administrative Technician | CL5020 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Customer Service Info Spec | CL5030 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Customer Service Rep I | CL5040 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Customer Service Rep II | CL5050 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Data Reporting Technician | CL5060 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Food & Beverage Attendant | CL5070 | N | 500 | 10.66 | 22,175 | 11.99 | 24,947 | 13.33 | 27,718 | 14.66 | 30,490 | 15.99 | 33,262 |
| Golf Shop Attendant | CL5080 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Legal Assistant | CL5090 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Library Page | CL5100 | N | 501 | 11.51 | 23,949 | 12.95 | 26,942 | 14.39 | 29,936 | 15.83 | 32,929 | 17.27 | 35,923 |
| Municipal Court Clerk | CL5110 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Office Assistant | CL5120 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Parts Expediter | CL5130 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Payroll Technician | CL5140 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Property Control Specialist | CL5160 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Public Information Coordinator | CL5170 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Public Information Specialist | CL5180 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Sales Associate | CL5200 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Sr Account Technician | CL5210 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Sr Customer Service Rep | CL5220 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Sr Data Reporting Technician | CL5230 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Sr Food & Beverage Attendant | CL5240 | N | 501 | 11.51 | 23,949 | 12.95 | 26,942 | 14.39 | 29,936 | 15.83 | 32,929 | 17.27 | 35,923 |
| Sr Municipal Court Clerk | CL5250 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Sr Property Control Specialist | CL5260 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Sr Water Dispatch Rep | CL5270 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Stock Clerk | CL5280 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Quality Improvement Specialist | CL5290 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Water Dispatch Representative | CL5300 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Aviation Director | DH1011 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Chief Financial Svcs Officer | DH1021 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Chief Performance Officer | DH1031 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Code Compliance Director | DH1041 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Economic Development Director | DH1051 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Fire Chief | DH1061 | E | 311 | 66.33 | 137,976 | 77.11 | 160,397 | 87.89 | 182,819 | 98.67 | 205,240 | 109.45 | 227,661 |
| Human Resources Director | DH1071 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| IT Solutions Director | DH1081 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Library Director | DH1091 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Municipal Court Services Dir | DH1101 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Neighborhood Services Director | DH1111 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Park & Recreation Director | DH1121 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Planning/Development Director | DH1131 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Police Chief | DH1141 | E | 311 | 66.33 | 137,976 | 77.11 | 160,397 | 87.89 | 182,819 | 98.67 | 205,240 | 109.45 | 227,661 |
| Property Management Director | DH1151 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Public Facilities/Events Dir | DH1161 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Transportation/Public Wks Dir | DH1171 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Water Director | DH1181 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Commun/Public Engagement Dir | DH1191 | E | 305 | 47.75 | 99,328 | 55.51 | 115,469 | 63.27 | 131,610 | 71.03 | 147,751 | 78.79 | 163,892 |
| Educational Strategy Director | DH1201 | E | 309 | 58.73 | 122,156 | 68.27 | 142,006 | 77.82 | 161,856 | 87.36 | 181,707 | 96.90 | 201,557 |
| Asst City Manager | EX1011 | E | 312 | 70.50 | 146,639 | 81.96 | 170,468 | 93.41 | 194,297 | 104.87 | 218,126 | 116.32 | 241,955 |
| Administrative Services Mgr | MG1011 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Architectural Services Mgr | MG1031 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Asst Clerk of the Court | MG1041 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Audit Manager | MG1061 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Billing & Accounting Manager | MG1071 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Botanic Garden Superintendent | MG1081 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Budget Manager | MG1091 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Building Code Administrator | MG1101 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Business Development Mgr | MG1111 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Chief Helicopter Pilot | MG1131 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Chief of Staff | MG1141 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |
| Code Compliance Superintendent | MG1151 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Community Services Manager | MG1161 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Compliance and Planning Mgr | MG1171 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Construction Manager | MG1181 | E | 615 | 41.60 | 86,536 | 47.84 | 99,517 | 54.09 | 112,497 | 60.33 | 125,477 | 66.57 | 138,458 |
| Construction Superintendent | MG1191 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Contract Services Admin | MG1201 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Customer Service Administrator | MG1211 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Customer Service Manager | MG1221 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| District Superintendent | MG1231 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Emergency Management Coord | MG1241 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Employee Labor Relations Mgr | MG1251 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Engineering Manager | MG1261 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |
| Environmental Program Manager | MG1271 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Facilities Superintendent | MG1291 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Field Operations Supt | MG1301 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Financial Services Manager | MG1311 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Fleet Superintendent | MG1321 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Forensic Division Manager | MG1331 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Gas Well Manager | MG1341 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Grants Manager | MG1351 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Human Relations Administrator | MG1361 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |
| Human Relations Manager | MG1371 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Human Resources Manager | MG1381 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Human Services Manager | MG1391 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| IT Solutions Manager | MG1401 | E | 712 | 41.47 | 86,253 | 47.69 | 99,191 | 53.91 | 112,128 | 60.13 | 125,066 | 66.35 | 138,004 |
| Lease Manager | MG1421 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Librarian Manager | MG1431 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Nature Center Manager | MG1441 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Neighborhood Develop Manager | MG1451 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Performance Administrator | MG1461 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Planning Manager | MG1481 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Police Employment Services Mgr | MG1491 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Public Safety Support Manager | MG1501 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Purchasing Manager | MG1511 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Real Property Manager | MG1521 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Records Manager | MG1531 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Regulatory/Environmental Admin | MG1541 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Property & Casualty Manager | MG1551 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Sr Administrative Services Mgr | MG1561 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Sr Asst City Attny Sect Chief | MG1571 | E | 617 | 49.70 | 103,382 | 57.16 | 118,890 | 64.61 | 134,397 | 72.07 | 149,905 | 79.52 | 165,412 |
| Sr IT Solutions Manager | MG1581 | E | 713 | 46.03 | 95,740 | 52.93 | 110,102 | 59.84 | 124,463 | 66.74 | 138,824 | 73.65 | 153,185 |
| Sr Management Analyst | MG1591 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Survey Superintendent | MG1601 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Technical Services Coordinator | MG1611 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| TPW Superintendent | MG1621 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Transportation/Planning Admin | MG1631 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Water Conservation Manager | MG1651 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Water Quality Manager | MG1661 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Water Systems Superintendent | MG1671 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Transportation Manager | MG1681 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| HRIS Manager | MG1691 | E | 712 | 41.47 | 86,253 | 47.69 | 99,191 | 53.91 | 112,128 | 60.13 | 125,066 | 66.35 | 138,004 |
| Fleet Services Manager | MG1701 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Lean Administrator | MG1711 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Safety Manager | MG1721 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|--------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Accountant | PR1010 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Accounting Services Supervisor | PR1021 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Administrative Svc Coordinator | PR1030 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Airport Supervisor | PR1041 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Deputy Chief of Staff | PR1050 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Asst City Attorney I | PR1060 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Asst City Attorney II | PR1070 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Asst Facilities Superintendent | PR1091 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Asst Field Operations Supv | PR1101 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Asst Public Safety Support Mgr | PR1111 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Asst TPW Superintendent | PR1121 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Asst Water Systems Supt | PR1131 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Athletic Coordinator | PR1141 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Auditor | PR1150 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Budget Analyst I | PR1160 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Budget Analyst II | PR1171 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Business Develop Coord | PR1180 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Buyer | PR1190 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Cable Services Supervisor | PR1200 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Call Center Analyst | PR1210 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Centralized PD Payroll Coord | PR1220 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Chief Deputy City Marshal | PR1240 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Chief Prosecutor | PR1250 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| City Forester | PR1261 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Customer Solutions Analyst | PR1270 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Code Compliance Supervisor | PR1281 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Communication Coordinator | PR1290 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Communications Specialist | PR1300 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Community Center Coordinator | PR1311 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Community Center Supervisor | PR1321 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Computer Forensic Examiner | PR1330 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Conservation Specialist | PR1340 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Construction Inspection Supv | PR1351 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Contract Compliance Specialist | PR1360 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Crime Analyst | PR1370 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Crime Lab Qa Coordinator | PR1380 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Criminal Intelligence Analyst | PR1390 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Cross Connection Tech Supv | PR1401 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Customer Service Supervisor | PR1411 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Data Reporting Supervisor | PR1421 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Database Administrator | PR1430 | E | 710 | 33.96 | 70,641 | 39.06 | 81,237 | 44.15 | 91,833 | 49.24 | 102,429 | 54.34 | 113,026 |
| Deputy Court Clerk | PR1441 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Development Inspection Supv | PR1451 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Development Project Coord | PR1460 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Economic Development Manager | PR1471 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Economic Development Spec | PR1480 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Emergency Management Officer I | PR1490 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Emergency Mgmt Officer II | PR1500 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Environmental Supervisor | PR1511 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Facilities Supervisor | PR1521 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| FD Protection Specialist | PR1530 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Field Operations Supervisor | PR1541 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Financial Reporting Coord | PR1551 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Fleet Supervisor | PR1561 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Forensic Scientist | PR1570 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Golf Professional | PR1580 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Governmental Affairs Liaison | PR1591 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |
| Graduate Engineer | PR1600 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Grants Specialist | PR1610 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Ground Transportation Coord | PR1620 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|--------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Housing Development Manager | PR1631 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Housing Program Supervisor | PR1641 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Human Relations Coordinator | PR1660 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Human Relations Investigator | PR1670 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Human Resources Analyst | PR1680 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Human Resources Coordinator | PR1690 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Human Services Coordinator | PR1700 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Infrastructure QC Specialist | PR1710 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Instrumentation/Elect Supv | PR1721 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| IT Auditor | PR1730 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| IT Business Planner I | PR1740 | E | 708 | 28.07 | 58,381 | 32.28 | 67,138 | 36.49 | 75,895 | 40.70 | 84,652 | 44.91 | 93,410 |
| IT Business Planner II | PR1750 | E | 709 | 30.87 | 64,219 | 35.51 | 73,852 | 40.14 | 83,485 | 44.77 | 93,118 | 49.40 | 102,751 |
| IT Business Systems Coord | PR1760 | E | 708 | 28.07 | 58,381 | 32.28 | 67,138 | 36.49 | 75,895 | 40.70 | 84,652 | 44.91 | 93,410 |
| IT Information Security Anlyst | PR1770 | E | 709 | 30.87 | 64,219 | 35.51 | 73,852 | 40.14 | 83,485 | 44.77 | 93,118 | 49.40 | 102,751 |
| IT Programmer/Analyst II | PR1790 | E | 708 | 28.07 | 58,381 | 32.28 | 67,138 | 36.49 | 75,895 | 40.70 | 84,652 | 44.91 | 93,410 |
| IT Project Consultant | PR1800 | E | 711 | 37.23 | 77,444 | 42.82 | 89,061 | 48.40 | 100,677 | 53.99 | 112,294 | 59.57 | 123,910 |
| IT Solutions Supervisor | PR1811 | E | 707 | 25.52 | 53,074 | 29.34 | 61,035 | 33.17 | 68,996 | 37.00 | 76,957 | 40.83 | 84,918 |
| IT Tech Support Analyst II | PR1830 | E | 707 | 25.52 | 53,074 | 29.34 | 61,035 | 33.17 | 68,996 | 37.00 | 76,957 | 40.83 | 84,918 |
| Laboratory Supervisor | PR1841 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Land Agent | PR1850 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Park Planner | PR1860 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Landscape Architect Manager | PR1871 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Librarian Supervisor | PR1891 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Management Analyst I | PR1900 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Management Analyst II | PR1911 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Natural Scientist | PR1930 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Natural Scientist Supervisor | PR1941 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Neighborhood Develop Coord | PR1950 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Neighborhood Develop Spec | PR1960 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Parking Operations Manager | PR1971 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Parts/Materials Supervisor | PR1981 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Payroll Supervisor | PR1991 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| PeopleSoft Functional Analyst | PR2000 | E | 707 | 25.52 | 53,074 | 29.34 | 61,035 | 33.17 | 68,996 | 37.00 | 76,957 | 40.83 | 84,918 |
| PeopleSoft Systems Admin | PR2010 | E | 710 | 33.96 | 70,641 | 39.06 | 81,237 | 44.15 | 91,833 | 49.24 | 102,429 | 54.34 | 113,026 |
| Performance Analyst | PR2020 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Planner | PR2030 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Plans Examiner Supervisor | PR2041 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Police Employment Specialist | PR2051 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Policy Analyst | PR2060 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Professional Engineer | PR2070 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Program Support Division Admin | PR2080 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Project Controls Specialist | PR2090 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Project Mgmt Info Sys Spec | PR2100 | E | 708 | 28.07 | 58,381 | 32.28 | 67,138 | 36.49 | 75,895 | 40.70 | 84,652 | 44.91 | 93,410 |
| Property Control Supervisor | PR2111 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Prosecuting Attorney | PR2120 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Public Education Prgm Coord | PR2130 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Purchasing Supervisor | PR2151 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Quality Control Specialist | PR2160 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Records Analyst | PR2170 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Regional Librarian Supervisor | PR2191 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Regional Transportation Coord | PR2201 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |
| Registered Architect | PR2210 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Property & Casualty Adjuster | PR2230 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sales and Events Manager | PR2240 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Accountant | PR2260 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Administrative Asst | PR2270 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Sr Assistant City Attorney | PR2280 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |
| Sr Auditor | PR2290 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Budget Analyst | PR2300 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Sr Buyer | PR2310 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|---------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Sr Capital Projects Officer | PR2320 | E | 617 | 49.70 | 103,382 | 57.16 | 118,890 | 64.61 | 134,397 | 72.07 | 149,905 | 79.52 | 165,412 |
| Sr Chemist | PR2330 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Contract Compliance Spec | PR2341 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Emergency Mgmt Officer | PR2351 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Environmental Specialist | PR2360 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Forensic Scientist | PR2370 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Grants Specialist | PR2381 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Human Rel Investigator | PR2391 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Human Resources Analyst | PR2400 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr IT Business Planner | PR2420 | E | 710 | 33.96 | 70,641 | 39.06 | 81,237 | 44.15 | 91,833 | 49.24 | 102,429 | 54.34 | 113,026 |
| Sr IT Programmer/Analyst | PR2430 | E | 710 | 33.96 | 70,641 | 39.06 | 81,237 | 44.15 | 91,833 | 49.24 | 102,429 | 54.34 | 113,026 |
| Sr IT Tech Support Analyst | PR2440 | E | 709 | 30.87 | 64,219 | 35.51 | 73,852 | 40.14 | 83,485 | 44.77 | 93,118 | 49.40 | 102,751 |
| Landscape Architect | PR2450 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Librarian | PR2461 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Sr Microbiologist | PR2470 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr PeopleSoft Functionl Anlyst | PR2480 | E | 709 | 30.87 | 64,219 | 35.51 | 73,852 | 40.14 | 83,485 | 44.77 | 93,118 | 49.40 | 102,751 |
| Sr PeopleSoft Systems Admin | PR2490 | E | 711 | 37.23 | 77,444 | 42.82 | 89,061 | 48.40 | 100,677 | 53.99 | 112,294 | 59.57 | 123,910 |
| Sr Planner | PR2501 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Professional Engineer | PR2510 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Sr Project Controls Specialist | PR2521 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Public Events Manager | PR2531 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Sr Records Analyst | PR2540 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Sr Property&Casualty Adjuster | PR2561 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Sales and Events Manager | PR2571 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Sr Strategic Business Analyst | PR2580 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Sr Utility Rate Analyst | PR2590 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Sr Victim Asst Specialist | PR2600 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Strategic Business Analyst | PR2611 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Survey Supervisor | PR2621 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sustainability Administrator | PR2631 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|---------|--------------------------|---------|--------------|---------|---------|---------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Systems Administrator | PR2641 | E | 709 | 30.87 | 64,219 | 35.51 | 73,852 | 40.14 | 83,485 | 44.77 | 93,118 | 49.40 | 102,751 |
| Traffic Systems Supervisor | PR2661 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Training Specialist | PR2670 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Treasury Supervisor | PR2691 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Victim Assistance Coordinator | PR2711 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Warrant/Identification Supv | PR2751 | E | 608 | 22.32 | 46,433 | 25.67 | 53,398 | 29.02 | 60,363 | 32.37 | 67,328 | 35.72 | 74,293 |
| Water Customer Relations Mgr | PR2761 | E | 614 | 38.06 | 79,173 | 43.77 | 91,049 | 49.48 | 102,925 | 55.19 | 114,801 | 60.90 | 126,677 |
| Water Security Coordinator | PR2771 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Water Systems Supv | PR2781 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Web Designer | PR2790 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Asst City Atty/DFW Airprt Atty | PR2800 | E | 616 | 45.47 | 94,586 | 52.30 | 108,774 | 59.12 | 122,962 | 65.94 | 137,150 | 72.76 | 151,338 |
| Neighborhood Services Manager | PR2811 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Forensic Supervisor | PR2821 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| Garden Center Coordinator | PR2831 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| IT Change Management Analyst | PR2840 | E | 707 | 25.52 | 53,074 | 29.34 | 61,035 | 33.17 | 68,996 | 37.00 | 76,957 | 40.83 | 84,918 |
| Latent Print Supervisor | PR2851 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Program Coordinator | PR2861 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Crime Analyst | PR2871 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Sr Land Agent | PR2880 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Signal Systems Supervisor | PR2891 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Veterinarian | PR2910 | E | 613 | 34.82 | 72,436 | 40.05 | 83,301 | 45.27 | 94,166 | 50.50 | 105,032 | 55.72 | 115,897 |
| Historic Site Supervisor | PR2921 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Asst Historic Site Supervisor | PR2931 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Sr Facilities Planner | PR2941 | E | 612 | 31.86 | 66,272 | 36.64 | 76,212 | 41.42 | 86,153 | 46.20 | 96,094 | 50.98 | 106,035 |
| AMI Administrator | PR2951 | E | 611 | 29.15 | 60,632 | 33.52 | 69,727 | 37.90 | 78,822 | 42.27 | 87,917 | 46.64 | 97,012 |
| Senior Quality Control Special | PR2961 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Safety Officer | PR2970 | E | 610 | 26.67 | 55,473 | 30.67 | 63,794 | 34.67 | 72,114 | 38.67 | 80,435 | 42.67 | 88,756 |
| Planner-Scheduler | PR2980 | E | 609 | 24.40 | 50,752 | 28.06 | 58,365 | 31.72 | 65,978 | 35.38 | 73,591 | 39.04 | 81,203 |
| Chemist | PR5010 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Librarian | PR5020 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|--------|--------------------------|--------|--------------|--------|---------|--------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Microbiologist | PR5030 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Victim Assistance Specialist | PR5040 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Video Producer/Director | PR5050 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Airport Operations Officer | PS5010 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Animal Control Officer | PS5020 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Code Compliance Officer | PS5030 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Communication Shift Supv | PS5041 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Deputy City Marshal | PS5050 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Intoxilyzer Operator | PS5070 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Latent Print Examiner | PS5080 | N | 513 | 28.10 | 58,448 | 31.61 | 65,754 | 35.12 | 73,060 | 38.64 | 80,366 | 42.15 | 87,672 |
| Latent Print Technician | PS5090 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Parking Compliance Technician | PS5100 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Police Range Technician | PS5110 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Polygraph Examiner | PS5120 | N | 513 | 28.10 | 58,448 | 31.61 | 65,754 | 35.12 | 73,060 | 38.64 | 80,366 | 42.15 | 87,672 |
| Public Safety Communicator I | PS5130 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Public Safety Communicator II | PS5140 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Security Guard | PS5150 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Sr Code Compliance Officer | PS5160 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Deputy City Marshal | PS5171 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Sr Public Safety Communicator | PS5180 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Warrant/Identification Tech | PS5190 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Traffic Control Supervisor | PS5201 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Traffic Control Technician | PS5210 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Warrant/Identification Tech | PS5220 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Security Supervisor | PS5231 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Firearms Technician | PS5240 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Animal Shelter Technician | ST5010 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Arborist | ST5020 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Auto Body Repairer | ST5030 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Code Compliance Technician | ST5040 | N | 502 | 12.40 | 25,797 | 13.95 | 29,022 | 15.50 | 32,246 | 17.05 | 35,471 | 18.60 | 38,696 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|--------|--------------------------|--------|--------------|--------|---------|--------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Community Center Aide | ST5050 | N | 502 | 12.40 | 25,797 | 13.95 | 29,022 | 15.50 | 32,246 | 17.05 | 35,471 | 18.60 | 38,696 |
| Courier | ST5060 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Cross Connection Technician | ST5070 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Custodian | ST5080 | N | 502 | 12.40 | 25,797 | 13.95 | 29,022 | 15.50 | 32,246 | 17.05 | 35,471 | 18.60 | 38,696 |
| Environmental Technician | ST5090 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Equipment Operator | ST5100 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Field Operations Crewleader | ST5110 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Field Services Representative | ST5120 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Fleet Crewleader | ST5130 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Fleet Mechanic I | ST5140 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Fleet Mechanic II | ST5150 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Gardener | ST5160 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Greenhouse Attendant | ST5170 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Helicopter Mechanic | ST5180 | N | 513 | 28.10 | 58,448 | 31.61 | 65,754 | 35.12 | 73,060 | 38.64 | 80,366 | 42.15 | 87,672 |
| Maintenance Worker | ST5190 | N | 502 | 12.40 | 25,797 | 13.95 | 29,022 | 15.50 | 32,246 | 17.05 | 35,471 | 18.60 | 38,696 |
| Pesticide Applicator | ST5200 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Property Control Attendant | ST5210 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Protective Gear Specialist | ST5220 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Public Events Attendant | ST5230 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Signs Fabricator | ST5250 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Skilled Trades Technician I | ST5260 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Skilled Trades Technician II | ST5270 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Sr Auto Body Repairer | ST5280 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Sr Equipment Operator | ST5290 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Sr Fld Services Representative | ST5300 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Sr Fleet Mechanic | ST5310 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Gardener | ST5320 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Sr Maintenance Worker | ST5330 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Sr Skilled Trades Technician | ST5340 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Water Systems Mechanic | ST5350 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|--------|--------------------------|--------|--------------|--------|---------|--------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Stagehand | ST5360 | N | 505 | 15.50 | 32,244 | 17.44 | 36,274 | 19.38 | 40,305 | 21.31 | 44,335 | 23.25 | 48,366 |
| Stagehand Crewleader | ST5371 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Traffic Services Worker | ST5380 | N | 502 | 12.40 | 25,797 | 13.95 | 29,022 | 15.50 | 32,246 | 17.05 | 35,471 | 18.60 | 38,696 |
| Traffic Systems Crewleader | ST5390 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Traffic Systems Technician I | ST5400 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Traffic Systems Technician II | ST5410 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Water Systems Mechanic I | ST5430 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Water Systems Mechanic II | ST5440 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Senior Arborist | ST5450 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Signal Systems Technician I | ST5460 | N | 504 | 14.39 | 29,933 | 16.19 | 33,675 | 17.99 | 37,417 | 19.79 | 41,158 | 21.59 | 44,900 |
| Signal Systems Technician II | ST5470 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Signal Systems Crewleader | ST5480 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Sports Field Monitor | ST5490 | N | 500 | 10.66 | 22,175 | 11.99 | 24,947 | 13.33 | 27,718 | 14.66 | 30,490 | 15.99 | 33,262 |
| Administrative Assistant | TC5010 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Asst Golf Professional | TC5020 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Asst Parts/Materials Supv | TC5030 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Combination Inspector | TC5040 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Construction Inspector I | TC5050 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Construction Inspector II | TC5060 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Consumer Health Specialist | TC5070 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Contract Compliance Technician | TC5080 | N | 503 | 13.36 | 27,788 | 15.03 | 31,262 | 16.70 | 34,735 | 18.37 | 38,209 | 20.04 | 41,683 |
| Development Inspection Spclst | TC5090 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Electronics Technician | TC5100 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Eligibility Specialist | TC5110 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Engineering Technician I | TC5120 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Engineering Technician II | TC5130 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Environmental Specialist | TC5140 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Facilities Planner | TC5150 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Fleet Coordinator | TC5160 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Gas Well Inspector | TC5170 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|--------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|--------|--------------------------|--------|--------------|--------|---------|--------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Graphic Artist | TC5180 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Helicopter Pilot | TC5190 | N | 513 | 28.10 | 58,448 | 31.61 | 65,754 | 35.12 | 73,060 | 38.64 | 80,366 | 42.15 | 87,672 |
| Housing Rehabilitation Tech I | TC5200 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Housing Rehabilitation Tech II | TC5210 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Human Services Specialist | TC5220 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Instrumentation/Elect Tech | TC5230 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| IT Communications Technician | TC5240 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| IT Help Desk Technician | TC5250 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| IT Operations Specialist | TC5260 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| IT PC Support Specialist | TC5270 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| IT Services Specialist | TC5280 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| IT Telecommunications Tech | TC5290 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Jury Coordinator | TC5300 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Library Assistant | TC5310 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Loan Services Representative | TC5320 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Media Services Specialist | TC5330 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Operation and Maintenance Tech | TC5340 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Planning Assistant | TC5350 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Plans Examiner | TC5360 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Public Events Coordinator | TC5370 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Security Systems Technician | TC5380 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Sr Combination Inspector | TC5400 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Sr Construction Inspector | TC5410 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Sr Consumer Health Specialist | TC5420 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Sr Engineering Technician | TC5430 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Sr Graphic Artist | TC5440 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Sr Instrumentation/Elect Tech | TC5451 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Sr IT Communications Tech | TC5460 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Sr IT Help Desk Technician | TC5470 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr IT Operations Specialist | TC5480 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|-------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|--------|--------------------------|--------|--------------|--------|---------|--------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Sr IT Services Specialist | TC5490 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr IT Telecommunications Tech | TC5500 | N | 511 | 24.22 | 50,372 | 27.24 | 56,668 | 30.27 | 62,965 | 33.30 | 69,261 | 36.33 | 75,558 |
| Sr Loan Services Rep | TC5510 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Plans Examiner | TC5520 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Sr Survey Technician | TC5530 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Water Systems Technician | TC5540 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Survey Technician | TC5550 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Utility Line Technician | TC5560 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| Veterinary Technician | TC5570 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Water Systems Sampler | TC5580 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Water Systems Specialist | TC5591 | N | 513 | 28.10 | 58,448 | 31.61 | 65,754 | 35.12 | 73,060 | 38.64 | 80,366 | 42.15 | 87,672 |
| Water Systems Technician I | TC5600 | N | 506 | 16.70 | 34,732 | 18.79 | 39,074 | 20.87 | 43,416 | 22.96 | 47,757 | 25.05 | 52,099 |
| Water Systems Technician II | TC5610 | N | 507 | 17.99 | 37,413 | 20.24 | 42,090 | 22.48 | 46,767 | 24.73 | 51,443 | 26.98 | 56,120 |
| IT Tech Support Analyst I | TC5620 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Neighborhood Services Liaison | TC5630 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Project Assistant | TC5640 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Asst Data Reporting Supv | TC5651 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| IT Programmer/Analyst I | TC5670 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Public Education Specialist | TC5680 | N | 510 | 22.48 | 46,762 | 25.29 | 52,608 | 28.10 | 58,453 | 30.91 | 64,298 | 33.72 | 70,144 |
| Recreation Programmer | TC5690 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Sr Human Services Specialist | TC5700 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Sr Recreation Programmer | TC5710 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |
| Teen Court Coordinator | TC5721 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Utility Coordinator | TC5730 | N | 508 | 19.38 | 40,301 | 21.80 | 45,339 | 24.22 | 50,376 | 26.64 | 55,414 | 29.06 | 60,452 |
| Volunteer Coordinator | TC5740 | N | 509 | 20.87 | 43,412 | 23.48 | 48,838 | 26.09 | 54,265 | 28.70 | 59,691 | 31.31 | 65,118 |

* Job Family Description is located in Job Code

| | |
|-------------------------------|----|
| Assistant Department Director | AD |
| Appointed Classification | AP |
| Clerical Classification | CL |

City of Fort Worth
FY2018 Salary Schedule (by Job Code)

| Job Title | Job Code* | FLSA Status | Grade | Minimum Quartile 1** | | Quartile 2** | | Midpoint Quartile 3** | | Quartile 4** | | Maximum | |
|-------------------------------|-----------|-------------|-------|-------------------------|--------|--------------|--------|--------------------------|--------|--------------|--------|---------|--------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Department Head | DH | | | | | | | | | | | | |
| Executive Classification | EX | | | | | | | | | | | | |
| Management Classification | MG | | | | | | | | | | | | |
| Professional Classification | PR | | | | | | | | | | | | |
| Public Safety Classification | PS | | | | | | | | | | | | |
| Service Trades Classification | ST | | | | | | | | | | | | |
| Technical / Para Professional | TC | | | | | | | | | | | | |

**** Quartiles**

Quartiles divide a salary range into four equal parts. Rates shown for each quartile indicate the beginning of that quartile. At times, salary increase eligibility may be partially dependent upon an employee's current quartile.

City of Fort Worth
FY2018 Salary Schedule (by Job Title)
Temporary Classifications

| Job Title | Job Code | FLSA Status | Grade | Minimum Quartile 1 | | Quartile 2 | | Midpoint Quartile 3 | | Quartile 4 | | Maximum | |
|-------------------------------|----------|-------------|-------|-----------------------|--------|------------|--------|------------------------|--------|------------|--------|---------|--------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| Account Clerk-Temporary Pool | PT5010 | N | n/a | | | | | | | | | | |
| Administrative Assistant-Temp | PT5020 | N | n/a | | | | | | | | | | |
| Administrative Secretary-Temp | PT5030 | N | n/a | | | | | | | | | | |
| Administrative Tech-Temporary | PT5040 | N | n/a | | | | | | | | | | |
| Adult Athletics Game Official | PT5050 | N | n/a | 20.00 per game | | | | | | | | | |
| Athletics Program Assistant | PT5100 | N | n/a | 12.50 | | | | | | | | | |
| Customer Service Rep (Typing) | PT5110 | N | n/a | | | | | | | | | | |
| Customer Service Rep-Temp | PT5120 | N | n/a | | | | | | | | | | |
| Engineering Tech - Temp | PT5130 | N | n/a | | | | | | | | | | |
| Extra Help | PT5140 | N | n/a | | | | | | | | | | |
| Fire Cadet | PT5150 | N | n/a | 9.98 | | | | | | | | | |
| Golf Cart Attendant | PT5360 | N | n/a | 8.00 | | | | | | | | | |
| Head Lifeguard | PT5160 | N | n/a | 11.00 | | | | | | | | | |
| Intern | PT5400 | N | n/a | | | | | | | | | | |
| Jc Office Aide II | PT5180 | N | n/a | | | | | | | | | | |
| Lifeguard | PT5200 | N | n/a | 10.00 | | | | | | | | | |
| Natural Scientist Assistant | PT5340 | N | n/a | | | | | | | | | | |
| Office Assist (Typing) -Temp | PT5210 | N | n/a | | | | | | | | | | |
| Office Assistant-Temp Pool | PT5220 | N | n/a | | | | | | | | | | |
| Police Cadet | PT5230 | N | n/a | 9.98 | | | | | | | | | |
| Police Reserve (volunteer) | PT5240 | N | n/a | | | | | | | | | | |
| Pool Attendant | PT5250 | N | n/a | 8.25 | | | | | | | | | |
| Pool/Lifeguard Manager | PT5260 | N | n/a | 12.50 | | | | | | | | | |
| Recreation Assistant | PT5390 | N | n/a | | | | | | | | | | |
| Recreation Instructor | PT5380 | N | n/a | | | | | | | | | | |
| Site Supervisor | PT5370 | N | n/a | 12.00 | | | | | | | | | |
| Sr Customer Service Rep-Temp | PT5290 | N | n/a | | | | | | | | | | |
| Video Technician | PT5350 | N | n/a | | | | | | | | | | |
| Youth Athletics Game Official | PT5320 | N | n/a | 20.00 per game | | | | | | | | | |
| Youth Track Assistant | PT5330 | N | n/a | 7.25 | | | | | | | | | |

**City of Fort Worth
FY2018 Salary Schedule (by Job Title)**

Mayor, Council, and Council Aide

| Job Title | Job Code | FLSA Status | Grade | Minimum Quartile 1 | | Quartile 2 | | Midpoint Quartile 3 | | Quartile 4 | | Maximum | |
|---------------------|----------|-------------|-------|-----------------------|--------|------------|--------|------------------------|--------|------------|--------|---------|--------|
| | | | | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual | \$/hr | Annual |
| City Council Member | MC1011 | E | n/a | | 25,000 | | | | | | | | |
| Council Aide | MC1021 | E | n/a | 28.84* | | | | | | | | | |
| Mayor | MC1031 | E | n/a | | 29,000 | | | | | | | | |
| Mayor Pro Tem | MC1041 | E | n/a | | 25,000 | | | | | | | | |

*Effective 12/23/2017

CITY OF FORT WORTH
Fire Civil Service Classifications
Salary Schedule for FY 2017 - 2018

| CODE | TITLE | SCH | Base Pay | Base + 1 | Base + 2 | Base + 3 | Base + 4 | Base + 5 | Base + 6 | Base + 7 | Base + 8 | Base + 9 | Base + 14 |
|------|----------------------|--------|----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| | | | | (1st Year) | (2nd Year) | (3rd Year) | (4th Year) | (5th Year) | (6th Year) | (7th Year) | (8th Year) | (9th Year) | (14th Year) |
| | | | STEP 1 | STEP 2 | STEP 3 | STEP 4 | STEP 5 | STEP 6 | STEP 7 | STEP 8 | STEP 9 | STEP 10 | STEP 11 |
| 1032 | FIRE FIGHTER | HR | 25.71 | 26.98 | 28.33 | 29.75 | 32.17 | 33.77 | 33.77 | 33.77 | 33.77 | 34.76 | 35.74 |
| | | Annual | 53,477 | 56,118 | 58,926 | 61,880 | 66,914 | 70,242 | 70,242 | 70,242 | 70,242 | 72,301 | 74,339 |
| 1031 | FIRE ENGINEER | HR | | | 34.18 | 35.89 | 36.97 | 36.97 | 36.97 | 36.97 | 36.97 | 38.05 | 39.12 |
| | | Annual | | | 71,094 | 74,651 | 76,898 | 76,898 | 76,898 | 76,898 | 76,898 | 79,144 | 81,370 |
| 1030 | FIRE LIEUTENANT | HR | | | | | 38.65 | 40.57 | 40.57 | 40.57 | 40.57 | 41.75 | 42.93 |
| | | Annual | | | | | 80,392 | 84,386 | 84,386 | 84,386 | 84,386 | 86,840 | 89,294 |
| 1029 | FIRE CAPTAIN | HR | | | | | | | 43.08 | 45.23 | 45.23 | 46.55 | 47.86 |
| | | Annual | | | | | | | 89,606 | 94,078 | 94,078 | 96,824 | 99,549 |
| 1028 | FIRE BATTALION CHIEF | HR | | | | | | | | | 49.22 | 53.19 | 54.69 |
| | | Annual | | | | | | | | | 102,378 | 110,635 | 113,755 |

Note:

Step 6 includes additional 3%

Step 11 includes additional 6%

Step 12 includes additional 9%

Across the Board (ATB) Pay Raise Percentages:

FY2014/2015 0.00% Effective first pay period of FY 2014/2015

FY2015/2016 2.20% Effective first pay period of FY 2015/2016

FY2016/2017 2.20% Effective first pay period of FY 2016/2017

FY2017/2018 3.00% Effective first pay period of FY 2017/2018

CITY OF FORT WORTH
Fire Civil Service Classifications
Salary Schedule for FY 2017 - 2018

| CODE | TITLE | SCH | Base Pay | Base + 1 | Base + 2 | Base + 3 | Base + 4 | Base + 5 | Base + 6 | Base + 7 | Base + 8 | Base + 9 | Base + 14 |
|-------------|-----------------------------|---------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|
| | | | STEP 1 | STEP 2 | STEP 3 | STEP 4 | STEP 5 | STEP 6 | STEP 7 | STEP 8 | STEP 9 | STEP 10 | STEP 11 |
| | 56 HOUR SCHEDULE | | | | | | | | | | | | |
| 1032 | FIRE FIGHTER | HR | 18.36 | 19.27 | 20.24 | 21.25 | 22.98 | 24.12 | 24.12 | 24.12 | 24.12 | 24.83 | 25.53 |
| | | Annual | 53,477 | 56,118 | 58,926 | 61,880 | 66,914 | 70,242 | 70,242 | 70,242 | 70,242 | 72,301 | 74,339 |
| 1031 | FIRE ENGINEER | HR | | | 24.41 | 25.64 | 26.41 | 26.41 | 26.41 | 26.41 | 26.41 | 27.18 | 27.94 |
| | | Annual | | | 71,094 | 74,651 | 76,898 | 76,898 | 76,898 | 76,898 | 76,898 | 79,144 | 81,370 |
| 1030 | FIRE LIEUTENANT | HR | | | | | 27.61 | 28.98 | 28.98 | 28.98 | 28.98 | 29.82 | 30.66 |
| | | Annual | | | | | 80,392 | 84,386 | 84,386 | 84,386 | 84,386 | 86,840 | 89,294 |
| 1029 | FIRE CAPTAIN | HR | | | | | | | 30.77 | 32.31 | 32.31 | 33.25 | 34.19 |
| | | Annual | | | | | | | 89,606 | 94,078 | 94,078 | 96,824 | 99,549 |
| 1028 | FIRE BATTALION CHIEF | HR | | | | | | | | | 35.16 | 37.99 | 39.06 |
| | | Annual | | | | | | | | | 102,378 | 110,635 | 113,755 |

Notes:
Step 5 includes additional 3%
Step 10 includes additional 6%
Step 11 includes additional 9%

Across the Board (ATB) Pay Raise Percentages:
FY2014/2015 0.00% Effective first pay period of FY 2014/2015
FY2015/2016 2.20% Effective first pay period of FY 2015/2016
FY2016/2017 2.20% Effective first pay period of FY 2016/2017
FY2017/2018 3.00% Effective first pay period of FY 2017/2018

**City of Fort Worth
Fire Civil Service Appointed Classifications
Salary Schedules**

FY 2017-2018

| <u>Job Code</u> | <u>Title</u> | <u>Grade</u> | | <u>Minimum</u> | <u>Maximum</u> |
|------------------------|---------------------------|---------------------|--------|-----------------------|-----------------------|
| 1532 | Fire Deputy Chief (40 hr) | Y07 | HR | \$59.14 | \$68.59 |
| | | | Annual | \$123,003 | \$142,674 |
| | Fire Deputy Chief (56 hr) | Y07 | HR | \$42.24 | \$49.00 |
| | | | Annual | \$123,003 | \$142,674 |
| 1027 | Fire Assistant Chief | Y08 | HR | \$66.44 | \$77.07 |
| | | | Annual | \$138,194 | \$160,311 |

Notes:

Assistant Chief and Deputy Chief salary range changes contingent upon changes to General Employee salary structures

Police Civil Service Classifications

FY 2017/2018

| Key | Title | Base Pay Step 1 | 1st Year 2 | 2nd Year 3 | 3rd Year 4 | 4th Year 5 | 6th Year 6 | 8th Year 7 | 10th Year 8 | 12th Year 9 | 14th Year 10 | 16th Year 11 | |
|-----|-------------------------------|--------------------|-----------------|-----------------|-----------------|-----------------|-------------------|-------------------|-------------------|-------------------|-----------------|------------------|-----------------|
| X03 | Police Officer | Base Pay 27.76 | Base+1 29.14 | Base+2 30.60 | Base+3 32.13 | Base+4 33.73 | Base+5 34.57 | Base+6 35.44 | Base+7 36.32 | Base+8 37.23 | Base+9 39.09 | Base+10 41.11 | |
| X04 | Police Corporal 4 Years | | | | | | 4th Year 5 | 6th Year 6 | 8th Year 7 | 10th Year 8 | 12th Year 9 | 14th Year 10 | 16th Year 11 |
| | | | | | | | Base Pay 37.24 | Base+1 38.17 | Base+2 39.12 | Base+3 40.09 | Base+4 41.10 | Base+5 43.16 | Base+6 45.38 |
| | | | | | | | | | | | | | |
| X07 | Police Sergeant 7 Years | | | | | | | 7th Year 6 | 8th Year 7 | 10th Year 8 | 12th Year 9 | 14th Year 10 | 16th Year 11 |
| | | | | | | | | Base Pay 42.09 | Base+1 43.14 | Base+2 44.21 | Base+3 45.32 | Base+4 47.58 | Base+5 50.01 |
| | | | | | | | | | | | | | |
| X08 | Police Lieutenant 10 Years | | | | | | | | 10th Year 8 | 12th Year 9 | 14th Year 10 | 16th Year 11 | |
| | | | | | | | | | Base Pay 48.71 | Base+1 49.93 | Base+2 52.43 | Base+3 55.13 | |
| | | | | | | | | | | | | | |
| X09 | Police Captain 13 Years | | | | | | | | | 13th Year 9 | 14th Year 10 | 16th Year 11 | |
| | | | | | | | | | | Base Pay 55.07 | Base+1 57.83 | Base+2 60.77 | |
| | | | | | | | | | | | | | |

1. NOTES

Across the Board (ATB) Pay Raise Percentages:

FY2017/2018 2.00% Effective the first full pay period after October 1, 2017

City Profile

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. The city is a cultural gateway into the American West and covers nearly 300 square miles.

Fort Worth was established as a frontier army post in 1849 by Major Ripley Arnold and named after 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 1.8 million people. Fort Worth's economy has always been associated with cattle, oil, finance and manufacturing. Since World War II, Fort Worth has also become an aerospace, education, high-tech, transportation and industry service center. For the third time in nearly half a century, Fort Worth was named one of the National Civic League's *All American Cities* in 2011. Fort Worth also won the award in 1964 and 1993.

GOVERNMENT

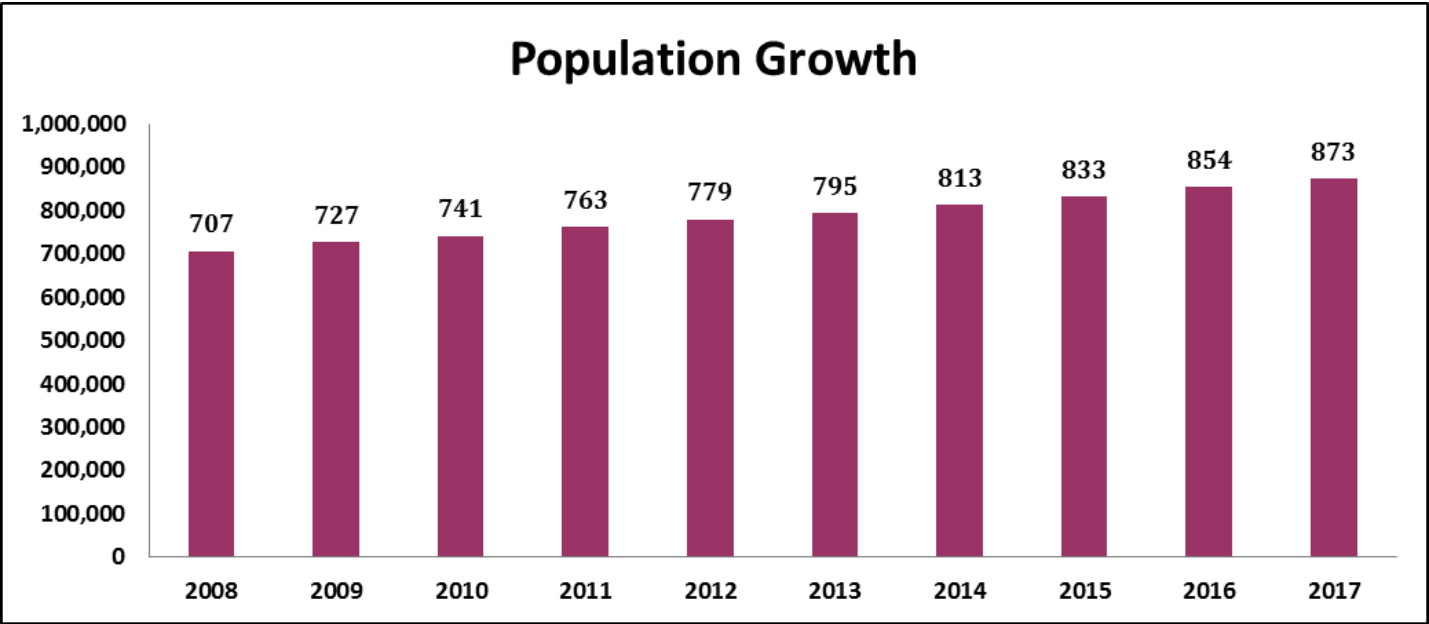
Fort Worth operates under the Council-Manager form of municipal government. A mayor chosen at-large by popular vote and an eight-member, single-district council are elected to two-year terms. In turn, the Mayor and City Council appoint the City Manager who is the chief administrative and executive officer. The City Council is also responsible for the appointment of the City Attorney, municipal judges, City Secretary, and the City Auditor.

AREA AND POPULATION

According to the U.S. Census Bureau, Fort Worth was the fastest growing large city with more than 500,000 in population growth between 2000 and 2010. The 2010 Census count for Fort Worth is 744,973. From 2000 to 2010, Fort Worth's total population increased by 209,000 persons. This represents an average annual increase of approximately 20,900 persons and a growth rate of 3.4% per year. Since the 2010 Census, the population has increased at a slower rate than it did during the 2000s. According to the U.S. Census Bureau, the 2016 population estimate for Fort Worth is 854,113, an increase of 109,140 persons since the April 1, 2010 Census. This represents an average annual growth rate of 2.3%. This growth rate is similar to the growth Fort Worth experienced in the 1990s when total population increased from 447,619 in 1990 to 534,694 in 2000, an annual average growth rate of approximately 2%. If growth continues at this rate, the City's population is expected to exceed one million people by 2030.

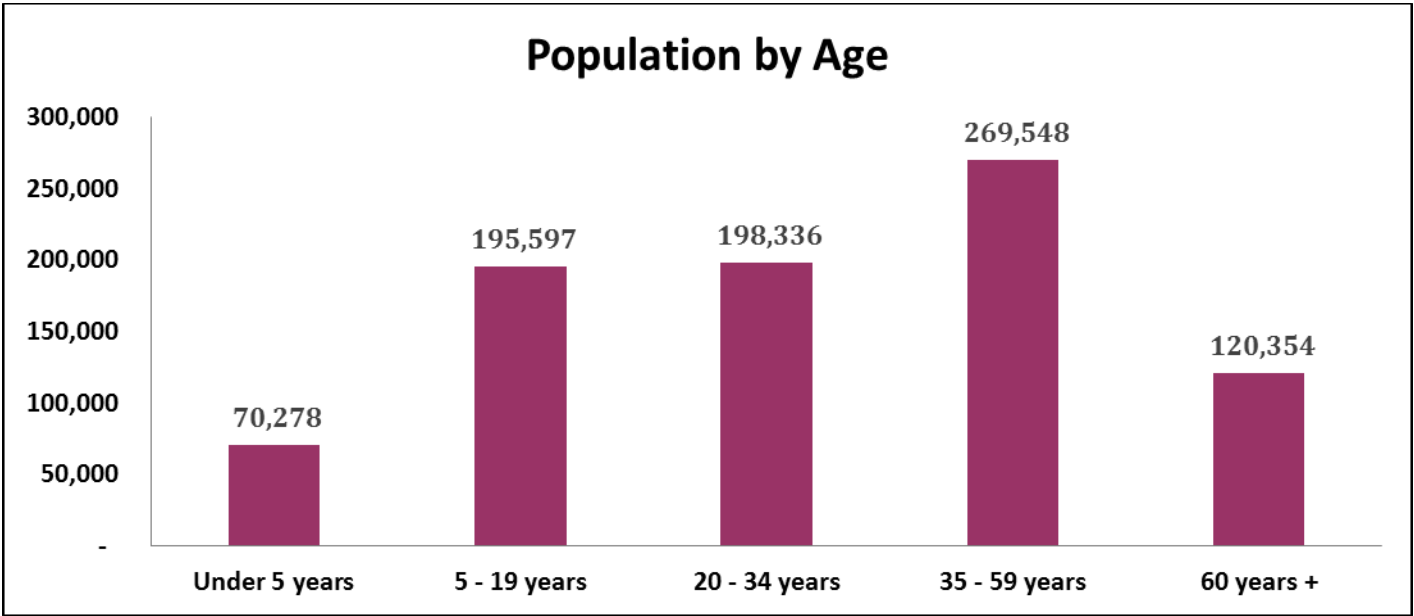
The chart below shows Fort Worth's population growth over the last decade.

City Profile

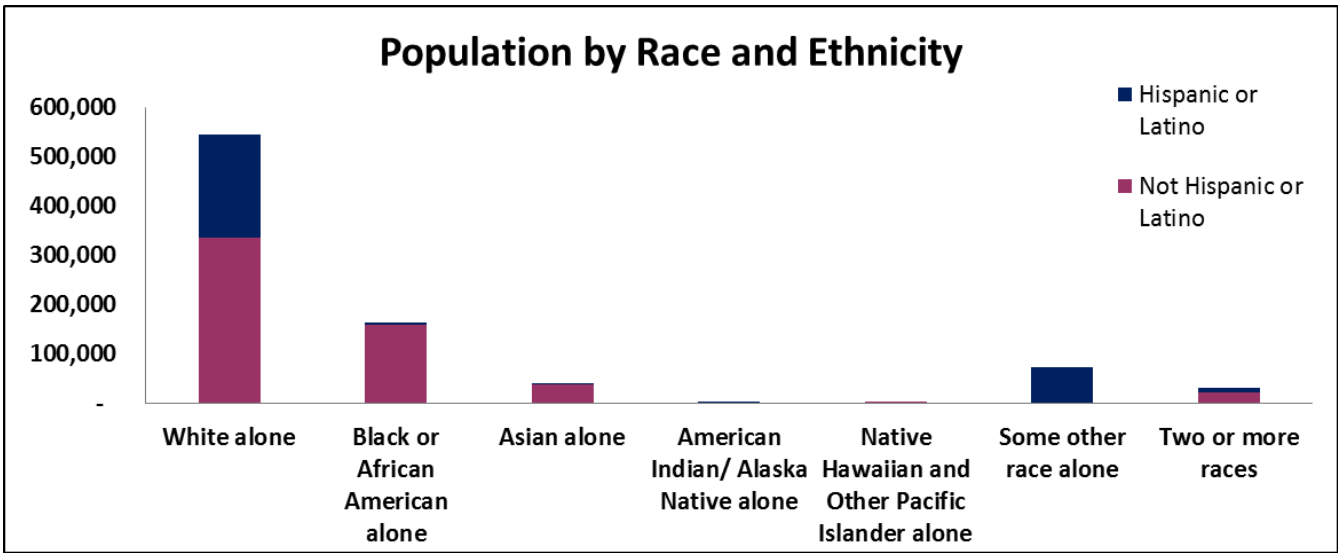
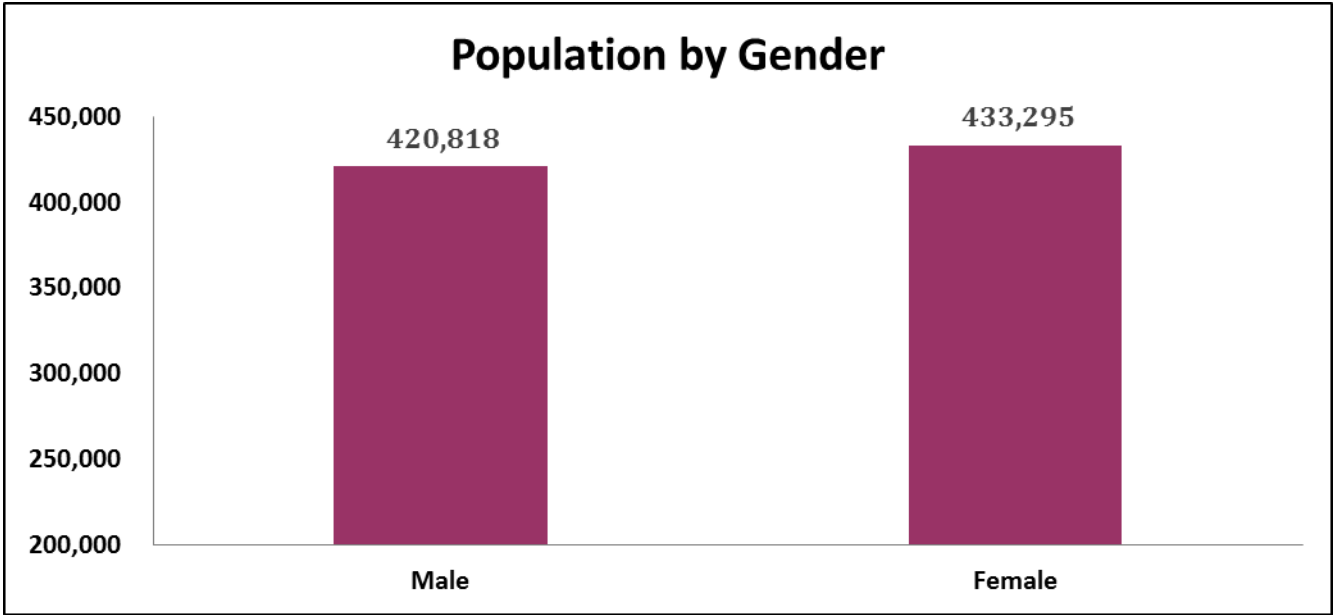


Source: U.S. Census Bureau

According to the 2016 American Community Survey and U.S. Census Bureau estimates, Fort Worth’s population by age, gender and race/ethnicity is distributed as follows (as of June 2016):



City Profile



Source: U.S. Census Bureau, 2016 American Community Survey, 1-Year Estimates

TRANSPORTATION

The Dallas/Fort Worth International Airport (the "Airport" or “DFW”) is the third busiest airport in the world in terms of logistical operations and ranks 9th 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 halfway between the cities of Dallas and Fort Worth, Texas. DFW International offers 1,850 flights per day and serves more than 63 million passengers per year. DFW provides non-stop service to 149 domestic and 56 international destinations worldwide. For seven consecutive years, DFW has ranked in the top ten for customer service among large airports worldwide in surveys conducted by Airports Council International.

City Profile

In addition, the City owns three general aviation airports, each with all-weather capability. Meacham International Airport is centrally located 5 miles from downtown Fort Worth and is equipped with parallel runways, the longest of which is a 7,500 ft. runway. Fort Worth Spinks Airport, a general aviation airport located along I-35 in the south portion of the City is equipped with a 6,000 ft. runway. Alliance Airport is located on I-35 to the north, serves the needs of industrial, business and general aviation users, and is equipped with a 9,600 ft. runway and an 11,000 ft. runway. Alliance Airport is home to the annual Bell Helicopter Fort Worth Alliance Air Show. These three airports combined handled 331,714 operations in fiscal year 2017.

Three interstate highways (Interstate 20, Interstate 30 and Interstate 35), combined with five federal and four state highways provide all-weather routes within the Fort Worth area and 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. The relocation project was completed in 2001 and will promote redevelopment of Lancaster Avenue, 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, BNSF (Burlington Northern/Santa Fe Railroad), has its corporate headquarters in Fort Worth. Rail passenger service is provided through Fort Worth, including AMTRAK service on the Texas Eagle to Chicago, St. Louis, Little Rock, Dallas, San Antonio and Los Angeles and on the Heartland Flyer to Oklahoma City. 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 Lines, Inc. furnishes Fort Worth with transcontinental bus passenger service.

EDUCATION

The Fort Worth Independent School District serves a major portion of Fort Worth. The 143 schools in the District operate on the 5-3-4 plan in which the elementary schools (83) teach grades 1-5; middle schools and sixth-grade centers (24), grades 6-8; and senior high schools (19), grades 9-12. The District also has 17 special campuses. The Fort Worth School District employs 5,816 classroom teachers (full-time equivalents) to instruct over 86,000 students. Special education programs are provided for the blind, handicapped, mentally disabled, brain-injured, emotionally disturbed, and those who require speech and hearing therapy in seven special schools. Vocational training is provided at the secondary level for the educable mentally disabled. 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 eight other districts. Aledo ISD serves the new Walsh development in west Fort Worth, and the Mary D. and F. Howard Walsh Elementary school opened in August 2017.

Tarrant County has 42 college and university campuses with an enrollment of more than 100,000 students in both undergraduate and graduate programs. Included in these colleges and universities are: Southwestern Baptist Theological Seminary; Tarleton State University-Fort Worth Campus; Tarrant County College- Trinity River, South, Northeast, Southeast, and Northwest Campuses; Texas Christian University; Texas Wesleyan University; Texas A&M University School of Law; the University of Texas at Arlington; and the University of North Texas

City Profile

Health Science Center. The TCU and UNTHSC School of Medicine is scheduled to open in July 2019 and will have classes on both university campuses.

HEALTH SERVICES

With award-winning medical care and community-wide wellness programs, Fort Worth offers the full spectrum of health options and medical care. Fort Worth's Medical District houses the region's single largest concentration of medical jobs. Each of the award-winning six major hospitals in Fort Worth functions as a lead institution for a network of health care facilities, providing the full range from acute care to neighborhood clinics and affiliated physicians. Fort Worth hospitals have received awards and recognition for their specialties, from the Level 1 Trauma Center and Comprehensive Level 1 Stroke Center at John Peter Smith Hospital; to the award winning general services offered by Texas Health Harris Methodist Hospital, ranked number 5 in the Dallas-Fort Worth region overall by US News and World Report 2017-2018 Hospital Rankings; to the specialized care offered by Cook Children's, with top rankings for children's cancer treatment, cardiology, neurology, and orthopedics.

Throughout Tarrant County there are approximately 44 conveniently located hospitals with nearly 5,837 beds, including one children's hospital licensed for 457 beds and four public hospitals.

MILITARY

Fort Worth is the home of the Naval Air Station (NAS) Fort Worth, Joint Reserve Base, a navy reserve base since October 1994. Fort Worth has a proud history of supporting military facilities, missions, and families back to the establishment of the early fort that gave the city its name and Camp Bowie during World War I. Today, NASFW JRB operates approximately 40 separate commands with over 10,000 active duty military, Guardsmen, Reservists, and civilian employees. The Texas Comptroller estimates that the NAS contributes \$6.6 Billion to the Texas economy through over 47,000 direct and indirect jobs. Service, retail, and construction businesses around the base continue to grow to serve the region. Within the base, the PX 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 Naval Air Station Fort Worth, Joint Reserve Base has the capacity for additional units. In the near future, multiple additional missions are expected to move to the base from other stations which will increase its economic influence. Housing units will be needed for the growth in direct and indirect employment. Multiple infrastructure projects including recently improved access onto the base and the planned redevelopment of major roads further the investment in the area. As a major cultural, social, and economic core in the region, the City of Fort Worth and surrounding cities continue to fully support the health of the base and the strength of its missions.

THE ECONOMY

Fort Worth is consistently ranked among the top places in the nation to live, work, and play. With a growing workforce, top educational facilities, low cost of doing business, high quality of life, and prime location and climate, the city is an attractive choice for companies looking to expand their operations.

City Profile

Major employers in Fort Worth include AMR/American Airlines (1), Lockheed Martin, JPS Health Network, Cook Children's Healthcare System, Tarrant County, NAS Fort Worth Joint Reserve Base, Fort Worth Independent School District, Texas Health Harris Methodist Fort Worth Hospital, Alcon Laboratories, City of Fort Worth, Bell Helicopter, and Genco ATC. Manufacturing and distribution remains an important part of the Fort Worth economy. The list of companies in distribution and manufacturing operations include Acme Brick, Alcon Labs, Allied Electronics, ATC Logistics & Electronics, Haggar Clothing, Federal Express, J.C. Penney's, Mother Parker's Tea and Coffee, Coca-Cola Enterprises, Ben E. Keith Co., Miller Coors LLC, Williamson-Dickie, Pratt Industries USA, Inc., NGC Renewables, LLC, Carolina Beverage Group, LLC, GE Manufacturing Solutions, and The Dannon Company.

A released economic impact study by The Perryman Group credits oil and natural gas exploration for adding \$11.8 billion in gross product per year and more than 107,650 permanent jobs to the North Texas region. Oil and gas production, driven by the Barnett Shale, has provided a number of economic benefits from exploration, drilling and related activity. Covering approximately 5,000 square miles and 25 counties the annual tax impact is about \$480.6 million to municipalities, counties and other governmental entities, as well as \$644.7 million to the state of Texas. The Barnett Shale has yielded over 15 trillion cubic feet of natural gas with about 18,000 wells in the shale since 2001. That's 66 percent more than the 9 trillion cubic feet in 2011 and despite only 19 rigs operating in the Barnett as of September 1, 2014. The study credited almost 40 percent of the region's incremental growth since 2001 as a direct result of Barnett Shale activity. Despite tepid pricing for natural gas and the recent decision by XTO to consolidate their Fort Worth offices in new facilities in The Woodlands, the energy industry remains a strong and important segment of the local and regional economy.

The City's industry clusters remain diverse with trade, transportation, and utilities making up the largest percentage of the Fort Worth-Arlington Metropolitan Division (MD) industry composition at 24%. Since 2010, trade, transportation, and utilities companies have grown considerably adding over 41,500 jobs to the area. Education and health services, manufacturing, retail trade, professional and business services, and leisure and hospitality are also large sectors, comprising 13.0%, 9.2%, 11.4%, 11.0%, and 11.4% of the Fort Worth's workforce, respectively. Emerging economic sectors include aerospace manufacturing and design, life sciences delivery and innovation, geotechnical engineering, and transportation innovation.

There are over 41,313 registered business firms in the Fort Worth-Arlington MD. About 50% of these businesses are small to mid-size firms that employ anywhere from one to 249 individuals, which highlights the continued importance of small business development. Large business firms with over 1,000 employees make up the other half of the area's workforce.

LABOR FORCE

The Fort Worth-Arlington MD boasts a strong labor force of 1.2 million that continues to grow. The Fort Worth-Arlington MD has experienced positive annual employment growth since summer 2010. The unemployment rate of 3.9% is still less than the 4.5% state unemployment rate and the 4.5% national unemployment rate through August 2017.

City Profile

The chart below shows annual labor force data for the City of Fort Worth, the Dallas-Fort Worth Metropolitan Statistical Area and Tarrant County, with 2017 representing statistics from August 2017.

| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| City of Fort Worth | | | | | | | | | | | |
| Labor Force | 314,976 | 323,314 | 332,419 | 357,927 | 369,718 | 377,123 | 384,613 | 389,778 | 392,415 | 401,327 | 409,860 |
| Unemployed | 14,020 | 16,210 | 25,879 | 28,441 | 27,628 | 24,301 | 22,880 | 19,200 | 16,277 | 16,764 | 17,114 |
| Unemployment Rate | 4.5% | 5.0% | 7.8% | 7.9% | 7.5% | 6.4% | 5.9% | 4.9% | 4.1% | 4.2% | 4.2% |
| Dallas-Fort Worth-Arlington MSA | | | | | | | | | | | |
| Labor Force | 3,106,964 | 3,146,487 | 3,187,001 | 3,300,761 | 3,374,414 | 3,420,186 | 3,478,198 | 3,529,700 | 3,571,049 | 3,684,673 | 3,773,579 |
| Unemployed | 132,080 | 153,563 | 248,383 | 266,593 | 255,271 | 225,014 | 211,077 | 177,359 | 145,176 | 141,818 | 146,743 |
| Unemployment Rate | 4.3% | 4.9% | 7.8% | 8.1% | 7.6% | 6.6% | 6.1% | 5.0% | 4.1% | 3.8% | 3.9% |
| Tarrant County | | | | | | | | | | | |
| Labor Force | 868,680 | 880,826 | 896,305 | 924,951 | 950,514 | 966,259 | 982,665 | 989,350 | 988,324 | 1,008,020 | 1,029,305 |
| Unemployed | 36,823 | 42,048 | 68,936 | 75,375 | 71,788 | 62,944 | 59,105 | 49,672 | 41,104 | 39,774 | 40,502 |
| Unemployment Rate | 4.2% | 4.8% | 7.7% | 8.1% | 7.6% | 6.5% | 6.0% | 5.0% | 4.2% | 3.9% | 3.9% |

Source: Texas Workforce Commission, Labor Market Information

TOURISM

Tourism is an important contributor to the local economy. More than 6.5 million people visit each year for business and leisure, generating a \$2.3 billion annual economic impact, according to the Fort Worth Convention & Visitors Bureau (FWCVB). This activity supports nearly 23,000 jobs in the local hospitality industry. Tax revenue generated by visitor spending contributes to city projects, saving the average household approximately \$598 per year. The city has seen significant growth in the number of visitors from within the region and from other nations through DFW International Airport. In addition to conventions, visitors are drawn here by authentic experiences, western heritage, performing and visual arts, dynamic food scene and quality of life. The City's neighborhoods and districts drawing high interest include downtown and Sundance Square, the Cultural District, Near Southside, Panther Island and the Stockyards National Historic District. The Stockyards features the Fort Worth Herd, the world's only twice-daily cattle drive owned and operated by the Fort Worth Convention and Visitors Bureau. In response to growing demand for conventions and leisure visits, Fort Worth is planning to add more than 1,400 hotel rooms downtown in the next five years.

Sundance Square and Downtown Fort Worth, Inc. (DFWI) is a nonprofit organization dedicated to the promotion and redevelopment of downtown Fort Worth. Coordinated efforts by DFWI have resulted in new entertainment, housing, and retail facilities throughout downtown Fort Worth. The City joined this partnership in 1995 with the creation of the Downtown Tax Increment Financing District in order to provide public infrastructure to support the private investment within this development.

The Alliance Texas development in far north Fort Worth has continued its growth and added thousands of jobs since the recession. Employment at the 18,000-acre development, which includes the huge logistics park, subdivisions, shopping centers, and the Circle T Ranch, topped 37,000 in 2014. The Fort Worth Convention Center is located in the heart of Downtown Fort Worth and is surrounded by hotels, restaurants, shopping and nightlife. According to the Convention and Visitor's Bureau in FY 2017 the Fort Worth Convention Center hosted 65 International, National and State Conventions that produced 114,585 room nights for various hotels and generated

City Profile

\$149,520,144 in economic impact for the City. The total number of events held in the building was 142 with attendance of 721,980. The Will Rogers Memorial Center, located two miles west of downtown in the Cultural District, draws 2.4 million visitors per year from all 50 U.S. states, Canada, Mexico and many other countries and plays host to some of the top international equestrian competitions. This 135-acre event facility was recently named one of the 8 Best Equestrian Facilities in America by the Sports Planning Guide and continues to expand with construction of the new Dickies Arena, due to open in late 2019.

CITY DEVELOPMENTS

The City of Fort Worth is in the process of finalizing an economic development strategic plan that is designed to guide City economic development priorities for the coming five years and beyond. The plan delivered key insights into the competitiveness of Fort Worth compared to other regions across the United States and abroad and provided focused recommendations on industry targets and tactical measures aimed at increasing the economic vitality and industrial strength of Fort Worth and the surrounding region.

Dickies Arena, which is scheduled to open November 2019, is under construction on the Will Rogers Memorial Center campus. The arena will attract a wide variety of high-quality entertainment options to the Fort Worth area including concerts, sporting events and family shows, as well as host the month-long Fort Worth Stock Show and Rodeo. In addition to exciting entertainment and sporting events, Dickies Arena will have the capacity to accommodate conventions, exhibit events, business meetings and private receptions with flexible meeting and event spaces ranging in size from 685 square feet to 91,315 square feet.

Encore Multifamily, LLC, a subsidiary of the Dallas-based Encore Enterprises, Inc., is officially under contract to break ground on the first private development on Panther Island. The thoughtfully designed 233,198 square-foot multi-family community will feature creative solutions to connect the streetscape to the Riverwalk environment planned for the district. Residents will be able to enjoy exceptional amenities including waterfront balconies, an infinity pool with cascading waterfalls, a state-of-the-art fitness facility and a top floor lounge that will feature the most dynamic views of downtown. Located at the intersection of 4th Street and North Main Street, residents at the 300-unit community will be walking distance to Panther Island Brewing, Coyote Drive-In and Panther Island Pavilion.

Fort Worth Heritage Development, LLC will construct a mixed-use redevelopment and new development project located in the historic Fort Worth Stockyards. The project will comprise approximately one million square feet of space consisting of a hotel, retail, restaurants, office and residential apartment units, among other uses. The development will be constructed in three phases through December 2025.

Clearfork is a 270 acre, multi-phase development project that ultimately will incorporate 2 million square feet of office space, 1.2 million square feet of retail, dining and entertainment, and 2,500 multifamily residential units at completion. The first phase of development is complete, with construction ongoing for subsequent phases.

City Profile

The City of Fort Worth's Local Development Corp. recently completed a five-story, mixed-use Pinnacle Bank Place downtown. The ground floor consists of bank offices and retail. The four floors above have 130 apartments. In addition, the project includes a parking garage on the back of the project. The building, located on West Lancaster Avenue between Jennings and Throckmorton streets, opened in early 2017 and has already brought significant activity to the area with the addition of the property's residents.

Facebook recently opened a large \$1-billion-plus data center in Fort Worth. The data center is located in the Alliance Corridor in north Fort Worth. The new data center is located at the corner of Park Vista Blvd. and State Highway 170 and ultimately consist of five 250,000-square-foot buildings on a 110-acre site. Construction on the first phase was recently completed, and the development of future phases has been accelerated.

Smith & Nephew Inc. has leased a 55,000-square-foot building at Chisholm Trail Parkway and Clearfork Main Street. The firm has made Fort Worth the U.S. headquarters of its Advanced Wound Management division. The London-based maker of wound care and surgical products agreed to add 80 positions to its local staff by Dec. 31, 2021, pushing total staffing to 250, with an \$85,000 average salary for all full-time employees.

Tanger Outlets is constructing a 350,000 square foot shopping center in north Fort Worth across from Texas Motor Speedway. Tanger plans to invest \$70 million to build the shopping center. Tanger Outlets plans to employ 350 full time employees by December 31, 2019.

Detroit-based Title Source, the largest independent provider of title insurance, property valuations and settlement services in the nation, will move its Denton office to a new location in Fort Worth. The new 10,000-square-foot office is located at Hillwood Commons 1, 9800 Hillwood Parkway in north Fort Worth.

Construction is underway on Frost Tower at 640 Taylor Street downtown. The \$115 million, 25-story office tower will have ground-floor retail space and 15 floors of parking, including 4 underground. It will have an additional 14 floors of office, residential and restaurant space. It will be the new headquarters for Fort Worth-based oil and gas company Jetta Operating and a regional financial center for Frost Bank, with remaining space leased to other tenants.

Downtown Fort Worth's historic Sinclair Building is being transformed into an upscale 165-room Marriott Autograph Collection hotel, and the empty and former Hilton Annex will be made over into corporate apartments. Also under redevelopment by the same development group, the adjacent Sanger Bros. Building recently completed a full refurbishment and update of existing office space and is readying the first two floors of the building to house CVS Pharmacy. Additional improvements to the building include facade and streetscape improvements, ground-floor retail, one floor of meeting and banquet space that connects to the hotel by sky bridge, a spa, a potential office remodel, conversion of some empty space to house data centers, and conversion of more space for hotel services. The first and second phases are expected to be completed by December 31, 2017 and December 31, 2019. The Sinclair project must create 100 permanent jobs.

City Profile

Catalyst Urban Development plans to construct a 240-unit apartment project near Lancaster Avenue and Cherry St., to be known as the Burnett Lofts. The project, anticipated to involve at least \$34 million in investment will also feature \$6,000 square feet of retail.

Niles City Resorts recently announced plans to invest \$21 million for the construction of a minimum 140-room 4-star hotel in the Fort Worth Stockyards. Located on the historic site of the former Armour packing plant, the project will be known as the Armour Hotel.

MISCELLANEOUS

Water, sewer and solid waste services are furnished by the City of Fort Worth and natural gas service is provided by Atmos Energy. Electricity, telephone and other service utilities are provided by various providers.

The Fort Worth Public Library system consists of a Central Library, 12 branch libraries, one job education center and two satellite libraries that are located in public housing developments. Additionally, the City has inter-local agreements with six of the surrounding suburban communities to share library resources and services. The Central Library, open 52 hours and seven days a week, is the flagship of the system. Branches operate 40 hours each week, including Saturdays.

Construction has begun on the Golden Triangle Library which is scheduled for completion in the fall of 2018 and an architectural firm has been selected for the Eastside Library which is scheduled for completion in the fall of 2019. Both libraries are funded in the 2014 bond program.

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. Will Rogers Memorial Center is located in the heart of Fort Worth's Cultural District and includes Will Rogers Coliseum Auditorium, the new Multi-Purpose Equestrian Center and Amon G. Carter Jr. Exhibits Building.

The Nancy Lee and Perry R. Bass Performance Hall, now recognized as one of the best performance halls in the world, is a state-of-the-art \$70 million performing arts hall funded entirely from private donations.

City Profile

CITY OF FORT WORTH BUILDING PERMITS

| Fiscal Year Ended 9/30 | Number of Issued Building Permits by Type | | | | |
|---------------------------------|---|------------|-----------|----------|---------|
| | New * | New | Additions | Remodels | TOTAL |
| | Residential | Commercial | | | PERMITS |
| FY2008 | 5,351 | 1,076 | 1,030 | 4,351 | 11,808 |
| FY2009 | 3,756 | 597 | 981 | 4,346 | 9,680 |
| FY2010 | 3,891 | 669 | 819 | 4,595 | 9,974 |
| FY2011 | 3,433 | 721 | 949 | 4,707 | 9,810 |
| FY2012 | 3,861 | 779 | 788 | 4,575 | 10,003 |
| FY2013 | 4,540 | 835 | 676 | 4,525 | 10,576 |
| FY2014 | 4,828 | 1,031 | 646 | 4,330 | 10,835 |
| FY2015 | 5,260 | 857 | 603 | 4,602 | 11,322 |
| FY2016 | 4,899 | 1,061 | 586 | 5,779 | 12,325 |
| FY2017 | 6,138 | 1,058 | 576 | 5,679 | 13,443 |

Source: Planning and Development Department, City of Fort Worth, 2017.

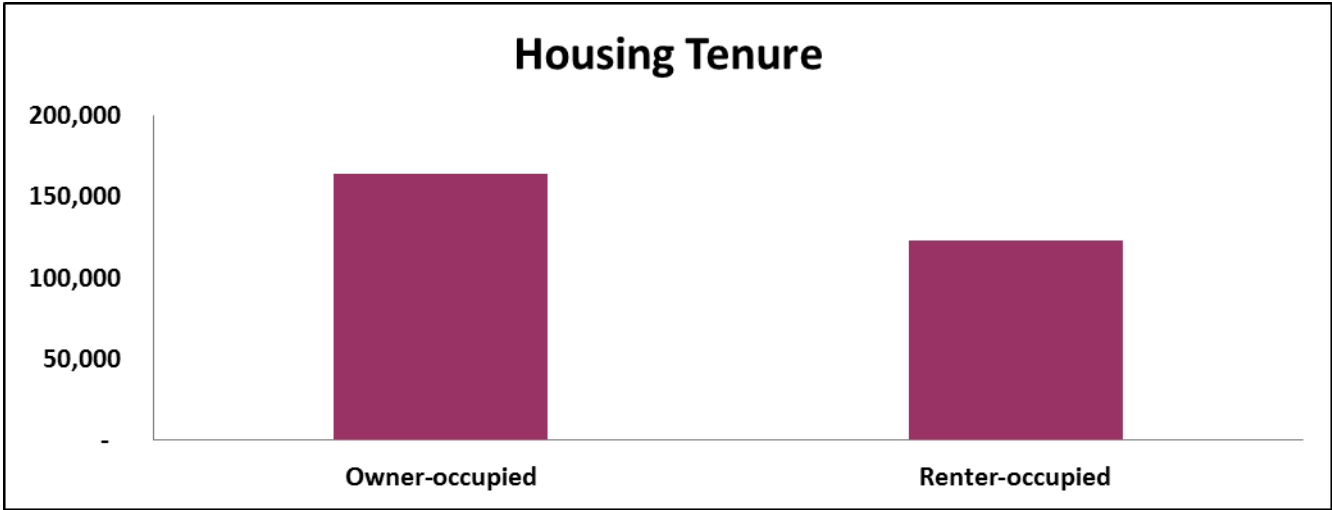
| Fiscal Year Ended 9/30 | Dollar Value of Building Permits Issued | | | | |
|---------------------------------|---|-----------------|---------------|---------------|-----------------|
| | New | New | Additions | Remodels | TOTAL |
| | Residential | Commercial | | | VALUE |
| FY2008 | \$654,418,116 | \$1,115,953,916 | \$82,493,604 | \$333,482,697 | \$2,186,348,332 |
| FY2009 | \$415,957,553 | \$530,521,519 | \$177,397,373 | \$363,419,136 | \$1,487,295,581 |
| FY2010 | \$449,663,304 | \$740,594,972 | \$95,498,713 | \$392,421,899 | \$1,678,178,888 |
| FY2011 | \$395,395,022 | \$573,784,677 | \$144,681,007 | \$238,577,958 | \$1,352,438,664 |
| FY2012 | \$432,754,592 | \$629,082,573 | \$65,067,950 | \$328,012,060 | \$1,454,917,176 |
| FY2013 | \$557,615,578 | \$1,218,617,199 | \$57,346,267 | \$406,518,978 | \$2,240,098,026 |
| FY2014 | \$584,324,940 | \$1,137,494,082 | \$68,260,165 | \$353,410,831 | \$2,143,490,012 |
| FY2015 | \$754,786,787 | \$875,805,327 | \$119,305,417 | \$437,114,798 | \$2,187,012,329 |
| FY2016 | \$599,046,500 | \$1,474,404,342 | \$133,927,426 | \$546,584,389 | \$2,753,962,674 |
| FY2017 | \$852,295,800 | \$2,386,841,521 | \$242,545,372 | \$472,312,247 | \$3,953,994,946 |

Source: Planning and Development Department, City of Fort Worth, FY2017.

City Profile

HOUSING TENURE

According to Housing Occupancy data from the American Community Survey, the number of total housing units in Fort Worth is estimated at 315,201 of which 90.5 percent are occupied and the remaining 9.5 percent vacant. In terms of housing tenure, the survey estimated that out of the 285,173 occupied housing units, 57.1 percent were owner-occupied and 42.9 percent were renter-occupied.



Source: U.S. Census Bureau, 2015 American Community Survey, 1-Year Estimates, Calendar Year.

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”). The ETJ encompasses approximately 350 square miles.

City Profile

PERSONAL INCOME AND BUYING POWER

| | Median Household | Mean Household |
|-------------------|---------------------|-------------------|
| Fort Worth | \$56,428 | \$76,452 |
| Tarrant County | \$61,534 | \$84,829 |

Source: U.S. Census Bureau, 2016 American Community Survey, 1-Year Estimates

HOUSEHOLD INCOME

| | Fort Worth 2016 (2015) | Tarrant County 2016 (2015) |
|---------------------|---------------------------|-------------------------------|
| \$34,999 or less | 30.8% (32.1%) | 26.8% (28.3%) |
| \$35,000 - \$49,999 | 13.0% (12.7%) | 12.7% (12.6%) |
| \$50,000 - \$74,999 | 19.5% (19.5%) | 20.0% (19.6%) |
| \$75,000 or more | 36.7% (35.7%) | 40.5% (39.7%) |

Source: U.S. Census Bureau, 2016 American Community Survey, 1-Year Estimates

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 is home to Lockheed, American Airlines, Bell Helicopter-Textron, Naval Air Station Joint Reserve Base Fort Worth and hundreds of other 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 excellence to which the City is committed.

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

Fort Worth Meacham International Airport

In operation since 1925

- 7,500 ft. runway, with Category I Instrument Landing System ("CAT I ILS"), 4,000 ft. parallel runway
- 24-hour FAA flight control tower,
- 24-hour aviation fuel services
- Major/minor maintenance
- Hangar rental space for large and small aircraft
- Located in North Fort Worth
- Award winning Fixed Based Operators--

City Profile

Fort Worth Spinks Airport

Opened in summer of 1988

- 6,000 ft. runway, 4,000 ft. runway, with ILS
- FAA flight control tower
- Fixed Based Operator
- Serving general and corporate aviation
- Aircraft maintenance and paint services
- Flight training
- Site for hangars available
- Located at Interstate 35 South Industrial Corridor

Alliance Airport

Opened in winter of 1989

- 9,600 ft. runway, with Category II/III Instrument Landing System (CAT II/III ILS) , and one 11,000 ft runway with an RNAV/GPS approach
- FAA flight control tower
- Fixed Based Operator
- 24-hour aviation fuel services
- 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 strike, be forced to join a union, pay dues for union membership, or collectively bargain for wages, hours or working conditions; however, they may form associations for the presentation of grievances. State law, however, provides for local referenda on collective bargaining for police and firefighters. Pursuant to prior elections, police officers have the right to meet and confer and firefighters have the right to collectively bargain with the City, each group through their own recognized associations under the State's laws. Overall, employee relations are considered by the City to be good.

Glossary and Acronyms

The Annual Budget and Program Objectives document contains specialized and technical terminology that is unique to public finance and budgeting. To help both City departments and the general citizenry understand the terminology used during the budget process, this glossary is provided by the Budget and Analysis Division of the Performance and Budget Department and included in the adopted and published budget document as a reference.

Account: A seven-digit numerical code of which the first character defines the specific classification of dollar values in the financial records, i.e., assets, liabilities, equities, revenues and expenditures/expenses. The remaining digits provide a further breakdown of account types into specific character and object groupings.

Accounting System: The methods and records established to identify, assemble, analyze, classify, record, and report a government's transactions and to maintain accountability for the related assets and liabilities.

Accrual Basis of Accounting: A basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows. For example, in accrual accounting, revenue that was earned on April 1, but for which payment was not received until July 10, is recorded as revenue on April 1st regardless of the timing of when the payment is received.

Activity: Activities are the major tasks performed to create outputs. One or more activities could be deemed critical for achieving *Council goals*.

Ad Valorem Tax: A tax based on value (e.g., a property tax).

Agency Fund: A fund normally used to account for assets held by a government as an agent for individuals, private organizations, or other governments and/or other funds.

Annual Financial Report: A financial report applicable to a single fiscal year.

Appraisal Cap: Limitation on value increases of residential homesteads from year to year.

Appraised Value: Either the market value or value determined by using another method of valuation according to the Property Tax Code Chapter 23.

Appropriation: A legal authorization made by the City Council that permits the City to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and the time in which it may be expended.

Appropriation Ordinance: The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes.

Assessor: A person either elected or appointed by the governing body that calculates taxes and prepares the tax bills.

Audit: A comprehensive examination of how an organization's resources were actually utilized, concluding in a written report of the findings. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the organization met its stated goals.

Glossary and Acronyms

Authorized Position (A.P.): A position included in the budget document, authorized by the City Council as part of the total authorized strength of a department. Positions are specifically approved by designated classification titles and corresponding salary level, based on an analysis by the Human Resources Department of the tasks to be performed.

Balanced Budget: A budget in which planned expenditures can be met by current income from taxation and other central government receipts.

Balance Sheet: A financial statement that discloses the assets, liabilities, and equity of a specific governmental fund as of a specific date.

Basis of Accounting: A term used to refer to when revenues, expenditures, expenses, and transfers - and the related assets and liabilities - are recognized in the accounts and reported in the financial statements. Specifically, the basis of accounting relates to the timing of the measurements made, regardless of the nature of the measurement, through either the cash method or the accrual method.

Benchmark: A standard or point of reference against which processes, results, or data may be compared or assessed. Benchmarks may be internal or external.

Bond: An interest-bearing certificate of debt; a written contract by an issuer to pay to the lender a fixed principal amount on a stated future date, and a series of interest payments on the principal amount until it is paid.

Budget: A financial plan for a specified period of time (i.e., a fiscal year) that includes all planned expenditures for various municipal services and the proposed means of financing them.

Budget Adjustment: A legal procedure utilized during the fiscal year by the City staff and City Council to revise a budget appropriation. The City of Fort Worth's City Charter requires City Council approval through the adoption of a supplemental appropriation ordinance (which specifies both the source of revenue and the appropriate expenditure account) for any interdepartmental or interfund adjustments. City staff has the prerogative to adjust expenditures within a departmental budget.

Budget Calendar: The schedule of key dates or milestones which the City departments follow in the preparation, adoption, and administration of the budget.

Budget Document: The instrument used by the City staff to present a comprehensive financial program to the City Council.

Budget Message: The opening section of the Budget Document that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager. The Budget Message is also referred to as the City Manager's Message or Budget Transmittal Letter.

Budget Reestimate: Process of taking year-to-date financial information, using that information to project future financial performance for the remainder of the fiscal year, then comparing the result to the fiscal year budgeted amount as a way to gauge financial performance. The reestimate process takes place throughout the fiscal year for most funds.

Budgetary Control: The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Budgeted Funds: Funds that are planned for certain uses but have not yet been formally or legally appropriated by the legislative body. The budget document that is submitted for City Council approval is comprised of budgeted funds.

Glossary and Acronyms

Business Plan: A department-level plan; in this plan, departments outline each division's Service Areas and associated key performance indicators, and priority initiatives for each. This document is meant to serve as a high-level annual performance plan, in which measures are periodically updated to facilitate continuous observation, trend analysis, and improvement of department activities and services.

Business Unit Department: A numerical code that details financial responsibility for revenues and expenditures. The center specifically shows the department-division-section for operating funds, department-fund-project for bond funds, and department-project for grants and other capital project funds.

Capital Assets: Long-lived tangible assets obtained or controlled as a result of past transactions, events, or circumstances. Capital assets include buildings, equipment, infrastructure, improvements other than buildings, and land. In the private sector, these assets are referred to most often as "property," "plant," and "equipment."

Capital Expenditures: Expenditures resulting in the acquisition of, or addition to, the government's general capital assets.

Capital Equipment Budget: The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items, such as salaries, services, and supplies. The Capital Equipment Budget includes funds for capital equipment purchases, which are usually distinguished from operating items according to their value and projected useful life. Examples include vehicles, minor equipment, furniture, machinery, building improvements, and special tools. The dollar value varies according to the policy established by each jurisdiction. For the City of Fort Worth, this limit is \$5,000.

Capital Improvement Plan (CIP): A plan that describes the capital projects and associated funding sources the City intends to undertake in the current fiscal year plus four successive fiscal years, including the acquisition or construction of capital facilities and assets, and the maintenance thereof.

Capital Improvement Program Budget: A Capital Improvement Program (CIP) Budget is a separate budget from the operating budget. Items in the CIP are usually construction projects designed to improve the value of government assets. Examples of capital improvement projects include new roads, sewer lines, buildings, recreational facilities, and large scale remodeling. The City Council receives a separate document that details the CIP costs for the upcoming fiscal year.

Capital Projects Fund: A governmental fund established to account for resources used for the acquisition of large capital improvements and non-reoccurring expense other than those acquisitions accounted for in proprietary or trust funds.

Cash Accounting: A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

Cash Balance: The amount of cash on hand and cash equivalents at any point in time, net of inflows and outflows.

Cash Management: Refers to the management of the cash that is necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

Character: A basis for distinguishing types of expenditures; the nine major characters used by the City of Fort Worth are: salary and wages-01, employee benefits-02, professional and technical services-03, utilities, repairs and rentals-04, other purchased services-05, supplies-06, property/capital assets-07, debt-08, transfers and others-09

1. **Salary and Wages** are also referred to as Character 1 expenses, consist of the costs associated with compensation to individuals providing services to the City as employees and includes all salary and supplemental costs.
2. **Employee Benefits** indirect and non-cash compensation paid to an employee; compensation can include: social security, unemployment compensation, workers compensation, health insurance, life insurance, medical plan, paid vacation, pension and gratuity.

Glossary and Acronyms

3. **Professional and Technical Services** are also referred to as Character 3 expenses and represent costs associated with services or activities performed under expressed or implied costs and charges for professional, specialized or trade services rendered. This category includes services provided to City departments through Internal Service Funds such as computer technical support, copy and mailroom services, and vehicle fleet maintenance services and through per-capita-allocated service costs such as insurance, healthcare, legal, and administrative services.
4. **Utilities, Repairs and Rentals** items and supplies that are necessary to perform public service duties; these items and supplies often encumber the usage of funds and, in some cases, required static purchasing guidelines.
5. **Other Purchased Services** services that may be required in connection with a public works project meeting the definition of public work.
6. **Supplies** are also referred to as Character 6 expenses and consist of the costs associated with goods that are consumed or used in connection with providing City services and that are of either limited cost (less than \$5,000 per unit) or have a limited useful life (less than three years). Examples include basic office supplies; minor electronic equipment; books and magazines; construction raw materials; postage; uniforms; vehicle fuel and accessories; and library books.
7. **Property/Capital Assets (capital expenses)** are also referred to as Character 7 expenses and reflect outlays related to the acquisition or construction of fixed assets, which are those having a greater cost (\$5,000 or more per unit) or a longer projected useful life (three years or more) and that are often eligible for depreciation. The City's fixed assets fall primarily into the following categories: 1) Land; 2) Improvements other than buildings; 3) Buildings; and 4) Equipment.
8. **Debt** which is also referred to as Character 8 expenses refers to money paid as interest and principal on loans received or public securities issued by the City as borrower or issuer.
 - a. Principal refers to the unpaid balance of funds borrowed, excluding any interest or other fees.
 - b. Interest refers to money that is paid in exchange for borrowing or using another person's or organization's money.
9. **Transfers and Others** an approved movement of monies from one separate fund to another fund. Budgets can call for Transfers In to the General Fund to pay for centralized expenditures such as utilities, insurance, or fringe benefits. Transfers Out from the General Fund may be required to subsidize new special activity funds or those with insufficient or unreliable revenue sources.

Collector: A person who collects and accounts for the property taxes for the taxing unit.

Commitment: The pledge of appropriated funds to purchase an item or service. Funds are committed when a requisition is issued through the Purchasing Division of the City.

Community Indicator: Use of citizen survey response data to evaluate city progress toward *Council goals*. Community indicators can be used as *key performance indicators* for strategic level *objectives*, but it is important that they are used in coordination with internal measures.

Glossary and Acronyms

Comprehensive Annual Financial Report (CAFR): A thorough and detailed presentation of a government's financial condition. It reports on the government's activities and balances for each fiscal year. The CAFR is presented in three sections: 1. introductory section – includes transmittal letter with financial overview, discussion of the overall economy and organization charts of the entity. 2. Financial section – includes the independent auditor's report, management's discussion and analysis, government-wide financial statements, notes to the financial statements, required supplemental information, combining financial statements and schedules. 3. Statistical section – includes additional financial, economic, and demographic information on a multi-year basis.

Contribution to Fund Balance: Refers to an allocation of money from revenues received during the fiscal year in a Governmental Fund that the City receives, does not expend and carries forward for future use.

Contribution to Net Position: Refers to an allocation of money from revenues received during the fiscal year in a Proprietary or Fiduciary Fund that the City receives, does not expend and carries forward for future use.

Core Objective: The broad, continuous goals of the City as identified in the management plan. Core objectives are established to assist departments in aligning their activities with Council goals.

Council Goals: Goals set by City Council, based on citizen input, that all *management plan core objectives*, department *objectives*, programs, and *initiatives* strive to attain.

Current Taxes: Taxes that are levied and due within one year.

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants, and notes. See Accounts Payable, Bond, Note Payable, Long-Term Debt, and General Long-Term Debt.

Debt Service: The cash that is required for a particular time period to cover the repayment of interest and principal on a debt. Debt Service is projected on an annual basis.

Deficit: (1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period, or, in the case of proprietary funds, the excess of expenses over revenues during an accounting period.

Delinquent Taxes: Taxes that remain unpaid on and after the date due, after which a penalty for nonpayment is attached.

Department: A major administrative division of the City that indicates overall management responsibility for an operation or group of related operations within a functional area.

Depreciation: The process of estimating and recording the lost usefulness or expired useful life from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Designations: Designations are the desired uses of fund balance which are discretionary in nature in that the requested items were not budgeted in the prior year. To be a valid designation request, the department must not have spent their entire prior year budget (i.e., have savings), and must provide justification for the request approved by the appropriate Assistant City Manager.

Disbursement: Payment for goods and services in cash or by check.

Effective Rate: The rate that would generate the same amount of levy as last year's rated based on the current year's values.

Effectiveness: A measure of how adequately the intended purpose is accomplished and the intended or expected results are produced.

Glossary and Acronyms

Encumbrance: The commitment of appropriated funds to purchase an item or service. Committed funds become encumbered when a purchasing requisition becomes an actual purchase order.

Enterprise Fund: Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services. Enterprise funds within the City of Fort Worth are established for services such as water and sewer, parking facilities, airports, solid waste management, and golf courses.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year. It may also be defined as the proposed financing sources estimated to finance the proposed projected expenditure.

Exemption: Excluding all or part of a property value from taxation.

Expenditure: Decreases in the use of net financial resources other than through inter-fund transfer. Expenditures include current operating expenses requiring the present or future use of net current assets; debt service and capital outlays; and intergovernmental grants, entitlements, and shared revenues.

Expenses: Outflow or other depletion of assets or incurrence of liabilities during a specific period of time which results from the delivery or production of goods, rendering of services, or carrying out of other activities that constitute the entity's ongoing major central operations.

External Indicator: External entity data that is used to evaluate city progress toward *Council goals*. External indicators can be used as *key performance indicators* for strategic level *objectives*, but it is important that they are used in coordination with internal measures. Data sources could include TXDOT (Texas Department of Transportation), the T (the Fort Worth Transportation Authority), TCEQ (Texas Commission on Environmental Quality), TRWD (Texas Regional Watering District), NCTCOG (North Central Texas Council of Governments), or the Chamber of Commerce.

Fiduciary Funds: Fiduciary funds are used to account for assets that the City holds in trust for the benefit of other specified entities or individuals and that are unavailable for the City's own purposes.

Financial Resources: Cash and other assets that, in the normal course of operations, will become cash.

Fines and Forfeitures: Refers to payments as a result of or in connection with an alleged violation of law and include deferred disposition fees, penalty fees, traffic fines, general fines, court service fees, and truancy court fees.

Fiscal Year: The twelve-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City of Fort Worth's fiscal year is October 1 through September 30.

Fixed Assets: Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Full-Time Equivalent: A calculation used by the City to determine its labor needs, defined as the total hours worked divided by the average annual hours worked in full-time jobs.

Function: A group of related programs crossing organizational (departmental) boundaries and aimed at accomplishing a broad goal or major service.

Glossary and Acronyms

Fund: A fiscal and accounting entity with a self-balancing set of accounts that records all financial transactions for specific activities of government functions. Seven major fund types and two account groups are commonly used: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, general fixed asset account group, and general long-term debt account group.

Fund Accounting: An accounting system emphasizing accountability rather than profitability, used by non-profit organizations and governments. In this system, a fund is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations. State and local governments use three broad categories of funds: governmental funds, proprietary funds and fiduciary funds. Governmental funds include the following fund types: General Fund, Special Revenue Funds, Capital Projects funds, debt service funds and permanent funds. Proprietary funds include the following types: enterprise funds and internal services funds. Fiduciary funds include pension trust funds, investment trust funds, private-purpose trust funds and agency funds.

Fund Balance: The difference between (a) assets and deferred outflows of resources and (b) liabilities and deferred inflows of resources. Fund Balance is broken up into five categories:

1. **Non-spendable Fund Balance:** Includes amounts that are not in a spendable form or are required to be maintained intact. Examples are consumable inventories.
2. **Restricted Fund Balance:** Includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include grants and donations.
3. **Committed Fund Balance:** Includes amounts that can be used only for the specific purposes determined by a formal action (for example, legislation, resolution, and ordinance) of the City Council. Those committed amounts cannot be used for any other purpose unless the government removes or changes the specified use by taking the same type of action it employed to previously commit those amounts.
4. **Assigned Fund Balance:** Comprises amounts intended to be used by the City of Fort Worth for specific purposes. Intent should be expressed by the City Manager. In governmental funds other than the General Fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at minimum, intended to be used for the purpose of that fund.
5. **Unassigned Fund Balance:** Represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to a specific purpose within the General Fund. Unassigned amounts are technically available for any purpose.

Fund Type: Any one of three categories into which all funds are classified in governmental accounting. The fund types are: general, special revenue, debt service, capital projects, permanent, enterprise, internal service, private-purpose trust, pension trust, investment trust, and agency.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. These principles govern the form and content of the financial statements of an entity, and encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. Including not only broad guidelines of general application, but detailed practices and procedures, these principles provide a standard by which to measure financial presentations. The primary authoritative body for the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for government entities.

Glossary and Acronyms

General Debt Obligation: Refers to revenues generated from the sale of public securities.

General Debt Service Funds: Funds used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

General Fund: The largest fund within the City that accounts for all financial resources of the government except for those required to be accounted for in another fund. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, public health, parks and community services, libraries, public works, and general administration.

General Ledger: A file that contains a listing of the various accounts necessary to reflect the financial position and results of governmental operations.

General Obligation Bonds: Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from the debt service portion of the City's property tax, and these bonds are backed by the full faith and credit of the issuing government. General obligation bonds are issued with the belief that a municipality will be able to repay its debt obligation through taxation or revenue from projects. To issue general obligation bonds, a bond election may be required.

Goal: The result or achievement towards which an effort is directed and intended to accomplish.

Governmental Funds: Governmental Funds are used to account for activities traditionally associated with the government and that are primarily funded from tax revenues. Examples of such activities include public safety services, acquisition or construction of infrastructure and other capital assets, and the servicing of general long-term debt.

Grant: A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed to the grantee.

Hyperion: The City's budgeting system of record. A computer program that allows department's the ability to budget revenues and expenditures for use throughout a specific fiscal year.

Initiative: A department action or project with a timeline and measureable *outcomes* that pursues a department *objective*. Initiatives are measured by *milestones* which are generally *qualitative*.

Interfund Transfers: Amounts transferred from one fund to another.

Intergovernmental Revenue: Revenue received from another governmental entity for a specified purpose. In Fort Worth, these are funds from Tarrant County, the State of Texas, and through recovery of indirect costs from federal and state agencies.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis. Examples of some of these funds are as follows: the Office Services Fund, the Equipment Services Fund, and the Information Systems Fund.

Inventory: A detailed listing of property currently held by the government showing quantities, descriptions and values of the property, units of measure, and unit prices.

Invoice: A bill requesting payment for goods or services by a vendor or other governmental unit.

Key Performance Indicator (KPI): A strategic level *performance measure* that demonstrates how well the City is achieving *Council goals* and *management plan core objectives*.

Glossary and Acronyms

Key Performance Measure (KPM): A performance measure that demonstrates how effective a department is at achieving management plan *core objectives*. These may also be identified as *key performance indicators* by City management.

Levy: To impose taxes, special assessments, or service charges for the support of City activities. Also, the amount of tax for an individual property or the sum of all individual amounts of tax.

Liabilities: Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or to provide services to other entities in the future as a result of past transactions or events; what you owe.

Licenses and Permits: Payments received in connection with the City's regulatory activities and its review and issuance of permission to undertake an act or pursue an occupation; they include utility franchise fees; building, electrical, and plumbing permit fees; parking permit fees; health and safety permit fees; and occupational license charges.

Line-Item Budget: A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately along with the dollar amount budgeted for each specified category.

Long-Term Debt: Any un-matured debt that is not a fund liability and at the same time has a maturity of more than one year.

Maintenance and Operations (M&O): Taxes that are generated by the taxing unit for general expenses.

Management Plan: A high-level strategic plan developed by the City's executive-level staff that communicates overall guidance and direction on *Council goals* and the organizational actions required to pursue those goals. This plan assists departments in aligning their *activities* with *Council goals*.

Milestone: A task, event, or critical decision point related to an initiative or project. Milestones can be tracked to evaluate achievement or level of completion of an initiative or project.

Mission: A statement describing an organization's fundamental purpose.

Modified Accrual Accounting: Modified Accrual Basis of Accounting – The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Under this basis of accounting, revenues are recognized when they become both “measurable” and “available” to finance expenditures in the current period. For example, revenue that is earned and measurable on April 1, is billed on April 30th, and paid on May 1st would not be recorded as revenue until payment is received on May 1st.

Municipal Bonds: Debt securities issued by a state, municipality or county to finance its capital expenditures. Municipal bonds are exempt from federal taxes and from most state and local taxes, especially if you live in the state in which the bond is issued.

Net Income: Proprietary fund excess of operating revenues, non-operating revenues and operating transfers in over operating expenses, non-operating expenses, and operating transfers out.

Net Position: Net Position is the difference between (a) assets and deferred outflows of resources and (b) liabilities and deferred inflows of resources in a proprietary fund.

Objective: The reason for making specific efforts or taking deliberate actions with the intent to attain or accomplish an identified goal, targeted level, or meet a defined purpose; the broad, continuous goals of a department.

Operating Budget: The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

Glossary and Acronyms

Operating Expenditures (Governmental Funds): An expenditure incurred in carrying out the City's day-to-day activities. Operating Expenditures include such things as payroll, employee benefits and pension contributions, transportation and travel.

Operating Expenses (Proprietary Funds): An expense incurred in carrying out the City's day-to-day activities. Operating Expenses include such things as payroll, employee benefits and pension contributions, transportation and travel, amortization and depreciation. Notwithstanding the foregoing, with respect to a City Enterprise for which obligations, secured in whole or in part by the revenues of such Enterprise (such as the City's Water and Sewer System), have been issued or incurred, Operating Expenses shall be determined in accordance with State law and terms of the ordinances pursuant to which such obligations were issued or incurred.

Operating Fund: A fund restricted to a single fiscal year.

Operating Revenue: Revenues from regular taxes, fees, fines, permits, charges, for service and similar sources. Operating Revenues exclude proceeds from long-term debt instruments used to finance capital projects and other financial sources.

Operating Statement: The financial statement disclosing the financial results of operations of an entity during an accounting period in conformity with Generally Accepted Accounting Principles (GAAP). In governmental financial reporting, operating statements and statements of changes in fund equity are combined into "all-inclusive" operating statement formats.

Operating Transfers: Interfund transfers (e.g., legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended) where there is no intent to repay. See Interfund Transfers.

Other Local Taxes: Refers to specialized taxes that are limited to certain products, activities, or occupations; they include alcoholic beverage and other product-specific tax, hotel occupancy taxes, and communication provider taxes.

Other Revenue: Refers to miscellaneous receipts that fall outside of the other listed categories and include third-party reimbursement for labor costs and include some internal service charges.

Outcome: The actual effects, impacts, or results of programs, projects, or initiatives. Outcomes can be measured based on their efficiency or effectiveness.

Pay-As-You-Go (PAYGO) Financing: The use of currently available cash resources to pay for capital investment. It is an alternative to debt financing.

Performance: The execution or accomplishment of work which produces results.

Performance Budget: A budget that focuses upon activities rather than line items. Workload and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per employee hour, or cost per employee hour of garbage collection.

Performance Measure (PM): A *quantitative*, tracked assessment of a department activity or process that logs achievement, change, or performance over a period of time. There are four basic categories of performance measures.

1. **Inputs:** The resources needed to complete an activity. Some inputs include FTEs, budget, and material data already in place in the department. Other inputs are equipment or information associated with each transaction.
2. **Outputs:** The immediate results of activities. These are measures of units provided, services provided, or people served by a program or department. Output measures are usually expressed in the past tense and are usually within the city's control.

Glossary and Acronyms

3. **Efficiency measures:** A type of *outcome* measure that focuses on the City's view of performance, by measuring the cost to the organization in time and resources. Measuring efficiency tells us how well we are using resources to provide City services.
4. **Effectiveness measures:** A type of *outcome* measure that focuses on the customer's view of performance by measuring how well an activity or service meets customer's expectations.

Personal Property: Items that can be owned but are not real property – divided into two types: tangible and intangible.

Program Budget: A budget that focuses upon the goal and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes or expenditures.

Projected Beginning Fund Balance: Refers to monies in a Governmental Fund that are expected to be collected and on hand at the beginning of the fiscal period.

Projected Beginning Net Position: Refers to monies in a Proprietary or Fiduciary Fund that are expected to be collected and on hand at the beginning of the fiscal period.

Projected Ending Fund Balance: Refers to monies in a Governmental Fund that are expected to have been collected and be on hand at the end of the fiscal period.

Projected Ending Net Position: Refers to monies in a Proprietary or Fiduciary Fund that are expected to have been collected and be on hand at the end of the fiscal period.

Property Tax: Taxes levied on both real and personal property according to the property's valuation and the tax rate.

Proposed Rate: The rate that is under formal consideration by the governing body for the current year.

Proprietary Fund: A class of fund types that account for a local government's businesslike activities. Proprietary funds are of two types: enterprise funds and internal service funds. Both use the accrual basis of accounting and receive their revenues from charges to users. Examples of Enterprise Fund: Water and Sewer Fund, Stormwater Utility Fund, Municipal Parking Fund; Internal Service Fund examples: Equipment Services, Information Systems Fund.

Qualitative Data: Non-numeric information collected through interviews, focus groups, observation and the analysis of written documents. Qualitative data can be quantified to establish patterns or trends.

Quantitative Data: Information that is counted, or compared on a scale.

Reconciliation: A detailed analysis of changes in revenue or expenditure balances within a fund.

Regular Employees: This is referred to full time employees working 40 hrs. /week. They make up the total Authorized/Approved Positions (AP) adopted by the City Council every fiscal year. They are divided into two categories:

- **General (civilian) employees:** All classification other than Police and Fire ranks. Their salary is charged to 5110101 "REGULAR EMPLOYEE SALARIES". Police and Fire trainees are considered General employees until they graduate from the academy and join the ranks.
- **Civil Service Employees:** Pertains to Police and Fire all ranks. Their salary is charged to 5115101 "CIVIL SERVICE BASE PAY"

Glossary and Acronyms

Requisition: A written request from a department to the purchasing office for specific goods or services. This action precedes the authorization of a purchase order.

Reserve: An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriations.

Retained Earnings: The difference between assets and liabilities for enterprise and internal service funds.

Revenue: Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers, and increases in net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Included are such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Revenue Bonds: Bonds usually sold for constructing a project that will produce revenue for the government. All or part of the revenue is used to pay the principal and interest of the bond. A revenue bond is a special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated by a specified revenue-generating entity associated with the purpose of the bonds, rather than from a tax. Revenue bonds may be issued to construct or expand upon various revenue-generating entities, including: Water and Sewer utilities; toll roads and bridges; airports, seaports, and other transportation hubs. Generally, any government agency or fund that is run like a business, generating operating revenues and expenses (sometimes known as an enterprise fund), can issue revenue bonds.

Revenue from Other Agencies: Consists of income received from third party private and public sector entities, including reimbursements of indirect costs associated with grant funds.

Risk Management: This is an organized attempt to protect a government's assets against accidental loss, utilizing the most economical methods.

Rollback Rate: This is a limiting rate. If a governing body adopts a rate that exceeds the rollback rate, the voters may be able to force the taxing unit to roll back or lower the rate to this limit.

Rollover: Rollovers are the desired uses of fund balance for the purpose of meeting prior year commitments. Rollovers may be requested for items that, a) were budgeted in the prior fiscal year, b) are from departments that did not spend to their appropriated budget the prior year (i.e., have savings), and c) can demonstrate that the funds were encumbered for the purpose identified in the rollover request.

Sales Tax: An assessment based on the value of most goods and services sold or consumed in the City Sales tax is the second largest revenue source for the General Fund.

Scorecard: A tabular display of department *performance measures* and *initiatives* that highlights current status and overall progress.

Service Charges: Payments received as a result of administrative services such as inspections associated with issuance of building and other permits, automobile impoundment, private-property mowing, athletic league administration, and library charges.

Glossary and Acronyms

Single Audit Report (SAR): An annual publication that provides information about the government's expenditures of Federal and State awards. The Single Audit Report also includes the Auditor's reports on internal control and compliance as well as findings and questioned costs relating to financial statements and Federal financial assistance programs. The SAR consists of 6 major sections. 1. The introductory section consists of purposes and contents of the report, letter of transmittal and overview. 2. Auditor's report on internal control over financial reporting, and report on compliance for each major federal and state program 3. Schedule of expenditures of federal and state awards, and notes to the schedule of expenditures of federal and state awards. 4. Schedule of findings and questioned costs. 5. Corrective action plan. 6. Status of prior audit findings.

Sinking Fund: Assets and their earnings earmarked for the retirement of bonds or other long-term liabilities. A fund arising from particular taxes, imposts, or duties, which is appropriated toward the payment of interest and principal on a public loan.

Source of Revenue: Revenues are classified according to their source or point of origin.

Special Revenue Fund: Governmental fund type used to account for the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purpose other than debt service or capital projects and exclusive of resources held in trust for individuals, private organizations, or other governments.

Scheduled Temporary (S01s): Scheduled/Temporary employees include seasonal help employed for a set amount of time to work in a specific capacity or to complete a specific project. They are not part of the total authorized positions.

Surety Bond: Obligation of a guarantor to pay a second party upon the default of a third party in the performance the third party owes to the second party. See Bond.

Target: A quantifiable, desired result to be achieved within a stated time, against which actual results can be compared. Targets may be based on regulatory or industry standards, policy decisions, historical data, or *benchmark* data.

Tax Levy: The total property taxes imposed in a year.

Tax Rate: The number when multiplied by taxable value gives the amount of tax.

Taxable Value: The appraised value shown on the appraisal roll minus any applicable exemptions.

Taxing Unit: A local government that levies a property tax.

Total Exemption: An exemption that exempts all of a property's value from taxation.

Total Taxable Value: The sum of the taxable values of all properties on the appraisal roll for a taxing unit.

Transfers: Revenues provided from one City fund or department to another in connection with the provision of internal services or as an alternative to payment of property taxes and include some internal service charges.

Trust Funds: A fund held by a trustee for the specific purposes of the trust; in a more general sense, a fund which, legally or equitably, is subject to be devoted to a particular purpose and cannot, or should not, be diverted therefrom.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is the amount of money still available for future purchases.

Use of Fund Balance: Refers to an allocation out of money in a Governmental Fund that the City previously received from some source and did not expend. This category differs from all other listed categories because the amounts in question are the result of past receipts rather than projected income during the fiscal year.

Glossary and Acronyms

Use of Money and Property: Refers to money generated from the sale, loan, or rental of the City's tangible and intangible assets and includes interest earned on invested cash, short- and long-term rental income, concessionaire payments, and proceeds from the sale of surplus or abandoned property.

Use of Net Position: Refers to an allocation out of money in a Proprietary or Fiduciary Fund that the City previously received from some source and did not expend. This category differs from all other listed categories because the amounts in question are the result of past receipts rather than projected income during the fiscal year.

Vision: A description of an organization's desired future state. The vision describes where the organization is headed, what it intends to be, or how it wishes to be perceived in the future.

Voucher: A document indicating that a transaction has occurred. It usually specifies the accounts related to the transaction.

5-YEAR CAPITAL IMPROVEMENT PLAN
Fiscal Years 2018-2022



Introduction

Capital facilities and adequate infrastructure are critical for the City's continued growth. The City of Fort Worth (CFW) Capital Improvement Plan (CIP) describes the capital projects and the associated funding sources the City intends to undertake in the current fiscal year, plus four successive fiscal years, including the acquisition or construction of capital facilities and assets, and the maintenance of those facilities and assets.

A capital asset may be land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

The FY2018-2022 CIP includes a total of over two billion dollars in planned capital expenditures during the five-year period. Planned capital expenditures are presented in CIPs that include the General CIP, Aviation CIP, Environmental Management CIP, Municipal Parking CIP, Public Events CIP, Solid Waste CIP, Stormwater CIP, and Water CIP. Each CIP is a set of capital expenditures for the City. Capital expenditures are defined as expenditures resulting in the acquisition of, or addition to, the government's capital assets.

Presentation of CIPs

Highlights of each CIP are presented in the following paragraphs to provide a brief summary of capital improvement efforts. Later sections provide a more in-depth description of each CIP.

General CIP

Multiple Departments fall within the City's General CIP. These Departments include: Communication and Public Engagement, Fire, Information Technology Solutions, Library, Neighborhood Services, Park and Recreation (including Golf), Police, Property Management, and Transportation and Public Works.

General CIP – Communication and Public Engagement

The Communication and Public Engagement Department's CIP contains \$5,250,000 in planned expenditures over the five year period. These capital expenditures enable the replacement and upgrade of technology in direct support of the City Council.

General CIP - Fire

The Fire Department's FY2018-2022 CIP contains total planned expenditures of \$26M over the five year period. These fiscal resources reflect the Department's commitment to add additional fire stations in fast-growing areas of the City, including newly annexed areas, along with replacement of small, aging fire stations that have significant maintenance costs and structural deficiencies. In addition, the FY2018-2022 CIP reflects includes the Department's commitment to replace apparatus fleet. Technology acquisitions are included in Technology Solutions. They demonstrate a commitment to technology acquisition and improvement as the Department plans for upgrades of mobile data computers, the outdoor warning siren system, the fire station alerting system, and other technology enhancements. These technology improvements, combined with additional facilities, and regular fleet replacement, enable the continued

delivery of all aspects of public safety to the community in a more effective and safe manner.

General CIP – Information Technology Solutions

The Information Technology Department's FY2018-2022 CIP contains planned expenditures totaling \$41M over the 5-year period. Highlights of this capital plan include expansion and encryption for the outdoor warning system, growth in the technology infrastructure, additional applications to improve operational efficiencies, funding for computer refresh, improvement to facilities and resource mobilization, establishing audio visual systems and vehicles. These CIP initiatives will ensure that the department can not only continue to support current systems but will also grow them to meet the technology needs of the City's departments.

General CIP – Library

The Library Department's FY2018-2022 CIP provides a tangible demonstration of the City's commitment to support all people in their enjoyment of reading, use of recreational materials, and pursuit of learning. This update to the Library CIP includes \$842,000 in funding for furniture, fixtures, and equipment at the Golden Triangle Library. Plans for the future include a new library in south Fort Worth. Funding for this facility is dependent upon the availability of future bond issuances.

General CIP – Neighborhood Services

The FY2018-2022 CIP for the Neighborhood Services Department reflects the City's sustained commitment to the use of capital funding to support both Neighborhood Improvement Strategies (NIS) and alleyway maintenance. The FY2018-2022 total for both NIS and alleyway maintenance is slightly more than \$15M. While the specific improvements will be tailored to the need in each neighborhood and alleyway, activities supported by these funds include (but are not limited to) substandard building abatement, urban forestry to improve roadside conditions, streetlight installation, and security camera installation. The FY 2018-2022 CIP enables the use of capital monies for demonstrable, lasting improvements in the community and reflects the commitment of the Neighborhood Services Department to make neighborhoods cleaner and safer, both now, and in the future.

General CIP – Park & Recreation (including Golf)

The Park and Recreation Department's FY2018-2022 CIP represents the Department's roadmap for future project expenditures for city-wide Park System improvements and Golf capital improvements. City-wide Park System capital improvements total \$53M and \$1.7M in Golf capital improvements over the five year period. These fiscal resources reflect the Department's commitment to replacement and renovation of existing park and golf infrastructure as well as provide new facilities for developing and redeveloping areas. Specifically, the CIP includes improvements such as erosion repair, road and parking lot repaving projects, playground replacement projects, development of new athletic field facilities, construction and sustainment of walks and trails, installation of security lighting,

irrigation improvements, and development of reserve parks.

General CIP – Police

The Police Department's FY2018-2022 CIP contains total planned expenditures of \$53M over the five year period. These fiscal resources reflect the Department's commitment to replenishment of the vehicle fleet and safe maintenance of the helicopter fleet. The CIP also reflects a sustained commitment to technology acquisition and improvement as the Department plans to invest over \$2M per year for the acquisition of mobile data computers, secure data storage, and other technology requirements. Technology acquisitions are included under Technology Solutions. The provision of safe and up-to-date equipment to sworn officers, and support staff, enables the continued delivery of all aspects of public safety to the community.

General CIP – Property Management

Property Management Department is responsible for managing building maintenance and repair, facility planning as well as architectural and construction management services for City facilities. The FY2018-2022 Capital Improvement Plan (CIP) contains total planned expenditures of \$122M over the five year period. These fiscal resources reflect the Department's commitment to maintain approximately 3 million sq. ft. of City facilities. The CIP reflects a sustained commitment to the upkeep of City facilities including projects such as facilities renovation and remodel, HVAC and plumbing improvements, structural repairs, roof replacement, carpet and hard floor replacement.

General CIP – Street System

The Street System FY2018-2022 CIP contains planned appropriations of over \$449M. The Street System serves all modes of transportation - vehicles, pedestrians, bicycles and public transportation providers, creating a mobile community that stimulates economic growth, revitalizing existing development, developing City growth centers, and building strong neighborhoods. Continued investment in the street infrastructure is critical to ensure that existing assets are functioning at their desired level and that new streets and facilities are added to serve the continued economic development and growth of the City and region.

Aviation CIP

The Aviation FY2018-2022 CIP contains over \$123M in planned capital expenditures. Highlights of this CIP include a multi-year project to extend multiple runways and taxiways at Alliance Airport; the design and construction of a parallel taxiway at Meacham Airport and the construction of various taxiways at Spinks Airport. The primary source of funding for capital improvements comes in the form of grants from the Federal Aviation Administration (over \$80M). Other funding sources include land credits, gas well revenues, and Pay As You Go (Pay-Go) (cash) funding.

Environmental Management CIP

The Environmental Management FY2018-2022 CIP contains total planned expenditures of \$5.6M over the five-year period. These fiscal resources reflect the City's commitment to implement plans and projects that protect human health and the environment through environmental planning and mitigation of pollution in water, soil, groundwater and air. The CIP also reflects a sustained commitment to supporting economic growth and redevelopment by reducing blight and

environmental hazards that may prevent or delay opportunities for repurposing or redeveloping property. Furthermore, the CIP supports efforts for advancing litter controls and safely managing hazardous materials.

Municipal Parking CIP

The Municipal Parking FY2018-2022 CIP contains over \$850,000 in planned capital expenditures. Highlights of this CIP include new technology in the way of handhelds, guidance systems, pay stations, the development of the Houston Street retail space, and new equipment to make the parking lots and garages safer and a more user friendly experience.

Public Events CIP

The Public Events FY2018-2022 CIP contains approximately \$32M in planned capital expenditures. Highlights of this CIP include multi-year contributions to the Dickies Arena, multi-year projects to allow for replacement of the roofs at the Convention Center and Will Rogers Memorial Center (WRMC); as well as, sound system upgrades at WRMC. The primary sources of funding for capital improvements comes in the form of the 2% Hotel Occupancy Tax, DFW Rental Car Tax, and the Culture and Tourism Operating Fund. The FY2018-2022 CIP ensures the Public Events Department can continue to serve as a major contributor to the City's robust tourism industry and enables responsible maintenance and enhancements of the City's tourism related assets.

Solid Waste CIP

The Solid Waste FY2018-2022 CIP contains over \$30.6M in planned capital and defined pilot program expenditures over the next five years. Highlights of this CIP include a multi-year funding commitment to implement the City's 2017-2037 Comprehensive Solid Waste Management Plan;

engagement of industrial, commercial and institutional organizations in waste minimization and diversion practices through the Material Management Program; evaluation and implementation of necessary programs to preserve the long-term disposal capacity in the City's Southeast Landfill; and improvement of Residential Services with enhanced contracts and "Top Shelf" programs. The FY2018-2022 Solid Waste CIP ensures community safety and environmental improvements beyond the five-year period.

Stormwater CIP

The Stormwater 2018-2022 CIP total's nearly \$67M and funds capital improvements required to mitigate flood risk, ensure system reliability by replacing aging infrastructure and facilities, support the City's bond programs for street rehabilitation, meet corporate priorities, and facilitate economic revitalization in areas where development is hampered by chronic flooding.

Water CIP

The Water FY2018-2022 Capital Improvement Plan contains approximately \$1B in planned capital expenditures over a five year period. The plan furthers the Water Department's mission to enable the community to thrive with clean water done right every time. The plan includes strategies to address system growth, rehabilitation, corporate priorities, legislative and regulatory mandates and operational enhancements. Funding is primarily achieved through the sale of revenue bonds and Pay-Go funding, but also leverages gas lease revenues, impact fee revenues and State funds.

In FY2018, the plan includes funding for the remaining phases of the "MyH2O" program which will give customers 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.

In FY2018, the Plan also includes funding for the Village Creek Basin Wastewater Improvements, which will provide much needed wastewater capacity for growth in Southwest Fort Worth; the Village Creek Water Reclamation Facility Biosolids Master Plan Implementation, which provides for long term processing and disposal of Village Creek residuals; and the Sanitary Sewer Overflow Initiative which consists of a series of projects as well as operation and maintenance procedures necessary to continue to reduce the number of sanitary sewer overflows within the wastewater collection system.

Summary

As noted in the preceding paragraphs, the City of Fort Worth has a robust, funded, and future-focused CIP. This document reflects a months-long, city-wide dedicated, effort in the planning and production of the FY 2018-2022 CIP. The following pages provide enhanced detail and full transparency on all the elements of the CIP.

5-year Capital Improvement Plan

Fiscal Years 2018-2022

| CFW FY2018 - 2022 CIP Summary by Plan and Department | | | | | | | |
|---|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| CIP | Department | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total |
| General | Communication and Public Engagement | \$1,000,000 | \$850,000 | \$750,000 | \$1,800,000 | \$850,000 | \$5,250,000 |
| General | Fire | \$4,591,000 | \$6,575,000 | \$4,939,000 | \$5,122,000 | \$5,313,000 | \$26,540,000 |
| General | Information Technology Solutions | \$10,892,113 | \$7,464,000 | \$7,594,000 | \$7,730,000 | \$7,269,000 | \$40,949,113 |
| General | Library | \$842,000 | \$0 | \$0 | \$0 | \$0 | \$842,000 |
| General | Neighborhood Services | \$2,854,000 | \$2,967,000 | \$3,085,000 | \$3,207,000 | \$3,334,000 | \$15,447,000 |
| General | Park and Recreation (including Golf) | \$5,034,938 | \$24,263,632 | \$8,226,947 | \$8,430,958 | \$9,207,566 | \$55,164,041 |
| General | Police | 10,983,363 | 10,114,000 | 10,099,000 | 10,099,000 | 10,099,000 | \$51,394,363 |
| General | Property Management | \$43,208,900 | \$37,557,800 | \$33,981,912 | \$3,734,549 | \$3,883,931 | \$122,367,092 |
| General | Transportation and Public Works | \$84,787,399 | \$102,179,000 | \$96,969,000 | \$94,847,999 | \$71,117,999 | \$449,901,397 |
| Aviation | Aviation | \$19,071,935 | \$27,122,550 | \$23,540,677 | \$20,353,889 | \$33,452,000 | \$123,541,051 |
| Environmental Management | Code Compliance | \$0 | \$1,155,000 | \$1,495,000 | \$1,335,000 | \$1,690,000 | \$5,675,000 |
| Municipal Parking | Transportation and Public Works | \$503,052 | \$185,000 | \$73,224 | \$60,628 | \$30,000 | \$851,904 |
| Public Events | Public Events | \$7,301,000 | \$6,649,603 | \$8,048,686 | \$6,898,686 | \$3,425,000 | \$32,322,975 |
| Solid Waste | Code Compliance | \$1,975,950 | \$7,080,000 | \$11,850,000 | \$7,090,000 | \$2,690,000 | \$30,685,950 |
| Stormwater | Transportation and Public Works | \$17,472,000 | \$11,678,000 | \$12,094,000 | \$12,518,000 | \$12,964,000 | \$66,726,000 |
| Water | Water | \$276,564,968 | \$217,675,921 | \$185,430,431 | \$174,412,103 | \$159,051,523 | \$1,013,134,946 |
| Total | | \$487,082,618 | \$463,516,506 | \$408,176,877 | \$357,639,812 | \$324,377,019 | \$2,040,792,832 |

OVERVIEW

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

Background and History

The Communications & Public Engagement Department was originally created in FY2012 as the Office of Media and Public Affairs, a division of the City Manager's Office. It had oversight of the City's website and Cable Communications Office and was responsible for communicating news and information accurately and quickly about the City's strategic goals, services, policies and programs to residents through a variety of communication channels. In 2013, the office was renamed and become the Communications & Public Engagement Office. In FY2018, the management of the Communication & Public Engagement Office was transferred to the newly-created Communications & Public Engagement Department and is comprised of four Divisions: Communications, Community Engagement, City Call Center, and Cable and Video Communications – FWTV.

Cable and Video Communication - FWTV

The Cable Communications Fund was created in 1988 shortly after the amended franchise agreement with Sammons Cable was approved by the City Council. The Cable Communications Fund was established to meet construction obligations and

regulations as outlined in the original contract with the Cable Communications Office producing programming for the Municipal and Community access channels. In 1995, Sammons Cable was purchased by Marcus Cable, resulting in a revised franchise agreement. In 1999, a new franchise agreement was implemented when Charter Communications purchased Marcus Cable.

In FY2011, management of the Cable Communications Fund transferred from the Community Relations Department to the City Manager's Office. In FY2012 the operating expenses were transferred to the General Fund. The primary functions of the Fund include: 1) management of all matters relating to state cable television franchises; 2) administration of the portion of the Special Trust Fund that finances the City's cable television operation; and 3) creation of original programming hours to exceed state requirements for the Municipal and Community cable television access channels for which the City is responsible.

The Cable and Video Communication (FWTV) Division broadcasts and records municipal meetings for public viewing on the Municipal channel and website. These include live coverage of City Council, Building Standards, Plan and Zoning Commissions meetings. Cable production crews also produce a variety of departmental programs to help inform and educate residents of City services and offerings.

CAPITAL REVENUE SOURCES

The Cable Communications Fund receives funding from Public, Educational, and Governmental (PEG)

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fees from cable subscribers. Due to changes in state legislation, the PEG revenues can only be used for equipment replacement and other capital expenses.

The Cable and Video Communications – FWTV is part of the Communications and Public Engagement Department. All capital expenses for this office are paid through PEG fees paid to the city by the local cable provider. Approximately \$1.2 million dollars

Communication and Public Engagement

in PEG fees is received each year. These fees are put into a special fund for FWTV Capital purchases. PEG fees must be spent in accordance with Federal law, which stipulates that they cannot be used for any expense that is not considered a capital expenditure, generally defined as items with a life expectancy greater than one year.

5-YEAR CAPITAL PLAN SUMMARY

The following table and summaries detail the FWTV division's capital purchase requirements for the next five years.

5-year Capital Plan for FWTV

| Fiscal Year | Funding Source | Amount | Project Description |
|-------------|----------------|-------------|---|
| FY2018 | PEG Fees | \$1,000,000 | Upgrade City Council Chambers audiovisual equipment and control room |
| FY2019 | PEG Fees | \$850,000 | Upgrade cameras in City Council Chambers |
| FY2020 | PEG Fees | \$750,000 | Upgrade screens and monitors for Council Chambers and Conference Room |
| FY2021 | PEG Fees | \$1,800,000 | Council Chambers upgrades for new Councilmembers technology needs |
| FY2022 | PEG Fees | \$850,000 | Upgrade equipment in satellite vans |
| | | \$5,250,000 | Total 5-year CIP |

FY2018 - The Audiovisual equipment in the City Council Chambers was installed in 2009. An upgrade of this equipment will be necessary in FY2018 to keep up with technological advancements.

FY2019 - The cameras in the City Council Chambers were installed in 2014. An upgrade of this equipment will be necessary in FY2019 to keep up with technology upgrades.

FY2020 - In anticipation of adding two new Councilmembers in 2023, an upgrade the monitors

and technology at each Council seat in Chambers will be necessary.

FY2021 - Continue Council Chambers upgrades for new Councilmembers.

FY2022 - Upgrade the equipment in the satellite vans in FY2022 to keep up with technology improvement.

PAST ACCOMPLISHMENTS

During the past few years, the department has:

- Converted all technology to accommodate high definition
- Updated sets to accommodate new programming
- Added a green screen to allow for more special effects
- Invested in new field cameras for the student internship we are piloting with FWISD interns
- Installed programming to allow for remote voting/participation for Council members

OVERVIEW

The Fort Worth Fire Department (FWFD) currently provides emergency response services from 42 fire stations with a 43rd station expected to open in November 2017 near Spinks Airport (Fire Station 42). FWFD also has 13 facilities from which it operates the following support functions: Training (2), Vehicle Services & Supply (4), Arson & Bomb Investigations, Bomb Range, Communications, Air/Self-Contained Breathing Apparatus Shop, and Administration. Additionally, three FWFD units are housed in shared City facilities – Joint Emergency Operations Center (JEOC) in the Zipper building downtown; Backup emergency communications underneath W. 10th Street downtown, and the Bureau of Fire Prevention Inspections unit in City Hall, Lower Level.

Driving the need for new or expanded FWFD facility projects in the future are the following factors:

- The continued geographic and population growth of the city.
- The need to begin replacing or expanding older, smaller fire stations built in the 1960's and early-1970's that are becoming functionally inadequate as well as a maintenance burden after 40-50 years in operation.
- The opportunity to “build-out” shell space available at the new Public Safety Training Center Complex to further expand training capabilities and to relocate other FWFD units to create operational efficiencies.
- The need to relocate and expand the Joint Emergency Operations Center (JEOC).

FACILITIES

Current Fire Stations

The map in the appendix details the location and type of Fort Worth's current 42 fire stations. A single company has a daily four-person staff with one fire apparatus. A double company has a daily eight-person staff with two fire apparatus.

Current Funded Projects Underway

- New Fire Station 42 in far south Fort Worth
- New Fire Station 43 in far west Fort Worth

The City of Fort Worth's 2014 Bond Program included a proposition dedicated to Fire Safety Improvements – which was approved. Fire Station 42 is under construction in far south Fort Worth (near Spinks Airport) and is expected to open in November 2017. Fire Station 43 will be constructed in far west Fort Worth near the Walsh Ranch and Lost Creek developments. Both are being implemented in response to the city's expanding geographic area and population growth areas in the far south and far west.

FACILITY RECOMMENDATIONS 2018-2022

The following summarizes the department's facility-related recommendations over the course of the next five years:

New Fire Station Recommendations

- Construct a new fire station in the far north where response times lag national standards as part of the 2018 Bond Program.
- Secure property and eventually construct a new fire station along the Chisolm Trail Parkway corridor in southwest Fort Worth when capital funding is identified.

Response time maps continue to highlight an area in the far north near the US 287/IH-35W split in which

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Fire

emergency response times lag national standards. Therefore, an additional fire station in this area has been proposed as part of the 2018 bond program.

As the Chisolm Trail Parkway spurs development to the southwest, it is anticipated that an additional fire station will eventually be needed along this corridor. Developments that have been announced include a new Tarleton State University campus as well as numerous retail, commercial, and residential developments. Therefore, property needs to be secured as soon as possible so that a replacement station can be constructed as part of the next bond program in 2022 or 2023.

Replacement Recommendations

- Replace Fire Station 26 due to significant structural issues and other age-related maintenance challenges as part of the 2018 Bond Program.
- Replace Fire Station 37, built in 1998 as a temporary facility, when capital funding is identified.
- Purchase vacant property located adjacent to Fire Station 16 and construct larger facility when capital funding is identified.

The age of the existing 42 fire stations varies greatly. The oldest facility was constructed in 1923 and the newest in 2015. Most facilities are in fair or good condition; however, there are two recommended for replacement within this five year period (Fire Stations 16, 26 and 37). Several others that have been in service between 45-50 years are recommended for replacement within the next 15 years.

The replacement of Fire Station 26 has been included in the proposed 2018 Bond Program that is expected to go before voters in May 2018. Fire Station 37 was constructed in 1998 as a temporary

station inside a modular building structure. This station along with Fire Station 16 is also on the 5-year plan for replacement, but both would most likely be funded as part of the next bond program in 2022 or 2023. In the case of Fire Station 16, there is vacant property immediately adjacent to this facility that the department recommends be purchased as soon as feasible so that a larger facility can be constructed when funding is available for replacement.

Public Safety Training Complex

In April 2015, the Fire Department relocated its Training and Administration Divisions to the new Bob Bolen Public Safety Training Complex (PSTC). This new campus greatly expands training capacities and includes a new burn tower and dive rescue training facilities. Also added to the campus was the relocation of Fire Station 17 which further enhances training opportunities within a working fire station environment.

The Fire Training portion of the complex was constructed with shell space designed to allow for the future relocation of other Fire Department functions to maximize operational efficiencies.

PSTC Build-Out Recommendation

Renovate PSTC shell space to allow for the relocation of additional Fire Department functions to improve operational efficiencies and for the creation of a new training simulation center. Funding constraints prevented the PSTC from being fully built-out during the first phase of construction. Plans are being developed to build-out the shell space when funding is identified. The following list of current and/or new activities have been identified as optimal utilization of the shell space:

- Secure Primary Emergency Operations Center (relocation)

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- Simulation Center for various training programs such as ICS Incident and Fire Apparatus Driving
- Supply Warehouse (relocation)
- Indoor Physical Fitness Testing Center
- Wellness Facility
- Arson and Bomb Evidence Storage Warehouse (relocation)
- Indoor Response Trailer and High Value Asset Storage
- Personal Protection Equipment Repair and Cleaning Center (relocation)
- Minor Repair Shop (relocation)
- Shelter Materials and OEM Storage (relocation)
- Secondary Utility/Light and Air Response Station

- Fire Station 22
- Fire Station 21
- Fire Station 40

Replacement of Fire Stations 44 and 25 - Fire Station 44 is dedicated to Meacham Airport and located on airport property. Fire Station 25 is located just outside airport property and services the neighboring community. Both stations are in need of replacement due to structural damage to the walls and floors. Replacing these two stations with one joint ARFF station is recommended.

Reserve Apparatus Building – A reserve building to house reserve Fire apparatus is needed. Currently, reserve apparatus are being parked outdoors. To avoid damage caused by exposure to weather, an indoor facility is recommended. (Owned property adjacent to Fire Station 5 could be utilized as a site)

Bomb Range – A new facility dedicated to the unique training functions of the department's arson and bomb units is recommended.

New Fire Stations - One or two more fire stations in far west Fort Worth as Walsh Ranch and other significant development is anticipated to occur.

LONGER-RANGE FACILITY PLANS 2022-2032

Looking beyond the 5-year window upon which this master plan is focused, the department has identified the following list of project recommendations for the next 10 year period (2022 – 2032). Projects to replace aging facilities are currently justified; however, funding constraints will require a more deliberate, phased-in approach.

Replacement of Aging Facilities - Several smaller fire stations constructed in the 1960's and early-1970's are becoming functionally inadequate as well as a maintenance burden after 40-50 years in operation. The following stations are in the next wave of recommended replacements:

- Fire Station 4
- Fire Station 28
- Fire Station 15

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Fiscal Years 2018-2022

Fire

Facility Capital Projects Included in Property Management's 5-Year CIP

| Project Name | Approx. Cost | Short Description | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 |
|---|----------------------|--|----------------------|-------------|-------------|-------------|-------------|
| New Fire Station in North Fort Worth near US 287 and IH-35W | \$ 7,800,000 | Due to existing response time challenges in this growing sector of the city, a new fire station is recommended to the west of I-35/287 intersection (to include new fire apparatus). | \$ 7,800,000 | | | | |
| Replace Fire Station 26 | \$ 6,140,000 | Due to significant structural issues and other age-related maintenance challenges, replacement of this station is recommended. | \$ 6,140,000 | | | | |
| TOTALS | \$ 13,940,000 | | \$ 13,940,000 | \$ - | \$ - | \$ - | \$ - |

*Does not include funded, current in-process projects (new Fire Stations 42 & 43)

Unfunded 5-Year Facility Capital Needs

| Project Name | Approx. Cost | Short Description | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 |
|---|----------------------|--|-------------|---------------------|---------------------|---------------------|----------------------|
| Build-Out Shell Space at Public Safety Training Complex | \$ 12,000,000 | New Public Safety Training Center Complex was built with shell space for future expansion allowing for enhanced training and relocation of several existing activities to create operational efficiencies. | | \$ 3,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 3,000,000 |
| New Fire Station Along Chisolm Trail Parkway in SW Fort Worth | \$ 8,000,000 | Because of significant growth expected to occur along the SW corridor due to the Chisolm Trail Parkway completion, a new fire station is recommended (to include new fire apparatus). | | | | | \$ 8,000,000 |
| Replace Fire Station 37 | \$ 8,000,000 | Built in 1998 as a temporary facility, a permanent structure is needed. | | | | | \$ 8,000,000 |
| Replace Fire Station 16 | \$ 8,000,000 | Fire Station 16 is a small, aging structure that will require replacement. Purchasing vacant property adjacent to this station will allow for a larger structure to be built when funding for the station replacement is identified. | | | | | \$ 8,000,000 |
| TOTALS | \$ 36,000,000 | | \$ - | \$ 3,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 27,000,000 |

CAPITAL PLAN SUMMARY

This Capital Master Plan details the department's capital purchase requirements for the next five years to be utilized in the development of funding plans. The following summarizes the department's capital purchase needs, some are funded in the 5-year plan while others are unfunded:

- Continued implementation of annual Fire Apparatus Replacement Plan at a cost of

approximately \$4.5 million to \$5 million annually.

- Replacement of Fire Station Alerting System at 42 fire stations at a cumulative cost of approximately \$2.1 million.
- New Fire Apparatus for the new fire station 43 at a cost of approximately \$1 million.

5-year Capital Improvement Plan

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- The encryption of the City’s outdoor warning sirens - approximately \$700,000.
- The expansion of outdoor warning siren system to include 10 additional sirens and installation of drivers for various pole locations throughout the city at a cost of approximately \$350,000 between 2018 and 2022.
- Creation of a simulation lab for use at the Bob Bolen Public Safety Training Complex to include fire apparatus driving, incident command and other training programs at a cost of approximately \$500,000.

(This list does not include vehicle replacement needs funded through the VERF)

sirens. It is expected that this project will be funded as part of the FY2018 IT Capital Plan.

- Outdoor Warning Siren System Expansion & Drivers - \$100,000. This project will provide additional sirens in areas currently not covered. The installation of drivers on some sirens will also extend the reach of sirens to cover more territory. It is expected that this project will be funded as part of the FY2018 IT Capital Plan.
- Mobile Data Computer Replacement - \$175,000. Due to the age of the existing MDC fleet, the ITS Department is funding a replacement program between FY2018 and FY20 at \$175,000 annually. This will result in replacing the old Motorola and Getac MDC’s that are more than 5 years old and past the timeframe where the manufacturer provides support and maintenance services.

**Capital Purchase Requirements by Year
FY2018**

- Continued implementation of annual fire apparatus replacement plan - \$4,591,000. The FWFD apparatus replacement plan began in 1999 and is designed to provide consistent, scheduled replacement of front-line emergency response apparatus to avoid crisis replacement that would require emergency funding and to maintain a safe and efficient apparatus fleet. FWFD has 117 fire apparatus with a front-line life cycle of 10-12 years and an additional 5-8 years as a reserve apparatus. Funding is proposed for FY2018 utilizing equipment tax notes.
- Outdoor Warning System Encryption & P25 Radios - \$700,000. Due to cyber-security risks, encryption has been recommended to ensure the integrity of the system, which consists of 153

- Additional Emergency Radios for ARFF and BFP - \$92,500. Additional emergency radios are expected to be funded as part of the FY2018 IT Capital Plan to outfit personnel within the Bureau of Fire Prevention (BFP) as well as Aircraft Rescue Fire Fighting (ARFF) personnel.
- Additional WorkStation at Fire Stations - \$65,000. Each fire station will be provided with a second computer to enable personnel to complete continuing education (CE’s) requirements, FireHouse reports, etc. It is expected that this project will be funded as part of the FY2018 IT Capital Plan.
- Media Server Solution - \$50,000. This project will provide additional server storage space to accommodate pictures, videos, and other files

5-year Capital Improvement Plan

Fiscal Years 2018-2022

that are produced for purposes such as training or maintaining incident records. It is expected that this project will be funded as part of the FY2018 IT Capital Plan.

- Peoplesoft/Telestaff Interface (2-way) - \$50,000. This project would create an interface between the City's timekeeping system (Peoplesoft) and the Fire Department's staffing software (Telestaff) to improve efficiency of the timekeeping process and ensure consistency between the two systems. It is expected that this project will be funded as part of the FY2018 IT Capital Plan.

FY2019

- Continued implementation of annual fire apparatus replacement plan - \$5,060,000.
- New fire apparatus for new fire station 43 – \$993,798. Located in far west Fort Worth, Fire Station 43 is scheduled to be in service in late 2019 or early 2020. The purchase of one Engine (\$798,221) and one brush truck (\$195,577) is required for the station to be fully operational.
- Outdoor Warning Siren System Expansion & Drivers - \$100,000. This project will provide additional sirens in areas currently not covered. The installation of drivers on some sirens will also extend the reach of sirens to cover more territory. It is expected that this project will be funded as part of the IT Capital Plan.
- Mobile Data Computer Replacement - \$175,000. Due to the age of the existing MDC fleet, the ITS Department is funding a replacement program between FY2018 and FY2020 at \$175,000 annually.

- Replacement of Fire Station Alerting System at 42 fire stations – approximately \$2,100,000. Due to aging technologies and maintenance challenges, the emergency alerting system at every fire station requires replacement. This replacement could be phased in at a cost of \$700,000/year between FY2019 through FY2021.
- Creation of simulation lab for use at the Bob Bolen Public Safety Training Complex to include purchase of a fire apparatus driving simulator, incident command and other training – approximately \$500,000. The new Public Safety Training Complex can support a variety of enhanced training tools. An identified departmental training need is expanded fire apparatus driving training in a simulation environment along with incident command training using multiple, real-world scenarios.
- Migrate to new Records Management System (RMS) approximately \$250,000 annually. The current RMS (FireHouse) is almost 15 years old and is based on a platform that is no longer supported. Replacing it would enable a new system to be up to date with the latest RMS technologies. This could be phased in at a cost of \$250,000/year between FY2019 through FY2022.
- Various Software Initiatives – Cost to be determined. This project involves the creation or updating of several applications including replacement of the department's eOvertime system along with development of several new applications including Incident Command, Pre-Incident Planning, AVL Replay Application, RMS/GIS Incident Data Integration, and

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Fire

integration of Fire Department/Water Department Hydrant Data.

additional sirens in areas currently not covered. The installation of drivers on some sirens will also extend the reach of sirens to cover more territory. It is expected that this project will be funded as part of the IT Capital Plan.

FY2020

- Continued implementation of annual fire apparatus replacement plan - \$5,000,000.
- Outdoor Warning Siren System Expansion & Drivers - \$100,000. This project will provide additional sirens in areas currently not covered. The installation of drivers on some sirens will also extend the reach of sirens to cover more territory. It is expected that this project will be funded as part of the IT Capital Plan.
- Mobile Data Computer Replacement - \$175,000. Due to the age of the existing MDC fleet, the ITS Department is funding a replacement program between FY2018 and FY2020 at \$175,000 annually.
- Replacement of Fire Station Alerting System at 42 fire stations. This replacement could be phased in at a cost of \$700,000/year between FY2019 through FY2021.
- Migrate to new Records Management System (RMS) – approximately \$250,000 annually. This could be phased in at a cost of \$250,000/year between FY2019 through FY2022.

- Replacement of Fire Station Alerting System at 42 fire stations. This replacement could be phased in at a cost of \$700,000/year between FY2019 through FY2021.
- Migrate to new Records Management System (RMS) – approximately \$250,000 annually. This could be phased in at a cost of \$250,000/year between FY2019 through FY2022.

FY2022

- Migrate to new Records Management System (RMS) – approximately \$250,000 annually. This could be phased in at a cost of \$250,000/year between FY2019 through FY2022.

FY2021

- Continued implementation of annual fire apparatus replacement plan - \$5,122,000.
- Outdoor Warning Siren System Expansion & Drivers - \$50,000. This project will provide

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Fiscal Years 2018-2022

Fire

5-Year Vehicle CIP Summary

| Project Name | Approx. Cost | Description | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 |
|--|----------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| Annual Fire Apparatus Replacement Plan | \$ 25,025,000 | Previously Equipment Note Funded - Funded using debt mechanism in FY16. Long term funding undetermined. | \$ 4,591,000 | \$ 5,060,000 | \$ 4,939,000 | \$ 5,122,000 | \$ 5,313,000 |
| New Apparatus for Fire Station 43 | \$ 1,515,000 | Two fire apparatus (one engine and one brush truck) | | \$ 1,515,000 | | | |
| Total | \$ 26,540,000 | | \$ 4,591,000 | \$ 6,575,000 | \$ 4,939,000 | \$ 5,122,000 | \$ 5,313,000 |

Technology Capital Projects Included in the IT 5-Year CIP

| Project Name | Approx. Cost | Description | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 |
|--|---------------------|--|---------------------|-------------------|-------------------|------------------|-------------|
| Additional Emergency Radios for BFP and ARFF | \$ 92,500 | Purchase emergency radios for personnel in the Bureau of Fire Prevention and the Aircraft Rescue Fire Fighting group. | \$ 92,500 | | | | |
| Various software and hardware enhancements | \$ 200,000 | This project includes additional work stations at Fire Stations, development of an interface between Peoplesoft and Telestaff staffing software, additional server space for storing media files, and other software applications. | \$ 165,000 | | \$ 35,000 | | |
| Encrypting Warning Siren System | \$ 700,000 | Due to security risks, encryption recommended - may be able to identify grant funding source. | \$ 700,000 | | | | |
| Outdoor Warning Siren System Expansion | \$ 350,000 | The expansion of outdoor warning siren system to include 10 additional sirens and protective barriers for vulnerable siren pole locations throughout the city. | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 50,000 | |
| Mobile Data Computer Replacement | \$ 525,000 | The current MDC devices are past the timeframe where the manufacturer provides support and maintenance services. This will result in replacing the old Motorola and Getac MDC's that are more than 5 years old. | \$ 175,000 | \$ 175,000 | \$ 175,000 | | |
| TOTALS | \$ 1,867,500 | | \$ 1,232,500 | \$ 275,000 | \$ 310,000 | \$ 50,000 | \$ - |

Unfunded 5-Year Technology Capital Needs

| Project Name | Approx. Cost | Description | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 |
|---|---------------------|--|-------------|---------------------|-------------------|-------------------|-------------------|
| Replace Existing Fire Station Alerting System | \$ 2,100,000 | Existing fire station alarm/alerting system is antiquated and requiring replacement/upgrade at 42 fire stations. Financing/funding could be identified utilizing Tarrant County 911 reimbursement funds of approximately \$126,000 annually. | | \$ 700,000 | \$ 700,000 | \$ 700,000 | |
| New Record Management System (RMS) | \$ 1,000,000 | The current RMS (FireHouse) is almost 15 years old and is based on a platform that is no longer supported. Replacing it would enable a new system to be up to date with the latest RMS technologies | | \$ 250,000 | \$ 250,000 | \$ 250,000 | \$ 250,000 |
| Fire Training Simulation Lab | \$ 500,000 | Fire Apparatus Driver Training, Incident Command Structure Training, and other emergency response training. | | \$ 500,000 | | | |
| TOTALS | \$ 3,600,000 | | \$ - | \$ 1,450,000 | \$ 950,000 | \$ 950,000 | \$ 250,000 |

OVERVIEW

The Fort Worth IT Solutions Department strives to contribute to the City's strategic goals, mission and vision by implementing innovative state-of-the-art solutions. One of the primary roles of the department is to guide the use of technology for the City by listening to the business and operational needs of departments and implement enterprise solutions that will benefit the whole organization.

The department is operated as an internal service fund collecting revenues primarily from City Departments. These revenues are annual allocations based on an annual inventory of each department's telephones, radios, mobile data computers (MDCs) installed in Public Safety vehicles, Approved Positions (AP), and computers. Additionally, IT Solutions Department employee salary and benefits are allocated to departments in arrears. External customers are organizations who have been approved to use the City's Regional Public Safety Radio Communication System.

FACILITIES

- Zipper Building hosts the majority of the department staff. Plans are being considered to sell this facility in the 2020-2025 time frame.
- Holly Water Plant hosts the staff supporting the Public Safety Radio Communication System.
- Cable TV Offices, Main Library and James Avenue hosts Desktop Deployment Staff and the warehouse. Operating this team from two locations is inefficient and staff has begun researching alternatives.
- City Hall, the primary Data Center operates from City Hall. A facility upgrade plan is being developed for the City Hall Data Center. The

ERP Support Team moved into renovated space in the Lower Level of City Hall with the expiration of the commercial office space lease in January 2017.

- Eagle Mountain Water Plant hosts the Disaster Recovery Site for the City Hall Data Center. The current focus at the Disaster Recovery Site is acquisition of necessary equipment to provide complete reliable back up resources if needed.
- The Public Safety Radio System includes seven towers with associated facilities. Four of these locations are City owned and three of them are leased. The majority of these facilities were upgraded during the recent radio project.
- Gordon Swift Building will have renovations done on the fourth and fifth floors to host the Help Desk and Desktop Support Teams to accommodate IT Solutions staff increases.

CAPITAL IMPROVEMENT STRATEGY

The development and implementation of the 5-year Capital Improvement Plan ensures that technology is upgraded and maintained in order to meet the needs of the departments and citizens. In addition, the City intends to leverage new technology to improve efficiency and meet the business needs of the organization. The capital planning process allows IT Solutions and user departments to identify needs that are coordinated, prioritized and presented to the City leadership during the budget / capital planning process for approval. IT Solutions also communicates with departments through the Quarterly Business Reviews initiated in 2015 as well as periodic technology assessments. Projects

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Fiscal Years 2018-2022

Technology Solutions

are scored on Strategic Goal contribution and Business Risk.

CAPITAL REVENUE SOURCES

The City of Fort Worth is developing a robust approach for funding capital improvements including issuing debt instruments and cash-funding projects. Funding for specific projects is determined by the planning process and depends on a number of details including cost, scope, expected return on investment, and expected useful life of the project.

Debt Instruments

Over the past 10 years, the majority of the IT Enterprise Infrastructure and Major Project have

been funded from non-recurring sources such as bond programs, tax notes, grants, etc. Examples of these include the Radio Tower Replacement, Public Safety Radio Communication System Replacement and ERP Projects.

This debt is serviced by the General Fund, and in some cases the Crime Control and Prevention District. The department has also participated in the Tarrant County 9-1-1 Radio Assistance Program for the past four years, receiving re-imbursement for approved public safety radio communication system costs. These funds are used for Debt Service and IT capital investments

Major Projects in Past 10-years Funding Source

| | | | |
|------|---------------------------------|---------------|--|
| FY15 | Network/Phone System Phase I | \$7,047,362 | ITS Fund Balance, Gas Lease Revenues |
| FY15 | Court Case Management System | \$1,960,276 | Municipal Court Tech Fund |
| FY11 | Public Safety Radio System | \$50,103,305 | Tax Notes, ITS Fund Balance, CCPD, Grant |
| FY11 | Microwave System | \$1,023,428 | 2004 Bond Program + (in lieu of tower replacement) |
| FY10 | P25 Master Switch | \$1,700,000 | ITS Fund Balance |
| FY10 | ERP Phase II | \$53,464,751 | Enterprise Funds, CO's |
| FY10 | Rolling Hills Tower Replacement | \$1,824,929 | 2004 Bond Program + |
| FY08 | ERP Phase I | \$24,109,179 | Equipment Tax Notes |
| FY07 | CAD System | \$6,840,000 | Equipment Notes, General Fund |
| FY05 | Western Comm Tower (Eagle Mtn) | \$5,200,000 | CCPD & Certificates of Obligation |
| | Total | \$153,273,230 | |

Pay-Go

Beginning in FY2017, in order to provide better continuity and coordination of cash available primarily for Enterprise Infrastructure and Business Applications and Online Services, the City budget allocates the equivalent of ½ cent of property tax (estimated at \$2.6 million) to the capital plan to address IT capital needs. This will allow corporate planning and decision making regarding priorities

and initiatives. However, it will not totally eliminate the need for debt funding of large system replacements or new systems, but for systems like the network and phone system they can be refreshed on a phased basis with capital over time eliminating large one time capital expenditures.

Additionally, projects specifically for public safety will be supplemented by the Crime Control and

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Prevention District and Awarded Assets as appropriate.

Annually, any excess fund balance in IT Solutions will be evaluated to determine if rates charged to customer departments should be reduced in the future or if the funds should be transferred to the Capital Fund for proposed projects.

CATEGORIES

The major categories of the City's investments in technology include:

1. Computer Equipment – Funding to replace, upgrade or repair PCs and laptops and associated network devices. Beginning in FY2017 funding for this equipment was appropriated in a Computer Equipment Refresh Fund Managed by IT Solutions managed as part of the IT Capital Program with the goal of minimizing the year-to-year variance in funding levels and ensuring the required technology is managed efficiently and appropriately.

2. Enterprise Infrastructure – Funding to maintain and improve the City's core technical infrastructure. The computing environment is highly centralized leveraging a shared infrastructure. The shared infrastructure takes advantage of economies of scale and efficiencies of resource consolidation to provide cost effective computing for Departments. The major components of enterprise infrastructure include network equipment, servers, storage systems, backup and recovery systems, licensing for enterprise services, security hardware and software, database platform and specialty equipment.

3. Business Applications and Online Services – Funding to maintain and improve the City's software based information systems. These include citizen facing systems as well as enterprise wide systems for all departments as well as department specific systems. These systems are managed on a system upgrade schedule with major projects being identified as needed.

4. Major Projects and System Replacements – Funding to upgrade or replace major computer systems across departments or across the enterprise. The scope of the systems either benefit the entire organization or support large departmental operations that require significant investments in resources and time. In FY2017 major projects and system replacements that were initiated include: Customer Relationship Management System, Network/Phone System Replacement Phase 2, Financial Accounts Receivable/Billing System, and Hyperion Budget System.

LOOKING TO THE FUTURE

In the past three years, IT Solutions has significantly increased the speed to deliver new systems and the number of new/upgraded systems. In order to continue at this pace and to support the IT Capital Plan as well as operational requirements the City has initiated a reorganization of IT staff. Historically departments established IT positions as they identified requirements and supporting funding. This led to a decentralized, non-standardized, and inefficient approach to technology staffing. During FY2017, IT positions in seven departments were reviewed. Twenty-one positions were determined to be IT in nature will be transferred to the IT Solutions Department with the incumbent staff.

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5-YEAR CAPITAL PLAN SUMMARY

| Project or Category | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total |
|--------------------------------|---------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Business Applications | \$2,165,402 | \$1,024,713 | \$1,327,947 | \$1,722,677 | \$1,789,403 | \$8,030,142 |
| Technology Infrastructure | \$6,633,463 | \$4,426,107 | \$4,132,741 | \$3,953,678 | \$3,332,415 | \$22,478,404 |
| Vehicles | \$100,000 | | \$100,000 | | \$100,000 | \$300,000 |
| Computer Refresh - General | \$1,262,728 | \$1,275,355 | \$1,288,109 | \$1,300,990 | \$1,314,000 | \$6,441,182 |
| Computer Refresh - Other Funds | \$730,520 | \$737,825 | \$745,203 | \$752,655 | \$760,182 | \$3,726,385 |
| Total Uses | \$10,892,113 | \$7,464,000 | \$7,594,000 | \$7,730,000 | \$7,296,000 | \$40,976,113 |

| Funding Sources | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total |
|---|---------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Transfer From Crime Control and Prevention District for Information Technology Projects | \$3,287,593 | \$2,209,000 | \$2,209,000 | \$2,209,000 | \$1,609,000 | \$11,523,593 |
| Pay As You Go - General Fund | \$2,663,000 | \$2,769,000 | \$2,879,000 | \$2,994,000 | \$3,113,000 | \$14,418,000 |
| Fund Balance - Information Technology Systems Fund | \$2,598,272 | | | | | \$2,598,272 |
| Computer Refresh - General | \$1,262,728 | \$1,275,000 | \$1,288,000 | \$1,301,000 | \$1,314,000 | \$6,440,728 |
| Tarrant County 911 Assistance Program | | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,000,000 |
| Computer Refresh - Other Funds | \$730,520 | \$711,000 | \$718,000 | \$726,000 | \$733,000 | \$3,618,520 |
| Solid Waste | \$350,000 | | | | | \$350,000 |
| Total Sources | \$10,892,113 | \$7,464,000 | \$7,594,000 | \$7,730,000 | \$7,269,000 | \$40,949,113 |

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5-YEAR CAPITAL PLAN DETAIL

| Department Name | Project Name | Funding Source | Capital FY2018 | Capital FY2019 | Capital FY2020 | Capital FY2021 | Capital FY2022 |
|--------------------------|--|----------------|----------------|----------------|----------------|----------------|----------------|
| Police | Mobile Data Computers | CCPD | \$1,500,000 | | | | |
| Enterprise | Computer Refresh - General | Refresh - Ger | \$1,262,728 | \$1,275,355 | \$1,288,109 | \$1,300,990 | \$1,314,000 |
| Police | In-car (Taser contract - capital portion) | CCPD | \$1,176,100 | | | | |
| Enterprise | Computer Refresh - Other Funds | efresh - Othe | \$730,520 | \$737,825 | \$745,203 | \$752,655 | \$760,182 |
| Fire | Outdoor Warning Sirens (New radios & Encryption) | IT PayGo | \$700,000 | | | | |
| Enterprise | AV Equipment City Wide (PARD \$100K & NSD \$57K plus some) | IT PayGo | \$396,000 | \$375,000 | \$375,000 | \$200,000 | \$200,000 |
| TPW - Capital Delivery | Capital Project Delivery Tools | IT PayGo | \$350,000 | | | | |
| Municipal Court Services | Courtroom Audio Visual System | IT PayGo | \$337,500 | \$225,000 | \$225,000 | \$112,500 | |
| PARD | Facility Sound and Paging Equipment Replacements | IT PayGo | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 |
| ITS | Unified Storage Platform Upgrade | IT PayGo | \$300,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 |
| PARD | Business Applications (Asset Mgmt System /Work Order Tracking for PAC) | IT PayGo | \$250,000 | \$50,000 | | \$100,000 | |
| Code Compliance | Code Enforcement - Code Op | IT PayGo | \$250,000 | | | | |
| Code Compliance | Solid Waste - Routing Program | Solid Waste | \$250,000 | | | | |
| Police | LPRs | CCPD | \$180,000 | | | | |
| Fire | Mobile Data Computers - Fire | IT PayGo | \$175,000 | \$175,000 | \$175,000 | | |
| ITS | Google Search Appliance Replacement | IT PayGo | \$150,000 | | | | |
| PARD | Irrinet System Upgrade | IT PayGo | \$110,000 | \$110,000 | \$110,000 | | |
| Police | ESU Small Unmanned Aerial Systems (2) | CCPD | \$110,000 | | | | |
| Police | Additional Isilon Storage | CCPD | \$109,593 | | | | |
| Enterprise | Digital Signage (NSD & Fire requested) | IT PayGo | \$100,000 | \$100,000 | \$100,000 | \$75,000 | \$50,000 |
| Fire | Outdoor Warning Siren System Expansion & Drivers | IT PayGo | \$100,000 | \$100,000 | \$100,000 | \$50,000 | |
| ITS | Unidesk for Horizon View | IT PayGo | \$100,000 | \$100,000 | \$100,000 | | |
| Code Compliance | Code - Animal Care & Control | IT PayGo | \$100,000 | | | | |
| Code Compliance | Code Compliance - One Button | Solid Waste | \$100,000 | | | | |
| ITS | Vehicles | IT PayGo | \$100,000 | | \$100,000 | | \$100,000 |
| Fire | Additional Emergency Radios for ARFF and BFP | IT PayGo | \$92,500 | | | | |
| ITS | Broadband Antenna Tracking System Site | IT PayGo | \$90,000 | | | | |
| ITS | Laserfiche Additional Licenses | IT PayGo | \$80,000 | \$80,000 | \$80,000 | | |
| Police | Replace Pen-Link Hardware and Software | CCPD | \$80,000 | | | | |
| Police | Digital Forensics Server (Replacement of current storage/working server) | CCPD | \$80,000 | | | | |
| TPW - Business Support | File room digitization | IT PayGo | \$80,000 | | | | |
| Code Compliance | Customer Care - Voice Analytics Software | IT PayGo | \$75,000 | | | | |
| Economic Development | Economic Development Client and Incentive Management System | IT PayGo | \$75,000 | | | | |
| ITS | ADManager Plus from ManageEngine software | IT PayGo | \$75,000 | | | | |
| Economic Development | B2G Now (diversity management system - cloud hosted) | IT PayGo | \$73,000 | | | | |
| Fire | Additional workstation at each fire station | IT PayGo | \$65,000 | | | | |
| ITS | Wifi Access Points Upgrade & Growth | IT PayGo | \$60,000 | \$50,000 | \$60,000 | | |
| ITS | Business Apps Refresh | IT PayGo | \$51,386 | \$358,213 | \$372,947 | \$872,677 | \$1,289,403 |
| FMS | Blackline | IT PayGo | \$51,000 | \$51,500 | \$25,000 | | |
| PARD | Upgrade Community Centers Public Lab's Technology | IT PayGo | \$50,000 | \$0 | \$0 | \$0 | \$0 |
| Fire | Media Server solution | IT PayGo | \$50,000 | | \$35,000 | | |
| Fire | Peoplesoft/Telestaff Interface (2-way) | IT PayGo | \$50,000 | | | | |
| ITS | SiteMaster Communications Test Set | IT PayGo | \$50,000 | | | | |
| FMS | Enterprise Asset Mgt Interface to PeopleSoft | IT PayGo | \$35,000 | | | | |

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| | | | | | | | |
|--------------------------|---|----------|---------------------|--------------------|--------------------|--------------------|--------------------|
| ITS | Tower site UPS and microwave battery refresh | IT PayGo | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 |
| ITS | Data Center Facility Upgrade (ATS Bypass for Generator) | IT PayGo | \$30,000 | | | | |
| ITS | Annex requires maintenance/added storage capacity provided by a connex | IT PayGo | \$30,000 | | | | |
| ITS | Data Center Facility Upgrade (Install dampeners in City Hall Data Center) | IT PayGo | \$25,000 | | | | |
| ITS | Professional Services for implementing vPro technology | IT PayGo | \$25,000 | | | | |
| Police | Software - Analysis User Interface | CCPD | \$25,000 | | | | |
| Municipal Court Services | Motorola O3 Conversion for Trunking Radios | IT PayGo | \$22,800 | | | | |
| ITS | ClearPass | IT PayGo | \$20,000 | \$30,000 | \$30,000 | | |
| ITS | Badge access at Annex | IT PayGo | \$20,000 | | | | |
| NSD | Envisionware | IT PayGo | \$20,000 | | | | |
| Police | IA Pro for Early Intervention | CCPD | \$16,700 | | | | |
| ITS | Microwave Power Supply Rectifier Refresh | IT PayGo | \$15,000 | \$15,000 | \$15,000 | \$15,000 | \$15,000 |
| ITS | Repaving parking lot at annex | IT PayGo | \$15,000 | | | | |
| ITS | Refresh of hard drive wiping equipment | IT PayGo | \$15,000 | | | | |
| NSD | Digital Marketing System | IT PayGo | \$11,640 | \$5,000 | | | |
| Municipal Court Services | Fund body camera program/data storage Evidence.com license w/1 yr | IT PayGo | \$10,620 | | | | |
| Municipal Court Services | 2 High Capacity Batch Scanners | IT PayGo | \$10,550 | | | | |
| Police | Tactical Operations Mobile Fingerprint Scanners | CCPD | \$10,200 | | | | |
| Economic Development | Incentive Map Update | IT PayGo | \$10,000 | | | | |
| NSD | Charging Stations | IT PayGo | \$9,600 | | | | |
| Municipal Court Services | Queue Management System | IT PayGo | \$8,316 | | | | |
| ITS | Appleton connector replacement - Eagle Mountain | IT PayGo | \$8,000 | | | | |
| Municipal Court Services | Learning Management System | IT PayGo | \$3,360 | | | | |
| Municipal Court Services | 4 Additional License Plater Readers | IT PayGo | | \$22,000 | \$22,000 | | |
| Police | Police Systems | CCPD | | \$2,209,000 | \$2,209,000 | \$2,209,000 | \$1,609,000 |
| ITS | Diagostx Refresh | IT PayGo | | \$485,107 | | | |
| Perf & Budget | Business Analytics/Business Intelligence Tool | IT PayGo | | \$250,000 | \$250,000 | \$250,000 | |
| FMS | Sympro Investments Module | IT PayGo | | \$70,000 | | | |
| Fire | Supply Inventory Project | IT PayGo | | \$60,000 | | | |
| FMS | FINS Update | IT PayGo | | | \$500,000 | | |
| FMS | Payroll Assessment | IT PayGo | | | | \$500,000 | |
| FMS | Inventory System Review | IT PayGo | | | | | \$500,000 |
| ITS | Aeroflex Refresh | IT PayGo | | | \$68,000 | | |
| ITS | Infrastructure | IT PayGo | | | \$78,741 | \$762,178 | \$928,415 |
| Police | Predictive Analysis Software | CCPD | | | | | |
| Police | E-Citation | CCPD | | | | | |
| Police | Dashboards/Business Intelligence System | CCPD | | | | | |
| Police | Milestone Video Management Software | CCPD | | | | | |
| Police | Mideo Training Works Fingerprint Comparison Training Software | CCPD | | | | | |
| TOTAL | | | \$10,892,113 | \$7,464,000 | \$7,594,000 | \$7,730,000 | \$7,296,000 |

OVERVIEW

The Library Department welcomes and supports all people in their enjoyment of reading, recreational materials, and their pursuit of learning and information at sixteen libraries.

The department is operated through the general fund and receives additional operating funds from the Library Foundation and Friends of the Library.

The department is divided into two divisions: Public Service and System-Wide Support. The Public Services division is the first point of contact for residents providing services for books, movies and music. In addition, the library:

- Provides quality educational classes and programs
- Directly supports and provides leadership for the City of Fort Worth's education-related initiatives which support school readiness and reading at grade level by 3rd grade
- Collects, preserves, and maintains materials related to the City's history
- Bridges the digital and economic divides by providing computer and Wi-Fi access
- Maintains public spaces and establishes community commons

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

FACILITIES

Following is a list of Library Facilities:

- Central Library which is located downtown in Council District 9 was built in 1978 and remodeled in 2000. A minor project was completed in FY2016 and the public bathrooms on the lower level were remodeled in FY2017. The library is 243,777 square feet and includes archives/genealogy and the administration staff. The library had a circulation in FY2016 of 444,247.
- BOLD (Butler Outreach Library Division) is located in the Butler Housing Community which is in Council District 8. This branch was opened in 1997 in one of the apartments in the complex. This satellite branch is 1,400 square feet and had a circulation in FY2016 of 16,956.
- COOL (Cavile Opportunity Outreach Library) is located in Cavile Place Public Housing Community which is in District 5. This branch was opened in 1994 in one of the apartments in the complex and was renovated in 2011. This satellite branch is 915 square feet and had a circulation in FY2016 was 13,826.
- Diamond Hill-Jarvis Library is located in Council District 2 and was built in 1989. A coating was placed on the roof in FY2016. Funds have been appropriated in FY2017 to replace the flooring. This library branch is 8,121 square feet and had a circulation in FY2016 of 96,371.
- East Berry Library is located in Council District 5 and was built in 1967 and remodeled in 2005. This branch library is 7,527 square feet and had a circulation in FY2016 of 118,865.

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- East Regional Library is located in Council District 4 and was built in 1996. Funds have been appropriated in FY2017 to replace the flooring. This branch library is 23,990 square feet and had a circulation in FY2016 of 270,062.
 - Ella Mae Shamblee Library is in Council District 8 and was built in 2008. This branch library is 13,445 square feet and had a circulation in FY2016 of 95,951.
 - eSkills Library and Job Center (originally the Meadowbrook Library) is in Council District 5 and was built in 1964 and was remodeled in 2011. A coating was placed on the roof in FY2016. This branch library is 5,045 square feet and had a circulation in FY2016 of 48,924.
 - Northside Library is in Council District 2 and was built in 1967 and remodeled in 2005. Renovation of the bathrooms is scheduled to start in FY2018. This branch library is 7,072 square feet and has a circulation in FY2016 of 94,492.
 - Northwest Library is in Council District 2 and was built in 2010. This branch library is 13,038 and had a circulation in FY2016 of 253,702.
 - Ridglea Library is in Council District 3 and was built in 1967 and remodeled in 2012. The roof was replaced in FY2016. This branch library is 9,585 square feet and had a circulation in FY2016 of 326,716.
 - Riverside Library is in Council District 9 and was built in 1967. Funds have been appropriated in FY2017 to replace the flooring. Renovation of the bathrooms is scheduled to start in FY2018. This branch library is 6,313 square feet and had a circulation in FY2016 of 100,806.
 - Seminary South Library is in Council District 9 and was built in 1967 and remodeled in 2006. This branch library is 6,834 square feet and had a circulation in FY2016 of 212,697
 - Southwest Regional Library is in Council District 3 and was built in 1987. Funds have been appropriated in FY2017 to replace the flooring. This branch library is 25,661 square feet and had a circulation in FY2016 of 643,670.
 - Summer Glen Library is in Council District 4 and was built in 2000. This branch library is 11,068 square feet and had a circulation in FY2016 of 464,468.
 - Wedgwood Library is in Council District 6 and was built in 1962 and remodeled in 2010. A coating was placed on the roof in FY2016. This branch library is 4,962 square feet and had a circulation in FY2016 of 196,849. This branch is recommended to be replaced in the 2018 Bond Package.
- ### **FUTURE FACILITIES**
- Construction began in September 2017 on the Golden Triangle Library located in far north Fort Worth. In FY2018, \$842,000 has been appropriated for furniture, fixtures and equipment.
 - The design phase for the Eastside Library will begin in the fall of 2017. This library will be designated as a children's library located in east

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Library

Fort Worth. All funding for this library has been appropriated.

CAPITAL IMPROVEMENT STRATEGY

In 2011, the Library with help from consultants, conducted a facilities study. The study included an assessment of the physical condition of all library facilities, identifying standards for future library facilities, recommending sustainability goals, recommending alternative library services models, and benchmarking Fort Worth's facilities against peer libraries around the country. Using recommendations from the study, the Library works closely with Property Management to ensure the facilities are maintained and are in good repair.

renovation and repair of restrooms. Staff anticipates starting these critical infrastructure activities during FY2018. Funding for future facility repairs of this type are wholly dependent on flow of CDBG funds to the City. Prioritization of projects at various library facilities is revised as funds of this type become available.

2018 Capital Bond Project

The Library has proposed to Property Management a new library for south Fort Worth that would replace Wedgwood Library. Public engagement meetings presenting this proposed library along with other facilities and transportation and park system improvement initiatives are scheduled to occur through October 2017. The 2018 Bond elections are proposed for May 5, 2018. The funding source for this library will be future debt.

CAPITAL REVENUE SOURCES

Grant Funding

In June 2016, the City Council approved (M&C G-18760) planned receipt of over \$3,000,000 in Community Development Block Grant Funds (CDBG) and HOME Investment partnerships Program Grant Funds. \$850,000 was designated as Architectural Barrier Removal and ADA Accessibility Improvements at city facilities for community centers and libraries. The libraries are Northside and Riverside. Library staff will work closely with facilities management professionals to determine optimal use of this funding for the

5-YEAR CAPITAL PLAN SUMMARY

| | Funding Source | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total |
|------------------------------|----------------|-----------|--------|--------|--------|--------|-----------|
| Golden Triangle Library FF&E | 2018 PAYG | \$842,000 | \$0 | \$0 | \$0 | \$0 | \$842,000 |

PAST ACCOMPLISHMENTS**FY2016 Library Projects with Property Management**

| Project Description | Amount | Complete |
|-----------------------------------|------------------|----------|
| Central Library Stop Valve | \$10,205 | x |
| Ridglea Library Roof Replacement | \$202,522 | x |
| Meadowbrook Library Roof Coating | \$4,900 | x |
| Wedgwood Library Roof Coating | \$5,016 | x |
| Diamond Hill Library Roof Coating | \$4,995 | x |
| FY2016 Total Appropriation | \$227,638 | |

FY2017 Library Projects with Property Management

| Project Description | Amount | Complete |
|---|------------------|----------|
| Replace Flooring Southwest Regional Library | \$98,575 | |
| Replace Flooring East Regional Library | \$117,075 | |
| Replace Flooring Riverside Branch Library | 28,075 | |
| Replace Flooring Diamond Hill-Jarvis Branch Library | \$37,175 | |
| Remodel Bathrooms Central Library | \$120,000 | x |
| FY2017 Total Appropriation | \$400,900 | |

OVERVIEW

Created in 2015, the Neighborhood Services Department implements programs that promote economic independence, sustainable housing, and healthy successful neighborhoods. The partnerships that the Department develops with residents, businesses, non-profit, and government agencies enhance 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: Neighborhood Development and Revitalization; Administration and Loan Services; Community Resources (formerly Community Services); Neighborhood Stabilization and Outreach; Compliance and Planning; and Rehabilitation and Construction Management.

The Housing and Neighborhood Development Division coordinates redevelopment projects and administers the Neighborhood Empowerment Zone (NEZ) program, as well as grant-funded and non-grant –funded affordable housing and community development projects.

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).

The Community Resources Division (formerly Community Services) oversees seven of the City’s network of community centers and one CAP center. The centers provide recreational, leisure and essential human services. 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 is dedicated to working with neighborhood to plan, coordinate, and promote resources to make neighborhoods more livable, address systemic neighborhood issues, and foster resident self-sufficiency. Staff also manages the Alleyway Maintenance Program and Neighborhood Stabilization and Improvement Program. This division also provides the community outreach that supports the various programs that the Department operates and manages.

The Rehabilitation and Construction Division delivers home repair services to low income homeowners through the Priority Repair, Weatherization, Cowtown Brush-up and Lead Safe programs.

The Compliance and Planning Division ensures that the City continues to receive approximately \$20 million in state and federal grants annually, though preparing grant proposals and plans, complying with HUD grant reporting requirements, and enforcing regulatory compliance through training and monitoring activities.

CAPITAL IMPROVEMENT STRATEGY

The development and implementation of the 5-year Capital Improvement Plan serves to define and prioritize CIP projects over the long-term. It identifies essential needs but also those initiatives which optimize operational capacity, enhance safety, and strengthen and enhance the neighborhoods within Fort Worth. It identifies upgrades and maintenance required in order to meet the needs of facility centers and achieve the Department’s mission to provide high-quality, cost effective facilities to meet the community needs of

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Fort Worth. This long-range plan provides Neighborhood Services Department, and the City, a path to support the overall neighborhood needs and services.

Neighborhood Improvement Strategy (NIS) is a program aimed at using data about neighborhoods to make communities more vital and raise the quality of life. City Council approved \$2.56 million to pilot the Neighborhood Improvement Strategy program in the Cavile Place/Stop Six area for FY2017.

The FY2018-2022 CIP for the Neighborhood Services Department reflects the City's sustained commitment to the use of capital funding to support the NIS. While the specific improvements will be tailored to the need in each neighborhood, activity supported by these funds may include substandard building abatement, urban forestry to improve roadside conditions, streetlights and sidewalk installation, park facility improvements, park security lighting and security camera installation. The FY2018 allocation will be \$2,767,000, with estimated recurring allocations growth of 4% per year during FY2019-2022. The FY2018-2022 allocation total will be \$14,982,000.

Alleyway Maintenance Program will provide capital improvement above the cleanup and ground maintenance of the City's alleyways contract. FY2017 allocation was \$84,100 and \$87,000 will be allocated from the FY2018 Pay-Go funding. FY2019-2022 will be funded with recurring allocations growth of 4% per year. The FY2018-2022 allocation total will be \$465,000.

Americans with Disability Act (ADA) Improvements of Public Facilities includes improvements and repairs at community centers and

libraries that were identified in February 2015. Facilities currently do not meet 100% compliance of Section 504 of the Rehabilitation Act of 1973 and 24 CFR Part 8 of HUD regulations. Improvements will include ramps, improved access to parking lots, entryway improvements, restroom accessibility, etc. Northside Community Center will receive PY2016 CDBG funding of \$590,000 and Worth Height Community Center will be funded with PY2017 CDBG funding of \$579,255. Facility improvements are managed by Property Management.

Park improvements managed under the Park and Recreation Department will receive HUD allocation funding. These park improvements include design, purchase and installation of playground equipment and improvements including but not limited to demolition and site preparation at Diamond Hill Park, Sagamore Hills Park, Anderson Park, and Carter Park. Delga Park improvement will include design and installation of a pedestrian trail and improvements including but not limited to demolition, site preparation, purchase of materials, and amenities such as benches. Carter Park improvement will also include design and reconstruction of road improvements to Carter Park Drive. The above park improvements will be funded by CDBG in the amount of \$1,532,000. In FY2018, Bunche Park Improvement of \$500,000 will be partially funded with CDBG funds.

Reconstruction of Neighborhood Streets Project is managed by TPW Infrastructure Services to improve neighborhood streets with CDBG funding in the amount of \$1,336,521

FACILITIES

Facility improvements are managed by Property Management with the funded improvements for FY18-22 included in Property Management's 5-year CIP.

Andrew "Doc" Session Community Center The facility once housed a John Peter Smith Clinic and requires renovation of 1,430 SF of space to make restrooms ADA compliant and to create CAP office space for staff and expand the wellness area to increase fitness access to maintain healthy lifestyles at an estimated cost of \$429,000 with future Pay-Go funding.

Como Community Center The 2014 Bond Program Proposition 2 authorized this location to construct a new center in the amount of \$5,300,000. The anticipated capital cost will be \$10 million. Additional surplus funding of \$1,700,000 was added in FY2016, and \$300,000 will be earmarked from Park Dedication Fees. An estimated amount of \$1,700,000 will be raised from private donations. Furniture, Fixture & Equipment (FF&E) will equip this 43,000 square foot facility at an anticipated capital spending of \$1,150,250 with FY2019 Pay-Go funding.

Martin Luther King Jr. Community Center The MLK Jr. Community Center was the second community center built in Fort Worth and has been serving the eastern side of the city since 1973. Future Pay-Go estimated in the amount of \$515,000 will renovate approximately 1,500 SF that will expand the availability of activity rooms that can be used for rentals, meetings, and classes.

Northside Community Center which is more than 30,000 square feet has been recommended for

renovation in the 2018 Bond Referenda in the amount of \$5,801,400. This facility is one of the largest in the community center inventory and receives the highest attendance of any facility. Approximately 19,338 square feet need significant renovation to bring the building up to ADA standards and increase space efficiency.

North Tri-Ethic Community Center The center is currently set to receive \$400,000 in FY2017 Pay-Go funds to make renovations to the vacated clinic space of 1,650 SF. The facility could potentially serve more people by providing a place for fitness classes, workout sessions and additional classes offered through community partnerships. Additional funds in the amount of \$85,000 are required to capture remaining underutilized space and added FF&E costs.

Southside Community Center The facility is currently set to receive \$100,000 in FY2017 Pay-Go funds to address structural damage and renovate former daycare and clinic space. Recommendation is to reallocate the FY2107 Pay-Go from Fellowship Corner Community Center of \$350,000 since additional funding will be necessary to renovate Southside Community Center into a facility dedicated to serving older adults. Additional \$400,000 of HUD funding will supplement renovation costing for a total renovation cost of \$850,000.

Worth Height Community Center Remodel of approximately 1,325 SF of space to include kitchen, public showers and restrooms, at an estimated cost of \$50,000 of FY2018 Pay-Go. These improvements are required to bring facility up to ADA compliance and make functional for temporary sheltering.

CAPITAL REVENUE SOURCES

General Debt Service Funds (Bond and Certificate of Obligations)

Debt financing includes general obligation bonds, certificates of obligation, lease/purchase agreements, certificates of participation, commercial paper, tax notes, and other obligations permitted to be issued or incurred under Texas law. Examples include 2014 Bond, 2013 Certificates of Obligation, 2004 Bond.

General Capital Projects Fund

The General Capital Projects Fund is used to accumulate reimbursements from other governmental agencies for the prior purchase of real property assets, proceeds from an occasional sale of surplus real property as approved by Council, bonuses and royalties received from gas leases (as described in the City's Financial Management Policy Statements "Revenues", Section I., Revenues from Gas Leases and Pipeline Agreements), and transfers from the General Fund unassigned fund balance. This fund shall only be used to pay for non-routine and one-time expenditures such as land and building purchases, construction and maintenance projects with at least a ten (10) year life, feasibility, design and engineering studies related to such projects, capital equipment and vehicles with at least a ten (10) year life, and technology improvements with at least a five (5) year life.

Specially Funded Projects Fund

The Specially Funded Projects Fund is used to account for revenue, received from various organizations and individuals for leases, license agreements and fees, and do not have restrictions on the type of improvements to be constructed. Examples include Park Dedication Fees.

Grants (Federal, State, Local)

Grant funds are funds that the City receives through jurisdiction entitlement or an application process and are awarded for use on a specific project as described in the application process. Grants may be awarded by federal, state and private nonprofit foundations and typically are reimbursable. Examples of grants that have been awarded are: Federally funded (Community Development Block Grant (CDBG); Home Investment Partnerships Grant (HOME); Emergency Shelter Grant (ESG); and Housing Opportunities with Persons with AIDS (HOPWA) and Community Service Block Grants (CSBG); State funded (Comprehensive Energy Assistance Program (CEAP); Texas Veterans Commission; and Locally funded (Volunteer Income Tax Assistance Program).

5-YEAR CAPITAL PLAN SUMMARY

| Project Descriptions | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Neighborhood Improvement Strategy | \$2,767,000 | \$2,877,000 | \$2,992,000 | \$3,111,000 | \$3,235,000 | \$14,982,000 |
| Alleyway Maintenance | \$87,000 | \$90,000 | \$93,000 | \$96,000 | \$99,000 | \$465,000 |
| TOTALS | \$2,854,000 | \$2,967,000 | \$3,085,000 | \$3,207,000 | \$3,334,000 | \$15,447,000 |

*Funding Source Pay-As-You-Go (Pay-Go)

OVERVIEW

The Park and Recreation Department's mission is to enrich the lives of our citizens through the stewardship of our natural and developed resources and the responsive provision of quality services and recreational opportunities. Throughout the history of the development of the Fort Worth park system, the Department has effectively anticipated and responded to the park, recreation and open space needs of the community.

History

The first parks master plan was drafted by Landscape Architect, George Kessler, in 1909. The intent and spirit of Kessler's original Park Plan for the City of Fort Worth served as the basis for the implementation of major park facilities that now serve as the core of Fort Worth's park, recreation and open space system. Kessler's initial vision for Fort Worth parks was an integrated system of parks based on the natural drainage ways of the City's rivers, and a system of parkways or boulevards tying together the park system, the residential sections and the business district.

"The general experience in American cities, all of which are actively engaged in this work, make it superfluous to submit any argument to show the need for establishing public recreation grounds. They have all found such improvements in all its elements absolutely necessary to the life and growth of their communities, and in no measure a luxury."
- George E. Kessler, September 15, 1909, in the description of Fort Worth's first Park Master Plan

Subsequently, the 1930 and 1957 Hare and Hare Master Plans, the Park and Recreation Department's 1992 Strategic Plan and the 1998, 2004 and 2015 Park, Recreation and Open Space Master Plans

provide strategic direction to ensure that the existing park system is preserved and protected and the future park system is effectively planned for and efficiently developed.

FACILITIES

The City of Fort Worth park system consists of 277 park, recreation, and open space sites and numerous agreements with other agencies. The park system consists of 254 active park sites with the remainder either on reserve for future use or leased to other government or nonprofit agencies. Each park and facility in the current park system is classified under one of the following categories: Neighborhood Based, Community Based, or Special Use & Nature Based Parks.

Fort Worth's diverse population is served by a variety of park, recreational, and open spaces encompassed by the following:

- 11,986 acres of parkland
- 14 City-operated Community Centers
- Fort Worth Botanic Garden
- Fort Worth Nature Center and Refuge
- Fort Worth Zoo
- Log Cabin Village
- 4 Golf Courses (87 holes)
- 72 miles of hike and bike trail (traversing both City and Tarrant Regional Water District properties)
- 11 Athletic Field Complexes (64 fields)
- 188 Neighborhood Based Parks
- 63 Community Based Parks
- 8 Conservancy Parks
- 7 Greenbelts
- 11 Special Use Parks

A complete inventory of these facilities is included in the Capital Appendix.

CAPITAL IMPROVEMENT STRATEGY

The Park and Recreation Department's Capital Improvement Strategy is founded in the adopted 2015 Park, Recreation and Open Space Master Plan. The development of this plan is based on demographics, facility standards, mandates, and age and condition of existing infrastructure. A key overlay is incorporated into the plan from public input obtained through needs assessments and surveys; and community engagement with partner agencies, program and facility support groups, and volunteer stake holders. Lastly, input is obtained from resource management assessments conducted by licensed professional staff, facility managers and program operators.

2015 Park, Recreation and Open Space Master Plan

The Fort Worth Park, Recreation and Open Space Master Plan (Master Plan) is developed following the processes recommended by the National Recreation and Park Association, and the Texas Parks and Wildlife Department. This Master Plan serves as an evolving document that is reviewed and updated over time and provides a dynamic planning framework from which the future needs of the citizens of Fort Worth can be anticipated and met.

The Park and Recreation Department employs a systems approach to create the framework for park master planning. This approach includes the effective use of citizen input and needs assessment tools, adherence to the City's overall vision for community enhancement, and identification of corresponding goals, objectives, and strategies. The

comprehensive nature of this Master Plan addresses the planning and development priorities of the Fort Worth park system for the next five to ten years as identified by the citizens of Fort Worth, the Park and Recreation Advisory Board, the Fort Worth City Council and City staff.

The Goals and Objectives of the Master Plan (goals listed below) are based on public input and are ratified by the Park and Recreation Advisory Board. The identified priorities serve as a guide for decisions made in producing and updating the Master Plan.

1. Restore and maintain the viability of the park, recreation and open space system by investing and re-investing in existing facilities.
2. Provide new parkland and facilities to meet park, recreation and open space needs in developing and re-developing areas of the City.
3. Improve the variety of park, recreation and open space opportunities available to the community.
4. Expand recreational opportunities in the floodplains of the Trinity River and its tributaries.
5. Build and enhance community partnerships to deliver quality services and facilities.
6. Preserve and enhance the City's natural, historical and developed resources.

Capital Improvement Prioritization

The development of the Five Year Capital Improvement Program is based on established priorities using available debt and cash funding for each year within the five year program. Factors used in developing the Park and Recreation Department's CIP priorities include: health and

safety, legal mandates, infrastructure stewardship, policy mandates, direct revenues and leverage potential, high use, and unmet service needs.

CAPITAL REVENUE SOURCES

Special Purpose Fund

The Special Purpose Fund is used to account for revenue received from donations, participant fees and other specially designated funding, and covers both operating and capital needs. They are typically governed by standing agreements between the City and support groups for specific purposes. These gifts and contributions are restricted to a specific purpose and use is based on the stipulations of the donor and can be for either operational or capital needs.

General Capital Projects Fund

The General Capital Projects Fund is used to accumulate reimbursements from other governmental agencies for the prior purchase of real property assets, proceeds from an occasional sale of surplus real property as approved by Council, bonuses and royalties received from gas leases (as described in the City's Financial Management Policy Statements "Revenues", Section I., Revenues from Gas Leases and Pipeline Agreements), and transfers from the General Fund unassigned fund balance. This fund shall only be used to pay for non-routine and one-time expenditures such as land and building purchases, construction and maintenance projects with at least a ten (10) year life, feasibility, design and engineering studies related to such projects, capital equipment and vehicles with at least a ten (10) year life, and technology improvements with at least a five (5) year life.

Special Donations Capital Projects Fund

The Special Donations Capital Projects Fund is used to account for revenue that is given to the City by individuals, neighborhood associations, and other organizations for specific capital improvements.

Intergovernmental Contributions

Intergovernmental Contributions are executed agreements with other government entities for the temporary use of parkland for a fee that is to be used at the park where the activities occur for park improvements. Examples: Tarrant Regional Water District and area independent school districts.

Park Dedication Fees

The Park Dedication Fees Fund is used to account for fees received through the Neighborhood and Community Park Dedication Policy. Fees are assessed and collected based on seventy nine (79) neighborhood units and twenty one (21) community park units. The fees for neighborhood parks are restricted to the unit it is received for or adjoining units. Community park fees may be pooled together within the Park Planning District. Within each unit fees are collected for specific purposes such as land acquisition, development, infrastructure and engineering. Interest earned on this fund may be used to supplement any of the fees.

Grants (Federal, State, Local)

Grant funds are funds that the City receives through an application process and are awarded for use on a specific project as described in the application process. Grants may be awarded by federal, state and private nonprofit foundations and typically are reimbursable. Examples of grants that have been awarded are: Federally funded (State Transportation Enhancement Program, Transportation Alternatives Program and Congestion Mitigation and Air Quality, Community

5-year Capital Improvement Plan

Fiscal Years 2018-2022

Development Block Grants); State funded (Texas Parks and Wildlife Department – Urban Outdoor Recreation, Urban Indoor Recreation, and Recreational Trails Grant); and Locally funded (Amon G. Carter Foundation, Meta Alice Keith Bratten Foundation, and The Society of Municipal Arborists).

Gas Well Revenues

Gas Well Revenues are distributed in accordance with the City's Financial Management Policy Statement as amended and adopted by City Council on November 1, 2016 (M&C G-18872).

Bonus

With the exception of Lake Worth Park Land and the Nature Center, bonus revenues from gas well leases associated with parkland will be recorded in the Park Gas Lease Capital Project Fund and will be designated for use for capital improvements within the park system.

Royalties and Other Fees

With the exception of the Nature Center, royalties and other fees received from gas leases or license agreements associated with park land that has federal and/or state restrictions requiring proceeds to be spent within the park system shall be allocated as follows:

- Fifty percent (50%) to the Park Gas Lease Capital Project Fund; and
- Fifty percent (50%) to the Park System Endowment Gas Lease Fund.

Royalties and fees from gas well leases, pipelines or related activities located on all other City property, including but not limited to parks without federal, state, deed or other legal restrictions; landfills,

general City facilities, and street rights-of-way, will be allocated as follows:

- Fifty percent (50%) of the revenue will be allocated to the General Gas Lease Capital Projects Fund; and
- Fifty percent (50%) of the revenue will be allocated to the General Endowment Gas Lease Fund.

Lake Worth

Funds from park land located in and around Lake Worth (except the Nature Center and Refuge) shall be designated for qualified expenditures in the development and execution of the 2007 Lake Worth Capital Improvement Implementation Plan, until such time as the plan projects are completed.

Nature Center

Bonus revenues from gas well leases associated with the Nature Center will be allocated first to establish the Nature Center Endowment Gas Lease Fund such that a \$10 million corpus will be established within the Endowment Fund. Any remaining funds will be allocated fifty percent (50%) to Nature Center Gas Lease Capital Improvement Program to implement the Nature Center Master Plan and fifty percent (50%) to the Park Gas Lease Capital Project Fund.

Until full funding of the Master Plan has been achieved, all royalties and other revenue received from gas leases associated with the Nature Center will be allocated as follows:

- Twenty-five percent (25%) to the Nature Center Gas Lease Capital Improvement Program
- Twenty-five percent (25%) to the Park Gas Lease Capital Project Fund; and
- Fifty percent (50%) to the Park-System Endowment Gas Lease Fund.

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After full funding of the Master Plan has been achieved, all royalties and other revenues received from gas leases associated with the Nature Center will be allocated as follows:

- Fifty percent (50%) to the Park Gas Lease Capital Project Fund; and
- Fifty percent (50%) to the Park System Endowment Gas Lease Fund.

General Debt Service Funds (Bond and Certificate of Obligations)

Debt financing includes general obligation bonds, certificates of obligation, lease/purchase agreements, certificates of participation,

commercial paper, tax notes, and other obligations permitted to be issued or incurred under Texas law. Examples include 2014 Bond, 2013 Certificates of Obligation, 2004 Bond.

Specially Funded Projects Fund

The Specially Funded Projects Fund is used to account for revenue, received from various organizations and individuals for leases, license agreements and fees, and do not have restrictions on the type of improvements to be constructed. Examples include temporary (short and long term) use of parkland, temporary water line agreements, workspace agreements, etc. Examples include Putt-Putt lease, mitigation fees and the Colonial Country Club Agreement.

Summary of Unappropriated Funds

| Fund Name | Unappropriated Balance |
|--------------------------------|------------------------|
| Special Purpose Fund* | \$0 |
| General Capital Projects Fund | \$0 |
| Special Donations Cap Projects | \$40,710 |
| Intergovernmental Contribution | \$0 |
| Park Dedication Fees Fund* | \$11,935,987 |
| PACS Gas Lease Cap Projects* | \$793,351 |
| 2014 Bond Program | \$0 |
| Specially Funded Projects Fund | \$0 |
| Lake Worth Gas Lse Cap Legacy | \$0 |
| PACS Gas Revenue Legacy Fund* | \$1,050,217 |
| Street Improvements Fund | \$0 |
| PACS Improvements Fund | \$0 |
| TOTAL | \$13,820,265 |

*Park Dedication Fees and Gas Well Revenues consist of multiple revenue accounts that have restrictions based on the City's Financial Management Policy Statements. Special Purpose Funds listed are for PARD only.

**In order to advance the Fort Worth Nature Center and Refuge (FWNC&R) Master Plan, the land acquisitions made by the FWNC&R have been paid from Park Dedication Fees interest funds in the amount of \$1,100,542 with the intention that upon the leasing of the minerals contained within the

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FWNC&R and distributed pursuant to the current Financial Management Policy, this amount will be reimbursed to the Park Dedication Fees Fund.

walks and trails, aquatic facilities, security lighting, and parkland acquisition.

CAPITAL PLAN SUMMARY BY PROJECT CATEGORY

Park and Recreation Department

Capital projects are grouped by project type including: erosion repair and control, park roads and parking lots, athletic field improvements, athletic field lighting, reserve park development, playgrounds, park renovation of existing facilities,

Property Management Department

The Property Management Department's 5-year Capital Improvement Plan includes the following project types: service center improvements, new community centers and expansions/renovations to existing centers.

The following table summarizes both appropriated and proposed funding for fiscal years 2018 through 2022 by project type. Subsequent tables depict current funding by project.

Summary of Funding By Project Category

| Project Type | Previously Appr | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
|---|---------------------|--------------------|---------------------|--------------------|--------------------|--------------------|----------------------|
| Park Erosion Repair and Control | \$3,402,669 | \$109,000 | \$1,091,868 | \$0 | \$0 | \$0 | \$4,603,537 |
| Park Roads and Parking Lots | \$2,091,310 | \$35,758 | \$175,000 | \$0 | \$0 | \$725,000 | \$3,027,068 |
| Athletic Field Improvements | \$8,060,000 | \$2,112,900 | \$1,000,000 | \$0 | \$0 | \$0 | \$11,172,900 |
| Athletic Field Lighting | \$0 | \$0 | \$600,000 | \$0 | \$0 | \$2,400,000 | \$3,000,000 |
| Reserve Park Development | \$1,694,736 | \$0 | \$175,000 | \$250,420 | \$2,010,000 | \$1,750,000 | \$5,880,156 |
| Playgrounds | \$1,879,399 | \$3,935,000 | \$1,719,141 | \$2,860,777 | \$2,965,208 | \$2,619,816 | \$15,979,341 |
| Park Renovations of Existing Facilities | \$5,089,106 | \$1,494,895 | \$9,462,623 | \$4,585,750 | \$3,055,750 | \$1,315,750 | \$25,003,874 |
| Walks and Trails | \$29,211,540 | \$131,264 | \$7,500,000 | \$0 | \$0 | \$200,000 | \$37,042,804 |
| Aquatic Facilities | \$2,300,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,300,000 |
| Parks Security Lighting | \$469,128 | \$0 | \$0 | \$0 | \$0 | \$452,000 | \$921,128 |
| Park Land Acquisition | \$325,088 | \$0 | \$4,250,000 | \$0 | \$1,000,000 | \$0 | \$5,575,088 |
| Total | \$54,522,975 | \$7,818,817 | \$25,973,632 | \$7,696,947 | \$9,030,958 | \$9,462,566 | \$114,505,895 |

The following sections include a detailed listing of individual projects within each project type. Each table includes the project description, the funding source for previously appropriated funding, funding

to be appropriated in FY 2018, and the proposed funding appropriation for years 2018 through 2022.

The following table provides a legend defining the funding abbreviations and color coding:

5-year Capital Improvement Plan

Fiscal Years 2018-2022

Fund Source Legend

| LEGEND | |
|--------|---------------------------|
| | = 2018 Bond Program |
| | = Needs Appropriation |
| | = Partially Funded |
| | = PayGo |
| | = Previously Appropriated |
| | = Unfunded |

| LEGEND | |
|---------------------------------------|---|
| General Debt Service Funds | Gas Well Revenues |
| 04CIP = 2004 Bond Program | Gas = Gas Well Revenues |
| 14CIP = 2014 Bond Program | Wtr/S = Water & Sewer (Gas) Funds |
| 18CIP = 2018 Bond Program | |
| General Capital Projects Fund | Special Donations Capital Projects Fund |
| GC = General Capital Projects Fund | Don = Donations |
| Specially Funded Projects Fund | Intergovernmental Contributions |
| SFPF = Specially Funded Projects Fund | Mit = Mitigation Fees |
| Mit = Mitigation Fees | LA = License Agreement |
| LA = License Agreement | Special Purpose Fund |
| Misc = Miscellaneous Revenue | LA = License Agreement |
| Grants | Misc = Miscellaneous Revenue |
| GF = Grant Funds | PF = Private Funds |
| Park Dedication Fees | Miscellaneous |
| PDF = Park Dedication Fees | DDL = Developer Dedicated Land |

Park Erosion Repair and Control

Park erosion repair and control projects include design and construction of drainage and erosion control improvements. These improvements are directly related to the protection and preservation of

parkland and facilities with the goal of sustaining the park infrastructure through responsible land and facility stewardship. The eleven (11) projects included in the 5-year CIP totaling \$4,603,537 are listed below.

| Description | Funding Sources | Previously Appr | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
|---|--------------------|--------------------|------------------|--------------------|------------|------------|------------|--------------------|
| Candleridge Park Drainage and Erosion Control | Gas | \$91,979 | | | | | | \$91,979 |
| Foster Park Drainage and Erosion Control | 04CIP, 14CIP | \$105,705 | | | | | | \$105,705 |
| French Lake Dam (Candleridge Park) Drainage and Erosion Control | PayGo, Future Debt | | \$44,000 | \$256,000 | | | | \$300,000 |
| FWNC&R - Levee Reconstruction | 14CIP, Don | \$425,000 | | | | | | \$425,000 |
| Lake Como Dam (Lake Como Park) Drainage and Erosion Control | PayGo, Future Debt | | \$65,000 | \$405,000 | | | | \$470,000 |
| Oakland Lake Dam (Oakland Lake Park) Drainage and Erosion Control | PayGo | | | \$300,000 | | | | \$300,000 |
| Rockwood Park Drainage and Erosion Control | Gas | \$69,292 | | | | | | \$69,292 |
| Rodeo Park Erosion Control | Gas | \$61,416 | | | | | | \$61,416 |
| Stonecreek Park Drainage and Erosion Control | Gas | | | \$100,000 | | | | \$100,000 |
| Sunset Hills Drainage and Erosion Control | Gas | \$19,132 | | \$30,868 | | | | \$50,000 |
| Zoo Creek Drainage and Erosion Control | Wtr/S (Gas), 14CIP | \$2,630,145 | | | | | | \$2,630,145 |
| Park Erosion Repair and Control Total | | \$3,402,669 | \$109,000 | \$1,091,868 | \$0 | \$0 | \$0 | \$4,603,537 |

Park Roads and Parking Lots

Projects related to roads and parking lot improvements located on dedicated parkland throughout the City include the renovation and/or

expansion of existing facilities and development of new facilities within parkland. The twelve (12) projects included in the 5-year CIP totaling \$3,027,068 are listed below.

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5-year Capital Improvement Plan

Fiscal Years 2018-2022

| Description | Funding Sources | Previously Appr | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
|--|-----------------|--------------------|-----------------|------------------|------------|------------|------------------|--------------------|
| Andrew Doc Sessions Community Center Road and Parking Improvements | 14CIP, Gas, GC | \$27,191 | | | | | | \$27,191 |
| Carter Park Road and Parking Improvements | GF | \$900,000 | | | | | | \$900,000 |
| Forest Park Pool Road and Parking Improvements | Unfunded | | | \$175,000 | | | | \$175,000 |
| Forest Park Road and Parking Improvements (Park Place) | Gas | \$149,743 | \$35,758 | | | | | \$185,501 |
| Handley Park Road and Parking Improvements | 14CIP, Gas | \$111,660 | | | | | | \$111,660 |
| Hillside Park Road and Parking Improvements | 14CIP, GC | \$108,531 | | | | | | \$108,531 |
| Kellis Park Road and Parking Improvements | 04CIP, SFPF | \$96,373 | | | | | | \$96,373 |
| Marion Sansom Park Road and Parking Improvements | 14CIP, Gas, GC | \$55,209 | | | | | | \$55,209 |
| Parking Lot Repaving (Various TBD) | PayGo | | | | | | \$725,000 | \$725,000 |
| RD Evans Community Center Road and Parking Improvements | 14CIP, GC | \$124,826 | | | | | | \$124,826 |
| Thomas Place Park / Community Center Road and Parking Improvements | 14CIP, GC | \$42,224 | | | | | | \$42,224 |
| Trinity Park Road and Parking Improvements | Gas | \$475,553 | | | | | | \$475,553 |
| Park Roads and Parking Lots Total | | \$2,091,310 | \$35,758 | \$175,000 | \$0 | \$0 | \$725,000 | \$3,027,068 |

Athletic Field Improvements

Projects related to athletic field improvements include renovation of existing athletic field complexes and providing new athletic fields to meet

the City's adopted level of service standards. The seven (7) projects included in the 5-year CIP totaling \$11,172,900 are listed below.

| Description | Funding Sources | Previously Appr | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
|--|-----------------|--------------------|--------------------|--------------------|------------|------------|------------|---------------------|
| Alliance Park Athletic Field Improvements - Part 1 | GF, PDF, Gas | \$2,310,000 | | | | | | \$2,310,000 |
| Alliance Park Athletic Field Improvements - Part 2 | 14CIP | | \$1,000,000 | | | | | \$1,000,000 |
| Alliance Park Athletic Field Improvements - Part 3 | GF | | | \$1,000,000 | | | | \$1,000,000 |
| Fossil Creek Little League (Partnership Funds) | 14CIP, Don | \$200,000 | \$200,000 | | | | | \$400,000 |
| Gateway Park Synthetic Turf | PayGo | \$1,400,000 | \$812,900 | | | | | \$2,212,900 |
| Miracle League Athletic Field Improvements (Partnership Funds) | 14CIP | | \$100,000 | | | | | \$100,000 |
| Northwest Community Park Athletic Field Improvements | 14CIP, GF | \$4,150,000 | | | | | | \$4,150,000 |
| Athletic Field Improvements Total | | \$8,060,000 | \$2,112,900 | \$1,000,000 | \$0 | \$0 | \$0 | \$11,172,900 |

Athletic Field Lighting

Projects related to athletic field lighting which are located at park sites throughout the City include replacement of existing lighting standards and

installation of lighting on previously unlit fields in order to expand the hours of field use. The three (3) projects included in the 5-year CIP totaling \$3,000,000 are listed below.

| Description | Funding Sources | Previously Appr | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
|--------------------------------------|-----------------|-----------------|------------|------------------|------------|------------|--------------------|--------------------|
| Harmon Athletic Field | Future Debt | | | | | | \$600,000 | \$600,000 |
| North Park Field Improvements | Future Debt | | | \$600,000 | | | | \$600,000 |
| Rolling Hills Field Improvements | Future Debt | | | | | | \$1,800,000 | \$1,800,000 |
| Athletic Field Lighting Total | | \$0 | \$0 | \$600,000 | \$0 | \$0 | \$2,400,000 | \$3,000,000 |

Service Center Improvements

Service center improvements include the relocation and expansion of the PARD operations and maintenance facilities, and the development of a new PARD headquarters/administration offices building. These improvements are listed in the Property Management Department's 5-year Capital Improvement Plan

New Community Centers and Expansion/Renovation of Existing Centers

Projects related to new neighborhood centers and expansion/renovation of existing centers at park sites throughout the City are to meet current levels of service standards and accommodate anticipated future growth. These improvements are listed in the

City of Fort Worth

Park and Recreation

5-year Capital Improvement Plan

Fiscal Years 2018-2022

Property Management Department's 5y-Year Capital Improvement Plan

The thirteen (13) projects included in the 5-year CIP totaling \$5,880,156 are listed below.

Reserve Park Development

Projects related to the development of reserve parks, or currently undeveloped parks throughout the City.

| Description | Funding Sources | reviously App | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
|--|-----------------|--------------------|------------|------------------|------------------|--------------------|--------------------|--------------------|
| Bunche Park Development | 04CIP, GF | \$540,516 | | | | | | \$540,516 |
| Deer Creek Reserve Park Development | 14CIP, Gas, GC | \$575,363 | | | | | | \$575,363 |
| Deer Meadow Reserve Park Development | Future Debt | | | | | | \$500,000 | \$500,000 |
| Ederville Reserve Park Development | Gas | | | | \$250,420 | | | \$250,420 |
| Kingsridge Reserve Park Development | Future Debt | | | | | \$600,000 | | \$600,000 |
| Lago Vista at Bonds Ranch Reserve Park Development | PDF | | | \$175,000 | | | | \$175,000 |
| Marine Creek Lake Reserve Park Development | Future Debt | | | | | | \$500,000 | \$500,000 |
| McPherson Park Development | Future Debt | | | | | \$500,000 | | \$500,000 |
| Parkwood East Reserve Park Development | Future Debt | | | | | | \$300,000 | \$300,000 |
| Remington Pointe Reserve Park Development | 14CIP, Gas, GC | \$578,856 | | | | | | \$578,856 |
| Tim Watson Reserve Park Development | Future Debt | | | | | \$500,000 | | \$500,000 |
| Trail Lake Estates Reserve Park Development | Future Debt | | | | | | \$450,000 | \$450,000 |
| Vineyards at Heritage Reserve Park Development | Future Debt | | | | | \$410,000 | | \$410,000 |
| Reserve Park Development Total | | \$1,694,736 | \$0 | \$175,000 | \$250,420 | \$2,010,000 | \$1,750,000 | \$5,880,156 |

Playgrounds

Projects related to the replacement of existing playgrounds and the addition of new playgrounds at

park sites throughout the City. The fifty-three (53) projects included in the 5-year CIP totaling \$15,979,341 are listed below.

City of Fort Worth

Park and Recreation

5-year Capital Improvement Plan

Fiscal Years 2018-2022

| Description | Funding Sources | Previously Appr | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
|---|-----------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Anderson Campbell Park Playground Installation | GF | \$155,000 | | | | | | \$155,000 |
| Arcadia Park Playgrounds (#3-4800 Seneca) | PayGo | | | | | \$250,000 | | \$250,000 |
| Arcadia Trail Park North Playgrounds (#5- 8251 Quachita Crossover St.) | PayGo | | | \$250,000 | | | | \$250,000 |
| Arcadia Trail Park North Playgrounds (#9 -4320 Shiver Rd.) | PayGo | | | | | | \$250,000 | \$250,000 |
| Arcadia Trail Park South Playgrounds (# 7-4950 Basswood Blvd.) | PayGo | | | | \$250,000 | | | \$250,000 |
| Arcadia Trail Playgrounds (# 6-7812 Park Trails) | PayGo | | | \$250,000 | | | | \$250,000 |
| Arcadia Trail Playgrounds (#2 - 8300 Island Pk) | PayGo | | | \$250,000 | | | | \$250,000 |
| Arrow S Park Playground Replacement | 14CIP, GC | \$212,625 | | | | | | \$212,625 |
| C.P Hadley Park Playgrounds | PayGo | | | | \$250,000 | | | \$250,000 |
| Camelot Playgrounds (6 - 12 only) | PayGo | | | | | \$200,000 | | \$200,000 |
| Camp Joy Park Playground Replacement | 14CIP, GC | \$212,625 | | | | | | \$212,625 |
| Candleridge Playgrounds | PayGo | | | | | \$250,000 | | \$250,000 |
| Carter Park Playground Replacement | GF | \$155,000 | | | | | | \$155,000 |
| Casino Beach Playgrounds | PayGo | | | | \$250,000 | | | \$250,000 |
| Daggett Playgrounds | PayGo | | | | | \$300,000 | | \$300,000 |
| Delga Playgrounds | PayGo | | \$250,000 | | | | | \$250,000 |
| Dream Park Playground Installation (Universal Playground at Trinity Park) | Don | | \$3,000,000 | | | | | \$3,000,000 |
| Ellis Playgrounds | PayGo | | | | | | \$250,000 | \$250,000 |
| Eugene McCray Park at Lake Arlington Playgrounds | PayGo | | | | \$250,000 | | | \$250,000 |
| Forest Park Playgrounds (6-12 and Swings only) | PayGo | | \$200,000 | | | | | \$200,000 |
| Foster Playgrounds (North Location) | PayGo | | | | \$250,000 | | | \$250,000 |
| Gid Hooper Playgrounds | PayGo | | | | | | \$250,000 | \$250,000 |
| Glenwood Playgrounds | PayGo | | | | | \$250,000 | | \$250,000 |
| Harmon Field Playground and Park Improvements | PayGo | | \$300,000 | | | | | \$300,000 |
| Harrold Playgrounds | PayGo | | | | \$250,000 | | | \$250,000 |
| Harvey Street Park Playground Replacement | 14CIP, GC | \$212,625 | | | | | | \$212,625 |
| Hillside Playgrounds | PayGo | | | \$250,000 | | | | \$250,000 |
| Jennings-May-St. Louis Playgrounds | PayGo | | | | | | \$250,000 | \$250,000 |
| Kristi Jean Burbach Playgrounds | PayGo | | | | | | \$250,000 | \$250,000 |
| Lake Como Playgrounds (Westside) | PayGo | | | | \$250,000 | | | \$250,000 |
| Littlejohn Playgrounds | PayGo | | | | | \$250,000 | | \$250,000 |
| Lost Spurs Playgrounds | PayGo | | | | | | \$250,000 | \$250,000 |
| Louella Bales Baker Park Playgrounds | PayGo | | | | | \$200,000 | | \$200,000 |
| Marine Creek Linear North Playgrounds | PayGo | | | | | | \$250,000 | \$250,000 |
| Marine Playgrounds | PayGo | | | | | \$250,000 | | \$250,000 |
| Meadowbrook Golf Course Playgrounds (2-5 only) | PayGo | | | | | \$200,000 | | \$200,000 |
| Monticello Park Playground Replacement | 14CIP, GC | \$212,625 | | | | | | \$212,625 |
| Morris Berney Playgrounds | PayGo | | | | | \$250,000 | | \$250,000 |
| N Boaz Playground Installation | LA, Gas | \$13,290 | \$185,000 | | | | | \$198,290 |
| Oakhurst Playgrounds | PayGo | | | | \$100,000 | \$100,000 | | \$200,000 |
| Overton Playgrounds | PayGo | | | | | \$250,000 | | \$250,000 |
| Quanah Parker Park Playgrounds | PayGo | | | | \$250,000 | | | \$250,000 |
| River Park Playground | Gas | | | \$212,625 | | | | \$212,625 |
| Southcreek Park Playground Replacement | 14CIP, Gas, GC | \$258,402 | | | | | | \$258,402 |
| Southwest Community Center / Park Playgrounds (community center) | PayGo | | | | \$250,000 | | | \$250,000 |
| Summerbrook Park Playground Replacement | 14CIP, GC | \$212,625 | | | | | | \$212,625 |
| Sycamore Playgrounds (ball field location) | PayGo | | | \$250,000 | | | | \$250,000 |
| Titus Paulsel Park Playground Replacement | 14CIP, Gas, GC | \$234,582 | | | | | | \$234,582 |
| Universal Playground Equipment | Future Debt | | | | | | \$750,000 | \$750,000 |
| Westcreek Playgrounds | PayGo | | | | \$250,000 | | | \$250,000 |
| Worth Heights Playgrounds | PayGo | | | | \$250,000 | | | \$250,000 |
| Worth Hills Playgrounds | PayGo | | | \$250,000 | | | | \$250,000 |
| Wright Tarlton Playgrounds | PayGo | | | | | \$200,000 | | \$200,000 |
| Various Playground Improvements | PayGo | | | \$6,516 | \$10,777 | \$15,208 | \$119,816 | \$152,317 |
| Playgrounds Total | | \$1,879,399 | \$3,935,000 | \$1,719,141 | \$2,860,777 | \$2,965,208 | \$2,619,816 | \$15,979,341 |

City of Fort Worth

Park and Recreation

5-year Capital Improvement Plan

Fiscal Years 2018-2022

Park Renovations of Existing Facilities

Projects related to the replacement of existing amenities that have exceeded their useful life, or adding new amenities to park sites throughout the

City to meet current levels of service standards and accommodate anticipated future growth. The fifty-four (54) projects included in the 5-year CIP totaling \$25,003,874 are listed below.

| Description | Funding Sources | Previously Appr | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Alliance Gateway Community Park Renovation | Future Debt | | | \$3,000,000 | | | | \$3,000,000 |
| Botanic Garden Conservatory | Don, Unfunded | \$100,000 | | | | | \$1,200,000 | \$1,300,000 |
| Chisholm Trail Park Renovation | Future Debt | | | | \$2,500,000 | | | \$2,500,000 |
| Crawford Farms Park Improvements | PDF | | \$101,455 | | | | | \$101,455 |
| Eagle Mountain Ranch Park Improvements | Gas | \$225,199 | | | | | | \$225,199 |
| Eastbrook Park Improvements | Gas | \$55,803 | | | | | | \$55,803 |
| Eastover Park Improvements | Gas | \$47,250 | | | | | | \$47,250 |
| Ellis Park Improvements | Gas | \$52,799 | | | | | | \$52,799 |
| Fairfax Park Improvements | Gas | \$33,424 | | | | | | \$33,424 |
| Fairmount Park Improvements | Gas | \$52,800 | | | | | | \$52,800 |
| Fire Station Park Expansion - 1616 Hemphill Street | PDF, Gas | \$209,446 | | | | | | \$209,446 |
| FWNC&R - Greer Island Composting Toilet | PayGo | | | \$100,000 | | | | \$100,000 |
| Fort Worth Zoo Utility Infrastructure | PayGo, Future Debt | | \$661,000 | \$1,339,000 | | | | \$2,000,000 |
| Gateway Park Retaining Wall Replacement (Engineering Only) | Gas | \$97,402 | | | | | | \$97,402 |
| George Markos Park Improvements | Gas | \$88,402 | | | | | | \$88,402 |
| Greenway Park Renovation | Gas | | | \$66,873 | | | | \$66,873 |
| Heritage Park Redevelopment | 14CIP | \$1,500,000 | | | | | | \$1,500,000 |
| Hulen Meadows Park Improvements | Gas | | \$65,993 | | | | | \$65,993 |
| Log Cabin Village - trail replacement | PayGo | | | \$178,000 | | | | \$178,000 |
| Marie Pate Park Improvements | Gas | | \$15,000 | | | | | \$15,000 |
| Marine Creek Lake Park Improvements | Gas, PDF | \$3,829 | \$135,000 | | | | | \$138,829 |
| Marine Creek Ranch Park Renovation | Future Debt | | | | | \$3,000,000 | | \$3,000,000 |
| Mayfest 2016 Grant | GF, Gas | \$58,000 | | | | | | \$58,000 |
| McLeland Tennis Center 2014 Renovation | 14CIP, Gas | \$550,000 | \$150,000 | | | | | \$700,000 |
| Meadowcreek Park Improvements | PDF | | \$47,502 | | | | | \$47,502 |
| Normandy Place Park Renovation | Gas | | \$43,198 | | | | | \$43,198 |
| North Park Renovation | 04CIP, Future Debt | \$100,000 | | \$2,000,000 | | | | \$2,100,000 |
| North Z Boaz Amenities | LA | | | | \$30,000 | | | \$30,000 |
| North Z Boaz Fitness Station | LA | | | \$30,000 | | | | \$30,000 |
| North Z Boaz Renovation | Future Debt | | | | \$2,000,000 | | | \$2,000,000 |
| North Z Boaz Shelter | LA | | | | | | \$60,000 | \$60,000 |
| Overton Park Improvements | Gas | \$52,800 | | | | | | \$52,800 |
| Pecan Valley Park Improvements | Gas | \$52,800 | | | | | | \$52,800 |
| Quanah Parker Park Improvements | Gas | | | \$143,000 | | | | \$143,000 |
| Riverside Park TRV Renovation & Development | Gas, Future Debt | \$207,219 | | \$2,000,000 | | | | \$2,207,219 |
| Rosemont Park Improvements | 14CIP, Gas | \$287,000 | \$150,000 | | | | | \$437,000 |
| Settlement Plaza Park Improvements | Gas | \$62,915 | | | | | | \$62,915 |
| South Meadows Park Improvements | Gas | \$7,564 | \$17,437 | | | | | \$25,001 |
| Southwest Park Improvements | Gas | | \$5,450 | | | | | \$5,450 |
| Springdale Park Improvements | Gas | \$12,970 | \$12,030 | | | | | \$25,000 |
| Stratford Park | Gas | \$82,153 | | | | | | \$82,153 |
| Sycamore Park Soccer Field | GC | \$183,700 | | | | | | \$183,700 |
| Sycamore Park Walk and Trail Replacement | PayGo | | | \$550,000 | | | | \$550,000 |
| Tandy Hills Park Improvements | Gas | \$75,800 | | | | | | \$75,800 |
| Thorny Ridge Park Improvements | Gas | | \$10,772 | | | | | \$10,772 |
| Trail Drivers Park Improvements | 14CIP, Gas | \$523,245 | | | | | | \$523,245 |
| Trinity Park & Trinity River Corridor Improvements | LA | \$25,000 | \$10,000 | \$2,500 | \$2,500 | \$2,500 | \$2,500 | \$45,000 |
| Trinity Park & Trinity River Corridor Improvements | LA | | \$27,000 | \$27,000 | \$27,000 | \$27,000 | \$27,000 | \$135,000 |
| Trinity Park Improvements | LA (Mayfest) | | \$26,250 | \$26,250 | \$26,250 | \$26,250 | \$26,250 | \$131,250 |
| Water Gardens Quiet Pool Renovation | GC-TIF | \$100,000 | | | | | | \$100,000 |
| Water Gardens South Wall Removal design phase only | GC-TIF | \$150,000 | | | | | | \$150,000 |
| Willow Creek Park Improvements | Gas | \$30,595 | | | | | | \$30,595 |
| Worth Heights Park Improvements | Gas | \$8,192 | \$16,808 | | | | | \$25,000 |
| Z Boaz - South Park Improvements | Gas | \$52,800 | | | | | | \$52,800 |
| Park Renovations of Existing Facilities Total | | \$5,089,106 | \$1,494,895 | \$9,462,623 | \$4,585,750 | \$3,055,750 | \$1,315,750 | \$25,003,874 |

City of Fort Worth
5-year Capital Improvement Plan
Fiscal Years 2018-2022

Park and Recreation

Walks and Trails

Projects related to replacing/expanding existing trails and walkways or adding new trails and

walkways at park sites throughout the City. The thirteen (13) projects included in the 5-year CIP totaling \$37,042,804 are listed below.

| Description | Funding Sources | Previously Appr | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
|---|----------------------------|---------------------|------------------|--------------------|------------|------------|------------------|---------------------|
| Arcadia South Trail connection | GF, PDF | \$100,000 | \$131,264 | | | | | \$231,264 |
| Centreport Trail | 14CIP, 04CIP, GF | \$2,757,588 | | | | | | \$2,757,588 |
| Gateway Park to Quannah Parker Park (East 1st Street) | Gas | \$1,000,000 | | | | | | \$1,000,000 |
| Lake Worth Trail | Wtr/S (Gas) | \$7,347,234 | | | | | | \$7,347,234 |
| Love Circle Park Trail | Wtr/S (Gas) | \$200,000 | | | | | | \$200,000 |
| Neighborhood Transportation Connections for Ped and Bikes Part II | 14CIP, 04CIP, Gas, Don, GF | \$6,651,676 | | | | | | \$6,651,676 |
| SH 121T Trinity River Corridor | 04 CIP | \$3,550,000 | | | | | | \$3,550,000 |
| Trail Gap Connections | 04CIP, Future Debt | \$100,000 | | \$3,500,000 | | | | \$3,600,000 |
| Trinity Park - Paving Bypass Trail | Unfunded | | | | | | \$200,000 | \$200,000 |
| Trinity Trails - E FW Extension | 14CIP, GF | \$2,934,926 | | | | | | \$2,934,926 |
| Trinity Trails - E FW Extension Part II | 14CIP, GF | \$914,116 | | | | | | \$914,116 |
| Trinity Trails - East Bank Extension | 04CIP, GF | \$3,656,000 | | | | | | \$3,656,000 |
| Trinity Trails (River Trails Park to River Legacy Park) | Future Debt | | | \$4,000,000 | | | | \$4,000,000 |
| Walks and Trails Total | | \$29,211,540 | \$131,264 | \$7,500,000 | \$0 | \$0 | \$200,000 | \$37,042,804 |

Aquatic Facilities

Projects related to the development of aquatic facilities throughout the City to meet current levels

of service standards and accommodate anticipated future growth. The one (1) project included in the Five Year CIP totaling \$2,300,000 is listed below.

| Description | Funding Sources | Previously Appr | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
|---------------------------------|-----------------|--------------------|------------|------------|------------|------------|------------|--------------------|
| YMCA SE - Swimming Pool | GC | \$ 2,300,000 | | | | | | \$2,300,000 |
| Aquatic Facilities Total | | \$2,300,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,300,000 |

5-year Capital Improvement Plan

Fiscal Years 2018-2022

Parks Security Lighting

Projects related to the addition of security lighting at park sites throughout the City. The forty-five (45)

projects included in the 5-year CIP totaling \$921,128 are listed below.

| Description | Funding Sources | Previously Appr | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
|--|-----------------|------------------|------------|------------|------------|------------|------------------|------------------|
| Anderson Park-Security Lighting | 14CIP | \$29,040 | | | | | | \$29,040 |
| Chadwick Farms Park-Security Lighting | 14CIP | \$14,520 | | | | | | \$14,520 |
| Chisholm Ridge Park-Security Lighting | 14CIP | \$21,780 | | | | | | \$21,780 |
| Chuck Silcox Park-Security Lighting | 14CIP | \$14,520 | | | | | | \$14,520 |
| CP Hadley Security Lighting | PayGo | | | | | | \$52,000 | \$52,000 |
| Creekside Security Lighting | PayGo | | | | | | \$24,000 | \$24,000 |
| Crossing at Fossil Creek Park-Security Lighting | 14CIP | \$21,780 | | | | | | \$21,780 |
| Dorado Park-Security Lighting | 14CIP | \$36,300 | | | | | | \$36,300 |
| Eagle Mountain Ranch Park-Security Lighting | 14CIP | \$29,040 | | | | | | \$29,040 |
| Englewood Security Lighting | PayGo | | | | | | \$20,000 | \$20,000 |
| Eugene McCray Park at Lake Arlington Security Lighting | PayGo | | | | | | \$16,000 | \$16,000 |
| Fairmount Security Lighting | PayGo | | | | | | \$8,000 | \$8,000 |
| Falcon Ridge Park-Security Lighting | 14CIP | \$21,780 | | | | | | \$21,780 |
| Fox Run Security Lighting | PayGo | | | | | | \$16,000 | \$16,000 |
| Gateway Park / Fort Woof Dog Park Security Lighting | PayGo | | | | | | \$24,000 | \$24,000 |
| Gid Hooper Park-Security Lighting | Gas | \$25,000 | | | | | | \$25,000 |
| Highland Hills Security Lighting | PayGo | | | | | | \$16,000 | \$16,000 |
| Hulen Meadows Park-Security Lighting | 14CIP | \$29,040 | | | | | | \$29,040 |
| Junction Park-Security Lighting | 14CIP | \$21,780 | | | | | | \$21,780 |
| Kingswood Park-Security Lighting | 14CIP | \$29,040 | | | | | | \$29,040 |
| Kraus Baker Security Lighting | PayGo | | | | | | \$24,000 | \$24,000 |
| Kristi Jean Burbock Security Lighting | PayGo | | | | | | \$12,000 | \$12,000 |
| Little People Security Lighting | PayGo | | | | | | \$12,000 | \$12,000 |
| Maddox Security Lighting | PayGo | | | | | | \$8,000 | \$8,000 |
| McPherson Ranch Park-Security Lighting | 14CIP | \$14,520 | | | | | | \$14,520 |
| Meadowood Security Lighting | PayGo | | | | | | \$12,000 | \$12,000 |
| Oakland Lake Security Lighting | PayGo | | | | | | \$40,000 | \$40,000 |
| Reata Park-Security Lighting | 14CIP | \$21,780 | | | | | | \$21,780 |
| Ridgeview Farms Park-Security Lighting | 14CIP | \$21,780 | | | | | | \$21,780 |
| Silver Sage Security Lighting | PayGo | | | | | | \$16,000 | \$16,000 |
| South Meadows Security Lighting | PayGo | | | | | | \$8,000 | \$8,000 |
| Southcreek Park-Security Lighting | 14CIP | \$13,440 | | | | | | \$13,440 |
| Springdale Security Lighting | PayGo | | | | | | \$12,000 | \$12,000 |
| Summerbrook Security Lighting | PayGo | | | | | | \$20,000 | \$20,000 |
| Summerfields Security Lighting | PayGo | | | | | | \$40,000 | \$40,000 |
| Sundance Springs Security Lighting | PayGo | | | | | | \$12,000 | \$12,000 |
| Tadlock Security Lighting | PayGo | | | | | | \$12,000 | \$12,000 |
| Tehama Ridge Park-Security Lighting | 14CIP | \$21,780 | | | | | | \$21,780 |
| Trails of Fossil Creek Park-Security Lighting | 14CIP | \$21,780 | | | | | | \$21,780 |
| Twin Mills Park-Security Lighting | 14CIP | \$14,520 | | | | | | \$14,520 |
| Wedgewood Park | Gas | \$24,128 | | | | | | \$24,128 |
| Westcreek / Woodmont Security Lighting | PayGo | | | | | | \$24,000 | \$24,000 |
| Willow Creek Security Lighting | PayGo | | | | | | \$12,000 | \$12,000 |
| Willow Ridge Park-Security Lighting | 14CIP | \$21,780 | | | | | | \$21,780 |
| Worth Heights Security Lighting | PayGo | | | | | | \$12,000 | \$12,000 |
| Parks Security Lighting Total | | \$469,128 | \$0 | \$0 | \$0 | \$0 | \$452,000 | \$921,128 |

Parkland Acquisition

Parkland is acquired through developer dedication through the Neighborhood and Community Park Dedication Policy, and outright purchase to meet current levels of service standards and accommodate anticipated future growth. The three

(3) projects included in the 5-year CIP totaling \$5,575,088 are listed below. As noted below, a funding appropriation will not be required for the acquisition of parkland acquired through developer dedication.

| Description | Funding Sources | Previously Appr | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
|--|-----------------|------------------|------------|--------------------|------------|--------------------|------------|--------------------|
| Far Northwest Sector Community Park Land Acq | PDF, Unfunded | \$325,088 | | \$750,000 | | | | \$1,075,088 |
| Neighborhood and Community Park Land Acquisition | Future Debt | | | \$3,500,000 | | | | \$3,500,000 |
| Thomas Place Community Center | Future Debt | | | | | \$1,000,000 | | \$1,000,000 |
| Park Land Acquisition Total | | \$325,088 | \$0 | \$4,250,000 | \$0 | \$1,000,000 | \$0 | \$5,575,088 |

City of Fort Worth
5-year Capital Improvement Plan
Fiscal Years 2018-2022

Park and Recreation

CAPITAL OUTLAY: Studies and Furniture, Fixtures & Equipment (FF&E)

The table below identifies one-time studies and FF&E that are directly tied to a capital project.

| Description | Funding Sources | Previously Appr | FY18 | FY19 | FY20 | FY21 | FY22 | TOTAL |
|---|-----------------|------------------|------------------|--------------------|------------------|------------------|------------------|--------------------|
| 2018 Needs Assessment | Unfunded | | \$50,000 | | | | | \$50,000 |
| 2020 Park, Recreation and Open Space Master Plan Update | Unfunded | | | \$150,000 | | | | \$150,000 |
| Alliance Gateway Community Park Athletics FF&E | Unfunded | | | | | \$41,851 | | \$41,851 |
| Bomber Spur Trail Alignment Study | Unfunded | | \$50,000 | | | | | \$50,000 |
| Chisholm Trail Park Athletics FF&E | PayGo | \$28,000 | | | | | | \$28,000 |
| Como Community Center FF&E | Unfunded | | | \$625,000 | | | | \$625,000 |
| Eugene McCray Community Center FF&E | PayGo | \$119,000 | | | | | | \$119,000 |
| Fort Worth Botanic Garden Strategic Plan | Gas | \$350,000 | | | | | | \$350,000 |
| Handley-Meadowbrook Community Center FF&E | PayGo | \$254,000 | | | | | | \$254,000 |
| Leverage Opportunities | Gas | | | \$230,000 | | | | \$230,000 |
| NW Community Park Athletics FF&E | Unfunded | | | \$41,490 | | | | \$41,490 |
| NW Community Park Operations FF&E | Unfunded | | | \$15,500 | | | | \$15,500 |
| Park Platting and Studies (Construction) | Unfunded | | | \$600,000 | | | | \$600,000 |
| Recreation Center Equipment Replacement | PayGo | \$62,000 | \$69,000 | \$72,000 | \$75,000 | \$78,000 | \$82,000 | \$438,000 |
| Special Studies | Unfunded | | | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$200,000 |
| Trail Gap Study | Unfunded | | | \$150,000 | | | | \$150,000 |
| VUEWorks | PayGo | | \$330,100 | | | | | \$330,100 |
| Capital Outlay Total | | \$813,000 | \$499,100 | \$1,933,990 | \$125,000 | \$169,851 | \$132,000 | \$3,672,941 |
| Estimated CIP Operating Impacts | | \$0 | \$308,614 | \$0 | \$194,169 | \$194,169 | \$0 | \$696,952 |
| Estimated CIP Operating Impacts- AP's | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

OPERATIONS AND MAINTENANCE IMPACT

The Park and Recreation Department (PARD) Capital Improvement Program includes a balance of improvements to existing facilities and development of new facilities. The PARD currently operates and maintains facilities within 277 City parks which are grouped into five (5) park operational/maintenance districts: North, East, South, West and Central (see Appendix). Each operational district maintains its own management plan and operations manual.

A sixth district was created for City Wide Mowing/Surplus Property/Right-of-Ways (ROW) mowing. Additionally, city-wide maintenance responsibilities for athletic field maintenance (competition and secondary fields) is assigned to Athletics Maintenance, park infrastructure maintenance is assigned to Trades Maintenance and urban forestry maintenance, plantings and abatement responsibilities for parkland, City properties and ROW is assigned to Forestry.

District and Infrastructure Maintenance

The PARD annually acquires and/or develops parks. Funding for operation and maintenance costs provide for park maintenance crews to perform current maintenance schedules at newly developed neighborhood and community parks. Although many parks are contracted for mowing (March through November), park crews are required to pick up litter weekly during the year, maintain signage, maintain playgrounds, conduct tree maintenance, clean creeks, and address any outstanding issues that may occur throughout the year such as storm damage and periodic illegal dumping in the parks. Funding amounts per park varies depending on the acreage and park facilities.

In addition to parkland, traffic dividers including landscaped/streetscapes, roundabouts and medians are acquired and accepted. For these and new facility grounds costing also may include plant replacements, utilities and more frequent services. Funds are also requested for seasonal staff to provide the required maintenance. However, if the number of hours needed for new park maintenance

equals a full time employee, an additional Authorized Personnel (AP) is requested.

While additional parkland and new facility development will occur in FY 2018, no additional APs are anticipated; however, with the addition of new infrastructure and parkland there will be increased maintenance costs. The PARD has developed a maintenance calculator for the day to day maintenance of our park grounds, which includes mowing, litter pick-up, bed maintenance, and supplies. The annual maintenance impact associated with new park infrastructure is estimated to be one (1%) percent of the development construction cost. Individual park amenity maintenance costs have been developed and are used for a more detailed maintenance projection.

Athletics Operations and Maintenance

Athletics Maintenance maintains competition and secondary fields. Currently, there are sixty-five (65) competition fields: forty-six (46) are soccer and nineteen (19) are baseball/softball. Four (4) new competition baseball/softball fields are currently being constructed and will be opened in FY2018. The competition fields are mowed twice a week for forty weeks and lined each week. In addition, the maintenance staff performs the following weekly tasks of dragging the in-fields, trimming, weed-eating and on an as needed basis fertilizes the fields and performs irrigation repairs. Operational impacts for the opening of new competition athletic fields include: additional staff, water, electricity for irrigation and lights, equipment (both mowing and on-road vehicles), agricultural supplies and materials necessary to provide timely preparation of fields for rental. It will also be necessary to add funding for field monitors to oversee the facility during rentals, leagues and tournament play.

Forestry Maintenance

Hazard abatement pruning on all city property, including city street ROW, City facilities, and vacant property is accomplished by the Forestry Section. While routine structural pruning is important for prolonged health of trees, reduces storm damage, and increases aesthetic appeal, due to previous budget cuts Forestry is only funded for immediate hazard abatement. The annual maintenance impact for hazard abatement pruning is calculated on a per site basis. Low use areas such as vacant lots and undeveloped parks, costs are calculated on per acre basis. For streets, City buildings, facilities and park developments, trees will need more frequent inspection and pruning. An average annual cost is calculated per tree near these high use areas.

Other Operations and Maintenance Costs

Other PARD operating impacts occur with the vertical construction including additional community centers, expansion of existing community centers, additional special facilities and new or expanded service centers. Factors in estimating the operational costs include: square footage, type of construction, use of facility and number of patrons or staff to be served, utilities and insurance (water, gas, electricity, storm water, fiber optic, IT, security), the number of rooms and special purposes of the facility which also determines furniture, fixtures and equipment (FF&E) needed to make the facility fully operational and any additional staffing requirements (regular and temporary). For reference, average annual operating costs for community centers range from \$339,951 and four and a half (4.5) authorized positions for a 10,280 square foot center, to \$385,868 and five and a quarter (5.25) authorized positions for a 20,000 square foot center for staffing to meet operational service hours. Operating

5-year Capital Improvement Plan

Fiscal Years 2018-2022

impacts from the added or expanded facilities will also affect partner departments, such as, Property Management, IT Solutions, Human Resources and Financial Management Services.

projects Citywide. These projects include new park development and replacement of aging infrastructure in neighborhood parks, community parks and community centers. A summary of these projects is included in the table below. A complete listing of projects completed since FY 1998 is included in the Appendix.

PAST ACCOMPLISHMENTS

Since FY 2013, the Park and Recreation Department has completed \$52,743,276 in capital improvement

| FISCAL YEAR | COST | DESCRIPTION |
|-------------|--------------|--|
| 2017 | \$8,357,043 | Reserve park development, playgrounds, picnic shelters drainage, and road and parking improvements at 23 parks |
| 2016 | \$22,175,138 | Athletic field lighting, community park development, tennis court resurfacing, playground replacement, road and parking, walks and trail projects, restroom facilities at 34 parks |
| 2015 | \$4,941,138 | Athletic field lighting, playgrounds, walks and trail projects at 10 parks |
| 2014 | \$6,777,670 | Road and Parking, playgrounds, drainage and erosion control, picnic shelter, trailhead and trail improvements at 15 parks |
| 2013 | \$10,492,286 | Road and Parking, accessibility improvements, walks and trails, and family aquatics facilities at 14 parks |

LOOKING TO THE FUTURE

Guided by the goals, objectives and level of service standards identified in the 2015 Park, Recreation and Open Space Master Plan, along with the population growth for the area, the PARD identified needs twenty (20) years into the future and maintains a list of recommended CIP projects for that planning horizon.

In 2015, the estimated population of the City of Fort Worth was 852,486. The population is projected to be 929,741 by the year 2020. This growth equates to an increase of over 15,450 people per year. In order to keep pace with this growth the City will need to add at least 100 acres of neighborhood and/or community parkland per year.

In addition to the recreation facilities listed below, the PARD will continue to monitor new trends in park and recreation development. These trends include but are not limited to outdoor fitness, senior playgrounds, pump tracks, mountain bike trails and futsal. The significant projects beyond the current 5-year CIP are:

- **Athletic Field Development:** Development of competition soccer, softball and baseball fields to address current level of service needs and meet the needs of a growing population.
- **Renovation of Existing Community Centers:** In order to address spatial deficiencies and provide equitable resources throughout the City, the following Community Centers have been

identified as requiring renovation and/or expansion: Thomas Place and Greenbriar.

- **New Community Centers:** In order to meet the level of service as defined in the 2015 Park, Recreation and Open Space Master Plan, new community centers are proposed in unserved areas.
- **Relocation of Haws Athletic Center:** The relocation of Haws Athletic Center is necessary for the development of the Trinity River Vision.
- **Replacement of Existing Community Centers:** Aging facilities have necessitated the replacement of the Diamond Hill, Sycamore, Hillside, and Fire Station community centers.
- **Community Park Development:** Implementation of park improvements identified in the master plans for the following community parks: Marine Creek Lake, Northwest, North, Harmon Fields, Mallard Cove, Chisholm Trail, Marine Creek Ranch, Cobb, Sycamore, Z. Boaz (North and South), West, Buck Sansom, Marion Sansom, Overton, Harriet Creek Ranch, Lake Como, Trail Drivers and Gateway Park (Metropolitan Park).
- **Off Leash Dog Parks:** Development of two (2) off the leash dog parks in the north and south sectors of the City.
- **Reserve Park Development:** Development of neighborhood and community parks that are currently in a “reserve” or undeveloped status.
- **Skate Parks:** Development of four (4) skate parks in the west, north, east and central sectors of the City.
- **Playground Replacement:** Replacement of playground facilities at thirty (30) parks due to age, condition and accessibility mandates.
- **Walks and Trails:** development of trail facilities to expand and provide neighborhood connectivity with the Trinity Trails system.
- **Family Aquatics Centers:** Development of four (4) family aquatics centers in the west, north, east and south sectors of the City consistent with the City-Wide Aquatic Facilities Master Plan.
- **Preservation of Open Space (Parkland Acquisition):** In order to provide close to home neighborhood and community parks and keep pace with population growth, parkland must be acquired through acquisition and Developer dedication. Additionally, the acquisition of parkland within the Central City area must be strategically considered as in many instances the per acre acquisition costs can be significant.

OVERVIEW GOLF

The Park and Recreation Department - Golf Division's mission is to work together to provide a safe and comprehensive golf program, through quality customer service, community involvement and responsible golf course management.

History

The first golf course to open as a city owned facility was Worth Hills Golf Course which resided on 105 acres southwest of the Texas Christian University Campus. The course was sold in 1961 to TCU for expansion of their campus. Z Boaz Golf Course was opened in August 1930 on land donated by the Z. Boaz family in 1926. Due to the over-saturation of the golf market and lack of community parkland, Z. Boaz closed its doors on September 30, 2012, making way for a new community park.

Rockwood Park Golf Course opened for play on September 3, 1938. The WPA (Works Progress Administration) assisted with the construction of the course as well as the rock bridge, where the original plaque commemorating their work still exists today. The City acquired Meadowbrook Golf Course in 1937 and opened it for public play in 1938. Prior to that date it had been operated as a private country club since 1920. In 1954, Dixie Golf Course was opened as a nine-hole course for the African American community. This land is currently known as Harmon Park and serves as a soccer field complex. In 1977, Sycamore Creek Golf Course, originally opened in 1932, was purchased by the City and later renovated in 1992, adding two tee boxes per hole, allowing this nine-hole course to be played as 18 holes. The Corps of Engineers land, located in far southwest Fort Worth near Benbrook Lake is home to Pecan Valley. This 27-hole course was opened in 1963 as a replacement to the Worth

Hills Golf Course and was expanded to 36 holes in 1981.

Since 1990, renovations have taken place at Sycamore Creek, Meadowbrook and Pecan Valley. In 2008, Colligan Golf Design was hired to create a Master Plan for Rockwood Park Golf Course. That plan has resulted in the construction of a new golf course where the original course resided and is scheduled for opening in June 2017.

FACILITIES

The City of Fort Worth golf system consists of 4 locations (Meadowbrook, Pecan Valley, Rockwood Park and Sycamore Creek) for a total of 87 golf holes and two driving ranges. Meadowbrook, Pecan Valley and Rockwood Park offer full food and beverage concession with Sycamore Creek offering a limited service. All courses offer tournaments and leagues, golf merchandise for resale and golf lessons (private and group). The First Tee of Fort Worth is located at Rockwood Park Golf Course and is the City's official junior golf program. A complete inventory of these facilities is included in Appendix A.

Operating Structure

In 1983, the golf division was transferred from the General Fund to an Enterprise Fund, allowing the golf division to retain all profits and invest in their infrastructure. This operating structure was effective until the mid-to-late 1990's when the golf course market became over saturated and the nation experienced the recession in the early 2000's as well as the 9/11 disaster. During this time period the reserves were depleted and the Golf Fund began incurring an annual loss. In 2014, the City Council, in an effort to provide more financial stability to Golf, approved the dissolution of the negative fund balance which was backed by a reservation from

City of Fort Worth

5-year Capital Improvement Plan

Fiscal Years 2018-2022

fund balance in the General Fund. In addition, the City restructured Golf from an Enterprise Fund to a Special Revenue Fund with an annual operating subsidy from the General Fund.

Capital Improvement Prioritization

The development of the 5-year Capital Improvement Program is based on established priorities using available debt and cash funding

CAPITAL REVENUE SOURCES

General Debt Service Funds (Bond and Certificates of Obligations)

This funding source has been used for major golf course renovations, such as the renovation of both Meadowbrook and Pecan Valley Golf Courses and most recently Rockwood Park Golf Course. In addition, beginning in FY2017, service for the ERP Financial System debt was shifted from the Golf gas lease revenue to General Debt Service in order to free up gas lease revenue for cash-funded capital maintenance.

Municipal Golf Gas Revenues

With the transfer of the current Golf ERP debt in FY2017 to the General Debt Service, a change in the Municipal Golf Gas Revenue policy was recommended to the City Council to use the debt service funds for cash-funded capital.

The new policy states:

Bonus, royalty and other natural gas- related fee revenue derived from designated golf course property, including pipeline easements and license agreements, will be allocated solely to the Golf Gas Lease Capital Project Fund.

Donations

Special Donations Capital Projects Fund

Park and Recreation

CAPITAL IMPROVEMENT STRATEGY

The Golf Division's Capital Improvement Strategy is based on infrastructure needs, market analysis, safety, facility standards and staff and public input

available for each year within the five-year program. Factors used in developing CIP priorities include: safety, infrastructure stewardship, revenue potential, high use, and unmet service needs.

The Special Donations Capital Projects fund is a repository of funds that are donated to the city by external parties, including individuals, neighborhood associations and other organizations for the express use for Capital improvements. Most recently Wadsworth Golf Charities Foundation contributed to the development of The River's Edge at Rockwood Park Golf Course.

Intergovernmental Contributions

Intergovernmental Contributions are written agreements with other government entities for the temporary use of park land for a fee that is to be used at the park where the activities occur for park improvements. The Tarrant Regional Water District is participating in the water quality with drainage improvements on the front nine of the new Rockwood Park Golf Course construction.

Summary of Unappropriated Funds

| Fund Name | Unappropriated |
|------------------------|------------------|
| Golf Gas Well Revenues | \$836,091 |
| TOTAL | \$836,091 |

*Golf Gas Well Revenues consist of multiple revenue accounts that have restrictions based on the City's Financial Management Policy Statements.

5-year Capital Improvement Plan

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5-YEAR CAPITAL PLAN SUMMARY

If funding dollars are available within Golf's annual operating budget, then capital purchases or projects may be funded on a case by case basis.

The following table below includes a detailed listing of individual projects. It includes the project description and the proposed funding amount for years 2018 through 2022

5-year Capital Plan – Golf

| 2018-2022 Golf Division 5 Year Capital Plan | 2018 | 2019 | 2020 | 2021 | 2022 |
|--|-------------------|-------------------|--------------------|--------------------|---------------------|
| Project | | | | | |
| Satellite Controllers Pecan Valley Hills and River | \$ 270,000 | | | | |
| Pump Station Replacement-Meadowbrook | \$ 200,000 | | | | |
| Carpet Replacement - Meadowbrook GC | \$ 25,000 | | | | |
| #3 Tee Work Renovation/#8 Grass Bunker - MBGC | | \$ 65,000 | | | |
| Tri-max Snake | | \$ 30,000 | | | |
| Driving Range Tee Expansion/Realignment - PVGC | | \$ 75,000 | | | |
| Bank Stabilization - #15 Rockwood | | | \$ 400,000 | | |
| Fairway Verticut Machine+Tractor | | | \$ 55,000 | | |
| Pro Core Aerifier | | | \$ 30,000 | | |
| Regrass Pecan Valley River Greens | | | | \$ 225,000 | |
| Clubhouse Roof Replacement - Pecan Valley | | | | \$ 130,000 | |
| Lake Dredging #4/#7 and #3 - Pecan Valley River | | | | | \$ 200,000 |
| Totals | \$ 495,000 | \$ 170,000 | \$ 485,000 | \$ 355,000 | \$ 200,000 |
| Running Yearly Totals | | \$ 665,000 | \$1,150,000 | \$1,505,000 | \$ 1,705,000 |
| Available Funded/Unfunded | | \$ 665,000 | | | \$ 1,040,000 |
| Funded from Current Gas Well Revenues | | | | | |
| Unfunded | | | | | |

OPERATIONS AND MAINTENANCE IMPACT

The rebuilding of the Rockwood Park Golf Course has resulted in the increase in authorized positions on the maintenance crew by one employee. Other projects are focused on sustainability and enhanced efficiencies of existing infrastructure.

PAST ACCOMPLISHMENTS

Over the last five years, the Golf Fund and previous Bond referendums have completed \$ 6,312,703 in capital projects. Past projects were driven by the need to rehabilitate and replace existing aging infrastructure, establish operational efficiencies, and satisfy commitments with our partner The First Tee of Fort Worth.

| FISCAL YEAR | COST | DESCRIPTION |
|-------------|-------------|--|
| 2013 | \$323,803 | Pecan Valley Clubhouse renovation and Tournament Pavilion |
| 2014 | \$388,900 | Design/Engineering – Rockwood Park Golf Course and Pecan Valley Pump Station |
| 2015 | \$0 | |
| 2016 | \$4,850,000 | Rockwood Park Golf Course Construction (delayed opening FY17) |
| 2017 | \$750,000 | Pecan Valley irrigation pump station; Meadowbrook Clubhouse Roof |

LOOKING TO THE FUTURE

In order for our facilities to compete within the golf market, continued investment into the aging infrastructure is imperative. As proven with the Rockwood Park June 2017 reopening, an investment in a renovation will result in profitability and efficiencies. Considering the volatility of gas well royalties as the only funding source available, the Golf Division may not have the ability to fund its own capital improvements and will look to other sources and upcoming bond elections.

OVERVIEW

The Fort Worth Police Department, under the direction of the Chief of Police, develops and implements programs to deter crime and to protect life and property in the City of Fort Worth.

Specific departmental responsibilities include:

- Reduce violent crime and gang-related activities through enhanced enforcement activities and crime prevention programs;
- Increase safety of residents and decrease crime through Fort Worth neighborhoods;
- Increase the safety of youth and reduce juvenile crime through crime prevention and intervention programs; and,
- Enhance crime fighting and prevention tools and efforts through diverse recruitment, training and retention of high quality officers, technology and equipment and capital improvements.

The department, in conjunction with city and community stakeholders, recently created a 5-year Strategic Plan. The Strategic Plan outlines a new Mission and Vision for the department, which form the foundation and framework for the plan in total as well as the capital improvement plan.

Vision: The Fort Worth Police Department will be a national leader in law enforcement by maintaining a trusted partnership with the community, employing diverse and highly skilled professionals and implementing an innovative policing model focused on community engagement, crime prevention, advanced training, and problem solving.

Mission: The Fort Worth Police Department exists to safeguard the lives and property of those we serve, to reduce the incidence and fear of crime, and

to enhance public safety through partnering and building trust with the community.

The Strategic Plan includes the following Strategic Directions:

- Professionalism and Organizational Excellence
- Community Engagement and Partnerships
- Operational Improvements
- Technology Development and Infrastructure Expansion

Though all strategic directions are woven through the department's operations, much of the capital improvement plan is centered on Technology Development and Infrastructure Expansion. Rapid population, development and city limit growth has substantially impacted the department's ability to operate effectively using existing or reduced resources. Significant investments in capital assets/projects are critical to the ability to maintain or increase the efficiency and delivery of services the department provides to the community.

The Police Department consists of three bureaus: Patrol, Support and Finance/Personnel. Each Bureau includes two Commands with Divisions, Sections and Units under each Command. The operations and goals of each of these areas are outlined in detail in the Police Department's FY2018-2022 Strategic Plan.

CAPITAL IMPROVEMENT STRATEGY

The development and implementation of the 5-year CIP serves to define and prioritize capital projects. It identifies essential needs of the department within the framework of the adopted strategic directions by considering current and future service levels based on projected growth.

5-year Capital Improvement Plan**Fiscal Years 2018-2022**

The Police Department utilizes an internal needs assessment system to evaluate and prioritize all funding requests, both operational and capital, and an internal committee as well as Executive Staff review all outstanding needs annually to assist in budget development and long-term fiscal planning.

CAPITAL REVENUE SOURCES**Crime Control and Prevention District (CCPD)**

The Crime Control and Prevention District (CCPD), establishing a ½ cent sales tax dedicated to crime prevention, was approved by the Fort Worth community through an election in 1995. The District has since been renewed by voters in 2000, 2005, 2009, and 2014 for subsequent 5-year periods. Revenue from the ½ cent sales tax serves a vital role in providing the necessary resources to effectively implement the capital improvement plan in all categories: vehicles, facilities, equipment, and technology. The majority of the capital expenditures for the Police Department have traditionally been budgeted as Pay-Go in CCPD.

Asset Forfeiture Funds

The Police Department receives funds from the sale of assets seized in certain law enforcement activities in which the department has assisted federal and state law enforcement agencies. The process of liquidating and distributing seized assets is commonly called "asset forfeiture."

The City currently receives four types of asset forfeitures: federal, state, treasury and high intensity drug trafficking areas (HIDTA) programs. The Federal (Justice) Asset Forfeiture Program is authorized by the Comprehensive Crime Control Act of 1984, while the State Asset Forfeiture Program is authorized by Chapter 59 of the Texas Code of Criminal Procedure. The Treasury Asset

Forfeiture Program is authorized by Title 31, Section 9703 of the U.S. Code. The HIDTA Asset Forfeiture Program was created through the Anti-Drug Abuse Act of 1988. The main goals of asset forfeiture programs are to deprive criminals of property used in or acquired through illegal activities, to encourage joint operations among law enforcement agencies at various levels of government and to strengthen law enforcement. These programs require that the recipient law enforcement agency use the assets solely for law enforcement purposes and that the assets be held in a special fund subject to audit and review by the appropriate authorities.

The department is responsible for the receipt, expenditure and oversight of asset forfeitures. Prior to FY2001, revenues and expenditures budgeted from the City's asset forfeitures were held in the Special Project Trust Fund. To ensure compliance with asset forfeiture guidelines, and to improve tracking and auditing capabilities, the department began working with the Accounting Division of the Financial Management Services Department to establish separate funds for each type of asset forfeiture proceed: the Justice Asset Forfeiture Fund, State Asset Forfeiture Fund, Treasury Asset Forfeiture Fund, and HIDTA Asset Forfeiture Fund. The Police Department has traditionally used Asset Forfeiture funds as a secondary Pay-Go resource for capital expenditures. These funds may be appropriated upon receipt for permissible operating or capital expenditures according to the guidelines of each fund.

Grant Funds

The Police Department continues to prioritize the application for and execution of grant funding for applicable capital projects. Grant funds are funds that the City receives through jurisdiction

5-year Capital Improvement Plan

Fiscal Years 2018-2022

entitlement or an application process and are awarded for use on a specific project or initiative as outlined in the grant application. Grants are typically awarded to the Police Department through federal and state agencies. The Police Grants Unit has recently added personnel in an effort to meet the stated goal of applying for and successfully managing available grants for implementation of a variety of operational and capital projects. The department expects that grants will be a Pay-Go source of revenue for various capital projects at times throughout the plan.

General Debt Service Funds (Bond Program)

Debt financing includes general obligation bonds, certificates of obligation, lease/purchase agreements, certificates of participation, commercial paper, tax notes, and other obligations permitted to be incurred or issued under state law. For the purpose of this capital plan, the Police Department proposed projects to be included in the 2018 Bond Election, which is scheduled for May 5, 2018. One facility project, the Far South Patrol Division, is currently included in the proposed bond program package. Public engagement meetings presenting the bond package are occurring through October 2017. If approved, the funding source for the Far South Patrol Division would be future debt.

SUMMARY OF PLANNED CAPITAL BY CATEGORY

Facilities

The Police Department has a variety of facility projects that are underway or just completed. These projects include:

Currently funded/underway:

- Renovation of Tactical Center

- Renovation of West Patrol Division (Joyce)
- Construction of Sixth Patrol Division
- Renovation of 350 W. Belknap Basement
- Renovation of Previous Police/Fire Training Facility - Calvert
- Renovation of Public Safety Complex Admin Building and Warehouse

Recently completed:

- West Patrol Division, due to 2016 storm (Marquita)
- Police Heliport
- Mounted Patrol Equestrian Facility
- Bob Bolen Public Safety Complex

There are five facility guiding principles that the Police Department uses in order to plan for and prioritize facility needs. These principles are detailed in the Strategic Plan and summarized here:

- Locate, Design, and Construct to Meet Operational Needs
- Plan for Growth
- Lease Facilities Only When Operationally and Fiscally Prudent
- Harden Police Facilities to Increase Safety and Security
- Enhance Technology Infrastructure Capacity at all Facilities to Meet Operational Needs

The Police Department has re-prioritized and refined the list of impending facility projects using these principles. In order to plan for Police facility projects, it is important to understand the geographic areas of the city that are expanding each year through annexation and development, and adequately plan for this growth as call volume and the demand for services are expected to increase exponentially.

5-year Capital Improvement Plan**Fiscal Years 2018-2022**

Future Facilities

Funded: During the past decade, the far northern portions of the city experienced rapid and extensive growth, and in the next 5-7 years both the southern and western portions of Fort Worth are expected to experience similar rates of urban expansion. Far South Patrol Division, is currently included in the proposed bond program package. The project addresses the need for a new patrol facility in one of the fastest growing areas and represents a significant capital investment for the City. The future debt cost for South Patrol Division Facility is included in Property Management's 5-year Capital Improvement Plan (\$17,720,000).

Unfunded facility challenges that will occur over the 5-year CIP include the following:

The 350 W. Belknap project has a short-term solution identified (Calvert Street - the former site of the Police Academy). This project is currently underway with the Property Management Department overseeing the renovation, but still requires a long-term solution, as do replacements for North Patrol Division with the expiration of a lease, expansion of the property room and blood drying room, and need for vehicle/equipment storage and a backup EOC and communication center. In addition, the Public Safety Complex requires another phase of facility work to include a generator, soundproofing, target hardening, PSAP expansion and other items. These unfunded projects

will compete with other city initiatives for available funding over the next five years.

Equipment

The Police Department utilizes a wide variety of specialized equipment in its operational units. More than any other category, the Police Department receives requests for equipment primarily through the department's internal needs assessment system. Units are required to enter any need over \$5,000 into the needs assessment system, located on the Police Portal, with description, cost, and justification information. These needs travel up the chain of command and upon approval are heard by a cross-functional budget committee made up of civil service and civilian personnel. This committee ranks proposals as immediate, high or future needs if they are approved to be prioritized. For capital items, these rankings translate to what year they are proposed to be funded in the CIP. Executive Staff in the Police Department approve these rankings annually. The CIP also takes into consideration existing equipment that will be up for replacement based on the department's asset management system.

Below are the currently funded equipment needs for the department with their proposed years of funding. The Police Department will continue to prioritize ranked equipment needs for Pay-Go funding through the course of the 5-year CIP.

City of Fort Worth
5-year Capital Improvement Plan
Fiscal Years 2018-2022

Police

5-year Equipment Capital Plan Summary

| Project Name | Funding Source | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-Year CIP Total |
|--------------------------------------|---------------------|------------------|-----------------|------------|------------|------------|------------------|
| Portable Remote Firing Cart | Grant Award Pending | \$12,859 | - | - | - | - | \$12,859 |
| Gas Chromatograph/Mass Spectrometers | Grant Award Pending | \$90,000 | - | - | - | - | \$90,000 |
| Hydrogen Generators | Grant Award Pending | \$15,000 | \$15,000 | - | - | - | \$30,000 |
| TOTAL | | \$117,859 | \$15,000 | \$0 | \$0 | \$0 | \$132,859 |

Vehicles

The Police Department purchases and replaces vehicles primarily through the Vehicle Replacement Program in the Crime Control and Prevention District (CCPD). The Police Department formulated a vehicle replacement plan that would allow the modernization of the fleet with the goal of no assigned patrol car to have more than 100,000 miles. To maintain this plan, it is necessary to consistently purchase fleet replacement vehicles and move higher-mileage cars to units that have less demanding operational needs. The replacement plan focuses on the front-line patrol vehicles as these are operated around-the-clock with very little downtime. In addition, unmarked, undercover and specialized vehicles are replaced as needed for police operations. This plan also encompasses the last of the funding for replacement of a police helicopter.

Motorcycles are also purchased and replaced through CCPD. The Traffic Division is responsible for traffic enforcement throughout the city as well as dignitary escorts and special events. In the motorcycle unit of this division, each motorcycle is assigned to a specific officer and set up to meet their specifications including height and reach. The continued funding of the motorcycle replacement program allows for proper motorcycle rotations, which should not exceed six years or 60,000 miles. Additionally, this program allows the retention of motorcycles that have exceeded the mileage and are deemed the most reliable. These motorcycles will be retained for use as spares in training and normal operations when a motorcycle is wrecked or in the shop for scheduled maintenance. Approved CIP funding and the established vehicle rotation schedule will ensure and optimize officer safety, operational costs, and resale value.

5-year Vehicles Capital Plan Summary

| Project Name | Funding Source | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-Year CIP Total |
|--|----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Vehicle & Motorcycle Replacement Program | CCPD | \$10,465,504 | \$10,099,000 | \$10,099,000 | \$10,099,000 | \$10,099,000 | \$50,861,504 |
| Helicopter | CCPD | \$400,000 | | | | | \$400,000 |
| TOTAL | | \$10,865,504 | \$10,099,000 | \$10,099,000 | \$10,099,000 | \$10,099,000 | \$51,261,504 |

5-year Capital Improvement Plan

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Technology

The Police Department is committed to continuous prioritization of technological initiatives as part of the Strategic Plan. The 5-year technology capital improvement plan is included in Technology Solutions 5-year capital plan and provides a framework for the goals and initiatives identified by the department during the strategic planning and needs assessment processes. As part of the internal needs assessment process, a department Technology Committee provides support and guidance through proactive planning, research and implementation of the strategic plan initiatives and action items related to technology and technological equipment. This committee is an advisory committee that provides general overall direction for the department's technology-related initiatives.

Technology drives policy changes as new and emergent innovations play an increasingly critical role in the daily work of officers. Enhanced technology has the potential to revolutionize policing, by offering better information quickly, which allows them to design their own plans to

prevent or investigate crimes in their beats. In order to support current and future operational needs, technological improvements must be as responsive and adaptive to change as the department expects each police officer to be. The department must also continue to be aggressive in cultivating relationships with internal and external stakeholders, to identify possibilities for public/private partnerships in support of technological enhancements. Expansion of the current infrastructure is not only necessary; it is an expectation.

Additionally, staff must continue to work closely with the IT Solutions Department and Financial Management Services Department, potentially expediting the acquisition of new technology and equipment by taking advantage of applicable cooperative and/or existing purchasing agreements. Although the department has the same budgetary challenges and aging IT systems that plague other agencies, this plan annually identifies and prioritizes key equipment and technology items recommended for funding.

5-year Technology Capital Plan Summary **

**The technology projects listed below are funded in the 5-year Technology Solutions CIP

| Project Name | Funding Source | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-Year CIP Total |
|--|----------------|-------------|--------|--------|--------|--------|------------------|
| Mobile Data Computers | CCPD | \$1,500,000 | | | | | \$1,500,000 |
| License Plate Readers | CCPD | \$180,000 | | | | | \$180,000 |
| ESU Small Unmanned Aerial Systems (2) | CCPD | \$110,000 | | | | | \$110,000 |
| Additional Isilon Storage | CCPD | \$109,593 | | | | | \$109,593 |
| Digital Forensics Server | CCPD | \$80,000 | | | | | \$80,000 |
| Replace Pen-Link Hardware and Software | CCPD | \$80,000 | | | | | \$80,000 |
| Software - Analysis User Interface | CCPD | \$25,000 | | | | | \$25,000 |
| IA Pro for Early Intervention | CCPD | \$16,700 | | | | | \$16,700 |

City of Fort Worth
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Police

| | | | | | | | |
|---|------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Tactical Operations Mobile Fingerprint Scanners | CCPD | \$10,200 | | | | | \$10,200 |
| In-Car Video | CCPD | \$1,176,100 | | | | | \$1,176,100 |
| Police Systems (specific projects identified during annual process) | CCPD | | \$2,209,000 | \$2,209,000 | \$2,209,000 | \$1,609,000 | \$8,236,000 |
| Total Amount Funded in IT 5-year CIP | | \$3,287,593 | \$2,209,000 | \$2,209,000 | \$2,209,000 | \$1,609,000 | \$11,523,593 |

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Property Management

OVERVIEW

Prior to FY2016, there had been a steady decrease in the amount of capital funding provided for maintenance of the City's facility assets. The FY2016 budget process was the transition year to provide more funding to support City infrastructure, focusing on maintenance of current assets before funding expansions and new construction; develop long-range debt and capital financing plans for all funds; and most importantly enhance budget accuracy. This focus on capital expenditures continued and expanded for fiscal years 2017 and 2018. Specific changes related to Capital Improvement Plans introduced during the FY2016 and FY2017 financial planning and budgeting process include the following:

1. Develop a 5-year capital funding plan to include operating and capital expenses, secured and potential funding, funding prioritization and annual spending schedules by project/budget item;
2. Increase investment in infrastructure through the use of currently available cash resources Pay-Go to pay for capital investment;
3. Provide a comprehensive financial picture through combined operations and maintenance (O&M) and capital budgeting

Consequently, the City began development of a 5-year CIP which includes identification and prioritization of current and future funding requirements for capital projects. As part of that process, capital funds were included in the FY2016, FY2017 and FY2018 budgets for Pay-Go funding to pay for capital assets and related expenses.

FACILITIES

Property Management is responsible for managing building maintenance and repair, facility planning, architectural and construction management services for City facilities. It is important to note that at this time, Property Management does not operate or maintain facilities for Water Department, Public Events, Aviation, or the Fort Worth Zoo. The table below gives a summary of the scope of the facility assets maintained by Property Management:

| | |
|---|----------------------|
| Number of Buildings | 327 |
| Total Facilities Gross Sq. Feet. | 3,064,243 |
| Range of Construction Dates | 1850 to 2017 |
| Total Replacement Value | \$433,690,524 |
| Deferred Maintenance | \$33,557,822 |
| Total Net Asset Value | \$400,132,702 |

CAPITAL IMPROVEMENT STRATEGY

The cost data used to determine the amount of deferred capital maintenance and to determine the amount of capital funding needed each year to maintain the assets going forward are based on using external contractors and vendors to perform the work. In FY2017, Property Management was authorized to hire a five-person construction team to self-perform as much of the capital work as they can. The entire cost of this crew, including salary, benefits, vehicles, tools, and materials is funding through Pay-Go capital projects. It is estimated that using in-house forces to perform the more routine projects, or portions of projects, will save as much as 20% of the total project cost. This will allow more capital projects to be completed for the same amount of funding, with no additional burden on the General Fund. This model was proofed successful, consequently the Property Management department requested the addition of another five-person

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construction team during the FY2018 budget process and approved as part of the City Manager's proposed budget. This expansion of in-house construction crew will produce even more cost avoidance. It is not feasible to perform more specialized work in-house, so the ultimate goal is not to eliminate all use of contractors, but rather to use the in-house workforce only for projects that can be accomplished with significant savings. If the cost of the in-house workforce is close to the cost of using contractors, Property Management will rely on the contractor workforce to minimize the City's risk during periods of economic uncertainty.

Property Management

Based on the limited existing facility inventory and assessments, there are over \$33M in known deferred capital maintenance items in General Fund facilities throughout the City. This figure is likely to change to be more reflective of the actual conditions when a complete inventory and assessment is completed within the next year. Based on current known conditions and life expectancies for existing facilities and related capital equipment, it is projected that \$13M is needed in capital replacement each year for the next ten years. The table below shows the allocation by department:

| Facility Name | GSFT | RPV | Total Deferred Maintenance | | | Condition Index*** | M&R Cost Forecast | | | |
|--------------------------|------------------|----------------------|----------------------------|--------------------|---------------------|--------------------|-------------------------|-------------|-------------------------|-------------|
| | | | Deferred Maintenance* | Degradation Cost** | Total | | Avg. Annual 2015 - 2019 | 5-Year /RPV | Avg. Annual 2015 - 2024 | 10-Year |
| Code Compliance | 61,666 | \$16,450,651 | \$229,034 | \$0 | \$229,034 | 1.4% | \$278,378 | 1.7% | \$242,872 | 1.5% |
| Fire and Police Training | 88,434 | \$11,876,269 | \$1,187,108 | \$0 | \$1,187,108 | 10.0% | \$490,890 | 4.1% | \$419,842 | 3.5% |
| Fire Department | 412,927 | \$77,280,514 | \$5,097,431 | \$0 | \$5,097,431 | 6.6% | \$2,603,020 | 3.4% | \$2,706,923 | 3.5% |
| ITS | 20,624 | \$1,958,435 | \$1,001,309 | \$0 | \$1,001,309 | 51.1% | \$279,516 | 14.3% | \$217,376 | 11.1% |
| Leased Facilities | 98,861 | \$14,557,455 | | | | | \$178,273 | 1.2% | \$154,777 | 1.1% |
| Libraries | 395,963 | \$91,787,724 | \$4,795,771 | \$0 | \$4,795,771 | 5.2% | \$1,607,107 | 1.8% | \$1,511,385 | 1.6% |
| Municipal Complex | 401,435 | \$62,229,313 | \$7,647,825 | \$0 | \$7,647,825 | 12.3% | \$2,360,255 | 3.8% | \$2,148,766 | 3.5% |
| Municipal Courts | 39,408 | \$152,699 | \$37,116 | \$0 | \$37,116 | 24.3% | \$24,094 | 15.8% | \$35,264 | 23.1% |
| PACS | 134,150 | \$18,363,932 | \$2,358,281 | \$0 | \$2,358,281 | 12.8% | \$713,268 | 3.9% | \$702,535 | 3.8% |
| PACS Community Center | 405,364 | \$39,758,722 | \$5,374,315 | \$0 | \$5,374,315 | 13.5% | \$2,283,026 | 5.7% | \$2,433,949 | 6.1% |
| PACS Pools | 10,439 | \$1,368,855 | \$50,648 | \$0 | \$50,648 | 3.7% | \$30,471 | 2.2% | \$19,387 | 1.4% |
| PACS Service Centers | 102,847 | \$3,147,609 | \$1,176,360 | \$0 | \$1,176,360 | 37.4% | \$255,055 | 8.1% | \$254,775 | 8.1% |
| PACS Shelters | 68,463 | \$1,473,894 | \$46,989 | \$0 | \$46,989 | 3.2% | \$120,339 | 8.2% | \$111,181 | 7.5% |
| Parking Garage | 146,763 | \$8,279,201 | \$422,993 | \$0 | \$422,993 | 5.1% | \$167,293 | 2.0% | \$130,811 | 1.6% |
| Police | 344,245 | \$53,448,951 | \$2,091,731 | \$0 | \$2,091,731 | 3.9% | \$836,725 | 1.6% | \$902,471 | 1.7% |
| Property Management | 231,440 | \$23,522,296 | \$1,062,532 | \$0 | \$1,062,532 | 4.5% | \$705,258 | 3.0% | \$706,450 | 3.0% |
| TPW | 66,452 | \$3,000,296 | \$770,138 | \$0 | \$770,138 | 25.7% | \$289,047 | 9.6% | \$272,738 | 9.1% |
| Total | 3,029,481 | \$428,656,816 | \$33,349,582 | \$0 | \$33,349,582 | 7.8% | \$13,222,015 | 3.1% | \$12,971,602 | 3.0% |

Failure to fund these capital repair and replacement projects at the appropriate rate through annual allocations will lead to continued degradation of capital facility assets, and result in continued reliance on the bond program to provide needed capital. The desire is to have capital Pay-Go funding

to maintain existing assets, and have the bond program focus on growth and new facilities.

City of Fort Worth
5-year Capital Improvement Plan
Fiscal Years 2018-2022

Property Management

FY2018 PROPERTY MANAGEMENT CIP

The FY2018 Property Management adopted budget included total funding of \$3,320,000 for various Pay-Go

capital projects. The table below provides a breakdown of each budgeted item.

| Category | Total |
|---|--------------------|
| Recurring Facility Maintenance & Repair | \$1,821,997 |
| Roof Repair & Replacements | \$904,003 |
| Minor Renovation and Repair | \$594,000 |
| FY2018 CIP Pay-Go Total | \$3,320,000 |

5-YEAR CAPITAL PLAN PAY-GO SUMMARY BY CATEGORY

The table below shows the FY2018 approved Pay-Go funding and the anticipated spending in each category based on the condition, age and risk associated with service failure over the next five years. This funding level is expected to address all

necessary repairs and capital equipment replacements to maintain the existing facility inventory without reliance on the bond program. Each year there will be unplanned failures and minor repairs to be made, therefore staff will adjust the priorities for these repairs as needed in real time throughout the following fiscal years.

| Category | FY2018 Funding | FY2019 Need | FY2020 Need | FY2021 Need | FY2022 Need | TOTAL |
|--|----------------|-------------|-------------|-------------|-------------|-------------|
| Structural Repairs | \$260,000 | \$505,000 | \$510,050 | \$515,151 | \$520,302 | \$2,310,503 |
| Roof Replacement | \$862,403 | \$1,616,000 | \$1,632,160 | \$1,648,482 | \$1,664,966 | \$7,424,011 |
| Roof Coatings | \$41,600 | \$10,000 | \$10,100 | \$10,201 | \$10,303 | \$82,204 |
| Replace Fire Alarm Panels | \$208,000 | \$204,020 | \$206,060 | \$208,121 | \$210,202 | \$1,036,403 |
| Elevator Repairs and Upgrades | \$150,000 | \$151,500 | \$153,015 | \$154,545 | \$156,091 | \$765,151 |
| HVAC & Plumbing Improvements | \$1,200,000 | \$1,248,000 | \$1,260,480 | \$1,273,085 | \$1,285,816 | \$6,267,380 |
| City Hall Landscaping - Phase II | \$78,000 | \$0 | \$0 | \$0 | \$0 | \$78,000 |
| Asset Management & Digital Floor Plans | \$250,000 | \$260,000 | \$262,600 | \$265,226 | \$267,878 | \$1,305,704 |
| Energy Efficient Replacements | \$116,000 | \$505,000 | \$510,050 | \$515,151 | \$520,302 | \$2,166,503 |
| Parking Lot Repairs | \$153,997 | \$255,025 | \$257,575 | \$260,151 | \$262,753 | \$1,189,501 |
| ADA Upgrades | \$0 | \$1,010,000 | \$1,020,100 | \$1,030,301 | \$1,040,604 | \$4,101,005 |

City of Fort Worth

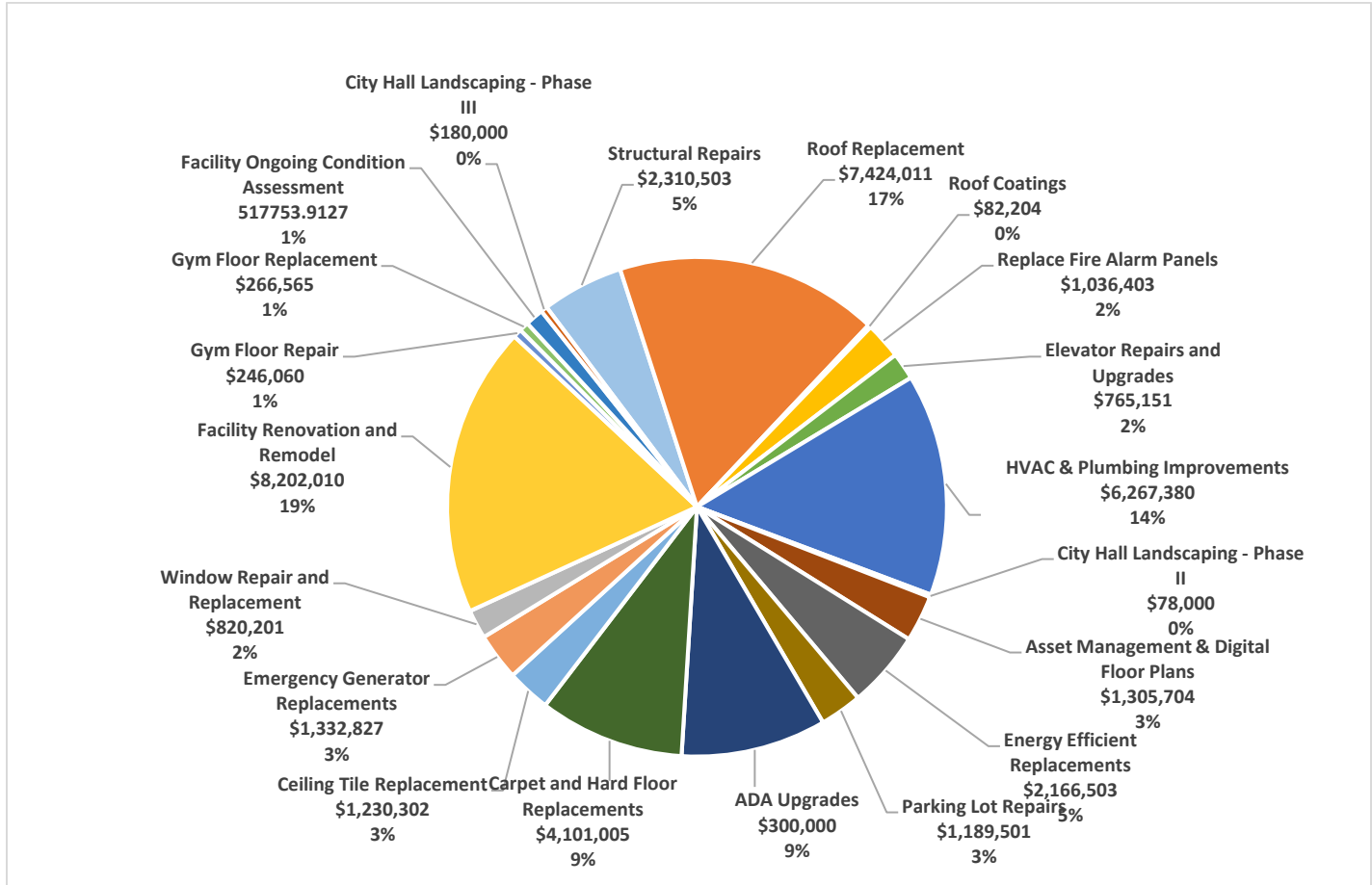
Property Management

5-year Capital Improvement Plan

Fiscal Years 2018-2022

| | | | | | | |
|--|--------------------|---------------------|--------------------|---------------------|---------------------|---------------------|
| Carpet and Hard Floor Replacements | \$0 | \$1,010,000 | \$1,020,100 | \$1,030,301 | \$1,040,604 | \$4,101,005 |
| Ceiling Tile Replacement | \$0 | \$303,000 | \$306,030 | \$309,090 | \$312,181 | \$1,230,302 |
| Emergency Generator Replacements | \$0 | \$328,250 | \$331,533 | \$334,848 | \$338,196 | \$1,332,827 |
| Window Repair and Replacement | \$0 | \$202,000 | \$204,020 | \$206,060 | \$208,121 | \$820,201 |
| Facility Renovation and Remodel | \$0 | \$2,020,000 | \$2,040,200 | \$2,060,602 | \$2,081,208 | \$8,202,010 |
| Gym Floor Repair | \$0 | \$60,600 | \$61,206 | \$61,818 | \$62,436 | \$246,060 |
| Gym Floor Replacement | \$0 | \$65,650 | \$66,307 | \$66,970 | \$67,639 | \$266,565 |
| Facility Ongoing Condition Assessment | \$0 | \$127,513 | \$128,788 | \$130,076 | \$131,377 | \$517,754 |
| City Hall Landscaping - Phase III | \$0 | \$180,000 | \$0 | \$0 | \$0 | \$180,000 |
| Total Anticipated Need | \$3,320,000 | \$10,061,558 | \$9,980,374 | \$10,080,177 | \$10,180,979 | \$43,623,088 |
| Pay-Go Funding (4% increase annually) | \$3,320,000 | \$3,452,800 | \$3,590,912 | \$3,734,549 | \$3,883,931 | \$17,982,192 |

5-year Anticipated Capital Needs by Category



PROJECT DESCRIPTIONS BY CATEGORY

The FY2018-2022 plan includes projects organized into the following twenty categories.

- **Structural Repairs:** For the past few years the Fort Worth area has experienced extreme drought followed by extremely heavy rain. As a result, soil became unstable and foundations of several City facilities have shifted resulting in damage to foundations, walls and roofs. This funding will allow Facilities to make critical repairs to City facilities, to stabilize buildings and to prevent further damage. Repairs are

needed at MLK Community Center, Bradley Community Center, Fire Station Community Center, Southwest Community Center, Sycamore Community Center and Worth Heights Community Center, South Police Division and Hazel Harvey Peace Community Center.

- **Roof Replacement:** Funding would replace roofs at the following facilities: Fire Stations 2, 6 and 15, Meadowbrook Community Center, Southwest Courts, Fire Air Shop, Fire Investigations, Lake Worth storage facility as well as Rolling Hills offices & equipment

storage. All facility roofs are at or near their life expectancy and are in very poor condition. The condition of these roofs will not allow application of roof coating to extend the life of the roof.

- **Roof Coatings:** Energy saving roof coatings reduce energy/electrical consumption by reducing the heat load in the building which in turn lowers the cost of heating and cooling large facilities. The coating also extends the useful life expectancy of the roof from 20 years to 30 years. Riverside Library, Fire Station 7, Highland Hills Community Center, Fire Station 19, Fire Station 39, Fire Station 40 and Southwest Regional Library are past or approaching their useful life expectancy of 20 years. Roof failure damages building interiors and equipment which may result in costly repairs.
- **Replace Fire Alarm Panels:** All capital equipment has a life expectancy and should be maintained or replaced based on industry standards. Such failures may result in the loss of critical building systems which could limit the use of the facility by employees and citizens. Buildings with panels at the end of their life cycle include: Central Library and cable office, Diamond Hill Library, Environmental Collection Center, Fire Station #34, Fire Station #39 and East Regional Library.
- **Elevator Repairs and Upgrades:** Replace pump unit, controls and replace doors and cab of City Hall elevator.

- **HVAC & Plumbing Improvements:** Piping replacement at Gordon Swift Building and roof drain replacement at City Hall.
- **City Hall Landscaping - Phase II:** Install drought resistant landscaping and aesthetic improvements, including a marquee sign, at the City Hall entrance on Texas Street to enhance the new "front" entrance since the address was changed to 200 Texas Street in January 2017. The landscaping installed in the late 1990s had become unattractive and outdated and was removed. Without additional funding, Facilities may defer maintenance and repair of critical equipment to install drought tolerant landscaping at City Hall.
- **Asset Management & Digital Floor Plans:** Purchase system that would create digital floor plans. Many floorplans exist only in paper formats, if at all. In order to do efficient space planning and account for how all facility space is being used, digital floorplans are needed to create and maintain accurate records of facility spaces and how they are being used.
- **Energy Efficient Replacements:** Funds to replace lighting and install LED lighting at Southwest Courts and Gordon Swift Building. Also includes funding for HVAC and boilers replacements to more energy efficient systems. HVAC replacement at Environmental, Riverside Community Center, Graffiti Abatement, South Police, Fire and Police Communication; boiler replacement at East Berry Library, Northside Library and Riverside Library.

- **Parking Lot Repairs:** In FY17, PMD Facilities was tasked to perform parking lot repairs at city-owned facilities. Parking lots at City facilities have been neglected for many years. Some parking lots have deteriorated to the point that portions cannot be used during periods of heavy rain. This funding will allow for resurfacing approximately 5 to 10 parking lots, such as Marshal Lake Patrol, Brennan Ave. Auto Pound, Brennan Ave. (Park and Rec), South Police, Avenue H (East Parks and Rec), Rolling Hills (Park and Rec), KXAS Police, Fire Station #2, Fire Station #3, Fire Station #7 and Fire Station #13, depending on the severity of the damage.
- **ADA Upgrades:** Funding will address ADA compliance issues (toilets, accessible routes and other issues) at the following public buildings, in order of priority: City Hall \$500K, Gordon Swift Building \$300K and City Hall Annex \$200K. These funds will address the majority of issues at City Hall and the Gordon Swift building but will only address the ground floor of the Annex Building.
- **Carpet and Hard Floor Replacements:** Facilities flooring replacement program was eliminated from the budget in FY2010. When the program was active, carpet and hard flooring was replaced on a schedule to coincide with the end of life or when flooring became damaged or stained. Since the program was deleted, carpet has become worn and stained and hard flooring is broken giving City owned properties an unkempt appearance. As patterns and manufacturers change it becomes impossible to match existing tiles making repairs unattractive. Flooring will be replaced at City Hall, City Hall Annex, Police Auto Pound and Southwest Community Center.
- **Ceiling Tile Replacement:** Facilities ceiling tile replacement program was eliminated from the budget in FY2010. When the program was active, ceiling tile was replaced on a schedule to coincide with the end of life or when they became damaged or stained. Since the program was deleted, ceiling tiles have become stained and broken giving City owned properties an unkempt appearance. As patterns and manufacturers change it becomes impossible to match existing tiles making repairs unattractive.
- **Emergency Generator Replacements:** Emergency generators have a life expectancy of 20 years. The Emergency generators at Fire Stations 19, 23, 24 and 37 are approaching or well past their life expectancy. When equipment passes the standard life expectancy parts become obsolete and are difficult if not impossible to find and the cost of repairs become more expensive.
- **Window Repair and Replacement:** Windows at older facilities are inefficient and broken. Some facilities have wooden window frames which have rotted and must be replaced. Windows at these facilities are boarded up giving the facility an unoccupied look. Guinn School, Southwest Regional Library and Rose-Marine Theater are in need of window replacements and repairs. Nashville Police is a newer facility, but several windows leak and are in need of repair.
- **Facility Renovation and Remodel:** As the services provided by departments change over the years, and organizational changes are made,

the facilities need to evolve to accommodate the changes in use. This decision package will provide funds to be used to renovate existing space to allow new uses. Examples would include renovating the former Reprographic area to accommodate administrative uses, renovating former clinic spaces in community centers to accommodate new programs, reconfiguring existing spaces to accommodate organizational changes (merging and splitting departments), reconfiguring the basement of Gordon Swift, etc.

- **Gym Floor Repair:** Funding to refinish and restripe gym floors at four community centers. Screened and recoated every two years and refinished every ten years. Facilities have not had a program to repair gym or screen and recoat gym floors since 2014 and at that time limited funding was available. As a result, gym floors at community centers such as R. D. Evans, Sycamore, North Tri-Ethnic and Northside are in need of repairs, striping and recoating.
- **Gym Floor Replacement:** Funding to replace one community center gym floor. MLK Community Center has foundation problems which are slated for repair, if funding is available through Facilities structural repair program in FY2018. As a result of the foundation issues, the gym sub-floor has become damaged which in turn damaged the gym floor. The gym floor is wavy, and spongy in places and there are gaps between the wood planks.
- **Facility Ongoing Condition Assessment:** An inventory and high-level facility condition assessment is funded in FY2017. A more detailed assessment of all major components is

needed for more accurate replacement scheduling and budgeting. One third of all general fund facilities would have this more detailed assessment each year.

- **City Hall Landscaping - Phase III:** Install drought resistant landscaping around the perimeter of Council parking area on the north side of Texas Street and the Citizen Parking Lot on the south side of Texas Street adjacent to City Hall. The landscaping has become unattractive and outdated. Without additional funding, Facilities may defer maintenance and repair of critical equipment to install drought tolerant landscaping at City Hall.

2018 CAPITAL BOND PROJECTS

Property Management has a lead role in the development of facility projects to be considered in the 2018 Bond Program. Sponsoring departments, such as Library, Fire, Police, Parks and Recreation, etc., submit their requests for new Fire Stations, Libraries, Community Centers, etc. Property Management reviews the scope of these requests, assists in the preparation of cost estimates and helps to identify opportunities for joint use bond projects. The funding source for these projects will be future debts.

The 2018 Bond election is proposed for May 5, 2018. Included for consideration in the program are a number new and replacement facility projects such as:

- Design and construction of a new fire station in north Fort Worth
- Demolition and replacement of Fire Station #26

City of Fort Worth

Property Management

5-year Capital Improvement Plan

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- Replacement of the Wedgewood Library
- New Police sub-station in southwest Fort Worth
- Replacement of the Rockwood Clubhouse
- New community center in northwest Fort Worth,
- Replacement of Diamond Hill Community Center
- Construction of North Animal Care and Shelter Facility.

Public engagement meetings presenting these proposed facility projects along with transportation and park system improvement initiatives are scheduled to occur through October 2017, with a final list of project propositions for voter consideration developed and approved by City Council prior to the end of the calendar year.

2018 CAPITAL BOND PROJECTS AND SOLID WASTE FUND PROJECT

| Project Name | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | TOTAL |
|--|---------------------|---------------------|---------------------|------------|------------|----------------------|
| New Fire Station #45 (North Fort Worth - 287/35W) | \$7,800,000 | \$0 | \$0 | \$0 | \$0 | \$7,800,000 |
| Replace Fire Station #26 | \$6,140,000 | \$0 | \$0 | \$0 | \$0 | \$6,140,000 |
| South Patrol Division | \$17,720,000 | \$0 | \$0 | \$0 | \$0 | \$17,720,000 |
| Diamond Hill Community Center Replacement | \$0 | \$11,450,000 | \$0 | \$0 | \$0 | \$11,450,000 |
| Northside Community Center Renovation | \$0 | \$0 | \$5,806,000 | \$0 | \$0 | \$5,806,000 |
| Northwest Community Center | \$0 | \$0 | \$11,350,000 | \$0 | \$0 | \$11,350,000 |
| Sycamore Community Center Renovation | \$0 | \$0 | \$2,710,000 | \$0 | \$0 | \$2,710,000 |
| Maintenance Compound Renovation | \$0 | \$9,055,000 | \$0 | \$0 | \$0 | \$9,055,000 |
| Hardwicke Center Renovations | \$0 | \$100,000 | \$0 | \$0 | \$0 | \$100,000 |
| Rockwood Golf Course Clubhouse | \$6,600,000 | \$0 | \$0 | \$0 | \$0 | \$6,600,000 |
| Replace Wedgwood Branch Library | \$0 | \$0 | \$10,525,000 | \$0 | \$0 | \$10,525,000 |
| North Animal Shelter | \$1,003,900 | \$13,500,000 | \$0 | \$0 | \$0 | \$14,503,900 |
| Solid Waste Administrative Office Consolidation (Fire Station #12) | \$625,000 | \$0 | \$0 | \$0 | \$0 | \$625,000 |
| TOTAL | \$39,888,900 | \$34,105,000 | \$30,391,000 | \$0 | \$0 | \$104,384,900 |

PAST ACCOMPLISHMENTS

The Capital Appendix includes the list of projects funded in FY2016 and FY2017.

LOOKING TO THE FUTURE

One of the driving factors in the creation of the Property Management Department was the lack of a comprehensive inventory of City-owned facilities, their conditions, and a plan to properly manage these assets. It will require additional resources to conduct a thorough inventory of all City facilities, and even more resources to conduct detailed condition assessments on each of the facilities. This information is essential in order to determine future capital needs to maintain these facilities.

Property Management will pursue the implementation of an asset management software solution that allows this data to be easily collected, maintained, and queried. After successfully completing the process of determining what building assets the City owns and what condition they are in, the next logical step will be to prepare a facility master plan to determine the highest and best use for each facility, and to plan for future facility needs.

The General Fund facility footprint increased from 2.5m Sq. Ft. in FY2004 to 3.8m Sq. Ft. in FY2017, a 53% increase. However, the number of facility maintenance staff has decreased by nine since FY2004, 13% reduction with 53% footprint growth. It is worth noting that additional responsibilities continue to be added to Property Management Department without corresponding resources. Examples include municipal buildings security

initiatives, parking lot lighting, parking lot repairs, managing and maintaining leased facilities, managing non-facility equipment, etc.

To be able to properly execute our core mission of maintaining the existing facilities, Property Management needs to be provided the appropriate resources to accommodate these new responsibilities that have previously been performed by other departments.

OVERVIEW

The City of Fort Worth Transportation and Public Works Department is responsible for the development of the City's Street System encompassing its planning, design, construction, maintenance and operation. The Street System provides the foundation for the movement of goods and people throughout the City and is a key element in the development of a sound economy. The Street System serves all modes of transportation - vehicles, pedestrians, bicycles and public transportation providers, creating a mobile community that stimulates economic growth, revitalizing existing development, developing City growth centers, and building strong neighborhoods.

The City's street system includes 7,518 lane miles of streets, 423 bridges, 883 traffic signals, and over 66,000 street light fixtures. Continued investment in the street infrastructure is critical to ensure that existing assets are functioning at their desired level and that new streets and facilities are added to serve the continued economic development and growth of the City and region.

The FY2018–2022 Capital Improvement Plan totals \$450M and provides funding for the construction of new street infrastructure as well as the rehabilitation and reconstruction of existing assets.

CATEGORIES

Fort Worth's FY2018 – 2022 CIP identifies Street System improvements ranging from new infrastructure to various rehabilitation techniques. The FY2018–2022 plan includes projects organized into eleven categories, consisting of the following:

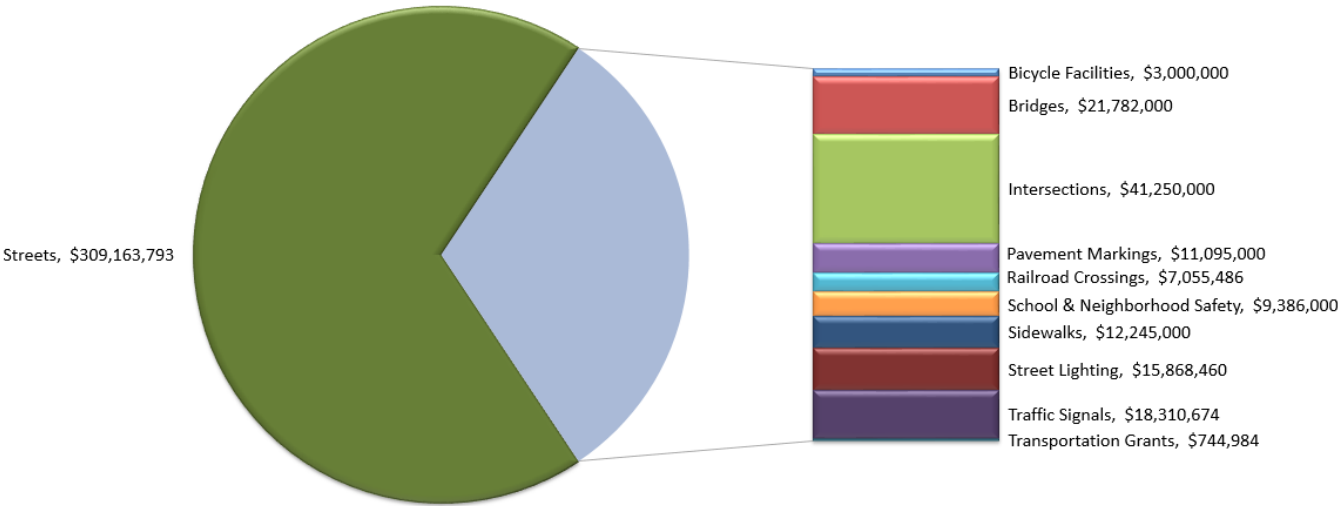
1. **Bicycle Facilities:** Construct new bicycle lanes on existing roadway segments.
2. **Bridges:** Reconstruction and rehabilitation of existing bridge structures throughout the City.
3. **Intersections:** Safety and capacity improvements at existing intersections that include roundabouts and various travel lane expansions including – through lanes and exclusive right and left turn lanes.
4. **Pavement Markings:** Rehabilitation of existing pavement markings throughout the street system encompassing lane lines, railroad crossings, bicycle lanes, cross walks, and school zones.
5. **Railroad Crossings:** Various improvements at existing railroad crossings such as quiet zones, rehabilitation of the existing crossing surface and specific safety improvements.
6. **School & Neighborhood Safety:** Establishment of new school zones; rehabilitation and upgrading of existing school zones with new signage, pavement markings, flashing beacons and neighborhood speed awareness/warning devices to better manage travel speeds in residential areas.
7. **Sidewalks:** Installation of new sidewalk segments and removal of ADA impediments along existing sidewalk sections to improve pedestrian circulation and access to transit facilities.

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Fiscal Years 2018-2022

Street System

8. **Street Lighting:** Installation of new street lighting in dark areas and rehabilitation of existing lighting systems.
9. **Streets:** Encompasses the construction of added capacity on major thoroughfares – new street segments and additional travel lanes on existing segments, reconstruction of failed existing neighborhood streets, and application of various rehabilitation techniques to extend the life cycle of the street such as joint/crack sealing, concrete panel/base failure repair, asphalt sealing and resurfacing, and brick street rehabilitation.
10. **Traffic Signals:** Installation of new traffic signals, system and communication network elements, and the rehabilitation of existing signals and system components.
11. **Transportation Grant Matches:** Funded from the 2014 Bond program, provides for matching funds to leverage/partner for various transportation improvements with 3rd party stakeholders.

The total \$449.9 million FY2018 – 2022 CIP investment by category is below:



CAPITAL IMPROVEMENT STRATEGY

The Street System Capital Improvement Strategy is driven by its mission to provide a safe and reliable street system for effective movement of people, goods and services. The CIP is developed from many sources within the City as well as exterior sources. These sources include:

- **Master Plans.** Master Plans are developed to provide a strategic plan for future infrastructure to be installed generally within a 20 plus year timeframe. Key System Master Plans include the North Central Texas Council of Government's Regional Mobility Plan, the Fort Worth Major Thoroughfare Plan, Fort Worth Transportation Authority Strategic Plan, Walk Fort Worth Pedestrian Plan and Bike Fort Worth Plan.
- **Collaboration with other Public Entities.** Ongoing collaboration with other public entities occurs such that transportation/street plans are coordinated and facilities integrated to create a seamless street system. Organizations include surrounding Cities and Counties, TxDOT and the Fort Worth Transportation Authority – The T.
- **Corporate Priorities.** Street System improvements are provided in support of City Council approved priority programs for the development of the City. Examples of these types of programs include the Cultural District improvements and infrastructure improvements to enhance neighborhood areas such as the Stop Six area.
- **Development Agreements/Community Facilities Agreements.** The Policy for the Installation of Community Facilities approved by the City Council provides for the participation in extending street improvements beyond those required by a proposed private sector development. Typically, these improvements encompass extending the street improvement to the next major roadway or constructing the additional lanes of the thoroughfare to provide a full street segment. Street System staff remain in regular contact with the development community to monitor upcoming needs and priorities.
- **Legislative and Regulatory Mandates.** The Federal Government through the U.S. Department of Transportation (USDOT) and the Texas Legislature through the Texas Department of Transportation (TxDOT) regulate many standards for the design and operation of associated street components. Many of these elements pertain to traffic control devices as specified in the Manual on Uniform Traffic Control Devices (USDOT) and corresponding TxDOT manual – Texas Manual on Uniform Traffic Control Devices. Compliance with these regulations is typically related to traffic control signage, pavement markings, and various forms of traffic signals.
- **Condition Assessment and Maintenance History.** Staff routinely review the operation and maintenance records of the various elements of the Street System infrastructure for rehabilitation to extend the operating life of the asset and minimize maintenance costs

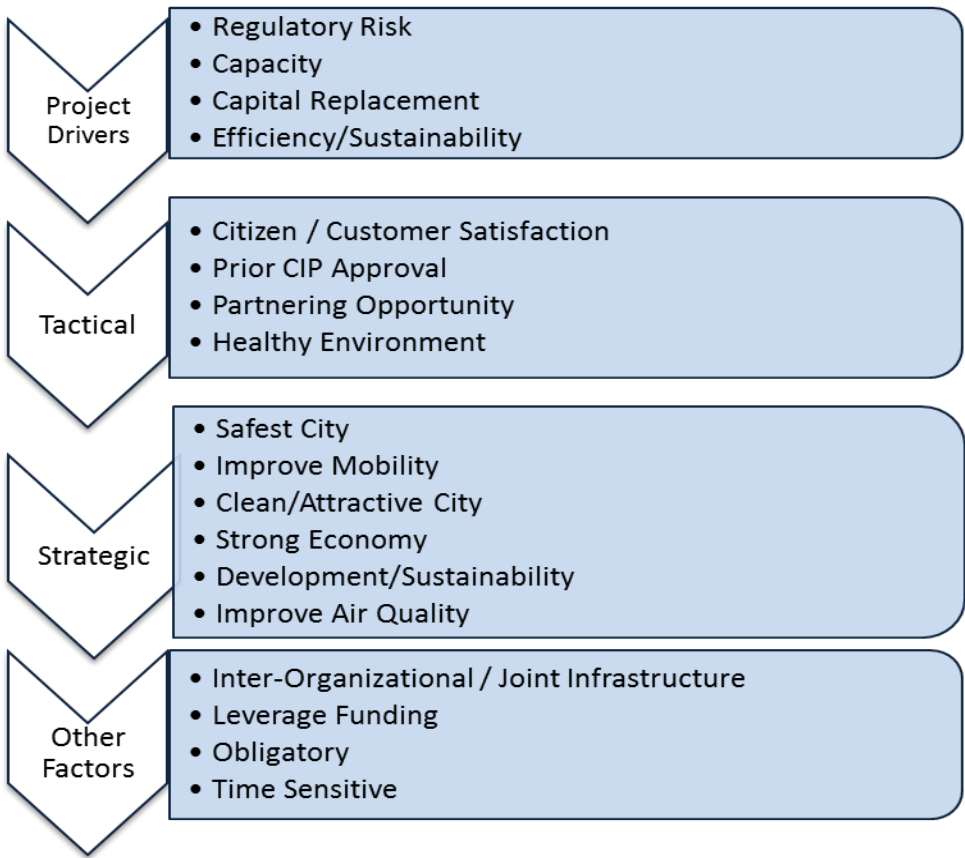
by applying appropriate techniques at the most effective time intervals. These types of projects are identified through the street system asset management platform, facility assessment studies, and the review of maintenance records to identify the appropriate rehabilitation or reconstruction technique that should be applied.

- Coordination with Capital Improvement Programs of Other City Departments.**
 Streets System staff coordinate with other departments such as Water, Park and Recreation, and Planning and Development to identify areas where priorities and plans overlap so that collaborative projects can be developed that achieve multiple goals and

maximize utilization of financial resources from each party. A major work effort in this context is the development of single work efforts such that water and sanitary sewer lines are replaced at the same time the street pavement is reconstructed.

CIP Priority Criteria

The Street System CIP is directly linked to the goals of: mobility, public safety, improving neighborhoods and communities, and retaining/encouraging economic growth. The specific goals and project prioritization are aligned with citywide strategic goals as reflected in the capital project prioritization system used for the City’s Comprehensive Plan as follows:



CAPITAL REVENUE SOURCES

A total of \$449.9 million has been identified for the 5-year CIP from eight individual funds. These funds have been grouped into four categories as described below:

Pay-Go General Fund

General Fund Pay-Go capital is budgeted each year as part of the annual City budget process. This funding source is currently limited to one fund and has been programmed with a 4% growth factor year over year bringing the 5-year CIP total to \$129.3 million.

Debt

Numerous Citywide Bond Programs have been established over the years to fund a variety of Street System improvements. In addition, Certificates of Obligation (COs) and Tax Notes have also been issued for Street System improvements. The Tax Notes sold in 2017 were appropriated into projects leaving only \$21.1 million of the 2014 Bond program as debt being appropriated in FY2018.

Future Debt

Future Debt comprises the funding levels and categories that are anticipated to be in the next Bond program presented to the citizens of Fort Worth. Current planning has \$255.5 million allocated to Street System capital improvements. These funds have been programmed by Category only with no specific projects identified at this time.

Transportation Impact Fees

Transportation Impact Fees are collected in nineteen different geographic areas or Service Areas throughout the City. Current fees are deposited into one fund while a legacy fund exists for fees

collected prior to FY2016. These Impact Fees can only be spent in the Service Area they were collected from and consequently, each different Service Area has a unique identifier in the financial system. The Street System 5-year CIP programs improvements in fifteen Service Areas, totaling \$32.3 million.

Third Party Partnerships

Funding for many Street System improvements is provided by external sources or third parties. These work efforts are usually associated with individual projects and programs and are developed on a project/program basis; the City does not control the programming of the money except in the case of Gas Well Revenues. Monies from each of these partnerships is currently managed across four funds, which include Developer Contributions (generally from Tax Increment Financing Districts), Federal Grants, Intergovernmental Contributions (generally Tarrant County), and City Gas Well Revenues, totaling \$11.7 million.

Summary of Projected Capital Investment by Source

The following table provides an overview of identified revenue sources to fund the FY2018–2022 Street System CIP. The table also includes an appropriation schedule to reflect the timing of planned improvements.

5-year Capital Improvement Plan

Fiscal Years 2018-2022

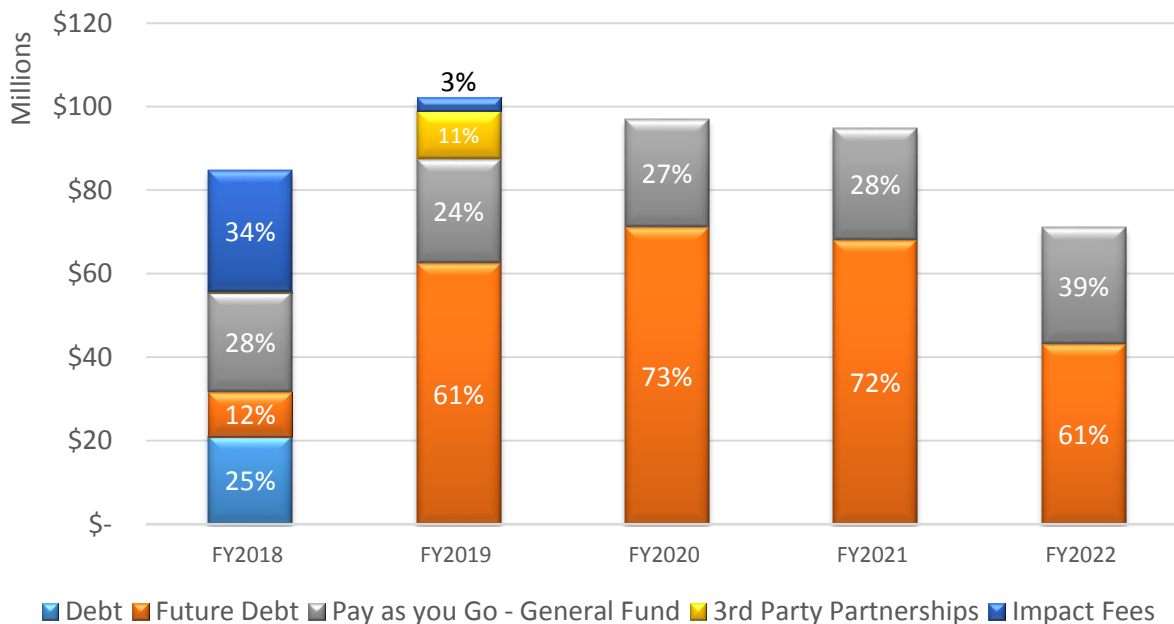
5-YEAR CAPITAL PLAN SUMMARY BY CAPITAL INVESTEMENT SOURCE

| Funding Sources | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-year CIP |
|------------------------|---------------------|----------------------|---------------------|---------------------|---------------------|----------------------|
| Debt | \$21,082,398 | \$0 | \$0 | \$0 | \$0 | \$21,082,398 |
| Future Debt | \$10,550,000 | \$62,600,000 | \$71,150,000 | \$68,000,000 | \$43,200,000 | \$255,500,000 |
| Pay-Go | \$23,877,001 | | \$25,819,000 | \$26,847,999 | \$27,917,999 | |
| General Fund | | \$24,829,000 | | | | \$129,290,999 |
| 3rd Party Partnerships | \$245,000 | \$11,500,000 | \$0 | \$0 | \$0 | \$11,745,000 |
| Impact Fees | \$29,033,000 | \$3,250,000 | \$0 | \$0 | \$0 | \$32,283,000 |
| Grand Total | \$84,787,399 | \$102,179,000 | \$96,969,000 | \$94,847,999 | \$71,117,999 | \$449,901,397 |

The following chart summarizes the projected investment in the CIP by revenue source. Further details of the planned programs/projects are

provided in subsequent tables for each improvement category.

Revenue Sources 5-year Capital Plan



5-YEAR PLAN SUMMARY BY CATEGORY

Bicycle Facilities

These improvements will be part of a future Debt Program and will include the establishment of new

bicycle lanes on existing street segments throughout the City. The total estimated appropriations over the next five years is \$3 million. At this time, individual projects are not identified and a total project count is not available.

City of Fort Worth
5-year Capital Improvement Plan
Fiscal Years 2018-2022

Street System

Category Summary: Bicycle Facilities

| Program | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-year CIP |
|--------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Bicycle Facilities | | | | | | |
| Bicycle Lanes | \$500,000 | \$625,000 | \$625,000 | \$625,000 | \$625,000 | \$3,000,000 |
| Locations | TBD | TBD | TBD | TBD | TBD | TBD |
| Grand Total | \$500,000 | \$625,000 | \$625,000 | \$625,000 | \$625,000 | \$3,000,000 |

Bridges

These improvements include the rehabilitation of existing bridges Citywide as well as reconstruction of existing bridges where rehabilitation would not be cost effective. The City utilizes funding to partner with TxDOT in the rehabilitation of bridge structures such that Federal Bridge monies are maximized. Bridge rehabilitation encompass a variety of improvement techniques including deck

replacement, joint repair/replacement, guardrail improvements and techniques to eliminate scour within the streambed at structural foundations and retaining walls. Funding for these improvements is primarily from the 2014 Bond Program, annual Pay-Go allocations, and future Debt Programs. The total estimated appropriations over the next five years is \$21.8 million. In FY2018, 31 bridges are programmed for rehabilitation.

Category Summary: Bridges

| Program | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-year CIP |
|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Bridges | | | | | | |
| Rehabilitation | \$5,049,000 | \$4,204,000 | \$4,272,000 | \$4,342,000 | \$3,915,000 | \$21,782,000 |
| Locations | 31 | 27 | 28 | 19 | 24 | 129 |
| Grand Total | \$5,049,000 | \$4,204,000 | \$4,272,000 | \$4,342,000 | \$3,915,000 | \$21,782,000 |

Intersection Improvements

Intersection improvements generally include modifying the physical configuration to improve safety and provide additional capacity. Modifications include additional through and turn lanes, introduction of roundabouts or physical

changes to improve safety for vehicles, pedestrians and bicyclists. Funding for these improvements is from Transportation Impact Fees and future Debt Programs. In FY2018, 11 projects are identified and a future Debt Program will fund additional work in this category. The total estimated appropriations over the next five years is \$41.3 million.

Category Summary: Intersection Improvements

| Program | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-year CIP |
|--------------------|---------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Intersections | | | | | | |
| Improvements | \$3,800,000 | \$8,000,000 | \$8,000,000 | \$8,000,000 | \$5,000,000 | \$32,800,000 |
| Locations | 2 | TBD | TBD | TBD | TBD | TBD |
| Roundabout | \$1,950,000 | \$0 | \$0 | \$0 | \$0 | \$1,950,000 |
| Locations | 4 | TBD | TBD | TBD | TBD | TBD |
| Turn Lane | \$6,500,000 | \$0 | \$0 | \$0 | \$0 | \$6,500,000 |
| Locations | 5 | TBD | TBD | TBD | TBD | TBD |
| Grand Total | \$12,250,000 | \$8,000,000 | \$8,000,000 | \$8,000,000 | \$5,000,000 | \$41,250,000 |

FY2018 Intersection Project Descriptions

- **Basswood Dr and US 377:** Preliminary design work in anticipation of future debt programs funding the completion of design and construction.
- **Park Vista Blvd and Keller Haslet Rd:** Preliminary design work in anticipation of future debt programs funding the completion of design and construction.
- **Crowley Rd and Sycamore School Rd:** Preliminary design work in anticipation of future debt programs funding the completion of design and construction.
- **Hulen St and Granbury Rd:** Preliminary design work in anticipation of future debt programs funding the completion of design and construction.
- **Kroger and SH 377:** Construction of additional turn lanes increasing capacity.
- **Sendera Ranch Blvd and Diamondback Lane:** Construction of a roundabout and drainage improvements.
- **Meacham and Mark IV Pkwy:** Construction of a roundabout and drainage improvements.
- **Trinity and SH 360:** Construction of additional turn lanes increasing capacity.
- **Weatherford Traffic Circle:** Preliminary design work to improve capacity and safety, identify cost for completion of design and construction and partnership with TxDOT in funding improvements.
- **Bryant Irvin and Oakmont:** Construction of additional turn lanes increasing capacity.
- **Boaz and Bowman Roberts:** Preliminary design work in anticipation of future debt programs funding the completion of design and construction.

Pavement Markings

Pavement Marking improvements are targeted at rehabilitating existing markings such as lane lines, crosswalks, railroad crossing markings, and bicycle lanes. Funding for these improvements is provided through annual Pay-Go allocations and future Debt

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Fiscal Years 2018-2022

Programs. The total estimated spend over the next five years is \$11.1 million. In FY2018, pavement

markings on 29 street segments will be rehabilitated.

Category Summary: Pavement Markings

| Program | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-year CIP |
|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Pavement Markings | | | | | | |
| Rehabilitation | \$2,024,000 | \$2,183,000 | \$2,220,000 | \$2,284,000 | \$2,384,000 | \$11,095,000 |
| Locations | 29 | 18 | 17 | 21 | 14 | 99 |
| Grand Total | \$2,024,000 | \$2,183,000 | \$2,220,000 | \$2,284,000 | \$2,384,000 | \$11,095,000 |

Railroad Crossings

Railroad Crossings include improvements creating Quiet Zones, rehabilitating the travel surface of existing crossings and general safety improvements relative to traffic control devices and gate enhancements. Funding for these improvements is

primarily from the 2014 Bond Program, annual Pay-Go allocations, and future Debt Programs. The total estimated appropriations over the next five years is \$7 million. In FY2018, 22 Railroad Crossing improvements are programmed.

Category Summary: Railroad Crossings

| Program | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-year CIP |
|---------------------|--------------------|--------------------|--------------------|--------------------|------------------|--------------------|
| Railroad Crossings | | | | | | |
| Quiet Zone | \$1,060,588 | \$0 | \$0 | \$0 | \$0 | \$1,060,588 |
| Locations | 10 | TBD | TBD | TBD | TBD | TBD |
| Rehabilitation | 1,179,098 | 1,250,000 | 1,250,000 | 1,250,000 | \$750,000 | \$5,679,098 |
| Locations | 4 | TBD | TBD | TBD | TBD | TBD |
| Safety Improvements | \$315,800 | \$0 | \$0 | \$0 | \$0 | \$315,800 |
| Locations | 8 | 0 | 0 | 0 | 0 | 8 |
| Grand Total | \$2,555,486 | \$1,250,000 | \$1,250,000 | \$1,250,000 | \$750,000 | \$7,055,486 |

School & Neighborhood Safety

School and Neighborhood Safety projects include the establishment of new school zones and rehabilitation/upgrading of existing zones. This work effort includes new traffic control devices – signs and markings, flashing beacons, “This is your speed” automated warning signs and improvements

to sidewalks and access ramps. Funding for these improvements are from the 2014 Bond Program, annual Pay-Go allocations, Gas Well Funds and future Debt Programs. The total estimated appropriations over the next five years is \$9.4 million. In FY2018, 9 schools will have new school zones or existing school zones upgraded.

City of Fort Worth
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Street System

Category Summary: School & Neighborhood Safety

| Program | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-year CIP |
|---|--------------------|------------------|--------------------|--------------------|--------------------|--------------------|
| School & Neighborhood Safety | | | | | | |
| New Installations / Rehabilitation / Upgrades | \$1,280,000 | \$2,065,000 | \$2,095,000 | \$2,203,000 | \$1,743,000 | \$9,386,000 |
| Locations | 9 | TBD | TBD | TBD | TBD | TBD |
| Grand Total | \$1,280,000 | 2,065,000 | \$2,095,000 | \$2,203,000 | \$1,743,000 | \$9,386,000 |

Sidewalks

Sidewalk improvements encompass the installation of new sidewalk segments, removal of obstructions along existing segments and improvements to access ramps to ensure compliance with accessibility standards. Sidewalk improvements are targeted to improve pedestrian mobility and access

around schools, recreation areas, community centers, transit facilities and other high pedestrian uses. Funding for these improvements is from the Developer Contributions and future Debt Programs. The total estimated appropriations over the next five years is \$12.2 million. In FY2018, \$1.045 million is programmed for sidewalk improvements.

Category Summary: Sidewalks

| Program | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-year CIP |
|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Sidewalks | | | | | | |
| New Segments | \$1,045,000 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$2,200,000 | \$12,245,000 |
| Grand Total | \$1,045,000 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$2,200,000 | \$12,245,000 |

Streets

Street improvements encompass four major types of activity –

1. **Major Thoroughfares** - adding capacity through constructing new street segments or the addition of new travel lanes to existing facilities. These improvements address mobility needs of the community and are focused to accommodate vehicles, bicycles, pedestrians and public transit. Funding for these improvements is primarily from Debt programs as well as from 3rd party partnerships – Federal/State/County grants, Developer Contributions, Tax Increment Financing Districts, and Transportation Impact Fees.

2. **Neighborhood Streets** - reconstruction of failed street segments. Through this reconstruction, existing streets are constructed such that curbs and sidewalks are replaced if needed and the asphalt street is totally reconstructed. In areas where no curb exists, the street is usually reconstructed with curb and appropriate drainage improvements. If sidewalks do not exist, the community is provided an option to include new sidewalks with the street improvements. Funding for these improvements is provided from Debt programs – 2014 Bond and future Debt Programs.

3. **Pavement Rehabilitation** - rehabilitation of existing streets through use of various maintenance treatments to extend the life of the

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Fiscal Years 2018-2022

asset and minimize ongoing maintenance expenditures. Rehabilitation improvements are programmed for all improved street surfaces – asphalt, concrete and brick travel surfaces. Pavement rehabilitation includes joint and crack sealing, concrete panel/base failure repair, asphalt resurfacing and asphalt micro surfacing. Funding for these rehabilitation improvements is provide through annual Pay-Go allocations.

4. **Established Corridors** - physical enhancements to existing major thoroughfares to completely service all users - vehicles, pedestrians and bicyclists. Improvements involve reconfiguration of existing facilities to match current and projected user demands - travel lanes, sidewalks, bicycle lanes, street lighting and landscaping.

The total estimated appropriations over the next five years is \$309.2 million.

Category Summary: Streets

| Program | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-year CIP |
|-------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Streets | | | | | | |
| Brick Streets | \$383,000 | \$398,000 | \$413,000 | \$429,000 | \$446,000 | \$2,069,000 |
| Locations | 4 | 5 | 4 | 6 | 5 | 24 |
| Established Corridor | \$1,000,000 | \$1,000,000 | \$6,500,000 | \$4,000,000 | \$0 | \$12,500,000 |
| Locations | 1 | 1 | 0 | 0 | 0 | 2 |
| Major Thoroughfares | \$32,115,517 | \$26,250,000 | \$23,000,000 | \$23,000,000 | \$19,000,000 | \$123,365,517 |
| Locations | 10 | TBD | TBD | TBD | TBD | TBD |
| Neighborhood Streets | \$3,173,277 | \$27,725,000 | \$19,525,000 | \$18,875,000 | \$8,875,000 | \$78,173,277 |
| Locations | 53 | TBD | TBD | TBD | TBD | TBD |
| Pavement Rehabilitation | \$17,183,000 | \$17,869,000 | \$18,583,000 | \$19,325,000 | \$20,096,000 | \$93,056,000 |
| Locations | 106 | 121 | 116 | 119 | 122 | 584 |
| Grand Total | \$53,854,795 | \$73,242,000 | \$68,021,000 | \$65,628,999 | \$48,416,999 | \$309,163,793 |

Major Thoroughfare Improvements – FY2018 Project Descriptions:

- **Bonds Ranch Rd - (BNSF RR to Shire Meadow):** Preliminary design work and right of way acquisition in anticipation of future debt programs funding the completion of design and construction.
- **Bailey Boswell - (FM 156 - SH 287):** Preliminary design work and alignment study in anticipation of future debt programs funding the completion of design and construction.
- **Westport; Beach/Westport:** Provides for partial design of this roadway expansion.

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- **Avondale Haslet Rd - (Willow Creek Dr to City Limit (FW/Haslet)):** Provides for partial design of this roadway expansion.
- **Cromwell Marine Creek Rd – (Boat Club Rd to Marine Creek Pkwy):** Provides for partial design of this roadway expansion.
- **Golden Triangle - (Golden Hgts - I35):** Complete alignment and roundabout design at Harmon along with roundabout construction and finalize partnership opportunities with development for buildout of the roadway segment.
- **Risinger Rd - (N. Crowley Rd. to I-35):** Provides for partial design of this roadway expansion.

- **W. 7th St – (University Dr to Bridge over Trinity):** Provides for partial design to improve mobility and safety of pedestrians, bicyclist, and vehicles.

Street Lighting

Street lighting improvements include the installation of new streetlights in areas of the community where lighting levels are below current development standards as well as rehabilitation of existing assets where poles, power cable and light fixtures have failed. Funding for these improvements is provided from the 2014 Bond Program, annual Pay-Go allocations and future Debt Programs. The total estimated appropriations over the next five years is \$15.9 million. In FY2018, 7 areas/street segments will receive street light improvements.

Category Summary: Street Lighting

| Program | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-year CIP |
|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Street Lighting | | | | | | |
| New | \$1,682,460 | \$1,250,000 | \$1,250,000 | \$1,250,000 | \$750,000 | \$6,182,460 |
| Locations | 3 | TBD | TBD | TBD | TBD | TBD |
| Rehabilitation | \$1,432,000 | \$2,135,000 | \$2,160,000 | \$2,215,000 | \$1,744,000 | \$9,686,000 |
| Locations | 4 | 4 | 4 | 4 | 4 | 20 |
| Grand Total | \$3,114,460 | \$3,385,000 | \$3,410,000 | \$3,465,000 | \$2,494,000 | \$15,868,460 |

Traffic Signals

Traffic signal improvements include the installation of new traffic signals, rehabilitation and improvement to existing locations and the implementation of system and network communication components to improve traffic

signal timing optimization and overall system operations. Funding for these improvements is from the 2014 Bond Program, annual Pay-Go allocations, and future Debt Programs. The total estimated appropriations over the next five years is \$18.3 million. In FY2018, 17 intersections/corridors will receive improvements.

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Fiscal Years 2018-2022

Street System

Category Summary: Traffic Signals

| Program | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-year CIP |
|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Traffic Signals | | | | | | |
| Communications Network | \$683,674 | \$0 | \$0 | \$0 | \$0 | \$683,674 |
| Locations | 2 | 0 | 0 | 0 | 0 | 2 |
| Rehabilitation | \$1,686,000 | \$4,225,000 | \$4,076,000 | \$4,050,000 | \$3,590,000 | \$17,627,000 |
| Locations | 15 | 8 | 12 | 11 | 12 | 58 |
| Grand Total | \$2,369,674 | \$4,225,000 | \$4,076,000 | \$4,050,000 | \$3,590,000 | \$18,310,674 |

Transportation Grant Matches

Citywide transportation grant matching funds for street, streetscape, bridge, intersection, sidewalk, safe routes to school, and other transportation-

related development projects. Funding for these improvements is from the 2014 Bond Program. The remaining funds for this category will be appropriated in FY2018 totaling, \$745K. In FY2018, two projects will receive matching funds.

Category Summary: Transportation Grant Matches

| Program | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-year CIP |
|-----------------------|------------------|------------|------------|------------|------------|------------------|
| Transportation Grants | | | | | | |
| Neighborhood Streets | \$372,492 | \$0 | \$0 | \$0 | \$0 | \$372,492 |
| Lane Miles | 2 | 0 | 0 | 0 | 0 | 2 |
| Safe Routes to School | \$372,492 | \$0 | \$0 | \$0 | \$0 | \$372,492 |
| Locations | 4 | 0 | 0 | 0 | 0 | 4 |
| Grand Total | \$744,984 | \$0 | \$0 | \$0 | \$0 | \$744,984 |

OPERATION AND MAINTENANCE IMPACT

Street System improvements in the FY2018 – 2022 CIP are directed toward improving mobility and existing infrastructure. Rehabilitation and reconstruction improvements are directed at decreasing ongoing maintenance cost and extending the useful life of the Street System. New street segments and added capacity elements are additions to existing systems and will increase maintenance and operating costs. These new maintenance and operating costs will be low in the initial years, however, as the infrastructure ages, costs will

increase with the application of rehabilitation techniques until the useful life ends and total reconstruction is required.

PAST ACCOMPLISHMENTS

Over the last five years, Street System improvements have focused on completing projects associated with past debt programs of 2004, 2007 and 2008, and delivery of 2014 projects .

5-year Capital Improvement Plan**Fiscal Years 2018-2022**

In FY2016, \$18,111,700 of Pay-Go funding was allocated to the rehabilitation of street and traffic infrastructure, including first time funding for traffic assets such as pavement markings, street lighting and traffic signals. This Pay-Go funding was further increased in FY2017 to a level of \$23,041,468 and provided additional resources for street and traffic asset maintenance.

In FY2018 we are planning for growth of 4% in Pay-Go funding to a level of \$23,875,665 as the organization continues to invest in its infrastructure needs.

LOOKING TO THE FUTURE

As the City continues to grow and redevelop, new and expanding Street System infrastructure will be needed. This additional capacity need, coupled with the aging of the existing Street System places greater demands for rehabilitation and reconstruction. Together these two elements place greater demands for additional financial resources. The 5-year CIP is based upon continued growth in Pay-Go funding for street rehabilitation functions as well as new Debt Programs in 2018 or beyond. The City's Master Thoroughfare Plan identifies the need for many new street segments as well as expansion of existing streets to accommodate growth in development throughout the City.

The City continues to enhance the management of existing infrastructure through the development of a comprehensive asset management system for both street and traffic elements. This system will enable better identification of needed rehabilitation techniques such that the life cycle of existing assets can be extended to their greatest potential while optimizing resources.

OVERVIEW

The City of Fort Worth Aviation System is home to three world-class airports – Alliance, Meacham International, and Spinks. Owned by the City of Fort Worth, each airport offers a diverse industrial base, which makes it an attractive location for a variety of businesses. The Capital Improvement Plan is meant to serve as a tool for planning improvements which will enhance the ability to serve the general aviation community and ensure on-going maintenance is completed and resulting in continued sustainability and growth.

Background/History

The Aviation Department promotes economic activity through aeronautical and non-aeronautical spending generated by businesses and aircraft operators at the three Fort Worth Airports: Alliance Airport (Alliance), Meacham International Airport (Meacham) and Spinks Airport (Spinks). Meacham and Spinks are operated by Aviation Department staff whereas the Department contracts with Alliance Air Services to manage Alliance.

The Aviation Department is a fully self-sustaining enterprise department supported through the collection of hangar and ground lease revenue, fuel flowage fees, Alliance revenue percentage and administration building revenue. These funds are administered through the Aviation Department and are discussed below.

Aviation Department Administration is responsible for accounts payable/receivable, grants management, human resources, leasing, and accounting and budgeting for all three Fort Worth airports to varying degrees. The Operations division is responsible for the day-to-day operations of each

airport and inspects each airport to identify deficiencies and implement appropriate corrective action. The Maintenance division is responsible for maintaining airfields and airport facilities.

FACILITIES

Fort Worth Alliance Airport – Established in 1989, Alliance Airport holds the distinction of being the world's first industrial airport and is the centerpiece of a 20,000 acre master-planned development known as AllianceTexas. Alliance was built to house large industrial and cargo operators, and potentially scheduled passenger service in the future. The airport is owned by the City of Fort Worth and operated by privately-held Alliance Aviation Services, a subsidiary of Hillwood Development Company, LLC. The airport features a vast array of flight services, including general aviation, industrial/air cargo, and military aviation. The airport maintains a U.S. Customs and Border Protection office for the convenience of its on-sight businesses and users. The airport is nearly 1,200 acres and contains two concrete runways which, upon completion of the extension project, will be 11,000 feet in length.

In addition to general aviation services, Alliance serves as the southwest regional hub for FedEx which is one of the principal anchor tenants. Other major tenants include Burlington Northern Santa Fe (BNSF) Railway, Bell Helicopter Textron, the Drug Enforcement Administration, and DynCorp International. Alliance Air Services serves as the only FBO at the airport and provides: 20,000 square feet of customer services areas/office space, multiple community hangars, fuel, and based aircraft.

Fort Worth Meacham International Airport – As the city's oldest operating airport – dating to 1925 - it is situated just five miles north of downtown Fort Worth. From its humble beginnings as a 100-acre site with dirt and sod runways, the airport has grown into a premiere general aviation airport. Meacham now encompasses nearly 900 acres of land with two active runways. There are currently 73 total hangar facilities accounting for 1.5 million square feet of hangar space which house over 400 based aircraft and continues to grow.

The renovation of its main administration building has been completed. Aviation, City Code Compliance and Planning and Development staff, and other airport tenants, including one of three Fixed Based Operators (FBOs), are now located in the newly renovated building. The three FBOs are Texas Jet, Cornerstone, and American Aero. The FBOs provide a majority of the airport's fuel flowage and hangar space. Meacham's based businesses are primarily aviation-oriented and include fueling, maintenance, storage, painting, flight training, and aero-medical flights.

Fort Worth Spinks Airport – Spinks airport, located 14 miles south of downtown Fort Worth, was originally established in the early 1960s as Oak Grove Airport and remained active until its owner and founder Maurice "Pappy" Spinks died. In 1989, a ceremony was held closing Oak Grove and activating Spinks Airport, just adjacent to the west and named in his honor. It is the newest of the three Fort Worth airports and covers an area of just over 800 acres.

Spinks is made up of two runways - one asphalt surface and the other a turf surface. Its single FBO has constructed a 7,400 square foot terminal building. Currently, it has 32 hangar facilities which

house 271 based aircraft. Continuing strong growth is anticipated with as many as five new hangars being constructed over the next year. A perimeter road along its northern boundary is near completion, and the construction of a new community fire station will be completed by the fall of 2017. It is also anticipated that the completion of both the north perimeter road and installation of a fire station will spur additional development at and directly adjacent to the airport.

Spinks is home to a single FBO; Harrison Aviation, which provides the airport's aeronautical fuel as well as concierge services. Other on-sight businesses at Spinks include aviation maintenance and paint facilities, hangar storage, fueling, and flight training.

CAPITAL IMPROVEMENT STRATEGY

The development and implementation of the 5-year Capital Improvement Plan serves to define and prioritize CIP projects over the long-term. It identifies essential needs but also those initiatives which optimize operational capacity, enhance safety, and strengthen and enhance the economic aspects of each airport and the Aviation Department as a whole. It identifies upgrades and maintenance required in order to meet the needs of facility users and achieve the Department's mission to provide high-quality, cost effective facilities to meet the General Aviation needs of North Texas. This long-range plan provides the Airports, and the City, a path to support the overall needs of general aviation within Fort Worth, as well as meet the specific needs of each airport. The criteria for the plan were derived from pavement condition index (PCI) surveys of each airport, strategic communication with clients, visits to competing facilities,

5-year Capital Improvement Plan**Fiscal Years 2018-2022**

identification of aging systems and infrastructure, and discussions with airport tenants.

Alliance Airport - Recent major initiatives at Alliance include an FAA Part 150 noise study and the extension of both runways. The runway extension project is scheduled to conclude in 2018. Going forward the Alliance CIP will focus on maintenance and improvements which are directly related to the runway expansion project – improvements to shoulders, taxiways, aprons, and drainage. Other typical CIP investments include replacement of vehicles and equipment, and on-going pavement repairs and replacement.

The remaining four years of Airport Improvement Program (AIP) grant applications (2019-2022) for the runway extension is an effort to repay the North Central Texas Council of Governments (COG) for funds received early in the project. These funds were utilized for the rerouting of FM 156 and the BNSF rail line. COG provided the funding because the project was recognized as having regional transportation and logistics value. Aviation has committed to request additional funds from the FAA for repayment to the COG.

Meacham International Airport – Its most recent and significant accomplishment is the renovation of the terminal/administration building (completed in December 2016). In looking ahead, improvements will encompass the rehabilitation and replacement of a significant amount of pavement as identified in a Pavement Condition Index (PCI); the majority of it within aircraft ramp areas. Also addressed are improvements to the airport's frontage to North Main Street as phased additions; the engineering and design of the Midfield Redevelopment Area where a runway was closed in 2015, as well as

construction of a connector between Helipad I and Helipad II at the west side of the airport.

Construction finish-out of the Customs and Border Protection (CBP) suite is underway with completion anticipated for early fiscal year 2018. This facility will serve incoming international corporate and private aircraft with 18 seats or fewer. Taxiway Echo and Hangarline Project, consisting of pavement replacement through this area, are out for bid, with an estimated start of early November 2017.

Spinks Airport – Major initiatives include improving taxiway and roadway access to the airport's east side, airfield lighting upgrades, construction of hangars to increase airport revenue and sustainability, on-going pavement repairs/replacement at taxiways, runways, and aprons, and replacement of vehicles and equipment. Also essential to future planning are updates to the Master Plan. Furthermore is the environmental assessment for the construction of Runway 17R/35L extension preparation in the very near future. Purchase of six hangars at the eastside of the airport last fiscal year will provide revenue enhancement and sustainability for the facility.

CAPITAL REVENUE SOURCES**Texas Department of Transportation (TxDOT) Aviation**

Meacham and Spinks Airports both depend on grant funding from TxDOT Aviation to complete airfield projects such as runway and taxiway replacement and rehabilitation work. These funds pass through TxDOT from the FAA in the form of entitlement and discretionary grants through the Block Grant Program. Grants are provided to the airports on a 90/10 cost split; TxDOT provides 90 percent of the

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Fiscal Years 2018-2022

Aviation

project cost and the City is responsible for providing a 10 percent match.

Federal Aviation Administration (FAA)

Alliance, with primarily scheduled commercial/cargo operations, receives cargo entitlement and discretionary grants directly from the FAA and does utilize TxDOT Aviation for its AIP grants.

Enterprise Fund

The Aviation Department is a fully self-sustaining enterprise fund and derives its revenue from the following primary sources;

1. Building, hangar, and ground leases
2. A per gallon fuel flowage fee
3. Landing Fees at Alliance Airport

Gas Well Legacy Trust Fund

The Gas Well legacy trust fund was established to ensure that City of Fort Worth airports would have a long term and dependable revenue source in the form of interest generated by the fund. As revenue is generated by the gas wells on airport property, the revenue is split and placed in both the trust fund and also in the usable fund. The interest from the trust is utilized to complete aviation capital projects and to match AIP grants from TxDOT Aviation.

Gas Well Usable Funds

This is a proportion of gas well revenue not placed within the Trust Fund. The usable gas well account must be used on projects that will generate operating revenue for the Aviation Department to ensure long term viability and sustainability.

SUMMARY OF PLANNED CAPITAL INVESTMENT BY SOURCE

The following three tables summarize the debt service obligations and funding sources as they are expected to change over the next five years. Included are the estimated costs of Planned Capital Investments for all three airports and the amount and source of required match.

The table titled 5-year Plan Summary for Pay-Go, provides an overview of estimated project funding for Pay-Go projects (non-grant funded projects) over the next five years. Meacham and Spinks airports are the only airports that utilize Pay-Go for CIP project funding. Also included in the same table is the required operating revenue to fund these projects.

| 5-year Plan Summary for Pay-Go – Meacham and Spinks Airports | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------------|
| PROJECT COST ESTIMATES / OPERATING REVENUE REQUIRED | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-Year CIP Total |
| Total Projected Pay-Go Cost Estimates for Meacham | \$ 362,000 | \$ 205,000 | \$ 326,000 | \$ 245,000 | \$ 172,000 | \$ 1,310,000 |
| Total Projected Pay- Go Cost Estimates for Spinks | \$ 40,000 | \$ 45,000 | \$ 25,000 | \$ 195,000 | \$ 0 | \$ 305,000 |
| TOTAL PROJECTED PAY-GO FUNDS | \$ 402,000 | \$ 250,000 | \$ 351,000 | \$ 440,000 | \$ 172,000 | \$ 1,615,000 |

5-year Capital Improvement Plan

Fiscal Years 2018-2022

CIP projects funding comes from a variety of sources. The table, 5-year Plan Summary of Funding Sources, summarizes the expected sources and amount of funding

for CIP projects at all three airports. These funding sources are inclusive of required match for FAA and TxDOT grants.

5-year Plan Summary Funding Sources

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-Year CIP Total |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Gas Well Revenue (CIP Project and TxDOT match) | \$ 357,879 | \$ 650,000 | \$ 2,955,790 | \$ 337,500 | \$ 1,685,000 | \$ 5,986,169 |
| Land Credits (FAA Grants match) | \$ 1,509,115 | \$ 2,037,255 | \$ 1,517,778 | \$ 1,653,889 | \$ 2,300,000 | \$ 9,018,036 |
| FAA Grants | \$ 13,582,033 | \$ 18,335,295 | \$ 13,659,999 | \$ 14,885,000 | \$ 20,700,000 | \$ 81,162,328 |
| TxDOT Grants | \$ 3,220,908 | \$ 5,850,000 | \$ 5,056,110 | \$ 3,037,500 | \$ 8,595,000 | \$ 25,759,518 |
| Total Funding Sources | \$ 18,669,935 | \$ 26,872,550 | \$ 23,189,677 | \$ 19,913,889 | \$ 33,280,000 | \$121,926,051 |

The table, Projected Required Grant Match Funds, breaks out the amount of non-federal funds required to match TxDOT Aviation grants received for CIP projects at Meacham and Spinks airports. These grants require a non-federal match equal to 10 percent of total project cost. The City of Fort Worth utilizes operating revenue and usable gas well funds to meet this obligation.

As with TxDOT grants, FAA grants require a match equal to 10 percent of total project costs from non-federal funds. Alliance Airport's grants are matched with land credits issued to the City by the FAA. These land credits were derived from the land on which much of Alliance Airport is located; the land was donated by Hillwood Development Company, LLC. The table above, illustrates the value of the land credits which will be used for match.

Projected Required Grant Match Funds

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-Year CIP Total |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Projected Required Match Funds for Meacham | \$ 57,879 | \$ 500,000 | \$ 381,790 | \$ 270,000 | \$ 265,000 | \$ 1,474,699 |
| Projected Required Match Funds for Spinks | \$ 300,000 | \$ 150,000 | \$ 180,000 | \$ 67,500 | \$ 690,000 | \$ 1,387,500 |
| Projected Required Match Funds for Alliance | \$ 1,509,115 | \$ 2,037,255 | \$ 1,517,778 | \$ 1,653,889 | \$ 2,300,000 | \$ 9,018,037 |
| Total Match Funds | \$ 1,866,994 | \$ 2,687,255 | \$ 2,079,568 | \$ 1,991,389 | \$ 3,255,000 | \$ 11,880,206 |

OPERATIONS AND MAINTENANCE IMPACT

Of the proposed grant funded projects in the CIP, the greater parts are for the improvement of existing airport infrastructure through maintenance, safety, security and capacity building projects. The greatest number of which are pavement replacement and maintenance projects funded 90 percent by TxDOT Aviation. As a standard practice, Aviation maintains a 20-year CIP to track condition of all public pavement areas at each airport.

PROJECT SUMMARY BY AIRPORT

Alliance Airport – Project Descriptions - Highlights

- Runway Extension: continuing the extension of Runway 16R, 16L, and Taxiway Alpha; and rehabilitation of Runway 16R/16L shoulders
- Runway Shoulders: design and construction of Runway 16L and 16R, and taxiway shoulders

5-year Capital Improvement Plan

Fiscal Years 2018-2022

- Taxiway Foxtrot Connector: design and construction
- Taxiway Echo Demolition: design and construction
- Taxiway Papa Extension: design and construction
- Miscellaneous pavement improvements
- Airport Layout Plan (ALP) update
- Upgrade ramp lighting

Meacham International Airport – Project Descriptions - Highlights

- Taxiway Echo: construction
- Midfield Redevelopment Corridor: design/engineering
- Helipad Connector: design/engineering
- Taxiway Tango: construction
- Taxiway Juliet: design/engineering and construction
- Aprons Charlie and Delta: design/construction
- Ramp Connections: connect 51S ramp to 3W ramp with construction of perimeter road
- Gate Operator Replacement: gate 16 operator replacement/upgrade and fence replacement
- Fencing: replacement of existing with ornamental steel at the Long Avenue perimeter
- Pavement Condition Index update
- Miscellaneous hangar and pavement improvements
- Equipment: replacement of miscellaneous existing equipment
- Parking Addition: Administration Building
- Master Plan update

Spinks Airport - Project Descriptions – Highlights

- Runway: crack seal/coat/markings
- Taxiway Charlie: construction
- Lighting: upgrade airfield lighting to LED, east side T-hangars, and lighting regulator
- Land Acquisition: east side
- Environmental Assessment: 17R/35L runway extension
- 17R/35L North Runway Extension: construction
- Taxiways Foxtrot and Echo: construction
- Airport Master Plan Update
- Gate Operator: replacement
- Pavement Condition Index update
- Equipment: replacement of various existing equipment

City of Fort Worth
5-year Capital Improvement Plan
Fiscal Years 2018-2022

Aviation

ALLIANCE AIRPORT
GRANT FUNDED 5-YEAR CIP

| Project Name | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-year CIP Total |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|
| Runway 16R, 16L, Taxiway Alpha Extension | \$11,111,111 | \$11,111,111 | \$11,111,111 | \$11,111,111 | \$11,111,111 | \$55,555,555 |
| Rehabilitate Runway 16R Shoulders (Construction) | \$ 1,575,000 | | | | | \$ 1,575,000 |
| Rehabilitate Runway 16L Shoulders (Construction) | \$ 1,727,220 | | | | | \$ 1,727,220 |
| Misc. Pavement Repairs (Design/Construction) | \$ 300,000 | | \$ 111,111 | \$ 111,111 | \$ 111,111 | \$ 633,333 |
| Rehabilitate Taxiway Shoulders (Design/Construction) | \$ 161,150 | \$ 1,611,500 | | | | \$ 1,772,650 |
| Taxiway Foxtrot Connector (Design/Construction) | \$ 166,667 | \$ 1,666,667 | | | | \$ 1,833,334 |
| Taxiway Echo Demolition (Design/Construction) | \$ 50,000 | \$ 500,000 | | | | \$ 550,000 |
| Airport Layout Plan (ALP) Update | | \$ 300,000 | | | | \$ 300,000 |
| Taxiway Papa Extension (Design/Construction) | | \$ 5,183,272 | \$ 3,500,000 | \$ 4,250,000 | | \$12,933,272 |
| Upgrade Ramp Lighting (LED) | | | \$ 122,222 | | | \$ 122,222 |
| Purchase Equipment - Sweeper Truck | | | \$ 333,333 | | | \$ 333,333 |
| Runway 16L North of Taxiway Foxtrot Concrete Replacement (Design/Construction) | | | | \$ 1,066,667 | \$10,666,667 | \$11,733,334 |
| Purchase Equipment - ARFF Vehicle | | | | | \$ 1,111,111 | \$ 1,111,111 |
| FISCAL YEAR TOTALS | \$15,091,148 | \$20,372,550 | \$15,177,777 | \$16,538,889 | \$23,000,000 | \$90,180,364 |

| Funding Sources | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-year CIP Total |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|
| FAA Grant | \$13,582,033 | \$18,335,295 | \$13,659,999 | \$14,885,000 | \$20,700,000 | \$81,162,327 |
| Land Credits (Match) | \$ 1,509,115 | \$ 2,037,255 | \$ 1,517,778 | \$ 1,653,889 | \$ 2,300,000 | \$ 9,018,037 |
| Total Funding Sources | \$15,091,148 | \$20,372,550 | \$15,177,777 | \$16,538,889 | \$23,000,000 | \$90,180,364 |

City of Fort Worth
5-year Capital Improvement Plan
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Aviation

MEACHAM AIRPORT
5-YEAR CIP

| Project Name | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-year CIP Total |
|--|-------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Midfield Redevelopment and Helipad Connector (Design/Construction) | \$ 378,787 | \$5,000,000 | \$ 3,617,900 | | | \$ 8,996,687 |
| Airport Master Plan Update | \$ 200,000 | | | | | \$ 200,000 |
| Parallel Taxiway Tango - Construction | | | \$ 8,000,000 | | | \$ 8,000,000 |
| Taxilane Juliet and Apron Delta (Design/Construction) | | | \$ 200,000 | \$2,500,000 | | \$ 2,700,000 |
| North Main Street Improvements - Phase 3 (Landscaping, Storm Drainage, Curb, and Sidewalk) | | | \$ 2,394,000 | | | \$ 2,394,000 |
| Apron C Taxilane (Design/Construction) | | | | \$ 200,000 | \$2,500,000 | \$ 2,700,000 |
| Runway 16/34 Pavement, Lighting, and Signage Rehab, Nav Aids and Runway Guards (Design) | | | | | \$ 150,000 | \$ 150,000 |
| Administration Building Additional Parking (Design/Construction) | | | | | \$ 730,000 | \$ 730,000 |
| FISCAL YEAR TOTALS | \$ 578,787 | \$5,000,000 | \$6,211,900 | \$2,700,000 | \$,380,000 | \$25,870,687 |

| Funding Sources | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-year CIP Total |
|---------------------------------------|-------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| TxDOT | \$ 520,908 | \$4,500,000 | \$ 3,436,110 | \$2,430,000 | \$2,385,000 | \$13,272,018 |
| Gas Well Lease Capital Projects Funds | \$ 57,879 | \$ 500,000 | \$ 2,775,790 | \$ 270,000 | \$ 995,000 | \$ 4,598,669 |
| Total Funding Sources | \$ 578,787 | \$5,000,000 | \$6,221,900 | \$2,700,000 | \$3,380,000 | \$17,870,687 |

City of Fort Worth
5-year Capital Improvement Plan
Fiscal Years 2018-2022

Aviation

MEACHAM AIRPORT
OPERATING PAY-GO - 5-YEAR CIP

| Project Name | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-year CIP Total |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Purchase Equipment - Walk Behind Pavement Cutter | \$ 22,000 | | | | | \$ 22,000 |
| Pavement Condition Index Study - Update | \$ 40,000 | | | | | \$ 40,000 |
| Hangar 36S - Install Pass-through Garage Door | \$ 10,000 | | | | | \$ 10,000 |
| T-Hangars - Repaint | \$ 150,000 | | | | | \$ 150,000 |
| Customs - Office of Information Technology Equipment | \$ 120,000 | | | | | \$ 120,000 |
| Install High Def Camera's at North of Sound Boundary with Main Street | \$ 20,000 | | | | | \$ 20,000 |
| Purchase Equipment - Back-hoe | | \$ 130,000 | | | | \$ 130,000 |
| T-Hangar - Winterize Waterlines | | \$ 30,000 | | | | \$ 30,000 |
| Purchase Equipment - Bobcat | | \$ 25,000 | | | | \$ 25,000 |
| Purchase Equipment - Foreign Object Debris (FOD) | | \$ 20,000 | | | | \$ 20,000 |
| Purchase Equipment - Kubota Mower | | | \$ 16,000 | | | \$ 16,000 |
| Hangar 51S Connect Ramp to Hangar 3W Ramp - Complete Perimeter Road | | | \$ 40,000 | | | \$ 40,000 |
| Fence Replacement with Steel Ornamental and Mow Strip at Long Avenue | | | \$ 200,000 | | | \$ 200,000 |
| Gate 16 Replace Operator with VMAG/Toll Tag Reader, and Fencing/Gate with Black Steel | | | \$ 70,000 | | | \$ 70,000 |
| Golf Cart – Replace with Utility Cart | | | | \$ 20,000 | | \$ 20,000 |
| Purchase Equipment - Kubota | | | | \$ 15,000 | | \$ 15,000 |
| Hangar 36S - Install Pavement at North Side | | | | \$ 100,000 | | \$ 100,000 |
| Gate 39 - Replace Operator with VMAG/Toll-Tag Reader, Gate/Fence with Black | | | | \$ 60,000 | | \$ 60,000 |
| Pavement Condition Index Study - Update | | | | \$ 50,000 | | \$ 50,000 |
| Purchase Equipment - Truck #3 | | | | | \$ 42,000 | \$ 42,000 |
| Purchase Equipment - Komatsu Fork Lift | | | | | \$ 70,000 | \$ 70,000 |
| Gate 1 - Replace Associated Fence and Toll-Tag Reader | | | | | \$ 60,000 | \$ 60,000 |
| FISCAL YEAR TOTALS | \$ 362,000 | \$ 205,000 | \$ 326,000 | \$ 245,000 | \$ 172,000 | \$1,310,000 |

City of Fort Worth
5-year Capital Improvement Plan
Fiscal Years 2018-2022

Aviation

SPINKS AIRPORT
5-YEAR CIP

| Project Name | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-year CIP Total |
|---|---------------------|---------------------|---------------------|-------------------|---------------------|-------------------------|
| Runway Crack Seal/Slurry Coat/Markings | \$ 650,000 | | | | | \$ 650,000 |
| Taxiway Charlie – Construction (Concrete) | \$ 2,000,000 | | | | | \$ 2,000,000 |
| Airport Master Plan - Update | \$ 350,000 | | | | | \$ 350,000 |
| Eastside Hangars/Adjacent Paving - Construction | | \$ 1,500,000 | | | | \$ 1,500,000 |
| Airfield Lighting Upgrade - LED | | | \$ 1,800,000 | | | \$ 1,800,000 |
| 17R/35L 1000' North Extension – Environmental Assessment/Construction | | | | \$ 675,000 | \$ 3,500,000 | \$ 4,175,000 |
| Taxiway Bravo / North Extension - Remove/Construct (Concrete) | | | | | \$ 3,000,000 | \$ 3,000,000 |
| Taxiway Echo - Remove/Construct (concrete) | | | | | \$ 200,000 | \$ 200,000 |
| Taxiway Foxtrot - Remove/Construct (concrete) | | | | | \$ 200,000 | \$ 200,000 |
| FISCAL YEAR TOTALS | \$ 3,000,000 | \$ 1,500,000 | \$ 1,800,000 | \$ 675,000 | \$ 6,900,000 | \$13,875,000 |

| Funding Sources | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-year CIP Total |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------|---------------------|-------------------------|
| TxDOT | \$ 2,700,000 | \$ 1,350,000 | \$ 1,620,000 | \$ 607,500 | \$ 6,210,000 | \$12,487,500 |
| Gas Well Lease Capital Projects Funds | \$ 300,000 | \$ 150,000 | \$ 180,000 | \$ 67,500 | \$ 690,000 | \$ 1,387,500 |
| Total Funding Sources | \$ 3,000,000 | \$ 1,500,000 | \$ 1,800,000 | \$ 675,000 | \$ 6,900,000 | \$13,875,000 |

City of Fort Worth
5-year Capital Improvement Plan
Fiscal Years 2018-2022

Aviation

SPINKS AIRPORT
OPERATING PAY-GO - 5-YEAR CIP

| Project Name | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-year CIP Total |
|---|------------------|------------------|------------------|-------------------|---------------|-----------------------------|
| Maintenance Vehicle 1/2 Ton 4x4 | \$ 25,000 | | | | | \$ 25,000 |
| Airport Lighting Regulator | \$ 15,000 | | | | | \$ 15,000 |
| Purchase Equipment - Sweeper | | \$ 25,000 | | | | \$ 25,000 |
| Purchase Equipment - Pavement Cutter | | \$ 20,000 | | | | \$ 20,000 |
| Purchase Equipment - Operations Vehicle | | | \$ 25,000 | | | \$ 25,000 |
| Pavement Condition Index Study - Update | | | | \$ 40,000 | | \$ 40,000 |
| Gate Operator Replacement | | | | \$ 60,000 | | \$ 60,000 |
| Purchase Equipment - Back-hoe | | | | \$ 45,000 | | \$ 45,000 |
| East Side T-hangars - Lighting | | | | \$ 50,000 | | \$ 50,000 |
| FISCAL YEAR TOTALS | \$ 40,000 | \$ 45,000 | \$ 25,000 | \$ 195,000 | \$0 | \$ 305,000 |

OVERVIEW

Environmental Management is responsible for operating and maintaining the Environmental Protection Fund. In using that fund, Environmental Management is charged with reducing the threat of environmental contamination and supporting sustainability through programs that meet and exceed regulatory standards while fostering air, land, and water quality and environmental compliance within the community.

Background/History

Environmental needs are not new to the City of Fort Worth nor other communities across the globe. In the early 1990s, the Office of Environmental Quality resided within the City Manager's Office to support the City's environmental efforts. The Office of Environmental Quality quickly began to see a need for funding to pay for programs and projects to meet growing environmental responsibilities while also remediating years of limited environmental oversight. As a result, in the mid-1990s, the Environmental Protection Fee was created to assist in forming and supporting one stand-alone department consolidating all environmental efforts.

The Department of Environmental Management was formed and initiated programs for air and water quality, municipal environmental compliance, public education/outreach, and departmental administration. In early 2002, the department inherited Solid Waste Services and successfully implemented once-a-week pickup of residential waste and recycled materials. By 2010, as solid waste needs grew, Solid Waste Services programs expanded to become an independent Division and transitioned into the Code Compliance Department. The Environmental Management Department was

consolidated into the Environmental Management Division and transitioned into the Transportation & Public Works Department.

As part of the FY2016 Budget, the Environmental Management Division transitioned again, from the Transportation and Public Works Department to the Code Compliance Department. The Division also experienced changes in executive staff and leadership. Despite the recent changes, the division has maintained excellence in well-organized, effective, and efficient environmental programs. Program areas for clean air and water have expanded as a result of higher regulatory standards and population growth. Land resources and facilities continue to experience environmental needs with age. In 2017, the Division took the lead on demolitions and oversight of the City's litter abatement efforts, which pose unique opportunities for rejuvenating environmental public education and outreach, overseeing a robust program to manage dilapidated structures, and leading a dynamic litter management campaign.

Fund

The Environmental Protection Fund is established from revenues generated by the environmental protection fee. By ordinance, the fee is intended to cover costs for disposal services, environmental programs, or environmental services. These dedicated funds assist the City in paying for federal and state environmental mandates, such as cleaning up contaminated abandoned property, asbestos abatement, underground storage tank compliance, stormwater management, spill response clean-up, and operation of a household hazardous waste collection facility.

City of Fort Worth

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Since 1996, the monthly environmental protection fees have been:

- Apartment complexes: \$0.50 (per unit)
- Residential: \$0.50
- Duplex: \$1.00
- Commercial: \$10.00
- Multi-commercial: \$20.00
- Industrial: \$35.00
- Municipal \$0.75
- Non-profit: \$0.75

FACILITIES

Environmental Collection Center: The Environmental Collection Center, located at 6400 Bridge Street, initiated multiple, long needed repairs in FY2017, including a new roof with additional structural support to support new HVAC units, as well as garage door and grate repairs.

It should be noted that the Environmental Collection Center will move to the Solid Waste Fund in FY2018. This move is being done to allow a more comprehensive control of collections and disposal of the waste stream within the City of Fort Worth while providing our Environmental team great focus on mitigation and remediation of air, land and water quality issues.

Various City Facilities: Although no other Environmental Management Division-operated facility is listed for a CIP during this 5-year period, the Division is responsible for environmental compliance activities at all city facilities. These activities include asbestos abatement, soil and groundwater remediation, mold investigations, disposal of city-generated hazardous waste.

Environmental Management

Multiple projects within this Capital Improvement Plan reflect those responsibilities.

CAPITAL IMPROVEMENT STRATEGY

The development and implementation of the 5-year Capital Improvement Plan will insure that the environmental interests of the City are upheld.

CAPITAL REVENUE SOURCES

The Environmental Protection Fund balance serves as the source of cash funding for capital projects in order to meet the City of Fort Worth environmental needs. Over \$6.7 million is available to support the CIP plan and approximately \$4.0 million of the amount transferred will fund a portion of the FY2018 capital projects.

PLAN SUMMARY BY CATEGORY

Projects are identified in five key categories:

1. Plans
2. Site Remediation
3. Household Hazardous Waste (HHW) Collection
4. Litter Management
5. Water Quality

City of Fort Worth
5-year Capital Improvement Plan
Fiscal Year 2018-2022

Environmental Management

The following table provides an overview of proposed Environmental Enterprise Fund projects included in the 5-year 2018-2022 Environmental Plan.

CIP Summary by Category

| Category | Project ID | Project Name | Project Description |
|-------------------|-----------------|--|---|
| PLANS | EMD.CIP.2016-1 | <i>Comprehensive Environmental Plan</i> | Develop a long-range, comprehensive environmental plan for the City of Fort Worth |
| | EMD.CIP.2016-2 | <i>Brownfields Site Remediation Plan</i> | Develop a program-specific, comprehensive environmental City of Fort Worth brownfields |
| | EMD.CIP.2016-3 | <i>Sycamore Creek Bacteria Management Plan & Mitigation of E. coli Bacteria</i> | Develop a site-specific management plan for bacteria loading in Sycamore Creek, a 303(d) listed stream |
| | EMD.CIP.2017-2 | <i>City-Generated Hazardous Waste Site Compliance Evaluation Project</i> | Audit and develop compliance plans for hazardous waste-generating city facilities |
| SITE REMEDIATION | EMD.CIP.2016-4 | <i>Brennan Avenue Groundwater Remediation Project</i> | Remediate benzene and arsenic contamination on City-owned property |
| | EMD.CIP.2016-5 | <i>Fort Worth Rifle & Pistol Club Soil Remediation Project</i> | Remediate arsenic and lead contamination on City-owned property |
| | EMD.CIP.2016-6 | <i>Greenbriar Park Soil Remediation Project</i> | Remediate benzo(a)pyrene contamination on City-owned property |
| | EMD.CIP.2016-8 | <i>Planned Police West Division Office Asbestos Abatement Project</i> | Abate asbestos and/or asbestos-containing materials on City-owned property |
| | EMD.CIP.2016-9 | <i>Former KXAS Police Building Asbestos Abatement Project</i> | Abate asbestos and/or asbestos-containing materials on City-owned property |
| | EMD.CIP.2016-10 | <i>Will Rogers Coliseum Concourse Asbestos Abatement Project</i> | Abate asbestos and/or asbestos-containing materials on City-owned property |
| | EMD.CIP.2016-11 | <i>Convention Center Arena Asbestos Abatement Project</i> | Abate asbestos and/or asbestos-containing materials on City-owned property |
| | EMD.CIP.2016-13 | <i>Downtown Service Center Asbestos Abatement / Leaking Underground Storage Tank Mitigation Project</i> | Remediate a leaking, underground storage tank containing petroleum fuels |
| | EMD.CIP.2016-14 | <i>Village Creek WRF Centrifuge Asbestos Abatement Project</i> | Abate asbestos and/or asbestos-containing materials on City-owned property |
| | EMD.CIP.2016-15 | <i>Petroleum Storage Tank Improvement Project (conversion from underground to above ground storage at City facilities)</i> | Install compliant environmental monitoring systems for 12 City-owned underground storage tanks containing petroleum fuels |
| | EMD.CIP.2016-23 | <i>City Hall Annex and Gordon Swift Building Lead Paint Remediation</i> | Remove lead paint from City Hall Annex and Gordon Swift Buildings |
| | EMD.CIP.2017-3 | <i>Park and Recreation James Avenue Trades Complex Former Barrack Asbestos Abatement Project</i> | Abate asbestos and/or asbestos-containing materials on City-owned property |
| HHW COLLECTION | EMD.CIP.2016-16 | <i>Environmental Collection Center Upgrades (equipment, drainage & facility)</i> | Make site repairs to the Environmental Collection Center |
| LITTER MANAGEMENT | EMD.CIP.2016-17 | <i>River Trash Management Control Project(s)</i> | Complete structural controls to support litter management in accordance with the Comprehensive Environmental Plan |
| | EMD.CIP.2016-21 | <i>Litter Prevention Public Education Campaign</i> | Equip multi-media public education campaign to reduce litter through prevention |
| WATER QUALITY | EMD.CIP.2016-18 | <i>Stormwater Reduction and Improvement Design Project(s)</i> | Complete post-construction controls to support water quality and to showcase green infrastructure for private development |
| | EMD.CIP.2016-19 | <i>Sediment Improvement Project(s)</i> | Complete a stream restoration project to support sediment control and water quality in accordance with the Comprehensive Environmental Plan |
| | EMD.CIP.2016-20 | <i>Household Hazardous Waste Project Update</i> | Redeploy Captain Crud and the Cruddies for expanded educational roles |
| | EMD.CIP.2017-1 | <i>Water Field Operations Stormwater Quality Improvement Project</i> | Install on-site BMPs to reduce pollution in stormwater runoff |

City of Fort Worth

Environmental Management

5-year Capital Improvement Plan

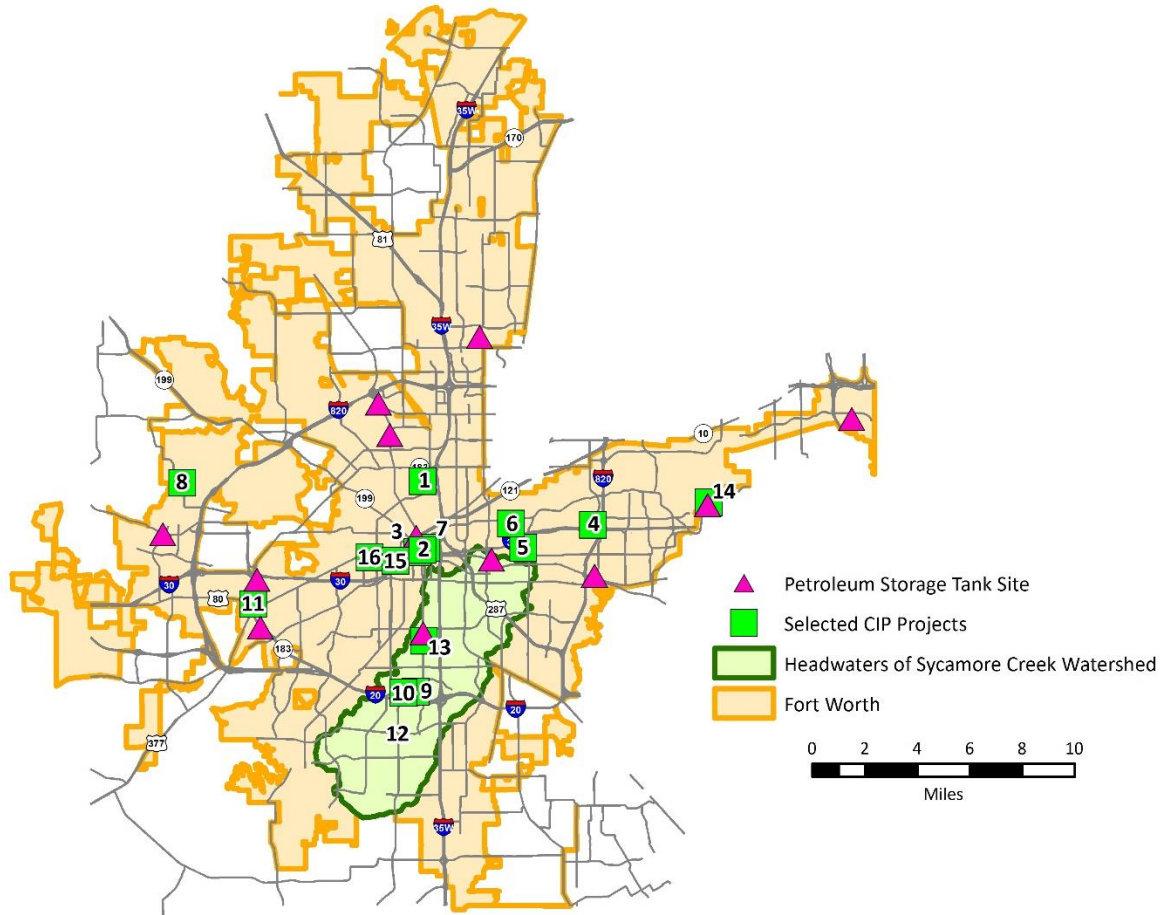
Fiscal Year 2018-2022

The following table provides an overview of proposed costs and implementation schedules for each of the projects. It is important to note that cost estimates for many environmental projects are difficult to prepare without site characterization through environmental engineering studies.

5-YEAR CAPITAL PLAN

| Projections for the Environmental Fund | | | | | |
|--|-------------|---------------------|---------------------|---------------------|---------------------|
| PROJECTED CIP EXPENSES | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <i>Comprehensive Environmental Plan</i> | | | | | |
| <i>Brownfields Site Remediation Plan</i> | | | \$ 200,000 | | |
| <i>Sycamore Creek Bacteria Management Plan & Mitigation of E. coli Bacteria</i> | | \$ 70,000 | \$ 200,000 | \$ 200,000 | |
| <i>Brennan Avenue Groundwater Remediation Project</i> | | \$ 295,000 | \$ 425,000 | \$ 275,000 | \$ 125,000 |
| <i>Fort Worth Rifle & Pistol Club Soil Remediation Project</i> | | \$ 165,000 | \$ 250,000 | \$ 150,000 | \$ 200,000 |
| <i>Greenbriar Park Soil Remediation Project</i> | | | | | |
| <i>Planned Police West Division Office Expansion Asbestos Abatement Project</i> | | | | | |
| <i>Former KXAS Police Building Asbestos Abatement Project</i> | | \$ 125,000 | \$ 125,000 | | |
| <i>Will Rogers Coliseum Concourse Asbestos Abatement Project</i> | | | | | \$ 135,000 |
| <i>Village Creek WRF Centrifuge Asbestos Abatement Project</i> | | | | | |
| <i>Convention Center Arena Asbestos Abatement Project</i> | | | | | \$ 985,000 |
| <i>Downtown Service Center Asbestos Abatement / Leaking Underground Storage Tank Mitigation Project</i> | | | | | |
| <i>Petroleum Storage Tank Monitoring System and Improvement Project (conversion from underground to above ground storage at City facilities)</i> | | \$ 500,000 | \$ 125,000 | | |
| <i>Environmental Collection Center Maintenance</i> | | | | | |
| <i>River Trash Management Control Project(s)</i> | | | | \$ 500,000 | |
| <i>Stormwater Reduction and Improvement Design Project(s)</i> | | | | | |
| <i>Sediment Improvement Project(s)</i> | | | | | |
| <i>Household Hazardous Waste Project Update</i> | | | \$ 45,000 | | |
| <i>Litter Prevention Public Education Campaign</i> | | | \$ 75,000 | | |
| <i>Street Sweepers</i> | | | | | |
| <i>City Hall Annex and Gordon Swift Lead Paint and Asbestos Remediation Project</i> | | | | | |
| <i>Water Field Operations Stormwater Quality Improvement Project</i> | | | | \$ 75,000 | \$ 200,000 |
| <i>City-Generated Hazardous Waste Site Compliance Evaluation Project</i> | | | | \$ 85,000 | \$ 45,000 |
| <i>Park and Recreation James Avenue Trades Complex Former Barrack Asbestos Abatement Project</i> | | | \$ 50,000 | \$ 50,000 | |
| TOTAL | \$ - | \$ 1,155,000 | \$ 1,495,000 | \$ 1,335,000 | \$ 1,690,000 |

Distribution of Select Environmental Management CIP Projects



| ID | PROJECT |
|----|--|
| 1 | Brennan Avenue Groundwater Remediation Project |
| 2 | City Hall Annex and Gordon Swift Building Lead Paint and Asbestos Remediation Project |
| 3 | Downtown Service Center Asbestos Abatement / Leaking Underground Storage Tank Mitigation Project |
| 4 | Environmental Collection Center Upgrade |
| 5 | Former KXAS Police Building Asbestos Abatement Project |
| 6 | Former Riverside Wastewater Treatment Plant Asbestos Abatement Project |
| 7 | Fort Worth Convention Center Arena Asbestos Abatement Project |
| 8 | Fort Worth Rifle & Pistol Club Soil Remediation Project |
| 9 | Greenbriar Park Soil Remediation Project |
| 10 | Park and Recreation James Avenue Trades Complex Former Barrack Asbestos Abatement Project |
| ▲ | Petroleum Storage Tank Improvement Project |
| 11 | Planned Police West Division Office Expansion Asbestos Abatement Project |
| 12 | Sycamore Creek Bacteria Management Plan & Mitigation of <i>E. coli</i> Bacteria |
| 13 | Victory Forest Recreation Center Soil Remediation Project |
| 14 | Village Creek WRF Centrifuge Asbestos Abatement Project |
| 15 | Water Field Operations Stormwater Quality Improvement Project |
| 16 | Will Rogers Coliseum Concourse Asbestos Abatement Project |

PROJECT DESCRIPTIONS

1. Brownfields Site Remediation Plan

Within the Environmental Management Plan, the Brownfields Site Remediation Plan supports and guides brownfields program management and supports long-range efforts for site clean-up, beautification, and reuse/redevelopment options.

2. Sycamore Creek Bacteria Management Plan & Mitigation of *E. coli* Bacteria

Sycamore Creek is currently on the federally-required Texas 303(d) list for bacteria impairment. In order to remove Sycamore Creek from the list and work towards improving the water quality of the creek, TCEQ will conduct a TMDL (Total Maximum Daily Load) assessment for the creek and, then, likely incorporate the watershed into the existing Greater Trinity River Bacteria Implementation Plan, as approved, December 11, 2013. A stream-specific watershed management plan is needed to assess and guide strategies to minimize or eliminate bacteria loads. Examples include: rerouting sanitary sewer pipelines from the floodplain, wildlife control/mitigation, and maintenance of sanitary sewer overflows. The sources of the bacterial load in Sycamore Creek likely come from a variety of sources including, wildlife (waterfowl and small mammals), and sanitary sewer infiltration/inflow.

3. Brennan Avenue Groundwater Remediation Project

The Brennan Avenue site consists of the current FWPD Impound Yard, TPW-Street Services Division operations, Code Compliance Solid Waste Drop-off Station, and the Property Management Department Gasoline Fuel Storage Facility. Excessive levels of benzene, a known carcinogen

found in petroleum products (e.g., gasoline), and arsenic, another known carcinogen and naturally-occurring heavy metal present in the groundwater have been identified. Probable sources of benzene contamination include historical fuel releases from previously-existing underground storage tanks associated with the Brennan Service Center and additional subsurface soil contamination from historic usages in the early 1900s. The contaminated groundwater is impacting the surface waters of the Trinity River thus triggering required remediation efforts per state law.

4. Fort Worth Rifle and Pistol Club Soil Remediation Project

The former Fort Worth Rifle and Pistol Club site was an active pistol, rifle, and shotgun range from approximately 1950 to 1999. There are various backstop and side berms located throughout the property that were used to contain used rounds. The shotgun ranges are open spaces with various wooded areas. Lead contamination originating from the spent bullets and shot exists in the remaining backstop berms and in the shotgun ranges across the project site.

5. Former KXAS Police Building Asbestos Abatement Project

The former KXAS television project site was acquired by the City of Fort Worth for the purpose of providing additional office and operating space for FWPD Special Operations Units. The site historically served as KXAS – Channel 5 television studios. An asbestos survey was conducted in 2014 and identified 58,000 square feet of asbestos-containing building materials located inside the building.

City of Fort Worth

5-year Capital Improvement Plan

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6. Will Rogers Coliseum Concourse Asbestos Abatement Project

The Will Rogers Memorial Coliseum concourse areas contain approximately 48,000 square feet of asbestos-containing building materials including vinyl floor tile and ceiling textures. Removal of the existing asbestos-containing building materials will be in accordance with state law.

7. Fort Worth Convention Center Arena Asbestos Abatement Project

The Fort Worth Convention Center Arena area contains approximately 94,000 square feet of asbestos-containing building materials, which requires removal prior to any renovation or demolition work. Removal of the existing asbestos-containing building materials will be in accordance with state law.

8. Petroleum Storage Tank Improvement Project (conversion from underground to above ground storage at City facilities)

Locations:

1. Fire Station 10
2. Fire Station 14
3. Fire Station 24
4. Fire Station 25
5. Fire Station 30
6. Fire Station 31
7. Fire Station 32
8. Fire Station 33
9. Z-Boaz
10. Village Creek WRF
11. Police Admin. on Belknap St.
12. Meacham Airport
13. Southside Service Center
14. Water Service Center

Environmental Management

The City of Fort Worth Property Management Department is currently tasked with providing the fleet of City of Fort Worth vehicles fueling services through the strategic placement of aboveground (AST) and underground storage tanks (UST) located at various City-owned facilities. The Code Compliance Department Environmental Management Division is responsible for ensuring these sites are in regulatory compliance with state law. Several of the sites are currently equipped with outdated or obsolete automatic tank gauging and fuel monitoring systems and have occasionally malfunctioned creating regulatory compliance issues.

9. River Trash Management Control Project(s)

The City's on-going effort to protect against litter and aquatic trash can be supported by structural controls. Structural controls benefit water quality by reducing litter which can enhance survivability of bacteria in the water ways. Additionally, litter impacts drainage and its removal can alleviate localized flooding. Locations will be chosen based on the amount of debris found after a significant rain event as well as the location's accessibility for litter removal.

10. Household Hazardous Waste Project Update

Captain Crud and the Cruddies were developed over 20 years ago to support the City's new household hazardous waste (HHW) collection program and meet the public education component of the City's state permit for stormwater. Captain Crud would go on to be used on vehicle wraps and in educational materials, such as coloring books, highlighting the environmental impact of HHW, especially in regards to water quality. Although still popular with the children of Fort Worth and the surrounding communities who contract with the City for HHW

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services, Captain Crud and the Cruddies are overdue for an updated look and program revitalization to remain relevant as education messages remain but methods and media change.

11. Litter Prevention Public Education Campaign

Renewed emphasis on litter abatement and litter prevention in the City of Fort Worth includes a wide-reaching, multi-media public education and outreach campaign. The campaign is intended to reach all ages and demographics using multiple communication platforms including traditional and social media, educational programs, and public engagement events.

12. Water Field Operations Stormwater Quality Improvement Project

The Water Department's Field Operations stages its fleet of dump trucks, backhoes, and other heavy equipment in an area that is primarily covered in earthen materials. Leaking fluids and spills from the equipment runs easily offsite into the nearest storm drain inlet, which leads directly to the Clear Fork of the Trinity River. This project addresses these stormwater concerns by improving the overall

Environmental Management

stormwater quality leaving the site by capturing pollutants before they flow offsite and into the river.

13. City-Generated Hazardous Waste Site Compliance Evaluation Project

The City currently has approximately 60 physical locations which periodically generate hazardous waste thus triggering state and federal requirements for proper disposal. This project will identify each site and evaluate the waste characteristics of each as it relates to the compliance with applicable state and federal regulations.

14. Park and Recreation James Avenue Trades Complex Former Barrack Asbestos Abatement Project

The Park and Recreation Trades Complex consists of two, two-story World War II era barracks which are now slated for demolition. Prior to demolition, the buildings will require asbestos abatement. It is estimated that each former barracks contains approximately 14,000 sq. ft. of asbestos containing materials for a total of approximately 28,000 sq. ft. of asbestos-containing vinyl floor tile, sheetrock, popcorn ceiling texture, and joint compound, requiring removal.

PAST ACCOMPLISHMENTS

Completed Projects from CIP Fiscal Years 2016 and 2017

| EMD CIP Completed Projects | | | |
|----------------------------|--|---|-------------|
| Project ID | Project Name | Project Description | Final Cost |
| EMD.CIP.2016-7 | <i>Victory Forest Recreation Center Soil Remediation Project</i> | Remediate benzo(a)pyrene contamination on City-owned property | \$75,000 |
| EMD.CIP.2016-12 | <i>Environmental Resource Center Leaking Underground Storage Tank Mitigation Project</i> | Remediate a leaking, underground storage tank containing petroleum fuels | \$20,000 |
| EMD.CIP.2016-22 | <i>Street Sweepers</i> | Purchase 4 street sweepers, 2 large and two small to assist in City abatement efforts | \$1,300,000 |

OVERVIEW

Municipal Parking is under the direction of the Fort Worth Municipal Parking Program in the Transportation and Public Works Department. Responsibilities include the operation of parking facilities that support the needs of the Will Rogers Memorial Center (WRMC), the Fort Worth Convention Center (FWCC) and the City Hall Complex (CHC) as well as the general public parking needs in the Central Business, Cultural, Hospital and University Districts. Municipal Parking includes four garages: Western Heritage, Houston, Commerce and Taylor; 20 surface lots; and 2,800 on-street metered parking spaces. In total Municipal Parking manages over 11,000 parking spaces.

CAPITAL IMPROVEMENT STRATEGY

The need for capital improvement is fundamentally driven by the need to do the following;

- Improve operational efficiency which reduces operating cost
- Better customer service and access to real time information
- Reduction in customer process times and improve access to parking
- Generate additional revenue and reduce cost to develop a sustainable fund which can continually add new value to our customers

CAPITAL REVENUE SOURCES

The MPF is supported by fees paid by the users of metered spaces, surface lots, parking garages and

the lease of retail office space. The combined revenue stream across these assets at existing rates is just sufficient to cover operational costs and to service debt. All fines associated with parking tickets are deposited to the General Fund in support of the Municipal Court.

CATEGORIES

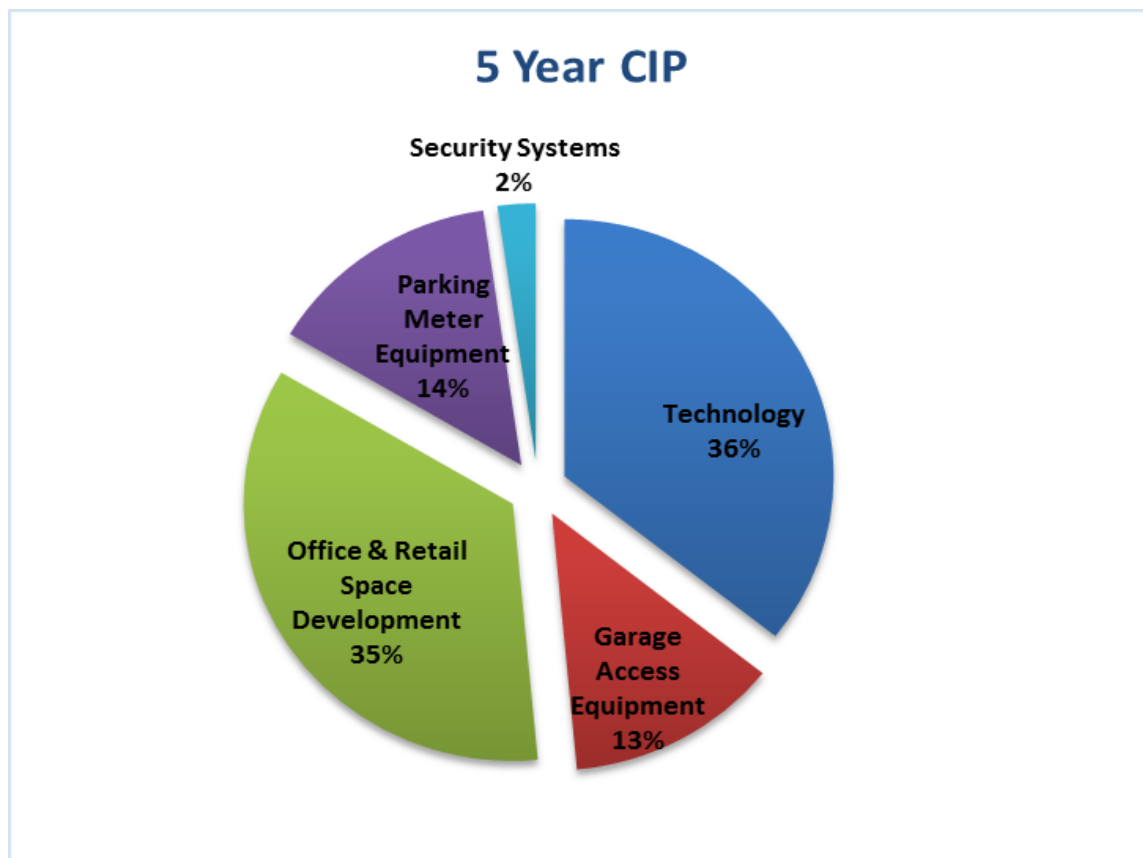
The Municipal Parking FY2018-2022 CIP invests in three general categories:

- **Will Rogers Memorial Center Parking System (WRMC)** Projects focus on improving the customer parking process taking into consideration the wide variety of needs (recreational vehicles, trailers, farm vehicles, buses, commercial rigs) in this multi-purpose event center including cultural, sporting, equestrian, and livestock events serving in excess of 2 million visitors per year.
- **Fort Worth Convention Center Parking System (FWCC)** Projects focus on improving the customer parking process (garage automation, multiple payment modes, use of technology to cut process times in periods of high demand) for the Convention Center Facility where the focus is on conventions, meetings and exhibits.
- **Municipal Parking Operations (MPO)** Projects focus on maximizing and improving the use of scarce on-street parking resources and off-street garages and lots (payment technology, occupancy detail and guidance technology) simplifying and shortening all aspects of the customer parking process.

5-year CAPITAL PLAN SUMMARY BY CATEGORY

| Category | Project | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total |
|------------|-------------------------------|----------------|----------------|---------------|---------------|---------------|----------------|
| WCC | Commercial Retail Space | 200,000 | 150,000 | 73,224 | | | 423,224 |
| FWCC | Flex Scan Readers | | | | | 30,000 | 30,000 |
| MPO | Parking Station Expansion | 90,000 | 35,000 | | | | 125,000 |
| MPO | Enforcement Handhelds | 50,052 | | | | | 50,052 |
| MPO | Guidance & Occupancy App | 30,000 | | | | | 30,000 |
| WRMC//FWCC | Pay by Phone App – Garages | 70,000 | | | | | 70,000 |
| MPO | Taylor Str. Garage Automation | | | | 60,628 | | 60,628 |
| FWCC | Security System Expansion | 28,000 | | | | | 28,000 |
| MPO | Parking Meter Equipment | 35,000 | | | | | 35,000 |
| | Total | 503,052 | 185,000 | 73,224 | 60,628 | 30,000 | 851,904 |

FY2018-FY2022 CIP Investment by Sub-category



2018 Planned Appropriation Summary

- **Commercial Retail Space** - \$200k – Development of Houston Street retail space based on tenet needs in the Houston Street Garage.
- **MPS Parking Stations** - \$90k – Purchase and installation of on-street parking stations.
- **Enforcement Handhelds** - \$50k – Ticket writer units. See detail under Parking Enforcement Handheld Electronic Ticket Write Units.
- **Guidance and Occupancy System** - \$30k – Development and purchase of application.
- **Pay by Phone Garages** - \$70k – Development and purchase of app and garage upgrades.
- **Security System** – \$28k - Camera's for Houston Street Garage
- **Parking Meters** - \$35k – Purchase new parking meters.

FWCC Parking System Improvements

The parking system at the FWCC consists of two multi-level parking garages, the Commerce Street Garage (CSG) and the Houston Street Garage (HSG). The CSG was purchased from Tarrant County in 1997. The six-level garage has 750 parking spaces.

In 2013, the exit and entry traffic flow was reversed and the parking technology was upgraded to improve efficiencies and reduce costs in operating the parking facility. The CSG is currently undergoing a Facility Condition Review which may

result in a number of findings that recommend additional action for the medium to long term. Results of this review should be available by the end of calendar year 2017 and could potentially be funded by savings from debt refinancing or future fee schedule adjustments.

The HSG has 1,054 parking spaces on eleven levels and provides parking for Fort Worth Convention Center, overflow parking for Omni Fort Worth Hotel and monthly parking for City employees and employees of surrounding businesses.

Commercial Retail Space Development

To continue the work already done on the west side retail space and to aid in the completion of the east side retail space, \$423,224.01 has been identified within the remaining funds in the MPF for this purpose. The development and subsequent lease of the Houston Street Garage east side retail space and the lease of the west side retail space are the final steps to be completed to start realizing a revenue stream from the lease of the 18,000 SF of space in the Houston Street Garage.

A Request for Proposal (RFP) was completed in FY2016-2017 which resulted in the selection of TIG Real Estate for the property management section of the RFP CBRE for the commercial retail marketing of this space. Net revenue from this operation would be another source to support the MPF in the effort to pay down and service debt and potentially reduce the need to increase parking rates in the garages which support the Convention Center.

Flex-Scan Readers

These readers are omnidirectional image scanners and can read barcodes on tickets from a variety of materials (tickets, hangtags, cell phones). Current barcode technology is outdated and offers a multiple

step process that requires the customer to execute a number of steps to complete each transaction thus lengthening the cycle time.

New readers will retrieve additional data such as serial numbers, expiration dates and other information to accommodate a variety of options such as online parking coupons to allow at home printing or coupon potential at exit, electronic mobile passes or pre-printed passes for special events with a defined life span. The addition of this equipment and technology to the Houston and Commerce St Garages would be a huge benefit to our customers. The cost of this system is \$30,000.

Detailed Municipal Parking Services Improvements:

The Municipal Parking Services consists of the Parking Meter Operation, Parking Compliance, Taylor Street Municipal Garage and Surface Lots. Projects to be completed in this plan include the following:

On-Street Parking - Pay Station Expansion

The recent growth in the past five years in the Cultural District, Hospital and University District as well as the Central Business District requires new parking infrastructure to enable more efficient allocation of scarce on-street parking resources. The first step in this process is installation of pay stations in these areas, a sustainable and highly effective space allocation process. Funds are slated for the installation of pay stations in this area covering about 150 on- street parking spaces and costing \$125,000. This expansion will return in excess of \$100,000 in net revenue per year.

Parking Enforcement Handheld Electronic Ticket Writer Units

Implementation of a new citation system will replace paper based ticket writing with electronic citation units that can transfer citation information instantaneously to the Municipal Court and shorten the citation process from multiple weeks to within an hour. The estimated cost of this project is \$51,000.

The transition to these units will also improve the accuracy throughout the citation process with preloaded detail that will reduce the process time of each citation all the way through the process also improving accuracy of information in the Court compilation process. The addition of these units in the field will effectively reduce the citation writing process which will lead to at least a 5% reduction in the citation documentation process.

Guidance & Occupancy System

This system utilizes hardware data with software analysis to power smart parking applications with a continuous, comprehensive and accurate flow of occupancy data for effective parking policy decisions and parking guidance.

Development and implementation of an application (app) that will combine data from parking meter back office systems and pay by phone back office systems to create algorithms that will create current occupancy percentage and use pattern detail by block face and a guidance system which will provide directions to parking availability.

Parkers can see in real-time how many on-street parking spaces are available and what the current parking fees are. Additionally this app will provide a framework for private owners and operators to place their garages and surface lots in the app and

5-year Capital Improvement Plan**Fiscal Years 2018-2022**

provide a more comprehensive overview of available parking, cost and use detail.

Pay by Phone App for Public Events Garages

This project will provide a pay by phone app for use in events garages as another mode of payment for our customers. This will simplify and reduce the length of the transaction process providing faster exit from the facilities especially in times of the highest demand. The addition of this new technology will also improve revenue and audit control.

Automation of the Taylor Street Garage

An addition of a gated control system solution to the Taylor Street garage is necessary to reduce time spent on administrative, enforcement and customer service as well as add security for the structure and parkers. This is an open garage with no control solution and requires a significant amount of oversight, enforcement and customer service. The projected cost is \$60,000.00. This investment will lead to an estimated cost avoidance of \$6,000.00 per year and an ROI of less than 10 years.

Security System Improvement of the Houston Street Garage

This project involves the addition of 10 security cameras to the existing system in the garage to help protect our parking customers, and deter theft and vandalism.

annual savings associated with the debt refinancing is expected to be at least \$800,000 per year compared to the original schedule. The savings from this action could be reserved for future capital needs especially with regards to the development and operation of the Joint WRMC/Arena entertainment complex, future capital maintenance of the existing parking facilities or to maintain parking rates at the WRMC complex after the implementation of the venue parking tax.

LOOKING TO THE FUTURE

Parking debt obligations were refinanced in FY2016 and will provide significant relief in debt payments starting in FY2020. The City realized over \$8.3 million in net present value savings from the refunding of the Parking obligations. Estimated

OVERVIEW

The Culture and Tourism Fund promotes increased economic activity through visitor spending generated by events held at the Fort Worth Convention Center (FWCC) and the Will Rogers Memorial Center (WRMC). The Convention and Visitors Bureau (CVB) contracts with the City to market the destination.

All activities are supported through the collection of the hotel/motel occupancy taxes, DFW revenue share and the revenues generated by events scheduled at the Fort Worth Convention Center and the Will Rogers Memorial Center. In Fiscal Year 2016, revenues from the DFW Revenue Sharing and 2% hotel occupancy tax of the total 9% collected, were segregated into separate funds in order to more accurately track the uses of the different revenue sources and restrictions. All revenue funds are administered by the Public Events Department.

The Public Events administration is responsible for operating and maintaining the FWCC, the WRMC, the Office of Outdoor Events and the Fort Worth Sports Authority. The FWCC and WRMC host national, regional and state conventions, conferences, world-class equestrian events, concerts, sporting events, theatrical performances, community events and the Southwestern Exposition and Livestock Show and many others.

The Convention and Visitors Bureau's contract with the City serves to enhance tourism and promote visitor activities in Fort Worth. The CVB also manages the full-time operations of the Fort Worth Herd.

FACILITIES

Fort Worth Convention Center - Purchased from Tarrant County in 1997, the City embarked on a major revitalization and renovation of the Fort Worth Convention Center. The venue encompasses over 180,000 square feet of contiguous exhibit space with 45,000 square feet of storage and docks, an Arena that will accommodate up to 13,000 people, a 28,160 square foot, Texas Contemporary Ballroom, 38 adaptable meeting rooms (60,000 square feet) and a 55,000 square foot events plaza.

Will Rogers Memorial Center - Established in 1936 to house events near downtown and in the Cultural District, the Will Rogers Memorial Center now attracts in excess of two million visitors each year. This 105-acre facility plays host to an extensive variety of social, cultural, educational, recreational and sporting events. However, major equestrian shows continue to be the primary commitment of the Center.

The Equestrian Center features three climate controlled show arenas, a sale arena, a current capacity of approximately 2,500 horse stalls, multiple exercise arenas, 65 cattle pens and recreational vehicle accommodations. The heart of the facility is the historic Will Rogers Coliseum which is home for many equestrian and sporting events including the legendary Fort Worth Stock Show & Rodeo which celebrated its 120th year in 2016.

Cowtown Coliseum in the Stockyards National Historic District commemorated its 100th anniversary in 2008. Construction of the building began in 1907 and was completed in 1908 at a cost of \$250,000. The City of Fort Worth currently owns the familiar stucco building. Rodeo Plaza, Inc. (RPI) leases the facility and provides family

5-year Capital Improvement Plan**Fiscal Years 2018-2022**

oriented entertainment that represents the rich western cowboy culture and compliments the historical origins of the area. The city provides an annual subsidy of \$185,000 and RPI provides all other operating expenses and maintenance with the exception of expenses related to the central energy plant that is capped at \$12,000 per year and major capital projects. The term expires in 2017 with two five-year renewal options. In addition to the Cowtown Coliseum, the lease premises include the Ride-Out Arena, Rodeo Plaza and old Mounted Patrol Facility.

CAPITAL IMPROVEMENT STRATEGY

In 2009, City Council amended the City's Financial Management Policy Statements to dedicate the revenue from the DFW Revenue Share for facility improvements at the Fort Worth Convention Center and Will Rogers Memorial Center. The Culture and Tourism Fund balance, accumulating from hotel occupancy taxes and facility revenues, has also provided funds for facility improvements.

The development and implementation of the five-year Capital Improvement Plan will ensure that the facilities are upgraded and maintained in order to meet the needs of the facility users and achieve the Department's Mission to provide an exceptional customer experience. The criteria for the plan were based on strategic communication with clients, completion of client surveys, visits to competing facilities, identification of aging systems and infrastructure, plus public/private partnerships with Events Facilities Fort Worth and the Fort Worth Stock Show.

Convention Center: An architectural study and analysis of the Convention Center commenced in

October 2015 and was completed on May 11, 2016. The study reviewed the existing site conditions, including life safety, structural, electrical and HVAC systems as well as overall general condition of existing facility fixtures, finishes, materials and site accessibility. The study also examined all visible conditions and maintenance records. The final report includes recommendations, photos and illustrations of areas of concern, and estimates of probable remediation costs. The assessment identified 100 projects with probable costs of over \$22 million. Staff is currently analyzing the areas of insufficiency and will incorporate the projects in to the 5-year CIP as funds become available based on priority.

Will Rogers Memorial Center: The architectural study and analysis of the Will Rogers Memorial Center commenced on February 1 2016. Due to the size of the complex, the study is being completed in phases. At the end of each phase, a report will be provided to staff. It is anticipated to be completed by the end of the 2017 calendar year. As with the Convention Center assessment, the projects will be incorporated into the 5-year CIP as funds become available based on priority.

Cowtown Coliseum: The assessment of the Cowtown Coliseum was completed in July 2013. The project scope included a review of the overall condition of the facility as well as recommendations for repairs and an opinion of probable construction costs. The study encompassed structural, electrical, lighting and lighting controls, mechanical/plumbing and fire protection systems. The area of insufficiency with the highest priority was the replacement of air handlers and renovation of the central plant. The project began in FY2016 with the design phase and is anticipated to be completed in FY2018. Another high priority project in the

5-year Capital Improvement Plan**Fiscal Years 2018-2022**

assessment included the replacement of fire alarm system and life safety requirements such as emergency lighting, exiting, electrical systems and fire suppression are scheduled for FY2019.

Dickies Arena at WRMC: Two independent strategic feasibility studies indicated the need for a multipurpose arena to complement the Will Rogers Memorial Center. In 2014, the citizens of Fort Worth overwhelmingly approved three venue taxes to support financing of the \$450,000,000 arena and adjacent event support and parking facilities with a public contribution limited to \$225,000,000 and private sector participation for the remainder. The 9,300 fixed-seat state-of-the-art arena, with capacity for an additional 3,700 temporary seats, will bring concerts and larger entertainment events to the City and host community and school events as well as the Stock Show and Rodeo and will include support facilities and a public plaza. Design is nearing completion. The construction of the parking garage commenced in early 2016 and is expected to be completed by the end of the 2017 calendar year. The construction on the arena is scheduled to commence in early 2017 and is on track for a November 2019 opening.

Fort Worth Convention Center Phase III expansion and new 1,000 convention hotel development: Multiple feasibility and economic impact studies indicated the need for a Phase 3 expansion of the convention center with additional exhibit and meeting space that would be flexible in order to accommodate larger exhibits or general sessions in order to attract more conventions. An additional 1,000 room convention hotel would also be needed to provide adequate hotel capacity to service existing and expanded conventions. The additional convention hotel along with an expanded convention center would provide two attractive

entrances and provide the ability to host multiple, simultaneous conventions. The strategy was to build the arena adjacent to the Will Rogers Memorial Center before removing the existing FWCC arena so that a venue would be available to host graduations, concerts and other events important to the community. A request for qualifications and proposals was issued in FY2016 for the development of a 1,000 room convention hotel, however, the project was suspended pending the determination of incentives that will be available for the development. The preferred design would realign Commerce Street to provide the hotel pad sites necessitating a Phase 3A convention center expansion with the removal of the exhibit annex, expansion of kitchen facilities and renovated dock area to be included with the hotel construction with construction at a later date. The Phase 3B expansion of the convention center to replace the arena with additional exhibit, ballroom and meeting space is anticipated to commence in approximately 2022-2025 subject to debt service capacity.

CAPITAL REVENUE SOURCES**Fund Balance**

In previous years, the Culture & Tourism Fund balance has served as the primary source of cash funding of capital projects in order to upgrade aging facilities and improve service delivery. Over \$5.5 million was transferred to the Culture & Tourism Capital Project Fund to support the new Dickies Arena. Approximately \$4.8 million funded a portion of the FY2016 capital projects. However in FY2017, no use of fund balance was necessary.

The current Financial Management Policy Statements require a fund balance of 16.67% which will be monitored to ensure the operations can

5-year Capital Improvement Plan**Fiscal Years 2018-2022**

weather any downturns. Excesses in future years could be used to continue capital investments.

DFW Revenue Share

In 1998, the City of Fort Worth entered into an agreement with the Cities of Euless and Dallas to provide for the sharing of DFW Rental Car taxes, plus incremental tax revenues generated by future economic development projects within the geographical boundaries of the Airport. Fort Worth also receives incremental taxes from other municipalities adjacent to the DFW Airport that are included in the DFW Revenue Share. In 2009, the City Council amended the City's Financial Management Policy Statements providing that the revenues from Dallas/Fort Worth Revenue Sharing be dedicated to facility improvements at the Fort Worth Convention Center and Will Rogers Memorial Center.

Currently the FY2018 budget is \$5.9 million; however in future years, the revenue model assumes \$5.7 million in revenue annually with no growth. With the opening of the DART train line to the airport, the anticipated TRE route in 2018, and the growth of the sharing market with services like Uber, it is expected that this could be a stagnant source of revenue going forward.

Hotel Occupancy Tax

On November 18, 1997, the City Council increased the Hotel Occupancy Tax Rate to 9% with 2% of the tax collected to be used only for the expansion of an existing convention center facility or pledging payment of revenue or revenue refunding bonds issued in accordance with state law for the construction of the expansion. In 2013, state law was amended to expand the list of allowed uses to include a "qualified project," which is a defined concept that encompasses the Venue Project that

includes the New Dickies Arena adjacent to the Will Rogers Memorial Center (WRMC). On September 29, 2015, the Code of the City of Fort Worth was amended to add qualified projects as allowable expenditures for hotel occupancy taxes in excess of seven percent.

The revenue model projects growth of HOT within the Project Financing Zone (PFZ) to be 3.8% in demand. The non-PFZ hotels are anticipated to have 4.6% demand growth. This is a conservative estimate based on City-wide combined growth of 7% over the last decade, including significant downturns. The model does not include the addition of a Convention Center Hotel since it is anticipated that correlating revenue will be partially consumed by an incentive deal to straighten Commerce Street and establish quality standard of the facility.

Project Financing Zone No. 1

On October 23, 2013, (M&C G-18048) City Council adopted Ordinance No. 21011-10-2013 designated the Project Financing Zone Number One (PFZ#1) and identified two qualified projects under Section 351.1015(a) (5) of the Texas Tax Code. The two projects are the expansion of the Fort Worth Convention Center and the multipurpose arena including a livestock facility adjacent to the Will Rogers Memorial Center. The PFZ#1 encompasses the area within a three-mile radius of each of the qualified projects from which incremental State Hotel Occupancy Taxes, Mixed Beverage Taxes and State Sales Taxes generated at hotels within the PFZ will be allocated to the City to assist in the financing of costs associated with each project. In January 2014, the State Comptroller of Public Accounts began to deposit increment above the 2013 base year into an account that will assist in financing the qualified projects. To date approximately \$4.6 million has been placed

City of Fort Worth

5-year Capital Improvement Plan

Fiscal Years 2018-2022

Public Events

in trust by the Office of the Comptroller of which approximately \$4.3 million has been distributed to the City. In FY2018, approximately \$2.6 million is budgeted to be expended.

Venue Taxes

On November 4, 2014, the citizens of Fort Worth overwhelmingly approved three venue taxes to support financing of the \$450,000,000 arena and adjacent event and parking support facilities with the public contribution limited to \$225,000,000 and private sector participation for the remainder. Those taxes may be levied when the arena opens and include a ticket tax, parking tax and stall tax. Collections are not anticipated until 2020. The City will use the taxes, when implemented, to support future debt issuances related to the construction of the arena.

OPERATIONS AND MAINTENANCE IMPACT

The majority of the improvements in the Public Events CIP is directed toward improving existing facilities and infrastructure and has resulted in increased efficiencies and should not increase the operational costs of the facilities. No maintenance or improvement costs or AP have been anticipated for FY2018 CIP improvements. The new Dickies Arena and parking garage will be privately managed and no additional AP's or maintenance costs are anticipated, however, costs related to insurance will need to be determined.



City of Fort Worth
Five Year Capital Improvement Plan
Fiscal Years 2018-2022

Public Events

**CONVENTION CENTER MAJOR
RENOVATIONS**

Renovation, rehabilitation, repairs and maintenance on existing systems, equipment and facilities with a

cost of \$250,000 or more per project at the Fort Worth Convention Center

Total estimated spending over the next five years is \$7,600,000.

5-year CIP Summary: Convention Center Major Renovations

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|---------------------------------------|---------------------|-------------|---------------------|---------------------|-------------|---------------------|
| Projects | | | | | | |
| AirHandlers Halls B-F | \$ 1,000,000 | | | | | \$ 1,000,000 |
| Roof replacement | | | \$ 5,100,000 | | | \$ 5,100,000 |
| Portable Meeting room chairs (11,000) | | | | \$ 1,100,000 | | \$ 1,100,000 |
| Main concourse carpet replacement | | | | \$ 400,000 | | \$ 400,000 |
| | | | | | | \$ - |
| Total | \$ 1,000,000 | \$ - | \$ 5,100,000 | \$ 1,500,000 | \$ - | \$ 7,600,000 |
| Funding Sources | | | | | | |
| Cash Funded Capital | \$ 1,000,000 | | \$ 5,100,000 | \$ 1,500,000 | | \$ 7,600,000 |
| Debt-Funded Capital | | | | | | |
| Total Sources | \$ 1,000,000 | \$ - | \$ 5,100,000 | \$ 1,500,000 | \$ - | \$ 7,600,000 |

FY2018 Project Descriptions:

- Replacement of Air Handlers that serve Exhibit Halls B – F – project would either renovate or replace the 50 year old air handlers that are on the east wall of the exhibit hall. Presently the air handlers have little to no control devices and are extremely inefficient due to their age.

FY2019 Project Descriptions:

- None scheduled

FY2020 Project Descriptions:

- Replacement of majority of the roof at the FWCC. Portions of the roof are over 30 years old while other sections will be approaching 20 -25 years old by the time of

the replacement in FY2020. This project does not include a new roof for the FWCC Arena or the Arena Meeting Rooms.

FY2021 Project Descriptions

- Replacement of 11,000 banquet/stacking chairs – This would replace all of the stacking chairs within the FWCC which will be 20 years old by the time of this project.
- Carpet replacement on the Main Concourse project would replace the custom carpet in the main concourse on the lower level. The present carpet will be over 10 years by the time it is replaced.

City of Fort Worth
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Fiscal Years 2018-2022

Public Events

Past Accomplishments: Convention Center Major Renovations

| Year | COST | DESCRIPTION |
|---------------|--------------|---|
| FY2013 | \$ 1,995,453 | Arena Meeting Room Renovation, Boiler Upgrade, HVAC Mechanical Controls |
| FY2014 | \$ 943,119 | Carpet |
| FY2015 | \$ - | No Major Projects Completed |
| FY2016 | \$ 1,050,000 | Arena Seat Renovation and Motorized Partitions |

CONVENTION CENTER MINOR RENOVATIONS

Renovation, rehabilitation, repairs and maintenance on existing systems, equipment and facilities with a

cost of less than \$250,000 per project at the Fort Worth Convention Center. Total estimated spending over the next five years is \$1,325,000. Examples include ballroom lighting, roof repairs, equipment, technology upgrades, etc.

5-year CIP Summary: Convention Center Minor Renovations

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|---|-------------------|-------------------|-------------------|-------------------|------------------|---------------------|
| Multiple Projects | | | | | | |
| Ballroom lighting | \$ 250,000 | | | | | \$ 250,000 |
| Digital signage/video boards | \$ 100,000 | | | | | \$ 100,000 |
| Electrical Distribution Box replacement | \$ 90,000 | | | | | \$ 90,000 |
| Roof repairs | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | | \$ 200,000 |
| Technology upgrades (SCN) | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 125,000 |
| Reserve | \$ 105,000 | \$ 55,000 | \$ 200,000 | \$ 200,000 | | \$ 560,000 |
| | | | | | | |
| Total | \$ 620,000 | \$ 130,000 | \$ 275,000 | \$ 275,000 | \$ 25,000 | \$ 1,325,000 |
| Funding Sources | | | | | | |
| Cash Funded Capital | \$ 620,000 | \$ 130,000 | \$ 275,000 | \$ 275,000 | \$ 25,000 | \$ 1,325,000 |
| Debt-Funded Capital | | | | | | |
| Total Sources | \$ 620,000 | \$ 130,000 | \$ 275,000 | \$ 275,000 | \$ 25,000 | \$ 1,325,000 |

City of Fort Worth
Five Year Capital Improvement Plan
Fiscal Years 2018-2022

Public Events

Past Accomplishments: Convention Center Minor Renovations

| Year | COST | DESCRIPTION |
|---------------|------------|---|
| FY2013 | \$ 802,498 | Carpet, HVAC Minor, Sound Upgrade, Arena AHU, Wireless Upgrade, Radio Upgrade (cont.) |
| FY2014 | \$ 139,407 | Boiler Improvements, Strategic Plan Consultant |
| FY2015 | \$ 64,729 | CAD Drawings, electrical repairs and minor system upgrades |
| FY2016 | \$ 198,971 | Roof repair design, technology upgrade, kitchen equipment |
| FY2017 | \$ 662,109 | Arena handrails, security cameras, service elevator door repair, security door mullion bars, and outside lights |

WILL ROGERS MEMORIAL CENTER MAJOR RENOVATIONS

Renovation, rehabilitation, repairs and maintenance on existing systems, equipment and

facilities with a cost of \$250,000 or more per item at the Will Rogers Memorial Center. Total estimated spending over the next five years is \$8,450,000.

5-year CIP Summary: Will Rogers Major Renovations

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|--|---------------------|---------------------|-------------|---------------------|---------------------|--------------------|
| Projects | | | | | | |
| Richardson Bass roof replacement (north) | \$ 1,000,000 | | | | | \$1,000,000 |
| Richardson Bass roof replacement (Barrell) | | \$ 1,600,000 | | | | \$1,600,000 |
| Richardson Bass roof replacement (south) | | | | \$ 1,300,000 | | \$1,300,000 |
| Marquee upgrade | | | | \$ 500,000 | | \$ 500,000 |
| Video board upgrade (Justin & Watt) | | | | | \$ 500,000 | \$ 500,000 |
| Video board upgrade (N/S Coliseum) | \$ 430,000 | | | | | \$ 430,000 |
| Soundssystem upgrade (Richardson Bass) | | \$ 870,000 | | | | \$ 870,000 |
| Soundssystem upgrade (Moncrief) | | | | \$ 500,000 | | \$ 500,000 |
| Soundssystem upgrade (Burnett) | | | | | \$ 900,000 | \$ 900,000 |
| Moncrief Lighting upgrade (stall & arena) | \$ 500,000 | | | | | \$ 500,000 |
| Amon Carter Lighting upgrade | | | | \$ 350,000 | | \$ 350,000 |
| Total | \$ 1,930,000 | \$ 2,470,000 | \$ - | \$ 2,650,000 | \$ 1,400,000 | \$8,450,000 |
| Funding Sources | | | | | | |
| Cash Funded Capital | \$ 1,930,000 | \$ 2,470,000 | \$ - | \$ 2,650,000 | \$ 1,400,000 | \$8,450,000 |
| Debt-Funded Capital | | | | | | |
| Total Sources | \$ 1,930,000 | \$ 2,470,000 | \$ - | \$ 2,650,000 | \$ 1,400,000 | \$8,450,000 |

FY2016 Project In-Progress or Pending:

- Coliseum East Parking Lot – repair and reseal parking lot that is located east of the Coliseum (estimated completion date of December 2017).
- WRMC Chiller Replacement – replace chiller #1 (pending further study and rebate opportunities). This project is currently in the planning and design phase with project specifications expected by the end of the fiscal year and completion expected in FY2018.

- WRMC Barn Lighting – Study of lighting systems in the horse stall and cattle pen areas of the Burnett Building and Richardson-Bass Building and potential replacement with new LED Technology to reduce utility costs and improve lighting in these areas. Present lighting systems are outdated and spare parts are becoming very difficult to purchase. This project also includes the Justin Arena lighting and was approved by Council on 10/18/16. This project is approximately 75% complete with an estimated completion date of December 2017.
- WRMC Coliseum Lighting – study of and possible replacement of the existing coliseum lighting system to reduce utility costs and improve quality of lighting. Parts are no longer available for the present Wide-
- light system. The contract was awarded by Council on 10/18/16. This project is approximately 75% complete with an estimated completion date of December 2017.
- WRMC Assessment – a thorough review by architects, engineers and other professionals of the status of the major systems and the facility with recommendations for improvements and an estimate of probable costs (in progress). This project is estimated to be completed by December 2017.

FY2017 Projects in Progress or Pending:

- WRMC Campus Technology –The campus technology project will install and upgrade the technology infrastructure on the Will Rogers Memorial Campus to improve access to technology, both wired and wireless, for the facility users to meet the event requirements.
- WRMC Burnett Stall Replacement –This project will provide new, portable stalls that will replace the current obsolete stalls and increase the flexibility of the building from stalling purposes only to a multi-purpose space. Currently this project is in the design phase; a timeline for completion will be developed in FY2018.
- WRMC Richardson Bass Burnett Asphalt Replacement – The asphalt base of the flooring in the buildings and is in need of full replacement to provide a clean, safe and attractive base for the equestrian center. Currently this project is in the design phase; a timeline for completion will be developed in FY2018.
- WRMC Justin Meeting Room Addition – Additional meeting rooms are necessary to provide amenities for the equestrian shows, including show offices, meeting facilities and other ancillary space necessary for today's sophisticated equestrian/livestock. Currently this project is in the design phase; a timeline for completion will be developed in FY2018.

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Public Events

FY2018 Projects:

- Richardson-Bass North Roof Replacement – Project would replace the north section of the Richardson-Bass Building which has begun to leak. This section of the roof is over the horse stalls. This roof was last replaced after the 1995 hail storm.
- Video board upgrade Coliseum – Project would install two (2) large video boards to the Coliseum, one at the north end and one at the south end for use by clients.
- Moncrief Lighting Upgrade – Project would replace the existing light fixtures in the Moncrief Building with new LED energy saving lights. The lights would be replaced throughout the building.

FY2019 Projects:

- Richardson-Bass Barrel Roof Replacement - Project would replace the barrel roof portion of the Richardson-Bass building. The barrel roof covers the Justin and West Arenas as well as the lobby spaces. This roof was last replaced in 1995 after the hail storm.
- Sound System Upgrade – Project would upgrade the sound system in the Justin Arena as well the overall sound and audio
- Visual connectivity for the majority of the campus.

FY2020 Projects:

- No Major Projects Budgeted

FY2021 Projects:

- Richardson-Bass South Roof Replacement – Project would replace the south roof of the Richardson-Bass Building. This portion is leaking but is over the cattle pens. This section of the roof was last replaced in 1995 after the hail storm. This will complete the roof replacement on the Richardson-Bass Building.
- Lancaster tri-sided marquee upgrade – Project would replace and or upgrade the existing tri-sided marquee at the intersection of Lancaster & University.
- Sound System upgrade – Replace sound systems in the Moncrief Building.
- Amon Carter Exhibits Building Lighting Upgrade – Replace existing building lighting with energy saving LED lights.

FY2022 Projects:

- Sound System upgrade – This project will replace the sound systems in the Burnett Building.
- Video Board Upgrade Justin and Watt Arenas

City of Fort Worth
Five Year Capital Improvement Plan
Fiscal Years 2018-2022

Public Events

Past Accomplishments: Will Rogers Major Renovations

| Year | COST | DESCRIPTION |
|---------------|---------------|---|
| FY2013 | \$ 5,104,619 | Auditorium Lighting/Sound Upgrade, Brown Lupton N Exhibit Renovation, Livestock Bldg. Exhaust Renovation, Portable Stalls |
| FY2014 | \$ 1,857,972 | Livestock Bldg. Exhaust Renovation, AHU/Water Pump, Pavilion |
| FY2015 | \$ 6,546,034 | WRMC Multi-Purpose Pavilion |
| FY2016 | \$ 13,767,394 | Cattle Barn 2 /Tower Drive/Promenade Renovation, WRMC Moncrief Chiller and Brown-Lupton South Roof Top Units |
| FY2017 | \$ 420,331 | Justin Arena and Watt Arena Video Board Systems Installation |

WILL ROGERS MINOR RENOVATIONS

Renovation, rehabilitation, repairs and maintenance on existing systems, equipment and facilities with a cost less than \$250,000 per item at the Will Rogers

Memorial Center. Total estimated spending over the next five years is \$1,910,000. Examples include roof repairs, sprinkler systems, and concrete work.

5-year CIP Summary: Will Rogers Minor Renovations

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------|---------------------|
| Multiple Projects | | | | | | |
| Roof Repairs | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | | \$ 200,000 |
| Sprinkler Systems | \$ 200,000 | \$ 200,000 | \$ 200,000 | | | \$ 600,000 |
| Amon Carter Doors concrete repair | \$ 200,000 | | | | | \$ 200,000 |
| Reserve | \$ 155,000 | \$ 155,000 | \$ 300,000 | \$ 300,000 | | \$ 910,000 |
| Total | \$ 605,000 | \$ 405,000 | \$ 550,000 | \$ 350,000 | \$ - | \$ 1,910,000 |
| Funding Sources | | | | | | |
| Cash Funded Capital | \$ 605,000 | \$ 405,000 | \$ 550,000 | \$ 350,000 | \$ - | \$ 1,910,000 |
| Debt-Funded Capital | | | | | | |
| Total Sources | \$ 605,000 | \$ 405,000 | \$ 550,000 | \$ 350,000 | \$ - | \$ 1,910,000 |

Past Accomplishments: Will Rogers Minor Renovations

| Year | COST | DESCRIPTION |
|---------------|------------|--|
| FY2013 | \$ 273,542 | Roof Repairs, Upgrade Boiler, Brown Lupton North Exhibit Design, Radio Upgrade (cont.) |
| FY2014 | \$ - | No Minor Projects Completed |
| FY2015 | \$ 295,935 | Burnet Tandy Paver Upgrade, Amon Carter Rehab, Electrical Systems Upgrades, Marquee Sign Replacement |
| FY2016 | \$ 69,700 | Justin Arena Wall Renovation |
| FY2017 | \$ 40,713 | Landscaping Pavers, Ice Machine, CB2 HVAC Sound Room |

Five Year Capital Improvement Plan

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**COWTOWN COLISEUM RENOVATIONS
AND REPAIRS**

estimated spending over the next five years is \$350,000. Examples include life safety and fire suppression systems upgrades.

Renovation, rehabilitation, repairs and maintenance on existing systems, equipment and facilities. Total

5-year CIP Summary: Cowtown Coliseum Renovations and Repairs

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|---------------------------------------|--------|------------|--------|--------|--------|------------------|
| Projects | | | | | | |
| Life safety upgrades/fire suppression | | \$ 350,000 | | | | \$ 350,000 |
| | | | | | | |
| Total | \$ - | \$ 350,000 | \$ - | \$ - | \$ - | \$ 350,000 |
| Funding Sources | | | | | | |
| Cash Funded Capital | \$ - | \$ 350,000 | \$ - | \$ - | \$ - | \$ 350,000 |
| Debt-Funded Capital | | | | | | |
| Total Sources | \$ - | \$ 350,000 | \$ - | \$ - | \$ - | \$ 350,000 |
| | | | | | | |

FY2016 Project In-Progress:

Replace HVAC system in Central Plant and air handlers (design is complete and project is being bid with completion anticipated in FY2018).

FY2017 Projects:

Replacement of obsolete fire alarm system.

FY2018 Projects:

No capital projects budgeted.

FY2019 Projects:

Upgrade of life safety and fire suppression systems.

Past Accomplishments: Other Renovations

| Year | COST | DESCRIPTION |
|---------------|---------------|---|
| FY2013 | \$ 189,509.00 | Cowtown Coliseum Assessment & Sound System Upgrades |
| FY2014 | \$ - | No projects completed |
| FY2015 | \$ - | No projects completed |
| FY2016 | \$ 7,000.00 | Cowtown Coliseum Arena Wall Evaluation |
| FY2017 | \$ - | No projects completed |

NEW FACILITIES



Upon adoption of the FY2016 Public Events Capital Improvement Plan, a total of \$13,499,250 was available in the Culture & Tourism Capital Project Fund for cash-funded expenditures related to the multipurpose arena. The source of the funding was operating and fund balance. Future funding sources will be reimbursement from the State related to the Project Financing Zone (PFZ) #1 from which incremental State Hotel Occupancy Taxes, Mixed Beverage Taxes and State Sales Taxes generated at hotels within the PFZ will be allocated to the City to assist in the financing of costs associated with

each project and the Venue Taxes that will be collected once the arena opens.

Construction of the multipurpose arena is scheduled to begin immediately following the 2017 Stock Show with completion anticipated in late 2019.

Construction of the garage is underway with anticipated completion in late 2017.

5-year CIP Summary: Dickies Multipurpose Arena

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|----------------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| Projects | | | | | | |
| Dickies Multipurpose Arena | \$ 3,000,000 | \$ 3,200,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 12,200,000 |
| Total | \$ 3,000,000 | \$ 3,200,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 12,200,000 |
| Funding Sources | | | | | | |
| Cash Funded Capital | \$ 3,000,000 | \$ 3,200,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 12,200,000 |
| Debt funded capital | \$ 226,840,000 | | | | | \$ 226,840,000 |
| Total Sources | \$ 229,840,000 | \$ 3,200,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 239,040,000 |

* PFZ Funds and Venue Taxes are not included in above chart.

** Excludes \$14,248,801 in public funding for capital projects occurring prior to execution of the Master Agreement for storm drain improvements, Trail Drive, etc

LOOKING TO THE FUTURE

Convention Center Expansion

A feasibility analysis confirmed earlier studies of a need for a Phase 3 expansion of the Convention Center and recommended that the City replace and/or upgrade the original portion of the building, including the arena.

The expansion and renovation of the FWCC should include the following components in order to optimize the FWCC's position in the market and respond to the market that wants to come to Fort Worth:

- **Exhibit Space:** Expand prime exhibit space from 182,000 square feet currently to as close to 300,000 square feet as possible (includes removal of arena).
- **Ballrooms:** The addition of a 50,000 square foot ballroom will do the most within the building to make Fort Worth more competitive and able to meet the market's needs and accommodate one major convention effectively or two simultaneous conventions.
- **Meeting Rooms:** The replacement and addition of meeting rooms for a new total of 80 meeting rooms and 80,000 square feet will help the FWCC attract higher rated business (professional associations, corporate events, technical meetings) that require numerous breakout meeting rooms for training, teaching and related small group settings to compete more with Dallas, Houston, Austin and San Antonio, not to mention about 25 other large U.S. cities and the Gaylord properties.
- **Food and Beverage:** A full catering kitchen that allows for consistent, high-quality service and simultaneous plating for hundreds of people should be added to the FWCC.
- **Parking:** While parking downtown is not generally a problem, for large events, parking can easily overflow from the primary garage and lots. There is no existing or easy onsite parking option. Therefore, as part of the replacement of the north end of the building, an underground parking garage is recommended.
- **Hotels.** Due to the small hotel package that Fort Worth offers in a walkable and proximate radius from the FWCC, even with its current convention space sizing, it should add a second branded headquarters hotel of 1,000 rooms near the north or northeast end of the building.
- **Straightening Commerce Street.** It has been established that the Annex is subprime space and its development caused Commerce Street to bow out around it. The space is not especially helpful to the FWCC and prime exhibit space can be added in a multi-story addition/replacement of the north end of the building. The benefit of removing the Annex and straightening Commerce is the creation of larger development parcels east of Commerce, which would make the development of one or more convention hotels easier and completes a long-held planning goal of the downtown plan.

Five Year Capital Improvement Plan

Fiscal Years 2018-2022

- **Creating a new Front Door.** The FWCC currently has no welcoming front door on the north or east side of the facility. A replaced north end should include a welcoming public access point and grand lobby and second level terraced restaurant or reception area that simultaneously functions as a counterpoint to the courthouse at the other end of Main Street. The views to and from this new front door should ultimately provide Fort Worth with some additional iconic imagery and create that connectivity

to the rest of the entertainment district and Sundance Square area that is needed.

Other Future Issues

Currently, the Culture and Tourism Fund is receiving a subsidy from the General Fund equal to the amount of both the Omni local HOT rebate and the debt amount associated with the Johnson Controls Energy Management Program. In future years, as the Fund experiences surpluses, these subsidy amounts will be reduced. Absorbing these expenses into the Fund, will most likely have an impact on future capital projects.

Past Accomplishments: Fort Worth Dickies Arena

| Year | COST | DESCRIPTION |
|----------------------------|------------------|--|
| FY2015 & before | \$ 14,248,801.00 | Prior publicly funded capital projects for Storm Drain improvements, Trail Drive, etc. |
| FY2016 | \$ 10,026,519.09 | Bodycote Acquisition |

VEHICLE CAPITAL OUTLAY

Funds in this category reflect equipment and one-time studies that are not directly tied to a capital project.

5-year CIP: Vehicle and Equipment Replacement

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|-----------------------------------|------------------|-----------------|------------------|------------------|------------|------------------|
| Vehicle and Equipment Replacement | \$146,000 | \$94,603 | \$123,686 | \$123,686 | \$0 | \$487,975 |
| Total | \$146,000 | \$94,603 | \$123,686 | \$123,686 | \$0 | \$487,975 |
| Funding Sources | | | | | | |
| Cash Funded Capital | \$146,000 | \$94,603 | \$123,686 | \$123,686 | \$0 | \$487,975 |
| Debt-Funded Capital | | | | | | |
| Total Sources | \$146,000 | \$94,603 | \$123,686 | \$123,686 | \$0 | \$487,975 |
| | | | | | | |

City of Fort Worth
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Fiscal Years 2018-2022

Public Events

5-year CIP Recap FY2018 – FY2022

| Funding Source | Category | Project | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | 5-year Total 2018-2022 |
|-----------------------|----------------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------------|
| DFW Rev Share | FWCC Major Renovation & Repair | FWCC Roof Replacement | \$ - | \$ - | \$ 5,100,000 | \$ - | \$ - | \$ 5,100,000 |
| DFW Rev Share | FWCC Major Renovation & Repair | Air Handlers Halls B-F (assessment item) | \$ 1,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 1,000,000 |
| DFW Rev Share | FWCC Major Renovation & Repair | FWCC Portable meeting room chairs (11,000) | \$ - | \$ - | \$ - | \$ 1,100,000 | \$ - | \$ 1,100,000 |
| DFW Rev Share | FWCC Major Renovation & Repair | FWCC Main Concourse Carpet replacement | \$ - | \$ - | \$ - | \$ 400,000 | \$ - | \$ 400,000 |
| | | TOTAL FWCC MAJOR RENOVATION & REPAIR | \$ 1,000,000 | \$ - | \$ 5,100,000 | \$ 1,500,000 | \$ - | \$ 7,600,000 |
| DFW Rev Share | FWCC Minor Renovation & Repair | Ballroom Lighting Upgrade | \$ 250,000 | \$ - | \$ - | \$ - | \$ - | \$ 250,000 |
| DFW Rev Share | FWCC Minor Renovation & Repair | Digital Signage/video boards | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 100,000 |
| DFW Rev Share | FWCC Major Renovation & Repair | Electrical Distribution box replacement | \$ 90,000 | \$ - | \$ - | \$ - | \$ - | \$ 90,000 |
| DFW Rev Share | FWCC Minor Renovation & Repair | FWCC Roof Repairs | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ - | \$ 200,000 |
| DFW Rev Share | FWCC Minor Renovation & Repair | RESERVE | \$ 105,000 | \$ 55,000 | \$ 200,000 | \$ 200,000 | \$ - | \$ 560,000 |
| Operating Trf | FWCC Minor Renovation & Repair | FWCC Technology fund upgrades (SCN) | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 125,000 |
| | | TOTAL FWCC MINOR RENOVATION & REPAIR | \$ 620,000 | \$ 130,000 | \$ 275,000 | \$ 275,000 | \$ 25,000 | \$ 1,325,000 |
| DFW Rev Share | WRMC Major Renovation & Repair | WRMC Richardson Bass roof replacement (north) | \$ 1,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 1,000,000 |
| DFW Rev Share | WRMC Major Renovation & Repair | WRMC Richardson Bass roof replacement (Barrell) | \$ - | \$ 1,600,000 | \$ - | \$ - | \$ - | \$ 1,600,000 |
| DFW Rev Share | WRMC Major Renovation & Repair | WRMC Richardson Bass roof replacement (South) | \$ - | \$ - | \$ - | \$ 1,300,000 | \$ - | \$ 1,300,000 |
| DFW Rev Share | WRMC Major Renovation & Repair | WRMC Marquee upgrade | \$ - | \$ - | \$ - | \$ 500,000 | \$ - | \$ 500,000 |
| DFW Rev Share | WRMC Major Renovation & Repair | WRMC Video Board upgrade (Justin & Watt) | \$ - | \$ - | \$ - | \$ - | \$ 500,000 | \$ 500,000 |
| DFW Rev Share | WRMC Major Renovation & Repair | WRMC Video Board upgrade (N/S Coliseum) | \$ 430,000 | \$ - | \$ - | \$ - | \$ 500,000 | \$ 930,000 |
| DFW Rev Share | WRMC Major Renovation & Repair | WRMC Soundsystem upgrade (Richardson-Bass) | \$ - | \$ 870,000 | \$ - | \$ - | \$ - | \$ 870,000 |
| DFW Rev Share | WRMC Major Renovation & Repair | WRMC Soundsystem upgrade (Moncrief) | \$ - | \$ - | \$ - | \$ 500,000 | \$ - | \$ 500,000 |
| DFW Rev Share | WRMC Major Renovation & Repair | WRMC Soundsystem upgrade (Burnett) | \$ - | \$ - | \$ - | \$ - | \$ 900,000 | \$ 900,000 |
| DFW Rev Share | WRMC Major Renovation & Repair | WRMC Moncrief Lighting upgrade (stall & arena) | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |
| DFW Rev Share | WRMC Major Renovation & Repair | WRMC Amon Carter Lighting upgrade | \$ - | \$ - | \$ - | \$ 350,000 | \$ - | \$ 350,000 |
| | | TOTAL WRMC MAJOR RENOVATION & REPAIR | \$ 1,930,000 | \$ 2,470,000 | \$ - | \$ 2,650,000 | \$ 1,400,000 | \$ 8,450,000 |
| DFW Rev Share | WRMC Minor Renovation & Repair | WRMC Sprinkler Systems | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ - | \$ - | \$ 600,000 |
| DFW Rev Share | WRMC Minor Renovation & Repair | WRMC Roof Repairs | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ - | \$ 200,000 |
| DFW Rev Share | WRMC Minor Renovation & Repair | WRMC Amon Carter Doors concrete repairs | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | \$ 200,000 |
| DFW Rev Share | WRMC Minor Renovation & Repair | RESERVE | \$ 155,000 | \$ 155,000 | \$ 300,000 | \$ 300,000 | \$ - | \$ 910,000 |
| | | TOTAL WRMC MINOR RENOVATION & REPAIR | \$ 605,000 | \$ 405,000 | \$ 550,000 | \$ 350,000 | \$ - | \$ 1,910,000 |
| DFW Rev Share | Cowtown Coliseum Major Ren & Rep | Life safety requirement upgrades/fire suppression | \$ - | \$ 350,000 | \$ - | \$ - | \$ - | \$ 350,000 |
| | | TOTAL COWTOWN COLISEUM MAJOR RENOVATION & REPAIR | \$ - | \$ 350,000 | \$ - | \$ - | \$ - | \$ 350,000 |
| Operating Trf | New Public Events Facilities | Multi-Purpose Arena | \$ 3,000,000 | \$ 3,200,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 12,200,000 |
| | | TOTAL NEW PUBLIC EVENTS FACILITIES | \$ 3,000,000 | \$ 3,200,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 12,200,000 |
| Operating Transfe | Vehicles-Capital Outlay | Vehicle & Equipment Replacement - Culture & Tour | \$ 146,000 | \$ 94,603 | \$ 123,686 | \$ 123,686 | | \$ 487,975 |
| | | | \$ 146,000 | \$ 94,603 | \$ 123,686 | \$ 123,686 | \$ - | \$ 487,975 |
| | | TOTAL | \$ 7,301,000 | \$ 6,649,603 | \$ 8,048,686 | \$ 6,898,686 | \$ 3,425,000 | \$ 32,322,975 |

OVERVIEW

Prior to 2003, the City collected residential garbage. Through a competitive purchasing process, the City selected a private contractor to replace City services. Commercial collection is open market and customers can choose their own contractor. Single-family residents receive once-a-week garbage, yard trimmings and recycling services and once a month bulk collections as a part of their monthly bill. They pay for these services through their water bill. In Fiscal Year 2016, there were 215,946 residential customers, and 221,423 residential garbage carts in distribution (there are customers who pay to have additional carts). The use of a Pay-As-You-Throw system is where residents are billed by garbage cart size with recycle carts, yard trimmings and bulk provided free of charge, but subject to weekly setout limits.

The Code Compliance Department - Solid Waste Services manages the private contracts and provides other core services. Solid Waste Services consists of three primary sections: Contract Compliance, Litter and Illegal Dumping Operations and the Citizens Drop-off Stations.

The Contract Compliance Section is responsible for overseeing multiple City contracts for the residential solid waste collection and recycle processing services provided by Waste Management, as well as operations of the City's Southeast Landfill and transportation services for drop-off station containers provided by Republic Services. Solid Waste Services also manages the Grants of Privilege Program for authorized and permitted commercial solid waste haulers. This program collects 5% of the contractor's gross receipts and is transferred to the General Fund for street repairs and maintenance.

The Litter and Illegal Dumping Operations section is responsible for overseeing and responding to reported illegal dump complaints or sites, dead animal collections, litter abatement and related code enforcement activities.

The Citizens Drop-off Station section coordinates and manages the four existing Citizens Drop-off Stations. The Drop-off Stations are accessible for all Fort Worth residential solid waste customers to dispose of and recycle materials that are accepted in the residential collection program. They provide a convenient and accessible solution for higher volumes of waste that is produced during landscaping, move in/move out, spring cleaning, etc.

Most solid waste contracts run in 10 year increments. The collection program contract was renegotiated in 2013 and will be up for review again in 2023.

Residential Collections and Services

The City offers a Pay-As-You-Throw volume-based residential container sizing system to encourage recycling and discourage waste generation. Three residential container sizes are offered: 32 gallons, 64 gallons and 96 gallons. The City charges a variable rate for each container size: \$12.50 per month for 32 gallons, \$17.50 per month for 64 gallons, and \$22.75 per month for 96 gallons.

Revenue sources include: Residential Service Fees (which include Compliant and Non-compliant collections and Yard Trimming Cart sales), small business Commercial Service Fees, Landfill Lease/Operations revenues, Recycling Processing revenues, Community Education Funding (required by contract), minimal miscellaneous programs and

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Solid Waste Fund

the Grant of Privilege fees (pass through to the General Fund for street maintenance or other areas).

Comprehensive Solid Waste Management Plan (CSWMP)

In 2014 the City began a long journey to update and revise Fort Worth's existing Solid Waste Plan (CSWMP). The previous plan was developed in 1995; nonetheless, the world has changed significantly since then. The new plan outlines future improvements, programs and new technology for providing a safe and cost effective/integrated solid waste program through 2037. The 2017-2037 Comprehensive Solid Waste Management Plan was unanimously adopted by City Council on September 12, 2017. Some of the plans findings/ recommendations are included as part of the 5-year CIP Plan.

Resource Reduction & Recycling Rate

The Texas state recycling goal is 40%; the national recycling rate average from U.S. EPA is 34.5%, and recent Columbia University research puts the national recycling rate average at around 29%. A January 2015 report called: The Texas Recycling Data Initiative, showed a tons-over-tons statewide municipal solid waste (MSW) recycling rate of 18.9%.

In recent years, not including yard waste, Fort Worth residents have source separated from the garbage 22% to 23% of their waste. The most recent waste sort of garbage and recycling was conducted in March 2014, and it was determined that the subject residences source separated a bit more than average, at 28%. However, nearly that much recycling by weight—i.e., what could have been recycled—remained in the trash and was lost to

landfill. This comparison shows that even without yard waste recycling, Fort Worth should ultimately be able to recycle more than the 30% goal rate.

Bulky Waste Program

Collection of bulk material is provided once monthly during a designated week. This service is for items that are too large, heavy, or otherwise unable to fit in a garbage cart. Bulk collection is not for excessive amounts of garbage, and bagged waste is not accepted. Other items not accepted in the bulk collection program include electronics, appliances containing coolant or gasoline, hazardous materials such as chemicals or poisons, automotive parts including batteries and tires), glass, rock, soil, concrete, or tile.

During the life of the current 1995-2015 Plan, unbudgeted costs for this program have been reduced due to program improvements, residents conforming to the set out instructions and establishing the drop-off Stations.

In a 2012 Customer Service survey, 70.4% of respondents indicated that they use the bulk program. In the same survey, 87.3% of respondents said they were "somewhat" or "very" satisfied with the bulk collection program.

Southeast Landfill (SELF) Program

Residential and commercial waste that cannot be recycled through either a material processing facility or mulching/composting operation is disposed of at SELF. SELF is owned by the City and operated by Republic Services, Inc. under a contract with an expiration date of December 31, 2033. The SELF permit was amended in 2010 to

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add capacity. The Landfill is located at 6288 Salt Road, Fort Worth.

A total of 784,008 tons of debris was landfilled in calendar year 2016, including residential and commercial waste. The City's residential waste stream accounted for 258,820 tons (33%) of the total 784,008 tons disposed at the landfill. The remaining amount is from private collectors providing service to the businesses and institutions in the City or collecting waste from other municipalities or industrial, commercial and institutional (ICI) customers outside the City.

There are no limitations on the amount of waste Republic is allowed to accept at the landfill, as long as they stay in compliance with all regulations and maintain efficient service to the City. At the current rates of disposal, the Landfill has 22-24 years remaining capacity.

Commercial waste that is generated by the private sector is hauled to one of several regional landfills

Regional Landfill Listing

| Landfill | Owner | Operator | Location | Disposal Tons | Remaining Capacity (years) | Remaining capacity (tons) | Disposal Rate \$/ton | Compaction Rate |
|--|--------------------------------------|--------------------------------------|---------------|------------------|----------------------------|---------------------------|----------------------|-----------------|
| City of Fort Worth | City of Fort Worth | Republic | Fort Worth | 501,336 | 46 | 23,261,387 | 21.84 | 1,747 |
| 121 Regional Disposal Facility | North Texas Municipal Water District | North Texas Municipal Water District | Melissa | 782,790 | 112 | 88,114,323 | \$ 31.00 | 1,426 |
| City of Arlington | City of Arlington | Republic | Arlington | 781,354 | 12 | 9,185,762 | \$ 26.77 | 1,670 |
| DFW Recycling and Disposal Facility | WMI of Texas | WMI of Texas | Lewisville | 1,289,401 | 11 | 11,865,964 | \$ 19.00 | 1,760 |
| Camelot Landfill | City of Farmers Branch | | Lewisville | 298,875 | 20 | 6,023,197 | \$ 28.90 | 1,785 |
| Charles M Hinton Jr. Regional Landfill | City of Garland | City of Garland | Rowlett | 342,020 | 49 | 20,880,811 | \$ 26.37 | 1,200 |
| City of Denton Landfill | City of Denton | City of Denton | Denton | 176,509 | 32 | 5,673,041 | \$ 43.50 | 1,009 |
| Ellis County Landfill | Pine Hill Farms Landfill TX LP | Pine Hill Farms Landfill TX LP | Ennis | 57,154 | 522 | 29,812,238 | \$ 28.00 | 1,496 |
| City of Grand Prairie Landfill | City of Grand Prairie | City of Grand Prairie | Grand Prairie | 162,366 | 43 | 5,736,143 | \$ 32.00 | 909 |
| IESI Fort Worth C & D Landfill* | IESI | IESI | Fort Worth | 359,439 | 10 | 3,457,732 | \$ 29.95 | 1,560 |
| IESI Weatherford Landfill | IESI | IESI | Weatherford | 173,240 | 11 | 1,837,511 | \$ 30.00 | 1,400 |
| Hunter Ferrell Landfill | City of Irving | City of Irving | Irving | 146,573 | 67 | 11,078,627 | \$ 40.00 | 1,574 |
| Itasca Landfill | Itasca Landfill Tx LP | Itasca Landfill Tx LP | Itasca | 186,726 | 237 | 54,053,503 | \$ 28.30 | 2,193 |
| Lewisville Landfill | Lewisville Landfill Tx LP | Lewisville Landfill Tx LP | Lewisville | 174,687 | 141 | 24,611,226 | \$ 17.96 | 2,230 |
| Republic Maloy Landfill | Republic Waste Services of Tx LTD | Republic Waste Services of Tx LTD | Campbell | 97,828 | 39 | 3,774,141 | \$ 29.42 | 1,234 |
| City of Dallas McCommas Bluff Landfill | City of Dallas | City of Dallas | Dallas | 1,461,947 | 45 | 66,338,351 | \$ 21.50 | 1,400 |
| CSC Disposal and Landfill | Republic Waste Services of Tx LTD | Republic Waste Services of Tx LTD | Avalon | 6,680 | 655 | 18,052,237 | \$ 30.25 | 1,163 |
| Waste Management Skyline Landfill | WMI of Texas | WMI of Texas | Ferris | 1,120,301 | 20 | 22,301,520 | \$ 18.50 | 1,440 |
| City of Stephenville Landfill | City of Stephenville | City of Stephenville | Stephenville | 6,955 | 81 | 402,957 | \$ 40.00 | 850 |
| IESI Turkey Creek Landfill | IESI | IESI | Alvarado | 425,462 | 17 | 7,171,192 | \$ 32.00 | 1,460 |
| Total | | | | 8,551,643 | | 413,631,863 | | |
| Average | | | | 427,582 | 109 | 20,681,593 | 29 | 1,475 |

including SELF, the following table, summarizes the landfills that are located within the region.

Construction and demolition (C&D) waste generated in Fort Worth is disposed at either one of the several Type I landfills (MSW landfills), or the Type IV C&D landfills. There is one permitted Type IV Landfill in the area and it is owned and operated by Progressive Waste. This C&D landfill is located on Dick Price Road. It currently accepts approximately 359,000 tons per year and has eight years of remaining permitted capacity. Progressive Waste is actively seeking a permit modification to increase the site capacity and extend the site life, but will need to complete the public hearing process. Staff feels the City is well positioned to finalize the CSMWP by engaging City Management, Elected Officials and gaining broad community support to capitalize on numerous improvements in the next 20 years.

CAPITAL IMPROVEMENT STRATEGY

The development and implementation of the 5-year CIP will assure that the Solid Waste Fund is managed to flatten industry-based and cyclical environmental events and minimize residential rate fluctuations between major contracted services, program enhancements and capital projects.

CAPITAL REVENUE SOURCES

Fund Balance

The Solid Waste Enterprise Fund balance serves as the source of cash funding for capital projects in order to meet the City of Fort Worth's 20 year solid waste and related environmental program needs. Over \$30.8 million is available to support the annual operational budget, annual Pay as you Go Capital projects and 5-year CIP plan. Approximately \$2.95 million of the amount transferred will fund a portion of the FY2018 capital projects.

Residential Service Fee

As noted earlier, the residents pay a monthly Solid Waste Services fee based on the size of their trash cart, for any extra bags of trash (\$10 per bag or stickered bags) and for all non-compliant bulk or brush piles (\$65.00 for each five cubic yards of material, plus a one time administration fee of \$10.00 per collection). Since all three streams of revenue are fluid and change constantly, the annual additional revenue stream is projected based on a historic three year average, which is \$1,188,083 annually.

SELF Lease Payment

Since the SELF is owned by the City and contracted with Republic Services for operational lease and management aspects, the City receives an average annual lease payment from Republic of \$750,668 plus an average annual tonnage adjustment of \$446,903 to account for the volume of material disposed of at the SELF.

PROJECT SUMMARY OF PLANNED CAPITAL INVESTMENT

Projects are identified in three key areas:

1. Plans and Evaluations
2. Building, Equipment and Land Acquisitions
3. Program Enhancements and Development

The 5-year Solid Waste CIP plan table provides an overview of proposed costs and implementation schedules for each of the projects to be included in the 5-year 2018-22 Solid Waste CIP Plan. It is important to note that cost estimates for many solid waste projects are difficult to prepare without project evaluations and/or a site characterization completed through consultant/engineering studies.

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Fiscal Years 2018-2022

Solid Waste Fund

| Five Year 2018-22 Solid Waste CIP Plan | | | | | |
|--|--------------------|---------------------|----------------------|---------------------|---------------------|
| Projections for the Solid Waste Fund | | | | | |
| PROJECTED CIP EXPENSES | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <i>Low-volume Commercial Transfer Station Evaluation</i> | \$ 25,000 | | | | |
| <i>Residential Organic (Food) Recycling Collection</i> | \$ 35,000 | \$ 35,000 | | | |
| <i>Commercial C&D, Compost or Biosolids Feasibility Study</i> | | \$ 45,000 | \$ 25,000 | \$ 25,000 | |
| <i>Comprehensive SWM Plan - Recommendations</i> | \$ 233,750 | \$ 50,000 | \$ 50,000 | \$ 25,000 | \$ 25,000 |
| <i>Grant of Privilege Audit</i> | \$ 35,200 | | | | |
| <i>SELF Landfill Gas Reclamation Evaluation</i> | \$ 50,000 | | | | |
| <i>Drop-off Station LED Signage</i> | \$ 450,000 | | | | |
| <i>4th Far North DOS</i> | | | | | |
| <i>5th Westside DOS</i> | | \$ 2,200,000 | \$ 2,500,000 | \$ 2,000,000 | |
| <i>Future Land & Facilities Use Needs</i> | | \$ 3,500,000 | \$ 3,500,000 | \$ 2,500,000 | |
| <i>HHW/Litter/Equipment Buildings</i> | \$ 450,000 | | | | |
| <i>Work Order Management System Programming Enhancements (HEAT / ITSM Upgrade)</i> | \$ 200,000 | | | | |
| <i>Commercial C&D/Compost Project</i> | | | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 |
| <i>Vehicles and Equipment Replacement:</i> | | | | | |
| <i>Litter Abatement Equipment</i> | | | | | |
| <i>DOS/HHW/ECC Equipment</i> | \$ 497,000 | \$ 225,000 | \$ 450,000 | \$ 375,000 | \$ 500,000 |
| <i>Replacement Vehicles</i> | | | | | |
| <i>Street Sweeping & Vacuum Trucks</i> | | | | | |
| <i>DOS Equipment</i> | | \$ 75,000 | \$ 125,000 | | |
| <i>Litter Prevention - Streetscape Pedestrian Container Champaign</i> | | | \$ 500,000 | | |
| <i>ECC/HHW Equipment</i> | | \$ 35,000 | \$ 35,000 | | |
| <i>CNG Vehicle/Equipment Replacement</i> | | \$ 165,000 | \$ 165,000 | \$ 165,000 | \$ 165,000 |
| <i>Brennan Conversion to T-station</i> | | \$ 750,000 | \$ 2,500,000 | | |
| | | | | | |
| TOTAL | \$1,975,950 | \$ 7,080,000 | \$ 11,850,000 | \$ 7,090,000 | \$ 2,690,000 |

| Projects with Property Management and Technology Solutions | | | | | |
|--|-------------------|-------------|-------------|-------------|-------------|
| PROJECTED CIP EXPENSES | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 |
| <i>Solid Waste Administrative Office Consolidation</i> | \$ 625,000 | | | | |
| <i>Solid Waste IT Projects</i> | \$ 350,000 | | | | |
| TOTAL | \$ 975,000 | \$ - | \$ - | \$ - | \$ - |

KEY PROJECT DESCRIPTIONS

1. Low-volume Commercial Transfer Station Evaluation Plan

Evaluate the direct benefits of converting an existing Drop-off Station (potentially Brennan) or opening a new centralized transfer station allowing small businesses and commercial clean-up crews to dispose of their commercial waste.

2. Residential Organic (Food) Recycling Feasibility Study

In order to achieve the CSWMP goal of increasing the residential recycling rate to 30% or higher by 2021, the diversion of the residential food waste from the City landfill would be a meaningful contribution towards that objective. A study to determine the feasibility of a residential organic-based recycling program - which also evaluates a subscription-based participation – should take place prior to a possible city-wide implementation of such a program.

3. Commercial C&D, Compost or Bio solids Feasibility Study

In order to advance the CSWMP's goal of achieving 40% diversion of all municipal solid waste by 2023 and 60% diversion by 2030, the implementation of either a commercial C&D recycling operation or a commercial scale compost program capable of handling bio solids or both will be crucial. In order to determine the feasibility of either or both projects an in-depth study of the alternatives is critical, while evaluating internal opportunities between Solid Waste, Water and/or Parks & Recreation, and potential Public-Private partnerships.

4. Comprehensive Solid Waste Management Plan – Expanded Recommendations Studies

Upon the completion of the CSWMP, the top three to five key recommendations will be prioritized and

supported with further evaluation and/or supporting implementation resources over the next five years. The actual recommendations will be selected from the list based on overall impacts balanced with short-term implementation strategies within commercial recycling opportunities, residential recycling processing agreement and improving the overall residential services with future enhancements.

5. Grants of Privilege Audit Evaluation

Commercial solid waste companies must permit their vehicles and pay the City of Fort Worth a five percent (5%) franchise fee of gross solid waste billed revenues. The City has not completed in depth audit of the current permitted companies nor evaluated the impact of companies that operate without being permitted until they are determined to be out of compliance. This audit is to confirm the accuracy of each permitted company and verify the revenue stream owed to the City.

6. SELF Landfill Gas Reclamation Evaluation

In partnership with Republic Services (current lease contractor for landfill), the City has determined a beneficial application of upgrading the current landfill gas collection system to allow for the necessary volumes and control mechanisms, ensuring controlled quality and quantity of methane gas. In addition, once operational, both partners would execute the most beneficial contract with a third party to purchase the methane gas towards generating a renewable energy source while reducing the greenhouse gas impacts. This study would evaluate and identify the most beneficial project (high BTU vs. low BTU) and third party proposal from vendors.

7. Drop-off Station (DOS) LED Signage

Equipping the City's four Drop-Off Stations (and possible the Environmental Collection Center) with electronic (LED) signage will not only allow for better communication with the DOS' customers, but will also provide a new platform to inform the public about other community-based activities, events and initiatives occurring throughout Fort Worth. Not only will these signs will improve the level of customer services received by the visits of each center, but they will improve the throughput of the centers and reducing the operational costs associated.

8. Westside (5th) DOS Land & Construction Project

As identified by citizen's request and supported by staff and the CSWMP consultant, the fifth (5th) citizen's DOS will need to be designed, located and implemented along the western side of the City within the next two (2) to five (5) years. Staff hopes to work in conjunction with another commercial solid waste vendor to co-locate or develop a public-private partnership in developing the next DOS, building synergy and long term cost savings. However, if a beneficial partnership cannot be executed in a timely manner, the City will need to advance this project solely after securing the appropriate land.

9. Future Land & Facilities Use Needs Assessment

As identified within the current development of the 20 Year CSWMP, future land and facilities will need to be evaluated to ensure the long term solidwaste disposal needs of Fort Worth will be available and secured. This project is to begin the process of setting aside or purchasing appropriate land and/or facilities that could help ensure long term disposal needs will be adequate. Based on current in-bound volumes, recycling rate and remaining capacity at the City's SELF, there is

between 19-33 years of remaining landfill life/air space available. The future land and facilities to be used in the next five (5) to thirty-five (35) years will be determined at the conclusion of this assessment project.

10. HHW/Litter/Equipment Building

As the Code Compliance Department has taken on the City's litter prevention and collection program in support of the City's Stormwater Permit and Environmental Management efforts, the acquisition of additional equipment, tools and systems are necessary. The purchasing of new equipment and tools will allow the Litter and Illegal Dumping crews as well as the crews of the DOS/HHW and the ECC to deliver effectively their respective services to the community.

11. Work Order Management System – Programming Enhancements

Upgrade the HEAT/ITSM work order system with program enhancements.

12. Commercial C&D/Compost Project

In order to advance the CSWMP's goal of achieving 40% diversion of all municipal solid waste by 2023 and 60% diversion by 2030, the implementation of either a commercial C&D recycling operation or a commercial scale compost program or both will be crucial. Either a public-private partnership or an internal opportunity between Solid Waste, Water and/or Parks & Recreation participation would be instrumental in accomplishing that goal. The potential capital funding has been allocated to support advancing the appropriate path forward and as determined through a greater consultant lead evaluations project.

13. Replacement Litter Abatement Equipment –

As the Code Compliance Department has taken on the City's litter prevention and collection program in support of the City's Stormwater Permit and Environmental Management efforts, the need for vehicle and equipment replacement has been identified. This equipment and vehicle replacement will allow the Litter and Illegal Dumping crews as well as that of the DOS/HHW and ECC to maintain and/or increase their productivity in delivering their respective services to the community.

14. City of Fort Worth Drop Off Station Equipment

As the Solid Waste team begins to collect additional residential volumes of donated materials and becomes a centralized location for community-based volunteer groups to perform litter collections, additional site equipment is needed to assist with operational improvements. Each DOS will need the required equipment (storage, litter collection supplies, power brooms and roadside signage) to maximize collections and minimize operational costs.

15. City of Fort Worth Litter Prevention –

The Code Compliance Department has taken on the City's litter prevention and collection program in support of the City's Stormwater Permit and Environmental Management efforts, the need for additional community-based trash and/or recycling containers has been identified by the Solid Waste team. The solar powered Big Belly units offer operational effectiveness as well as educational messaging associated with a citywide litter prevention program.

These units or other identified "streetscape" pedestrian containers will be strategically placed or coordinated with the appropriate City departments so that trash and/or recyclables are contained until

served instead of becoming litter all across the City, streets, parks, creeks and neighborhoods.

16. ECC/HHW Equipment Project

As the Solid Waste team begins to collect Fort Worth residential volumes of Household Hazardous Waste (chemicals and products) at the existing DOSs, which will allow greater volumes of material from contracted/partnering cities to be processed at the Environmental Collection Center. Each DOS will need the required equipment (containment barrels, portable trailer or stationary storage unit) to maximize collections and minimize operational costs.

17. CNG Vehicle/Equipment Replacement Project

In partnership with Waste Management, the City's future CNG fueling station will be implemented at the current MLK DOS facility. Therefore, Solid Waste has identified future equipment and vehicles to be replaced, which will utilize CNG fuel instead of diesel or gasoline. This project will help lead the City and area with cleaner emission based vehicles and reduce the negative impact of our air quality and greenhouse gases.

18. Brennan DOS Conversion to T-station Project

Based on the low-volume commercial transfer station study, the benefits of converting an existing Drop-off Station (currently Brennan) to allow small businesses, property owners and commercial clean-up crews to dispose of their non-compacted commercial solid waste in parallel with the citizens residential volumes. Since the commercial businesses do not currently support the DOS through fees, a future fee structure may be necessary.

OVERVIEW

The City of Fort Worth, Transportation and Public Works Department's Stormwater Management Program's (SWMP) mission is to protect people and property from harmful stormwater runoff. This is accomplished through: the operation, maintenance and improvement of the City's drainage system; the regulation of new development in the FEMA floodplain; the review of private development for compliance with City drainage standards; and by warning and informing the public regarding flood protection and water quality practices.

The City's drainage system includes over 900 miles of underground pipe, approximately 300 miles of engineered drainage channel, over 30,000 drainage inlets and numerous other drainage facilities such as detention ponds, bridge culverts, and bar ditches.

Fort Worth's SWMP is a very capital-intensive enterprise, which requires continuous investment in extensive above- and below-ground infrastructure. Continued investment in the drainage system is a prerequisite for the health and safety of the community it serves as well as economic growth and prosperity in the future.

The FY2018-2022 Capital Improvement Plan totals \$66,726,000 and funds capital improvements required to mitigate floodrisk, ensure system reliability by replacing aging infrastructure and facilities, support the City's bond programs for street rehabilitation, meet corporate priorities, and facilitate economic revitalization in areas where development is hampered by chronic flooding.

CATEGORIES

The SWMP's FY2018-2022 CIP provides funding for investments in the following 6 categories:

Neighborhood Drainage Improvements

Projects to mitigate flooding problems in neighborhoods generally arising from local drainage systems with inadequate capacity for large rain events.

Roadway Crossing and Channel Improvements

Projects to protect motorists from the risk of dangerous road overtopping.

Major Drainage Rehabilitation Improvements

Projects to create or upgrade drainage facilities such as detention ponds and natural creeks to mitigate regional flooding risk and/or erosion problems that pose a public safety risk or threaten public infrastructure.

Drainage Engineering Analysis

Engineering efforts to assess, prioritize, and develop conceptual solutions for flooding problems throughout the City.

Technology

Technology initiatives to update the SWMP Geographic Information System (GIS) with data on the existing drainage system that is key to the assessment of flood-prone areas and the development of flood mitigation projects and enhancements to the advanced flood warning system.

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5-year Capital Improvement Plan
Fiscal Years 2018-2022

Stormwater Management

**Summary of Projected Capital Investment
by Category**

The table titled Capital Investment Categories provides an overview of planned capital investment by Category for FY2018-2022 SWMP CIP.

Capital Investment Categories

| Categories: | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5 Yr. CIP |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Neighborhood Drainage Improvements | \$ 8,706,000 | \$ 1,441,000 | \$ 8,392,000 | \$ 6,437,000 | \$ 7,752,000 | \$ 32,728,000 |
| Roadway Crossing & Channel Improvements | \$ 5,900,000 | \$ 5,580,000 | \$ - | \$ 1,668,000 | \$ 500,000 | \$ 13,648,000 |
| Major Drainage Rehab | \$ 698,000 | \$ 2,438,000 | \$ 1,727,000 | \$ 2,733,000 | \$ 3,126,000 | \$ 10,722,000 |
| Drainage Engineering Analysis | \$ 1,100,000 | \$ 1,400,000 | \$ 1,050,000 | \$ 800,000 | \$ 850,000 | \$ 5,200,000 |
| Technology | \$ 500,000 | \$ - | \$ - | \$ 150,000 | \$ - | \$ 650,000 |
| Capital Outlay | \$ 568,000 | \$ 819,000 | \$ 925,000 | \$ 730,000 | \$ 736,000 | \$ 3,778,000 |
| Total | \$ 17,472,000 | \$ 11,678,000 | \$ 12,094,000 | \$ 12,518,000 | \$ 12,964,000 | \$ 66,726,000 |

CAPITAL IMPROVEMENT STRATEGY

The SWMP's Capital Improvement Strategy is driven by its mission to protect people and property from harmful stormwater runoff. The CIP is informed by many sources from within the SWMP and the City as well as external entities. These sources include:

- **Planning effort/risk assessments:** The SWMP conducts engineering assessments to understand the degree and cause of flooding in various parts the City and develop conceptual alternatives to mitigate the risk. This information is used to prioritize the use of capital improvement funding and to develop tools for comparing and

explaining the relative level of floodrisk throughout the City.

- **Historical flooding/customer reports:** The SWMP investigates customer reports of drainage problems. If the reported problem is something for which the SWMP is responsible, projects are initiated to correct problems that are within the existing resource capacity of the program. When current resources aren't sufficient to initiate corrective action, the problem is prioritized with other unfunded needs for project initiation as priorities and funding availability allows.

- **Corporate Priorities:** The SWMP provides drainage improvements or relocation projects in support of City Council-approved priority programs for the development of the city. Examples of these types of programs include the Trinity River Vision initiative and the Cultural District improvements.

- **Development Agreements/Community Facilities Agreements:** The Policy for the Installation of Community Facilities approved by the City Council provides for the SWMP's participation in upsizing drainage facilities beyond the size required to offset the impact of a proposed development to provide additional flood protection in the broader area. The SWMP's staff is in regular contact with the development community to identify opportunities for collaboration.

- **Collaboration with other public entities:** In developing flood mitigation alternatives, sometimes the property of other public entities is located in an area where a drainage improvement could be effective and/or the interests of another public entity could be served by drainage improvements. In such cases, SWMP staff engages with staff from the other entity to determine if there is an opportunity for a mutually beneficial project. Past efforts in this regard have resulted in partnerships with entities such as: the Fort Worth Independent School District and the Fort Worth Transportation Authority.

- **Legislative and Regulatory Mandates:** The Federal Government through the U.S. Environmental Protection Agency (USEPA) and the Texas Legislature through the Texas Commission on Environmental Quality (TCEQ)

regulate the operation and maintenance of the City's drainage system through the Municipal Separate Storm Sewer System (MS4) permit program. Various aspects of the SWMP CIP are key to maintaining compliance with MS4 permit requirements. Similarly, the effective execution of the SWMP is a key part of the City's standing with the Federal Emergency Management Agencies National Flood Insurance Program.

- **Condition Assessment and Maintenance History:** A high priority for the SWMP is to optimize the performance and maintainability of the existing system. Toward that end investments are made in: rehabilitating degraded drainage channels to perform as designed and to facilitate ongoing maintenance; assessing the pipe system to develop a criticality ranking so that repair and rehabilitation funds can be directed to the most critical parts of the system; maintaining and expanding the GIS map for the system to make the assessment and response to drainage problems as efficient as possible; and technology and fleet upgrades that enhance efficiency in maintaining, repairing, and improving the system. SWMP staff routinely inspect various aspects of the City's drainage system, either visually or via Closed Circuit Television, to identify, prioritize, and program rehabilitation and maintenance projects. The SWMP's work order system is also invaluable in identifying recurring drainage problems so that in depth investigation can identify underlying causes and develop solutions.
- **Coordination with the CIP's of other City Departments/Divisions:** The SWMP coordinates with other departments and divisions such as TPW Capital Delivery, Water,

Parks, and Planning and Development to identify areas where priorities and plans overlap so that collaborative projects can be developed that achieve multiple goals.

CIP Priority Criteria

The SWMP CIP is directly linked to the goals of: public safety, improving neighborhoods and communities, removing structures from floodplains, and encouraging economic growth. The SWMP’s specific goals and project prioritization scores are aligned with City-wide strategic goals as reflected in the capital project prioritization system used for the City’s Comprehensive Plan as follows:

Project Drivers

- Regulatory Risk
- Capacity
- Capital Replacement
- Efficiency/Sustainability

Tactical

- Citizen/Customer Satisfaction
- Prior CIP Approval
- Partnering Opportunity
- Healthy Environment

Strategic

- Safest City
- Improve Mobility
- Clean/Attractive City
- Strong Economy
- Development/Sustainability
- Improve Air Quality

Other Factors

- Inter-Organizational / Joint Infrastructure
- Leverage Funding
- Obligatory
- Time Sensitive

CAPITAL REVENUE SOURCES AND STRATEGY

The SWMP has identified funding for the \$66.7 million, five-year CIP from a variety of revenue sources, including Pay-Go cash from rate revenues and funds remaining from the Drainage Revenue Bond program.

Pay-Go:

Pay-Go for capital is budgeted each year and recovered through the rates charged to the SWMP’s ratepayers. Pay-Go funding sources for FY2018-FY2022 CIP total \$65.7 million and include \$60.5 million of cash from annual resources as a transfer from Operating, \$2.9 million of prior year net resources held as excess fund balance, and \$2.3 million of prior year’s cash reserved in the Pay-Go Capital Projects Fund.

To achieve the FY2018-FY2022 funding sources over the next five years, the SWMP plans to increase its annual cash investment in the CIP year over year from \$11.3 million in FY2018 to \$13.0 million in FY2022.

Drainage Revenue Bond Program

Since the establishment of the Stormwater Utility fee in 2006, the SWMP has sold a total of \$150 million in Revenue Bonds in 3 different issuances: 2007 (\$25 million), 2009 (\$45 million), and 2011 (\$80 million). The size and timing of future revenue bond sales will be determined by City leadership based on overall City priorities and within established financial and programmatic guidelines (e.g. debt to revenue ratios, reserve requirements, pay-go to debt proportions). FY2018-2022 will allocate \$1.0 million of funds remaining from the Drainage Revenue Bond program to capital.

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Summary of Projected Capital Investment by Revenue Source

The following table provides an overview of identified revenue sources to fund the anticipated appropriation schedule for FY2018-2022 SWMP

CIP. The appropriation is scheduled to support planned projects

Summary of Capital Investment by Revenue Source

| Funding Sources: | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5 Yr. CIP |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Pay as You Go - Stormwater: Transfer from Operating (52001) | \$ 11,253,996 | \$ 11,678,000 | \$ 12,094,000 | \$ 12,518,000 | \$ 12,964,000 | \$ 60,507,996 |
| Pay as You Go - Stormwater: Excess Fund Balance (52001) | \$ 2,868,660 | | | | | \$ 2,868,660 |
| Pay as You Go - Stormwater: Capital Projects Fund (52002) | \$ 2,328,253 | | | | | \$ 2,328,253 |
| Stormwater Revenue Bonds - Capital Projects Fund (59651) | \$ 1,021,091 | | | | | \$ 1,021,091 |
| Total | \$ 17,472,000 | \$ 11,678,000 | \$ 12,094,000 | \$ 12,518,000 | \$ 12,964,000 | \$ 66,726,000 |

OPERATIONS AND MAINTENANCE IMPACT

Most of the improvements in the FY2018-2022 SWMP CIP will improve existing systems to function more effectively. New infrastructure that functions more effectively than the existing system translates into reduced maintenance and repair expenses. Some of the projects will create new detention facilities that will require periodic maintenance. These new expenses, though, are expected to be more than offset by reduced maintenance requirements resulting from the upgrades made via the overall program with no net increase to O&M costs.

PROGRAM SUMMARY DETAIL BY CATEGORY

1. NEIGHBORHOOD DRAINAGE IMPROVEMENTS

Projects to mitigate flooding problems in neighborhoods generally arising from local drainage systems with inadequate capacity for large rain events.

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Stormwater Management

Program Summary: Neighborhood Drainage Improvement

| Projects: | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5 Yr. CIP |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Central Arlington Heights - Voluntary Buyout and Detention Improvements | \$ 1,675,000 | | | | | \$ 1,675,000 |
| Dry Branch Creek Interim Detention Basin (Design) | | | | | \$ 500,000 | \$ 500,000 |
| Forest Park Detention Improvements (Zoo Creek) | \$ 1,000,000 | | | | | \$ 1,000,000 |
| Greenfield Acres Drainage Improvements - Phase 2 (Design, ROW, etc.) | | | \$ 176,000 | | | \$ 176,000 |
| Greenfield Acres Drainage Improvements - Phase 2 (Construction) | | | | \$ 5,040,000 | | \$ 5,040,000 |
| Hammond Street Drainage Improvements (Design, ROW, etc.) | \$ 200,000 | | | | | \$ 200,000 |
| Hammond Street Drainage Improvements (Construction & Services) | \$ 3,131,000 | | | | | \$ 3,131,000 |
| Kimbo Court Drainage Improvements | \$ 300,000 | | | | | \$ 300,000 |
| Minor Repair & Renovations - Easements | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| Minor Repair & Renovations - Paving & Concrete | \$ 250,000 | \$ 520,000 | \$ 550,000 | \$ 550,000 | \$ 550,000 | \$ 2,420,000 |
| Overton South Detention (Upper Willow Lake Channel Imp Phase 1: Design) | | | | \$ 377,000 | | \$ 377,000 |
| Overton South Detention (Upper Willow Lake Channel Imp Phase 1: Construction) | | | | | \$ 6,152,000 | \$ 6,152,000 |
| Washington Heights Drainage Improvements (Design, ROW, etc.) | | | | \$ 420,000 | | \$ 420,000 |
| Westcliff Drainage - Ph1 (Design, ROW, etc.) | | \$ 871,000 | | | | \$ 871,000 |
| Westcliff Drainage - Ph1 (Construction & Services) | | | \$ 7,616,000 | | | \$ 7,616,000 |
| Westcliff Drainage - Ph2 (Construction & Services) | \$ 2,100,000 | | | | | \$ 2,100,000 |
| Westcliff Drainage - Ph3 (Design) | | | | | \$ 500,000 | \$ 500,000 |
| Total | \$ 8,706,000 | \$ 1,441,000 | \$ 8,392,000 | \$ 6,437,000 | \$ 7,752,000 | \$ 32,728,000 |

FY2018 Project Descriptions:

Central Arlington Heights – Voluntary Home Buyout and Detention Improvements

This project is located in Central Arlington Heights on Western and Carleton Avenues between El Campo and Bryce Avenues. Numerous homes in this area are subject to flooding during relatively frequent storm events. Affected residents have asked that their properties be bought out. The purpose of the project is to eliminate future flood losses for up to 13 homes through voluntary acquisition and reduce flood risk in the surrounding neighborhood through implementation of multi-use detention and greenspace. City Council approved applying for a grant in an amount up to \$5,025,000 from the Federal Emergency Management Agency's Hazard Mitigation Grant Program for this effort. If approved the grant will contribute 75% of the project cost while the City's 25% match of cash and in-kind service will be in an amount up to \$1,675,000 for a total project cost up to \$6,700,000.

Dry Branch Creek Interim Detention Basin (Design)

This project is located along Dry Branch Creek south of 28th Street, east of Blandin Street and North of Hollis Street. This project will reduce the flood risk in this area by expanding an existing detention area through voluntary acquisition and demolition of properties along Blandin and Hollis.

Forest Park Detention Improvements / Zoo Creek

This project is located in Forest Park bounded by Park Hill Drive, Sandage, McPherson & McCart Avenues. A wall will be constructed in Forest Park such that the park will serve as a detention area in heavy rain events. The detention will provide interim flood mitigation and creek erosion protection in the Zoo and create the future

opportunity to complete drainage improvements upstream of Forest Park to mitigate a chronic flood risk along McCart Avenue north and south of Berry Street. This is a joint project with the Parks and Recreation Department in conjunction with the 2014 City-wide Capital Improvement Plan project to make improvements in Zoo Creek.

Greenfield Acres Drainage Improvements Phase 2

This project is located near the intersection of IH-820 and Jacksboro Highway. The limits of the project are: Boat Club Road on the west, Shadydel Drive on the south, Marine Creek Lake on the east, and Ten Mile Bridge Road on the north. When the neighborhood was incorporated into City of Fort Worth, the existing barrow ditch drainage system and an existing channel were inadequate leading to flooding of residential properties on Cindy Lane. This is phase 2 of an effort to mitigate the flood risk. Phase 1 will be constructed in 2017/2018 to provide storm drain lines, inlets and detention improvements from Ten Mile Bridge Road along Cindy Lane to south of South Ridge Road. In Phase 2, detention improvements will be expanded and more storm drains and inlets installed to expand the area of flood mitigation.

Hammond Street Drainage Improvements

This project is located on Hammond Street between Timothy and IH-35W. The downstream storm drain system is undersized and, during heavy storms, the roadway overtops at the intersection of Hammond and Burleson causing flooding of homes. A new storm drain system for the Hammond Street area upstream of IH-35W will be installed.

Kimbo Court Drainage Improvements

This project is located on Kimbo Court west of Bonnie Brae. The current drainage system is

inadequate. A storm drain system will be installed in conjunction with the Kimbo Road Street project.

Minor Repair & Renovation – Easements

These funds are used to purchase easements associated with reactive projects that come up during the course of each year.

Minor Repair & Renovation – Paving & Concrete

This is a budget item to cover the cost of concrete and paving associated with Field Operations infrastructure and pipe repair projects. This concrete/paving work extends the useful life of the infrastructure asset and is, therefore, a capital expenditure.

Overton South Detention (Upper Willow Lake Channel Improvements Phase 1)

This project will develop a plan to address both stream flooding and overland flooding throughout the Overton South neighborhood. The project will develop a specific configuration to utilize the 4 acres of vacant flood prone property south of IH 20 that was acquired by the City for regional detention and to determine limits of channel improvements needed to accommodate any drainage improvements. This detention is going to be the first phase of improvements needed for future drainage improvements within the Overton South neighborhood to alleviate an undersized channel and undersized storm drain system. Until this detention is built, no improvements can be installed to alleviate home flooding along Westlake Drive.

Washington Heights Drainage Improvements

This project would address the existing undersized storm drain system downstream of Meacham Airport from 38th and Houston Streets to 35th and Calhoun Streets. During heavy rain events, 38 residences and historic businesses in the Washington Heights area are at risk of flooding and runoff overtops Commerce, Main, 35th, and Calhoun Streets creating a life safety risk for motorists. New storm drains would be installed along Houston Street and connected to a new detention basin at Main and 36th Streets.

Westcliff Drainage

This project is a multi-phased initiative to mitigate residential flooding in the Westcliff community. Phase 2B is located south of Bilglade Road, north of Berry Street, east of Manderly Place and west of Cockrell Avenue. This project will construct a storm drain and tie into the previously constructed Surrey storm drain. Full effectiveness will be achieved when Phase 1 is constructed. Phase 1 (final project) will construct storm drain and inlets on Suffolk Drive from Granbury Road to Anita Avenue; on Anita Avenue from Suffolk Drive to Manderly Place; on Manderly Place from Anita Avenue to Trail Lake Drive; and, on Trail Lake Drive from Manderly Place to outfall south of Encanto.

2. ROADWAY CROSSING AND CHANNEL IMPROVEMENTS

Projects to protect motorists from the risk of dangerous road overtopping.

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Program Summary: Roadway Crossing and Channel Improvements

| Projects: | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5 Yr. CIP |
|--|---------------------|---------------------|-------------|---------------------|-------------------|----------------------|
| East Como Area Drainage Improvements (Design) | | | | | \$ 500,000 | \$ 500,000 |
| Lebow Channel Roadway Crossing-Lower 28th, Dewey & Brennan | \$ 4,200,000 | | | | | \$ 4,200,000 |
| Loving Ave. - Culvert and Channel Improvements (Design, ROW, etc.) | \$ 200,000 | | | | | \$ 200,000 |
| Loving Ave. - Culvert and Channel Improvements (Construction) | | \$ 5,280,000 | | | | \$ 5,280,000 |
| Parker Henderson Road Culvert Improvements (Construction) | \$ 1,500,000 | | | | | \$ 1,500,000 |
| Plantation Creeks Culvert Improvements (Design) | | \$ 300,000 | | | | \$ 300,000 |
| Plantation Creeks Culvert Improvements (Construction) | | | | \$ 1,408,000 | | \$ 1,408,000 |
| Royal Creek Channel Repair and Culvert Improvements (Design) | | | | \$ 260,000 | | \$ 260,000 |
| Total | \$ 5,900,000 | \$ 5,580,000 | \$ - | \$ 1,668,000 | \$ 500,000 | \$ 13,648,000 |

FY 2018 Project Descriptions:

East Como Area Drainage Improvements

The project is located in the East Como Area and is bounded by Blackmore Avenue to the north, Prevost Street to the west, Neville Street to the east and West Vickery Boulevard to the south to provide flood mitigation for multiple residences and the elimination of a low water crossing. The proposed improvements include expanded channels and upsized culverts along Blackmore and Helmick Avenues. The project would require both residential and commercial property acquisitions. The project will also consider the need for additional detention.

Lebow - Channel Roadway Crossing – Lower 28th, Dewey & Brennan

The Brennan Crossing is part of the multi-phase Lebow Channel Roadway Crossing Project. The existing culverts are undersized, resulting in roadway overtopping. A multi-barrel culvert will be installed. Public Art will be included.

Loving Ave. – Culvert and Channel Improvements

This project is located along Loving Avenue between 31st Street and 28th Street. There is residential flooding and road overtopping during minor rain events. The project would upsize culverts and construct channel improvements to improve the capacity of the drainage system. The project

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proposes to permanently terminate Prairie Ave at 30th St. with a cul-de-sac.

Parker Henderson Road Culvert Improvements

This project is located along Prairie Dog Creek east of Parker Henderson Road in southeast Fort Worth. The Parker Henderson Road culvert crossing provides less than the 2-year level of service and road overtopping poses a risk to motorists and pedestrians, especially children who use that route to walk to school. The improvements consist of expanding the culvert, raising the bridge by approximately 6', and making channel improvements to increase the capacity of the drainage system. This project is being completed as a part of a City-wide Capital Improvement Plan project to widen this arterial and provide sidewalks for a safer pedestrian route between residences and the school.

Plantation Creeks Culvert Improvements

This project is located along Guadalupe Channel adjacent to Bangor Drive and Slade Boulevard in southwest Fort Worth. The Slade Boulevard and Bangor Drive culvert crossings have an existing

level of service less than the 2-year event. The project includes upsizing of the existing culverts at Slade Boulevard and Bangor Drive to provide improved conveyance capacity at the crossing.

Royal Creek Channel Repair and Culvert Improvements

This project is located along Royal Creek between Wycliff Street and Mary's Creek Drive in southwest Fort Worth. The proposed improvements consist of replacement of culverts at Wycliff Street and Mary's Creek Drive to mitigate road overtopping and replacement of a failed drop structure causing severe erosion in Royal Creek.

3. MAJOR DRAINAGE REHABILITATION PROJECTS

Projects to create or upgrade drainage facilities such as detention ponds and natural creeks to mitigate regional flooding risk and/or erosion problems that threaten private property and/or public infrastructure.

Program Summary: Major Drainage Rehabilitation Improvements

| Projects: | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5 Yr. CIP |
|---|-------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Major Drainage Rehab - Reactive/Property Acquisition | \$ 698,000 | \$ 2,214,000 | \$ 1,727,000 | \$ 2,173,000 | \$ 3,126,000 | \$ 9,938,000 |
| Forty Oaks Drainage Improvements (Design, ROW, etc.) | | \$ 224,000 | | | | \$ 224,000 |
| Forty Oaks Drainage Improvements (Construction) | | | | \$ 560,000 | | \$ 560,000 |
| Total | \$ 698,000 | \$ 2,438,000 | \$ 1,727,000 | \$ 2,733,000 | \$ 3,126,000 | \$ 10,722,000 |

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FY2018 Project Descriptions:

Major Drainage Rehabilitation - Reactive

Drainage Improvements/Property Acquisition

This is funding set aside to respond to urgent issues that develop/are discovered in the drainage system during the course of the year that need immediate response. Such issues are typically corrected by an open-ended task order contract or, on some occasions, by SWMP field operations crews. Additionally, these funds can be used when appropriate to purchase private property to facilitate drainage improvements.

Forty Oaks Drainage Improvements

This project is in Lower Como Creek between Collett Park and Bonnell Avenue, behind homes fronting on Driskell Blvd. Progressive creek erosion is causing property damage in the back of residential properties along Driskell Blvd. Structural and gravity erosion control improvements to arrest damaging erosion and preserve property will be installed.

4. DRAINAGE ENGINEERING ANALYSIS

Engineering efforts to assess, prioritize, and develop conceptual solutions for flooding problems throughout the City.

Program Summary: Drainage Engineering Analysis

| Projects: | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5 Yr. CIP |
|---|---------------------|---------------------|---------------------|-------------------|-------------------|---------------------|
| Emergency Engineering Evaluations | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 750,000 |
| Project Development & Prioritization | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 600,000 | \$ 3,000,000 |
| Drainage Infrastructure - Pipe Condition & Assessment | \$ 250,000 | \$ 500,000 | \$ 300,000 | | | \$ 1,050,000 |
| Water Quality Assessment - Geomorph | | \$ 150,000 | | | | \$ 150,000 |
| Flood Warning Assessment | \$ 100,000 | | | \$ 50,000 | \$ 100,000 | \$ 250,000 |
| Total | \$ 1,100,000 | \$ 1,400,000 | \$ 1,050,000 | \$ 800,000 | \$ 850,000 | \$ 5,200,000 |

FY2018 Project Descriptions:

Emergency Engineering Evaluations

These evaluations are performed by consultants on an as needed basis to identify drainage solutions that mitigate flood risk and increase the level of service of responses to citizen concerns regarding localized flooding.

Project Development & Prioritization

Consultant services to identify City-wide flood problems and prioritize areas for high level strategic planning and more detailed feasibility planning. Based on findings, projects are developed that are effective, acceptable to the community, and affordable. These projects are then programmed into the 5-year SWMP CIP for implementation as priorities and funding availability allows.

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Drainage Infrastructure- Pipe Condition and Assessment

The Pipe Condition Assessment Program provides a City-wide assessment of pipe conditions by rating pipe condition supported by video documentation. This information is used to determine maintenance and future project needs.

Channel Flood / Water Quality Assessment- Geomorph

These assessments are performed by consultants and are for the purpose of developing engineered solutions for erosion control problems based on the nature of stream and bank instabilities determined by geo-morphology specialists.

Advanced Flood Warning Assessment

These assessments are performed by consultant and are for the purpose of evaluating the feasibility of real time flood modelling to determine the feasibility of providing advance warning of flooding so that cautionary measures can be taken and warnings issued in advance of the hazard developing.

5. TECHNOLOGY

Included in this category are: initiatives to update the SWMP Geographic Information System (GIS) with data on the existing drainage system that is key to the assessment of floodprone areas and the development of flood mitigation projects, development of an early warning system for flooding, and periodic updates in the billing system software to keep the system from going obsolete.

Program Summary: Technology

| Projects: | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5 Yr. CIP |
|---|-------------------|-------------|-------------|------------------|-------------|-------------------|
| Infrastructure GIS Data Mgmt - Channel Infrastructure | \$ 500,000 | | | | | \$ 500,000 |
| Advance Flood Warning System Upgrade | | | | \$ 150,000 | | \$ 150,000 |
| Total | \$ 500,000 | \$ - | \$ - | \$150,000 | \$ - | \$ 650,000 |

FY2018 Project Descriptions:

Infrastructure GIS Data Management – Channel Infrastructure

This funding is to gather key data on drainage channels around the City and add the information to the SWMP GIS system. These data are key to understanding the performance of the drainage system and planning solutions to flooding problems.

Advance Flood Warning System Upgrade

This funding will pay for periodic upgrades to the software system used in the High Water Warning System to send alerts to remote users of the system.

6. CAPITAL OUTLAY

Capital asset purchases to support operations and maintenance of the SWMP including routine replacement of heavy equipment & vehicles, minor tools & equipment and technology.

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Program Summary: Capital Outlay

| Projects: | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5 Yr. CIP |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Maintenance Vehicles & Equipment Replacement | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 2,500,000 |
| Minor Tools & Equipment | \$ - | \$ 113,000 | \$ 116,000 | \$ 119,000 | \$ 122,000 | \$ 470,000 |
| IT Hardware & Software | \$ 50,000 | \$ 98,000 | \$ 100,000 | \$ 102,000 | \$ 105,000 | \$ 455,000 |
| Rain and Stream Gauges | | \$ 100,000 | \$ 200,000 | | | \$ 300,000 |
| Minor Office Equipment & Furnishings | \$ 18,000 | \$ 8,000 | \$ 9,000 | \$ 9,000 | \$ 9,000 | \$ 53,000 |
| Total | \$ 568,000 | \$ 819,000 | \$ 925,000 | \$ 730,000 | \$ 736,000 | \$ 3,778,000 |

FY2018 Project Descriptions:

Maintenance Vehicles & Equipment Replacement

Routine replacement of heavy equipment & vehicles supporting maintenance of existing infrastructure.

Minor Tools & Equipment

Routine replacement of capital tools and equipment used in the daily course of operations including construction and maintenance operations. Examples of tools and equipment include: weed eaters, chain saws, concrete vibrators, air compressors, commercial backpack blowers, electric dowling drills, handheld concrete saws, gas powered mixers, and nozzles for vacuums.

IT Hardware & Software

Scheduled replacement of Information Technology hardware and software including desktops and mobile data computers supporting daily operations for office and field maintenance personnel.

Rain and Stream Gauges

Rain and stream gauges for monitoring flooding, providing planning data and supporting the Advanced Warning System.

Minor Office Equipment & Furnishings

Routine replacement of capital tools and equipment.

PAST ACCOMPLISHMENTS

Over the last five years, the SWMP has expended an average of \$25 million/year for flood mitigation capital projects.

Some of the most significant projects for which funds were expended in FY2013-2017 include:

- East Rosedale Culvert Improvements
- Butler-McClure Culvert Improvements
- Cromwell Marine Creek Culvert Improvements
- Forest Park-Parkview Storm Drain Rehabilitation
- Lebow Channel Crossing – Dewey Street

- Eastern Hills Drainage Improvements Phases 1 and 2
- Central Arlington Heights-Ashland Drainage Improvements
- Mercado Channel Improvements
- Central Arlington Heights-Western Drainage Improvements
- Trinity Boulevard Culvert Improvements

LOOKING TO THE FUTURE

The SWMP 5-year CIP is based on the remaining revenue bond funds from previous debt sales plus about \$11 million/year on Pay-Go funding from stormwater utility fee revenue. This level of funding only enables reduction of flooding through smaller, incremental projects. There are significantly more flooding problems than can be addressed at that funding level. SWMP staff estimate that it would cost roughly \$300 - \$400 million to substantively address the flood risks in the City that are considered to represent critical public safety risks. It would take decades to address all of these situations based on a gradual growth in the Pay-Go funding based on growth in the revenue base. Beyond the critical needs are nuisance drainage issues (some chronic and severe) that would take another several hundred million dollars to correct. Additionally, over 30% of the existing drainage pipe system is over 50 years old and much of it will need to be rehabilitated over the coming years in order to avoid large scale system failures that create damaging sinkholes and flooding during heavy rains.

In FY2018, the SWMP will finalize the update of its strategic master plan. A significant element of the plan will be refinement of policies and strategies regarding flood mitigation in the City of Fort Worth. The process to update the master plan has included

a significant public input component to seek to ensure that flood mitigation policies and strategies reflect a consensus of the community. The updated master plan will refine and proportion the “tool bag” for mitigating flooding and erosion in Fort Worth, seeking to optimize program effectiveness by: ensuring that flood and erosion protection level of service goals are realistic and consistent with community desires; considering the appropriate use of property buy outs and flood warning in lieu of capital improvements; becoming increasingly opportunistic about public-public and public-private partnerships; and ensuring that the method for prioritizing needs is reflective of the community consensus. The master plan update process will also lead to development of policies regarding recurring issues such as: voluntary property buyouts, private channel erosion, local floodplains, and development oversight.

Among the most significant flooding problems that are not addressed by the current Stormwater 5-year CIP are those in: Western Arlington Heights, the Forest Park Blvd/West Berry Street area, the Near West Side/Linwood area, the Near Southside area, and the Lebow Channel area on the north side of town.

OVERVIEW

The Fort Worth Water Department (Utility) is a regional provider of water and sewer services to more than 1.2 million people in Fort Worth and surrounding communities, including 30 wholesale water customers, 23 wholesale wastewater customers and three wholesale reclaimed water customers. Fort Worth's system has a total treatment capacity of 500 million gallons per day (MGD) for drinking water and 166 MGD for wastewater, with five water treatment plants and one water reclamation facility. The Fort Worth utility includes more than 3,420 miles of pipe in the water distribution system, 3,312 miles in the collection system, and a wide-ranging assembly of pump stations, lift stations, and storage facilities to serve its customers. With more than \$3.2 billion in fixed assets, Fort Worth's utility is a very capital-intensive enterprise, which requires continuous investment in extensive above- and below-ground infrastructure.

The Utility's mission is to enable our community to thrive with clean water done right every time. Continued investment in the utility system is a prerequisite for the health and safety of the community it serves as well as economic growth and prosperity in the future. The 2018-2022 Capital Improvement Plan totals \$1,013,134,946 and funds capital improvements required to ensure system reliability by replacing aging infrastructure and facilities, comply with regulatory requirements, support the City's bond programs for street rehabilitation, meet corporate priorities and serve anticipated growth in the system.

CATEGORIES

Fort Worth's 2018-2022 CIP funds infrastructure improvements in its two major utility systems: Water and Wastewater. The Fiscal Year 2018-2022 program includes projects organized into ten categories, consisting of the following:

1. **Water Treatment Plants:** Projects located at the Utility's five water treatment plants (Eagle Mountain, North & South Holly, Rolling Hills and Westside)
2. **Water Reclamation Facilities:** Projects located at the water reclamation facilities (Village Creek and future Mary's Creek)
3. **Trinity River Vision (TRV) and IH-35:** Projects related to the TRV initiative and IH35 expansion
4. **Major Transmission Mains:** Projects related to transmission mains of 16-inch diameter or larger
5. **Miscellaneous Facilities:** Projects related to water storage tanks and pump stations, sewer lift stations and force mains, wholesale customer water and sewer meter stations, and Lake Worth
6. **Major Wastewater Collectors:** Projects related to wastewater collection mains of 24-inch diameter or larger
7. **Community Facilities Agreements:** Projects related to development or redevelopment that include Utility participation to oversize water and/or sewer mains to accommodate anticipated future growth
8. **Rehabilitation and Replacement:** Projects related to water mains smaller than 16 inches in diameter or sewer mains smaller than 24 inches in diameter
9. **Street Maintenance:** Projects replacing water and/or sewer mains under streets to be replaced as part of the City's street bond programs, or

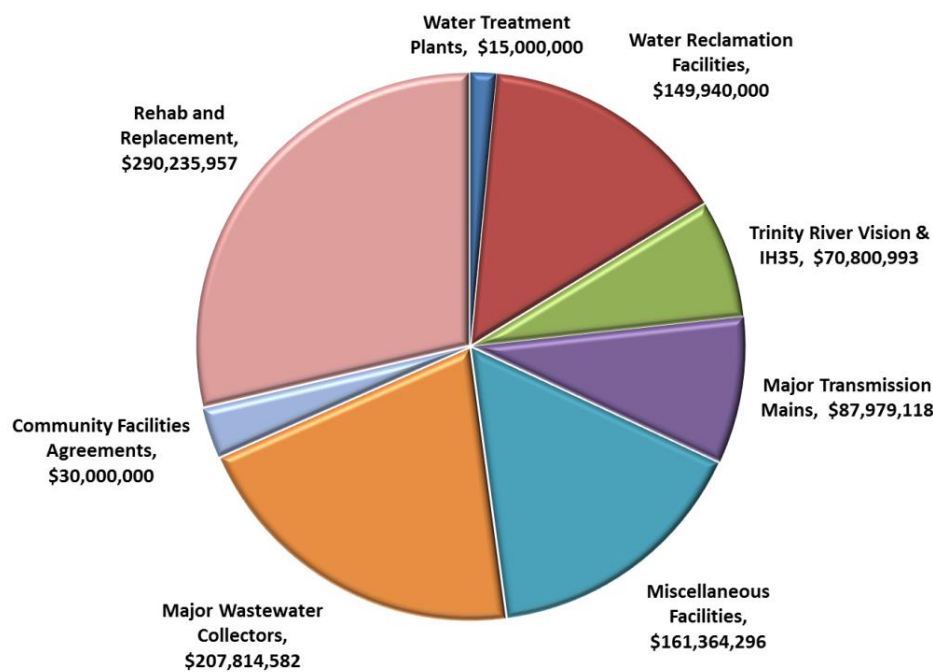
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Water

other street maintenance and replacement programs

10. **Sanitary Sewer Overflow Initiative (SSOI)**
Program: Projects to eliminate sanitary sewer

overflows as required to comply with federal and state regulations



The total \$1billion FY2018-2022 CIP investment by category is shown above. The Rehabilitation and Replacement segment reflects the total of the Rehabilitation and Replacement, Street Maintenance and Sanitary Sewer Overflow Initiative categories combined.

CAPITAL IMPROVEMENT STRATEGY

The Utility’s Capital Improvement Strategy is driven by its mission to enable our community to thrive with clean water done right every time, which serves as the basis for the CIP. The CIP is developed from many sources from within the Utility and the City as well as exterior sources. These sources include:

- **Master Plans (Systems, Operational and Technology):** Master Plans are developed to

provide a road map for future facilities to be installed generally within a 20-year timeframe, with updates performed every ten years. System Master Plans include the Water and Wastewater Master Plans, which project growth-related facility needs in the water and wastewater systems, including anticipated treatment plant expansions. System Master Plans also include the Lake Worth Comprehensive Capital Improvement Implementation Plan which establishes specific capital improvements in and

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around Lake Worth. Operational master plans include the Bio-Solids Master Plan which recommends future bio-solids disposal processes. Technology master plans include the Information Technology (IT) Master Plan that identifies future IT requirements and needs.

- **Operational Enhancement:** Utility staff continuously review and monitor operations and customer service activities and develop initiatives for enhanced customer service or operational cost reductions. The MyH2O Advanced Metering Infrastructure project is an example of this type of enhancement.
- **Corporate Priorities:** The Utility provides water and sewer improvements or relocation projects in support of City Council-approved priority programs for the development of the city. Examples of these types of programs include the Trinity River Vision initiative, the Cultural District improvements and the Near Southside Medical District Redevelopment projects.
- **Development Agreements/Community Facilities Agreements:** The Policy for the Installation of Community Facilities approved by the City Council provides for the Utility's participation in upsizing water and sewer facilities from the size required to provide service to a proposed development to the size required by the Water and/or Wastewater Master Plan to provide service for future growth in the area. Utility staff remain in regular contact with the development community to monitor upcoming needs and priorities.
- **Legislative and Regulatory Mandates: The Federal** Government through the U.S. Environmental Protection Agency (USEPA) and the Texas Legislature through the Texas Commission on Environmental Quality (TCEQ) develop process, operational and maintenance requirements which must be met within regulatory timelines. While normally related to treatment plant processes, the requirements also extend to the water distribution and wastewater collection systems. Examples include the Utility's participation in the TCEQ SSOI program to minimize sanitary sewer overflows, as well as an ongoing initiative to replace all public side lead services from the water system.
- **Condition Assessment and Maintenance History:** Utility staff routinely review the operation and maintenance records of water and sewer mains and facilities for rehabilitation or replacement needs due to high maintenance costs or pending failure. These types of projects are identified through facilities assessment studies, programs such as the Interceptor Condition Assessment Program and Water Efficiency Condition Assessment Program, and staff review of maintenance records to identify infrastructure that can no longer be effectively maintained.
- **Street Maintenance:** In support of the City's street bond programs and other street maintenance and replacement projects, the Utility replaces water and sewer lines located under the streets to be replaced based on maintenance history, pipeline materials, and age.

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CIP Priority Criteria

The development of the five-year CIP is based on established priorities using available debt, cash and impact fee funding for each year within the five-year program. Factors used in developing CIP priorities include: impacts to Public Health and Safety or those requiring emergency response; regulatory, legal or safety requirements; City Charter or contractual obligations; maintaining infrastructure integrity; balancing project benefits and risks with project costs; eliminating or limiting negative impacts to the general public; providing a beneficial effect on the lives of a significant segment of the population; and addressing corporate priorities.



CAPITAL REVENUE SOURCES AND STRATEGY

The Utility has identified funding for the \$1 billion, five-year CIP from a variety of revenue sources, including cash from annual rate revenues and funds remaining from legacy water and sewer capital projects, the Water & Sewer Revenue Bond

program, multiple Texas Water Development Board programs, gas well revenues and impact fees.

Cash and Legacy Water/Sewer Capital Projects
Cash is budgeted each year and recovered through the rates charged to the Utility’s ratepayers. Cash budgeted for capital projects in 2018 totals \$58 million and is targeted primarily to fund rehabilitation and replacement projects. Over the next five years the Utility plans to increase its cash investment in the CIP each year to a total of \$69.3 million in 2022. In addition, the Utility will use \$11.2 million in funds remaining from previously completed water and sewer capital projects over the five-year period.

Water and Sewer Revenue Bond Program
Enacted in 1991, the Water and Sewer Revenue Bond program enables the Utility to invest in its infrastructure and facilities through the issuance of long-term debt. Previously incurred debt will decrease significantly over the next five years, allowing capacity for the Utility to issue additional debt over the five-year period.

Texas Water Development Board – Drinking Water/Clean Water State Revolving Loan Funds
The Texas Water Development Board offers low-cost financial assistance for the planning, design, and construction of water and sewer infrastructure to utilities under its Drinking Water and Clean Water State Revolving Loan Fund (SRF) programs. Fort Worth has used the SRF programs’ below-market interest rate loans to fund eligible projects in the past and will continue to take advantage of these cost-effective programs as needs arise. In FY2017, the Water Department applied for a low interest \$17 million Clean Water State Revolving Loan that includes \$946,157 of loan forgiveness due to the sustainable nature of the projects. This funding is

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being utilized for the Main 503 Village Creek, the Main 210 Colonial area and the West Fork Main 280/338 Trunk Sewer Main Rehabilitation Projects in FY2018- 2019.

Texas Water Development Board – State Water Implementation Fund for Texas

Passed by the Texas Legislature and approved by Texas voters through a constitutional amendment, the State Water Implementation Fund for Texas (SWIFT) program assists communities in developing and optimizing water supplies and conservation initiatives at cost-effective rates. Fort Worth is using SWIFT funds to develop and implement the MyH2O Advanced Metering Infrastructure project over the next five years, using \$63 million of SWIFT funds in FY2018-2020.

Gas Well Revenues

In 2005, the City Council adopted the Gas Well Revenue policy to establish city-wide spending parameters for gas well revenues. The Utility has allowed gas well drilling at several of its facilities that have resulted in revenue available to fund capital projects. The CIP uses gas well revenues of \$23.9 million which will be used to fund eligible projects at Lake Worth and the Village Creek Water Reclamation Facility.

Impact Fees

The Utility has collected water and wastewater impact fees since the early 1990s to fund growth-related infrastructure. In compliance with Chapter 395 of the Local Government Code, the Utility develops land use assumptions and a capital improvements plan of impact fee-allowable capital projects, which will serve projected growth over a ten-year planning period. Updates are prepared at least every five years and impact fees are used to fund these plan updates. The most recent Impact

Fee Study was completed in 2016, with the City Council adopting new maximum assessable impact fees as well as a three-year phased collection plan that will increase impact fee collections to 40 percent of the new maximum assessment and reduce the ratepayer subsidy of growth-related capital improvements. The new impact fees took effect on April 1, 2017. The next Impact Fee Study will occur in FY2019.

Summary of Projected Capital Investment by Source

The following table provides an overview of identified revenue sources to fund the FY2018-2022 Water and Wastewater CIP. The table also includes an appropriation schedule to reflect the timing of planned projects.

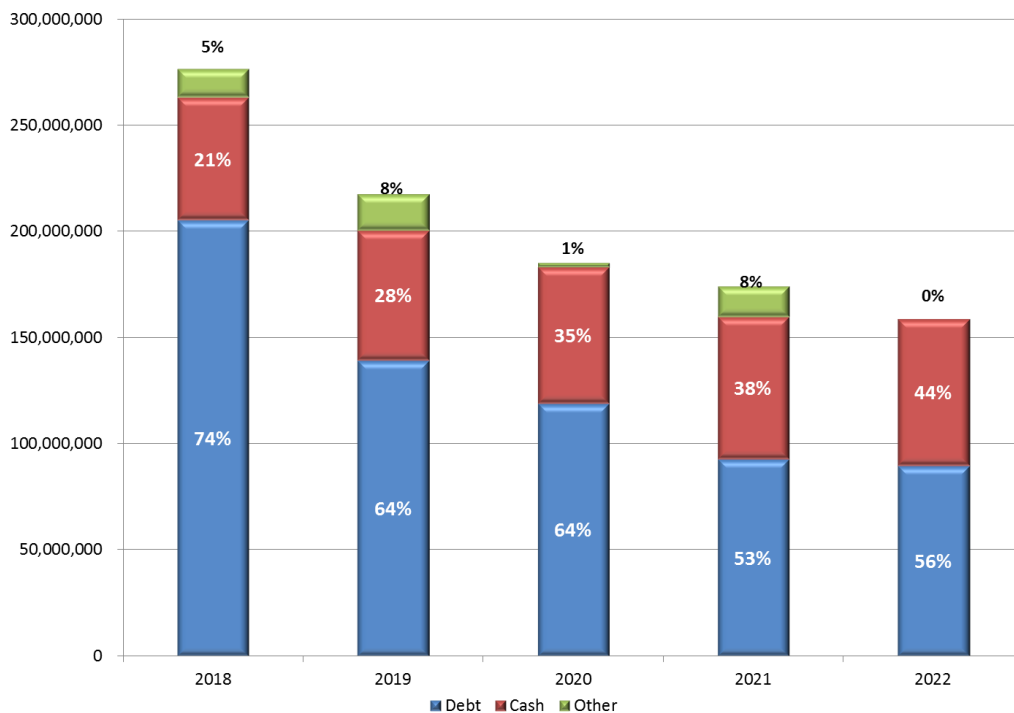
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Summary of Projected Capital Investment by Source

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| Projected Funding Sources | | | | | | |
| Revenue Bonds | \$ 135,396,300 | \$ 131,957,185 | \$ 119,115,263 | \$ 92,717,672 | \$ 89,801,383 | \$ 568,987,803 |
| Gas Well Revenues | \$ 4,750,000 | \$ 13,100,000 | \$ 900,000 | \$ 5,100,000 | \$ - | \$ 23,850,000 |
| Cash | \$ 58,091,925 | \$ 61,168,736 | \$ 64,115,168 | \$ 67,094,431 | \$ 69,250,140 | \$ 319,720,400 |
| Sewer Impact Fees | \$ - | \$ 2,650,000 | \$ 800,000 | \$ 7,500,000 | \$ - | \$ 10,950,000 |
| Water Impact Fees | \$ - | \$ 550,000 | \$ 500,000 | \$ - | \$ - | \$ 1,050,000 |
| TWDB State Revolving Loan Fund | \$ 6,827,189 | \$ 7,500,000 | \$ - | \$ - | \$ - | \$ 14,327,189 |
| TWDB SWIFT | \$ 63,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 63,000,000 |
| Legacy Water/Sewer Capital Fund | \$ 8,499,554 | \$ 750,000 | \$ - | \$ 2,000,000 | \$ - | \$ 11,249,554 |
| Total Sources | \$ 276,564,968 | \$ 217,675,921 | \$ 185,430,431 | \$ 174,412,103 | \$ 159,051,523 | \$ 1,013,134,946 |

The following chart summarizes the Utility's projected investment in the CIP by revenue source. Further details of the planned projects are provided in subsequent tables for each project category.



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PROGRAM SUMMARY BY CATEGORY

Water Treatment Plants

All projects to be performed at the Utility's five water treatment plants (Eagle Mountain, North & South Holly, Rolling Hills and Westside) are outlined in the chart below. These projects can

include plant expansion projects to accommodate growth; regulatory required process additions or modifications; and rehabilitation or replacement of existing older and/or obsolete equipment. The total estimated spend over the next five years is \$15 million.

Program Summary: Water Treatment Plants

FY2018 Project Descriptions

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|--|-------------------|---------------------|---------------------|---------------------|-------------|----------------------|
| Projects | | | | | | |
| North Holly Water Treatment Plant Sludge Collection System | \$ 750,000 | \$ 3,000,000 | \$ - | \$ - | \$ - | \$ 3,750,000 |
| Zebra Mussel Raw Water Chlorination Station | \$ - | \$ - | \$ 250,000 | \$ - | \$ - | \$ 250,000 |
| Westside Water Treatment Plant Expansion | \$ - | \$ 400,000 | \$ 500,000 | \$ - | \$ - | \$ 900,000 |
| South Holly Flocculator Improvements | \$ - | \$ 600,000 | \$ 4,500,000 | \$ - | \$ - | \$ 5,100,000 |
| Eagle Mountain Water Treatment Plant Expansion | \$ - | \$ - | \$ - | \$ 5,000,000 | \$ - | \$ 5,000,000 |
| Total | \$ 750,000 | \$ 4,000,000 | \$ 5,250,000 | \$ 5,000,000 | \$ - | \$ 15,000,000 |
| Funding Sources | | | | | | |
| Revenue Bonds | \$ 750,000 | \$ 3,600,000 | \$ 4,750,000 | \$ 5,000,000 | \$ - | \$ 14,100,000 |
| Water Impact Fees | \$ - | \$ 400,000 | \$ 500,000 | \$ - | \$ - | \$ 900,000 |
| Total Sources | \$ 750,000 | \$ 4,000,000 | \$ 5,250,000 | \$ 5,000,000 | \$ - | \$ 15,000,000 |

- North Holly Water Treatment Plant Sludge Collection System:** This project will install circular sludge collectors at the North Holly sedimentation basins, which will allow longer plant run times between basin washings and reduce staff maintenance costs. Two plant expansions are planned in the next five years, including the expansion of the Westside Plant by 3 MGD by purchasing/installing another membrane rack in FY2020 and a project to initiate the engineering required for an expansion of the Eagle Mountain Plant in FY2021.

Water Reclamation Facilities

All projects at the Village Creek Water Reclamation Facility and projects for the future Mary's Creek Water Reclamation Facility are outlined in the chart below. These projects include plant expansion projects for growth, regulatory required process additions or modifications, process upgrades and modifications for plant efficiency improvement, and rehabilitation or replacement of existing older and/or obsolete equipment. The total estimated funding requirement over the next five years is \$149.9 million.

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Program Summary: Water Reclamation Facilities

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Projects | | | | | | |
| Village Creek - Chlorine Conversion & Enclosure | \$ 3,250,000 | \$ - | \$ - | \$ - | \$ - | \$ 3,250,000 |
| Village Creek - Bar Screen Bldg #3 Modification | \$ - | \$ 500,000 | \$ 500,000 | \$ - | \$ - | \$ 1,000,000 |
| Village Creek - Grit System and Flow Consolidation | \$ 300,000 | \$ 17,100,000 | \$ - | \$ - | \$ - | \$ 17,400,000 |
| Village Creek - Primary Clarifiers | \$ - | \$ - | \$ 3,000,000 | \$ - | \$ 16,000,000 | \$ 19,000,000 |
| Village Creek - Bio-Solid Master Plan Implementation | \$ 8,000,000 | \$ 2,500,000 | \$ - | \$ 42,500,000 | \$ - | \$ 53,000,000 |
| Village Creek - Disinfection Alternatives | \$ - | \$ - | \$ - | \$ 1,500,000 | \$ - | \$ 1,500,000 |
| Mary's Creek - Water Reclamation Facility | \$ - | \$ 1,500,000 | \$ - | \$ 4,500,000 | \$ - | \$ 6,000,000 |
| Village Creek - Minor Improvements | \$ 1,630,000 | \$ - | \$ 230,000 | \$ 330,000 | \$ 4,100,000 | \$ 6,290,000 |
| Village Creek- Energy Efficiency and Performance Improvements | \$ 500,000 | \$ 4,000,000 | \$ - | \$ - | \$ - | \$ 4,500,000 |
| Village Creek - MCC/Switchgear Replacements - Phase I | \$ 7,500,000 | \$ 7,500,000 | \$ 7,000,000 | \$ - | \$ - | \$ 22,000,000 |
| Village Creek - Administrative Complex Foundation Rehab | \$ - | \$ - | \$ 200,000 | \$ - | \$ - | \$ 200,000 |
| Village Creek - Thickener Improvements | \$ - | \$ 14,800,000 | \$ - | \$ - | \$ - | \$ 14,800,000 |
| Village Creek - Facilities Plan | \$ - | \$ 1,000,000 | \$ - | \$ - | \$ - | \$ 1,000,000 |
| Total | \$ 21,180,000 | \$ 48,900,000 | \$ 10,930,000 | \$ 48,830,000 | \$ 20,100,000 | \$ 149,940,000 |
| Funding Sources | | | | | | |
| Revenue Bonds | \$ 17,430,000 | \$ 42,400,000 | \$ 10,730,000 | \$ 44,330,000 | \$ 20,100,000 | \$ 134,990,000 |
| Cash | \$ - | \$ - | \$ 200,000 | \$ - | \$ - | \$ 200,000 |
| Sewer Impact Fees | \$ - | \$ 2,500,000 | \$ - | \$ 4,500,000 | \$ - | \$ 7,000,000 |
| Gas Well Revenues | \$ 3,750,000 | \$ 4,000,000 | \$ - | \$ - | \$ - | \$ 7,750,000 |
| Total Sources | \$ 21,180,000 | \$ 48,900,000 | \$ 10,930,000 | \$ 48,830,000 | \$ 20,100,000 | \$ 149,940,000 |

FY2018 Project Descriptions:

- **Village Creek - Chlorine Conversion and Enclosure:** This project will construct an enclosure over the chlorine and sulfur dioxide tanks and includes the installation of scrubbers.
- **Village Creek – Grit System and Flow Consolidation:** This project will install a grit removal system located downstream of the existing fine screens, designed to remove fine grit from the liquid stream. The removal of grit from the liquid stream should result in improved performance of the digesters, extending the

duration between cleaning of basins and digesters, and improve the long term life and performance of rotating equipment, such as pumps and mixers. Currently the Village Creek Plant process does not include a grit removal system near the headworks of the plant, resulting in grit accumulation in the aeration basins and anaerobic digesters, as well as premature wear of rotating equipment parts.

- **Village Creek - Bio-Solids Master Plan Implementation:** This funding provides for two projects: The first project is the installation of

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an additional liquid bio-solids storage tank along with the necessary pumps and odor control equipment at the dewatering facility. The additional bio-solids storage tank was identified in the Bio-Solids Master Plan to allow on-site storage during wet weather events and to allow maintenance of de-watering equipment. The second project is the installation of bio-solids dryer equipment. The bio-solids dryer process was identified in the Bio-Solids Master Plan as a long-term alternative to land application and an alternative revenue source, as dried bio-solids are a marketable commodity.

- **Village Creek - Minor Improvements:** This funding provides for several small projects at the Village Creek Water Reclamation Facility. These include equipment modifications, and rehabilitation and facility installation projects requested by plant staff to resolve various issues and address needs
- **Village Creek Energy Efficiency and Performance Improvements:** This project will repair or replace aging equipment necessary for the generation, processing, and transportation of methane from the anaerobic digestion process. (Carried over from FY2017.)
- **Village Creek – MCC/Switchgear Replacements – Phase I:** This project is the first of a three phase project to systematically replace aging and corroded electrical equipment and switchgear at the Village Creek Plant. Phase I will focus on electrical equipment replacement

in the primary clarifier and primary effluent pump station areas.

Trinity River Vision and IH-35

Outlined in the chart below is funding for water and sewer work for the regional Trinity River Vision (TRV) and IH-35W Expansion projects. The water and sewer portion of the TRV program relocates water and sewer lines that are in conflict with the U.S. Army Corps of Engineers (USACE) Trinity River Vision-Central City flood control project (costs reimbursable) and extending or increasing the size of water and sewer mains to address City operational or future development requirements (costs not reimbursable). The TRV program includes a master plan adopted by the City Council and is in partnership with the Tarrant Regional Water District (TRWD), Trinity River Vision Authority (TRVA), USACE, Tarrant County, the Texas Department of Transportation (TxDOT) and Streams and Valleys, Inc. It is anticipated the City will be reimbursed for a portion of the costs as defined in the Interlocal Cooperative Agreement with the TRWD adopted by the City Council, although no reimbursements have been received to date.

The relocation of water and sewer lines in conflict with the expansion/widening of IH-35W is being performed in partnership with TxDOT. TxDOT is widening IH-35W from Spur 280 north to Eagle Parkway, requiring the relocation of water and sewer mains in conflict with the project. The relocations, with the exception of City betterments, are partially reimbursable. The total estimated spend over the next five years is \$70.8 million.

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Program Summary: Trinity River Vision and IH-35

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|--|---------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| Projects | | | | | | |
| IH35 Expansion - Water and Sewer | \$ 2,900,000 | \$ 400,000 | \$ 400,000 | \$ - | \$ - | \$ 3,700,000 |
| Trinity River Vision Program - Water and Sewer | \$ 7,067,300 | \$ 26,939,000 | \$ 19,681,000 | \$ 1,889,000 | \$ 11,524,693 | \$ 67,100,993 |
| Total | \$ 9,967,300 | \$ 27,339,000 | \$ 20,081,000 | \$ 1,889,000 | \$ 11,524,693 | \$ 70,800,993 |
| | | | | | | |
| Funding Sources | | | | | | |
| Revenue Bonds | \$ 9,967,300 | \$ 27,339,000 | \$ 20,081,000 | \$ 1,889,000 | \$ 11,524,693 | \$ 70,800,993 |
| Total Sources | \$ 9,967,300 | \$ 27,339,000 | \$ 20,081,000 | \$ 1,889,000 | \$ 11,524,693 | \$ 70,800,993 |

Major Transmission Mains

Projects related to transmission mains of 16-inch diameter or larger are outlined in the table below.

Projects are driven by growth and regional initiatives. The total estimated spend over the next five years is \$88 million.

Program Summary: Major Transmission Mains

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|---|----------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| Projects | | | | | | |
| Cultural District - Water Line Replacement | \$ 468,000 | \$ 8,806,000 | \$ 168,000 | \$ 7,876,000 | \$ - | \$ 17,318,000 |
| Major Transmission Mains Other Improvements | \$ 3,570,000 | \$ 1,200,000 | \$ 4,360,000 | \$ 1,100,000 | \$ 9,175,000 | \$ 19,405,000 |
| 16" Transfer WSII to WSIII Pressure Plane | \$ - | \$ - | \$ - | \$ 408,672 | \$ 4,150,000 | \$ 4,558,672 |
| Southeast Water Main Connections | \$ - | \$ 2,800,000 | \$ - | \$ - | \$ - | \$ 2,800,000 |
| 54" NSIII Water Line - EMWTP to Hicks Field | \$ - | \$ - | \$ 733,000 | \$ - | \$ 3,778,444 | \$ 4,511,444 |
| 24" Holly Water Main - Churchill Road | \$ - | \$ 2,559,600 | \$ - | \$ - | \$ - | \$ 2,559,600 |
| Southside Water Maint to Serve Burleson and Crowley | \$ - | \$ 1,482,585 | \$ 13,343,263 | \$ - | \$ - | \$ 14,825,848 |
| FM156 Water and Sewer Relocations | \$ 4,821,000 | \$ - | \$ - | \$ - | \$ - | \$ 4,821,000 |
| 30" NSII Water Main - Northeast Extension | \$ 4,049,554 | \$ - | \$ - | \$ - | \$ - | \$ 4,049,554 |
| Water Line Replace - Southside Medical District | \$ 4,900,000 | \$ 4,530,000 | \$ 3,700,000 | \$ - | \$ - | \$ 13,130,000 |
| Total | \$ 17,808,554 | \$ 21,378,185 | \$ 22,304,263 | \$ 9,384,672 | \$ 17,103,444 | \$ 87,979,118 |
| | | | | | | |
| Funding Sources | | | | | | |
| Revenue Bonds | \$ 13,759,000 | \$ 16,848,185 | \$ 18,604,263 | \$ 9,384,672 | \$ 12,003,444 | \$ 70,599,564 |
| Cash | \$ - | \$ 4,530,000 | \$ 3,700,000 | \$ - | \$ 5,100,000 | \$ 13,330,000 |
| Legacy Water/Sewer Capital Fund | \$ 4,049,554 | \$ - | \$ - | \$ - | \$ - | \$ 4,049,554 |
| Total Sources | \$ 17,808,554 | \$ 21,378,185 | \$ 22,304,263 | \$ 9,384,672 | \$ 17,103,444 | \$ 87,979,118 |

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FY2018 Project Descriptions:

- **Cultural District – Water Line Replacements:** This multi-phase project replaces and relocates existing undersized water lines in the Cultural District in conflict with new facilities or in advance of new road construction. The Cultural District Improvements are a City Council priority.
- **Major Transmission Mains Other Improvements:** This funding provides for smaller and development-driven major transmission main projects. Some have been identified in the Water Master Plan and some have been identified by Utility staff as
- requiring relocation for street projects or rehabilitation/replacement.
- **FM156 Water and Sewer Relocations:** This project consists of 8-inch 48-inch water and 12-inch 15-inch sanitary sewer relocations in conflict with TxDOT proposed roadway and storm sewer at the Heritage Trace Parkway, Harmon Road, Bailey Boswell Road and Basswood Boulevard intersections.
- **30-Inch Northside II Water Main -Northeast Extension:** This project provides for the Northside II Water Transmission Main along Alliance Gateway Freeway (SH 170) from the existing Northside II 30-inch water transmission main crossing Independence Parkway to Denton Highway (US 377). This project is identified in the update to the Water Master Plan. Due to recent growth in the Alliance Gateway Freeway corridor from the city and nearby wholesale water customers, the need for this water main has accelerated.

- **Water Line Replacement – Southside Medical District:** This project includes the replacement of deteriorated water and sewer lines in advance of street reconstruction projects in the Southside Medical District. Fort Worth South, Inc., has funded the Near Southside Medical District street repair and reconstruction program to provide streetscape and public right-of-way improvements.

Miscellaneous Facilities

Miscellaneous facility projects are outlined in the table below and include water storage tanks and pump stations, sewer lift stations and force mains, wholesale customer water and wastewater meter stations and all Lake Worth capital projects. New facility projects or expansion projects are identified in the Water and Wastewater Master Plans to support growth within the city. Rehabilitation or replacement projects for existing facilities have been identified by Utility staff during periodic inspection or evaluations. Lake Worth projects are part of the City Council-approved Lake Worth CIIP Program funded primarily with gas well revenue. The total estimated spend over the next five years is \$161.4 million.

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Program Summary: Miscellaneous Facilities

| Projects | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|--|----------------------|----------------------|----------------------|----------------------|---------------------|-----------------------|
| Main 272 Replacement Clear Fork Sewer | \$ 2,000,000 | \$ 1,000,000 | \$ 16,000,000 | \$ - | \$ - | \$ 19,000,000 |
| Bonds Ranch Lift Stations | \$ - | \$ - | \$ 600,000 | \$ - | \$ - | \$ 600,000 |
| Denton Creek Lift Station | \$ - | \$ - | \$ - | \$ - | \$ 300,000 | \$ 300,000 |
| Live Oak Regional Lift Station and Force Main | \$ - | \$ - | \$ - | \$ - | \$ 400,000 | \$ 400,000 |
| Lake Arlington Lift Station and Force Main | \$ 3,000,000 | \$ 5,000,000 | \$ 15,000,000 | \$ - | \$ - | \$ 23,000,000 |
| Walsh Ranch Lift Station and Force Mains Phase IVB | \$ - | \$ - | \$ 200,000 | \$ 1,288,000 | \$ - | \$ 1,488,000 |
| My H2O/Advanced Metering Infrastructure (AMI) | \$ 63,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 63,000,000 |
| Lake Worth Dredging | \$ 400,000 | \$ - | \$ - | \$ - | \$ - | \$ 400,000 |
| Lake Worth Hike/Bike Trail System | \$ - | \$ 6,000,000 | \$ 900,000 | \$ 5,100,000 | \$ - | \$ 12,000,000 |
| Lake Worth Watercress Low Pressure Sewer System | \$ 400,000 | \$ 3,100,000 | \$ - | \$ - | \$ - | \$ 3,500,000 |
| Love Circle Park Improvements | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | \$ 200,000 |
| Lakeside Settlement Agreement Utility Extension | \$ 3,000,000 | \$ - | \$ - | \$ 2,000,000 | \$ - | \$ 5,000,000 |
| Lake Worth Dam Rehabilitation | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | \$ 200,000 |
| Jenkins Heights Lift Station and Force Mains | \$ - | \$ 2,200,000 | \$ - | \$ - | \$ - | \$ 2,200,000 |
| Westside Tanks | \$ 6,000,000 | \$ - | \$ 1,650,000 | \$ 12,000,000 | \$ - | \$ 19,650,000 |
| Westside Pump Station | \$ - | \$ - | \$ - | \$ 464,000 | \$ 5,242,296 | \$ 5,706,296 |
| Northside Pump Station Expansion | \$ - | \$ 200,000 | \$ - | \$ 1,000,000 | \$ - | \$ 1,200,000 |
| Calmont Tank Rehab | \$ 1,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 1,000,000 |
| Seminary Hills & Willow Springs Tank Rehab | \$ 1,720,000 | \$ - | \$ - | \$ - | \$ - | \$ 1,720,000 |
| Iron Horse Meter Station | \$ - | \$ - | \$ - | \$ - | \$ 800,000 | \$ 800,000 |
| Total | \$ 80,920,000 | \$ 17,500,000 | \$ 34,350,000 | \$ 21,852,000 | \$ 6,742,296 | \$ 161,364,296 |
| Funding Sources | | | | | | |
| Revenue Bonds | \$ 13,720,000 | \$ 8,400,000 | \$ 32,650,000 | \$ 13,464,000 | \$ 6,742,296 | \$ 74,976,296 |
| Gas Well Revenues | \$ 1,000,000 | \$ 9,100,000 | \$ 900,000 | \$ 5,100,000 | \$ - | \$ 16,100,000 |
| Sewer Impact Fees | \$ - | \$ - | \$ 800,000 | \$ - | \$ - | \$ 800,000 |
| TWDB SWIRFT | \$ 63,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 63,000,000 |
| Legacy Water/Sewer Capital Fund | \$ - | \$ - | \$ - | \$ 2,000,000 | \$ - | \$ 2,000,000 |
| Cash | \$ 3,200,000 | \$ - | \$ - | \$ 1,288,000 | \$ - | \$ 4,488,000 |
| Total Sources | \$ 80,920,000 | \$ 17,500,000 | \$ 34,350,000 | \$ 21,852,000 | \$ 6,742,296 | \$ 161,364,296 |

FY2018 Project Descriptions:

- **Main 272 Replacement Clear Fork Sewer:** This project consists of a wet weather lift station and force main designed to convey peak flows from the existing hydraulic bottleneck located near IH-30 and University Drive to the existing

gravity sewer lines west of downtown near the confluence of the Clear Fork and West Fork basins. (Carried over from FY2017.)

- **Lake Arlington Lift Station and Force Main:** This project consists of the installation of gravity sewer mains, a regional lift station, and

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approximately six miles of force main designed to convey peak flows from southeast Fort Worth and the wholesale customers of Burleson, Crowley, Everman and Forest Hill. The lift station is planned to be located at the Southeast Landfill property and will pump wastewater around the western shore of Lake Arlington, to connect to the existing trunk gravity sewer mains in the vicinity of Lancaster Avenue and Green Oaks Road. This project has been identified as a high priority in the Wastewater Master Plan due to the capacity limitations in the existing pipes, the occurrence of wet weather overflows, and the need to provide for future growth.

- **My H2O/Advanced Metering Infrastructure (AMI):** This multi-phase project is a water conservation initiative approved by the City Council using the State Water Implementation Revenue Fund for Texas (SWIFT) program. This program will give customers 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 project includes the replacement of all existing water meters with AMI-capable devices and infrastructure to transmit data readings. The AMI project also includes data network interface and system integration, meter data management system licensing and hardware, customer web-portal design and implementation, distribution system leak detection sensors/monitors, consulting services, staff training and extensive public education and outreach.
- **Lake Worth Dredging:** This project consists of the permitting and engineering to secure an

Army Corps of Engineers environmental permit necessary for a dredging project to remove sediment from previously dredged areas in Lake Worth. (Carried over from FY2016-2017.)

- **Lake Worth Watercress Low Pressure Sewer System:** This project is a continuation of a program designed to remove septic tanks from properties along and in close proximity to Lake Worth. As part of this project, individual lot grinder pumps and a centralized low pressure collection system will be installed along Watercress Drive that will convey wastewater to the newly constructed Casino Beach Lift Station.
- **Love Circle Park Improvements:** This project will add park improvements including, but not limited to, 4,800 linear feet of six foot wide concrete trail, five solar security lights and seven park benches to fulfill the Love Circle Park Improvement Plan.
- **Lakeside Settlement Agreement Utility Extension:** This project will fulfill an agreement reached between the Town of Lakeside and the City of Fort Worth. Under the agreement, in April 2018 Lakeside will release the portion of their water Certificate of Convenience and Necessity (CCN) located within the City of Fort Worth, affecting 91 water customers. This project will install the water lines necessary to provide water service to these 91 customers after the CCN has been released.
- **Lake Worth Dam Rehabilitation:** This project consists of minor structural repairs to the Lake Worth Dam. (Carried over from FY2017.)

- **Westside Tanks:** This project includes the Westside V Elevated Storage Tank and Transmission Line, in which a new 1 million gallon elevated storage tank will be installed to serve the Westside V pressure plane. In 2016, the Westside V pressure plane was created by the startup of the Walsh Ranch Pump Station and the installation of the Morningstar flow control station. In its present state, the Walsh Ranch Pump Station must operate continuously in order to keep the system pressurized. The new elevated tank will allow the Walsh Pump Station to operate intermittently as needed to maintain storage within the tank, while providing both stable pressure and fire protection for the entire pressure plane, which includes developments such as Walsh Ranch, Morningstar, and Beggs Ranch.
- **Calmont, Seminary Hills & Willow Springs Tank Rehabilitation:** These projects involve repairing the existing coating system on the Calmont and Seminary Hills elevated water storage tanks which are twenty years old and have internal and external coating failures, resulting in corrosion of the steel structure. Rehabilitation of these two tanks will consist of removal of the interior and external coating system followed by a complete recoating of the tank steel surfaces. The Willow Springs Tank Rehabilitation will consist of the removal and replacement of the internal coating system within the tank. Recent inspection of this tank revealed several areas where the coating system had failed to properly adhere to the steel. Temporary repairs were made by staff, but in order to properly protect the tank, the existing coating system needs to be completely removed and replaced

Major Wasterwater Collectors

Projects related to transmission mains of 24-inch diameter or larger are outlined in the table below. Projects are driven by growth and rehabilitation and replacement needs. The total estimated spend over the next five years is \$207.8 million.

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Program Summary: Major Wastewater Collectors

| Projects | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Main 210 Colonial Area Sewer Improvements | \$ 2,750,000 | \$ - | \$ - | \$ - | \$ - | \$ 2,750,000 |
| Main 325 Village Creek Basin Parallel Relief Sewer | \$ 9,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 9,000,000 |
| Main 257 Village Creek Basin Parallel Relief Sewer | \$ 21,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 21,000,000 |
| Sewer Extension - Sandy Lane/Trice Court | \$ - | \$ 300,000 | \$ 1,300,000 | \$ - | \$ - | \$ 1,600,000 |
| Chisholm Trail Parkway Main 311 Abandonment and Lift Station | \$ 600,000 | \$ - | \$ - | \$ - | \$ - | \$ 600,000 |
| Main 402 Big Fossil Parallel Relief Sewer | \$ - | \$ 11,000,000 | \$ 1,200,000 | \$ - | \$ 10,000,000 | \$ 22,200,000 |
| Main 347/386 Upper Big Fossil Parallel Relief Sewer | \$ 6,500,000 | \$ - | \$ - | \$ - | \$ - | \$ 6,500,000 |
| Main 280/338 West Fork Rehabilitation | \$ - | \$ 8,250,000 | \$ - | \$ - | \$ - | \$ 8,250,000 |
| Wastewater Master Plan Update | \$ - | \$ - | \$ - | \$ 3,000,000 | \$ - | \$ 3,000,000 |
| Little Fossil Creek Interceptor Improvements | \$ 2,150,000 | \$ 4,000,000 | \$ - | \$ - | \$ - | \$ 6,150,000 |
| Main 503 Village Creek Sewer Main Rehabilitation | \$ 5,527,189 | \$ - | \$ - | \$ - | \$ - | \$ 5,527,189 |
| Main 275 Sycamore Creek Basin Parallel Relief Sewer | \$ 4,650,000 | \$ 7,240,000 | \$ 1,200,000 | \$ - | \$ 9,462,470 | \$ 22,552,470 |
| Major Wastewater Collectors Other Improvements | \$ - | \$ - | \$ - | \$ 1,850,000 | \$ 9,568,480 | \$ 11,418,480 |
| Cultural District - Sewer Line Replacement | \$ 520,000 | \$ - | \$ - | \$ - | \$ - | \$ 520,000 |
| Eagle Mountain to Big Fossil Diversion | \$ 7,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 7,000,000 |
| Upper Clear Fork Interceptor Improvements | \$ 2,500,000 | \$ - | \$ - | \$ - | \$ - | \$ 2,500,000 |
| Walsh Ranch Sewer Extension | \$ 3,500,000 | \$ - | \$ - | \$ - | \$ - | \$ 3,500,000 |
| Main 34, 100 and D100 Downtown Central District Sewer Replacements | \$ - | \$ 2,630,000 | \$ - | \$ - | \$ - | \$ 2,630,000 |
| Main 365 Marine Creek basin Parallel Relief Sewer | \$ 2,000,000 | \$ 2,000,000 | \$ 3,000,000 | \$ - | \$ - | \$ 7,000,000 |
| Main 615 Clear Fork Basin Replacement Interceptor | \$ - | \$ - | \$ 1,500,000 | \$ 6,500,000 | \$ 500,000 | \$ 8,500,000 |
| Main 295 Village Creek Basin Replacement Sewer | \$ - | \$ - | \$ 900,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 6,900,000 |
| Main 199 West Fork Basin Parallel Relief Sewer Line | \$ 600,000 | \$ - | \$ 4,000,000 | \$ - | \$ - | \$ 4,600,000 |
| Main 245 Parallel Interceptor | \$ 1,500,000 | \$ 1,000,000 | \$ 12,000,000 | \$ - | \$ - | \$ 14,500,000 |
| Main 513 Parallel Interceptor in the Clear Fork Basin | \$ 500,000 | \$ - | \$ 3,000,000 | \$ 400,000 | \$ 3,000,000 | \$ 6,900,000 |
| Crowley Parallel Line in the Village Creek Basin | \$ 12,750,000 | \$ - | \$ - | \$ - | \$ - | \$ 12,750,000 |
| Parallel 30" Interceptor in the Clear Fork Basin | \$ - | \$ - | \$ - | \$ 600,000 | \$ 4,657,730 | \$ 5,257,730 |
| New Interceptor in the Clear Fork Basin | \$ - | \$ - | \$ - | \$ 800,000 | \$ 3,908,713 | \$ 4,708,713 |
| Total | \$ 83,047,189 | \$ 36,420,000 | \$ 28,100,000 | \$ 16,150,000 | \$ 44,097,393 | \$ 207,814,582 |
| Funding Sources | | | | | | |
| Revenue Bonds | \$ 74,770,000 | \$ 27,870,000 | \$ 26,800,000 | \$ 13,150,000 | \$ 33,930,950 | \$ 176,520,950 |
| TWDB State Revolving Loan Fund | \$ 6,827,189 | \$ 7,500,000 | \$ - | \$ - | \$ - | \$ 14,327,189 |
| Cash | \$ - | \$ 300,000 | \$ 1,300,000 | \$ - | \$ 10,166,443 | \$ 11,766,443 |
| Sewer Impact Fees | \$ - | \$ - | \$ - | \$ 3,000,000 | \$ - | \$ 3,000,000 |
| Legacy Water/Sewer Capital Fund | \$ 1,450,000 | \$ 750,000 | \$ - | \$ - | \$ - | \$ 2,200,000 |
| Total Sources | \$ 83,047,189 | \$ 36,420,000 | \$ 28,100,000 | \$ 16,150,000 | \$ 44,097,393 | \$ 207,814,582 |

FY2018 Project Descriptions:

- **Main 210 Colonial Area Sewer Improvements:**
This project will replace an existing undersized

and deteriorated sewer main located in a sanitary sewer easement, with a portion aligned within the Colonial Country Club property. The new sewer line planned to serve this area will be

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sized to convey future peak flows and located within street right of way to provide better access for future maintenance activities.

- **Main 325 Village Creek Basin Parallel Relief Sewer:** This project provides for the installation of a parallel relief sewer from the M-257 connection upstream to the Crowley wholesale wastewater meter station. It is anticipated that capital contributions will be received from Crowley for its pro-rata share of the construction costs, based on wastewater design flows. This project has been identified as a high priority in the Wastewater Master Plan due to capacity limitations of the existing sewer main. (Carried over from FY2017.)
- **Main 257 Village Creek Basin Parallel Relief Sewer:** This is a multi-phase project to install a parallel relief sewer main from the Forest Hill connection south to the Burleson wholesale wastewater meter station. It is anticipated that capital contributions will be received from both Burleson and Crowley for their pro-rata share of the construction costs, based on wastewater design flows. This project has been identified as a high priority in the Wastewater Master Plan due to capacity limitations of the existing sewer main.
- **Chisholm Trail Parkway Main 311 Abandonment and Lift Station:** This project is driven by a developer agreement, whereby the Water Department is obligated to install a small wastewater lift station to convey wastewater flows from an area located north of the Trinity River and west of Bryant Irvin Rd. The Department has requested the development review an option to collect wastewater from this

area using gravity sewer lines in lieu of the proposed lift station. This proposal is being evaluated at this time, with the initiation of the project dependent on the outcome of the developer's decision on this proposal. (Carried over from FY2016-2017.)

- **Main 347/386 Upper Big Fossil Relief Sewer:** This project is part of a regional plan to transfer wastewater generated in the Eagle Mountain Lake watershed to the Big Fossil sewer collection system, thereby bypassing the Marine Creek and Downtown sewer collection systems. As part of this project, approximately 7,000 linear feet of the existing undersized 24-inch sewer line will be paralleled with a 48-inch relief sewer line, providing the additional capacity needed to convey peak flows from future growth.
- **Little Fossil Creek Interceptor Improvements:** This is a multi-year project to provide additional capacity to the Little Fossil Creek sewer collection system, which provides service to Fort Worth retail customers, as well as the wholesale customers of Haltom City, Saginaw, and Blue Mound. The first phase of this project will construct a replacement 48-inch sewer line starting at the downstream connection with the 90/96-inch diameter West Fork Trunk Sewer Line and extend north, crossing Airport Freeway.
- **Main 503 Village Creek Sewer Main Rehabilitation:** This is a multi-phase project to rehabilitate the Main 503 sewer main along the west side of Lake Arlington and north of the Lake Arlington Dam. This project was identified by the Utility's Field Operations staff as having high maintenance due to corrosion

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and sewer overflow problems into Lake Arlington. (Carried over from FY2017.)

- **Main 275 Sycamore Creek Parallel Relief Interceptor:** This is a multi-phase project that will initially install a parallel relief sewer from IH-30 south through the Sycamore Creek Golf Course to Vickery Boulevard. Future phases will continue the parallel relief sewer line further upstream through Cobb Park to Berry Street. This project has been identified as a high priority in the Wastewater Master Plan due to capacity limitations of the existing sewer main. (Carried over from FY2017.)
- **Cultural District – Sewer Line Replacement:** This multi-phase project replaces and relocates the existing undersized sewer line in the Cultural District in conflict with new facilities or in advance of new road construction. The Cultural District Improvements are a City Council priority.
- **Eagle Mountain to Big Fossil Diversion:** The existing Dosier Creek Lift Station currently pumps from the Eagle Mountain drainage basin to the Marine Creek drainage basin via a single 12-inch force main. This project will install a new larger diameter force main from the existing Dosier Creek Lift Station to the Big Fossil drainage basin. The project also includes a gravity sewer extension within the Big Fossil drainage basin. This project has been identified as a high priority in the Wastewater Master Plan due to capacity limitations of existing pipes in the Marine Creek Basin, and will improve system redundancy by providing two discharge force mains from the Dosier Creek Lift Station.
- **Upper Clear Fork Interceptor Improvements:** This project will replace portions of the existing large diameter trunk sewer system identified during field inspections to be structurally damaged from corrosion.
- **Walsh Ranch Sewer Extension:** The Walsh Ranch Development agreement contains certain conditions that trigger Fort Worth to make utility extensions. The submittal of a preliminary plat for an area located south of IH-30 within the Walsh Ranch property requires the extension of a sewer trunk main from the existing main located at the Lost Creek Golf Course upstream to the Walsh Ranch Property.
- **Main 365 Marine Creek Basin Parallel Relief Sewer:** This project consists of the rehabilitation of Marine Creek Interceptor lines along Huffines Road, Cromwell Marine Creek Road and Boat Club Road. (Carried over from FY2017.)
- **Main 199 West Fork Basin Parallel Relief Sewer Line:** This project will parallel an existing sewer main that is undersized and needed to convey existing flows as well as flows from future growth in west Fort Worth. This project will install a parallel relief line south of the West Fork of the Trinity River, located within the City of Westworth Village.
- **Main 245 Parallel Interceptor:** This project consists of the installation of approximately 14,000 linear feet of relief trunk sewer main, as well as a siphon crossing of the Trinity River, connecting the two downtown deep tunnel sewers with the two West Fork trunk sewers near 1st Street, north of Gateway Park. This

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project will improve wastewater conveyance capacity to an area identified in the Wastewater Master Plan as needing additional capacity to convey future peak wastewater flows.

- **Main 513 Parallel Interceptor in the Clear Fork Basin:** This project will install a parallel relief sewer interceptor through the City of Benbrook designed to provide increased capacity for future growth west of the Highway 377 corridor, including such developments as Ventana, Bella Flora, Veal Ranch and Walsh Ranch. Design and construction will be coordinated with the City of Benbrook and the Benbrook Water Authority.
- **Crowley Parallel Line in the Village Creek Basin:** This project will extend a parallel relief sewer through the City of Crowley to the west city limit boundary, where Fort Worth developments such as Tarleton/Rock GLO will make connections. This project also consists of two new wholesale meter stations as well as the permanent abandonment of two existing sanitary sewer lift stations (Carried over from FY2017.)

proposed revitalization area. All CFAs with City participation above \$100,000 require separate City Council approval. Annexation projects will provide service to previously annexed areas that have met required criteria and petitioned the City for utility services. The total estimated spend over the next five years is \$30 million.

Community Facilities Agreements

Community Facilities Agreements (CFAs) fund partnership opportunities with new development providers to invest in oversizing the water and sewer infrastructure from the size required to serve a proposed development to the size required by the Water and/or Wastewater Master Plan to provide regional service for future growth in the area. These CFAs also fund partnership opportunities with redevelopment providers to rehabilitate and replace existing deteriorated infrastructure that will enhance the service level of the area surrounding the

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Program Summary: Community Facilities Agreements

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Projects | | | | | | |
| Annexation Program - Water and Sewer | \$ - | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 | \$ 2,000,000 |
| Community Facility Agreement Program | \$ 8,000,000 | \$ 5,000,000 | \$ 5,000,000 | \$ 5,000,000 | \$ 5,000,000 | \$ 28,000,000 |
| Total | \$ 8,000,000 | \$ 5,500,000 | \$ 5,500,000 | \$ 5,500,000 | \$ 5,500,000 | \$ 30,000,000 |
| Funding Sources | | | | | | |
| Revenue Bonds | \$ 5,000,000 | \$ 5,500,000 | \$ 5,500,000 | \$ 5,500,000 | \$ 5,500,000 | \$ 27,000,000 |
| Legacy Water/Sewer Capital Fund | \$ 3,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 3,000,000 |
| Total Sources | \$ 8,000,000 | \$ 5,500,000 | \$ 5,500,000 | \$ 5,500,000 | \$ 5,500,000 | \$ 30,000,000 |

Rehabilitation and Replacement

Projects that address water mains smaller than 16 inches in diameter or sewer mains smaller than 24 inches in diameter are outlined in the table below.

This funding also addresses impact fee studies and begins the process of replacing all public side lead services from the water system. The total estimated spend over the next five years is \$79.3 million.

Program Summary: Rehabilitation and Replacement

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Projects | | | | | | |
| Miscellaneous Water and Sewer Line Contracts | \$ 15,150,000 | \$ 15,150,000 | \$ 15,150,000 | \$ 16,750,000 | \$ 16,750,000 | \$ 78,950,000 |
| Water/Wastewater Impact Fee Study | \$ - | \$ 300,000 | \$ - | \$ - | \$ - | \$ 300,000 |
| Total | \$ 15,150,000 | \$ 15,450,000 | \$ 15,150,000 | \$ 16,750,000 | \$ 16,750,000 | \$ 79,250,000 |
| Funding Sources | | | | | | |
| Sewer Impact Fees | \$ - | \$ 150,000 | \$ - | \$ - | \$ - | \$ 150,000 |
| Water Impact Fees | \$ - | \$ 150,000 | \$ - | \$ - | \$ - | \$ 150,000 |
| Cash | \$ 15,150,000 | \$ 15,150,000 | \$ 15,150,000 | \$ 16,750,000 | \$ 16,750,000 | \$ 78,950,000 |
| Total Sources | \$ 15,150,000 | \$ 15,450,000 | \$ 15,150,000 | \$ 16,750,000 | \$ 16,750,000 | \$ 79,250,000 |

FY2018 Project Descriptions:

- **Miscellaneous Water and Sewer Line Contracts:** These contracts fund a series of projects that provide small water and sewer extensions, replacements or relocations, along with sewer rehabilitation using trenchless

technology. These projects are task order projects used by Utility staff to extend/relocate/replace/rehabilitate water or sewer lines on a task order basis and have been used for emergency work when needed. Other City departments may use this contract for small projects upon payment to the Utility.

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Street Maintenance

Outlined in the table below is funding for the replacement of water and sewer lines that are old and/or have a high maintenance record in streets that are scheduled for reconstruction. Some of these

projects are included in the City-wide street bond programs or other street maintenance programs. The total estimated spend over the next five years is \$148.5 million.

Program Summary: Street Maintenance

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Projects | | | | | | |
| Water and Sewer Program - Streets | \$ 27,241,925 | \$ 28,688,736 | \$ 31,265,168 | \$ 36,556,431 | \$ 24,733,697 | \$ 148,485,957 |
| Total | \$ 27,241,925 | \$ 28,688,736 | \$ 31,265,168 | \$ 36,556,431 | \$ 24,733,697 | \$ 148,485,957 |
| Funding Sources | | | | | | |
| Legacy Water/Sewer Capital Fund | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Cash | \$ 27,241,925 | \$ 28,688,736 | \$ 31,265,168 | \$ 36,556,431 | \$ 24,733,697 | \$ 148,485,957 |
| Total Sources | \$ 27,241,925 | \$ 28,688,736 | \$ 31,265,168 | \$ 36,556,431 | \$ 24,733,697 | \$ 148,485,957 |

Sanitary Sewer Overflow Program

Projects to eliminate sanitary sewer overflows as required to comply with federal and state regulations are outlined in the table below. This funding allows for the replacement, rerouting or rehabilitation of sewer mains that have been

identified as needing replacement through one of three methods: by the ongoing sewer Interceptor Condition Assessment Program; by their history of repeated breaks; or upon recommendation by the Field Operations Division staff based on age and pipe materials. The total estimated spend over the next five years is \$62.5 million.

Program Summary: Sanitary Sewer Overflow Initiative Program

| | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | Total 5-Year CIP |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Projects | | | | | | |
| Sanitary Sewer Overflow Initiative | \$ 10,000,000 | \$ 10,000,000 | \$ 10,000,000 | \$ 10,000,000 | \$ 10,000,000 | \$ 50,000,000 |
| ICAP High Priority Pipeline Replacements/Upgrades | \$ 2,500,000 | \$ 2,500,000 | \$ 2,500,000 | \$ 2,500,000 | \$ 2,500,000 | \$ 12,500,000 |
| Total | \$ 12,500,000 | \$ 12,500,000 | \$ 12,500,000 | \$ 12,500,000 | \$ 12,500,000 | \$ 62,500,000 |
| Funding Sources | | | | | | |
| Cash | \$ 12,500,000 | \$ 12,500,000 | \$ 12,500,000 | \$ 12,500,000 | \$ 12,500,000 | \$ 62,500,000 |
| Total Sources | \$ 12,500,000 | \$ 12,500,000 | \$ 12,500,000 | \$ 12,500,000 | \$ 12,500,000 | \$ 62,500,000 |

PAST ACCOMPLISHMENTS

Over the last five years, the Utility has appropriated \$113 million on average per year for capital projects in support of system operations. Past projects were driven by the need to accommodate growth,

rehabilitate and replace existing aging infrastructure, establish operational efficiencies, and facilitate partnerships with outside entities.

The significant projects for which funds were appropriated in FY2013-2017 include:

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- **Main 257 Village Creek Basin Parallel Relief Sewer:** Part 1 of this project is for approximately two miles of 42-inch to 60-inch diameter parallel relief sewer main to be installed in the Village Creek sewer basin. Construction of this project will occur in three phases, with the first phase bid in July 2017 and the remaining two construction packages scheduled to advertise in FY 18. In addition to the engineering work, negotiations with both Burleson and Crowley are ongoing related to cost participation in the capacity of this parallel relief sewer line.
- **Love Circle Water and Sewer:** The recent construction of the Casino Beach Lift Station allows for gravity and low pressure sewer lines to be extended to areas along the north shore of Lake Worth. As part of this project, low pressure sewer lines are being extended to properties along Love Circle. Grinder pumps are also being installed to connect properties to the low pressure sewer. Because installation of the low pressure sewer and grinder pumps must be accompanied by re-plumbing and permanent abandonment of the lot septic tank, extensive coordination with the customer is required.
- **Village Creek - Grit System and Flow Consolidation:** Design was initiated in 2017 for a project to remove fine grit from the wastewater stream. In the past, grit has proved to be a maintenance problem at the Village Creek Plant, requiring frequent cleaning of digesters and basins, as well as premature wear of mechanical equipment. The grit removal project should decrease maintenance expense associated with grit removal and allow more efficient operation of the anaerobic digesters. Construction will begin in FY2018.

- **Village Creek - Thickener Improvements:** This project will improve thickening of primary and waste activated sludge prior to conveyance to the anaerobic digesters. This improvement allows more efficient use of the existing digester volume, delays the need for digester capacity expansion and provides a higher percent solids sludge to the dewatering facility for processing. Design was initiated on this project in FY2017.

LOOKING TO THE FUTURE

The Water and Wastewater Master Plans identify needs 20 years into the future and include a recommended list of CIP projects for that planning horizon. Because water distribution system, wastewater collection system, and treatment plant expansion projects are directly related to growth, which can be unpredictable, the Master Plans focus on needs during the first ten years. To improve accuracy, the Master Plans are updated every ten years - or earlier if the Master Plan growth assumptions have changed significantly.

Significant projects currently included in the Utility's Water and Wastewater Master Plans beyond the current 5-year Capital Plan are:

- **Eagle Mountain Water Treatment Plant Expansion:** This project will expand the plant from 105 MGD capacity to 140 MGD. Design is currently scheduled to begin in FY2021, with construction commencing beyond the five year window.
- **Rolling Hills Water Treatment Plant Expansion:** This project will expand the plant from 200 MGD capacity to 250 MGD. Design and

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construction are currently scheduled beyond the five year window.

- **Westside Water Treatment Plant Phased Expansion:** This series of projects will expand the plant from 18 MGD capacity to 35 MGD, in 3 MGD increments, beyond the five year window.
- **Village Creek Water Reclamation Facility Expansion:** This project will expand the plant from 166 MGD rated capacity to 191 MGD rated capacity and will include new processes for nutrient removal and enhanced disinfection. Design and construction are currently scheduled beyond the five year window.
- **Mary's Creek Water Reclamation Facility:** This project will construct the new water reclamation facility on the west side of Fort Worth. Design is currently scheduled to begin in FY2019, with construction commencing beyond the five year window.

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EXHIBITS

- FY2018-2022 Water and Wastewater 5-year CIP
- FY2018 Vehicle and Equipment Plan

FY2018-2022 Water and Wastewater 5-Year Capital Improvement Plan

| Funding Source | Category | Project | 2018 | 2019 | 2020 | 2021 | 2022 | 5 Year Total |
|---------------------------------|--|--|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Revenue Bonds | Community Facilities Agreement:Annexation Program- Water and Sewer | | | \$ 500,000.00 | \$ 500,000.00 | \$ 500,000.00 | \$ 500,000.00 | \$ 2,000,000 |
| Revenue Bonds | Community Facilities Agreement:Community Facility Agreements Program | | \$ 5,000,000.00 | \$ 5,000,000.00 | \$ 5,000,000.00 | \$ 5,000,000.00 | \$ 5,000,000.00 | \$ 25,000,000 |
| Legacy Water/Sewer Capital Fund | Community Facilities Agreement:Community Facility Agreements Program | | \$ 3,000,000.00 | | | | | \$ 3,000,000 |
| | | Total Community Facility Agreements | \$ 8,000,000 | \$ 5,500,000 | \$ 5,500,000 | \$ 5,500,000 | \$ 5,500,000 | \$ 30,000,000 |
| Revenue Bonds | Major Transmission Mains | Cultural District - Water Line Replacement | \$468,000 | \$8,806,000 | \$168,000 | \$7,876,000 | | \$ 17,318,000 |
| Revenue Bonds | Major Transmission Mains | Major Transmission Mains Other Improvements | \$3,570,000 | \$1,200,000 | \$4,360,000 | \$1,100,000 | \$8,225,000 | \$ 18,455,000 |
| Cash | Major Transmission Mains | Major Transmission Mains Other Improvements | | | | | \$950,000 | \$ 950,000 |
| Cash | Major Transmission Mains | 16" Transfer WSI to WSI Pressure Plane | | | | | \$4,150,000 | \$ 4,150,000 |
| Revenue Bonds | Major Transmission Mains | 16" Transfer WSI to WSI Pressure Plane | | | | \$408,672 | | \$ 408,672 |
| Revenue Bonds | Major Transmission Mains | Southeast Water Main Connections | | \$2,800,000 | | | | \$ 2,800,000 |
| Revenue Bonds | Major Transmission Mains | 54" NSII Water Line - EMWTP to Hicks Field | | | \$733,000 | | \$3,778,444 | \$ 4,511,444 |
| Revenue Bonds | Major Transmission Mains | 24" Holly Water Main - Churchill Road | | \$2,559,600 | | | | \$ 2,559,600 |
| Revenue Bonds | Major Transmission Mains | Southside Water Maint to Serve Burleson and Crowley | | \$1,482,585 | \$13,343,263 | | | \$ 14,825,848 |
| Revenue Bonds | Major Transmission Mains | FM156 Water and Sewer Relocations | \$4,821,000 | | | | | \$ 4,821,000 |
| Legacy Water/Sewer Capital Fund | Major Transmission Mains | 30" NSII Water Main - Northeast Extension | \$4,049,554 | | | | | \$ 4,049,554 |
| Revenue Bonds | Major Transmission Mains | Water Line Replace - Southside Medical District | \$4,900,000 | | | | | \$ 4,900,000 |
| Cash | Major Transmission Mains | Water Line Replace - Southside Medical District | | \$4,530,000 | \$3,700,000 | | | \$ 8,230,000 |
| | | Total Major Transmission Mains | \$ 17,808,554 | \$ 21,378,185 | \$ 22,304,263 | \$ 9,384,672 | \$ 17,103,444 | \$ 87,979,118 |
| TWDB State Revolving Loan Fund | Major Wastewater Collectors | Main 210 Colonial Area Sewer Improvements | \$2,500,000 | | | | | \$ 2,500,000 |
| Legacy Water/Sewer Capital Fund | Major Wastewater Collectors | Main 210 Colonial Area Sewer Improvements | \$250,000 | | | | | \$ 250,000 |
| Revenue Bonds | Major Wastewater Collectors | Main 325 Village Creek Basin Parallel Relief Sewer | \$9,000,000 | | | | | \$ 9,000,000 |
| Revenue Bonds | Major Wastewater Collectors | Main 257 Village Creek Basin Parallel Relief Sewer | \$21,000,000 | | | | | \$ 21,000,000 |
| Cash | Major Wastewater Collectors | Sewer Extension - Sandy Lane/Trice Court | | \$300,000 | \$1,300,000 | | | \$ 1,600,000 |
| Revenue Bonds | Major Wastewater Collectors | Chisholm Trail Parkway Main 311 Abandonment and Lift Station | \$600,000 | | | | | \$ 600,000 |
| Revenue Bonds | Major Wastewater Collectors | Main 402 Big Fossil Parallel Relief Sewer | | \$11,000,000 | \$1,200,000 | | \$10,000,000 | \$ 22,200,000 |
| Revenue Bonds | Major Wastewater Collectors | Main 347/386 Upper Big Fossil Parallel Relief Sewer | \$6,500,000 | | | | | \$ 6,500,000 |
| TWDB State Revolving Loan Fund | Major Wastewater Collectors | Main 280/338 West Fork Rehabilitation | | \$7,500,000 | | | | \$ 7,500,000 |
| Legacy Water/Sewer Capital Fund | Major Wastewater Collectors | Main 280/338 West Fork Rehabilitation | | \$750,000 | | | | \$ 750,000 |
| Sewer Impact Fees | Major Wastewater Collectors | Wastewater Master Plan Update | | | | \$3,000,000 | | \$ 3,000,000 |
| Revenue Bonds | Major Wastewater Collectors | Little Fossil Creek Interceptor Improvements | \$2,150,000 | \$4,000,000 | | | | \$ 6,150,000 |
| Legacy Water/Sewer Capital Fund | Major Wastewater Collectors | Main 503 Village Creek Sewer Main Rehabilitation | \$1,200,000 | | | | | \$ 1,200,000 |
| TWDB State Revolving Loan Fund | Major Wastewater Collectors | Main 503 Village Creek Sewer Main Rehabilitation | \$4,327,189 | | | | | \$ 4,327,189 |
| Revenue Bonds | Major Wastewater Collectors | Main 275 Sycamore Creek Basin Parallel Relief Sewer | \$4,650,000 | \$7,240,000 | \$1,200,000 | | \$9,462,470 | \$ 22,552,470 |
| Revenue Bonds | Major Wastewater Collectors | Major Wastewater Collectors Other Improvements | | | | \$1,850,000 | \$7,968,480 | \$ 9,818,480 |
| Cash | Major Wastewater Collectors | Major Wastewater Collectors Other Improvements | | | | | \$1,600,000 | \$ 1,600,000 |
| Revenue Bonds | Major Wastewater Collectors | Cultural District - Sewer Line Replacement | \$520,000 | | | | | \$ 520,000 |
| Revenue Bonds | Major Wastewater Collectors | Eagle Mountain to Big Fossil Diversion | \$7,000,000 | | | | | \$ 7,000,000 |
| Revenue Bonds | Major Wastewater Collectors | Upper Clear Fork Interceptor Improvements | \$2,500,000 | | | | | \$ 2,500,000 |
| Revenue Bonds | Major Wastewater Collectors | Walsh Ranch Sewer Extension | \$3,500,000 | | | | | \$ 3,500,000 |
| Revenue Bonds | Major Wastewater Collectors | Main 34, 100 and D100 Downtown Central District Sewer Replacements | | \$2,630,000 | | | | \$ 2,630,000 |
| Revenue Bonds | Major Wastewater Collectors | Main 365 Marine Creek basin Parallel Relief Sewer | \$2,000,000 | \$2,000,000 | \$3,000,000 | | | \$ 7,000,000 |
| Revenue Bonds | Major Wastewater Collectors | Main 615 Clear Fork Basin Replacement Interceptor | | | \$1,500,000 | \$6,500,000 | \$500,000 | \$ 8,500,000 |
| Revenue Bonds | Major Wastewater Collectors | Main 295 Village Creek Basin Replacement Sewer | | | \$900,000 | \$3,000,000 | \$3,000,000 | \$ 6,900,000 |
| Revenue Bonds | Major Wastewater Collectors | Main 199 West Fork Basin Parallel Relief Sewer Line | \$600,000 | | \$4,000,000 | | | \$ 4,600,000 |
| Revenue Bonds | Major Wastewater Collectors | Main 245 Parallel Interceptor | \$1,500,000 | \$1,000,000 | \$12,000,000 | | | \$ 14,500,000 |
| Revenue Bonds | Major Wastewater Collectors | Main 513 Parallel Interceptor in the Clear Fork Basin | \$500,000 | | \$3,000,000 | \$400,000 | \$3,000,000 | \$ 6,900,000 |
| Revenue Bonds | Major Wastewater Collectors | Crowley Parallel Line in the Village Creek Basin | \$12,750,000 | | | | | \$ 12,750,000 |
| Cash | Major Wastewater Collectors | Parallel 30" Interceptor in the Clear Fork Basin | | | | | \$4,657,730 | \$ 4,657,730 |
| Revenue Bonds | Major Wastewater Collectors | Parallel 30" Interceptor in the Clear Fork Basin | | | | \$600,000 | | \$ 600,000 |
| Cash | Major Wastewater Collectors | New Interceptor in the Clear Fork Basin | | | | | \$3,908,713 | \$ 3,908,713 |
| Revenue Bonds | Major Wastewater Collectors | New Interceptor in the Clear Fork Basin | | | | \$800,000 | | \$ 800,000 |
| | | Total Major Wastewater Collectors | \$ 83,047,189 | \$ 36,420,000 | \$ 28,100,000 | \$ 16,150,000 | \$ 44,097,393 | \$ 207,814,582 |

City of Fort Worth

5-year Capital Improvement Plan

Fiscal Years 2018-2022

Water

Water and Wastewater 5-year Capital Improvement Plan FY2018-2022 – Continued

| Funding Source | Category | Project | 2018 | 2019 | 2020 | 2021 | 2022 | 5 Year Total |
|---------------------------------|---------------------------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| Revenue Bonds | Miscellaneous Facilities | Main 272 Replacement Clear Fork Sewer | \$2,000,000 | \$1,000,000 | \$16,000,000 | | | \$ 19,000,000 |
| Sewer Impact Fees | Miscellaneous Facilities | Bonds Ranch Lift Stations | | | \$600,000 | | | \$ 600,000 |
| Revenue Bonds | Miscellaneous Facilities | Denton Creek Lift Station | | | | \$300,000 | | \$ 300,000 |
| Revenue Bonds | Miscellaneous Facilities | Live Oak Regional Lift Station and Force Main | | | | \$400,000 | | \$ 400,000 |
| Revenue Bonds | Miscellaneous Facilities | Lake Arlington Lift Station and Force Main | \$3,000,000 | \$5,000,000 | \$15,000,000 | | | \$ 23,000,000 |
| Sewer Impact Fees | Miscellaneous Facilities | Walsh Ranch Lift Station and Force Mains Phase IVB | | | \$200,000 | | | \$ 200,000 |
| Cash | Miscellaneous Facilities | Walsh Ranch Lift Station and Force Mains Phase IVB | | | | \$1,288,000 | | \$ 1,288,000 |
| TWDB SWIRFT | Miscellaneous Facilities | My H2O/Advanced Metering Infrastructure (AMI) | \$63,000,000 | | | | | \$ 63,000,000 |
| Gas Well Revenues | Miscellaneous Facilities | Lake Worth Dredging | \$400,000 | | | | | \$ 400,000 |
| Gas Well Revenues | Miscellaneous Facilities | Lake Worth Hike/Bike Trail System | | 600,000 | 900,000 | 510,000 | | \$ 12,000,000 |
| Gas Well Revenues | Miscellaneous Facilities | Lake Worth Watercress Low Pressure Sewer System | \$400,000 | \$3,100,000 | | | | \$ 3,500,000 |
| Gas Well Revenues | Miscellaneous Facilities | Love Circle Park Improvements | \$200,000 | | | | | \$ 200,000 |
| Cash | Miscellaneous Facilities | Lakeside Settlement Agreement Utility Extension | \$3,000,000 | | | | | \$ 3,000,000 |
| Legacy Water/Sewer Capital Fund | Miscellaneous Facilities | Lakeside Settlement Agreement Utility Extension | | | | 200,000 | | \$ 2,000,000 |
| Cash | Miscellaneous Facilities | Lake Worth Dam Rehabilitation | 200,000 | | | | | \$ 200,000 |
| Revenue Bonds | Miscellaneous Facilities | Jenkins Heights Lift Station and Force Mains | | \$2,200,000 | | | | \$ 2,200,000 |
| Revenue Bonds | Miscellaneous Facilities | Westside Tanks | \$6,000,000 | | \$1,650,000 | \$12,000,000 | | \$ 19,650,000 |
| Revenue Bonds | Miscellaneous Facilities | Westside Pump Station | | | | \$464,000 | \$5,242,296 | \$ 5,706,296 |
| Revenue Bonds | Miscellaneous Facilities | Northside Pump Station Expansion | | \$200,000 | | \$1,000,000 | | \$ 1,200,000 |
| Revenue Bonds | Miscellaneous Facilities | Calmont Tank Rehab | \$1,000,000 | | | | | \$ 1,000,000 |
| Revenue Bonds | Miscellaneous Facilities | Seminary Hills & Willow Springs Tank Rehab | \$1,720,000 | | | | | \$ 1,720,000 |
| Revenue Bonds | Miscellaneous Facilities | Iron Horse Meter Station | | | | | \$800,000 | \$ 800,000 |
| | | Total Miscellaneous Facilities | \$ 80,920,000 | \$ 17,500,000 | \$ 34,350,000 | \$ 21,852,000 | \$ 6,742,296 | \$ 161,364,296 |
| Cash | Rehabilitation and Replacement | Miscellaneous Water and Sewer Line Contracts | \$15,150,000 | \$15,150,000 | \$15,150,000 | \$16,750,000 | \$16,750,000 | \$ 78,950,000 |
| Sewer Impact Fees | Rehabilitation and Replacement | Water/Wastewater Impact Fee Study | \$150,000 | \$150,000 | | | | \$ 150,000 |
| Water Impact Fees | Rehabilitation and Replacement | Water/Wastewater Impact Fee Study | \$150,000 | \$150,000 | | | | \$ 150,000 |
| | | Total Rehabilitation and Replacement | \$ 15,150,000 | \$ 15,450,000 | \$ 15,150,000 | \$ 16,750,000 | \$ 16,750,000 | \$ 79,250,000 |
| Cash | Sanitary Sewer Overflow Program | Sanitary Sewer Overflow Initiative | \$10,000,000 | \$10,000,000 | \$10,000,000 | \$10,000,000 | \$10,000,000 | \$ 50,000,000 |
| Cash | Sanitary Sewer Overflow Program | ICAP High Priority Pipeline Replacements/Upgrades | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$ 12,500,000 |
| | | Total Sanitary Sewer Overflow Program | \$ 12,500,000 | \$ 12,500,000 | \$ 12,500,000 | \$ 12,500,000 | \$ 12,500,000 | \$ 62,500,000 |
| Cash | Street Maintenance | Water and Sewer Program Streets | \$27,241,925 | \$28,688,736 | \$31,265,168 | \$36,556,431 | \$24,733,697 | \$ 148,485,957 |
| | | Total Street Maintenance | \$ 27,241,925 | \$ 28,688,736 | \$ 31,265,168 | \$ 36,556,431 | \$ 24,733,697 | \$ 148,485,957 |
| Revenue Bonds | Trinity River Vision & IH35 | Trinity River Vision Program - Water and Sewer | \$7,067,300 | \$26,939,000 | \$19,681,000 | \$1,889,000 | \$11,524,693 | \$ 67,100,993 |
| Revenue Bonds | Trinity River Vision & IH35 | IH35 Expansion - Water and Sewer | \$2,900,000 | \$400,000 | \$400,000 | | | \$ 3,700,000 |
| | | Total Trinity River Vision & IH35 | \$ 9,967,300 | \$ 27,339,000 | \$ 20,081,000 | \$ 1,889,000 | \$ 11,524,693 | \$ 70,800,993 |
| Gas Well Revenues | Water Reclamation Facilities | Village Creek - Chlorine Conversion & Enclosure Project | \$3,250,000 | | | | | \$ 3,250,000 |
| Revenue Bonds | Water Reclamation Facilities | Village Creek - Bar Screen Bldg #3 Modification | | \$500,000 | \$500,000 | | | \$ 1,000,000 |
| Revenue Bonds | Water Reclamation Facilities | Village Creek - Grit System Flow Consolidation | \$300,000 | \$17,100,000 | | | | \$ 17,400,000 |
| Revenue Bonds | Water Reclamation Facilities | Village Creek - Primary Clarifiers | | | \$3,000,000 | | \$16,000,000 | \$ 19,000,000 |
| Revenue Bonds | Water Reclamation Facilities | Village Creek - Bio-Solid Master Plan Implementation | \$8,000,000 | \$2,500,000 | | \$42,500,000 | | \$ 53,000,000 |
| Revenue Bonds | Water Reclamation Facilities | Village Creek - Disinfection Alternatives | | | | \$1,500,000 | | \$ 1,500,000 |
| Sewer Impact Fees | Water Reclamation Facilities | Mary's Creek - Water Reclamation Facility | | \$1,500,000 | | \$4,500,000 | | \$ 6,000,000 |
| Revenue Bonds | Water Reclamation Facilities | Village Creek Minor Improvements Bucket | \$1,630,000 | | \$230,000 | \$330,000 | \$4,100,000 | \$ 6,290,000 |
| Gas Well Revenues | Water Reclamation Facilities | Village Creek - Energy Efficiency and Performance Improvements | \$500,000 | \$4,000,000 | | | | \$ 4,500,000 |
| Revenue Bonds | Water Reclamation Facilities | Village Creek - MCC Replacement | \$7,500,000 | \$7,500,000 | \$7,000,000 | | | \$ 22,000,000 |
| Cash | Water Reclamation Facilities | Village Creek - Administrative Complex Foundation Rehab | | | \$200,000 | | | \$ 200,000 |
| Revenue Bonds | Water Reclamation Facilities | Village Creek - Thickener Improvements | | \$14,800,000 | | | | \$ 14,800,000 |
| Sewer Impact Fees | Water Reclamation Facilities | Village Creek - Facilities Plan | | \$1,000,000 | | | | \$ 1,000,000 |
| | | Total Water Reclamation Facilities | \$ 21,180,000 | \$ 48,900,000 | \$ 10,930,000 | \$ 48,830,000 | \$ 20,100,000 | \$ 149,940,000 |
| Revenue Bonds | Water Treatment Plants | North Holly Water Treatment Plant Sludge Collection System | \$750,000 | \$3,000,000 | | | | \$ 3,750,000 |
| Revenue Bonds | Water Treatment Plants | Zebra Mussel Raw Water Chlorination Station | | | \$250,000 | | | \$ 250,000 |
| Water Impact Fees | Water Treatment Plants | Westside Water Treatment Plant Expansion | | \$400,000 | \$500,000 | | | \$ 900,000 |
| Revenue Bonds | Water Treatment Plants | South Holly Flocculator Improvements | | \$600,000 | \$4,500,000 | | | \$ 5,100,000 |
| Revenue Bonds | Water Treatment Plants | Eagle Mountain Water Treatment Plant Expansion | | | | \$5,000,000 | | \$ 5,000,000 |
| | | Total Water Treatment Plants | \$ 750,000 | \$ 4,000,000 | \$ 5,250,000 | \$ 5,000,000 | \$ - | \$ 15,000,000 |
| | | Total FY2018-2022 CIP | \$ 276,564,968 | \$ 217,675,921 | \$ 185,430,431 | \$ 174,412,103 | \$ 159,051,523 | \$ 1,013,134,946 |

| FY18-22 Capital Projects by Funding Source | 2018 | 2019 | 2020 | 2021 | 2022 | 5 Year Total |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| Revenue Bonds | \$ 135,396,300 | \$ 131,957,185 | \$ 119,115,263 | \$ 92,717,672 | \$ 89,801,383 | \$ 568,987,803 |
| Gas Well Revenues | \$ 4,750,000 | \$ 13,100,000 | \$ 900,000 | \$ 5,100,000 | \$ - | \$ 23,850,000 |
| Cash | \$ 58,091,925 | \$ 61,168,736 | \$ 64,115,168 | \$ 67,094,431 | \$ 69,250,140 | \$ 319,720,400 |
| Sewer Impact Fees | \$ - | \$ 2,650,000 | \$ 800,000 | \$ 7,500,000 | \$ - | \$ 10,950,000 |
| Water Impact Fees | \$ - | \$ 550,000 | \$ 500,000 | \$ - | \$ - | \$ 1,050,000 |
| TWDB State Revolving Loan Fund | \$ 6,827,189 | \$ 7,500,000 | \$ - | \$ - | \$ - | \$ 14,327,189 |
| TWDB SWIRFT | \$ 63,000,000 | \$ - | \$ - | \$ - | \$ - | \$ 63,000,000 |
| Legacy Water/Sewer Capital Fund | \$ 8,499,554 | \$ 750,000 | \$ - | \$ 2,000,000 | \$ - | \$ 11,249,554 |
| Total FY2018-2022 CIP by Funding Source | \$ 276,564,968 | \$ 217,675,921 | \$ 185,430,431 | \$ 174,412,103 | \$ 159,051,523 | \$ 1,013,134,946 |

City of Fort Worth
5-year Capital Improvement Plan
Fiscal Years 2018-2022

Water

FY2018 VEHICLE AND EQUIPMENT PLAN
WATER

| No. of Items | Item Description | Department ID (Center) | Amount Budgeted |
|--|--|-------------------------------|------------------------|
| 0601005: Safety & Security | | | |
| 1 | Kubota 2 Seater, Enclosed Cab w/ Removable Doors | 0601005 | \$19,000 |
| 1 | 1/2 Ton PU 2WD Ext Cab Ladder & Headache Rack Tool Boxes Liftgate | 0601005 | \$30,000 |
| | Subtotal for 0601005 | | \$49,000 |
| 0602501: Engineering | | | |
| 1 | 1/2 ton PU Crew Cab 4WD | 0602501 | \$29,000 |
| | Subtotal for 0602501 | | \$29,000 |
| 0603001: Laboratory | | | |
| 1 | 1/2 Ton PU 4WD Ext Cab LED Lightbar, AVL | 0603001 | \$35,000 |
| | Subtotal for 0603001 | | \$35,000 |
| 0604009: Meter Services | | | |
| 1 | Mid-Size PU 4WD 3.6L Eng Crew Cab Side Mounted Tool Boxes Bed Liner LED Lightbar (Toyota Tacoma) | 0604009 | \$33,000 |
| 1 | Mid-Size PU 4WD 3.6L Eng Crew Cab Side Mounted Tool Boxes Bed Liner LED Lightbar (Toyota Tacoma) | 0604009 | \$33,000 |
| 1 | Mid-Size PU 4WD 3.6L Eng Crew Cab Side Mounted Tool Boxes Bed Liner LED Lightbar (Toyota Tacoma) | 0604009 | \$33,000 |
| 1 | Mid-Size PU 4WD 3.6L Eng Crew Cab Side Mounted Tool Boxes Bed Liner LED Lightbar (Toyota Tacoma) | 0604009 | \$33,000 |
| 1 | Mid-Size PU 4WD 3.6L Eng Crew Cab Side Mounted Tool Boxes Bed Liner LED Lightbar (Toyota Tacoma) | 0604009 | \$33,000 |
| 1 | SUV Mid-Size | 0604009 | \$33,000 |
| | Subtotal for 0604009 | | \$198,000 |
| 0605002: N. and S. Holly Water Treatment Plants | | | |
| 1 | Nitrogen Compressor for the N. Holly Ozone System | 0605002 | \$75,000 |
| 2 | Ross Valve Rebuild Kits for N. Holly High Service Pump #2 & #8 | 0605002 | \$12,000 |
| 1 | Low Concentration Ozone Meter for Holly | 0605002 | \$6,000 |
| | Subtotal for 0605002 | | \$93,000 |
| 0605003: Rolling Hills Water Treatment Plant | | | |
| 1 | Chlorine/Ammonia Leak Detection System | 0605003 | \$30,000 |
| 1 | 93T Portable Flow Meter | 0605003 | \$11,000 |
| 1 | 70-Ton Chiller for the R. Hills Admin. Bldg. | 0605003 | \$50,000 |
| 2 | Chiller Pumps | 0605003 | \$14,000 |
| 1 | 3/4 ton Service Truck Crew Cab 4WD AVL | 0605003 | \$45,000 |
| | Subtotal for 0605003 | | \$150,000 |
| 0605004: Distribution Systems | | | |
| 1 | Grantry for Interior of Russom Ranch Pump Station | 0605004 | \$11,000 |
| 1 | Bar Screen Pump for Clearfork Pump Station | 0605004 | \$12,500 |
| 1 | Fluke ProCal-V Documentation Software & Asset Management | 0605004 | \$28,000 |
| 1 | Valve Operator for Alta Mesa Pump Station Fill Valve | 0605004 | \$7,500 |
| 1 | Valve Operator for Northside Pump Station Fill Valve | 0605004 | \$8,500 |
| | Subtotal for 0605004 | | \$67,500 |

5-year Capital Improvement Plan

Fiscal Years 2018-2022

FY2018 VEHICLE AND EQUIPMENT PLAN WATER

| | | | |
|--|---|---------|------------------|
| 0605011: Eagle Mountain Water Treatment Plant | | | |
| 14 | Filter Valve Actuators for replacement in Phase I at Eagle Mtn. | 0605011 | \$120,000 |
| 1 | Chiller for Eagle Mtn. Raw Water Pump Station #1 | 0605011 | \$50,000 |
| 4 | Sodium Hydroxide Recirculating Pumps for replacment in Phase I & | 0605011 | \$40,000 |
| 5 | Ozone Percent Weight Monitors for the Inlet to the Ozone Destruct | 0605011 | \$35,000 |
| 3 | Chorine Sage Meters for the Chlorine System at Eagle Mtn. | 0605011 | \$30,000 |
| 2 | Worm Gear Operators for Valmatic BFV at Eagle Mtn. | 0605011 | \$20,000 |
| 1 | 3/4 ton Service Truck Crew Cab 4WD AVL | 0605011 | \$45,000 |
| Subtotal for 0605011 | | | \$340,000 |
| 0605012: Water Customer City Meters | | | |
| 8 | 16" Mag Meters for installation at 8 Wholesale Customer Cities Sites | 0605012 | \$48,720 |
| Subtotal for 0605012 | | | \$48,720 |
| 0605500: Pretreatment | | | |
| 1 | Mid-Size PU 2.5L Eng Ext Cab LED Lightbar AVL | 0605500 | \$28,000 |
| 1 | Mid-Size PU 2.5L Eng Ext Cab LED Lightbar AVL | 0605500 | \$28,000 |
| Subtotal for 0605500 | | | \$56,000 |
| 0607002: Field Operations/Water Fire Flow & Line Location | | | |
| 1 | 1/2 ton PU Crew Cab 4WD Rearview Camera Nerf Bars Blue Tooth LED Lightbar Tool Box Bucket Seat Center Console | 0607002 | \$37,000 |
| 1 | 1/2 ton PU Crew Cab 4WD Rearview Camera Nerf Bars Blue Tooth LED Lightbar Tool Box Bucket Seat Center Console | 0607002 | \$37,000 |
| 1 | 1/2 ton PU Crew Cab 4WD Rearview Camera Nerf Bars Blue Tooth LED Lightbar Tool Box Bucket Seat Center Console | 0607002 | \$37,000 |
| Subtotal for 0607002 | | | \$111,000 |
| 0607004: Field Operations/Valves and Fire Hydrants | | | |
| 1 | 1/2 ton PU Ext Cab 4WD Rearview Camera Nerf Bars Blue Tooth LED Lightbar Tool Box | 0607004 | \$36,000 |
| 1 | Service Trk Air Compressor Crane Backhoe | 0607004 | \$175,000 |
| Subtotal for 0607004 | | | \$211,000 |
| 0607005: Field Operations/Water Taps & Services | | | |
| 1 | Service Trk w/ Aux Power Unit (Air/Generator/Hydraulic) | 0607005 | \$135,000 |
| 1 | Dump Truck Tandem Axle (Peterbilt 348) | 0607005 | \$155,000 |
| 1 | Tractor Loader Backhoe w/ Bayonet Breaker | 0607005 | \$130,000 |
| 1 | Tractor Loader Backhoe w/ Bayonet Breaker | 0607005 | \$130,000 |
| Subtotal for 0607005 | | | \$550,000 |
| 0607006: Field Operations/Water Investigation | | | |
| 1 | 1/2 ton PU Ext Cab 4WD Rearview Camera Nerf Bars Blue Tooth LED Lightbar Tool Box | 0607006 | \$36,000 |
| Subtotal for 0607006 | | | \$36,000 |

5-year Capital Improvement Plan
Fiscal Years 2018-2022

FY2018 VEHICLE AND EQUIPMENT PLAN
WATER

| | | | |
|--|--|---------|--------------------|
| 0607007: Field Operations/Water Mains | | | |
| 1 | 1/2 ton PU Ext Cab 4WD Rearview Camera Nerf Bars Blue Tooth LED Lightbar Tool Box | 0607007 | \$36,000 |
| 1 | Service Trk w/ Aux Power Unit (Air/Generator/Hydraulic) | 0607007 | \$135,000 |
| 1 | Dump Truck Tandem Axle (Peterbilt 348) | 0607007 | \$155,000 |
| 1 | Trailer Equipment 40k GVWR | 0607007 | \$26,000 |
| 1 | Trailer Equipment 40k GVWR | 0607007 | \$26,000 |
| 1 | Trailer Equipment 40k GVWR | 0607007 | \$26,000 |
| 1 | Tractor Loader Backhoe w/ Bayonet Breaker | 0607007 | \$130,000 |
| 1 | Tractor Loader Backhoe w/ Bayonet Breaker | 0607007 | \$130,000 |
| Subtotal for 0607007 | | | \$664,000 |
| 0607010: Field Operations/Water Night Supervisors | | | |
| 1 | 1/2 ton PU Ext Cab 4WD rearview camera Nerf Bars, Blue tooth Tool Box | 0607010 | \$36,000 |
| Subtotal for 0607010 | | | \$36,000 |
| 0607011: Field Operations/Street Repair | | | |
| 1 | Flat Bed Crew Cab 16-19k GVWR 250-400 gallon water tank, aux water pump 1000' water hose with reel side mounted tool boxes Liftgate (Capacity 2,000+ lbs) 2 secured mounting saddles for concrete saw, saw blade storage box | 0607011 | \$90,000 |
| 1 | Dump Truck Tandem Axle w/ Emulsification Unit (Peterbilt 348) | 0607011 | \$175,000 |
| 1 | Dump Truck Tandem Axle (Peterbilt 348) | 0607011 | \$155,000 |
| 1 | 1/2 ton PU Ext Cab 4WD Rearview Camera Nerf Bars Blue Tooth LED Lightbar Tool Box | 0607011 | \$35,500 |
| 1 | 1/2 ton PU Ext Cab 4WD Rearview Camera Nerf Bars Blue Tooth LED Lightbar Tool Box | 0607011 | \$35,500 |
| Subtotal for 0607011 | | | \$491,000 |
| Total Water | | | \$3,165,220 |

City of Fort Worth
5-year Capital Improvement Plan
Fiscal Years 2018-2022

Water

FY2018 VEHICLE AND EQUIPMENT PLAN
SEWER

| No. of Items | Item Description | Department ID (Center) | Amount Budgeted |
|---|--|------------------------|------------------|
| 0701005: Engineering/Safety & Security | | | |
| 1 | Kubota 2 Seater, Enclosed Cab w/ Removable Doors | 0701005 | \$19,000 |
| 1 | 1/2 ton PU Crew Cab 4WD Short Bed | 0701005 | \$55,000 |
| | Subtotal for 0701005 | | \$74,000 |
| 0702501: Engineering | | | |
| 1 | SUV Full Size 4WD | 0702501 | \$40,000 |
| | Subtotal for 0702501 | | \$40,000 |
| 0703001: Laboratory | | | |
| 1 | UP Water Unit | 0703001 | \$8,000 |
| 1 | O&G Extractor - Oil and Grease Extractors | 0703001 | \$35,000 |
| 1 | BOD Analyzer - Biochemical Oxygen Demand Analysis | 0703001 | \$80,000 |
| 1 | N2 Gas Generator | 0703001 | \$22,000 |
| 1 | O&G Concentrator - Oil and Grease Analysis | 0703001 | \$10,000 |
| | Subtotal for 0703001 | | \$155,000 |
| 0705005: Sewer Operations | | | |
| 1 | Mid-Size PU | 0705005 | \$26,000 |
| 1 | Mid-Size PU | 0705005 | \$26,000 |
| 1 | Mid-Size PU | 0705005 | \$26,000 |
| | Subtotal for 0705005 | | \$78,000 |
| 0705006: Village Creek Maintenance | | | |
| 1 | New Turntable & Drive Unit and Column Equalization Basin | 0705006 | \$150,000 |
| 5 | New Waste Sludge Pumps and Motors | 0705006 | \$170,000 |
| 2 | Macho Monster Grinders | 0705006 | \$64,000 |
| 1 | Low-Nox Burner for the Big Boiler | 0705006 | \$90,000 |
| 1 | New Dehydrator | 0705006 | \$50,000 |
| 1 | Mid-Size PU | 0705006 | \$26,000 |
| 1 | Mid-Size PU | 0705006 | \$26,000 |
| | Subtotal for 0705006 | | \$576,000 |
| 0705007: Technical Services | | | |
| 1 | Real Time Phosphorus Analyzer | 0705007 | \$22,000 |
| | Subtotal for 0705007 | | \$22,000 |
| 0705009: Instrumentation & Electrical | | | |
| 2 | Medium Voltage Pad Mounted Switches | 0705009 | \$110,000 |
| 1 | Various Motor Replacements plantwide | 0705009 | \$100,000 |
| 1 | Various Valve Acuator Replacements plantwide | 0705009 | \$50,000 |
| 1 | Mid-Size Pickup Tool Box (Ford Ranger) | 0705009 | \$26,500 |
| 1 | Mid-Size Pickup Tool Box (Ford Ranger) | 0705009 | \$26,500 |
| 1 | Mid-Size Pickup Tool Box (Ford Ranger) | 0705009 | \$26,500 |
| | Subtotal for 0705009 | | \$339,500 |

City of Fort Worth
5-year Capital Improvement Plan
Fiscal Years 2018-2022

Water

FY2018 VEHICLE AND EQUIPMENT PLAN
SEWER

| | | | |
|---|---|---------|------------------|
| 0705500: Sewer Pretreatment | | | |
| 1 | 3/4 ton PU LED Lightbar AVL Body Insert similar to #203-0286 or #203-0287) | 0705500 | \$50,000 |
| 1 | 7-9 Passenger Van AVL | 0705500 | \$32,000 |
| | Subtotal for 0705500 | | \$82,000 |
| 0707002: Fire Flow and Line Location | | | |
| 8 | 1/2 ton PU Ext cab 4WD Rearview Camera Nerf Bars Blue Tooth Laptop Mount Bucket Seats | 0707002 | \$36,000 |
| | Subtotal for 0707002 | | \$36,000 |
| 0707003: Warehouse | | | |
| 1 | Full Size SUV Chevy Suburban 4WD | 0707003 | \$45,000 |
| | Subtotal for 0707003 | | \$45,000 |
| 0707006: Sewer Maintenance | | | |
| 1 | Service Truck Crew Cab Air Compressor (Peterbilt Cab & Chassis) | 0707006 | \$145,000 |
| 1 | Service Truck Crew Cab Air Compressor (Peterbilt Cab & Chassis) | 0707006 | \$145,000 |
| 1 | Dump truck Tandem Axle (Peterbilt Cab & Chassis) | 0707006 | \$155,000 |
| | Subtotal for 0707006 | | \$445,000 |
| 0707007: Sewer Technical Services | | | |
| 1 | 1 ton PU Crew Cab 4WD Short Bed | 0707007 | \$45,000 |
| 1 | 1/2 ton PU Ext Cab 4WD Rearview Camera Nerf Bars Blue Tooth Laptop Mount Bucket Seats | 0707007 | \$36,000 |
| 1 | Service Truck 19k GVWR Aux Power Unit (Vanair) 100 Gallon Fuel Transfer Tank | 0707007 | \$80,000 |
| | Subtotal for 0707007 | | \$161,000 |
| 0707008: Sewer FO Utility Cut Repair | | | |
| 1 | Dump Truck Tandem Axle | 0707008 | \$155,000 |
| 1 | Flatbed Truck with 10 ton Crane | 0707008 | \$275,000 |
| | Subtotal for 0705008 | | \$430,000 |
| 0707010: Sewer Taps & Services | | | |
| 1 | Service Truck Crew Cab Air Compressor (Peterbilt Cab & Chassis) | 0707010 | \$145,000 |
| 1 | Service Truck Crew Cab Air Compressor (Peterbilt Cab & Chassis) | 0707010 | \$145,000 |
| 1 | Trailer Tilt Bed 26' 16k GVWR | 0707010 | \$12,500 |
| 1 | Compact Track Loader 80" Bucket Grapple Bucket Brush Cutter Attachments (Case TR340) | 0707010 | \$90,000 |
| | Subtotal for 0705010 | | \$392,500 |

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Water

FY2018 VEHICLE AND EQUIPMENT PLAN
SEWER

| | | | |
|---|--|---------|--------------------|
| 0707012: Sewer Investigations | | | |
| 1 | Service Truck 19k GVWR Aux Power Unit (Vanair) 100 Gallon Fuel Transfer Tank | 0707012 | \$80,000 |
| 1 | 1/2 ton Ext Cab 4WD Rearview Camera Nerf Bars Blue Tooth Laptop Mount Bucket Seats | 0707012 | \$36,000 |
| 1 | CCTV with Launcher | 0707012 | \$275,000 |
| Subtotal for 0707012 | | | \$391,000 |
| 0707016: Sanitary Sewer Asset Management | | | |
| 1 | Honda Pioneer 1000 | 0707016 | \$26,500 |
| 1 | Service Truck Aux Power Unit (Air, Generator, Hydraulic) 100 Gallon Fuel Transfer Tank (Ford F450) | 0707016 | \$80,000 |
| 1 | Pioneer 8" Trash Pump | 0707016 | \$60,000 |
| Subtotal for 0707016 | | | \$166,500 |
| | | | |
| Total Sewer | | | \$3,433,500 |

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APPENDIX A – Park Inventory

| SPECIAL USE PARKS | TYPE | ADDRESS | YEAR | ACRES | STATUS | C_DIST | PPD |
|---|----------------------------|-----------------------------|------|-----------|--------|---------|-----|
| Botanic Garden | Special Use & Nature Based | 2000 UNIVERSITY DR | 1892 | 116.5600 | Act | 7 | 4 |
| City View | Special Use & Nature Based | 7900 OAKMONT BLVD | 1985 | 31.3100 | Res | 3 | 1 |
| Coventry Hills | Special Use & Nature Based | 8500 WESTERN MEADOWS DR | 2001 | 21.5460 | Res | 4 | 5 |
| Fort Worth Nature Center and Refuge | Special Use & Nature Based | 9601 FOSSIL RIDGE RD | 1918 | 3,632.870 | Act | 7 | 2 |
| Fort Worth Zoo | Special Use & Nature Based | 1500-2000 COLONONIAL PKWY | 1910 | 58.5319 | Act | 9 | 4 |
| Goat Island | Special Use & Nature Based | 8298 MALAGA DR | 1918 | 6.0000 | Act | 7 | 2 |
| Greer Island | Special Use & Nature Based | 7700 SHORELINE RD | 1918 | 20.0000 | Act | 7 | 2 |
| J.T. Hinkle | Special Use & Nature Based | 6521 SHADYDELL DR | 2002 | 5.9900 | Res | 7 | 2 |
| Lasater | Special Use & Nature Based | 1500 E HARMON RD | 2004 | 25.1330 | Act | 2 | 5 |
| Log Cabin Village | Special Use & Nature Based | 1500-2000 COLONONIAL PKWY | 1910 | 2.5000 | Act | 9 | 4 |
| Meadowbrook Golf Course | Special Use & Nature Based | 1815 JENSON RD | 1937 | 138.9000 | Act | 4 | 4 |
| Oakmont Linear | Special Use & Nature Based | 7785 BELLAIRE DR SOUTH | 1979 | 34.8800 | Res | 3 and 6 | 1 |
| Pecan Valley Golf Course | Special Use & Nature Based | 6400 PECAN VALLEY DR | 1962 | 461.7680 | Act | 3 | 1 |
| Rockwood Golf Course | Special Use & Nature Based | 701 NORTH UNIVERSITY DR | 1927 | 229.4870 | Act | 2 | 4 |
| Rolling Hills | Special Use & Nature Based | 2525 JOE B. RUSHING RD | 1971 | 207.2930 | Act | 8 | 4 |
| Saunders | Special Use & Nature Based | 2401 MULE ALLEY | 1977 | 0.4800 | Act | 2 | 4 |
| Southridge | Special Use & Nature Based | 3601 BILOXI DR | 1988 | 2.0460 | Res | 6 | 1 |
| Stratford Nature Area | Special Use & Nature Based | 3520 EAST FRWY | 1924 | 35.0000 | Act | 8 | 4 |
| Sycamore Creek Golf Course | Special Use & Nature Based | 401 MARTIN LUTHER KING FRWY | 1977 | 66.2200 | Act | 8 | 4 |
| Tandy Hills Nature Area | Special Use & Nature Based | 3325 VIEW ST | 1960 | 90.2500 | Act | 8 | 4 |
| Tehama Trails | Special Use & Nature Based | 9906 BUTTE MEADOWS DR | 2011 | 22.8410 | Act | 7 | 5 |
| Trinity Bluff | Special Use & Nature Based | 557 SAMUELS AVE | 2009 | 1.8390 | Res | 9 | 4 |
| Veterans Memorial | Special Use & Nature Based | 4120 CAMP BOWIE BLVD | 1923 | 0.5100 | Act | 7 | 4 |
| Vinyards at Heritage | Special Use & Nature Based | 5280 ALTA LOMA DR | 2001 | 44.1470 | Res | 4 | 5 |
| Water Gardens | Special Use & Nature Based | 1502 COMMERCE ST | 1974 | 5.4000 | Act | 9 | 4 |
| Will Rogers Memorial Center Complex | Special Use & Nature Based | 3301 WEST LANCASTER AVE | 1900 | 32.0000 | Act | 7 | 4 |
| NEIGHBORHOOD BASED PARKS | TYPE | ADDRESS | YEAR | ACRES | STATUS | C_DIST | PPD |
| Alexandra Meadows | Neighborhood Based | 6521 MARK IV PKWY | 2005 | 7.5260 | Act | 2 | 5 |
| Anderson-Campbell | Neighborhood Based | 4141 OHIO GARDEN RD | 1999 | 24.2200 | Act | 2 | 4 |
| Arcadia Trail Park South | Neighborhood Based | 4950 BASSWOOD BLVD | 1996 | 40.1417 | Act | 4 | 5 |
| Arneson | Neighborhood Based | 1311 HOMAN AVE | 1911 | 0.4400 | Act | 2 | 4 |
| Arnold | Neighborhood Based | 700 SAMUELS AVE | 1914 | 3.0220 | Act | 9 | 4 |
| Barksdale | Neighborhood Based | 9611 BARKSDALE DR | 2009 | 20.8020 | Act | 4 | 5 |
| Blue Bonnet Circle | Neighborhood Based | 3489 BLUEBONNET CIR | 1949 | 1.2500 | Act | 9 | 4 |
| Bonnie Brae | Neighborhood Based | 3213 WESLEY ST | 1957 | 3.7000 | Act | 4 | 4 |
| Bunche | Neighborhood Based | 5600 RAMEY AVE | 1954 | 2.3000 | Act | 5 | 4 |
| Burk Burnett | Neighborhood Based | 501 W 7TH ST | 1917 | 3.0300 | Act | 9 | 4 |
| C. P. Hadley | Neighborhood Based | 5301 WILDFLOWER WAY | 2006 | 28.2240 | Act | 6 | 1 |
| Camelot | Neighborhood Based | 1517 ANDANTE DR | 1986 | 5.2500 | Act | 8 | 1 |
| Camp Joy | Neighborhood Based | 9621 WATERCRESS DR | 1918 | 8.2300 | Act | 7 | 2 |
| Camp Worth | Neighborhood Based | 4896 BOB WILLS DR | 2012 | 0.3880 | Act | 4 | 5 |
| Capps | Neighborhood Based | 907 WEST BERRY | 1910 | 4.4100 | Act | 9 | 4 |
| Chamberlin | Neighborhood Based | 4689 HALLORAN ST | 1962 | 9.2981 | Act | 3 | 4 |
| Chisholm Ridge | Neighborhood Based | 8425 LADINA PLACE | 2007 | 31.2900 | Act | 2 | 5 |
| Chuck Silcox (formerly Trail Ridge Estates) | Neighborhood Based | 2809 WAKECREST DR | 2009 | 20.8100 | Act | 3 | 2 |
| Circle | Neighborhood Based | 600 PARK ST | 1909 | 3.0600 | Act | 2 | 4 |
| City Hall Plaza | Neighborhood Based | 1000 THROCKMORTON | 1975 | 2.5000 | Act | 9 | 4 |
| Cobblestone Trail | Neighborhood Based | 7601 JOHN T. WHITE RD | 1971 | 24.2735 | Act | 5 | 3 |
| Crawford Farms | Neighborhood Based | 4224 WEXFORD DR | 2004 | 6.9970 | Act | 7 | 5 |
| Creekside | Neighborhood Based | 3100 RODDY DR | 1988 | 16.2300 | Act | 6 | 1 |
| Crestwood | Neighborhood Based | 3701 ROCKWOOD PARK DR | 1982 | 2.0000 | Act | 7 | 4 |

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| Crossing at Fossil Creek | Neighborhood Based | 6000 MARK IV PKWY | 2000 | 4.0230 | Act | 2 | 5 | |
|--|--------------------|--------------------------------|---------|---------|-------|---------|--------|-----|
| Dabney | Neighborhood Based | 7501 WHIRLWIND DR | 1985 | 3.4480 | Act | 6 | 1 | |
| Daggett | Neighborhood Based | 2312 COLLEGE AVE | 1980 | 3.4000 | Act | 9 | 4 | |
| Deer Creek | Neighborhood Based | 11800 HEMPHILL ST | 1987 | 11.9900 | Res | 6 | 1 | |
| Deer Meadow | Neighborhood Based | 11600 S. OAK GROVE RD | 2012 | 8.5030 | Res | 6 | 1 | |
| NEIGHBORHOOD BASED PARKS | | TYPE | ADDRESS | YEAR | ACRES | STATUS | C_DIST | PPD |
| Delga | Neighborhood Based | 1001 NIXON ST | 1968 | 4.0600 | Act | 8 | 4 | |
| Diamond Hill H.S. | Neighborhood Based | 1411 MAYDELL ST | 1982 | 0.1000 | Act | 2 | 4 | |
| Dorado | Neighborhood Based | 415 BAVERTON LN | 2009 | 14.2690 | Act | 7 | 5 | |
| Eagle Mountain Ranch | Neighborhood Based | 7200 BUNK HOUSE DR | 2000 | 4.3180 | Act | 7 | 2 | |
| Eastbrook | Neighborhood Based | 2728 ESCALANTE AVE | 1979 | 3.2000 | Act | 5 | 3 | |
| Eastern Hills | Neighborhood Based | 5900 YOSEMITE DR | 1981 | 3.0000 | Act | 4 | 4 | |
| Eastgate | Neighborhood Based | 729 RIVER HILL LN | 2015 | 0.9588 | Res | 7 | 4 | |
| Eastover | Neighborhood Based | 4300 RAMEY AVE | 1947 | 13.5000 | Act | 5 | 4 | |
| Ed K. Collett | Neighborhood Based | 4800 WEST VICKERY BLVD | 1971 | 7.6900 | Act | 3 and 9 | 4 | |
| Ederville | Neighborhood Based | 1455 NOTTINGHAM BLVD | 1974 | 0.9100 | Act | 5 | 3 | |
| Ellis | Neighborhood Based | 3400 S. RIVERSIDE DR | 1971 | 10.5100 | Act | 8 | 4 | |
| Elm Street | Neighborhood Based | 400 ELM ST | 2002 | 0.2770 | Act | 9 | 4 | |
| Englewood | Neighborhood Based | 3200 HANGER AVE | 1973 | 1.0600 | Act | 5 | 4 | |
| Eugene McCray Park at Lake Arlington | Neighborhood Based | 3449 QUAIL RD | 1986 | 6.0700 | Act | 5 | 3 | |
| Fairfax | Neighborhood Based | 4000 EAST FAIRFAX AVE | 1968 | 4.0000 | Act | 8 | 4 | |
| Fairmount | Neighborhood Based | 1501 5TH AVE | 1990 | 0.6800 | Act | 9 | 4 | |
| Falcon Ridge | Neighborhood Based | 498 BROADLEAF DR | 2006 | 6.4700 | Act | 3 | 2 | |
| Federal Plaza | Neighborhood Based | 1000 THROCKMORTON ST | 1984 | 0.6000 | Act | 9 | 4 | |
| First Flight | Neighborhood Based | 2700 MERCEDES AVE | 2013 | 0.6136 | Res | 9 | 4 | |
| Foster | Neighborhood Based | 3725 SOUTH DR | 1952 | 11.9200 | Act | 3 | 4 | |
| Fox Run | Neighborhood Based | 8777 FOX MEADOW WAY | 1998 | 9.7890 | Act | 6 | 1 | |
| Freemons | Neighborhood Based | 9850 HERON DR | 1918 | 17.3920 | Act | 7 | 2 | |
| Friendship | Neighborhood Based | 9550 CHUPAROSA DR | 2015 | 5.5330 | Act | 7 | 5 | |
| General Worth Square | Neighborhood Based | 916 MAIN ST | 1980 | 1.5300 | Act | 9 | 4 | |
| George Markos | Neighborhood Based | 400 ACADEMY BLVD | 1973 | 29.6900 | Act | 3 | 2 | |
| Gid Hooper | Neighborhood Based | 814 S. RETTA ST | 1976 | 2.5820 | Act | 8 | 4 | |
| Goodman | Neighborhood Based | 5413 GOODMAN AVE | 1967 | 0.1420 | Act | 3 | 4 | |
| Greenway | Neighborhood Based | 2013 EAST BELKNAP ST | 1926 | 12.9600 | Act | 8 | 4 | |
| Hall-Tandy Triangle | Neighborhood Based | 2901 E. ROSEDALE ST. | 1900 | 0.3200 | Act | 8 | 4 | |
| Harrold | Neighborhood Based | 1502 SUMMIT AVE | 1950 | 2.3000 | Act | 9 | 4 | |
| Harvest Ridge | Neighborhood Based | 13025 HARVEST RIDGE RD | 2005 | 6.3790 | Act | 7 | 5 | |
| Harvey Street | Neighborhood Based | 1413 HARVEY ST | 1978 | 0.9400 | Act | 8 | 4 | |
| Haynes Memorial Triangle | Neighborhood Based | 1701 MAIN ST | 1893 | 0.1000 | Act | 9 | 4 | |
| Heritage Glen | Neighborhood Based | 4400 HERITAGE GLEN DR | 2005 | 28.8420 | Act | 4 | 5 | |
| High Crest | Neighborhood Based | 2515 BRUCE ST | 2006 | 0.7440 | Act | 2 | 4 | |
| Hulen Meadows | Neighborhood Based | 3600 BLUE SPRINGS DR | 1986 | 23.0400 | Act | 6 | 1 | |
| Hyde | Neighborhood Based | 201 WEST 9TH ST | 1873 | 0.0100 | Act | 9 | 4 | |
| Island View | Neighborhood Based | 8401 WATERCRESS DR | 1918 | 14.0000 | Act | 7 | 2 | |
| Jefferson Davis | Neighborhood Based | 4001 TOWNSEND/2000 W. BOLT ST. | 1923 | 6.5000 | Act | 9 | 4 | |
| Jennings-May-St. Louis | Neighborhood Based | 3041 SOUTH JENNINGS AVE | 1997 | 0.8500 | Act | 9 | 4 | |
| Junction | Neighborhood Based | 2250 PRESIDIO VISTA DR | 2011 | 6.2040 | Act | 7 | 5 | |
| Kellis | Neighborhood Based | 4651 SOUTHRIDGE TERR | 1950 | 16.3000 | Act | 9 | 4 | |
| Kingsridge | Neighborhood Based | 5373 CAMROSE ST | 2011 | 19.9800 | Res | 7 | 5 | |
| Kingswood | Neighborhood Based | 7505 TRAIL LAKE DR | 2000 | 16.7700 | Act | 6 | 1 | |
| Krauss Baker | Neighborhood Based | 3517 PARK LAKE DR | 1977 | 18.6000 | Act | 6 | 1 | |
| Kristi Jean Burbach | Neighborhood Based | 3529 FOSSIL PARK DR | 1984 | 14.7100 | Act | 4 | 5 | |
| Lincoln | Neighborhood Based | 2922 LINCOLN AVE | 1934 | 7.0000 | Act | 2 | 4 | |
| Lincolnshire | Neighborhood Based | 1425 HORNCastle ST | 1985 | 15.3810 | Act | 8 | 1 | |
| Linwood-Jesse D. Sandoval (formerly Linwood) | Neighborhood Based | 301 WIMBERLY ST | 1957 | 4.0000 | Act | 9 | 4 | |
| Little People | Neighborhood Based | 3431 WALTON AVE | 1978 | 2.9000 | Act | 6 | 1 | |
| Littlejohn | Neighborhood Based | 4125 LITTLEJOHN AVE | 1972 | 0.8300 | Act | 5 | 4 | |
| Live Oak | Neighborhood Based | 2300 SILVER CREEK RD | 1918 | 7.8500 | Res | 7 | 2 | |

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| Lost Creek Ranch | Neighborhood Based | 13861 LOST SPURS RD | 2007 | 4.1950 | Act | 7 | 5 | |
|---------------------------|--------------------|-----------------------------|---------|---------|-------|--------|---------|-----|
| Lost Spurs | Neighborhood Based | 3520 ALTA VISTA RD | 2000 | 9.9590 | Act | 7 | 5 | |
| Louella Bales Baker | Neighborhood Based | 3101 E 1ST ST | 1998 | 0.9560 | Act | 8 | 4 | |
| Love Circle | Neighborhood Based | 7400 JACKSBORO HWY | 1918 | 50.0000 | Act | 7 | 2 | |
| Maddox | Neighborhood Based | 2414 GOULD AVE | 1905 | 0.9600 | Act | 2 | 4 | |
| Malaga | Neighborhood Based | 7500 MALAGA DR | 1918 | 2.0000 | Act | 7 | 2 | |
| Marie F. Pate | Neighborhood Based | 3751 SOUTH EDGEWOOD TERR | 1968 | 5.0000 | Act | 5 | 4 | |
| Marina | Neighborhood Based | 4033 MARINA DR | 1918 | 5.0000 | Act | 7 | 2 | |
| NEIGHBORHOOD BASED PARKS | | TYPE | ADDRESS | YEAR | ACRES | STATUS | C. DIST | PPD |
| Marine Creek Linear | Neighborhood Based | 3106 ANGLE AVE | 1984 | 48.1610 | Act | 2 | 4 | |
| Marine Creek Linear North | Neighborhood Based | 3317 CHESTNUT AVE | 1996 | 7.8300 | Act | 2 | 4 | |
| Mary and Marvin Leonard | Neighborhood Based | 6478 GENOA RD | 1960 | 6.5300 | Act | 3 | 4 | |
| McPherson | Neighborhood Based | 1229 MCPHERSON RD | 2016 | 12.4414 | Res | 8 | 1 | |
| McPherson Ranch | Neighborhood Based | 3950 MARTINSBURG DR | 2008 | 7.4250 | Act | 7 | 5 | |
| Meadow Creek | Neighborhood Based | 2436 CAROLINA DR | 2008 | 4.5240 | Act | 8 | 1 | |
| Meadowood | Neighborhood Based | 2800 MEADOWBROOK DR | 1935 | 1.7500 | Act | 8 | 4 | |
| Meadows West | Neighborhood Based | 6400 BELLAIRE DR SOUTH | 1984 | 17.2400 | Act | 3 | 1 | |
| Mesa Verde | Neighborhood Based | 7220 MESA VERDE TRL | 1993 | 0.3000 | Act | 4 | 5 | |
| Monticello | Neighborhood Based | 3505 DOROTHY LN NORTH | 1928 | 4.2400 | Act | 7 | 4 | |
| Morningside Middle School | Neighborhood Based | 2751 MISSISSIPPI AVE | 1985 | 2.4100 | Act | 8 | 4 | |
| Morris Berney | Neighborhood Based | 6312 ROSEMONT AVE | 1926 | 4.5000 | Act | 3 | 4 | |
| Mosier Valley | Neighborhood Based | 11220 MOSIER VALLEY RD | 2015 | 4.0915 | Res | 5 | 3 | |
| Newby | Neighborhood Based | 1105 JEROME ST | 1951 | 2.7500 | Act | 9 | 4 | |
| Ninnie Baird | Neighborhood Based | 8900 HAWLEY DR | 2009 | 15.5270 | Act | 4 | 5 | |
| Normandy Place | Neighborhood Based | 3421 PANOLA AVE | 1949 | 1.5000 | Act | 8 | 4 | |
| Oakhurst | Neighborhood Based | 2400 DAISY LN | 1944 | 0.7500 | Act | 9 | 4 | |
| Paddock | Neighborhood Based | 100 WEST BELKNAP ST | 1917 | 0.8000 | Act | 9 | 4 | |
| Park Place | Neighborhood Based | 7812 PARK TRAILS DR | 1995 | 5.8000 | Act | 4 | 5 | |
| Parks of Deer Creek | Neighborhood Based | 10200 DEER TRL | 2008 | 8.2167 | Act | 6 | 1 | |
| Parkwood East | Neighborhood Based | 7704 XAVIER DR | 1985 | 0.1800 | Res | 6 | 1 | |
| Parkwood Hills | Neighborhood Based | 7800 PARKWOOD HILL BLVD | 1998 | 8.6370 | Act | 4 | 5 | |
| Patricia LeBlanc | Neighborhood Based | 6300 GRANBURY CUT-OFF | 1986 | 15.0000 | Act | 6 | 1 | |
| Paz Hernandez | Neighborhood Based | 3515 ELLIS AVE | 1977 | 0.4140 | Act | 2 | 4 | |
| Peter Smith | Neighborhood Based | 901 JENNINGS AVE | 1903 | 0.1000 | Act | 9 | 4 | |
| Plover Circle | Neighborhood Based | 7251 CAHOBA DR | 1918 | 4.0000 | Act | 7 | 4 | |
| Post Oak Village | Neighborhood Based | 3830 POST OAK BLVD | 1981 | 6.0000 | Act | 5 | 3 | |
| Quail Ridge | Neighborhood Based | 7451 DUTCH BRANCH RD | 1986 | 7.3300 | Act | 6 | 1 | |
| Ranches East | Neighborhood Based | 3801 LAZY RIVER RANCH RD | 2007 | 18.5240 | Act | 7 | 5 | |
| Reata | Neighborhood Based | 9489 SILLS WAY | 2010 | 8.1160 | Act | 7 | 5 | |
| Remington Pointe | Neighborhood Based | 6050 WESTERN PASS | 1999 | 10.5640 | Res | 2 | 2 | |
| Ridgeview Farms | Neighborhood Based | 8628 PRAIRIE DAWN DR | 2007 | 7.3190 | Act | 2 | 5 | |
| Ridglea Hills | Neighborhood Based | 4589 STONEDALE RD | 1983 | 6.1000 | Act | 3 | 4 | |
| River Park | Neighborhood Based | 3100 BRYANT IRVIN RD | 1984 | 11.6300 | Act | 3 | 4 | |
| River Trails III | Neighborhood Based | 8570 SAN JOAQUIN TRL | 1998 | 4.4560 | Act | 5 | 3 | |
| Rodeo | Neighborhood Based | 2605 NORTH HOUSTON ST | 1971 | 5.3000 | Act | 2 | 4 | |
| Rosedale Plaza | Neighborhood Based | 5200 EAST ROSEDALE ST | 1969 | 6.2500 | Act | 5 | 4 | |
| Rosemary Ridge | Neighborhood Based | 4350 RED CLOVER LN | 2010 | 6.2500 | Act | 6 | 1 | |
| Rosen | Neighborhood Based | 2200 MCCANDLESS ST | 1971 | 8.8035 | Act | 2 | 4 | |
| Rosenthal | Neighborhood Based | 5200 HASTINGS DR | 1979 | 1.5300 | Act | 6 | 1 | |
| Ryan Place Triangle | Neighborhood Based | 3001 FIFTH AVE | 1974 | 0.2700 | Act | 9 | 4 | |
| Sagamore Hills | Neighborhood Based | 4719 HAMPSHIRE BLVD | 1968 | 4.1500 | Act | 5 | 4 | |
| Sandy Lane | Neighborhood Based | 2001 SANDY LN | 1967 | 28.7000 | Act | 5 | 3 | |
| Sandybrook | Neighborhood Based | 7049 GREENVIEW CIRCLE NORTH | 1984 | 2.9200 | Act | 5 | 3 | |
| Saratoga | Neighborhood Based | 12633 SARATOGA SPRINGS CIR | 2014 | 21.1150 | Act | 7 | 5 | |
| Seminary Hills | Neighborhood Based | 5101 TOWNSEND DR | 1968 | 6.1800 | Act | 9 | 4 | |
| Sendera Rach | Neighborhood Based | 14151 SENDERA RANCH BLVD | 2017 | 33.9580 | Act | 7 | 5 | |
| Settlement Plaza | Neighborhood Based | 9745 FRANCESCA DR | 2000 | 10.4000 | Act | 3 | 2 | |

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| Shackleford | Neighborhood Based | 4615 SHACKLEFORD ST | 1984 | 11.9740 | Act | 8 | 4 | |
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| Silver Sage | Neighborhood Based | 7017 SILVER SAGE DR | 1982 | 10.4600 | Act | 4 | 5 | |
| Sinclair | Neighborhood Based | 9899 SINCLAIR ST | 2009 | 16.4830 | Act | 7 | 5 | |
| Smith-Wilemon | Neighborhood Based | 925 WILLOW RIDGE RD | 1998 | 3.2270 | Act | 4 | 4 | |
| South Meadows | Neighborhood Based | 2300 KELTON ST | 1998 | 3.5900 | Act | 8 | 1 | |
| Southcreek | Neighborhood Based | 6746 WESTCREEK DR | 1983 | 6.3000 | Act | 6 | 1 | |
| Springdale | Neighborhood Based | 2301 DAVID DR | 1958 | 4.0000 | Act | 4 | 4 | |
| Stephens | Neighborhood Based | 2701 WEST GAMBRELL ST | 1984 | 4.0000 | Act | 9 | 4 | |
| Stonecreek | Neighborhood Based | 12801 SWEET BAY DR | 2002 | 10.2050 | Act | 5 | 3 | |
| Stratford | Neighborhood Based | 4057 MEADOWBROOK DR | 1924 | 15.0000 | Act | 8 | 4 | |
| Summer Creek Ranch | Neighborhood Based | 8501 BENTWATER LN | 2000 | 6.2270 | Act | 6 | 1 | |
| Summerbrook | Neighborhood Based | 4315 HUCKLEBERRY DR | 1985 | 27.2700 | Act | 4 | 5 | |
| NEIGHBORHOOD BASED PARKS | | TYPE | ADDRESS | YEAR | ACRES | STATUS | C. DIST | PPD |
| Summerfields | Neighborhood Based | 6720 SPOONWOOD LN | 1978 | 9.4000 | Act | 4 | 5 | |
| Summerfields Chisholm | Neighborhood Based | 3970 MALIBU SUN DR | 1995 | 4.5400 | Act | 4 | 5 | |
| Summerfields Northwest | Neighborhood Based | 7755 BUTTONWOOD DR | 1985 | 4.9900 | Act | 4 | 5 | |
| Sundance Springs | Neighborhood Based | 7791 HAWKWOOD TR | 2008 | 5.3850 | Act | 8 | 1 | |
| Sunset | Neighborhood Based | 8855 WATERCRESS DR | 1918 | 10.0000 | Act | 7 | 2 | |
| Sunset Hills | Neighborhood Based | 7017 ELLIS RD | 1960 | 7.5400 | Act | 4 | 3 | |
| Sunset Hills North | Neighborhood Based | 3600 SUNSET HILLS DR | 2004 | 6.7300 | Act | 4 | 5 | |
| Tadlock | Neighborhood Based | 4665 EASTLINE DR | 1959 | 4.5000 | Act | 8 | 4 | |
| Tandy Hills | Neighborhood Based | 3325 VIEW ST | 1960 | 15.0000 | Act | 8 | 4 | |
| Tehama Ridge | Neighborhood Based | 2137 RAVENS NEST DR | 2011 | 3.1810 | Act | 7 | 5 | |
| Terry | Neighborhood Based | 3104 NORTH TERRY ST | 1970 | 0.4300 | Act | 2 | 4 | |
| Thorny Ridge | Neighborhood Based | 9036 NORTH NORMANDALE ST | 1982 | 3.7600 | Act | 3 | 4 | |
| Tim Watson | Neighborhood Based | 8851 S. NORMANDALE ST | 2016 | 7.9100 | Res | 3 | 4 | |
| Titus Paulsel | Neighborhood Based | 2000 BRINKLEY ST | 1994 | 10.0000 | Act | 5 | 4 | |
| Traders Oak | Neighborhood Based | 1206 SAMUELS AVE | 1953 | 3.2770 | Act | 9 | 4 | |
| Trail Lake Estates | Neighborhood Based | 7160 TRAIL LAKE DR | 2001 | 4.5750 | Res | 6 | 1 | |
| Trails of Fossil Creek | Neighborhood Based | 10451 FOSSIL HOLLOW DR | 2011 | 10.2570 | Act | 7 | 5 | |
| Twin Mills | Neighborhood Based | 5100-5101 WILD OATS DR | 2006 | 10.9260 | Act | 7 | 2 | |
| Village Creek | Neighborhood Based | 4750 WILBARGER ST | 1959 | 24.3100 | Act | 5 | 4 | |
| Vinca Circle | Neighborhood Based | 7800 MALAGA DR | 1918 | 5.1880 | Act | 7 | 2 | |
| Vista West | Neighborhood Based | 10510 VISTA HEIGHTS BLVD | 2007 | 5.0300 | Act | 3 | 2 | |
| Walnut Creek | Neighborhood Based | 9847 MULLINS CROSSING/5244 CONCHO VALLEY | 2009 | 5.5920 | Act | 3 | 1 | |
| Watts | Neighborhood Based | 700 MAY ST | 2008 | 0.9120 | Act | 9 | 4 | |
| Wedgwood | Neighborhood Based | 5309 WINIFRED DR | 1955 | 6.6600 | Act | 6 | 1 | |
| Wesleyan Hills | Neighborhood Based | 2608 STRONG AVE | 2017 | 0.5450 | Res | 8 | 4 | |
| West Fork Ranch | Neighborhood Based | 2350 ANGONI WAY | 2014 | 4.7690 | Act | 2 | 5 | |
| Westcreek | Neighborhood Based | 6008 JENNIE DR | 1971 | 17.0000 | Act | 6 | 1 | |
| Western Hills | Neighborhood Based | 8850 CHAPIN RD | 1965 | 17.8900 | Act | 3 | 4 | |
| Westwind | Neighborhood Based | 2833 LAREDO DR | 1981 | 2.1000 | Act | 3 | 4 | |
| Whitfill | Neighborhood Based | 2701 GRAND GULF RD | 2017 | 22.6460 | Act | 6 | 1 | |
| Wildwood | Neighborhood Based | 9849 WATERCRESS DR | 1918 | 6.0000 | Act | 7 | 2 | |
| William McDonald | Neighborhood Based | 5400 EASTLAND ST | 1981 | 13.8500 | Act | 5 | 4 | |
| Willow Ridge | Neighborhood Based | 11590 MESA CROSSING DR | 2008 | 5.3130 | Act | 7 | 5 | |
| Willowcreek | Neighborhood Based | 1285 SYCAMORE SCHOOL RD | 1984 | 8.6800 | Act | 8 | 1 | |
| Windswept Circle | Neighborhood Based | 6925 CAHOBA DR | 1918 | 3.0000 | Act | 7 | 4 | |
| Woodland Springs | Neighborhood Based | 11801 COPPER CREEK DR | 2001 | 17.0831 | Act | 7 | 5 | |
| Woodmont | Neighborhood Based | 2300 WOODMONT TRL | 1982 | 15.0000 | Act | 6 | 1 | |
| Worth Hills | Neighborhood Based | 3301 BENBROOK BLVD | 1972 | 1.5000 | Act | 9 | 4 | |
| Wright Tarlton | Neighborhood Based | 4725 BYERS AVE | 1969 | 0.7000 | Act | 7 | 4 | |
| COMMUNITY BASED PARKS | | TYPE | ADDRESS | YEAR | ACRES | STATUS | C. DIST | PPD |
| Anderson | Community Based | 5052 CROMWELL-MARINE CREEK RD | 1998 | 34.5940 | Act | 2 | 2 | |
| Arcadia Trail | Community Based | 7613 ARCADIA TRL | 1990 | 69.0790 | Act | 4 | 5 | |
| Arcadia Trail Park North | Community Based | 8744 ARCADIA PARK DR | 1994 | 177.2365 | Act | 4 | 5 | |
| Arrow S | Community Based | 7951 CAHOBA DR | 1918 | 37.8000 | Act | 7 | 2 & 4 | |

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|--------------------------------------|-----------------|--------------------------|------|----------|-----|---|---|
| Buck Sansom | Community Based | 3600 SANSOM PARK DR | 1927 | 131.6000 | Act | 2 | 4 |
| Candleridge | Community Based | 4301 FRENCH LAKE DR | 1976 | 88.0310 | Act | 6 | 1 |
| Carter | Community Based | 4351 CARTER PARK DR | 1951 | 163.4767 | Act | 8 | 4 |
| Casino Beach | Community Based | 7451 WATERCRESS DR | 1918 | 44.0000 | Act | 7 | 2 |
| Chadwick Farms | Community Based | 15700 CLEVELAND-GIBBS RD | 2009 | 39.1900 | Act | 7 | 5 |
| Chisholm Trail: Recreation Center | Community Based | 4936 MCPHERSON BLVD | 1998 | 84.2128 | Act | 6 | 1 |
| Cobb | Community Based | 1600-3000 COBB DR | 1923 | 224.4680 | Act | 8 | 4 |
| Como: Neighborhood Center | Community Based | 4900 HORNE ST | 1973 | 1.2000 | Act | 3 | 4 |
| Diamond Hill: Recreation Center | Community Based | 3709 WEBER ST | 1968 | 9.8800 | Act | 2 | 4 |
| Echo Lake | Community Based | 1000 ECHO LAKE DR | 2017 | 41.3260 | Act | 9 | 4 |
| Eugene McCray: Recreation Center | Community Based | 4932 WILBARGER ST | 2000 | 3.0000 | Act | 5 | 4 |
| North Tri-Ethnic Neighborhood Center | Community Based | 2950 ROOSEVELT AVE | 1976 | 3.2200 | Act | 2 | 4 |
| Fire Station: Recreation Center | Community Based | 1601 LIPSCOMB ST | 1975 | 3.0500 | Act | 9 | 4 |
| Forest Park | Community Based | 1500-2000 COLONIAL PKWY | 1910 | 120.8780 | Act | 9 | 4 |
| Gateway: Fort Woof | Community Based | 751 BEACH ST | 1979 | 635.1110 | Act | 4 | 4 |
| Glenwood | Community Based | 900 S. RIVERSIDE DR | 1927 | 36.9184 | Act | 8 | 4 |
| Greenbriar: Recreation Center | Community Based | 5200 HEMPHILL ST | 1973 | 49.1221 | Act | 9 | 4 |

| COMMUNITY BASED PARKS | TYPE | ADDRESS | YEAR | ACRES | STATUS | C. DIST | PPD |
|---|-----------------|----------------------------------|------|----------|--------|---------|-----|
| Hallmark | Community Based | 820 SYCAMORE SCHOOL RD | 1963 | 25.3530 | Act | 8 | 1 |
| Handley: Handley-Meadowbrook Recreation Center | Community Based | 6201 BEATY ST | 1948 | 15.45 | Act | 5 | 3 |
| Harmon Field | Community Based | 1501 MARTIN LUTHER KING JR. FRWY | 1952 | 97.5000 | Act | 8 | 4 |
| Harriet Creek Ranch | Community Based | 16215 COWBOY TRAIL | 2005 | 32.1680 | Act | 7 | 5 |
| Heritage | Community Based | 300 N. MAIN/600 CONGRESS ST | 1975 | 112.8080 | Act | 2 and 9 | 4 |
| Heritage Addition | Community Based | 3600 BLK HERITAGE TRACE PKWY | 2001 | 36.7900 | Act | 4 | 5 |
| Highland Hills: Recreation Center | Community Based | 1600 GLASGOW RD | 1968 | 28.6590 | Act | 8 | 1 |
| Hillside: Recreation Center | Community Based | 1201 E. MADDOX AVE | 1911 | 24.1400 | Act | 8 | 4 |
| Lake Como | Community Based | 3401 LAKE COMO DR | 1950 | 59.1377 | Act | 3 and 9 | 4 |
| Mallard Cove | Community Based | 375 SHADOW GRASS AVE | 2003 | 103.9240 | Act | 5 | 3 |
| Marine | Community Based | 303 NW 20TH ST | 1894 | 12.0000 | Act | 2 | 4 |
| Marine Creek Lake | Community Based | 4700 HUFFINES BLVD | 1984 | 69.9700 | Res | 2 | 2 |
| Marine Creek Ranch | Community Based | 5101 CROMWELL MARINE CREEK RD | 2008 | 42.9570 | Res | 2 | 2 |
| Marion Sansom | Community Based | 2501 ROBERTS CUT-OFF RD | 1933 | 264.0000 | Act | 7 | 4 |
| Martin Luther King: Neighborhood Center | Community Based | 5565 TRUMAN DR | 1969 | 5.7800 | Act | 5 | 4 |
| Mosque Point | Community Based | 8375 CAHOBA DR | 1918 | 80.0000 | Act | 7 | 2 |
| North | Community Based | 9000 NORTH BEACH ST | 1999 | 61.5160 | Act | 4 | 5 |
| North Z. Boaz: R.D. Evans Recreation Center | Community Based | 3200 LACKLAND RD | 1928 | 138.3000 | Act | 3 | 4 |
| Northside: Neighborhood Center | Community Based | 1100 NW 18TH ST | 1946 | 15.0000 | Act | 2 | 4 |
| Northwest Community | Community Based | 8575 BLUE MOUND RD | 2011 | 245.7690 | Act | 7 | 5 |
| Oak Grove | Community Based | 1749 OAK GROVE SHELBY RD | 2015 | 67.3900 | Res | 8 | 1 |
| Oakland Lake | Community Based | 1645 LAKE SHORE DR | 1927 | 69.0000 | Act | 8 | 4 |
| Oakmont | Community Based | 7000 BELLAIRE DR SOUTH | 1981 | 127.1700 | Act | 3 | 1 |
| Overton | Community Based | 3500 OVERTON PARK DR EAST | 1959 | 48.6800 | Act | 3 | 4 |
| Pecan Valley | Community Based | 6400 PECAN VALLEY DR | 1962 | 190.1420 | Act | 3 | 1 |
| Prairie Dog | Community Based | 5060 PARKER HENDERSON RD | 1970 | 39.5600 | Act | 5 | 4 |
| Quannah Parker | Community Based | 5401 RANDOL MILL RD | 1997 | 68.0000 | Act | 4 | 4 |
| Riverside | Community Based | 501 OAKHURST SCENIC DR | 1974 | 30.8000 | Act | 9 | 4 |
| Rockwood | Community Based | 701 NORTH UNIVERSITY DR | 1927 | 50.4637 | Act | 2 | 4 |
| Rosemont | Community Based | 1400 WEST SEMINARY DR | 1927 | 30.4000 | Act | 9 | 4 |
| Southside: Neighborhood Center | Community Based | 959 EAST ROSEDALE ST | 1993 | 2.0000 | Act | 8 | 4 |
| Southwest: Recreation Center | Community Based | 4320 ALTAMESA BLVD | 1969 | 1.8000 | Act | 6 | 1 |
| Sycamore: Recreation Center | Community Based | 2525 EAST ROSEDALE ST | 1909 | 88.0170 | Act | 8 | 4 |
| Sylvania | Community Based | 3700 EAST BELKNAP ST | 1926 | 29.2200 | Act | 4 | 4 |
| Thomas Place: Recreation Center | Community Based | 4201 LAFAYETTE AVE | 1970 | 2.7600 | Act | 7 | 4 |
| Trail Drivers | Community Based | 1700 NE 28TH ST | 1928 | 39.6100 | Act | 2 | 4 |
| Trinity | Community Based | 2401 UNIVERSITY DR | 1892 | 252.0000 | Act | 9 | 4 |
| Victory Forest: South Central Recreation Center | Community Based | 1000 W BIDDISON ST | 2010 | 11.1532 | Act | 9 | 4 |
| West Park | Community Based | 8787 HERON DR | 2001 | 212.2000 | Act | 7 | 2 |
| Wildwood North | Community Based | 9900 WATERCRESS DR | 1918 | 124.3470 | Res | 7 | 2 |

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| Worth Heights: Neighborhood Center | Community Based | 3812 SOUTH JONES ST | 1968 | 0.5800 | Act | 9 | 4 |
| Z Boaz South | Community Based | 5250 OLD BENBROOK RD | 1928 | 134.3800 | Act | 3 | 4 |
| | | | | | | | |
| TOTAL NUMBER OF PARKS | | 277 | TOTAL ACRES | | 11,985.72 | | |

APPENDIX B – Park Funds

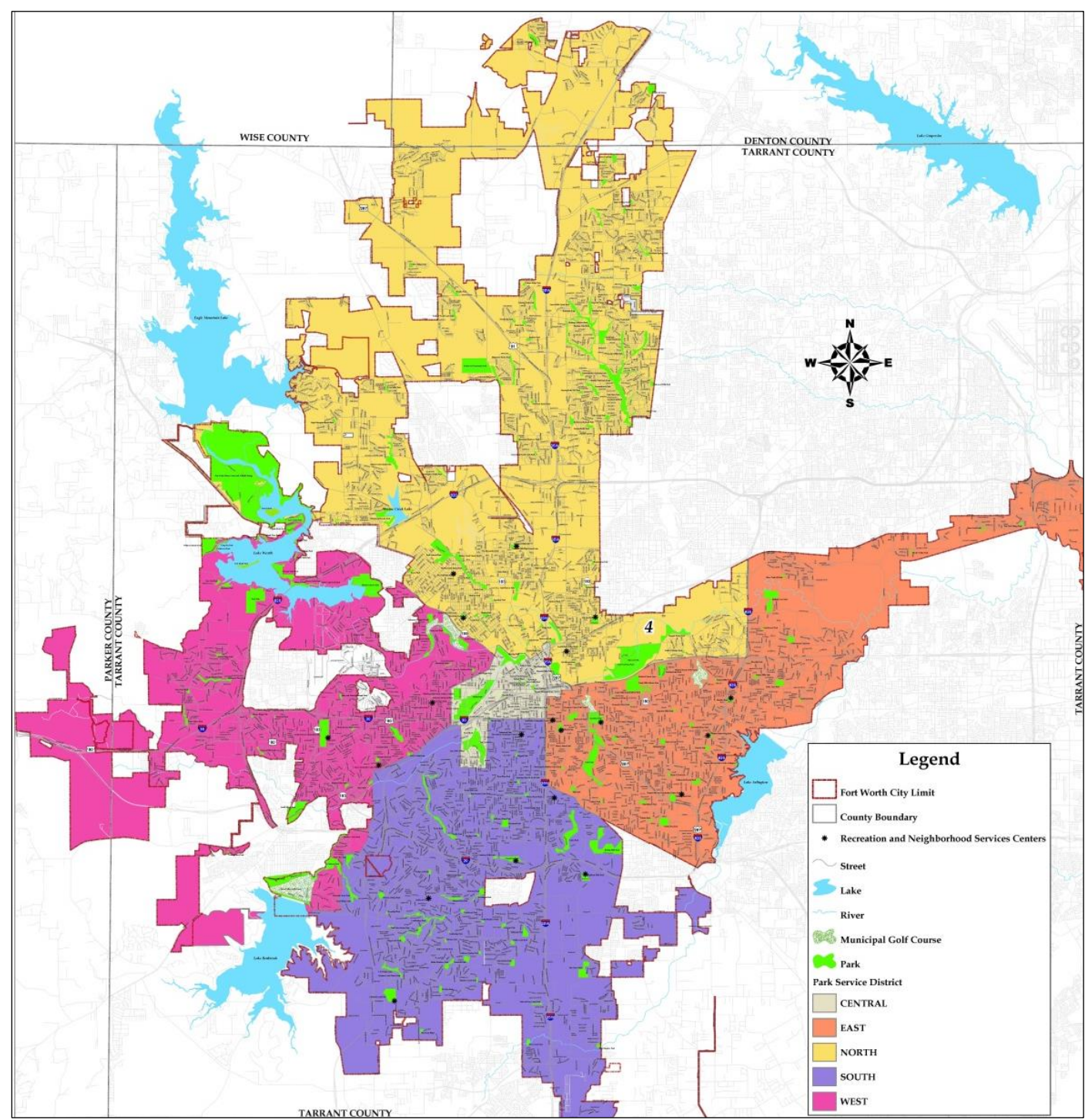
| Fund Name | Fund # | Source/Purpose |
|--------------------------------|---------------|---|
| PACS Endowment Gas Lease | 13001 | Gas well revenues, which include bonuses, royalties, pipeline easements, mitigation fees, which include temporary water lines, surface use fees. |
| Special Purpose Fund | 25002 | Revenue generated from fees, reimbursements and one-time gifts to fund operating expenses and capital projects. |
| General Capital Projects Fund | 30100 | Miscellaneous funds designated for Capital improvement projects. |
| Developer Contribution Fund | 30104 | Contributions from developers for the specific use at designated parks for capital improvements. |
| Special Donations Cap Projects | 30105 | Donations received from organizations and/or individuals for the specific use at designated parks for capital improvements. |
| Intergovernmental Contribution | 30106 | Revenue from other governmental agencies to be used for capital improvements at designated parks. |
| PACS Dedication Fees Fund | 30110 | Revenue from development of neighborhoods to create parks. This includes fees from developers and interest. |
| Grants Cap Projects Federal | 31001 | Revenues from Federal Grants to fund capital improvement projects. |
| Grants Capital Project State | 31002 | Revenues from State Grants to fund capital improvement projects. |
| Grants Capital Project Other | 31003 | Revenues from Other/Local Grants to fund capital improvement projects. |
| PACS Gas Lease Cap Projects | 33002 | Gas well revenues, which include bonuses, royalties, pipeline easements, mitigation fees, which include temporary water lines, surface use fees received after 10/1/2015. |
| Muni Golf Gas Lease Cap Proj | 33004 | Gas well revenues, which include bonuses, royalties, pipeline easements received after 10/1/2015. |
| 2014 Bond Program | 34014 | Revenues from 2014 Bond program to fund capital improvement projects. |
| Specially Funded Projects Fund | 39007 | Miscellaneous revenues for the purpose of funding capital projects. |
| Lake Worth Gas Lse Cap Legacy | 39301 | Gas well revenues, which include bonuses, royalties, pipeline easements, mitigation fees, which include |

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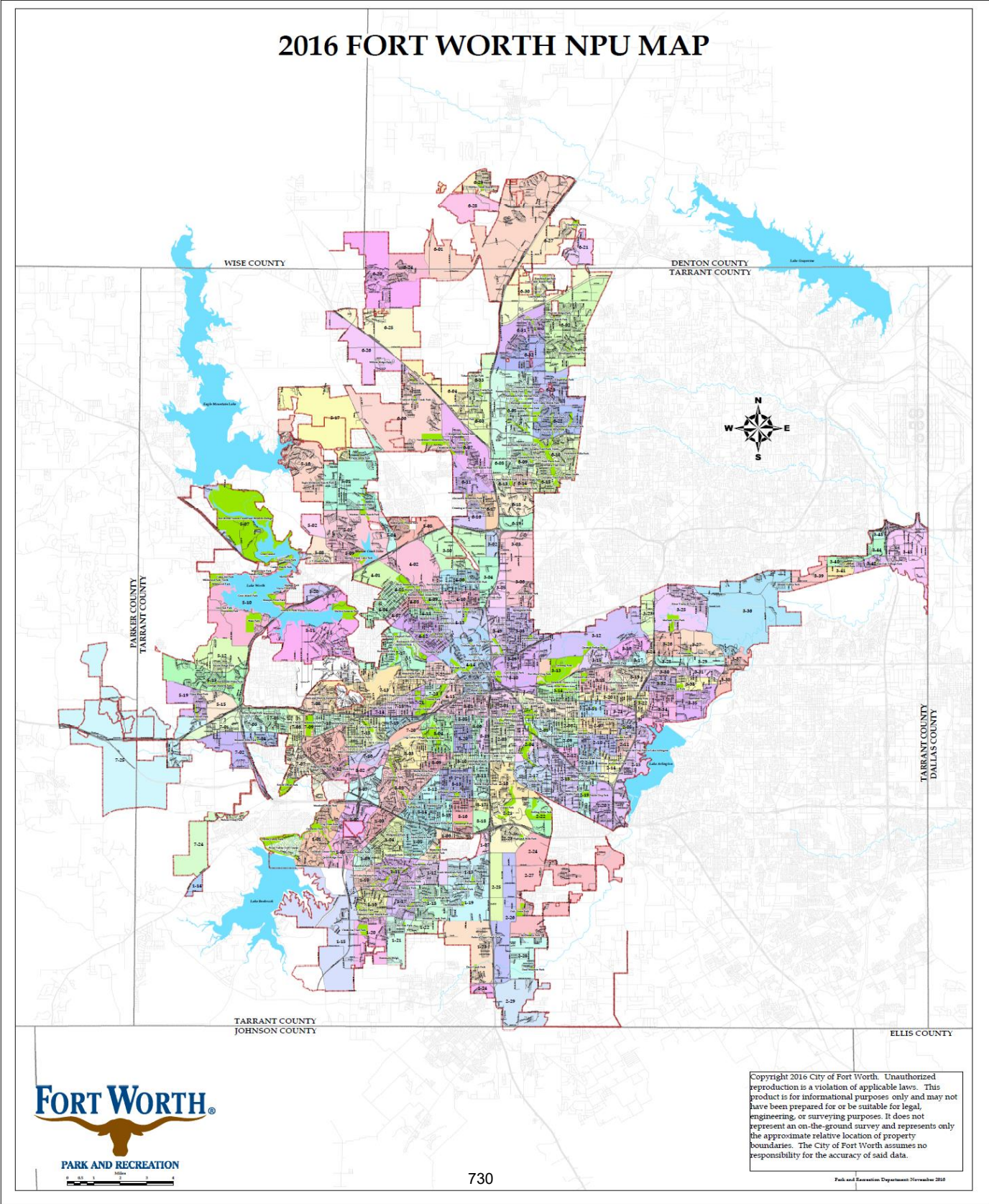
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| | | temporary water lines, surface use fees from park land located in and around Lake Worth. |
| PACS Gas Revenue Legacy Fund | 39302 | Gas well revenues, which include bonuses, royalties, pipeline easements, mitigation fees, which include temporary water lines, surface use fees received prior to 10/1/2015. |
| Muni Golf Gas Lse Proj Legacy | 39304 | Gas well revenues, which include bonuses, royalties, pipeline easements received prior to 10/1/2015. |
| Street Improvements Fund | 39403 | Revenues from 2004 Bond program to fund capital improvement projects. |
| PACS Improvements Fund | 39801 | Revenues from 2004 Bond program and 2013 Certificates of Obligations to fund capital improvement projects. |
| Muni Golf Gas Cap Conversion | 53005 | Conversion of Gas well revenues, which include bonuses, royalties, pipeline easements received prior to 10/1/2015. |

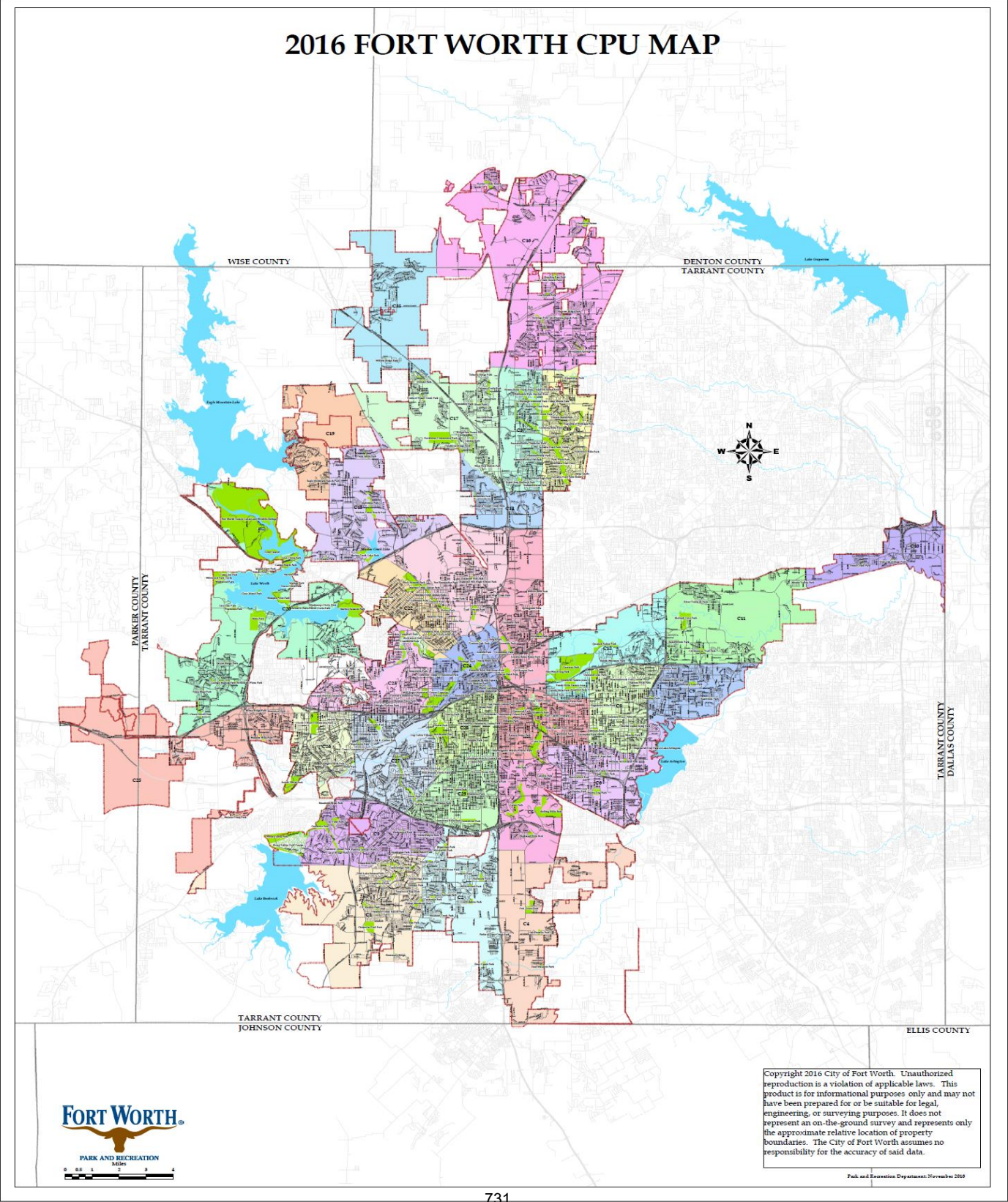
APPENDIX C –Park Maintenance Districts Map



APPENDIX D – Neighborhood Park Units Map



APPENDIX E – Community Park Units Map



APPENDIX F – Park Completed Projects List

| PARK & RECREATION DEPARTMENT - COMPLETED PROJECTS | | |
|---|---|--|
| (as of August 31, 2017) | | |
| The following projects have been completed in the timelines as noted. All capital improvement projects are funded primarily from the proceeds of Parks, Recreation and Community Center Improvement bonds, other sources include: | | |
| ALF - Annual Lease Fees | Mayfest - Mayfest Revenue | |
| CDBG - Community Development Block Grant | MEWA - Mitigation / Easement / Workspace Agreement Funds | |
| CIP - Capital Improvement Program | NPG - Neighborhood Park Grant | |
| CO - Certificates of Obligation | Other - Waste Management, Tarrant County | |
| CPRF - Capital Project Reserve Fund | PDF - Park Dedication Fees | |
| Donation - Funds Gifted From Private Sources | PE - Pipeline Easements | |
| GEF - Golf Enterprise Fund | S&V - Streams & Valleys Inc. Funds | |
| GF - General Fund | TIF - Tax Increment Financing | |
| Grants - Local, State, Federal Agencies or Private Organizations | TPWD - Texas Parks and Wildlife Department Grant | |
| GRF - Gas Revenue Funds | TRWD - Tarrant Regional Water District | |
| LISTING OF COMPLETED PROJECTS | | |

| FISCAL YEAR | NO. | AMOUNT | | |
|--|------------|----------------------|---------------|-----------------|
| FY 2017 Completed Projects | 25 | \$8,878,415 | | |
| FY 2016 | 34 | \$22,175,138 | | |
| FY 2015 | 10 | \$4,941,138 | | |
| FY 2014 | 15 | \$6,777,670 | | |
| FY 2013 | 14 | \$10,492,286 | | |
| FY 2012 | 33 | \$14,254,579 | | |
| FY 2011 | 33 | \$7,037,085 | | |
| FY 2010 | 23 | \$4,975,721 | | |
| FY 2009 | 56 | \$12,365,647 | | |
| FY 2008 | 18 | \$5,363,459 | | |
| FY 2007 | 23 | \$10,414,452 | | |
| FY 2006 | 44 | \$3,307,767 | | |
| FY 2005 | 42 | \$2,405,454 | | |
| FY 2004 | 38 | \$3,785,006 | | |
| FY 2003 | 27 | \$6,056,678 | | |
| FY 2002 | 47 | \$6,535,104 | | |
| FY 2001 | 17 | \$5,014,770 | | |
| FY 2000 | 53 | \$5,125,816 | | |
| FY 1999 | 41 | \$4,003,845 | | |
| FY 1998 | 13 | \$1,453,675 | | |
| FY 1997 - Present: Total No. Projects / | 606 | \$145,363,706 | | |
| FY 2017 Completed Projects | CD | Amount | Source | Completi |
| Highland Hills Park – Park Improvements | 8 | \$89,694 | GRF | Oct-16 |

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| Eugene McCray Park at Lake Arlington | 5 | \$110,665 | GRF | Oct-16 |
| Bunche Park Master Plan | 5 | \$30,475 | CIP | Oct-16 |
| Harmon Athletic Field / Park Improvements | 8 | \$1,520,253 | GRF/ CIP / | Oct-16 |
| Village Creek Shelter Replacement | 5 | \$130,000 | GRF | Dec-16 |
| Diamond Hill Park Improvements | 2 | \$61,000 | CDBG / GRF | Dec-16 |
| Camelot Park Improvements | 8 | \$52,398 | GRF | Dec-16 |
| Traders Oak Park Improvements | 2 | \$53,056 | GRF | Dec-16 |
| Gateway Park Road and Parking Lot | 4 | \$683,767 | CIP / GRF | Jan-17 |
| Sandy Lane Park Improvements | 5 | \$1,503,046 | CIP / GRF / | Jan-17 |
| Fort Worth Nature Center Boardwalk | 7 | \$1,383,346 | CO/ CIP / | Jan-17 |
| Pecan Valley Golf Course Pump Station | 3 | \$660,000 | GRF | Jan-17 |
| Sylvania Park / Riverside CC Road & Parking | 4 | \$233,065 | CIP / GRF | Feb-17 |
| Lost Spurs Park Improvements | 7 | \$327,301 | GRF | Feb-17 |
| Oakland Lake Park Improvements | 8 | \$516,339 | CIP / GRF / | Feb-17 |
| Victory Forest Trail Improvements | 9 | \$150,000 | CIP | Mar-17 |
| Jennings May St. Louis - ADA Improvements and | 9 | \$25,000 | GRF | Mar-17 |
| J.T. Hinkle Park Development | 7 | \$330,697 | CIP / PDF / | Apr-17 |
| Coventry Hills Park Development | 4 | \$187,941 | PDF | Apr-17 |
| Englewood Park Improvements | 5 | \$25,000 | GRF | May-17 |
| Dabney Park Improvements | 6 | \$25,000 | CIP, GRF | May-17 |
| Foster Park Improvements | 3 | \$64,000 | GRF | Jun-17 |
| Eastgate Reserve Park Development | 7 | \$195,000 | PDF / GRF | Jun-17 |
| Fort Worth Nature Center Levee Repair | CW | 425,000 | CIP / Grant / | Aug-17 |
| Kellis Park Parking Lot Improvements | 9 | \$96,372 | CIP | Aug-17 |
| Total Completed Projects: 25 Projects | | \$8,878,415 | | |
| FY 2016 Completed Projects | CD | Amount | Source | Completion Date |
| Martin Luther King Park Ball Field Lighting Replacement | 5 | \$235,000 | CO | Nov-15 |
| Trail Drivers Park Ball Field Lighting Replacement | 2 | \$235,000 | CO | Nov-15 |
| Northwest Community Park Development - Phase I | 7 | \$1,083,730 | TPWD / PDF | Nov-15 |
| McLeland Tennis Center – Court Resurfacing | 9 | \$56,960 | GRF / Donation | Nov-15 |
| Eugene McCray Park at Lake Arlington Parking Lot | 5 | \$31,143 | GRF / Other | Dec-15 |
| Log Cabin Village Sanitary Sewer and Restroom | 9 | \$282,292 | GRF / CIP | Dec-15 |
| Forest Park Improvements | 9 | \$1,248,673 | GRF / CIP | Dec-15 |
| River Park Trail | 3 | \$10,000 | Donation | Dec-15 |
| Ridglea Hills Park Improvements | 3 | \$31,814 | GRF / Donation | Dec-15 |
| Delga Park Trail Improvements | 8 | \$47,000 | CDBG | Jan-16 |
| Oakmont Linear Park South Trail Development | 6 | \$167,572 | GRF | Mar-16 |
| Hallmark Park Improvements | 8 | \$231,938 | PDF / GRF | Mar-16 |
| Jefferson Davis Park Improvements | 9 | \$200,561 | GRF / PM | Mar-16 |
| North Z. Boaz Community Park Phase 1 and 2 | 6 | \$1,750,000 | GRF / ALF / CIP / Donation | Mar-16 |

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| Mallard Cove Park Improvements | 5 | \$233,238 | CIP / MEWA | Apr-16 |
| Creeside Park Improvements | 6 | \$202,431 | CIP / GRF | Apr-16 |
| Quail Ridge Park Improvements | 6 | \$212,058 | CIP / GRF | Apr-16 |
| Lincolnshire Park Improvements | 8 | \$268,164 | CIP / CO / GRF | Apr-16 |
| Shackleford Park Improvements | 8 | \$206,108 | CIP / CO / GRF | Apr-16 |
| Gateway Park / Grant Development | 4 | \$2,385,442 | GRF / TPWD / S&V / TRWD / CPRF / Other | Apr-16 |
| Terry Park Improvements | 2 | \$280,200 | CO / GRF / CIP | May-16 |
| Northside Park Improvements | 2 | \$336,240 | GRF / CIP | May-16 |
| Highcrest Park Improvements | 2 | \$268,725 | PDF | May-16 |
| Summerfields Park Improvements | 4 | \$198,000 | CIP / CO | May-16 |
| Rosen Park Accessible Walks and Shelter Improvements | 2 | \$11,000 | GRF | May-16 |
| Chisholm Trail Community Park - Phase I | 6 | \$3,800,000 | CIP | Jun-16 |
| Martin Luther King Park Parking Lot Improvements | 5 | \$84,150 | CIP | Jun-16 |
| West Vickery Streetscape - NTTA | 9 | \$750,000 | CIP | Jul-16 |
| River Trails Playground | 5 | \$145,200 | GRF | Jul-16 |
| Chadwick Park - Multi-Purpose Courts & Trail | 7 | \$81,500 | PDF / MEWA | Jul-16 |
| River Park - Neigh. Trans. Connect.- Ped. /Byc. Grant | 3 | \$118,000 | Grant / S&V / TRWD | Aug-16 |
| Oakland Drive - Neigh. Trans. Con.- Ped. /Byc. Grant | 4 | \$768,000 | Grant / S&V / TRWD | Aug-16 |
| Kellis Park - Neigh. Trans. Con.- Ped. /Byc. Grant | 9 | \$890,000 | Grant / S&V / TRWD | Aug-16 |
| Rockwood Golf Course Renovation | 2 | 5,325,000 | CPRF/CIP/GRF/TRWD | Sep-16 |
| Total Completed Projects: 34 Projects | | \$22,175,138 | | |
| FY 2015 Completed Projects | CD | Amount | Source | Completion Date |
| Rodeo Park (Marine Creek Corridor Improvements) | 2 | \$435,370 | TPWD/CIP/GRF | Dec-14 |
| Lincoln Park (Marine Creek Corridor Improvements) | 2 | \$512,334 | TPWD/CIP/GRF | Dec-14 |
| Marine Creek Linear Park (Marine Creek Corridor Improvements) | 2 | \$1,214,207 | TPWD/CIP/GRF | Dec-14 |
| Buck Sansom Park (Marine Creek Corridor Improvements) | 2 | \$1,228,008 | TPWD/CIP/GRF/CO | Dec-14 |
| Botanic Garden Horseshoe Walk Replacement | 7 | \$29,500 | Donation | Feb-15 |
| Arcadia Park Trail Connection | 4 | \$162,030 | PDF | Apr-15 |
| Cobb Park - Road & Drainage Improvements | 8 | \$556,690 | GRF / CIP /TRWD | May-15 |
| Diamond Hill Skate Park | 2 | \$120,000 | CDBG | Aug-15 |
| Sagamore Hills Park Playground Replacement | 5 | \$155,000 | CDBG | Aug-15 |
| Patricia LeBlanc Accessible Playground Renovation | 6 | \$528,000 | CIP / Donation | Aug-15 |
| Total Completed Projects: 10 Projects | | \$4,941,138 | | |
| FY 2014 Completed Projects | CD | Amount | Source | Completion Date |
| Sycamore Park Improvements | 8 | \$574,219 | 2004 CIP, GRF | Oct.-13 |
| Pecan Valley Golf Course Clubhouse & Pavilion | CW | \$355,361 | GRF | Oct.-13 |

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| Heritage Addition Improvements | 4 | \$104,854 | PDF | Nov.-13 |
| Chisholm Trail Community Center | 6 | \$4,663,114 | 98-04 CIP/GRF/CO/T PWD | Jan.-14 |
| Rockwood Park Drainage Assessment | 2 | \$65,440 | MEWA | Jan.-14 |
| Rotary Plaza at Trinity Park | 9 | \$220,000 | TPWD / Donation | Feb.-14 |
| Crestwood Park Improvements | 7 | \$14,742 | GRF | Feb.-14 |
| West Fork Ranch Park Development | 2 | \$273,864 | PDF | Feb.-14 |
| Saratoga Park Development | 7 | \$211,616 | PDF | Feb.-14 |
| Federal Plaza Renovation | 9 | \$40,000 | Grants | Mar.-14 |
| Far Northside Park - Shelter Replacement | 2 | \$44,944 | GRF | Jun.-14 |
| Fire Station Park - Shelter Replacement | 9 | \$45,809 | GRF | Jun.-14 |
| Hillside Park Trail | 8 | \$97,726 | CO | Jul.-14 |
| Morris Berney Park Trail and Picnic Tables | 3 | \$58,480 | GRF / Donation | Aug.-14 |
| Worth Hills Drinking Fountain | 9 | \$7,500 | GRF | Aug.-14 |
| Total Completed Projects: 15 Projects | | \$6,777,670 | | |
| FY 2013 Completed Projects | CD | Amount | Source | Completion Date |
| JFK Memorial / General Worth Square | CW | \$1,450,000 | Donation / GRF | Oct.-12 |
| Botanic Garden Conservatory South Parking Renovation | 7 | \$730,974 | 04 CIP / GRF | Oct.-12 |
| Japanese Garden ADA Renovations | 7 | \$622,000 | Donation / GRF | Oct.-12 |
| Veteran's Memorial Park - Anchor Installation | 7 | \$8,574 | GRF | Oct.-12 |
| McDonald Park Shelter Improvements | 5 | \$120,223 | GRF | Nov.-12 |
| Candleridge Park / French Lake Shelter & Loop Trail Installation | 6 | \$255,287 | GRF | Feb.-13 |
| Rockwood Golf Course Pavilion Installation | 2 | \$22,000 | GRF | Feb.-13 |
| Delga Park Improvements | 8 | \$44,000 | GRF / Donation | Mar.-13 |
| Marine Park Improvements | 2 | \$286,149 | GRF | May.-13 |
| Marine Park Pool Renovation | 2 | \$3,850,000 | Cap. Proj. Res. / CDBG | May.-13 |
| Forest Park Pool Repair | 9 | \$830,000 | Donation / Cap. Proj. Res. | May.-13 |
| Russom Ranch YMCA Athletic Complex | 6 | \$1,700,000 | YMCA / GRF | May.-13 |
| Trail Drivers Park Trail Connection (Transportation & Community & System Preservation Pilot Program Grant) | 2 | \$511,286 | TxDOT / GRF | Jul.-13 |
| Meadows West Park Trail connection to Oakmont Park | 3 | \$61,793 | GRF | Aug.-13 |
| Total Completed Projects: 14 Projects | | \$10,492,286 | | |
| FY 2012 Completed Projects | CD | Amount | Source | Completion Date |
| Marion Sansom Park Parking Improvements | 7 | \$235,000 | GRF | Oct.-11 |
| Anderson Campbell Reserve Park Development | 2 | \$300,000 | 04 CIP / GRF | Oct.-11 |
| Parkwood Hills Reserve Park Development | 4 | \$330,000 | 04 CIP/GRF/Dona tion | Oct.-11 |
| Stephens Park Playground | 9 | \$52,578 | Risk Mangt.Funds | Oct.-11 |

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| Rockwood GC - 1st TEE / Ben Hogan Training Center | 2 | \$1,500,000 | Private | Nov.-11 |
| Rolling Hills Parking Expansion | 8 | \$994,732 | 04 CIP | Nov.-11 |
| Highland Hills Park Parking Expansion | 8 | \$104,882 | GRF | Nov.-11 |
| 4th & Elm Pocket Park | 9 | \$16,300 | PDF | Nov.-11 |
| Marion Sansom Park Shelter Renovation | 7 | \$307,229 | GRF | Dec.-11 |
| Quanah Parker Park Improvements | 4 | \$166,244 | GRF | Dec.-11 |
| Candleridge Park - Weatherwood Trail Installation | 6 | \$60,000 | GRF | Dec.-11 |
| Tehama Ridge / Tehama Trails Joint Park Development | 7 | \$285,407 | PDF | Dec.-11 |
| Trails of Fossil Creek Park Development | 7 | \$121,825 | PDF | Dec.-11 |
| Botanic Gardens Sidewalk Repair | 7 | \$20,450 | GF | Feb.-12 |
| R.D. Evans Community Center Renovation | 3 | \$400,000 | 04 CIP / GRF | Mar.-12 |
| Arcadia Park No. 4 Playground Renovation | 4 | \$72,300 | Private / GF | Mar.-12 |
| Cobb Park Phase I Redevelopment | 8 | \$4,007,426 | TRWD /GRF | Mar.-12 |
| Rosemont Park CVS Tot Lot | 9 | \$40,090 | Donation | Mar.-12 |
| Rolling Hills Tree Farm Fencing Installation | 8 | \$27,500 | 04 CIP | Apr.-12 |
| Marine Park Pool Renovation | 2 | \$149,000 | General Fund | May.-12 |
| McPherson Ranch Reserve Park Development | 7 | \$181,170 | PDF | Jun.-12 |
| Rosemont Park Improvements | 9 | \$108,647 | GRF / TPW Funds | Jun.-12 |
| Veteran's Park Anchor Memorial Installation | 7 | \$10,000 | GRF | Jul.-12 |
| Sycamore Creek Golf Course Pond Liner & Putting Green Resurf. | 8 | \$184,715 | GEF | Jul.-12 |
| Phyllis J. Tilley Memorial Pedestrian Bridge | 9 | \$3,087,579 | Grant / Donation/04 CIP | Jul.-12 |
| Trinity Park / Tilley Bridge Trail Connection | 9 | \$23,917 | 04 CIP | Aug.-12 |
| Meadowbrook Golf Course Pond / Retaining Wall Improvements | 4 | \$150,000 | GEF | Aug.-12 |
| Meadowbrook Golf Course Water Irrigation Well Installation | 4 | \$305,200 | GEF | Aug.-12 |
| Chuck Silcox Reserve Park Development - Phase I | 3 | \$144,431 | PDF / Donation | Aug.-12 |
| Pecan Valley Golf Course / Hills Restroom Facility Installation | 3 | \$199,000 | GRF | Aug.-12 |
| Nature Center Floating Canoe Dock | 7 | \$2,500 | TRWD | Sept. -12 |
| Nature Center - Canoe Dock Composting Toilet | 7 | \$23,315 | Donation | Sept.-12 |
| Rockwood Golf Course 6 Hole Practice Course | 2 | \$643,142 | GRF | Sept.-12 |
| Total Completed Projects: 33 Projects | | \$14,254,579 | | |
| FY 2011 Completed Projects | CD | Amount | Source | Completion Date |
| Handley Park Shelter and Water Fountain Installation | 5 | \$32,696 | GRF | Oct.-10 |
| Smith Wilemon Park Playground / Water Fountain Installation | 4 | \$42,244 | GRF / Donation | Oct.-10 |
| Sunset Hills Park Improvements | 4 | \$120,939 | GRF | Oct.-10 |
| Greenway Park Road & Parking Improvements - Phase I | 8 | \$391,523 | 2004 CIP / GRF | Nov.-10 |
| Capps Park Shelter and Water Fountain Installation | 9 | \$51,786 | GRF | Nov.-10 |
| Maddox Park Shelter Installation | 2 | \$25,492 | GRF | Nov.-10 |
| Silver Sage Park Shelter Installation | 4 | \$23,999 | GRF | Nov.-10 |
| Gateway Park Trail Repair | 4 | \$10,000 | GRF | Dec.-10 |

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| Ed Collett Park Ballfield, Parking and Trail Improvements | 3&9 | \$344,276 | 2004 CIP / GRF | Feb.-11 |
| Creeside Park Security Lighting & Play Equipment Installation | 6 | \$22,027 | GRF | Feb.-11 |
| Watts Park Development | 9 | \$414,641 | Donation | Feb.-11 |
| Carter Park Road & Parking Renovation | 8 | \$173,035 | 04 CIP | Mar.-11 |
| Fort Worth Zoo Restroom Facilities | 9 | \$223,126 | GRF | Mar.-11 |
| Fox Run Park Security Lighting Installation | 6 | \$12,060 | 2004 CIP | Mar.-11 |
| Trinity Park Playground Renovation | 9 | \$105,245 | GRF / Donation | Mar.-11 |
| Falcon Ridge Reserve Park Development | 3 | \$217,546 | PDF | Apr.-11 |
| C.P. Hadley Reserve Park Development | 6 | \$343,080 | 04 CIP/GRF/Donation | Apr.-11 |
| Greenway Park Road & Parking Improvements - Phase II | 8 | \$165,446 | 04 CIP | May.-11 |
| Kingswood Park Trail and Multi-Use slab Installation | 6 | \$30,757 | GRF | May.-11 |
| Carter Park South Trail and Shelter Installation | 8 | \$126,402 | PDF | May.-11 |
| Junction Park Development | 7 | \$376,401 | PDF | May.-11 |
| Reata Park Development | 7 | \$230,623 | PDF | May.-11 |
| Mallard Cove Reserve Park Development | 5 | \$304,163 | GRF | Jun.-11 |
| South Meadows Park Security Lighting Installation | 8 | \$5,800 | 2004 CIP | Jun.-11 |
| Western Hills Park Playground Renovation | 3 | \$68,524 | GRF | Jun.-11 |
| Thorny Ridge Park Playground Renovation | 3 | \$83,610 | GRF | Jul.-11 |
| Oakhurst Park Play Equipment Installation | 2 | \$18,203 | GRF | Jul.-11 |
| Rockwood Park Ball Field Renovation | 2 | \$2,709,702 | 04 CIP / GRF | Jul.-11 |
| Meadows West Park Shelter Installation | 3 | \$26,875 | GRF | Aug.-11 |
| George Markos Park shelter Installation | 3 | \$29,009 | GRF | Aug.-11 |
| Como, Worth Heights, & North Tri Comm. Center Grease Traps | CW | \$106,962 | GRF | Jun. - Sept.-11 |
| General Worth Square Improvements | 9 | \$29,670 | GF | Sept.-11 |
| Collett Park Ball Field Lighting Installation | 3&9 | \$171,223 | 04 CIP / GRF | Sept.-11 |
| Total Completed Projects: 33 Projects | | \$7,037,085 | | |
| FY 2010 Completed projects | CD | Amount | Source | Completion Date |
| Arcadia Park Security Lighting | 4 | \$14,287 | 2004 CIP | Oct.-09 |
| Cobb Park North Security Lighting | 8 | \$14,287 | 2004 CIP | Oct.-09 |
| Candleridge Park Playground / Bench Improvements | 6 | \$25,000 | NPG | Nov.-09 |
| Harriet Creek Ranch Reserve Park Development | 7 | \$291,597 | PDF | Dec.-09 |
| Eastern Hills Park Improvements | 4 | \$69,209 | 04 CIP | Mar.-10 |
| Burnet Park Renovation | 9 | \$1,000,000 | Donation | Mar.-10 |
| Oakmont Park Improvements | 6 | \$1,530,708 | 04 CIP / GRF | April-10 |
| Leuda Park Development | 8 | \$284,639 | PDF | May-10 |
| Rosemont Park Playground Renovation | 9 | \$90,421 | 04 CIP | June-10 |
| Foster Park Parking Security Lighting | 3 | \$12,000 | 04 CIP | June-10 |
| Rolling Hills Compound Road Improvements | 8 | \$117,648 | 04 CIP | June-10 |
| Forest Park Towers Renovation | 9 | \$81,127 | GRF | June-10 |

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| Kraus Baker Park Playground renovation | 6 | \$66,082 | GRF | June-10 |
| Prairie Dog Park Improvements | 5 | \$569,376 | 04 CIP / GRF | July-10 |
| Jesse D. Sandoval (Linwood) Park Trail Installation | 9 | \$55,000 | GRF | July-10 |
| Wedgwood Park Trail Installation | 6 | \$65,000 | GRF | July-10 |
| Lake Como Park (West) Parking Improvements | 3 | \$113,140 | 04 CIP | Aug. -10 |
| Haws Athletic Center Parking Improvements | 2 | \$127,270 | 04 CIP | Aug. -10 |
| Northside Community Center Parking improvements | 2 | \$153,149 | 04 CIP | Aug. -10 |
| Diamond Hill Community Center Parking Expansion | 2 | \$133,268 | 04 CIP | Aug. -10 |
| Hillside Park Stage Installation | 8 | \$8,095 | NPG | Aug. -10 |
| Oakland Lake Park Trail Repairs | 8 | \$19,541 | NPG | Aug. -10 |
| Arcadia Trail Park North Development | 4 | \$134,877 | PDF | Sept.-11 |
| Total Completed Projects: 23 Projects | | \$4,975,721 | | |
| FY 2009 Completed Projects | CD | Amount | Source | Completion Date |
| Trinity Park Road, Parking & Drainage Improvements | 9 | \$815,310 | 2004 CIP | Nov.-08 |
| Forest Park Security Lighting | 9 | \$14,287 | 2004 CIP | Nov.-08 |
| Kellis Park Security Lighting | 9 | \$14,287 | 2004 CIP | Nov.-08 |
| Patricia Leblanc Park Security Lighting | 6 | \$14,287 | 2004 CIP | Nov.-08 |
| Western Hills Park Security Lighting | 7 | \$14,287 | 2004 CIP | Nov.-08 |
| Far Northside Park Security Lighting | 2 | \$14,287 | 2004 CIP | Nov.-08 |
| Fox Run Park Security Lighting | 6 | \$14,287 | 2004 CIP | Nov.-08 |
| Thomas Place Park Security Lighting | 7 | \$14,287 | 2004 CIP | Dec.-08 |
| South Central Community Center Site Selection | 9 | \$20,917 | 2004 CIP | Jan.-09 |
| Hallmark Park Security Lighting | 8 | \$14,287 | 2004 CIP | Jan.-09 |
| Southwest Park Security Lighting | 6 | \$14,287 | 2004 CIP | Jan.-09 |
| Greenbriar Community Center Parking Expansion | 9 | \$230,983 | 2004 CIP / PDF | Feb. - 09 |
| Nature Center - Entry Gate Composting Toilet Facility | 7 | \$24,795 | Donation | Feb.-09 |
| Nature Center - Entry Gate Solar Lighting Installation | 7 | \$5,000 | 2004 CIP | Mar.-09 |
| Overton Park Security Lighting | 3 | \$14,287 | 2004 CIP | Mar.-09 |
| Rosenthal Park Security Lighting | 6 | \$14,287 | 2004 CIP | Mar.-09 |
| Cobblestone Park Security Lighting | 5 | \$14,287 | 2004 CIP | Mar.-09 |
| Rosemont Park Security Lighting | 9 | \$14,287 | 2004 CIP | May.-09 |
| Rodeo Park Playground Renovation | 2 | \$109,200 | 2004 CIP | May.-09 |
| Newby Park Playground Renovation | 9 | \$116,865 | 2004 CIP | May.-09 |
| Rosemont Park Walk Replacement | 9 | \$94,728 | 2004 CIP | May.-09 |
| Cityview Park Master Plan | 3 | \$12,039 | 2004 CIP | May.-09 |
| Nature Center - June Stacy Bird Blind | 7 | \$3,500 | Donation | Jun.-09 |
| Quanah Parker Park Improvements | 4 | \$110,557 | GRF | Jun.-09 |
| Eastbrook Park Playground Renovation | 5 | \$106,008 | 2004 CIP | Jun.-09 |
| Mesa Verde Park Playground renovation | 4 | \$115,868 | 2004 CIP | Jun.-09 |
| Cobb Park North Playground Renovation | 8 | \$103,814 | 2004 CIP | Jun.-09 |
| Nature Center Road, Parking & Trail Improvements | 7 | \$353,153 | 2004 CIP | Jun.-09 |
| Arcadia Park North Security Lighting | 4 | \$14,287 | 2004 CIP | Jul.-09 |

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| Handley Park Security Lighting | 5 | \$14,287 | 2004 CIP | Jul.-09 |
| Oakland Lake Park Security Lighting | 8 | \$14,287 | 2004 CIP | Jul.-09 |
| Lake Como Park (West) Trail Development | 3 | \$25,000 | 1998 CIP | Jul.-09 |
| Foster Park Parking, Drainage and Trail Improvements | 3 | \$318,244 | 2004 CIP / GRF | Sept.-09 |
| Gateway Park Soccer Field Lighting | 4 | \$403,722 | 04 CIP | Sept.-09 |
| Oakland Lake Park Shelter Accessibility Modification | 8 | \$5,500 | GF | Nov.-08 |
| North Park Community Center / YMCA | 2 | \$5,188,232 | 2004 CIP / YMCA | Dec.-08 |
| Botanic Garden Greenhouse | 7 | \$1,480,049 | 86/98 CIP/Lease/Don | Jan.-09 |
| Lowery Park Development | 5 | \$7,920 | PDF | Jan.-09 |
| Benbrook Trail Extension | 3 | \$145,495 | 2004 CIP | 9-Feb |
| Northside Community Center Renovation | 2 | \$244,268 | 2004 CIP | Mar.-09 |
| Tadlock Park Shelter Renovation | 8 | \$35,000 | GRF | Mar.-09 |
| Glenwood Park Shelter Renovation | 8 | \$35,000 | GRF | Apr.-09 |
| Trinity Park - Mayfest Shade Shelter | 9 | \$15,000 | Donation | Apr.-09 |
| Sycamore Park Basketball Court | 8 | \$39,028 | GRF | May.-09 |
| Riverside Community Center Renovation | 4 | \$331,425 | 2004 CIP | May.-09 |
| Village Creek Park Basketball Court | 5 | \$35,000 | GRF | May.-09 |
| Log Cabin Village - Howard Cabin Restoration | 9 | \$242,800 | GRF | Jun.-09 |
| Dorado Park Development | 7 | \$299,449 | PDF | Jul.-09 |
| Cobblestone Trail Park Playground Renovation | 5 | \$87,500 | GRF | Aug.-09 |
| Heritage Addition Park Development | 4 | \$260,000 | PDF | Aug.-09 |
| Kellis Park Playground Renovation | 9 | \$87,500 | Gas | Aug.-09 |
| Sinclair Park Development | 7 | \$126,000 | PDF | Sept.-09 |
| Barksdale Park Development | 4 | \$168,000 | PDF | Sept.-09 |
| Walnut Creek Park Development | 3 | \$186,094 | PDF | Sept.-09 |
| Chadwick Farms Park Development | 7 | \$216,405 | PDF | Sept.-09 |
| Candleridge Park Par Course Installation | 6 | \$15,500 | Donation | Sept.-09 |
| Total Completed Projects: 56 Projects | | \$12,449,460 | | |
| FY 2008 Completed Projects | CD | Amount | Source | Completion Date |
| Citywide Aquatic Study | CW | \$120,000 | GRF | Dec-07 |
| Hallmark Park Playground Renovation | 8 | \$95,698 | 2004 CIP | Jan-08 |
| Rosenthal Park Playground & Shelter Renovation | 6 | \$146,944 | 2004 CIP / GRF | Jan-08 |
| Eugene McCray Community Center Parking Expansion | 5 | \$129,755 | CDBG | Jan-08 |
| Rolling Hills Soccer Complex Parking Expansion | 8 | \$240,006 | CDBG | Jan-08 |
| Nature Center Land Acquisition - 8536 Marks Lane | 7 | \$174,055 | LWTF | Jan.-08 |
| Rockwood Park Road & Parking Improvements | 2 | \$468,917 | 2004 CIP | Feb-08 |
| Zoo Herpetarium Support Facilities | 9 | \$1,324,960 | 1998 CIP | Mar-08 |
| Candleridge Park Low Water Crossing Installation | 6 | \$19,772 | GRF | Apr.-08 |
| Far Northside Community Center Parking Improvements | 2 | \$153,504 | 2004 CIP | May-08 |

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| Marine Park Parking Improvements | 2 | \$86,602 | 2004 CIP | May-08 |
| Overton Park Trail improvement | 3 | \$227,356 | 2004 CIP | Jun-08 |
| Overton Park Erosion Control Improvements | 3 | \$418,415 | 2004 CIP | Jun-08 |
| Mallard Cove Park Master Plan | 5 | \$26,056 | GRF | Jul-08 |
| Willow Ridge Park Development | 7 | \$150,105 | PDF | Jul-13 |
| Sycamore Park Splash Pad | 8 | \$826,663 | GRF / CDBG | Aug-08 |
| Gateway Park Soccer Field & Parking Expansion | 4 | \$624,216 | GRF / CDBG | Aug-08 |
| Tandy Hills & Stratford Park Conservation Plan | 8 | \$130,435 | GRF | Aug-08 |
| Total Completed Projects: 18 Projects | | \$5,363,459 | | |
| FY 2007 Completed Projects | CD | Amount | Source | Date |
| Sunset Hills Park Playground Renovation | 4 | \$86,967 | 2004 CIP | Oct-06 |
| Buck Sansom Park Playground Renovation | 2 | \$105,461 | 2004 CIP | Nov-06 |
| Trail Drivers Park Playground Renovation | 2 | \$96,973 | 2004 CIP | Nov-06 |
| Silver Sage Park Playground Renovation | 4 | \$97,576 | 2004 CIP | Nov-06 |
| Englewood Park Playground Renovation | 5 | \$86,437 | 2004 CIP | Nov-06 |
| Greenbriar Park Improvements | 9 | \$160,432 | CDBG | Dec-06 |
| Paz Hernandez Park Playground Renovation | 2 | \$105,228 | 2004 CIP | Feb-07 |
| Meadowbrook Golf Course Pavilion | 4 | \$200,000 | GEF | Feb-07 |
| Water Garden Renovation | 9 | \$2,994,952 | CO | Feb-07 |
| Riverside Park Ballfield Lighting | 2 | \$132,645 | 2004 CIP | Mar-07 |
| Kingswood Park Shelter Installation | 6 | \$20,863 | 2004 CIP | Mar.-07 |
| Highland Hills Park Security Lighting | 8 | \$33,939 | Donation | Apr.-07 |
| Meadowbrook Golf Course Sand Bunker Renovation | 2 | \$230,661 | GEF | Jun-07 |
| Hulen Meadows Park Playground Renovation | 6 | \$94,968 | 2004 CIP | Jun-07 |
| Fire Station Park Playground Renovation | 9 | \$96,439 | 2004 CIP | Jun-07 |
| Wedgwood Park Playground Renovation | 6 | \$94,748 | 2004 CIP | Jun-07 |
| Chamberlin Park Ballfield Lighting | 3 | \$123,675 | 2004 CIP | Jun-07 |
| Forest Park Parking Improvements | 9 | \$406,895 | 2004 CIP | Jun-07 |
| Gateway Park Soccer Field Improvements | 4 | \$4,796,309 | Water | Jul-07 |
| Dabney Reserve Park Development | 6 | \$104,546 | 2004 CIP | Jul-07 |
| Willow Creek Reserve Park Development | 8 | \$147,660 | 2004 CIP | Jul-07 |
| South Meadows Reserve Park Development | 8 | \$157,934 | 2004 CIP | Jul-07 |
| Forest Park Drainage Improvements | 9 | \$39,144 | 2004 CIP | Aug-07 |
| Total Completed Projects: 23 Projects | | \$10,414,452 | | |
| FY 2006 Completed Projects | CD | Amount | Source | Date |
| Handley Park Playground Renovation | 5 | \$88,662 | 2004 CIP | Oct-05 |
| Gateway Park Playground Renovation | 4 | \$92,486 | 2004 CIP | Oct-05 |
| Oakland Lake Park East Playground Renovation | 8 | \$85,888 | 2004 CIP | Oct-05 |
| Lake Worth Property Acquisition | 7 | \$172,461 | 2004 CIP | Nov.-05 |
| Kingswood Reserve Park Phase I Development | 6 | \$59,386 | CIP / Donation | Nov-05 |
| Nature Center - Entry Gate House | 7 | \$22,434 | Donation | Nov.-05 |
| Sunset Park Playground Renovation | 7 | \$86,314 | 2004 CIP | Dec-05 |
| Diamond Hill Park Playground Renovation | 2 | \$84,699 | 2004 CIP | Dec-05 |

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| Cobb Park South Playground Renovation | 8 | \$89,750 | 2004 CIP | Dec-05 |
| South Z. Boaz Park Playground Renovation | 3 | \$87,729 | 2004 CIP | Dec-05 |
| Seminary Hills Park Playground Renovation | 9 | \$85,420 | 2004 CIP | Dec-05 |
| Tadlock Park Playground Renovation | 8 | \$86,903 | 2004 CIP | Jan-06 |
| River Trails Reserve Park Development | 5 | \$146,124 | 2004 CIP | Jan-06 |
| Summerfields Chisolm Reserve Park Development | 4 | \$157,502 | 2004 CIP | Jan-06 |
| Como Community Center Parking Improvements | 3 | \$148,987 | 2004 CIP | Jan-06 |
| Village Creek Park Parking Improvements | 5 | \$75,988 | 2004 CIP | Jan-06 |
| J.T. Hinkle Reserve Park Master Plan | 7 | \$14,337 | 2004 CIP | Feb.-06 |
| Mary & Marvin Leonard Park Playground Renovation | 3 | \$100,936 | 2004 CIP | Feb.-06 |
| Martin Luther King Park Trail Installation | 5 | \$54,007 | CDBG | Apr-06 |
| Tandy Hills Park Playground Renovation | 8 | \$85,726 | 2004 CIP | May-06 |
| Sycamore Park Playground Renovation | 8 | \$87,347 | 2004 CIP | May-06 |
| Hillside Community Center Renovation | 8 | \$226,581 | 2004 CIP | Jun-06 |
| Como Community Center Playground Renovation | 3 | \$88,615 | 2004 CIP | Jun-06 |
| George Markos Park Playground Renovation | 3 | \$90,516 | 2004 CIP | Jun-06 |
| Thomas Place Park Playground Renovation | 7 | \$90,332 | 2004 CIP | Jun-06 |
| Post Oak Village Reserve Park Development | 5 | \$151,998 | 2004 CIP | Jun-06 |
| TRV I-30 Underpass Parking | 9 | \$4,992 | 2004 CIP | Jun.-06 |
| TRV Trinity Park Trail | 9 | \$30,091 | 2004 CIP | Jun.-06 |
| Sunset Hills Playground Renovation (CD 4 Unspec.) | 4 | \$11,700 | 2004 CIP | Jun.-06 |
| Hallmark Park Tennis Court Renovation (CD 6 Unspec.) | 8 | \$6,751 | 2004 CIP | Jun.-06 |
| TRV Trinity River Trailhead Security Lighting | CW | \$4,547 | 2004 CIP | Jun.-06 |
| Bridge Street Tree Project (CD 4 Unspec.) | 4 | \$6,824 | 2004 CIP | Jun.-06 |
| Kingswood Park Shelter (CD 6 Unspec.) | 6 | \$20,863 | 2004 CIP | Jun.-06 |
| Creeside Park Security Lighting (CD 6 Unspec.) | 6 | \$9,839 | 2004 CIP | Jun.-06 |
| Eugene McCray Community Center Picnic Area (CD 5 Unspec.) | 5 | \$9,484 | 2004 CIP | Jun.-06 |
| Tillery Park Playground Renovation (CD 9 Unspec.) | 9 | \$5,579 | 2004 CIP | Jun.-06 |
| Fox Run Park Security Lighting (CD 6 Unspec.) | 6 | \$13,233 | 2004 CIP | Jun.-06 |
| Trinity Park / Mayfest Area Security Lighting | 9 | \$68,125 | Donation | Jul-06 |
| Chamberlin Park Ballfield Renovation | 3 | \$150,791 | 2004 CIP | Jul-06 |
| Service Center Improvements | CW | \$127,575 | 2004 CIP | Sept.-06 |
| Sylvania Park Ballfield Lighting | 4 | \$102,408 | 2004 CIP | Sep-06 |
| Springdale Park Playground Renovation | 4 | \$84,170 | 2004 CIP | Sep-06 |
| Bonnie Brae Park Playground Renovation | 4 | \$82,954 | 2004 CIP | Sep-06 |
| Total Completed Projects: 44 Projects | | \$3,301,054 | | |
| FY 2005 Completed Projects | CD | Amount | Source | Date |
| Crawford Farms Add. - Park Development By Developer | 7 | \$67,050 | PDF | Oct-04 |
| Morningside Park Playground Renovation | 8 | \$86,479 | CDBG | Oct-04 |
| Nature Center Fencing | 7 | \$121,405 | 98 CIP | Oct-04 |
| Crossing at Fossil Creek Park Development | 2 | \$93,861 | PDF | Oct-04 |
| Nature Center Levee Restoration | 7 | \$65,922 | 98 CIP | Oct-04 |
| Jeff Davis Park Playground Renovation | 9 | \$85,707 | UPARR | Oct-04 |

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| Capps Park Playground Renovation | 9 | \$89,890 | UPARR | Oct-04 |
| Stephens Park Playground Renovation | 9 | \$87,658 | UPARR | Oct-04 |
| Greenbriar Park Playground Renovation | 9 | \$83,628 | UPARR | Oct-04 |
| FWISD Clarke Field - Soccer Field Development | 8 | \$285,907 | GF | Oct-04 |
| McCray Park Shelter Installation | 5 | \$10,786 | CDBG | Nov-04 |
| Pate Park Shelter Installation | 5 | \$7,459 | CDBG | Dec-04 |
| Trader's Oak Park Security Lighting | 9 | \$2,886 | UPARR | Dec-04 |
| McDonald Park Security Lighting | 5 | \$725 | UPARR | Dec-05 |
| Maddox Park Security Lighting | 2 | \$5,623 | UPARR | Dec-04 |
| Meadowbrook Golf Course Pond Dredging | 4 | \$283,186 | GEF | Dec-04 |
| Rosen Park Playground Renovation | 2 | \$89,626 | UPARR | Dec-04 |
| Far Northside Park Playground Renovation | 2 | \$87,717 | UPARR | Dec-04 |
| Arneson Park Playground Renovation | 2 | \$87,274 | UPARR | Dec-04 |
| Crestwood Park Playground Renovation | 7 | \$88,881 | UPARR | Dec-04 |
| Oakland Lake Park Security Lighting | 8 | \$4,141 | UPARR | Jan-05 |
| Sylvania Park Security Lighting | 4 | \$2,444 | UPARR | Jan-05 |
| Little People's Park Security Lighting | 6 | \$4,507 | UPARR | Jan-05 |
| Summerbrook Park Shelter / Water Fountain Installation | 4 | \$32,400 | NPG / PF | Feb.-05 |
| Silver Sage Park Table / Water Fountain Installation | 4 | \$10,200 | NPG / PF | Feb.-05 |
| Worth Heights Park Shelter and Bench Installation | 9 | \$27,288 | NPG / PF | Mar-05 |
| Ridglea Hills Park Security Lighting | 3 | \$13,080 | 2004 CIP | Mar-05 |
| Rosedale Plaza Park Security Lighting | 5 | \$6,940 | CDBG | May-05 |
| Jesse D. Sandoval (Linwood) Park Security Lighting | 9 | \$3,261 | UPARR | Jun-05 |
| Greenway Park Security Lighting | 8 | \$3,483 | UPARR | Jun-05 |
| Arneson Park Security Lighting | 2 | \$1,786 | UPARR | Jun-05 |
| Crestwood Park Security Lighting | 7 | \$2,249 | UPARR | Jun-05 |
| Harmon Park Security Lighting | 8 | \$399,106 | CDBG | Jun-05 |
| Northside Park Security Lighting | 2 | \$7,383 | CDBG | Jul-05 |
| Carter Park Security Lighting | 8 | \$636 | UPARR | Jul-05 |
| Rosen Park Security Lighting | 2 | \$3,512 | UPARR | Jul-05 |
| Normandy Place Park Security Lighting | 8 | \$3,539 | UPARR | Jul-05 |
| Centralized Computer Lighting System | CW | \$134,659 | 2004 CIP | Jul-05 |
| Fire Station Park Security Lighting | 9 | \$4,492 | CDBG | Aug-05 |
| Pate Park Security Lighting | 5 | \$2,500 | CDBG | Aug-05 |
| Far Northside Park Security Lighting | 2 | \$1,928 | UPARR | Aug-05 |
| Fairfax Park Security Lighting | 8 | \$4,250 | UPARR | Sep-05 |
| Total Completed Projects: 42 Projects | | \$2,405,454 | | |
| FY 2004 Completed Projects | CD | Amount | Source | Date |
| Ridglea Hills Park Shelter Installation | 3 | \$9,390 | NPG/PF | Nov.-03 |
| Overton Park Water Fountain Installation | 3 | \$5,078 | NPG/PF | Nov.-03 |
| River Trails Park Trail Installation | 5 | \$7,925 | NPG/PF | Nov.-03 |
| Sunset Hills Addition / Alderside Park Development | 4 | \$166,224 | PDF | Jan.-04 |
| Parks at Deer Creek Addition Park Development | 6 | \$285,413 | PDPDF | Jan.-04 |

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| Gateway Park Off Leash Dog Park | 4 | \$81,147 | STF | Mar.-04 |
| Sunset Hills Park Park Improvements | 4 | \$9,116 | NPG/PF | Mar.-04 |
| Rolling Hills Soccer Field Lighting | 8 | \$146,366 | CDBG | Mar.-04 |
| Sunset Park Security Lighting | 7 | \$8,680 | CDBG | Apr.-04 |
| Prairie Dog Park Security Lighting | 5 | \$7,955 | CDBG | Apr.-04 |
| Arrow S Park Security Lighting | 7 | \$5,674 | CDBG | Apr.-04 |
| Buck Sansom Park Ballfield Fencing (CD 2 Unspec.) | 2 | \$11,907 | 2004 CIP | May.-04 |
| Fox Run Park Development | 6 | \$169,500 | PDPDF | May.-04 |
| Ridglea Hills Park Parking Improvements | 3 | \$42,300 | PDPDF | May.-04 |
| Meadowwood Park Walk Replacement | 8 | \$13,890 | 2004 CIP | May.-04 |
| Highland Hills Park Security Lighting | 8 | \$3,680 | CDBG | May.-04 |
| Eugene McCray @ Lake Arlington Park Security Lighting | 5 | \$12,759 | CDBG | May.-04 |
| Gateway Park Security Lighting | 4 | \$5,231 | CDBG | May.-04 |
| Chisolm Ridge Park (Pulte Homes Add.) Development | 2 | \$95,665 | PDPDF | May. 2004 |
| Marine Creek Linear Park Security Lighting | 2 | \$4,343 | CDBG | July. 2004 |
| Trinity River Trail Extension Phase III (1.8 miles) | CW | \$1,351,985 | Grant / S&V | July. 2004 |
| Greenway Park Playground Renovation | 8 | \$86,036 | UPARR | July. 2004 |
| Jesse D. Sandoval (Linwood) Park Playground Renovation | 9 | \$82,328 | UPARR | July. 2004 |
| Pate Park Playground Renovation | 5 | \$71,983 | CDBG | July. 2004 |
| Martin Luther King Park Playground Renovation | 5 | \$70,634 | CDBG | July. 2004 |
| Carter Park North Playground Renovation | 8 | \$77,508 | CDBG | July. 2004 |
| Oakland Lake Park Playground Renovation | 8 | \$78,684 | UPARR | Aug. 2004 |
| Trader's Oak Park Playground Renovation | 9 | \$90,573 | UPARR | Aug. 2004 |
| Sylvania Park Playground Renovation | 4 | \$80,264 | UPARR | Aug. 2004 |
| Eastover Park Playground Renovation | 5 | \$88,863 | UPARR | Aug. 2004 |
| McDonald Park Playground Renovation | 5 | \$76,446 | UPARR | Aug. 2004 |
| Maddox Park Playground Renovation | 2 | \$90,806 | UPARR | Aug. 2004 |
| Little People's Park Playground Renovation | 6 | \$82,926 | UPARR | Aug. 2004 |
| Harmon Park Security Lighting | 8 | \$7,207 | CDBG | Sept. 2004 |
| Meadowwood Park Playground Renovation | 8 | \$92,367 | UPARR | Sept. 2004 |
| Normandy Place Park Playground Renovation | 8 | \$85,735 | UPARR | Sept. 2004 |
| Village Creek Park Playground Renovation | 5 | \$90,068 | UPARR | Sept. 2004 |
| Fairfax Park Playground Renovation | 8 | \$88,350 | UPARR | Sept. 2004 |
| Total Completed Projects: 38 Projects | | \$3,785,006 | | |
| FY 2003 Completed Projects | CD | Amount | Source | Date |
| Nature Center Land Acquisition - 8508 Marks Lane | 7 | \$17,000 | LWTF | Oct.-02 |
| Lake Como (West) Shoreline Improvements | 7 | \$59,688 | 98 CIP | Dec.-02 |
| Hallmark Park Security Lighting | 8 | \$10,416 | 98 CIP | Jan.-03 |
| Hallmark Park Ballfield Lighting | 8 | \$93,365 | 98 CIP | Feb.-03 |
| Arnold Park Playground Renovation | 9 | \$84,421 | CDBG | Mar.-03 |
| Daggett Park Playground Renovation | 9 | \$110,833 | Model Block | Mar.-03 |
| Trinity River Trail Extension - Phase I | CW | \$2,444,869 | Grant | Mar.-03 |
| West Park Development | 7 | \$1,351,985 | 86/98 CIP/GF | Mar.-03 |
| Como Community Center Parking Security Lighting | 3 | \$9,989 | GF | Mar.-03 |

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| Tadlock Park / Bradley Center Parking Security Lighting | 8 | \$7,891 | 98 CIP | Mar.-03 |
| Ridglea Hills Park Playground Renovation | 3 | \$88,104 | GF | Apr.-03 |
| Van Zandt Guinn Park Playground Renovation | 8 | \$70,092 | GF | Apr.-03 |
| Nature Center Land Acquisition - 8608 Marks Lane | 7 | \$134,500 | LWTF | Apr.-03 |
| Harmon Park Pedestrian Bridge Installation | 8 | \$45,757 | CDBG | Apr.-03 |
| Marine Park Security Lighting | 2 | \$6,431 | GF | Apr.-03 |
| Sycamore Park Security Lighting | 8 | \$23,963 | GF | May.-03 |
| Quanah Parker Park Security Lighting | 4 | \$24,569 | GF | Jun.-03 |
| Trinity Park Security Lighting | 9 | \$5,283 | GF | Jun.-03 |
| Rockwood Golf Course Greens Renovation | 2 | \$56,250 | GEF | Jun.-03 |
| French Lake Dam Rehabilitation | 6 | \$296,026 | GF | Jul.-03 |
| North Park Phase II Development | 2 | \$659,100 | Grant / GF | Jul.-02 |
| Hallmark Park Soccer Field Improvements | 8 | \$153,051 | 98 CIP / GF | Jul.-03 |
| Nature Center Land Acquisition - 8500 Shelby Lane | 7 | \$13,500 | LWTF | Aug.-03 |
| Shackleford Park Trail | 8 | \$23,085 | CDBG | Aug.-03 |
| Stone Creek Park Trail Installation | 5 | \$52,586 | NPF/PF | Aug. 03 |
| North Park Parking Lot Security Lighting | 2 | \$13,924 | 98 CIP | Sept.-03 |
| Trinity River Trail Extension - Phase II | CW | \$200,000 | Cert. Of Oblig. | Sept.-03 |
| Total Completed Projects: 27 Projects | | \$6,056,678 | | |
| FY 2002 Completed Projects | CD | Amount | Source | Date |
| Riverside Park Parking Lot Security Lighting | 2 | \$10,526 | 98 CIP | Oct-01 |
| Rodeo Park Parking Lot Security Lighting | 2 | \$6,225 | 98 CIP | Oct-01 |
| Marion Sansom Parking Lot Security Lighting | 7 | \$6,104 | 98 CIP | Oct-01 |
| Arrow South Parking Lot Security Lighting | 7 | \$6,302 | 98 CIP | Oct-01 |
| Riverside NRD Security Lighting | 8 | \$6,154 | 98 CIP | Oct-01 |
| Southside NRD Security Lighting | 8 | \$6,115 | 98 CIP | Oct-01 |
| Capps Park Security Lighting | 9 | \$2,637 | 98 CIP | Oct-01 |
| Hillside Park Security Lighting | 8 | \$4,985 | 98 CIP | Nov-01 |
| Rosen Park Security Lighting | 2 | \$10,027 | 98 CIP | Nov-01 |
| Trail Drivers Park Security Lighting | 2 | \$15,946 | 98 CIP | Jan-02 |
| Collett Park Security Lighting | 3&9 | \$8,796 | 98 CIP | Jan-02 |
| Forest Park Security Lighting | 9 | \$14,721 | 98 CIP | Jan-02 |
| R.D. Evans Community Center Park Security Lighting | 3 | \$12,936 | CCPD | Jan-02 |
| Sycamore CC Parking Lot Security Lighting | 8 | \$11,487 | 98 CIP | Feb-02 |
| Carter Park Parking Lot Security Lighting | 8 | \$9,804 | 98 CIP | Mar-02 |
| Oakland Lake Park Security Lighting | 8 | \$22,224 | 98 CIP | Apr-02 |
| Summerbrook Park Security Lighting | 4 | \$2,477 | Donation | Apr-02 |
| Silver Sage Park Security Lighting | 4 | \$6,331 | Donation/98 CIP | Apr-02 |
| Diamond Hill CC Parking Lot Security Lighting | 2 | \$5,882 | CCPD | Jun-02 |
| Cobb Park Parking Lot Security Lighting | 8 | \$8,332 | 98 CIP | Jun-02 |
| Highland Hills Park Parking Lot Security Lighting | 8 | \$8,186 | 98 CIP | Jun-02 |
| Ellis Park Security Lighting | 8 | \$2,899 | 98 CIP | Jul-02 |
| Casino Beach Boat Ramp Parking Lot Sec. Lighting | 7 | \$14,834 | 98 CIP | Aug-02 |
| Nature Center Parking Lot Security Lighting | 7 | \$7,876 | 98 CIP | Aug-02 |
| South Z. Boaz Park Parking Lot Security Lighting | 3 | \$23,019 | 98 CIP | Sep-02 |

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| Marine Park Playground Renovation | 2 | \$77,864 | 98 CIP | Oct-01 |
| Phase I Louella Bales Baker Park Development | 8 | \$63,601 | 98 CIP/ Donation | Jan-02 |
| Gateway Park Trail Repair | 4 | \$30,527 | GF | Dec-01 |
| South Z-Boaz Park Parking Improvements | 3 | \$143,696 | 93 CIP | Dec-01 |
| Eugene McCray Community Center Development | 5 | \$1,574,450 | 98 CIP/GF/CDBG | Feb-02 |
| Harmon Park Soccer Field Fencing | 8 | \$26,236 | CDBG | Feb-02 |
| Harmon Park Soccer Complex Development | 8 | \$634,477 | 93/98 CIP | Feb-02 |
| Sycamore Park Youth Sports Complex | 8 | \$1,210,432 | 98 CIP/ CDBG/ DONATION | Mar-02 |
| Rolling Hills Soccer Lighting | 8 | \$103,105 | 98 CIP/ Donation | Apr-02 |
| Nature Center Land Acquisition - 8500 Shelby Lane | 7 | \$125,000 | LWTF | Apr-.02 |
| Nature Center Land Acquisition - 8508 Shelby Lane | 7 | \$30,000 | LWTF | Apr-.02 |
| Diamond Hill CC Gym Floor Replacement | 2 | \$106,511 | CDBG / GF | May-02 |
| Nature Center Levee Restoration Design Concept | 7 | \$19,930 | 98 CIP | Jun-02 |
| Casino Beach Boat Ramp | 7 | \$363,208 | TPWD/LWTF/9 8 CIP | Jun-02 |
| Arcadia Park (Seneca) Playground Improvements | 4 | \$102,638 | Donation | Jun-02 |
| Sandy Lane Park - Creek Bank Erosion Control / Ballfield Improv. | 5 | \$392,351 | 98 CIP / CPRF | Jul-02 |
| Tadlock Park / Bradley Center Renovation | 8 | \$146,849 | 98 CIP / CDBG | Jul-02 |
| Nature Center Land Acquisition - 8490 Marks Lane | 7 | \$25,200 | LWTF | Jul-.02 |
| Nature Center Land Acquisition - 8612 Marks Lane | 7 | \$131,000 | LWTF | Jul-.02 |
| Log Cabin Village Parking Lot Renovation | 9 | \$54,389 | 98 CIP | Aug-02 |
| North Community Park - North Beach St. Develop. | 2 | \$365,763 | 98 CIP | Aug-02 |
| North Community Park Phase I Development | 2 | \$573,052 | 98 CIP | Sep-02 |
| Total Completed Projects: 47 Projects | | \$6,535,104 | | |
| FY 2001 Completed Projects | CD | Amount | Source | Date |
| Trinity Park Playground Renovation | 9 | \$40,000 | Mayfest | Mar-01 |
| Berney Park Playground Surfacing | 3 | \$23,368 | CIP/GF | Oct-00 |
| Collett Park Playground Surfacing | 3&9 | \$31,777 | 78 CIP/CDBG | Oct-00 |
| Little John Park Playground Renovation | 5 | \$35,060 | CDBG | Oct-00 |
| Botanic Garden Security Lighting | 7 | \$148,499 | 98 CIP | Apr-01 |
| Foster Park North Trail | 3 | \$94,820 | 98 CIP | Feb-01 |
| Pecan Valley "River" Golf Course Renovation | 3 | \$2,126,595 | GEF | Jun-01 |
| North Tri-Ethnic Community Center Reconfiguration | 2 | \$168,031 | CDBG | Jun-01 |
| Riverside Community Center @ Sylvania Park Expansion | 4 | \$357,944 | CDBG | Jul-01 |
| Delga Park Ballfield Development | 8 | \$71,133 | CDBG | Jul-01 |
| Rockwood Park Athletic Field Lighting / Parking Improv. | 2 | \$684,338 | 98 CIP | Sep-01 |
| Rolling Hills Athletic Field Development | 8 | \$1,179,439 | 98 CIP/CDBG/GF | Sep-01 |
| Greenbriar Park / Kidfish Trail Installation | 9 | \$27,186 | TPWD Grant | Sep-02 |
| Camp Joy Park Parking Lot Security Lighting | 7 | \$7,582 | 98 CIP | Sep-01 |
| Casino Beach Park Parking Lot Security Lighting | 7 | \$2,755 | 98 CIP | Sep-01 |
| Greenway Park Parking Lot Security Lighting | 8 | \$9,806 | 98 CIP | Sep-01 |

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| Lincoln Park Parking Lot Security Lighting | 2 | \$6,437 | 98 CIP | Sep-01 |
| Total Completed Projects: 17 Projects | | \$5,014,770 | | |
| FY 2000 Completed Projects | CD | Amount | Source | Date |
| Clearfork / Benbrook Bike Trail | CW | \$1,176,098 | Grant/Donation / Mayfest | Oct-99 |
| North Community Park Acquisition | 2 | \$340,115 | 98 CIP | Dec-99 |
| Oakmont Park Trail | 6 | \$50,000 | 98 CIP | Jan-00 |
| McLeland Tennis Center Renovation | 9 | \$100,000 | 98 CIP | Mar-00 |
| Arcadia Park North Development | 4 | \$550,000 | TPWD Grant | Jun-00 |
| Z. Boaz Golf Course Cart Trails Installation | 3 | \$214,471 | GEF | Jun-00 |
| Bonnie Brae Park Playground Resurfacing | 4 | \$31,117 | 98 CIP | Jun-00 |
| Carter Park Playground Resurfacing | 8 | \$27,169 | 98 CIP | Jun-00 |
| Casino Park Playground resurfacing | 7 | \$29,199 | 98 CIP | Jun-00 |
| Cobb Park Playground Resurfacing | 8 | \$33,393 | 98 CIP | Jun-00 |
| Forest Park (North) Playground Resurfacing | 9 | \$28,922 | 86 CIP | Jun-00 |
| Harrold Park Playground Resurfacing | 9 | \$26,132 | 98 CIP | Jun-00 |
| Meadowbrook Park Playground Resurfacing | 4 | \$25,297 | 98 CIP | Jun-00 |
| Rockwood Park Playground Resurfacing | 2 | \$31,309 | 98 CIP | Jun-00 |
| Camelot Park (\$25,000 86 CIP/ \$25,000 98 CIP) | 8 | \$53,176 | 86 & 98 CIP | Jun-00 |
| Kristi Burbach Park Development | 4 | \$25,000 | 98 CIP | Jun-00 |
| Shackleford Park - Reserve Park Development | 8 | \$20,182 | 98 CIP | Jun-00 |
| Ellis Park - Reserve Park Development | 8 | \$63,475 | 98 CIP/Donation | Jun-00 |
| Marine Creek Park - Reserve Park Development | 2 | \$50,000 | 98 CIP | Jun-00 |
| Smith Wilemon Park - Reserve Park Development | 4 | \$43,550 | 98 CIP/Donation | Jun-00 |
| Jennings May St. Louis Park Development | 9 | \$92,000 | CDBG | Jul-00 |
| Como Community Center Renovation | 3 | \$318,357 | CDBG | Aug-00 |
| Overton Park Playground Renovation | 3 | \$38,616 | 98 CIP | Aug-00 |
| Candleridge Park Playground Renovation | 6 | \$24,928 | 98 CIP | Aug-00 |
| Southwest Park Playground Renovation | 6 | \$63,234 | 98 CIP | Aug-00 |
| Westcreek Park Playground Renovation | 6 | \$59,663 | 98 CIP | Aug-00 |
| Wright Tarleton Park Playground Renovation | 7 | \$47,063 | 98 CIP | Aug-00 |
| Highland Hills Park Playground Renovation | 8 | \$43,975 | 98 CIP | Aug-00 |
| Forest Park (Tillery) Playground Renovation | 9 | \$43,349 | 98 CIP | Aug-00 |
| Worth Heights Park Playground Renovation | 9 | \$36,180 | 98 CIP | Aug-00 |
| Fire Station Park Playground Renovation | 9 | \$24,000 | 98 CIP | Aug-00 |
| Diamond Hill Park Playground Renovation | 2 | \$40,356 | 98 CIP | Aug-00 |
| Far Northside Park Playground Renovation | 2 | \$40,634 | 98 CIP | Aug-00 |
| Lincoln Park Playground Renovation | 2 | \$41,052 | 98 CIP | Aug-00 |
| Marine Park Playground Renovation | 2 | \$39,486 | 98 CIP | Aug-00 |
| Riverside Park Playground Renovation | 2 | \$41,504 | 98 CIP | Aug-00 |
| Terry Park Playground Renovation | 2 | \$44,880 | 98 CIP | Aug-00 |
| Eastern Hills Park Playground Renovation | 4 | \$34,380 | 98 CIP | Aug-00 |
| Sandy Lane Park Playground Renovation | 5 | \$47,340 | 98 CIP | Aug-00 |
| Gid Hooper Park Playground Renovation | 8 | \$80,442 | 98 CIP/ CDBG | Aug-00 |

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| Glenwood Park Playground Renovation | 8 | \$58,884 | 98 CIP | Aug-00 |
| Lincoln Park Parking Improvements | 2 | \$60,000 | 98 CIP | Apr-00 |
| Oakland Lake Park Parking Improvements | 8 | \$151,661 | 98 CIP | Sept. -00 |
| Trinity Park Roadway Improvements | 9 | \$233,898 | 98 CIP | Aug-00 |
| Trinity Park Shelter Trail Replacement | 9 | \$36,669 | 98 CIP | May-00 |
| Candleridge Park Trail Replacement | 6 | \$73,116 | 98 CIP | May-00 |
| Foster Park (South) Trail Replacement | 3 | \$10,000 | 98 CIP | Jun-00 |
| Meadowwood Park Trail Replacement | 8 | \$33,447 | 98 CIP | Jun-00 |
| Oakland Lake Park Trail Replacement | 8 | \$27,874 | 98 CIP | Aug-00 |
| Overton Park Trail Replacement | 3 | \$80,000 | 98 CIP | Jun-00 |
| Trinity Park Bridge / Trail Replacement | 9 | \$201,491 | 98 CIP | Aug-00 |
| Rotary Park Median Walk Replacement | 9 | \$4,028 | 98 CIP | Aug-00 |
| Gateway Park Soccer Field Fencing | 4 | \$34,704 | Waste Mang. Fund | Sep-00 |
| Total Completed Projects: 53 Projects | | \$5,125,816 | | |
| FY 1999 Completed Projects | CD | Amount | Source | Date |
| Lead Abatement Phase III | CW | \$126,900 | CDBG | Oct-98 |
| Lead Abatement Phase VI | CW | \$174,624 | GF | Nov-98 |
| Lake Como Park (West) Playground Development | 3 | \$70,021 | CIP | Oct-98 |
| C.P. Hadley Park Playground Development | 6 | \$28,564 | CIP | Oct-98 |
| Lake Arlington Boat Ramp | 5 | \$264,320 | TPWD GRANT/LWTF/ CPRF | Oct-98 |
| North Tri-Ethnic Community Center Security Lighting | 2 | \$11,437 | CDBG | Nov-98 |
| Riverside Community Center @ Sylvania Park Security Lighting | 2 | \$11,437 | CDBG | Nov-98 |
| Martin Luther King Community Center Security Lighting | 5 | \$11,437 | CDBG | Nov-98 |
| Handley Meadowbrook Community Center Security Lighting | 5 | \$11,437 | CDBG | Nov-98 |
| Bertha Collins Community Center Security Lighting | 8 | \$11,437 | CDBG | Nov-98 |
| Highland Hills Community Center Security Lighting | 8 | \$11,437 | CDBG | Nov-98 |
| Greenbriar Community Center Security Lighting | 9 | \$11,437 | CDBG | Nov-98 |
| Thomas Place Community Center Security Lighting | 7 | \$11,437 | CDBG | Nov-98 |
| Arrow S. Park / Lake Worth Boat Ramp Installation | 7 | \$219,468 | Grant/ LWTF | Jan-99 |
| Diamond Hill CC Expansion | 2 | \$376,359 | CDBG | Jan-99 |
| Southwest Community Parking Expansion | 6 | \$90,000 | 98 CIP | Jan-99 |
| Rosedale Plaza Park Playground Renovation | 5 | \$31,180 | CDBG | Jan-99 |
| Southwest Community Center Expansion | 6 | \$767,980 | CIP/GFFB | Mar-99 |
| Foster Park Improvements | 3 | \$79,604 | 98 CIP | Mar-99 |
| Worth Hills Park Improvements | 9 | \$33,526 | 98 CIP | Mar-99 |
| Nature Center Low Water Weir | 7 | \$86,417 | Grant/ LWTF | Apr-99 |
| Sycamore Park Pool Renovation | 8 | \$120,243 | CDBG | May-99 |
| Kellis Park Pool Renovation | 9 | \$100,000 | GF / CPRF | May-99 |
| Martin Luther King Community Center Renovation | 5 | \$105,442 | CDBG | May-99 |
| Trinity Park Security Lighting | 9 | \$20,000 | 98 CIP | May-99 |
| Trinity Park Shelter Renovation | 9 | \$50,000 | 98 CIP | May-99 |
| Nature Center Roadway Improvement | 7 | \$102,545 | 98 CIP | May-99 |

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| Hillside Park Improvements | 8 | \$168,800 | 98 CIP/Grant | May-99 |
| Southside Community Center Improvements | 8 | \$12,200 | 98 CIP | May-99 |
| Quanah Parker Park Development | 4 | \$370,041 | 86 CIP | Jul-99 |
| Southwest Community Park Acquisition | 6 | \$421,833 | 86 CIP | Jul-99 |
| Buck Sansom Park Security Lighting | 2 | \$18,312 | 98 CIP | Sep-99 |
| Cobblestone Park Security Lighting | 5 | \$10,546 | 98 CIP | Sep-99 |
| Mosque Point Park Security Lighting | 7 | \$8,111 | 98 CIP | Sep-99 |
| Glenwood Park Security Lighting | 8 | \$10,346 | 98 CIP | Sep-99 |
| Sandy Lane Park Security Lighting | 5 | \$8,772 | 98 CIP | Sep-99 |
| Jeff Davis Park Security Lighting | 9 | \$3,005 | 98 CIP | Sep-99 |
| Rosemont Park Security Lighting | 9 | \$6,283 | 98 CIP | Sep-99 |
| Patricia LeBlanc Park Security Lighting | 6 | \$8,253 | 98 CIP | Sep-99 |
| Westcreek Park Security Lighting | 6 | \$7,260 | 98 CIP | Sep-99 |
| Lake Como Park (West) Security Lighting | 3 | \$11,394 | 98 CIP | Sep-99 |
| Total Completed Projects: 41 Projects | | \$4,003,845 | | |
| FY 1998 Completed Projects | CD | Funding | Source | Date |
| Trinity Park Playground | 9 | \$19,790 | Mayfest | Apr-98 |
| Sycamore Creek Golf Course Pedestrian Bridge Installation | 8 | \$112,873 | GEF | Apr-98 |
| Pecan Valley Golf Course Pedestrian Bridge Renovation | 3 | \$143,037 | GEF | Apr-98 |
| Arcadia Park Trail South Development | 4 | \$505,290 | Grant | Jun-98 |
| Lead Abatement of Playground Equipment - Phase I | CW | \$135,958 | CDBG | Jun-98 |
| Lake Arlington Park Playground | 5 | \$62,224 | CDBG | Jun-98 |
| N. Tri-Ethnic CC Gym Floor | 2 | \$43,855 | CDBG | Jul-98 |
| Worth Heights CC. Gym Floor Replacement | 9 | \$45,645 | CDBG | Jul-98 |
| Pecan Valley GC Pro Shop Renovation | 3 | \$139,754 | GEF | Jul-98 |
| Harvey Street Park Playground Renovation | 8 | \$24,510 | CDBG | Aug-98 |
| Lincoln Park Ballfield Lighting | 2 | \$105,674 | CPRF | Sep-98 |
| Pecan Valley Golf Course Design | 3 | \$93,000 | GEF | Sep-98 |
| Northside Park Playground Renovation | 2 | \$22,065 | CDBG | Sep-98 |
| Total Completed Projects: 13 Projects | | \$1,453,675 | | |

APPENDIX G -- PROPERTY MANAGEMENT FY2016 AND FY2017 PROJECT LIST

FY2016 PROPERTY MANAGEMENT CIP UPDATE

The FY2016 Property Management adopted budget included total funding of \$3,921,461 for various PAYG capital projects. The table below provides a breakdown of each budgeted item.

| ITEM | Amount |
|---|--------------------|
| Facility Renovation and Maintenance | \$1,564,500 |
| City Council Chairs (added after budget adoption) | \$118,500 |
| Roof Replacements (M&C G-18738) | \$613,461 |
| Roof Repairs @ Various City Facilities (M&C G-18762) | \$1,000,000 |
| Reallocation of FY2016 Surplus Operating Funds to Capital Projects (M&C G-18828*) | \$400,000 |
| Gordon Swift Window Replacement (M&C P-11922) | \$225,000 |
| TOTAL | \$3,921,461 |

* The total doesn't include the \$800,000 appropriated for Fire Station 43 Sewer Line

Below is a list of the projects funded in FY2016 with their financial status as of July 2017. A further breakdown of this list showing specific buildings follows.

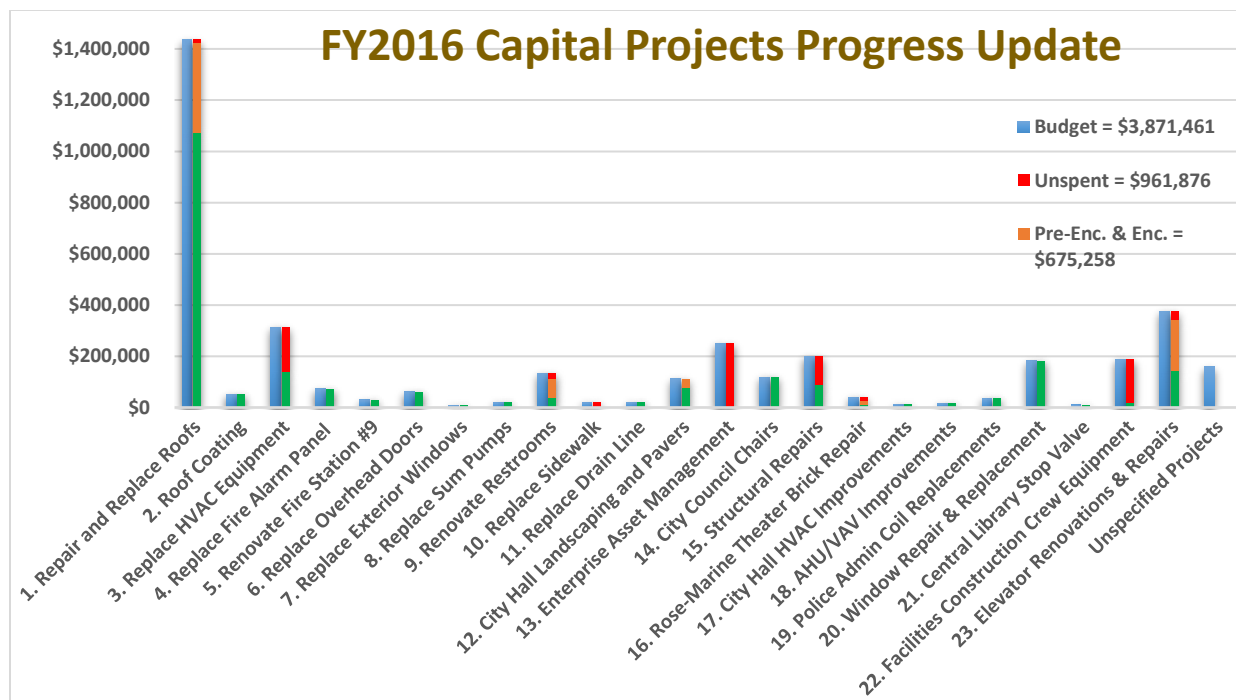
| Project | Budget = \$3,871,461 | Spent = \$2,234,327 | Pre-Enc. & Enc. = \$675,258 | Unspent = \$961,876 | % Spent |
|--------------------------------------|-------------------------|------------------------|-----------------------------------|------------------------|---------|
| 1. Repair and Replace Roofs | \$1,435,880.03 | \$1,074,019.29 | \$350,000.00 | \$11,860.74 | 74.8% |
| 2. Roof Coating | \$52,438.43 | \$52,438.41 | \$0.00 | \$0.02 | 100.0% |
| 3. Replace HVAC Equipment | \$313,795.37 | \$138,010.88 | \$1,956.00 | \$173,828.49 | 44.0% |
| 4. Replace Fire Alarm Panel | \$73,180.00 | \$73,180.00 | \$0.00 | \$0.00 | 100.0% |
| 5. Renovate Fire Station #9 | \$30,138.40 | \$30,138.40 | \$0.00 | \$0.00 | 100.0% |
| 6. Replace Overhead Doors | \$60,711.79 | \$60,711.78 | \$0.00 | \$0.01 | 100.0% |
| 7. Replace Exterior Windows | \$9,672.44 | \$9,672.44 | \$0.00 | \$0.00 | 100.0% |
| 8. Replace Sum Pumps | \$19,973.56 | \$19,973.56 | \$0.00 | \$0.00 | 100.0% |
| 9. Renovate Restrooms | \$134,429.39 | \$40,298.26 | \$71,292.10 | \$22,839.03 | 30.0% |
| 10. Replace Sidewalk | \$20,000.00 | \$0.00 | \$0.00 | \$20,000.00 | 0.0% |
| 11. Replace Drain Line | \$21,023.55 | \$21,023.55 | \$0.00 | \$0.00 | 100.0% |
| 12. City Hall Landscaping and Pavers | \$112,000.00 | \$78,265.93 | \$33,753.00 | (\$18.93) | 69.9% |
| 13. Enterprise Asset Management | \$250,000.00 | \$0.00 | \$0.00 | \$250,000.00 | 0.0% |

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| 14. City Council Chairs | \$118,500.00 | \$118,539.32 | \$0.00 | (\$39.32) | 100.0% |
| 15. Structural Repairs | \$200,000.00 | \$89,514.07 | \$0.00 | \$110,485.93 | 44.8% |
| 16. Rose-Marine Theater Brick Repair | \$40,000.00 | \$9,962.66 | \$17,471.00 | \$12,566.34 | 24.9% |
| 17. City Hall HVAC Improvements | \$12,743.00 | \$12,743.00 | \$0.00 | \$0.00 | 100.0% |
| 18. AHU/VAV Improvements | \$16,350.00 | \$16,350.00 | \$0.00 | \$0.00 | 100.0% |
| 19. Police Admin Coil Replacements | \$35,541.35 | \$35,541.35 | \$0.00 | \$0.00 | 100.0% |
| 20. Window Repair & Replacement | \$183,077.32 | \$183,077.32 | \$0.00 | \$0.00 | 100.0% |
| 21. Central Library Stop Valve | \$10,205.44 | \$10,205.44 | \$0.00 | \$0.00 | 100.0% |
| 22. Facilities Construction Crew Equipment | \$188,000.00 | \$18,638.38 | \$0.00 | \$169,361.62 | 9.9% |
| 23. Elevator Renovations & Repairs | \$375,000.00 | \$142,022.61 | \$200,785.95 | \$32,191.44 | 37.9% |
| Unspecified Projects | \$158,800.72 | \$0.00 | \$0.00 | \$158,800.72 | 0.0% |
| TOTAL | \$3,871,461* | \$2,234,327 | \$675,258 | \$961,876 | 58% |

* \$50,000 of FY2016 appropriation was reprogrammed as part of FY2017 projects.



FY2016 FACILITY PROJECTS IMPLEMENTATION PLAN

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| Project Description | Amount | Complete |
|--|--------------------|----------|
| Facility Renovation and Maintenance | \$1,564,500 | |
| Annex Fire Alarm Panel Replacement | \$100,000 | x |
| Fire Station 9 Renovation | \$30,138 | x |
| Fire Station 35 and Fire Station 3 Replace Overhead Doors | \$57,300 | x |
| R D Evans CC Replace Exterior Windows | \$12,000 | x |
| Municipal Courts Replace Sump Pumps | \$19,974 | x |
| City Hall (2nd Floor) Renovate Restrooms | \$34,429 | x |
| Hazel Harvey Peace Replace Sidewalk and Approach | \$20,000 | |
| Municipal Courts Replace Drain Line | \$11,612 | x |
| City Hall Landscaping | \$30,000 | |
| Facilities Work Order Mgmt System | \$250,000 | |
| Municipal Courts HVAC | \$14,000 | x |
| Animal Control HVAC | \$14,000 | x |
| MLK CC HVAC | \$41,000 | |
| Fire Station 19 HVAC | \$5,500 | x |
| Fire Station 31 HVAC | \$5,500 | |
| Meadowbrook Library HVAC | \$1,500 | |
| Southwest CC HVAC | \$55,000 | |
| Diamond Hill CC HVAC | \$37,000 | |
| Gordon Swift Replace HVAC Controls | \$120,000 | |
| Gateway Park HVAC | \$19,000 | |
| Structural Repairs: - Highland Hills Community Center - Fire Equipment Services Facility - Hazel Harvey Peace Center for Neighborhoods - Riverside Community Center - North Tri-Ethnic Community Center | \$250,000 | |
| Rose-Marine Theater Repairs | \$40,000 | x |
| City Hall HVAC Improvements | \$12,743 | |
| Municipal Complex AHU/VAV Improvements | \$16,350 | |
| Gordon Swift Elevator Repairs | \$175,000 | |
| Police Admin Coil Replacements | \$37,000 | |
| Fire Station 30 HVAC Replacement | \$15,000 | |
| Fire Air Shop Replace Drain | \$9,411 | x |
| S Annex (Zipper Bldg.) Window Repair | \$4,000 | x |
| Central Library Stop Valve | \$10,205 | x |
| Botanic Garden Replace HVAC | \$7,000 | x |

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| Remaining Funds to be assigned | \$109,837 | |
| City Council Chairs | \$118,500 | x |
| Roof Replacements | \$1,613,462 | |
| Ridglea Library Roof Replacement | \$202,522 | x |
| Fire Station 4 Roof Replacement | \$36,711 | x |
| Fire Station 18 Roof Replacement | \$100,000 | x |
| Northside CC Roof Coating | \$12,655 | x |
| Diamond Hill CC Roof Coating | \$5,000 | x |
| Meadowbrook Library Roof Coating | \$4,900 | x |
| Wedgwood Library Roof Coating | \$5,016 | x |
| Diamond Hill Library Roof Coating | \$4,995 | x |
| South Police Roof Coating | \$19,775 | x |
| Fire Station 6 Roof Replacement | \$110,000 | |
| Old Fire Station 11 (Air Shop) Roof Replacement | \$110,000 | |
| North Tri-Ethnic Roof Replacement | \$300,000 | |
| Fire Station 2 Roof Replacement | \$300,000 | |
| Fire Investigations Roof Replacement | \$110,000 | |
| IT Transmitter Site 11th Ave Roof Replacement | \$25,000 | |
| Thomas Place CC Roof Replacement | \$65,000 | |
| PARD Brennan St. Service Center Roof Replacement | \$85,000 | |
| Municipal Complex Restroom Renovations | \$100,000 | |
| Remaining Funds to be assigned | \$16,888 | |
| Reallocation of FY2016 Surplus Operating Funds to Capital Projects | \$400,000 | |
| Gordon Swift Roof Replacement (HVAC Repairs) | \$12,000 | |
| Construction Crew Equipment | \$188,000 | |
| City Hall Elevator Renovation | \$200,000 | |
| Gordon Swift Window Replacement | \$225,000 | \$225,001 |
| FY2016 Total Appropriation | \$3,921,461 | |

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FY2017 PROPERTY MANAGEMENT CIP UPDATE

The FY2017 Property Management adopted budget included total funding of \$7,294,234 for various PAYG capital projects. The table below provides a breakdown of each budgeted item.

| ITEM | \$\$\$ |
|---|--------------------|
| Structural, GS HVAC, Fire Alarm Panels, Parking Lots Repairs | \$1,900,000 |
| Roof Repair and Replacement | \$869,234 |
| Minor Repair and Renovation - Facility Assessment and City Hall Exterior Improvements | \$425,000 |
| TOTAL | \$3,194,234 |
| Community Centers and Libraries (Chesapeake Litigation Settlement – M&C G-18792) | \$900,000 |
| Police Facilities and Renovations (M&C L-16018) | \$3,200,000 |
| GRAND TOTAL | \$7,294,234 |

Below is a list of the projects funded in FY2017 with their financial status as of July 2017. A further breakdown of this list showing specific buildings follows.

| Project | Budget = \$7,344,234 | Spent = \$812,117 | Pre-Enc. & Enc. = \$1,689,147 | Unspent = \$4,842,970 | % Spent |
|-------------------------------------|-------------------------|----------------------|----------------------------------|--------------------------|---------|
| 1. Repair and Replace Roofs | \$869,234.00 | \$633,939.29 | \$207,648.00 | \$27,646.71 | 72.9% |
| 2. Replace HVAC Equipment | \$1,300,000.00 | \$0.00 | \$77,000.00 | \$1,223,000.00 | 0.0% |
| 3. Replace Fire Alarm Panel | \$200,000.00 | \$25,109.00 | \$166,900.00 | \$7,991.00 | 12.6% |
| 4. Structural Repairs | \$200,000.00 | \$68,035.67 | \$130,215.23 | \$1,749.10 | 34.0% |
| 5. Parking Lot Repairs | \$150,000.00 | \$0.00 | \$0.00 | \$150,000.00 | 0.0% |
| 6. Elevator Renovations & Repairs | \$300,000.00 | \$0.00 | \$0.00 | \$300,000.00 | 0.0% |
| 7. Fire Station CC ADA ramp | \$10,000.00 | \$0.00 | \$0.00 | \$10,000.00 | 0.0% |
| 8. MLK CC Gym Divider | \$15,000.00 | \$0.00 | \$0.00 | \$15,000.00 | 0.0% |
| 9. Flooring | \$430,000.00 | \$0.00 | \$420,000.00 | \$10,000.00 | 0.0% |
| 10. Counters & Kitchen Renovation | \$45,000.00 | \$0.00 | \$0.00 | \$45,000.00 | 0.0% |
| 11. Clinic Remodel | \$100,000.00 | \$293.29 | \$0.00 | \$99,706.71 | 0.3% |
| 12. Enterprise Asset Management | \$350,000.00 | \$0.00 | \$0.00 | \$350,000.00 | 0.0% |
| 13. City Hall Exterior Improvements | \$75,000.00 | \$75,000.00 | \$0.00 | \$0.00 | 100.0% |
| 14. 350 Basement Design | \$950,000.00 | \$391.44 | \$463,642.45 | \$485,966.11 | 0.0% |

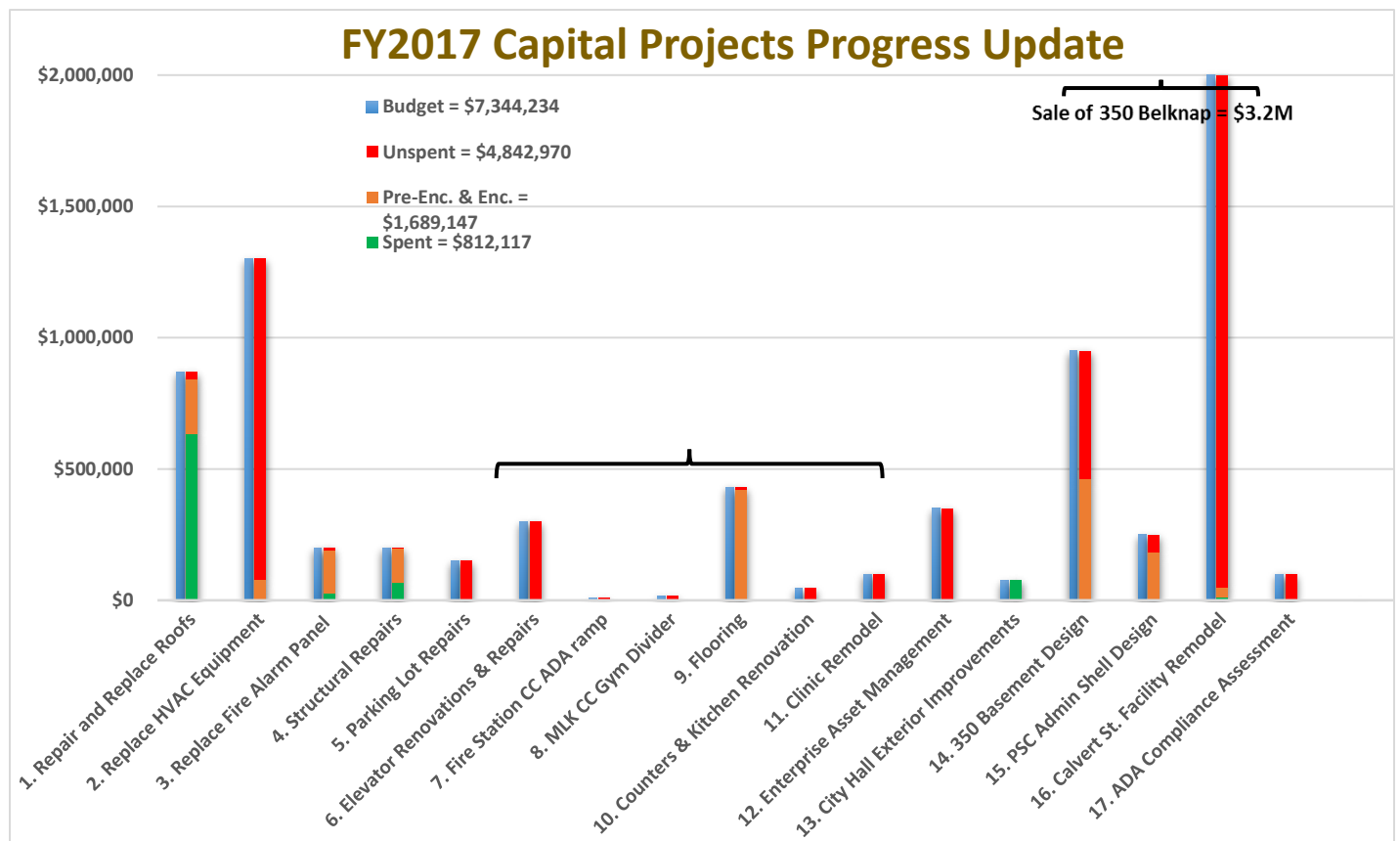
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| | | | | | |
|----------------------------------|---------------------|------------------|--------------------|----------------------|------------|
| 15. PSC Admin Shell Design | \$250,000.00 | \$0.00 | \$183,389.21 | \$66,610.79 | 0.0% |
| 16. Calvert St. Facility Remodel | \$2,000,000.00 | \$9,348.33 | \$40,351.67 | \$1,950,300.00 | 0.5% |
| 17. ADA Compliance Assessment | \$100,000.00 | \$0.00 | \$0.00 | \$100,000.00 | 0.0% |
| Unspecified Projects | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.0% |
| TOTAL | \$7,344,234* | \$812,117 | \$1,689,147 | \$4,842,970** | 11% |

* \$50,000 of FY2016 appropriation was reprogrammed as part of FY2017 projects

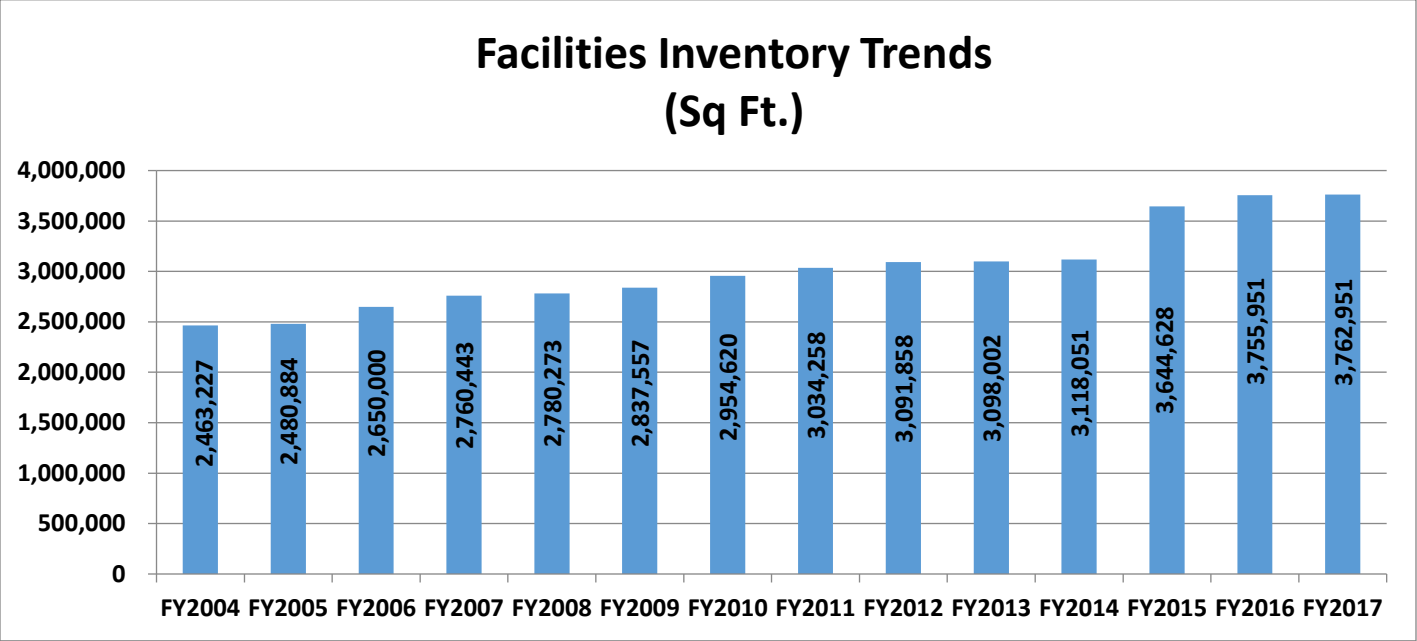
** \$3.2m of the “unspent amount” is related to M&C L-16018 approved by City Council on 3-28-2017



FY2017 FACILITY PROJECTS IMPLEMENTATION PLAN

| Project Description | Amount |
|---|--------------------|
| Structural, GS HVAC, Fire Alarm Panels, Parking Lots Repairs | \$1,900,000 |
| Gordon Swift HVAC Replacement | \$1,300,000 |
| Structural Repairs Citywide: - Fire Station 25 - Fire Station 14 - Southside Community Center - City Hall Tunnel | \$250,000 |
| City Hall & Worth Hts CC Replace Fire Alarm Panels | \$200,000 |
| Parking Lot Repairs | \$150,000 |
| Community Centers and Libraries | \$900,000 |
| Fellowship Corner Install Elevator | \$300,000 |
| MLK CC Gym Divider | \$15,000 |
| Fire Station CC ADA Ramp | \$10,000 |
| Replace Flooring: - Southwest Regional Library - East Regional Library - Riverside Branch Library - Diamond Hills-Jarvis Branch Library | \$420,000 |
| Fire Station CC Renovate kitchen | \$10,000 |
| North Tri Ethnic CC Remodel Clinic | \$50,000 |
| Southside CC Remodel Clinic | \$50,000 |
| Doc Session CC Replace Front Counter | \$10,000 |
| Greenbriar CC Replace Front Counter | \$25,000 |
| Fire Station CC Replace Multipurpose Room Floor Tile | \$10,000 |
| Roof Repair and Replacement | \$869,234 |
| Roof Repair and Replacements: - Riverside CC - Fire Station 15 - Cowtown Coliseum Ticket Office - Handley-Meadowbrook CC - Highland Hills CC | \$869,234 |
| Minor Repair and Renovation | \$425,000 |
| Facility Inventory Assessment | \$350,000 |
| City Hall Exterior Improvements | \$75,000 |
| Police Facilities and Renovations M&C L-16018 | \$3,200,000 |
| Calvert St. Facility Remodel | \$2,000,000 |
| PSC Admin Shell Design | \$250,000 |
| 350 Basement Design | \$950,000 |
| FY2017 Total CIP Appropriation | \$7,294,234 |

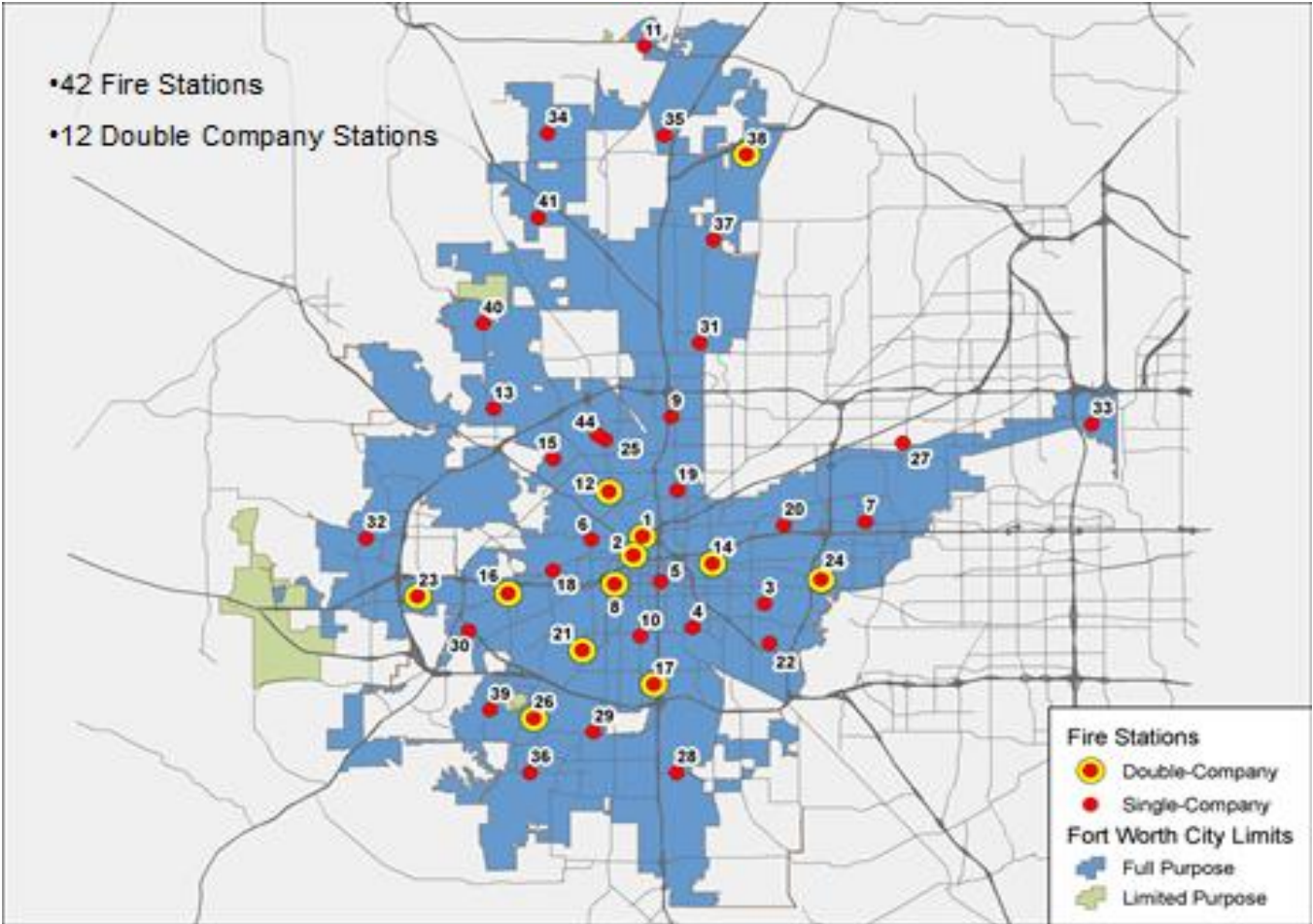
Facility Inventory



- 53% increase since FY2004

APPENDIX H – FREE STATION LOCATIONS/TYPE AND RESPONSE TIMES

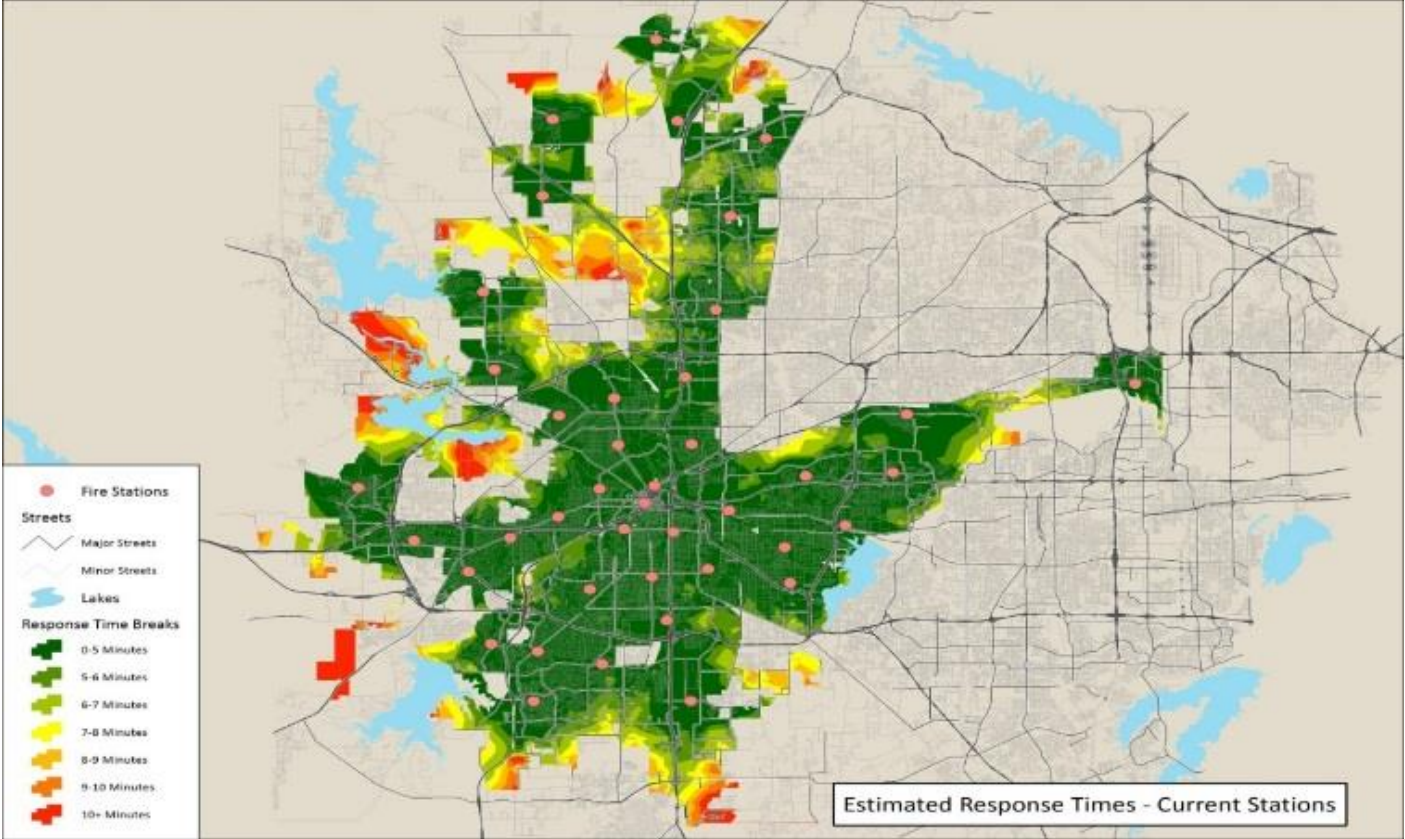
Map: Current Fire Stations by Location and Type



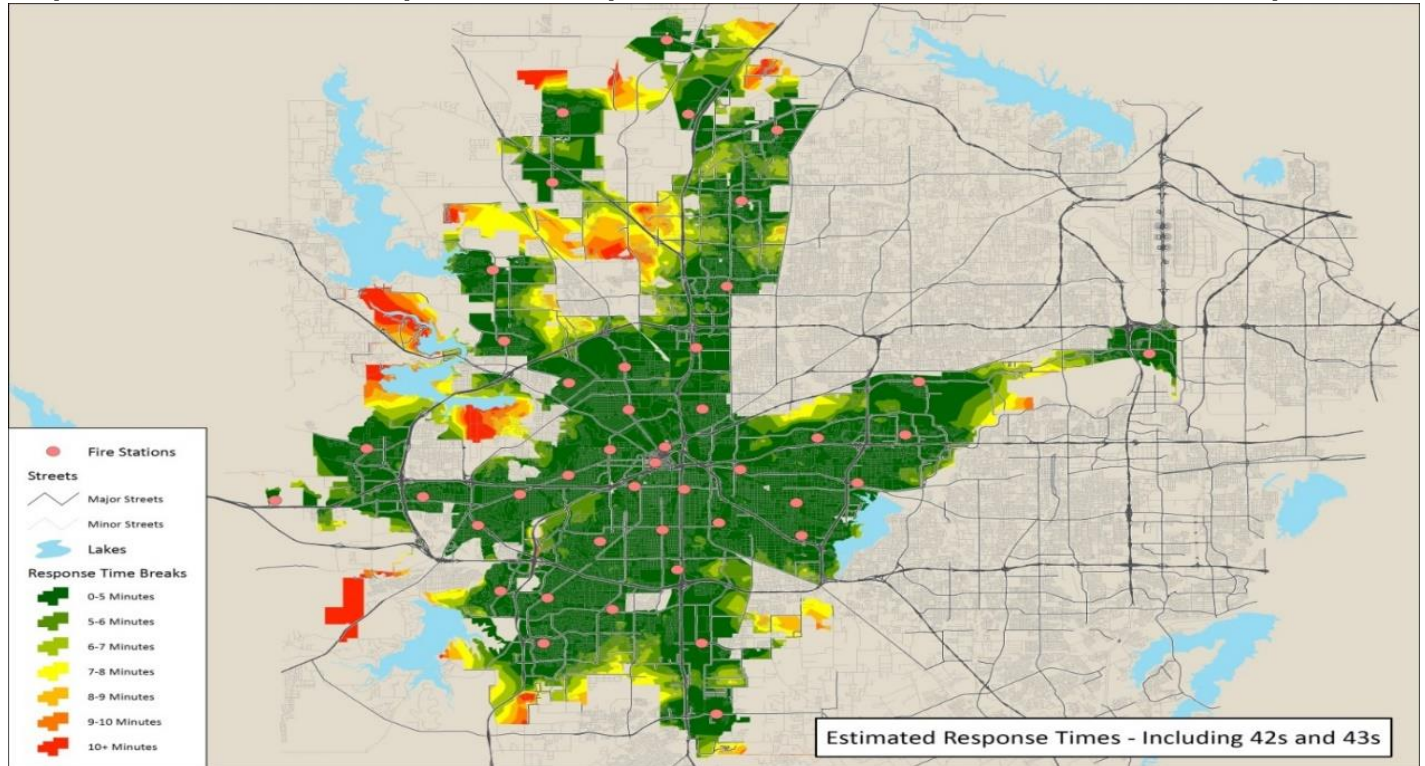
Response Time Considerations

Map #2 shows estimated current Fire Department response times throughout the city utilizing GIS mapping tools. Map #3 indicates estimated Fire Department response times after fire stations 42 (in far south Fort Worth) and 43 (in far west Fort Worth) are operational.

Map #2 Current Fire Department Response Times



Map #3 Estimated Fire Department Response Times when Stations 42 and 43 are Operational



As visible in Map #3, the far south and far west areas of the city that in Map #2 indicated were a challenge to meet the five minute response goal are now green indicating 0-5 minute response times.

The orange and red areas in the northwest portion of the city (near Lake Worth and Eagle Mountain Lake) are primarily low-density vacant properties so immediate attention to these areas is not warranted. The yellow, orange and red areas to the north are growth areas. The additional station noted above for the far north near the US 287/IH-35W split will improve response times in these areas.