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AUDIT REPORT

CRIME CONTROL AND PREVENTION DISTRICT (NONPROFITS)

NOVEMBER 6, 2026



CITY OF FORT WORTH DEPARTMENT OF INTERNAL AUDIT

100 FORT WORTH TRAIL FORT WORTH, TX 76102
fortworthtexas.gov

AUDIT REPORT

CRIME CONTROL AND PREVENTION DISTRICT (NONPROFITS)

The Crime Control and Prevention District (Nonprofits) Audit was conducted as part of the Department of Internal Audit's Fiscal Year 2026 Annual Audit Plan.

AUDIT OBJECTIVES

The objectives of this audit were to determine the effectiveness of internal controls over CCPD funds granted to nonprofit organizations, and to ensure disbursed funds were spent appropriately and were adequately supported.

AUDIT SCOPE

Our audit included a review for the period October 1, 2023 through September 30, 2024. Activity beyond this period was reviewed as deemed necessary.

OPPORTUNITY FOR IMPROVEMENT

Expanded promotion of CCPD grant fund availability

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EXECUTIVE SUMMARY

As part of the Fiscal Year 2026 Annual Audit Plan, the Department of Internal Audit conducted a Crime Control and Prevention District (CCPD) (Nonprofits) Audit. The objectives of the audit were to determine the effectiveness of internal controls over CCPD funds granted to nonprofit organizations and to ensure disbursed funds were spent appropriately and were adequately supported.

Based on our test results, controls over CCPD funding are generally effective. Annual operating budgets are approved by the CCPD Board and a process exists to ensure grant recipients have necessary credentials and program goals aligned with the CCPD's mission. Additionally, the process of evaluating grant applications includes multiple reviews by appointed individuals who are independent of grant applicants.

Once applicants are awarded and decision-making has been communicated to applicants (i.e., application approved or denied), written agreements are executed to ensure compliance and program alignment. Additionally, grant recipients are required to routinely submit grant reimbursement requests with supporting documents, as well as summations of their performance activity. The FWPD then routinely reports CCPD activity to the CCPD Board.

During our audit period, the FWPD used various promotion methods, including blast emails, social media, and a website. However, during our audit period, more than 50% of budgeted CCPD grant funds remained unawarded. Internal Audit identified opportunities for improving the City's promotion of CCPD grant funds.

Based on our test results, agencies submitted reimbursement requests and performance activity to the City as required by contract. However, reimbursement requests were not always adequately supported. For example, supporting documentation was sometimes illegible, not itemized, not properly labeled, and/or exceeded reimbursement requests without indicating which costs were or were not applicable to the request. In other instances, payroll salaries and benefits were reimbursed for positions not specifically listed in the approved budget. Since none of the expenses were identified as being inappropriate, Internal Audit deemed the instances necessary to communicate to management, but not as a detailed audit finding.

Internal Audit commends the FWPD's current and deliberate efforts to strengthen the CCPD grant program to help ensure that grant funds are maximized, while also establishing performance criteria and measures for ongoing program evaluation.

Our audit finding is discussed in further detail within the Detailed Audit Finding section of this report.

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Background

In 1993, House Bill 22 allowed municipalities in counties with at least 1,000,000 residents to create a Crime Control and Prevention District (CCPD). The CCPD was therefore created in Fort Worth by a vote on March 4, 1995. The CCPD, which was created to address criminal activity in Fort Worth, is funded by a ½ cent sales tax and provides funding resources to police initiatives that reduce crime. Proceeds from the ½ cent sales tax are accounted for within the CCPD Fund, which is administered by the Fort Worth Police Department (FWPD).

Chapter 363 of the Texas Local Government Code establishes authority of a CCPD. Accordingly, City of Fort Worth (CFW) policies and procedures provide guidance and meet state requirements for the management and administration of CCPD funds. Each year, City management submits a budget to the CCPD Board of Directors for review and approval. The CCPD Board of Directors, which is an 11-member body consisting of the Mayor and City Council, establishes the annual CCPD budget, oversees expenditures, and evaluates CCPD-funded programs.

Funding authorized by the CCPD Board is distributed to local agencies as grants, namely Development Grants, Program Grants, Sustainment Grants, and grants to Partners with a Shared Mission (i.e., Mission Partners Grants). Development and Program Grants are competitive, while Sustainment Grants are by invitation only and Partners with a Shared Mission Grants are based on current standing relationships between each local agency and the City.

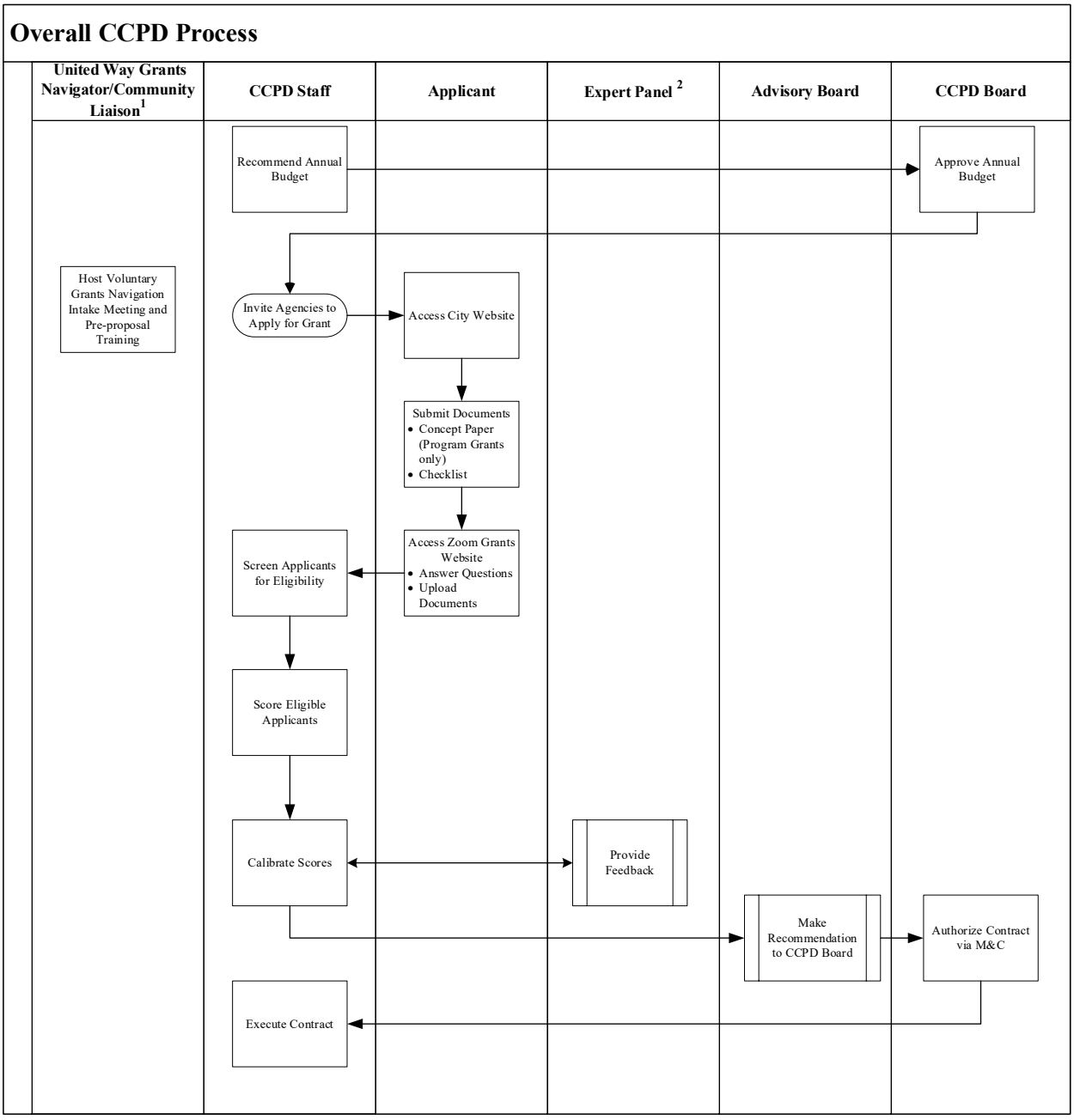
Each year, the FWPD establishes a program scope that outlines that year's crime prevention goals. During our audit period (FY2024), FWPD's Development, Program, and Partners with a Shared Mission grant instructions listed CCPD goals as:

- reducing crime through crime prevention or intervention projects, in particular, projects that reduce juvenile crime or gang-related activity; or have a direct measurable impact to a neighborhood; and,
- increased safety through direct neighborhood projects, youth crime prevention, or intervention projects.

An instruction packet for FY2024 Partners with a Shared Mission indicated that agencies were encouraged to address the following special emphasis in their programming:

- Police/Community Relations: increasing existing or creating new collaborations between the FWPD and minority and/or underserved community members and stakeholders; and,
- Violent Crime: Demonstrating measurable impact on the root causes of violent crime, especially in areas of the community where crime is more prevalent.

The instruction packet also mentioned that agencies could apply for additional funding if they addressed the special emphasis areas. The following illustration depicts the CCPD's overall grant process.



Source: Auditor-Generated

[1] United Way Representative (s)
[2] Selected by FWPD, with focus on nonprofit management, grants, and law enforcement. No term limits.

The Advisory Board is a sub-committee (appointed by the Mayor and City Council) and a Police Department representative that advises the CCPD Board on applications received. Standard operating procedures allow for independent decision-making in that Advisory Board members with known conflicts are to recuse themselves from voting on whether an application should be approved and denied.

As noted within the flowchart, the FWPD began partnering with the United Way of Tarrant County to assist organizations navigating the CCPD grant application process.

Development Grants
Development Grants are intended to develop agencies by helping them become stronger and more effective. Agencies that receive Development Grants can be an unregistered or 501(c)(3) entity that proposes to increase their capability in a strategic way. As noted on the FWPD's Development Grant Request for Proposal Instructions, unregistered agencies are required to work with a 501(c)(3) sponsoring agency.

CCPD funding (awarded as a Development Grant) can be used for activities such as developing a comprehensive fundraising strategy, creating or refining a strategic plan, improving service delivery efficiency, conducting program evaluation, researching community crime issues, and/or covering one-time expenses related to program expansion.

The award term for a Development Grant is up to two years; and from $5,000.00 up to $50,000.00 over a two-year period. It should be noted that during the audit period, the award term for a Development Grant was one year and 50% of the annual operating budget, up to $50,000.00.

Program Grants
Program Grants are intended for projects that demonstrate a strong likelihood of producing measurable improvement in crime reduction and public safety. As stated on the FY2024 Request for Proposal Instruction packet, applicants must be a 501(c)(3) entity, serve City of Fort Worth residents, not be currently funded by a grant under CCPD community-based programs, and have a minimum annual revenue of over $100,000.00. Additionally, applicants must provide their experience of success and a proposed action plan that uses proven methods to address crime and safety. The FWPD's Program Grants Request for Proposal Instructions indicate that agencies may apply for a Development Grant if they are not eligible for a Program Grant.

CCPD funding (awarded as a Program Grant) may be used for direct program expenses, including personnel, fringe benefits, program supplies, etc. To apply for a Program Grant, applicants must submit a Concept Paper during the Request for Proposal (RFP) open period. Program Grants are the only type of grant requiring a Concept Paper, with approval required before an application is submitted.

The award term for a Program Grant is three years and up to $300,000.00 over a three-year period.

Sustainment Grants
Sustainment Grants were first created in FY2024 and are intended to provide continued support for agencies that have successfully completed a Program Grant award under approved community crime and safety priority areas (i.e., "Mission Priorities"). The award term for a Sustainment Grant is three years, with the award amount 4% more than the agency's previous Program Grant award. For example, an agency that received a $300,000.00 Program Grant would receive a $312,000.00 ($300,000.00 x 1.04) Sustainment Grant.

Sustainment Grants provide phased financial support and are, therefore, budgeted to descend over the three-year period, with a goal of self-sufficiency. For example, in one instance we observed a total grant award of $312,000.00 budgeted as $115,680.00 in Year 1, $113,657.50 in Year 2, and $82,662.50 in Year 3. FWPD staff indicated that the goal is to provide a thoughtful transition away from CCPD funds or move forward to a greater partnership (as Mission Partners), depending on mutual benefits of the partnership.

To receive an invitation, agencies must have completed a CCPD Program Grant, used CCPD funds effectively, and addressed a CCPD funding priority.

Mission Partners
Mission Partners Grants focus on key priorities the FWPD and the CCPD Board have identified as areas requiring continued development and strategic investment. In FY2024, the priorities included afterschool programs, gang intervention, and victim services.

As noted on the FWPD's instruction packet for FY2024 Partners with a Shared Mission, agencies seeking to obtain a Mission Partners Grant must submit documentation including, but not limited to, Disclosure of Interested Parties, last independent audit report, letter of nonprofit status, list of board of directors, and insurance certifications. Additionally, agencies are required to provide a narrative justifying how it is likely to impact crime/safety for Fort Worth residents, a project plan, and a budget. The instruction packet further indicates that City staff reviews the submission and uses the information presented to confirm qualifications of programming and to determine if the agency can continue effectively providing services. Staff's review of submissions are based on four categories: narrative section, project plan, budget section, and overall project.

Routine Reporting Requirements
Agencies receiving CCPD grants are contractually required to submit monthly and quarterly progress reports.

Online Visibility
The FWPD uses its webpage to provide CCPD grant information to the public. The webpage describes the creation and purpose for the CCPD Fund and provides links for viewers to obtain information regarding available CCPD funding. The FWPD's webpage also provides information regarding the purpose for Development and Program Grants, along with an explanation as to what each grants offers and links to the Request for Proposal document and application.

ZoomGrants is an electronic submission platform used by the City to solicit proposals for CCPD funding. It also allows for submission of supporting documentation including Concept Papers, applications, and other documents. Interested organizations must have a ZoomGrants account to start a new application. However, ZoomGrants access is not required for organizations to access the Request for Proposals Instruction Packet which addresses eligibility, funding priority areas (e.g., emerging: violent crime prevention and foster care and mission: afterschool programs and gang prevention), allowable/unallowable costs, tentative grant schedules, and the grant process. Internal Audit observed that from the CCPD website, one can click on an "application" link which opens a City of Fort Worth application page powered by ZoomGrants. Agencies can then create a user profile or log in if already established. It should be noted that the City does not utilize ZoomGrants to process requests for reimbursement.

To promote transparency, the FWPD also publishes quarterly CCPD Program Reports on its website. Those reports include current-month actuals and a quarterly forecast of revenues and expenditures, by program and initiative. The reports also include performance measures for each program and initiative.

The following table summarizes the CFW's CCPD grant programs and facilitates a comparison of key features within those grant programs.

FY2024 Grant Requirements, by Grant Type

Grant Requirement	CCPD Grant Type			
	Development [1]	Program	Sustainment	Mission Partner
Competitively Awarded	✓	✓	x	x
Recipient of Only One CCPD Grant	✓	✓	x	x
Pre-Application Training	✓	✓	x	x
Maximum Operating Budget	✓	x	x	x
Works with a Consultant	✓	x	x	x
Concept Paper	x	✓	x	x
Minimum Revenue	x	✓	x	x
501(c)(3) Organization	x	✓	✓	✓
Additional Score Points Available, if Addressing Special Emphasis Areas	✓	✓	x	x
Non-Competitively Awarded	x	x	✓	✓
Continued Partnership	x	x	x	✓
Contract Training	x	x	x	✓
Mandatory Contract Training	x	x	x	✓
Additional Funding Available, if Addressing Special Emphasis Areas	x	x	x	✓
Invitation from FWPD	x	x	✓	x
Good Standing with City	x	x	✓	✓
Previously Completed a Program Grant	x	x	✓	x
Meets One of the City's Mission Priorities	x	x	✓	✓
Maximum Grant Amount	50% of annual operating budget up to $50,000	Total up to $300,000	Previous award plus an 4% increase	The actual amount of funds awarded may vary at the City's discretion, and is based on the previous fiscal year budget. Funds will be paid to the agency as reimbursement, upon submittal of satisfactory documentation and expense eligibility.
Grant Duration	1 Year	3 Years	3 Years	1 Year
Total Number of Applications	2	17	4	N/A
Number of Applications Awarded	1	6	4	10
Number of Applications Denied	0	9	0	N/A

Source: Auditor-Generated

[1] As noted on page 3 of this report, non-registered agencies must work with a 501(c)(3) sponsoring organization.

Objectives

The objectives of this audit were to determine the effectiveness of internal controls over CCPD funds granted to nonprofit organizations, and to ensure disbursed funds were spent appropriately and were adequately supported.

Scope

The scope of this audit included a review for the period October 1, 2023 through September 30, 2024. Activity beyond this period was reviewed as deemed necessary.

Methodology

To achieve the audit objectives, the Department of Internal Audit performed the following:

- interviewed FWPD staff;
- reviewed FWPD standard operating procedures and Police General Orders;
- reviewed CCPD Board meeting agendas and minutes;
- reviewed contracts between the CFW and nonprofit agencies;
- determined whether payments to nonprofit agencies were allowable and adequately supported;
- verified that application denials were warranted and communicated to applicants in a timely manner;
- determined whether nonprofit agencies complied with contractual reporting requirements; and,
- evaluated internal controls related to CCPD grants distributed to nonprofit agencies.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Audit Results

As discussed in the Background section of this report, the CFW awards competitive and non-competitive CCPD grants to agencies for the purpose of helping to increase safety and reduce or help prevent crime in Fort Worth. The City's CCPD grant program is administered on a rolling-year basis to help maximize the number of grants that can be funded throughout the year. Agencies may, therefore, apply for a CCPD grant at any time throughout the year.

Grant Awards: During FY2024, the City awarded 21 grants (totaling $7,179,167.61 to 19 nonprofit agencies), a majority of which (57%) were awarded to the City's mission partners.

During FY2024, the FWPD awarded:

- one (1) competitive Development Grant. This grant was awarded to an agency that applied in FY2024. Another agency also applied in FY2024, but was not awarded until FY2025.
- six (6) competitive Program Grants. Four of the six agencies applied during FY2024. The remaining two agencies applied in FY2023 and were awarded between 147 and 149 days of the City's receipt of the grant application.
  - It should be noted that four additional agencies applied in FY2024, but were not awarded until FY2025.
  - An additional nine agencies applied and completed the required Concept Paper.
    - Eight of those nine were denied by the Advisory Board and therefore did not proceed to the application phase. FWPD documentation indicates agencies were denied because they did not meet training and/or minimum agency revenue requirements; did not indicate how their strategies addressed crime; had unclear strategies, etc. In all eight instances, the City emailed denial decisions, with email communications encouraging agencies to work with a "Grant Navigator", a link to an Eligibility Survey required to connect with the "Grant Navigator", and informing agencies that Concept Papers could be resubmitted within 120 days from the decline notice.
    - The remaining applicant was denied because they did not complete the application within the timeframe provided upon Concept Paper approval. A specific timeframe was provided since the City was in the process of activating another RFP.
- four (4) non-competitive Sustainment Grants; and,
- ten (10) non-competitive Partners with a Shared Mission Grants.

Grant Application Submittal: Based on our audit results, grant applications (including Concept Papers) had to be submitted electronically and were easily accessible through FWPD's CCPD dedicated website. The website guided the public through three of the four types of grants (Development, Program, and Mission Partners). We did not consider the website's exclusion of Sustainment Grants an issue since Sustainment Grants are by invitation only.

From the website, the public could access a list of grant qualification requirements, RFP instructions, a link to ZoomGrants, training schedules, etc.

Evaluation of Grant Application: Program and Development Grant applications were evaluated based on a structured scoring mechanism whereby each Advisory Board member documented their individual feedback within ZoomGrants, prior to discussing as a group. While Program Grant applications were based

on a structured scoring mechanism, related Concept Papers were not. Instead, the Advisory Board reviewed Concept Papers based on four categories that could be considered subjective. Those four categories were: 1) the agency is suited to perform the project; 2) the agency understands the relevant crime/safety problem; 3) the agency has a strategy that addresses the crime/safety problem; and 4) the strategy is clearly linked to the described impact to crime/safety. Internal Audit did not consider this an issue since the Concept Paper was reportedly viewed more so as the agency providing qualitative information which served as a filtering process to ensure the applying agency met eligibility requirements. Once the Concept Paper was approved, a unanimous decision was required before the agency moved forward to the Program Grant application phase.

Communication of Application Status: Based on our test results, the City has an effective process in place to communicate whether agencies were approved or denied. In cases when an application (or Concept Paper) was denied, the City informed applicants of application statuses within an average of 36 days and provided reason(s) for denial and resources to assist with resubmittals. Per the FY2024 Request for Proposal Instructions, the "Grants Navigator" was a new, complimentary service provided via a FWPD and United Way of Tarrant County partnership. These services were reportedly intended to help agencies navigate the grant application process by answering questions, reviewing documents before submission, and consulting with agencies feeling overwhelmed by the grant process.

FWPD draft SOPs indicated that application denial emails should be copied to the FWPD community liaison and the Grants Navigator. However, based on our test results, emails were sent to agencies' points of contact but not to the FWPD community liaison or Grants Navigator. FWPD indicated that disruptions to staffing availability during the audit period contributed to this issue, and that improvements had been made to ensure that emails used to communicate denials, approvals, and ineligibility notices are copied to the City's Grant Navigator to ensure that the Grant Navigator is aware of the agency's status within the process. FWPD indicated that to ensure they do not miss including the Grants Navigator, they have included their email address in the email template. Internal Audit reviewed examples of recent notifications and confirmed the process.

Requests for Reimbursement: Since grant awards are multi-year, a total of 34 agencies received CCPD grant fund reimbursements totaling $7,147,117.72 in FY2024. Based on our test results, Requests for Reimbursement were submitted within timeframes specified in binding contracts. Additionally, expenses included within Requests for Reimbursement coincided with budgetary categories noted within the contracts. We did, however, identify a need for improved submittals. For example, in some instances, receipts were not itemized, supporting documentation totaled more than amounts requested for reimbursement and/or was not properly labeled to differentiate between CCPD and non-CCPD-related expenses. In other instances, personnel and fringe benefit costs were reimbursed for individuals whose job titles were inconsistent with those noted within the contract budget. It should be noted that Internal Audit did not identify reimbursements of inappropriate expenses (i.e., expenses not related to reducing crime) nor did we identify instances where expenses exceeded the authorized budget. We, therefore, did not consider these to be reportable exceptions, but did deem them necessary to communicate to management.

During our audit, we also noted that agencies were reimbursed for gift card purchases, although gift cards were not allowable under the City's CCPD grant rules. Per FWPD, the City has since ensured that gift card purchases are not reimbursed. The FWPD provided Internal Audit with FY2025 and FY2026 communication records showing rejected gift card reimbursement requests and agency reminders regarding program guidelines. Accordingly, we did not consider these to be reportable exceptions.

Based on our test results, the City spent a majority (88.05%) of CCPD funds budgeted for Mission Partners Grants, but spent less than half of what was budgeted for Development, Program, and Sustainment Grants.

Marketing: During our audit period, the City had processes in place to advertise CCPD grant opportunities, obtain and review proposals and applications, announce decisions, award grant funds, and reimburse agencies.

- The City advertised grant opportunities by publishing Requests for Proposals (RFP) on the FWPD's website.
- The City notified agencies via an e-mail distribution list when new RFPs were published. FWPD staff indicated that the e-mail distribution list (which included 447 e-mail addresses) consisted of agencies with existing contracts, agencies that signed up to be included on the list, and agencies identified via online research performed by FWPD staff.
- While we saw social media postings in prior and subsequent years, we did not observe any in FY2024.
- The City provided free pre-proposal training every quarter (alternating between in-person and virtual). Agencies were required to attend training before they could apply for a Development or Program Grant.
- The FWPD partnered with the United Way to provide application assistance, at no cost.

Grantee Training: In March 2026, the FWPD offered grant training, of which 36 agencies were represented. Based on documentation provided, training goals included: 1) agencies gaining further knowledge to submit accurate, consistent, and complete reporting that effectively shared impact; 2) CCPD staff improving partner support by providing clarity on contractual requirements, the review process, updates on reporting tools, and expectations to ensure timely payments; and, 3) a shared goal of being good stewards of taxpayer dollars and promoting a long term impact on reducing crime.

Program Improvements: Since our audit period, FWPD has made program improvements.

- In August 2025, the City (in partnership with the United Way and in collaboration with the Fort Worth Hispanic Chamber of Commerce) held an informational session for prospective CCPD agencies. Per documentation provided to Internal Audit, the session provided information regarding the CCPD team, CCPD's history and funding overview, resources available, and a question and answer section. There were 22 registered participants at this informational session.
- Beginning September 2025, the City (through their partnership with United Way) started distributing a monthly newsletter to highlight the work of the CCPD and its community partnerships. The newsletter is distributed to the CCPD Advisory Board, Mayor and City Council, active grantee agencies, and grantee agencies who completed a CCPD grant and chose to remain subscribed. The September 2025 newsletter included a list of newly approved agencies, current agencies, completed grant agencies, a description of and contact information for Grant Navigator Services, CCPD training, and a list of upcoming events offered by other organizations (e.g., Nonprofit Learning Lab).
- In July 2026, the United Way CCPD Community Liaison provided FWPD CCPD staff with an engagement report and tracker that included datapoints such as denial analysis, re-engagement after denials, and number of unique agencies engaged. The liaison reportedly attended over 30 events/meetings, 11 of which the liaison made a presentation. Additionally, the FWPD indicated that the Community Liaison attended over 20 one-on-one meetings with prospective agencies.
- The FWPD also indicated that they are considering software to help simplify the CCPD grants process. Per FWPD, the software they are considering would allow for submission of Requests for Reimbursement and supporting documentation. FWPD also indicated they were considering performance indicators to correlate grant funds awarded to the benefit received (e.g., reduction in crime).
- In FY2022, the CFW contracted with The Grantsmanship Center, Inc. to conduct interactive virtual

training that teaches participants how to plan effective programs to build strong grant applications geared towards reducing crime and improving safety. The FWPD indicated that from September 2022 and beyond our audit period, this training was offered to agencies on FWPD's mailing list, with the opportunity for up to 25 people to attend each time. The FWPD indicated they are currently reviewing the value of this training (i.e., does the training increase the number of agencies submitting CCPD grant applications).

The following table shows strategies the FWPD has implemented to help ensure more funds are better maximized, going forward.

Topic	Strategy	Benefit
Program Grant	Lifted the $300,000.00 (over 3-years) funding cap, while requiring agencies to match 25% of grant award amounts over $300,000.00.	Allows agencies to submit for a greater diversity of programming needs while maintaining the structure of CCPD Emerging Partners within the funding strategy
Sustainment Grant	Provided an efficient way to continue funding programs already vetted through the Program Grants application process and with satisfactory performance.	• Offers an opportunity to evaluate programs for more permanent funding which (if successful) would add an ongoing annual obligation • Conceivably expands funding during the grant period due to the cash match requirement, which effectively increases the project budget without increasing the contract cost to CCPD. Getting funding into the community is easier. • When successful, the cash match requirement demonstrates agency investment in a potential long-term partnership and while leveraging additional funding into the community.
United Way Community Liaison	Community engagement to increase the number of applications, without impacting staffing.	• Strategically get the word out about CCPD funding and facilitate more momentum in awards • An external feedback loop on the application process to find efficiencies and connect with agencies that expressed discontent with the existing process

Source: FWPD

Overall Risk Evaluation

High	Medium	Low
	Not maximizing use of budgeted grant funds	

Detailed Audit Finding

With the exception of Mission Partners Grants, the City underspent budgeted CCPD grant funds by more than 50%.

As noted in the Background section of this report, each year the Mayor and City Council approve a CCPD budget that includes grant funding to local agencies. Based on our audit results, the CFW spent $5,129,865.06 (or 88.05%) of the $5,826,212.00 budgeted for Mission Partners Grants, but only $1,826,670.08 (or 39.71%) of the $4,599,689.00 budgeted for non-mission partners grants (i.e., Development, Program, and Sustainment Grants).

When available CCPD funding is not maximized, the amounts not awarded and/or underspent could imply that the City did not fulfill the intent of effectively combating crime within the City. FWPD staff indicated that due to limited staffing in prior years, the City struggled to maximize the awarding of available funds. The FWPD also stated that they recognized this as an issue and were looking at different solutions.

In early FY2025, the FWPD collaborated with the United Way of Tarrant County to serve as its Community Liaison and help address the gap between grant fund availability and grant fund awards. As mentioned in the Audit Results section of this report, during our audit period (FY2024), the FWPD published requests for proposals (RFP) on the FWPD website and advertised grant opportunities via an e-mail distribution list and on social media. The City also provided free pre-proposal training and free application assistance through partners at the United Way.

Though the FWPD has made efforts to promote available CCPD funding, Internal Audit concluded that greater outreach could further promote availability of CCPD funding to nonprofit agencies.

- The FWPD website did not include a link or instructions for agencies to be included within the distribution list.
- As of August 19, 2026, the Fort Worth Hispanic Chamber of Commerce's (FWHCC) website had a City of Fort Worth link within its Resource & Services tab. When clicking on the link, the user was provided with the following four options: Available Bids, Bid Platform-Bonfire, Events & Resources, and [Small Business Enterprise] SBE Program. Adding CCPD grant opportunities as an additional option could help increase the number of agencies that are aware of and/or apply for CFW CCPD grants.
- The Fort Worth Metropolitan Black Chamber of Commerce's (FWMBCC) website had a link within its Economic Development page that allowed vendors to register as a bidder on CFW contracts and another link to Fort Worth's small business development program. As with the FWHCC, adding CCPD grant opportunities as an additional option on the FWMBCC's website could help increase the number of agencies that are aware of and/or applying for CFW CCPD grants.

Recommendation 1: *The Police Chief should include a link (on the CCPD webpage) that allows nonprofit agencies to sign-up to join the CCPD RFP notification distribution list, and should increase the frequency by which the distribution list is utilized (i.e., do not limit use of distribution list to RFP open period only).*

Auditee's Response: Concur. This link has been added (as recommended). Digital distribution of information previously occurred through both a contractor sponsored e-newsletter and staff email notifications on RFP updates. Sign-up for the distribution list has been proactively provided based on staff interactions via email and in-person. The addition of this link will provide an additional layer of coverage for the 479 contacts currently receiving updates.

Target Implementation Date: Completed

Responsibility: Keith Morris, Assistant Police Director

Applicable Department Head: Eddie Garcia, Police Chief

Applicable Assistant City Manager: William Johnson

Recommendation 2: *The Police Chief should advertise CCPD grant funding opportunities on websites of and during events sponsored by local chambers of commerce.*

Auditee's Response: These advertisements are in process (as recommended). Staff have met with and presented to the Chambers of Commerce in past years. This addition will accompany other efforts to bolster awareness of CCPD Partners with a Shared Mission as a funding opportunity for those who are conducting eligible services.

Target Implementation Date: December 31, 2026

Responsibility: Keith Morris, Assistant Police Director

Applicable Department Head: Eddie Garcia, Police Chief

Applicable Assistant City Manager: William Johnson

Acknowledgements

The Department of Internal Audit would like to thank the Police Department for their cooperation and assistance during this audit.

Exhibit I – FY2024 CCPD Grants Fund Activity

Agency Name	Type of Grant	Contract Term	Contract Amount	Applied During FY2024	Denied During FY2024	FY2024 Contract	Obtained a Contract During FY2024	Received Grant Funds During FY2024	City Paid during FY2024		
									Prior Contract	FY2024 Active Contract	Total
Big Brother Big Sisters Lone Star	Development	October 1, 2022 to September 30 2023	$50,000.00					✓	$6,970.80	$0.00	**$6,970.80**
Heather Hopes, Inc.	Development	April 1, 2024 to May 31, 2025*	$50,000.00	✓		✓	✓	✓	$0.00	$21,875.00	**$21,875.00**
Lena Pope Home Inc	Development	October 1, 2022 to September 30, 2023	$50,000.00					✓	$9,611.72	$0.00	**$9,611.72**
Maroon 9 Community Enrichment Organization	Development	October 1, 2024 to December 31, 2025	$41,500.00	✓		✓			$0.00	$0.00	**$0.00**
SAFE + Happy Trails, Inc.	Development	October 1, 2022 to September 30, 2023	$50,000.00					✓	$4,001.17	$0.00	**$4,001.17**
Texas New Era Center/Jobs With Justice	Development	October 1, 2022 to September 30, 2023	$48,460.46					✓	$0.00	$10,118.74	**$10,118.74**
			Subtotals	**2**	**0**	**2**	**2**	**5**	**$20,583.69**	**$31,993.74**	**$52,577.43**

Agency Name	Type of Grant	Contract Term	Contract Amount	Applied During FY2024	Denied During FY2024	FY2024 Contract	Obtained a Contract During FY2024	Received Grant Funds During FY2024	Prior Contract	FY2024 Active Contract	Total
AB Christian Learning Center	Program	July 1, 2022 to August 31, 2025*	$300,000.00					✓	$0.00	$120,095.35	**$120,095.35**
Advocates for Community Transformation	Program	April 1, 2024 to March 31, 2027	$300,000.00	✓		✓	✓	✓	$0.00	$51,666.73	**$51,666.73**
Big Thought	Program	January 1, 2023 to July 31, 2026*	$300,000.00					✓	$0.00	$182,063.38	**$182,063.38**
Brotherhood	Program	N/A	N/A	✓	✓				$0.00	$0.00	**$0.00**
Camp Fire First Texas	Program	October 1, 2024 to December 31, 2027	$300,000.00	✓					$0.00	$0.00	**$0.00**
Captives Free Ministries	Program	N/A	N/A	✓	✓				$0.00	$0.00	**$0.00**
Casa Of Tarrant County, Inc.	Program	July 1, 2022 to August 31, 2025*	$300,000.00					✓	$0.00	$142,165.57	**$142,165.57**
Center For Transforming Lives	Program	October 1, 2023 to September 30, 2026	$297,000.00			✓	✓	✓	$0.00	$69,893.34	**$69,893.34**
Christ's Haven for Children	Program	January 1, 2023 to May 31, 2026*	$300,000.00					✓	$0.00	$105,230.92	**$105,230.92**
Clayton Child Care, Inc.	Program	June 1, 2021 to May 31, 2024	$300,000.00					✓	$0.00	$74,324.95	**$74,324.95**
Communities In Schools of Greater Tarrant County	Program	April 1, 2024 to March 31, 2027	$300,000.00	✓		✓	✓		$0.00	$0.00	**$0.00**
Community Link Mission, Inc.	Program	N/A	N/A	✓	✓				$0.00	$0.00	**$0.00**
Dementia Friendly Fort Worth	Program	N/A	N/A	✓	✓				$0.00	$0.00	**$0.00**
Family Pathfinders of Tarrant County	Program	October 1, 2023 to September 30, 2026	$300,000.00			✓	✓	✓	$0.00	$47,025.08	**$47,025.08**
Fortress Youth Development	Program	N/A	N/A	✓					$0.00	$0.00	**$0.00**
Generational Heroes	Program	N/A	N/A	✓	✓				$0.00	$0.00	**$0.00**
Guardianship Services, Inc.	Program	October 1, 2024 to December 31, 2027	$300,000.00	✓					$0.00	$0.00	**$0.00**
Homes for Children Corporation	Program	N/A	N/A	✓	✓				$0.00	$0.00	**$0.00**
Journey4ward	Program	April 1, 2024 to March 31, 2027	$291,600.00	✓		✓	✓	✓	$0.00	$42,580.00	**$42,580.00**
LVTRise	Program	June 1, 2022 to May 31, 2024	$300,000.00					✓	$0.00	$25,528.04	**$25,528.04**
My Health My Resources of Tarrant County (MHMR) Visions	Program	July 1, 2022 to October 31, 2025*	$300,000.00					✓	$0.00	$116,630.00	**$116,630.00**
Newday Services for Children & Families	Program	April 1, 2024 to March 31, 2027	$300,000.00	✓		✓	✓	✓	$0.00	$24,117.50	**$24,117.50**
Opening Doors for Women in Need	Program	N/A	N/A	✓	✓				$0.00	$0.00	**$0.00**
Operation Blue Shield DBA One Community USA	Program	July 1, 2022 to August 31, 2025*	$300,000.00					✓	$0.00	$71,074.35	**$71,074.35**
Operation Progress Fort Worth	Program	October 1, 2022 to July 31, 2026*	$300,000.00					✓	$0.00	$76,666.17	**$76,666.17**
Recovery Resource Council	Program	January 1,2022 to February 28, 2025*	$300,000.00					✓	$0.00	$90,504.96	**$90,504.96**
Rivertree Academy, Inc.	Program	January 1, 2023 to May 31, 2026*	$300,000.00					✓	$0.00	$96,492.47	**$96,492.47**
SAFE + Happy Trails, Inc.	Program	N/A	N/A	✓	✓				$0.00	$0.00	**$0.00**
Safe Haven of Tarrant County	Program	January 1, 2023 to February 28, 2027*	$300,000.00					✓	$0.00	$42,058.83	**$42,058.83**
Southside Hornets Athletic Association	Program	October 1, 2024 to December 31, 2027	$201,000.00	✓		✓			$0.00	$0.00	**$0.00**
Texas Academy 4	Program	June 1, 2021 to May 31, 2024	$300,000.00					✓	$0.00	$49,112.29	**$49,112.29**
The Shaken Baby Alliance	Program	June 1, 2021 to September 30,2024*	$299,869.12					✓	$0.00	$105,060.94	**$105,060.94**
Unbound Now/Unbound North Texas (FKA Unbound Fort Worth)	Program	January 1, 2023 to May 31, 2026*	$300,000.00					✓	$0.00	$ 77,909.45	**$77,909.45**
United Community Centers, Inc.	Program	October 1, 2022 to September 30, 2023	$50,000.00					✓	$6,950.00	$0.00	**$6,950.00**
United Community Centers, Inc.	Program	October 1, 2024 to December 31, 2027*	$300,000.00	✓		✓			$0.00	$0.00	**$0.00**
YMCA Of Metropolitan Fort Worth	Program	July 1, 2022 to December 15, 2025*	$300,000.00					✓	$0.00	$60,902.00	**$60,902.00**
			Subtotals	**17**	**8**	**8**	**6**	**22**	**$6,950.00**	**$1,671,102.32**	**$1,678,052.32**

Agency Name	Type of Grant	Contract Term	Contract Amount	Applied During FY2024	Denied During FY2024	FY2024 Contract	Obtained a Contract During FY2024	Received Grant Funds During FY2024	Prior Contract	FY2024 Active Contract	Total
Clayton Child Care, Inc.	Sustainment	July 1, 2024 to June 30, 2027	$312,000.00	✓		✓	✓		$0.00	$0.00	**$0.00**
LVTRise	Sustainment	July 1, 2024 to September 30, 2027	$312,000.00	✓		✓	✓		$0.00	$0.00	**$0.00**
Texas Academy 4	Sustainment	July 1, 2024 to September 30, 2027*	$312,000.00	✓		✓	✓		$0.00	$0.00	**$0.00**
The Shaken Baby Alliance	Sustainment	July 1, 2024 to September 30, 2027*	$311,681.63	✓		✓	✓		$0.00	$0.00	**$0.00**
			Subtotals	**4**	**0**	**4**	**4**	**0**	**$0.00**	**$0.00**	**$0.00**

Agency Name	Type of Grant	Contract Term	Contract Amount	Applied During FY2024	Denied During FY2024	FY2024 Contract	Obtained a Contract During FY2024	Received Grant Funds During FY2024	Prior Contract	FY2024 Active Contract	Total
Alliance for Children	Mission Partner	October 1, 2023 to September 30, 2024	$187,100.00			✓	✓		$0.00	$0.00	**$0.00**
Boys & Girls Club of Greater Tarrant - ComingUp	Mission Partner	October 1, 2023 to November 30, 2024*	$1,726,807.94			✓	✓	✓	$146,935.39	$1,708,972.66	**$1,855,908.05**
Boys & Girls Club of Greater Tarrant - Safe Haven Youth Program	Mission Partner	October 1, 2023 to November 30, 2024*	$353,067.00			✓	✓	✓	$24,847.36	$344,771.94	**$369,619.30**
Crowley Independent School District	Mission Partner	October 1, 2023 to November 30, 2024*	$143,750.00			✓	✓	✓	$15,173.73	$131,400.44	**$146,574.17**
Fort Worth Independent School District	Mission Partner	October 1, 2023 to November 30, 2024*	$1,495,000.00					✓	$201,145.31	$1,206,074.17	**$1,407,219.48**
Keller Independent School District	Mission Partner	October 1, 2023 to on November 30, 2024*	$143,750.00			✓	✓	✓	$0.00	$143,749.59	**$143,749.59**
Safe City Commission, Inc. - Call Center & Advocacy	Mission Partner	October 1, 2023 to November 30, 2024*	$392,396.68			✓	✓	✓			
Safe City Commission, Inc. - One Safe Place Family Justice Center	Mission Partner	October 1, 2023 to September 30, 2024 ∂	$379,500.00			✓	✓	✓	$33,710.67	$771,896.68	**$805,607.35**
United Community Centers, Inc.	Mission Partner	October 1, 2023 to November 30, 2024* β	$168,232.36			✓	✓	✓	$0.00	$168,232.36	**$168,232.36**
Violence intervention and Prevention Fort Worth (VIP FW)	Mission Partner	October 1, 2023 to November 30, 2024*	$540,782.00			✓	✓	✓	$32,155.49	$430,391.00	**$462,546.49**
White Settlement Independent School District	Mission Partner	October 1, 2023 to November 30, 2024*	$57,500.00			✓	✓	✓	$4,964.96	$52,066.22	**$57,031.18**
			Subtotals	**0**	**0**	**10**	**10**	**10**	**$458,932.91**	**$4,957,555.06**	**$5,416,487.97**

GRAND TOTAL FY2024 PAYMENTS	**$486,466.60**	**$6,660,651.12**	**$7,147,117.72**

* Contract Terms extended.

∂ Scope of work amended to allocate a portion of the contract to developing and implementing a violent crime capital investment fund.

β Contract increased by $15,294.00. Scope of work and budget updated accordingly.

Source: Auditor Generated from FWPD Records and PeopleSoft Financials