

FY2024 Recommended Budget



So Safe | So Clean | So Green

David Cooke , City Manager
August 8, 2023

Agenda

- Introductory Comments
- FY2024 Budget Themes and Strategic Priorities
- Assessed Values and Recommended Tax Rate
- Recommended Operating Budget
- Recommended Capital Budget



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City Council's Strategic Vision Priorities

Quality of Life

**Economic
Development and
Community
Investment**



Community Safety



**Infrastructure,
Responsible Growth
and Fiscal
Responsibility**



In Alignment with Council's New Strategic Priorities, the FY24 Budget aims to:

- Enhance **public safety**.
- Support **economic development** and plan for **responsible growth**.
- Invest in **community/neighborhoods**.
- Manage and maintain **infrastructure**.
- Ensure **exceptional service**.
- Reduce the **tax rate** while implementing higher elderly/disabled **exemption**.
- Preserve and enhance **green space**.

Ongoing Public Engagement

The City **listens to the community** in a variety of ways throughout the year, including:

- *Biennial Community Survey*
- *Steer the Budget campaign*
- *Bond program public meetings*
- *Budget stakeholder meetings*
- *Boards & Commissions*

Total City of Fort Worth Operating Budget is

\$2.6 Billion

*Net of transfers: \$2.1B.
Excludes TIFs and PIDs.*

Total Operating Budget

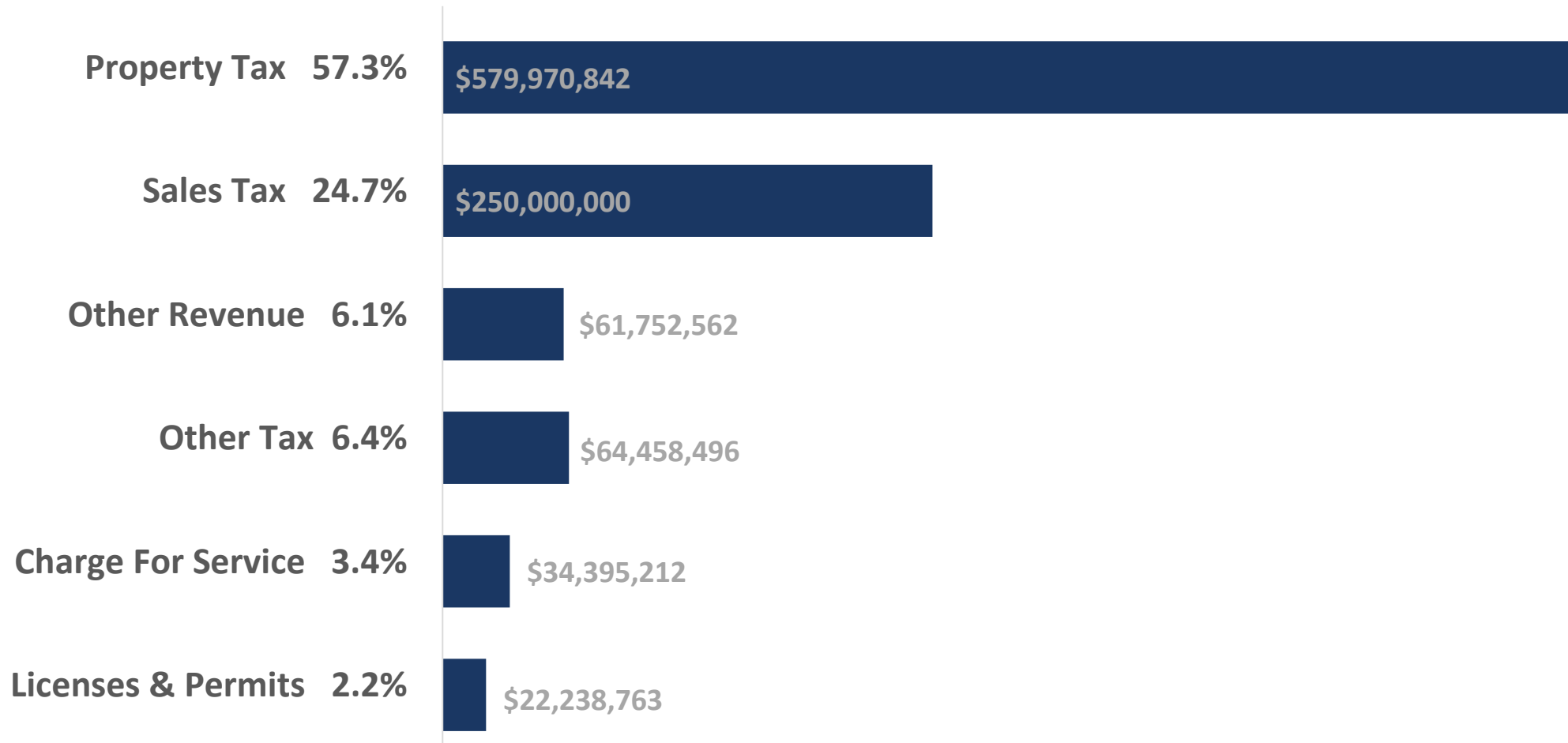
Fund	FY2023	FY2024	Change from Adopted	
	Adopted	Recommended	Amount	%
General Fund	915,340,881	1,012,815,875	97,474,994	10.6%
Enterprise Funds	667,592,443	741,088,137	73,495,694	11.0%
Special Revenue	228,371,970	263,406,949	35,034,979	15.3%
Special Revenue Projects	4,582,403	4,674,491	92,088	2.0%
Internal Service Funds	201,875,653	220,781,889	18,906,236	9.4%
Debt Service Funds	278,396,435	320,255,259	41,858,824	15.0%
Fiduciary Funds	33,696,200	35,293,368	1,597,168	4.7%
Total Operating Funds	\$2,329,855,985	\$2,598,315,968	\$268,459,983	11.5%

General Fund

General Fund Revenues Comparison

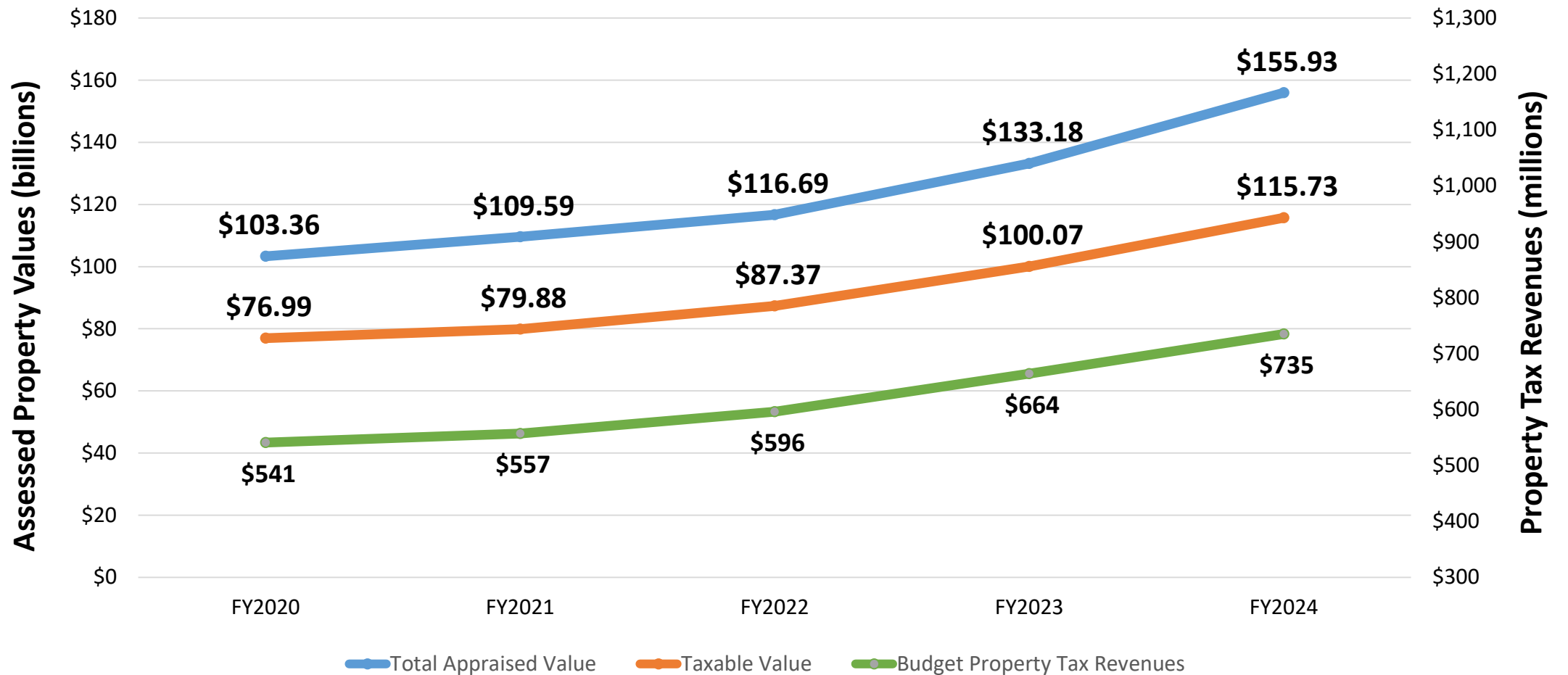
	FY2022 Final	FY2023 Adopted	FY2023 Adjusted	FY2024 Rec.	Chg from PY Adopted
Revenues					
Property Tax	\$ 479,886,470	\$ 531,785,972	\$ 531,785,972	\$ 579,970,842	9.1%
Sales Tax	218,292,232	212,147,461	212,147,461	250,000,000	17.8%
Other Tax	61,240,849	54,146,726	54,146,726	64,458,496	19.0%
License & Permits	23,561,661	20,686,694	20,686,694	22,238,763	7.5%
Intergovernmental	1,535,578	505,442	505,442	520,641	3.0%
Charge for Service	43,934,570	33,886,591	33,886,591	34,395,212	1.5%
Fines & Forfeitures	5,832,206	7,311,062	7,311,062	6,327,394	-13.5%
Use of Money & Property	2,854,769	2,931,561	2,931,561	2,746,728	6.3%
Other	3,231,676	3,262,825	3,697,825	2,731,573	-16.3%
Transfer In	45,876,362	48,676,547	48,676,547	49,426,226	1.5%
Total Revenues	\$ 886,246,373	\$ 915,340,881	\$ 915,775,881	\$ 1,012,815,875	10.6%

Revenues: General Fund



Assessed Values and Recommended Tax Rate

Property Values & Property Tax Revenue



Change in Net Taxable Values

FY2023	\$100,073,539,805
+ Change in taxable value	\$12,421,542,119
+ New construction value	\$3,235,560,201
FY2024	\$115,730,642,125



12.4%






3.2%

Recommended Tax Rate

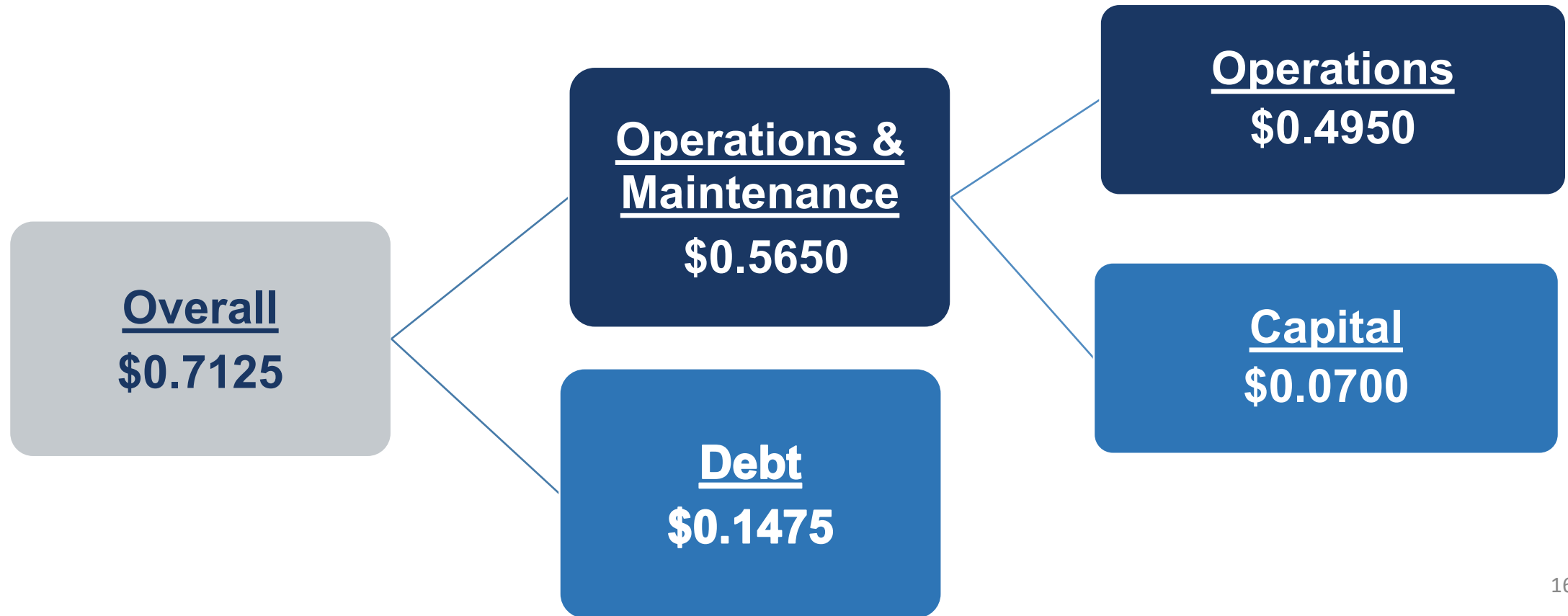
67.25¢

↓ 4.0¢

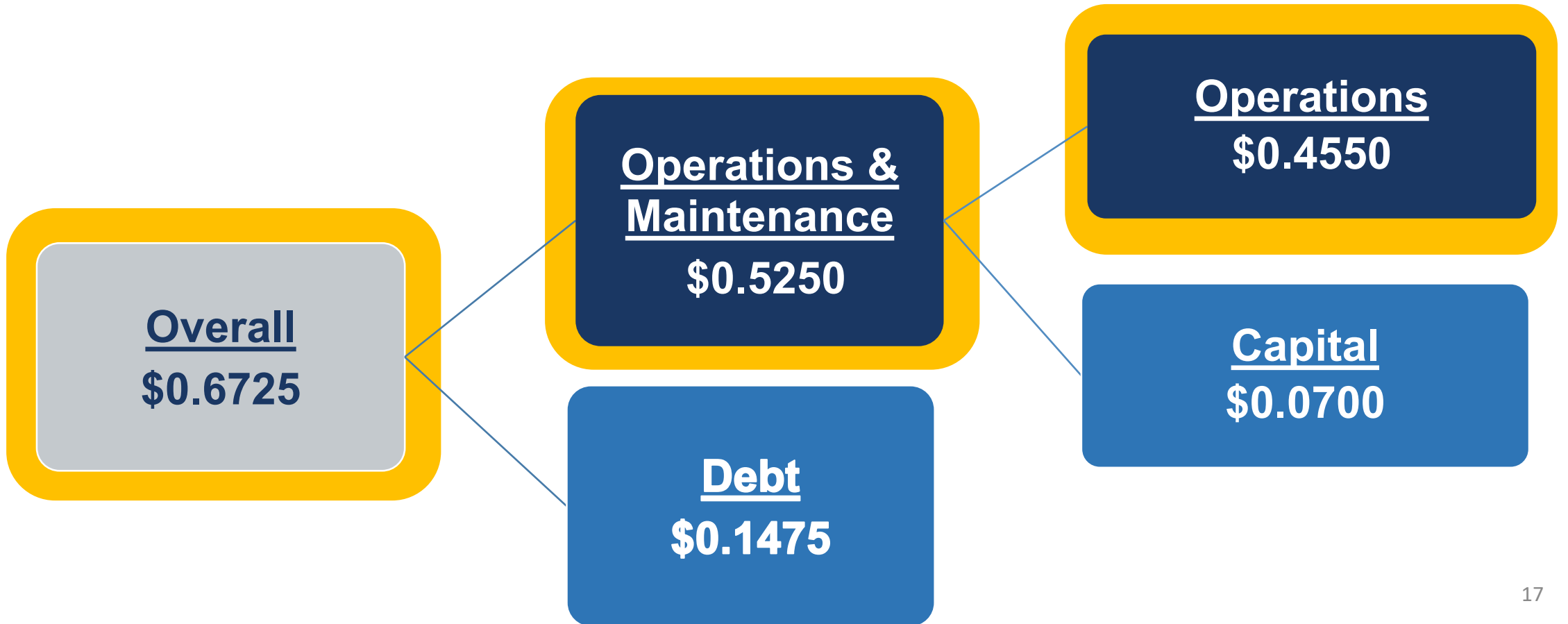
Value, Rate, & Revenue

Taxable Value	\$115,730,642,125	 15.6%
Tax Rate (Recommended)	\$0.6725	 4.0¢
Total Property Tax Revenue (Estimated)	\$735,549,555 (\$71,555,077 Increase)	 10.8%

Current (FY2023) Tax Rate Allocations



Recommended (FY2024) Tax Rate Allocations



Recommended Tax Rate Allocations

	FY 2023 Adopted	FY 2024 Recommended	Change
O&M	49.50	45.50	-4.00
PAYGo	7.00	7.00	----
I&S (Debt)	14.75	14.75	----
Total	71.25	67.25	-4.00

Values expressed as cents

Estimated Property Tax Revenues

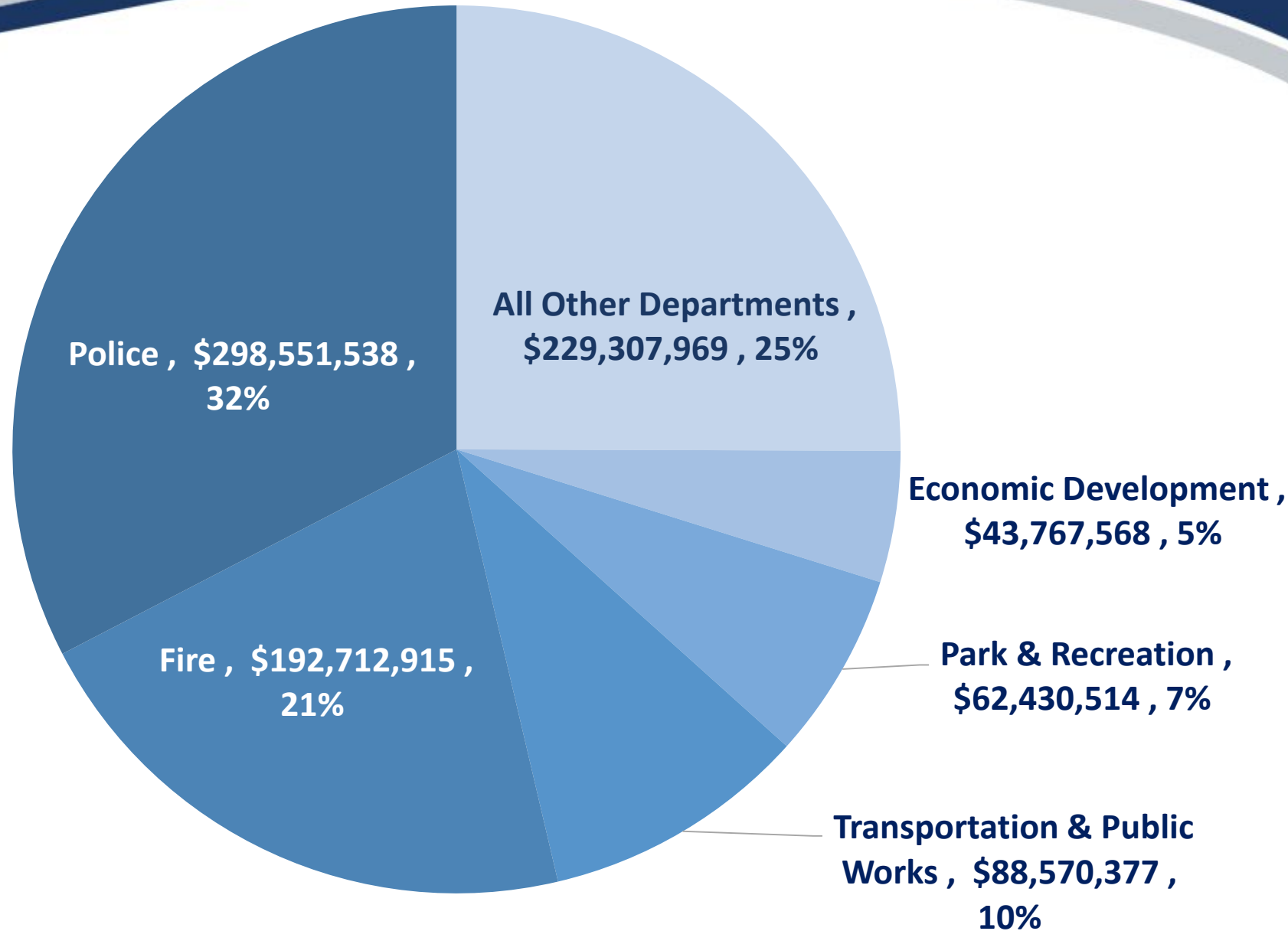
	FY2023 Budget	FY2024 Estimated	\$ Change	% Change
O&M	\$461,301,426	\$497,658,063	\$40,169,502	7.90%
PAYGo	65,234,545	76,562,779	12,340,010	17.40%
I&S	137,458,506	161,328,713	17,435,469	17.40%
Total	\$663,994,478	\$735,549,555	\$71,555,077	10.78%

General Fund Expenditures by Department

FY2023
\$915,340,881
 to
FY2024
\$1,012,815,875

Department	FY2023	FY2024	Year to Year Change	
	Adopted	Recommended	Amount	%
Police Department	298,551,538	321,340,689	22,789,151	7.63%
Fire Department	193,272,915	213,436,366	20,163,451	10.43%
Transportation & Public Works	88,570,377	97,765,644	9,195,267	10.38%
Park and Recreation	61,870,514	70,849,484	8,978,970	14.51%
Economic Development	43,767,568	49,547,130	5,779,562	13.21%
Property Management	29,628,584	33,803,557	4,174,973	14.09%
Development Services	29,331,458	29,222,202	(109,256)	-0.37%
Code Compliance	27,330,256	30,667,796	3,337,540	12.21%
Non-Departmental	26,973,345	29,313,357	2,340,012	8.68%
Library	26,075,266	27,822,947	1,747,681	6.70%
Municipal Court	15,350,385	15,861,428	511,043	3.33%
Neighborhood Services	14,344,160	23,066,282	8,722,122	60.81%
Financial Management Services	13,758,733	15,051,729	1,292,996	9.40%
City Manager's Office/Mayor & Council	10,740,253	11,368,002	627,749	5.84%
FWLab	8,750,328	13,194,561	4,444,233	50.79%
City Attorney	7,937,225	9,727,436	1,790,211	22.55%
Human Resources	6,283,156	6,933,179	650,023	10.35%
Communications & Public Engagement	5,513,485	6,058,990	545,505	9.89%
City Secretary	2,518,393	2,705,604	187,211	7.43%
Diversity & Inclusion	2,435,259	2,635,238	199,979	8.21%
City Auditor	2,337,683	2,444,254	106,571	4.56%
Total	\$915,340,881	\$1,012,815,875	\$97,474,994	10.65%

Expenditures: General Fund



General Fund Highlights: What the Recommended Budget Achieves

\$35M Increase for Police, highlights are:

General Fund:

- 21 new **Patrol Officers**.
- 14 additional **911 call takers**.
- 10 additional **specialized sworn** personnel.
- New firearms technician and biologist to enhance **evidence processing**.
- Fusion Center.
- Real-Time Crime Center.



CCPD:

- **HOPE team** staffing increase.
- New **recruiting** team.
- **911 dispatcher** training.
- 9 new **School Resource Officers**.
- Community Policing.
- **Officer wellness** program.
- **Crisis Intervention Team**.

\$20M Increase for Fire, highlights are:

FIRE

- **76 new positions**
 - 70 sworn
 - 6 civilians
- New **thermal imaging cameras**.
- **Recruit class** to cover attrition.
- **Technology** to assist with development efforts.
- Continued focus on **overtime management**.

SO SAFE



\$10.7M Increase for Park & Recreation, Library, highlights are:

PARK & RECREATION

- **Increased mowing frequency and litter removal** for all parks, medians, and other park property during growing season.
- New **aquatics** master plan.
- **Enhanced hours** at 5 Community Centers (funded in CCPD)
- Staffing for new **Northwest Community Center**.

LIBRARY

- **New West side library** branch outside of Loop 820.

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\$9.1M Increase for TPW, highlights are:

TPW

- In addition to programs deployed in the current year, a **2nd concrete crew** and equipment to reduce street repair backlog and create efficiencies.
- Pilot program to use **AI** to assess **pavement condition**.
- New **CDL training** program.
- Major increase for **materials**.
- Continued focus on **streetlight** and **striping** maintenance.
- Funding for **ADA accessibility** improvements around Future City Hall.

SO SAFE



SO CLEAN



\$8.7M Increase for Neighborhood Services, highlights are:

NEIGHBORHOOD SERVICES

- Increase from \$4M to \$8M for Neighborhood Improvement Program, to allow for an increase from 1 to **2 neighborhoods per year**.
- Additional \$2M for the **priority home repair** program for homeowners - 200 additional homes.
- Enhanced efforts to **reduce homelessness**.



\$5.1M Increase for Economic Development, highlights are:

ECONOMIC DEVELOPMENT

- Increase of \$3M in contribution to Economic Development Incentive Fund.
- Addition of **three staff** for enhanced redevelopment efforts, small business outreach, increased recruitment of innovation and technology companies, increased workforce development partnerships.
- Increase of \$443K for **380 agreements** (total budget \$38M).
- Crescent Hotel.

\$3.3M Increase for Code Compliance, highlights are:

CODE

- 3 positions and equipment for **homeless camp cleanup**.
- **Boarding home** ordinance enforcement.
- **Short term rental** management.
- Additional staffing for **consumer health inspections**, including restaurant inspections.
- Additional staffing for **animal shelters** and **pet adoptions**.

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City Council's Strategic Vision Priorities

Quality of Life

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Community Safety



**Infrastructure,
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Creation of New Environmental Services Department

Solid Waste

- Residential Contract Management
- Drop-off stations
- Illegal dumping abatement
- Dead animal collection
- Landfill contract
- Environmental Collection Centers

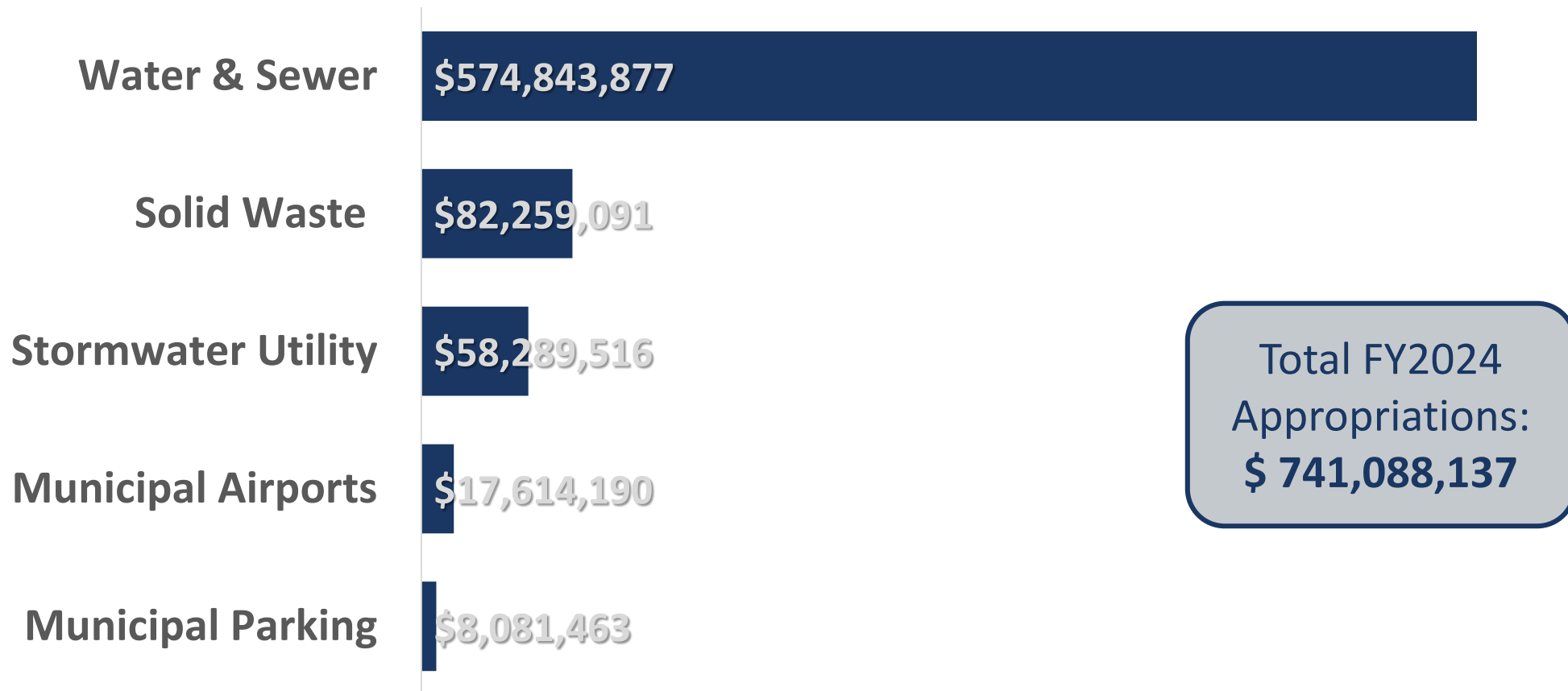
SO CLEAN



Health & Environmental Quality

- Air & Water quality
- Litter control, KFWB
- Soil, groundwater, HazMat
- Vector management
- Consumer & Environmental Health
- Commercial/industrial compliance
- Environmental investigation

Enterprise Funds



Enterprise Funds Detail

Fund	FY2023 Adopted	FY024 Rec.	Change from PY Adopted	% Change
Municipal Parking	8,132,939	8,081,463	(51,476)	-0.6%
Municipal Airports	14,674,344	17,614,190	2,939,846	20.0%
Stormwater Utility	52,879,452	58,289,516	5,410,064	10.2%
Solid Waste	76,481,248	82,259,091	5,777,843	7.6%
Water & Sewer	515,451,460	574,843,877	59,392,417	11.5%
Total	667,619,443	741,088,137	73,468,694	11.0%

Water and Sewer

Fund	FY2023 Adopted	FY2024 Recommended	Change	%
Water and Sewer	\$ 515,451,460	\$ 574,843,877	\$ 59,392,417	11.52%

- Retail Rate Increases, first in 4 years – Water Rate +3.5%, Sewer Rate +2.9%
- Increases capital investment, including new Village Creek Clarifiers.
- Addresses inflation and commodity cost increases.
- Keeps pace with growth and rehabilitation needs.
- Includes \$15M increases in payments to TRWD/TRA.

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Solid Waste

Fund	FY2023 Adopted	FY2024 Recommended	Change	%
Solid Waste	\$ 76,481,248	\$ 82,259,091	\$ 5,777,843	8%

- Provides residential solid waste collection, recycling, brush/bulky, and waste disposal.
- Implement a \$5/ton landfill surcharge for GOP haulers.
- Increase landfill surcharge by \$5/ton for non-GOP haulers.
- New fees for overfilled carts and bags placed outside of carts.
- Reorganizing and moving to new Environmental Services Department.



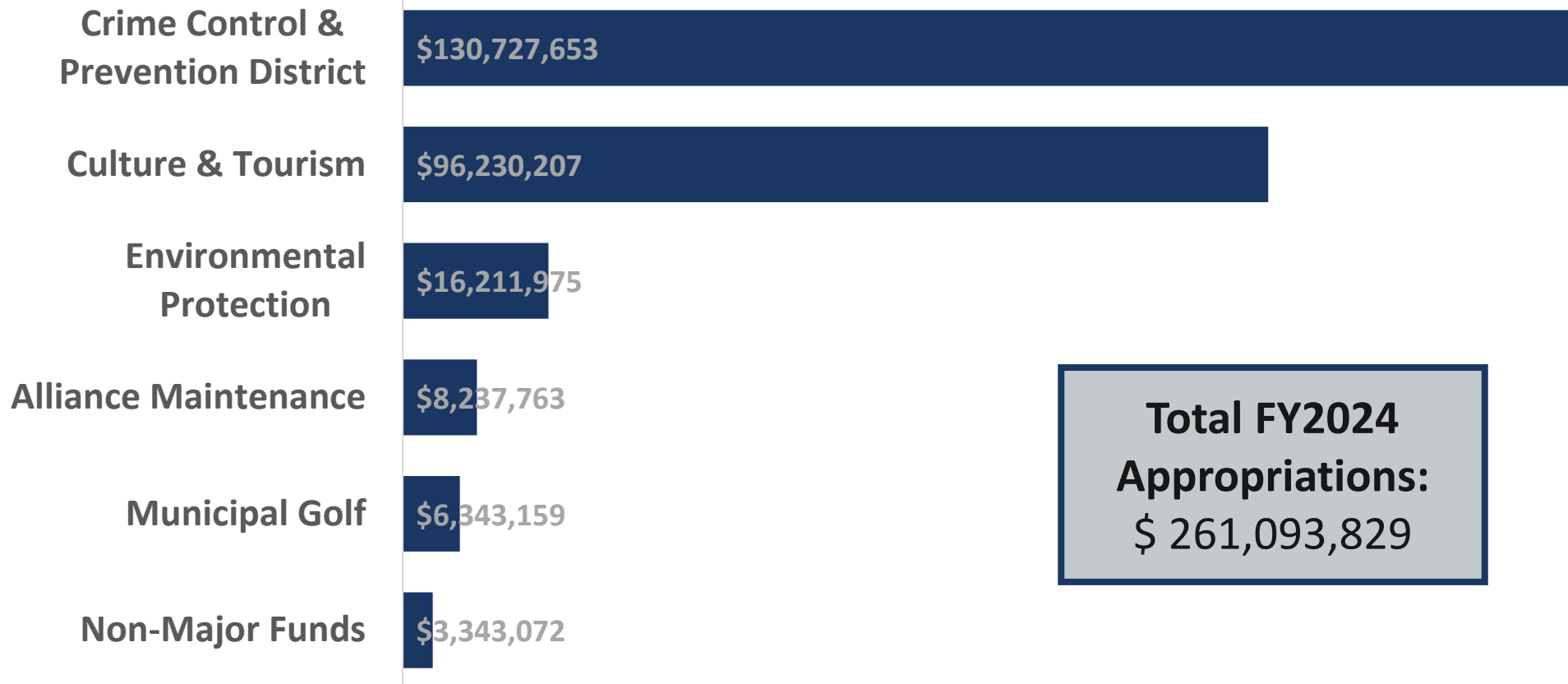
Stormwater Utility

Fund	FY2023 Adopted	FY2024 Recommended	Change	%
Stormwater Utility	\$ 52,879,452	\$ 58,289,516	\$ 5,410,064	10%

- Continued implementation of capital program with a focus on flood mitigation projects.
- 15% fee increase, first increase in 5 years, effective January 1. Half will go toward capital improvements, half for enhanced infrastructure maintenance.



Special Revenue Funds



Special Revenue Funds Detail

Fund	FY2023 Adopted	FY024 Rec.	Change from PY Adopted	% Change
Non-Major Funds	2,593,072	3,343,072	750,000	28.9%
Municipal Golf	6,394,042	6,343,159	(50,883)	-0.8%
Alliance Maintenance	7,428,853	8,237,763	808,910	10.9%
Environmental Protection	18,465,040	16,211,975	(2,253,065)	-12.2%
Culture & Tourism	75,788,632	96,230,207	20,441,575	27.0%
Crime Control & Prevention District	117,702,331	130,727,653	13,025,322	11.1%
Total Special Revenue Funds	228,371,970	261,093,829	32,721,859	14.3%

Crime Control and Prevention District

Fund	FY23 Adopted	FY24 Recommended	Change	%
CCPD	\$117,702,331	\$130,727,653	\$13,025,322	11%

- **HOPE team** staffing increase.
- New **recruiting** team.
- **911 dispatcher** training.
- 9 new **School Resource Officers**.
- Community Policing.
- **Officer wellness** program.
- **Crisis Intervention Team**.
- **Enhanced Violent crime** response.



Culture and Tourism

Fund	FY23 Adopted	FY24 Recommended	Change	%
Culture & Tourism	\$75,788,632	\$96,230,207	\$20,441,575	27%

- Funds are not just for post-COVID stability but priming for return to pre-pandemic growth.
- \$33M in separate capital funding for major improvements to the Sheep & Swine Barn at Will Rogers complex to increase functional space and keep facilities competitive in the venue and entertainment market.

Culture and Tourism Fund Detail

Fund	FY2023 Adopted	FY024 Rec.	Change from PY Adopted	% Change
Culture and Tourism	46,366,717	54,141,113	7,774,396	16.8%
Culture and Tourism 2% Tax	7,939,697	9,595,292	1,655,595	20.9%
DFW Revenue Sharing	7,297,215	9,874,152	2,576,937	35.3%
Culture and Tourism Proj Fin Zone	8,229,763	12,120,239	3,890,476	47.3%
Arena Operating	5,955,240	10,499,411	4,544,171	76.3%
Total C&T Funds	75,788,632	96,230,207	20,441,575	27.0%

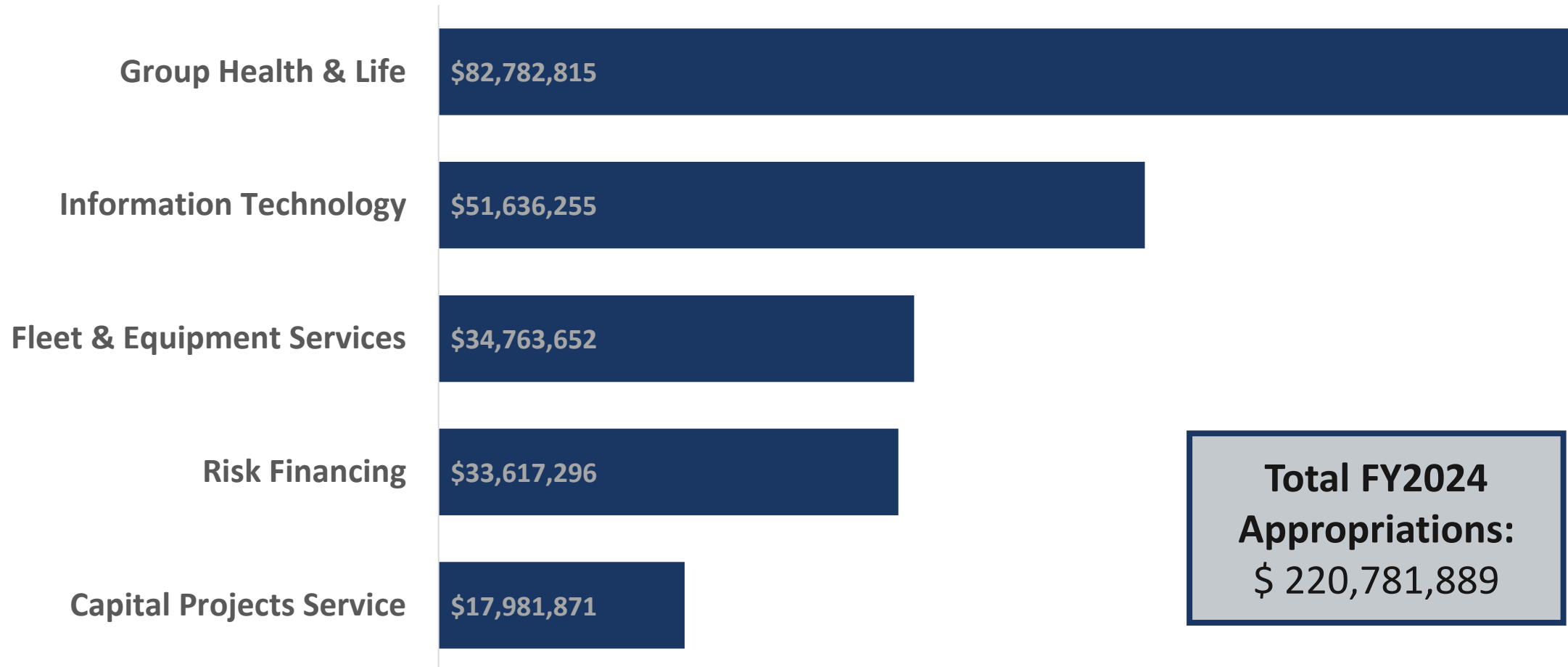
Environmental Protection Fund

Fund	FY23 Adopted	FY24 Recommended	Change	%
Environmental	\$ 18,465,040	\$ 16,211,975	\$ (2,253,065)	-12%

- Year two of the increased Environmental Protection fee and continuing to build Environmental Protection Fund solvency.
- Focused efforts for a noticeably cleaner city through the expanded use of **street sweepers** and **enhanced litter control** services.
- Working on fundraising and construction of an Aquatic Litter Control **Waterwheel for the Trinity River**.
- Will be transitioned to the new Environmental Services Department.



Internal Service Funds



Internal Service Funds Detail

Fund	FY2023 Adopted	FY2024 Rec.	Change from PY Adopted	% Change
Capital Projects Service	17,400,737	17,981,871	581,134	3.3%
Risk Financing	27,510,695	33,617,296	6,106,601	22.2%
Fleet & Equipment Services	32,231,585	34,763,652	2,532,067	7.9%
Information Technology	45,414,896	51,636,255	6,221,359	13.7%
Group Health & Life	79,317,740	82,782,815	3,465,075	4.4%
Total Funds	201,875,653	220,781,889	18,906,236	9.4%

Total Operating Budget Recap

Fund	FY2023	FY2024	Change from Adopted	
	Adopted	Recommended	Amount	%
General Fund	915,340,881	1,012,815,875	97,474,994	10.6%
Enterprise Funds	667,592,443	741,088,137	73,495,694	11.0%
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Total Operating Funds	\$2,329,855,985	\$2,598,315,968	\$268,459,983	11.5%

New Authorized Positions by Department

DEPARTMENT	NEW APS
AVIATION	2
CITY ATTORNEY'S OFFICE	3
CITY AUDITOR'S OFFICE	1
CITY MANAGER'S OFFICE	1
CITY SECRETARY'S OFFICE	0
CODE COMPLIANCE	14
COMMUNICATION & PUBLIC ENGAGEMENT	2
DEVELOPMENT	1
DIVERSITY AND INCLUSION	0
ECONOMIC DEVELOPMENT	3
FINANCIAL MANAGEMENT SERVICES	4
FIRE	76
FWLAB	13
HUMAN RESOURCES	3
INFORMATION TECHNOLOGY	9
LIBRARY	0
MUNICIPAL COURT	1
NEIGHBORHOOD SERVICES	0
PARK AND RECREATION	22
POLICE	106
PROPERTY MANAGEMENT	9
TPW	18
WATER	6
TOTAL	294*

Workforce Retention & Recruitment

Pay for Performance Pay increases

- budgeting for 4% average increase for the 3rd consecutive year.

Market competitive pay changes to include

- increases for hard-to-fill positions.
- sign-on incentives.
- Adjust pay structures by 3%.

Workforce Health & Benefits

Premium contribution increases, both City and employee.

Consumer Choice Plan

- Maintain \$0 cost for employee only plan.

Health Center Plan

- Health Center visits remain \$0 cost for Primary Care Physician
- Co-pay reduction from \$60 to \$30 for non-Health Center Primary Care visits; \$75 to \$50 for specialist

New 6-week **maternity leave program**, in addition to existing Paid Parental leave.

5-Year Capital Improvement Program (CIP)

Capital Planning & Financing

Maintain Existing Infrastructure

Ongoing, cash-like revenues:

- Property Tax (PAYGo)
- Gas Well Leases

New Infrastructure Investment

Debt Instruments



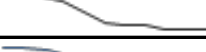



- Bonds, Notes, etc.

Impact Fees

Park Dedication Fees

Grants

Tax Rate Allocation

		Fiscal Year											Trend
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	
in Cents	O&M	67.59	63.79	62.84	59.65	57.65	56.50	53.00	53.00	52.00	49.50	45.50	
	PAYG		3.80	4.75	6.50	6.50	6.50	6.50	6.50	6.50	7.00	7.00	
	Debt	17.91	17.91	17.91	17.35	16.35	15.50	15.25	15.25	14.75	14.75	14.75	
	Total	85.50	85.50	85.50	83.50	80.50	78.50	74.75	74.75	73.25	71.25	67.25	
		2014 Bond Referenda \$292M			2018 Bond Referenda \$399.5M			2022 Bond Referenda \$560M					
Debt & PAYG as a % of Total Tax Rate		20.95%	25.39%	26.50%	28.56%	28.39%	28.03%	29.10%	29.10%	29.01%	30.53%	32.34%	
PAYG as a % of Capital			17.50%	20.96%	27.25%	28.45%	29.55%	29.89%	29.89%	30.59%	32.18%	32.18%	

O&M = Operating and Maintenance | PAYGo = Pay-As-You-Go | I&S = Interest and Sinking (Debt)

FY2024 Capital Planning Goals

- Wrap up 2018 Bond Program
- Continue 2022 Bond Program
- Plan for 2026 Bond Program
- Increase funding for infrastructure investment & maintenance (PAYGo and Operating funds)
- Continue improvements to distressed neighborhoods through Neighborhood Improvement Strategy
- Better integrate 5-Year CIP and Comprehensive Plan

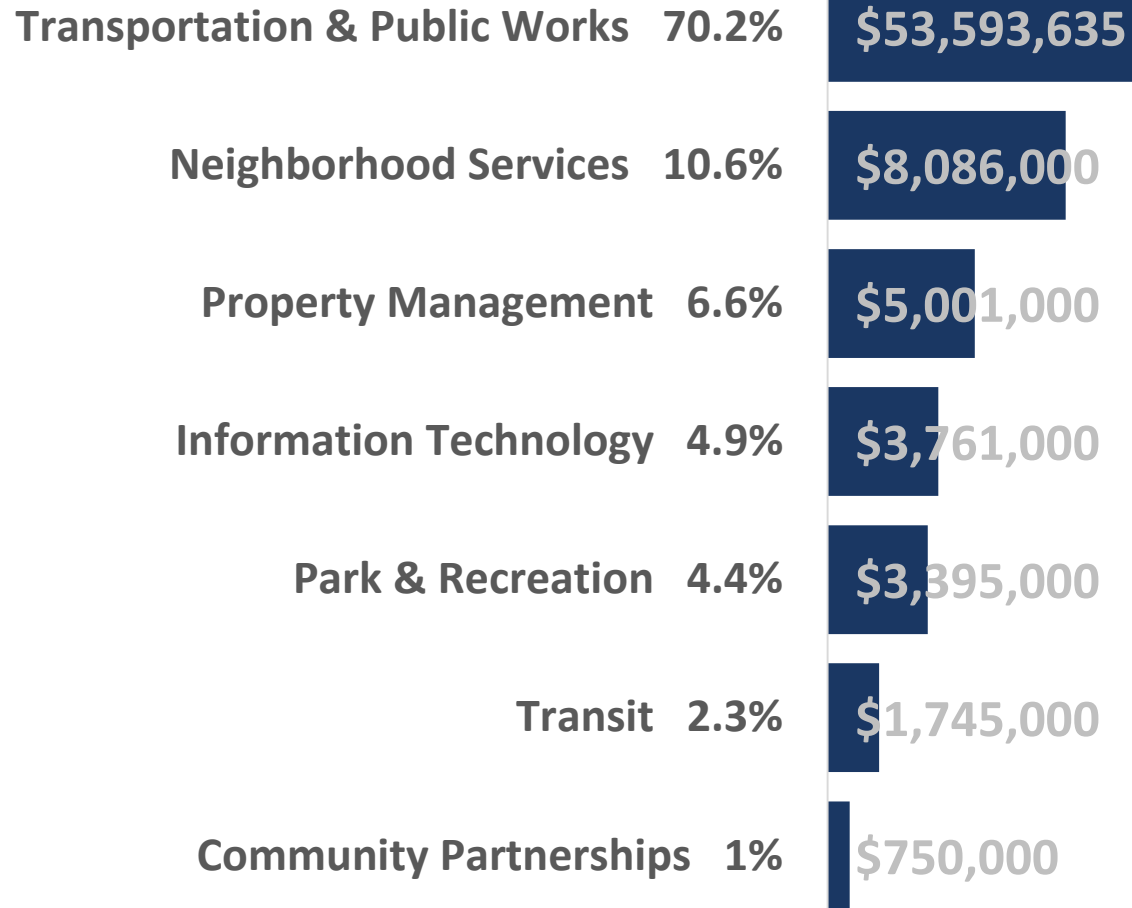
Framework

- Projects/capital spending programs are sorted into:
 - **General CIP**
 - **Aviation CIP**
 - **Public Events CIP**
 - **Stormwater CIP**
 - **Water CIP**
-
- Each CIP will reflect program/project appropriations
 - Each program/project is funded by various revenue sources

Recommended 2024-2028 CIP

CIP Plans	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Water	\$377,314,111	\$385,781,825	\$289,489,975	\$211,130,347	\$283,948,491	\$1,547,664,749
General	\$142,049,095	\$148,678,792	\$135,967,278	\$134,199,608	\$135,308,808	\$696,203,581
Public Events	\$80,007,783	\$2,675,000	\$608,500,000	\$2,500,000	\$2,000,000	\$695,682,783
Stormwater	\$18,653,846	\$14,310,710	\$54,553,686	\$16,095,284	\$17,064,511	\$120,678,037
Aviation	\$14,995,668	\$31,846,197	\$47,697,540	\$35,145,256	\$23,324,372	\$153,009,033
Solid Waste	\$1,010,858	\$2,720,000	\$3,090,000	\$2,175,000	\$2,075,000	\$11,070,858
Total	\$634,031,361	\$586,012,524	\$1,139,298,479	\$401,245,495	\$463,721,182	\$3,224,309,041

Pay As You Go Distribution



Pay As You Go Budget

Fund	FY2023	FY2024	Change from Adopted	
	Adopted	Recommended	Amount	%
Transportation & Public	\$ 46,361,276	\$ 53,593,635	\$ 7,232,359	15.60%
Neighborhood Services	\$ 3,887,650	\$ 8,086,000	\$ 4,198,350	108.00%
Property Management	\$ 4,810,462	\$ 5,001,000	\$ 190,538	4.00%
Information Technology	\$ 3,617,007	\$ 3,761,000	\$ 143,993	4.00%
Park & Recreation	\$ 3,265,763	\$ 3,395,000	\$ 129,237	4.00%
Transit*	\$ 1,678,000	\$ 1,745,000	\$ 67,000	4.00%
Community Partnerships	\$ 750,000	\$ 750,000	\$ -	0.00%
Total	\$ 64,370,158	\$ 76,331,635	\$ 11,961,477	18.58%

*FY2023 Transit does not include \$864k for Lancaster Study

Total Budget (All Operating and Capital Funds)

FY2023 Adopted			FY2024 Recommended
	Operating \$2,329,855,985	\$2,598,315,968	
	Capital \$492,131,215	\$634,031,361	
	Total \$2,821,987,200	\$3,258,330,556	

City Council's Strategic Vision Priorities

Quality of Life

Economic Development and Community Investment

Community Safety

Infrastructure, Responsible Growth and Fiscal Responsibility



So Safe | So Clean | So Green

- More **Police Officers**.
- More **Fire Personnel**.
- Additional **Code Staff**.
- An additional **NIP neighborhood**.
- Enhanced **park** maintenance.
- Increased funding for **economic development**
- Opening of a new **library** and a new **community center**.
- Focus on **green space**.

Next Steps

- **Budget Work Sessions**
 - August 10, 24, 25, September 7, 8
- **Budget meetings in each Council District**, schedule being finalized
 - August 16th, in-person and virtual in City Hall Council Chambers at 6:00 p.m.
- **Public Hearing on Budget**
 - September 12
- **Public Hearing on Tax Revenue**
 - September 19
- **Adopt Tax Rate, Operating Budget, and 5-Year CIP**

Budget Meeting Schedule

Date	District
Wednesday, August 16	Citywide
Thursday, August 17	4
Tuesday, August 22	2
Wednesday, August 23	3
Thursday, August 24	10
Thursday, August 31	10
Tuesday, September 5	9
Wednesday, September 6	7
Thursday, September 7	8
Saturday, September 9	5
Monday, September 11	7
Wednesday, September 13	11
Thursday, September 14	2
Monday, September 18	6
Tuesday, September 19	Citywide



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FY2024

Join us for our District 4 Budget Talk

Thursday, August 17
6 p.m.
Summerglen Library
4205 Basswood Blvd.
Fort Worth, TX 76137

Join City Manager David Cooke and City Councilmember Lauersdorf to learn more about the proposed budget and to get more information on the Council's priorities for the coming year.



Dates are still being finalized, the full list can be found at <https://www.fortworthtexas.gov/departments/the-fwlab/budget/fy2024>



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