

# 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

**Gyna Bivens**  
District 5

**Joel Burns**  
District 9

**Tom Higgins**  
City Manager

**Fernando Costa**

Infrastructure  
Services

**Charles Daniels**

Public Safety  
Services

**Susan Alanis**

Community Development  
Services

Assistant City Managers

### **Budget and Research Staff**

**Jay Chapa**  
Interim Finance Director

**Alan Shuror**, Budget and Research Manager  
**Aaron Cummins**, Senior Management Analyst  
**Anat Zoarets**, Management Analyst II  
**Ann Marie Mendez**, Management Analyst II  
**Kacey Bess**, Management Analyst II  
**Pamela Sexton**, Management Analyst II  
**Orsheka Moore**, Management Analyst I  
**Jesus Hernandez**, IT Technician



**Betsy Price**  
Mayor of Fort Worth



**Salvador Espino**  
District 2



**Dennis Shingleton**  
District 7



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



**Danny Scarth**  
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**Gyna M. Bivens**  
District 5



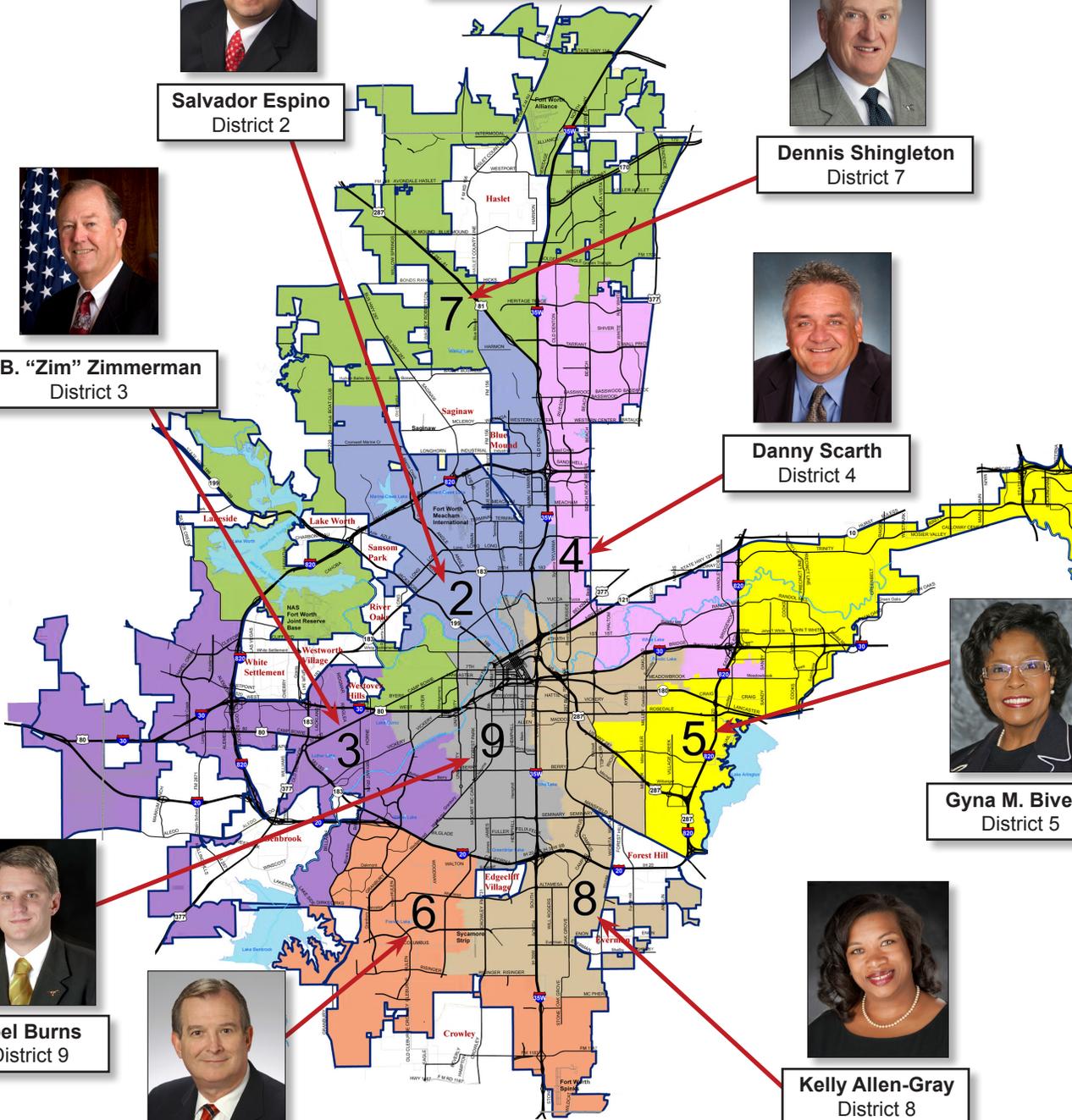
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**Kelly Allen-Gray**  
District 8



- 2 - Salvador Espino**
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- 5 - Gyna M. Bivens**
- 9 - Joel Burns**

**CITY OF FORT WORTH**  
**Council Districts**  
**July 2013**

# 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**

Vacant,  
City Auditor, 817-392-6132

**Housing and Economic Dev.**

Cynthia Garcia,  
Acting Director, 817-392-8187

**Planning and Development**

Randle Harwood,  
Director, 817-392-6101

**City Manager's Office**

Tom Higgins,  
City Manager, 817-392-6192

**Human Resources**

Vacant,  
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**

Jay Chapa,  
Acting Director, 817-392-8517

**Municipal Court**

Deidra Emerson,  
Director, 817-392-6711

# City of Fort Worth 2013 Awards

## Code Compliance

- **Hermes Award:** Code Compliance, Solid Waste Services Divisions won the prestigious international Hermes Award for our recycling marketing campaign – Recycle Right, Recycle More.
- **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.

## Equipment Services

- **Top 100 Fleets in North America Award:** Named one of the "Top 100 Fleets in North America" for the 9th year in a row, the Equipment Services Department ranked 8th out of over 38,000 government fleets in 2013. The program recognizes and rewards peak performing fleet operations in North America. Currently in its ninth 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%. There are only three Blue Seal public or private service centers in Fort Worth, and they are all within the Equipment Services Department.

## Financial Management Services

- **Certificate of Achievement for Excellence in Financial Reporting:** For CAFR Ending September 30, 2011.
- **Distinguished Budget Presentation Award:** Received from the Government Finance Officers Association and presented to City of Fort Worth.
- **Procurement Achievement Excellence Award:** 2013 Achievement of Excellence in Procurement award from the National Procurement Institute.

## Fire

- **Fort Worth South Rotary Club:** Recognized Firefighter Cameron Brown of Station 38 with their Vince Genovese Firefighter of the Year award for 2013.
- **National Association of Insurance and Financial Advisors:** Firefighter of the Year award to Firefighter La Thaddeus Hill of Station 33.

## Housing and Economic Development

- **The Texas Association of Local Housing Finance Agencies Award:** Participation in the Terrell Homes Project – October 2012.
- **The Audrey Nelson Community Achievement Award:** The National Community Development Association for the Terrell Homes Project – February 2013.

## Information Technology Solutions

- **Geospatial Information Systems (GIS), Significant Achievement:**
  - Fort Worth TX (D) Enterprise GIS Basemap Data Auditing: Maintaining the accuracy and relevance of an enterprise GIS geodatabase for over 300 users can be a daunting task for any GIS team. The data contained in that geodatabase must be solid and useful to the end user, or there is little point to the enterprise. The City of Fort Worth Information Technology Solutions Department took on the task of automating data checks of our critical basemap GIS layers and all of the data contained in our SDE geodatabase. All municipalities encounter budgetary and staffing limitations, so we needed to find a way to increase our efficiency by making targeted corrections to data and avoid reviewing datasets in their entirety. The enterprise GIS data auditing project was designed to analyze the designated basemap feature classes for errors in geometry and attributes, and to generate regularly scheduled reports of errors that were found. This has allowed our team to proactively correct GIS data errors and provide a better product to the end users.
  - Fort Worth TX (D) Housing and Economic Development Incentives Mapping Applications: The Housing and Economic Development Department (HED) at the City of Fort Worth wanted a mapping site with enhanced features and ease of use. The main focus of the site was to modernize their Employment Incentives Report tool. This tool allows companies to enter and map employee addresses to qualify for various tax incentives. City staff also needed a way to create and print GIS maps in a non-technical environment. The IT Solutions GIS staff set out to re-develop the existing, external economic incentive mapping site and to create a new internal mapping site for city employees. The internal mapping application was devised as a simplified GIS tool for HED employees, so they would no longer need to use a Desktop ArcGIS license. Ultimately, this project helped the public with an easier interface to apply for economic incentives, helped City HED staff accomplish their work tasks with the aid of GIS maps, and saved money in reduced GIS licensing demand.
- **Public Safety Technology & Emergency Management, Significant Achievement:**
  - Fort Worth TX (D) Fort Worth Accessible Hazard Alert System (AHAS): The Office of Emergency Management (OEM), in its ongoing effort to assist the citizens of Fort Worth, partnered with DeafLink, Inc. to enhance its service to sensory disabled citizens (deaf, blind, hard of hearing or deaf/blind) with accessible emergency information and alerts.

Working along with the City's IT Solutions staff, DeafLink created a web portal for citizens to register as free subscribers to receive the alerts, which are accessible using smartphones, video capable PDAs, computers, tablets and Braille devices. Fort Worth AHAS subscribers in an area affected by an emergency or disaster will be able to receive an alert message that could include information about the emergency and what actions to take.

- Fort Worth TX (D) NIMS Training Compliance: During an external audit of National Incident Management System (NIMS) training records, the City was challenged to locate certifications in a timely fashion due to the files being stored within varying physical file systems by department. The goal of the NIMS Training Compliance application was to provide employees the ability to upload their certificates to a system that would store them electronically and make them available for retrieval by the employee or OEM when needed. In addition, reporting and search functionality provides the ability to validate training completion and identify training needs.
- **Government Technology Digital Cities Survey Winner (Nov. 2012):** The City of Fort Worth ranked 9th 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.
- **Outstanding IT Service and Support Award:** 2013 Best of Texas award to Alan Girton, Senior IT Solutions Manager/IT Security Manager.
- **Government Technology Magazine's 2013 "Top 25 Doers, Dreamers and Drivers":** Pete Anderson, CFW Chief Information Officer, named one of "the hardest working and most innovative individuals in the public sector."

## Library

- **Texas Library Association Distinguished Service Award 2013:** Library Director Dr. Gleniece Robinson received this award at the association's 100<sup>th</sup> conference which was held in Fort Worth. The award recognizes an individual who has demonstrated substantial leadership and outstanding continuing service to the profession.

## Parks and Community Services

- **Tree City USA:** Awarded for the 34th consecutive year by the Arbor Day Foundation in cooperation with the United States Department of Agriculture (USDA) Forest Service and National Association of State Foresters for maintaining a viable tree management plan and program. Fort Worth is the oldest Tree City USA community in the state.
- **Tree City USA Growth Award:** The City of Fort Worth was the recipient for the 13<sup>th</sup> consecutive year by the Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters. The award highlights innovative programs and projects and represents an increased commitment of resources for urban forestry. Fort Worth was one of only eight communities within the state to be presented with a Growth Award and represents the largest municipality within Texas to do so for the year.
- **2012 Best Historical Attraction Award:** Received from Metroplex Baby & Kids and awarded to Log Cabin Village.

- **2012 Hispanic Heritage Award:** Received from the United Hispanic Council of Tarrant County to Sandra Medina, 21<sup>st</sup> Century and Mobile Recreation Coordinator, Parks and Community Services Department.
- **2013 Texas Engineering Excellence Award and the Gold Medal Award:** For Structural Systems presented by American Council of Engineering Companies (ACEC) for the Phyllis J. Tilley Memorial Pedestrian Bridge.
- **2013 National Recognition Award for Engineering Excellence:** Presented by the American Council of Engineering Companies (ACEC) for the Phyllis J. Tilley Memorial Pedestrian Bridge.
- **Fort Worth Child Magazine – Best Place to Spend a Lazy Sunday:** Awarded to the Fort Worth Botanic Garden.
- **Eminent Citizen Award:** Received from the National Sorority of Phi Delta Kappa, Inc. in Community Involvement to Peggy McCoy, Community Center Supervisor, Highland Hills Community Center, Parks and Community Services Department.
- **Historic Fort Worth Annual Preservation Award:** For the restoration work at Inspiration Point Shelter.
- **National Register of Historic Places:** Designated to Van Zandt Cottage.
- **OneStar National Service Commission:** Appointment by the Governor of Texas to Daphne Brookins, Human Services Specialist, Community Action Partners, Parks and Community Services Department to further national service initiatives in Texas and to administer the AmeriCorps Texas Program.
- **Star-Telegram Readers Choice Award – Best Wedding Spot:** Awarded to the Fort Worth Botanic Garden.
- **The First Tee 2012 Leadership Award:** Awarded to Nancy Bunton, Assistant Director, Golf Division, Parks and Community Services for service to the community and dedication to advancing junior golf in Fort Worth.
- **Trip Advisor 2013 Certificate of Excellence Award:** Awarded to Log Cabin Village and the Fort Worth Nature Center and Refuge.
- **U.S. Councils of Mayors, National Gardening Association and The Scotts Miracle-Gro Company GRO1000 Award:** For the Children’s Vegetable Garden in the Botanic Garden.

## Planning and Development

- **CLIDE Award:** Celebrating Leadership in Design Excellence award in FY2013 for the West Seventh Urban Village.
- **2013 Long Range Planning Award:** From the Texas Chapter of the American Planning Association for the Lake Worth Vision Plan.
- **The City was designated a Bicycle Friendly Business (Bronze) and Honorable Mention:** Presented by the League of American Bicyclists and Bicycle Friendly Community in 2012 and 2013.

## Transportation and Public Works, Storm Water Management

- **Storm Water Solutions (SWS) Magazine Top Storm Water & Erosion Control Projects Award:** For the Eastern Hills Drainage Improvements project which mitigated flooding within the Eastern Hills watershed, improved water quality, utilized a new storm water detention basin to minimize costly upsizing of existing infrastructure, and provided a dual-use, recreational amenity and detention facility that benefits the City of Fort Worth, the Fort Worth Independent School District and the local community.
- **Public Technology Solutions Significant Achievement Award:** For advances in GIS utilization to improve Stormwater billing and processes.
- **Texas Public Works Association (TPWA) Field Excellence Employee of the Year:** Ismael Frausto, Field Operations Crew-Lead, was awarded the TPWA Field Excellence Employee of the Year.

## Water and Sewer

- **Municipal Wastewater Treatment Plant of the Year (>15 MGD):** Received by the Fort Worth Water Department's Village Creek Water Reclamation Facility. Presented by the Water Environment Association of Texas to a municipal wastewater treatment plant in Texas for consistently exhibiting outstanding performance of daily activities beyond the normal call of duty.
- **George W. Burke, Jr. Award for Wastewater Facility Safety:** Received by the Fort Worth Water Department's Village Creek Water Reclamation Facility. Given by the Water Environment Association of Texas for recognizing municipal and industrial wastewater facilities for active and effective safety programs.
- **Peak Performance Award:** Received by the Fort Worth Water Department's Village Creek Water Reclamation Facility. Given by the National Association of Clean Water Agencies to facilities for outstanding compliance of their National Pollutant Discharge Elimination System (NPDES) permit limits. This is our 23<sup>rd</sup> consecutive year receiving this award.
- **Blue Legacy Award for Water Conservation for Industrial-Commercial-Institutional:** Received by the Fort Worth Water Department's Conservation Section for implementing SmartWater audits that evaluate water use in manufacturing, irrigation, domestic, pools and fountains, as well as cooling towers or chiller systems. The program's objective is to assist industrial, commercial and institutional customers identify and troubleshoot areas of inefficiencies. Additionally, it is to educate customers on green, innovative and emerging technologies that can assist in future enhancements. This award was given by the Texas Development Board and the Water Conservation Advisory Council.

# CITIZENS OF FORT WORTH

## MAYOR AND COUNCIL

\$1,392,655 5.00 A.P.

CITY ATTORNEY



\$6,012,150 53.00 A.P.

CITY MANAGER



1.00 A.P.

CITY SECRETARY



\$1,109,842 11.00 A.P.

CITY AUDITOR



\$2,526,279 15.00 A.P.

### Administration and Community Development Services

#### CULTURE & TOURISM



\$35,437,069 133.00 A.P.

#### FINANCIAL MANAGEMENT SERVICES



\$8,231,317 88.00 A.P.  
 Risk Management \$7,042,898 7.00 A.P.  
 Debt Service Fund \$79,838,122 0.00 A.P.

#### INFORMATION SYSTEMS



\$25,327,781 133.00 A.P.

#### HUMAN RESOURCES



\$3,489,331 31.65 A.P.  
 Group Health Fund \$103,133,047 9.95 A.P.  
 Unemployment \$522,470 0.15 A.P.  
 Worker's Compensation \$13,117,131 7.75 A.P.

#### TEMPORARY LABOR

\$982,620 1.50 A.P.

#### NON-DEPARTMENTAL

\$65,937,993 0.00 A.P.

#### PARKS AND COMMUNITY SERVICES



\$41,985,341 338.10 A.P.

#### MUNICIPAL GOLF



\$4,988,364 38.00 A.P.

### Infrastructure and Economic Development Services

#### AVIATION



\$4,833,553 24.00 A.P.

#### HOUSING & ECONOMIC DEVELOPMENT



\$4,956,592 17.90 A.P.

#### PLANNING AND DEVELOPMENT



\$11,392,166 138.00 A.P.

#### WATER AND SEWER



\$386,443,275 940.00 A.P.

#### LAKE WORTH TRUST

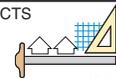
\$206,000 0.00 A.P.

#### TRANSPORTATION & PUBLIC WORKS



\$44,493,472 259.70 A.P.

#### CAPITAL PROJECTS SERVICE FUND (PMO)



\$14,228,642 138.00 A.P.

#### ENVIRONMENTAL PROTECTION FUND



\$4,742,916 23.30 A.P.

#### MUNICIPAL PARKING

\$6,934,278 12.00 A.P.

#### RED LIGHT ENFORCEMENT

\$9,843,330 43.00 A.P.

#### STORM WATER UTILITY

\$35,278,001 113.00 A.P.

### Public Safety Services

#### CITY MANAGER'S OFFICE ADMINISTRATION



\$4,055,489 26.00 A.P.

#### OFFICE SERVICES

\$1,482,852 6.00 A.P.

#### HUMAN RELATIONS COMMISSION

\$448,582 4.25 A.P.

#### CODE COMPLIANCE



\$17,013,264 196.00 A.P.

#### SOLID WASTE

\$56,060,962 84.00 A.P.

#### EQUIPMENT SERVICES



\$28,219,625 106.00 A.P.

#### FIRE



\$119,744,262 919.00 A.P.

#### LIBRARY



\$19,012,018 219.50 A.P.

#### MUNICIPAL COURTS



\$16,909,218 190.50 A.P.

#### POLICE



\$204,225,440 1,797.00 A.P.

#### CRIME CONTROL & PREVENTION DISTRICT

\$62,320,362 211.00 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

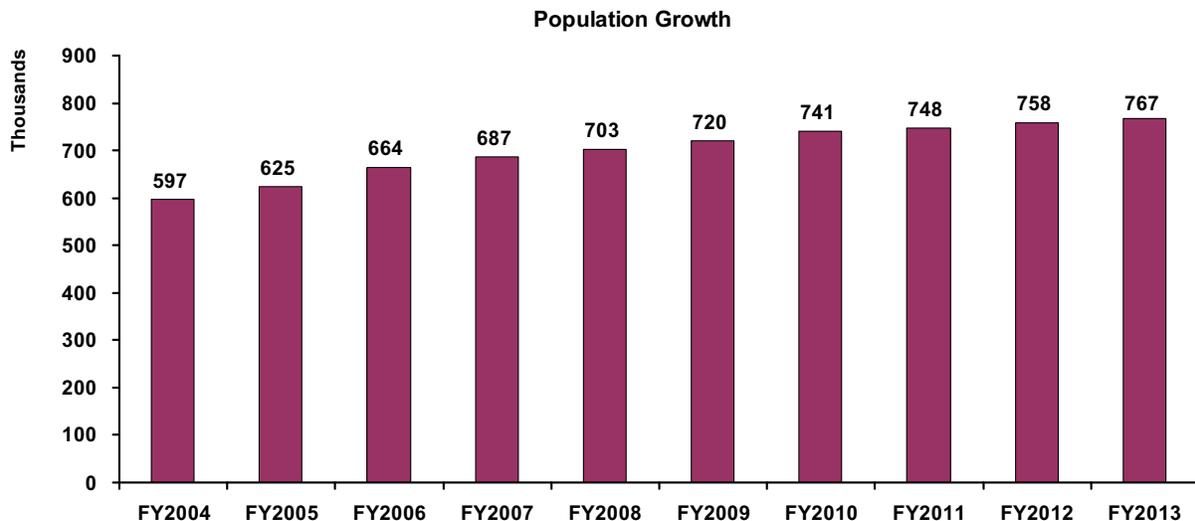
**LOCATION AND HISTORY:** Fort Worth, seat of Tarrant County, Texas, is located in Tarrant and Denton Counties in North Central Texas at 97° 55' west longitude and 32° 36' north latitude. Situated on the Trinity River, Fort Worth is approximately 75 miles south of the Oklahoma state line and 270 miles 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 after General William Jenkins Worth, who distinguished himself in the War with Mexico. The outpost became a stopping place on the famous Old Chisholm Trail and a shipping point for the great herds of Longhorn cattle being driven to northern markets. Progressive City leadership brought the first of nine railroads to Fort Worth in 1876 and with the subsequent West Texas oil boom, guided the City into a metropolitan county of more than 1.8 million people. Fort Worth's economy has always been associated with cattle, oil, finance and manufacturing. Since World War II, Fort Worth has also become an aerospace, education, high-tech, transportation and industry service center.

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

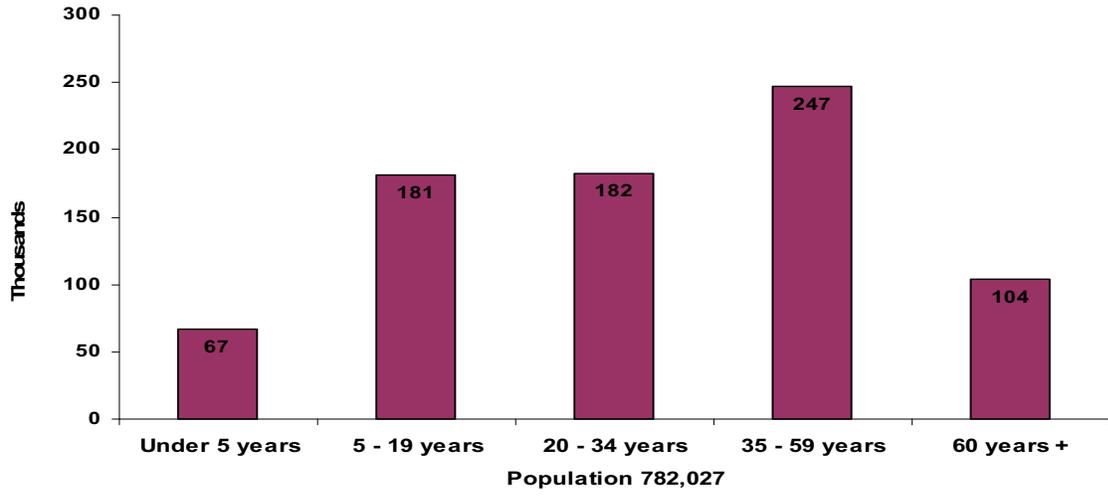
**GOVERNMENT:** Fort Worth operates under the Council-Manager form of municipal government. A mayor chosen at-large by popular vote and an eight-member, single-district council are elected to two-year terms. In turn, the Mayor and City Council appoint the City Manager who is the chief administrative 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% per year. Since the 2010 Census, the population has increased at a slower rate than it did during the 2000s. According to the North Central Texas Council of Governments, the January 1, 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%. This growth rate is similar to the growth Fort Worth experienced in the 1990s when total population increased from 447,619 in 1990 to 534,694 in 2000, an annual average growth rate of approximately 2%. If growth continues at this rate, the City's population is expected to exceed one million people by 2030. The 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. According to the U.S. Census Bureau, Fort Worth the 2012 Census count for Fort Worth by age, gender and ethnicity is 782,027.

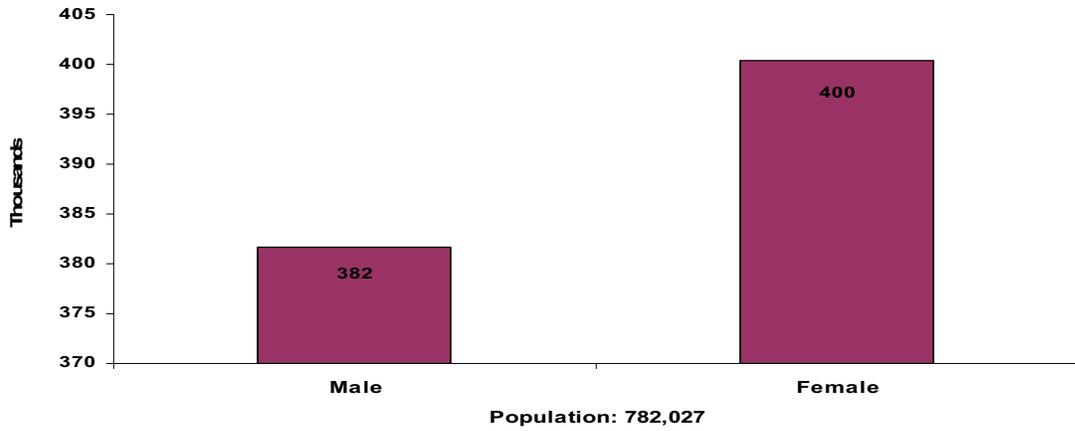


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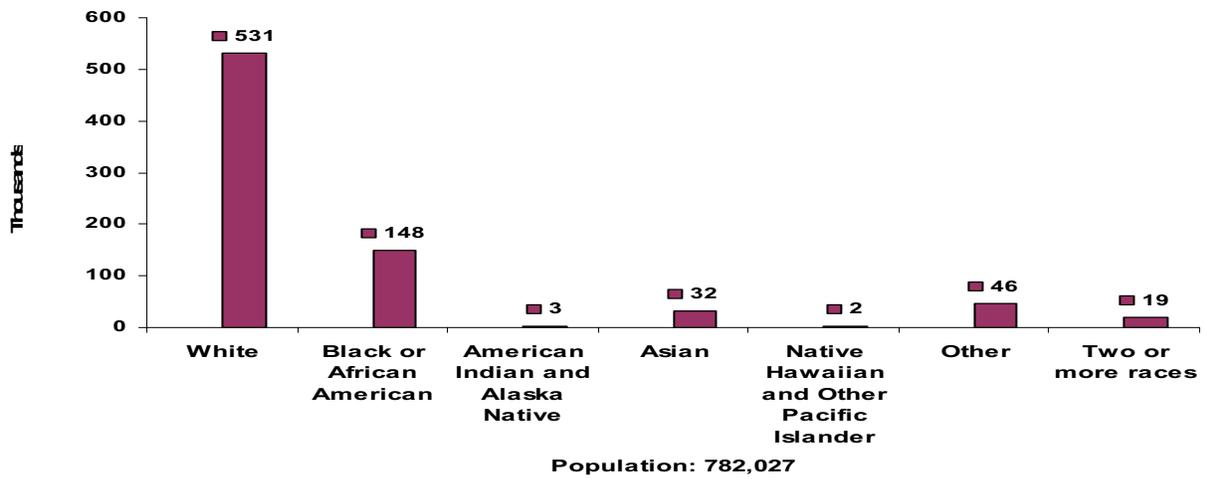
## Population by Age



## Population by Gender



## Population by Ethnicity



**TRANSPORTATION:** The Dallas/Fort Worth International Airport (the "Airport" or "DFW") is the third busiest airport in the world in terms of logistical operations and ranks 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 is the world's third busiest airport, offering nearly 1,750 flights per day and serving 57 million passengers per 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 a 7,500 ft. runway. Fort Worth Spinks Airport, a general aviation airport located along I-35 in the south portion of the City is equipped with a 6,000 ft. runway. Alliance Airport is located on I-35 to the north, serves the needs of industrial, business and general aviation users, and is equipped with a 9,600 ft. runway. These three airports combined handled over 246,000 operations in 2012.

Three interstate highways (Interstate 20, Interstate 30 and Interstate 35), five federal and four state highways provide all-weather routes within the Fort Worth area 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 a 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 A&M University School of 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 totaling an enrollment of over 119,000 students.

**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 available; one children's hospital with 285 beds; four public 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 Naval Air Station (NAS) Fort Worth, Joint Reserve Base, Carswell Field, a navy reserve base. Now that all of the units have been transferred here from NAS Dallas, Glenview NAS, Detroit, and Memphis, there are nearly 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:** According to 2010 census figures released by the U.S. Census Bureau, Fort Worth was named one of the country's fastest-growing cities and continues to be a strong draw for new residents and businesses. 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 (1), Lockheed Martin, JPS Health Network, Cook Children's Healthcare System, Tarrant County, NAS Fort Worth Joint Reserve Base, Fort Worth Independent School District, Texas Health Harris Methodist Fort Worth Hospital, Alcon Laboratories. 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 5.9% is still less than the 6.3% state unemployment rate, or the 7.3% national unemployment rate through August 2013.

There are over 36,600 registered business firms in the Fort Worth-Arlington MD. Almost 50% of these businesses are small to mid-size firms that employ anywhere from one to 249 individuals, which highlights the continued importance of small business development. Large business firms with over 1,000 employees make up nearly 30% of the area's workforce.

**TOURISM:** 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 on a weekly basis.

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

The Alliance Texas development in far north Fort Worth continued its growth by adding more than 2,400 jobs over the past 12 months, one of its largest increases since the recession. Employment at the 17,000-acre development, which includes the huge logistics park, subdivisions, shopping centers and the Circle T Ranch, topped 30,000 in 2012.

*Site Selection Magazine* awarded Texas the 2012 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. Eligible private-sector projects must meet one or more of these criteria: an investment of at least \$1.0 million, creation of 50 or more new jobs or construction of new space of at least 20,000 square feet. Texas led all states with 761 projects, 270 more than first runner-up Ohio. 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:** LaGrave Field, home to the Fort Worth Cats minor-league baseball team, was bought by an affiliate of the team's ownership group for \$4.5 million, ending months of uncertainty about the stadium's future. The 13.2-acre parcel includes the 5,200-seat stadium and adjacent land.

Baylor Health Care System and United Surgical Partners International Inc. are constructing a 77,000 square ft., two-story surgical center in Fort Worth. The center will be located on the north side of Park Place Avenue.

Moncrief Cancer Institute, which embarked on a \$22 million building program in June 2011, dedicated a new facility. The 60,000-square ft. cancer center, at 400 W. Magnolia Ave., includes support services for the uninsured, a Community Survivorship Clinic, a fitness center and an education center. The not-for-profit organization is affiliated with the University of Texas Southwestern Medical Center at Dallas and serves about 30,000 people annually.

NGC Renewables, the North American subsidiary of a large Chinese manufacturer of wind turbine equipment, closed its deal to buy 18.6 acres at U.S. 377 and Texas 170 in the Alliance development in far north Fort Worth for a \$96 million facility housing its headquarters and factory.

HCA North Texas is building a \$71 million hospital near Interstate-35W and North Tarrant Parkway. The new full-service hospital will have an emergency room and 30 beds initially. The hospital will have more than 140,000 square feet and also include surgical services, imaging, endoscopy, a medical/surgical unit and an intensive care unit (ICU). HCA North Texas plans to start construction in November 2013 with an expected completion date fourth quarter, of 2014.

Fort Worth-based Cook Children's Medical Center plans a medical office building and surgery center in the Walsh Ranch development that straddles Tarrant and Parker counties. The facilities will be among the first commercial uses in the 7,275-acre development that's expected to transform the sprawling historic cattle ranch into a community of luxury homes, an extensive trail system, parks, offices, shops and restaurants.

Wal-Mart hosted a grand opening ceremony for its store in Renaissance Square, a shopping center under construction in Mason Heights, along U.S. 287 near East Berry Street, between Vaughn and Mitchell boulevards. Wal-Mart is the first of several stores and restaurants planned for the shopping center. The Wal-Mart store features a full line of groceries, a bakery, deli, fresh meat and produce sections, beer and wine. The store has 30 merchandise departments, a garden center, pharmacy and digital photo processing center. Subway and First Convenience Bank have locations in the store. About 100,000 square feet of space is under construction just west of the Wal-Mart and will house six or seven other retailers beginning

summer 2013. Ross Dress for Less, Marshalls, Shoe Carnival, Dots, rue21, Dollar Tree, Rainbow Fashion, McDonald's, 7-Eleven, Jack in the Box, GameStop, T-Mobile and RadioShack are among the retailers committed to the center. Additional small shop space is under contract to a number of restaurants along Berry Street as well.

Construction began on a long-planned medical office building in Midtown at the northeast corner of Forest Park Boulevard and Rosedale Street. The 60,000-square ft., four-story building is being developed by Raymond Management Co., a Wisconsin hotel company that bought the 9.9-acre site in 2007 from Fort Worth's Trademark Property Co., the original developer. Raymond was originally going to develop two hotels in Midtown but ended up taking on the entire project. Hilton Garden Inn opened in May 2012, and a Homewood Suites will open summer 2013. The medical office building is under construction and tenant finish out is to begin 2014.

An eight-acre site along the Trinity River in the Edwards Ranch development in southwest Fort Worth will be home to the fourth physician-owned hospital in the Metroplex to be built by Forest Park Medical Center. Construction has started on the \$140 million, 150,000-square ft. facility, which is slated to open in mid-2014. The three-story Fort Worth hospital will be along the Clear Fork of the Trinity River and the Chisholm Trail Parkway, which is under construction, near Bryant Irvin Road. The facility will feature a limestone exterior and blend in with the rise of the riverbank. The hospital will have 48 private inpatient beds, including VIP suites for relatives, six intensive care beds, 12 operating suites, two special-procedure rooms and an emergency room. The project, financed with \$30 million in private equity, will employ workers for about 300 full-time equivalent positions.

Victory Healthcare, a Woodlands-based company, plans to build a \$51 million medical center at the northwest corner of South Main Street and Pennsylvania Avenue in Fort Worth. The center would add about 140 jobs to the city when the project is completed. Victory Medical Center Fort Worth will include an 85,000 square ft., three-story medical center and an office building with at least 50,000 square ft. on the 6.5-acre site.

Hillwood Properties announced plans to construct a speculative 1.2 million square ft. industrial building as part of its Alliance Center North project. The building will be at the northeast corner of Interstate 35W and Eagle Parkway in far north Fort Worth.

Hydradyne, a major distributor of industrial equipment, relocated its headquarters from New Orleans to Fort Worth's CentrePort business park south of DFW Airport. The company will have more than 100 employees in its new 175,000 square ft. facility at 15050 FAA Boulevard.

Wal-Mart is considering leasing a 788,000-square ft. building at 5300 Westport Parkway for an online fulfillment center. Under its proposed agreement, it would bring 275 full-time-equivalent jobs to the center by Dec. 31, 2017. At the Fort Worth center, it proposes investing up to \$30 million in business personal property. Wal-Mart has told the city that it will sign a 15-year lease with a 20-year option.

Carolina Beverage, a major beverage maker and packager, proposes leasing a 400,000-square ft. building at 13300 Park Vista Blvd. for a manufacturing and distribution center. It would hire at least 225 full-time-equivalent people by Dec. 31, 2018. Carolina Beverage proposes investing at least \$5 million in capital improvements. The company would also invest at least \$36 million in business personal property. Carolina Beverage has told the city that it intends to sign a 15-year lease with two 10-year options.

A \$58 million expansion of the emergency department at Texas Health Harris Methodist Hospital Fort Worth was topped out with a ceremony that included the announcement of a new name, the Marion Emergency Care Center. The naming recognizes Anne Marion, president of the Burnett Foundation, a lead donor on the project along with Texas Medicine Resources, the Texas Health Harris Methodist Hospital Fort Worth Auxiliary, Amon G. Carter Foundation, Preston M. Geren family, and Crystelle Waggoner Trust. The three-story, 75,000-square ft. facility is expected to open in January 2014. It nearly triples the size of the hospital's existing emergency department and increase patient beds from 63 to 90.

Our Nation's Best Sports, a Fort Worth-based firm that buys and distributes sporting goods to more than 300 retailers, has completed its deal to buy a nearly 14-acre site off of Fossil Creek Boulevard, where it will

begin building a 60,000-square ft. office and distribution center. The company will consolidate two offices at the new location, and will have 43 employees.

Greystar Real Estate Partners, one of the nation's largest apartment owners and developers, is planning a \$50 million project in the city's Linwood neighborhood, a World War II-era community off the burgeoning West Seventh Street corridor. Greystar plans to buy 24 vacant duplexes in a 5.1-acre area between Carroll and Foch streets and Azalea Avenue and Merrimac Street, and replace those with 22 three-story row houses facing Carroll Street and four three-story and four-story apartment buildings with 352 units. The brick-and-stucco buildings will feature stoops, front yards and tree-lined streets with pull-in street parking, in addition to a 500-space garage. The community will have a public park, as well as a resort-style pool and outdoor resident dining area. The development has closed and construction is underway. The developers also plan to add a pavilion in Jesse Sandoval Park and work with the neighboring Fellowship Church to reconstruct Mercedes Street.

Cellphone pioneer Motorola opened a Texas manufacturing facility that will create 2,500 jobs and produce its new flagship device, Moto X, the first smartphone ever assembled in the United States. Each phone is custom made, from the color on the back to the buttons on the side and even the software loaded on the factory floor. The building along the Alliance Corridor in far north Fort Worth sat empty until this spring after Nokia moved out years ago.

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

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

In December 2011, the City Council adopted the **20/20 Vision Master Plan** for the Library which charts future facility and service needs. Service priorities for FY2014 are educational support in the form of early literacy/ youth / teen services, workforce development, genealogy and local history and technological enhancements. The Library's 5 Year Vision is recognized as the best place for materials to support pleasure/recreation, learning and information and to showcase the diversity and history of Fort Worth through materials, classes, programs and exhibits. The library system circulates more than 4 million library materials annually; provides computers at all facilities with informational databases and the Internet; answers questions; supports a website with downloadable audios, videos, e-books, and other online services; offers educational, cultural, and early literacy programming; and serves as a gathering place and destination for the local neighborhoods.

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

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

## CITY OF FORT WORTH BUILDING PERMITS

Fiscal Year Ended 9/30	Number of 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

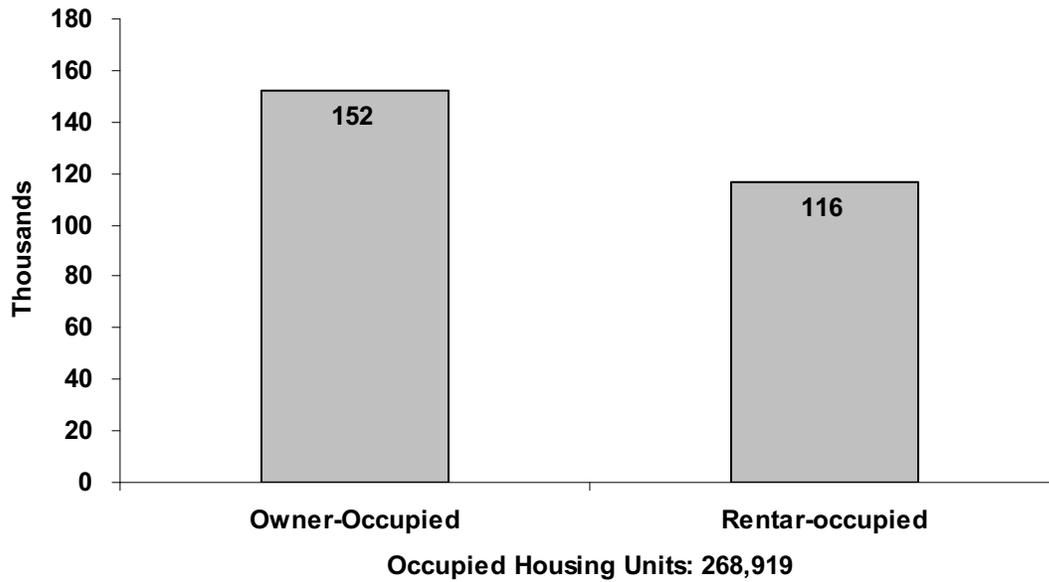
Source: Planning and Development Department, City of Fort Worth, 2012.  
\*Includes multi-family, pools and other improvements.

## 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
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.

## Housing Tenure



## 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 <sup>(1)</sup>
City of Fort Worth								
Civilian Labor Force	350,384	337,366	329,318	320,814	311,466	308,087	297,953	292,922
Unemployed	28,043	28,538	25,947	16,534	14,058	15,476	16,102	21,263
Percent of Unemployed	8.0%	8.5%	7.9%	5.2%	4.5%	5.0%	5.4%	7.3%
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%

<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, 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 ft. runway, 3,677 ft. crosswind runway, 4,000 ft. 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 ft. runway, 4,000 ft. runway
- FAA flight control tower, with 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 ft. runway, with ILS, 8,200 ft. runway
- FAA flight control tower, with 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, pay dues for union membership, or collectively bargain for wages, hours or working conditions; however, they may form associations for the presentation of grievances. State law, however, provides for local referenda on collective bargaining for police and firefighters. Pursuant to prior elections, police officers have the right to meet and confer and firefighters have the right to collectively bargain with the City, each group through their own recognized associations, under the State's laws. Overall, employee relations are considered by the City to be good.

**FORT WORTH**

