

CITY OF MANSFIELD, TEXAS

**FISCAL YEAR
2023-2024**



**ANNUAL BUDGET
AND
SERVICE PROGRAM**



CITY OF MANSFIELD, TEXAS
ANNUAL OPERATING BUDGET
FOR FISCAL YEAR 2023-2024

Filed
Tarrant County Clerk
2:19 pm, Oct 04 2024
Mary Louise Nicholson
County Clerk
by ngorena

The 2023-2024 Budget will raise more revenue from property taxes than last year's budget by an amount of \$7,196,860 which is a 13.44% increase over last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$4,230,541.

The amounts above are based on the City's approved Fiscal Year 2023-2024 tax rate of \$0.659293 per \$100 of assessed valuation.

City Council Record Vote

The members of the governing body voted on the adoption of the 2023-2024 Budget as follows:

FOR: Mayor Michael Evans, Mayor Pro-Tem Todd Tonore, Council Members Tamera Bounds, Larry Broseh, Casey Lewis, Brent Newsom, and Julie Short

AGAINST: None

PRESENT AND NOT VOTING: None

ABSENT: None

TAX RATE	ADOPTED BUDGET 2022-2023	ADOPTED BUDGET 2023-2024
Property Tax Rate	\$0.680000/100	\$0.659293/100
No-New-Revenue Tax Rate	\$0.626936/100	\$0.608836/100
No-New-Revenue M & O Rate	\$0.432148/100	\$0.431077/100
Voter Approval Rate	\$0.722037/100	\$0.711330/100
Debt Rate	\$0.215566/100	\$0.223129/100

The total (principal) amount of municipal debt obligations owed by the City of Mansfield and secured by ad valorem taxes is \$192,175,000 as of 09/30/2023.

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HOW TO READ THIS DOCUMENT

You are reading the published City of Mansfield Budget for the fiscal year beginning October 1, 2023 and ending September 30, 2024. This document has been prepared to help you, the reader, learn about the issues affecting the Mansfield community. Many people believe a City Budget is only a financial plan. Although you can learn much of the City's financial portfolio, the 2023-2024 Budget Document has been designed to serve other functions as well. The budget is a policy document as it presents major policies that guide how the City is managed. The budget is also an operational guide that gives the public, elected officials and City staff information pertaining to the production and performance of individual departments. The budget is drafted as a communication device. Information is conveyed in a way that should be easy to understand, even by those unfamiliar with the City of Mansfield.

THE BUDGET FORMAT

The Budget Document is divided into seven major sections: Introduction and Budget Message, Financial Policies and Long-Term Financial Plan, Major Revenues, Goals and Objectives, Budget Summaries, detailed Financial and Operational information on each of the major funds, and finally, Attachments.

The Introductory section contains a synopsis of the City in terms of the community and its demographics. The City Manager's Budget Message, addressed to the City Council, explains the major issues and policies that affected the development of the 2023-2024 budget. Next, the Long-Term Financial Plan lays out the City's 10-year Strategic Plan.

The Major Revenues section explains where the City's funding comes from, including property tax, sales tax, and other sources of revenue.

The Goals and Objectives mirror the City Manager's Budget Message and describe the primary focus areas for delivering quality City services to the community and its residents.

The Budget Summary section provides details on the General Fund and other major funds, including Enterprise Funds, Special Revenue Funds and Capital Improvement Funds. The City of Mansfield uses the fund method of accounting. A fund is a unit that tracks the application of public resources. In this section, financial statements are provided for each fund, showing the beginning balances, revenues, expenditures, and ending balances for the year.

Following the financial statements are narratives and illustrations that describe the major aspects of a particular function within the City. The Financial/Operational section explains not only the City's organizational structure, but specific fund and department information as well. There may be one or more departments that comprise each fund. Most interest is in the General Fund, which includes City operations and is funded primarily by property and sales tax. Each department is presented with a mission statement, a list of accomplishments for the previous fiscal year and operational objectives for the 2023-2024 Fiscal Year. Performance measures for each department are also provided, along with a summary of funding and staffing information for each department for a number of years.

Finally, various attachments are presented in the back of the document that include the adopted Budget and Tax Rate Ordinances, top employers, a historical analysis of the tax rate, commonly used acronyms and a Glossary of Terms.

Please contact the City's Financial Services Department for questions related to the 2023-2024 Budget Document at 817-276-4263.

GFOA DISTINGUISHED BUDGET AWARD

The Government Finance Officers Association (GFOA) of the United States and Canada presented a Distinguished Budget Presentation Award to the City of Mansfield, Texas for its Annual Budget for the fiscal year beginning October 1, 2022, and ending September 30, 2023. This represents the 37th year the City has received this award.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Mansfield
Texas**

For the Fiscal Year Beginning

October 01, 2022

Christopher P. Morill

Executive Director

Mansfield at a Glance

COMMUNITY PROFILE

The City of Mansfield is strategically located in the south-central area of the Dallas/Fort Worth Metroplex, 25 miles from Dallas and 20 miles from Fort Worth. Mansfield borders the cities of Arlington on the north, Grand Prairie on the east, Fort Worth on the west, and portions of Johnson and Ellis Counties on the south. Some areas of the City extend into Johnson and Ellis Counties. State Highway 360 and U.S. Highway 287, which both run north and south through the City, provide a direct connection to Arlington, Grand Prairie and the Dallas/Fort Worth International Airport, which is the 4th busiest airport in the country. Railroad Freight Service is provided by the Union Pacific Railroad.

The City of Mansfield's population is estimated to approach 86,774 by the end of 2023-2024 fiscal year. Mansfield covers 36.69 square miles, of which approximately 23% remains undeveloped. The typical Mansfield household earns an income of approximately \$136,797 and has an average taxable home value of \$319,493. The average market price for a new home in 2023 was \$611,129.

The City of Mansfield is considered one of the faster growing cities in Texas as estimated by the North Central Texas Council of Governments. Recognized as a "Best City" for families and small businesses, Mansfield is also a highly attractive place to work and live. Mansfield has also been rated as one of the "most livable small cities in the nation," according to SmartAsset, an online technology and financial publication. The SmartAsset study focused on 286 cities with less than 100,000 residents and used the following metrics to establish livability: concentration of entertainment establishments, bars, and restaurants, home affordability, average commute time, housing costs, poverty and unemployment rates, healthcare sites, and percentage of residents without health insurance.

Mansfield ranks #35 in the United States and #2 in Texas

The City is served by the **Mansfield Independent School District**, one of the better-rated school districts in the Dallas/Fort Worth metropolitan area by the Texas Education Agency. The district has a total of 49 schools with a 95% graduation rate. There are 35,722 students enrolled for the 2023-2024 school year and over 4,800 faculty members. Campuses included are:

♥ ELEMENTARY SCHOOLS

- 1 DR. SARAH JANDRUCKO ACADEMY FOR EARLY LEARNERS
- 2 CHARLOTTE ANDERSON
- 3 J.L. BOREN
- 4 JANET BROCKETT
- 5 WILLIE E. BROWN
- 6 LOUISE CABANISS
- 7 KENNETH DAVIS
- 8 ANNA MAY DAULTON
- 9 IMOGENE GIDEON
- 10 GLENN HARMON
- 11 CAROL HOLT
- 12 THELMA JONES
- 13 JUDY K. MILLER
- 14 D.P. MORRIS
- 15 ERMA NASH
- 16 NANCY NEAL
- 17 ANNETTE PERRY
- 18 ALICE PONDER
- 19 MARTHA REID
- 20 MARY JO SHEPPARD

- 21 ELIZABETH SMITH
- 22 CORA SPENCER
- 23 TARVER-RENDON
- 24 ROBERTA TIPPS
- 25 BRENDA NORWOOD

◆ INTERMEDIATE SCHOOLS

- 1 DELLA ICENHOWER
- 2 MARY LILLARD
- 3 ASA E. LOW, JR.
- 4 MARY ORR
- 5 DONNA SHEPARD
- 6 CROSS TIMBERS
- 7 JERRY KNIGHT STEM ACADEMY
- 8 ALMA MARTINEZ

◆ MIDDLE SCHOOLS

- 1 JAMES L. COBLE
- 2 T.A. HOWARD
- 3 LINDA JOBE
- 4 DANNY JONES
- 5 BROOKS WESTER
- 6 ROGENE WORLEY
- 7 JERRY KNIGHT STEM ACADEMY
- 8 CHARLENE MCKINZEY

◆ HIGH SCHOOLS

- 1 BEN BARBER INNOVATION ACADEMY/ FRONTIER HIGH SCHOOL
- 2 LAKE RIDGE
- 3 LEGACY
- 4 MANSFIELD
- 5 SUMMIT
- 6 TIMBERVIEW
- 6 EARLY COLLEGE HIGH SCHOOL
- 7 PHOENIX ACADEMY

♥ ATHLETIC FACILITIES

- 1 MULTI-PURPOSE ATHLETICS COMPLEX
- NEWSOM STADIUM
- MISD NATATORIUM
- 2 R.L. ANDERSON STADIUM

♥ PERFORMING ARTS

- 1 MISD CENTER FOR THE PERFORMING ARTS
- 2 WILLIE PIGG AUDITORIUM

Higher Education opportunities include several major colleges and universities: Southern Methodist University, Texas Christian University, University of North Texas, The University of Texas at Arlington, The University of Texas at Dallas, Texas Women’s University, Dallas Baptist University, University of Dallas, and the Tarrant and Dallas Community College Districts.

Medical Services are provided by local hospitals including Mansfield Methodist Medical Center, Texas Health Hospital Mansfield, Arlington Memorial Hospital, Columbia Medical Center-Arlington, Huguley Hospital, Harris Hospital and John Peter Smith County Hospital.

Recreation and Culture are a major part of the City’s attraction, including Joe Pool Lake, which is approximately 10 minutes from the City, Cedar Hill State Park consisting of 2,000 acres, the Mansfield National Golf Club, and Walnut Creek Country Club. Citizens enjoy a state-recognized parks system that includes over 1,100 acres of community parks, trails and athletic fields. In 2001, the City opened the Mansfield Activities Center to provide recreational activities for children, adults and senior citizens. In 2001, the City also opened a 17,000 square foot library with state-of-the-art library services. The library, which serves an estimated 139,000 visitors annually, was recently expanded by 4,000 square feet to add an enclosed children’s area and programming space. In 2009, Mansfield adopted the Parks, Recreation, Open Space, and Trails Master Plan. The Farr Best Theatre, Commission on the Arts Program and the Mansfield Historical Society provide cultural opportunities for the citizens of Mansfield. Local recreation venues include Big League Dreams Sports Park, Hawaiian Falls Water Park, Fieldhouse USA (an indoor basketball/volleyball facility with space for hosting special events) and the Stars Center recreational ice rink. The Mansfield Dog Park (Mans Best Field) opened in 2020, and the Man House Museum opened in 2021.



The Mansfield economy is supported by major retail developments, including the Shops at Broad. Existing industrial businesses including Klein Tools, Mouser Electronics, and Amazon continue to contribute to the City’s tax base. The Mansfield Economic Development Corporation, which supports existing and new business through the ½ cent sales tax adopted in 1997, enhances the City of Mansfield’s economic development program.

Mansfield Demographics

POPULATION

2023 Estimate	82,250
2024 Estimate	86,774
2028 Projection	107,497

AGE

0-17	26%
18-24	9%
25-34	14%
35-44	14%
45-54	13%
55-64	12%
65+	11%

SEX

Male	49%
Female	51%

RACE

Caucasian	49%
African American	24%
Asian	6%
Other	8%
Two or More Races	12%

HOUSEHOLD SIZE

1-Person	15%
2-Person	29%
3-Person	22%
4-Person	19%
5+ Person	15%

LAND AREA

Square Miles	36.69
Undeveloped	23.0%

HOUSING UNITS

Residential Units	24,827
Average Home Value	\$319,493
Average New Home Value	\$611,129

HOUSEHOLD INCOME

	\$136,797
Less than \$15,000	3%
\$15,000-\$24,999	3%
\$25,000-\$34,999	4%
\$35,000-\$49,999	7%
\$50,000-\$74,999	13%
\$75,000-\$99,999	14%
\$100,000-\$149,999	23%
\$150,000-\$199,999	15%
\$200,000-\$499,999	15%
\$500,000 or more	3%

OCCUPATION

White Collar	68%
Blue Collar	19%
Service and Farm	13%

SCHOOL YEARS COMPLETED

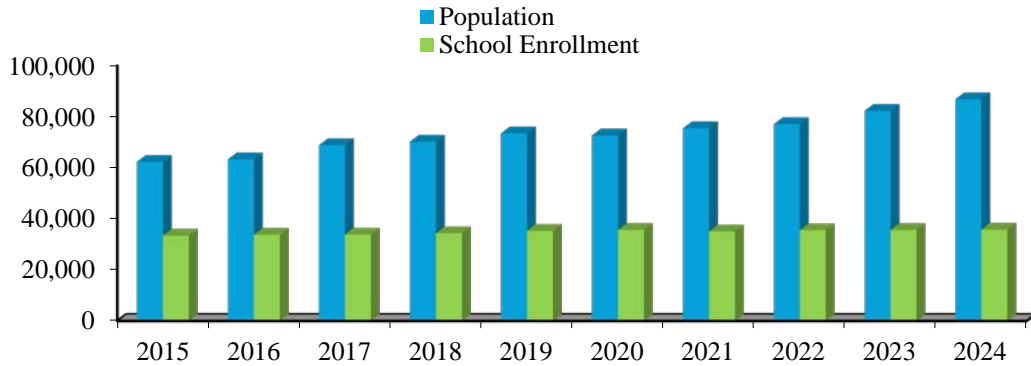
No High School Diploma	6%
High School Graduates	20%
Some College/Associate's Degree	35%
Bachelor Degree or Higher	38%

Demographic information based on The Retail Coach-January 2023, Tarrant Appraisal District, and the Mansfield 2040 Future Land Use Plan.

POPULATION DATA

Calendar Year	Annual Population	Median Age	Household Income	School Enrollment	Unemployment Rate
1990	15,549	35.0	40,700	7,600	4.9%
2000	26,543	33.2	42,154	13,418	2.6%
2010	56,368	32.3	82,037	31,010	8.5%
2020	72,602	35.2	105,182	35,626	2.3%
2021	75,411	35.1	125,604	35,021	2.2%
2022	77,040	35.0	128,263	35,524	2.1%
2023	82,250	35.2	135,329	35,607	2.4%
2024*	86,774	35.2	136,797	35,722	2.3%

*Estimated

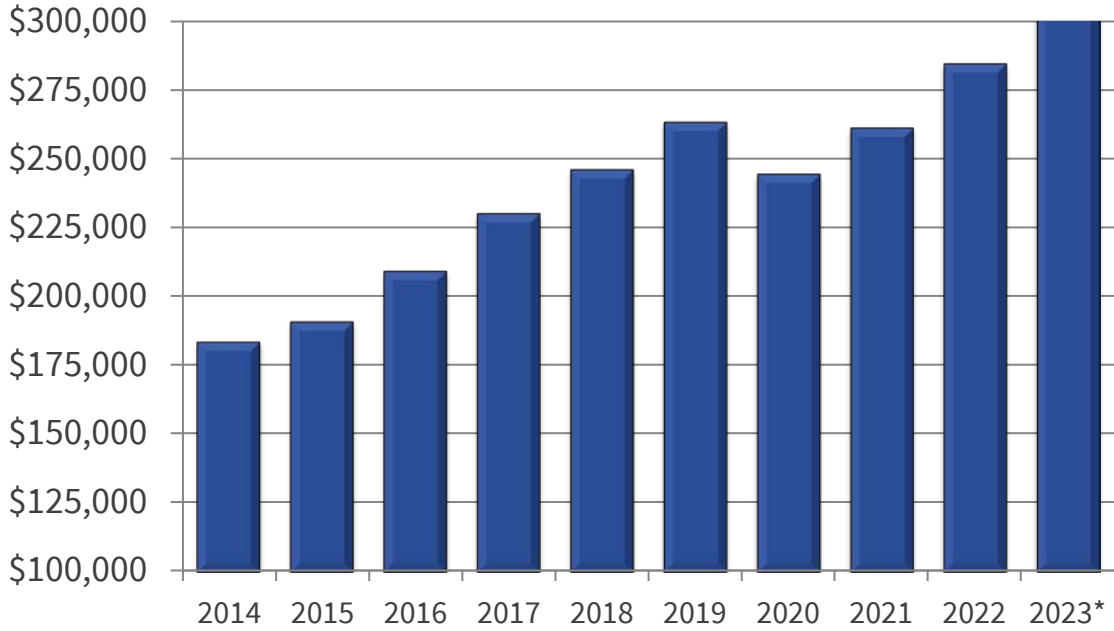


City or County	1980 Census	1990 Census	2000 Census	2010 Census	2020 Census	Percent Change*
Mansfield	8,102	15,549	26,543	56,368	72,602	28.8%
Arlington	160,113	261,717	332,969	365,438	394,266	7.9%
Ft. Worth	385,164	447,619	534,694	741,206	918,915	24.0%
Tarrant County	860,880	1,170,103	1,446,219	1,809,034	2,110,640	16.7%
Dallas County	1,556,419	1,852,810	2,218,899	2,638,139	2,613,539	-0.9%

*Percent change from 2010 Census

Demographic information based on the 2020 Census, The Retail Coach-January 2023, and the Mansfield Independent School District.

Average Home Value Taxable - Existing and New

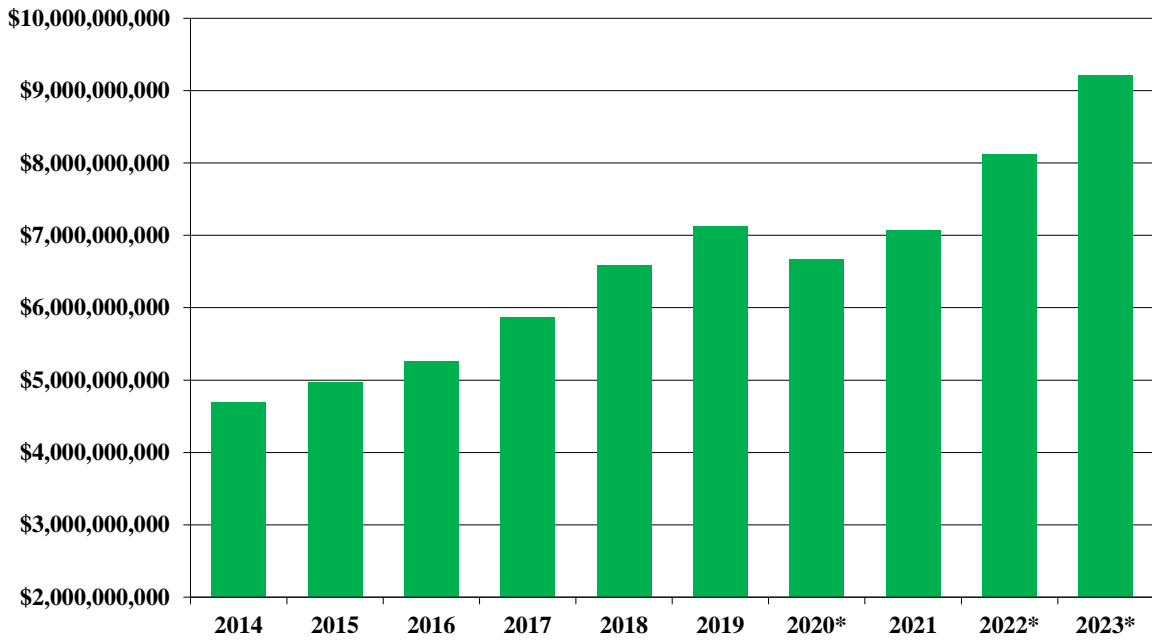


* Anticipated

Source: Tarrant County Appraisal District

(2020 was the first year with a 10% homestead exemption.)

Total Taxable Value Growth

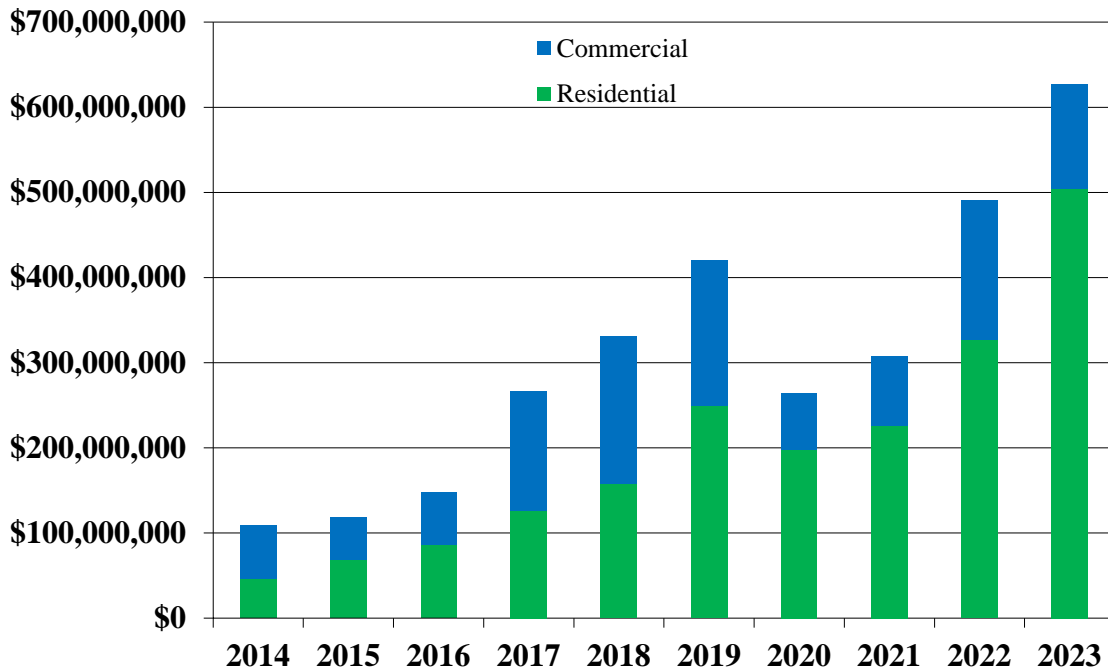


*2020 was the first year for the 10% homestead exemption. It increased to 12% in 2022 and 14% in 2023.

New Construction

Tax Year	Fiscal Year	Commercial Permits	Property Value	Residential Permits	Property Value	Total Permits	Total Taxable Value
2014	2014-2015	41	63,650,575	347	99,914,164	388	163,564,739
2015	2015-2016	6	38,438,945	253	71,080,696	259	109,519,641
2016	2016-2017	15	61,189,311	336	86,501,025	351	147,690,336
2017	2017-2018	29	140,832,004	394	126,035,888	423	266,867,892
2018	2018-2019	34	173,160,721	601	157,749,107	635	330,909,828
2019	2019-2020	31	170,983,110	536	248,858,475	567	419,841,585
2020	2020-2021	23	66,599,473	418	197,401,930	441	264,001,403
2021	2021-2022	58	81,480,968	598	225,605,655	656	307,086,623
2022	2022-2023	72	164,202,095	842	326,159,737	914	490,361,832
2023	2023-2024	82	123,069,466	637	503,883,169	719	626,952,635

New Construction Taxable Value



Property Tax Information

Tax Rate

City	\$0.659293
Mansfield ISD	\$1.1492
Tarrant County	\$0.1945
Hospital District	\$0.1945
Tarrant County College	\$0.11217
Total Tax Per \$100	\$2.31

Exemptions

If you are 65 as of January 1, you may be eligible for a tax freeze on your property. Additionally, you may be eligible for a \$50,000 exemption on the value by the appraisal district. To qualify for the over 65 and disabled exemptions you must apply through the appropriate Appraisal Districts for Mansfield, which are Tarrant County, Johnson County and Ellis County.

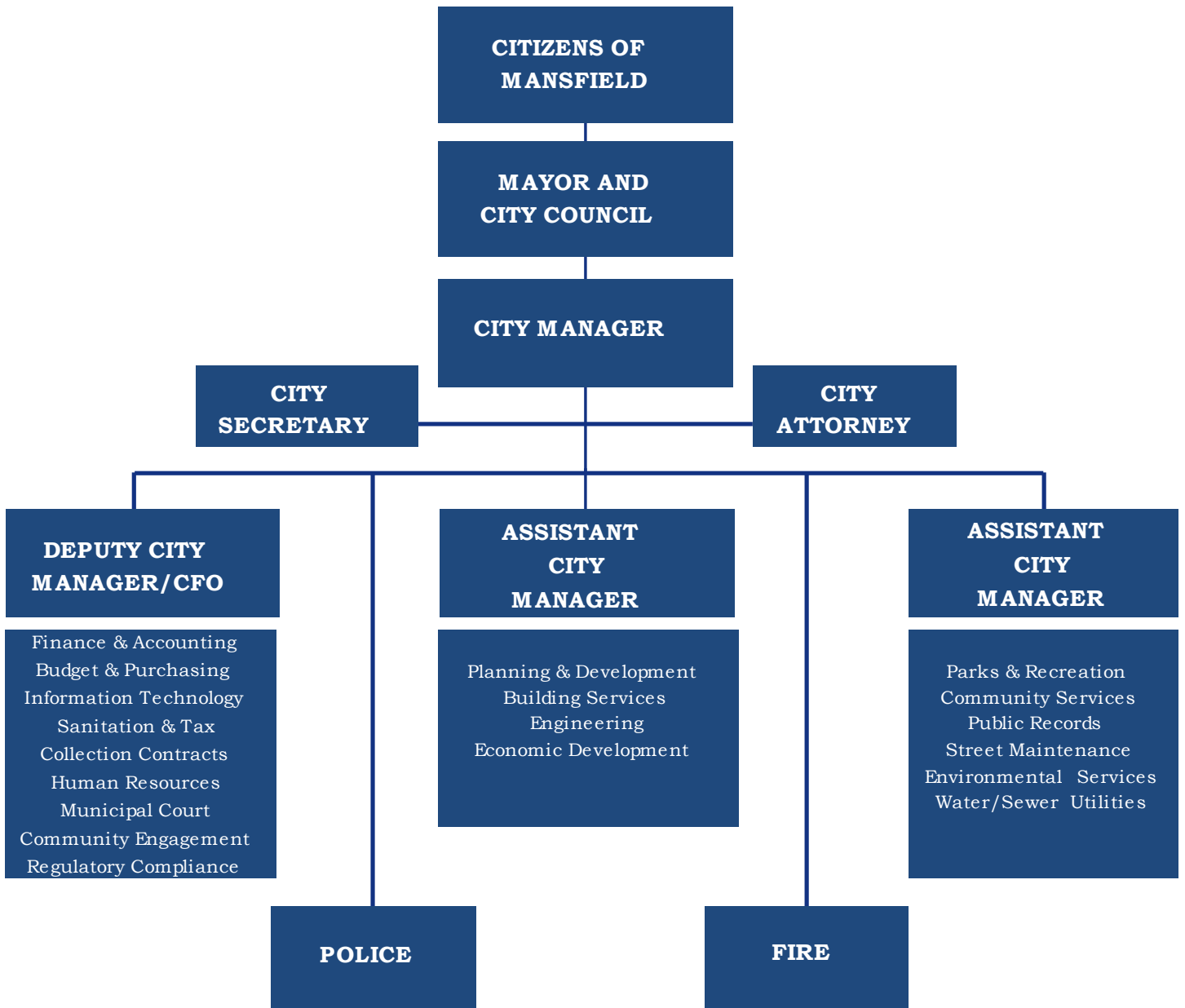
You may also be eligible for a 14% general homestead exemption if you owned and occupied the property as your primary residence on January 1, and you do not claim a homestead exemption for any other property.

City of Mansfield	Citizens over 65 - \$50,000 Disabled Person - \$10,000 Disabled Veteran - \$12,000 maximum Homestead – 14% or a minimum of \$5,000
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Who to Contact for Information

Category	Contact Information
Appraisal & Exemption Information	<u>Tarrant County Appraisal District</u> 2500 Handley-Ederville Road (817) 284-0024
	<u>Johnson County Appraisal District</u> (817) 558-0122
	<u>Ellis County Appraisal District</u>
Tax Information - City	<u>Tarrant County Tax Assessor-Collector</u> 100 E. Weatherford Street Fort Worth, TX 76196 (817) 884-1100

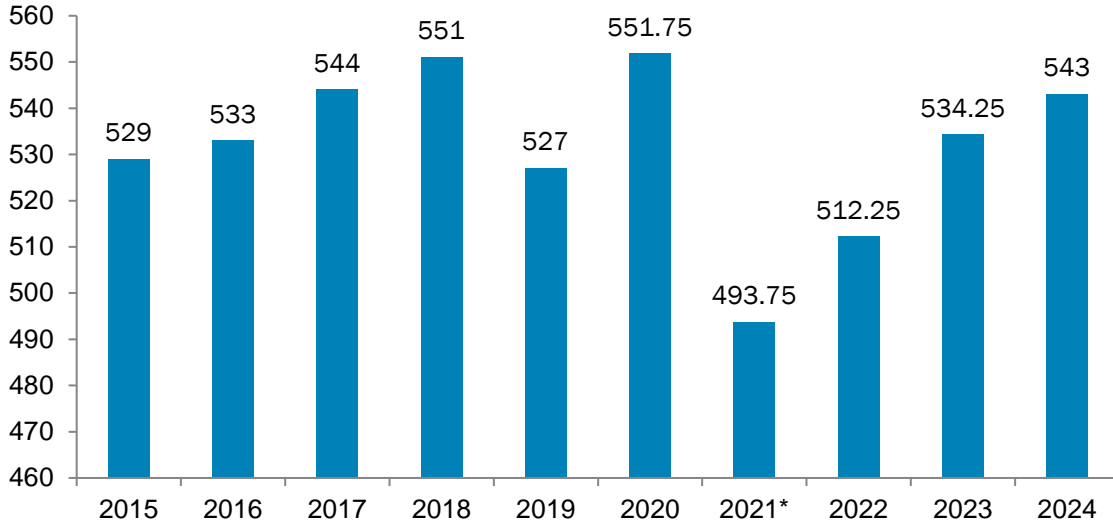
CITY OF MANSFIELD ORGANIZATIONAL CHART



FULL TIME EQUIVALENT POSITIONS

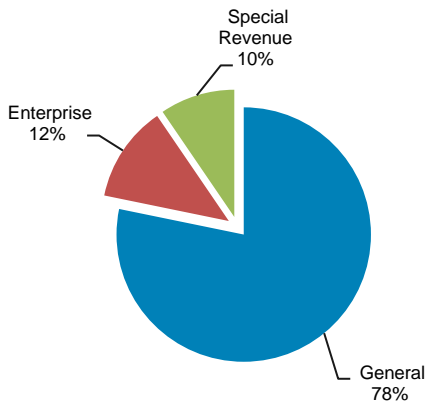
Did You Know?

The City of Mansfield Staff Consists of 543 Budgeted Full Time Equivalent Positions

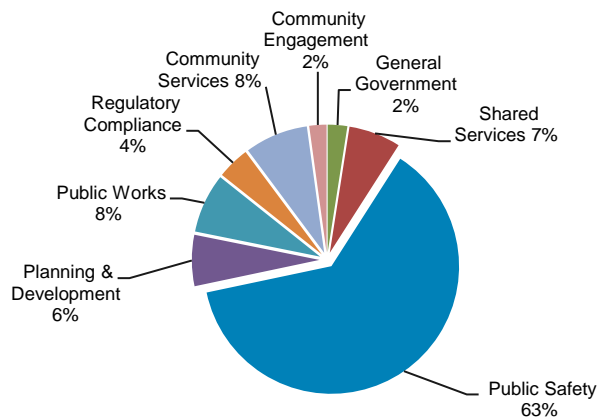


* In September 2020, the City restructured departments to eliminate redundancy and reduced operations at the Law Enforcement Center to that of a City Jail.

Staffing By Fund



General Fund Staffing



Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
General Fund				
General Government				
City Manager's Office	6	8	7.5	-0.5
City Secretary's Office	3	3	3	
Total General Government	9	11	10.5	-0.5
Shared Services				
Finance & Accounting	5	5	5	
Budget & Purchasing	2	3	4	1
Municipal Court	5	5	5	
Human Resources	4	5	7	2
Public Records and Transparency	2	3	3	
Information Technology	4	4	4	
Total Shared Services	22	25	28	3
Police				
Police Administration	9.5	10.5	8.5	-2
Communications	25	26	26	
Patrol	68	70	72	2
Criminal Investigations	23	23.5	22.5	
Jail Operations	11.5	12	12	
Animal Control (moved to Regulatory Compliance)	7	0	0	
Commercial Vehicle Enforcement	2	2	2	
Traffic	4.5	4	4	
K-9	1	1	1	
Community Resource	5	5	5	
Training	4	3	4	
Task Force (Grant Funded)	3	3	3	
Total Police	163.5	160	160	0
Fire				
Administration	9	9	9	
Prevention	5	5	6	1
EMS	2	2	2	
Emergency Management	1	1	2	1
Operations	87	87	87	
Total Fire	104	104	106	2
Planning & Development				
Planning	8	9	10.5	1.5
Building Safety/Inspections	11	12	12	
Facilities Management	5	5	5	
Total Planning & Development	24	26	27.5	1.5
Public Works				
Engineering	12	12	10	-2
Street Maintenance/Traffic Operations	19	21	22	1
Total Public Works	31	33	32	-1

Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
General Fund, continued				
Regulatory Compliance				
Rental Inspection Program	2.5	1.5	2	0.5
Health Inspection Program	2.5	2.5	2.5	
Code Compliance	4	5	5.5	0.5
Animal Control (moved from Police)	-	7	7.5	0.5
Total Regulatory Compliance	9	16	17.5	1.5
Community Services				
Public Grounds	14	15	14.5	-0.5
Senior Center	4.5	4.5	4.5	
Library	10	11.5	11.5	
Historical Services	3	3.5	3.5	
Total Community Services	31.5	34.5	34.0	-0.5
Community Engagement				
Communications and Marketing	2.5	4.75	4.75	
Special Events	1.5	1	1	
Cultural Arts	2	2.5	2.5	
Neighborhood Services - NEW	2	1	1	
Total Community Engagement	8	9.25	9.25	0
Total General Fund	402.0	418.75	424.75	6.0
Enterprise Funds				
Utility Fund				
Administration	8	7	7	
Billing & Collections	7	7	7	
Meter Reading & Repair	7	7	7	
Water Distribution	7	8	8	
Wastewater Collection	7.5	10	10	
Water Treatment	14.5	14.5	15.5	1
Water Quality	5	5	4	-1
Water Demand Management	1	1	1	
Total Utility Fund	57	59.5	59.5	0
Environmental Services Fund				
Operations	7	7	7	
Total Environmental Services Fund	7	7	7	0
Total Enterprise Funds	64.0	66.5	66.5	0
Special Revenue Funds				
Hotel/Motel Fund	1.5	1.75	1.75	
MPFDC Fund	40.75	43.25	45	1.75
MEDC Fund	4	4	5	1
Total Special Revenue Funds	46.25	49.0	51.75	2.75
Total All Funds	512.25	534.25	543.00	8.75

CREDITS

This document has been compiled according to generally accepted accounting guidelines and practices.

As presented, this budget represents a comprehensive, in-depth review and plan for all revenues, expenditures and services offered by the City of Mansfield, Texas.

Although much credit is due to all City department directors and division supervisors for many hours of staff time devoted to the preparation of this document, several deserve special credit and recognition for their assistance in the development and quality of this document.

Joe Smolinski
Troy Lestina
Matt Jones
Vanessa Ramirez
Jason Alexander
Theresa Cohagen
Jason Moore
Jeff Price
Matt Young
Tracy Aaron
Mike Ross
Jennifer Goldthwaite
Lisandra Keller

City Manager
Deputy City Manager/Chief Financial Officer
Assistant City Manager
Assistant City Manager
Executive Director - Planning & Development
Executive Director - Community Engagement
Executive Director - Economic Development
Executive Director - Public Works
Executive Director - Community Services
Chief of Police
Fire Chief
Asst. Director of Budget & Purchasing
Financial Analyst





September 11, 2023



To the Honorable Mayor and Members of the City Council:

The Administration is pleased to present to you the City of Mansfield's Operating and Capital Improvement Programs for Fiscal Year 2023-2024. This document is a comprehensive, in-depth, and easy to read text that provides the foundation and footing for the entire organization's fiscal activities during the next year. The budget document reflects current industry trends using performance measurement data and expanded illustrations to enhance the overall document.

- It represents a statement of the City's Fiscal Policies.
- It represents a statement of the City's Service Policies.
- It aligns with the City's revised Strategic Plan.
- It communicates the priorities of Mansfield's citizens, City Council, and Management for Fiscal Year 2023-2024 and future years.

The accompanying statements and analysis tell a great story about the strength of our economy and the services each citizen is receiving as a result of sound planning and effective management of fiscal resources. It is a story that has been told many times to the rating agencies, to prospective industries, and other entities. By nature, the Budget Message contains forward-looking projections. An examination of past projections and estimates add credibility to what is presented.

The City of Mansfield is committed to conservative budgeting practices, including utilizing one-time revenues for one-time expenditures, developing new revenue sources, adding staff as needed in various departments and managing operational costs while maintaining or improving current service levels. I am especially pleased to present this budget, which not only reduces the overall tax rate for our citizens, but also provides additional relief in the form of a 2% increase to the homestead exemption.

We have built a world-class transparency and community engagement model to ensure that all citizens and those outside the city are able to access city services, access information regarding city programs and events, and provide full financial transparency to residents.

City Council, working with Staff, is committed to quality development. This has only been accomplished through the concentrated efforts of many individuals making difficult business decisions to ensure that our goals to create value are achieved. More specifically, the City Council has been aggressive in establishing impact fees or development fees that require new development to pay for its share of new improvements and services. Tough decisions requiring minimum standards in the zoning of properties and types of construction have created value that has benefited not only the City, but also the Mansfield Independent School District. Economic development efforts have resulted in several new commercial and industrial developments, a variety of new restaurants, the HEB shopping center, and many other projects currently in progress. Public/private partnerships including Hawaiian Falls and Fieldhouse USA continue to add quality recreational venues for our parks and recreation system. First-class builders are attracted to this community, its services, and its school system. Commercial and retail developers are keenly interested in the City's progressive development policies. Simply put, the efforts of the City Council, the Planning and Zoning Commission, the Mansfield Economic Development Corporation, the Mansfield Park Facilities Development Corporation and all other boards and commissions have assisted the entire management team in building quality and value for our City.

The budget that accompanies the service program maintains this focus and recognition that growth must produce value and quality.

Public Input

The City conducted public hearings on August 28, 2023, and September 11, 2023, on the FY 2023-2024 budget and the tax rate. Prior to the hearings, a balanced budget addressing the annual service program priorities, staffing, equipment needs, and proposed infrastructure improvements for the upcoming fiscal year was presented in detail at the August 14, 2023, regular City Council meeting. There were no comments on the city budget or tax rate heard from the citizens.

City Council's level of involvement during the entire budget process resulted in further reduction to the property tax rate between the proposed budget presentation on August 14, 2023, and the final public hearing to adopt the budget and tax rate. On September 11, 2023, City Council voted unanimously 7-0 to adopt the tax rate. Separately, the City Council voted to approve the budget as presented by the City Manager also by a unanimous vote of 7-0.

Click on the link below to view the FY24 Budget Presentation to City Council on September 11, 2023.

[FY24-Budget-2nd-Public-Hearing-9-11-23](#)



2023-2024 Budget Highlights

- City Council voted to decrease the tax rate from \$0.68 to \$0.659293 per \$100 of valuation.
- City Council increased the Homestead Exemption by 2% bringing the total exemption to 14%.
- The City will provide employees with a one-time salary supplement of up to 3% based on performance.
- City Council members will receive a stipend of \$2000/month.
- The City will add 10 new full-time equivalent positions city-wide.
- The City has allocated \$5.4M for operating equipment.
- Increased funding for the Street Maintenance program to address infrastructure needs.
- The budget provides for a Community Activation Grant for local businesses.
- The City has improved the General Fund balance to over \$31,000,000.

Service Program for Fiscal Year 2023-2024

Development of the Service Program for FY 2023-2024 began in February 2023 with strategic planning sessions held with City Council and the City Management Team. During biweekly public work sessions with City Council in June, July and August, City Staff presented and solicited input on a variety of issues including expansion and development of new and existing programs, updating fee schedules to improve revenue, city-wide facility needs, planned capital improvement projects, debt capacity, and providing tax relief.

While developing the 2023-2024 Budget and Annual Operating Plan, the management team strongly evaluated existing service levels and the impact of the proposed 2023-2024 service plan on the City's Comprehensive Long-Term Financial Plan, as well as comments received from citizens during City Council meetings and via social media.

Management Strategies

City management developed priorities and goals based on strategic planning meetings with City Council, staff and various boards and commissions. These meetings were held to allow for City Council's input in developing the City's Long-Term Strategic Plan and priorities for the FY 2023-2024 Budget. Management and City Council revised the Strategic Plan to incorporate revenue and expense estimates in relation to the national, state, and local economy. Management also met with key staff members to obtain input in the development of the FY 2023-2024 Budget. Similar themes, priorities and goals were identified by both City Council and the City's staff for the upcoming budget year.

Management monitors all development activity within the City during the year to manage the resources of the City. The economic climate in the City of Mansfield continues to prosper along with the improving economies of the state and nation. Well-timed infrastructure improvements, stringent development standards and aggressive economic development strategies have created additional opportunities for commercial and retail expansions. The residential market continues to add new development throughout the City.

Local Economic Factors Affecting the 2023-2024 Service Programs

- Citizen input remains focused on improving streets and traffic congestion as the population increases.
- Improved industrial, commercial, and residential valuations.
- Increased interest in development along State Highway 360 and Highway 287.
- Increased interest in development in the Historic Downtown area.
- Retail, commercial, and industrial recruitment and retention.
- Sales tax revenue is estimated to increase 11.82% from the FY 2022-2023 budget of \$18,285,023 to \$20,447,144 in FY 2023-2024 due to increased population growth and the continued expansion of retail development.
- Strategic location in the Dallas/Fort Worth area - North/South corridors of Highways 360 and 287.
- A well-planned City including desirable neighborhoods, schools, and superior City services.
- Continued aggressive Economic Development programs.

Impact of Economy on Surrounding Area Cities

- City of Arlington - population growth based on the 2020 census of 7.9% since 2010. Major developments include AT&T (Dallas Cowboys) Stadium, Globe Life Park, and the Arlington Highlands retail center.
- City of Fort Worth - population growth of 24% since the 2010 census.
- Dallas/Fort Worth Region - the region's estimated unemployment of approximately 3.3% due in part to the impact of Covid-19 has improved compared to the average of 5.08% two years ago.

Impact of National and Global Economies

- The increasing cost of services and supplies/materials.
- The Federal Reserve monetary policy and rising interest rates.
- Labor supply and demand – lingering effects of Covid-19 on the workforce.
- Continued relocation of traditional population centers to the southwest region.
- The impact of national, regional, and local distribution interruptions due to supply chain disruptions.

Challenges

- Sustaining momentum.
- Strategic Long-Term Planning - an improving economy and expanding service demands.
- Funding and timing of infrastructure improvements.
- Staff retention and recruitment.
- Organizational development - quality workforce and quality services.
- Economic development – expanding retail and commercial opportunities.
- Providing operating capital funding and funding for new positions while balancing tax relief.
- Facilities are at max capacity.

Our Vision

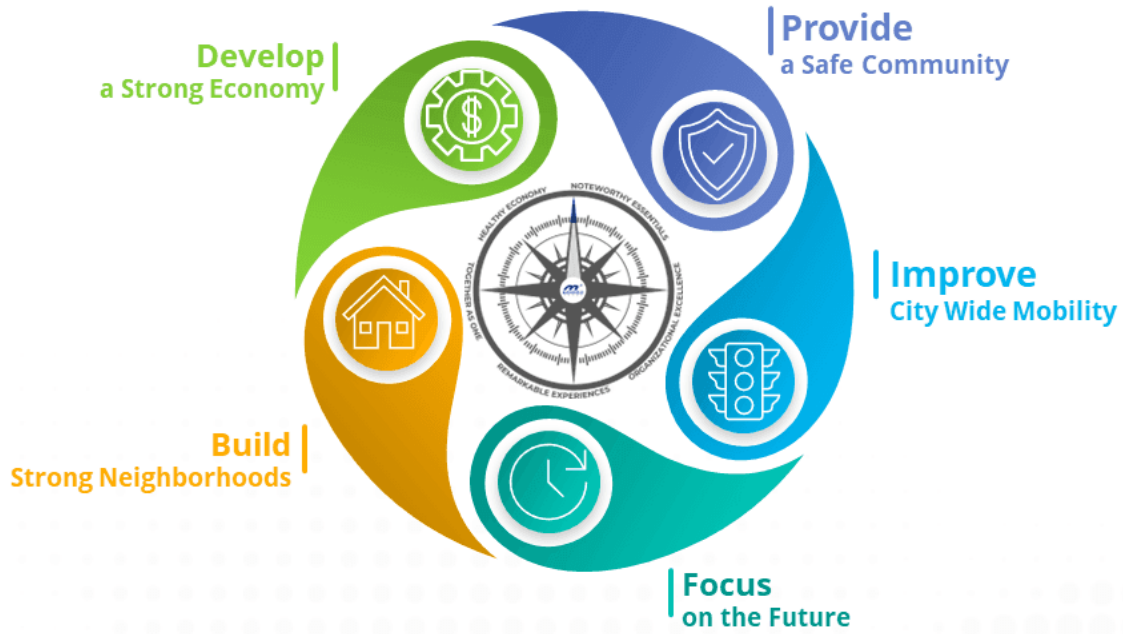
“A vibrant city for people and businesses that value world class experiences, culture, quality, and a second-to-none level of community service in a hometown environment.”



To achieve this, City Council and City Management have developed the following guiding principles for the organization, known as True NORTH. NORTH is an acronym that stands for the following:

- **Noteworthy Essentials** — The City of Mansfield will continue to deliver high-quality essential services to its residents, businesses, and visitors.
- **Organizational Excellence** — The City of Mansfield will foster a healthy environment for its own employees to maximize productivity, boost morale, attract high-quality candidates and establish itself as a destination employer.
- **Remarkable Experiences** — The City of Mansfield will find creative and innovative ways to provide its residents, businesses and visitors with world-class amenities and experiences – above and beyond essential functions and services.
- **Together As One** — The City of Mansfield will remain a close-knit community as growth continues. The City of Mansfield will provide world-class social infrastructure and opportunities for all its residents to connect and enjoy remarkable experiences together.
- **Healthy Economy** — The City of Mansfield will support and strengthen its economy in all strategic decision-making and will leverage its assets to preserve its economic vitality.

How we plan to get there — Strategic Priorities:



FY 2023-2024 BUDGET IN BRIEF

The following pages contain brief summaries of each major fund in the FY 2023-2024 budget.

GENERAL FUND

The General Fund is the operating fund of the City. It is used to account for all revenues and expenditures relating to the operations of the City that are not accounted for in other funds.

Revenues

The overall General Fund budget for FY 2023-2024 is \$94,745,797 or an increase of 8.25% over estimated revenues in FY 2022-2023. Property tax collections make up approximately 56% of the General Fund operating revenue. Property tax revenue increased 7.9% in the General Fund. Other revenue increases include sales tax, franchise tax, and fines and fees. Projected sales tax revenues are expected to increase by \$2,162,121, or 11.8%.

Staffing

The 2023-2024 Service Plan includes the addition of 8 full-time equivalent positions. Other staffing changes occurred because of reallocation and distribution of salaries. Overall, salaries and benefits increased \$2,246,037 or 3.9% due to the addition of personnel and a provision for a one-time supplemental payment based on performance. New positions totaled approximately \$775,500; however the cost is offset by organizational changes such as position reclassifications and outsourcing to contract services, bringing the impact to the General Fund to only \$355,000.

Operations and Maintenance

Operating and Maintenance costs increased 19% due primarily to contractual services. The Street maintenance budget alone increased 17% in contractual services to address concerns voiced by citizens. Many departments need computer/technology replacements due to outdated hardware and software that is no longer supported. Travel and training budgets also increased. COVID nearly eliminated in-person training over the last several years. Those opportunities are finally returning, allowing staff to complete certifications and other continuing education requirements.

Transfers

Transfers are estimated to be \$1,108,547 for the City's liability, auto and property insurance, \$309,975 for the Fieldhouse USA infrastructure debt, and \$4,120,577 to the Equipment Replacement Fund.

Equipment

The General Fund transfer of \$4,120,577 will address new and replacement vehicles for the Police, Fire, Building Safety, Public Grounds, and Street departments. These funds will also be used to purchase servers for the Information Technology division and building facility improvements City-wide.

Debt

The General Obligation Debt payment is \$20,565,033 in FY 2023-2024. In addition, the City anticipates pre-paying \$5 million of debt in late 2023. Management and City Council continue to make conscious efforts to reduce the overall debt ratio. The total outstanding General Obligation Debt is \$192,175,000.

ENTERPRISE FUNDS

Enterprise Funds are used for operations that are financed and operated in a manner similar to private business enterprises where the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis are financed through user charges. The City's Enterprise Funds are comprised of the Environmental Services Fund and the Water & Sewer Utilities Fund.

Utility Fund

Revenues

The overall Utility Fund budget for FY 2032-2024, including debt, is \$47,632,945. Water sales and sewer treatment sales totaling \$46,541,072 account for 98% of all revenue.

Staffing

The number of personnel in the Utility Fund is not changing in FY 2023-2024.

Operations and Maintenance

Operations and Maintenance is 20% higher in FY 2023-2024 than FY 2022-2023. Chemicals and sewer treatment contributed to the rise in costs, but the reserve account used to fund projects went up over \$3M.

Transfers

The Utility Fund transfer to the General Fund is approximately \$2,842,335 for the use of the City's Rights of Way. Additionally, the Utility Fund will transfer \$917,541 for overhead allocation to the General Fund and \$292,039 for auto, liability, and property insurance.

Equipment

Included in the FY 2023-2024 budget for new equipment and improvements is \$1,021,500, for the purchase of trucks, trailers, a skid steer, an excavator, and lighting for three water storage tanks.

Debt

The Utility Fund debt payment in FY 2032-2024 is \$3,841,100, down 5.6% from last fiscal year. The Utility Fund has not issued debt since 2016. In FY 2023-2024, the Utility Fund will borrow \$48 million for the Water Treatment Plant expansion.

Environmental Services Fund

Revenues

The Environmental Services Fund budget, including debt, is \$2,764,336. This represents a 1.0% increase over FY 2022-2023. Drainage fees account for 100% of the revenue in this fund.

Staffing

No new personnel were added in FY 2023-2024.

Operations and Maintenance

Operations and Maintenance increased 4.2% in FY 2023-2024 due to more funding reserved for projects.

Transfers

The only transfer budgeted in FY 2032-2024 is \$60,507 to the General Fund for overhead allocation.

Equipment

\$34,000 is budgeted in FY 2032-2024 for a new pickup truck.

Debt

The debt service payment in the Environmental Services Fund is \$526,238.

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for proceeds of specific revenue resources (other than major capital projects) that are legally restricted to expenditures for specified purposes. These funds include the Hotel/Motel Tax Fund, the Mansfield Park Facilities Development Corporation (MPFDC) Fund, and the Mansfield Economic Development Corporation (MEDC) Fund.

Hotel/Motel Tax Fund

Revenues

The Hotel/Motel Tax Fund budget is derived from tax revenue assessed on hotel rooms within the City of Mansfield. Eight hotels are located within City limits with approximately 585 beds. The expected revenue for FY 2023-2024 is \$1,005,000. Occupancy tax collections have continued to climb since COVID.

Staffing

No new staff was added in FY 2023-2024.

Operations and Maintenance

Administration of the Convention and Visitor's Bureau accounts for nearly 66% of the Operations and Maintenance costs in this fund, or \$662,201. This includes amounts previously allocated to The LOT Downtown, which the City now owns, and funding distributed to the Cultural Arts program.

Transfers

No transfers are budgeted in FY 2023-2024.

Equipment

No new equipment is budgeted in FY 2023-2024.

Debt

No debt has been incurred in the Hotel/Motel Tax Fund.

Mansfield Park Facilities Development Corporation (MPFDC) Fund

Revenues

The revenues for the MPFDC Fund in FY 2023-2024 are \$13,114,147. Of this amount, \$10,082,572 is derived from a ½ cent sales tax approved by the voters in 1992. Other revenue comes from user fees, including recreational classes and rental fees, and contract lease payments from Big League Dreams, Hawaiian Falls Water Park, Fieldhouse USA, Mansfield National Golf Course, and the Star Center.

Staffing

One new position was approved in the FY 2023-2024 budget for a Recreation Services Manager.

Operations and Maintenance

The operating budget went up 27% due primarily to the reserve number. As a result of higher anticipated sales tax revenue, more O&M funding is available for park projects.

Transfers

Approximately \$21,400 is budgeted for the MPFDC portion of auto, liability, and property insurance coverage. There is also an overhead allocation to the General Fund budgeted at \$224,617.

Equipment

\$217,633 is budgeted in FY 2023-2024 to fund a vehicle, trailers, and field maintenance equipment.

Debt

The debt service payment in the Mansfield Park Facilities Development Corporation is \$3,164,077.

Mansfield Economic Development Corporation (MEDC) Fund

Revenues

The sales tax revenue for the MEDC Fund is \$10,082,572 in FY 2023-2024, inclusive of debt service. \$5,459,950 of the total revenue is appropriated for approved economic development projects and contractual obligations. Revenues result from a ½ cent sales tax approved by the voters in 1997. Since inception, these revenues have steadily increased.

Staffing

One new position is budgeted in FY 2023-2024 for a Management Analyst.

Operations and Maintenance

The operating budget increased approximately 15% in FY 2023-2024, primarily due to contractual obligations for economic incentives, and an increased reserve as a result of higher sales tax anticipated.

Transfers

The budgeted transfer to the General Fund for the Shops at Broad development is \$241,400. In addition, \$184,003 to the General Fund is budgeted for overhead allocation. Finally, \$37,209 is budgeted for the MEDC portion of liability and property insurance coverage.

Equipment

No equipment is budgeted for FY 2023-2024.

Debt

The debt service payment in the Mansfield Economic Development Fund is \$2,660,028.

CAPITAL PROJECT FUNDS

Capital Projects Funds are used to account for acquisitions of capital assets financed from general obligation proceeds, revenue bonds, certificates of obligation proceeds, or transfers from other funds.

The Capital Projects Funds include the Street Construction Fund, Utility Construction Fund, Environmental Services (Drainage) Construction Fund, Building Construction Fund, MPFDC (Parks) Construction Fund, MEDC (Economic Development) Construction Fund and the Equipment Replacement Fund.

The Capital Improvement Program is developed to match costs against expenses occurring in corresponding periods of time whenever possible. In other words, the development and timing of infrastructure improvements is crucial to maintaining current and future developments while maintaining or lowering debt ratios. Impact fees offset the amount of funding borrowed in the Construction funds.

The impact of infrastructure improvements on operating and maintenance costs is evaluated and measured annually during the budget development process and during revisions to the Long-Term Financial Plan. Operating and Maintenance cost impacts in FY 2023-2024 are reflected in increases in supply costs, staffing increases and in additional service requirements related to expansion of existing facilities, new facilities, and transmission lines. Further detail can be found in the Capital Projects section of the budget document.

Street Construction Fund

Street and roadway improvements in FY 2023-2024 are budgeted at \$40,584,227, which includes carryover of prior year funding from projects still in progress. Street impact fees will be utilized wherever possible to supplement funding for these projects.

Utility Construction Fund

Utility improvements in FY 2023-2024 are budgeted at \$63,687,554, which includes new debt issuance of \$50 million for the Water Treatment Plant expansion. Impact fees and operating cash from prior years will fund other projects. Water & Sewer impact fees will be utilized wherever possible to supplement funding for these projects.

Building Construction Fund

Facility improvements in FY 2023-2024 totaling \$32,779,539 in prior year funding include construction of the new Police Headquarters, design for a new Animal Control facility, and design for the expansion of the Chris Burkett Service Center. These projects began in FY 2022-2023.

MPFDC Construction Fund

Park projects in FY 2023-2024 are budgeted at \$18,250,432 and include existing park and linear trail improvements as well as land acquisition.

MEDC Construction Fund

There are no construction projects funded by MEDC in FY 2023-2024.

Equipment Replacement Fund

Vehicles, equipment and technology, and facility improvements in FY 2023-2024 are budgeted at \$6,250,467 of which \$4,120,577 will be transferred from the General Fund. The remainder is prior year funding for previously approved capital items that have not yet been received due to supply chain issues.

FISCAL YEAR 2023-2024 SERVICE PROGRAM IN SUMMARY

The City of Mansfield has taken positive steps to fulfill broad priorities identified by City Council and City Staff. While non-financial strategies are essential and form the framework of the Service Plan in FY 2023-2024, the City will continue to maintain a positive financial position to provide quality of life to all citizens. The long-term financial strategies to achieve these priorities are very similar to those of the past and have been developed in FY 2023-2024 with awareness that these goals and strategies are building blocks for future long-term goals.

Long-Term Goals for Fiscal Year 2023-2024 and Beyond:

- Continue to sustain growth and enhance local economic activity.
- Uphold and improve the City of Mansfield's bond ratings.
- Maintain the City's debt ratios.
- Preserve and continue to increase the Fund Balance.
- Continue quality residential and commercial development.
- Retain a quality workforce by offering a competitive compensation package.
- Provide a safe and quality living environment for all citizens.
- Continue to provide a "Superior" water system and "Best" parks system.
- Provide property tax relief whenever possible.

In conclusion, the FY 2023-2024 budget has been developed to meet the vision of creating:

A vibrant city for people and businesses that value world class experiences, culture, quality, and a second-to-none level of community service.

We will continue to sustain the momentum this City has experienced over the past decade as we prepare for future growth. This budget provides the necessary funding to deliver a service plan that meets the growing demand for services for our citizens and support all City departments with the necessary staffing and equipment to carry out that plan while also providing property tax relief to our residents. As an organization, we remain dedicated to serving the citizens, businesses, and visitors of the City of Mansfield in a manner that directs us to True NORTH.

As a result of the thoughtful, hard work of all the directors and their staff, I believe this budget is fiscally responsible, represents the City Council's priorities, goals, and objectives, and addresses the needs of our community within the framework of available resources.

Finally, I wish to thank the Mayor and City Council for their dedication to the City and their contribution to the development of this financial document.

Sincerely,



Joe Smolinski
City Manager



THE CITY OF MANSFIELD BUDGET PROCESS

THE CITY'S ROLES AND RESPONSIBILITIES

Every staff member plays a role in budgeting, whether in its formation, implementation, administration, or evaluation. Ultimately, of course, each department director through the City Manager is accountable to the City Council and citizens for the performance of departmental staff in meeting specific objectives.

Actual budget responsibility can be identified specifically as follows:

The Department Director is responsible for preparing an estimate of remaining cost requirements for the current fiscal year, projecting the base budget requirements for the next fiscal year, and developing other requests that change or revise the program so that it will be more effective, efficient, productive, and economical.

The Departmental Administrative Support Staff serves as a vital communication link between the department and the budget staff. Support staff is responsible for coordinating information, checking to see if forms are completed properly, making sure necessary supporting documentation is submitted, monitoring the internal review process to meet timelines, gathering performance measurement information, entering departmental budget data into the City's financial system, and serving as the departmental troubleshooter for problems throughout the budget process.

The Strategic Planning Committee is comprised of staff from each major division of the City and is responsible for the planning, development and presentation of the City's modified capital and operational strategic plan. The Strategic Planning Committee presents recommendations to the Deputy City Manager/Chief Financial Officer, Assistant City Managers, and the City Manager for review.

The Department and Division Directors are responsible for reviewing historical performance, anticipating future problems and opportunities, considering alternative solutions, and modifying and assembling their departmental data into a cohesive budget information package. Department Directors critically evaluate all division-level requests, prioritize, and submit a budget plan including only those requests that support City Council priorities, City Manager work plan, administrative direction and the departmental mission and objectives. Performance measures are evaluated to determine the effectiveness of individual divisions and departments.

The Chief Financial Officer and Budget Officer are responsible for preparing short- and long-range revenue and expenditure forecasts, gathering and evaluating performance measures, calculating departmental projected budget targets, assisting departments, reviewing departmental budgets with department directors or staff, collating, analyzing, and summarizing departmental requests and preparing budget review materials for the Executive Staff and City Council.

The City Manager's and Deputy City Manager's key role is to translate City Council goals and objectives into recommended funding decisions.

The City Manager is responsible for reviewing the total financial and operational program, formulating a City-wide proposed budget, and proposing a balanced budget to City Council.

The City Council is responsible for the review of the City Manager's proposed budget, approval of the tax rate and approval of the final budget. The City charter requires adoption of the final budget no later than September 15 of each fiscal year.

BUDGET PROCESS

The budget process is the key to the development of the City of Mansfield's overall strategic plan and affords individual departments the opportunity to reassess goals and objectives, evaluate programs using performance measurement data and develop strategies to accomplish them. Even though the budget may be reviewed by the City Council in July and August and adopted in September, its preparation begins at least eight months prior, with projection of fund balances, revenue and expenditure forecasts, and departmental needs assessments. It is with this groundwork that the departmental requests are made and subsequently reviewed.

The following summary provides a brief description of the various phases of the budget process and timeframes in which the budget preparation, review and adoption takes place.

BUDGET PHASES

Priority Needs Assessment Phase - This is the foundation of assessing what the current and projected programmatic and operational needs of each department are as seen by the Citizens of Mansfield, City Council, Boards, Commissions, and individual department/division directors. City Staff and City Council reviews occur during this phase to identify and prioritize the needs and desires of each group. Community feedback is an important component of the budget process in assessing citizen satisfaction with services and establishing priorities for the upcoming budget year. City infrastructure needs are identified during this process and play an important role in the forecasting related to short and long-term operating needs. City Council has identified the need to maintain City streets, enforce architectural standards for new development, create more neighborhood and linear parks, encourage more retail, commercial and industrial development within the City, and implement and continue the Capital Improvement Program.

Financial Trend Analysis Phase - an integral part of Mansfield's decision-making process that includes both short and long-range economic and financial forecasts. During this phase, strategic forecasting assumptions are made including changes in fund balance projections, revenue, expenditure, compensation adjustments and other costs adjustments. Preliminary assumptions result in the City's forecasted fiscal capacity and provide a balanced financial framework upon which operating (departmental), and capital (infrastructure projects) budget targets can be developed.

Policy/Strategy Development Phase - City Council's goals and directives set the tone for the development of the budget. The Council identifies key policy issues that will provide the direction of the budget. The Strategic Planning Committee updates the City's 10-Year Strategic Plan, identifying critical objectives and the strategies to be employed in meeting those objectives. It is within this framework that the department's budget plans are formulated. The City Council identifies needs to establish priorities, identify existing service levels, and review financial and economic trends and forecasts. City Council also discusses policy direction with the Executive Staff.

Budget Development Phase - Based upon City Council's priorities and strategic policy direction, departments develop program objectives and work plans for the budget period. The Budget Office submits to each department their prior year and year-to-date expenditures for review. Baseline budgets are then developed which represent existing service levels and adjustments for price changes, inflation and/or compensation adjustments. Departmental staff is asked to evaluate programs and positions. Departmental

staff reviews service level requirements and makes decisions regarding new programs, increased or decreased staffing and changing resource allocation. Departments use the Strategic Plan to identify additional staffing requirements and obtain appropriate salary levels for each proposed new staff member. The Chief Financial Officer and Budget Officer review all budget data submissions from individual departments to ensure each department has submitted accurate and concise data.

Budget Review and Modification Phase - The Budget Officer sets a budget calendar and schedules meetings with each department/division director. Individual meetings occur with most departments at least twice prior to budget work sessions with City Council. Budget requests and recommendations for each department are reviewed during this phase. New staffing, operational expenditures, revenue projections and capital equipment requests are reviewed to determine the overall resources available to fund departmental requests. Performance measures are reviewed to determine the overall effectiveness of each departmental program. City Council and City Manager priorities and goals are reviewed with departments to ensure that individual budgets reflect the priorities set by City Council and the City Manager. Recommendations are then forwarded to the City Manager for review.

Adoption Phase - A proposed operational and financial plan is presented to City Council through a series of budget work sessions prior to public hearings. The City Staff communicates the proposed budget to the citizens during these public work sessions in the form of power point presentations, handouts, cable access recordings or a combination of these formats. Two public hearings are held, and City Council adopts the tax levy and fiscal year budget consistent with the City Charter and Texas State law.

Implementation Phase - Departments are accountable for budgetary controls throughout the fiscal year. Expenditure patterns are examined, compared to budget plans, and corrective action is taken as necessary during the fiscal year. The Finance team reviews the budgeted revenues, expenditures, and current demographic, economic and financial trends monthly that may impact the City and plan strategy to ensure the City's financial integrity. City Council is also provided a monthly financial report disclosing the City's actual revenue, expenditure and fund balance performance as compared to the budget plan.

REVIEW AND APPROVAL OF THE BUDGET

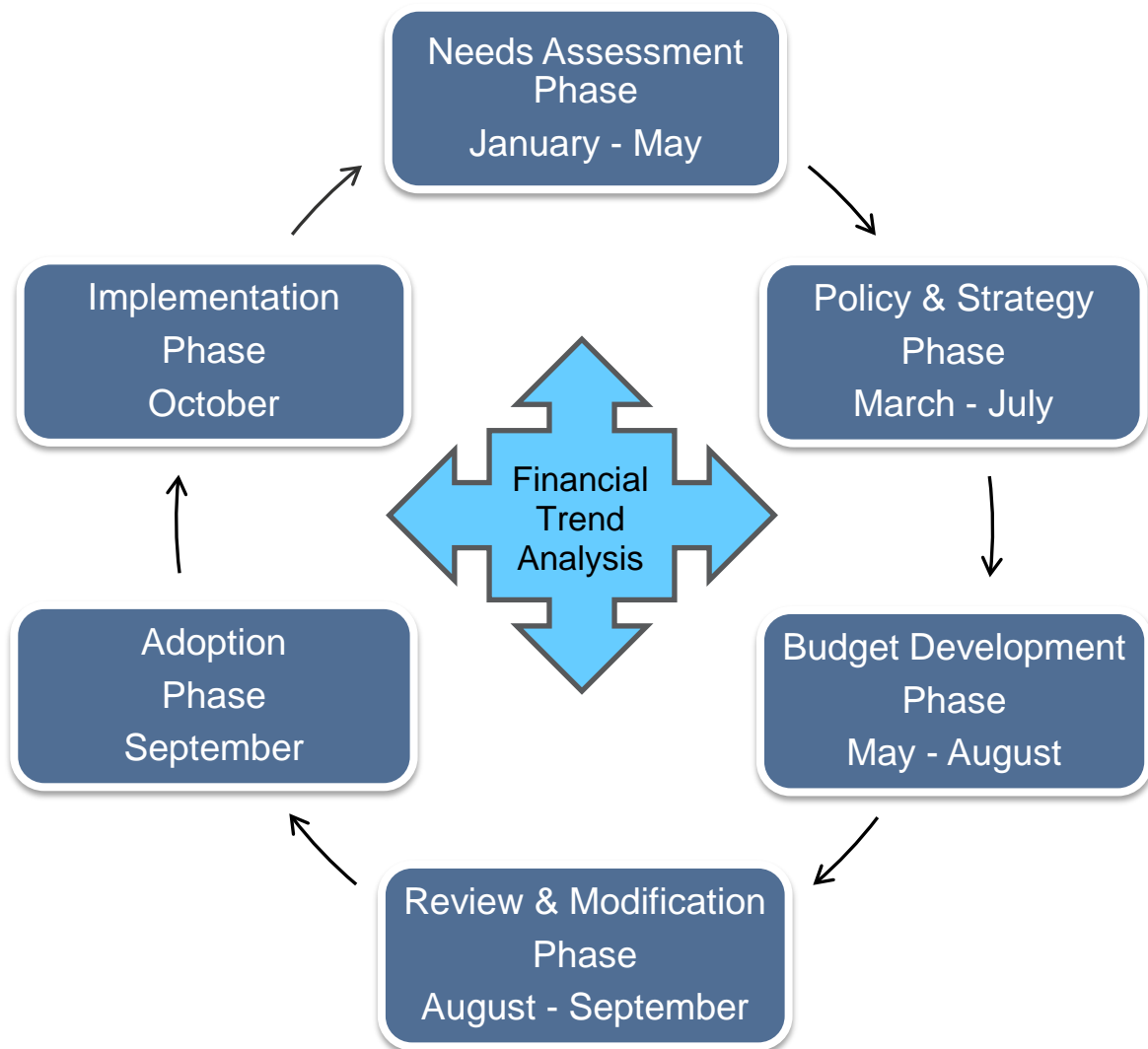
The City Council considers the proposed budget and holds budget work sessions and public hearings in July, August and September. The budget work sessions provide an opportunity for City management, directors, and the general public to offer information and recommendations to the City Council.

Legally, the budget must be adopted by September 30th. Per the City Charter, the budget must be adopted by September 15th. City Charter requires one public reading of the budget ordinance before it is adopted by City Council. The adoption of the budget ordinance authorizes expenditures from all funds within the City including the General, Debt Service, Enterprise, Special Revenue, and Capital funds. The City's fiscal year begins October 1st and ends September 30th.

IMPLEMENTATION OF THE BUDGET

Upon adoption, the staff prepares the operating budget, incorporating all changes authorized by City Council. Each department is advised of the approved budget for their divisions.

Budget Phases



Budget Calendar for FY 2023-2024

February 2023	March 2023	April 2023
<p>2/20 – Executive staff meeting with City departments to present and discuss the FY23 Budget development process .</p> <p>2/22-2/25 – City Council and Executive Staff hold budget and strategic planning workshop.</p>	<p>3/1 – Budget packet with specific instructions for preparing the FY23 budget is provided to the departments.</p> <p>3/6-3/10 – Training sessions on budget entry in new software available to departments</p>	<p>4/7 – Departments submit new position requests, equity requests and position reclassifications to HR and the Budget Office. Departments also submit requests for capital equipment.</p> <p>4/28 – Departments submit operational budget requests.</p> <p>4/30 – Chief Appraiser must prepare/provide estimate of preliminary taxable value.</p>
May 2023	June 2023	July 2023
<p>5/1 – Budget and Accounting offices review departmental budgets as submitted and begin preparing reports.</p> <p>5/9 – Budget Office and City Manager or his designee begin reviewing budget requests with the department heads. Meetings continue throughout the month of May.</p>	<p>6/7 – Budget and Accounting offices calculate preliminary tax and other major revenues for the FY24 budget and present to City Manager.</p> <p>6/12 – Preliminary budget update to City Council at regular meeting.</p> <p>6/22 – Budget and Accounting prepare the recommended departmental line -item budget and submit to City Manager.</p>	<p>7/5 – Budget office begins second round of meetings with departments as required.</p> <p>7/10 – City Council work session with staff to get property tax and other updates .</p> <p>7/14 – Applications due for Hotel/Motel Tax funding.</p> <p>7/25 – Last day for Chief Appraiser to certify property tax appraisal roll .</p>
August 2023	September 2023	October 2023
<p>8/8 – Taxing units publicize new -revenue and voter approval tax rates.</p> <p>8/14 – City Manager presents a Balance Budget and 5 -year Capital Plan during City Council work session.</p> <p>8/18 – Notice of Public Hearing</p> <p>8/28 – 1st Public Hearing on the Proposed Budget and Tax Rate.</p>	<p>9/11 – 2nd Public Hearing on the FY24 Proposed Budget and Tax Rate.</p> <p>Reading of the budget ordinance and tax rate ordinance.</p> <p>City Council votes to approve the FY24 budget ordinance and adopt the tax rate.</p>	<p>10/1 – New fiscal year begins.</p>

BALANCED BUDGET POLICY

The City of Mansfield has adopted a balanced budget for all funds. Current appropriations in all funds are limited to the sum available, unencumbered cash balances and revenues estimated to be received in the current budget period. Expenditure and subsidy appropriations for mandated and priority programs are to be made against current revenue sources and not dependent upon uncertain reserves or fluctuating prior period fund balances. To the extent possible, current operations will be funded by current revenues. The use of unencumbered prior period balances in all funds shall be scrutinized and carefully limited and subject to review by the City Manager and City Council.

BUDGET CONTROL

As set forth in the City Charter, the City Council adopts an annual budget prepared in accordance with Generally Accepted Accounting Principles. The City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department. The City Council may require their approval of these transfers if the transfers exceed the adopted budget for each fund.

All unused appropriations, except appropriations for capital expenditures, lapse at the close of the fiscal year to the extent they have not been expended or encumbered. An appropriation for a capital expenditure shall continue in force until the purpose for which it was made has been accomplished or abandoned. The purpose of any such appropriation shall be deemed abandoned if three years pass without any disbursement from or encumbrance of the appropriation.

AMENDMENTS TO THE BUDGET

The City of Mansfield operating budget is adopted at the division level. Any transfers that exceed budgeted expenditures may require City Council approval. Any change orders to budgeted capital improvement projects must be approved by City Council.

USE OF CONTINGENCY RESERVE

When additional funding is required to offset unexpected revenue shortfalls, unexpected expenditure increases or events that threaten the public health or safety, contingency operating funds may be authorized by the City Manager and/or City Council so that budgeted service levels can be maintained.

FUND ORGANIZATION

The accounts of the City are organized on the basis of funds, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts. Governmental resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and how spending activities are controlled.

GOVERNMENTAL FUND TYPES:

General Fund

The General Fund is the operating fund of the City. All general tax revenues and other receipts that are not restricted by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, the fixed charges, and the capital improvement costs that are not paid through other funds are paid from the General Fund.

Special Revenues Funds

The Special Revenue Funds are used to account for the proceeds of specific revenue resources (other than major capital projects) that are legally restricted to expenditures for specified purposes. These funds include Hotel/Motel Tax, Mansfield Park Facilities Development Corporation (MPFDC), and Mansfield Economic Development Corporation (MEDC).

Debt Service Funds

The Debt Service Funds include the General Debt Service Fund, Water & Sewer, Environmental Services, MPFDC and MEDC. These funds are used to account for the accumulation of resources for and the payment of principal and interest on general long-term debt and revenue bond debt. The primary sources of revenues are ad valorem taxes which are levied by the City for the General Debt Service Fund, sales tax for the MPFDC and MEDC Debt Service Funds, and user fees for the Water & Sewer Fund and Environmental Services Fund.

Capital Projects Funds

The Capital Projects Funds account for the financial resources to be used for the acquisition of capital facilities other than those recorded in Proprietary Funds. The Capital Projects Funds are used to account for the acquisitions of capital facilities financed from general obligation bond proceeds or certificate of obligation proceeds, or transfers from other funds. The City's Capital Projects Funds consist of the following: Street Improvements, Utility Improvements, Drainage Improvements, Building Construction, MPFDC Construction, MEDC Construction, and Equipment Replacement.

TIRZ (Tax Increment Reinvestment Zone)

The Tax Increment Reinvestment Zone is a specific fund designated to capture the tax increment in a defined geographic zone. The tax increment is to pay for the public improvements specific to the zone or area defined by ordinance. Any increase in value or property value increment may be used to pay for the debt for these public improvements or be used to reimburse the developer for the public improvements paid for by the developer on behalf of the City.

PROPRIETARY FUND TYPES:

Enterprise Funds

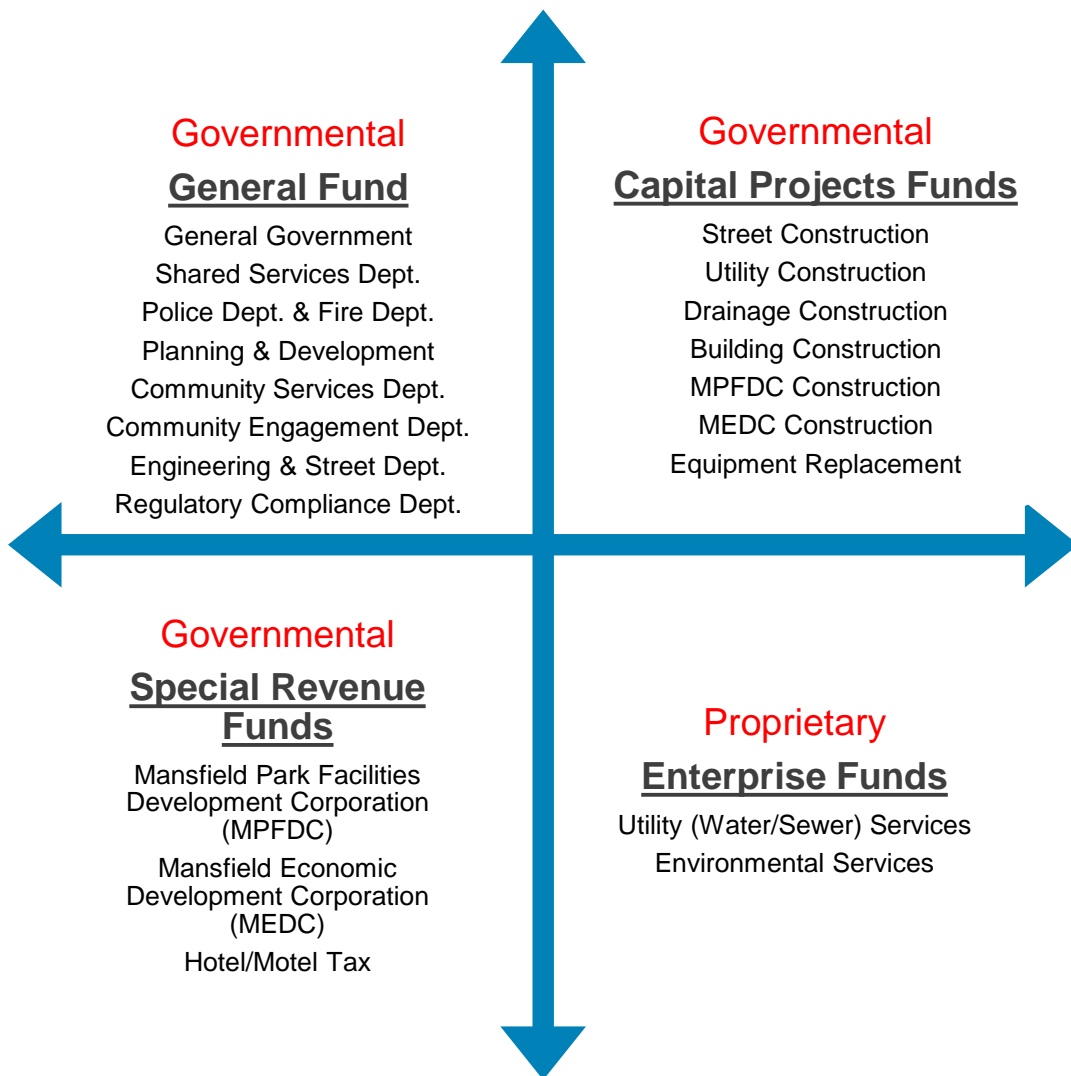
The Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis are financed through user charges. The City's Enterprise Funds are the Water & Sewer Fund and Environmental Services Fund.

OPERATING AND CAPITAL BUDGET RELATIONSHIP/ORGANIZATION

The City of Mansfield Budget for Fiscal Year 2023-2024 is comprised of the operating budgets for all major funds: General Fund, Debt Service Funds, Enterprise Funds, Special Revenue Funds and Capital Projects Funds. The operating budget includes portions of the City's Strategic Plan which contains both operational and capital requirements.

The operating budget includes a balanced financial plan for all funds for fiscal year 2023-2024 and forecasts the results of operations by fund for the period. The effect of the Capital Improvement Program upon operations is reflected in the Capital Projects Fund. The operating budget includes fund summaries and presentations by City operating departments without regard to fund. Each department is divided into operating divisions, and a budget summary by division is included for each department. Performance measures are incorporated for each division within each department.

City of Mansfield Fund/Department Matrix



BASIS OF BUDGETING AND ACCOUNTING

The operating budget is developed by fund using Generally Accepted Accounting Principles (GAAP), except that depreciation and amortization are not budgeted. The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. All proprietary funds are accounted for on a flow of economic resources measurement focus.

Governmental Fund Types

Governmental funds are budgeted and accounted for using the modified accrual basis of accounting. The modified accrual basis is a combination of cash and accrual accounting in that expenditures are immediately incurred as a liability while revenues are not recorded until actually received or are “measurable” and “available” for expenditure. Under the modified accrual basis, revenues and other financial resource increments are recognized when they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures of the current period. "Measurable" means that amounts can be reasonably determined within the current period. "Available" means that amounts are collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

The Capital Project Fund is presented on a budgetary basis. State Law requires an adequate budget to pay for the entire construction contract and appropriated in the period in which the contract is entered; therefore, expenditures are presented on a budgetary basis as opposed to cash flow basis.

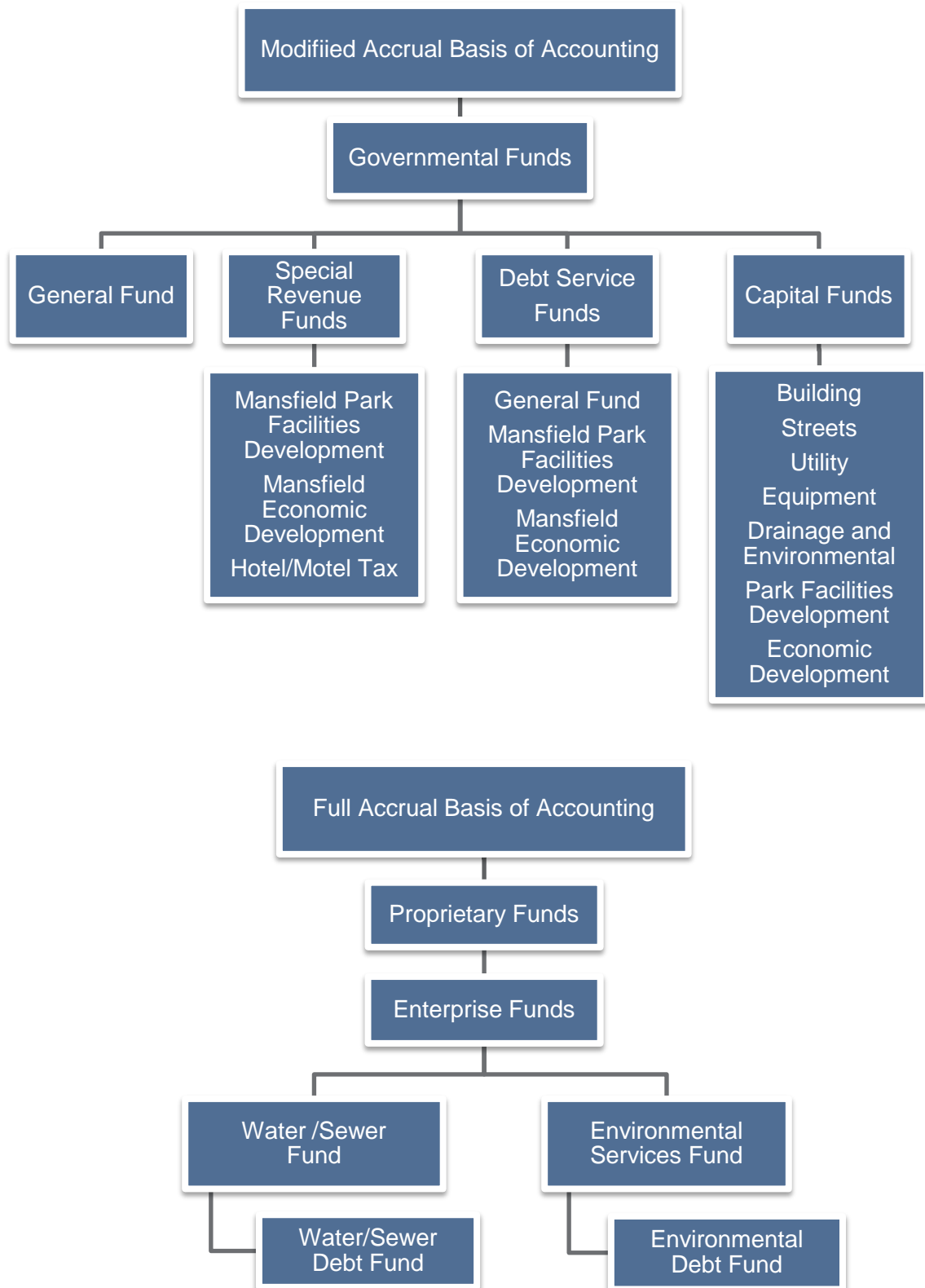
Funding sources for the Capital Improvement Program are also presented on a budgetary basis. The revenue sources are presented in the period that the funding will be realized in order to provide continuity between the operating budget and the capital budget. As a result of presenting on a budgetary basis, funding sources may not equal budgeted expenditures in each period, creating a positive fund balance as cash accumulates for larger expenditures in later years.

Proprietary Fund Types

Proprietary funds are budgeted on a full accrual basis. Revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period incurred.

The following chart summarize the basis of budgeting for the City’s major funds by method of accounting.

City of Mansfield Fund Structure by Budgetary Basis



FINANCIAL REPORTING AND POLICIES

FINANCIAL AND OPERATIONAL POLICIES

The City of Mansfield, Texas has developed financial and operational policies which guided the development of the budget for fiscal year 2023-2024. The budget has been developed using an analysis of historical data, current data and forecasted data. The staff identified areas of growth and future needs in each department. The staff put in place policies and procedures which determine the overall budget including expected population growth, expansion of services, debt service requirements, capital improvements, operational maintenance requirements, and staffing level requirements. Each department is evaluated as to current needs and the projected needs in the next budget year and the following nine years. Availability of funds is considered to determine what areas may need additional funding. A complete prior year analysis and future analysis is utilized to determine what areas may be increased, decreased, or remain constant for the upcoming year. Individual departments are required to submit departmental budgets for the upcoming fiscal year. The Business Services Department reviews individual budgets and creates a priority list for each department based on department and administration considerations. The budget for each department is reviewed by the City Manager's office to ensure each department is properly funded. The budget's operational and financial policies are reviewed throughout the year.

FINANCIAL REPORTING POLICY

Following the conclusion of the fiscal year, the Accounting Department prepares an Annual Comprehensive Financial Report (ACFR) in accordance with generally accepted accounting and financial reporting principles established by the Governmental Accounting Standards Board (GASB) and the SEC. The ACFR shall also satisfy all criteria of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting. Monthly, semiannual, and quarterly reports on the City's finances are reported to City Council.

The ACFR shall show the status of the City's finances on the basis of General Accepted Accounting Principles (GAAP). The ACFR shall show fund revenues and expenditures on both a GAAP basis and budget basis for comparison purposes. In all but two cases, this reporting conforms to the way the City prepares its budget: compensated absences (accrued but unused sick leave) are not reflected in the budget but are accounted for in the ACFR's long-term debt position; and depreciation is not shown in the budget's proprietary funds, although the full purchase price of equipment and capital improvements is reflected as uses of working capital.

Included as part of the Annual Financial Report are the results of the annual audit prepared by independent Certified Public Accountants designated by City Council. The Finance Department shall issue a report monthly to the Council reflecting the City's financial condition for the month. The monthly report shall present the financial condition of the City in a user friendly and understandable format consistent with the budget.

REVENUE POLICIES

To protect the City's financial integrity, the City will maintain a diversified and stable revenue system to shelter it from fluctuations in any one revenue source.

For every annual budget, the City shall levy two property tax rates: operation/maintenance and debt service. The debt service levy shall be sufficient for meeting all current principal and interest payments.

The debt service levy and related debt service expenditures shall be accounted for in the Debt Service Fund. The operation and maintenance levy shall be accounted for in the General Fund. The City will maintain a policy of levying the lowest tax rate on the broadest tax base. Legally allowable exemptions may be provided to homeowners, senior citizens, and disabled veterans.

The City will establish user charges and fees at a level that attempts to recover the full cost of providing the service. User fees, particularly utility rates, should identify the relative costs of service for different classes of customers. When possible, utility rates should be designed to reduce peak (hour and day) demands on the utility systems.

The City will make every reasonable attempt to ensure accurate measurements of variables impacting taxes and fees (such as verification of business sales tax payments, verification of appraisal district property values, and accuracy of water meters.)

The City will attempt to maximize the application of its financial resources by obtaining supplementary funding through agreements with other public and private agencies for the provision of public services or the construction of capital improvements.

The City will consider other market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees, and charges.

When developing the annual budget, the Financial Services Department shall project revenues from every source based on actual collections from the preceding year and estimated collections of the current fiscal year, while taking into account known circumstances which will impact revenues for the new fiscal year. The revenue projections for each fund should be made conservatively.

OPERATING EXPENDITURE POLICIES

Operating expenditures shall be accounted, reported, and budgeted for in the following major categories: operating, recurring expenditures including personnel services, supplies, maintenance, contractual services, and capital replacement/lease. The annual budget shall appropriate sufficient funds for operating and recurring expenditures necessary to maintain established quality and scope of City services.

The City will constantly examine the methods for providing public services in order to reduce operating, recurring expenditures and/or enhance quality and scope of public services with no increase in cost. Personnel service expenditures will reflect the minimum staffing needed to provide established quality and scope of City services. To attract and retain employees necessary for providing high-quality service, the City shall maintain a compensation and benefit package competitive with the public and, when quantifiable, private service industries. Supply expenditures shall be sufficient for ensuring the optimal productivity of City employees.

Maintenance expenditures shall be sufficient for addressing the deterioration of the City's capital assets to ensure the optimal productivity of the capital assets. Maintenance should be conducted to ensure a relatively stable level of expenditures for every budget year.

The City will utilize contract labor for the provision of City services whenever private contractors can perform the established level of service at less expense. The City will regularly evaluate its agreements with private contractors to ensure the established levels of service are performed at the least expense to the City.

Existing capital equipment shall be replaced when needed to ensure the optimal productivity of City employees. Existing capital equipment associated with General Fund operations in excess of \$5,000 will be charged to individual departments who purchase those items.

Expenditures for additional capital equipment shall be made only to enhance employee productivity, improve quality of service, or expand scope of service. To assist in controlling the growth of operating expenditures, operating departments within the General Fund will submit their annual budgets to the City Manager within a ceiling calculated by the Financial Services Department from the General Fund's Long-Term Financial Plan. Projected expenditures that exceed the ceiling must be submitted as separate expanded level of service requests.

FUND BALANCE POLICY

The annual budget shall be presented to Council with each fund reflecting an ending fund balance that is no less than 25% of that fund's annual operating expenditures. To satisfy the particular needs of individual funds, ending fund balances may be established which exceed the 25% minimum. Fund balance that exceeds the minimum level established for each fund may be appropriated for non-recurring capital projects or programs.

FUND TRANSFER POLICY

With the exceptions noted below, there will be no operating transfers between funds. Any costs incurred by one fund to support the operations of another shall be charged directly to the fund. (For example, actual hours worked by General Fund employees for Water & Sewer Fund events.)

Fund transfers may occur when surplus fund balances are used to support non-recurring capital expenses or when needed to satisfy debt service obligations.

DEBT EXPENDITURES

The City will issue debt only to fund capital projects that cannot be supported by current, annual revenues. To minimize interest payments on issued debt, the City will maintain a regular debt retirement policy by issuing debt with maximum maturities not exceeding twenty (20) years. Retirement of debt principal will be structured to ensure constant annual debt payment. Post issuance compliance policy was implemented in 2012. The City will attempt to maintain base bond ratings of Aa1 (Moody's Investors Service), AAA (Standard & Poor's) and AA+ (Fitch, IBCA), on its general obligation debt (see Debt Policy). Annual financial reviews are conducted by Fitch, Moody's, and Standard & Poor's.

CAPITAL PROJECTS EXPENDITURE POLICY

The City will develop a multi-year plan for capital projects, which identifies all projects likely to be constructed within a ten-year horizon. The multi-year plan will reflect for each project the likely source of funding and attempt to quantify the project's impact to future operating expenditures. Capital projects will be constructed to protect or improve the community's quality of life, protect, or enhance the community's economic vitality, and support and service new development. To minimize the issuance of debt, the City will attempt to support capital projects with appropriations from operating revenues or excess fund balances, i.e., "pay-as-you-go."

UTILITY CAPITAL EXPENDITURES

The City will design utility rates sufficient for meeting the annual coverage requirement that will accumulate resources to replace or rehabilitate aging infrastructure that no longer can be serviced by regular maintenance. Attempts should be made to fund the reserve at a level approximate to the annual average coverage requirement as reported in the City's Annual Comprehensive Financial Report.

LONG TERM FINANCIAL PLAN POLICY

The City will adopt every annual budget in context of a long-term financial plan for the General Fund and Water & Sewer Fund. Financial plans for other funds may be developed as needed. The General Fund and Water & Sewer Fund long term plans will establish assumptions for revenues, expenditures, and changes to fund balance over a ten-year horizon. The assumptions will be evaluated each year as part of the budget development process.

ECONOMIC DEVELOPMENT POLICY

The City will assess and collect ½ percent on each taxable sales transaction in the City and utilize the revenue to encourage commercial and industrial development within the City. Commercial and industrial development provides additional tax revenues, local employment, and shifts a portion of the tax base from the homeowner to the industrial/commercial entity. The MEDC board has set a goal to split the tax burden equally between the homeowner and industrial/commercial development.

INFRASTRUCTURE DEVELOPMENT POLICY

The development of capital improvements, including street and utility construction, will provide the necessary infrastructure for residential and commercial development. The City has instituted an aggressive ten-year capital improvement program to develop the City's infrastructure. This program will be funded with the growth in tax base as projected. The improvements are being timed to coincide with annual growth in the City.

SERVICE DEVELOPMENT POLICY

The City of Mansfield has increased the staffing level by 10 Full Time Equivalent positions in FY 2023-2024. As the population increases, so does the demand for services. City departments are staffed at an appropriate level to maintain city services. When funding permits, staffing levels may be increased to keep up with the growing demand and to improve the level of city services.

PLANNING AND DEVELOPMENT POLICY

The City has and will increase its technical assistance to residential and commercial developers in an effort to develop systematic growth and development. Residential and commercial zoning has been developed to fit the City's master plan.

BUDGET PREPARATION POLICY

The budget development is based on community and City department needs as identified by the citizens' survey, City Council, and individual division projections. The budget is based on the projected growth of both revenue and expense factors City-wide over a ten-year period. Projected commercial and industrial development are also factored into the overall budget plan.

PURCHASING POLICY

The City continues to develop a City-wide purchasing plan to simplify, expedite and provide cost savings to all City departments. The consolidation of purchases, cooperative purchasing, and the expanded use of technology in the bidding process provides cost savings now and in the future.

INVESTMENT POLICY

The investment policy applies to all financial assets of the City of Mansfield. Investments and investment reporting comply with the Public Funds Investment Act.

OTHER POLICIES

- Growth pays for growth - one-time revenues will be used to pay for one-time expenditures.
- Operational increases in cost may only be funded by a permanent increase in revenue or a structurally balanced budget.
- Pay as you go funding - including Texas Municipal Retirement System and Other Post-Employment Benefits, capital infrastructure, and impact fees.
- Amortization is limited to life expectancy.
- Utility Coverage Factor is equal to 1.30 annually.
- All members of Management and City Council are subject to ethics disclosure (any dealings that could have a direct or indirect gain.)



CITY OF MANSFIELD, TEXAS

STRATEGIC PLAN

UPDATE

FOR

FY 2024-2033

Prepared and Presented on
June 6, 2000
By Task Force 2000 Committee
Original Resolution Adopted by Resolution No. 1501
Modified Version Adopted by Resolution No. 2964-13

THE CITY OF MANSFIELD, TEXAS

Strategic Fiscal Plan

History and Purpose of the Plan

Mansfield, Texas, is located in the southern sector of the fourth largest metropolitan area in the United States of America. The City of Mansfield encompasses 36.69 square miles. Current population estimates by City Planners suggest that the City is home to approximately 82,250 people. In 1980, the City claimed 8,102 residents. Since 1980, the City's population has grown by over 74,000 residents. Mansfield, Texas is the third largest City in the County, and is third only to Fort Worth and Arlington, Texas in Tarrant County.

Population growth is expected to continue in the Dallas-Arlington-Fort Worth region. The Council of Governments, a coalition of local governments in the metropolitan area, continues to project growth in the population of North Texas and specifically in Tarrant County over the next three decades. Mansfield City Planners also project growth in the City of Mansfield with an estimated population of 134,097 residents within the next ten years.

In the decade of the 1970s, community leaders recognized the demands of meeting the needs of the new residents within the City of Mansfield, Texas. Infrastructure was aging and unable to support the expectations of a new and increasing population. City resources were limited, including limited professional staff, limited infrastructure, and limited funding capacity. Land use was primarily agricultural. Community leaders gathered, raised taxes, recruited, retained professional staff, and began building a community. Some of these community leaders are still active in the community today.

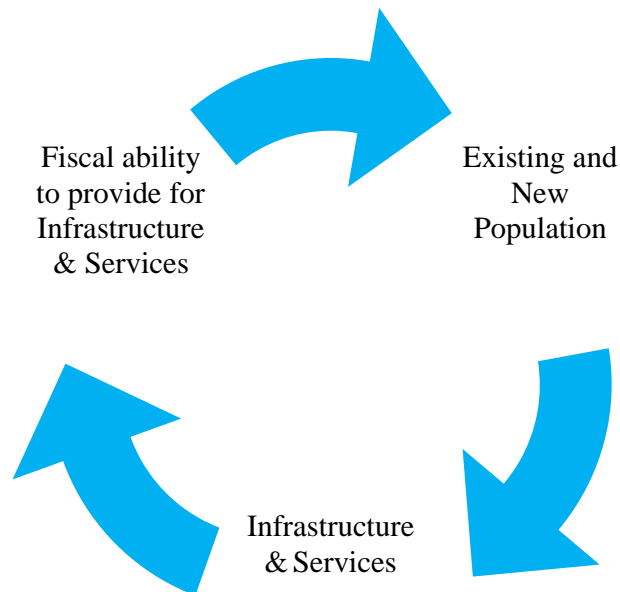
In addressing the service demands of the community, the City of Mansfield jumped in front of the expectations of growth in the decade of the 1980's and began creating and adopting several planning models to manage and guide in the development of the City's infrastructure to support the needs of the growing community and its demand for services. These planning models included the Master Land Use Plan, the Master Thoroughfare Plan, the Master Drainage Plan, the Master Water & Sewer Plan, the Master Parks Plan, and the City's Long-term Financial Strategic Plan. Planning models are generally based upon the expectations of future populations and the expected use of infrastructure and services necessary to support the expected populations. These models are carefully designed, and some require the public's involvement to ensure that these documents are consistent with the interests of the vested stakeholders in the community. Plans change little year after year because of the deliberative processes and the assumptions used in planning for future land use and needed infrastructure. Generally, the primary planning model that drives the rest of the planning models is the land use model

because it determines population densities, expected populations and land uses. Of course, these plans are reviewed and modified by the City based upon changes in the use of the land or other reasons deemed to be appropriate by the City. For example, in recent years, the land use focus has shifted toward mixed-use developments and urbanization.

The City's Strategic Plan is a fiscal planning model that encompasses the other infrastructure planning models and focuses on the City's financial capacity, projected financial capacity and the City's ability to pay for expected infrastructure improvements and service programs to meet the needs of the growing population. The Strategic Plan focuses on the two primary activities of the City of Mansfield, Texas: General Fund Infrastructure and Services and Water & Sewer Services. These two activities are also referred to as Corporations of the City which address the basic demands of the citizens and patrons of the City of Mansfield, Texas.

Fiscal Planning Guide

The Strategic Plan is a business model intended to guide City Council and City Management in making and evaluating business decisions affecting the community and managing the City's organization. These decisions include the allocation of funding for programs such as public safety, street maintenance, park and recreational venues, water and sewer services, and the administration of these services. Year over year, these essential programs are managed and developed to meet the needs of the residents of Mansfield.



Guiding Policies and Development of the Strategic Plan

The City of Mansfield, Texas, annually prepares and reviews its comprehensive Strategic Plan. This plan is guided by long-term fiscal policies that have been in place over three decades. The benefits of these long-term fiscal policies are evident from the results of the fiscal performance of the City and the strength of the City's credit ratings, or its ability to repay its obligations within the community it serves and its creditors.

Guiding Fiscal Policy - Growth pays for Growth

The current residents of the City are only asked to bear the costs of basic services; the cost of infrastructure development and the related services needed to support the development is to be paid for by the population creating the demand for these costs. This policy essentially manages the cost of development and cost of services with the new recipients of these services. The policy also encourages the timely development of infrastructure and discourages the City from developing its infrastructure too quickly because funding becomes too costly for existing stakeholders. Growth pays for Growth.

Other Policies and Practices

Policies and practices are only as effective as the City's ability and political willingness to adhere to its policies and practices. The City Councils of the City of Mansfield, Texas over the years have supported and encouraged fiscal accountability and responsibility through the adoption of fiscal policies and the practices of those fiscal policies, as evidenced by health fund balances in all major funds. The instituted financial policies and practices generally govern the fiscal performance of the City. A few of the practices are as follows:

Revenues

- One Time Revenues Matched with One Time Expenses
- Manage User Fees to Match the Market Costs
- Cash Reserve Requirements
- Effective Utilization of Potential Tax Base (undeveloped land)

Expenses

- Service Excellence: Quality of Service at the Lowest Costs
- Community Safety
- Managed Growth-planning and Infrastructure Development
- Recruitment of a Skilled Workforce; Competitive Salary Program
- Protection of the City's Credit Ratings

Another key policy in keeping the City's fiscal condition in good health is the annual rating review with three rating houses: Fitch, Moody's, and Standard & Poor's. The rating houses refer to this annual review as market surveillance which is a formalized requirement of the rating agencies. The City's financial condition is presented annually to each of the rating houses. This policy allows Management to clearly express its views to

the rating committee chairs who evaluate the City's credit. The agencies consider the management of the City to be strong, as evidenced by our ratings.

Fiscal Policy is Measured

Each year in evaluating the Strategic Plan, Management considers its guiding policy by monitoring indices that encourage good fiscal health. These indices also alert Management of potential fiscal distress, stress, or variances from the City's guiding fiscal policy of letting **"Growth Pay for Growth."** Key indices include debt ratios, coverage requirements and cash reserve requirements. Debt ratios are evaluated before the issuance of debt or additional borrowings; coverage requirements or the percentage of earnings above annual debt payments; and solvency is monitored and measured annually to the wealth of the community and the service needs of the citizens. If these indices get too low or too high, Management acts to restore these indices to their normal levels.

Strategic Plan

The Plan has been designed to meet the current and future service demands of the community based upon current management practices and current funding provisions of existing programs. It allows for the expected or projected service needs of the community for the next ten fiscal years, 2024-2033. The service needs include the Capital Improvement Programs, Operating and Capital Equipment Programs, employee recruitment programs, and expansion of existing programs. City departments have provided input and a needs assessment for the expected service level requirements into the future.

The Plan is designed for continuous adjusting based on economic variables and local activity drivers that affect the service requirements. It provides for a degree of certainty in setting expectations for future spending and is expressive in its intent of future spending patterns but is not to be construed as the final funding authority for future programs, future indebtedness or commitments to any program, vendor, stakeholder, or other interested party of the City as occurrences in the development of the City may alter the priority of funding uses required to service the City.

Financial Forecast and Projections

This Strategic Plan is a planning tool used to guide and address these demands for funding while identifying potential stress points or weaknesses in the services being provided by the City. It is also designed to steer the City clear of fiscal distress or warn Management of potential fiscal stress when assuming certain assumptions in spending patterns, inflationary provisions, legislative mandates, infrastructure programs, and recruitment and retention programs. It also encourages the City to think into the future and in so doing, it encourages managers to anticipate the costs of future populations as well as current populations, while providing for the financial stability of the community by projecting the future costs of City services.

This Strategic Plan includes revenues and expenditures for a period of ten years. The objective of the forecast is simply to measure or guide the allowance of costs. Over the ten-year forecast, revenues and expenditures are projected to increase steadily as the population is expected to increase 63% over the next decade. The City's economy is influenced some by the national economy but is more influenced by its population growth and its economic development programs. Since the 1980 census, the City's population has increased by over 74,000 residents. During this time, the national economy has moved through many economic cycles including the Great Recession and the effects of the COVID-19 Pandemic, yet the City's population has continued to grow because of its location in North Texas. Growth over the next decade is expected to continue at a pace of 4%-8% growth in population and the number of new businesses moving into the community.

In forecasting revenues and expenses for the City's General Fund and Water & Sewer Fund into the future, Management projects revenue trends to average in a range of 2% to 7% over the next ten years, with expenses being controlled or managed to approximately 3% to 5% over the next ten years. The City could experience higher costs of operations because of the effects of federal monetary policy, rising interest rates, energy prices, commodity prices, labor markets, costs of raw water, and the costs of treating wastewater. Current spending patterns suggest that minimum costs could increase 3% to 5% year over year, but these spending patterns are extremely subject to economic variables that could easily adjust the trajectory of the City's presently projected spending pattern. Detailed projections by revenue source and spending purposes are provided in the tables that follow.

Key Rates

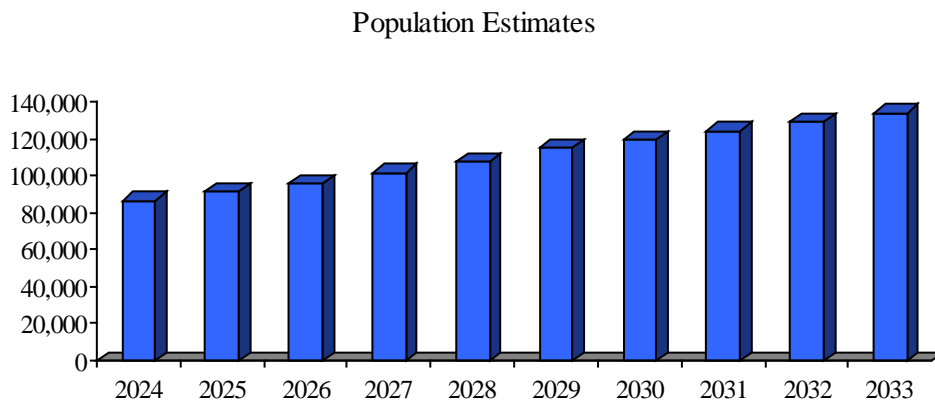
Tax Rate projections over the next ten years predict the tax rate to remain constant or at its current rate of \$0.659293 cents per \$100 in assessed valuation of property within the City of Mansfield, Texas, subject to legislative action, and a 14% Homestead Exemption with the potential for additional Homestead Exemption and tax rate reduction in future years. Water and Sewer rates are expected to remain constant over the next ten years except for potential, modest rate increases year over year. Modest increases are expected to pay for the significant cost increases being passed along to the City for the cost of delivering raw water to the City's water treatment facilities and the cost of treating the City's sewer water. The City is closely monitoring these rate increases that are being charged by Tarrant Regional Water District and Trinity River Authority to the City for their capital improvement programs. These rates may or may not increase depending upon the costs being passed along to the City's customers.

Current Economy, Future Economy

The City has increased service expectations as it has adjusted service programs to meet the current demand. Department/Division heads have submitted and requested funding that is well beyond the City's ability to provide. To maintain existing services, the City has carefully balanced future spending expectations with the uncertainty in the national

and global economies, leading to a somewhat conservative approach in forecasting revenues and expenditures. All the while, the City is seeing continued growth in its residential, commercial, and industrial sectors of its economy, and employment percentages are expected to remain healthy in the City. The overall economy of the State is stable, as Texas is a leader in the exportation of goods around the world. The State of Texas and the North Texas region are doing well, and the signatures of fundamental growth are present. The City expects these trends to continue, barring any unforeseen economic calamity.

Growth expectations are based on projected population estimates by the City’s Planning Department. Support for these population projections is corroborated by the continued growth in the North/Central Texas region.



The near-term financial trends present favorable operating conditions within the City, and Management will continue to monitor the near-term trends as projections are based on healthy economic conditions within the City. Measurement indices of fiscal policies will be monitored by Management as well. Continued assessment of the economy will condition Management’s actions and responses in adjusting the revenues and expenses of the City’s primary activities.

Strategic Plan Highlights

Population

Estimated by the end of 2024:	86,774
Estimated by the end of 2033:	134,097

Expected population increases create the need for housing stock, infrastructure, and retail development. According to the U.S. Census Bureau, in the decade of 2001 to 2010, the City added some 30,000 residents, and in the decade of 2011 to 2020, the City added

another 16,000 residents. The population growth in the last two decades has been robust. The expected population increase over the next decade is 47,323 persons.

Capital Improvements

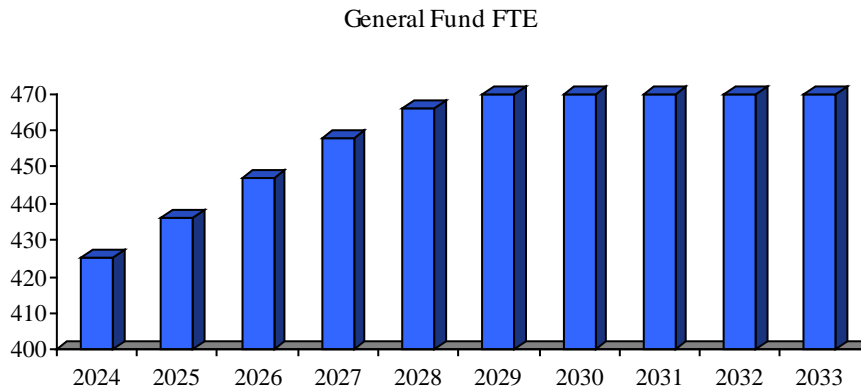
General Fund Improvements:	\$190,594,039
Water & Sewer Fund Improvements:	\$159,567,700

Most of the General Fund improvements are for the improvement of the City’s street infrastructure and facilities. General Fund improvements will be funded through the capital markets. The Water & Sewer Fund’s significant improvements are attributable to the expansion of the water treatment plant and other infrastructure improvements. The Water & Sewer Fund improvements will be funded through a combination of the capital markets and cash. Impact fees are a significant resource used to offset the costs of these future improvements and will be used as they are collected over the next ten years for both activities.

Service Improvements & Operating Equipment

General Fund Personnel	\$ 10,686,047
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Management has placed a priority on funding positions for the Public Safety Department in anticipation of a growing population and the future need for a sixth Fire Station. The Water & Sewer Fund expects to maintain existing levels of service personnel over the next decade. Most of the capital equipment is for the replacement and addition to the Public Safety vehicle inventory. The City will work to fund operating equipment on a year-by-year basis. Typically, equipment is funded at approximately \$3M to \$4M per fiscal year.



Strategic Planning Process and Development of the Strategic Plan

January – March

Departments/Divisions submit staffing and equipment requests for the ten-year period. Departments/Divisions submit Capital Projects for Streets, Utility and Facility Projects, as well as Capital Equipment needs.

February – April

The Budget & Purchasing Division reviews historical, current, and future revenue sources and estimates budgeted revenues and expenditure growth.

May – June

The Chief Financial Officer updates the Strategic Plan based on revised staffing, equipment, and capital requirements. Management and staff estimate projected availability of funding for new staffing, equipment, and capital requirements.

June – September

Management reviews the updates to the Strategic Plan and presents the plan to City Council for input and approval.

What does the Strategic Plan mean to the Citizens of Mansfield?

The Strategic Plan provides a blueprint of staffing, operating and capital requirements in the FY 2023-2024 budget and anticipates requirements into future years. The plan is adjusted annually as conditions and priorities change based on current and future growth projections and the needs of the citizens. By identifying future needs, the City Council and City Management are better able to plan and develop strategies to maintain current service levels, structure debt to provide for infrastructure improvements and maintain financial stability. The plan identifies strengths and challenges in current and future years that enable City Council and Management to better plan for and adjust operations as needed.

How does the Strategic Plan relate to the Fiscal Year 2024 Budget?

The FY 2023-2024 budget provides funding to maintain, or in some cases enhance, the current service levels in all departments and provides for future growth and a strong equity position for the city. Public Safety has been the focal point of attention in the needs assessment provided by City Council and Management. With the expansion of the City's Parks and Recreation system, additional resources have also been allocated to provide additional services for the expanding programming requirements. The ongoing maintenance of City streets and rights of way requires resources to be allocated to this service function as well. The Strategic Plan incorporates local, state, and national economic trends and provides estimates for future budget years. The City reviews its various fee structures during the budget process to adequately match fees with cost of operations. These revenues have also been included in the FY 2023-2024 budget and projected into future years.

How does the Strategic Plan improve overall Service Performance?

By identifying staffing, capital and operational requirements, additional resource allocation may be adjusted to reflect the increased service demand for each department and program. Anticipating future needs to service the expected population growth requires each department to critically evaluate operational requirements, staffing levels and capital equipment requirements. Limited funding refines operational efficiencies and highlights service levels that meet or do not meet the citizens' expectations. In summary, each department is charged with developing new and better operational techniques to maintain, at a minimum, the service levels demanded by both citizens and staff. The retention of a quality workforce maintains the overall service performance at all levels of the organization. Management and City Council have committed to providing "World Class" services for all residents and visitors of Mansfield.

The Results of the Plan

This Strategic Plan is a financial planning model used by Management and Staff and has become an effective tool in addressing the business concerns of the City of Mansfield. It has become a guide, indicator and reference point for the Rating Agencies and the investment community in assessing the credit strength of the City. This Plan is a forward-looking statement and includes the City's expectations, hopes, intentions and strategies regarding the future. These forward-looking statements included herein are necessarily based on assumptions and estimates inherently subject to various risks and uncertainties, including the possible invalidity of the underlying assumptions and estimates, possible changes or developments in social, economic, business, industry, market, legal and regulatory circumstances and conditions, and actions taken or omitted by third parties, including customers, suppliers, business partners, competitors and legislative, judicial or any other governmental authorities or officials. Assumptions related to the foregoing involve judgments with respect to, among other things, future economic, competitive, market conditions and future business decisions, all of which are difficult or impossible to predict accurately and many of which are beyond our control. Any such assumptions could be inaccurate, and there can be no guarantee that the forward-looking statements included in this Executive Summary will prove to be accurate or binding.

General Fund Strategic Plan Summary

General Fund	2024 Budgeted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
BEGINNING FUND BALANCE	\$ 35,685,523	\$ 35,685,523	\$ 36,240,679	\$ 38,272,863	\$ 39,667,888
REVENUES:					
Ad Valorem Taxes	\$ 52,820,733	\$ 52,297,854	\$ 55,815,986	\$ 58,588,394	\$ 59,382,917
Sales and Use Taxes	20,447,144	21,580,520	22,659,546	23,792,524	24,982,150
Franchise Taxes	8,395,334	8,333,714	8,500,389	8,670,396	8,930,508
Licenses and Permits	2,771,994	3,210,600	3,268,391	3,327,222	3,387,112
Fines and Forfeitures	2,371,517	2,549,949	2,600,948	2,652,967	2,706,026
Interfund Transfer	4,826,403	4,190,254	4,232,156	4,274,478	4,317,222
Other Revenue	3,112,672	2,726,416	2,780,944	2,836,563	2,893,295
TOTAL REVENUE:	94,745,797	94,889,307	99,858,360	104,142,543	106,599,230
<i>Percentage Change</i>		7%	5%	4%	2%
EXPENDITURES:					
General Government	3,375,449	3,446,529	3,519,558	3,613,296	3,710,405
Shared Services	10,117,065	10,319,883	10,527,390	10,762,009	11,003,106
Police	26,297,218	27,700,869	29,251,359	31,126,703	33,193,519
Fire	20,293,416	21,927,182	23,735,855	25,922,911	27,636,251
Planning	1,844,665	1,881,849	1,920,039	1,968,494	2,018,657
Development Services	3,578,646	3,648,736	3,720,630	3,808,553	3,899,370
Regulatory Compliance	2,488,334	2,272,095	2,302,689	2,333,895	2,365,725
Public Works	8,003,265	8,160,494	8,321,363	8,502,418	8,681,988
Community Services	4,652,791	4,743,529	4,836,698	4,954,093	5,075,575
Community Engagement	2,246,195	2,291,506	2,337,955	2,393,798	2,451,415
Other	11,848,753	7,941,477	7,352,641	7,361,348	7,375,304
TOTAL EXPENDITURES:	94,745,797	94,334,150	97,826,176	102,747,518	107,411,314
BOND COVENANTS	-	555,156	2,032,184	1,395,025	(812,084)
PROJECTED FUND BALANCE	\$ 35,685,523	\$ 36,240,679	\$ 38,272,863	\$ 39,667,888	\$ 38,855,804
Target Fund Balance: 25%	23,583,538	24,456,544	25,686,880	26,852,829	28,732,527
Surplus/(Deficit)	\$ 12,101,985	\$ 11,784,135	\$ 12,585,983	\$ 12,815,060	\$ 10,123,277
DEBT SERVICE:					
Property Taxes	\$ 20,565,033	\$ 27,652,135	\$ 25,512,636	\$ 26,282,119	\$ 27,041,591
Debt Ratio - % of Tax Rate	31%	36%	34%	33%	34%
Debt Ratio - % of Total Budget	18%	23%	20%	20%	20%

General Fund Strategic Plan Summary

General Fund	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
BEGINNING FUND BALANCE	\$ 38,855,804	\$ 39,625,667	\$ 41,693,041	\$ 43,668,003	\$ 45,432,617
REVENUES:					
Ad Valorem Taxes	\$ 64,000,710	\$ 68,609,833	\$ 72,131,398	\$ 75,866,592	\$ 78,748,151
Sales and Use Taxes	26,231,257	27,542,820	28,919,961	30,365,959	31,884,257
Franchise Taxes	9,198,423	9,474,376	9,758,607	10,051,366	10,352,907
Licenses and Permits	3,448,080	3,510,145	3,573,328	3,637,648	3,703,126
Fines and Forfeitures	2,760,146	2,815,349	2,871,656	2,929,089	2,987,671
Interfund Transfer	4,360,395	4,403,999	4,448,039	4,492,519	4,537,444
Other Revenue	2,951,160	3,010,184	3,070,387	3,131,795	3,194,431
TOTAL REVENUE:	112,950,172	119,366,707	124,773,376	130,474,968	135,407,986
<i>Percentage Change</i>	6%	6%	5%	5%	4%
EXPENDITURES:					
General Government	3,831,242	3,957,529	4,089,529	4,227,513	4,371,770
Shared Services	11,275,015	11,555,982	11,846,369	12,146,556	12,456,936
Police	35,647,148	38,349,885	41,327,001	44,606,316	48,218,453
Fire	28,923,925	30,274,100	31,689,863	33,174,456	34,731,280
Planning	2,080,578	2,145,236	2,212,759	2,283,285	2,356,956
Development Services	4,008,518	4,122,151	4,240,471	4,363,694	4,492,045
Regulatory Compliance	2,398,192	2,431,308	2,465,086	2,499,540	2,534,683
Public Works	8,884,320	9,093,370	9,309,404	9,532,703	9,763,558
Community Services	5,224,800	5,380,534	5,543,086	5,712,775	5,889,939
Community Engagement	2,519,765	2,590,816	2,664,689	2,741,511	2,821,414
Other	7,386,806	7,398,423	7,410,156	7,422,006	7,433,975
TOTAL EXPENDITURES:	112,180,309	117,299,333	122,798,414	128,710,355	135,071,011
BOND COVENANTS	769,864	2,067,373	1,974,963	1,764,613	336,976
PROJECTED FUND BALANCE	\$ 39,625,667	\$ 41,693,041	\$ 43,668,003	\$ 45,432,617	\$ 45,769,592
Target Fund Balance: 25%	31,815,810	31,815,810	31,815,810	31,815,810	31,815,810
Surplus/(Deficit)	\$ 7,809,857	\$ 9,877,231	\$ 11,852,193	\$ 13,616,807	\$ 13,953,782
DEBT SERVICE:					
Property Taxes	\$ 27,408,254	\$ 27,536,296	\$ 28,350,096	\$ 28,350,096	\$ 28,350,096
Debt Ratio - % of Tax Rate	32%	31%	31%	30%	29%
Debt Ratio - % of Total Budget	20%	19%	19%	18%	17%

Utility Fund Strategic Plan Summary

Utility Fund	2024 Budgeted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
BEGINNING FUND BALANCE	\$ 34,061,834	\$ 34,089,881	\$ 36,414,303	\$ 39,065,888	\$ 40,155,189
REVENUES:					
Water Sales-Retail	\$ 23,085,899	\$ 23,804,639	\$ 24,515,403	\$ 25,588,032	\$ 26,916,871
Wastewater Sales-Retail	17,563,377	19,218,969	20,937,102	22,258,196	23,412,650
Wholesale Revenue	7,445,335	7,016,518	8,007,885	7,840,638	9,060,167
Other Revenue	1,091,873	1,091,873	1,091,873	1,091,873	1,091,873
TOTAL REVENUE:	\$ 49,186,485	\$ 51,132,000	\$ 54,552,263	\$ 56,778,740	\$ 60,481,562
<i>Percentage Change</i>		<i>4%</i>	<i>7%</i>	<i>4%</i>	<i>7%</i>
EXPENDITURES:					
Utility Administration	\$ 1,144,728	\$ 1,181,814	\$ 1,220,102	\$ 1,259,631	\$ 1,300,440
Billing and Collections	1,028,125	1,061,434	1,095,822	1,131,324	1,167,977
Meter Reading and Repairs	1,093,327	1,128,749	1,165,318	1,203,071	1,242,048
GIS	287,619	296,937	306,557	316,489	326,742
Water Distribution	1,133,912	1,170,915	1,209,134	1,248,609	1,289,382
Wastewater Collection	11,299,689	12,553,081	13,846,430	14,576,225	15,550,264
Water Treatment	14,544,464	15,456,450	16,338,885	17,823,835	19,398,947
Water Quality	671,509	693,265	715,725	738,913	762,852
Water Demand Management	168,047	173,491	179,112	184,914	190,905
Non-Departmental	579,145	597,908	617,279	637,277	657,924
Cash Capital Outlays	1,484,757	1,532,948	1,582,706	1,634,081	1,687,128
Cash Capital CIP	8,491,200	400,000	400,000	100,000	-
Existing Debt Service	3,841,100	3,607,250	3,607,250	3,606,700	3,215,500
Projected Debt Service	-	3,631,034	4,141,053	5,381,186	6,557,431
Debt Service Reserve	240,000	2,171,485	2,324,491	2,696,366	2,931,879
Transfer to General Fund	3,150,816	3,150,816	3,150,816	3,150,816	3,150,816
TOTAL EXPENDITURES:	\$ 49,158,438	\$ 48,807,577	\$ 51,900,679	\$ 55,689,438	\$ 59,430,234
CHANGE IN NET ASSETS	28,047	2,324,423	2,651,584	1,089,301	1,051,328
PROJECTED FUND BALANCE	\$ 34,089,881	\$ 36,414,303	\$ 39,065,888	\$ 40,155,189	\$ 41,206,517
DEBT SERVICE COVERAGE:					
Total Revenues	\$ 49,186,485	\$ 51,132,000	\$ 54,552,263	\$ 56,778,740	\$ 60,481,562
Less: O&M Expense	35,101,381	37,464,860	39,845,180	42,271,104	45,038,296
Available for Debt Service Requirements	\$ 14,085,104	\$ 13,667,140	\$ 14,707,084	\$ 14,507,635	\$ 15,443,265
Total Debt Service Requirements	3,841,100	7,238,284	7,748,303	8,987,886	9,772,931
Total Debt Service Coverage	3.67	1.89	1.90	1.61	1.58

Utility Fund Strategic Plan Summary

Utility Fund	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
BEGINNING FUND BALANCE	\$ 41,206,517	\$ 39,988,509	\$ 40,886,112	\$ 41,685,408	\$ 41,490,098
REVENUES:					
Water Sales-Retail	\$ 27,685,412	\$ 28,324,197	\$ 29,558,432	\$ 30,865,637	\$ 32,279,352
Wastewater Sales-Retail	23,927,686	24,458,173	25,004,575	25,567,368	26,147,046
Wholesale Revenue	8,087,927	7,710,324	7,888,197	8,279,841	8,699,213
Other Revenue	1,091,873	1,091,873	1,091,873	1,091,873	1,091,873
TOTAL REVENUE:	\$ 60,792,899	\$ 61,584,567	\$ 63,543,078	\$ 65,804,719	\$ 68,217,484
<i>Percentage Change</i>	<i>1%</i>	<i>1%</i>	<i>3%</i>	<i>4%</i>	<i>4%</i>
EXPENDITURES:					
Utility Administration	\$ 1,342,571	\$ 1,386,068	\$ 1,430,973	\$ 1,477,333	\$ 1,525,196
Billing and Collections	1,205,817	1,244,882	1,285,214	1,326,852	1,369,839
Meter Reading and Repairs	1,282,288	1,323,831	1,366,720	1,410,999	1,456,712
GIS	337,328	348,257	359,539	371,187	383,213
Water Distribution	1,331,496	1,374,995	1,419,926	1,466,337	1,514,277
Wastewater Collection	16,139,801	16,754,193	18,176,086	19,733,651	21,438,863
Water Treatment	20,012,238	20,383,610	21,681,239	23,072,357	24,564,046
Water Quality	787,567	813,082	839,424	866,619	894,696
Water Demand Management	197,090	203,475	210,068	216,873	223,899
Non-Departmental	679,239	701,245	723,963	747,418	771,633
Cash Capital Outlays	1,741,899	1,798,453	1,856,845	1,917,138	1,979,392
Cash Capital CIP	-	-	-	-	-
Existing Debt Service	3,207,100	1,208,100	468,800	468,400	472,400
Projected Debt Service	7,410,406	7,410,406	7,410,406	7,410,406	7,410,406
Debt Service Reserve	3,185,252	2,585,552	2,363,762	2,363,642	2,364,842
Transfer to General Fund	3,150,816	3,150,816	3,150,816	3,150,816	3,150,816
TOTAL EXPENDITURES:	\$ 62,010,907	\$ 60,686,964	\$ 62,743,782	\$ 66,000,029	\$ 69,520,230
CHANGE IN NET ASSETS	(1,218,008)	897,603	799,296	(195,310)	(1,302,746)
PROJECTED FUND BALANCE	\$ 39,988,509	\$ 40,886,112	\$ 41,685,408	\$ 41,490,098	\$ 40,187,352
DEBT SERVICE COVERAGE:					
Total Revenues	\$ 60,792,899	\$ 61,584,567	\$ 63,543,078	\$ 65,804,719	\$ 68,217,484
Less: O&M Expense	46,466,249	47,684,454	50,643,968	53,840,443	57,293,190
Available for Debt Service Requirements	\$ 14,326,649	\$ 13,900,114	\$ 12,899,109	\$ 11,964,276	\$ 10,924,294
Total Debt Service Requirements	10,617,506	8,618,506	7,879,206	7,878,806	7,882,806
Total Debt Service Coverage	1.35	1.61	1.64	1.52	1.39

For illustration purposes the plan has been prepared to allow for modest rate adjustments throughout the decade. Without rate increases, the model suggests fiscal stress will be encountered during this period unless revenue or expenses are adjusted. Coverage factors remain steady and suggest a good bill of fiscal health in the Water and Sewer Fund. Rates during this period may or may not be adjusted depending upon the factors affecting the economic variables assumed in this model.

**City of Mansfield, Texas
Strategic Plan
2024-2033**

ASSUMPTIONS

REVENUES, EXPENSES, CAPITAL PROJECTS

GENERAL FUND ASSUMPTIONS

Revenues

Table 1

Table 1 estimates the amount of residential construction and corresponding increase in the population based on an assumed multiplier.

Fiscal Year	Est. Population January 2024	Estimated Units	Estimated Multiplier	Estimated Added Population	Est. Population December 2024
2023-2024	82,250	1,292	3.50	4,524	86,774
2024-2025	86,774	1,363	3.50	4,772	91,546
2025-2026	91,546	1,439	3.50	5,036	96,581
2026-2027	96,581	1,517	3.50	5,312	101,893
2027-2028	101,893	1,600	3.50	5,604	107,497
2028-2029	107,497	2,200	3.50	7,700	115,197
2029-2030	115,197	1,350	3.50	4,725	119,922
2030-2031	119,922	1,350	3.50	4,725	124,647
2031-2032	124,647	1,350	3.50	4,725	129,372
2032-2033	129,372	1,350	3.50	4,725	134,097

Ad Valorem Tax Assumptions

Table 2

Table 2 estimates the estimated value of new construction of a single-family residential dwelling and the corresponding property value. The tax rate assumption for Ad Valorem Taxes is \$0.659293 and reflects a 14% Homestead Exemption.

Tax Year	Fiscal Year	Estimated Residential Units	New Commercial	New Residential	New Ad Valorem Tax*
2023	2023-2024	1,188	123,069,466	503,883,169	4,133,455
2024	2024-2025	1,292	56,019,775	575,845,304	4,165,842
2025	2025-2026	1,363	56,019,775	625,716,363	4,494,639
2026	2026-2027	1,439	56,019,775	680,423,523	4,855,319
2027	2027-2028	1,517	56,019,775	738,823,903	5,240,349
2028	2028-2029	1,600	56,019,775	802,624,320	5,660,980
2029	2029-2030	2,200	56,019,775	1,136,718,000	7,863,637
2030	2030-2031	1,350	56,019,775	718,457,445	5,106,074
2031	2031-2032	1,350	56,019,775	740,011,545	5,248,179
2032	2032-2033	1,350	56,019,775	762,211,770	5,394,543

*Includes TIRZ Value

Table 3

Table 3 estimates the value of the existing tax base and new construction value. The tax rate assumption for Ad Valorem Taxes is \$0.659293 per \$100 and reflects a 14% Homestead Exemption.

Tax Year	Fiscal Year	Beginning Value	New Const. Value	Existing Value Increase	Est. Total Valuation	*Projected Ad Valorem Tax
2023	2023-2024	9,216,648,976	641,678,434	149,801,397	10,008,128,807	65,982,893
2024	2024-2025	10,008,128,807	631,865,079	154,295,439	10,794,289,325	71,165,994
2025	2025-2026	10,794,289,325	681,736,138	158,924,302	11,634,949,765	76,708,409
2026	2026-2027	11,634,949,765	736,443,298	163,692,031	12,535,085,095	82,642,939
2027	2027-2028	12,535,085,095	794,843,678	168,602,792	13,498,531,565	88,994,874
2028	2028-2029	13,498,531,565	858,644,095	173,660,876	14,530,836,536	95,800,788
2029	2029-2030	14,530,836,536	1,192,737,775	178,870,702	15,902,445,013	104,843,707
2030	2030-2031	15,902,445,013	774,477,220	184,236,823	16,861,159,056	111,164,441
2031	2031-2032	16,861,159,056	796,031,320	189,763,928	17,846,954,304	117,663,720
2032	2032-2033	17,846,954,304	818,231,545	195,456,846	18,860,642,695	124,346,897

*Includes TIRZ Value

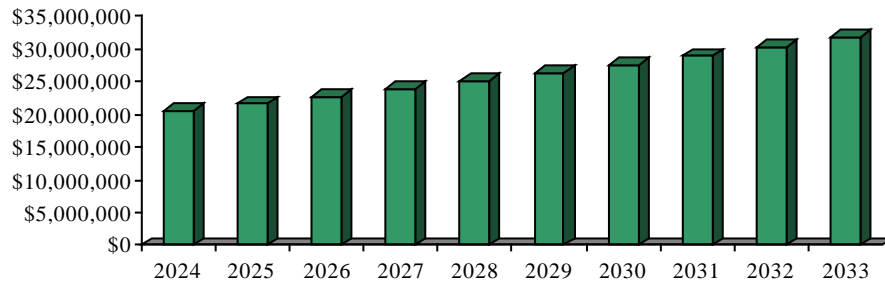
Sales Tax Assumptions

Table 4

Table 4 estimates the sales tax, mixed drink tax and utility sales tax.

Fiscal Year	Sales Tax per Capita	Sales Tax	Mixed Drink Tax	Utility Sales Tax	Annual Total
2023-2024	245.09	20,159,003	255,181	32,960	20,447,144
2024-2025	245.28	21,283,734	262,837	33,949	21,580,520
2025-2026	244.18	22,353,857	270,722	34,967	22,659,546
2026-2027	243.09	23,477,664	278,844	36,016	23,792,524
2027-2028	242.00	24,657,844	287,209	37,097	24,982,150
2028-2029	240.91	25,897,222	295,825	38,210	26,231,257
2029-2030	236.11	27,198,764	304,700	39,356	27,542,820
2030-2031	238.20	28,565,584	313,841	40,537	28,919,961
2031-2032	240.70	30,002,166	323,256	40,537	30,365,959
2032-2033	243.56	31,509,551	332,954	41,753	31,884,257

Projected Sales Tax



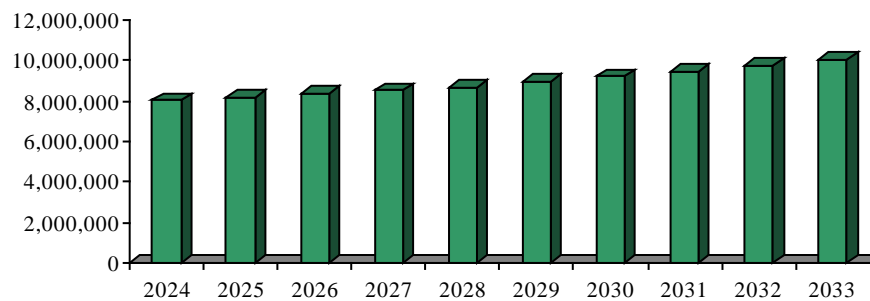
Franchise Fee Assumptions

Table 5

Table 5 estimates the franchise tax collected on electricity, gas, phone, and cable services.

Fiscal Year	Franchise Tax	Estimated Increase	Percent Increase	Estimated Total
2023-2024	8,010,106	160,202	2%	8,170,308
2024-2025	8,170,308	163,406	2%	8,333,714
2025-2026	8,333,714	166,674	2%	8,500,389
2026-2027	8,500,389	170,008	2%	8,670,396
2027-2028	8,670,396	260,112	3%	8,930,508
2028-2029	8,930,508	267,915	3%	9,198,423
2029-2030	9,198,423	275,953	3%	9,474,376
2030-2031	9,474,376	284,231	3%	9,758,607
2031-2032	9,758,607	292,758	3%	10,051,366
2032-2033	10,051,366	301,541	3%	10,352,907

Projected Franchise Tax



Operating Expense Assumptions

The Operating Expense assumptions include an annual increase in personnel costs and operating costs of approximately 3-5%. New positions will be evaluated based on building permit activity and related population growth. The Capital Improvement Program has been structured to add infrastructure improvements annually with minimal impact on operating cost and debt ratios. The Strategic Plan is structured to provide:

- Operating expense growth based on population growth and development requirements.
- Increased staffing, primarily in Public Safety.
- Annual increases in operating costs including utilities, fuel, and supplies.
- The addition of new positions based on population growth related to residential building permit activity.

Summary of Full Time Equivalent Positions – General Fund

Full Time Equivalent Positions	Strategic Plan 2024	Strategic Plan 2025	Strategic Plan 2026	Strategic Plan 2027	Strategic Plan 2028
General Government	10.5	10.5	10.5	10.5	10.5
Shared Service	28	28	28	28	28
Police	160	165	170	175	180
Fire	106	112	118	124	127
Development	27.5	27.5	27.5	27.5	27.5
Community Services	34	34	34	34	34
Community Engagement	9	9	9	9	9
Regulatory Compliance	17.5	17.5	17.5	17.5	17.5
Public Works	32	32	32	32	32
Total	425	436	447	458	466

Full Time Equivalent Positions	Strategic Plan 2029	Strategic Plan 2030	Strategic Plan 2031	Strategic Plan 2032	Strategic Plan 2033
General Government	10.5	10.5	10.5	10.5	10.5
Shared Service	28	28	28	28	28
Police	185	190	195	200	205
Fire	127	127	127	127	127
Development	27.5	27.5	27.5	27.5	27.5
Community Services	34	34	34	34	34
Community Engagement	9	9	9	9	9
Regulatory Compliance	17.5	17.5	17.5	17.5	17.5
Public Works	32	32	32	32	32
Total	471	476	481	486	491

Summary of Street Construction and Capital Projects

Note: costs include the expected collection of impact fees and may vary from amounts borrowed depending upon the anticipated collection of impact fees.

FY 2024 - \$17,250,000

- E. Broad Street/SH 360 Intersection
- Matlock left turn lane at Cannon Drive
- N. Main Street/FM 157 Connector
- US Hwy 287 Frontage Road
- US Hwy 287 On-ramp
- Dick Price Road (design)
- Main Street Concept Plan
- Railroad Quiet Zones
- Misc. Roadway Improvements

FY 2025 - \$9,185,500

- Dick Price Road (construction)
- Railroad Quiet Zones
- North Street
- Mitchell Road (asphalt)
- Misc. Roadway Improvements

FY 2026 - \$12,500,000

- Misc. Roadway Improvements
- TBD as Priorities are Determined

FY 2027 - \$12,500,000

- Misc. Roadway Improvements
- TBD as Priorities are Determined

FY 2028 - \$12,500,000

- Misc. Roadway Improvements
- TBD as Priorities are Determined

FY 2029 – FY2033 - \$12,000,000 each year

- Projects to be Identified

Summary of Land Acquisitions and Facility Construction Projects

FY 2024 - \$32,779,539

- Police Headquarters Construction
- Animal Control Facility Design
- Service Center Expansion Design

FY 2025 – 33,879,000

- Animal Control Facility Construction
- Service Center Expansion Construction
- City Hall Design
- Stadium Design

FY 2026 – FY2033 - TBD

- City Hall Construction
- Stadium Construction

Discussions have taken place between City Council and Management regarding the potential need for a sixth Fire Station to service the new developments in the southern portion of Mansfield; however, no timeline has been set.

Summary of Utility Construction Projects

Note: costs include the expected collection of impact fees and may vary from amounts borrowed depending upon the anticipated collection of impact fees.

FY 2024 - \$54,850,000

- 16" Water Line - SH 360
- 30" Lone Star Phase II
- Water Treatment Plant Expansion
- 12" Water Line - US 287
- Miscellaneous Utilities for Roadway Projects

FY 2025 - \$48,000,000

- Watson Branch Sewer Line – US 287
- Lone Star Elevated Storage Tank (design)
- 12/16" Water Line along US 287
- 42" Walnut Creek Sewer Line (design)
- 12" Water Line along N. Main Street (design)

FY 2026 - \$17,807,000

- Lone Star Elevated Storage Tank (construction)
- 12" Water Line along N. Main Street (construction)
- 16" Water Line along Britton Road (design)
- 24" Water Line along US 287
- 12" Water Line along Turner Warnell Road
- Upper Pressure Plain Water Lines

FY 2027 - \$18,719,800

- 42" Walnut Creek Sewer Line (construction)
- 16" Water Line along Britton Road (construction)
- 12" Sewer Main near Magnolia Street
- 12" Water Line near northern city limits
- 20" Water Line along US Highway 287
- 36" Sewer Main along Walnut Creek

FY 2028 - \$8,569,000

- Water Treatment Plant Expansion
- 30" Water Line along Lone Star Road
- 16" Water Line along Newt Patterson

FY 2029 - \$8,306,100

- 10" Sewer Main along US 287
- 12/16" Water Line along FM 157 and Chambers Street
- 24/27" Sewer Main along Low Branch Creek

FY 2030 - \$3,315,800

- 12" Water Line in Southeast Pressure Plane
- 15/18" Sewer Main along Low Branch Creek
- Design 2nd Water Treatment Plant

FY 2031 – TBD

FY 2032 – TBD

FY 2033 – TBD



Major Revenues

GENERAL FUND

City revenues are based on a combination of factors including analysis of historical revenue, anticipated changes in the local economic environment and projected growth and development throughout the City. The City of Mansfield also uses a variety of factors in determining the availability of revenue to fund operations throughout the City, including but not limited to qualitative and quantitative revenue forecasting, trend analysis, time series analysis, multi-year historical data, national, state, and local economic trends, undeveloped land, actual and proposed development, quantitative and qualitative factors including plats and building permits, and the Long-Term Financial Plan.

For the FY 2023-2024 budget, the City has aggressively estimated revenues based on current residential and commercial developments approved by City Council, robust economic development efforts and increased commercial and residential developments within the City. Development in the medical corridor and the southern portion of the City are expected to continue in FY 2023-2024 with plans for major developments on the horizon. Residential and commercial property valuations have followed recent local, state, and national trends, while Sales Tax has exceeded expectations, although it may be slowing down.

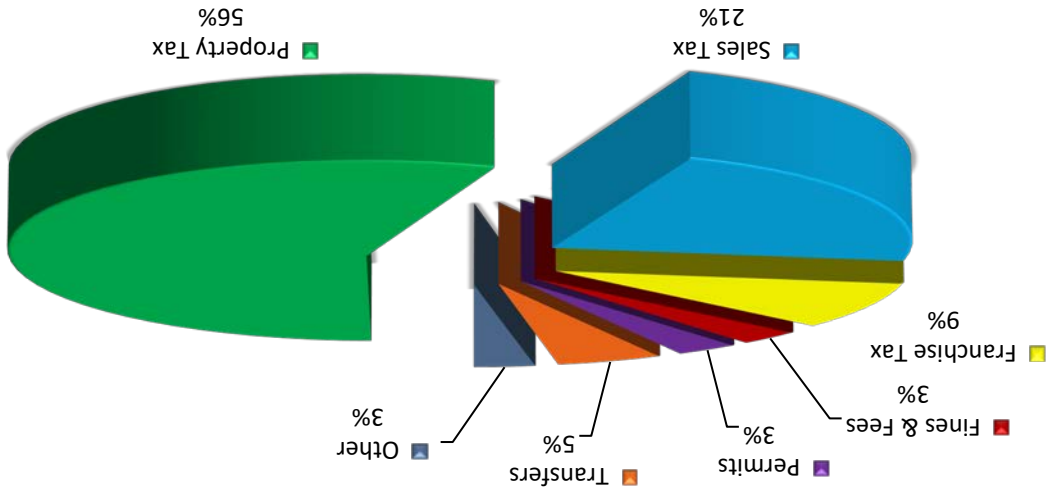
Description	Actual 2019-2020	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	Percent Change
Property Tax	\$ 38,318,201	\$ 38,384,332	\$ 39,240,158	\$ 48,952,607	\$ 52,820,733	7.90%
Sales Tax	13,801,985	16,271,071	18,500,413	18,285,023	20,447,144	11.82%
Franchise Fees	7,690,256	7,957,423	8,485,881	8,010,106	8,405,559	4.94%
Fines & Fees	3,401,733	2,402,429	3,052,683	2,450,931	2,695,810	9.99%
Permits	2,806,939	3,704,558	4,023,411	3,098,066	2,771,994	-10.53%
Transfers	2,411,696	4,976,975	3,147,242	4,107,689	4,808,403	17.06%
Other*	6,194,696	4,955,851	4,602,563	2,620,546	2,796,154	6.70%
Total	\$ 74,625,506	\$ 78,652,638	\$ 81,052,351	\$ 87,524,968	\$ 94,745,797	8.25%
Percent Change		5.40%	3.05%	7.99%	8.25%	

* Other includes COVID and American Rescue Plan Act (ARPA) funding.

Total revenues appear to fluctuate year to year in the “Other” category due to unbudgeted collections such as contributions and grants.

A total of \$94,745,797 is projected in the General Fund for FY 2023-2024. This represents an 8.25% increase over the FY 2022-2023 budget, or \$7,220,829 in increased revenue. The assumptions used by the City to formulate the projected 2023-2024 revenues are explained and illustrated on the pages that follow. The property tax rate is \$0.659293 in FY 2023-2024 and represents a more than two cents decrease as compared to FY 2022-2023.

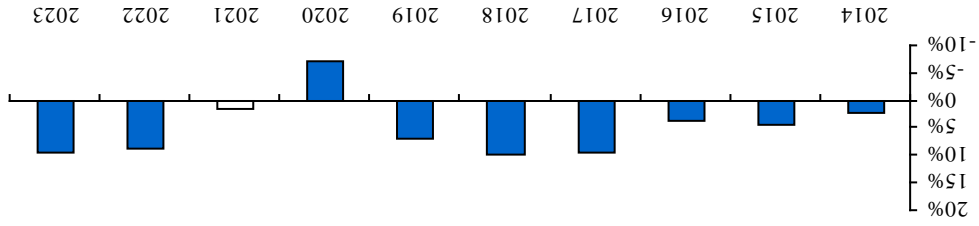
General Fund Revenue Composition 2023-2024 Budget



Property Tax Revenue

Property tax accounts for approximately 56% of all revenue in the General Fund. Property tax revenue is budgeted at \$52,820,733 in FY 2023-2024, an increase of 7.9% or \$3,868,126 over the FY 2022-2023 budget. The increase in property tax is from an increase in existing and new property valuations as well as new growth. It reflects a 14% homestead exemption for residential homeowners. A 10% homestead was approved and implemented in FY 2020-2021. During the FY 2022-2023 budget process, City Council approved a 2% increase. For the FY 2023-2024 budget, City Council approved an additional 2% homestead exemption, bringing the total to 14% for qualified Mansfield homeowners. New construction activity in FY 2023-2024 is anticipated to stay on pace as economic conditions improve and commercial and retail developments increase. Property tax estimates are based on the valuation of real and personal property within the City of Mansfield. In 2023, the average taxable value of an *existing* residential home increased approximately 9.5%. New construction in 2023 was valued at approximately \$641,678,445, or \$4,230,541 in property taxes.

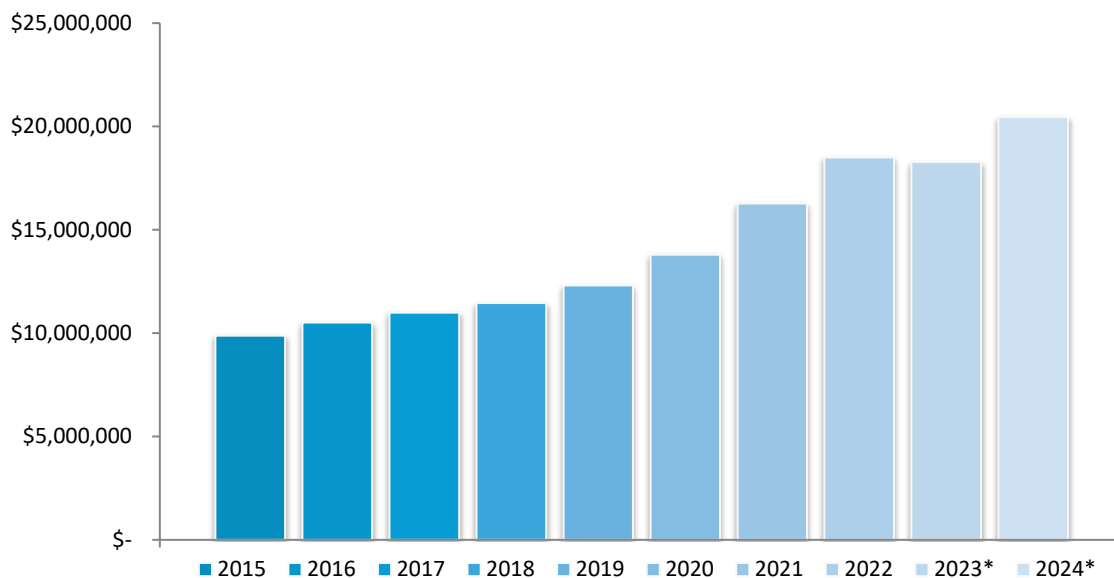
Average Taxable Property Value



Sales Tax Revenue

Sales tax accounts for approximately 21% of all revenue in the General Fund. Sales tax revenue also supports the Mansfield Park Facilities Development Corporation and Mansfield Economic Development Corporation. Despite the temporary shut-down of restaurants and retail during the COVID-19 pandemic, the city of Mansfield's sales tax revenue remained steady in 2020 and even increased in 2021. Collections in 2022 and 2023 far exceeded the budgeted amounts, although it appears to be slowing down a bit. During the FY 2023-2024 budget process, sales tax was projected optimistically, but also cautiously. Sales tax is budgeted at \$20,447,144, or an 11.8% increase over FY 2022-2023 budget estimates. In FY 2023-2024, the City anticipates continued growth in retail spending activity from new retail development primarily at the Shops at Broad development and along the State Highway 360 corridor. Entertainment venues including Hawaiian Falls Water Park, Big League Dreams Sports Park, Fieldhouse USA, Stars Center, and historic downtown development will continue to attract retail and commercial development in the short and long term. Through the Mansfield Economic Development program, the City is constantly searching for new retail, commercial and industrial developments to grow its retail base. The City continues to attract high quality development and expects increased retail activity to continue in 2024.

Sales & Use Tax Revenue

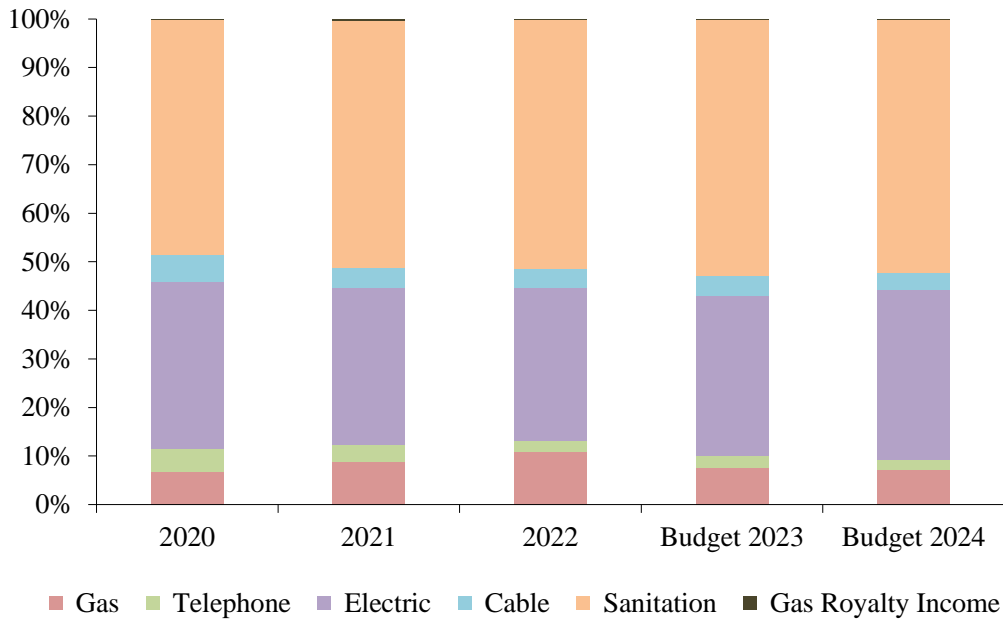


*Budgeted

Franchise Tax Revenue

Franchise tax accounts for approximately 9% of all revenue in the General Fund. Franchise tax revenue includes revenue from electric, gas, telephone, cable and sanitation franchise agreements, as well as gas royalty income. In FY 2023-2024, franchise tax revenue is projected to increase 4.94% due primarily to sanitation and electric. Historically, franchise fees have increased as new residential, commercial and retail developments increase. The actual number of users and the weather conditions throughout the year determine the electric and gas franchise fee revenue. The revenue may increase or decrease depending on the volume usage of kilowatt-hours per household, hot or dry conditions during the year and the number of new residential and commercial users. Cable and telephone have seen a slight decrease.

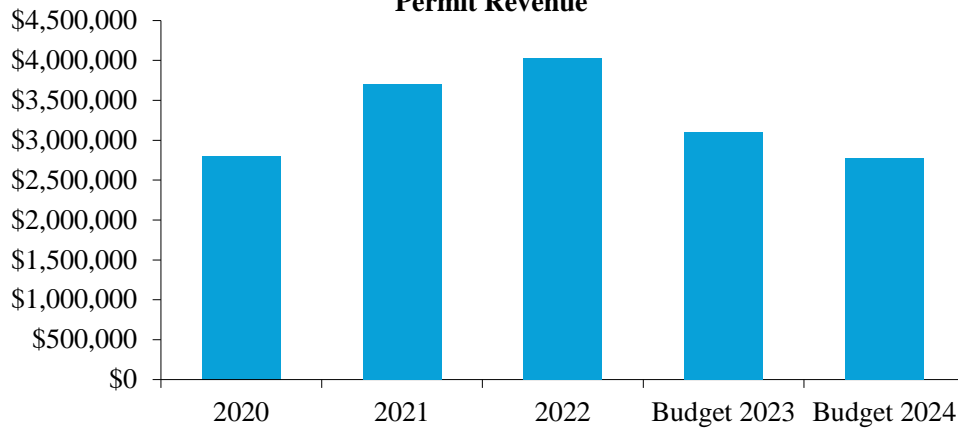
Franchise Fee Revenue



Licenses and Permits

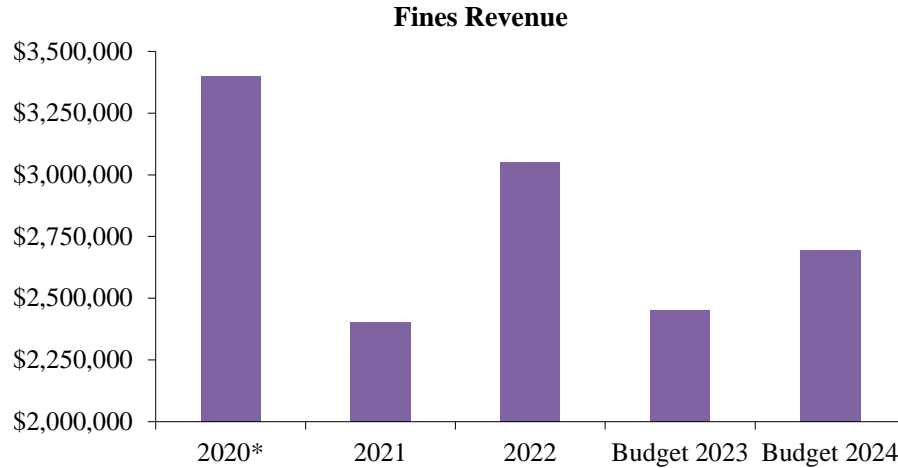
The license and permit revenues are derived primarily from residential and commercial building activity. In FY 2023-2024, budgeted permit activity accounts for approximately 3% of the General Fund budget. With the fee structure that was revised in the FY 2022-2023 budget, electrical, plumbing, and mechanical permits have been combined into one building permit for new structures. FY 2023-2024 will be the third year for the city’s health and rental inspection programs. A baseline budget is still being established as additional restaurants open and multi-family residential areas are developed. Overall, licenses and permits were budgeted very conservatively.

Permit Revenue



Fines & Fees

Fines and fees make up approximately 3% of General Fund budgeted revenue in FY 2023-2024. Primary sources of revenue include gas well inspection fees, engineering fees and court fines, and account for over 80% of the total revenue generated in this activity. Other revenues include animal shelter fines, library fines, alarm permit fees and miscellaneous fees.



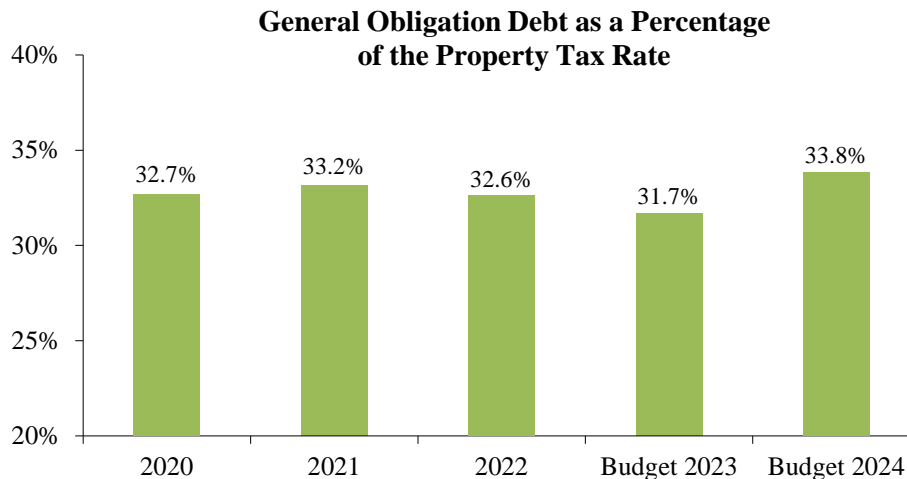
*Fines and fees spiked in 2020 due to engineering inspection fees

DEBT SERVICE FUND REVENUE ASSUMPTIONS

FY 2023-2024 revenues in the Debt Service Fund are based on the amount of outstanding General Fund Operating Debt requirements. The budgeted amount of property tax revenue for FY 2023-2024 in the Debt Service Fund is \$20,565,033.

Property Tax Revenue

Property tax accounts for 100% of funding in the General Obligation Debt Service Fund. The property tax rate was decreased from \$0.680000 to \$0.659293 in FY 2023-2024.

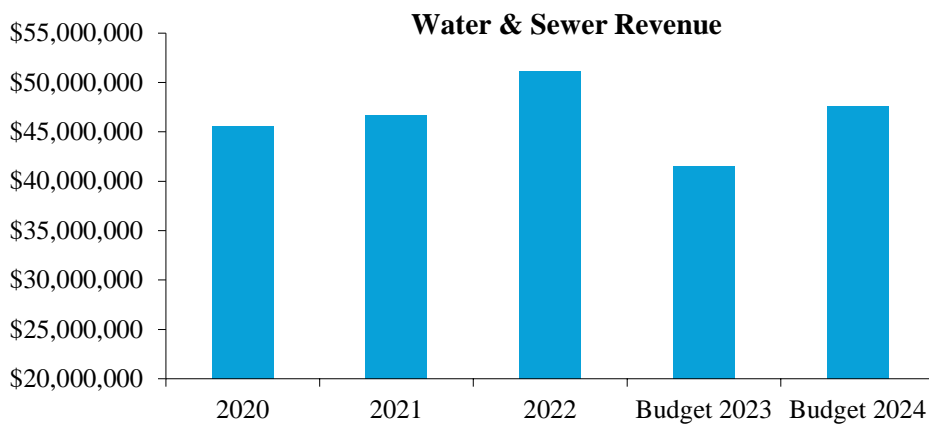


ENTERPRISE FUND REVENUE ASSUMPTIONS

FY 2023-2024 budgeted revenues are based on a combination of factors including analysis of historical revenue, anticipated changes in the local economic environment and projected growth and development throughout the City. Enterprise Fund revenue includes the Water & Sewer Fund and the Environmental Services Fund.

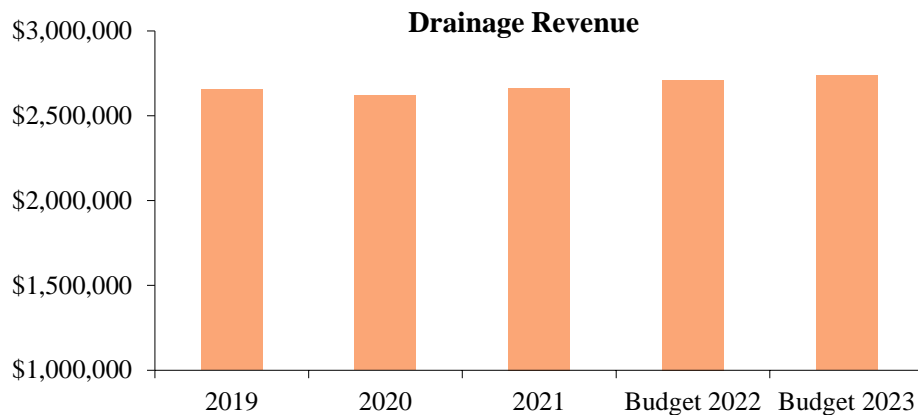
Water & Sewer Fund

The budgeted revenue in the Water & Sewer fund is \$47,632,945 in FY 2023-2024, or an increase of 14.7% over the FY 2022-2023 budget. The primary revenue sources within this fund are water sales, which make up 63.5% of all budgeted revenue, and sewer service, which makes up 34.2% of all revenue.



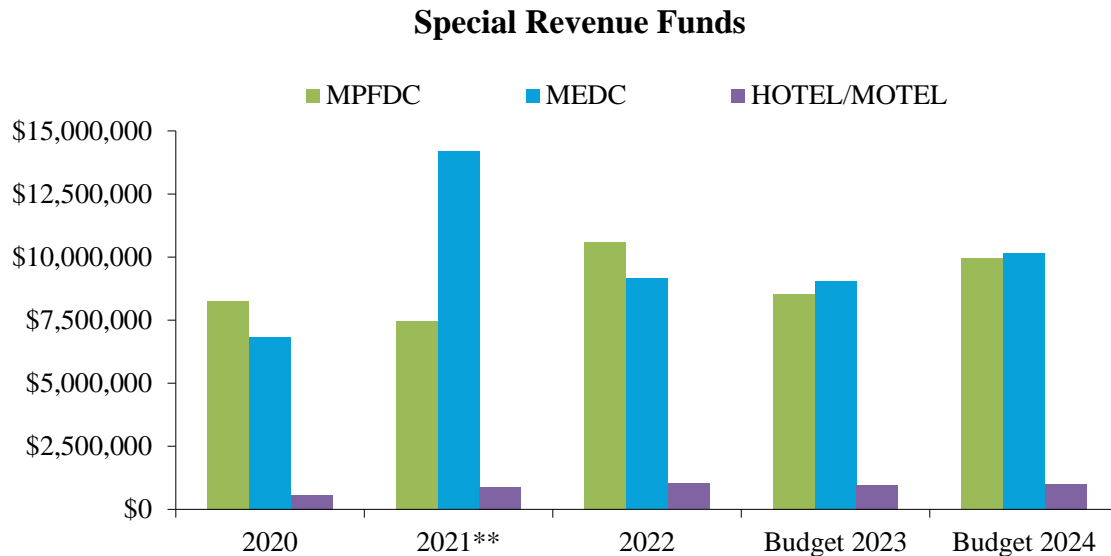
Environmental Services Fund

The budgeted revenue in the Environmental Services Fund for FY 2023-2024 is \$2,764,336. Of this amount, \$526,238 is dedicated for principal and interest payments. Drainage fees account for 100% of revenue in this fund. Historically, drainage revenue increases at rate of approximately 1% year-over-year.



SPECIAL REVENUE FUND ASSUMPTIONS

The Special Revenue Fund includes the Hotel/Motel Tax Fund, Mansfield Park Facilities Development Corporation (MPFDC) Fund and the Mansfield Economic Development Corporation (MEDC) Fund. FY 2023-2024 revenues are based on a combination of factors including analysis of historical revenue, anticipated changes in the local economic environment and projected growth and development throughout the City. Each fund has revenue that is unique to that fund and is described below.



**MEDC revenue spiked in 2021 due to \$6.2M in land sold.

Hotel/Motel Tax Fund

Revenue from this fund is derived from a hotel/motel tax of 7% on hotel and motel occupied rooms within the City of Mansfield. In FY 2012-2013, the City expanded the tourism program to develop a city-wide marketing strategy to attract special events, conferences and sporting events that promote the use of hotels within the city. Nearby Arlington’s Dallas Cowboys AT&T Stadium and local venues including Big League Dreams Sports Park, Hawaiian Falls Water Park, the Stars Center, and Fieldhouse USA have contributed to the demand for hotel space.

The budgeted revenue for FY 2023-2024 in the Hotel/Motel Tax Fund is \$1,005,000 or an increase of 5.1% over FY 2022-2023. Hotel stays in the city quickly returned to pre-COVID occupancy rates during FY 2021-2022 and have continued to steadily climb.

Mansfield Park Facilities Development Corporation

The operating budgeted revenue for FY 2023-2024 in the Mansfield Park Facilities Development Corporation (MPFDC) budget is \$9,950,070 for operations and an additional \$3,164,077 in sales tax revenue to pay for debt service. In 1992, the citizens voted a ½ cent sales tax to provide parks, cultural facilities and equipment to enhance and expand the City of Mansfield’s park system. The primary sources of revenue from this fund are derived from sales tax, development fees and rental fees. These revenue sources will continue to increase as new retail and commercial developments continue throughout the City. Big League Dreams, Hawaiian Falls Water Park, the Mansfield National Golf Club, Fieldhouse

USA and the Stars Center ice rink will generate additional sales tax revenue from visitors utilizing these recreational venues.

Mansfield Economic Development Corporation

The FY 2023-2024 operating budget for the Mansfield Economic Development Corporation (MEDC) is \$2,038,594. Also included in this fund is \$2,660,028 for debt service and \$5,459,950 for contractually obligated projects. In 1992, the citizens voted a ½ cent sales tax to provide economic development funds to provide a funding mechanism to encourage retail, commercial and industrial development within the City of Mansfield to reduce the residential tax burden. The primary source of revenue from this fund is derived from sales tax, which makes up 99.25% of budgeted revenue.

CAPITAL PROJECTS FUND REVENUE ASSUMPTIONS

The Capital Projects Fund includes the Street Construction Fund, Utility Construction Fund, Drainage Construction Fund, Building Construction Fund, MPFDC Construction Fund, MEDC Construction Fund and the Equipment Replacement Fund. The revenue sources for these funds include bond proceeds, impact fees, contributions, transfers, interest earnings, grants and other uncategorized revenue. While bond proceeds continue to be the major source of revenue for the Capital Projects Fund, impact fees have also become a major revenue source.

Impact fees include park development fees, roadway impact fees and water/sewer impact fees. Roadway impact fees are charged to the builder or developer on a per lot basis for residential homes at a rate of \$4,900 per lot; commercial and special use impact fees are charged on a per vehicle-mile basis. Water & Sewer impact fees are charged based on the size of the water and sewer line connection to the water and sewer system.

In FY 2022-2023, roadway impact fees, water/sewer impact fees and park development fees totaled \$10,790,925. Impact fee revenue is projected to continue in future years, but the City has been conservative in its estimates for impact fee contributions. Impact fees are utilized to reduce the amount of bond issuance in the Capital Improvement funds.

Contributions from developers and the Mansfield Economic Development Corporation Fund provide additional revenue in these funds. Contributions are not budgeted on an annual basis in the Capital Projects Fund since these revenues cannot be projected with any degree of certainty.

Transfers, interest and expense recovery revenues make up the remaining revenue sources of the Capital Project Fund. Generally, transfers from the General Fund and/or bond proceeds provide the funding source for the Equipment Replacement Fund unless the City opts to finance the purchase of equipment.

The City Council and Management team have made a conscious effort to develop alternative revenue sources by the utilization of impact fees and developer contributions.

Further detail can be found in the Capital Project Funds section of the budget document.

GOALS AND OBJECTIVES STATEMENT

Incorporated in the FY 2023-2024 budget is the continuation of the original program as set forth by the administration and identified in the annual statement of Goals and Objectives. The FY 2023-2024 budget represents a renewed challenge in continuation of these goals through identification of major objectives. These have been restated in understanding of the forward direction and continued improvements accomplished by taking positive and deliberate steps to meet our goals.

Although financial goals and objectives are present throughout the budget, critical to all citizens of Mansfield are the non-financial goals and strategies to enhance the quality of life for our residents. Further, it is important to understand how short-term and long-term goals relate to the overall priorities set by City Council to meet the expectations of the citizens of Mansfield.

Individual department/division goals and objectives can be found in each major fund section of the budget document.

Financial and Non-financial Goals and Objectives

City Council and City Staff met in February 2023 to establish priorities and broad-based goals for FY 2023-2024 and beyond. Incorporated into the overall Strategic Planning Session was the following vision statement:

Our vision is to create a vibrant city for people and businesses that value world class experiences, culture, quality, and a second-to-none level of community service in a hometown environment.

To accomplish this vision, City Council and City Staff recognize the importance of strategic planning and the development of goals and effective strategies for implementation of those established priorities. The following broad-based goals were established:



More specifically, in order to meet these goals, the City's objectives are to:

Continue to Develop Infrastructure

- Relieve traffic congestion and provide infrastructure improvements to streets including Day Miar Road, E. Broad Street, and the Main Street/FM 157 connector.
- Improve and expand existing parks including Walnut Creek Linear Trail, Rose Park, and Mans Best Field Dog Park.
- Utility water/sewer line improvements along State Highway 360 and US Highway 287.

Enhance the Employee Organization

- Maintain a competitive compensation package to recruit and retain employees.
- Provide additional staffing as funding permits.

Maintain High Quality Developments

- Maintain a highly competitive program for recruiting economic development projects.
- Continue to review large projects to ensure that they meet current development standards and comply with adopted residential and commercial requirements.
- Encourage new developments to maintain high quality standards throughout the City.

Create a Total Living Environment

- Alleviate congestion at intersections of major highways and roads with consideration of future needs along E. Broad Street, State Highway 360 and downtown thoroughfares.
- Expand programming for the Historic Downtown Department to continue focus on revitalization and development of the downtown area.
- Promote the arts and tourism by providing additional venues and provide funding to attract quality performers.

Maintain the City's Financial Condition

- Manage a balanced budget in all funds.
- Maintain or improve current debt ratios and fund balances.
- Maintain or improve the City's bond ratings.

These goals and objectives tie directly to the guiding principles established by City Council and Management:

True NORTH: Noteworthy Essentials, Organizational Excellence, Remarkable Experiences, Together as One, and a Healthy Economy



**Noteworthy
Essentials**



**Organizational
Excellence**



**Remarkable
Experiences**



**Together As
One**



**Healthy
Economy**

The following pages provide details on these major goals and how they are tied to the City's strategic priorities and True NORTH.

**SERVICE PROGRAM
FISCAL YEAR 2023-2024**

STRATEGIC PRIORITY:

PROVIDE A SAFE COMMUNITY

Make Public Safety a priority by investing in facilities, equipment, personnel, and training, and by partnering with the local healthcare community. Require quality neighborhood designs. Decentralize services and amenities across the City - neighborhood pride and safety will follow.

Guiding Principles: Noteworthy Essentials, Together as One

Goals:

1. Complete the new Police Headquarters and Joint Training Facility

These two facilities are on track for completion in the fall of 2024.

2. Foster quality neighborhood design aspects that encourage passive surveillance, sidewalks, slow vehicle speeds, adequate lighting, and community pride.

Proactively create environments to encourage neighbors to look out for one another; more pedestrian travel, and therefore slower movement of passing vehicles; streetlights and storefronts with neutral lighting.

3. Spread city services throughout the City into neighborhoods.



Mansfield Police Department earned the 2023 National Night Out Award from the National Association of Town Watch. Mansfield was also named one of the Safest Cities in Texas in 2023.

**SERVICE PROGRAM
FISCAL YEAR 2023-2024**

STRATEGIC PRIORITY:

IMPROVE CITY-WIDE MOBILITY

Increase neighborhood connectivity to improve traffic flow through major intersections as well as improve mobility throughout the City.

Guiding Principles: Noteworthy Essentials

Goals:

1. Prioritize funding for new roadway connections that provide alternative route options for Mansfield residents.

Invest in the City’s Master Thoroughfare Plan. City Council adopted an update to the plan in 2023 that includes a 5-year strategy for improving and maintaining City roadways.

2. Improve traffic flow volumes through major intersections at peak times by increasing intersection capacities and using enhanced traffic signal technology and timing.

The Master Thoroughfare Plan is based on traffic counts and other metrics to help plan for future needs.

The Street Department budget was increased in FY 2023-2024 to address citizens’ number one priority: traffic congestion. Staff and consultants will conduct additional analysis on target roadways.

3. Complete the City-wide active transportation plan for sidewalk and bike lane improvements.

Create a guiding document for the future of walking and bicycling conditions throughout the City. The Plan will provide a roadmap based on data, expert insight, and community input.

4. Foster strong partnerships with the County, State, neighboring cities, and Federal Agencies to improve mobility in the region.

The potential exists for one or two railway stops in Mansfield, according to the North Texas Council of Government’s 2045 Mobility Plan.



**SERVICE PROGRAM
FISCAL YEAR 2023-2024**

STRATEGIC PRIORITY:

FOCUS ON THE FUTURE

Establish and implement a roadmap for the City that will ensure continued success of the City for current and future generations of residents.

Guiding Principles: Organizational Excellence, Remarkable Experiences, Together as One

Goals:

1. Complete the future land use plan and small area plans.

This guiding document called “Mansfield 2040” will help shape future growth and development. It will create land use goals to elevate quality of life while protecting the built environment and the natural environment.

2. Modernize the existing code of ordinances with a focus on future needs.

Evaluate current ordinances and development requirements to ensure other desirable aspects, such as mobility/walkability are not hindered.

3. Intentionally connect with the next generation of Mansfield residents.

The FY2023-2024 budget includes an expansion of the Intern program, as well as the new Mansfield Youth Council to provide a platform for younger voices to be heard.

4. Make remarkable efforts to inform and engage the public.

The City expects to release a new version of the Mansfield website in FY 2023-2024 designed for a mobile-first experience with the goal of making it easier to navigate and pay bills online.



**SERVICE PROGRAM
FISCAL YEAR 2023-2024**

STRATEGIC PRIORITY:

BUILD STRONG NEIGHBORHOODS

Place an emphasis on bringing retail and commercial amenities and services closer to homes, resulting in remarkable neighborhoods around the City, including Downtown.

Guiding Principles: Remarkable Experiences, Together as One

Goals:

1. New zoning decisions focus on neighborhoods that create a sense of place - not just subdivisions.

Mixed use projects with housing and retail are being developed.

2. Bring essential core commercial services closer to existing homes through quality infill neighborhood development.
3. Make Historic Downtown remarkable.

Resources have been allocated to revitalize Downtown Mansfield to ensure this area continues to be a vibrant and unique part of the city.



**SERVICE PROGRAM
FISCAL YEAR 2023-2024**

STRATEGIC PRIORITY:

DEVELOP A STRONG ECONOMY

Continue to develop a strong economy by supporting local businesses, attracting Science, Technology, Engineering, and Mathematics (STEM) careers, and encouraging new businesses that will offer residents and visitors more options.

Guiding Principles: Healthy Economy, Remarkable Experiences

Goals:

1. Create and implement a Comprehensive Economic Development Policy.

Focus on economic activity in the City with the objectives of increasing recognition of Mansfield's brand, elevating commercial development, and becoming a hub of innovation.

2. Establish a Mansfield-First Policy that encourages local entrepreneurship.

Help existing businesses flourish by providing support to the companies that call Mansfield home.

3. Recruit STEM related career fields to Mansfield.

Create an innovation corridor for companies with cutting-edge technology; partner with hospitals and universities to bring in high caliber job opportunities.

4. Create unique Mansfield experiences through destination retail, restaurant, and entertainment.

Continue to seek out extraordinary developments that will make Mansfield a destination city.

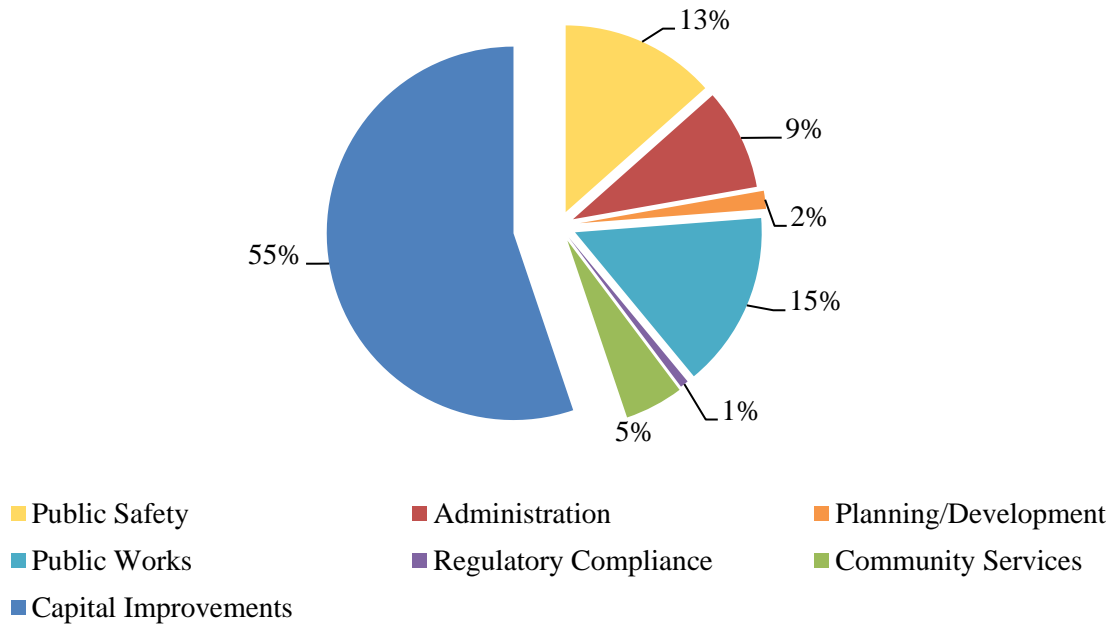


Business Matrix FY 2023-2024

By Fund	Public Safety	Business & Administration	Planning & Development	Public Works	Community Services	Regulatory Compliance	Capital Improvements	Total
General	\$47,754,324	\$23,681,932	\$5,543,614	\$8,112,838	\$7,088,195	\$2,564,893		\$94,745,797
Debt Service							\$30,756,476	\$30,756,476
Utility				\$43,791,845				\$43,791,845
Drainage				\$2,238,098				\$2,238,098
Hotel/Motel					\$1,005,000			\$1,005,000
MPFDC					\$9,950,070			\$9,950,070
MEDC		\$7,498,544						\$7,498,544
Equipment Replacement							\$6,250,467	\$6,250,467
Capital Projects							\$159,053,396	\$159,053,396
BUDGET ALLOCATION	\$47,754,324	\$31,180,476	\$5,543,614	\$54,142,781	\$18,043,265	\$2,564,893	\$196,060,339	\$355,289,693

The funds listed above are the City’s major appropriated funds. The City has designated several other minor funds, such as the Tax Increment Reinvestment Zone, Public Improvement District, and Court Technology funds, for accounting purposes. These minor funds are not budgeted, but they are included in audited financial statements and the City’s Annual Comprehensive Financial Report.

Budget Summary



**BUDGET SUMMARY-ALL MAJOR FUNDS COMBINED
FISCAL YEAR 2023-2024**

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds*	Enterprise Funds	2023-2024 Budget All Fund Types	2022-2023 Budget All Fund Types	2021-2022 Actual All Fund Types
SOURCES								
Property Taxes	\$ 52,820,733		\$ 20,565,033			\$ 73,385,766	\$ 65,062,876	\$ 62,083,854
General Sales & Use Tax	20,447,144	15,378,039	5,824,105			41,649,288	37,278,297	37,699,661
Franchise Taxes	8,395,334					8,395,334	8,010,106	8,797,267
Fines & Fees	2,371,517		526,238		2,238,098	5,135,853	5,187,898	8,982,487
Charges for Services	1,888,335	2,657,600	3,841,100		43,707,845	52,094,880	45,554,196	49,932,200
Licenses & Permits	2,771,994					2,771,994	3,098,066	3,849,869
Interest	150,000	108,000			24,000	282,000	70,000	1,127,749
Miscellaneous Revenue	774,337				60,000	834,337	687,211	871,004
Bond Proceeds & Prior Year Projects*				158,683,286		158,683,286	101,804,877	17,042,972
Grant Proceeds & Contributions	300,000					300,000	202,800	803,909
Impact Fees				2,500,000		2,500,000	2,500,000	4,973,175
Operating Transfers In	4,826,403	309,975		4,120,577		9,256,955	7,091,066	9,631,409
TOTAL SOURCES	94,745,797	18,453,614	30,756,476	165,303,863	46,029,943	355,289,693	276,547,393	205,795,557
USES								
Salary & Benefits	59,217,401	5,153,795		1,073,038	7,973,014	73,417,249	70,515,778	62,192,402
Operations & Maintenance	13,124,221	3,277,543			25,540,290	41,942,054	34,984,440	33,080,903
Contactural Services	10,568,401	680,025		132,000	893,986	12,274,411	11,779,641	12,791,603
Other Miscellaneous Expenses	2,235,112	176,651			683,931	3,095,694	4,009,711	2,273,552
Capital Outlay & Prior Year Projects*		5,662,210		164,098,825		169,761,035	110,200,429	19,708,793
Economic Incentives	1,992,440					1,992,440	1,471,157	1,942,066
Reserve	2,069,123	2,794,761			6,826,300	11,690,183	9,000,851	12,983
Debt Service			30,756,476			30,756,476	26,520,389	26,078,518
Operating Transfers Out	5,539,099	708,629			4,112,422	10,360,150	8,064,998	9,631,409
Depreciation						-	-	5,699,944
TOTAL USES	94,745,797	18,453,614	30,756,476	165,303,863	46,029,943	355,289,692	276,547,393	173,412,172
TOTAL SOURCES/(USES)	-	-	-	-	-	-	-	32,383,385
BEGINNING NET ASSETS	31,738,741	25,410,282	6,673,307	42,017,248	262,619,138	368,458,716	336,259,744	344,141,178
TOTAL SOURCES/(USES)	-	-	-	-	-	-	-	32,383,385
ENDING NET ASSETS	\$ 31,738,741	\$ 25,410,282	\$ 6,673,307	\$ 42,017,248	\$ 262,619,138	\$ 368,458,716	\$ 336,259,744	\$ 376,524,563

* Includes proceeds from previous bond issues and remaining funding for on-going projects.

CITY OF MANSFIELD, TEXAS
GENERAL FUND
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Fund Balance	\$27,393,905	\$31,738,741	\$31,738,741
Less Reserves	-	-	-
Beginning Unreserved Balance	27,393,905	31,738,741	31,738,741
Receipts:			
Revenues	77,792,004	83,402,279	89,899,394
Sale of City Property	23,856	15,000	20,000
Bonds/Premium on Bonds Issued	89,249	-	-
Interfund Transfers In	3,147,242	4,107,689	4,826,403
Total	81,052,351	87,524,968	94,745,797
Funds Available	108,446,256	119,263,709	126,484,538
Deductions:			
Expenditures	74,641,795	83,447,226	89,206,698
Interfund Transfers Out	2,065,720	4,077,742	5,539,099
Total	76,707,515	87,524,968	94,745,797
FUND BALANCE			
Unreserved	31,738,741	31,738,741	31,738,741
Reserved	-	-	-
Ending Fund Balance	\$31,738,741	\$31,738,741	\$31,738,741

The General Fund balance increased approximately 15.9% in FY2021-2022. Revenue collected exceeded budgeted revenues by \$4M, and there was a little more than \$400,000 in cost savings for expenditures.

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
GENERAL FUND
SCHEDULE OF REVENUES
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
TAXES:			
Ad Valorem Taxes			
Current Year	\$ 38,878,448	\$ 48,578,197	\$ 52,412,895
Delinquent	183,246	174,144	178,926
Penalty & Interest	178,464	200,266	228,912
TOTAL	<u>39,240,158</u>	<u>48,952,607</u>	<u>52,820,733</u>
Sales & Use Taxes			
General Sales Tax	18,157,578	18,005,274	20,165,144
Utility Sales Tax	37,049	32,000	32,000
Mix Drinks Tax	305,786	247,749	250,000
TOTAL	<u>18,500,413</u>	<u>18,285,023</u>	<u>20,447,144</u>
Franchise Taxes			
Gas	930,616	600,615	606,015
Telephone	62,970	75,831	61,888
TXU Electric	2,343,368	2,343,368	2,582,779
Cable Television	340,127	317,000	297,700
Sanitation	4,353,216	4,241,222	4,393,007
Telephone Lines	115,657	138,000	100,000
Gas Royalty Income	18,159	10,225	10,225
Johnson Co. Electric	321,768	283,845	353,946
TOTAL	<u>8,485,881</u>	<u>8,010,106</u>	<u>8,405,559</u>
TOTAL TAXES	<u>66,226,452</u>	<u>75,247,736</u>	<u>81,673,436</u>
LICENSES & PERMITS:			
Electrical Licenses	1,200	16,629	-
Building Permits	2,761,211	2,099,706	2,257,734
Plumbing Permits	236,398	190,011	-
Electrical Permits	373,042	222,179	-
Health Inspections	179,400	182,450	227,423
Rental Inspections	84,990	93,935	111,507
Miscellaneous Permits	387,170	293,156	175,330
TOTAL LICENSES & PERMITS	<u>4,023,411</u>	<u>3,098,066</u>	<u>2,771,994</u>

CITY OF MANSFIELD, TEXAS
GENERAL FUND
SCHEDULE OF REVENUES
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
FINES & FORFEITURES:			
Municipal Court	\$ 965,886	\$ 834,072	\$ 830,439
Library Fines	2,420	4,310	3,000
Gas Well Fees	503,750	425,250	425,250
Alarm Fines	227,397	240,000	200,000
Animal Shelter Fees	35,452	33,328	33,328
Engineering Inspection Fees	923,534	540,000	830,000
Other Fines & Fees	394,245	373,971	373,793
TOTAL FINES AND FORFEITURES	3,052,683	2,450,931	2,695,810
OTHER FINANCING SOURCES (USES)			
Interfund Transfers In	3,147,242	4,107,689	4,808,403
Reserve	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	3,147,242	4,107,689	4,808,403
OTHER REVENUES:			
Interest Income	128,774	30,000	150,000
Sale of City Property	23,856	15,000	20,000
Ambulance Service	1,823,494	1,888,335	1,888,335
Grant Proceeds	440,106	200,000	250,000
Other	2,186,332	487,211	487,819
TOTAL OTHER REVENUE	4,602,562	2,620,546	2,796,154
TOTAL GENERAL FUND REVENUES	\$ 81,052,351	\$ 87,524,968	\$ 94,745,797

*Budget is Adopted and Final Budget.

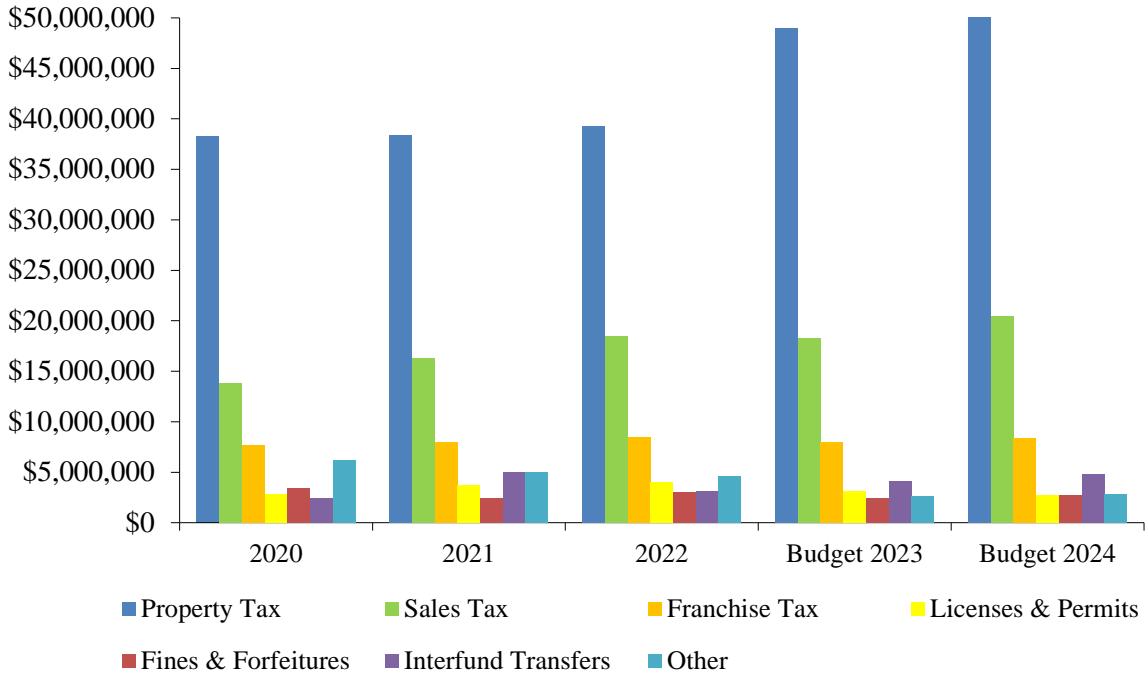
CITY OF MANSFIELD, TEXAS
GENERAL FUND
EXPENDITURES BY ACTIVITY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
GENERAL GOVERNMENT			
City Council	\$ 267,277	\$ 374,372	\$ 500,779
City Manager's Office	1,655,125	1,776,187	1,868,563
City Secretary's Office	456,875	512,963	541,034
Internship Program	35,620	42,781	66,429
Historic Downtown	51,269	30,485	69,125
Legal Services	366,993	332,500	332,500
Total General Government	2,833,159	3,069,288	3,378,430
SHARED SERVICES			
Finance & Accounting	1,029,542	1,395,889	1,520,560
Budget & Purchasing	567,903	397,568	557,229
Tax Assessing & Collection	373,357	400,832	454,930
Information Technology	1,213,453	1,250,723	1,299,361
Human Resources	1,124,504	1,238,326	1,710,038
Municipal Court	489,908	697,215	721,055
Public Records & Transparency	254,869	415,656	385,828
Sanitation	3,476,815	3,468,064	3,468,064
Total Shared Services	8,530,351	9,264,273	10,117,065
POLICE DEPARTMENT			
Administration	1,961,835	1,916,803	1,873,574
Communications	3,216,472	3,949,971	3,904,606
Patrol	9,240,912	11,247,178	11,778,095
CID/Narcotics Investigation	3,374,788	3,791,902	4,079,490
Jail Operations	1,648,803	1,471,820	1,436,378
Commercial Vehicle Enforcement	326,934	470,195	348,708
Traffic	639,137	673,878	703,277
K-9	134,628	169,524	178,451
Community Resource Office	965,405	700,493	854,319
Training	883,711	835,342	698,862
Task Force	517,452	430,074	441,459
Total Police Department	22,910,077	25,657,180	26,297,218
FIRE DEPARTMENT			
Administration	2,371,062	2,186,443	2,325,454
Fire Prevention	822,285	873,148	996,107
Emergency Medical Services	695,275	937,364	1,012,673
Emergency Management	241,748	236,881	407,421
Operations	13,977,818	14,919,864	15,551,761
Total Fire Department	18,108,189	19,153,700	20,293,416

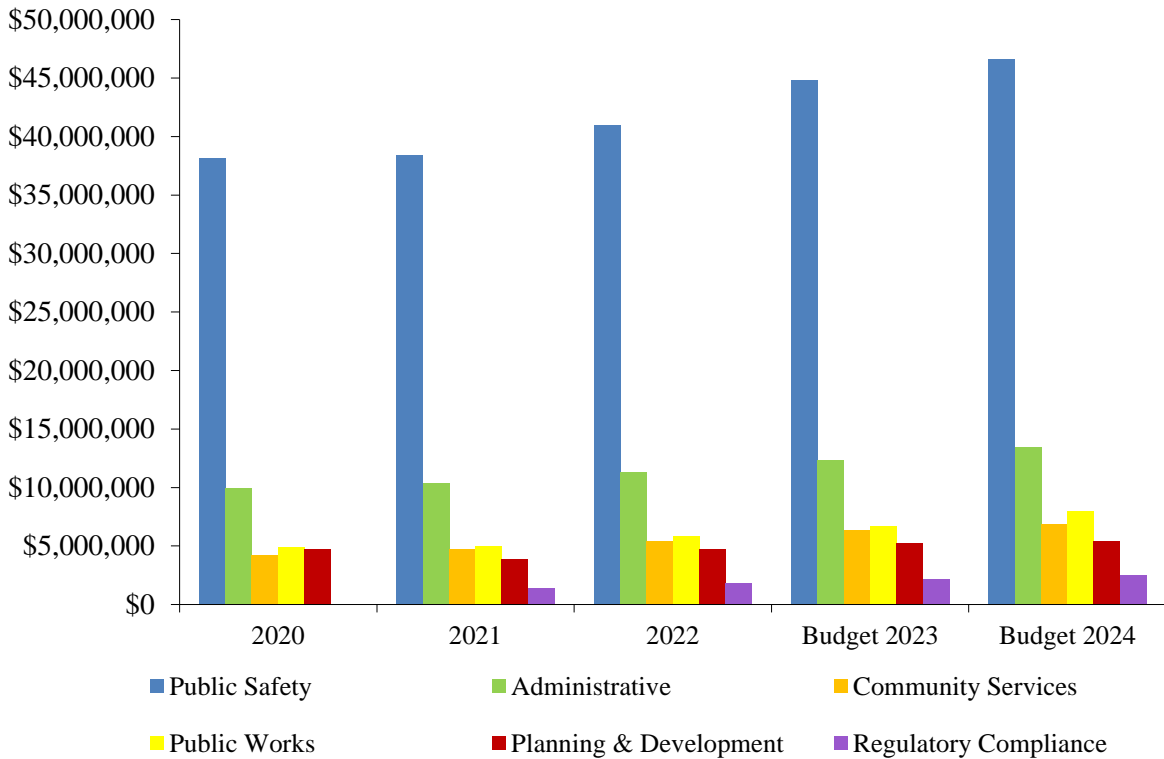
CITY OF MANSFIELD, TEXAS
GENERAL FUND
EXPENDITURES BY ACTIVITY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
PLANNING AND DEVELOPMENT			
Planning Administration	\$ 1,159,571	\$ 1,309,700	\$ 1,797,717
Planning & Zoning Commission	10,824	21,836	24,874
Historic Landmark Commission	56	3,578	21,044
Board of Adjustments	18	1,030	1,030
Development Services Administration	363,632	367,506	25,000
Building Safety/Inspections	1,862,334	2,136,892	1,969,070
Construction Codes Board of Adjustment	305	23,179	30,854
Facilities Management	1,309,534	1,362,462	1,553,719
Total Planning and Development	4,706,274	5,226,183	5,423,308
REGULATORY COMPLIANCE			
Rental Inspection Program	79,265	211,576	251,380
Health Inspection Program	302,858	338,235	355,773
Code Compliance	616,853	790,627	874,437
Animal Control	848,153	875,715	1,006,745
Total Regulatory Compliance	1,847,129	2,216,153	2,488,334
PUBLIC WORKS			
Engineering	648,488	477,347	561,182
Street Maintenance/Traffic Control	5,246,116	6,270,919	7,442,083
Total Public Works	5,894,604	6,748,266	8,003,265
COMMUNITY SERVICES			
Public Grounds	2,079,828	2,547,837	2,436,772
Senior Lifestyles	320,748	361,436	375,304
Library	1,173,660	1,418,157	1,483,870
Historical Services/Museum	269,135	340,936	356,844
Total Community Services	3,843,371	4,668,366	4,652,791
COMMUNITY ENGAGEMENT			
Communications & Marketing	340,846	759,061	969,064
Neighborhood Outreach	500,139	158,469	166,511
Cultural Arts	303,519	376,117	438,154
Special Events	471,096	422,197	682,467
Total Community Engagement	1,615,600	1,715,844	2,256,195
NON-DEPARTMENTAL			
Land Purchase	420,671	-	-
Economic Incentives	1,146,592	1,471,157	1,992,440
Other Operating Expenses	2,785,779	4,256,816	4,304,235
Transfer to Other Funds	2,065,720	4,077,742	5,539,099
Total Non-Departmental	6,418,762	9,805,715	11,835,774
TOTAL EXPENDITURES	\$ 76,707,515	\$ 87,524,968	\$ 94,745,797

REVENUE BY MAJOR SOURCE



EXPENDITURES BY MAJOR FUNCTION



CITY OF MANSFIELD, TEXAS
GENERAL DEBT SERVICE FUND
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Fund Balance	\$ 5,365,013	\$ 5,222,453	\$ 5,222,453
Additions:			
Property Taxes	18,736,284	16,110,269	20,565,033
Interest Earnings	2,484	-	-
Refunding Bonds Issued		-	-
Other Income	152	-	-
Total	18,738,920	16,110,269	20,565,033
Funds Available	24,103,933	21,332,722	25,787,486
Deductions:			
Bond Principal	13,310,000	10,647,597	10,530,000
Bond Interest	5,548,542	5,462,672	10,035,033
Fiscal Charges	22,938	-	-
Total	18,881,480	16,110,269	20,565,033
Ending Fund Balance	\$ 5,222,453	\$ 5,222,453	\$ 5,222,453

The change in fund balance in FY2021-2022 is due to higher than budgeted property taxes dedicated to I&S; however, City Management also made the decision to pay down an additional \$2.6M in debt.

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
TIRZ #1
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Fund Balance	\$5,252,236	\$7,128,201	\$7,128,201
Less Reserves	-	-	-
Beginning Unreserved Balance	5,252,236	7,128,201	7,128,201
Receipts:			
Property Taxes	2,914,691	356,000	356,000
Interest Earnings	28,798	-	-
Interfund Transfers In	-	-	-
Total	2,943,489	356,000	356,000
Funds Available	8,195,725	7,484,201	7,484,201
Deductions:			
Expenditures	484,775	-	-
Interfund Transfers Out	582,749	356,000	356,000
Total	1,067,524	356,000	356,000
FUND BALANCE			
Unreserved	7,128,201	7,128,201	7,128,201
Reserved	-	-	-
Ending Fund Balance	\$7,128,201	\$7,128,201	\$7,128,201

The Tax Increment Reinvestment Zone receives property tax revenue. Higher property tax values and the addition of property tax accounts due to development in the TIRZ contributed to a 35.7% increase in fund balance.

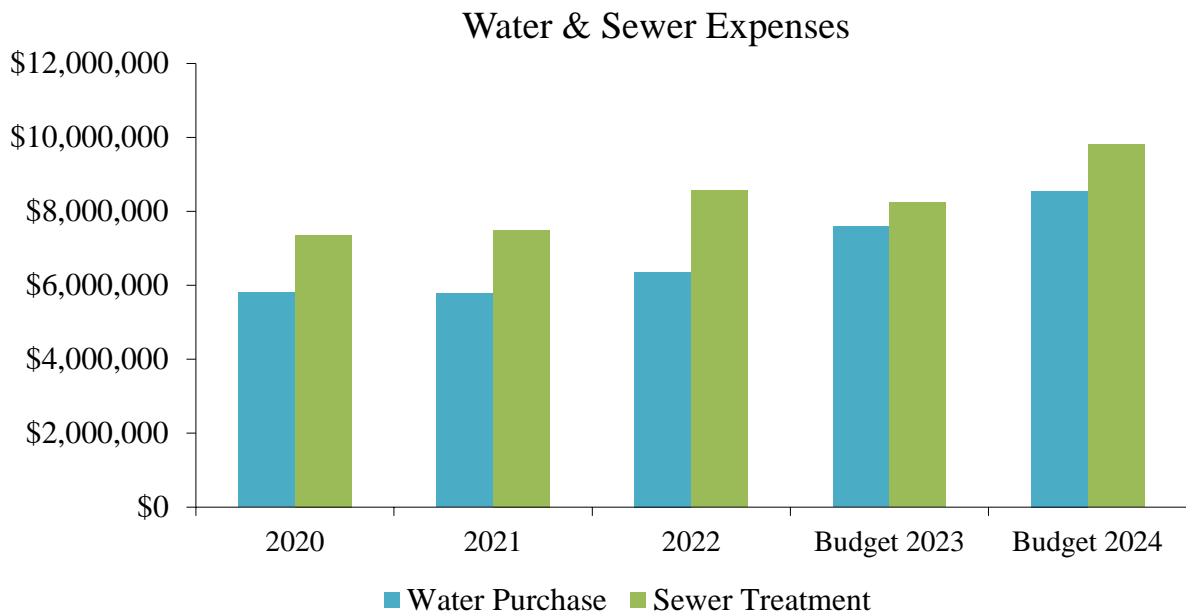
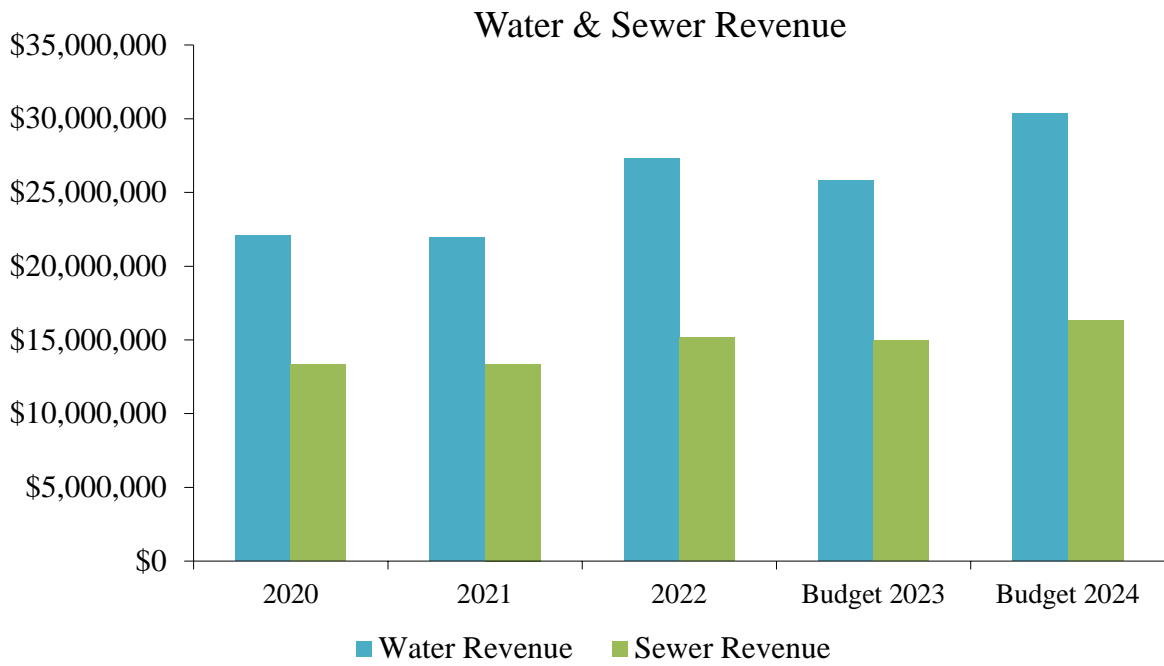
*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
UTILITY FUND
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Fund Balance	\$196,740,875	\$213,795,075	\$213,795,075
Less Reserves	-	-	-
Beginning Unreserved Balance	196,740,875	213,795,075	213,795,075
Receipts:			
Revenues	51,117,459	41,537,661	47,632,945
Sale of City Property	20,625	-	-
Interfund Transfers In	-	-	-
Total	51,138,084	41,537,661	47,632,945
Funds Available	247,878,959	255,332,736	261,428,020
Deductions:			
Expenditures	31,565,323	38,852,974	43,581,030
Interfund Transfers Out	2,518,561	2,684,687	4,051,915
Total	34,083,884	41,537,661	47,632,945
FUND BALANCE			
Unreserved	213,795,075	213,795,075	213,795,075
Reserved	-	-	-
Ending Fund Balance	\$213,795,075	\$213,795,075	\$213,795,075

Fund balance increased 8.67% in FY 2021-2022. Revenues came in \$17,054,200 higher than expenditures. Of this amount, nearly \$7M was in capital contributions. This has allowed the Utility Fund to continue to pay for projects with cash, as opposed to issuing debt.

*Budget is Adopted and Final Budget.



CITY OF MANSFIELD, TEXAS
WATER & SEWER DEBT SERVICE FUND
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Net Assets	\$ 926,610	\$ 935,438	\$ 935,438
Additions:			
Utility Operating	3,157,861	4,071,250	3,841,100
Interest Income	14,410	-	-
Total	<u>3,172,271</u>	<u>4,071,250</u>	<u>3,841,100</u>
Assets Available	<u>4,098,881</u>	<u>5,006,688</u>	<u>4,776,538</u>
Deductions:			
Bond Principal	1,910,000	3,070,000	2,965,000
Bond Interest	1,247,861	1,001,250	876,100
Agent Fees	5,583	-	-
Total	<u>3,163,444</u>	<u>4,071,250</u>	<u>3,841,100</u>
Ending Net Assets	<u>\$ 935,438</u>	<u>\$ 935,438</u>	<u>\$ 935,438</u>

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
ENVIRONMENTAL SERVICES FUND
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Net Assets	\$ 11,450,924	\$ 12,774,988	\$ 12,774,988
Additions:			
Drainage Fees	2,763,510	2,736,967	2,764,336
Interest Income	6,486	-	-
Other Income	41,938	-	-
Total	<u>2,811,934</u>	<u>2,736,967</u>	<u>2,764,336</u>
Assets Available	<u>14,262,858</u>	<u>15,511,955</u>	<u>15,539,324</u>
Deductions:			
Administrative/Operations	1,181,432	1,445,494	1,501,991
Bond Principal		475,000	490,000
Bond Interest	90,803	52,175	36,238
Reserve	-	586,097	544,832
Transfer Out		47,433	60,507
Depreciation Expense	215,635	-	-
Other		130,768	130,768
Total	<u>1,487,870</u>	<u>2,736,967</u>	<u>2,764,336</u>
Ending Net Assets	<u>\$ 12,774,988</u>	<u>\$ 12,774,988</u>	<u>\$ 12,774,988</u>

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Fund Balance	\$ 9,776,670	\$ 12,222,104	\$ 12,222,104
Additions:			
Sales Tax Revenue	5,920,458	5,860,790	6,934,495
Interest	602,019	1,000	48,000
Contributions	8,124	2,800	2,800
Development Fees	1,137,550	-	-
Transfer In	146,296	321,132	309,975
Charges for Service	2,460,106	2,212,200	2,510,800
Other	335,909	125,000	144,000
Total	10,610,462	8,522,922	9,950,070
Funds Available	20,387,132	20,745,026	22,172,174
Deductions:			
Administration	1,532,687	1,897,694	1,903,078
Operating Costs	4,148,496	3,964,826	4,303,954
Transfer Out	17,948	174,020	246,017
Reserve/Projects	2,195,275	2,098,567	2,779,388
Capital Equipment/Improvements	270,622	387,815	717,633
Total	8,165,028	8,522,922	9,950,070
Ending Fund Balance	\$ 12,222,104	\$ 12,222,104	\$ 12,222,104

Fund balance in FY2021-2022 increased 25% due to higher-than-expected sales tax revenue and park development impact fees, as well as expense savings.

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION
REVENUE DEBT SERVICE FUND
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Fund Balance	\$ 521,661	\$ 515,416	\$ 515,416
Additions:			
Sales Tax Revenue	3,157,858	3,157,847	3,164,077
Bond Proceeds	-	-	-
Other	-	-	-
Total	3,157,858	3,157,847	3,164,077
Funds Available	3,679,519	3,673,263	3,679,493
Deductions:			
Bond Principal	1,910,000	1,965,000	2,030,000
Interest	1,247,862	1,192,847	1,134,077
Fiscal Charges	6,241	-	-
Total	3,164,103	3,157,847	3,164,077
Ending Fund Balance	\$ 515,416	\$ 515,416	\$ 515,416

*Budget is Adopted and Final Budget

CITY OF MANSFIELD, TEXAS
MANSFIELD ECONOMIC DEVELOPMENT CORPORATION
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Net Assets	\$ 8,184,671	\$ 11,228,131	\$ 11,228,131
Additions:			
Sales Tax Revenue	6,433,783	6,364,789	7,438,544
Sale of City Property	-	-	-
Other Income	18,085	-	-
Interest	33,178	15,000	60,000
Total	6,485,046	6,379,789	7,498,544
Assets Available	14,669,717	17,607,920	18,726,675
Deductions:			
Administration	1,161,091	1,534,610	1,568,994
Other Operating Expenses	15,896	38,629	22,361
Transfer to other Funds	275,803	422,420	462,612
Project Appropriation	1,988,796	4,384,130	5,444,577
Total	3,441,586	6,379,789	7,498,544
Ending Net Assets	\$ 11,228,131	\$ 11,228,131	\$ 11,228,131

Sales tax revenue largely contributed to the 37% increase in the MEDC's fund balance. The MEDC also had expense savings in FY2021-2022. Project appropriation actuals were significantly lower than what was budgeted.

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
MANSFIELD ECONOMIC DEVELOPMENT CORPORATION
REVENUE DEBT SERVICE FUND
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Net Assets	\$ -	\$ -	\$ -
Additions:			
Sales Tax Revenue	2,663,531	2,653,848	2,660,028
Total	2,663,531	2,653,848	2,660,028
Assets Available	2,663,531	2,653,848	2,660,028
Deductions:			
Bond Principal	1,850,000	1,905,000	1,980,000
Interest	810,857	748,848	680,028
Bond Issuance Cost	2,674	-	-
Total	2,663,531	2,653,848	2,660,028
Ending Net Assets	\$ -	\$ -	\$ -

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
SPECIAL REVENUE HOTEL/MOTEL FUND
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Fund Balance	\$ 1,492,876	\$ 1,960,047	\$ 1,960,047
Additions:			
Taxes	1,004,620	956,000	1,005,000
Interest	3,794	-	-
Other Revenue	25,540	-	-
Total	<u>1,033,954</u>	<u>956,000</u>	<u>1,005,000</u>
Funds Available	<u>2,526,830</u>	<u>2,916,047</u>	<u>2,965,047</u>
Deductions:			
CVB/Tourism	378,437	425,700	662,201
Reserve	-	-	73,799
Transfer Out	51,156	-	-
Other	137,190	530,300	269,000
Total	<u>566,783</u>	<u>956,000</u>	<u>1,005,000</u>
Ending Fund Balance	<u>\$ 1,960,047</u>	<u>\$ 1,960,047</u>	<u>\$ 1,960,047</u>

The Hotel/Motel tax fund quickly recovered from the effects of COVID-19 in FY2020-2021, and hotel stays continued to increase in FY2021-2022 reaching nearly \$280,000 more in revenue than what was budgeted. The fund balance increased 31.29% in FY2021-2022.

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
STREET CONSTRUCTION
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Fund Balance	\$ 22,185,440	\$ 28,874,190	\$ 28,874,190
Additions:			
Bond Proceeds	8,924,885	17,558,000	17,250,000
Prior Year Funds		13,968,166	21,934,227
Interest	77,754	-	-
Impact Fees	3,835,625	-	1,400,000
Transfers In		500,000	
Other Income		-	-
Total	<u>12,838,264</u>	<u>32,026,166</u>	<u>40,584,227</u>
Funds Available	<u>35,023,704</u>	<u>60,900,356</u>	<u>69,458,417</u>
Deductions:			
Project Appropriation	5,974,628	32,026,166	40,584,227
Bond Issuance Cost	174,886		
Total	<u>6,149,514</u>	<u>32,026,166</u>	<u>40,584,227</u>
Ending Fund Balance	\$ 28,874,190	\$ 28,874,190	\$ 28,874,190

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
WATER & SEWER CONSTRUCTION
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Net Assets	\$ 30,663,926	\$ 36,049,075	\$ 36,049,075
Additions:			
Bond Proceeds	-	-	50,000,000
Prior Year Funding	-	22,713,123	11,187,554
Impact Fees	5,817,750	2,500,000	2,500,000
Interest	54,473	-	-
Transfer In	-	-	-
Other Income	-	-	-
Total	5,872,223	25,213,123	63,687,554
Assets Available	36,536,149	61,262,198	99,736,629
Deductions:			
Transfer Out	-	-	-
Project Appropriations	487,074	25,213,123	63,687,554
Total	487,074	25,213,123	63,687,554
Ending Net Assets	\$ 36,049,075	\$ 36,049,075	\$ 36,049,075

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
ENVIRONMENTAL SERVICES CONSTRUCTION FUND
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Net Assets	\$ -	\$ -	\$ -
Additions:			
Bond Proceeds	-	-	-
Prior Year Funds		504,079	2,101,644
Other	-	2,450,000	1,650,000
Total	-	2,954,079	3,751,644
Assets Available	-	2,954,079	3,751,644
Deductions:			
Transfer Out	-	500,000	
Project Appropriations	-	2,454,079	3,751,644
Total	-	2,954,079	3,751,644
Ending Net Assets	\$ -	\$ -	\$ -

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
BUILDING CONSTRUCTION
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Net Assets	\$ 17,693,965	\$ 6,766,122	\$ 6,766,122
Additions:			
Bond Proceeds - Net		31,000,000	
Prior Year Funds	-	5,127,429	32,779,539
Interest	8,260	-	-
Transfers In		-	-
Other Income	23,226	-	-
Total	31,486	36,127,429	32,779,539
Assets Available	17,725,451	42,893,551	39,545,661
Deductions:			
Bond Issuance Costs	-	-	-
Transfer Out	1,500,000	-	-
Project Appropriations	9,459,329	36,127,429	32,779,539
Total	10,959,329	36,127,429	32,779,539
Ending Net Assets	\$ 6,766,122	\$ 6,766,122	\$ 6,766,122

The Building Construction Fund received over \$9M bond proceeds in FY2020-2021. The nearly 62% decrease in fund balance in FY2021-2022 resulted from the use of those bond proceeds which funded facility projects such as the Joint Police & Fire training tower and driving track, as well as an expansion of the public library and Man House museum.

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
 MPFDC (PARKS) CONSTRUCTION FUND
 BUDGET SUMMARY
 2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Net Assets	\$ (116,947)	\$ 2,568,443	\$ 2,568,443
Additions:			
Bond Proceeds	-	5,230,000	5,000,000
Transfers In	4,413,223	-	8,650,432
Development Fees	-		600,000
Interest	-	-	-
Other Income	-	-	4,000,000
Total	<u>4,413,223</u>	<u>5,230,000</u>	<u>18,250,432</u>
Assets Available	<u>4,296,276</u>	<u>7,798,443</u>	<u>20,818,875</u>
Deductions			
Project Appropriations	1,727,833	5,230,000	18,250,432
Transfers Out	-	-	-
Total	<u>1,727,833</u>	<u>5,230,000</u>	<u>18,250,432</u>
Ending Net Assets	<u>\$ 2,568,443</u>	<u>\$ 2,568,443</u>	<u>\$ 2,568,443</u>

Over \$4.4M was transferred from the Mansfield Park Facilities Development Corporation operating fund to the Parks Construction Fund in FY2021-2022 in order to complete improvements to various parks throughout the City.

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
 MEDC CONSTRUCTION FUND
 BUDGET SUMMARY
 2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Net Assets	\$ 1,641,158	\$ 1,566,779	\$ 1,566,779
Additions:			
Bond Proceeds - Net	-	-	-
Prior Year Funding	-	200,000	-
Interest	18,645	-	-
Total	<u>18,645</u>	<u>200,000</u>	<u>-</u>
Assets Available	<u>1,659,803</u>	<u>1,766,779</u>	<u>1,566,779</u>
Deductions:			
Project Appropriations	93,024	200,000	-
Total	<u>93,024</u>	<u>200,000</u>	<u>-</u>
Ending Net Assets	<u>\$ 1,566,779</u>	<u>\$ 1,566,779</u>	<u>\$ 1,566,779</u>

*Budget is Adopted and Final Budget.

CITY OF MANSFIELD, TEXAS
EQUIPMENT REPLACEMENT
BUDGET SUMMARY
2023/2024

	ACTUAL 2021/2022	BUDGET 2022/2023	BUDGET 2023/2024
Beginning Net Assets	\$ 2,338,999	\$ 2,241,714	\$ 2,241,714
Additions:			
Bond Proceeds - Net	1,130,165	-	-
Prior Year Funds	-	2,554,080	2,129,890
Transfers In	1,924,648	2,662,245	4,120,577
Sale of City Property	117,717	-	-
Miscellaneous Revenue	54,478	-	-
Interest	31	-	-
Total	<u>3,227,039</u>	<u>5,216,325</u>	<u>6,250,467</u>
Assets Available	<u>5,566,038</u>	<u>7,458,039</u>	<u>8,492,181</u>
Deductions			
Bond Issuance Costs	22,146	-	-
Equipment	<u>3,302,178</u>	<u>5,216,325</u>	<u>6,250,467</u>
Total	<u>3,324,324</u>	<u>5,216,325</u>	<u>6,250,467</u>
Ending Net Assets	<u>\$ 2,241,714</u>	<u>\$ 2,241,714</u>	<u>\$ 2,241,714</u>

*Budget is Adopted and Final Budget.

DEBT SERVICE FUND

The General Obligation Debt Service Fund is used to account for payment of principal and interest on the City of Mansfield's general obligation bonds and capital lease payments.

Revenue Debt Service Funds are used to account for Revenue Bonds whose principal and interest are payable from earnings of the City of Mansfield's Enterprise Funds.

Special Revenue Debt Service Funds are used to account for Sales Tax Revenue Bonds whose principal and interest are payable from a special 1/2 ¢ sales tax.

Purpose

The City recognizes that effective management of the public's funds is an investment of the public's funds within the community in which it serves. It is with this understanding that the City of Mansfield establishes its debt policy to guide decision makers in investing the public's money within the City of Mansfield, Texas.

- "Tax-exempt financing is used by state and local governments to raise capital to finance public capital improvements and other projects, including infrastructure facilities that are vitally important to sustained economic growth."
- *Tax-Exempt Financing, a Primer*

It is upon this principal that the City of Mansfield, Texas determines the necessity to incur debt in order to finance the Capital Improvement Program (CIP) of the City. The management of the City's debt is vital for maintaining the expected cost of services and the continued infrastructure development within this community. With the incurrence of additional debt, the City is able to pay for the infrastructure needs of the community without overly burdening the constituency in any given period by increasing or decreasing the fee structure necessary to support the capital improvement. As a result, the management of the City's debt portfolio is designed to minimize the impact to its constituency.

Authorization

The Constitution of the State of Texas and the general laws of the State of Texas allow for and permit Texas cities, as authorized by the City, to issue direct obligations or bonds for the purpose of financing improvements and capital assets.

Although the Federal Government does not govern local spending authority, it closely regulates and monitors the types of issuances and the authority for issuance through the Federal Income Tax Code, Sections 141 through 150. The Federal Income Tax Code restricts the nature and character of Bond Interest in how it is treated as income for income tax reporting, thereby controlling and creating markets for tax-exempt instruments.

Uses of Debt Financing and Capital Improvements

- Debt financing shall be used to fund infrastructure improvements and the purchasing of capital assets as long as the asset life of the improvement or capital asset is beyond the cost of financing the improvement or the capital asset.
- Debt financing shall be used as a funding source when the improvements or the purchase of capital assets cannot be acquired from current revenue sources or direct fees like impact fees. In addition, if the purchase of capital assets and construction of infrastructure improvements can be funded through available resources (fund balance, current revenue or any other recurring revenue) then the cost of money should be considered against the value of available resources in determining pay-as-you-go financing.

Affordability of Additional Debt and Legal Debt Limit

In Fiscal Year 2000, the City of Mansfield developed a 10-year Strategic Plan that anticipates the financial future of the City of Mansfield, Texas. This plan is a comprehensive planning model that enables Management to assess the financial well-being of the City. It quantifies the impact of growth and development and speaks plainly about the fiscal condition of the City. This Strategic Plan incorporates future revenue sources, operating expenses and projected capital improvement projects for all of the City's activities: Governmental Funds and Enterprise Funds. This Strategic Plan measures the City's ability to authorize and issue additional debt over the next ten years. Each year, the plan is revised to reflect growth, population estimates and current operating revenues.

- The City shall use an objective, analytical approach to determine whether it can afford to incur new debt beyond what it retires each year. This process shall compare generally accepted standards of affordability to the current values for the City.

General Obligation Bonds:

- Debt per capita
- Debt as a percent of taxable value
- Debt service as a percent of current revenues and current expenditures
- Debt tax rate as a percent of the City's tax rate

Revenue Bonds:

- Pledged revenues shall be a minimum of 110% of annual debt service
 - Pledged revenues shall be a minimum of 125% of average annual debt service
 - Pledged revenues shall be 130% of maximum annual debt service for financial planning purposes
 - Annual adjustments to the City's rate structures will be made as necessary to maintain a 130% coverage factor
- The City Charter of the City of Mansfield, Texas and the statutes of the State of Texas do not prescribe a legal debt limit. However, Article XI, Section 5 of the Texas Constitution, applicable to cities of more than 5,000 populations, limit the ad valorem tax rate to \$2.50 per \$100 of assessed valuation. The City operates under a Home Rule Charter that also imposes a limit of \$2.50 per \$100 of assessed valuation. The FY 2023-2024 budgeted property tax rate is \$0.659293 per \$100 valuation with a tax margin of \$1.84071 per \$100 valuation based upon the maximum ad valorem tax rate noted above. Additional revenues up to \$169,651,503 per year could be raised before reaching the maximum allowable tax base.

Calculation of the City of Mansfield Legal Debt Limit

$$\begin{aligned} & \text{Legal Debt Limit (15\% of Assessed Value)} \\ & \text{- } \underline{\text{General Obligation Bonds and Certificates of Obligation}} \\ & \text{= Legal Debt Margin} \end{aligned}$$

The Assessed Taxable Valuation in FY 2023-2024 is \$9,216,648,976

The Legal Debt Limit (15%) is \$1,382,497,346

General Obligation Bonds and Certificates of Obligation total \$192,175,000

The Legal Debt Margin is \$1,190,322,346

Types of Debt and Criteria for Issuance of Types of Debt

The City may choose to issue debt under any provision allowed for and permitted by State Statute. Although debt is an obligation to be repaid, it can assume many forms. The form and character of debt is typically determined by the nature of the funding source and nature of the asset to be purchased or improved. However, debt can generally be categorized into two types, as determined by the Federal Income Tax Code: Governmental Bonds and Private Activity Bonds, either of which may be taxable or tax-exempt. In determining the type of security for financing an improvement or purchasing of a capital asset, the City may consider the following, and is not limited to the following:

Debt Form

General Obligation Facility:

General Obligation Bonds (“GOs”)	Tax levy as security for the bonds Voter’s Approval Specific Public Purpose
Certificates of Obligation (“COs”)	Tax levy and/or revenue pledge as security Specific public purpose Public Notice; hearings and advertisement
Public Property Finance Contractual Obligations (“PPFCOs”)	Tax levy and/or revenue pledge as security Acquisition of personal property Alternative for lease/purchase
Anticipation Notes	Tax levy and/or revenue pledge as security Construction of Public Works Acquisition of real and personal property Cumulative cash flow deficit Professional services Maturity is maximum of seven years

Revenue Facility:

Revenue Bonds	Revenue pledge as security Pledge to set rates and fees to meet covenants Bond Reserve Fund for surety Covenant reporting Equitable rate structure First lien security with parity Construction of capital improvements
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Contract Revenue Bonds	City contracts with entities Tax levy and/or revenue pledge as security Ownership of title may occur with entity or City
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Special Obligation Facility:

Tax Increment Financing District (“TIF”)	Development district established Construction of improvements Incremental increase in value property only Taxable by TIF
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Non-Profit Corporations Property Finance Authority Mansfield Park Facilities Development Corp Mansfield Economic Development Corp	Established corporations Revenue pledge of the corporation Covenant reporting First lien security with parity Acquisition of real or personal property Public/private infrastructure improvements City may or may not own title Specific services (can be taxable or non-taxable to the bond holders.)
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Public Improvement District (“PID”)	Specific improvement Securitized by pledged assessments Specific benefactors
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Other Credit Facility:

Capital Lease	Annual tax or revenue appropriation Tax-exempt or can be taxable Acquisition of personal property Able to refinance
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Line of Credit	Qualify statutorily Immediate need for financing Borrowings retired with bond proceeds Fulfill bond reserve covenants Borrowings repaid from current resources
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Commercial Paper	Revenue pledge as security Demand from the market for small issuer Commercial paper
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Derivatives	Minimize risk of market Reduced costs versus fixed costs Creates flexibility Understood risk warrants the savings
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Surety Bond & Bond Insurance	Debt service is less than cost of insurance Double AA rated insurer Competitive offers from two insurers
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Debt Structure

Historically, the City of Mansfield's debt structures have been designed to coincide with the fiscal policies of the City of Mansfield, Texas, essentially allowing growth to pay for growth by properly setting the maturities of the debt to equal or less than the usefulness of the improvement or asset.

Typical debt structure of a bond issuance:

- Term or serial bonds structured for annual payments
- Traditional call feature that does not influence the price of the bonds
- Average bond life of 10.5 years to 12.0 years
- Level payments for 20 years
- Pricing structured to allow for premiums and discounts
- First year payment to begin in second year of construction
- Bond insurance
- Surety bond if warranted

The City of Mansfield has sought non-traditional avenues of capital improvement financing; however, the City is considered a "small issuer" under the law. It has been more economical for the City to maintain this type of debt structure for its bond sales. This does not preclude the City from considering different structures or structuring its issuance differently from its typical debt structure. The purpose of the structure is to provide the City with the lowest possible costs under market conditions at the time of issuance.

Methods of Sale

Competitive Sale: The City shall seek to issue its debt obligations in a competitive bidding environment. Bids shall be awarded on a True Interest Cost, providing the bidders meet other bidding requirements. In some instances, the City may award the sale to the lowest Net Interest Cost bidder depending on the economic substance of the transaction. If the competitive bidding process is not conducive to soliciting the lowest cost of financing a bond issuance, the City may choose to negotiate the sale.

Negotiated Sale: The City shall seek to weigh the selection of underwriter before negotiating a bond sale. The selection of the underwriter shall encourage the best economic environment in which the City will benefit from selling its bonds. Typically, negotiated sales will occur when the market volatility is unpredictable. In some cases this may mean investors are not willing to commit capital in uncertain economic environments, or the size of the issue may not attract the bids for a successful sale. Moreover, the primary purpose of the negotiated sale is to solicit the interest rate environment for the City to sell bonds.

Private Placement: The City will seek to privately place its bonds with a select group of investors when the issuance warrants the sophistication of the buyer. The City will ensure that the placement fee is less than a typical underwriter's fee in a negotiated offering of a comparable type sale in a similar sale environment.

Refunding of Debt

The City of Mansfield, Texas shall monitor the municipal bond market for opportunities to refund outstanding debt to save the City from future interest costs. As a general rule, the savings shall be at least 3% greater than the cost of carrying the existing debt inclusive of issuance costs and any cash

contributions. However, if the value of the savings exceeds the cost of the refunding and is greater than \$100,000 but is less than 3% of the savings, then the City shall consider refunding the existing debt. Arbitrage rules are to be considered when refunding debt.

Credit Objectives

The City of Mansfield, Texas shall seek to attain and maintain the highest possible bond ratings for its outstanding debt without compromising the delivery of basic City services. Currently, the City maintains four ratings with Fitch, Moody's, and Standard & Poor's.



	<i>Fitch, IBCA</i>	<i>Moody's</i>	<i>Standard & Poor's</i>
General Obligation	AA+	Aa1	AAA
Sales Tax Revenue	AA+	Aa1/Aa1	AA-/AA+
Drainage Revenue	AAA	Aa2	AA
Water & Sewer	AAA	Aa2	AA+

It is and will be the continued policy of the City of Mansfield to provide full disclosure of information about the City's operating activity to the rating agencies. The City shall maintain an open line of communication with the rating agencies to allow for the free exchange of information between the City and the agencies.

Secondary Market Disclosure

SEC 15c2-12 regulations became effective July 3, 1995. The City shall continue to provide financial data to the Nationally Recognized Municipal Information Depository (NRMSIRs), EMMA and the State Information Depositories (SIDs). The City will and has complied with secondary reporting requirements of SEC 15c2-12.

Financial Advisor

The City will retain an external financial advisor. The financial advisor must have comprehensive municipal debt experience and experience in diverse financial structuring requirements. The City financial advisor must also be of reputable character and in good standing with SEC and the MSRB.

Bond Counsel

The City will retain an external bond counsel. Bond Counsel must have comprehensive municipal debt experience and experience in diverse financial structuring requirements. Bond Counsel must also be of reputable character and in good standing with Texas Law Review Board.

Other Service Providers

The City shall select other service providers (e.g. escrow agents, verification agents, trustees, arbitrage consultants, etc.) as necessary to meet legal requirements and minimize net City debt costs.

Arbitrage Compliance

The City shall maintain its books and records in a manner consistent with the provision allowed for under the Internal Revenue Code Section 148. Furthermore, the City shall have its arbitrage exposure calculated annually and appropriately recognized in the City's Annual Comprehensive Financial Statement.

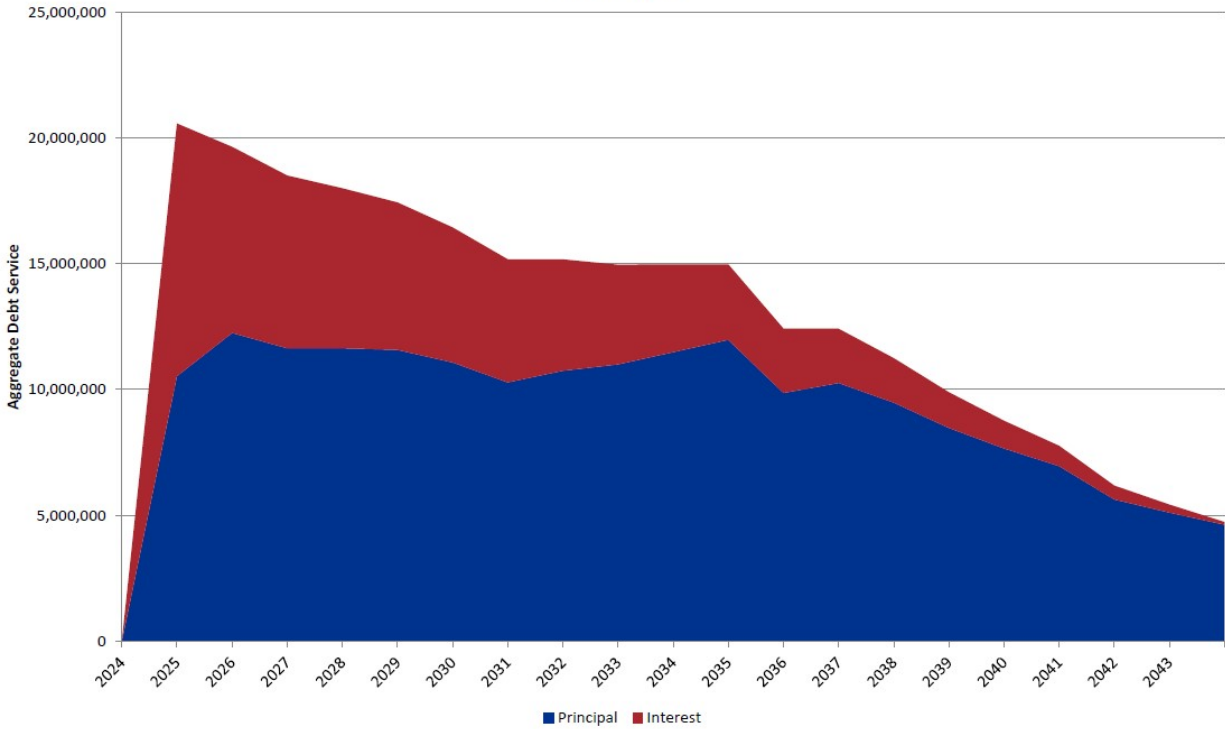
Investment of Bond Proceeds

All bond proceeds shall be invested in accordance with the City Investment Policy. The proceeds shall be invested as part of the City's consolidated cash pool and accounted for separately and accordingly to bond covenants and the Internal Revenue Code.

**CITY OF MANSFIELD, TEXAS
GENERAL FUND
SCHEDULE OF DEBT PAYMENTS**

Fiscal Year	Principal	Interest	Total
2024	10,530,000	10,035,033	20,565,033
2025	12,245,000	7,393,242	19,638,242
2026	11,635,000	6,863,888	18,498,888
2027	11,635,000	6,356,517	17,991,517
2028	11,570,000	5,859,728	17,429,728
2029-2033	54,565,000	22,127,505	76,692,505
2034-2038	50,030,000	10,898,510	60,928,510
2039-2043	29,965,000	2,888,549	32,853,549
Total	\$ 192,175,000	\$ 72,422,972	\$ 264,597,972

City of Mansfield, Texas
All Outstanding General Obligation Debt
As of 9/30/2023

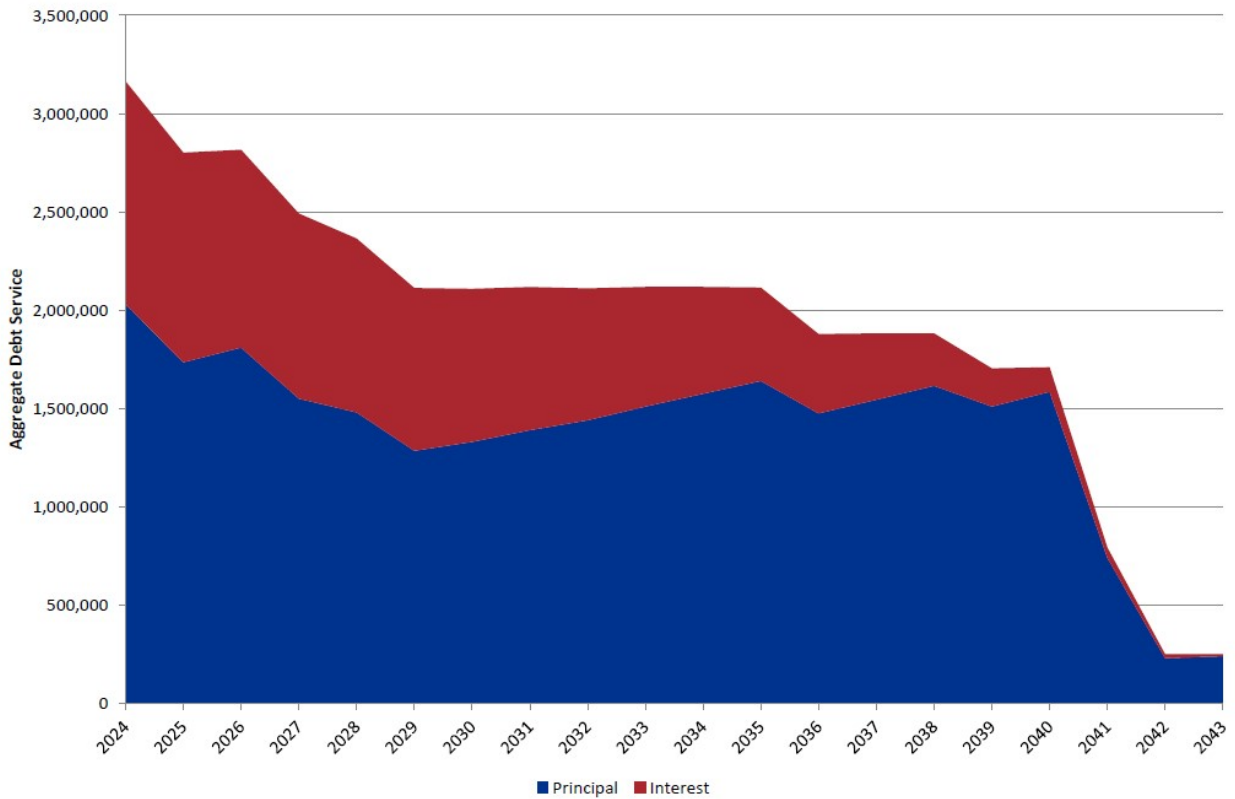


CITY OF MANSFIELD, TEXAS
MANSFIELD PARK FACILITIES DEVELOPMENT FUND
SCHEDULE OF DEBT PAYMENTS

Fiscal Year	Principal	Interest	Total
2024	2,030,000	1,134,077	3,164,077
2025	1,735,000	1,065,917	2,800,917
2026	1,810,000	1,005,849	2,815,849
2027	1,550,000	941,449	2,491,449
2028	1,480,000	884,445	2,364,445
2029-2033	6,955,000	3,614,109	10,569,109
2034-2038	7,850,000	2,024,955	9,874,955
2039-2043	4,305,000	401,879	4,706,879
Total	\$ 27,715,000	\$ 11,072,680	\$ 38,787,680

Mansfield Park Facilities Development Corporation

All Outstanding Sales Tax Revenue Debt
As of 9/30/2023

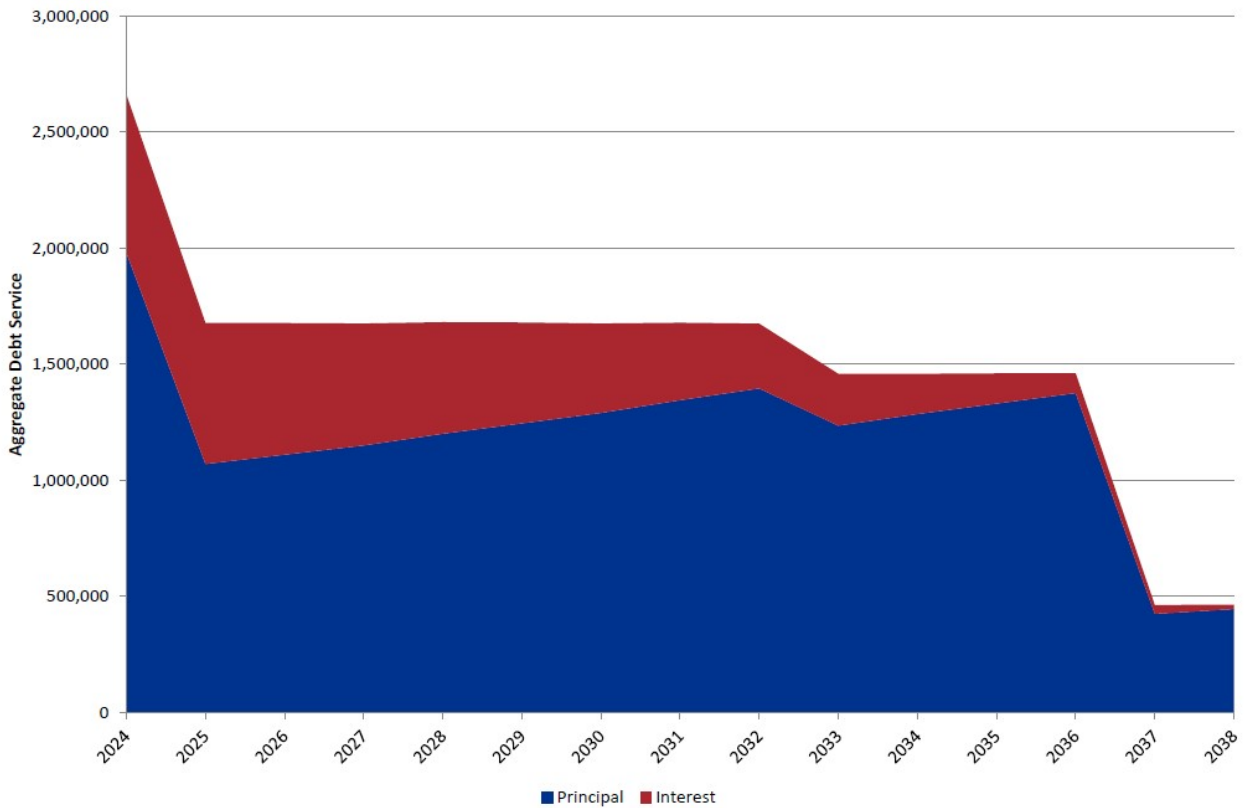


**CITY OF MANSFIELD, TEXAS
MANSFIELD ECONOMIC DEVELOPMENT FUND
SCHEDULE OF DEBT PAYMENTS**

Fiscal Year	Principal	Interest	Total
2024	1,980,000	680,028	2,660,028
2025	1,070,000	606,730	1,676,730
2026	1,110,000	566,541	1,676,541
2027	1,150,000	524,375	1,674,375
2028	1,200,000	480,246	1,680,246
2029-2033	6,510,000	1,652,863	8,162,863
2034-2038	4,860,000	444,494	5,304,494
Total	\$ 17,880,000	\$ 4,955,277	\$ 22,835,277

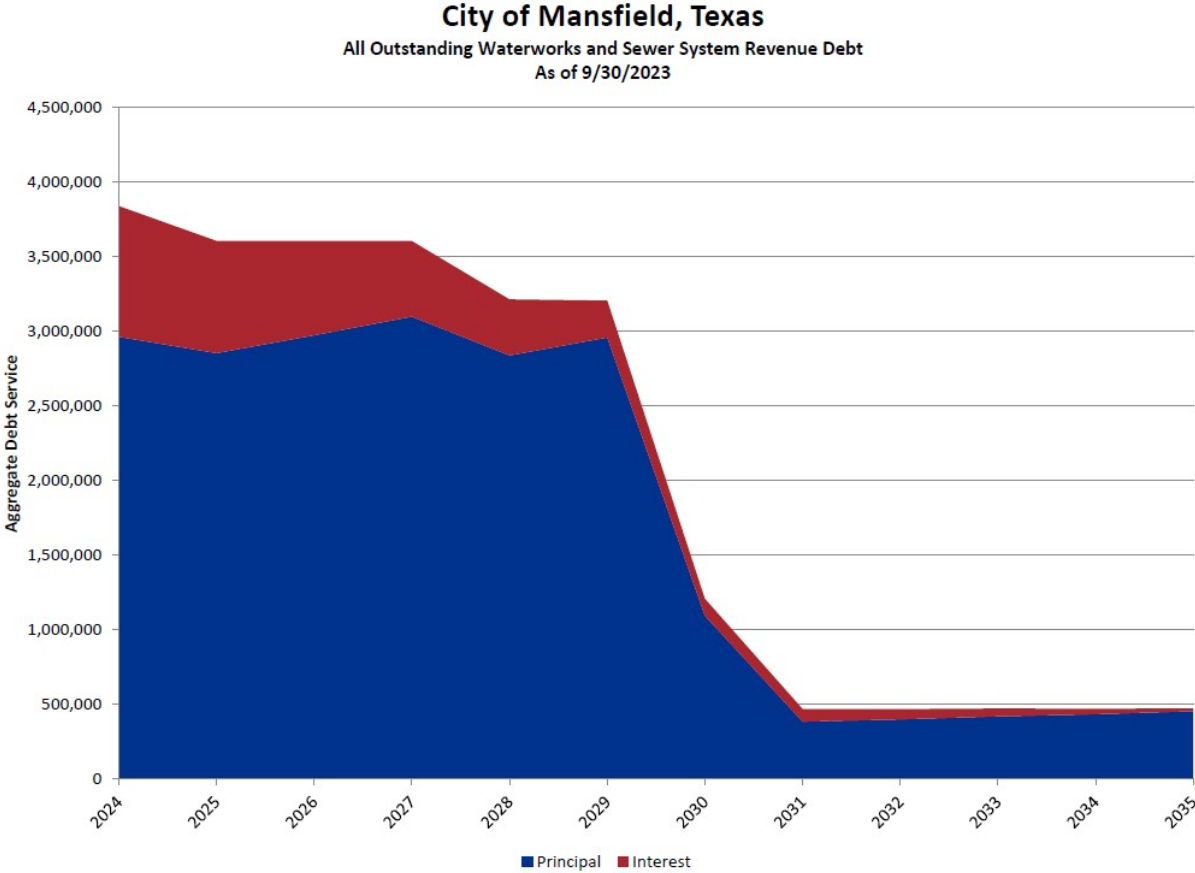
Mansfield Economic Development Corporation

All Outstanding Sales Tax Revenue Debt
As of 9/30/2023



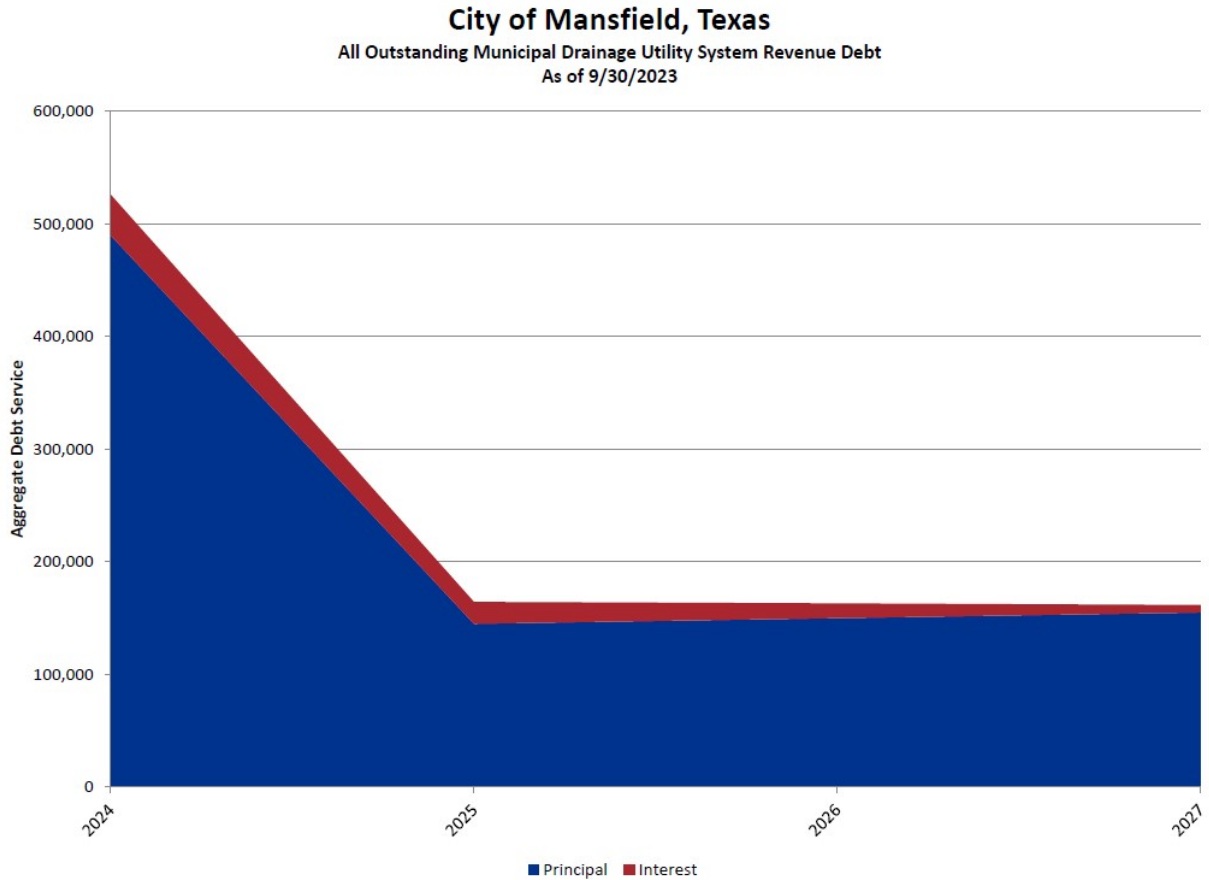
**CITY OF MANSFIELD, TEXAS
WATER & SEWER FUND
SCHEDULE OF DEBT PAYMENTS**

Fiscal Year	Principal	Interest	Total
2024	2,965,000	876,100	3,841,100
2025	2,855,000	752,250	3,607,250
2026	2,975,000	632,250	3,607,250
2027	3,100,000	506,700	3,606,700
2028	2,840,000	375,500	3,215,500
2029-2033	5,260,000	564,800	5,824,800
2034-2035	890,000	53,800	943,800
Total	\$ 20,885,000	\$ 3,761,400	\$ 24,646,400



**CITY OF MANSFIELD, TEXAS
DRAINAGE/ENVIRONMENTAL SERVICES FUND
SCHEDULE OF DEBT PAYMENTS**

Fiscal Year	Principal	Interest	Total
2024	490,000	36,238	526,238
2025	145,000	19,350	164,350
2026	150,000	13,115	163,115
2027	155,000	6,665	161,665
Total	\$ 940,000	\$ 75,368	\$ 1,015,368



Outstanding Debt Obligation	Official stated purpose for which the debt obligation was authorized	Principal issued	Principal outstanding	Combined principal and interest required to pay each outstanding debt obligation on time and in full	Final maturity date	Is the debt secured in any way by ad valorem taxes?	Total proceeds received	Proceeds spent
Combination Tax & Revenue CO, Series 2012	Streets & street improvements	\$ 3,415,000	\$ 1,345,000	\$ 1,740,436	2/15/2032	Yes	\$ 3,400,000	\$ 3,400,000
General Obligation Refunding Bonds, Series 2012	Refund a portion of the City's outstanding debt	\$ 5,855,000	\$ 2,635,000	\$ 3,919,586	2/15/2025	Yes	\$ 5,898,815	\$ 5,898,815
General Obligation Refunding Bonds Tax Exempt, Series 2013	Refund a portion of the City's outstanding debt	\$ 4,200,000	\$ 1,840,000	\$ 2,271,475	2/15/2025	Yes	\$ 4,604,624	\$ 4,604,624
Combination Tax & Revenue CO, Series 2013	Streets, equipment, & building improvements	\$ 5,335,000	\$ 3,330,000	\$ 4,399,325	2/15/2033	Yes	\$ 5,600,000	\$ 5,600,000
General Obligation Refunding Bonds Taxable, Series 2013	Refund a portion of the City's outstanding debt	\$ 2,880,000	\$ 255,000	\$ 657,250	2/15/2023	Yes	\$ 2,991,966	\$ 2,991,966
Combination Tax & Revenue CO, Series 2014	Streets, equipment, & building improvements	\$ 16,500,000	\$ 11,715,000	\$ 16,105,056	2/15/2034	Yes	\$ 16,128,000	\$ 16,128,000
Combination Tax & Revenue CO, Series 2014A	Streets & equipment	\$ 1,255,000	\$ 890,000	\$ 1,215,909	2/15/2034	Yes	\$ 1,255,000	\$ 1,255,000
General Obligation Refunding Bonds, Series 2015	Refund a portion of the City's outstanding debt	\$ 11,700,000	\$ 4,345,000	\$ 5,907,200	2/15/2027	Yes	\$ 13,648,384	\$ 13,648,384
Combination Tax & Revenue CO, Series 2015	Streets, equipment, & improvements	\$ 15,870,000	\$ 11,485,000	\$ 16,543,075	2/15/2034	Yes	\$ 17,850,000	\$ 17,850,000
General Obligation Refunding & Improvement Bonds, Series 2016	Refund a portion of the City's outstanding debt	\$ 14,885,000	\$ 9,850,000	\$ 13,534,625	2/15/2036	Yes	\$ 17,555,218	\$ 17,555,218
Combination Tax & Revenue CO, Series 2016	Streets & street improvements	\$ 13,705,000	\$ 10,780,000	\$ 16,029,313	2/15/2036	Yes	\$ 15,570,000	\$ 15,570,000
General Obligation Refunding Bonds Taxable, Series 2016	Refund a portion of the City's outstanding debt	\$ 4,365,000	\$ 2,505,000	\$ 3,236,170	2/15/2028	Yes	\$ 4,466,386	\$ 4,466,386
Combination Tax & Revenue CO Taxable, Series 2016A	Building improvements	\$ 2,960,000	\$ 2,505,000	\$ 3,693,078	2/15/2037	Yes	\$ 2,855,000	\$ 2,855,000
Combination Tax & Revenue CO, Series 2017	Streets, equipment, & improvements	\$ 18,975,000	\$ 15,650,000	\$ 21,673,986	2/15/2041	Yes	\$ 19,500,000	\$ 19,500,000
Combination Tax & Revenue CO, Series 2018	Streets, land, equipment, & improvements	\$ 15,960,000	\$ 13,550,000	\$ 19,372,044	2/15/2038	Yes	\$ 16,756,204	\$ 14,068,147
Combination Tax & Revenue CO, Series 2019	Streets, wayfinding, building design/improvements, & land	\$ 13,750,000	\$ 12,305,000	\$ 17,247,247	2/15/2039	Yes	\$ 13,928,750	\$ 6,729,304
Combination Tax & Revenue CO, Series 2020	Designing/constructing new buildings, streets, wayfinding, & equipment	\$ 24,245,000	\$ 22,520,000	\$ 30,040,088	2/15/2040	Yes	\$ 25,617,050	\$ 20,508,100
General Obligation Refunding Bonds, Series 2020	Refund a portion of the City's outstanding debt	\$ 4,475,000	\$ 1,570,000	\$ 2,750,125	2/15/2031	Yes	\$ 4,697,877	\$ 4,697,877
Combination Tax & Revenue CO, Series 2021	Designing/constructing new facilities, renovating current facilities, & equipment	\$ 9,100,000	\$ 8,750,000	\$ 11,375,729	2/15/2041	Yes	\$ 9,639,311	\$ 6,818,608
Combination Tax & Revenue CO, Series 2022	Acquiring software/technology, designing/constructing streets	\$ 9,360,000	\$ 9,360,000	\$ 13,936,547	2/15/2042	Yes	\$ 10,144,300	\$ 1,612,914
Waterworks & Sewer System Revenue Refunding Bonds, Series 2012	Refund a portion of the City's outstanding debt	\$ 2,320,000	\$ 230,000	\$ 474,988	8/1/2023	No	\$ 2,344,243	\$ 2,344,243
Waterworks & Sewer System Revenue Refunding Bonds, Series 2015	Refund a portion of the City's outstanding debt	\$ 9,540,000	\$ 2,220,000	\$ 3,100,600	8/1/2027	No	\$ 10,493,667	\$ 10,493,667
Waterworks & Sewer System Revenue Refunding & Improvement Bonds, Series 2016	Refund a portion of the City's outstanding debt & improvements/additions to the water system	\$ 24,510,000	\$ 16,210,000	\$ 22,611,550	8/1/2035	No	\$ 28,567,204	\$ 28,567,204
Waterworks & Sewer System Revenue Refunding Bonds, Series 2021	Refund a portion of the City's outstanding debt	\$ 7,425,000	\$ 529,500	\$ 7,126,400	8/1/2030	No	\$ 7,995,353	\$ 7,995,353
Municipal Drainage Utility System Revenue Bonds, Series 2007	Construction of drainage improvements	\$ 2,200,000	\$ 725,000	\$ 986,965	8/1/2027	No	\$	\$
Municipal Drainage Utility System Revenue Refunding Bonds, Series 2012	Refund a portion of the City's outstanding debt	\$ 3,740,000	\$ 690,000	\$ 1,082,288	8/1/2024	No	\$ 3,809,509	\$ 3,809,509
Sales Tax Revenue Refunding Bonds, Series 2012 - MPFDC*	Refund a portion of MPFDC's outstanding debt	\$ 4,995,000	\$ 680,000	\$ 1,068,919	8/1/2024	No	\$ 5,036,008	\$ 5,036,008
Sales Tax Revenue Refunding & Improvement Bonds, New Series 2016 - MPFDC*	Refund a portion of MPFDC's outstanding debt & land acquisition	\$ 6,775,000	\$ 4,100,000	\$ 5,618,006	8/1/2035	No	\$ 7,173,328	\$ 7,173,328
Sales Tax Revenue Bonds, Taxable New Series 2016A - MPFDC*	Construction of an ice rink	\$ 8,295,000	\$ 7,045,000	\$ 10,819,585	8/1/2041	No	\$ 8,295,000	\$ 8,295,000
Sales Tax Revenue Refunding and Improvement Bonds, Taxable New Series 2016 - MPFDC*	Refund a portion of MPFDC's outstanding debt & construction of the Mansfield Fieldhouse	\$ 14,930,000	\$ 12,410,000	\$ 19,188,662	8/1/2040	No	\$ 14,930,000	\$ 14,930,000
Sales Tax Revenue Bonds, New Series 2018 - MPFDC*	Construction of a parks admin building & linear park project	\$ 2,325,000	\$ 2,005,000	\$ 2,906,500	8/1/2038	No	\$ 2,451,944	\$ 2,451,944
Sales Tax Revenue Bonds, Taxable New Series 2018 - MPFDC*	Construction of an ice rink	\$ 3,785,000	\$ 3,440,000	\$ 5,501,717	8/1/2043	No	\$ 3,785,000	\$ 3,785,000
Sales Tax Revenue Bonds, Series 2012 - MEDC**	Extension of a roadway and construction of a bridge to service commercial areas	\$ 3,090,000	\$ 1,760,000	\$ 2,366,956	8/1/2032	No	\$ 3,101,495	\$ 3,101,495
Sales Tax Revenue Refunding Bonds, Series 2015 - MEDC**	Refund a portion of MEDC's outstanding debt	\$ 2,880,000	\$ 635,000	\$ 1,012,950	8/1/2024	No	\$ 3,051,114	\$ 3,051,114
Sales Tax Revenue Refunding Bonds, Taxable New Series 2015 - MEDC**	Refund a portion of MEDC's outstanding debt	\$ 5,630,000	\$ 1,230,000	\$ 1,940,525	8/1/2024	No	\$ 5,630,000	\$ 5,630,000
Sales Tax Revenue Bonds, New Series 2016 - MEDC**	Infrastructure for a commercial development	\$ 14,125,000	\$ 10,800,000	\$ 14,956,244	8/1/2036	No	\$ 15,266,332	\$ 15,170,893
Sales Tax Revenue Bonds, Taxable New Series 2018 - MEDC**	Acquire land & construct a business park	\$ 6,200,000	\$ 5,360,000	\$ 7,873,306	8/1/2038	No	\$ 6,200,000	\$ 6,200,000

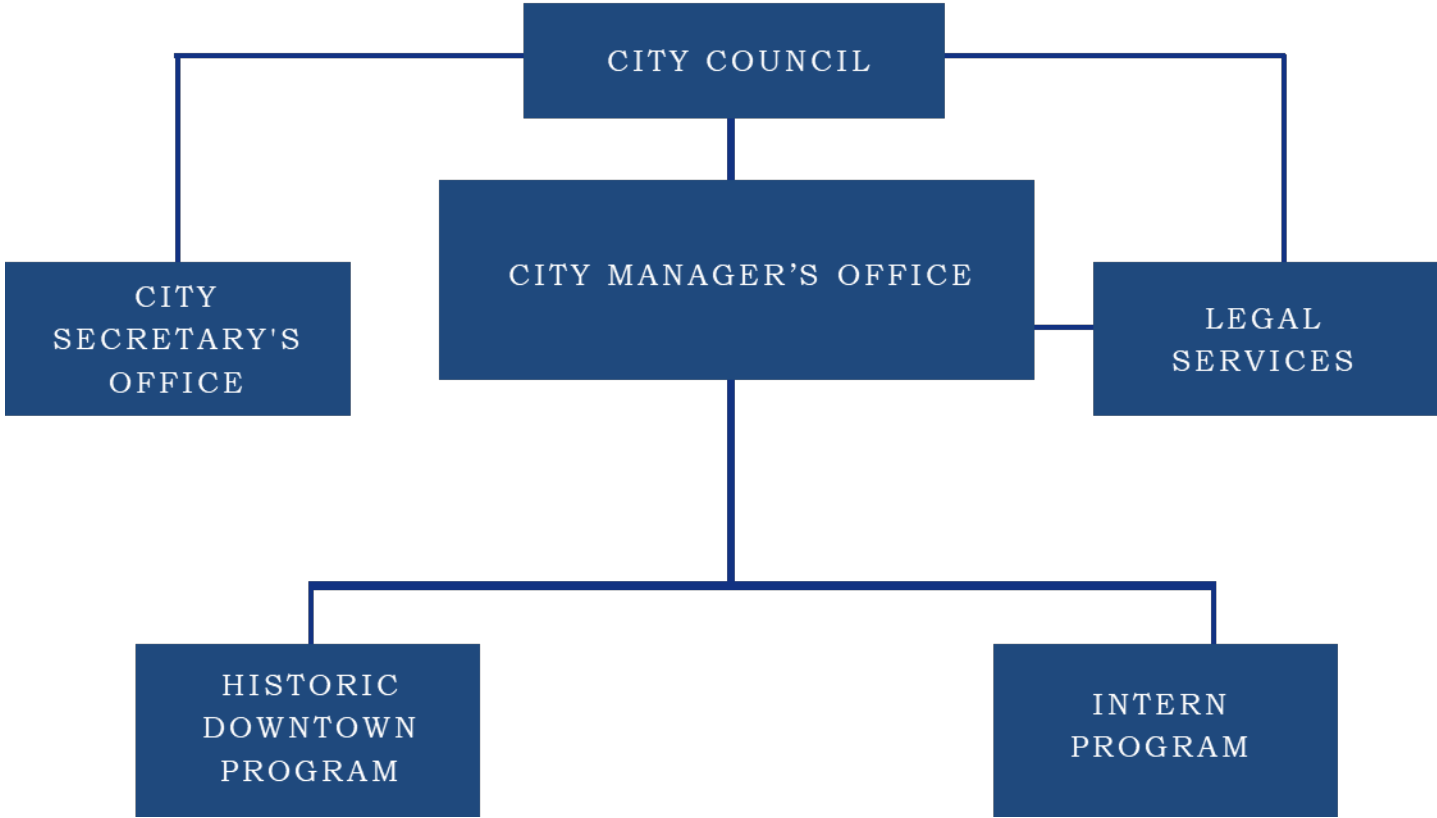
* Mansfield Park Facilities Development Corporation

** Mansfield Economic Development Corporation

GENERAL FUND

The General Fund is the operating fund of the City. It is used to account for all revenues and expenditures relating to operations of the City of Mansfield that are not accounted for in other funds.

GENERAL GOVERNMENT



GENERAL GOVERNMENT AT A GLANCE

Budget Summary

The General Government Department increased 10.07% overall. The City Council budget increased to allow funding for travel and training of our council members, as well as to increase their monthly stipend. The Internship program was increased to include another related program, the Mansfield Youth Council. Finally, there was a significant increase in the Historic Downtown budget to account for special event supplies. Interest in revitalization of the downtown area continues, and many holiday events have moved to this area of town.

General Government Divisions	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
City Council	\$ 196,859	\$ 267,277	\$ 374,372	\$ 500,779	33.77%
City Manager's Office	1,732,701	1,655,125	1,776,187	1,868,563	5.20%
Internship Program	25,218	35,620	42,781	66,429	55.28%
Historic Downtown	29,354	51,269	30,485	69,125	126.75%
City Secretary's Office	478,228	456,875	512,963	541,034	5.47%
Legal Services	642,519	366,993	332,500	332,500	0.00%
Total	\$ 3,104,878	\$ 2,833,159	\$ 3,069,288	\$ 3,378,430	10.07%


General Government Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 2,357,657	\$ 1,838,715	\$ 2,041,760	\$ 2,161,898	5.88%
Operations	747,221	994,444	1,027,528	1,216,532	18.39%
Total	\$ 3,104,878	\$ 2,833,159	\$ 3,069,288	\$ 3,378,430	10.07%



Mission Statement:
The mission of the City Council is to create a vibrant city for people and businesses that value world-class experiences, culture, quality, and a second-to-none level of community service in a hometown environment.

Services Provided:
1. City Council serves as the legislative branch of the City of Mansfield representing all citizens.
2. The Council establishes legislative policy through the adoption of ordinances and resolutions in order to provide a safe, pleasant environment within the community and efficient delivery of public service.

CITY COUNCIL'S GUIDING PRINCIPLES



N

Noteworthy
Essentials

Consistently
high-quality
services

O

Organizational
Excellence

Strong team
and internal
culture

R

Remarkable
Experiences

Distinctive
services and
amenities

T

Together
as One

Create
community
connections

H

Healthy
Economy

Sustainable assets,
financial strength &
growth

Goal #1	N	O	R	T	H
	●		●	●	
Recognize community issues and concerns and develop strategies beneficial to all citizens.					
Objectives					
1. Maintain open lines of communication to take advantage of citizen and staff input.					
2. Provide forums, discussions and open meetings to allow citizen involvement.					
3. Continue to incorporate ideas from strategic planning sessions with City Management, boards and commissions wherever possible.					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
City Council Meetings		32	33	35	35
Sub-committee Meetings		29	12	20	15
Public Hearings Held		46	70	50	60

Goal #2	N	O	R	T	H
	●	●			●
Develop legislation that will benefit present and future citizens of Mansfield.					
Objectives					
1. Encourage healthy debate among council members to develop innovative ideas.					
2. Schedule meetings, workshops and forums to allow staff, citizens and boards to pool ideas and information.					
3. Maintain a strong financial position and credit rating.					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Council/Management Strategic Planning Workshops		0	1	1	1
Council Budget Workshops		1	6	6	6
Ordinances Enrolled		31	51	50	50
Resolutions Enrolled		97	126	100	120
Bond Rating Upgrades		1	1	1	1

Goal #3	N	O	R	T	H
	•	•	•	•	•
Create an environment that promotes a satisfied public, a skilled workforce, and cost-effective service. (Performance Measures TBD)					
Objectives					
<ol style="list-style-type: none"> 1. Recruit commercial and retail development to reduce the tax burden on the citizens of Mansfield. 2. Enhance the living environment for all citizens. 3. Provide for the safety of all citizens. 					

City-wide goals and strategic priorities set by the City Council can be found in the Goals and Objectives section of this document.

City Council Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	-	-	-	-	-
Operations	\$ 196,859	\$ 267,277	\$ 374,372	\$ 500,779	33.77%
Total	\$ 196,859	\$ 267,277	\$ 374,372	\$ 500,779	33.77%



Left to right: Council Member Broseh, Council Member Short, Council Member Newsom, Council Member Lewis, Council Member Bounds, Mayor Pro Tem Tonore

For more information about Mansfield’s City Council, to include biographies, meeting agendas, and presentations, visit <https://www.mansfieldtexas.gov/382/City-Council>.

Contact: Susana Marin, 817-276-4203

Mission Statement:
The mission of the City Manager's Office is to manage and direct the business of the City and the legislative policies established by City Council.

- Services Provided:**
1. Manages the day-to-day operations of the various City Departments and Staff.
 2. Directs the delivery of services and executes all City policies and ordinances.
 3. Guides all goals and strategies of the City's operations, including future development and the expansion of services.

CITY COUNCIL'S GUIDING PRINCIPLES



N

Noteworthy
Essentials

Consistently
high-quality
services

O

Organizational
Excellence

Strong team
and internal
culture

R

Remarkable
Experiences

Distinctive
services and
amenities

T

Together
as One

Create
community
connections

H

Healthy
Economy

Sustainable assets,
financial strength &
growth

Goal #1	N	O	R	T	H
	●	●	●		●
Direct and maintain an effective service organization with high productivity, quality of service and best value to all citizens.					
Objectives					
<ol style="list-style-type: none"> 1. Provide internal support through daily management and direction. 2. Maintain and motivate an experienced and knowledgeable staff. 3. Structure the service organization for maximum effectiveness. 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
City-wide Staffing	423	509	534.25	543	
New Positions Budgeted	-58	18.5	22	8.75	

Goal #2	N	O	R	T	H
	●			●	
Support the strategic functions and planning of the City Council by providing effective and transparent communication regarding organizational and service programs to all staff, council members, and the community.					
Objectives					
<ol style="list-style-type: none"> 1. Provide monthly financial reports and agenda support information to City Council and management departments in order to make the necessary policy decisions. 2. Provide citizen access to City government utilizing the City website, Notify Me, Newsletters, Mansfield Emergency Alert System, and City social channels to enhance communication. 3. Provide capital and operational updates on a regular basis utilizing the City website, citizen newsletter and other media to provide information to all citizens. 					

Goal #3	N	O	R	T	H
	•		•		•
Provide for the maximum effective and efficient utilization of all resources through budgeting and strategic planning.					
Objectives					
1. Analyze, monitor, and modify the Strategic Plan in combination with the City's various Master Plans.					
2. Produce a balanced budget and develop service program recommendations that maximize revenue and improve cost efficiencies to benefit the citizens.					
3. Analyze and direct the City's economic development program.					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Strategic Planning Sessions	2	2	2	2	
City-wide Budget	212,929,354	205,795,557	276,547,393	355,289,693	
Property Tax Rate	0.69	0.69	0.68	0.659293	
Homestead Exemption	10%	10%	12%	14%	

City Manager's Office Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 1,571,511	\$ 1,408,101	\$ 1,563,401	\$ 1,654,888	5.85%
Operations	161,190	247,024	212,786	213,675	0.42%
Total	\$ 1,732,701	\$ 1,655,125	\$ 1,776,187	\$ 1,868,563	5.20%

City Manager's Office Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
City Manager	1	1	1	
Assistant to the City Manager	0	1	1	
Deputy City Manager	1	1	1	
Assistant City Manager	1	1	1	
Strategic Initiatives Officer	1	1	1	
Career Development & Retention Officer	1	1	0.5	-0.5
Executive Secretary	1	1	1	
Administrative Secretary	0	1	1	
Total	6	8	7.5	-0.5



Left to right: Assistant City Manager Vanessa Ramirez, Deputy City Manager Troy Lestina, City Manager Joe Smolinski, Assistant City Manager Matt Jones, Assistant to the City Manager Faith Morse



Division Name:

Historic Downtown

Mission Statement:

The mission of the Historic Downtown Mansfield Program is to revitalize the downtown area and create a vibrant destination and livable center that supports a range of businesses, housing options, and activities for all ages.

Services Provided:

1. Providing a liaison and advocate for merchants, visitors, residents, and other stakeholders of Historic Downtown Mansfield.
2. Provide a platform to promote the vitality, vibrancy, and value of preserving and revitalizing the heart and core of the City of Mansfield.
3. Spearheading revitalization through avenues such as infrastructure improvements, economic development, and community
4. Manage multiple grant programs which provide opportunities for increased private collaboration in the revitalization of the district.

CITY COUNCIL'S GUIDING PRINCIPLES



N

Noteworthy
Essentials

Consistently
high-quality
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O

Organizational
Excellence

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R

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T

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as One

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community
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H

Healthy
Economy

Sustainable assets,
financial strength &
growth

Goal #1	N	O	R	T	H
To implement the Historic Downtown Strategies adopted by the City Council in accordance with the short, medium, and long-term implementation schedule.		●			
Objectives					
<ol style="list-style-type: none"> 1. Identify City Council "next strategies" to be prioritized to progress or accomplish in the upcoming fiscal year. 2. Receive guidance and feedback through soliciting subcommittee input and direction. 					

Goal #2	N	O	R	T	H
To support the continuation and expansion of community activities that benefit the residents and visitors to the Historic Downtown district through the management of grant opportunities, cross-promotion, and walkability improvements.			●	●	●
Objectives					
<ol style="list-style-type: none"> 1. Identify opportunities for walkability improvements, and evaluate and set short, medium and long-term recommendations. 2. Research, advise, and make recommendations on applications received for the Community Activation Grant to identify events which support the Downtown Development Strategies. 3. Grow social media following in order to expand the audience and reach of promotional and other communications. 					

Goal #3	N	O	R	T	H
	●	●	●	●	●

To increase the economic vitality of the area through hosting and/or attending stakeholder meetings, reducing downtown vacancies, and managing Tax Increment Reinvestment Zone #2 agreements.

Objectives

1. Coordinate with the Department of Regulatory Compliance to education and gain compliance with the Vacant Building Ordinance.
2. Support and recruit new, incoming, and existing merchants in the district.
3. Research, advise, and make recommendations on applications received for the Restaurant Recruitment Grant Program to incentivize new dining opportunities.

Historic Downtown Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ -	\$ -	\$ -	\$ -	
Operations	29,354	51,269	30,485	69,125	126.75%
Total	\$ 29,354	\$ 51,269	\$ 30,485	\$ 69,125	126.75%

No personnel are funded in the Historic Downtown division. The program changed hands in FY 2023-2024 and is now managed by the Mansfield Economic Development Corporation (MEDC). New Performance Measures are still being developed.



Contact: Rachel Bagley, 817-728-3652



Division Name:

Internship Program

Mission Statement:

The mission of the My Mansfield Internship program is to connect to the community's workforce and support the advancement of students and young professionals in the region. The program provides a remarkable experience through inclusive opportunities that provide value to the organization as well as program participants through an individually tailored placement that fits interns' educational and career needs, helps them gain industry knowledge and experience, provides networking opportunities, and provides them hands-on exposure in the field.

Services Provided:

1. A safe environment and flexible working schedule for all interns.
2. Educational and training opportunities that support interns' career development while building a network of potential future
3. The opportunity for interns to build relationships with surrounding employees, leaders, and the community workforce.

CITY COUNCIL'S GUIDING PRINCIPLES

N

Noteworthy
Essentials

Consistently
high-quality
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O

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Excellence

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Sustainable assets,
financial strength &
growth

Goal #1	N	O	R	T	H
		●	●	●	
Provide an accessible, competitive, and high-quality internship program.					
Objectives					
<ol style="list-style-type: none"> 1. Advertise the internship program through multiple channels to expand the applicant pool each year. 2. Hire interns from various educational levels to create a diverse cohort of intern placements; this support diverse internal and external development opportunities for program participants. 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Number of applications received	38	49	60	79	
Number of high school interns placed	3	5	5	9	
Number of college interns placed	7	8	9	9	
Number of postgraduate interns placed	1	0	6	1	

Goal #2	N	O	R	T	H
			●		●
Be responsive to feedback from program participants and advance the organization's network of talent and future workforce.					
Objectives					
<ol style="list-style-type: none"> 1. Maintain and improve orientation procedures to adequately prepare staff to be successful mentors. 2. Conduct mid-program feedback surveys for mentors and interns during each program semester. 3. Conduct exit interviews for every intern upon completion of the semester. 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Intern Satisfaction Ratings	100%	100%	100%	100%	
Mentor Satisfaction Ratings	100%	100%	100%	90%	
% of Interns who would recommend program to a friend	100%	100%	100%	100%	

Internship Program Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 21,711	\$ 29,381	\$ 39,575	\$ 51,929	31.22%
Operations	3,507	6,240	3,206	14,500	352.28%
Total	\$ 25,218	\$ 35,620	\$ 42,781	\$ 66,429	55.28%

No full-time equivalent positions are budgeted in this department; however, the interns do receive hourly compensation.



Contact: Faith Morse, 817-276-4273



Division Name:

City Secretary


Mission Statement:

The mission of the City Secretary's Office is to promote open and responsive government through proper recording and preservation of the City's legislative history and official documents, provide exceptional customer service to our diverse customer base, and conduct fair and impartial elections, in accordance with State law.

Services Provided:

1. Timely posting of agendas for all City Council Meetings and keeping accurate records of the proceedings.
2. Performing all duties as assigned by the City Manager, working closely with the City Council and all Departments and serving the citizens.
3. Conducting Municipal Elections as prescribed by the Election Code of the State of Texas.
4. Process Volunteer Board applications.
5. Process Hotel/Motel Occupancy Tax Fund applications, agreements, and reimbursement requests.

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials Consistently high-quality services	Organizational Excellence Strong team and internal culture	Remarkable Experiences Distinctive services and amenities	Together as One Create community connections	Healthy Economy Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●				

Maintain a professional, legal and ethical municipal election process.

Objectives

1. Partner with other governmental agencies to streamline the voting process for City of Mansfield residents within Tarrant, Ellis and Johnson Counties.
2. Attend educational seminars to stay abreast of legislative changes impacting election procedures and local candidates for office.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Contract with County Election Administrators	3	2	3	3
Attending election related seminars	1	1	1	1

Goal #2	N	O	R	T	H
		●			

Ensure proper and timely posting of agendas for all City Council meeting to include subcommittee meetings. Post prior to the 72 hour notice requirement.

Objectives

1. Work with all city departments to ensure agenda material is accurate and submitted on time.
2. Work with Mayor, Management Team, and City Attorney to ensure agenda material is appropriate and acceptable.
3. Review agenda to ensure that there are no errors.
4. Post agenda electronically on city website and physically on the bulletin board outside of City Hall.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Posted agendas within 72 hours	61	47	60	50

Goal #3	N	O	R	T	H
			●		
Ensure proper and timely enrollment of all ordinances and resolutions adopted by the City Council. Publish ordinances in the newspaper as required by the City Charter and provide ordinances to departments by 10:00 a.m. the day after a Council Meeting. Administer and attend bid openings for various city departments.					
Objectives					
1. Have all ordinances and resolutions signed immediately following a City Council meeting. 2. Process all ordinances and resolutions immediately the morning after the Council meeting. 3. Send ordinance captions to the Star Telegram the day after the Council meeting for publication on the Friday following the meeting. 4. Accept and log bids received, attend bid openings and take minutes, and upload bid tabulation to the City website following the bid opening.					
Performance Measures					
		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Ordinances enrolled		31	51	50	50
Resolutions enrolled		97	126	100	120
Bid openings conducted		16	17	20	20

City Secretary Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 429,731	\$ 401,233	\$ 438,784	\$ 455,081	3.71%
Operations	48,497	55,642	74,179	85,953	15.87%
Total	\$ 478,228	\$ 456,875	\$ 512,963	\$ 541,034	5.47%

City Secretary's Office Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
City Secretary	1	1	1	
Assistant City Secretary	1	1	1	
Records Management Coordinator	1	1	1	
Total	3	3	3	0



Contact: Susana Marin, 817-276-4203



Legal Services

Mission Statement:
 The mission of Legal Services is to be the legal advisor to the City of Mansfield and all offices, staff, and departments within the organization.

Services Provided:
 Consultation and legal advice for City Council, management, and staff on all matters related to City business.

 Legal Services is a contracted service provided by the Taylor, Olson, Adkins, Sralla, and Elam (TOASE) Law Firm. Since Legal Services is no longer a department within the City, no performance measures have been included.

Goal #1
 Reduce the legal exposure of the City in its operation.

Objectives

1. Provide legal guidance and assistance to City staff and City Council.
2. Review contracts, ordinances, and resolutions to ensure legal conformity.
3. Work with Staff to recognize risk exposure.

Goal #2
 Provide cost-effective legal counsel to City Council, Staff, and various Boards and Commissions.

Objectives

1. Provide advise regarding legislation and help develop changes as needed.
2. Provide timely review and preparation of documents.

Goal #3
 Represent and settle claims against the City.

Objectives

1. Work closely with City Council, Staff, and the various Boards and Commissions to advise an expeditious course of action and cost-effective settlement by determining the strengths and weaknesses of any case filed against the City.

Legal Services Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 334,704	\$ -	\$ -	\$ -	
Operations	307,815	366,993	332,500	332,500	0.00%
Total	\$ 642,519	\$ 366,993	\$ 332,500	\$ 332,500	0.00%

SHARED SERVICES

DEPUTY CITY
MANAGER/CHIEF
FINANCIAL OFFICER

TAX
COLLECTION

SANITATION

PUBLIC
RECORDS

FINANCE AND
ACCOUNTING

MUNICIPAL
COURT

INFORMATION
TECHNOLOGY

BUDGET AND
PURCHASING

HUMAN
RESOURCES

SHARED SERVICES AT A GLANCE

Budget Summary

Shared Services include Finance & Accounting, Budget & Purchasing, as well as Information Technology, Human Resources, Public Records, and the Municipal Court. Shared Services, within the Finance and Accounting division, also manages the contracts with the Tarrant County Tax Assessor and the City’s Sanitation Services provider. The total Shared Services budget increased 9.21% in FY 2023-2024. The cost increases include consolidation of city-wide audit fees in the Finance & Accounting division, contract services in Tax Assessment, one new full-time equivalent position in Budget & Purchasing, and two new full-time equivalent positions in Human Resources. The Budget & Purchasing division also increased due to the purchase of a new software package for creating a digital budget book.

Shared Services costs are partially funded by the City’s other major funds via an overhead allocation transfer at the end of the fiscal year and is calculated on a pro rata basis.

Shared Services Divisions	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Finance & Accounting	\$ 684,340	\$ 1,029,542	\$ 1,395,889	\$ 1,520,560	8.93%
Budget & Purchasing	349,615	567,903	397,568	557,229	40.16%
Information Technology	939,716	1,213,453	1,250,723	1,299,361	3.89%
Human Resources	965,987	1,124,504	1,238,326	1,710,038	38.09%
Municipal Court	576,783	489,908	697,215	721,055	3.42%
Public Records & Transparency	147,011	254,869	415,656	385,828	-7.18%
Sanitation	3,299,840	3,476,815	3,468,064	3,468,064	0.00%
Tax Assessment	338,723	373,357	400,832	454,930	13.50%
Total	\$ 7,302,016	\$ 8,530,351	\$ 9,264,273	\$ 10,117,065	9.21%

Shared Services Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 2,593,400	\$ 3,158,410	\$ 3,445,826	\$ 3,741,913	8.59%
Operations	4,708,616	5,371,941	5,818,446	6,375,152	9.57%
Total	\$ 7,302,016	\$ 8,530,351	\$ 9,264,273	\$ 10,117,065	9.21%





Division Name:

Finance & Accounting

Mission Statement:
 To administer, support, and guide the financial programs of the City in an effective manner that allows for the creation and development of the annual service programs and budgets and creditable bond ratings while providing an accounting system for safeguarding the City's assets through the recording and reporting of financial transactions in a manner consistent with Generally Accepted Accounting Principles and legally mandated standards.

- Services Provided:**
1. Management of all City funds and City's investment portfolio.
 2. Oversee the City's debt and bond ratings.
 3. Provide prudent financial advice to City Council , management, and staff.
 4. Monthly and annual financial reports to City Council and management.
 5. Coordinate and facilitate the development of the long-term strategic plan.
 6. Payroll processing and W-2's for approximately 500 employees.
 7. Administration of the purchase card program.
 8. Capital Improvement Project account management.

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials	Organizational Excellence	Remarkable Experiences	Together as One	Healthy Economy
Consistently high-quality services	Strong team and internal culture	Distinctive services and amenities	Create community connections	Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●			●
Maintain strict financial accountability and reporting.					
Objectives					
<ol style="list-style-type: none"> 1. Develop and monitor adherence to strong internal controls. 2. Revise financial policies and procedures regularly. 3. Maintain compliance with Generally Accepted Accounting Procedures 4. Routinely attend professional development. 5. Submit reports to regulatory agencies as requested. 6. Compile monthly reports to the City's management team at the close of the month. 					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Unmodified audit opinion		1	1	1	1
Receive the Certificate of Achievement for Excellence in Financial Reporting		1	1	1	1
Annual continuing professional education hours		120	120	120	120
Financial reports compiled		12	12	12	12

Goal #2	N	O	R	T	H
	●				●
Maintain financial credibility with the investment community necessary to ensure the availability of future capital spending.					
Objectives					
<ol style="list-style-type: none"> 1. Ensure open communication with all bond rating agencies and financial markets. 2. Comply with all bond covenants. 3. Meet the 25% fund balance requirement. 4. Attain excellent bond ratings from all three major bond rating agencies. 					

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
General Fund unassigned fund balance as a percentage of next year's budgeted expenditures	35%	35%	35%	35%
Maintain bond covenant that includes a 1.3 Utility debt coverage factor annually	3.82	5.32	3.17	3.17
Maintain bond covenant that includes a 1.3 Drainage debt coverage factor annually	2.17	3.10	2.36	2.36
Preserve or improve the bond ratings from all three major bond rating agencies	100%	100%	100%	100%

Goal #3	N	O	R	T	H
	●	●			●
Ensure adequate and appropriate financial controls in place.					
Objectives					
1. Safeguard assets from unauthorized loss or dispositions.					
2. Ensure payments and purchase card transactions are processed in accordance with financial policy.					
3. Reconcile all bank accounts to the City's financial records.					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Purchase cards processed for payment (monthly)	185	191	190	195	
Bank accounts reconciled within 30 days	100%	100%	100%	100%	
Investment policy is reviewed, updated, and approved annually	100%	100%	100%	100%	

Finance & Accounting Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 509,662	\$ 873,281	\$ 842,611	\$ 782,205	-7.17%
Operations	174,678	156,261	553,278	738,355	33.45%
Total	\$ 684,340	\$ 1,029,542	\$ 1,395,889	\$ 1,520,560	8.93%

Finance & Accounting Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Finance Director	1	1	1	
Assistant Finance Director	1	1	1	
Grant Specialist	0	1	1	
Chief Accountant	1	1	1	
Accountant II	1	1	1	
Accounts Payable Clerk*	1	0	0	
Total	5	5	5	0

* Position was moved to Budget & Purchasing.

Contact: Bryan Rebel, 817-276-4296



Division Name: **Budget/Purchasing**

Mission Statement:
 To provide a cost-effective platform that enables the City’s departments to purchase the goods and services necessary for the operations of the service programs to meet the needs of the citizens; and to develop, coordinate, and monitor the City’s budget program for each department, make budget adjustments as necessary, and keep management informed of revenue and expenditure patterns throughout the fiscal year.

- Services Provided:**
1. Budget oversight over all funds and departments in the City.
 2. Develop revenue and expense projections for City Council and Management to help them make informed decisions in developing the annual service plan.
 3. Online bidding and notification to vendors of major projects and service contracts to be awarded.
 4. Purchasing support for all City departments to include creation of purchase orders and invoice processing.

CITY COUNCIL’S GUIDING PRINCIPLES



N Noteworthy Essentials Consistently high-quality services	O Organizational Excellence Strong team and internal culture	R Remarkable Experiences Distinctive services and amenities	T Together as One Create community connections	H Healthy Economy Sustainable assets, financial strength & growth
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Goal #1	N	O	R	T	H
Ensure proposed revenues and expenditures for all funds are correctly stated, and identify areas where additional revenue and expenditure savings may exist.	●				●
Objectives					
1. Use multi-year historical revenue and expenditure data to formulate the development of the fiscal year budget to present to City Council and City Management. 2. Identify and adjust budget proposals based on the Strategic Plan, City Council priorities, and service program enhancements with the approval of City Management. 3. Monitor line-item budgets in each fund to ensure compliance with adopted budgets. 4. Help control costs to improve the City's financial position.					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Departmental Budget Meetings (annually)	20	22	26	22	
Operating Budgets Managed (in millions)	212	205	276	355	
General Fund fund balance as a % of next year's budget (25% required)	35%	36%	35%	35%	
Annual GFOA award for the budget document	1	1	1	1	

Goal #2	N	O	R	T	H
Continue to develop new cooperative purchasing opportunities to create cost savings for the City.					●
Objectives					
1. Monitor regional, state, and national cooperative purchasing agreements and encourage departments to use cooperative purchasing whenever possible. 2. Expand participation in Inter-local Agreements with regional cities and other governmental entities.					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Cooperative Purchasing Memberships and Interlocal Agreements	17	18	20	20	

Goal #3	N	O	R	T	H
	•	•			•
Provide excellent customer service in purchasing to other City departments and vendors of the City.					
Objectives					
<ol style="list-style-type: none"> 1. Encourage the use of local and minority-owned businesses. 2. Ensure all bidding opportunities are listed on the City website and vendors sign up for the "Notify Me" feature. 3. Approve all Purchase Order requests within 5 business days. 4. Process all vendor payments within 30 days of the invoice. 5. Return funding to the City by selling assets that have reached the end of their useful life. 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Purchase Orders issued (annually)	805	683	900	850	
Invoices processed (annually)	12,930	13,660	13,500	13,800	
Online auctions	6	4	4	4	
Proceeds from online auctions	\$110,863	\$203,986	\$65,500	\$95,000	

Budget & Purchasing Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 332,605	\$ 555,827	\$ 374,669	\$ 493,295	31.66%
Operations	17,011	12,076	22,899	63,934	179.20%
Total	\$ 349,615	\$ 567,903	\$ 397,568	\$ 557,229	40.16%

Budget & Purchasing Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Assistant Director	1	1	1	
Budget Analyst	1	1	1	
Purchasing Coordinator	0	0	1	1
Accounts Payable Clerk*	0	1	1	
Total	2	3	4	1

* Position was previously budgeted in Finance & Accounting.



Contact: Jennifer Goldthwaite, 817-276-4263



Division Name:

Information Technology

Mission Statement:
 The Information Technology Department's mission is to provide, support, maintain and continuously seek to improve a high quality, cost effective Local Area Network and Wide Area Network (LAN/WAN) that meets the current and future requirements for staff and citizens of the City of Mansfield.

- Services Provided:**
1. Communications & Telecommunications
 2. Purchase and maintenance of hardware & software
 3. Network, hardware and software support
 4. Cybersecurity

CITY COUNCIL'S GUIDING PRINCIPLES

N

Noteworthy
Essentials

Consistently
high-quality
services

O

Organizational
Excellence

Strong team
and internal
culture

R

Remarkable
Experiences

Distinctive
services and
amenities

T

Together
as One

Create
community
connections

H

Healthy
Economy

Sustainable assets,
financial strength &
growth

Goal #1	N	O	R	T	H
		●			
The department will provide the technology needed to maintain operational efficiency in the City Network that minimizes downtime and maximizes employee productivity.					
Objectives					
<ol style="list-style-type: none"> 1. Invest in quality hardware. 2. Maintain service contracts. 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
City Network Downtime	Less than 1%	0	Less than 1%	0	
Network Infrastructure Hardware Supported	600+	600+	600+	600+	
PC/Laptops Supported	535	550	575	625	

Goal #2	N	O	R	T	H
		●			
The department will provide the technology needed for Cybersecurity, end-point security and collaboration amongst co-workers and those outside of the organization.					
Objectives					
<ol style="list-style-type: none"> 1. Invest in quality security software. 2. Provide enterprise-grade collaboration tools. 3. Provide other software that increases employee efficiency. 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Security Incidents	0	0	0	0	
E-Mail Accounts Maintained	540	540	550	585	
Software Applications Supported	95	100+	100+	100+	

Goal #3	N	O	R	T	H
	●	●	●	●	●
The department will provide superior support to the end-users within our Organization, which in turn, will allow them to provide superior customer service to the citizens of Mansfield.					
Objectives					
<ol style="list-style-type: none"> 1. Provide ticketing system to organize and track end-user support. 2. Respond and resolve end-user issues as quickly as possible. 3. Be a resource to departments who are seeking to work more efficiently. 					
Performance Measures					
		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Average Daily IT Support Requests		29	30	31	32
Daily IT Support Requests Answered Within 2 Hours		100%	100%	100%	100%

IT Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 544,805	\$ 643,283	\$ 651,234	\$ 667,981	2.57%
Operations	394,911	570,170	599,490	631,380	5.32%
Total	\$ 939,716	\$ 1,213,453	\$ 1,250,723	\$ 1,299,361	3.89%

Information Technology Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Chief Information Officer	1	1	1	
IT Manager	1	1	1	
City Web Master	1	1	1	
Desk Top Support Specialist	1	1	1	
Total	4	4	4	0



Contact: R. Todd Williams, 817-276-4281



Division Name:

Human Resources

Mission Statement:

The Human Resources Department strives to support the goals and objectives of the City of Mansfield by providing services that promote a productive work environment that is characterized by positive treatment of staff, open communication, personal accountability, and mutual trust and respect. We focus on providing the highest level of customer service to recruit, support, and retain employees.

Services Provided:

1. Employee relations and coaching
2. Recruiting, onboarding, and orientation
3. Compensation and classification studies, payroll, timekeeping, and accruals
4. Employee leave including FMLA, workers' compensation, and disability
5. Insurance/wellness benefits
6. Personnel file management, file reviews, and employment verifications
7. Policy administration and compliance
8. Employee appreciation and service recognition
9. Training, evaluations, and professional development
10. Separations, retirement counseling
11. Risk Management and DOT/CDL programs

CITY COUNCIL'S GUIDING PRINCIPLES



N
 Noteworthy
 Essentials
 Consistently
 high-quality
 services



O
 Organizational
 Excellence
 Strong team
 and internal
 culture



R
 Remarkable
 Experiences
 Distinctive
 services and
 amenities



T
 Together
 as One
 Create
 community
 connections



H
 Healthy
 Economy
 Sustainable assets,
 financial strength &
 growth

Goal #1	N	O	R	T	H
	●	●			

Enhance employee and supervisor performance through training and development.

Objectives

1. Establish a training guide with a course catalog of ongoing mandatory core employee and supervisor training modules.
2. Design and assign appropriate development plans and training paths based on department and role.
3. Establish an employee committee to allow an outlet for the employee organization to evaluate current training and development opportunities and provide feedback.

Performance Measures

Still being developed. In FY23, the department implemented a new HRIS system at a basic level. Implementation of the additional expanded packages are still being configured to assist in developing training resources for staff.



Goal #2	N	O	R	T	H
		●	●		
Ensure competitive compensation by evaluating employee's total compensation and provide recommendations and/or adjustments as market conditions warrant in order to retain a quality workforce.					
Objectives					
1. Utilize salary data from market salary and benefits studies to determine and publish a new pay plan that is competitive. 2. Compare current employee salaries to the pay plan and provide recommendations.					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
City-wide Staffing	423	509	534.25	543	
New Positions Budgeted	-58	18.5	22	8.75	
Positions Filled	76	111	90	120	
Applications Processed	1,791	3,355	1,300	3,000	
Unemployment Claims Filed	2	8	5	10	
Employee Turnover (includes part-time and seasonal)	11%	13%	10%	12%	

Goal #3	N	O	R	T	H
			●		
Implement a comprehensive, consolidated City-wide Risk Management program.					
Objectives					
1. Create and implement risk management policy and procedures and streamline the claims process for internal and external customers. 2. Protect new and existing city assets by utilizing risk transfer and retention techniques. 3. Develop relationships with all City departments and use trend analysis to reduce exposure and accidents. 4. Promote safety initiatives and enhance departmental awareness.					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Workers Compensation Claims Filed	50	72	25	100	
Workers Compensation Claims	\$516,274	\$350,133	\$300,000	\$325,000	

Human Resources Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 680,970	\$ 548,087	\$ 688,268	\$ 955,323	38.80%
Operations	285,017	576,417	550,058	754,715	37.21%
Total	\$ 965,987	\$ 1,124,504	\$ 1,238,326	\$ 1,710,038	38.09%

Human Resources Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Human Resource Director	1	1	1	
HR Specialist	1	1	1	
HR Generalist	2	2	3	1
Risk Manager	0	1	1	
Risk Coordinator	0	0	1	1
Total	4	5	7	2

Contact: Kallie Jenkins, 817-276-4280



Sanitation Services

Mission Statement:
 The mission of Sanitation Services is to provide the citizens of Mansfield, Texas a cost effective, resource-conscious waste disposal process that removes refuse and recyclable materials for residents and businesses within the City of Mansfield.

Services Provided:
 Collection of refuse and recyclable material for all residents of the City of Mansfield.

 Sanitation is a contracted service provided by Frontier Waste Solutions. Since this is not a department within the City, no performance measures have been included. However, this service fits in with City Council's "Noteworthy Essentials" and "Remarkable Experiences."

Goal #1
 Increase residential and commercial participation in the recycling program.

Objectives

1. Educate citizens on the value and necessity of recycling to extend the life of local landfills.
2. Develop the recycling cart program to fit the individual needs of the citizens.

Goal #2
 Work with the contractor to increase public satisfaction.

Objectives

1. Increase communication by resolving complaints immediately.
2. Require the contractor to use the latest technology and equipment to service the citizens.
3. Require the contractor to project a professional image by using up-to-date equipment and a professional workforce.

Goal #3
 Provide the Best Value to the citizens.

Objectives

1. Work with the disposal contractor to ensure residential and commercial customers receive the best service available by requiring a regular schedule City-wide.
2. Establish minimum service levels to ensure customer satisfaction.
3. Monitor service levels and rates structure in the marketplace as compared to the City's services and fees.

Sanitation Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services					
Operations	\$ 3,299,840	\$ 3,476,815	\$ 3,468,064	\$ 3,468,064	0.00%
Total	\$ 3,299,840	\$ 3,476,815	\$ 3,468,064	\$ 3,468,064	0.00%

Sanitation services are contracted; no personnel are assigned.



Tax Collection Services

Mission Statement:

The mission of the Tax Assessing and Collection Service is to work collaboratively with external and internal stakeholders to improve the satisfaction of the residents and businesses of Tarrant County through the effective and efficient provision of services.

Services Provided:

Collection of current and delinquent property taxes on behalf of the City.

The Tax Assessing and Collection Service is a contracted service provided to the City. No performance measures have been included.

Goal #1

Provide a cost effective and efficient service to the citizens.

Objectives

1. Contract with Tarrant County for the collection of all property taxes, including current year and delinquent taxes.
2. Record and report monthly tax collections to the Finance/Accounting Department.

Tax Assessment Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 338,723	\$ 373,357	\$ 400,832	\$ 454,930	13.50%
Operations					
Total	\$ 338,723	\$ 373,357	\$ 400,832	\$ 454,930	13.50%



For more information about property taxes, visit <https://www.tarrantcounty.com/en/tax.html>





Division Name:

Municipal Court

Mission Statement:

Our mission is to provide effective and impartial administration of justice. We are dedicated and committed to promoting the highest standards in customer service, upholding the integrity of the court, and building public trust and confidence.

Services Provided:

1. The Court hears Class C Misdemeanor criminal cases, including traffic violations, city ordinances violations, fine only offenses and limited civil cases.
2. We provide excellent customer service onsite, online, by telephone, e-mail, and mail.
3. We maintain accurate records of all cases, including arrest records, bond records, arraignment records, conviction reports, formal complaints, citation dispositions, state reporting, court costs, docket records, trial proceedings, appeals, refunds and forfeitures.

CITY COUNCIL'S GUIDING PRINCIPLES



Noteworthy Essentials
Consistently high-quality services



Organizational Excellence
Strong team and internal culture



Remarkable Experiences
Distinctive services and amenities



Together as One
Create community connections



Healthy Economy
Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●				

Maximize the efficiency of court operations, judicial proceedings, and due process and ensure these activities are handled accurately, expeditiously and with a high standard of customer service excellence.

Objectives

1. Prompt and accurate filing of cases and offense reports within 72 hours of receipt.
2. Prompt and accurate filing of complaints within 10 days of Court date.
3. Prompt and accurate processing of online dispositions within 72 hours of request.
4. Maintain a yearly docket calendar to allow due process and judicial proceeding to be conducted in a timely manner.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Case and Report filing - 72 hours	70%	unknown	98%	98%
File Complaints - 10 days	70%	unknown	100%	100%
Online Dispositions - 72 hours	65%	unknown	95%	95%
Cases scheduled for Court (Adults & Juveniles)	4,860	unknown	4,800	4,800

Goal #2	N	O	R	T	H
	●				

Implement new techniques using technology and people to increase compliance rate.

Objectives

1. Increase warrant clearance by contacting defendants using postcards, letters, automated calls and text messages.
2. Increase the use of Tyler Notify to inform defendants of newly issued citations, court hearings, past due payments, active warrants,
3. Implement new methods to increase clearance rate of incoming cases.
4. Continue to use strategies to increase collection of monetary penalties.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Warrants Cleared	651	unknown	1,000	1,000
Calls and Text Messages Sent	8,557	unknown	9,000	9,000
Clearance Rate	76%	unknown	85%	85%
Collection of Monetary Penalties	\$ 1,534,053	unknown	\$ 1,300,000	\$ 1,500,000

Goal #3	N	O	R	T	H
		●			
Continue to improve professionalism and education within the department.					

Objectives

1. Provide annual skills-based training for staff through TMCEC.
2. Train clerks efficiently when new legislation is introduced, amended or mandated.
3. Promote and encourage clerks to obtain their Level I, Level II, and Level III Certification through the TCCA Certification Program.
4. Promote education programs that enhance training on issues of fairness and diversity designed to minimize the appearance of bias and other barriers facing court users.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Annual Staff Training	12 hours	unknown	12 hours	12 hours
Legislative Training	4 hours	unknown	4 hours	4 hours
Certified Clerks	80%	unknown	80%	80%

The Court Administrator left the City midway through the budget cycle. The new Court Administrator will refine performance measures for the FY 2024-2025 budget.

Municipal Court Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 415,577	\$ 299,581	\$ 512,791	\$ 502,938	-1.92%
Operations	161,206	190,327	184,424	218,117	18.27%
Total	\$ 576,783	\$ 489,908	\$ 697,215	\$ 721,055	3.42%

Municipal Court Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Court Administrator	1	1	1	
Deputy Court Clerk	4	4	4	
Total	5	5	5	0



Contact: Heather Leonard, 817-276-4703



Division Name:

Public Records & Transparency

Mission Statement:

To create an open and transparent City by providing the public with access to the information they are seeking, while protecting its citizens from the improper release of information.

Services Provided:

1. Receive, review, and provide response guidance on all requests for information made to all City Departments.
2. Review responsive records for all requests and respond to requestors.
3. Train, instruct, and assist all departments on public records.
4. Train, instruct and assist all departments on Records Retention.
5. Manage online records, and provide recommendations and advice with regards to the City's physical & digital record footprint.

CITY COUNCIL'S GUIDING PRINCIPLES



Noteworthy Essentials
Consistently high-quality services



Organizational Excellence
Strong team and internal culture



Remarkable Experiences
Distinctive services and amenities



Together as One
Create community connections



Healthy Economy
Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●	●	●	

Secure an above standard satisfaction by the public as to the transparency of the City and the City's Public Record process.

Objectives

1. Expand the City's online database of commonly requested records.
2. Create public awareness of online records.
3. Maintain a structured records management program in an effort to respond in a quick and concise manner.
4. Create awareness w/staff as to the City's obligation to respond to a request.
5. Reduce response times.
6. Communicate w/requestors regarding process and status updates.

Goal #2	N	O	R	T	H
	●	●	●	●	

Mitigate the cost to the City to maintain records.

Objectives

1. Reduce the City's physical record footprint and streamline the City's digital record footprint.
2. Advise and instruct Departments on Records Retention and importance following retention process.
3. Assist and instruct Departments on scanning physical records.
4. Reduce the no. of boxes in offsite storage as well as in office space via file cabinets and file rooms.

The Public Records and Transparency director left the City midway through the budget cycle. Performance measures will be included in the FY 2024-2025 budget document.

Public Records & Transparency Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 109,782	\$ 238,351	\$ 376,254	\$ 340,171	-9.59%
Operations	37,230	16,518	39,402	45,657	15.88%
Total	\$ 147,011	\$ 254,869	\$ 415,656	\$ 385,828	-7.18%

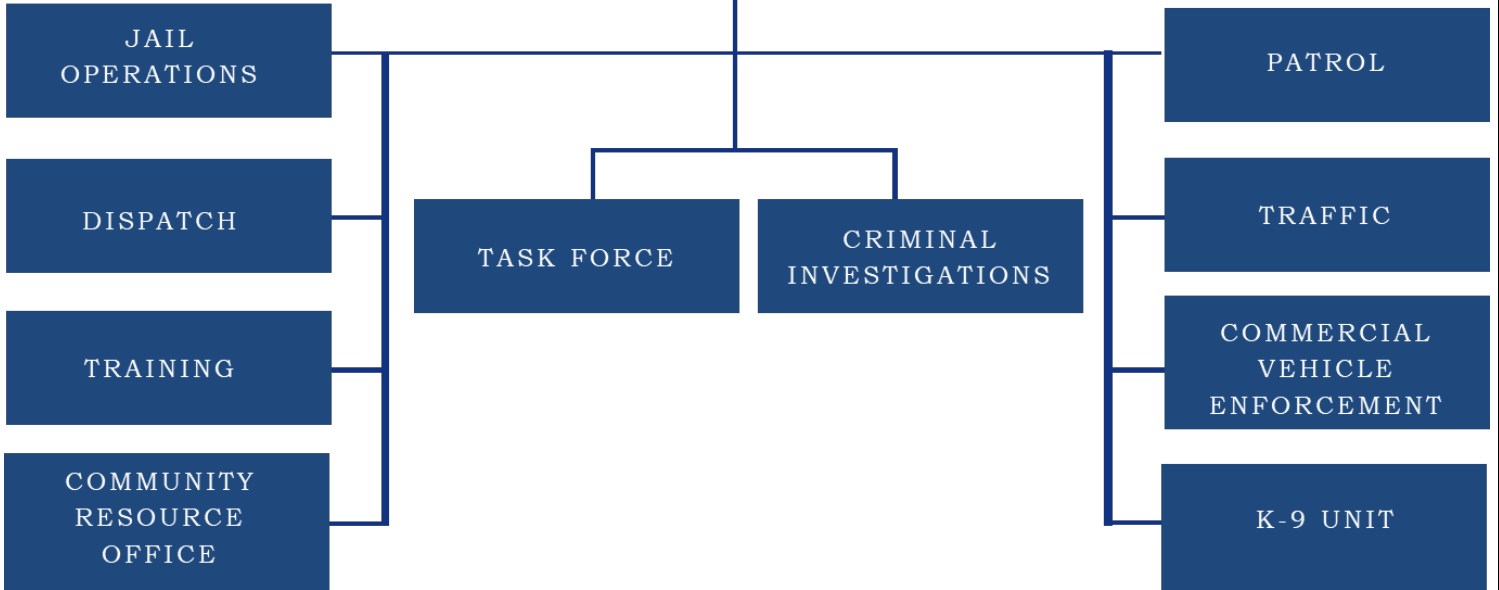
Public Records & Transparency Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Director of Public Records	1	1	1	
Public Records Specialist	1	2	2	
Total	2	3	3	0



Contact: Erica Berry, 817-276-4206

POLICE DEPARTMENT

POLICE
ADMINISTRATION



POLICE DEPARTMENT AT A GLANCE

Budget Summary

The Police Department includes eleven divisions. Overall, the Police budget only increased 2.49% in FY 2023-2024. The step plan for officer salaries which began in FY 2022-2023 helped control personnel costs, as many long-time officers reached their “top-out” salary. There were also several anticipated retirements which contributed to personnel savings.

The Police budget includes minimal operations and maintenance cost increases. The fluctuation in divisions is due primarily to personnel movements within the department.

Police Divisions	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Police Administration	1,884,384	1,961,835	1,916,803	1,873,574	-2.26%
Communications	3,060,049	3,216,472	3,949,971	3,904,606	-1.15%
Patrol Operations	9,274,856	9,240,912	11,247,178	11,778,095	4.72%
Criminal Investigations	3,279,980	3,374,788	3,791,902	4,079,490	7.58%
Jail Operations	1,290,653	1,648,803	1,471,820	1,436,378	-2.41%
Commercial Vehicle Enforcement	299,591	326,934	470,195	348,708	-25.84%
Traffic	695,750	639,137	673,878	703,277	4.36%
K-9	130,454	134,628	169,524	178,451	5.27%
Community Resource	780,957	965,405	700,493	854,319	21.96%
Training	684,847	883,711	835,342	698,862	-16.34%
Task Force	608,398	517,452	430,074	441,459	2.65%
Total	\$ 21,989,919	\$ 22,910,077	\$ 25,657,180	\$ 26,297,218	2.49%

Police Department Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 19,219,128	\$ 20,031,726	\$ 22,521,560	\$ 23,093,993	2.54%
Operations	2,770,791	2,878,351	3,135,620	3,203,225	2.16%
Total	\$ 21,989,919	\$ 22,910,077	\$ 25,657,180	\$ 26,297,218	2.49%





Department Name:

Mansfield Police

Mission Statement:
 Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

- Services Provided:**
1. Patrol
 2. Jail
 3. Criminal Investigations
 4. Dispatch/Communications

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials Consistently high-quality services	Organizational Excellence Strong team and internal culture	Remarkable Experiences Distinctive services and amenities	Together as One Create community connections	Healthy Economy Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
Mental Health Response Initiative	●	●	●	●	
Objectives					
1. Educate leadership and employees on constitutional requirements 2. Partner officers weekly with Mental Health Officers conducting in-home visits 3. Ensure all Patrol Officers have participated in the 40 hour Mental Health Peace Officer course					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Partner weekly with Mental Health Officers		n/a	n/a	n/a	52
Patrol Officers attend 40 hour Mental Health Peace Officer Course		5	0	10	30
Weekly review of mental health calls by patrol supervisors		0	0	0	1,500

Goal #2	N	O	R	T	H
Increase CID Special Operations details by 30%.	●	●			
Objectives					
1. Conduct a special operation pertaining to prostitution/human trafficking once per quarter 2. Conduct a special operation pertaining to online solicitation of a minor once per quarter 3. Conduct a minimum of 2 joint operations with the Tarrant County Human Trafficking Task Force during fiscal year					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Quantity of prostitution/human trafficking details		0	0	2	4
Quantity of online solicitation of minor details		0	0	1	4
Quantity of joint operations with Tarrant County Human Trafficking Task Force		2	0	5	2

Goal #3	N	O	R	T	H
	•	•	•		
Increase city-wide crime details within the Patrol Division					
Objectives					
1. Conduct a minimum of 12 DWI details (1 per month)					
2. Conduct a minimum of 24 property crime related special details (i.e. theft, catalytic converter, etc)					
3. Conduct 6 crash related special details					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
DWI details conducted	4	4	8	12	
Property crime related details	8	12	20	24	
Crash related details	0	0	0	6	

Police Administration Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 1,295,268	\$ 1,316,830	\$ 1,465,239	\$ 1,430,731	-2.36%
Operations	589,116	645,005	451,564	442,843	-1.93%
Total	\$ 1,884,384	\$ 1,961,835	\$ 1,916,803	\$ 1,873,574	-2.26%

Communications Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 2,350,602	\$ 2,671,373	\$ 3,083,000	\$ 3,124,887	1.36%
Operations	709,446	545,099	866,971	779,719	-10.06%
Total	\$ 3,060,049	\$ 3,216,472	\$ 3,949,971	\$ 3,904,606	-1.15%

Patrol Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 8,567,284	\$ 8,460,437	\$ 10,320,751	\$ 10,737,801	4.04%
Operations	707,572	780,475	926,427	1,040,294	12.29%
Total	\$ 9,274,856	\$ 9,240,912	\$ 11,247,178	\$ 11,778,095	4.72%

Criminal Investigations Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 2,987,470	\$ 3,046,575	\$ 3,411,441	\$ 3,632,316	6.47%
Operations	292,510	328,213	380,461	447,174	17.53%
Total	\$ 3,279,980	\$ 3,374,788	\$ 3,791,902	\$ 4,079,490	7.58%

Jail Operations Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 1,167,918	\$ 1,531,944	\$ 1,344,410	\$ 1,360,519	1.20%
Operations	122,736	116,859	127,410	75,859	-40.46%
Total	\$ 1,290,653	\$ 1,648,803	\$ 1,471,820	\$ 1,436,378	-2.41%

Commercial Vehicle Enforcement Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 274,404	\$ 292,496	\$ 432,374	\$ 314,221	-27.33%
Operations	25,187	34,438	37,821	34,487	-8.82%
Total	\$ 299,591	\$ 326,934	\$ 470,195	\$ 348,708	-25.84%

Traffic Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 640,624	\$ 574,469	\$ 615,703	\$ 650,103	5.59%
Operations	55,126	64,668	58,175	53,174	-8.60%
Total	\$ 695,750	\$ 639,137	\$ 673,878	\$ 703,277	4.36%

K-9 Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 119,519	\$ 123,520	\$ 145,033	\$ 149,393	3.01%
Operations	10,935	11,108	24,491	29,058	18.64%
Total	\$ 130,454	\$ 134,628	\$ 169,524	\$ 178,451	5.27%

Community Resource Office Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 747,021	\$ 881,062	\$ 632,260	\$ 775,100	22.59%
Operations	33,936	84,343	68,233	79,219	16.10%
Total	\$ 780,957	\$ 965,405	\$ 700,493	\$ 854,319	21.96%

Training Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 583,142	\$ 737,078	\$ 641,275	\$ 477,462	-25.54%
Operations	101,705	146,633	194,067	221,400	14.08%
Total	\$ 684,847	\$ 883,711	\$ 835,342	\$ 698,862	-16.34%

ABTPA Grant (Task Force) Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 485,877	\$ 395,941	\$ 430,074	\$ 441,459	2.65%
Operations	122,521	121,511	-	-	
Total	\$ 608,398	\$ 517,452	\$ 430,074	\$ 441,459	2.65%

Police Department Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Police Administration	9.5	10.5	8.5	-2
Communications	25	26	26	
Patrol	68	70	72	2
Criminal Investigations	23	23.5	22.5	-1
Jail Operations	11.5	12	12	
Animal Control (moved to Regulatory Compliance)	7	0	0	
Commercial Vehicle Enforcement	2	2	2	
Traffic	4.5	4	4	
K-9	1	1	1	
Community Resource	5	5	5	
Training	4	3	4	1
Task Force (Grant Funded)	3	3	3	
Total Police	163.5	160	160	0

Contact: Tracy Aaron, Chief of Police, 817-804-5782



FIRE DEPARTMENT AT A GLANCE

Budget Summary

The City of Mansfield operates five Fire Stations across the City, with the potential for a sixth station as the southern sector continues to grow. The Mansfield Fire Department includes five divisions.

Overall, the Fire Department budget increased 5.95% in FY 2023-2024. Personnel costs increased with the addition of two full-time equivalent positions, to include a new Fire Inspector/Plans Examiner. The other position, the Assistant Emergency Management Coordinator, had been approved in FY 2022-2023 but was budgeted outside of the Fire Department.

Operational costs increased 7.48% due primarily to vehicle maintenance and repair costs, as well as rising costs for medications used during ambulance transport. The fee paid to the city's ambulance billing contractor also increased in FY 2023-2024 but is offset by ambulance revenue.

Fire Divisions	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Fire Administration	\$ 1,602,395	\$ 2,371,062	\$ 2,186,443	\$ 2,325,454	6.36%
Prevention	837,556	822,285	873,148	996,107	14.08%
Emergency Medical Services	706,978	695,275	937,364	1,012,673	8.03%
Emergency Management	231,106	241,748	236,881	407,421	71.99%
Fire Operations	13,027,536	13,977,818	14,919,864	15,551,761	4.24%
Total	\$ 16,405,572	\$ 18,108,189	\$ 19,153,700	\$ 20,293,416	5.95%

Fire Department Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 14,713,953	\$ 15,852,284	\$ 16,887,790	\$ 17,858,114	5.75%
Operations	1,691,619	2,255,905	2,265,910	2,435,302	7.48%
Total	\$ 16,405,572	\$ 18,108,189	\$ 19,153,700	\$ 20,293,416	5.95%





Division Name: **Fire Administration**

Mission Statement:
 Mansfield Fire Rescue is a customer service organization that exists to protect the lives and property of our citizens, members, and visitors, and to foster the feeling of safety; any place, any time, through planning, mitigation, response, and restoration.

- Services Provided:**
1. Department budget planning and oversight
 2. Personnel recruitment, hiring, and promotions.
 3. Public Information/Social Media engagement
 4. Purchase and distribution of uniforms, PPE, equipment, and provide proper care and inspection of these items
 5. Providing preventative maintenance and repairs on all vehicles to include purchasing, maintaining, and repairing the loose equipment
 6. Ensure equipment meets all mandates at the federal, state, and local levels.
 7. Provide IT support for hardware and software.

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials Consistently high-quality services	Organizational Excellence Strong team and internal culture	Remarkable Experiences Distinctive services and amenities	Together as One Create community connections	Healthy Economy Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
		●			●
Improve tracking of fixed assets and inventory control of necessary equipment.					
Objectives					
<ol style="list-style-type: none"> 1. Log and RFID tag current and future fixed assets into Operative IQ software 2. Provide training for personnel for tracking maintenance of fixed assets. 3. Centralize inventory and increase storage space in order to track inventory and reduce lead times. 					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Budget 2023-2024	
Number of assets currently logged and tagged in OpiQ software	N/A	0	10	100	
Number of locations where assets and inventory are stored	20	23	23	1	

Goal #2	N	O	R	T	H
		●			●
Update the New Hire Physical Agility test to incorporate new drill field					
Objectives					
<ol style="list-style-type: none"> 1. Work with various members of the department and Association to develop and test a physical agility tests that meets current job description/KSAs 2. Test all Operations personnel on the new CPAT to validate the test and determine an appropriate time limit for new hire candidates. 3. Implement the new CPAT during the new hiring process - while also providing training opportunities for the new hire candidates 					

Performance Measures	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Budget 2023-2024
Department average	2.36	2.25	2.25	2.00
Fastest Time	1.56	1.53	1.41	2.00
Slowest Time	3.50	3.47	3.47	3.27
New Hire Failure Rate	0.00	20%	10%	5%

Goal #3	N	O	R	T	H
		●		●	●

Improve communication and the level of service to our internal customers

Objectives

1. Provide all members of the department with training on the proper way to document maintenance needs within the department.
2. Hold weekly meetings to review the status of all open work tickets within Operative IQ
3. Send weekly emails to the entire department on the status of repairs, completed repairs, and what items will need to wait and why.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Budget 2023-2024
Number of open work tickets in Operative IQ	200	250	400	50
Uniform and PPE Requisitions filled	200	250	300	115
Average down time(in weeks) of emergency apparatus	8	10	9	4

Fire Administration Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 1,176,148	\$ 1,741,729	\$ 1,668,522	\$ 1,753,754	5.11%
Operations	426,247	629,333	517,921	571,700	10.38%
Total	\$ 1,602,395	\$ 2,371,062	\$ 2,186,443	\$ 2,325,454	6.36%

Fire Administration Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Fire Chief	1	1	1	
Assistant Fire Chief	1	1	1	
Battlion Chief	2	2	2	
Captain	1	1	1	
Logistics Captain	1	1	1	
Logistics Specialist	1	1	1	
IT Specialist	1	1	1	
Administrative Assistant	1	1	1	
Total	9	9	9	0

Contacts: Michael Ross, Fire Chief, 817-276-4777

Jeffrey Smith, Assistant Chief, 817-276-4772



Division Name: **Fire Prevention**

Mission Statement:
 Mansfield Fire Rescue is a customer service organization that exists to protect the lives and property of our citizens, members, and visitors, and to foster the feeling of safety; any place, any time, through planning, mitigation, response, and restoration.

- Services Provided:**
1. Provide Fire and Life Safety Inspections to Commercial, Industrial and Multi-family Facilities.
 2. Provide Fire Plan Review for New and Existing Businesses and Developments.
 3. Provide Community Fire Prevention Education.
 4. Execute the Final Steps to Issue Certificates of Occupancy to all Businesses.
 5. Origin and Cause Fire Investigations.
 6. Provide Fire Plan Review for Projects, Fire Alarm, Fire Sprinkler and Fire Suppression Systems.
 7. Attend PRC and DRC Meetings and Provide Fire Operation Comments for Pre-Design.

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials	Organizational Excellence	Remarkable Experiences	Together as One	Healthy Economy
Consistently high-quality services	Strong team and internal culture	Distinctive services and amenities	Create community connections	Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●		●	
Maintain the safety of our community and foster compliance through education and guidance.					
Objectives					
<ol style="list-style-type: none"> 1. Assign annual inspections to appropriate personnel. 2. Reduce the number of reinspections required for compliance. 3. Provide information to the community utilizing message boards. 					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Budget 2023-2024	
Inspections/reinspections performed	623	1,897	1,476	2,000	
Number of Fire Alarm Inspections	24	125	138	145	
Number of Fire Sprinkler and Suppression system inspections	93	180	188	195	
Certificate of Occupancy Inspections	210	418	487	637	
Number of Message Board Deployments	0	4	6	10	

Goal #2	N	O	R	T	H
	●	●		●	
Develop a community risk reduction program specifically targeting the senior population.					
Objectives					
<ol style="list-style-type: none"> 1. Increase the number of people participating in the vial of life program 2. Increase the opportunities for public education on safety 3. Begin a life safety inspection program that focuses on the residential space for senior adults. 					

Performance Measures	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Budget 2023-2024
Vial of Life Capsules Delivered	425	920	945	1,000
Community Events Attended	3	4	5	6
Residential Life Safety Inspections Completed (New measure)	0	0	5	10
Public Education Events (Schools, Day Cares, Church Events)	0	15	9	18

Goal #3	N	O	R	T	H
	●	●		●	●

Continue to work with city partners, business owners, and developers to plan and construct safe homes and businesses.

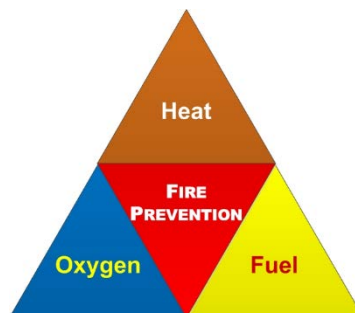
Objectives

1. Attend appropriate development meetings to provide guidance for future development and construction projects.
2. Review construction plans for fire alarm, sprinkler, and fire suppression systems.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Budget 2023-2024
DRC Meetings Attended	38	46	43	46
PRC Meetings Attended	18	49	55	58
Development Plan Reviews	77	366	263	314
Fire Alarm Plan Reviews	35	125	138	150
Fire Sprinkler Plan Reviews	93	180	159	170
Fire Suppression Plan Reviews	6	9	11	18

Fire Prevention Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 757,988	\$ 745,587	\$ 789,454	\$ 903,070	14.39%
Operations	79,568	76,698	83,694	93,037	11.16%
Total	\$ 837,556	\$ 822,285	\$ 873,148	\$ 996,107	14.08%

Fire Prevention Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Fire Marshal	1	1	1	
Fire Inspector	2	2	3	1
Captain	1	1	1	
Records/Prevention Coordinator	1	1	1	
Total	5	5	6	1



Contact: Scott Lingo, Fire Marshal, 817-276-4770



Division Name:

Emergency Medical Services

Mission Statement:

Mansfield Fire Rescue is a customer service organization that exists to protect the lives and property of our citizens, members, and visitors, and to foster the feeling of safety; any place, any time, through planning, mitigation, response, and restoration.

Services Provided:

1. Provides Emergency Medical Services for our community.
2. Provides guidance on public and employee health.
3. Provides CPR training for all City departments.

CITY COUNCIL'S GUIDING PRINCIPLES



Noteworthy Essentials
Consistently high-quality services



Organizational Excellence
Strong team and internal culture



Remarkable Experiences
Distinctive services and amenities



Together as One
Create community connections



Healthy Economy
Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
		●	●	●	●
Make CPR and Stop the Bleed programs more readily available to the Community					
Objectives					
<ol style="list-style-type: none"> 1. Create a formal lesson plan for citizen classes 2. Plan and schedule classes each quarter of the budget year 3. Collaborate with community partners to help identify target areas and training needs 4. Seek alternative funding sources to assist with community outreach 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Classes provided annually	0	0	3	8	
Number of citizens trained	0	0	27	120	

Goal #2	N	O	R	T	H
		●	●	●	●
Enhance EMS training to improve service delivery					
Objectives					
<ol style="list-style-type: none"> 1. Conduct a training needs assessment 2. Create in-station trainings to supplement classroom trainings 3. Obtain outside instructors with experience and knowledge over identified training needs 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Number of hours on 12-Lead interpretation	0	102	261	408	
Number of training hours on Stroke assessments	0	306	348	435	
Training hours in low-frequency/high-risk procedures	0	0	174	204	
Number of training hours on performance of ultrasounds	0	0	348	522	

Goal #3	N	O	R	T	H
		●	●	●	●
Establish an easily accessible mental health resiliency program for personnel					
Objectives					
1. Establish policies and guidelines					
2. Create a work group to identify PEER trainers					
3. Identify agencies to help train personnel and counseling					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Number of PEER trainers within the department	0	2	2	8	
Number of training hours personnel attended for resiliency training (per person)	0	4	0	8	
Individuals using the counseling services	0	3	4	6	

Emergency Medical Services Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 377,622	\$ 300,383	\$ 350,817	\$ 391,796	11.68%
Operations	329,357	394,892	586,547	620,877	5.85%
Total	\$ 706,978	\$ 695,275	\$ 937,364	\$ 1,012,673	8.03%

Emergency Medical Services Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
EMS Chief	1	1	1	
EMS Captain	1	1	1	
Total	2	2	2	0



Contact: Kevin Sandifer, EMS Chief, 817-804-5772



Division Name:

Emergency Management

Mission Statement:

Mansfield Fire Rescue is a customer service organization that exists to protect the lives and property of our citizens, members, and visitors, and to foster the feeling of safety; any place, any time, through planning, mitigation, response, and restoration.

Services Provided:

1. Hazard mitigation.
2. Disaster planning.
3. Weather alerts/emergency notifications.
4. Emergency Operations Center (EOC) operations.
5. Disaster coordination.
6. Coordination of CERT, MJARS, and drone team training and responses
7. Creek and weather station sensor monitoring/maintenance.
8. Floodgate closures and maintenance.
9. Grants and deployment reimbursements.

CITY COUNCIL'S GUIDING PRINCIPLES



N

Noteworthy Essentials
Consistently high-quality services

O

Organizational Excellence
Strong team and internal culture

R

Remarkable Experiences
Distinctive services and amenities

T

Together as One
Create community connections

H

Healthy Economy
Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●			
Enhance training delivery for Emergency and Disaster response for elected officials, staff, and volunteers.					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Total Trainings Provided		6	-	49	60
Total Number of people trained		34	-	408	500
Total Contact Hours			-	2,499	2,600
EOC Trainings			-	3	8
Ham Radio MJARS Trainings			-	13	13
Drone Team Trainings			-	8	10
CERT Community Preparedness Trainings			-	12	15
Incident Command System Trainings			-	2	2
Cybersecurity			-	1	1
Disaster Exercises		1	-	1	3
Public Engagement Presentations			-	9	10

Goal #2	N	O	R	T	H
		●			●
Improve Emergency Management Program delivery through better data management and tracking.					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
EOC Activations		15	18	12	16
Civic Ready Weather Alert Notifications		173	46	202	210
Civic Ready Emergency Alert Notifications		1	1	0	1
Disaster Declarations		1	1	0	0
Number of Grants Applied For		1	0	1	2
Number of Grants Received		0	0	0	1
Fire Department Deployments Reimbursed		1	3	4	4

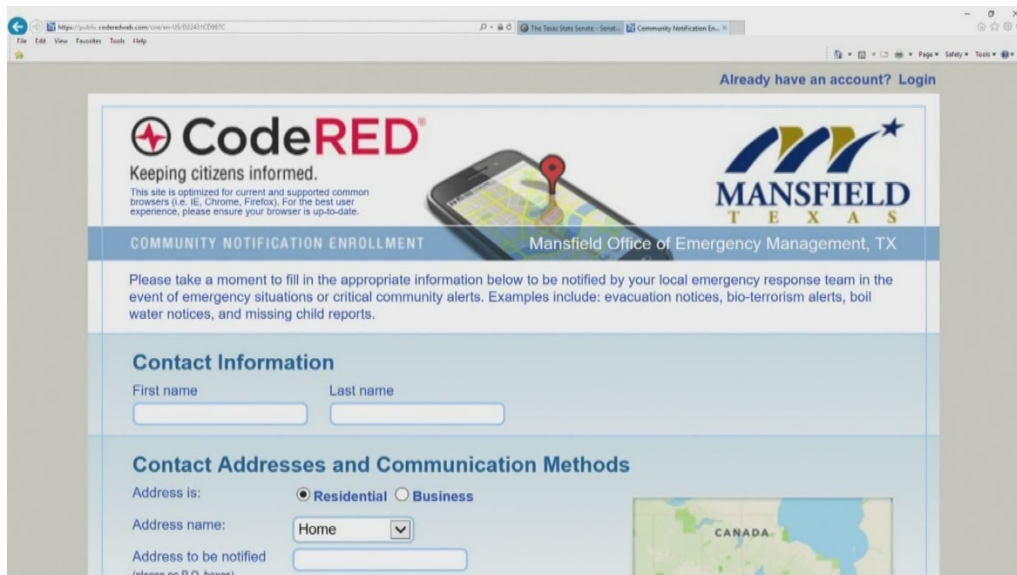
Goal #3	N	O	R	T	H
			●		●

Enhance partnerships with regional and State Emergency Management agencies

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Local Emergency Planning Committee (LEPC) Meetings	-	-	4	12
Meetings with Tarrant County	-	-	2	4
Meetings with Johnson County	-	-	2	2
Meetings with Ellis County	-	-	6	8
Regional Emergency Management Meetings	-	-	3	4
Meetings with Council of Governments (COG)	-	-	7	15
Meetings with Texas Division of Emergency Management (TDEM)	-	-	8	10
Meetings with Mansfield Independent School District (MISD)	-	-	5	5
Mansfield Community Partners Meeting	-	-	5	9
NWS Meetings	-	-	3	4
Tarrant County VOAD	-	-	2	4

Emergency Management Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 191,595	\$ 198,678	\$ 181,301	\$ 331,372	82.77%
Operations	39,511	43,070	55,580	76,049	36.83%
Total	\$ 231,106	\$ 241,748	\$ 236,881	\$ 407,421	71.99%

Emergency Management Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Coordinator	1	1	1	
Assistant Coordinator	0	0	1	1
Total	1	1	2	1



Contact: Greg Cutler, 817-276-4782




Division Name: **Fire Operations**

Mission Statement:
 Mansfield Fire Department is a service organization existing to protect lives and property, and to foster the feeling of safety any place, any time.

- Services Provided:**
1. Responsible for maintaining an all hazards response to the City, its residents, and all regional aid partners while ensuring the safety of operational staff.
 2. Training for Fire Department personnel along with other departments and citizen groups as requested.
 3. Department Budget planning and oversight.
 4. Public Information/Social Media engagement.
 5. Purchase and allocation of uniforms, PPE, and other essential items necessary for Fire personnel, as well as provide for the proper care and inspection of these items.
 6. Providing for preventative maintenance and repairs on all Fire department vehicles to include purchasing, maintaining, and repairing the loose equipment on each vehicle.
 7. Ensure the equipment we have fit the needs of the department in a manner that allows us to accomplish our mission for the citizens of Mansfield efficiently and effectively.
 8. Maintaining constant IT support for hardware and software allowing 24 hour per day access to critical systems.

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials Consistently high-quality services	Organizational Excellence Strong team and internal culture	Remarkable Experiences Distinctive services and amenities	Together as One Create community connections	Healthy Economy Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●	●		
Improve training and professional development of Fire personnel in leadership roles.					
Objectives					
1. Continue to enhance the professional development training provided to Captains. 2. Provide opportunities for Captains to attend outside training. 3. Extend opportunities for driver/operator personnel to include officer level training. 4. Evaluate training plan to insure maintenance and sustainability of core competencies.					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Budget 2023-2024	
Company training hours	-	-	192	192	
Officer training hours	-	-	52	28	
Live burn training hours	-	-	18	18	
EMS CE hours	-	-	49	48	
Officer training for Driver/Operator	-	-	-	8	

Goal #2	N	O	R	T	H
	●	●	●		
Improve the speed of emergency response.					

Objectives				
1. Perform data analysis to identify key performance indicators.				
2. Work with dispatch center to decrease call processing times.				
3. Purchase and implement a modern traffic preemption system.				
4. Achieve turnout time of 1:30 or less.				
Performance Measures	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Budget 2023-2024
Percentage of response times that are less than 8:00 minutes.	81%	80%	79%	80%
First apparatus turnout time (Average)	1:26	1:17	1:15	1:30
First apparatus travel time (Average)	4:11	4:17	4:45	4:00

Goal #3	N	O	R	T	H
	●	●			●
Integration of new Air and Light truck into emergency response plan.					
Objectives					
1. Create usage procedures.					
2. Determine necessary training hours for personnel.					
3. Determine acceptable response time for personnel and apparatus.					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Budget 2023-2024	
Percentage of structure fire calls utilizing the Air & Light truck.	N/A	N/A	N/A	90%	
Required yearly training hours for volunteer personnel.	N/A	N/A	N/A	12	
Percentage of arrival times less than 30 minutes.	N/A	N/A	N/A	80%	

Fire Operations Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 12,210,600	\$ 12,865,907	\$ 13,897,696	\$ 14,478,122	4.18%
Operations	816,936	1,111,911	1,022,168	1,073,639	5.04%
Total	\$ 13,027,536	\$ 13,977,818	\$ 14,919,864	\$ 15,551,761	4.24%

Fire Operations Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Battalion Chief	3	3	3	
Captain	15	15	15	
Apparatus Operator	12	12	12	
Firefighter	57	57	57	
Total	87	87	87	0

Contacts: Michael Ross, Fire Chief, 817-276-4777

Jeffrey Smith, Assistant Chief, 817-276-4772

PLANNING DEPARTMENT

PLANNING
ADMINISTRATION

PLANNING AND
ZONING
COMMISSION

ZONING
BOARD OF
ADJUSTMENT

HISTORIC
LANDMARK
COMMISSION

BUILDING
SAFETY

FACILITIES
MANAGEMENT

CONSTRUCTION
CODES BOARD OF
ADJUSTMENT

PLANNING & DEVELOPMENT AT A GLANCE

Budget Summary

Planning & Development includes the City’s Planning Division, along with the operations of several boards and commissions, including the Planning & Zoning Commission, the Historic Landmark Commission, and the Board of Adjustments. It also includes Building Services: the Building Safety Division and Facilities Management. In FY 2023-2024, the Planning Administration and Building Services Administration combined. Overall, the budget increased only 3.77% in FY 2023-2024. The increases are due to the addition of one part-time position, and one full-time building inspector. In addition, special events funding was included for the Historic Landmark Commission.

Planning & Development Divisions	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Planning Administration	\$ 1,295,723	\$ 1,159,571	\$ 1,309,700	\$ 1,797,717	37.26%
Planning & Zoning	8,326	10,824	21,836	24,874	13.91%
Historic Landmark	496	56	3,578	21,044	488.09%
Board of Adjustment	156	18	1,030	1,030	0.00%
Building Services Administration	329,645	363,632	367,506	25,000	-93.20%
Building Safety	1,132,907	1,862,334	2,136,892	1,969,070	-7.85%
Construction Codes Board of Adjustment	639	305	23,179	30,854	33.11%
Facilities Management	524,223	1,309,534	1,362,462	1,553,719	14.04%
Total	\$ 3,292,115	\$ 4,706,274	\$ 5,226,183	\$ 5,423,308	3.77%

Planning & Development Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 2,801,598	\$ 2,807,850	\$ 3,305,604	\$ 3,354,698	1.49%
Operations	490,517	1,898,424	1,920,579	2,068,610	7.71%
Total	\$ 3,292,115	\$ 4,706,274	\$ 5,226,183	\$ 5,423,308	3.77%



Click to view the Mansfield Future Land Use Plan:
<https://www.mansfieldtexas.gov/1973/Mansfield-2040-Future-Land-Use-Plan>



Division Name:

Planning Administration

Mission Statement:

To elevate the quality of life for residents, businesses, and visitors in Mansfield by delivering land use outcomes that are collaborative, inclusive, and practical; integrating architecture, landscape architecture, and urban design considerations faithfully honoring our community’s authentic past while celebrating the future; and sustaining cohesive and iconic development patterns worthy of preservation and emulation.

Services Provided:

1. Guiding property owners, developers, and business owners through the development process from conception to construction.
2. Receiving and processing proposed projects, plats, and other development applications for consistency with adopted plans, policies, and strategies.
3. Preserving and enhancing Mansfield's historic architecture and development patterns.

CITY COUNCIL’S GUIDING PRINCIPLES



N

Noteworthy
Essentials

Consistently
high-quality
services

O

Organizational
Excellence

Strong team
and internal
culture

R

Remarkable
Experiences

Distinctive
services and
amenities

T

Together
as One

Create
community
connections

H

Healthy
Economy

Sustainable assets,
financial strength &
growth

Goal #1	N	O	R	T	H
	●	●	●	●	●

Facilitate the development and redevelopment of Mansfield in a manner that is consistent with the vision, the values, and the traditions of its residents, businesses, and visitors.

Objectives

1. Evaluate and amend land use codes regularly.
2. Pair provisions for land use with complementary placemaking and other urban design controls.
3. Commence and complete an update to the Comprehensive Plan.
4. Introduce an architectural pattern book depicting desired physical outcomes.
5. Introduce and implement design guidelines for historic landmarks and historic neighborhoods in Mansfield.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Number of amended Land Use Codes	2	4	12	24
Completion of Comprehensive Plan	N/A	N/A	100%	100%
Completion of Historic Design Guidelines	N/A	100%	100%	N/A

Goal #2	N	O	R	T	H
	●	●	●		●

Expedite the development review process by creating a predictable approval process.

Objectives

1. Coordinate the development review process and Development Review Committee (DRC) Meetings.
2. Continue to explore and expand options for development review electronically.
3. Continue to devise and implement internal controls that will result in predictable outcomes.

Performance Measures	Actual	Actual	Budget	Budget
	2020-2021	2021-2022	2022-2023	2023-2024
Number of DRC Meetings scheduled	1	122	150	150
Number of plats reviewed within 30 days or less	N/A	39	30	40
Number of plats filed	45	46	50	50
Number of applications for rezonings and specific use permits	32	47	30	30
Number of meetings conducted by the Planning and Zoning Commission	22	22	24	22
Number of meetings conducted by the Board of Adjustments	8	9	12	12
Number of meetings conducted by the Historic Landmark Commission	12	13	12	12

Goal #3	N	O	R	T	H
	●	●	●	●	●
Ensure the Board and Commission Members receive training and other support to provide recommendations to the City Council on land use proposals and other urban development matters.					
Objectives					
1. Increase training opportunities for Board and Commission Members.					
Performance Measures	Actual	Actual	Budget	Budget	
	2020-2021	2021-2022	2022-2023	2023-2024	
Training conferences and seminars attended by Board and Commission Members	N/A	1	3	2	

Planning Administration Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 1,171,468	\$ 1,095,234	\$ 1,262,301	\$ 1,443,523	14.36%
Operations	124,255	64,337	47,399	354,194	647.26%
Total	\$ 1,295,723	\$ 1,159,571	\$ 1,309,700	\$ 1,797,717	37.26%

Planning Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Director of Planning	1	1	1	
Assistant Director	1	1	1	
Planners	3	3	4	1
Administrative Assistant	1	1	1	
Part-time Analyst	0	0	0.5	0.5
Landscape Administrator	1	1	1	
Landscape Plans Reviewer	0	1	1	
Gas Well Inspector	1	1	1	
Total	8	9	10.5	1.5

* Principal Planner position was previously the Development Services Administration Director

Contact: Jason Alexander, 817-276-4244



Planning & Zoning Commission

Mission Statement:
 The mission of the Planning and Zoning Commission is to continuously provide updated comprehensive Future Land Use Plans, to exercise control over subdivision of land and to advise City Council on matters related to zoning and impact fees.

- Services Provided:**
1. Reviews plats and makes recommendations to City Council regarding site plans and requests for zoning changes.
 2. Makes recommendations regarding changes to the City’s zoning and subdivision ordinances, the City’s comprehensive land-use plan, and its impact fee requirements.
 3. Serves as the Capital Improvements Advisory Committee and the Tree Board.

Goal #1
 Identify key planning areas within the City of Mansfield and implement programs that encourage quality development and enhance property values.

- Objectives**
1. Conduct periodic review of problems, complaints, concerns and questions about local zoning and development policies, and make recommendations regarding appropriate changes to current policies and procedures.
 2. Carry out studies and public hearings for zoning changes and amendments requested by the City Council and identified by staff.
 3. Conduct changes in Land Use categories and development trends and make recommendations regarding proper changes to local codes and fees.

Goal #2
 Update current range policies and develop long range plans.

- Objectives**
1. Update the Future Land Use Plan, Thoroughfare Plan, Water & Sewer Plan and Subdivision Ordinances to reflect changes in development patterns.
 2. Amend the zoning regulations as needed to accommodate future development.
 3. Review the Capital Improvements Plan and Impact Fee Analysis annually during the budget process and recommend any changes to City Council.

Planning & Zoning Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 343	\$ -	\$ 2,580	\$ 2,618	1.47%
Operations	7,983	10,824	19,256	22,256	15.58%
Total	\$ 8,326	\$ 10,824	\$ 21,836	\$ 24,874	13.91%

Note: No full-time positions are budgeted in this activity. Personnel Services includes overtime costs for the Planning Administrative Assistant to attend and record the minutes of Commission meetings. Performance measures may be found in the Planning Department overall performance measures.

Contact: Jason Alexander, 817-276-4244



Historic Landmark Commission

Mission Statement:
 The mission of the Historic Landmark Commission is to promote the restoration and preservation of the City of Mansfield's valuable heritage and historic resources.

- Services Provided:**
1. Makes recommendations to City Council on the designation of historic sites or districts.
 2. Assists City Council in formulating design guidelines relevant to historic preservation.
 3. Approves or disapproves new construction or restoration, alteration, or maintenance of any historic resource or building within a Historic Landmark District.

Goal #1

Identify and prioritize Mansfield's historic resources.

Objectives

1. Identify high priority or endangered historic resources for preservation.
2. Set priorities for implementation of goals/objectives identified in the Historic Preservation Plan.

Goal #2

Develop incentives for historic preservation in conjunction with the City Council.

Objectives

1. Formulate a proposal for incentives such as tax abatements, low-interest loans, and grants to promote the restoration, rehabilitation and reuse of historic resources and discourage the demolition of these resources.
2. Hold a joint work session with the City Council to present the historic preservation incentive program and discuss funding mechanisms for the program.
3. Apply for state and federal grants.

Goal #3

Promote the work of the Mansfield Historic Landmark Commission.

Objectives

1. Produce an annual report of the Commission's activities to educate the public on the Commission's role and the need for historic preservation.

Historic Landmark Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 347	\$ -	\$ 713	\$ -	-100.00%
Operations	149	56	2,865	21,044	634.43%
Total	\$ 496	\$ 56	\$ 3,578	\$ 21,044	488.09%

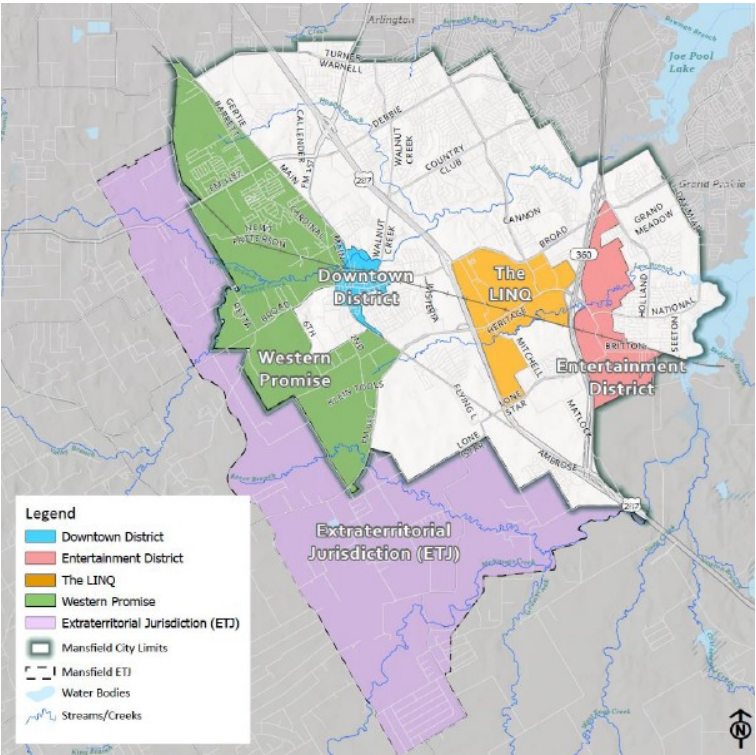
Contact: Jason Alexander, 817-276-4244

Mission Statement:
The mission of the Zoning Board of Adjustment is to hear appeals and requests for special exceptions or variances related to the implementation of the Mansfield Zoning Ordinance.

- Services Provided:**
1. Hears appeals of decisions rendered by the zoning administrative official.
 2. Interprets unclear provisions in the Zoning Ordinance.
 3. Decides on individual site requests for relief from the literal interpretation and enforcement of the Zoning Ordinance.
 4. Hears and decides appeals when it is alleged that there is an error in any order, requirement, decision, or determination made by the zoning administrative official in enforcement of the Zoning Ordinance.
 5. Authorizes variances from the provisions of the Zoning Ordinance that will not be contrary to the public interest, where owing special conditions of a literal enforcement of the provisions will result in unnecessary hardships.
 6. Authorizes special exceptions as specified in Zoning Ordinance.
 7. Rules on the status of questionable non-conforming uses.

Board of Adjustment Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 122	\$ -	\$ -	\$ -	
Operations	35	18	1,030	1,030	0.00%
Total	\$ 156	\$ 18	\$ 1,030	\$ 1,030	0.00%

Note: No full-time positions are budgeted in this activity. Performance measures may be found in the Planning Department overall performance measures.



Contact: Jason Alexander, 817-276-4244



Division Name:

Building Safety

Mission Statement:

To ensure the safe and lawful use of buildings and properties by verifying adherence to building and construction codes. Facilitate compliant development with integrity, efficiency and professionalism.

Services Provided:

1. The Building Safety Department is responsible for accepting building permit applications, performing plan review, issuing building permits, performing related inspections and keeping records related to those building projects.
2. Ensure compliance by enforcement of the building, electrical, plumbing, mechanical, fuel gas, energy, pool and spa codes, and certain state statutes relating to construction to ensure safe and sound construction of structures.
3. Issues certificate of occupancies for buildings that are deemed compliant with adopted codes.
4. Ensure compliance with industry standards, specifications and State regulations required for construction and public safety through the enforcement of safe construction practices.
5. Work with design teams to achieve building code compliance through design and permitting process.

CITY COUNCIL'S GUIDING PRINCIPLES



Noteworthy Essentials
Consistently high-quality services



Organizational Excellence
Strong team and internal culture



Remarkable Experiences
Distinctive services and amenities



Together as One
Create community connections



Healthy Economy
Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●			

Provide timely plan review in accordance with established department policy.

Objectives

1. Provide plan review response or approval within 7-12 days of receipt of commercial applications.
2. Provide plan review response or approval within 3-5 days of receipt of residential applications.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
All residential permit applications requiring plan review	1,744	1,967	2,000	2,100
Residential review cycles	2,053	3,429	2,396	2,400
Residential review average days	1.73	1.86	2	2
Residential met department plan review policy	100%	100%	100%	100%
All commercial applications requiring plan review	171	187	180	195
Commercial review cycles	375	355	500	400
Commercial review average days	4.39	4.32	5	5
Commercial met department plan review policy	100%	100%	100%	100%

Goal #2	N	O	R	T	H
	●	●			

Maintain 100% next day inspection

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Number of inspections conducted	39,381	38,090	42,000	41,000
Met department policy of next day inspections	100%	100%	100%	100%

Goal #3	N	O	R	T	H
	●	●			
Actively increase training and certification of employees in order to improve employee knowledge and skills in other department functions for succession planning.					
Objectives					
1. Update department policies and procedures, outlining processes and responsibilities.					
2. Establish checklists for successful service that is uniform in quality. Provide cross-training for staff.					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Additional employee certification gained	4	10	6	6	
Employee cross-training	1	1	2	1	

Building Safety Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 1,088,503	\$ 1,077,842	\$ 1,313,967	\$ 1,372,111	4.43%
Operations	44,403	784,492	822,925	596,959	-27.46%
Total	\$ 1,132,907	\$ 1,862,334	\$ 2,136,892	\$ 1,969,070	-7.85%

Building Safety Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Director of Building Services	1	1	0	-1
Chief Building Official	1	1	1	
Plans Examiner	2	2	2	
Permit Clerk	2	2	2	
Building Inspectors	5	6	7	1
Total	11	12	12	0



Contact: Serena Smith, 817-276-4223

Mission Statement:

The mission of the Construction Codes Board of Adjustment and Appeals is to maintain the quality of life within the City by requiring corrective measures on any substandard or dilapidated structures. The Board will provide reasonable and unbiased decisions to ensure the health, safety, and welfare of the residents and businesses of Mansfield.

Services Provided:

1. Hears appeals and variances regarding building construction codes.
2. Makes decisions regarding the demolition of substandard structures and dangerous buildings.

Goal #1

Provide reasonable judgement on appeals cases in order to obtain compliance with the City's codes and ordinances related to substandard structures.

Goal #2

Provide professional judgement on appeals in order to evaluate materials that comply with the City's adopted construction codes and ordinances.

Objectives

1. Consider options for corrective measures or demolition of subject structure that will maintain the best interests of the citizens.
2. Utilize the specialized knowledge provided by City staff members.
3. Consider feasibility of any repair options proposed by property owners.

Construction Codes Board of Adjustment	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ -				
Operations	639	305	23,179	30,854	33.11%
Total	\$ 639	\$ 305	\$ 23,179	\$ 30,854	33.11%

Note: No full-time positions are budgeted in this activity.



Contact: Serena Smith, 817-276-4223



Division Name:

Facilities Management

Mission Statement:
 The mission of the Facilities Management Department is to provide a safe, clean work environment for the City’s employees and maintain aesthetically pleasing facilities for employees, visitors, and residents. The Facilities Management Department is responsible for all City-owned facilities including City Hall, Public Safety buildings, the Library, Activity Center, and Museum.

- Services Provided:**
1. The distribution of all supplies to City facilities.
 2. The upkeep and maintenance of City facilities and their major systems.
 3. Janitorial services for City facilities.

CITY COUNCIL’S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials Consistently high-quality services	Organizational Excellence Strong team and internal culture	Remarkable Experiences Distinctive services and amenities	Together as One Create community connections	Healthy Economy Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●				●
Administer a comprehensive preventive maintenance program to reduce cost and stabilize budget forecasts.					
Objectives					
<ol style="list-style-type: none"> 1. Provide resources to expand the execution of the preventative maintenance program. 2. Evaluate all City facilities and associated equipment to ensure optimal performance. 3. Evaluate the risk matrix to implement equipment upgrade/replacement. 					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Monthly preventative inspections		115	125	150	150
Preventative work order % completed in 30 days.		100%	100%	100%	100%

Goal #2	N	O	R	T	H
	●		●		
Manage upkeep of City facilities ensuring timeliness and proficiency.					
Objectives					
<ol style="list-style-type: none"> 1. Negotiate and administer all Facility contracts to assure we get the best return on our investment. 2. Perform to the highest standards to keep our facilities visually aesthetic appearance by routine painting schedules and flooring 3. Respond to work orders professionally and ensure all work is done in a timely manner. 					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Square footage maintained		667,190	667,190	692,190	742,190
Work orders annually		1,700	2,483	2,600	2,800
Staff generated work orders completed in 30 days		95%	95%	95%	95%

Goal #3	N	O	R	T	H
				●	
Research and implement ways to make City facilities more energy efficient					
Objectives					
1. Continue the LED light fixture replacement program to provide a better return on investment. 2. Regularly evaluate HVAC units and replace aging equipment with more efficient units. 3. Identify and prioritize the replacement of aging infrastructure with more energy efficient systems to reduce costs for the City.					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Retrofit outdated lighting with LED's	60	60	110	100	
Replace HVAC units with higher SEER rating as needed	3	4	2	2	
Replace plumbing fixtures with water saving features	4	4	30	20	

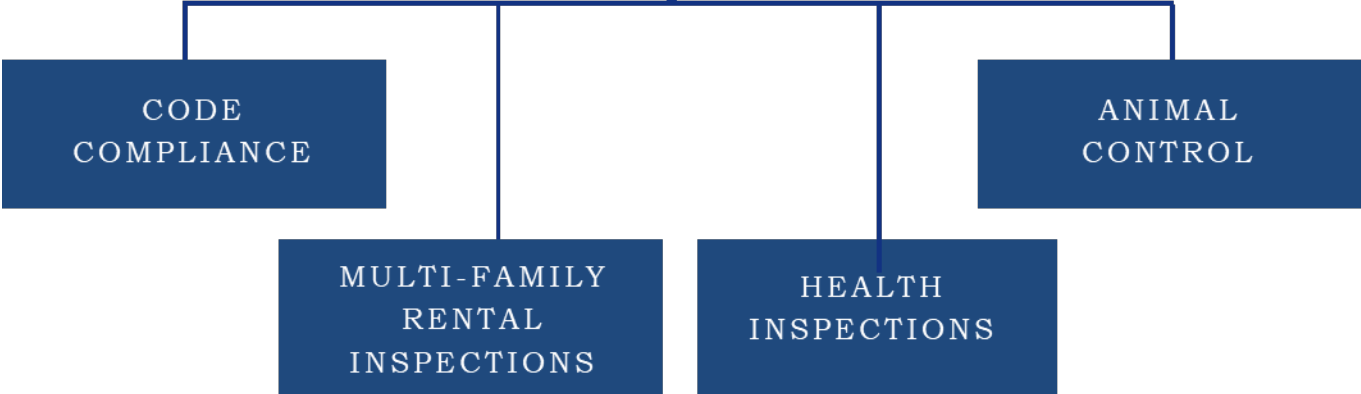
Facilities Management Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 347,548	\$ 431,415	\$ 509,448	\$ 536,447	5.30%
Operations	176,676	878,119	853,014	1,017,272	19.26%
Total	\$ 524,223	\$ 1,309,534	\$ 1,362,462	\$ 1,553,719	14.04%

Facilities Management Full Time Equivilent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Building Maintenance Supervisor	1	1	1	
Building Maintenance Technicians	4	4	4	
Total	5	5	5	0



Contact: Andy Hale, 817-276-3626

REGULATORY
COMPLIANCE
DIVISION



REGULATORY COMPLIANCE AT A GLANCE

Budget Summary

The Regulatory Compliance Department includes the Code Compliance, Health Inspections, Multi-family Rental Inspections and Animal Control divisions. This Department was established in FY 2022-2023. Formerly, Code Compliance was part of Building Services, and Animal Control fell under the purview of the Police Department. With the recent creation of the Health Inspection and Rental Inspection programs in FY 2021-2022, it made sense to bring these functions together organizationally under one director.

One new full-time equivalent position, a combined code compliance officer and inspector, was approved in the FY 2023-2024 budget. Animal Control converted one part-time position to full-time, adding to the increase in personnel costs. Both the code compliance/inspector position and the administrative assistant are split between two divisions.

Regulatory Compliance Divisions	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Code Compliance	\$ 617,047	\$ 616,853	\$ 790,627	\$ 874,437	10.60%
Health Inspection Program	-	302,858	338,235	355,773	5.19%
Rental Inspection Program	-	79,265	211,576	251,380	18.81%
Animal Control	816,972	848,153	875,715	1,006,745	14.96%
Total	\$ 1,434,019	\$ 1,847,129	\$ 2,216,153	\$ 2,488,334	12.28%

Regulatory Compliance Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 1,231,169	\$ 1,459,639	\$ 1,871,049	\$ 2,057,797	9.98%
Operations	202,851	387,490	345,104	430,537	24.76%
Total	\$ 1,434,019	\$ 1,847,129	\$ 2,216,153	\$ 2,488,334	12.28%



Code Compliance



Health Inspections



Rental Inspections



Animal Control

Contact: Nicolette Ricciuti, 817-276-4264



Department Name:

Regulatory Compliance

Mission Statement:
 It is the mission of the Regulatory Compliance Department to protect property owners' investments and promote the public health, safety, and welfare of the community and its animals, and where violations occur, work with residents to achieve compliance through efficient and fair processes.

- Services Provided:**
1. Comprehensive code enforcement services for the City of Mansfield.
 2. Removal of illegal promotional signs from the City right-of-ways.
 3. Identify referrals for the Mansfield Volunteer Program.
 5. Ensure minimal building, residential, and commercial landscaping and property maintenance standards are being met.
 6. Complete annual inspections of multi-family complexes and lodging establishments.
 7. Enforcement of sanitation and health codes.
 8. Routine and complaint-based inspections of restaurants, public pools, daycares, and school cafeterias.

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials	Organizational Excellence	Remarkable Experiences	Together as One	Healthy Economy
Consistently high-quality services	Strong team and internal culture	Distinctive services and amenities	Create community connections	Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●				●

Protect property owners' investments by opening cases for all observed code and ordinance violations.

- Objectives**
1. Maintain a compliance rate of 90% or higher through efficient and fair processes.
 2. Remove all illegal promotional signs in the City.
 3. Ensure multi-family complexes and lodging establishments are a safe and habitable place to live and are held to the same high standards as other developments in the City.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Number of resident submissions received	990	1,043	1,000	1,200
Identified City ordinance / zoning violations	2,115	2,675	3,250	3,250
City ordinance / zoning violations in compliance	1,869	2,369	2,925	2,925
Compliance Rate	88%	88%	90%	90%
Illegal Promotional Signs Collected	5,155	4,739	4,000	5,000
Rental Registration - Units registered	-	6,311	6,550	7,000

Goal #2	N	O	R	T	H
	●		●	●	

Support the health, safety, and welfare of the community and provide excellent customer service.

- Objectives**
1. Identify opportunities to gain voluntary compliance through education or connection with resources.
 2. Build relationships and promote positive image through community engagement.
 3. Collaborate with city departments to achieve comprehensive solutions.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Mansfield Volunteer Program Events	3	3	3	3
Community Education Events	3	5	9	8
Repair Projects Completed (Cases referred to MVP)	8	3	5	5

Goal #3	N	O	R	T	H
	●	●			●
Maintain a high quality and comprehensive health inspection program through conducting plan reviews, issuing permits, and conducting inspections in accordance with the Code of Ordinances.					

Objectives					
1. Ensure establishments maintain compliance with all applicable health and safety codes on a consistent basis through regular					
2. Provide education and training on noncompliance, and institute corrective action plans as necessary.					
3. Remain responsive and efficient in permitting renewal and new establishments.					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Food Establishment, Pool/Spa, and Childcare Facility Permits Issued	-	510	530	560	
Number of Inspection Completed	-	827	new	1,200	
Average inspection score of Food Establishments	-	92	94	94	
Number of Health Complaints Received	-	25	new	25	
Number of community education events hosted for public access	-	2	4	4	

Code Compliance Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 537,256	\$ 488,830	\$ 698,060	\$ 742,902	6.42%
Operations	79,791	128,023	92,567	131,535	42.10%
Total	\$ 617,047	\$ 616,853	\$ 790,627	\$ 874,437	10.60%

Rental Inspection Program Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ -	\$ 71,496	\$ 170,753	\$ 224,200	31.30%
Operations	-	7,769	40,823	27,180	-33.42%
Total	\$ -	\$ 79,265	\$ 211,576	\$ 251,380	18.81%

Health Inspection Program Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ -	\$ 219,448	\$ 289,156	\$ 276,167	-4.49%
Operations	-	83,410	49,079	79,606	62.20%
Total	\$ -	\$ 302,858	\$ 338,235	\$ 355,773	5.19%

Code Compliance Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Director of Regulatory Compliance	0	1	1	
Code Compliance Supervisor	1	1	1	
Code Enforcement Officers	3	3	3.5	0.5
Volunteer Coordinator	0	0	0	
Total	4	5	5.5	0.5

Rental Inspection Program Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Inspectors	2	1	1.5	0.5
Administrative Assistant	0.5	0.5	0.5	
Total	2.5	1.5	2	0.5

Health Inspection Program Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Inspectors	2	2	2	
Administrative Assistant	0.5	0.5	0.5	
Total	2.5	2.5	2.5	0



Want to report a code violation? Visit www.mansfieldtexas.gov/reportviolation



Contact: Nicolette Ricciuti, 817-276-4264



Division Name:

Animal Control

Mission Statement:

It is the mission of the Regulatory Compliance Department to protect property owners' investments and promote the public health, safety, and welfare of the community and its animals, and where violations occur, work with residents to achieve compliance through efficient and fair processes.

Services Provided:

1. Investigate and resolve complaints and concerns related to animal ordinance and state animal law violations.
2. Investigate animal bite incidents and operate as the Local Rabies Control Authority for the city.
3. Hold, care for and adopt out impounded strays and owner released animals.
4. Host community outreach events and provide education to current and new pet owners.

CITY COUNCIL'S GUIDING PRINCIPLES



Noteworthy Essentials
Consistently high-quality services



Organizational Excellence
Strong team and internal culture



Remarkable Experiences
Distinctive services and amenities



Together as One
Create community connections



Healthy Economy
Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●		●	

Decrease shelter capacity through in field reunification, adoption programs and partnerships with animal welfare organizations.

Objectives

1. Have officers try to locate an animal owner by speaking with neighbors to find owner location.
2. Partner with additional rescue organizations for animal transfer and adoption promotion.
3. Continue proactively providing spay/neuter to reduce stray or unwanted animals in the city.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Service Calls	4,505	3,727	4,000	4,000
Animals Reclaimed in the Shelter	251	240	220	250
Animals Reclaimed / Returned %	5%	6%	5%	6%
Animals Rescued	267	299	300	350
Animals Spayed / Neutered (new measure)	-	-	-	520

Goal #2	N	O	R	T	H
	●		●	●	

Expand shelter marketing and social media presense to expand awareness.

Objectives

1. Work with other Communications and Marketing to create a campaign for our shelter.
2. Increase number of social media posts.
3. Promote, projects, programs and available animals on different social media platforms.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
City License Events				
City Licenses Issued	460	491	400	400
Microchipping Events	-	1	6	6
Adoption Events	-	0	6	6
Animals Impounded	1,437	1,676	2,000	2,000
Animals Adopted	523	677	650	650
Pets Checked Out - Doggy Day Out	-	-	new	200

Goal #3	N	O	R	T	H
		●	●	●	

Coordinate with our neighborhood services division on outreach programs to assist low income areas with pet essentials as well as pet services we can provide.

Objectives

1. Pinpoint needs within different neighborhoods and attempt contact.
2. Provide sterilization options, flea meds, food and supplies.
3. Proactively contact low income owners prior to significant weather events to make sure their pets are prepared.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Number of People Receiving Food				
Number of Sterilization Surgeries	5	5	20	20
Number of Flea Treatments Issued	6	2	20	10
Number of Dog Houses Provided	6	16	20	20

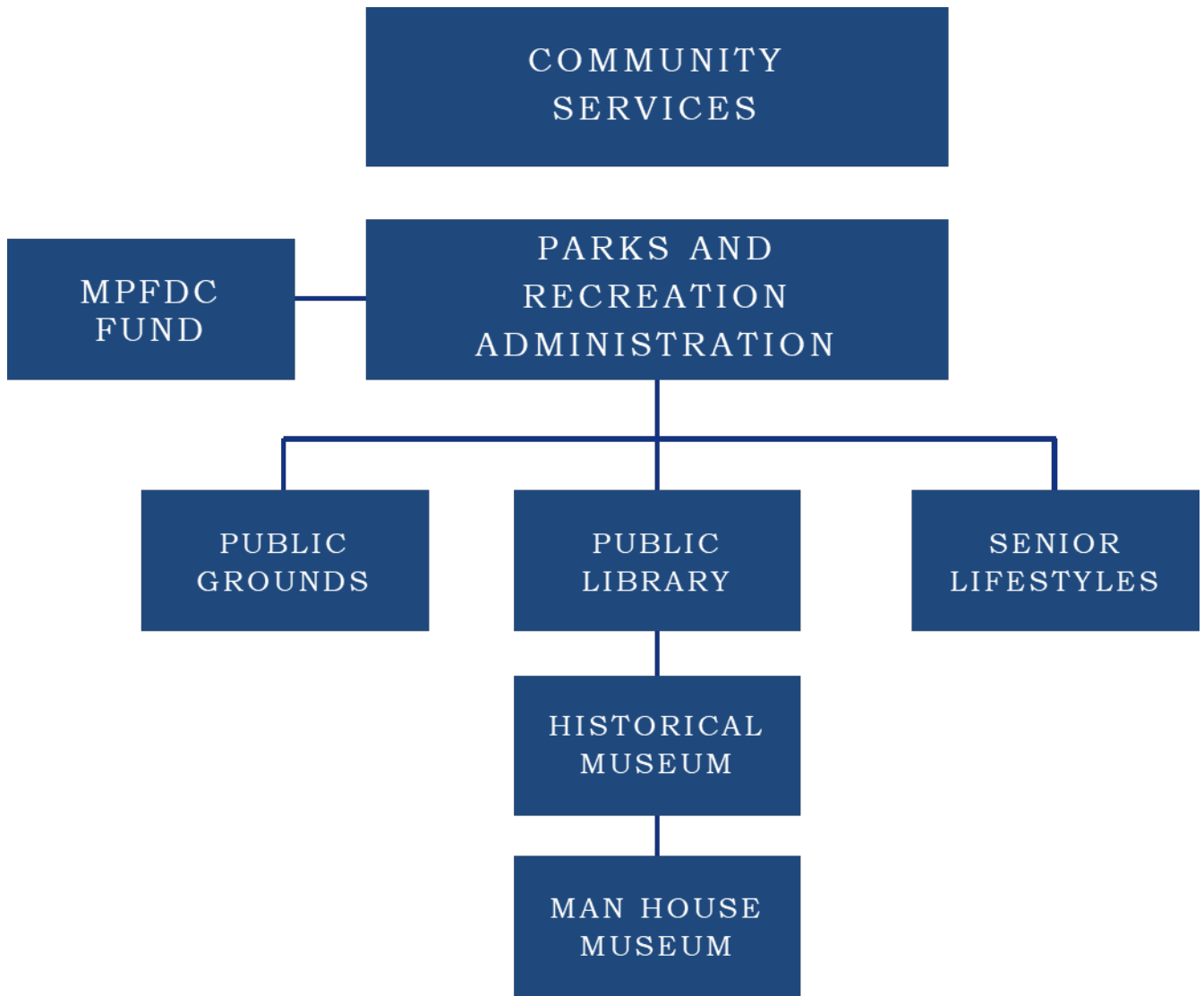
Animal Control Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 693,912	\$ 679,865	\$ 713,080	\$ 814,529	14.23%
Operations	123,060	168,288	162,635	192,216	18.19%
Total	\$ 816,972	\$ 848,153	\$ 875,715	\$ 1,006,745	14.96%

Animal Control* Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Animal Control Manager	-	1	1	
Animal Control Officers	-	3	4	1
Kennel Technician	-	2	1.5	-0.5
Receptionist	-	1	1	
Total	0	7	7.5	0.5

*Animal Control moved from Police



Contact: Nicolette Ricciuti, 817-276-4264



COMMUNITY SERVICES AT A GLANCE

Budget Summary

The Community Services Department includes Public Grounds, Senior Lifestyles, the Public Library, and the Historical Museum and Man House, as well as programming and services in the Mansfield Park Facilities Development Corporation (see the MPFDC fund). The Community Services budget decreased overall due to organizational restructuring and movement of personnel. A portion of the Parks Superintendent’s salary was moved to the MPFDC fund.

Operations and Maintenance costs stayed fairly flat.

Community Services Divisions	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Public Grounds	\$ 1,989,971	\$ 2,079,828	\$ 2,547,837	\$ 2,436,772	-4.36%
Senior Lifestyles	260,541	320,748	361,436	375,304	3.84%
Library	1,244,416	1,173,660	1,418,157	1,483,870	4.63%
Museum & Man House	177,239	269,135	340,936	356,844	4.67%
Total	\$ 3,672,167	\$ 3,843,371	\$ 4,668,366	\$ 4,652,791	-0.33%

Community Services Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 2,424,778	\$ 2,520,405	\$ 3,128,761	\$ 3,112,456	-0.52%
Operations	1,247,389	1,322,966	1,539,605	1,540,335	0.05%
Total	\$ 3,672,167	\$ 3,843,371	\$ 4,668,366	\$ 4,652,791	-0.33%



Contact: Matt Young, 817-728-3397




Division Name: **Public Grounds**

Mission Statement:
To create community by exceeding expectations in design, maintenance, operations, and programming with a commitment to lead as a team with uncompromising integrity.

- Services Provided:**
1. Citywide beautification efforts
 2. Provide welcoming spaces and remarkable experiences during citywide community special events
 3. Maintain exceptional grounds on medians, rights-of-way, municipal buildings, and public properties
 4. Address line-of-sight, hazardous tree conditions, illegal dumping, and tall grass complaints on public grounds in a timely manner

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials Consistently high-quality services	Organizational Excellence Strong team and internal culture	Remarkable Experiences Distinctive services and amenities	Together as One Create community connections	Healthy Economy Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●		●	●	●
Increase Access to Quality Parks and Programs Ensure all residents have access to quality parks and programs regardless of location, ability, age, interests, or socioeconomic barriers					
Objectives					
<ol style="list-style-type: none"> 1. Invest and upgrade citywide landscapes 2. Create work orders through the GreenCity GIS tasks system to regularly track operational duties to ensure high quality maintenance standards are in place for all medians, rights-of-way, municipal grounds, and historic downtown 3. Manage beautification efforts citywide designed with environmentally-sound horticultural practices 					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Botanical planter beds and ornamental plantings		451	476	478	488
Acres of Municipal buildings and grounds		152	152	152	161
GreenCity Workforce work order tasks		123	200	300	400

Goal #2	N	O	R	T	H
	●	●	●	●	●
Develop, Maintain and Innovate Set a standard for excellence by constantly improving the quality, variety, safety, and recreation options while seeking new additions and updates					
Objectives					
<ol style="list-style-type: none"> 1. Regular supervisor meetings are planned and implemented to set a standard of excellence and assured consistent direction, communication, and improved bench strength 2. Regular site inspections are scheduled to provide oversight and plan for needed projects 3. Certification trainings are provided for learning opportunities for all staff in turf, landscape, horticultural practices, pesticide applications, irrigation, and other operations 					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Park supervisor meetings		12	12	48	48
Park certifications completed		216	228	240	396
Staff certifications		8	12	14	16

Goal #3	N	O	R	T	H
		●		●	●
Preserve Natural Spaces					
Protect ecologically sensitive areas through land preservation and environmentally conscious practices					
Objectives					
<ol style="list-style-type: none"> 1. Irrigation inspections take place regularly to ensure environmentally conscious water conservation efforts on public grounds 2. Employ environmentally-sound fertilization, herbicide, and insecticide application practices 3. Use sustainable plant materials that are native or adapted to the region and disease and insect resistant 4. Follow department policies and management plans outlined to provide direction with natural resources, environmental sustainability, and recycling 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Median irrigation system inspections	108	108	124	124	
New trees planted	8	123	18	24	

Goal #4	N	O	R	T	H
		●		●	●
Improve Health and Wellness					
Provide safe and engaging spaces and opportunities for residents to connect, build relationships, improve health, and make memories					
Objectives					
<ol style="list-style-type: none"> 1. Provide a welcoming first impression to all municipal buildings and properties 2. Maintain the citywide medians and rights-of-way to be viable 3. Devotion and care of beatification within the parks system that provide opportunities for play 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Median maintenance (miles)	29	30	30	32	
Rights-of-way maintenance (miles)	88	90	90	95	
Acres of Municipal buildings and grounds	152	152	152	161	

Goal #5	N	O	R	T	H
		●		●	●
Cultivate Community Pride					
Provide parks, programs, and events that foster pride, generate positive attention and encourage tourism and economic growth					
Objectives					
<ol style="list-style-type: none"> 1. Provide a welcoming first impression to all municipal buildings and properties with a high standard of service 2. GreenCity GIS Lifecycle is in place to inspect and replace furnishings and fixtures in order to maintain high standards 3. Coordinate in a timely manner with city departments to address line-of-sight, hazardous trees, illegal dumping, and tall grass conditions on public grounds 4. Acquire equipment that will allow for more efficiencies and cost effective methods for maintenance operations 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Mowing cycles	2,026	2,009	2,100	2,100	
Citywide and department special events	6	12	12	15	
Furnishings and fixtures replaced	4	3	7	8	

Public Grounds Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 1,099,571	\$ 1,138,774	\$ 1,484,528	\$ 1,399,812	-5.71%
Operations	890,400	941,054	1,063,309	1,036,960	-2.48%
Total	\$ 1,989,971	\$ 2,079,828	\$ 2,547,837	\$ 2,436,772	-4.36%

Public Grounds Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Director of Community Services (50%)	0.5	0.5	0.5	
Parks Superintendent	0.5	0.5	0	-0.5
Crew Supervisor	1	2	2	
Tradesmen	10	10	10	
Tree Mitigation Landscapers	2	2	2	
Total	14	15	14.5	-0.5



Contact: Matt Young, 817-728-3397



Division Name:

Senior Lifestyle Services


Mission Statement:

To create community by exceeding expectations in design, maintenance, operations, and programming with a commitment to lead as a team with uncompromising integrity.

Services Provided:

1. Provide welcoming spaces through multifaceted services tailored to meet the needs of adults age 55 and better
2. Support adults age 55 and better through social, educational, wellness, and community activities
3. Offer experiences to adults age 55 and better to age in place with opportunities to enhance quality of life
4. Deliver remarkable experiences through holiday celebrations, trips, and experiences

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials Consistently high-quality services	Organizational Excellence Strong team and internal culture	Remarkable Experiences Distinctive services and amenities	Together as One Create community connections	Healthy Economy Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●		●	●	●
Increase Access to Quality Parks and Programs					
Ensure all residents have access to quality parks and programs regardless of location, ability, age, interests, or socioeconomic barriers					
Objectives					
1. Be source of information, community education, advocacy, and opportunity for older adults					
2. Provide convenient transportation to ensure all adults age 55 and better have access to offerings of the Senior Lifestyles program					
3. Provide community awareness to adults age 55 and better through creative outreach highlighting services, programs, and activities to attract new members					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Senior Lifestyles program visits		1,614	6,580	7,500	7,500
Average daily bus service participants		18	18	20	20
Provide outreach aimed at new members		12	12	12	12

Goal #2	N	O	R	T	H
	●	●	●	●	●
Develop, Maintain and Innovate					
Set a standard for excellence by constantly improving the quality, variety, safety, and recreation options while seeking new additions and updates					
Objectives					
1. Regular supervisor meetings are planned and implemented to set a standard of excellence and assured consistent direction, communication, and improved bench strength					
2. Regular site inspections are scheduled to provide oversight and plan for needed projects					
3. Certification trainings are provided for learning opportunities for all staff in food handlers and kitchen management					
4. Provide new hire onboarding for part-time staff when there is turnover					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Recreation supervisor meetings		12	12	36	36
Facility certifications completed		52	52	52	52
Staff certifications		7	7	7	7
New staff hired and trained		1	3	2	2

Goal #3	N	O	R	T	H
	●		●	●	
Preserve Natural Spaces					
Protect ecologically sensitive areas through land preservation and environmentally conscious practices					
Objectives					
1. Provide nature education opportunities for adults age 55 and better 2. Coordinate with the Garden Club for outdoor patio beautification 3. Follow department policies and management plans outlined to provide direction with natural resources, environmental sustainability, and recycling					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Nature education programs offered	0	4	2	4	
Outdoor garden	1	1	1	1	

Goal #4	N	O	R	T	H
	●		●	●	
Improve Health and Wellness					
Provide safe and engaging spaces and opportunities for residents to connect, build relationships, improve health, and make memories					
Objectives					
1. Provide Senior Lifestyles nutrition and fitness programs 2. Offer sponsored healthy education programs for adults age 55 and better 3. Deliver active program offerings targeted to improve the health and wellness of adults age 55 and better 4. Encourage participation of programs aimed to improve health and wellness					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Nutritional meals served	7,592	3,000	3,000	3,500	
Active and wellness programs offered	3	3	3	4	
Outreach for participation in programs	12	12	12	12	

Goal #5	N	O	R	T	H
	●		●	●	●
Cultivate Community Pride					
Provide parks, programs, and events that foster pride, generate positive attention and encourage tourism and economic growth					
Objectives					
1. Partner with local businesses to sponsor senior programs and events 2. Celebrate holidays with gatherings that enhance the quality of life for seniors 3. Offer trips and travel experiences that generate positive attention and fun for adults age 55 and better 4. Partner with quality volunteers to offer services that reflect the community's diversity					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Program or event sponsors	6	8	8	10	
Volunteer hours recorded	1,699	1,126	1,200	1,200	
Holiday celebrations	12	15	15	25	
Trips and travel experiences offered	11	9	9	12	

Senior Lifestyles Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 223,099	\$ 280,207	\$ 298,802	\$ 304,508	1.91%
Operations	37,442	40,541	62,634	70,796	13.03%
Total	\$ 260,541	\$ 320,748	\$ 361,436	\$ 375,304	3.84%

Senior Lifestyles Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Senior Center Director	1	1	1	
Activity Specialist	1	1	1	
Senior Center Part-Time Staff	2.5	2.5	2.5	
Total	4.5	4.5	4.5	0



MANSFIELD SENIOR LIFESTYLES



Contact: Matt Young, 817-728-3397



Division Name:

Library Services

Mission Statement:

The Mansfield Public Library provides free and equal access to a broad range of information resources, creating opportunities for education, recreation, and the pursuit of lifelong learning.

Services Provided:

1. Access to information resources through collection materials, both in print and digital
2. In-person and virtual programs for all ages
3. Digital literacy support and access to technology

CITY COUNCIL'S GUIDING PRINCIPLES



Noteworthy Essentials
Consistently high-quality services



Organizational Excellence
Strong team and internal culture



Remarkable Experiences
Distinctive services and amenities



Together as One
Create community connections



Healthy Economy
Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●		●	●	
Evaluate programs and services to determine how to best utilize library space, supplies and staff time					
Objectives					
<ol style="list-style-type: none"> 1. Determine best use of staff service hours 2. Evaluate community needs/wants for program content and times 3. Evaluate new and existing services 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Number of programs offered	354	420	450	500	
Program attendance	6,315	11,758	15,000	15,000	
Library door count	77,658	57,738	100,000	100,000	
Public computer users	10,867	7,472	12,000	10,000	
Public computer hours	5,405	3,532	8,000	5,000	
Public wi-fi connections	18,123	11,614	20,000	15,000	

Goal #2	N	O	R	T	H
	●	●	●	●	
Increase the awareness and usage of library resources and services					
Objectives					
<ol style="list-style-type: none"> 1. Engage community through social media and other opportunities to share information about resources 2. Develop a cohesive and functional marketing plan 3. Gain additional training for marketing and social media engagement 					

Performance Measures	Actual	Actual	Budget	Budget
	2020-2021	2021-2022	2022-2023	2023-2024
Physical material circulation	296,828	215,267	300,000	300,000
Digital circulation	63,631	82,244	70,000	85,000
Digital resources usage	8,544	7,545	10,000	10,000
Social media reach	-	64,642	100,000	75,000
Outreach events	-	30	60	50

Goal #3	N	O	R	T	H
	●	●	●	●	
Continue to take steps to reach enhanced standards based on the Texas Public Library Standards					
Objectives					
1. Review and update policies					
2. Enhance programs to fill gaps in services					
3. Offer continuing education training for all staff					
4. Develop new five-year plan					
Performance Measures	Actual	Actual	Budget	Budget	
	2020-2021	2021-2022	2022-2023	2023-2024	
Staff continuing education hours	-	100	30	50	
Policies updated	-	2	22	10	
Programs/Services added	-	6	10	5	

Library Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 975,958	\$ 906,780	\$ 1,089,138	\$ 1,138,857	4.57%
Operations	268,458	266,880	329,019	345,013	4.86%
Total	\$ 1,244,416	\$ 1,173,660	\$ 1,418,157	\$ 1,483,870	4.63%

Library Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
City Librarian	1	1	1	
Adult Services Librarian	1	1	1	
Administrative Assistant	1	1	1	
Library Assistant	1	1	1	
Youth Services Librarian	1	1	1	
Library Systems Manager	1	1	1	
Library Technical Assistant	1	1	1	
Community Engagement Librarian	1	1	1	
Part-Time Staff	2	3.5	3.5	
Total	10	11.5	11.5	0

Contact: Yolanda Botella, 817-728-3691



Division Name:

Historical Museum


Mission Statement:

The Historical Services Department preserves local history by acquiring and maintaining artifacts and information and ensures that these resources are available to the community. It promotes interest in the heritage and historical landmarks of Mansfield by encouraging education, outreach and cultural tourism.

Services Provided:

1. Educate the public about the history of Mansfield through museum exhibits
2. Preserve historical artifacts for the education of future generations
3. Hold educational programs and participate in public events that teach people about history or encourage them to visit the museums for further information

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials Consistently high-quality services	Organizational Excellence Strong team and internal culture	Remarkable Experiences Distinctive services and amenities	Together as One Create community connections	Healthy Economy Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●		●		
Enhance the museum collections to ensure that artifacts are preserved for the enjoyment and education of future generations					
Objectives					
<ol style="list-style-type: none"> 1. Complete the physical inventory of the museum collections 2. Utilize the Collection Management Policy to strategically add to the museum collections 3. Identify items with unknown sources so their provenance can be determined 					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
New collection items		80	19	50	25
Artifacts processed in inventory of collection (New measure)		-	212	150	100

Goal #2	N	O	R	T	H
	●		●	●	
Educate the public about Mansfield history so that visitors and residents alike will know about how our community began and how it has developed through time					
Objectives					
<ol style="list-style-type: none"> 1. Host temporary exhibits at the museums 2. Develop a closer relationship with MISD so we can better educate the students of Mansfield 3. Develop new public programs for both children and adult audiences at the museums 					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Visitors to the museums		2,622	4,219	4,500	4,750
Programs offered		14	39	40	50
Special/Temporary Exhibits		3	6	6	6
Researchers at museums		27	78	50	75
Research requests fulfilled by staff		36	21	50	50
Program participants		651	1,009	700	1,000

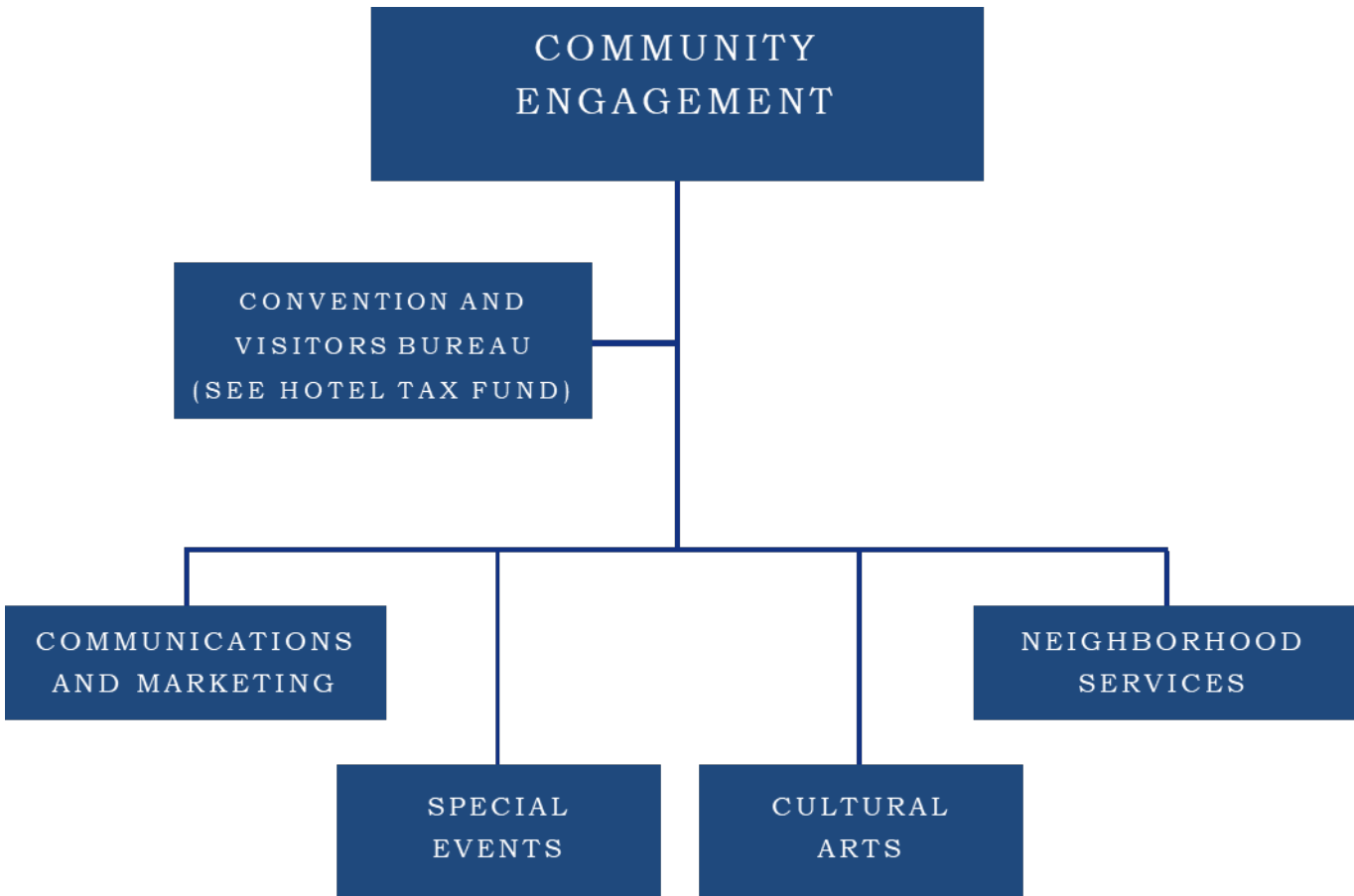
Goal #3	N	O	R	T	H
	•	•		•	
Increase public awareness about the museum and to give people an opportunity to get involved					
Objectives					
1. Have staff attend community events to promote the museums					
2. Participate in downtown events and celebrations					
3. Develop relationships with community members and groups					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Outreach events	-	9	10	12	
Volunteers (Individual instances of volunteers at museums)	190	146	225	225	
Volunteer hours	-	530	500	550	

Museum & Man House Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 126,151	\$ 194,644	\$ 256,294	\$ 269,278	5.07%
Operations	51,088	74,491	84,642	87,566	3.45%
Total	\$ 177,239	\$ 269,135	\$ 340,936	\$ 356,844	4.67%

Historical Museum/Man House Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Museum Director	1	1	1	
Museum Education/Engagement Clerk	1	1	1	
Museum Clerk	0.5	0.5	0.5	
Part-time Staff at the Man House	0.5	1	1	
Total	3	3.5	3.5	0



Contact: Yolanda Botella, 817-728-3691



COMMUNITY ENGAGEMENT AT A GLANCE

Budget Summary

The Community Engagement Department was formed to increase public involvement using the many social media channels and digital media, as well as create excitement that markets tourism through sports, festivals, and creative art events. The Community Engagement Department is comprised of four divisions that together focus on increasing communication and outreach efforts to involve the citizens of Mansfield and build a sense of community between residents, businesses, and the City staff. It includes Communications and Marketing, Neighborhood Services, Special Events, and Cultural Arts.

The Community Engagement budget increased 31.49% in FY 2023-2024. Communications and Marketing experienced a significant increase in operational costs, particularly in contractual services. Special Events also increased their budget significantly to expand services such as Hometown Holidays, Mansfield Rocks, and other City events.

Community Engagement Divisions	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Communications & Marketing	478,359	340,846	759,061	969,064	27.67%
Neighborhood Outreach	11,266	500,139	158,469	166,511	5.07%
Special Events	350,058	471,096	422,197	682,467	61.65%
Cultural Arts	184,418	303,519	376,117	438,154	16.49%
Total	\$ 1,024,102	\$ 1,615,600	\$ 1,715,844	\$ 2,256,195	31.49%

Community Engagement Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 678,337	\$ 1,026,951	\$ 1,120,968	\$ 1,172,978	4.64%
Operations	345,765	588,649	594,876	1,083,218	82.09%
Total	\$ 1,024,102	\$ 1,615,600	\$ 1,715,844	\$ 2,256,195	31.49%






Division Name: **Communications & Marketing**

Mission Statement:
 The mission of Communications and Marketing is to be the resident, staff, and media link to the City of Mansfield, enabling each to access open information on City news and special events, and participate in on-going dialogue city-wide to build consensus and community support.

- Services Provided:**
1. Official City spokesperson and Public Information Officer
 2. Enhances residents understanding of the city as well as promotes a positive image of the City through information disbursement and
 3. Sets standards for City branding consistency within video, print, and digital mediums
 4. Leads collaborative efforts to develop and maintain City communication plans

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials	Organizational Excellence	Remarkable Experiences	Together as One	Healthy Economy
Consistently high-quality services	Strong team and internal culture	Distinctive services and amenities	Create community connections	Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●	●	●	

Engage all residents and stakeholders with accessible, transparent, and comprehensive communication.

- Objectives**
1. Improve residents' awareness and understanding of programs, services, and current city events.
 2. Grow and adapt communication strategies to meet changing information expectations of the community.
 3. Further expand the range of content available in additional languages and mediums.
 4. Provide user-friendly collateral and messaging.
 5. Maintain city meeting and event calendars on website and social media.
 6. Improve the cable broadcast viewing experience.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Increase social media followers (Facebook)	-	23,000	25,000	27,000
Increase City Instagram and LinkedIn followers	-	-	TBD	15%
Increase monthly hits to city website	-	22,200	25,000	50,000
City e-newsletter	-	-	TBD	4
Increase subscribers to city e-newsletter	-	-	-	1,200
Departmental quarterly reports	-	-	4	4
Printed quarterly report for those not online	-	-	150	250
Continue creating engaging video content (annual estimate)	-	-	12	50
General form responses through website	-	-	200	230
Average number of views per video	-	-	100	200
Average monthly reach for social media posts	-	6,120	6,500	6,500
Live broadcast of monthly board meetings	-	-	-	48
Recording of monthly board meetings	-	-	-	29

Goal #2	N	O	R	T	H
	●	●	●	●	

Continue to be a collaborative resource for city departments, community partners, and other stakeholders.

- Objectives**
- Collaborate with other city departments to assist with educational and marketing campaigns.
 - Foster educational opportunities for up-and-coming marketing students, through internship and/or MISD programs.
 - Facilitate cross-promotion efforts across departments to highlight City Council strategic priorities.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Number of projects produced with students	-	-	2	2
# of cross-promotions efforts completed	-	-	-	TBD
Internship post-participation survey	-	-	-	TBD
Survey residents to assess awareness of council priorities	-	-	-	1

Goal #3	N	O	R	T	H
	●	●	●	●	●
Promote a positive image and regional awareness of the City.					
Objectives					
Market city events					
Increase cross promotion between departments to leverage different audience bases.					
Develop and design camera ready advertisements.					
Focus on additional language marketing to reach other markets in the region.					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Event surveys	-	-	4	5	
Regional campaigns produced	-	-	2	2	
Number of local ads produced (city produced special events)	-	-	6	6	
Analytics for ads reach/impressions	-	N/A	3,000	10,000	
Award applications submitted	-	5	5	5	

Goal #4	N	O	R	T	H
	●	●	●	●	
Continue to strengthen the skillset of the Communications team and social media liaisons through continuous professional development and training opportunities.					
Objectives					
Sustain training opportunities in specialized communication areas to adapt content mediums and formats to meet community expectations.					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Annual association training conferences (per employee)	-	-	-	2	
Webinars	-	-	-	4	
Cross-departmental training (biannual)	-	-	-	2	

Communications & Marketing Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 412,754	\$ 277,269	\$ 678,715	\$ 729,796	7.53%
Operations	65,605	63,577	80,346	239,268	197.80%
Total	\$ 478,359	\$ 340,846	\$ 759,061	\$ 969,064	27.67%

Communications & Marketing Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Community Engagement Exec. Director	0.5	0.75	0.75	
Communications & Outreach Director	0	1	1	
Communications Manager	1	1	1	
Digital Marketing Manager	1	1	1	
Media & Production Specialist	-	1	1	
Total	2.5	4.75	4.75	0

Contact: Bernadette McCranie, 817-276-4266




Division Name: **Neighborhood Services**

Mission Statement:
 Neighborhood Services is committed to enhancing the quality of life for residents of Mansfield through engagement, education, and empowerment of residents.

- Services Provided:**
1. Annual Realtor's Breakfast
 2. My Mansfield Muni-Versity
 3. Mansfield Volunteer Program (MVP)
 4. Neighborhood Leadership Roundtable
 5. Neighborhood Outreach

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials Consistently high-quality services	Organizational Excellence Strong team and internal culture	Remarkable Experiences Distinctive services and amenities	Together as One Create community connections	Healthy Economy Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●		●	
Engage communication among residents and neighborhood stakeholder groups.					
Objectives					
1. Host quarterly homeowner's associations (HOA's) and neighborhood association (NA's) meetings.					
2. Provide a quarterly newsletter to HOA's and NA's.					
3. Increase the number of registered HOA's and NA's through the City database.					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Number of meetings offered - Neighborhood Leadership Roundtable		4	4	4	4
Number of newsletters produced - Neighborhood Leadership Roundtable		6	4	4	4
Number of registered HOA or NA - Neighborhood Leadership Roundtable		21	10%	10%	3%

Goal #2	N	O	R	T	H
	●	●	●	●	
Provide educational opportunities for residents to learn about city programming and services.					
Objectives					
1. Offer My Mansfield Muni-Versity for residents to learn about city programming and services.					
2. Utilize quarterly HOA and NA meetings to share City program and service information.					
3. Host an annual realtors' breakfast to share City program and service information.					

Performance Measures	Actual	Actual	Budget	Budget
	2020-2021	2021-2022	2022-2023	2023-2024
Program attendance for Neighborhood Leadership Roundtable	-	TBD	TBD	24
Applications received - My Muni-versity (per semester)	24	24	24	24
Number of semesters offered - My Muni-Versity	1	2	1	1
Program Completion - My Muni-Versity	-	90%	90%	90%
Student Survey Satisfaction Rating - My Muni-Versity	-	90%	90%	90%
Registrations received - Annual Realtors Breakfast	75	80	80	125
Realtor Satisfaction Survey - Annual Realtors Breakfast	89.5%	85%	85.0%	85%
Program attendance - State of the City	-	-	-	250

Goal #3	N	O	R	T	H
	●	●	●	●	●

Empower residents to participate in city programs.

Objectives

1. Collaborate with MISD to complete an annual service project; gives students a remarkable learning experience.
2. Complete 2-3 neighborhood outreach events.
3. Continue to match volunteers with service projects to meet the strategic initiatives of City Council; provides opportunities to help maintain property values while also providing opportunities to serve together.
4. Meet with other departments to define areas we can better serve under-served population.

Performance Measures	Actual	Actual	Budget	Budget
	2020-2021	2021-2022	2022-2023	2023-2024
Program attendance - Neighborhood Outreach	85	TBD	TBD	
Number of outreach events produced - Neighborhood Outreach	2	TBD	2-3	2-3
Number of monthly service projects - Mansfield Volunteer Program	-	10	10	10
Number of volunteers MVP (program year)	11,969	5,000	5,000	5,000
Number of volunteer hours MVP (program year)	50,193	25,000	25,000	35,000
Number of dumpsters provided MVP (program year)	-	12	12	15
Number of bags of trash collected MVP (program year)	-	500	500	500
Cost savings for donated volunteer hours MVP (program year)	\$ 1,432,516.78	\$680,000	\$680,000	\$1,113,000

Neighborhood Outreach Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 8,511	\$ 435,955	\$ 91,264	\$ 92,139	0.96%
Operations	2,755	64,184	67,205	74,372	10.66%
Total	\$ 11,266	\$ 500,139	\$ 158,469	\$ 166,511	5.07%

Neighborhood Services	2021-2022	2022-2023	2023-2024	2023-2024
Full Time Equivalent Positions	Budget	Budget	Budget	Change
Communications & Outreach Director	1	0	0	
Volunteer Coordinator	1	1	1	
Total	2	1	1	0

Contact: Bernadette McCranie, 817-276-4266




Division Name: **Special Events**

Mission Statement:
 The mission of Special Events is to provide family-friendly events for all ages that will enhance the quality of life for participants and meet the needs of the community.

Services Provided:

1. Produce citywide festivals and events.
2. Managing and negotiating contracts for events and sponsorship sales.
3. Service coordinator for groups.

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials	Organizational Excellence	Remarkable Experiences	Together as One	Healthy Economy
Consistently high-quality services	Strong team and internal culture	Distinctive services and amenities	Create community connections	Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●	●	●	●
Partner with groups or organizations to offer more events.					
Objectives					
<ol style="list-style-type: none"> 1. Share event costs with the different organizations/groups. 2. Reach targeted community through the groups/organizations. 3. Increase participation through sponsorships. 					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Event costs		\$3,025.85	\$0.00	\$0.00	\$0.00
Event attendance		not recorded	13,500 over 4 events	15,500 over 4 events	20,000 over all events
Sponsorship funding received		\$17,288.03	\$54,354.03	\$60,000.00	\$74,957.90

Goal #2	N	O	R	T	H
	●	●	●	●	●
Offer an interactive experience at all events in the coming year.					
Objectives					
<ol style="list-style-type: none"> 1. Create memorable experiences for our citizens and their families. 2. Each event will have a "cause" 3. Offer out of the ordinary entertainment at events. 					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Immersive Experiences		0	4	4	6
Number of Events (Veterans Day, Juneteenth, etc.)		2	2	2	4

Goal #3	N	O	R	T	H
	●	●	●	●	●
Serve as a source of community pride.					
Objectives					
1. Provide events/experiences the citizens can be proud to participate in.					
2. Ensure all major events/festivals include local talent.					
3. Grow group participation in events . (school clubs, dance groups)					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Number of events/festivals with local talent	not recorded	4	4	6	
Community group(s) participation	n/a	n/a	n/a	10	

Special Events Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 114,311	\$ 138,790	\$ 124,162	\$ 125,904	1.40%
Operations	235,747	332,306	298,035	556,563	86.74%
Total	\$ 350,058	\$ 471,096	\$ 422,197	\$ 682,467	61.65%

Special Events Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Special Events Manager	1	1	1	
Part-time Service Coordinator	0.5	0	0	
Total	1.5	1	1	0



Contact: Angela Henley, 817-728-3386



Division Name: **Cultural Arts**

Mission Statement:

The mission of the Cultural Arts Department is to advocate and promote artistic, cultural, and educational opportunities to enhance the quality of life in our community.

Services Provided:

1. Help sustain & grow our creative community through grants, partnership arrangements, and offering performance/sales opportunities.
2. Host city-wide arts events to provide access for residents and raise awareness of our local artists.
3. Manage rentals and program the Farr Best Theater & The LOT Downtown.
4. Work with the Special Events Supervisor to find ways for the arts to enhance all City events.

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials	Organizational Excellence	Remarkable Experiences	Together as One	Healthy Economy
Consistently high-quality services	Strong team and internal culture	Distinctive services and amenities	Create community connections	Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●	●	●	●

Set a strong foundation to start public art in Mansfield

	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Performance Measures				
1. Public art Ordinance and Policies approved by City Council	N/A	N/A	N/A	Yes
2. Clear understanding of art selection and installation process across departments, and a clear framework for future projects	N/A	N/A	N/A	Yes
3. Grant funding from NEA awarded for first public art project	N/A	N/A	N/A	Yes
4. Seat the Mansfield Public Art Advisory Committee	N/A	N/A	N/A	Yes

Goal #2	N	O	R	T	H
	●	●	●	●	●

Sustain the high usage of the Farr Best Theater

	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Performance Measures				
Attendance numbers at all public events (city/non-city)	N/A	428	800	6,000
Percentage of capacity for public shows	N/A	31%	45%	35%
Number of rentals	15	19	27	45
City produced show profit/loss	N/A	-\$3,673.00	N/A	N/A
Administration profit/loss	N/A	N/A	TBD	\$6,000.00
# days of use	91	135	180	324
# patrons on our contact list	N/A	429	700	2,500

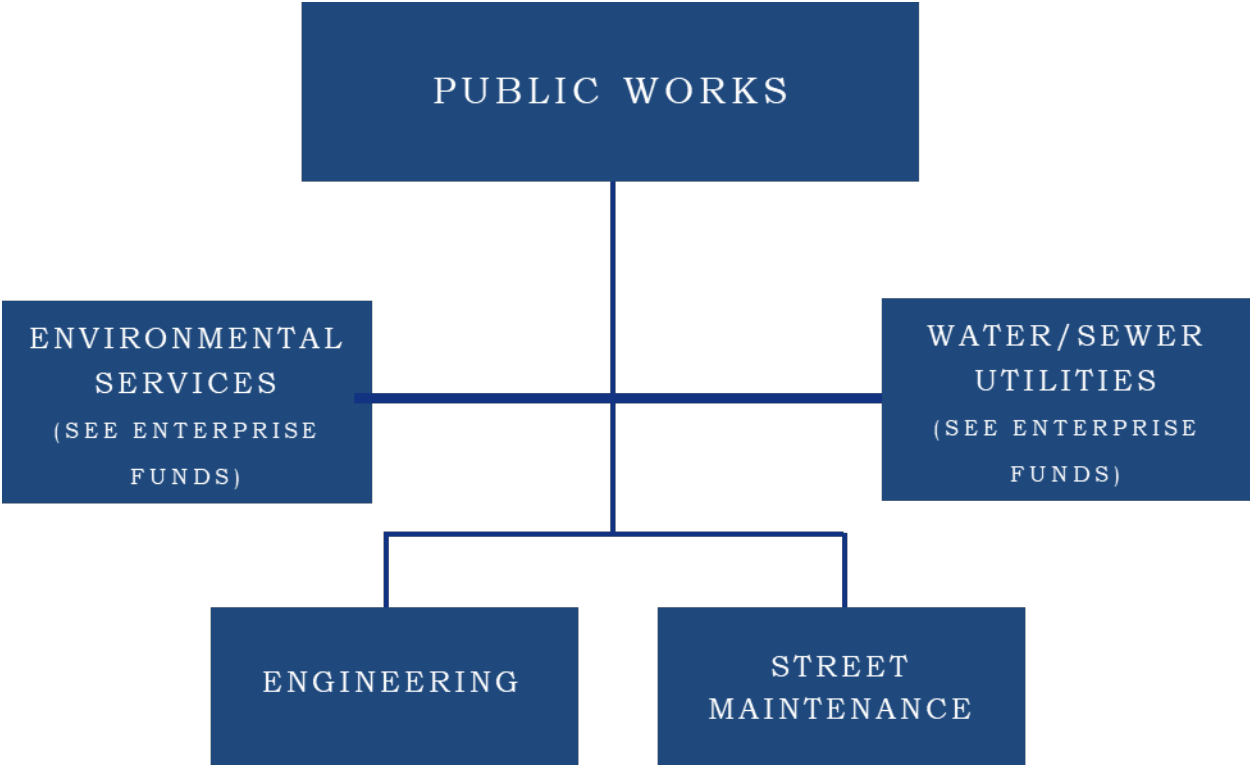
Goal #3	N	O	R	T	H
	●	●	●	●	●
Ensure smooth operations and remarkable programming at The LOT Downtown.					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Venue is ready with sufficient, well trained staff	N/A	N/A	N/A	Yes	
Websites, social media, mail, and all other communications are being directed and updated appropriately	N/A	N/A	N/A	Yes	
Policies, reporting systems, processing software is running smoothly	N/A	N/A	N/A	Yes	
The LOT is utilized appropriately for City and community events	N/A	N/A	N/A	Yes	
The LOT hosts 1 large event per quarter	N/A	N/A	N/A	Yes	

Cultural Arts Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 142,761	\$ 174,938	\$ 226,827	\$ 225,139	-0.74%
Operations	41,657	128,581	149,290	213,015	42.69%
Total	\$ 184,418	\$ 303,519	\$ 376,117	\$ 438,154	16.49%

Cultural Arts Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Cultural Arts Supervisor	1	1	1	
Administrative Assistant	0.5	0.5	0.5	
Part-time Service Coordinators	0.5	1	1	
Total	2	2.5	2.5	0



Contact: Rosalie Gilbert, 817-728-3383



PUBLIC WORKS AT A GLANCE

Budget Summary

Public Works in the General Fund includes Engineering and Street Maintenance/Traffic Management. Environmental Services and Water/Sewer Utilities are also in the Public Works Department, and details can be found in the Enterprise Funds section of the budget document.

The Public Works Department oversees all City infrastructure construction and maintains the City's roadways and drainage infrastructure. The Full-Time Equivalent (FTE) positions in this department are budgeted on an allocation basis among the General Fund, Street Construction Fund, Utility Construction Fund, and Environmental Services Fund.

The General Fund Public Works budget increased 18.6% in FY 2023-2024. The primary increase was in Street Maintenance/Traffic Management. In response to the Citizen Survey conducted in FY 2020-2021 and continuing emphasis on relieving traffic congestion, the City Manager recommended that City Council continue to add funding to the Street Maintenance budget to address street conditions and traffic flow. City Council approved a funding increase as well as one full-time equivalent positions during the budget approval process. Engineering's budget decreased in personnel services with the elimination of two full-time equivalent positions. The work was outsourced, and therefore, there was a significant increase in contractual services.

Public Works Divisions	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Engineering	\$ 560,256	\$ 648,488	\$ 477,347	\$ 561,182	17.56%
Street Maint./Traffic Mgmt.	4,447,757	5,246,116	6,270,919	7,442,083	18.68%
Total	\$ 5,008,013	\$ 5,894,604	\$ 6,748,266	\$ 8,003,265	18.60%

Public Works Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 2,064,055	\$ 2,239,592	\$ 2,483,632	\$ 2,532,693	1.98%
Operations	2,943,958	3,655,012	4,264,634	5,470,572	28.28%
Total	\$ 5,008,013	\$ 5,894,604	\$ 6,748,266	\$ 8,003,265	18.60%





Division Name:

Engineering

Mission Statement:

To facilitate the design and construction of the city’s roadway and utility public infrastructure and to manage city right-of-way in an efficient and exemplary manner.

Services Provided:

1. Direct and manage the design and construction of all water, sanitary sewer, stormwater and roadway improvement projects.
2. Review and inspect the design and construction of all public improvements associated with all residential and commercial
3. Establish and update the roadway and utility infrastructure master plans as well as all associated design and construction standards.
4. Manage city right-of-way by reviewing, approving, and inspecting all construction activity within the right-of-way.
5. Facilitate permits and applications related to FEMA designated floodplain inside the city limits.

CITY COUNCIL’S GUIDING PRINCIPLES



Noteworthy Essentials
Consistently high-quality services



Organizational Excellence
Strong team and internal culture



Remarkable Experiences
Distinctive services and amenities



Together as One
Create community connections



Healthy Economy
Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●			●

Provide improvements to city streets, drainage and utility infrastructure with the design and construction of public infrastructure improvement projects throughout the Roadway Capital Improvement Program and the Utility Capital Improvement Program.

Objectives

1. Continue to direct and manage the design and construction of the Roadway CIP projects and Utility CIP projects.
2. Target and monitor specific project schedule milestones for critical projects.
3. Effectively utilize technology and best project management practices for effective project management and public communication.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Capital Improvement Project budgets monitored	10.2M	19.7M	25M	25M
Capital Improvement Program infrastructure projects managed	14	16	17	17
Length of water improvements constructed (Miles)	14.9	13.5	13	13
Length of sewer improvements constructed (Miles)	12.7	11.0	11	11
Length of drainage improvements constructed (Miles)	10.8	10.3	10	10
Length of street improvements constructed (Miles)	4.1	10.2	5	8

Goal #2	N	O	R	T	H
	●	●			●

Facilitate the addition of and improvements to city streets, drainage and utility infrastructure through the management of both residential and commercial development projects related to public infrastructure.

Objectives

1. Develop and coordinate third-party project reviews and inspect the construction of all development projects.
2. Coordinate review of all project submittals and approve comments or approval within an appropriate timeframe.
3. Effectively utilize technology and best project management practices for effective project management and public communication.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Residential projects reviewed and inspected	27	22	26	25
Commercial projects reviewed and inspected	36	32	35	35

Goal #3	N	O	R	T	H
	●			●	●
Further develop and enhance the department's right-of-way management function.					
Objectives					
1. Enforcement of all ROW management policies.					
2. Review permit applications and provide comments or approval within 5 days of application submittal.					
3. Coordinate communication with residents, Communications Dept. and Franchise Utility Companies.					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
ROW Permits Reviewed	325	356	375	400	
Average Permit Review Time	NA	7 Days	4 Days	5 Days	
Right-of-way policy development and implementation	NA	NA	50%	100%	

Goal #4	N	O	R	T	H
	●	●			●
Continue improvements with Smartsheet to now include Control Center to better organize and control project data and report relevant project information to stakeholders for capital improvement programs and projects as well as development projects.					
Objectives					
1. Utilize control center to create a blueprint to monitor and control residential and commercial development projects.					
2. Utilize control center to report status updates to stakeholders for the capital improvement programs including future capital plans.					
3. Further use the software's capabilities to manage data and information for more general department functions as appropriate.					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Control center for development project complete and in use	N/A	NA	NA	100%	
Capital program information and plans available to stakeholders	N/A	NA	NA	100%	

Engineering Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 511,869	\$ 586,676	\$ 417,952	\$ 380,382	-8.99%
Operations	48,387	61,812	59,395	180,800	204.40%
Total	\$ 560,256	\$ 648,488	\$ 477,347	\$ 561,182	17.56%

Engineering Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Public Works Director	1	1	0	-1
Administrative Assistant	1	1	1	
City Engineer	1	1	1	
Engineers	4	4	3	-1
Inspectors	5	5	5	
Total	12	12	10	-2

Contact: Raymond Coffman, 817-276-4238



Division Name:

Street Maintenance/Traffic Mgmt.

Mission Statement:

The mission of Street Maintenance is to sustain and optimize the structural life of the city streets, sidewalks, traffic control devices, street lights, pavement markings and drainage in the most cost effective manner and to promote safe and efficient traffic and pedestrian flow.

Services Provided:

1. Maintain roadways, sidewalks, and drainage systems.
2. Maintain and operate traffic signals, school flashers, and roadway lighting.
3. Install and maintain traffic signs, marking and traffic control devices.

CITY COUNCIL'S GUIDING PRINCIPLES



Noteworthy Essentials
Consistently high-quality services



Organizational Excellence
Strong team and internal culture



Remarkable Experiences
Distinctive services and amenities



Together as One
Create community connections



Healthy Economy
Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●			

Invest in staff development and morale of the Street Operations Department.

Objectives

1. Promote "Team" spirit by providing team building exercises and events.
2. Promote continuous education and training for all staff members.
3. Provide recognition for top performers who achieve the highest standards.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Staff Turnover -%	N/A	25%	0	15%
Total number of team building exercises	1	2	1	5
Total number of staff training classes provided	1	1	3	5
Total number Individual/group awards provided	2	2	6	6

Goal #2	N	O	R	T	H
	●				●

Maintain City Streets and related infrastructure to the highest standards, within budget.

Objectives

1. Utilize Cooperative Purchasing Agreements to access contractors that specialize in the latest methods and materials.
2. Continue to meet with vendors and adjacent jurisdictions/organizations to discuss their best practices and techniques.
3. Use the pavement management data to proactively program maintenance activities.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Street Work Orders Completed	294	225	290	340
Street Work Orders % Completed with 15 work days	92%	90%	90%	85%
Concrete Work Orders Completed	127	96	120	135
Asphalt Work Orders Completed	14	13	15	16
Sidewalk Work Orders Completed	97	57	95	100
Utility Road Cut/Repair	35	44	50	60
Misc. Work Orders Completed	21	15	10	25
Potholes Repaired	4,171	4,980	4,800	6,860
Pavement Condition Index	N/A	70	70	70

Goal #3	N	O	R	T	H
	●				●

Maintain traffic infrastructure to the highest standards, within budget, and promote safe and efficient traffic flow.

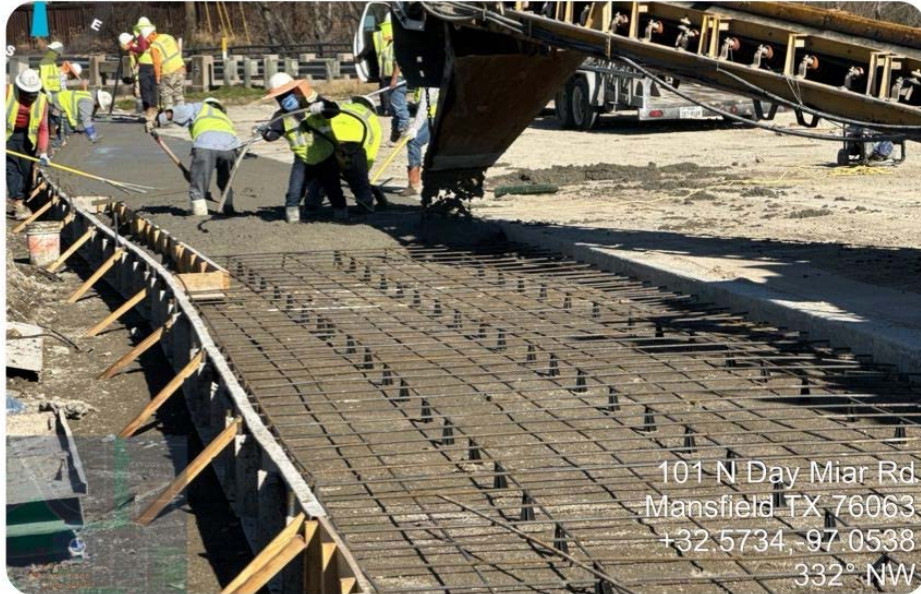
Objectives

1. Utilize Cooperative Purchasing Agreements to access contractors that specialize in the latest methods and materials.
2. Continue to meet with vendors and adjacent jurisdictions/organizations to discuss their best practices and techniques.
3. Continuously monitor traffic flow and travel times to promote safety and efficiency.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Traffic Ops Work Orders Completed	1046	751	1100	925
Traffic Ops Service Calls answered within 24 hours	100%	100%	100%	100%
Traffic Ops % of Work Orders Completed within 3 work days	100%	100%	100%	100%
Traffic Signal Work Orders Completed	191	171	200	350
School Flasher Work Orders Completed	66	10	20	25
Streetlight Work Orders Completed	354	292	400	350
Guardrail Repair Work Orders Completed	2	5	6	5
Line of Sight Work Orders Completed	33	14	19	17
Graffiti Work Orders Completed	2	3	5	5
Traffic Signs Work Orders Completed	396	264	450	400
Traffic Signal Timing Studies	-	2	2	2

Street Maint./Traffic Mgmt. Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 1,552,186	\$ 1,652,916	\$ 2,065,680	\$ 2,152,311	4.19%
Operations	2,895,571	3,593,200	4,205,239	5,289,772	25.79%
Total	\$ 4,447,757	\$ 5,246,116	\$ 6,270,919	\$ 7,442,083	18.68%

Street Maintenance/Traffic Mgmt. Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Assistant Director Public Works	1	1	1	
Administrative Assistant	1	1	1	
Street Maintenance Staff	11	12	13	1
Traffic Control Supervisor	1	1	1	
Traffic Signal Supervisor	1	1	1	
Traffic Maintenance Staff	4	5	5	
Total	19	21	22	1



Contact: David Boski, P.E., 817-276-4208



ENTERPRISE FUNDS

The Enterprise Funds are used for operations that are financed and operated in a manner similar to private business enterprises where the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis are financed through user charges. The City's Enterprise Funds are comprised of the Environmental Services Fund and the Water & Sewer Utilities Fund.

ENVIRONMENTAL SERVICES FUND AT A GLANCE

Budget Summary

The Environmental Services Fund, also known as the Drainage Fund, includes seven full-time equivalent positions, plus partial salary allocations from the Engineering Department. The Environmental Services budget increased 1% in FY 2023-2024, primarily due to contractual costs such as hazardous waste disposal. The transfer to the General Fund for overhead allocation also increased.

Environmental Services Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 929,472	\$ 698,260	\$ 928,337	\$ 850,461	-8.39%
Operations	563,314	381,343	564,590	651,530	15.40%
Debt Service	98,901	90,803	527,175	526,238	-0.18%
Reserve/Projects	44,448	96,330	586,097	544,832	-7.04%
Other/Transfers	198,745	221,134	130,768	191,275	46.27%
Total	\$ 1,834,880	\$ 1,487,870	\$ 2,736,967	\$ 2,764,336	1.00%

Environmental Services Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Storm Water Manager	1	1	1	
Storm Water Inspector	1	1	1	
Hazardous Waste Coordinator	1	1	1	
Education Specialist	1	1	1	
Environmental Health Specialist	1	1	1	
Equipment Operator	2	2	2	
Total	7	7	7	0





Environmental Services

Mission Statement:
 The mission of the Environmental Services Department is to oversee and implement the City's Municipal Separate Storm Sewer System (MS4) Permit, provide operational oversight of solid waste and recycling collection programs, develop and implement Drainage Capital Improvement Projects, maintain existing drainage infrastructure, and deliver an engaging and effective mosquito control program.

- Services Provided:**
1. Stormwater Management Program (SWMP) implementation
 2. Oversight of solid waste and recycling collections operations
 3. Development and implementation of drainage capital improvements projects
 4. Maintenance of existing drainage infrastructure
 5. Delivery of an engaging and effective mosquito control program

CITY COUNCIL'S GUIDING PRINCIPLES

N

Noteworthy
Essentials

Consistently
high-quality
services

O

Organizational
Excellence

Strong team
and internal
culture

R

Remarkable
Experiences

Distinctive
services and
amenities

T

Together
as One

Create
community
connections

H

Healthy
Economy

Sustainable assets,
financial strength &
growth

Goal #1	N	O	R	T	H
	●		●		
Fully Implement the Stormwater Management Program (SWMP).					
Objectives					
<ol style="list-style-type: none"> 1. Protect aesthetics, environmental quality and public health through enforcement of environmental regulations 2. Protect city drainage infrastructure, environmental quality and public health through enforcement of construction site regulations 3. Protect aesthetics and environmental quality from future discharges of developed sites through post construction water quality 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Environmental code cases processed	441	436	420	420	
Construction site inspections	471	432	475	475	
Additional Water Quality measures installed	76	19	25	15	
Added acres of impervious area treated	654	206	300	150	

Goal #2	N	O	R	T	H
	●		●	●	
Oversight of solid waste.					
Objectives					
<ol style="list-style-type: none"> 1. Prepare for collection contract renewal/expiration and transition to trash cart collection service 2. Provide residents a safe and effective means to dispose of harmful household hazardous wastes 					

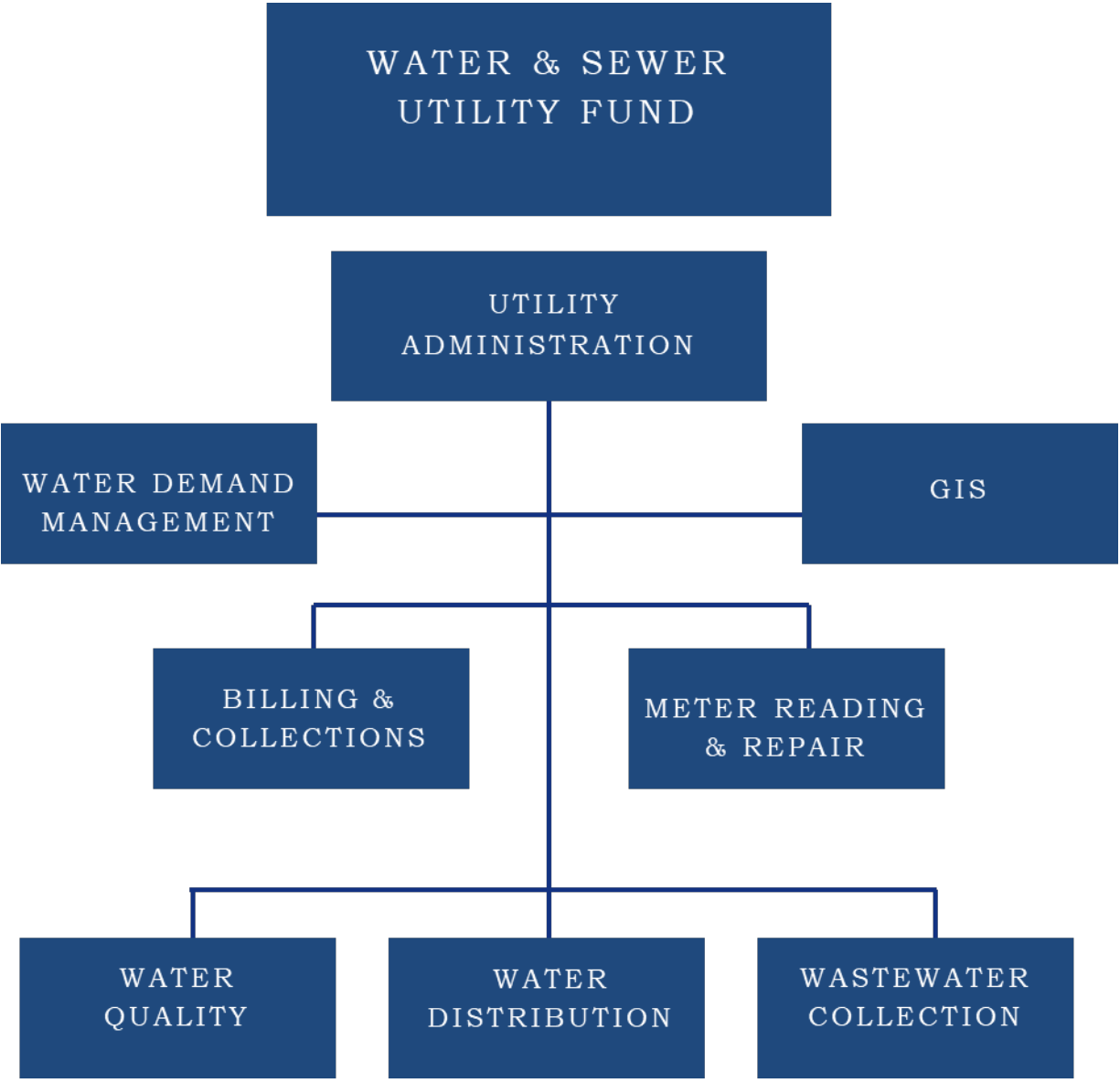
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Performance Measures				
Trash cart feasibility study	N/A	1	N/A	N/A
Environmental Collection Center visits	3,056	3,016	2,800	2,800
HHW pounds collected	113,400	42,080	100,000	50,000
Electronics pounds recycled	206,400	189,140	200,000	200,000
Transition Franchise Hauler (NEW)				1

Goal #3	N	O	R	T	H
	●	●	●		
Increase efficiency and effectiveness of 2-person maintenance and sweeping crew.					
Objectives					
1. Effectively implement a comprehensive street sweeping program					
2. Increase staff completed drainage work orders					
3. Decrease days to complete work orders					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Performance Measures					
Increase curb miles swept to keep pace with development	822	2,600	2,200	2,420	
Increase sweeping material weight collected by 10%	44,400	335,060	27,500	30,250	
Work orders completed	34	33	55	55	
Decrease number of days for work order completion	92	77	45	45	

Goal #4	N	O	R	T	H
	●				●
Capital projects management					
Objectives					
1. Identify projects programmed for capital project improvement					
2. Implement capital program in a fiscally responsible manner					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Performance Measures					
Capital projects managed	2	3	2	7	

Goal #5	N	O	R	T	H
	●		●		
Mosquito program implementation					
Objectives					
1. Protect public health through a comprehensive mosquito surveillance program					
2. Protect public health and environmental quality by focus on habitat removal , larvicide, and adulticide only as needed					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Performance Measures					
Traps set and collected	201	226	200	200	
Average female culex per trap	59	36	60	60	
Mosquito audits/inspections	206	54	150	150	

Contact: Howard Redfearn, 817-276-4240



UTILITY FUND AT A GLANCE

Budget Summary

The Utility Fund, also known as the Water & Sewer Fund, includes the Utility Administration, Billing and Collections, Meter Reading and Repair, Water Distribution, Wastewater Collection, Water Treatment, Water Quality, and Water Demand divisions. The Geographic Information System (GIS) function is also part of the Utility Administration division.

The Utility Fund budget increased 16.88% in FY 2023-2024. No new positions were requested, but over \$1M in capital equipment was approved.

Water Distribution, Wastewater Collection, and Water Treatment account for the largest increases in the FY 2023-2024 budget. Transfers increased by over 50% to reflect the overhead allocation to the General Fund more accurately, as well as the Utility Fund's portion of the City's property and liability insurance.

Utility Fund Divisions	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Administration	\$ 1,359,295	\$ 1,444,194	\$ 1,461,964	\$ 1,479,727	1.21%
Billing & Collections	912,359	889,948	962,162	1,028,472	6.89%
Meter Reading & Repair	1,212,548	1,037,705	1,353,076	1,310,712	-3.13%
Water Distribution	915,604	1,136,702	1,181,420	1,787,786	51.33%
Wastewater Collection	8,657,180	9,698,923	9,978,603	11,670,824	16.96%
Treatment Services	9,173,211	10,839,486	12,270,854	14,910,266	21.51%
Water Quality	550,347	636,869	661,634	580,940	-12.20%
Water Demand	136,459	145,266	164,294	167,877	2.18%
Transfers	2,410,597	2,518,561	2,684,687	4,051,915	50.93%
Other/Reserve	2,256,374	2,572,786	6,747,718	6,803,326	0.82%
Total	\$ 27,583,974	\$ 30,920,440	\$ 37,466,411	\$ 43,791,845	16.88%

Utility Fund Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 5,837,941	\$ 6,275,648	\$ 6,743,005	\$ 7,122,552	5.63%
Operations	21,746,033	24,644,792	30,723,407	36,669,293	19.35%
Total	\$ 27,583,974	\$ 30,920,440	\$ 37,466,411	\$ 43,791,845	16.88%





Division Name:

Utility Administration

Mission Statement:

To provide support and resources necessary to grow a strong team and internal culture for the delivery of exceptional utility services.

Services Provided:

1. Meter Services, including but not limited to readings, changeout, new-connects and sets.
2. Water Conservation and Education
3. Customer Service, including billing and collections
4. Industrial Pre-Treatment

CITY COUNCIL'S GUIDING PRINCIPLES



Noteworthy Essentials
Consistently high-quality services



Organizational Excellence
Strong team and internal culture



Remarkable Experiences
Distinctive services and amenities



Together as One
Create community connections



Healthy Economy
Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●				●

Maintain on time billing for all Retail and Wholesale Customers each month.

Objectives

1. Utilize all resources to ensure accurate and timely reads for billing each month.
2. Evaluate and replace meters as they are dying to prevent backlogs of meter replacements.
3. Evaluate meter readings during billing process to ensure accuracy.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Payments Processed	264,491	281,440	269,780	287,068
Payments per FTE	52,898	56,288	53,956	57,414
Active Meter Accounts	24,346	24,894	24,832	25,392

Goal #2	N	O	R	T	H
	●	●	●		

Provide timely information and communications to keep residents and customers informed of what is going on in their Utility.

Objectives

1. Communicate with customers on new billing software.
2. Continue to utilize leak detection and notifications to inform customers they may have a leak.
3. Maintain and update all communication media to ensure relevant and accurate information is available.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Customer Portal Registrations	3,772	5,708	5,700	5,822
Notified Leak Alerts	8,218	17,535	8,000	17,885
Portal Messaging/Open Rate	54%	65%	58%	66%

Goal #3	N	O	R	T	H
	•	•	•	•	•
Provide sound leadership and functional support to the eight divisions in Mansfield Water Utilities.					
Objectives					
1. Coordinate with each department to develop the five year update for the Water Conservation and Drought Contingency plans.					
2. Ensure staff has all the necessary resources and training to deploy the new Customer Information System.					
3. Ensure all staff has the opportunity to attend training based on their individual needs for professional development.					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Training -Classes/Opportunities			54	54	
Department Meetings	21	18	24	24	

Administration Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 1,154,011	\$ 1,158,772	\$ 1,205,992	\$ 1,242,857	3.06%
Operations	205,284	285,422	255,973	236,870	-7.46%
Total	\$ 1,359,295	\$ 1,444,194	\$ 1,461,964	\$ 1,479,727	1.21%

Billing & Collections Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 691,180	\$ 675,032	\$ 686,262	\$ 697,578	1.65%
Operations	221,179	214,916	275,900	330,894	19.93%
Total	\$ 912,359	\$ 889,948	\$ 962,162	\$ 1,028,472	6.89%

Meter Reading & Repair Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 580,626	\$ 588,344	\$ 657,851	\$ 686,781	4.40%
Operations	437,757	449,361	513,425	423,221	-17.57%
Capital	194,165	-	181,800	200,710	10.40%
Total	\$ 1,212,548	\$ 1,037,705	\$ 1,353,076	\$ 1,310,712	-3.13%



Administration	2021-2022	2022-2023	2023-2024	2023-2024
Full Time Equivilent Positions	Budget	Budget	Budget	Change
Director of Utility Operations	1	1	1	
Assistant Director of Utilities	1	1	1	
Budget Administrator	1	1	1	
Administrative Assistant	1	1	1	
GIS Coordinator	1	1	1	
GIS Technician	1	1	1	
Risk Manager*	1	0	0	
Utility Projects Engineer	1	1	1	
Total	8	7	7	0

*Moved to HR

Billing & Collections	2021-2022	2022-2023	2023-2024	2023-2024
Full Time Equivilent Positions	Budget	Budget	Budget	Change
Billing Supervisor	1	1	1	
Senior Billing Clerk	1	1	1	
Billing Clerk	1	1	1	
Customer Service Representative	2	2	2	
Cashier	1	1	1	
Receptionist	1	1	1	
Total	7	7	7	0

Meter Reading & Repair	2021-2022	2022-2023	2023-2024	2023-2024
Full Time Equivilent Positions	Budget	Budget	Budget	Change
Meter Crew Leader	1	1	1	
Meter Techncian	2	2	2	
Meter Reader	2	2	2	
Data Entry Clerk	1	1	1	
Administrative Assistant	1	1	1	
Total	7	7	7	0



Contact: Jeff Price, 817-728-3602

Mission Statement:

To provide access to spatial technologies accompanied with knowledge and experience in order to enable staff and citizens to utilize geographic data in their daily activities.

Services Provided:

1. Maps
2. Data
3. Custom applications
4. Ad-Hoc IT support

CITY COUNCIL'S GUIDING PRINCIPLES



Noteworthy Essentials
Consistently high-quality services



Organizational Excellence
Strong team and internal culture



Remarkable Experiences
Distinctive services and amenities



Together as One
Create community connections



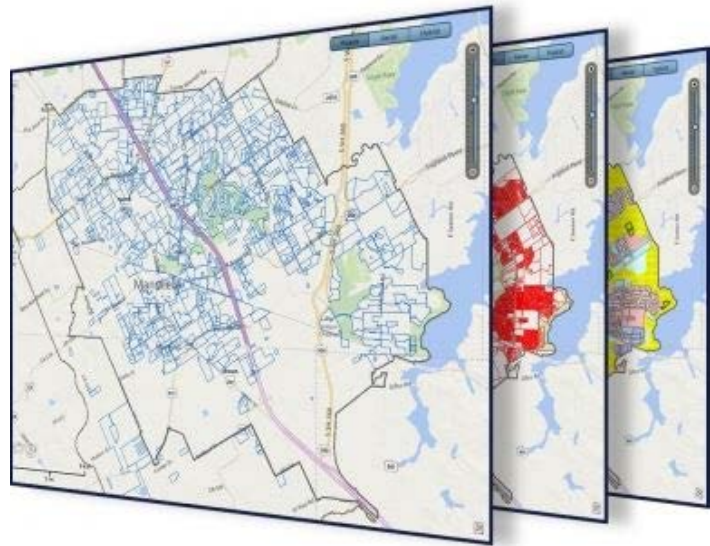
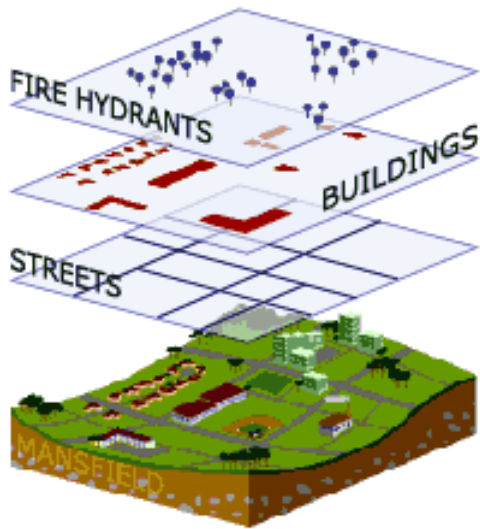
Healthy Economy
Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●				
Maintain a geographic data framework, for use in creating and maintaining accurate maps used to provide geographic data and analysis effectively and in a timely manner. Provide city staff and customers the appropriate geographic data and tools for retrieval and analysis of such data. Increase availability of data to staff and customers via desktop and web applications.					
Objectives					
<ol style="list-style-type: none"> 1. Develop and maintain geographic data layers. 2. Develop and maintain data access tools for use in desktop and web applications. 3. Encourage data sharing partnerships to facilitate the City's involvement in economic development, public safety, land use and infrastructure initiatives. 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Mapping data layer accuracy	94%	95%	95%	96%	
Mapping and data tools available to staff and public	3	4	5	6	
Integration with additional City departments	60%	70%	75%	75%	

Goal #2	N	O	R	T	H
			●		
Develop and maintain online site(s) for map and data distribution.					
Objectives					
<ol style="list-style-type: none"> 1. Develop and maintain web-based datasets, maps and applications. 2. Reduce staff dependence on paper maps, using web-based maps, instead. 3. Coordinate with IT Department on best practices for data storage and distribution methods. 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Amount of web-based data layers	5	7	10	12	
Amount of web-based maps	3	4	5	6	
Amount of web-based applications	2	3	4	5	

Goal #3	N	O	R	T	H
	Training and program development for staff use of ArcGIS in daily work functions. Increase knowledge of ArcGIS capabilities in all departments for daily operations.				
Objectives					
1. Train staff in use of ArcGIS capabilities.					
2. Advanced ArcGIS training for GIS staff.					
3. Develop custom applications to improve productivity in targeted functions by various departments.					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Training sessions\documents provided to City staff.	3	4	4	4	
GIS staff undergoing advanced training.	1	2	2	2	
Developed applications for departments.	2	3	2	4	

Two full-time equivalent positions for GIS are budgeted in Utility Administration, as well as the operating costs associated with this function.



Contact: Kelly Klose, 817-276-4242




Division Name: **Water Utility Operations**

Mission Statement:
 The mission of the Utility Operations Department is to provide and maintain reliable infrastructure dedicated to the delivery of safe, high quality drinking water as well as the collection of wastewater all while ensuring an excellent level of customer service.

- Services Provided:**
1. Provide reliable and safe drinking water to local residents and businesses.
 2. Ensure fire hydrants are in proper working condition.
 3. Provide a dependable system for the collection of wastewater.
 4. Inspect new and existing facilities for regulatory compliance.

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials	Organizational Excellence	Remarkable Experiences	Together as One	Healthy Economy
Consistently high-quality services	Strong team and internal culture	Distinctive services and amenities	Create community connections	Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●			●
Develop and maintain a proactive maintenance program that provides a resilient and dependable water distribution system.					
Objectives					
<ol style="list-style-type: none"> 1. Ensure distribution valves are functional and accessible. 2. Maintain fire hydrant flow testing program. 3. Develop and maintain well trained and professional staff. 					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Exercise 1,200 distribution valves annually	1,227	1,200	1,200	1,200	
Flow Test 10% of fire hydrants annually	2,931	2,931	10%	10%	
100% of staff to obtain and maintain a Water License within 1 year of employment	100%	100%	100%	100%	

Goal #2	N	O	R	T	H
	●	●			●
Develop and maintain a proactive maintenance program that provides a resilient and dependable wastewater collection system.					
Objectives					
<ol style="list-style-type: none"> 1. Prevent wastewater backups and overflows. 2. Reduce inflow & infiltration into the collection system. 3. Develop and maintain well trained and professional staff. 					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Proactively inspect 500,000 linear feet of the collection system	386,000	429,000	500,000	500,000	
Inspect 600 manholes for condition and signs of I&I	158	600	600	600	
100% of staff to obtain and maintain a Wastewater License within 2.5 years of employment	100%	100%	100%	100%	

Goal #3	N	O	R	T	H
		•	•		
Maintain compliance with local and state regulations.					
Objectives					
1. Ensure compliance with regulations pertaining to irrigation.					
2. Test and maintain city owned backflow devices.					
3. Protect the collection system through grease trap inspections.					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Inspect 750 irrigation systems annually	780	978	750	750	
Test all City-owned backflow devices annually	74	76	78	80	
Perform 400 Grease Trap Inspections annually	338	346	400	400	

Water Distribution Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 623,732	\$ 730,528	\$ 851,827	\$ 906,967	6.47%
Operations	275,533	396,187	263,079	243,272	-7.53%
Capital	16,339	9,987	66,514	637,547	858.51%
Total	\$ 915,604	\$ 1,136,702	\$ 1,181,420	\$ 1,787,786	51.33%

Wastewater Collection Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 680,457	\$ 705,746	\$ 976,566	\$ 1,077,529	10.34%
Operations	7,894,459	8,993,177	8,678,536	10,236,795	17.96%
Capital	82,264	-	323,500	356,500	10.20%
Total	\$ 8,657,180	\$ 9,698,923	\$ 9,978,603	\$ 11,670,824	16.96%

Water Distribution Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Field Operations Manager	1	1	1	
Crew Leaders	3	3	3	
Inventory Clerk	1	1	1	
Tradesperson	2	3	3	
Total	7	8	8	0

Wastewater Collection Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Field Supervisor	1	1	1	
Crew Leader	1	2	2	
Utility Technician	1	1	1	
Tradesperson	4.5	6	6	
Total	7.5	10	10	0

Contact: Jeff Price, 817-728-3602



Division Name:

Water Treatment

Mission Statement:

To provide citizens with a superior drinking water source that meets or exceeds all state and federal requirements regarding water quality, monitoring, and reporting practices and accomplish this by the most cost-effective means possible.

Services Provided:

1. Ensure a stable supply of safe and high-quality water.
2. Ensure the drinking water is of adequate pressure to our customers.
3. Apply effective water purification treatment to produce good-tasting water that meets the quality standards defined by the government.

CITY COUNCIL'S GUIDING PRINCIPLES



N

Noteworthy Essentials
Consistently high-quality services

O

Organizational Excellence
Strong team and internal culture

R

Remarkable Experiences
Distinctive services and amenities

T

Together as One
Create community connections

H

Healthy Economy
Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●	●			●

Obtain the Outstanding Public Drinking Water System Designation issued by the TCEQ.

Objectives

1. Meet the criteria for Superior Public Drinking Water System with no violations in the last three years.
2. Exceed the capacity requirements for production, total storage, service pump capacity, and pressure maintenance.
3. Promote year-round water conservation, implement a source water protection program, and have a cross-connection control program that meets the TCEQ criteria.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
TCEQ Public Drinking Water System Rating	Superior	Superior	Outstanding	Outstanding
Full compliance with all TCEQ regulations	100%	100%	100%	100%

Goal #2	N	O	R	T	H
	●	●	●		●

Provide residents and customers of Mansfield Water Utilities with clean, great tasting water.

Objectives

1. Maintain a qualified highly trained staff through individualized professional development.
2. Complete all required water quality samples daily.
3. Regularly evaluate and modify treatment process and techniques against industry best practices.

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
TCEQ Water Quality Standards Met	100%	100%	100%	100%
Water Quality calls	21	2	0	0

Goal #3	N	O	R	T	H
	●	●			
Develop a Strategic Plan for maintenance, repair, and replacement of all Treatment equipment.					
Objectives					
1. Identify life expectancies of sedimentation and filtration media to create proactive replacement plan.					
2. Ensure existing equipment is maintained to reach beyond its full life expectancy.					
3. Work with consultants to prepare the Bud Ervin Water Treatment Plant for the Phase V Expansion.					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Unscheduled maintenance	2	2	2	2	0
Unscheduled replacement	10	4	2	2	0

Water Treatment Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 1,507,002	\$ 1,746,834	\$ 1,693,929	\$ 1,902,683	12.32%
Operations	7,666,208	9,092,652	10,445,924	13,007,583	24.52%
Capital	-	-	131,000	-	-100.00%
Total	\$ 9,173,211	\$ 10,839,486	\$ 12,270,854	\$ 14,910,266	21.51%

Water Quality Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 491,152	\$ 554,825	\$ 553,402	\$ 488,939	-11.65%
Operations	59,195	82,044	76,732	92,001	19.90%
Capital	-	-	31,500	-	-100.00%
Total	\$ 550,347	\$ 636,869	\$ 661,634	\$ 580,940	-12.20%

Water Demand Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 109,781	\$ 115,566	\$ 117,175	\$ 119,218	1.74%
Operations	26,678	29,700	47,119	48,659	3.27%
Total	\$ 136,459	\$ 145,266	\$ 164,294	\$ 167,877	2.18%



Bud Ervin Water Treatment Plant

Water Treatment	2021-2022	2022-2023	2023-2024	2023-2024
Full Time Equivilent Positions	Budget	Budget	Budget	Change
Water Treatment Plant Manager	1	1	1	
Supervisor	2	2	3	1
Chief Operator	1	1	1	
Instrument Technician	1	1	1	
Plant Operator A	3.5	3.5	3.5	
Plant Operator B	3	3	3	
Plant Operator C	3	3	3	
Total	14.5	14.5	15.5	1

Water Quality	2021-2022	2022-2023	2023-2024	2023-2024
Full Time Equivilent Positions	Budget	Budget	Budget	Change
Pre-Treatment Coordinator	1	1	1	
TradesStaff	4	4	3	-1
Total	5	5	4	-1

Water Demand Management	2021-2022	2022-2023	2023-2024	2023-2024
Full Time Equivilent Positions	Budget	Budget	Budget	Change
Educational Specialist	1	1	1	
Total	1	1	1	0



Contact: Jeff Price, 817-728-3602

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for proceeds of specific revenue resources (other than major capital projects) that are legally restricted to expenditures for specified purposes. These funds include the Hotel/Motel Tax Fund, the Mansfield Park Facilities Development Corporation (MPFDC) Fund, and the Mansfield Economic Development Corporation (MEDC) Fund.

HOTEL/MOTEL TAX FUND

Budget Summary

The Hotel/Motel Tax Fund is used to account for Hotel/Motel Tax revenues. Section 351.101 of the Texas Tax Code, Use of Tax Revenue, states that revenue from the municipal hotel occupancy tax may be used to promote tourism and the convention/hotel industry.

The Hotel/Motel Tax is used to fund the Convention and Visitors Bureau (CVB) as well as various organizations who apply for funding assistance for local events. The mission of the Hotel/Motel Tax Fund is to promote programs related to tourism, advertising, promotions, and programs advancing the arts and historical preservation within the City of Mansfield. The Hotel/Motel Tax Fund budget increased 5.13% over FY 2022-2023. Event attendance and hotel stays in FY 2023-2024 are anticipated to continue rising.

For the FY 2023-2024 budget year, only one outside organization applied for Hotel/Motel tax funds to supplement the cost of their event. The Whataburger Championship Basketball Tournament was awarded \$10,000. No other applications were received.

In the Transfers/Other category, there is \$250,000 budgeted for repairs to the Downtown museum's foundation. These funds were allocated in FY 2022-2023, but the work has not yet begun. There is also \$9,000 budgeted to fund a third-party audit of hotels to determine the number of room stays for City events.

Hotel/Motel Tax Fund	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
CVB	\$ 349,512	\$ 378,437	\$ 425,700	\$ 662,201	55.56%
Allocations	79,232	137,190	530,300	10,000	-98.11%
Transfers/Other	-	51,156	-	259,000	
Reserve	-	\$ -	\$ -	\$ 73,799	
Total	\$ 428,744	\$ 566,783	\$ 956,000	\$ 1,005,000	5.13%



Contact: Theresa Cohagen, 817-728-3384

Mission Statement:
The mission of the Community Engagement Division is to increase public engagement through the use of social media channels and digital media, as well as to create excitement that markets tourism through sports, festivals and creative art events.

- Services Provided:**
1. Promoting Mansfield on the Visit Mansfield social media channels and website.
 2. Bringing tourism to the city by visiting trade and sales shows.
 3. Supporting local businesses through promotions.

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials	Organizational Excellence	Remarkable Experiences	Together as One	Healthy Economy
Consistently high-quality services	Strong team and internal culture	Distinctive services and amenities	Create community connections	Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●			●	●
Increase the number of page views on the Visit Mansfield family of websites to over 150,000.					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Page views		58,600	89,918	120,000	150,000
Percentage increase		11%	53%	33%	20%

Goal #2	N	O	R	T	H
	●			●	
Have a Facebook Page reach over a quarter million people.					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Reach		110,228	197,511	200,000	250,000
Percentage Increase		Unavailable	79%	1%	80%

Goal #3	N	O	R	T	H
	●			●	
Increase use of all Instagram functions (posts, stories, and reels)					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Number of Reels		No Data	No Data	56	60
Number of Views		No Data	No Data	121,000	180,000
Average Views per Reel		No Data	No Data	2,160	3,000

Convention & Visitors Bureau Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 296,263	\$ 223,229	\$ 218,042	\$ 234,211	7.42%
Operations	\$ 53,249	\$ 155,208	\$ 207,658	\$ 427,990	106.10%
Total	\$ 349,512	\$ 378,437	\$ 425,700	\$ 662,201	55.56%

\$250,000 for the Downtown Museum foundation repair is included in the CVB's operating budget.

Convention & Visitors Bureau Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Community Engagement Director	0.5	0.25	0.25	
Tourism Coordinator	1	1	1	
Administrative Assistant (@ 50%)	0	0.5	0.5	
Total	1.5	1.75	1.75	0

MANSFIELD, TX

Where are y'all?

RIGHT ABOUT HERE

What do y'all have?

- NATIONAL SPORTS
- TOP TIER EVENTS
- AWARD WINNING PARKS
- TEXAS HISTORY
- CULTURAL ARTS

Visit MANSFIELD TEXAS

What's Going On?

- AW ARTS WEEK MID-MARCH
- MUSIC PALACE LATE APRIL
- MANSFIELD ROCKS EARLY JULY
- Haunted Mansfield ALL OCTOBER
- MANSFIELD VETERANS DAY EARLY NOVEMBER
- HOMETOWN HOLIDAYS EARLY DECEMBER

Where can I follow?

VISITMANSFIELDTEXAS.COM

VISIT MANSFIELD

@VISIT_MANSFIELD



Contact: Theresa Cohagen, 817-728-3384

MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION (MPFDC)

Budget Summary

The MPFDC is funded by a ½ cent sales tax approved by the citizens. The tax became effective on July 1, 1992. The MPFDC works in conjunction with the Community Services Division in the General Fund to provide maintenance and operations services to the Parks System.

The MPFDC budget increased 16.74% in FY 2023-2024. Budgeted sales tax, a primary source of revenue for MPFDC, was increased 18% based on recent trends, allowing for a corresponding increase in expenditures. Personnel costs were affected by the addition of one full-time equivalent position for the Recreation Services Manager. Operational costs have been reallocated among the various divisions, particularly noticeable in Neighborhood Parks.

Capital in the amount of \$217,633 was approved in the FY 2023-2024 budget for items such as trailers, Bobcat attachments, and field maintenance equipment. The reserve (included in the transfers/other category) represents the difference between revenue and planned expenditures in FY 2023-2024. Reserve funds are added to the cash balance and are used to help fund park projects, alleviating the need to issue debt.

MPFDC Divisions	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Administration	\$ 1,259,340	\$ 1,532,687	\$ 1,590,330	\$ 1,748,788	9.96%
Field Maintenance	705,904	785,664	895,287	920,136	2.78%
Community Parks	1,063,659	1,153,290	1,273,434	1,086,078	-14.71%
Mansfield Activity Center	823,880	950,396	1,064,473	1,161,626	9.13%
Nature Education	123,935	138,362	244,876	247,931	1.25%
Neighborhood Parks	180,399	235,108	486,756	888,184	82.47%
Capital/Land Improvements	658,507	270,622	387,815	717,633	85.05%
Reserve/Projects	-	2,195,275	2,098,567	2,779,388	32.44%
Transfers/Other	377,332	903,624	481,384	400,307	-16.84%
Total	\$ 5,192,956	\$ 8,165,028	\$ 8,522,922	\$ 9,950,070	16.74%

MPFDC Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 2,852,802	\$ 3,207,164	\$ 3,729,772	\$ 4,030,410	8.06%
Operations	2,340,154	4,957,864	4,793,150	5,919,660	23.50%
Total	\$ 5,192,956	\$ 8,165,028	\$ 8,522,922	\$ 9,950,070	16.74%





Department / Division Name:

MPFDC/ Administration

Mission Statement:

To create community by exceeding expectations in design, maintenance, operations, and programming with a commitment to lead as a team with uncompromising integrity.

Services Provided:

1. Financial management of MPFDC annual budget and 10-year strategic business plan
2. Oversee parkland acquisition, design, construction and improvements to parks and facilities
3. Facilitate community engagement participation processes

CITY COUNCIL'S GUIDING PRINCIPLES



Noteworthy Essentials
Consistently high-quality services



Organizational Excellence
Strong team and internal culture



Remarkable Experiences
Distinctive services and amenities



Together as One
Create community connections



Healthy Economy
Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●		●	●	●
Increase Access to Quality Parks and Programs					
Ensure all residents have access to quality parks and programs regardless of location, ability, age, interests, or socioeconomic barriers					
Objectives					
1. Implement the Parks, Recreation, Open Space, and Trails Master Plan					
2. Implement updated Strategic Business Plan as adopted annually by the MPFDC Board					
3. Improve quality of life for residents and visitors of the City by continuing to build on the park system by adding new open space, bike lanes, trails and additional park facilities					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
% residents within 10-minute walk to a park	20%	21%	24%	25%	
Citywide parks managed	25	27	29	30	
Total park acres managed	1,044	1,047	1,063	1,100	
Capital improvement projects	5	4	10	10	
Trail sections added	1	1	3	2	

Goal #2	N	O	R	T	H
	●	●	●	●	●
Develop, Maintain and Innovate					
Set a standard for excellence by constantly improving the quality, variety, safety, and recreation options while seeking new additions and updates					
Objectives					
1. Develop and implement the Park Design Standards manual					
2. Determine funding availability and priorities for facility improvements, land purchases, and development of future projects					
3. Complete and implement the CAPRA accreditation requirements within each PARD division					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Update and maintain the Park Design Standards manual	0	0	1	1	

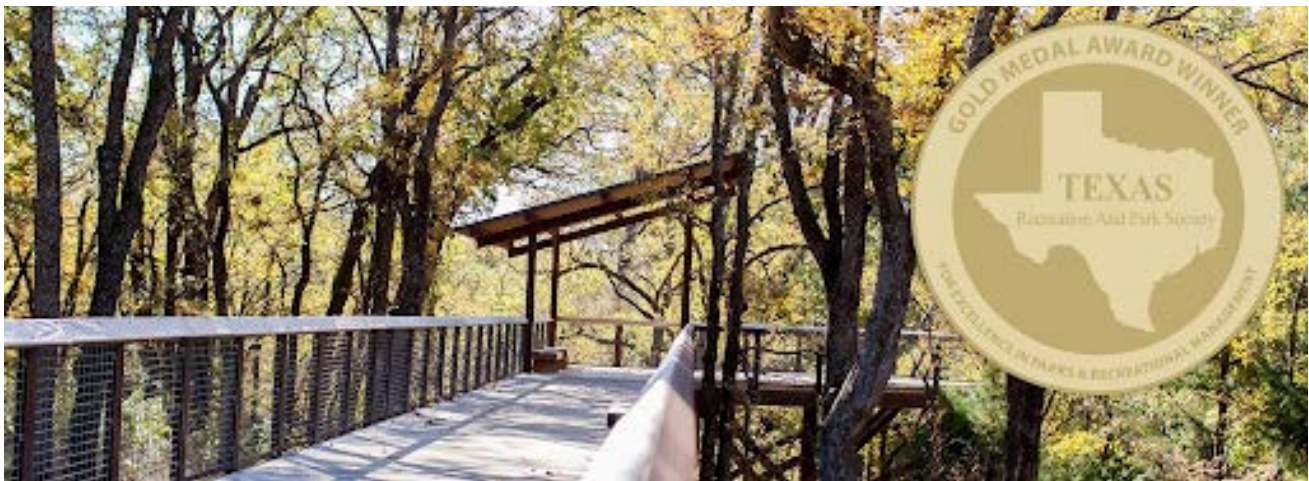
Goal #3	N	O	R	T	H
		●		●	●
Preserve Natural Spaces					
Protect ecologically sensitive areas through land preservation and environmentally conscious construction and maintenance practices					
Objectives					
1. Preserve and enhance Mansfield's historical, cultural, and natural resources throughout the continued expansion of the park system					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Ongoing updates to the Oliver Nature Park	0	0	1	2	
Ongoing updates to the Man House Museum	1	0	1	1	

Goal #4	N	O	R	T	H
		●		●	●
Improve Health and Wellness					
Provide safe and engaging spaces and opportunities for residents to connect, build relationships, improve health, and make memories					
Objectives					
1. Provide a variety of parks, facilities, amenities, and programs to continue to meet the needs of citizens and visitors of Mansfield as population continues to grow					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Aquatic splash pad amenities	1	1	3	3	
Bicycle filling and repair stations on the trailways	0	0	3	3	
Outdoor fitness stations	6	6	6	8	

Goal #5	N	O	R	T	H
		●		●	●
Cultivate Community Pride					
Provide parks, programs, and events that foster pride, generate positive attention and encourage tourism and economic growth					
Objectives					
1. Design parks and athletic complexes with a sense of place signified in the monument signs at the site entrance					
2. Reinvest and maintain MPFDC facilities, acquire new parkland, and develop new park and recreation facilities					
3. Identify future funding opportunities including grants, parkland dedication, donations and partnerships					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Park entry monument signage added	1	0	2	1	
Statewide grant applications	1	2	2	2	
Industry award applications	1	1	2	2	

Administration Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 1,023,068	\$ 1,163,264	\$ 1,246,240	\$ 1,340,189	7.54%
Operations	236,271	369,423	344,090	408,599	18.75%
Total	\$ 1,259,340	\$ 1,532,687	\$ 1,590,330	\$ 1,748,788	9.96%

MPFDC Administration Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Parks & Recreation Director	0.5	0.5	0.5	
Assistant Director-Community Services	1	1	1	
Senior Park Planner	1	1	1	
Assistant Park Planner	1	1	1	
Park Projects Manager	0	1	1	
Park Services Specialist	1	1	1	
Park Superintendent	0.5	0.5	0	-0.5
Recreation Services Manager	0	0	1	1
Recreation Superintendent	1	1	1	
Marketing & Communications Manager	1	1	1	
Administrative Assistant	1	1	1	
Receptionist	0.5	0	0	
Total	8.5	9	9.5	0.5



Mansfield Parks & Recreation is one of 206 parks departments in the country to be CAPRA accredited.

Contact: Matt Young, 817-728-3397



Department / Division Name:

MPFDC/Marketing

Mission Statement:

To create community by exceeding expectations in design, maintenance, operations, and programming with a commitment to lead as a team with uncompromising integrity.

Services Provided:

1. Create dynamic content for department communication, information and entertainment across multiple platforms including digital media, newsletters, news articles and printed materials to build a strong reputation, increase program participation and engage residents and visitors
2. Engage the community on department news and development projects with public feedback efforts, input meetings and updates
3. Lead positive internal communication initiatives
4. Oversee and guide the department image within the city organization and community through careful, conscious attention to public-facing aspect of operations, including signage, marketing, online presence, and guest services

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials	Organizational Excellence	Remarkable Experiences	Together as One	Healthy Economy
Consistently high-quality services	Strong team and internal culture	Distinctive services and amenities	Create community connections	Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●		●	●	●
Increase Access to Quality Parks and Programs					
Ensure all residents have access to quality parks and programs regardless of location, ability, age, interests, or socioeconomic barriers					
Objectives					
<ol style="list-style-type: none"> 1. Expand strategic social media plan to keep residents engaged and aware, with a focus on creative and positive stories, staff features, and educational information as well as program promotion 2. Expand outreach through targeted efforts to specific user groups 3. Increase social media follower total and average post engagement 					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Social media followers (Facebook and Instagram)		10,000	13,747	15,000	20,000
Social media posts/ month		50	60	50	50
Average post engagement (quarterly)		25,000	54,000	40,000	50,000
Number of outreach events		8	14	12	12

Goal #2	N	O	R	T	H
	●	●	●	●	●
Develop, Maintain and Innovate					
Set a standard for excellence by constantly improving the quality, variety, safety, and recreation options while seeking new additions and updates					
Objectives					
<ol style="list-style-type: none"> 1. Develop and expand internal communications to keep staff informed, build a strong team culture and motivated to continue providing world-class service 2. Provide regular project updates and feedback opportunities to stay responsive, transparent, and attentive to needs of our users 3. Promote the PARD mission/vision/brand with comprehensive marketing campaign with both internal and public elements 					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Annual staff email newsletters		0	6	12	12
Internal team-building events and/or training		1	2	4	4
Public engagement meetings or input opportunities		0	15	6	6
PARD mission/vision/brand posts		0	20	20	30

Goal #3	N	O	R	T	H
	●		●	●	
Preserve Natural Spaces					
Protect ecologically sensitive areas through land preservation and environmentally conscious construction and maintenance practices					
Objectives					
1. Create educational content to raise awareness of ecology and preservation, native wildlife, and the environmental benefits of parks in the community					
2. Host outreach events and one-time programs to promote awareness of and appreciation for ecology and preservation					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Environmental education social posts	6	12	10	12	
Nature/preservation-focused outreach events	2	3	4	4	

Goal #4	N	O	R	T	H
	●		●	●	
Improve Health and Wellness					
Provide safe and engaging spaces and opportunities for residents to connect, build relationships, improve health, and make memories					
Objectives					
1. Increase recreation guide distribution for more effective promotion and wider reach of service awareness					
2. Create educational content to raise awareness of health, wellness and fitness opportunities, both in services or classes offered and free ways to exercise in the parks					
3. Host outreach events and one-time programs to promote awareness of and appreciation for health and wellness					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Total number of Recreation Guides printed annually	32,000	49,000	60,000	60,000	
Health/wellness educational social posts	6	10	10	12	
Health/wellness-focused outreach events	0	3	4	4	

Goal #5	N	O	R	T	H
	●		●	●	●
Cultivate Community Pride					
Provide parks, programs, and events that foster pride, generate positive attention and encourage tourism and economic growth					
Objectives					
1. Update and distribute new branded promotional materials to better spread information about department, events and programs					
2. Promote the PARD mission/vision/brand with comprehensive marketing campaign with both internal and public elements					
3. Benchmark, research, and monitor trends to help department parks, programs, events and promotions be award-worthy program and similar to other CAPRA accredited cities					
4. Submit department parks, programs and promotions for industry awards to build pride and reputation internally and within the community					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
New or updated promotional materials	6	6	6	6	
Department brand rollout events	0	10	4	6	
Award applications submitted	0	6	3	5	

The budget and one full-time equivalent position for Marketing and Communications is included in the MPFDC Administration division.

Contact: Matt Young, 817-728-3397



Department / Division Name:

MPFDC/Park Operations

Mission Statement:

To create community by exceeding expectations in design, maintenance, operations, and programming with a commitment to lead as a team with uncompromising integrity.

Services Provided:

1. Citywide beautification with pristine and green spaces that enhance our natural resources
2. Uphold 23 parks, 10 miles of linear trail, 28 athletic fields, 5 public/ private properties, and 3 splash pads
3. Preserve 10 ponds that are stocked with fish bi-annually
4. Maintain 29 park pavilions for community usage and rentals
5. Provide welcoming spaces and remarkable experiences during citywide community special events

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials Consistently high-quality services	Organizational Excellence Strong team and internal culture	Remarkable Experiences Distinctive services and amenities	Together as One Create community connections	Healthy Economy Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●		●	●	●
Increase Access to Quality Parks and Programs					
Ensure all residents have access to quality parks and programs regardless of location, ability, age, interests, or socioeconomic barriers					
Objectives					
1. Regularly track and update the locations of various park structures, amenities, and fixtures to provide noteworthy essential services to the community through the GreenCity GIS system					
2. Create work orders through the GreenCity GIS tasks system to regularly track operational duties to ensure high quality maintenance standards are in place for all parks, facilities, trails, open spaces, and bike lanes					
3. Care for 3 splash pads that require direct safety and maintenance monitoring with water chemistry tests 3 times a day					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Public athletic field and court rentals	583	462	600	600	
Public pavilion and amphitheater rentals	587	580	550	600	
GreenCity Workforce work order tasks	245	423	350	600	
Splash pad water chemistry monitoring	381	400	1,143	1,200	

Goal #2	N	O	R	T	H
	●	●	●	●	●
Develop, Maintain and Innovate					
Set a standard for excellence by constantly improving the quality, variety, safety, and recreation options while seeking new additions and updates					
Objectives					
1. Regular supervisor meetings are planned and implemented to set a standard of excellence and assured consistent direction, communication, and improved bench strength					
2. Regular site inspections are scheduled to provide oversight and plan for needed projects					
3. Certification trainings are provided for learning opportunities for all staff in turf, landscape, horticultural practices, pesticide applications, irrigation, and aquatic operations					
4. Update and add security cameras throughout the parks system for greater safety and security measures					

Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Park supervisor meetings	6	12	12	48
Park certifications completed	216	228	240	396
Staff certifications	8	12	14	16
Security cameras in the parks system	120	130	146	200

Goal #3	N	O	R	T	H
	●		●	●	
Preserve Natural Spaces					
Protect ecologically sensitive areas through land preservation and environmentally conscious practices					
Objectives					
1. Upgrade to LED lights installed to convert trail and park lights to more efficient options					
2. Preserve and maintain the Oliver Nature Park and Man House Museum					
3. Environmentally-sound pond maintenance practices and fish stocking at 10 ponds					
4. Follow department policies and management plans outlined to provide direction with natural resources, environmental					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
LED lights installed/upgraded	12	20	20	50	
Fish stocked in the ponds	7,200	7,800	8,275	8,275	
Wildflower areas maintained	3	6	6	8	

Goal #4	N	O	R	T	H
	●		●	●	
Improve Health and Wellness					
Provide safe and engaging spaces and opportunities for residents to connect, build relationships, improve health, and make memories					
Objectives					
1. Regular playground inspections and certifications are in place to provide a safe play environment.					
2. Upkeep for additional citywide trails that connect parks, neighborhoods, and businesses to the community					
3. Devotion and care of playgrounds and pavilions within the parks system that provide opportunities for play					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Miles of linear trail miles	8	9	10	11	
Citywide park pavilions and amphitheater	17	24	29	30	
Playground inspections	192	192	228	240	
Athletic fields and courts	55	57	57	60	

Goal #5	N	O	R	T	H
	●		●	●	●
Cultivate Community Pride					
Provide parks, programs, and events that foster pride, generate positive attention and encourage tourism and economic growth					
Objectives					
1. Provide public/ private partnerships that provide unique opportunities and encourage travel to Mansfield					
2. Provide assistance and support during citywide special events and recreational programming					
3. Mowing cycles of all city-maintained parks and athletic fields are in place to provide a high standard of service					
4. GreenCity GIS Lifecycle is in place to inspect and replace furnishings and fixtures in order to maintain high standards					
Performance Measures	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Public/ Private partnerships	6	6	5	5	
Citywide and department special events	6	12	15	15	
Memorial benches, bricks, and trees	312	315	320	325	
Mowing cycles	750	823	900	900	
Furnishings and fixtures replaced	27	26	30	28	

Field Maintenance Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 392,302	\$ 418,613	\$ 456,466	\$ 457,408	0.21%
Operations	313,602	367,051	438,820	462,728	5.45%
Total	\$ 705,904	\$ 785,664	\$ 895,287	\$ 920,136	2.78%

Community Parks Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 691,390	\$ 735,225	\$ 791,573	\$ 632,463	-20.10%
Operations	372,270	418,066	481,861	453,615	-5.86%
Total	\$ 1,063,659	\$ 1,153,290	\$ 1,273,434	\$ 1,086,078	-14.71%

Neighborhood Parks Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	89,540	149,800	303,346	613,248	102.16%
Operations	90,858	85,308	183,410	274,936	49.90%
Total	\$ 180,399	\$ 235,108	\$ 486,756	\$ 888,184	82.47%

Nature Education Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 101,405	\$ 113,160	\$ 209,217	\$ 215,327	2.92%
Operations	22,530	25,202	35,659	32,604	-8.57%
Total	\$ 123,935	\$ 138,362	\$ 244,876	\$ 247,931	1.25%

MPFDC Park Operations Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Crew Supervisor	2	2	3	1
Crew Leader	3	3	3	
Tradesman	11	11	11	
Landscape Technicians	0	2	2	
Nature Education Supervisor	1	1	1	
Nature Education Specialist	1.5	1.5	1.5	
Total	18.5	20.5	21.5	1



Contact: Matt Young, 817-728-3397



Department / Division Name:

MPFDC/Recreation Services


Mission Statement:

To create community by exceeding expectations in design, maintenance, operations, and programming with a commitment to lead as a team with uncompromising integrity.

Services Provided:

1. Offer recreation programs and events that provide social, educational, athletic, and community activities for all ages and abilities
2. Provide a variety of rental spaces for community connections
3. Create special events for the community to gather and grow through fun family occasions
4. Build community trust by providing a consistently high level of guest services and opportunities

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials Consistently high-quality services	Organizational Excellence Strong team and internal culture	Remarkable Experiences Distinctive services and amenities	Together as One Create community connections	Healthy Economy Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
	●		●	●	●
Increase Access to Quality Parks and Programs					
Ensure all residents have access to quality parks and programs regardless of location, ability, age, interests, or socioeconomic barriers					
Objectives					
<ol style="list-style-type: none"> 1. Offer affordable memberships to ensure all residents and guests can access active, healthy, diverse programs 2. Offer affordable memberships to ensure all residents and guests can access active, healthy, diverse programs 3. Offer facility rentals for small and large celebrations 4. Exceed expectations during the registration process anticipating the needs of the customer 					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
MAC memberships		1,879	2,403	2,500	2,500
MAC visits		118,632	148,955	150,000	160,000
MAC scholarships		1	0	5	5
MAC facility rentals		493	629	600	800
Programs and activities offered		398	624	600	750
Outreach aimed at new members		12	12	12	12

Goal #2	N	O	R	T	H
	●	●	●	●	●
Develop, Maintain and Innovate					
Set a standard for excellence by constantly improving the quality, variety, safety, and recreation options while seeking new additions and updates					
Objectives					
<ol style="list-style-type: none"> 1. Regular supervisor meetings are planned and implemented to set a standard of excellence and assured consistent direction, communication, and improved bench strength 2. Regular site inspections are scheduled to provide oversight and plan for needed projects 3. Certification trainings are provided for learning opportunities for all staff in food handlers and kitchen management 4. Provide new hire onboarding for part-time staff when there is turnover 					
Performance Measures		Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Recreation supervisor meetings		12	12	36	36
Facility certifications completed		52	52	52	52
Staff certifications and trainings		8	8	8	8
New staff hired and trained		6	15	16	16
Contract instructors		21	22	25	25

Goal #3	N	O	R	T	H
	●		●	●	
Preserve Natural Spaces					
Protect ecologically sensitive areas through land preservation and environmentally conscious practices					
Objectives					
<ol style="list-style-type: none"> 1. Provide nature education opportunities for all ages and abilities 2. Coordinate school field trips at the Oliver Nature Park for environmental education for school aged children 3. Offer nature education programs through scouting groups, birthday parties, and family events 4. Partner with quality volunteers to offer services that reflect the community's diversity 5. Follow department policies and management plans outlined to provide direction with natural resources, environmental sustainability, and recycling 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Nature education programs offered	143	218	300	300	
Nature education program participants	468	1,080	1,400	1,500	
Nature education field trip participants	207	2,753	3,000	3,000	
Volunteer hours recorded at nature education programs	1,061	1,223	900	1,500	

Goal #4	N	O	R	T	H
	●		●	●	
Improve Health and Wellness					
Provide safe and engaging spaces and opportunities for residents to connect, build relationships, improve health, and make memories					
Objectives					
<ol style="list-style-type: none"> 1. Provide active programs for ages and abilities 2. Offer inspiring and engaging programs for elementary school students during the school breaks 3. Offer pickleball programs, events, and tournaments that bring in players from the metroplex 4. Offer teen and tween programs that encourage healthy and active relationship-building activities 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Program participants	4,592	5,554	8,000	8,000	
Kids Zone participants	490	825	820	1,000	
Athletic program participants	3,504	3,821	5,500	5,500	
Outreach for participation in programs	12	12	12	12	

Goal #5	N	O	R	T	H
	●		●	●	●
Cultivate Community Pride					
Provide parks, programs, and events that foster pride, generate positive attention and encourage tourism and economic growth					
Objectives					
<ol style="list-style-type: none"> 1. Provide all sport association field allocation for all ages 2. Offer athletic field and court rentals 3. Benchmark, research, and create a TRAPS award-worthy program or event similar to other CAPRA-accredited cities. 4. Partner with quality volunteers to offer services that reflect the community's diversity 					
Performance Measures					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Sports association participants youth	5,266	6,051	6,500	6,500	
Sports association participants adults	83	114	100	120	
Field and court rentals	392	457	600	600	
Outreach and marketing events	0	5	5	5	

Recreation Center Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 555,096	\$ 627,102	\$ 722,930	\$ 771,775	6.76%
Operations	268,784	323,294	341,544	389,851	14.14%
Total	\$ 823,880	\$ 950,396	\$ 1,064,473	\$ 1,161,626	9.13%

MPFDC Activities Center Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Activity Center Supervisor	1	1	1	
Recreation Services Supervisor	1	1	1	
Recreation Coordinator	1	1	1	
Administrative Specialist	1	1	1	
Activity Center Part-Time Staff	8.75	8.75	9	0.25
Custodian	1	1	1	
Total	13.75	13.75	14	0.25

Personnel in the Mansfield Activity Center did not increase, rather the number of hours per part-time employee was calculated more accurately to reflect full-time equivalent positions.



Click here to view the Spring 2024 Parks and Recreation Guide:

<https://www.mansfieldtexas.gov/992/Recreation-Guide>

Contact: Matt Young, 817-728-3397

MANSFIELD ECONOMIC DEVELOPMENT CORPORATION

Budget Summary

The Mansfield Economic Development Corporation (MEDC) is funded by a ½ cent sales tax approved by the citizens. The tax became effective on July 1, 1997. The Economic Development fund is used to attract desirable industries and commercial development to the City of Mansfield while retaining and assisting in the expansion of existing businesses.

The MEDC budget increased 17.54% overall due to projected increases in project commitments, as well as the addition of one new position. Budgeted sales tax was increased 18% based on recent trends, allowing for a corresponding increase in expenditures. A more robust advertising campaign contributed to the increase in Promotions. The Work Force Development budget also increased to fund sponsorship participation in Manufacturing Day.

MEDC Divisions	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Administration	\$ 634,263	\$ 1,114,836	\$ 1,336,434	\$ 1,440,994	7.82%
Promotions	32,341	40,621	38,100	100,000	162.47%
Business Retention	4,619	2,415	-	-	
Work Force Development	19	3,219	12,000	28,000	133.33%
Transfers/Other	321,306	291,699	609,125	484,973	-20.38%
Projects/Reserve	1,917,066	1,988,796	4,384,130	5,444,577	24.19%
Land	5,023,284	-	-	-	
Total	\$ 7,932,899	\$ 3,441,586	\$ 6,379,789	\$ 7,498,544	17.54%

MEDC Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 412,291	\$ 714,902	\$ 729,263	\$ 889,174	21.93%
Operations	7,520,608	2,726,684	5,650,526	6,609,370	16.97%
Total	\$ 7,932,899	\$ 3,441,586	\$ 6,379,789	\$ 7,498,544	17.54%





Mission Statement:
 Our mission is to elevate the City's recruitment efforts across the state, country, and globe. We do this by sourcing, facilitating, and promoting world-class development; from the brands that choose us to the amount of private investment made. Finally, we are advocates for all existing businesses in Mansfield by helping them grow and flourish.

- Services Provided:**
1. Business recruitment/attraction
 2. Business retention and expansion
 3. Workforce development

CITY COUNCIL'S GUIDING PRINCIPLES



N	O	R	T	H
Noteworthy Essentials Consistently high-quality services	Organizational Excellence Strong team and internal culture	Remarkable Experiences Distinctive services and amenities	Together as One Create community connections	Healthy Economy Sustainable assets, financial strength & growth

Goal #1	N	O	R	T	H
			●		●

To transform the commercial real estate broker's image of Mansfield from a bedroom community to a world class city with vibrant and thriving employment options, entertainment districts, and educational venues.

- Objectives**
1. Update all EDC marketing collateral
 2. Create a brand-awareness campaign
 3. Host developer and broker forums to promote both active and available developments
 4. Participate in site selection consortiums
 5. Partner with regional and statewide influencers to reach our target audience

Performance Measures - NEW	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
EDC Marketing collateral and website updated	-	-	100%	100%
Host quarterly broker/developer forums	-	-	4	4
Engage the top commercial brokerage firms for Mansfield tours	-	-	24	24
Participation in site selection trade shows	-	-	6	10
Sponsor regional events with Dallas Business Journal and Workforce Innovators	-	-	2	6

Goal #2	N	O	R	T	H
	●			●	

To lead a collaboration with our various industries to attract the best labor force and foster workforce development opportunities.

- Objectives**
1. Host panel discussions with stakeholders
 2. Develop an annual summit to assist with labor force recruitment
 3. Develop a council appointed committee of these sectors for targeted industry recruitment

	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024
Performance Measures - NEW				
Host biannual panel discussions	-	-	2	2
Annual workforce summit	-	-	1	1
Present development updates to major hospital boards and education partners	-	-	4	4

Goal #3	N	O	R	T	H
			●		●
To attract corporate office development and tenants, and retain and grow our existing companies.					
Objectives					
1. Provide market research data and analyses for the office industry					
2. Promote mixed-use developments that are attractive to office tenants					
3. Leverage our healthcare sector to advance our competitive advantage in the region					
4. Develop a comprehensive incentive policy					
	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	
Performance Measures - NEW					
Adopt a comprehensive policy	-	-	1	-	
Recruit and attract corporate headquarters to Mansfield	-	-	2	2	
Meetings with existing businesses for expansion and retention	-	-	120	120	

Administration Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	\$ 412,291	\$ 714,902	\$ 729,263	\$ 889,174	21.93%
Operations	221,972	399,934	607,171	551,819	-9.12%
Total	\$ 634,263	\$ 1,114,836	\$ 1,336,434	\$ 1,440,994	7.82%

Promotions Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	-	-	-	-	
Operations	\$ 32,341	\$ 40,621	\$ 38,100	\$ 100,000	162.47%
Total	\$ 32,341	\$ 40,621	\$ 38,100	\$ 100,000	162.47%

Business Retention Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	-	-	-	-	
Operations	\$ 4,619	\$ 2,415	\$ -	\$ -	
Total	\$ 4,619	\$ 2,415	\$ -	\$ -	

Work Force Development Summary	Actual 2020-2021	Actual 2021-2022	Budget 2022-2023	Budget 2023-2024	% Change 2023-2024
Personnel Services	-	-	-	-	
Operations	\$ 19	\$ 3,219	\$ 12,000	\$ 28,000	133.33%
Total	\$ 19	\$ 3,219	\$ 12,000	\$ 28,000	133.33%

MEDC Full Time Equivalent Positions	2021-2022 Budget	2022-2023 Budget	2023-2024 Budget	2023-2024 Change
Executive Director	1	1	1	
Director of Marketing & Innovation	1	1	1	
Projects Manager	1	1	1	
Management Analyst	0	0	1	1
Administrative Assistant	1	1	1	
Total	4	4	5	1

As a result of the efforts of the City’s Economic Development staff, many new and exciting businesses will soon be coming to Mansfield. Among them are H-E-B grocery store, new restaurants in the Shops at Broad, a Courtyard by Marriott hotel, and a Super Studios development. Plans are also in the works for a Stadium complex and other entertainment venues for residents and visitors to enjoy.

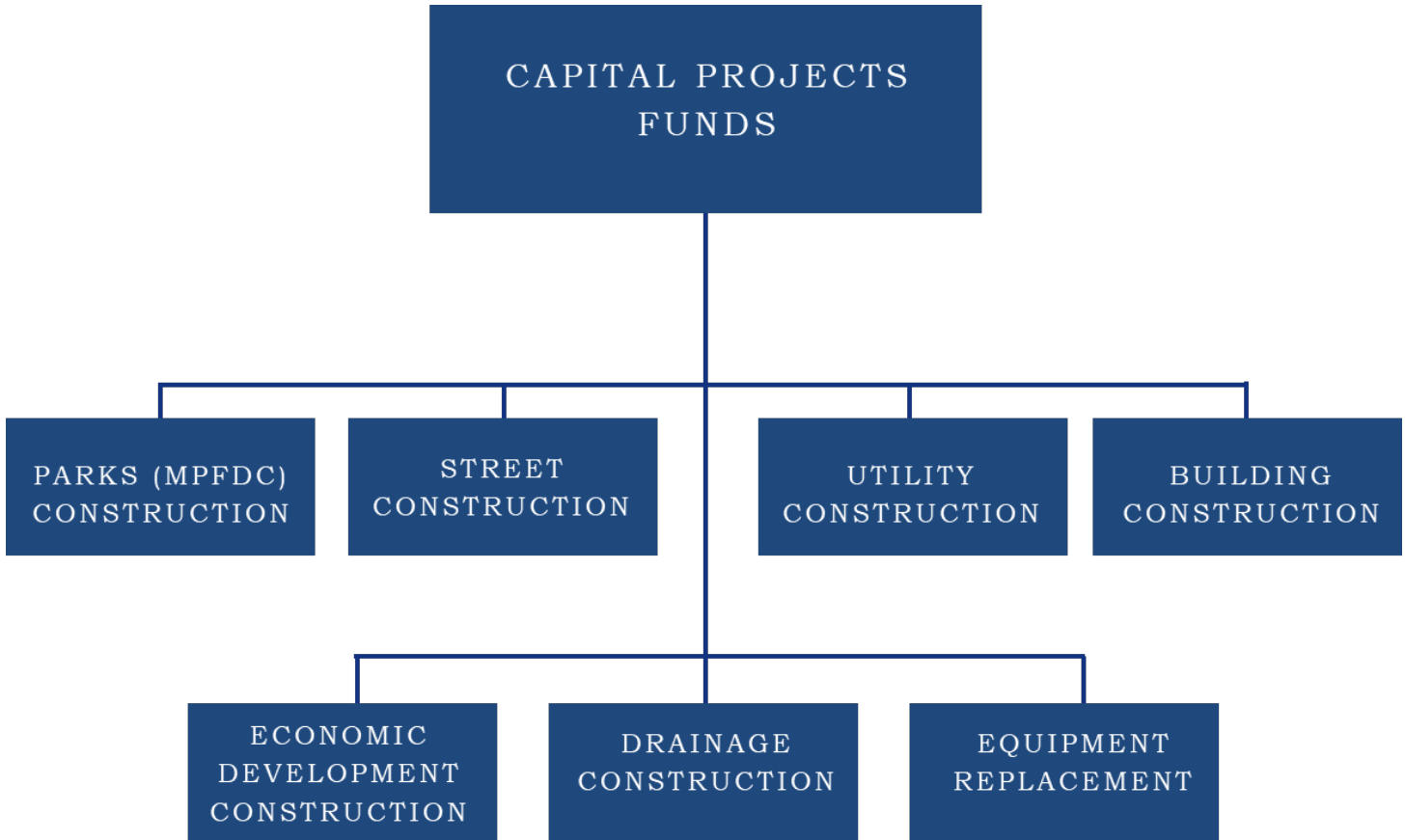


Contact: Jason Moore, 817-728-3650

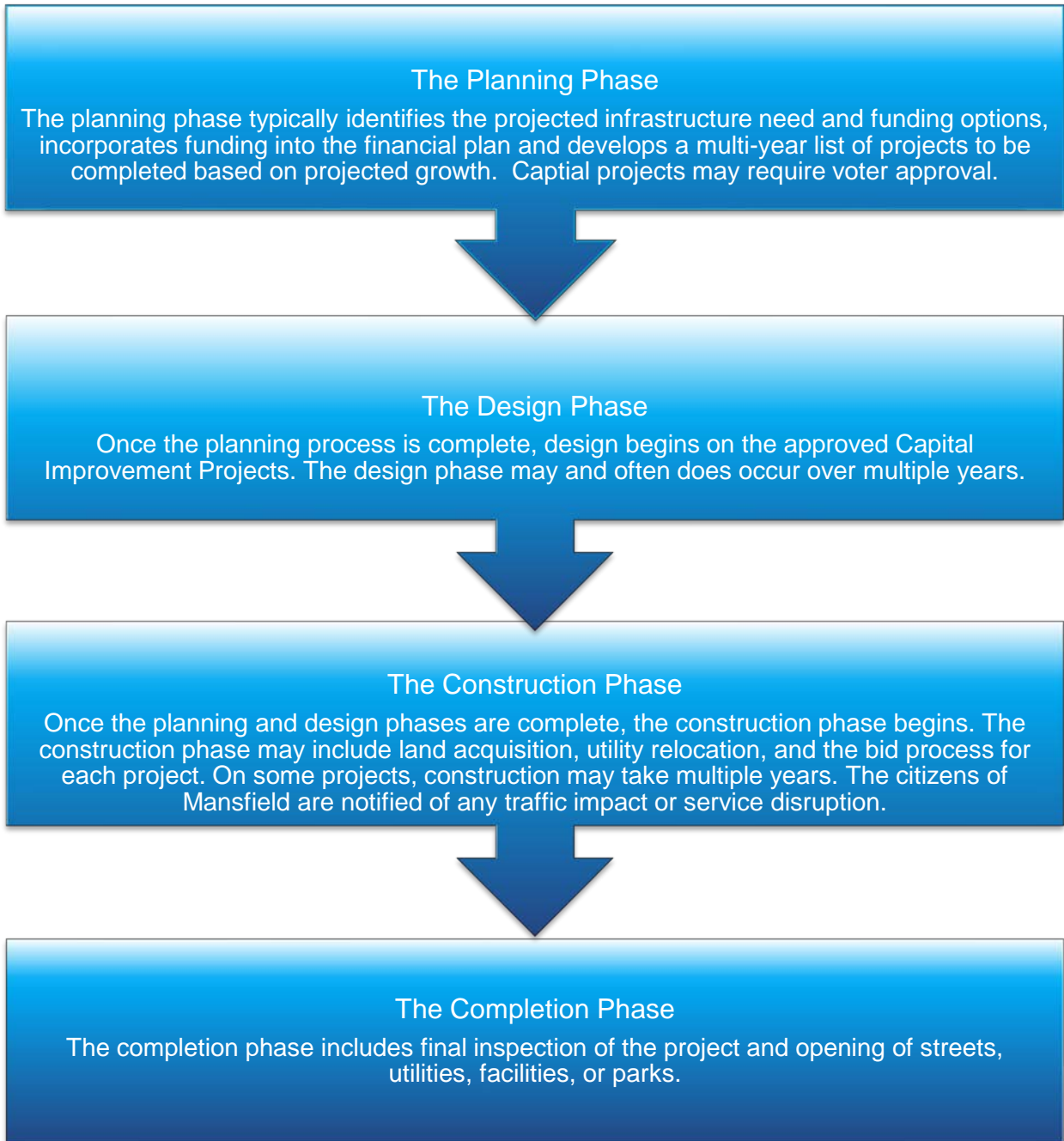
CAPITAL PROJECTS FUNDS

Capital Projects Funds are used to account for acquisitions of capital assets financed from general obligation proceeds, revenue bonds, certificates of obligation proceeds, or transfers from other funds. The Capital Projects Funds include the Street Construction Fund, Utility Construction Fund, Environmental Services (Drainage) Construction Fund, Building Construction Fund, MPFDC (Parks) Construction Fund, MEDC (Economic Development) Construction Fund and the Equipment Replacement Fund.

CAPITAL PROJECTS FUNDS



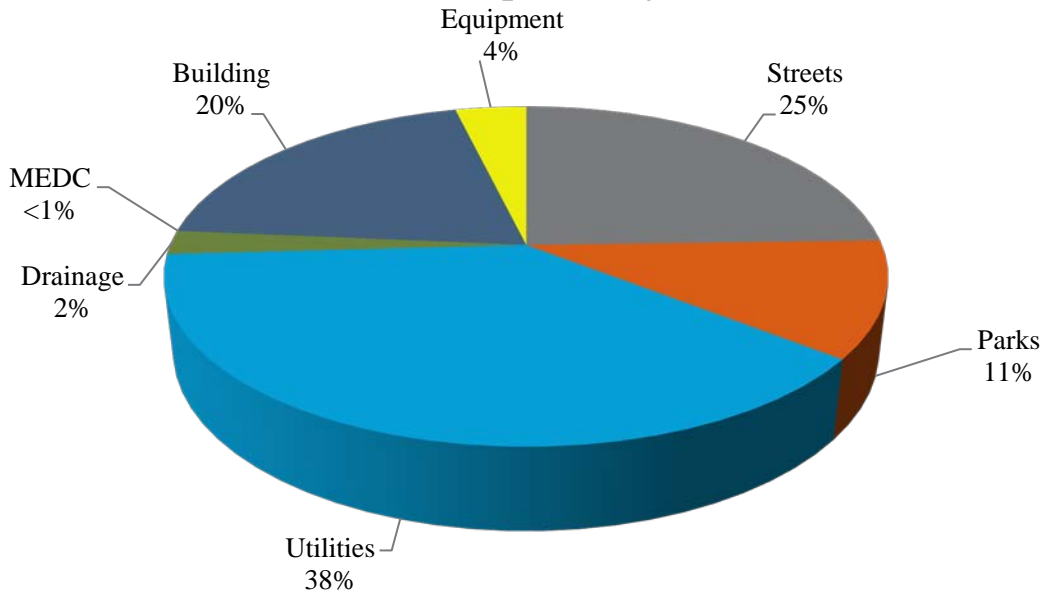
The Phases of Capital Improvements



Capital Projects Funds

On October 28, 2013, City Council adopted the Modified Long Range Financial and Capital Expenditure Plan. Included in the plan were projected revenues and expenditures for operational costs, staffing costs and major capital improvements identified by staff and supported by Management and City Council. Each year the plan is updated to account for changes in priority, including citizens' input, changes in the economy, and financial feasibility. Typically, in February or early March, as a kickoff meeting for the budget process, City Council and Management representing every department participate in a strategic planning workshop over several days to identify and prioritize major projects. Presentations and discussions occur, to include the debt capacity of the various funds. The list of projects is refined throughout the budget process. In FY 2023-2024, major projects are budgeted in various funds including Street Construction, Utility Construction, Drainage Construction, Building Construction, Parks Construction, Economic Development Construction and Equipment Replacement. Funding for these projects comes from a variety of sources, including but not limited to, General Obligation Bonds, Revenue Bonds, Certificates of Obligation, Impact Fees, Contributions, Grants, Fund Reserves and Intergovernmental Transfers. The total estimated capital expenditure budget for capital projects in FY 2023-2024 is \$165,303,863 and includes carry-over projects with prior year funding. General Obligation Bonds will be issued in FY 2023-2024 to fund some of these projects in addition to impact fees, transfers from other funds, cash reserves, and potential contributions from Tarrant County and the Texas Department of Transportation.

2023-2024 Capital Projects Funds



Funding Sources

2023-2024 Budget Funding Sources	Street Fund	Drainage Fund	Utility Fund	Building Fund	Parks Fund	MEDC Fund	Equipment Fund	Total
Bonds	17,250,000		50,000,000		5,000,000			72,250,000
Impact Fees	1,400,000		2,500,000		600,000			4,500,000
Prior Year Funding	21,934,227	3,751,644	11,187,554	32,779,539	8,650,432		2,129,890	80,433,285
Grants					4,000,000			4,000,000
Transfers							4,120,577	4,120,577
Total Sources	\$ 40,584,227	\$3,751,644	\$63,687,554	\$ 32,779,539	\$ 18,250,432	\$ -	\$6,250,467	\$ 165,303,862

Capital Projects Funding

Infrastructure improvements use a variety of funding sources to offset costs, such as:

- **General Fund Debt Issuance**

General Obligation Bonds or Certificates of Obligation

- **Impact Fee**

Roadway, water, sewer, and park development fees have contributed \$44,410,930 towards capital projects in the last five fiscal years.

Fee Type	Actual FY 2018-2019	Actual FY 2019-2020	Actual FY 2020-2021	Actual FY 2021-2022	Actual* FY 2022-2023
Roadway Impact Fees - Area A	210,678	372,957	830,667	453,277	228,689
Roadway Impact Fees - Area B	639,758	110,404	77,774	264,165	242,282
Roadway Impact Fees - Area C	650,363	667,665	1,074,010	1,430,208	738,330
Roadway Impact Fees - Area D	828,400	2,109,426	1,781,000	1,687,975	934,180
Subtotal	\$ 2,329,198	\$ 3,260,451	\$ 3,763,450	\$ 3,835,625	\$ 2,143,481

Fee Type	Actual FY 2018-2019	Actual FY 2019-2020	Actual FY 2020-2021	Actual* FY 2021-2022	Actual* FY 2021-2022
Water Impact Fees	1,788,800	3,108,790	4,112,840	3,940,630	2,183,900
Sewer Impact Fees	1,153,792	1,771,144	1,768,687	1,877,120	943,072
Subtotal	\$ 2,942,592	\$ 4,879,934	\$ 5,881,527	\$ 5,817,750	\$ 3,126,972

Fee Type	Actual FY 2018-2019	Actual FY 2019-2020	Actual FY 2020-2021	Actual* FY 2021-2022	Actual* FY 2021-2022
Park Fees - Quadrant 1	70,500	122,500	482,000	175,300	136,350
Park Fees - Quadrant 2	23,250	19,500	30,750	750	277,500
Park Fees - Quadrant 3	376,000	372,250	784,250	409,250	607,300
Park Fees - Quadrant 4	150,750	1,060,000	445,250	552,250	334,250
Subtotal	\$ 620,500	\$ 1,574,250	\$ 1,742,250	\$ 1,137,550	\$ 1,355,400

TOTAL	\$ 5,892,290	\$ 9,714,635	\$ 11,387,227	\$ 10,790,925	\$ 6,625,853
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* Unaudited

- **Tax Increment Reinvestment Zones (TIRZ)**

The Reserve, Downtown

- **Federal / State / County Contributions**

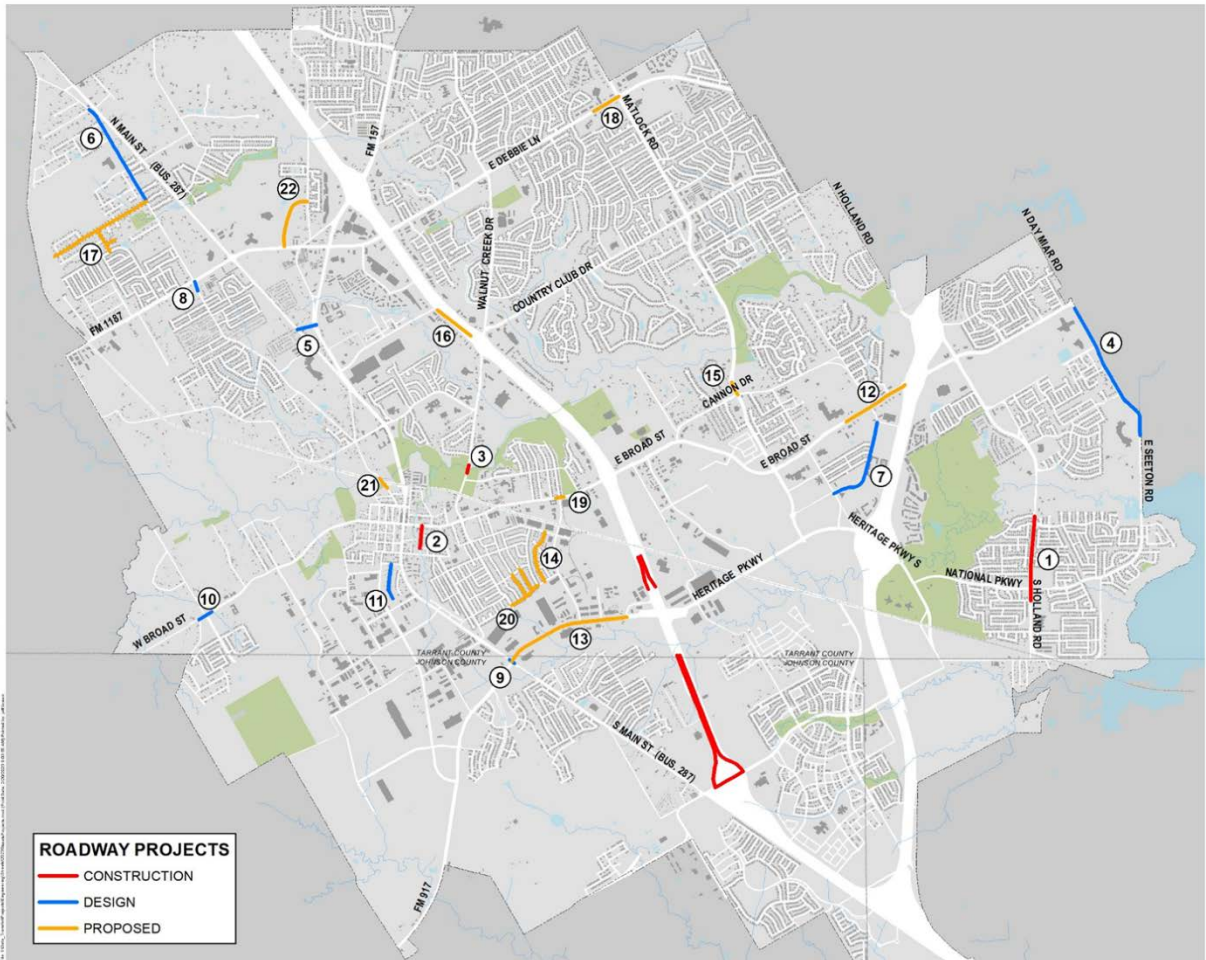
Tarrant County Bond Program, Community Development Block Grant (CDBG) Program, North Central Texas Council of Governments (NCTCOG)

- **User Fees**

Water, sewer, and drainage excess revenues and expense savings

Multi-Year Summary Street Construction

Over half of the FY 2023-2024 Street Construction budget is for projects that were approved in prior year budgets, but start times were delayed.



Projects in Progress (Design or Construction) as of 09/30/2023:

- Holland Road
- Pond Street
- Walnut Creek Drive Bridge
- Day Miar Road
- N. Main St./FM 157 Connector
- Gertie Barrett Road
- Cannon Drive South
- Cardinal Road Turn Lane
- S. Main St./Heritage Pkwy Intersection
- W. Broad St. near Retta Road
- Elizabeth Lane
- E. Broad St./SH 360 Intersection
- Matlock Road Southbound Left Turn Lane
- US 287 On-ramp at Walnut Creek Drive
- E. Broad St./Wisteria Signal
- North St.-Oak to Walnut Creek
- Seeton Road Pedestrian Crossing

Approximately \$17,250,000 in debt will be issued in FY 2023-2024 for new projects. Street improvements over the next 5 years are estimated to cost \$165,303,862. The projects listed in future years may change as priorities change, but City Council will have final approval during the budget process.

Street Improvements	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Total
Staffing Allocation	613,345	631,745	650,697	670,218	690,325	3,256,331
Prior Year Funding (Projects in Progress)	22,720,882					22,720,882
E. Broad St./TX 360 Intersection Improvements	7,700,000					7,700,000
Matlock Rd. Left Turn Lanes (Cannon & Country Club)	250,000					250,000
N. Main St./FM 157 Connector	4,400,000					4,400,000
US 287 Frontage Roads-TxDOT (UPRR to Lone Star Rd.)	300,000					300,000
US 287 On-Ramp (North of Walnut Creek Dr.)	2,500,000					2,500,000
Dick Price Rd. (UPRR to N. Main St.)	650,000	1,115,500				1,765,500
Main St. (Hunt St. to Pleasant Ridge Dr.) Concept Plan	300,000					300,000
Railroad Quiet Zones-Wisteria/Broad/Walnut Creek Dr.	1,000,000	1,500,000				2,500,000
Misc. Local Street/Intersection Reconstruction	150,000	2,500,000				2,650,000
North Street (Oak St. to Walnut Creek)		3,730,000				3,730,000
Mitchell Road (Straumann to Sam Street)		340,000				340,000
TBD			12,500,000	12,500,000	12,500,000	37,500,000
Total	\$ 40,584,227	\$ 9,817,245	\$ 13,150,697	\$ 13,170,218	\$ 13,190,325	\$ 89,912,713

Street Construction Operational Cost	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Total
Utilities	69,782	71,875	74,031	76,252	78,540	\$ 370,480
Staffing	102,473	105,547	108,713	111,975	115,334	544,041
Operations & Maintenance	19,193	19,768	20,361	20,972	21,602	101,896
Total	\$ 191,447	\$ 197,190	\$ 203,106	\$ 209,199	\$ 215,475	\$ 1,016,417



Major FY 2023-2024 Street Projects

E. Broad Street/State Highway 360 Intersection - \$7,700,000

This project will provide improvements around the TX-360 intersection necessary to maximize vehicle throughput, especially eastbound to northbound movement. Engineers anticipate creating dual-left turn lanes on the bridge and extending west is anticipated. Right-of-way acquisition at the southwest corner of the intersection will be considered if necessary. Limits may extend west to Cannon Drive and east to Holland Road to maximize vehicle throughput. This project will likely utilize asphalt pavement as is existing to the west. A traffic signal at Fire Station 3 will be included with this project.



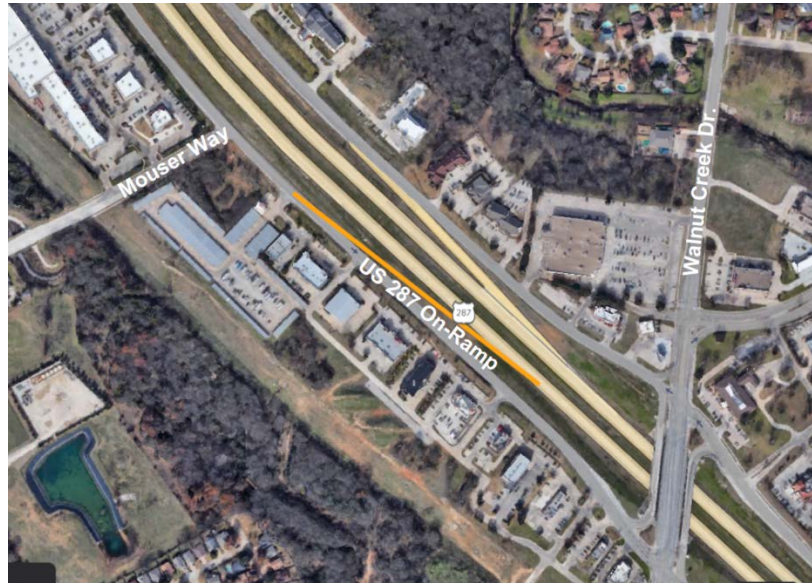
N. Main Street to FM 157 Connector - \$4,400,000

The proposed connector is a four-lane undivided roadway that will provide a connection from North Main Street to FM 157. This roadway will be located approximately a half mile north of Mouser Way and will align with Watson Branch Lane. The connector will reduce traffic volumes along the frontage of Legacy High School and at the intersection of Main and FM 157. This project will also eliminate the current skewed intersection of Russell Road and FM 157 and will reduce flooding potential of Watson Branch upstream of Russell Road. Design is anticipated to be complete in early 2024 with construction anticipated to begin mid-2024.



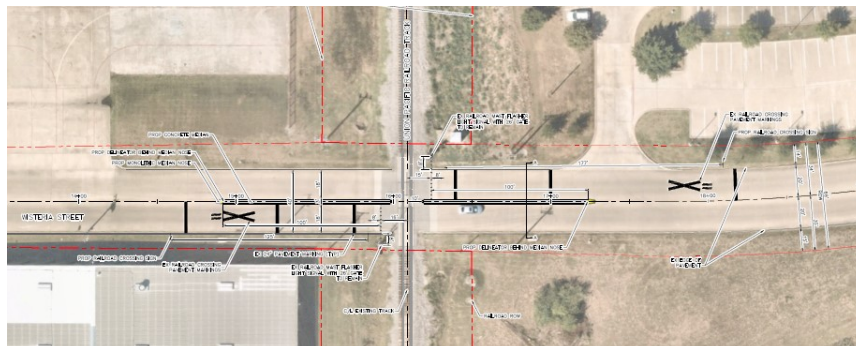
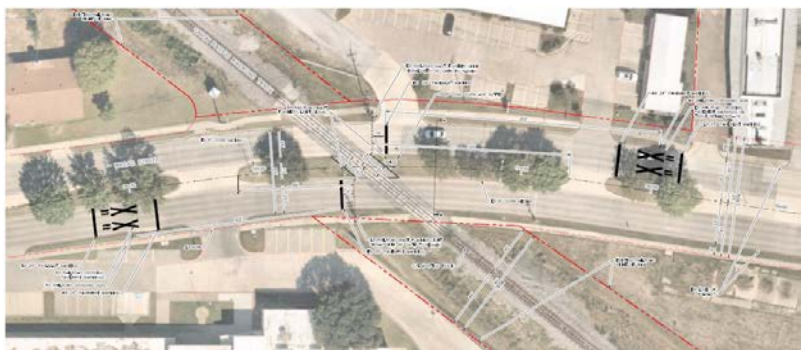
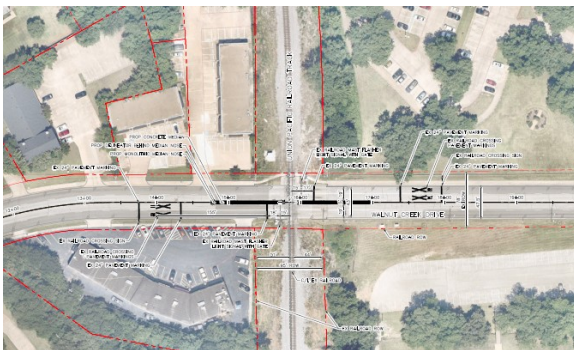
US Highway 287 On-Ramp North of Walnut Creek Drive - \$2,500,000

This project will involve coordination with the Texas Department of Transportation (TxDOT). The on-ramp will mitigate congestion on the southbound frontage road. Signal timing along the Walnut Creek Drive corridor will also be improved.



Railroad Quiet Zones - \$1,000,000

This project will provide safer crossings and eliminate significant noise at three railroad locations: Walnut Creek Drive, Broad Street, and Wisteria Street.



Multi-Year Summary Utility Construction

Funding for projects in FY 2023-2024 will come from impact fees, cash on hand, and bonds. Debt in the amount of \$48 million will be issued in FY 2023-2024 to fund the Water Treatment Plant expansion. The funding for utility improvements in future years will be evaluated annually to determine the amount of debt needed to be issued as population growth continues. Design for a second Water Treatment Plant is tentatively slated for FY 2027-2028.

Approximately \$118,322,663 in utility improvements is estimated over the next 5 years.

Utility Construction	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Total
Staffing Allocation	445,358	458,719	472,480	486,655	501,255	2,364,467
Prior Year Projects	8,392,196					8,392,196
16" Water Line along SH 360	2,500,000					2,500,000
30" Lonestar Phase II	3,250,000					3,250,000
15 MG Bud Ervin Water Treatment Plant Expansion	48,000,000					48,000,000
12" Water Line along US Highway 287	600,000					600,000
LoneStar estimated land acquisition	500,000					500,000
Watson Branch Sewer Line along US Highway 287		\$ 2,320,200				2,320,200
2.0 MG Lone Star Elevated Storage Tank		800,000				800,000
12" Water Line along N. Main St.		100,000				100,000
12/16" Water Line-US Highway 287		2,900,000				2,900,000
42" Walnut Creek Sewer Line		1,500,000				1,500,000
2.0 MG Lone Star Elevated Storage Tank			11,500,000			11,500,000
12" Water Line along N. Main St.			882,800			882,800
16" Water Line along Britton Road			200,000			200,000
24" Water Line along US Highway 287			2,176,100			2,176,100
12" Water Line along Turner Warnell Road			1,482,600			1,482,600
UPP Water Lines			1,565,500			1,565,500
42" Walnut Creek Sewer Line				9,543,600		9,543,600
16" Water Line along Britton Road				1,400,000		1,400,000
12" Sewer Main near Magnolia Street				958,100		958,100
12" Water Line near Northern City Limits				1,804,600		1,804,600
20" Water Line along US Highway 287				1,876,500		1,876,500
36" Sewer Main along Walnut Creek (WW18)				3,137,000		3,137,000
Water Treatment Plant Expansion					4,983,600	4,983,600
30" Lone Star Rd. Water Line					2,097,300	2,097,300
16" Water Line along Newt Patterson					1,488,100	1,488,100
Total	\$63,687,554	\$ 8,078,919	\$18,279,480	\$19,206,455	\$ 9,070,255	\$118,322,663

Major FY 2023-2024 Utility Projects

Water Treatment Plant Expansion - \$48,000,000

The Utility Fund has not issued debt since 2016, but in FY 2023-2024, the City will borrow \$48,000,000 to construct an expansion to the Bud Ervin Water Treatment Plant. Currently, the plant treats and provides 45.5 million gallons of water per day. The expansion will increase capacity to an estimated 61 million gallons per day.



Multi-Year Summary Drainage Construction

Drainage Improvements	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Total
Prior Year Funding (Projects in Progress)	256,644					256,644
Serenity Park Channel Stabilization	250,000					250,000
Arbors Channel Reconstruction	245,000					
Service Center Building D	800,000	600,000				1,400,000
Hogpen Study Update		550,000				550,000
Meadowcrest/Inverness Study		400,000				400,000
Watson Branch Drainage Improvements	2,000,000	2,800,000				4,800,000
Hogpen/Callendar Road Detention Pond - Design	200,000					200,000
Hogpen/Callendar Road Detention Pond - Construction		1,500,000				1,500,000
Hogpen/Debbie Lane Detention Pond - Design			300,000			300,000
Newt Patterson/Nichols Branch Crossing			500,000			
Hogpen/Debbie Lane Detention Pond - Construction				1,500,000		1,500,000
Convenience Center Design/ROW				1,000,000	800,000	1,800,000
Total	\$ 3,751,644	\$ 5,850,000	\$ 800,000	\$ 2,500,000	\$ 800,000	\$ 12,956,644

Multi-Year Summary Building Construction

Facility Improvements	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Total
Prior Year Projects						
Police Station HQ Construction	31,213,182					31,213,182
Joint PD/Fire Training Facility	900,312					900,312
Design-Animal Control/Service Center	666,045					666,045
Construction-Animal Control/Service Center		19,379,000				19,379,000
Stadium Design		8,500,000				8,500,000
City Hall Design		6,000,000				6,000,000
Construction-Stadium, City Hall			TBD	TBD	TBD	-
Total	\$32,779,539	\$33,879,000	\$ -	\$ -	\$ -	\$ 66,658,539

Facility Improvements	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Total
Operational Cost						
Utilities for New Police Station HQ	105,000	110,250	115,763	121,551	127,628	580,191
Contract Services for Police Station HQ	36,750	38,588	40,517	42,543	44,670	203,067
Utilities for New Animal Control Building	-	-	30,478	32,002	33,602	96,082
Contract Services for New Animal Control Building	-	-	7,200	7,560	7,938	22,698
Utilities for Service Center Expansion	-	-	31,707	33,292	34,957	99,956
Contract Services for Service Center Expansion	-	-	7,700	8,085	8,489	24,274
Total	\$ 141,750	\$ 148,838	\$ 233,364	\$ 245,033	\$ 257,284	\$ 1,026,269

Major FY 2023-2024 Building Construction Projects

Police Headquarters - \$31,213,182

Construction of the new police headquarters at 1601 Heritage Parkway continues in FY 2023-2024. This project will allow all divisions within the Police Department to be housed in one building, with proximity to the joint Police/Fire Training Facility. Debt for this project was issued in FY 2022-2023.



Multi-Year Summary Parks Construction

Funding for projects in FY 2023-2024 will come from cash on hand, bonds, park impact fees, and American Rescue Plan Act (ARPA) funds. The funding for park improvements in future years will be evaluated annually to determine the amount of debt needed to be issued.

Approximately \$60,650,432 in Park additions and improvements is estimated over the next 5 years.

Parks Construction	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Total
Land Acquisition	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Bike Lanes/MP Trail Improvements	25,000	25,000	25,000	25,000	25,000	125,000
ADA Transition Plan	100,000	100,000	100,000	100,000	100,000	500,000
Playground Replacements	250,000	1,000,000	500,000			1,750,000
Dog Park Phase 2	300,000					300,000
Walnut Creek Linear Park Phase 2A	1,000,000					1,000,000
Walnut Creek Linear Park Phase 3B	3,000,000					3,000,000
Walnut Creek Linear Park Phase 4A	245,432	1,500,000				1,745,432
Walnut Creek Linear Park Phase 4B	500,000		1,500,000			2,000,000
Walnut Creek Linear Park Phase 2C		150,000	1,500,000			1,650,000
Pond Brand Linear Park Phase 2	500,000	4,500,000				5,000,000
Barg Park to Chandler Park Trail	100,000	650,000				750,000
Forest Brook/Remington Ranch/Dove Chase Trail	150,000	1,350,000				1,500,000
Athletic Complex Improvements	1,800,000					1,800,000
Oliver Nature Center Improvements	300,000					300,000
McClendon Park Nature Trail	350,000					350,000
Rose Park Improvements	7,500,000					7,500,000
James McKnight Park West	650,000	1,500,000				2,150,000
Southwest Community Park Phase 1	980,000	15,000,000				15,980,000
Skinner Sports Complex Redevelopment Phase 1			750,000	10,000,000		10,750,000
Total	\$ 18,250,432	\$ 26,275,000	\$ 4,875,000	\$ 10,625,000	\$ 625,000	\$ 60,650,432

Parks Construction Operational Cost	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Total
Utilities	28,785	31,663	32,613	35,874	36,950	165,885
Staffing	106,585	117,243	120,760	132,836	136,821	614,246
Operations & Maintenance	100,513	110,565	113,882	125,270	129,028	579,258
Total	\$ 235,883	\$ 259,471	\$ 267,255	\$ 293,980	\$ 302,800	\$ 1,359,389

Click the link to view the entire Parks Master Plan developed in 2020:

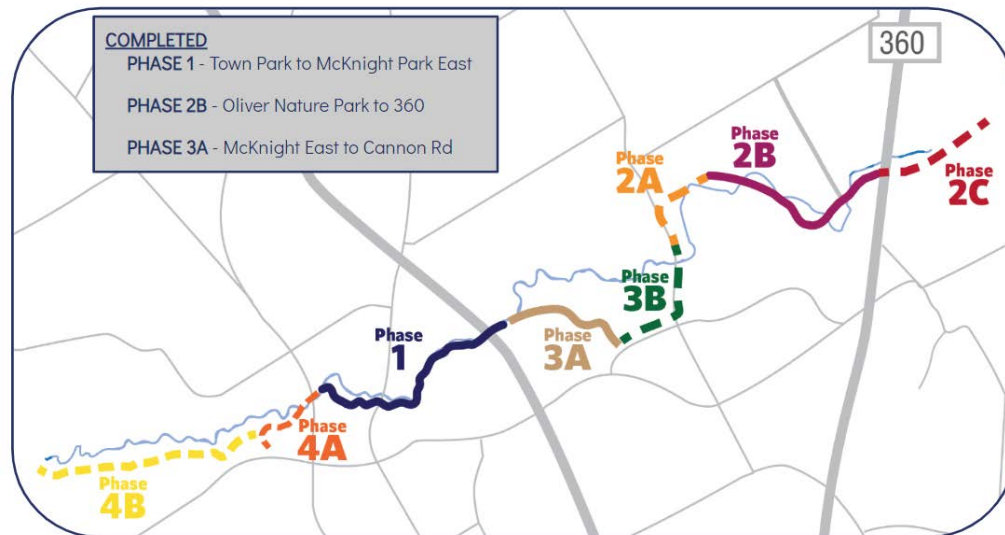
<https://www.mansfieldtexas.gov/799/2020-Master-Plan>



Major FY 2023-2024 Parks Construction Projects

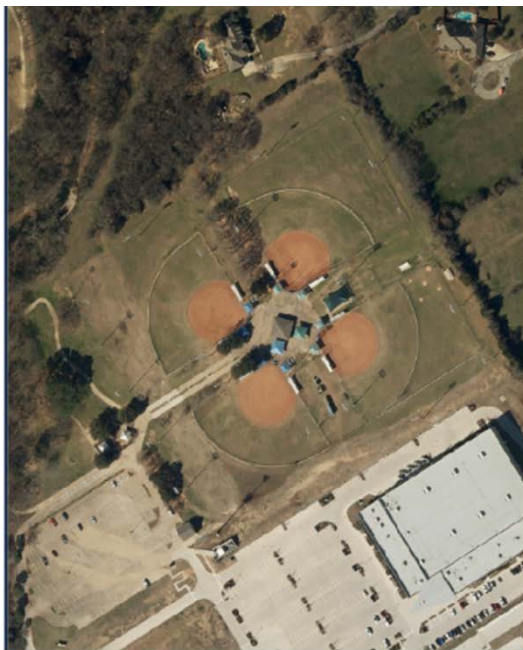
Walnut Creek Linear Park Phase 2A, 3B, 4A & 4B - \$4,745,432

This project is a continuation of the trail that runs across the City of Mansfield. Phase 2A takes the trail through Oliver Nature Park. Phase 3B runs from Oliver Nature Park to Carlin Road. Phase 4A connects Town Park to the Dog Park, and Phase 4B continues from the Dog Park to the western city limit.



Athletic Complex Improvements - \$1,800,000

Facility improvements include concession areas, restrooms, dugouts, spectator areas, walkways, scoreboards, fencing, and field drainage at James McKnight Park East and the Michael L. Skinner Sports Complex.



Katherine Rose Park Improvements - \$7,500,000

Updates to Katherine Rose Memorial Park were the number one priority in the southwest quadrant in the 2020 Master Plan due to the high visibility, high use, sentimental value, and facility age. \$4 million in American Rescue Plan Act (ARPA) funds will defray the cost of these improvements.



The Rose Park master plan was completed in Spring 2023 and the approved concept is now in the design and development phase. More than a new playground, more than an upgraded restroom, this plan creates a completely different, truly remarkable experience, including:

- Large, adaptive, and inclusive playground
- Realigned roadway and parking lot
- New restrooms and pavilions
- Story walk trail with play nodes
- New basketball, sand volleyball, tennis and pickleball courts added to Hardy Allmon Soccer Complex
- New restroom and pavilion added to Hardy Allmon Soccer Complex
- New soccer fields on undeveloped park property off Smith Street to replace Hardy Allmon fields

Multi-Year Summary Equipment Replacement Fund

The Equipment Replacement Fund may be funded via a combination of certificates of obligation, expenditure savings, intergovernmental transfers, and/or sales of fully depreciated vehicles and equipment. The preferred method for funding new equipment is with cash, as opposed to issuing debt.

In FY 2023-2024, the General Fund will transfer \$4,120,577 for vehicles, equipment, technology enhancements and facility improvements. Funding for these items was approved by City Council during budget work sessions.

Due to the lingering effects of supply chain shortages resulting from COVID-19, some of the capital equipment approved in the last two fiscal years has not been received, and therefore, prior year funding of \$2,129,890 was carried forward in the FY 2023-2024 budget year.

Project Impacts

The primary operational impacts in the Equipment Replacement Fund are related to the reduction in vehicle and equipment repair costs.

- Public Safety vehicles and equipment – replacement of vehicles and equipment on a rotating, annual basis reduces down time and repair costs and provides Police and Fire the best available resources to respond to emergencies.
- Repair Savings – reduces down time and enables staff to provide more proactive police patrols; reduces major fire apparatus down time.
- Auction Proceeds – the sale of city property via online auctions offsets the city’s borrowing costs by redirecting proceeds for the purchase of new equipment. In the last three fiscal years, auction proceeds totaling \$210,498 have been deposited back into the Equipment Replacement Fund.

Equipment	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Total
Prior Year Funding	2,129,890	TBD	TBD	TBD	TBD	\$ 2,129,890
Bond Proceeds	-	-	-	-	-	-
Transfers	4,120,577	3,304,670	2,830,153	3,852,522	2,932,356	17,040,278
Total	\$6,250,467	\$3,304,670	\$2,830,153	\$3,852,522	\$2,932,356	\$19,170,168

Equipment Replacement Operational Cost	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028	Total
Estimated Repair Savings	13,792	14,205	14,632	14,632	15,071	\$ 72,331
Estimated Fuel Savings	1,475	1,519	1,565	1,565	1,612	7,737
Total	\$ 15,267	\$ 15,725	\$ 16,197	\$ 16,197	\$ 16,683	\$ 80,068

A complete list of equipment to be purchased in FY 2023-2024 is provided on the following pages.

FY 2023-2024 Capital Equipment

Department	Division	QTY	Description	Unit Cost	Total
Police	Communications	1	Upgrade Records Management System	420,177	420,177
Police	Patrol	10	Replacement Vehicles	82,530	825,300
Police	Patrol	5	New vehicles	82,530	412,650
					1,658,127

Department	Division	QTY	Description	Unit Cost	Total
Fire	Operations	1	Spartan Fire Engine	1,074,860	1,074,860

Department	Division	QTY	Description	Unit Cost	Total
Development Services	Building Safety	2	Pick-up Truck	39,000	78,000
Development Services	Facilities Management	1	Building Maintenance City-wide	325,000	325,000
Development Services	Facilities Management	1	City Hall Council Chambers	450,000	450,000
					853,000

Department	Division	QTY	Description	Unit Cost	Total
Community Services	Public Grounds	1	F-350 Truck with flatbed	48,590	48,590

Department	Division	QTY	Description	Unit Cost	Total
Community Engagement	Regulatory Compliance	1	SUV/Cross-over Vehicle	36,000	36,000

Department	Division	QTY	Description	Unit Cost	Total
Shared Services	IT	1	Active Directory/Domain Server	10,000	10,000
Shared Services	IT	2	Cisco UCS Servers	12,500	25,000
					35,000

Department	Division	QTY	Description	Unit Cost	Total
Public Works	Streets	1	Bridge Lights on N. Main Street	200,000	200,000
Public Works	Streets	1	Dump Truck	175,000	175,000
Public Works	Streets	1	Pickup Truck	40,000	40,000
					415,000

Total General Fund Equipment

\$ 4,120,577



FY 2023-2024 Capital Equipment

Fund	Division	QTY	Description	Unit Cost	Total
MPFDC	Administration	1	Mavic 3 Drone	4,048	4,048
MPFDC	Administration	1	Mobile Event Trailer	30,000	30,000
MPFDC	Park Operations	1	16ft Dump Trailer	13,540	13,540
MPFDC	Park Operations	1	Sweeper bucket for Bobcat	7,282	7,282
MPFDC	Athletics	1	Toro Spray Rig	79,345	79,345
MPFDC	Athletics	1	Single cab pickup truck	43,240	43,240
MPFDC	Athletics	1	Lely Fertilizer Spreader	7,675	7,675
MPFDC	Athletics	1	Trailer	14,403	14,403
MPFDC	Athletics	1	Graco Paint Rig	18,100	18,100

MPFDC Fund Requests

\$ 217,633

Fund	Division	QTY	Description	Unit Cost	Total
Utility	Meter Reading/Repair	1	Pickup Truck	43,000	43,000
Utility	Water Treatment	3	Water Tower Lighting	99,500	298,500
Utility	Water Distribution	1	Service Truck	160,000	160,000
Utility	Water Distribution	1	Skid Steer	125,000	125,000
Utility	Water Distribution	1	Haul Trailer	40,000	40,000
Utility	Wastewater	1	Excavator	160,000	160,000
Utility	Wastewater	1	Hydroexcavation (Vac) Trailer	180,000	180,000
Utility	Wastewater	1	Jet Scan Sewer Inspection Camera	15,000	15,000

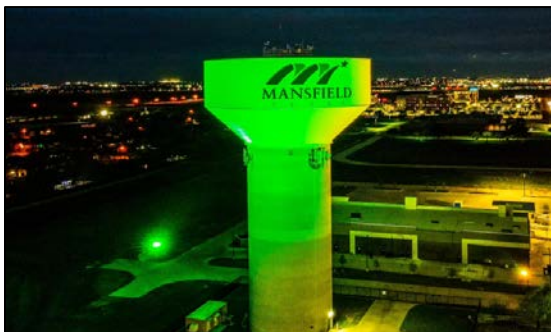
Utility Fund Requests

\$ 1,021,500

Fund	Division	QTY	Description	Unit Cost	Total
Environmental Services		1	Pickup Truck	34,000	34,000

Environmental Fund Requests

\$ 34,000

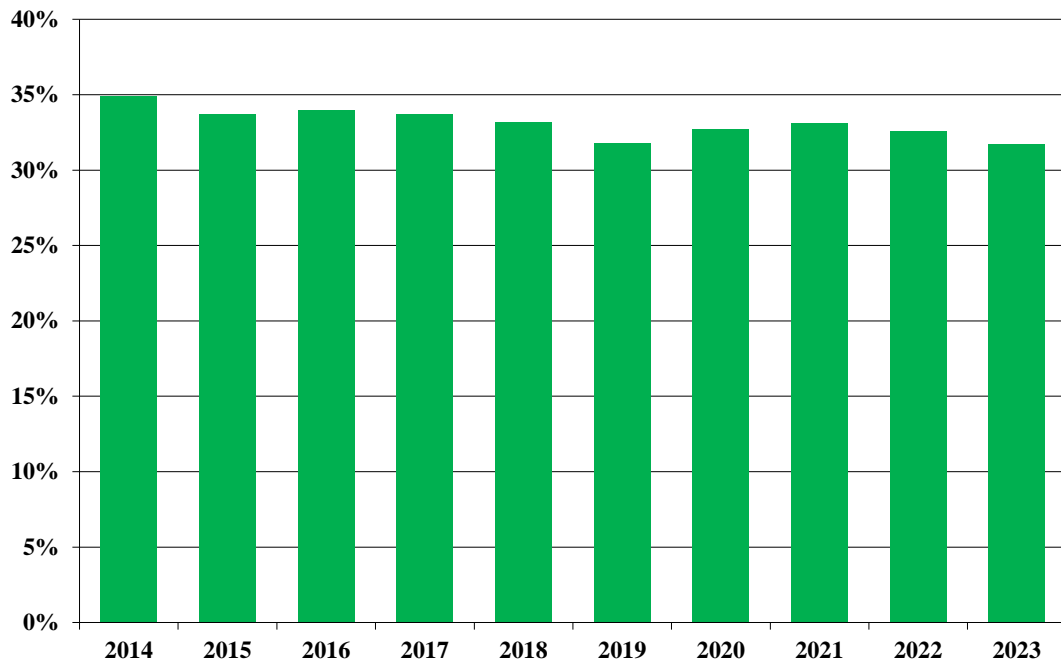


Historical Analysis

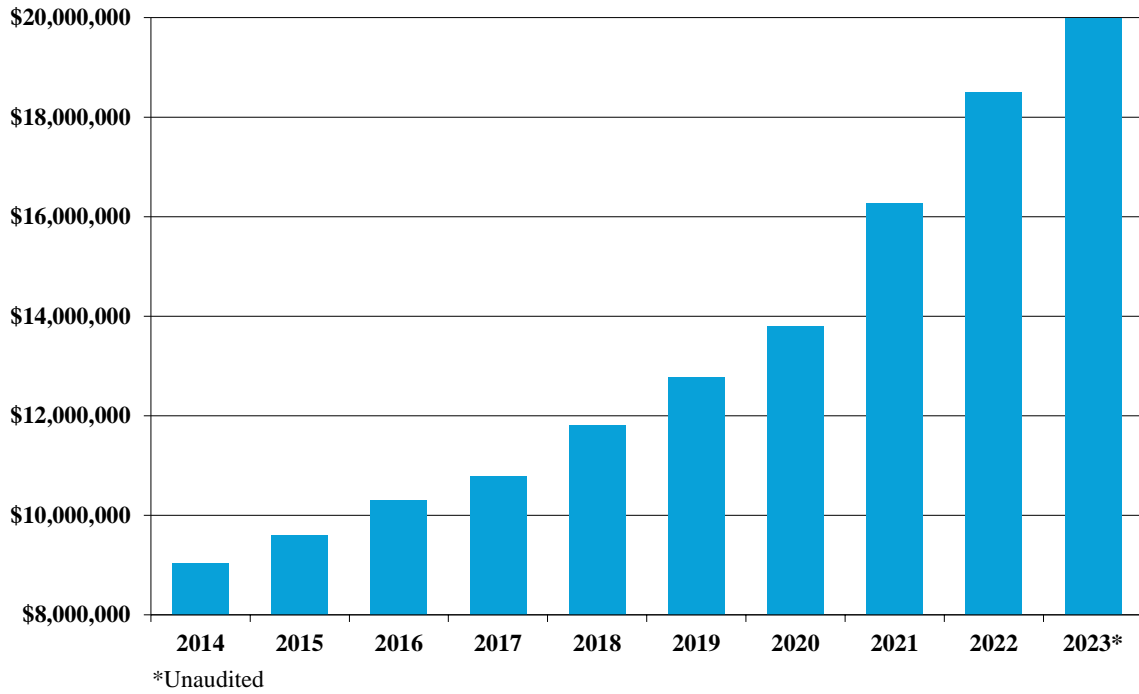
Tax Rate

Tax Year	Fiscal Year	General Operating	Tax Rate Percentage	General Obligation I & S Fund	Tax Rate Percentage	Total Tax Rate	Homestead Exemption
2014	2014-2015	0.4710	66.3%	0.2390	33.7%	0.7100	-
2015	2015-2016	0.4683	66.0%	0.2417	34.0%	0.7100	-
2016	2016-2017	0.4707	66.3%	0.2392	33.7%	0.7100	-
2017	2017-2018	0.4745	66.8%	0.2355	33.2%	0.7100	-
2018	2018-2019	0.4845	68.2%	0.2255	31.8%	0.7100	-
2019	2019-2020	0.4778	67.3%	0.2322	32.7%	0.7100	-
2020	2020-2021	0.4613	66.8%	0.2287	33.1%	0.6900	10%
2021	2021-2022	0.4650	67.4%	0.2250	32.6%	0.6900	10%
2022	2022-2023	0.4644	68.3%	0.2156	31.7%	0.6800	12%
2023	2023-2024	0.4362	66.2%	0.2231	33.8%	0.6593	14%

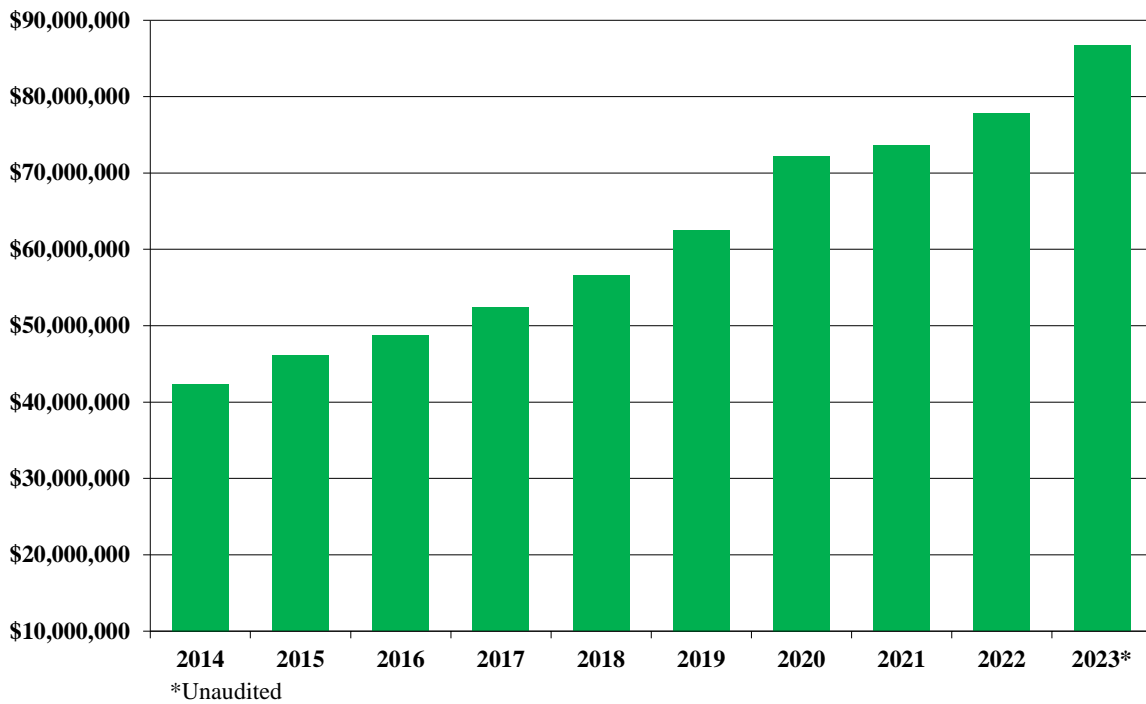
Debt Ratio



Sales Tax Growth (General Fund)



Revenue Growth (General Fund)



TOP TAXPAYERS 2023
(Tarrant County)



TARRANT APPRAISAL DISTRICT
2023 TOP TAXPAYER LISTING
CITY OF MANSFIELD 220-117-03

1-Oct-23

TU2 INDIVIDUAL ACCOUNTS		Market Real Estate	Market Pers Property	Total Market	Taxable Real Estate	Taxable Pers Property	Total Taxable
01	MOUSER ELECTRONICS/MOUSER ELECTRONICS INC	53,984,745	1,223,668,910	1,277,653,655	50,314,823	150,870,267	201,185,090
02	MID-AMERICA APARTMENTS LP	98,500,000	0	98,500,000	98,500,000	0	98,500,000
03	CREA HERITAGE RESERVE LLC	73,500,000	0	73,500,000	73,500,000	0	73,500,000
04	TRG WATSON BRANCH LLC	68,500,000	0	68,500,000	68,500,000	0	68,500,000
05	UNIVERSAL AIR CONDITIONER INC/COLL CARLOS J	16,302,145	50,899,082	67,201,227	16,302,145	50,899,082	67,201,227
06	EVOLV AL LP	65,800,000	0	65,800,000	65,800,000	0	65,800,000
07	WMCI DALLAS VIII LLC	65,400,000	0	65,400,000	65,400,000	0	65,400,000
08	SREIT MAG REGALIA OWNER LLC	64,800,000	0	64,800,000	64,800,000	0	64,800,000
09	MACK (MANSIONS MANSFIELD) LLC/MACK (PARC MANSFIELD	61,110,000	0	61,110,000	61,110,000	0	61,110,000
10	MANSFIELD KDC III LP/MANSFIELD KDC II LP ETAL	56,748,808	0	56,748,808	56,748,808	0	56,748,808

TU3 COMMERCIAL ACCOUNTS		Market Real Estate	Market Pers Property	Total Market	Taxable Real Estate	Taxable Pers Property	Total Taxable
01	MOUSER ELECTRONICS/MOUSER ELECTRONICS INC	53,662,872	1,223,668,910	1,277,331,782	49,992,950	150,870,267	200,863,217
02	MANSFIELD KDC III LP/MANSFIELD KDC II LP ETAL	56,748,808	0	56,748,808	56,748,808	0	56,748,808
03	UNIVERSAL AIR CONDITIONER INC	0	50,899,082	50,899,082	0	50,899,082	50,899,082
04	SHOPS AT BROAD LLC	34,601,575	0	34,601,575	34,601,575	0	34,601,575
05	KLEIN TOOLS INC	0	39,241,234	39,241,234	0	28,362,424	28,362,424

TU4 INDUSTRIAL ACCOUNTS		Market Real Estate	Market Pers Property	Total Market	Taxable Real Estate	Taxable Pers Property	Total Taxable
01	EQUISTAR CHEMICALS LP/D & S PLASTICS INTL	9,801,141	18,523,606	28,324,747	9,801,141	7,250,549	17,051,690
02	BYWAY CORPORATION	0	16,883,762	16,883,762	0	15,597,589	15,597,589
03	MASTER METER INC	3,504,000	21,023,748	24,527,748	3,504,000	7,572,668	11,076,668
04	ARDEX LP/ARDEX LP	4,920,000	7,666,571	12,586,571	4,920,000	4,443,632	9,363,632
05	MARTIN SPROCKET & GEAR INC	4,984,750	11,678,272	16,663,022	4,984,750	3,857,343	8,842,093

ACRONYMS

ACFR	Annual Comprehensive Financial Report
ACH	Automated Clearing House
ACO	Animal Control Officer
ADA	Americans with Disabilities Act
CAD	Computer Aided Dispatch
CDBG	Community Development Block Grants
CID	Criminal Investigation Division
CIP	Capital Improvement Program
CMO	City Manager's Office
CO	Certificates of Obligation (Debt)
CRO	Community Resource Officer
CSO	City Secretary's Office
CVB	Convention and Visitors Bureau
CVE	Commercial Vehicle Enforcement
DFW	Dallas-Fort Worth Metroplex
DRC	Development Review Committee
EAP	Employee Assistance Program
EEOC	Equal Employment Opportunity Commission
EFT	Electronic Funds Transfer
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
FM	Farm-to-Market (Road or Street)
FS	Fire Station
FTE	Full Time Equivalent (Positions)
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation (Debt)
HOA	Home Owners' Association
HOT	Hotel Occupancy Tax
HR	Human Resources
HVAC	Heating and Air Conditioning Units
IT	Information Technology
K-9	Canine Unit

LAN	Local Area Network
LEC	Law Enforcement Center
LED	Light-emitting Diode
LLEBG	Local Law Enforcement Block Grants
MAC	Mansfield Activities Center
MEDC	Mansfield Economic Development Corporation
MIBP	Mansfield International Business Park
MISD	Mansfield Independent School District
MPFDC	Mansfield Park Facilities Development Corporation
NCTCOG	North Central Texas Council of Governments
OPEB	Other Post-Employment Benefits
ORR	Open Records Request
P&Z	Planning and Zoning
PID	Public Improvement District
PO	Purchase Order
PPE	Personal Protective Equipment
PSB	Public Safety Building
PT	Part-Time
RFP	Request for Proposals
ROW	Right-of-Way
SCADA	Supervisory Control and Data Acquisition
SEC	Securities and Exchange Commission
SH	State Highway
SLA	Service Level Agreement
TAD	Tarrant County Appraisal District
TCC	Tarrant County College
TCEQ	Texas Commission on Environmental Quality
TCOLE	Texas Commission on Law Enforcement
TIF	Tax Increment Funding
TIRZ	Tax Increment Reinvestment Zone
TMRS	Texas Municipal Retirement System
TxDOT	Texas Department of Transportation
UAS	Unmanned Aircraft System
WAN	Wide Area Network
WCLP	Walnut Creek Linear Park
WTP	Water Treatment Plant
YTD	Year-to-Date

BUDGET GLOSSARY

The Annual Budget contains specialized terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget document in understanding these terms, a budget glossary has been included in the document.

Accounts Receivable	An asset account reflecting amounts owed by private individuals or organizations for goods/services furnished by a government.
Accrual Accounting	A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than on July 10.
Actual	Revenue or expenditure totals for a given period, as opposed to “Budget” numbers which are estimated for a given period.
Ad Valorem	A tax based on the value of real and personal property.
Annual Comprehensive Financial Report (ACFR)	The official financial report of the City that includes an audit opinion as well as basic financial statements and supporting schedules necessary to demonstrate compliance with financial related legal and contractual provisions.
Appropriations	An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.
Appropriation Ordinance	The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.
Arbitrage	The reinvestment of the proceeds of tax-exempt securities in materially higher yielding taxable securities.
Assessed Valuation	A value that is established for real or personal property for use as a basis for levying property taxes. (Note: property values are established by the Tarrant Appraisal District.)
Assets	Resources owned or held by the City that have monetary value.

Audit	A comprehensive investigation of the manner in which the government's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures are in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals.
Balance Sheet	A financial statement that discloses the assets, liabilities, reserves and balances of a specific governmental fund as of a specific date.
Balanced Budget	Current appropriations in all funds are limited to the sum of available unencumbered cash balances and revenues estimated to be received in the current budget period.
Bond	A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets and bridges.
Budget	A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.
Budget Basis	A basis of budgeting general government type funds prepared on a modified accrual basis. The obligations of the City are budgeted as expenditures, but revenues are recognized only when they are measurable and available.
Budget Amendment	A legal procedure utilized by the City staff and City Council to revise a budget appropriation. The City of Mansfield's Charter requires City Council approval through the adoption of a supplemental appropriation ordinance (which specifies both the source of revenue and the appropriate expenditures account) for any inter-fund adjustments. City staff has the prerogative to adjust expenditures within a departmental budget.
Budget Calendar	The schedule of key dates or milestones which the City departments follow in the preparation, adoption, and administration of the budget.
Budget Document	The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

Budgeted Funds	Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The budget document that is submitted for City Council approval is composed of budgeted funds.
Budget Message	The opening section of the budget which provides City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations of the City Manager.
Budgetary Control	The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
Capital Asset	Relatively expensive improvements that are non-recurring, have a multi-year useful life and that result in fixed assets. Capital may include equipment, streets, utilities, land and buildings.
Capital Equipment Budget	The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items, such as salaries, utilities and office supplies. The Capital Equipment Budget includes funds for capital equipment purchases, such as typewriters, vehicles, furniture, machinery, building improvements, microcomputers and special tools, which are usually distinguished from operating items according to their value and projected useful life. The dollar varies according to the policy established by each jurisdiction.
Capital Improvement Program	A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years.
Capital Improvement Program Budget	A Capital Improvement Program (CIP) Budget is a separate budget from the operating budget. Items in the CIP are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include new roads, sewer lines, buildings, recreational facilities and large-scale remodeling.
Capital Leases	A contract by which the City purchases equipment for a specified term for a specified rent.
Capital Outlays	Expenditures which result in the acquisition of or addition to the City's fixed assets. The City's capitalization threshold is \$5000 per item.

Cash Accounting	A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.
Cash Management	The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.
Certificates of Obligation	Similar to general obligation bonds except the certificates do not require voter approval.
Contingency	An appropriation of funds to cover unforeseen events and emergencies which may occur during the budget period.
Contractual Services	Costs related to services performed for the City by individuals, businesses or utilities.
Current Taxes	Taxes that are levied and due within one year.
Debt Services	The City's obligation to pay the principal and interest of all bonds and other debt instruments to a pre-determined payment schedule.
Delinquent Taxes	Taxes that remain unpaid on and after the date on which a penalty for non-payment is attached.
Department Purpose	The primary reason for the existence of a specific department is explained through the departmental purpose statement.
Depreciation	The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.
Development Fees	Fees charged by the City to developers or individuals to recover the cost of services provided by the City.
Disbursement	Payment for goods and services in cash or by check.
Donations	A gift to the City that may be either monetary or non-monetary.

Encumbrance	The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures.
Enterprise Fund	A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. An enterprise fund in Mansfield is established for water and sewer services.
Estimated Revenue	The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by City Council.
Exempt	Personnel who are not eligible to receive overtime pay and are expected to put in whatever hours are necessary to do the job.
Expenditure	This term refers to the outflow of funds paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds. Note: An encumbrance is not expenditure. An encumbrance reserves funds to be expended.
Expense Object Class	A basis for distinguishing types of expenditures. The five major expense object classes used by the City of Mansfield are: 80000 series-salaries, 81000 series-benefits, 82000 series-other payroll, 83000 series-supplies, 84000 series-maintenance, 85000 series-services, 86000 series-other operating costs, 87000 series-utilities, 88000 series-miscellaneous, and 89000 series-capital outlay.
Expenses	Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.
Fiscal Year	The twelve-month time period designated by the City, signifying the beginning and ending period for recording financial transactions. The City of Mansfield has specified October 1 st to September 30 th as its fiscal year.
Fixed Assets	Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.
Franchise	A special privilege granted by a government permitting the continued use of public property, such as city streets, and usually involving the elements of monopoly and regulation.
Franchise Fee	A fee paid by public service utilities for the use of public property in providing their services.

Full-Time Equivalent Positions (FTE)	The amount of time a position has been budgeted on an annual basis. A Full-Time Employee (FTE) normally works 2,080 hours on an annual basis while a part-time FTE would work 1,040 hours annually.
Fund	An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.
Fund Balance	Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds (or retained earnings in private enterprises).
Full Faith and Credit	A pledge of the general taxing power of a government to a government to repay debt obligations (typically used in reference to bonds).
Function	A group of related programs crossing organizational (departmental) boundaries and aimed at accomplishing a broad goal or accomplishing a major service.
GASB 34	Basic financial statements and management's discussion and analysis for State and Local governments. GASB 34 requires state and local governments to produce financial statements on an accrual basis in much the same manner as a private sector entity. The objective is to enhance the understanding and usefulness of the financial reports of state and local governments to the public, legislative and oversight bodies as well as investors and creditors.
General Fund	The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, park and recreation, libraries, public works and general administration.
General Ledger	A file that contains a listing of the various accounts necessary to reflect the financial position of the government.

General Obligation Bonds	Bonds that finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from the General Fund, and these bonds are backed by the full faith and credit of the issuing government.
Governmental Fund	Funds used to account for essentially the same functions reported as governmental activities in the government-wide financial statements.
Grant	A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.
Impact Fee	A fee charged at the time of building permit issuance for roadway and utility infrastructure costs in various quadrants of the City.
Infrastructure	The underlying permanent foundation or basic framework e.g. streets, water, sewer, public buildings, and parks.
Inter-fund Transfers	Amounts transferred from one fund to another.
Intergovernmental Revenue	Revenue received from another government for a specified purpose. In Mansfield, these funds are from the State of Texas and the Federal Government.
Internal Service Fund	Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis.
Inventory	A detailed listing of property currently held by the government.
Invoice	A bill requesting payment for goods or services by a vendor or other governmental unit.
Levy	To impose taxes, special assessments, or service charges for the support of City activities.
Liability	Debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed, or refunded.
Line-Item Budget	A budget that lists each expenditure category separately (salary, materials, telephone service, travel, etc.), along with the dollar amount budgeted for each specified category.
Maintenance	The upkeep of physical properties in condition for use or occupancy. Examples: inspection of equipment to detect defects and the making of repairs.

Major Funds	All funds including General, Enterprise, Special Revenue, and Capital Funds.
Merit Incentive	A salary or benefit adjustment based on an employee's overall job performance that would warrant a salary or benefit increase.
Modified Accrual Accounting	A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure." Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds.
Non-Exempt	Personnel eligible to receive overtime pay when work beyond their normal schedule has been authorized or requested by the supervisor.
Object Code	An expenditure category, such as salaries, supplies, or services.
Operating Budget	The portion of the budget that pertains to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.
Operating Fund	A fund restricted to a fiscal budget year.
Ordinance	A formal legislative enactment by the governing board of a municipality. An ordinance requires more legal formality and has a higher legal status than a resolution.
Performance Budget	A budget that focuses upon activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man hour, or cost per man hour of garbage collection.
Performance Measures	Specific quantitative and qualitative measures of work performed as an objective of the department.
Program Budget	A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget classes of expenditure.
Project	Something that is contemplated or planned, a large or major undertaking, especially one involving considerable money, personnel, and equipment.

Proposed Budget	The final draft of the budget that is presented by the City Manager to the City Council and the public for consideration, acceptance, and action.
Property Tax	Property taxes are levied on both real and personal property according to the property's valuation and the tax rate.
Proprietary Fund	Funds to provide the same type of information as the government-wide fund statements, except in more detail.
Purchase Order	A document that authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.
Reconciliation	A detailed summary of increases and decreases in departmental expenditures from one budget year to another.
Requisition	A written request from a department to the Budget/Accounting office for specific goods or services. This action precedes the authorization of a purchase order.
Reserve	An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.
Resolution	An order of a governing body. Requires less legal formality and has lower legal status than an ordinance. Statutes or charter will specify which actions must be by ordinance and which may be by resolution (for cities, revenue-raising measures such as taxes, special assessments, and service charges always require ordinances). See "Ordinance."
Revenue	Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.
Revenue Bonds	Bonds usually sold for constructing a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.
Risk Management	An organized attempt to protect a government's assets against accidental loss in the most economical method.
Special Revenue Fund	A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are reserved for specific purposes.
Source of Revenue	Revenues are classified according to their source or point of origin.

Strategic Plan	A multi-year financial, operational and capital plan designed to serve as a guide to future capital improvements, staffing and operational requirements, as well as projected funding sources over a specified time frame. The Strategic Plan is updated on an annual basis.
Supplemental	A budget request submitted during the budget process for a new program or an increase to current programs or services above the current budget level.
Supplies	A cost category for minor items (individually priced at less than \$5000) required by departments to conduct their operations.
Tax Levy	The total amount of taxes imposed by the City on taxable property, as determined by the county appraisers.
Tax Rate	The rate per \$100 of property valuation set by City Council. It is made of two components – operations and debt service.
Transfers	Amounts distributed between funds to finance certain activities. Shown as an expenditure in the originating fund and revenue in the receiving fund.
Unencumbered Balance	The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.
Working Capital	The amount of funds available for use in the form of cash or other assets after deductions for liabilities.
Vendor	An individual or business that provides goods or services to a City for which they are compensated by the City.
Voucher	A document indicating a transaction has occurred. It usually contains the accounts related to the transaction.

ORDINANCE NO. OR-2321-23

AN ORDINANCE ADOPTING A BUDGET FOR THE ENSUING FISCAL YEAR BEGINNING OCTOBER 1, 2023, AND ENDING SEPTEMBER 30, 2024, IN ACCORDANCE WITH THE CHARTER OF THE CITY OF MANSFIELD, APPROPRIATING THE VARIOUS AMOUNTS THEREOF, AND REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, the City Manager of the City of Mansfield, of Tarrant, Ellis and Johnson Counties, has submitted to the City Council a proposed budget of the revenues of said City and the expenditures of conducting the affairs thereof and providing a complete financial plan for 2023-2024, and which said proposed budget has been compiled from detailed information obtained from the divisions, departments, and offices of the City; and,

WHEREAS, the City Council has conducted the necessary public hearings as required by all state and local statutes and complied with the Texas Open Meetings Act.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF MANSFIELD, TEXAS:

SECTION 1.

That the proposed budget of the revenues of the City of Mansfield and the expenditures of conducting the affairs thereof, providing a complete financial plan for the ensuing fiscal year beginning October 1, 2023 and ending September 30, 2024, as submitted to the City Council by the City Manager of said City, be, and the same is in all things adopted and approved as the budget of all current expenditures as well as fixed charges against said City for the fiscal year beginning October 1, 2023 and ending September 30, 2024.

SECTION 2.

That the sum of \$94,745,797 is hereby appropriated out of the General Fund for the payment of operating expenses and capital outlay of the City Government as established in the budget document.

SECTION 3.

That the sum of \$20,565,033 is hereby appropriated out of the General Obligation Debt Service Fund paying principal and interest due on general obligation debt as it matures and creating a sinking fund.

SECTION 4.

That the sum of \$40,584,227 is hereby appropriated out of the Street Construction Fund for the purpose of constructing permanent street improvements and other related costs.

SECTION 5.

That the sum of \$32,779,539 is hereby appropriated out of the Building Construction Fund for the purpose of constructing building improvements and other related costs.

SECTION 6.

That the sum of \$6,250,467 is hereby appropriated out of the Equipment Replacement Fund for the purpose of purchasing new equipment and replacement equipment.

SECTION 7.

That the sum of \$43,791,845 is hereby appropriated out of the Water and Sewer revenues for the purpose of paying operating expenses, transfers, and capital outlay for the Water and Sewer system.

SECTION 8.

That the sum of \$3,841,100 is hereby appropriated out of the Water and Sewer Revenue Debt Fund for the purpose of paying interest and principal requirements on water and sewer revenue bonds.

SECTION 9.

That the sum of \$63,687,554 is hereby appropriated out of the Utility Construction Fund for the purpose of making permanent improvements to the utility system and other related costs.

SECTION 10.

That the sum of \$2,238,098 is hereby appropriated out of the Drainage Fund for the purpose of paying operating expenses and improving the City's drainage system.

SECTION 11.

That the sum of \$526,238 is hereby appropriated out of the Drainage Debt Service Fund for the purpose of paying interest and principal requirements on its revenue bonds.

SECTION 12.

That the sum of \$3,751,644 is hereby appropriated out of the Drainage Construction Fund for the purpose of constructing drainage improvements for the City's drainage system.

SECTION 13.

That the sum of \$9,950,070 is hereby appropriated out of the Mansfield Park Facilities Development Corporation for the purpose of paying expenses to operate and maintain

recreational and cultural facilities, with related costs thereto, and amending, approving, and adjusting various park fees as approved by the Mansfield Park Facilities Development Corporation.

SECTION 14.

That the sum of \$3,164,077 is hereby appropriated out of the Mansfield Park Facilities Development Corporation for the purpose of paying interest and principal requirements on its revenue bonds.

SECTION 15.

That the sum of \$18,250,432 is hereby appropriated out of the Parks Construction Fund for the purpose of paying for developing and constructing recreational facilities and related costs.

SECTION 16.

That the sum of \$7,498,544 is hereby appropriated out of the Economic Development Fund for the purpose of Economic Development and other related costs, to include paying for approved economic development projects.

SECTION 17.

That the sum of \$2,660,028 is hereby appropriated out of the Economic Development Debt Service Fund for the purpose of paying interest and principal requirements on its revenue bonds.

SECTION 18.

That the sum of \$1,005,000 is hereby appropriated out of the Hotel/Motel Funds for the purpose of promoting the arts, history and tourism.

SECTION 19.

That the State of Texas did authorize a vote of the people on an amendment to the Texas Constitution permitting an exemption of the assessed valuation of resident homesteads of persons sixty-five years of age or older, and such amendment was voted on by the electorate of the State of Texas and was duly adopted by the residents of the State of Texas. That resident homesteads of persons Sixty-Five (65) years of age or older shall be entitled to receive a Fifty Thousand and 00/100 Dollars (\$50,000) exemption of the assessed valuation of said resident homestead. The City of Mansfield did authorize a 14% Homestead Exemption for all residential homesteads. That this ordinance shall take effect immediately from and after its passage in accordance with the provisions of the Charter of the City of Mansfield and it is accordingly so ordained.

SECTION 20.

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, office, or agency. Transfers between departments or funds require council approval.

SECTION 21.

That Ordinances or parts of Ordinances in conflict herewith are hereby repealed.

SECTION 22.

That this Ordinance shall be and remain in full force and effect from and after its final passage and publication as herein provided.

SECTION 23.

That the City Manager shall file or cause to be filed a true and correct copy of said approved budget, along with this Ordinance, with the City Secretary, of the City of Mansfield, Texas.

DULY PASSED ON THE FIRST AND FINAL READING BY THE CITY COUNCIL OF THE CITY OF MANSFIELD, TEXAS, THIS 11TH DAY OF SEPTEMBER, 2023.






Michael Evans, Mayor

ATTEST:



Susana Marin, City Secretary

APPROVED AS TO FORM AND LEGALITY:



Bradley Arderle, City Attorney

ORDINANCE NO. OR-2309-23

AN ORDINANCE OF THE CITY OF MANSFIELD, TEXAS, ADOPTING A RESIDENTIAL HOMESTEAD PROPERTY TAX EXEMPTION OF 14%

WHEREAS, the City of Mansfield would like to increase the current residential homestead exemption of 12% to 14% in order to provide tax relief to Mansfield homeowners; and,

WHEREAS, Section 11.13(n) of the Texas Property Tax Code provides that the City Council may adopt an exemption from taxation of a portion of the appraised value of the residence homestead.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MANSFIELD, TEXAS, THAT:

SECTION 1.

The City Council of the City of Mansfield, Texas does hereby adopt a property tax exemption of 14% of the appraised value of a residence homestead as authorized by Section 11.13(n) of the Texas Property Tax Code.

SECTION 2.

The exemption adopted pursuant to this ordinance applies to the tax year beginning January 1, 2023.

SECTION 3.

This ordinance shall become effective upon its passage.

PASSED AND APPROVED ON THIS THE 12TH DAY OF JUNE, 2023.



Michael Evans

Michael Evans, Mayor

ATTEST:

Susana Marin

Susana Marin, City Secretary

APPROVED AS TO FORM:

Bradley A. Anderle

Bradley A. Anderle, City Attorney

ORDINANCE NO. OR-2322-23

AN ORDINANCE OF THE CITY OF MANSFIELD, TEXAS, LEVYING THE AD VALOREM TAXES FOR THE TAX YEAR 2023 (FISCAL YEAR 2023-2024) AT A RATE OF \$0.659293 PER ONE HUNDRED DOLLARS (\$100.00) ASSESSED VALUATION ON ALL TAXABLE PROPERTY WITHIN THE CORPORATE LIMITS OF THE CITY AS OF JANUARY 1, 2023, TO PROVIDE REVENUES FOR THE PAYMENT OF CURRENT EXPENDITURES AND TO PROVIDE AN INTEREST AND SINKING FUND ON ALL OUTSTANDING DEBTS OF THE CITY; PROVIDING FOR DUE AND DELINQUENT DATES TOGETHER WITH PENALTIES AND INTEREST; AND DECLARING AN EFFECTIVE DATE

WHEREAS, the City Council of the City of Mansfield hereby finds that the tax rate for the fiscal year beginning October 1, 2023, and ending September 30, 2024, hereinafter levied for current expenses of the City and the general improvements of the City and its property, must be levied to provide the revenue requirements of the budget for the ensuing year; and,

WHEREAS, the City Council has approved by a separate Ordinance adopting the budget for the fiscal year beginning on October 1, 2023, and ending on September 30, 2024; and,

WHEREAS, all statutory, constitutional, and charter requirements concerning the levying and assessing of ad valorem taxes have been complied with; and,

WHEREAS, the City Council approved a motion in the form of "I move that the property tax rate be increased by the adoption of a tax rate of \$0.659293 per \$100 of assessed valuation, which is effectively a 8.29% increase in the tax rate," demonstrating the City Council is of the opinion that the tax rate hereinafter set forth is proper and should be approved and adopted.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF MANSFIELD, TEXAS:

SECTION 1.

That there be and is hereby levied for the tax year 2023 (fiscal year 2023-2024) on all taxable property, real, personal, and mixed, situated within the limits of the City of Mansfield, Texas, and not exempt by the Constitution of the State and valid State laws, a tax of \$0.659293 on each One Hundred Dollars (\$100.00) assessed value of taxable property, and shall be apportioned and distributed as follows:

(a) For the purpose of defraying the current expenditures of the municipal government of the City, a tax of \$0.436164 on each One Hundred Dollars (\$100.00) assessed value on all taxable property.

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL

EFFECTIVELY BE RAISED BY 1.18 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY - \$28.27.

(b) For the purpose of creating a sinking fund to pay the interest and principal on all outstanding bonds of the City, not otherwise provided for, a tax of \$0.223129 on each One Hundred Dollars (\$100.00) assessed value of all taxable property within the City which shall be applied to the payment of such interest and maturities of all outstanding bonds.

SECTION 2.

That all ad valorem taxes shall become due and payable on October 1, 2023, and all ad valorem tax for the year shall become delinquent after January 31, 2024. There shall be no discount for payment of taxes prior to January 31, 2024. A delinquent tax shall incur all penalty and interest authorized by law (33.01 Texas Tax Code), to wit: a penalty of six percent of the amount of the tax for the first calendar month it is delinquent plus one percent for each additional month or portion of a month the tax remains unpaid prior to July 1 of the year in which it becomes delinquent.

Provided, however, a tax delinquent on July 1 incurs a total penalty of twelve percent of the amount of the delinquent tax without regard to the number of months the tax has been delinquent. A delinquent tax shall also accrue interest at a rate of one percent for each month or portion of a month the tax remains unpaid. Taxes that remain delinquent on July 1, 2024, incur an additional penalty of twenty percent of the amount of taxes, penalty, and interest due; such additional penalty is to defray costs of collection due to contract with the City's Tax Collection Attorney pursuant to Section 33.07 of the Texas Tax Code.

Pursuant to the authority granted by Section 33.08 of the Texas Tax Code, the City further provides that all 2023 taxes and taxes for all subsequent years that become delinquent on or after June 1 of the year in which they become delinquent shall, in order to defray the costs of collection, incur an additional 20% of the delinquent tax, penalty and interest.

SECTION 3.

Taxes are payable at 100 E. Weatherford, Room 102C, Fort Worth, Texas 76196-0301 at the office of the Tarrant County Tax Assessor-Collector. The County shall have available all rights and remedies provided by law for the enforcement of the collection of taxes levied under this Ordinance.

SECTION 4.

That the tax rolls, as presented to the City Council, together with any supplement thereto, be, and the same are hereby approved.

SECTION 5.

The fact that it is necessary that this ordinance be enacted in order to authorize the collection of ad valorem taxes for the tax year 2023, this ordinance shall take effect from and after its passage as the law in such cases provides.

DULY PASSED ON THE FIRST AND FINAL READING BY THE CITY COUNCIL OF THE CITY OF MANSFIELD, TEXAS, THIS 11TH DAY OF SEPTEMBER, 2023.




Michael Evans, Mayor

ATTEST:


Susana Marin, City Secretary

APPROVED AS TO FORM AND LEGALITY:


Bradley Anderle, City Attorney

2023 Tax Rate Calculation Worksheet

Taxing Units Other Than School Districts or Water Districts

City of Mansfield	817-276-4200
Taxing Unit Name	Phone (area code and number)
1200 E Broad St, Mansfield, TX 76063	mansfieldtexas.gov
Taxing Unit's Address, City, State, ZIP Code	Taxing Unit's Website Address

GENERAL INFORMATION: Tax Code Section 26.04(c) requires an officer or employee designated by the governing body to calculate the no-new-revenue (NNR) tax rate and voter-approval tax rate for the taxing unit. These tax rates are expressed in dollars per \$100 of taxable value calculated. The calculation process starts after the chief appraiser delivers to the taxing unit the certified appraisal roll and the estimated values of properties under protest. The designated officer or employee shall certify that the officer or employee has accurately calculated the tax rates and used values shown for the certified appraisal roll or certified estimate. The officer or employee submits the rates to the governing body by Aug. 7 or as soon thereafter as practicable.

School districts do not use this form, but instead use Comptroller Form 50-859 *Tax Rate Calculation Worksheet, School District without Chapter 313 Agreements* or Comptroller Form 50-884 *Tax Rate Calculation Worksheet, School District with Chapter 313 Agreements*.

Water districts as defined under Water Code Section 49.001(1) do not use this form, but instead use Comptroller Form 50-858 *Water District Voter-Approval Tax Rate Worksheet for Low Tax Rate and Developing Districts* or Comptroller Form 50-860 *Developed Water District Voter-Approval Tax Rate Worksheet*.

The Comptroller's office provides this worksheet to assist taxing units in determining tax rates. The information provided in this worksheet is offered as technical assistance and not legal advice. Taxing units should consult legal counsel for interpretations of law regarding tax rate preparation and adoption.

SECTION 1: No-New-Revenue Tax Rate

The NNR tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years. When appraisal values increase, the NNR tax rate should decrease.

The NNR tax rate for a county is the sum of the NNR tax rates calculated for each type of tax the county levies.

While uncommon, it is possible for a taxing unit to provide an exemption for only maintenance and operations taxes. In this case, the taxing unit will need to calculate the NNR tax rate separately for the maintenance and operations tax and the debt tax, then add the two components together.

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
1.	2022 total taxable value. Enter the amount of 2022 taxable value on the 2022 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (adjustment is made by deducting TIF taxes, as reflected in Line 17). ¹	\$ 9,687,003,634
2.	2022 tax ceilings. Counties, cities and junior college districts. Enter 2022 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2022 or a prior year for homeowners age 65 or older or disabled, use this step. ²	\$ 1,011,572,878
3.	Preliminary 2022 adjusted taxable value. Subtract Line 2 from Line 1.	\$ 8,675,430,756
4.	2022 total adopted tax rate.	\$ 0.680000 /\$100
5.	2022 taxable value lost because court appeals of ARB decisions reduced 2022 appraised value.	
	A. Original 2022 ARB values:.....	\$ 791,760,083
	B. 2022 values resulting from final court decisions:.....	- \$ 692,302,411
	C. 2022 value loss. Subtract B from A. ³	\$ 99,457,672
6.	2022 taxable value subject to an appeal under Chapter 42, as of July 25.	
	A. 2022 ARB certified value:.....	\$ 100,719,383
	B. 2022 disputed value:.....	- \$ 10,473,123
	C. 2022 undisputed value. Subtract B from A. ⁴	\$ 90,246,260
7.	2022 Chapter 42 related adjusted values. Add Line 5C and Line 6C.	\$ 189,703,932

¹ Tex. Tax Code §26.012(14)
² Tex. Tax Code §26.012(14)
³ Tex. Tax Code §26.012(13)
⁴ Tex. Tax Code §26.012(13)

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
8.	2022 taxable value, adjusted for actual and potential court-ordered adjustments. Add Line 3 and Line 7.	\$ 8,865,134,688
9.	2022 taxable value of property in territory the taxing unit deannexed after Jan. 1, 2022. Enter the 2022 value of property in deannexed territory. ⁵	\$ 0
10.	<p>2022 taxable value lost because property first qualified for an exemption in 2023. If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freeport, goods-in-transit, temporary disaster exemptions. Note that lowering the amount or percentage of an existing exemption in 2023 does not create a new exemption or reduce taxable value.</p> <p>A. Absolute exemptions. Use 2022 market value:..... \$ 2,237,941</p> <p>B. Partial exemptions. 2023 exemption amount or 2023 percentage exemption times 2022 value:..... + \$ 185,484,169</p> <p>C. Value loss. Add A and B. ⁶</p>	\$ 187,722,110
11.	<p>2022 taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in 2023. Use only properties that qualified in 2023 for the first time; do not use properties that qualified in 2022.</p> <p>A. 2022 market value:..... \$ 12,378,278</p> <p>B. 2023 productivity or special appraised value:..... - \$ 58,480</p> <p>C. Value loss. Subtract B from A. ⁷</p>	\$ 12,319,798
12.	Total adjustments for lost value. Add Lines 9, 10C and 11C.	\$ 200,041,908
13.	2022 captured value of property in a TIF. Enter the total value of 2022 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which 2022 taxes were deposited into the tax increment fund. ⁸ If the taxing unit has no captured appraised value in line 18D, enter 0.	\$ 1,094,822,928
14.	2022 total value. Subtract Line 12 and Line 13 from Line 8.	\$ 7,570,269,852
15.	Adjusted 2022 total levy. Multiply Line 4 by Line 14 and divide by \$100.	\$ 51,477,834
16.	Taxes refunded for years preceding tax year 2022. Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2022. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2022. This line applies only to tax years preceding tax year 2022. ⁹	\$ 729,743
17.	Adjusted 2022 levy with refunds and TIF adjustment. Add Lines 15 and 16. ¹⁰	\$ 52,207,577
18.	<p>Total 2023 taxable value on the 2023 certified appraisal roll today. This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in Line 20). These homesteads include homeowners age 65 or older or disabled. ¹¹</p> <p>A. Certified values:..... \$ 11,202,143,025</p> <p>B. Counties: Include railroad rolling stock values certified by the Comptroller's office:..... + \$ _____</p> <p>C. Pollution control and energy storage system exemption: Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property:..... - \$ 0</p> <p>D. Tax increment financing: Deduct the 2023 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2023 taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in Line 23 below. ¹²..... - \$ 1,334,314,358</p> <p>E. Total 2023 value. Add A and B, then subtract C and D.</p>	\$ 9,867,828,667

⁵ Tex. Tax Code §26.012(15)
⁶ Tex. Tax Code §26.012(15)
⁷ Tex. Tax Code §26.012(15)
⁸ Tex. Tax Code §26.03(c)
⁹ Tex. Tax Code §26.012(13)
¹⁰ Tex. Tax Code §26.012(13)
¹¹ Tex. Tax Code §26.012, 26.04(c-2)
¹² Tex. Tax Code §26.03(c)

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
19.	<p>Total value of properties under protest or not included on certified appraisal roll. ¹³</p> <p>A. 2023 taxable value of properties under protest. The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any, or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value under protest. ¹⁴..... \$ 378,568,706</p> <p>B. 2023 value of properties not under protest or included on certified appraisal roll. The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about but are not included in the appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll. ¹⁵..... + \$ 46,367,870</p> <p>C. Total value under protest or not certified. Add A and B. \$ 424,936,576</p>	
20.	2023 tax ceilings. Counties, cities and junior colleges enter 2023 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2022 or a prior year for homeowners age 65 or older or disabled, use this step. ¹⁶	\$ 1,076,116,267
21.	2023 total taxable value. Add Lines 18E and 19C. Subtract Line 20. ¹⁷	\$ 9,216,648,976
22.	Total 2023 taxable value of properties in territory annexed after Jan. 1, 2022. Include both real and personal property. Enter the 2023 value of property in territory annexed. ¹⁸	\$ 0
23.	Total 2023 taxable value of new improvements and new personal property located in new improvements. New means the item was not on the appraisal roll in 2022. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after Jan. 1, 2022 and be located in a new improvement. New improvements do include property on which a tax abatement agreement has expired for 2023. ¹⁹	\$ 641,678,445
24.	Total adjustments to the 2023 taxable value. Add Lines 22 and 23.	\$ 641,678,445
25.	Adjusted 2023 taxable value. Subtract Line 24 from Line 21.	\$ 8,574,970,531
26.	2023 NNR tax rate. Divide Line 17 by Line 25 and multiply by \$100. ²⁰	\$ 0.608836 /\$100
27.	COUNTIES ONLY. Add together the NNR tax rates for each type of tax the county levies. The total is the 2023 county NNR tax rate. ²¹	\$ _____ /\$100

SECTION 2: Voter-Approval Tax Rate

The voter-approval tax rate is the highest tax rate that a taxing unit may adopt without holding an election to seek voter approval of the rate. The voter-approval tax rate is split into two separate rates:

- Maintenance and Operations (M&O) Tax Rate:** The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such things as salaries, utilities and day-to-day operations.
- Debt Rate:** The debt rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

The voter-approval tax rate for a county is the sum of the voter-approval tax rates calculated for each type of tax the county levies. In most cases the voter-approval tax rate exceeds the no-new-revenue tax rate, but occasionally decreases in a taxing unit's debt service will cause the NNR tax rate to be higher than the voter-approval tax rate.

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
28.	2022 M&O tax rate. Enter the 2022 M&O tax rate.	\$ 0.464434 /\$100
29.	2022 taxable value, adjusted for actual and potential court-ordered adjustments. Enter the amount in Line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 8,865,134,688

¹³ Tex. Tax Code §26.01(c) and (d)
¹⁴ Tex. Tax Code §26.01(c)
¹⁵ Tex. Tax Code §26.01(d)
¹⁶ Tex. Tax Code §26.012(6)(B)
¹⁷ Tex. Tax Code §26.012(6)
¹⁸ Tex. Tax Code §26.012(17)
¹⁹ Tex. Tax Code §26.012(17)
²⁰ Tex. Tax Code §26.04(c)
²¹ Tex. Tax Code §26.04(d)

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
30.	Total 2022 M&O levy. Multiply Line 28 by Line 29 and divide by \$100	\$ 41,172,699
31.	<p>Adjusted 2022 levy for calculating NNR M&O rate.</p> <p>A. M&O taxes refunded for years preceding tax year 2022. Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2022. This line applies only to tax years preceding tax year 2022. + \$ 491,087</p> <p>B. 2022 taxes in TIF. Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2023 captured appraised value in Line 18D, enter 0. - \$ 4,699,048</p> <p>C. 2022 transferred function. If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in D below. The taxing unit receiving the function will add this amount in D below. Other taxing units enter 0. +/- \$ 0</p> <p>D. 2022 M&O levy adjustments. Subtract B from A. For taxing unit with C, subtract if discontinuing function and add if receiving function. \$ -4,207,961</p> <p>E. Add Line 30 to 31D.</p>	\$ 36,964,738
32.	Adjusted 2023 taxable value. Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 8,574,970,531
33.	2023 NNR M&O rate (unadjusted). Divide Line 31E by Line 32 and multiply by \$100.	\$ 0.431077 /\$100
34.	<p>Rate adjustment for state criminal justice mandate. ²³ If not applicable or less than zero, enter 0.</p> <p>A. 2023 state criminal justice mandate. Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. \$ 0</p> <p>B. 2022 state criminal justice mandate. Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies. - \$ 0</p> <p>C. Subtract B from A and divide by Line 32 and multiply by \$100. \$ 0.000000 /\$100</p> <p>D. Enter the rate calculated in C. If not applicable, enter 0.</p>	\$ 0.000000 /\$100
35.	<p>Rate adjustment for indigent health care expenditures. ²⁴ If not applicable or less than zero, enter 0.</p> <p>A. 2023 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2022 and ending on June 30, 2023, less any state assistance received for the same purpose. \$ 0</p> <p>B. 2022 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2021 and ending on June 30, 2022, less any state assistance received for the same purpose. - \$ 0</p> <p>C. Subtract B from A and divide by Line 32 and multiply by \$100. \$ 0.000000 /\$100</p> <p>D. Enter the rate calculated in C. If not applicable, enter 0.</p>	\$ 0.000000 /\$100

²² [Reserved for expansion]

²³ Tex. Tax Code §26.044

²⁴ Tex. Tax Code §26.0441

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
36.	<p>Rate adjustment for county indigent defense compensation. ²⁵ If not applicable or less than zero, enter 0.</p> <p>A. 2023 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, 2022 and ending on June 30, 2023, less any state grants received by the county for the same purpose..... \$ <u>0</u></p> <p>B. 2022 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, 2021 and ending on June 30, 2022, less any state grants received by the county for the same purpose..... \$ <u>0</u></p> <p>C. Subtract B from A and divide by Line 32 and multiply by \$100..... \$ <u>0.000000</u> /\$100</p> <p>D. Multiply B by 0.05 and divide by Line 32 and multiply by \$100..... \$ <u>0.000000</u> /\$100</p> <p>E. Enter the lesser of C and D. If not applicable, enter 0.</p>	\$ <u>0.000000</u> /\$100
37.	<p>Rate adjustment for county hospital expenditures. ²⁶ If not applicable or less than zero, enter 0.</p> <p>A. 2023 eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2022 and ending on June 30, 2023. \$ <u>0</u></p> <p>B. 2022 eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2021 and ending on June 30, 2022. \$ <u>0</u></p> <p>C. Subtract B from A and divide by Line 32 and multiply by \$100..... \$ <u>0.000000</u> /\$100</p> <p>D. Multiply B by 0.08 and divide by Line 32 and multiply by \$100..... \$ <u>0.000000</u> /\$100</p> <p>E. Enter the lesser of C and D, if applicable. If not applicable, enter 0.</p>	\$ <u>0.000000</u> /\$100
38.	<p>Rate adjustment for defunding municipality. This adjustment only applies to a municipality that is considered to be a defunding municipality for the current tax year under Chapter 109, Local Government Code. Chapter 109, Local Government Code only applies to municipalities with a population of more than 250,000 and includes a written determination by the Office of the Governor. See Tax Code Section 26.0444 for more information.</p> <p>A. Amount appropriated for public safety in 2022. Enter the amount of money appropriated for public safety in the budget adopted by the municipality for the preceding fiscal year \$ <u>0</u></p> <p>B. Expenditures for public safety in 2022. Enter the amount of money spent by the municipality for public safety during the preceding fiscal year..... \$ <u>0</u></p> <p>C. Subtract B from A and divide by Line 32 and multiply by \$100 \$ <u>0.000000</u> /\$100</p> <p>D. Enter the rate calculated in C. If not applicable, enter 0.</p>	\$ <u>0.000000</u> /\$100
39.	<p>Adjusted 2023 NNR M&O rate. Add Lines 33, 34D, 35D, 36E, and 37E. Subtract Line 38D.</p>	\$ <u>0.431077</u> /\$100
40.	<p>Adjustment for 2022 sales tax specifically to reduce property taxes. Cities, counties and hospital districts that collected and spent additional sales tax on M&O expenses in 2022 should complete this line. These entities will deduct the sales tax gain rate for 2023 in Section 3. Other taxing units, enter zero.</p> <p>A. Enter the amount of additional sales tax collected and spent on M&O expenses in 2022, if any. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent \$ <u>0</u></p> <p>B. Divide Line 40A by Line 32 and multiply by \$100 \$ <u>0.000000</u> /\$100</p> <p>C. Add Line 40B to Line 39.</p>	\$ <u>0.431077</u> /\$100
41.	<p>2023 voter-approval M&O rate. Enter the rate as calculated by the appropriate scenario below.</p> <p>Special Taxing Unit. If the taxing unit qualifies as a special taxing unit, multiply Line 40C by 1.08.</p> <p>- or -</p> <p>Other Taxing Unit. If the taxing unit does not qualify as a special taxing unit, multiply Line 40C by 1.035.</p>	\$ <u>0.446164</u> /\$100

²⁵ Tex. Tax Code §26.0442

²⁶ Tex. Tax Code §26.0443

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
D41.	<p>Disaster Line 41 (D41): 2023 voter-approval M&O rate for taxing unit affected by disaster declaration. If the taxing unit is located in an area declared a disaster area and at least one person is granted an exemption under Tax Code Section 11.35 for property located in the taxing unit, the governing body may direct the person calculating the voter-approval tax rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval tax rate in this manner until the earlier of</p> <p>1) the first year in which total taxable value on the certified appraisal roll exceeds the total taxable value of the tax year in which the disaster occurred, or</p> <p>2) the third tax year after the tax year in which the disaster occurred</p> <p>If the taxing unit qualifies under this scenario, multiply Line 40C by 1.08.²⁷ If the taxing unit does not qualify, do not complete Disaster Line 41 (Line D41).</p>	\$ 0.000000 / \$100
42.	<p>Total 2023 debt to be paid with property taxes and additional sales tax revenue. Debt means the interest and principal that will be paid on debts that:</p> <p>(1) are paid by property taxes,</p> <p>(2) are secured by property taxes,</p> <p>(3) are scheduled for payment over a period longer than one year, and</p> <p>(4) are not classified in the taxing unit's budget as M&O expenses.</p> <p>A. Debt also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. If the governing body of a taxing unit authorized or agreed to authorize a bond, warrant, certificate of obligation, or other evidence of indebtedness on or after Sept. 1, 2021, verify if it meets the amended definition of debt before including it here.²⁸</p> <p>Enter debt amount \$ 24,929,615</p> <p>B. Subtract unencumbered fund amount used to reduce total debt. - \$ 0</p> <p>C. Subtract certified amount spent from sales tax to reduce debt (enter zero if none) - \$ 0</p> <p>D. Subtract amount paid from other resources - \$ 0</p> <p>E. Adjusted debt. Subtract B, C and D from A. \$ 24,929,615</p>	\$ 24,929,615
43.	Certified 2022 excess debt collections. Enter the amount certified by the collector. ²⁹	\$ 4,364,581
44.	Adjusted 2023 debt. Subtract Line 43 from Line 42E.	\$ 20,565,034
45.	<p>2023 anticipated collection rate.</p> <p>A. Enter the 2023 anticipated collection rate certified by the collector.³⁰ 100.00 %</p> <p>B. Enter the 2022 actual collection rate. 100.91 %</p> <p>C. Enter the 2021 actual collection rate. 99.67 %</p> <p>D. Enter the 2020 actual collection rate. 100.01 %</p> <p>E. If the anticipated collection rate in A is lower than actual collection rates in B, C and D, enter the lowest collection rate from B, C and D. If the anticipated rate in A is higher than at least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%.³¹</p>	100.00 %
46.	2023 debt adjusted for collections. Divide Line 44 by Line 45E.	\$ 20,565,034
47.	2023 total taxable value. Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 9,216,648,976
48.	2023 debt rate. Divide Line 46 by Line 47 and multiply by \$100.	\$ 0.223129 / \$100
49.	2023 voter-approval tax rate. Add Lines 41 and 48.	\$ 0.669293 / \$100
D49.	<p>Disaster Line 49 (D49): 2023 voter-approval tax rate for taxing unit affected by disaster declaration. Complete this line if the taxing unit calculated the voter-approval tax rate in the manner provided for a special taxing unit on Line D41. Add Line D41 and 48.</p>	\$ _____ / \$100

²⁷ Tex. Tax Code §26.042(a)
²⁸ Tex. Tax Code §26.012(7)
²⁹ Tex. Tax Code §26.012(10) and 26.04(b)
³⁰ Tex. Tax Code §26.04(b)
³¹ Tex. Tax Code §26.04(h), (h-1) and (h-2)

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
50.	COUNTIES ONLY. Add together the voter-approval tax rates for each type of tax the county levies. The total is the 2023 county voter-approval tax rate.	\$ 0.000000 /\$100

SECTION 3: NNR Tax Rate and Voter-Approval Tax Rate Adjustments for Additional Sales Tax to Reduce Property Taxes

Cities, counties and hospital districts may levy a sales tax specifically to reduce property taxes. Local voters by election must approve imposing or abolishing the additional sales tax. If approved, the taxing unit must reduce its NNR and voter-approval tax rates to offset the expected sales tax revenue.

This section should only be completed by a county, city or hospital district that is required to adjust its NNR tax rate and/or voter-approval tax rate because it adopted the additional sales tax.

Line	Additional Sales and Use Tax Worksheet	Amount/Rate
51.	Taxable Sales. For taxing units that adopted the sales tax in November 2022 or May 2023, enter the Comptroller’s estimate of taxable sales for the previous four quarters. ³² Estimates of taxable sales may be obtained through the Comptroller’s Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November 2022, enter 0.	\$ 0
52.	Estimated sales tax revenue. Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue. ³³ Taxing units that adopted the sales tax in November 2022 or in May 2023. Multiply the amount on Line 51 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .95. ³⁴ - or - Taxing units that adopted the sales tax before November 2022. Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	\$ 0
53.	2023 total taxable value. Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 9,216,648,976
54.	Sales tax adjustment rate. Divide Line 52 by Line 53 and multiply by \$100.	\$ 0.000000 /\$100
55.	2023 NNR tax rate, unadjusted for sales tax. ³⁵ Enter the rate from Line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0.608836 /\$100
56.	2023 NNR tax rate, adjusted for sales tax. Taxing units that adopted the sales tax in November 2022 or in May 2023. Subtract Line 54 from Line 55. Skip to Line 57 if you adopted the additional sales tax before November 2022.	\$ 0.608836 /\$100
57.	2023 voter-approval tax rate, unadjusted for sales tax. ³⁶ Enter the rate from Line 49, Line D49 (disaster) or Line 50 (counties) as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.669293 /\$100
58.	2023 voter-approval tax rate, adjusted for sales tax. Subtract Line 54 from Line 57.	\$ 0.669293 /\$100

SECTION 4: Voter-Approval Tax Rate Adjustment for Pollution Control

A taxing unit may raise its rate for M&O funds used to pay for a facility, device or method for the control of air, water or land pollution. This includes any land, structure, building, installation, excavation, machinery, equipment or device that is used, constructed, acquired or installed wholly or partly to meet or exceed pollution control requirements. The taxing unit’s expenses are those necessary to meet the requirements of a permit issued by the Texas Commission on Environmental Quality (TCEQ). The taxing unit must provide the tax assessor with a copy of the TCEQ letter of determination that states the portion of the cost of the installation for pollution control.

This section should only be completed by a taxing unit that uses M&O funds to pay for a facility, device or method for the control of air, water or land pollution.

Line	Voter-Approval Rate Adjustment for Pollution Control Requirements Worksheet	Amount/Rate
59.	Certified expenses from the Texas Commission on Environmental Quality (TCEQ). Enter the amount certified in the determination letter from TCEQ. ³⁷ The taxing unit shall provide its tax assessor-collector with a copy of the letter. ³⁸	\$ 0
60.	2023 total taxable value. Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 9,216,648,976
61.	Additional rate for pollution control. Divide Line 59 by Line 60 and multiply by \$100.	\$ 0.000000 /\$100
62.	2023 voter-approval tax rate, adjusted for pollution control. Add Line 61 to one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties) or Line 58 (taxing units with the additional sales tax).	\$ 0.669293 /\$100

³² Tex. Tax Code §26.041(d)
³³ Tex. Tax Code §26.041(i)
³⁴ Tex. Tax Code §26.041(d)
³⁵ Tex. Tax Code §26.041(c)
³⁶ Tex. Tax Code §26.04(c)
³⁷ Tex. Tax Code §26.045(d)
³⁸ Tex. Tax Code §26.045(i)

SECTION 5: Voter-Approval Tax Rate Adjustment for Unused Increment Rate

The unused increment rate is the rate equal to the difference between the adopted tax rate and voter-approval tax rate adjusted to remove the unused increment rate for the prior three years.³⁹ In a year where a taxing unit adopts a rate by applying any portion of the unused increment rate, the portion of the unused increment rate must be backed out of the calculation for that year.

The difference between the adopted tax rate and adjusted voter-approval tax rate is considered zero in the following scenarios:

- a tax year before 2020;⁴⁰
- a tax year in which the municipality is a defunding municipality, as defined by Tax Code Section 26.0501(a);⁴¹ or
- after Jan. 1, 2022, a tax year in which the comptroller determines that the county implemented a budget reduction or reallocation described by Local Government Code Section 120.002(a) without the required voter approval.⁴²

Individual components can be negative, but the overall rate would be the greater of zero or the calculated rate.

This section should only be completed by a taxing unit that does not meet the definition of a special taxing unit.⁴³

Line	Unused Increment Rate Worksheet	Amount/Rate
63. Year 3 component.	Subtract the 2022 actual tax rate and the 2022 unused increment rate from the 2022 voter-approval tax rate.	
A.	Voter-approval tax rate (Line 67).....	\$ 0.722037 /\$100
B.	Unused increment rate (Line 66).....	\$ 0.076359 /\$100
C.	Subtract B from A.....	\$ 0.645678 /\$100
D.	Adopted Tax Rate.....	\$ 0.680000 /\$100
E.	Subtract D from C.....	\$ -0.034322 /\$100
64. Year 2 component.	Subtract the 2021 actual tax rate and the 2021 unused increment rate from the 2021 voter-approval tax rate.	
A.	Voter-approval tax rate (Line 67).....	\$ 0.704227 /\$100
B.	Unused increment rate (Line 66).....	\$ 0.000000 /\$100
C.	Subtract B from A.....	\$ 0.704227 /\$100
D.	Adopted Tax Rate.....	\$ 0.690000 /\$100
E.	Subtract D from C.....	\$ 0.014227 /\$100
65. Year 1 component.	Subtract the 2020 actual tax rate and the 2020 unused increment rate from the 2020 voter-approval tax rate.	
A.	Voter-approval tax rate (Line 65).....	\$ 0.752132 /\$100
B.	Unused increment rate (Line 64).....	\$ 0.000000 /\$100
C.	Subtract B from A.....	\$ 0.752132 /\$100
D.	Adopted Tax Rate.....	\$ 0.690000 /\$100
E.	Subtract D from C.....	\$ 0.062132 /\$100
66. 2023 unused increment rate.	Add Lines 63E, 64E and 65E.	\$ 0.042037 /\$100
67. Total 2023 voter-approval tax rate, including the unused increment rate.	Add Line 66 to one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax) or Line 62 (taxing units with pollution control).	\$ 0.711330 /\$100

³⁹ Tex. Tax Code §26.013(a)
⁴⁰ Tex. Tax Code §26.013(c)
⁴¹ Tex. Tax Code §926.0501(a) and (c)
⁴² Tex. Local Gov't Code §120.007(d), effective Jan. 1, 2022
⁴³ Tex. Tax Code §26.063(a)(1)
⁴⁴ Tex. Tax Code §26.012(8-a)
⁴⁵ Tex. Tax Code §26.063(a)(1)

SECTION 6: De Minimis Rate

The de minimis rate is the rate equal to the sum of the no-new-revenue maintenance and operations rate, the rate that will raise \$500,000, and the current debt rate for a taxing unit.⁴⁴ This section should only be completed by a taxing unit that is a municipality of less than 30,000 or a taxing unit that does not meet the definition of a special taxing unit.⁴⁵

Line	De Minimis Rate Worksheet	Amount/Rate
68.	Adjusted 2023 NNR M&O tax rate. Enter the rate from Line 39 of the <i>Voter-Approval Tax Rate Worksheet</i>	\$ 0.431077 /\$100
69.	2023 total taxable value. Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 9,216,648,976
70.	Rate necessary to impose \$500,000 in taxes. Divide \$500,000 by Line 69 and multiply by \$100.	\$ 0.005424 /\$100
71.	2023 debt rate. Enter the rate from Line 48 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.223129 /\$100
72.	De minimis rate. Add Lines 68, 70 and 71.	\$ 0.000000 /\$100

SECTION 7: Voter Approval Tax Rate Adjustment for Emergency Revenue Rate

In the tax year after the end of the disaster calculation time period detailed in Tax Code Section 26.042(a), a taxing unit that calculated its voter-approval tax rate in the manner provided for a special taxing unit due to a disaster must calculate its emergency revenue rate and reduce its voter-approval tax rate for that year.⁴⁶

Similarly, if a taxing unit adopted a tax rate that exceeded its voter-approval tax rate, calculated normally, without holding an election to respond to a disaster, as allowed by Tax Code Section 26.042(d), in the prior year, it must also reduce its voter-approval tax rate for the current tax year.⁴⁷

This section will apply to a taxing unit other than a special taxing unit that:

- directed the designated officer or employee to calculate the voter-approval tax rate of the taxing unit in the manner provided for a special taxing unit in the prior year; and
- the current year is the first tax year in which the total taxable value of property taxable by the taxing unit as shown on the appraisal roll for the taxing unit submitted by the assessor for the taxing unit to the governing body exceeds the total taxable value of property taxable by the taxing unit on January 1 of the tax year in which the disaster occurred or the disaster occurred four years ago. This section will apply to a taxing unit in a disaster area that adopted a tax rate greater than its voter-approval tax rate without holding an election in the prior year.

Note: This section does not apply if a taxing unit is continuing to calculate its voter-approval tax rate in the manner provided for a special taxing unit because it is still within the disaster calculation time period detailed in Tax Code Section 26.042(a) because it has not met the conditions in Tax Code Section 26.042(a)(1) or (2).

Line	Emergency Revenue Rate Worksheet	Amount/Rate
73.	2022 adopted tax rate. Enter the rate in Line 4 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0.680000 /\$100
74.	Adjusted 2022 voter-approval tax rate. Use the taxing unit's Tax Rate Calculation Worksheets from the prior year(s) to complete this line. If a disaster occurred in 2022 and the taxing unit calculated its 2022 voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) of the 2022 worksheet due to a disaster, complete the applicable sections or lines of Form 50-856-a, <i>Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet</i> . - or - If a disaster occurred prior to 2022 for which the taxing unit continued to calculate its voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) in 2022, complete the separate <i>Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet</i> to recalculate the voter-approval tax rate the taxing unit would have calculated in 2022 if it had generated revenue based on an adopted tax rate using a multiplier of 1.035 in the year(s) following the disaster. ⁴⁸ Enter the final adjusted 2022 voter-approval tax rate from the worksheet. - or - If the taxing unit adopted a tax rate above the 2022 voter-approval tax rate without calculating a disaster tax rate or holding an election due to a disaster, no recalculation is necessary. Enter the voter-approval tax rate from the prior year's worksheet.	\$ 0.000000 /\$100
75.	Increase in 2022 tax rate due to disaster. Subtract Line 74 from Line 73.	\$ 0.000000 /\$100
76.	Adjusted 2022 taxable value. Enter the amount in Line 14 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 7,570,269,852
77.	Emergency revenue. Multiply Line 75 by Line 76 and divide by \$100.	\$ 0
78.	Adjusted 2023 taxable value. Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 8,574,970,531
79.	Emergency revenue rate. Divide Line 77 by Line 78 and multiply by \$100. ⁴⁹	\$ 0.000000 /\$100

⁴⁴ Tex. Tax Code §26.042(b)

⁴⁷ Tex. Tax Code §26.042(f)

⁴⁸ Tex. Tax Code §26.042(c)

⁴⁹ Tex. Tax Code §26.042(b)

Line	Emergency Revenue Rate Worksheet	Amount/Rate
80.	2023 voter-approval tax rate, adjusted for emergency revenue. Subtract Line 79 from one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax), Line 62 (taxing units with pollution control) or Line 67 (taxing units with the unused increment rate).	\$ <u>0.711330</u> /\$100

SECTION 8: Total Tax Rate

Indicate the applicable total tax rates as calculated above.

- No-new-revenue tax rate.** \$ 0.608836 /\$100
 As applicable, enter the 2023 NNR tax rate from: Line 26, Line 27 (counties), or Line 56 (adjusted for sales tax).
 Indicate the line number used: 26
- Voter-approval tax rate.** \$ 0.711330 /\$100
 As applicable, enter the 2023 voter-approval tax rate from: Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (adjusted for sales tax), Line 62 (adjusted for pollution control), Line 67 (adjusted for unused increment), or Line 80 (adjusted for emergency revenue).
 Indicate the line number used: 67
- De minimis rate.** \$ 0.000000 /\$100
 If applicable, enter the 2023 de minimis rate from Line 72.

SECTION 9: Taxing Unit Representative Name and Signature

Enter the name of the person preparing the tax rate as authorized by the governing body of the taxing unit. By signing below, you certify that you are the designated officer or employee of the taxing unit and have accurately calculated the tax rates using values that are the same as the values shown in the taxing unit's certified appraisal roll or certified estimate of taxable value, in accordance with requirements in the Tax Code.⁵⁰

print here → Wendy Burgess

 Printed Name of Taxing Unit Representative

sign here → *Wendy Burgess*

 Taxing Unit Representative

8-15-2023

 Date

⁵⁰ Tex. Tax Code §§26.04(c-2) and (d-2)