



City of Fort Worth, Texas

## **RESERVE REQUIREMENT SUPPLEMENT**

For the Fiscal Year Ended September 30, 2020



**City of Fort Worth, Texas**  
**Reserve Requirement Supplement**  
**For the Fiscal Year Ended September 30, 2020**

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March 2, 2021

Department Heads,  
Fiscal Coordinators and City Staff  
City of Fort Worth, Texas

Ladies and Gentlemen:

We are pleased to submit the Reserve Requirement Supplement for the fiscal year ended September 30, 2020. The City's Financial Management Policy Statements (FMPS) establish and document the City's policies concerning maintaining 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. This report contains information pertaining to the City's Operating Funds and their compliance with the City's Financial Management Policy Statements under Section III: Fund Reserve Policies.

FMPS Fund Reserve Policies can be found on the City's Intranet Website under Financial Management Services found here: <http://www.cfwnet.org/finance/policy-statements/>

Any non-compliant Fund should consult with the Planning and Data Analytics Department during the upcoming fiscal planning process to allocate a Contribution to Net Position/Fund Balance over the next fiscal year(s) to regain compliance with their Fund Reserve Policy.

For Governmental Funds, calculations only include the Operating Fund and only include the Actuals ledger (budgetary basis) from the General Ledger.

For Proprietary Funds, the full accrual accounting basis is used to calculate the reserve level. Working Capital is calculated using the current ratio, which is current assets divided by current liabilities and performed using the operating fund only. Days of cash on hand is calculated by dividing cash on hand [current cash, cash equivalents & investments] by the cash per day [operating expenses, excluding depreciation, divided by 365] as reported on the fund level financial statements in the City's Comprehensive Annual Financial Report.

The Financial Management Services Department (FMS) reviews and updates the FMPS on an annual basis and submits revisions to the Mayor and City Council for approval. Any discrepancies noted above between the policies as currently written and the intent will be updated during this process to add clarification to the calculation.

Details of any Operating Fund's Reserve Requirement Supplement can be provided upon request by emailing the FMS Financial Reporting Division at [FIN\\_FINANCIAL\\_REPORTING](mailto:FIN_FINANCIAL_REPORTING) or by calling 817-392-2455.

The PDF comes fully bookmarked for your convenience.

If you have any questions about this information, please feel free to contact me at 817-392-8500.

Respectfully Submitted,

  
Reginald Zeno  
Chief Financial Officer

**DEPARTMENT OF FINANCIAL MANAGEMENT SERVICES**

THE CITY OF FORT WORTH \* 200 TEXAS STREET \* FORT WORTH, TEXAS 76102  
(817) 392-8500 \* FAX (817) 392-8502

# GOVERNMENTAL FUNDS

## **Governmental Funds**

### **Governmental Funds**

Governmental funds are those through which most governmental functions typically are financed. The measurement focus of governmental funds is on the sources, uses, and balance of financial resources, while modified accrual is used for the basis of accounting. The City reports the following governmental funds:

#### **General Fund**

*General Fund* is the main operating fund of the City. The fund is used to account for all the financial resources that are not accounted for in other funds. All general tax revenues and other receipts that are not restricted by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, fixed charges and capital improvement costs that are not paid through other funds are paid from the General Fund.

#### **Special Revenue Funds**

*Special Revenue Funds* account for the proceeds of specific revenue sources requiring separate accounting because of legal or regulatory provisions or administrative action. The proceeds of specific revenue sources that have been committed or restricted to expenditures for specified purposes other than debt service or capital projects are accounted for as special revenue funds.

*Crime Control and Prevention District Fund* is used to finance the cost in providing the necessary resources to effectively implement crime reduction strategies pertaining to enhanced enforcement, neighborhood crime prevention, partner programs, recruitment and training, and department equipment, technology, and infrastructure within the City of Fort Worth, as approved by citizens.

*Environmental Management Fund* is used to accumulate revenue to pay for any environmental program or service as such services are required by state or federal mandates.

*Culture and Tourism Fund* is used to account for taxes received from hotel and motel occupancy to promote tourism.

*Golf Fund* is used to account for the operation of three City golf courses. The Fund's operations are financed by course fees, golf equipment rentals and merchandise and concession sales to the public and an annual subsidy from the General Fund.

*Other Special Revenue Fund* is used to report the financial activity of minor funds whose proceeds of specific revenue sources require separate accounting because of legal or regulatory provisions or administrative action.

#### **Debt Service Fund**

*Debt Service Fund* accounts 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 fund balance of the Debt Service Fund is reserved to signify the amounts that are restricted exclusively for debt service expenditures. It comprises four funds: General Debt Service Fund, Culture and Tourism Debt Service Fund, Venue Debt Service Fund, and Rock Creek PID Debt Service Fund. In addition, long-term obligations that are paid with special assessments or fund revenues are included in this fund.

GENERAL

FUND



**CITY OF FORT WORTH, TEXAS**  
**RESERVE REQUIREMENT SUPPLEMENT**  
**GENERAL FUND**  
**SEPTEMBER 30, 2020**  
**(\*\*UNAUDITED \*\*)**

Next Year's Budgeted Expenditures	\$	782,064,035
<b>Fund Balances:</b>		
Nonspendable (Postage, Light & Signal, Fire, and Commissary Inventories)	\$	2,707,228
Committed (State Sales Tax Agreement)		5,078,918
Assigned (FEMA-PA and New City Hall Facility Acquisition)		4,500,000
Unassigned		144,460,216
<b>Ending Fund Balance</b>	<b>\$</b>	<b>156,746,362</b>
<b>Reserve Requirement:</b>		
Unassigned Fund Balance	\$	144,460,216
Next Year's Budgeted Expenditures (FY21 Proposed Budget)		782,064,035
<b>Minimum Reserve Requirement @16.67% of next year's budgeted expenditures</b>		130,370,075
Actual		18.47%
Goal Reserve @25% of next year's budgeted expenditures		195,516,009
Amount Needed to Achieve Goal	\$	51,055,793
<b>Governmental Funds Reserve Policy Excerpts:</b> <a href="http://www.cfwnet.org/finance/policy-statements/">(http://www.cfwnet.org/finance/policy-statements/)</a>		
<b><u>General Fund:</u></b>		
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.		
Basis: <b><u>Budgetary basis</u></b> is used for calculating the reserve level for Governmental Funds Reserve.		

OTHER  
GOVERNMENTAL  
FUNDS



**CITY OF FORT WORTH, TEXAS**  
**RESERVE REQUIREMENT SUPPLEMENT**  
**OTHER GOVERNMENTAL FUNDS**  
**SEPTEMBER 30, 2020**  
**(\*\*UNAUDITED \*\*)**

	A	B	C	D	E
Fund No./Fund Name	Next Year's Budgeted Expenditures	Fund Balances	Reserve Minimum	Projected Excess of Reserve	Compliant with Policy
<b>Special Revenue Funds:</b>					
26001 - Crime Control & Prevention District	\$ 84,416,769	\$ 25,932,000	\$ 14,072,275	\$ 11,859,725	Yes
25005 - Environmental Management	4,167,674	2,492,000	694,751	1,797,249	Yes
Culture and Tourism Funds					
20101 - Culture and Tourism	36,426,837	14,702,000	6,072,354	8,629,646	Yes
20103 - 2% Hotel Occupancy Tax	5,870,007	1,301,000	978,530	322,470	Yes
20104 - Project Financing Zone	5,689,334	1,997,000	948,412	1,048,588	Yes
20105 - DFW Revenue Sharing	3,660,000	2,579,000	610,122	1,968,878	Yes
20106 - Venue	8,859,285	3,316,000	1,476,843	1,839,157	Yes
20102 - Golf	5,032,048	829,000	838,842	(9,842)	No
28009 - Alliance Maintenance Facility	5,452,022	3,777,000	908,852	2,868,148	Yes
<b>Debt Service Funds: <sup>(1)</sup></b>					
40100 - General Debt Service	122,414,685	35,637,000	30,603,671	5,033,329	Yes
40101 - Culture & Tourism Debt Service	5,993,205	5,117,000	1,498,301	3,618,699	Yes
40103 - Venue Debt Service	14,924,498	6,196,000	3,731,125	2,464,876	Yes
40104 - Rock Creek PID Debt Service	1,573,175	1,889,000	393,294	1,495,706	Yes

**Governmental Funds Reserve Policy Excerpts:**

[\(http://www.cfwnet.org/finance/policy-statements/\)](http://www.cfwnet.org/finance/policy-statements/)

**Special Revenue Funds:**

The City will maintain combined Restricted and Assigned Fund Balances in Special Revenue Funds equivalent to two months (16.67%) of the next fiscal year's budgeted operating expenditures.

**Debt Service Funds:**

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.

Basis: **Budgetary basis** is used for calculating the reserve level for the Governmental Funds Reserve.

**References:**

A - Next year's budgeted expenditures per City's Adopted Budget.

<sup>(1)</sup> For Debt Service Fund, projected debt service over the succeeding debt service schedule is used.

B - Restricted and Assigned Fund Balances for Special Revenue Funds

Restricted, Committed and Assigned Fund Balances for Debt Service Funds

C - See the Governmental Funds Reserve Policy excerpts above for respective fund type percentage reserve goal multiplied by the next year's budgeted expenditures (special revenue funds) or projected debt service (debt service fund).

D - The project excess reserve amount is calculated by subtracting reserve goal amount from fund balances (B minus C).

E - If column D (projected excess reserve) amount is positive, the fund is compliant; and if negative, the fund is not compliant.

# PROPRIETARY FUNDS

# ENTERPRISE FUNDS

## **Enterprise Funds**

Enterprise Funds are used to account for the acquisition, operation, and maintenance of governmental facilities and services, which are entirely or predominantly self-supported by user charges. The operations of Enterprise Funds are accounted for in such manner as to show a profit or loss similar to comparable private enterprises.

### **Major Enterprise Funds**

#### **Water and Sewer Fund**

The Water and Sewer Fund is used to account for the provision of regional water, wastewater and reclaimed water services to residential, commercial, industrial, irrigation, and wholesale customers. Activities of the fund include administration, engineering, water and wastewater treatment, billing and collection services, operations and maintenance of the system, and funding for capital improvements to ensure system reliability, comply with regulatory requirements, meet corporate priorities, and serve anticipated growth. Debt is issued for large capital projects. All costs are financed through charges and rates based on the amount of service used, which is billed to customers and collected on a monthly basis. Rates are reviewed regularly and adjusted as necessary to ensure the integrity of the system.

#### **Stormwater Utility Fund**

The Stormwater Utility Fund is used to account for the operation of the stormwater utility and provides funding for storm drainage capital improvements and enhanced maintenance of the storm drainage system to protect people and property from harmful stormwater runoffs. The fund also accounts for the accumulation of resources for and the payment of long-term principal and interest for the stormwater debt.

### **Nonmajor Enterprise Funds**

#### **Municipal Parking Fund**

The Municipal Parking Fund is used to account for the operation of the Will Rogers Memorial Center parking system, Taylor Street garage, Convention Center garage, Houston Street garage, Western Heritage garage, 15th Street garage, and several surface lots located in the downtown area, as well as parking meters and parking compliance personnel. The Fund's operations are financed by parking activities and office space rentals.

#### **Municipal Airports Fund**

The Municipal Airports Fund is used to account for the Meacham, Spinks (South Fort Worth) and Alliance (North Fort Worth) Airport operations. Revenues are derived principally from the hangar and terminal building rental, landing fees, and fuel surcharges.

#### **Solid Waste Fund**

The Solid Waste Fund is used to account for solid waste services provided to the residents of the City. The Fund's operations are financed by trash collection utility fees and cart rentals.

**CITY OF FORT WORTH, TEXAS**  
**RESERVE REQUIREMENT SUPPLEMENT**  
**PROPRIETARY OPERATING FUNDS - ENTERPRISE FUNDS**  
**SEPTEMBER 30, 2020**  
**(\*\*UNAUDITED \*\*)**

	Major Funds		Nonmajor Funds		
	Water and Sewer	Stormwater Utility	Municipal Parking	Municipal Airport	Solid Waste
Next Year's Budgeted Expenses	\$ 310,270,675	\$ 22,429,401	\$ 4,560,045	\$ 7,748,816	\$ 68,448,243
<b>1) Working Capital (WC)</b>					
<b>Reserve Goal @25%</b>	<b>\$ 77,567,669</b>	<b>\$ 5,607,350</b>	<b>\$ 1,140,011</b>	<b>\$ 1,937,204</b>	<b>\$ 17,112,061</b>
Working Capital (Operating Fund Only)					
Current Assets	\$ 243,600,000	\$ 15,981,000	\$ 1,805,000	\$ 5,232,000	\$ 22,697,000
Less: Current Liabilities	103,673,000	6,035,000	2,655,000	849,000	7,933,000
WC (Spendable)	139,927,000	9,946,000	(850,000)	4,383,000	14,764,000
<b>Excess WC (Spendable)</b>	<b>\$ 62,359,331</b>	<b>\$ 4,338,650</b>	<b>\$ (1,990,011)</b>	<b>\$ 2,445,796</b>	<b>\$ (2,348,061)</b>
<b>Compliant with Policy</b>	Yes	Yes	No	Yes	No
Net Position appropriated in next year's budget	-	-	-	-	-
Projected Excess WC (Spendable)	<b>\$ 62,359,331</b>	<b>\$ 4,338,650</b>	<b>\$ (1,990,011)</b>	<b>\$ 2,445,796</b>	<b>\$ (2,348,061)</b>
<b>2) Cash On Hand</b>					
Operating expenses, net of depreciation*	\$ 138,927,000	\$ 5,569,000	\$ 1,446,000	\$ 3,877,000	\$ 50,326,000
Cash per day	380,622	15,258	3,962	10,622	137,879
Cash on Hand	152,355,000	11,583,000	958,000	4,447,000	11,935,000
<b>Days Cash on Hand</b>	400	759	242	419	87
Minimum (100 days cash on hand)	38,062,192	1,525,753	396,164	1,062,192	13,787,945
Excess cash on hand over the minimum	114,292,808	10,057,247	561,836	3,384,808	(1,852,945)
<b>Compliant with Policy</b>	Yes	Yes	Yes	Yes	No
Goal (150 days cash on hand)	57,093,288	2,288,630	594,247	1,593,288	20,681,918
Excess cash on hand over the goal	95,261,712	9,294,370	363,753	2,853,712	(8,746,918)
<b>3) No negative unrestricted net position</b>	Yes	Yes	Yes	Yes	No
Unrestricted Net Position	\$ 208,584,000	\$ 34,979,000	\$ 519,000	\$ 67,379,000	\$ (1,478,000)

**Proprietary Funds Reserve Policy Excerpts:** (<http://www.cfwnet.org/finance/policy-statements/>)

**Enterprise Funds:**

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 using the operating fund only.

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.

Basis: **Full accrual accounting** basis is used to calculate the reserve level for Proprietary Funds Reserve.

**Footnote:** \* **Operating expenses** included a decrease of \$839.220 million in the City's Net Pension Liability allocated proportionately to Governmental Funds (\$726.265 million), Water and Sewer (\$88.794 million), Stormwater Utility (\$10.541 million), Municipal Airport (\$2.499 million), Municipal Parking, (\$1.330 million) and Solid Waste (\$9.791 million).

# INTERNAL SERVICE FUNDS

## **Internal Service Funds**

Internal Service Funds have been established to account for the financing of goods and services provided by one department to other City departments.

### **Group Health and Life Insurance**

The Group Health and Life Insurance Fund accounts for medical benefits for City employees, and their eligible spouses and/or dependents.

### **Risk Financing**

The fund administration of the City's commercial insurance program, self-insured programs, claims litigation management, and subrogation. This is to protect City resources and to minimize the financial impact when losses do occur. Workers' Compensation is self-funded by the City. Claims are handled by a third-party administrator or contractor. The City is a reimbursing agency for unemployment compensation. The Texas Workforce Commission (TWC) sends quarterly reports to the City concerning claims paid on behalf of the City to eligible former employees.

### **Equipment Services Fund**

The Equipment Services Fund is used to account for the maintenance, repair and rental operations of most City vehicles.

### **Capital Project Services Fund**

The Capital Project Services Fund is used to account for general engineering services provided to various City departments.



**CITY OF FORT WORTH, TEXAS**  
**RESERVE REQUIREMENT SUPPLEMENT**  
**PROPRIETARY OPERATING FUNDS - INTERNAL SERVICE FUNDS**  
**SEPTEMBER 30, 2020**  
**(\*\*UNAUDITED \*\*)**

	Insurance Funds		Noninsurance Funds	
	Group Health & Life Insurance	Risk Financing	Equipment Service	Capital Project Service
Next Year's Budgeted Expenses	\$ 70,981,594	\$ 20,518,076	\$ 28,234,069	\$ 14,901,340
<b>1) Working Capital (WC)</b>				
<b>Reserve Goal</b>	<b>\$ 17,745,399</b>	<b>\$ 5,129,519</b>	<b>\$ 4,706,619</b>	<b>\$ 2,484,053</b>
Working Capital (Operating Fund Only)				
Current Assets	39,450,000	35,920,000	6,269,000	9,712,000
Less: Current Liabilities	6,679,000	11,200,000	3,758,000	1,018,000
WC (Spendable)	32,771,000	24,720,000	2,511,000	8,694,000
<b>Excess WC (Spendable)</b>	<b>\$ 15,025,602</b>	<b>\$19,590,481</b>	<b>\$ (2,195,619)</b>	<b>\$ 6,209,947</b>
<b>Compliant with Policy</b>	Yes	Yes	No	Yes
Net Position appropriated in next year's budget	-	-	-	-
Projected Excess WC (Spendable)	\$ 15,025,602	\$19,590,481	\$ (2,195,619)	\$ 6,209,947
<b>2) No negative unrestricted net position</b>	Yes	Yes	Yes	Yes
Unrestricted Net Position	\$ 35,229,000	\$ 11,882,000	\$ 2,461,000	\$ 7,765,000

**Proprietary Funds Reserve Policy Excerpts:**

[\(http://www.cfwnet.org/finance/policy-statements/\)](http://www.cfwnet.org/finance/policy-statements/)

**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 **Insurance Funds** equivalent to **three months (25%)** and **Noninsurance Funds** equivalent to **two months (16.67%)** 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 of the specific internal service fund.

Basis: **Full accrual accounting** basis is used to calculate the reserve level for Proprietary Funds Reserve.