

# City of Fort Worth, Texas

## City Officials

**Betsy Price**

Mayor

**Salvador Espino**

District 2

**W.B. “Zim”**

**Zimmerman**

District 3

**Danny Scarth**

District 4

**Frank Moss**

District 5

**Jungus Jordan**

District 6

**Dennis**

**Shingleton**

District 7

**Kathleen Hicks**

District 8

**Joel Burns**

District 9

**Tom Higgins**

City Manager

**Charles Daniels**

Public Safety  
Services

**Vacant**

Management Services

**Fernando Costa**

Infrastructure  
Services

**Susan Alanis**

Community Development  
Services

Assistant City Managers

### **Budget and Research Staff**

**Horatio Porter, C.P.A.**

Budget Officer

**Alan Shuror**, Budget Manager

**Aaron Cummins**, Management Analyst II

**Robert Pennington**, Management Analyst II

**Pamela Rambo Sexton**, Management Analyst II

**Anat Zoarets**, Management Analyst I

**Neonisia Brown**, Management Analyst I

**Loraine Coleman**, Administrative Assistant

**Jesus Hernandez**, IT Technician

**FORT WORTH**



# List of Departments and Directors

**City Manager's Office**

Tom Higgins,  
City Manager, 817-392-6192

**IT Solutions**

Pete Anderson,  
Director, 817-392-8781

**Police**

Jeff Halstead,  
Police Chief, 817-392-4210

**City Secretary**

Marty Hendrix,  
City Secretary, 817-392-6161

**Law**

Sarah Fullenwider,  
City Attorney, 817-392-7606

**Public Events**

Kirk Slaughter,  
Director, 817-392-2501

**Code Compliance**

Brandon Bennett,  
Director, 817-392-6322

**Library**

Gleniece Robinson,  
Director, 817-871-7706

**Transportation/Public Works**

Douglas Wiersig,  
Director, 817-392-7801

**Equipment Services**

Wayne Corum,  
Director, 817-392-5118

**Municipal Airport**

Kent Penney,  
Director, 817-392-5403

**Water & Wastewater**

Frank Crumb,  
Director, 817-392-8246

**Financial Management Services**

Lena Ellis,  
Director and CFO, 817-392-8517

**Municipal Court**

Deidra Emerson,  
Director, 817-392-6711

**Fire**

Rudy Jackson,  
Fire Chief, 817-392-6805

**Office of City Auditor**

Darlene Allen,  
City Auditor, 817-392-6132

**Housing and Economic Dev.**

Jay Chapa,  
Director, 817-392-5804

**Parks & Community Services**

Richard Zavala,  
Director, 817-392-5711

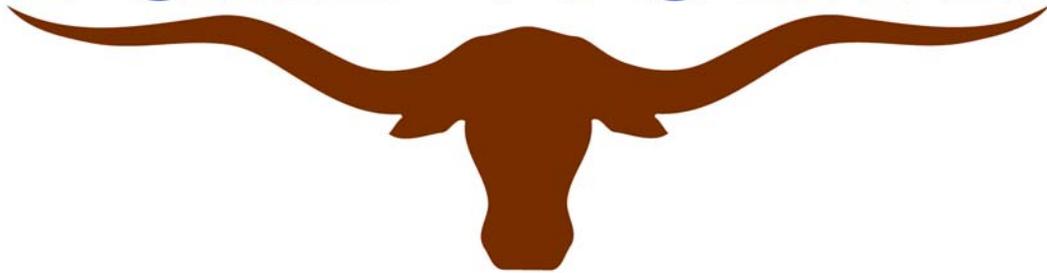
**Human Resources**

Karen Marshall,  
Director, 817-392-7783

**Planning and Development**

Randle Harwood,  
Director, 817-392-6101

**FORT WORTH**



# City of Fort Worth 2011 Awards

## City Manager's Office - Human Relations Unit

- **President's Award for Establishing the Diversity Task Force Award:** The Fort Worth Human Relations Commission received the President's Award from the International Association of Official Human Rights Agencies. Although the award was presented to the Human Relations Commission and Fairness Fort Worth, the City Council and City share in the award for their role in establishing the Diversity Task Force – which included several members of Fairness Fort Worth and the HRC – to examine areas in which the City could improve its relationship with its Lesbian, Gay, Bisexual and Transgender community. Ultimately, the City Council's approved nearly all of the task force's recommendations, including changes to the City's nondiscrimination ordinance to include protections based on gender identity and gender expression, as well as expanding City health benefits to include coverage for domestic partners.

## Code Compliance

- **PetSmart Charities 'People Saving Pets' National Award:** The City's unique partnership with PetSmart, PetSmart Charities and a local private donor group resulted in an expanded shelter pet adoption program, a first-of-its-kind animal shelter adoption center located inside a PetSmart retail store, a 116% increase in pet adoptions during year one, and the City being recognized as the PetSmart Charities 'People Savings Pets' National award winner.
- **Green3 Award for Incredibly Effective Education Techniques:** Code Compliance, Solid Waste Services was recognized by the North Texas Corporate Recycling Association for a successful education campaign promoting recycling awareness through school programs, direct mail, use of billboards, blue crew workers recycling cart audits, which resulted in the lowest recycling contamination since the program started in 2003.
- **Keep America Beautiful Presidents Circle Award:** Keep Fort Worth Beautiful received the Keep America Beautiful President's Circle Award. The President's Circle Award recognizes exemplary performance made by certified affiliates of the national nonprofit to reduce litter, minimize waste, and beautify and improve their local communities.
- **Keep Texas Beautiful Gold Star Affiliate Award:** For Keep Texas Beautiful affiliates to achieve this status they are required to share information on their mission and goals, answer questions about their public education programs, partnerships, and sustainability efforts, participate in the Keep Texas Beautiful or Governor's Community Achievement Awards programs, and provide a letter of support from their community.
- **Keep Texas Beautiful Sustained Excellence Award:** Keep Fort Worth Beautiful was recognized for being a Gold Star Affiliate for three consecutive years.
- **International Davey Award Silver Winner:** Recognizes City of Fort Worth for a successful recycling marketing campaign.

## Equipment Services

- **Top 100 Fleets in North America Award:** Named one of the “Top 100 Fleets in North America” for the 7<sup>h</sup> year in a row, the Equipment Services Department ranked 17th out of over 38,000 government fleets in 2011. The program recognizes and rewards peak performing fleet operations in North America. Currently in its seventh year, 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry. 100 Best Fleets is sponsored by Invers Mobility Solutions, National Joint Powers Alliance, Government Fleet Magazine and the 100 Best Fleets in North America program.
- **Blue Seal of Excellence Award:** One service center has been awarded the Blue Seal of Excellence from the National Institute for Automotive Service Excellence (ASE). ASE, an automotive industry professional certification program, awards the Blue Seal of Excellence to businesses that showcase highly qualified repair facilities with a commitment to provide excellent services. Recipients must maintain a staff certification level of at least 75 percent. There is only one Blue Seal public or private service center in Fort Worth and it is within the Equipment Services Department.

## Financial Management Services

- **Procurement Achievement Excellence Award:** 2011 Achievement of Excellence in Procurement award from the National Purchasing Institute.

## Human Resources

- **Out and Equal Workplace Advocates Award:** The City of Fort Worth attained finalist status in the Significant Achievement category of the Out and Equal Workplace Advocates National Outie Award 2011 presentation for significant strides made in advancing fair and equitable rights for its Lesbian, Gay, Bisexual and Transgender employees. The City of Fort Worth held the company of other esteemed organizations of Google, Barclay’s Capital, and Alcoa as finalists.

## Information Technology Solutions

- **Budget Exercise Application Award:** Received a winning award in the category of “telecommunication and information technology” from Public Technology Institute for the Budget Exercise Application. The web-based application presented the citizens with the budget gap along with options for reducing spending and increasing revenues. Over 1,500 citizens participated in the budget exercise.
- **Automated Network Access Award:** Received a winning award in the category of “public safety technology” from Public Technology Institute for the Automated Network Access Provisioning in the Joint Emergency Operations Center. The City engineered a solution, the goal of which was to alleviate network access pressure during the JEOC activation by utilizing automation based in intelligent network access control. The method used to attain that goal was Automated Network Access Provisioning.
- **GIS Historic Aerial Imagery Award:** Received a winning award in the category of “geospatial information systems” from Public Technology Institute for the GIS Historic Aerial Imagery Tool. In response to the growing hard drive space issue and anticipating the next imagery deliverable, the

## A-7

- IT Solutions GIS group delivered the historic imagery with a user-friendly interface and without purchasing additional hardware.
- **Joint Emergency Operation Center Portal Award:** Received an honorable mention award in the category of “Web and e-Government” from Public Technology Institute for the Joint Emergency Operation Center Intranet/Internet Portal. To provide a centralized portal to support and manage all content for any Joint Emergency Operation Center incidents for City of Fort Worth, Tarrant County and all involved parties of JEOC, the City created an intranet site to act as a knowledgebase and content repository for all incident, media, and financial content generated during an event.
- **Internet/Intranet Portal Presence Award:** Received an honorable mention award in the category of “Web and e-Government” from Public Technology Institute for the Intranet/Internet Portal Presence. The City deployed SharePoint 2007 and WSS 3.0 to provide faster and user-friendly sites to meet the staff and departmental needs for a fairly easy content management solution that allows easy customization and easy learning curve for city staff.
- **Electronic Council Packet Award:** Received an honorable mention award in the category of “Web and e-Government” from Public Technology Institute for the Electronic Council Packet. The objective of this effort was to eliminate the paper copies of the Council Packet delivered to Council Members and Senior Staff members prior to each Council meeting. All of the Council materials are now converted to PDF format to be viewed on the Apple iPad.
- **Best IT Collaboration Award:** Received a winning Project Excellence Award in 2011 from Best of Texas for Best IT Collaboration Among Organizations for the Joint Emergency Operations Center (JEOC), City of Fort Worth.
- **IT Service and Support Award:** 2011 Best of Texas award for Outstanding IT Service and Support was presented to Monty Hall, Sr. IT Manager.

### Municipal Court

- **Legal Excellence Award:** Judge Sharon Newman-Stanfield was presented with the 2011 Legal Excellence Award by the Tarrant County Black Bar Association for ten years of service as a judge for the Fort Worth School Attendance Court.

### Police

- **Officer of the Year Award:** Officer Ronnie Clark was the recipient of the Optimist Club of Fort Worth Officer of the Year award.

### Parks and Community Services

- **Transitioning Households Out of Poverty Award:** Texas Department of Housing and Community Affairs, Community Action Partners, Community Services Block Grant Performance Award for transitioning households out of poverty.
- **Tree Growth Award:** Tree City USA Growth Award recipient for 11 consecutive years and awarded Tree City USA by the National Arbor Day Foundation for the 32<sup>nd</sup> Year.
- **Citizens Forestry Award:** Citizen Forester volunteer, Maryann Coleridge won Gold Leaf Award from Cross Timbers Urban Forestry Council for her long standing contributions to urban forestry

and Community Tree Planting Castleberry High School volunteers, Kyle Adams, graduating Senior, and Irma Gutierrez, para-educator were awarded the Bronze Leaf Award from Cross Timbers Urban Forestry Council for their six years of service to Rolling Hills Tree Farms.

- **Log Cabin Village Awards:** Received Texas Association of Museums Governing Council 2010 Service and Leadership Award to Kelli Pickard, Log Cabin Village Director, Best of the Metroplex Family Choice Award: Best Historical Attraction to the Log Cabin Village and Historic Fort Worth, Inc, Preservation Award for the Howard Cabin Restoration at Log Cabin Village.
- **Trailblazer Green Space Award:** Received Downtown Fort Worth Inc. Trailblazer Green Space Award for Hyde Park.
- **Partnership Excellence Award:** Fort Worth Independent School District Golden Achievement Award for Partnership Excellence for Botanic Garden partnership with Paschal High School.
- **Partnership Excellence Award:** National Civic League recognition of CFW Graffiti Abatement Program Public/Private partnership with the Fort Worth Urban Art Academy – WAL (We Are Legal) Program as one of three Public/Private Partnerships honored by the National Civic League with the 2011 City of Fort Worth All-America City Award.

## TPW\Storm Water Management

- **Development Projects Excellence Award:** Recognized with a 2011 “Celebrating Leadership in Development Excellence” (CLIDE) award by the North Central Texas Council of Governments. The division’s Lebow Channel Watershed Improvements Program was chosen from among 40 applications as a project that provides an example of Development Excellence in the North Texas region. The CLIDE Award Program was created in 2003 to encourage innovative development projects and practices that will help accommodate expected growth and ensure a sustainable North Texas for generations to come. The Lebow project was submitted as an example of local government working with citizens and business to develop a comprehensive plan for developing sustainable stormwater infrastructure. The project focuses on removing structures from the floodplain, restoring natural stream conditions, eliminating low water crossings and constructing detention basins. The plan also includes the creation of a lineal trail system, public art, and storm water quality enhancements.

## Water and Sewer

- **Sustainable Public Health Protection Award:** The Environmental Protection Agency’s Award for Sustainable Public Health Protection recognizes cities nationwide that advance the most innovative and effective use of Drinking Water State Revolving Fund (DWSRF) projects for providing clean, safe drinking water to their residents. The Water Department received the 2010 Award for Sustainable Public Health Protection for its Reclaimed Water System project. This project includes 11.5 miles of pipeline and a pump station to provide reclaimed water for non-potable uses in the eastern portion of its service area.
- **Peak Performance Platinum Award:** The National Association of Clean Water Agencies’ Peak Performance Platinum Award was awarded to the Water Department’s Village Creek Water Reclamation Facility in recognition of 100% compliance of its National Pollutant Discharge Elimination System (NPDES) permit for 21 consecutive years.

# CITIZENS OF FORT WORTH

## MAYOR AND COUNCIL

\$1,304,725 6.00 A.P.

### CITY ATTORNEY



\$6,245,503 53.00 A.P.

### CITY MANAGER



1.00 A.P.

### CITY SECRETARY



\$1,203,946 11.50 A.P.

### CITY AUDITOR



\$2,483,287 14.00 A.P.

#### Management Services

##### BUDGET AND RESEARCH

\$1,131,493 10.00 A.P.

##### FINANCIAL MANAGEMENT SERVICES



\$7,808,033 72.00 A.P.

Risk Management \$7,481,423 7.00 A.P.  
Debt Service Fund \$61,782,297 0.00 A.P.

##### OFFICE SERVICES

\$1,666,296 9.00 A.P.

##### NON-DEPARTMENTAL

\$58,580,456 0 A.P.

#### Community Development Services

##### CULTURE & TOURISM



\$31,150,371 126.00 A.P.

##### HUMAN RESOURCES



\$4,025,026 34.25 A.P.  
Group Health Fund \$92,972,818 10.00 A.P.  
Unemployment \$708,608 0.20 A.P.  
Worker's Compensation \$12,024,805 6.35 A.P.

##### TEMPORARY LABOR

\$1,063,679 1.20 A.P.

##### INFORMATION SYSTEMS



\$27,163,739 120.00 A.P.

##### LIBRARY



\$19,851,666 230.00 A.P.

##### PARKS AND COMMUNITY SERVICES



\$40,181,891 329.10 A.P.

##### MUNICIPAL GOLF



\$5,732,582 45.65 A.P.

#### Infrastructure Services

##### AVIATION



\$5,524,812 24.00 A.P.

##### HOUSING & ECONOMIC DEVELOPMENT



\$5,440,045 19.90 A.P.

##### PLANNING AND DEVELOPMENT



\$13,150,145 147.00 A.P.

##### WATER AND SEWER



\$374,001,901 932.00 A.P.

##### LAKE WORTH TRUST

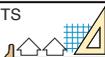
\$259,051 0.00 A.P.

##### TRANSPORTATION & PUBLIC WORKS



\$48,748,786 281.50 A.P.

##### CAPITAL PROJECTS SERVICE FUND (PMO)



\$15,888,379 146.00 A.P.

##### ENVIRONMENTAL PROTECTION FUND



\$4,773,705 23.50 A.P.

##### MUNICIPAL PARKING

\$9,421,092 6.00 A.P.

##### RED LIGHT ENFORCEMENT

\$12,573,582 45.00 A.P.

##### STORM WATER UTILITY

\$31,454,719 105.00 A.P.

#### Public Safety Services

##### CITY MANAGER'S OFFICE ADMINISTRATION



\$3,574,917 20.00 A.P.

##### CODE COMPLIANCE



\$16,396,786 196.00 A.P.

##### SOLID WASTE

\$53,893,824 82.00 A.P.

##### EQUIPMENT SERVICES



\$26,853,901 106.00 A.P.

##### FIRE



\$118,158,882 954.00 A.P.

##### HUMAN RELATIONS COMMISSION

\$512,306 4.55 A.P.

##### MUNICIPAL COURTS



\$15,306,134 199.50 A.P.

##### POLICE



\$193,521,155 1,795.00 A.P.  
Federal Awarded Assets \$2,790,949 0.00 A.P.  
State Awarded Assets \$805,000 0.00 A.P.

##### CRIME CONTROL & PREVENTION DISTRICT

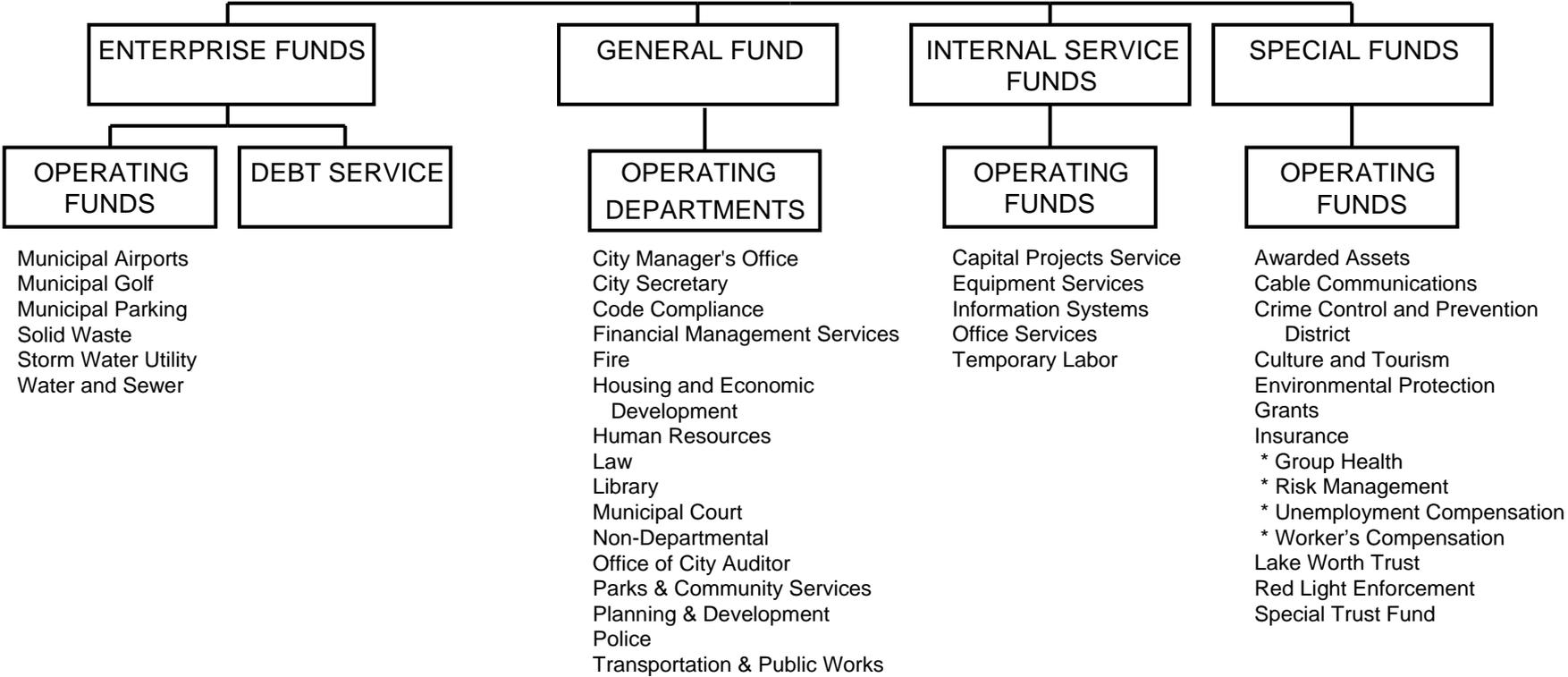
\$56,560,690 238.00 A.P.

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

**FORT WORTH**



# TOTAL CITY OPERATING FUND STRUCTURE



Municipal Airports  
Municipal Golf  
Municipal Parking  
Solid Waste  
Storm Water Utility  
Water and Sewer

City Manager's Office  
City Secretary  
Code Compliance  
Financial Management Services  
Fire  
Housing and Economic Development  
Human Resources  
Law  
Library  
Municipal Court  
Non-Departmental  
Office of City Auditor  
Parks & Community Services  
Planning & Development  
Police  
Transportation & Public Works

Capital Projects Service  
Equipment Services  
Information Systems  
Office Services  
Temporary Labor

Awarded Assets  
Cable Communications  
Crime Control and Prevention District  
Culture and Tourism  
Environmental Protection  
Grants  
Insurance  
\* Group Health  
\* Risk Management  
\* Unemployment Compensation  
\* Worker's Compensation  
Lake Worth Trust  
Red Light Enforcement  
Special Trust Fund

**FORT WORTH**





**Betsy Price**  
Mayor of Fort Worth



**Dennis Shingleton**  
District 7



**Salvador Espino**  
District 2



**Joel Burns**  
District 9



**Danny Scarth**  
District 4



**Frank Moss**  
District 5



**W.B. 'Zim' Zimmerman**  
District 3



**Jungus Jordan**  
District 6



**Kathleen Hicks**  
District 8

**CITY OF FORT WORTH  
Council Districts  
August 2011**

- 2 - Salvador Espino
- 3 - W.B. Zimmerman
- 4 - Danny Scarth
- 5 - Frank Moss
- 6 - Jungus Jordan
- 7 - Dennis Shingleton
- 8 - Kathleen Hicks
- 9 - Joel Burns



**FORT WORTH**



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

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

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

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

**AREA AND POPULATION:** According to the most recent U.S. Census Bureau data, Fort Worth has been the fastest growing large city of more than 500,000 in the nation since April 1, 2000. Since the 2000 Census, Fort Worth's population has increased at a faster rate than it did during the 1990s. The population of Fort Worth as of January 1, 2011 is estimated to be 746,290. From 2000 to Jan. 1, 2010, total population has increased by an estimated 211,596 people. This represents an annual growth rate of approximately 3.7 percent. The Dallas-Fort Worth Metropolitan Statistical Area is split into two separate divisions: the Fort Worth-Arlington Metropolitan Division and the Dallas-Plano-Irving Metropolitan Division. The Fort Worth-Arlington Division includes Johnson, Parker, Tarrant and Wise Counties.

**TRANSPORTATION:** The Dallas/Fort Worth International Airport (the "Airport") is the third busiest airport in the world in terms of operations and ranks 8th in the world based on passengers. The Airport is the principal air carrier facility serving the Dallas/Fort Worth metropolitan area. First opened on January 13, 1974, the Airport is located approximately 17 miles equidistant from the Cities of Dallas and Fort Worth, Texas. The Airport provides nonstop service to Europe, the Far East, Canada, Mexico, Central and South America, the Caribbean and the Bahamas. There are multiple flights every day to 191 destinations including domestic and international.

There are also three general aviation airports the City of Fort Worth owns each with all-weather capability. Meacham International Airport is equipped with parallel runways the longest of which is 7,500-foot runway. Fort Worth Spinks Airport, a general aviation airport located along I-35 in the south portion of the City is equipped with a 6,000-foot runway. Alliance Airport is located on I-35 to the north, serves the needs of industrial, business and general aviation users and is equipped with a 9,600-foot runway. These three airports combined handled over 246,000 operations in 2011.

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

Fort Worth is served by six major railroad systems, one of which, BNSF Burlington Northern/Santa Fe Railroad, has its corporate headquarters in Fort Worth. Rail passenger service is provided through Fort Worth, including AMTRAK service on the Texas Eagle to Chicago, St. Louis, Little Rock, Dallas, San Antonio and Los Angeles and on the Heartland Flyer to Oklahoma City. Fort Worth's position as a major southwest distribution center is supported by the presence of 75 regular route motor carriers with over 750

schedules. Local transit service is provided by The T, operated by the Fort Worth Transportation Authority. Greyhound Lines Inc. furnishes Fort Worth with transcontinental passenger service.

**EDUCATION:** The Fort Worth Independent School District serves the major portion of Fort Worth. The 142 schools in the District operate on the 5-3-4 plan in which the elementary schools (83) teach grades 1-5; middle schools and sixth-grade centers (28), grades 6-8; and senior high schools (14), grades 9-12. The District also has 17 special campuses. The Fort Worth School District employs 5,069 classroom teachers (full-time equivalents) to instruct over 80,000 students. Special education programs are provided for the blind, handicapped, mentally disabled, brain-injured, emotionally disturbed and those who require speech and hearing therapy in 10 special schools. Vocational training is provided at the secondary level for the educable mentally disabled. Bilingual programs are also offered at the primary and secondary level. While Fort Worth is served primarily by Fort Worth Independent School District, it is also serviced by 16 other districts. There are 70 private and parochial institutions in the primary and secondary education area with a combined enrollment of more than 11,500 students in Tarrant County.

Tarrant County has twelve college and university campuses with an enrollment of more than 80,000 students in both undergraduate and graduate programs. Included in these colleges and universities are: Southwestern Baptist Theological Seminary; Tarleton State University-Fort Worth Campus; Tarrant County College, Trinity River, South, Northeast, Southeast, and Northwest Campuses; Texas Christian University; Texas Wesleyan University; Texas Wesleyan University Law; the University of Texas at Arlington; and the University of North Texas Health Science Center. There are twenty-nine other colleges and universities within a fifty-mile radius with an enrollment of over 119,000.

**HEALTH SERVICES:** Medical facilities in Tarrant County offer excellent and convenient care. There are approximately 33 hospitals with nearly 5,000 beds and 348 bassinets; one children's hospital with 285 beds; four government hospitals; 65 nursing homes; the Tarrant County Public Health Center; Cancer Clinic; Carter BloodCare and the University of North Texas Health Science Center.

**MILITARY:** Carswell Air Force Base closed as an active air force facility in September of 1993. In October of 1994 the base was reopened and transformed into NAS Fort Worth, Joint Reserve Base, Carswell Field, a navy reserve base. Now that all of the units have been transferred here from NAS Dallas, Glenview NAS, Detroit, and Memphis, there are nearly 11,000 personnel utilizing the facilities. Approximately \$130 million of construction, remodeling and renovation was invested over the transition period. The PX Mart continues to operate the base exchange store and the grocery store for the benefit of active duty military and retired military in the Metroplex. The golf course is now under lease to the Carswell Redevelopment Authority and is operated as a public use facility. The Justice Department has established a Federal Medical Center in the area around the old base hospital. The facility is for female Federal inmates and employs approximately 300 personnel.

**THE ECONOMY:** Fort Worth continues to be a strong draw for new residents and businesses as shown by being named one of the country's fastest-growing cities according to 2010 census figures released by the U.S. Census Bureau. Fort Worth grew 38.6% to 741,206 residents in the last decade. Fort Worth is consistently ranked among the top places in the nation to live, work, and play. With a growing workforce, top educational facilities, low cost of doing business, high quality of life and prime location and climate, the city is an attractive choice for companies looking to expand their operations.

Major employers in Fort Worth include AMR/American Airlines, Lockheed Martin Aeronautics Company, Bell Helicopter Textron, Inc., JPS Health Network, Texas Health Harris Methodist Fort Worth Hospital, Alcon Laboratories and BNSF Railway. Fort Worth is home to four Fortune 500 companies; AMR/American Airlines, BNSF Railway, XTO Energy, and RadioShack.

Manufacturing and distribution remains an important part of the Fort Worth economy. The list of companies in distribution and manufacturing operations include Acme Brick, Alcon Labs, Allied Electronics, ATC Logistics & Electronics, Cinram Wireless, Haggar Clothing, Federal Express, J.C. Penney's, Mother Parker's Tea and Coffee, Coca-Cola Enterprises, Ben E. Keith Co., MillerCoors LLC, Q-Edge Corporation and Williamson-Dickie Oil and gas production, driven by the Barnett Shale, has provided a number of economic benefits from exploration, drilling and related activity. The economic

impact of the Barnett Shale is estimated at over \$65 billion in North Texas since 2001 and now supports, directly and indirectly, 100,268 jobs in 24 counties.

Emerging economic sectors include financial services, semiconductor manufacturing, communications equipment manufacturing, corporate offices and distribution. The City has recently added facilities from Blue Cross Blue Shield of Texas, CUNA Mutual Group and Daimler Financial.

The city's industry clusters remain diverse with trade, transportation and utilities making up the largest percentage of the Fort Worth-Arlington Metropolitan Division (MD) industry composition at 24%. Since 2010 trade, transportation, and utilities companies have grown by 1.9%, adding over 3,800 jobs to the area. Government, education and health services, professional and business services, and leisure and hospitality are also large sectors, comprising 14%, 13%, and 11% of the workforce respectively.

The Fort Worth-Arlington MD boasts a strong labor force of over one million that continues to grow. Although the recession has slowed much growth across the United States, the Fort Worth-Arlington MD has experienced positive annual employment growth since summer 2010. The unemployment rate of 8.3% is still less than the 8.5% unemployment rate of Texas, or the 9.1% unemployment rate of the United States.

There are over 35,360 registered business firms in the Fort Worth-Arlington MD. Almost 50% of these businesses are small to mid-size firms that employ anywhere from 1 -249 individuals which highlights the continued importance of small business development. Large business firms with over 1,000 employees make up just under 30% of the area's workforce.

Tourism is an important contributor to the local economy with over 5.5 million visitors per year. The City benefitted from Super Bowl XLV which sold out nearly every hotel room in downtown Fort Worth during the city's Super Week festivities leading up to the game itself. Rate averages were more than double the norm according to a report by the Fort Worth Convention and Visitor's Bureau. More than 106,000 people came to Fort Worth's Sundance Square during the week leading up to the Super Bowl; nearly triple the number of visitors Sundance Square typically sees in a week.

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

The AllianceTexas development in far north Fort Worth continued its growth by adding more than 2,400 jobs over the past 12 months, one of its largest increases since the recession. Employment at the 17,000-acre development, which includes the huge logistics park, subdivisions, shopping centers and the Circle T Ranch, has hovered around 28,000 for several years. This was the first time employment topped 30,000.

Site Selection Magazine awarded Texas the 2010 Governor's Cup for having the most new and expanded corporate facilities with the Dallas-Fort Worth-Arlington MSA ranked third among metro areas of one million or more. Texas led all states with 424 projects, 50 more than the year prior. The rankings, which are considered a benchmark by corporate real estate analysts, are based on new corporate location projects and do not track retail or government projects, schools or hospitals.

#### **CITY DEVELOPMENTS:**

American Airlines announced a \$38 billion order for 460 airplanes. The deal will revamp the airline's fleet by adding 260 Airbus A320 and 200 Boeing 737s.

Bell Helicopter leased 32,198 square feet of industrial space at 14800 Trinity Blvd in Centreport.

BNSF will spend \$3.5 billion to upgrade railroad tracks and buy equipment as the railroad reinvests to keep pace with the growing volume of freight shipments. The company saw its business improve sharply in 2010.

Cambridge Healthcare Properties has plans to develop a 75,000 square foot medical office building near the site of the planned Texas Health Harris Methodist Hospital Alliance near I-35W and Golden Triangle Boulevard.

Chain Link Services LP is combining its corporate headquarters and warehouse operations under one roof with a 128,400-square foot lease at Railhead IV. Construction has begun on the first-generation space at 4675 Railhead Road. The privately owned Chain Links is a distributor of commercial cooking and food equipment.

Chick-Fil-A opened in Montgomery Plaza. The Atlanta-based chain chose the new location on 7<sup>th</sup> Street for the company's first effort to design and build a sustainable restaurant – a building that is environmentally friendly and saves operating costs by using energy efficiencies. It could become the city's first restaurant to receive gold LEED certification, and only the second one in Texas.

Cinemark Holdings plans to build a 14-screen, all-digital movie theatre featuring the company's new Cinemark NextGen design concept at Alliance Town Center in north Fort Worth. The theater, expected to open by the summer of 2012, will be on the east side of Interstate 35W, just north of the Sam Moon center, near North Tarrant Parkway.

Escalante Golf, a boutique operator of luxury golf properties, recently announced that it was moving its corporate headquarters to Fort Worth. Founded in 1991, Escalante Golf employs about 415 people across the country and currently owns and manages golf clubs in Florida, Indiana, Ohio, Colorado, and California.

Foreign Trade Zone No. 196 expanded to include the entire Alliance Corridor, which includes property along both sides of I-35W from Denton to just south of I-820. For three straight years, the Alliance FTZ has ranked as the top general-purpose FTZ in the U.S. in terms of imported foreign products, with \$5.357 billion in foreign products in 2008. Major users of FTZ at the Alliance Global Logistics Hub include: ATC Logistics & Electronics; Callaway Golf Company; Hyundai; Trans-Trade; LEGO; and Motorola.

Frac Tech Services purchased an industrial building in the Railhead Industrial Park that it will use for a state-of-the-art manufacturing, repair and testing facility. Frac Tech, which counts both Fort Worth and Cisco as its corporate headquarters, purchased the 558,000-square foot building, located at 4601 Gold Spike Drive, in April 2012.

GE Transportation will develop a train locomotive manufacturing plant in Fort Worth. Construction is slated to start in 2012, and company officials project a \$96 million, 500-plus-job, 900,000-square-foot facility by the time it is finished and running full-tilt. The plant will turn out a special fuel-efficient line of GE locomotives.

HCA Health Services of Texas plans to build a 10,500-square-foot free-standing emergency care facility. The company, part of Nashville-based Hospital Corp. of America, plans to spend \$8.9 million on the facility.

JPMorgan Chase real estate investment fund acquired 47 industrial buildings totaling over 13 million square feet in the 17,000-acre Alliance Business Park. The fund purchased the portfolio from Prudential Real Estate Investors and Hillwood. Some of the major tenants in the buildings include Bell Helicopter Textron, Inc., Lego Systems Inc. and General Mills Inc. The Alliance Business Park development spans across Fort Worth, Haslet and Roanoke.

Kroger Marketplace off Heritage trail and I-35W near Alliance Airport will provide shoppers with a larger selection of produce, deli items, organic products, beer and wine and other foodstuffs at its latest 123,000-square foot location. Non-traditional goods such as loose diamonds, living room couches and other items will also be available.

Lancaster Mixed-Use is a proposed 230,000-squarefoot project would include three five-story buildings and a 450-space parking garage, which would replace current surface parking near the so-called "Zipper"

building on Lancaster Avenue. The project would be located across from the U.S. Post Office and the Texas & Pacific Warehouse building.

Leading Edge Aviation Services Inc., the world's largest aircraft painting company, was granted a 20-year lease by the Fort Worth City Council for hangar space at Fort Worth Meacham International Airport. The lease is expected to generate at least 150 local jobs.

Midtown construction has begun on the mixed-use development that will include hotel, office and retail at the northeast corner of Forest Park Boulevard and Rosedale Street. It will take about a year to complete a four-story, 158-room Hilton Garden Inn.

Moncrief Cancer Institute broke ground on a new \$22 million cancer center that will expand cancer services in the area and boost economic development for Fort Worth's medical district. The 60,000-square foot facility will house Moncrief Cancer Institute's recently created Community Survivorship Clinic along with a wellness center, meditation garden and 100-seat auditorium for educational seminars and classes. It is scheduled to open in mid-2012.

Niagra Conservation Corp., which manufactures water and energy conservation products and provides services, has moved its national headquarters to Fort Worth from Cedar Knolls, N.J. The company's sales staff moved into new offices at 4200 Diplomacy Road, near Dallas/Fort Worth Airport. The company has installed its own products at the new headquarters, including ultra-high-efficiency toilets, ultra-low-flow faucet aerators and programmable thermostats. The company said it plans to build a showroom, install a testing lab for product development and create a training center.

NRP Group, in partnership with the Fort Worth Housing Authority, opened Woodmont Apartments, an affordable housing community just five miles south of downtown Fort Worth. The 252-unit development offers one-, two-, three-, and four-bedroom floor plans. Woodmont marks the first of three housing communities in the Fort Worth housing market over the next five years for the NRP Group.

Oliver's Fine Foods will bring its neighborhood market concept to Sundance Square in downtown Fort Worth when it opens a 6,600-square foot store at 415 Throckmorton Street. Oliver's is a high-end specialty market that features products and services geared toward gourmets, including hand-cut steaks, house-made sausages, fresh fish and seafood.

Outdoor Channel Holdings, Inc. of Temecula, Calif. announced that Tulsa-based SkyCam LLC and Los Angeles-based CableCam LLC will jointly move to a 45,000-square foot facility in Fort Worth. The move reflects the company's ongoing commitment to maximizing efficiencies and enhancing the growth and innovation of mobile aerial camera systems, according to the company. SkyCam and CableCam will be able to benefit from the facility's close proximity to the major media and sports market of Dallas-Fort Worth, in addition to accessibility to the Dallas/Fort Worth International Airport.

Pier 1 Imports, headquartered in Fort Worth announced plans to invest \$200 million in significant store and product improvements, new stores, e-commerce, technology and infrastructure. Pier 1's three-year growth plan, three overarching goals: increase store sales to \$200 a square foot, generate operating margins of 10 percent of sales, and have online business account for at least 10 percent of total revenue.

Spire Realty Group has begun to demolish the former City Place outlet mall to replace it with a parking structure with shops and restaurants at the street level. Spire Realty bought the twin, 20-story office towers and associated retail space between them. The properties, which stretch from Third Street to Weatherford Street between Taylor and Throckmorton Streets, were once the headquarters for Tandy Corp., now RadioShack. Spire plans to build a 1,000 space parking garage that will have about 30,000 square feet for shops and restaurants on the street level, a two-story annex on the north side of One City Place and a pedestrian plaza where Second Street bisects the project.

Suncom Holdings LP purchased nearly 180,000-square foot warehouse on 10.7 acres on Cambridge Drive. The mattress manufacturer will expand from its current location in Dallas to its new facility in the Centreport Industrial Park.

Texas Health Resources broke ground on a 100-bed hospital on I-35W and Golden Triangle Boulevard. The \$90 million facility will include an emergency room, acute-care beds, outpatient and surgical services and offices on 40 acres. The first phase of construction is scheduled for completion in the spring of 2012. The site was chosen to serve a growing demand for healthcare in the area.

Touchstone Wireless Repair and Logistics acquired by Indiana-based Brightpoint in December, has expanded its location at 4500 Cambridge Road in Fort Worth's CentrePort Business Park by 85,000 square feet and now leases 216,300 square feet. Touchstone is an end-to-end wireless company that specializes in repair and reverse logistics. In May, Brightpoint said it was shifting operations from a Touchstone plant in Tennessee to its units in Fort Worth and Plainfield, Ind. It expected to add 200 employees in Fort Worth.

Wal-Mart plans to build a 180,000-square foot supercenter in the Renaissance Square development in southeast Fort Worth. The store will feature a grocery and pharmacy, and is set to open in late 2012.

Weir Oil and Gas announced plans to expand its Weir SPM business manufacturing and service facility in Fort Worth with a \$65 million investment. The expansion includes purchase of 12.7 acres adjacent to its current location for creation of a dedicated Fort Worth Service Center. Construction will include multiple warehouses, an assembly and engineering office, pipe shop, pump machine shop, a swivel manufacturing facility and service center.

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

The Fort Worth Public Library system consists of a Central Library, 13 branch libraries and 2 satellite libraries that are located in public housing developments. Additionally, the City has inter-local agreements with 6 of the surrounding suburban communities to share library resources and services.

The Fort Worth Central Library, located in downtown Fort Worth, boasts 199,473 square feet on two levels. The street level is the home of the Hazel Harvey Peace Youth Center, the Amon G. Carter Multi-Media Center, the Intel Computer Lab, and a 6,000-plus square foot exhibit gallery. The lower level features the "Our Place" Teen Center, the Rincon en Español or "Spanish Corner," as well as the adult general services and genealogy/local history units, Interlibrary Loan, and the administrative offices. A third unfinished level allows for future expansion. The Central Library is open 7 days a week providing 52 hours of access to the public.

The branch libraries operate 40 hours each week including every Saturday and one or two evenings of service. The library system circulates more than 4 million library materials annually; provides computers at all facilities with informational databases and the Internet; answers reference questions; supports a website with downloadable audios, videos, e-books, and other online services; offers educational, cultural, and early childhood programming; and serves as a gathering place and destination for the local neighborhoods. The e-Skills Library and Job Center opened in May, 2011. In partnership with Texas Workforce Solutions, the center offers classes for job seekers.

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

The Nancy Lee and Perry R. Bass Performance Hall, now recognized as one of the best performance halls in the world, is a state-of-the-art \$70,000,000 performing arts hall funded entirely from private donations.

**CITY OF FORT WORTH BUILDING PERMITS**

Fiscal Year Ended 9/30	Number of Building Permits by Type				
	New Residential	New Commercial	Additions	Remodels	TOTAL PERMITS
2003	7,369	615	1,270	2,459	11,713
2004	10,120	712	1,142	2,972	14,946
2005	9,283	786	753	2,857	13,679
2006	11,148	672	897	3,156	15,873
2007	6,862	866	802	3,430	11,960
2008	5,351	1,076	1,030	4,351	11,808
2009	3,756	597	981	4,346	9,680
2010	3,891	669	819	4,595	9,974
2011	3,433	721	949	4,707	9,810

Source: Planning and Development Department, City of Fort Worth, 2011.

**CITY OF FORT WORTH BUILDING PERMITS (CONTINUED)**

Fiscal Year Ended 9/30	Dollar Value of Building Permits				
	New Residential	New Commercial	Additions	Remodels	TOTAL VALUE
2003	\$779,168,894	\$607,352,716	\$99,808,646	\$124,896,111	\$1,611,316,367
2004	\$928,075,900	\$440,642,153	\$85,169,764	\$238,176,443	\$1,692,064,259
2005	\$1,075,285,010	\$493,645,116	\$62,541,119	\$166,658,838	\$1,798,130,083
2006	\$1,437,198,834	\$650,999,578	\$30,557,422	\$155,053,608	\$2,273,829,441
2007	\$968,052,419	\$1,016,567,625	\$54,856,877	\$176,590,429	\$2,216,067,350
2008	\$654,418,116	\$1,115,953,916	\$82,493,604	\$333,482,697	\$2,186,348,332
2009	\$415,957,553	\$530,521,519	\$177,397,373	\$363,419,136	\$1,487,295,581
2010	\$449,663,304	\$740,594,972	\$95,498,713	\$392,421,899	\$1,678,178,888
2011	\$395,395,022	\$573,784,677	\$144,681,007	\$238,577,958	\$1,352,438,664

Source: Planning and Development Department, City of Fort Worth, 2011.

**LABOR FORCE ESTIMATES**

	Average Annual 2010	Average Annual 2009	Average Annual 2008	Average Annual 2007	Average Annual 2006	Average Annual 2005	Average Annual 2004 <sup>(1)</sup>	Average Annual 2003 <sup>(1)</sup>
<b>City of Fort Worth</b>								
Civilian Labor Force	337,366	329,318	320,814	311,466	308,087	297,953	292,922	293,626
Unemployed	28,538	25,947	16,534	14,058	15,476	16,102	21,263	24,854
Percent of Unemployed	8.5%	7.9%	5.2%	4.5%	5.0%	5.4%	7.3%	8.5%
<b>Dallas/Fort Worth/Arlington MSA</b>								
Civilian Labor Force	3,211,927	3,162,378	3,137,419	3,099,054	3,072,426	3,020,251	2,975,490	2,943,018
Unemployed	265,976	248,128	156,352	132,946	147,519	157,159	173,623	195,177
Percent of Unemployed	8.3%	7.8%	5.0%	4.3 %	4.8%	5.2%	5.8%	6.6%
<b>Tarrant County</b>								
Civilian Labor Force	908,651	898,086	884,611	873,142	863,479	849,320	835,485	824,196
Unemployed	75,124	69,482	43,295	37,270	41,094	43,609	46,646	52,135
Percent of Unemployed	8.3%	7.7%	4.9%	4.3 %	4.8%	5.1%	5.6%	6.3%

<sup>(1)</sup> The Texas Workforce Commission's methodology changed in January 2005. Average Annual information has been restated for prior year MSA and County information, but has not been restated for the Cities. As a result prior years for the City may not be accurate.  
 Source: Texas Workforce Commission, 2011.

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

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

1. No new city may be incorporated within Fort Worth's ETJ without Fort Worth's consent.
2. No existing city may expand its limits within the ETJ without Fort Worth's consent.
3. No land may be subdivided within the ETJ without Fort Worth's approval.
4. No Municipal Utility District may be created within the ETJ without Fort Worth's consent.
5. Fort Worth's ETJ expands with the expansion of its city limits so that the area always covers the area five (5) miles beyond the city limits.
6. Cities may apportion their extraterritorial jurisdictional area to establish definite control limits and preserve their respective growth area. Fort Worth has secured its ETJ by consummating boundary line agreements with its neighboring cities. Fort Worth's ETJ covers approximately 300 square miles of potential expansion area.
7. Fort Worth has the power to annex, either voluntarily or involuntarily, any land in its ETJ. It is the policy of the City of Fort Worth to annex those areas which:
  - a. Are ready for development,
  - b. Have a favorable impact on the City's revenue structure, and
  - c. Will strengthen Fort Worth's role as the central city.

**PERSONAL INCOME AND BUYING POWER**

Entity	Total Effective Buying Income	Median Household
Fort Worth	\$11,224,197,600	\$48,224
Tarrant County	\$33,106,167,000	\$52,385

Source: U.S. Census Bureau, 2010.

**HOUSEHOLD INCOME**

	Fort Worth	Tarrant County
Less than \$15,000 to \$34,999	37.2%	32.6%
\$35,000 - \$49,999	14.3%	14.5%
\$50,000 and over	48.5%	52.9%

Source: U.S. Census Bureau, 2010.

**THE MUNICIPAL AIRPORT SYSTEM**

Fort Worth has a long-standing commitment to aviation. From the landing of the first airplane in Fort Worth in 1915 to today, Fort Worth has understood and served the needs of the aviation industry. The City serves as home to Lockheed, American Airlines, Bell Helicopter-Textron, Naval Air Station Joint Reserve Base Fort Worth and hundreds of aviation-related businesses. Dallas/Fort Worth International Airport (owned jointly by the two cities and operated by the Dallas/Fort Worth International Airport Board) stands as a symbol of the excellence to aviation facilities to which the City is committed. The City is dedicated to maintaining all facets of aviation-general, commercial and military -- to the same high standard.

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

Fort Worth Meacham International Airport

Operated since 1925

- 7,500-foot runway, 3,677-foot crosswind runway, 4,000-foot parallel runway
- FAA flight control tower, with Instrument Landing System ("ILS")
- 24 hour aviation fuel services
- major/minor maintenance
- Hangar rental space for large and small aircraft
- located in North Fort Worth

Spinks Airport

Opened in summer of 1988

- 6,000-foot runway, 4,000-foot runway
- serving general and corporate aviation
- flight training
- site for hangars available
- located in Interstate 35 South Industrial Corridor

Alliance Airport

Opened in winter of 1989

- 9,600-foot runway, with ILS, 8,200-foot runway
- serving general and industrial/manufacturing cargo aviation
- nine square miles of airport property available for development
- near developing high-tech industrial center
- located in Interstate 35 North Corridor, with rail access

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