

FY 2021

Adopted Annual Budget and
Program Initiatives



FORT WORTH®





**CITY OF FORT WORTH, TEXAS
FISCAL YEAR 2020-2021
ANNUAL BUDGET**

This budget will raise more revenue from property taxes than last year's budget by an amount of \$21,558,067, which is a 3.7 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 \$18,729,638.

CITY COUNCIL RECORD VOTE

The members of the governing body voted on the adoption of the budget as follows:

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

AGAINST: None

PRESENT but abstained from voting: None

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 FY2019-20	Adopted FY2020-21
Property Tax Rate	\$0.747500	\$0.747500
No-New-Revenue Tax Rate	0.729187	0.777377
No-New-Revenue Maintenance and Operations Tax Rate	0.578466	0.623529
Voter-Approval Tax Rate	0.789191	0.807134
Debt Rate	0.152500	0.152500

MUNICIPAL DEBT OBLIGATIONS

The total amount of outstanding municipal debt obligations (including principal and interest) secured by property taxes is \$951,429,863.

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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Fort Worth
Texas**

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morill

Executive Director

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Organizational Information



Organizational Information

Budget Development Staff

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

Betsy Price

Mayor

David Cooke

City Manager

Jay Chapa

Deputy City Manager

Dana Burghdoff

Assistant City Manager

Fernando Costa

Assistant City Manager

Valerie Washington

Assistant City Manager

Planning and Data Analytics Staff

Janet Hale, Acting Director, Planning and Data Analytics Department

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

Loraine Coleman, Budget Manager

Carol Chen, Budget Analyst I

Zoe Gao, Budget Analyst I

Alejandro Lepe, Budget Analyst I

Ambra Pira, Budget Analyst I

Melissa Rivers, Budget Analyst I

Pamela Kacmarynski, Business Process Manager

Danielle Pickle, Sr. Business Process Analyst

Rodney Arnold, Business Process Analyst II

Reagan Coates, Budget Analyst I

Lucas Mann, Budget Analyst I

Sydney Sexton, Budget Analyst I

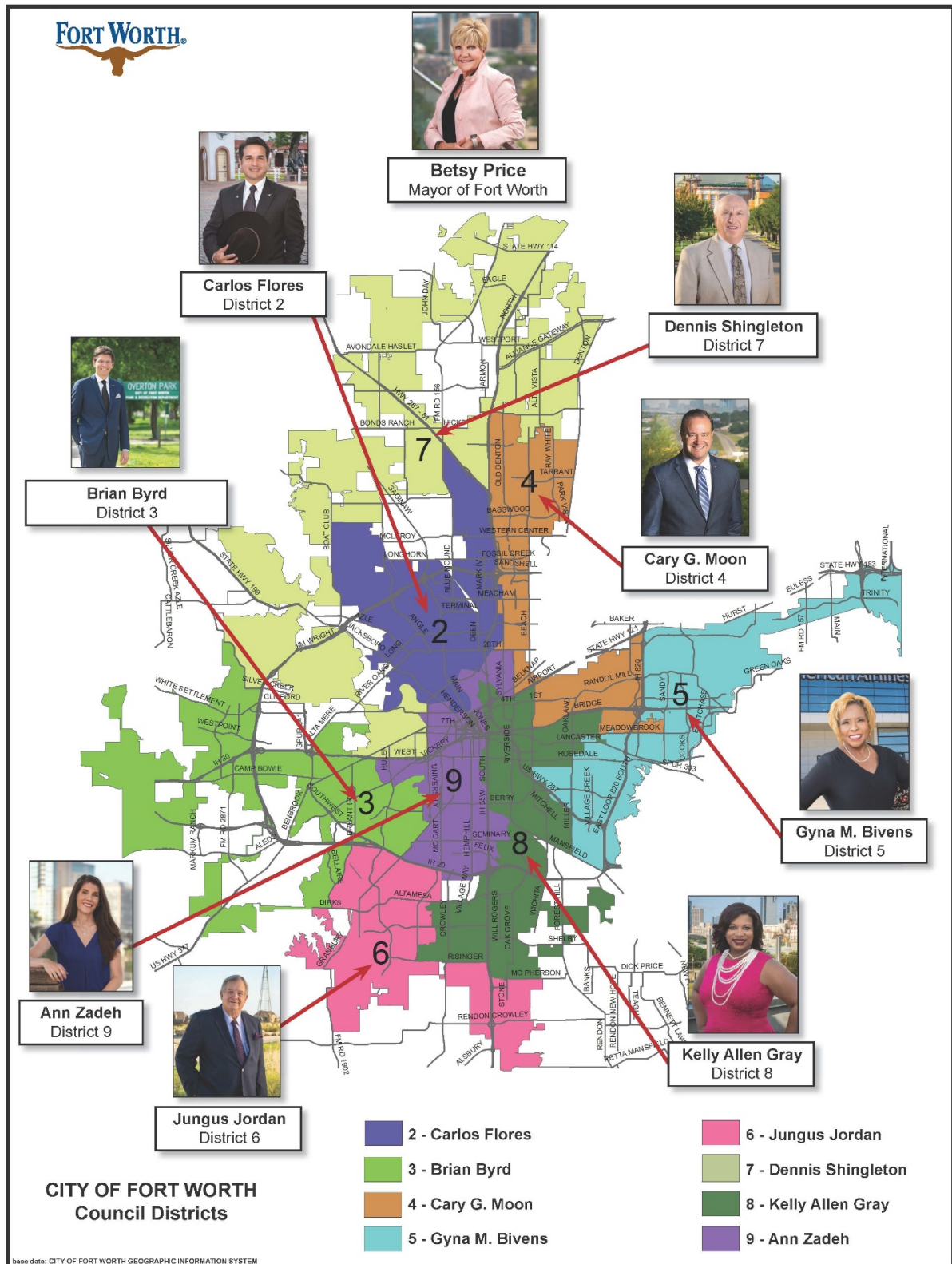
Ashley Clement, Senior Budget Analyst

Juanita Jimenez, Senior Budget Analyst

Jennifer Snyder, Senior Administrative Assistant

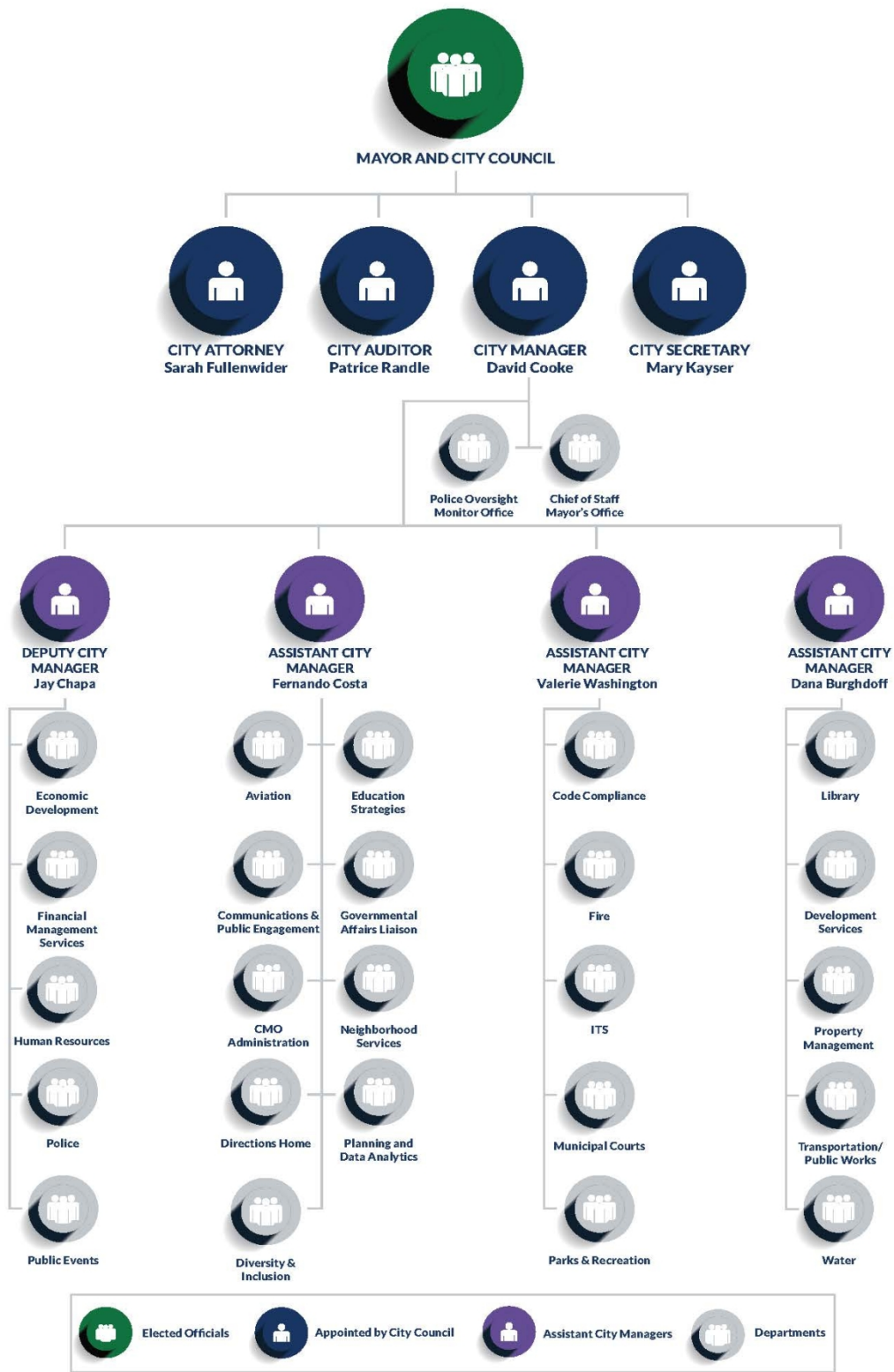
Organizational Information

City Council District Map



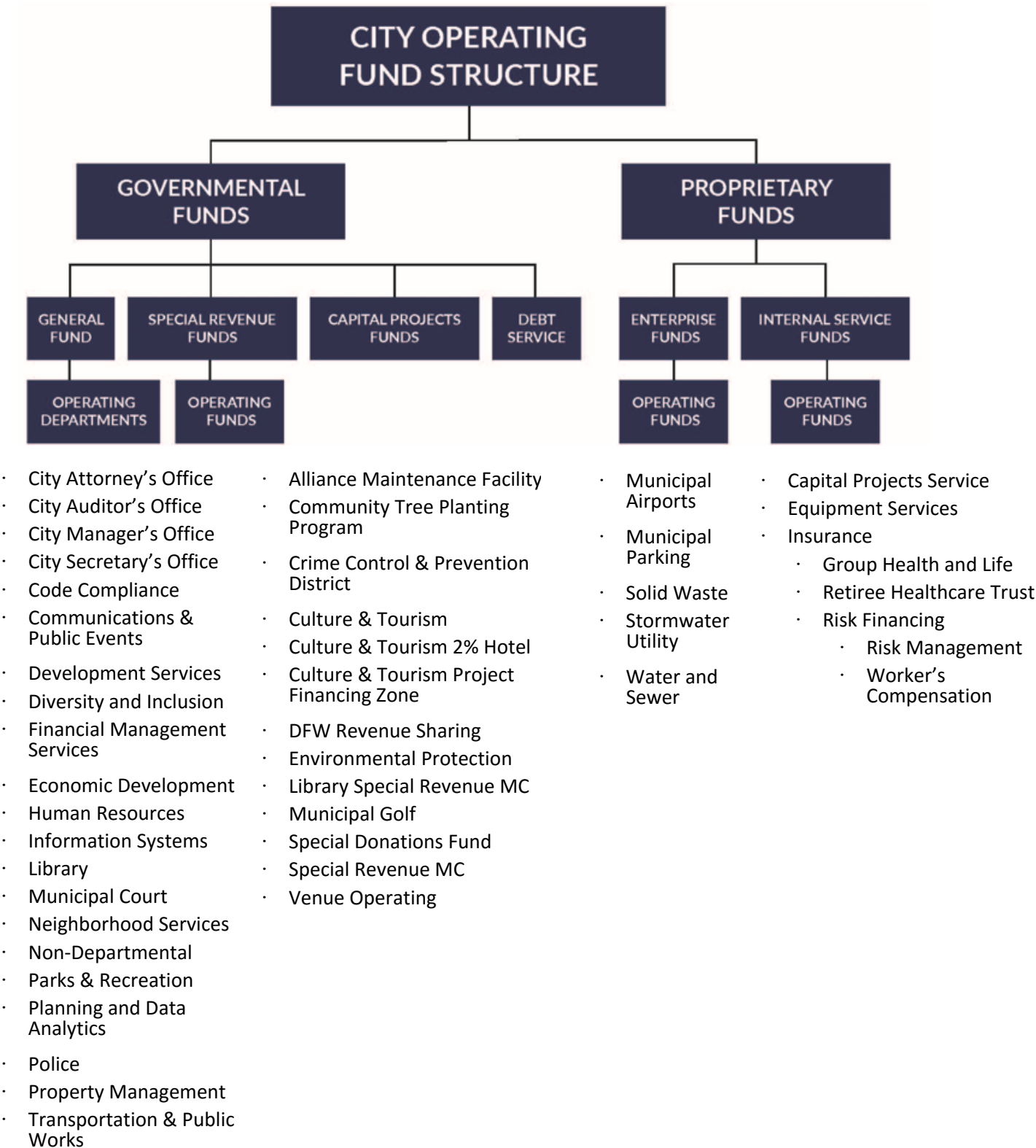
Organizational Information

City Organization Chart



Organizational Information

Total City Operating Budget Organizational Chart



Executive Message



Executive Message

City Strategic Vision



Mission

Working together to build a strong community.

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

Vision

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

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

Values

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

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

Our Objectives

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



Executive Message

Budget Message

October 1, 2020

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

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

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

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

Addressing the pandemic and growing demands on our city's resources, the citywide FY2021 Adopted Budget—which includes the Debt Service Fund and most operating funds—totals nearly \$2 billion, essentially the same level as the FY2020 Budget. Also, the citywide budget includes a total of 7,491 authorized positions (APs).

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

Executive Message

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

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

Respectfully submitted,

A handwritten signature in black ink, appearing to read "David Cooke". The signature is fluid and cursive, with the first name "David" and last name "Cooke" clearly distinguishable.

David Cooke
City Manager

Executive Message

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

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

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

OVERVIEW

The FY2021 Adopted Budget totals nearly \$2 billion, which includes 7,491 authorized positions (AP) and consists of 19 different operating departments (excluding Non-Departmental) plus four appointed officials' offices across multiple funds, including the General Fund, Special Revenue Funds, Debt Service Funds, Enterprise Funds, and Internal Service Funds. Of the total budget, 39 percent, or \$782 million, reflects the cost of General Fund activities such as public safety, parks, neighborhood services, economic development, property management, transportation and public works, planning, development, public libraries, and general management of the city. The remaining 61 percent, or \$1.2 billion, will fund the operations of the other funds noted above.

BUDGET DEVELOPMENT PROCESS

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

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

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

Executive Message

As a result, 118 positions were eliminated in FY2021, and more positions will be held vacant until economic conditions improve. This provides the city with savings to address shrinking revenues expected due to COVID-19 while continuing to offer high levels of service to our community.

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

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

Executive Message

SIGNIFICANT ISSUES

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

COVID-19

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

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

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

Capital Planning

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

Advertising and Lobbying Disclosure

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

Executive Message

<i>Expenditures for Comparison</i>	<i>FY2020 Estimated Actuals</i>	<i>FY2021 Budget</i>
Advertising-Required Legal Notices	\$ 122,051.00	\$ 93,143.00
Lobbying Expenditures	\$ 396,999.96	\$ 696,000.00

GENERAL FUND REVENUES

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

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

Property Tax

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

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

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

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

Sales Tax

Executive Message

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

GENERAL FUND EXPENDITURES

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

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

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

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

Executive Message

BUDGET HIGHLIGHTS

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

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

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

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



Processes and Policies



Processes and Policies

Readers' Guide to the Budget

Purpose

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

Introductory Information

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

Summary Information

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

Department and Fund Pages

Operating Department and Fund Summaries

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

Authorized Positions

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

Full-time Equivalent Positions

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

Department/Fund Purpose and Goals

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

Processes and Policies

FY2021 Discussion

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

Horizon Issues

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

Summary of Services and Performance Measures

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

Processes and Policies

Budget Process

Creation of the Budget

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

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

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

City Council Authorization / Appropriation

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

City Manager's Authorization

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

Budget Implementation & Monitoring

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

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

Processes and Policies

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

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

Processes and Policies

Budget Calendar

February 1 – September 30: Business Performance Plan Development

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

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

- Allocation review and approval
- Prior Year Commitment review and approval
- Review Pay As You Go (PAYG) spend and available capital fund balances

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

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

March 26: FY2021 Budget Kickoff

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

April: Budget Development & Month 5 Forecast Finalized

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

May 1 – 19: 5-Year CIP Feedback

- Departments provide feedback on consolidated 5-Year CIP

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

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

July 25: Certified Tax Roll Received

- Receive certified appraisal values

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

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

August 11: City Manager Delivers Recommended Annual Budget

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

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

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

Processes and Policies

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

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

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

September 1 and 15: Public Hearing

- 1st and 2nd public hearing on the City's budget and
- Public hearing and action on board-approved CCPD budget

September 15: Public Hearing

- 2nd public hearing on the City's budget
- A public hearing on the property tax rate

September 22: FY2021 Budget and Tax Rate Adoption

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

September – October: Adopted FY2021 Operating Changes Implemented

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

October – November: Year-end Finalization of FY2020

Processes and Policies

Fund Structure

Purpose

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

Governmental Fund Types

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

General Fund:

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

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

General Debt Service Fund:

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

Special Revenue Funds:

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

Proprietary Fund Types

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

Enterprise Funds:

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

Internal Service Funds:

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

Fiduciary Fund Types

Processes and Policies

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

Capital Project Funds

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

Processes and Policies

Budgeting Philosophy and Basis of Budgeting

Budgeting Philosophy

The City Council is responsible for legislation, policy formulation, and overall direction of the government. This includes the approval of financial policies that 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. Estimated beginning fund balance/net position, estimated revenue and receipts, appropriations and the estimated year-end fund balance/net position for key operating funds can be found in the Citywide Fund Balance Summary in the Budget Highlights section of this document.

The City shall take an objective and analytical approach to forecast 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 more than those included in the budget but unencumbered. Amendments shall be considered and adopted by the City Council except for specific adjustments when limited authority is delegated to the city manager.

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

Basis of Budgeting

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

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

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

Processes and Policies

Financial Policies

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

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

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

Operating Budget

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

Fund Balances

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

General Fund: (Fund Balance)

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

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

Enterprise Funds: (Working Capital)

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

Processes and Policies

Enterprise Funds: (Days Cash on Hand)

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

Internal Service Funds: (Working Capital)

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

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

Revenue

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

Capital Improvements

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

Debt Planning Guidelines

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

Processes and Policies

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

Debt Service Guidelines

Generally, the city shall issue bonds with an average life of approximately 10.5 years for general obligation bonds and approximately 17-18 years for revenue bonds. The structure should approximate level principal on general obligation bonds and level debt service for revenue bonds. Concerning 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, except for 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 regularly to calculate their full cost recovery levels, to compare them to the current fee structure, and to recommend adjustments where necessary.

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

Budget Highlights

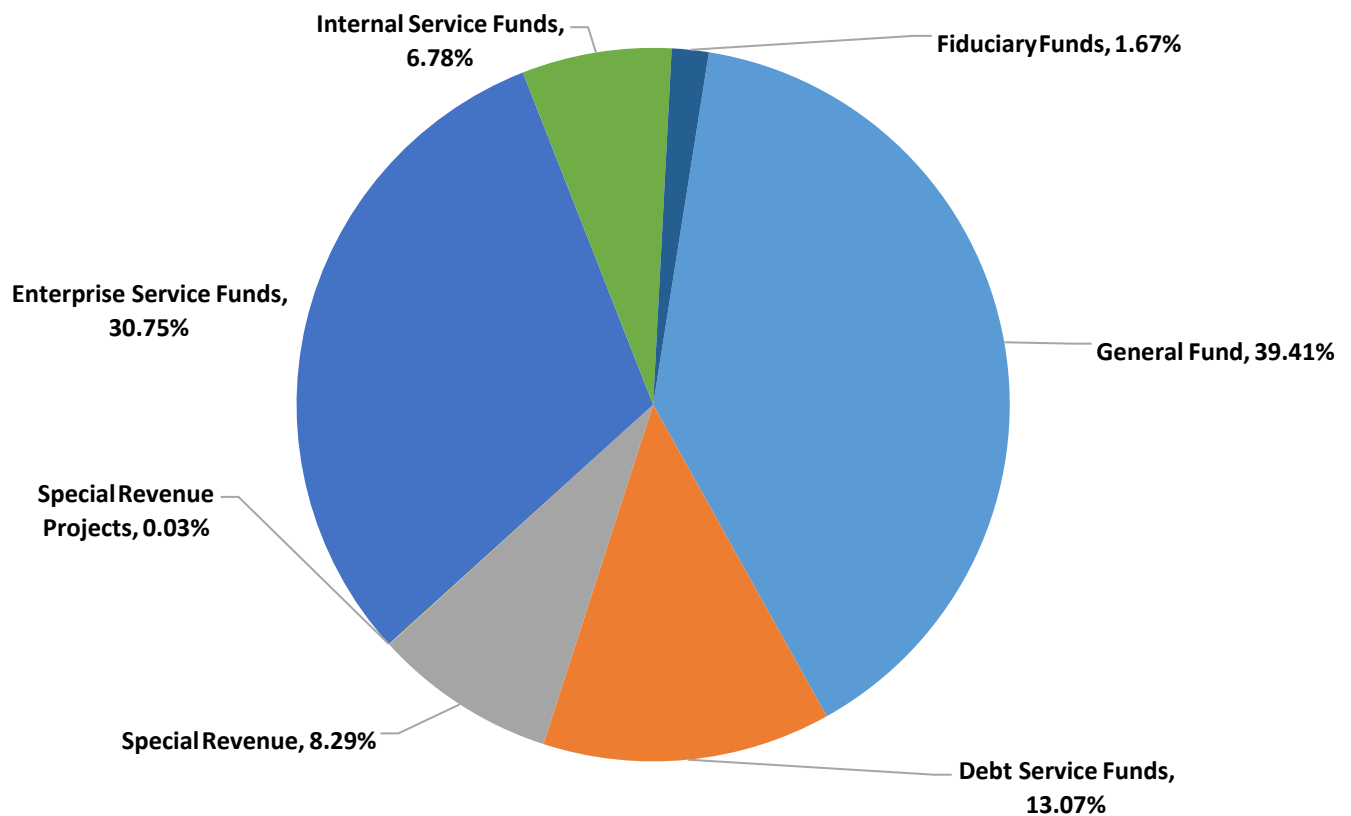


Budget Highlights

Total Revenue by Fund

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted Amount	%
General Fund	736,724,005	771,937,585	776,913,432	782,064,035	10,126,450	1.31%
Debt Service Funds	275,743,033	246,586,419	416,069,387	259,382,212	12,795,793	5.19%
Special Revenue	176,072,509	186,016,730	185,349,025	164,458,053	(21,558,677)	-11.59%
Special Revenue Projects	3,927,336	1,546,287	4,021,053	500,000	(1,046,287)	-67.66%
Enterprise Service Funds	579,282,393	605,554,878	612,396,366	610,341,831	4,786,953	0.79%
Internal Service Funds	143,383,710	140,589,824	140,474,655	134,635,079	(5,954,745)	-4.24%
Fiduciary Funds	31,800,616	32,548,119	32,548,119	33,159,914	611,795	1.88%
Total Operating Funds	\$1,946,933,602	\$1,984,779,842	\$2,167,772,038	\$1,984,541,124	\$ (238,718)	-0.01%

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

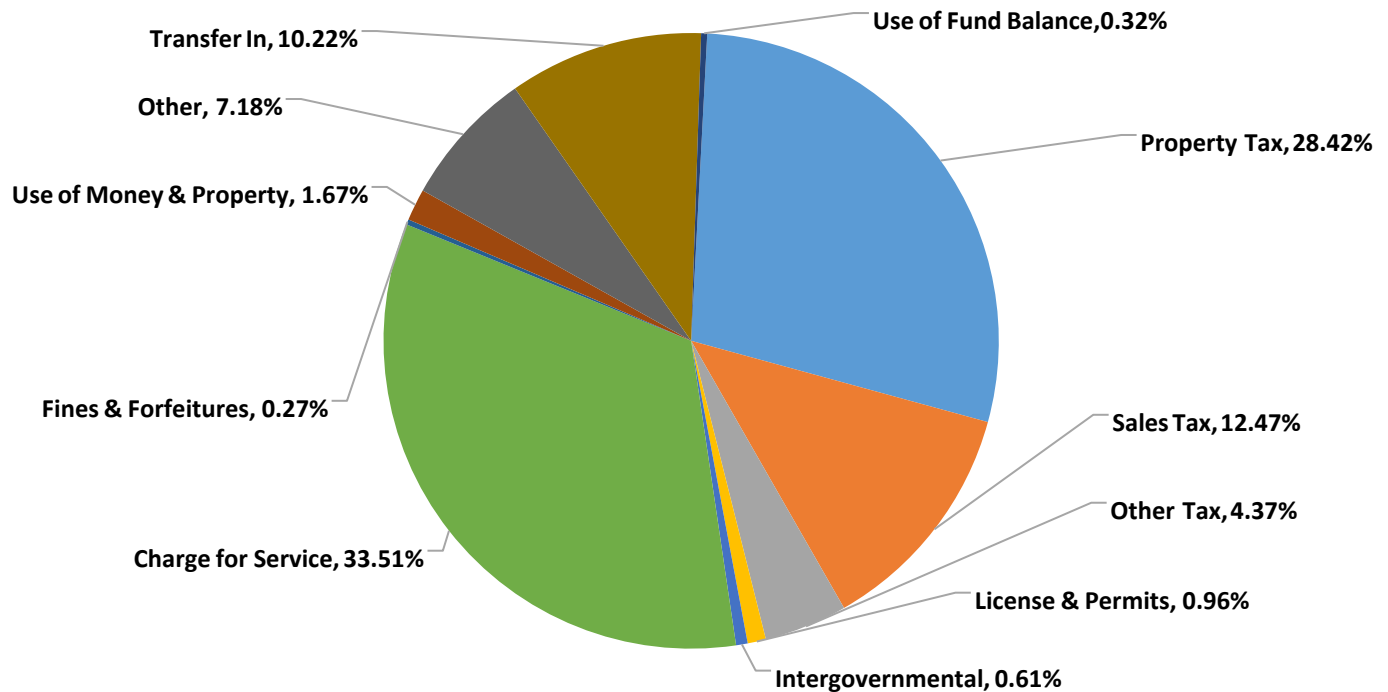


Budget Highlights

Total Revenue by Source

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Property Tax	496,344,941	548,320,356	548,320,356	563,848,802	15,528,446	2.83%
Sales Tax	243,409,764	254,109,808	254,109,808	247,462,090	(6,647,718)	-2.62%
Other Tax	88,011,150	93,683,032	89,411,195	86,744,689	(6,938,343)	-7.41%
License & Permits	18,017,573	18,166,615	18,166,615	19,099,239	932,624	5.13%
Intergovernmental	15,224,759	12,844,072	14,255,113	12,083,191	(760,881)	-5.92%
Charge for Service	650,857,112	657,882,296	650,880,680	664,915,611	7,033,315	1.07%
Fines & Forfeitures	11,274,877	5,549,659	5,549,659	5,420,421	(129,238)	-2.33%
Use of Money & Property	60,101,531	28,266,094	31,698,299	33,167,621	4,901,527	17.34%
Other	148,715,201	148,644,626	148,644,703	142,383,492	(6,261,134)	-4.21%
Transfer In	214,976,695	201,910,527	345,352,627	202,779,595	869,068	0.43%
Use of Fund Balance	-	15,402,757	61,382,983	6,271,781	(9,130,976)	-59.28%
Total Revenues	\$1,946,933,602	\$1,984,779,842	\$2,167,772,038	\$1,984,176,532	\$ (603,310)	-0.03%

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

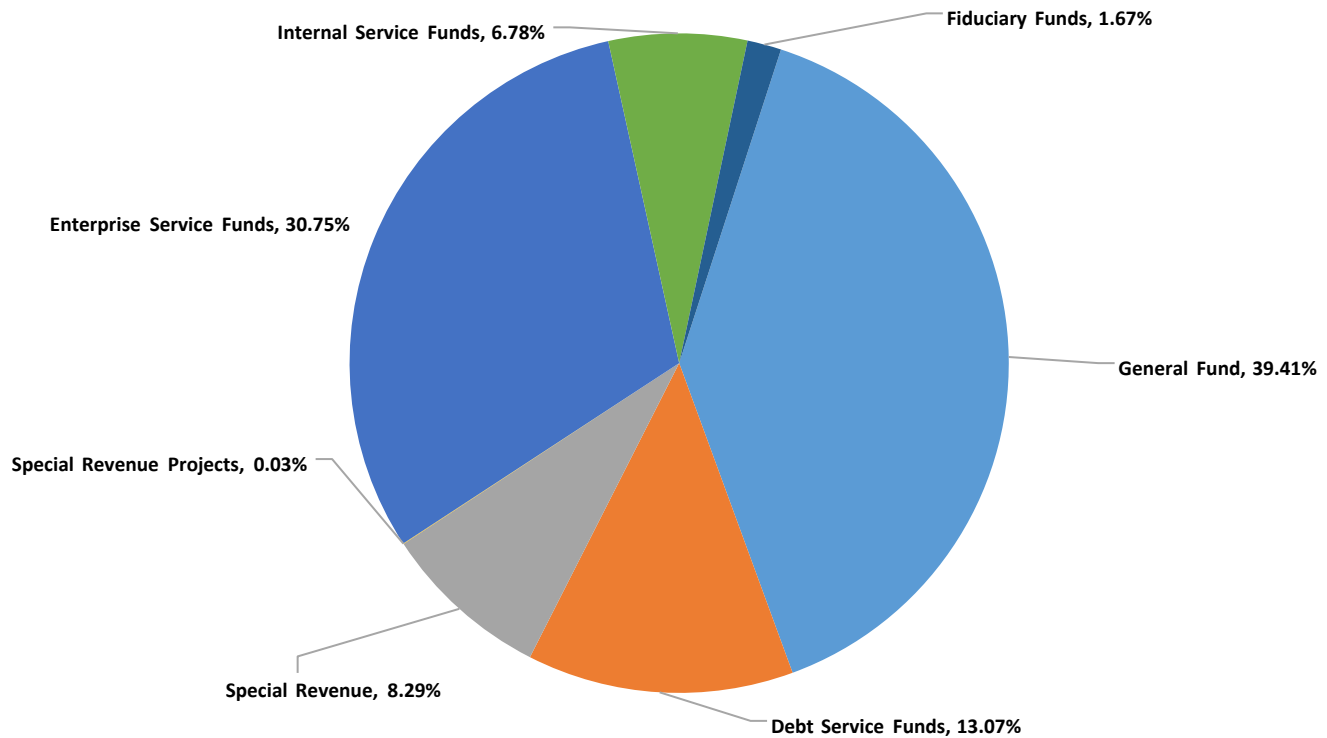


Budget Highlights

Expenditures by Fund

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
General Fund	722,060,711	771,937,585	776,913,432	782,064,035	10,126,450	1.31%
Debt Service Funds	260,661,574	246,586,419	416,069,387	259,382,212	12,795,793	5.19%
Special Revenue	167,589,522	186,016,730	185,349,025	164,458,053	(21,558,677)	-11.59%
Special Revenue Projects	3,995,227	1,546,287	4,037,959	500,000	(1,046,287)	-67.66%
Enterprise Service Funds	572,821,070	605,554,878	612,396,366	610,341,831	4,786,953	0.79%
Internal Service Funds	127,456,555	140,589,824	140,474,655	134,635,079	(5,954,745)	-4.24%
Fiduciary Funds	28,473,048	32,548,119	32,548,119	33,159,914	611,795	1.88%
Total Operating Funds	\$1,883,057,707	\$1,984,779,842	\$2,167,788,943	\$1,984,541,124	\$ (238,718)	-0.01%

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

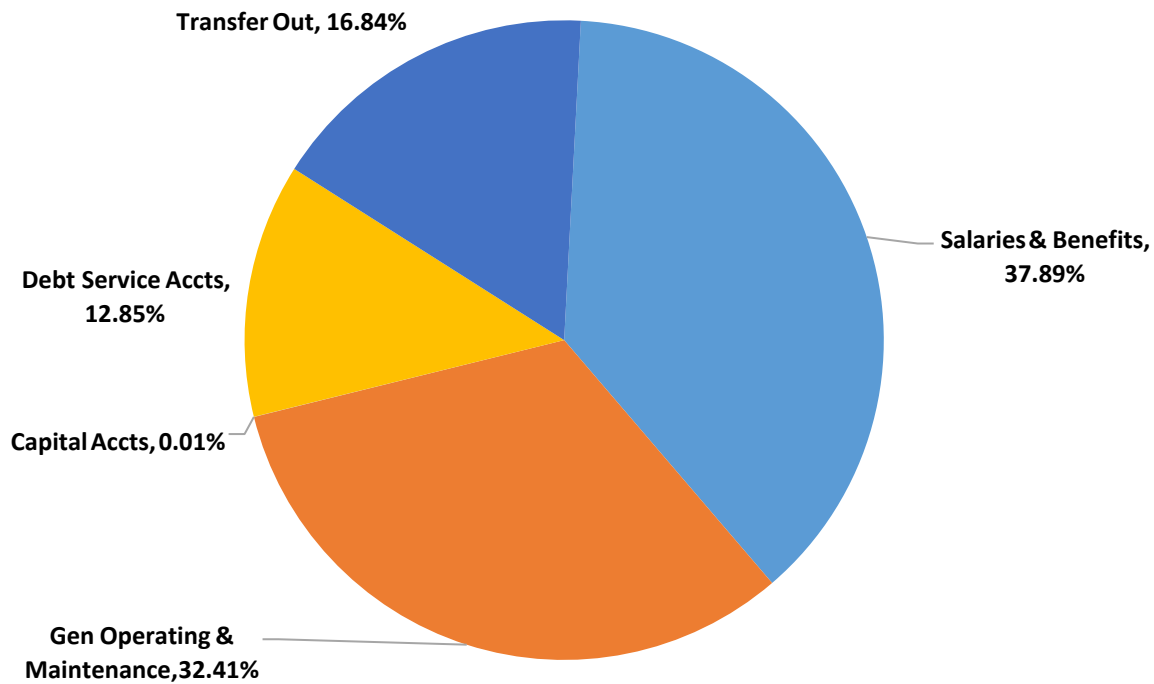


Budget Highlights

Expenditures by Type

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Salaries & Benefits	705,135,173	754,411,791	747,200,973	757,300,778	2,888,987	0.38%
Gen Operating & Maintenance	590,253,485	641,666,713	641,974,026	647,821,642	6,154,929	0.96%
Capital Accts	45,170	624,010	446,010	178,000	(446,010)	-71.47%
Debt Service Accts	265,162,927	242,497,182	411,035,153	256,761,197	14,264,015	5.88%
Transfer Out	349,151,324	352,123,763	366,325,998	336,576,272	(15,547,491)	-4.42%
Contra Accounts	(26,690,372)	(26,141,779)	(26,141,779)	(27,426,542)	(1,284,763)	4.91%
Contribution to Fund Balance	-	19,598,162	22,989,604	13,329,777	(6,268,385)	-31.98%
Project Budget Account	-	-	4,187,558	-		
Total Expenses	\$1,883,057,707	\$1,984,779,842	\$2,168,017,542	\$1,984,541,124	\$ (238,718)	-0.01%

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



Budget Highlights

General Fund: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Property Tax	398,425,677	436,544,239	436,544,239	448,904,675	12,360,436	2.83%
Sales Tax	165,287,198	172,769,615	172,769,615	168,248,455	(4,521,160)	-2.62%
Other Tax	55,969,801	53,887,446	53,887,446	54,279,659	392,213	0.73%
License & Permits	16,938,217	16,696,626	16,696,626	17,653,348	956,722	5.73%
Intergovernmental	2,198,585	373,423	1,254,931	485,386	111,963	29.98%
Charge for Service	38,623,785	42,095,257	42,098,502	43,078,465	983,208	2.34%
Fines & Forfeitures	6,458,466	5,549,659	5,549,659	5,420,421	(129,238)	-2.33%
Use of Money & Property	521,422	664,651	664,651	619,937	(44,714)	-6.73%
Other	4,022,465	2,557,741	2,557,741	2,511,365	(46,376)	-1.81%
Transfer In	48,278,390	40,798,928	40,678,928	40,862,324	63,396	0.16%
Total Revenues	736,724,005	771,937,585	772,702,338	782,064,035	10,126,450	1.31%
Use of Fund Balance	-	-	4,091,094	-	-	0.00%
Salaries & Benefits	527,965,615	560,519,020	554,170,555	567,742,853	7,223,833	1.29%
Gen Operating & Maintenance	163,634,902	171,086,199	177,343,164	183,502,321	12,416,122	7.26%
Capital Accts	-	178,000	-	178,000	-	0.00%
Debt Service Accts	2,230,949	2,231,625	2,231,625	2,231,625	-	0.00%
Transfer Out	54,919,617	64,064,520	65,740,180	55,835,778	(8,228,742)	-12.84%
Contra Accounts	(26,690,372)	(26,141,779)	(26,141,779)	(27,426,542)	(1,284,763)	4.91%
Total Expenses	722,060,711	771,937,585	773,343,744	782,064,035	10,126,450	1.31%
Appropriations Clearing Acct	-	-	3,569,688	-	-	0.00%
Contr To Fund Bal/Net Position	-	-	-	-	-	0.00%
Revenues Over(Under) Expenses	\$ 14,663,294	\$ -	\$ (120,000)	\$ -	\$ -	0.00%

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

Budget Highlights

Debt Service Funds: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Property Tax	97,919,264	111,776,117	111,776,117	114,944,127	3,168,010	2.83%
Charge for Service	117,443	-	-	-	-	0.00%
Use of Money & Property	23,813,575	275,300	275,300	4,447,182	4,171,882	1515.39%
Transfer In	153,745,421	133,636,827	273,872,927	138,417,728	4,780,901	3.58%
Total Revenues	275,595,703	245,688,244	385,924,344	257,809,037	12,120,793	4.93%
Use of Fund Balance	-	898,175	28,532,046	1,573,175	675,000	75.15%
Debt Service Accts	260,661,574	238,374,352	406,244,323	252,638,368	14,264,016	5.98%
Total Expenses	260,661,574	238,374,352	406,244,323	252,638,368	14,264,016	5.98%
Contribution to Fund Balance	-	8,212,067	8,212,067	6,743,844	(1,468,223)	-17.88%
Revenues Over(Under) Expenses	\$ 14,934,129	\$ -	\$ -	\$ -	\$ -	0%

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

Budget Highlights

Special Revenue Funds: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Sales Tax	78,122,566	81,340,193	81,340,193	79,213,635	(2,126,558)	-2.61%
Other Tax	30,929,516	38,945,586	38,945,586	32,465,030	(6,480,556)	-16.64%
License & Permits	17,300	15,000	15,000	15,500	500	3.33%
Intergovernmental	13,092,250	12,362,616	12,362,616	11,297,805	(1,064,811)	-8.61%
Charge for Service	16,144,082	15,282,519	15,282,519	13,212,461	(2,070,058)	-13.55%
Fines & Forfeitures	4,816,411	-	-	-	-	0.00%
Use of Money & Property	10,171,372	12,095,479	11,718,748	11,569,140	(526,339)	-4.35%
Special Assessments	-	-	-	-	-	0.00%
Other	13,952,924	10,981,275	10,981,275	8,324,743	(2,656,532)	-24.19%
Transfer In	8,826,088	7,685,850	7,685,850	3,661,133	(4,024,717)	-52.37%
Total Revenues	176,072,509	178,708,518	178,331,787	159,759,447	(18,949,071)	-10.60%
Use of Fund Balance	-	7,308,212	10,287,193	4,698,606	(2,609,606)	-35.71%
Salaries & Benefits	56,131,846	66,026,277	66,695,035	63,474,796	(2,551,481)	-3.86%
Gen Operating & Maintenance	55,342,235	61,523,209	61,765,884	54,827,119	(6,696,090)	-10.88%
Capital Accts	-	446,010	446,010	-	(446,010)	-100.00%
Debt Service Accts	123,891	123,891	123,891	123,891	-	0.00%
Transfer Out	55,991,550	51,446,631	53,137,448	43,638,228	(7,808,403)	-15.18%
Total Expenses	167,589,522	179,566,018	182,168,268	162,064,034	(17,501,984)	-9.75%
Contribution to Fund Balance	-	6,450,712	6,450,712	2,394,019	(4,056,693)	-62.89%
Revenues Over(Under) Expenses	\$ 8,482,987	\$ -	\$ -	\$ -	\$ -	0%

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

Budget Highlights

Special Revenue Funds: PIDS Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Other Tax	735,259	590,920	590,920	468,900	(122,020)	-20.65%
Use of Money & Property	168,481	-	-	-	-	0.00%
Other	11,755,497	12,412,442	10,037,047	11,494,947	(917,495)	-7.39%
Transfer In	1,121,554	762,171	762,171	769,246	7,075	0.93%
Total Revenues	13,780,791	13,765,533	11,390,138	12,733,093	(1,032,440)	-7.50%
Use of Fund Balance	-	899,079	1,907,966	734,690	(164,389)	-18.28%
Gen Operating & Maintenance	11,211,413	14,452,345	13,085,837	13,239,672	(1,212,673)	-8.39%
Transfer Out	577,409	212,267	212,267	220,311	8,044	3.79%
Total Expenses	11,788,822	14,664,612	13,298,104	13,459,983	(1,204,629)	-8.21%
Contribution to Fund Balance	-	-	-	7,800	7,800	0.00%
Revenues Over(Under) Expenses	\$ 1,991,969	\$ -	\$ -	\$ -	\$ -	0%

Note: While Public Improvement District Funds (PIDS) are special revenue funds, they are appropriated under a separate process.

Budget Highlights

Special Revenue Funds: TIRZ Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Property Tax	22,179,571	16,784,008	19,300,221	20,507,004	3,722,996	22.18%
Intergovernmental	12,500,418	11,548,340	13,126,978	11,372,713	(175,627)	-1.52%
Use of Money & Property	1,117,278	262,416	264,123	739,000	476,584	181.61%
Transfer In	6,956	-	-	-	-	0.00%
Total Revenues	35,804,223	28,594,764	32,691,322	32,618,717	4,023,953	14.07%
Use of Fund Balance	-	58,923,982	65,902,518	57,530,218	(1,393,764)	-2.37%
Gen Operating & Maintenance	14,276,644	87,237,162	86,422,551	89,859,523	2,622,361	3.01%
Transfer Out	16,817,235	281,584	12,171,289	289,412	7,828	2.78%
Total Expenses	31,093,879	87,518,746	98,593,840	90,148,935	2,630,189	3.01%
Contribution to Fund Balance	-	-	-	-	-	0.00%
Revenues Over(Under) Expenses	\$ 4,710,344	\$ -	\$ -	\$ -	\$ -	0%

Note: While Tax Increment Reinvestment Zone Funds (TIRZ) are special revenue funds, they are appropriated under a separate process.

Budget Highlights

Special Revenue Projects: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Other Tax	1,111,833	850,000	148,457	-	(850,000)	-100.00%
Intergovernmental	(66,076)	108,033	108,033	300,000	191,967	177.69%
Charge for Service	1,920,048	184,925	(579,181)	200,000	15,075	8.15%
Use of Money & Property	944,491	115,000	(318,766)	-	(115,000)	-100.00%
Other	13,875	-	-	-	-	0.00%
Total Revenues	3,924,171	1,257,958	(641,456)	500,000	(757,958)	-60.25%
Use of Fund Balance	-	288,329	276,645	-	(288,329)	-100.00%
Salaries & Benefits	783,909	214,074	-	114,993	(99,081)	-46.28%
Gen Operating & Maintenance	2,315,966	482,213	-	385,007	(97,206)	-20.16%
Capital Accts	45,170	-	-	-	-	0.00%
Transfer Out	850,000	850,000	-	-	(850,000)	-100.00%
Total Expenses	3,995,046	1,546,287		500,000	(1,046,287)	-67.66%
Contribution to Fund Balance	-	-	-	-	-	0.00%
Revenues Over(Under) Expenses	\$ (70,875)	\$ -	\$ (364,812)	\$ (0)	\$ (0)	0%

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

Budget Highlights

Enterprise Funds: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
License & Permits	1,062,057	1,454,989	1,454,989	1,430,391	(24,598)	-1.69%
Charge for Service	547,443,001	554,703,018	552,203,018	564,794,387	10,091,369	1.82%
Use of Money & Property	13,814,148	10,426,440	10,426,440	12,002,654	1,576,214	15.12%
Other	12,960,375	12,285,631	12,285,631	12,288,152	2,521	0.02%
Transfer In	4,002,813	19,776,759	20,765,223	19,826,247	49,488	0.25%
Total Revenues	579,282,393	598,646,837	597,135,301	610,341,831	11,694,994	1.95%
Use of Fund Balance	-	6,908,041	15,261,065	-	(6,908,041)	-100.00%
Salaries & Benefits	97,213,150	103,233,350	102,790,349	103,000,193	(233,157)	-0.23%
Gen Operating & Maintenance	237,329,167	265,020,091	259,818,975	268,553,866	3,533,775	1.33%
Debt Service Accts	2,146,512	1,767,314	2,434,314	1,767,313	(1)	0.00%
Transfer Out	236,132,241	235,208,224	247,056,748	236,467,878	1,259,654	0.54%
Total Expenses	572,821,070	605,228,979	612,100,386	609,789,250	4,560,271	0.75%
Contribution to Fund Balance	-	325,899	295,980	552,581	226,682	69.56%
Revenues Over(Under) Expenses	\$ 6,461,323	\$ -	\$ -	\$ -	\$ -	0%

Budget Highlights

Internal Service Funds: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Charge for Service	46,195,236	45,616,577	43,186,577	43,630,298	(1,986,279)	-4.35%
Use of Money & Property	8,588,930	3,689,224	3,689,224	3,893,295	204,071	5.53%
Other	88,478,725	91,271,860	91,271,860	87,099,323	(4,172,537)	-4.57%
Transfer In	120,819	12,163	331,108	12,163	-	0.00%
Total Revenues	143,383,710	140,589,824	138,478,769	134,635,079	(5,954,745)	-4.24%
Use of Fund Balance	-	-	1,995,886	-	-	0.00%
Salaries & Benefits	22,901,763	24,282,410	23,722,047	22,851,242	(1,431,168)	-5.89%
Gen Operating & Maintenance	103,296,877	114,549,932	113,677,240	111,149,449	(3,400,483)	-2.97%
Transfer Out	1,257,916	554,388	1,872,274	634,388	80,000	14.43%
Total Expenses	127,456,555	139,386,730	139,271,561	134,635,079	(4,751,651)	-3.41%
Contribution to Fund Balance	-	1,203,094	1,203,094	-	(1,203,094)	-100.00%
Revenues Over(Under) Expenses \$ 15,927,155	\$ -	\$ -	\$ -	\$ -	\$ -	0%

Budget Highlights

Fiduciary Funds: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Charge for Service	413,518	-	-	-	-	0.00%
Use of Money & Property	2,100,683	1,000,000	1,000,000	1,000,005	5	0.00%
Other	29,286,415	31,548,119	31,548,119	32,159,909	611,790	1.94%
Total Revenues	31,800,616	32,548,119	32,548,119	33,159,914	611,795	1.88%
Use of Fund Balance	-	-	-	-	-	0.00%
Salaries & Benefits	138,890	136,660	136,660	116,701	(19,959)	-14.60%
Gen Operating & Maintenance	28,334,158	29,005,069	29,005,069	29,403,880	398,811	1.37%
Total Expenses	28,473,048	29,141,729	29,141,729	29,520,581	378,852	1.30%
Contribution to Fund Balance	-	3,406,390	3,406,390	3,639,333	232,943	6.84%
Revenues Over(Under) Expenses	\$ 3,327,568	\$ -	\$ -	\$ -	\$ -	0%

Note: Includes the Retiree Healthcare Trust Fund only.

Budget Highlights

Operating Funds: Financial Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Property Tax	496,344,941	548,320,356	548,320,356	563,848,802	15,528,446	2.83%
Sales Tax	243,409,764	254,109,808	254,109,808	247,462,090	(6,647,718)	-2.62%
Other Tax	88,011,150	93,683,032	89,411,195	86,744,689	(6,938,343)	-7.41%
License & Permits	18,017,573	18,166,615	18,166,615	19,099,239	932,624	5.13%
Intergovernmental	15,224,759	12,844,072	14,255,113	12,083,191	(760,881)	-5.92%
Charge for Service	650,857,112	657,882,296	651,042,578	664,915,611	7,033,315	1.07%
Fines & Forfeitures	11,274,877	5,549,659	5,549,659	5,420,421	(129,238)	-2.33%
Use of Money & Property	60,101,531	28,266,094	29,178,042	33,532,213	5,266,119	18.63%
Special Assesments	-	-	-	-	-	0.00%
Other	148,715,201	148,644,626	148,644,626	142,383,492	(6,261,134)	-4.21%
Transfer In	214,976,695	201,910,527	345,311,626	202,779,595	869,068	0.43%
Total Revenue	1,946,933,602	1,969,377,085	2,103,989,619	1,978,269,343	8,892,258	0.45%
Use of Fund Balance	-	15,402,757	51,612,284	6,271,781	(9,130,976)	-59.28%
Salaries & Benefits	705,135,173	754,411,791	747,663,974	757,300,775	2,888,984	0.38%
Gen Operating & Maintenance	590,253,485	641,666,713	641,511,025	647,821,642	6,154,929	0.96%
Capital Accts	45,170	624,010	446,010	178,000	(446,010)	-71.47%
Debt Service Accts	265,162,927	242,497,182	411,035,153	256,761,197	14,264,015	5.88%
Transfer Out	349,151,324	352,123,763	366,325,998	336,576,272	(15,547,491)	-4.42%
Contra Accounts	(26,690,372)	(26,141,779)	(26,141,779)	(27,426,542)	(1,284,763)	4.91%
Project Budget Account	-	-	1,281,226	-	-	0.00%
Total Expenses	1,883,057,707	1,965,181,680	2,142,121,607	1,971,211,344	6,029,664	0.31%
Appropriations Clearing Acct	-	-	3,569,688	-	-	0.00%
Contr To Fund Bal/Net Position	-	19,598,162	19,419,916	13,329,777	(6,268,385)	-31.98%
Revenues Over(Under) Expenses	\$ 63,875,896	\$ -	\$ (9,509,307)	\$ 3	\$ 3	0%

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

Budget Highlights

User Fee Authorization and Overview

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

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

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

The following tables reflect fee changes for FY2021. Fee changes preceded by an “*” are effective January 1st, 2021. Fee changes preceded by an “**” are effective April 1st 2021. All other fee changes are effective October 1st, 2021. Fee changes are based on market comparisons and evaluation of cost to deliver services.

General Fund		
Financial Management Services Department		
Fee Title	New Fee Amount	Description of Change
Carnivals, Circuses and Tent Shows	\$350.00	Increase of \$320 per permit.
Dance Hall, Class A	\$550.00	Increase of \$450 per permit.
Development Services Department		
Fee Title	New Fee Amount	Description of Change
Sexually Oriented Businesses Application Fee	\$1,000.00	Increase of \$300 per application.
Sexually Oriented Business Renewal Fee	\$1,000.00	Increase of \$500 per renewal.
Building Permit Fee Account – 2nd Addition and Revisions	\$100.00	New Fee.
Building Permit Fee Account – 3rd and 4th Additions and Revisions	\$300.00	New Fee.
Building Permit Fee Account – 5th Revision and Up	\$500.00	New Fee.
Building Permit Fee Account – Third Party Plan Revisions	\$35.00	Increase of \$18.50 per hour.
Technology Fee	\$15.00	Increase of \$10 per application.
Park and Recreation Department		
Fee Title	New Fee Amount	Description of Change
Level 1 Baseball/Softball With Lights	\$40.00	Increase of \$5 per hour.
Level 1 Baseball/Softball Without Lights	\$30.00	Increase of \$5 per hour.
Level 2 Baseball/Softball With Lights	\$20.00	Increase of \$5 per hour.

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Level 2 Baseball/Softball Without Lights	\$15.00	Increase of \$5 per hour.
Natural Grass Soccer With Lights	\$65.00	Increase of \$5 per hour.
Natural Grass Soccer Without Lights	\$35.00	Increase of \$5 per hour.
Log Cabin Village – General Admission - Adult	\$7.00	Increase of \$1.50 per person.
Log Cabin Village – General Admission - Youth	\$6.00	Increase of \$1.00 per person.
Log Cabin Village – General Admission – Senior/60+	\$6.00	Increase of \$1.00 per person.
Log Cabin Village – General Admission – Group Rate	\$5.00	Increase of \$0.50 per person.
Log Cabin Village – Group Tour Admission – 1.5 Hours	\$4.00	Increase of \$0.50 per person.
Nature Center and Refuge – General Admission – Adult	\$6.00	Increase of \$1.00 per person.
Nature Center and Refuge – General Admission – Dog	\$1.00	New Fee.
Municipal Airports Fund		
Aviation Department		
Fee Title	New Fee Amount	Description of Change
Signatory Commercial Landing Fee: Minimum	\$70.00	New Fee.
Signatory Commercial Landing Fee: Per 1,000 Lbs.	\$1.00	New Fee.
Consumer Price Index Adjustment	\$59,400.00	Increase of 1.80%
Culture and Tourism Fund		
Public Events Department		
Fee Title	New Fee Amount	Description of Change
Banquet Chair	\$2.00	New Fee.
Commercial Exhibitor Outside	\$150.00	Increase of \$25 per day.
DI Box	\$10.00	New Fee.
Digital RF Modulator	\$25.00	New Fee.
Ethernet-Fiber Converter	\$25.00	New Fee.
HDMI-SDI Converter	\$15.00	New Fee.
HDMI-SDI Cross Converter	\$30.00	New Fee.
IPTV Transmitter/Receiver	\$25.00	New Fee.
Labor (Stagehand, Maintenance, Painter, General)	\$35.00	Increase of \$5 per hour.
Microphone	\$20.00	Increase of \$10 per day.
Press Box	\$25.00	New Fee.
R.V. Parking - Generator	\$20.00	New Fee.
SDI Distributor	\$15.00	New Fee.
SDI HDTV Tuner	\$50.00	New Fee.
SDI-Analog Converter	\$15.00	New Fee.
Shavings - loose bag	\$20.00	Increase of \$3 each.
Show Arena	\$500.00	Increase of \$200 per day.
Show Arena - Move-In/Move-Out/Exercise	\$250.00	Increase of \$100 per day.
Sico Stage	\$25.00	Increase of \$5 each.
South Texas	\$750.00	Increase of \$150 per day.
Stereo DI Box	\$15.00	New Fee.
Table	\$7.00	Increase of \$2 each.
W.R. Watt Arena	\$1,750.00	Increase of \$250 per day.
W.R. Watt Arena - Move-In/Move-Out/Exercise	\$875.00	Increase of \$125 per day.
Will Rogers Suite	\$750.00	Increase of \$250 per day.
Wireless Microphone	\$75.00	Increase of \$15 per day.
Solid Waste Fund		

Budget Highlights

Code Compliance Department		
Fee Title	New Fee Amount	Description of Change
*Commercial Tonnage Fee	\$5.00	New Fee
*SW Collection Fee	\$2,600,000.00	Increase from 5% to 10%
Stormwater Utility Fund		
Transportation & Public Works Department		
Fee Title	New Fee Amount	Description of Change
**Drainage Study Review Fee - Base Fee	\$1,250.00	New Fee
**Drainage Study Review Fee - Additional Fee per Acre Over 1 Acre	\$10.00	New Fee

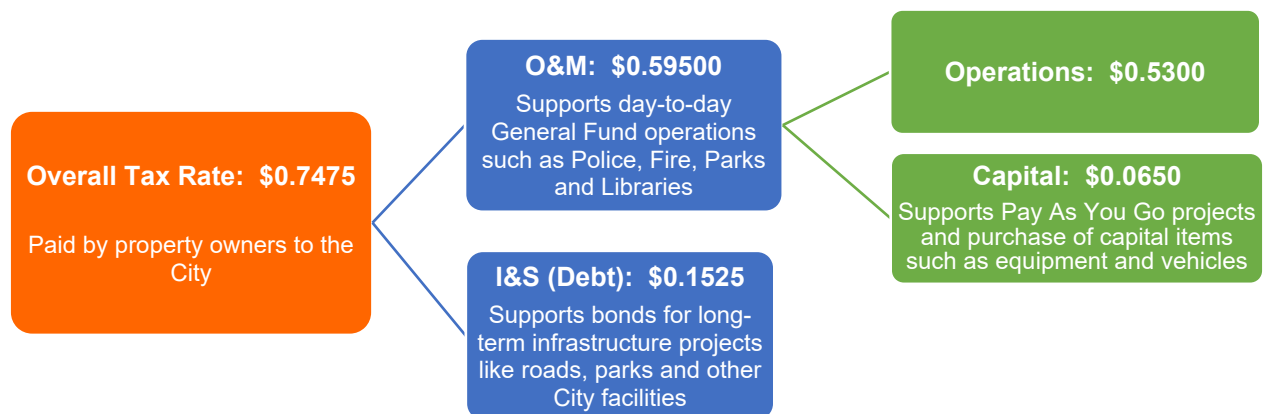
Budget Highlights

General Fund Revenue Highlights

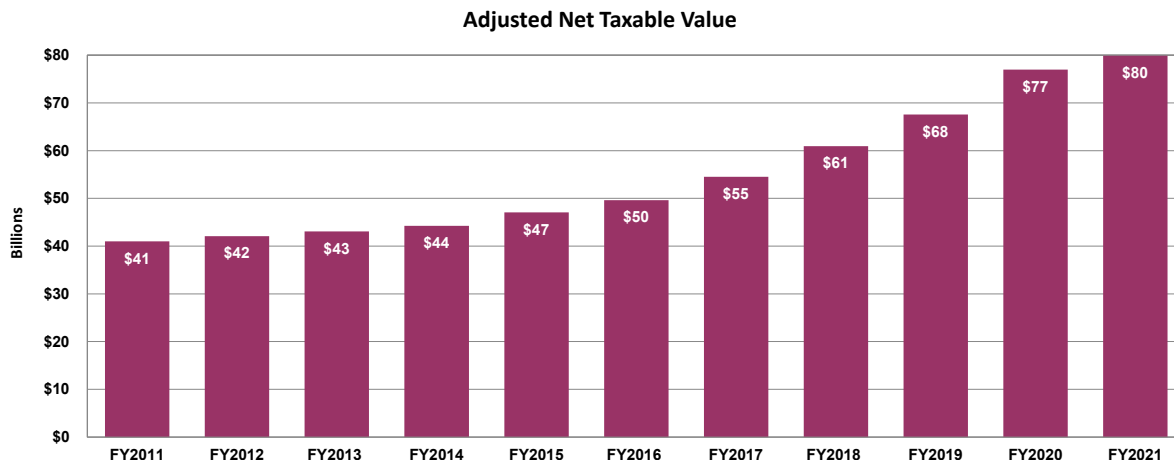
Property Taxes

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

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



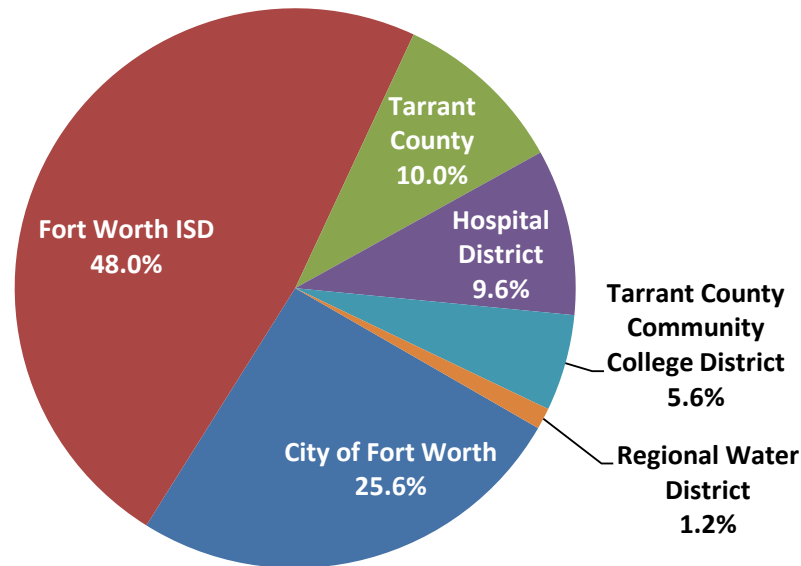
As a result of new construction and a very slight increase in value, the city is projected to collect \$12.4 million more in General Fund property tax revenue, including delinquent, penalty, and interest, compared to FY2020. The increase in property tax revenue from FY2020 is primarily due to 3.7 percent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



Budget Highlights

According to the certified data from the Tarrant Appraisal District, the average appraised value of a home in the City of Fort Worth is \$202,001 in 2020. Assuming the home is located within the Fort Worth Independent School District and Tarrant County jurisdictions, the taxes are estimated to be \$4,895. Rates are based on current rates for each taxing entity and will be updated in the adopted documents, once each local taxing entity has adopted new rates for FY2021. The chart below demonstrates how taxes are shared among the taxing entities.

Where Your Property Tax Dollars Go



The estimate of the FY2021 tax revenue is based on the certified data provided by the central appraisal districts of Tarrant, Denton, Wise and Parker Counties in July 2020. The assumed collection rate dropped from 98.50% to 98.25% percent for the purpose of estimating revenue. Other factors affecting current property tax revenue are the exemptions to assessed valuation authorized by the State and additional exemptions and freezes granted on a local option and approved by City Council. The most significant exemptions approved by the City Council are the general homestead exemption of 20 percent available to all residential homestead properties, an additional \$40,000 homestead exemption granted to senior citizens, and the Freeport exemption for commercial goods to be exported from the state.

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

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

Budget Highlights

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

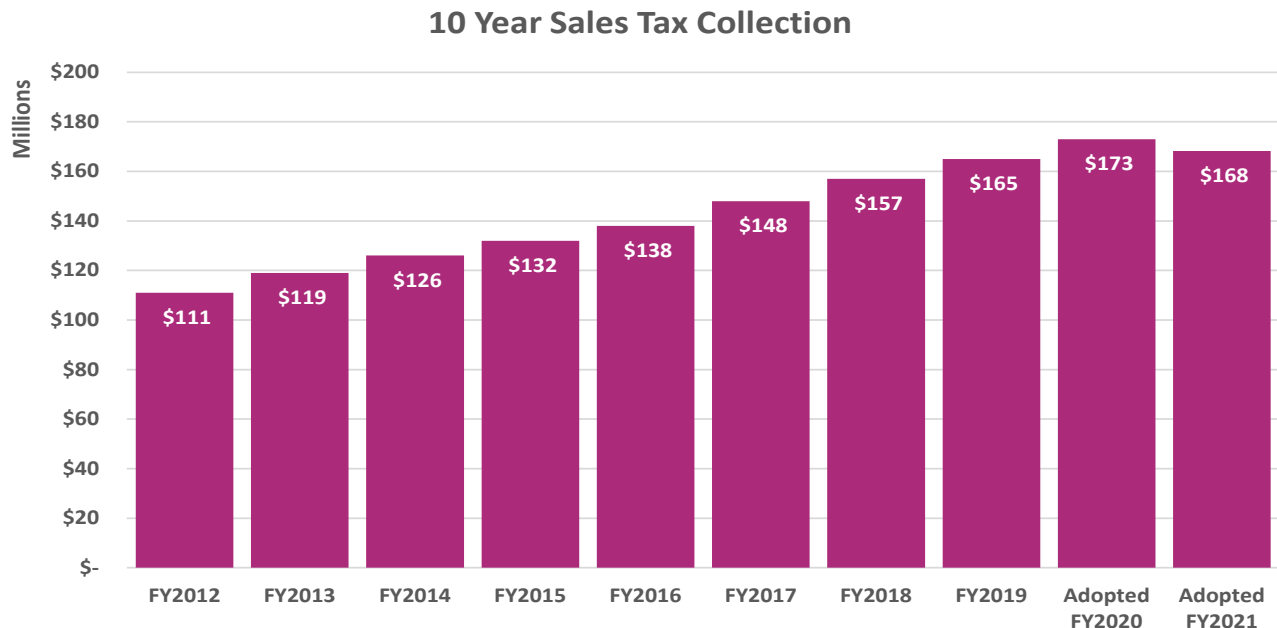
Total Appraised Value	\$109,589,513,027
Less	
Agricultural (Productivity Loss)	\$209,040,391
Disabled Veteran	\$454,029,478
Over 65	\$1,559,400,332
Disabled/Over 65	\$37,591,455
Homestead	\$6,361,736,095
Disabled Person	\$107,828,545
Inventory	\$3,473,689,390
Solar / Wind Power	\$263,937
Pollution Control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

Sales Tax

Revenue from the city's one-cent of the sales tax, exclusive of the one-half cent special use tax for the Crime Control and Prevention District Fund, is projected to equal \$168.2M. Due to COVID-19, decline rather than growth is expected for 2021. FY2020 is not expected to meet the original estimates developed for the year. Original expectations for FY2020 were \$173M and the fiscal year-end projection is down \$8.4M for a total of \$164.4M. FY2021's expectation of \$168.2M is a decrease of \$4.5M or 3 percent from the FY2020 budget. This revenue is dependent on the level of wholesale and retail sales and the economic strength of the local economy. Over the past ten years, the City of Fort Worth sales tax collection grew from \$106M in 2011 to the original anticipated

Budget Highlights

amount of \$173M in FY2020. The estimated amount of \$168.2M, although a decline from FY2020 original budget, represents a 51.58 percent growth over the last ten years.



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

Other Taxes

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

Licenses and Permits

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

Intergovernmental Revenue

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

Budget Highlights

Charges for Services

Service Charges are mainly made up of administrative service charges, allocations for technology services, deferred and penalty fees for court services, plan review fees, gas well annual fees, registration fees, site reservations, planning commission fees, mowing fees, and fire inspection fees. Revenues in this category are increasing \$983K from the FY2020 budget or 2.34%. This is due primarily due to recommended proposed zone letter fee of \$541K or 1.3% along with additional development fee increases of \$424K or 1%.

Fines, Forfeitures, and Special Assessments

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

Use of Money and Property

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

Other Revenue

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

Operating Transfers

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

Budget Highlights

Expenditure Highlights

GENERAL FUND

The FY2021 Adopted Budget includes the following significant changes in the departments:

City Attorney includes a decrease of three authorized positions (AP)—one Chief Prosecutor position and two Prosecuting Attorney positions—to reduce operating expense.

City Manager's Office includes an increase of one AP: An Assistant Police Monitor Administrator transferred from a vacant Assistant Director position in Municipal Court to lead the new Office of the Police Oversight Monitor.

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

Development Services merged with divisions from Transportation and Public Works department (TPW) to create the new Development Services Department. A total of 19 APs were transferred from TPW and one Senior Planner AP was transferred to the TPW. The Comprehensive Planning division, which includes six APs, was transferred out to the new Planning and Data Analytics department.

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

Economic Development transferred six APs to Diversity & Inclusion from the Minority Women Business Enterprise (MWBE) division to align similar functions.

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

Fire Department includes full funding for positions related to fire station 45 (287 & Harmon Rd) that were added as authorized positions in the previous year. Salaries & Benefits include full expenses related to the collective bargaining agreement and health plan for the firefighter. Additional funding is provided for fleet maintenance and repair as well as self-contained breathing apparatus equipment replacement.

Human Resources includes a net increase of three APs by reducing two existing positions and receiving five positions from the restructuring of Planning and Data Analytics to better align services and programs.

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

Budget Highlights

Library experienced a reduction of 12 APs as the result of a department-wide reorganization. anticipates the opening of the Rise Library which will be in the Rise Community Center during FY2021 and the Reby Cary Family Library (3851 E. Lancaster) by the end of 2021.

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

Non-Departmental includes a slight decrease in general funding due to fiscal strategies put into place during budget development. More detail can be found on the Non-Departmental department summary of the General Fund.

Park and Recreation has a reduction of 12 APs due to eliminating long-term vacant positions and re-organization of the Contract Management Division. Operating & Maintenance includes funding for the BRIT management fee of \$3.35M.

Planning and Data Analytics increased by one AP overall from the reorganization of the department. The Performance and Learning division moved five APs to the Human Resources Department, and Planning and Data Analytics received six APs from the reorganized Department of Development Services. After the position movements, Planning and Data Analytics has three divisions: Budget and Analysis with 18 APs, Strategy and Performance, from the remaining members of Performance and Learning with five APs, and Comprehensive Planning with six APs. After the reorganization from the department, two intern APs were eliminated as part of a comprehensive cost-saving strategy. The total department personnel change is (-1) AP.

Police Department includes the addition of 13 sworn positions, partially funded by the COPS Hiring grant, the reduction of nine positions (8 reductions and 1 transfer to FMS), and due to re-organization, the transfer of 83 positions from the General Fund to CCPD, and Operating & Maintenance includes funding for the addition of units that were previously in CCPD.

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

SPECIAL REVENUE FUNDS

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

Crime Control and Prevention District Fund includes an increase of three AP's for expansion of the School Resource Unit and associated expenses, the reduction of one AP, the addition of ten Community Officers, and, due to a re-organization, the transfer of 52 positions from CCPD to the General Fund, along with associated Operating & Maintenance funding for the units that were previously in the General Fund.

Culture and Tourism Funds budget decreased due to the effects of the COVID-19 Pandemic on HOT projections, cancellation of booked events at the Will Rogers Memorial Center and Fort Worth Convention Center, CVB contract decreases, and the elimination of seven APs. The budget of Culture and Tourism Project Finance Zone

Budget Highlights

and DFW Revenue Share fund also decreased due to the effects of COVID-19 on the Culture and Tourism industry as a whole. The Venue Operating Tax was not able to establish a base year in FY2020 anticipated, but an increase in the revenues to support debt service for the Dickies Arena with the use of fund balance.

ENTERPRISE FUNDS

Municipal Airports Fund includes a reduction of \$5.8M net position due to increased revenue and decreased expense.

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

Solid Waste Fund includes fee increases for Grant of Privilege and landfill surcharge which resulted in a reduction of \$6.9M of net position.

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

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

INTERNAL SERVICE FUNDS

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

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

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

Budget Highlights

Personnel Summary

	Authorized Positions (A.P.)					Full Time Equivalents (FTE)			
	Adopted FY2019	Adopted FY2020	Adopted FY2021	A.P. Transfer	A.P. Add/Del	Adopted FY2019	Adopted FY2020	Adopted FY2021	FTE Change
General Fund Departments									
City Attorney's Office*	51.00	53.00	50.00	-	(3.00)	51.00	53.00	50.00	(3.00)
City Auditor's Office	18.00	19.00	19.00	-	-	16.44	17.96	17.96	0.00
City Manager's Office*	28.00	24.00	24.00	-	-	27.15	24.00	24.00	0.00
City Secretary's Office	14.00	15.00	15.00	-	-	14.00	15.00	15.00	0.00
Code Compliance	210.00	245.00	245.00	-	-	209.50	244.50	244.50	0.00
Communication & Public Engagement	42.00	42.00	42.00	-	-	42.00	42.00	42.00	0.00
Development Services*	162.00	161.00	173.00	12.00	-	161.00	161.00	172.75	11.75
Diversity and Inclusion*	-	9.00	15.00	6.00	-	-	7.64	13.89	6.25
Economic Development	23.00	19.00	13.00	(6.00)	-	19.00	19.00	13.00	(6.00)
Financial Management Services	89.00	87.00	91.00	2.00	2.00	88.00	86.00	90.00	4.00
Fire*	1,025.00	1,002.00	1,002.00	-	-	1,003.25	1,001.25	1,001.25	0.00
Human Resources	33.00	33.00	36.00	5.00	(2.00)	32.18	32.18	34.43	2.25
Information Technology Solutions	164.00	164.00	159.00	(1.00)	(4.00)	160.35	160.38	157.98	(2.40)
Library	266.00	276.00	264.00	-	(12.00)	234.32	242.32	232.85	(9.47)
Municipal Court	156.00	147.00	139.00	-	(8.00)	156.00	147.00	139.00	(8.00)
Neighborhood Services	205.00	131.00	127.00	-	(3.00)	61.81	67.48	64.88	(2.60)
Park & Recreation*	482.00	578.00	566.00	-	(12.00)	334.43	340.95	337.95	(3.00)
Planning and Data Analytics	27.00	28.00	27.00	1.00	(2.00)	24.75	25.75	27.00	1.25
Police*	1,917.00	1,941.00	1,915.00	(32.00)	6.00	1,877.38	1,917.56	1,895.70	(21.86)
Property Management	101.00	94.00	94.00	-	-	83.82	83.82	83.82	0.00
Transportation & Public Works	247.00	249.00	227.00	(18.00)	(4.00)	239.30	238.55	216.55	(22.00)
General Fund Total	5,260.00	5,317.00	5,243.00	(31.00)	(42.00)	4,835.68	4,927.34	4,874.51	(52.83)

*Restated AP count from FY2020 Adopted book.

AP/FTE's reported for FY2019 have not been adjusted for subsequent organization changes.

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

Budget Highlights

	Authorized Positions (A.P.)					Full Time Equivalents (FTE)			
	Adopted FY2019	Adopted FY2020	Adopted FY2021	A.P. Transfer	A.P. Add/Del	Adopted FY2019	Adopted FY2020	Adopted FY2021	FTE Change
Governmental Funds									
Botanic Gardens Spec Rev Fund	69.00	70.00	-	-	(70.00)	62.94	63.94	-	(63.94)
Community Tree Planting	-	-	-	-	-	4.40	4.40	4.40	0.00
Crime Control and Prevention District Fund	380.00	297.00	337.00	31.00	9.00	348.17	292.38	324.98	32.60
Culture and Tourism Fund	142.00	142.00	135.00	-	(7.00)	142.00	142.00	135.00	(7.00)
Environmental Protection Fund	29.00	24.00	24.00	-	-	21.82	21.82	21.82	0.00
Grant Funds*	11.00	141.00	143.00	-	2.00	147.17	144.10	158.06	13.96
Municipal Court Special Revenue	-	-	1.00	1.00	-	-	-	1.00	1.00
Municipal Golf Fund	91.00	81.00	81.00	-	-	59.36	53.03	53.03	0.00
Red Light Enforcement Fund	3.00	-	-	-	-	3.00	-	-	0.00
Special Purpose Fund*	151.00	1.00	-	(1.00)	-	31.15	1.00	-	0.00
Library Special Revenue Fund	2.00	2.00	1.00	-	(1.00)	2.00	2.00	1.00	(1.00)
Capitol Project Funds	16.00	7.00	7.00	-	-	57.50	61.13	60.82	(0.31)
Governmental Fund Totals	894.00	765.00	729.00	31.00	(67.00)	879.51	785.80	760.11	(25.69)
Proprietary Funds									
<u>Enterprise Funds</u>									
Stormwater Utility Fund*	112.00	113.00	113.00	-	-	109.25	110.70	110.95	0.25
Solid Waste Fund	116.00	116.00	116.00	-	-	116.00	116.00	116.00	0.00
Municipal Parking Fund	18.00	18.00	18.00	-	-	18.00	18.00	18.00	0.00
Municipal Airports Fund	26.00	27.00	27.00	-	-	25.48	26.48	26.48	0.00
Water and Sewer Fund	990.00	998.00	999.00	-	1.00	966.45	972.13	975.55	3.42
Enterprise Funds Totals	1,262.00	1,272.00	1,273.00	-	1.00	1,235.18	1,243.31	1,246.98	3.67
<u>Internal Service Funds</u>									
Fleet and Equipment Services Fund	115.00	114.00	107.00	-	(7.00)	116.80	115.80	108.80	(7.00)

Budget Highlights

Capital Projects Service Fund	108.00	114.00	114.00	-	-	108.00	114.00	114.00	0.00
Group Health & Life Insurance Fund	10.00	11.00	10.00	-	(1.00)	9.65	9.65	8.80	(0.85)
Risk Financing Fund	17.00	17.00	15.00	-	(2.00)	17.00	17.00	15.00	(2.00)
Retiree Healthcare Trust	1.00	-	-	-	-	1.35	1.35	1.20	(0.15)
Internal Service Funds Totals	251.00	256.00	246.00	-	(10.00)	252.80	257.80	247.80	(10.00)
Total All Funds	7,667.00	7,610.00	7,491.00	-	(118.00)	7,203.16	7,214.25	7,129.40	(84.85)

*Restated AP count from FY2020 Adopted book.

AP/FTE's reported for FY2019 have not been adjusted for subsequent organization changes.

Budget Highlights

Citywide Fund Balance Summary

Fund balance is defined as the difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as contingencies. The City makes a concerted effort to maintain the fund balance and retained earnings of the various operating funds at the required level stipulated in the Financial Management Policy Statement sufficient to protect the City's creditworthiness as well as its financial position from emergencies. More information about the city's reserve requirements is found in the Processes and Policies section of this document and an in-depth look is found in the Supplemental Information section. The city uses these policies to continually monitor the health and condition of each fund by evaluating fund balance as well as weighing trends and projections for future growth or decline. The table below illustrates the fund balance for the City's key operating funds.

Governmental Funds							
	Fund Balance as of 9/30/2019	Forecasted Revenues for FY2020	Forecasted Expenditures for FY2020	Forecasted Fund Balance at End of FY2020	Projected Revenues FY2021	Projected Expenditures FY2021	Projected Fund Balance at End of FY2021
GENERAL FUND							
General Fund	\$139,625,093	\$757,619,775	\$(743,678,401)	\$153,566,467	\$782,064,035	\$(782,064,035)	\$153,566,467
SPECIAL REVENUE FUNDS							
Alliance Maintenance							
Facility	3,625,673	4,562,607	(4,956,679)	3,231,600	4,850,488	(5,452,022)	2,630,066
Botanic Gardens	262,195	5,465,450	(5,727,645)	-	-	-	-
Community Tree Planting	700,152	438,775	(372,872)	766,055	455,158	(490,058)	731,155
Crime Control & Prevention District	20,691,875	85,274,974	(78,065,391)	27,901,458	86,570,462	(84,416,769)	30,055,151
Culture & Tourism	19,477,673	27,792,118	(33,726,900)	13,542,891	35,223,950	(36,426,837)	12,340,004
Culture & Tourism 2% Hotel	719,511	4,272,847	(3,691,447)	1,300,911	5,870,007	(5,870,007)	1,300,911
DFW Rev Sharing	1,683,060	6,795,607	(5,900,000)	2,578,667	3,660,000	(3,660,000)	2,578,667
Culture & Tourism Project Financing Zone	7,355,265	6,621,788	(11,979,988)	1,997,065	5,689,334	(5,689,334)	1,997,065
Venue Operating	-	4,331,512	(515,991)	3,815,521	6,000,000	(8,859,285)	956,236
Municipal Golf	171,597	5,082,730	(4,383,478)	870,849	5,032,048	(5,032,048)	870,849
Environmental Protection	1,794,230	4,709,348	(4,011,825)	2,491,754	4,408,000	(4,167,674)	2,732,080
Proprietary Funds							
	Net Position as of 9/30/2019	Forecasted Revenues for FY2020	Forecasted Expenses for FY2020	Forecasted Net Position at End of FY2020	Projected Revenues FY2021	Projected Expenses FY2021	Projected Net Position at End of FY2021
ENTERPRISE FUNDS							
Municipal Airport	7,810,795	9,420,617	(12,870,280)	4,361,132	8,953,893	(8,953,893)	4,361,132
Municipal Parking	3,270,750	4,940,971	(6,665,484)	1,546,237	7,536,570	(7,536,570)	1,546,237
Solid Waste	28,780,454	67,150,787	(66,797,415)	29,133,826	69,401,570	(68,932,863)	29,602,533
Stormwater Utility	12,888,162	43,457,652	(42,300,009)	14,045,805	44,966,966	(44,883,092)	14,129,679
Water & Sewer	183,534,149	484,715,012	(458,829,963)	209,419,198	479,482,832	(479,482,832)	209,419,198
INTERNAL SERVICE FUNDS							
Capital Projects Service	6,993,658	16,371,227	(14,307,674)	9,057,210	14,901,340	(14,901,340)	9,057,210
Fleet & Equipment Serv	3,345,919	26,278,622	(26,864,089)	2,760,453	28,234,069	(28,234,069)	2,760,453
Group Health Insurance	31,104,532	71,965,950	(63,044,635)	40,025,847	70,981,594	(70,981,594)	40,025,847
Risk Financing	35,550,484	22,998,804	(20,539,027)	38,010,261	20,518,076	(20,518,076)	38,010,261

Note: Fund Balance includes budget based activities and does not include items such as unrealized gain/loss that may be reported in the Comprehensive Annual Financial Report on a GAAP basis. Fund Balance for the prior year was sourced from the financial management system of record on September 22, 2020. The use of/contribution to fund balance or net position is not included in projected revenues or expenses.

Forecasted revenues and expenses for FY2020 were pulled at a point in time, and do not include all final fiscal transactions. These may include but are not limited to encumbered funds, pending financial adjustments related to CARES, accruals, and other accounting entries.



Governmental Funds



General Fund



General Fund

General Fund Statement

FUND PURPOSE AND GOALS

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

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

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

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

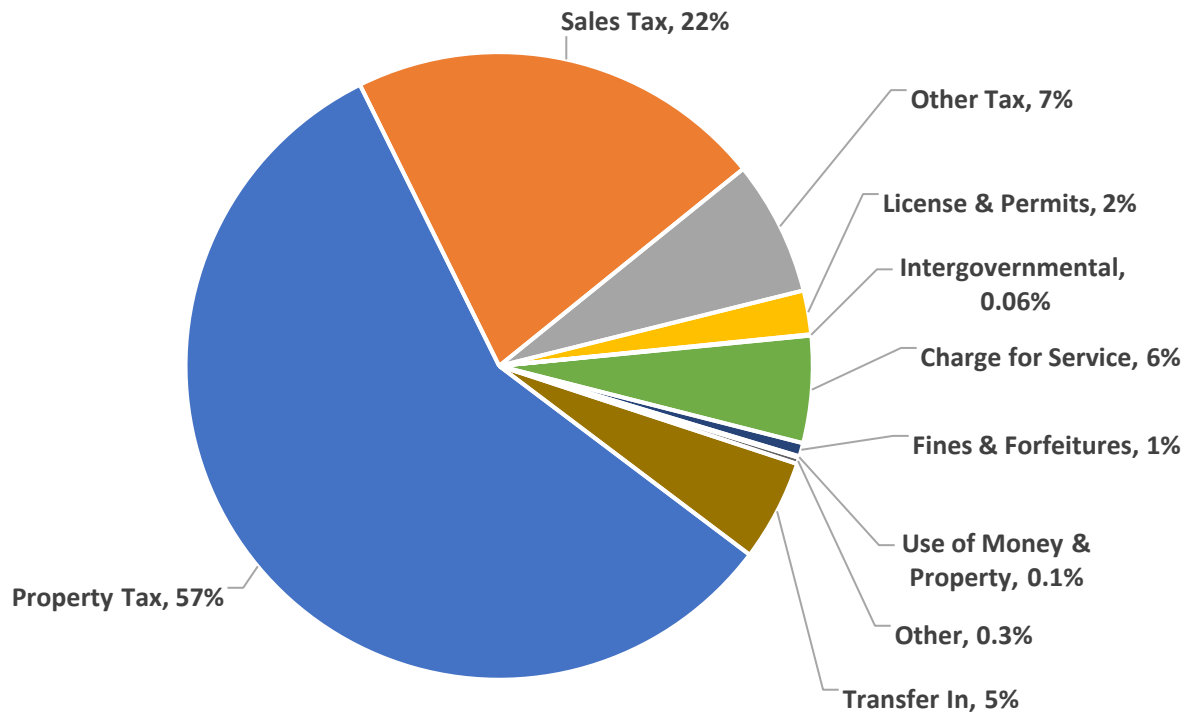
Departments funded by the General Fund provide primary services directly to the public and support services provided to other city departments. In accordance with the FMPS, the City's Planning & Data Analytics Department determines the administrative service charges which are due to the General Fund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

The City also makes a concerted effort to maintain the General Fund's unassigned fund balance at a minimum of 10.0% of the current year's regular ongoing operating expenditures, with a goal to maintain two months' worth (16.67%) of regular ongoing operating expenditures. During the year, the Finance staff closely monitors the condition of the General Fund and all other city funds, and a financial forecast report is prepared annually that evaluates revenues, expenditures, and performance indicators while simultaneously discussing trends and critical issues affecting the City. The General Fund budget supports 5,243 authorized positions, 19 operating departments (these counts exclude the Non-Departmental designation), and 4 appointed officials' offices. Each department and office, listed alphabetically in the General Fund section, has a primary focus.

General Fund

General Fund Revenue Summary

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 (%)
Property Tax	398,425,677	436,544,239	436,544,239	448,904,675	2.83%
Sales Tax	165,287,198	172,769,615	172,769,615	168,248,455	-2.62%
Other Tax	55,969,801	53,887,446	53,887,446	54,279,659	0.73%
License & Permits	16,938,217	16,696,626	16,696,626	17,653,348	5.73%
Intergovernmental	2,198,585	373,423	1,254,931	485,386	29.98%
Charge for Service	38,623,785	42,095,257	42,098,502	43,078,465	2.34%
Fines & Forfeitures	6,458,466	5,549,659	5,549,659	5,420,421	-2.33%
Use of Money & Property	521,422	664,651	664,651	619,937	-6.73%
Other	4,022,465	2,557,741	2,557,741	2,511,365	-1.81%
Transfer In	48,278,390	40,798,928	40,798,928	40,862,324	0.16%
Revenue	\$736,724,005	\$771,937,585	\$776,913,432	\$782,064,035	1.31%



General Fund

Ad Valorem Property Tax Comparison

COMPARATIVE SUMMARY OF AD VALOREM TAX LEVIES AND COLLECTIONS

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

General Fund

General Fund Revenue and Expenditures

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 (%)
Property Tax	398,425,677	436,544,239	436,544,239	448,904,675	2.83%
Sales Tax	165,287,198	172,769,615	172,769,615	168,248,455	-2.62%
Other Tax	55,969,801	53,887,446	53,887,446	54,279,659	0.73%
License & Permits	16,938,217	16,696,626	16,696,626	17,653,348	5.73%
Intergovernmental	2,198,585	373,423	1,254,931	485,386	29.98%
Charge for Service	38,623,785	42,095,257	42,098,502	43,078,465	2.34%
Fines & Forfeitures	6,458,466	5,549,659	5,549,659	5,420,421	-2.33%
Use of Money & Property	521,422	664,651	664,651	619,937	-6.73%
Other	4,022,465	2,557,741	2,557,741	2,511,365	-1.81%
Transfer In	48,278,390	40,798,928	40,798,928	40,862,324	0.16%
Total Revenues	\$736,724,005	\$771,937,585	\$776,913,432	\$782,064,035	1.31%
Use of Fund Balance	-	-	-	-	0.00%
City Attorney Department	7,236,217	7,561,616	7,668,607	7,272,031	-3.83%
City Auditor Department	1,782,888	2,138,734	2,138,734	2,037,214	-4.75%
City Managers Office Dept	8,660,511	9,374,784	11,241,028	9,620,740	2.62%
City Secretary Department	1,812,253	1,746,847	1,746,847	1,697,045	-2.85%
Code Compliance Dept	21,009,166	23,351,409	23,351,409	24,041,375	2.95%
Communications & Public Engage	4,132,611	4,294,210	4,294,210	4,350,749	1.32%
Development Services	17,251,229	18,178,828	18,178,828	19,488,637	7.21%
Diversity & Inclusion Dept	-	942,112	1,242,112	1,711,907	81.71%
Economic Development Dept	26,266,104	26,967,158	31,346,964	29,276,264	8.56%
Financial Management Dept	12,433,050	12,267,451	12,267,451	12,122,281	-1.18%
Fire Department	156,836,062	160,243,767	162,675,762	169,139,998	5.55%
Human Resources Department	4,632,525	4,575,553	4,600,553	5,479,148	19.75%
IT Solutions Department	16,151,776	17,939,491	18,603,368	15,293,580	-14.75%
Library Department	20,295,111	23,451,524	23,863,524	22,295,293	-4.93%
Municipal Court Department	14,859,754	15,518,773	15,411,782	14,417,298	-7.10%
Neighborhood Services Dept	9,965,392	10,579,703	10,579,703	10,381,782	-1.87%
Non-Departmental	1,225,000	11,487,998	6,167,292	10,477,998	-8.79%
Park and Recreation Department	50,436,388	53,194,930	53,194,930	54,383,140	2.23%
Planning & Data Analytics Dept	6,055,198	6,870,384	6,870,384	6,499,712	-5.40%
Police Department	259,564,419	267,159,840	267,377,471	272,987,345	2.18%
Property Management Dept	20,475,488	24,261,372	24,261,372	21,992,417	-9.35%
Transportation & Public Works	60,979,569	69,831,101	69,831,101	67,098,081	-3.91%
Total Expenses	722,060,711	771,937,585	776,913,432	782,064,035	1.31%
Appropriations Clearing Acct	-	-	3,569,688	-	
Contribution to Fund Balance	-	-	-	-	0.00%
Revenues Over(Under) Expenses	\$14,663,294	\$0	\$0	\$0	0.00%

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

General Fund

City Attorney

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Intergovernmental	249,103	359,953	359,953	364,186	4,233	1.18%
Other	15	-	-	-	-	0.00%
Revenue	\$ 249,118	\$ 359,953	\$ 359,953	\$ 364,186	\$ 4,233	1.18%
Salaries & Benefits	6,752,884	7,052,881	7,159,872	6,751,557	(301,324)	-4.27%
Gen Operating & Maintenance	483,333	508,735	445,751	520,474	11,739	2.31%
Transfer Out & Other	-	-	62,984	-	-	0.00%
Expenses	\$ 7,236,217	\$ 7,561,616	\$ 7,668,607	\$ 7,272,031	\$ (289,585)	-3.83%

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

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

General Fund

FY2021 DISCUSSION

During FY2020, three approved positions were eliminated as part of reducing operating expenses; however, this reduction will not affect FY2021 service levels.

HORIZON ISSUES

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

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

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

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

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

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

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

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

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

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

General Fund

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

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

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

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
Representation				
Administration of all legal affairs				
% of clients satisfied with Litigation Section services	100%	N/A	N/A	N/A
% of federal cases dismissed, ending the case prior to trial	100%	75%	N/A	N/A
Training				
Training to reduce legal issues				
# of training sessions conducted (Litigation)	59	20	15	15
# of training sessions conducted (Transactional)	18	19	15	15
Legal Documents				
Preparation of all legal documents				
# of contracts resulting in unanticipated cost	0	0	N/A	N/A
90% of clients satisfied Transactional Section services	100%	N/A	N/A	N/A
95% fast track (FT) contracts reviewed within 3 days	N/A	N/A	N/A	N/A
# of ordinances or resolutions requiring revision	0	0	N/A	N/A
# of missed PIR deadlines due to attorney error	0	2	0	0

General Fund

City Auditor

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	1,628,391	1,961,593	1,961,593	1,864,140	(97,453)	-4.97%
Gen Operating & Maintenance	154,496	177,141	175,991	173,074	(4,067)	-2.30%
Transfer Out & Other	-	-	1,150	-	-	0.00%
Expenses	\$ 1,782,888	\$ 2,138,734	\$ 2,138,734	\$ 2,037,214	\$ (101,520)	-4.75%

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

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

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

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

FY2021 DISCUSSION

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 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.				
% of audit recommendations fully implemented by target date	63%	75%	85%	85%
% of annual audit plan completed by end of fiscal year	79%	74%	75%	80%
Management concurs with audit recommendations made	98%	92%	90%	90%

General Fund

City Manager's Office DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Other	5,203	-	-	-	-	0.00%
Use of Fund Balance	-	-	1,023,244	-	-	0.00%
Revenue	\$ 5,203	\$ -	\$ 1,023,244	\$ -	\$ -	0.00%
Salaries & Benefits	5,260,311	5,131,150	5,131,150	4,996,582	(134,568)	-2.62%
Gen Operating & Maintenance	3,400,200	4,243,634	6,059,187	4,624,158	380,524	8.97%
Transfer Out & Other	-	-	50,691	-	-	0.00%
Expenses	\$ 8,660,511	\$ 9,374,784	\$ 11,241,028	\$ 9,620,740	\$ 245,956	2.62%

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

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

The City Manager's Office is comprised of five divisions: Administration, Mayor and Council, Governmental Relations, Directions Home, Office of the Police Oversight Monitor and Educational Strategies, which operates with support of the administrative team.

Administration is responsible for administering the programs and policies established by the City Council. It directs and coordinates the operations of the city departments and informs and advises the City Council regarding city transactions, existing conditions and future requirements. Additionally, the City's educational strategies initiative is housed in CMO Administration.

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

The Governmental Relations Division is responsible for researching and assisting in the passage of federal and state legislative initiatives that favorably affect the City of Fort Worth and its citizens. It also is responsible for the coordination of affairs with other governmental and public entities.

The Police Oversight Monitor Division is responsible for the review of applicable policies and procedures related to police interaction with the community and as an independent entity that reviews complaints made against police officers and how they are investigated. The Police Monitor serves as a community resource that works to improve trust between the police and citizens.

General Fund

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

The City launched its official Reading Instruction Program during the summer of 2019 as a component of the Camp Fort Worth Summer Day Camp. The Program, targets children from 5-9 years of age. It is hosted at nineteen community Centers, two Mobile Recreation Sites and one non-City of Fort Worth site. The Program also works in partnership with Read Fort Worth, which includes the Fort Worth Independent School District, business community, local foundations, and community non-profits.

FY2021 DISCUSSION

The City Manager's Office completed a reorganization which allowed the department to better align services and provide transparency of where resources are committed. These changes included the creation of a Police Oversight Monitor Division. As part of this reorganization, one position was transferred from the Municipal Court to the Police Oversight Monitor Division. Additionally, the management of the Human Relations Division staff along with associated allocations were transferred to the newly created Diversity and Inclusion Department.

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

Re-allocated General Fund dollars provide for the continuation of the City's Reading Instruction Program as a component of the City of Fort Worth Summer Day Camp. To sustain the Program going forward, funding was added to the Park & Recreation Department and the Neighborhood Services Department for the reclass of 24 Recreation Assistants to Recreation Instructors. These Instructors will plan, execute, and evaluate the reading instruction component at a site-based level.

In order to be an effective and proactive community oversight leader, the Police Oversight Monitor Division still needs to increase its staffing to include additional policy and data advisors/analysts (senior and mid-level), a community engagement specialist; intake analysts and mediator. Thus far, in FY2021, the Division plans to hire for a senior policy advisor and policy advisor. Furthermore, the Division continues to need a robust database management system that will allow it to be a proactive leader in identifying patterns and trends in policing.

HORIZON ISSUES

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

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

Continuing to build on the partnership with Read Fort Worth, Educational Strategies operates under its leadership and guidance in a collective impact approach. Recognizing that early education, 0-5 years of age, is fundamental to academic success, the City's specific effort builds on its success and is focused on third grade reading to assure that 100% of FWISD 3rd grade students will be reading on grade level by FY2025. The Reading Instruction Program

General Fund

is only one avenue to building a strong, skilled workforce that will attract corporations and businesses to Fort Worth as referenced in the Strategic Plan of the Economic Development Department. It's important to note that the City's educational strategies are aligned with FWISD through Read Fort Worth and other partners.

It should be noted problems that exist within law enforcement may be systemic but are underreported because law enforcement conduct tends to affect people unlikely to complain. When members of marginalized groups complain, the problem may appear to be an aberration when it is actually commonplace. Unless there is staff and time to track the outcomes of investigations and even court proceedings, oversight agencies like the Police Oversight Monitor Division may not be aware of key implications of possible law enforcement misconduct. Such data can be of use in effecting better training, clearer policy and reducing risk - liability related to law enforcement.

Recently, the Police Oversight Monitor Division was requested to review and advise on applicable policies, procedures and practices of other areas of law enforcement, who may interface with law enforcement or have a law enforcement component and still come under the auspice of City government outside of the Fort Worth Police Department. Such collaboration will create unity via interactions with community members and consider collaborative data that can be of use in effecting better training, clearer policy and reducing overall risk and liability.

Through community-police collaborations and survey results, the Police Oversight Monitor Division realizes that more work is needed to improve on relationships and build trust in law enforcement in the City's more marginalized communities. Further the City's role in ensuring that these same communities have access and information to resources available to them should be a top priority. The Police Oversight Monitor Division desires to work with affected stakeholders in improving the information sharing in those communities, so that more proactive and informative police interaction becomes prevalent. Furthermore, the Police Oversight Monitor Division believes that the creation of a mediation program to alternatively handle complaints by community members against law enforcement will be a key tool to effecting positive and culturally sensitive change in how community and law enforcement interact. As a result, financial resources are needed to support these key efforts.

The data compilation and analyses component are inherently important to identify trends, patterns and circumstances in order to address root causes and systemic challenges within law enforcement that will allow the Police Oversight Monitor Division to recommend solutions including problem solving measures. The Police Oversight Monitor Division will examine complaint and investigation patterns that might provide opportunities for law enforcement and community to reduce complaints. Following the identification of such patterns, the Police Oversight Monitor Division and law enforcement jointly can undertake problem-solving to determine the reason(s) for any patterns and whether there are opportunities to eliminate or reduce root causes. Where feasible, these projects should involve both affected officers and the community.

Finally, the Police Oversight Monitor Division needs to ensure that all formal mechanisms are put in place to ensure full, independent collaboration between it and law enforcement, including full, unfettered access to law enforcement personnel and records. Through a written understanding, the format to be agreed upon for the timely exchange of information and efficient coordination between the Departments will be essential.

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

General Fund

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

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

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

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

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

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

Directions Home crafted a plan to produce COVID vulnerable PSH and released an RFP. The goal is to select a vendor to produce and lease up 200 units of COVID vulnerable PSH by December 2020. Coronavirus Relief Funds would be used for the acquisition and renovation of motels/hotels or similar permanent structures. Directions Home is restructuring its budget in order to provide case management services for these new units of PSH.

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
Directions Home Program				
Directions Home is a city program aimed at making homelessness rare, short term and non-recurring.				
Percentage of PSH clients who are housed within 60 days	69%	97%	85%	85%
Percentage of RRH clients who increase income at program exit	43%	80%	70%	70%
Percentage of RRH clients who are housed within 30 days	71%	88%	85%	85%

General Fund

City Secretary

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Charge for Service	14,345	8,750	8,750	14,368	5,618	64.21%
Other	1,700	500	500	428	(72)	-14.40%
Revenue	\$ 16,045	\$ 9,250	\$ 9,250	\$ 14,796	\$ 5,546	59.96%
Salaries & Benefits	1,364,342	1,496,244	1,496,244	1,437,297	(58,947)	-3.94%
Gen Operating & Maintenance	447,911	250,603	239,843	259,748	9,145	3.65%
Transfer Out & Other	-	-	10,760	-	-	0.00%
Expenses	\$ 1,812,253	\$ 1,746,847	\$ 1,746,847	\$ 1,697,045	\$ (49,802)	-2.85%

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

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

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

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

General Fund

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

FY2021 DISCUSSION

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

HORIZON ISSUES

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

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

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
Elected/Appointed Official Management				
Assists the City Council, Boards and Commissions, and appointed officials to fulfill their legislative duties and responsibilities.				
% of City Council presentation materials available on Granicus system within 2 days of meeting.	100%	100%	100%	100%
# of documents into Laserfiche	3,661	7,715	5,000	5000/yr
% of City Council and Corporation Board meeting minutes finalized within 2 days of meeting	99.75%	100%	95%	95%
Legislative Document Management				
Ensures that the legislative records of the city are timely and properly recorded and accessible to internal and external customers.				
% of Ordinances and Resolutions processed within 5 days of Council meeting	53%	43%	80%	80%
% of contracts processed within 2 days of receipt	99.75%	100%	95%	95%
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	7,600	2700	8000	8000
Public Information				
Administer the City's public information request program				
Median # of business days to process Process public information requests days	7.2	8.1	6.5	6.5
% of public information request liaisons current with training requirements	87%	90%	85%	85%
# of public information requests processed	14,316	12,615	17,000	15,000

General Fund

Code Compliance

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
License & Permits	2,284,986	2,359,100	2,359,100	2,412,680	53,580	2.27%
Charge for Service	2,863,532	2,522,619	2,522,619	2,654,284	131,665	5.22%
Use of Money & Property	45	-	-	-	-	0.00%
Other	161,333	30,015	30,015	27,397	(2,618)	-8.72%
Transfer In	1,831,457	1,769,604	1,769,604	1,816,804	47,200	2.67%
Revenue	\$ 7,141,352	\$ 6,681,338	\$ 6,681,338	\$ 6,911,165	\$ 229,827	3.44%
Salaries & Benefits	15,858,282	17,368,499	17,428,799	17,838,456	469,957	2.71%
Gen Operating & Maintenance	5,150,884	5,520,910	5,374,260	6,040,919	520,009	9.42%
Capital Accts	-	162,000	-	162,000	-	0.00%
Transfer Out & Other	-	300,000	548,350	-	(300,000)	-100.00%
Expenses	\$ 21,009,166	\$ 23,351,409	\$ 23,351,409	\$ 24,041,375	\$ 689,966	2.95%

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

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

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

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

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

General Fund

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

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

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

FY2021 DISCUSSION

FY2021 Adopted Budget includes full-year personnel funding and partial operating funding for the new north animal shelter scheduled to open in early 2021. Also, there is no Capital Improvement Program budgeted for FY2021.

HORIZON ISSUES

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
Building Standards				
To protect occupants and the community from substandard and hazardous buildings.				
% of new cases presented to the Building Standards Commission that are priority 1 hazardous structures	91%	95%	100%	90%
Field Investigations				
To preserve and enhance public health, welfare, and safety through services that focus on education, prevention, compliance, and community partnerships.				
% of neighborhood code investigations that are priority 1 or 2 violations	94%	92%	95%	95%
% of vacant and open structures that are secured within 30 days	100%	99%	99%	99%
% abatement on courtesy notices issued by the Code Ranger volunteers	65%	75%	75%	75%
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	100%	90%	90%	90%
# of animals altered (spayed/neutered)	6,409	7000	8000	7500
# of stray dogs returned to owner in the field	2067	1500	2000	2000
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.				
# of missed waste collection per 1000 households	1.48	1.25	1.327	<1
% of waste diverted from landfills	20%	22%	19%	30%
Average pounds of waste collected per household	60	60	62	<60
Consumer Health Plan Review, Permitting, & Health Inspections				
To promote disease prevention to ensure a safe and healthy community.				
% of permitted food establishments that have a passing inspection score	100%	100%	100%	100%

General Fund

% completion of required inspection at high risk permitted restaurants, daycares, pools, motels & hotels	99%	100%	100%	100%
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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 wter quality.

% of high priority environmental complaints responded to within 24 hours	100%	100%	100%	100%
% of routine environmental investigations completed in acordance with authorized timelines	44%	79%	79%	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.

% increase in # of visits to Drop-Off Sites	8%	10%	11%	15%
Total pounds of household hazardous waste collected	1,698,804	3,200,000	2,177,047	N/A

General Fund

Communication and Public Engagement DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Transfer In	1,554,212	-	-	-	-	0.00%
Revenue	\$ 1,565,472	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	3,615,021	3,624,839	3,624,839	3,571,019	(53,820)	-1.48%
Gen Operating & Maintenance	517,590	669,371	623,991	779,730	110,359	16.49%
Transfer Out & Other	-	-	45,380	-	-	0.00%
Expenses	\$ 4,132,611	\$ 4,294,210	\$ 4,294,210	\$ 4,350,749	\$ 56,539	1.32%

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

DEPARTMENT PURPOSE AND GOALS

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

The program's key initiatives are to:

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

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

General Fund

FY2021 DISCUSSION

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
Mass Communications				
Disseminate information and provide transparency to city residents and stakeholders.				
# of special interest videos produced	57	71	60	n/a
% of media requests responded to	98%	99%	100%	100%
% of subscribers who read city communications at least once every 90 days (engagement rate)	49%	47%	49%	35%>
% increase in subscribers to City News	100%	32%	37%	5%>
Increase viewership of YouTube videos	N/A	5896	6190	5%>
Community Engagement				
Education on city services and programs to adults, youth and neighborhood organizations				
% of registered neighborhood meetings attended at least once by staff	288%	290%	300%	100%
% of meeting reports submitted online within 2 days	287%	285%	300%	100%
Increase the number of youth educated about city services and new initiatives 5% over previous year	17,947	17,500	18,500	5%>
Increase the number of adults educated about city services and new initiatives over the previous year	14,013	15,800	17,000	5%>
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	4.18%	6.35%	5	<5%
Average call wait time in seconds	0.3	0.44	30	<30
% of calls answered within 60 seconds	82.41%	76%	80%	80%

General Fund

Development Services

DEPARTMENT SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Adopted	Amount	%
License & Permits	12,831,419	12,624,274	12,624,274	13,302,609	678,335	5.37%
Charge for Service	4,717,835	4,384,821	4,384,821	6,450,866	2,066,045	47.12%
Use of Money & Property	51,092	-	-	-	-	0.00%
Other	833,834	967,075	967,075	772,452	(194,623)	-20.12%
Transfer In	1,553,702	1,015,272	895,272	754,654	(260,618)	-25.67%
Revenue	\$ 19,987,882	\$ 18,991,442	\$ 18,871,442	\$ 21,280,581	\$ 2,289,139	12.05%
Salaries & Benefits	12,894,620	13,331,111	13,327,497	14,622,304	1,291,193	9.69%
Gen Operating & Maintenance	4,356,609	4,847,717	4,633,844	4,866,333	18,616	0.38%
Transfer Out & Other	-	-	217,487	-	-	0.00%
Expenses	\$ 17,251,229	\$ 18,178,828	\$ 18,178,828	\$ 19,488,637	\$ 1,309,809	7.21%

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

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

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

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

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

General Fund

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

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

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

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

FY2021 DISCUSSION

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

The FY2021 AP count reflects the transfer of positions as a result of the organizational mergers (1) transfer of six positions to Performance and Data Analytics, (2) transfer of 19 positions from TPW, and (3) transfer of one position to TPW, for a net AP increase of 12 positions. An increase in Salaries & Benefits is reflective of these changes.

HORIZON ISSUES

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

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
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.				
% of initial commercial plan reviews completed within 7 working days	66%	68%	98%	98%
Call Center & Customer Service				
Assist residents, developers, contractors, engineers and architects, navigate the permitting, registration and licensing activities required by adopted City ordinances.				
Achieve 90% satisfied or highly satisfied on customer service surveys.	82%	91%	90%	90%
Development Facilitation				
Assist Developers and Design consultants to successfully plan and design development projects.				
# of Facilitated Projects	97	145	160	120
Land Use And Design				
Provide advice to city officials and customers on land use and design policies and standards in accordance with the Comprehensive Plan, city ordinances, and state law.				
80% of City Council zoning decisions are consistent with Comprehensive Plan. Measure ID:328861	77%	83%	80%	80%
Infrastructure Plan And Review Center				
Infrastructure Plan Review Center (IPRC), reviews development infrastructure plans for compliance with city standards in a flexible, timely and predictable manner. The IPRC team focuses on safety (compliance with standards) and delivering an exceptional customer experience.				
Percent (%) of plan reviews completed within in 14 days	98%	95%	94%	95%

General Fund

Diversity and Inclusion

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted Amount %	
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	-	776,798	764,098	1,440,250	663,452	85.41%
Gen Operating & Maintenance	-	165,314	473,794	271,657	106,343	64.33%
Transfer Out & Other	-	-	4,220	-	-	0.00%
Expenses	\$ -	\$ 942,112	\$ 1,242,112	\$ 1,711,907	\$ 769,795	81.71%

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

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

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

General Fund

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

FY2021 DISCUSSION

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

HORIZON ISSUES

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

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

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

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
Civil Rights Enforcement				
The Civil Rights Enforcement Division works to provide equitable treatment and justice for all under the law by providing education on and enforcing the civil rights of Fort Worth residents in employment, housing, places of public accommodation, and in City programs and services in compliance with the Human Relations Ordinance (Chapter 17 of City Code).				
Average # of days to resolve employment discrimination complaints	186	274	180	<=180
Average # of days to resolve housing discrimination complaints	107.8	138.17	100	<=100
Average # of days to resolve public accommodation discrimination complaints	N/A	N/A	180	<=180
Ensure 100% compliance with executed conciliation agreements	N/A	N/A	100%	100%

Business Equity

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

Meet/Exceed the overall small, minority and women business enterprise (S/M/WBE) goal of 25% of applicable citywide contract funds	19%	21%	25%	>=25%
Meet/Exceed the overall minority business enterprise (MBE) goal of 25% in Construction* category of applicable citywide contract funds.	18%	20%	25%	>=25%
Meet/Exceed the overall MBE-AA goal of 15% in Professional Services (non-Architectural & Engineering or 'non- A&E') of applicable citywide contract funds	4%	3%	15%	>=15%
Meet/Exceed the overall SBE goal of 15% of applicable citywide contract funds in Professional Services (A&E)	15%	31%	15%	>=15%
Meet/Exceed the M/WBE goal of 25% in Goods and Services* category of applicable citywide contract funds	29%	25%	25%	>=25%

Municipal Equity

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

General Fund

Percentage of employees participated in D&I learning and certification program Level 2	N/A	N/A	TBD	TBD
Continue to track Race and Culture Task Force Recommendations for Completion to FY23 to include quarterly reports to City Council.	N/A	N/A	TBD	TBD
Establish baseline to identify and document racial gaps in municipal equity	N/A	N/A	TBD	TBD

General Fund

Economic Development DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Use of Money & Property	152,863	149,125	149,125	147,341	(1,784)	-1.20%
Other	14,825	450	450	9,702	9,252	2056.00%
Transfer In	676,456	676,584	676,584	676,584	-	0.00%
Use of Fund Balance	-	-	227,100	-	-	0.00%
Revenue	\$ 844,144	\$ 826,159	\$ 1,053,259	\$ 833,627	\$ 7,468	0.90%
Salaries & Benefits	1,780,289	2,160,236	2,160,236	1,573,071	(587,165)	-27.18%
Gen Operating & Maintenance	20,640,998	21,162,076	26,191,988	26,492,552	5,330,476	25.19%
Transfer Out & Other	3,844,817	3,644,846	2,994,740	1,210,641	(2,434,205)	-66.78%
Expenses	\$ 26,266,104	\$ 26,967,158	\$ 31,346,964	\$ 29,276,264	\$ 2,309,106	8.56%

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

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

General Fund

FY2021 DISCUSSION

The FY2021 Adopted Budget reduces AP/FTE for the transition of six full-time positions in the Economic Development MWBE division to the Office of Business Diversity division within the Diversity & Inclusion Department, which occurred during FY2020 and reflects a decrease in Salaries and Benefits shown above.

General Operations and Maintenance increases by \$5.3M due to 380 agreement incentives. Additionally, decreases in estimated HOT taxes received on behalf of the Omni and Sheraton Hotels directly affects the amount of transfer out due to the Culture and Tourism Fund. This decrease is attributed to COVID-19 impacts on the hotel industry.

HORIZON ISSUES

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

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
Competitive Edge				
Implement a more dynamic environment that embraces and fuels commercial development, high-wage job growth, and support				
Annual Increase in commercial property valuation	10.3%	19.7%	10.0%	5.0%
Percent of incented projects with average wage at or above the City of Fort Worth average wage	43%	50%	40%	100%
Percent of attracted jobs with average wage at or above the City of Fort Worth median	52%	40%	50%	90%
Increase in commercial property leased and/or built	6,936,787	6,232,339	3,000,000	2,000,000
Number of new Fortune 1000 corporate headquarters attracted	0	0	1	1
Number of businesses served by providing substantial services (incentives, referrals, permitting assistance, etc.)	25	25	60	60
Creative Businesses				
Raise the City of Fort Worth's profile as a leading center for creative people and businesses and encourage innovation				
Number of new jobs in Target Industries	16235	13969	3000	2500
Number of new companies in Target Industries	NA	NA	10	10
Number of new Inc. 5000 companies located in the city on an annual basis	1	NA	5	5
Community Vitality				
Develop a more targeted approach to encourage economic development in Fort Worth's neighborhoods and commercial				
Increase taxable value in urban TIF Districts	24%	NA	12%	10%
Increase the number of jobs located in Designated Investment Zones	1.9%	NA	1.0%	1.5%
Number of small businesses applying for the Fort Worth Business Plan Competition	81	NA	50	50

General Fund

Financial Management Services

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Property Tax	398,425,677	436,544,239	436,544,239	448,904,675	12,360,436	2.83%
Sales Tax	165,287,198	172,769,615	172,769,615	168,248,455	(4,521,160)	-2.62%
Other Tax	55,946,301	53,877,446	53,877,446	54,269,950	392,504	0.73%
License & Permits	620,093	605,202	605,202	596,030	(9,172)	-1.52%
Intergovernmental	163,776	13,470	13,470	121,200	107,730	799.78%
Charge for Service	9,738,958	11,119,026	11,119,026	11,447,065	328,039	2.95%
Use of Money & Property	(367,966)	-	-	-	-	0.00%
Other	612,019	501,306	501,306	498,391	(2,915)	-0.58%
Transfer In	34,727,656	34,838,209	34,838,209	35,148,289	310,080	0.89%
Revenue	\$665,153,712	\$710,268,513	\$710,268,513	\$719,234,055	\$ 8,965,542	1.26%
Salaries & Benefits	9,340,235	9,183,708	9,183,708	9,345,978	162,270	1.77%
Gen Operating & Maintenance	3,092,815	3,083,743	2,902,785	2,776,303	(307,440)	-9.97%
Transfer Out & Other	-	-	180,958	-	-	0.00%
Expenses	\$ 12,433,050	\$ 12,267,451	\$ 12,267,451	\$ 12,122,281	\$ (145,170)	-1.18%

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

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

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

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

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

General Fund

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

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

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

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

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

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

FY2021 DISCUSSION

The FY2021 Adopted Budget includes an increase of four APs including a Senior Account Technician and Senior Administrative Assistant in the Treasury division and a Purchasing Manager and Purchasing Assistant in the Purchasing division.

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

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

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HORIZON ISSUES

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

- Implementation of process improvement recommendations from the Payroll Task Force.
- Continued implementation of ERP Phase III – Standardized Accounts Receivable & Point of Sale Systems will improve these activities through central visibility and control but will continue to strain resources in the Treasury Revenue & Collections office as additional billing and collection activity is centralized in FMS Treasury, requiring a reallocation of resources;
- Implementation of the remaining phases of the Automated Invoice Management system will reduce invoice voucher data entry workload in the departments but will continue to strain resources in Central Accounts Payable. The utilization of advanced Optical Character Recognition technology should greatly reduce city-wide invoice voucher entry workload but will likely increase workload (to a lesser extent) in Central Accounts Payable, potentially needing a reallocation of resources;
- Continue implementation of newly promulgated GASB standards, including the implementation of GASB Statement No. 87, which substantially revises existing standards on lease accounting and financial reporting;
- Financial and cyber fraud threats continue to increase in frequency and sophistication resulting in the need for continuous training and awareness on the latest in fraud trends and relevant preventative best practices;
- Completing City wide Revised Administrative Regulations for Pcard purchases, Capital Projects (both Procurement and Accounts Payable), Revenue Collections, and Inventory Management
- Working with IT ERP to develop an automatic reporting of cooperative purchases to ensure that the city is receiving the full amount of any earned rebates.

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
Accounting				
The purpose of the Accounting Division is to safeguard the City's assets by accounting for all capital assets owned by the City, ensure proper procedures are followed in accordance with each grant agreement and ensure that all City financial transactions have been accounted for accurately and timely, through accurate monitoring, accounting and reporting and in accordance with Generally Accepted Accounting Principles (GAAP).				
Percent of fund reviews for prior month completed by the end of the current month.	67%	67%	85%	100%
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
# of days to produce the CAFR	130	130	130	127
# of material weaknesses or significant deficiencies in Finance controlled operations	3	0	0	0
Treasury				
The Treasury Division is responsible for effectively and efficiently managing the city's cash and investment portfolios, seeking the highest return possible while complying with Texas Public Funds Investment Act and applicable law. In addition, the Treasury Division is responsible for administration of the City's large and complex debt portfolio, executing vendor and payroll disbursements, and the billing and collection of a variety of city-wide revenue sources.				
Investment portfolios to provide returns in excess of 0.10% of the benchmark	2.30%	0.75%	1 Yr Treasury Bill + 10 bps	0.20%
% of invoices paid within 30 days from the invoice date	77.40%	76.30%	100%	100%
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.				
Review all bidder and user requests within 5 business days.	N/A	2.5	3	5
Complete Assignment of Contract and Name Change requests within 60 days.	N/A	21	50	60

General Fund

Fire

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
License & Permits	1,121,892	1,044,000	1,044,000	1,251,105	207,105	19.84%
Charge for Service	1,190,475	1,136,609	1,139,854	1,253,423	116,814	10.28%
Use of Money & Property	8,263	-	-	-	-	0.00%
Other	732,957	300,096	300,096	391,416	91,320	30.43%
Transfer In	888,251	59,501	59,501	59,501	-	0.00%
Use of Fund Balance	-	-	2,428,750	-	-	0.00%
Revenue	\$ 3,941,837	\$ 2,540,206	\$ 4,972,201	\$ 2,955,445	\$ 415,239	16.35%
Salaries & Benefits	138,767,939	143,793,106	142,505,820	150,229,801	6,436,695	4.48%
Gen Operating & Maintenance	17,829,184	15,816,734	18,411,387	18,440,966	2,624,232	16.59%
Transfer Out & Other	238,938	633,927	1,758,555	469,231	(164,696)	-25.98%
Expenses	\$156,836,062	\$160,243,767	\$162,675,762	\$169,139,998	\$ 8,896,231	5.55%

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

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

General Fund

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

FY2021 DISCUSSION

The FY2021 Adopted Budget includes an increase in revenue to include new fire service for the interlocal agreements with the cities of Lake Worth and Saginaw for suburban dispatching services. While overall revenue is increasing for these new initiatives, other revenue streams are slightly decreasing such as mobile fueling permits and fire inspection fees.

Funding for compensation changes related to the Collective Bargaining Agreement with the Fire Fighter Local 440 approved in June 2019 are included in the current budget.

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

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

HORIZON ISSUES

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

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
First Responder Services				
From 43 fire stations located throughout the city, provide first responder services for all hazards and medical emergency calls.				
Fire turnout time 80 seconds or less 90% of the time	91.9%	92%	90%	100%
EMS turnout time 60 seconds or less 90% of the time	73.8%	75%	90%	100%
Fire & EMS travel time 4 minutes or less 90% of the time	48.3%	45%	90%	100%
Full alarm response time 8 minutes or less 90% of the time	51.3%	55%	90%	100%
Residential structure fires contained to the room of origin 55% of the time	57.2%	58%	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. FortWorthTexasAlerts is a communication platform that connects public safety to the communities that they serve, allowing communication through text, email, and voice messages. It replaced the NIXLE platform in January 2020. Preparedness and response capabilities are maintained and enhanced when responsible staff train and exercise together on an ongoing basis.				
# participants in SNAP	5,747	5,900	6,000	N/A
# participants in FortWorthTexasAlerts	N/A	4,000	8,000	N/A
Community Risk Reduction				
Proactive outreach to the community providing fire and other emergency risk reduction education/information.				
# of commercial fire inspections completed	13,065	5,000	7,500	7,500
# citizens who received public education	67,036	70,000	75,000	75,000
Emergency Call Center/Dispatch				
Answer 911 calls for emergency assistance and dispatch appropriate Fire Department response teams.				
Emergency calls answered within 15 seconds 95% of the time	97.3%	98%	95%	100%
Emergency calls processed within 64 seconds 90% of the time	84.8%	80%	90%	100%

General Fund

Human Resources DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Other	2,693	-	-	-	-	0.00%
Use of Fund Balance	-	-	-	-	-	0.00%
Revenue	\$ 2,693	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	3,545,371	3,620,486	3,620,486	3,885,374	264,888	7.32%
Gen Operating & Maintenance	1,087,154	955,067	980,067	1,593,774	638,707	66.88%
Expenses	\$ 4,632,525	\$ 4,575,553	\$ 4,600,553	\$ 5,479,148	\$ 903,595	19.75%

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

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

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

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

FY2021 DISCUSSION

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

General Fund

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

HORIZON ISSUES

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
Employee Health & Well-Being				
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.				
90% of health plan members complete all 3 Virgin Pulse requirements.	90%	90%	90%	90%
9% utilization of the Employee Assistance Program.	9%	9%	9%	9%
5% or less of Virgin Pulse participants are high-risk.	5%	5%	5%	5%
KPI 4				
KPI 5				
Employee Relations/Labor Relations				
The Employee Relations Section conducts neutral investigations of disciplinary appeals and complaints based on discrimination and retaliation, coordinates defense of unemployment insurance claims, administers the EthicsPoint hotline, conducts training for new employees, Human Resources Coordinators and Medical Records Custodians across the organization, and provides guidance on and updates the City's Personnel Rules and Regulations.				
90% of Step 1b disciplinary appeal decisions are issued within 25 business days.	90%	90%	90%	90%
% of employee satisfaction surveys will indicate they are satisfied with the FMLA/ADA vendor's services.	n/a	85%	85%	85%
95% of Civil Service discipline documents scanned into LaserFiche within 1 business day of receipt.	100%	100%	100%	100%
Employee complaint investigations will be completed within 60 calendar days – NEW Effective 10/1/2020	n/a	n/a	n/a	90%
Classification & Compensation/Civil Service Testing				
The division provides professional research and recommendations regarding inquiries on the proper classification and compensation levels of the City's workforce in accordance with local, state, and federal guidelines. These activities include but are not limited to administration of all CFW compensation plans, job analysis, and job classification validation studies to ensure internal/external market equity.				
Complete 90% of Classification Action Requests (CARs) within 60 days.	90%	90%	90%	90%
Average annual employee turnover rate.	Less than Prior Year	Less than Prior Year	Less than Prior Year	Less than Prior Year
99% of promotional Police & Fire exam questions are upheld.	99%	99%	99%	99%

General Fund

Information Technology Solutions

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Intergovernmental	659,461	-	663,877	-	-	0.00%
Charge for Service	11,361,875	12,571,131	12,571,131	12,452,360	(118,771)	-0.94%
Use of Money & Property	-	-	-	-	-	0.00%
Other	89,778	-	-	-	-	0.00%
Transfer In	-	-	-	-	-	0.00%
Revenue	\$ 12,111,115	\$ 12,571,131	\$ 13,235,008	\$ 12,452,360	\$ (118,771)	-0.94%
Salaries & Benefits	17,804,275	18,266,036	18,266,036	17,919,459	(346,577)	-1.90%
Gen Operating & Maintenance	19,746,861	20,300,788	20,160,788	20,232,129	(68,659)	-0.34%
Transfer Out & Other	5,291,012	5,514,446	6,318,323	4,568,534	(945,912)	-17.15%
Contra Accounts	(26,690,372)	(26,141,779)	(26,141,779)	(27,426,542)	(1,284,763)	4.91%
Expenses	\$ 16,151,776	\$ 17,939,491	\$ 18,603,368	\$ 15,293,580	\$ (2,645,911)	-14.75%

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

Note: Restated

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

General Fund

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

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

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

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

FY2021 DISCUSSION

Contra Accounts are used to identify the amount of expense related to services provided to other General Fund departments, rather than recognizing allocation revenue.

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

The FY2021 AP count includes the reduction of five intern positions, of which one was transferred to FMS.

HORIZON ISSUES

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

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

The department currently oversees the Project Management Information Systems (PMIS) project, an initiative designed to consolidate the numerous systems, spreadsheets, and other functions that departments use to track

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capital projects within the City of Fort Worth. Currently, it takes many labor hours to distribute and receive project updates and/or budget spent on the city's capital projects due to the absence of tracking in a consolidated system. In FY2020, the IT Solutions and partnering departments began the process of researching best practices and available consolidation alternatives.

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

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

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
1.1 Analysis and Planning				
The Information Technology Solutions Project Management Office partners with City of Fort Worth departments to understand business needs and facilitate delivery of value-added solutions to support enterprise goals and objectives: business analysis, project oversight, and liaison services.				
Projects follow ITS Project Management Methodology -- projects managed by PMO	N/A	100%	85%	85%
Projects follow ITS Project Management Methodology -- projects not managed by PMO	N/A	89%	50%	50%
Project deliverables are being managed with a schedule and the deliverables meet the customer's requirements.	N/A	67%	85%	85%
1.2 Applications and Databases				
Provide application and database design, web and client server applications, Geographic Information System (GIS) design, development, and support, Computer Aided Dispatch (CAD) support, and Enterprise Resource Planning (ERP). Also provides support for the maintenance of the underlying server infrastructure to support the CFW departments.				
HEAT Tickets met Service Level Objectives Incident Tickets severity 0 and 1	N/A	100.00%	95.00%	95%
HEAT Tickets met Service Level Objectives Incident Tickets severity 2 resolved within 2 business days.	N/A	89%	95.00%	95%
HEAT Tickets met Service Level Objectives Incident Tickets severity 3 resolved within 2 business days.	N/A	95%	95.00%	95%
HEAT Tickets met Service Level Objectives Incident Tickets severity 4 resolved within 4 business days	N/A	88%	90.00%	90%
Secure Socket Layer (SSL) Certificates are renewed at least 30 days prior to expiration.	N/A	67%	95.00%	95%
1.3 ITS Finance				
ITS Finance and Contract Administration supports all IT related procurements citywide including establishing cost effective contracts for goods and services to benefit CFW. The team prepares accounts payable and accounts receivable as well as wireless invoicing interfaces. Departmental HR administration, budgeting, capital planning / administration, and financial management are also functions of this division.				
Proposed new measure: Reduce the frequency of Purple slip (expedited) M&C's. Currently the percentage rate is 10% per year, target rate 5%. Better preplanning of the contracts and their expiration (proactive approach instead of reactive) reduces the urgent need	N/A	N/A	N/A	N/A

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Proposed new measure: Reduce the frequency of paying invoices greater than 30 days which could potentially save late fee charges. (Will determine the frequency rate and target rate)

N/A

N/A

N/A

N/A

Proposed new measure: Reduce the frequency of After The Fact purchase orders. (Will determine the frequency rate and target rate).

N/A

N/A

N/A

N/A

2.1 Infrastructure Support & Disaster Recovery

Provisions, maintains, and supports technology infrastructure including telephones, network services, storage, email, and servers.

Core Internet Availability	99.97%	99.980%	100%	100%
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Public Safety Internet Availability	99.78%	100.00%	100%	100%
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All other Intranet Availability	N/A	Tracking in 2021	100%	100%
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Server Patching	N/A	Tracking in 2021	99%	99%
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Server Uptime	N/A	Tracking in 2021	99%	99%
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2.2 Data Center Management

Our mission is to furnish and maintain data center facilities and services while providing accurate, timely, and responsive customer support through the monitoring and alerting of processes and infrastructure related to information technology.

Maximum time Caller is On Hold less than 10 minutes	N/A	99.99%	90%	90%
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Maximum Call Abandonment Rate	N/A	26%	40%	0%
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Average Call Abandonment rate	N/A	Tracking in 2021	10%	0%
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Initial outage communication distributed within 15 minutes of an outage	N/A	100%	90%	100%
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Proposed new measure: Execution of After Action Reports for outages within 3 days after event	N/A	100%	90%	100%
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2.3 Customer Service & 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.

Customers satisfied with response to IT requests/tickets.	93.80%	94.00%	97%	100%
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Completion of computer unit refreshes on schedule.	95.80%	Suspended - COVID	96.50%	100%
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Average On Hold Before Answer Average Rate not greater than 10 minutes.	N/A	0.00%	100%	100%
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Average Abandonment rate not higher than 10%	N/A	8.41%	100%	100%
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Help Desk First Contact Resolution rate of 70% or higher	N/A	74%	100%	100%
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General Fund

2.4 Radio Services

Provisions, maintains, and supports the Fort Worth Regional Radio System.

Meet service level targets for response to incident tickets	N/A	Tracking in 2021	95.00%	95%
Availability for the Fort Worth Regional Radio System	100%	100%	99.999%	100%

3.1 Cybersecurity

Provides services required to protect the confidentiality and integrity of the City's information assets.

% of employees have completed cyber security awareness training.	94%	98%	99.999%	100%
# of security risk assessments performed on City systems	0	10	12	no limit

General Fund

Library

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Charge for Service	217,902	315,705	315,705	271,057	(44,648)	-14.14%
Fines & Forfeitures	233,603	10,876	10,876	9,479	(1,397)	-12.84%
Use of Money & Property	248	214	214	301	87	40.65%
Other	46,027	4,747	4,747	3,810	(937)	-19.74%
Revenue	\$ 497,780	\$ 331,542	\$ 743,542	\$ 284,647	\$ (46,895)	-14.14%
Salaries & Benefits	13,794,627	16,394,714	16,394,714	15,241,377	(1,153,337)	-7.03%
Gen Operating & Maintenance	6,500,484	7,056,810	7,230,659	7,053,916	(2,894)	-0.04%
Transfer Out & Other	-	-	238,151	-	-	0.00%
Expenses	\$ 20,295,111	\$ 23,451,524	\$ 23,863,524	\$ 22,295,293	\$ (1,156,231)	-4.93%

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

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

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

General Fund

FY2021 DISCUSSION

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

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

HORIZON ISSUES

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

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
Strategic Focus Area: Customer Engagement				
Reducing barriers to access, expanding the Library's reach, and evolving services beyond buildings				
Increase number of residents with active library cards by 5%	N/A	273,243	273,243	N/A
Increase checkout of library materials by 10%	4,042,773	2,693,166	2,455,820	N/A
Strategic Focus Area: Arts & Culture				
Contributing to the City's thriving arts scene while celebrating the past and embracing the future.				
Promote local music through increased use of the new Amplify817 service (benchmark first year)	N/A	N/A	TBD	N/A
Strategic Focus Area: Education & Growth				
Enriching out-of-school-time and making learning fun and enjoyable.				
Increase computer use: number of sessions	205,242	104,326	15,072	N/A
Increase computer use: number of hours	1,318,670	556,033	8,376	N/A
*Benchmark based on extended service hours before setting an increase target.				
Strategic Focus Area: Books & Reading				
Cultivating a community of readers and serving as the literary hub for the City				
Increase checkout of library materials by 10%	4,042,773	1,834,126	2,017,539	N/A

General Fund

Municipal Court DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Charge for Service	3,734,203	3,679,933	3,679,933	3,450,885	(229,048)	-6.22%
Fines & Forfeitures	6,224,863	5,538,783	5,538,783	5,410,942	(127,841)	-2.31%
Other	80,160	-	-	-	-	0.00%
Revenue	\$ 10,039,226	\$ 9,218,716	\$ 9,218,716	\$ 8,861,827	\$ (356,889)	-3.87%
Salaries & Benefits	12,242,043	12,748,373	12,641,382	11,639,148	(1,109,225)	-8.70%
Gen Operating & Maintenance	2,617,711	2,770,400	2,320,496	2,778,150	7,750	0.28%
Transfer Out & Other	-	-	449,905	-	-	0.00%
Expenses	\$ 14,859,754	\$ 15,518,773	\$ 15,411,782	\$ 14,417,298	\$ (1,101,475)	-7.10%

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

Note: restated.

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

The Clerk of the Court Division is responsible for record-keeping of filed citations, case preparation, setting court dockets, fine collections, administering community service programs, management of the City's jury system,

General Fund

processing civil parking citations, and performing other court-related non-judicial activities. The Arraignment Court and Golden Triangle Library satellite service location are separate cost centers that fall under the direction of the Clerk of the Court as well.

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

FY2021 DISCUSSION

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

The FY2021 Adopted Budget also includes the reduction of eight (8) positions.

The City of Fort Worth Municipal Court has developed a plan that centers critical and tactical support within City resources, in place of continuous dependence on external consultative services. The plan acknowledges ITS's role as an IT framework support supplier and on IT infrastructure management, while Court oversees the administration of its Case Management System, CourtView. The department will be implementing Phase 2 of eCitation for non-traffic citations.

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

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

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

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

HORIZON ISSUES

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

- Rules and Guidelines, on court's response to the COVID-19 pandemic, provided by the Texas Office of Court Administration impact how we provide service.
- Short term and long term trends to criminal case filings and related assessment of proper staffing levels.

General Fund

- While filings for criminal citations have declined, there is a continuing increase in state-mandated processes on cases in which a defendant fails to appear or fails to comply with a judicial order.
- Filings for civil parking citations had increased over the last year until the recent COVID-19 impact. It is expected this trend will resume once the COVID-19 pandemic is over.
- In 2021 the State Legislature will meet and impacts are to be determined.
- The future potential of joint court satellite locations with other departments.

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
Records and Case Management				
Maintain court records and requests for records.				
% of citations that are entered within 3 business days of filing with the court	100%	99%	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.				
% of set Jury cases disposed	77%	82%	N/A	80%
% of Jury Trail requests set within 120 days of request date	94%	97%	N/A	80%
% of warrants reviewed within 15 days of docket date	95%	68%	90%	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.				
% of cases referred to Teen Court within 15 days	83%	75%	80%	80%
Process % of cases referred to Teen Court within 15 days	98%	97%	90%	90%
Financial Management				
Accurately process payments of fines for Class C Criminal and Civil Parking violations while maintaining excellent customer service.				
% of mail payments processed within 2 business days	99%	99%	95%	95%
Collections & Enforcement				
Manage the in-house collections program for Time Payment Plans, community service activities and credit time served requests.				
% compliance with Collection Improvement Program guidelines from the Office of Court Administration	85%	100%	85%	85%
% of community court applications scheduled for the next available docket within 5 business days	100	100%	95%	95%
Warrants				
Serve warrants and apprehend defendants who have active warrants, serve summons, and participate in prisoner transfer				
Total # of warrants served annually	30,195	26,301	31,200	31,200
Total # of bookings processed annually	7,276	6,865	7,200	7,200
Building Security				
Maintain security in Court buildings as well as the City Hall.				

General Fund

# of prohibited items prevented from entering City Hall	2,126	2,368	2,000	2,000
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Lake Worth Patrol

Patrol 3,560 acres of the Lake Worth recreational area, the Fort Worth Nature Center & Refuge, and 14 surrounding city parks

# of hours of water patrol conducted annually	938	1,162	900	900
# of water safety checks conducted annually	2,146	1,718	2,700	2,700

Warrant Clerks

Facilitate the confirmation of warrants and provide accurate and timely information to internal and external customers

# of warrants reviewed annually.	290,291	214,594	180,000	180,000
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General Fund

Neighborhood Services

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Charge for Service	524,651	896,833	896,833	816,781	(80,052)	-8.93%
Use of Money & Property	188,299	180,442	180,442	179,085	(1,357)	-0.75%
Other	14,451	5,000	5,000	4,281	(719)	-14.38%
Transfer In	-	-	-	-	-	0.00%
Revenue	\$ 727,400	\$ 1,082,275	\$ 1,082,275	\$ 1,000,147	\$ (82,128)	-7.59%
Salaries & Benefits	4,154,019	4,661,570	4,661,570	4,423,250	(238,320)	-5.11%
Gen Operating & Maintenance	2,664,373	2,488,133	2,329,046	2,429,532	(58,601)	-2.36%
Transfer Out & Other	3,147,000	3,430,000	3,589,087	3,529,000	99,000	2.89%
Expenses	\$ 9,965,392	\$ 10,579,703	\$ 10,579,703	\$ 10,381,782	\$ (197,921)	-1.87%

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

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

General Fund

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

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

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

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

FY2021 DISCUSSION

The FY2021 Adopted Budget includes a reduction of three (3) positions and a funding change of one (1) position from the General Fund to 100% grant-funded, for a net AP decrease in the General Fund of four (4) positions.

HORIZON ISSUES

The department continues to face the following challenges/opportunities:

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 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.				
# of events where Lead Hazard Reduction information was provided	57	15	60	60
# of Lead Hazard Referrals	119	89	100	100
# of Households receiving energy conservation education	6,630	7,016	7,366	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.				
# of Suppers served to children in nutrition program	214,400	Program ended 9/30/18		
# of Volunteer Income Tax Assistance (VITA) returns completed	4,848	3,377	3,884	15% increase
\$ amount in Tax Refunds for Volunteer Income Tax Assistance (VITA) participants	8,612,741	5,902,806	6,493,086	10% increase
Housing Programs				
Service provision includes home repairs, energy conservation and home weatherization, and home ownership assistance thereby strengthening and stabilizing neighborhoods.				
# of individuals who received closing cost or downpayment assistance	76	59	65	10% increase
# of Homes repaired thru Priority Repair and Lead Healthy Home	371	263	289	10% increase
# of weatherized units that achieved a drop in the Initial Blower Door reading of 30% or more	99	145	150	50% of weatherized units
Compliance & Planning				
Ensures that federal, state and local funds are being expended properly and timely.				
# of Technical Assistance trainings provided to grant recipients	19	20	20	15
% of Public Service Agency and affordable housing providers reviewed annually	100%	100%	90%	90%

General Fund

Non Departmental DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Other	15,510	-	-	-	-	0.00%
Revenue	\$ 15,510	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	-	7,779,857	627,151	7,703,015	(76,842)	-0.99%
Gen Operating & Maintenance	-	2,563,141	4,395,141	1,629,983	(933,158)	-36.41%
Transfer Out & Other	1,225,000	1,145,000	1,145,000	1,145,000	-	0.00%
Expenses	\$ 1,225,000	\$ 11,487,998	\$ 6,167,292	\$ 10,477,998	\$ (1,010,000)	-8.79%

DEPARTMENT PURPOSE AND GOALS

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

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

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

FY2021 DISCUSSION

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

General Fund

Park and Recreation DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Charge for Service	1,714,534	3,092,134	3,092,134	2,856,633	(235,501)	-7.62%
Use of Money & Property	303,552	216,046	216,046	168,869	(47,177)	-21.84%
Other	15,882	28,700	28,700	25,587	(3,113)	-10.85%
Transfer In	-	300,084	300,084	300,084	-	0.00%
Revenue	\$ 2,033,968	\$ 3,636,964	\$ 3,636,964	\$ 3,351,173	\$ (285,791)	-7.86%
Salaries & Benefits	20,022,812	21,597,300	20,743,300	21,397,169	(200,131)	-0.93%
Gen Operating & Maintenance	22,305,492	23,572,199	23,837,944	27,928,599	4,356,400	18.48%
Transfer Out & Other	8,108,084	8,025,431	8,613,686	5,057,372	(2,968,059)	-36.98%
Expenses	\$ 50,436,388	\$ 53,194,930	\$ 53,194,930	\$ 54,383,140	\$ 1,188,210	2.23%

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

NOTE: FY2020 AP count is restated

DEPARTMENT PURPOSE AND GOALS

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

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

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

General Fund

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

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

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

FY2021 DISCUSSION

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

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

The FY2021 Adopted Budget includes funding for (1) the BRIT management fee, which was previously a transfer to the Botanic Garden, (2) additional maintenance needs, (3) increased revenue and O&M for Green Briar Community Center, (4) operating expenses, including admission fee increases, for Fort Worth Nature Center & Refugee due to loss of operational support from Friends of Fort Worth Nature Center & Refuge, Inc., (5) Athletic Field and Log Cabin Village fee increases, and (6) funding the reclassification of 17 positions for the new Reading Instruction Program at each community center.

The FY2021 AP count includes adjustments made during FY2020 (reduction of 1 AP); reduction of 11 positions (1 Full-time, 10 part-time), and funding allocations changes of six (6) positions from the General Fund to Capital Funds, impacting only the FTE counts.

HORIZON ISSUES

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

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 redeveloping areas of the city.

General Fund

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

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

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 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.				
% of priority 1 & 2 park infrastructure work orders completed within 72 hours	77%	100%	100%	100%
% of priority 3 park infrastructure work orders completed within 10 working days	67%	72%	90%	90%
% of priority 4 park infrastructure work orders completed within 4 months	50%	50%	50%	75%
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 of providing at least 3.25 acres of Neighborhood Based parkland per 1,000 people	1,705	1,714	1,734	1,734
Meet city-wide park land dedication standard of providing at least 3.75 acres of Community Based parkland per 1,000 people	5,325	5,330	5,390	5,390
Conservation & Preservation				
Preserve and enhance the city's natural, historical and cultural developed resources.				
% of priority 1 & 2 emergency forestry work orders completed within 2 days	84%	85%	100%	100%
% of traffic divider contract mowing sites completed on schedule	41%	50%	80%	100%
% of ROW contract mowing sites completed on schedule	32%	46%	80%	100%
Recreational Opportunities				
To develop and provide programmatic opportunities to meet the needs and desires of the community that encourages healthy lifestyles.				
# level 1 soccer field rentals	11,620	9,425	9,707	5% increase
# community center memberships	9,492	4,500	7,500	5% increase
Park & Recreation Facilities				

General Fund

To develop and provide facilities that meet the needs and desires of the community that promotes health and wellness.

# park reservations	1125	808	1,200	1,200
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Human Services

To enhance the variety of program opportunities to meet the needs of a diverse population.

# participants in after school programs	764	738	500	5% increase
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General Fund

Planning and Data Analytics

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	2,528,641	2,902,911	2,902,911	3,110,229	207,318	7.14%
Gen Operating & Maintenance	3,526,557	3,967,473	3,779,285	3,389,483	(577,990)	-14.57%
Transfer Out & Other	-	-	188,188	-	-	0.00%
Expenses	\$ 6,055,198	\$ 6,870,384	\$ 6,870,384	\$ 6,499,712	\$ (370,672)	-5.40%

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

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

General Fund

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

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

FY2021 DISCUSSION

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

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

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

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

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

HORIZON ISSUES

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

General Fund

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

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

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
Budget and Analysis Division				
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
% variance in sales tax (budget v actual receipts)	Yes	Yes	Yes	Yes
% variance in property tax (budget v actual receipts)	-0.1%	-0.5%	≤3%	≤3%
Comprehensive Planning Division				
Provide planning and policy advice to City officials and the community on growth and development; implement special district capital projects; facilitate central city revitalization; and promote the development of walkable urban places, in accordance with the Comprehensive Plan.				
# residential units added within designated mixed-use and urban residential areas	2,605	2,455	1,500	1,500
Building permit value within designated mixed-use and urban residential areas	\$698.5 M	\$1,310 M	\$500 M	\$500 M
Strategic Management & Performance Measurement				
Enhance alignment and analysis of citywide performance measures to create a culture of data-driven decision making and strategic focus.				
% employee satisfaction: "I understand how my department measures its success"	Last survey done in FY18	Last survey done in FY18	80%	85%
# certified in Lean methodologies	49	9	20	50

General Fund

Police

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
License & Permits	19,490	16,000	16,000	30,300	14,300	89.38%
Intergovernmental	1,126,244	-	217,631	-	-	0.00%
Charge for Service	842,958	778,948	778,948	1,113,831	334,883	42.99%
Use of Money & Property	22,350	-	-	-	-	0.00%
Other	787,070	656,977	656,977	569,784	(87,193)	-13.27%
Transfer In	1,588,457	635,000	635,000	607,810	(27,190)	-4.28%
Revenue	\$ 4,386,569	\$ 2,086,925	\$ 2,304,556	\$ 2,321,725	\$ 234,800	11.25%
Salaries & Benefits	227,600,870	235,504,912	235,406,453	240,754,634	5,249,722	2.23%
Gen Operating & Maintenance	31,660,034	31,365,303	30,746,641	31,943,086	577,783	1.84%
Capital Accts	-	16,000	-	16,000	-	0.00%
Debt Service Accts	272,949	273,625	273,625	273,625	-	0.00%
Transfer Out & Other	30,566	-	950,753	-	-	0.00%
Expenses	\$259,564,419	\$267,159,840	\$267,377,471	\$272,987,345	\$ 5,827,505	2.18%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
General Fund	1,941.00	1,917.56	1,915.00	1,895.70	(26.00)	(21.86)
Crime Control and Prevention District	281.00	276.38	321.00	308.98	40.00	32.60
Grants/Other	3.00	3.00	4.00	14.86	1.00	11.86
Total	2,225.00	2,196.94	2,240.00	2,219.54	15.00	22.60

NOTE: FY2020 AP count is restated

DEPARTMENT PURPOSE AND GOALS

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

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

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

General Fund

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

FY2021 DISCUSSION

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

The FY2021 AP count includes (1) an adjustment to prior year counts, (2) the addition of 13 sworn positions funded through the COPS Hiring Grant program, (3) the net transfer of 31 positions to the CCPD fund (83 positions transferred from General Fund to CCPD and 52 positions transferred from CCPD to General Fund, (4) the reduction of 8 positions, and (5) the addition of one sworn position to accommodate the President of the Fort Worth Police Officers Association (POA), per the Meet and Confer agreement. The 13 sworn positions will be 100% Grant-funded during the duration of the three-year grant period (FY2021-FY2023). Following the grant period, the positions will be 100% funded by the General Fund. The position for the POA President is funded by vacation leave that police officers are required to donate, therefore, no additional funding is included in the department's budget.

FY2021 HORIZON ISSUES

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

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 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	1,289.12	316.36 (YTD)	1,487.76	<1487.76
Crime rate for Crimes Against Property (per 100,000 population) below 3-year average	3,642.47	914.42 (YTD)	4,068.30	<4068.3
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)	10:00	9:35	8:54	8:54
Citywide average Priority 2 Response Time (Time call received to on scene)	16:46	19:10	17:18	17:18
Citywide average Priority 3 Response Time (Time call received to on scene)	83:54	71:09	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.				
# of active Citizens on Patrol	467	476	550	550
Training				
Recruit and train the most qualified, diverse applicants to become Fort Worth police officers.				
# of graduated recruits	16	38	80	80
% of diverse graduated recruits	43.8%	57.9%	N/A	N/A
Support				
The Support Bureau oversees tactical and investigative services including Narcotics, Gang, SWAT, Intelligence, Violent Personal Crime, Special Victims Section, Victim's Assistance, and Forensics & Economic Crimes				
Clearance percentage for Homicide.	70.0%	52.0%	82.0%	82.0%
Clearance percentage for Robbery	50.1%	51.5%	35.0%	35.0%
Provide 60 day turnaround time for 90% of Latent Print case requests.	92.8%	98.2%	90.0%	90.0%

General Fund

Property Management DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Charge for Service	166,120	295,100	295,100	289,634	(5,466)	-1.85%
Use of Money & Property	162,678	118,824	118,824	124,341	5,517	4.64%
Other	18,544	26,212	26,212	26,831	619	2.36%
Transfer In	1,515,143	1,504,674	1,504,674	1,498,598	(6,076)	-0.40%
Revenue	\$ 1,862,485	\$ 1,944,810	\$ 1,944,810	\$ 1,939,404	\$ (5,406)	-0.28%
Salaries & Benefits	7,107,560	7,622,241	7,622,241	7,685,049	62,808	0.82%
Gen Operating & Maintenance	4,709,729	5,336,131	5,023,501	5,431,368	95,237	1.78%
Debt Service Accts	1,958,000	1,958,000	1,958,000	1,958,000	-	0.00%
Transfer Out & Other	6,700,200	9,345,000	9,657,630	6,918,000	(2,427,000)	-25.97%
Expenses	\$ 20,475,488	\$ 24,261,372	\$ 24,261,372	\$ 21,992,417	\$ (2,268,955)	-9.35%

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

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

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

General Fund

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

FY2021 DISCUSSION

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

HORIZON ISSUES

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

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

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

Facility Maintenance: The number of facility maintenance staff has decreased by 12 since FY2008 (18% reduction in staff with 46% footprint growth). As the City continues to grow its inventory of new facilities, increased staff is needed to adequately maintain the new and existing facilities. Facilities have been added to the far northern area

General Fund

of Fort Worth, and with highway construction and added traffic congestion travel time between jobs has increased, which results in slower response time to routine work orders. Staff has been added to the PMD Facilities construction crew to perform capital projects in-house, but there have been no recent additions to the maintenance or administrative staff. City facilities continue to age and require more and more preventive and routine maintenance, which in turn creates more administrative work. Failure to add resources to perform recommended maintenance and associated administrative tasks will result in capital equipment failures in the near future and slower turnaround times for material and equipment acquisition and related accounting entries.

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

Property Lease Management: Since the inception of the Property Management Department, staff has been compiling an inventory of the property leases, license agreements and third party property management agreements, entering into new agreements when necessary, and assuring that existing leases and agreements are renewed timely so that City operations and community initiatives are met. Improved technology resources are the most pressing need to provide efficiency and effectiveness in tracking the lease assets, assessing space needs and monitoring revenues and expenditures. These technology resources need to be built in-house to meet the City's specific needs. Existing resources such as CoStar provide market research but do not have the capability of managing the City's lease assets. In some leases of City facilities, the lessee is responsible for maintaining the building and other infrastructure associated with the property. Often the lessee's primary focus is on programs to serve the community with little focus on maintenance of the facility. Reducing the lessee responsibility for maintenance of facilities and engaging City staff (Property Management) to maintain facilities would provide better stewardship of the City's facility assets. The Community Arts Center, Casa Manana, and the Houston Street Garage are examples of facilities that could be considered for in-house maintenance by Property Management staff.

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

General Fund

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
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%
% of emergency work orders with a response time of one day or less	100%	100%	100%	100%
% of urgent work orders with a response time of two days or less	N/A	99%	100%	100%
% of scheduled preventative building maintenance completed on time	89%	90%	100%	100%
% of routine work orders completed within 21 days	85%	91%	100%	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.				
% parcels for which project acquisition commences (i.e. due diligence - ordering title search/commitment and appraisal engagement letter) within 7 days of project assignment (project file complete - ready for acquisition)	55%	67%	100%	100%
% of parcels for which initial offer letters are sent within 7 days of final acceptance of appraisals	87%	87%	100%	100%
% of parcels acquired successfully through negotiations(i.e. completed = Recorded D # or Title Co. GF #)	100%	100%	100%	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 120 tax foreclosed properties per year	100	100	120	120
Lease Management				

General Fund

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.

% of negotiated new property leases that are completed within agreed upon time frame	100%	100%	100%	100%
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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 5% annually	-0.7%	-5%	-5%	-5%
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Customer Department Utility Reports: Produce utility reports by month end for 6 City Departments; largest energy use customers, allowing City departments to closely monitor and control energy consumption.	N/A	99%	100%	100%
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Utility Invoices: Receive, prepare and send utility invoices for payment processing within 2 days of receipt so departments stay within their annual budget appropriations and the City is in compliance with contractual agreements with Utility Providers.	N/A	100%	100%	100%
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General Fund

Transportation and Public Works

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from FY2020 Adopted	
					Amount	%
Other Tax	23,500	10,000	10,000	9,709	(291)	-2.91%
License & Permits	60,337	48,050	48,050	60,624	12,574	26.17%
Charge for Service	1,536,397	1,293,648	1,293,648	7,278	(1,286,370)	-99.44%
Other	579,205	36,663	36,663	181,286	144,623	394.47%
Transfer In	3,943,056	-	-	-	-	0.00%
Revenue	\$ 6,142,495	\$ 1,388,361	\$ 1,388,361	\$ 258,897	\$ (1,129,464)	-81.35%
Salaries & Benefits	21,903,082	23,540,455	23,540,455	20,313,694	(3,226,761)	-13.71%
Gen Operating & Maintenance	12,742,486	14,264,776	14,006,776	13,846,387	(418,389)	-2.93%
Transfer Out & Other	26,334,000	32,025,870	32,283,870	32,938,000	912,130	2.85%
Expenses	\$ 60,979,569	\$ 69,831,101	\$ 69,831,101	\$ 67,098,081	\$ (2,733,020)	-3.91%

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

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

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

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

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

General Fund

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

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

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

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

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

FY2021 DISCUSSION

The FY2021 Adopted Budget includes (1) the transfer of 19 positions to Development Services, (1) the addition of one position transferred from Development Services, and (3) the elimination of four positions as part of the budget reduction process. The FY2021 AP has a net reduction of 22 positions.

HORIZON ISSUES

With the pace of development currently occurring in the region, the Department is experiencing constraints in its supply chain for construction-related materials and activities; subsequently, such constraints continue to drive price increases in both labor and construction materials.

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

The Regional Mobility and Innovation Division will build on its current integration efforts to improve project development coordination between city staff, the public and cooperating entities. Completion of the Transit

General Fund

Moves Fort Worth plan is expected in early 2020. Implementation of portions of the Active Transportation Plan, Transit Moves Fort Worth plan and updates to the Master Thoroughfare Plan are expected in FY2020.

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

General Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 Target	Desired Level
Street Maintenance				
Manage and maintain street infrastructure.				
# lane miles of pavement chip coating applied	29.41	26	26	26
Repair potholes within 48 hours, 90 - 95% of the time	97%	99%	95%	95%
Pavement Management				
Develop and direct street maintenance programs while also providing efficient customer service to internal and external customers.				
% of streets that are scored at 70% or better	78%	78%	70%	70%
Stormwater Operations				
Manage and maintain stormwater infrastructure				
# miles of open channel drainage system maintained/restored	6.06	7	5.76	5.76
# drainage inlets cleaned and inspected	10,555	7,300	6,350	6,350
# acres of vegetation in drainage easements mowed	1,328	1,500	1,200	1,200
Transportation Engineering				
To plan, program and coordinate multimodal transportation system development by providing professional engineering services and safety program management.				
Retime 1/3 of the City's Signal Corridors annually to optimize traffic flow with changing in traffic patterns and volumes (New Measure for FY2020)	N/A	300	300	300
Conversion of residential street lights to LEDs within 75% Majority Minority Areas (MMAs). (New Measure for FY2020)	N/A	275	275	275
Transportation Operations				
To actively operate, plan, and maintain the system of streetlights, signs and traffic signals in a manner that provides safety and achieves mobility across all modes of travel.				
Maintain operational capability on arterial street light fixtures 85% of the time	79%	85%	85%	85%
Number of instances signals go on flash due to equipment failure. (New Measure for FY2020)	N/A	900	300	300
Traffic regulatory sign replacement within 4 hours of damage notification 95% of the time	97%	95%	95%	95%

General Fund

Transportation Planning

To strategically plan and maintain the multimodal transportation system through implementation of Vision Zero and sidewalk projects.

Install 10,000 linear foot of sidewalk within the 75% Majority Minority Areas (MMAs). (New Measure for FY2020)	N/A	0	10,000	10,000
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Provide resolution to citizen requests for Traffic Engineering improvements in less than 60 days. (New Measure for FY2020)	N/A	95%	95%	95%
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TPW Development Services

To work flexibly and responsively with private developers to meet their goals while ensuring that private development meets City design requirements.

Customer Satisfaction Survey average score	4.4	> 4.0	> 4.0	> 4.0
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Complete drainage reviews within 10 business days of being received 80% of the time	86%	80%	80%	80%
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Complete IPRC reviews within 10 business days 95% of the time	95%	95%	95%	95%
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Complete traffic studies within 10 business days 85% of the time (New Measure for FY2020)	N/A	85%	85%	85%
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Complete 5G Permit TPW review in 15 calendar days 90% of the time (New Measure for FY2020)	N/A	90%	90%	90%
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Stormwater Program Development

Provide strategic leadership, direction, coordination, and collaboration with Service Providers for direct implementation of Program maintenance, mitigation, warning, and development review to achieve the mission of the Stormwater Management Program "to protect people and property from harmful stormwater runoff."

Perform condition assessment (CCTV inspection/evaluation) of X miles of critical storm drains a year to understand condition and prioritize project needs (New Measure for FY2020)	N/A	New - Target not yet determined	25	25
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Perform 95% of initial site visit for non-emergencies storm water related customer calls / inquiries within 72 hours (3 business days). (New Measure for FY21)	N/A	New - Target not yet determined	95%	95%
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Perform 95% of initial site visit for emergencies storm water related customer calls / inquiries within 24 hours. (New Measure for FY21)	N/A	New - Target not yet determined	95%	95%
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ROW Management

Provide strategic leadership, direction, coordination, and collaboration associated with ROW utilities, design/construction of facilities within the ROW, and supporting the City Engineer function

General Fund

"Utility" Permitting: ROW Mgmt to respond to 90% of workflow steps in permitting within 3 working days	N/A	N/A	3	2
Utility Inspections: Perform inspections on 50% of all "Utility" projects that have a permit issued	N/A	N/A	50	65
Capital Project "Utility Coordination: 90% of Critical Projects achieve "cleared status" prior to construction start date	N/A	NA	90	95
Public Information Request (PIR) Closeout: close 90% of TPW PIRs with 10 days of submission	N/A	N/A	90	95



Debt Service Funds



Debt Service Funds

Debt Service Fund Statement

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Property Tax	97,919,264	111,776,117	111,776,117	114,944,127	3,168,010	2.83%
Charge for Service	117,443	-	-	-	-	0.00%
Use of Money & Property	23,813,575	275,300	275,300	4,447,182	4,171,882	1515.39%
Transfer In	153,745,421	133,636,827	273,872,927	138,417,728	4,780,901	3.58%
Total Revenues	275,595,703	245,688,244	385,924,344	257,809,037	12,120,793	4.93%
Use of Fund Balance	-	898,175	28,532,046	1,573,175	675,000	75.15%
Debt Service Accts	260,661,574	238,374,352	406,244,323	252,638,368	14,264,016	5.98%
Total Expenses	260,661,574	238,374,352	406,244,323	252,638,368	14,264,016	5.98%
Contribution to Fund Balance	-	8,212,067	8,212,067	6,743,844	(1,468,223)	-17.88%
Revenues Over(Under) Expenses	\$ 14,934,129	\$ -	\$ -	\$ -	\$ -	0%

FUND PURPOSE AND GOALS

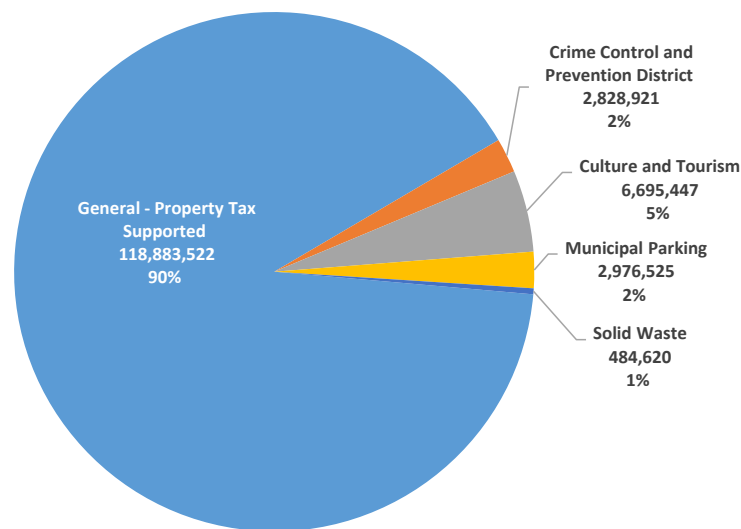
Debt service funds account for the accumulation of financial resources for the payment of principal, interest and related costs on long-term obligations paid primarily from taxes levied by the city. The city will utilize nine debt service funds to accumulate the resources to make principal and interest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

TOTAL GENERAL OBLIGATION DEBT

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

Debt Service Funds

Total General Obligation Debt



Ad Valorem Tax Supported Debt

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

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

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

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

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

Debt Service Fund

General Debt Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted Amount	%
Property Tax	97,919,264	111,776,117	111,776,117	114,944,127	3,168,010	2.83%
Charge for Service	117,443	-	-	-	-	0.00%
Use of Money & Property	11,226,211	-	-	4,097,182	4,097,182	0.00%
Other	421	-	-	-	-	0.00%
Transfer In	3,846,958	2,828,921	31,021,946	2,771,134	(57,787)	-2.04%
Use of Fund Balance	-	-	15,779,353	-	-	0.00%
Revenue	\$113,110,297	\$114,605,038	\$158,577,416	\$121,812,443	\$ 7,207,405	6.29%
Debt Service Accts	103,696,193	114,605,038	158,577,416	121,812,443	7,207,405	6.29%
Expenses	\$103,696,193	\$114,605,038	\$158,577,416	\$121,812,443	\$ 7,207,405	6.29%

FUND PURPOSE AND GOALS

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

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

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

Debt Service Fund

Culture and Tourism Debt Service

FUND SUMMARY

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

FUND PURPOSE AND GOALS

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

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

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

Debt Service Fund

Venue Debt Service

FUND SUMMARY

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

FUND PURPOSE AND GOALS

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

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

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

Debt Service Fund

Municipal Parking Debt Service

FUND SUMMARY

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

FUND PURPOSE AND GOALS

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

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

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

Debt Service Fund

Rock Creek PID Debt Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Use of Money & Property	155,943	-	-	-	-	0.00%
Use of Fund Balance	-	898,175	898,175	1,573,175	675,000	75.15%
Revenue	\$ 155,943	\$ 898,175	\$ 898,175	\$ 1,573,175	\$ 675,000	75.15%
Debt Service Accts	947,577	898,175	898,175	1,573,175	675,000	75.15%
Expenses	\$ 947,577	\$ 898,175	\$ 898,175	\$ 1,573,175	\$ 675,000	75.15%

FUND PURPOSE AND GOALS

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

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

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

Debt Service Fund

Solid Waste Debt Service

FUND SUMMARY

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

FUND PURPOSE AND GOALS

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

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

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

Debt Service Fund

Stormwater Debt Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Use of Money & Property	1,125,724	-	-	-	-	0.00%
Transfer In	42,088,554	8,910,580	8,910,580	11,196,552	2,285,972	20.42%
Revenue	\$ 43,214,278	\$ 8,910,580	\$ 8,910,580	\$ 11,196,552	\$ 2,285,972	25.65%
Debt Service Accts	42,926,677	8,794,925	8,795,925	8,799,726	4,801	0.05%
Transfer Out & Other	-	115,655	114,655	2,396,826	2,281,171	1972.39%
Expenses	\$ 42,926,677	\$ 8,910,580	\$ 8,910,580	\$ 11,196,552	\$ 2,285,972	25.65%

FUND PURPOSE AND GOALS

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

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

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

Debt Service Fund

Water Prior Lien Debt Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted Amount	%
Use of Money & Property	9,065,838	-	-	50,000	50,000	0.00%
Transfer In	87,449,177	92,539,640	145,582,715	99,288,233	6,748,593	7.29%
Use of Fund Balance	-	-	11,854,518	-	-	0.00%
Revenue	\$ 96,515,015	\$ 92,539,640	\$ 157,437,233	\$ 99,338,233	\$ 6,798,593	7.35%
Debt Service Accts	85,779,879	87,625,341	152,522,934	95,367,134	7,741,793	8.84%
Transfer Out & Other	-	4,914,299	4,914,299	3,971,099	(943,200)	-19.19%
Expenses	\$ 85,779,879	\$ 92,539,640	\$ 157,437,233	\$ 99,338,233	\$ 6,798,593	7.35%

FUND PURPOSE AND GOALS

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

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

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

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

Debt Service Fund

Water Sub Lien Debt Service

FUND SUMMARY

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

FUND PURPOSE AND GOALS

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

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



Special Revenue Funds



Special Revenue Fund

Alliance Maintenance Facility

FUND SUMMARY

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

FUND PURPOSE AND GOALS

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

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

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

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

FY2021 DISCUSSION

FY2021 Adopted budget includes a \$526k decrease in expenses, resulting in a reduction of \$1.1M in the use of fund balance.

HORIZON ISSUES

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

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

Special Revenue Fund

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

Special Revenue Fund

Botanic Gardens

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted Amount %	
Charge for Service	1,618,206	2,291,481	1,142,481	-	(2,291,481)	-100.00%
Use of Money & Property	881,456	995,900	595,900	-	(995,900)	-100.00%
Other	59,176	106,000	106,000	-	(106,000)	-100.00%
Transfer In	3,197,181	3,180,484	3,542,484	-	(3,180,484)	-100.00%
Use of Fund Balance	-	-	262,000	-		
Revenue	\$ 5,756,019	\$ 6,573,865	\$ 5,648,865	\$	-\$ (6,573,865)	-100.00%
Salaries & Benefits	3,537,407	3,798,792	3,435,119	-	(3,798,792)	-100.00%
Gen Operating & Maintenance	1,953,611	2,367,746	1,952,312	-	(2,367,746)	-100.00%
Transfer Out & Other	991,980	407,327	261,434	-	(407,327)	-100.00%
Expenses	\$ 6,482,999	\$ 6,573,865	\$ 5,648,865	\$	-\$ (6,573,865)	-100.00%

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

FUND PURPOSE AND GOALS

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

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

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

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

Special Revenue Fund

FY2021 DISCUSSION

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

The FY2021 AP count is reduced to zero, as all positions will be eliminated due to the Botanic Garden management transfer to BRIT. The employees opting to remain with the City of Fort Worth will be placed in overage positions in the PARD General Fund until their employment terms.

HORIZON ISSUES

With the change to non-profit management, major changes in how the Garden does business are anticipated. The management agreement requires that growth in generated revenues and donations supporting operations exceeds inflationary growth in the management fee. As a result, efforts to expand the membership base through active promotion and recruitment will accelerate. Programs to procure and manage sponsorships, donations, and other private funds will continue to grow as quickly as funding allows. Significant growth in exhibits, with one large (over \$100,000) and at least one smaller (less than \$100,000), is planned annually through 2023. Examples are an Orchid Show in the spring and Big Bugs in the summer and fall of 2022. New and expanded garden programs will also be needed to support growth in generated revenue.

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

Special Revenue Fund

Community Tree Planting

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Charge for Service	448,080	-	-	-	-	0.00%
Use of Money & Property	16,464	-	-	-	0	0.00%
Transfer In	-	424,153	424,153	455,158	31,005	7.31%
Revenue	\$ 464,544	\$ 424,153	\$ 424,153	\$ 490,058	\$ 65,905	15.54%
Salaries & Benefits	288,995	297,207	297,207	292,083	(5,124)	-1.72%
Gen Operating & Maintenance	73,488	126,946	126,946	140,975	14,029	11.05%
Transfer Out & Other	-	-	-	57,000		
Expenses	\$ 362,483	\$ 424,153	\$ 424,153	\$ 490,058	\$ 65,905	15.54%

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

FUND PURPOSE AND GOALS

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

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

FY2021 DISCUSSION

The FY2021 Adopted budget includes funding for vehicle & equipment replacement and facility repair & maintenance needs. There are five positions in the General Fund that are partially funded by the Community Tree Planting Fund, which amount to a 4.40 FTE.

HORIZON ISSUES

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

Special Revenue Fund

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

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

Special Revenue Fund

Crime Control and Prevention District

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Sales Tax	78,122,566	81,340,193	81,340,193	79,213,635	(2,126,558)	-2.61%
Intergovernmental	5,688,274	5,992,302	5,992,302	6,797,805	805,503	13.44%
Use of Money & Property	4,634	77,077	77,077	130,440	53,363	69.23%
Other	56,906	314,066	314,066	17,582	(296,484)	-94.40%
Transfer In	150,060	141,367	141,367	411,000	269,633	190.73%
Revenue	\$ 84,022,440	\$ 87,865,005	\$ 88,827,991	\$ 86,570,462	\$ (1,294,543)	-1.47%
Salaries & Benefits	36,908,271	45,770,977	46,439,735	47,760,665	1,989,688	4.35%
Gen Operating & Maintenance	15,396,181	20,255,161	20,549,389	20,691,517	436,356	2.15%
Transfer Out & Other	26,352,084	21,838,867	21,838,867	18,118,280	(3,720,587)	-17.04%
Expenses	\$ 78,656,535	\$ 87,865,005	\$ 88,827,991	\$ 86,570,462	\$ (1,294,543)	-1.47%

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

FUND PURPOSE AND GOALS

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

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

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

Special Revenue Fund

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

CCPD Goals:

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

Special Revenue Fund

CCPD – Neighborhood Services

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted Amount	%
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	632,915	804,945	804,945	755,352	(49,593)	-6.16%
Gen Operating & Maintenance	29,421	47,826	47,826	92,907	45,081	94.26%
Expenses	\$ 662,337	\$ 852,771	\$ 852,771	\$ 848,259	\$ (4,512)	-0.53%

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

DEPARTMENT PURPOSE AND GOALS

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

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

FY2021 DISCUSSION

The FY2021 Adopted budget increased in General Operating & Maintenance due to the addition and/or increase in ITS and Risk allocations. There are no significant changes in service level.

HORIZON ISSUES

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

Special Revenue Fund

CCPD – Park and Recreation

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted Amount	%
Revenue	\$ 32	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	880,389	861,749	861,749	876,773	15,024	1.74%
Gen Operating & Maintenance	366,902	417,057	417,057	237,544	(179,513)	-43.04%
Transfer Out & Other	-	-	-	163,500		
Expenses	\$ 1,247,291	\$ 1,278,806	\$ 1,278,806	\$ 1,277,817	\$ (989)	-0.08%

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

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

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

FY2021 DISCUSSION

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

Special Revenue Fund

The FY2021 Adopted Budget includes the reduction of funding for security at Botanic Garden and funding for the replacement of GAP vehicles.

HORIZON ISSUES

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

Special Revenue Fund

CCPD – Police

DEPARTMENT SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted Amount	%
Sales Tax	78,122,566	81,340,193	81,340,193	79,213,635	(2,126,558)	-2.61%
Intergovernmental	5,688,274	5,992,302	5,992,302	6,797,805	805,503	13.44%
Use of Money & Property	143,360	77,077	77,077	130,440	53,363	69.23%
Other	56,875	314,066	314,066	17,582	(296,484)	-94.40%
Transfer In	150,060	141,367	141,367	411,000	269,633	190.73%
Revenue	\$ 84,161,135	\$ 87,865,005	\$ 88,827,991	\$ 86,570,462	\$ (1,294,543)	-1.47%
Salaries & Benefits	35,394,967	44,104,283	44,773,041	46,128,540	2,024,257	4.59%
Gen Operating & Maintenance	14,999,857	19,790,278	20,084,506	20,361,066	570,788	2.88%
Transfer Out & Other	26,352,084	21,838,867	21,838,867	17,954,780	(3,884,087)	-17.79%
Expenses	\$ 76,746,908	\$ 85,733,428	\$ 86,696,414	\$ 84,444,386	\$ (1,289,042)	-1.50%

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

DEPARTMENT PURPOSE AND GOALS

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

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

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

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

Special Revenue Fund

FY2021 DISCUSSION

The FY2021 Adopted Budget includes (1) funding for salaries and benefits as outlined in the Meet and Confer agreement, (2) continued funding for Classes 147-149 to maintain current levels of staffing and additional funding to start Class 150 and 151, (3) capital funding for technology, vehicles and Crime Lab equipment, (4) funding for a new Community Service Officer nonsworn team to respond to nonviolent calls, (5) funding for expansion of the Crisis Intervention Team, (6) funding for the COPS Hiring Grant match and (7) funding for existing community initiatives and bike teams that transferred from the General Fund.

As began in FY2020, Police Trainees are considered as overage positions and no longer accounted for in the AP/FTE counts. The FY2021 AP count includes the addition of (1) ten Community Service Officers, (2) the net transfer of 31 positions from the General Fund (83 positions transferred from General Fund to CCPD and 52 positions transferred from CCPD to the General Fund), and (3) the reduction of one position.

HORIZON ISSUES

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

- Evaluate staffing levels continually and identify staffing efficiencies where possible.
- Plan training academies accordingly based on attrition projections with the goal of staying as close to zero vacancies as possible
- Plan for long-term capital needs appropriately by contributing funding in excess of fund balance requirements to capital projects
- Improve training in order to continue to build community trust and increase professionalism
- Evaluate and keep pace with rapid technology and equipment advancements
- Plan for aging city-owned and leased facilities that require annual maintenance, improvements and/or replacement
- Manage the increasing volume of planned events and increasing number of unplanned events

Special Revenue Fund

Culture and Tourism

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted Amount	%
Other Tax	24,076,739	25,466,105	25,466,105	20,595,023	(4,871,082)	-19.13%
License & Permits	17,300	15,000	15,000	15,500	500	3.33%
Charge for Service	5,629,314	4,045,500	4,045,500	3,990,513	(54,987)	-1.36%
Use of Money & Property	8,203,968	7,793,689	7,793,689	7,643,922	(149,767)	-1.92%
Other	1,838,596	1,671,000	1,671,000	1,768,351	97,351	5.83%
Transfer In	4,861,477	3,544,846	3,544,846	1,210,641	(2,334,205)	-65.85%
Revenue	\$ 44,627,395	\$ 42,536,140	\$ 42,609,772	\$ 36,426,837	\$ (6,109,303)	-14.36%
Salaries & Benefits	10,590,794	11,198,549	11,198,549	10,545,591	(652,958)	-5.83%
Gen Operating & Maintenance	25,359,118	27,703,838	27,384,893	22,975,013	(4,728,825)	-17.07%
Transfer Out & Other	4,958,212	3,633,753	4,026,330	2,906,233	(727,520)	-20.02%
Expenses	\$ 40,908,124	\$ 42,536,140	\$ 42,609,772	\$ 36,426,837	\$ (6,109,303)	-14.36%

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

FUND PURPOSE AND GOALS

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

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

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

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

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

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

Special Revenue Fund

FY2021 DISCUSSION

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

The challenge that the Department continues to face is the significant uncertainty of financial recovery from the COVID-19 pandemic. Isolation and separation orders at the state and local levels directly impact the ability to host client events, meetings, and conventions at both facilities. New standards for health and safety at both facilities require not only a change in the operational and janitorial processes for the buildings but the need for new supplies and fixtures, such as touchless restroom amenities.

The FY2021 Adopted Budget decreased by seven (7) positions due to budget reductions.

HORIZON ISSUES

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

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

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

Special Revenue Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated (YTD)	FY21 Target	Desired Level
Management				
Ensure client satisfaction with services and quality at Will Rogers Memorial Center (WRMC) and the Fort Worth Convention Center (FWCC).				
% of client satisfied with overall quality & service (WRMC)	100%	94%	90%	90%
% of client satisfied with overall quality & service (FWCC)	98%	100%	90%	90%
Business Development				
To market and optimize Public Events facilities (WRMC/FWCC) to attract visitors to Fort Worth and achieve budgeted revenues.				
Meet or exceed annual budgeted Sales Revenue goal of \$6,385,500 for the Fiscal Year (WRMC)	\$6,635,868	\$5,599,635	\$6,872,900	\$6,872,900
Meet or exceed annual budgeted Sales Revenue goal of \$6,611,249 for the Fiscal Year (FWCC)	\$7,438,462	\$6,029,000	\$5,862,916	\$5,862,916
Meet or exceed prior year's Attendance (WRMC)	1,419,833	1,928,874	No longer tracking	No longer tracking
Meet or exceed prior year's Attendance (FWCC)	672,111	251,774	No longer tracking	No longer tracking
Meet or exceed prior year's Event Days (WRMC)	811	376	No longer tracking	No longer tracking
Meet or exceed prior year's Event Days (FWCC)	662	520	No longer tracking	No longer tracking
Meet or exceed prior year's Use Days (WRMC)	3,604	2,069	No longer tracking	No longer tracking
Meet or exceed prior year's Use Days (FWCC)	1,907	3,354	No longer tracking	No longer tracking
Economic Development				
To implement the City's economic development strategies to create and retain well-paying jobs, increase taxable value, support employment and optimize revenue.				
Meet or exceed budgeted hotel occupancy tax (HOT) revenue	\$31,040,028	\$14,601,376	\$18,755,000	\$26,465,030
Meet or exceed 282,500 future room nights booked for Fort Worth hotels.	302,773	124,793	TBD	TBD
Customer Experience				
Achieve average Customer Satisfaction score of greater than or equal to 90%-	N/A	N/A	<=90%	<=90%
Increase Social Media Presence across all platforms by 20% (current 11,944) at the Convention Center	N/A	N/A	14,332	14,332
Financial Performance				

Special Revenue Fund

Reduce Reliance on Hotel Occupancy Tax (HOT) at WRMC by 10%	N/A	N/A	\$459,609	\$459,609
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Reduce Reliance on Hotel Occupancy Tax (HOT) at FWCC by 20%	N/A	N/A	440,181	440,181
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Process Improvement

Revise/improve four (4) business processes	N/A	N/A	</=4	</=4
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People Development

100% of team members engaged in professional development activity per fiscal year	N/A	N/A	</=1	</=1
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Special Revenue Fund

Culture and Tourism 2% CY Tax

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Other Tax	6,852,777	7,261,741	3,691,447	5,870,007	(1,391,734)	-19.17%
Revenue	\$ 6,852,777	\$ 7,261,741	\$ 3,691,447	\$ 5,870,007	\$ (1,391,734)	-19.17%
					-	0.00%
Transfer Out & Other	7,928,328	7,261,741	3,691,447	5,870,007	(1,391,734)	-19.17%
Expenses	\$ 7,928,328	\$ 7,261,741	\$ 3,691,447	\$ 5,870,007	\$ (1,391,734)	-19.17%

FUND PURPOSE AND GOALS

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

On November 18, 1997, the City Council increased the Hotel Occupancy Tax Rate to 9%. 2% of the tax collected is to be used only for the construction of an expansion of an existing convention center facility or for pledging payment of revenue or revenue refunding bonds issued in accordance with state law for the construction of the expansion.

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

FY2021 DISCUSSION

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

HORIZON ISSUES

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

Special Revenue Fund

DFW Revenue Sharing

FUND SUMMARY

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

FUND PURPOSE AND GOALS

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

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

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

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

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

FY2021 DISCUSSION

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

HORIZON ISSUES

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

Special Revenue Fund

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

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

Special Revenue Fund

Culture and Tourism Proj Fin Zone

FUND SUMMARY

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

FUND PURPOSE AND GOALS

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

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

FY2021 DISCUSSION

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

HORIZON ISSUES

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

Special Revenue Fund

Arena Operating FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Other Tax	-	6,217,740	6,217,740	6,000,000	(217,740)	-3.50%
Use of Fund Balance	-	-	-	2,859,285	2,859,285	0.00%
Revenue	\$ -	\$ 6,217,740	\$ 6,217,740	\$ 8,859,285	\$ 2,641,545	42.48%
Transfer Out & Other	-	6,217,740	6,217,740	8,859,285	2,641,545	42.48%
Expenses	\$ -	\$ 6,217,740	\$ 6,217,740	\$ 8,859,285	\$ 2,641,545	42.48%

FUND PURPOSE AND GOALS

Chapter 334 of the Texas Local Government Code (LGC) authorizes the City to designate various sports and community-related capital improvements as a “venue project”. In July 2014, the City Council adopted a resolution (No. 4327-07-2014) to authorize a new Multipurpose Arena designated as the venue project. In November 2014, a special election was held and the majority voted in favor of authorizing these specific taxes to assist in the financing of the venue project.

The special venue taxes are:

- Stall Taxes – each stall or pen that a person can use or occupy in connection with a Livestock Event, at a rate of \$1.00 per stall or pen per day, with the aggregate total not to exceed \$20.00 per stall or pen.
- Admission (Ticket) Taxes – the rate of 10% of the price paid for an Admission ticket(s) to or in connection with an event at the Venue project.
- Parking Taxes – each motor vehicle parked at a Venue Parking Facility at the rate of 50% of the charge imposed, but not to exceed \$5.00.

This fund was established to separate the venue taxes that become effective with the opening of the Dickies Arena in November 2019.

FY2021 DISCUSSION

The revenues generated from these funds are transferred to the Arena Debt fund to pay the debt on Dickies Arena, and with the unexpected loss in events for FY2020, alternative resources will have to be utilized to make debt payments in FY2021 including existing fund balances from the Culture and Tourism Public Finance Zone.

HORIZON ISSUES

With the COVID-19 Pandemic shutdown; a base year of collections for the Venue Taxes could not be established from which to measure anticipated future tax generation. Like the entire culture and tourism industry, the significant uncertainty of financial recovery from the COVID-19 pandemic will continue to impact Dickes Arena and the generation and collection of venue taxes.

Special Revenue Fund

Environmental Protection FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Charge for Service	4,341,246	4,223,971	4,223,971	4,352,000	128,029	3.03%
Use of Money & Property	45,088	56,000	56,000	56,000	-	0.00%
Other	515	-	-	-	-	0.00%
Revenue	\$ 4,386,849	\$ 4,279,971	\$ 4,279,971	\$ 4,408,000	\$ 128,029	2.99%
Salaries & Benefits	2,022,241	2,187,562	2,187,562	2,156,491	(31,071)	-1.42%
Gen Operating & Maintenance	1,470,083	1,435,755	1,435,755	1,390,201	(45,554)	-3.17%
Transfer Out & Other	643,064	656,654	656,654	861,308	204,654	31.17%
Expenses	\$ 4,135,388	\$ 4,279,971	\$ 4,279,971	\$ 4,408,000	\$ 128,029	2.99%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Code Compliance	24.00	21.82	24.00	21.82	-	-
Grant Funds	5.00	7.68	5.00	7.68	-	-
Total	29.00	29.50	29.00	29.50	-	-

Note: Restated.

FUND PURPOSE AND GOALS

Formally established in 1995, the Environmental Protection Fund (EPF) assists the city in paying for regulated environmental quality programs, projects and services which are designed to address air, land and water pollution and generally improve public health, welfare and safety. Environmental programs ensure that the city and community achieve compliance with local, state and federal environmental rules and regulations. As examples, the Environmental Protection Division has historically deployed and applied the following types of services aimed to reduce or prevent pollution in Fort Worth:

- Surface water pollutant monitoring in local creeks, rivers and lakes
- Litter control (community cleanups, public education, operational planning)
- Soil/groundwater pollution remediation projects and site cleanup projects
- Hazardous materials management and disposal (e.g., asbestos abatement)
- Air pollutant monitoring
- Municipal environmental compliance
- Environmental compliance inspection and audits
- Environmental compliance outreach and technical education
- Environmental emergency responses

The Environmental Protection Division staff examines and verifies the scope of each project request from other city departments. Examples of environmental services may include environmental site assessments, help with pollution remediation on city property, disposal of environmental wastes from city operations, etc. The division maintains due diligence studies and oversees a variety of environmental capital improvement projects (CIP). These efforts support a common goal for a clean, safe and livable city.

Special Revenue Fund

FY2021 DISCUSSION

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

HORIZON ISSUES

Environmental planning, staffing studies and organization structure of litter control programs have identified the need to evaluate the current EPF fee structure to meet current and future needs. Required programmatic changes to maintain compliance with regulated environmental wastes at sites where waste is generated has resulted in additional planned expenses and will require a budget increase. In addition, MS4 permit requirements and implementation of Total Maximum Daily Load (TMDL) requirements to control bacteria, as designated by the TCEQ, will also result in additional expenses in future years.

Public meetings will be scheduled and fee proposals developed in the first quarter of FY2021.

Special Revenue Fund

Municipal Golf FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Charge for Service	4,106,486	4,599,647	4,599,647	4,633,048	33,401	0.73%
Use of Money & Property	(2,708)	-	-	-	-	0.00%
Other	6,281	5,000	5,000	4,000	(1,000)	-20.00%
Transfer In	617,370	395,000	395,000	395,000	-	0.00%
Revenue	\$ 4,727,429	\$ 4,999,647	\$ 4,999,647	\$ 5,032,048	\$ 32,401	0.65%
Salaries & Benefits	2,576,426	2,773,190	2,773,190	2,719,966	(53,224)	-1.92%
Gen Operating & Maintenance	1,854,242	2,101,293	2,101,293	2,177,391	76,098	3.62%
Debt Service Accts	123,891	123,891	123,891	123,891	-	0.00%
Transfer Out & Other	1,273	1,273	1,273	10,800	9,527	748.39%
Expenses	\$ 4,555,832	\$ 4,999,647	\$ 4,999,647	\$ 5,032,048	\$ 32,401	0.65%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Municipal Golf Fund	81.00	53.03	81.00	53.03	-	-
Total	81.00	53.03	81.00	53.03	-	-

FUND PURPOSE AND GOALS

The City of Fort Worth Municipal Golf Fund, managed by the Golf and Athletics Division of the Park & Recreation Department, provides enjoyable, safe and comprehensive golf programs through three municipally-owned golf courses: Pecan Valley, Meadowbrook, and Rockwood Park. On October 1, 2019, the Sycamore Creek location ceased operations as a golf course and was converted to public parkland.

Pecan Valley Golf Course is a 36-hole facility located in the southwest part of the city with a fully-equipped pro shop, snack shop and driving range. An expansive outdoor pavilion is also available to handle large tournaments and corporate outings.

Meadowbrook Golf Course is an 18-hole facility located in the east side of the city. It has a fully-equipped pro shop and features a full snack bar and grill service.

Rockwood Park Golf Course is an 18-hole facility with a driving range, pro shop, snack shop, 9-hole Foot Golf course, and 6-hole practice course. Rockwood Park has the distinction of serving as the host site to The First Tee of Fort Worth, and the Ben Hogan Learning Center. The 18-hole course has received an extensive renovation and reopened in June 2017. It is located in the near northwest part of the city. Construction on a new clubhouse is scheduled to be completed in the spring of 2021.

Municipal Golf Fund expenditures are financed primarily from charges-for-service, classified as taxable and non-taxable revenue, in the form of green fees, cart rentals, and other fees at all golf courses. In August 2014, the City Council approved a resolution providing an annual subsidy to the Municipal Golf Fund beginning in FY2015. In July 2015, the Municipal Golf Fund was changed from an Enterprise Fund to a Special Revenue Fund.

Special Revenue Fund

In FY2016, the annual subsidy was apportioned to pay previous Peoplesoft FINS Phase II debt, while also continuing to support the Municipal Golf Fund.

FY2021 DISCUSSION

As with most operations, the Municipal Golf Fund was greatly impacted by COVID-19 pandemic in FY2020. During affected times, the golf courses did not provide golf cart rentals, club rentals, pull cart rentals, and limited or no food and beverage service. These limitations affected the fund's revenue during the months of March, April, and May. Revenue loss during that time was estimated at \$390,000.

The new Rockwood Park Golf Course clubhouse will provide an elevated level of food service and offer community meeting space and catering. The additional staff needed to manage the new operation have been transferred from other golf locations where efficiencies were created.

The FY2021 Adopted Budget includes additional funding for resale supplies due to the renovation and expansion of the Rockwood Park Golf Course clubhouse, set to open in Spring 2021.

HORIZON ISSUES

The Municipal Golf Fund changed from an Enterprise Fund to a Special Revenue Fund in FY2015 and has been provided a subsidy from the General Fund each year. The goal is to reduce or eliminate the amount of that subsidy over time, while providing for capital replacements to keep the courses in the best condition possible. Golf's challenge going forward will be identifying future funds to supplant diminishing gas well royalties that are utilized for PayGo Capital Funding of infrastructure projects.

Special Revenue Fund

Red Light Enforcement

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Charge for Service	750	-	-	-	-	0.00%
Fines & Forfeitures	4,816,393	-	-	-	-	0.00%
Use of Money & Property	57,205	-	-	-	-	0.00%
Other	1,022,273	-	-	-	-	0.00%
Revenue	\$ 5,896,621	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	207,712	-	-	-	-	0.00%
Gen Operating & Maintenance	3,500,018	-	-	-	-	0.00%
Transfer Out & Other	3,994,865	-	-	-	-	0.00%
Expenses	\$ 7,702,595	\$ -	\$ -	\$ -	\$ -	0.00%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Red Light Enforcement Fund	-	-	-	-	-	-
Total	-	-	-	-	-	-

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

The City initiated the Red-light Enforcement Program on January 1, 2008. The goal of the program was to improve public safety by changing driver behavior related to red-light running using a combination of enforcement and traffic signal improvements.

At the inception of the Red-light Enforcement Program, program operations were included in the Transportation and Public Works (TPW) Department as part of the General Fund. In FY2011, the Red-light Enforcement Program was established as a separate Special Revenue Fund, but remained under the direction of TPW. Revenues from violation fees were used to cover the program's cost with a State law requiring the City to submit half of the violation fee revenue after subtracting program expenses to the State of Texas Trauma Fund. The remaining revenue was restricted for citywide traffic safety programs that included the installation and maintenance of traffic signs, pavement markings, traffic signals and school safety.

FY2021 DISCUSSION

The Red-light Enforcement Program was eliminated by the Texas Legislature on 1st June, 2019 through legislation in HB 1631; all operations of this program stopped as of that date.

Special Revenue Fund

Special Donation

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Use of Money & Property	153,676	2,000,000	1,623,269	2,000,000	-	0.00%
Other	10,250	-	-	-	-	0.00%
Use of Fund Balance	-	-	376,731	-	0	0.00%
Revenue	\$ 163,944	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -	0.00%
Gen Operating & Maintenance	250,676	2,000,000	2,000,000	2,000,000	-	0.00%
Expenses	\$ 250,676	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -	0.00%

FUND PURPOSE AND GOALS

The Special Donations Fund was created in FY2016 to capture and track monetary donations received by various departments within the City. Each year some departments receive donations or revenues from private entities on a regular basis. These revenues may be limited in use by the donor. In the past these funds were commingled with other types of revenue and the Special Donations Fund was set up to budget for these cash/monetary donations only.

The budget is based on the anticipated revenue from each General Fund department that receives donations and is included in the budget appropriation for the fiscal year. Revenues and expenditures are budgeted in a Non-Departmental center within the Special Donations Fund and once a donation is received, both the revenue and expenditure budget will be transferred to the applicable center for the department receiving the donation within the fund.

FY2021 DISCUSSION

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

Public Improvement District Funds



Public Improvement District Fund

PID #1 – Downtown

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Use of Money & Property	26,969	-	-	-	-	0.00%
Other	2,605,288	2,817,341	2,817,341	2,748,951	(68,390)	-2.43%
Transfer In	346,792	353,728	353,728	360,803	7,075	2.00%
Use of Fund Balance	-	39,112	39,112	114,153	75,041	191.86%
Revenue	\$ 2,979,049	\$ 3,210,181	\$ 3,210,181	\$ 3,223,907	\$ 13,726	0.43%
Gen Operating & Maintenance	3,051,218	3,146,760	3,146,760	3,159,130	12,370	0.39%
Transfer Out & Other	61,089	63,421	63,421	64,777	1,356	2.14%
Expenses	\$ 3,112,307	\$ 3,210,181	\$ 3,210,181	\$ 3,223,907	\$ 13,726	0.43%

FUND PURPOSE AND GOALS

Public Improvement District (PID) #1 - Downtown Fort Worth was established in 1986 and was the first improvement district in the State of Texas. The Downtown Fort Worth PID 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, an ambassador program, transportation and planning, trash removal, and administration (management of the PID).

Public Improvement District Fund

PID #6 – Park Glen

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Use of Money & Property	33,517	-	-	-	-	0.00%
Other	1,578,271	1,606,226	1,606,226	1,614,679	8,453	0.53%
Transfer In	199,556	199,556	199,556	199,556	-	0.00%
Use of Fund Balance	-	419,000	419,000	-	(419,000)	-100.00%
Revenue	\$ 1,811,344	\$ 2,224,782	\$ 2,224,782	\$ 1,814,235	\$ (410,547)	-18.45%
Gen Operating & Maintenance	1,813,603	2,188,666	2,188,666	1,777,950	(410,716)	-18.77%
Transfer Out & Other	35,492	36,116	36,116	36,285	169	0.47%
Expenses	\$ 1,849,095	\$ 2,224,782	\$ 2,224,782	\$ 1,814,235	\$ (410,547)	-18.45%

FUND PURPOSE AND GOALS

Public Improvement District (PID) #6 - Park Glen was established by petition of the property owners in perpetuity and was created on September 28, 1998. It is in a primarily residential neighborhood located in far northeast Fort Worth, just outside Loop 820 and consists of approximately 1,124 acres. The Park Glen PID has two assessment rates, one for residential and another for commercial properties within the PID.

The funds are utilized primarily for landscaping, maintenance of grounds, trash pick-up, security, administration, and capital improvements including a new stormwater detention and pond maintenance.

Public Improvement District Fund

PID #7 – Heritage

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Use of Money & Property	44,139	-	-	-	-	0.00%
Other	1,895,207	1,790,204	1,790,204	1,802,051	11,847	0.66%
Transfer In	191,096	191,096	191,096	191,096	-	0.00%
Use of Fund Balance	-	343,244	138,940	478,218	134,974	39.32%
Revenue	\$ 2,130,443	\$ 2,324,544	\$ 2,120,240	\$ 2,471,365	\$ 146,821	6.32%
Gen Operating & Maintenance	1,851,110	2,288,740	2,084,436	2,431,503	142,763	6.24%
Transfer Out & Other	43,370	35,804	35,804	39,862	4,058	11.33%
Expenses	\$ 1,894,480	\$ 2,324,544	\$ 2,120,240	\$ 2,471,365	\$ 146,821	6.32%

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 within the PID.

The funds are utilized for landscaping, maintenance of grounds, utilities, administration, and capital improvements including a new irrigation system, low maintenance landscaping, benches, picnic tables, and lighting.

Public Improvement District Fund

PID #11 – Stockyards

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Use of Money & Property	3,004	-	-	-	-	0.00%
Other	88,632	119,447	119,447	193,097	73,650	61.66%
Use of Fund Balance	-	12,111	42,111	60,361	48,250	398.40%
Revenue	\$ 91,636	\$ 131,558	\$ 161,558	\$ 253,458	\$ 121,900	92.66%
Gen Operating & Maintenance	77,763	129,558	159,558	249,596	120,038	92.65%
Transfer Out & Other	2,000	2,000	2,000	3,862	1,862	93.10%
Expenses	\$ 79,763	\$ 131,558	\$ 161,558	\$ 253,458	\$ 121,900	92.66%

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. The Stockyards PID was created to promote tourism in the area, increase marketing efforts, and support special events for this historic district.

The funds are utilized for website maintenance and marketing initiatives, promotion of special events, litter abatement, various small capital improvements, and administration.

Public Improvement District Fund

PID #12 – Chapel Hill

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Use of Money & Property	1,169	-	-	-	-	0.00%
Other	64,818	69,361	69,361	79,451	10,090	14.55%
Use of Fund Balance	-	-	19,184	-	-	0.00%
Revenue	\$ 65,987	\$ 69,361	\$ 88,545	\$ 79,451	\$ 10,090	14.55%
Gen Operating & Maintenance	57,968	67,361	86,545	69,651	2,290	3.40%
Transfer Out & Other	2,000	2,000	2,000	9,800	7,800	390.00%
Expenses	\$ 59,968	\$ 69,361	\$ 88,545	\$ 79,451	\$ 10,090	14.55%

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 1,346 acres. The Chapel Hill PID was created to support the anticipated economic development of the area and to provide additional neighborhood amenities.

The funds are utilized primarily for utility expenditures, management fees, and pond maintenance.

Public Improvement District Fund

PID #14 – Trinity Bluff

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Use of Money & Property	669	-	-	-	-	0.00%
Other	66,573	73,365	73,365	73,057	(308)	-0.42%
Use of Fund Balance	-	-	-	2,653	2,653	0.00%
Revenue	\$ 67,243	\$ 73,365	\$ 73,365	\$ 75,710	\$ 2,345	3.20%
Gen Operating & Maintenance	92,683	71,365	71,365	73,710	2,345	3.29%
Transfer Out & Other	2,000	2,000	2,000	2,000	-	0.00%
Expenses	\$ 94,683	\$ 73,365	\$ 73,365	\$ 75,710	\$ 2,345	3.20%

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 has one assessment rate for residential properties only within the PID.

The funds are utilized primarily for landscaping and maintenance, an ambassador program, litter abatement, and management costs.

Public Improvement District Fund

PID #15 – Sun Valley

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Use of Money & Property	1,494	-	-	-	-	0.00%
Other	94,013	102,122	102,122	96,731	(5,391)	-5.28%
Use of Fund Balance	-	2,078	5,078	16,419	14,341	690.13%
Revenue	\$ 95,507	\$ 104,200	\$ 107,200	\$ 113,150	\$ 8,950	8.59%
Gen Operating & Maintenance	94,977	102,200	105,200	111,150	8,950	8.76%
Transfer Out & Other	2,000	2,000	2,000	2,000	-	0.00%
Expenses	\$ 96,977	\$ 104,200	\$ 107,200	\$ 113,150	\$ 8,950	8.59%

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 has one assessment rate for commercial properties only within the PID.

The Sun Valley PID funds are utilized for security services and administration.

Public Improvement District Fund

PID #16 – Walsh Ranch/Quail Valley

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Other Tax	510,495	472,120	472,120	468,900	(3,220)	-0.68%
Use of Money & Property	47,500	-	-	-	-	0.00%
Other	9,932	-	-	-	-	0.00%
Revenue	\$ 567,926	\$ 472,120	\$ 472,120	\$ 468,900	\$ (3,220)	-0.68%
Gen Operating & Maintenance	-	472,120	472,120	468,900	(3,220)	-0.68%
Expenses	\$ -	\$ 472,120	\$ 472,120	\$ 468,900	\$ (3,220)	-0.68%

FUND PURPOSE AND GOALS

Public Improvement District #16 – Walsh Ranch/Quail Valley was created by resolution by the Mayor and City Council on September 27, 2016 to provide a mechanism to fund infrastructure associated with the Walsh Ranch development. The Walsh Ranch/Quail Valley PID shall continue in effect until all obligations of indebtedness have been fully satisfied and discharged. Comprising 1,703.57 acres of land, the PID is generally located north of the intersection of Interstate Highway 20 and Interstate Highway 30, east of Farm to Market Road 1187, south of Old Weatherford Road, and west of the Parker County – Tarrant County boundary line.

The funds collected during the fiscal year will be paid to the developer as part of the city's commitment to acquire the infrastructure previously installed within the development.

Public Improvement District Fund

PID #17 – Rock Creek Ranch

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from	
	Final	Adopted	Adjusted	Adopted	FY2020 Adopted	Amount %
Other Tax	224,764	118,800	118,800	-	(118,800)	-100.00%
Use of Fund Balance	-	83,534	83,534	-	(83,534)	-100.00%
Revenue	\$ 224,764	\$ 202,334	\$ 202,334	\$ -	\$ (202,334)	-100.00%
Gen Operating & Maintenance	-	202,334	202,334	-	(202,334)	-100.00%
Expenses	\$ -	\$ 202,334	\$ 202,334	\$ -	\$ (202,334)	-100.00%

FUND PURPOSE AND GOALS

Public Improvement District (PID) #17 - Rock Creek Ranch was established for a 20-year term in 2016, expiring in 2037 as a means to assist in financing infrastructure costs associated with Tarleton State University. It is anticipated that the property will be developed to include approximately 4,917 single-family residential homes; 2,520 multi-family residential units; 3,780,000 square feet of commercial space and 960,000 square feet of public university space.

The Rock Creek Ranch PID funds collected during the fiscal year will be used to pay debt obligations associated with the financings issued by the City for infrastructure.

Due to the separation of the adoption process and proceedings for Public Improvement Districts from the City, Rock Creek Ranch PID #17 was not yet officially adopted as of the date of publication of the FY2021 Adopted Budget and Program Objectives Document. The FY2021 data shown above is the latest estimate available at the time of publication and is provided for transparency purposes. Additional information may be obtained upon request from the City of Fort Worth.

Public Improvement District Fund

PID #18 – Tourism

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Other	4,939,895	5,155,878	2,860,483	4,178,453	(977,425)	-18.96%
Use of Fund Balance	-	-	853,468	-	-	0.00%
Revenue	\$ 4,939,895	\$ 5,155,878	\$ 3,713,951	\$ 4,178,453	\$ (977,425)	-18.96%

FUND PURPOSE AND GOALS

Public Improvement District (PID) #18 - Tourism was established in August 2017 for a 10-year term, expiring in 2027. The goals of the proposed Tourism PID focus on increasing the economic impact and enhancing competitiveness in conventions, meetings, leisure and sports tourism, and increasing tourism-related economic activity at all times, including economic downturns and as inventory grows.

The Tourism PID projects include incentives and sales efforts, convention and sports marketing and promotion, site visits and familiarization tours, community arts grants, convention services, event funding application, operations, research, and administration, all of which benefit the hotels within the Tourism PID. The boundaries include noncontiguous areas authorized under the Act, consisting only of hotel properties with 100 or more rooms ordinarily used for sleeping within the City of Fort Worth.

Public Improvement District Fund

PID #19 – Historic Camp Bowie

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Use of Money & Property	9,420	-	-	-	-	0.00%
Other	412,868	432,771	352,771	452,020	19,249	4.45%
Transfer In	384,110	17,791	17,791	17,791	-	0.00%
Use of Fund Balance	-	-	307,539	62,886	62,886	0.00%
Revenue	\$ 806,397	\$ 450,562	\$ 678,101	\$ 532,697	\$ 82,135	18.23%
Gen Operating & Maintenance	404,192	441,551	669,090	523,301	81,750	18.51%
Transfer Out & Other	8,139	9,011	9,011	9,396	385	4.27%
Expenses	\$ 412,331	\$ 450,562	\$ 678,101	\$ 532,697	\$ 82,135	18.23%

FUND PURPOSE AND GOALS

Public Improvement District (PID) #19 - Historic Camp Bowie was created on August 19, 2018, for a 10-year term and will expire on September 30, 2028. The PID includes 238.76 acres of land generally consisting of all commercial properties along the Camp Bowie Boulevard from Montgomery (on the east) to Irene (on the west); and all commercial land use areas along West 7th Street from University to Montgomery. Services to be provided by the PID include landscaping, promotional sign and banner programs, lighting, and various other streetscape and capital improvements.

The funds are utilized primarily for beautification, litter abatement, and maintenance. Required reserves for the fund will also be established within the initial year of operation.

Public Improvement District Fund

PID #20 – East Lancaster Avenue FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Other	-	245,727	245,727	256,457	10,730	4.37%
Revenue	\$ -	\$ 245,727	\$ 245,727	\$ 256,457	\$ 10,730	4.37%
Gen Operating & Maintenance	-	240,812	240,812	251,328	10,516	4.37%
Transfer Out & Other	-	4,915	4,915	5,129	214	4.35%
Expenses	\$ -	\$ 245,727	\$ 245,727	\$ 256,457	\$ 10,730	4.37%

FUND PURPOSE AND GOALS

Public Improvement District (PID) #20 - East Lancaster was established on February 12, 2019, for a period of 10 years and will expire on September 30, 2029. It is approximately 243 acres of land generally described as: All properties fronting onto East Lancaster Avenue starting from the east curb of Riverside Drive eastward to the western edge of Interstate Loop 820, including properties in and parallel to the addresses in the 1800 to 6000 blocks of East Lancaster Avenue. Services to be provided by the PID include landscaping, security enhancements, lighting, and various other streetscape and capital improvements.

The funds are utilized primarily for security services and administration. Required reserves for the fund will also be established within the initial year of operation.

Tax Increment Reinvestment Zone Funds



Tax Increment Reinvestment Zone Fund

TIF #2A – Speedway

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Intergovernmental	612,614	625,841	596,195	596,562	(29,279)	-4.91%
Use of Money & Property	20,176	3,914	3,914	16,500	12,586	76.28%
Use of Fund Balance	-	1,516,230	1,181,697	545,158	(971,072)	-178.13%
Revenue	\$ 632,791	\$ 2,145,985	\$ 1,781,806	\$ 1,158,220	\$ (987,765)	-85.28%
Gen Operating & Maintenance	354,709	2,145,985	1,781,806	1,158,220	(987,765)	-85.28%
Expenses	\$ 354,709	\$ 2,145,985	\$ 1,781,806	\$ 1,158,220	\$ (987,765)	-85.28%

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 encompasses 568 acres. The end of term is 2025. The TIF was expanded in August 1999 to encompass 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.

Tax Increment Reinvestment Zone Fund

TIF #2B – Speedway

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Intergovernmental	1,210,559	1,235,439	1,226,641	1,226,625	(8,814)	-0.72%
Use of Money & Property	12,104	4,386	4,386	12,000	7,614	63.45%
Use of Fund Balance	-	950,261	904,300	1,317,566	367,305	27.88%
Revenue	\$ 1,222,663	\$ 2,190,086	\$ 2,135,327	\$ 2,556,191	\$ 366,105	14.32%
Gen Operating & Maintenance	807,040	2,190,086	2,135,327	2,556,191	366,105	14.32%
Expenses	\$ 807,040	\$ 2,190,086	\$ 2,135,327	\$ 2,556,191	\$ 366,105	14.32%

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 encompasses 568 acres. The end of term of the TIF is 2025. The TIF was expanded in August 1999 to encompass 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 the 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.

The Project and Financing Plan was last amended October 29, 2002.

Tax Increment Reinvestment Zone Fund

TIF #3 – Downtown FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Property Tax	2,750,569	2,755,106	2,700,059	2,700,059	(55,047)	-2.04%
Intergovernmental	1,253,579	1,327,092	1,349,181	1,333,820	6,728	0.50%
Use of Money & Property	167,187	46,524	46,524	136,000	89,476	65.79%
Use of Fund Balance	-	9,140,108	9,422,601	4,665,655	(4,474,453)	-95.90%
Revenue	\$ 4,171,336	\$ 13,268,830	\$ 13,518,365	\$ 8,835,534	\$ (4,433,296)	-50.18%
Gen Operating & Maintenance	1,512,037	13,268,830	13,518,365	8,835,534	(4,433,296)	-50.18%
Transfer Out & Other	-	-	-	-	-	0.00%
Expenses	\$ 1,512,037	\$ 13,268,830	\$ 13,518,365	\$ 8,835,534	\$ (4,433,296)	-50.18%

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #3 Downtown was created in December 1995 to promote the redevelopment of downtown Fort Worth. The TIF encompasses 279 acres and the term will end in 2025. In 2006 an expansion to the boundaries was done so that the TIF 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 (Ex: Ashton Hotel, Jett Land and Title), environmental remediation (Ex: the Tower), utility relocation and removal (Ex: the Marriott Hotel site), streetscape improvements to create a pedestrian friendly environment (Ex: 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.

The Project and Financing Plan was last amended March 3, 2015

Tax Increment Reinvestment Zone Fund

TIF #3A – Downtown FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Property Tax	676,107	617,457	637,181	637,181	19,724	3.10%
Intergovernmental	312,228	300,345	313,580	310,114	9,769	3.15%
Use of Money & Property	80,433	22,486	22,486	65,000	42,514	65.41%
Use of Fund Balance	-	4,417,471	4,496,994	5,470,241	1,052,770	19.25%
Revenue	\$ 1,068,768	\$ 5,357,759	\$ 5,470,241	\$ 6,482,536	\$ 1,124,777	17.35%
Gen Operating & Maintenance	-	5,357,759	5,470,241	6,482,536	1,124,777	17.35%
Expenses	\$ -	\$ 5,357,759	\$ 5,470,241	\$ 6,482,536	\$ 1,124,777	17.35%

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 encompasses 279 acres and the term will end in 2025. In 2006 an expansion to the boundaries was done so that the TIF would include all lots within a proposed major project, Trinity Bluff Phase I. This expansion encompasses 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 (Ex: Ashton Hotel, Jett Land and Title), environmental remediation (Ex: the Tower), utility relocation and removal (Ex: the Marriott Hotel site), streetscape improvements to create a pedestrian-friendly environment (Ex: 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.

The Project and Financing Plan was last amended March 3, 2015.

Tax Increment Reinvestment Zone Fund

TIF #4 – Southside Medical District

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Property Tax	4,224,441	4,874,460	5,781,919	6,335,217	1,460,757	23.06%
Intergovernmental	1,867,212	2,310,928	2,798,565	711,144	(1,599,784)	-224.96%
Use of Money & Property	240,467	58,431	58,431	120,000	61,569	51.31%
Transfer In	6,956	-	-	-	-	0.00%
Use of Fund Balance	-	9,331,049	13,808,579	9,764,827	433,778	4.44%
Revenue	\$ 6,339,076	\$ 16,574,868	\$ 22,447,494	\$ 16,931,188	\$ 356,320	2.10%
Gen Operating & Maintenance	4,592,671	16,574,868	20,939,494	16,931,188	356,320	2.10%
Expenses	\$ 7,956,813	\$ 16,574,868	\$ 22,447,494	\$ 16,931,188	\$ 356,320	2.10%

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 encompasses a total of 1,278 acres and the term ends in 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.

The Project and Financing Plan was last amended on December 11, 2012.

Tax Increment Reinvestment Zone Fund

TIF #6 – Riverfront

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Adopted	Amount	%
Use of Money & Property	3,810	720	720	2,800	2,080	74.29%
Use of Fund Balance	-	184,322	188,132	188,852	4,530	2.40%
Revenue	\$ 3,810	\$ 185,042	\$ 188,852	\$ 191,652	\$ 6,610	3.45%
Gen Operating & Maintenance	-	185,042	188,852	191,652	6,610	3.45%
Expenses	\$ -	\$ 185,042	\$ 188,852	\$ 191,652	\$ 6,610	3.45%

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.

The Project and Financing Plan was approved on March 4, 2003.

Tax Increment Reinvestment Zone Fund

TIF #7 – North Tarrant Parkway

FUND SUMMARY

	FY2019	FY2020		FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Property Tax	6,447,850	-	-	-	-	0.00%
Intergovernmental	2,089,683	-	-	-	-	0.00%
Use of Money & Property	126,149	-	-	14,000	14,000	100.00%
Use of Fund Balance	-	8,363,932	7,360,117	787,132	(7,576,800)	-962.58%
Revenue	\$ 8,663,683	\$ 8,363,932	\$ 7,360,117	\$ 801,132	\$ (7,562,800)	-944.01%
Gen Operating & Maintenance	1,123,221	8,363,932	798,478	801,132	(7,562,800)	-944.01%
Transfer Out & Other	11,549,779	-	6,561,639	-	-	0.00%
Expenses	\$ 12,673,000	\$ 8,363,932	\$ 7,360,117	\$ 801,132	\$ (7,562,800)	-944.01%

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #7 North Tarrant Parkway expired on December 31, 2019. As such, TIF #7 will receive no more property tax revenue and the remaining fund balance will be used to pay all future expenses.

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.

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.

The Project and Financing Plan was last amended on October 25, 2005.

Tax Increment Reinvestment Zone Fund

TIF #7A – North Tarrant Parkway

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Property Tax	208,156	-	-	-	-	0.00%
Intergovernmental	75,879	-	-	-	-	0.00%
Use of Money & Property	6,559	-	-	3,200	3,200	100.00%
Use of Fund Balance	-	283,226	288,823	288,823	5,597	1.94%
Revenue	\$ 290,595	\$ 283,226	\$ 288,823	\$ 292,023	\$ 8,797	3.01%
Gen Operating & Maintenance	-	283,226	288,823	292,023	8,797	3.01%
Transfer Out & Other	814,500	-	-	-	-	0.00%
Expenses	\$ 814,500	\$ 283,226	\$ 288,823	\$ 292,023	\$ 8,797	3.01%

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #7 North Tarrant Parkway expired on December 31, 2019. As such, TIF #7 will receive no more property tax revenue and the remaining fund balance will be used to pay all future expenses.

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.

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.

The Project and Financing Plan last was amended on October 25, 2005.

Tax Increment Reinvestment Zone Fund

TIF #8 – Lancaster

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Property Tax	1,573,172	1,777,993	2,308,031	2,053,103	275,110	13.40%
Intergovernmental	729,117	763,548	1,038,661	899,083	135,535	15.07%
Use of Money & Property	243,584	73,485	73,485	185,000	111,515	60.28%
Use of Fund Balance	-	14,502,786	15,831,061	18,045,067	3,542,281	19.63%
Revenue	\$ 2,545,873	\$ 17,117,812	\$ 19,251,238	\$ 21,182,253	\$ 4,064,441	19.19%
Gen Operating & Maintenance	-	17,011,641	18,545,067	21,075,652	4,064,011	19.28%
Transfer Out & Other	49,287	106,171	706,171	106,601	430	0.40%
Expenses	\$ 49,287	\$ 17,117,812	\$ 19,251,238	\$ 21,182,253	\$ 4,064,441	19.19%

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. The TIF 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.

The Project and Financing Plan was last amended on January 6, 2015.

Tax Increment Reinvestment Zone Fund

TIF #9 – Trinity River Vision

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020	
	Final	Adopted	Adjusted	Adopted	Adopted	
					Amount	%
Property Tax	2,375,683	2,492,799	2,991,198	3,200,678	707,879	22.12%
Intergovernmental	2,517,383	2,824,417	3,229,329	3,329,867	505,450	15.18%
Use of Money & Property	13,810	-	1,707	-	-	0.00%
Revenue	\$ 4,906,876	\$ 5,317,216	\$ 6,222,234	\$ 6,530,545	\$ 1,213,329	18.58%
Gen Operating & Maintenance	4,905,169	5,317,216	6,222,234	6,530,545	1,213,329	18.58%
Expenses	\$ 4,905,169	\$ 5,317,216	\$ 6,222,234	\$ 6,530,545	\$ 1,213,329	18.58%

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. The TIF encompasses a total of 1,380 acres. It was expanded in 2009 to include a total of 2,600 acres, allowing 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 multipurpose 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 transitions 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.

Tax Increment Reinvestment Zone Fund

TIF #9A – Trinity River Vision

FUND SUMMARY

	FY2019	FY2020		FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Property Tax	42,841	43,923	220,325	327,785	283,862	86.60%
Intergovernmental	33,256	36,151	182,066	266,808	230,657	86.45%
Use of Money & Property	395	-	-	-	-	0.00%
Use of Fund Balance	-	-	73	-	-	0.00%
Revenue	\$ 76,493	\$ 80,074	\$ 402,464	\$ 594,593	\$ 514,519	86.53%
Gen Operating & Maintenance	76,420	80,074	402,464	594,593	514,519	86.53%
Expenses	\$ 76,420	\$ 80,074	\$ 402,464	\$ 594,593	\$ 514,519	86.53%

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. The TIF encompasses a total of 1,380 acres. It was expanded in 2009 to include a total of 2,600 acres, allowing 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 multipurpose 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.

Tax Increment Reinvestment Zone Fund

TIF #10 – Lonestar

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Property Tax	674,272	664,131	770,505	671,498	7,367	1.10%
Intergovernmental	268,411	281,532	331,380	265,504	(16,028)	-6.04%
Use of Money & Property	9,216	63	63	13,000	12,937	99.52%
Use of Fund Balance	-	3,330	955,231	-	(3,330)	0.00%
Revenue	\$ 951,900	\$ 949,056	\$ 2,057,179	\$ 950,002	\$ 946	0.10%
Gen Operating & Maintenance	-	949,056	-	950,002	946	0.10%
Transfer Out & Other	860,328	-	2,057,179	-	-	0.00%
Expenses	\$ 860,328	\$ 949,056	\$ 2,057,179	\$ 950,002	\$ 946	0.10%

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. The Project and Financing Plan states that the intention was to annex that portion if possible and add it to the TIF District. The expansion was accomplished in 2008, increasing the TIF land area to 981 acres. The term ends in 2025. (Please see TIF #10A).

TIF #10 & #10A financials are accounted for separately by the 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.

The Project and Financing Plan was approved on September 21, 2004.

Tax Increment Reinvestment Zone Fund

TIF #10A – Lonestar FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Property Tax	89,241	88,324	125,043	93,072	4,748	5.10%
Intergovernmental	32,640	35,008	49,122	33,069	(1,939)	-5.86%
Use of Money & Property	1,206	20	20	10,000	9,980	99.80%
Use of Fund Balance	-	1,084	124,171	-	(1,084)	0.00%
Revenue	\$ 123,087	\$ 124,436	\$ 298,356	\$ 136,141	\$ 11,705	8.60%
Gen Operating & Maintenance	-	124,436	-	136,141	11,705	8.60%
Transfer Out & Other	107,748	-	298,356	-	-	0.00%
Expenses	\$ 107,748	\$ 124,436	\$ 298,356	\$ 136,141	\$ 11,705	8.60%

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. The Project and Financing Plan states that the intention was to annex that portion if possible and add it to the TIF District. The expansion was accomplished in 2008, increasing the TIF district to 981 acres, and an end of term in 2025. (Please TIF #10A).

TIF #10 & #10A financials are accounted for separately by the 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.

The Project and Financing Plan was approved on September 21, 2004.

Tax Increment Reinvestment Zone Fund

TIF #12 – East Berry Renaissance

FUND SUMMARY

	FY2019	FY2020		FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Property Tax	691,065	839,100	798,346	884,938	45,838	5.18%
Intergovernmental	438,840	571,898	555,201	612,736	40,838	6.66%
Use of Money & Property	25,753	4,137	4,137	17,500	13,363	76.36%
Use of Fund Balance	-	813,360	1,232,683	2,044,967	1,231,607	60.23%
Revenue	\$ 1,155,659	\$ 2,228,495	\$ 2,590,367	\$ 3,560,141	\$ 1,331,646	37.40%
Gen Operating & Maintenance	898,377	2,183,629	2,545,501	3,519,325	1,335,696	37.95%
Transfer Out & Other	17,203	44,866	44,866	40,816	(4,050)	-9.92%
Expenses	\$ 915,580	\$ 2,228,495	\$ 2,590,367	\$ 3,560,141	\$ 1,331,646	37.40%

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 encompasses 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.

The Project and Financing Plan was approved on June 19, 2007.

Tax Increment Reinvestment Zone Fund

TIF #13 – Woodhaven

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Property Tax	1,388,684	1,456,433	1,648,671	1,926,912	470,479	24.42%
Intergovernmental	770,182	878,699	1,012,658	1,185,830	307,131	25.90%
Use of Money & Property	84,418	26,582	26,582	76,000	49,418	65.02%
Use of Fund Balance	-	5,009,859	5,360,768	7,932,522	2,922,663	36.84%
Revenue	\$ 2,243,284	\$ 7,371,573	\$ 8,048,679	\$ 11,121,264	\$ 3,749,691	33.72%
Gen Operating & Maintenance	7,000	7,293,916	7,106,491	11,051,520	3,757,604	34.00%
Transfer Out & Other	30,673	77,657	942,188	69,744	(7,913)	-11.35%
Expenses	\$ 37,673	\$ 7,371,573	\$ 8,048,679	\$ 11,121,264	\$ 3,749,691	33.72%

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 encompasses 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.

The Project and Financing Plan was approved on June 27, 2008.

Tax Increment Reinvestment Zone Fund

TIF #14 – Trinity Lakes

FUND SUMMARY

	FY2019	FY2020		FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Property Tax	846,889	909,337	918,461	1,082,835	173,498	16.02%
Intergovernmental	200,557	219,455	233,126	291,404	71,949	24.69%
Use of Money & Property	73,298	20,192	20,192	60,000	39,808	66.35%
Use of Fund Balance	-	4,115,211	4,170,432	5,301,995	1,186,784	22.38%
Revenue	\$ 1,120,744	\$ 5,264,195	\$ 5,342,211	\$ 6,736,234	\$ 1,472,039	21.85%
Gen Operating & Maintenance	-	5,223,979	5,301,995	6,686,919	1,462,940	21.88%
Transfer Out & Other	19,615	40,216	40,216	49,315	9,099	18.45%
Expenses	\$ 19,615	\$ 5,264,195	\$ 5,342,211	\$ 6,736,234	\$ 1,472,039	21.85%

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 projects 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; and administration.

The Project and Financing Plan was approved on February 5, 2013.

Tax Increment Reinvestment Zone Fund

TIF #15 – Stockyards/Northside

FUND SUMMARY

	FY2019	FY2020	FY2020	FY2021	Change from FY2020 Adopted	
	Final	Adopted	Adjusted	Adopted	Amount	%
Property Tax	190,601	264,945	400,482	593,726	328,781	55.38%
Intergovernmental	88,276	137,987	211,273	310,147	172,160	55.51%
Use of Money & Property	8,712	1,476	1,476	8,000	6,524	81.55%
Use of Fund Balance	-	291,753	576,856	1,177,413	885,660	75.22%
Revenue	\$ 287,588	\$ 696,161	\$ 1,190,087	\$ 2,089,286	\$ 1,393,125	66.68%
Gen Operating & Maintenance	-	683,487	1,177,413	2,066,350	1,382,863	66.92%
Transfer Out & Other	3,961	12,674	12,674	22,936	10,262	44.74%
Expenses	\$ 3,961	\$ 696,161	\$ 1,190,087	\$ 2,089,286	\$ 1,393,125	66.68%

FUND PURPOSE AND GOALS

Tax Increment Financing District (TIF) #15 Stockyards/Northside was created in December 2014 to address the historical and economic importance of the Fort Worth Stockyards and surrounding neighborhoods and to preserve and enhance the Greater Stockyards Area through strategic investment and development. TIF #15 includes a total of 925 acres of land and will end its term in 2035.

The initial improvements contemplated in the Stockyards/Northside TIF include public infrastructure (e.g. water, sewer, drainage, roads, sidewalks, etc.) associated with mixed-use and commercial development. In addition, demolition, environmental remediation, and all expenses allowable under the Tax Increment Financing Act are contemplated as needed for areas of the TIF zone identified as ripe for new or redevelopment. TIF #15 will support eligible board-approved projects such as the following: road and access improvements, public infrastructure improvements, streetscaping and pedestrian improvements, public parking infrastructure, public amenities, demolition and environmental remediation, historic façade preservation and restorations, and administrative expenses.

The Project and Financing Plan was approved on July 15, 2015.



Special Project Funds



Special Project Funds

Library Special Revenue Fund Statement

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Intergovernmental	-	108,033	108,033	300,000	191,967	177.69%
Charge for Service	98,146	-	-	-	-	0.00%
Use of Fund Balance	-	254,711	254,711	-	(254,711)	-100.00%
Revenue	\$ 98,146	\$ 362,744	\$ 362,744	\$ 300,000	\$ (62,744)	-17.30%
Salaries & Benefits	189,062	184,089	-	114,993	(69,096)	-37.53%
Gen Operating & Maintenance	214,770	178,655	-	185,007	6,352	3.56%
Expenses	\$ 403,832	\$ 362,744	\$ 362,744	\$ 300,000	\$ (62,744)	-17.30%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Library Automation Systems Sharing Fund	2.00	2.00	1.00	1.00	(1.00)	(1.00)
Total	2.00	2.00	1.00	1.00	(1.00)	(1.00)

FUND PURPOSE AND GOALS

The Library Special Revenue Fund was established in 1986 for funding of the library's integrated library system. The Fort Worth Public Library provides services to six local libraries by sharing the integrated library system, courier services, and systems support. The libraries are Benbrook, Burleson, Haltom City, Keller, Richland Hills, and Watauga. These participating cities pay into the fund for the services provided. Funds in this account are reserved to offset the costs associated with operating and improving library system operations.

FY2021 DISCUSSION

The FY2021 Adopted Budget includes the reduction of one (1) position.

Special Project Funds

Municipal Court Special Revenue Fund Statement

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted Amount	%
Charge for Service	-	-	-	200,000	200,000	0.00%
Revenue	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	0.00%
Gen Operating & Maintenance	-	-	-	200,000	200,000	0.00%
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Municipal Court Special Revenue	-	-	1.00	1.00	1.00	1.00
Total	-	-	1.00	1.00	1.00	1.00

FUND PURPOSE AND GOALS

The Municipal Court Special Revenue Fund is used to manage the department's programs and projects.

Court Technology Project. The Court Technology Project of the Special Purpose Fund was established under the authority of Article 102.0172 of the Texas Code of Criminal Procedure to finance the purchase and maintenance of technological enhancements for the Municipal Court.

Juvenile Case Manager Project. The Juvenile Case Management Project of the Special Purpose Fund was established under the authority of Article 102.0174 of the Texas Code of Criminal Procedure to pay for costs related to juvenile case manager positions.

Truancy Prevention & Diversion Project. The Truancy Prevention & Diversion Project of the Special Purpose Fund was established under the authority of Article 102.015 of the Texas Code of Criminal Procedure. This legislation allows a governing body of a municipality by ordinance to create a juvenile case manager fund.

FY2021 DISCUSSION

The Municipal Court Special Revenue Fund is new for FY2021, and its projects were formerly part of the discontinued Special Purpose Fund. The transfer of projects to this fund also includes the movement of one AP/FTE.

Special Project Funds

Special Purpose Fund Statement FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Other Tax	1,111,833	850,000	148,457	-	(850,000)	-100.00%
Intergovernmental	(103,428)	-	-	-	-	0.00%
Charge for Service	1,821,902	184,925	(579,038)	-	(184,925)	-100.00%
Use of Money & Property	944,491	115,000	(318,766)	-	(115,000)	-100.00%
Other	13,875	-	-	-	-	0.00%
Transfer In	3,165	-	(76,407)	-	-	0.00%
Use of Fund Balance	-	33,618	21,934	-	(33,618)	-100.00%
Revenue	\$ 3,791,837	\$ 1,183,543	\$ (803,820)	\$ -	\$ (1,183,543)	-100.00%
Salaries & Benefits	594,847	29,985	-	-	(29,985)	-100.00%
Gen Operating & Maintenance	2,098,597	303,558	-	-	(303,558)	-100.00%
Capital Accts	45,170	-	-	-	-	0.00%
Transfer Out & Other	850,000	850,000	-	-	(850,000)	-100.00%
Expenses	\$ 3,588,614	\$ 1,183,543	\$ (803,963)	\$ -	\$ (1,183,543)	-100.00%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Special Revenue Fund						
Municipal Court	1.00	1.00	-	-	(1.00)	(1.00)
Neighborhood Services	-	-	-	-	-	-
Parks and Recreation	-	-	-	-	-	-
Total	1.00	1.00	-	-	(1.00)	(1.00)

FUND PURPOSE AND GOALS

The Special Purpose Fund was used to manage funds associated with various city programs and projects.

FY2021 DISCUSSION

The Special Purpose Fund is discontinued for FY2021. Municipal Court projects that were part of this fund have been moved to the new Municipal Court Special Revenue Fund.

Special Project Funds

Specially Funded Projects List

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
COURT TECHNOLOGY FEES P_S00095	824,760	188,169	188,169	200,000	11,831	6.29%
LIBRARY AUTO SYSTEMS P_S00141	403,832	362,744	362,744	300,000	(62,744)	-17.30%
Total Project	\$ 1,228,593	\$ 550,913	\$ 550,913	\$ 500,000	\$ (50,913)	-9.24%

Note: These are the projects that are being appropriated for FY2021. These projects are life to date.

Proprietary Funds



Enterprise Funds



Enterprise Funds

Enterprise Fund Statement FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
License & Permits	1,062,057	1,454,989	1,454,989	1,430,391	(24,598)	-1.69%
Charge for Service	547,443,001	554,703,018	552,203,018	564,794,387	10,091,369	1.82%
Use of Money & Property	13,814,148	10,426,440	10,426,440	12,002,654	1,576,214	15.12%
Other	12,960,375	12,285,631	12,285,631	12,288,152	2,521	0.02%
Transfer In	4,002,813	19,776,759	20,765,223	19,826,247	49,488	0.25%
Total Revenues	579,282,393	598,646,837	597,135,301	610,341,831	11,694,994	1.95%
Use of Fund Balance	-	6,908,041	15,261,065	-	(6,908,041)	-100.00%
Salaries & Benefits	97,213,150	103,233,350	102,790,349	103,000,193	(233,157)	-0.23%
Gen Operating & Maintenance	237,329,167	265,020,091	259,818,975	268,553,866	3,533,775	1.33%
Debt Service Accts	2,146,512	1,767,314	2,434,314	1,767,313	(1)	0.00%
Transfer Out	236,132,241	235,208,224	247,056,748	236,467,878	1,259,654	0.54%
Total Expenses	572,821,070	605,228,979	612,100,386	609,789,250	4,560,271	0.75%
Contribution to Fund Balance	-	325,899	295,980	552,581	226,682	69.56%
Revenues Over(Under) Expenses	\$ 6,461,323	\$ -	\$ -	\$ -	\$ -	0%

FUND PURPOSE AND GOALS

Enterprise funds provide direct deliverables to customers who receive goods or services in exchange for payment. The City charges rates for these services and deposits the revenue into separate operating funds. This revenue pays for the delivery of each service or product. Each operation is intended to be a self supporting business, therefore employing the enterprise financial model. The City currently operates five funds on this basis: Water and Sewer, Municipal Airports, Municipal Parking, Stormwater Utility and Solid Waste.

The Municipal Airports Fund supports the operations of Alliance, Meacham and Spinks Airports through the collection of revenue primarily generated by land and terminal building leases, as well as landing fees, hangar rental and fuel flowage.

The Municipal Parking Fund is managed by the Transportation and Public Works Department and maintains six parking garages, twenty surface lots and more than 3,000 metered spaces. Revenues are generated from fees charged to users of those surface lots, garages and street metered parking spaces, the lease of office and retail space and fines collected from parking ordinance violations. Operations are financed from these revenues and debt is issued for large capital projects.

The Solid Waste Fund is responsible for the collection of refuse and recycling throughout the city. Operations are financed by monthly residential refuse collection rates, service charges for special bulk/brush collection, residential recycling rates and other miscellaneous fees. These comprehensive solid waste service charges are collected from residents through a monthly fee added to their water bill.

Enterprise Funds

The Stormwater Utility Fund has the responsibility of providing stormwater management to approximately 244,000 residential, commercial and industrial customers. Program operations are financed through utility fees for residents and commercial customers based on the measure of impervious surface area or equivalent. Residential units charges are collected from residents through a monthly fee added to their water bill.

The Water and Sewer Fund is responsible for providing water, wastewater and reclaimed water services to residential, commercial, industrial, irrigation and wholesale customers. The fund serves approximately 1.3 million people in Fort Worth and 33 surrounding communities. Operations are financed through a rate structure based on the amount of service used, which is billed to customers on a monthly basis. Debt is issued for large capital projects.

Enterprise Funds

Municipal Airports

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted Amount	%
License & Permits	40,413	35,400	35,400	44,170	8,770	24.77%
Charge for Service	3,216,847	3,387,421	3,987,421	3,725,243	337,822	9.97%
Use of Money & Property	4,993,683	4,588,585	4,588,585	5,031,104	442,519	9.64%
Other	65,413	20,540	20,540	93,875	73,335	357.04%
Transfer In	59,501	59,501	59,501	59,501	-	0.00%
Use of Fund Balance	-	-	5,810,794	-	-	0.00%
Revenue	\$ 8,375,856	\$ 8,091,447	\$ 14,502,241	\$ 8,953,893	\$ 862,446	10.66%
Salaries & Benefits	2,146,474	2,521,650	2,521,650	2,513,998	(7,652)	-0.30%
Gen Operating & Maintenance	3,190,555	3,967,314	4,753,051	5,161,277	1,193,963	30.09%
Transfer Out & Other	1,409,301	1,602,483	7,227,540	1,278,618	(323,865)	-20.21%
Expenses	\$ 6,746,330	\$ 8,091,447	\$ 14,502,241	\$ 8,953,893	\$ 862,446	10.66%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Municipal Airports Fund	27.00	26.48	27.00	26.48	-	-
Total	27.00	26.48	27.00	26.48	-	-

FUND PURPOSE AND GOALS

The Aviation Department oversees a system of airports, which includes: Fort Worth Meacham International Airport (Meacham), Fort Worth Spinks Airport (Spinks) and Fort Worth Alliance Airport (Alliance). The department is responsible for airport operations, budget administration, grant administration, facility and land leasing and capital project planning for all airports. Airport management oversees and maintains the airport infrastructure in compliance with Federal Aviation Administration (FAA) regulations.

Meacham, constructed in 1925, was the first airport in the Fort Worth system, and has a rich history of providing aeronautical services to the community. The airport is named after H. C. Meacham, who was the Mayor of Fort Worth from 1925 to 1927. Meacham was named the 2013 Airport of the Year by the Texas Department of Transportation's Aviation Division. Meacham has two runways, precision instrument approaches, and a 24-hour FAA control tower. A large variety of companies that provide aviation services choose Meacham as a base of operations.

Spinks became a part of the system in 1988 when the Oak Grove Airport was acquired from a private operator, Maurice Hunter "Pappy" Spinks, a renowned aerobatic competitor/promoter and aviation manufacturer. Spinks has two runways, a precision instrument approach, and an FAA contract control tower. A variety of companies that provide aviation services choose Spinks as a base of operations.

Alliance, constructed in 1989, is one component of a master-planned mixed use community known as Alliance Texas developed by Hillwood. The airport serves as an inland logistics port with air, rail and trucking. Alliance has

Enterprise Funds

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.

FY2021 DISCUSSION

There are no significant changes in service level represented in the FY2021 Adopted and the budget for AP and FTE remains equal to the prior year.

HORIZON ISSUES

The selection process for new business in the Midfield Redevelopment Project at Meacham Airport will present a challenge as demand is high and land is limited. Aviation staff will continue to review options for future land acquisition in order to meet the tenants' needs.

Continuous focus on Federal and State funding is needed to maximize capital investment at all three airports. Fort Worth is well positioned for available funding as long as Texas is prioritized by the Federal Aviation Administration. Historically, Texas has not received an adequate share of funding based on capital improvements needs and the number of Texas airports within the National Plan of Integrated Airport Systems.

With rapid residential development in north Fort Worth, aircraft noise continues to be a point of concern for Alliance Air Service and the Aviation Department. The Department is currently discussing the potential for a mandatory aviation easement with the City of Haslet and continues to work with the FAA to mitigate the airport's noise impact on the community. The recent noise assessment completed in preparation for Amazon Air brought to light the need for additional mitigation efforts and has resulted in an additional \$8.0M in funding for this purpose.

Enterprise Funds

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 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)	\$ 8,200,249	\$ 4,959,476	\$ 1,000,000	\$ 1,000,000
Secure a three year average of grant funding in the amount of \$1,000,000.00 (Mecham)	\$ 3,694,252	\$ 3,959,439	\$ 1,000,000	\$ 1,000,000
Secure a three year average of grant funding in the amount of \$1,000,000.00 (Alliance)	\$ 2,604,494	\$ 2,070,211	\$ 1,000,000	\$ 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.				
% of time airport status is 'open' (Spinks)	99%	99%	98%	98%
% of time airport status is 'open' (Mecham)	100%	99%	98%	98%
% of time airport status is 'open' (Alliance)	100%	100%	98%	98%
Maintenance				
Provide a well maintained airport environment through proper planning and scheduling of routine and unscheduled maintenance.				
% of work orders addressed within 24 hours (Spinks)	100%	100%	90%	90%
% of work orders addressed within 24 hours (Mecham)	98%	100%	90%	90%
% of work orders addressed within 24 hours (Alliance)	100%	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 (Mecham)	100%	100%	90%	90%
Hangar occupancy rate (Alliance)	100%	100%	90%	90%
Business Development				

Enterprise Funds

Attract businesses to the Airport and increase revenue through ground and hangar leases.

Ground lease rates and charges at or above market (Spinks)	\$	0.27	\$	0.30	\$	0.31	\$	0.19
Ground lease rates and charges at or above market (Mecham)	\$	0.42	\$	0.45	\$	0.47	\$	0.35
Ground lease rates and charges at or above market (Alliance)	\$	0.44	\$	0.46	\$	0.49	\$	0.38

Enterprise Funds

Municipal Parking

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
License & Permits	14,894	13,800	13,800	13,210	(590)	-4.28%
Charge for Service	8,259,169	7,612,900	4,512,900	7,314,030	(298,870)	-3.93%
Use of Money & Property	272,400	209,928	209,928	209,319	(609)	-0.29%
Other	196	11	11	11	-	0.00%
Use of Fund Balance	-	-	1,903,000	-	-	0.00%
Revenue	\$ 8,546,659	\$ 7,836,639	\$ 6,639,639	\$ 7,536,570	\$ (300,069)	-3.83%
Salaries & Benefits	1,065,737	1,218,092	1,138,092	1,229,015	10,923	0.90%
Gen Operating & Maintenance	2,653,073	3,166,694	2,079,613	3,221,638	54,944	1.74%
Transfer Out & Other	4,932,482	3,451,853	3,421,934	3,085,917	(365,936)	-10.60%
Expenses	\$ 8,651,293	\$ 7,836,639	\$ 6,639,639	\$ 7,536,570	\$ (300,069)	-3.83%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Municipal Parking Fund	18.00	18.00	18.00	18.00	-	-
Total	18.00	18.00	18.00	18.00	-	-

FUND PURPOSE AND GOALS

The Parking Services Division within the Transportation and Public Works Department maintains and manages six parking garages, 20 surface lots and over 3,000 metered parking spaces citywide.

The city garages are located at 10th and Taylor Street, 1200 Houston Street, 1301 Commerce Street, 1401 Gendy Street, 246 West 15th Street, and 8th and Main Street, which is under a long-term lease to the Hilton Hotel. These facilities provide parking for the general public, especially as it relates to the Will Rogers Memorial Center, Museum of Science and History, Amon Carter Exhibits Hall, the Community Arts Center in the Cultural District, the Fort Worth Convention Center, City Hall and the Central Business District in Downtown. They also allocate space for city vehicles and the personal vehicles of city employees.

Metered parking exists throughout the Downtown Central Business District, the Texas Christian University/Berry Street area, the West 7th Urban Village, the Cultural District and the Hospital District.

FY2021 DISCUSSION

The effects of COVID-19 will be a challenge for this fiscal year and the next. Major revenue drivers for the division are events at Dickies, WRMC, and parking in lots throughout the city. With social distancing in effect and a second wave of cases expected to occur, there are fewer events planned and fewer people coming into work.

HORIZON ISSUES

Near Southside & Magnolia District

Enterprise Funds

- Work is currently underway through the Near Southside organization and through other stakeholders in the Magnolia area for a parking and traffic study. It provides significant short- to medium-term implications for commercial loading, metered parking and residential permit parking programs in that area.

Expansion of the Residential Parking Program

- Multiple neighborhoods around TCU/University District are interested in the path forward to obtain RPP designation.

Technology Implementation to Drive Process Improvements and Innovation and to Reduce Process Time

- License Plate Readers – Improve tracking of parking compliance at parking lots and on-street locations and those vehicles with a high number of outstanding citations. Use of this technology started in the 2nd half of 2020 with a ramp up to full use expected in FY2021.
- Automated Reservation System & Guidance System – Provide technology to guide drivers to available parking locations and to allow them to reserve spaces in city parking lots and garages.
- Automate Taylor Street Garage – Install parking gates in the Taylor Street garage to control access and improve security within the garage.
- Improve parking control equipment and systems across the WRMC parking assets to integrate the WRMC campus with the Dickies arena.
- E-Ticket Writer – Conversion of the current citation writing from a manual ticket process to an electronic ticket writer to provide greater accuracy and shorter process times. Full use by all compliance officers was achieved in FY2020 with plans to consolidate full reporting capabilities on citations and warnings onto one server provided through Tyler Technology and the city's ITS Department. Currently the Municipal Court only provides information on the citation documentation, which leaves the remaining information to be entered manually.

Greater West 7th Urban Village Area

- Continue to monitor and assess demand for on-street metered parking areas as the area continues to develop with expanding residential and commercial development.

Enterprise Funds

Solid Waste FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
License & Permits	9,903	18,785	18,785	18,785	-	0.00%
Charge for Service	55,555,549	56,136,786	56,136,786	61,822,146	5,685,360	10.13%
Use of Money & Property	4,759,924	4,050,634	4,050,634	5,261,373	1,210,739	29.89%
Other	2,367,847	2,298,233	2,298,233	2,299,266	1,033	0.04%
Transfer In	19,265	-	21,464	-	-	0.00%
Use of Fund Balance	-	6,908,041	7,356,427	-	(6,908,041)	-100.00%
Revenue	\$ 62,712,487	\$ 69,412,479	\$ 69,882,329	\$ 69,401,570	\$ (10,909)	-0.02%
Salaries & Benefits	8,662,187	8,887,996	8,530,288	8,777,819	(110,177)	-1.24%
Gen Operating & Maintenance	49,102,147	53,277,753	53,635,461	53,162,218	(115,535)	-0.22%
Transfer Out & Other	10,058,430	7,246,730	7,716,580	7,461,533	214,803	2.96%
Expenses	\$ 67,822,764	\$ 69,412,479	\$ 69,882,329	\$ 69,401,570	\$ (10,909)	-0.02%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Solid Waste Fund	116.00	116.00	116.00	116.00	-	-
Total	116.00	116.00	116.00	116.00	-	-

FUND PURPOSE AND GOALS

The Solid Waste Fund provides residential solid waste collection, recycle processing and waste disposal, as well as numerous other solid waste management-related services within the city. It fulfills these duties through internal staff for key program elements and by using and managing contractors for operational solid waste services.

The Solid Waste Fund has six functional areas: Contract Compliance provides management over seven solid waste service contracts; Field Operations manages City forces that operate the drop off stations, the environmental collection center, provide illegal dump investigation and clean up, litter abatement, street sweeping of key strategic roadways and dead animal collections; Community Education provides public education and outreach; Planning & Research develops and oversees long-term plans for Solid Waste and other areas within the Code Compliance Department and advances the Material Management Program to engage the business and industrial waste producers; Solid Waste Administration oversees the various programmatic areas, revenues sources for a sustainability funding plan, and long-term landfill disposal capacity for the City's residential and commercial waste streams; and the Neighborhood Stability Section, part of the Code Enforcement Neighborhood Investigations Division, conducts Safe Neighborhood Initiatives, presents nuisance abatement cases to the Building Standards Commission, and coordinates the Code Ranger Program.

The Solid Waste Fund pays for the collection of sidewalk containers, mitigates and investigates all illegal dumping activity, and litter abatement throughout the city. Additionally, Solid Waste pays a percentage of Code Enforcement costs (based on solid waste enforcement hours). Current revenues collected under the grant of privilege are passed through to Transportation and Public Works to off-set road wear and tear from commercial

Enterprise Funds

service providers. However, a FY2021 grant of privilege increase will direct the future increases to remain in the Solid Waste Fund to help align and fund the related commercial sector benefits.

The Solid Waste Fund strives to operate cost effective, financially sound, and award-winning programs that continually serve as a role model for managing garbage, recycling and waste reduction services for the residents of Fort Worth, while supporting the city's six Core Values with an exceptional level of customer service.

FY2021 DISCUSSION

The FY2021 Adopted Budget includes continued revenue shortfall associated with reduced recycling revenues along with increased recycling costs, contractual collection and disposal costs and other customary cost increases year over year. A consultant has completed their evaluation of our existing contracts, contractor performance, best practices, opportunities for system adjustments, etc. A plan to correct this imbalance will be presented to the City Council as a part of the FY2021 Budget. The fund is forecasted to be out of compliance with two of the three reserve requirements. The FY2021 Adopted Budget also includes fee increases for Grant of Privilege and landfill surcharge.

Over the past five (5) months of drastic increases in solid waste volumes and workloads in response to the Covid-19 Pandemic impacts, the Solid Waste Area Command has been extremely successful with working through collaborative activities with our staff and our contracted vendors (Waste Management, Knight Waste Services & Republic Services) to continue all residential-based programs and services, without interruption, suspension or delays. As the duration of the Covid-19 Pandemic continues, proactive planning and resources must be advanced in the next four (4) to eight (8) month; to provide future support and relief to our internal team members and help avoid a critical resource shortage and overextended operational limitations.

HORIZON ISSUES

The Solid Waste Fund, supported by our outside consultant, developed a sustainable revenue rate model to determine a viable and supportable funding platform for all solid waste services and programs for the next ten years through balancing the funding between the residential and commercial program utilization and waste streams. This model integrates identified increased operational costs, future capital investments and recommended Comprehensive Solid Waste Management Plan (CSWMP) Action Items with community input, City Management and City Council direction, setting our community on a 20-year journey towards making Fort Worth a greener, and increasingly better place to live, while arriving at operational sustainability.

Amendments for the Southeast Landfill will be necessary to implement future preservation aspects and rate adjustments, the high-BTU landfill gas to energy system and preservation of safe and affordable solid waste disposal capacity for Fort Worth's residential waste stream until 2060 or beyond.

Solid Waste plans to expand the city's Recycle Right and supporting regional Know What to Throw behavior-based enforcement campaigns to reduce costly residential contamination levels. Both campaigns will improve sorted recycling material quality, increase the acceptable recycling volumes and minimize the negative impact of current market conditions as well. In addition, Solid Waste will evaluate a "right-hand drive" vehicle to increase the operational effectiveness and efficiency of the Blue Crew auditing process.

Finally, enhancements to the city's litter abatement, illegal dumping enforcement and street sweeping programs are planned for implementation following the future revenue enhancement programs and potential residential rate increase in future years (FY2022 or beyond).

Enterprise Funds

In conjunction with an identified consultant, the City will lead a comprehensive review and advancement of a formal RFP process to proactively address five (5) primary residential-related contracts in advance of the 2023 expiration and/or renewal (if the City chooses that would be in the best interest) timeline. The five (5) contracts include residential collections; recycling processing; yard waste processing/mulching; cart purchases, services and maintenance; and Drop Off Station container hauling.

Enterprise Funds

Stormwater Utility

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Charge for Service	40,037,240	44,302,007	44,302,007	44,902,912	600,905	1.36%
Use of Money & Property	253,449	150,000	150,000	64,054	(85,946)	-57.30%
Other	308	1,000	1,000	-	(1,000)	-100.00%
Transfer In	380,518	42,600	42,600	-	(42,600)	-100.00%
Revenue	\$ 40,671,514	\$ 44,495,607	\$ 44,495,607	\$ 44,966,966	\$ 471,359	1.06%
Salaries & Benefits	8,754,515	9,488,767	9,488,767	9,724,879	236,112	2.49%
Gen Operating & Maintenance	5,598,457	6,793,374	6,793,374	8,040,490	1,247,116	18.36%
Transfer Out & Other	34,253,000	28,213,466	28,213,466	27,201,597	(1,011,869)	-3.59%
Debt Service Accts	379,199	-	-	-	-	0.00%
Expenses	\$ 48,985,171	\$ 44,495,607	\$ 44,495,607	\$ 44,966,966	\$ 471,359	1.06%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Stormwater Utility Fund	113.00	110.70	113.00	110.95	-	0.25
Total	113.00	110.70	113.00	110.95	-	0.25

Note: Restated.

FUND PURPOSE AND GOALS

The Stormwater Utility Fund is an Enterprise Fund with the responsibility for providing stormwater management to approximately 244,000 residential and non-residential customers in the City of Fort Worth. The Stormwater Management Program is responsible for managing program resources to protect people and property from harmful stormwater runoff by: effective maintenance and rehabilitation of the municipal drainage system, construction of projects to mitigate flood and erosion hazards, warning the community of flood and erosion hazards that cannot be mitigated in the short-term, and reviewing private development for compliance with city drainage standards.

FY2021 DISCUSSION

The impact of COVID-19 played a significant factor in the FY2021 budget process. The Program evaluated the impact of COVID-19 on both existing and new development, which impacts Stormwater Utility billing. Based on the review, annual revenue growth was projected at 1% for the year vs. a typical annual revenue growth of 2%. Work efforts were prioritized to meet projected revenue. Due to the October 2019 Council approved fee increase, no significant changes in service levels are represented in the FY2021 budget.

The FY2021 Adopted budget increases by 0.25 FTE due to a Sr. Planning position becoming full-time.

HORIZON ISSUES

If the COVID-19 pandemic extends several years out, capital improvements and maintenance efforts may need to be reprioritized and service levels may be impacted.

Enterprise Funds

In the September 2020, Stormwater was authorized issuance of \$53M in revenue bonds, which was the first issuance of the adopted \$70M revenue bond program to accelerate the construction of high priority capital projects over the next 5 years. The second issuance of \$17M is expected in Fall 2023.

If adopted, the implementation of Non-FEMA Flood Risk Policy recommendations will require changes in stormwater development review and communications.

As the Storm Drain Rehabilitation Program moves further along, a greater understanding of the condition of the City's stormwater infrastructure will be achieved. The findings will help the Program better understand resource needs to address aging infrastructure due to the life safety risks that can be created from collapsing storm drain pipes. This initiative will also give the Program a better understanding of how to deal with drainage infrastructure that crosses private property, which can impact development and the drainage system.

Because the Program cannot mitigate all flood risks, an effective flood warning program is essential to improving the safety of the community during a flood event. Current stakeholder engagement will continue into the future as the Program works toward developing a more robust and reliable flood warning program that will provide the community with more real-time flood forecasting information.

With the expansion of the Citywide Customer Relationship Management (CRM) initiative, it is easier for citizens to access Stormwater services by initiating a request for service through mobile applications using their smartphone or PC. CRM has resulted in a higher number of resident inquiries requiring increased customer service and response. The Program is continuing to monitor how the availability and use of the CRM system impacts the number of service requests and service level expectations.

As the City continues to grow to develop, the Program becomes responsible for more stormwater infrastructure. Maintenance needs continue to be identified and are outpacing program operational resources, creating a significant backlog of critical maintenance work.

Enterprise Funds

Water and Sewer

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted Amount	%
License & Permits	996,847	1,387,004	1,387,004	1,354,226	(32,778)	-2.36%
Charge for Service	440,374,196	443,263,904	443,263,904	447,030,056	3,766,152	0.85%
Use of Money & Property	3,534,693	1,427,293	1,427,293	1,436,804	9,511	0.67%
Other	10,526,612	9,965,847	9,965,847	9,895,000	(70,847)	-0.71%
Transfer In	3,543,529	19,674,658	20,641,658	19,766,746	92,088	0.47%
Use of Fund Balance	-	-	190,844	-	-	0.00%
Revenue	\$458,975,876	\$475,718,706	\$476,876,550	\$479,482,832	\$ 3,764,126	0.79%
Salaries & Benefits	76,584,236	81,116,845	81,111,552	80,754,482	(362,363)	-0.45%
Gen Operating & Maintenance	176,784,935	197,814,956	192,557,476	198,968,243	1,153,287	0.58%
Debt Service Accts	1,767,313	1,767,314	2,434,314	1,767,313	(1)	0.00%
Transfer Out & Other	185,479,027	195,019,591	200,773,208	197,992,794	2,973,203	1.52%
Expenses	\$440,615,512	\$475,718,706	\$476,876,550	\$479,482,832	\$ 3,764,126	0.79%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Water and Sewer Fund	998.00	972.13	999.00	975.55	1.00	3.42
W&S Capital Projects	-	24.06	-	23.45	-	(0.61)
Total	998.00	996.19	999.00	999.00	1.00	2.81

Note: Restated.

FUND PURPOSE AND GOALS

The Water and Sewer Fund is an Enterprise Fund responsible for providing water, wastewater and reclaimed water services to residential, commercial, industrial, irrigation, and wholesale customers. Fort Worth Water (the Utility) serves approximately 1.3 million people in Fort Worth and 33 surrounding communities. Operations are financed through a rate structure based on the amount of services used, as well as base service fees, which are billed to customers on a monthly basis. Debt is issued for large capital projects.

The Water and Sewer Fund provides resources for three separate departments: water, sewer and reclaimed water. These services are billed separately to more accurately capture the cost of each service. However, the Water and Sewer Departments share administrative staff, and many of the employees are partially expensed to more than one department.

The Water Department is responsible for providing safe, clean drinking water to Fort Worth residents and customer cities. The Sewer Department collects, monitors, treats and processes domestic and industrial waterborne waste from Fort Worth and other contracting communities. The Reclaimed Water Department provides highly treated effluent from Fort Worth's water reclamation facility. Reclaimed water is distributed through a separate system to wholesale and retail reclaimed water customers for non-potable uses such as irrigation and industrial cooling towers.

Enterprise Funds

The Customer Care Division performs metering services as well as billing and collection functions for water, sewer, reclaimed water, stormwater, environmental, and solid waste services for wholesale and retail customers; processes orders for new services; collects delinquent payments and investigates complaints. The division also manages programs to encourage efficient water use, provides educational programming to the public, and is responsible for internal and external communications. In addition, the division provides backflow prevention services, as well as industrial pretreatment by permitting and monitoring businesses and industries that produce a high level of concentrated waste to reduce the impact to the sewer system. The division also coordinates development activities for the Utility with the Development Services Department.

The Management Services Division develops and monitors operating budgets and capital improvement programs, determines rates, and coordinates all fiscal and administrative functions for the Utility, including procurement activities and capital improvement project accounting. The division also provides capital project support, organizational development, information technology services, environmental health and safety program administration, security and emergency response, records management and workforce development.

The Strategic Operations Division is responsible for developing a master plan for all water and sewer capital projects. This division provides infrastructure and facility planning, asset management, technical support, and SCADA systems management for the Utility. The regulatory affairs section serves as the departmental liaison on all intergovernmental and regulatory issues related to water and sewer services. The laboratory section provides water and sewer sampling and laboratory analysis.

The Capital Delivery Division is responsible for engineering and construction of facilities and pipeline projects including water and sewer mains, new development infrastructure, treatment facilities, storage tanks, pump stations and lift stations. The division provides in-house design, construction inspection services and coordination of projects with the city's street bond program.

The Plant Operations Division treats and distributes a safe water supply to meet customer needs and operates five water treatment plants and various water storage and pumping facilities located throughout the city. It is responsible for the metering of all the wholesale customer cities' water and sewer services. The division also provides wastewater treatment services for Fort Worth and its customer cities through a regional water reclamation facility. Furthermore, this facility dewateres and treats Class AB biosolids for beneficial re-use. The facility sells biogas produced in its onsite digesters for RIN credit to MAS Energy (Renovar). The water reclamation facility generates about 45% of its energy using natural gas turbines.

The Field Operations Division is responsible for the maintenance and repair of more than 7,000 miles of water distribution and sewer collection system pipelines. The division handles main break and leak repairs, line location services, sewer overflows, inspection and cleaning of sewer lines, water and sewer taps, and fire hydrant and valve maintenance.

FY2021 DISCUSSION

The FY2021 Adopted Budget of \$479M is an increase of \$4M. This increase is achieved with no retail water or sewer rate increase.

The Adopted Budget increases for the addition of 1 AP to provide communications support.

The Adopted Budget increases by \$1.1M in required debt service payments and \$2.7m in pay-go cash to support the city council-adopted Capital Improvement Program and to improve debt service coverage ratios.

Enterprise Funds

The Adopted Budget increases by \$1.1M in Other Contractual Services to address increases in the Biosolids contract, but is offset by a \$742k reduction in chemicals.

The Adopted Budget increases by \$803k in Other Contractual Services to address increases in the TRA contract for treatment of wastewater flows in the far north and far east parts of the city.

HORIZON ISSUES

SCADA System Replacement: The Utility recently completed an assessment of options to replace the current Supervisory Control and Data Acquisition (“SCADA”) system used in its five water treatment plants and Remote Terminal Units (“RTUs”) used in 130 remote sites in the distribution system. The current system has been in place since 1987 and is reaching the end of its useful life. The project scope will be to replace the HSQ SCADA system in the water plants and to replace all HSQ RTUs in remote sites. The assessment, including an evaluation and alternatives, was provided to the Utility in January 2020. Engineering/design is expected to begin this fiscal year with construction in Fiscal Years 2021 through 2023.

Wastewater Certificate of Convenience and Necessity (CCN) Application: A CCN is granted through the Public Utility Commission (PUC) and enables the utility to be the exclusive service provider for the CCN’s designated geographic area. The CCN requires developers to build to the utility’s minimum standards, thereby ensuring the infrastructure already meets the utility’s standards once it becomes part of the Fort Worth system. The Utility currently has a Water CCN and is in the process of applying for a Wastewater CCN. The Wastewater CCN application boundary submitted to PUC was amended to exclude city limit area. The Utility has the right to serve within the city limit already so the boundary was changed to only include future 20 years proposed service area. The amendment boundary is currently being reviewed by PUC staff for acceptance. The next step will be public notifications. Submitting the Wastewater CCN application will result in substantial public engagement and will trigger additional discussions regarding regionalization.

Revised Lead and Copper Rule: This rule is under consideration by the EPA based on feedback from local stakeholders. The revised rule will finalize regulatory changes to the definition of lead free plumbing products and make other conforming changes to implement the Reduction of Lead in Drinking Water Act and the Community Fire Safety Act enacted by Congress. The final regulation is expected to result in fewer sources of lead in drinking water by implementing new standards for lead content in plumbing materials used in new installations and repairs, coordination of testing of all schools and childcare facilities, outreach to customers with lead service lines, maintaining tracking systems of outreach and testing, and managing the new “Find and Fix” rule requirement, among other requirements. The revised rule is anticipated sometime in 2021.

Permitting of New Water Reclamation Facility: Wastewater originating from far west Fort Worth currently travels more than twenty miles via existing wastewater collection pipes, through the downtown area, before treatment at the Village Creek Water Reclamation Facility on the city's east side. As west Fort Worth continues to grow, many of these existing pipes will become undersized to handle the proposed wastewater loading. The decision was made to invest in the future Mary's Creek WRF that will divert the proposed wastewater flows originating from west Fort Worth, treat the wastewater to a high standard and either discharge into Mary's Creek or provide a reclaimed water source for developments interested in reuse. Land for the proposed WRF was purchased in 2011 and in January 2017, the City Council approved a contract to initiate the permitting process, which includes applying for a discharge permit with the Texas Commission on Environmental Quality. The Utility filed the permit application with the TCEQ in March 2018. TCEQ deemed the application administratively complete in May 2018 and issued a draft permit in FY2020. Future permitting tasks include public outreach and responding to questions

Enterprise Funds

from regulatory agencies. Permit issuance will be followed by design and construction procurement. Under the current CIP, the plant could be operational by 2026.

Water Loss: The Utility has initiated a five-year plan to address real water loss within the water distribution system. Plan goals include a reduction in the annual Infrastructure Leakage Index to 3.75 by 2025 with an average reduction of 2 gal/connection/day/year. Plan initiatives include the development of five Distribution Metering Areas (DMA). DMAs are hydraulically isolated areas that allow the utility to better calculate the volume of water lost in a subsection of the distribution system, thereby allowing the Utility to better target water loss reduction activities, isolate water quality problems, and better manage overall system pressure throughout the system. The plan will also include implementation of pressure transients in the field with modeled results and data visualization. The first step will be the completion of an Acoustical Leak and Correlation Survey. The survey will identify and pinpoint the location of leaks on approximately 1500 miles of the Fort Worth Water distribution system through a combination of in house labor and contract services.

Enterprise Funds

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY19 Actual	FY20 Estimated	FY21 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.				
# Days cash on hand (days funded operating)	155	149	149	100-150
Ratio of outstanding debt to total assets	0.24	0.30	<=0.30	<=0.50
Infrastructure Strategy & Performance				
This service area focuses on the condition of and costs associated with critical infrastructure assets.				
# of main breaks & leaks per 100 miles of main	24.6	21.8	<= 14.2	<= 14.2
Infrastructure Leakage Index	5.28	4.86	<3.00	<4.00
Operational Optimatization				
This service area ensures ongoing, timely, cost-effective, reliable and sustainable performance improvements in all facets of operations.				
# authorized water positions per 1,000 population	0.62	0.60	>= 0.39	>= 0.39
# authorized sewer positions per 1,000 population	0.55	0.55	>= 0.36	>= 0.36
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) - In City	158	153	150.13	< 168
Enterprise Resiliency				
This service area ensures utility leadership and staff work together to anticipate and avoid problems.				
Employee turnover rate	16.3%	12%	<=10%	<=10%
Customer Satisfaction				
This service area provides reliable, responsive, and affordable services in line with explicit, customer accepted sevice levels. Receives timely customer feedback to maintain responsiveness to customer needs and emergencies.				

Enterprise Funds

% of calls answered within 60 seconds (water call center)	91.37%	75.00%	≥85.00%	≥ 80.00%
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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.

# of water quality complaints per 1,000 accounts	0.11	0.08	<0.30	<0.30
% of water quality complaints resolved within 48 hrs	NA	NA	NA	≥95%
% of water quality complaints resolved within 120 hrs	96%	99%	≥95%	≥95%

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.

# of people reached through presentations, public events & plant tours	19,180	15,000	≥15%	≥16,000
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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 annual savings from water efficiency incentive programs (million gallons)	49.00	58.00	60.00	90.00
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Employee & Leadership Development

Recruits and retains a workforce that is competent, motivated, adaptive, and safe-working. Establishes a participatory, collaborative organization dedicated to continual learning and improvement. Ensures employee institutional knowledge is retained and improved upon over time.

Reduce # of Recordable Injuries by 5% annually	-20%	0%	≥5%	≥5%
Completion of 85% Required Safety Training per employee	6.61%	5.24%	85%	85%



Internal Service Funds



Internal Service Funds

Internal Service Fund Statement

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Charge for Service	46,195,236	45,616,577	43,186,577	43,630,298	(1,986,279)	-4.35%
Use of Money & Property	8,588,930	3,689,224	3,689,224	3,893,295	204,071	5.53%
Other	88,478,725	91,271,860	91,271,860	87,099,323	(4,172,537)	-4.57%
Transfer In	120,819	12,163	331,108	12,163	-	0.00%
Total Revenues	143,383,710	140,589,824	138,478,769	134,635,079	(5,954,745)	-4.24%
Use of Fund Balance	-	-	1,995,886	-	-	0.00%
Salaries & Benefits	22,901,763	24,282,410	23,722,047	22,851,242	(1,431,168)	-5.89%
Gen Operating & Maintenance	103,296,877	114,549,932	113,677,240	111,149,449	(3,400,483)	-2.97%
Transfer Out	1,257,916	554,388	1,872,274	634,388	80,000	14.43%
Total Expenses	127,456,555	139,386,730	139,271,561	134,635,079	(4,751,651)	-3.41%
Contribution to Fund Balance	-	1,203,094	1,203,094	-	(1,203,094)	-100.00%
Revenues Over(Under) Expenses	\$ 15,927,155	\$ -	\$ -	\$ -	\$ -	0%

FUND PURPOSE AND GOALS

Internal Service Funds finance the goods and/or services provided by one department of the City of Fort Worth to another. Departments utilizing services provided in-house are charged a fee by the Internal Service Fund department providing the service. The Internal Service Fund departments depend upon revenue generated from those fees to support all departmental functions. The city currently operates four funds on this basis: Capital Projects Service, Fleet and Equipment Services, Group Health and Life Insurance, and the Risk Financing Fund. Information Systems, previously categorized as an internal service fund, is now included as a department within the General Fund.

The Capital Projects Service Fund, through the Transportation & Public Works Department and the Property Management Department, provides engineering services for other city departments. Engineering services provided include project design and management, surveying, quality control testing and construction inspection for all water, storm drain, sidewalk and other infrastructure projects.

The Fleet and Equipment Services Fund enables the Property Management Department to procure and manage fuel and acquire, maintain, repair and dispose of vehicles and equipment in the city fleet.

The Group Health and Life Insurance Fund coordinates the health insurance programs for active employees and their dependents. It also provides basic life insurance and manages the Employees' Wellness Program.

The Risk Financing Fund, which manages the Risk Management and Workers' Comp Divisions, is responsible for property and liability insurance and claims management, coordinating loss identification, reduction, and prevention programs, and providing workers' compensation benefits.



Internal Service Funds

Capital Projects Service

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Charge for Service	16,171,247	14,837,093	14,837,093	14,837,093	-	0.00%
Use of Money & Property	133,329	45,000	45,000	45,000	-	0.00%
Other	37	17,747	17,747	17,747	-	0.00%
Transfer In	11	1,500	1,500	1,500	-	0.00%
Revenue	\$ 16,304,624	\$ 14,901,340	\$ 14,901,340	\$ 14,901,340	\$ -	0.00%
Salaries & Benefits	10,332,259	11,434,694	11,334,694	11,220,437	(214,257)	-1.87%
Gen Operating & Maintenance	2,498,428	2,933,558	3,033,558	3,147,815	214,257	7.30%
Transfer Out & Other	1,073,631	533,088	533,088	533,088	-	0.00%
Expenses	\$ 13,904,319	\$ 14,901,340	\$ 14,901,340	\$ 14,901,340	\$ -	0.00%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Capital Projects Service Fund	114.00	114.00	114.00	114.00	-	-
Total	114.00	114.00	114.00	114.00	-	-

FUND PURPOSE AND GOALS

The Capital Projects Service Fund provides for program management, engineering design, project management, surveying, and quality control and construction inspection services for most water, sewer, street, storm drainage, sidewalk and other city initiated infrastructure improvement projects. Additionally, construction inspection services and quality control are provided for developer initiated infrastructure projects under Community Facility Agreements.

The Fund's core functions include: leadership and management of the City's high profile capital programs and projects; implementation of Integrated Program Management; facilitation and improvement of tracking and reporting of project/program status in partnership with the Management Team and Financial Management Services Department; improvement and capacity expansion of the city capital program and project delivery systems; and synchronization of the city's capital planning process with the City's Comprehensive Plan.

FY2021 DISCUSSION

The FY2021 Adopted Budget includes a transfer out to capital equivalent to the prior year, in order to fund PAYG capital outlay projects. The outlay expenses include vehicles and technology initiatives.

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

HORIZON ISSUES

With the pace of economic development occurring in the region at this time, we are seeing constraints in our supply chain for construction related materials and activities which is driving price increases for both labor and materials. Implementation of a new Capital Delivery Management system will begin in FY2021 providing greater

Internal Service Funds

visibility into project performance and partner collaboration across our portfolio of capital projects. Vetting of candidate projects identified for the 2022 Bond Program will begin as the organization continues to develop the next bond program for citizens to approve.

Internal Service Funds

Fleet and Equipment Services

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted Amount	%
Charge for Service	28,761,531	29,292,997	26,862,997	28,127,451	(1,165,546)	-3.98%
Use of Money & Property	96,953	64,224	64,224	83,279	19,055	29.67%
Other	37,492	12,676	12,676	12,676	-	0.00%
Transfer In	15,545	10,663	10,663	10,663	-	0.00%
Use of Fund Balance	-	-	648,000	-	-	0.00%
Revenue	\$ 28,911,521	\$ 29,380,560	\$ 27,598,560	\$ 28,234,069	\$ (1,146,491)	-3.90%
Salaries & Benefits	9,351,094	10,006,126	9,545,763	9,090,876	(915,250)	-9.15%
Gen Operating & Maintenance	19,341,876	19,360,362	18,038,725	19,049,121	(311,241)	-1.61%
Transfer Out & Other	32,977	14,072	14,072	94,072	80,000	568.50%
Expenses	\$ 28,725,946	\$ 29,380,560	\$ 27,598,560	\$ 28,234,069	\$ (1,146,491)	-3.90%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Equipment Services Fund	114.00	115.80	107.00	108.80	(7.00)	(7.00)
Total	114.00	115.80	107.00	108.80	(7.00)	(7.00)

FUND PURPOSE AND GOALS

The Equipment Services Fund, an Internal Service Fund, managed by the Fleet Services division of the Property Management Department, is charged with maintaining the city's fleet. The Fleet Services division has multiple responsibilities including asset acquisition, fuel services, maintenance and servicing, accident repair, and asset disposition for the entire city fleet.

The Equipment Services Fund is principally sustained by revenues received from the interdepartmental billing of departments. As an Internal Service Fund, the majority of Equipment Services' operating funds come from interdepartmental charges from other city departments for fuel, parts and other vehicle and equipment-related services provided. The application of an overhead charge to all vehicle repair parts, fuel, and outside services, as well as an annual administrative fee assessed on most numbered vehicles and equipment, allows Fleet Services to support its general, non-department specific administrative functions.

Fleet Services operates the following five locations throughout the city of Fort Worth: James Avenue Service Center, Southside Service Center, Water Service Center, North Service Center and Brennan Avenue body shop. Each of the Service Centers provides repair and replacement of all fleet asset maintenance support. Further, each center provides field servicing repair. The Brennan Avenue body shop location provides accident repair along with asset salvage processing.

Fleet services not only operates service and maintenance functions, but all centers provide onsite fueling stations. Petroleum availability includes; unleaded fuel, low Sulphur diesel, DEF additive, and propane. In

Internal Service Funds

addition, Fleet Services operates a non-manned fueling site in Southeast Fort Worth which includes a slow-fill compressed natural gas station.

In a continuing effort to provide the best possible fleet services, the Fleet Services division also contracts a wide variety of fleet-related services to outside entities when contracting is deemed the most efficient and effective means to provide the required service. Maintenance and repair services are contracted out for the following reasons:

- The required expertise is not available in-house including proprietary diagnostic needs.
- A substantial capital investment would be necessary to perform the service in-house.
- The service could be performed less expensively by an outside vendor.
- Workload overflow relief as needed.

As part of the strategy, Fleet Services privatized its parts inventory system at the end of FY2002. The FY2020 budget contains the continuation of that program. Integrated Business Solutions (NAPA Genuine Parts Company), as the current contracted provider, supplies the Fleet Division with vehicle and equipment parts.

In FY1996, Fleet Services implemented a robust vehicle replacement plan. As part of the plan, the acquisition section of Fleet Services analyzes the entire city fleet, evaluating each vehicle's maintenance costs, useful life, and mileage, down time, along with other determined factors. Based on this yearly analysis, Fleet Services rates the vehicles and equipment in a prioritized asset replacement list. Fleet Services acquisition staff subsequently meets with each department to review and fine-tune the replacement rankings. The replacement lists are consolidated to determine replacement vehicle priorities for the coming fiscal year.

Additionally, in order to stabilize budgeting for major purchases in vehicles and equipment, the city created a Vehicle and Equipment Replacement Fund (VERF) in FY2014. This provides a systematic, citywide approach to procurement and disposition of fleet, as well as ensures adequate funds are available to purchase vehicles and equipment.

FY2021 DISCUSSION

The FY2021 Adopted Budget includes a reduction of 7 AP/7.00 FTE vacant mechanic positions. The 2021 Budget Adopted Budget also includes a reduction of \$1.15M in revenue mostly due to fluctuation of charges associated with fuel prices. The revenue decrease will be offset by the related reduction of \$1.15M in expenditures.

HORIZON ISSUES

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

North Service Center completion: The new North Service Center opened in the later part of May 2018. The service center has a new fuel island with ten dispensers (four for unleaded and six for diesel/diesel exhaust fluid). A propane fuel site is also included at the fuel island. Additional phase(s) of the fleet maintenance facility will be submitted for future bond election(s). This facility expansion will be needed to maintain increased fleet growth to matching the overall growth of the City for the coming decade. Future plans will include expansion of technician needs of all levels along with an added second shift.

Internal Service Funds

Equipment and Diagnostic Upgrades: Fleet services is working to identify and replace equipment which can improve safety and efficiency. Equipment replacement needs include updating: equipment lifts, diagnostic equipment for multiple manufacturer support, updated inspection processes, A/C and Tire changing equipment, and updated alignment and general replacement of aged equipment.

Fuel Tank and Equipment Upgrades: With ongoing development of an automated fuel system, many new technologies are being added to provide further support for departments and reduction of administrative needs. Pump Volumizers, existing tank replacement, OPW reporting equipment, and additional department fueling needs and storage are currently being reviewed and updated.

Internal Service Funds

Group Health and Life Insurance

FUND SUMMARY

	FY2019 FY2019	FY2020 FY2020	FY2020 FY2020	FY2021 Adopted	Change from Adopted Amount	%
	Final	Adopted	Adjusted	#VALUE!	#VALUE!	0.00%
Charge for Service	1,340,338,009	1,357,859,849	1,343,859,862	1,372,909,687	15,049,838	1.11%
Use of Money & Property	143,292,246	59,664,145	64,325,372	69,625,363	9,961,218	16.70%
Other	\$313,173,946	\$312,259,435	\$309,884,194	\$298,773,296	\$(13,486,139)	-4.32%
Revenue	4739126629	\$4,845,885,517.00	\$5,224,460,451.46	\$4,857,288,582.00	-	0.00%
Salaries & Benefits	1,948,845,755	2,084,533,147	2,048,472,500	2,083,968,168	(564,979)	-0.03%
Gen Operating & Maintenance	1,393,492,286	1,557,311,132	1,560,899,604	1,583,649,134	26,338,002	1.69%
Transfer Out & Other	\$779,662,862	\$809,005,111	\$860,166,627	\$756,165,399	\$(52,839,712)	-6.53%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Group Health & Life Insurance Fund	11.00	9.65	10.00	8.80	(1.00)	(0.85)
Total	11.00	9.65	10.00	8.80	(1.00)	(0.85)

FUND PURPOSE AND GOALS

The Group Health & Life Insurance Fund administers health insurance for employees and their dependents in addition to basic life insurance for employees. Since FY2002, the Group Health & Life Insurance Fund has included budget for the Employees' Wellness Program. Fund revenues come from active employees, contributions from city funds and interest on investments.

The Group Health & Life Insurance Fund is comprised of two divisions: the Benefits/Insurance Division and the Wellness Division.

FY2021 DISCUSSION

Due to the performance of the Fund, the FY2021 Adopted Budget includes no increase in the City's or employees contributions.

The FY2021 AP count is reduced by one (1) position as part of the budget reduction process.

HORIZON ISSUES

- Dallas/Fort Worth Metroplex being the most expensive healthcare market in the United States
- Uncertainty in claims due to COVID 19
- Rising cost of benefits for employees
- Health status of employees and the costs of their future care

Internal Service Funds

Risk Financing

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted Amount	%
Use of Money & Property	614,288	400,000	400,000	399,990	(10)	0.00%
Other	20,657,065	21,902,245	21,902,245	20,118,086	(1,784,159)	-8.15%
Transfer In	105,263	-	318,945	-	-	0.00%
Use of Fund Balance	-	-	1,347,886	-	-	0.00%
Revenue	\$ 21,376,616	\$ 22,302,245	\$ 23,969,076	\$ 20,518,076	\$ (1,784,169)	-8.00%
Salaries & Benefits	1,785,899	1,788,907	1,788,907	1,566,921	(221,986)	-12.41%
Gen Operating & Maintenance	15,883,329	19,303,016	19,651,961	18,943,927	(359,089)	-1.86%
Transfer Out & Other	136,932	1,210,322	2,528,208	7,228	(1,203,094)	-99.40%
Expenses	\$ 17,806,160	\$ 22,302,245	\$ 23,969,076	\$ 20,518,076	\$ (1,784,169)	-8.00%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Risk Financing Fund	17.00	17.00	15.00	15.00	(2.00)	(2.00)
Total	17.00	17.00	15.00	15.00	(2.00)	(2.00)

FUND PURPOSE AND GOALS

The Risk Financing Fund is responsible for maintaining the commercial and self-insurance programs, claims management, and safety risks for the city. The Risk Financing Fund is comprised of two functions: Workers' Compensation and Risk Management. The Risk Management Function is comprised of the Property & Casualty Division and the Employee Health & Safety Division. Within these functions, there are personnel who promote return to work, safety, and subrogation interests.

The Workers' Compensation division is responsible for providing statutorily-mandated benefits to city employees who are injured in the course and scope of employment, provided the claims are deemed compensable under the Texas Workers' Compensation Act. The division also harbors specialists responsible for employee return to work efforts.

The Property & Casualty (P&C) division maintains all other aspects of the city's insurance program. Utilizing both self-insured and outside commercial insurance programs, the P&C division focuses on controlling costs from property and casualty claims and/or litigation. It also strives to preserve and protect the city's assets through loss prevention, loss control, and risk financing mechanisms.

The Employee Health & Safety Division helps to educate our city's workforce on the importance of maintaining safety processes and controls. Both Workers' Compensation and Risk Management pursue subrogation when possible, recovering funds from third parties who are liable for losses paid by the city.

FY2021 DISCUSSION

For FY2021, the department anticipates Property Insurance to continue to rise substantially in addition to an increase in the cost of deductibles related to wind and hail damage.

Internal Service Funds

Overall the expense budget includes a decrease in funding associated with lower Workers' Compensation costs.

The FY2021 AP count is reduced by two (2) as part of the budget reduction process.

HORIZON ISSUES

Claim Expense Management – the Risk section is constantly trying to lower claim-related expenses. They encourage immediate reporting of all losses so claims can be monitored and quickly brought to closure. They strive to handle claims fairly, promptly, and efficiently. This lowers the possibility of legal disputes, as well as discourages those attempting to solicit financial gain from the city. They educate the departments about the importance of safety management and make sure there is proper coverage for their exposures. They benchmark the City's claim activity against other similar risks in an effort to proactively forecast future claim costs.

The Risk Management Information System contract is currently in the bid process. The current RMIS will either be replaced with a full new implementation occurring in FY2020, or the current system will remain in place and greater functionality added.

New Hire Safety Orientation – the Safety division has developed a new hire safety orientation. The purpose of the orientation is to increase new employees' awareness of health and safety hazards and inform them of how to manage these hazards on the job. The newly proposed orientation will be transitioned to a blended learning model.

Ergonomics Assessment Program – the Safety division is developing an Ergonomics Assessment program to educate and address ergonomic needs throughout the organization. In addition, an on-site showroom would be available as an additional resource for all employees.

Safety Software – In the foreseeable future, there will be a need for additional Safety software.

Pharmacy Benefit Management Company (PBM) — the goal was to obtain a PBM for the workers' compensation program. A vendor was picked, but due to contractual issues with 3rd party TPA (York Risk Services), the City will have to wait until the upcoming RFP produces a new contract.

Fiduciary Funds



Fiduciary Funds

Retiree Healthcare Trust

FUND SUMMARY

	FY2019 Final	FY2020 Adopted	FY2020 Adjusted	FY2021 Adopted	Change from Adopted	
					Amount	%
Charge for Service	413,518	-	-	-	-	0.00%
Use of Money & Property	2,100,683	1,000,000	1,000,000	1,000,005	5	0.00%
Other	29,286,415	31,548,119	31,548,119	32,159,909	611,790	1.94%
Revenue	\$ 31,800,616	\$ 32,548,119	\$ 32,548,119	\$ 33,159,914	\$ 611,795	1.88%
Salaries & Benefits	138,890	136,660	136,660	116,701	(19,959)	-14.60%
Gen Operating & Maintenance	28,334,158	29,005,069	29,005,069	29,403,880	398,811	1.37%
Contribution to Fund Balance	-	3,406,390	3,406,390	3,639,333	232,943	6.84%
Expenses	\$ 28,473,048	\$ 32,548,119	\$ 32,548,119	\$ 33,159,914	\$ 611,795	1.88%

Fund	2020		2021		Change	
	AP	FTE	AP	FTE	AP	FTE
Retiree Healthcare Trust	-	1.35	-	1.20	-	(0.15)
Total	-	1.35	-	1.20	-	(0.15)

FUND PURPOSE AND GOALS

The Retiree Healthcare Trust fund was created to aid in financial management activities, demonstrate legal compliance and allow for the separation of functions and activities related to the administration of retirees. The Retiree Healthcare Trust Fund accounts for revenue generated and expenditures incurred in administering retired employees' group benefits. Fund revenues come from retiree contributions, contributions from city funds and interest on investments.

FY2021 DISCUSSION

The FY2021 Adopted budget includes an increase in the city contribution (6.1%) due to recent increased costs incurred by the retirees. The retiree premiums on the Health Center Plan will be increased by \$50, plus an additional 3% for those with dependents. Both the inpatient and outpatient costs have grown significantly and the costs are growing sharply for the pre-65 (non-Medicare) retirees.

For FY2021, the FTE is reduced by (0.15) due to the elimination of one position that this partially funded between the Group Health Insurance Fund and Risk Financing Fund.

HORIZON ISSUES

- Dallas/Fort Worth Metroplex being the most expensive healthcare market in the United States
- Uncertainty in claims due to COVID-19
- Rising cost of benefits for retirees
- Health status of retirees and the costs of their future care



Ordinances



Ordinance No. 24446-09-2020

AN ORDINANCE APPROPRIATING FUNDING FOR THE OPERATING BUDGET OF THE CITY OF FORT WORTH FOR THE ENSUING FISCAL YEAR, BEGINNING OCTOBER 1, 2020, AND ENDING SEPTEMBER 30, 2021, INCLUDING AN APPROPRIATION TO PAY DEBT SERVICE REQUIREMENTS ON OUTSTANDING INDEBTEDNESS; AND APPROPRIATING FUNDS FOR PURPOSES OF ENACTING THE FISCAL YEAR 2021 CAPITAL IMPROVEMENT PLANS, INCLUDING CAPITAL PROGRAMS, PROJECTS, OUTLAYS, AND COMMUNITY FACILITY AGREEMENTS; AND DELEGATING AUTHORITY FOR CERTAIN TRANSFERS AND ALLOCATIONS WITHIN BUDGETED AMOUNTS; AND RATIFYING CITY COUNCIL APPROVED APPROPRIATION ORDINANCES EFFECTING THIS BUDGET; AND ACKNOWLEDGING PRIOR APPROPRIATIONS EFFECTING THE CAPITAL IMPROVEMENT PLANS; AND INCORPORATING BUDGET ON FILE WITH CITY SECRETARY, AS REVISED BY CITY COUNCIL; AND APPROVING THE CAPITAL IMPROVEMENT PLAN; AND ACKNOWLEDGING APPROVAL OF REVISED PERSONNEL LEAVE; 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 4, 2020, and August 11, 2020 the City Manager submitted a recommended Fiscal Year 2021 operating budget and capital improvement plans to the City Council, respectively; 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 capital improvement plans and make revisions; and

WHEREAS, this ordinance includes all appropriations necessary to implement the FY2021 operating budget which contains personnel costs including the various costs of leave and capital improvement plans 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 budget appropriation and appropriations for the capital improvement plans for the ensuing fiscal year, beginning October 1, 2020 and ending September 30, 2021, 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 7,491 total authorized positions and that the City Council delegate authority for certain transfer and allocations within budgeted amounts.

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Property Tax	\$448,904,675
Sales Tax	\$168,248,455
Payment in Lieu of Taxes	\$6,559,582
Street Rental	\$25,150,264
Other Tax	\$54,279,659
License & Permits	\$17,653,348
Intergovernmental Revenue	\$485,386
Charge for Service	\$43,078,465
Fines & Forfeitures	\$5,420,421
Use of Money & Property	\$619,937
Other Revenue	\$2,511,365
Sale Of Abandoned Property	\$607,810
Salvage Sales	\$1,515
Transfer from Solid Waste	\$5,026,057
Transfer from Culture Tourism	\$1,036,743
Transfer from Water (Public Art)	\$480,712
Transfer from Gen Endow Gas Ls (Public Art)	\$297,238
Transfer from FW LDC (Economic Development Strategic Plan)	\$395,000
Transfer from TIRZ	\$281,584
Transfer from PACS Dedication	\$211,578
Transfer from PIDS	\$227,675
Transfer from Municipal Parking	\$105,049
Transfer from PARD Capital Gas Lease	\$101,226
Other Interdepartmental Transfers	\$380,291
	\$782,064,035

EXPENDITURES

City Attorney's Office	\$7,272,031
City Auditor's Office	\$2,037,214
City Manager's Office	\$9,620,740
City Secretary's Office	\$1,697,045
Code Compliance	\$24,041,375
Communications & Public Engagement	\$4,350,749
Diversity & Inclusion Department	\$1,711,907
Development Services	\$18,999,525
Public Art	\$489,112
Economic Development	\$28,065,623
Subsidy to Culture and Tourism (380 Agreement)	\$1,210,641
Financial Management Services	\$12,122,281
Fire	\$168,670,767
Transfer for Grant Match	\$409,730
Transfer to Municipal Airport Fund (Fire Lease)	\$59,501
Human Resources	\$5,479,148
IT Solutions	\$10,725,046
Transfer to the IT Capital Fund	\$3,143,000
Transfer to IT Refresh Capital	\$1,425,534
Library	\$22,295,293
Municipal Court	\$14,417,298
Neighborhood Services	\$6,852,782
United Way	\$199,500
Transfer to the General Capital Fund	\$3,199,500
Transfer for Las Vegas/Calmont Community Center	\$130,000
Park and Recreation	\$49,325,768
Transfer to the General Capital Fund	\$4,269,170
Transfer to the PIDs and TIRZ	\$776,202
Transfer for YMCA Contract	\$12,000
Planning and Data Analytics	\$6,499,712
Police	\$272,987,345
Property Management	\$15,048,605
Transfer to the General Capital Fund	\$3,918,000
Transfer to Vehicle and Equipment Replacement Fund	\$3,000,000
Public Art	\$25,812
Transportation and Public Works	\$34,160,081
Transfer to the General Capital Fund	\$32,938,000
Non-Departmental	\$570,000
Separation Pay	\$7,510,537
Contractual Services	\$829,983
Tuition Reimbursement	\$172,478
Training Initiative	\$250,000
Transfer to the General Capital Fund (Paygo)	\$750,000
Transfer to Municipal Golf (Operating Subsidy)	\$395,000
	\$782,064,035

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Sales Tax	\$79,213,635
Intergovernmental Revenue	\$6,797,805
Use of Money & Property	\$130,440
Other Revenue	\$17,582
Sales of Capital Assets	\$280,750
Salvage Sales	\$130,250
	\$86,570,462

EXPENDITURES

Police	\$66,489,606
Park and Recreation	\$1,114,317
Neighborhood Services	\$848,259
Transfer to General Debt Service Fund	\$2,771,134
Transfer for Grant Match	\$585,735
Transfer to CCPD Capital Projects Fund	\$12,125,121
Transfer to IT Refresh Capital	\$482,597
Contribution to Fund Balance	\$2,153,693
	\$86,570,462

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 transfer for 380 agreement payments, 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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Hotel Occupancy Taxes	\$20,595,023
Charges for Services	\$3,990,513
Use of Money and Property	\$7,643,922
Other Revenue	\$1,768,351
License and Permits	\$15,500
Transfer from General Fund (380 Agreement)	\$1,210,641
Use of Fund Balance/Net Position	\$1,202,887
	\$36,426,837

EXPENDITURES

Culture and Tourism	\$33,520,604
Transfer to General Fund	\$1,036,743
Transfer to Culture and Tourism Capital Projects Fund	\$1,047,000
Transfer to IT Refresh Capital	\$22,520
Transfer to Culture and Tourism Debt Fund	\$343,372
Transfer to Venue Debt Fund	\$456,598
	\$36,426,837

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Hotel Occupancy Taxes	\$5,870,007
	\$5,870,007

EXPENDITURES

Transfer to Culture & Tour DFW Revenue Share Capital Fund	\$2,180,757
Transfer to Culture and Tourism Debt Fund	\$3,689,250
	\$5,870,007

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES	
DFW Revenue Share	\$3,660,000
	\$3,660,000
EXPENDITURES	
Transfer to Culture & Tour DFW Revenue Share Capital Fund	\$997,175
Debt Transfer Out	\$2,662,825
	\$3,660,000

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES	
Intergovernmental Revenue	\$4,500,000
Transfer from Culture and Tourism Capital	\$1,189,334
	\$5,689,334
EXPENDITURES	
Transfer to Venue Debt Fund	\$5,689,334
	\$5,689,334

The **Arena Operating Fund (Venue Fund)** is a special revenue fund for managing and segregating the venue taxes that become effective with the opening of the Dickies Arena in November 2019. Funding is used to maintain and improve facilities at the new Multipurpose Arena designated as the venue project and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES	
Other Taxes from Operating Revenue	\$6,000,000
Use of Fund Balance/Net Position	\$2,859,285
	\$8,859,285

EXPENDITURES

Transfer to Venue Debt Fund	\$8,859,285
	\$8,859,285

The **Municipal Golf Fund** is a special revenue fund for managing revenues generated by the municipal golf courses and from a partial subsidy from the General Fund and used for funding maintenance and operations of the golf facilities and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Charges for Services	\$4,633,048
Other Revenue	\$4,000
Transfer from General Fund (Operating Subsidy)	\$395,000
	\$5,032,048

EXPENDITURES

Park and Recreation	\$5,021,248
Transfer to IT Refresh Capital	\$10,800
	\$5,032,048

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Charges for Services	\$4,352,000
Use of Money and Property	\$56,000
	\$4,408,000

EXPENDITURES

Code Compliance	\$3,546,693
Transfer to General Fund	\$3,614
Transfer to Water/Sewer Fund	\$613,868
Transfer to IT Refresh Capital	\$3,500
Contribution to Fund Balance	\$240,326
	\$4,408,000

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Use of Money and Property	\$1,738,778
Charges for Services	\$236,900
Other Revenue	\$2,874,810
Use of Fund Balance/Net Position	\$601,534
	\$5,452,022

EXPENDITURES

Property Management	\$5,452,022
	\$5,452,022

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Donations	\$2,000,000
	\$2,000,000

EXPENDITURES

Non-Departmental	\$2,000,000
	\$2,000,000

The **Special Revenue Municipal Court 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	\$200,000
	\$200,000

EXPENDITURES

Municipal Court	\$200,000
	\$200,000

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Transfers from Park Gas Lease Revenue	\$455,158
Use of Fund Balance/Net Position	\$34,900
	\$490,058

EXPENDITURES

Park and Recreation	\$433,058
Transfer to Capital Fund	\$57,000
	\$490,058

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Intergovernmental Revenue	\$300,000
	\$300,000

EXPENDITURES

Library	\$300,000
	\$300,000

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 portion of property tax assessments and other resources and used to pay principal and interest on and to create a sinking fund for outstanding general indebtedness of the City and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Property Tax	\$114,944,127
Use of Money and Property	\$4,097,182
Transfer from CCPD	\$2,771,134
	\$121,812,443

EXPENDITURES

Financial Management Services (Debt Obligation)	\$121,812,443
	\$121,812,443

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 to create a sinking fund for outstanding debt related to improvements at the Convention Center and Will Rogers and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Use of Money and Property	\$300,000
Transfer from Culture and Tourism	\$343,372
Transfer from Culture and Tourism 2% Hotel	\$3,689,250
Transfer from DFW Revenue Share	\$2,662,825
	\$6,995,447

EXPENDITURES

Financial Management Services (Debt Obligation)	\$6,698,647
Contribution to Fund Balance/Net Position	\$296,800
	\$6,995,447

The **Venue Debt Service Fund** 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 to create a sinking fund for outstanding debt related to the bonds issued to finance the City's portion of costs for the designated venue, including Dickies Arena, and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Transfer from Culture and Tourism	\$456,598
Transfer from Culture and Tourism Project Finance Zone	\$5,689,334
Transfer from Culture and Tourism Venue	\$8,859,285
	\$15,005,217

EXPENDITURES

Financial Management Services (Debt Obligation)	\$14,926,098
Contribution to Fund Balance/Net Position	\$79,119
	\$15,005,217

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Transfer from Municipal Parking Fund	\$2,976,525
	\$2,976,525

EXPENDITURES

Financial Management Services (Debt Obligation)	\$2,976,525
	\$2,976,525

The **Solid Waste Debt Service Fund** is a debt service fund utilized to manage revenues from municipal solid waste service fees and other resources allocated to pay principal and interest on and to create a sinking fund for outstanding debt related to solid waste infrastructure and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Transfer from Solid Waste Fund	\$484,620
	\$484,620

EXPENDITURES

Financial Management Services (Debt Obligation)	\$484,620
	\$484,620

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 to create a sinking fund for outstanding debt related to stormwater infrastructure and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Transfer from Stormwater Utility	\$11,196,552
	\$11,196,552

EXPENDITURES

Financial Management Services (Debt Obligation)	\$8,799,726
Contribution to Fund Balance/Net Position	\$2,396,826
	\$11,196,552

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Use of Money and Property	\$50,000
Transfer from Water/Sewer	\$99,288,233
	\$99,338,233

EXPENDITURES

Financial Management Services (Debt Obligation)	\$95,367,134
Contribution to Fund Balance/Net Position	\$3,971,099
	\$99,338,233

The **Rock Creek Public Improvement District (PID) Debt Service Fund** is a debt service fund to manage Rock Creek PID assessment revenues and other resources allocated to pay principal and interest on the Rock Creek PID bonds and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Use of Fund Balance/Net Position	\$1,573,175
	\$1,573,175

EXPENDITURES

Financial Management Services (Debt Obligation)	\$1,573,175
	\$1,573,175

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Use of Money and Property	\$5,031,104
Charges for Services	\$3,725,243
Other Revenue	\$93,875
License and Permits	\$44,170
Transfer from General Fund (Fire Lease)	\$59,501
	\$8,953,893

EXPENDITURES

Aviation	\$7,675,275
Transfer to General Fund (Fire Services)	\$59,501
Transfer to Municipal Airport Capital Projects Fund	\$1,205,077
Transfer to IT Refresh Capital	\$14,040
	\$8,953,893

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Charges for Services	\$7,314,030
Use of Money and Property	\$209,319
License and Permits	\$13,210
Other Revenue	\$11
	\$7,536,570

EXPENDITURES

Transportation and Public Works	\$4,450,653
Transfer to Municipal Parking Debt Service Fund	\$2,976,525
Transfer to General Fund	\$105,049
Transfer to IT Refresh Capital	\$4,343
	\$7,536,570

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	\$61,822,146
Use of Money and Property	\$5,261,373
License and Permits	\$18,785
Other Revenue	\$2,299,266
	\$69,401,570

EXPENDITURES

Code Compliance	\$61,940,037
Transfer to General Fund	\$5,026,057
Transfer to Water/Sewer Fund	\$1,338,070
Transfer to IT Refresh Capital	\$21,601
Payment in Lieu of Taxes	\$122,478
Transfer to Solid Waste Debt Service Fund	\$484,620
Contribution to Fund Balance/Net Position	\$468,707
	\$69,401,570

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Charges for Services	\$44,902,912
Use of Money and Property	\$64,054
	\$44,966,966

EXPENDITURES

Transportation and Public Works	\$17,765,369
Transfer to General Fund	\$14,036
Transfer to Water/Sewer Fund	\$1,209,808
Transfer to Solid Waste Capital Projects Fund	\$11,257,139
Payment in Lieu of Taxes	\$1,207,937
Transfer to IT Refresh Capital	\$12,569
Street Rental	\$2,219,682
Transfer to Stormwater Debt Service Fund	\$11,196,552
Contribution to Fund Balance/Net Position	\$83,874
	\$44,966,966

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

License and Permits	\$1,354,226
Charges for Services	\$447,030,056
Use of Money and Property	\$1,436,804
Other Revenue	\$9,895,000
Sale of Capital Asset	\$80,000
Salvage Sales	\$25,000
Transfer from Water Impact	\$11,500,000
Transfer from Sewer Impact	\$5,000,000
Transfer from Environ Protection Fund	\$613,868
Transfer from Stormwater Utility Fund	\$1,209,808
Transfer from Solid Waste Fund	\$1,338,070
	\$479,482,832

EXPENDITURES

Water	\$180,476,407
Reclaimed Water Department	\$110,441
Wastewater Department	\$100,903,190
Transfer to Water Capital Fund	\$4,020,083
Transfer to General Fund for Public Art	\$480,712
Transfer to General Fund for Energy Savings Program	\$20,176
Transfer to Capital Fund	\$120,000
Transfer to Water/Sewer Capital Fund	\$65,903,841
Payment in Lieu of Taxes	\$5,229,167
Street Rental	\$22,930,582
Transfer to Water Debt Funds	\$99,288,233
	\$479,482,832

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Charges for Services	\$14,837,093
Use of Money and Property	\$45,000
Other Revenue	\$17,747
Salvage Sales	\$1,500
	\$14,901,340

EXPENDITURES

Transportation and Public Works	\$14,368,252
Transfer to General Fund	\$4,477
Transfer to Vehicle and Equipment Replacement Fund	\$513,000
Transfer to IT Refresh Capital	\$15,611
	\$14,901,340

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Charges for Services	\$28,127,451
Use of Money and Property	\$83,279
Other Revenue	\$12,676
Sale of Capital Asset	\$3,225
Salvage Sales	\$7,438
	\$28,234,069

EXPENDITURES

Property Management	\$28,139,997
Transfer to General Fund	\$14,072
Transfer to Capital Fund	\$80,000
	\$28,234,069

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 liabilities adopted in Resolution 4464-06-2015 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Charges for Services	\$665,754
Use of Money and Property	\$3,365,026
Other Revenue	\$66,950,814
	\$70,981,594

EXPENDITURES

Human Resources	\$70,981,594
	\$70,981,594

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 liabilities adopted in Resolution 4464-06-2015 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Use of Money and Property	\$1,000,005
Other Revenue	\$32,159,909
	\$33,159,914

EXPENDITURES

Human Resources	\$29,520,581
Contribution to Fund Balance/Net Position	\$3,639,333
	\$33,159,914

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 and for fiscal year 2021 shall have receipts and appropriations as follows:

REVENUES

Use of Money and Property	\$399,990
Other Revenue	\$20,118,086
	\$20,518,076

EXPENDITURES

Human Resources	\$20,510,848
Transfer to IT Refresh Capital	\$7,228
	\$20,518,076

SECTION 6. CAPITAL IMPROVEMENTS

That there shall be appropriations for the Capital Improvement Plans of the City of Fort Worth for Fiscal Year 2021, 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, and for fiscal year 2021 shall have General Capital Improvement Plan receipts and appropriations totaling \$111,554,358 as follows:

Capital Category	Project	FY2021
Athletic Field Imp	Harmon Athletic Field	600,000
	Rolling Hills Athletic Field	1,800,000
Business Applications	Business Applications-IT P_P00037	604,000
Comm Facilities Agrmts	CFA Bucket P_P00001	14,000,000
Community Partnerships	Bus Route Reorganization P_102310	250,000
	Near Southside MobiltyOnDemand P_102312	250,000
	YMCA Major Maintenance P_102349	12,000
	Transit Initiatives P_P00129	350,000
	Future Community Partnerships P_P00047	750,000
Community Park Imp	Mowing P_P00128	1,030,000
Equipment	Parking Garages P_P00008	35,000
	Equipment-Police P_P00033	100,000
	EQUIPMENT REPAIR P_P00040	80,000
	PARD Rec Fitness Equipment P_P00109	94,170
Facility Improvements	Nature Center Improvements P_P00122	583,750
	Las Vegas Trail Cap Maint P_P00123	130,000
	Mayfest Lease Agreement P_P00106	26,500
	PARD - New Enhance	450,955
	PARD - Maint Replace	2,947,819
Hardware	PC Refresh - General - IT P_P00090	1,425,534
	PC Refresh - Other Funds - IT P_P00091	594,809
Neighborhood Street Imp	NSD Alleyway Maintenance P_P00105	206,000
New Facilities	Parkwood East Park	358,238
	Trail Lake Estates Park	450,000
New Transportation	Street Construction/Recon/Reha P_PB0001	3,525,000
Playground Imprv	North Park Universal Playground	750,000
Railroad Crossings	Railroad Crossings P_PB0004	1,550,000
Redevelopment/Reno	Recurring Facility Mtn & Rpr P_P00049	2,450,355
	Neighborhood Improv. Strat. P_P00080	3,193,000
	Roof Repair & Replace Citywide P_P00082	938,000
	Minor Repair & Renovate Cityw P_P00083	529,645
	Golf Improvements P_P00096	100,000

Capital Category	Project	FY2021
Sidewalk Infrastructure	Sidewalks/Bicycle Lanes P_PB0002	2,551,898
	Sidewalk Improvements P_P00127	1,415,000
Street Light Infrastructure	Street Lights P_PB0005	4,000,000
	Street Lighting Programmable P_P00124	515,000
Street Maint	Pavement Mgmt - Reclamation P_P00125	515,000
	Pavement Markings P_P00126	1,439,000
	Contract Bridge Maintenance P_P00017	1,849,000
	Contract Brick Pavement Repair P_P00018	433,000
	Concrete Restoration P_P00019	2,374,000
	Contract Street Maintenance P_P00020	16,893,000
	Street Maintenance P_P00022	896,000
	Studies	
	PARD Studies P_P00119	200,000
	Technology Infrastructure	
Technology Infrastructure	Capital Projects Svcs Business P_P00111	233,000
	Technology Infrastructure-IT P_P00038	4,141,658
	ERP IT P_P00093	1,071,000
Traffic Signals	Traffic Signals P_PB0006	2,650,000
	Traffic System Maintenance P_P00021	5,759,000
Vehicles	Vehicles-Police P_P00035	9,066,963
	Annual Fire Apparatus Replacem P_P00036	11,765,564
	Vehicles-IT P_P00039	121,000
	Vehicles-Capital Proj Svcs P_P00073	280,000
	General VERF P_P00097	3,000,000
	Tree Planting VERF	57,000
	CCPD GAP VERF	163,500
Total Plan		\$111,554,358

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 and for fiscal year 2021 shall have Municipal Airports Capital Improvement Plan receipts and appropriations totaling \$450,000 as follows:

Capital Category	Project	FY2021
Equipment	Meacham Equipment - Vehicles P_P00011	45,000
	Spinks Equipment - Vehicles P_P00012	155,000
Facility Improvements	Meacham Maintenance P_P00112	140,000
	Spinks Maintenance P_P00113	110,000
Total Plan		\$450,000

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 and for fiscal year 2021 shall have Public Events Capital Improvement Plan receipts and appropriations totaling \$2,727,400 as follows:

Capital Category	Project	FY2021
Redevelopment/Reno	New WRMC Arena P_C40004	1,000,000
	FWCC Minor Renovation & Repair P_P00053	647,400
	WRMC Minor Renovation & Repair P_P00054	1,080,000
Total Plan		\$2,727,400

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 and for fiscal year 2021 shall have Stormwater Capital Improvement Plan receipts and appropriations totaling \$13,057,139 as follows:

Capital Chapter	Capital Project	FY2021
Business Applications	GIS Data Mgmt P_P00013	100,000
Drainage Improvements	LEBOW CHANNEL WATERSHED IMPROV P_C00084	90,000
	Drainage Improvement Projects P_P00043	2,063,184
	Flooding Assessments P_P00046	600,000
Equipment	Minor Equipment P_P00014	9,000
Floodplain Mgmt	SW Advanced Flood Warning Sys P_P00108	700,000
Hardware	Technology P_P00015	128,715
Heavy Equipment	Vehicles-Stormwater P_P00016	900,000
Neighborhood Drainage Imp	Greenfield Acres Drainage Ph3	1,500,000
	Greenfield Acres Drainage Ph4	2,540,000
	Minor Neighborhood Drainage Im P_P00044	110,000
Rdwy Crossings & Channel Imp	SW Hazardous Rd Overtopping P_P00120	3,096,800
Redevelopment/Reno	Stormdrain Pipe Rehab P_P00114	1,219,440
Total Plan		\$13,057,139

SECTION 7. 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 conditions outlined and described below.

OPERATIONS BUDGET

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 within the Non-Departmental Center of the General Fund for designated purposes, such as separation pay, contractual services, tuition reimbursement, elections, and training initiative. 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 donations, that are anticipated to be received during the fiscal year or that constitute unencumbered fund balance from prior years' donations. 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 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 within 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 within the Municipal Airports Fund.

CAPITAL IMPROVEMENT PLANS

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 or his designee, 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 or his designee, 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.

COMMUNITY FACILITIES AGREEMENTS

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 or his 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.

SECTION 8: RATIFICATION

OPERATIONS BUDGET

That all appropriation ordinances approved by the City Council effecting this budget for the ensuing fiscal year beginning October 1, 2020, and ending September 30, 2021, are hereby ratified and incorporated into the same.

CAPITAL IMPROVEMENT PLANS

That prior appropriation ordinances have been approved by the City Council related to capital programs, capital projects, and capital outlays to be undertaken during the fiscal year beginning October 1, 2020, and ending September 30, 2021, and such ordinances are hereby acknowledged.

SECTION 9: INCORPORATION OF PUBLISHED BUDGET AND APPROVAL OF CAPITAL PLAN

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, and which budget is hereby 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.

In appropriating funds for FY2021 of the capital improvements, the City Council hereby approves the FY2021-2025 Capital Improvement Plan as presented by the City Manager on August 4, 2020, provided, however, that such plan is subject to amendment and revision and that no funds are hereby committed or appropriated beyond the 2021 fiscal year.

SECTION 10. LEAVE

By appropriating monies in this Ordinance for the various departments and funds that contain personnel costs, which include leave, the City Council acknowledges its approval of the new leave and compensatory time policies proposed by the City Manager and detailed on the attached Exhibit A.

SECTION 11: LIMITATION ON EXPENDITURES, COMMITMENTS, AND OBLIGATIONS

OPERATIONS BUDGET

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 the Delegated Authority granted herein.

CAPITAL IMPROVEMENT PLANS

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 and appropriation ordinances, 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 received and appropriated.

SECTION 12: LEGAL LEVEL OF CONTROL

OPERATIONS BUDGET

That, except as otherwise provided in this section, the legal level of control for operating (non-capital) appropriations 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, 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 and (ii) to transfer revenues, appropriations, and associated authorized positions between departments within a single fund in order to reflect any organizational changes occurring during the fiscal year.

CAPITAL IMPROVEMENT PLANS

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 13: 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 14: 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 15: 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 16: 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 17: 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.

APPROVED AS TO FORM AND LEGALITY:

Sarah J. Fullenwider
Sarah J. Fullenwider (Sep 24, 2020 10:15 CDT)

Sarah Fullenwider, City Attorney

ATTEST:

for Ronald P. Gonzales
for Ronald P. Gonzales (Sep 24, 2020 10:21 CDT)

Mary Kayser, City Secretary

Adopted: September 22, 2020

Effective: September 22, 2020



2021 Leave Policy Updates and Changes for General Employees

Compensatory (Comp) Time

- Exempt employees can earn up to 120 hours annually
- Eliminate ability to use and earn back more than 120 hours per year effective 2021
- Maximum carry-over of 40 hours from one year to the next after 2021 going into 2022

Holidays

- Currently eight fixed holidays, one floating holiday
- In 2021 adding one additional floating holiday

Major Medical Leave

- Major Medical Leave accrual stops at the beginning of 2021
- Moving all Major Medical hours earned since July 20, 2019 to new Sick Leave bucket (i.e. Gray bucket hours)
- Hours earned before July 20, 2019 will remain untouched for employees to use and still count towards retirement and pension calculations

NEW! Parental Leave

- Six weeks in length
- Must be eligible for Family Medical Leave (FMLA)
- Must be taken within first six months after birth, adoption or placement
- Available starting October 1, 2020 via Major Medical Leave. Available as separate leave on January 1, 2021

Sick Leave

- All employees receive 10 days annually, fixed for all years of service
- Major Medical hours earned since July 20, 2019 will be moved to this bucket
- Can be used for employee, spouse, children or parents
- Sick Leave earned through the end of 2020 will be payable upon termination. Sick leave earned starting in 2021, and going forward, will not be payable upon termination

Vacation Leave (No Changes)

- Employees can earn between 15 – 23 days depending on length of service
- Required to use at least 10 days per year, after reaching 50 days
- Employees may sell back up to five days a year

Note: Currently there are no updates or changes planned for the Donation or Vacation Bank processes and how they are administered.

For specific questions about the new Leave Policy updates and changes please contact the HR Benefits office by sending an email to leave@fortworthtexas.gov or call 817-392-7782.

Ordinance No. 24447-09-2020

AN ORDINANCE PROVIDING FOR THE LEVY AND COLLECTION OF AN ANNUAL AD VALOREM TAX ON ALL PROPERTY, REAL, PERSONAL AND MIXED, SITUATED WITHIN THE TERRITORIAL LIMITS OF THE CITY OF FORT WORTH, TEXAS, AND ALL PERSONAL PROPERTY OWNED IN SAID CITY OF FORT WORTH, TEXAS, ON JANUARY 1, 2020, EXCEPT SUCH PROPERTY AS MAY BE EXEMPT FROM TAXATION BY THE CONSTITUTION AND LAWS OF THE STATE OF TEXAS; AND APPROVING THE TAX ROLL; AND PROVIDING FOR A PENALTY; AND PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING A SAVINGS CLAUSE; AND PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT WITH THE PROVISIONS OF THIS ORDINANCE; AND PROVIDING FOR THE PUBLICATION AND FINAL PASSAGE THEREOF.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF FORT WORTH, TEXAS:

SECTION 1.

That there is hereby levied, adopted and shall be collected by the City of Fort Worth, Texas, as provided by law, an annual ad valorem tax for the year 2020, at the rate of \$0.7475 on every one hundred dollar (\$100.00) valuation on all property, real, personal and mixed, situated in, and all personal property owned in, the City of Fort Worth, Texas, on January 1, 2020, liable under the law to taxation and not exempt therefrom by the Constitution and laws of the State of Texas. The ad valorem tax rate is divided into a maintenance and operation levy of \$0.5950 for general fund operations and a debt levy of \$0.1525 for servicing outstanding debt obligations.

SECTION 2.

That the debt portion of the tax levy, which is hereinbefore made, is to provide for the payment of interest and to create a redemption fund to discharge and pay principal and interest on any general obligations due or owing by the City of Fort Worth, Texas, and shall not be taken as an addition to levies for the same purpose in the respective ordinances authorizing and creating such obligations, but the levy hereinbefore made is made pursuant to and for the purpose of carrying out and complying with the provisions of said prior ordinances. The General Debt Service Fund shall receive payment of twenty and forty hundredths percent (20.40%) of the current taxes collected.

SECTION 3.

That the taxes provided for herein are levied upon all taxable property, real, personal and mixed, situated in, and all personal property owned in, the City of Fort Worth, Texas, as assessed, valued and

described in the assessment tax rolls and the tax books of the City of Fort Worth, Texas, for the year 2020, and any supplemental assessments thereof, as the same have been or shall be presented to the City Council of the City of Fort Worth, Texas, by the Assessor and Collector of Taxes of said City of Fort Worth, Texas.

SECTION 4.

That, because the total amount of revenue generated from taxes to fund maintenance and operations will be greater than last year and because the tax rate does not exceed the no-new-revenue maintenance and operations rate, the following statement is made as required by Section 26.05 of the Texas Tax Code:

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

SECTION 5.

That the taxes provided for herein are due on receipt of a tax bill and are delinquent if not paid before February 1, 2021. Unless otherwise specifically set forth by law, failure to send or receive the tax bill shall not, however, affect the validity of the taxes, penalty or interest herein imposed, the due date, the existence of a tax lien, or any procedure instituted to collect such taxes, penalty or interest.

SECTION 6.

That if a person pays one-half of the taxes required to be paid by virtue of this Ordinance before December 1, 2020, he or she may pay the remaining one-half of such taxes without penalty or interest at any time before July 1, 2021.

SECTION 7.

(a) That a delinquent tax incurs a penalty of six percent (6%) of the amount of the tax for the first calendar month it is delinquent plus one percent (1%) for each additional month or portion of a month the tax remains unpaid prior to July 1, 2021. However, a tax delinquent on July 1, 2021, incurs a total penalty of twelve percent (12%) of the amount of the delinquent tax without regard to the number of months the tax has been delinquent.

(b) That if a person who exercises the split payment option provided by Section 6 above fails to make the second payment before July 1, 2021, the second payment is delinquent and incurs a penalty of twelve percent (12%) of the amount of the unpaid tax.

SECTION 8.

That in addition to the penalty set out above, a delinquent tax accrues interest at a rate of one percent (1%) for each month or portion of a month the tax remains unpaid. Said interest of one percent (1%) per month shall be added to said taxes in the event the payment thereof shall become delinquent as above set forth, and said interest shall attach on the first day of each month thereafter until the taxes shall have been paid, which interest and the penalty provided for above shall be and become a part of said taxes and be payable as such.

SECTION 9.

That a tax that becomes delinquent on or after February 1, 2021, but not later than May 1, 2021, and that remains delinquent on July 1, 2021, shall incur an additional penalty of twenty percent (20%) of the amount of the delinquent tax, penalty and interest to defray costs of collection. Such twenty percent (20%) penalty and collection procedures are imposed pursuant to Sections 6.30 and 33.07 of the Texas Property Tax Code and are in addition to the other penalties and interest which are due and owing according to law.

SECTION 10.

That a tax that becomes delinquent on or after June 1, 2021, under Section 26.07(f), 26.15(e), 31.03, 31.031, 31.032, 31.04, or 42.42 of the Texas Tax Code shall incur an additional penalty of twenty percent (20%) of the amount of taxes, penalty, and interest due, to defray costs of collection, pursuant to Section 33.08 of the Texas Property Tax Code. Such additional penalty is in addition to the other penalties and interest which are due and owing according to law.

SECTION 11.

That a tax imposed on tangible personal property that becomes delinquent on or after February 1, 2021, shall incur an additional penalty of twenty percent (20%), to defray costs of collection, pursuant to Texas Property Tax Code Section 33.11, on the later of the date the tax becomes subject to the outside attorney collection contract of Section 6.30 of the Texas Tax Code or 60 days after the date the taxes become delinquent. Such additional penalty is in addition to the other penalties and interest which are due and owing according to law.

SECTION 12.

That such taxes, penalty and interest shall be and become a lien upon the property on which the taxes are levied, as prescribed by the Charter of the City of Fort Worth, Texas, and the laws of the State of

Texas, and such lien shall be and is hereby made a paramount, first and superior lien to all other liens whatsoever on the property on which said taxes are levied.

SECTION 13.

That staff is directed to notify the assessor of the tax rate adopted herein, which the assessor shall use in calculating the tax imposed on each property included on the City's appraisal roll, which tax amounts the assessor shall enter in the appraisal roll and submit to the City for approval, all in accordance with Texas Property Tax Code Section 26.09, and that the appraisal roll with amounts so calculated, entered and submitted is hereby approved.

SECTION 14.

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 portions, parts, sections or parts of sections of this ordinance, which provision shall be, remain and continue to be in full force and effect.

SECTION 15.

That all ordinances for which provisions have heretofore been made are hereby expressly repealed if in conflict with the provisions of this ordinance.

SECTION 16.

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.

APPROVED AS TO FORM AND LEGALITY:

ATTEST:

Sarah J. Fullenwider
Sarah J. Fullenwider (Sep 24, 2020 10:15 CDT)

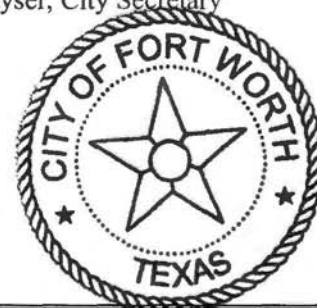
Sarah Fullenwider, City Attorney

for Ronald P. Gonzales
for Ronald P. Gonzales (Sep 24, 2020 10:21 CDT)

Mary Kayser, City Secretary

Adopted: September 22, 2020

Effective: September 22, 2020



A Resolution

NO. 5280-09-2020

**RATIFYING THE PROPERTY TAX REVENUE INCREASE REFLECTED IN THE
FISCAL YEAR 2020-2021 BUDGET, IN ACCORDANCE WITH SECTION
102.007(c) OF THE TEXAS LOCAL GOVERNMENT CODE**

WHEREAS, pursuant to Section 102.007(c) of the Texas Local Government Code the adoption of a budget that will require raising more revenue from property taxes than in the previous year requires a separate vote of the governing body to ratify the increased property tax revenues reflected in the budget; and

WHEREAS, the Fiscal Year 2020-2021 budget will raise more revenue from property taxes than the previous year because, despite keeping the actual property tax rate of \$0.7475 per \$100 value in Fiscal Year 2019-2020 the same \$0.7475 per \$100 value in Fiscal Year 2020-2021, the revenue from the assessment of property taxes will create more revenue than last year due to increases in appraised values on pre-existing improvements and to new improvements placed on the tax rolls.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE
CITY OF FORT WORTH, TEXAS:**

That, the City Council of Fort Worth hereby ratifies the property tax revenue increase reflected in the Fiscal Year 2020-2021 budget.

Adopted this 22nd day of September, 2020.

ATTEST:

for Ronald P. Gonzales
for Ronald P. Gonzales (Sep 24, 2020 10:11 CDT)

Mary J. Kayser, City Secretary



Supplemental Information



Financial Management Policies





FINANCIAL MANAGEMENT SERVICES

200 Texas 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 expenditures 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. Donations: Establish guidelines for accepting gifts and donations in a responsible, transparent, and accountable manner that is consistent with the City's strategic goals.

XV. Glossary: an alphabetical list of terms or words found in or relating to the Financial Management Policies



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 and Assistant City Managers are 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 and Assistant City Managers 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 revenue source due to changes in national or 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.



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. 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 user fees shall be set at levels sufficient to cover operating expenses, 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 enterprise funds from the General Fund.

E. Administrative Services Charges

The City shall establish a method to annually determine the administrative services charges due the General Fund from other funds for overhead and staff support. Where appropriate, governmental and proprietary funds shall reimburse 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 using one-time revenues to fund ongoing expenditures.

K. Use of Unpredictable Revenues

The City shall exercise caution when using unpredictable revenues to fund ongoing expenditures.

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 and the Assistant City Managers are 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 and the Assistant City Managers 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 and the trust documents. 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 completion of the process outlined within the trust documents.
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 the 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

Gas-Related Revenue & Expense/Expenditure Policy



to the respective Gas Lease Capital Project Fund.

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 ten (10) year useful life;
2. To provide matching grant funds to leverage funds for capital projects;
3. Technology with a minimum five (5) year useful life;
4. Acquisition of equipment and fleet assets including contributions to a revolving replacement fund;
5. Capital equipment with a minimum ten (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;

Gas-Related Revenue & Expense/Expenditure Policy



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;
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 and the Assistant City Managers are 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 and the Assistant City Managers 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 the locations and the employees who perform revenue receipting activities. Each department shall provide this listing to the Department of Financial Management Services (“FMS”) on an annual basis. This list must include the name, employee ID, login ID, and department number of all staff that handle payments at each location.
- B. The number of employees with access to a change drawer shall be limited to staff that are required to handle payments as part of their job function. Separation of duties must exist between those employees receiving and receipting payments and those individuals who will perform the accounting and recordkeeping functions pertaining to revenue 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, revenue receipted by all departments shall be deposited at the City’s banking institution within twenty-four (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 revenue receipted should be accurately recorded into the City’s software systems real-time when such systems are available. Receipt of all payments should be recorded within the general ledger within one business day. Management review and approval of such recordings shall be completed within two business days 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 and the Internal Audit Department, 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 forty-eight (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 initiated 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 new 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 contact the FMS Department to register to take the cash handling course upon obtaining the cash receipting responsibility. Employees performing payment receipting activities are required to complete the 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 notify FMS when a new or transferred employee becomes responsible for 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 complete 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 IT Solutions Department, will notify employees when they 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 IT Solutions Department maintains training records for Cash Handling. Employees may access a list of courses completed in the system at any time.

Revenue Receipting Policy



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.
4. The cash custodian should test each negotiable instrument used to make a payment to the City of Fort Worth to ensure it is not counterfeit.

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 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 FMS Department, 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

Departments performing payment receipting activities retain the ultimate liability for misappropriation and loss or theft of all funds on hand (including, but not limited to cash and change drawers, daily receipts, imprest funds, equipment containing cash, etc.) until such time as the custody is transferred to an armored car service or to the Department of Financial Management Services through delivery of a deposit for processing. Departments are required to notify the Assistant Director over Treasury, the City Auditor, and the Risk Management Division, in writing, by the next business day, in the event any funds are lost or stolen. This written notification must include the date and amount of the loss in addition to an explanation and description of the sequence of events that lead to the discovery of the loss, and a copy of the police report.

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 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 FMS Department 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 Department 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.

Revenue Receipting Policy



For additional information or questions concerning this policy, please contact the FMS Treasury Office at (817) 392-8500.

Revised Policy Approved by Council:

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 and the Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and the Assistant City Managers 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 by the General Fund in order to provide revenue for general government services 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 from funds within 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 Revenues. The City also has the right to pledge the Pledged Revenues in payment of, and as security for, debt obligations

Payments from Water and Sewer Fund to Other Funds



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 provisions have 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 purposes and for making payments under this policy. If it is determined that Excess Pledged Revenues are projected to exist but are not 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.

In this context, gross service revenue is defined as (i) total revenues of the 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.

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.

Payments from Water and Sewer Fund to Other Funds



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.

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 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.

Payments from Water and Sewer Fund to Other Funds



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/Expense 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 and the Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and the Assistant City Managers by the Chief Financial Officer / Director of Finance.

II. Purpose:

This policy is intended to establish guidelines for the management of certain City expenditures/expenses in order to ensure fiscal stability and the effective and efficient delivery of services. Through the identification of necessary services and the establishment of appropriate service levels, Departments are responsible for the careful administration of the expenditure/expense 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/expenses shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance/net position accumulated through prior year savings. (The Fund Balance/Net Position Policy Statements shall guide the use of reserves.)

B. *Avoidance of Operating Deficits*

The City shall take immediate corrective actions if at any time during the fiscal year expenditure/expense and revenue re-estimates are such that an operating deficit



Expenditure/Expense Policy

(i.e., projected expenditures/expenses in excess of projected revenues) is projected at year-end. Corrective actions can include a hiring freeze, expenditure/expense reductions, fee increases, or use of fund balance/net position within the Fund Balance/Net

Position Policy Statements. Expenditure/expense 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 redesigned, 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.

Governmental Funds 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 that establish and direct the operations of the City of Fort Worth. The City Manager and Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and the Assistant City Managers 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 creditworthiness and provide adequate cash flow based upon the traditional operating cycle. The Government Finance Officers Association's (GFOA) best practice for reserves recommend, at a minimum, regardless of size, maintain an unassigned fund balance of no less than two months of regular operating revenues or operating expenses. 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, Special Revenue Funds, and General Debt Service Funds 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, all Special Revenue Funds, and the General Debt Service Fund under the budgetary and fiscal control of the City Manager and the City Council.

IV. **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

Governmental Funds Reserve Policy



V. Policy:

General Fund

- A. Reserve Levels - The City will maintain an Unassigned Fund Balance in the General Fund equivalent to two months (16.67 %) of the next fiscal year budgeted 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, has authorized the City Manager or his/her designee and the 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 are 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 his/her designee 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 are 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, and the City will consider committed funds to be spent before assigned funds, and will consider assigned funds to be spent before unassigned funds.

Governmental Funds Reserve Policy



Special Revenue Funds

- D. Reserve Levels – The City will maintain a combined Restricted and Assigned Fund Balances in Special Revenue Funds equivalent to two months (16.67%) of the next fiscal year budgeted operating expenditures.

General Debt Service Fund

- E. Reserve Levels – The City will maintain a level of Restricted, Committed, and Assigned Fund Balances in each governmental Debt Service Fund equivalent to three months (25%) of the highest projected debt service (principal and interest) over the succeeding debt service schedule. Amounts used in this calculation shall not include any amounts allocated for other purposes by the City Council.

VI. 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 fiscal year, the Financial Management Services and Planning & Data Analytics departments 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 Financial Management Services and Planning & Data Analytics departments 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, non-recurring revenues, and budget surplus. Year-end surpluses are an appropriate source for replenishing fund balance.
- 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.

Governmental Funds Reserve Policy



VII. Conditions for Use of Reserves:

General Fund and Special Revenue Funds

It is the intent of the City to limit the use of General Fund and Special Revenue 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 deliberately 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 Funds

The City intends to limit the use of Debt Service Reserves to address the repayment of any outstanding debt.

VIII. 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 and Special Revenue Funds

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 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 Financial Management Services department.

Governmental Funds Reserve Policy



5. The reserve requirement does not apply to special revenue funds that were created under Federal and State Law and/or Texas Local Government Code for managing the revenue used to pay for costs associated with construction and debt-financing activities.

General Debt Service Funds

1. Use to repay any outstanding debt or obligations.

IX. Authority over Reserves:

The City Council may authorize the use of Reserves. The Financial Management Services and Planning & Data Analytics departments will regularly report both current and projected Reserve levels to the City Manager and City Council.

X. 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.

XI. Basis:

Budgetary basis is used for calculating the reserve level for Governmental Funds Reserve.

Proprietary 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 that establish and direct the operations of the City of Fort Worth. The City Manager and Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and Assistant City Managers 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 creditworthiness and provide adequate cash flow based upon the traditional operating cycle. The Government Finance Officers Association's (GFOA) best practice for reserves recommend, at a minimum, regardless of size, maintain an unrestricted net position of no less than two months of regular operating revenues or operating expenses. 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 Proprietary Fund Reserves, 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 a Proprietary Fund.

III. Applicability and Scope:

This policy shall apply to all Proprietary Funds under the budgetary and fiscal control of the City Manager and the City Council.

IV. Related Documents and References:

- A. Operating and Capital Budget Policy
- B. Long-Term Financial Planning Policy
- C. Capital Asset Investment and Management Policy

Proprietary Fund Reserve Policy



V. Policy:

Enterprise Funds

Reserve Levels - The City will maintain the following goal 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:

1. A goal of Working Capital in Enterprise Funds equivalent to three months (25%) of the next fiscal year budgeted operating expenses, excluding intrafund transfers out to funds within the same reporting group (e.g. transfer out from Water and Sewer Operating Fund to its Capital Projects Fund or Debt Service Fund). This calculation shall be performed against the operating fund only.
2. A Reserve of 100 Days cash on hand with a goal of 150 Days Cash on Hand. This calculation shall be performed against the operating fund only on Generally Accepted Accounting Principles (GAAP - Full Accrual) basis.
3. The City's goal is that no Enterprise Fund shall have a negative Unrestricted Net Position. This calculation shall be performed by using all of the funds for the respective reporting group.
4. 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.

Proprietary Fund Reserve Policy



Internal Service Funds

Reserve Levels for Internal Service Insurance Funds - The City will maintain the following minimum reserve levels in all Internal Service Insurance Funds:

1. A goal of Working Capital in Insurance Funds three months (25%) of the next fiscal year budgeted operating expenses, excluding intrafund transfers out to funds within the same reporting group (e.g. transfer out from Water and Sewer Operating Fund to its Capital Projects Fund or Debt Service Fund). This calculation shall be performed using the operating fund only.
2. No Insurance Fund shall have a negative Unrestricted Net Position. This calculation shall be performed by using all of the funds of the respective reporting group of the specific insurance related internal service fund.
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.

Reserve Levels for Non-Insurance Internal Service Funds - The City will maintain the following minimum reserve levels in all Internal Service Insurance Funds:

1. A goal of Working Capital in Non-Insurance Internal Service Funds equivalent to ten percent (10%) of the next fiscal year budgeted operating expenses, excluding intrafund transfers out to funds within the same reporting group (e.g. transfer out from Water and Sewer Operating Fund to its Capital Projects Fund or Debt Service Fund). This calculation shall be performed using the operating fund only.
2. No Internal Service Fund shall have a negative Unrestricted Net Position. This calculation shall be performed by using all of the funds for the respective reporting group funds of the specific non-insurance related internal service fund.
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.

Proprietary Fund Reserve Policy



VI. 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 fiscal year, the Financial Management Services and Planning & Data Analytics departments 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 Financial Management Services and Planning & Data Analytics departments 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, non-recurring revenues, and budget surplus. Year-end surpluses are an appropriate source for replenishing fund balance.
- 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.

VII. Conditions for Use of Reserves:

The City intends to limit use of Proprietary 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 deliberately (as might be required in an economic downturn), but such use will only take place in the context of an adopted long-term plan.

Proprietary Fund Reserve Policy



VIII. 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.

IX. Authority over Reserves:

The City Council may authorize the use of Reserves. The Financial Management Services and Planning & Data Analytics departments will regularly report both current and projected Reserve levels to the City Manager and City Council.

X. 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. This policy will be reviewed at least annually and updated on an as-needed basis.

XI. Basis:

Generally Accepted Accounting Principles (GAAP - Full Accrual) basis is use for calculating the reserve level for Proprietary Funds Reserve.



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. Spend funding in the following order: (e.g., Priority One, then Priority Two, then Priority Three, and lastly Priority Four)

Priority One: Proceeds from any type of debt issuance, including tax notes, bonds, loans, etc. Use proceeds from oldest to newest (i.e., 2002 GO Bond proceeds before 2014 Bond proceeds, or 2014 before 2018 proceeds). Per IRS regulations, 85% of all Bond proceeds must be spent within three years. Failure to spend Bond proceeds timely could result in the bonds sold being deemed taxable.

Priority Two: Source of funds that include projects where a source external to the City is funding a portion or all of the project in the order listed below:

1. Intergovernmental Agreements (Once verified as Non-Grant)
2. Contribution from an outside source (e.g., cash donation)
3. Developer contributions

Priority Three: Internally committed funding sources. Internal commitments exist due to an action taken by the Mayor and Council (M&C), such as the adoption of the Financial Management Policy Statements which designate the use of specific revenues for specific purposes, e.g., DFW Airport Sharing Revenue to the Culture and Tourism activity, Gas Well Lease income for specific purposes, or Transfers-In.

Priority Four: Other funding sources appropriated by Budget that do not fall into the three above categories. 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

The funding priority identified above for non-grant capital projects 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 original cost or, if the cost is not readily determined, at estimated original 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, excluding some ancillary costs*, based on vendor invoice or other supporting documentation. *See Section VII-A for further explanation.
2. Constructed assets – Direct costs (including labor) associated with the construction project should be included in determining the asset valuation. For Community Facilities Agreements, City of Fort Worth inspection costs are no longer capitalized as part of the project effective 06-01-2019 associated with fund 30114 (CFA Developer).
3. Donated assets – Capital assets acquired by donation should be valued based on the acquisition value at the time of receipt and capitalize in accordance with the threshold value for each asset category. Please refer to the City of Fort Worth's Donations Policy for guidance on acceptance of donations.

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 Capital Assets Coordinator that has knowledge and experience in capital purchasing and management of project expenditures. Department Capital Assets Coordinator responsibilities include but are not limited to:
 - Attend the required AM100 training provided by the City of Fort Worth.
 - 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.
 - Identify capital asset transfers, impairments, and disposals, and provide the Capital Assets Team documentation within 30 days of the occurrence.
 - Identify all constructed assets in use, and provide the Capital Assets Team documentation within six months or before the current fiscal year ends, whichever comes first for capitalization (Refer to Section XIV).
 - Review and update the department's non-financial asset information in the PSAM system.
 - Coordinate the department's review of the current capital asset register and complete the Annual Physical Inventory for Capital Assets.

FMS responsibilities:

- A. The Capital Asset Team, Financial Services Manager, 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 Team is responsible for maintaining a current listing of Capital Assets Coordinators from all City departments.
- C. The Capital Asset Team 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 Team, Financial Services Manager, 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 financial changes noted by the Capital Assets Coordinators are recorded in the PSAM system.
- E. FMS is responsible to provide department representatives with the necessary support 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, permanent easement, 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; And (3) 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
- Cost of title guarantee insurance policies
- 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

*Excluded costs may include payroll charges, advertising, process services, appraisal fees, and surveys, as they typically are not able to be accurately and timely associated with the land purchase at closing.

Improvements other than buildings (land improvements) are 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. above the capitalization threshold. Capitalization of equipment costs may 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 customized software, internally generated software, works of art and historical treasures. Other examples of intangible assets the City may own include water rights, timber rights, patents and trademarks.

G. Construction Work in Progress (CWIP)

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 a useful life of 2 years or greater with an acquisition cost of:
 - a. Building Improvements at \$100,000 or more
 - b. Infrastructure Improvements at \$100,000 or more
 - c. Machinery and Equipment Improvements at \$25,000 or more
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:
 - a. Self-propelled
 - b. 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 with the exception of works of art and historical treasures, which are capitalized regardless of life or cost.

B. Contributed or Donated Assets

Contributed or donated assets must be recorded at acquisition value. Refer to the Donations Policy for capitalization thresholds per category. 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. With regard to donated land, an appraisal must be no older than five (5) years in order to be used to determine a value for the land. If an appraisal is greater than five (5) years old or an appraisal does not exist, then appropriate effort must be made to determine a reasonable per acre value of the land in question. Work with Accounting to establish the appropriate value.



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.

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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 - 50 years
- Infrastructure: 20 - 60 years
- Machinery and Equipment: 2 - 20 years
- Vehicles; 4 –15 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 signature and date on the form.

XII. Impairment

A capital asset generally should be considered impaired if both (a) the decline in service utility of the capital asset is large in magnitude and (b) the event or change in circumstance is outside the normal life cycle of the capital asset. The Department Capital Assets Coordinator 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, Department Capital Assets Coordinator should re-evaluate the remaining useful life and salvage value (if any). All impairment should be analyzed and estimated by the Department Capital Assets Coordinator, and submit to the FMS Department Assistant Director or Director for final review and approval.

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.

XIV. Placed In Service Assets

When a capital improvement project is substantially completed and an asset is used for its intended purpose, the Capital Assets Coordinator will provide the Capital Asset In-Service form to the Capital Asset Team within six months or before the current fiscal year ends, whichever comes first. The Capital Asset Team will transfer the cost of the asset from Construction Work in Progress (CWIP) to the appropriate asset category in the PSAM system. When the capital improvement project is closed, the Capital Assets Coordinator will provide the Capital Asset Completion form to the Capital Asset Team, and the Capital Asset Team will transfer any remaining costs to the previously created asset.

XV. Physical Inventory

Each department must perform an Annual Asset Physical Inventory. The Capital Assets Coordinator is responsible for verifying the accuracy of the assets recorded in PSAM based on their physical observation of the department's assets. Exclude lands, buildings, and infrastructures.

XVI. 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 and Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and the Assistant City Managers by the Chief Financial Officer / Director of Finance.

II. Purpose:

This policy is intended to establish guidelines and principles associated with the management of the City's issuance of debt transactions to finance the acquisition, repair, or construction or capital assets.

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 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 issue 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 issue 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

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determined by state law. Coverage requirements, and the need 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;

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- “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.

4. Tax Notes

Tax notes may be issued without a public election to finance the construction, acquisition, and expenses associated with placing a capital asset into service. Under State law, the issuance of tax notes must be approved as to legality by the State Attorney General, and must mature no later than the seventh anniversary of the date that the Attorney General approves the tax notes. Tax notes will be issued taking into account the useful life of the capital asset to be financed, and consideration of the economies that the City may achieve through the issuance of obligations with a shorter term of maturity than that typically associated with a bond amortization structure (see D. Debt Structure, below). The issuance of tax notes may be substituted for the issuance of Certificates of Obligations; however, the same principles apply.



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D. Debt Structure

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

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

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 when 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 use reimbursement resolutions and its



Debt Policy

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, Fitch, and Kroll.

I. Continuing Disclosure

The City is committed to providing continuing disclosure of financial and pertinent credit information relevant to the City's outstanding securities 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 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 bonds issued, to the extent permitted by law.

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



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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 be effective for the type and amount of debt being issued. The City will consider its M/WBE goals in structuring syndicates.

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 and Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and Assistant City Managers 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 tax notes, certificates of obligations, general obligation bonds, and revenue bonds in support of the City's Vision to be the most livable and best managed city in the county. 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.

V. Arbitrage Compliance

Federal income tax laws generally restrict the ability to earn arbitrage in

Debt Monitoring Policy

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 Director of Finance/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



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Date") and that (ii) the Project must proceed with due diligence.

- 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.

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

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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 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

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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;
- 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:

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.

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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 and Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and the Assistant City Managers 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/Director of Finance and the City Manager or the designee thereof (who shall not be the Chief Financial Officer/Director of Finance).

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 the requirement 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 from the loan. Management must provide documentation of the ability to repay the obligation, and the department/fund 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 official 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 to fully document the transaction.

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 short-term investment portfolio.

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/Funds. Before making that determination, the Water and Sewer fund must cover all obligations for Operation and Maintenance Expenses,



Interfund Loan Policy

Debt Service Expenses, Debt Service Coverage, Transfers to the General Fund, Transfers to the Debt Service Funds, 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 Financial Management Services 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 and Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and the Assistant City Managers 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

Cash Management Policy



administrative interests of the City. In pursuit of these interests, the City will utilize competitive bidding practices wherever 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.



City of Fort Worth

Department of Finance

Investment Policy and Strategy

General Portfolio

I. Introduction

It is the policy of the City of Fort Worth, Texas (the “City”) that the administration of its funds and the investment of those funds shall be handled in a manner that promotes the highest public trust. Investments shall be made in a manner which will provide the maximum security of principal by setting guidelines for investment diversification by both type and maturity while meeting the daily cash flow needs of the City. The Investment Policy and Strategy is established to define the parameters within which investments are to be managed and to implement reasonable standards for the City's cash management and investment operations.

The purpose of this document is to establish overarching investment policy, provide investment strategy and guidelines, and set specific rules and parameters governing investment practices. This policy formalizes the framework for the City's investment activities that must be exercised to ensure effective and judicious fiscal and investment management of its funds. The guidelines are intended to be broad enough to allow the Investment Officer(s) to function properly within the parameters of responsibility and authority, yet specific enough to adequately safeguard the investment assets.

II. Governing Authority

All investment and cash management activities shall be conducted in full compliance with applicable City ordinances as well as state and federal rules and regulations. Specific statutory regulations for the investment of public funds in Texas are found in the Public Funds Investment Act, Chapter 2256, Texas Government Code (the "Act"). All investments will be made in accordance with this statute. Collateral requirements are established in Texas by the Public Funds Collateral Act, Chapter 2257, Texas Government Code, for all public Texas funds deposits.

Under the direction of the City Manager, the Chief Financial Officer/ Director of Finance and the Investment Officers are authorized to promulgate reasonable procedures to ensure effective and judicious management of City funds which align with this policy.

III. Scope

This policy applies to all public funds in the custody of the City that are not required by law to be deposited in the state treasury and that the City has authority to invest. These funds are reported in the City's Comprehensive Annual Financial Report (CAFR).

Funds held by trustees or retirement funds are excluded from this policy; however, all funds are subject to regulations established by the State of Texas. These excluded funds may also be reported in the City's Comprehensive Annual Financial Report (CAFR) based upon standards promulgated by the Governmental Accounting Standards Board (GASB).

IV. Objectives

The City shall manage and invest its assets with the following four major objectives, listed in order of priority:

1. Safety

Consistent with the requirements of the Act, safety of principal is the foremost objective of the City's investment program. All aspects of cash and investment management operations shall be designed to ensure the safety and integrity of the City's financial assets. Investments shall be undertaken in a manner that seeks to ensure the preservation of principal in the overall portfolios, mitigating credit and interest rate risk. Each investment transaction shall be conducted in a manner to minimize principal losses. All cash and investment management activities shall be done in a manner that promotes and is reflective of public trust

2. Liquidity

The investment portfolios shall be structured to timely meet expected cash flow needs and associated obligations in a manner that results in the lowest cost to the City. This objective shall be achieved by matching investment maturities with forecasted cash outflows and maintaining an additional liquidity buffer for unexpected liabilities.

3. Diversification

The portfolios shall be diversified by market sector and maturity in order to manage market risk.

4. Yield

The investment portfolios shall be designed with the objective of attaining a reasonable market rate of return throughout economic cycles, taking into account the investment risk constraints of safety and liquidity needs. The benchmarks for the portfolios shall be designed for their comparability to the expected average cash flow patterns of the portfolios. The investment program shall seek to augment returns above the applicable benchmark consistent with risk limitations identified herein and prudent investment policies and practices.

V. Strategies

The City will maintain and manage two portfolios in which funds are pooled for investment purposes: a Short-Term Portfolio and a Long-Term Portfolio. The Short-Term Portfolio shall be used to manage that portion of the City's assets that, based on analysis of historic cash flow patterns, is projected to be needed within the five year planning and forecast horizon to meet the City's cash flow needs. The Long-Term Portfolio shall be used to manage that portion of the City's assets that, based on analysis of historic cash flow patterns and current projections, is not needed to meet the City's cash flow needs within the five-year planning and forecast horizon and is therefore available and suitable for longer term investment.

Operating within appropriately established administrative and procedural parameters outlined in this Investment Policy and Strategy, the City shall aggressively pursue optimum financial rewards in both portfolios, while simultaneously controlling related expenditures. Cash management functions shall be conducted in a manner that promotes the best financial and administrative interests of the City. Except for money in certain restricted and special funds, the City commingles its available cash and investments across all funds to maximize investment earnings and to increase investment efficiencies with regard to pricing, safekeeping and administration. The strategies used are intended to ensure compliance with the statutes and address suitability of the investments, preservation of principal, liquidity, marketability of securities, diversification controls and reasonably attainable yield. The strategies will utilize competitive bidding practices and other controls as established by this policy for all transactions.

The investment strategy for each portfolio incorporates the specific considerations and the unique characteristics of the fund groups represented in that portfolio. Both portfolios shall be invested in high credit quality investments. For the Short-Term Portfolio the City shall pursue a strategy which fully utilizes its cash assets to obtain a competitive yield while also allowing the City to meet projected cash flow needs, to minimize the cost of liquidity, and to maintain the objectives set forth in this policy. The investment strategy for the Long-Term Portfolio will be focused on appreciation while also meeting the objectives set forth in this policy.

At all times the City shall maintain a cash buffer to meet daily anticipated liquidity requirements by structuring the Short-Term Portfolio to maintain approximately 10% in liquid investments. Based upon the analysis of historic cash flow patterns, the Short-Term Portfolio shall not exceed a weighted average maturity (WAM) of two and one-half (2.5) years, and no security in this portfolio shall exceed a maximum stated maturity of five (5) years. In the Long-Term Portfolio the maximum WAM shall not exceed seven and one-half (7.5) years, and no security shall exceed a maximum stated maturity of ten (10) years. Notwithstanding the foregoing, if state law and/ or this policy provides for a lower maximum stated maturity for a particular type of investment, that more restrictive requirement shall control.

Investment earnings from both portfolios shall be allocated to the various participating funds based on each fund's pro rata ownership in the portfolio and in accordance with generally accepted accounting principles. Investment earnings will be allocated to the participating funds or their corresponding debt service funds as determined in the City's annual budget process.

Securities may be sold before they mature if market conditions present an opportunity for the City to benefit from the sale. The Investment Officer(s) and/ or Investment Advisor will continuously monitor the contents of each portfolio, the available markets, and the relative value of competing instruments to adjust each portfolio in response to market conditions.

Securities lending, as more fully described in Authorized Investments (Section IX), may be used to add incremental income to both portfolios when it proves to be beneficial to the City.

VI. Standard of Care

The standard of prudence to be used for all City investments shall be the "prudent person" standard as established by the Act and shall be applied in the context of managing the overall portfolios. 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 their capital and the probable income to be derived.”

Investment Officer(s) acting in accordance with promulgated procedures and this Investment Policy and Strategy and exercising due diligence shall be held accountable for any individual security's credit risk or market price changes but shall not be personally liable for deviations from expectations so long as deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

VII. Responsibility and Delegation of Authority

A. City Council

By law, the City Council retains ultimate fiduciary responsibility for the portfolios. The Council is to receive quarterly reports and annually review and adopt the Investment Policy and Strategy. In addition, the Council is responsible for designating one or more individuals to serve as Investment Officer(s). In accordance with the Act, the Council may retain responsibility for reviewing and approving authorized broker/ dealers and investment training sources or designate those two responsibilities to the Investment

Committee.

B. Investment Officer(s)

In accordance with the Act, by adoption of this policy, the City Council designates and appoints the individuals holding the following positions to serve as Investment Officers to serve in accordance with state law and be responsible for the investment of City funds consistent with this Investment Policy and Strategy: the City's Chief Financial Officer/ Director of Finance, the Finance Department Assistant Director for Treasury Services, and the Treasury Supervisor.

Investment Officer(s) will be responsible for investment decisions and activities. The City may further contract with a registered Investment Advisor to advise in the management of the portfolios. The Investment Officer(s) and Advisor shall seek to act responsibly as custodians of the public trust. No Investment Officer may engage in an investment transaction except as provided under the terms of this policy and procedures adopted in accordance with this Investment Policy and Strategy.

The Investment Officer(s) and Investment Advisor are responsible for creating and maintaining the portfolios in accordance with this policy, providing timely quarterly reporting to the City Council, and establishing procedures and controls for the process and financial counter-parties (brokers, banks, pools). The Investment Officer(s) and Investment Advisor shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this Investment Policy and Strategy.

Training

In accordance with the Act, all Investment Officer(s) shall attend ten hours of training within twelve (12) months after assuming investment duties and shall attend eight hours of training every two years thereafter, with the first such two-year period beginning on the first day of the City's fiscal year after the year in which the Investment Officer takes the initial training. Training shall be provided by professional organizations authorized in accordance with state law and designated by the Investment Committee.

Ethics and Disclosures

Officer(s) and employees involved in the investment process shall refrain from any personal activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial investment decisions. Investment Officer(s) shall refrain from undertaking any personal investment transactions with the same individual with whom business is conducted on behalf of the City.

The City Code requires the Chief Financial Officer to complete and file a financial disclosure statement with the City Secretary.

In addition, all Investment Officer(s) shall file disclosure statements with the Texas Ethics Commission and the City Council if:

a. the officer has a personal business relationship with a business organization offering to engage in an investment transaction with the City (as defined in Section 2256.005 (i)(1-3) of the Act); or

b. the officer is related within the second degree by affinity or consanguinity, as determined under Chapter 573 of the Texas Government Code, to an individual seeking to transact investment business with the entity.

C. Investment Committee

In adopting this policy, the City Council authorizes the creation of an Investment Committee to provide guidance to the Investment Officer(s) and Investment Advisor. In accordance with the Act, the City Council hereby delegates to the Committee the authority to approve the annual broker/ dealer list and to authorize organizations to provide the training required under state law. **No other decision-making authority is transferred to the Committee.** The Committee will meet periodically to review the investment portfolio performance, to provide feedback on the portfolios, and to discuss investment strategies. This Committee will periodically review this Investment Policy and Strategy and recommend possible changes to the City Council.

The Committee will be comprised of the Chief Financial Officer/ Director of Finance, the Finance Department Assistant Directors for Treasury and Accounting, a representative of the Water Department, the Investment Officer(s), the Investment Advisor (as applicable), a representative of the Law Department, and other appropriate persons chosen by the Committee.

D. Investment Advisor

The City may engage the services of a Securities and Exchange Commission (SEC) registered Investment Advisor (registered under the Investment Advisors Act of 1940) to assist in the management of the investment portfolios in a manner consistent with the City's objectives and policies. All security transactions will be approved by the City prior to the Investment Advisor taking action. Approval may be in the form of a phone call, email, facsimile or other written communication. The Investment Advisor may not be granted total discretion in the management of funds.

The Investment Advisor shall make recommendations to the Investment Committee which support and align the investment vehicles with this policy and ensure that its support activities are consistent with the City's established policies, rules and regulations.

VIII. Authorized Financial Institutions, Depositories, and Broker/Dealers

A list of financial institutions, broker/ dealers, and depositories authorized to provide investment services will be maintained by the Investment Officer(s). All counter-

parties will be selected through a process of due diligence. Due diligence requires competitive transactions and delivery versus payment settlement.

The City will furnish counter-parties with the City action authorizing the Investment Officer(s) or Investment Advisor to establish and maintain accounts for the purpose of purchasing and selling securities authorized under Texas law and this policy.

Certification

Section 2256.005(1) of the Act requires that any business organization offering to engage in an investment transaction with the City 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.” That provision also requires 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 the City's Investment Policy and Strategy; and
- b. implemented reasonable procedures and controls in an effort to preclude investment transactions with the City that are not authorized by the City's Investment Policy and Strategy.

Any material changes to the Investment Policy and Strategy will require re-certification by all authorized firms.

Security Broker/Dealers

In accordance with the authority delegated by the City Council, the Investment Committee will at least annually review and adopt a list of broker/ dealers who are authorized to engage in investment transactions with the City. If the City engages a firm to act as an investment advisor or as an investment manager, the firm will have the responsibility to ensure all broker/dealers comply with the provisions of this policy.

Authorized broker/ dealers may include "primary" or regional dealers as well as brokers. No broker/ dealer may hold City securities because all transactions must be settled delivery versus payment (DVP). An entity is disqualified and will not be authorized to serve as a broker/ dealer if the entity is (a) a banking services depository that acts as safekeeper of City securities in order to perfect the DVP process or (b) a brokerage subsidiary of a depository identified in (a).

Each broker/ dealer must supply the following documents which will be maintained by the Investment Officer(s) or Investment Advisor.

- annual audited financial reports

- Financial Industry Regulatory Authority (FINRA) registration
- Central Registration Depository Number (CRD)
- proof of Texas State Securities registration
- City broker/ dealer questionnaire
- Investment Policy and Strategy review certification

Banks acting in a brokerage capacity must supply the following documents to be maintained by the Investment Officer(s) or Investment Advisor.

- annual audited financial reports
- proof of Texas State Securities registration
- City broker/ dealer questionnaire
- Investment Policy and Strategy review certification

At a minimum the Investment Officer(s) or Investment Advisor shall review the performance, financial condition and registration of all qualified financial institutions and broker/ dealers annually. Results are to be provided to the Investment Committee for review and consideration in the annual approval of the broker/ dealer list.

IX. Existing Investments

Except as provided by Texas Government Code Chapter 2270, the City is not required to liquidate investments that were authorized investments at the time of purchase.

X. Authorized Investments

The Act lists all possible authorized investments available to Texas public entities. The City shall invest only in those investments authorized below as such investments are further defined by the Act. If this policy provides for a lower stated maximum maturity or other more restrictive condition on an authorized investment, the more restrictive requirement controls. If changes are made to the Act to allow for additional possible authorized investments, such investments will not be authorized by the City until this policy is modified and adopted by the City Council. All investment transactions will be made on a competitive basis.

1. Direct obligations of the United States Treasury.
2. Obligations of United States government agencies and instrumentalities, including mortgage-backed securities and collateralized mortgage obligations (CMO) which pass the Federal Reserve's bank test.
3. FDIC-insured and/ or collateralized certificates of deposit as allowed by law.
4. Commercial paper rated A1/P1 or equivalent by two nationally recognized

rating agencies, with a maximum stated maturity of three-hundred sixty five (365) days.

5. AAA or equivalent rated, constant dollar, Texas local government investment pools as defined by the Act.
6. AAA-rated, SEC-registered money market mutual funds which strive to maintain a \$1 net asset value.
7. FDIC-insured brokered certificates of deposit securities from a bank in any US state, delivered versus payment to the City's safekeeping agent. Before purchase, the Investment Officer(s) or Investment Advisor must verify the FDIC status of the bank to ensure that the bank is FDIC insured.
8. General debt obligations of any state or political subdivision of any US state, rated AA or higher.
9. Fully collateralized, direct repurchase agreements executed through a primary government securities dealer. A Bond Market Association Master Repurchase Agreement and independent third party safekeeping are required. A flex repurchase agreement used for bond funds must match the expected expenditure schedule of the bonds.
10. Banker's acceptances with a maximum stated maturity of one-hundred twenty (120) days accepted by a US registered bank rated not less than A1/ P1 by two nationally recognized rating agencies.
11. Reverse repurchase agreements executed for investment purposes with a primary securities dealer. The proceeds may not be invested in any security with a maturity date longer than the maturity date of the reverse repurchase agreement.
12. Securities Lending Transactions under a written agreement with a primary securities dealer lending the City's investment securities with the collateralization/ substitution of securities with a minimum 102% margin and safe kept by an approved custodial bank in an account in the City's name. Transaction documentation and collateral reports are to be provided to the City daily.
13. Investment Pools as allowed by law which must also be continuously rated no lower than AAA or AAA-m or at an equivalent rating by at least one (1) nationally recognized rating service. A public funds investment pool that uses amortized cost or fair value accounting must mark its portfolio to market daily, and, to the extent reasonably possible, stabilize at \$1.00 net asset value, when rounded and expressed to two decimal places.

XI. Collateralization

Time and Demand Pledged Collateral

All time and demand deposits shall be secured above FDIC coverage by pledged collateral. In order to anticipate market changes and provide a level of security for all funds, collateral will be maintained and monitored by the pledging depository at 102% of market value of principal and accrued interest on the deposits. The 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 auditors. To allow for compliance verification by the City, monthly reports of pledged collateral shall include, at a minimum, information for each security that identifies its (i) type, (ii) CUSIP number, and (iii) face value.

Collateral pledged to secure deposits shall be held by an independent financial institution outside the holding company of the depository, approved by the Investment Officer(s), in accordance with a safekeeping agreement executed under the terms of the Financial Institutions Resource and Recover Enforcement Act (FIRREA).

City Owned Collateral

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, that must be held by an independent third party custodian approved by the Investment Officer(s). The Master Agreement must be fully executed before any transaction is initiated. Collateral will be evidenced by safekeeping reports/ receipts clearly denoting City ownership from the safekeeping agent and include information as to each position (security type, CUSIP number, face and market value).

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 U.S. state, city, county or authority rated at least A by two nationally recognized statistical rating organizations.

XII. Diversification

The City 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 strategies for diversification are dependent upon market conditions and cash flow needs and targeted diversification may change in accordance with these conditions.

Guidelines for target investment diversification for the combined Short-Term and Long-Term Portfolios are as follows:

US Obligations	80 %
US Agencies/Instrumentalities	80 %
Any one issuer	35 %
Depository Certificates of Deposit	30 %
Any one bank	10%
Commercial Paper	20 %
Any one issuer	5 %
Local Government Investment Pools	80 %
Money Market Mutual Funds	80 %
Brokered Certificate of Deposit Securities	10%
Municipal Obligations	35 %
Any one issuer	5 %
Repurchase Agreements	50 %
Flex in one specific bond fund (100 %)	
Bankers Acceptances	15 %

Fluctuations in cash flows may cause the portfolios to vary. Comparison to these diversification targets will be reported as part of all regular monthly and quarterly investment reports. Securities need not be liquidated to realign the portfolios.

The following table provides a guideline for targets in laddering maturities in the Short-Term Portfolio. Market calls and advantageous trades prior to maturity swaps may cause the portfolio to deviate from these guidelines. Securities need not be liquidated to realign the portfolios so long as the weighted average maturity for the overall portfolio remains at or below the maximum two and one half (2.5) year limitation.

Maturity Range

Liquidity	10%
1 month – 1 year	30%
1 year – 2 year	15%
2 year – 3 year	15%
3 year – 4 year	15%
4 year – 5 year	15%

XIII. Internal Controls

The Investment Officer(s) have the responsibility of establishing and maintaining an internal control structure designed to provide reasonable assurance that assets are protected from loss, theft, or misuse. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived, and, the valuation of costs and benefits requires ongoing estimates and judgments by management.

The internal controls shall address the following points at a minimum:

- Control of collusion,
- Separation of transaction authority from accounting and record keeping,
- Custodial safekeeping,
- Clear delegation of authority,
- Written documentation on all transactions, and
- Review, maintenance and monitoring of security procedures.

In accordance with the Act, a compliance audit of management controls on investments and adherence to this policy shall be conducted in conjunction with the City's annual external financial audit.

The Investment Officer(s) will develop and maintain internal procedures, describing use of bank balances, calculation of the City's liquidity needs, daily investment procedures, investment transaction documentation, and distribution of reports, at a minimum.

Competitive Transactions

The Investment Officer(s) or Investment Advisor shall obtain competitive bid information on all transactions and maintain documentation thereof. A competitive bid/ offer must involve at least three separate brokers/ institutions or use of a nationally recognized electronic trading platform with three bids/ offers.

For transactions involving new issue agencies or securities for which there is no readily available competitive offering on the same specific issue, then the Investment Officer(s) or Investment Advisor shall document quotations for comparable or alternative securities.

Delivery vs. Payment

The Act requires that all trades of marketable securities be executed (cleared and settled) on a delivery vs. payment (DVP) basis to ensure that securities are deposited in the City's safekeeping institution prior to the release of funds.

Cash Flow Forecasting

Cash flow forecasting is designed to protect and sustain the City's ability to meet its cash flow requirements. Supplemental to the financial and budgetary systems, the Investment Officer(s) will maintain a cash flow forecasting process designed to monitor and forecast cash positions to assist in determining appropriate laddering of investment maturities to meet projected liquidity needs.

Monitoring Credit Ratings

The Investment Officer(s) or Investment Advisor shall monitor, on no less than a weekly basis, the credit rating on all authorized investments in the portfolios based upon independent information from a nationally recognized rating agency. If any

security falls below the minimum rating required by the Act or by policy, the Investment Officer(s) or Investment Advisor shall notify the Investment Committee within two business days of the loss of rating, conditions affecting the rating and possible loss of principal with liquidation options available.

Monitoring FDIC Status for Mergers and Acquisitions

The Investment Officer(s) or Investment Advisor shall monitor, on no less than a weekly basis, the status and ownership of all banks issuing brokered CD securities owned by the City based upon information from the FDIC. If any bank has been acquired or merged with another bank in which brokered CDs are owned, the Investment Officer(s) or Investment Advisor shall immediately liquidate any brokered CD securities which places the City above the insured FDIC insurance level.

External Audits

An annual review of the quarterly investment reports will be made by the City's external auditors. Such audit will include tests deemed appropriate by the auditor to ensure compliance with the Act and this policy.

XIV. Safekeeping

All security transactions will be settled on a delivery versus payment basis.

Securities owned by the City will be held by the City's depository or other City contracted safekeeping institution independent from any security transactions. All safekeeping contracts will be executed in writing. The safekeeping agent shall provide documentation of all securities and evidenced by safekeeping receipts/reports indicating ownership by the City.

XV. Reporting

Quarterly Reporting

In accordance with the Act, no less than quarterly the Investment Officer(s) or Investment Advisor will prepare and submit a report to the City Council. The report will comply with the Act and will contain, at a minimum, the following information for each portfolio (Short-Term and Long-Term):

- a. a detailed description of each investment position as of the date of the report, including book and market values and purchase yield;
- b. individual transactions (buy/ sell, maturities, calls) during the period;
- c. summary statements for the total portfolios including:
 - (1) beginning and ending book value for the reporting period,
 - (2) beginning and ending market value for the reporting period,
 - (3) change in market value (volatility measure) for the reporting period,
 - (4) total earnings for the reporting period,

- (5) WAM at the beginning and end of the period, and
- (6) portfolio yield and benchmark yield for the reporting period.
- d. securities lending income stated as a separate amount and also expressed as a part of the overall portfolio-yield calculation, with overall yield shown in comparison to benchmark.
- e. asset allocation by maturity and market sector with comparison to policy guidelines, and
- f. compensating balances maintained at depositories at its earned credit rate (ECR) stated as a separate amount and also expressed as a part of the overall portfolio-yield calculation, with overall yield shown in comparison to benchmark.
- g. overall blended yield (taking into account both securities lending and ECR revenues) in comparison to benchmark.

The quarterly report shall include a statement of compliance for each portfolio as it relates to the City's Investment Policy and Strategy and shall be signed by each Investment Officer and Investment Advisor. In order to maintain the transparency of the program, the reports shall be made easily available and clear and concise for the reader.

Prices used for calculation of market values will be obtained from an independent source.

Benchmarks

The benchmarks for the performance of the City's investment portfolios will be (a) for the Short-Term Portfolio the comparable period averages of the yield of the portfolio and the two-year Treasury Note and (b) on the Long-Term Portfolio the comparable period yield of the seven-year Treasury Note. The City's objective is to match or exceed the benchmarks through pro-active portfolio management.

XVI. Investment Policy Adoption

The Investment Policy and Strategy shall be reviewed and adopted by the City Council at least annually. The adopting instrument shall identify any changes made to the policy.

Restated and Revised Policy Adopted: February 5, 2013(M&C G-17801)

Policy Reviewed and Approved:

December 3, 2013 (M&C G-18067) (No change)

May 5, 2015 (M&C G-18466) (No change)

September 15, 2015 (M&C G-18552) (Training requirements revised to reflect amended state law)

April 19, 2016 (M&C G-18720) (Short-Term / Long-Term; WAM; investment duration; defining yield)

January 24, 2017 (M&C G-18922) (Amended investment types and minor technical corrections)

September 26, 2017 (M&C G-19116) (Amended Section VIII, subsection Security Broker/Dealers)

September 11, 2018 (M&C G-19361) (Training requirements revised to reflect amended state law) (Ethics and Disclosures by Investments Officers revised to clarify and strengthen policy) (Added new Section IX. Existing Investments) (Authorized Investments subsection 13. Investment Pools revised to clarify policy) (Re-numbered existing Sections IX to XVI due to addition of new Section IX. Existing Investments)

September 10, 2019 (M&C 19-0144) (Amended Authorized Investments, Subsection 4, Commercial Paper maximum maturity changed from 270 days to 365 days)

City of Fort Worth
Department of Finance
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 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

The Chief Financial Officer/Director of Finance (the “CFO”) 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 for the Fort Worth Permanent Fund, as amended. 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 CFO 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 CFO 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 person or 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 firm, 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 365 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 CFO 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 CFO of the loss of rating within two business days of the occurrence and (ii), within four business days of downgrade, notify the CFO 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.

XIII. REPORTING

Monthly Reporting

No less than monthly, the Trustee will submit a report to the CFO 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 CFO 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 G-18552)

September 26, 2017 (M&C G-19117) (Amended Authorized Investments and diversification requirements and guidelines)

September 11, 2018 (M&C G-19359)

September 10, 2019 (M&C 19-0142) (Amended Section III. Objectives and Section VIII. Authorized Investments, item 3 Commercial Paper maximum maturity changed from 90 days to 365 days)

City of Fort Worth
Department of Finance
Investment Policy and Strategy
OPEB Trust



I. OVERVIEW AND PURPOSE

This investment policy and strategy 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, and 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 City's governing body in investing assets are to do so for the exclusive benefit of the beneficiaries. Emphasis must be placed upon the consistent protection of the Trust'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 III, subsection 7 of the Policy.
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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. EXISTING INVESTMENTS

Except as provided by Texas Government Code Chapter 2270, the City is not required to liquidate investments that were authorized investments at the time of purchase.

2. 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.

3. MATURITY AND LIQUIDITY

The OPEB trust assets shall provide sufficient liquidity, if necessary, for payment of direct medical benefits and expenses.

4. 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'

5. 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.

6. 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.

7. 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: October 10, 2017 (M&C G-19127)

Policy Adopted: September 11, 2018 (M&C G-19362) (No change)

Policy Adopted: September 10, 2019 (M&C 19-0116) (Section II. Investment Policy and Objectives, item B updated and Section III. Investment Guidelines added new section "Existing Investments")

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 – Expenditures the City will incur for managing the grant program. Any eligible indirect costs shall be calculated and included in each grant application and shall be specified in the Mayor and Council Communication (M&C) seeking approval to proceed with a grant application or award. If a waiver of indirect costs is sought by the Administering Department, such waiver must quantify the estimated amount, explain the reasoning behind the request, and be 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 for either capital expenses/expenditures or operating programs.
2. If grant opportunities are identified, departments are responsible for obtaining approval from the corresponding Assistant City Manager.
3. Potential grant opportunities shall be evaluated for administrative burden and compliance costs prior to application. 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 M&C 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, including the source of such matching funds,
 - d. Overview of the grant program, including how the City will use the funds in support of City goals and priorities,
 - e. Required appropriation ordinances and language for the full amount of the grant, including match costs and program income, if any, 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.
 - g. Statements regarding responsibilities for collecting revenue and ensuring that funds are available prior to obligation.
- 5. The M&C shall be routed through the Grant Accounting Team of the Financial Management Services Department (FMS) for review prior to being placed on a City Council Agenda for consideration. This is accomplished by checking the "Includes Any Federal, State, Interlocal or Grant Funding" box on the "General" tab of a draft M&C.
- 6. After City Council approval, the Administering Department, in coordination with FMS Grant Accounting, 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 M&Cs.
- 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, including all provisions required under 2 CFR 200 of the Code of Federal Regulations.
- 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 and appropriate funds.



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 (and, where applicable, FMS Capital Assets).
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,
 - e. The funding location (FID) for any required matching expenditures, and
 - f. Any Combo Codes necessary to process 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 any Combo Code requests, which are reviewed by FMS Grant Accounting and set up by FMS Financial Systems Management. Any Task Groups/Task Profiles are submitted through ITSM Self-service at <http://itsm.cfwnet.org>.



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).
 - 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. Where financial reports—including financial status reports (FSRs), requests for reimbursement (RFRs) or drawdowns, or close-out reports—are filed by the Administering Department, the Administering Department should submit a draft of the submission to FMS Grant Accounting five (5) business days prior to the due date for review and concurrence. Where such financial reports are filed by FMS Grant Accounting, they should be submitted to the Administering Department five (5) business days prior to the due date for review and concurrence.
7. The Administering Department shall create and maintain adequate documentation for all program operations and expenditures (activity reports, invoices, purchase orders, receipt documentation, etc.).
8. 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.
9. FMS Grant Accounting shall 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.
10. 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.
11. As determined and documented in the Grant Kick-off Meeting, either the Administering Department or FMS Grant Accounting will submit financial reports in accordance with the award agreement.
12. Grant funds shall not be used to purchase gift cards or other cash-equivalent items for distribution to recipients. All disbursements of funds and/or assets shall follow standard City procedures to ensure accountability and compliance.
13. 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 correcting 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).
- 14. 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/or FMS Grant Accounting are responsible for submitting all financial reports required by grantor agencies, as determined and documented in the Grant Kick-off Meeting.
- 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 should be decided and documented as part of 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 ensure 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 or cash held by other entities is accounted for properly.
10. Revenues:
 - a. The Administering Departments must provide FMS Grant Accounting with copies of any request for reimbursement (RFR) or drawdown request each time they are submitted.
 - b. FMS Grant Accounting is responsible for making any journal entries to recognize the revenue and create a receivable.
 - c. FMS Grant Accounting is responsible for monitoring bank account activity, and, when ACH deposits hit the appropriate bank account, making entries (eRDDs) to reflect the sums received.
 - d. FMS Grant Accounting is responsible for reconciling receivables and payments received.
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 when necessary to ensure compliance with City policy, grant requirements, or Generally Accepted Accounting Principles (GAAP).

- b. FMS Grant Accounting is responsible for reviewing and posting any 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. Grant 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 preparing 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 (where applicable), and
 - c. Request to inactivate or redirect Payroll Task Profiles (where applicable).
6. The Administering Department or FMS Grant Accounting (per the signed Grant Kick-off Checklist) 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. 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 and Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and the Assistant City Managers 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 shall 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 Financial Management Services shall make available through the City's PeopleSoft Enterprise Resource Planning System a series of on-demand reports that facilitate access to financial data which allows departments to analyze financial performance.

B. Status Reports on Capital Projects

The Department of Financial Management Services shall make available through the City's PeopleSoft Enterprise Resource Planning System a series of on-demand reports that facilitate access to financial

Fiscal Monitoring Policy

data which allows departments to analyze financial performance.

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.

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;

Fiscal Monitoring Policy

- 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 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.

Fiscal Monitoring Policy

- 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.
- 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 and Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and the Assistant City Managers 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 standards, 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

Every five years, the City shall request proposals from qualified firms, including the current

Accounting, Auditing, and Financial Reporting Policy



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 or his/her designee, 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.

E. Certificate of Achievement for Excellence in Financial Reporting

The Government Finance Officers Association (GFOA) established the Certificate of Achievement for Excellence in Financial Reporting (CAFR program) to encourage state and local governments to go beyond the minimum requirements of generally accepted accounting principles by preparing comprehensive annual financial reports that evidence the spirit of transparency and full disclosure. The City will participate in the program yearly by submitting its CAFR for review and implement recommended changes, as appropriate.



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 and Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and Assistant City Managers 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,

Retirement System and OPEB Health Care Trust



along with retirement benefits, to ensure that the Retirement Fund is sufficiently funded and 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 will also obtain an independent actuary who will certify 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 and Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and Assistant City Managers 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



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 and Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and Assistant City Managers by the Chief Financial Officer / Director of Finance.

II. Purpose:

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.



Donations 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 and Assistant City Managers are 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 Financial Management Services. This policy shall be administered on behalf of the City Manager and Assistant City Managers by the Chief Financial Officer / Director of Finance.

II. Purpose:

This policy is intended to provide guidelines for accepting gifts and donations in a responsible, transparent, and accountable manner that is consistent with the City's strategic goals. Donations of every type are offered to the City of Fort Worth (City) for general or specific purposes. Uniform criteria and procedures guide the review and acceptance of such donations, confirm that the City has relevant and adequate resources to administer such donations, and ensure that the City appropriately acknowledges the generosity of the donor.

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

Definitions (to be incorporated into the glossary)

Beneficiary Department Head: shall mean the Director of the City department, or his/her designee, for which a donation is designated or intended. The Chief Financial Officer / Director of Finance shall act as the Beneficiary Department Head if no department is designated or intended.

Donation or Gift: shall mean a monetary (cash) contribution, endowment, personal property, real property, financial securities, equipment, in-kind goods or services, or any other asset that the City has accepted and for which the donor has not received any goods, services, or any other form of tangible compensation in return. For purposes of this policy, "donation" or "gift" shall be synonymous.

Donor: shall mean a person or other legal entity that proposes or provides a donation or gift to the City.

Endowment: shall mean donations that are restricted to the extent that only earnings and not principal may be used for a particular purpose, City department, or location.

Restricted Donation: shall mean donations or gifts designated by the donor for a specific or particular City department, location, or purpose. The receiving department shall have the responsibility to ensure the restrictions placed upon the donation are fulfilled. Funds remaining



Donations Policy

at the conclusion of the project and/or activity shall be available for use by the department for purposes similar to the original restriction.

Unrestricted Donation: shall mean a donation to the City without any limitations being placed upon its use.

V. **Policy:**

Specific Objectives

1. To establish and guide relationships with donors who share the City's commitment to provide a high quality civic environment;
2. To enrich our community by responsibly and efficiently managing donations; and
3. To generate revenue to fund new and existing facilities, projects, programs, and activities for the benefit of the residents of the City.

General Principles

1. This Policy is intended to guide the manner in which City staff accepts donations or gifts on behalf of the City.
2. Donations do not become the property of the City until accepted by the City consistent with this Policy.
3. Only City officials authorized by this Council Policy may accept donations.
4. The City has no obligation to accept any donation proposed by a donor.
5. All donations will be evaluated by the City prior to acceptance to determine whether the donation is in the City's best interest and is consistent with the applicable City laws, policies, ordinances, and resolutions.
6. The City does not provide legal, accounting, tax or other such advice to donors. Each donor is ultimately responsible for ensuring the donor's proposed donation meets and furthers the donor's charitable, financial, and estate planning goals. As such, each donor is encouraged to meet with a professional advisor before making any donation to the City.
7. The City must determine whether an expenditure of City funds, either a direct outlay of City funds or the use of City staff and/or materials, is associated or required with the acceptance of the donation prior to acceptance.
8. The donation must be used for official City business.
9. A donor may restrict a donation for a particular City department, location, or purpose, but not designate the City official who may use the donation.
10. After all obligations associated with donation restrictions have been met, the City shall have the ability to use any remaining funds for purposes similar in nature to the restriction.
11. The Beneficiary Department Head is responsible for acknowledging receipt of and



Donations Policy

thanking, on behalf of the City, all donors.

12. The City shall comply with all applicable laws and regulations of the Internal Revenue Service regarding the acceptance of donations.
13. Donations or gifts received or accepted by the Mayor, City Council Members, or appointed officials from representatives of foreign or domestic governments, business leaders, Sister Cities and their affiliates, or other parties intending to express appreciation or foster diplomatic exchange and goodwill and/or symbolize a significant event or relationship with the City shall be exempt from this policy.

Policy

Types of donations

Donations or gifts may be received in the form of cash, financial securities, or real or personal property. Donations may be Restricted or Unrestricted.

The procedure for accepting donations or gifts shall be as follows:

- Cash donations shall be accepted as follows:
 - Amounts equal to or less than \$5,000.00 may be received by each Department Director and shall be deposited by the participating department into the Special Donations Fund;
 - Amounts equal to or less than \$100,000.00 may be received by each Assistant City Manager and shall be deposited by the participating department into the Special Donations Fund;
 - Amounts greater than \$100,000.00 must be accepted by the Mayor and City Council through an agenda item considered at a regularly scheduled City Council meeting.
- Any and all non-cash donations resulting in a capital asset as outlined within the City's Capital Asset Policy shall be accepted through an agenda item adopted by the Mayor and Council at a regularly scheduled City Council meeting.
- Donations of non-cash items not meeting the capitalization thresholds within the City's Capital Asset Policy shall be accepted under the same terms and thresholds identified above for cash donations.
- Any donations requiring the City to sign an agreement for acceptance should be reviewed by the participating department head and the City Attorney's Office prior to execution.
- Donations of Trust and Perpetuity Funds: Donations of trust and perpetuity funds shall be administered by the Department of Financial Management Services on behalf of the receiving department pursuant to the terms of the donation placed upon the trust by the donor.
- Donations of Publicly Traded Equity and Debt Securities: Once accepted and received by the City, the Department of Financial Management Services will immediately liquidate the donation of a publicly traded equity or debt security. Sale proceeds will then be made available to the receiving department.



Donations Policy

- Donations of Cash and Real Goods: Donations of cash and real goods may be accepted upon completion of the following processes:
 1. The Beneficiary Department Head shall evaluate whether the donation:
 - a. Is in the City's best interest and is consistent with applicable City laws, policies, and resolutions;
 - b. Has any special restrictions and if so, if those restrictions are acceptable to the City;
 - c. Obligates the City to make an immediate or initial City expenditure which has not been included in the approved budget for the appropriate fiscal year; and
 - d. Creates a new, one-time or an on-going general maintenance obligation of the City.
 2. The City will maintain the following fund structure on the general ledger:
 - a. One special donation fund will be maintained for each type of fund:
 - i. Governmental Special Donations Fund
 - ii. Proprietary Special Donations Fund
 3. The funds will be treated as operating funds, i.e. annual budgeted funds and have a commitment control ledger applied consistent with other operating funds.
 4. The funds will be administered under the following appropriation structure:
 - Each year in the annual budget ordinance, appropriations will be made to a programmable account. This appropriation will be intended to be in an amount sufficient to cover the donations anticipated for the upcoming year.
 - When an actual donation is received, funds from the programmable account will be moved to a specific account for use by the receiving department. When this occurs, the actual revenue will be recorded against the project and the department is then free to spend funds for the intended purpose of the donation.
 - As the special donations funds will be annual operating funds, delegated authority within the annual appropriation ordinance will exist to re-establish the budget from year to year until the donation is spent. Appropriations that are completed under the delegated authority provisions will be reconciled on an annual basis.
- Donations of real property: Donations of real property may be accepted upon completion of the following process:
 1. The receiving department shall work with the Property Management Department to determine the approximate value of the donation and to ensure that the donation is in the City's best interest. Acceptance shall be consistent with applicable City laws, policies, ordinances, and resolutions.
 2. When seeking City Council approval for a donation of real property, the associated agenda item shall report:
 - a. The appraised value of the donation;
 - b. Any expenditures or maintenance obligations for the City associated with the short-term and long-term ownership of the donation;
 - c. Potential liabilities associated with the donation, such as hazardous conditions or



Donations Policy

- environmental concerns;
 - d. Whether the donation has any special restrictions, and if so, if those restrictions are acceptable to the City; and
 - e. Any recommendations for conditions of acceptance.
- Any and all Restricted Donations received by the City shall be accompanied by a document indicating the nature and purpose of the restriction.

VI. Exclusions

This policy is not intended to govern donations made to the City under the following programs:

- a. Water / Garbage Fee Assistance and Plumbing Repair Programs
- b. Developer Contributions of Infrastructure under a Community Facilities Agreement, Development Agreement, Platting Process, or Annexation
- c. City Ethics Policy with respect to food and meals

Receipts for these programs will be administered by the documents governing their existence.



- 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 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.
- g. **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).



- h. 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.
- i. 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.
- j. 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).
- k. 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).
- l. 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.
- m. Enterprise Fund - Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.
- n. 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).
- o. 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).
- p. Fiduciary Fund – A fund that accounts for resources that governments hold in trust for other entities.
- q. 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.
-
- r. 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.
 - s. 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.
 - t. Incurred but not Reported Claims – Claims/and or events that have transpired, but have not yet been reported.



- u. 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.
- v. 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.
- w. 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.
- x. 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.
- y. Non-Recurring Item - An expenditure that has not occurred in the previous two years and is not expected to occur in the following year.
- z. 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. Pay As You Go Financing - The use of currently available cash resources to pay for capital investment. It is an alternative to debt financing.



- cc. 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.
- dd. Program - A set of activities, operations, or organizational units designed and directed to accomplish specific service outcomes or objectives for a defined customer.
- ee. 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).
- ff. 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.
- gg. 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.
- hh. 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.
- ii. Unrestricted Net Position - The portion of a fund's net position that is not restricted for a specific purpose.
- jj. 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.

Salary Schedule



City of Fort Worth, Texas FY 2021 SALARY SCHEDULE



FY2021 SALARY SCHEDULE

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Source: City of Fort Worth Human Resources Department: Tel.: (817) 392-7750

FY2021 SALARY SCHEDULE

The salary structures for non-exempt, exempt and exempt IT positions were reviewed and compared to reflect job market conditions for pay structures and salaries for public and private sector organizations. Based on these results salary structures for non-exempt, exempt and exempt IT positions will not be adjusted. Depending on funds available, employees (exempt and non-exempt non-civil service) may 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)

- No salary structures adjustment needed.

II. Exempt Salary Structures (Non-Civil Service)

- No salary structures adjustment needed.

III. Exempt IT Salary Structures (Non-Civil Service)

- No salary structures adjustment needed.

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 will not receive a salary increase.

**City of Fort Worth
FY2021 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	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Accountant	PR1010	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Accounting Services Supervisor	PR1021	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Accounts Payable Coordinator	PR3023	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Administrative Assistant	TC5010	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Administrative Services Coordinator	PR1030	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Administrative Services Manager	MG1011	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Administrative Technician	CL5020	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Airport Operations Officer	PS5010	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Airport Project Coordinator	PR5110	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Airport Supervisor	PR1041	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
AMI Administrator	PR2951	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Animal Control Officer	PS5020	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Animal Shelter Technician	ST5010	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Arborist I	ST5510	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Arborist II	ST5020	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Architectural Services Manager	MG1031	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Asset Management Specialist	PR5120	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Asst Aviation Director	AD1241	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst City Attorney I	PR1060	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Asst City Attorney II	PR1070	E	615	42.85	89,132	49.28	102,502	55.71	115,872	62.14	129,242	68.56	142,612
Asst City Atty/DFW Airport Atty	PR2800	E	616	46.84	97,424	53.86	112,037	60.89	126,651	67.92	141,264	74.94	155,878
Asst City Attorney/Prosecutor	PR2120	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Asst City Auditor	AD1021	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst City Manager	EX1011	E	312	72.61	151,038	84.41	175,582	96.21	200,126	108.01	224,669	119.81	249,213
Asst City Secretary	AD1031	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Clerk of the Court	MG1041	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Asst Code Compliance Director	AD1041	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Data Reporting Supervisor	TC5651	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Asst Development Services Director	AD1111	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Diversity & Inclusion Director	AD1251	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Economic Development Director	AD1231	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Emergency Management Coordinator	PR5161	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922

**City of Fort Worth
FY2021 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 Facilities Superintendent	PR1091	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Asst Field Operations Supervisor	PR1101	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Asst Finance Director	AD1051	E	307	53.72	111,736	62.45	129,894	71.18	148,051	79.91	166,208	88.64	184,365
Asst Fire Director	AD1011	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Golf Professional	TC5020	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Asst Historic Site Supervisor	PR2931	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Asst Human Resources Director	AD1061	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst IT Solutions Director	AD1071	E	307	53.72	111,736	62.45	129,894	71.18	148,051	79.91	166,208	88.64	184,365
Asst Library Director	AD1081	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Municipal Court Services Director	AD1091	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Neighborhood Services Director	AD1221	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Park/Recreation Director	AD1101	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Parts/Materials Supervisor	TC5030	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Asst Police Director	AD1121	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Property Management Director	AD1131	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Pub Facilities/Events Director	AD1141	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Public Safety Support Manager	PR1111	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Asst TPW Superintendent	PR1121	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Asst Trans/Public Works Director	AD1151	E	307	53.72	111,736	62.45	129,894	71.18	148,051	79.91	166,208	88.64	184,365
Asst Water Director	AD1161	E	307	53.72	111,736	62.45	129,894	71.18	148,051	79.91	166,208	88.64	184,365
Asst Water Systems Superintendent	PR1131	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Athletic Coordinator	PR1141	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Audit Manager	MG1061	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Auditor	PR1150	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Auto Body Repairer	ST5030	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Aviation Director	DH1011	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Billing & Accounting Manager	MG1071	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Botanic Garden Superintendent	MG1081	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Budget Analyst I	PR1160	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Budget Analyst II	PR1171	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Budget Manager	MG1091	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Building Code Administrator	MG1101	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Business Development Coordinator	PR1180	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922

**City of Fort Worth
FY2021 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
Business Development Manager	MG1111	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Business Process Analyst I	TC5750	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Business Process Analyst II	PR3000	E	708	28.91	60,132	33.25	69,152	37.58	78,172	41.92	87,192	46.26	96,212
Business Process Manager	MG1731	E	712	42.71	88,840	49.12	102,166	55.53	115,492	61.93	128,818	68.34	142,144
Buyer I	PR1190	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Buyer II	PR5190	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Cable Services Supervisor	PR1200	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Call Center Analyst	PR1210	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Centralized PD Payroll Coordinator	PR1220	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Chemist	PR5010	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Chief Deputy City Marshal	PR1240	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Chief Financial Services Officer	DH1021	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Chief Helicopter Pilot	MG1131	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Chief Judge	AP1011	E	400	Set by Agreement									
Chief of Staff	MG1141	E	616	46.84	97,424	53.86	112,037	60.89	126,651	67.92	141,264	74.94	155,878
Chief Prosecutor	PR1250	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
City Attorney	AP1021	E	400	Set by Agreement									
City Auditor	AP1031	E	400	Set by Agreement									
City Forester	PR1261	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
City Manager	AP1041	E	400	Set by Agreement									
City Marshal	AD1171	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
City Secretary	AP1051	E	400	Set by Agreement									
Civilian Response Specialist	PS5270	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Clerk Of Municipal Court	AD1181	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Code Compliance Director	DH1041	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Code Compliance Officer	PS5030	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Code Compliance Superintendent	MG1151	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Code Compliance Supervisor	PR1281	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Code Compliance Technician	ST5040	N	502	12.77	26,571	14.37	29,892	15.97	33,214	17.57	36,535	19.16	39,857
Combination Inspector	TC5040	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Communication/Public Engagement Director	DH1191	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Communication Coordinator	PR1290	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Communication Shift Supervisor	PS5041	N	512	26.84	55,826	30.19	62,804	33.55	69,783	36.90	76,761	40.26	83,739

**City of Fort Worth
FY2021 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
Communications Specialist	PR1300	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Community Center Aide	ST5050	N	502	12.77	26,571	14.37	29,892	15.97	33,214	17.57	36,535	19.16	39,857
Community Center Coordinator	PR1311	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Community Center Supervisor	PR1321	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Community Services Manager	MG1161	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Compliance and Planning Manager	MG1171	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Computer Forensic Examiner	PR1330	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Conservation Specialist	PR1340	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Construction Inspection Supervisor	PR1351	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Construction Inspector I	TC5050	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Construction Inspector II	TC5060	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Construction Manager	MG1181	E	615	42.85	89,132	49.28	102,502	55.71	115,872	62.14	129,242	68.56	142,612
Construction Superintendent	MG1191	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Consumer Health Specialist	TC5070	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Contract Compliance Specialist	PR1360	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Contract Compliance Technician	TC5080	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Contract Services Administrator	MG1201	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Courier	ST5060	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Crime Analyst	PR1370	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Crime Lab QA Coordinator	PR1380	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Criminal Intelligence Analyst	PR1390	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Cross Connection Technician Supervisor	PR1401	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Cross Connection Technician	ST5070	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Custodian	ST5080	N	502	12.77	26,571	14.37	29,892	15.97	33,214	17.57	36,535	19.16	39,857
Customer Service Administrator	MG1211	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Customer Service Info Specialist	CL5030	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Customer Service Manager	MG1221	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Customer Service Representative I	CL5040	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Customer Service Representative II	CL5050	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Customer Service Supervisor	PR1411	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Customer Solutions Analyst	PR1270	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Data Reporting Supervisor	PR1421	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Data Reporting Technician	CL5060	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816

**City of Fort Worth
FY2021 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
Database Administrator	PR1430	E	710	34.98	72,760	40.23	83,674	45.48	94,588	50.72	105,502	55.97	116,416
Deputy Chief Judge	AP1061	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Deputy Chief of Staff	PR1050	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Deputy City Attorney	AD1191	E	307	53.72	111,736	62.45	129,894	71.18	148,051	79.91	166,208	88.64	184,365
Deputy City Manager	EX1021	E	317	98.46	204,792	114.46	238,071	130.46	271,350	146.46	304,629	162.46	337,907
Deputy City Marshal	PS5050	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Deputy Court Clerk	PR1441	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Deputy Water Director	DD1011	E	308	56.14	116,772	65.26	135,747	74.39	154,722	83.51	173,698	92.63	192,673
Development Inspection Specialist	TC5090	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Development Inspection Supervisor	PR1451	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Development Project Coordinator	PR1460	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Development Services Director	DH1131	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
District Superintendent	MG1231	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Diversity & Inclusion Director/CEO	DH1211	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Diversity & Inclusion Manager	MG1761	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Economic Development Director	DH1051	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Economic Development Manager	PR1471	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Economic Development Specialist	PR1480	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Education Strategy Manager	MG1771	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Electronics Technician	TC5100	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Eligibility Specialist	TC5110	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Emergency Management Coordinator	MG1241	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Emergency Management Officer I	PR1490	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Emergency Management Officer II	PR1500	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Emergency Operations Center Technician	TC5760	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Employee Labor Relations Manager	MG1251	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Energy Compliance Analyst	PR5090	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Energy Manager	MG1741	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Engineering Manager	MG1261	E	616	46.84	97,424	53.86	112,037	60.89	126,651	67.92	141,264	74.94	155,878
Engineering Technician I	TC5120	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Engineering Technician II	TC5130	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Environmental Program Manager	MG1271	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Environmental Specialist	TC5140	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248

**City of Fort Worth
FY2021 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
Environmental Supervisor	PR1511	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Environmental Technician	ST5090	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Equipment Operator	ST5100	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Facilities Coordinator	PR5770	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Facilities Planner	TC5150	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Facilities Superintendent	MG1291	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Facilities Supervisor	PR1521	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
FD Protection Specialist	PR1530	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Field Operations Crewleader	ST5110	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Field Operations Superintendent	MG1301	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Field Operations Supervisor	PR1541	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Field Services Representative	ST5120	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Financial Reporting Coordinator	PR1551	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Financial Services Manager	MG1311	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Fire Assistant Chief	1027	E	Y08	68.43	142,341	71.17	148,036	73.91	153,730	76.65	159,425	79.38	165,120
Fire Chief	DH1061	E	311	68.32	142,116	79.43	165,209	90.53	188,303	101.63	211,397	112.74	234,491
Fire Deputy Chief	1532	N	Y07	43.51	90,495	45.25	94,113	46.99	97,731	48.73	101,349	50.46	104,967
Fire Trainee	1026	N	Y17	19.19	39,915								
Firearms Technician	PS5240	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Fleet Analyst	PR5130	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Fleet Coordinator	TC5160	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Fleet Crewleader	ST5130	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Fleet Mechanic I	ST5140	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Fleet Mechanic II	ST5150	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Fleet Superintendent	MG1321	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Fleet Supervisor	PR1561	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Food & Beverage Attendant	CL5070	N	500	10.98	22,840	12.35	25,695	13.73	28,550	15.10	31,405	16.47	34,260
Forensic Division Manager	MG1331	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Forensic Scientist I	PR3050	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Forensic Scientist II	PR1570	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Forensic Scientist III	PR2370	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Forensic Scientist IV	PR3051	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Forensic Supervisor	PR2821	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216

**City of Fort Worth
FY2021 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
Garden Center Coordinator	PR2831	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Gardener	ST5160	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Gas Lease Analyst	PR5140	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Gas Well Inspector	TC5170	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Gas Well Manager	MG1341	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Golf Professional	PR1580	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Golf Shop Attendant	CL5080	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Governmental Affairs Liaison	PR1591	E	616	46.84	97,424	53.86	112,037	60.89	126,651	67.92	141,264	74.94	155,878
Graduate Engineer	PR1600	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Grants Manager	MG1351	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Grants Specialist	PR1610	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Graphic Artist	TC5180	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Greenhouse Attendant	ST5170	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Ground Transportation Coordinator	PR1620	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Hearing Officer	AP1070	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Helicopter Mechanic	ST5180	N	513	28.94	60,201	32.56	67,727	36.18	75,252	39.80	82,777	43.41	90,302
Helicopter Pilot	TC5190	N	513	28.94	60,201	32.56	67,727	36.18	75,252	39.80	82,777	43.41	90,302
Historic Site Supervisor	PR2921	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Housing Development Manager	PR1631	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Housing Program Supervisor	PR1641	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Housing Rehabilitation Technician I	TC5200	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Housing Rehabilitation Technician II	TC5210	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
HR Business Partner	PR3040	P	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
HRIS Manager	MG1691	E	712	42.71	88,840	49.12	102,166	55.53	115,492	61.93	128,818	68.34	142,144
HRIS Specialist	PR1650	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Human Relations Administrator	MG1361	E	616	46.84	97,424	53.86	112,037	60.89	126,651	67.92	141,264	74.94	155,878
Human Relations Coordinator	PR1660	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Human Relations Investigator	PR1670	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Human Relations Manager	MG1371	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Human Resources Analyst	PR1680	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Human Resources Coordinator	PR1690	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Human Resources Director	DH1071	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Human Resources Manager	MG1381	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477

**City of Fort Worth
FY2021 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 Services Coordinator	PR1700	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Human Services Manager	MG1391	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Human Services Specialist	TC5220	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Infrastructure QC Specialist	PR1710	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Instrumentation Electrical Supervisor	PR1721	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Instrumentation Electrical Technician	TC5230	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Intoxilyzer Operator	PS5070	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
IT Auditor	PR1730	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
IT Business Planner I	PR1740	E	708	28.91	60,132	33.25	69,152	37.58	78,172	41.92	87,192	46.26	96,212
IT Business Planner II	PR1750	E	709	31.80	66,146	36.57	76,068	41.34	85,989	46.11	95,911	50.88	105,833
IT Business Systems Coordinator	PR1760	E	708	28.91	60,132	33.25	69,152	37.58	78,172	41.92	87,192	46.26	96,212
IT Change Management Analyst	PR2840	E	707	26.28	54,666	30.22	62,866	34.17	71,066	38.11	79,265	42.05	87,465
IT Communications Technician	TC5240	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
IT Help Desk Technician	TC5250	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
IT Information Security Analyst	PR1770	E	709	31.80	66,146	36.57	76,068	41.34	85,989	46.11	95,911	50.88	105,833
IT Operations Specialist	TC5260	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
IT PC Support Specialist	TC5270	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
IT Programmer/Analyst I	TC5670	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
IT Programmer/Analyst II	PR1790	E	708	28.91	60,132	33.25	69,152	37.58	78,172	41.92	87,192	46.26	96,212
IT Project Consultant	PR1800	E	711	38.35	79,767	44.10	91,732	49.85	103,697	55.61	115,663	61.36	127,628
IT Services Specialist	TC5280	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
IT Solutions Director	DH1081	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
IT Solutions Manager	MG1401	E	712	42.71	88,840	49.12	102,166	55.53	115,492	61.93	128,818	68.34	142,144
IT Solutions Supervisor	PR1811	E	707	26.28	54,666	30.22	62,866	34.17	71,066	38.11	79,265	42.05	87,465
IT Tech Support Analyst I	TC5620	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
IT Tech Support Analyst II	PR1830	E	708	28.91	60,132	33.25	69,152	37.58	78,172	41.92	87,192	46.26	96,212
Jury Coordinator	TC5300	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Laboratory Supervisor	PR1841	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Land Agent	PR1850	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Landscape Architect	PR2450	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Landscape Architect Manager	PR1871	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Latent Print Examiner	PS5080	N	513	28.94	60,201	32.56	67,727	36.18	75,252	39.80	82,777	43.41	90,302
Latent Print Supervisor	PR2851	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922

**City of Fort Worth
FY2021 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
Latent Print Technician	PS5090	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Lean Administrator	MG1711	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Lease Manager	MG1421	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Legal Assistant	CL5090	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Librarian	PR5020	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Librarian Manager	MG1431	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Librarian Supervisor	PR1891	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Library Assistant	TC5310	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Library Director	DH1091	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Library Page	CL5100	N	502	12.77	26,571	14.37	29,892	15.97	33,214	17.57	36,535	19.16	39,857
Maintenance Worker	ST5190	N	502	12.77	26,571	14.37	29,892	15.97	33,214	17.57	36,535	19.16	39,857
Management Analyst I	PR1900	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Management Analyst II	PR1911	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Media Services Specialist	TC5330	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Microbiologist	PR5030	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Municipal Court Clerk I	CL5310	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Municipal Court Clerk II	CL5110	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Municipal Court Services Director	DH1101	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Municipal Judge	AP1080	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Municipal Volunteer Program Coordinator	PR5780	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Natural Resource Technician	ST5500	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Natural Scientist	PR1930	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Natural Scientist Supervisor	PR1941	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Nature Center Manager	MG1441	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Neighborhood Development Coordinator	PR1950	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Neighborhood Development Manager	MG1451	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Neighborhood Development Specialist	PR1960	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Neighborhood Services Director	DH1111	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Neighborhood Program Coordinator	PR3060	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Neighborhood Services Manager	PR2811	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Office Assistant	CL5120	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Operation and Maintenance Technician	TC5340	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Park & Recreation Director	DH1121	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604

**City of Fort Worth
FY2021 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
Park Planner	PR1860	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Parking Compliance Technician	PS5100	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Parking Meter Technician I	TC5790	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Parking Meter Technician II	TC5791	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Parking Operations Manager	PR1971	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Parts Expediter	CL5130	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Parts/Materials Supervisor	PR1981	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Payroll Coordinator	PR3032	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Payroll Supervisor	PR1991	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Payroll Technician	CL5140	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
PeopleSoft Systems Administrator	PR2010	E	710	34.98	72,760	40.23	83,674	45.48	94,588	50.72	105,502	55.97	116,416
Performance Administrator	MG1461	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Performance Analyst	PR2020	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Pesticide Applicator	ST5200	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Planner	PR2030	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Planner-Scheduler	PR2980	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Planning & Data Analytics Director	DH1221	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Planning Assistant	TC5350	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Planning Manager	MG1481	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Plans Examiner	TC5360	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Plans Examiner Supervisor	PR2041	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Police Assistant Chief	1006	E	307	53.72	111,736	62.45	129,894	71.18	148,051	79.91	166,208	88.64	184,365
Police Chief	DH1141	E	311	68.32	142,116	79.43	165,209	90.53	188,303	101.63	211,397	112.74	234,491
Police Commander	1564	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Police Deputy Chief	1530	E	306	51.45	107,022	59.81	124,414	68.18	141,805	76.54	159,196	84.90	176,587
Police Employment Services Manger	MG1491	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Police Employment Specialist	PR2051	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Police Oversight Director	DH1301	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Police Oversight Deputy Director	AD1261	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Police Trainee	1000	N	X17	19.25	40,040								
Polygraph Examiner	PS5120	N	513	28.94	60,201	32.56	67,727	36.18	75,252	39.80	82,777	43.41	90,302
Process Control Systems Specialist	PR2990	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Professional Engineer	PR2070	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216

**City of Fort Worth
FY2021 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
Program Coordinator	PR2861	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Program Support Division Administrator	PR2080	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Project Assistant	TC5640	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Project Controls Specialist II	PR5150	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Property & Casualty Adjuster I	PR5210	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Property & Casualty Adjuster II	PR2230	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Property & Casualty Manager	MG1551	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Property Control Attendant	ST5210	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Property Control Specialist	CL5160	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Property Control Supervisor	PR2111	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Property Management Director	DH1151	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Protective Gear Specialist	ST5220	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Public Education Program Coordinator	PR2130	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Public Education Specialist	TC5680	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Public Events Attendant	ST5230	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Public Events Coordinator	TC5370	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Public Facilities/Events Director	DH1161	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Public Information Coordinator	CL5170	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Public Information Specialist	CL5180	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Public Safety Communicator I	PS5130	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Public Safety Communicator II	PS5140	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Public Safety Communicator III	PS5250	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Public Safety Communicator IV	PS5760	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Public Safety Support Manager	MG1501	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Purchasing Assistant	TC5770	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Purchasing Manager	MG1511	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Purchasing Supervisor	PR2151	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Quality Control Specialist	PR2160	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Quality Improvement Specialist	CL5290	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Real Property Manager	MG1521	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Records Analyst	PR2170	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Records Manager	MG1531	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Recreation Programmer	TC5690	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265

**City of Fort Worth
FY2021 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	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Registered Architect	PR2210	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Regulatory/Environmental Administrator	MG1541	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Safety Officer	PR2970	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sales and Events Manager	PR2240	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sales Associate	CL5200	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Security Coordinator	PR2771	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Security Guard	PS5150	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Security Supervisor	PS5231	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Security Systems Technician	TC5380	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Signal Systems Crewleader	ST5480	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Signal Systems Supervisor	PR2891	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Signal Systems Technician I	ST5460	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Signal Systems Technician II	ST5470	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Signs Fabricator	ST5250	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Skilled Trades Technician I	ST5260	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Skilled Trades Technician II	ST5270	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Sports Field Monitor	ST5490	N	500	10.98	22,840	12.35	25,695	13.73	28,550	15.10	31,405	16.47	34,260
Sr Account Technician	CL5210	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Accountant	PR2260	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Administrative Assistant	PR2270	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Sr Administrative Services Manager	MG1561	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Sr Arborist	ST5450	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Sr Assistant City Attorney	PR2280	E	616	46.84	97,424	53.86	112,037	60.89	126,651	67.92	141,264	74.94	155,878
Sr Asst City Attny Sect Chief	MG1571	E	617	51.19	106,484	58.87	122,457	66.55	138,429	74.23	154,402	81.91	170,374
Sr Auditor	PR2290	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Auto Body Repairer	ST5280	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Sr Budget Analyst	PR2300	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Sr Business Process Analyst	PR3010	E	710	34.98	72,760	40.23	83,674	45.48	94,588	50.72	105,502	55.97	116,416
Sr Buyer	PR2310	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Capital Projects Officer	PR2320	E	617	51.19	106,484	58.87	122,457	66.55	138,429	74.23	154,402	81.91	170,374
Sr Chemist	PR2330	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Code Compliance Officer	PS5160	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071

**City of Fort Worth
FY2021 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 Combination Inspector	TC5400	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr Construction Inspector	TC5410	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr Consumer Health Specialist	TC5420	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Sr Contract Compliance Specialist	PR2341	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Crime Analyst	PR2871	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Customer Service Representative	CL5220	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Data Reporting Technician	CL5230	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Deputy City Marshal	PS5171	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Sr Emergency Management Officer	PR2351	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Engineering Technician	TC5430	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Sr Environmental Specialist	PR2360	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Equipment Operator	ST5290	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Executive Asst to City Management	PR5170	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Facilities Planner	PR2941	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Sr Field Services Representative	ST5300	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Fleet Mechanic	ST5310	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Sr Food & Beverage Attendant	CL5240	N	501	11.86	24,667	13.34	27,751	14.82	30,834	16.31	33,917	17.79	37,001
Sr Gardener	ST5320	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Sr Graphic Artist	TC5440	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr Human Relations Investigator	PR2391	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Human Resources Analyst	PR2400	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Human Services Specialist	TC5700	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Sr Instrumentation Electrical Technician	TC5451	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr IT Business Planner	PR2420	E	710	34.98	72,760	40.23	83,674	45.48	94,588	50.72	105,502	55.97	116,416
Sr IT Communications Technician	TC5460	N	512	26.84	55,826	30.19	62,804	33.55	69,783	36.90	76,761	40.26	83,739
Sr IT Help Desk Technician	TC5470	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr IT Information Security Analyst	PR5201	E	711	38.35	79,767	44.10	91,732	49.85	103,697	55.61	115,663	61.36	127,628
Sr IT Operations Specialist	TC5480	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr IT Programmer/Analyst	PR2430	E	710	34.98	72,760	40.23	83,674	45.48	94,588	50.72	105,502	55.97	116,416
Sr IT Solutions Manager	MG1581	E	713	47.41	98,613	54.52	113,405	61.63	128,196	68.74	142,988	75.86	157,780
Sr IT Technical Support Analyst	PR2440	E	709	31.80	66,146	36.57	76,068	41.34	85,989	46.11	95,911	50.88	105,833
Sr IT Telecommunications Technician	TC5500	N	512	26.84	55,826	30.19	62,804	33.55	69,783	36.90	76,761	40.26	83,739
Sr Land Agent	PR2880	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922

City of Fort Worth
FY2021 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 Librarian	PR2461	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Sr Loan Services Representative	TC5510	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Sr Maintenance Worker	ST5330	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Sr Management Analyst	MG1591	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Sr Microbiologist	PR2470	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Municipal Court Clerk	CL5250	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr PeopleSoft Systems Administrator	PR2490	E	711	38.35	79,767	44.10	91,732	49.85	103,697	55.61	115,663	61.36	127,628
Sr Planner	PR2501	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Plans Examiner	TC5520	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr Professional Engineer	PR2510	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Sr Project Controls Specialist	PR2521	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Property Control Specialist	CL5260	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Property&Casualty Adjuster	PR2561	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Public Events Manager	PR2531	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Sr Public Safety Communicator	PS5180	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Sr Quality Control Specialist	PR2961	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Records Analyst	PR2540	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Recreation Programmer	TC5710	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Sr Sales and Events Manager	PR2571	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Sr Skilled Trades Technician	ST5340	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Sr Survey Technician	TC5530	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Sr Turbine Operator	TC5781	N	512	26.84	55,826	30.19	62,804	33.55	69,783	36.90	76,761	40.26	83,739
Sr Utility Rate Analyst	PR2590	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Victim Assistance Specialist	PR2600	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Sr Warrant/Identification Technician	PS5190	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Sr Water Dispatch Representative	CL5270	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Sr Water Systems Mechanic	ST5350	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr Water Systems Technician	TC5540	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Stagehand	ST5360	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Stagehand Crewleader	ST5371	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Stock Clerk	CL5280	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Survey Superintendent	MG1601	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Survey Technician	TC5550	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662

**City of Fort Worth
FY2021 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
Systems Administrator	PR2641	E	709	31.80	66,146	36.57	76,068	41.34	85,989	46.11	95,911	50.88	105,833
Technical Services Coordinator	MG1611	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Teen Court Coordinator	TC5721	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
TPW Superintendent	MG1621	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Traffic Control Supervisor	PS5201	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Traffic Control Technician	PS5210	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Traffic Services Worker	ST5380	N	502	12.77	26,571	14.37	29,892	15.97	33,214	17.57	36,535	19.16	39,857
Traffic Systems Crewleader	ST5390	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Traffic Systems Supervisor	PR2661	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Traffic Systems Technician I	ST5400	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Traffic Systems Technician II	ST5410	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Training Specialist	PR2670	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Transportation Manager	MG1681	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Transportation/Public Wks Director	DH1171	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Treasury Supervisor	PR2691	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Turbine Operator	TC5780	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Utility Line Technician	TC5560	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Veterinarian	PR2910	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Veterinary Technician	TC5570	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Victim Assistance Coordinator	PR2711	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Victim Assistance Specialist	PR5040	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Video Producer/Director	PR5050	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Volunteer Coordinator	TC5740	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Warrant/Identification Supervisor	PR2751	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Warrant/Identification Technician	PS5220	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Water Conservation Manager	MG1651	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Water Customer Relations Manager	PR2761	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Water Director	DH1181	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Water Dispatch Representative	CL5300	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Water Quality Manager	MG1661	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Water Systems Mechanic I	ST5430	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Water Systems Mechanic II	ST5440	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Water Systems Sampler	TC5580	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662

**City of Fort Worth
FY2021 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 Systems Specialist	TC5591	N	513	28.94	60,201	32.56	67,727	36.18	75,252	39.80	82,777	43.41	90,302
Water Systems Superintendent	MG1671	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Water Systems Supervisor	PR2781	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Water Systems Technician I	TC5600	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Water Systems Technician II	TC5610	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Web Designer	PR2790	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922

* **Job Family Description is located in Job Code**

Assistant Department Director	AD
Appointed Classification	AP
Clerical Classification	CL
Deputy Director	DD
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.

City of Fort Worth
FY2021 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	53.72	111,736	62.45	129,894	71.18	148,051	79.91	166,208	88.64	184,365
Fire Trainee	1026	N	Y17	19.19	39,915								
Fire Assistant Chief	1027	E	Y08	68.43	142,341	71.17	148,036	73.91	153,730	76.65	159,425	79.38	165,120
Police Deputy Chief	1530	E	306	51.45	107,022	59.81	124,414	68.18	141,805	76.54	159,196	84.90	176,587
Fire Deputy Chief	1532	N	Y07	43.51	90,495	45.25	94,113	46.99	97,731	48.73	101,349	50.46	104,967
Police Commander	1564	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Fire Director	AD1011	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst City Auditor	AD1021	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst City Secretary	AD1031	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Code Compliance Director	AD1041	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Finance Director	AD1051	E	307	53.72	111,736	62.45	129,894	71.18	148,051	79.91	166,208	88.64	184,365
Asst Human Resources Director	AD1061	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst IT Solutions Director	AD1071	E	307	53.72	111,736	62.45	129,894	71.18	148,051	79.91	166,208	88.64	184,365
Asst Library Director	AD1081	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Municipal Court Services Director	AD1091	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Park/Recreation Director	AD1101	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Development Services Director	AD1111	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Police Director	AD1121	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Property Management Director	AD1131	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Pub Facilities/Events Director	AD1141	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Trans/Public Works Director	AD1151	E	307	53.72	111,736	62.45	129,894	71.18	148,051	79.91	166,208	88.64	184,365
Asst Water Director	AD1161	E	307	53.72	111,736	62.45	129,894	71.18	148,051	79.91	166,208	88.64	184,365
City Marshal	AD1171	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Clerk Of Municipal Court	AD1181	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Deputy City Attorney	AD1191	E	307	53.72	111,736	62.45	129,894	71.18	148,051	79.91	166,208	88.64	184,365
Asst Neighborhood Services Director	AD1221	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Economic and Development Director	AD1231	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Aviation Director	AD1241	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Asst Diversity & Inclusion Director	AD1251	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Police Oversight Deputy Director	AD1261	E	305	49.19	102,308	57.18	118,933	65.17	135,558	73.17	152,184	81.16	168,809
Chief Judge	AP1011	E	400	Set by Agreement									
City Attorney	AP1021	E	400	Set by Agreement									

**City of Fort Worth
FY2021 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	API031	E	400	Set by Agreement									
City Manager	API041	E	400	Set by Agreement									
City Secretary	API051	E	400	Set by Agreement									
Deputy Chief Judge	API061	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Hearing Officer	API070	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Municipal Judge	API080	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Account Technician	CL5010	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Administrative Technician	CL5020	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Customer Service Info Specialist	CL5030	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Customer Service Representative I	CL5040	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Customer Service Representative II	CL5050	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Data Reporting Technician	CL5060	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Food & Beverage Attendant	CL5070	N	500	10.98	22,840	12.35	25,695	13.73	28,550	15.10	31,405	16.47	34,260
Golf Shop Attendant	CL5080	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Legal Assistant	CL5090	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Library Page	CL5100	N	502	12.77	26,571	14.37	29,892	15.97	33,214	17.57	36,535	19.16	39,857
Municipal Court Clerk II	CL5110	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Office Assistant	CL5120	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Parts Expediter	CL5130	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Payroll Technician	CL5140	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Property Control Specialist	CL5160	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Public Information Coordinator	CL5170	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Public Information Specialist	CL5180	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Sales Associate	CL5200	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Sr Account Technician	CL5210	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Customer Service Representative	CL5220	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Data Reporting Technician	CL5230	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Food & Beverage Attendant	CL5240	N	501	11.86	24,667	13.34	27,751	14.82	30,834	16.31	33,917	17.79	37,001
Sr Municipal Court Clerk	CL5250	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Property Control Specialist	CL5260	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Water Dispatch Representative	CL5270	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Stock Clerk	CL5280	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Quality Improvement Specialist	CL5290	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265

City of Fort Worth
FY2021 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
Water Dispatch Representative	CL5300	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Municipal Court Clerk I	CL5310	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Deputy Water Director	DD1011	E	308	56.14	116,772	65.26	135,747	74.39	154,722	83.51	173,698	92.63	192,673
Aviation Director	DH1011	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Chief Financial Services Officer	DH1021	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Code Compliance Director	DH1041	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Economic Development Director	DH1051	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Fire Chief	DH1061	E	311	68.32	142,116	79.43	165,209	90.53	188,303	101.63	211,397	112.74	234,491
Human Resources Director	DH1071	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
IT Solutions Director	DH1081	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Library Director	DH1091	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Municipal Court Services Director	DH1101	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Neighborhood Services Director	DH1111	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Park & Recreation Director	DH1121	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Development Services Director	DH1131	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Police Chief	DH1141	E	311	68.32	142,116	79.43	165,209	90.53	188,303	101.63	211,397	112.74	234,491
Property Management Director	DH1151	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Public Facilities/Events Director	DH1161	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Transportation/Public Wks Director	DH1171	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Water Director	DH1181	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Communication/Public Engagement Director	DH1191	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Diversity & Inclusion Director/CEO	DH1211	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Planning & Data Analytics Director	DH1221	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Police Oversight Director	DH1301	E	309	60.49	125,820	70.32	146,266	80.15	166,712	89.98	187,158	99.81	207,604
Asst City Manager	EX1011	E	312	72.61	151,038	84.41	175,582	96.21	200,126	108.01	224,669	119.81	249,213
Deputy City Manager	EX1021	E	317	98.46	204,792	114.46	238,071	130.46	271,350	146.46	304,629	162.46	337,907
Administrative Services Manager	MG1011	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Architectural Services Manager	MG1031	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Asst Clerk of the Court	MG1041	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Audit Manager	MG1061	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Billing & Accounting Manager	MG1071	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Botanic Garden Superintendent	MG1081	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Budget Manager	MG1091	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374

**City of Fort Worth
FY2021 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
Building Code Administrator	MG1101	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Business Development Manager	MG1111	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Chief Helicopter Pilot	MG1131	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Chief of Staff	MG1141	E	616	46.84	97,424	53.86	112,037	60.89	126,651	67.92	141,264	74.94	155,878
Code Compliance Superintendent	MG1151	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Community Services Manager	MG1161	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Compliance and Planning Manager	MG1171	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Construction Manager	MG1181	E	615	42.85	89,132	49.28	102,502	55.71	115,872	62.14	129,242	68.56	142,612
Construction Superintendent	MG1191	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Contract Services Administrator	MG1201	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Customer Service Administrator	MG1211	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Customer Service Manager	MG1221	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
District Superintendent	MG1231	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Emergency Management Coordinator	MG1241	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Employee Labor Relations Manager	MG1251	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Engineering Manager	MG1261	E	616	46.84	97,424	53.86	112,037	60.89	126,651	67.92	141,264	74.94	155,878
Environmental Program Manager	MG1271	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Facilities Superintendent	MG1291	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Field Operations Superintendent	MG1301	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Financial Services Manager	MG1311	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Fleet Superintendent	MG1321	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Forensic Division Manager	MG1331	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Gas Well Manager	MG1341	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Grants Manager	MG1351	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Human Relations Administrator	MG1361	E	616	46.84	97,424	53.86	112,037	60.89	126,651	67.92	141,264	74.94	155,878
Human Relations Manager	MG1371	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Human Resources Manager	MG1381	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Human Services Manager	MG1391	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
IT Solutions Manager	MG1401	E	712	42.71	88,840	49.12	102,166	55.53	115,492	61.93	128,818	68.34	142,144
Lease Manager	MG1421	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Librarian Manager	MG1431	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Nature Center Manager	MG1441	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Neighborhood Development Manager	MG1451	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216

City of Fort Worth
FY2021 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
Performance Administrator	MG1461	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Planning Manager	MG1481	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Police Employment Services Manger	MG1491	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Public Safety Support Manager	MG1501	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Purchasing Manager	MG1511	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Real Property Manager	MG1521	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Records Manager	MG1531	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Regulatory/Environmental Administrator	MG1541	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Property & Casualty Manager	MG1551	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Sr Administrative Services Manager	MG1561	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Sr Asst City Attny Sect Chief	MG1571	E	617	51.19	106,484	58.87	122,457	66.55	138,429	74.23	154,402	81.91	170,374
Sr IT Solutions Manager	MG1581	E	713	47.41	98,613	54.52	113,405	61.63	128,196	68.74	142,988	75.86	157,780
Sr Management Analyst	MG1591	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Survey Superintendent	MG1601	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Technical Services Coordinator	MG1611	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
TPW Superintendent	MG1621	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Water Conservation Manager	MG1651	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Water Quality Manager	MG1661	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Water Systems Superintendent	MG1671	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Transportation Manager	MG1681	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
HRIS Manager	MG1691	E	712	42.71	88,840	49.12	102,166	55.53	115,492	61.93	128,818	68.34	142,144
Lean Administrator	MG1711	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Business Process Manager	MG1731	E	712	42.71	88,840	49.12	102,166	55.53	115,492	61.93	128,818	68.34	142,144
Energy Manager	MG1741	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Diversity & Inclusion Manager	MG1761	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Education Strategy Manager	MG1771	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Accountant	PR1010	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Accounting Services Supervisor	PR1021	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Administrative Services Coordinator	PR1030	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Airport Supervisor	PR1041	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Deputy Chief of Staff	PR1050	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Asst City Attorney I	PR1060	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Asst City Attorney II	PR1070	E	615	42.85	89,132	49.28	102,502	55.71	115,872	62.14	129,242	68.56	142,612

City of Fort Worth
FY2021 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
Asst Facilities Superintendent	PR1091	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Asst Field Operations Supervisor	PR1101	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Asst Public Safety Support Manager	PR1111	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Asst TPW Superintendent	PR1121	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Asst Water Systems Superintendent	PR1131	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Athletic Coordinator	PR1141	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Auditor	PR1150	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Budget Analyst I	PR1160	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Budget Analyst II	PR1171	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Business Development Coordinator	PR1180	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Buyer I	PR1190	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Cable Services Supervisor	PR1200	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Call Center Analyst	PR1210	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Centralized PD Payroll Coordinator	PR1220	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Chief Deputy City Marshal	PR1240	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Chief Prosecutor	PR1250	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
City Forester	PR1261	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Customer Solutions Analyst	PR1270	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Code Compliance Supervisor	PR1281	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Communication Coordinator	PR1290	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Communications Specialist	PR1300	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Community Center Coordinator	PR1311	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Community Center Supervisor	PR1321	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Computer Forensic Examiner	PR1330	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Conservation Specialist	PR1340	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Construction Inspection Supervisor	PR1351	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Contract Compliance Specialist	PR1360	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Crime Analyst	PR1370	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Crime Lab QA Coordinator	PR1380	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Criminal Intelligence Analyst	PR1390	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Cross Connection Technician Supervisor	PR1401	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Customer Service Supervisor	PR1411	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Data Reporting Supervisor	PR1421	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522

City of Fort Worth
FY2021 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
Database Administrator	PR1430	E	710	34.98	72,760	40.23	83,674	45.48	94,588	50.72	105,502	55.97	116,416
Deputy Court Clerk	PR1441	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Development Inspection Supervisor	PR1451	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Development Project Coordinator	PR1460	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Economic Development Manager	PR1471	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Economic Development Specialist	PR1480	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Emergency Management Officer I	PR1490	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Emergency Management Officer II	PR1500	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Environmental Supervisor	PR1511	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Facilities Supervisor	PR1521	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
FD Protection Specialist	PR1530	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Field Operations Supervisor	PR1541	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Financial Reporting Coordinator	PR1551	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Fleet Supervisor	PR1561	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Forensic Scientist II	PR1570	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Golf Professional	PR1580	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Governmental Affairs Liaison	PR1591	E	616	46.84	97,424	53.86	112,037	60.89	126,651	67.92	141,264	74.94	155,878
Graduate Engineer	PR1600	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Grants Specialist	PR1610	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Ground Transportation Coordinator	PR1620	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Housing Development Manager	PR1631	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Housing Program Supervisor	PR1641	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
HRIS Specialist	PR1650	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Human Relations Coordinator	PR1660	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Human Relations Investigator	PR1670	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Human Resources Analyst	PR1680	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Human Resources Coordinator	PR1690	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Human Services Coordinator	PR1700	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Infrastructure QC Specialist	PR1710	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Instrumentation Electrical Supervisor	PR1721	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
IT Auditor	PR1730	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
IT Business Planner I	PR1740	E	708	28.91	60,132	33.25	69,152	37.58	78,172	41.92	87,192	46.26	96,212
IT Business Planner II	PR1750	E	709	31.80	66,146	36.57	76,068	41.34	85,989	46.11	95,911	50.88	105,833

City of Fort Worth
FY2021 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 Business Systems Coordinator	PR1760	E	708	28.91	60,132	33.25	69,152	37.58	78,172	41.92	87,192	46.26	96,212
IT Information Security Analyst	PR1770	E	709	31.80	66,146	36.57	76,068	41.34	85,989	46.11	95,911	50.88	105,833
IT Programmer/Analyst II	PR1790	E	708	28.91	60,132	33.25	69,152	37.58	78,172	41.92	87,192	46.26	96,212
IT Project Consultant	PR1800	E	711	38.35	79,767	44.10	91,732	49.85	103,697	55.61	115,663	61.36	127,628
IT Solutions Supervisor	PR1811	E	707	26.28	54,666	30.22	62,866	34.17	71,066	38.11	79,265	42.05	87,465
IT Tech Support Analyst II	PR1830	E	708	28.91	60,132	33.25	69,152	37.58	78,172	41.92	87,192	46.26	96,212
Laboratory Supervisor	PR1841	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Land Agent	PR1850	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Park Planner	PR1860	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Landscape Architect Manager	PR1871	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Librarian Supervisor	PR1891	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Management Analyst I	PR1900	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Management Analyst II	PR1911	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Natural Scientist	PR1930	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Natural Scientist Supervisor	PR1941	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Neighborhood Development Coordinator	PR1950	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Neighborhood Development Specialist	PR1960	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Parking Operations Manager	PR1971	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Parts/Materials Supervisor	PR1981	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Payroll Supervisor	PR1991	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
PeopleSoft Systems Administrator	PR2010	E	710	34.98	72,760	40.23	83,674	45.48	94,588	50.72	105,502	55.97	116,416
Performance Analyst	PR2020	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Planner	PR2030	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Plans Examiner Supervisor	PR2041	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Police Employment Specialist	PR2051	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Professional Engineer	PR2070	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Program Support Division Administrator	PR2080	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Property Control Supervisor	PR2111	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Asst City Attorney/Prosecutor	PR2120	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Public Education Program Coordinator	PR2130	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Purchasing Supervisor	PR2151	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Quality Control Specialist	PR2160	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Records Analyst	PR2170	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640

**City of Fort Worth
FY2021 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
Regional Librarian Supervisor	PR2191	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Registered Architect	PR2210	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Property & Casualty Adjuster II	PR2230	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sales and Events Manager	PR2240	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Accountant	PR2260	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Administrative Assistant	PR2270	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Sr Assistant City Attorney	PR2280	E	616	46.84	97,424	53.86	112,037	60.89	126,651	67.92	141,264	74.94	155,878
Sr Auditor	PR2290	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Budget Analyst	PR2300	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Sr Buyer	PR2310	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Capital Projects Officer	PR2320	E	617	51.19	106,484	58.87	122,457	66.55	138,429	74.23	154,402	81.91	170,374
Sr Chemist	PR2330	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Contract Compliance Specialist	PR2341	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Emergency Management Officer	PR2351	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Environmental Specialist	PR2360	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Forensic Scientist III	PR2370	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Human Relations Investigator	PR2391	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Human Resources Analyst	PR2400	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr IT Business Planner	PR2420	E	710	34.98	72,760	40.23	83,674	45.48	94,588	50.72	105,502	55.97	116,416
Sr IT Programmer/Analyst	PR2430	E	710	34.98	72,760	40.23	83,674	45.48	94,588	50.72	105,502	55.97	116,416
Sr IT Technical Support Analyst	PR2440	E	709	31.80	66,146	36.57	76,068	41.34	85,989	46.11	95,911	50.88	105,833
Landscape Architect	PR2450	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Librarian	PR2461	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Sr Microbiologist	PR2470	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr PeopleSoft Systems Administrator	PR2490	E	711	38.35	79,767	44.10	91,732	49.85	103,697	55.61	115,663	61.36	127,628
Sr Planner	PR2501	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Professional Engineer	PR2510	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Sr Project Controls Specialist	PR2521	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Public Events Manager	PR2531	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Sr Records Analyst	PR2540	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Property&Casualty Adjuster	PR2561	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Sales and Events Manager	PR2571	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Sr Utility Rate Analyst	PR2590	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922

**City of Fort Worth
FY2021 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 Victim Assistance Specialist	PR2600	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Systems Administrator	PR2641	E	709	31.80	66,146	36.57	76,068	41.34	85,989	46.11	95,911	50.88	105,833
Traffic Systems Supervisor	PR2661	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Training Specialist	PR2670	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Treasury Supervisor	PR2691	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Victim Assistance Coordinator	PR2711	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Warrant/Identification Supervisor	PR2751	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Water Customer Relations Manager	PR2761	E	614	39.21	81,548	45.09	93,780	50.97	106,013	56.85	118,245	62.73	130,477
Security Coordinator-ON PML	PR2771	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Water Systems Supervisor	PR2781	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Web Designer	PR2790	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Asst City Atty/DFW Airport Atty	PR2800	E	616	46.84	97,424	53.86	112,037	60.89	126,651	67.92	141,264	74.94	155,878
Neighborhood Services Manager	PR2811	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Forensic Supervisor	PR2821	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
Garden Center Coordinator	PR2831	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
IT Change Management Analyst	PR2840	E	707	26.28	54,666	30.22	62,866	34.17	71,066	38.11	79,265	42.05	87,465
Latent Print Supervisor	PR2851	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Program Coordinator	PR2861	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Crime Analyst	PR2871	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Sr Land Agent	PR2880	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Signal Systems Supervisor	PR2891	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Veterinarian	PR2910	E	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Historic Site Supervisor	PR2921	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Asst Historic Site Supervisor	PR2931	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Sr Facilities Planner	PR2941	E	612	32.82	68,260	37.74	78,499	42.66	88,738	47.58	98,977	52.51	109,216
AMI Administrator	PR2951	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Quality Control Specialist	PR2961	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Safety Officer	PR2970	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Planner-Scheduler	PR2980	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Process Control Systems Specialist	PR2990	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Business Process Analyst II	PR3000	E	708	28.91	60,132	33.25	69,152	37.58	78,172	41.92	87,192	46.26	96,212
Sr Business Process Analyst	PR3010	E	710	34.98	72,760	40.23	83,674	45.48	94,588	50.72	105,502	55.97	116,416
Accounts Payable Coordinator	PR3023	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922

**City of Fort Worth
FY2021 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
Payroll Coordinator	PR3032	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
HR Business Partner	PR3040	P	613	35.87	74,609	41.25	85,800	46.63	96,991	52.01	108,183	57.39	119,374
Forensic Scientist I	PR3050	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Forensic Scientist IV	PR3051	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Neighborhood Program Coordinator	PR3060	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Chemist	PR5010	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Librarian	PR5020	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Microbiologist	PR5030	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Victim Assistance Specialist	PR5040	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Video Producer/Director	PR5050	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Energy Compliance Analyst	PR5090	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Airport Project Coordinator	PR5110	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Asset Management Specialist	PR5120	E	608	22.99	47,826	26.44	55,000	29.89	62,174	33.34	69,348	36.79	76,522
Fleet Analyst	PR5130	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Gas Lease Analyst	PR5140	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Project Controls Specialist II	PR5150	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Asst Emergency Management Coordinator	PR5161	E	611	30.02	62,451	34.53	71,819	39.03	81,187	43.54	90,554	48.04	99,922
Sr Executive Asst to City Management	PR5170	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Buyer II	PR5190	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Sr IT Information Security Analyst	PR5201	E	711	38.35	79,767	44.10	91,732	49.85	103,697	55.61	115,663	61.36	127,628
Property & Casualty Adjuster I	PR5210	E	609	25.13	52,275	28.90	60,116	32.67	67,957	36.44	75,798	40.21	83,640
Facilities Coordinator	PR5770	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Municipal Volunteer Program Coordinator	PR5780	E	610	27.47	57,137	31.59	65,707	35.71	74,278	39.83	82,848	43.95	91,419
Airport Operations Officer	PS5010	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Animal Control Officer	PS5020	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Code Compliance Officer	PS5030	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Communication Shift Supervisor	PS5041	N	512	26.84	55,826	30.19	62,804	33.55	69,783	36.90	76,761	40.26	83,739
Deputy City Marshal	PS5050	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Intoxilyzer Operator	PS5070	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Latent Print Examiner	PS5080	N	513	28.94	60,201	32.56	67,727	36.18	75,252	39.80	82,777	43.41	90,302
Latent Print Technician	PS5090	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Parking Compliance Technician	PS5100	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Polygraph Examiner	PS5120	N	513	28.94	60,201	32.56	67,727	36.18	75,252	39.80	82,777	43.41	90,302

City of Fort Worth
FY2021 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
Public Safety Communicator I	PS5130	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Public Safety Communicator II	PS5140	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Security Guard	PS5150	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Sr Code Compliance Officer	PS5160	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Sr Deputy City Marshal	PS5171	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Sr Public Safety Communicator	PS5180	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Sr Warrant/Identification Technician	PS5190	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Traffic Control Supervisor	PS5201	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Traffic Control Technician	PS5210	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Warrant/Identification Technician	PS5220	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Security Supervisor	PS5231	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Firearms Technician	PS5240	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Public Safety Communicator III	PS5250	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Civilian Response Specialist	PS5270	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Public Safety Communicator IV	PS5760	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Animal Shelter Technician	ST5010	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Arborist II	ST5020	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Auto Body Repairer	ST5030	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Code Compliance Technician	ST5040	N	502	12.77	26,571	14.37	29,892	15.97	33,214	17.57	36,535	19.16	39,857
Community Center Aide	ST5050	N	502	12.77	26,571	14.37	29,892	15.97	33,214	17.57	36,535	19.16	39,857
Courier	ST5060	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Cross Connection Technician	ST5070	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Custodian	ST5080	N	502	12.77	26,571	14.37	29,892	15.97	33,214	17.57	36,535	19.16	39,857
Environmental Technician	ST5090	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Equipment Operator	ST5100	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Field Operations Crewleader	ST5110	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Field Services Representative	ST5120	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Fleet Crewleader	ST5130	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Fleet Mechanic I	ST5140	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Fleet Mechanic II	ST5150	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Gardener	ST5160	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Greenhouse Attendant	ST5170	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Helicopter Mechanic	ST5180	N	513	28.94	60,201	32.56	67,727	36.18	75,252	39.80	82,777	43.41	90,302

**City of Fort Worth
FY2021 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
Maintenance Worker	ST5190	N	502	12.77	26,571	14.37	29,892	15.97	33,214	17.57	36,535	19.16	39,857
Pesticide Applicator	ST5200	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Property Control Attendant	ST5210	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Protective Gear Specialist	ST5220	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Public Events Attendant	ST5230	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Signs Fabricator	ST5250	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Skilled Trades Technician I	ST5260	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Skilled Trades Technician II	ST5270	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Sr Auto Body Repairer	ST5280	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Sr Equipment Operator	ST5290	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Field Services Representative	ST5300	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Fleet Mechanic	ST5310	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Sr Gardener	ST5320	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Sr Maintenance Worker	ST5330	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Sr Skilled Trades Technician	ST5340	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Sr Water Systems Mechanic	ST5350	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Stagehand	ST5360	N	505	15.97	33,211	17.96	37,362	19.96	41,514	21.95	45,665	23.95	49,816
Stagehand Crewleader	ST5371	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Traffic Services Worker	ST5380	N	502	12.77	26,571	14.37	29,892	15.97	33,214	17.57	36,535	19.16	39,857
Traffic Systems Crewleader	ST5390	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Traffic Systems Technician I	ST5400	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Traffic Systems Technician II	ST5410	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Water Systems Mechanic I	ST5430	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Water Systems Mechanic II	ST5440	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Sr Arborist	ST5450	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Signal Systems Technician I	ST5460	N	504	14.82	30,831	16.68	34,685	18.53	38,539	20.38	42,393	22.23	46,247
Signal Systems Technician II	ST5470	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Signal Systems Crewleader	ST5480	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Sports Field Monitor	ST5490	N	500	10.98	22,840	12.35	25,695	13.73	28,550	15.10	31,405	16.47	34,260
Natural Resource Technician	ST5500	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Arborist I	ST5510	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Administrative Assistant	TC5010	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Asst Golf Professional	TC5020	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265

**City of Fort Worth
FY2021 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
Asst Parts/Materials Supervisor	TC5030	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Combination Inspector	TC5040	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Construction Inspector I	TC5050	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Construction Inspector II	TC5060	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Consumer Health Specialist	TC5070	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Contract Compliance Technician	TC5080	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Development Inspection Specialist	TC5090	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Electronics Technician	TC5100	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Eligibility Specialist	TC5110	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Engineering Technician I	TC5120	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Engineering Technician II	TC5130	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Environmental Specialist	TC5140	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Facilities Planner	TC5150	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Fleet Coordinator	TC5160	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Gas Well Inspector	TC5170	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Graphic Artist	TC5180	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Helicopter Pilot	TC5190	N	513	28.94	60,201	32.56	67,727	36.18	75,252	39.80	82,777	43.41	90,302
Housing Rehabilitation Technician I	TC5200	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Housing Rehabilitation Technician II	TC5210	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Human Services Specialist	TC5220	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Instrumentation Electrical Technician	TC5230	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
IT Communications Technician	TC5240	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
IT Help Desk Technician	TC5250	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
IT Operations Specialist	TC5260	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
IT PC Support Specialist	TC5270	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
IT Services Specialist	TC5280	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Jury Coordinator	TC5300	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Library Assistant	TC5310	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Media Services Specialist	TC5330	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Operation and Maintenance Technician	TC5340	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Planning Assistant	TC5350	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Plans Examiner	TC5360	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Public Events Coordinator	TC5370	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248

**City of Fort Worth
FY2021 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
Security Systems Technician	TC5380	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Sr Combination Inspector	TC5400	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr Construction Inspector	TC5410	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr Consumer Health Specialist	TC5420	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Sr Engineering Technician	TC5430	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Sr Graphic Artist	TC5440	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr Instrumentation Electrical Technician	TC5451	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr IT Communications Technician	TC5460	N	512	26.84	55,826	30.19	62,804	33.55	69,783	36.90	76,761	40.26	83,739
Sr IT Help Desk Technician	TC5470	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr IT Operations Specialist	TC5480	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr IT Telecommunications Technician	TC5500	N	512	26.84	55,826	30.19	62,804	33.55	69,783	36.90	76,761	40.26	83,739
Sr Loan Services Representative	TC5510	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Sr Plans Examiner	TC5520	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Sr Survey Technician	TC5530	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Sr Water Systems Technician	TC5540	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Survey Technician	TC5550	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Utility Line Technician	TC5560	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Veterinary Technician	TC5570	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
Water Systems Sampler	TC5580	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Water Systems Specialist	TC5591	N	513	28.94	60,201	32.56	67,727	36.18	75,252	39.80	82,777	43.41	90,302
Water Systems Technician I	TC5600	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662
Water Systems Technician II	TC5610	N	507	18.53	38,536	20.84	43,353	23.16	48,170	25.47	52,987	27.79	57,804
IT Tech Support Analyst I	TC5620	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Project Assistant	TC5640	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Asst Data Reporting Supervisor	TC5651	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
IT Programmer/Analyst I	TC5670	N	511	24.94	51,883	28.06	58,368	31.18	64,854	34.30	71,339	37.42	77,825
Public Education Specialist	TC5680	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Recreation Programmer	TC5690	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Sr Human Services Specialist	TC5700	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Sr Recreation Programmer	TC5710	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Teen Court Coordinator	TC5721	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Volunteer Coordinator	TC5740	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Business Process Analyst I	TC5750	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248

**City of Fort Worth
FY2021 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
Emergency Operations Center Technician	TC5760	N	510	23.16	48,165	26.05	54,186	28.95	60,207	31.84	66,227	34.73	72,248
Purchasing Assistant	TC5770	N	509	21.50	44,714	24.18	50,303	26.87	55,893	29.56	61,482	32.25	67,071
Turbine Operator	TC5780	N	508	19.96	41,510	22.45	46,699	24.95	51,888	27.44	57,076	29.94	62,265
Sr Turbine Operator	TC5781	N	512	26.84	55,826	30.19	62,804	33.55	69,783	36.90	76,761	40.26	83,739
Parking Meter Technician I	TC5790	N	503	13.76	28,622	15.48	32,200	17.20	35,778	18.92	39,355	20.64	42,933
Parking Meter Technician II	TC5791	N	506	17.20	35,774	19.35	40,246	21.50	44,718	23.65	49,190	25.80	53,662

* Job Family Description is located in Job Code

Assistant Department Director	AD
Appointed Classification	AP
Clerical Classification	CL
Deputy Director	DD
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.

City of Fort Worth
FY2021 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
Athletics Program Assistant	PT5100	N	n/a	12.50									
Fire Cadet	PT5150	N	n/a	9.98									
Fire Rehab Aide	PT5500	N	500	10.98									
Golf Cart Attendant	PT5360	N	n/a	8.00									
Head Lifeguard	PT5160	N	n/a	12.00									
Intern	PT5400	N	n/a	Varies									
Lifeguard	PT5200	N	n/a	11.00									
Natural Scientist Assistant	PT5340	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	13.50									
Recreation Assistant	PT5390	N	n/a										
Recreation Instructor	PT5380	N	n/a										
Site Supervisor	PT5370	N	n/a	12.00									
Video Technician	PT5350	N	n/a										

City of Fort Worth
FY2021 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			25,000								
Council Aide	MC1021	E		30.60									
Mayor	MC1031	E			29,000								
Mayor Pro Tem	MC1041	E			25,000								

CITY OF FORT WORTH
Fire Civil Service Classifications
Salary Schedule for FY 2020-2021

RANK	Years from Commission	Step	56 Hour Schedule						
			Per Pay Period	Monthly	Annual	Step Hourly Rate	Acting Rate	Step Hourly OT	Step HOF
Grade/Job Code									

FIREFIGHTER Y01/1032	Start	1		2,247	4,869	58,430	20.07	26.68	30.10	10.03
	1	2		2,358	5,110	61,316	21.06	26.68	31.58	10.53
	2	3		2,476	5,365	64,384	22.11	26.68	33.16	11.05
	3	4		2,600	5,634	67,612	23.22	26.68	34.83	11.61
	4	5		2,812	6,093	73,112	25.11	26.68	37.66	12.55
	5	6		2,952	6,396	76,748	26.36	27.67	39.53	13.18
	6	7		2,952	6,396	76,748	26.36	27.67	39.53	13.18
	7	8		2,952	6,396	76,748	26.36	27.67	39.53	13.18
	8	9		2,952	6,396	76,748	26.36	27.67	39.53	13.18
	9	10		3,038	6,583	78,998	27.13	28.48	40.69	13.56
	14	11		3,124	6,769	81,225	27.89	29.29	41.84	13.95

ENGINEER Y02/1031	Start	1								
	1	2								
	2	3		2,988	6,473	77,679	26.68	30.16	40.01	13.34
	3	4		3,137	6,797	81,565	28.01	30.16	42.02	14.01
	4	5		3,232	7,002	84,021	28.85	30.30	43.28	14.43
	5	6		3,232	7,002	84,021	28.85	30.30	43.28	14.43
	6	7		3,232	7,002	84,021	28.85	30.30	43.28	14.43
	7	8		3,232	7,002	84,021	28.85	30.30	43.28	14.43
	8	9		3,232	7,002	84,021	28.85	30.30	43.28	14.43
	9	10		3,326	7,206	86,475	29.70	31.18	44.54	14.85
	14	11		3,419	7,409	88,907	30.53	32.06	45.80	15.27

LIEUTENANT Y03/1030	Start	1								
	1	2								
	2	3								
	3	4								
	4	5		3,378	7,320	87,838	30.16	33.62	45.25	15.08
	5	6		3,546	7,684	92,202	31.66	33.62	47.49	15.83
	6	7		3,546	7,684	92,202	31.66	33.62	47.49	15.83
	7	8		3,546	7,684	92,202	31.66	33.62	47.49	15.83
	8	9		3,546	7,684	92,202	31.66	33.62	47.49	15.83
	9	10		3,649	7,907	94,883	32.58	34.21	48.88	16.29
	14	11		3,752	8,130	97,565	33.50	35.18	50.26	16.75

NOTES:
Across the Board Increases (ATBs) Pay Raise Percentage
FY 2018-2019 2.00%
FY 2019-2020 3.00%
FY 2020-2021 4.00%
FY 2021-2022 4.00%
Effective Period Beginning July 6, 2019 (PPB 15)
Effective First Pay Period of FY 2019-2020
Effective First Pay Period of FY 2020-2021
Effective First Pay Period of FY 2021-2022

Start = Upon graduation from training academy; Step 1 = 1st anniversary of Commission Date; Step 2 = 2nd anniversary of Commission Date, etc.
Assistant Chiefs and Deputy Chiefs are not on a Step Plan. The Fire Chief determines the pay amount anywhere between the minimum and maximum of the Pay Range
Assistant Chief and Deputy Chief salary range changes contingent upon changes to General Employee Structures.

Rate calculations:
40 hour schedule: Per Pay Period, Monthly and Annual rates are approximations.
56 hour schedule: Per Pay Period, Monthly and Annual rates are approximations.

Per Pay Period	Monthly	Annual	Step Hourly Rate	Acting Rate	Step Hourly OT	Step HOF

2,247	4,869	58,430	28.09	37.35	42.14	14.05
2,358	5,110	61,316	29.48	37.35	44.22	14.74
2,476	5,365	64,384	30.95	37.35	46.43	15.48
2,600	5,634	67,612	32.51	37.35	48.76	16.25
2,812	6,093	73,112	35.15	37.35	52.72	17.57
2,952	6,396	76,748	36.90	38.74	55.35	18.45
2,952	6,396	76,748	36.90	38.74	55.35	18.45
2,952	6,396	76,748	36.90	38.74	55.35	18.45
2,952	6,396	76,748	36.90	38.74	55.35	18.45
3,038	6,583	78,998	37.98	39.88	56.97	18.99
3,124	6,769	81,225	39.05	41.00	58.58	19.53

2,988	6,473	77,679	37.35	42.23	56.02	18.67
3,137	6,797	81,565	39.21	42.23	58.82	19.61
3,232	7,002	84,021	40.39	42.41	60.59	20.20
3,232	7,002	84,021	40.39	42.41	60.59	20.20
3,232	7,002	84,021	40.39	42.41	60.59	20.20
3,232	7,002	84,021	40.39	42.41	60.59	20.20
3,232	7,002	84,021	40.39	42.41	60.59	20.20
3,326	7,206	86,475	41.57	43.65	62.36	20.79
3,419	7,409	88,907	42.74	44.88	64.12	21.37

3,378	7,320	87,838	42.23	47.07	63.34	21.11
3,546	7,684	92,202	44.33	47.07	66.49	22.16
3,546	7,684	92,202	44.33	47.07	66.49	22.16
3,546	7,684	92,202	44.33	47.07	66.49	22.16
3,546	7,684	92,202	44.33	47.07	66.49	22.16
3,649	7,907	94,883	45.62	47.90	68.43	22.81
3,752	8,130	97,565	46.91	49.25	70.36	23.45

Step Hourly Rate: The hourly rate of a step in a pay schedule (56 or 40 hour).
Step Hourly OT: The overtime (OT) rate which is 1.5x the Step Hourly Rate.
Step HOF: The holiday overtime rate for Fire ranks paid at 1/2 of the Step Hourly Rate for persons working on a City recognized Holiday.

CITY OF FORT WORTH
Fire Civil Service Classifications
Salary Schedule for FY 2020-2021

RANK		56 Hour Schedule								
Grade/Job Code		Years from Commission	Step	Per Pay Period	Monthly	Annual	Step Hourly Rate	Acting Rate	Step Hourly OT	Step HOF
CAPTAIN Y04/1029	Start	1								
	1	2								
	2	3								
	3	4								
	4	5								
	5	6								
	6	7	3,766	8,159	97,906	33.62	38.41	50.43	16.81	
	7	8	3,954	8,566	102,792	35.30	38.41	52.95	17.65	
	8	9	3,954	8,566	102,792	35.30	38.41	52.95	17.65	
	9	10	4,069	8,816	105,792	36.33	38.41	54.49	18.16	
	14	11	4,183	9,064	108,770	37.35	39.22	56.03	18.68	
BATTALION CHIEF Y05/1028	Start	1								
	1	2								
	2	3								
	3	4								
	4	5								
	5	6								
	6	7								
	7	8								
	8	9	4,302	9,322	111,861	38.41	43.51	57.62	19.21	
	9	10	4,649	10,074	120,882	41.51	43.59	62.27	20.76	
	14	11	4,780	10,358	124,291	42.68	44.82	64.02	21.34	
DEPUTY CHIEF Y07/1532	Minimum		4,873	10,558	126,693	43.51	48.88	65.26	21.75	
	Maximum		5,652	12,246	146,954	50.46	52.99	75.70	25.23	
ASSISTANT CHIEF Y08/1027	Minimum									
	Maximum									
TRAINEES Y17/1026		1	1,535	3,326	39,915	13.71		20.56	6.85	

NOTES:

Across the Board Increases (ATBs) Pay Raise Percentage

	FY 2018-2019	Effective Period Beginning July 6, 2019 (PPB 15)
2019 and 2020 increases (FY 2018) (1)	2.00%	

FY 2019-2020 3.00%

FY 2019-2020	3.00%
FY 2020-2021	4.00%

FY 2020-2021	4.00%
FY 2021-2022	4.00%

Start = Upon graduation from training academy; Step
FY 2021-2022 4.00%

Start = Upon graduation from training academy; Step 1 = 1st anniversary of Commission Date; Step 2 = 2nd anniversary of Commission Date, etc.

Assistant Chiefs and Deputy Chiefs are not on a Step Plan. The Fire Chief determines the pay amount anywhere between Assistant Chief and Deputy Chief, and may choose to grant a cost-of-living adjustment upon change to General Employees' Union.

Assistant Chief and Deputy Chief salary range changes contingent upon changes to General Employee Structures.

40-hour calendar Day Day Dated Monthly and Annual report on our services from

Rate calculations:
40 hour schedule: Per Pay Period, Monthly and Annual rates are approximations.

40 Hour Schedule						
Per Pay Period	Monthly	Annual	Step Hourly Rate	Acting Rate	Step Hourly OT	Step HOF
3,766	8,159	97,906	47.07	53.78	70.61	23.54
3,954	8,566	102,792	49.42	53.78	74.13	24.71
3,954	8,566	102,792	49.42	53.78	74.13	24.71
4,069	8,816	105,792	50.86	53.78	76.29	25.43
4,183	9,064	108,770	52.29	54.91	78.44	26.15
4,302	9,322	111,861	53.78	60.91	80.67	26.89
4,649	10,074	120,882	58.12	61.02	87.17	29.06
4,780	10,358	124,291	59.76	62.74	89.63	29.88
4,873	10,558	126,693	60.91	68.43	91.37	30.46
5,652	12,246	146,954	70.65	74.18	105.98	35.33
5,475	11,862	142,341	68.43			
6,351	13,760	165,120	79.38			
1,535	3,326	39,915	19.19		28.78	9.59

Step Hourly Rate: The hourly rate of a step in a pay schedule (56 or 40 hour).

Step Hourly Rate: The hourly rate of a step in a pay schedule (30 or 40 hours).
Step Hourly OT: The overtime (OT) rate which is 1.5x the Step Hourly Rate.

Step HOF: The holiday overtime rate for Fire ranks paid at 1/2 of the Step Hourly Rate for Step HOF.

persons working on a City recognized Holiday.

City of Fort Worth

FY 2019/2020

Key	Title	Base Pay	1st Year	2nd Year	3rd Year	4th Year	6th Year	8th Year	10th Year	12th Year	14th Year	16th Year
X03	Police Officer	Base Pay Step 1	2	3	4	5	6	7	8	9	10	11
		Base Pay	Base+1	Base+2	Base+3	Base+4	Base+5	Base+6	Base+7	Base+8	Base+9	Base+10
		29.51	30.98	32.53	34.15	35.86	36.75	37.67	38.61	39.57	41.55	43.70
X04	Police Corporal 4 Years					4th Year	6th Year	8th Year	10th Year	12th Year	14th Year	16th Year
						5	6	7	8	9	10	11
						Base Pay	Base+1	Base+2	Base+3	Base+4	Base+5	Base+6
						39.58	40.57	41.58	42.62	43.69	45.88	48.24
X07	Police Sergeant 7 Years						7th Year	8th Year	10th Year	12th Year	14th Year	16th Year
							6	7	8	9	10	11
							Base Pay	Base+1	Base+2	Base+3	Base+4	Base+5
							44.74	45.85	46.99	48.17	50.58	53.16
X08	Police Lieutenant 10 Years								10th Year	12th Year	14th Year	16th Year
									8	9	10	11
									Base Pay	Base+1	Base+2	Base+3
									51.78	53.07	55.73	58.60
X09	Police Captain 13 Years									13th Year	14th Year	16th Year
										9	10	11
										Base Pay	Base+1	Base+2
										58.54	61.47	64.60

1. NOTES

Across the Board (ATB) Pay Raise Percentages:

FY2019/2020	3.10% Effective the first full pay period after October 1, 2019
100%	100%
90%	90%
80%	80%
70%	70%
60%	60%
50%	50%
40%	40%
30%	30%
20%	20%
10%	10%
0%	0%

City Profile



City Profile

LOCATION AND HISTORY

Fort Worth, incorporated in 1873, is a political subdivision and municipal corporation of the State of Texas, located in Tarrant, Denton, Parker, Wise, and Johnson Counties. The City covers approximately 353 square miles and serves a population of 917,050. 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.

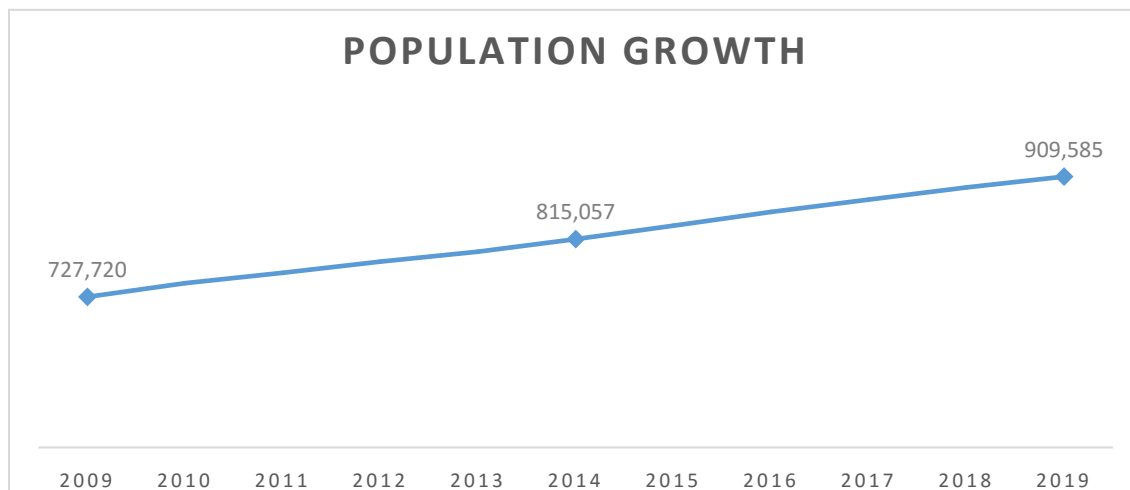
Fort Worth was established as a frontier army post in 1849 by Major Ripley Arnold and named after General William Jenkins Worth, who distinguished himself in the War with Mexico. The outpost became a stopping place on the famous Old Chisholm Trail and a shipping point for the great herds of Longhorn 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 2.1 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 an 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 voted in by an at-large popular vote and an eight-member, single-district council is 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.

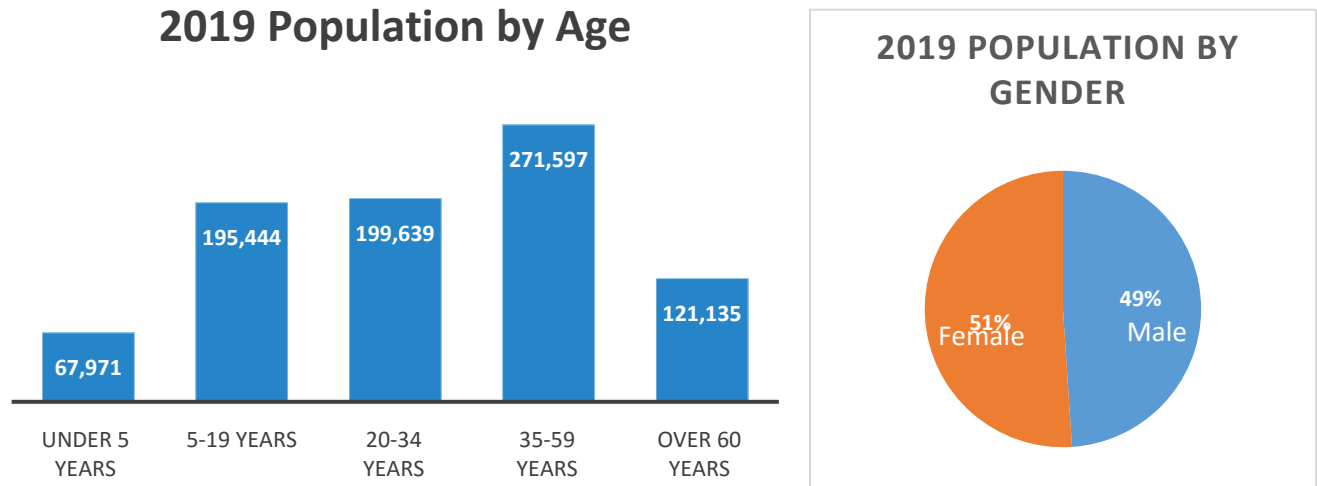
AREA AND POPULATION

According to the U.S. Census Bureau, the 2010 Census count for Fort Worth was 744,852 and the Census Bureau's July 2019 population estimate for Fort Worth was 909,585. From 2010 to 2019, Fort Worth's total population increased by 164,761 persons, equating to 22% growth over that period. This represents an average annual growth rate of 20.2% per year. Due to this substantial growth, Fort Worth is now ranked as the 13th largest city in the country, up from 15th largest. The chart below shows Fort Worth's population growth over the last decade.

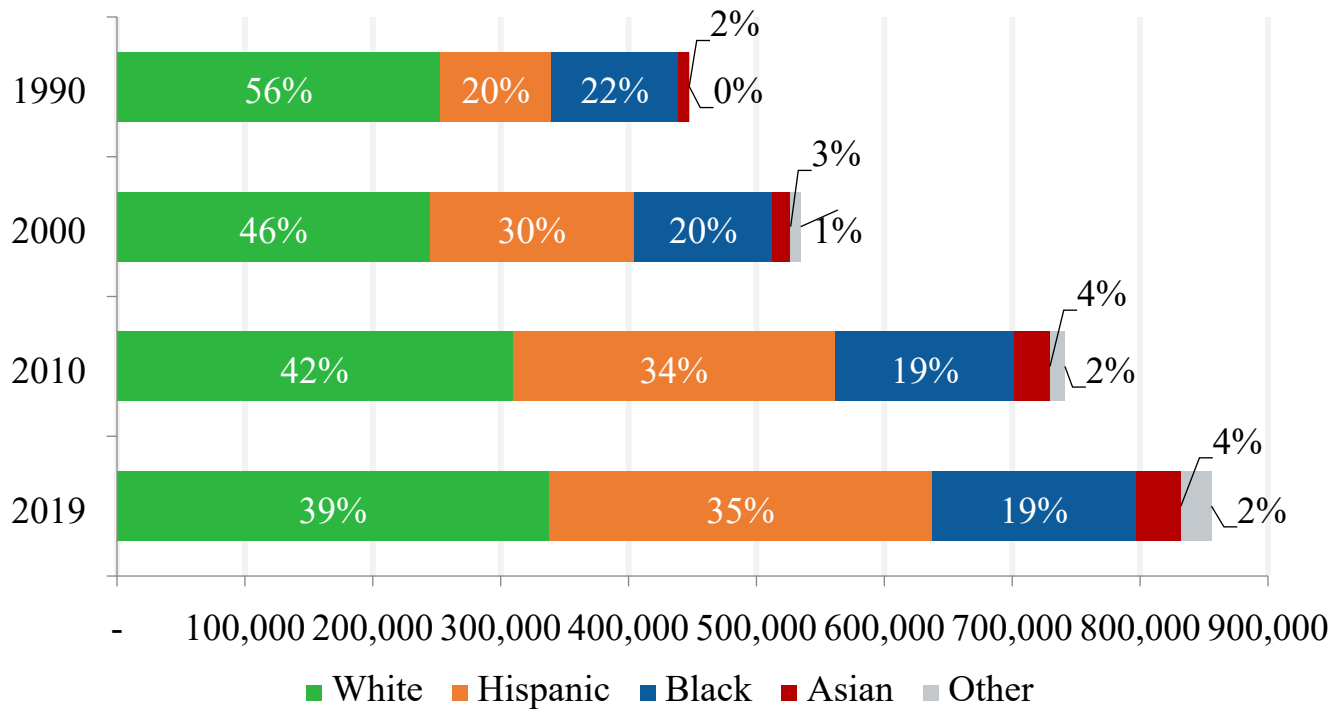


City Profile

According to the U.S. Census Bureau 2014-2019 American Community Survey (ACS) 5-Year Estimates, Fort Worth's population by age and gender are:



According to the U.S. Census Bureau 2014-2019 American Community Survey (ACS) 5-Year Estimates, the race and ethnicity in Fort Worth have become more diverse throughout its history:



City Profile

TRANSPORTATION

The Dallas/Fort Worth International Airport (the "Airport" or "DFW") is the fourth busiest airport in the world in terms of logistical operations and ranks 15th in the world based on passengers, a reduction from its prior rank of 9th, due in part to the COVID-19 transportation challenges of 2020. 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. Pre-COVID, DFW International flew over 664,000 global flights in one year and served more than 69 million passengers as of the end of 2018. DFW provides service to 168 active/announced domestic and 57 active/announced international destinations. Recently, DFW received a high honor as the 2019 airport of the year.

Also, 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 345,944 operations for the fiscal year 2018.

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.

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 Trinity Metro, including the TEXRail commuter rail line to DFW International Airport and the TRE line to downtown Dallas. 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 146 schools in the District operate on the 5-3-4 plan in which the elementary schools (80) teach grades 1-5; middle schools and sixth-grade centers (29), grades 6-8; and senior high schools (18), grades 9-12. The District also has 17 special campuses. The Fort Worth School District employs over 5,800 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

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the primary and secondary levels. 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 Health Science Center. The TCU and UNTHSC School of Medicine were opened 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. 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.

Fort Worth's Medical District houses the region's single largest concentration of medical jobs. 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. Soon, 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

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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

Prior to events and impacts associated with COVID-19, Fort Worth was continuing a sustained multi-year trend of broad-based growth across sectors. Much of this business growth has fueled and been fueled by Fort Worth's status as one of 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, prime location, and climate, the City is an attractive choice for companies looking to expand their operations.

Major employers in Fort Worth include AMR/American Airlines, 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 remain 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 Danone North America.

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 2018 decision by XTO to consolidate their Fort Worth offices in new facilities in The Woodlands (Houston area), 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 36%. Since 2010 trade, transportation, and utilities companies have grown considerably adding over 22,100 jobs to the area. Healthcare, Manufacturing, Hospitality and Tourism, Transportation and Warehousing, and Oil and Gas make up the five established sectors that play a key role in the Fort Worth economy. As a group, these five established sectors account for more than a third of employment in Tarrant County with over 398,000 people employed. The City's Economic Development Department has identified key emerging economic sectors including aerospace manufacturing and design, life sciences delivery and innovation, geotechnical engineering, international business, corporate and regional headquarters, professional services, financial services, and transportation innovation.

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There are over 37,698 registered business firms in the City of Fort Worth. About 89% of these businesses are small to mid-size firms that employ anywhere from one to 249 individuals. The remaining 11% of businesses are firms that employ greater than 250 employees (Reference USA).

LABOR FORCE

The Fort Worth-Arlington MSA boasts a strong labor force of 1.2 million that continues to grow. The Fort Worth-Arlington MSA has experienced positive annual employment growth since summer 2010 up until the Covid-19 pandemic in early 2020. In the wake of the crisis, the city's unemployment rate of 7.7% is slightly higher than the 6.8% state unemployment rate but below the 8.4% national unemployment rate through August 2020.

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 2020 representing statistics as of September 30th, 2020.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
City of Fort Worth											
Labor Force	357,927	369,718	377,123	384,170	390,430	393,352	404,789	414,163	427,892	439,544	436,496
Unemployed	28,441	27,628	24,301	22,982	19,258	16,303	16,984	15,865	15,562	14,941	34,063
Unemployed Rate	7.9%	7.5%	6.4%	6.0%	4.9%	4.1%	4.2%	3.8%	3.6%	3.4%	7.9%
Dallas - Fort Worth - Arlington MSA											
Labor Force	3,300,761	3,374,414	3,420,186	3,474,226	3,535,331	3,579,454	3,694,960	3,795,291	3,900,458	3,971,633	3,953,549
Unemployed	266,593	255,271	225,014	212,012	177,598	145,292	143,064	138,248	136,486	129,621	285,437
Unemployed Rate	8.1%	7.6%	6.6%	6.1%	5.0%	4.1%	3.9%	3.6%	3.5%	3.3%	7.3%
Tarrant County											
Labor Force	924,951	950,514	966,259	981,537	991,015	990,682	1,009,291	1,033,317	1,062,733	1,082,571	1,072,941
Unemployed	75,375	71,788	62,944	59,367	49,829	41,169	40,130	37,978	37,114	35,655	80,815
Unemployed Rate	8.1%	7.6%	6.5%	6.5%	5.0%	4.2%	4.0%	3.7%	3.5%	3.3%	7.6%

Source: Texas Workforce Commission, Labor Market Information. <https://texaslmi.com/LMIbyCategory/LAUS>

TOURISM

Tourism is an important contributor to the local economy. Pre-COVID, more than 9.1 million people visited each year for business and leisure, generating a \$2.3 billion annual economic impact, according to Visit Fort Worth (AKA the FWCVB). This activity supported 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 in taxes 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 and major equestrian shows, 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 Stock Yards National Historic District. The Stock Yards feature the Fort Worth Herd, the world's only twice-daily cattle drive owned and operated by Visit Fort Worth. In response to the growing demand for conventions and leisure visits, a 2014 study indicated Fort Worth needs to add more than 1,400 hotel rooms downtown to remain competitive in the market.

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

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Downtown Tax Increment Financing District to provide public infrastructure to support the private investment within this development.

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 Visit Fort Worth in FY 2018 the Fort Worth Convention Center hosted 47 International, National, and State Conventions that produced 114,522 room nights for various hotels and generated \$142,128,638 in economic impact for the city. The total number of events held in the building was 125 with an attendance of 767,356. 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 the 2018 Facility of the Year by the League of Agricultural & Equine Centers and one of the 8 Best Equestrian Facilities in America by the Sports Planning Guide. With the opening of the 14,000-seat Dickies Arena in late 2019, Fort Worth is now home to a state-of-the-art entertainment facility capable of hosting large concerts, athletic events, and equestrian competitions.

CITY DEVELOPMENTS

Construction is underway of the bridges over the Trinity River bypass channel and the relocation of Oncor electric infrastructure is underway, laying the groundwork for Panther Island development. Encore Multifamily, LLC, a subsidiary of the Dallas-based Encore Enterprises, Inc., has broken ground on the first private development on Panther Island. 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. The 233,198 square-foot multi-family community will feature a streetscape connection to the Riverwalk-style waterfront environment planned for the district.

Dickies Arena opened October 26, 2019 on the Will Rogers Memorial Center campus. The \$540 million arena has attracted a wide variety of high-quality entertainment options to the Fort Worth area including concerts, sporting events and family shows, as well as the month-long Fort Worth Stock Show and Rodeo. In addition to exciting entertainment and sporting events, Dickies Arena has the capacity to accommodate conventions, exhibit events, business meetings and private receptions with flexible meeting and event spaces ranging in from 685-square-feet to 91,315-square-feet size. In January of 2020, the rodeo's opening ceremonies attracted more than 9,000 spectators to great fanfare.

Fort Worth Heritage Development, LLC has refurbished the historic Horse and Mule Barns located in the historic Fort Worth Stockyards featuring almost 200,000-square-feet of restaurants, entertainment venues, and retail boutiques. The \$175 million renovation and ground-up development will be constructed in three phases to be fully completed by December 2025. Several tenants opened their doors in June of 2020, following a brief delay as a result of Covid-19. Prominently featured in the Mule Alley redevelopment is the 200-room, four-star Hotel Drover that is scheduled to open in early 2021. The \$40-million hotel will feature a restaurant and bar, a fashion boutique, and a large event space where it will host weddings and other events.

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Another affirmation of Fort Worth's reputation as "Cowtown" comes with the recently announced expansion of the well-known boot and western apparel maker Ariat International. The company is set to open an 800,000 square foot regional distribution hub and corporate office at the Intermodal Logistics Center in North Fort Worth. Ariat is set to spend a minimum of \$43 million in construction costs on or before December 31, 2021. This move will yield a minimum of 450 full-time jobs by the end of 2024 with a minimum average salary of \$43,992.

The Alliance Texas development in far north Fort Worth continued its growth through 2020 and now employs more than 62,000 people in over 507 businesses. In addition to employment, the 180,000-acre development includes almost 8,000 homes and hundreds of retailers. Over 70 customers are from either the Fortune 500 (U.S. public), Global 500 (intl. public) or Forbes List of Top Private Companies (U.S. private). Overall, Alliance Texas has had an estimated \$84 billion economic impact since 1980. Alliance Center North will add an additional \$42.5 million in new construction in 2020 for Project Rose, an office, warehouse and manufacturing center on 34.33 acres, including a 447,373-square-foot UPS Logistics hub.

Facebook 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 consists 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.

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.

The Texas Health Harris Methodist Hospital medical campus area is seeing growth in adjacent development of the Stevenson Oaks Nursing Home, a \$64 million independent-living apartment community to open in 2021. The 340,443 square-foot facility will include Assisted Living, Memory Support or Outpatient Rehab Therapy Services on site. The independent living apartments feature two floorplans: a 939-square-foot, 1 bedroom, 1.5 bath and a 1,251- square-foot, 2 bedroom, 2 bath, and will include dining and fitness facilities and activities.

The Jackson Shaw AC Hotel by Marriott, a \$50 million new construction project, opened in downtown Fort Worth in late 2020. The new AC Hotel is a 252 room, 16-story, 165,722 square foot upscale modern European design and service hotel located adjacent to the historic Kress & Co. building on Houston Street. The hotel includes a presidential suite, 4,000+ square feet of meeting space, fitness center, a full-service restaurant, and a basement.

Downtown Fort Worth's historic Art Deco Sinclair Building has been transformed into The Sinclair, an upscale 164-rooms and suites Marriott Autograph Collection hotel. Improvements to the buildings include façade and streetscape improvements, ground-floor retail, restaurant, rooftop bar and spa, and one floor of meeting space. The Sinclair Hotel will connect to the former Hilton Annex by a sky bridge. The project includes corporate apartments and remodeling of office space, conversion of some space to house data centers, and space for hotel services.

Growth continues in education projects to serve the City's growing population. Two public school projects are Precinct Line Elementary School and Amon Carter Riverside High School, planned to open in late 2020. Precinct Line

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Elementary School features 90,000-square-feet of classroom space – a \$30 million investment – to serve expanding residential development in the area. The new elementary school will include classrooms for 850 students in grades kindergarten through sixth grade. The school will include a library, cafeteria, gym, playground, technology area, and space for student collaboration. The expansion of Amon Carter Riverside High School calls for a new 3-story building with 115,461 square-feet of classroom space at a cost of \$36,724,527.

Catalyst Urban Development plans to construct a 330-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 SF of retail and 330 residential units by 2022.

The Near Southside, home to a first-of-its kind medical innovation district - iter8 Health Innovation Community - has continued to see tremendous investment. This vibrant mix of arts and culture has seen a boon in housing development to support the numerous new businesses. Since 2017, 3,000 new units have been built or are under development, making way for nearly 4,500 new residents.

Walsh is a 7,267-acre development that will eventually feature as many as 15,000 homes. Walsh Elementary, a two-story, 100,000 square foot campus on 14 acres, opened in fall 2017. The development is anticipated to have a build-out cost of \$1.6 Billion over 12 to 15 years.

Likewise, Rock Creek Ranch continued with development on their 1,755 acres in southwest Fort Worth off the Chisholm Trail Parkway. The development will include commercial, mixed-use and residential, as well as a new 80-acre campus for Tarleton State University. The Tarleton State campus is anticipated to open in January 2019 and is expected to have 2,500 students.

In addition to growth in sectors that serve the City's growing population (i.e. Construction, Real Estate, Personal Services, Education, Retail, etc.), Lockheed Martin Aeronautics has seen continued growth in orders for the F-35 (and other aircraft and weapons systems) to be an additional source of strength in the local and regional economy.

Further supporting the aerospace growth in Fort Worth is the February 2020 announcement by Gulfstream Aerospace Corp. that it will expand its operations with the construction of a service center at Fort Worth Alliance Airport. The facility is expected to open by fall of 2021 and will create approximately 50 new jobs with another 150 to 200 relocating from Dallas' Love Field. Gulfstream will invest more than \$35 million to build a nearly 160,000 square foot facility that will include hangar space, back shops, and employee and customer offices.

Fort Worth's largest corporate headquarters, American Airlines, completed a \$350 million expansion of its corporate headquarters in 2019, which was anticipated to house approximately 12,000 employees. COVID-19 has had significant impacts on the airline industry and the City of Fort Worth continues to monitor the situation closely and work with company leadership to mitigate local and regional impacts.

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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, 14 branch libraries, and one satellite library. The Golden Triangle Library opened on August 18th, 2020. A contract has been awarded for the Far Southwest Library, a full-service library branch to open by 2022. Reby Cary Library, will be the second full-service library planned to open by 2022. 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. In April 2019, the Library added 202 additional open hours per week across the city, including Saturday, to become more welcoming to all families. The cities of Fort Worth, Burleson, Haltom City, Keller, Richland Hills and Watauga have an agreement (MetrOPAC) by which residents of the six cities may use their library cards at each respective library. Fort Worth provides automation services to these libraries for a fee.

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 and performance halls. 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. The Fort Worth Convention Center offers exhibit and meeting space of over 185,000 square feet, including a 13,500 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. Dickies Arena, a 14,000-seat multipurpose arena, opened in October 2019 to host a range of concerts, athletic events, and equestrian competitions.

CITY OF FORT WORTH BUILDING PERMITS

Fiscal Year Ended 9/30	Number of Issued Building Permits by Type				TOTAL PERMITS
	New Residential	New Commercial	Additions	Remodels	
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	5,671	13,443
FY2018	6,977	857	732	5,374	13,940
FY2019	6,426	873	546	3,703	11,548
FY2020	6,481	787	607	4,338	12,213

Source: Planning & Data Analytics, City of Fort Worth, FY2020.

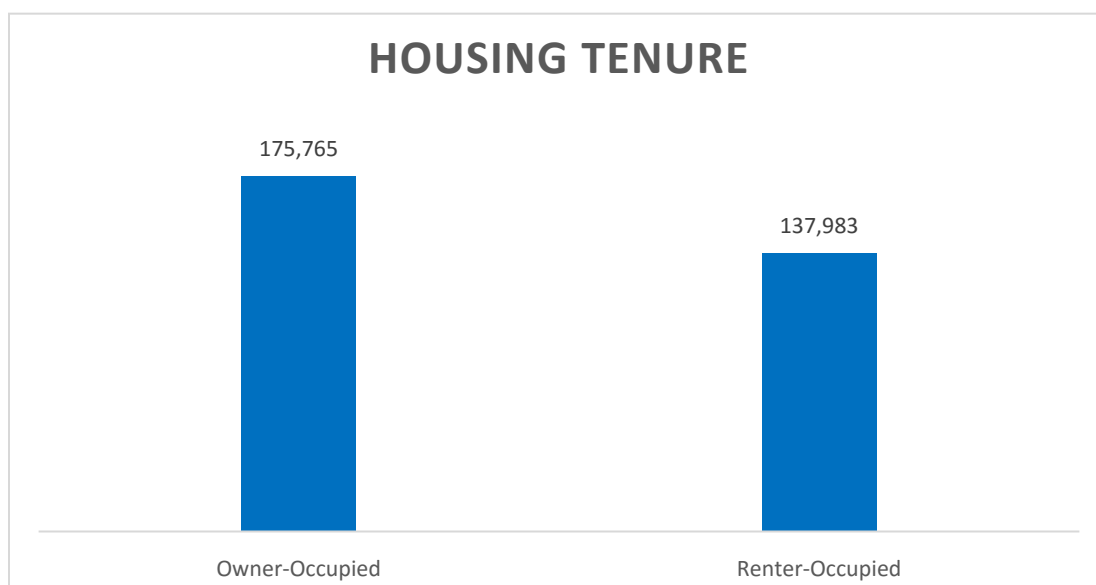
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Dollar Value of Building Permits Issued					
Fiscal Year Ended 9/30	New Residential	New Commercial	Additions	Remodels	TOTAL PERMITS
FY2010	449,663,304	740,594,972	95,498,713	392,421,899	1,678,178,888
FY2011	395,395,022	573,784,677	144,681,007	238,577,958	1,352,438,664
FY2012	432,754,592	629,082,573	65,067,950	328,012,060	1,454,917,175
FY2013	557,615,578	1,218,617,199	57,346,267	406,518,978	2,240,098,022
FY2014	584,324,940	1,137,494,082	68,260,165	353,410,831	2,143,490,018
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	2,753,962,657
FY2017	852,242,817	2,368,350,621	242,545,372	472,288,247	3,935,427,057
FY2018	954,984,162	1,888,212,491	104,547,129	562,950,978	3,510,694,760
FY2019	973,862,299	1,601,325,699	116,454,908	433,184,176	3,124,827,082
FY2020	1,135,933,940	2,766,598,102	264,946,354	696,015,882	4,863,494,278

Source: Planning & Data Analytics, City of Fort Worth, FY2020.

HOUSING TENURE

According to Housing Occupancy data from the U.S. Census Bureau, the number of total housing units in Fort Worth is estimated at 337,072 of which 91.4 percent are occupied and the remaining 8.6 percent vacant. In terms of housing tenure, the survey estimated that out of the 313,748 occupied housing units, 56.0 percent were owner-occupied and 44.0 percent were renter-occupied.



Source: U.S. Census Bureau, 2020 Time-Series Projection.

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

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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 313 square miles.

PERSONAL INCOME AND BUYING POWER

	Median Household	Mean Household
Fort Worth	\$60,748	\$84,833
Tarrant County	\$68,876	\$81,449

Source: U.S. Census Bureau, 2019 American Community Survey, 1-Year Estimates

HOUSEHOLD INCOME

Income Level	2017		2018		2019	
	Fort Worth	Tarrant County	Fort Worth	Tarrant County	Fort Worth	Tarrant County
\$34,999 or less	27.70%	24.60%	30.30%	24.90%	29.47%	18.37%
\$35,000 - \$49,999	13.40%	13.10%	12.80%	12.20%	12.65%	13.54%
\$50,000 - \$74,999	18.60%	18.70%	17.50%	18.60%	18.67%	20.64%
\$75,000 or more	40.30%	43.60%	39.40%	44.40%	39.20%	47.45%

Source: U.S. Census Bureau, 2014-2019 American Community Survey, 5-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 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

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Fort Worth Spinks Airport

Opened in the 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 the winter of 1989

- 11,000 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. Under 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.



Major Accomplishments



Major Accomplishments

GENERAL FUND

City Attorney

- Advised on and drafted an agreement with Botanic Research Institute of Texas for the management of the Fort Worth Botanic Garden and assisted in myriad legal issues related to the transition of the management of the Fort Worth Botanic Garden.
- Advised on, negotiated and drafted a revised interlocal agreement and uniform ordinance with fourteen local cities for ambulance service and mobile healthcare by the Metropolitan Area EMS Authority, known as MedStar Mobile Healthcare.
- Negotiated and drafted an agreement for the acquisition of Broadcast Hill, which is 50 acres of prairie land in east Fort Worth adjacent to Tandy Hills Natural Area, for the preservation of open space.
- Worked with Tarrant County to create the Tarrant County Game Room Regulations and an Interlocal agreement that should bring needed relief to Fort Worth neighborhoods plagued by the effects of illegal gambling and its secondary effects. In May, the Texas Supreme Court sided with the city in finding that whether gaming machines are unconstitutional is relevant to whether the city is preempted from regulating game rooms; there will be further proceedings in the Fort Worth Court of Appeals.
- Two high-profile lawsuits, a race discrimination case brought by a former department director, and a sexual harassment case brought by a former firefighter, were resolved in the city's favor. There were also four charges of discrimination dismissed without a lawsuit and four terminations were upheld through the disciplinary appeal process.
- The Employment Section has also provided significant drafting and implementation assistance to management with regard to the FFCRA leave provisions, and over the next nine months the Section will be advising departments on the application of the policy.
- The department rapidly provided services in rapid response to the COVID-19 health disaster, including legal advice and assistance to the City of Fort Worth Mayor and City Council on local emergency declarations; coordination with county and state executive orders; assistance and guidance related to emergency preparedness for first responders; implementation of small business loan program by Local Development Corporation; and legal advice to advisory committees tasked with addressing community issues arising due to the COVID-19 health disaster.
- Legal advice and assistance in the preparation of new Public Information Act administrative regulation, which will streamline the public information process.
- Development of new CFA, Water and TPW policies to more effectively manage development initiatives in the city, as well as substantial legal advice to staff in the implementation of HB 3167 (new plat approval process) and necessary subdivision ordinance revisions.
- Provided training to the various department on rough proportionality, public information, legislative changes, ethics and virtual board meetings, civil rights and sexual harassment.

City Auditor

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

City Manager's Office

Government Relations Department

- Led and planned the effort to assist the City Council, CMO and city departments in the development and final approval of the 2021 Federal Legislative and Administrative Agenda.
- Executed a plan to have Mayor Price introduced and relationship development with the Executive Staff of President Donald Trump which led to continued White House invitations and working sessions with the

Major Accomplishments

Trump Administration to address infrastructure issues and other policy issues that affect local governments.

- Planned and coordinated with city departments the application, accounting and expenditure of Federal CARES Act Funding and stimulus funding. In addition, this project included obtaining clarification and direction through federal consultants from Congress and Federal Agencies.
- Worked with CFW Economic Development staff and UNTHSC staff to assure the certification of state funds to fund current programs at the Business Assistance Center.
- Government Relations defeated negative legislation that would have eliminated or weakened Fort Worth's ability to provide needed services to the citizenry.

Directions Home

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

Reading Instruction Program

- The Reading Instruction Program operated for a second summer as a component of the Camp Fort Worth Summer Day Camp. Additionally, the Reading Instruction Program was offered at nineteen Community Centers, two Mobile Recreation Sites and one non-City of Fort Worth site, The Kingdom Manifesters, located at 2401 McCurdy.
- Reading best practices were integrated into existing crafts, recreation, sports, and games programs. Direct reading instruction was provided by credentialed and experienced literacy teachers. Forty-five minutes of direct instruction was provided daily and reading levels were assessed using a manual application of Fontis and Pinnell, then later compared using Read A-Z.

Police Oversight Monitor Department

- Conducted multiple introductory meeting with community, police officials and city leaders.
- Conducted periodic meetings with community stakeholders, city officials and police personnel regarding complaint investigations; changes to and updates regarding law enforcement policies, procedures, training and practices; community-police engagements; and legal matters.
- Created police complaint and commendations forms.
- Commenced monitoring of police complaints.
- Commenced reviewing all use of force matters.
- Commenced collaboration with ETS regarding creation of online complaint form with signature and notary capabilities as well as database management for Department reviews, investigations, complaint intakes and data analyses and reviews.
- Conducted community and employee "Real Talk" collaboration sessions to provide Department overview as well as engage and gather input regarding community oversight model.
- Collaborated with academia to create community and police officer perception surveys and the analyses of the final survey results.
- Compiled the analyzed survey results in the form of a 60-page report authored by the Department of the Police Oversight Monitor.
- Collaborated periodically with Independent Review Panel on review status and outcomes.

Major Accomplishments

- Reviewed and recommended changes to police general orders, including but not limited to, use of force including de-escalation and early warning prevention.
- Met with local law school externship program leaders to bring law interns onboard; two interns commenced mid-September 2020.
- Established and met periodically with Department's Working Coalition of Community Stakeholders.
- Created and conducted Summer 2020 Series virtual collaborative conversations, entitled: Building a Stronger Community-Police Relationship Together, in all six police patrol divisions that involved thought provoking breakout sessions between community and police officers to collaborate and develop recommended action(s) addressing topics/issues derived from community and police perception surveys.

City Secretary's Office

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

Code Compliance

- Through collaborating with outside agencies and developing a successful transport program, Animal Care and Control has increased our live release rate to greater than 94% and received \$264k in grants and donations, including additional transportations and a donation to support the spay/neuter program (see below). Funding of \$13.5 million for a second animal shelter passed in the 2018 Bond Election and construction has broken ground with a completion date in March 2021.
- Environmental and Consumer Health staff participated in the Race & Culture Task Force as technical advisors. The Committee on Health identified and provided recommendations to City Council, to reduce the gap on the identified Fort Worth health disparities. Consumer Health is also implementing the iNovah cash management software as well as integrating ERP financials into its bulk billing and accounts receivable. These will function in tandem with the division's data management and field inspection software – Healthspace. Finally, the division is now providing online food safety training to more than 20,000 food service workers annually.

Communications and Public Engagement

- Expanded our outreach through GovDelivery email. We currently have more than 371,773 subscribers for 109 different topics
- Expanded the citywide volunteer policy. 4300 registered volunteers logged 111,596 volunteer hours
- Continued the Mayor's Community Engagement Workshops and Neighborhood Awards annual event to include more diverse workshops and a more equitable awards format. This has allowed us to provide more vital information to our residents and also recognize the great work going on in our neighborhoods.

Major Accomplishments

- Developed and implemented quarterly workshops to inform residents about city programs and services
- Expanded our video production to provide more short informative videos for departments. We also started an internship program with local students in order to provide job training for them and new video footage for our programs
- Increased our outreach through social media including Facebook (15,190 people likes/25,270 followers), twitter (162,705 followers) Nextdoor (205,984 subscribers) and Linkedin (9,217 followers)
- Call Center supported COVID Activities and Hotline phone number. CRM created a COVID request option on the MyFW App and MyFW Text
- MyFW App and MyFW Texting were launched and expanded
- Coordinated COVID-19 communications
- Implemented the 2020 Census initiative
- Provided extensive support for Economic Development messaging for pandemic initiatives
- Provided messaging and communications support for Northside neighborhood and community outreach
- Assisted departments with over 600 communications projects
- Responded to over 550 media requests

Development Services

- The Planning Division attained several notable accomplishments during FY2020 by securing approval of Como rezoning and map amendment and secured approval for the Panther Island text amendment to remove TRVA from the ordinance. They also secured the approval of Cultural District and Chisholm Trail signage and secured Council approval of credit access and small box retail ordinances.
- The Permitting and Inspections Division implemented recommendations from the new Commercial Building Permit improvement process including the ability to receive all new commercial building permits online. The team also began a video inspection services program and made all building permits available for on-line application which reduces congestion downtown and has aided in social distancing while preventing overcrowding. Additionally, there is an on-going effort to improve the City-wide Permitting System (Accela) reporting tools.
- The Development Coordination division led coordination with our outside consultant, sCUBE, for the creation and implementation of the Infrastructure Module and Infrastructure records in Accela. The team also led the coordination for updating, creating, and amending existing CFA and plat records in Accela to adhere to the new HB3167 regulations. An electronic notary was implemented for a variety of standard template agreements such as SWFMAs, USA, maintenance agreements, and encroachment agreements.
- The Infrastructure Development Division implemented a completeness check process that reduces reviews of incomplete submissions and reduces review cycles. The team revised the Stormwater Criteria manual for compliance with HB3167 and moved floodplain development permits from a paper-based system to a primarily electronic review in Accela Automation.

Diversity and Inclusion

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

Major Accomplishments

Economic Development

- The Economic Development Web Portal, which was launched in late February 2020, was to be proceeded by a messaging campaign. That campaign has been delayed due to COVID-19, but enhancements to the website will be forthcoming.
- The department secured a public/private partnership with smart electric motor company Linear Labs to develop a 500,000-square-foot facility for advanced, smart manufacturing to support thousands of new, skilled jobs over the next 10 years. The research and production center will create electric motors for industries as diverse as electric vehicles, robotics, HVAC and last-mile micro mobility, in addition to various industrial applications. The new Linear Labs facility will serve as a research and development center as well as a manufacturing location to produce electric motors through advanced processes, including automation that will continuously evolve as manufacturing technology evolves. Dark Factory methodology will be implemented to allow for robotic automation with human oversight, increasing efficiency of production and personnel safety, while also creating additional jobs for skilled workers.
- As a result of COVID-19, the department launched the Protect the Fort Microloan Program and the Preserve the Fort Small Business Grant program. Since inception, the microloan program has provided over \$600,000 in small business loans. The grant program, launched March 26th, received a total of 1402 applications and to date, over \$6M in awards have been made. Phase II of the grant program is anticipated to roll out again in August 2020, which has been a significant undertaking by the department.

Financial Management Services

- Published the 2019 Comprehensive Annual Financial Report on February 07, 2020 (130 days after fiscal year-end), marking a significant reduction from prior years and well within the State law requirement of 180 days.
- There were no external audit findings in Capital Assets for the 3rd year in a row.
- Successfully absorbed the following billing and collection activities: Code Enforcement Health Permit Fees, Fire Department Fire Service Call Billings, Gas Well Inspection Fees, DFW Revenue Share Payments, Venue Taxes (Parking, Stall, Ticket Taxes), the City's share of Charitable Bingo Prizes, from either a manual billing system or the antiquated City-Wide mainframe billing system to the People Soft AR & Billing system bringing enhanced visibility and efficiency. Additionally, successfully transitioned the following revenue billing and collection activities: Board-up, Demo, Nuisance, Weeds; Development Services – Alarm Permits and Fees, Permits and Licensing; Police – Auto Pound (Point of Sale only) from the antiquated mainframe (Civil Penalties, Multi-Family Inspections, etc.)
- Successfully implemented the initial phases of the Automated Invoice Management (AIM) system. This system will further enhance invoice payment efficiencies enabling centralization of vendor invoice processing in central Accounts Payable. Utilizing advanced Optical Character Recognition technology, the AIM system will greatly reduce city-wide workload relating to invoice voucher data entry by converting invoice documents to machine-readable text for processing.
- An updated Administrative Regulation for purchases of goods and services in order to provide additional guidance to Departments on state laws and city ordinances. As part of the roll-out of the new Administrative Regulation, Purchasing conducted Webex training
- Led effort to retire the following debt obligations with cash on hand: Series 2010C WSS Revenue Bonds: \$11,750,000.00 of refunded bonds generating \$1,810,876.10 or 15.41% of NPV savings; Series 2012 GP Ref & Imp Bonds: \$20,230,000.00 of refunded bonds generating \$3,161,693.28 or 15.62% of NPV savings. In addition, led the effort to refinance \$48,810,000.00 of General Obligation bonds and \$87,770,000.00

Major Accomplishments

of Water/Wastewater Revenue bonds resulting in \$14,138,768.00 in NPV savings, despite turbulent market conditions (due to COVID-19).

Fire

- Established COVID-19 Community Testing
- Continued efforts to fund the Accelerated Fire Apparatus Replacement Program
- Expanded recruiting efforts to address equity and diversity
- Expanded behavioral health and cancer prevention programs through the purchase of additional equipment funded by Risk Management that will help reduce firefighter exposure to cancer-causing materials and initiated baseline medical testing of fire personnel funded by a recent AFG Grant
- Executed cooperation agreements with adjacent communities for dispatching services

Human Resources

- Successful contract negotiations on Meet & Confer agreement with the Police Officers Association to cover the next four years.
- Completion of a Leave Study and proposed recommendations to improve the City's leave structure providing greater flexibility for employees.
- Creation of a Payroll Taskforce to address long-standing issues concerning termination pay calculations, manual pay practices and poor functionality that resulted in a proposal of interim recommendations as work continued.
- Reorganization of the department that reduced the number of positions by 8.33% and a restructure to improve customer service to department's management and staff.
- Creation of a formal internship program.
- Implementation of changes to accommodate the Family First Coronavirus Response Act (FFCRA); includes workplace guidance concerning COVID exposures and Return to Work Guidelines.
- Implementation of Google analytics in Talent Acquisition to monitor and improve return on spend of advertising and increase focus on diversity advertising.
- Implementation of data analytics in Talent Acquisition to make improvements to the overall customer experience by tracking visits to career sites, average session duration, job views, completed applications, device usage, and source of application resulting in better hiring practices, branding and hiring the best talent.
- HRIS implemented Total Rewards to provide an overview for employees, showing true compensation and benefits. In addition, HRIS implemented e-Compensation, an initiative which seeks to encourage employee performance and strengthen organizational culture through equitable compensation.
- HRIS Time and Labor team updated strategies and recommendations for employers as COVID-19 payday rules and regulations were passed by federal, state and local agencies.

IT Solutions

- In support of the city-sponsored agreement to transfer operational responsibility of the Botanic Garden over to the BRIT (Botanical Research Institute of Texas), ITS worked closely with city management and BRIT leadership to develop and execute the Botanic Gardens Transfer Project to shift technology assets and transfer responsibility to the BRIT. The largest piece of this effort was the installation of a new fiber backbone to support connectivity throughout the Botanic Garden. This was approximately 12 months from inception to turn over, currently for October 2020.
- To keep the City functional, ITS responded to the need for virtual interaction at the outset of the COVID-19 pandemic. The department worked closely with many departments and the City Secretary's Office to

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provide education and configuration of virtual platforms to support City Council, Boards and Commissions, as well as the structure for internal meetings. ITS made accommodations to support city employees and their need to work remotely. This included the assignment of hardware, like laptops/desktops, and additional licenses to support work from home needs.

- The department managed the Security Access Contract project to replace the old outdated Sentinel security system with a new Panasonic system citywide. The department successfully cleaned and verified all necessary employee access permissions and facilities. This project also included the replacement of the old cameras and alarm systems with new state of the art technology – a centralized control mechanism is now in place to maintain data.
- The department completed the setup for several departments to process customer tickets as work orders in the new Customer Relationship Management system. During this project phase, the MyFortWorth mobile application was deployed and is now being used by citizens. This phase also enabled Citibot, a tool that allows citizens to text in their concerns and have it automatically entered as a ticket into the system.

Library

- In FY2020, the Fort Worth Public Library unveiled a new Facilities Master Plan that was built on the vision established by the Strategic Services Plan completed in FY2019. Current library facilities were assessed from a variety of perspectives, including the physical condition of library buildings and sites; the capacity of library facilities to support the 21st-century library; and the amount and geographic distribution of library space throughout the city.
- A new location, Golden Triangle library opened on August 18, 2020. This location is a full-service library providing materials and services.
- New Express check kiosks were installed at all locations providing customers the ability to check out their materials.
- The design for the Reby Cary Family Library was completed. Construction of the library began in March 2020.
- The delivery of Library services changed in April due to the pandemic. To continue providing services, the library implemented both curbside service and virtual programming. The department also shifted focus to increased access to online materials. As of July 12, the Library's digital check-outs have surpassed the total for the entire year of 2019.

Municipal Court

- Completion of the 2014 Bond renovations of the A.D. Marshall Public Safety & Courts Building (PSB) to include:
 - Renovation of five (5) full-service courtrooms
 - Renovation of first and second-floor restrooms (ADA Compliant)
 - Addition of second-floor men's and jury unisex restrooms (ADA Compliant)
 - Addition of ADA accessible ramp at the main entrance
 - Renovation of Parking Hearing Offices
 - Addition of second-floor jury deliberation room
- 2014 Bond new construction of full counter service satellite location at Golden Triangle Library to include Virtual Court services to see a Judge.
- Deployment of virtual service options to include counter services and judicial services to the public.
- Closure of the Southwest Municipal Court and consolidation of full-service operations and staff to PSB.
- Relocation of jail arraignment court operations, staff, and judges to PSB.
- Reallocation of field deputies from warrant service to office-based operations facilitating voluntary safe harbor warrant resolution.

Major Accomplishments

- The Court in the Community – successfully held four events citywide.
- Warrant Forgiveness – nine events held citywide.
- Successful implementation of Phase 1 eCitation traffic interface.
- Correction of over 1.2 million records as a result of the court's data integrity project.
- Staffing increase at Lake Worth, which has significantly enhanced law enforcement patrol presence and activity on the Lake Worth waterway.
- The Marshal Division has installed eight new license plate recognition units, which will greatly enhance the Warrant Section's ability to identify individuals with outstanding warrants.

Neighborhood Services

- In 2020, the City of Fort Worth (co-lead applicant) along with Fort Worth Housing Solutions (lead applicant) was selected as a recipient of the U.S. Department of Housing & Urban Development Choice Neighborhood Initiative (CNI) grant. The City of Fort Worth is one of four cities selected nationwide in 2020 for this very competitive grant. The Neighborhood Services Department serves as the lead for the Neighborhood component of the overall \$35 million grant for the redevelopment of the Cavile Place /Stop Six neighborhood.
- The Alleyways Maintenance Program has added a 4th cycle of mowing and clearing and has also added 172 alleys to the program.
- Neighborhood Services administers the \$7.2 million FWCares housing assistance program funded by the Federal Cares Act to help Fort Worth residents who have suffered financial impact due to the COVID-19 pandemic. The program provided rent, mortgage, utilities and /or prescription assistance,
- The U.S. Housing and Urban Development Department (HUD) has awarded the City of Fort Worth more than \$12.8 million to respond to the COVID-19 pandemic. The funds may be used to prevent, prepare for, and respond to the coronavirus.
- The Texas Department of Housing and Community Affairs awarded an additional \$2.5 million to provide eligible applicants with rent and utility assistance through the Community Action Partners program. Eligible applicants must meet program income requirements, which includes household incomes at or below 200% of the poverty level.
- Additional Accomplishments:
- Created access for 30,833 individuals to rental assistance, job skills/training/certifications, utility assistance, case management, and information and referral services.
- VITA (Volunteer Income Tax Assistance) program completed 3,377 filings for over \$6 million in refunds.
- Revised Tax Credit Policy to require a minimum set aside of 10% of total units for very low-income households (0-30%) AMI.
- Completed and began leasing of Mistletoe Station, a new 110 unit multifamily mixed-income development. Additionally, completed the rehabilitation of Beatty Street Apartments – 45 units.
- Moved the Neighborhood Certification Process to Neighborhood Services, which was previously in Development Services.

Park and Recreation

- The 2020 Park, Recreation and Open Space Master Plan Update was completed and adopted by City Council on June 23, 2020.
- Implemented FY2020 Park Dedication Phased Fee increases based upon Park Dedication Policy Amendment approved January 29, 2019.

Major Accomplishments

- Completed 15 capital projects at a total value of \$23.6M. Notable capital improvements included Como Community Center replacement (\$13.6M), Trinity River Trails East Bank Extension (\$3.7M), and Zoo Creek Drainage Improvements (\$3.8M).
- Partnered with the Fort Worth Zoological Association (Zoo) to add the Children's Ranch and Petting Zoo Exhibit (\$897K) Engineering Shop, and Food and Merchandise Warehouse Building (\$2.4M) to the Zoo's inventory. The City Council accepted these improvements on May 19, 2020.
- On July 17, 2020, the Fort Worth Zoo was named the No. 1 Zoo in North America by USA Today. This is the fourth year the Zoo has ranked in USA Today's top five and the first time in the No. 1 spot.
- Applied for a \$1.5M Texas Parks & Wildlife Department Urban Outdoor Recreation Grant for the Fort Worth Nature Center & Refuge (FWNC&R) Boardwalk.
- Partnered with the Friends of the FWNC&R to secure a \$300K commitment from Facebook Corporation for the TPWD grant match for Lotus Marsh Boardwalk Improvements.
- Participated in literacy training for staff at fourteen (14) community centers and two Mobile Recreation sites to help facilitate program changes in support of the City's Education Initiative.
- Entered into agreements with Healthy Contributions and Tivity Health for the Renew Active by United Healthcare and Silver Sneakers and Prime Insurance programs where the City is reimbursed for member usage at Community Centers.
- Implemented online programming throughout the Recreation Division to provide recreational and educational content for the community during the COVID-19 Stay at Home declaration.
- Conducted a workshop on becoming a city vendor for mowing vendors new to the City of Fort Worth grounds maintenance in November of 2019, which resulted in three new vendors providing the service in FY2020 mow season. Having new vendors bid and be awarded inventory strengthens the depth of seasoned contractors the City of Fort Worth can utilize for contracts; which increases the odds of achieving successful mowing seasons.
- Received TripAdvisor 2020 Certificates of Excellence Awards for the Botanic Garden, Log Cabin Village and Nature Center and Refuge. All three venues received the TripAdvisor Hall of Fame designation in 2019.
- Marine Park received Lone Star Legacy designation award for 2020 by the Texas Recreation and Parks Society.
- Tree City USA: Awarded to the City of Fort Worth, 41st consecutive year (oldest in Texas), from the National Arbor Day Foundation.
- Tree Growth Award: Awarded to the City of Fort Worth, 20th consecutive year, from the National Arbor Day Foundation. Only 11 communities in Texas achieved this award
- Construction and re-inauguration of Como Community Center with \$12 million invested.
- Renovations at Worth Heights, and North Tri-Ethnic facility upgrades. Partnered with the Tarrant Area Food Bank to distribute meals to youth and seniors during the COVID-19 pandemic.

Planning and Data Analytics

- The Budget and Analysis Division received the Distinguished Budget Presentation Award from the Government Finance Officers Association, marking the 37th time to receive the award.
- The Strategy and Performance Division received the Certificate of Distinction in Performance Management from the International City/County Manager's Association. This is the 3rd year that the City has received this award.
- The Comprehensive Planning Division continued to complete significant upgrades to the City's Comprehensive Plan and completed the Como/Sunset Heights NEZ Design Guidelines. Working with a distinguished group of developers and neighborhood leaders, the Division completed a thorough evaluation and rewrite of the Mixed-Use and Urban Residential zoning ordinances that are used to ensure

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more walkable, vibrant, and economically successful neighborhoods and commercial districts. In addition, the Division drafted a new zoning ordinance (Mixed Residential), which is designed to stimulate the development of a range of compatible housing types to support more walkable neighborhoods that appeal to a variety of age groups.

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

Police

- In FY20, the Police Department continued to meet the annual expectations of the Texas Police Chief's Association Foundation's accreditation. In February 2018, the department received the official approval of "Recognized" agency and is the largest law enforcement agency in Texas to receive this honor. Being "Recognized" means that the agency has proven that it meets or exceeds all of the identified best practices for Texas law enforcement. The best practices cover aspects of law enforcement operations such as use of force, protection of citizen rights, pursuits, property and evidence management, and patrol and investigative operations.
- Continued serving the citizens of Fort Worth through the COVID-19 pandemic. Tactical Command/Divisions were responsible for staffing COVID-19 secure sites, and other divisions participated in various COVID-19 related work.
- Continued implementation of two new Supervisor Leadership training programs and officers received Procedural Justice III training.
- Graduated Lateral Entry Officer (LEO) Class 6 in October 2019 with 16 recruits, and Class 146 graduated in April 2020 with 38 recruits. Classes 147-149 began and are expected to graduate between 75-80 recruits in FY21.
- As recommended by the Race and Culture Taskforce, the department reinstated the Police Cadet program and created a quarterly diversity report that is published on the FWPD website.
- Installed 114 new cameras that can be monitored at the Real Time Crime Center. The department also continued to encourage participation in the Community Camera Program for residents and business owners.
- Replaced obsolete License Plate Reader technology with new equipment and installed 88 of the latest-generation in-car video technology that integrates with police body cameras. Department also expanded the electronic citation program by 100 e-ticket writers in conjunction with IT Solutions, Code Compliance and TPW.
- Facilities: Completed construction of a new K9 obstacle course and Phase 2 of the Tactical Center renovations. Completed Bob Bolen interview room soundproofing project as well as communications facility improvements. Completed the design for the new South Patrol division.
- Continued Civilian Active Shooter Classes in FY20 to prepare civilians for emergency situations including how to stop the bleed and what to do in an active shooter event.
- Increased face-to-face interactions with citizens prior to COVID-19 due to the continuation of initiatives such as Coffee with Cops, FWPAL, KidID program, Code Blue Basketball, Read to Win, and All Pro Dad group.
- Created the Homeless Outreach Program Enforcement (HOPE) team.
- Continued beat integrity and management techniques in all patrol divisions, and divisions worked to improve communications between beats.
- The Crime Lab and Digital Forensics Labs received the Foresight Maximus Award which recognizes top-performing forensic labs across the world.

Major Accomplishments

Property Management

- Asset Management Software: In the first 10 months of FY2020;
 - 6,385 work orders were issued including 2,141 for preventive maintenance
 - 85% of all work orders were completed.
 - For the first time in decades, the City has a comprehensive list of all facilities across all departments. Labor, material and other costs can be tracked more accurately and maintenance and replacement trends can be better analyzed, allowing Facilities to budget and plan according to available resources and needs.
- Facility Renovation:
 - The Facilities Management Division completed several renovation projects including the LVT Rise Community Center, Central Library Passport office and City Hall restroom renovations.
 - RV hookups for water and electricity were installed at the Brennan Street COVID-19 isolation site.
 - The facilities group was instrumental in preparing locations for COVID-19 isolation and return to work.
 - § Numerous hand sanitizer stations were built and distributed,
 - § Plexiglas barriers were manufactured and installed throughout City workspaces, and
 - § Adjustments to restroom partitions were made and sinks separated.
 - In the first 10 months of FY2020, the Architectural Services Division started design work on all eleven facility projects in the 2018 Bond Program, and three of them are in the construction phase. Eight of the ten facilities from the 2014 Bond Program have been completed.
 - § New facilities completed in FY2020 include Golden Triangle Library, PARD James Avenue Service Center and Como Community Center.
- Capital Project Delivery:
 - In FY2019, staff successfully negotiated the acquisition of approximately \$10m in real property interests in over 121 tracts of land required for the delivery of the City's capital infrastructure projects.
 - In the first seven months of FY2020, staff acquired 146 tracts of land for the delivery of the City's capital infrastructure projects.
 - The increased volume of land and easement interests acquired over the previous fiscal year, staff improved acquisition services by decreasing average delivery times by 13 days.
- Developer Project Delivery:
 - Staff facilitated and processed the acceptance of over 200 off-site easements as outlined in Community Facilities Agreements with developers.
 - Staff sold 66 tax foreclosed properties to date for a total of \$1,006,412.18. Currently there are nine tax foreclosed sales pending for a total of \$233,345.60. The City receives approximately 28% of the revenue generated from the sale of tax foreclosed properties and associated post judgment taxes collected.
- Lake Worth:
 - Since FY2017, 34 residential leased properties at Lake Worth have been sold resulting in a total of \$1,347,434 revenue directly to the Water Department to be used for infrastructure improvements.
 - § Of this cumulative total, in FY2020 through third quarter, six residential leased properties were sold for a total of \$187,750 in revenue, with additional properties expected to be sold through the end of the fiscal year. From March 2020 through third quarter, two extremely delinquent accounts have been given demand letters, representing a total delinquency of \$14,015. Resolutions were determined for one delinquent account which

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will result in collecting \$5,093 in rent and penalties. With Law Department assistance, resolution of a dispute surrounding a purchase in 2017 has been resolved and a new lease assignment will be executed by the end of FY2020, resulting in increased annual rental revenue collection of \$1,198. Working closely with the revenue department to establish a close review of monthly rental revenue accounts to determine errors in billing or potential delinquency concerns within a shorter delinquency timeframe to encourage lower penalties and reduce overall revenue loss. Staff continues to work with the Law Department to resolve difficult and longstanding legal and heirship issues that cause a loss of rent revenue. The Land Agent is proceeding with platting the remaining section of Lake Worth (Block 9) and encouraging land sales with leaseholders.

- Mineral Management:
 - Staff management of existing natural gas leases resulted in gross royalty revenue of \$4.4 million through the third quarter of FY2020. Staff continues to monitor compliance with natural gas lease terms by the various lessees and to recover royalty and other revenues in events of non-compliance with lease terms.
 - Staff negotiated recovery of over \$25,000 in shut-in fees and obtained approximately \$40,600 of reimbursements of erroneous royalty payment deductions. Additional revenue recovery is anticipated by the end of FY2020 from negotiation of three (3) expired leases and the execution of six (6) new gas leases.
- Property Lease Management: Staff negotiated new leases, license agreements and renewals for non-City owned properties to be used by various City departments including, but not limited to, Police, PARD, Neighborhood Services, Public Events and TPW with a focus on assisting each department's facility use objectives along with direct and indirect cost savings in rent where possible. Staff continues to focus on reduction of the City's dependence on leased properties in the private sector by working with department space planners to identify underutilized City owned facilities. Staff also negotiates new leases, lease renewals, license and property management agreements with third parties for use of City owned properties with a focus on increasing lease revenues for the City. Examples include the Alliance Maintenance Facility; (i) the amendment to the Fuel Farm management agreement with AT Fuel Services resulting in new fuel sales revenues currently averaging approx. \$300,000 per year, (ii) ongoing capital improvements in the Central Utility Plant currently resulting in expense savings averaging approx. \$350,000 per year and (iii) numerous long and short term new tenant leases resulting in ongoing increases in monthly net income for the entire facility.

Transportation and Public Works

- The department continues efforts with the implementation of a new work order and asset management software, which provides a more comprehensive inventory of roadway assets and their conditions, to apply effective, data-driven decisions in the ongoing maintenance and allocation of financial resources. In FY2019, the Department completed the work order component of the system across the Street Operations and Transportation Management Divisions. FY2020 focused on the implementation of the advanced risk and planning modules for transportation related assets. Another pavement condition assessment will be completed in FY2021.
- The Regional Mobility and Innovation Division had success with the adoption of the City's Active Transportation Plan, kickoff of the Transit Moves Fort Worth transit plan, funding support for Trinity Metro's Mercantile ZIPZONE and the arrival of new electric buses for the Dash.
- In November 2019, City Council adopted a resolution supporting the development of a Vision Zero Policy and Action Plan. The Transportation Management Division's work to identify areas of highest crash incidence citywide is ongoing and will guide the prioritization of safety projects in FY2021. The City of Fort

Major Accomplishments

Worth was also accepted as a member of the National Association of City Transportation Officials in April 2020.

ALLIANCE MAINTENANCE FACILITY FUND

- Fuel Farm Management Agreement: Executed an amendment with AT Fuel Services to extend the Fuel Farm Management Agreement term and provide for the City to receive a percentage of the jet fuel sales resulting in new revenues for the Facility of approximately \$300,000 per year.
- Schneider Resources new lease: Executed a new lease resulting in new lease revenues of approximately \$795,000 for the three-year term.
- Omni Air new lease: Executed a new long term lease resulting in new lease revenues of approximately \$700,000 for the five-year term.
- Paramount Aerospace new lease: Executed a new long term lease resulting in new lease revenues of approximately \$467,000 for the five-year term.
- Hillwood AI No 1., LLC new lease: In progress to be executed September 1, 2020 a new long term lease resulting in new lease revenues of approximately \$1,800,000 for the five-year term.
- Parking Leases: Several temporary parking leases worth approximately \$500,000 in lease revenues over the term of the agreements which rollover from FY 2019 to FY 2021.
- New TXU contract: Executed a new contract with TXU for electricity to the Facility resulting in a decrease of electric utility expenses of approximately \$200,000 per year.

BOTANIC GARDENS FUND

- In accordance with the recommendations of the Botanic Garden Strategic Task Force and authorization of the City Council, the FWBG began the collection of a general admission fee on July 19, 2019. The admission fee authorization included ten (10) options for financial accessibility. Admissions under those programs and other complementary options constituted over 9% of admissions in the period from July 19, 2019, through June 1, 2020.
- Another significant Task Force recommendation was bond and other debt instrument funding for the estimated \$17 million in deferred maintenance and capital replacement. In addition, \$4,300,000 in 2020 Tax Notes (M&C 20-0266) funding for Botanic Garden deferred maintenance was approved on May 5, 2020. This funding, along with CIP funding already in place and private funds to be raised will support fifteen (15) of sixteen (16) proposed capital projects scheduled for May 2020 through May 2022, with private funding covering additional costs.
- Major improvements to the Garden Center completed in FY2020 include renovation of the main lobby to accommodate a dedicated admissions counter. Funding from the Meta Alice Keith Bratton Foundation allowed the former Trellis conference room to be repurposed as a gift shop and initial sales, following the opening in February 2020, exceeded those of the existing Treasure Tree Gift Shop. A complete renovation of the Bride's Room and AV upgrades in all the meeting rooms in Redbud and Oak Halls were completed which will greatly improve the Garden's ability to provide state of the art services to rental clients.
- Design work is underway which will enable the restoration of the iconic Full Moon Bridge, the repurposing of the Old Garden Road into a primarily pedestrian access way, and master planning for the Southwest Quadrant of the Garden property. Several upgrades to flooring, tilework, and other finishes in multiple garden locations also greatly improved safety, maintainability, and guest experience.
- The Fall Japanese Festival in November 2019 broke records for attendance and revenue. Butterflies in the Garden was also off at a record-setting pace until the COVID-19 crisis required staff to close the exhibit. To drive stronger admissions, 13,000 square feet of new display beds were planted in December 2019 and replanted with summer color in May 2020. A topiary display was also launched in September 2020.

Major Accomplishments

COMMUNITY TREE PLANTING FUND

- In FY2020, the Program provided 9,815 trees with a replacement value of \$178K for the same goods and services if contracted out. Approximately 98% of all trees provided were Grade A, with 100% being Grade B or higher. Grade A trees are those suitable for planting anywhere and are required for street tree planting. They meet all the American Nursery Standards for shade trees and the City Standards for street trees. Grade B trees are suitable for planting in parks or low use public areas.
- The Program also provides and plants mitigation trees for city facilities and capital projects. In FY2020, trees provided to city projects or replacements included: Eagle Mountain Ranch Park, Mallard Cove Park, Kingswood Park, Arneson Park, Krauss Baker Park, MLK Park, Wedgwood Library, Southwest Regional Library, Northside Library and the eSkills Library.

CCPD FUND

Neighborhood Services

- The community centers hosted several job fairs to allow youth and young adults the opportunity to encourage educational attainment, obtain leadership and decision making skills that lead to employability. This year youth were introduced to new classes such as archery, karate, ballet and civic engagement activities. Traditionally, the program focused on youth and young adults starting at age 14, however with children becoming adversely influenced at an earlier age, the program now focuses on youth ages 10 - 17.
- Community centers were challenged this year to create additional opportunities for youth engagement, including enrollment in mentorship programs and volunteer services. Vendors such as US Tennis Association, Mentoring & Performing Arts and Community Frontline were brought on as partners to provide community service opportunities or introduce new activities to youth attending community centers.

Park and Recreation

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

Police

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

Major Accomplishments

- 175 CODIS matches.
- 298 vehicles delivered.
- 27 technological advancements researched and/or implemented.

Partners with a Shared Mission:

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

DFW REVENUE SHARING FUND

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

CULTURE AND TOURISM PROJ FIN ZONE FUND

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

ARENA OPERATING FUND

- The Public Events Department started the FY2020 Fiscal Year working closely with the Dickies Arena facility operators, Trail Drive Management Company, CFW City Attorney's Office, and Financial Management Services to establish specific rules and procedures to ensure compliance and accountability for the calculation and collection of venue taxes in accordance with the rules executed on September 30, 2019, by the City Manager under the authority of the City Council. With the successful opening of the Dickies Arena in November of 2019, venue tax collections were initiated for the stall, parking, and admission sales. In the first half of FY2020 (November – March) \$3,249,390 (52%) of anticipated revenue had been collected for the year, representing qualified taxable sales from October through February. Respectively, \$113,629 (34%) of stall tax, \$2,066,889 (83%) of ticket tax and \$1,068,750 (32%) of parking tax were generated from events at both the Dickies Arena and Will Rogers Memorial Center.
- March of 2020, the entire nation was impacted by the disaster declaration for the COVID-19 Pandemic. As a result, like the City of Fort Worth Public Events venues, Dickies Arena initiated a complete shutdown of all active and planned events as mandated by state and local isolation and distancing orders. This eliminated the generation of all admission taxes and the significant majority of parking taxes, which directly correspond to events at the Arena.
- Between April and June of 2020, only \$221,032, 5% of total anticipated collections for the year, in venue taxes were collected.

ENVIRONMENTAL PROTECTION FUND

- Development of Fort Worth's first Environmental Master Plan
- Staff proactively identified potential pollution issues and contracted engineering design to remediate pollution concerns at the Brennan Avenue Service Center
- Removed existing above ground storage tank and further evaluated area in vicinity of above ground storage tank at the Brennan Avenue Service Center
- Finalizing TMDL plans for the reduction of bacterial contamination in the Sycamore Creek Watershed
- Removal/abatement of asbestos at several city facilities (e.g., Pioneer Tower)

Major Accomplishments

- Advancing a litter control ordinance and litter control campaigns, and growing the Keep Fort Worth Beautiful Program.

MUNICIPAL GOLF FUND

- Construction has begun on a new Rockwood Park Golf Course clubhouse and is anticipated to open in the spring of FY2021
- Thirty (30) greenside bunkers were renovated on the Pecan Valley River Golf Course, which improved drainage, playability and aesthetics
- The pump house was replaced at the Meadowbrook Golf Course to improve the flow of water that feeds the irrigation system

MUNICIPAL AIRPORT FUND

Meacham International Airport

- Meacham secured \$3.0M in funding for Midfield Stage II Perimeter Road Construction. Stage I of the Meacham Airport Midfield Redevelopment Project consisted of removing infrastructure encompassed in the closed Runway 9/27 corridor and constructing new taxiways, allowing for hangar development opportunities and increased economic viability through lease revenue and fuel flowage fees. Stage I of the project was completed on December 11, 2019. Stage II of the Meacham Airport Midfield Redevelopment Project will consist of constructing a new roadway and utilities that will support the development of property in the area of the airfield that was prepared in Stage I.
- Additionally, \$8.8M in funding was secured for completion of the Meacham Airport Frontage Road Improvement Project. This project places an emphasis on Meacham Airport's frontage to North Main Street, which begins just south of Interstate 820 and extends south to NW 38th Street. The project will correct deficiencies, improve aesthetics and create a cleaner, more attractive entry to the airport and its businesses. The original project approach was in three phases; however, based on available funding, this project is now anticipated to be completed in one phase. The project will address three primary areas including utility relocation (burying electric delivery lines along North Main Street), perimeter frontage fencing and gate improvements, and improving landscaping, lighting and sidewalks
- Moreover, \$1.0M was funded in order to purchase the West Property Tract 2 at Meacham. Approximately 34 acres of land reside adjacent to the west of Meacham Airport. If secured, this land could be used for future intermodal development opportunities. The funding would be utilized primarily for the purchase of the land, as well as other costs and fees associated with land acquisition.

Spinks Airport

- Spinks continues to operate as a financially self-sustaining airport, allowing for the ability to meet grant assurance requirements and position itself for additional funding opportunities through the State Aviation Division. Funding opportunities have allowed Spinks to secure \$4.2M in funding for the construction of West Side T-Hangars which will generate an annual revenue of \$130K when fully occupied. Currently, there is a hangar waitlist consisting of 125 aircrafts at Spinks Airport. By constructing box hangars on the west side of the airfield, this will help alleviate the issue of limited hangar space at Spinks Airport. Design for these hangars has already been completed, and bid advertisement documents for construction are currently being prepared.
- In addition, funding of \$2.3M was secured to allow for Phase I of the East Side T-Hangars Project. The East Side Taxiway Improvements Project at Spinks Airport was completed in May of 2020. This project consisted of constructing three new taxiways in addition to rehabilitating and replacing the existing Taxiway Charlie. With the completion of these new taxiways, expansion and future development on the east side of Spinks Airport is now a possibility. By constructing additional hangars adjacent to the newly constructed taxiways mentioned above, the hindrance of limited hangar space will be reduced.

Major Accomplishments

Preliminary design of this project depicts the construction of hangars, as well as pavement connecting the hangars to the newly constructed Taxiway Mike.

Alliance Airport

- Alliance has secured \$5.5M in funding to rehabilitate Taxiway Papa D to E for Design and Construction, with an additional \$6.8M expected to be awarded in August of 2020. This project is on the southwest corner of the airport and will extend Taxiway Papa north from Taxiway Delta to Taxiway Foxtrot, as well as provide a connecting surface at Taxiway Echo. This taxiway extension will provide a connecting surface at the midpoint of the runway, greater ease of access to tenants on the west side of the airport, and allow for better overall operational efficiency. This project also provides additional public protection along the west perimeter of the airport by providing a larger protection zone that will enhance the margin of safety on airport property ground in accordance with Federal Aviation Advisory Circulars. Taxiway Papa construction will be divided into multiple phases to match available funding.

MUNICIPAL PARKING FUND

- Expanded the Residential Parking Program (RPP) in the Arlington Heights neighborhood to minimize spillover parking from Dickies Arena, impacting of a total of 340 homes;
- Modified the parking meter rate in the West 7th Urban Village with a tiered rate structure, enforced with the implementation of license plate reader (LPR) technology and new pay stations; and,
- Implemented Radio Frequency Identification Technology (RFID) parking automation equipment to consolidate Dickies Arena and Will Roger Memorial Center parking systems.

SOLID WASTE FUND

Since the city's 2017-2037 Comprehensive Solid Waste Management Plan was adopted, the Solid Waste Area Command has been successful in accomplishing the following:

- Received the following awards
 - State of Texas Alliance for Recycling (STAR) North Texas Innovative Organics Diversion Award for our Residential Food Scraps Composting Pilot Program
 - Linda B. Smith Memorial Award for Excellence in Environmental Education Award for our Master Composters Program
- Implemented the following two granted funded projects:

○ Organic Recycling	\$49,000
○ Styrofoam Recycling	\$95,000
- Received three additional grants:

○ Special Events Recycling	\$ 40,000
○ Illegal Dump & Environmental Surveillance Cameras	\$119,000
○ The Recycling Partnership	\$400,000
- Material Management Program Team has engaged more than 1,260 Fort Worth businesses.
- Expanded the contracted Litter Abatement Program with CleanSlate to assist city staff with cleaning up littered areas.
- Issued over 90 Felony Citations through use of Code's surveillance camera systems and coordination between Police Department and our Environmental Investigation Unit.
- Further reduced in the City's annual Residential Recycling contamination rate to 21%.
- Implemented Phase I of the ISM software upgrade project and interface with our CRM system in conjunction with ITS and Customer Care Call Center for future enhancements and improvements within the Solid Waste service levels.

Major Accomplishments

- Advanced the comprehensive Solid Waste Services Evaluation and continued the Southeast Landfill Preservation Plan and high-BTU landfill gas to energy system to help increase the capacity and life of the landfill while benefiting from the existing landfill gas generation.

STORMWATER UTILITY FUND

- In October 2019, City Council approved a 6.5% Stormwater Utility fee increase. The fee increase provides the Program with an annual revenue increase of \$2.6M and the capacity to sell \$70M in bonds to expedite the delivery of high-priority capital improvements to:
 - Mitigate hazardous road overtopping locations, which present one of the highest risks to life safety.
 - Rehabilitate aging, critical storm drain pipes to ensure they continue to effectively redirect stormwater.
 - Restore channels that are significantly threatening adjacent infrastructure/property.
 - Reduce the risk of flooding to homes and businesses.
- A mass upload of non-billing Stormwater accounts was completed, increasing billable units by 10% to catch up with actual growth and optimize revenue capture.
- The following capital projects were completed, improving drainage capacity, mitigating flood hazards, and rehabilitating storm drain pipes:
 - Lebow Channel Roadway Crossing Replacement (Brennan)
 - Hammond Street Drainage Improvement
 - Deen-Long Storm Drain Improvements
 - Jarvis Way Court Drainage Improvements
 - Timberline Flume Construction
 - Woodhaven Drainage Improvements
 - South Ridge Road Storm Drain Improvements
 - Alameda Storm Drain Improvements
 - Tyra Lane Storm Drain Improvements
 - Allen Place Storm Drain Improvements
 - Church Street Storm Drain Improvements
 - Eagle Ranch Road Storm Drain Improvements
 - Robert Street Storm Drain Improvements
 - Rosedale Storm Drain Improvements
 - Foch Street Pipe Rehabilitation
- Stormwater developed a Dam Safety Program to increase dam safety by improving how City dams are reviewed and maintained.
- The Storm Drain Rehabilitation Program kicked off proactive and prioritized closed circuit television (CCTV) of the public storm drain system to identify and prioritize rehabilitation project needs and to program critical projects for construction.
- The citywide flood risk crossing inventory was updated and now includes roughly 1,200 crossings. This information is used to improve hazardous roadway overtopping flood warning capabilities and identify locations appropriate for mitigation and safety improvements.
- An extensive channel inventory, evaluating roughly 89 miles of channel, was completed to improve system maintenance and management.
- Significant progress with stakeholders has been made on the Non-FEMA Flood Risk Area Policy effort. Recommendations have been provided to City Council and ordinance changes will be presented for council approval in the fall of 2020.

Major Accomplishments

WATER AND SEWER FUND

- Risk and Resilience Assessment: The America's Water Infrastructure Act, signed into law October 28, 2018, required that each drinking water system serving a population of greater than 3,300 people assess the risks to, and resiliency of, its water system. Each water system serving more than 100,000 people was required to certify completion of its Risk & Resilience Assessment (RRA) to the United States Environmental Protection Agency by March 31, 2020, and certify completion of an Emergency Response Plan (ERP) by September 30, 2020. The Risk & Resilience Assessment must address 1) the risk to the system from malevolent acts and natural hazards; 2) the monitoring practices and financial infrastructure of the system; 3) the use, storage, and handling of various chemicals by the system, and 4) operation and maintenance of the system. The Utility completed and submitted the assessment by the deadline and continues to work to develop detailed Emergency Response Plans to support the overall program.
- Asset Management Implementation: In 2020 the Utility formulated its Asset Management Policy Statement and began work on formalizing the communication plan for employees. In addition, development of a Strategic Asset Management Plan is ongoing. The Strategic Asset Management Plan will establish the framework necessary to undertake a holistic approach to managing the utility's assets. It enables data-driven decisions that incorporate innovation and optimization. The Strategic Asset Management Plan will include short-term, medium-term and long-term implementation strategies for asset management programs that identifies needs related to physical assets, existing roles and responsibilities, decision making processes, prioritization methodology, and financial strategies to justify continued investment in asset management programs. For FY2021, the Utility's asset management risk framework will be finalized, enabling the completion of vertical asset criticality and conditions assessment.
- Lead Service Line Identification, Inventory and Replacement Program: The Utility continues to identify lead service lines in the water distribution system with work inside the Loop I-820 (99% complete) and work outside the Loop I-820 (79% complete). The area inside the loop was targeted to complete first because it has older homes that were built when the use of lead was more prevalent. To-date, lead has been found in 1,781 (less than 1%) of city-side service lines and in only three locations outside Loop I-820. The Utility has replaced 1,281 of these lead service lines to-date. The Utility's goal is to replace all city-side lead service lines by 2021. In only ten instances has lead been found on the customer side service line. Once found, staff is notifying the homeowners and renters to replace the lead services.
- Biosolids Program: The Utility is in the early stages of constructing a new biosolids processing facility at the Village Creek Water Reclamation Facility. In December 2019 the Utility executed a new contract for Design-Build-Operate-Maintain Services with Synagro of Texas-CDR, Inc. The Utility subsequently issued a notice to proceed on January 1, 2020, and design of the new facility is currently underway. Construction is scheduled to be complete by the summer of 2022, at which time the new facility will produce a dried Class A biosolids product. This material can be beneficially reused through marketing and distribution to a wide variety of potential customers. The Utility closed on a Clean Water State Revolving Fund loan to fund the project in March 2020.
- MyH2O Program: Fully implemented, the MyH2O program will provide retail customers with new tools and information to better understand and manage their water use, promote efficiencies from treatment to tap and improve processes and operations across the Utility. The program is being executed over a multi-year period in several phases. In FY2020 the Utility completed Phase I, consisting of the planning, system design and acquisition of network infrastructure, and has begun the Phase II deployment to more than 70,000 retail customer locations. The Utility has held five open house forums to provide education and outreach to affected customers (these are currently on hold until community centers and libraries reopen). The full city-wide deployment started in January 2020. In addition, more than 1,000 large meters have been exchanged with AMI meters and are being activated. City staff are moving forward with full

Major Accomplishments

systems integrations and development of the customer portal, which is anticipated to be open to customers in the fall of 2020.

- **Renewable Natural Gas Agreement:** The City Council approved an agreement with Renovar Arlington, LTD. to allow the city to supply digester biogas generated at the Village Creek Water Reclamation Facility (VCWRF) to the recently constructed Renovar Arlington renewable natural gas (RNG) facility. This RNG facility has the ability to clean digester biogas to pipeline quality natural gas standards for injection into a common carrier pipeline. The natural gas is transported via the pipeline to a qualified end user to meet their energy needs, and in the process generates Renewable Identification Number (RIN) credits under the EPA Renewable Fuel Standards Program. These credits can be sold to obligated parties needing them for regulatory compliance, thus generating a dependable revenue source for the City. Under the terms of the three year agreement, Renovar Arlington will pay the city a royalty on the gross revenues received from the sale of RINs. The treatment of VCWRF biogas commenced in FY2020.

SUMMARY OF WATER & SEWER DEPARTMENTAL AWARDS:

- Fort Worth Water was honored by the Association of Metropolitan Water Agencies with a 2019 Platinum Award for Utility Excellence. The award recognizes outstanding achievement in implementing the nationally recognized Attributes of Effective Utility Management.
- The Village Creek Water Reclamation Facility received a Peak Performance Award from the National Association of Clean Water Agencies. Village Creek WRF earned the Gold Award, which recognizes facilities with 100 percent permit compliance over an entire calendar year.
- The Village Creek Biosolids Program maintained Platinum Level Certification for its Environmental Management System (EMS). The EMS, which focuses on environmental sustainability and continual improvement, was originally certified on July 20, 2005 by the National Biosolids Partnership.

CAPITAL PROJECTS SERVICE FUND

- The group supported the development of Streets and Mobility Infrastructure Improvements adopted in the 2018 Bond Program. By the end of FY20, 24 projects will have started construction from the 2014 and 2018 Bond Programs. Another 41 projects are scheduled to start construction in FY21.
- For the 2014 Bond Program, 33% of projects started construction by the end of year 2 (9/30/2016), and 50% completed construction by the end of year 4 (9/30/2018). Compared to 2014 Bond Program, 46% of the 2018 Bond Program projects are projected to start construction by the end of year 2 (9/30/2020), and 82% are targeted for construction completion by the end of year 4 (9/30/2022).
- An upgrade was made to the methodology for internal coordination, and monitoring of capital projects, thereby leveraging scheduling capabilities and other on hand technologies to improve the collective flow of work to achieve a continuous flow of work/data for city capital project delivery. This effort resulted in the development of a system to promote effective and innovative professional practices and vet new work flow methods within budget and resource constraints. The functionality of this has been expanded to track and aggregate project management updates and information to facilitate more effective, efficient and timely reporting to City management.

FLEET AND EQUIPMENT SERVICES FUND

- **Water Service Center Completion:** Opened service facility in 2017 with 12 bays providing a 70% increase in available maintenance and repair resources for the Water and Waste Water divisions. A further additional second shift was added to accomplish on going preventive maintenance needs.
- **North Service Center Completion:** Opened service facility in 2018 at the Hillshire Drive complex serving TPW Streets and Stormwater, Aviation, Code Compliance, and Water Divisions. The 10 bay facility, currently in phase one of a planned 55 bay facility, provides support to current departments along with

Major Accomplishments

future expansion for CFW services outside of the greater downtown area and northern department operations.

- North Fuel Island Completion: Opened an expanded fuel center in 2018 for CFW department locations outside of the greater downtown area. The island includes unleaded and diesel support along with at-the pump-DEF pumps, a first for the City Fuel division. Further, a propane station was also constructed meeting the alternative fuel needs for the departments.
- Customer Service Index: PM Fleet services created in early 2017, a robust CSI (customer and repair satisfaction index) with over 4,000 completed surveys and continually exceeds the minimum 95% standard in the industry, public and private.
- Fleet Availability: Currently exceeding the industry standard percentage for equipment and vehicle department availability of 95% throughout the current fiscal year based on the usage demand of a 24-7, 365 day a year department need.
- Fleet Software Management Solution: In November 2019 the integration and implementation of the new FASTER Web system was finalized, providing a 21st Century fleet servicing tracking and planning platform.

GROUP HEALTH AND LIFE INSURANCE FUND

- Introduced stem cell therapy through Texas Health Resources as an option to retirees. This enhanced benefit has no cost after the deductible is met on either plan (Health Center or Consumer Choice).
- Decreased emergency room co-pay from \$500 to \$300 but maintained penalty for non-emergent care of 50%.
- Diabetes educator added through Health Center contract with Southwest Health Resources – no additional cost to contract.
- Outsourced benefits platform to Emyrean to reduce administrative costs by at least \$150,000/annually
- Contracted with SmartLight Analytics for data analysis of claims in an effort to address waste, fraud, abuse and claims mishandling. ROI guarantee of 2x cost (\$810,000) expecting \$2M in savings.
- Changed provider reimbursement on out-of-network charges from UHC's Shared Saving Program (SSP) to a Medicare 110% reimbursement. Data indicated that providers were aggressively increasing charges in order to increase reimbursement under SSP and real savings under the program were disappearing; estimated savings is \$2M.

RISK FINANCING FUND

- Risk Management has continued to expand the Athletic Trainer Program. Over the past year, the Transportation and Public Works and Police Departments have been added. The City has continued to be a leader of public entities in its approach to injury prevention and workers' compensation cost.
- The department developed an Employee Injury Brochure to further advise employees of their rights and responsibilities.
- The Workers' Compensation Network Report Card has been piloted and continues to be refined. An Adjuster score card has also been added to further identify strengths and areas of improvement.
- Risk Management worked closely with the JEOC/COVID-19 Response team to facilitate testing for First Responders; additionally, the department has continued to support the COVID-19 Shelter initiative.
- The Risk Management Information System contract bid has been finalized. The previous Origami system remained in place and now includes greater functionality.
- The Risk segments work diligently to ensure claim procedures are succinctly outlined and easily accessible. Claim forms have been updated to make them fillable and submitted electronically. A mobile app has been developed to facilitate and expedite claim reporting. The department has worked to clearly identify liaisons in each department who facilitate the claims process for injured employees.

Major Accomplishments

- Property & Casualty continued the three year project to update the City's records on valuation of fixed and capital assets for both insurance purchases, and to assist Finance with updating in PeopleSoft.
- Safety Training:
 - LocalGovU has provided employees with COVID-19 information specific to our needs. Two courses were assigned across the board to give employees up to date information, resources and instruction in PPE. The safety training platform has been used to assist other Risk Management divisions through developing training specific to utilizing contracted programs for safety data sheets and for accident and injury reporting procedures.
 - As part of ongoing Quality Assurance, all City Departments and their leadership were surveyed to assess training quality and usefulness of the lessons and all departments' future needs. The survey instrument was developed specifically for City departments' needs and the results were exceedingly positive.
- Department Partnerships – the Safety Division has developed successful relationships with departments through fostering communication, providing training, and assisting in developing their respected safety programs.
- MSDS Online Project – a citywide online program that maintains all Safety Data Sheets and locations. This program is on-going because the inventory will continue to change. It is available on city employees' desktop, phone, and intranet.
- Restockable First Aid Kits – the Safety Division implemented this program in 2019. This program allows easy identification with the city logo, tracking of inventory and compliance.
- Active Shooter Program – this citywide program has multiple phases. Phase I: Initial Standardized Active Shooter Training provided through City of Fort Worth (Police and Fire department) was implemented in 2019. Phase II: Providing The Appropriate Apparatuses and Training will continue. The Bleeding Control Kits and Intruder Defense Devices are purchased. (Due to COVID-19, placement has been delayed).
- Hazard Communication Program – the Safety Division developed this citywide program to ensure that the hazards of all chemicals produced or imported are classified, and that information concerning the classified hazards is transmitted to departments and employees.
- Emergency Action Plan – the Safety Division developed and implemented the EAP template citywide.
- Commercial Driver's License (CDL) Program Procedures – the Safety Division developed this program which will be provided in the updated Personnel Rules and Regulations (PRR).
- Forklift Train the Trainer Program – the Safety Division developed and implemented this citywide program to train other employees to become instructors for their respective departments. This empowers the departments to have flexibility when providing training to their staff.
- Drug and Alcohol Program – the Drug and Alcohol courses which were previously contracted have been restructured and are now being instructed and managed internally by the Safety Division.

RETIREE HEALTHCARE TRUST FUND

- Introduced stem cell therapy through Texas Health Resources as an option to retirees. This enhanced benefit has no cost after the deductible is met on either plan (Health Center or Consumer Choice)
- Decreased emergency room co-pay from \$500 to \$300 but maintained penalty for non-emergent care of 50%
- Diabetes educator added through Health Center contract with Southwest Health Resources – no additional cost to contract
- Outsourced benefits platform to Epyrean to reduce administrative costs by at least \$150,000/annually
- Contracted with SmartLight Analytics for data analysis of claims in an effort to address waste, fraud, abuse and claims mishandling. ROI guarantee of 2x cost (\$810,000) expecting \$2M in savings

Major Accomplishments

- Changed provider reimbursement on out-of-network charges from UHC's Shared Saving Program (SSP) to a Medicare 110% reimbursement. Data indicated that providers were aggressively increasing charges in order to increase reimbursement under SSP and real savings under the program were disappearing—estimated savings is \$2M
- RFP completed for enhanced care coordination and disease management vendor, Accolade, to assist and encourage members' use of higher quality providers which will help reduce medical complications, provide support for high cost claimants, all while reducing the costs to the City by as much as \$24M over the next 3 years.
- RFP completed for move from a 'carrier model' to a TPA/Care Coordination model. Meritain Health, a division of Aetna, was chosen as the City's TPA.



Glossary and Acronyms



Glossary and Acronyms

Glossary

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 citizens understand the terminology used during the budget process, this glossary is provided by the Budget and Research Division of the Performance and Budget Department 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 is 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 is 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.

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Audit: A comprehensive examination of how an organization's resources were 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 complied with the legislative body's appropriations. A performance audit consists of a review of how well the organization met its stated goals.

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 levels, 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 (i.e., a fiscal year) that includes all planned expenditures for various municipal services and the proposed means of financing them.

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.

Budgetary Control: The control or management of a governmental unit or enterprise with an approved budget to keep 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.

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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 Improvement Program (CIP): A program 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 section of the 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.

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 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 to achieve the highest interest and return available for temporary cash balances.

Categories: A basis for distinguishing types of expenditures; the three major categories used by the City of Fort Worth are: salary & benefits, general operating & maintenance, capital, debt service, and transfer out & other. Below provides more detail on these three with the addition of capital and debt service:

- **Salary & Benefits** consist of the costs associated with compensation to individuals providing services to the city as employees and includes all salary, supplemental costs, and indirect and non-cash compensation paid to an employee such as social security, unemployment compensation, workers compensation, health insurance, life insurance, medical plan, paid vacation, pension, and gratuity.
- **General Operating & Maintenance** includes items such as the following:
 - o **Professional and Technical Services** 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

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- o maintenance services and per-capita-allocated service costs such as insurance, healthcare, legal, and administrative services.
- o **Utilities, Repairs, and Rentals** consist of items and supplies that are necessary to perform public service duties.
- o **Other Purchased Services** are expenses that may be required in connection with a public works project meeting the definition of public work.
- o **Supplies** 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 or have a limited useful life. Examples include basic office supplies; minor electronic equipment; books and magazines; construction raw materials; postage; uniforms; vehicle fuel and accessories; and library books.
- **Capital** is expenses and outlays related to the acquisition or construction of fixed assets. The city's fixed assets fall primarily into the following categories: 1) Land; 2) Improvements other than buildings; 3) Buildings; 4) Equipment.
- **Debt Service** expenses refer to money paid as interest and principal on loans received or public securities issued by the city as borrower or issuer.
 - o Principal refers to the unpaid balance of funds borrowed, excluding any interest or other fees.
 - o Interest refers to money that is paid in exchange for borrowing or using another person's or organization's money.
- **Transfer Out & Other** is 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.

Certificate of Obligation: Debt that local government may use to fund public works without voter approval unless 5 percent of qualified voters within the jurisdiction petition for an election on the spending in question. The debt is supported by property taxes or other local revenues and is often issued to take advantage of lower interest rates.

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 they must be used in coordination with internal measures.

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 a transmittal letter with a 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. The statistical section – includes additional financial, economic, and demographic information on a multi-year basis.

Contribution to Fund Balance: Refers to the 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 the 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.

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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 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 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.

Delegated Authority: 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 appropriated for each purpose. This authority is used for items such as separation pay, contractual services, elections, and training initiatives.

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 to replace the item at the end of its useful life.

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.

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.

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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, and solid waste management.

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 property value from taxation.

Expenditure (Governmental Funds): 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 (Proprietary Funds): Outflow or other depletion of assets or incurrence of liabilities during a specific period 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 they must be 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 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 the 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.

Forecast: 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 forecast process takes place for months five and eight of the fiscal year for most funds.

Full-Time Equivalent (FTE): Hours worked by one employee on a full-time basis. An FTE is considered to be 2,080 hours on an annual basis which is calculated by eight hours per day in a five day work week.

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Function: A group of related programs crossing organizational (departmental) boundaries and aimed at accomplishing a broad goal or major service.

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 following 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 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.

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.

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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.

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 is 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.

Initiative: A department action or project with a timeline and measurable *outcomes* that pursues a department *objective*. Initiatives are measured by *milestones* which are generally *qualitative*.

Interest and Sinking Fund Tax: 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.

Intergovernmental Revenue: Revenue received from another governmental entity for a specified purpose. Examples of these are funds from Tarrant County, the State of Texas, and recovery or reimbursement 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 Fleet & Equipment Services Fund and the Risk Financing 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.

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.

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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 activity 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 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.

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Operating Budget: The portion of the budget concerning 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.

Operating Fund: A fund that records activity on a single fiscal year basis.

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 and Residual Equity 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 (PAYG) Financing: The use of currently available cash resources to pay for capital investment. It is an alternative to debt financing.

Performance Budget: A budget that focuses on activities rather than line items. Workload and unit cost data are collected 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 an interval of time. There are four basic categories of performance measures.

- 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.
- 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.

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- 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.
- Effectiveness measures: A type of outcome measure that focuses on the customer's view of performance by measuring how well 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 is 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 is 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.

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- Civil Service Employees: Pertains to Police and Fire all ranks. Their salary is charged to 5115101 "CIVIL SERVICE BASE PAY"

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.

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 are 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.

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.

Salary Savings: The amount of salary expense that is saved when a position is vacant or filled at a lower salary level than the budgeted level.

Sales Tax: Tax 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 the current status and overall progress.

Service Charges: Payments received as a result of administrative services such as inspections associated with the issuance of building and other permits, automobile impoundment, private-property mowing, athletic league administration, and library charges.

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 the purposes and contents of the report, letter of transmittal, and overview. 2. Auditor's report on internal control over

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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.

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 a specified purpose other than debt service or capital projects and exclusive of resources held in trust for individuals, private organizations, or other governments.

Supplemental Appropriation: 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.

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 is 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-form taxation.

Total Taxable Value: The sum of the taxable values of all properties on the appraisal roll for a taxing unit.

Transfers: Amounts transferred from one fund to another.

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 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.

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.

Glossary and Acronyms

Use of Net Position: Refers to the allocation 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.

Glossary and Acronyms

Acronyms

ACEC	American Council of Engineering Companies
AHAS	Accessible Hazard Alert System
AICPA	American Institute of Certified Public Accountants
AP	Authorized positions
AR	Administrative Regulations
ARB	Appraisal Review Board
ARC	Annual required contribution
ATB	Across the Board
ATS	American Traffic Solutions
BDE	Business Diversity Enterprise
BMPs	Best Management Practices
BNSF	Burlington Northern/Santa Fe Railroad
BRASS	Budget Reporting and Analysis Support System
CAFR	Comprehensive Annual Financial Report
CAO	City Attorney's Office
CAD	Computer Aided Dispatch
CAP	Community Action Partner
CCPD	Crime Control and Prevention District
CDBG	Community Development Block Grant
CFDA	Catalog of Federal Domestic Assistance
CFO	Chief Financial Officer
CFW	City of Fort Worth
CIP	Capital Improvement Program
CMO	City Manager's Office
CO	Certificates of Obligation
COP	Citizen on Patrol
CPI	Consumer Price Index
CPMS	Capital Project Management System
CRM	Customer Relationship Management
CRS	Community rating system
CSO	City Secretary's Office
CVB	Convention and Visitor's Bureau
DAL	Dallas Love Field
DFW	Dallas/Fort Worth International Airport
DFWI	Downtown Fort Worth Inc.
DOL	Department of Labor
ECC	Environmental Collection Center
EEOC	U.S. Equal Employment Opportunity Commission
EIMS	Enterprise Information Management System
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
ERU	Equivalent Residential Unit
ESD	Equipment Services Department
ETJ	Extraterritorial Jurisdictional Area
FAA	Federal Aviation Administration

Glossary and Acronyms

FEMA	Federal Emergency Management Agency
FF&E	Furniture, Fixtures and Equipment
FHAP	Fair Housing Assistance Program
FMPS	Financial Management Policy Statements
FMS	Financial Management Services
FTE	Full-Time Equivalent
FWCC	Fort Worth Convention Center
FWHFC	Fort Worth Housing Finance Corporation
FWISD	Fort Worth Independent School District
FWTV	Fort Worth TV
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geospatial Information Systems
GO	General obligation
HAP	Homebuyer Assistance Program
HED	Housing and Economic Development Department
HESG	Housing Emergency Solutions Grant
HOPWA	Housing Opportunities for Persons with HIV/AIDS
HOT	Hotel and Motel Occupancy Tax
HUD	U.S Department of Housing and Urban Development
I&S	Interest and Sinking
ICMA	International City/County Management Association
ITS	Information Technology Solutions
KPI	Key Performance Indicator
LDC	Local Development Corporation
LHRD	Lead Hazard Reduction Demonstration Grant
LM	Lane miles
M&C	Mayor & Council; Also refers to Mayor & Council Communications
M&O	Maintenance and Operations
MBE	Minority Business Enterprise
MD	Metropolitan Division
MSA	Metropolitan Statistical Area
MYFF	Multi-Year Financial Forecast
NALHFA	National Association of Local Housing Finance Agencies
NAS	Naval Air Station
NASJRB	Naval Air Station Joint Reserve Base Fort Worth
NEZ	Neighborhood Empowerment Zone
NFIP	National Flood Insurance Program
NIC	Net Interest Cost
NIS	Neighborhood Improvement Strategy
NIMS	National Incident Management System
NOE	Notice of Enforcement
NOV	Notice of Violations
O&M	Operating and Maintenance
OEM	Office of Emergency Management
OPEB	Other Post-Employment Benefits
PAYG	Pay as You Go Capital

Glossary and Acronyms

PACS	Parks and Community Services
PARD	Park and Recreation Department
PE	Public Events
PID	Public Improvement District
PILOT	Payment In Lieu Of Taxes
PIRs	Public Information Requests
PMA	Pavement Management Application
PQI	Pavement Quality Index
RevPAR	Revenue Per available room
RFID	Radio frequency identification technology
RFW	Read Fort Worth
RIM	Records Information Management
RRBG	Rental Rehabilitation Block Grant
RRPI	Rental Rehabilitation Program Income
SAR	Single audit report
SBE	Small Business Enterprise
SCBA	Self-contained breathing apparatus
SEC	Securities and Exchange Commission
SIR	Self-Insured Retention
TALHFA	Texas Association of Local Housing Finance Agencies
TFW	TechFortWorth
TIBS	Temporary Income Benefit Supplement
TIC	True interest cost
TIF	Tax Increment Financing
TIRZ	Taxing Increment Reinvestment Zone
TPDES	Texas Pollutant Discharge Elimination System
TPW	Transportation and Public Works
TPWA	Texas Public Works Association
TRWD	Tarrant Regional Water District
TWC	Texas Workforce Commission
UDAG	Urban Development Action Grant
USDA	United States Department of Agriculture
VITA	Volunteer Income Tax Assistance
WAP	Weatherization Assistance Program
WBE	Women Business Enterprise



Tax Calculation



2020 Tax Rate Calculation Worksheet

Date: 08/19/2020 09:42 AM

Taxing Units Other Than School Districts or Water Districts

City of Fort Worth

817-392-1234

Taxing Unit Name

Phone (area code and number)

200 Texas Street, Fort Worth, TX, 76102

fortworthtexas.gov

Taxing Unit Address, City, State, ZIP Code

Taxing Unit's Website Address

GENERAL INFORMATION: Tax Code Section 26.04(c) requires an officer or employee designated by the governing body to calculate the no-new-revenue (NNR) tax rate and voter-approval tax rate for the taxing unit. These tax rates are expressed in dollars per \$100 of taxable value calculated. The calculation process starts after the chief appraiser delivers to the taxing unit the certified appraisal roll and the estimated values of properties under protest. The designated officer or employee shall certify that the officer or employee has accurately calculated the tax rates and used values shown for the certified appraisal roll or certified estimate. The officer or employee submits the rates to the governing body by Aug. 7 or as soon thereafter as practicable.

School districts do not use this form, but instead use Comptroller Form 50-859 *Tax Rate Calculation Worksheet, School District without Chapter 313 Agreements* or Comptroller Form 50-884 *Tax Rate Calculation Worksheet, School District with Chapter 313 Agreements*.

Water districts as defined under Water Code Section 49.001(1) do use this form but instead use Comptroller Form 50-858 *Water District Voter-Approval Tax Rate Worksheet for Low Tax Rate and Developing Districts* or Comptroller Form 50-860 *Developed water District Voter-Approval Tax Rate Worksheet*.

The Comptroller's office provides this worksheet to assist taxing units in determining tax rates. The information provided in this worksheet is offered as technical assistance and not legal advice. Taxing units should consult legal counsel for interpretations of law regarding tax rate preparation and adoption.

STEP 1: No-New-Revenue Tax Rate

The NNR tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years. When appraisal values increase, the NNR tax rate should decrease.

The NNR tax rate for a county is the sum of the NNR tax rates calculated for each type of tax the county levies.

While uncommon, it is possible for a taxing unit to provide an exemption for only maintenance and operations taxes. In this case, the taxing unit will need to calculate the NNR tax rate separately for the maintenance and operations tax and the debt tax, then add the two components together.

Line	No-New-Revenue Rate Activity	Amount/Rate
1.	2019 total taxable value. Enter the amount of 2019 taxable value on the 2019 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (will deduct taxes in Line 17).[1]	\$72,640,863,660
2.	2019 tax ceilings. Counties, cities and junior college districts. Enter 2019 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2019 or a prior year for homeowners age 65 or older or disabled, use this step.[2]	\$5,338,467,432
3.	Preliminary 2019 adjusted taxable value. Subtract Line 2 from Line 1.	\$67,302,396,228
4.	2019 total adopted tax rate.	\$.747500
5.	2019 taxable value lost because court appeals of ARB decisions reduced 2019 appraised value.	
	A. Original 2019 ARB values:	\$8,942,928,763
	B. 2019 values resulting from final court decisions:	\$7,698,215,232
	C. 2019 value loss. Subtract B from A.[3]	\$1,244,713,531

Line	No-New-Revenue Rate Activity	Amount/Rate
6.	2019 taxable value subject to an appeal under Chapter 42, as of July 25.	
	A. 2019 ARB certified value:	3,589,518,474
	B. 2019 disputed value:	359,254,497
	C. 2019 undisputed value Subtract B from A.[4]	3,230,263,977
7.	2019 Chapter 42-related adjusted values. Add Line 5 and 6	4,474,977,508
8.	2019 taxable value, adjusted for court-ordered reductions. Add Lines 3 and 7	\$71,777,373,736
9.	2019 taxable value of property in territory the taxing unit deannexed after Jan. 1, 2019. Enter the 2019 value of property in deannexed territory.[5]	\$0
10.	2019 taxable value lost because property first qualified for an exemption in 2020. If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freeport, goods-in-transit, temporary disaster exemptions. Note that lowering the amount or percentage of an existing exemption in 2020 does not create a new exemption or reduce taxable value.	
	A. Absolute exemptions. Use 2019 market value:	\$29,198,739
	B. Partial exemptions. 2020 exemption amount or 2020 percentage exemption times 2019 value:	\$499,903,505
	C. Value loss. Add A and B.[6]	\$529,102,244
11.	2019 taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1),timber appraisal, recreational/scenic appraisal or public access airport special appraisal in 2020. Use only properties that qualified in 2020 for the first time; do not use properties that qualified in 2019.	
	A. 2019 market value:	\$2,192,114
	B. 2020 productivity or special appraised value:	\$8,138
	C. Value loss. Subtract B from A.[7]	\$2,183,976
12.	Total adjustments for lost value. Add Lines 9, 10C and 11C.	\$531,286,220
13.	Adjusted 2019 taxable value. Subtract Line 12 from Line 8	\$71,246,087,516
14.	Adjusted 2019 total levy. Multiply Line 4 by Line 13 and divide by \$100	\$532,564,504
15.	Taxes refunded for years preceding tax year 2019. Enter the amount of taxes refunded by the district for tax years preceding tax year 2019. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2019. This line applies only to tax years preceding tax year 2019.[8]	\$13,949,453
16.	Taxes in tax increment financing (TIF) for tax year 2019 Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2020 captured appraised value in Line 18D, enter 0.[9]	\$19,300,220
17.	Adjusted 2019 levy with refunds and TIF adjustment. Add Lines 14, and 15, subtract Line 16.[10]	\$527,213,737
18.	Total 2020 taxable value on the 2020 certified appraisal roll today. This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in Line 20). These homesteads include homeowners age 65 or older or disabled.[11]	
	A. Certified values:	\$72,388,625,624
	B. Counties: Include railroad rolling stock values certified by the Comptroller's office.	\$0
	C. Pollution control and energy storage system exemption: Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property	\$0
	D. Tax increment financing: Deduct the 2020 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2020 taxes will be deposited into the tax increment fund. Do not include any new	\$4,153,261,643

Line	No-New-Revenue Rate Activity	Amount/Rate
	property value that will be included in Line 23 below.[12]	
	E. Total 2020 value Add A and B, then subtract C and D	\$68,235,363,981
19.	Total value of properties under protest or not included on certified appraisal roll.[13]	
	A. 2020 taxable value of properties under protest The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any, or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value under protest.[14]	\$4,597,266,071
	B. 2020 value of properties not under protest or included on certified appraisal roll. The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about but are not included in the appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll.[15]	\$2,817,050,796
	C. Total value under protest or not certified. Add A and B.	\$7,414,316,867
20.	2020 tax ceilings. Counties, cities and junior colleges enter 2020 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2019 or a prior year for homeowners age 65 or older or disabled, use this step.[16]	\$5,435,650,926
21.	2020 total taxable value. Add Lines 18E and 19C. Subtract Line 20C.[17]	\$70,214,029,922
22.	Total 2020 taxable value of properties in territory annexed after Jan. 1, 2019. Include both real and personal property. Enter the 2020 value of property in territory annexed.[18]	\$19,020,181
23.	Total 2020 taxable value of new improvements and new personal property located in new improvements. New means the item was not on the appraisal roll in 2019. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after Jan. 1, 2019 and be located in a new improvement. New improvements do include property on which a tax abatement agreement has expired for 2020.[19]	\$2,375,460,878
24.	Total adjustments to the 2020 taxable value. Add Lines 22 and 23.	\$2,394,481,059
25.	Adjusted 2020 taxable value. Subtract Line 24 from Line 21.	\$67,819,548,863
26.	2020 NNR tax rate. Divide Line 17 by Line 25 and multiply by \$100.[20]	\$.777377 /\$100
27.	COUNTIES ONLY. Add together the NNR tax rates for each type of tax the county levies. The total is the 2020 county NNR tax rate.[21]	

[1]Tex. Tax Code Section

[2]Tex. Tax Code Section

[3]Tex. Tax Code Section

[4]Tex. Tax Code Section

[5]Tex. Tax Code Section

[6]Tex. Tax Code Section

[7]Tex. Tax Code Section

[8]Tex. Tax Code Section

[9]Tex. Tax Code Section

[10]Tex. Tax Code Section

[11]Tex. Tax Code Section

[12]Tex. Tax Code Section

[13]Tex. Tax Code Section

[14]Tex. Tax Code Section

[15]Tex. Tax Code Section

[16]Tex. Tax Code Section

[17]Tex. Tax Code Section

[18]Tex. Tax Code Section

[19]Tex. Tax Code Section

[20]Tex. Tax Code Section

[21]Tex. Tax Code Section

STEP 2: Voter-Approval Tax Rate

The voter-approval tax rate is the highest tax rate that a taxing unit may adopt without holding an election to seek voter approval of the rate. The voter-approval tax rate is split into two separate rates:

1. Maintenance and Operations (M&O) Tax Rate: The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such things as salaries, utilities and day-to-day operations.

2. Debt Rate: The debt rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

The voter-approval tax rate for a county is the sum of the voter-approval tax rates calculated for each type of tax the county levies. In most cases the voter-approval tax rate exceeds the no-new-revenue tax rate, but occasionally decreases in a taxing unit's debt service will cause the NNR tax rate to be higher than the voter-approval tax rate.

Line	Voter Approval Tax Rate Activity	Amount/Rate
28.	2019 M&O tax rate. Enter the 2019 M&O tax rate.	\$.595000
29.	2019 taxable value, adjusted for actual and potential court-ordered adjustments. Enter the amount in Line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	71,777,373,736
30.	Total 2019 M&O levy. Multiply Line 28 by Line 29 and divide by 100.	427,075,373
31.	Adjusted 2019 levy for calculating NNR M&O rate.	
	A. 2019 sales tax specifically to reduce property taxes. For cities, counties and hospital districts, enter the amount of additional sales tax collected and spent on M&O expenses in 2019, if any. Other taxing units, enter 0. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent.	0
	B. M&O taxes refunded for years preceding tax year 2019. Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2019. This line applies only to tax years preceding tax year 2019.	11,162,629
	C. 2019 taxes in TIF: Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2020 captured appraised value in Line 18D, enter 0.	15,362,975
	D. 2019 transferred function: If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in E below. The taxing unit receiving the function will add this amount in E below. Other taxing units enter 0.	0
	E. 2019 M&O levy adjustments. Add A and B, then subtract C. For taxing unit with D, subtract if discontinuing function and add if receiving function	-4,200,346
	F. Add Line 30 to 31E.	422,875,027
32.	Adjusted 2020 taxable value. Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	67,819,548,863
33.	2020 NNR M&O rate (unadjusted) Divide Line 31F by Line 32 and multiply by \$100.	0.623529
34.	Rate adjustment for state criminal justice mandate. [23]	
	A. 2020 state criminal justice mandate. Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose.	0
	B. 2019 state criminal justice mandate Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies	0

Line	Voter Approval Tax Rate Activity	Amount/Rate
	C. Subtract B from A and divide by Line 32 and multiply by \$100	0.000000
	D. Enter the rate calculated in C. If not applicable, enter 0.	0.000000
35.	Rate adjustment for indigent health care expenditures [24]	
	A. 2020 indigent health care expenditures Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2019 and ending on June 30, 2020, less any state assistance received for the same purpose	0
	B. 2019 indigent health care expenditures Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2018 and ending on June 30, 2019, less any state assistance received for the same purpose	0
	C. Subtract B from A and divide by Line 32 and multiply by \$100	0.000000
	D. Enter the rate calculated in C. If not applicable, enter 0.	0.000000
36.	Rate adjustment for county indigent defense compensation. [25]	
	A. 2020 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2019 and ending on June 30, 2020, less any state grants received by the county for the same purpose	0
	B. 2019 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2018 and ending on June 30, 2019, less any state grants received by the county for the same purpose	0
	C. Subtract B from A and divide by Line 32 and multiply by \$100	0.000000
	D. Multiply B by 0.05 and divide by Line 32 and multiply by \$100.	0.000000
	E. Enter the lessor of C and D. If not applicable, enter 0.	0.000000
37.	Rate adjustment for county hospital expenditures.	
	A. 2020 eligible county hospital expenditures Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2019 and ending on June 30, 2020	0
	B. 2019 eligible county hospital expenditures Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2018 and ending on June 30, 2019	0
	C. Subtract B from A and divide by Line 32 and multiply by \$100	0.000000
	D. Multiply B by 0.08 and divide by Line 32 and multiply by \$100	0.000000
	E. Enter the lessor of C and D, if applicable. If not applicable, enter 0.	0.000000
38.	Adjusted 2020 NNR M&O rate. Add Lines 33, 34D, 35D, 36E, and 37E.	0.623529
39.	2020 voter-approval M&O rate. Enter the rate as calculated by the appropriate scenario below. Special Taxing Unit If the taxing unit qualifies as a special taxing unit, multiply Line 38 by 1.08 -or- Other Taxing Unit If the taxing unit does not qualify as a special taxing unit, multiply Line 38 by 1.035. -or- Taxing unit affected by disaster declaration If the taxing unit is located in an area declared as disaster area, the governing body may direct the person calculating the voter-approval rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval rate in this manner until the earlier of 1) the second year in which total taxable value on the certified appraisal roll exceeds the total taxable value of the tax year in which the disaster occurred, and 2) the third tax year after the tax year in which the disaster occurred. If the taxing unit qualifies under this scenario, multiply Line 38 by 1.08. [27]	0.645352

Line	Voter Approval Tax Rate Activity	Amount/Rate
40.	Total 2020 debt to be paid with property taxes and additional sales tax revenue. Debt means the interest and principal that will be paid on debts that: (1) are paid by property taxes, (2) are secured by property taxes, (3) are scheduled for payment over a period longer than one year, and (4) are not classified in the taxing unit's budget as M&O expenses.	
	A. Debt also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. Enter debt amount	131,869,034
	B. Subtract unencumbered fund amount used to reduce total debt.	0
	C. Subtract certified amount spent from sales tax to reduce debt (enter zero if none)	0
	D. Subtract amount paid from other resources	18,274,906
	E. Adjusted debt Subtract B, C and D from A	113,594,128
41.	Certified 2019 excess debt collections Enter the amount certified by the collector.	0
42.	Adjusted 2020 debt Subtract Line 41 from Line 40E	113,594,128
43.	2020 anticipated collection rate.	
	A. Enter the 2020 anticipated collection rate certified by the collector	100.00
	B. Enter the 2019 actual collection rate	98.82
	C. Enter the 2018 actual collection rate	99.83
	D. Enter the 2017 actual collection rate	100.94
	E. If the anticipated collection rate in A is lower than actual collection rates in B, C and D, enter the lowest collection rate from B, C and D. If the anticipated rate in A is higher than at least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%.	100.00
44.	2020 debt adjusted for collections. Divide Line 42 by Line 43E.	113,594,128
45.	2020 total taxable value. Enter the amount on Line 21 of the No-New-Revenue Tax Rate Worksheet.	70,214,029,922
46.	2020 debt rate Divide Line 44 by Line 45 and multiply by \$100.	0.161782
47.	2020 voter-approval tax rate. Add Line 39 and 46.	0.807134
48.	COUNTIES ONLY. Add together the voter-approval tax rate for each type of tax the county levies. The total is the 2020 county voter-approval tax rate.	
STEP 3 NNR Tax Rate and Voter-Approval Tax Rate Adjustments for Additional Sales tAx to Reduce Property Taxes		

Cities, counties and hospital districts may levy a sales tax specifically to reduce property taxes. Local voters by election must approve imposing or abolishing the additional sales tax. If approved, the taxing unit must reduce its NNR and voter-approval tax rates to offset the expected sales tax revenue.

This section should only be completed by a county, city or hospital district that is required to adjust its NNR tax rate and/or voter-approval tax rate because it adopted the additional sales tax.

Line	Additional Sales and Use Tax Worksheet	Amount/Rate
49.	Taxable sales. For taxing units that adopted the sales tax in November 2019 or May 2020, enter the Comptroller's estimate of taxable sales for the previous four quarters [32]. Estimates of taxable sales may be obtained through the Comptroller's Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November 2019, skip this line.	0
50.	Estimated sales tax revenue. Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue.[33] Taxing units that adopted the sales tax in November 2019 or in May 2020. Multiply the amount on Line 49 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .95 [34] -or- Taxing units that adopted the sales tax before November 2019. Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	0

Line	Additional Sales and Use Tax Worksheet	Amount/Rate
51.	2020 total taxable value. Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	70,214,029,922
52.	Sales tax adjustment rate. Divide Line 50 by Line 51 and multiply by \$100.	0.000000
53.	2020 NNR tax rate, unadjusted for sales tax [35]. Enter the rate from Line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$.777377
54.	2020 NNR tax rate, adjusted for sales tax. Taxing units that adopted the sales tax in November 2019 or in May 2020. Subtract Line 52 from Line 53. Skip to Line 55 if you adopted the additional sales tax before November 2019.	\$.777377
55.	2020 voter-approval tax rate, unadjusted for sales tax. [36] Enter the rate from Line 47 or Line 48 as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i>	0.807134
56.	2020 voter-approval tax rate, adjusted for sales tax. Subtract Line 52 from Line 55.	0.807134

[37]Tex. Tax Code Section [38]Tex. Tax Code Section

STEP 4: Additional Rollback Protection for Pollution Control

A taxing unit may raise its rate for M&O funds used to pay for a facility, device or method for the control of air, water or land pollution. This includes any land, structure, building, installation, excavation, machinery, equipment or device that is used, constructed, acquired or installed wholly or partly to meet or exceed pollution control requirements. The taxing unit's expenses are those necessary to meet the requirements of a permit issued by the Texas Commission on Environmental Quality (TCEQ). The taxing unit must provide the tax assessor with a copy of the TCEQ letter of determination that states the portion of the cost of the installation for pollution control.

This section should only be completed by a taxing unit that uses M&O Funds to pay for a facility, device or method for the control of air, water or land pollution.

This section should only be completed by a taxing unit that uses M&O funds to pay for a facility, device or method for the control of air, water or land pollution.

Line	Activity	Amount/Rate
57.	Certified expenses from the Texas Commission on Environmental Quality (TCEQ). Enter the amount certified in the determination letter from TCEQ [37]. The taxing unit shall provide its tax assessor-collector with a copy of the letter.[38]	\$0
58.	2020 total taxable value. Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$70,214,029,922
59.	Additional rate for pollution control. Divide Line 57 by Line 58 and multiply by \$100.	0.000000
60.	2020 voter-approval tax rate, adjusted for pollution control. Add Line 59 to one of the following lines (as applicable): Line 47, Line 48 (counties) or Line 56 (taxing units with the additional sales tax).	0.807134

[37]Tex. Tax Code Section

[38]Tex. Tax Code Section

STEP 5: Voter-Approval Tax Rate Adjustment for Unused Increment Rate

The unused increment rate is the rate equal to the difference between the adopted tax rate and voter-approval tax rate before the unused increment rate for the prior three years [39]. In a year where a special taxing unit adopts a rate above the voter-approval tax rate by applying any portion of the unused increment rate, the unused increment rate for that year would be zero.

For each tax year before 2020, the difference between the adopted tax rate and voter-approval rate is considered zero, therefore the unused increment rate for 2020 is zero.[40]

This section should only be completed by a taxing unit that is a municipality of less than 30,000 or a taxing unit that does not meet the definition of a special taxing unit. [41]

Line	Activity	Amount/Rate
61.	2019 unused increment rate. Subtract the 2019 actual tax rate and the 2019 unused increment rate from the 2019 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	0.000000
62.	2018 unused increment rate. Subtract the 2018 actual tax rate and the 2018 unused increment rate from the 2018 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	0.000000
63.	2017 unused increment rate. Subtract the 2017 actual tax rate and the 2017 unused increment rate from the 2017 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	0.000000
64.	2020 unused increment rate. Add Lines 61, 62 and 63.	0.000000
65.	2020 voter-approval tax rate, adjusted for unused increment rate. Add Line 64 to one of the following lines (as applicable): Line 47, Line 48 (counties), Line 56 (taxing units with the additional sales tax) or Line 60 (taxing units with pollution control).	

STEP 6: De Minimis Rate

The de minimis rate is the rate equal to the sum of the no-new-revenue maintenance and operations rate, the rate that will raise \$500,000, and the current debt rate for a taxing unit.[42]

This section should only be completed by a taxing unit that is a municipality of less than 30,000 or a taxing unit that does not meet the definition of a special taxing unit. [43]

Line	Activity	Amount/Rate
66.	Adjusted 2020 NNR M&O tax rate. Enter the rate from Line 38 of the <i>Voter-Approval Tax Rate Worksheet</i>	0.000000
67.	2020 total taxable value. Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i>	0
68.	Rate necessary to impose \$500,000 in taxes. Divide \$500,000 by Line 67 and multiply by \$100.	0.000000
69.	2020 debt rate Enter the rate from Line 46 of the <i>Voter- Approval Tax Rate Worksheet</i>	0.000000
70.	De minimis rate Add Lines 66, 68 and 69.	0.000000

STEP 7: Total Tax Rate

Indicate the applicable total tax rates as calculated above.

No-new-revenue tax rate	0.777377
Voter-Approval Tax Rate	0.807134
De minimis rate	0.000000

STEP 8: Taxing Unit Representative Name and Signature

print here

Printed Name of Taxing Unit Representative

sign here

Taxing Unit Representative

Date