

# City of Fort Worth, Texas City Officials

**Betsy Price**  
Mayor

**Salvador Espino**  
District 2

**W.B. “Zim”  
Zimmerman**  
District 3

**Cary Moon**  
District 4

**Gyna Bivens**  
District 5

**Jungus Jordan**  
District 6

**Dennis Shingleton**  
District 7

**Kelly Allen Gray**  
District 8

**Ann Zadeh**  
District 9

**David Cooke**  
City Manager

**Susan Alanis**

Assistant City Manager  
Community and Strategic  
Services

**Jay Chapa**

Assistant City Manager  
Infrastructure and  
Economic Development

**Fernando Costa**

Assistant City Manager  
Neighborhoods

**Valerie Washington**

Assistant City Manager  
Public Safety

## Budget and Research Staff

**Aaron Bovos**  
Chief Financial Officer

**Terry A. Hanson**  
Assistant Director, Financial Management Services

**Alan Shuror**, Budget Manager  
**Rodney Arnold**, Management Analyst II  
**Loraine Coleman**, Management Analyst II  
**Eliana Guevara**, Management Analyst II  
**Carla Vasquez**, Management Analyst II  
**Kenya Buckley**, Management Analyst I  
**Justin McLaughlin**, Management Analyst I  
**Jesus Hernandez**, Technical Support Analyst I

**Pamela Kacmarynski**, Budget Manager  
**Junior Duran**, Management Analyst II  
**Ann Marie Mendez**, Management Analyst II  
**Alexis Rivas**, Management Analyst II  
**Suzie Wagner**, Management Analyst II  
**Juanita Jimenez**, Management Analyst I  
**Danielle Pickle**, Project Info Systems Specialist



**Betsy Price**  
Mayor of Fort Worth



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District 7



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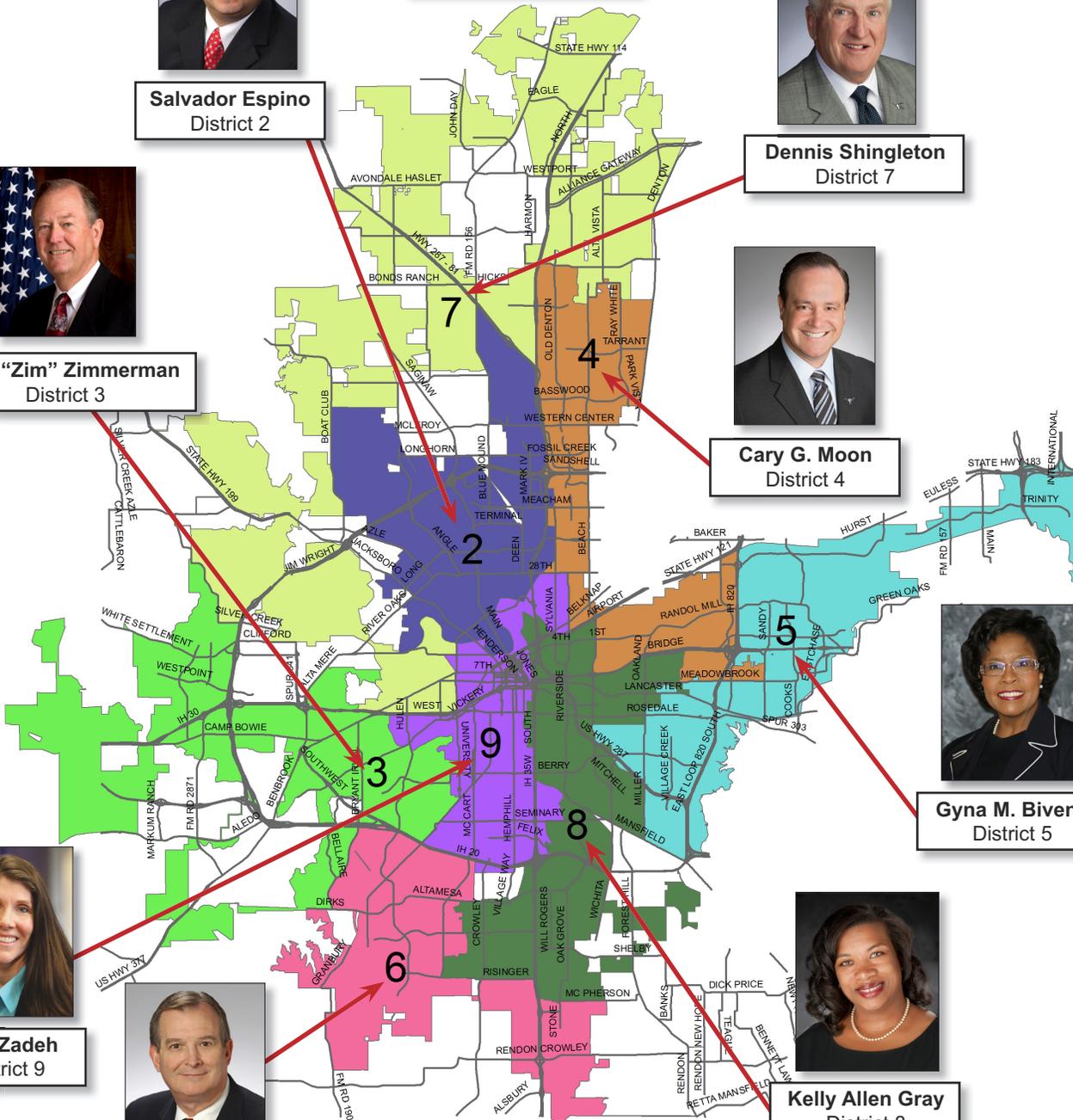
**Jungus Jordan**  
District 6



**Gyna M. Bivens**  
District 5



**Kelly Allen Gray**  
District 8



- 2 - Salvador Espino
- 3 - W.B. "Zim" Zimmerman
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**CITY OF FORT WORTH  
Council Districts**

## List of Departments and Directors

### **Aviation**

Bill Welstead  
Director, 817-392-5402

### **Fire**

Rudy Jackson  
Fire Chief, 817-392-6801

### **Park & Recreation**

Richard Zavala  
Director, 817-392-5711

### **City Attorney's Office**

Sarah Fullenwider  
City Attorney, 817-392-7606

### **Economic Development**

Robert Sturns  
Acting Director, 817-212-2663

### **Planning and Development**

Randle Harwood  
Director, 817-392-6101

### **City Auditor's Office**

Patrice Randle  
City Auditor, 817-392-6132

### **Human Resources**

Brian Dickerson  
Director, 817-392-7783

### **Police**

Joel Fitzgerald  
Police Chief, 817-392-4140

### **City Manager's Office**

David Cooke  
City Manager, 817-392-6192

### **IT Solutions**

Kevin Gunn  
Director, 817-392-2015

### **Property Management**

Steve Cooke  
Director, 817-392-5134

### **City Secretary's Office**

Mary J. Kayser  
City Secretary, 817-392-6161

### **Library**

Gleniece Robinson  
Director, 817-392-7706

### **Public Events**

Kirk Slaughter  
Director, 817-392-2501

### **Code Compliance**

Brandon Bennett  
Director, 817-392-6322

### **Municipal Court**

Vacant  
Director, 817-392-6711

### **Transportation/Public Works**

Douglas Wiersig  
Director, 817-392-7801

### **Financial Management Services**

Aaron Bovos  
Director, 817-392-8517

### **Neighborhood Services**

Allison Gray  
Acting Director, 817-392-8187

### **Water & Wastewater**

John Carman  
Director, 817-392-8246

# City of Fort Worth 2015 Awards

## Code Compliance

- **2014 MarCom Award: Gold Winner:** The award is an international creative competition that recognizes outstanding achievement by marketing and communications professionals. Code's Solid Waste Division was recognized for outstanding achievement for the "How Green Can You Go...." integrated marketing campaign.
- **2015 Communicator Awards:** The award is an international awards program that recognizes big ideas in marketing and communications. The competition honors work that transcends innovation and craft-work that make a lasting impact. Code's Solid Waste Division was recognized for outstanding work for the "How Green Can You Go....." and "Green Off" marketing and education campaign.
- **2015 Excellence Award:** Presented by TxSWANA (Texas Solid Waste Association of North America) for the City of Fort Worth Drop off stations.
- **Keep America Beautiful Presidents Circle Award:** Keep Fort Worth Beautiful received the Keep America Beautiful President's Circle Award. The President's Circle Award recognizes exemplary performance made by certified affiliates of the national nonprofit to reduce litter, minimize waste, and beautify and improve their local communities.
- **Keep Texas Beautiful Gold Star Affiliate Award:** For Keep Texas Beautiful affiliates to achieve this status they are required to share information on their mission and goals, answer questions about their public education programs, partnerships, and sustainability efforts, participate in the Keep Texas Beautiful or Governor's Community Achievement Awards programs, and provide a letter of support from their community.
- **Keep Fort Worth Beautiful:** Tom Bainter, board member, was honored by Keep Texas Beautiful as the state wide Second Place Volunteer of the Year. Jamie Cox, board member was honored by Keep Texas Beautiful as the Teacher of the Year.
- **State of Texas Alliance for Recycling (STAR) for Superior Recycling Special Event:** Fort Worth hosts an annual America Recycles Day (ARD) event. Code Compliance received this award for the Solid Waste Divisions 2013 ARD event for providing recycling services to 1000 households in four hours for paper shredding and recycling, tire, light bulb, battery, electronics and household item recycling. Our partners were Waste Management, Goodwill, Bridgestone Firestone and Lighting Resources Texas.

## Financial Management Services

- **Certificate of Achievement for Excellence in Financial Reporting:** For CAFR Ending September 30, 2014.
- **Distinguished Budget Presentation Award:** Received from the Government Finance Officers Association and presented to City of Fort Worth.

- **Procurement Achievement Excellence Award:** 2014 Achievement of Excellence in Procurement award from the National Purchasing Institute.
- **Texas Comptroller Leadership Circle Bronze Award:** Received from the Texas Comptroller of Public Accounts.

## Fire

- **Fort Worth South Rotary Club:** Recognized Captain Bobby Washington, Jr. of Station 19 with their Vince Genovese Firefighter of the Year award for 2015.

## Information Technology Solutions

- **Association of Public Safety Communications Officials (APCO) Awards:**
  - **Radio Technologist of the Year:** In FY2015, Chris Dusseau was awarded the Radio Technologist of the Year. Chris was recognized for his work on several projects that included: the Fort Worth Regional Communications System project; spearheaded efforts to improve coverage in the lower levels of City Hall; and the deployment and improvements of the City's Broadband Antenna Tracking Systems (BATS), which is now commonly used to support the Mayor's live broadcast of her Town Hall meetings as well as Police and Fire operations during large events such as races at Texas Motor Speedway.
- **Center of Digital Government's Best of Texas Awards:**
  - **Best IT Collaboration Among Organizations:** In FY2015, the IT Solutions Department was award the Best IT Collaboration Among Organization for the Fort Worth Regional Radio Communications System. This project delivered a system providing first responders vital communications capabilities. It is the critical link between first responders and from the first responders to commanders and the 911 Dispatch Centers. The project was launched to replace the failing public safety radio system used by the City of Fort Worth and a handful of other local jurisdictions. This multi-year project grew to include 83 jurisdictions and more than 16,000 first responders in Tarrant, Denton, Johnson and Dallas counties.
  - **Demonstrated Excellence in Project Management:** In FY2015, Alan Girton was awarded the Excellence in Project Management Award. As the Program Manager for the Fort Worth Regional Radio System Upgrade, Alan was responsible to a Steering Committee of public safety Assistant Chiefs and other senior staff for delivery of the system. The project included two new radio towers as well as completely new technology deployment. The system was initiated in June 2011 and estimated to cost \$51,995,587.00 completed on schedule in March 2015 and more than 3% below budget.

## Municipal Court

- **2015 Outstanding Judge of the Year was awarded to Chief Judge Ninfa Mares:** This award was received from the Texas Municipal Courts Association (TMCA). The TMCA is a professional organization with approximately 1,100 members statewide consisting of judges, court administrators and support staff.

- **Texas Teen Court Competition:** The Fort Worth Teen Court participated in the annual Texas Teen Court competition. Three teams represented the City, one team came in first place and another team came in fourth place. A total of 22 teams from throughout Texas competed in this event in 2015.

## Park and Recreation

- **2015 In-House Project of the Year Award in the Environment/Water/Wastewater Category:** Presented from the Texas Public Works Association to the City of Fort Worth Transportation/Public Works Stormwater Division, the Fort Worth Nature Center, the Botanical Research Institute of Texas and the Community Volunteers from the Fort Worth Nature Center and the Texas Master Naturalists for the Valley Ranch Channel Restoration Project Implementing the Native Prairie Grass Program (to introduce native prairie grasses and flowers in select drainage easements after reconstructive maintenance efforts to the channel in order to reduce future maintenance needs and provide environmental and aesthetic benefits to the community.)
- **2015 Trail Blazer Innovation Award from Downtown Fort Worth, Inc.:** Presented to Streams and Valleys, Inc. for Phyllis J. Tilley Memorial Bridge and Project Daffodil in Trinity Park.
- **Fort Worth Child Magazine's - Best Place to Get Outdoors:** Presented to the Fort Worth Botanic Garden.
- **Metroplex Baby Magazine's Best Historical Attraction Award:** Presented to Fort Worth Log Cabin Village.
- **North American Plant Collections Consortium (NAPCC) Accreditation:** Presented to the Fort Worth Botanic Garden for the Begonia Collection. The Botanic Garden's Begonia Collection is the largest begonia bank in the world.
- **The First Tee Master Executive Designation:** The executive director, Kevin Long, was awarded this honor, the highest rating for chapter executive staff.
- **The First Tee Outreach Award:** Presented to First Tee Chapter of Fort Worth for outreach initiatives.
- **The First Tee recognized the First Tee of Fort Worth as an ACE Chapter:** Awarded to only twelve chapters in the entire network and the 3<sup>rd</sup> highest ZONE (Zeroing in on Network Excellence).
- **The First Tee Scholars:** Three of their graduating seniors achieved ACE certification – the highest level a participant can earn. Only 1% of participants in the network achieve ACE certification.
- **Tree City USA:** Awarded to the City of Fort Worth, 36th straight year, from the National Arbor Day Foundation.
- **Trip Advisor 2015 Certificate of Excellence Award:** Awarded to Fort Worth Log Cabin Village, Fort Worth Botanic Garden, Fort Worth Nature Center and Refuge and the Fort Worth Water Gardens.
- **USTA Texas National Junior Tennis and Learning (NJTL) Program of the Year Award:** Awarded to Southwest Community Center Tennis Program, for the program that has grown their program's quality, the participation in activities and events offered.

## Planning and Development

- **American Planning Association, Midwest Section, Texas Chapter:** Recognized Assistant Director, Dana Burghdoff as Planner of the Year.

## Police

- **2015 Star of Texas Award:** Presented by Governor Greg Abbott to Sergeant Shane Drake. In an effort to acknowledge the sacrifices of first responders. This award honors those men and women who have been killed or have sustained serious injuries in the line of duty.
- **Agency of the Year for State Support for the Exploring Program for 2014-2015:** Presented by Texas Law Enforcement Explorer Advisor Association to Fort Worth Police Department.
- **Investigator of the Year Award:** Presented by Annual Robbery Investigators of Texas Conference to Detective Brian Raynsford (Robbery Unit).
- **South Rotary Club's Officer of the Year Award:** Presented to Sergeant Shane Drake, for being shot in the line of duty.
- **State of Texas Law Enforcement Award:** Presented to Officer Michael Richey (Motor Unit) for Professional Achievement. This was due to two innovative training courses he developed increasing the safety of motor officers. One was a tactical shooting course and one was a driving course improving motor officers' ability to negotiate curves at high speed.

## Property Management

### Facilities Division:

- **Regional Institutional Energy Management Award for 2015; AEE Region IV:** The City's Property Management Department has received this 12-state area award for outstanding accomplishments in developing, organizing, managing, and implementing its comprehensive energy management program, and for superior service to the Association of Energy Engineers" (AEE.) Institutional awards are presented annually "to a public sector institution, agency, or organization such as City, County, State or Federal; a University or K-12 School (public or private), etc." Responsible City staff includes Facilities' Sustainability Administrator, awarded AEE Region IV's Energy Manager of the Year for 2012. AEE's Awards Program "shines the light on the important work that is being done in energy by individuals, organizations, agencies, and corporations. By identifying those who exemplify the very best in their fields, energy professionals are honored and the industry is advanced."

### Fleet Division:

- **Blue Seal of Excellence Award:** The James Avenue Service Center and the Water Service Center have been awarded the Blue Seal of Excellence from the National Institute for Automotive Service Excellence (ASE). ASE, an automotive industry professional certification program, awards the Blue Seal of Excellence to businesses that showcase highly qualified repair facilities with a commitment to provide excellent services. Recipients must maintain a staff certification level of at least 75 percent. There are only two Blue Seal public or private service centers in Fort Worth and both are within the Property Management Department – Fleet Division.

- **Leading Fleet Award:** This is the second year of this fleet award. The Leading Fleet Award recognizes the Top 50 fleets each year. The Property Management Department – Fleet Division was identified as the #4 fleet operations in 2015.
- **Top 100 Fleets in North America Award:** Named one of the “Top 100 Fleets in North America” for the 11th year in a row, the Property Management Department – Fleet Division ranked 10th out of over 38,000 government fleets in 2015. The program recognizes and rewards peak performing fleet operations in North America. Currently in its eleventh year, 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry.

## Transportation and Public Works

- **American Public Works Association, Texas Chapter, Project of the Year:** This award was received due to the completion of Harmon Road and Highway 287 Roundabouts. The Transportation and Public Works Department worked with various entities and city staff to design and install a roundabout at both ends of the existing bridge. From conception of the idea the project was completed substantially within three and half months. Ordinarily, this process would have had closer to nine months or a year to complete all elements of construction on just one roundabout.
- **Outstanding Achievement in Outreach Award:** In the spring, Betsi Chatham was awarded the 2015 Public Technology Institute GIS Vision Award which is described as “This prestigious annual award is presented to outstanding individuals who have contributed to advancing enterprise-wide GIS, articulated a clear vision and recognized innovation, demonstrated leadership, and served as a spokesperson/champion for the use of GIS across and within the city, county or State.”
- **Texas Public Works Association (TPWA) Public Works Project of the Year Award; Valley Channel Restoration Project: Implementing the Native Prairie Grass Program:** The City of Fort Worth Stormwater Division, in an effort to reduce cost and increase benefits to the community, developed the Native Prairie Grass Program. The Valley Ranch channel restoration project was selected to be the pilot project for the new program. The objective of the program is to introduce native prairie grasses and flowers in select drainage easements following reconstructive maintenance efforts with the goal of reducing future maintenance needs while providing environmental and aesthetic benefits to the community.

## Water and Sewer

- **Platinum 25 Peak Performance Award:** Presented by the National Association of Clean Water Agencies, the award recognizes member agency facilities for outstanding compliance with their National Pollutant Discharge Elimination System (NPDES) permit limits. Platinum Awards recognize 100 percent compliance with NPDES permits over at least a consecutive five year period. The Village Creek Water Reclamation Facility has 25 consecutive years of 100 percent compliance with its permit.
- **Texas Water 2015™ Awards:** Texas Water™ is the joint annual educational and technical conference of the Water Environment Association of Texas and the Texas Section - American Water Works Association. It is the Largest Regional Water Conference in the U.S.™.
  - **First place in the Texas Section-American Water Works Association’s Top Ops Competition:** The Top Ops competition recognizes and promotes excellence and professionalism in all aspects of water operations by establishing a contest that gives operators the opportunity to showcase their talents.

- **Ronald B. Sieger Biosolids Management Award:** Presented by the Water Environment Association of Texas to recognize a WEAT member, an engineering firm, a specific project, a municipality or a specific municipal or industrial facility that has made significant accomplishments in the field of biosolids technology and management practices within the boundaries of the state of Texas. The 2015 recipient is Sebastian "Buster" Fichera, assistant director over the Water Department's Water Reclamation division.
- **Susan B. Hier Award for Excellence in Education and Licensing:** Presented by the Water Environment Association of Texas to recognize an individual who has demonstrated passion and service to the operators of Texas. The 2015 recipient is Ginger Laird, the assistant water systems superintendent for operations at the Village Creek Water Reclamation Facility.
- **Watermark Award for Communications Excellence:** Presented by the Texas Section-American Water Works Association and the Water Environment Association of Texas, the award recognizes members who have produced top quality communications. The 2015 recipient is the City of Fort Worth Water Department for its Texas Smartscape E-Magazine created by Stephanie Zavala, Conservation Specialist.
- **Winfield S. Mahlie Award:** Presented by the Water Environment Association of Texas to recognize a WEAT member who has made significant contributions to the art and science of wastewater treatment and water pollution control. The 2015 recipient is Dr. Ana J. Peña-Tijerina, P.E., BCEE, the technical services manager at the Village Creek Water Reclamation Facility.

# CITIZENS OF FORT WORTH

## MAYOR AND COUNCIL



\$1,502,133 7.00 A.P.

### CITY ATTORNEY



\$6,263,916 50.00 A.P.

### CITY MANAGER



1.00 A.P.

### CITY SECRETARY



\$1,233,982 11.00 A.P.

### CITY AUDITOR



\$1,626,860 15.00 A.P.

## Community and Strategic Services

<b>CITY MANAGER'S OFFICE ADMINISTRATION</b> General Fund \$3,136,007	14.00 A.P.
<b>COMMUNICATIONS AND PUBLIC ENGAGEMENT</b> \$1,753,798	18.00 A.P.
<b>PERFORMANCE AND LEARNING SERVICES</b> \$972,745	6.00 A.P.
<b>CABLE OFFICE FUND</b> \$300,000	0.00 A.P.
<b>CULTURE &amp; TOURISM</b> \$32,286,705	133.00 A.P.
<b>DFW REVENUE SHARE FUND</b> \$5,500,000	0.00 A.P.
<b>HOTEL OCCUPANCY TAX FUND</b> \$5,892,126	0.00 A.P.
<b>HUMAN RESOURCES</b> General Fund \$3,862,985	33.00 A.P.
<b>GROUP HEALTH FUND</b> \$102,100,234	10.50 A.P.
<b>RISK FINANCING FUND</b> Worker's Compensation & Risk Management \$19,210,822	15.80 A.P.
<b>INFORMATION SYSTEMS</b> \$28,282,200	137.50 A.P.
<b>NON-DEPARTMENTAL</b> \$15,078,463	0.00 A.P.
<b>PARK &amp; RECREATION</b> \$45,735,040	292.50 A.P.
<b>MUNICIPAL GOLF</b> \$4,470,482	38.00 A.P.
<b>COMMUNITY PROGRAMS</b> \$2,758,110	23.00 A.P.

## Infrastructure and Economic Development Services

<b>CITY MANAGER'S OFFICE INTERGOVERNMENTAL AFFAIRS</b> General Fund \$775,625	2.00 A.P.
<b>ECONOMIC DEVELOPMENT</b> \$16,477,358	14.50 A.P.
<b>TAX INCREMENT FINANCING DISTRICTS</b> \$19,988,623	0.00 A.P.
<b>WATER AND SEWER</b> \$419,408,874	936.00 A.P.
<b>LAKE WORTH TRUST</b> \$186,000	0.00 A.P.
<b>PROPERTY MANAGEMENT</b> General Fund \$10,945,204	79.00 A.P.
<b>EQUIPMENT SERVICES FUND</b> \$26,722,872	106.00 A.P.
<b>CAPITAL PROJECTS SERVICE FUND</b> \$751,501	8.00 A.P.
<b>WATER AND SEWER FUND</b> \$94,337	1.00 A.P.
<b>ALLIANCE AIRPORT FACILITY MAINTENANCE FUND</b> \$12,154,944	0.00 A.P.
<b>TRANSPORTATION &amp; PUBLIC WORKS</b> General Fund \$48,906,180	216.30 A.P.
<b>CAPITAL PROJECTS SERVICE FUND</b> Construction, Inspection and Project Management \$7,953,731	69.00 A.P.
<b>MUNICIPAL PARKING</b> \$7,201,640	12.00 A.P.
<b>RED LIGHT ENFORCEMENT</b> \$9,461,369	30.00 A.P.
<b>STORMWATER UTILITY</b> \$37,085,478	113.20 A.P.

## Neighborhoods

<b>AVIATION</b> \$5,077,422	24.00 A.P.
<b>CITY MANAGER'S OFFICE HUMAN RELATIONS</b> General Fund \$453,868	4.25 A.P.
<b>CODE COMPLIANCE</b> General Fund \$18,822,358	215.20 A.P.
<b>SOLID WASTE</b> \$58,450,241	113.00 A.P.
<b>ENVIRONMENTAL PROTECTION FUND</b> \$4,821,164	24.30 A.P.
<b>LIBRARY</b> \$20,111,091	210.50 A.P.
<b>LIBRARY AUTOMATION SYSTEMS SHARING FUND</b> \$315,000	2.00 A.P.
<b>NEIGHBORHOOD SERVICES</b> \$7,701,177	48.15 A.P.
<b>COMMUNITY PROGRAMS</b> \$276,986	0.00 A.P.
<b>PLANNING AND DEVELOPMENT</b> General Fund \$12,289,904	132.00 A.P.

## Public Safety

<b>FIRE</b> \$132,415,791	951.00 A.P.
<b>MUNICIPAL COURTS</b> General Fund \$17,390,360	177.00 A.P.
<b>TECHNOLOGY FUND</b> \$126,500	00.00 A.P.
<b>BUILDING SECURITY FUND</b> \$426,570	4.00 A.P.
<b>JUVENILE CASE MANAGEMENT FUND</b> \$168,557	3.00 A.P.
<b>POLICE</b> General Fund \$229,073,957	1,827.00 A.P.
<b>TREASURY ASSET FORFEITURE FUND</b> \$343,000	00.00 A.P.
<b>JUSTICE ASSET FORFEITURE FUND</b> \$560,149	00.00 A.P.
<b>STATE ASSET FORFEITURE FUND</b> \$221,500	00.00 A.P.
<b>LAW ENFORCEMENT OFFICER STANDARDS &amp; EDUCATION FUND</b> \$148,089	00.00 A.P.
<b>CRIME CONTROL &amp; PREVENTION DISTRICT</b> \$86,002,513	226.00 A.P.

## FINANCIAL MANAGEMENT SERVICES

General Fund \$14,373,837	99.70 A.P.
<b>DEBT SERVICE FUND</b> \$83,619,202	0.00 A.P.
<b>PUBLIC IMPROVEMENT DISTRICTS</b> \$6,940,730	0.00 A.P.

- ELECTED OFFICIAL
- APPOINTED BY CITY COUNCIL
- GOVERNMENTAL FUNCTIONS
- DEPARTMENTS/FUNDS

# CITY OPERATING FUND STRUCTURE

## GOVERNMENTAL FUNDS

## PROPRIETARY FUNDS

### GENERAL FUND

### SPECIAL REVENUE FUNDS

### CAPITAL PROJECTS FUNDS

### DEBT SERVICE

### ENTERPRISE FUNDS

### INTERNAL SERVICE FUND

#### OPERATING DEPARTMENTS

#### OPERATING FUNDS

#### OPERATING FUNDS

#### OPERATING FUNDS

- City Attorney's Office
- City Auditor's Office
- City Manager's Office
- City Secretary's Office
- Code Compliance
- Financial Management Services
- Fire
- Economic Development
- Human Resources
- Library
- Municipal Court
- Neighborhood Services
- Non-Departmental
- Park & Recreation
- Planning & Development
- Police
- Property Management
- Transportation & Public Works

- Alliance Airport Facility Maintenance
- Asset Forfeiture Funds
  - \* Justice Asset Forfeiture
  - \* State Asset Forfeiture
  - \* Treasury Asset Forfeiture
- Cable Office
- Crime Control and Prevention District
- Culture and Tourism
- Culture and Tourism DFW Revenue Share
- Culture and Tourism Hotel Occupancy Tax
- Environmental Protection
- Lake Worth Trust
- Law Enforcement Officer Standards and Education
- Library Automation Systems Sharing
- Municipal Golf
- Public Improvement Districts
- Red Light Enforcement
- Special Donations
- Special Trust Fund
  - \* Municipal Court Building Security
  - \* Municipal Court Technology
  - \* Juvenile Case Management
  - \* Community Programs
- Tax Increment Financing Districts

- Municipal Airports
- Municipal Parking
- Solid Waste
- Stormwater Utility
- Water and Sewer

- Capital Projects Service
- Equipment Services
- Information Systems
- Insurance
  - \* Group Health and Life Insurance
  - \* Risk Financing
  - \* Risk Management
  - \* Worker's Compensation

## CITY PROFILE

**LOCATION AND HISTORY:** Fort Worth, seat of Tarrant County, Texas, is located in Tarrant and Denton Counties in North Central Texas at 97° 55' west longitude and 32° 36' north latitude. Situated on the Trinity River, Fort Worth is approximately 75 miles south of the Oklahoma state line and 270 miles northwest of the Gulf of Mexico. The city is a cultural gateway into the American West and covers nearly 300 square miles.

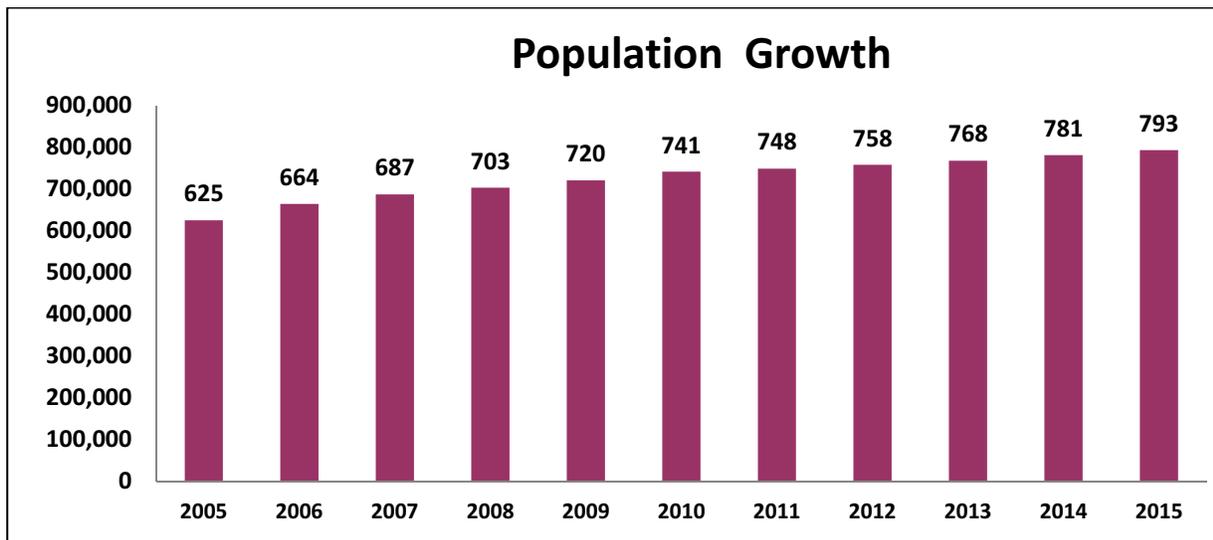
Fort Worth was established as a frontier army post in 1849 by Major Ripley Arnold and named after General William Jenkins Worth, who distinguished himself in the War with Mexico. The outpost became a stopping place on the famous Old Chisholm Trail and a shipping point for the great herds of Longhorn cattle being driven to northern markets. Progressive City leadership brought the first of nine railroads to Fort Worth in 1876 and with the subsequent West Texas oil boom, guided the City into a metropolitan county of more than 1.8 million people. Fort Worth's economy has always been associated with cattle, oil, finance and manufacturing. Since World War II, Fort Worth has also become an aerospace, education, high-tech, transportation and industry service center.

For the third time in nearly half a century, Fort Worth was named one of the National Civic League's *All American Cities* in 2011. Fort Worth also won the award in 1964 and 1993.

**GOVERNMENT:** Fort Worth operates under the Council-Manager form of municipal government. A mayor chosen at-large by popular vote and an eight-member, single-district council are elected to two-year terms. In turn, the Mayor and City Council appoint the City Manager who is the chief administrative and executive officer. The City Council is also responsible for the appointment of the City Attorney, municipal judges, City Secretary, and the City Auditor.

**AREA AND POPULATION:** According to the U.S. Census Bureau, Fort Worth was the fastest growing large city with more than 500,000 in population growth between 2000 and 2010. The 2010 Census count for Fort Worth is 741,206. From 2000 to 2010, Fort Worth's total population increased by 206,512 persons. This represents an average annual increase of approximately 20,650 persons and a growth rate of 3.9% per year. Since the 2010 Census, the population has increased at a slower rate than it did during the 2000s. According to the North Central Texas Council of Governments, the January 1, 2015 population estimate for Fort Worth is 792,720, an increase of 51,514 persons since the April 1, 2010 Census. This represents an average annual growth rate of 1.4%. This growth rate is similar to the growth Fort Worth experienced in the 1990s when total population increased from 447,619 in 1990 to 534,694 in 2000, an annual average growth rate of approximately 2%. If growth continues at this rate, the City's population is expected to exceed one million people by 2030.

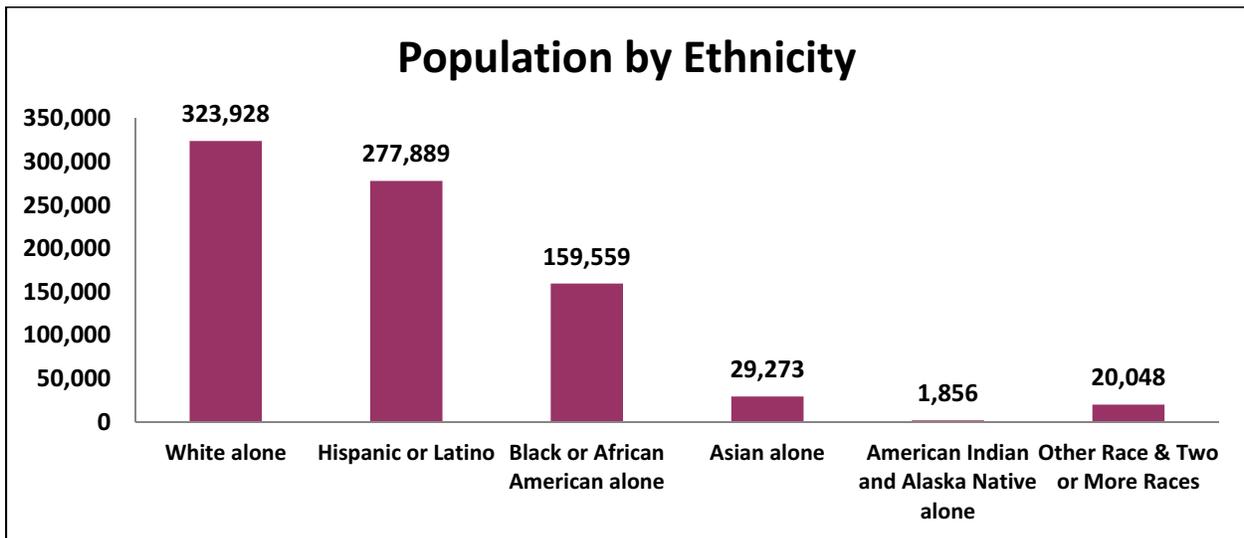
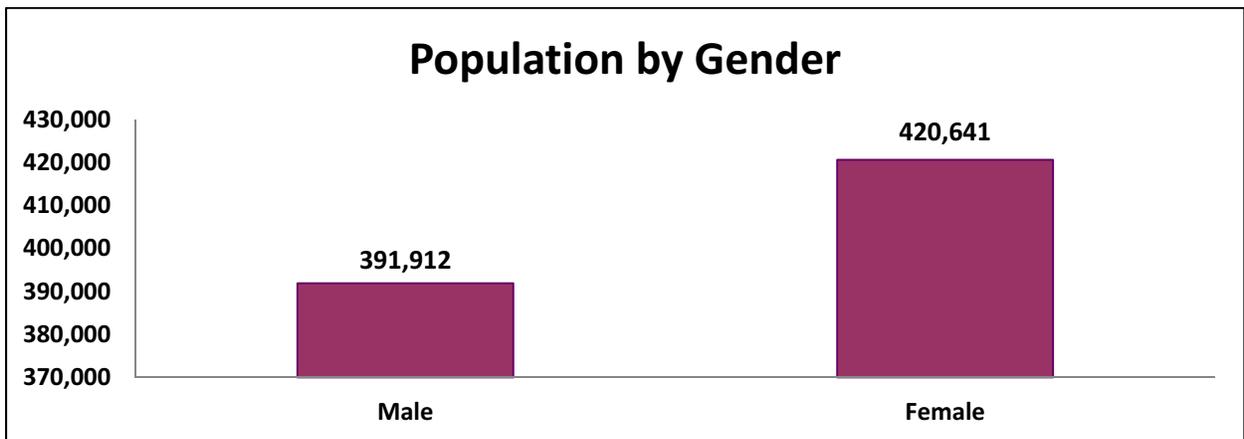
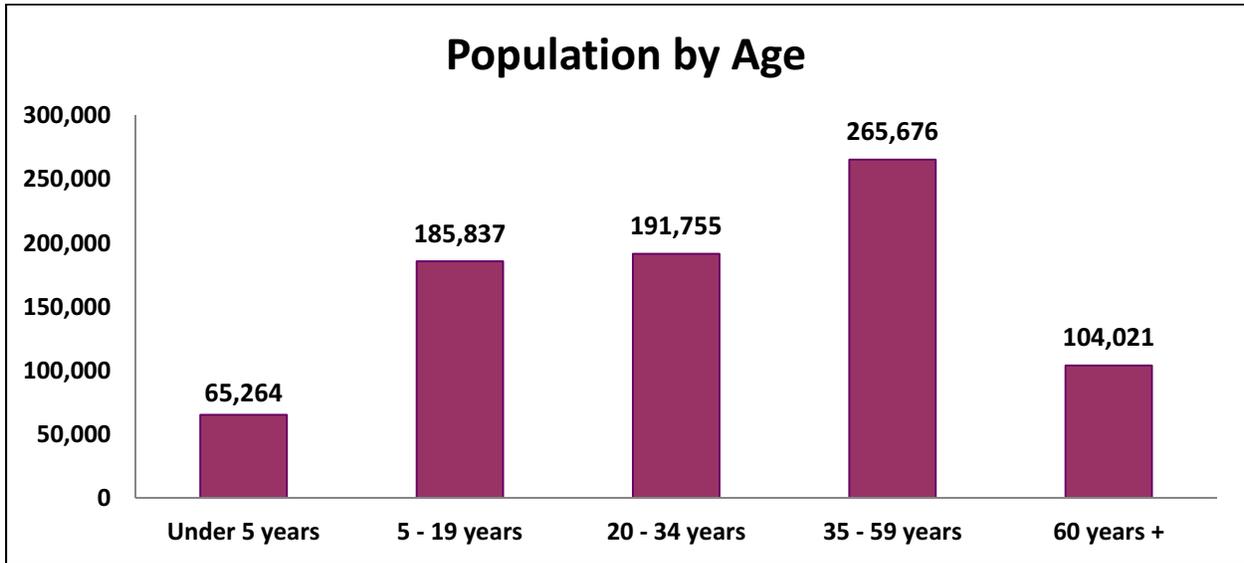
The chart below shows Fort Worth's population growth over the last decade.



Source: North Central Texas Council of Governments, 2015.

## A-13

According to the 2014 American Community Survey estimates, Fort Worth's population by age, gender and ethnicity is distributed as follows:



Source: U.S. Census Bureau, 2014 American Community Survey, 1-Year Estimates

**TRANSPORTATION:** The Dallas/Fort Worth International Airport (the "Airport" or "DFW") is the third busiest airport in the world in terms of logistical operations and ranks 9th in the world based on passengers. The Airport is the principal air carrier facility serving the Dallas/Fort Worth metropolitan area. First opened on January 13, 1974, the Airport is located halfway between the cities of Dallas and Fort Worth, Texas. DFW International offers 1,850 flights per day and serves more than 63 million passengers per year. DFW provides non-stop service to 149 domestic and 56 international destinations worldwide. For seven consecutive years, DFW has ranked in the top ten for customer service among large airports worldwide in surveys conducted by Airports Council International.

In addition, the City owns three general aviation airports, each with all-weather capability. Meacham International Airport is centrally located 5 miles from downtown Fort Worth and is equipped with parallel runways, the longest of which is a 7,500 ft. runway. Fort Worth Spinks Airport, a general aviation airport located along I-35 in the south portion of the City is equipped with a 6,000 ft. runway. Alliance Airport is located on I-35 to the north, serves the needs of industrial, business and general aviation users, and is equipped with a 9,600 ft. runway. Alliance Airport is home to the annual Bell Helicopter Fort Worth Alliance Air Show. These three airports combined handled over 272,254 operations in fiscal year 2015.

Three interstate highways (Interstate 20, Interstate 30 and Interstate 35), combined with five federal and four state highways provide all-weather routes within the Fort Worth area and the rest of the nation. Interstate 820, which encircles the City, allows quick access to all parts of the Fort Worth area. The Texas Highway Commission has completed a master highway construction plan for Tarrant County to provide for transportation needs through the foreseeable future. The relocation project was completed in 2001 and will promote redevelopment of Lancaster Avenue, the south end of the Central Business District and the Hospital District southwest of downtown.

Fort Worth is served by six major railroad systems, one of which, BNSF (Burlington Northern/Santa Fe Railroad), has its corporate headquarters in Fort Worth. Rail passenger service is provided through Fort Worth, including AMTRAK service on the Texas Eagle to Chicago, St. Louis, Little Rock, Dallas, San Antonio and Los Angeles and on the Heartland Flyer to Oklahoma City. Fort Worth's position as a major southwest distribution center is supported by the presence of 75 regular route motor carriers with over 750 schedules. Local transit service is provided by The T, operated by the Fort Worth Transportation Authority. Greyhound Lines, Inc. furnishes Fort Worth with transcontinental bus passenger service.

**EDUCATION:** The Fort Worth Independent School District serves a major portion of Fort Worth. The 146 schools in the District operate on the 5-3-4 plan in which the elementary schools (83) teach grades 1-5; middle schools and sixth-grade centers (29), grades 6-8; and senior high schools (18), grades 9-12. The District also has 16 special campuses. The Fort Worth School District employs 5,217.5 classroom teachers (full-time equivalents) to instruct over 86,000 students. Special education programs are provided for the blind, handicapped, mentally disabled, brain-injured, emotionally disturbed and those who require speech and hearing therapy in seven special schools. Vocational training is provided at the secondary level for the educable mentally disabled. Bilingual programs are also offered at the primary and secondary level. While Fort Worth is served primarily by Fort Worth Independent School District, it is also serviced by eight other districts.

Tarrant County has 42 college and university campuses with an enrollment of more than 100,000 students in both undergraduate and graduate programs. Included in these colleges and universities are: Southwestern Baptist Theological Seminary; Tarleton State University-Fort Worth Campus; Tarrant County College, Trinity River, South, Northeast, Southeast, and Northwest Campuses; Texas Christian University; Texas Wesleyan University; Texas A&M University School of Law; the University of Texas at Arlington; and the University of North Texas Health Science Center.

**HEALTH SERVICES:** Medical facilities in Tarrant County offer excellent and convenient care. There are approximately 44 hospitals with nearly 5,837 beds; one children's hospital licensed for 457 beds; four public hospitals; 77 nursing homes; the Tarrant County Public Health Center; Cancer Clinic; Carter BloodCare and the University of North Texas Health Science Center.

**MILITARY:** Carswell Air Force Base closed as an active air force facility in September of 1993. In October of 1994, the base was reopened and transformed into Naval Air Station (NAS) Fort Worth, Joint Reserve

Base, Carswell Field, a navy reserve base. Now that all of the units have been transferred here from NAS Dallas, Glenview NAS, Detroit, and Memphis, there are nearly 10,000 personnel utilizing the facilities. Approximately \$130 million of construction, remodeling and renovation was invested over the transition period. The PX Mart continues to operate the Base Exchange store and the grocery store for the benefit of active duty military and retired military in the Metroplex. The golf course is now under lease to the Carswell Redevelopment Authority and is operated as a public use facility. The Justice Department has established a Federal Medical Center in the area around the old base hospital. The facility is for female Federal inmates and employs approximately 384 personnel.

**THE ECONOMY:** Fort Worth is consistently ranked among the top places in the nation to live, work, and play. With a growing workforce, top educational facilities, low cost of doing business, high quality of life, and prime location and climate, the city is an attractive choice for companies looking to expand their operations.

Major employers in Fort Worth include AMR/American Airlines (1), Lockheed Martin, JPS Health Network, Cook Children's Healthcare System, Tarrant County, NAS Fort Worth Joint Reserve Base, Fort Worth Independent School District, Texas Health Harris Methodist Fort Worth Hospital, Alcon Laboratories, City of Fort Worth, Bell Helicopter, and Genco ATC. Manufacturing and distribution remains an important part of the Fort Worth economy. The list of companies in distribution and manufacturing operations include Acme Brick, Alcon Labs, Allied Electronics, ATC Logistics & Electronics, Haggar Clothing, Federal Express, J.C. Penney's, Mother Parker's Tea and Coffee, Coca-Cola Enterprises, Ben E. Keith Co., Miller Coors LLC, Williamson-Dickie, Pratt Industries USA, Inc., NGC Renewables, LLC, Carolina Beverage Group, LLC, GE Manufacturing Solutions, and The Dannon Company.

A released economic impact study by The Perryman Group credits oil and natural gas exploration for adding \$11.8 billion in gross product per year and more than 107,650 permanent jobs to the North Texas region. Oil and gas production, driven by the Barnett Shale, has provided a number of economic benefits from exploration, drilling and related activity. Covering approximately 5,000 square miles and 25 counties the annual tax impact is about \$480.6 million to municipalities, counties and other governmental entities, as well as \$644.7 million to the state of Texas. The Barnett Shale has yielded over 15 trillion cubic feet of natural gas with about 18,000 wells in the shale since 2001. That's 66 percent more than the 9 trillion cubic feet in 2011 and despite only 19 rigs operating in the Barnett as of September 1, 2014. The study credited almost 40 percent of the region's incremental growth since 2001 as a direct result of Barnett Shale activity. Emerging economic sectors include financial services, semiconductor manufacturing, communications equipment manufacturing, corporate offices, and distribution. The City has recently added facilities from Blue Cross Blue Shield of Texas, CUNA Mutual Group and Daimler Financial.

The City's industry clusters remain diverse with trade, transportation, and utilities making up the largest percentage of the Fort Worth-Arlington Metropolitan Division (MD) industry composition at 23%. Since 2010 trade, transportation, and utilities companies have grown considerably adding over 18,900 jobs to the area. Education and health services, manufacturing, retail trade, professional and business services, and leisure and hospitality are also large sectors, comprising 20.4%, 11.7%, 10.9%, 10.4%, and 9% of the Fort Worth's workforce respectively.

There are over 37,500 registered business firms in the Fort Worth-Arlington MD. About 50% of these businesses are small to mid-size firms that employ anywhere from one to 249 individuals, which highlights the continued importance of small business development. Large business firms with over 1,000 employees make the other half of the area's workforce.

**LABOR FORCE:** The Fort Worth-Arlington MD boasts a strong labor force of over one million that continues to grow. Although the recession has slowed much growth across the United States, the Fort Worth-Arlington MD has experienced positive annual employment growth since summer 2010. The unemployment rate of 3.9% is still less than the 4.4% state unemployment rate and the 5.3% national unemployment rate through August 2015.

The chart below shows annual labor force data for the City of Fort Worth, the Dallas-Fort Worth Metropolitan Statistical Area and Tarrant County.

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	August, 2015
<b>City of Fort Worth</b>											
<b>Labor Force</b>	296,038	306,858	314,976	323,314	332,419	357,927	369,487	377,356	385,557	390,808	389,136
<b>Unemployed</b>	16,032	15,255	14,020	16,210	25,879	28,441	27,636	24,271	22,827	19,147	15,966
<b>Unemployment Rate</b>	5.4%	5.0%	4.5%	5.0%	7.8%	7.9%	7.5%	6.4%	5.9%	4.9%	4.1%
<b>Dallas-Fort Worth-Arlington MSA</b>											
<b>Labor Force</b>	3,024,613	3,083,408	3,106,964	3,146,487	3,187,001	3,300,761	3,372,335	3,422,689	3,486,903	3,559,552	3,569,582
<b>Unemployed</b>	157,701	146,544	132,080	153,563	248,383	266,593	255,374	225,135	210,765	177,101	139,885
<b>Unemployment Rate</b>	5.2%	4.8%	4.3%	4.9%	7.8%	8.1%	7.6%	6.6%	6.0%	5.0%	3.9%
<b>Tarrant County</b>											
<b>Labor Force</b>	843,857	859,737	868,680	880,826	896,305	924,951	949,924	966,855	985,073	998,520	992,473
<b>Unemployed</b>	43,418	40,498	36,823	42,048	68,936	75,375	71,812	62,867	58,967	49,734	39,994
<b>Unemployment Rate</b>	5.1%	4.7%	4.2%	4.8%	7.7%	8.1%	7.6%	6.5%	6.0%	5.0%	4.0%

Source: Texas Workforce Commission, Labor Market Information

**TOURISM:** Tourism is an important contributor to the local economy. More than 6.5 million people visit each year for business and leisure, generating a \$1.6 billion annual economic impact, according to the Fort Worth Convention & Visitors Bureau (FWCVB). This activity supports more than 143,000 jobs in the local hospitality industry. Tax revenue generated by visitor spending contributes to city projects, saving the average household approximately \$840 per year. The city has seen significant growth in the number of visitors from within the region and from other nations through DFW International Airport. In addition to conventions, visitors are drawn here by authentic experiences, western heritage, performing and visual arts, dynamic food scene and quality of life. The City's neighborhoods and districts drawing high interest include downtown and Sundance Square, the Cultural District, Near Southside, Panther Island and the Stockyards National Historic District. The Stockyards features the Fort Worth Herd, the world's only twice-daily cattle drive owned and operated by the Fort Worth Convention and Visitors Bureau. In response to growing demand for conventions and leisure visits, Fort Worth is planning to add more than 1,400 hotel rooms downtown in the next five years.

Sundance Square and Downtown Fort Worth, Inc. (DFWI) is a nonprofit organization dedicated to the promotion and redevelopment of downtown Fort Worth. Coordinated efforts by DFWI have resulted in new entertainment, housing, and retail facilities throughout downtown Fort Worth. The City joined this partnership in 1995 with the creation of the Downtown Tax Increment Financing District in order to provide public infrastructure to support the private investment within this development.

The Alliance Texas development in far north Fort Worth continued its growth by adding more than 2,400 jobs over the past 12 months, one of its largest increases since the recession. Employment at the 18,000-acre development, which includes the huge logistics park, subdivisions, shopping centers and the Circle T Ranch, topped 37,000 in 2014.

**CITY DEVELOPMENTS:** Fort Worth-based Trademark Property Co. is in development of the \$185 million Waterside project planned for the Lockheed Martin Recreation Association property off Bryant Irvin Road in west Fort Worth. Trademark will invest a minimum of \$90 million in the first phase, with development of at least 465,000 square feet of mixed-use commercial/residential space. Phase two must have an additional \$35 million investment and a minimum 165,000 square feet of commercial or residential space, and Phase Three will consist of another \$60 million investment and at least 200,000 square feet of space. Plans for the Waterside development include residential development, about two or three hotels, 200,000 square feet of retail space, and about 800 apartments along the Trinity River. Tenants announced include Whole Foods, Taco Diner, and Zoe's Kitchen. Construction on Waterside began in 2014, with the initial phase slated for completion in late spring 2016. The initial phase of Waterside also includes 375 luxury apartments.

## A-17

The Dannon Company plans to expand its Fort Worth manufacturing facility to include a new product line and consolidate product lines from other manufacturing sites to Fort Worth. The expansion will occur in two phases and conclude by January 2017. Dannon will also create 20 new jobs by the end of 2016.

Fort Worth Heritage Development, LLC will construct a mixed-use redevelopment and new development project located in the historic Fort Worth Stockyards. The project will comprise approximately one million square feet of space consisting of a hotel, retail, restaurants, office and residential apartment units among other uses. The development will be constructed in three phases completing by December 2024.

HRI Properties, a New Orleans-based hotel developer, plans a \$52 million, six-story, 250-room Westin-branded hotel directly across University Drive from the Modern Art Museum. The hotel will serve as the primary hotel for the new 14,000-seat multipurpose arena planned for Will Rogers Memorial Center. The facility promises not only guests rooms, but also a full-service restaurant, three-story parking garage able to accommodate up to 210 vehicles, and 15,000 square feet of meeting space. The hotel is expected to be completed by December 31, 2017 and will create at least 130 full-time jobs by Dec. 31, 2018.

Clearfork is a 270 acre, multi-phase development project that ultimately will incorporate 2 million square feet of office space, 1.2 million square feet of retail, dining and entertainment, and 2,500 multifamily residential units at completion. The first phase of development is currently under construction. Opening this fall are the 400 luxury apartments known as the Kelton at Clearfork.

Two apartment projects planned for Lancaster Avenue in downtown Fort Worth – one at the west end and the other at the east end – are expected to be completed by the end of 2017. Conine Residential Group in Frisco and Odyssey Residential Holdings in Dallas, operating as TX Kent Apartments L.P., plan a \$26.6 million, 200-unit project called Cadillac Lofts on the former Frank Kent Cadillac site at the southeast corner of Lancaster Avenue and Main Street. The Lancaster Tax Increment Financing Board approved \$7.2 million in funding to facilitate the deal.

The City of Fort Worth's Local Development Corp. began construction in 2015 on the five-story, mixed-use Pinnacle Bank Place downtown. The ground floor will be the bank offices and retail. The four floors above will have 130 apartments. In addition, the project will include a parking garage on the back of the project. Total project cost is estimated at about \$19.7 million. The building is located on West Lancaster Avenue between Jennings and Throckmorton streets, and is expected to be completed in the first quarter of 2016.

Facebook is opening a large \$1 billion plus data center in Ft. Worth. The data center will be built in the Alliance Corridor, in north Fort Worth. The new data center will be located at the corner of Park Vista Blvd. and State Highway 170 and ultimately consist of three 250,000-square-foot buildings on a 110-acre site. Construction on the first phase is expected to be complete in late 2016.

In September 2015, American Airlines unveiled a new Integrated Operations Center adjacent to the Southern Reservations Office at 4700 American Blvd. American's operations center is the first new building on its Fort Worth campus in 20 years. The new facility is all part of the merger between American Airlines and US Airways. More than 1,600 people will work at the center. The center will create approximately 100 new jobs and more than 300 employees will be relocated to the new site.

Smith & Nephew Inc. will lease a 55,000-square-foot building at Chisholm Trail Parkway and Clearfork Main Street. The firm plans to make Fort Worth the U.S. headquarters of its Advanced Wound Management division. The London-based maker of wound care and surgical products agreed to add 80 positions to its local staff by Dec. 31, 2021, pushing total staffing to 250, with an \$85,000 average salary for all full-time employees.

Tanger Outlets will build a 350,000 square foot shopping center in north Fort Worth across from Texas Motor Speedway. Tanger plans to invest \$70 million to build the shopping center, and Fine Line Diversified Development in Fort Worth, developer of Champions Circle, must invest \$60 million in 500,000 square feet of commercial space and 100,000 square feet of apartments. The initial phase is expected to be completed by December 31, 2018. Fine Line plans to have 250 full time employees and Tanger Outlets 350 full time employees by December 31, 2019.

Victory Real Estate Group has acquired an 18.5-acre tract along Eastchase Parkway and Interstate 30 in east Fort Worth. Plans call for a mixed-use retail development comprising six pad sites, with two hotels, a big-box retailer and up to 50,000 square feet of additional retail space. Construction is planned to be complete by the end of 2016.

Victory Real Estate Group has secured 22 acres at Alliance Town Center for a mixed-use development planned to feature a big box retailer, medical retailers and pad sites. The project, on the northwest corner of Interstate 35W and Heritage Trace Parkway in north Fort Worth, is expected to reach completion by the end of 2015.

Detroit-based Title Source, the largest independent provider of title insurance, property valuations and settlement services in the nation, will move its Denton office to a new location in Fort Worth. The new, 10,000-square-foot office is located at Hillwood Commons 1, 9800 Hillwood Parkway in north Fort Worth. Title Source plans to add 15 more employees by the end of 2015.

Construction is expected to begin by the end of 2015 on the Anthracite Building at 640 Taylor Street downtown. The \$115 million, 25-story office tower will have ground-floor retail space and 15 floors of parking, including 4 underground. It will have an additional 14 floors of office, residential and restaurant space. It will be the new headquarters for Fort Worth-based oil and gas company Jetta Operating, with space leased to other tenants.

Downtown Fort Worth's historic Sinclair Building will be transformed into an upscale 165-room Marriott Autograph Collection hotel, and the empty and former Hilton Annex will be made over into corporate apartments. The group that owns the Sanger Bros. buildings, which once housed Color Tile's headquarters, plan facade and streetscape improvements, ground-floor retail, one floor of meeting and banquet space that connects to the hotel by sky bridge, a spa, and potentially office remodeling, conversion of some empty space to house data centers, and conversion of more space for hotel services. The first and second phases are expected to be completed by December 31, 2017 and December 31, 2018. The Sinclair project must create 100 permanent jobs.

Eyeworks Group and Regions Bank will operate new locations when a five-story, 60,000 square foot office building opens on the southeast corner of West Seventh Street and University Drive in Fort Worth. The building is expected to be complete by January 2016.

In 2015 GDC Technics, began operating at the former American Airlines complex at Alliance. GDC Technics, an aircraft modification company based in San Antonio, signed a 25-year lease for 840,000 square feet at facilities that have been owned by the city of Fort Worth since Feb. 1, 2015. The company expects to add over 600 employees in Fort Worth over the next several years, with 100 coming on board in 2015. GDC anticipates investing in major capital improvements and upgrades to the hangar, maintenance buildings, wash bay and parking lot areas.

**MISCELLANEOUS:** Water, sewer and solid waste services are furnished by the City of Fort Worth and natural gas service is provided by Atmos Energy. Electricity, telephone and other service utilities are provided by various providers.

The Fort Worth Public Library system consists of a Central Library, 13 branch libraries and two satellite libraries that are located in public housing developments. Additionally, the City has inter-local agreements with six of the surrounding suburban communities to share library resources and services. The Central Library, open 52 hours and seven days a week, is the flagship of the system. Branches operate 40 hours each week including Saturdays.

In December 2011, the City Council adopted the **20/20 Vision Master Plan** for the Library which charts future facility and service needs. Service priorities for FY2015 are educational support in the form of early literacy/ youth / teen services, workforce development, genealogy and local history and technological enhancements. The Library's 5 Year Vision is recognized as the best place for materials to support pleasure/recreation, learning and information and to showcase the diversity and history of Fort Worth through materials, classes, programs and exhibits. The library system circulates more than 4 million library materials annually; provides computers at all facilities with informational databases and the Internet;

answers questions; supports a website with downloadable audios, videos, e-books, and other online services; offers educational, cultural, and early literacy programming; and serves as a gathering place and destination for the local neighborhoods.

More than 400 churches with 45 denominations and synagogues in Fort Worth contribute vitally to the lives of city residents. The city is also world-famous for its many museums. The Fort Worth Convention Center offers exhibit and meeting space of over 185,000 square feet, including a 14,000 seat arena. Will Rogers Memorial Center is located in the heart of Fort Worth's Cultural District and includes Will Rogers Coliseum Auditorium, the new Multi-Purpose Equestrian Center and Amon G. Carter Jr. Exhibits Building.

The Nancy Lee and Perry R. Bass Performance Hall, now recognized as one of the best performance halls in the world, is a state-of-the-art \$70 million performing arts hall funded entirely from private donations.

**CITY OF FORT WORTH BUILDING PERMITS**

Fiscal Year Ended 9/30	Number of Issued Building Permits by Type				
	New * Residential	New Commercial	Additions	Remodels	TOTAL PERMITS
FY2005	9,283	786	753	2,857	13,679
FY2006	11,148	672	897	3,156	15,873
FY2007	6,862	866	802	3,430	11,960
FY2008	5,351	1,076	1,030	4,351	11,808
FY2009	3,756	597	981	4,346	9,680
FY2010	3,891	669	819	4,595	9,974
FY2011	3,433	721	949	4,707	9,810
FY2012	3,861	779	788	4,575	10,003
FY2013	4,540	835	676	4,525	10,576
FY2014	4,828	1,031	646	4,330	10,835
FY2015	5,260	857	603	4,602	11,322

Source: Planning and Development Department, City of Fort Worth, 2015.

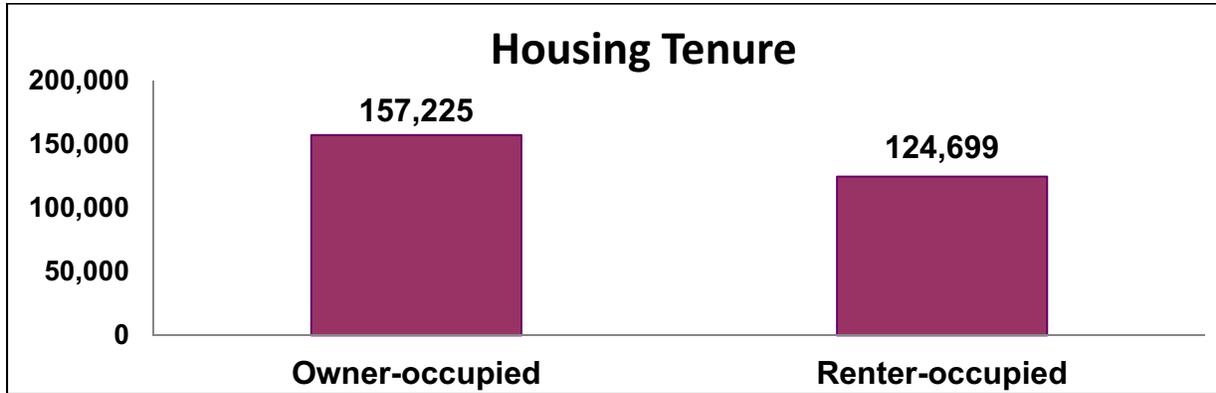
\*Includes multi-family, pools and other improvements.

Fiscal Year Ended 9/30	Dollar Value of Building Permits Issued				
	New Residential	New Commercial	Additions	Remodels	TOTAL VALUE
FY2005	\$1,075,285,010	\$493,645,116	\$62,541,119	\$166,658,838	\$1,798,130,083
FY2006	\$1,437,198,834	\$650,999,578	\$30,557,422	\$155,053,608	\$2,273,829,441
FY2007	\$968,052,419	\$1,016,567,625	\$54,856,877	\$176,590,429	\$2,216,067,350
FY2008	\$654,418,116	\$1,115,953,916	\$82,493,604	\$333,482,697	\$2,186,348,332
FY2009	\$415,957,553	\$530,521,519	\$177,397,373	\$363,419,136	\$1,487,295,581
FY2010	\$449,663,304	\$740,594,972	\$95,498,713	\$392,421,899	\$1,678,178,888
FY2011	\$395,395,022	\$573,784,677	\$144,681,007	\$238,577,958	\$1,352,438,664
FY2012	\$432,754,592	\$629,082,573	\$65,067,950	\$328,012,060	\$1,454,917,176
FY2013	\$557,615,578	\$1,218,617,199	\$57,346,267	\$406,518,978	\$2,240,098,026
FY2014	\$584,324,940	\$1,137,494,082	\$68,260,165	\$353,410,831	\$2,143,490,012
FY2015	\$754,786,787	\$875,805,327	\$119,305,417	\$437,114,798	\$2,187,012,329

Source: Planning and Development Department, City of Fort Worth, FY2015.

**HOUSING TENURE**

According to Housing Occupancy data from the American Community Survey, the number of total housing units in Fort Worth is estimated at 309,326 of which 91.1 percent are occupied and the remaining 8.9% vacant. In terms of housing tenure, the survey estimated that out of the 281,924 occupied housing units, 55.8 percent were owner-occupied and 44.2 percent were renter-occupied.



Source: U.S. Census Bureau, 2014 American Community Survey, 1-Year Estimates, Calendar Year.

**CITY OF FORT WORTH EXTRATERRITORIAL JURISDICTION AND ANNEXATION POLICY**

Under the provisions of State law, incorporated cities in Texas have the power to exercise certain controls in unincorporated areas adjacent to their city limits. For a city the size of Fort Worth, these adjacent areas extend a distance of five (5) miles from its city limits. This adjacent unincorporated area within five miles is known as the extraterritorial jurisdictional area ("ETJ").

**PERSONAL INCOME AND BUYING POWER**

	Median Household
Fort Worth	\$52,273
Tarrant County	\$58,099

Source: U.S. Census Bureau, 2014 American Community Survey, 1-Year Estimates

**HOUSEHOLD INCOME**

	Fort Worth	Tarrant County
Less than \$15,000 to \$34,999	33.8%	29.6%
\$35,000 - \$49,999	13.2%	13.1%
\$50,000 and over	52.9%	57.3%

Source: U.S. Census Bureau, 2014 American Community Survey, 1-Year Estimates

**THE MUNICIPAL AIRPORT SYSTEM:** Fort Worth has a long-standing commitment to aviation. From the landing of the first airplane in Fort Worth in 1915 to today, Fort Worth has understood and served the needs of the aviation industry. The City is home to Lockheed, American Airlines, Bell Helicopter-Textron, Naval Air Station Joint Reserve Base Fort Worth and hundreds of other aviation related businesses. Dallas/Fort Worth International Airport, owned jointly by the two cities and operated by the Dallas/Fort Worth International Airport Board, stands as a symbol of excellence to which the City is committed.

An integral part of this dedication is exhibited by the City of Fort Worth's Aviation Department which consists of three municipal airports. These airports and their individual characteristics are as follows:

Fort Worth Meacham International Airport

In operation since 1925

- 7,500 ft. runway, with Category I Instrument Landing System ("CAT I ILS"), 4,000 ft. parallel runway
- 24-hour FAA flight control tower,
- 24-hour aviation fuel services
- Major/minor maintenance
- Hangar rental space for large and small aircraft
- Located in North Fort Worth
- Award winning Fixed Based Operators
- Centrally located 5 miles from downtown Fort Worth

Fort Worth Spinks Airport

Opened in summer of 1988

- 6,000 ft. runway, 4,000 ft. runway, with ILS
- FAA flight control tower
- Fixed Based Operator
- Serving general and corporate aviation
- Aircraft maintenance and paint services
- Flight training
- Site for hangars available
- Located at Interstate 35 South Industrial Corridor

Alliance Airport

Opened in winter of 1989

- 9,600 ft. runway, with Category II/III Instrument Landing System (CAT II/III ILS), 8,220 ft. runway
- FAA flight control tower
- Fixed Based Operator
- 24-hour aviation fuel services
- Serving general and industrial/manufacturing cargo aviation
- Nine square miles of airport property available for development
- Near developing high-tech industrial center
- Located in Interstate 35 North Corridor, with rail access

**EMPLOYEE RELATIONS:** Under the laws of the State of Texas, municipal employees cannot strike, be forced to join a union, pay dues for union membership, or collectively bargain for wages, hours or working conditions; however, they may form associations for the presentation of grievances. State law, however, provides for local referenda on collective bargaining for police and firefighters. Pursuant to prior elections, police officers have the right to meet and confer and firefighters have the right to collectively bargain with the City, each group through their own recognized associations under the State's laws. Overall, employee relations are considered by the City to be good.

**FORT WORTH**

