

Special Revenue Funds

Special Revenue Fund

Alliance Maintenance Facility

FUND SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Use of Money & Property	751,647	453,667	453,667	1,172,813	719,146	158.52%
Other	3,606,716	2,094,861	2,094,861	2,985,209	890,348	42.50%
Transfer In	-	-	-	-	-	0.00%
Use of Fund Balance	-	3,648,948	3,648,948	1,698,538	(1,950,410)	-53.45%
Revenue	\$ 4,358,363	\$ 6,197,476	\$ 6,197,476	\$ 5,978,480	\$ (218,996)	-3.53%
Gen Operating & Maintenance	5,124,541	6,197,476	6,197,476	5,532,470	(665,006)	-10.73%
Expenses	\$ 6,175,818	\$ 6,197,476	\$ 6,197,476	\$ 5,978,480	\$ (218,996)	-3.53%

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.

MAJOR ACCOMPLISHMENTS

Rolls-Royce Lease: Successful execution of the Rolls-Royce Lease for 10 years with two five-year renewals worth approximately \$4,000,000 base rent over the 10 year term with additional utility reimbursable costs to the City resulting from their use of the Central Utility Plant.

Parking Leases: Several temporary parking leases worth approximately \$500,000 in lease revenues over the term of the agreements which roll over from FY2018 to FY2019.

Central Utility Plant Improvements: Installation of the new compressor at the Central Utility Plant that could save the City an average of approximately \$30,000 in utility costs per month.

FY2020 DISCUSSION

FY2020 Adopted budget includes \$1.7M increase in lease and utilities revenue and \$219k decrease in expense. FY2020 Adopted budget includes also includes \$1.9M decrease in the use of fund balance.

HORIZON ISSUES

The following issues for FY2019 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,

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could pose significant resource allocation challenges in the near future, and/or adequately addressing the issue will require some sort of City Council action/decision.

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

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

Utility Contracts: TXU, the electricity provider at the Alliance Maintenance Facility, charges an electricity under-usage penalty when the actual monthly usage is below the required base level. Due to the shortage in tenants at the facility the penalty charge could continue to be paid until new electricity contracts are negotiated and executed.

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Botanic Gardens

FUND SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Charge for Service	1,095,389	1,598,011	1,598,011	2,291,481	693,470	43.40%
Use of Money & Property	809,607	994,000	994,000	995,900	1,900	0.19%
Other	702,766	46,000	46,000	106,000	60,000	130.43%
Transfer In	2,894,461	3,045,821	3,045,821	3,180,484	134,663	4.42%
Revenue	\$ 5,502,223	\$ 5,683,832	\$ 6,515,812	\$ 6,573,865	\$ 890,033	15.66%
Salaries & Benefits	3,509,952	3,510,657	3,600,657	3,798,792	288,135	8.21%
Gen Operating & Maintenance	1,495,952	1,923,175	1,923,175	2,367,746	444,571	23.12%
Transfer Out & Other	-	250,000	991,980	407,327	157,327	62.93%
Expenses	\$ 5,005,904	\$ 5,683,832	\$ 6,515,812	\$ 6,573,865	\$ 890,033	15.66%

Fund	2019		2020		Change	
	AP	FTE	AP	FTE	AP	FTE
Botanic Garden	69.00	62.94	70.00	63.94	1.00	1.00
Total	69.00	62.94	70.00	63.94	1.00	1.00

FUND PURPOSE AND GOALS

The Fort Worth Botanic Garden (FWBG), founded in 1933, is the oldest botanic garden in Texas and encompasses 110 acres in Fort Worth's renowned cultural district. The FWBG includes 22 gardens, a tropical conservatory, important reserves of native plants and trees, and specialty collections (which include a nationally recognized begonia collection). Education and cultural programs and 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.

The FWBG staff overall responsibilities include maintaining the gardens and its properties, facilitating visitors, maintaining capital infrastructure, preserving art and culture, managing and preserving plant collections of international scientific importance, collaborating with support and special interest groups, coordinating events and activities in the garden, and operational expenses including repairs and maintenance of equipment.

The FWBG staff also receives and reports revenue generated through various sources which include but are not limited to the following:

Admissions - General Garden Admission.

Rentals - Japanese Garden, Garden Center, Botanic Garden areas.

Retail - Photography, Treasure Tree Gift Shop, etc.

Landscape Maintenance - Funds from the Botanical Research Institute of Texas (BRIT), John Tinsley Trust and Fuller Foundation for contract maintenance services and operational support.

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MAJOR ACCOMPLISHMENTS

Recommendations from the Botanic Garden Strategic Plan Task Force, completed in August of FY2018, were accepted by Council in November 2018. This action approved a general admission fee, a membership program, and authorized staff to pursue non-profit management of the Garden. Council requested additional financial accessibility options for Fort Worth residents, which were researched by staff and approved by Council in June 2019. The Garden's first general admission fee was implemented on July 19, 2019.

Major improvements to the Garden Center including renovation of restrooms, Redbud Hall, and an expansion of the lobby for admissions were all completed, greatly improving customer service and improving salability of key revenue producing venues. Full functionality of the Japanese Garden ADA route was restored with the completion of the "Cottonwood Bridge" project replacing a compromised section of the ADA pathway on the east side of the central pond.

The Conservatory reopened after major renovation and repair work. The GROW program added a joint membership for the Garden and the BRIT to the education and volunteer program. The transition of major events from support groups to city management was also completed.

Transfer of most major allocations from General Fund to the Special Revenue Fund financing were completed in FY2019, leaving that fund with primary responsibility for most operating expenses. This also better positioned the Garden for benchmarking of total actual operating costs in preparation for detailed talks with a potential non-profit partner.

FY2020 DISCUSSION

The FY2020 Adopted Budget includes funding increases for (1) the addition of one Gardner position for the maintenance of the Tinsley Rock Springs Woods Garden, (2) Registration revenues, Contribution from the General Fund, and agricultural and botanical supplies and (3) Other Contractual for Council-approved funding to BRIT as the next stage of joint guest services under the GROW Program. The proposed amendment to the agreement would continue BRIT's authority and increase its capacity to manage the new joint GROW Membership Program for the Botanic Garden, including marketing for the membership program.

HORIZON ISSUES

Major changes will continue at the Garden over the next two years. Work to develop staffing and procedures for procuring and managing sponsorships, donations, and other private funds will continue. Significant changes in programming and promotion of garden programs will also be needed to support growth in generated revenue. Issues of public debt through Certificates of Obligation or other instruments for financing major facility repairs and upgrades will be studied and presented for approval, contingent on sufficient funding through general admission fees or other revenue sources.

Initial meetings to establish parameters for negotiations with the BRIT as the potential non-profit partner were initiated in June 2019. Those discussions are expected to accelerate and a number of Council actions could be presented in advance of a possible transfer of garden operations to non-profit management at the end of FY2020 or January 2021.

Special Revenue Fund

Community Tree Planting

FUND SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Charge for Service	567,256	-	-	-	-	0.00%
Use of Money & Property	4,210	-	-	-	0	0.00%
Transfer In	360,656	400,000	400,000	424,153	24,153	6.04%
Revenue	\$ 932,122	\$ 400,000	\$ 400,000	\$ 424,153	\$ 24,153	6.04%
Salaries & Benefits	273,960	270,465	270,465	297,207	26,742	9.89%
Gen Operating & Maintenance	83,874	129,535	129,535	126,946	(2,589)	-2.00%
Expenses	\$ 357,834	\$ 400,000	\$ 400,000	\$ 424,153	\$ 24,153	6.04%

Fund	2019		2020		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. In addition, trees are provided to residents to be planted on city rights-of-way.

Benefits of the Program include the beautification of the city, improved air quality, reduction of storm water runoff, and a reduction in energy consumption.

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

MAJOR ACCOMPLISHMENTS

In 2018, the Program provided 1,509 trees and 100% were of B grade or higher. Grade A trees are those suitable for planting anywhere and are required for street tree planting. They meet all the American Nursery Standards for Shade Trees and the City Standards for Street Trees. Grade B trees are suitable for planting in parks or low use areas.

The Program also provides and plants mitigation trees for city facilities and capital projects. In 2018, trees provided to city projects or replacements included Rock Springs Garden, E. Alta Mesa median, Fort Worth Convention Center Plaza, Throckmorton St. Omni Hotel, Gateway Trailhead, Rockwood Park Golf Course, Mistletoe Heights, and Burton Hill Trinity Trail which resulted in a savings of \$51,070 to capital projects.

The total replacement value of all trees provided through the program for public spaces in 2018 was \$323,380

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FY2020 DISCUSSION

For FY2020 Adopted budget has no significant changes in the service level represented. 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 32 years old. The current budget does not include equipment replacement and there is no capacity in the current funding sources to include equipment replacement.

The Program also utilizes a facility with a seedstarting/propagation greenhouse that is over 30 years old employing an evaporative cooling system that is no longer functioning and requires replacement. Current funding sources are not available to allow for the replacement of the cooling system.

Special Revenue Fund

Crime Control and Prevention District

FUND SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Sales Tax	73,883,539	76,678,160	76,678,160	81,340,193	4,662,033	6.08%
Intergovernmental	5,338,563	5,679,404	5,679,404	5,992,302	312,898	5.51%
Use of Money & Property	(17,075)	28,350	28,350	77,077	48,727	171.88%
Other	522,031	318,900	318,900	314,066	(4,834)	-1.52%
Transfer In	185,910	189,103	189,103	141,367	(47,736)	-25.24%
Revenue	\$ 79,912,968	\$ 82,893,917	\$ 82,893,917	\$ 87,865,005	\$ 4,971,088	6.00%
Salaries & Benefits	36,609,460	37,334,603	38,217,733	45,770,977	8,436,374	22.60%
Gen Operating & Maintenance	18,082,845	16,788,574	17,827,291	20,255,161	3,466,587	20.65%
Transfer Out & Other	23,759,010	28,770,740	26,613,415	21,838,867	(6,931,873)	-24.09%
Expenses	\$ 78,451,316	\$ 82,893,917	\$ 82,658,439	\$ 87,865,005	\$ 4,971,088	6.00%

Fund	2019		2020		Change	
	AP	FTE	AP	FTE	AP	FTE
Crime Control and Prevention District						
Neighborhood Services	8.00	8.00	8.00	8.00	-	-
Police	364.00	332.17	281.00	276.38	(83.00)	(55.79)
Parks and Recreation	8.00	8.00	8.00	8.00	-	-
Total	380.00	348.17	297.00	292.38	(83.00)	(55.79)

Note: Restated; includes 85 trainee positions.

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.

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

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funded by the district. Each year, the board adopts a budget which is then submitted to the city council. The council approves or rejects the budget as submitted by the CCPD board.

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. The aim of these policies is to ensure that financial resources are available to meet the present and future needs through effective program planning for CCPD revenue.

CCPD Goals:

- 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 safety of residents and decrease crime throughout Fort Worth neighborhoods.
- Support efforts to increase 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.

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CCPD – Neighborhood Services

DEPARTMENT SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	609,428	707,506	707,506	804,945	97,439	13.77%
Gen Operating & Maintenance	28,587	38,561	38,561	47,826	9,265	24.03%
Expenses	\$ 638,015	\$ 746,067	\$ 746,067	\$ 852,771	\$ 106,704	14.30%

Fund	2019		2020		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.

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.

MAJOR ACCOMPLISHMENTS

The community centers hosted a number of job fairs to allow youth and young adults the opportunity to obtain employment. In addition, this year youth were introduced to new classes such as archery and ballet.

Community centers were challenged this year to create additional opportunities for youth engagement, those included 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.

FY2020 DISCUSSION

For FY2020 the Adopted budget has no significant changes in service level represented.

HORIZON ISSUES

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

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CCPD – Park and Recreation

DEPARTMENT SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Salaries & Benefits	755,559	741,634	741,634	861,749	120,115	16.20%
Gen Operating & Maintenance	346,599	378,560	378,560	417,057	38,497	10.17%
Expenses	\$ 1,102,158	\$ 1,120,194	\$ 1,120,194	\$ 1,278,806	\$ 158,612	14.16%

Fund	2019		2020		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.

The Park & Recreation Department is a participant of the CCPD fund, and manages three initiatives funded by the CCPD fund. The Parks Community Policing, Gang Graffiti Abatement Program, and the FW@6 Late Night Program are integral parts of crime control and prevention.

The Parks Community Policing 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 Fort Worth Botanic Garden and 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.

MAJOR ACCOMPLISHMENTS

The Graffiti Abatement Program (GAP) finalized the implementation of the new work-order system, Client Relationship Management (CRM); therefore, GAP is now paper free and able to produce on the spot work orders while increasing in the field efficiency. Worked in conjunction with various groups, such as Arlington Heights High School, Juvenile Services, Alcon and Dunbar High School to produce 5 murals. Conducted 30 blitz projects with the assistance of volunteers. Strengthened collaborative efforts with several organizations and businesses to remove graffiti in heavily tagged areas.

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FY2020 DISCUSSION

GAP will work in conjunction with the Transportation Public Works and Water Departments to merge work order systems so that a work order can be directly sent to the Street Signs Division thereby eliminating duplicate entries. This will reduce response time, while providing a means to track progress of these work orders. GAP efforts with the Keep Fort Worth Beautiful and the Better Impact programs have created a conducive network for graffiti awareness and education while increasing public engagement program.

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 to the fleet repair line item account. This issue will be alleviated once new vehicles are purchased, thus enabling GAP to more effectively abate graffiti across the City of Fort Worth.

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CCPD – Police

DEPARTMENT SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Sales Tax	73,883,539	76,678,160	76,678,160	81,340,193	4,662,033	6.08%
Intergovernmental	5,338,563	5,679,404	5,679,404	5,992,302	312,898	5.51%
Use of Money & Property	(17,075)	28,350	28,350	77,077	48,727	171.88%
Other	522,031	318,900	318,900	314,066	(4,834)	-1.52%
Transfer In	185,910	189,103	189,103	141,367	(47,736)	-25.24%
Revenue	\$ 79,912,968	\$ 82,893,917	\$ 82,893,917	\$ 87,865,005	\$ 4,971,088	6.00%
Salaries & Benefits	35,244,472	35,885,463	36,768,593	44,104,283	8,218,820	22.90%
Gen Operating & Maintenance	17,707,660	16,371,453	17,410,170	19,790,278	3,418,825	20.88%
Transfer Out & Other	23,759,010	28,770,740	26,613,415	21,838,867	(6,931,873)	-24.09%
Expenses	\$ 76,711,142	\$ 81,027,656	\$ 80,792,178	\$ 85,733,428	\$ 4,705,772	5.81%

Fund	2019		2020		Change	
	AP	FTE	AP	FTE	AP	FTE
Crime Control and Prevention District	364.00	332.17	281.00	276.38	(83.00)	(55.79)
Total	364.00	332.17	281.00	276.38	(83.00)	(55.79)

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.

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MAJOR ACCOMPLISHMENTS

As of the end of FY2019 3rd quarter,

- 128 Mounted Patrol events.
- 4,302 visits to Neighborhood and Community meetings by Neighborhood Patrol Officers.
- 9,386 School Resource Officer student counseling sessions.
- 128 high-risk search or arrest warrants executed.
- 250 Special Response Team responses to high-risk incidents.
- Existing Code Blue members volunteered over 35,000 hours.
- 164 days working special events.
- 149 neighborhood crime watch meetings held.
- 177 crime prevention preventions provided.
- 1,285 Explorer community service hours.
- 420 background evaluations started.
- New recruit class began.
- 22 events were held for recruiting purposes.
- 697 DNA samples processed.
- 160 CODIS matches.
- 160 unmarked vehicles ordered.
- More than 450 in-car video systems installed.
- 11 technological advancements researched and/or implemented.

Partners with a Shared Mission:

- 8,000+ participants attended after school programs and Safe Haven Youth programs.
- 600+ participants participated in the Comin' Up Gang Intervention Program.
- 700+ participants attended job/education seminars through the Late Night Program.
- 400+ participants in Police Athletic League.
- 3,000+ Crime Stopper tips received.

FY2020 DISCUSSION

The FY2020 Adopted Budget includes (1) funding for salaries and benefits as outlined in the Meet and Confer agreement, (2) continued funding for Class 146 and funding for Classes 147 and 148 to maintain current levels of staffing and begin to address staffing recommendations, (3) capital funding for technology, vehicles and equipment, (4) funding for CCPD renewal election to occur in FY20, and (5) two new School Resource Officer positions as requested by partner school districts.

In addition to capital funding for vehicle replacements, an increase to capital transfer-out for the purchase of 35 new vehicles for increased staffing is budgeted.

Beginning FY2020, Police Trainees are considered as overage positions and no longer accounted for in the AP/FTE counts. The FY2020 AP/FTE is adjusted to exclude Police Trainee positions.

HORIZON ISSUES

The Police Department expects to address the following issues in FY2020 and beyond, which result in some level of budgetary and/or operations impact.

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- 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

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Other Tax	22,930,320	23,726,805	23,726,805	25,466,105	1,739,300	7.33%
License & Permits	15,900	17,000	17,000	15,000	(2,000)	-11.76%
Charge for Service	4,961,759	4,440,612	4,440,612	4,045,500	(395,112)	-8.90%
Use of Money & Property	8,571,228	7,717,644	7,717,644	7,793,689	76,045	0.99%
Other	2,270,621	1,975,337	1,975,337	1,671,000	(304,337)	-15.41%
Transfer In	5,019,427	3,844,817	3,844,817	3,544,846	(299,971)	-7.80%
Revenue	\$ 43,769,255	\$ 41,722,215	\$ 41,722,215	\$ 42,536,140	\$ 813,925	1.95%
Salaries & Benefits	9,579,419	10,434,735	10,434,735	11,198,549	763,814	7.32%
Gen Operating & Maintenance	24,727,452	26,329,268	26,329,268	27,703,838	1,374,570	5.22%
Transfer Out & Other	4,950,643	4,958,212	4,958,212	3,633,753	(1,324,459)	-26.71%
Expenses	\$ 39,655,068	\$ 41,722,215	\$ 41,722,215	\$ 42,536,140	\$ 813,925	1.95%

Fund	2019		2020		Change	
	AP	FTE	AP	FTE	AP	FTE
Culture and Tourism Fund	142.00	142.00	142.00	142.00	-	-
Total	142.00	142.00	142.00	142.00	-	-

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

MAJOR ACCOMPLISHMENTS

In FY2019, as part of its management and operational improvement strategy, the Department implemented revenue and customer service enhancement initiatives by entering into exclusive agreements with Edlen Electrical to provide more accurate and uniform cost of services for electric, plumbing and compressed air; and Contemporary Services Corporation (CSC) for more effective and efficient event staffing services at both the Convention Center and Will Rogers Memorial Complex. Both agreements have been successful in not only generating revenue for the department but also increasing the level of customer service for all events.

Major equestrian shows create millions of dollars of economic impact for the City of Fort Worth and continue to be the driving force for revenue at the Will Rogers Memorial Center. The center hosted 28 equestrian shows in FY2019 with 236 event days, over 825,000 attendees and over \$4.4M in revenue.

Signature events held at the Will Rogers Memorial Center in FY2019 included: National Cutting Horse Association Triple Crown of Cutting, National Reined Cow Horse Association Snaffle Bit Futurity and the American Quarter Horse Association Select World Championship Show which marked an important return of an AQHA premier show to Fort Worth. These three shows have a combined annual economic impact of \$33.9 million.

Signature events held at the Convention Center in FY2019 included: Texas Municipal League State Convention - 4,600 room nights and an estimated economic impact of \$6M; Science Teachers Association of Texas 2018 Convention over 7,000 people with 4,150 room nights and an estimated economic impact of \$4.13M, and many other major conventions and events such as the Korean Pop Group *BlackPink* concert.

FY2020 DISCUSSION

The Culture and Tourism Fund is a Special Revenue Fund that requires revenues and expenses to balance. When comparing FY2020 to the FY2019 budget, the major contributor to the 3.3% increase is the projected Hotel Occupancy Tax (HOT). The 7% portion of HOT generates over 50% of the operating fund revenue. Additionally, economic development grant rebates for the Omni and Sheraton hotels will increase in FY2020. With the opening of the Dickies Arena, event revenue is reduced 3% at the Convention Center with the loss of some key events, however, by working with VFW, the PED will work to fill in those dates with comparable events.

On the expense side, there were increases offset by operational decreases. The increased HOT will help support the increased pension cost for employees. The Visit Fort Worth contract will increase by \$384K, with additional allotments for Molly the Trolley. This allows VFW more capacity to market Fort Worth as a premier destination, which is also supported by the Tourism Public Improvement District (PID). Culture and Tourism will also support The DASH commuter service in the Cultural District. In FY2020, the department will also reimburse the management group for the Dickies Arena for the commercial liability insurance that is estimated to be \$350K.

The challenges that the Department continues to face are aging facilities, mounting repairs and needed replacements and upgrades. Both facilities have had a Facilities Assessments completed and staff is working towards tackling each item as cash capital funding capacity becomes available. In FY2019, both facilities have had to address water leaks, electrical outages, elevator repairs, fire alarm replacements, and lighting issues. Internally, the PED maintenance staff made significant strides in completing improvement projects to give the facilities quick facelifts.

Special Revenue Fund

HORIZON ISSUES

On the horizon, the Department has major initiatives to be resolved in the first quarter of FY2020. They include but are not limited to;

- National search for a Department Director
- Governance review & future operational and management policies
- Dickies Arena opening in November 2019
- WRMC Parking management (operations & normalization)

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.

The Will Rogers campus will benefit greatly from a new campus wide technology provider. In addition, this will provide concentrated customer service to clients as well as provide an additional stream of revenue from commissions. Renovations to the Justin Garage are also planned as well as work on the ventilation systems.

A new event has been booked at the Convention center in FY2020 – The National Tour Association Travel Exchange in December 2019. This convention is estimated to bring over 5,000 booked room nights to Fort Worth. In addition, a new anime convention called Anime Frontier is planned with over 5,000 in attendance in May 2020.

In FY2020, Will Rogers Complex new events include the United States Team Penning Association World Show, 2020 Grassfed Exchange and the Steak Cook-off Association World Championship which brings 300 teams from around the world to compete in this cooking challenge. The Will Rogers Auditorium, which received a stage renovation in FY2019, is continuing to recapture the attention of arts organizations and concert promoters. Concert bookings are on the increase including three events scheduled with the Fort Worth Symphony Orchestra in FY2020. The historic theater is in need of cosmetic renovations to the public areas to continue to be an attractive venue for promoters; renovations will be programmed into the department's capital plan.

Special Revenue Fund

SUMMARY OF SERVICES AND PERFORMANCE MEASURES

Key Measures	FY18 Actual	FY19 Estimated	FY20 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%	90%	90%	90%
% of client satisfied with overall quality & service (FWCC)	98%	90%	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)	\$7,467,527	\$6,892,000	\$6,498,327	\$6,498,327
Meet or exceed annual budgeted Sales Revenue goal of \$6,611,249 for the Fiscal Year (FWCC)	\$7,139,181	\$6,744,607	\$6,611,249	\$6,611,249
Meet or exceed prior year's Attendance (WRMC)	1,427,352	1,300,000	1,250,000	1,250,000
Meet or exceed prior year's Attendance (FWCC)	792,324	750,000	700,000	700,000
Meet or exceed prior year's Event Days (WRMC)	764	700	700	700
Meet or exceed prior year's Event Days (FWCC)	630	500	600	600
Meet or exceed prior year's Use Days (WRMC)	3,394	2,600	3,200	3,200
Meet or exceed prior year's Use Days (FWCC)	2,059	1,550	1,700	1,700
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	\$29,322,126	\$31,391,699	\$32,727,849	\$32,727,849
Meet or exceed 282,500 future room nights booked for Fort Worth hotels.	278,452	282,500	282,500	282,500

Special Revenue Fund

Culture and Tourism 2% CY Tax

FUND SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Other Tax	6,544,670	6,764,802	6,764,802	7,261,741	496,939	7.35%
Revenue	\$ 6,544,670	\$ 6,764,802	\$ 7,928,328	\$ 7,261,741	\$ 496,939	7.35%
					-	0.00%
Transfer Out & Other	5,290,740	6,764,802	7,928,328	7,261,741	496,939	7.35%
Expenses	\$ 5,290,740	\$ 6,764,802	\$ 7,928,328	\$ 7,261,741	\$ 496,939	7.35%

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%. Two percent 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 segregate 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.

MAJOR ACCOMPLISHMENTS

This fund is restricted to paying debt associated with facility improvements and cash funding capital improvements.

FY2020 DISCUSSION

The Hotel Occupancy Tax is estimated to increase by 7.3% in the FY2020 budget. The Convention Center debt will be satisfied and the remaining funds will be used for capital projects approved in the Five Year Capital Plan.

HORIZON ISSUES

The Fund will be relieved of all debt payments by 2026 enabling Public Events to increase the contribution to cash funded capital projects.

Special Revenue Fund

DFW Revenue Sharing

FUND SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Other	6,169,105	5,900,000	5,900,000	5,900,000	-	
Revenue	\$ 6,169,105	\$ 5,900,000	\$ 6,361,589	\$ 5,900,000	\$ -	0.00%
Transfer Out & Other	5,547,866	5,900,000	6,361,589	5,900,000	-	0.00%
Expenses	\$ 5,547,866	\$ 5,900,000	\$ 6,361,589	\$ 5,900,000	\$ -	0.00%

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 segregate 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.

MAJOR ACCOMPLISHMENTS

The DFW Revenue Share continues to remain steady at \$6M annually. In FY2019 an internal audit was completed. As a result, increased oversight to ensure compliance from the participating municipalities will occur. The FMS and Public Events departments will provide the oversight and continue to monitor performance.

FY2020 DISCUSSION

There are no significant changes in the FY2020 Adopted Budget. 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.

Special Revenue Fund

HORIZON ISSUES

The fund continues to grow minimally. As other forms of light rail transportation expand and come into play between the airport and Metroplex cities, the potential for a decline in revenue will be monitored.

Special Revenue Fund

Culture and Tourism Proj Fin Zone

FUND SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Intergovernmental	1,655,082	4,971,576	4,971,576	6,370,314	1,398,738	28.13%
Use of Fund Balance	-	-	-	5,609,674	5,609,674	0.00%
Revenue	\$ 1,742,877	\$ 4,971,576	\$ 4,971,576	\$ 11,979,988	\$ 7,008,412	140.97%
Gen Operating & Maintenance	145,427	-	-	-	-	0.00%
Transfer Out & Other	1,154,369	4,971,576	4,971,576	11,979,988	7,008,412	140.97%
Expenses	\$ 1,299,796	\$ 4,971,576	\$ 4,971,576	\$ 11,979,988	\$ 7,008,412	140.97%

FUND PURPOSE AND GOALS

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

MAJOR ACCOMPLISHMENTS

In FY2019, the PFZ fund received increased revenue with the addition of the Omni Hotel's state portion of the increment. The agreement to rebate those funds back to the Omni expired in January 2019. In addition, an audit of new hotels that had opened in the zone since its creation was completed and nine (9) hotels were added. The City received a one-time catch up payment of over \$1M and the additional monthly increment has continued to grow.

FY2020 DISCUSSION

The FY2020 budget increases substantially by \$7M and uses available fund balance to meet the debt service payment of \$12.9M on the Dickies Arena. One full year of the Omni-Hotel State Hotel Occupancy Tax increment is included as well as the increment from new hotels that have opened. The growth in the zone is healthy, and performance will continue to be monitored and new hotels in the zone will be captured as they come onboard.

Special Revenue Fund

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. Monitoring of the fund's performance will be critical as the debt service payment for the Dickies Arena rises to \$15M in FY2021.

Special Revenue Fund

Arena Operating FUND SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Other Tax	-	-	-	6,217,740	6,217,740	0.00%
Revenue	\$ -	\$ -	\$ -	\$ 6,217,740	\$ 6,217,740	0.00%
Transfer Out & Other	-	-	-	6,217,740	6,217,740	0.00%
Expenses	\$ -	\$ -	\$ -	\$ 6,217,740	\$ 6,217,740	0.00%

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 of voters 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 segregate the venue taxes that become effective with the opening of the Dickies Arena in November 2019.

MAJOR ACCOMPLISHMENTS

The Fund will be opened in the FY2020 budget.

FY2020 DISCUSSION

The scheduled opening of Dickies Arena in November 2019 triggers the collection of these special venue taxes. The projected taxes total \$6.2M. Parking tax is the largest percentage at 55%; ticket tax 40% and stall tax 5%. The funds will be transferred to the Arena Debt fund to pay the debt on Dickies Arena.

HORIZON ISSUES

The implementation and compliance with the Tax rules will require the development of specific rules and procedures to ensure compliance and accountability.

Special Revenue Fund

Environmental Protection

FUND SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Charge for Service	3,677,571	3,809,921	4,239,921	4,223,971	414,050	10.87%
Use of Money & Property	84,512	59,000	59,000	56,000	(3,000)	-5.08%
Other	-	-	-	-	-	0.00%
Transfer In	-	-	-	-	-	0.00%
Use of Fund Balance	-	100,936	100,936	-	(100,936)	-100.00%
Revenue	\$ 3,762,083	\$ 3,969,857	\$ 4,399,857	\$ 4,279,971	\$ 310,114	7.81%
Salaries & Benefits	1,916,634	2,035,307	2,025,307	2,187,562	152,255	7.48%
Gen Operating & Maintenance	1,282,921	1,291,486	1,731,486	1,435,755	144,269	11.17%
Transfer Out & Other	533,132	643,064	643,064	656,654	13,590	2.11%
Expenses	\$ 3,732,687	\$ 3,969,857	\$ 4,399,857	\$ 4,279,971	\$ 310,114	7.81%

Fund	2019		2020		Change	
	AP	FTE	AP	FTE	AP	FTE
Code Compliance	29.00	21.82	24.00	21.82	(5.00)	-
Grant Funds	-	7.68	5.00	7.68	5.00	-
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., removal 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 Fund (EPF) serves the city by offsetting qualified environmental expenses from the General Fund. This is accomplished after staff from the Environmental Protection Division examine and verify the scope of each project request from other city departments. Examples of environmental services may

Special Revenue Fund

include environmental site assessments, 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.

MAJOR ACCOMPLISHMENTS

The following are examples of several major accomplishments:

- 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 and Brenna 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 was accomplished (e.g., Pioneer Tower)
- Advancing a litter control ordinance and litter control campaigns and growing the Keep Fort Worth Beautiful Program.

FY2020 DISCUSSION

The FY2020 Adopted Budget increases in environmental fee by 414k due to billing system improvement. The Adopted Budget increases in general operating and maintenance expenditures slightly for new software licenses purchasing.

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, also result in additional expenses in future years.

Public meetings will be scheduled and fee proposals developed in the first quarter of FY2020.

Special Revenue Fund

Municipal Golf FUND SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Charge for Service	4,138,164	4,646,702	4,646,702	4,599,647	(47,055)	-1.01%
Use of Money & Property	857	-	-	-	-	0.00%
Other	16,035	15,000	15,000	5,000	(10,000)	-66.67%
Transfer In	618,409	615,000	615,000	395,000	(220,000)	-35.77%
Revenue	\$ 4,773,465	\$ 5,276,702	\$ 5,276,702	\$ 4,999,647	\$ (277,055)	-5.25%
Salaries & Benefits	2,687,382	2,876,236	2,876,236	2,773,190	(103,046)	-3.58%
Gen Operating & Maintenance	1,958,984	2,275,302	2,275,302	2,101,293	(174,009)	-7.65%
Debt Service Accts	123,891	123,891	123,891	123,891	-	0.00%
Transfer Out & Other	13,241	1,273	1,273	1,273	-	0.00%
Expenses	\$ 4,783,498	\$ 5,276,702	\$ 5,276,702	\$ 4,999,647	\$ (277,055)	-5.25%

Fund	2019		2020		Change	
	AP	FTE	AP	FTE	AP	FTE
Municipal Golf Fund	91.00	59.36	81.00	53.03	(10.00)	(6.33)
Total	91.00	59.36	81.00	53.03	(10.00)	(6.33)

Note: Restated.

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 4 municipally-owned golf courses: Pecan Valley, Meadowbrook, Rockwood Park, and Sycamore Creek. On October 1, 2019, the Sycamore Creek location will cease operations as a golf course and convert to public park land.

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, 6-hole practice course, 9-hole Foot Golf course operating in partnership with the First Tee of Fort Worth, and also includes a pro shop and snack shop. 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 begin in late 2019.

Sycamore Creek Golf Course is a 9-hole course with dual tee-boxes, allowing the golfer to play an 18-hole round. The clubhouse also features a fully equipped pro shop and is located in the east part of the city.

Special Revenue Fund

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. In FY2016, the annual subsidy was apportioned to pay previous Peoplesoft FINS Phase II debt (\$235k) while also continuing to support the Municipal Golf Fund (\$615k).

MAJOR ACCOMPLISHMENTS

Design has begun on a new Rockwood Park Golf Course Clubhouse with construction beginning late 2019 and is anticipated to open in the 2nd quarter of FY2021. National Golf Foundation's Digital Magazine "Q" featured an article on the success of Rockwood Park Golf Course in their June 2019 edition.

FY2020 DISCUSSION

The FY2020 Adopted budget includes a reduction of funding for the Sycamore Creek Golf Course, which will end its use as a golf course at the end of FY2019. Ten positions will be eliminated, with current staff being transferred to other golf courses, positions within the department, or to other departments. Existing equipment will be moved to other courses.

Beginning in FY2020, the Park Operations Division will maintain the repurposed Sycamore Creek Golf Course as a community park.

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

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted Amount	%
Charge for Service	1,025	2,000	2,000	-	(2,000)	-100.00%
Fines & Forfeitures	8,295,194	8,735,700	8,735,700	-	(8,735,700)	-100.00%
Use of Money & Property	91,419	-	-	-	-	0.00%
Other	1,274,902	1,552,571	1,552,571	-	(1,552,571)	-100.00%
Revenue	\$ 9,666,540	\$ 10,290,271	\$ 10,290,271	\$	-\$ (10,290,271)	-100.00%
Salaries & Benefits	215,237	236,995	236,995	-	(236,995)	-100.00%
Gen Operating & Maintenance	5,788,048	6,058,411	6,058,411	-	(6,058,411)	-100.00%
Transfer Out & Other	3,976,456	3,994,865	3,994,865	-	(3,994,865)	-100.00%
Expenses	\$ 9,979,741	\$ 10,290,271	\$ 10,290,271	\$	-\$ (10,290,271)	-100.00%

Fund	2019		2020		Change	
	AP	FTE	AP	FTE	AP	FTE
Red Light Enforcement Fund	3.00	3.00	-	-	(3.00)	(3.00)
Total	3.00	3.00	-	-	(3.00)	(3.00)

Note: Restated.

DEPARTMENT PURPOSE AND GOALS

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

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 are used to cover the program's cost with a State law requiring the City to submit half of the violation fee revenue after subtracting program expenses to the State of Texas Trauma Fund. The remaining revenue is restricted for citywide traffic safety programs that include the installation and maintenance of traffic signs, pavement markings, traffic signals and school safety.

FY2020 DISCUSSION

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

Special Revenue Fund

Special Donation

FUND SUMMARY

	FY2018 Final	FY2019 Adopted	FY2019 Adjusted	FY2020 Adopted	Change from Adopted	
					Amount	%
Use of Money & Property	192,586	2,000,000	1,603,517	2,000,000	-	0.00%
Other	300	-	-	-	-	0.00%
Use of Fund Balance	-	-	396,483	-	0	0.00%
Revenue	\$ 192,886	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -	0.00%
Gen Operating & Maintenance	29,175	2,000,000	2,000,000	2,000,000	-	0.00%
Expenses	\$ 29,175	\$ 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.

FY2020 DISCUSSION

There are no significant changes in service level represented in the FY2020 Adopted Budget.