



An Open Letter to the Citizens of Fort Worth

Creating a Vision for the Future

Fort Worth City Council in June of every year begins priority planning – a process to deal proactively with the many opportunities and challenges facing the community. This planning will help guide the activities of citizens, council and staff for the next five years. From this a guide has been developed that we call the “Fort Worth Strategic Goals.”

The strategic goals will enable the City Council to:

- Better understand Fort Worth’s cultural heritage
- Have a consensus on values, vision and a mission for the future
- Translate the vision into an action plan
- Prioritize the use of limited city resources
- Support staff and community groups in focusing efforts on the vision and priorities

City Council will refine and adjust the strategic plan, as circumstances change. Overall, the City of Fort Worth will concentrate on five top-priority strategic goals for fiscal years 2008-09. This strategic goals report is intended to provide a clear and concise statement about where the City Council wants Fort Worth to go over the next five years and to stimulate broader discussion of the important issues facing Fort Worth now and in the future. A number of ongoing administrative and community processes will make the goals reality.

The strategic goals describe:

- What City Council desires to be accomplished over the next five years
- What Council would like Fort Worth to be doing differently
- What the impact will be to the citizens
- What challenges and opportunities must be addressed
- How the City’s efforts will be measured

In Fort Worth, the City continues to take a lead role in identifying and addressing community needs. As in the business sector, the role of government is evolving. The City of Fort Worth will continue to address community problems through the most appropriate methods possible, including partnership arrangements, brokering of services from agencies, contracting for services and other solutions. Success will require the assistance, support and partnership of the entire community.

Mike Moncrief, Mayor

Sal Espino, District 2

Chuck Silcox, District 3

Danny Scarth, District 4

Frank Moss, District 5

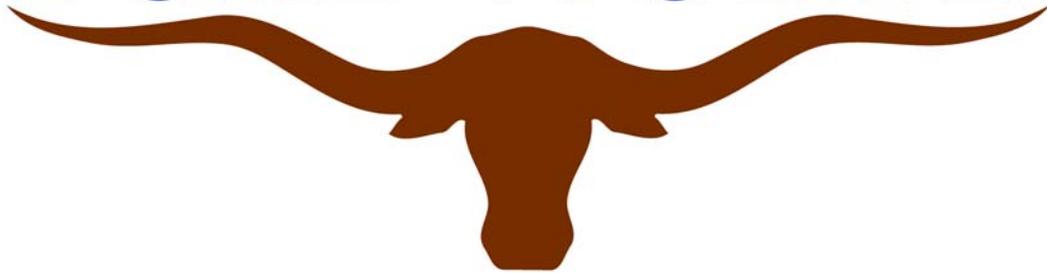
Jungus Jordan, District 6

Carter Burdette, District 7

Kathleen Hicks, District 8

Joel Burns, District 9

FORT WORTH



BUDGET FORMAT

The FY2008-09 adopted budget document for the City of Fort Worth provides historical, present, and future comparisons of revenues and expenditures; planned allocations of resources - both fiscal and personnel; and brief descriptions of the anticipated annual accomplishments of City programs outlined in each department's business plan.

FUND STRUCTURE

Operating budgets are divided into several different funds. Activities supported by tax dollars are included in the General Fund. Enterprise Funds are those that are funded on a fee-for-service basis, such as the Water and Sewer Fund and the Municipal Airports Fund. Services that are provided internally by City departments on a fee-for-service basis for other City departments, such as the Equipment Services Fund, are specified as Internal Service Funds. Finally, Special Funds are financial accounts for special revenue sources. An example is the Workers' Compensation Fund, which administers revenue collected in the form of contributions from City departments that incur workers' compensation claim expenses. Each of these fund types is included in the City of Fort Worth adopted budget.

BUDGET DOCUMENT STRUCTURE

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

CITY STRATEGIC GOALS FOR CITY DEPARTMENTS

Fort Worth City Council conducted a priority planning process to deal proactively with the many opportunities and challenges facing the Fort Worth community. This process was very influential in guiding the activities of citizens, council and staff for the next five years. Overall, the City of Fort Worth will concentrate on five top-priority strategic goals for fiscal year 2008-09:

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

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

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

City Manager's Office	Law
City Secretary	Library
Code Compliance	Municipal Court

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Community Relations	Non-Departmental
Environmental Management	Parks & Community Services
Financial Management Services	Planning & Development
Fire	Police
Housing & Economic Development	Public Events
Human Resources	Public Health
Internal Audit	Transportation & Public Works

OTHER FUNDS

The remaining sections are divided into the Enterprise Funds, Internal Services Funds, and Special Funds.

Enterprise Funds include:

Water and Sewer Fund	Municipal Airport Fund
Solid Waste Management Fund	Municipal Parking Fund
Municipal Golf Fund	Storm Water Utility Fund

Internal Service Funds include:

Equipment Services Fund	Office Services Fund
Information Systems Fund	Temporary Labor Fund
Engineering Services Fund	

Special Funds include:

Risk Management Fund	Awarded Assets Funds
Workers' Compensation Fund	Lake Worth Trust Fund
Group Health and Life Insurance Fund	Cable Communications Fund
Unemployment Compensation Fund	Special Projects Trust Fund
Culture and Tourism Fund	Crime Control and Prevention District Fund
Environmental Management Fund	

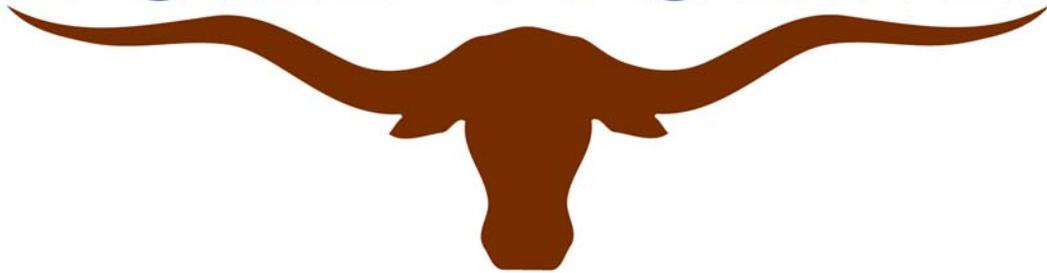
DEPARTMENTAL BUDGET PAGES

Each departmental budget is comprised of different summary forms. The *departmental/fund budget summary* pages provide a description of departmental/fund responsibilities and consolidation of departmental expenditures and staff levels. These resource allocations are provided for FY2006-07 unaudited actual expenditures, FY2007-08 adopted expenditures, FY2008-09 proposed and adopted expenditures. Expenditures are broken into five cost categories: personal services, supplies, contractual services, capital outlays, and debt service. Staffing levels, chain of command, and major functions are depicted through an *organizational chart*. The *departmental objectives and measures* page explains the annual departmental objectives and provides program measures. The *departmental summary by center* pages provide a summary of each departmental center's past, present, and future expenditure and personnel allocations. The budget document is color-coded to allow the reader to reference specific pages more easily. The City Manager's Message and all other descriptive pages in the introductory section are printed on white unless otherwise noted in the following color-coding chart. This chart indicates the page color for each type of recurring page in this document.

<u>PAGE TITLE</u>	<u>PAGE COLOR</u>
Fund Statement	Ivory
Fund Budget Summary	Gray
Cash/Fund Balance	Gray
Fund Five-Year Forecast	Gray
Comparison of Expenditures	Yellow
Comparison of Revenues	Tan
Departmental/Fund Budget Summary	White
Organizational Chart	White
Significant Budget Changes	Green
Departmental Objectives and Measures	Gray
Departmental Summary by Center	Blue

A glossary is included near the end of the document to assist the reader with unfamiliar terminology.

FORT WORTH



BUDGET PROCEDURE, BASIS AND PHILOSOPHY

PROCEDURE

The Fort Worth City Charter provides that on or before August 15 each year, the City Manager must submit to the City Council a proposed budget that provides a complete financial plan for all City funds and activities for the ensuing year. With this requirement in mind, the Budget and Research division establishes a budget schedule each year to enable the City Manager and his or her staff to prepare a proposed budget that will meet all provisions of the City Charter, and provide the City Council with a thorough, informative description of the level of municipal services being proposed and their costs.

Below is a synopsis of each budget process phase as it pertains to FY2008-09 budget preparation:

Policy Issues:

Departments began the budget process by submitting policy issues that may impact departments in the immediate future. In general, policy issues are salient issues expected to impact the ways in which each department accomplishes its departmental mission over the next five years. Such issues tend to have budget implications. Moreover, they reflect broad trends, rather than specific departmental budget requests for additional authorized positions, equipment, and other major needs.

Five-Year Financial Forecast:

As a preview to consideration of the proposed budget, the City Council is presented with the City's Five Year Financial Forecast. The intention was to give the Council a big-picture framework and long-term context in which to make annual budget decisions. The forecast also serves to prepare the Council for any anticipated discrepancies between projected revenues and expenditures in future years

On April 8, 2008, the Budget and Research Division, with the help of an outside consultant, presented a five-year financial forecast to the City Council. This comprehensive forecast was developed over the course of three months with the assistance of staff in Finance, Planning and Development, Human Resources, Economic and Community Development, and other departments. It featured detailed projections for each expenditure account, including the following: general and civil service salaries; group health insurance; motor vehicle and diesel fuel; and gas and electric utilities. Revenue accounts were projected with similar scrutiny, including: property tax revenue using permitting data and historical growth trends; sales tax revenue using historical analysis and the impact of the current economic environment; and licenses, permits, and fines based on an in-depth analysis by the associated departments. The forecast also included other assumptions, including no net increase in the size of the General Fund workforce through FY2012-13.

The forecast projected expenditures to outpace revenues in each of the five years, with an average annual growth rate of 5.4% and 4.8% respectively. Personnel costs were projected to grow from 70% of expenditures to 73% in five years, and property taxes – the largest single component of General Fund revenue – were projected to increase at a slower rate than previous years based on concerns with the housing market and economic hardship. The forecast showed that without a realignment of priorities and a streamlining of the City's operations, the City would continue to struggle to reach its General Fund reserve requirement of 10% of all operating costs.

Personnel Data (SBFS) Cleanup:

The annual budget preparation process takes place in early March when the Budget and Research division opens

the Budget Reporting and Analysis Support System (BRASS) Budget software to the departments to start the salary and benefits adjustment/clean up process. The personnel data cleanup allows departments to make any necessary corrections to personnel information from the previous fiscal year, to ensure that the appropriate amount of funding is budgeted for salaries and related personnel costs in the following fiscal year.

Budget Kickoff:

The “Budget Kickoff” meetings are scheduled so that the Budget and Research division distributes budget instructions and standard budget forms to departments and the opening of the BRASS Budget system to the departments again to input their budget requests.

Program Prioritization Phase:

The program prioritization process is an effort to link specific programs with results that can easily be tracked and measured. The program prioritization process also provided an economic foundation and framework that could be followed throughout the budget process. It allowed the City of Fort Worth to determine the best decision making process for highest and best use of limited resources. The program prioritization process identified distinct programs along with the number of full-time employees that support the program and the total cost. Departments’ effectively graded their own programs based on evaluation criteria linked to the City Council and City Manager priorities. Then the departments presented their respective programs in order of priority in a prescribed format to the Financial Management Services Department.

The program prioritization process tasked city departments with identifying their core and non-core services at the 70%, 80%, 90% or 100% funding level. To accomplish this, the following thought-provoking questions were offered as a starting point. How successful has the department been in achieving its overall mission, goals, and objectives? What is a specific program area in which you would like to become more efficient? What are your most significant personnel issues (training, productivity, diversity, and manager accountability and performance issues)? The department’s core services also have to be aligned with the City Council’s strategic goals and the City Manager’s priorities. Areas that were identified as non-core to the respective department were submitted as program reductions with authorized positions and associated costs.

Departmental Request Phase:

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

Analyst Recommendation Phase:

The Analyst Recommendation phase of the budget process began with careful Budget Analyst review of the budget requests submitted by their assigned departments. Based on analyses of historical spending patterns and careful consideration of Budgetary Supporting Detail and other information provided, the Budget Analyst made adjustments to a department’s budget request. During that analysis process, some Budget Analysts also returned to a department for clarification regarding budget requests. In that manner, Budget Analysts formulated their budget recommendations, which were then presented to the Budget Manager and subsequently to the Assistant Director responsible for the budget. Once budget recommendations were determined, each Budget Analyst drafted a

Departmental Reconciliation sheet for each of their departments, which summarized recommended budget and authorized position levels, as well as all proposed major funding changes.

Based on feedback from the Budget Manager and the Assistant Director, the analysts made any necessary modifications to the budget recommendation for each department. The preliminary recommendations were then presented to the City Manager and all Assistant City Managers. At the same time, departments received from their assigned Budget Analyst a copy of their Departmental Reconciliation sheet, on which budget recommendations were summarized. Throughout the spring and summer, the City Manager and City staff discussed the development of the budget and elicited policy direction from the Council through several budget workshops, thus further framing the proposed budget.

Proposed Budget Phase:

Once the City Manager received the preliminary budget recommendations, he met with all Assistant City Managers and the Budget staff to review and make adjustments to the recommendation. Following that review, the City Manager made final changes to the recommendations. Budget staff implemented those changes and began preparation of the City Manager's proposed budget document, entitled the *Annual Budget and Program Objectives as Proposed by the City Manager*.

The Proposed Budget document is supplemented with a book that contains copies of funded and unfunded program improvement packages, as well as program reduction packages. While improvement packages represent expanded or new programs, reduction packages represent a department's proposal for potential programs or items to be cut from the budget, should the City Council determine that budget reductions are necessary. The unfunded packages appear by department in the ranking order provided by each department. The reduction packages contained the result of a city-wide exercise on program prioritization conducted to create efficiencies (see Program Prioritization Phase). These improvement and reduction packages are reviewed as part of the budget process. The City Council is advised to use the decision package book as a means to evaluate various service levels within existing budget parameters. The decision packages allow the Council to compare the needs in a system-wide perspective with clear, programmatic consequences of funding decisions.

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

Adopted Budget Phase:

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

PHILOSOPHY

On November 8, 1984, Fort Worth voters approved a number of amendments to the City Charter relating to the budget process. These amendments were substantially based on the budget section of the Model City Charter and replaced certain archaic elements of the old charter that had not been modified since 1924. It is believed that these amendments facilitate the budget enactment and administration process. Included within these charter revisions were amendments that clarified and simplified the three types of appropriation transfers. At any time during the fiscal year, the City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, division, or section upon compliance with such conditions as City Council may establish by ordinance. Upon written request by the City Manager, the City Council may, by ordinance, transfer part or all of any unencumbered appropriation balance from one department to another. If at any time during the fiscal year the City Manager certifies that there are revenues in excess of those estimated in the budget that are available for appropriation, the City Council, by ordinance, may make supplemental appropriations for the year up to the amount of the excess.

The City's basis of budgeting system is designed to be consistent with its accounting system, the modified accrual basis of accounting. Under this system, revenues are recognized when they become measurable and available. Expenditures are recognized when the fund liability is incurred within the current period.

In accordance with its accounting system, the City of Fort Worth's budget development process is built on the historical analysis of line-item expenditures. Additionally, program performance measures have been identified to track the progress of departmental programs. Program enhancements are prioritized Citywide in order to dedicate the City's limited resources as effectively as possible. Performance measure tracking systems, as part of a departmental business plan, have also been developed in an effort to link fund allocations with desired and actual outcomes. Coordinating with the City's accounting system and Financial Management Policy Statements, refinements and modifications are made to the budget process each year so that Fort Worth will maintain a more effective budget system.

BASIS OF BUDGETING

The City adopts an annual budget for the General Fund for which the level of expenditure may not legally exceed appropriations for each department or fund classified in the following categories:

- 1) Personnel
- 2) Supplies
- 3) Contractual Services
- 4) Capital Outlays, and
- 5) Debt Service

Proposed expenditure appropriations for all departments and operations of the City are prepared under the direction of the City Manager. The City Manager may not amend appropriations within the above-mentioned categories for a department without seeking City Council approval. The City Council may increase, decrease or reject any item in the budget submitted by the City Manager taking into consideration the recommendation of the City Manager.

Each year the Budget and Research Division projects revenues (income) for the ensuing five years as part of the 5-year financial forecast. The first year of the five-year projection is used as the basis for the annual operating budget. The annual operating budget balances operating expenditures with operating revenues, provides for adequate funding of city retirement systems, provides for adequate maintenance of capital, plant and equipment, with timely replacement, and maintains an insurance fund.

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The City budgets for governmental funds, which include the General Fund and Debt Service based on the modified accrual basis of accounting. Under this method, revenues (income) are recognized in the period they become measurable and available to finance expenditures of the same period and expenditures (expenses) are recorded when incurred.

Exceptions to the modified accrual basis of accounting are as follows:

- Encumbrances are treated as expenditures in the year they are encumbered, not when the expenditure occurs.
- Grants are considered to be revenue when awarded, not when earned.
- Sales and use taxes are considered to be revenue when received rather than when earned.

The budgets for all proprietary funds, which include Enterprise Funds, Internal Service Funds, and Special funds, are prepared using the accrual basis of accounting, with exceptions listed below. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

- Capital outlay is budgeted as expenditure in the year purchased.
- Depreciation is not budgeted.
- Principal payments are shown as expenditures rather than reductions of the liability.
- Encumbrances are treated as expenditures in the year they are encumbered, not when the expense occurs.

Operating expenditures are controlled at the department level for General Fund and the fund level for other funds and may not exceed appropriations at those levels. Budget transfers within a department may be made with administrative approval, provided that the transfer is within the same fund. Transfers between departments within the same fund require City Council approval by resolution. Transfers between funds require City Council approval by resolution or ordinance. Increases in total appropriations require City Council approval by ordinance. Since expenditures may not legally exceed budget appropriations, amendments to the budget are sometimes required. A budget amendment is accomplished via a supplemental appropriation, which requires City Council approval by ordinance.

FORT WORTH



FY 2008-09
Suggested Schedule for Budgeting and Tax Collection

Date	Event	Statute / Code	City Charter
May 15	Deadline for submitting appraisal records to ARB [Code] "by May 15 or as soon thereafter as practicable."	Tax Code 25.22(a)	
July 20	Deadline for ARB to approve appraisal records.		
July 20	Prepare IR or memo for submission to Council of (1) appraisal roll and (2) collector's certification of an estimate of collection rate for current year.		
July 25	Deadline for Chief Appraiser to certify rolls to taxing units.	Tax Code 26.01(a)	
July 29	Submission of appraisal roll to governing body; collector's certification of an estimate of the collection rate for the current year [26.04(b) "by August 1 or as soon thereafter as practicable . . ."].	Tax Code 26.04(b) 26.04(e)	
July 30	(1) Calculation of effective and rollback tax rates; (2) Draft IR or memo for effective and rollback tax rates.		
August 5	Prepare Resolution for Council to consider an increase in taxes and set Public Hearings, to be considered at <u>August 19</u> meeting and submit to M&C Center for distribution in Council Packet.		
August 12	(1) Submission to Council of effective and rollback tax rates [26.04(e) "by August 7 or as soon thereafter as practicable . . ."] by IR or memo (2) Proposed budget presented to Council;	(1) Tax Code 26.04(e) (2) LGC 102.005(b)	
August 13	(1) Ensure Resolution is on Council Agenda for Aug 19. (2) Publication in newspaper of effective and rollback tax rates, statement and schedules [26.04(e) "by August 7 or as soon thereafter as practicable"] (3) Proposed budget placed on website.	(2) Tax Code 26.04(e) (3)LGC 102.005(c)	
August 19	(1) Appropriations Ordinance, Debt Service Ordinance, and Ad Valorem Tax Ordinance reading at Council meeting with Public Hearing; (2) Discuss tax rate and consider Resolution if proposed tax rate will exceed the rollback rate or the effective tax rate (whichever is lower); take record vote on Resolution (record votes and scheduled hearings will be placed in Notice of Public Hearing on Tax Increase);	(2) Tax Code: 26.06(b)	(1) Ch. X , Sec 2

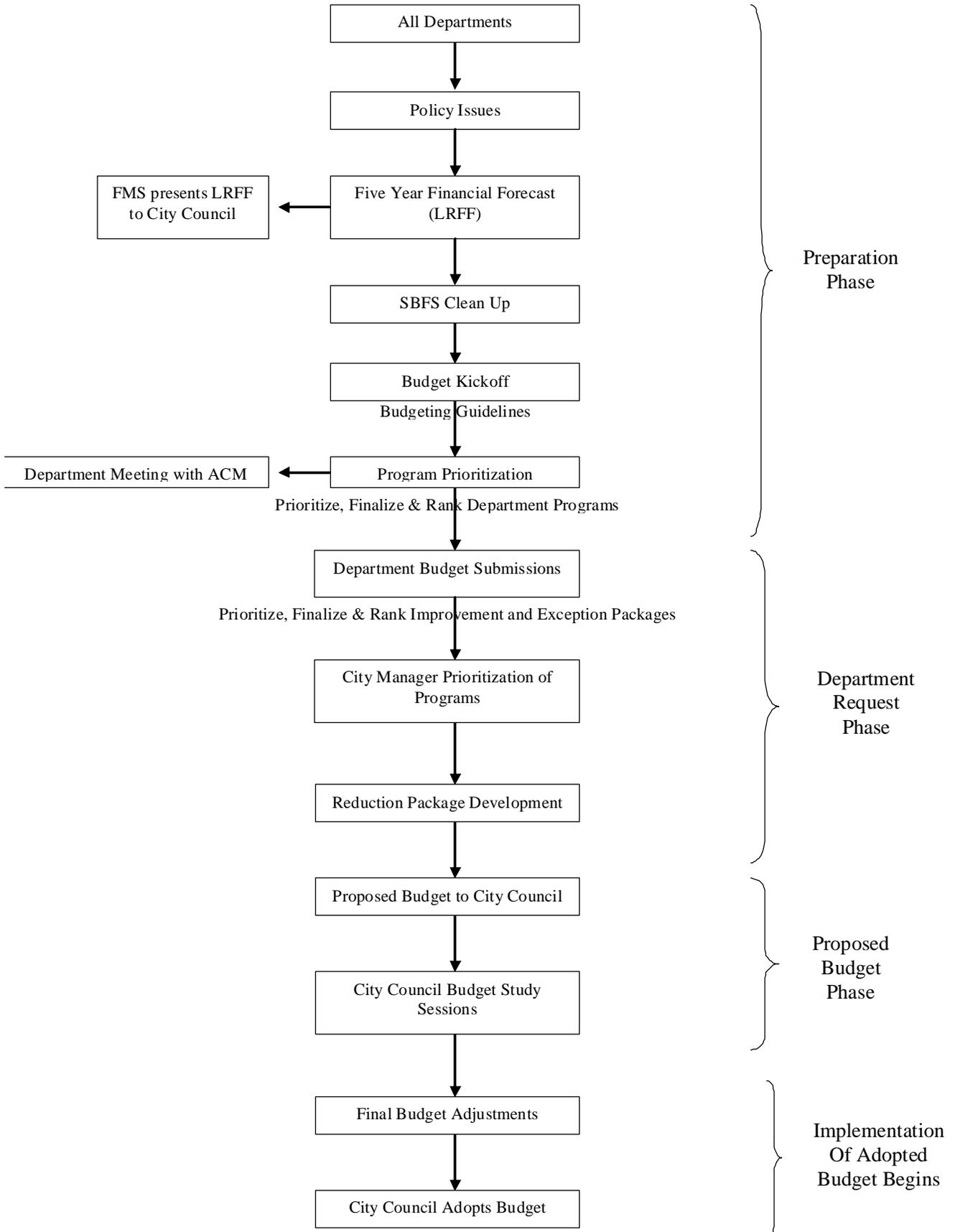
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FY 2008-09
Suggested Schedule for Budgeting and Tax Collection

Date	Event	Statute / Code	City Charter
August 20	<p>(1) Prepare, review and send Notice of Public Hearing on proposed budget to newspaper and webmaster – include language in Public Notice required by 102.005(b).</p> <p>(2) Notice of Public Hearing on Tax Increase drafted, reviewed, and sent to newspaper [26.06(a)], television [26.065(c)], and website [26.065(b)] for publication on August 25; <i>Comptroller has prescribed form</i>. Television requirement: 60-second notice at least five (5) times per day between 7:00 a.m. and 9:00 p.m. [26.065(c)]. Notice should run through September 9. Website requirement: Notice should run through September 9 (take down September 10 – Tax Code 26.06(c)).</p> <p>(3) Prepare, review and send Appropriations Ordinance to newspaper.</p> <p>(4) Ensure Public Hearing on Appropriations Ordinance, Debt Service Ordinance, and Ad Valorem Tax Ordinance on Agenda</p>	<p>(1) LGC 102.005(b)</p> <p>(2) Tax Code: 26.06(a) 26.065(b) 26.065(c)</p>	<p>(3) Ch. X, Sec 2</p> <p>(4) Ch. X, Sec 2</p>
August 25	<p>(1) Notice of Public Hearing on proposed budget appears in newspaper and website.</p> <p>(2) Notice of Public Hearing on Tax Increase published in newspaper, appears on TV and website. <i>Note: Notice may not appear in part of the paper in which legal notices and classified ads appear. Tax Code 26.06(c). Notice for TV must contain substantially the same information as appears in the newspaper. Tax Code 26.06(d)</i></p>		
August 26	Public Hearing on Appropriations Ordinance, Debt Service Ordinance and Ad Valorem Tax Ordinance at Council Meeting		Ch. X, Sec 2
August 27	<p>(1) Ensure Public Hearing on Tax Increase is on Council Agenda;</p> <p>(2) Ensure date, place and time of vote on tax rate is on Mayor’s annotated agenda to be announced at Public Hearing;</p> <p>(3) Ensure Appropriations Ordinance, Debt Service Ordinance and Ad Valorem Tax Ordinance are on Council Agenda, with Public Hearings for each;</p> <p>(4) Prepare, review and send Notice of Tax Revenue Increase to newspaper, cable, and webmaster to be published day after both Public Hearings;</p>	<p>(2) Tax Code 26.06(d)</p> <p>(4) Tax Code 26.06</p>	

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FY 2008-09
Suggested Schedule for Budgeting and Tax Collection

Date	Event	Statute / Code	City Charter
Sept 2	<p>(1) Public Hearing on tax increase [26.05(d)]. The date, place and time of the vote on tax rate must be announced to the public [26.06(d)];</p> <p>(2) Public Hearing on Appropriations Ordinance, Debt Service Ordinance, and Ad Valorem Tax Ordinance.</p> <p>(3) At Public Hearing, Mayor announces date, place and time of vote on tax rate.</p> <p>(4) Notice of Public Hearing on Tax Increase appears in newspaper, on television, and website, published at least seven (7) days before Public Hearings [26.06(a)];</p>	<p>(1) Tax Code: 26.05(d) 26.06(d)</p> <p>(3) Tax Code 26.06(d)</p>	(2) Ch. X, Sec. 2
Sept 3	<p>(1) Notice of Tax Revenue Increase is published in newspaper [26.06(d)]; on television [26.065(c)], and website [26.065(b)]. Television requirement: 60-second notice at least five (5) times per day between 7:00 a.m. and 9:00 p.m. [26.065(c)]. Notice should run through September 16. Website requirement: Notice should run through September 16 (take down September 17);</p> <p>(2) Ensure Public Hearing on tax increase on Council Agenda;</p> <p>(3) Ensure Public Hearing on Appropriations Ordinance, Debt Service Ordinance and Ad Valorem Tax Ordinance on Council Agenda;</p> <p>(4) Ensure date, place and time of vote on tax rate is on Mayor's annotated agenda to be announced at second Public Hearing.</p>	<p>(1) Tax Code: 26.06(d) 26.065(b) 26.065(c)</p>	
Sept 9	<p>(1) Second Public Hearing on tax increase [26.05(d)]. The date, place and time of the vote on tax rate must be announced to the public [26.06(d)]; said date for vote must be 7-14 days from this date;</p> <p>(2) Public Hearing on Appropriations Ordinance, Debt Service Ordinance and Ad Valorem Tax Ordinance;</p> <p>(3) Website Notice of Public Hearing on Tax Increase may be removed from website; Television notice of Public Hearing on tax increase may cease.</p> <p>(4) Notice of Tax Revenue Increase is published in newspaper. This date must be seven days before the meeting to adopt the tax rate [26.06(c)]; Notice should still be running on television and website.</p>	<p>(1) Tax Code: 26.05(d) 26.06(d)</p> <p>(4) Tax Code: 26.06(c)</p>	(2) Ch. X, Sec. 2

Budget Process



FORT WORTH



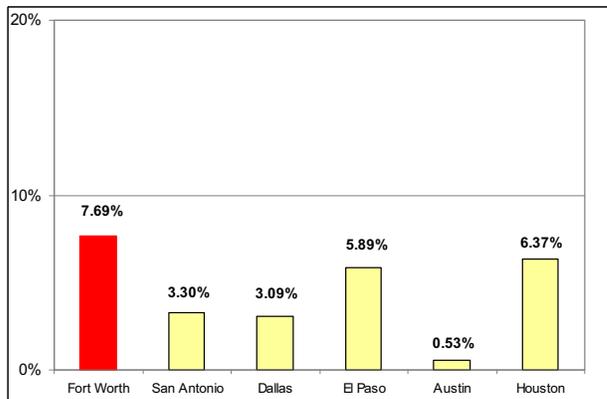
FORT WORTH'S ECONOMIC ENVIRONMENT

The City of Fort Worth began its FY2008-09 budget process in January 2008 in an economic climate that had most standard economic indicators, such as unemployment, inflation, and new construction, pointing toward a slowdown in the local and regional economies that mimicked a stronger, national trend in the same direction.

Each year the City of Fort Worth budget process begins with a thorough analysis that attempts to predict and evaluate how economic, financial, and population trends will affect both the resources available to the City of Fort Worth, as well as possible additional demands for City services. This information is provided to policymakers to assist them in making the best possible decisions during the budget evaluation process. This year, the local economic picture has been mixed, with sales tax still showing positive growth, but with other indicators, such as the numbers of permits issued for new houses, declining significantly, indicating an overall cooling in the local economy.

Sales Tax Benchmark, April-June 2008

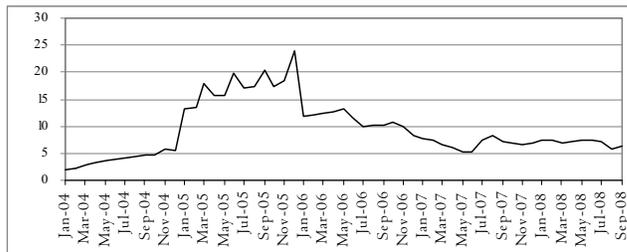
Actual Year-to-Date Compared to
Actual Same Period Year-to-date



Although the City tries to maintain a diverse tax base, Sales Tax revenue remains an important indicator of the City's economic condition and must be closely monitored throughout the fiscal year. Since mid-2003, Fort Worth's actual sales tax collections have experienced positive growth. Recent data show that sales tax growth has remained positive. It is expected that an overall drop in consumer confidence will cause sales tax growth to slow considerably. It is even possible, if the economy enters a protracted recession, that sales tax revenue could experience negative

growth. Negative growth in sales tax revenue would challenge the City's ability to provide expected services to its residents.

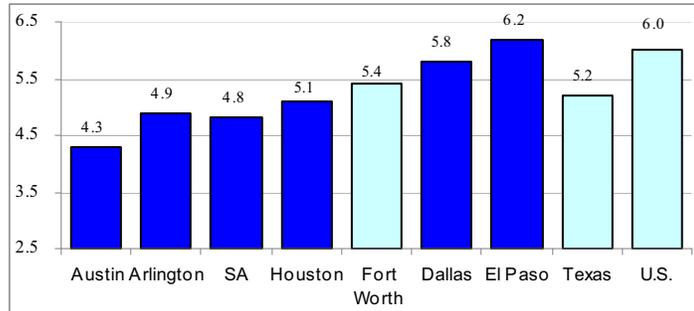
SALES TAX REVENUE TREND (CHANGE IN 12-MONTH MOVING AVERAGE, % CHANGE)



The actual sales tax collection year-to-date in September 2008 was approximately 14.5% higher than the year-to-date value for the same month last year. The most recent 12-month moving average (September 2008) was approximately 6.34% higher than the previous 12 month moving average.

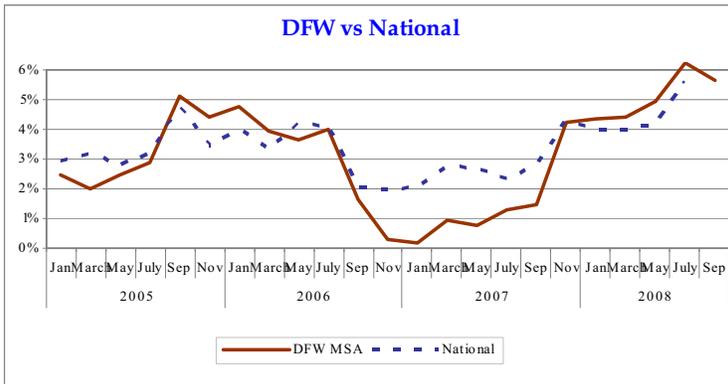
The City's Unemployment Rate was 5.4% for September 2008, a figure slightly higher than the Texas average of 5.2% for the same month. Unemployment in Texas and in Fort Worth is significantly lower than the national unemployment rate of 6.0% for the same month. Unemployment levels are expected to rise nationally, as the economic situation

Unemployment Benchmarks (September, 2008)



continues to be uncertain. The level of unemployment in Fort Worth has tracked lower than the national average partly due to the economic impact of the Barnett Shale and the higher rate of economic growth experienced in the area. However, the national economic slow down has already reduced gas and oil prices, and if they continue to fall, the economic impact of the Shale may not be enough to prevent a more significant rise in the number of unemployed local workers. Additionally, overall growth in the regional economy is expected to slow considerably, in conjunction with the nation as a whole.

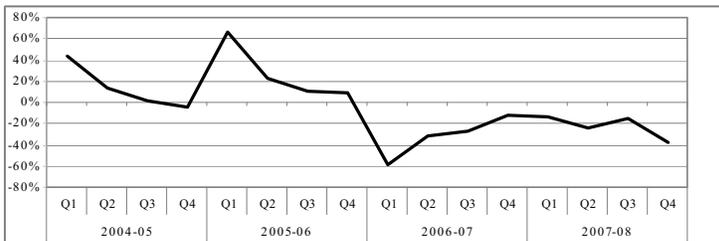
National & Local Inflationary Trends



The Consumer Price Index (CPI) indicates the average price paid by households for a representative sample of goods and services. The CPI for the D/FW metroplex, recorded in September 2008, showed prices rising by 5.66% over last year. The national rise in CPI for the same period was 4.94%. The CPI for the D/FW metroplex

has risen significantly in the last few quarters. Higher percentage changes in the average price of good suggest economic instability and are less desirable than small percentage price changes.

New Housing Starts (% Change in Number of Permits From Same Quarter in Previous Year)



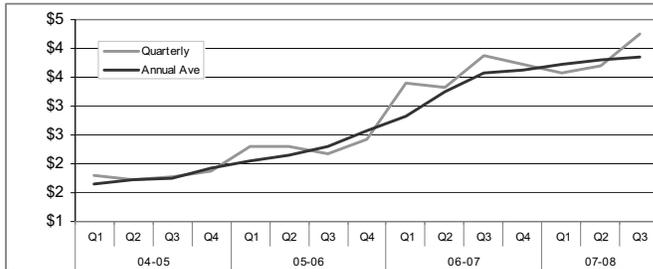
The City of Fort Worth Planning and Development Department reported a 37.5% decrease in the number of Single-Family Building Permits issued for the fourth quarter FY07-08 (Aug-September) over the same period last year.

The decline in the number of permits issued for single-family homes represents a significant change from the historic numbers of permits issued in FY2005-2006. This decline is not entirely surprising, however. This sector of the economy has experienced a decline nation-wide, a situation largely due to irresponsible lending for home mortgages. Careless lending caused the mortgage market to essentially collapse, limiting the availability of credit for new home buyers in the area. Buyers who cannot secure credit cannot purchase new homes. Builders then face excess inventory and are not willing to build new houses until those they already have built are sold, thereby drastically decreasing the number of permits issued for new construction.

While the decrease in the number of permits issued is an indicator of the slowing growth in the Fort Worth economy, a more significant change is the declining total value represented by these permits. In the fourth quarter of FY2007-2008, the total value of property associated with new single family permits decreased by 71.9%. For FY2007-08 as a whole, the total value associated with new home permits was \$688,587,661; a reduction of more than 43%. These figures seem to indicate two possibilities: that individuals who are able to build new houses are choosing to build less expensive houses; or that home prices in general are trending downward. Any reduction in property values would significantly impact City revenues from ad valorem tax revenue and would present a difficult funding challenge.

Hotel/Motel Tax Revenue

Quarterly and Smoothed Annual Average
Collections in Millions



Another indicator of the local economic picture is the collection of Hotel/Motel Tax revenue. This revenue is used to fund efforts to promote the City nationally and internationally. The amount of revenue collected through Hotel/Motel taxation has increased by 8.8% in the third quarter of FY2007-08, over the same period last fiscal year.

The economic indicators provided in this summary give a broad view of how the City of Fort Worth's economy is performing. The current figures offered in this profile will change with time. As watchful consideration is given to each indicator, the City will manage its budget with continued, additional caution.

FORT WORTH



POLICY ISSUES

Significant Issues with Budgetary Impact:

This section provides an overview of issues that are expected to result in some level of budgetary impact over the next one to five years. The issues listed are often in the preliminary, problem identification stage, but could pose significant resource allocation challenges in the near future. This year, the issues submitted by departments have been grouped into three broad categories according to the time period when they will be addressed: Near Term (addressed next budget year), Mid Term (addressed year 2 through year 4), and Long Term (addressed year 5 or later). Additionally, within each chronological category, issues are subdivided by category into Service Level Enhancements, Process Improvements, Technology, as well as Facilities and Infrastructure. Adequately addressing these issues will require some sort of City Council action/decision. While some of the issues may result in requests for funding, others may require setting broader policy to address future service needs in the City of Fort Worth.

NEAR TERM ISSUES

SERVICE LEVEL ENHANCEMENTS:

Multifamily Inspections – Rental Registration: The City Council has approved changes to the Rental Registration Ordinance that significantly alters the requirements for residential property owners within the City. Starting January 1, 2008, the Code Compliance Department began registering multi-family complexes with three or more rental units (a change from the previous Ordinance that registered complexes with at least eight units), and single and two family rental properties with major code violations. The Code Compliance Department received increased funds for staffing the first phase of the expansion of the Multifamily Inspection Section for FY07-08. Phase two and three will be allocated in future budget cycles. The additional funding is for four Code Officers, two Code Technicians, and related vehicles and equipment. These positions are required to fully implement the inspection, enforcement, and registration of one and two family rentals with major code violations (funding in FY07-08 was earmarked to address complexes with three to 7 units).

Additional Neighborhood Code District: Currently, the Code Compliance Department is under-resourced to address the Central City. In order to meet minimum service demands in many neighborhoods, the Department must temporarily re-allocate Code Compliance officers from other areas of the City. This movement of officers has resulted in a net decrease in service levels throughout the City. By providing only short-term service improvements without sustained attention, neighborhood conditions quickly reverse. The neighborhoods that provide officers for reallocation also experience a resulting decrease in service delivery. An additional Neighborhood Code District focusing on the Central City would provide for an adequate and sustained level of service.

Expand Code Compliance Training Division: The Training Division of the Code Compliance Department was created in October of 2004 with funding for one senior officer and supplemental funding for development and implementation of a training program for Code employees. At that time, the Department had about 105 total employees. Since that time, the size of the department has increased by approximately 86% and the complexity has doubled as a result of new ordinances, services, and policies (e.g. Rental Registration, Junk Yards, Metal Recycling, Illegal Dumping, etc). The current training officer undertakes many additional responsibilities including, but not limited to, serving as the Department's Safety Coordinator, updating employees' State licenses and registrations, working with the Planning and Development Department on zoning issues, and training on zoning issues. A second training position is needed to share these responsibilities and to maintain and improve, on a continuous basis, the quality of training received by the entire Code Compliance staff.

Cost to Acquire and Operate Diesel Fuel Vehicles: Federal legislation focusing on improving air quality requires that the City pay a cost for acquisition of diesel fuel vehicles, and an additional fuel charge to operate those vehicles. The Environmental Protection Agency estimates that new regulations would increase the cost of acquiring new diesel fuel vehicles from the current \$1,200 per vehicle, to \$1,900 per vehicle. Diesel fuel costs under the new regulations are expected to increase between 4.5 to 5 cents per gallon. The City of Fort Worth currently has 1,056 diesel fuel vehicles that consume approximately one million gallons of fuel each year. Assuming that the City replaces 10% of those vehicles, then the City's acquisition cost should increase between \$127,200 and \$201,400 per year. The operating cost for fuel should increase between \$45,000 and \$50,000 per year. The impact of this legislation began in 2008 and may increase in 2009 with more stringent diesel vehicle restrictions being considered by the federal government.

Additional Fleet Technician Staff: The Equipment Services Department (ESD) has shown no growth in staffing in the past five years. Increased process efficiencies and improved staff training have allowed the department to maintain service levels with the limitations of current staffing levels. However, as the City grows so does its fleet, and additional technicians will be needed to maintain those vehicles, in order to maintain equivalent levels of service. While some staffing needs can be realized through no increase in ESD's budget (because work that is currently being outsourced could be performed internally at a lower cost), the increased number of heavy-duty vehicles for the Water Department and Storm Water division will require more ESD technicians. The Equipment Services Department is working with the Water Department on the expansion of the service facility at the Holly Water Treatment Plant. Once this facility is expanded, nine additional technicians will be needed to maintain the Water Department's vehicle fleet. It is estimated that the annual cost for nine additional technicians will be approximately \$405,000. As the City's vehicle fleet continues to grow, this issue will only intensify.

Succession Planning: The Human Resources Department has identified a number of critical positions throughout the City which will have incumbents retiring within the next five years. There has been no concerted effort or a comprehensive approach to address succession planning for the City of Fort Worth. Development of a succession plan will be an ongoing process with a budgetary impact that will depend upon the parameters of any adopted plan. The City could face significant additional costs if positions are overfilled to allow the successor to work side by side with the incumbent for an initial period before the incumbent retires. Additionally, if specific training is needed for the successor, there may also be a budgetary impact associated with specific training needed for that successor. The lack of effective succession planning will result in unnecessary external recruitment costs in some situation and/or the lack of viable candidates to step in to take charge when significant staff incumbents retire or leave their positions for other reasons. The estimated cost of succession planning is \$150,000 a year over a period of 5 years, for a total cost of \$750,000.

Online research tools for Law Department: The FY2007-08 budget year included \$50,656 for purchasing access to the online research services of Westlaw, Lexis-Nexis, and PACER. This amount is inadequate, as the cost to access these databases has risen considerably, and is expected to rise again in the near term. Prices for the Westlaw contract alone are expected to rise 3% per year, above the already significant rise in contract cost this year. With this increase, the Westlaw contract will have an average cost of \$70,296 for the FY2007-08 budget year, \$72,072 for FY2008-09, and \$73,908 for FY2009-10. The subscription to Lexis-Nexis will be dropped in favor of two subscriptions to bound legal case volumes that are expected to have an equivalent cost. The cost of PACER has also risen approximately \$190 a quarter, adding another \$760 to this account. Due to the rising costs associated with these online research tools, the miscellaneous rental account which includes Westlaw and PACER should be increased to \$71,000 for FY2007-08, \$72,850 for FY2008-09, and \$74,700 for the FY2009-10 budget year.

Reliance on Federal Funding for Community Relations Department (CRD): The department uses funding from the U.S. Equal Employment Opportunity Commission (EEOC), the U.S. Department of Housing and Urban Development's Fair Housing Assistance Program (FHAP), and Community Development Block Grants (CDBG) to provide the City's fair employment, fair housing, landlord and tenant counseling, and neighborhood capacity building pro-

grams. Fluctuations and decreases in EEOC, FHAP, and CDBG funding will impact staffing levels, requiring the department to secure local funds in order to continue to enforce City's anti-discrimination in employment laws, enforcement of fair housing laws, and to provide the same level of service to neighborhoods, landlords, tenants, and housing providers. Over the past five years, outside funding from the above sources has decreased by 11% or \$76,000. This downward trend is expected to continue at an increased pace that may exceed \$100,000 over the next five years, thus significantly impacting CRD's ability to fund staff and operations. Future inflationary pressures are not included in this estimate, and would add further strain on the Department's ability to provide services.

Fort Worth ISD School Attendance Court: The School Attendance Court (SAC) operates under a joint Interlocal Agreement implemented April 24, 2001, between the Fort Worth Independent School District (FWISD) and the City. Contractually, FWISD reimburses the City for all staffing and operational costs associated with SAC operations. Since inception of the program, case filings have dropped along with the corresponding revenues the school district receives from fines issued to "Parents Contributing to Non-Attendance." Due to the decrease in case filings, the cost of the prosecutor assigned to SAC may be adjusted and General Fund dollars may be required to maintain the position. Additionally, prior year internal discussions contemplated including the City's Indirect Cost Rate into the contract for the coming year. The Interlocal Agreement specifying that FWISD will pay all operational and administrative costs associated with the SAC is subject to an annual review and renewal process. The City may need to develop a contingency plan to assume the cost of part or all of SAC operations if the City wishes to continue SAC operations in the event that FWISD no longer wishes to share payment of operational costs. Departmental re-estimates in the 4th fiscal month FY2007-08 indicated an annual cost of \$627,017 for the budget year.

Federal Funding for Education Related Programs: The educational attainment of children and youth in Fort Worth will be a continued policy challenge in the near and long terms. Many children enter kindergarten unprepared to succeed, do not do well as they progress through school, and often drop out before graduating high school. The City's Early Childhood Program attempts to reverse this trend by training parents to ensure their children have the skills they need when they begin school. The loss of federal funds for this program has severely limited the City's ability to bring external experts and educational resources to families receiving services. The City Council approved funding to pay staff to continue this program in FY2007-08, due to the loss of federal funding. The Fort Worth After-School Program, originally intended to operate at every school, began at 52 sites, and has reached a plateau of 74 sites. Increasing the number of after school sites was made possible by leveraging funds from the Crime Control and Prevention District and Fort Worth Independent School District to gain additional funding from the Texas Education Agency. However, as State funding is short term only, and varies from year to year, additional funding will be needed to continue programs in schools that lose funding. Five programs are currently receiving State funds that will expire at the end of FY2007-08, and funds for fourteen additional programs will expire in FY2008-09 resulting in a \$1.9 million gap. After school programs with homework help and academic enrichment components improve the likelihood of school success. It should be noted that future inflationary pressures are not included in this cost estimate, and may result in an increased funding gap.

Growth in Park Units and Acreage: As a result of the 2000 Neighborhood and Community Park Dedication Policy, fully developed parks are coming on-line requiring immediate services. The Park, Recreation and Open Space Master Plan indicates the addition of an estimated 700 acres of park land by 2010 at an annual cost of \$3,400 per acre, resulting in an increase in operating expenses of \$2.4 million citywide. Funding will be needed for park/athletic field staff and maintenance facilities to increase efficiency and meet current standards. Another issue affecting efficiency is the fact that all park district operation compounds are currently located inside Loop 820. Parks in "outlying areas" currently require a drive of 30 minutes or more to reach, adding additional costs. Policymakers may wish to consider building additional operation compounds outside the Loop 820 border.

Rights of Way and Tax Foreclosed Properties: Fort Worth has experienced dramatic growth of as much as 20% annually, in Rights of Way (ROW). The public expects minimum maintenance of ROW, increasing maintenance costs for the Parks and Community Services Department. In addition, the number of City-owned tax-foreclosed properties has increased 22% in 2007, requiring additional maintenance at extra cost. With the anticipated growth

in ROW and tax-foreclosed properties each year, increases in fuel, labor, and contract costs will also rise. It is projected that an additional \$1,500,000 within five years to properly maintain ROW and tax-foreclosed properties. Additional funding will be necessary for each mile of ROW and each tax-foreclosed property added to the current maintenance inventory.

Work Order and Asset Tracking for Parks and Community Services Department: Tracking numerous variables requires a software system that assists staff in closely monitoring costs, parts inventory, facility and equipment maintenance, chemical applications, daily workload, and employee productivity. This system needs to integrate with the City's GIS and other platforms. Estimated cost is \$150,000.

Lake Worth Trust Fund and Lake Worth Maintenance: The Lake Worth Trust Fund currently pays for mowing and litter collection of parks and Rights of Way (ROW) around Lake Worth. As the allocation decreases in the fund, approximately \$130,000 annually in additional funds will need to be found from alternate sources to keep the current maintenance level at Lake Worth parks and ROW.

Continuance of Federal Grant Funding for Low Income Individuals and Households: The submittal of a single audit is required in order to receive grant funding from the Texas Department of Housing and Community Affairs (TDHCA) and the Texas Health and Human Services Commission (THHSC). The funds are used to provide case management and utility assistance for low income individuals and households in Tarrant County. Nutritious meals and snacks are offered to children during the summer and after school at the City's 19 community centers and at 39 other sites in the county. Funds are also used to provide emergency shelter services, income tax preparation, and to assist in the operations of the Cowboy Santas Toy Program. If the City is unable to submit a single audit to the granting agencies before the deadlines, it is estimated that \$4,200,500 in grant funds could be lost, and the City would be unable to maintain 14.25 approved positions. Additionally, 58,569 individuals and 12,938 households would not be assisted in the City's programs that are paid with this grant money.

Zoo Improvements and Contract Renewal: The City's operations contract with the Fort Worth Zoological Association (Zoo Association) requires the continued appropriation of funds to underwrite utility improvements and insurance at the Fort Worth Zoo. Under this contract, the cost of utility improvements for projects approved for construction or renovation at the Zoo would be paid by the City. The construction and operation of new exhibits are funded through the Zoo Association. The cost for insurance and any repairs to the exhibit building are provided by the City annually. It is anticipated that these costs will continue to rise at a rate of 3-5% annually. The Zoo Association is currently nearing the close of the first twenty years of their contract with the City. Although the contract has an option to renew, the ability of the Zoo Association to fund capital improvements is directly related to the number of years remaining in the current agreement period. Therefore, the Zoo Association will be pursuing an earlier renewal and review of the current operations contract with the City and will explore possible additional concessions and an increased City subsidy (approx \$5.3 million in FY2008-2009) for Zoo operations.

Golf Enterprise – Current and Future Projections: For the past three years, the Golf Division of the Parks and Community Service Department (Fort Worth Golf) has faced several issues resulting in yearly deficits. The local golf market has an overabundance of courses, with not enough golfers or enough rounds being played. Many courses have chosen to discount heavily through promotions, thus narrowing the green fee gap between municipal and daily fee courses. Weather was a factor in the decreased number of rounds played in FY2006-07, with courses experiencing double the normal amount of rainfall, resulting in loss of play at peak times (weekends/holidays). In FY2007-08 all five locations will be open for play year round, a scenario we have not experienced in the past three years. The Golf Division will continue to operate at a deficit until 2009. Currently, the Golf Enterprise Fund has a negative cash balance of \$4.1 million and a debt service of \$2.8 million. Through the use of gas well revenues and the anticipated profits beginning in 2009, the negative cash fund balance and debt service should be paid off by 2015. Gas well revenues in the amount of \$500,000 will then be used to re-instate the 10% Golf Fund reserve requirement.

Gas Drilling: For the next 20-30 years, gas exploration is expected to continue in Fort Worth. This is creating an immediate need for inspection and public education resources as the number of wells grows. Specifically, a manager-level position is needed to coordinate this activity and manage the public concerns. The Gas Well Task Force is being reconvened and will consider strengthening the Gas Well Drilling ordinance. The challenges of pipelines and salt water disposal will also require additional inspection and public education resources. It is anticipated that necessary resources will be offset through permit fees.

PROCESS IMPROVEMENTS:

Minimum Standards and Lease Policy for Municipal Airports: On June 16, 1992 the Fort Worth City Council adopted the Department of Aviation Minimum Standards to provide the threshold entry requirements for those wishing to provide aeronautical services to the public at one of the City's airports. These Minimum Standards and Guidelines contain the minimum levels of service, facilities, staffing, insurance, and environmental compliance that must be met by the prospective service provider. Minimum Standards have been in place at many airports nationwide and are supported by the FAA. This document has not been updated since 1993. Along with the Minimum Standards, the Aviation Department is working with the City's Law Department to continue to improve the way rates and charges are calculated and applied to all tenant leases.

Post Employment benefits – GASB 45: The Government Accounting Standards Board (GASB) requires governmental entities that sponsor Other Post Employment Benefits (OPEB) to account for benefits on an accrual basis – meaning that the City will have to include these liabilities in its financial statements when they are earned by employees, instead of when they are paid out by the City. The City pays 100% of the medical premium for all current or future retirees and disabled participants who were hired before October 5, 1988, but these retirees and disabled participants pay a contribution for their spouses' medical coverage. Additionally, those retirees and disabled participants who entered the City's workforce after October 5, 1988 pay a contribution for their coverage based on years of service. Under GASB 45, the City must report the Unfunded Accrued Actuarial Liability (UAAL), which is currently \$885 million. This amount can be pre-funded by the City paying the Actual Required Contribution (ARC) of \$89.1 million annually. Currently, the City of Fort Worth has only pre-funded a portion of the UAAL. The City will need to have an additional \$68.8 million recorded as the liability in the FY2007-08 Comprehensive Annual Financial Report (CAFR).

911 Call Center Improvements: The City is experiencing 911 call handling delays due to citizens using 911 for general inquiries or complaints. City Council aides are also receiving numerous constituent calls relating to City Staff responsibilities. The City needs to develop a call center solution to handle and track citizen inquiries and complaints, so that the 911 system is not tied up unnecessarily. A project is being initiated to look for a solution. It is estimated that, in order to enhance 311 service – an informational, non-emergency call center - \$424,000 will be needed in the first year. This money would fund basic 311 infrastructure upgrades. Some modifications have already been made as of February 2008 to the existing 911 system to direct additional non-emergency calls.

Disaster Recovery / Business Continuity: The City of Fort Worth needs to dedicate resources to business continuity for information technology service delivery, and potentially other service areas, to ensure minimal disruption of service delivery to the citizens of Fort Worth in the event of a disaster that impairs City Hall. Currently, there is no business continuity plan for such a disaster. The IT Solutions Department recommends that the City of Fort Worth fund a business continuity program to ensure the City's ability to restore IT and other services in the event of a disaster. It is estimated that the cost to develop such a plan will be in the millions of dollars.

Public Events Furniture, Fixtures and Equipment (FF&E): The Fort Worth Convention Center (FWCC) hosts up to 1 million visitors annually. The Will Rogers Memorial center (WRMC) hosts up to 1.2 million visitors annually, plus another 900,000 for the Southwestern Exposition and Livestock Show and Rodeo. Consequently, these millions of visitors accelerate the wear and tear on the facilities, and as a result, the Public Events Department must replace/

upgrade its FF&E on a regular basis. Maintaining public facilities is also a requirement of the approved Economic Development Agreement between the City of Fort Worth and Omni Hotels, Inc., which specifically states that the City will maintain the FWCC facilities at a level equal to or greater than the current level. Additionally the City needs to maintain its equestrian and livestock facilities at WRMC to remain competitive with similar facilities in other states that have recently been upgraded or expanded. In order to meet these requirements, the Public Events Department will need a permanent, reliable FF&E replacement fund. While funds are currently available in the FF&E replacement fund, these funds will prove insufficient over the course of the next five years. Because funds for FF&E replacement are transferred from the General Fund and the Culture & Tourism Fund, the amount available for FF&E replacement is contingent on the transferring fund's overall strength. Without a dependable funding source, the facilities will continue to deteriorate faster than the facilities can be repaired. This will lead to a decline in customer service, a loss in convention and equestrian business, and a decline in the positive economic impact associated with these facilities.

TECHNOLOGY:

City Council Meeting MinutesMaker Software: A core responsibility of the City Secretary's Office is to accurately record the proceedings of weekly City Council Meetings. Currently, the process of transcribing shorthand notes taken by City Secretary staff to a typed minutes document is time-consuming and cumbersome. The minutes for each council meeting average 30 pages and require approximately three days of staff time to compile. Granicus, Inc. the company that is currently providing video streaming services for City Council offers software that provides the ability to record Council motions, votes, departure or arrival of Council members and any public comments from the public, with just a few clicks of a mouse. This capability will greatly reduce the amount of time staff spends in preparing City Council minutes. Additionally, this software provides anyone with internet access the ability to access City Council meeting agendas, minutes, and supporting documentation at any time day or night. The total cost of the Granicus VoteCast software is \$95,000, which includes all necessary software modules plus on-site training. Installation of equipment could be performed by IT Solutions personnel at a tremendous cost savings to the City.

BuySpeed Upgrade: In 2000, the Finance Department implemented BuySpeed to provide an enterprise-wide purchasing, accounts payable, and inventory system. The system processes all bids, requisitions, purchase orders, and releases. Additionally, all vendor payments, employee advances, and reimbursements are also processed through BuySpeed. In 2005, BuySpeed was upgraded to allow vendors to register through the City's website. The City continues to use the original application for bids, requisitions, and purchase orders. However, the vendor is moving these functions to a web-based application. It will be necessary to upgrade BuySpeed to the web-based version in order for the City to continue to receive vendor support. In conjunction with the system upgrade, additional hardware will likely be required so that the Accounts Payable function can continue to operate without service disruptions. It is estimated that this upgrade will cost \$50,000.

Enterprise Resource Planning System: The City's current Financial and Human Resources systems (MARS, and Genesys, respectively) are legacy mainframe applications that have been in use beyond their normal life expectancy. While these systems continue to service all City departments, the future business needs of the city will not be met without investing in newer, integrated systems known as ERP, or Enterprise Resources Planning systems. An ERP system integrates all facets of Finance, Budget, Payroll, and Human Resources systems and combines them all together into an integrated business management system that runs off a single database, enabling various departments to share information and communicate with each other more easily. ERP systems are now built for use via the Intranet/Internet, further reducing operational complexity and eliminating redundant systems and processes. ERP systems are more complex, costly, and difficult to implement but the potential benefits to the City are enormous and include: uniform processes, task automation, greater access to data for decision makers, ability to track actual costs, on-demand reporting, activity-based costing, single point of data entry, and the ability to integrate with other key systems (e.g. e-commerce, capital projects management system, etc). The cost of implement-

ing an ERP program runs in the millions of dollars and varies greatly depending on requirements and scope. The City is moving forward with its ERP project, by hiring Salvaggio, Teal & Associates (STA) to give the City expert guidance through the process of choosing an appropriate ERP program. In late 2007, the City issued a Request for Proposals (RFP) for an integrated ERP solution and implementation services. City staff are currently evaluating the RFP responses and plan to sign a contract for an ERP system by Fall 2008. The first phase of ERP implementation (HR/Payroll) is scheduled to go live sometime in 2010.

Human Resource Document Imaging/Management: Over time, current paper documents have started to deteriorate becoming yellow and frayed. Key employee information, such as name and social security number, has already been lost from paper documents because of their deteriorated state. Such information is unrecoverable. Continued handling of these documents will further worsen their condition. The continued loss of employee service records will result in the City's inability to meet its business, legal, and regulatory obligations. The Human Resource Department suggests funding should be provided to move approximately 17,000 records to an electronic system with multiple levels of back up and indexing for retrieval. The cost of an electronic record system is estimated at \$275,000.

Disk Encryption for City Laptops: The Information Technology (IT) Solutions Department manages approximately 900 laptop computers which serve all areas of the City. As is necessary to perform certain jobs, some of these laptops contain sensitive or confidential employee, City, and/or citizen information. A number of recent public incidences have revealed that the potential loss of laptops containing sensitive information represent a significant liability and potential breach of confidence for those who have given their personal information to organizations with the expectation that the data will be safely kept. In response to this threat, IT Solutions has selected a standard for the encryption/protection of laptop data, and it is exploring possible funding options. Encryption software will be included on new laptop computers as older ones are replaced over a three-year period beginning in late 2008. Costs for this program are estimated at \$240,000.

Prevention/Detection of Cyber-Attacks on City IT Infrastructure: Federal agencies, such as the Department of Homeland Security, periodically issue warnings regarding the potential of cyber-attacks on local governments' critical IT infrastructure – particularly those portions controlling utility and public safety services. Although reports of the success of such attacks on local municipalities are rare within the United States, federal institutions have been successfully breached in highly publicized incidents. Recent successful attacks on utility and public safety services outside the United States have also been documented. The City of Fort Worth deploys defenses and safeguards to protect potential vulnerabilities as well as software, such as anti-virus, designed to protect portions of the infrastructure from intrusions. However, attackers are continually devising new variations of attacks to stay ahead of the defenses deployed by enterprises such as the City, and through these variations can often successfully access information resources and attack critical technological infrastructure. The City does not currently possess the tools to adequately detect successful attacks, or to dynamically prevent attempts to successfully circumvent existing defenses. Therefore, IT Solutions is researching commercially-available tools to detect successful circumventions and dynamically initiate actions to prevent damage to the City's IT infrastructure. Estimated costs for this effort will total approximately \$180,000 during the three year period beginning in 2009.

System Hardware and Software Refresh for the Public Safety Trunked Radio System: The City of Fort Worth's Public Safety Trunked Radio system is at the end of its useful life, and further production has been ceased by the manufacturer. A replacement system, including an upgrade of all components, is necessary. It is estimated that such a system will cost between \$65 and \$90 million.

Permitting Software: The current permitting software used by the Planning and Development Department, Permits Plus, was implemented in 2001. This system has some limitations and will also reach the end of its current lifecycle in the near future. System replacement is expected to cost approximately \$850,000, a cost which could be financed over a useful life if up to 10 years.

Implementation of an E-Citation Program for Municipal Court: If the City Council decides that an E-Citation Program should be implemented for Municipal courts, for citizens can to fines on-line, the Municipal Court Department will require additional funds to cover costs associated with the program. E-Citation cost estimates for the department would be contingent on the extent of Municipal Court's involvement in the program. Equipment costs could be assumed by the user departments with Municipal Court incurring only an interface cost estimated at \$19,000. The department would also pay its proportional share of software and software licensing costs. On a long term basis, cost savings may be realized through the reduction in data entry staff and paper citation requirements and through an increase in collected revenue.

Technology Issues for City Libraries: The City Library continues efforts to maintain up-to-date technology services and equipment. In its 2006 Technology Plan, the Library identified a number of initiatives for FY2007-08 and FY2008-09 that should be addressed. In addition to items identified in the Technology Plan, other steps are necessary to ensure that the Library Department maintains compliance with Information Technology industry standards and best practices. Items identified by the Technology Plan include: (1) a major upgrade to Horizon, the City Library's Integrated Library System (ILS), which will require a new ILS application, database, Information Portal, Web Reporting software and servers, training, and licensing for the new application/database server software; (2) Replacement in FY2008-09 of Horizon support servers that will be four years old and out of warranty; (3) upgrading library barcodes to a Radio Frequency ID (RFID) system that will provide improved inventory and security control, expedite circulation processes by enabling staff to check out and check in multiple items simultaneously and sometimes automatically, and make it easier for customers to use self-checkout systems; (4) adding five to seven public access laptops at Branch libraries and 10+ per regional library to increase PC capacity and utilize public wireless access at the libraries. The costs associated with items identified in the Technology Plan include \$500,000 for Horizon system and core server upgrade; \$8,000 each to replace the three servers for the Horizon system; \$1,800,000 to provide RFID smart barcodes to library items and to install RFID security gates, software, and additional self-checkout stations; and \$107,260 for wireless capable laptops and secure storage/recharging carts. In addition to the Technology Plan, best practices and industry standards require replacing the Uninterrupted Power Supply (UPS) in the Server room for FY 2008-09; replacing the Library's firewall appliance that is approaching the end of its life, and purchasing a redundant system as a failsafe in FY2008-09; purchasing a system which monitors domain and server status and sends automatic alerts to key staff in the event of a failure, to let staff know when online systems are experiencing errors; and installing an updated phone service and implementing internal efficiencies as part of the 392 phone system upgrade. Replacing the UPS in the Server room is estimated to cost \$50,000; redundant firewall apparatus will cost \$20,000 each; the domain/server monitor system is estimated to cost \$15,000; and updates to the phone system are estimated to cost \$400,000.

FACILITIES AND INFRASTRUCTURE:

Long Term Storage for Vital and Archival Inactive Records: The City Secretary's Office is charged with the responsibility to effectively maintain permanent records that have legal, historical, and cultural significance to the City of Fort Worth, while providing access to these documents to internal and external customers. These documents include City Ordinances, resolutions, contracts, deeds, City Council meeting minutes, video and audio recordings of City Council meetings, records of incorporation, etc. While active documents are kept in the City Secretary's vault in the department, inactive records are currently stored in the department's basement storage area which does not currently provide protection from exposure to fire, water damage, dust, mold or other contaminants. A solution to the storage problem for inactive records is to store them in an off-site facility that provides a temperature and humidity controlled atmosphere to extend the life of important documents and prevent further deterioration, protecting the City of Fort Worth from costly potential litigation. It is estimated that storing the 600 cubic feet of inactive records currently housed in the basement at a private off-site storage facility will cost \$1000 for the initial move, with an annual fee of \$1200. The off-site storage provider that several City departments currently use is Iron Mountain.

Adequate Facilities for Code Compliance Offices: Neighborhood Code District Offices 2 and 6 are critically inadequate with insufficient space, parking, and other required facilities. In District 2, the department has three staff working in what used to be a large storage closet. The department is in great need of adequate office facilities in the near term.

Aquatic Master Plan 2008 Implementation: New aquatic facilities have not been added to the City's inventory since the 1960s. Due to the age of existing aquatic facilities, it is estimated that City pools lose in excess of 180,000 gallons of water per year at a significant cost. Additionally, structural improvements will have to be made to ensure compliance with State regulations regarding residual chlorine requirements in public pools. All seven pools are in need of review, and will need capital funding for improvements to correct deficiencies as they are discovered. The Parks and Community Services department also recently completed an Aquatic Master Plan which was adopted by the City Council in January 2008. The Aquatic Master Plan calls for construction of two family aquatic centers at a construction cost of \$3.2 million each by 2013, while continuing to maintain the current pool infrastructure. The two new facilities will be designed in FY2008 and constructed and in operation by 2010. The annual operating costs are projected at \$340,000 each (for a total of \$680,000) with a 64% cost recovery rate.

Oil and Gas Revenue and Capital Program Implementation: In recent years the Parks and Community Services (PACS) department has greatly increased the volume and value of capital projects it undertakes, with the overall value of projects increasing 238% in FY2006-07, and the average value of individual projects increasing by 211% for the same year. The use of gas revenues and Parkland Dedication Policy funds will enable the department to address needs as determined by the Park, Recreation and Open Space Plan; City Council directives; and community requests for improvements. To implement these projects and meet the expectations of the City Council, the Community, and our capital partners, additional resources in human capital, equipment, office space, contractual services and their oversight will be needed. Specifically, the department will need to add administrative, project management, and inspection staff. The cost of these additional positions, equipment, and support should be charged to the overall resource funding. In addition to these staff additions, the department will also require additional construction crews to clear the 18 month backlog of small capital projects. More Administrative support staff will be needed to process park conversions and related deed research for extraction of gas; manage park conversions and pipeline easements; maintain scheduling of projects; address requests and facilitate communication with the City's construction partners, contractor consultants, and the community; and to provide financial oversight of the various accounts related to projects funded with gas well and other revenue. As the projects that are built are completed, additional resources in staff, equipment, supplies, and services will be needed to maintain and operate new facilities. The first phase of additional staffing, services, and equipment resources is needed in FY2008-09. The resources allocated toward the completion and maintenance of these projects are to be reviewed annually until the level of human resources and skills are appropriate to meet the approved City and Department's capital projects plan and scope.

Funding for Enhanced Community Facility Agreements (ECFAs): The approved 2004 Capital Improvements Program provided for \$8.6 million for unspecified Enhanced Community Facility Agreements (ECFAs) and Urban Development projects under Proposition One (Street and Storm Sewer Improvements). ECFA funds are used to fund the City's participation in public infrastructure costs for street and storm drainage for private development projects beyond what is called for in the City's Community Facility Agreement Policy. To date the funds have been used to leverage an estimated \$186 million in new private investment in the Central City. The need to upgrade obsolete infrastructure, particularly storm drainage facilities, in the city center underpins the strong demand and impact of this program. Additionally, the demand for use of these types of funds shows the need for the City to be able to participate up front with immediate incentives when trying to induce development in underserved areas versus traditional incentives that are provided over time. Discussions with the Transportation and Public Works Department have included the possibility of an additional \$2 million to be made available from neighborhood street funding for ECFA. These additional funds may provide a bridge through 2010 for this program, but additional funding will be required in the long term if Central City revitalization will be realized as prioritized by the City Council.

Guinn Elementary School Facility Operations: Renovation of the Guinn Elementary School, located at I-35 South

at Rosedale, will be completed in FY2009-10. When the facility comes online, funding will be needed for ongoing operations and maintenance expenses, including utilities, janitorial service, security services, and other contractual services for routine maintenance. There will be no rent revenue associated with this building; it is to be used for conference and training space as well as for a computer lab. It is estimated that operating costs related to the renovation of this building could approach \$200,000.

Neighborhood Policing District 4 (NPD 4) Facility: The current NPD 4 facility (formerly NPD 3) is located at 7451 N. Beach Street. At 1982 square feet, it is the smallest NPD building, but it is the fastest growing NPD. Currently, 90 personnel are assigned out of that building. Although the bulk of the officers are only in the building for roll call, it is still extremely crowded for the NPOs, supervisors, and officers during this time. Due to the lack of space, there is a need for a new NPD facility for District 4. As the growth patterns are generally north and west of this site, this new facility would ideally be situated west of the North Freeway. It is estimated that the cost of a new, adequate facility will be approximately \$1.5 million.

New Parking and Multi-Purpose Facility at Will Rogers: The Western Heritage Center that encompasses the Cultural District and the Will Rogers Memorial center has continued to experience new development and growth, making the lack of adequate parking a significant issue. The district's parking shortage was originally identified by the Western Heritage Master Plan, and confirmed by more recent studies. Currently, there is a parking deficit of 1,600 spaces. A 1,200 space parking garage is contemplated to be developed between the Museum of Science and History and the Community Arts Center. The estimated cost of this parking garage is \$21.5 million. In addition to this facility, the WRMC Improvements Committee has been evaluating the facilities at the Will Rogers Memorial center as a result of increased competition from other equestrian facilities that have recently opened new, upgraded, and expanded complexes. An examination of competitive facilities and survey of equestrian users indicated that a multi-purpose venue to provide covered riding arenas and increased covered stalling capacity would be necessary for the Center to retain its position as a world class equestrian center, and retain its long-term equestrian shows that have an impact to the local economy of more than \$200 million a year. A proposal to replace the John Justin Parking Garage with a multi-purpose venue would address the deficit of covered riding arenas and stalling capacity while retaining the parking capacity necessary during the Southwestern Exposition and Livestock show. The cost of this multi-purpose structure is estimated at \$33 million.

Public Health Facility: A new Public Health Facility, replacing the current Public Health Center located at 1800 University Drive, was scheduled to be constructed as part of the Evans & Rosedale Urban Village project. With the elimination of the Public Health Department a final determination will need to be made on the use of this building. Changes to construction plans to accommodate initially unplanned building uses may result in additional costs.

MEDIUM TERM ISSUES

SERVICE LEVEL ENHANCEMENTS:

Growth in Neighborhood Associations: The City of Fort Worth recognizes the value of having active and inclusive neighborhood associations providing input on issues affecting their communities and the City as a whole. The City's active promotion and encouragement of collaborations and communication with neighborhoods has resulted in substantial increases in the number of neighborhood groups organizing and registering with the City of Fort Worth. The Neighborhood & Community Outreach Office (NCOO), a division of the Community Relations Department, is greatly impacted by the increased demands from neighborhood groups asking for general assistance, help in building neighborhood capacity, and accessing city services. Currently there are three Neighborhood Specialists and one Neighborhood Coordinator assigned to work with neighborhood associations. Each works with groups in two council districts. This allows staff the ability to focus their attention on learning the issues that impact their districts and creating the relationships with individuals in the respective districts to address those issues through

neighborhood capacity building. If neighborhood organizing and registration trends continue, additional staff may need to be hired to provide the same level of service. Also, with a new census in 2010, the City will initiate redistricting which may result in additional council districts which would require even more additional staff. The overall fiscal impact in the next five years may be as much as \$52,000 to \$156,000 depending on the need to add one to three staff members. Future inflationary pressures are not included in this estimate.

Texas Utilities Code Chapter 66: The 2005 Texas Legislature created Texas Utilities Code Chapter 66: State-Issued Cable and Video Franchise, which gives cable/video providers the right to deduct from annual cable franchise fees an “actual incremental cost” for service and maintenance of Institutional Networks and cable service received by a municipality. There is not a rate scale for actual incremental costs, so it will be very difficult to estimate the impact of this law. Maintenance and service charges will be made on a per event basis. The City receives approximately \$2.8 million in cable television franchise fees annually. The maximum estimated cost of this new law is \$100,000.

Dedicated Funding for Cable Communications Office: The Federal Communications Commission Report and Order, adopted December 2006, states that local franchising authorities (LFAs) are free to establish their own requirements for Public, Educational, and Government Access Channels (PEGs), provided that the non-capital costs of such requirements are offset from the cable operator’s franchise fee payments. This statement basically requires PEG channel operations to be funded from cable franchise fees collected by municipalities. The Cable Communications Office would like to recommend that fifty-percent (50%) of annual cable television franchise fees be dedicated to the operation of the Cable Communications Office. At the current budgeted level, that would represent approximately \$1.4 million annually.

Expand Code Compliance Department’s Abatement Program: The Special Enforcement Division of the Code Compliance Department has one abatement unit for the entire City. An additional abatement unit consisting of one Senior Officer, five Code Officers, an Administrative Secretary, and one Administrative Technician is needed. In the near future, a second Building Standards Commission hearing may be needed with the anticipation of a stricter Vacant and Abandoned Property Ordinance, which will require regular inspections of vacant properties for possible abatement by the Department. Currently, the Building Standards Commission hears as many as 32 cases monthly. It is estimated that expanding the City’s abatement program will cost approximately \$711,198.

Double Company Fire Stations Outside Loop 820: With the growth of the northern areas of the City, the need for additional fire-fighting resources has become critical. The Fire Department estimates that this growth area is approximately equal to the area of the City within Loop 820. The area within the Loop is served by 22 fire stations of which nine are double company stations (fire stations with two fire crews and two fire apparatus assigned). Although the density of the area inside the Loop is far greater than the northern area of the City, those northern residential areas are vulnerable due to the fact that the stations in the area are spaced farther apart and lack two companies per station. The single company station is not able to provide aerial coverage for an area. An aerial apparatus is a fire company equipped and staffed to perform a variety of specialized fireground operations including search and rescue, ventilation, forced entry, laddering, salvaging, overhaul, inside operations, elevated water streams, and utilities control – all vital support functions that must be performed at fires. The nearest aerial apparatus to many of the northern areas of the City is 20-30 minutes away. Double company stations provide the additional benefit of allowing the second company in a station to respond to emergency calls while the first company is already responding to an emergency. In a single company station, there is no such “backup” capability. The only double company station north of the Loop is at IH 35W, at Alliance Airport. In order to ensure adequate fire-fighting capabilities outside of the Loop, additional companies should be added to the northern fire stations. The estimated cost per company for personnel is about \$950,000, with aerial apparatus costing approximately \$630,000.

Walsh Ranch/Spinks Fire Stations: Residential construction in Walsh Ranch should begin in 2009. The Fire Department anticipates the need for three fire stations in Walsh Ranch when the area is fully developed, with one station needed as soon as FY2010-11. Currently, the area is served by Stations 23 and 32 with a response time of

9-12 minutes. Costs for the station include an estimated \$3 million for construction, \$575,000 for one fire engine, \$450,000 for new trainee positions, \$950,000 salary and benefits for one fire crew, and \$30,000 for station operation. The Fire Department has also responded to questions regarding a fire station in the Spinks Airport Area, and confirmed that response times in the 8-10 minute range warrant the construction of a new station. Cost for the station include an estimated \$3 million for construction, \$575,000 for one fire engine, \$450,000 for new trainee positions, \$950,000 salary and benefits for one fire crew, and \$30,000 for station operation.

Additional Fire Department Positions due to City Growth: Growth in the city both from annexation and population is leading to the need for increased staffing in the Fire Department. Increased commercial growth means more fire inspectors are needed, more schools increase the need for fire safety educators and more fire inspectors, and more fire operations personnel added through the opening of new fire stations require more training staff. The Fire Department has identified a current need for two public educators, seven fire instructors, and four fire inspectors at a first year cost of \$1.6 million.

Materials Collection for Library: the Fort Worth Library Long Range Services Plan places high priority on providing books and other materials needed by library customers. The current materials budget is currently being challenged due to the aging of the collection, demographic changes, high use, and a proliferation of new types of materials. The library's material collection currently meets every standard of the Texas State Library "enhanced" standards for public libraries serving over 200,000 in population, except the following two: (1) Weed entire collection every 4 years (replace worn/outdated items), and (2) Provide three items per capita. To reach the weeding standard, the Fort Worth Public Library will need to replace 46,200 items annually at a cost of \$1,155,000. This amounts to a total cost of \$5,775,000 over a five year period. Currently, the library lacks space in current facilities to move from the basic standard of 1.5 to the enhanced standard of 3 items per capita. However, the system can accommodate an additional 174,000 items over a five year period. This would necessitate adding 34,800 items annually at a cost of \$870,000, bringing the total five year cost to \$4,350,000. Assuming a continued 4% annual population growth and including the collection at the new Northwest Branch, these additional materials would increase the items per capita to 1.7 by 2013. The total five year cost to reach 1.7 items per capita, and to replace worn and outdated items would be \$10,125,000.

Additional Council Districts: It is anticipated that with the 2010 United States Population Census Report the increase in the City of Fort Worth's population will necessitate an increase in the number of Council Districts. The effect on the budget would include the start up costs for the new district offices including but not limited to: salaries for the additional Council members, salary for an aide for each new Council District, additional administrative support staff for the Mayor and Council Office (two administrative positions and one to two interns), office space for above positions, office supplies, IT equipment, cell service, etc. Also of note, the Mayor and Council's current office space would not be sufficient to house two or more Council Districts.

Interactive Voice Response (IVR) and E-Payment for Municipal Court: Alternate payment options for customers are being explored as a means of enhancing revenue collections while reducing foot traffic, mail receipts, and generally improving customer service. A suggested cost estimate for an Interactive Voice Response (IVR) system for Municipal Court is \$43,513, but would be subject to RFP negotiations. Funding allows the purchase of an IVR system to provide recorded information to citizens and allow payment of fines by credit card over the telephone. Initial contractual costs would include consulting, development services integrating with the Municipal Court system, interface with MARS general ledger, hardware, software and software licensing. Additional considerations would include annual ongoing software maintenance. A phase of the e-Gov project will incorporate designs to provide enhanced online customer service such as automating payments for City services to include payment of fines. The department can anticipate its proportionate share of this multi-department project cost to cover server, software and software licensing. Because of the complex nature of fine payment processing and distribution, Municipal Court would incur additional programming costs associated with MARS general ledger interface and web module licensing fee. The cost for these services associated with online e-payment is estimated at \$144,000.

Lake Worth Trust Fund and Lake Patrol Operations: The balance in the Lake Worth Trust Fund has been decreasing due to the sale of properties around Lake Worth. The fund has historically been used to pay for Lake Patrol operations, consisting of 6 deputies and their equipment. According to the last estimate, FY2006-07 was the last year the fund would be able to support the Lake Patrol. Decisions must be made about how to fund the Lake Patrol operations. Several options have been explored, including giving operational control to the Police Department. However, the general consensus is that because it costs more to staff the Lake Patrol with police officers than marshals; the Lake Worth Patrol will eventually be included in the Municipal Court General Fund Budget.

Court Security Fund: The Court Security Fund has been used to offset General Fund salaries of eight deputy city marshals assigned to the Building Security Section, at a starting annual salary of \$41,016. The fund cannot continue to support this function indefinitely. Funding for replacement of aging security equipment along with addressing new security needs will also be Security Fund considerations. Total estimated cost would be \$328,128 annually.

Renewal Strategies for Crime Control and Prevention District (CCPD): Phase IV of the Crime Control and Prevention District renewal election will be held in 2010. Each of the previous phases received voter approval. On February 5, 2005 voters approved the continuation of the ½ cent sales tax for another five years. Renewal strategies will need to be addressed for the 2010 election, including election costs. One CCPD program that may require special consideration is the Civil Service Pay Plan. In the original CCPD plan and budget, \$5.3 million was allocated to provide for a 1995 pay plan implementation. This item has remained within the CCPD budget; however, Board members identified that this expenditure is more appropriately a General Fund item since it is a portion of the salaries of General Fund officers. If Crime District is not renewed, the City will lose \$50 million in annual revenue.

Parking Enterprise Program Policy Issues: Customers continue to demand efficient and readily available parking services, particularly in the downtown area. During the past two years, Transportation/Public Works has embarked on a program designed to improve the level of parking services for all customers in the downtown area. An essential part of the program entails centralizing the management of the entire City's parking assets under the City's Parking Enterprise Program. This will unify the parking assets into a cohesive, structured business operation with a focus on providing superior parking services for all citizens and visitors to the City of Fort Worth. Additional elements of the program include upgrading and/or replacing existing single space meters with new multi-space meters and the introduction of newer technology such as the use of debit and credit cards. As the department moves forward with the effort, significantly different approaches both in operational policies and financing will be needed to achieve these objectives.

Green Building: The City is exploring ways to encourage green (environmentally friendly) building through either incentives or new regulations. A Sustainable Building Task Force has been established to develop criteria for this initiative and to make recommendations to the City Council. Resources will be required for City facilities to achieve higher standards and demonstrate leadership in environmentally responsible building techniques. Additionally, review and inspection staff may be necessary for implementation in private projects. Finally, reduced fees or other financial incentives to encourage green building could affect the City's revenue stream.

PROCESS IMPROVEMENTS:

Call Center Improvements: The City is experiencing 911 call handling delays due to citizens using 911 for general inquiries or complaints. City Council aides are also receiving numerous constituent calls relating to City Staff responsibilities. There needs to be a call center to handle and track citizen inquiries and complaints. In the medium-term \$112,000 will be needed in the second year, and \$110,000 in the third year to fund basic 311 infrastructure upgrades.

Recodification of the City's Code of Ordinances: The City of Fort Worth's Code of Ordinance Book has not been

recodified since 1986. The recodification process involves a thorough review of the contents of the Code of Ordinance by a team of City Staff representatives (City Secretary, City Attorney, Department Heads, Division Heads) meeting with legal staff support from Municipal Code Corporation – the company that produces the City’s Code Book. While the City Secretary’s Office has consistently sent revisions to the Code Book as ordinances are adopted by the City, over a period of time older provisions of the Code Book may have outlived their need or may have been superseded by certain State and Federal laws or provisions. A recodification needs to occur at least every 10 to 15 years to keep this important document viable and useful. This process may take several months for review and final recommendations. Once it is completed the new Code Book is printed and adopted by the City Council. Due to its importance, staff recommends that this project needs to be completed in the next two years. The appropriate cost of this project has been estimated to be from \$25,000 to \$40,000. Additionally, in order to reduce the number of errors that sometimes occur when the Code Book is amended, it is recommended that a new paralegal staff position be created to be a part of this process and to continue to monitor and verify that the Code Book is being amended properly when ordinances are being presented to the City Council for approval and once they have been incorporated into the Code Book by the Code Company. This position would be a full time employee, with benefits, and the estimated cost would be the competitive market rate for paralegal positions in the public and private sector.

Restoration of Historical Minute Books: The City Secretary’s Office maintains all of the minute books for the City of Fort Worth dating back to the mid 1800s. These documents are official historical records of the City and are considered permanent and archival. To ensure that these important historical documents are kept in good condition and that the books and minute paper do not further deteriorate, a process of deacidification needs to be completed on pages of these documents, and new binders for the documents need to be purchased. If this process is not done on these documents, they will continue to deteriorate and eventually crumble into dust. Some of the older minute binders are already in poor condition. Once these documents are saved and restored, they need to be transferred to the City’s archives operated by the Library Department. Research copies will be maintained in the City Secretary’s Office through the use of the existing microfilm, which will be transferred into an imaging system in the future. There are an estimated 70 to 80 minute books that will need to be restored. This project could be phased in over a five-year period, with 16 books restored annually. The estimated cost for this restoration each year is \$24,000, for a total project cost of \$120,000. This estimate has been provided by a vendor in this field of expertise. Research will also be conducted to see if a grant can be obtained for this historical document preservation process.

Developer Fees: Current developer fees collected do not cover the costs of administering the Community Facilities Agreement (CFA) process. Developer fees need to be revised and implemented to cover the cost of service. There are fees in place to cover the costs of construction inspection. Those fees have also been used historically to fund the review and approval of construction plans. Administration costs not covered by development fees must be covered by the General Fund.

TECHNOLOGY:

BRASS: CGI Co., the BRASS budgeting system software vendor, has gone to a web-based application for this system. Therefore, it will eventually stop supporting BRASS, as it is now not considered an “active” product, and no additional enhancements or functionality will be developed. For those reasons, the current version of the product used by the City will not be a feasible, long-term option. As only approximately 10% of CGI’s customers have migrated over to the web-based application to date, the City does not need to take immediate action. However, as part of the development of a departmental technology strategic plan, staff has begun to explore possible upgrades or other system options. As a part of the same strategic plan document, and in an effort to improve and enhance the efficiency of the budget document production process, staff is also beginning to explore other budget document production options along with system upgrade options. Estimated cost for the implementation of a new budgeting system would be in the \$250,000 to \$500,000 range.

Telematic Equipment: The Equipment Services Department is testing various models of telematic equipment (black box technology that tracks vehicle fault codes, equipment operator usage metrics, and can provide GPS functionality). Many City departments have inquired about this technology to manage operating and maintenance costs of the city fleet. This technology can assist the Equipment Services Department in identifying vehicle failures sooner, thereby reducing maintenance costs. Also, supervisors and managers in City departments can utilize the operator usage metrics and GPS functionality to manage the operation of the equipment to improve efficiencies. Some benefits of better operator management would be reduced idle times on vehicles that improve air quality and decrease fuel and maintenance costs. The cost to implement this technology on the City fleet would range from \$2.4 million for all vehicles to \$2.9 million for all equipment. The testing for telematic equipment should be completed later this year, and funding appropriated at some time later. Therefore, it will probably be two years before this technology is deployed across the City fleet.

Communications Towers: In order to cope with growth throughout the City and to ensure a comprehensive public safety communications network, the City will have to build three new communications towers in the medium term. The South Western Communications Tower (SWCT) is needed to support the Walsh Ranch development and growth in the southwestern corner of Tarrant County. The Northern Tower is needed to support growth in the northern areas of the City, and will most likely be located in the Corral City / Justin area. The Southern Tower is needed to support growth around Spinks Airport, and may be physically located near 35W on the southern edge of Tarrant County. Each of these towers will require a full Remote Telecommunications Site, and will eventually support communications from neighboring cities, in the interest of interoperability and regional approaches / regional benefits. Cities and agencies in the newly supported coverage areas would be invited to join the Public Safety Trunked Radio System. It is estimated that each tower will cost \$10 million, for a total cost of \$30 million.

City Hall Data Center: The existing data center in City Hall which houses many critical IT infrastructure components is no longer adequately meeting the City's needs. Limited physical space in the room does not allow for the addition of IT infrastructure components, and the HVAC system is unable to properly maintain the temperature in the room. The site experiences frequent temperature alerts indicating the temperature is too hot, due to inadequate air flow and exchange. Several critical IT components have not been able to be centrally deployed due to these issues. Significant resources need to be allocated to the remediation or relocation of this critical infrastructure component. Failure to address this issue could lead to a significant service disruption for City employees and citizens in the areas of public safety and normal business operations. Remediation of the City Hall Data Center would include expanding the facility by approximately 600 square feet, which could potentially limit the space available to adjacent areas of City Hall. Additionally, the HVAC system will need to be replaced or significantly augmented. The estimated cost of remediating the original City Hall location is \$600,000. Estimated costs to secure a new facility and move the City Hall Data Center would be in excess of \$1 million.

WiFi: The City of Fort Worth's WiFi project has been in the IT Project Schedule for approximately four years. The City originally issued an RFP to install wireless access in selected locations, but received no vendors responding to the RFP. A vendor did respond, indicating that they could build a WiFi network and eventually provide subscription service to the citizens of Fort Worth; however, this model has proven unsuccessful in other cities. Given changes in the viability of WiFi models, the City has changed its focus from implementing wireless access throughout the City to providing internal hot spots. Since the basic infrastructure is already funded, expansion of WiFi in conference rooms is relatively inexpensive (typically under \$2,000 per room). The IT Solutions department suggests \$25,000 in seed money be allocated to expand WiFi to 10 more conference rooms, and add a content filter.

FACILITIES AND INFRASTRUCTURE:

Facility relocations due to Trinity River Vision Improvements: The Trinity River Vision project will necessitate the relocation of two Police facilities – the Police Fire Training Facility, and the Auto Pound. The Police Fire Training Center, a joint use training center, was built in 1967 and remodeled with additional classroom space in 1985. Although adequate with 106,000 square feet plus the Police Weapons Range and Fire burn pads, it has no rifle range or driving track. The Training Center is a definite relocation need due to the Trinity River Vision (TRV) project. Although the timeline for the Academy is not certain, the Weapons Range will be impacted as early as 2009. This must be addressed to minimize the impact on the public safety departments. The estimated cost for relocating the training center is \$65,000,000. The Auto Pound, located at 1301 E. Northside Drive has been the site of the City's Auto Pound since 1977. It has not grown since its initial acquisition. The current facility does not have enough space to allow the City to impound vehicles of drivers found to be driving without proof of insurance. The Auto Pound currently holds 1,350 vehicles on approximately 10 acres. A new site will have to be found as early as 2010, at an estimated cost of \$10,000,000.

Municipal Court Remote Site Locations: Municipal Court previously provided customer service at the Minyard's location at Berry and Miller Street. It was a joint effort between Municipal Court and the Fort Worth Water Department. Re-establishment of the service will require additional staffing resources, but could also increase revenues. The Minyard's location services a larger customer base than the department's other remote site location at the Carnival Food store at N. Main and 28th Street. The Department would require 2 Senior Customer Service Representatives, functioning as cashiers, to staff this remote site location on a 7-day a week schedule. Preliminary projections call for expenses totally \$40,572 per position, with an additional \$1,040 for the one position working 2nd shift. In addition, Municipal Court will have to budget for its proportionate share of the monthly rent for this location. Currently, Municipal Court budgets \$367 per month for rent at its Carnival Food Store location. The department would budget a comparable amount (\$4,404 annually) for the Minyard location.

Sixth Field Operations Division Facility for Police: Growth projections indicate that within 10 to 15 years, an additional 100,000 residents may move into the northwest quadrant of the City. As this area develops, the Police Department will need a sixth division headquarters in the northwest corridor of the City to provide customer service to its citizens. Estimated costs for this sixth field operations facility is \$15,000,000.

Development of a New Arena at Will Rogers: The existing arena at Will Rogers Memorial complex was opened in 1936. Due to its age, it no longer offers facility users sufficient seating capacity or modern amenities. Construction of a new arena, along with the necessary support facilities including an equestrian center, meeting space, offices, and additional parking facilities are imperative to meet the needs of current facility users and remain competitive with other facilities. In addition, a new arena would attract new equestrian and other businesses to the center. The construction costs are estimated to be approximately \$175 million. Development and construction may involve both private capital and a City financial contribution.

Animal Adoption Center: During the summer of 2007, the Animal Care and Control division experienced unprecedented demands for service. The number of stray animals picked up and housed at the shelter far exceeded previous peak periods, and for several weeks exceeded optimal shelter capacity. Continued rapid escalation of service demands will require addressing the over-crowding issue in the mid-term. Within the next couple of years, it is estimated that the periods of time during which the number of animals to be sheltered exceeds capacity will lengthen. The risk of illness and injury to the animals increases during these times as does the challenge to maintain clean and sanitary conditions. The addition of an adoption center would allow the City to address a long-standing deficit in its program as well as expand the capacity of the shelter. The adoption center would allow the separation of adoptable animals from sick and/or injured animals and provide an environment more conducive to the identification, selection and adoption of animals. An adoption center was originally included in the bond program that provided for a spay/neuter clinic, but was eliminated due to construction cost increases and budget constraints.

Aging Transportation Infrastructure: Fort Worth's existing transportation infrastructure is aging and needs to be repaired. The inventory has continued to grow while, at the same time, the existing network continues to deteriorate.

rate. The operating and capital budgets dedicated to maintain this inventory have not kept pace with need in every single infrastructure category: traffic signals, streetlights, bridges, arterial/neighborhood streets, storm water infrastructure, railroad crossings, intersections, street signs/markings, and sidewalks. The preventive program for the City's street network will need about \$300 million in the next 10 years. Transportation/Public Works also projects that the other transportation infrastructure needs will require about \$200 million in the next 10 years. Therefore, the Department estimates that that \$500 million of preventative maintenance funds will be needed to keep transportation infrastructure operating effectively for the next 10 years. Funds should also be dedicated to replace poor streets. As of September 2007, the City has about 480 lane miles of poor streets requiring total reconstruction. It will take about \$335 million in current dollars to reconstruct all roadways. With the funding dedicated to street reconstruction in the Critical Capital Program and the upcoming 2008 Bond Program, the City is poised to reconstruct approximately 88 lane miles. That will leave about 391 lane miles of "poor" streets in Fort Worth. Unfortunately, that number does NOT account for the streets that continue to deteriorate from the "fair" designation to "poor." The city will have at least 391 lane miles of "poor" streets, not counting those streets expected to deteriorate from "fair" to "poor." The estimated cost to reconstruct these streets is \$400 million.

Transportation Capacity Issues: The City is currently not keeping pace with the transportation needs of a rapidly increasing population resulting in a backlog of capacity projects. The City is currently experiencing severe congestion in many high growth areas. Vehicle delays are continually increasing, and citizens are complaining that new development is adding traffic to an already congested road network. To address the backlog of transportation capacity projects, the City needs to construct 77 arterial widening projects totally about \$635 million. Additionally, \$140 million is needed for bridges, traffic signals, improved new railroad crossings, and intersection improvements. In total, the City has around \$775 million of currently unmet transportation capacity needs.

Future Transportation Capacity Issues – Arterials: Under the City's current policies, the developers will be required to fund a portion of new arterial roadways to accommodate growth. By law, the City requires the development community to pay the proportionate share of the cost of public facilities that benefit the new development. Since the City has been able to separate existing needs from future growth, it has been determined that the developer's proportionate share of the cost for future transportation infrastructure is \$770 million over the next 10 years. However, it is unlikely that the City will require private development to pay the entire cost of this impact, so some of the cost will have to be subsidized by the City.

Future Transportation Capacity Needs – Traffic Signals, Traffic Engineering/Neighborhood Traffic Management Program (NTMP): As traffic increases, new traffic signals will be warranted to increase safety and mobility at intersections. The City will also have more requests for Neighborhood Traffic Management projects as congestion increases in our neighborhoods. Over the next 10 years, it is estimated that \$40 million will be needed for traffic signals and streetlights, and \$30 million will be needed for traffic engineering and projects for the Neighborhood Traffic Management Program.

Upgrades and Replacements for City Facilities: There are numerous facilities within the City system that are aging, out-dated or have insufficient office space thus hindering optimum service delivery. A comprehensive Facilities Master Plan is nearing completion that will define and prioritize the City's short, medium, and long-range needs for facility upgrades. This plan can be the foundation for the Facilities portion of future Capital Improvement Programs. It will provide the objective data needed to initiate projects for those facilities with the most urgent needs, when opportunities arrive to finance projects using non-traditional means (e.g. build-to-suit, lease-to-purchase, and grants development agreements).

Conservation Reserve Fund: There is a need for further facility system-efficiency improvements to support the City's Conservation Program effecting energy and water consumption. Facilities Maintenance improvements include those to electrical, mechanical, and plumbing systems, while Architectural Services involve analysis, documentation, application, certification, and registration costs supporting "high-performance" facility design and construction. By establishing a Conservation Reserve Fund, the City will be able to implement these future

Conservation Program initiatives. Utility incentive monies from Oncor Electric Delivery, the City's regulated electricity utility, will initially fund this effort.

Storm Water Utility: In 2006, the City established a storm water utility to provide a dedicated source of funding for the management, maintenance, expansion, and upgrading of the City's storm water infrastructure. Even with the utility, and with the increase in its capability and rates it charges, there will still be a substantial, unmet need, and the estimated cost, in current dollars, to address all the system's known needs exceeds \$640 million. This number is expected to increase as a result of inflation and the inevitable discovery of additional needs. Salient issues surrounding the Storm Water Utility relate to organizational development, the use of studies and planning, field operations, work order and asset management, and project design and construction. Organizational needs for additional staff and broadening of capability will cost between \$6 million and \$9 million annually, over the next one to five years. The cost for watershed studies and project plans over the next one to five years is estimated at \$4 to \$7 million annually. The use of consumables, such as vehicles, fuel, and construction materials, by Field Operations will cost an estimated \$2 million to \$5 million annually over the next one to five years. The Storm Water Utility will need an additional \$2 million annually for Work Order and Asset Management in order to track resource allocation and utilization, and to have knowledge of infrastructure currently in the ground. Design and Construction is the largest portion of the Storm Water Utility budget and will cost around \$30 to \$50 million annually for the Capital Project program, and will include an additional \$8 million to \$15 million annually for debt service.

2004 Energy Efficiency Act: The 2004 Energy Efficiency Act adopted by Congress made it illegal to manufacture mercury vapor (MV) lamp ballasts after January 1, 2008. The city has used MV maps as a roadway lighting source since the 1970s. Current inventory numbers show that Transportation/Public Works maintains 11,308, 175-watt MV lamps in residential areas throughout the City. Based on current material and labor costs, replacement of the existing inventory will cost about \$2.2 million. Beyond cost issues, the City may face opposition from citizens regarding the appearance of replacement lights. MV lights emit a white light, while High Pressure Sodium (HPS) lamps, the other standard used by TPW, emit a yellow light. In the late 1980s when TPW staff attempted to replace MV lamps with HPS lamps, citizens complained about not wanting yellow lights on their streets.

Neighborhood Traffic Management Program: TPW's Neighborhood Traffic Management Program (NTMP) involves a set of strategies to slow down traffic volumes to improve safety for local communities. Annually, Traffic Engineering receives approximately 1,200 citizen requests for assistance with neighborhood and school related safety issues. Traffic Engineering is currently working with 16 neighborhoods that are developing their neighborhood traffic calming plans. Due to traffic congestion on arterial roads, residential neighborhood streets will continue to experience high levels of through traffic as an alternative to congested arterials. Including planning, engineering, and construction costs, on average, a comprehensive neighborhood traffic calming plan will cost \$300,000 to implement. Currently, the NTMP budgets \$100,000 of General Fund dollars per year to implement the speed (hump) cushion program. In the 2004 bond program, \$600,000 was earmarked for traffic calming projects. To resolve various traffic concerns expressed by neighborhood associations, residents, and local school districts, the City should allocate \$4 million per year for the next 10 years to address neighborhood traffic calming projects. Unless additional funds are approved for NTMP, Traffic Engineering will continue to offer planning and engineering services to the community, but staff will not have the resources to implement the traffic calming measures, and the plans will not be implemented.

LONG TERM ISSUES

SERVICE LEVEL ENHANCEMENTS:

Expand Code Compliance Efforts to Address Substandard Housing: The condition of a house can generally be related to the age of the house, and without proper maintenance the condition of an older home can quickly become very run-down. As of March 2006, the Department has identified 304 structures in danger of collapse, 2,160 substandard structures, and 2,000 structures with code violations. Substandard housing is a concern given the age of the City's housing stock. The 2000 Census indicates that 50.3% of houses in the City were built before 1970, and 36.4% were built prior to 1960. As these structures age, those receiving a substandard designation, or having code violations will rise. To address the increase of substandard and derelict buildings that negatively impact the health, welfare, and safety of the general public, the Code Compliance Department will need increased staffing. The additional staffing (consisting of six Code Officers, and one Senior Customer Service Representative) would provide for the processing, and abatement of these properties by ordinance amendment; utilizing the Building Standards Commission, or other legal remedies; and public education.

PROCESS IMPROVEMENTS:

Air Quality Attainment: The Environmental Protection Agency (EPA) has designated the Fort Worth/Dallas Metroplex as a moderate non-attainment area for Ozone, according to its National Ambient Air Quality Standards (NAAQS). If the City does not meet the established reduction target, highway and/or other federal funds could be jeopardized; permitting baselines will be reduced and requirements increased; and economic development will be severely crippled. The City and its citizens must work to ensure attainment and maintenance of the standard. The Texas Commission on Environmental Quality (TCEQ) has determined that a major portion of the ozone forming pollution comes from automobiles; therefore, individuals can play an important role by making better commuter choices, altering their driving habits, etc. A tremendous amount of regional cooperation, teamwork and partnership development will also be needed to implement the State Implementation Plan and reach attainment. As part of this partnership, the City will be encouraged to buy cleaner burning vehicles, both on and off-road; to change development standards to encourage green building; to refer to environmental preferable purchasing protocols; and to provide a preferential purchase to green or zero emission electricity.

Electronic Waste Disposal: The EPA estimates that waste electronics (computers and televisions) comprise approximately one to four percent of the municipal solid waste stream. Based upon the latest published information from the EPA on the 2003 US waste stream this would amount to approximately 2.4 to 9.6 million tons of electronics being disposed of annually in the US. Many more consumers are holding on to old electronics because they are not sure what to do with these used products. Electronic equipment contains metals and other materials that can be hazardous to human health and the environment if they are not properly managed. Currently four states, California, Maine, Maryland, and Washington, either have state laws or will be enacting them shortly, mandating how used electronics are to be controlled for recycling and disposal. In Texas, the Texas Campaign for the Environment, a grassroots environmental group, is pushing local cities to sign a producer take back initiative. Disposal of waste electronics can be expensive. Fort Worth currently has a citizen drop-off program to address most electronic wastes and the state has new legislation that addresses computers but not televisions. However, there is no federal program that addresses this significant challenge to local solid waste collections. In the absence of federal guidance, local entities lack the direction and resources to adequately address this issue.

TECHNOLOGY:

City-Wide Fleet Automatic Vehicle Location (AVL): If the decision is made to expand the Automatic Vehicle Location (AVL) system to the entire fleet (potentially 3000 + vehicles) it will need to be looked at very closely. The

Mobile Data System does not have the capacity to handle AVL services for a fleet of this size in its current state. Major upgrades would be required or commercial services would need to be used. A commercial service / system would have costs associated with it, both capital and ongoing. Depending on what data are tracked, this could become a relatively large project. Estimated cost is in the millions of dollars.

Trinity River Vision: Trinity River Vision is a \$519 million dollar project to reduce flood hazards, and to provide urban revitalization, ecosystem restoration, and recreation in the Trinity Uptown area. This area consists of 800 acres North of Downtown. The project has been merged with the Gateway Park Ecosystem Restoration project for the shared flood storage and ecosystem restoration benefits that are possible. Funds will be derived from Capital Improvement Program funding, Water and Sewer Funds, Tax Increment Financing, and partner funding. There are identified funding streams for \$435 million but the project has exceeded this by an estimated \$84 million to \$519 million. The City will have to revise the TIF to create more funding and utilize gas revenue from the Parks and Community Services funds for Gateway Park to accommodate financing the funding difference. Staff are also working with partner agencies in the project to identify additional funding and financing sources or expand current sources of funding.

FACILITIES AND INFRASTRUCTURE:

Capital Improvement Program for Aviation, using Gas Well Revenue: The Aviation Department has been fortunate to sign gas well leases for both Fort Worth Spinks Airport and Meacham International Airport. The revenue generated from these gas wells will allow the airports to focus on existing as well as future capital needs. The Department of Aviation is currently evaluating and establishing its comprehensive plan for these improvements while simultaneously working within the parameters established by the Fort Worth City Council for the uses of this revenue under the Gas Well Revenue spend and save policy.

Redevelopment of Meacham International Airport: Meacham Airport is the oldest in the Fort Worth Airport System. There are significant existing infrastructure improvements needed as well as new utility infrastructure on the west side in order to attract future development. Staff will be evaluating ways to redevelop certain areas of the Airport to make best use of both the airside and landside of these properties. One of the first areas to be looked at will be the Terminal building and the facilities and land that surround it. The Meacham International Terminal building was constructed in 1968 and has undergone several remodels including the west side addition completed in 1981. Aviation Staff will be exploring the possibility of additional renovations or replacement of the Terminal building over the next few years.

Library Facilities Master Plan: In FY 2006-07 the Library Staff Committee developed a facility needs inventory. Findings from this report need to be developed into a Facilities Master Plan. Furthermore, consultants who conducted a facilities needs assessment for the City of Fort Worth recommended that four departments including the Library should have their individual departmental Facilities Plans. A professional plan will establish recommendations and timelines for implementations. It is estimated that these consultant services will cost \$400,000.

Library Facilities: Many Fort Worth Public Library buildings are ill-equipped to meet the demands of the 21st century. Rapid changes in technology, media formats, and service offerings are difficult, if not impossible, to support in existing facilities. Furthermore, most of the buildings were not designed to accommodate the high volumes of customer traffic witnessed over the past five years. The current situation requires new or remodeled library facilities. All seven branch libraries built in the 1960s require major infrastructure and/or cosmetic renovations, or possible replacements. Renovation would include layouts designed to provide better customer services, clean, attractive, and functional furnishings designed to accommodate current technologies. Replacements are needed to increase infrastructure basics such as electrical and computer outlets and additional public meeting space. Additionally, the two regional libraries and the two library stations need substantial upgrades. If replacements are not possible in the near future, then cosmetic renovations at five branch locations over the course of the next five years are crucial. An essential complement to any public facility is its parking lot. Six branch library parking lots are in disrepair and need to be replaced, and two regional libraries' lots require resurfacing. Additionally, the Central Library

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façade, built in 1999, was not intended to last longer than five years. A permanent brick replacement should be built. Long-term cost estimates for library new facilities and upgrades/renovations to existing facilities are as follows: \$45,500,000 to replace seven branch libraries; \$80,000 to upgrade two library stations; \$698,148 to upgrade two regional libraries; \$850,635 to upgrade five branch libraries if they are not replaced; \$4,900,000 to replace the Central Library façade; \$500,000 to renovate the lower level of the Central Library; \$1,676,000 to expand Summer-glen Branch library; \$1,500,000 to replace parking lots at six branch libraries; \$80,000 to resurface parking lots at two regional libraries; \$238,355 for FY2009 costs associated with Ella Mae Shamblee Branch; \$1,376,775 for FY2010 Northwest Branch operating costs. The total estimated facilities cost is estimated at \$57,185,393.

North Side Animal Shelter Facility: With the City expanding significantly to the north and northwest, and a large percentage of service calls originating on the north side, it is becoming increasingly inefficient, time consuming, and costly to operate an Animal Care and Control program with only one animal shelter facility located in the southeast part of the city. With every field operations vehicle beginning and ending each day at the southeast center location, travel time and expenses are increasing. At some point, City policymakers should consider constructing a second animal shelter facility on the north side in order to reduce the program's operating costs. The division has poor response times to the north and northwest due to location and residents in these areas must travel long distances to seek lost pets, borrow live traps or conduct other business with the division. Many of these residents opt to adopt animals from shelters in other cities closer to their homes. Additionally, the existing Animal Care and Control facility has many unmet needs including insufficient space to house its growing staff. Shelter space does not allow for separation of sick or injured animals from those animals deemed as most "adoptable", enhancing the risk of illness for healthy animals. There is also no "get acquainted" areas for potential adopters with prospective pets. A second facility on the north side would satisfy many unmet needs.

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