

BUDGET FORMAT

The FY2016 adopted budget document for the City of Fort Worth provides historical, current, and future comparisons of revenues and expenditures; planned allocations of resources - both fiscal and personnel; and brief descriptions of the anticipated annual accomplishments of City programs outlined in each department's business plan.

FUND STRUCTURE

Operating budgets are divided into several different funds. Activities supported by tax dollars are included in the General Fund and Debt Service Fund. Enterprise Funds are those that are funded on a fee-for-service basis, such as the Water and Sewer Fund and the Municipal Airports Fund. Services that are provided internally by City departments on a fee-for-service basis for other City departments, such as the Equipment Services Fund, are specified as Internal Service Funds. Finally, Special Revenue Funds are financial accounts for special revenue sources. An example is the Culture and Tourism Fund, which administers revenue collected from the City's hotel and motel occupancy tax and from the operation of the City's public venues. Each of these fund types is included in the City of Fort Worth adopted budget.

BUDGET DOCUMENT STRUCTURE

The budget document itself is divided into several sections. The document begins with an overview of the City's adopted budget in the City Manager's message. It is followed by introductory information and summaries of revenues and expenditures, including tax base and rate data. The next sections describe personnel resources by department and finally, a calendar of budget milestones is included.

CITY STRATEGIC GOALS FOR CITY DEPARTMENTS

The Fort Worth City Council conducted a priority planning process to deal proactively with the many opportunities and challenges facing the Fort Worth community. This process was very influential in guiding the activities of citizens, council and staff for the next five years. Overall, the City of Fort Worth will continue to concentrate on five top-priority strategic goals for FY2016:

- Make Fort Worth the nation's safest major city
- Improve mobility and air quality
- Create and maintain a clean, attractive city
- Strengthen the economic base, develop the future workforce, and create quality job opportunities
- Promote orderly and sustainable development

The intention of these strategic goals is to provide a clear and concise statement about where the City Council wants Fort Worth to go in the next five years and to stimulate broader discussion of the important issues facing Fort Worth now and in the future. These strategic goals are interrelated and all departments strive toward the achievement and realization of these goals.

GOVERNMENTAL FUNDS

These funds are used primarily for revenues and appropriations associated with the City's "governmental-type activities", such as public safety and regulatory functions, that are funded primarily by non-exchange revenues such as taxes and accounted for on a modified accrual basis.

General Funds:

Departments that comprise the General Fund are listed in an alphabetical order in the budget document.

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

Special Revenue Funds:

Alliance Airport Facility Maintenance
Community Tree Planting Program
Crime Control & Prevention District
Culture and Tourism 2% Hotel Occupancy Tax
Culture and Tourism DFW Revenue Share
Culture and Tourism
Environmental Protection
Public Improvement Districts:
 FWPID #1 – Downtown
 FWPID #6 – Park Glen
 FWPID #7 – Heritage
 FWPID #8 – Camp Bowie
 FWPID #11 – Stockyards
 FWPID #12 – Chapel Hill
 FWPID #14 – Trinity Bluff
 FWPID #15 – Sun Valley
Justice Asset Forfeiture
Lake Worth Trust
Library Automation Systems Sharing
Municipal Golf
Red Light Enforcement
Special Assessment District

Special Donations
Special Trust
State Asset Forfeiture
Tax Increment Financing Zones:
 TIF #2A – Texas Motor Speedway
 TIF #2B – Texas Motor Speedway
 TIF #3 – Downtown
 TIF #3A – Downtown
 TIF #4 – Southside
 TIF #6 – Riverfront
 TIF #7 – North Tarrant Parkway
 TIF #7A – North Tarrant Parkway
 TIF #8 – Lancaster
 TIF #9 – Trinity River Vision
 TIF #9A – Trinity River Vision
 TIF #10 – Lone Star
 TIF #12 – East Berry
 TIF #13 – Wood Haven
 TIF #13 – Trinity Lakes
Treasury Asset Forfeiture

General Debt Service Fund:

This fund accounts for money used to pay the interest and principal of the City's long-term, tax-supported debt.

PROPRIETARY FUNDS

This section is comprised of the Proprietary Funds, which includes Enterprise Funds and Internal Service Funds, that account for the City's organizations and activities that are similar to businesses found in the private sector. These funds are intended to be self-supporting with services being financed through user charges or on a cost reimbursement basis.

Enterprise Funds:

Municipal Airports Fund
Municipal Parking Fund
Solid Waste Management Fund
Stormwater Utility Fund
Water and Sewer Fund

Internal Service Funds:

Capital Projects Service Fund
Equipment Services Fund
Group Health and Life Insurance Fund
Information Technology Systems Fund
Risk Financing Fund

BUDGET PROCEDURE, BASIS AND PHILOSOPHY

BASIS AND PHILOSOPHY

The City Council is responsible for legislation, policy formulation and overall direction setting of the government. This includes the approval of financial policies which establish and direct the operations of the City of Fort Worth. The City Manager is responsible for carrying out the policy directives of the City Council and managing the day-to-day operations of the executive departments, including the Department of Finance. The Chief Financial Officer/Director of Finance administers policy on behalf of the City Manager.

The City's framework for fiscal decision-making is a comprehensive set of Financial Management Policy Statements. As required by charter, the City adopts an annual balanced budget for which the level of expenditure for each department or fund may not legally exceed the appropriations for that department/fund. The budget was constructed around the City Council vision for the long-term direction of City services and the associated desired culture and environment. The City's departments created plans that address the appropriate level of funding required to meet stakeholders' needs based upon the City vision previously established. The budget is prepared in a manner that reflects the full cost of providing services and display estimated beginning fund balances/net position, estimated revenue and receipts, appropriations, and the estimated year-end fund balances/net position.

The City budgets for governmental funds, which include the General Fund, Capital Projects Service Fund, Special Revenue Funds and Debt Service Fund, using the modified accrual basis of accounting with the exception that changes in the fair value of investments are not treated as adjustments to revenue in the annual operating budget.

The budgets for all proprietary funds, which include enterprise funds and internal service funds, are prepared using the full accrual basis of accounting. Internal service funds shall be maintained to account for services provided primarily to departments within the City. Under this method, with limited exceptions, revenues are recorded when they become measurable and available to finance expenditures, and expenses are recorded at the time liabilities are incurred. Exceptions to the foregoing general principle are:

- Changes in the fair value of investments are not treated as adjustments to revenue in the annual operating budget;
- Debt service and capital lease principal payments are treated as expenses in the annual operating budget;
- Depreciation expense is not recognized in the annual operating budget; and
- Capital purchases are recognized as expense in the annual operating budget

Budgetary Control:

Budgetary controls begin with City Charter requirements that the City adopt an annual balanced budget by formal resolution for all City funds. Further, at a minimum, the legal level of control is at the department level for each fund for which a budget is adopted. The department is responsible for administering their respective programs within the financial constraints described by the adopted budget. The Chief Financial Officer/Director of Finance will provide regular reporting to the City Council regarding the status of actual expenditures, expenses, and revenues compared to the adopted budget.

Balanced Budget:

A budget ordinance is balanced when the sum of estimated revenues and appropriated fund balances/net position is equal to appropriations. Operating revenues and other financing sources must fully cover operating expenditures/expenses, including debt service and other financing uses. Operating expenditures/expenses for the purposes of balancing the annual budget shall include that year's contribution to capital funds required to maintain existing assets. Furthermore, operating expenditures/expenses shall include the portion of funds required to maintain the viability of internal service funds for the purposes in which they were created. In addition, minimum reserve levels as

outlined in the Financial Management Policy Statements must be maintained unless reserves are being used in accordance with the purposes permitted by the City's policy.

The City shall take an objective and analytical approach to forecasting revenues, expenditures and expenses as accurately as possible. Though the City will use the best information available to estimate revenues accurately, including mileage rates and tax revenues, absolute certainty is impossible. Should revenues be overestimated, the spending plans and priorities established during the budget process shall be used to propose appropriations and spending as required to bring the budget into balance. The Financial Management Services Department shall monitor revenue incomes and expenditure/expense outflows to assess the implications of the annual budget in order to provide timely updates on actual financial performance. Current portions of long-term liabilities are fully funded in order to maintain the trust of creditors and avoid accumulating excessive liabilities over the long-term.

The overall budget appropriation may be increased via a supplemental appropriation ordinance that allocates funds that are certified as being in excess of those included in the budget and as being otherwise unencumbered. These amendments shall be considered and adopted by the City Council at formal business meetings except for specific adjustments when limited authority is delegated to the City Manager, Chief Financial Officer/Director of Finance as prescribed within the adopted budget ordinance.

The City Manager, as empowered by the charter, may transfer part or all of any unencumbered appropriation balance among programs within a department, division or section upon compliance with such conditions as the City Council may establish by ordinance. Upon request by the City Manager, the Council may by ordinance transfer part or all of any unencumbered appropriation balance from one department to another. No such transfers shall be made of revenues or earnings of any non-tax supported public entity to any other purpose.

PROCEDURE

The operating budgets are developed on an annual basis through supplemental programs, such as departmental business plans and performance measures/ key performance indicators. Together, these documents and activities provide a comprehensive plan to deliver efficient services to residents and stakeholders of the City in a manner that aligns resources with the policy, goals, mission, and vision of the City. The formulation of the budget, includes the publication of a comprehensive budget document and is one of the most important financial activities that the City of Fort Worth undertakes each year.

The City's fiscal year runs from October 1 through September 30th. The Fort Worth City Charter provides that on or before August 15th each year, the City Manager must submit to the City Council a proposed balanced budget that provides a complete financial plan for all city funds and activities for the ensuing year. The budget is required to be adopted by the City Council at least ten days after the first publication of the appropriations ordinance, which when so adopted shall constitute the City Council's appropriation of all funds for such year. Regarding these factors, the Budget and Research Division establishes a budget schedule each year to enable the City Manager and their staff to prepare a proposed budget that will meet all provisions of the City Charter and provide the City Council with a thorough, informative description of the level of municipal services being proposed and their costs.

Below is a synopsis of each budget process phase as it pertained to the FY2016 budget preparation:

Personnel Data (SBFS) Cleanup:

The annual budget preparation process took place in early February when the Budget and Research Division opened the Budget Reporting and Analysis Support System (BRASS) budget software to the departments to start the salary and benefits adjustment/clean up process. The personnel data cleanup allowed departments to make any necessary corrections to personnel information from the previous fiscal year to ensure that the appropriate amount of funding is budgeted for salaries and related personnel costs in the following fiscal year.

Budget Kickoff:

The “Budget Kickoff” meeting was on February 27, 2015. During the meeting, the City Manager outlined the financial policies used to guide departments during the budget process. The Budget and Research Division distributed budget instructions and standard budget forms to departments. This also marked the opening of the BRASS Budget system for the departments to input their budget requests.

Multi-Year Financial Forecast:

The Budget Office prepared the City's Multi-Year Financial Forecast (MYFF) for the General Fund. The intention was to give the Council a big-picture framework and long-term context in which to make annual budget decisions. The forecast also served to prepare the Council for any anticipated discrepancies between projected revenues and expenditures in future years.

This comprehensive forecast was developed over the course of three months with the assistance of staff in Financial Management Services, Planning and Development, Human Resources, Economic Development, and other departments. It featured detailed projections for each expenditure account, including the following: general and civil service salaries; group health insurance; motor vehicle fuel cost as well as gas and electric utilities. Revenue accounts were projected with similar scrutiny. Property tax revenue was projected using permitting data and historical growth trends, sales tax revenue using historical analysis and the impact of the current economic environment as well as licenses, permits and fines based on an in-depth analysis by the associated departments. The forecast also included other assumptions, including Police and Fire contractual increases. The forecast projected revenues to outpace expenditures. Revenue is growing modestly at an annual average of 2.41% while expenditure is growing at an average of 2.02%. Property taxes – the largest single component of General Fund revenue – were projected to show steady increase based on strong growth in real estate construction. Another concern that was highlighted during the forecast was the volatility of sales tax revenues, which are heavily influenced by prevailing economic conditions, individual consumer discretion and world events.

Departmental Request Phase:

Departments prepared base budget requests to continue current services within a specified target figure. Any new programs a department considered were submitted as improvement/exception decision packages. The consequences of the failure to fund these items also had to be provided. The departmental budget request was comprised of a line-item expenditure request that was supplemented with detailed justifications. All requests for funding had to be related to specific program needs and had to be measurable in terms of effectiveness. This phase lasted until late March, when the BRASS Budget System was closed and departments were required to submit their requests for the next fiscal year.

Analyst Recommendation Phase:

The Analyst Recommendation Phase of the budget process began with careful budget analyst review of the budget requests submitted by their assigned departments. Based on analysis of historical spending patterns, current year-end budget estimates, budgetary supporting detail and other information provided, the budget analyst adjusted the department's budget request. During that analysis process, some budget analysts returned to a department for clarification regarding budget requests. In that manner, budget analysts formulated their budget recommendations, which summarized the recommended budget and authorized position levels, as well as all proposed major funding changes. The recommendations were presented to the Director of the Financial Management Services Department / Chief Financial Officer, budget managers, and each department's director and fiscal staff who provided feedback for the analysts to make any necessary modifications to the budget recommendation for each department.

Proposed Budget Phase:

The City Manager, the Assistant City Managers, budget staff and the department fiscal staff met to review budget submissions and to develop consensus-based recommendations and make any necessary adjustments. Budget staff implemented the final changes and began preparation of the City Manager's proposed budget document, entitled the Annual Budget and Program Objectives as Proposed by the City Manager.

The proposed budget document is supplemented with a book that contains copies of funded program improvement packages, as well as program reduction packages. While improvement packages represent expanded or new programs, reduction packages represent a department's proposal for potential programs or items to be cut from the budget, should the City Council determine that budget reductions are necessary. These improvement and reduction packages are reviewed as part of the budget process. The City Council is advised to use the decision package book as a means to evaluate various service levels within existing budget parameters. The decision packages allow the Council to compare the needs in a system-wide perspective with clear, programmatic consequences of funding decisions.

Once the City Manager's proposed budget is presented to the City Council, the City Council deliberation phase begins. In this phase, the City Council will hold a number of budget workshops in which the departmental budgets are presented to Council members for their review and input. These budget workshops occur over one month and may result in City Council-directed modifications to the proposed budget. These study sessions result in the adoption of the budget at a City Council meeting in mid-September after a minimum of two public hearings where citizens' comments have been received and considered by the City Council. The newly adopted budget becomes effective October 1.

Adopted Budget Phase:

In the Adopted Budget Phase, budget staff incorporates all budget changes agreed upon by the City Council into the budget document. The budget document is divided into separate sections for each of the City's funds, and each fund is subdivided into departments. Supplementary data is provided for each department, including a departmental summary that explains the primary purpose of the department and lists the expenditure and staffing data, an organization chart outlining the various functional divisions of the department, a listing of departmental objectives and corresponding program measures, a five-year revenue and expenditure forecast and a summary of expenditure and staffing levels by cost center.

2015 Schedule for Budgeting and Tax Collection
 (Proposed Tax Rate Does Not Exceed Effective or Rollback Tax Rate)
 (September 15th Budget Adoption)

Throughout the process, residents are provided opportunities to give input for the budget’s development through Public Hearings. Also, a number of City Council budget workshops and presentations are held on the Proposed Budget. The below represents the schedule needed to meet statutory requirements for the recently developed FY2015 Budget:

Date	Dep’t.	Event	Statute / Code	City Charter
May 1 st		Mailing of Notices of appraised value by Chief Appraiser to non-homestead property owners “by May 1 st or as soon thereafter as practicable.”	Tax Code 25.19(a)*	
May 15 th		Deadline for Chief Appraiser to submit appraisal records to Appraisal Review Board (ARB) for determination of protests - “by May 15 th or as soon thereafter as practicable.”	Tax Code 25.22(a)	
May 26 th	CITY COUNCIL MTG CANCELLED			
June 16 th City Council Meeting	BUDGET	Deadline for City Council to make changes to the residence homestead exemption – exemption must be adopted by the governing body of the taxing unit before July 1st in the manner provided by law for official action by the body. Note: Adoption of homestead exemption must be by ordinance (no City Council meeting on June 23 rd or 30 th)	Tax Code 11.13(n)*	
June 23 th	CITY COUNCIL MTG CANCELLED			
June 30 th	CITY COUNCIL MTG CANCELLED			
July 7 th	CITY COUNCIL MTG CANCELLED			
July 14 th	CITY COUNCIL MTG CANCELLED			
July 15 th	ALL TREASURY	Verify dates on Planning Calendar. Treasury to ensure any forms modified by Comptroller for 2015 are distributed.		
July 20 th		Deadline for ARB to approve appraisal records	Tax Code 41.12	
July 27 th		Deadline for Chief Appraiser to certify rolls to taxing units (statutory deadline is July 25 th , which is a Saturday; therefore deadline moves to next regular business day (Texas Tax Code 1.06))	Tax Code 26.01(a)	

* Denotes statutes that were amended. No amendments will impact the City until the FY2017 budget.

Date	Dep't.	Event	Statute / Code	City Charter
July 30 th	<p>TREASURY prepares; LAW reviews</p> <p>TREASURY prepares; LAW reviews</p>	<p>Prepare IR for submission of appraisal roll to governing body and collector's certification of an estimate of the collection rate for the current year by August 1st or as soon thereafter as practicable.</p> <p>NOTE: <i>"If the collector certified an anticipated collection rate in the preceding year and the actual collection in that year exceeded the anticipated rate, the collector shall also certify the amount of debt taxes collected in excess of the anticipated amount in the preceding year."</i></p> <p>Prepare IR for submission of effective and rollback tax rates by August 7th or as soon thereafter as practicable. (<i>Comptroller has prescribed forms</i>)</p>	<p>Tax Code 26.04(b)*</p> <p>Tax Code 26.04(e)*</p>	
August 4 th Pre-Council Meeting	<p>TREASURY</p> <p>TREASURY</p> <p>TREASURY</p> <p>CITY SECRETARY / BUDGET</p>	<p>Submission of appraisal roll to governing body by IR, collector's certification of an estimate of the collection rate for the current year [26.04(b) "by August 1st or as soon thereafter as practicable . . ."]. CONT'D TO AUGUST 11th</p> <p>Submission to Council of effective and rollback tax rates [26.04(e) "by August 7th or as soon thereafter as practicable . . ."] by IR. CONT'D TO AUGUST 11th</p> <p>Pre-Council briefing on effective and roll back tax rates, publication and notice requirements (if necessary)</p> <p>IR on Notice Requirements and Budget Calendar</p>	<p>Tax Code 26.04(b)*</p> <p>Tax Code 26.04(e)*</p> <p>LGC 102.005; .006; .0065</p>	
August 5 th	CITY SECRETARY publishes	<p>Prepare, review and send Notice of Public Hearings on budget to newspaper to be published on <u>AUGUST 8th</u></p> <p>[Notice of hearing on budget must be published no more than 30 days and no less than 10 days before date of first budget hearing. If the proposed budget will require raising more revenue from property taxes than previous year, notice must contain statement set forth in LGC 102.005(b)]</p>	LGC 102.005; .006; 0065	
August 6 th	BUDGET; M&C CENTER	Ensure budget presentation is on pre-council agenda for presentation of the budget on August 11 th		Ch X, Sec 1
August 8 th	CITY SECRETARY	Verify publication of Notice of Budget Hearings in newspaper	LGC 102.0065(c)	

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Date	Dep't.	Event	Statute / Code	City Charter
August 11 th Pre-Council Meeting	BUDGET	Proposed budget presented to City Council at the Pre-Council Meeting [On or before the 15th day of August , the manager shall submit to the Council a proposed budget for the ensuing fiscal year]		Ch X, Sec 1
	TREASURY TREASURY	Submission of appraisal roll to governing body by IR, collector's certification of an estimate of the collection rate for the current year [26.04(b) "by August 1st or as soon thereafter as practicable . . ."]. CONT'D FROM AUGUST 4th Submission to Council of effective and rollback tax rates [26.04(e) "by August 7th or as soon thereafter as practicable . . ."] by IR CONT'D FROM AUGUST 4th	Tax Code 26.04(b)* Tax Code 26.04(e)*	
August 12 th	BUDGET CITY SECRETARY TREASURY prepares; CITY SEC verifies	Proposed budget filed with the municipal clerk [Budget officer shall file the proposed budget with the municipal clerk before the 30th day before the governing body makes its tax levy] If the proposed budget will require raising more revenue from property taxes than in the previous year, then the budget must contain a cover page statement as set forth in LGC 102.005(b) The proposed budget shall be made available for public inspection and posted to the City's website Send to newspaper for publication on August 15 th the notice of both public hearings on proposed property tax rate in format prescribed by state law.	LGC 102.005(a) LGC 102.005(b) LGC 102.005(c) LGC 140.010*	
August 13th (verify upcoming agenda)	BUDGET, TREASURY prepares; LAW reviews M&C CENTER; BUDGET; LAW	Prepare Appropriation Ordinance and Ad Valorem Tax Ordinance to be finalized with the M&C Center by August 13 th Ensure Public Hearing and all ordinances are on the Council agenda for first reading at AUGUST 18th City Council meeting [full ordinance captions to be listed on the agenda]		Ch X, Sec 2

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Date	Dep't.	Event	Statute / Code	City Charter
August 15 th	CITY SECRETARY	<p>Verify notice of Proposed Property Tax Rate is</p> <p>(1) published in newspaper <i>at least ¼ page</i> <i>headline ≥ 24 point type</i> <i>contains statement regarding additional property tax revenue, if applicable</i> NOT in section for legal notices and classified ads.</p> <p>(2) posted on website <i>must contain substantially the same information as appears in the newspaper</i> <i>posted continuously through tax rate adoption</i></p> <p>(3) advertised on City TV station. <i>must contain substantially the same information as appears in the newspaper</i> <i>60-second notice</i> <i>5 times per day</i> <i>between 7am and 9pm</i> <i>daily from 7 days before 1st hearing through budget adoption*</i></p>	<p>LGC 140.010*</p> <p>LGC 102.0065(d), .005</p> <p>Tax Code 26.065 LGC 140.010*</p> <p>Tax Code 26.065</p>	
August 18 th City Council MEETING	CITY SECRETARY reads into the record	<p>First reading of Appropriations Ordinance and Ad Valorem Tax Ordinance at Council Meeting with Budget Hearing</p> <p>- Full ordinance captions to be listed on the agenda and read into the record</p> <p>- 1st Budget Hearing at Council meeting</p>		Ch. X , Sec 2
August 19 th	CITY SECRETARY	<p>Send appropriation ordinance to newspaper for publication on <u>AUGUST 22</u> Note: Ordinances should be published in newspaper of general circulation following initial reading.</p> <p>[Note: Publication should occur in standard publication time of 3 days or as soon thereafter as possible]</p>		Ch. X, Sec 2
August 20 th (verify upcoming agenda)	BUDGET M&C CENTER; LAW	<p>City Council Budget Workshop (Pre-Council)</p> <p>Ensure Public Hearing and Appropriations Ordinance and Ad Valorem Tax Ordinance are on agenda for 2nd budget hearing at meeting on AUGUST 25th</p>		Ch X, Sec 2
August 21 st	BUDGET	<p>City Council Budget Workshop (Pre-Council)</p>		
August 22 nd	CITY SECRETARY	Verify appropriation ordinance is published in newspaper		Ch. X, Sec 2

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Date	Dep't.	Event	Statute / Code	City Charter
August 25 th City Council MEETING		<p>2nd Budget Hearing on Appropriations Ordinance and Ad Valorem Tax Ordinance at City Council Meeting</p> <p>Abbreviated captions of all ordinances on the agenda</p>		Ch. X, Sec 2
August 27 th	BUDGET	City Council Budget Workshop (if necessary)		
August 27 th (verify upcoming agenda)	M&C CENTER; LAW	Ensure Public Hearing and Appropriations Ordinance and Ad Valorem Tax Ordinance are on agenda for 3 rd budget hearing		Ch X, Sec 2
September 1 st City Council MEETING		<p>3rd Budget Hearing on Appropriations Ordinance and Ad Valorem Tax Ordinance at Council Meeting</p> <p>Abbreviated captions of ordinances on agenda</p> <p>-----FINAL DATE TO PROPOSE A HIGHER TAX RATE-----</p> <p>Note: A proposal to adopt a tax rate higher than the proposed tax rate will trigger new posting requirements and special called meetings to comply with Tax Code</p> <p>If City Council wishes to propose a higher tax rate, a Resolution should be placed on the City Council agenda (as necessary) to adopt a tax rate higher than the proposed tax rate of \$0.08550</p>		Ch. X, Sec 2
September 8 th	CITY COUNCIL MTG CANCELLED			

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Date	Dep't.	Event	Statute / Code	City Charter
<p>September 10th</p> <p>(verify upcoming agenda)</p>	<p>M&C CENTER; LAW</p> <p>BUDGET prepares; LAW reviews; M&C CENTER verifies</p> <p>BUDGET</p>	<p>Ensure full caption of Appropriation Ordinance and Ad Valorem Tax Ordinance (in that order) are on Council Agenda for <u>September 15th</u></p> <p>If taxes collected to fund Maintenance & Operations is more than last year, ensure appropriate language is included in tax levy ordinance [26.05(b)(1)].</p> <p>Ensure Resolution to ratify property tax revenue increase is on agenda to be considered at <u>September 15th</u> Council meeting AFTER adoption of ordinances</p> <p><i>Adoption of a budget that will require raising more revenue from property taxes than in the previous year requires a separate vote of the governing body to ratify the property tax increase reflected in the budget.</i></p>	<p>Tax Code 26.05(b)(1)*</p> <p>LGC 102.007(c)</p>	<p>Ch. X, Sec 2</p>
<p>September 15th</p> <p>City Council MEETING</p>	<p>CITY SECRETARY reads into the record</p> <p>M&C CENTER; CITY SECRETARY</p>	<p>Second reading of Appropriations Ordinance and Ad Valorem Tax Ordinance (full ordinance captions to be listed on the agenda and read into the record)</p> <p>4th Budget Hearing at Council Meeting; BUDGET ADOPTION</p> <ul style="list-style-type: none"> - (1) Council adopts Appropriations Ordinance by RECORD VOTE - (2) Council adopts Ad Valorem Tax Ordinance - (3) Council adopts other ordinances affecting budget such as transfer of fund balances to General Fund (if needed) <p>(4) Council adopts Resolution ratifying property tax revenue increase</p> <p>Note: OK to remove proposed-property-tax-rate notices from television and internet.</p>	<p>LGC 102.007(a)</p> <p>LGC 102.007(c)</p>	<p>Ch. X, Sec 2</p>

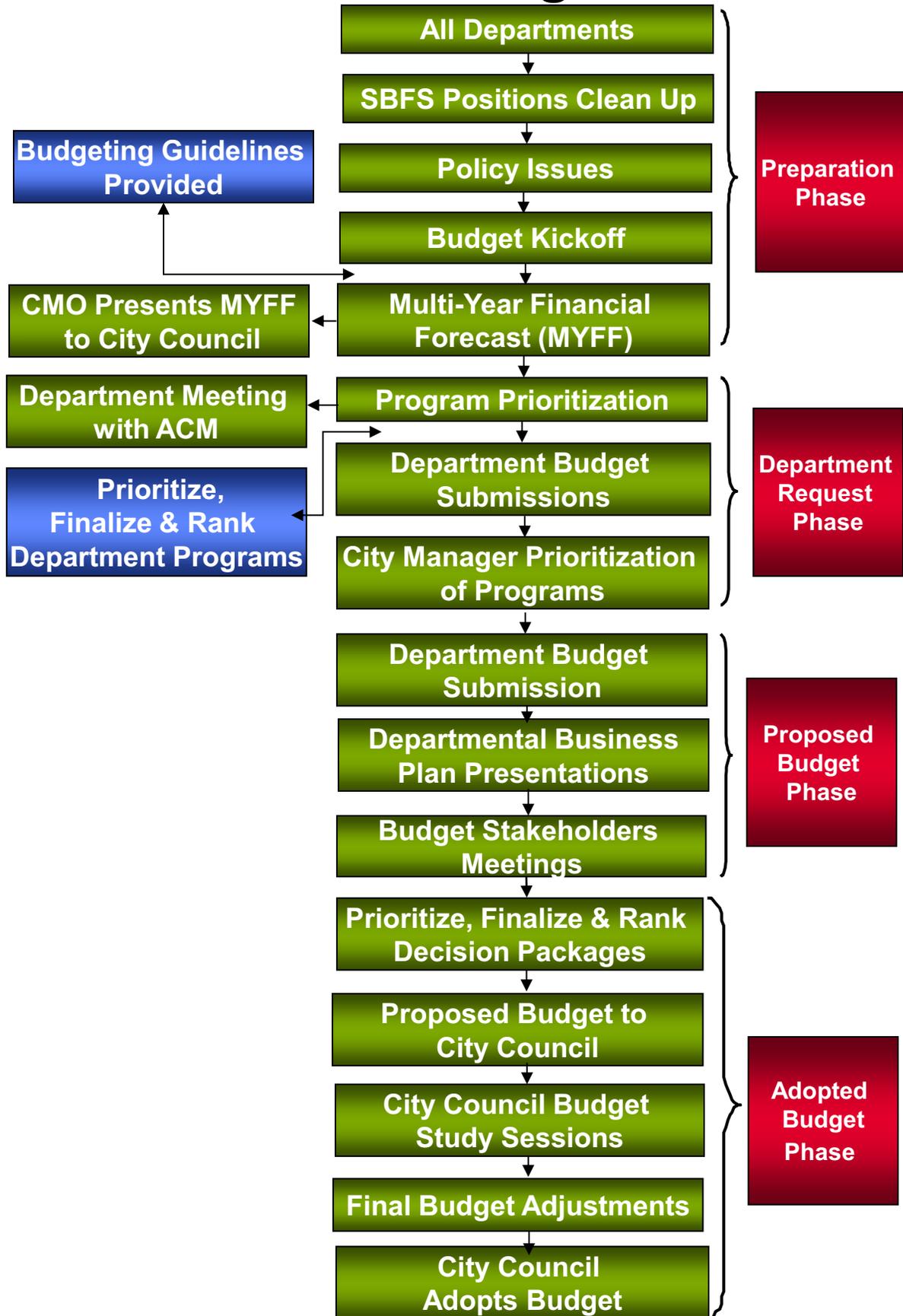
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Date	Dep't.	Event	Statute / Code	City Charter
September 30 th	M&C CENTER; CITY SECRETARY	<p>DEADLINE TO ADOPT BUDGET <u>[special called meeting required]</u></p> <p>[The governing body shall adopt a tax rate for the current tax year and shall notify the assessor of the rate before the later of Sept 30th or the 60th day after the date the certified appraisal roll is received. If rate is not adopted by this date, the rate becomes the lower of the effective tax rate or the tax rate adopted for the preceding tax year]</p>	Tax Code 26.05(a), (c)*	
Oct. 1 st or ASAP		County Tax Assessor mails tax bills		
October 6 th	CITY COUNCIL MTG CANCELLED			

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Annual Budget Process



POLICY ISSUES

This section provides an overview of issues for FY2016 that 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, 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. While some of the issues may result in requests for funding, others may require setting broader policy to meet future or existing service needs or adjustments to service level expectations in the City of Fort Worth.

AVIATION

Meacham Airport Administration Building Renovation. Complete construction on the \$17.2 million Meacham Airport Administration Building renovation project, with completion scheduled for May 2016. The Administration Building at Fort Worth Meacham International Airport was built in 1968. Other than a first floor addition in 1982, there have been no updates to the original structure. The renovation will remove the 1982 addition increasing the size of the apron. To make up for the loss of the 1982 addition, a third floor encompassing 23,000 square feet will be added. The lower level, currently used as basement space, has been designed to allow natural lighting on the east, south and north ends making the space more attractive for leasing. This renovation project will also address many deficiencies that include an outdated heating ventilation and air conditioning system, cooling towers that are under constant repair, lack of fire protection systems on the ground level and second floor, and Americans with Disabilities Act accessibility concerns.

Spinks Airport Perimeter Road. Complete construction on the \$3 million Spinks Airport perimeter road, with completion scheduled for April 2016. Currently, a gravel road exists that begins at the Air Traffic Control Tower and extends north connecting the Airport's east and west sides. This road is inadequate for most vehicles, notably fuel trucks that need to offload fuel to self-serve tanks on the east side of the airport. At present, drivers are required to contact Air Traffic Control and obtain permission to cross active runways. This is a safety concern recognized by the Texas Department of Transportation (TxDOT) and requires constant monitoring by Staff to ensure there will be no collisions on the runways. The new perimeter road will be a two lane concrete road of 1.3 miles in length and upon completion will eliminate the need for any vehicles to cross active runways. The road will also open up the northwest side of the airport for development.

CITY ATTORNEY'S OFFICE

Need for Additional Attorneys. An increase in construction contracts due to the implementation of the Capital Improvement Program has resulted in the need to dedicate another attorney to the process which takes resources away from other areas. The number and complexity of employment law claims has also increased, as well as the number of real estate transactions, which has resulted in the need to add attorneys to both areas of law, further reducing existing resources. Lack of legal personnel available to dedicate to legislative issues during the legislative session has further diverted resources from other areas and has slowed response time on general services. The 1.161 million dollar bond program for the expansion of municipal court services was approved and the new jury courtroom. This new courtroom will create the need for additional prosecutors to handle the expected increase in workload. There will be a need for additional prosecutors over the next five years as the City's population grows and the number of courtrooms increases. Lack of additional prosecutors will delay, if not completely prevent, the opening of any additional satellite courts, which has been a goal of City Council. Due to the growth and increasing complexity of the issues facing the Police Department, it is anticipated that there will be a need for an additional police legal advisor with experience and expertise. Funding for succession planning will be crucial as several senior lawyers will be eligible for retirement in the near future.

Need for Paralegals. During the 2011 reorganization of the City Attorney's Office two overage paralegal positions were authorized, but due to budget constraints these positions were not filled and subsequently were part of the City Attorney's Office reduction program for FY2012. The continued lack of paralegals creates time management and work productivity issues for the attorneys, and this should be reexamined as the City's budget improves.

Support Staff and Mid-Range Attorney Salary Deficiencies. Most of the support staff salary inequities were remedied with the 1% increase in payroll set aside in FY2015 to address the compensation issues, but support staff salaries remain under market. These factors make it difficult to retain and recruit experienced support staff. A request for a second classification for legal secretary to provide promotional opportunities and to recognize experience and training was denied by Human Resources. The denial of a second classification and ongoing budgetary concerns continue to inhibit management's ability to be competitive in the market and recruit qualified staff. Based on responses from City Attorneys across the country, starting salaries for attorneys appear to be competitive, but the lack of promotional opportunities and merit increases have put midrange attorney salaries behind other comparable cities. Salary issues will have to be addressed to avoid the loss of expertise, diversity and strong performers within the Department.

Case Management Software. Pursuant to the City Council's direction to become more technology driven, the City Attorney's Office needs to purchase case management software in the near future which will benefit both litigation and transactional attorneys. The case management software will allow the organization and automation of cases, provide for a central repository for litigation documents and research, standardize case creation and tracking, provide deadline tracking, scheduling, ticklers (reminders) and manage electronic discovery. The IT Solutions Department and the City Attorney's Office continue to research software and licensing options. Initial responses to a Request for Information indicate an initial investment of \$100,000 - \$250,000 will be needed for an adequate number of user licenses and approximately \$30,000 annually for updates and maintenance fees. The City Attorney's Office has \$55,000 dedicated to that expense, but additional funding is needed to purchase the software up to a total of \$242,000 and yearly ongoing maintenance expenses are expected.

Need for an Additional Conference Room and Offices. There is a constant need for network and audio and visual capabilities in a large conference room. Existing conference rooms are not large enough to support upgraded audio and visual equipment and attendees. Additionally, we have one unfilled attorney position in our budget, but do not have any office space. The space available for an additional office would require installation of a wall and door and adding additional IT and electrical capabilities. There is no physical room for departmental growth as the City's need for additional legal services increases.

CITY SECRETARY'S OFFICE

Enterprise Information Management System (EIMS) and Staffing. Acting upon the initiative of the City Secretary's Office in FY2012, which acquired available laser fiche document management licenses excessed by closure of the City's Public Health Department, the Information Technology Solutions Department identified reserve funds to acquire additional software and professional services to deploy laser fiche as the City's Electronic Information Management System (EIMS). Initial funding for the system included the acquisition of 200 licenses to be used among deployments not only in the City Secretary's Office, but ultimately within the Police, Library, Human Resources, Transportation/Public Works, IT Solutions, and Financial Management Services Departments. Continued funding is required for the eventual enterprise-wide deployment and continued support of the system, including incremental software funding identified in IT Solutions' budget. The expanded use of the system will necessitate the hiring of one additional Records Information Management (RIM) position to provide comprehensive oversight for the expanded deployment and use of EIMS. This person will work in collaboration with IT Solutions and user departments to oversee the enhanced citywide management of electronic records. This enterprise-wide coordination will greatly enhance collaboration across the organization, cost avoidance, efficiency and transparency of information and processes.

Restoration of City Council Minute Books. Approximately 70 to 80 historical minute books need to be restored which includes de-acidification of pages and imaging of books. While imaging of the books is vital for research purposes, it would be in the best interest of the City to have the handwritten minutes transcribed into typed documents to make them searchable by City staff and interested residents.

CODE COMPLIANCE

Mosquito Surveillance and Response. The City has not funded mosquito surveillance and/or response capacity for several years. With the unprecedented levels of West Nile Virus reported in Fort Worth, Tarrant County and the Metroplex during 2012, there is a need to develop a sustainable plan for surveillance, prevention education, larviciding and adulticiding (spraying) should this level of disease return in subsequent years. Currently, the City has a professional services agreement with the University of North Texas Health Science Center to conduct mosquito surveillance.

Revenue Billing and Collection. The Code Compliance Department currently has several legacy systems that inefficiently track accounts receivable for high weeds and grass, demolitions, boarding/securing, and nuisance abatements. This data will need a review for accuracy prior to the conversion to PeopleSoft (ERP Phase II) and interfaces with existing work order systems will need to be created. The end goal is to increase efficiency of accounts receivable, to reduce delinquent accounts and ensure receivables are properly tracked. These legacy systems remain in use for FY2016.

CODE COMPLIANCE/SOLID WASTE FUND

Addition of Two Drop-off Stations. The City currently operates three drop-off stations where residents can dispose of trash, brush and recyclables. The existing stations are located at 2400 Brennan Avenue on the near north side, 5150 Martin Luther King Freeway in southeast Fort Worth and 6260 Old Hemphill Road in south Fort Worth. One additional drop-off station is being designed for construction to serve residents in the Alliance corridor area of far north Fort Worth. Construction is scheduled to begin in FY2016. Future plans include construction of a drop-off station in west Fort Worth and an additional drop-off station in far east Fort Worth.

Comprehensive Solid Waste Management Plan. The practice of solid waste management in the United States has significantly changed over the past 20 years since the City's last solid waste management plan was approved in 1995. In many cases, practices have caught up with or exceeded the forward thinking program that Fort Worth implemented in 2003. A long range management plan is needed to determine where Fort Worth needs to advance over the next 20 years to handle the waste generated by one of the fastest growing major cities in the United States in a sustainable manner. The department has hired a consultant to assist in the development of this long range plan, which is expected to be completed prior to the end of FY2016.

Storm Debris Management Plan. In conjunction with the Emergency Management Office, a formalized storm debris management plan needs to be developed. Handling debris following a significant storm event is very resource intensive (equipment, personnel and time) and extremely costly. A properly written Storm Debris Management Plan will help the City successfully navigate future debris collection, processing and disposal episodes efficiently and in a cost effective manner. This Storm Debris Management Plan will be done in conjunction with the Comprehensive Solid Waste Management Plan.

One Call Customer Service System Staffing. Over the past year, a study to review and research the need for a centralized call center, using 311 and a single 10-digit telephone number to absorb the city call centers has been conducted. An analysis of this study has been formulated to determine the cost, how and when the City should implement a centralized system. Once implemented as a citywide asset, additional staffing needs from the Code Compliance Department may be required to support this new service system.

CODE COMPLIANCE/ENVIRONMENTAL PROTECTION FUND

Changing State and Federal Environmental Mandates/Clean Air Act Compliance Requirements.

North Texas is currently in nonattainment for ozone by National Ambient Air Quality Standards. The existing standard, revised in 2008 to 75 parts-per-billion (ppb) from 85 ppb, has resulted in the need for implementation of additional control measures. The Environmental Protection Agency is currently considering a further reduction to between 60 and 70 ppb. Potential control measures that may be enacted and affect the City of Fort Worth operations include, but may not be limited to, regional policies and partnerships, the institution of fees and fines, an independent enforcement situation, and/or other tactics to limit or reduce ozone precursor emission production. Costs associated with these requirements cannot be determined until the Clean Air Steering Committee completes control measures anticipated for the new State Implementation Plan (SIP) to improve air quality in the Dallas-Fort Worth (DFW) area and meet the requirements of the Federal Clean Air Act. Additional costs may also be associated with the U.S. Supreme Court decision regarding cross-state carbon dioxide emissions, especially from coal-fired plants.

Sustainability. Sustainability is a broad term used to define a business practice wherein an organization's environmental "footprint" is defined and policies and measures are implemented to minimize or eliminate this impact. Sustainability issues potentially include, but are not limited to, the minimization of the City's waste stream, implementation and enforcement of a clean fleet policy, the application of smart growth and resource conservation programs, and green economic development models. Sustainability continues to drive compliance and development issues. As the City looks to implement the recommendations of the City's Sustainability Task Force, in addition to required state and federal resource conservation and preservation rules, increased effort will be required to ensure that appropriate evaluation, reductions, and compliance measures are being recorded in the public, private, and commercial sectors. No cost estimate has been determined at this time.

ECONOMIC DEVELOPMENT

Update of the Directions Home Plan. The Directions Home Plan was moved to the Neighborhood Services department to provide an update of the City's plan to end homelessness, Directions Home. The process to update the plan will be done over several months and include a wide variety of stakeholders. The outcome from this process may create a variety of potential changes that could lead to new priorities related to the City's efforts in dealing with homelessness.

FINANCIAL MANAGEMENT SERVICES

Enterprise Resource Planning (ERP) Phase II Implementation. The City is in the midst of moving from multiple fragmented systems to an integrated business management system or ERP software. The transition from decades old systems to a true ERP system requires a hard look at current processes. Implementation presents an opportunity to reengineer and update business processes across the organization. Change management organizationally requires ongoing effective communication and training with stakeholders to [create alignment with](#) the overall strategic direction of the organization.

Revenue Collection and Diversification. The City utilizes a decentralized system to collect revenues included within the annual financial plan and budget. As a result, different operating procedures and practices are deployed by different business units. The time has come for the City to take a look at our revenues and collection policies and practices to ensure collection rates are commensurate with industry best practices. In addition, the City needs to complete a review of available revenue sources and combinations of revenues starting with the determination of what the City is eligible to collect under Texas state law. Developing new sustainable revenue streams will help to withstand fluctuations in property tax and sales tax.

FIRE

Additional Fire Stations in Rapidly Expanding Areas of the City. Response times remain a challenge in some outer-portions of the city limits where population growth is occurring. Some areas of far north Fort Worth and new developments along the Chisolm Trail Parkway in the southwest will remain priorities for future expansion of services.

Replacement of Aging Fire Stations. Several of the department's 42 existing fire stations were constructed in the 1960's. As these facilities reach 50 years of age, maintenance costs and an inability to accommodate new equipment and apparatus sizes and weights pose challenges.

Maximizing Expanded Capacity of New Public Safety Training Complex and Developing the Campus into a Regional Resource. The new Public Safety Training Complex offers greatly enhanced training opportunities with recently-approved related resource enhancements. In addition to developing training curricula to maximize utilization of the campus, development of policies and partnerships to become a regional resource for public safety training is an objective for the near future.

HUMAN RESOURCES

Meet and Confer and Collective Bargaining. A new Meet and Confer Agreement was implemented in FY2013 with the Fort Worth Police Officers Association. The Firefighter Collective Bargaining Agreement with the Fort Worth Professional Firefighters Association, IAFF Local 440, expired on September 30, 2013 and remained in effect during the "evergreen" period through September 30, 2014. Negotiations between the Fort Worth Professional Firefighters Association and the City began in November 2012, with a final agreement approved by the City Council on October 21, 2014. As a result of this agreement, the City Council took action in late October 2014 to amend the FY2015 Adopted Budget to include \$3.96 million to fund additional compensation costs related to the agreement. These contracts will result in additional costs for the terms of the contracts and beyond. Additional resources may be required to monitor the contracts and respond to any grievances or litigation that may result from the implementation of the contracts.

INFORMATION TECHNOLOGY SOLUTIONS

New Telephone and Network Systems – Phase II. The City's existing phone system and network hardware is at the end of its life. The telephone system is no longer vendor supported. Phase I for this initiative began in FY2015. The estimate for Phase II to complete the project is \$7.5 million.

Customer Relationship Management (CRM) System. A CRM system, such as 311/single number or similar call system will need further research and analyses soon, along with its electronic version via social media, web site and other applications. This focuses a new emphasis on customer service, especially to provide citizens an easy to remember number when calling the City for assistance. CRM also includes on-line and new media methods of communicating with City government, which again is a new focus of management. The cost estimate for this program is unknown.

Enterprise Resource Planning (ERP) Phase I. A software upgrade to version 9.2 for the Human Resources/Payroll system will be required in FY2017 because the current version will be unsupported and required updates (such as Tax Updates) will no longer be available. Upgrades are part of the normal maintenance and use process of the software, which allows for ongoing support by the vendor.

New Digital Radio System. The City's public safety and public works communications system supports City departments and all critical communication for emergency responders. The new system will require software maintenance/support that did not exist in the previous system. Additionally, manufacturer support will likely be required for hardware maintenance on the new system. A preliminary cost for the required maintenance to meet federal compliance and regulations is estimated to be a little over \$400,000 in FY2016 and \$1.5 million beginning in FY2017.

Dark Fiber and Microwave System. As technology and systems advance, a fast reliable network becomes more critical. Staff has architected a new network based on fiber and microwave technologies. This new network will provide increased speed, bandwidth and greater reliability to City Staff. Costs for this new network are anticipated to be less than the current leased circuits' network although staff anticipates transition costs to be needed for the implementation of the new network.

Public Safety Replacement/New Technologies. Public Safety will need mobile digital computers (MDCs) and software licensing upgrades, such as for call recording, ticket writers, and fire station alerting systems. A preliminary cost estimate is over \$1 million to complete a replacement/new technologies program.

Disaster Recovery. Enhancements are needed to the City's Disaster Recovery environment so the City's data is protected from loss or corruption. These enhancements will also improve the Recovery Point Objectives (RPO) and Recovery Time Objectives (RTO) should an event occur that requires a recovery of systems and/or data.

LIBRARY

Collection Demands. As Fort Worth continues to grow, the demand for up-to-date materials that are available in a variety of formats grows. Funds for material collections have not increased to meet this demand. The Fort Worth Library's materials budget is below average among U.S. libraries serving populations of 500,000 to 999,000, ranking 36th out of 53 libraries. As residents acquire smart phones, tablets and e-readers, their demand for downloadable books, music and video has increased dramatically. Publishers charge libraries three to five times more than standard consumer retail prices for these new e-formats. Meeting demand for these new downloadable formats places additional strain on the budget. An estimated additional \$500,000 is needed annually to absorb the costs of these new formats without seriously affecting the library's ability to continue providing books and other traditional, heavily-used materials.

Facilities/Maintenance Needs. While structurally sound, existing library facilities continue to have ongoing maintenance, repair and renovation needs. A number of the branch libraries are badly in need of re-carpeting, painting and other cosmetic maintenance. Signage is also inadequate. Older facilities have significant problems with mechanical systems and inadequate electrical, telecommunication and network capabilities, which hamper the Library's transition to 21st century library services. Studies done in conjunction with the Library System Master Plan, *20/20 Vision*, approved by Council in 2011, found that most library users are within an eight-minute drive from their library. Residents in far north, far west, and far southwest Fort Worth, and several pockets inside Loop 820 do not have equitable access to library services. Additional facilities recommended in the Library System Master Plan would address these underserved areas of the City. The new libraries in the far north and southeast portions of the City were approved in the 2014 bond package and will address some (but not all) of these issues. Ongoing operational costs for the two facilities approved in the 2014 bond election will place an additional burden on the General Fund.

Central Library Utilization. Although in a good location, the Central Library is underutilized due to its poor street presence, perceived inadequate parking, and poor space layout and utilization. It is a large facility and basic maintenance items such as carpet replacement, which has not been done since 1995, are expensive. As the local neighborhood library for downtown workers, businesses and residents, it needs to make its most highly used services and materials more convenient to those entering the facility. Recommendations from Downtown Fort Worth, Inc.'s unfunded 3rd Street Plan address some of the street presence issues. The unfunded Library System Master Plan, *20/20 Vision Master Plan*, as recommended to the Council for consideration and approved by the Library Advisory Board, outlines recommended space layout and utilization improvements and estimated costs.

Technology Upgrades. In order to adapt to the growing use of mobile technology and bring your own devices (BYOD), the Library is seeing an increased demand on its broadband capacity and speed.

Additional resources will be needed to keep up with the ever-increasing need to expand our technology infrastructure.

MUNICIPAL COURT

Technology/Accessibility. As a Court of Record, case and document management is at the core of what the department does on a daily basis. The current system is tedious and does not provide the efficiencies that are necessary for a court of our size (volume/transaction). The procurement of an efficient case management system (CMS) will ensure timely adjudication of cases and the provision of court-related services. The City Council approved a contract with Journal Technologies Inc. to implement its eCourt CMS. eCourt will replace our current CMS, CourtView. Prior to selecting the new CMS, the Court followed a comprehensive path to make sure the recommended solution would meet our current and future needs. The path included the analysis of court business processes, development of business and technical specifications/requirements and the facilitation of the selection of a new CMS vendor. The recommendations from this analysis were used as the foundation in reviewing proposals from vendors within the court technology industry. The proposal evaluation committee reviewed proposals, participated in demonstrations and traveled to the top vendors' current client to review the solution in production. The planning phase of the implementation project is coming to a close and we will start configuration and integration during October 2015. The department has the support of the City Manager's Office and the City Council in this effort. As we move forward with the aforementioned project, we will continue to explore ways to enhance accessibility and the convenience of case disposition in the interim. This exploration includes but is not limited to planning the bond approved virtual court solution to be included in the new Far North Library and providing a comprehensive visual solution in the courtrooms for evidentiary review.

Space Expansion/Equipment Needs. There are currently two full service Court facilities. The main downtown location is housed in a building that was constructed in 1938. As a result, heating and cooling is often challenging to maintain for good staff working conditions. In addition, the maintenance and repair costs for this facility will continue to increase as the building ages.

This facility is in need of improvements in the near term. There are some opportunities developing. The third floor was recently vacated with the movement of Fire Administration to the new Police and Fire Training Complex. The passage of 2014 Approved Bond Program included funding for an additional courtroom on the fourth floor and ADA accessibility enhancements. The Bond Counsel approved the request to change the location from the fourth to the third floor of the facility. Even with this change, there are still some office location changes that need to happen for the sake of efficiency and convenience. Overall, courtrooms are severely outdated. Judicial benches and furniture do not meet ergonomic/durability requirements. The overall appearance and functionality of the courtrooms need to be updated in the near future. The department is planning further general fund enhancements for the first floor by centralizing direct customer service functions to improve customer service to the public, improve financial controls, and enhance overall security of personnel and data.

The department currently operates a north side payment and proof satellite customer service location inside the Carnival food store at NW 28th and Main Street for the convenience of the public. The department is poised to re-establish service to a second location at Berry and Miller in south Fort Worth.

The department works cooperatively with the Police Department to operate the 24/7 arraignment jail at 350 Belknap. The current facility does not provide adequate secure space for all assigned staff and limits the number of persons who can be arraigned. In addition the current facility is not equipped with a bond window which could serve to more timely resolve cases and/or the posting of bonds.

There are also challenges with managing vehicle needs for the Marshal Division. Half of the fleet vehicles have over 100,000 miles on them. These vehicles require a greater amount of maintenance and often exhibit performance issues that make utilization as first responder vehicles questionable. The FY2016 Adopted Budget includes funding to replace four of the high maintenance/mileage vehicles.

Nevertheless, the requirement to compete with non-first responder departments for vehicle replacement funding, in the opinion of the Court, is inappropriate.

Human Capital. The department continues to strive for improvements in recruiting, retaining and appropriately compensating our staff. In recent years, we have worked very closely with Human Resources Staffing Services Division to find ways to increase our applicant pool through enhanced language in postings and reviewing job classifications. Most recently, we started an effort to do staffing analysis in each division. Though we are very proud of the work that our current staff does, we struggle with recruiting staff with the best fit of knowledge, skills, abilities and work ethic. It is the goal of the executive team to maintain a level of professionalism at all levels of the Court. There are major factors that would assist in meeting this goal: fair compensation, succession planning and adequate opportunities for training and professional development. An additional effort includes the development of a Clerk Certification Program. It is critical in retaining quality staff by providing incentives for professional development.

Case Management. Case filings over the last five years have dropped almost 50 percent. This reduction in new filings has provided the department the opportunity to focus on the reduction of previous filings remaining undisposed. The department has made significant strides in improving the management of case activity to include the elimination of a backlog on bench trials and significant reduction on jury cases. Currently bench trials are generally set within 60 days of a request and jury trials are set within 90 to 120 days of a request. Additionally, the State Legislature convenes every two years. The Court must monitor this activity closely for any final bills that may impact how we do business. Most recently legislation was passed that completely revised the truancy laws. Accordingly, the City's Truancy Court must change in nature and how it operates. The CMS and facility enhancements previously mentioned in this document will also serve to improve case processing and customer service.

Audits and Regulatory Reports. The Internal Audit department performed an audit of 2013 activity related to cash and non cash transactions, petty cash, and the external collections contract. The report was released in December 2014. The Department continues to integrate the recommendations into the court business processes, financial policies, and programming of the new CMS.

Other regular occurring audits/reports include:

- OCA (Office of Court Administration) In-House Collections
- City Wide CAFR Audit
- DPS(Department of Public Safety) – CJIS Compliance
- Department of State Health Services (X-Ray Machines)
- Governor's Office – Juvenile Arrests by Marshals
- State Comptroller – Asset Forfeitures
- Tarrant County Juvenile Court
- State Comptroller's-Quarterly Court Cost Report and Payment
- TCOLE(Texas Commission on Law Enforcement)

Information Security and Compliance – Federal Bureau of Investigations Criminal Justice Information System (CJIS). After a thorough review of the images in the Court's current CMS, CourtView, it was determined that Criminal Justice Information (CJI) could potentially be stored in the system. For this reason, the Court has begun a concerted effort towards CJIS compliance. This compliance will include securing this information in transit and at rest. CourtView is hosted internally, so the greatest immediate concern is protection at rest. As we progress through the new CMS implementation project, there will be a need to extend the compliance to transit as well. The new CMS, eCourt, is hosted externally so a cloud security solution will be required. This path also includes an enhanced level of background verification for all staff and persons who have access to our databases and facilities. The Court is currently working with the following city departments to achieve compliance: Police, IT Solutions and the City Attorney's Office. Each partner has a different component of expertise that is needed to be successful in this effort. Since the Court is considered a secondary criminal justice

agency under the CJIS policy, the Police Department (primary criminal justice agency) is ultimately responsible for this effort.

Lake Worth Patrol. Over the years, the Lake Worth Trust Fund revenue has decreased due to the loss of lease opportunities resulting from the sale of properties around the lake. As a result, the fund no longer supports the lake patrol operations of six marshals and vehicles. Due to the reduced funding, staffing levels were reduced to three marshals for FY2012. With regards to the ongoing lake patrol operations, several options have been explored, including transferring operational control to the Police Department; however the increased cost associated with staffing the lake patrol with police officers rather than marshals is thought to be cost prohibitive. If the current level or any desires for enhanced levels of security at Lake Worth and the surrounding park area will continue to be provided by the Marshal Division, a permanent funding source must be identified.

NEIGHBORHOOD SERVICES

Creation of the Neighborhood Services Department. FY2016 will be the Neighborhood Services inaugural year. The merger of Housing, Community Services and select outreach positions from the Code Compliance Department will allow for an organization primarily focused on strengthening neighborhoods in Fort Worth and surrounding areas. The creation of the department will lead to new policy and outreach initiatives focused on assisting our low to moderate income residents gain stability and economic independence. This reorganization should improve customer service response to our residents, businesses and non-profit agencies.

Update of the Directions Home Plan. The department will be conducting an update of the City's plan to end homelessness, *Directions Home*. The process to update the plan will be done over several months and include a wide variety of stakeholders. The outcome from this process may create a variety of potential changes that could lead to new priorities related to the City's efforts in dealing with homelessness.

PARK AND RECREATION

Growth and Annexation Impacts. Growth of the City in new developing areas located further away from existing infrastructure, operational support and services continues to place increased demands on the City resources. As budget dollars are directed to these new areas, a greater burden is put on the operations and maintenance activities in older, central city areas where much of the infrastructure has exceeded its useful life. This dynamic will continue to increase the need for additional funding and facilities.

Increases in Park Units, Acreage and Landscaped Areas. As a result of the 2000 Neighborhood and Community Park Dedication Policy, fully-developed parks are coming online requiring immediate services in developing areas. Since 2000, the City has acquired over 1,286 acres of new parkland. Due to city growth over the last decade, there will be a continued need for both neighborhood and community parks in underserved areas in accordance with the Park, Recreation and Open Space Master Plan. Additional park acreage annual maintenance is currently estimated at \$3,300 to \$5,000 per acre for undeveloped/developed parkland resulting in a need to increase total operating expenses accordingly. Funding will be needed for park/athletic field staff and maintenance facilities to increase efficiency and meet current standards. All park district operation compounds are located inside Loop 820. Parks in "outlying areas" currently require an approximate 30-minute drive to reach. Although contract maintenance is the primary source for the delivery of new services, to be fully effective, a diversified operations and management strategy is necessary including the use of various internal staff hired to address these needs. As construction of landscaped streetscapes, roundabouts, and medians occur, significant resource allocations will be needed for on-going operating costs and maintenance of these investments and these costs will vary depending upon the design of the landscaping and plant material selected.

Contractual Zoo Management. The renewal agreement with the Fort Worth Zoological Association for the provision of management services and oversight of the operations of the Fort Worth Zoo approved May 4, 2010, includes an annual adjustment for the Consumer Price Index. The contract has a 20-year term, beginning October 1, 2010 and expiring September 30, 2030.

City of Fort Worth Aquatics Program. In accordance with the *City-wide Aquatic Master Plan* amended in March 2012, the ground work for a long-term comprehensive approach to replace existing facilities which have exhausted their useful life has been laid. The five to 10 year plan calls for construction of five enhanced neighborhood family aquatic centers, one in each sector of the city. These contemporary designed facilities would encompass 25,000 square feet of full-service facilities in an accelerated manner. Capital funds for design and construction require allocation; and, once complete, operating dollars will be necessary to service and program these facilities, which most likely will rely on a subsidy for sustainability and affordability. The Marine Enhanced Neighborhood and Family Aquatic Center was built and opened in FY2013. The Forest Park Swimming Pool re-opened in FY2013. The demolitions of the remaining five out of service pools, ranging in age of 54 to 88 years, a critical element of the master plan, were completed with funding provided in FY2015.

Addition of Community Centers. The 2004 Capital Improvement Program (CIP) allocated \$7.5 million for the design and construction of three community centers. The Northpark Community Center was constructed in partnership with the YMCA and opened in 2008. It is located in the northern area of the City and is operated under contract with the YMCA. The Chisholm Trail Community Center opened March 1, 2014. The south central area has been designated for the third community center, to be known as the Victory Forest Community Center, which is scheduled to open in early FY2017. Initial costs to open Victory Forest Community Center include furniture, supplies and equipment which are funded in FY2016. On-going funding to maintain programs and operations are scheduled to be funded in FY2017. On May 10, 2014, the voters of Fort Worth approved \$31.4 million in bond funds for the Park and Recreation Department. Proposition Two includes community center expansions, athletic field complex development and phase one development of community parks. All of these improvements will result in additional on-going operating costs to ensure the sustainability of these capital improvements.

PARK AND RECREATION/MUNICIPAL GOLF FUND

Municipal Golf Fund. The Golf Fund was transferred from Enterprise Fund to Special Revenue Fund and will continue to receive a subsidy of 20% of their operating budget on an annual basis. Reconstruction of the Rockwood Golf Course will commence November 2015 with estimated re-opening of the facility October 2016. The project insures the sustainability of this new course and provides a modern design while respecting the original John Bredemus design from the 1930's. This new course will attract new golfers and be able to compete against newer golf courses in their respective market. Ultimately the course is projected to operate at a profit rather than the losses that have existed since 2009. This will allow the Municipal Golf Fund to move closer to being self-sufficient.

Rockwood Golf Course Infrastructure. While the 75+ year old golf course will be renovated in FY2016, the need exists for a new clubhouse which will house the golf pro shop, food service area, meeting space and golf cart storage. Also a new service center is needed to house the maintenance staff, supplies and equipment. Funding for these facilities remains pending.

PLANNING AND DEVELOPMENT

Planning and Development Activities. Several years ago, the City experienced a period of unprecedented growth and staff was unable to adequately service the demand. Service delivery times were high for customer service, inspections and plan reviews. Following input from the development community, the Development division underwent a series of changes in an attempt to improve the quality and speed of its service delivery. These changes included office renovations, implementation of many new policies and practices and an increase in the number of approved positions assigned to various

Development sections. At the same time these improvements were being made, national and local development activity waned due to the nation's economic difficulties. Development activity has since stabilized and we are continuing to experience mild annual growth in permitting and plan review activity. To ensure excellent service delivery during a time of budget constraint, the Department underwent a major reorganization of its Building Services section. The reorganization created Combination Inspectors and cross trained to allow for multiple trade inspections by a single inspector. The Department continues to work with stakeholders to improve and enhance development process improvements and customer service delivery.

POLICE

Sixth Patrol Division. Funding is needed to support the creation of a sixth patrol division including a multi-year (3-5 year) staffing plan, facility development, division equipment/supplies and associated operational costs. Crime Control and Prevention District's (CCPD) Fund Balance was recently reduced in line with the City's New Financial Policy. As a result, the CCPD Board recently approved the use of fund balance dollars as a part of the FY2016 Budget in order to fund a portion of the facility costs. Additional funding (\$24M+) over the next three years will be necessary for staffing and division operations in order to make this new Patrol Division a reality.

Background factors affecting this issue include significant growth in population and developed land in the northern portion of Fort Worth necessitates the creation of a sixth patrol division. The area is one of the fastest growing areas in Fort Worth for many years and has the highest response times with no patrol facility north of Loop 820. The Community has the perception that this area is not receiving adequate police service and the development of stronger partnerships with the neighborhoods in far north Fort Worth is crucial.

Police Facilities - High Priority Projects (Currently operating in 40 facilities).The Police Department is fortunate to have a new Public Safety Complex for administration and training. However the mere size of the City demands more strategically placed patrol divisions to better serve the size of the community. To date, there is no patrol division facility north of 820 to serve more than 200,000 residents. There are several facilities with aging infrastructure that will need replacing in the next few years. Significant funding is needed to address critical facility challenges. Due to a variety of factors, the police department has several serious facility issues, of which will require a series of solutions, as well as, significant funding in order to overcome. Historically, overall, bond funding has not been used for Police facilities, with a few rare exceptions several years ago. The Crime Control and Prevention District Fund provides funding for facility improvements, but is not adequate funding levels to support and resolve the time-sensitive facility challenges that the City is facing. Below is the Police Department's top facility issues listed in order of priority:

- Sixth Patrol Division Headquarters (new facility in far north Fort Worth)
- Tactical Center renovation (existing facility in east Fort Worth)
- West Patrol Division Renovation (recently acquired property in west Fort Worth)
- Downtown/Central Fort Worth Facility Issues – Four facilities located in or near downtown, within Central Patrol Division, need to find an alternative long-term location within the next five years or less, including two Central Patrol Division leased facilities and two city-owned facilities that will be sold or redeveloped in the near future.
 - Pending sale of 350 W. Belknap Street (Downtown)
 - Central Patrol Division Facilities
 - Commercial Auto-Theft Program

The Police Department's Facility Plan undergoes an annual update process. This annual update will be completed by the end of the year, and is a good reference for all facility projects by priority. The above only lists a few of the Police Department's facility challenges.

Community Relations. Recent nationwide issues regarding minority distrust and police use of force have reaffirmed Fort Worth Police Department's continued efforts to build relationships with all members of our City, particularly our minority communities. The Police Department is participating in the National Initiative for Building Community Trust and Justice pilot site project.

Last spring, Attorney General Eric H. Holder, Jr. announced on behalf of the National Initiative partners and the U.S. Department of Justice, that Fort Worth was selected as one of six pilot sites of the National Initiative for Building Community Trust and Justice (National Initiative). The five other selected sites are: Birmingham, AL, Gary, IN, Minneapolis, MN, Pittsburgh, PA, and Stockton, CA. The National Initiative is a multifaceted approach to enhance community trust and help repair and strengthen the relationship between law enforcement and the communities served. This three year initiative will explore, advance and disseminate information about strategies intended to enhance procedural justice, reduce implicit bias, and support racial reconciliation. The U.S. Department of Justice partnered with a consortium of national law enforcement experts including John Jay College of Criminal Justice, Yale Law School, and the Center for Policing Equity at UCLA and the Urban Institute to lead this effort. For more information, please visit <http://trustandjustice.org>.

The Fort Worth Police Department remains one of the largest "Community Policing" agencies in the United States. The Code Blue program, Citizens on Patrol, have been assisting with crime suppression strategies for 23+ years. With their support, the City has seen a 40% decrease in crime in the last 15 years. However, with an aging program, many members can no longer effectively patrol their communities. One of the successful positions that basically anchor this success is the Neighborhood Patrol Officer (NPO). The Police Department has appointed a "Director of Volunteer Programs" to increase volunteerism for this program and many others that make Fort Worth one of the safest major cities in the United States. Increasing the number of volunteers will take time, and as a result, the Department is committed to keeping the NPOs in service to assist with community policing efforts.

The Department is actively implementing the Police Department's Strategic Plan, Initiative #1 – Partnerships & Community Relations by developing and improving relationships with all citizens of Fort Worth and community stakeholders and build upon existing relationships.

Implementation of the Police Executive Research Forum Staffing Study and the Overall FWPD Five-Year Staffing Plan (Sworn & Civilian). There have been significant increases in population while static number of police officers. Staffing has continuously been requested each fiscal year, but due to significant funding restraints for several years, additional positions have not been possible under the general fund until fiscal year 2016. As a result, the Police Department is trying to play catch up with attrition in order to begin the process to keep the pace of city growth, restore previous service levels and ensure efficient operations.

- Background
 - The City of Fort Worth has experienced exponential growth in the last several years with an estimated population of nearly 800,000 residents. The need for police services has expanded based on rapid city development, urban sprawl, and nationwide change in emerging crime trends.
 - Response times and quality of service is equally important.
 - Since 2011, average Police response times to Priority 1 calls have increased citywide from 8:34 to 9:44. (as of June 30, 2015)
 - Each of the five current Patrol Divisions have experienced Priority 1 response time increases within the past two years, with the North Patrol Division having the largest increase in response time from 10:02 to 11:42.
 - Highest response times in far northern portions of Fort Worth due to significant growth, transportation infrastructure, substantial highway and arterial road congestion, sprawling development patterns, lack of connectivity and poor accessibility.
- Staffing Levels

- The Police Executive Research Forum conducted a staffing study and made recommendations regarding the optimal patrol, investigative, and support staffing levels. (sworn and civilian).
- The Department has since developed a staffing model to outline the number of patrol positions needed in order to create a sixth division.
- The Department is developing a comprehensive staffing plan that incorporates specific recommendations that were provided by PERF, in combination with the Patrol Staffing Analysis.
- Overall, funding is needed to support additional staffing necessary to address citywide patrol response times, overall quality of service, compliance with regulations, new demands based on trends and legislation & operational efficiencies.
- Implement the Police Department's Strategic Plan Initiative #5 - Recruitment & Training Goals
 - Conduct quality recruitment and retention to ensure that the department has a diverse and professional workforce.
 - Provide quality training opportunities for all sworn and civilian personnel.
- With an increased service demand, police officers have less time to work closely with residents and build partnerships.

Technology. It is critical that the Police Department keep the pace with the rapid development of technology-based applications within law enforcement that is anticipated to achieve the fastest growth in history in the next ten years. FWPD will not be able to keep up with the technology demands given the current budget situation. The procurement process for technology; acquisition of funds, bidding process, and implementation, poses significant challenges for law enforcement in implementing new technology at the needed pace. Residents have an expectation of these service delivery models and a dedicated funding source.

The Police Department has been one of the leaders nationwide in implementing body camera technology into the practices of the department. Recent legislation and our continued proactive efforts will result in the expansion of the use of body cameras in the next couple of years. Two significant challenges associated with the use of body cameras is the expense associated with the video storage and the management of videos being requested through open records and for criminal cases. This overall management will require additional resources, including staff to handle the additional associated work load that will be created once the body camera use is expanded upon. Highlights of some of the specific technology needs:

- Body Cameras and Video Storage
- Pursuit-Ending Technology – This provides a significant reduction of risk to citizens and officers, while still providing an increase in the apprehension of suspects and fugitives.
- Crime Scene software
- Tiburon (Records Management System) upgrade
- In-Car video system replacement
- Crime Lab software and equipment – FWPD needs to continue investing in our Crime Lab, acquiring the latest equipment and technology for DNA, firearms, fingerprint and other applicable analysis/investigations.
- Business Intelligence software to provide real-time analysis of crime trends, staffing, calls for service, budget and other key performance indicators to aid in our intelligence led policing efforts.

PROPERTY MANAGEMENT

Final Design and Construction of a new Water Service Center. The Water Service Center was constructed in 1969 with 11 service bays which are only adequate for providing support to a fleet of 200

pieces of equipment. Currently, 826 pieces of equipment are serviced by the Water Service Center. The recommendation from the City Manager's Office is that a new facility be built and paid for as a Water Capital Project with an estimated cost of \$7.2 million. The new Water Service Center includes a total of 22 bays. The new facility would require an additional seven positions to maintain acceptable service levels that are already strained by limited space and age of the City fleet and to provide for a second shift to respond to after hours' repairs. This item won citizen approval as Proposition #6 in the City's 2014 Bond Program on May 10, 2014.

Fuel Management Reconciliation System. The Fleet Division currently has 63 fuel sites. This reconciliation system will fulfill requests from a previous fuel audit to assist with improved internal controls for fuel management. This system includes a new pricing structure to more accurately calculate the value of the fuel inventory. Also, fuel gallons will be tracked in all automated fuel sites to meet state regulatory requirements. Finally, these internal controls will assist in the monitoring for fuel levels to prevent fuel theft or spillage.

Fuel Management Policy. The Fleet Division will develop a fleet management policy to govern service levels to customer departments. Also, the policy will address vehicle acquisition and disposition statutes to give direction to the Fleet Division on issues such as standardization of the fleet, alternative fuel priorities, vehicle usage, etc. The policy will be presented to the City Council to address these issues and assist in capital improvement planning.

Facilities. One of the driving factors in the creation of the Property Management Department was the lack of a comprehensive inventory of City-owned facilities, their conditions, and a plan to properly manage these assets. It will require additional resources to conduct a thorough inventory at all City facilities, and even more resources to conduct detailed condition assessments on each of the facilities. This information is essential in order to determine future capital needs to maintain these facilities. Property Management will also pursue the implementation of an asset management software solution that allows this data to be easily collected, maintained, and queried. After successfully completing the process of determining what building assets the City owns and what condition they are in, the next logical step will be to prepare a facility master plan to determine the highest and best use for each facility, and to plan for future facility needs.

Land Asset Management. The primary responsibility of the Real Property Division is to manage the City's real property asset inventory. This includes the purchase and sale of land rights, developing and maintaining comprehensive information systems and databases that identify properties that the City owns in fee simple title (approx. 3,000) and tax foreclosed properties held in trust for itself and local taxing entities (approx. 600). Since the inception of the Property Management Department, Real Property staff has worked with the ITS Department to leverage technological resources to help management identify and track the disposition of these properties. Additionally the Real Property Division has planned to reduce the City's inventory of Tax Foreclosed Properties through holding four Sealed Bid Sales and 20+ Direct Sales each year. A realignment of duties was required in order to address the increased workload.

Capital Improvement Project Acquisitions. The Real Property Division is responsible for the annual procurement of millions of dollars in land and easement interests required for the implementation of the City's Bond Programs. The division supports project delivery for multiple infrastructure departments and occasionally notes an apparent oversight in inter-departmental coordination or planning. This oversight, at times results in multiple acquisitions (for arterial/drainage improvements and water/sewer improvements) from the same property and/or landowner and oftentimes results in additional land acquisition costs to the City.

Lease Management. Property Management is in the process of developing a leasing policy in order to assist City departments in meeting their needs when space is unavailable in existing City facilities. The policy and plan also includes continuing work with the City Attorney's Office to standardize lease terms for the most common types of office leases.

Gas Leases. The variability of the gas market (prices), well decline (production) and other market factors cause unforeseen fluctuations in annual revenues which may be higher or lower than estimated at the beginning of a budget year. As market prices increase, it is anticipated that the remaining 7,000 mineral acres of City properties would be leased for subsurface natural gas drilling which would increase revenues and allow for additional capital projects throughout the City. Additionally, federal requirements and financial policy requirements will affect the natural gas related revenue distribution procedures for the Aviation Department and the City corporate entities. Further, as gas related revenues are distributed by Financial Policies to multiple departments there is a need for clarity and conformity of financial transactions for gas related revenues in order to assure accuracy in reporting of remaining gas-related revenues for allocation to additional capital projects.

Lake Worth. There is a need to develop (along with the Planning and Development and Water Departments) a land use policy for City owned property at Lake Worth based on recent water quality studies and future land use studies. In addition, there is a need to plan for identifying a revenue source to fund the purchase of property improvements on leased properties whose leases are set to expire in 2032.

TRANSPORTATION AND PUBLIC WORKS

Traffic Management. Current funding levels are approximately 20% of the required funding need to establish adequate preventive maintenance programs to keep the City's traffic safety infrastructure (streetlights, traffic signals, traffic signs, pavement markings, railroad crossing safety devices, and intelligent transportation systems) performing at industry standards.

Street Infrastructure Performance. The national standard for major street networks is a pavement condition index of seven, on a scale of 0 (failed) to 10 (excellent). In order to maintain the street network at this minimum standard, it is estimated that the level of funding would need to be over \$30 million annually. This leaves a significant funding gap of more than \$20 million. In fiscal year 2016 a pavement management study will be completed in order to provide accurate funding level forecasts.

TRANSPORTATION AND PUBLIC WORKS/STORMWATER UTILITY

Capital Improvement Program. There were 170+ areas throughout the City identified that required critically needed capital improvements to address severe drainage problems. Since the Stormwater Utility was established in 2006, 90 of these areas have been addressed or are actively being addressed. Completed improvements have resulted in 34 roadways improved, protecting 200,000+ traffic vehicles per day from flooding, 400+ properties protected from flooding, and 20+ lane miles of roadways rebuilt by these projects. Improvements for 68 areas requiring critical Stormwater capital improvements are unfunded with an estimated cost of \$300 million. Additional Stormwater Utility revenue will need to be generated and/or alternative funding sources identified to continue making steady progress addressing the major deficiencies in the City's drainage system. Additionally, correcting flooding problems in the numerous older, fully-developed sections of the City is going to be cost prohibitive using current standards and conventional construction (individual projects can cost \$50 - \$100 million). The Stormwater Utility Fund is in the process of developing a strategy for approaching such issues that will be used to guide the prioritization of projects and the framework for developing implementable solutions.

Water Quality Protection. The emphasis on integrating water quality in flood control projects will increase in FY2016. Two primary drivers of this are the Environmental Protection Agency and the Trinity River Vision Authority. The Environmental Protection Agency will place emphasis on stormwater treatment with green infrastructure approaches, watershed based coordination of permitted discharges, and treatment requirements on development. The Trinity River Vision project will increase the need for point and non-point source Best Management Practices (BMPs) in critical drainage areas. Temporary BMPs during construction will be a growing concern for all departments, which implement capital projects or participate in developer projects.

Federal Flood Insurance Reform. Recent revisions to the National Flood Insurance Program (NFIP) may result in increased demand for resolutions to potential flooding problems in these areas, from home buy-outs to structural improvement projects. NFIP began to be phased in to existing flood insurance policies in 2013. Affordable flood insurance is available to all residents of Fort Worth because the City has participated in the NFIP since 1980. The Stormwater Utility's Floodplain Management Program has enhanced the level of participation in the NFIP through the Community Rating System (CRS) and has improved the City's rating to a Level 8 Community under CRS. This improved rating has resulted in a ten percent reduction in the flood insurance premiums for residents with policies within mapped floodplains throughout the City. Among the 2012 revisions to the NFIP is the requirement to revise flood insurance premiums to match actuarial rates based upon the risk of flooding. Actuarially-based flood insurance premiums are significantly higher than the NFIP discounted rates, and the difference in premiums is planned to be incrementally phased into affected policies over the next four years. The increased premiums placed on mortgages in floodplains will significantly impact annual expenses for those residents and properties. The demand from citizens for resolutions of potential flooding problems may increase due to the direct financial impact of NFIP and flood insurance premiums.

Development Review Activities. Economic recovery has spurred significant growth of development activities resulting in increased demands for review of new development projects for compliance with City drainage standards. Working with the development community, the Stormwater division has undergone a series of changes in an attempt to improve the quality and speed of its service delivery to ensure timely responses to citizens and developers. These changes have included: a review and update of drainage requirements and the review process to improve efficiency while ensuring that an adequate level of review is conducted to keep new development projects from creating new drainage problems; additional staffing, thereby increasing the reviewers and dedicating a manager to development review and supplementing staffing with contractual development design review services to handle peak workload demands.

Stormwater Infrastructure Management. 67 percent of the Fund's operational budget provides ongoing infrastructure system maintenance and support for infrastructure rehabilitation or capital improvements. Maintenance includes inlet inspection and cleaning, storm drainage system and pipe repair, mowing and vegetation management for channels and rehabilitation of degraded channels. The City's Stormwater infrastructure system continues to grow from new development, City road and drainage projects, and annexations. Funding requirements are increasing for ongoing maintenance of aging and additional infrastructure. Current funding levels are still almost exclusively reactive for 920 miles of pipe with 30 percent of pipe over 50 years old. Funding allows annual maintenance on only 20 percent of the over 35,000 inlets in the inventory. Through recent accomplishments, the Stormwater Utility is working toward effective prioritization of maintenance projects and strategic allocation of resources.

WATER DEPARTMENT

Water Supply. The Tarrant Regional Water District (TRWD) is the exclusive provider of raw water to the City of Fort Worth and its wholesale water customers. The rate charged by TRWD for raw water is projected to increase by more than 60 percent over the next ten years. The primary driver of this rate increase is the cost of the Integrated Pipeline project, which will transport additional water from the Cedar Creek and Richland Chambers Reservoirs to Tarrant County by 2020 to support regional community and economic growth. This significant increase will continue to place upward pressure on the water rates Fort Worth charges its retail and wholesale customers over the next ten years.

Utility-wide Asset Management Program Enhancements. Based on the implementation plan developed in FY2014, the department is proceeding with the development and implementation of a coordinated program that will enhance operations by unifying software platforms that will allow for more cohesive tracking of maintenance, collection of historical data, and reporting on assets. Consolidating to one asset management system for Field Operations and the Water Production and Reclamation plants leverages the existing investment the Utility has made in its asset management system, as well as provides a more cohesive view of historical data for analysis of financial, operational, and other data. The

enhancements will result in a department-wide asset management methodology that will create a common platform for evidence-based capital project benefit analysis and prioritization. Future funding will be necessary to realize the full benefit of a utility-wide asset management program.

Revised Total Coliform Rule (RTCR). The purpose of the RTCR is to increase public health protection through the reduction in pathways by which contamination can enter the drinking water distribution system. The U.S. Environmental Protection Agency (EPA) has mandated compliance of this federal drinking water rule (40 CFR 141) before April 1, 2016. Along with all public water systems, the City will be required to implement changes to water quality testing for the public water supply. During the implementation and on-going regulatory compliance mandate, it is anticipated that the Water Department may need to address some level of budgetary and/or operational impacts to meet critical deadlines for compliance and monitoring in the drinking water distribution system.