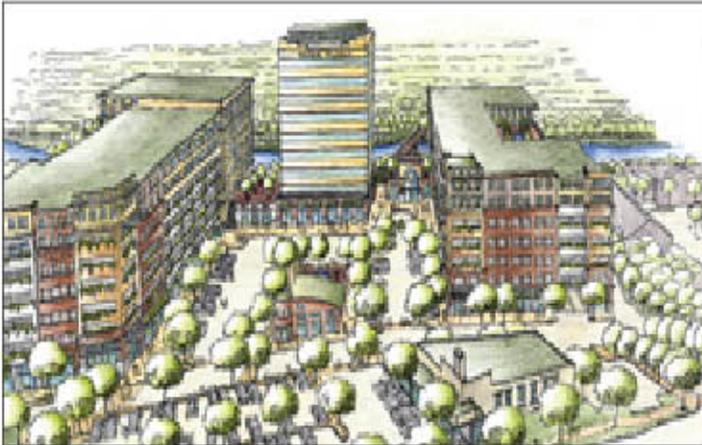
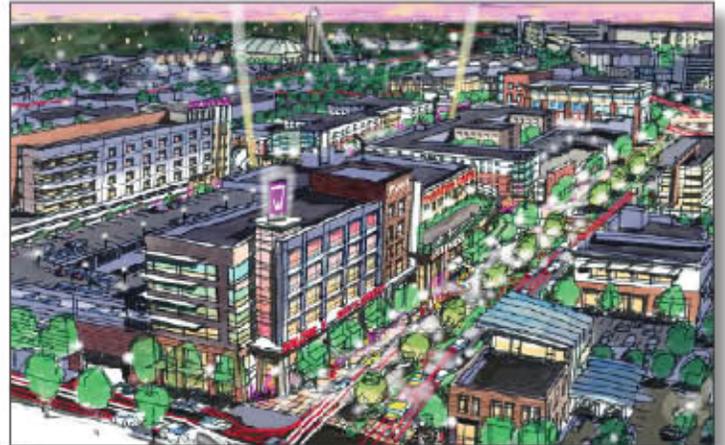


City of Fort Worth 2008-2009 Budget and Program Objectives



River Bend



West 7th

Central City Redevelopment

Museum Place



Evans-Rosedale



IN HONOR OF CHUCK SILCOX Fort Worth's Financial Watchdog 1943-2008



On Oct. 25, 2008, the Fort Worth family said goodbye to Chuck Silcox, the longtime City Council representative for west Fort Worth's District 3.

Silcox was first elected to the Fort Worth City Council in 1991 to District 3, serving southwest Fort Worth. He was re-elected in every election since, the most recent on May 12, 2007 when he was elected to his 9th term. He was the senior member of the Fort Worth City Council.

A native and lifelong resident of Fort Worth, Silcox graduated from Paschal High School in 1961. He later attended Tyler Junior College and Texas Christian University. From 1965-70, Silcox worked at General Dynamics as an industrial engineer, becoming the only person in peacetime history to be promoted to the title of Industrial Engineer without a degree. He worked at Texas Electric Service Company (now TXU) during the 1970s in the Industrial Development Division. Between 1980 and 1982, he was operations manager for the Dallas region of a worldwide janitorial company; and from 1982-85, he was vice president of a three-state janitorial company. In 1985, Silcox founded Quasar Services, a Fort Worth-based janitorial company, and in 1996 started Silcox Management, Inc.

During his time on the Fort Worth City Council, Silcox was extremely active with his neighborhoods and a powerful and staunch supporter of the city's police officers and firefighters. Silcox has long been a conservative voice on the council, pushing for accountability and responsible spending of taxpayer dollars. He strived to increase the number of police officers and code officers in the city, and was the author of the Apartment Inspection Ordinance and the Apartment Density Ordinance. Additionally, he continued to push hard for mobility improvements, including one of his top priorities: Southwest Parkway.

Silcox was also an avid advocate for animals. Thanks in part to his compassion for the treatment of animals, a new spay and neuter clinic will open at the Fort Worth Animal Care and Control Center in 2009. Mayor Mike Moncrief said Silcox was a champion of many issues—both large and small—during his 17 years on the council.

"Whether it was lower taxes, the care of animals or something as small as bagging grass clippings, Chuck was a fighter," Moncrief said. "Chuck was a loyal and tireless advocate for his constituents. He also had a special pride, and he was anything but a quitter. There's not a more perfect example of this than his long and brave battle with cancer."

Moncrief said Silcox made his mark on this city in many respects, and that the city will not forget his long list of contributions. "We'll recall him as a staunch financial watchdog, a devoted representative for his neighborhoods, and a powerful advocate for public safety," said Moncrief.

Chuck Silcox, we are very proud to have worked with you and will miss you!

Mayor Moncrief and Members of the City Council
Dale A. Fisseler, City Manager
Karen L. Montgomery, Assistant City Manager

FORT WORTH





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Fort Worth
Texas

For the Fiscal Year Beginning

October 1, 2007

Charles S. Cox
President

Jeffrey L. Esser
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Award to **City of Fort Worth, Texas** for its annual budget for the fiscal year beginning **October 1, 2007**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

FORT WORTH

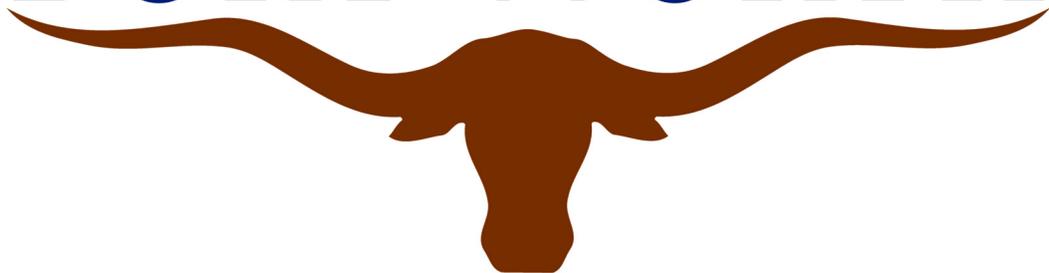


TABLE OF CONTENTS

(Listed in Document Order)

ORGANIZATIONAL INFORMATION

City OfficialsA-1
 Department/Directors.....A-3
 2008 Awards.....A-5
 City Organizational Chart .. A-11
 Total City Operating Budget
 Organizational Chart..... A-13
 City Council District Map ... A-15
 City Profile..... A-17

CITY MANAGER'S MESSAGE

.....B-1

FINANCIAL MANAGEMENT POLICY STATEMENTS

..... C-1

INTRODUCTORY INFORMATION

City Strategic Vision/Goals .. D-1
 Budget Format D-3
 Budget Procedure, Basis and
 Philosophy D-7
 Budget Schedule D-13
 Budget Process D-17
 Economic Environment..... D-19
 Policy Issues..... D-23

SUMMARY INFORMATION

Appropriation and Ad Valorem
 OrdinancesE-1
 Schedule of Changes to
 Proposed Budget..... E-41
 Total Operating Budget
 Comparison Revs/Exp.... E-65
 General Fund Revenue
 Summary E-67
 General Fund Expenditures and
 Revenues Chart..... E-72
 Summary of Authorized
 Positions and Expenditures
 General Fund..... E-74

Other Funds..... E-75
 Changes in Authorized
 Positions E-76

GENERAL FUND

.....F-1
 Budget & Mgmt. Services ...F-19
 City Manager.....F-23
 City SecretaryF-33
 Code ComplianceF-41
 Community Relations.....F-51
 Environmental
 Management.....F-63
 Financial Management
 ServicesF-71
 Fire.....F-81
 Housing.....F-93
 Housing and Economic
 Development.....F-97
 Human ResourcesF-109
 Internal Audit.....F-117
 LawF-125
 LibraryF-133
 Mayor and City Council.....F-141
 Municipal Court... ..F-145
 Non-DepartmentalF-155
 Parks & Community
 ServicesF-175
 PlanningF-187
 Planning & Development ..F-191
 PoliceF-203
 Public EventsF-223
 Public Health.....F-233
 Transportation and
 Public WorksF-239
 Zoo.....F-251

DEBT SERVICE

..... G-1

CAPITAL PROJECTS PLAN

..... H-1

WATER & SEWER FUND

.....I-1

SOLID WASTE FUND

.....J-1

MUNICIPAL GOLF FUND

... K-1

AIRPORTS FUND

.....L-1

MUNICIPAL PARKING FUND

.....M-1

STORMWATER UTILITY FUND

..... N-1

INTERNAL SERVICE FUNDS

Fund StatementO-1
 Equipment Services Fund ...O-3
 Information Systems Fund O-21
 Engineering Fund.....O-41
 Office Services Fund.....O-67
 Temporary Labor FundO-85

SPECIAL FUNDS

Insurance Funds P-1
 Culture and Tourism Fund . P-49
 Environmental Management
 Fund P-69
 Awarded Assets Funds..... P-87
 Lake Worth Trust Fund P-97
 Cable Communications
 Fund P-121
 Grants Fund Summary..... P-137

CRIME CONTROL AND PREVENTION DISTRICT

..Q-1

SALARY SCHEDULE

..... R-1

MUNICIPAL FEE SCHEDULE

..... S-1

GLOSSARY

..... T-1

TABLE OF CONTENTS

(Alphabetical Listing by Fund)

AIRPORTS FUND.....	L-1	GLOSSARY	T-1
AWARDED ASSETS FUNDS.....	P-87	INFORMATION SYSTEMS FUND	O-21
CABLE COMMUNICATIONS FUND	P-121	INSURANCE FUNDS	P-1
CRIME CONTROL AND PREVENTION DISTRICT	Q-1	LAKE WORTH TRUST FUND	P-97
CULTURE AND TOURISM FUND	P-49	MUNICIPAL GOLF FUND.....	K-1
DEBT SERVICE	G-1	MUNICIPAL PARKING FACILITIES FUND	M-1
ENGINEERING FUND.....	O-41	OFFICE SERVICES FUND	O-67
ENVIRONMENTAL MANAGEMENT FUND	P-69	SOLID WASTE FUND.....	J-1
EQUIPMENT SERVICES FUND	O-3	STORMWATER UTILITY FUND.....	N-1
GENERAL FUND	F-1	TEMPORARY LABOR FUND	O-85
		WATER AND SEWER FUND	I-1

City of Fort Worth, Texas

City Officials

Michael J. Moncrief
Mayor

Salvador Espino
District 2

Chuck Silcox
District 3

Danny Scarth
District 4

Frank Moss
District 5

Jungus Jordan
District 6

Carter Burdette
District 7

Kathleen Hicks
District 8

Joel Burns
District 9

Dale A. Fisseler
City Manager

Tom Higgins

Karen L. Montgomery

Joe Paniagua

Charles Daniels

Assistant City Managers

Fernando Costa

Budget Staff

Lena H. Ellis
Financial Management Services Director

Budget and Research

Joe Komisarz-Acting
Alan Shuror-Acting
Dakisha R. Boone
Chad Janicek
Anat Zoarets
Sandra Garcia
Gena Brown-Acting
Kristen Roberts
Omar Siddiqi

Capital Projects

Sandy Oliver
Kristin Glass
Carla Johnson
Dan Pepon
Danny Reed
Suzie Wagner
Saul Rodriguez
Jesus Hernandez

FORT WORTH



List of Departments and Directors

City Manager's Office

Dale Fisseler,
City Manager, 817-392-6266

IT Solutions

Pete Anderson,
Director, 817-392-8781

Public Health

Daniel Reimer,
Director, 817-871-8903

City Secretary

Marty Hendrix,
City Secretary, 817-392-6161

Internal Audit

Darlene Allen,
City Auditor, 817-392-6132

Transportation/Public Works

Greg Simmons, Acting
Director, 817-392-7862

Code Compliance

Brandon Bennett,
Director, 817-392-6322

Law

David Yett,
City Attorney, 817-392-7606

Water & Wastewater

Frank Crumb,
Director, 817-392-8246

Community Relations

Vanessa Boling,
Director, 817-392-7534

Library

Gleniece Robinson,
Director, 817-392-7706

Housing and Economic Dev.

Jay Chapa,
Director, 817-392-5804

Municipal Airport

Kent Penney,
Director, 817-392-5403

Environmental Management

Brian Boerner,
Director, 817-392-8085

Municipal Court

Deidra Emerson,
Director, 817-392-6760

Equipment Services

Wayne Corum,
Director, 817-392-5118

Parks & Community Services

Richard Zavala,
Director, 817-871-5711

Financial Management Services

Lena Ellis,
Director, 817-392-8517

Planning and Development

Susan Alanis,
Director, 817-392-8180

Fire

Rudy Jackson,
Fire Chief, 817-392-6801

Police

Jeff Halstead,
Police Chief, 817-392-4213

Human Resources

Karen Marshall,
Director, 817-392-7783

Public Events

Kirk Slaughter,
Director, 817-392-2501

FORT WORTH



City of Fort Worth 2008 Awards

City Manager Office:

- 2007 Public Awareness Award, 2nd Place, KnoWhat2Do - Regional Disaster Preparedness Education Program - International Association of Emergency Managers (IAEM)
- 2007 Special Needs Assistance Program, a registry for citizens with special medical needs, recognized by FEMA for Full Mitigation Best Practice; also received Honorable Mention in the Technology Solutions Awards for Public Safety and Emergency Management
- 2008 TAMI Award - Excellence in Internal Newsletter Printing (*Voice*)- Texas Association of Municipal Information Officers
- 2008 TAMI Award, 3rd Place for special publication: a Will Rogers Memorial brochure – Texas Association of Municipal Information Officers
- 2008 TAMI Award, 1st Place for Marketing Best Use of Promotional Items, “Cowboys Are Still Welcome” and Western-oriented give aways - Texas Association of Municipal Information Officers
- 2008 TAMI Award, 1st Place for Cable Television One-Time Program, *A Proud Moment, A Lasting Legacy*, documenting the 40th anniversary of the Fort Worth Human Relations Commission
- 2008 Texas Association of Telecommunications Officers and Advisors Award, 1st Place, “La Cocina de Carmen” for special audience and “Curbs to Creeks” for education, instruction and training
- 2008 Texas Association of Telecommunications Officers and Advisors Award, 2nd Place, “La Cocina de Carmen” for education, instruction and training and “PACs Gold Metal 2007 for Profile of City/County Department
- 2008 Texas Association of Telecommunications Officers and Advisors Award, 3rd Place, “A Proud Moment, A Lasting Legacy” documentary

Cable:

- 2008 1st Place TAMIO contest for "A Proud Moment, A Lasting Legacy" (Community Relations)
- 1st Place “La Cocina de Carmen” for Special Audience (Environmental Management Spanish Language)
- 1st Place "Curbs to Creeks" for Education/Instruction/Training (Environmental Management)
- 2nd Place La Cocina de Carmen" for Education/Instruction/Training (Environmental Management)
- 2nd Place "PACs Gold Metal 2007" for Profile of City/county Department (Parks and Community Services)

A-6

- 3rd Place A Proud Moment, A Lasting Legacy" in Documentary (Community Relations)
- 3rd Place "Water Meter Replacement" in Education/Instruction/Training (Water Dept)
- 3rd Place Cable Office Overview" in Overall Excellence in Government Programming (compilation of programs)

Environmental Management:

- 2008 Environmental Leadership Award for Outstanding Integrated Solid Waste Management Program from the State of Texas Alliance for Recycling
- Was a finalist for the 2008 Green3 Awards for our Comprehensive Solid Waste Program from the North Texas Corporate Recycling Association

Equipment Services:

- Named one of the "Top 100 Fleets in North America" for the 4th year in a row. – The program recognizes and rewards peak performing fleet operations in North America. Currently in its seventh year, 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry. - 100 Best Fleets is sponsored by Government Fleet Magazine, FASTER fleet management information and services company CCG Systems, Chrysler Fleet Operations, Invers Mobility Solutions, Eckhaus Electric Vehicles, and Tom Johnson, consultant and author
- Winner of North Texas "Working for Clean Air" Fleet Award - In its fifth year of recognizing businesses in North Texas for doing their share for cleaner air, the Working for Clean Air™ awards have expanded to more accurately reflect the numerous and innovative ways employers make a difference in air quality. – North Texas Clean Air Coalition
- Honorable Mention – Public Technologies (PTI) Award in conjunction with the IT Solutions Department for the Fuel Warehouse - This annual competition rewards those local governments that can demonstrate how they apply technology to improve service delivery, reduce operating costs and create new revenue opportunities. – Public Technologies Institute
- Equipment Services Department Director was nominated for 2008 Public Sector Fleet Manager of the Year – Nominated fleet managers must complete a questionnaire outlining their accomplishments in nine areas of fleet management. These areas are: business plan development; computer systems and technology utilization; productivity initiatives; policies and procedures development and implementation; preventive maintenance programs; utilization management; vehicle acquisition and replacement programs; customer service and downtime initiatives; and fuel management programs. A panel of 16 fleet manager judges individually scores each applicant using a numerical 1 to 10 grading scale in each of the nine areas of fleet management. The winner and two runners-up are selected based on the highest cumulative scores. – Government Fleet Magazine – www.gfleet.com

Finance:

- 2008 Achievement of Excellence in Procurement Award - National Purchasing Institute
- 2008 Distinguished Budget Presentation Award – Government Finance Officers Association

Fire:

- Fire Department Communications Division was awarded accreditation by the CALEA Public Safety Communications Accreditation Program
- Fire Department Communications Division was awarded a Honorable Mention by the Public Technology Institute for its implementation of the Computer Aided Dispatch and Station Alerting Replacement – Phase 1
- Fire Department Information Technology staff won a Significant Achievement Award by the Public Technology Institute for its development and implementation of an electronic overtime approval program
- Fire Department and Water Department IT staff won the PTI Solutions Award for Public Safety and Emergency Management for development of the Firehouse/Maximo Integration project

Human Resources:

- Wellness Program – 2008 Platinum Level (top) and Worksite Fitness Innovation Award – American Heart Association Start! Program
- Texas Governor’s Committee on the Employment of Persons with Disabilities, 2008 Governor’s Trophy for excellence in providing employment opportunities to Texans with disabilities

Information Technology Solutions:

- FY2007-2008 Public Technology Institute Award Winner - Street Network Design
- FY2007-2008 Public Technology Institute Significant Achievement Award - Electronic Overtime Approval System
- FY2007-2008 Public Technology Institute Honorable Mention Award - Computer Aided Dispatch (CAD) and Station Alerting Replacement – Phase 1
- FY2007-2008 Public Technology Institute Honorable Mention Award - Online Jail Blotter system
- FY2007-2008 Public Technology Institute Honorable Mention Award - Special Needs Assessment
- FY2007-2008 Public Technology Institute Honorable Mention Award – Online Health Inspection Reports
- FY2007-2008 Public Technology Institute Honorable Mention Award - CFW Aviation Lease Management Software
- FY2007-2008 Public Technology Institute Honorable Mention Award - Web Application Error Monitor Tool
- FY2007-2008 Public Technology Institute Honorable Mention Award - Library Customer Wireless Services

A-8

- FY2007-2008 Public Technology Institute Honorable Mention Award - Library Online Fine/Fee Payments
- FY2007-2008 Public Technology Institute Honorable Mention Award - Mobile Inspector Computers
- FY2007-2008 Public Technology Institute Honorable Mention Award - Limehouse Software Implementation
- FY2007-2008 Public Technology Institute Honorable Mention Award - Equipment Services Department Fuel Warehouse

Library:

- Public Technology Institute 2007-2008 Technology Solutions Awards:
- Honorable Mention Library Customer Wireless Services
- Honorable Mention Library Online Fine/Fee Payments

Police:

- The first police department in the State of Texas to receive School Resource Officer training for the School Security Initiative provided by Texas State University
- 2008 Texas Association of Vehicle Theft Investigators (TAVTI) LOJACK
- 2008 Children's Advocacy Centers of Texas Team Excellence Award for the State of Texas
- 2008 Texas Crime Prevention Association Manager of the Year Award

Parks and Community Services:

- Finalist, National Recreation and Park Association Gold Medal
- Tree City USA
- Tree City USA Growth Award
- Community Services Block Grant Performance Award for transitioning households out of poverty – Texas Department of Housing and Community Affairs
- 2008 Conservation and Reuse of Water Award, Texas Section of the American Water Works, Gateway Park Soccer and Rugby Fields Improvements
- Native Plant Society - Fellow Award to Suzanne Tuttle
- DFW Metro Area Park and Recreation Directors' Planning Award for Botanic Garden Boardwalk "Physical Fitness on the Boardwalk"

A-9

- Texas Recreation and Parks Society (TRAPS) Region 2 Award for Excellence in Programming for the City Forester Program

Public Events:

- FWCC won Downtown Fort Worth Incorporated “Trailblazer – Urban Design Award”
- 1st Place – Texas Municipal Information Officers Award for Ad Design and Promotional Item
- 3rd Place - Texas Municipal Information Officers Award for Brochure

Transportation and Public Works:

- Communications Concepts 2008 Award of Excellence for Marketing and Public Relations Campaigns (For Storm Water Management Education Campaign)

FORT WORTH



CITIZENS OF FORT WORTH

MAYOR AND COUNCIL



CITY ATTORNEY

 \$5,516,005 49.00 A.P.

CITY MANAGER

 \$7,775,196 42.00 A.P.

CITY SECRETARY

 \$1,022,442 11.50 A.P.

INTERNAL AUDIT

 \$1,187,162 16.00 A.P.

Management Services (D)

EQUIPMENT SERVICES

 \$27,189,589 127.00 A.P.

FINANCIAL MANAGEMENT SERVICES

 \$8,503,718 91.00 A.P.
 Risk Management \$6,665,908 7.00 A.P.
 Debt Service Fund \$58,891,168 0.00 A.P.

HUMAN RESOURCES

 \$4,381,663 37.05 A.P.
 Health & Life \$76,223,567 10.00 A.P.
 Worker's Compensation \$12,989,350 5.65 A.P.
 Unemployment \$342,050 0.20 A.P.

TEMPORARY LABOR
 \$1,884,962 2.10 A.P.

INFORMATION TECHNOLOGY SOLUTIONS

 \$22,912,526 115.00 A.P.

Neighborhood Services (C)

ENVIRONMENTAL MANAGEMENT

 \$872,153 9.50 A.P.
 Environmental Management Fund \$4,304,033 19.50 A.P.

SOLID WASTE
 \$50,222,684 78.00 A.P.

LIBRARY

 \$16,994,721 207.75 A.P.

PARKS & COMMUNITY SERVICES

 \$36,255,181 351.60 A.P.

MUNICIPAL GOLF

 \$5,331,997 48.45 A.P.

MUNICIPAL COURTS

 \$13,215,596 192.50 A.P.

Public Safety and Public Events Services (A)

CODE COMPLIANCE

 \$14,783,367 195.00 A.P.

COMMUNITY RELATIONS

 \$4,056,083 54.05 A.P.

FIRE

 \$103,562,348 948.00 A.P.

POLICE

 \$169,584,253 1,719.00 A.P.
 Federal Awarded Assets \$258,460 0.00 A.P.
 State Awarded Assets \$449,527 0.00 A.P.

CRIME CONTROL & PREVENTION DISTRICT
 \$51,341,543 248.00 A.P.

PUBLIC HEALTH

 \$471,535 12.00 A.P.

Infrastructure Services (B) (E)

PLANNING AND DEVELOPMENT

 \$15,416,048 161.00 A.P.

TRANSPORTATION & PUBLIC WORKS

 \$54,714,713 366.00 A.P.

ENGINEERING

 \$11,824,766 125.00 A.P.

LAKE WORTH TRUST
 \$814,763 0.00 A.P.

MUNICIPAL PARKING
 \$4,291,778 19.00 A.P.

STORM WATER UTILITY
 \$19,327,564 112.75 A.P.

WATER AND SEWER

 \$334,577,926 931.00 A.P.

Economic and Community Development (D)

AVIATION

 \$3,162,904 29.00 A.P.

HOUSING & ECONOMIC DEVELOPMENT

 \$7,202,892 36.30 A.P.

PUBLIC EVENTS

 \$9,230,244 102.00 A.P.

CULTURE & TOURISM

 \$19,931,675 47.40 A.P.

Support Services (*)

NON-DEPARTMENTAL
 \$64,241,832 0.00 A.P.

OFFICE SERVICES

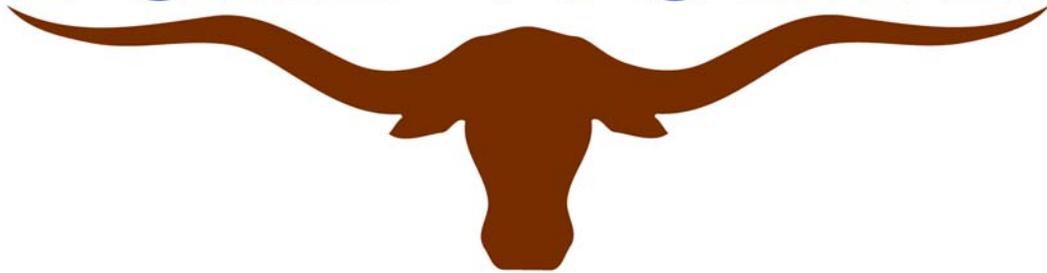
 \$2,555,019 19.00 A.P.

CABLE COMMUNICATIONS
 \$1,019,898 12.00 A.P.

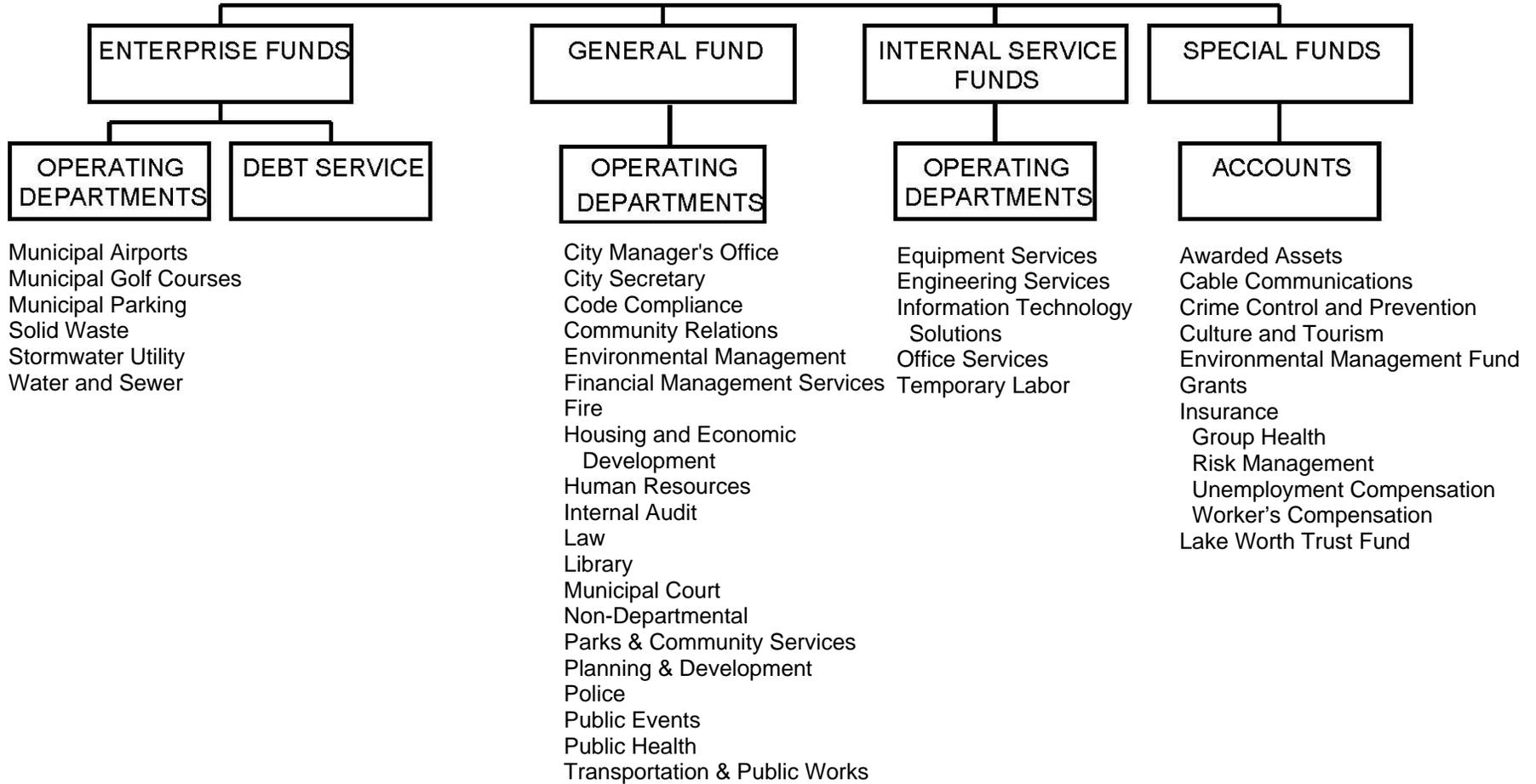
- ELECTED OFFICIAL
- APPOINTED BY CITY COUNCIL
- GOVERNMENTAL FUNCTIONS
- DEPARTMENTS/FUNDS

- (A) Make Fort Worth the nation's safest major city
- (B) Improve mobility and air quality
- (C) Create and maintain a clean, attractive city
- (D) Strengthen the economic base, develop the future workforce, and create quality job opportunities
- (E) Promote orderly and sustainable development
- * Provides City Departments with additional tools to achieve stated Council Strategic Goals

FORT WORTH

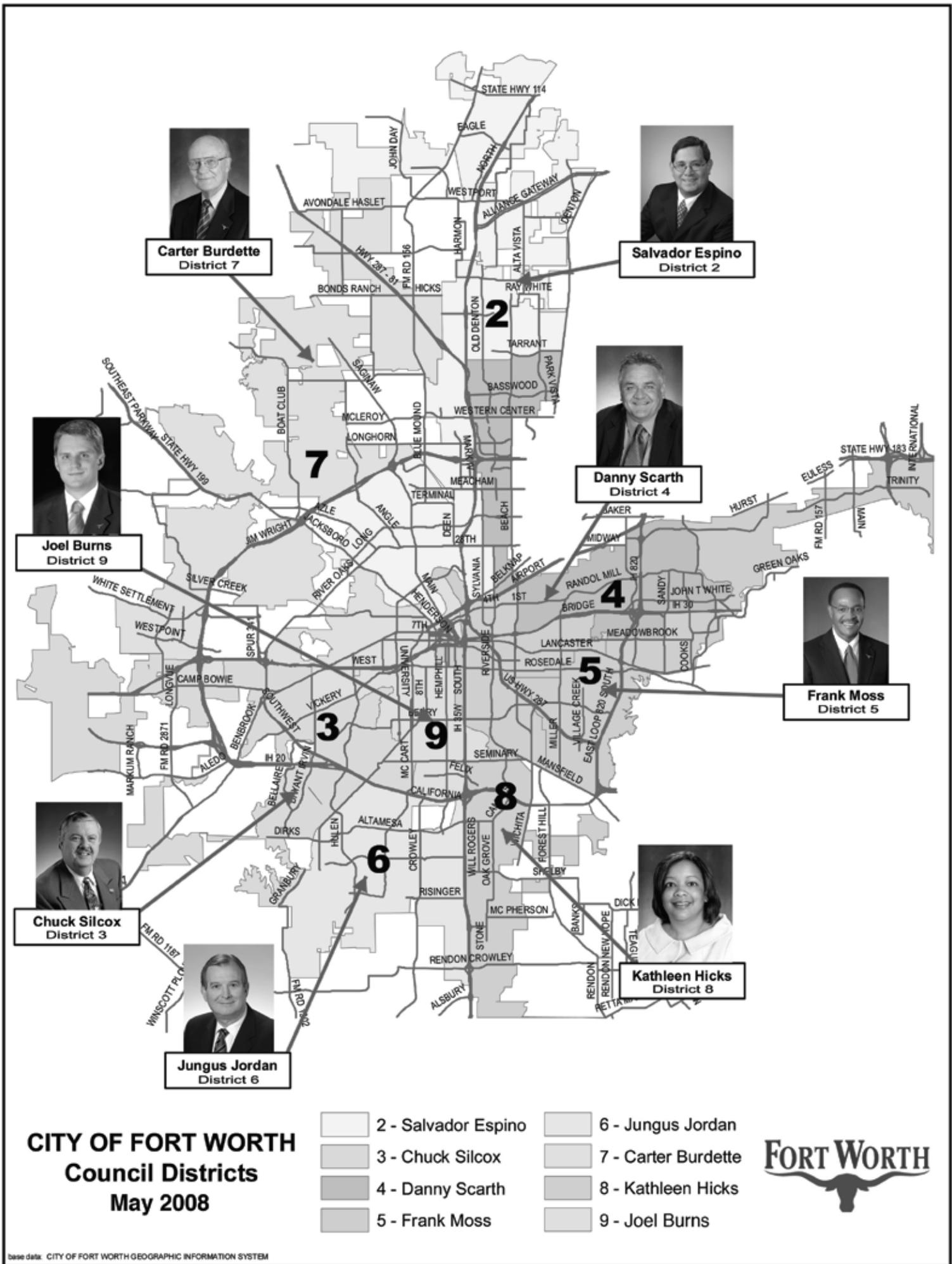


TOTAL CITY OPERATING FUND STRUCTURE



FORT WORTH






Carter Burdette
District 7



Salvador Espino
District 2



Joel Burns
District 9



Danny Scarth
District 4



Frank Moss
District 5



Chuck Silcox
District 3



Jungus Jordan
District 6



Kathleen Hicks
District 8

CITY OF FORT WORTH
Council Districts
May 2008

- | | | | |
|---|---------------------|---|---------------------|
|  | 2 - Salvador Espino |  | 6 - Jungus Jordan |
|  | 3 - Chuck Silcox |  | 7 - Carter Burdette |
|  | 4 - Danny Scarth |  | 8 - Kathleen Hicks |
|  | 5 - Frank Moss |  | 9 - Joel Burns |



FORT WORTH



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

Fort Worth was established as a frontier army post in 1849 by Major Ripley Arnold and named for General William Jenkins Worth, who distinguished himself in the War with Mexico. The outpost became a stopping place on the famous Old Chisholm Trail and a shipping point for the great herds of Longhorn cattle being driven to northern markets. Progressive City leadership brought the first of nine railroads to Fort Worth in 1876 and with the subsequent West Texas oil boom, guided the City into a metropolitan area of more than a 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 industrial service center.

GOVERNMENT. Fort Worth operates under the Council-Manager form of Municipal Government. A Mayor chosen at-large by popular vote and an eight-member, single-district council are elected to two-year terms. In turn, the Mayor and City Council appoint the City Manager who is the Chief Administrative and Executive Officer. The City Council is also responsible for the appointment of the City Attorney, Municipal Judges, City Secretary and the City Auditor.

AREA AND POPULATION. According to the most recent U.S. Census Bureau data, Fort Worth has been the fastest growing large city with a population of more than 500,000 in the nation since April 1, 2000. Since the 2000 Census, Fort Worth's population has increased at a faster rate than it did during the 1990s. The population of Fort Worth as of January 1, 2008 is estimated to be 702,850. From 2000 to 2008, Fort Worth's total population increased by 168,156 persons. This represents an annual growth rate of approximately 3.9 percent. The Dallas-Fort Worth Metropolitan Statistical Area is split into two separate divisions: the Fort Worth-Arlington Metropolitan Division and the Dallas-Plano-Irving Metropolitan Division. The Fort Worth-Arlington Division includes Johnson, Parker, Tarrant, and Wise Counties.

TRANSPORTATION. The Dallas/Fort Worth International Airport (the "Airport") is the third busiest airport in the world in terms of operations and ranks sixth in the world based on passengers. The Airport is the principal air carrier facility serving the Dallas/Fort Worth metropolitan area. First opened on January 13, 1974, the Airport is located approximately 17 miles equidistant from the Cities of Dallas and Fort Worth, Texas. There were more than 342,000 landings at the Airport in 2006. Additionally, the Airport provides nonstop service to Europe, the Far East, Canada, Mexico, Central and South America, the Caribbean and the Bahamas. There are multiple flights every day to 132 domestic and 31 international destinations.

Meacham International Airport, a Fort Worth municipally owned and operated general aviation airport, logs over 76,000 take-offs and landings annually at its all-weather facilities and is equipped with a 7,500-foot runway. Fort Worth Spinks Airport, a general aviation airport located in the southwestern portion of the City is equipped with a 6,000-foot runway and two taxiways. Alliance Airport serves the needs of industrial, business, and general aviation users and is equipped with a 9,600-foot runway.

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, including relocation of Interstate 30 from a point just east of downtown to several miles west. 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, Burlington Northern/Santa Fe Railroad, has its corporate headquarters in Fort Worth. Rail passenger service is provided through Fort Worth, including AMTRAK service between Houston and Chicago. 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 Trailways Bus Lines furnish Fort Worth with transcontinental passenger service; intrastate bus service is provided by Transportation Enterprises and Texas Bus Lines.

EDUCATION. The Fort Worth Independent School District serves the major portion of Fort Worth. The 144 schools in the District operate on the 5-3-4 plan in which the elementary schools (80) teach grades 1-5; middle schools (24), grades 6-8; and senior high schools (13), grades 9-12. The District also has 27 alternative schools. The Fort Worth School District employs more than 4,800 classroom teachers (full-time equivalents) to instruct the more than 79,000 students. Special education programs are provided for the blind, handicapped, mentally retarded, 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 retarded. 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 14 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.

Tarrant County has eight college and university campuses with an enrollment of more than 63,000 students in both undergraduate and graduate programs. Included in these colleges and universities are: Southwestern Baptist Theological Seminary; Tarrant County College, South, Northeast, Southeast, and Northwest Campuses; Texas Christian University; Texas Wesleyan University; 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 33 hospitals with nearly 5,000 beds and 348 bassinets; one children's hospital with 285 beds; four government hospitals; 65 nursing homes; the Fort Worth 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 4,000 full-time jobs and 7,500 reservists 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. The Fort Worth economy is becoming increasingly more diversified. Once heavily dependent upon contracts from the U.S. Department of Defense, Fort Worth is building a strong reputation as a leading city for national and international product distribution facilities. Furthermore, manufacturing and back office facilities continue to locate here as various corporations seize opportunities provided by Fort Worth's skilled labor force and reasonable development costs.

Three factors make Fort Worth an attractive city for distribution and logistics. First, an excellent geographic location at the center of North America. Second, an abundant supply of air, rail and ground transportation. Finally, being located in the central time zone allows business representatives to save time traveling to and from both U.S. coasts.

Companies such as Nestle Foods, Patterson Dental, Valmont Electric, Roadway Packaging, Dillard's, Albertson's, Williamson-Dickie, General Motors, Riddell, Coors, Coca-Cola Enterprises, Galderma, Motorola, and Mrs Bairds operate manufacturing and distribution facilities in Fort Worth. Since 1993, Nokia, Zenith, Con Agra, and Haggar Clothing have constructed and are now operating distribution centers in the City. In 1997, Federal Express completed construction of a new package sorting hub at Fort Worth's Alliance Airport, adding over 850 jobs to the local economy. Additionally, J.C. Penney's built a 400,000 square-foot distribution center, representing a \$140 million investment that employs over 500. Mother Parker's Tea and Coffee, a Canadian company, opened its first U.S. manufacturing facility in Fort Worth in 2000.

Numerous public and private entities have joined forces to address those issues which challenge Fort Worth's economic future. Corporations such as Lockheed Fort Worth, Burlington Northern/Santa Fe, and Bell Helicopter-Textron have provided financial assistance and professional expertise in developing new services aimed at assisting small businesses.

Located strategically between Canada and Mexico, Fort Worth is taking steps to maximize opportunities available through the North American Free Trade Agreement ("NAFTA"). Every other year, Fort Worth hosts its "Aeronafta" conference at which business persons from Canada and Mexico meet with local business leaders to discuss the benefits of air transportation available in Fort Worth. Other trade missions and informational exchanges are forging new partnerships between Fort Worth and our NAFTA partners.

Coordinated efforts by Sundance Square and RadioShack (formerly the Tandy Corporation), has resulted in new housing, entertainment, and retail shopping facilities in Fort Worth's downtown. The City joined this partnership in 1995 by creating a Downtown Tax Increment Financing District ("TIF") to provide infrastructure to support the private investment in this development. The Downtown TIF is administered by Downtown Fort Worth, Inc., a nonprofit entity dedicated to the promotion and redevelopment of Downtown Fort Worth.

In 2002, a new TIF was formed in the downtown area. The Riverfront TIF encompasses the property that is home to RadioShack's new corporate headquarters. The TIF will provide infrastructure support for private investment in the area.

CITY DEVELOPMENTS

The **Tarrant County College District** plans to pay \$238 million to buy the downtown Fort Worth **RadioShack** complex. The buildings and property will provide a new downtown Fort Worth campus. An \$80 million renovation to the RadioShack facility is scheduled to begin later this year and plans call for classes to begin in the downtown campus in September 2009. **RadioShack** said in a securities filing this morning that it will remain in the 400,000 square feet of space it currently occupies in the headquarters complex through June 2011, and has an option to remain in "a portion of the complex through June 2013." The campus will provide services to more than 3,500 students. TCC operates four additional campuses throughout the County with total enrollment of approximately 35,000 students each semester.

ATC Logistics & Electronics plans to hire up to 800 new employees in the coming months for its Alliance-area shipping and repair centers. The company occupy's three buildings in Alliance totaling nearly 1 million square-feet in north Fort Worth.

Daimler Financial Services recently announced their plans to move 750 people to their new Alliance location by the end of summer. The new facility will be a three-story, 160,000 square foot office building.

The Buxton Company broke ground on a planned 25,000 square foot addition to its north Fort Worth headquarters. The building is expected to be complete this summer and will accommodate more than 100 people whom Buxton plans to hire in upcoming months.

Cantey Hanger law firm will be the name plate tenant for a four-story office building currently under construction at 600 W. 6th Street in Downtown Fort Worth. Cantey Hanger Plaza, an 86,300 square foot office building, is expected to be completed this summer.

The Carnegie Building, a 16-story Class A office tower is expected to be completed this June in Downtown Fort Worth. This building will feature 300,000 square-feet of office space with the first floor reserved for retail space.

Carter Distribution Center, Fort Worth's newest master-planned industrial park, broke ground on Phase I of the 800 acre development in January. Once completed this rail-served industrial park will have over 15-million square-feet of development.

Baylor All Saints Medical Center at Fort Worth intends to open a \$13 million breast cancer center next year to help patients steer through the maze of care decisions from diagnosis through treatment. The new facility's staff will focus on better integration to speed up treatment and to help coordinate patients' care. *Star Telegram, June 6, 2008*

Chesapeake Energy Corp. leased 70,000 square feet of office space on the top floor of the parking garage that serves **The Tower** condominiums at Fifth and Taylor streets in downtown Fort Worth. This is to accommodate more than 400 employees of 60 service businesses that work for Chesapeake's affiliate, Texas Midstream Gas Services, as well as employees of Chesapeake Energy Marketing. The employees are being consolidated from offices throughout the Metroplex, including those who work from their homes. *Star Telegram, June 18, 2008.*

According to a state filing, Minneapolis-based **Target Corp.** will open its newest Tarrant County location at 751 Alta Mere Drive in the **Westover Village Shopping Center** in late July after closing its store at 2600 Cherry Lane on July 22. According to project literature published by Margaux Development, the 350,000 square-foot shopping center will feature Anna's Linens, Half Price Books, Party City, McDonald's, Sleep Experts, Lane Bryant, Chase Bank, Big Daddy's Fine Wines and Spirits, Arby's and Bank of America. *Fort Worth Business Press, June 9, 2008.*

A 135-room **Hyatt Place** hotel will be part of **WestBend**, a \$100 million shopping, restaurant and office development planned for the banks of the Trinity River, just south of Interstate 30. It is scheduled to open in spring 2010. WestBend is the renamed **River Plaza** development that has been planned by Fort Worth-based **Trademark Property Co.** Trademark has partnered with **RP Partners**, owners of River Plaza, the 120,000 square-foot office building at 1701 River Run, and other investors on the 350,000 square-foot project. The partnership recently purchased three parcels of land totaling about 7 acres, which includes the 11-story **River Plaza** building and the **Silver Fox Restaurant**. *Star Telegram, Apr 24, 2008*

Dallas-based **Cypress Equities**, the retail development branch of **The Staubach Co.**, closed on a \$163 million construction loan for West 7th, a mixed-use development located on 15.5 acres at University Drive and West Seventh Street in **Fort Worth's Cultural District**. The project will have 350,000 square feet of retail space and is scheduled to open in fall 2009. Several new leases were signed by tenants, including **Movie Tavern, LA Fitness, Lucky Strike, Fireside Pies, Patrizio's Fort Worth City Market, Iron Cactus, Tillman's Roadhouse, Brut, Yofe, Saxby's, Paciugo** and **Sovereign Bank**. *Fort Worth Business Press, Mar 24, 2008*

Chesapeake Energy Corporation will buy the **Pier 1 Imports** building on the western edge of downtown Fort Worth to house its Barnett Shale district headquarters and other North Texas offices. Pier 1, which moved into the 20-story building in the fall of 2004, at Belknap Street and Forest Park Boulevard, will stay in the building, but lease 10 stories for its corporate headquarters. *Star Telegram, Mar 31, 2008*

DynCorp International, a provider of special mission-critical services to U.S. civilian and military agencies worldwide, will increase its presence at **Hillwood's AllianceTexas** development in far north Fort Worth in July when it moves its corporate offices and 350 employees to the area from Irving. DynCorp has leased 75,344 square feet of office space in Heritage Commons II, a new 114,710-square-foot office building at the northwest corner of Interstate 35W and Legacy Crossing. When the move is made this summer, DynCorp will occupy a total of 194,345 square feet at Alliance and have about 900 employees in two buildings that face each other from either side of **Legacy Crossing**. *Star Telegram, Mar 11, 2008 2*

MISCELLANEOUS. Water, sewer and solid waste services are furnished by the City of Fort Worth. Texas Utilities ("TXU") provides electricity and natural gas service to Fort Worth. Basic (local) telephone service is provided by SBC, AT&T, and Verizon while long distance service is provided by numerous carriers.

The Fort Worth Central Library, located in downtown Fort Worth, boasts 175,000 square feet on two levels. The street level is the home of the Hazel Harvey Peace Youth Center, the Amon G. Carter Multi-Media

A-21

Center, the Intel Computer Lab, and a 6,000-plus exhibit gallery. The lower level features the “Our Place” Teen Center, the Rincon en Espanol or “Spanish Corner,” as well as three adult services units, Interlibrary Loan, and the administrative offices. A third unfinished level allows for future expansion.

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Throughout the City, the library system maintains a central library, 2 regional libraries, 10 neighborhood branches and 2 satellite libraries in public housing projects. Moreover, the City has interlocal agreements with 6 of the surrounding suburban communities to share library resources and services.

The Central Library is open 7 days a week providing 52 hours of access to the public. The regional and branch libraries operate 40 hours each week including Saturdays and one or two evenings of service. The library system circulates more than 4 million library materials annually, provides computers at all facilities with informational databases and the Internet, answers reference questions, supports a website with downloadable audio and other online services, offers educational/cultural 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.

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
2002	6,397	638	1,423	2,314	10,772
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	5,391	1,076	1,030	4,351	11,808

Source: Planning and Development Department, City of Fort Worth, 2008.

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
2002	\$688,842,842	\$401,451,115	\$124,270,652	\$157,041,151	\$1,371,605,760
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

Source: Planning and Development Department, City of Fort Worth, 2008.

LABOR FORCE ESTIMATES

	Average Annual 2007	Average Annual 2006	Average Annual 2005	Average Annual 2004 ⁽¹⁾	Average Annual 2003 ⁽¹⁾	Average Annual 2002 ⁽¹⁾	Average Annual 2001 ⁽¹⁾	Average Annual 2000 ⁽¹⁾
City of Fort Worth								
Civilian Labor Force	311,466	308,087	297,953	292,922	293,626	289,576	283,125	278,762
Unemployed	14,058	15,476	16,102	21,263	24,854	23,484	15,652	11,588
Percent of Unemployed	4.5 %	5.0%	5.4%	7.3%	8.5%	8.1%	5.5%	4.2%
Dallas/Fort Worth/Arlington MSA								
Civilian Labor Force	3,099,054	3,072,426	3,020,251	2,975,490	2,943,018	2,940,743	2,893,442	2,844,218
Unemployed	132,946	147,519	157,159	173,623	195,177	190,939	135,871	101,920
Percent of Unemployed	4.3 %	4.8%	5.2%	5.8%	6.6%	6.5%	4.7%	3.6%
Tarrant County								
Civilian Labor Force	873,142	863,479	849,320	835,485	824,196	819,606	801,247	792,657
Unemployed	37,270	41,094	43,609	46,646	52,135	49,660	35,659	28,452
Percent of Unemployed	4.3 %	4.8%	5.1%	5.6%	6.3%	6.1%	4.5%	3.6%

⁽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, 2008.

CITY OF FORT WORTH EXTRATERRITORIAL JURISDICTION AND ANNEXATION POLICY

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

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

PERSONAL INCOME AND BUYING POWER

<u>Entity</u>	<u>Median Household</u>
Fort Worth	\$47,104
Tarrant County	\$53,459

Source: U.S. Census Bureau 2007.

HOUSEHOLD INCOME

	<u>Fort Worth</u>	<u>Tarrant County</u>
Less than \$15,000 to \$34,999	37.0%	31.2%
\$35,000 - \$49,999	16.4%	15.6%
\$50,000 and over	46.6%	53.2%

Source: U.S. Census Bureau, 2007.

THE MUNICIPAL AIRPORT SYSTEM

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

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

Fort Worth Meacham International Airport

Operated since 1925

- 7,500-foot runway, 3,600-foot crosswind runway, 4,000-foot parallel runway
- FAA air traffic control tower, with Instrument Landing System ("ILS")
- 24 hour aviation fuel service
- major/minor maintenance
- flight training for fixed wing and helicopters
- hangar rental space for large and small aircraft
- located in North Fort Worth

Spinks Airport

Opened in 1988

- 6,000-foot runway
- serving general and corporate aviation
- FAA contract control tower with Instrument Landing System ("ILS")
- flight training
- site for hangars available
- located in Interstate 35 South Industrial Corridor

Alliance Airport

Opened in 1989

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

EMPLOYEE RELATIONS. Under the laws of the State of Texas, municipal employees cannot be forced to join a union or to pay dues for union membership, nor are they permitted to strike. Also, State law does not provide for municipal collective bargaining. State law does provide, however, for local referenda on collective bargaining for police and firefighters. Overall, employee relations are considered by the City to be good.