

City of Fort Worth, Texas

City Officials

Betsy Price
Mayor

Salvador Espino
District 2

Jungus Jordan
District 6

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

**Dennis
Shingleton**
District 7

Danny Scarth
District 4

Kelly Allen-Gray
District 8

Frank Moss
District 5

Joel Burns
District 9

Tom Higgins
City Manager

Fernando Costa

Charles Daniels

Susan Alanis

Infrastructure
Services

Public Safety
Services

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

Andrea Wright, Management Analyst II

Pamela Rambo Sexton, Management Analyst II

Anat Zoarets, Management Analyst I

Sherry Johnson, Management Analyst I

Kendra Noble, Administrative Assistant

Jesus Hernandez, IT Technician



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



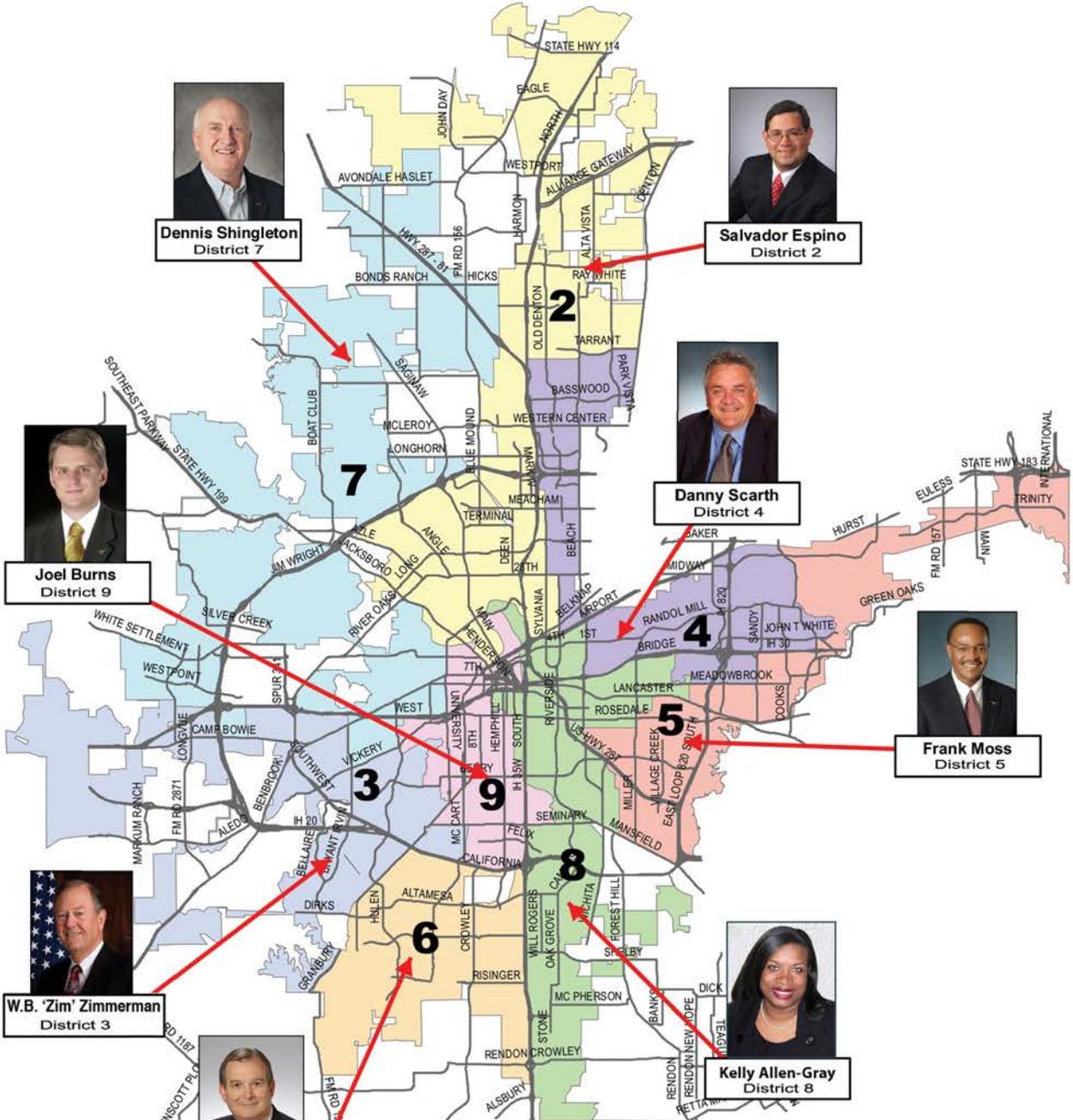
W.B. 'Zim' Zimmerman
District 3



Jungus Jordan
District 6



Kelly Allen-Gray
District 8



**CITY OF FORT WORTH
Council Districts
July 2012**

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



List of Departments and Directors

City Attorney's Office

Sarah Fullenwider,
City Attorney, 817-392-7606

Fire

Rudy Jackson,
Fire Chief, 817-392-6805

Parks & Community Services

Richard Zavala,
Director, 817-392-5711

City Auditor's Office

Darlene Allen,
City Auditor, 817-392-6132

Housing and Economic Dev.

Jay Chapa,
Director, 817-392-5804

Planning and Development

Randle Harwood,
Director, 817-392-6101

City Manager's Office

Tom Higgins,
City Manager, 817-392-6192

Human Resources

Karen Marshall,
Director, 817-392-7783

Police

Jeff Halstead,
Police Chief, 817-392-4200

City Secretary's Office

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

IT Solutions

Pete Anderson,
Director, 817-392-8781

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

Aviation

Bill Welstead,
Director, 817-392-5402

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

City of Fort Worth 2012 Awards

Code Compliance

- **Green3 Award for Excellence in Material Recovery:** Code Compliance, Solid Waste Services in partnership with PACS was recognized by the North Texas Corporate Recycling Association for a recycling program that was implemented at Gateway Park/Athletic Complex in 2011 with the help of a Council of Governments Solid Waste grant and resulted in 9,560 lbs of recyclables removed from the waste stream during the twelve month award period.
- **Green3 Award for Greenest Elected Official:** Code Compliance, Solid Waste Services staff nominated Mayor Betsy Price for the North Texas Corporate Recycling Association's Greenest Elected Official Award. Mayor Price won the award recognizing her for efforts and support of America Recycles Day, the Cowtown Cleanup and Earth Party, the City's implementation of RecycleBank and her support of alternative transportation.
- **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 more than three consecutive years.

Equipment Services

- **Top 100 Fleets in North America Award:** Named one of the "Top 100 Fleets in North America" for the 8th year in a row, the Equipment Services Department ranked 9th out of over 38,000 government fleets in 2012. The program recognizes and rewards peak performing fleet operations in North America. Currently in its eighth year, 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry.
- **Blue Seal of Excellence Award:** All three service centers have been awarded the Blue Seal of Excellence from the National Institute for Automotive Service Excellence (ASE). ASE, an automotive industry professional certification program, awards the Blue Seal of Excellence to businesses that showcase highly qualified repair facilities with a commitment to provide excellent services. Recipients must maintain a staff certification level of at least 75 percent. There are only three Blue Seal public or private service centers in Fort Worth and they are all three within the Equipment Services Department.

Financial Management Services

- **Procurement Achievement Excellence Award:** 2012 Achievement of Excellence in Procurement award from the National Purchasing Institute.
- **Certificate of Achievement for Excellence in Financial Reporting** for CAFR Ending September 30, 2010.

Fire

- **Fort Worth South Rotary Club:** Recognized the crew of Engine 5, B-shift with their Vince Genovese Firefighter of the Year award for 2012.
- **National Association of Insurance and Financial Advisors:** Firefighter of the Year award to Fire Engineer, Josh Pool.

Housing and Economic Development

- **National Association of Housing and Redevelopment Officials National Merit Award:** The Directions Home permanent supportive housing partnership with the Fort Worth Housing Authority and the United Way of Tarrant County received national honors for “Working With Local Government to Serve the Homeless.” The Directions Home initiative housed more than 160 hard-to-place homeless residents and has gained attention as an effective funding strategy by other housing organizations.
- **National Association of Housing and Redevelopment Officials National Merit Award:** The Directions Home partnership with the Fort Worth Housing Authority and the Tarrant County Homeless Coalition received national honors for the development of an online housing search tool. The web-based database allows Housing Authority staff to compile and update a listing of affordable housing units that can be searched by case managers and low-income tenants.
- **Dallas Business Journal Best Industrial Deal of the Year Award:** The Housing & Economic Development Department, Fort Worth Chamber of Commerce and GE Transportation took this honor at the Dallas Business Journal (DBJ) Awards. The 20th annual DBJ Awards ceremony recognized the top real estate deals of 2011. Four Fort Worth projects, including GE Transportation, were nominated in five of the award categories. The winning project, GE Transportation’s locomotive manufacturing plant, is located in north Fort Worth. The company purchased the 670,000-square-foot spec building in 2011, with plans to expand it into a 900,000-square-foot manufacturing facility. Five months after purchasing the property, GE announced plans to invest an additional \$95 million to build a 236,000-square-foot facility next door. That facility will manufacture mining equipment. The two facilities will employ about 775 people by the end of 2016, and GE Transportation anticipates the first mining equipment will roll off the assembly line by end of year 2012.
- **Top Economic Development Organization:** The Dallas Business Journal named the City of Fort Worth Department of Housing and Economic Development as the number two economic development agency in North Texas in 2011.

Information Technology Solutions

- **Public CFW Project Website:** Won first place in the GIS category from Public Technology Institute for the Public CFW Project Website. As part of the City of Fort Worth's initiative for a more publicly accessible government, the City wanted to provide a way to review the status/information of Capital Projects (progress, geographic area affected, and other important information). To address this item, the City of Fort Worth deployed a new Public CFW Project Website for citizens/others to look up and obtain information about any Capital Project that is presently occurring within the City. From any internet-connected computer, the public can locate projects by the Map feature, by Keyword, or on a List categorized by Council District, project name, category or status.
- **ECouncil Speaker Card System:** Significant Achievement in the Web & E-Government category from Public Technology Institute for the eCouncil Speaker Card System. This system allows citizens to review the council agenda from the web via a computer, smart phone, or tablet and to enter a comment about an item or register to speak about an item at the council meeting. In addition, they can use the system to sign up to give a citizen's presentation on a topic that is not included in the agenda.
- **My Property Tax Dollars:** Received an Honorable Mention in the IT & Telecommunications category from Public Technology Institute for the My Property Tax Dollars web application. This capability was requested to provide transparency for citizens to City government. Citizens entering their property value into the tool are able to get a graphical breakdown of their overall contributions to school districts, the City of Fort Worth and other entities. The percentage portion the City receives is shown in a second graph indicating the amounts, percentages and how various City services are then funded from their tax dollars.
- **Fort Worth Police Department's Executive DashPro Management System:** PD and ITS received an Honorable Mention in the Public Safety Technology category from Public Technology Institute for the Executive DashPro Management System. This system provides a revolutionary tool for personnel to leverage vast amounts of near real-time data related to crime trends, staffing and other pertinent administrative information that is crucial to day-to-day operations for intelligent business decisions, resulting in better service to the citizens of Fort Worth.
- **2012 PTI Fellows Award:** Peter Anderson, CIO, City of Fort Worth, Texas named 2012 PTI Fellow for being a Major Technology Leader in Commitment to Local Government Service.
- **Outstanding IT Service and Support Award:** 2012 Best of Texas award to Shawnette Brown, IT Business Planner with ITS ERP Support.
- **IT Service and Support Award:** 2012 Best of Texas award for Demonstrated Excellence in Project Management to Nanette Monte, IT Project Consultant.
- **Government Technology Digital Cities Survey Winner (Nov 2011):** The City of Fort Worth ranked 10th nationwide for cities with populations of 250,000 or greater. The survey spotlights the municipalities that best show how information and communication technology are used to enhance public service.

Library

- Workforce Solutions for Tarrant County presented the Keeping Tarrant County Partnering Award to the eSkills Library & Job Center for its efforts in providing job training and employment assistance to the community. This collaboration between the Fort Worth Library and Workforce Solutions for Tarrant County began in July 2011 and has been a tremendous success.

Parks and Community Services

- **Excellence in Material Recovery Award:** received from the 2012 North Texas Corporate Recycling Association's gR³een Awards for the implementation of a recycling bin and collection program at Gateway Park.
- **Tree Growth Award:** the City of Fort Worth was the recipient for the 12th consecutive year by the Arbor Day Foundation in cooperation with the USDA Forest Service and National Association of State Foresters in recognition of environmental improvement and higher levels of tree care.
- **Tree City USA:** awarded for the 33rd consecutive year by the Arbor Day Foundation in cooperation with the USDA Forest Service and National Association of State Foresters for maintaining a viable tree management plan and program.
- **Bronze Leaf for Technical Achievement:** awarded by Cross Timbers Urban Forestry Council to Forester Craig Fox for his development of a digital Word Order Tracking System saving the department \$9,436 annually and 25.5 hours of staff time weekly.
- **Bronze Leaf for Outstanding Professional Achievement:** awarded to City Forester Melinda Adams for her 17 years of contributions in urban forestry. Among her listed achievements was her role as Incident Commander for the 2010 snow storm city wide debris mitigation, establishment of the Fort Worth Heritage Tree program, and contributions to the Citizen Forester program.
- **Inaugural Lone Star Legacy Park:** designation awarded to the Fort Worth Botanic Garden by the Texas Recreation and Park Society.
- **Restoration/Conservation Preservation Award:** received from Historic Fort Worth, Inc. in recognition of the Al Hayne Monument restoration project in conjunction with Fort Worth Public Art which managed the conservation of the monument.
- **Wallace Foundation Grant:** awarded in the amount of \$765,000 over four years for Out of School Time Programming.
- **Stomp for Life!:** demonstration after school and summer program provided to four community centers by Susan Franks, Associate Professor of the UNT Health Science Center and the Coca-Cola Foundation to directly impact underserved youth and their families targeting obesity and health promotion to enable children to make critical sustainable health choices.
- **Fort Worth Child Magazine – Best for Families – Best Place to experience the outdoors:** awarded to the Botanic Garden.
- **Star-Telegram Readers Choice Award – Best Wedding Spot:** awarded to the Botanic Garden.
- **Star-Telegram Readers Choice Award – Best Public Golf Course:** awarded to Pecan Valley River Golf Course.

TPW\Storm Water Management

- **Storm Water Solutions (SWS) Magazine Top Storm Water & Erosion Control Projects Award:** For the initiative to develop a Geographic Information System map of the City's stormwater infrastructure, providing vital data to quickly assess and respond to drainage problems and to develop long-term strategies for maintenance and improvement of the City's stormwater system.
- **Texas Public Works Association In-House Project of the Year Award:** For the Little Fossil Creek Channel Rehabilitation Project. In completing this project stormwater management crews invested over 5,000 man-hours in the rehabilitation of 1300 linear feet of channel. Crews performed vegetation and sedimentation removal, excavation, regrading and re-shaping of the channel and the installation of erosion control blankets to protect the channel bottom and banks from severe erosion.

Water and Sewer

- **Platinum Award:** For the Village Creek Water Reclamation Facility from the National Association of Clean Water Agencies for 22 years of consecutive 100 percent compliance with its discharge permit requirements
- **Second Place in the Top Ops Competition:** Presented by the Texas Section of the American Water Works Association; Team members: Todd Burleson, Kathy Kyle and Gary Morris
- **Third Place in the Pipe Tapping Competition:** Presented by the Texas Section of the American Water Works Association; Team members: Johnny Brackeen, Teofilo Hernandez, Nasiru Whiteside and Russell Pineda.
- **First Runner Up in Best Tasting Drinking Water Competition:** Presented by the Texas Section of the American Water Works Association
- **Texas Water Conservation & Reuse Award:** (Large Utility Category) for the Village Creek Reclaimed Water System (Eastern Segment), presented by the Texas Section of the American Water Works Association
- **Bob Derrington Reclamation Award:** For the Village Creek Reclaimed Water System (Eastern Segment); presented by the Texas Section of the American Water Works Association
- **2012 Watermark Awards:** For Communication Excellence (presented by the Water Environment Association of Texas and the Texas Section of The American Water Works Association)
 - Category I: Communications programs: internal campaigns, external campaigns, crisis communications, community relations – Take Back Meds Program
 - Category V: School curriculums – Waters to the Sea: The Trinity River; this program was a collaborative effort of 17 sponsors. The 16 others were the Trinity River Authority, Alan Plummer Associates, Inc., American Water Works Association Texas Section, City of Dallas, Dallas/Fort Worth International Airport, EPA Region 6, Fort Worth Convention and Visitors Bureau, Freese and Nichols, Inc., City of Irving, KERA, Marty Leonard, North Central Texas Council of Governments, North Texas Municipal Water District, Tarrant Regional Water District, University of North Texas, Upper Trinity Regional Water District and the Water Environment Association of Texas
 - Category VIII: Miscellaneous – photography, logos, one-time advertisements, posters, illustrations, invitations – Stage 1 Watering Schedule Magnet Postcard

- **Watermark Honorable Mention:**
 - Category I: along with Alan Plummer Associates Inc., Arlington, Euless and Dallas/Fort Worth International Airport for the Reclaimed Water Delivery System Public Awareness Program
 - Category III: Publications: annual reports, annual water quality reports, brochures, direct mail materials and other multi-page publications – 2010 Annual Water Quality Report

- **Spirit of Cooperation Award:** From the North Central Texas Council of Governments for the Village Creek Reclaimed Water System (Eastern Segment); co-winners are Euless, Arlington and Dallas-Fort Worth International Airport

CITIZENS OF FORT WORTH

MAYOR AND COUNCIL

\$1,343,190 6.00 A.P.

CITY ATTORNEY



\$5,896,247 53.00 A.P.

CITY MANAGER



1.00 A.P.

CITY SECRETARY



\$1,082,740 11.50 A.P.

CITY AUDITOR



\$2,608,330 15.00 A.P.

Management Services

BUDGET AND RESEARCH

\$997,849 10.00 A.P.

FINANCIAL MANAGEMENT SERVICES



\$7,265,493 72.00 A.P.
 Risk Management 7.00 A.P.
 Debt Service Fund 0.00 A.P.

OFFICE SERVICES

\$1,640,733 9.00 A.P.

INFORMATION SYSTEMS



\$23,916,653 127.00 A.P.

HUMAN RESOURCES



\$3,733,152 34.25 A.P.
 Group Health Fund 9.05 A.P.
 Unemployment 0.15 A.P.
 Worker's Compensation 7.45 A.P.

TEMPORARY LABOR

\$1,053,878 1.10 A.P.

NON-DEPARTMENTAL

\$73,880,800 0.00 A.P.

Community Development Services

CULTURE & TOURISM



\$33,457,613 132.00 A.P.

HOUSING & ECONOMIC DEVELOPMENT



\$5,129,598 19.90 A.P.

LIBRARY



\$18,516,242 219.50 A.P.

PARKS AND COMMUNITY SERVICES



\$42,858,260 352.10 A.P.

MUNICIPAL GOLF



\$4,965,011 38.00 A.P.

Infrastructure Services

AVIATION



\$4,914,113 24.00 A.P.

PLANNING AND DEVELOPMENT



\$12,127,542 147.00 A.P.

WATER AND SEWER



\$378,163,041 934.00 A.P.

LAKE WORTH TRUST

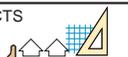
\$0 0.00 A.P.

TRANSPORTATION & PUBLIC WORKS



\$48,098,657 280.20 A.P.

CAPITAL PROJECTS SERVICE FUND (PMO)



\$15,384,983 143.00 A.P.

ENVIRONMENTAL PROTECTION FUND



\$5,237,257 23.80 A.P.

MUNICIPAL PARKING

\$6,567,114 12.00 A.P.

RED LIGHT ENFORCEMENT

\$11,528,514 43.00 A.P.

STORM WATER UTILITY

\$34,694,219 115.00 A.P.

Public Safety Services

CITY MANAGER'S OFFICE ADMINISTRATION



\$3,865,677 22.00 A.P.

CODE COMPLIANCE



\$17,570,149 206.00 A.P.

SOLID WASTE

\$55,545,523 83.00 A.P.

EQUIPMENT SERVICES



\$27,626,189 106.00 A.P.

FIRE



\$121,322,144 955.00 A.P.

HUMAN RELATIONS COMMISSION

\$513,793 4.55 A.P.

MUNICIPAL COURTS



\$17,238,839 197.50 A.P.

POLICE



\$199,787,614 1,845.00 A.P.

Federal Awarded Assets 0.00 A.P.

State Awarded Assets 0.00 A.P.

CRIME CONTROL & PREVENTION DISTRICT

\$54,711,925 195.00 A.P.

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

TOTAL CITY OPERATING FUND STRUCTURE

ENTERPRISE FUNDS

OPERATING FUNDS

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

DEBT SERVICE

GENERAL FUND

OPERATING DEPARTMENTS

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

INTERNAL SERVICE FUND

OPERATING FUNDS

- Capital Projects Service
- Equipment Services
- Information Systems
- Office Services
- Temporary Labor

SPECIAL FUNDS

OPERATING FUNDS

- 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

CITY PROFILE

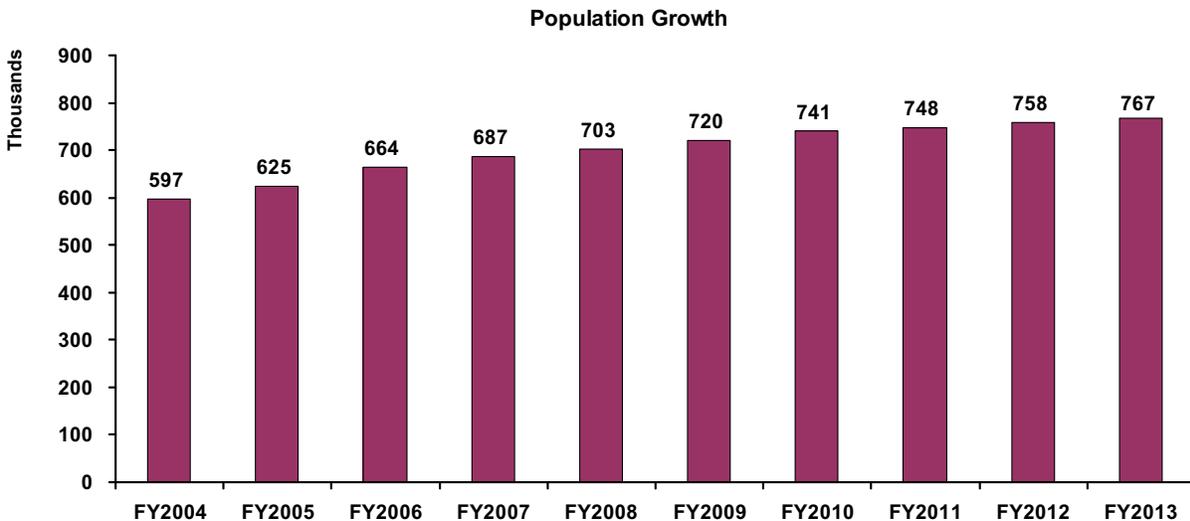
LOCATION AND HISTORY: Fort Worth, seat of Tarrant County, Texas, is located in Tarrant and Denton Counties in North Central Texas at 97° 55' west longitude and 32° 36' north latitude. Situated on the Trinity River, Fort Worth is approximately 75 miles south of the Oklahoma state line and 270 miles northwest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

Fort Worth was established as a frontier army post in 1849 by Major Ripley Arnold and named 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 U.S. Census Bureau, Fort Worth was the fastest growing large city with more than 500,000 in population growth between 2000 and 2010. The 2010 Census count for Fort Worth is 741,206. From 2000 to 2010, Fort Worth's total population increased by 206,512 persons. This represents an average annual increase of approximately 20,650 persons, and a growth rate of 3.9 percent a year. Since the 2010 Census, the population has increased at a slower rate than it did during the 2000s. According to the North Central Texas Council of Governments, the January 1, 2012 population estimate for Fort Worth is 757,810, an increase of 16,604 persons since the April 1, 2010 Census. This represents an average annual growth rate of 1.3 percent. This growth rate is closer to the growth Fort Worth experienced in the 1990s when total population increased from 447,619 in 1990 to 534,694 in 2000, an annual average growth rate of approximately 2 percent. If growth continues at the same rate it has over the past two decades, the City's population is expected to exceed one million people by 2030. 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 halfway between the cities of Dallas and Fort Worth, Texas. DFW International Airport is the world's fourth busiest, offering nearly 1,750 flights per day and serving 57 million passengers a year. DFW provides non-stop service to 145 domestic and 48 international destinations worldwide. For five consecutive years, DFW has ranked in the top five for customer service among large airports worldwide in surveys conducted by Airports Council International.

There are 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 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, Texas Health Resources, Lockheed Martin, JPS Health Network, Cook Children's Healthcare System, Bell Helicopter Textron, Fidelity, Alcon Laboratories, and Genco ATC. Fort Worth ranks among the top business destinations in the world with over 30,000 companies. The region also boasts the fourth highest concentration of Fortune 500 headquarters in the United States.

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 and distribution. Fort Worth also hosts facilities from Blue Cross Blue Shield of Texas, CUNA Mutual Group and Daimler Financial.

The city's hosts six main industry clusters: aviation and aerospace, corporate and professional, life sciences, logistics, manufacturing, and natural gas. Fortunately for the city, the Fort Worth-Arlington MD has a diverse industry spectrum. Since July of 2011, the area has added over 17,800 jobs, growing overall by an average of two percent. Trade, transportation, and utilities makes up nearly a quarter of the area's non-farm employment, but other industries such as education and health services, government, manufacturing, and professional and business services also make up large portions of the pie.

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 generally experienced positive annual employment growth since summer 2010. The unemployment rate of 7.3 percent is still less than the 7.5 percent unemployment rate of Texas, or the 8.6 percent unemployment rate of the United States.

There are over 36,000 registered business firms in the Fort Worth-Arlington MD. Almost 50 percent of these businesses are small to mid-size firms that employ anywhere from one to 249 individuals which highlights the continued importance of small business development. Large business firms with over 1,000 employees make up just over 30% of the area's workforce.

Tourism is an important contributor to the local economy with over 5.5 million visitors per year. Ranked fourth by Hotwire.com as a value destination, Fort Worth has much to offer throughout the city. The Cultural District, Fort Worth Stockyards, Sundance Square, Bass Performance Hall, and the Fort Worth Zoo each offer a unique experience to visitors and residents alike.

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. Employment currently tops 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:

The Capital Grille opened in the Oncor Building, becoming the first tenant in the remodeled first floor of the building at Seventh and Houston streets. The upscale restaurant consists of 9,100 of the 24,000 square feet that is available for lease. The restaurant has indoor and outdoor dining. The renovation of the ground floor will feature a new building facade coupled with architecturally distinctive entranceways and enhanced signage.

FedEx Freight, the heavy-cargo-hauling arm of the Memphis-based shipping company, opened its fifth Dallas-Fort Worth area service center in the Alliance development, a sign of the company's growing presence in over-the-road trucking. FedEx recently leased and took over the vacant 17-acre, 41,000-square-foot facility, which was developed by the Con-Way Freight trucking company beginning in 2006. FedEx's freight businesses (three operating divisions) generated nearly \$5 billion of the company's \$39.3 billion in revenue in the fiscal year that ended May 31. FedEx, including its Alliance express parcel sorting facility, has about 7,000 employees in Dallas-Fort Worth and 18,000 in Texas.

GE Transportation announced plans for a mining equipment plant that is expected to employ 130 when it opens. The 236,000-square-foot, \$95 million plant will build electric-drive wheel systems for huge off-road vehicles that perform heavy hauling work such as moving ore extracted from mines. It will be adjacent to GE's locomotive facility now under construction just west of Texas Motor Speedway in the Alliance area.

Sundance Square unveiled plans for three multi-story, Class A office buildings to be constructed in the 35-block office, retail and entertainment district in Fort Worth's central business district. The buildings will be located at 420 Commerce Street, 425 Houston Street, and 407 Throckmorton Street. Each of the buildings will feature retail space on the ground level with office space above. In all, the buildings will add more than 221,000 square feet of office space and 41,500 square feet of retail space to the downtown real estate market. The development will include a central plaza on either side of Main Street between Third and Fourth streets, which will be defined on the east and west by the Commerce Street and Houston Street buildings.

CK Technologies LLC, an Ohio company that produces components for the trucking industry, completed a manufacturing facility to assemble and paint parts for the commercial truck and bus market. The 197,600-square-foot plant, an investment of \$5 million, will create about 50 new jobs.

Bell Helicopter, a Textron company, plans to invest \$235M to revitalize its HQ on SH 10 in Fort Worth. The project includes demolition of the current admin building and construction of a new HQ facility. Upgrades to the corporate campus also include construction of an employee center, a parking garage, and expanded parking options. In addition to modernizing the corporate campus, Bell Helicopter will consolidate its North Texas facilities. The Training Academy will move from Alliance Airport and additional operations currently conducted at a warehouse on SH 121 in Fort Worth and at a company plant in Roanoke will transition to other corporate facilities in Fort Worth and Grand Prairie. The revitalization and consolidation project will begin before year's end with completion anticipated in 2015.

Mercantile Partners LP broke ground on a two-building, 188,000-square-foot office and warehouse speculative development at Mercantile Center. Each building will be 94,000 square feet and include 28 dock doors. The warehouse occupancy rate at Mercantile Center — a 1,300-acre park off Meacham Boulevard — has reached 95 percent, which prompted development of the project.

JaGee Holdings has started construction on an apartment and retail building in the heart of the Museum Place development on West Seventh Street west of University Drive. The five-story structure will have 35,000 square feet at street level for shops and restaurants, and 217 apartments on the upper four floors. A separate 500-space parking garage will serve apartment dwellers, tenants and shoppers and will feature a public plaza along Seventh Street. This latest building will put the project at about midpoint; 6 undeveloped acres remain, mostly along Camp Bowie Boulevard and at Van Cliburn Way.

Hillwood Properties multifamily subsidiary has broken ground on the second phase of Monterra Village at its Alliance development in north Fort Worth. The new phase will include 262 one-, two-, and three-bedroom apartments. Monterra Village, a 130-acre luxury apartment community near Alliance Town Center off Interstate 35W and North Tarrant Parkway, was built in 2008 and is 95 percent occupied. Hillwood recently announced plans to build as many as 3,000 apartments at Alliance during the next decade.

Tulsa-based LinkAmerica, a transportation and logistics provider, anticipates creating about 140 new jobs when it relocates its headquarters and opens a training center in Fort Worth's CentrePorte Business Park. The company's Tulsa office will remain open to house its logistics team and facilitate back-office support functions. LinkAmerica will be located in 24,000 square feet of space at 4400 Amon Carter Blvd., across the street from American Airline's headquarters.

Marshall's and Ross Dress for Less will each open large stores in the Renaissance Square development in southeast Fort Worth. Each apparel retailer will have 25,000-square-foot stores along U.S. 287, between Berry Street and Vaughn and Mitchell boulevards. Walmart has previously announced its plans to build a 180,000-square-foot supercenter in Renaissance Square. The list of retailers also includes Shoe Carnival, 12,000 square feet; Dots, a women's apparel store, 4,500 square feet; rue 21, a trendy clothing and accessories store for young men and women, 5,500 square feet; Dollar Tree discount store, 9,000 square feet; GameStop, 1,600 square feet; and, T-Mobile, 2,400 square feet. Fast food chains McDonalds and Jack in the Box will also have restaurants. The shopping center will be adjacent to Mason Heights, a residential area planned for 100 acres south of the site.

Construction has begun on a project destined to change the look and feel of Sundance Square. The \$110 million project involves three city blocks owned by Sundance Square and controlled by developer Ed Bass. It will take in two surface parking lots stretching between Houston and Commerce streets and Third and Fourth streets, as well as part of the block at Third and Throckmorton. The project calls for the development of three new buildings consisting of 275,000 square feet; The Commerce Building, The Westbrook, and The Cassidy. The buildings will have a mix of retail office and residential space surrounding a public plaza between the Commerce and Westbrook buildings, with Main Street cutting through the middle. The open space will be nearly the equivalent of one city block. The buildings will have entrances on the plaza sides, and The Westbrook will have a permanent stage.

Texas Health Harris Methodist Hospital Fort Worth will begin construction on a new \$57.7 million emergency care center. The three-story, 75,000-square-foot emergency care center, scheduled to open in fall 2013, will be one block south of the hospital's existing emergency department and connect to the main hospital through a sky bridge. The new facility will nearly triple the square footage of the existing department and increase patient beds to 90 from the current 63. The hospital has accreditation as a Level II Trauma Center, Primary Stroke Center, Cycle III Chest Pain Center and Heart Failure Center.

Healthpoint Biotherapeutics, a Fort Worth-based company focused on skin and wound care, will spend \$60 million on its research and manufacturing facility here in the next few years to support development of new treatments. Healthpoint said it expects to hire 31 new workers this year and would add another 20 over time. The first phase will include 25,000 square feet of manufacturing infrastructure, labs and clean room space "for the production of cell-based therapies." The company's lead effort, now in clinical trials, applies living human cells to ulcers that develop in patients with poorly functioning leg veins. Full validation and commissioning for clinical trials is expected in 2013. The second phase of work will be timed to meet requirements for manufacturing and commercialization.

Developer and CRE investment firm KDC has broken ground on a 75,000-square-foot broadcasting and multimedia news facility for NBC 5/KXAS-TV at The CentrePort Business Park. The facility at 4805 Amon Carter Blvd. will house about 300 employees, combining NBC 5 facilities currently located in east Fort Worth and Dallas to the 8.1 acre site in Fort Worth. Construction is set for completion at the 1,300-acre business park and residential area in late 2013. In addition to NBC 5, the facility will house Telemundo/KXTX-TV and several other smaller businesses associated with NBC Universal, the parent company of NBC 5.

Dick's Sporting Goods, one of the largest sports and fitness retailers in the U.S., will open a 50,000-square-foot store at Alliance Town Center in north Fort Worth, anchoring the second phase of the retail center. The new building will be 140,000 square feet. Construction is scheduled to begin on Dick's in July and the store will open in summer 2013.

Hillwood Properties announced plans to build two speculative Class A office buildings at its 900-acre Alliance Town Center in north Fort Worth and expects one building to be under construction by the end of 2012. Details regarding the size and design of the buildings are being worked out, but one of the buildings, north of Heritage Trace Parkway and east of Interstate 35W, will match the size of other office buildings at Alliance, two or three stories and 100,000 and 150,000 square feet in space. The other building is planned south of Heritage Trace, among the retail buildings now at Alliance Town Center. That will be 50,000 to 70,000 square feet and marketed as a boutique office development catering to smaller users.

Race Street Lofts, a 36-unit multifamily complex, opened in July of 2012. Race Street Lofts was developed by the NRP Group, in partnership with the Fort Worth Housing Finance Corporation. The City of Fort Worth also participated by loaning the developer \$900,000.00 in HOME Investment Partnerships Program funds. The development is located in the Six Points Urban Village and offers one, two and three bedroom floor plans at affordable rent levels.

Terrell Homes I broke ground in the Terrell Heights neighborhood. Terrell Homes I is a 54 single-family home infill project built on vacant lots in Terrell Heights. The project was developed by the NRP Group in partnership with the Fort Worth Housing Finance Corporation. The City of Fort Worth also participated by loaning the developer \$1,412,584.00 in HOME Investment Partnerships Program funds. The 54 homes include three and four bedroom options at affordable rental rates.

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 Central Library, open 52 hours, 7 days a week, is the flagship of the system. Branches operate 40 hours each week including Saturdays.

In December 2011, the City Council adopted the **20/20 Vision Master Plan** for the Library which charts future facility and service needs. Service priorities for FY2013 are educational support in the form of early literacy/ youth / teen services, workforce development, genealogy and local history and technological enhancements. The Library's 5 Year Vision is to be recognized as the best place for materials to support pleasure/recreation, learning and information and to showcase the diversity and history of Fort Worth through materials, classes, programs and exhibits. The library system circulates more than 4 million library materials annually; provides computers at all facilities with informational databases and the Internet; answers questions; supports a website with downloadable audios, videos, e-books, and other online services; offers educational, cultural, and early literacy programming; and serves as a gathering place and destination for the local neighborhoods.

More than 400 churches with 45 denominations and synagogues in Fort Worth contribute vitally to the lives of city residents. The city is also world-famous for its many museums. The Fort Worth Convention Center offers exhibit and meeting space of over 185,000 square feet, including 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, the new Multi-Purpose Equestrian Center and Amon G. Carter Jr. Exhibits Building.

The Nancy Lee and Perry R. Bass Performance Hall, now recognized as one of the best performance halls in the world, is a state-of-the-art \$70,000,000 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
2012	3,861	779	788	4,575	10,003

Source: Planning and Development Department, City of Fort Worth, 2012.
*Includes multi-family, pools and other improvements.

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

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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
2012	\$432,754,592	\$629,082,573	\$65,067,950	\$328,012,060	\$1,454,917,176

Source: Planning and Development Department, City of Fort Worth, 2012.

LABOR FORCE ESTIMATES

	Average Annual 2011	Average Annual 2010	Average Annual 2009	Average Annual 2008	Average Annual 2007	Average Annual 2006	Average Annual 2005	Average Annual 2004 ⁽¹⁾
City of Fort Worth								
Civilian Labor Force	350,384	337,366	329,318	320,814				
Unemployed	28,043	28,538	25,947	16,534	311,466	308,087	297,953	292,922
Percent of Unemployed	8.0%	8.5%	7.9%	5.2%	14,058	15,476	16,102	21,263
Dallas/Fort Worth								
Arlington MSA								
Civilian Labor Force	3,286,653	3,211,927	3,162,378	3,137,419	3,099,054	3,072,426	3,020,251	2,975,490
Unemployed	256,529	265,976	248,128	156,352	132,946	147,519	157,159	173,623
Percent of Unemployed	7.8%	8.3%	7.8%	5.0%	4.3 %	4.8%	5.2%	5.8%
Tarrant County								
Civilian Labor Force	934,168	908,651	898,086	884,611	873,142	863,479	849,320	835,485
Unemployed	73,065	75,124	69,482	43,295	37,270	41,094	43,609	46,646
Percent of Unemployed	7.8%	8.3%	7.7%	4.9%	4.3 %	4.8%	5.1%	5.6%

⁽¹⁾ 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, 2012.

CITY OF FORT WORTH EXTRATERRITORIAL JURISDICTION AND ANNEXATION POLICY

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

PERSONAL INCOME AND BUYING POWER

Entity	Total Effective Buying Income	Median Household
Fort Worth	\$11,433,323,713	\$47,399
Tarrant County	\$32,202,859,214	\$52,789

Source: U.S. Census Bureau, American Community Survey, 2011.

HOUSEHOLD INCOME

	Fort Worth	Tarrant County
Less than \$15,000 to \$34,999	38.6%	33.3%
\$35,000 - \$49,999	13.6%	13.6%
\$50,000 and over	47.8%	53.1%

Source: U.S. Census Bureau, American Community Survey, 2011.

THE MUNICIPAL AIRPORT SYSTEM

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

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

Fort Worth Meacham International Airport

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
- Award winning Fixed Based Operators

Spinks Airport

Opened in summer of 1988

- 6,000-foot runway, 4,000-foot runway
- FAA flight control tower, with Instrument Landing System ("ILS")
- Fixed Based Operator
- 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
- FAA flight control tower, with Instrument Landing System ("ILS")
- Fixed Based Operator
- 24 hour aviation fuel services
- Serving general and industrial/manufacturing cargo aviation
- Nine square miles of airport property available for development
- Near developing high-tech industrial center
- Located in Interstate 35 North Corridor, with rail access

EMPLOYEE RELATIONS: Under the laws of the State of Texas, municipal employees cannot strike, be forced to join a union 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.