City of Mansfield, Texas

Annual Operating Budget and Program of Services

For Fiscal Year October 1, 2017 – September 30, 2018

CITY OF MANSFIELD, TEXAS

ANNUAL OPERATING BUDGET

FOR FISCAL YEAR 2017-2018

The 2017-2018 Budget will raise more revenue from property taxes than last year's budget by an amount of $4,458,470 which is a 10.97% increase over last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is $1,718,746.

The amounts above are based on the City's approved Fiscal Year 2017-2018 tax rate of $0.7100 per $100 of assessed valuation, which is the same tax rate as Fiscal Year 2016-2017.

City Council Record Vote

The members of the governing body voted on the adoption of the 2017-2018 Budget as follows:

FOR: Mayor David Cook, Mayor Pro-Tem Cory Hoffman, Council Members Larry Broseh, Darryl Haynes, Stephen Lindsey, Terry Moore, and Brent Newsom

AGAINST: None

PRESENT AND NOT VOTING: None

ABSENT: None

TAX RATE	ADOPTED BUDGET 2016-2017	ADOPTED BUDGET 2017-2018
Property Tax Rate	0.710000	0.710000
Effective Tax Rate	0.666731	0.681441
Effective M & O Rate	0.436873	0.447761
Rollback Rate	0.711045	0.719123
Debt Rate	0.239223	0.235542

The total (principal) amount of municipal debt obligations owed by the City of Mansfield and secured by ad valorem taxes is $127,860,000 as of 09/30/2017.

TABLE OF CONTENTS

INTRODUCTION
How to Read This Document 5
Mansfield at a Glance 6-11
Distinguished Budget Award 12
Credits 13
Organization Chart 14

BUDGET MESSAGE
Budget Message 15-28
Fund/Department Matrix 20
Summary of Full-Time Equivalent Positions 29-32
Budget Phases 34
Budget Calendar 35-36
Budget Process 37-40
Basis of Budgeting 41-44
Financial Policies 44-48

LONG-TERM FINANCIAL PLAN
City of Mansfield Strategic Plan 49-75
Assumptions 66-70
Summary of Projects 71-75

MAJOR REVENUES 77-85

GOALS AND OBJECTIVES
Goals and Objectives Statement 87
Annual Service Program Goals and Objectives 88-93

BUDGET SUMMARY
Business Matrix 95
Combined Budget Summary 96
General Fund Summaries and Revenue Sources 97-103
Utility Fund Summaries and Schedules 104-107
Law Enforcement Center Summaries and Schedules 108-109
Drainage and Environmental Services Fund Summaries 110-111
Special Revenue Fund Summaries 112-116
Capital Projects Funds 117-123

DEBT SERVICE FUNDS
Definition of Debt Service Fund 125
Debt Policy 126-131
General Obligation Debt Summaries 132
Water & Sewer Debt Summaries 133
MPFDC Debt Service Summaries 134
MEDC Debt Service Summaries 135
Drainage and Environmental Services Debt Summaries 136

GENERAL FUND

Definition of General Fund 137
General Government Division 138-147
Business Services Division 148-165
Police Division 166-191
Fire Division 192-201
Planning Division 202-208
Development Services Division 209-218
Community Services Division 219-234
Public Works Division 235-242

ENTERPRISE FUNDS

Definition of Enterprise Fund 243
Drainage and Environmental Services Fund 244-246
Water & Sewer Fund (Utility Services Division) 247-257
Law Enforcement Center Fund 258-271

SPECIAL REVENUE FUNDS

Definition of Special Revenue Fund 273
Hotel/Motel Tax Fund 274-275
Convention and Visitors Bureau 276-277
Mansfield Park Facilities Development Corporation Fund 278-281
Mansfield Economic Development Corporation Fund 282-284

CAPITAL PROJECTS FUNDS

Definition 285
Phases of Capital Projects Fund 287
Summary of Capital Projects Funds 288
Street Construction Fund 289-290
Utility Construction Fund 291
Building Construction Fund 292
MPFDC Construction Fund 293-294
MEDC Construction Fund 295-296
Drainage and Environmental Services Projects 296
Equipment Replacement Fund 297

ATTACHMENTS

Historical Analysis 299
Top Employers 300
Acronyms 301
Budget Glossary 302-308
Computation of Legal Debt Margin 309
Property Tax Rate Schedule 309-310
Tax Rate Ordinance 311-312
Budget Ordinance 313-315

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HOW TO READ THIS DOCUMENT

You are holding the published City of Mansfield Budget for the fiscal year beginning October 1, 2017 and ending September 30, 2018. This document has been prepared to help you, the reader, learn of 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 2017-2018 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 verbally and visually 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 four major sections: Introductory, Financial/Operational, Budget Summary and Attachments. The introductory section contains the City Manager's letter addressed to City Council, which explains the major issues and policies that affected the development of the 2017-2018 budget. This section also describes the City's goals, a synopsis of the City's major projects and the City's overall organizational structure.

The Financial/Operational section describes various aspects of the City's organizational structure as well as fund and department information. The City of Mansfield uses the fund method of accounting. A fund is a unit that tracks the application of public resources. For example, the Utility Fund is established to keep track of revenues and expenses within the Utility Division. Most interest is in the General Fund which includes City operations: General Government, Business Services, Police, Fire, Planning, Development Services, Community Services and Public Works. Financial statements are provided for each fund. The financial statement shows the beginning balances, revenues, expenditures, and ending balances for the year. Accompanying the statements are narratives and illustrations that describe the major aspects of a particular fund. There may be one or more departments that comprise each fund. Each department is presented with a mission statement, a brief synopsis of the key departmental increases or decreases, a listing of the unit's accomplishments for the previous fiscal year and operational objectives for the 2017-2018 fiscal year. Performance measures for each department are also presented. The funding and staffing for each department are summarized for a number of years.

The Budget Summary section provides details on individual funds including Enterprise Funds and Capital Improvement Funds.

Finally, various attachments are presented in the back of the document that include adopted budget and tax rate ordinances, major companies, historical analysis of the tax rate, acronyms and a Glossary of Terms.

Please contact the City's Business Services Division for questions related to the 2017-2018 Budget Document at 817-276-4262.

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 70,170 for the 2017-2018 fiscal year. In addition, the estimated population within a 15 mile radius of the City is estimated to be 1,108,495 based on figures from the North Central Texas Council of Governments. Mansfield covers 36.69 square miles, of which approximately 40% remains undeveloped. The typical Mansfield household earns an income of approximately $110,725 and has an average taxable home value of $230,084. The City of Mansfield is considered one of the fastest growing cities in Texas as estimated by the North Central Texas Council of Governments. Mansfield was recognized by Money Magazine as one of the "Best Places to Live" in 2007, 2009, 2011 and 2014, and was named #89 of the Top 100 Safest Cities in America in 2017.

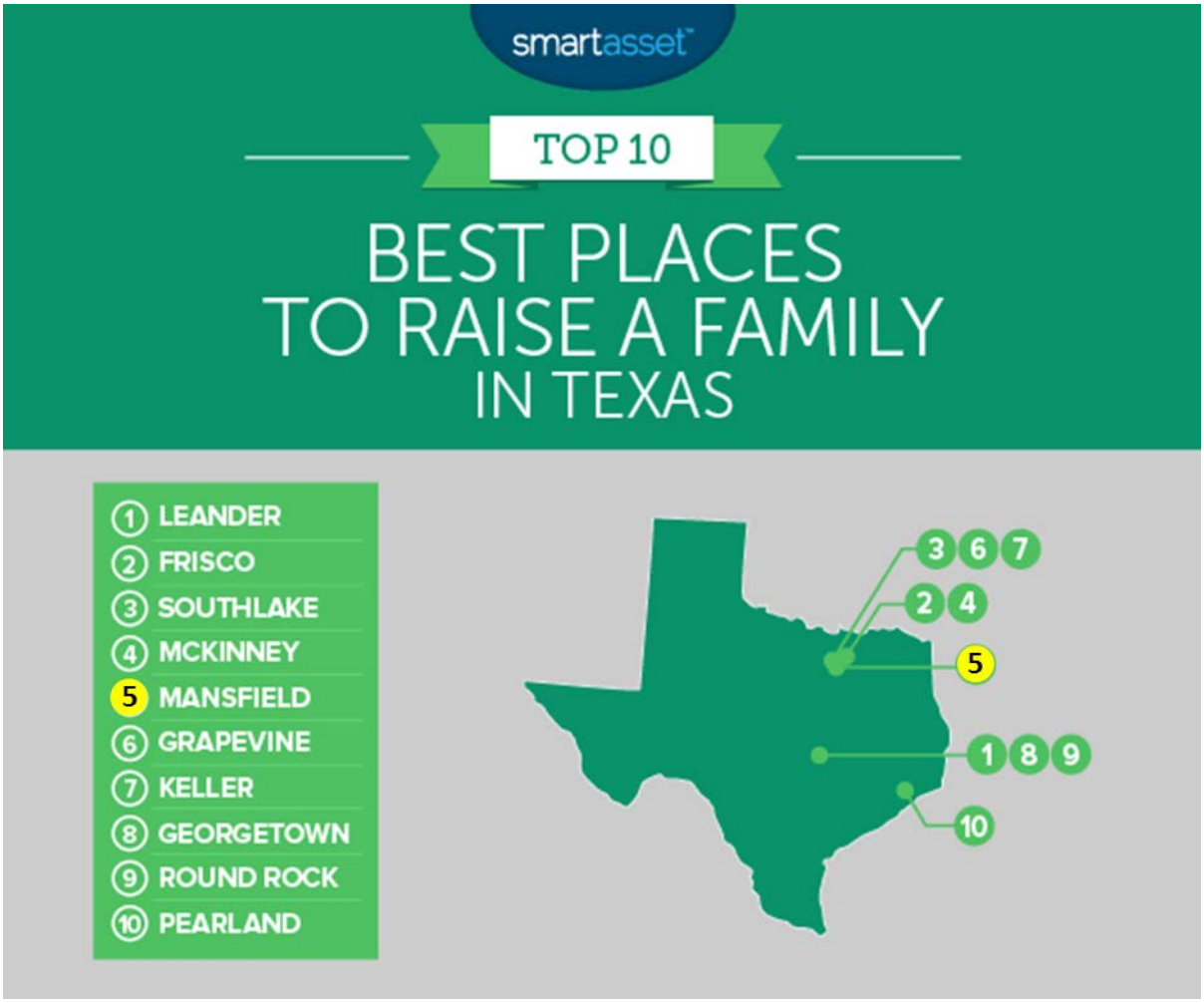
The Mansfield economy is supported by major retail developments including Wal-Mart, Home Depot, Lowe's, Kohl's, Kroger Marketplace, Target Super Center and Hobby Lobby. Existing industrial businesses including Klein Tools, Solvay Polymers, Pier 1 Imports and Mouser Electronics, continue to contribute 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.

The City is served by the **Mansfield Independent School District**, one of the highest-rated school districts in the Dallas/Fort Worth metropolitan area by the Texas Education Agency. The City has one Career and Technology Academy, one Alternative Education Center, one high school (Grades 11-12), five high schools (Grades 9-12), six middle schools (Grades 7-8), six intermediate schools (Grades 5-6) and 23 elementary schools (Grades K-4). There are 34,309 students enrolled for the 2017-2018 schoolyear.

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, Baylor University and the Tarrant and Dallas Community College Districts.

Medical Services are provided by local hospitals including Mansfield Methodist Medical Center, 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 900 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 new 17,000 square foot library with state-of-the-art library services. In 2009, Mansfield adopted the Parks, Recreation, Open Space, and Trails Master Plan. The Main Street 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 set to open in 2018.

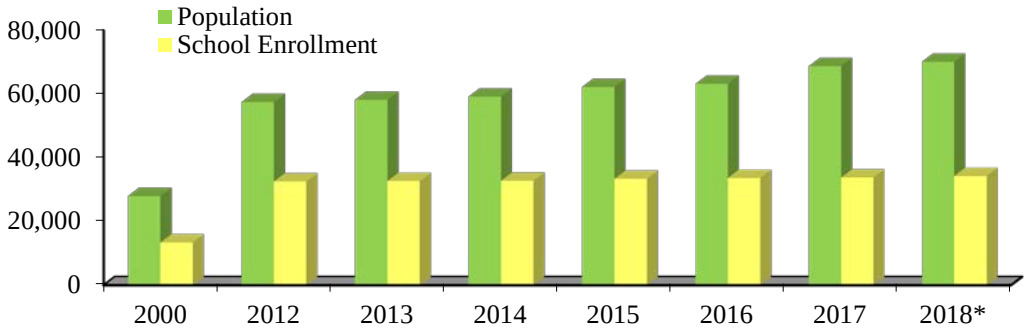


KEY DEMOGRAPHICS

Fiscal Year	Annual Population	Median Age	Household Income	School Enrollment	Unemployment Rate
1980	8,102	29.5	36,406	3,866	5.0%
1990	15,549	35.0	40,700	7,600	4.9%
2000	28,031	33.2	42,154	13,418	2.6%
2010	56,368	32.3	82,037	31,010	8.5%
2011	56,850	32.3	82,037	32,177	8.5%
2012	57,494	32.3	82,037	32,577	8.3%
2013	58,217	32.3	91,618	32,732	7.2%
2014	59,230	32.3	91,959	32,778	5.4%
2015	62,246	32.3	97,391	33,394	5.1%
2016	63,248	35.5	98,943	33,695	4.0%
2017	68,784	35.2	111,177	33,809	3.9%
2018	70,170*	35.2	110,725	34,309	3.9%

City or County	1980 Census	1990 Census	2000 Census	2010 Census	2018 Estimated	Percent Change
Mansfield	8,102	15,549	28,031	56,368	70,170	24.5%
Arlington	160,113	261,717	332,969	365,438	388,125	6.2%
Ft. Worth	385,164	447,619	534,694	741,206	812,238	9.6%
Tarrant County	860,880	1,170,103	1,446,219	1,809,034	1,982,498	9.6%
Dallas County	1,556,419	1,852,810	2,218,899	2,638,139	2,553,385	-3.2%

*Percent change from 2010 Census



**Estimated*

Demographic information based on the 2010 Census and The Retail Coach January 2017.

POPULATION	
City of Mansfield	70,170
Tarrant County	1,982,498

LAND AREA
36.69 Square Miles

AGE	
0-17	27.8%
18-24	10.5%
25-34	11.4%
35-44	14.3%
45-54	15.6%
55-64	11.4%
65+	9.0%

HOUSEHOLD INCOME	$110,725
Less than $14,999	5%
$15,000-$24,999	6%
$25,000-$34,999	5%
$35,000-$49,999	8%
$50,000-$74,999	16%
$75,000-$99,999	13%
$100,000 Plus	47%

SEX	
Male	49%
Female	51%

RACE	
White	68%
Black	18%
Hispanic or Latin	5%
Other	9%

OCCUPATION	
Professional	28%
Managerial	17%
Technician	8%
Sales	11%
Teacher	10%
Manufacturing	9%
Labor	4%
Clerical	3%
Agriculture	1%
Other	9%

HOUSING UNITS	
Residential Units	19,154
Average Home Value	$230,084

SCHOOL YEARS COMPLETED	
No High School Diploma	28%
High School Graduates	19%
Some College-No Degree	34%
Bachelor Degree or Higher	19%

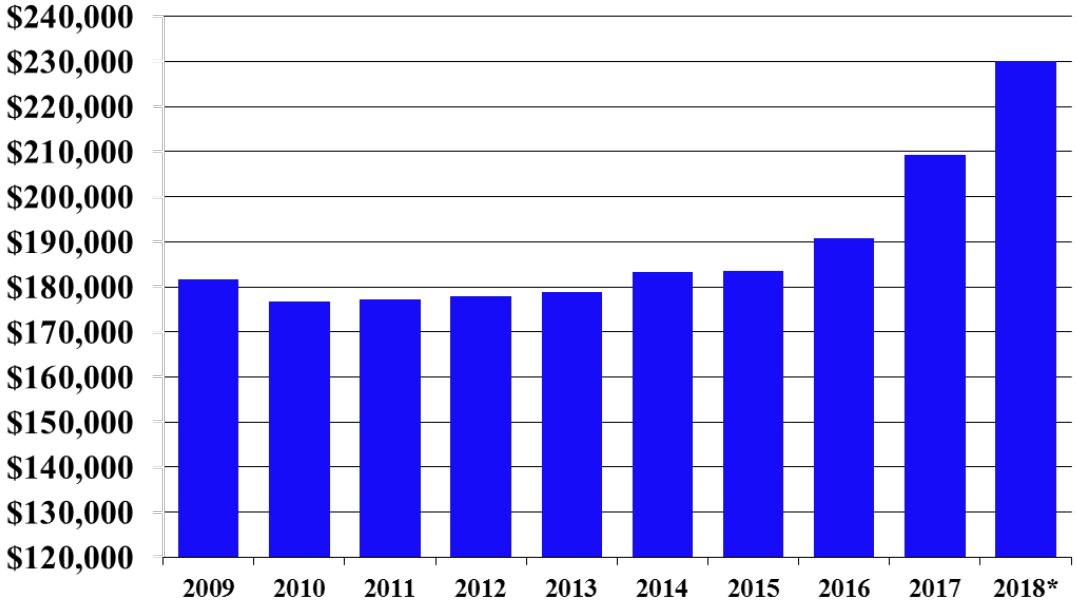
TOP TAXPAYERS

Mouser Electronics
Mid-America Apartments LP
Mansfield KDC
Watercrest at Mansfield
Advenir@Mansfield LLC
Sir Mansfield Landing LLC
Lft Club Operation Co., INC
Villaggio LP
Oncor Electric Delivery Co. LLC
Blue Atlantic Walnut Creek LP

Demographic information based on the 2010 Census, The Retail Coach January 2017, and Tarrant Appraisal District.

Average Taxable Home Value

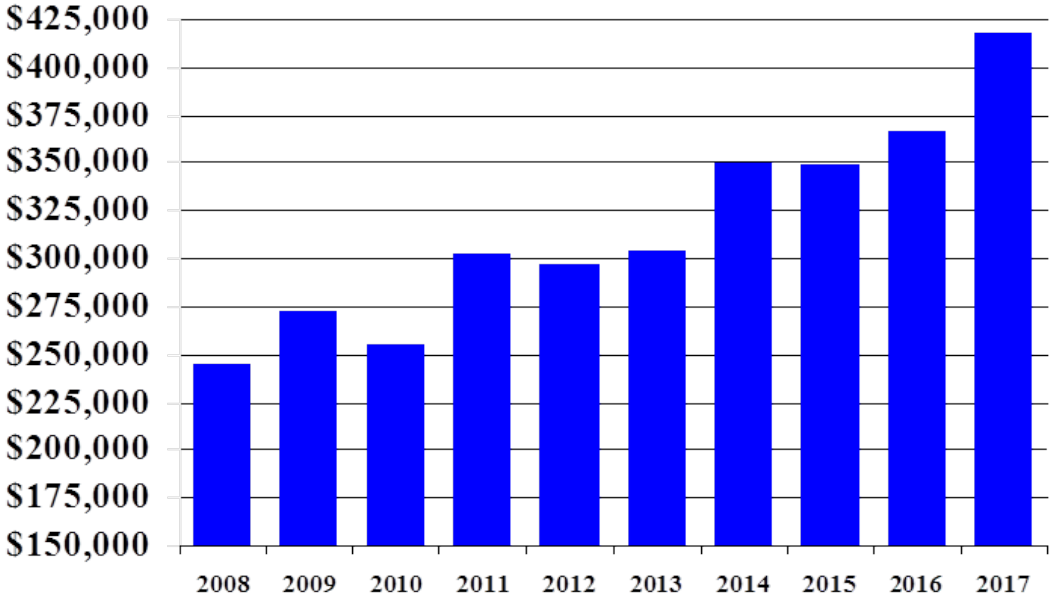
Existing and New

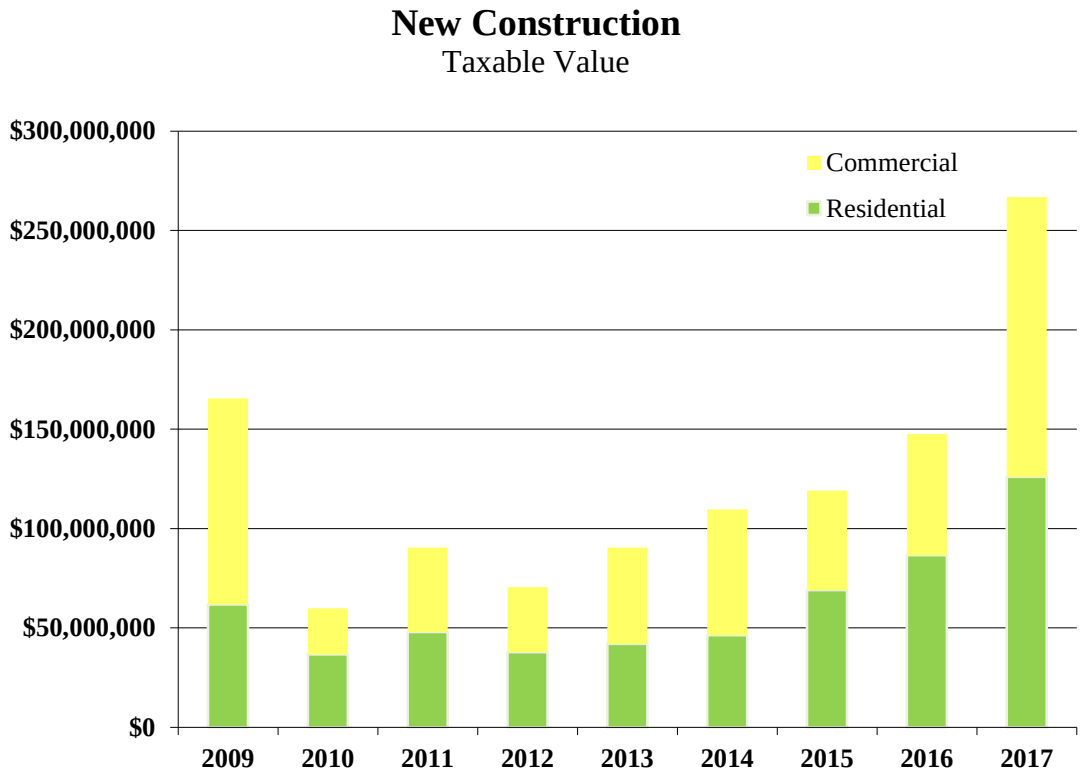


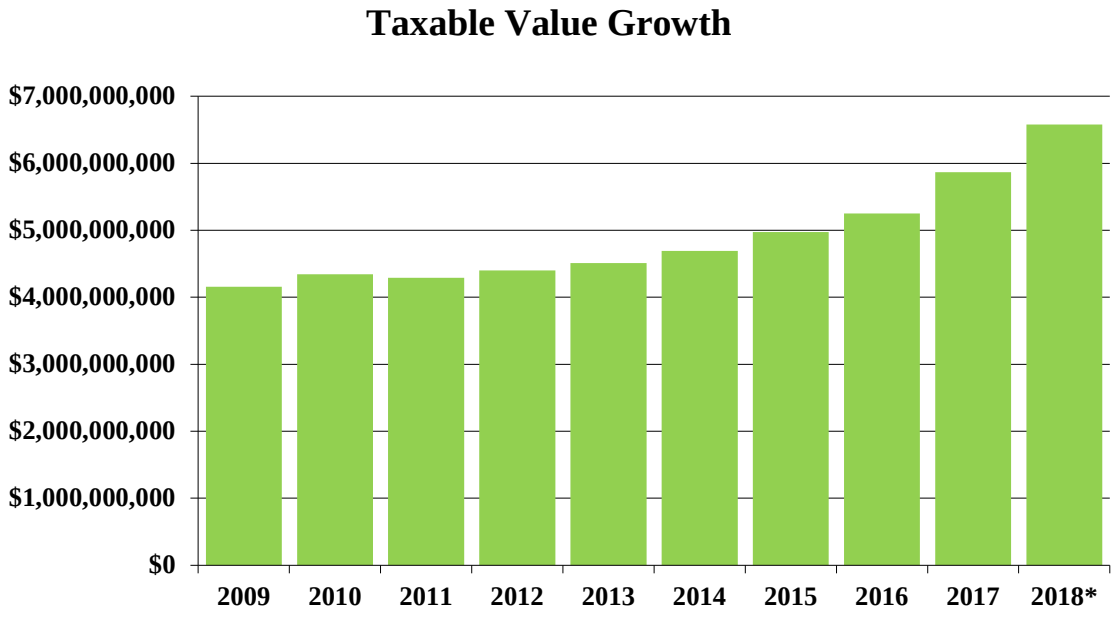
*Anticipated

Average Taxable New Home Value

Over the Last 10 Years







*Anticipated

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Mansfield

Texas

For the Fiscal Year Beginning

October 1, 2016

Executive Director

GFOA DISTINGUISHED BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) promulgates certain procedures and standards that are accepted as authoritative guidelines for governmental budget reporting. GFOA awards the "Distinguished Budget Presentation Award" to those governmental entities whose annual budget conforms to the GFOA requirements.

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation to the City of Mansfield, Texas for its annual budget for the fiscal year beginning October 1, 2016 and ending September 30, 2017. This represents the 32nd year the City has received this award.

The budget for FY 2017-2018 will also be submitted to the GFOA for review.

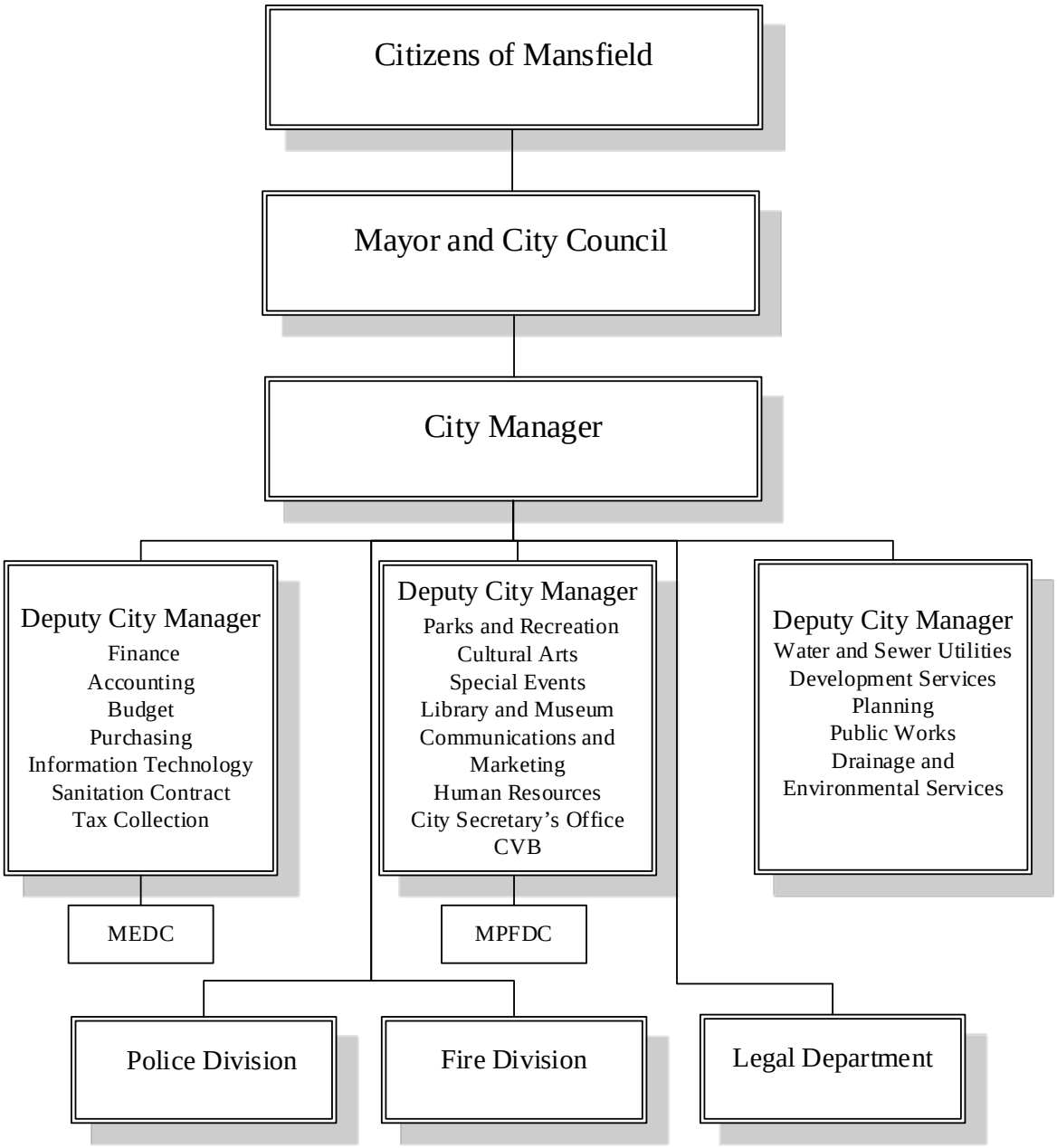
Credits

This document has been compiled according to generally accepted budgeting and 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 division and department directors 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.

Clayton Chandler	City Manager
Peter Phillis	Deputy City Manager
Shelly Lanners	Deputy City Manager
Joe Smolinski	Deputy City Manager
Bart VanAmburgh	Director of Public Works
Troy Lestina	Assistant Business Services Director
Gary Cardinale	Budget & Purchasing
Jennifer Goldthwaite	Budget & Purchasing
Bill Lane	In-house City Attorney


Citizens of Mansfield
Mayor and City Council
City Manager
Deputy City Manager
Finance
Accounting
Budget
Purchasing
Information Technology
Sanitation Contract
Tax Collection
Deputy City Manager
Parks and Recreation
Cultural Arts
Special Events
Library and Museum
Communications and Marketing
Human Resources
City Secretary's Office
CVB
Deputy City Manager
Water and Sewer Utilities
Development Services
Planning
Public Works
Drainage and Environmental Services
MEDC
MPFDC
Police Division
Fire Division
Legal Department

September 8, 2017

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 2017-2018. 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 2017-2018 and future years.*

The accompanying statements and analysis tell a great story about the strength of our economy and the dividends that 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 public safety departments and managing operational costs while maintaining or improving current service levels.

We have grown revenue, improved debt ratios, increased financial reserves, expanded the tax base, built the local economy, realized higher per capita incomes and maintained the current tax rate of 71 cents. Our outlook for long term growth is positive, and we remain cautious based on the current economic environment. We continue to budget both revenues and expenditures conservatively but with anticipated projected increases in new retail, residential and commercial construction.

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 including Hobby Lobby, a variety of new restaurants, the Market Street shopping center, and many other projects currently in progress. New public/private partnerships including Fieldhouse USA and the Dallas Stars Center project continue to add quality recreation venues to our parks and recreation system. 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. First-class builders are attracted to this community, its services and its exemplary school system. Commercial and retail developers are keenly interested in the City's progressive development policies.

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

Public Input

The City conducted two public hearings on August 21 and August 28, 2017 to present the proposed budget and tax rate. The City Manager provided a detailed list of priorities including staffing, equipment and infrastructure needs during the public hearings. Citizen input was heard, and members of individual groups seeking funding petitioned the City Council during the allocation of Hotel/Motel Tax revenues. The City Council allocated $713,500 in total funds to promote tourism, historical preservation and the arts. The budget and tax rate were adopted unanimously by City Council as presented by the City Manager.

On September 8, 2017 the City Council of Mansfield, Texas adopted the Annual Service Program for Fiscal Year 2017-2018.

Management Strategies

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.

2017-2018 Budget Highlights

- City Council maintained the tax rate of $0.71 per $100 of valuation.
- The City will improve programs in Public Safety, Community Services and infrastructure maintenance.
- The City will provide a 3% salary adjustment for all employees and market adjustments for positions in Police, Fire and the Law Enforcement Center.
- New industrial, commercial and retail opportunities are being developed by the Mansfield Economic Development Corporation, including site development and construction for the Shops at Broad retail center and other retail establishments throughout the City.
- Continued emphasis on planning and infrastructure improvements.
- New residential developments that include approximately 3,172 single family homes are in some phase of platting, design or construction.
- Protection of the City’s credit ratings - All rated funds with strong fund balance positions.
- The City has improved the fund balance to $13,076,981.
- Maintain and expand existing service levels.
- Continue to explore additional revenue sources.
- Add three firefighters and four police officers in the General Fund to maintain current service demands and plan for future growth.
- Fund $1,048,158 in public safety vehicles, equipment and technology upgrades.

Local Economic Factors Affecting the 2017-2018 Service Programs

- Improved industrial, commercial and residential valuations.
- Increased interest in development along State Highway 360, Highway 287 and downtown.
- Retail, commercial and industrial recruitment and retention.
- Increased marketing efforts City-wide.
- Sales tax is estimated to increase 8.2% in 2017-2018 from $10,589,988 to $11,459,662 due to increased retail activity and development of new retail centers.
- Low unemployment rate.
- Strategic location in the Dallas/Fort Worth area - North/South corridors of Highways 360 and 287.
- A well-planned City including desirable neighborhoods, excellent schools and superior City services.
- Continue aggressive Economic Development programs.
- Current average household family income of $110,725.

Impact of Economy on Surrounding Area Cities

- City of Arlington - population growth based on the 2010 census of 10% since 1990. Major developments include AT&T (Dallas Cowboys) Stadium and the Arlington Highlands retail center.
- City of Fort Worth - population growth of 38.6% since 1990, based on the 2010 census.
- Dallas/Fort Worth Region - the region's estimated unemployment of approximately 3.9% is below the national average.

Impact of National and Global Economies

- The national economy continues to improve.
- Federal Reserve interest rate increases.
- Region unemployment rate of 3.9%.
- Labor supply and demand.
- Relocation of traditional population centers to the southwest region.
- Impact of uncertainty overseas.

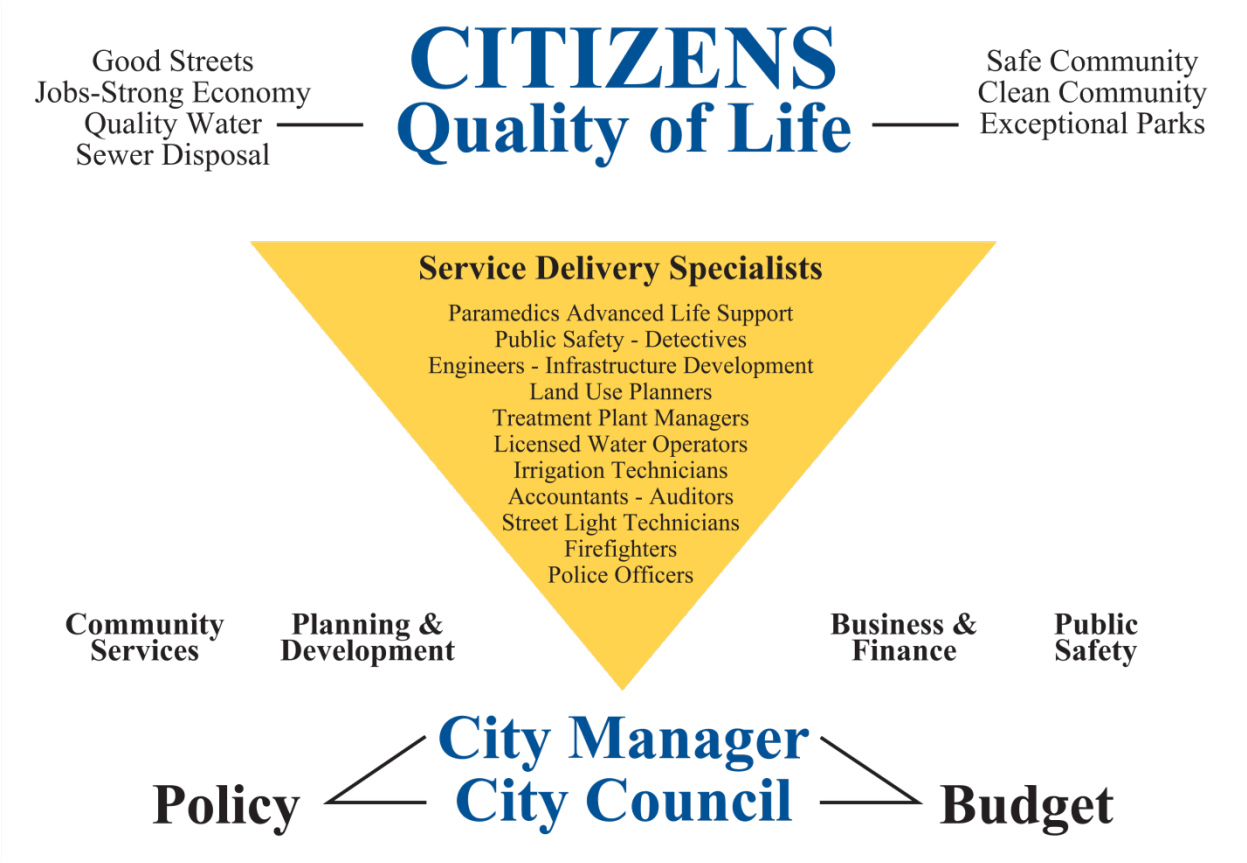
Mission for Fiscal Year 2017-2018

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 the 2017-2018 Budget. Management and City Council also revised the Strategic Plan to incorporate revenue and expense estimates in a recovering national, state and local economy. Management met with key staff members to allow input in the development of the 2017-2018 Budget. Similar themes, priorities and goals were identified by both City Council and the City's staff for the upcoming budget year.

"The mission of the City of Mansfield, Texas is to provide the highest quality service at the best value" *by providing a Desirable Community, Sustaining the Economy, Maintaining Services, Maintaining a Positive Image and Making Good Business Decisions* resulting in

SERVICE WITH EXCELLENCE.

In planning for the 2017-2018 Budget and Operating Plan, the management team strongly evaluated existing service levels and measured the impact of the 2016-2017 service plan on the City's comprehensive Long Term Financial Plan. The decision was made to move forward in maintaining and expanding current service programs to meet the needs of the community.



SERVICE PROGRAM FOR FISCAL YEAR 2017-2018

In the preliminary presentation of the 2017-2018 Service Program to City Council, Management listed the results and conclusions of strategic planning sessions held with Council and Staff that assisted in developing the overall direction of the Service Program for FY 2017-2018. In the presentations to City Council on July 24, 2017 and August 9, 2017, Management presented a balanced budget and discussed the following challenges, goals, objectives and priorities for FY 2017-2018:

Challenges:

- Sustaining momentum.
- Strategic Long Term Plan - dealing with an improving economy and expanding service demands.
- Staff retention and recruitment.
- Organizational development - quality workforce and quality services.
- Fund balance - maintaining and improving reserves.
- Economic development - inventory of quality commercial properties.

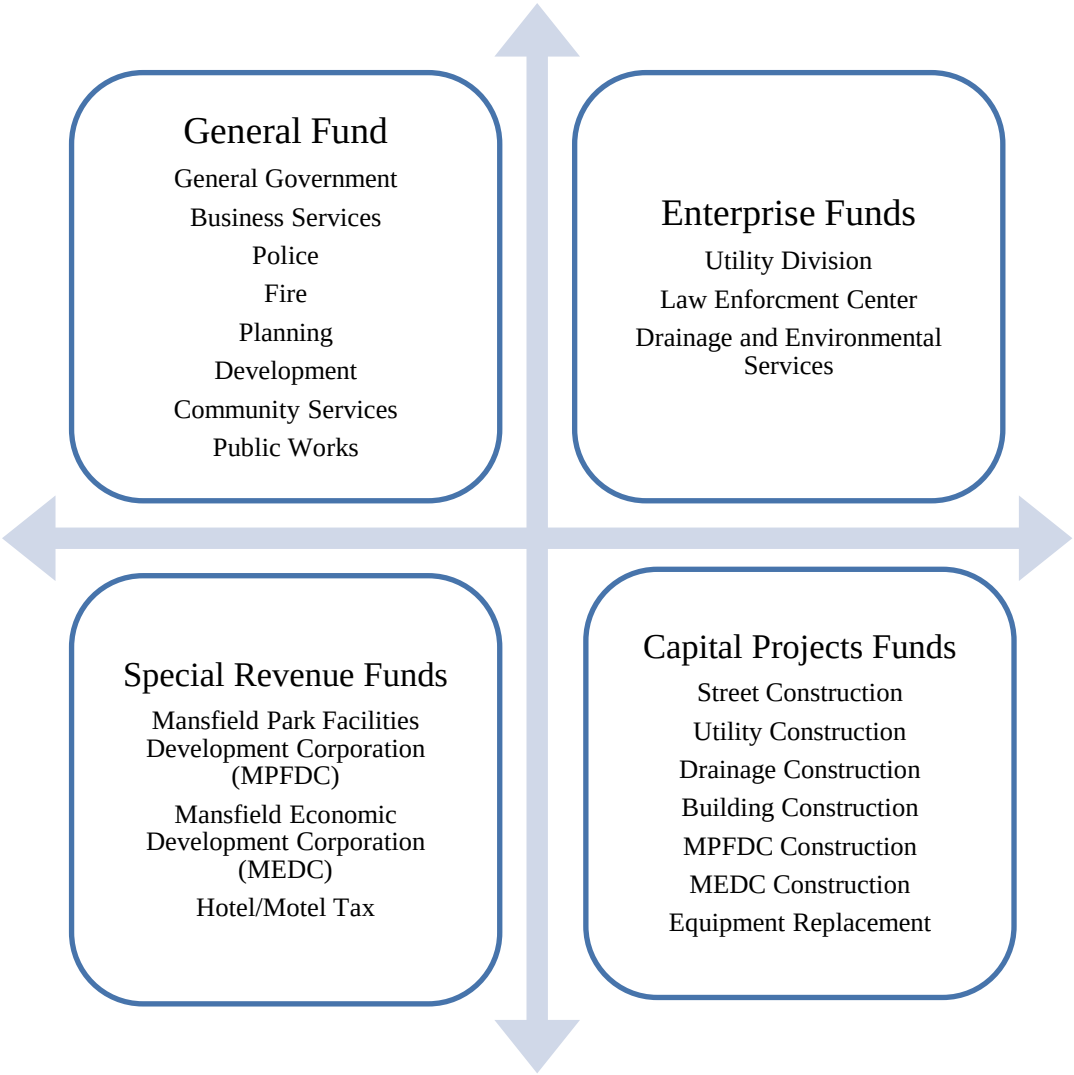
Goals & Objectives:

- Maintain or improve existing service levels within the existing tax rate.
- Continue development of infrastructure - streets, facilities and utilities.
- Maintain AA+ bond rating – maintain and improve fund balance, coverage and debt ratios.
- Continue quality residential and commercial development.
- Continue quality Park and Linear Trail development.
- Maintain or improve public safety services.
- Staff retention.
- Downtown revitalization.
- Continue development of the Arts.

Priorities:

- Maintain existing tax rate of $0.71000.
- Maintain and expand improved service levels - sustainability of current and future operations.
- Maintain the City’s credit rating and fund balance requirements.
- Expansion of the tax base through economic development.
- Improve, design and expand the Linear Park System.
- Maintain a quality work force.
- Ensure quality land use, planning and development.

City of Mansfield
Fund/Department Matrix



GENERAL FUND

Revenues

The overall General Fund budget for FY 2017-2018 is $57,490,840 or an increase of 10.1% over expected revenues in FY 2016-2017. Property tax collections make up approximately 54.5% of the General Fund operating revenue. Property tax revenue increased approximately $3,706,438. Revenue increases include sales tax, franchise tax, permits and other miscellaneous revenues. Projected sales tax revenues increased $869,673, or 8.2% from the expansion of commercial and retail tax base.

Staffing

The 2017-2018 Service Plan includes the addition of three Firefighters and four Police Officers. Three additional positions in Police were added during FY 2016-2017.

Operations and Maintenance

Operating and Maintenance costs decreased approximately 2.3% due to renegotiated utility rates and reductions in legal costs and supplies. Salaries and benefits increased 12.72% or $4,595,257 due to a merit increase of approximately 3%, market adjustments, public safety overtime and compliance requirements of the Affordable Health Care Act.

Transfers

Transfers are estimated to be $420,158 for the City's property insurance program, $222,496 for the Fieldhouse USA project and supplemental funding for the Law Enforcement Center of $413,196.

Equipment

The City will finance $1,048,158 in equipment including public safety vehicles, technology upgrades and facility improvements.

Debt

The General Obligation Debt payment is $14,418,980. The total outstanding General Obligation Debt is $127,860,000. This includes debt issued for the Law Enforcement Center. The overall debt ratio has remained relatively consistent. The City has made a conscious effort to reduce the percentage. Management and City Council are working to reduce the costs of infrastructure improvements through the use of impact fees and developer contributions.

ENTERPRISE FUNDS

Water & Sewer Fund

Revenues

The overall Utility Fund budget for FY 2017-2018, including debt, is $30,906,703. Of that amount, $25,031,597 is for operations and maintenance. Water sales and sewer treatment sales account for 95.9% of all revenue.

Staffing

The 2017-2018 Service Plan includes the addition of one new administrative position.

Operations and Maintenance

Operations and Maintenance costs increased approximately 8.85% due to increases in water treatment and sewer treatment costs from the Trinity River Authority and the Tarrant Regional Water District.

Equipment

$332,203 for new equipment is budgeted in FY 2017-2018.

Transfers

The Utility Fund transfer to the General Fund is approximately $1,448,513 for the use of the City's Right of Way.

Debt

The Utility Fund debt payment in FY 2017-2018 is $5,875,009.

Law Enforcement Center Fund

Revenues

The Law Enforcement Center budget for FY 2017-2018 is $12,025,032 or an increase of 9.7% over FY 2016-2017. The increase is from the estimated additional revenue from housing contracts with the Cities of Fort Worth, Kennedale and Burleson and a new federal housing rate of $63.30 per inmate.

Staffing

Six correctional officer positions were eliminated in FY 2017-2018.

Operations and Maintenance

Operations and maintenance costs decreased 5.44% due to reduced food service and medical costs.

Transfers

Transfers from the General Fund are $413,196 in FY 2017-2018.

Equipment

No new equipment is budgeted in FY 2017-2018.

Debt

The remaining debt on the Law Enforcement Center is budgeted in the General Obligation Debt Service Fund.

Drainage and Environmental Services Fund

Revenues

The Drainage and Environmental Services Fund budget, including debt, is $2,471,351. Of that amount, $1,948,281 is for operations and maintenance. Drainage fees account for 100% of the revenue in this fund.

Staffing

One new Environmental Health Specialist is budgeted in FY 2017-2018.

Operations and Maintenance

Operations and Maintenance costs increased less than 1% in FY 2017-2018.

Transfers

No transfers are budgeted in FY 2017-2018.

Equipment

No new equipment is budgeted in FY 2017-2018.

Debt

The debt service payment in the Environmental Services Fund is $523,070.

SPECIAL REVENUE FUNDS

Hotel/Motel Tax Fund

The Hotel/Motel Tax Fund budget is derived from tax revenue assessed on hotel rooms within the City of Mansfield. Seven hotels are located within City limits with approximately 504 beds. The budget for FY 2017-2018 is $713,500.

Several factors have contributed to revenue in the Hotel Occupancy Tax Fund, including greater emphasis on tourism, new improvements to recreational venues such as Big League Dreams Sports Park and Hawaiian Falls, increased special events such as Rockin' 4th of July, downtown events including music and arts festivals, and regional sports tournaments including the Rotary Basketball Tournament and Future Men's Professional Tennis Tournament. The new Fieldhouse USA sports/events venue and the Dallas Stars recreational ice rink set to open in 2018 will also contribute to increases in overnight stays in local hotels.

Mansfield Park Facilities Development Corporation (MPFDC) Fund

Revenues

The revenues for the MPFDC Fund in FY 2017-2018 are $5,080,616 to fund operations and maintenance, plus $2,487,721 appropriated for debt service. Revenues are derived from a ½ cent sales tax approved by the voters in 1992. Since inception, these revenues have steadily increased. Sales tax for operations is estimated to be $3,152,094. User fee revenue is estimated to be $1,305,000 including recreation fees and contract payments from the Hawaiian Falls Water Park, Big League Dreams, Fieldhouse USA and the Mansfield National Golf Course.

Staffing

Two positions have been added in FY 2017-2018 due to the increasing service demands in new and existing parks and trails.

Operations and Maintenance

The operating budget, exclusive of estimated funds available for projects, increased $749,313 due to the reorganization and realignment of positions and park maintenance operations from the General Fund.

Transfers

Approximately $14,000 is budgeted for the MPFDC portion of property insurance coverage.

Equipment

No new equipment is budgeted in FY 2017-2018.

Debt

The debt service payment in the Mansfield Park Facilities Development Corporation is $2,487,721.

Mansfield Economic Development Corporation (MEDC) Fund

Revenues

The sales tax revenue for the MEDC Fund is $5,639,815 in FY 2017-2018, of which $1,382,478 is for operations and maintenance. $4,596,810 is appropriated for approved economic development projects. Revenues result from a ½ cent sales tax approved by the voters in 1992. Since inception, these revenues have steadily increased. Sales tax and reserves are used to finance economic development projects.

Staffing

No new positions are budgeted in FY 2017-2018.

Operations and Maintenance

The operating budget increased 24.9% due to increases in lease commitments and the historical costs of appraisals on property throughout the City.

Debt

The debt service payment in the Mansfield Economic Development Fund is $2,201,040.

Transfers

$12,096 is budgeted for the MEDC portion of insurance coverage.

Equipment

No new equipment or facility improvements are budgeted in FY 2017-2018.

CAPITAL PROJECT FUNDS

Historically, the Capital Improvement Program has preceded development in all areas of the City. The Capital Improvement Program is developed with the following guidelines whenever possible:

The Capital Improvement Program is developed to match costs against expenses occurring in corresponding periods of time. In other words, the development and timing of infrastructure improvements is crucial to maintaining current and future developments while maintaining or lowering debt ratios. Since 1995, development fees have funded approximately $106,188,131 in improvements. Development fees offset the amount of borrowings in the Street and Utility 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 2017-2018 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.

Street Construction Fund

Street and roadway improvements in FY 2017-2018 are budgeted at $20,103,597. Street impact fees will be utilized wherever possible to supplement funding for these projects. In FY 2017-2018, the City anticipates issuing $8,712,763 in bonds for street improvements as identified by Staff and approved by City Council.

Utility Construction Fund

Utility improvements in FY 2017-2018 are budgeted at $11,324,008. Revenue bonds, impact fees, and operating cash from prior years will fund these projects. Water & Sewer impact fees will be utilized wherever possible to supplement funding for these projects.

Building Construction Fund

Facility improvements in FY 2017-2018 include $8,336,849 for completing construction of the Stars Center project, a marquee for Shops at Broad and “The Back Yard” parking lot in downtown Mansfield.

MPFDC Construction Fund

Park improvements in FY 2017-2018 are budgeted at $12,485,000, of which $3,800,000 is for additional construction changes to the Dallas Stars Center project, $2,500,000 for design and construction of the Walnut Creek Linear Park Phase II, $2,000,000 for a new Parks Administration building and various other park projects.

MEDC Construction Fund

Economic Development projects in the amount of $15,000,000 are budgeted for FY 2017-2018 and relate to development of the Shops at Broad, including roadway expansions on Broad Street and Regency Parkway.

Equipment Replacement Fund

Vehicles, equipment and technology improvements in FY 2017-2018 are budgeted at $1,048,158.

FISCAL YEAR 2017-2018 SERVICE PROGRAM IN SUMMARY

Continue to sustain positive performance, maintain service levels and plan for future development.

The City of Mansfield has taken positive steps to fulfill broad goals identified by City Council and City Staff in FY 2017-2018. While non-financial goals and strategies are essential and form the framework of the Service Plan in FY 2017-2018, The City of Mansfield will continue to maintain a positive financial framework in order to provide quality of life to all citizens. The City will:

- Maintain the City's bond ratings to effectively fund infrastructure improvements and increase the Fund Balance.
- Continue quality residential and commercial development.
- Maintain a quality workforce without staff reductions; maintain and improve service programs in Public Safety, Parks, Code Enforcement and Public Grounds.
- Provide a quality living environment for all citizens.
- Maintain a safe city.

The Financial Goals and Strategies to achieve these goals are very similar to those of the past. The City of Mansfield successfully met these goals in prior years and anticipates achieving these goals again in FY 2017-2018.

- The City will maintain a quality workforce by offering a competitive compensation package.
- The City will maintain and increase the General Fund Balance reserves.
- The City will develop economic development strategies.
- The City will provide a safe community by expanding staffing levels in Public Safety.
- The City will provide new and improved roads and infrastructure to reduce traffic congestion.
- The City will continue to provide a "Superior" water system and "Best" parks system.

LONG TERM GOALS FOR FISCAL YEAR 2017-2018 AND BEYOND

The City of Mansfield has developed goals and strategies in FY 2017-2018 with awareness that these goals and strategies are building blocks for future long term goals. The long term goals in future years will include:

- Continue to maintain positive growth and enhance the local economic activity.
- Maintain the City's debt ratios and fund infrastructure improvements in a timely manner.
- Maintain and increase the Fund Balance.
- Maintain and improve the City of Mansfield's bond ratings.
- Maintain a safe city.
- Maintain a quality workforce.
- Maintain a level tax rate.

Management’s Goals and Objectives

Maintain Positive Growth and Enhance Local Economic Activity.

Maintain the City's Debt Ratios and Fund Infrastucture Improvements.

Maintain the City's Fund Balance.

Maintain and Improve the City's Bond Ratings.

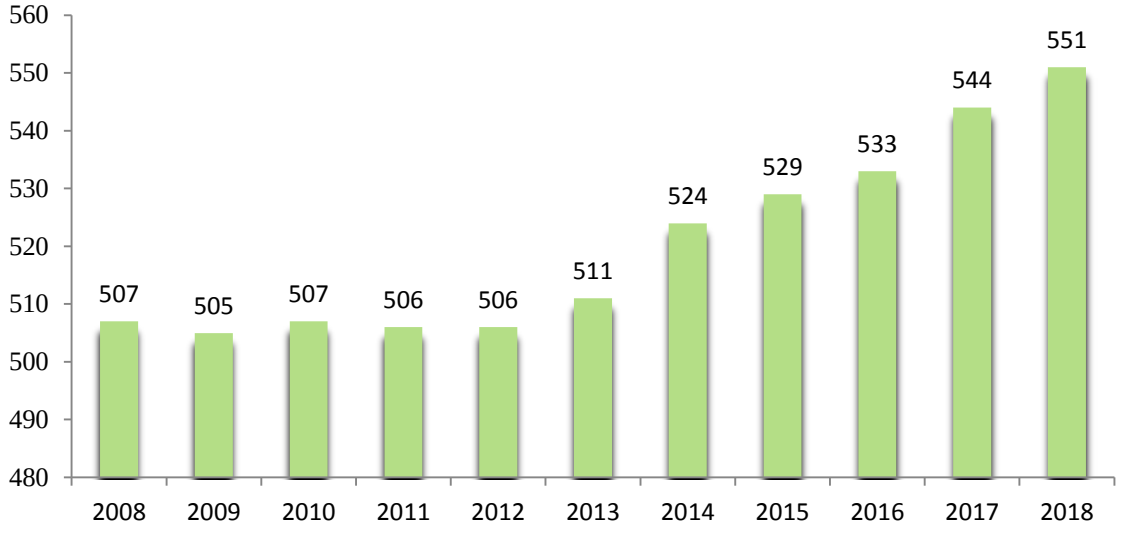
Maintain a Quality Workforce.

Maintain a Constant Tax Rate.

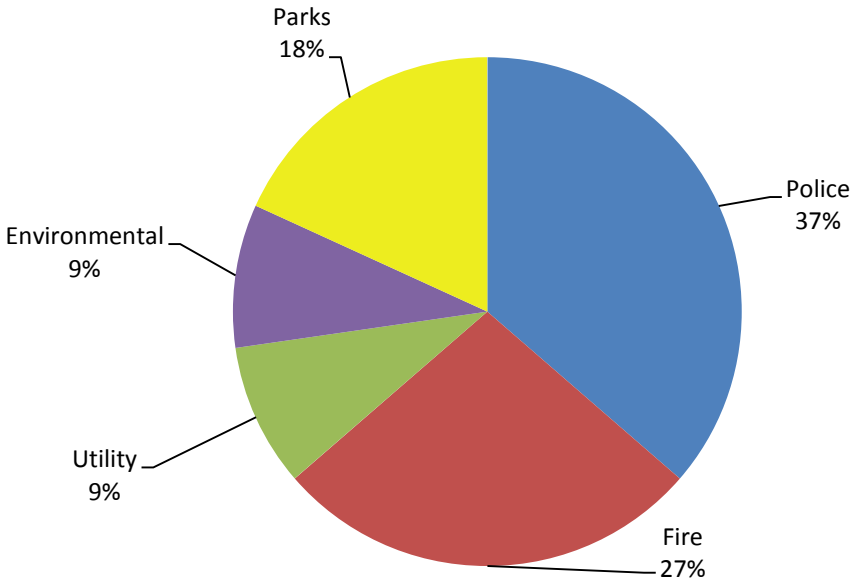
FULL TIME EQUIVALENT POSITIONS

Do You Know?

The City of Mansfield Staff Consists of 551 Full Time Equivalent Positions



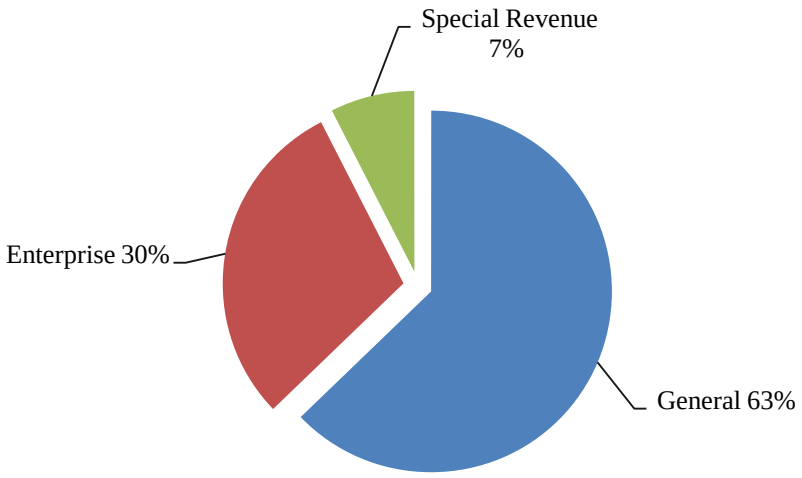
FY17/18 New Positions



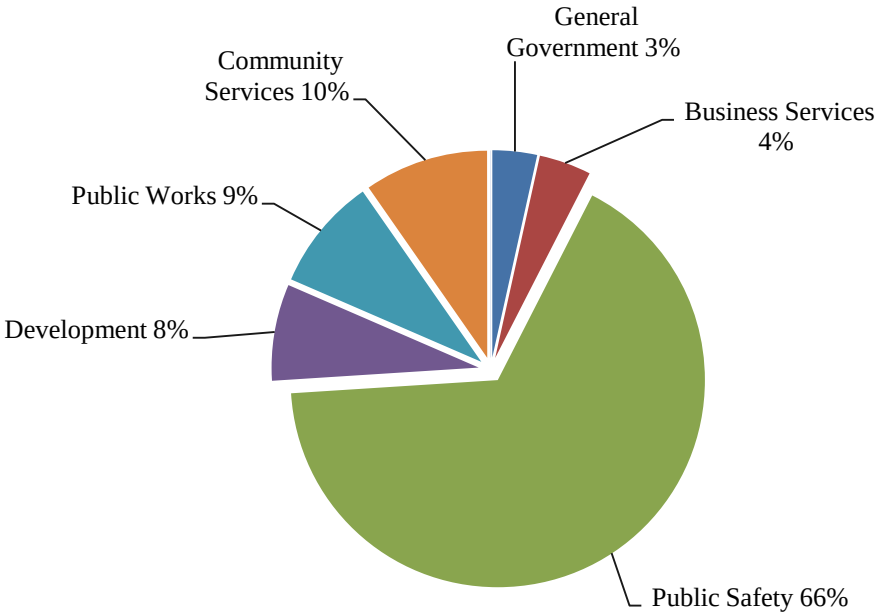
Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Change
General Fund				
General Government				
Administration	4	3	5	2
Legal	1	3	3	
Human Resources	4	4	4	
Total General Government	**9**	**10**	**12**	**2**
Business Services				
Finance	3	3	3	
Accounting	3	3	3	
Budget & Purchasing	1	1	1	
Information Technology	4	4	4	
City Secretary	3	3	3	
Total Business Services	**14**	**14**	**14**	**0**
Police				
Public Safety Administration	4	0	0	
Police Administration	9	9	9	
Communications	24	24	24	
Patrol	51	52	58	6
Traffic	3	3	4	1
Commercial Vehicle Enforcement	2	2	2	
Criminal Investigations	19	20	20	
Municipal Court	7	7	7	
Community Resource	1	5	5	
K-9	2	2	2	
Animal Control	7	7	7	
Task Force (Grant Funded)	3	3	3	
Total Police	**132**	**134**	**141**	**7**
Fire				
Administration	4	4	4	
Prevention	5	5	5	
Emergency Management	1	1	1	
Operations	73	76	79	3
Total Fire	**83**	**86**	**89**	**3**
Planning & Development				
Planning	8	8	8	
Administration	15	2	1	-1
Building Maintenance	5	3	3	
Building Safety/Inspections	-	9	9	
Code Compliance	-	5	5	
Total Planning & Development	**28**	**27**	**26**	**-1**
Community Services				
Public Grounds	16.5	16.5	13.5	-3
Senior Citizens	3.5	4	4	
Library	11	11	11	
Historical Services	1	1	1	
Communications & Marketing	2	2	2	
Special Events	1	1	1	
Arts Council		1	1	
Total Community Services	**35.0**	**36.5**	**33.5**	**-3**
Public Works				
Engineering	13.5	13.5	12.5	-1
Street Maintenance	14	14	14	
Traffic	3	3	4	1
Total Public Works	**30.5**	**30.5**	**30.5**	**0**
Total General Fund	**331.5**	**338.0**	**346.0**	**8.0**

Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Change
Enterprise Funds				
Utility Fund				
Administration	5	6	7	1
Billing & Collections	7	7	7	
Meter Reading & Repair	7	7	7	
Water Distribution	9	9	8	-1
Wastewater Collection	6	7	8	1
Water Treatment	9.5	11.5	11.5	
Water Quality	4	4	4	
Water Demand Management	2	1	1	
Laboratory Services	2	0	0	
Total Utility Fund	**51.5**	**52.5**	**53.5**	**1**
Law Enforcement Center				
Administration	2	2	2	
Operations	77	77	70	-7
City Marshal	17	17	17	
Support	10	10	11	1
Kitchen	0	0	0	
Medical	5	5	5	
Total Law Enforcement Center	**111**	**111**	**105**	**-6**
Drainage/Environmental Services Fund				
Operations	2	4	5	1
Total Drainage/Environmental Services Fund	**2**	**4**	**5**	**1**
Total Enterprise Funds	**164.5**	**167.5**	**163.5**	**-4.0**
Special Revenue Funds				
Hotel/Motel Fund	2	2	2	
MPFDC Fund	28	29.5	34.5	5
MEDC Fund	5	5	5	
Tree Mitigation Fund	2	2	0	-2
Total Special Revenue Funds	**37**	**38.5**	**41.5**	**3**
Total All Funds	**533.0**	**544.0**	**551.0**	**7.0**

Staffing By Fund

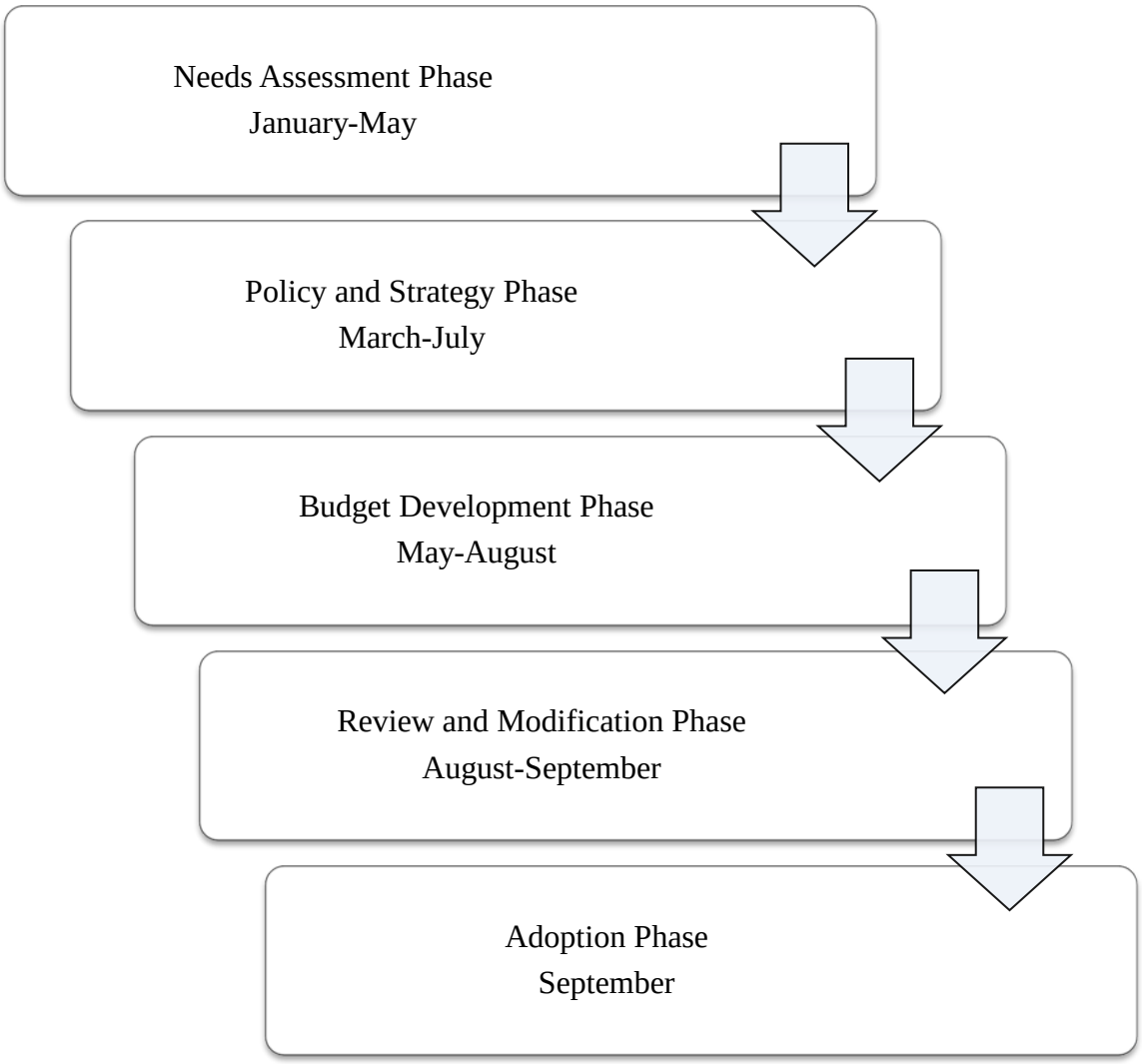


General Fund Staffing



BUDGET AND FINANCIAL POLICIES

Budget Phases



BUDGET CALENDAR
FISCAL YEAR 2017-2018

January 3, 2017, Tuesday	Meeting with All Divisions and Department Managers to clarify challenges remaining in 2017 and challenges related to the FY 17/18 budget.
January 23, 2017, Monday	Present budget packets and instructions to Division/Department Heads and review the information with the department staff.
January 31, 2017, Tuesday	Strategic Planning Meeting with City Council.
February 7, 2017, Tuesday	Present budget packets and instructions to Division/Department Heads and review the information with the department staff.
March 10, 2017, Friday	Missions, Goals and Objectives and Performance Measures submitted to the Budget Department and City Manager's Office.
March 10, 2017, Friday	Division/Department Heads submit to Business Administrative Services and Human Resources current and projected FY 17/18 personnel level of funding, new position requests and requests for re-classification of any position
March 20, 2017, Monday	Executive Staff meeting to identify upcoming budget schedule, timeline and major capital project development.
March 24, 2017, Friday	Division/Department Heads submit to Business Administrative Services and Human Resources current and projected FY 17/18 personnel level of funding, new position requests and requests for re-classification of any positions.
April 24, 2017, Monday	Division/Department Heads submit their departmental budgets to Budget/Accounting for FY 17/18 expenditures and revised figures for FY 16/17.
April 27, 2017, Thursday	First Review - City Manager or his designee reviews budget requests with Department Heads.
April 28, 2017, Friday	Chief Appraiser prepares and provides estimated taxable value for the county, municipality, and school district participating in the appraisal district; estimate of preliminary taxable value (Required by April 30).
June 5, 2017, Monday	Business Administrative Services calculates preliminary tax and other revenues and presents to the City Manager for the FY 17/18 proposed budget.
June 27, 2017, Tuesday	Budget/Accounting prepares departmental line item budget reports and submits to City Manager or his designee incorporating FY 17/18 budget projections and revised figures for FY 16/17.
July 25, 2017, Tuesday	Last day for Chief Appraiser to certify appraisal roll.
August 7, 2017, Monday	Date taxing units must publicize effective tax and roll back rates and other applicable items (**or as soon as practical thereafter).**
August 9, 2017, Wednesday	Budget work session with City Council.

August 14, 2017, Monday	"Notice of 2017 Tax Year Proposed Property Tax Rate" (quarter page notice) published at least seven days before public hearing scheduled on August 21, 2017 on the FY 17/18 Budget and use of Hotel/Motel Tax Revenue.
August 18, 2017, Friday	Post agenda for Monday, August 21, 2017 Open Meeting Notice.
August 21, 2017, Monday	1st Public Hearing on the FY 17/18 Budget and proposed tax rate, and use of Hotel/Motel Tax Revenue.
August 28, 2017, Monday	2nd Public Hearing on the FY 17/18 Budget and proposed tax rate, and use of Hotel/Motel Tax Revenue. City Council is scheduled to review formal applications for use of Hotel/Motel Tax Revenue.
September 6, 2017, Wednesday	Special Council Meeting – 1st reading of budget ordinance and tax rate adoption
September 7, 2017, Thursday	Special Council Meeting – 2nd reading of budget ordinance and tax rate adoption
September 8, 2017, Friday	Special Council Meeting – 3rd and final reading of the budget ordinance and tax rate adoption.

The City's Charter requires that the budget be adopted by September 15 of the given year.

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 manager 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 Manager 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 Plan 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 Plan Committee presents recommendations to the Deputy City Manager, Budget Director and the City Manager for review.

The Deputy City Managers, Division Directors and Department 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. Division Directors critically evaluate all 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 Deputy City Managers, Assistant Finance Director and Budget Director 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 Managers' 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 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 City fund balances, revenue and expenditure forecasts, citizens, boards, commissions 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 division/department 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. Updates to the Strategic Plan normally occur during this period and are presented to Council during the budget process. City Council has identified the need to maintain and upgrade maintenance of the City's right of ways and medians, increase architectural standards for new development, create more neighborhood and linear parks, encourage more retail, commercial and industrial development within the City, implement and continue the Capital Improvement Program, and provide additional police and fire staff.

Financial Trend Analysis Phase - an integral part of Mansfield's decision-making process that includes both short and long-range economic and financial forecasts. In fiscal year 2000, the City developed a 10-Year Strategic Plan that is updated annually and modified to integrate the City's operational and capital requirements with both a short term and long-term goals. City infrastructure needs are identified during this process and play an important role in the forecasting related to short and long term operating needs. 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 Department submits to each department their prior year and year-to-date expenditures for review. Base 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 Deputy City Manager, Assistant Finance Director and Budget Director 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 Director sets a budget calendar and schedules meetings with each department/division director. Individual meetings occur with most departments at least twice prior to budget workshops with City Council. Budget requests are reviewed and recommendations for each department are reviewed during this phase. New staffing, operational expenditures, revenue projections and capital 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 individual 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 schedule of budget workshops prior to public hearings. The City Staff communicates the proposed budget to the citizens during these workshops in the form of power point presentations, handouts, cable access recordings or a combination of these formats. Public Hearings are held and City Council adopts the tax levy and budget consistent with the City Charter and 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 workshops and public hearings in August and September. The budget workshops provide an opportunity for City management, directors and the general public to offer information and recommendations to the City Council.

Legally, the 2017-2018 Budget must be adopted by September 15th. City Charter requires three public readings 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 of each year.

IMPLEMENTATION OF THE BUDGET

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

AMENDMENT TO THE BUDGET

The City of Mansfield operating budget is adopted at the department level. Any transfers between departments or projects over $5,000 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.

BUDGETARY AND ACCOUNTING BASIS

The operating budget is developed using Generally Accepted Accounting Principles (GAAP) except that depreciation and amortization are not budgeted. All funds are budgeted on a modified accrual basis.

OPERATING AND CAPITAL BUDGET RELATIONSHIP/ORGANIZATION

The City of Mansfield Budget for Fiscal Year 2017-2018 is comprised of:

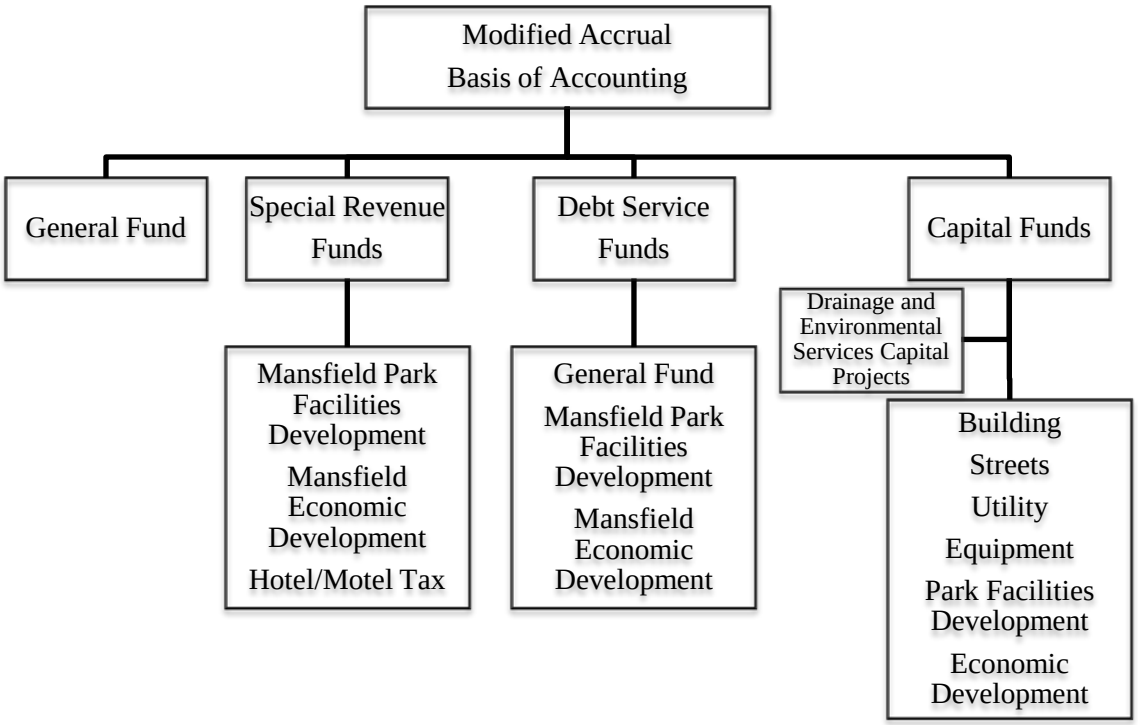
The operating budget, which includes all departmental budgets - General Fund, Debt Service Funds, Enterprise Funds, Special Revenue Funds and Capital Projects Funds. The operating budget includes portions of the City's Strategic Plan which includes both operational and capital requirements.

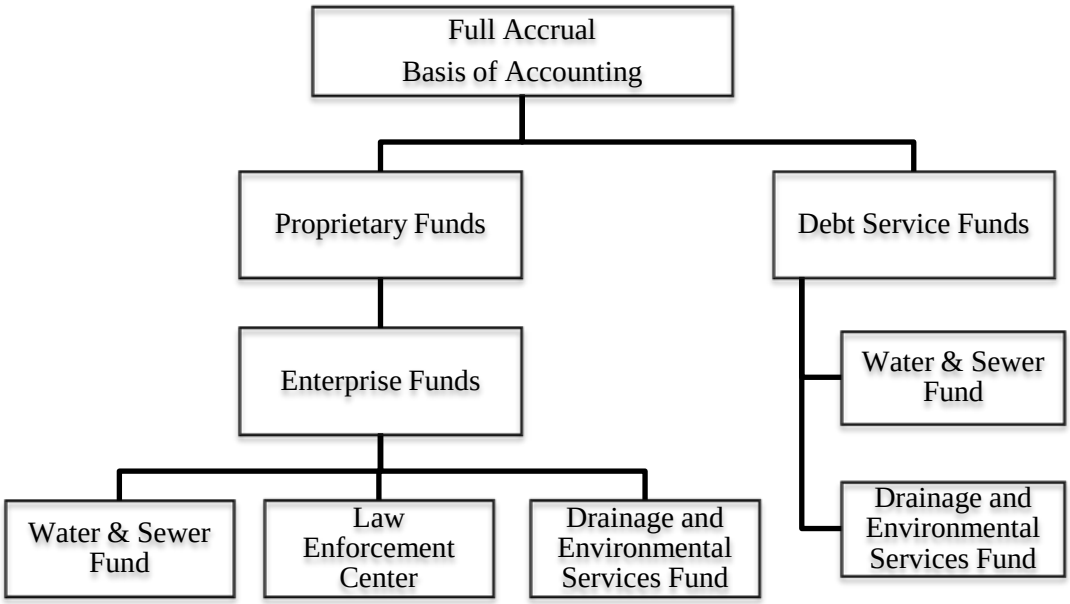
The operating budget includes a balanced financial plan for all funds for fiscal year 2017-2018 and forecasts the results of operations by fund for the period. The effect of the Capital Improvement Program upon operations is reflected in the Capital Projects Fund. The operating budget includes fund summaries and presentations by City operating departments without regard to fund. Each division is divided into operating departments, and a budget summary by department is included for each division. Performance measures are incorporated for each department within each division.

The Capital Project Fund is presented on a budget basis. The Capital Fund Projects include the Street Construction Fund, Utility Construction Fund, Building Construction Fund, MPFDC Construction Fund, MEDC Construction Fund, Environmental Services Construction Fund and the Equipment Replacement Fund. 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 budget basis as opposed to cash flow basis.

Funding sources for the Capital Improvement Program are presented on a budget 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.

City of Mansfield Fund Structure by Budgetary Basis





BASIS OF BUDGETING AND ACCOUNTING IN SUMMARY

The City of Mansfield's "Basis of Budgeting" for all funds is based upon a 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.

The operating budget is developed by fund utilizing Generally Accepted Accounting Principles (GAAP) except that depreciation and amortization are not budgeted. A complete description is provided below.

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.

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 the means by which 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, Drainage and 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 Drainage 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 funds: 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, Environmental Services Fund and the Law Enforcement Center Fund. These funds are accounted for on a full accrual basis of accounting.

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 above a limit they wish to establish.

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.

BASIS OF ACCOUNTING

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 utilizing a Modified Accrual basis of accounting.

Governmental Fund Types - All governmental funds are accounted for using the modified accrual basis of accounting. 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.

Proprietary Fund Types - Revenues and expenses are recognized using the accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period incurred following the economic resources measurement focus.

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 2017-2018. 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 Business Services Division prepares a Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting and financial reporting principles established by the Governmental Accounting Standards Board (GASB) and the SEC. The CAFR shall also satisfy all criteria of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting. The City implemented GASB 80 in FY 2016-2017. Monthly, semiannual and quarterly reports on the City's finances are reported to City Council.

The CAFR shall show the status of the City's finances on the basis of General Accepted Accounting Principles (GAAP). The CAFR 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 CAFR'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 Comprehensive Annual Financial Report are the results of the annual audit prepared by independent Certified Public Accountants designated by City Council. The Business Services 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 (e.g. 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 Business 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 maintenance 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 Business 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. The City will attempt to maintain base bond ratings of Aa2 (Moody's Investors Service), AA+ (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. Post issuance compliance policy was implemented in 2012.

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 Comprehensive Annual 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 approved 7 new positions in FY 2017-2018 to meet increased service needs.

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 individual 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. Council and management have adopted a modified Strategic Plan to outline the operational and infrastructure demands from the effects of the economy. This plan will be reviewed and revised regularly.

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 T.M.R.S., OPEBS, 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.)

STRATEGIC PLAN

UPDATE

FOR

FY 2018-2027

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

City of Mansfield, Texas
Strategic Plan
2018-2027

Executive Summary

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 70,170 people. In 1980, the City claimed 8,102 residents. Since 1970, the City's population has grown by approximately 66,512 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 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 165,000 residents within in the next thirty to forty 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. The land use was agricultural. Community leaders gathered, raised taxes, recruited, retained professional staff and began building a community. These community leaders are still active in the community today.

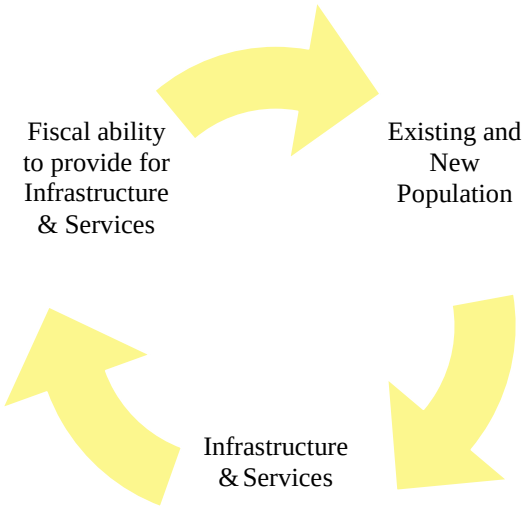
In addressing the service demands of the community, the City of Mansfield jumped in front of the expectations of growth in the decade of the 1980's and began creating and adopting several planning models to manage and guide in the development of the City's infrastructure to support the needs of the growing 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 master fiscal plan or the City's 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 ensure that these documents are consistent with the interest 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.

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 the City services needed to service the growing population. The Strategic Plan focuses on the two primary activities of the City of Mansfield, Texas: General 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 Management in making and evaluating business decisions affecting the community and managing the City's organization. These decisions include the allocation funding for programs, such as public safety, street maintenance, park and recreational venues, water, sewer services and the administration of these City services. Year over year, these essential programs, are managed and developed to meet the needs of the residents of the City.



The City's first Strategic Plan was adopted and accepted by the City of Mansfield on November 27, 2000. It has been revised and subsequently adopted on April 22, 2002, December 8, 2003, September 12, 2005, July 28, 2008, August 31, 2010, October 10, 2011 and October 28, 2013.

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 and directed 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 or it 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 services; the cost of infrastructure development and the related services needed to support the development is to be paid for by the population creating 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, have supported and encouraged fiscal accountability and responsibility through the adoption of fiscal policies and the practices of fiscal policies. 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 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 annually presents the City's financial

condition before each of the rating houses in New York, New York. This policy allows Management to clearly express its views before rating committee chairs who evaluate the City's credit. Management of the City is considered to be strong by the agencies.

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 greater above annual debt payments; solvency are 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, 2018-2027. The service needs include the Capital Improvement Programs, Operating & Capital Equipment Programs, Employee Recruitment Programs, and Expansion of Existing Programs. Major divisions and departments have provided input and need assessments 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 or change the priority of funding needed to service the City.

Financial Forecast and Projections

The 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 a certain assumptions in spending patterns, inflationary provisions, infrastructure programs, and recruitment, retention programs. It also encourages the City to think into the future and in so doing, it encourages program managers to anticipate the future 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.

The 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 considerably over the next ten years as the population is expected to increase 29% 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. In years past from 1970 till today the City's population has boomed almost 65,000 residents. During this period time the national economy has moved through many economic cycles including the Great Recession and the City population has continued to grow because of its location in the North Texas. Growth over the next decade is expected to be more of a modest pace of growth in the 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 5% to 7% over the next ten years with expenses being controlled or managed to approximately 3% over the next ten years. The City could experience higher cost 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 sewer water. Current spending patterns suggest that minimum costs could increase 3% year over year, but these spending patterns are extremely subject to economic variables that could easily adjust the trajectory of presently projected spending pattern. Detailed projections by revenue source and spending purposes are provided in following tables.

Key Rates

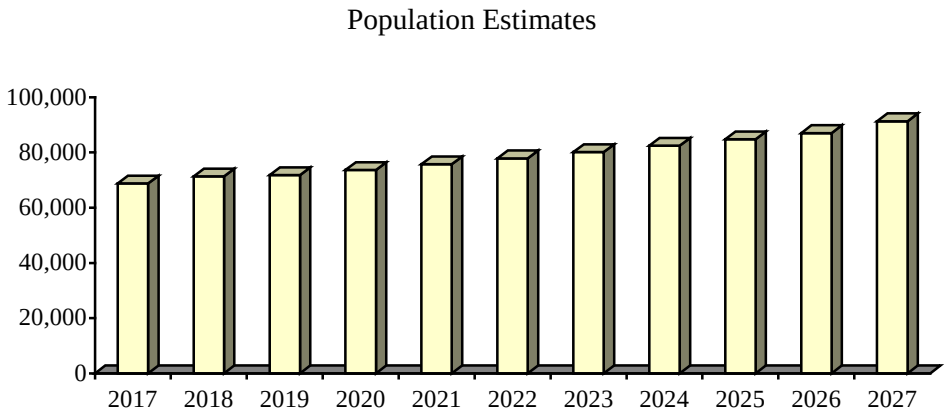
Tax Rate projections over the next ten years predict the tax rate to remain constant or at its current rate of $.71 cents per $100 in assessed valuation of property within the City of Mansfield, Texas. Water and Sewer rates are expected to remain constant over the next ten years with the exception of 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 for services. Department heads have submitted and requested funding that is well beyond the City's ability to fund the requesting funding. In an effort to maintain existing services, the City has significantly reduced future spending expectations because of the uncertainty in the national and global economies. All the while, the City is seeing continued growth in its residential, commercial, and industrial sectors of its economy and employment percentages are healthy and expected to remain

healthy in the City. The State of Texas employment percentages continue to fluctuate as the State's economy adjusts from the ever changing prices of oil and gas. Even though the State is suffering from a drought in the oil and gas industry the overall economy of the State is fairly stable as Texas is a leader in the exportation of goods around the world. Although, nationally some areas of the country are still struggling in their recovery from the Great Recession, 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 into the future barring any unforeseen economic calamity.

Growth expectations are based on projected population estimates by the City's planning department. Support for these population projections are corroborated by the continued growth in the overall population of the State of Texas, and the continued population growth in the North 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 improving economic conditions within the City. Measurement indices of fiscal policies will be monitored by Management too. Continued assessment of the economy will condition Management's action and responses in adjusting the revenues and expenses of the City's primary activities.

Strategic Plan Highlights

Population

Estimated 2018:	70,170
Estimated 2027:	91,274

Expected population increases create the need for housing stock, infrastructure, and retail development. In the last decade of 2001 to 2010, the City added some 32,000 residents, 1990's decade the City added 10,000 residents. The population growth in the last two decades has been robust. The expected population increase over the next decade is 18,136 persons.

Capital Improvements

General Fund Improvements:	$145,703,597
Water & Sewer Fund Improvements:	$54,400,000

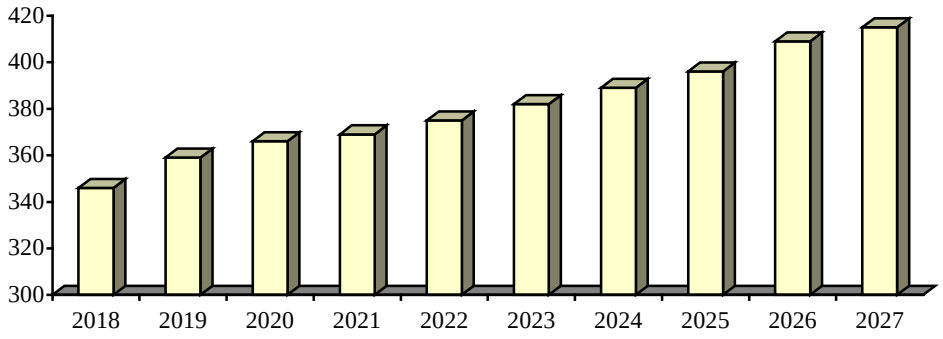
Most of the General Fund improvements are for the improvement of the City's street infrastructure. General Fund improvements will be funded through the capital markets. The Water and Sewer Fund's significant improvements are attributable to the expansion of the treatment facility. The Water and Sewer 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	$9,139,618
General Fund Equipment	$12,527,817

Management has placed a priority on funding positions for the Public Safety Department. Most of the equipment is for the replacement and addition to the Public Safety vehicle inventory. The Water and Sewer Fund expects to maintain existing levels of service personnel over the next decade.

General Fund FTE



Strategic Planning Process and Development of the Strategic Plan

January – March
Divisions submit Staffing and Equipment requests for the ten year period.
Divisions submit Capital Projects for Streets, Utility and Building Projects.

February – April
Business Services reviews historical, current and future revenue sources and estimates budgeted revenues and expenditure growth.

May – June
Business Services 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 Management presents the Plan for 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 2018-2027 budget and anticipated requirements into future years. The plan is adjusted annually as conditions change and priorities change based on current and future growth projections. 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 2018 Budget?

The FY 2018 budget provides funding to maintain the current service levels in all departments and provides for future growth and a strong equity position for the city. In prior and future years, 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 park and recreation system, additional resources have been allocated to provide additional services for the expanded programming requirements. The ongoing maintenance of city streets and right of ways requires resources to be allocated to this service function as well. The Strategic Plan incorporates local, state and national economic trends and providing estimates for future budget years. The City has reviewed the fee structures in previous years to adequately match fees with cost of operations. These revenues have also been included in the FY 2018 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 division and department to critically evaluate operational requirements, staffing levels and capital requirements. Limited funding refines operational efficiencies and highlights service levels that meet or do not meet the citizen's expectation. In summary, each division and department is charged with developing new and better operational techniques to maintain the service levels demanded by citizens and staff. The retention of a quality workforce maintains the overall service performance at all levels of the organization. Management and Council have committed to providing the "Best Value" for all citizens.

The Results of the Plan

The Plan is a financial planning model used by Management and Staff and has become an effective management tool in managing the business concern of the City of Mansfield, Texas. 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. The 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 various assumptions and estimates inherently subject to various risks and uncertainties, including risks and uncertainties relating to possible invalidity of the underlying assumptions and estimates and possible changes or developments in social, economic, business, industry, market, legal and regulatory circumstances and conditions and actions taken or omitted to be taken by third parties, including customers, suppliers, business partners, competitors and legislative, judicial and 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 which are beyond the control of the City. Any such assumptions could be inaccurate and there can be no assurance that the forward-looking statements included in this Executive Summary will prove to be accurate or binding.

General Fund Strategic Plan Summary

	2018 Budgeted	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Projected Beginning Fund Balance	$ 14,372,710	$ 14,372,710	$ 15,406,990	$ 16,859,833	$ 18,895,862
REVENUE DESCRIPTION					
Ad Valorem Taxes	31,312,345	33,754,802	35,726,081	38,305,618	41,227,627
Sales & Use Taxes	11,459,662	11,918,048	12,675,590	13,205,858	13,602,033
Franchise Taxes	6,598,138	6,796,082	6,999,965	7,209,964	7,426,262
Licenses & Permits	1,809,858	2,068,200	2,326,725	2,412,900	2,502,522
Fines & Forfeitures	2,600,617	2,652,629	2,705,682	2,759,796	2,814,991
Interfund Transfers	1,449,913	1,449,913	1,449,913	1,449,913	1,449,913
Other Revenue	2,260,307	2,305,513	2,351,623	2,398,656	2,446,629
Total Projected Revenue:	57,490,840	60,945,187	64,235,579	67,742,705	71,469,977
Percentage Change	10.00%	6.01%	5.40%	5.46%	5.50%
EXPENDITURES					
General	2,958,656	3,058,337	3,163,671	3,275,110	3,393,146
Business	5,039,762	5,158,764	5,283,734	5,415,148	5,553,524
Police	19,135,349	20,365,417	21,682,283	23,121,660	24,695,965
Fire	13,955,888	15,443,384	16,416,532	17,135,204	17,899,632
Planning & Development	3,925,061	4,076,835	4,238,256	4,410,140	4,593,380
Public	5,186,608	5,327,457	5,476,820	5,635,438	6,032,295
Community	4,429,447	4,587,861	4,756,718	4,936,933	5,129,506
Other	2,860,069	1,892,852	1,764,722	1,777,043	1,793,335
Capital					
TOTAL EXPENDITURES	57,490,840	59,910,907	62,782,736	65,706,676	69,090,783
PROJECTED SOURCES(USES)	$ -	$ 1,034,280	$ 1,452,843	$ 2,036,029	$ 2,379,194
	-				
Projected Ending Fund Balance	$ 14,372,710	$ 15,406,990	$ 16,859,833	$ 18,895,862	$ 21,275,056
Target Fund Balance	14,372,710	16,058,895	16,426,669	17,272,696	18,227,663
Projected Surplus(Deficit)	$ -	$ (651,905)	$ 433,164	$ 1,623,166	$ 3,047,393
PROJECTED DEBT SERVICE					
Property Taxes	14,418,980	15,201,536	16,260,604	17,082,643	17,647,302
Debt Ratio-% of Tax Rate	34%	33%	34%	33%	33%

General Fund Strategic Plan Summary

	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Projected Beginning Fund Balance	$ 22,283,001	$ 24,032,234	$ 24,857,918	$ 26,356,145	$ 27,086,160
REVENUE DESCRIPTION					
Ad Valorem Taxes	43,598,724	46,077,963	49,821,683	54,276,053	57,774,087
Sales & Use Taxes	14,010,094	14,430,397	14,863,309	15,309,208	15,768,485
Franchise Taxes	7,649,050	7,878,522	8,114,877	8,358,324	8,609,074
Licenses & Permits	2,585,250	2,585,250	2,585,250	2,585,250	2,585,250
Fines & Forfeitures	2,871,291	2,928,717	2,987,291	3,047,037	3,107,978
Interfund Transfers	1,449,913	1,449,913	1,449,913	1,449,913	1,449,913
Other Revenue	2,495,562	2,545,473	2,596,382	2,648,310	2,701,276
Total Projected Revenue:	74,659,884	77,896,235	82,418,705	87,674,095	91,996,063
Percentage Change	4.46%	4.33%	5.81%	6.38%	4.93%
EXPENDITURES					
General	3,518,320	3,651,221	3,792,495	3,942,848	4,103,052
Business	5,699,430	5,853,489	6,016,380	6,188,850	6,371,713
Police	26,418,882	28,305,489	30,372,400	32,637,924	34,312,527
Fire	19,128,352	20,472,906	21,945,042	24,661,845	25,877,222
Planning & Development	4,788,954	4,997,933	5,221,490	5,460,912	5,717,608
Public	6,217,646	6,415,078	6,625,668	6,850,597	7,091,160
Community	5,335,535	5,556,225	5,792,896	6,046,997	6,320,116
Other	1,803,532	1,818,210	1,154,107	1,154,107	1,151,539
Capital					
TOTAL EXPENDITURES	72,910,651	77,070,551	80,920,478	86,944,080	90,944,937
PROJECTED SOURCES(USES)	$ 1,749,233	$ 825,684	$ 1,498,227	$ 730,015	$ 1,051,126
Projected Ending Fund Balance	$ 24,032,234	$ 24,857,918	$ 26,356,145	$ 27,086,160	$ 28,137,286
Target Fund Balance	19,267,638	20,230,120	21,736,020	22,736,234	23,736,235
Projected Surplus(Deficit)	$ 4,764,596	$ 4,627,798	$ 4,620,125	$ 4,349,926	$ 4,401,051
PROJECTED DEBT SERVICE					
Property Taxes	18,776,321	20,037,725	20,240,850	20,303,969	20,989,224
Debt Ratio-% of Tax Rate	33%	33%	32%	30%	30%

Utility Fund Strategic Plan Summary

	2018 Budgeted	2019 Projected	2020 Projected	2021 Projected	2022 Projected
REVENUE DESCRIPTION					
Water Sales	$ 16,263,351	$ 17,222,118	$ 17,780,114	$ 18,236,878	$ 18,639,677
Sewer Sales	11,304,896	12,442,438	12,840,846	13,461,057	13,952,142
Wholesale	2,222,975	2,230,709	2,438,991	2,449,721	2,671,746
Other Fees	1,091,481	1,391,674	1,474,200	1,543,263	1,608,856
Impact Fees	-	1,500,000	1,500,000	1,500,000	1,500,000
Interest Income	24,000	205,000	205,000	205,000	205,000
TOTAL REVENUE:	30,906,703	34,991,939	36,239,151	37,395,919	38,577,421
EXPENDITURES					
Administration	1,164,562	1,222,859	1,278,448	1,336,650	1,397,591
Billing & Collections	975,953	1,068,908	1,114,192	1,161,497	1,210,914
Meter Reading & Repair	942,806	986,431	1,026,897	1,069,120	1,113,181
Water Distribution	1,029,566	1,075,033	1,122,594	1,172,348	1,224,397
Waste Water Collection	7,782,189	8,045,579	8,456,844	8,870,331	8,932,202
Water Quality Control	9,303,511	9,084,515	9,316,875	9,662,953	9,924,170
Other	366,537	1,232,349	1,277,275	1,323,535	1,371,191
Capital					
TOTAL OPERATING EXP:	21,565,123	22,715,674	23,593,125	24,596,434	25,173,646
OPERATING REVENUE	9,341,580	12,276,265	12,646,026	12,799,485	13,403,775
OTHER EXPENSES					
Transfers	1,448,513	1,208,513	1,208,513	1,208,513	1,208,513
Debt Service	5,875,009	6,386,533	5,534,833	5,535,871	5,731,871
TOTAL OTHER OPERATING:	7,323,522	7,595,046	6,743,346	6,744,384	6,940,384
NET OPERATING ACTIVITY:	$ 2,018,058	$ 4,681,219	$ 5,902,680	$ 6,055,101	$ 6,463,391
COVERAGE FACTOR:					
Annual Debt Service	1.70	1.73	2.07	2.09	2.13
Maximum Annual Require	1.70	1.92	2.21	2.23	2.34
Average Annual Require	3.24	2.92	3.11	3.22	3.47

Utility Fund Strategic Plan Summary

	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
REVENUE DESCRIPTION					
Water Sales	$ 19,052,137	$ 19,579,770	$ 20,167,163	$ 20,772,178	$ 21,395,343
Sewer Sales	14,457,272	15,222,389	15,983,508	16,782,684	17,621,818
Wholesale	2,771,455	2,903,340	2,932,373	2,961,697	2,991,314
Other Fees	1,676,374	1,755,239	1,772,375	1,789,681	1,807,160
Impact Fees	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Interest Income	205,000	205,000	205,000	205,000	205,000
TOTAL REVENUE:	39,662,238	41,165,738	42,560,419	44,011,240	45,520,635
EXPENDITURES					
Administration	1,461,402	1,528,222	1,604,633	1,684,865	1,769,108
Billing & Collections	1,262,543	1,316,485	1,382,309	1,451,425	1,523,996
Meter Reading & Repair	1,159,164	1,207,155	1,267,513	1,330,888	1,397,433
Water Distribution	1,278,852	1,335,828	1,402,618	1,472,749	1,546,387
Waste Water Collection	9,288,443	9,663,789	10,146,978	10,654,327	11,187,044
Water Quality Control	10,449,015	11,132,251	11,688,864	12,273,307	12,886,972
Other	1,340,677	1,375,400	1,423,539	1,480,481	1,539,700
Capital					
TOTAL OPERATING EXP:	26,240,096	27,559,130	28,916,454	30,348,042	31,850,640
OPERATING REVENUE	13,422,142	13,606,608	13,643,965	13,663,198	13,669,995
OTHER EXPENSES					
Transfers	1,208,513	1,208,513	1,208,513	1,208,513	1,208,513
Debt Service	5,206,033	4,972,708	5,239,181	5,242,881	5,239,000
TOTAL OTHER OPERATING:	6,414,546	6,181,221	6,447,694	6,451,394	6,447,513
NET OPERATING ACTIVITY:	$ 7,007,596	$ 7,425,387	$ 7,196,271	$ 7,211,804	$ 7,222,482
COVERAGE FACTOR:					
Annual Debt Service	2.35	2.49	2.37	2.38	2.38
Maximum Annual Require	2.56	2.60	2.60	2.61	2.61
Average Annual Require	3.61	3.79	3.94	4.16	4.45

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. The Average Annual Requirement is the leading indicator of potential fiscal stress. Although increasing, coverage factors remain fairly constant 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
2018-2027

ASSUMPTIONS

PROJECTS, EXPENSES, REVENUES

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.

Year	Estimated Population	Estimated Units	Estimated Multiplier	Estimated Added Population	Estimated Population
2017	68,784	600	3	1,386	70,170
2018	70,170	525	3	1,617	71,787
2019	71,787	600	3	1,848	73,635
2020	73,635	675	3	2,079	75,714
2021	75,714	700	3	2,156	77,870
2022	77,870	726	3	2,236	80,106
2023	80,106	750	3	2,310	82,416
2024	82,416	751	3	2,313	84,729
2025	84,729	750	3	2,310	87,039
2026	87,039	500	3	1,540	88,579
2027	88,579	500	3	1,540	90,119

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 $.71 cents.

Tax Year	Estimated Residential Units	New Commercial	New Residential	Ad Valoreum Tax	*Annual Total
2017	600	114,341,282	86,026,055	1,422,608	1,422,608
2018	525	97,813,151	129,324,839	1,612,680	1,612,680
2019	600	56,019,775	210,000,000	1,888,740	1,888,740
2020	675	56,019,775	236,250,000	2,075,115	2,075,115
2021	700	56,019,775	245,000,000	2,137,240	2,137,240
2022	726	56,019,775	254,100,000	2,201,850	2,201,850
2023	750	56,019,775	262,500,000	2,261,490	2,261,490
2024	751	56,019,775	262,850,000	2,263,975	2,263,975
2025	750	56,019,775	262,500,000	2,261,490	2,261,490
2026	500	56,019,775	175,000,000	1,640,240	1,640,240
2027	500	56,019,775	175,000,000	1,640,240	1,640,240

Table 3

Table 3 estimates the estimated value of the existing tax base and new construction value. The tax rate assumption for Ad Valorem Taxes $.71 cents per $100.

Tax Year	Beginning Value	New Const. Value	Existing Value Increase	Est. Total Valuation	*Projected Ad Valoreum Tax
2017	5,365,579,777	200,367,337	302,026,216	5,867,973,330	41,662,611
2018	5,867,973,330	227,137,990	317,175,494	6,412,286,814	45,527,236
2019	6,412,286,814	266,019,775	54,594,566	6,732,901,155	47,803,598
2020	6,732,901,155	292,269,775	44,375,283	7,069,546,212	50,193,778
2021	7,069,546,212	301,019,775	52,457,536	7,423,023,523	52,703,467
2022	7,423,023,523	310,119,775	61,031,401	7,794,174,699	55,338,640
2023	7,794,174,699	318,519,775	71,188,960	8,183,883,434	58,105,572
2024	8,183,883,434	318,869,775	90,324,397	8,593,077,606	61,010,851
2025	8,593,077,606	318,519,775	111,134,105	9,022,731,486	64,061,394
2026	9,022,731,486	231,019,775	220,116,799	9,473,868,060	67,264,463
2027	9,473,868,060	231,019,775	242,673,628	9,947,561,464	70,627,686

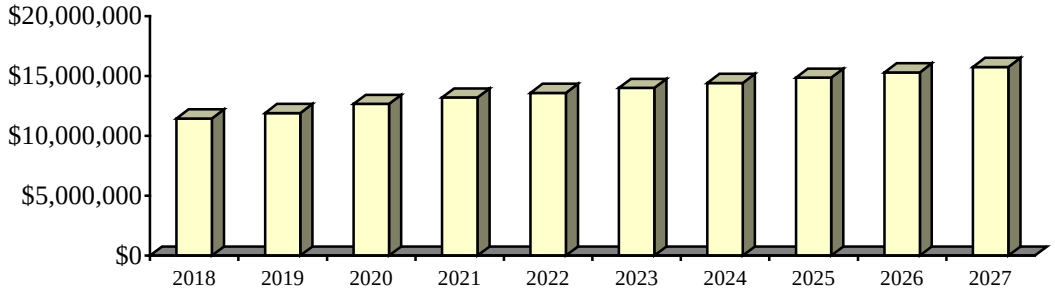
Sales Tax Assumptions

Table 4

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

Tax Year	Sales Tax per Capita	Sales Tax	Mixed Drink Tax	Utility Sales Tax	Annual Total
2017	$ 153.96	10,386,214	180,031	23,743	10,589,988
2018	160.67	11,255,888	180,031	23,743	11,459,662
2019	163.39	11,708,162	185,432	24,455	11,918,049
2020	169.48	12,459,407	190,995	25,189	12,675,591
2021	171.80	12,983,190	196,725	25,945	13,205,860
2022	172.12	13,372,686	202,626	26,723	13,602,035
2023	172.41	13,773,866	208,705	27,525	14,010,096
2024	172.67	14,187,082	214,966	28,350	14,430,399
2025	173.06	14,612,695	221,415	29,201	14,863,311
2026	173.59	15,051,076	228,058	30,077	15,309,211
2027	175.71	15,501,460	234,900	30,974	15,767,333

Projected Sales Tax



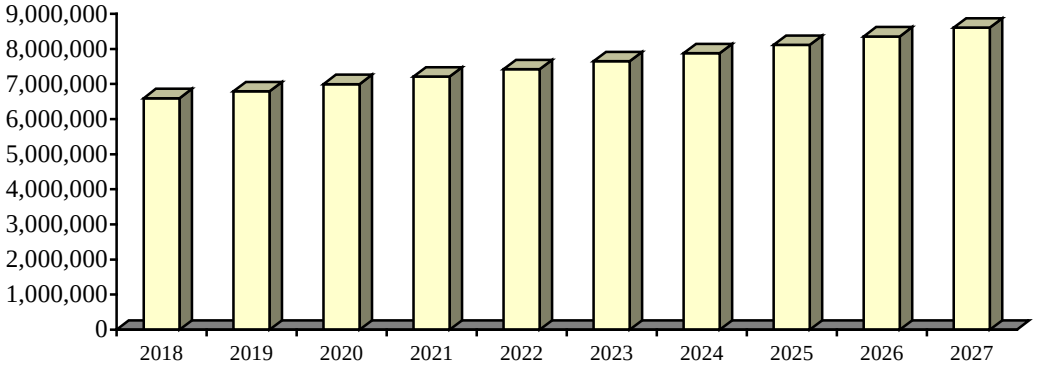
Franchise Fee Assumptions

Table 5

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

Tax Year	Franchise Tax	Estimated Increase	Percent Increase	Estimated Total
2017	6,494,225			
2018	6,598,138	103,913	2%	6,598,138
2019	6,796,082	197,944	3%	6,796,082
2020	6,999,965	203,883	3%	6,999,965
2021	7,209,964	209,999	3%	7,209,964
2022	7,426,262	216,298	3%	7,426,262
2023	7,649,050	222,788	3%	7,649,050
2024	7,878,522	229,472	3%	7,878,522
2025	8,114,877	236,355	3%	8,114,877
2026	8,358,324	243,447	3%	8,358,324
2027	8,609,074	250,750	3%	8,609,074

Projected Franchise Tax



Operating Expense Assumptions

The Operating Expense assumptions include an annual increase in personnel costs and operating costs of approximately 3%. 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

Full Time Equivilent Positions	Strategic Plan 2018	Strategic Plan 2019	Strategic Plan 2020	Strategic Plan 2021	Strategic Plan 2022	Strategic Plan 2023	Strategic Plan 2024	Strategic Plan 2025	Strategic Plan 2026
General Government	9	9	9	9	9	9	9	9	9
Business Services	14	14	14	14	14	14	14	14	14
Police	140	144	148	151	154	158	162	166	170
Fire	89	98	101	101	101	104	107	110	119
Development	28	28	28	28	28	28	28	28	28
Community Services	36	36	36	36	36	36	36	36	36
Public Works	30	30	30	30	33	33	33	33	33
Total	346	359	366	369	375	382	389	396	409

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 2018- $20,103,597

- Broad Street
- Regency Parkway
- North Street Power Lines
- North Street CDBG
- North Main Street
- Other Road Improvements
- Loft Public Improvements
- Back Yard Parking Lot
- Property at 1025 Broad Street
- Property at 1701 Commerce Dr.
- Infrastructure Improvements-Hwy 287/Broad Street

FY 2019 - $17,650,000

- Seeton Road at Joe Pool Lake Construction
- Day Miar Phase I Construction
- S. Holland Rd. Phase III Construction
- CDBG Lake Street
- Misc. Residential/Intersection Reconstruction

FY 2020 - $17,000,000

- Cannon Drive South (to Matlock Road)
- Mitchell Road (E. Broad to Roberts Road)
- Day Miar Phase II Construction
- Price Road Construction
- S. Holland Phase II Design
- Main Street/Russell Road/FM 157 Connector
- Misc. Residential/Intersection Reconstruction

FY 2021 - $16,400,000

- S. Holland Road Phase II Construction
- Gertie Barrett (Bus 287 to Country Meadow)
- Heritage Parkway/National Parkway Reconstruction
- S Main Resurfacing (Hunt to Heritage)
- Misc. Residential/Intersection Reconstruction

FY 2022 - $16,200,000

- Debbie Lane – Additional Lanes (Walnut Creek to US 287)
- E. Broad Reconstruction/Additional Lanes (Matlock to SH 360) – Phase I
- Callender Road (US 287 to Debbie Lane)
- National Parkway – Additional Lanes
- Misc. Residential Roadways

FY 2023 - $12,450,000

- Broad – Additional 2 Lanes (Matlock to SH 360) Phase II
- Lone Star Road/FM 157 (US 287 to Chambers Street)
- Matlock Road – Additional Lanes (Debbie Lane to Ragland)
- Mitchell Road (Heritage Parkway to Mathis Road)
- Route A/Easy Drive/6th Avenue

FY 2024 - $11,800,000

- Lone Star Bridge Widening
- Misc. Residential Roadways

FY 2025 - $7,000,000

- Misc. Residential Roadways
- Misc. Arterial/Collector Roadways

FY 2026 - $3,000,000

- Misc. Residential Roadways

FY 2027 - $5,000,000

- Misc. Residential Roadways

Summary of Land Acquisitions and Facility Construction Projects

FY 2018 - $0

FY 2019 - $7,000,000
- Fire Station #5

FY 2020 - $0

FY 2021 - $0

FY 2022 - $6,100,000
- Public Safety Building Expansion

FY 2023 - $0

FY 2024 - $6,000,000
- Fire Station #6

FY 2025-$0

FY 2026- $0

FY 2027- $0

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 2018 - $6,550,000

- 30” Water Line Matlock South of Broad Street
- Water/Sewer Lines in Industrial Park
- 4G Meter Change-out Program
- Misc. Utilities for Roadway Bond Projects

FY 2019 - $11,100,000

- Holland Lift Station
- 12” Water Line North Main Street
- Clearwell #4 @ Bud Ervin Water Treatment Plant-Construction
- Misc. Utilities for Roadway Bond Projects

FY 2020 - $1,200,000

- Misc. Utilities for Roadway Bond Projects

FY 2021 - $3,100,000

- 24” Water Line Newt Patterson
- Final Expansion of Bud Ervin Water Treatment Plant (60MGD) - APAI
- Reassess Walnut Creek Interceptor
- Misc. Utilities for Roadway Bond Projects

FY 2022 - $12,450,000

- Lone Star 2.5 MG EST
- Misc. Utilities for Roadway Bond Projects

FY 2023 - $600,000

- Misc. Utilities for Roadway Bond Projects

FY 2024- $10,600,000

- Final Expansion of Bud Ervin Water Treatment Plant (60MGD) – Construction
- Misc. Utilities for Roadway Bond Projects

FY 2025 - $600,000

- Misc. Utilities for Roadway Bond Projects

FY 2026 - $600,000

- Misc. Utilities for Roadway Bond Projects

FY 2027 - $7,600,000

- Phase I of Future Water Treatment Plant Design
- Misc. Utilities for Roadway Bond Projects

MANSFIELD
TEXAS

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, multiple regression, 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, building permits and the Long Term Financial Plan.*

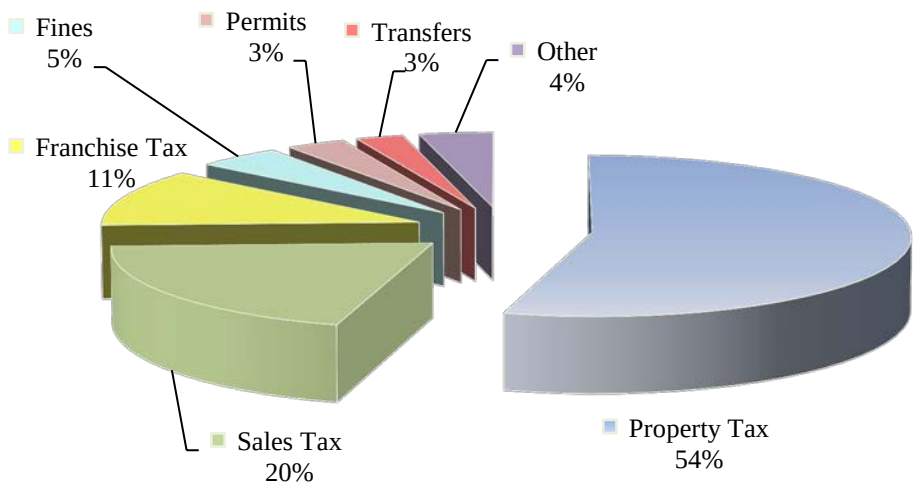
The City of Mansfield has historically used conservative estimates to forecast revenues in all funds. In FY 2017-2018, the City has aggressively estimated revenues based on current residential and commercial developments approved by City Council, robust economic development efforts and increased commercial and residential developments within the City. Development in the medical corridor and the southeast portion of the City is expected to continue in FY 2017-2018. Residential and commercial property valuations have followed recent local, state and national trends. Property values increased approximately 10% of which new construction was approximately $305,250,565.

Description	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	Percent
Property Tax	$ 21,216,486	$23,097,995	$ 24,751,962	$27,605,907	$31,312,345	13.43%
Sales Tax	9,221,933	9,882,734	10,507,550	10,589,988	11,459,662	8.21%
Franchise Fees	6,305,535	6,537,035	6,526,524	6,585,932	6,598,138	0.19%
Permits	1,372,241	1,824,809	2,145,931	1,556,211	1,809,858	16.30%
Fines & Fees	2,374,178	2,525,912	2,203,276	2,526,241	2,600,617	2.94%
Transfers	810,532	810,532	1,208,513	1,208,513	1,449,913	19.97%
Other	5,448,488	1,848,936	5,959,076	2,135,999	2,260,307	5.82%
Total	$ 46,749,393	$46,527,953	$ 53,302,831	$52,208,793	$57,490,840	10.12%
Percentage		-0.47%	14.56%	-2.05%	10.12%	

Total revenues appear to fluctuate year to year in the “Other” category due to unbudgeted collections such as contributions and grants. In FY 2013-2014, bond issuance accounted for $3,889,597 of the $5,448,488 shown above. During FY 2015-2016, the city sold $2,031,543 in property and received grants and contributions totaling $1,987,971.

A total of $57,490,840 is projected in the General Fund for FY 2017-2018. This represents a 10.12% increase over the FY 2016-2017 budget or $5,282,047 in increased revenue. The assumptions used by the City to formulate the projected 2017-2018 budget are explained and illustrated on the pages that follow. The property tax rate is $0.71 in FY 2017-2018 and represents no increase in the property tax rate.

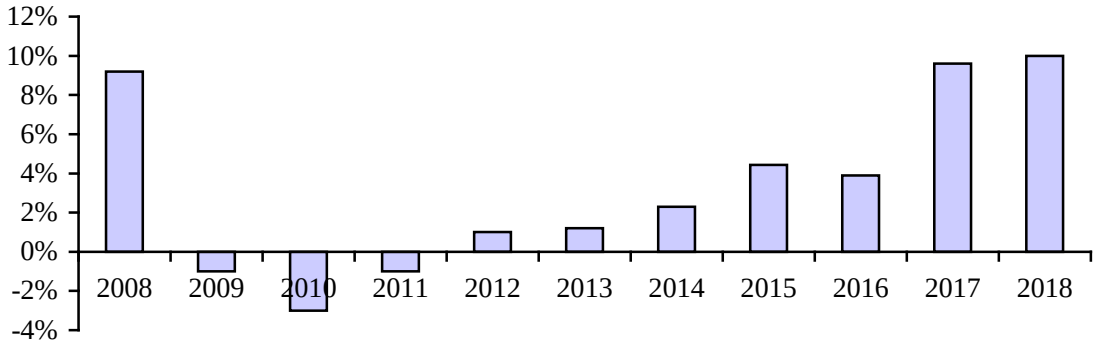
General Fund Revenue Composition
2017-2018 Budget



Property Tax Revenue

Property tax accounts for approximately 54% of all revenue in the General Fund. Property tax revenue is budgeted at $31,312,345 in FY 2017-2018, an increase of 13.43% or $3,706,438. The increase in property tax is from a substantial increase in existing and new property valuations as well as new growth. New construction activity in FY 2017-2018 is anticipated to increase 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 FY 2017-2018 the average residential home increased in value approximately 10%. New construction in FY 2017-2018 was approximately $305,250,565.

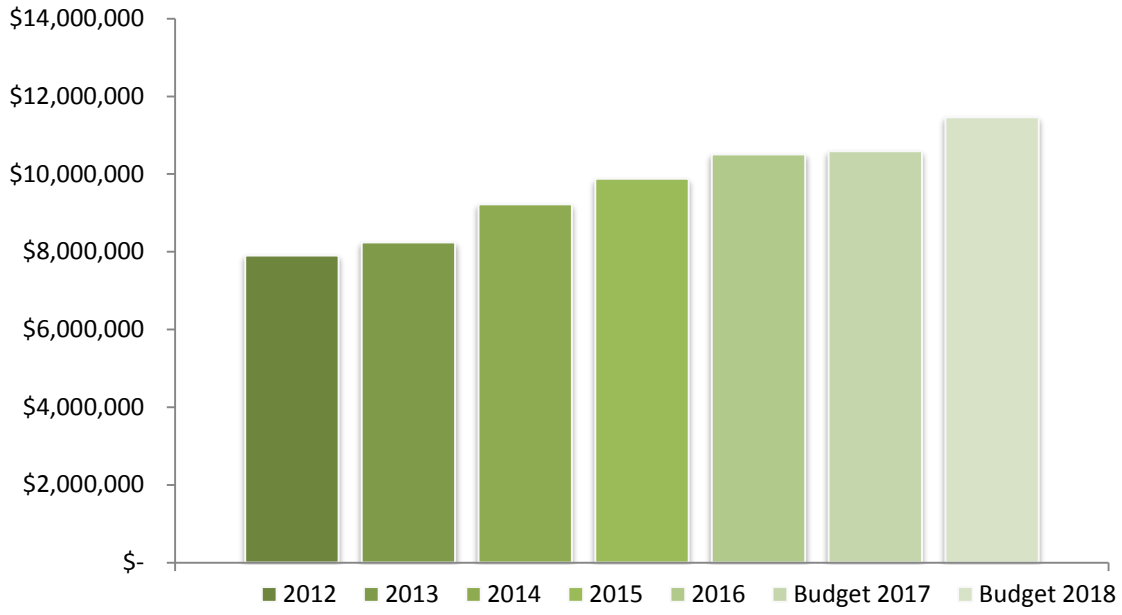
Property Value



Sales Tax Revenue

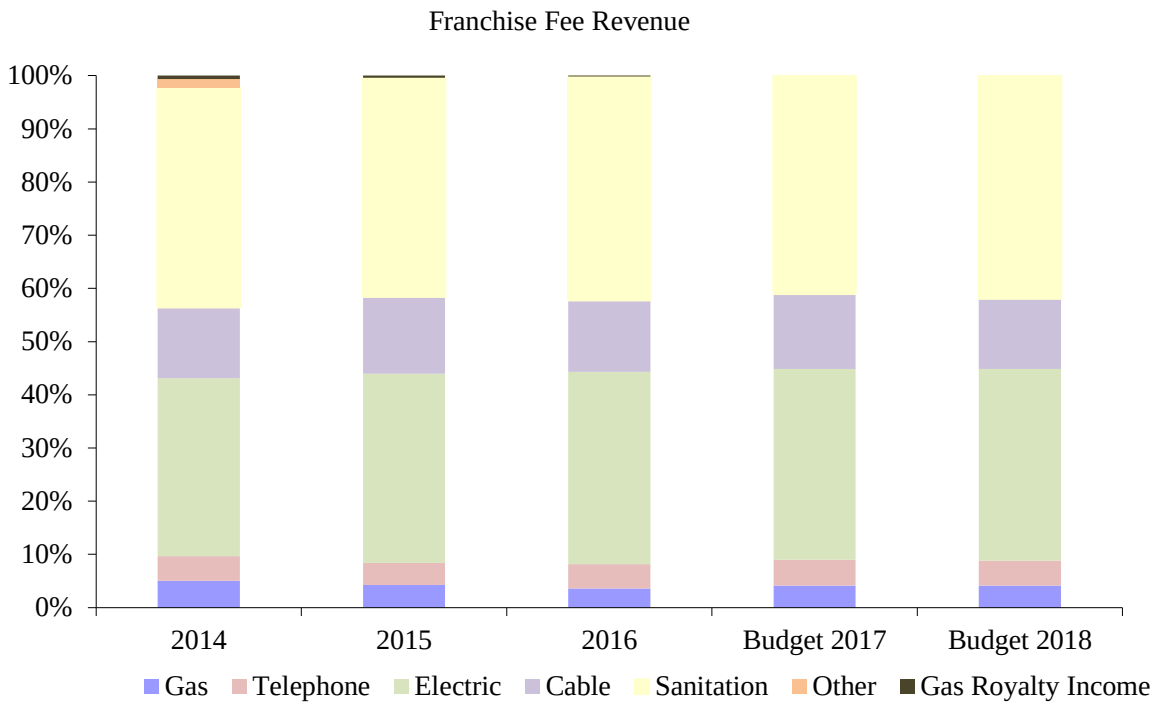
Sales tax accounts for approximately 20% of all revenue in the General Fund. Sales tax revenue also supports the Mansfield Park Facilities Development Corporation and Mansfield Economic Development Corporation. Sales tax is budgeted at $11,459,662 in FY 2017-2018 or an 8.21% increase over FY 2016-2017 budget estimates. In 2017-2018, the City anticipates continued growth in retail spending activity from new retail development and the improving economy. Entertainment venues including Hawaiian Falls Water Park, Big League Dreams Sports Park, Fieldhouse USA, and 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 into 2018.

Sales & Use Tax Revenue



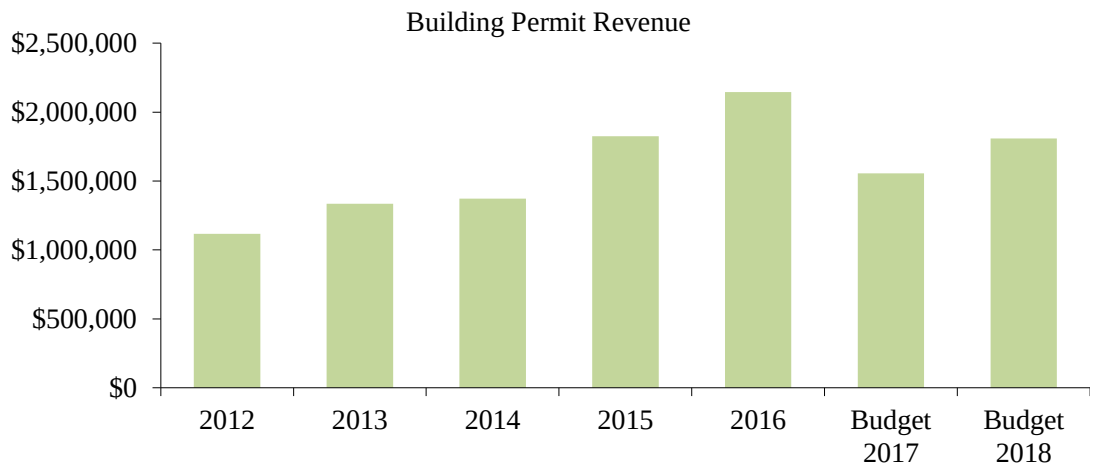
Franchise Tax Revenue

Franchise tax accounts for approximately 11% of all revenue in the General Fund. Franchise tax revenue includes revenue from electric, gas, telephone, cable and sanitation franchise agreements. In FY 2017-2018, franchise tax revenue is projected to increase less than 1%. The electric and gas franchise taxes are tied to actual usage and weather conditions. Annually, franchise fees have increased as new residential, commercial and retail development increase. The actual number of users and the weather patterns throughout the year determines 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.



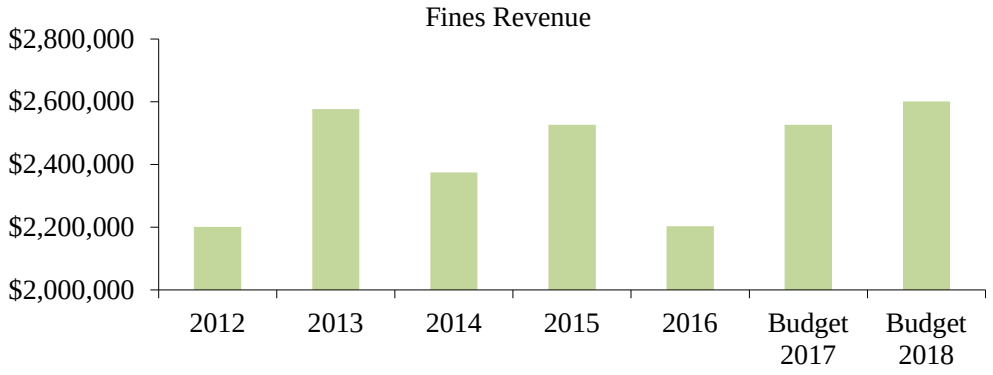
Licenses and Permits

The license and permit revenues are derived primarily from residential and commercial building activity. Historically, 5% of the General Fund budget has been derived from permit activity. In FY 2017-2018, budgeted permit activity accounts for approximately 3% of the General Fund budget. The City anticipates this revenue to increase from new residential and commercial developments that will begin some phase of design and construction in 2017-2018.



Fines & Forfeitures

The fines and forfeiture revenue make up approximately 5% of General Fund budgeted revenue in FY 2017-2018. Primary sources of revenue include gas well inspection fees, engineering fees and court fines, and account for 79.3% of the total revenue generated in this activity. Other revenues include animal shelter fines, library fines, alarm permit fees and miscellaneous fines. Gas well inspection fees are budgeted at $460,000 and court fines are budgeted at $1,445,968.

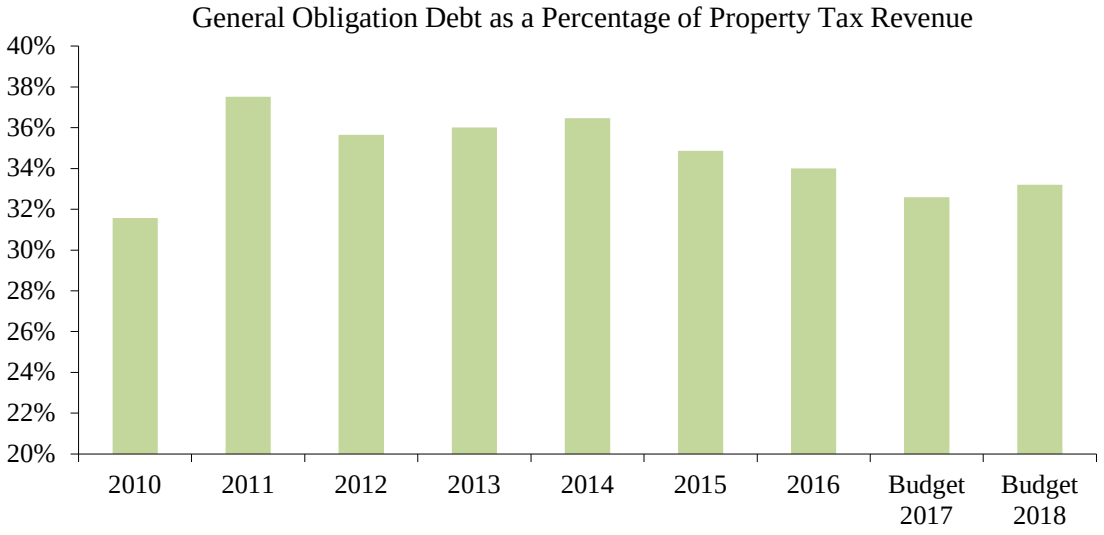


DEBT SERVICE FUND REVENUE ASSUMPTIONS

FY 2017-2018 revenues in the Debt Service Fund are based on the amount of outstanding General Fund Operating Debt requirements. The budgeted amount for FY 2017-2018 in the Debt Service Fund is $14,418,980. This budgeted amount is $1,069,367 more than FY 2016-2017.

Property Tax Revenue

Property tax accounts for 100% of all funding in the General Obligation Debt Service Fund. Illustrated below is a summary of the Debt Service Fund historical, current and future projections.

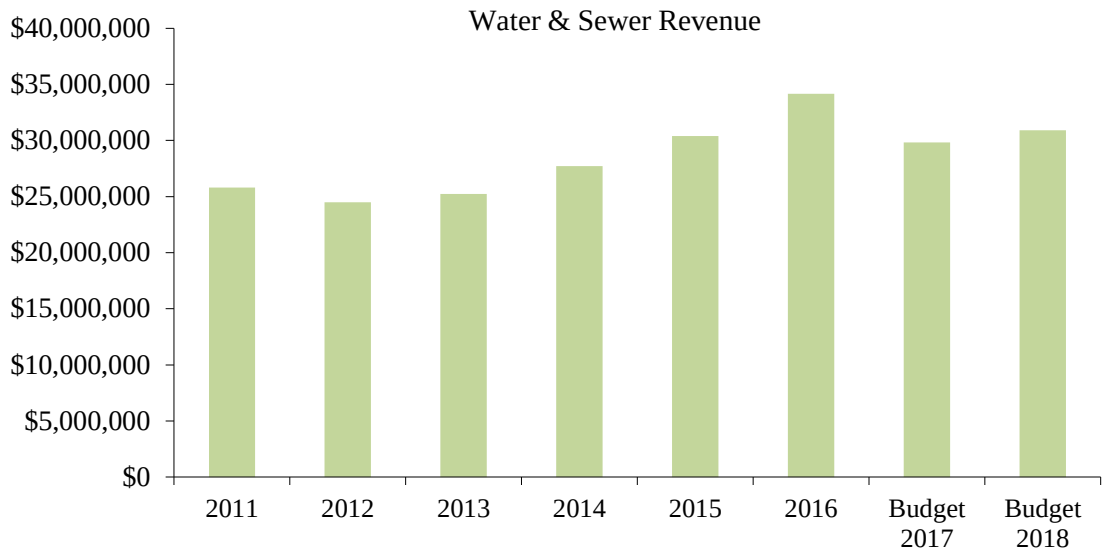


ENTERPRISE FUND REVENUE ASSUMPTIONS

FY 2017-2018 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, Law Enforcement Center Fund and the Environmental Services Fund. Each fund has revenue that is unique to the fund and is described in the following paragraphs.

Water & Sewer Fund

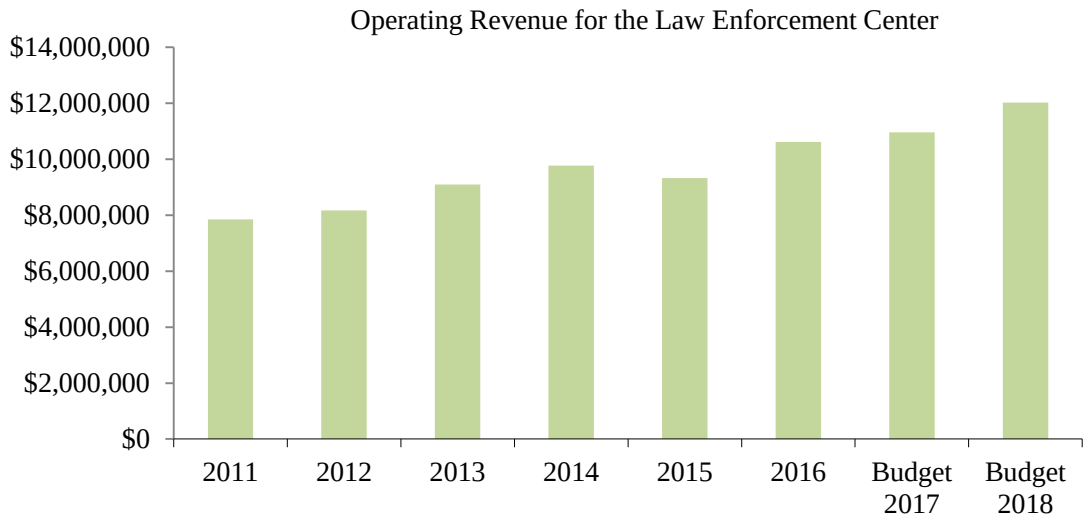
The budgeted revenue in the Water & Sewer fund is $30,906,703 in FY 2017-2018 or an increase of 3.7% over FY 2016-2017 due to higher demand for water and sewer treatment services. The primary revenue sources in this fund are water sales, which makes up 59.3% of all budgeted revenue, and sewer service, which makes up 36.6% of all revenue.



Law Enforcement Center Fund

The budgeted revenue in the Law Enforcement Center Fund is $12,025,032 or a 9.7% increase over FY 2016-2017. The increase in revenue for FY 2017-2018 is due to a 4% contract increase from the City of Fort Worth and an increase in other contract housing of prisoners. The City of Fort Worth contract is budgeted at $7,254,686 to house prisoners.

The primary revenue source in this fund is the rental of jail beds to the City of Fort Worth and the United States Government, which makes up 91.5% of budgeted revenue. The Law Enforcement Center rents beds to the United States Government at a new, higher rate of $63.30 per day. Other revenue includes telephone commissions, prisoner transportation charges, housing for the Cities of Kennedale and Burleson, and salary reimbursements for additional services.

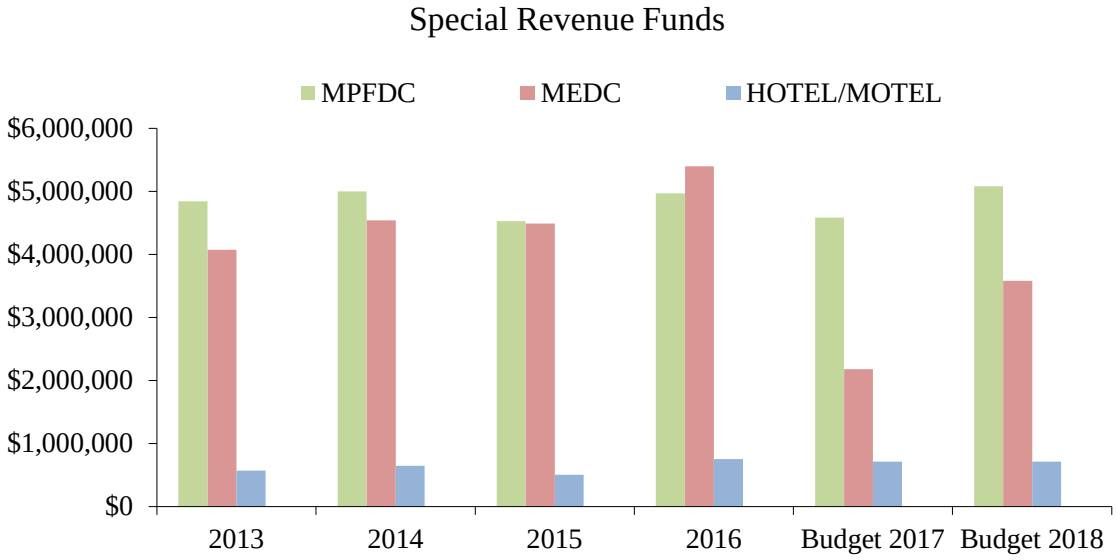


Environmental Services Fund

The budgeted revenue in the Environmental Services Fund for FY 2017-2018 is $2,471,351. Of this amount, $523,070 is dedicated for principal and interest payments. The increased revenue is based on historical revenue patterns over the last three years.

SPECIAL REVENUE FUND ASSUMPTIONS

FY 2017-2018 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 Special Revenue Fund includes the Hotel/Motel Tax Fund, Mansfield Park Facilities Development Corporation Fund and the Mansfield Economic Development Corporation Fund. Each fund has revenue that is unique to that fund and is described in the following illustrations.



Hotel/Motel Tax Fund

The budgeted revenue for FY 2017-2018 in the Hotel/Motel Tax Fund is $713,500 or an increase of less than 1% over FY 2016-2017. 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 of Mansfield. Nearby Arlington's Dallas Cowboy's AT&T Stadium and local venues including Big League Dreams Sports Park, Hawaiian Falls Water Park and Fieldhouse USA have contributed to the increased demand for hotel space. The Dallas Stars Center opening in late 2018 is projected to have a positive impact on hotel/motel tax as well.

Mansfield Park Facilities Development Corporation

The operating budgeted revenue for FY 2017-2018 in the Mansfield Park Facilities Development Corporation (MPFDC) budget is $5,080,616 for operations and an additional $2,487,721 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, grants, impact fees and rental fees. Sales tax accounts for 74.5% of budgeted revenue. The primary revenue source in this activity 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 and the Dallas Stars Center will generate additional sales tax revenue from visitors utilizing these recreational venues.

Mansfield Economic Development Corporation

The FY 2017-2018 operating budget for the Mansfield Economic Development Corporation (MEDC) is $1,382,478. Also included in this fund is $2,201,040 for debt service and additional funding 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% of budgeted revenue.

CAPITAL PROJECTS FUND REVENUE ASSUMPTIONS

The Capital Projects Fund includes the Street Construction Fund, Utility 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 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 $1,000 per lot; commercial and special use impact fees are charged on a per square footage basis. Water & Sewer impact fees are charged based on the size of the water and sewer line connection to the water and sewer system. Average impact fees per single family unit total $7,300.

Since 1995, roadway impact fees, water & sewer impact fees and park development fees have totaled $106,188,131. 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 Street Construction and Utility Construction 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 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.

Street Construction Fund

The budgeted revenue for FY 2017-2018 in the Street Construction Fund is $20,103,597 or a decrease of 14.1% from FY 2016-2017. Impact fees are projected to generate an estimated $700,000 in FY 2017-2018. Major projects include Broad Street, North Main and Regency Parkway.

Utility Construction Fund

The budgeted revenue for FY 2017-2018 in the Utility Construction Fund is $11,324,008 or an increase of 41.1%. Impact fees are budgeted at $1,100,000.

Building Construction Fund

The budgeted revenue in the Building Construction Fund is $8,336,849. Major projects include completion of the Stars Center, Shops at Broad marquee and “The Backyard” parking lot.

Mansfield Parks Facilities Development Corporation Construction Fund

The budgeted revenue in the MPFDC Construction Fund is $12,485,000. Major projects include supplemental funding for the Stars Center, a new Parks Administration Office, Walnut Creek Linear Trail Phase II and Pond Branch improvements.

Mansfield Economic Development Corporation Construction Fund

The budgeted revenue in the MEDC Construction Fund is $15,000,000. Major projects include design and construction along Broad Street and Regency Parkway and development of the Shops at Broad retail center.

Equipment Replacement Fund

The primary source of revenue will be the issuance of Certificates of Obligation of $1,048,158 to fund facility improvements, technology improvements, public safety vehicles and equipment in FY2017-2018. Additional revenue sources include auction proceeds on the disposal of vehicles and equipment.

MANSFIELD
TEXAS

GOALS AND OBJECTIVES STATEMENT

Incorporated in the FY 2017-2018 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 2017-2018 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 of:

"A SATISFIED PUBLIC, A SKILLED WORK FORCE,
AND COST EFFECTIVE SERVICE DELIVERY."

Although financial goals and objectives are present throughout the budget, critical to all citizens of Mansfield are 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 objectives expected by the citizens of Mansfield.

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

FINANCIAL AND NON-FINANCIAL GOALS & OBJECTIVES

City Council and City Staff met to establish priorities and broad-based goals for Fiscal Year 2017-2018. Incorporated into the overall Strategic Planning Session was "A Collective Vision" or simply put:

"To Provide our Citizens the Highest Quality Service at the Best Value"

In order 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 goals and priorities. The following broad-based goals were established:

Continue to Develop Infrastructure

- Relieve traffic congestion by improvements to major arteries and intersections.
- Complete infrastructure improvements including streets, drainage and utilities to prepare for future development along Broad Street, Regency Parkway, Main Street and downtown Mansfield.

Maintain High Quality Development

- 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.

Enhance Public Safety

- Enhance the Public Safety departments by increasing community involvement and utilizing community-based groups to assist in keeping the City safe.
- Provide additional staff, equipment and vehicles to ensure the Public Safety departments are able to respond to citizens' needs in a timely manner.
- Provide a competitive salary and benefit structure to retain and recruit quality staff.

Create a Total Living Environment

- Alleviate congestion at intersections of major highways and roads with consideration of future needs along Broad Street, State Highway 360 and downtown.
- Develop strategies to maintain a "satisfied public."
- Continue to revitalize the downtown area.
- Promote the arts and tourism by providing additional venues and provide funding to attract quality performances.

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.

SERVICE PROGRAM
FISCAL YEAR 2017-2018

MAJOR GOALS	**CONTINUE TO DEVELOP INFRASTRUCTURE**
Goal	**Department Actions**
Provide funding for additional improvements.	The Public Works Division will utilize additional funding for projects of approximately $16,438,921 for improvements to Broad Street, Regency Parkway, Main St, North Street and other roadways throughout the City.
Complete infrastructure improvements including streets and utilities to prepare for future development.	The Public Works Division will begin design and/or construction of utility improvements including development of utility infrastructure for the Shops @ Broad project, Regency Parkway, North Street, Holland Road, Sodium Hypochlorite Generation upgrades at the Water Treatment Plant, US 287 & Main Street water lines, and lift station improvements.
Design and construct drainage utility infrastructure projects.	Environmental Services will oversee improvements to the City's drainage basin and improvements along Day Miar, Brookfield and Hog Pen Branch. Approximately $3,455,000 in bonds will be issued to fund these projects.
Improve traffic flow throughout the City.	The Public Works Division will update the city's traffic light system utilizing new technological improvements developed in 2017.

SERVICE PROGRAM
FISCAL YEAR 2017-2018

MAJOR GOALS	**MAINTAIN HIGH QUALITY DEVELOPMENT**
Goal	**Department Actions**
Maintain existing planning and zoning requirements.	The Planning and Building Services Divisions will ensure all developments comply with existing planning and building standards.
Work with the development community to provide responsive, consistent zoning.	The Planning and Building Services Divisions will ensure that each developer understands the planning and zoning requirements and be responsive to any questions relating the City's current standards.
Discuss and develop incentives to developers for high quality projects.	Mansfield Economic Development Corporation will identify high quality projects that may qualify for funding incentives.
Develop alternative funding sources and developer participation wherever possible.	City Council approved TIRZ funding areas within the City to create an economic mechanism to fund infrastructure improvements and expand those areas within the City. Continued developer participation will be encouraged wherever possible.
Continue to develop and monitor the City's development guidelines to ensure quality projects and maintain property values.	The Planning, Building Services and Public Works Divisions will review all plans submitted and ensure compliance with architectural standards, setback requirements, signage and square footage requirements. The Development Review Committee will review each project to ensure all projects meet established guidelines.

SERVICE PROGRAM
FISCAL YEAR 2017-2018

MAJOR GOALS	**ENHANCE PUBLIC SAFETY**
Goal	**Department Actions**
Provide funding for four new police positions and three firefighter/paramedics.	City Council and Management will provide funding for the City's additional Police and Fire positions to ensure a high level of public safety throughout the City.
Maintain and improve response times throughout the City.	The addition of Police and Fire positions will enable the departments to provide additional staff both in Patrol and Fire Operations. Identify areas throughout the City for future fire stations and Public Safety training facilities.
Provide equipment and vehicles to ensure Police and Fire Divisions are able to respond to calls without service interruption.	Funds will be made available for approximately $756,468 in new vehicles and equipment in the Police and Fire Divisions.
Maintain and enhance the training in all public safety departments.	Maintain a high level of training to provide Mansfield citizens with a professional public safety workforce.
Maintain and improve Emergency Management.	Ensure that Emergency Management and Response procedures are in place to respond to public safety emergencies, weather events and natural disasters.

SERVICE PROGRAM
FISCAL YEAR 2017-2018

MAJOR GOALS	**CREATE A TOTAL LIVING ENVIRONMENT**
Goal	**Department Actions**
Alleviate congestion at intersections of major highways and roads with consideration of future needs along Broad Street, Downtown and State Highway 360.	The Public Works Division will continue to make improvements along Broad Street, Highway 287, Main Street, Debbie Lane, access to State Highway 360 and Downtown to reduce congestion.
Continue to maintain the "Best Parks System."	The Public Grounds Department and the MPFDC will expand maintenance of existing parks and public grounds. New improvements including Fieldhouse USA and the Dallas Stars Center will provide additional recreational opportunities for all citizens.
Continue to maintain a "Superior" Water & Sewer System.	The Utility Division will continue to expand the use of the latest technology to provide service delivery to all areas of the City. The Utilities Division will continue to expand the conservation programs, reduce costs utilizing the latest technology and monitor flow patterns throughout the City.
Continue to revitalize downtown.	The Public Works Division and Community Services Division will complete improvements to Pond Branch, Main Street, North Street and open up additional walking and restaurant venues downtown.
Continue to develop the Arts Program and provide additional venues in the downtown area and other locations throughout the City.	The Mansfield Commission on the Arts will continue to find ways to utilize the downtown area including the Farr Best Theatre and Live Outdoor Theater, and partner with the School District to develop additional events at the Center for Performing Arts.

SERVICE PROGRAM
FISCAL YEAR 2017-2018

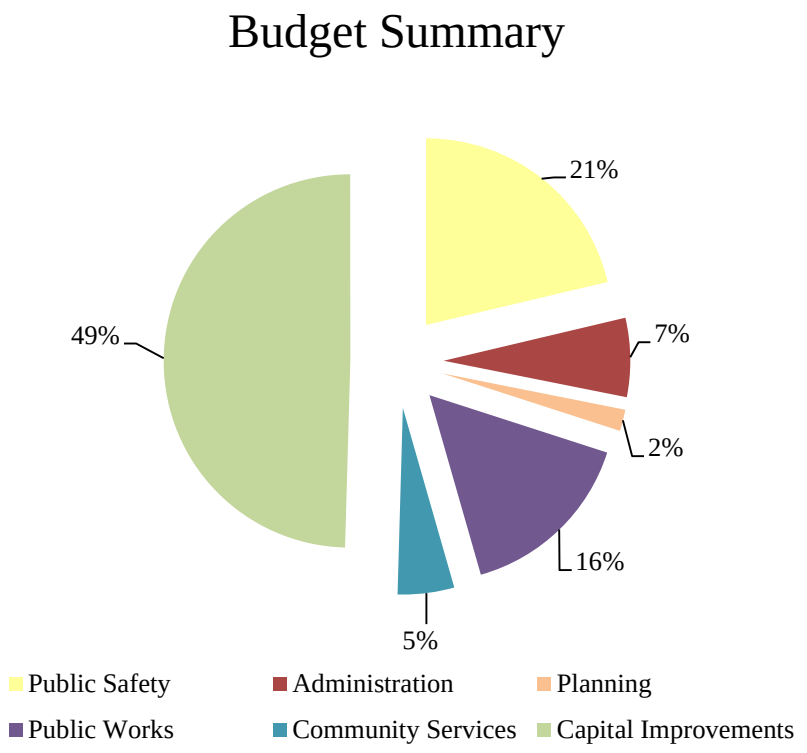
MAJOR GOALS	**MAINTAIN THE AA+ BOND RATING**
Goal	**Department Actions**
Issue debt only in amounts approximate to debt being paid off.	City Administration and the Business Services Division will maintain current debt ratios while continuing to maintain the current fund balance policy of 25% of operating expenditures.
Ensure expenditures are in line with revenues.	Maintain a balanced budget in all funds. Ensure operational and staff additions do not exceed budgeted projections or extend the City's ability to adequately provide for infrastructure improvements in a growing local economy.
Create opportunity for expanded revenues.	Review the current fee structure including ambulance fees, developer fees and other fees to generate additional revenue.
Limit the tax burden on taxpayers.	Continue to retain existing commercial business and create opportunity/incentives for new retail and residential developments. Increase quality projects.
Continue to encourage economic development throughout the City.	The City will encourage quality residential and commercial development to ensure average home values continue to rise and commercial developments provide opportunities for citizens to utilize retail establishments within the City of Mansfield.

MANSFIELD
TEXAS

BUDGET SUMMARY

Business Matrix 2017-2018

By Fund	Public Safety	Business & Administration	Planning & Development	Public Works	Community Services	Capital Improvements	Total
General	$31,739,499	$12,655,886	$3,818,810	$5,024,282	$4,252,363		$57,490,840
Debt Service						$25,505,820	$25,505,820
Utility				$25,031,694			$25,031,694
Law Enforcement Center	$12,025,032						$12,025,032
Drainage				$1,948,281			$1,948,281
Hotel/Motel					$713,500		$713,500
MPFDC					$5,080,616		$5,080,616
MEDC		$5,979,288					$5,979,288
Equipment						$1,048,158	$1,048,158
Capital Projects						$70,704,454	$70,704,454
BUDGET ALLOCATION	$43,764,531	$18,635,174	$3,818,810	$32,004,257	$10,046,479	$97,258,432	$205,527,683



BUDGET SUMMARY-ALL FUNDS COMBINED
FISCAL YEAR 2017-2018

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds*	Enterprise Funds	2017-2018 Budget All Fund Types	2016-2017 Budget All Fund Types	2015-2016 Actual All Fund Types
SOURCES								
Property Taxes	$ 31,312,345		$ 14,418,980			$ 45,731,325	$ 40,955,520	$ 37,628,207
General Sales & Use Tax	11,459,662	5,427,434	4,688,761			21,575,857	20,510,462	21,589,528
Franchise Taxes	6,598,138					6,598,138	6,585,932	6,526,524
Fines & Fees	2,600,617		523,070		2,471,351	5,595,038	5,523,951	4,966,525
Charges for Services		1,305,000	5,875,009		36,096,460	43,276,469	47,945,652	47,714,165
Licenses & Permits	1,809,858					1,809,858	1,556,211	2,145,931
Interest	75,000	26,000			24,000	125,000	13,971	331,539
Miscellaneous Revenue	1,806,740	418,160			-	2,224,900	22,255,696	8,637,916
Bond Proceeds & Prior Year Projects*		4,596,810		69,952,612		74,549,422	70,988,239	46,348,440
Grant Proceeds & Contributions	378,567					378,567	225,346	700,057
Impact Fees				1,800,000		1,800,000	1,800,000	3,733,510
Operating Transfers In	1,449,913				413,196	1,863,109	1,208,514	5,788,357
Contribution								4,161,175
TOTAL SOURCES	57,490,840	11,773,404	25,505,820	71,752,612	39,005,007	205,527,684	219,569,494	190,271,874
		-						
USES								
Salary & Benefits	38,739,026	3,356,874		1,168,062	15,140,425	58,404,387	54,171,443	50,502,787
Supplies	13,905,636	2,945,065			18,131,484	34,982,185	37,222,014	25,361,985
Contactural Services					1,485,537	1,485,537	7,469,241	10,157,425
Other Operating Expenses	2,994,054					2,994,054		282,606
Capital Outlay & Prior Year Projects		4,596,810		70,584,550		75,181,360	94,229,476	39,192,576
Economic Incentives	590,198					590,198	414,736	405,570
Reserve	206,076	862,559			2,841,048	3,909,683	2,931,329	33,679
Debt Service			25,505,820			25,505,820	23,080,972	28,851,290
Operating Transfers Out	1,055,850	12,096			1,406,513	2,474,460	1,205,850	5,626,233
Depreciation								4,474,664
TOTAL USES	57,490,840	11,773,404	25,505,820	71,752,612	39,005,007	205,527,684	220,725,061	164,888,815
TOTAL SOURCES/(USES)	0	0	0	0	0	0	(1,155,567)	25,383,059
BEGINNING NET ASSETS	13,076,981	20,649,945	5,460,124	39,224,956	170,388,237	248,800,243	218,127,335	218,127,335
Adjustments	0	0	0	0	0	0	0	26,585,513
ENDING NET ASSETS	$ 13,076,981	$ 20,649,945	$ 5,460,124	$ 39,224,956	$ 170,388,237	$ 248,800,243	$ 216,971,768	$ 244,712,848

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

CITY OF MANSFIELD, TEXAS
GENERAL FUND
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Fund Balance	$12,020,382	$13,076,981	$13,076,981
Less Reserves			
Beginning Unreserved Balance	12,020,382	13,076,981	13,076,981
Receipts:			
Revenues	48,762,776	50,998,159	56,038,807
Sale of City Property	2,031,544	2,120	2,120
Interfund Transfers	1,208,513	1,208,513	1,449,913
Total	52,002,833	52,208,793	57,490,840
Funds Available	64,023,215	65,285,774	70,567,821
Deductions:			
Expenditures	48,379,308	52,208,793	57,490,840
Interfund Transfers Out	2,566,926		
Total	50,946,234	52,208,793	57,490,840
FUND BALANCE			
Unreserved	13,076,981	13,076,981	13,076,981
Ending Fund Balance	$13,076,981	$13,076,981	$13,076,981

*Budget is Adopted and Final Budget.

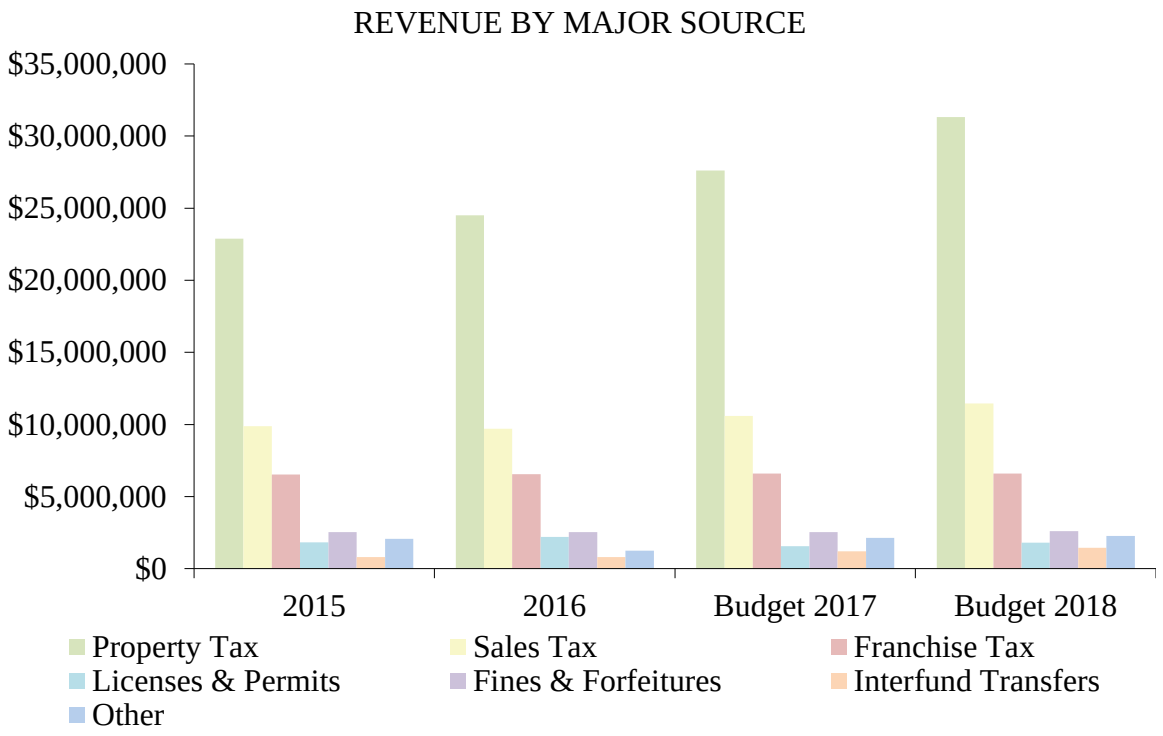
CITY OF MANSFIELD, TEXAS
GENERAL FUND
SCHEDULE OF REVENUES
2017/2018

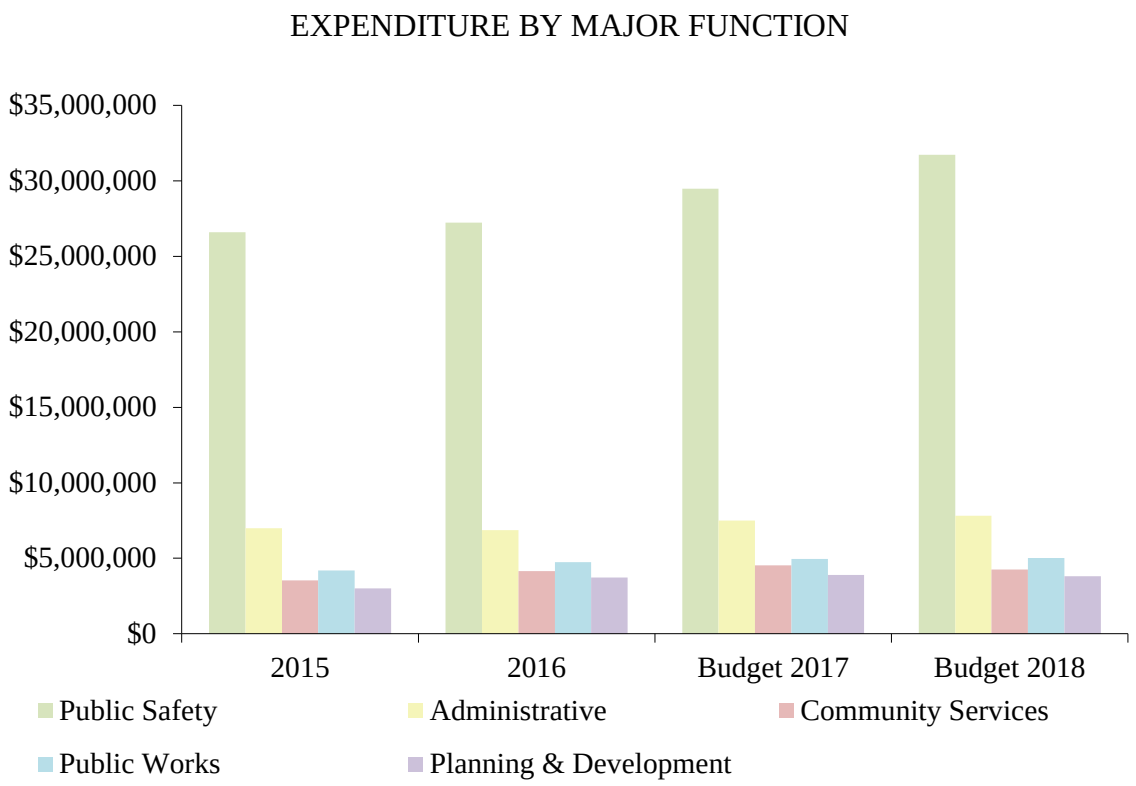
	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
TAXES:			
Ad Valorem Taxes			
Current Year	$ 24,193,842	$ 27,288,571	$ 30,995,009
Delinquent	240,226	144,330	144,330
Penalty & Interest	264,582	173,006	173,006
Other	2,372	-	-
TOTAL	24,701,022	27,605,907	31,312,345
Sales & Use Taxes			
General Sales Tax	10,328,269	10,409,957	11,279,631
Mix Drinks Tax	179,282	180,031	180,031
TOTAL	10,507,550	10,589,988	11,459,662
Franchise Taxes			
Gas	231,999	273,111	273,111
Telephone	164,436	183,000	183,000
TXU Electric	2,245,849	2,268,715	2,268,715
Cable Television	874,813	937,000	870,000
Sanitation	2,735,627	2,718,334	2,762,540
Telephone Lines	105,654	105,654	105,654
Gas Royalty Income	9,348	-	10,000
Johnson Co. Electric	158,798	100,118	125,118
TOTAL	6,526,524	6,585,932	6,598,138
TOTAL TAXES	41,735,097	44,781,827	49,370,145
LICENSES & PERMITS:			
Electrical Licenses	52,300	48,000	24,000
Building Permits	1,447,560	1,048,020	1,446,115
Plumbing Permits	163,088	110,000	125,000
Electrical Permits	170,887	140,448	-
Miscellaneous Permits	312,095	209,743	214,743
TOTAL LICENSES & PERMITS	2,145,931	1,556,211	1,809,858

CITY OF MANSFIELD, TEXAS
GENERAL FUND
SCHEDULE OF REVENUES
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
FINES & FORFEITURES:			
Municipal Court	$ 1,054,063	$1,445,968	$1,445,968
Library Fines	9,890	11,000	11,000
Gas Well Fees	477,250	460,000	460,000
Alarm Fines	260,915	276,000	276,000
Other Fines & Fees	362,015	295,273	369,649
Animal Shelter Fees	39,142	38,000	38,000
TOTAL FINES AND FORFEITURES	2,203,276	$2,526,241	$2,600,617
INTERFUND TRANSFERS:			
Utility Fund	1,208,513	1,208,513	1,449,913
TOTAL INTERFUND TRANSFERS	1,208,513	1,208,513	1,449,913
OTHER REVENUES:			
Interest Income	29,282	8,000	75,000
Sale of City Property	2,031,544	2,120	2,120
Other	742,071	703,198	516,640
Grant Proceeds	687,972	222,682	378,567
Ambulance Service	1,219,149	1,200,000	1,287,980
TOTAL OTHER REVENUE	4,710,017	2,136,000	2,260,307
TOTAL GENERAL FUND REVENUES	$ 52,002,833	$ 52,208,793	$ 57,490,840

*Budget is Adopted Budget and Final Budget.


REVENUE BY MAJOR SOURCE
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
2015
2016
Budget 2017
Budget 2018
Property Tax
Sales Tax
Franchise Tax
Licenses & Permits
Fines & Forfeitures
Interfund Transfers
Other


EXPENDITURE BY MAJOR FUNCTION
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
2015
2016
Budget 2017
Budget 2018
Public Safety
Administrative
Community Services
Public Works
Planning & Development

CITY OF MANSFIELD, TEXAS
GENERAL FUND
EXPENDITURES BY ACTIVITY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
GENERAL GOVERNMENT DIVISION			
City Council	$ 81,341	$ 118,907	$ 142,962
Administration	791,394	789,224	1,151,482
Legal	561,029	986,329	885,610
Human Resources	526,827	664,751	672,528
Total General Government Division	1,960,590	2,559,211	2,852,583
BUSINESS SERVICES DIVISION			
Finance	513,736	552,161	597,388
Accounting	322,074	480,819	432,978
Purchasing	83,517	88,961	90,127
Budget	79,303	92,735	92,772
Information Technology	698,243	828,558	834,179
Sanitation	2,234,313	2,239,140	2,239,140
Tax Assessing & Collection	286,967	273,800	290,000
City Secretary	325,224	382,685	380,539
Total Business Services Division	4,543,376	4,938,859	4,957,123
POLICE DIVISION			
Public Safety Administration	656,575	-	-
Administration	1,406,468	1,508,684	1,543,210
Communications	2,530,479	2,673,212	2,671,445
Patrol	6,468,391	6,597,420	7,705,371
CID/Narcotics Investigation	2,572,202	2,641,045	2,676,586
Animal Control	657,743	677,109	666,813
Commercial Vehicle	313,470	331,194	320,581
Traffic	439,005	465,817	604,860
K-9	229,090	252,716	272,819
Community Resource	150,860	637,639	685,515
Training	98,135	158,128	110,571
Grants	502,114	278,838	312,405
Municipal Court	604,670	675,112	738,785
Total Police	16,629,203	16,896,914	18,308,959
FIRE DIVISION			
Administration	920,744	951,270	992,508
Fire Prevention	705,427	739,136	751,711
Emergency Management	191,171	209,517	210,268
Operations	10,350,803	10,682,295	11,476,054
Total Fire	12,168,145	12,582,218	13,430,540

CITY OF MANSFIELD, TEXAS
GENERAL FUND
EXPENDITURES BY ACTIVITY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
PLANNING DIVISION			
Administration	$ 971,871	$ 1,040,798	$ 1,047,894
Planning & Zoning Commission	11,506	11,581	14,039
Historic Landmark Commission	1,592	4,320	3,284
Board of Adjustments	1,253	3,274	2,818
Total Planning Division	986,222	1,059,973	1,068,035
DEVELOPMENT SERVICES DIVISION			
Code Enforcement & Inspections	1,408,479	1,784,119	1,710,963
Building Maintenance	1,004,513	1,046,977	1,039,813
Total Development Services Division	2,412,992	2,831,096	2,750,775
PUBLIC WORKS DIVISION			
Engineering	352,159	418,812	406,166
Street Maintenance	3,152,392	3,300,332	3,286,574
Traffic Control	1,229,154	1,241,325	1,331,541
Total Public Works Division	4,733,705	4,960,469	5,024,282
COMMUNITY SERVICES DIVISION			
Public Grounds	2,292,627	2,361,491	2,122,073
Senior Lifestyles	248,044	285,009	268,418
Communications & Marketing	324,981	335,767	307,303
Library	810,550	1,067,080	1,066,525
Historical Services	44,551	67,913	67,324
Arts Commission	7,981	130,852	134,560
Special Events	258,675	288,670	286,160
Total Community Services Division	3,987,409	4,536,782	4,252,363
NON-DEPARTMENTAL			
Land Purchase	1,363,278	-	-
Economic Incentives	405,570	414,736	590,198
Reserve	33,679	64,060	206,076
Other Operating Expenses	98,527	158,625	2,994,054
Transfer to Other Funds	1,623,539	1,205,850	1,055,850
Total Non-Departmental	3,524,593	1,843,271	4,846,178
TOTAL EXPENDITURES	$ 50,946,234	$ 52,208,793	$ 57,490,840

CITY OF MANSFIELD, TEXAS
GENERAL DEBT SERVICE FUND
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Fund Balance	$ 726,099	$ 483,024	$ 483,024
Additions:			
Property Taxes, Current	12,927,185	13,349,613	14,418,980
Interest Earnings	2,214		
Total	12,929,399	13,349,613	14,418,980
Funds Available	13,655,498	13,832,637	14,902,004
Deductions:			
Bond Principal	8,385,000	8,865,000	9,375,000
Bond Interest	6,036,295	4,484,613	5,043,980
Bond Issuance Costs	209,139		
Refunding Bonds issued	(17,305,000)		
Payment to refund bond agent	18,025,000		
Premium on bonds issued	(2,301,623)		
Discount on bonds issued	107,461		
Fiscal charges	16,202		
Total	13,172,474	13,349,613	14,418,980
Ending Fund Balance	$ 483,024	$ 483,024	$ 483,024

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
WATER & SEWER FUND REVENUES
BUDGET SUMMARY
2017/2018

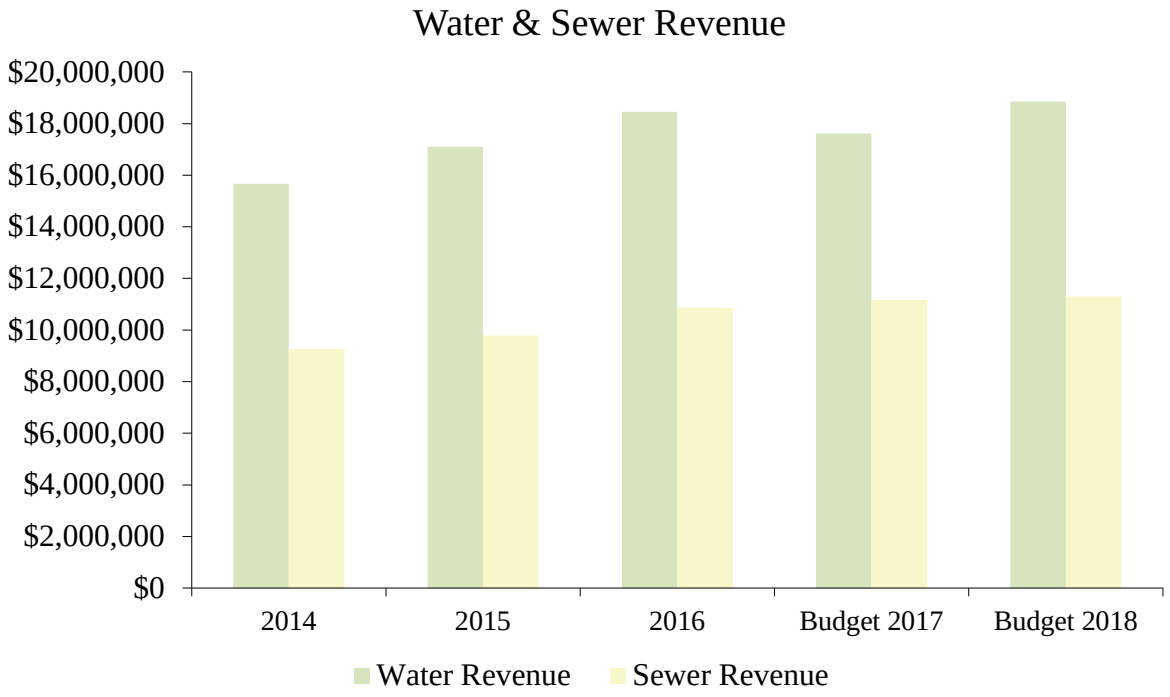
	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Water Sales	$ 18,459,982	$ 17,616,943	$ 18,486,326
Sewer Service	10,863,897	11,157,249	11,304,896
Water Penalties	510,837	556,502	556,502
Water Taps	14,750	21,379	21,379
Meter Set Fee	112,208	65,624	90,086
Restore Service Fee	149,908	125,021	125,021
Sewer Taps	5,161	1,500	1,500
Utility/Inspect/Pretreatment	117,136	80,000	80,000
Contributions	4,161,175	-	-
Miscellaneous/Transfers	2,807,680	192,556	216,993
Total	$ 37,202,734	$ 29,816,774	$ 30,882,703
Interest Income	76,717	971	24,000
TOTAL	37,279,451	29,817,745	30,906,703

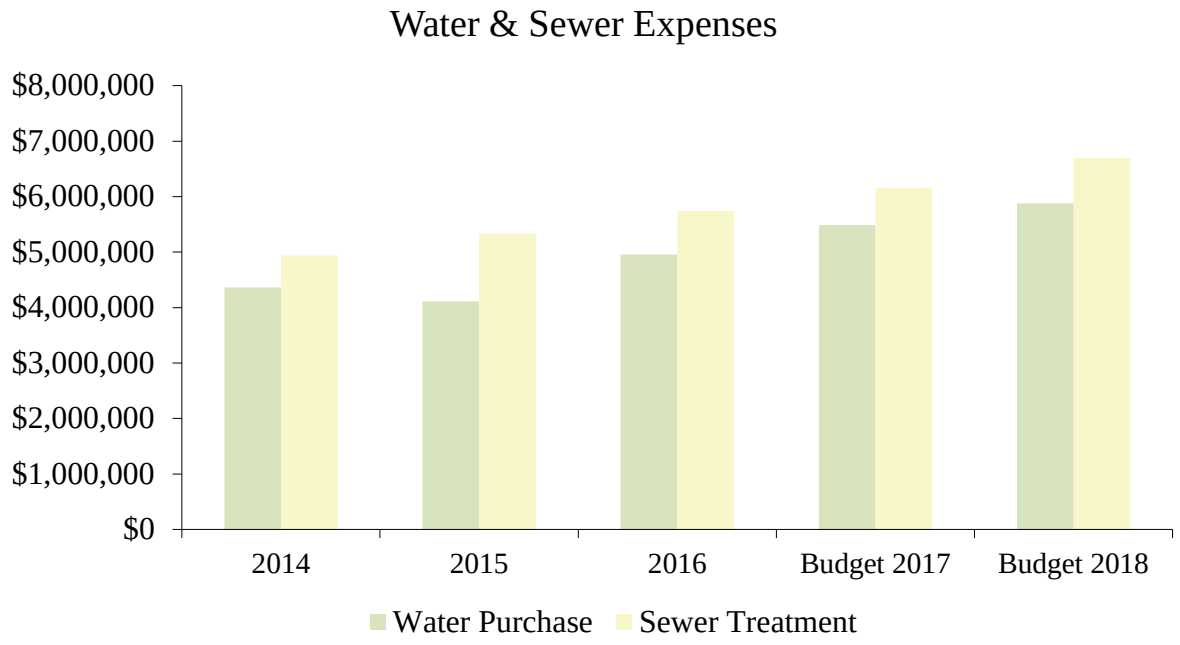
*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
WATER & SEWER FUND EXPENSES
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Administration	$ 1,081,214	$ 1,115,305	$ 1,164,562
Billing and Collections	845,361	1,029,818	975,953
Meter Reading and Repairs	955,042	973,740	942,806
Water Distribution	930,706	943,198	1,029,566
Wastewater Collection	6,747,644	7,083,243	7,782,189
Water Quality Control	7,044,473	8,420,452	8,710,152
Other Operating Expenses	1,079,316	699,596	959,895
Total Operating Expenses	18,683,756	20,265,353	21,565,123
Depreciation	4,090,923	-	-
Operating Transfers Out	1,636,695	1,406,513	1,448,513
Transfer to Debt Service	2,163,335	6,059,234	5,875,009
Reserve		2,086,645	2,018,058
	7,890,953	9,552,392	9,341,580
TOTAL EXPENSES	$ 26,574,710	$ 29,817,745	$ 30,906,703

*Budget is Adopted Budget and Final Budget.


Water & Sewer Revenue
$20,000,000
$18,000,000
$16,000,000
$14,000,000
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
2014
2015
2016
Budget 2017
Budget 2018
Water Revenue
Sewer Revenue


Water & Sewer Expenses
$8,000,000
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
2014
2015
2016
Budget 2017
Budget 2018
Water Purchase
Sewer Treatment

CITY OF MANSFIELD, TEXAS
WATER & SEWER DEBT SERVICE FUND
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Net Assets	$ 4,199,108	$ 4,565,536	$4,565,536
Additions:			
Utility Operating	6,486,629	6,059,234	5,875,009
Interest Income	76,716		
Total	6,563,345	6,059,234	5,875,009
Assets Available	10,762,453	10,624,770	10,440,545
Deductions:			
Bond Principal	4,020,000	4,020,000	4,000,000
Bond Interest	2,176,917	2,039,234	1,875,009
Total	6,196,917	6,059,234	5,875,009
Ending Net Assets	$ 4,565,536	$ 4,565,536	$4,565,536

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
LAW ENFORCEMENT CENTER
SCHEDULE OF REVENUES
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Charges for Service	9,839,116	$10,235,016	$11,336,835
Miscellaneous	84,895	114,000	75,000
Telephone Commission	208,294	200,001	200,001
Transfers	485,325	413,196	413,196
Total Revenues	$10,617,630	$10,962,213	$12,025,032

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
LAW ENFORCEMENT CENTER
SCHEDULE OF EXPENSES
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Administration	$ 300,725	$ 309,866	$ 349,631
Operations	5,993,957	6,442,059	6,481,074
City Marshal	1,843,004	1,946,311	2,122,667
Support Services	937,630	1,061,507	1,171,364
Food Services	454,195	498,568	477,600
Medical Services	590,066	703,902	594,623
Other Operating Expenses			828,073
Total Operating Expenses	10,119,577	10,962,213	12,025,032
Depreciation	257,376		
Debt Service	61,534		
Sub-Total	318,910		
Total Expenses	$ 10,438,487	$ 10,962,213	$ 12,025,032

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
DRAINAGE AND ENVIRONMENTAL SERVICES FUND
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Net Assets	$ 4,848,439	$ 5,984,246	$ 6,512,416
Additions:			
Drainage Fee	2,235,279	2,469,540	2,471,351
Interest Income	2,888		
Other Income	53,420		
Total	2,291,587	2,469,540	2,471,351
Assets Available	7,140,026	8,453,786	8,983,767
Deductions:			
Administrative	864,112	1,028,954	1,001,110
Transferred to Debt Service	165,303		523,070
Project Appropriations			110,000
Reserve		780,624	706,403
Depreciation Expense	126,365		
Bond Coverage		131,792	130,768
Total	1,155,780	1,941,370	2,471,351
Ending Net Assets	$ 5,984,246	$ 6,512,416	$ 6,512,416

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
DRAINAGE AND ENVIRONMENTAL SERVICES DEBT SERVICE FUND
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Net Assets	$ 89,051	$ 88,035	$ 88,035
Additions:			
Drainage Fee	527,970	528,170	523,070
Bond Proceeds			
Interest	517		
Total	528,487	528,170	523,070
Assets Available	617,538	616,205	611,105
Deductions:			
Bond Principal	390,000	400,000	405,000
Bond Interest	139,503	128,170	118,070
Total	529,503	528,170	523,070
Ending Net Assets	$ 88,035	$ 88,035	$ 88,035

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
SPECIAL REVENUE HOTEL/MOTEL FUND
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Fund Balance	$ 1,143,496	$ 1,381,839	$ 1,381,839
Additions:			
Taxes	755,697	713,300	713,500
Total	755,697	713,300	713,500
Funds Available	1,899,193	2,095,139	2,095,339
Deductions:			
Other	197,443	320,620	308,500
Historical Preservation	28,449	34,680	30,000
CVB/Tourism	291,462	358,000	375,000
Total	517,354	713,300	713,500
Ending Fund Balance	$ 1,381,839	$ 1,381,839	$ 1,381,839

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Fund Balance	$ 10,305,587	$ 8,411,733	$ 8,411,733
Additions:			
Sales Tax Revenue	3,594,195	3,263,808	3,152,094
Interest	18,347	3,000	24,000
Contributions	56,149	2,664	42,664
Other	(2,422)	203,058	154,362
Prior Year Funding	129,032		
Transfer In			222,496
Gas Royalty Income	214,768	150,000	180,000
Rental	957,614	957,432	1,305,000
Total	4,967,683	4,579,962	5,080,616
Funds Available	15,273,270	12,991,695	13,492,349
Deductions:			
Administration	1,498,587	1,389,913	1,784,608
Operating Costs	2,025,508	2,327,490	3,039,854
Project Appropriation	3,337,442	862,559	256,154
Total	6,861,537	4,579,962	5,080,616
Ending Fund Balance	$ 8,411,733	$ 8,411,733	$ 8,411,733

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION
REVENUE DEBT SERVICE FUND
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Fund Balance	$ 207,809	$ 323,529	$ 323,529
Additions:			
Sales Tax Revenue	1,569,940	1,941,171	2,487,721
Bond Proceeds	6,295,722		
Total	7,865,662	1,941,171	2,487,721
Funds Available	8,073,471	2,264,700	2,811,250
Deductions:			
Bond Principal	6,670,000	1,035,000	1,315,000
Interest	959,646	906,171	1,172,721
Paying Agent Fees	120,296		
Total	7,749,942	1,941,171	2,487,721
Ending Fund Balance	$ 323,529	$ 323,529	$ 323,529

*Budget is Adopted Budget and Final Budget

CITY OF MANSFIELD, TEXAS
MANSFIELD ECONOMIC DEVELOPMENT CORPORATION
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Net Assets	$ 4,629,514	$ 5,926,565	$ 5,926,565
Additions:			
Sales Tax Revenue	3,961,680	4,002,195	3,438,775
Prior Year Funding		16,927,320	73,048
Other Income	36,448		
Interest	15,846	2,000	2,000
Total	4,013,974	20,931,515	3,513,823
Assets Available	8,643,488	26,858,080	9,440,388
Deductions:			
Administration	869,717	976,943	1,370,382
Transfer to other Funds		12,096	12,096
Project Appropriation	1,847,206	19,942,476	4,596,810
Total	2,716,923	20,931,515	5,979,288
Ending Net Assets	$ 5,926,565	$ 5,926,565	$ 3,461,100

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
MANSFIELD ECONOMIC DEVELOPMENT CORPORATION
REVENUE DEBT SERVICE FUND
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Net Assets	$0	$0	$0
Additions:			
Sales Tax Revenue	1,202,454	1,202,784	2,201,040
Total	1,202,454	1,202,784	2,201,040
Assets Available	1,202,454	1,202,784	2,201,040
Deductions:			
Bond Principal	905,000	920,000	1,455,000
Interest	297,454	282,784	746,040
Total	1,202,454	1,202,784	2,201,040
Ending Net Assets	$0	$0	$0

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
STREET CONSTRUCTION
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Fund Balance	$ 15,565,450	$ 12,607,753	$ 13,307,753
Additions:			
Bond Proceeds	12,168,742	23,395,732	20,103,597
Interest	49,446		
Impact Fees	1,503,262	700,000	700,000
Miscellaneous	1,256,896		
Total	14,978,346	24,095,732	20,803,597
Funds Available	30,543,796	36,703,485	34,111,350
Deductions:			
Project Appropriation	17,936,043	23,395,732	20,103,597
Total	17,936,043	23,395,732	20,103,597
Ending Fund Balance	$ 12,607,753	$ 13,307,753	$ 14,007,753

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
WATER & SEWER CONSTRUCTION
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Net Assets	$ 8,230,234	$ 11,727,178	$ 11,727,178
Additions:			
Impact Fees	2,230,248	1,100,000	1,100,000
Bond proceeds	7,000,000	6,926,574	10,224,008
Interest Earnings	34,656		
Miscellaneous Income	15,585		
Total	9,280,489	8,026,574	11,324,008
Assets Available	17,510,723	19,753,752	23,051,186
Deductions:			
Project Appropriations	5,783,545	8,026,574	11,324,008
Total	5,783,545	8,026,574	11,324,008
Ending Net Assets	$ 11,727,178	$ 11,727,178	$ 11,727,178

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
BUILDING CONSTRUCTION
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Net Assets	$ 327,392	$5,612,563	$ 5,612,563
Additions:			
Interest Income	1,955		
Miscellaneous	22,575		
Transfer In	4,094,519		
Bond Proceeds	5,079,087	15,100,000	8,336,849
Total	9,198,136	15,100,000	8,336,849
Assets Available	9,525,528	20,712,563	13,949,412
Deductions:			
Project Appropriations	3,912,965	15,100,000	8,336,849
Total	3,912,965	15,100,000	8,336,849
Ending Net Assets	$5,612,563	$5,612,563	$ 5,612,563

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
MPFDC CONSTRUCTION FUND
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Net Assets	$ (384,225)	$ 7,825,534	$ 7,825,534
Additions:			
Bond Proceeds	15,672,147	20,545,556	12,485,000
Interest Earnings			
Total	15,672,147	20,545,556	12,485,000
Assets Available	15,287,922	28,371,090	20,310,534
Deductions			
Project Appropriations	7,190,240	20,545,556	12,485,000
Transfers	272,148		
Total	7,462,388	20,545,556	12,485,000
Ending Net Assets	$ 7,825,534	$ 7,825,534	$ 7,825,534

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
MEDC CONSTRUCTION FUND
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Net Assets			
Additions:			
Bond Proceeds			15,000,000
Total			15,000,000
Assets Available			15,000,000
Deductions:			
Project Appropriations			15,000,000
Total			15,000,000
Ending Net Assets			

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
DRAINAGE AND ENVIRONMENTAL SERVICES CONSTRUCTION FUND
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Net Assets	$0	$0	$0
Additions:			
Bond Proceeds			$ 3,455,000
Other			
Total			3,455,000
Assets Available			3,455,000
Deductions:			
Project Appropriations			3,455,000
Total			3,455,000
Ending Net Assets	$0	$0	$0

*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS
EQUIPMENT REPLACEMENT
BUDGET SUMMARY
2017/2018

	ACTUAL 2015/2016	BUDGET 2016/2017	BUDGET 2017/2018
Beginning Net Assets	$ 1,512,402	$ 51,928	$ 51,928
Additions:			
Sale of City Property	87,059		
Bond Proceeds	31,979	1,250,377	1,048,158
Transfers	714		
Total	119,752	1,250,377	1,048,158
Assets Available	1,632,154	1,302,305	1,100,086
Deductions			
Equipment	1,580,226	1,250,377	1,048,158
Total	1,580,226	1,250,377	1,048,158
Ending Net Assets	$ 51,928	$ 51,928	$ 51,928

*Budget is Adopted Budget and Final Budget.

MANSFIELD
TEXAS

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 ½ ¢ sales tax.

CITY OF MANSFIELD DEBT MANAGEMENT POLICY

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 will keep outstanding debt within the limits prescribed by State Statute, which does not prescribe a legal debt limit. However, Article XI, Section 5 of the Texas Constitution, applicable to cities with a population of more than 5,000, limits the ad valorem tax rate to $2.50 per $100 assessed valuation.

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
Contract Revenue Bonds	City contracts with entities Tax levy and/or revenue pledge as security Ownership of title may occur with entity or City
Special Obligation Facility:	
Tax Increment Financing District ("TIF")	Development district established Construction of improvements Incremental increase in value property only Taxable by TIF
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.)
Public Improvement District ("PID")	Specific improvement Securitized by pledged assessments Specific benefactors
Other Credit Facility:	
Capital Lease	Annual tax or revenue appropriation Tax-exempt or can be taxable.

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

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 twenty 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.

	Fitch, IBCA	*Moody's*	*Standard & Poor's*
General Obligation	AA+	Aa2	AAA
Sales Tax Revenue	AA+	Aa2/3	AA-/A+
Drainage Revenue	AA	Aa2	AA
Water & Sewer	AA+	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 Comprehensive Annual 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.

Calculation of the City of Mansfield Legal Debt Limit

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 2017-2018 budgeted property tax rate is $0.71000 per $100 valuation with a tax margin of $1.79000 per $100 valuation based upon the maximum ad valorem tax rate noted above. Additional revenues up to $117,930,543 per year could be raised before reaching the maximum allowable tax base.

Assessed Value x Legal Debt Limit (15% of Assessed Value)
-
General Obligation Bonds and Certificates of Obligation
=
Legal Debt Margin

The Assessed Taxable Valuation in FY 2017-2018 is $6,588,298,531

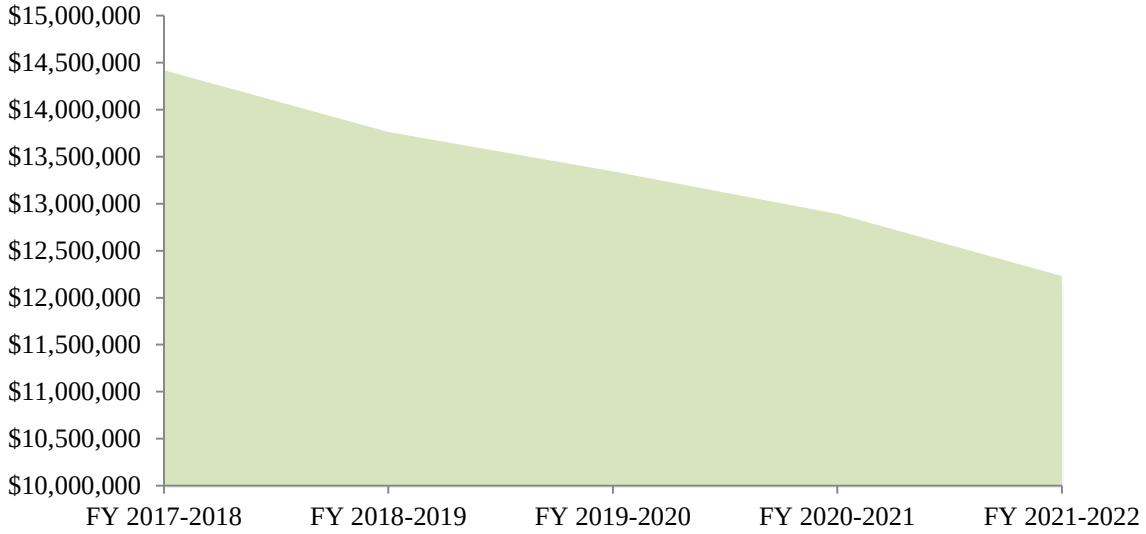
The Legal Debt Limit is $988,244,780

General Obligation Bonds and Certificates of Obligation is $127,860,000

The Legal Debt Margin is $860,384,780

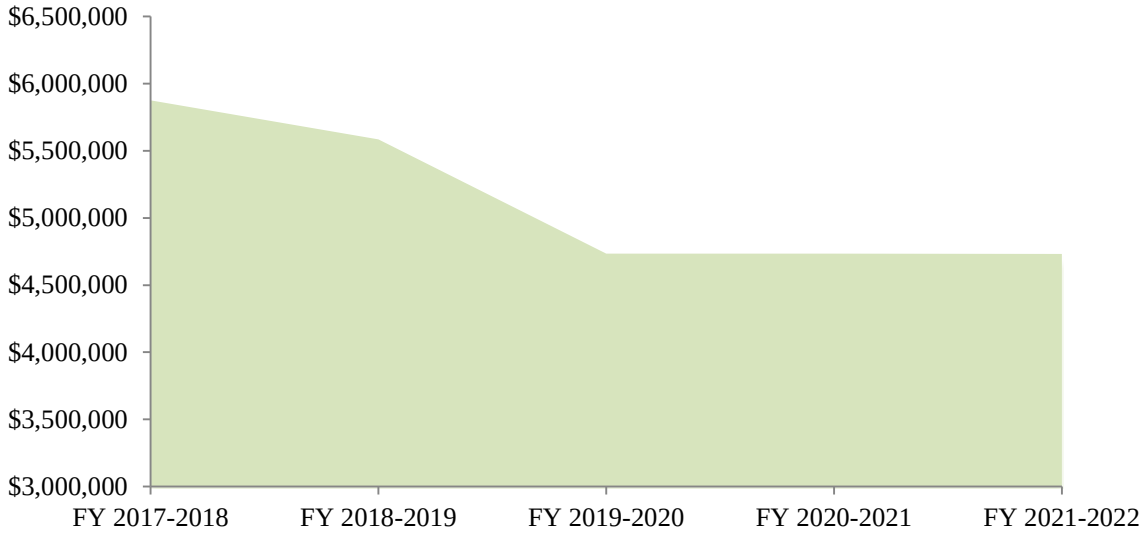
CITY OF MANSFIELD, TEXAS
GENERAL FUND
SCHEDULE OF DEBT PAYMENTS

Fiscal Year	Principal	Interest	Total
2017-2018	9,375,000	5,043,980	14,418,980
2018-2019	9,015,000	4,746,536	13,761,536
2019-2020	8,910,000	4,433,854	13,343,854
2020-2021	8,785,000	4,105,894	12,890,894
2021-2022	8,455,000	3,775,553	12,230,553
2023-2027	38,015,000	13,797,342	51,812,342
2028-2032	28,110,000	6,567,719	34,677,719
2033-2037	16,515,000	1,466,917	17,981,917
2038-2041	680,000	54,405	734,405
Total	**$ 127,860,000**	**$ 43,992,200**	**$ 171,852,200**



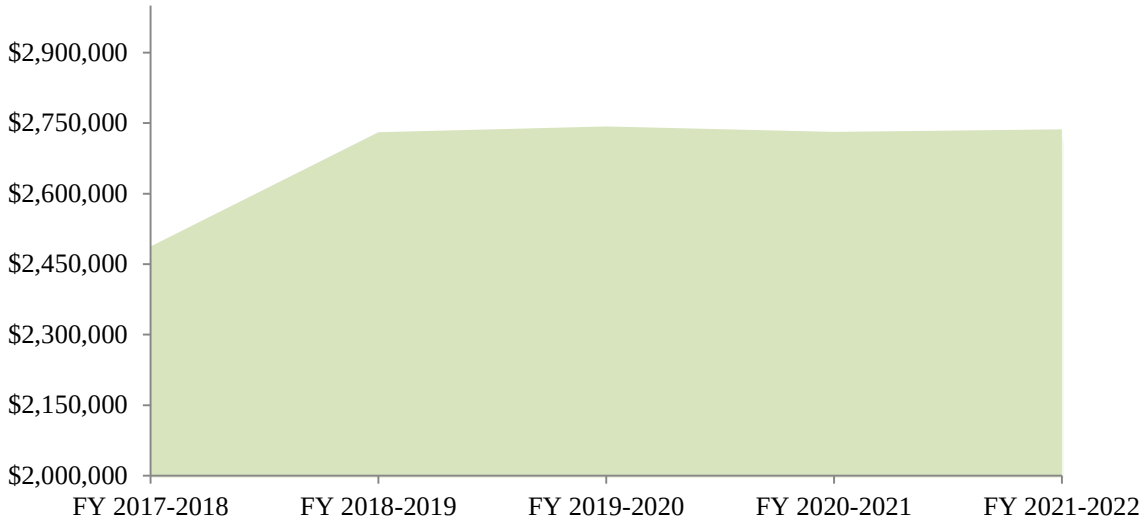
CITY OF MANSFIELD, TEXAS
WATER & SEWER FUND
SCHEDULE OF DEBT PAYMENTS

Fiscal Year	Principal	Interest	Total
2017-2018	4,000,000	1,875,009	5,875,009
2018-2019	3,875,000	1,711,534	5,586,534
2019-2020	3,180,000	1,554,834	4,734,834
2020-2021	3,300,000	1,435,871	4,735,871
2021-2022	3,440,000	1,291,871	4,731,871
2023-2027	15,080,000	4,319,805	19,399,805
2028-2032	7,950,000	1,013,338	8,963,338
2033-2035	1,310,000	106,200	1,416,200
Total	**$ 42,135,000**	**$ 13,308,462**	**$ 55,443,462**



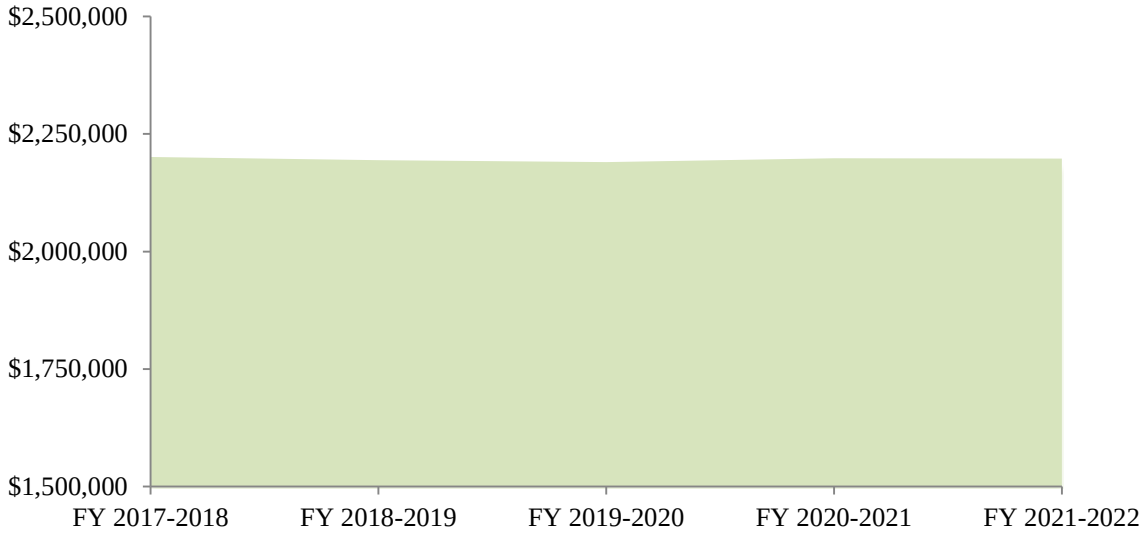
CITY OF MANSFIELD, TEXAS
MANSFIELD PARK FACILITIES DEVELOPMENT FUND
SCHEDULE OF DEBT PAYMENTS

Fiscal Year	Principal	Interest	Total
2017-2018	1,315,000	1,172,721	2,487,721
2018-2019	1,585,000	1,145,655	2,730,655
2019-2020	1,630,000	1,112,737	2,742,737
2020-2021	1,660,000	1,071,383	2,731,383
2021-2022	1,710,000	1,026,492	2,736,492
2023-2027	7,995,000	4,330,098	12,325,098
2028-2032	5,625,000	3,086,532	8,711,532
2033-2037	6,155,000	1,849,128	8,004,128
2038-2041	4,460,000	457,922	4,917,922
Total	**$ 32,135,000**	**$ 15,252,667**	**$47,387,667**



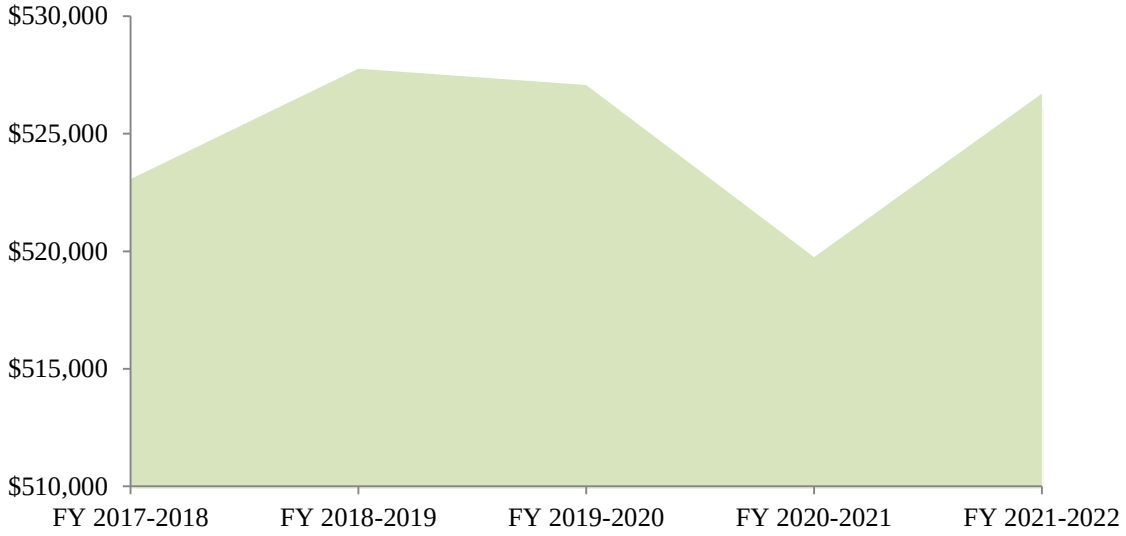
CITY OF MANSFIELD, TEXAS
MANSFIELD ECONOMIC DEVELOPMENT FUND
SCHEDULE OF DEBT PAYMENTS

Fiscal Year	Principal	Interest	Total
2017-2018	1,455,000	746,040	2,201,040
2018-2019	1,480,000	714,508	2,194,508
2019-2020	1,510,000	680,366	2,190,366
2020-2021	1,555,000	643,656	2,198,656
2021-2022	1,605,000	592,670	2,197,670
2023-2027	5,870,000	2,157,549	8,027,549
2028-2032	4,865,000	1,201,631	6,066,631
2033-2036	3,690,000	294,825	3,984,825
Total	**$ 22,030,000**	**$ 7,031,246**	**$ 29,061,246**



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

Fiscal Year	Principal	Interest	Total
2017-2018	405,000	118,070	523,070
2018-2019	420,000	107,770	527,770
2019-2020	430,000	97,070	527,070
2020-2021	440,000	79,750	519,750
2021-2022	460,000	66,710	526,710
2023-2027	1,415,000	127,543	1,542,543
Total	**$ 3,570,000**	**$ 596,913**	**$ 4,166,913**



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 DIVISION

City Council

Maintain a line of communication to take advantage of citizen input.
Provide forums, discussions and open meetings to allow citizen input in municipal issues.
Encourage healthy debate among members of Council to develop innovative ideas.
Schedule meetings, workshops and special meetings to allow staff, citizens and boards to pool ideas.
Recruit new industry as well as aid in the retention and expansion of existing business.
Be open and fair-minded to all types of groups within the city.

Administration

The City Manager's Office
Direct and maintain an effective service organization with high productivity and quality of service.
Provide effective communication and information to City Council on the conditions of the city.
Prepare annual service plan including strategic planning, budget and staffing.
Review infrastructure of the organization and change the organizational structure as needed.

Legal Department

Eliminate lawsuits to the city.
Provide cost effective, accurate and current legal service and advice to staff, Council and various boards.
Settle any claims against the city at minimum cost.
Advise staff of any changes in legislation.

Human Resources

Provide a comprehensive and competitive salary and benefit program at the best value to the citizens.
Enhance safety training programs.
Review and update job descriptions.
Process all payroll and benefit related actions.

General Government Division Highlights

- 15 Service Departments supervised.
- 551 FTE comprise the City of Mansfield workforce.
- General Fund Operating Budget of $57,490,840 in FY 2017/2018.

GENERAL GOVERNMENT DIVISION AT A GLANCE

Budget Summary

The General Government Division increased 11.46% due to a merit increase, market adjustments, and the reallocation of a Deputy City Manager and one full time staff member from the Mansfield Park Facilities Corporation Development Fund to the City Manager's Office.

Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
City Council	$ 81,341	$ 118,907	$ 142,962	20.23%
Administration	791,394	789,224	1,151,482	45.90%
Legal	561,029	986,329	885,610	-10.21%
Human Resources	526,827	664,751	672,528	1.17%
Total	$ 1,960,590	$ 2,559,211	$ 2,852,583	11.46%

Division Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 1,141,292	$ 1,638,696	$ 1,980,143	20.84%
Operations	819,298	920,515	872,440	-5.22%
Total	$ 1,960,590	$ 2,559,211	$ 2,852,583	11.46%

CITY COUNCIL DEPARTMENT

MISSION STATEMENT:

The City Council serves as the legislative branch of the City of Mansfield representing all citizens. 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.

Department at a Glance

The City Council consists of the Mayor and six elected council members. Each member serves a three year term. The City Council meets the 2nd and 4th Monday of each month and conducts joint meetings with other appointed boards at various times throughout the year. The City Council budget increased 20.23% in FY 2017-2018.

Key Goals and Objectives

Goal 1
Recognize community issues and concerns and develop strategies beneficial to all citizens.

Objectives:
- Maintain open lines of communication to take advantage of citizen and staff input.
- Provide forums, discussions and open meetings to allow citizen involvement.
- Continue to incorporate ideas from strategic planning sessions with City Council, boards and commissions wherever possible.
- Create opportunities to develop the downtown area of the City.

Goal 2
Develop legislation that will benefit present and future citizens of Mansfield.

Objectives:
- Encourage healthy debate among council members to develop innovative ideas.
- Schedule meetings, workshops and forums to allow staff, citizens and boards to pool ideas and information.
- Maintain a strong financial position and credit rating.

Goal 3
Create an environment that promotes a satisfied public, a skilled workforce and cost effective service.

Objectives:
- Ensure all City services provide all citizens with access to all services.
- Recruit commercial and retail development to reduce the tax burden on the citizens of Mansfield.
- Enhance the living environment for all citizens.
- Provide for the safety of all citizens.

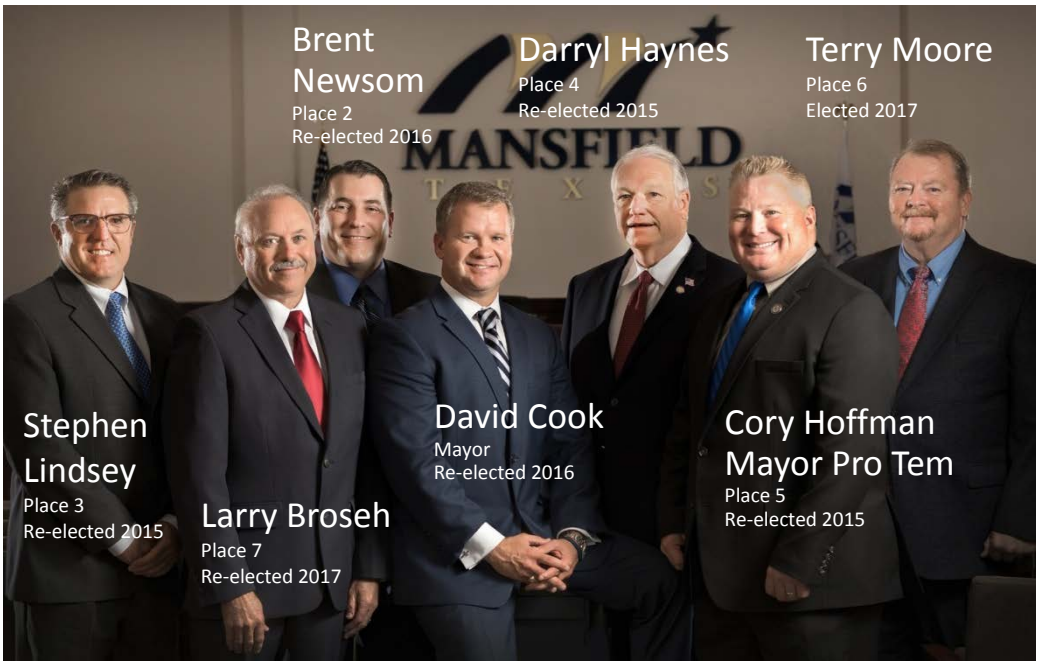
Performance Objectives
- Recognize community issues and concerns and develop strategies beneficial to all citizens.
- Develop legislation that will benefit present and future citizens of Mansfield.

City Council	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Council Meetings	41	36	40	40
Subcommittee Meetings	13	21	26	18
Emergency Meetings	0	0	1	1
Workload				
Public Hearings	82	93	75	80
Ordinances Enrolled	49	47	50	48
Resolutions Enrolled	108	137	110	110
Effectiveness				
Master Plan Update	0	0	1	1
Bond Rating Upgrades	1	1	1	1

Measurable Outcomes:

- The average cost per citizen has remained relatively constant over a four year period.
- Create a total living environment by improving infrastructure, enhancing quality development, utilizing technology, enhancing tourism and providing safety and security to all citizens.

City Council Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services				
Operations	$ 81,341	$ 118,907	$ 142,962	20.23%
Total	$ 81,341	$ 118,907	$ 142,962	20.23%



CITY ADMINISTRATION DEPARTMENT

MISSION STATEMENT:

The mission of the City Administration Department is to manage and direct the business of the City and the legislative policies established by City Council.

Department at a Glance

The Administration Department includes the City Manager, an Assistant City Manager position, one Deputy City Manager (DCM), an administrative assistant and one secretary. Two additional Deputy City Managers are budgeted separately within other division budgets or funds. The City Administration budget increased 45.9% due to a merit increase, market adjustments, and the movement of one DCM and administrative full-time equivalent position to this department.

Key Goals and Objectives

Goal 1
Direct and maintain an effective service organization with high productivity, quality of service and best value to all citizens.

Objectives:
- Provide internal support through daily management and direction.
- Maintain and motivate an experienced and knowledgeable staff.
- Structure the service organization for maximum effectiveness.
- Maintain a high credit rating of AA or better.

Goal 2
Market the City and provide effective communication and information to the City Council and community on organizational issues and service issues.

Objectives:
- Provide monthly financial reports and agenda support information to City Council and management departments in order to make the necessary policy decisions.
- Provide a strong Communications and Marketing Department for dissemination of information.
- Provide citizen access to City government utilizing the City web site to enhance communication.
- Provide capital and operational updates on a regular basis utilizing the City web site, citizen newsletter and other media to provide information to all citizens.

Goal 3
Provide for the maximum utilization of all resources.

Objectives:
- Analyze, monitor and modify the City's strategic plan.
- Maximize revenues and improve cost efficiencies.
- Present a balanced budget and develop service program recommendations.
- Analyze and direct the City's economic development program.
- Provide the annual service plan complete with a balanced budget.
- Make annual presentations to national credit rating services to maintain the City's bond ratings.
- Prepare a Capital Improvement Plan with long term goals (Strategic Plan).

Performance Objectives

- Maintain a highly skilled workforce.
- Enhance the annual report and information to all citizens.
- Incorporate City Council and citizen recommendations into the annual service plan.

City Administration	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Council meetings	41	36	40	40
Open Records Requests	389	343	400	350
Budget Workshops	2	2	2	2
Strategic Planning Sessions	2	2	2	2
City Wide Staffing	502	506	544	551
Workload				
Ordinances Enrolled	49	47	50	48
Resolutions Enrolled	108	137	110	110
Service Departments Managed	15	15	15	15
City Wide Budgets	$ 156,043,643	$ 164,888,815	$ 220,725,061	$ 205,527,683
Productivity				
Open Records Requests-30 days	100%	100%	100%	100%
New Service Programs	1	1	1	1
Net Taxable Residential Value	$ 183,606	$ 190,916	$ 209,094	$ 230,144
Effectiveness				
Property Tax Rate	0.71	0.71	0.71	0.71
New Construction Value	$ 109,572,865	$ 119,094,614	$ 147,690,336	$ 266,867,892
Staff Turnover	9.8%	10.3%	8%	9%
New FTE Positions	4	5	11	7

Measurable Outcomes:

- Strong valuation growth.
- Increased service levels in all areas.
- Recruitment and retention of a quality workforce.

Administration Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 713,032	$ 692,780	$ 1,042,337	50.46%
Operations	78,362	96,444	109,145	13.17%
Total	$ 791,394	$ 789,224	$ 1,151,482	45.90%

City Manager's Office Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
City Manager	1	1	1	
Assistant City Manager	2	1	1	
Deputy City Manager			1	1
Executive Secretary	1	1	2	1
Total	4	3	5	2

LEGAL DEPARTMENT

MISSION STATEMENT:

The mission of the Legal Department is to be the legal advisor to the City of Mansfield and all offices, staff and departments within the organization, in relation to their official powers and duties.

Department at a Glance

The Legal Department includes the City Attorney, one Paralegal and one Paralegal/Grant Coordinator. The Legal Department budget decreased 10.21% in FY 2017-2018 by consolidating resources and relocating all members to the same building, thereby cutting operations and maintenance costs.

Key Goals and Objectives

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

Objectives:
- Provide guidance and assistance to City staff and City Council.
- Review contracts, ordinances and resolutions to ensure legal conformity.
- Work with staff to recognize risk exposure.

Goal 2
Provide cost effective and accurate legal counsel to City Council, staff and various boards within the City.

Objectives:
- Advise City Council, boards and staff of changes in legislation and develop changes as needed.
- Provide timely review and preparation of documents.

Goal 3
Represent and settle claims against the City.

Objectives:
- Work closely with City Council, boards and staff to advise an expeditious course of action and effective settlement.
- Determine weaknesses and strengths of any case filed and recommend a prompt and cost effective settlement.

Performance Objectives
- Eliminate lawsuits against the City of Mansfield.
- Provide cost effective, timely and accurate legal services.
- Settle any claims against the City.

Legal	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Council Meetings	26	26	26	26
Special Council Mtgs/Work Sessions	5	5	12	10
Parks Board Mtgs	12	12	12	12
Economic Development Board Mtgs	12	12	12	12
Legislative Liason - hours spent	-	320	480	320
Lititgation - hours spent	-	320	480	320
Open Records Requests	1244	1712	1500	1800
Claims received/processed	45	51	21	40
Workload				
Subpoenas	-	143	85	150
Interagency Requests	-	297	371	300
Hotel/Motel Reimbursement Requests	-	204	89	225
Misc. Requests	-	104	160	120
Grant Applications	11	12	8	10
Grants Received	8	7	8	8
Grants-Dollar Value	$ 304,210	$ 610,670	$ 426,071	$ 760,159
Grants-City Required Funding	1	2	1	2
Productivity				
Open Records Requests	1244	1712	1500	1800
Claims received/processed		51	21	
Grant Applications	11	12	8	10
Grants Received	8	7	8	8
Effectiveness				
General Fund Legal Fees	$ 372,780	$ 411,694	$ 457,422	$ 357,800
Grants Received	8	7	8	8
Grants-Dollar Value	$ 304,210	$ 610,670	$ 426,071	$ 760,159
Grants-City Required Funding	1	1	1	2
Claims total damage	$141,406	$157,454	$32,511	$140,000
Payments from Insurance	$55,906	$112,386	$23,754	$54,000
Payments to Claimants	$6,123	$25,349	$1,060	$8,000
Department OOP	$13,881	$13,871	$5,500	$10,000

Measurable Outcomes

- Reduce the legal exposure of the City in its operation.
- Provide cost effective and accurate legal counsel to City Council, staff and various boards within the City.
- Represent the City in Municipal Court prosecution and settle claims against the City.

Legal Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 105,268	$ 485,801	$ 495,851	2.07%
Operations	455,761	500,528	389,759	-22.13%
Total	$ 561,029	$ 986,329	$ 885,610	-10.21%

Legal Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
City Attorney		1	1	
Paralegal	1	2	2	
Total	1	3	3	0

HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT:

The Human Resources Department administers as a strategic business partner dedicated to ensuring the most effective use of human resources to meet the long-term strategic goals of the City.

Department at a Glance

The Human Resources Department includes the Human Resource Director, one Benefits Manager, one Administrative Assistant and one Human Resource Specialist. The overall budget for FY 2017-2018 increased only 1.17% with a reduction in operations and maintenance costs to offset the merit increase.

Key Goals and Objectives

Goal 1
Recruit and retain an efficient and effective workforce.

Objectives:
- Establish a new on-line applicant tracking system for new positions as well as assist new hires in their orientation process.
- Assist supervisors with selection testing including panel interviews, written tests, practical tests and profile analysis.
- Revise job descriptions to reflect changes in essential physical functions based on ADA training.

Goal 2
Continue to enhance employee performance through training and development.

Objectives:
- Establish course catalog of ongoing mandatory core supervisor training modules and determine cost effective providers.
- Research on-line training opportunities to reduce cost and time for compliance classes.
- Establish an employee committee to allow for a voice for the employee organization to discuss policies, wellness initiatives and other topics.

Goal 3
Ensure competitive compensation by providing merit increases and equity adjustments as market conditions warrant.

Objectives:
- Provide survey data from the Metroplex Survey and Texas Municipal League to determine competitive salaries.
- Provide reports for upper management to monitor compliance with compensation goals and objectives.
- Make annual adjustments to the pay plan to align with market conditions.

Performance Objectives
- Recruit and retain an efficient workforce.
- Continue to enhance employee performance through training and development.
- Ensure competitive compensation.

Human Resources	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
City Wide Staffing (FTE)	502	506	544	551
Positions filled	60	59	75	80
Terminations Processed	75	49	90	100
Workload				
Applications Processed	1,545	999	1,700	1,750
Unemployment Claims filed	9	4	11	11
Payroll Actions Processed	175	374	201	210
Job Studies	6	2	6	6
Disciplinary Actions	20	18	30	30
Productivity				
Payroll Actions Processed	175	374	201	210
Workers Compensation Claims	40	40	53	60
Effectiveness				
Employee Turnover	9.8%	10.3%	8.0%	9.0%
Workers Compensation Claims	$ 200,000	$ 222,414	$ 210,000	$ 275,000

Measurable Outcomes:

- Reduce workers compensation claims.
- Reduce liability claims.

Human Resources Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 322,992	$ 460,115	$ 441,956	-3.95%
Operations	203,835	204,636	230,573	12.67%
Total	$ 526,827	$ 664,751	$ 672,528	1.17%

Human Resources Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Human Resource Director	1	1	1	
Fund Benefits Manager	1	1	1	
Administrative Assistant	1	1	1	
HR Specialist	1	1	1	
Total	4	4	4	0

BUSINESS SERVICES DIVISION

Tax Assessing & Collection
Contract with Tarrant County to collect property tax

Finance
Maintain strict financial accountability
Maintain strong financial control and budget compliance
Maintain credibility with the investment community
Maintain a 25% fund balance requirement
Administer and record all financial transactions
Oversee the annual audit and budget process

Sanitation
Franchise Agreement
Trash & Recycle contract

Accounting
Provide all users with accurate financial data
Ensure internal controls are maintained
Process invoices and payroll
Administer purchasing card program

Budget & Purchasing
Prepare annual budget
Administer annual budget
Administer purchasing function
Approve all purchases
Issue purchase orders

Information Technology
Upgrade hardware & software
Maintain City-wide computer systems
Administer WAN & LAN City-wide

City Secretary
Ensure the integrity of records and history of local government
Maintain a professional and legal municipal election process
Implement and maintain the records management program
Prepare City Council agendas
Maintain archived records

Business Services Division Highlights

- The Division manages over $205M in budgets City-wide.
- The Division has received the GFOA Budget and CAFR awards annually for the past 30+ years.

BUSINESS SERVICES DIVISION AT A GLANCE

Budget Summary

The Business Services Division includes the Finance, Accounting, Purchasing, and Budget Departments, as well as Information Technology and the City Secretary's Office. This division also manages the contracts with the Tarrant County Tax Assessor and the City's Sanitation Services provider. The total Business Services Division budget increased only 0.37% in FY 2017-2018. Merit adjustments and an increase in the tax assessment contract were offset by decreases in operations and maintenance costs.

Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Finance	$ 513,736	$ 552,161	$ 597,388	8.19%
Accounting	322,074	480,819	432,978	-9.95%
Purchasing	83,517	88,961	90,127	1.31%
Budget	79,303	92,735	92,772	0.04%
Information Technology	698,243	828,558	834,179	0.68%
Sanitation	2,234,313	2,239,140	2,239,140	0.00%
Tax Assessment	286,967	273,800	290,000	5.92%
City Secretary	325,224	382,685	380,539	-0.56%
Total	$ 4,543,376	$ 4,938,859	$ 4,957,123	0.37%

Division Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 1,515,310	$ 1,814,446	$ 1,836,558	1.22%
Operations	3,028,066	3,124,413	3,120,565	-0.12%
Total	$ 4,543,376	$ 4,938,859	$ 4,957,123	0.37%

FINANCE DEPARTMENT

MISSION STATEMENT:

The mission of the Finance Department is to administer, support and guide the financial programs of the City in an effective manner that allows for creation and development of the annual service programs and budgets, monthly reports, annual reports and creditable bond ratings.

Department at a Glance

The Finance Department includes one Deputy City Manager, the Assistant Business Services Director and one Financial Analyst. The Finance Department budget increased 8.19% in FY 2017-2018 due to a merit increase and market adjustments.

Key Goals and Objectives

Goal 1
Maintain strict financial accountability.

Objectives:

- Administer the recording and reporting of all financial transactions.
- Work closely with auditors and oversee the annual audit process ensuring all financial statements and policies are a true and accurate picture of the City's finances.
- Maintain strict compliance with Generally Accepted Accounting Principles.

Goal 2
Maintain strong financial control and budget compliance.

Objectives:

- Review and report to the City Council and City Manager the status of financial activity on a monthly basis.
- Provide strict control over expenditures and all accounting transactions to ensure proper authorization prior to the encumbrance and/or purchase of goods and services.
- Maintain auditable records in accordance with generally accepted auditing standards.
- Implement new technology improvements to provide accurate and timely financial data.

Goal 3
Maintain financial credibility with the investment community necessary to ensure the availability of future capital spending.

Objectives:

- Maintain a 1.10 Bond Covenant that includes a 1.30 Utility Debt Coverage factor annually.
- Search for ways to improve the revenue position and reduce funding costs.
- Ensure open communication with all bond rating agencies and financial markets.

Performance Objectives

- Enhance the bond rating of the City in all funds.
- Review and revise the City's rate structure as needed.
- Publish annual and semi-annual reports.
- Maintain strong financial management in all funds.

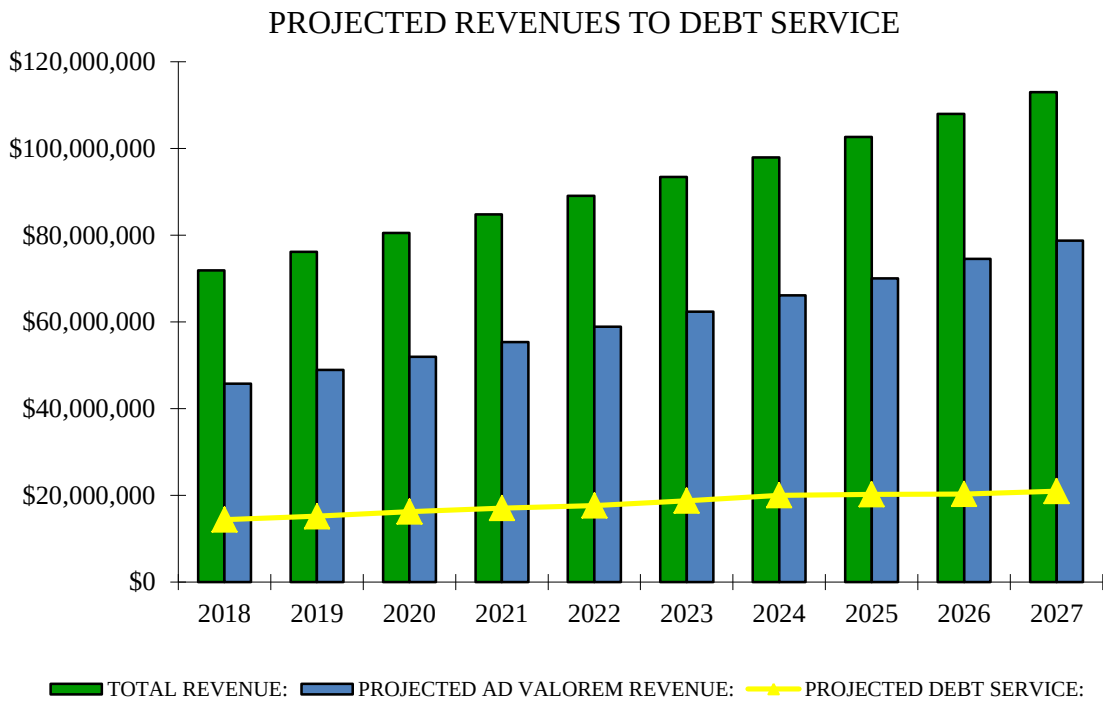
Finance	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Annual Audit	1	1	1	1
Financial Reports to City Council	12	12	12	12
Invoices Submitted for Payment	13,113	17,737	18,130	18,500
Checks Processed	7,852	8,119	8,619	9,000
Purchasing Cards Processed	142	147	161	175
Workload				
Debt Managed (Millions)	178	238	256	308
Average Daily Investments (Millions)	80M	80M	66.4M	66.8M
Operating Budgets Managed (Millions)	164M	191M	210M	205M
Tax Collections (Millions)	35.5M	38.3M	41M	45.7M
Productivity				
Tax Collection Rate	100%	100%	100%	100%
GFOA CAFR Award	1	1	1	1
Departmental Budget Meetings	15	15	19	20
Effectiveness				
Percent Savings of Bond Upgrades	2%	2%	2%	2%
Debt as a Percentage of Total Taxes	36%	35%	37%	33%
Fund Balance-General Fund	12,020,382	13,076,981	13,076,981	13,076,981
Fund Balance Requirement of 25% Accomplished	100%	100%	100%	100%

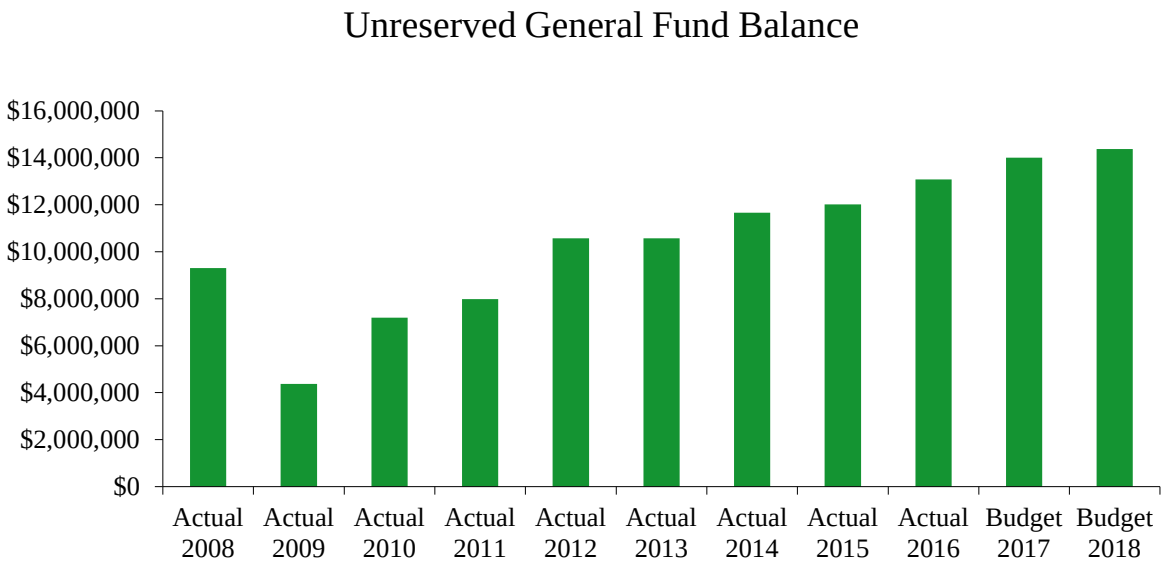
Measurable Outcomes:

- Due to timing of debt issuance, debt ratios have remained constant.
- In 2018, the Fund Balance will exceed $13,000,000.
- The City will maintain or improve the bond ratings from all three major Bond Rating Agencies.

Finance Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 445,771	$ 493,125	$ 536,784	8.85%
Operations	67,965	59,036	60,604	2.66%
Total	$ 513,736	$ 552,161	$ 597,388	8.19%

Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Deputy City Manager	1	1	1	
Asst. Business Services Director	1	1	1	
Financial Analyst	1	1	1	
Total	3	3	3	0


PROJECTED REVENUES TO DEBT SERVICE
$120,000,000
$100,000,000
$80,000,000
$60,000,000
$40,000,000
$20,000,000
$0
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
TOTAL REVENUE:
PROJECTED AD VALOREM REVENUE:
PROJECTED DEBT SERVICE:


Unreserved General Fund Balance
$16,000,000
$14,000,000
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
Actual 2008
Actual 2009
Actual 2010
Actual 2011
Actual 2012
Actual 2013
Actual 2014
Actual 2015
Actual 2016
Budget 2017
Budget 2018

ACCOUNTING DEPARTMENT

MISSION STATEMENT:

The Accounting Department mission is to provide 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.

Department at a Glance

The Accounting Department includes the Accounting Supervisor, Accounts Payable Clerk and Chief Accountant. The Accounting budget decreased 9.95% in FY 2017-2018 as a result of salary and benefits savings from the retirement of a tenured employee.

Key Goals and Objectives

Goal 1
Provide all users with accurate financial data on a timely basis.

Objectives:
- Disburse reports to service departments within 5 business days after month end closing.
- Compile monthly financial reports to the Assistant Finance Director at the close of the month.
- Submit reports to regulatory agencies as requested.

Goal 2
Receive the award from the Government Finance Officers Association for outstanding financial reporting in the CAFR.

Objectives:
- Prepare the annual report in accordance with Generally Accepted Accounting Principles.
- Implement the latest accounting changes that provide accurate financial reports to both internal and external customers.
- Prepare all reports in a manner to ensure ease of reading and clear understanding for the reader.
- Ensure all assets are accurately reflected in the annual CAFR.

Goal 3
Ensure adequate and appropriate financial controls are in place.

Objectives:
- Safeguard assets from unauthorized loss or dispositions.
- Ensure payments and purchase card transactions are processed in accordance with financial policy.
- Ensure all invoices submitted and payments made will receive discounts whenever possible.

Performance Objectives
- Pay all invoices submitted within 30 days.
- Process all purchase card transactions within 30 days.
- Ensure all payments are applied correctly to the appropriate accounts.

Accounting	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Checks Processed for Payment	7,852	8,119	8,619	9,000
Purchase Cards Processed for Payment	142	147	161	175
Invoices Submitted/Reviewed for Payment	13,113	17,737	18,130	18,500
Workload				
Payments Disbursed (Millions)	156M	165M	209M	205M
Purchase Card Processed	142	147	161	175
Payrolls Processed	28	28	28	28
Journal Entries Processed	5,791	5,633	5,622	5,620
Productivity				
Invoices Processed	13,113	17,737	18,130	18,500
Purchase Cards Processed	142	147	161	175
Financial Reports Compiled	14	14	14	14
Effectiveness				
Payments Processed within 30 Days	100%	100%	100%	100%
Purchase Cards Processed within 30 Days	100%	100%	100%	100%
Average Time for Payment Approval (Days)	3	3	3	3

Measurable Outcomes:

- All payments are processed within 30 days.
- Purchase cards have been issued to reduce the amount of invoice processing and processing costs.

Accounting Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 251,054	$ 298,649	$ 263,923	-11.63%
Operations	71,020	182,170	169,055	-7.20%
Total	$ 322,074	$ 480,819	$ 432,978	-9.95%

Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Accounting Supervisor	1	1	1	
Chief Accountant	1	1	1	
Accounts Payable Clerk	1	1	1	
Total	3	3	3	0

PURCHASING DEPARTMENT

MISSION STATEMENT:

The Purchasing Department mission is to provide a cost effective platform that enables the City's departments to purchase the goods and services necessary for the operations of the departmental programs of the City to meet the needs of the citizens of Mansfield, Texas.

Department at a Glance

The Purchasing Department has relegated the ordinary purchasing activity of the department to the City's individual departments. Staffing of the Purchasing Department is equally allocated between the Budget Department and the Purchasing department. The Purchasing Department budget increased 1.31% due to a merit increase and market adjustment offset by a reduction in operations and maintenance costs.

Key Goals and Objectives

Goal 1
Continue to develop a centralized purchasing program that is cost effective and provides end users with the best value.

Objectives:
- Provide bulk buying opportunities whenever possible.
- Utilize cooperative purchasing agreements to reduce costs and provide timely purchasing of goods and services.
- Educate and provide service departments with E-Commerce opportunities utilizing web-based buying and disposition of retired assets.
- Develop specifications that may be used by multiple departments.

Goal 2
Utilize the latest technology to enhance the purchasing process.

Objectives:
- Continue to utilize on-line purchasing opportunities to procure goods and services.
- Utilize vendor web sites to provide direct access to all goods and services and reduce procurement costs.
- Utilize web-based bid tabulation opportunities and HUB vendor notifications.
- Dispose of retired City assets utilizing on-line auctions.

Goal 3
Ensure compliance with the City's purchasing polices.

Objectives:
- Ensure all legislative changes are incorporated into the City Purchasing Policy.
- Ensure purchase order thresholds and requirements are met by all departments.
- Educate and train all departments in the purchasing process to ensure compliance with all local, state and federal law.

Performance Objectives

- Utilize technology to enhance the purchasing function.
- Ensure compliance with the purchasing policy.
- Ensure timely issuance of purchase orders.
- Provide service departments with E-Commerce opportunities.

Purchasing	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Request for Purchase Orders (Electronic)	602	704	800	850
Payment Authorizations/Release Orders Submitted	13,113	17,737	18,130	18,500
On-Line Auctions	12	12	12	12
Workload				
Purchase Orders Issued	1,488	1,046	1,075	1,101
Payment Authorizations/Release Orders Approved	13,113	17,737	18,130	18,500
Productivity				
Dollar Value of Purchase Orders	$ 71,777,822	$ 81,746,315	$ 84,538,552	$ 86,724,665
City-Wide Specifications Developed	4	6	9	9
Effectiveness				
Cooperative Purchasing Agreements	8	8	10	10
Purchase Orders Issued within 5 Days	100%	100%	100%	100%
Vendors Approved within 5 Days	100%	100%	100%	100%
Proceeds from Auctioned Property	$ 91,481	$ 123,379	$ 50,000	$ 50,500

Measurable Outcomes:

- All payments are processed within 30 days.
- All purchase orders are issued within 5 days.
- On Line auctions have resulted in additional net proceeds from the sale of obsolete equipment and reduced expenses related to live auctions.

Purchasing Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 72,812	$ 81,765	$ 83,462	2.08%
Operations	10,705	7,196	6,665	-7.39%
Total	$ 83,517	$ 88,961	$ 90,127	1.31%

Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Budget & Purchasing Director*	0.5	0.5	0.5	
Total	0.5	0.5	0.5	0

*Split with the Budget Department.

BUDGET DEPARTMENT

MISSION STATEMENT:

The Budget Department mission is to develop, coordinate and monitor the City's budget program for each department, make budget amendments as necessary, and keep management informed of revenue and expenditure patterns throughout the budget year.

Department at a Glance

The Budget Department salary and benefits costs are split with the Purchasing Department. The Budget Department budget remained steady with a slight 0.04% increase.

Key Goals and Objectives

Goal 1
Maintain the integrity of the adopted budget in all funds.

Objectives:
- Approve only budgeted expenditures unless otherwise authorized by City Council or management.
- Provide real-time line item expenditures to all service departments for review.
- Monitor revised appropriations to ensure the availability of funds and legal compliance.

Goal 2
Prepare the City's budget based on City Council and City Manager prioritization of new and existing programs utilizing available resources.

Objectives:
- Ensure City Council and City Administration priorities are addressed in the budget.
- Incorporate policy and performance objectives into the operating budgets of all service departments.
- Require detailed justification for any new program that may require additional funding.

Goal 3
Continue to receive the GFOA Outstanding Budget Presentation Award.

Objectives:
- Prepare the budget document incorporating revenues, expenditures, performance measures and statistical analysis to present a balanced budget.
- Create a budget document that is easy to read, appealing to the reader and contains all budget information related to the City's Annual Service Plan.
- Provide access to the budget document in a PDF format and on the City of Mansfield website.

Performance Objectives
- Obtain the Outstanding Budget Presentation Award.
- Enhance the budget document using charts, graphs and tables.
- Ensure actual expenditures do not exceed budgeted expenditures.

Budget	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Departmental Budget Meetings	15	15	19	20
Scheduled Budget Workshops	2	2	2	2
Financial Reports Submitted	12	12	12	12
Workload				
GFOA Award Submission	1	1	1	1
Long Term Financial Plan Meetings	2	2	12	12
Operating Budgets Managed (Millions)	164M	191M	210M	205M
Productivity				
Percent of Actual vs. Budget Expenditures	100%	100%	100%	100%
Effectiveness				
GFOA Distinguished Budget Award	1	1	1	1
Actual vs. Budget Expenditures	100%	100%	100%	100%

Measurable Outcomes:

- Expenditures historically have not exceeded budget amounts.
- Long Term planning has become an integral part of the budget process.
- Budget projections are quantifiable and utilize historical patterns to develop multi-year trends.

Budget Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 71,712	$ 81,765	$ 83,462	2.08%
Operations	7,591	10,970	9,310	-15.14%
Total	$ 79,303	$ 92,735	$ 92,772	0.04%

Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Budget & Purchasing Director*	0.5	0.5	0.5	
Total	0.5	0.5	0.5	0

*Split with the Purchasing Department.

INFORMATION TECHNOLOGY DEPARTMENT

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 current and future requirements for staff and the citizens of the City of Mansfield.

Department at a Glance

The Information Technology Department budget increased 0.68% due to a merit increase. The Information Technology Department includes the IT Director, Assistant Director, Web Master and Network Administrator.

Key Goals and Objectives

Goal 1
Update broadcasting equipment in Council Chambers and the Multi-Purpose Room.

Objectives:
- Replace analog cameras with digital cameras in both areas.
- Replace microphones in the Multi-Purpose Room.
- Replace overhead speakers in Council Chambers.

Goal 2
Update the Conference Room's technology.

Objectives:
- Replace projector(s) with Newline Interactive TruTouch Displays.
- Replace standard phones with conference call phones.

Goal 3
Maintain current hardware to provide for negligible network downtime.

Objectives:
- Continue annual maintenance contracts.
- Purchase hot-spare firewall for minimal downtime on hardware failure.
- Replace aged network devices.

Performance Objectives
- Provide upgraded equipment for broadcasting in Council Chambers and Multi-Purpose Room.
- Update equipment in the main Conference Room.
- Maintain current hardware and take steps to reduce network downtime.

Information Technology	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
PC/Laptops Supported	450+	450+	450+	500
Software Applications Supported	59	65	70	81
Mobile Devices Supported (NEW)			350+	350+
Workload				
Average IT Requests Daily	21	22	23	24
E-Mail Accounts Maintained	375	450	455	465
Facilities Supported	15	17	18	18
Network Infrastructure Hardware Supported	350+	400+	500+	500+
Productivity				
Websites Maintained (NEW)			12	17
Domain Names Maintained (NEW)			42	54
Effectiveness				
IT Service Requests answered within 2 hour	100%	100%	100%	100%
City Network Downtime	Less than 1%	Less than 1%	Less than 1%	Less than 1%
E-Mail Downtime	Less than 1%	Less than 1%	Less than 1%	Less than 1%
Website Downtime	Less than 1%	Less than 1%	Less than 1%	Less than 1%

Measurable Outcomes:

- Improved quality of City Council Meeting broadcasts.
- Improved collaboration and efficiency during meetings held in the main Conference Room.
- Network uptime as close to 99.99% as possible.

IT Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 408,504	$ 546,755	$ 553,486	1.23%
Operations	289,739	281,803	280,693	-0.39%
Total	$ 698,243	$ 828,558	$ 834,179	0.68%

Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
IT Director	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

SANITATION DEPARTMENT

MISSION STATEMENT:

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

Department at a Glance

The City of Mansfield has individually contracted with its Sanitation Services Company to perform the collection of refuse and recyclable materials on behalf of the City. The relationship between the City of Mansfield and the company is administered through the Finance Department and the City Administration Department. The Sanitation contract was budgeted at the same amount as the prior fiscal year.

Key Goals and Objectives

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

Objectives:
- Educate and inform the citizens as to the value of recycling.
- Research and find ways to make recycling easier and fun for citizens.
- Convey to participants the necessity to recycle and extend the life of local landfills.
- Develop the recycling cart program to fit the individual needs of the citizens.

Goal 2
Work with the contractor to increase public satisfaction.

Objectives:
- Increase communication by resolving complaints immediately.
- Require the contractor to use the latest technology and equipment to service the citizens.
- 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:
- Work with the disposal contractor to ensure residential and commercial customers receive the best service available by requiring a regular schedule City-wide.
- Establish minimum service levels to ensure customer satisfaction.
- Monitor service levels and rates structure within the marketplace as compared to the City's services and fees.
- Adhere to minimum service levels to ensure customer satisfaction.

Performance Objectives
- Increase the use of recycling by citizens and commercial accounts.
- Reduce service complaints.

Sanitation	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Waste Disposal Accounts (residential)	17,556	18,013	18,426	18,979
Waste Disposal Accounts (commercial)	129	119	132	136
Workload				
Annual Waste Disposal Pick-Ups	1,839,240	1,885,728	1,930,032	1,987,933
Waste Disposal Area (sq. miles)	36.69	36.69	36.69	36.69
Productivity				
Avg. Residential Pick-Up per Week	2	2	2	2
Percent of Disposal Pick-Ups Weekly	100%	100%	100%	100%
Effectiveness				
Complaints resolved within 24 hours	100%	100%	100%	100%

Measurable Outcomes:

- Customer complaints are resolved within 24 hours of receipt.
- Recycling has increased due to public education and the availability of recycling bins at City hall.

Sanitation Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services				
Operations	$ 2,234,313	$ 2,239,140	$ 2,239,140	0.00%
Total	$ 2,234,313	$ 2,239,140	$ 2,239,140	0.00%

TAX ASSESSING AND COLLECTION DEPARTMENT

MISSION STATEMENT:

The Tax Assessing and Collection Department mission is to provide cost effective service in the collection of current property tax collection, delinquent property tax accounts and provide accurate accounting of the property tax collections for the City of Mansfield.

Department at a Glance

The Tax Assessing and Collection function is performed via contract with the Tarrant County Tax Assessor-Collector. The department has no staffing. The operating budget increased 5.92% in FY 2017-2018 due to fee increases in the service contract.

Key Goals and Objectives

Goal 1
Provide a cost effective and efficient service to the citizens.

Objectives:

- Contract with Tarrant County for the collection of all taxes.
- Record and report monthly tax collections to the Business Services Division.

Performance Objectives

- Ensure the efficient collection of all property taxes.

Tax Assessment	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Taxable Valuation (millions)	$ 4,690	$ 5,246	$ 5,453	$ 6,412
Statements Mailed	21,388	21,727	22,127	22,450
Workload				
Taxable Accounts	21,388	21,727	22,127	22,791
Current Collections	35,541,899	38,268,815	40,955,520	45,731,325
Productivity				
Statements Mailed	21,388	21,727	22,127	22,450
Effectiveness				
Collection rate	100%	100%	100%	100%

Measurable Outcomes:

- Collect 100% of all current and delinquent property taxes.

Tax Assessment Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services				
Operations	$ 286,967	$ 273,800	$ 290,000	5.92%
Total	$ 286,967	$ 273,800	$ 290,000	5.92%

CITY SECRETARY DEPARTMENT

MISSION STATEMENT:

The mission of the City Secretary's Office is to promote open and responsive government by recording and preserving the City's legislative history and official documents, providing public information, and conducting municipal elections in accordance with State Law.

Department at a Glance

The City Secretary Department budget decreased 0.56% in FY 2017-2018 due to operations and maintenance offsetting the slight increase for merit adjustments.

Key Goals and Objectives

Goal 1
Ensure the integrity of records and historical information of the City of Mansfield.

Objectives:
- Establish a filing system that will preserve and protect legislative history, contracts, and other official documents maintained by the City Secretary's Office.
- Establish an inventory of records maintained by the City Secretary's Office to facilitate expedient retrieval of information and records.
- Coordinate the production of records requested pursuant to the Texas Public Information Act.

Goal 2
Facilitate an effective Records Management Program.

Objectives:
- Assist other City departments with implementation and ongoing execution of the Records Management Program.
- Facilitate the approval and destruction process for expired records stored in-house and off-site.

Goal 3
Maintain a professional, legal, and ethical municipal election process.

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

Performance Objectives
- Ensure the integrity of the legal documents of the City.
- Continue to enroll ordinances and resolutions as mandated by City Council.
- Ensure the integrity of the election process.

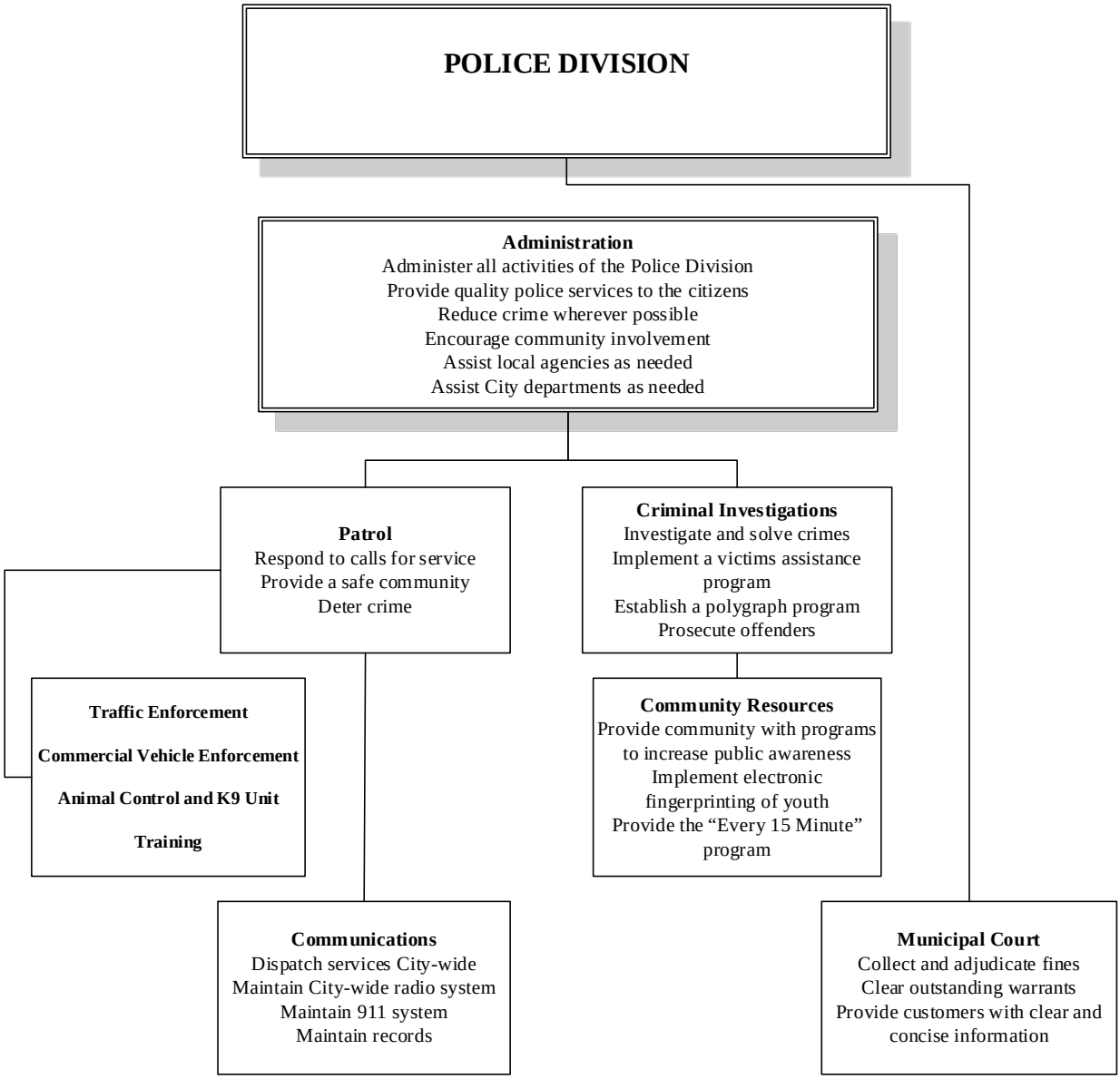
City Secretary	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Council Meetings	41	36	40	40
Subcommittee Meetings	13	21	26	18
Emergency Meetings	0	0	1	1
Workload				
Ordinances Enrolled	49	47	50	48
Resolutions Enrolled	108	137	110	110
Open Record Requests Processed	389	343	400	350
Vital Records Processed	2,915	2,647	3,000	2,800
Vehicle Registrations Processed	117	228	318	228
Bid Openings Conducted	27	26	30	30
Effectiveness				
Open Records Requests within 10 days	100%	100%	100%	100%
Records Destroyed within 12 months	50%	50%	80%	80%

Measurable Outcomes:

- Process requests for public information within ten business days of submission.
- Complete destruction of records maintained off-site within twelve months after expiration of the prescribed preservation period mandated by Texas State Library & Archives Commission Record Control Schedules.

City Secretary Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 265,458	$ 312,387	$ 315,440	0.98%
Operations	59,766	70,298	65,099	-7.40%
Total	$ 325,224	$ 382,685	$ 380,539	-0.56%

Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
City Secretary	1	1	1	
Assistant City Secretary	1	1	1	
Records Manager	1	1	1	
Total	3	3	3	0



Police Division Highlights

- Over 90,000 calls for service are estimated in 2017-2018.
- Criminal Investigations is expected to clear 1,750 cases.
- Mansfield has 1.58 Patrol Officers per square mile.

POLICE DIVISION AT A GLANCE

Budget Summary

The Police Division budget increased 8.36% in FY 2017-2018. The increase is due to a merit increase, market adjustment, four new patrol officer positions and increased overtime costs.

Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Public Safety Administration*	$ 656,575			0.00%
Police Administration	1,406,468	1,508,684	1,543,210	2.29%
Communications	2,530,479	2,673,212	2,671,445	-0.07%
Patrol Operations	6,468,391	6,597,420	7,705,371	16.79%
Traffic	439,005	465,817	604,860	29.85%
Commercial Vehicle Enforcement	313,470	331,194	320,581	-3.20%
Criminal Investigations	2,572,202	2,641,045	2,676,586	1.35%
Municipal Court	604,670	675,112	738,785	9.43%
Community Resource	150,860	637,639	685,515	7.51%
K-9	229,090	252,716	272,819	7.95%
Animal Control	657,743	677,109	666,813	-1.52%
Training	98,135	158,128	110,571	-30.08%
Task Force	304,892	278,838	312,405	12.04%
Grants	197,222			
Total	$ 16,629,203	$ 16,896,914	$ 18,308,959	8.36%

*Moved to the Legal Department and Criminal Investigation Department

Division Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 13,789,329	$ 14,219,020	$ 15,828,813	11.32%
Operations	2,839,874	2,677,894	2,480,146	-7.38%
Total	$ 16,629,203	$ 16,896,914	$ 18,308,959	8.36%

MISSION STATEMENT FOR THE POLICE DIVISION:

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.

POLICE ADMINISTRATION

Department at a Glance

The Police Administration Department includes the Police Chief, Assistant Police Chief, one training sergeant, one administrative assistant, four administrative staff and one custodian to support the Police Division. The Administration Department budget increased 2.29% due to a merit increase and market adjustment.

Key Goals and Objectives

Goal 1
Continue archiving paper police records to a digital format.

Objectives:
- Increase storage capabilities by moving to a digital format.
- More effective retrieval of archived documents.

Goal 2
Receive recognition status through the Texas Police Chief's Association Law Enforcement Recognition/ "Best Practices" program.

Objectives:
- Complete submission of designated policies and prepare for on-site evaluation.
- Receive recognition status within the first quarter of the fiscal year.

Goal 3
Continue management succession planning.

Objectives:
- Identify critical training for each position of management.
- Identify the education requirements to achieve advancement.

Performance Objectives
- Continue archiving paper police records to digital format.
- Receive recognition status through the Texas Police Chief's Association Law Enforcement Recognition/"Best Practices" program.
- Continue with management succession planning.

Administration	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Population Increase	1%	1%	13%	2%
Calls for Service	64,000	63,737	65,025	64,000
Service Area (miles)	36.69	36.69	36.69	36.69
Workload				
Division Staffing	10	10	9	9
Arrests	2,952	1919	2,700	1900
Operating budget	$1,455,280	$1,455,852	$1,508,684	$1,543,210
Productivity				
Average Cost per Citizen	$26.49	$23.92	$22.31	$21.99
Department Budget Meetings	8	8	8	8
Effectiveness				
Department Turnover	0	0	0	0
Training Hours per Officer	80	80	120	120
Percent of Mandatory Training	Over 100%	Over 100%	Over 100%	Over 100%

Measurable Outcomes:

- Increase storage space through technology.
- Receive recognition status.
- Completed advancement objectives for the existing management team.

Police Administration Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 843,401	$ 963,303	$ 990,934	2.87%
Operations	563,067	545,381	552,276	1.26%
Total	$ 1,406,468	$ 1,508,684	$ 1,543,210	2.29%

Police Administration Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Police Chief	1	1	1	
Assistant Chief	1	1	1	
Training Sergeant	1	1	1	
Administrative Assistant	1	1	1	
Administrative Support	4	4	4	
Custodian	1	1	1	
Total	9	9	9	0

COMMUNICATIONS

Department at a Glance

The Communications Department includes the Communications Supervisor, one radio systems manager, one assistant radio systems manager and twenty-one dispatch positions. The Communications Department budget decreased 0.07% in FY 2017-2018 over last fiscal year.

Key Goals and Objectives

Goal 1
Provide a high level of call taking service with the community during 9-1-1 emergency calls into the Communications Center.

Objectives:
- Complete a minimum of thirty quality assurance reviews monthly on random 9-1-1 emergency calls.
- Review calls with employees in any area of call taking that show a need for improvement during quality assurance reviews.

Goal 2
Continue implementation of the Emergency Medical Dispatching (EMD) program.

Objectives:
- Continue with the EMD Implementation Committee and develop EMD policy and procedures.
- Ensure all Communications employees receive EMD certification.

Goal 3
Communications Supervisors will work to achieve organized storage and retention process to reduce 25% of the storage space for records.

Objectives:
- Communications Supervisor will be assigned training records and develop an organized file system per state rules and regulations.
- Communications Supervisor will be assigned electronic entry and clearance records and develop an organized file system per state rules and regulations.

Performance Objectives
- Review 9-1-1 call taking performance to improve quality of service.
- Develop policy and procedures and train Communications employees to obtain EMD certification.
- Reduce records storage space and improve organization of files.

Communications	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Population Served	60,000	60,872	68,784	70,170
Calls for Service	98,363	89,308	93,500	90,953
911 Calls for Service	40,471	36,745	38,500	40,338
Workload				
Calls for Service	98,363	89,308	93,500	90,953
Calls for Service per 8 Hour Shift	90	82	85	88
911 Calls per 8 Hour Shift	37	34	35	36
Productivity				
Average Cost per Citizen	$39.30	$44.35	$42.24	$38.07
Average Staffing per Shift	4	4	4	4
Effectiveness				
Dispatched Calls Under 8 Minutes	96%	95%	97%	98%
Percent of Mandatory Training	100%	100%	100%	100%

Measurable Outcomes:

- Conduct 30 call taking quality assurance reviews during random 9-1-1 calls.
- EMD certification for 100% of Communications personnel.
- Reduce records storage space by 25%.

Communications Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 1,841,635	$ 2,046,790	$ 2,128,670	4.00%
Operations	688,844	626,422	542,775	-13.35%
Total	$ 2,530,479	$ 2,673,212	$ 2,671,445	-0.07%

Communications Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Communications Supervisor	1	1	1	
Radio Systems Manager	1	1	1	
Assistant Radio Systems Mgr.	1	1	1	
Dispatchers	21	21	21	
Total	24	24	24	0

PATROL

Department at a Glance

The Police Patrol Department includes the Assistant Police Chief, one captain, five sergeants, six corporals and forty five patrol officers. The Patrol Department increased 16.79% due to a merit increase, market adjustments, overtime increases, and the addition of four patrol officers in FY 2017-2018. (Two patrol officers were added during FY 2016-2017, for a total of six new positions over last year's budget.)

Key Goals and Objectives

Goal 1
Add at least one additional Unmanned Aircraft System (UAS) Operator to the Patrol Department.

Objectives:
- Create a UAS division staffed with a minimum of two officers.
- Increase availability of UAS operations to the department.

Goal 2
Patrol Officers complete Mental Health Peace Officer 40-hour course.

Objectives:
- Have all patrol officers complete the course.
- Build the officers' confidence and abilities when dealing with the mentally ill.

Goal 3
Improve the Honor Guard Unit.

Objectives:
- Establish eight highly trained and dedicated officers assigned to the Honor Guard.
- Create two separate four-man teams for Honor Guard details.

Performance Objectives
- Expand the use of UAS operations with the addition of a UAS operator.
- Provide Mental Health Peace Officer training to all Patrol officers.
- Form two Honor Guard detail teams.

Patrol	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Population	60,000	60,872	68,784	70,170
Calls for Service	69,517	63,705	65,025	63,310
911 Calls for Service	28,602	26,210	27,150	28,124
Service Area	36.69	36.69	36.69	36.69
Workload				
Departmental Staffing	49	51	52	58
Departmental Budget	$5,327,915	$6,045,542	$6,597,419	$7,705,371
Traffic Citations	6,721	5408	4,790	4242
DWI Arrests	86	109	128	150
Accidents-Non-Injury	594	553	600	650
Accidents-Injury	362	393	410	500
Productivity				
Average Cost per Citizen	$94.70	99.33	$104.25	$110.00
Average Staffing per Shift	8	8	8	9
Patrol Officers per Square Mile	1	1.33	1.47	1.58
Effectiveness				
Calls Answered in Under 8 Minutes	81%	81%	82%	82%
Turnover	2	1	4	0
Accidents-Injury	362	393	410	500

Measurable Outcomes:

- A second UAS operator and equipment will be established by mid-year.
- All officers assigned to Patrol will complete Mental Health training by mid-year.
- Selection of Honor Guard team members and training to be completed by the end of 3rd quarter.

Patrol Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 5,902,305	$ 5,966,477	$ 7,085,625	18.76%
Operations	566,086	630,943	619,746	-1.77%
Total	$ 6,468,391	$ 6,597,420	$ 7,705,371	16.79%

Patrol Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Assistant Chief	1	1	1	
Captain	1	1	1	
Patrol Sergeant	5	5	5	
Patrol Corporal	6	6	6	
Patrol Officer	38	39	45	6
Total	51	52	58	6

TRAFFIC

Department at a Glance

The Traffic Department captures actual costs and performance measures of traffic enforcement and investigations within the City. The Traffic Department consists of one Traffic Investigator and three motor officers. The Traffic Department budget increased 29.85% due to a merit increase, overtime increases, and movement of an additional officer plus the associated operations and maintenance costs to this department in FY 2017-2018.

Key Goals and Objectives

Goal 1
Proactive speed enforcement in active school zones.

Objectives:

- Targeted enforcement in all school zones, both morning and afternoon sessions.
- Conduct periodic checks to ensure all school zone equipment is operating properly and flashing at the correct times.

Goal 2
Continue to identify and enforce the "Registration Law" on all vehicles, including covered farm vehicles, motorcycles, equipment and trailers.

Objectives:

- Ensure motorists are aware of the law via education and utilizing social or local media services.
- Target enforcement of vehicles abusing the registration requirements of the 72 / 144 hour permits.

Goal 3
Continue enforcement of the "Stop Line / Designated Point of Stopping in Crosswalks Laws."

Objectives:

- Target enforcement of the Stop Line Law in congested traffic areas, preventing unsafe traffic conditions.
- Periodically check intersections for proper markings and signage. Partner with the Street Department for a working relationship to repair any damaged signage or markings.

Performance Objectives

- Enhance the enforcement of traffic violations in and around active school zones to provide for a safer environment for children.
- Reduce the number of violations of the "Registration Law."
- Continue to monitor traffic violations in high traffic areas with the goal of improving safety.

Traffic	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Calls for Service	3,189	2,794	3,650	3,750
911 Calls for Service	35	221	55	250
Service Area	36.69	36.69	36.69	36.69
Workload				
Department Staffing	2	2	3	3
Arrests	0	1	1	1
Traffic Citations	2,789	1,895	1,414	1,550
DWI Arrests	0	0	0	0
Accidents-Non Injury	40	123	75	150
Accidents-Injury	37	60	35	75
Productivity				
Accidents-Non Injury	40	123	75	150
Accidents-Injury	37	60	35	75
Effectiveness				
Accidents-Non Injury	40	123	75	150
Accidents-Injury	37	60	35	75

Measurable Outcomes:

- Reduction of school zone speed violations over last year.
- Increased enforcement to provide awareness and education, reducing the overall number of violations over last year.
- Reduction in traffic accidents and congestion by active enforcement of Stop Line laws as compared to last year's data.

Traffic Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 404,291	$ 426,430	$ 563,909	32.24%
Operations	34,714	39,387	40,951	3.97%
Total	$ 439,005	$ 465,817	$ 604,860	29.85%

Traffic Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Traffic Investigator	1	1	1	
Motor Officers	2	2	3	1
Total	3	3	4	1

COMMERCIAL VEHICLE ENFORCEMENT

Department at a Glance

The Commercial Vehicle Enforcement Department includes one sergeant and one patrol officer. The Commercial Vehicle Enforcement budget decreased 3.2% due to interdepartmental reassignment of officers within the Police Division, resulting in slightly lower personnel costs for FY 2017-2018.

Key Goals and Objectives

Goal 1
Focus on Texas oversize/overweight permit enforcement.

Objectives:
- Partner with Texas Department of Motor Vehicles to ensure proper route conditions.
- Targeted enforcement on “Hubometer” and “Single Trip” permits.

Goal 2
Continuing education and enforcement of regulated hazardous materials traveling through Mansfield city limits.

Objectives:
- Commercial Enforcement Officers attend a refresher North American Hazardous Material class at Texas Motor Carrier.
- Targeted enforcement of regulated non-bulk hazardous material shipments.

Goal 3
Continued enforcement of Texas size and weight laws to ensure Commercial Motor Vehicle safety within city limits.

Objectives:
- Targeted enforcement of cement mix trucks traveling through the city limits.
- Large scale operation focusing on designated roadways with heavy truck traffic.

Performance Objectives
- Increased identification of permit violations committed by commercial motor vehicles.
- Detection and enforcement of violations by hazardous materials transporters who utilize the roadways within the City.
- Continuation of specific and random inspection activities to respond to commercial motor vehicle safety issues within the City of Mansfield.

Commercial Vehicle Enforcement	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Calls for Service	1767	3286	2050	3000
911 Calls for Service	47	381	95	400
Service Area (square miles)	36.69	36.69	36.69	36.69
Workload				
Arrests	13	15	19	25
Traffic Citations	1653	1424	1815	2313
DWI Arrests	0	2	1	1
Accidents-Non Injury	5	159	60	175
Accidents-Injury	2	76	30	85
Productivity				
Average Cost per Citizen	$4.29	$4.34	$5.23	$4.57
Officers per Square Mile	0.05	0.05	0.08	0.08
Effectiveness				
Contacts	618	2100	2200	2400
Inspections	496	800	875	925
Infractions	1489	2100	2200	2400
Vehicles Placed Out of Service	193	200	225	225
Weight Violations	74	105	130	140
Vehicles With No Violations	137	344	348	350
Post Crash Inspections	3	6	8	15
Federal Citations Issued	216	295	315	300
State Citations Issued	1370	1100	1500	1500
Accidents-Injury	5	76	30	85
Accidents-Fatality	2	2	2	2
Percent of Mandatory Training	100%	100%	100%	100%

Measurable Outcomes:

- Reduce the number of truck curfew violations by 20%.
- Through regular details, reduce Hazardous Material violations by 10%.
- Through regular details, reduce overweight violations by 10%.

Commercial Vehicle Enforcement Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 279,519	$ 296,653	$ 286,243	-3.51%
Operations	33,952	34,542	34,338	-0.59%
Total	$ 313,470	$ 331,194	$ 320,581	-3.20%

CVE Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Sergeant	1	1	1	
Patrol Officer	1	1	1	
Total	2	2	2	0

CRIMINAL INVESTIGATIONS

Department at a Glance

The Criminal Investigation Department includes one captain, three sergeants, one victim assistance coordinator, ten detectives, two property technicians, one civilian investigator and one crime analyst. The CID budget increased 1.35% due to a merit increase.

Key Goals and Objectives

Goal 1
Crime Scene Unit expansion.

Objectives:

- Within 90 days, supervisors will identify at least two personnel who meet requirements and expectations and ensure they receive complete, professional, hands-on training to fully prepare them for on-call status.
- Personnel will enter the on-call rotation once training is complete, which will allow for a more manageable on-call requirement for our current staff.

Goal 2
Enhance knowledge base on the use of social media and technology in case development, investigation and prosecution.

Objectives:

- At least three members of the Criminal Investigations Department will be selected to undergo extensive training in the use of social media in criminal investigations.
- Members who have attended social media investigative training will in turn train other detectives, supervisors and members of the Criminalistics Unit in the use of these skills.

Goal 3
Property Technicians will be cross-trained to conduct Firearm Trace Summary Reports on firearms and the procedures for obtaining National Integrated Ballistic Information Network (NIBIN) analysis within 90 days.

Objectives:

- Property Room Technicians will be trained to enter firearms by the Department of Justice ATF National Tracing Center into the national database.
- Property Technicians will receive training on processing of firearms as well as policies and procedures for transporting items to NIBIN analysis.

Performance Objectives

- Expand the Crime Scene Unit.
- Integrate the use of social media and technology in criminal investigation.
- Train Property Technicians on firearm procedures and policies.

CID	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Population	60,000	60,862	68,784	70,170
Operating Budget	$2,667,819	$2,572,205	$2,641,045	$2,677,846
Cases Assigned	2,952	2,180	2,700	2,650
Polygraphs	79	32	50	75
Workload				
Cases Assigned	2,952	2,180	2,700	2,650
Cases Per Investigator	328	273	245	265
Productivity				
Average Cost per Citizen	$36.42	$42.87	$38.40	$38.16
Cases Cleared	1,820	1,453	1,620	1,765
Cases Assigned Per Investigator	328	273	245	265
Effectiveness				
Average Cost per Citizen	$36.42	$42.87	$38.40	$38.16
Percent of Cases Cleared	62%	66%	60%	66%

Measurable Outcomes:

- Two crime scene technicians will be trained and added to the on-call rotation list by mid-year.
- At least three members will be trained in the specific use of social media to assist in criminal investigations.
- Firearm traces and NIBIN processing will become a responsibility of the Property Unit.

Criminal Investigations Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 2,330,627	$ 2,359,844	$ 2,418,977	2.51%
Operations	241,575	281,201	257,609	-8.39%
Total	$ 2,572,202	$ 2,641,045	$ 2,676,586	1.35%

Criminal Investigations Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
CID Captain	1	1	1	
CID Sergeant	3	2	2	
Crime Scence Director	0	1	1	
Crime Scene Technician	0	1	1	
Property Technician	2	2	2	
Detectives	9	9	9	
Detective-Polygraph	1	1	1	
Civil Investigator	1	1	1	
Crime Analyst	1	1	1	
Victims Assistantance Coordinator	1	1	1	
Total	19	20	20	0

MUNICIPAL COURT

Department at a Glance

The Municipal Court Department includes one Municipal Judge, one court administrator, one bailiff and four court clerks. Three associate judges are funded on a contractual basis. The Municipal Court budget increased 9.43% as a result of moving one salary from Juvenile Case Management to this department.

Key Goals and Objectives

Goal 1
Improve court technology for quick and efficient service.

Objectives:

- Finalize the integration of Incode Court Online Component, a new online payment software through Tyler Technologies, which better integrates our court operating system with online payment functions.
- Research other new technology available to expedite court procedures by reaching out to nearby courts, visiting them on site and observing how they have improved efficiency for the customer.

Goal 2
Enhancement of Continuing Education (CE) for each court staff member.

Objectives:

- Each member will continue to expand their education by attending one 16 hour training session provided by Texas Municipal Court Education Center or Texas Court Clerks Association.
- Coordinate cross-training (in house) with each clerk while maintaining normal operations to build a redundancy system in the event a clerk goes out of service at any time.

Goal 3
Institute new and available dockets and procedures.

Objectives:

- Commence bond forfeiture procedures by processing *judgement nisi*, final judgements, and adding a *scire facias* docket to our court calendar that allows for hearings for forfeiture of cash bonds when a defendant does not show up for court.
- Begin "Juvenile Now Adult" procedures as well as setting a special docket for those defendants that commit offenses while juveniles but do not show up for court. This procedure will allow for a new docket and a possible "Fail to Appear" charge being issued once they are an adult.

Performance Objectives

- Enhance customer service and reduce wait time using technology and best practices.
- Provide additional continuing education for all clerks.
- Implement new procedures to handle court no-shows and expedite case closure.

Municipal Court	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Annual Arraignments	4,264	5,696	5,000	5,200
Monthly Court Schedule	27	24	27	24
Jury Trials	16	28	20	20
Workload				
Annual Court Dockets (Adults)	6,720	5,296	5,000	4,000
Annual Court Dockets (Juveniles)	442	396	350	300
Warrants Issued	3,042	2,699	2,500	2,100
Productivity				
Warrants Cleared	2,690	2,580	2,400	2,200
Average Daily Arraignments	11	16	14	16
Effectiveness				
Amnesty Proceeds	$64,673	$64,755	$60,000	$60,000

Measurable Outcomes:

- Improve department technology to expedite and enhance service.
- Promote and enhance Continuing Education for each staff member with at least 16 hours of additional CE training.
- Initiate a minimum of two new court dockets and procedures to help achieve compliance and closure of old cases.

Municipal Court Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 491,754	$ 560,270	$ 641,198	14.44%
Operations	112,917	114,842	97,587	-15.03%
Total	$ 604,670	$ 675,112	$ 738,785	9.43%

Municipal Court Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Municipal Judge	1	1	1	
Court Administrator	1	1	1	
Deputy Court Clerk	4	4	4	
Baliff	1	1	1	
Total	7	7	7	0

COMMUNITY RESOURCES

Department at a Glance

The Community Resource Department includes five Community Resource Officers. The Community Resource Department budget increased 7.51% due to a merit increase and an increase in overtime.

Key Goals and Objectives

Goal 1
Develop Crime-Free Lifestyle Program.

Objectives:
- Replace "neighborhood watch" traditional program with modern techniques.
- Improve the program's ability to reach a larger population of the city.

Goal 2
Citizen's Emergency Response Team (CERT) equipment and training.

Objectives:
- Obtain full equipment for 30 CERT members.
- Send at least six team leaders to Houston, TX for Homeland Security "train the trainer" classes.

Goal 3
Conduct a Safety Fair day.

Objectives:
- Promote relationship between the Mansfield Police Department and Mansfield Citizens Police Academy Alumni Association.
- Strengthen relations with the citizens and businesses of Mansfield.

Performance Objectives
- Introduce new techniques for improving neighborhood safety.
- Create, train, and equip a Citizen's Emergency Response Team.
- Expand positive relationships with the public.

Community Resources	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
High Schools Serviced	6	6	6	6
Special Events	10	12	10	10
Citizen Police Academy Classes	1	1	2	2
Workload				
Community Programs Attended	80	95	120	125
Average Class-Citizen Academy	15	20	15	15
Children Fingerprinted	100	125	150	175
Productivity				
Average Cost per Citizen	$4.18	$2.48	$9.27	$9.77
Home Inspections	8	18	20	25
Effectiveness				
Percent of Scheduled Meetings Attended	100%	100%	100%	100%
Children fingerprinted	100	125	150	175

Measurable Outcomes:

- Deploy new Crime-Free program to at least 50% of the existing Home Owners Associations.
- CERT equipment secured during the fiscal year.
- Record the number of attendees and citizens served during Safety Fair to evaluate future events.

Community Resource Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 105,993	$ 575,513	$ 627,068	8.96%
Operations	44,867	62,126	58,447	-5.92%
Total	$ 150,860	$ 637,639	$ 685,515	7.51%

Community Resources Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Community Resource Officers	1	5	5	
Total	1	5	5	0

K-9 SERVICES

Department at a Glance

The K-9 Department includes two officers/K-9 handlers. The K-9 budget increased 7.95% due to a merit increase and overtime requirements.

Key Goals and Objectives

Goal 1
Develop a stronger bond with the community through community relations efforts.

Objectives:
- Become more involved with the Community Resources Office to provide demonstrations of K-9 abilities at events.
- Develop a new and updated K-9 presentation for future Citizen's Police Academy classes.

Goal 2
Develop a relationship with the Mansfield Jail Division to provide K-9 narcotic services on a random basis for their facility.

Objectives:
- Develop guidelines with Jail command staff to conduct random facility narcotic searches.
- Develop procedures and reporting responsibilities for discovered narcotics at the Jail.

Goal 3
Acquire new training aids and training locations for narcotics training.

Objectives:
- Reach out to local businesses requesting use of their facilities to conduct training exercises.
- Research and obtain new narcotic training aids that will enhance training for narcotic searches.

Performance Objectives
- Build strong community relationships.
- Work closely with the Mansfield Jail to conduct K-9 narcotic searches.
- Improve upon the K-9 narcotics training program.

K-9	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Requests for Assistance	55	60	60	60
Workload				
Building Searches	13	20	17	9
Assist Other Agencies	14	30	30	15
Narcotic Searches	21	45	50	50
Productivity				
Average Cost per Citizen	$3.81	$3.98	$3.99	$3.89
Percent of Narcotic Finds	45%	50%	30%	30%
Effectiveness				
Percent of Narcotic Finds	45%	50%	30%	30%
Average Cost per Citizen	$3.81	$3.98	$3.99	$3.89

Measurable Outcomes:

- Attend at least one community event per quarter.
- Conduct twenty random searches at the Jail.
- Establish four additional training sites and two training aids.

K-9 Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 215,528	$ 215,794	$ 245,002	13.54%
Operations	13,562	36,922	27,817	-24.66%
Total	$ 229,090	$ 252,716	$ 272,819	7.95%

K-9 Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
K-9 Officer	2	2	2	
Total	2	2	2	0

"Officer" Oso

Oso is a 4 year old Belgium Malinois who was born in Holland and was purchased by the City of Mansfield on September 23, 2013. Oso was introduced and trained for two months by a Mansfield Police officer in Kasseburg Kennels in New Market, AL. By the end of the school Oso and his Officer were certified by the National Narcotic Detector Dog Association as a K9 Team.

While assisting the Tarrant County Narcotics Unit this year, Oso alerted on a pound of crystal meth.

While assisting the Arlington Police Department, Oso alerted on cocaine, marijuana, and a handgun.

ANIMAL CARE AND CONTROL

Department at a Glance

The Animal Control Department includes the Animal Control Manager, three officers, two kennel technicians and the receptionist. The Animal Control budget decreased 1.52%.

Key Goals and Objectives

Goal 1
Increase shelter marketing.

Objectives:
- Work with the Information Technology and Marketing departments to become more visible within the community.
- Publish one animal-related topic a month in the Mansfield Citizen Online Newspaper.

Goal 2
Develop a Responsible Pet Ownership Class.

Objectives:
- Create course curriculum (PowerPoint, handouts) for a monthly class for citizens who are unable to pay reclaim and quarantine fees to attend as a payment alternative.
- Work with the Municipal Court to utilize this program as an alternative to court fines and fees.

Goal 3
Continue to work on Emergency Management preparations.

Objectives:
- Work with other cities to establish a database of equipment, supplies and personnel to utilize in case of emergency.
- Work on other ways to get information to the public, such as NextDoor website and Code Red.

Performance Objectives
- Increase shelter marketing.
- Create a Responsible Pet Ownership Class.
- Expand Emergency Management preparedness efforts.

Animal Control	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Annual Service Calls	2,654	2,523	3,000	3,000
Animals Impounded	1,826	1,506	2,000	2,000
Workload				
Animals Impounded	1,826	1,506	2,000	2,000
Animals Reclaimed, Rescued etc.	716	516	700	850
Animals Euthanized	636	515	600	500
Productivity				
Animals Adopted	354	475	530	650
Animal Control Deposits	$37,942	$39,142	$49,000	$45,000
Effectiveness				
Animals Adopted	354	475	530	650
Animals Impounded	1,826	1,506	2,000	2,000
Service Calls answered within 24 hours	100%	100%	100%	100%
Animals Returned as %	39%	34%	35%	43%
Animals Euthanized as %	35%	32%	28%	25%

Measurable Outcomes:

- Monthly publication in the Citizen Online Newsletter.
- Monthly class held on Responsible Pet Ownership.
- Improved Emergency Management Preparedness communication by expanding outreach.

Animal Control Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 516,205	$ 529,108	$ 528,783	-0.06%
Operations	141,538	148,001	138,030	-6.74%
Total	$ 657,743	$ 677,109	$ 666,813	-1.52%

Animal Control	2015-2016	2016-2017	2017-2018	2017-2018
Full Time Equivilent Positions	Budget	Budget	Budget	Additions
Animal Control Manager	1	1	1	
Animal Control Officers	3	3	3	
Kennel Technician	2	2	2	
Receptionist	1	1	1	
Total	7	7	7	0

TRAINING

Department at a Glance

The Training Department budget decreased 30.08% due to estimated reduced supply requirements. No full-time equivalents or personnel costs are included in the Training budget.

Key Goals and Objectives

Goal 1
Enhance officers' readiness to manage individuals in a mental health crisis.

Objectives:
- Host quarterly in-house Mental Health Peace Officer courses.
- Provide officer awareness and skills when dealing with individuals in a crisis.

Goal 2
Increase officer readiness through verbal de-escalation training.

Objectives:
- Incorporate verbal de-escalation training into bi-annual defensive tactics training.
- Build officers' confidence and skill level with verbal de-escalation techniques through classroom instruction and simulator scenario training.

Goal 3
Enhance officers' skill set through firearms scenario-based training.

Objectives:
- Provide monthly range scenario training incorporating multiple weapons.
- Build officers' confidence to survive stressful encounters through ongoing training drills incorporating the patrol vehicle.

Performance Objectives
- Prepare officers to manage situations involving a mental health crisis
- Train officers in verbal de-escalation techniques.
- Continue to use scenario-based training to prepare officers for potential encounters.

Training Facility	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Staff Trained (City)	101	102	104	113
Certified Police Officers Trained (Outside Agency)		25	40	40
Range Operation Hours (Total)	254	3,166	1,000	4,000
Range Maintenance Hours (Total)	28	60	70	70
TCOLE Required Training hours	2	2	2	2
Firearms Instructors (Number)	5	5	5	5
Firearms Instructors Range Training Hours		230	200	200
Workload				
Certified Police Officers (City)	101	102	104	113
Certified Fire Officers (City)	5	5	5	5
Certified Police Officers Trained (Outside Agency)		25	30	40
Specialized Training Courses		12	12	12
Specialized Training Hours		102	100	113
TCOLE Mandated Qualifying	1	1	1	1
Night Qualifying			1	1
Productivity				
Certified Police Officers (City)	101	102	104	113
Certified Fire Officers (City)	5	5	5	5
Certified Police Officers Trained (Outside Agency)		25	40	40
Specialized Training Courses		12	12	12
Specialized Training Hours		102	104	113
Effectiveness				
Training Hours per FTE	4	13	13	13

Measurable Outcomes:

- Host four in-house Mental Health Peace Officer courses.
- Provide verbal de-escalation training during bi-annual defensive tactics training.
- Provide monthly firearms weapon transition.

Training Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ -	$ -	$ -	
Operations	98,135	158,128	110,571	-30.08%
Total	$ 98,135	$ 158,128	$ 110,571	-30.08%

AUTO BURGLARY & THEFT PREVENTION AUTHORITY GRANT

Department at a Glance

The Mansfield Police Division has received a grant through the Texas Automobile & Theft Prevention Authority (ABTPA) since 2011. Each year the Police Division submits for funding to operate a multi-agency Task Force to combat auto thefts and property thefts from vehicles. Grant funds received by the ABTPA in FY 2017-2018 are budgeted at $312,405. These funds provide the salaries for five full-time investigators and one secretary. City of Mansfield personnel in this department include one secretary, one investigator and one administrator. The Task Force coverage area includes Ellis and Johnson Counties and the Cities of Mansfield, Burleson and Kennedale, Texas.

Key Goals and Objectives

Goal 1

Reduce auto theft.

Objectives:

- Reduce auto theft through proactive measures including but not limited to undercover operations and vehicle inspections.
- Collaborate with insurance agencies as well as other law enforcement agencies to combat auto theft.

Goal 2

Reduce auto burglary.

Objectives:

- Reduce auto burglary through proactive measure including but not limited to undercover operations and vehicle inspections.
- Collaborate with insurance agencies as well as other law enforcement agencies to combat auto burglary.

Goal 3

Improve public awareness/prevention.

Objectives:

- Educate and inform the citizens on prevention methods.
- Educate and train area wide law enforcement on auto theft.

Performance Objectives

- Reduction in auto thefts.
- Reduction in auto burglaries.
- Increased public awareness and prevention.

Auto Theft Task Force	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Auto Thefts in Program Area	231	248	265	275
Burglary from Vehicle Thefts in Program Area	649	575	600	625
Mansfield Police Assigned to Task Force	2	4	4	4
Total Law Enforcement Officers Assigned	4	7	7	8
Workload				
Cases Assigned	687	729	791	810
Average Annual Cases Assigned per Investigator	120	125	160	150
Number of Vehicles Inspected	1,814	2,710	3,330	3,500
Productivity				
Percent of Cases Cleared	1	1	1	1
Auto Crimes Arrests	148	187	199	210
Stolen Vehicles Recovered	223	264	280	300
Cases Assigned per Investigator	120	125	130	150
Effectiveness				
Percent of Cases Cleared	57%	58%	62%	62%
Value in Vehicles Recovered	$2,082,630	$2,851,660	$3,000,000	$3,200,000
Value in Stolen Parts/Other Property Recovered	$636,964	$1,011,776	$1,300,000	$1,500,000
Value in Burglary from Vehicle Property Recovered	$22,155	$205,918	$300,000	$325,000

Measurable Outcomes:

- At least 62% of cases cleared.
- At least $3,200,000 in vehicle value recovered.
- At least $325,000 in property value recovered from vehicle burglaries.

ABTPA Grant Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 253,106	$ 278,838	$ 312,405	12.04%
Operations	51,786	-	-	
Total	$ 304,892	$ 278,838	$ 312,405	12.04%

ABTPA Grant Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Sergeant	1	1	1	
Patrol Officer	1	1	1	
Administrative Assistant	1	1	1	
Total	3	3	3	0

FIRE DIVISION

Administration
Administer Fire Department Operations
Protect all citizens from hazards
Protect all employees from hazards
Maintain a highly skilled workforce
Provide ambulance billing services

Prevention
Provide annual Fire Inspection Services
Reduce the risks & effects of fire
Enforce fire codes & laws

Fire Operations
Provide pre-hospital emergency care & transportation
Update medical protocols annually
Respond to fire/EMS calls promptly

Emergency Management
Monitor weather conditions
Develop and implement emergency disaster procedures
Review and update Emergency Operations Plans
Test emergency operations plans

Fire Division Highlights

- Close to 10,000 calls for service are projected in FY 2017-2018.
- The Fire Division is projected to transport over 3,000 patients.

MISSION STATEMENT FOR THE FIRE DIVISION:

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.

VISION STATEMENT:

We will give an all-out effort to refine our service delivery, expand our capabilities, increase our efficiency, and elevate the superior level of customer service we now provide to continually heighten the standard of excellence in our industry.

Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Fire Administration	$ 920,744	$ 951,270	$ 992,508	4.33%
Prevention	705,427	739,136	751,711	1.70%
Emergency Management	191,171	209,517	210,268	0.36%
Fire Operations	10,350,803	10,682,295	11,476,054	7.43%
Total	$ 12,168,145	$ 12,582,218	$ 13,430,540	6.74%

Division Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 10,857,920	$ 11,116,377	$ 11,882,723	6.89%
Operations	1,310,225	1,465,841	1,547,817	5.59%
Total	$ 12,168,145	$ 12,582,218	$ 13,430,540	6.74%

Do You Know?

The Mansfield Fire Department responds to 90% of all calls in less than 8 minutes.

FIRE ADMINISTRATION

Department at a Glance

The Fire Administration Department budget increased 4.33% due to a merit increase and market adjustments. Fire Administration consists of the Fire Chief, Assistant Fire Chief, Secretary and Administrative Services Coordinator.

Key Goals and Objectives

Goal 1
Improve the safety and wellness of our personnel by being responsible and proactive towards injury and disease prevention.

Objectives:
- Improve upon the current wellness assessments by including cancer screenings.
- Enhance the PPE replacement program to provide two sets of gear for each firefighter.
- Reevaluate and restructure the current safety committee to better serve the department.

Goal 2
Protect our personnel and the public from hazards by reducing/eliminating unnecessary risks.

Objectives:
- Implement the use of cardiac compression devices to increase safety and quality of care.
- Install power load devices to ambulances increasing safety to patients and our Paramedics.
- Installation of exhaust removal systems to our apparatus bays within the fire stations.

Goal 3
Enhance administrative performances to overcome staffing needs with a growing department.

Objectives:
- Research ways to increase the CFAAA support to the Fire Department through assistance in resource delivery and maintenance records.
- Involve fire officer development with knowledge and record keeping of inventory through user friendly reporting software and technology.
- Enhance station/vehicle inspections to stay ahead of issues that delay corrections to aging equipment.

Performance Objectives
- Improve the safety, health and wellness of our personnel.
- Protect staff from line-of-duty hazards by reducing/eliminating risks.

Fire Administration	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Population Increase	1.5%	1.6%	1.9%	2.0%
Fire Division Staff	83	83	86	89
Service Area (square miles)	36.69	36.69	36.69	36.69
Workload				
Information Tech Support Calls	279	281	285	300
Facilities Maintained	4	4	4	4
Productivity				
Average Cost per Citizen	$13.66	$12.00	$11.80	$11.56
FTE per Capita	0.07	0.07	0.07	0.06
Effectiveness				
Ambulance Billing (annual)	$1,108,612	$1,218,148	$1,200,000	$1,287,980

Measurable Outcomes:

- Reduction of injuries and illnesses with an increase in health/wellness programs and equipment replacement to maintain the newest technology and safety mechanisms.
- Reduction of supply/maintenance costs due to newer equipment and improved record keeping through new software programs.
- Increase participation/training hours of CFAAA Support Team members to help maintain Fire Department safety and public education programs.

Fire Administration Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 589,792	$ 609,361	$ 652,942	7.15%
Operations	330,952	341,910	339,566	-0.69%
Total	$ 920,744	$ 951,270	$ 992,508	4.33%

Fire Administration Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Fire Chief	1	1	1	
Assistant Fire Chief	1	1	1	
Administrative Assistant	1	1	1	
Secretary	1	1	1	
Total	4	4	4	0

FIRE PREVENTION

Department at a Glance

The Fire Prevention Department budget increased 1.70% in FY 2017-2018 due to a merit increase and slightly higher operations and maintenance costs. The department consists of the Fire Marshal and four Fire Inspectors. The general responsibilities include public education, fire inspection, fire investigation, gas well inspections and emergency management.

Key Goals and Objectives

Goal 1
Upgrade Fire Inspection Software.

Objectives:

- Obtain new software to be compatible with Fire Operations and Incident Management.
- Software to contain pre-fire planning ability, occupancy management, annual inspections, gas wells, on-going construction plans, certificate of occupancy, and plan reviews.
- Software will enhance the capabilities of the fire prevention staff with the ability to add inspections as needed in the field, improve time management and allow information to be shared with each division throughout the Fire Department.

Goal 2
Streamline Fire Prevention Activities.

Objectives:

- Proceed with the adoption and use of the 2015 International Fire Code with Local Amendments.
- Enhance the process of fire safety inspections to maintain annual inspections of all businesses within the City and enhance plan review and permitting processes to provide improved customer service.
- Cross train staff members in all areas of duties and responsibilities allowing for better support of citizens, business owners, developers and other City Staff.

Goal 3
Continue to provide current department staff with advanced training opportunities.

Objectives:

- Provide continuing education and training in all areas of fire prevention, including fire and arson investigation, inspections, plan reviews and public education, in order to provide better services to the citizens and customers of the City.

Performance Objectives

- Upgraded software with greater capabilities to improve efficiency.
- Retain a highly trained staff to provide excellent customer service to all citizens.

Fire Prevention	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Inspections	2,804	3,100	2,917	3,062
New Alarm Inspections	54	56	73	82
Fires Investigated	24	58	50	53
Workload				
Gas Well Inspections	217	108	76	78
Plan Reviews		325	260	173
Certificate of Occupancy Requested	151	230	250	265
Productivity				
Average Cost per Citizen	$11.38	$10.00	$9.83	$9.64
FTE per Capita	0.08	0.07	0.07	0.07
Citizen Attendance of Classes	15,287	27,000	22,500	23,600
Effectiveness				
Fire Deaths	0	0	0	0
ISO Rating	2	2	2	2

Measurable Outcomes:

- More efficient and effective allocation of work load among Prevention employees.
- Provide for advancement and educational opportunities within the Prevention Department.
- Increased productivity by creating an environment and tasks that complement the employees.

Fire Prevention Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 612,823	$ 652,281	$ 660,992	1.34%
Operations	92,604	86,855	90,719	4.45%
Total	$ 705,427	$ 739,136	$ 751,711	1.70%

Fire Prevention Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Fire Marshal	1	1	1	
Fire Inspector	4	4	4	
Total	5	5	5	0

FIRE EMERGENCY MANAGEMENT

Department at a Glance

The Emergency Management Department budget increased 0.36% despite increased cost related to annual contracts. The department includes one Emergency Management Coordinator.

Key Goals and Objectives

Goal 1
Improve Emergency Management service delivery to keep up with Mansfield's population growth and needs throughout the city.

Objectives:
- Provide department training to allow for personnel to support EM when major incidents occur.
- Research capabilities and utilization of CFA, MJARS and CERT personnel for support.
- Implement use of an internship program to assist with plans.

Goal 2
Update the Hazard Mitigation Plan.

Objectives:
- Develop a time schedule for updating and joining with Tarrant County plan.
- Conduct committee meetings and consult with Tarrant County.
- Submit plan to City Council, State and FEMA for approval.

Goal 3
Improve Emergency Operations Center (EOC) situational awareness and incident management capabilities.

Objectives:
- Expansion of mesh node and camera systems to Station #4 water tower, the Public Safety building and downtown Mansfield.
- Implement use of Rhodium Incident Management Software.
- Replace/repair the creek level sensors.

Performance Measures
- Provide enhanced emergency management services to a growing population.
- Presentation of a comprehensive Hazard Mitigation Plan.
- Improved upon the current early warning system to ensure citizens' safety.

Emergency Management	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Disaster Declarations	1	0	0	0
Code Red notification launches	10	15	20	8
Weather Warning Notification Launch	112	80	125	105
Workload				
Exercises Participated	9	6	6	4
Emergency Management Plan Updates	2	10	11	8
Productivity				
Average Cost per Citizen	$0.61	$2.77	$3.05	$3.43
FTE per Capita	0.02	0.01	0.01	0.01
EOC Activations	19	15	15	10
Effectiveness				
Severe Weather Deaths	0	1	0	0

Measurable Outcomes:

- Results of improved delivery of emergency management services to the public.
- Completed Mitigation Plan will allow approval to apply for more grants.
- Results of improved situational awareness and early warnings to citizens.

Emergency Management Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 150,635	$ 158,729	$ 153,051	-3.58%
Operations	40,536	50,788	57,218	12.66%
Total	$ 191,171	$ 209,517	$ 210,268	0.36%

Emergency Management Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Coordinator	1	1	1	
Total	1	1	1	0

The City of Mansfield now has the ability to notify citizens about emergency situations faster than ever before with the CodeRED Emergency Notification System - an ultra-high-speed telephone communication service for emergency notification.

FIRE OPERATIONS

Department at a Glance

The Fire Operations Department includes the Assistant Fire Chief, four Battalion Chiefs, eight Captains, six Lieutenants, twelve Apparatus Operators and forty eight Firefighters. The Operations Department budget increased 7.43% due to a merit increase, market adjustments, medical supply costs increases, training cost increases, and the addition of three firefighter/paramedic positions in FY 2017-2018.

Key Goals and Objectives

Goal 1
Improve the effectiveness and efficiency of the department.

Objectives:
- Restructure to add an EMS Division and shift-based EMS supervisors.
- Reevaluate current procedures and software to improve areas of weakness.
- Reevaluate job duties and reorganize as needed to improve efficiency.

Goal 2
Improve training and professional development.

Objectives:
- Enhance professional development and training for both new and incumbent officers.
- Enhance our specialty team training and organization.
- Enhance current training initiatives to insure maintenance and sustainability of core competencies.

Goal 3
Improve the speed and effectiveness of Emergency Response.

Objectives:
- Work with Police Communications to develop methods to reduce unnecessary unit response.
- Monitor response times for both fire and EMS incidents and identify needs.
- Educate department personnel on desired performance standards.

Performance Objectives
- Restructuring personnel and duties along with upgrading to software that is more capable will result in a more thorough and efficient department.
- Improvements in training and professional development will be evident in the decision making of our officers and the increased capabilities and skill level of our specialized teams.
- Working with Communications to decrease the number of unnecessary fire responses and have a decrease in reflex times.

Fire Operations	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Total Calls for Service	9,538	9,643	9,643	9,900
Calls for EMS Service	4,234	4,280	5,353	5,600
Calls for Fire Service	5,304	5,363	4,290	4,300
Structure Fires	40	44	48	50
Workload				
Patients Seen	4,063	3,815	4,478	6,500
Patients Transported	2,568	2,379	2,848	3,150
Minimum Staffing per Day	21	21	21	21
Total Mutual Aid Given	120	108	116	120
Fire Mutual Aid Given	58	54	56	60
EMS Mutual Aid Given	62	54	60	60
Fleet Maintained	37	33	33	34
Average Ambulances Staffed per Day	4	4	4	4
Productivity				
Average Cost per Citizen	$151.33	$140.38	$155.30	$175.07
FTE per Capita	1.25	1.09	1.26	1.05
Effectiveness				
Average Transport Time to Hospital	10:34 Minutes	9:50 Minutes	10:23 Minutes	10:30 Minutes
Calls Answered under 8 minutes	90%	85%	90%	80%
Fire Deaths	0	0	0	0
Structure Total Values	$27,425,750	$27,374,960	$17,395,970	$27,000,000
Total Dollar Loss-Fire	$1,675,500	$1,367,208	$1,368,103	$15,000
Total Dollars Saved	$25,750,250	$26,007,752	$16,027,867	$250,000
Mandatory Training Provided	Over 100%	Over 100%	Over 100%	Over 100%

Measurable Outcomes:

- New software and personnel realignment will improve efficiency of the department.
- Better training will result in officers who are more prepared and efficient in their duties.
- Department will see a decrease in the number of unnecessary fire responses and in reflex times.

Fire Operations Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 9,504,670	$ 9,696,007	$ 10,415,739	7.42%
Operations	846,133	986,288	1,060,315	7.51%
Total	$ 10,350,803	$ 10,682,295	$ 11,476,054	7.43%

Fire Operations Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Assistant Fire Chief	1	1	1	
Battalion Chiefs	4	4	4	
Training Captain	2	2	2	
Captains	6	6	6	
Lieutenants	6	6	6	
Apparatus Operator	12	12	12	
Firefighter	42	45	48	3
Total	73	76	79	3

PLANNING DIVISION

Planning Administration
Provide support services for the planning staff.
Schedule meetings with departments and developers.
Coordinate approvals required by City Council.

Planning
Implement procedures that facilitate quality development within the City.
Review and approve residential, commercial and industrial development.
Enforce City land use plans and zoning ordinances.
Coordinate planning and zoning activities.
Enforce architectural and tree preservation ordinances.

Planning & Zoning Commission
Update long range land use plans and development policies.
Identify key planning areas and implement programs that encourage quality development.

Historic Landmark Commission
Promote preservation and designation of historic landmarks.
Promote the renovation and improvement of historic areas.

Board of Adjustment
Hear and decide appeal requests to the City's zoning ordinances.
Authorize variances to the zoning ordinances.
Rule on the status of non-conforming uses.

Planning Division Highlights

- The Planning Division is expected to receive over 9,000 informational requests in FY 2017-2018.
- An anticipated 688 residential lots will be platted.

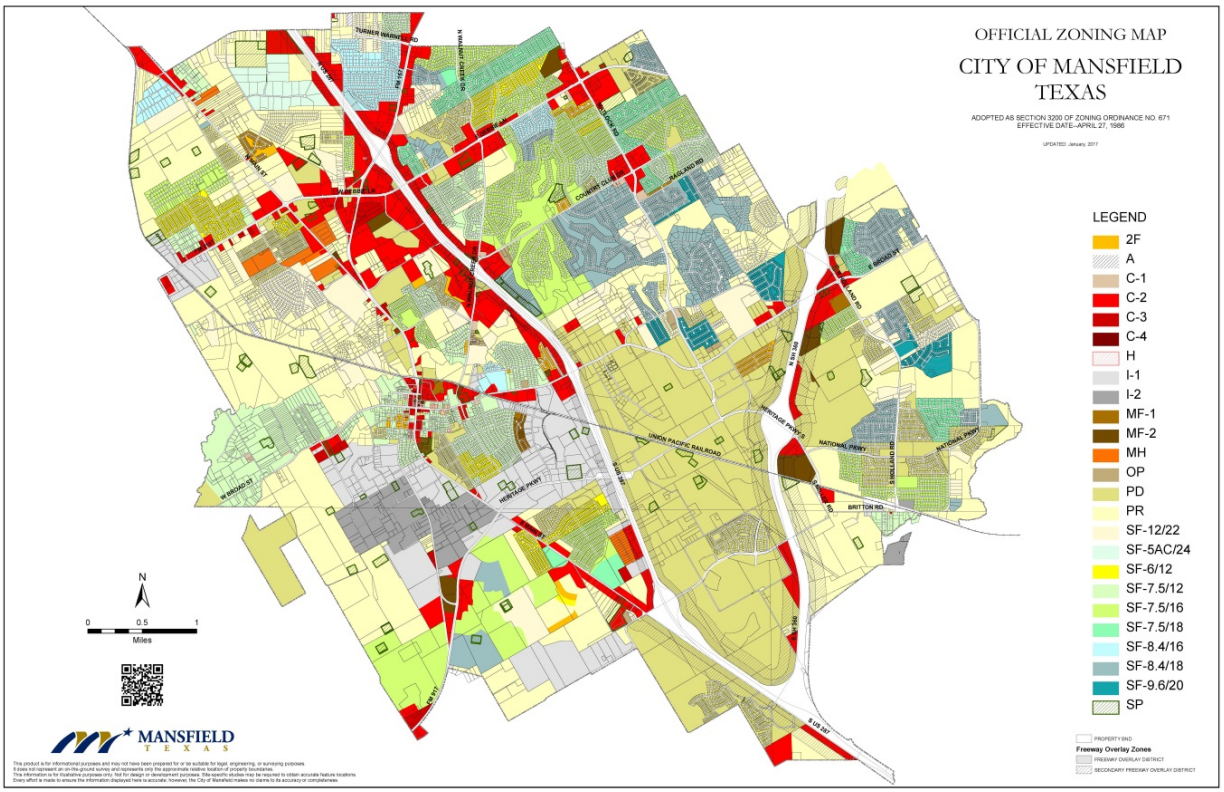
PLANNING DIVISION AT A GLANCE

Budget Summary

The Planning Division includes the City's Planning Department, along with the operations of several boards and commissions, including the Planning & Zoning Commission, the Historic Landmark Commission and the Board of Adjustment. The Planning budget increased 0.76% in FY 2017-2018.

Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Planning Administration	$ 971,871	$ 1,040,798	$ 1,047,894	0.68%
Planning & Zoning	11,506	11,581	14,039	21.23%
Historic Landmark	1,592	4,320	3,284	-23.98%
Board of Adjustment	1,253	3,274	2,818	-13.94%
Total	$ 986,222	$ 1,059,973	$ 1,068,035	0.76%

Division Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 937,321	$ 1,003,186	$ 1,015,202	1.20%
Operations	48,901	56,787	52,833	-6.96%
Total	$ 986,222	$ 1,059,973	$ 1,068,035	0.76%



PLANNING DEPARTMENT

MISSION STATEMENT:

The mission of the Planning Department is to enhance the quality of life for the citizens of Mansfield by encouraging quality growth, development, redevelopment and stabilization of neighborhoods through a concentrated effort of planning, land use controls and historic preservation.

Department at a Glance

The Planning Department includes the Director of Planning, a secretary, four planners, one gas well inspector and one landscape administrator. The Planning Department budget increased 0.68% due to a merit increase offset by a reduction in operations and maintenance costs.

Key Goals and Objectives

Goal 1
Provide professional, administrative and technical planning services.

Objectives:
- Provide planning services to the City Council, Planning and Zoning Commission and the citizens of Mansfield.
- Prepare and publish notices, agendas, and minutes for the Planning and Zoning Commission, Zoning Board of Adjustment and Historic Landmark Commission.
- Prepare staff reports to the City Council, Planning and Zoning Commission, Zoning Board of Adjustment and Historic Landmark Commission.

Goal 2
Improve development application processes, procedures, coordination and communication.

Objectives:
- Examine current application forms, processes and procedures.
- Define and introduce specific service delivery improvements.
- Provide a streamlined development review process.

Goal 3
Implement the City's development plans and ordinances.

Objectives:
- Recommend plans, projects and amendments to the City's development ordinances to improve the quality of development.
- Provide assistance and education to developers and citizens on the City's development regulations.
- Promote redevelopment of the older parts of Mansfield through planning and financing efforts.

Performance Objectives
- Improved professionalism of services through personnel training and development.
- Simplified development process via implementation of digital application forms.
- Use of electronic filing to expedite the development process.

Planning	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Informational Requests	9,135	9,100	9,200	9,200
Rezoning Requests	17	30	15	35
Residential Lots Platted	488	2,211	550	688
Gas Wells	206	208	207	208
Workload				
Gas Well Inspections per Week	15	15	15	15
Meetings Attended	98	94	120	120
Commercial Acres Platted	18	123	50	85
Planning & Zoning Meetings	22	23	24	24
Zoning Amendments Proposed	7	7	5	3
Productivity				
Agendas Prepared	35	34	50	50
Informational Requests	9,135	9,100	9,200	9,200
Plats Approved within 30 Days	100%	100%	100%	100%
Effectiveness				
Informational Requests Processed	9,135	9,100	9,200	9,200
Plats Approved within 30 Days	100%	100%	100%	100%

Measurable Outcomes:

- At least 50% of the department staff will attend professional training in 2017-2018.
- 90% of the planning application forms will be converted to digital formats.
- At least 75% of approved plats of record filed electronically.

Planning Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 933,781	$ 999,427	$ 1,011,889	1.25%
Operations	38,090	41,371	36,005	-12.97%
Total	$ 971,871	$ 1,040,798	$ 1,047,894	0.68%

Planning Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Director of Planning	1	1	1	
Planners	3	3	3	
Secretary	1	1	1	
Landscape Administrator	1	1	1	
Planning Technician	1	1	1	
Gas Well Inspector	1	1	1	
Total	8	8	8	0

PLANNING AND 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.

Department at a Glance

The Planning & Zoning Commission budget increased 21.23% in FY 2017-2018 due to increases in advertising and publication costs.

Key Goals and Objectives

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

Objectives:

- 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.
- Carry out studies and public hearings for zoning changes and amendments requested by the City Council and identified by staff.
- Conduct changes in Land Use categories and development trends and make recommendations regarding proper changes to local codes and fees.

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

Objectives:

- Update the Future Land Use Plan, Thoroughfare Plan, Water & Sewer Plan and Subdivision Ordinances to reflect the changing residential and commercial development areas in and around the City of Mansfield.
- Amend the zoning regulations to comply with Future Land Use.
- Review the Capital Improvements Plan and Impact Fee Analysis and recommend any changes to City Council.

Planning & Zoning	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 2,872	$ 2,639	$ 2,193	-16.90%
Operations	8,634	8,942	11,846	32.48%
Total	$ 11,506	$ 11,581	$ 14,039	21.23%

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

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.

Department at a Glance

The Historic Landmark Commission's operational budget decreased 23.98% in FY 2017-2018.

Key Goals and Objectives

Goal 1
Promote the preservation and designation of historic landmarks.

Objectives:

- Set priorities for implementation of goals and objectives identified in the Historic Preservation Plan.
- Review nominations of properties that are submitted to the City of Mansfield or State of Texas for designation as recorded historic landmarks.
- Provide training to members of the Commission related to the promotion and review of historic landmarks.
- Apply for state and federal grants.

Goal 2
Promote the renovation and improvement of the Historic downtown area.

Objectives:

- Encourage private property and business owners to preserve and restore historic landmarks within the downtown area.
- Evaluate proposed restoration work on historic landmarks to ensure compliance with the design guidelines for downtown Mansfield.

Historic Landmark	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 251	$ 250	$ 250	0.00%
Operations	1,341	4,070	3,034	-25.45%
Total	$ 1,592	$ 4,320	$ 3,284	-23.98%

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

BOARD OF ADJUSTMENT

MISSION STATEMENT:

The mission of the Board of Adjustment is to hear appeals and requests for variances related to the implementation of the City of Mansfield Zoning Ordinance.

Department at a Glance

The Board of Adjustment budget decreased 13.94% in FY 2017-2018.

Key Goals and Objectives

Goal 1
Ensure fair and equitable implementation of the City of Mansfield's zoning policies and act in the best interest of the community consistent with the spirit and the intent of the Zoning Ordinance.

Objectives:

- Hear and decide 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.
- Authorize upon appeal 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.
- Rule on the status of questionable non-conforming uses.

Board of Adjustment	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 418	$ 870	$ 870	0.00%
Operations	836	2,404	1,948	-18.99%
Total	$ 1,253	$ 3,274	$ 2,818	-13.94%

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

DEVELOPMENT SERVICES DIVISION

Development Services Administration

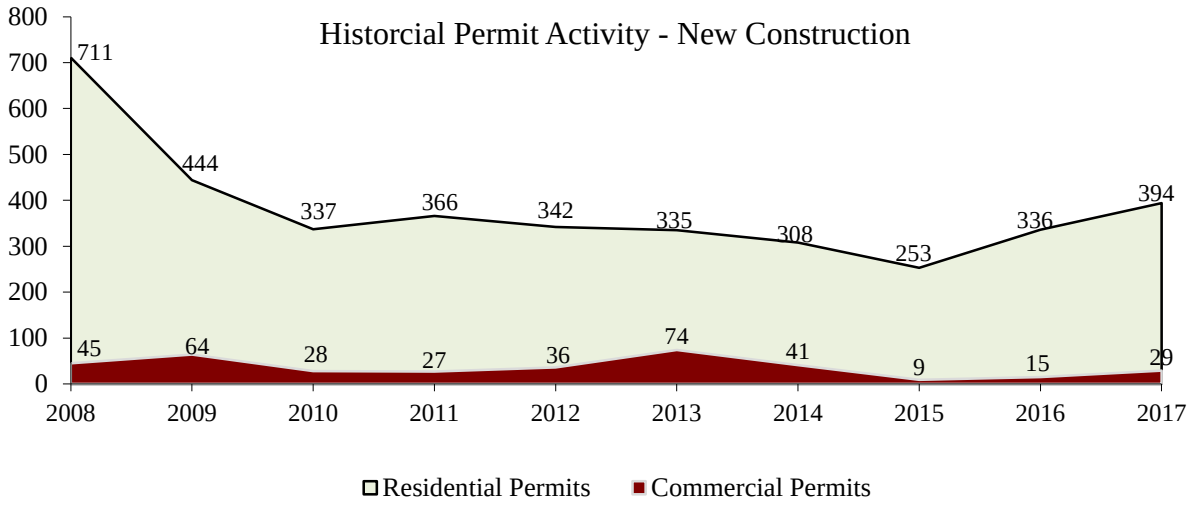
Building Maintenance
Maintains all City facilities.
Maintains all janitorial contracts.
Identifies facility issues and issues work orders.
Performs preventive maintenance activities.

Code Enforcement
Identifies and processes substandard structures for demolition.
Enforces sign ordinances.
Investigates complaints received from citizens and staff.
Enforces all City codes related to buildings and structures.

Building Safety
Provides plan review of residential and commercial projects.
Conducts inspections daily.
Enforces established City codes.
Issues building related permits.

Development Services Division Highlights

- Building inspectors will perform over 20,000 inspections.
- Total permit applications for FY 2017-2018 are estimated to be over 5,000.



DEVELOPMENT SERVICES DIVISION AT A GLANCE

Budget Summary

The Development Services Division includes Development Services Administration, Building Maintenance, Building Safety and Code Compliance. The staff enforces both code and inspection requirements throughout the City. The Development Services Division budget decreased 2.84% due to one position being eliminated in the Administration Department.

Development Services Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Administration*	$ 1,408,479	$ 278,798	$ 183,598	-34.15%
Safety/Inspections	-	932,280	945,557	1.42%
Code Compliance	-	573,041	581,807	1.53%
Building Maintenance	1,004,513	1,046,977	1,039,813	-0.68%
Total	$ 2,412,992	$ 2,831,096	$ 2,750,775	-2.84%

*Administration encompassed Building Safety/Inspections and Code Compliance in FY2015-2016

Division Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 1,572,292	$ 1,913,865	$ 1,863,744	-2.62%
Operations	840,700	917,231	887,031	-3.29%
Total	$ 2,412,992	$ 2,831,096	$ 2,750,775	-2.84%

MISSION STATEMENT:

The mission of the Development Services Division is to ensure the safe and lawful use of buildings and properties by enforcing building and construction codes which safeguard each citizen's health, property and welfare. The Development Services Division is committed to becoming a premier municipal building organization dedicated to enhancing the quality of life for all Mansfield citizens and making our city safer. We are committed to improving performance and developing procedures that are streamlined, understandable and transparent.

DEVELOPMENT SERVICES ADMINISTRATION DEPARTMENT

MISSION STATEMENT:

The mission of the Development Services Administration Department is to work with design professionals, developers and City staff to improve the process of promoting development and revitalization of structures within the City and to ensure safe and habitable buildings.

Department at a Glance

The Administration Department was created in FY 2016-2017 to oversee the operations of the Building Safety, Building Maintenance and Code Enforcement departments, as well as oversee the development of major construction projects within the City. The Development Services Administration Department includes the Director of Development Services. The Administrative Analyst retired in 2017, and the decision was made to eliminate that position. As a result, the Administration Department's budget decreased 34.15% in FY 2017-2018.

Key Goals and Objectives

Goal 1
Enhance the City of Mansfield through quality commercial and residential development.

Objectives:
- Review preliminary design assumptions.
- Proactively identify development hindrances; work with the development team to find solutions.
- Meet with the development team as often as needed to promote a smooth transition for issuance of a building permit.

Goal 2
Develop and build a competent staff.

Objectives:
- Review and update existing departmental policies and procedures, developing new ones as needed.
- Develop cross training for personnel to broaden scope of services to the community thus improving customer service by providing quick and reliable inspection services.
- Have weekly/monthly staff meetings to provide an opportunity for staff to discuss status of projects, problems they faced in the field or office, and updates to codes, ordinances and laws.

Goal 3
Prepare for the future.

Objectives:
- Research and purchase equipment as needed for a virtual environment that will allow us to improve the permitting process, track inspections, back-up records and maintain accurate information.
- Update software and equipment to enable the ability to develop professional informational handouts for the education of the citizens, general public and professionals.
- Expedite the review process between departments to streamline the permitting process thus enhancing customer service.

Performance Objectives

- Improve external and internal customer service.
- Update technology and provide additional workspace for Development Services department staff.
- Improve documentation of enforcement and inspection actions.

Measurable Outcomes:

- New, quality City developments that will enhance the attractiveness of Mansfield for its citizens and visitors.
- A well-trained, competent, and effective team of inspectors, code enforcers, and maintenance personnel.

Development Services Administration*	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 1,301,908	$ 274,434	$ 178,724	-34.88%
Operations	106,571	4,365	4,874	11.67%
Total	$ 1,408,479	$ 278,798	$ 183,598	-34.15%

Development Services Administration* Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Director of Development Services	1	1	1	
Administrative/Technical Analyst	1	1	0	-1
Code Enforcement Team	5	0	0	
Building Safety/Inspection Team	8	0	0	
Total	15	2	1	-1

* The Administration Department was divided into three departments in FY 2016-2017.

New Market Street development project scheduled to open in Spring 2018

BUILDING MAINTENANCE DEPARTMENT

MISSION STATEMENT:

The mission of the Building Maintenance Department is to provide a safe, clean work environment for the City's employees and maintain aesthetically pleasing facilities for employees, visitors, and residents.

Department at a Glance

The Building Maintenance Department is responsible for all City-owned facilities including City Hall, Public Safety buildings, the Library, Activity Center, and Law Enforcement Center. The department budget decreased 0.68% in FY 2017-2018. The Building Maintenance Department includes one supervisor and two technicians.

Key Goals and Objectives

Goal 1
Continue to expand the preventive maintenance program in order to reduce costs and stabilize budget forecasts.

Objectives:
- Provide resources to continue the expansion of the preventative maintenance program.
- Perform a comprehensive evaluation of all City facilities and associated equipment.
- Set preventive maintenance priorities using a risk assessment matrix.

Goal 2
Reduce energy consumption City-wide.

Objectives:
- Continue LED light fixture replacement program.
- Regularly evaluate HVAC units and replace aging equipment with more efficient units.
- Identify and prioritize the replacement of less efficient infrastructure with more energy efficient systems.

Goal 3
Maintain all existing facilities.

Objectives:
- Negotiate and administer all janitorial, generator, and elevator contracts.
- Preserve the visually aesthetic appearance of buildings via routine painting schedules and flooring maintenance/replacement services.
- Allow for timely maintenance by utilizing software that allows departmental personnel to report input requests and generate work orders.

Performance Objectives
- Save the City money by implementing proactive rather than reactive maintenance measures.
- Take steps to further reduce energy costs for City facilities.
- Strive to keep facilities clean and comfortable for employees and citizens.

Building Maintenance	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Municipal Facilities (NEW Measure)				47
Structures (NEW Measure)				109
Square Footage Maintained	332,058	428,851	428,851	628,832
Work Orders Annually	1,640	1,398	1,850	1,400
Workload				
Monthly Preventative Maintenance Inspections	79	42	40	56
Daily Buildings Cleaned	4	4	3	3
Work Orders Completed	1,640	1,398	1,825	1,400
New Square Footage (NEW Measure)				1,500
Productivity				
Elevator Lifts Maintained	4	4	4	4
Daily Buildings Cleaned	4	4	3	3
Maintenance Contracts Monitored	5	5	5	5
Effectiveness				
Staff Complaints	6	3	5	6
Citizen Complaints	None	None	None	None
Work Orders Completed within 30 days	95%	95%	95%	95%

Measurable Outcomes:

- All preventative maintenance work orders completed within 30 days.
- 95% of all work orders completed within 30 days.
- Complaints from residents and staff have been reduced by 95%.

Development Services Building Maintenance	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 270,384	$ 282,388	$ 297,821	5.47%
Operations	734,129	764,589	741,992	-2.96%
Total	$ 1,004,513	$ 1,046,977	$ 1,039,813	-0.68%

Building Maintenance Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Building Maintenance Supervisor	1	1	1	
Building Maintenance Technician	3	2	2	
Custodian	1	0	0	
Total	5	3	3	0

BUILDING SAFETY DEPARTMENT

MISSION STATEMENT:

The mission of the Building Safety Department is to ensure the safe and lawful use of buildings and properties by enforcing building and construction codes; to facilitate compliant development with integrity, efficiency and professionalism.

Department at a Glance

The Building Safety Department is responsible for executing the enforcement of adopted City building codes in an effort to promote and ensure safe, habitable structures are being constructed. The Building Safety Department includes the Chief Building Official, two plans examiners, one building permit coordinator, one permit clerk, three building inspectors, and one secretary. The Building Safety budget increased 1.42% due to a merit increase.

Key Goals and Objectives

Goal 1
Review plans and issue permits in compliance with City and State regulations.

Objectives:
- Review plans using a transparent process with standards applied uniformly.
- Ensure efficient and timely permit processing coordinated with other City Departments.
- Issue permits in a timely manner.

Goal 2
Perform detailed inspections ensuring life safety.

Objectives:
- Ensure quality and timely inspections.
- Inspect projects at various stages as required by the Building Codes.
- Conduct Certificate of Occupancy inspections ensuring code compliance.

Goal 3
Utilize efficient and effective administrative practices.

Objectives:
- Ensure timely response to records and information requests.
- Provide cross training and continuing education to develop and maintain employees' knowledge and skills.
- Evaluate and manage department fleet to ensure maximum safe use of vehicles.

Performance Objectives
- Safe and sustained buildings.
- Timely, professional, detailed plan review and inspection.
- Cross trained and knowledgeable staff.

Building Safety/Inspections	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Permit Applications	4,463	4,737	5,301	5,115
Residential Building Permits Issued	302	382	300	413
Workload				
Commercial Permits Issued	159	202	215	218
Residential Building Permits Issued	302	382	300	413
Productivity				
Total Inspections by Inspectors	15,619	18,539	18,095	20,384
Effectiveness				
Residential Inspections within 5 Days	100%	100%	100%	100%
Total Permits Issued	4,352	4,758	5,176	5,139

Measurable Outcomes:

- All permits issued within 30 days, with a goal of 5 days for residential and 10-15 days for commercial initial plan review.
- All inspections conducted within 5 business days.
- A 100% trained and qualified staff.

Development Services Safety/Inspections	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ -	$ 878,602	$ 894,822	1.85%
Operations	-	53,678	50,735	-5.48%
Total	$ -	$ 932,280	$ 945,557	1.42%

Building Safety/Inspections Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Chief Building Official		1	1	
Plans Examiner Supervisor		1	1	
Plans Examiner		1	1	
Building Permit Coordinator		1	1	
Permit Clerk		1	1	
Building Inspectors		3	3	
Secretary		1	1	
Total	0	9	9	0

CODE COMPLIANCE DEPARTMENT

MISSION STATEMENT:

The mission of the Code Compliance Department is to protect property owners' investments and promote public health, safety and welfare of the community; and where violations occur, work with our citizens to achieve compliance through efficient and fair processes.

Department at a Glance

The Code Compliance Department is responsible for executing the enforcement of City ordinances in an effort to foster a healthy and attractive City. Code Compliance was established as a department in FY 2016-2017. The Code Compliance Department includes a supervisor, two officers, one administrator and one volunteer coordinator. The Code Compliance budget increased 1.53% due to a merit increase.

Key Goals and Objectives

Goal 1
Engage in proactive, positive community education in order to achieve voluntary compliance with all applicable City codes and ordinances.

Objectives:

- Conduct individual neighborhood property maintenance surveys in order to assess property conditions throughout the city.
- Identify focus areas through property surveys and plot them in the city's geographic information system.
- Concentrate compliance efforts on focus areas to reduce complaints in high visibility areas.

Goal 2
Administer a comprehensive Code Compliance Program: one that involves City Council, staff and the residents of the community.

Objectives:

- Continue working with City Council's subcommittee to establish clear expectations, receive guidance, re-evaluate existing ordinances and create new effective ordinances.
- Work with City staff, including but not limited to, Planning, Building Inspections and Public Safety, to discuss issues that impact the community and provide recommendations to City Council which may aid them in the creation and/or modification of City codes and ordinances.
- Network with national, state and local agencies, by attending conferences and training, to develop highly trained staff, ensure employee competency and create trust between the residents and our department.

Goal 3
Develop a comprehensive education program for the public.

Objectives:

- Organize quarterly HOA and neighborhood meetings to foster good teamwork between staff and residents.
- Implement public events program using block parties to align ourselves with individuals and neighborhoods by establishing and improving relationships.

- Engage in a public education campaign which reaches out to members of the community, improves communication and achieves voluntary compliance with codes and ordinances, when possible.

Performance Objectives

- Continue efforts to improve the condition of properties within the City.
- Increase community involvement through education by building positive working relationships with residents.

Code Compliance	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Dangerous Structures	0	6	0	15
Substandard/Prop. Maint. Structures	34	83	50	150
Workload				
Toal Code Compliance Inspections		7,464		7,500
Total Code Compliance Complaints	987	2,986	3,000	3,000
Productivity				
Substandard/Dangerous Structures Removed	1	3	5	10
Substandard/Prop. Maint. Structures Brought to Code	29	83	300	300
Forced Mows	54	69	100	100
Signs Removed	7,458	2,495	2,000	2,300
Effectiveness				
Substandard/Prop. Maint. Structures Brought to Code	29	83	300	300
Substandard/Dangerous Structures Removed	1	60	5	10

Measurable Outcomes:

- Complete all initial inspections within 48 hours of receiving complaint.
- Reduce the number of citizen complaints.
- Decrease the number of dangerous structures in the City.

Development Services Code Compliance	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ -	$ 478,441	$ 492,378	2.91%
Operations	-	94,600	89,429	-5.47%
Total	$ -	$ 573,041	$ 581,807	1.53%

Code Compliance Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Code Compliance Supervisor		1	1	
Code Compliance Admin		1	1	
Code Enforcement Officers		2	2	
Volunteer Coordinator		1	1	
Total	0	5	5	0

Community Services Division Highlights

- 31 acres of City facilities maintained.
- 93 acres of City-owned property maintained.
- 85 Right of Way miles maintained.

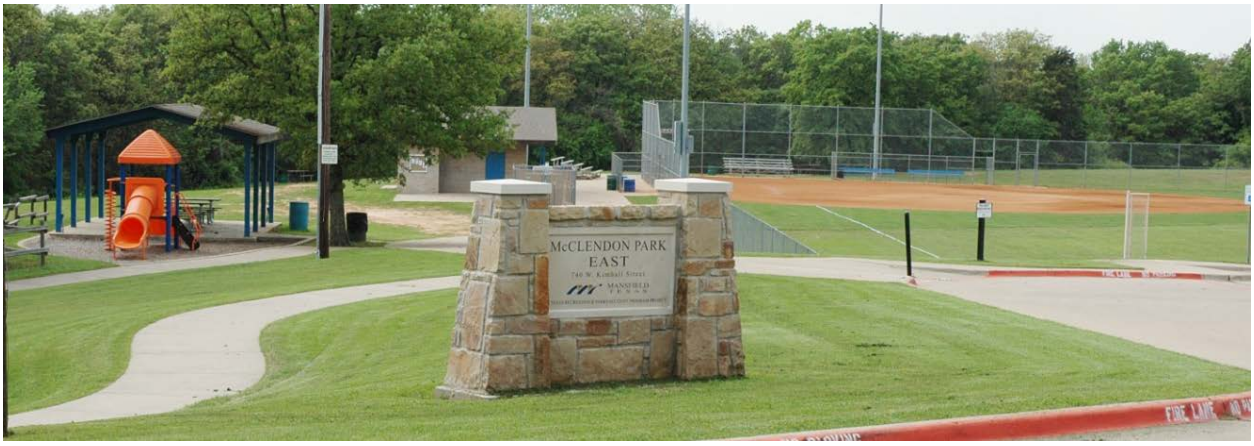
COMMUNITY SERVICES DIVISION AT A GLANCE

Budget Summary

The Community Services Division includes Public Grounds, Senior Lifestyles, Communications and Marketing, the Public Library, Historical Services, Special Events, and the Commission for the Arts. In FY 2017-2018, the Community Services Division budget decreased 6.27% overall, primarily due to several tradesmen in Public Grounds being reallocated to the Mansfield Park Facilities Development Corporation Fund, and efforts to cut costs in many of the other departments.

Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Public Grounds	$ 2,292,627	$ 2,361,491	$ 2,122,073	-10.14%
Senior Lifestyles	248,044	285,009	268,418	-5.82%
Comm. & Marketing	324,981	335,767	307,303	-8.48%
Library	810,550	1,067,080	1,066,525	-0.05%
Historical Services	44,551	67,913	67,324	-0.87%
Special Events	258,675	288,670	286,160	-0.87%
Commission for the Arts	7,981	130,852	134,560	2.83%
Total	$ 3,987,409	$ 4,536,782	$ 4,252,363	-6.27%

Division Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 2,194,659	$ 2,699,117	$ 2,509,140	-7.04%
Operations	1,792,750	1,837,665	1,743,223	-5.14%
Total	$ 3,987,409	$ 4,536,782	$ 4,252,363	-6.27%



The Community Services Division maintains over 900 acres of parks and 100+ athletic fields.

PUBLIC GROUNDS DEPARTMENT

MISSION STATEMENT:

The mission of the Public Grounds Department is to enhance the quality of life for citizens and visitors of Mansfield, maintain City-owned properties, medians and right-of-ways and promote the benefits of public open space throughout the City.

Department at a Glance

The Department includes the Parks superintendent, crew supervisor, and twelve staff members. The department continues to utilize contract services to provide mowing for parks, non-irrigated medians and cleaning of public buildings in local Parks and Recreation venues. In FY 2017-2018, the Public Grounds budget decreased 10.14% due to a reorganization of Parks personnel. Several positions were moved from the General Fund to the Mansfield Park Facilities Development Corporation Fund to more accurately align employees based on the duties they were performing.

Key Goals and Objectives

Goal 1
Maintain the level of service provided to citizens and visitors of Mansfield as we continue to acquire additional properties, acres and rights-of-way.

Objectives:

- Maintain efficient daily, weekly and monthly tasks performed on City-owned properties, medians, and rights-of-way to present a professionally manicured landscape.
- Monitor and implement current mowing cycles for City-owned properties, medians, and rights-of-way utilizing contractual mowing agreements and City staff.
- Practice environmentally sound horticultural practices on a regularly scheduled basis to improve landscape quality throughout public grounds.

Goal 2
Improve maintenance on medians, rights-of-way and City-owned property.

Objectives:

- Provide continuing education opportunities for all staff in turf, landscape, horticultural practices, pesticide application, irrigation and maintenance.
- Monitor and sustain botanical beds and ornamental plantings with environmentally sound horticultural practices.
- Perform weekly maintenance of irrigated and non-irrigated medians utilizing both City staff and contractual services.

Goal 3
Maintain public grounds to ensure the safety and welfare of citizens and visitors of Mansfield while collaborating with other City departments and operational field staff.

Objectives:

- Respond to and mitigate hazardous tree conditions on public grounds, medians and rights-of-way.

- Coordinate with Code Enforcement and other City departments to address line of sight, hazardous tree conditions, illegal dumping, and tall grass complaints on public grounds and rights-of-way in a timely manner.
- Inspect and respond to irrigation concerns occurring on public grounds and rights-of-way through the use of City staff and the latest irrigation technology.

Performance Objectives

- Maintain the professional level of service Mansfield citizens have come to expect.
- Stay current on technological and environmentally safe and friendly techniques for maintaining public grounds.
- Work with other departments to improve the appearance and safety of City-owned property.

Public Grounds	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Number of Right of Way Mowed	59	61	61	61
Right of Ways Maintained (Miles)	76	80	85	85
City Facilities Maintained (Acres)	31	31	31	31
City Owned Property Maintained (Acres)	83	86	91	93
Irrigated Medians Maintained (Miles)	12	17	17	20
Non-irrigated Medians Maintained (Miles)	15	11	11	9
Medians Mowed per Month	207	230	230	226
Workload				
Projects		0	3	3
Median Irrigation Heads	5,207	6,037	6,037	6,462
Flower Beds Maintained			348	418
Median Tree Bubblers	2,508	2,600	2,600	3,222
Median Irrigation Valves	439	477	477	501
Median Irrigation Controllers	74	76	76	76
Municipal Buildings Irrigation Heads	1,659	1,880	1,880	1,942
Municipal Buildings Tree Bubblers	84	196	196	250
Municipal Buildings Valves	101	125	125	129
Municipal Buildings Controllers	10	12	12	12
Productivity				
Average Cost per Citizen	$32.62	$32.62	$34.92	$35.71
Average Park Crews per Day	7	7	7	7
Effectiveness				
Landscaped Entrances	5	5	5	5

Measurable Outcomes:

- Complete 12 inspections of all City playgrounds.
- Complete 12 inspections of all irrigation systems.
- Complete 20 mowing cycles of all City-maintained medians and rights-of-way.

Public Grounds Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 1,108,450	$ 1,224,628	$ 1,030,081	-15.89%
Operations	1,184,177	1,136,863	1,091,992	-3.95%
Total	$ 2,292,627	$ 2,361,491	$ 2,122,073	-10.14%

Public Grounds Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Parks Superintendent	0.5	0.5	0.5	
Administrative Assistant	1.2	1.2	0	-1.2
Crew Supervisor	0.3	0.3	1	0.7
Tradesmen	14.5	14.5	10	-4.5
Tree Mitigation Landscapers			2	2
Total	16.5	16.5	13.5	-3

SENIOR LIFESTYLES PROGRAM

MISSION STATEMENT:

The mission of the Senior Lifestyles Program is to provide a multifaceted service and referral program tailored to meet the needs of adults 55 years of age and older; to enhance the dignity of seniors 55+ while supporting their wellness and independence and encourage their community involvement; and to provide the seniors in the community with the opportunity to experience an optimal quality of life.

Department at a Glance
The Senior Lifestyles budget includes the Senior Center Coordinator, one senior activities specialist, three part-time bus drivers and one part-time clerk. The Senior Lifestyles budget decreased 5.82% in FY 2017-2018 as a result of diligent efforts to find cost savings in operations and maintenance.

Key Goals and Objectives

Goal 1
Enhance and enrich the quality of life for senior citizens by promoting health, well-being, and independence through recreation, creative activities, support services and information.

Objectives:
- Continue to develop and implement programs and special events while increasing day trips by 10%.
- Continue to increase awareness of program offerings within the community.
- Increase awareness of programs and services that will attract younger seniors to the center.

Goal 2
Increase revenue through low-cost fee based program offerings.

Objectives:
- Distribute and evaluate participant surveys to determine new program opportunities.
- Increase awareness of program offerings within the community.

Goal 3
Provide an array of resources that encompasses all considerations necessary for aging well.

Objectives:
- Continue to provide programs that promote healthy nutrition and active lifestyles.
- Provide more speakers from the community concerning financial, legal and practical considerations.
- Keep focused on programs that enable older adults to continue being an integral part of their community.

Performance Objectives
- Improve upon the number of types of programs offered.
- Increase memberships.
- Maintain a high approval rating from members.

Senior Lifestyles	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Senior Mansfield Activity Center Members	688	671	690	700
Senior Programs Offered	422	410	424	425
Average Daily Senior Attendance (249 days)	69	76	75	75
Workload				
Meals Served	7,459	7,527	7,836	8,000
Productivity				
Average Senior Bus Riders per Day	-	18	18	18
Volunteer Hours Recorded	4,183	3,474	4,322	4,625
Effectiveness				
Senior Program Approval Ratings	95%	95%	95%	95%

Measurable Outcomes:

- Increase the number of trips offered by 10% to provide well rounded programs.
- Speak at 10 community meetings to strengthen partnerships.
- Schedule sponsors/speakers monthly to sponsor events and/or educate seniors on topics that are necessary for aging well.

Senior Lifestyles Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 195,039	$ 212,352	$ 206,291	-2.85%
Operations	53,004	72,657	62,127	-14.49%
Total	$ 248,044	$ 285,009	$ 268,418	-5.82%

Senior Lifestyles Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Senior Center Director	1	1	1	
Senior Center Part-Time Staff	2.5	3	3	
Total	3.5	4	4	0

COMMUNICATIONS AND MARKETING DEPARTMENT

MISSION STATEMENT:

The mission of the Communications & Marketing Department is to be the citizen, staff and media link to the City of Mansfield, enabling each to access information on city news and special events, understand local and regional issues that impact Mansfield and participate in on-going, city-wide dialogue to build consensus and community support.

Department at a Glance

The Communications and Marketing Department includes the Communications Director and Graphic Artist. The Communications and Marketing budget decreased 8.48% in FY 2017-2018 due to management decisions that were made to cut program costs.

Key Goals and Objectives

Goal 1
Provide resources for citizens, staff and media to get access to community news and learn more about community issues.

Objectives:

- Improve information distribution to residents by expanding on the city's strategic digital communications plan to include online reports and interactive media.
- Continue to work with the IT Department on maintenance of the new city website, implementation of a new content management system and development of other online and mobile communication tools.
- Develop print and digital materials for new and existing residents that focus on city services and information.

Goal 2
Promote and market the city through promotional materials, advertising and marketing campaigns.

Objectives:

- Expand the reach of the city's brand strategy and increase the city's profile on a local and national level through advertising and media relations.
- Work with departments such as tourism, economic development, water, parks and recreation and environmental services to market information and activities.
- Work with city departments to develop a branded and comprehensive signage program throughout the city directing residents and visitors to facilities and specific areas of Mansfield including historic downtown.

Goal 3
Improve interdepartmental communications.

Objectives:

- Assist the Human Resources and IT departments in development of internal communication tools.
- Develop multimedia program for annual awards banquet.

Performance Measures

- Redesign of city website.
- Expand use of city's PEG channel with new online content management program.
- Expand banner program across the city and develop brand for Historic Downtown Mansfield.
- Develop content for citywide Intranet and Communications & Marketing style guideline manual.

Commnications & Marketing	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Communications & Marketing Team Meetings				12
City Council/Public Meetings	42	42	42	36
City Staff	529	533	544	551
Hits to City Website (annually)	655,000	672,000	687,000	691,000
Workload				
Annual Reports Printed	200	-	150	150
Social Media Posts	-	95	100	200
Bond Presentation Produced		1		1
Annual Reports Distributed	200	-	150	150
Productivity				
Video Projects Produced	-	3	-	12
Annual Reports Printed	200	-	150	150
Water Quality Reports Printed	-	22,000	22,000	24,000
Effectiveness				
Social Media Reach (avg monthly)	-	2,669	3,600	3,900
City Website Usage (monthly)	60,021	61,100	62,000	65,000
Social Media New Likes (monthly)	-	320	375	390

Measurable Outcomes:

- Implementation of Nextdoor website and Instagram in social media platforms.
- Expanded use of video for news and information to residents.
- New brochures for departments added.
- Theme for banquet video developed.

Comm. & Marketing Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 244,106	$ 250,379	$ 258,154	3.11%
Operations	80,875	85,388	49,149	-42.44%
Total	$ 324,981	$ 335,767	$ 307,303	-8.48%

Communications & Marketing Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Communications Director	1	1	1	
Graphic Designer	1	1	1	
Total	2	2	2	0

PUBLIC LIBRARY DEPARTMENT

MISSION STATEMENT:

The Mansfield Public Library provides free and equal access to a broad range of informational resources, creating opportunities for education, recreation and the pursuit of life-long learning.

Department at a Glance

The Library Department includes the City Librarian, Adult Services Librarian, Youth Services Librarian, Library Assistant, Administrative Assistant, Library Systems Manager, Library Technical Assistant and four part-time clerical staff. The Library's budget decreased 0.05% in FY 2017-2018. The Library is open six days per week and operates from a 17,000 square foot facility.

Key Goals and Objectives

Goal 1
Maintain full accreditation with the Texas State Library System.

Objectives:
- Broaden acquisition of library resources in print and electronic form to fit the needs of Mansfield library users.
- As staffing permits, adjust hours of operation in the mornings/evenings to fit the needs of users.
- Increase number and scope of adult, youth, and children's program activities.

Goal 2
Increase citizen awareness of the library and continue to improve access to the library's program of resources and services.

Objectives:
- Promote and facilitate cultural and informational programs in the library.
- Take advantage of available social media outlets to inform citizens and promote library programs.
- Continue to broaden library programming through cooperative efforts with neighboring libraries and local partnerships.

Goal 3
Continue to improve library technology to meet the changing needs of Mansfield citizens.

Objectives:
- As staffing permits, offer personalized instruction on various types of online programs and services.
- Increase functionality of the library website to improve communication between users and staff.
- Provide technology that will better serve the special needs of library users.

Performance Objectives
- Maintain accreditation with the Texas State Library System.
- Make citizens of Mansfield aware of the library and continue to develop access to the library's program of resources and services.
- Continue to improve library technology to meet the changing needs of Mansfield citizens.

Library	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Annual Library Visits	127,772	131,861	137,000	141,000
Library Resources Used	327,530	338,011	348,828	360,000
Public Computer Users	33,158	34,219	35,000	36,000
Public Computer Use (hours)	20,618	21,278	22,000	23,000
Library Cards on file	45,673	48,678	52,000	54,000
Meeting Room Users	10,129	10,453	0	0
Program Attendance	6,964	8,774	11,000	14,000
Hits On Library Web Page	85,796	88,541	91,000	94,000
Electronic Resource Use	43,636	44,945	46,000	46,000
Productivity				
Material Collection Items	73,898	76,263	79,000	82,000
Public Access Computers	24	24	24	24
Volunteer Hours	1,606	1,646	1,700	1,700
Average Monthly Visits	10,648	10,989	11,417	11,861
Effectiveness				
Annual Percent Increase of Library Use	3.2%	3.9%	2.3%	3.4%
Annual Library Visits	127,772	131,861	137,000	141,000
Library Materials and Resources Used	327,530	338,011	348,828	360,000

Measurable Outcomes:

- Door count – visits to the library and attendance at library programs and activities.
- Circulation of library print and electronic resources.
- Measures obtained from the library's electronic integrated library system.

Library Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 538,648	$ 779,853	$ 775,863	-0.51%
Operations	271,902	287,227	290,662	1.20%
Total	$ 810,550	$ 1,067,080	$ 1,066,525	-0.05%

Library Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
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	
Part-Time Staff	4	4	4	
Total	11	11	11	0

HISTORICAL SERVICES DEPARTMENT

MISSION STATEMENT:

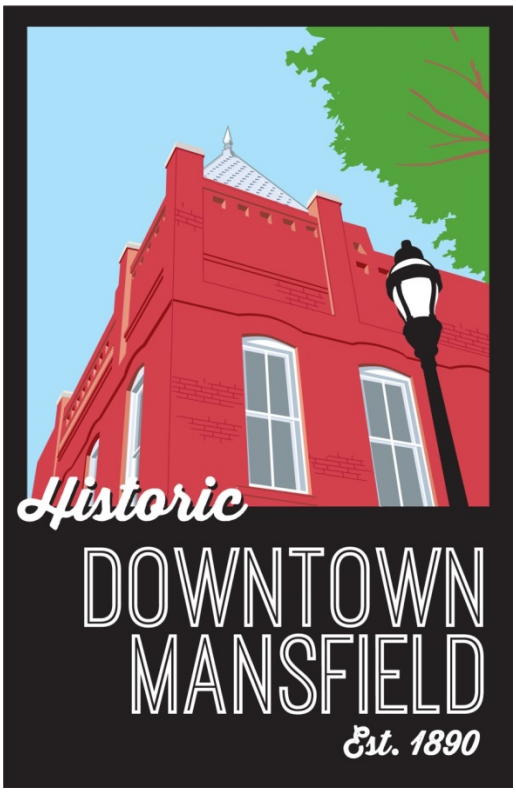
The mission of the Historical Services Department is to preserve the historical building and history of Mansfield, to provide access to the community with our research materials, genealogy access, and provide tours to elementary school children, civic groups, Boy and Girl Scout groups and other groups interested in the City of Mansfield's history.

Department at a Glance

The Historical Services Department includes the City Museum Specialist. The department was created in the General Fund in FY 2013-2014 and is managed by the City Librarian. Previously, the entire budget for this department was included in the City's annual hotel/motel allocation.

Historical Services Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 42,365	$ 64,003	$ 64,324	0.50%
Operations	2,186	3,910	3,000	-23.27%
Total	$ 44,551	$ 67,913	$ 67,324	-0.87%

Historical Services Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Museum Specialist	1	1	1	
Total	1	1	1	0



SPECIAL EVENTS DEPARTMENT

MISSION STATEMENT:

To provide family friendly events, cultural activities and special events for all ages that will enhance the quality of life for participants and meet the needs of the community.

Department at a Glance

Special Events include Rockin' 4th of July, Winter Walk, Hometown Holidays, and various other community events. The Special Events Department budget decreased 0.87% in FY 2017-2018.

Key Goals and Objectives

Goal 1
Increase sponsorship opportunities.

Objectives:
- Network through the regional Chamber of Commerce and Women's Division affiliations.
- Solicit sponsorships to increase opportunities for entertainment and programs throughout the parks system.

Goal 2
Increase attendance at special events to over 125,000 patrons.

Objectives:
- Cross market with the Mansfield Chamber of Commerce to increase exposure.
- Increase social media exposure of events.
- Develop new creative ways to advertise events.

Goal 3
Provide quality community-wide special events.

Objectives:
- Continue to evaluate and improve current popular events such as Rockin' 4th of July, Snowman Run, Night on the Town and Hometown Holidays.
- Continue to assist local organizations with their events held throughout the year.
- Continue to monitor state and national trends by being active in professional organizations such as TFEA and IFEA.

Performance Objectives
- Maintain at least 20 Parks and Recreation sponsors.
- Increase special event attendance to more than 125,000 annually.

Special Events	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Population	62,246	63,248	68,786	70,172
Workload				
Number of Special Events	16	15	15	16
Number of New Special Events	2	2	2	2
Number of Sponsors	22	25	25	22
Number of New Sponsors	4	4	4	5
Productivity				
Monetary Total from Sponsors	$21,000	$25,500	$20,000	$30,000
In-kind Total from Sponsors	$38,000	$32,000	$30,000	$35,000
Effectiveness				
Event Attendance	35,000	35,000	35,000	35,000
Event Approval Rating	95%	95%	95%	95%

Measurable Outcomes:

- At least 20 Parks and Recreation sponsors.
- Special event attendance of 125,000+ annually.
- 95% approval rating.

Special Events Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 66,051	$ 88,362	$ 89,535	1.33%
Operations	192,624	200,308	196,625	-1.84%
Total	$ 258,675	$ 288,670	$ 286,160	-0.87%

Special Events Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Special Events Coordinator	1	1	1	
Total	1	1	1	0

COMMISSION FOR THE ARTS DEPARTMENT

MISSION STATEMENT:

To advocate and promote artistic, cultural, and educational opportunities to enhance the quality of life in our community.

Department at a Glance

The Mansfield Commission for the Arts is a nonprofit organization with a vision to make Mansfield a regionally recognized destination for cultural activities. The department was created in 2016 with combined funding from the General Fund and Hotel/Motel Fund and serves as an extension of the Mansfield Convention and Visitors Bureau. The Commission for the Arts General Fund budget increased 2.83% in FY 2017-2018 due to a merit increase.

Key Goals and Objectives

Goal 1
Encourage, promote, improve and provide application of the arts, including instrumental and vocal music, dance, drama, folk art, creative writing, architecture, design and allied fields, painting, photography, graphic and craft arts, motion pictures, radio, television, tape and sound recording, and other art, performance, execution and exhibition of these major art forms.

Objectives:

- Provide, through the City Council and Hotel/Motel Subcommittee, funding to promote the arts during the City's annual budget process.
- Provide staff support as requested by the various organizations that require assistance.
- Encourage events that promote the arts and assist in the marketing mediums to increase public awareness for these events.

Goal 2
Establish policies, procedures, and infrastructure for the Mansfield Commission for the Arts to facilitate a growing, creative economy and cultural tourism in Mansfield.

Objectives:

- Create policies and procedures for distributing Hotel/Motel Tax funding to arts applicants.
- Create policies and procedures for basic operation of the Farr Best as a community venue.
- Create a website, social media accounts, and various physical materials (brochures, a booth, and give-away items) to promote the Mansfield Commission for the Arts.

Goal 3
Assist the Mansfield Convention and Visitors Bureau by coordinating with local arts organizations to effectively promote cultural events and create "arts and cultural tourism packages" for visitors and partnerships with our existing events.

Objectives:

- Work with area arts organizations to effectively schedule their events and activities to create a critical mass of area cultural events on any given day/weekend/week to attract cultural tourists.
- Book a select number of Farr Best events to coincide with other area activities to encourage tourists to extend their stay.

- Plan Mansfield Commission for the Arts events that raise the profile of the arts in Mansfield and give cultural tourists a reason to visit.

Performance Objectives

- Provide an avenue for disseminating information regarding artists, cultural events and our patrons, as well as guidance for the promotion and coordination of cultural activities.
- Dispense available funds for artistic, cultural and educational events.
- Host a signature event creating advocacy for the arts.

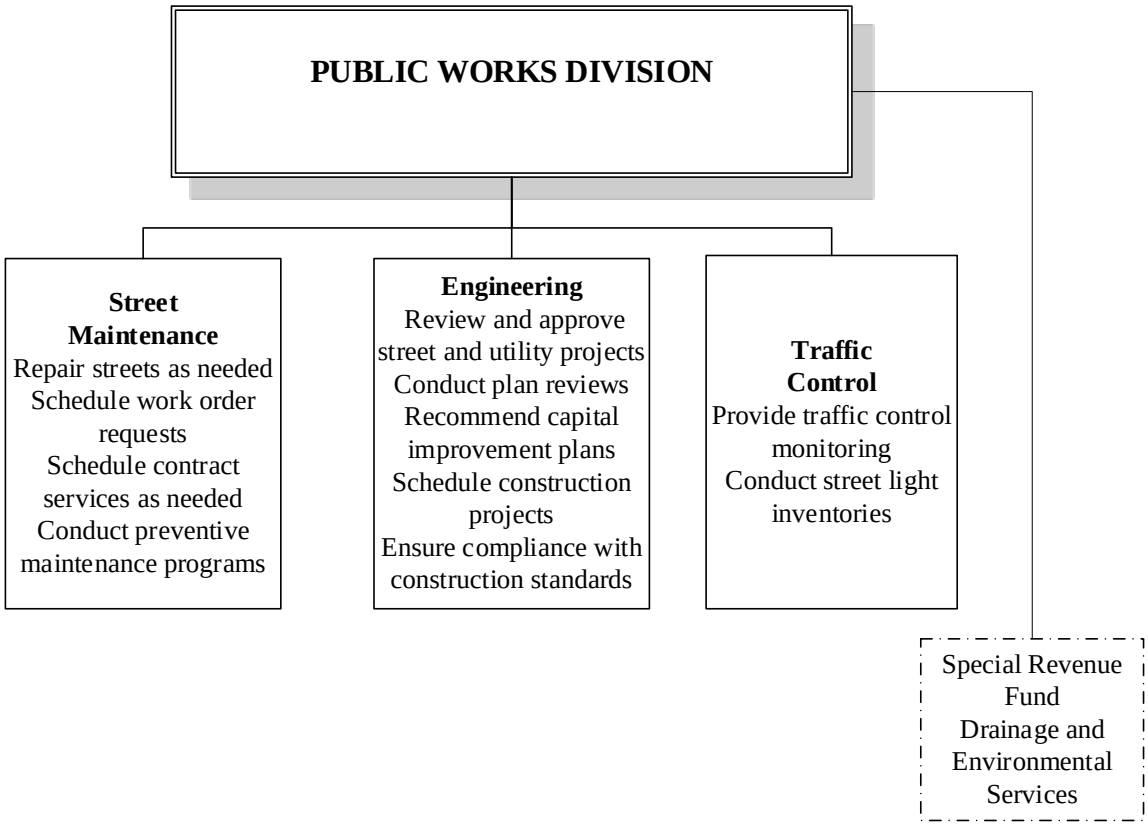
Because this is such a new department, performance measures are still being developed.

Measurable Outcomes:

- Track attendance, ticket sales and bookings at the Farr Best Theatre.
- Track attendance and ticket sales for Mansfield Commission for the Arts events.

Commission for the Arts Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ -	$ 79,540	$ 84,891	6.73%
Operations	7,981	51,312	49,669	-3.20%
Total	$ 7,981	$ 130,852	$ 134,560	2.83%

Commission for the Arts Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Cultural Arts Coordinator		1	1	
Total	0	1	1	0



Public Works Division Highlights

- City Engineers monitor over $47M in capital projects.
- The Street Department estimates it will maintain 600 lane miles of streets by the end of FY 2017-2018.

PUBLIC WORKS DIVISION AT A GLANCE

Budget Summary

The Public Works Division includes the Engineering Department, Street Maintenance Department and the Traffic Control Department, which was created to service the ever-growing number of traffic signals within the City. The division oversees all City infrastructure construction and maintains the City's roadways and drainage infrastructure. The Full Time Equivalent (FTE) budgeted positions in this fund are budgeted on an allocation basis among the General Fund, Street Construction Fund, Utility Construction Fund, and Environmental Services Fund. The Public Works Division budget increased 1.29% due to a merit increase.

Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Engineering	$ 352,159	$ 418,812	$ 406,166	-3.02%
Street Maintenance	3,152,392	3,300,332	3,286,574	-0.42%
Traffic Control	1,229,154	1,241,325	1,331,541	7.27%
Total	$ 4,733,705	$ 4,960,469	$ 5,024,282	1.29%

Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 1,565,488	$ 1,725,172	$ 1,822,702	5.65%
Operations	3,168,216	3,235,298	3,201,580	-1.04%
Total	$ 4,733,705	$ 4,960,469	$ 5,024,282	1.29%

ENGINEERING DEPARTMENT

MISSION STATEMENT:

The mission of the Engineering Department is to direct and manage the design and construction of all public street, drainage, water and sewer improvements as well as to review and inspect the design and construction of all similar public improvements associated with residential and commercial development. The Engineering Department is also responsible for establishing and updating the master plans for the roadway and utility infrastructure systems as well as all associated design and construction standards.

Department at a Glance

The Engineering Department monitors all street, utility and drainage projects from the conceptual stage through the preparation of construction plans, contract documents, completion and final acceptance of construction projects. The Engineering Department includes the Director of Public Works, City Engineer, five engineers, four inspectors, one technician and one secretary. A portion of the salary and benefits are allocated to the Street, Utility and Drainage Construction funds. The Engineering budget decreased 3.02% in FY 2017-2018 due to the movement of one full-time equivalent position to the Traffic Department.

Key Goals and Objectives

Goal 1
Improve streets, drainage and utility infrastructure through design and construction of public improvement projects.

Objectives:

- Continue to direct and manage the design and construction of the 2017-2018 Street Bond Fund and Utility Bond Fund projects.
- Continue to review and inspect the design and construction of public improvements associated with residential and commercial development.
- Target and track specific project schedule milestones for critical infrastructure projects. (E. Broad St. near the Shops at Broad, Regency Parkway, South Main St. and Day Miar Rd.)

Goal 2
Provide specific opportunities for training and professional development of Engineering staff.

Objectives:

- Provide supervisory training for new Construction Inspections Supervisor.
- Provide targeted training for new staff engineers.
- Schedule in-house group professional development training once a quarter.

Goal 3
Document all frequently used policies, procedures and checklists within the department to facilitate thorough reviews, inspections and consistent application of requirements.

Objectives:

- Document procedures and checklists for all aspects of construction inspections.
- Document and implement engineering policies and checklists for all plan reviews.
- Confirm all procedures are in compliance with applicable codes and ordinances.

Performance Objectives

- Improve selected streets and utility infrastructure.
- Increase training opportunities for Engineering staff.
- Compile documentation of policies, procedures and checklists to improve the efficiency of reviews and inspections.

Engineering	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Capital Budgets Monitored (millions)	55.5M	55.5M	52.8M	47.4M
Workload				
Capital Improvement Program Infrastructure Projects		18		18
Residential Public Infrastructure Projects		13		13
Commercial Public Infrastructure Projects		16		16
Effectiveness				
Water Improvements (Miles)	2	9.7	2	9.7
Sewer Improvements (Miles)	2	6.4	2	6.4
Drainage Improvements (Miles)	1	5.1	2	5.1
Street Improvements (Miles)	3	7.5	4	7.5

Measurable Outcomes:

- Monitor and track in-process and completed 2017-2018 public improvement projects and track anticipated milestones for critical projects.
- Quarterly training scheduled, tracked and completed.
- Policies, procedures and checklists completed and in use.

Engineering Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 306,678	$ 349,432	$ 348,076	-0.39%
Operations	45,481	69,380	58,091	-16.27%
Total	$ 352,159	$ 418,812	$ 406,166	-3.02%

Engineering Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Public Works Director	1	1	1	
Secretary	1	1	1	
City Engineer	1	1	1	
Engineer	5	5	4	-1
Inspector	4	4	4	
Technician	1	1	1	
Administrative Assistant	0.5	0.5	0.5	
Total	13.5	13.5	12.5	-1

STREET MAINTENANCE DEPARTMENT

MISSION STATEMENT:

The mission of the Street Maintenance Department is to sustain and optimize the structural life of City streets and sidewalks in the most cost effective manner through preventive maintenance of existing concrete and asphalt streets.

Department at a Glance

The Street Maintenance Department includes the Street Maintenance Supervisor and thirteen maintenance staff. The Street Maintenance budget decreased 0.42% in FY 2017-2018.

Key Goals and Objectives

Goal 1
Improve the effectiveness of services provided by the Street Department.

Objectives:
- Establish a pavement management system to evaluate pavement condition.
- Establish a "best practices" program to proactively maintain and extend life to streets.
- Process and complete all work orders in a timely manner.

Goal 2
Invest in staff development and morale of the department.

Objectives:
- Establish and provide training programs that teach, cross train and empower staff.
- Establish an "Employee of the Quarter" program to recognize top performers.
- Build team spirit, encourage continuous improvement for individuals, foster a personal worth for each employee.

Goal 3
Introduce preventative maintenance technology and programs that target not only aging streets but also newer streets.

Objectives:
- Utilize Cooperative Purchasing Agreements to access contractors that specialize in the latest methods and materials.
- Meet with vendors to explore new products.
- Continue to meet with adjacent jurisdictions/organizations to discuss their best practices.

Performance Objectives
- Continue to improve service to citizens by responding to work orders quickly and efficiently.
- Provide cross-training and incentives to motivate and recognize staff members.
- Use new technologies to extend the life of City streets through effective maintenance.

Street Maintenance*	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Work Orders Processed		568		575
Service Area (square miles)		36.69	36.69	36.69
Workload				
Streets Maintained (Lane Miles)		583		600
Streets Maintained-Concrete (Lane Miles)		438	450	455
Streets Maintained-Asphalt (Lane Miles)		145		145
Productivity				
Concrete Work Orders Processed (NEW)		78		85
Asphalt Work Orders Processed (NEW)		45		50
Pothole Repairs Work Orders Processed (NEW)		202		200
Sidewalk Work Orders Processed (NEW)		97		100
Misc Work Orders Processed (NEW)		146		140
Effectiveness				
% of Work Orders Completed with 15 days (NEW)		85%		90%

* Performance Measures were completely reevaluated for FY2017/2018

Measurable Outcomes:

- Work Orders completed within 15 days
- Staff members who are able to perform different duties with the various crews.
- The use of new technologies to extend service life.

Street Maintenance Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 971,830	$ 1,067,215	$ 1,079,933	1.19%
Operations	2,180,562	2,233,117	2,206,641	-1.19%
Total	$ 3,152,392	$ 3,300,332	$ 3,286,574	-0.42%

Street Maintenance Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Assistant Director Public Works	1	1	1	
Administrative Assistant	1	1	1	
Traffic Control Supervisor	1	1	1	
Street Maintenance Staff	11	11	11	
Total	14	14	14	0

TRAFFIC OPERATIONS DEPARTMENT

MISSION STATEMENT:

The mission of the Traffic Operations Department is to promote efficient traffic flow and to safely and efficiently operate, maintain and repair all signals, school flashers, pavement markings, signs and street lights within the City of Mansfield.

Department at a Glance

The Traffic Department budget increased 7.27% due to the addition of one full-time equivalent position. The Traffic Control Department consists of one traffic signal supervisor and three staff members.

Key Goals and Objectives

Goal 1
Ensure all traffic control devices and street lights are maintained to national standards and are in good workable condition.

Objectives:
- Utilize the traffic management system and staff to monitor and maintain all traffic signals and school flashers.
- Be proactive in replacement of faded/damaged/missing signs and pavement markings.
- Process and complete all work orders in a timely manner.

Goal 2
Utilize technologies to reduce operating cost and improve traffic flow efficiency.

Objectives:
- Utilize the traffic management and school flasher system to monitor traffic flow/school flashers and remotely make changes and/or corrections.
- Utilize work order software to inventory maintenance records, street light outages and schedule long term maintenance decisions.
- Continue the implementation of existing preventative maintenance programs targeting not only aging signals but new signals as well.

Goal 3
Make full use of the benefits of the Traffic Management Center remote monitoring of signals and school flashers.

Objectives:
- Train staff in operating the traffic management and school zone systems.
- Monitor the Traffic Management Center on a routine schedule.
- Set up alerts for malfunctioning signals and school flashers.

Performance Objectives
- Maintain all signals, lights, school flashers, and pavement markers to ensure safety of the public.
- Implement new technologies to apply preventative maintenance to reduce future costs.
- Use the Traffic Management Center to improve effectiveness and efficiency of staff.

Traffic Operations	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Work Orders Processed	1,089	1,475	1,050	1,500
Service Area	36.69	36.69	36.69	36.69
Workload				
Traffic Signals Maintained	42	46	45	48
School Flashers Maintained	68	64	70	64
Pavement Markers Maintained (Lane Miles)		454		465
Productivity/Work Orders				
Traffic Signal	218	321	300	325
School Flasher	32	48	40	45
Streetlight	393	408	375	455
Guardrail Repair	8	12	5	15
Line of Sight	6	47	19	45
Graffiti	5	14	6	15
Traffic Signs	410	625	360	600
Service Calls answered within 24 hours	100%	100%	100%	100%
Effectiveness				
Service Calls answered within 24 hours	100%	100%	100%	100%
% of Work Orders Completed with 3 days	100%	100%	100%	100%

Measurable Outcomes:

- All work orders completed within 3 days and service calls answered within 24 hours.
- Reduction in the number of unscheduled maintenance repairs.
- Completion of traffic management software training for Traffic Operations staff and managers.

Traffic Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 286,980	$ 308,525	$ 394,693	27.93%
Operations	942,174	932,800	936,848	0.43%
Total	$ 1,229,154	$ 1,241,325	$ 1,331,541	7.27%

Traffic Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Traffic Signal Supervisor	1	1	1	
Maintenance Staff	2	2	3	1
Total	3	3	4	1

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 Drainage and Environmental Services Fund, Water & Sewer Fund, and the Law Enforcement Center Fund.

DRAINAGE AND ENVIRONMENTAL SERVICES FUND

MISSION STATEMENT:

The mission of Environmental Services is to oversee and implement the City's Municipal Separate Storm Sewer System (MS4) permit, provide vision and local customer support for solid waste and recycling operations, develop and implement the Drainage Capital Improvement Program, maintain the City's existing storm sewer system, and provide an engaging and effective mosquito control program.

Department at a Glance

The Drainage and Environmental Services Fund is managed by one department within the Public Works Division. The department is funded through fees assessed to residential and commercial customers. The department includes one Storm Water Manager, one Storm Water Inspector, one Hazardous Waste Coordinator, one Education Specialist and a new position in FY 2017-2018 for one Environmental Health Specialist. Partial allocations of salary and benefits for the Public Works Director and Inspector are also included in this fund. The Drainage and Environmental Services budget increased less than 1% in FY 2017-2018.

Key Goals and Objectives

Goal 1:
Fully implement the MS4 permit pledges for the year.

Objectives:

- Conduct inter-departmental training of applicable personnel and develop standard operating procedures for applicable facilities using materials developed through the North Central Texas Council of Governments.
- Continue to explore options to increase participation in the household hazardous waste collection program.
- Conduct inspections throughout the community to detect potential discharges and repair when necessary.
- Continue to engage the community through the use of various media campaigns.

Goal 2:
Implement the Drainage Capital Improvement Program through the use of available funds and prioritized list of projects. Increase drainage maintenance capacities and capabilities.

Objectives:

- Begin design of selected priority capital projects using either the operating budget or issued debt funds.
- Identify any equipment that could be useful for drainage maintenance operations and rent or purchase these items as the budget permits.
- Increase the experience level of equipment operators by expanding abilities with existing equipment or use of new equipment for drainage maintenance purposes.

Goal 3:
Provide an engaging and effective mosquito control program.

Objectives:

- Follow industry standard recommendations for trapping locations/types, treatment of suspected resting/breeding sites identified and any adulticide activities.
- Expand surveillance program to better reflect growth of the population.
- Update the Mosquito Surveillance and Control Policy as needed to reflect current mosquito borne illness environment and maintain consistency with the Tarrant County Public Health's policies.

Performance Objectives

- Increase Household Hazardous Waste pounds collected by 7.2%.
- Increase mosquito audits by 20%.

Drainage and Environmental Services	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Work Orders Processed	N/A	1	15	15
Environmental Code Cases Processed	N/A	32	50	60
Workload				
Vegetation Control (acres)	56	56	56	70
Channel Vegetation Control (feet)	12,091	12,091	12,091	12,091
Box Culverts (feet)	40,329	44,558	50,000	55,000
Open Channels (feet)	67,888	71,131	75,000	80,000
Storm Pipe (feet)	530,377	545,096	573,000	595,000
Street Sweeping Curb Miles	1,942	2,271	2,091	2,300
Public Education Posts/Articles	60	33	50	50
Productivity				
Bar Ditch Regrade (feet)	N/A	2,150	2,500	1,500
Bridge & Culvert Clearing/Repair (ea)	N/A	10	10	15
Outfall Repairs (ea.)	N/A	4	3	3
Channel Regrade (feet)	N/A	2,500	1,000	1,000
Headwall Repair (ea)	N/A	1	3	3
Misc. Drainage Repair (ea.)	N/A	12	15	15
Inlets Cleared (ea.)	N/A	13	15	15
Interdepartmental Personnel Trained	N/A	0	35	50
Litter Crew Weight Collected (pounds)	36,640	42,280	45,000	45,000
Effectiveness				
Avg Days to Complete Work Orders	1	188	90	90
ECC Participation (households)	426	1,378	850	1,723
HHW Collected (pounds)	N/A	N/A	76,500	82,064
Electronics Recycled (pounds)	N/A	N/A	40,000	69,825
Mosquito Audits/Inspections	N/A	N/A	150	180
Street Sweeping Collection (cubic yards)	991	503	600	620

Measurable Outcomes:

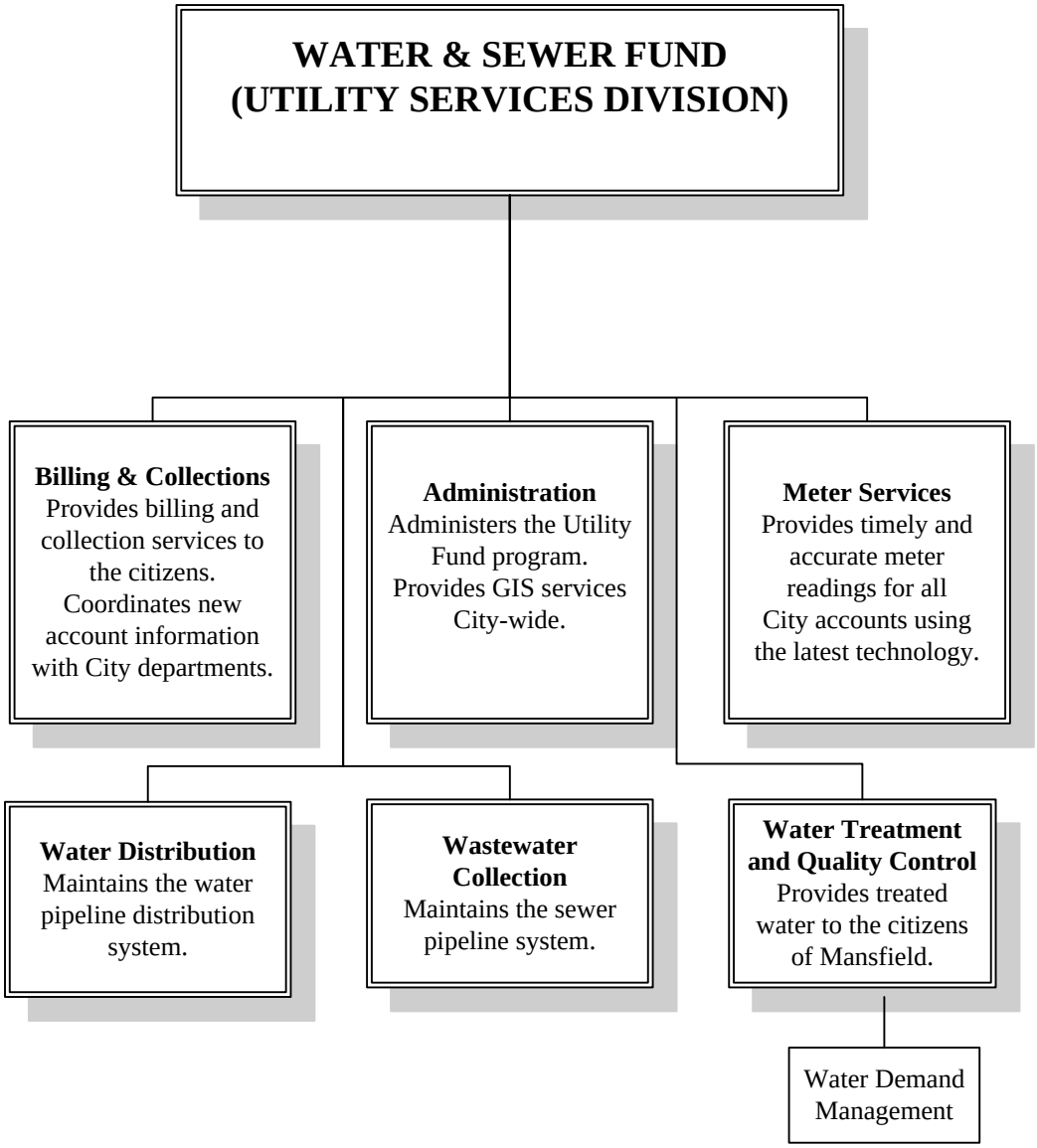
- Maintenance work order tracking system developed; all works orders complete within 90 days.
- Average 15 mosquito audits/inspections per month; increase public education; expand treatment coverage area.

Drainage/Environmental Svc. Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 376,284	$ 434,754	$ 592,226	36.22%
Operations	614,193	725,993	649,652	-10.52%
Reserve/Transfers	-	780,623	706,403	-9.51%
Projects*		3,220,000		
Debt	165,303	528,170	523,070	-0.97%
Total	$ 1,155,780	$ 5,689,540	$ 2,471,351	-56.56%

*Moved to Capital Projects in FY 2017-2018

Drainage/Environmental Services Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Storm Water Manager	1	1	1	
Storm Water Inspector	1	1	1	
Hazardous Waste Coordinator	0	1	1	
Education Specialist	0	1	1	
Environmental Health Specialist	0	0	1	1
Total	2	4	5	1

The Environmental Collection Center accepts household hazardous waste materials and provides the residents of Mansfield an avenue for recycling.



Utility Services Division Highlights

- The City can pump up to 57 million gallons per day.
- Estimated ground storage capacity is 4.75 million gallons.
- The City has a 100% water accountability rating.
- The City's water system has been rated "Superior."

UTILITY SERVICES DIVISION AT A GLANCE

Budget Summary

The Utility Services Division includes the Utility Administration, Billing and Collections, Meter Reading and Repair, Water Distribution, Wastewater Collection, Water Treatment and Quality, and Water Demand departments. The Laboratory Services Department was consolidated with the Water Quality Department in FY 2016-2017. The Utility Division budget increased 6.41% due to estimated increases in water purchase cost, electricity costs, sewer treatment, chemical supply costs, merit increases, market adjustments and the addition of one new position.

Utility Division Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Administration	$ 1,081,214	$ 1,115,305	$ 1,164,562	4.42%
Billing & Collections	845,361	1,029,818	975,953	-5.23%
Meter Reading & Repair	955,042	973,740	942,806	-3.18%
Water Distribution	930,706	943,198	1,029,566	9.16%
Wastwater Collection	6,747,644	7,083,243	7,782,189	9.87%
Treatment Services	7,044,473	8,420,452	8,710,152	3.44%
Water Quality	385,627	468,143	420,773	-10.12%
Laboratory Services	199,629			0.00%
Water Demand	297,116	183,454	172,585	-5.92%
Other*	196,943	48,000	366,537	663.62%
Total	$ 18,683,756	$ 20,265,353	$ 21,565,123	6.41%

Division Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 5,093,217	$ 4,879,854	$ 4,974,711	1.94%
Operations	13,260,481	15,042,619	15,891,672	5.64%
Capital	133,115	294,880	332,203	12.66%
Other*	196,943	48,000	366,537	663.62%
Total	$ 18,683,756	$ 20,265,353	$ 21,565,123	6.41%

* Other includes retiree health insurance and Other Post-Employment Benefits not previously budgeted by fund.

MANSFIELD
WATER UTILITIES

UTILITIES ADMINISTRATION

MISSION STATEMENT:

The mission of Utilities Administration is to direct the operations of the Utilities Division by maximizing the use of all available equipment, staff and assets to provide the citizens with "Superior" utility service that is second to none.

Department at a Glance

Utilities Administration is comprised of the Administration Office, Billing & Collections, and Meter Reading & Repairs departments. The Administration budget increased 4.42% due to a merit increase, market adjustments and the addition of one full-time equivalent position. The Billing and Collections budget decreased 5.23% due to reductions in contract services and collection agency expenses. The Meter Reading and Repairs budget decreased 3.18% due to a reduction in meters and related hardware.

Key Goals and Objectives

Goal 1
Accurately bill all accounts for water usage each month.

Objectives:
- Evaluate and edit meter readings as they are completed to ensure accuracy.
- Send out re-reads as they are determined to be necessary for billing.
- Utilize meter data management system to determine the accuracy of high reads.

Goal 2
Improve operational efficiency by continuing implementation of a 4G Fixed-Base Meter Reading System.

Objectives:
- Install 4G fixed-base meters in all new construction in order to minimize the impact of system expansion on the current staffing level.
- Install 4G fixed-base meters where the existing meter has reached the end of its useful life.
- Utilize Harmony Systems data analytics to provide customers with their most current water consumption trends.

Goal 3
Maintain public support for the operations, initiatives and employees of the Water Utility Division by utilizing public communication strategies that instill the value of water.

Objectives:
- Implement the Water 360 strategic education and public communication plans.
- Use social media comments to develop content for posts and articles by creating content based on reoccurring questions and comments on Facebook and the Nextdoor website.
- Increase the division's presence in the Mansfield Citizen Online.

Performance Objectives
- Strive to obtain 100% billing accuracy.
- Replace 5% of existing meters with 4G; install only 4G meters on new customer connections.
- Post 4 stories per month to the Mansfield Citizen Online.

Administration	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Service Departments Supervised	6	9	8	8
Workload				
Utility Division Projects	11	8	10	8
Productivity				
Ground Storage Capacity (million gal.)	4.75	4.75	4.75	4.75
Elevated Storage Capacity (million gal.)	4	4	4	4
Pumping Capacity (daily million gal.)	57	57	57	57
Department Meetings	12	22	14	26
Effectiveness				
Public Water System Rating	Superior	Superior	Superior	Superior
Percent Meeting Monthly Standards	100%	100%	100%	100%
Treatment Capacity (million gal.)	45	45	45	45
GIS Integration of Systems	100%	100%	100%	100%

Billing & Collections	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Population (3.24 residents per account)	62,246	67,628	68,786	70,172
Active Meter Accounts	20,404	20,561	21,373	21,800
Workload				
Payments Processed	248,325	233,441	260,117	265,319
Walk In Customers (monthly)	1,875	1,838	2,011	2,051
New Utility Accounts (annually)*	2,600	2,732	2,419	2,467
Receptionist Calls (monthly)	2,180	2,086	2,120	2,124
Productivity				
Staffing	7	7	7	7
Payments per FTE	35,475	38,991	37,160	37,907
FTE per Capita	8,892	11,272	11,464	11,696
Effectiveness				
Billing Accuracy	99.7%	99.8%	100.0%	100.0%

**Includes residential, commercial, irrigation locations, etc.*

Meter Reading & Repairs	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Active Meter Reads (monthly)	20,660	21,051	21,637	21,543
Workload				
Avg. Manual Meters Read (monthly per reader)	6472	5,614	4,672	4,514
Avg AMI/AMR Meters Read (monthly)	14,188	15,437	15,156	17,029
Meter Re-Reads (annually)	2,989	4,236	3,222	3,578
Meter Sets (monthly)	37	57	44	41
Customer Service Requests-Other (annually)	13,046	12,835	13,210	12,739
Cut Offs (annually)	3,842	4,510	4,085	4,243
Productivity				
Staffing	8	7	7	7
Meters per FTE	2,951	3,007	3,606	3,078
Service Calls per FTE	1,864	3,181	2,236	2,943
Effectiveness				
Percent of Meters Read (monthly)	100%	100%	100%	100%
Meter Reading Accuracy	98.8%	98.8%	98.8%	99.0%

Measurable Outcomes:

- Improved billing accuracy of 99% or higher.
- Replace 5% of existing meters with 4G meters; only 4G on new customer connections.
- Increase media postings to 4 per month.

Administration Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 943,231	$ 874,013	$ 900,176	2.99%
Operations	137,983	241,292	244,387	1.28%
Capital			20,000	
Total	$ 1,081,214	$ 1,115,305	$ 1,164,562	4.42%

Billing & Collections Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 643,103	$ 615,998	$ 629,414	2.18%
Operations	202,258	413,820	346,539	-16.26%
Capital				
Total	$ 845,361	$ 1,029,818	$ 975,953	-5.23%

Meter Reading & Repair Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 617,293	$ 521,594	$ 517,763	-0.73%
Operations	270,002	347,485	358,743	3.24%
Capital	67,747	104,662	66,300	-36.65%
Total	$ 955,042	$ 973,740	$ 942,806	-3.18%

Administration Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Director of Utility Operations	1	1	1	
Assistant Director of Utilities	1	1	1	
Budget Administrator	1	1	1	
Administrative Assistant	0	1	1	
GIS Coordinator	1	1	1	
GIS Technician	1	1	1	
Secretary	0	0	1	1
Total	5	6	7	1

Billing & Collections Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
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 Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
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

UTILITIES OPERATIONS

MISSION STATEMENT:

The mission of Utilities Operations is to provide a reliable system for the delivery and removal of water while maintaining a professional level of customer service.

Department at a Glance

Utilities Operations includes the Water Distribution and Wastewater Collection departments. The Water Distribution budget increased 9.16% due to the purchase of a John Deere 310 for use in the field. The Wastewater Collection budget increased 9.87% due to a merit increase, reorganization of staffing, increased costs of sewer treatment and purchases of vehicles and equipment.

Key Goals and Objectives

Goal 1
Prioritize work orders and allocate resources in a manner that provides the greatest benefit to our customers.

Objectives:
- Categorize daily work orders by level of urgency and prioritize activities accordingly.
- Continuously evaluate detailed cost data associated with each work order and work toward improving efficiency.
- Maintain accountability of City-issued equipment in order to shorten response times.

Goal 2
Maintain a proactive maintenance program which decreases interruptions in the water distribution system.

Objectives:
- Administer regular cathodic protection maintenance programs.
- Locate and exercise valves in order to reduce customer interruptions.
- Ensure GIS is accurate with infrastructure expansions in the field.

Goal 3
Identify and make corrections to areas with inflow and infiltration in the sanitary sewer system.

Objectives:
- Use data collected from 100M and SCADA systems to locate areas with inflow and infiltration.
- Monitor off-site, new construction for exposed or broken sewer mains and connections.
- Identify and prioritize line repairs based on data collected from video inspections and smoke testing of sewer mains and service lines.

Performance Objectives
- Respond to work orders within four hours or less.
- Increase valves exercised by 25%.
- Reduce wet weather peaking factor to a 3 or less.

Water Distribution	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Water Pipeline System (miles)	301	311	330	321
Calls for Service (monthly)	157	123	146	137
Workload				
Minor Leaks Repaired (annually)	152	135	143	141
Main Leaks Repaired (annually)	51	33	55	44
Fire Hydrant Maintained (annually)	63	75	81	86
Productivity				
Valves Exercised (annually)	431	498	434	407
Water Taps (annually)	7	18	11	12
Utility Inspection, Rough and Final (annually)	1046	334	874	812
Test Double Check or RPZ (annually)	48	15	48	23
Water Camera (annually)	369	273	227	289
Flush Hydrants (annually)	286	1630	601	837
Effectiveness				
Calls Answered Within 4 Hours	100%	100%	100%	100%
Percent Meeting Monthly Standards	100%	100%	100%	100%

Wastewater Collection	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Sewer Lines (miles)	266	272	314	282
Sewer Customers	18,100	18,325	18,600	18,692
Calls for Service (monthly)	309	34	237	248
Workload				
Sewer Line Video Inspections (annually)	60	69	64	62
Lift Station Maintenance (annually)	508	267	741	406
Average Daily Sewer Flow (gallons)	5,706,330	6,172,000	5,856,000	5,995,000
Productivity				
Sewer Lines Repaired (annually)	18	25	17	23
Manholes Cleaned (annually)	527	363	500	374
Sewer Taps (annually)	6	6	6	7
Effectiveness				
Service Requests Answered within 4 hours	100%	100%	100%	100%
Grease Trap Inspections (annually)	50	530	108	237
Waste Hauler Inspections (annually)	44	102	46	69

Measurable Outcomes:

- Response time of four hours or less 100% of the time.
- Increase valves exercised by 25%.
- Reduce wet weather peaking factor to a 3 or less.

Water Distribution Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 765,664	$ 734,543	$ 729,041	-0.75%
Operations	152,511	184,154	182,574	-0.86%
Capital	12,532	24,501	117,951	381.41%
Total	$ 930,706	$ 943,198	$ 1,029,566	9.16%

Wastewater Collection Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 499,095	$ 588,998	$ 671,039	13.93%
Operations	6,245,391	6,459,374	6,983,197	8.11%
Capital	3,158	34,871	127,952	266.93%
Total	$ 6,747,644	$ 7,083,243	$ 7,782,189	9.87%

Water Distribution Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Field Operations Manager	1	1	1	
Crew Leaders	4	4	4	
Inventory Clerk	1	1	1	
Tradesman	3	3	2	-1
Total	9	9	8	-1

Wastewater Collection Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Field Supervisor	1	1	1	
Crew Leader (Sewer)	2	2	2	
Utility Technician (Sewer)	1	2	2	
Tradesman (Sewer)	2	2	3	1
Total	6	7	8	1

WATER TREATMENT SERVICES

MISSION STATEMENT:

The mission of the Water Treatment Department is to provide citizens with a superior drinking water source which meets or exceeds all state and federal requirements regarding quality, monitoring and reporting practices. This is accomplished by the most cost-effective means possible.

Department at a Glance

Water Treatment Services includes the Water Treatment, Water Quality and Water Demand departments. The Laboratory Services Department was consolidated with the Water Treatment Department in FY 2016-2017. The Water Treatment Department budget increased 3.44% in FY 2017-2018 due to increased costs in water treatment chemicals and supplies, as well as merit adjustments. Both Water Quality and Water Demand Departments decreased their budgets for FY 2017-2018 by reducing operational costs.

Key Goals and Objectives

Goal 1:
Maintain the "Superior" Drinking Water System classification issued by the TCEQ.

Objectives:
- Modify existing treatment methods and system operations as state/ federal regulations are revised.
- Evaluate and modify monitoring and reporting practices to meet new regulations.
- Provide continuing education and training to operators and staff so that updated information on new rules, methods and requirements are employed to maintain system integrity and compliance.

Goal 2:
Update aging treatment plant infrastructure.

Objectives:
- Replace three older chlorine analyzers with newer and more efficient models.
- Analyze maintenance costs and failure summaries to identify and replace equipment with high maintenance costs.
- Update and replace lab furniture, fixtures, and equipment.

Goal 3:
Enhance employee development.

Objectives:
- Use other water organizations through seminars and workshops to increase knowledge base.
- Send maintenance staff to equipment-specific training to reduce the need for outside repairs and service.
- Evaluate and update standard operating procedures as necessary.

Performance Objectives
- Maintain the Superior Water System classification.
- Combine the microfiltration lab with the sample lab.
- Reduce outside repairs by 50%.

Water Treatment/Water Quality and Water Demand	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Average Monthly Water Flow (million gal.)	328	345	358	355
Water Customers	20,404	21,051	21,373	21,543
Bacteriological Samples	920	915	1,100	1,200
Workload				
Annual Purchased Drinking Water (million gal.)	0.395	0.509	0.395	0.550
Annual Raw water Purchased (million gal.)	4,065	4,272	4,295	4,383
Annual Plant Production (million gal.)	3,941	4.151	4,079	4.261
State of Texas Compliance Samples	60	70	70	70
Irrigation Systems	12,222	12,522	12,750	13,050
Water Conservation Intiatives	23	26	26	32
Productivity				
Ground Storage Capacity (million gal.)	4.25	4.25	4.25	4.25
Elevated Storage Capacity (million gal.)	4.00	4.00	4.00	4.00
Pumping Capacity Daily (million gal.)	57	57	57	57
Treatment Capacity (million gal.)	45	45	45	45
Irrigation Plans Reviewed Within 24 Hours	100%	100%	100%	100%
Effectiveness				
Public Water System Rating	Superior	Superior	Superior	Superior
Accountability (water billed)	95%	95%	100%	100%
Social Media Posts		52	52	52
Postive Total Coliform/Fecal Bacteria Samples	None	1	None	None
Compliance with EPA Pretreatment Regulations	100%	100%	100%	100%

Measurable Outcomes:

- Maintain the Superior Water System classification.
- Combine the microfiltration lab with the sample lab.
- Reduce outside repairs by 50%.

Water Treatment Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 916,735	$ 1,106,447	$ 1,086,171	-1.83%
Operations	6,078,060	7,222,159	7,623,981	5.56%
Capital	49,678	91,845	-	-100.00%
Total	$ 7,044,473	$ 8,420,452	$ 8,710,152	3.44%

Water Quality Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 306,093	$ 338,288	$ 338,487	0.06%
Operations	79,534	90,855	82,287	-9.43%
Capital	-	39,000	-	-100.00%
Total	$ 385,627	$ 468,143	$ 420,773	-10.12%

Water Demand Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 213,869	$ 99,973	$ 102,621	2.65%
Operations	83,247	83,480	69,964	-16.19%
Capital				
Total	$ 297,116	$ 183,454	$ 172,585	-5.92%

Laboratory Services* Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 188,134	$ -	$ -	
Operations	11,495	-	-	
Total	$ 199,629	$ -	$ -	

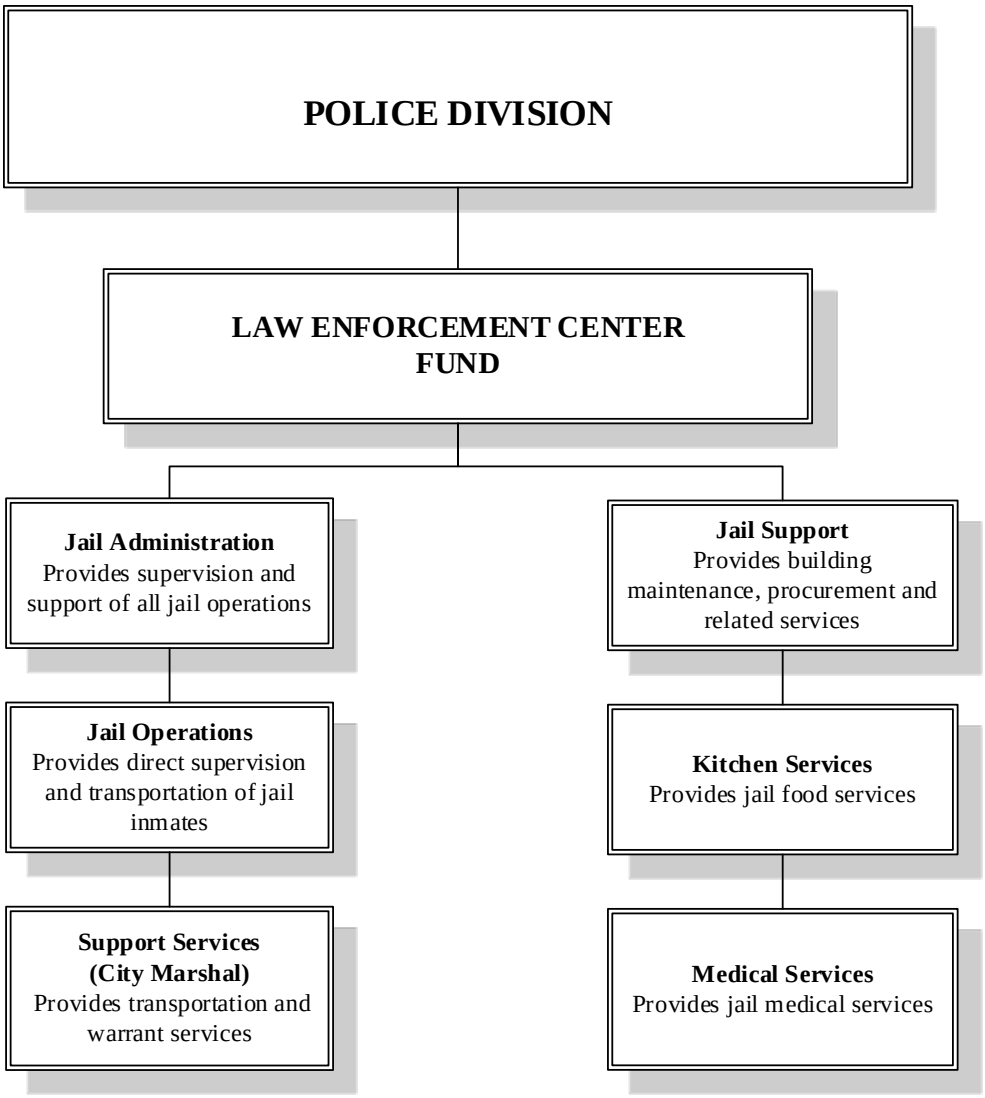
*Consolidated into the Water Treatment budget in FY 2016-2017

Water Treatment Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Water Treatment Plant Manager	1	1	1	
Supervisor	1	1	1	
Chief Operator	1	1	1	
Instrument Technician	1	3	3	
Chief Operator A	0.5	0.5	0.5	
Plant Operator B	2	2	2	
Plant Operator C	3	3	3	
Total	9.5	11.5	11.5	0

Water Quality Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Pre-Treatment Coordinator	1	1	1	
Trades Staff	3	3	3	
Total	4	4	4	0

Water Demand Management Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Educational Specialist	1	1	1	
Support Staff	1	0	0	
Total	2	1	1	0

Laboratory Services Full Time Equivilent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Lab Supervisor	1	0	0	
Operator A	1	0	0	
Total	2	0	0	0



Law Enforcement Center Highlights

- The Jail has contracts with the Federal Government, the City of Fort Worth, the City of Burleson, and the City of Kennedale to house prisoners.
- The average daily inmate population in FY 2017-2018 is estimated to be 400 prisoners.
- The jail is estimated to receive $11.3 million in housing revenue in FY 2017-2018.

LAW ENFORCEMENT CENTER FUND AT A GLANCE

Budget Summary

The Law Enforcement Center includes the Administration, Operations, City Marshal, Support, Kitchen and Medical departments. The Law Enforcement Center budget increased 9.7% due to a 3% merit increase, market adjustments and additional overtime requirements.

Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Administration	$ 300,725	$ 309,867	$ 349,631	12.83%
Operations	5,993,957	6,442,059	6,481,074	0.61%
City Marshal	1,843,004	1,946,311	2,122,667	9.06%
Support	937,630	1,061,507	1,171,364	10.35%
Food Service	454,195	498,568	477,600	-4.21%
Medical	590,066	703,902	594,623	-15.52%
Other*			828,073	
Total	$ 10,119,577	$ 10,962,213	$ 12,025,033	9.70%

* Other includes retiree health insurance and Other Post-Employment Benefits not previously budgeted by fund.

Division Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 8,820,768	$ 9,567,871	$ 10,605,622	10.85%
Operations	1,298,809	1,394,342	1,419,410	1.80%
Total	$ 10,119,577	$ 10,962,213	$ 12,025,032	9.70%

MISSION STATEMENT:

The mission of all departments in the Law Enforcement Center 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.

ADMINISTRATION DEPARTMENT

Department at a Glance

The Administration budget increased significantly due to a merit increase, equity adjustments, a small reserve and allocations for retiree and post-employment benefit requirements for the Jail Division.

Key Goals and Objectives

Goal 1:
Prepare for Federal compliance certification for the lock-up facility.

Objectives:
- Complete all improvements and policy changes to prepare for compliance audit.
- Obtain Federal compliance certification for the lock-up facility.

Goal 2:
Improve budget efficiency.

Objectives:
- Improve tracking measures for line items in the budget.
- Improve monthly supervisor training for budget review.

Goal 3:
Increase employee morale through on-going recognition.

Objectives:
- Establish criteria for the selection of an employee of the month.
- Provide recognition through a certificate and acknowledgement in monthly department reports.

Performance Objectives
- Obtain Federal compliance certification for the lock-up facility.
- Budget efficiency.
- Recognize employees and improve morale.

Administration	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Service Departments	6	6	6	6
Division Staff budgeted	111	111	111	105
Division Budget	$9,576,770	$9,889,873	$10,962,213	$12,025,032
Workload				
Staff supervised	111	111	111	105
Average Daily Inmate Population	481	380	400	390
Intergovernmental Agreements	4	7	7	7
Productivity				
Percent of Jail Beds Occupied	87%	87%	90%	90%
Staffing Levels Required	111	111	111	105
Effectiveness				
Housing Revenue	$9,247,216	$9,839,116	$10,235,016	$11,336,835
Telephone Revenue	$201,514	$208,294	$200,001	$200,001
Average Cost per Inmate per Day	$67	$75	$75	$84
Number of Agencies Using Facility	7	7	7	7

Measurable Outcomes:

- Successful Federal inspection and certification.
- Front-line supervisors have a better understanding of the budget process.
- Improved employee morale.

Administration Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 267,709	$ 265,204	$ 300,020	13.13%
Operations	33,016	44,662	49,611	11.08%
Total	$ 300,725	$ 309,867	$ 349,631	12.83%

Administration Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Assistant Police Chief	1	1	1	
Secretary	1	1	1	
Total	2	2	2	0

OPERATIONS DEPARTMENT

Department at a Glance

The Operations Department budget increased less than 1% due to the elimination of six positions and the transfer of one position to the Support Department.

Key Goals and Objectives

Goal 1:
Increase efficiency of inmate intake procedures.

Objectives:
- Decrease the number of booking errors via comprehensive annual training.
- Increase the quality of inmate fingerprints and data collected for state reporting during the Live Scan process.

Goal 2:
Enhance cleanliness of inmate and common areas without additional cost.

Objectives:
- Audit officer and inmate facility cleaning activity.
- Improve inmate worker programs to facilitate program cost effectiveness.

Goal 3:
Improve officer readiness and knowledge through non-traditional training.

Objectives:
- Increase and develop practical scenarios relating to escapes, fires, storms or medical emergencies.
- Enhance and clarify the procedures relating to the above scenarios by reinforcing and testing each officer with the corresponding procedure listed in Power DMS.

Performance Objectives
- Increase efficiency of inmate intake procedures.
- Enhance cleanliness of inmate and common areas without additional cost.
- Improve officer readiness and knowledge through non-traditional training.

Operations	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Operations Staff	77	77	77	77
Average Daily Inmate Population	481	380	400	390
Workload				
Inmates Transported Daily	120	120	120	120
Average Daily Inmates Booked	95	88	90	90
Average Daily Inmates Released	95	88	90	90
Housing Units Supervised	15	15	16	16
Productivity				
Average Processing Time (minutes)	30	30	30	30
Minimum Staffing-8 Hour Shift	26	26	26	26
Effectiveness				
Turnover Rate	15%	15%	15%	15%
Mandatory Training Provided	100%	100%	100%	100%

Measurable Outcomes:

- Successful random inspections of the quality intake and booking paperwork.
- Increased number of documented inmate cleaning sessions via audit.
- Document the development and application of practical scenario training.

Operations Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 5,854,847	$ 6,265,145	$ 6,331,596	1.06%
Operations	139,110	176,914	149,478	-15.51%
Total	$ 5,993,957	$ 6,442,059	$ 6,481,074	0.61%

Operations Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Lieutenant	3	3	3	
Sergeant Operations	4	4	4	
Corporal	6	6	6	
Records Manager	1	1	1	
Correctional Officer	63	63	56	-7
Total	77	77	70	-7

MARSHALS DEPARTMENT

Department at a Glance

The Marshals Department budget increased 9.06% due to a merit increase and equity adjustments.

Key Goals and Objectives

Goal 1
Obtain intermediate, advanced or master state certification for those who meet eligibility requirements.

Objectives:
- Each eligible member will attend the remaining required training to achieve their next state certification if years of service and other requirements have been met.
- Coordinate with the training supervisor to obtain training on a local level or assist in methods of to train in-house as hosts where available.

Goal 2:
Complete the Mental Health Peace Officer course during the fiscal year to meet the departmental goal to have all officers trained as MHPO's.

Objectives:
- Locate upcoming MHPO classes and send all remaining support officers to training during the fiscal year.
- Coordinate with the training supervisor to obtain training on a local level or assist in methods to train in-house as hosts where available.

Goal 3:
Jail records staff will work to achieve a 15% increase in usable shelf space by integrating new retention processes.

Objectives:
- Use retention guidelines to determine the records that can move from 7-year destruction cycles to 3-year destruction cycles.
- Enhance separation of inmate records to provide a new destruction schedule.

Performance Objectives
- Obtain intermediate, advanced or master state certification for those who meet the eligibility requirements.
- Complete the Mental Health Peace Officer course during the fiscal year to meet the departmental goal to have all officers trained as MHPO's.
- Jail records staff will work to achieve a 15% increase in usable shelf space by integrating new retention processes.

Measurable Outcomes:
- 100% of eligible support officers will achieve their next level of certification.
- Support Division will obtain 100% completion of training for certification of officers as Mental Health Peace Officers during the fiscal year.
- Jail records will achieve a 15% reduction in shelf space by utilizing new retention guidelines.

City Marshal Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 1,744,180	$ 1,864,639	$ 2,047,503	9.81%
Operations	98,824	81,671	75,164	-7.97%
Total	$ 1,843,004	$ 1,946,311	$ 2,122,667	9.06%

City Marshal Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Lieutenant-City Marshal	1	1	1	
Sergeant-City Marshal	2	2	2	
Corporal-City Marshal	3	3	3	
City Marshal	11	11	11	
Total	17	17	17	0

SUPPORT DEPARTMENT

Department at a Glance

The Support Department budget increased 10.35% due to a merit increase and the transfer of one position from Jail Operations.

Key Goals and Objectives

Goal 1:
Continue the cross training initiative to enhance Bond Desk operations.

Objectives:
- Improve the ability to staff the Bond Desk during staff shortages by cross-training additional staff from within the operation.
- Enhance operational capabilities by expanding cross-training within other jail departments.

Goal 2:
Improve and broaden the training delivery systems of support personnel.

Objectives:
- Incorporate effective training tools such as the Texas Municipal league, Power DMS and the National Institute of Corrections.
- Coordinate with outside agencies to obtain like training related to their current position.

Goal 3:
Conduct a needs assessment of the air conditioning and heating system for cleaning and maintenance.

Objectives:
- Schedule onsite commercial companies to conduct the assessment to determine the extent of our cleaning needs.
- Determine which parts of the commercial companies assessment can be performed by in-house maintenance staff.

Performance Objectives
- Continue the cross training initiative to enhance Bond Desk operations.
- Improve and broaden the training delivery systems of support personnel.
- Conduct a needs assessment of the air conditioning and heating system for cleaning and maintenance.

Support	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Computer Systems	38	35	38	43
Square Footage	42,816	42,816	42,816	42,816
Workload				
Work Orders Processed	1,480	780	1,716	750
Housing Units	15	15	16	16
Productivity				
Cooperative Purchasing Agreements	4	4	4	4
Effectiveness				
Staffing Level	6	10	10	10

Measurable Outcomes:

- Complete cross-training between multiple positions within the jail.
- Complete the Power DMS improvement and at least one other system.
- Completion of an on-site assessment by an outside commercial company.

Support Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 660,407	$ 729,855	$ 853,130	16.89%
Operations	277,222	331,652	318,234	-4.05%
Total	$ 937,630	$ 1,061,507	$ 1,171,364	10.35%

Support Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Maintenance Technician	1	1	1	
Bond Clerks	6	6	7	1
Support Staff	3	3	3	
Total	10	10	11	1

FOOD SERVICES DEPARTMENT

Department at a Glance

The Food Service Department budget decreased 4.21% due to estimated reduced inmate meals per day. Food Services are provided by a private vendor. No positions are budgeted in this department.

Key Goals and Objectives

Goal 1:
Continue to improve food service and quality through monitoring.

Objectives:
- Random food service surveys with inmates to anticipate needs.
- Random food sampling and documentation by jail management to ensure quality.

Goal 2:
Enhance facility cleanliness.

Objectives:
- Monthly, documented, and detailed cleaning of assigned, rotating areas of the kitchen.
- Monthly maintenance schedule of rotating kitchen equipment.

Goal 3:
Audit and assess all kitchen equipment and systems for replacement needs or requirements.

Objectives:
- Maintain a documented inspection of each piece of kitchen equipment.
- Conduct a complete safety assessment of kitchen procedures and systems.

Performance Objectives
- Continue to improve food service and quality through monitoring.
- Enhance facility cleanliness.
- Audit and assess all kitchen equipment and systems for replacement needs or requirements.

Food Service	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Average Daily Inmate Population	400	380	400	400
Average Daily Meals Served	1,200	854	1,200	1200
Workload				
Average Daily Meals Served	1,200	854	1,200	1200
Daily Meals	3	3	3	3
Hot Meals served Daily	2	2	2	2
Productivity				
Average Daily Calorie Count	2,800	2800	2,800	2800
Average Daily Meals Served	1200	854	1200	1200
Hot Meals served Daily	2	2	2	2
Effectiveness				
Staffing Level	7	0	0	0
Cost per Inmate per day	$1.12	$1.44	$1.16	$1.16

Measurable Outcomes:

- Food Services will achieve consistent above average surveys weekly and conduct random food sampling to include food samples on every jail inspection.
- Inspection and cleaning report for each month showing item maintenance and areas cleaned.
- Monthly audits of all kitchen systems and equipment.

Food Service Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ -	$ -	$ -	
Operations	454,195	498,568	477,600	-4.21%
Total	$ 454,195	$ 498,568	$ 477,600	-4.21%

MEDICAL SERVICES DEPARTMENT

Department at a Glance

The Medical Services Department's budget decreased 15.52% in FY 2017-2018 due to a reduction in contract services.

Key Goals and Objectives

Goal 1:
Enhance mental health awareness of our medical staff.

Objectives:
- Have all medical services nursing staff attend the Tarrant County Mental Health Awareness course.
- Maintain open lines of communication with the area mental health agencies.

Goal 2:
Evaluate medical equipment to increase service effectiveness.

Objectives:
- Evaluate, inspect and review all equipment for worthiness.
- Conduct random audits of equipment needs for future acquisitions.

Goal 3:
Enhance medical service standards through quality control audits.

Objectives:
- Conduct random quality control reviews of inmate medical records.
- Conduct random quality control audits of all medical supplies used.

Performance Objectives
- Enhance mental health awareness of our medical staff.
- Evaluate medical equipment to increase service effectiveness.
- Enhance medical service standards through quality control audits.

Medical	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Average Daily Inmate Population	400	380	400	400
Average Daily New Arrivals	130	88	90	95
Average Daily Nursing Assessments	130	88	90	95
Workload				
Sick Calls per Week	400		354	
Doctor Called	50	51	52	51
Medications Dispensed (annual)	119,000	150,745	118,000	155,000
Productivity				
Staffing Level	1	3	3	5
In Custody Death	1	2		
Effectiveness				
In Custody Death	1	2		
Medication Dispensed	119,000	150,745	118,000	155,000

Measurable Outcomes:

- Identification of inmates with mental health issues.
- Conduct random audits of medical equipment utilized in medical services.
- Conduct random audits of medical records and medical supplies used.

Medical Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 293,625	$ 443,027	$ 448,207	1.17%
Operations	296,442	260,875	146,415	-43.88%
Total	$ 590,066	$ 703,902	$ 594,623	-15.52%

Medical Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Nurse	5	5	5	
Total	5	5	5	0

MANSFIELD
TEXAS

SPECIAL REVENUE FUNDS

The 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, Mansfield Park Facilities Development Corporation (MPFDC) Fund and Mansfield Economic Development Corporation (MEDC) Fund.

The City of Mansfield's Convention and Visitors Bureau is funded from the Hotel/Motel Tax Fund through an annual appropriation approved by City Council during adoption of the budget.

HOTEL/MOTEL TAX FUND

MISSION STATEMENT:

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.

Department at a Glance

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 various organizations that promote tourism, art and historical preservation. In FY 2017-2018, $713,500 in estimated revenue will be available.

Key Goals and Objectives

Goal 1
Advertise and conduct solicitations and promotional programs to attract tourists and convention delegates or registrants to the City of Mansfield or its vicinity.

Objectives:

- Dedicate resources to advertising and conducting solicitations and promotional programs to attract tourists and convention delegates or registrants to the municipality or local vicinity.
- Encourage advertising in various magazines, websites and local organizations to promote the City of Mansfield's hotels.
- Assist local organizations in the promotion of Mansfield as a tourist destination.

Goal 2
Encourage, promote, improve and provide application of the arts, including instrumental and vocal music, dance, drama, folk art, creative writing, architecture, design and allied fields, painting, photography, graphic and craft arts, motion pictures, radio, television, tape and sound recording and other art, performance, execution and exhibition of these major art forms.

Objectives:

- Provide through the City Council and Hotel/Motel Subcommittee funding to promote the arts during the City's annual budget process.
- Provide staff support as requested by the various organizations who request assistance.
- Encourage events that promote the arts and assist in the marketing mediums to increase public awareness for these events.

Goal 3
Advertise and conduct solicitations and promotional programs to encourage tourists and convention delegates to visit historical sites and museums.

Objectives:

- Provide funding to promote historical restoration and preservation projects and activities.
- Provide staff support as requested by the various organizations who request assistance.
- Encourage events that promote and assist in the marketing mediums to increase public awareness of historical preservation and promotional program.

Performance Objectives

- Provide shuttle services from the seven hotels/motels to the Dallas Cowboy stadium and other events to provide additional services, therefore promoting local hotels/motels.
- Provide funding to events that promote local tourism, historical preservation and the arts.
- Promote the City of Mansfield as a tourism destination.

Hotel/Motel Tax	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Funding Organizations	13	9	13	11
Workload				
Hotels & Motels Subject to Tax	7	7	7	7
Productivity				
Occupancy Tax Revenue	$ 717,284	$ 755,697	$ 713,300	$ 713,500
Hotel & Motel Beds (Estimated)	504	504	504	504
Effectiveness				
Rockin 4th of July	$ 15,596			
Mansfield 125	$ 12,500			
Discover Historic Mansfield	$ 2,025	$ 5,000		
Painted Pianos			$ 1,000	$ 1,000
Shop, Stroll & Dine			$ 5,000	$ 5,000
Farr Best Theatre	$ 13,000	$ 39,501		$ 5,000
Historical Society	$ 26,364	$ 28,449	$ 34,680	$ 30,000
Pickled Mansfield Society	$ 26,000	$ 30,000	$ 25,000	$ 30,000
Mainstage Theatre	$ 5,000		$ 7,000	
Kiwanis Classic	$ 2,500			
Mansfield Rotary-Boys & Girls Basketball	$ 28,500	$ 33,000	$ 37,000	$ 40,000
Mansfield Rotary-Volleyball Tournament				$ 20,000
Sunrise Rotary Volleyball	$ 19,681	$ 14,414	$ 15,000	
Texas 76'ers Pro Event		$ 25,000		
Futures of Mansfield Tennis	$ 19,000			
Police Department Electronic Sign		$ 15,528	$ 15,000	$ 16,732
Explorer Post			$ 11,000	$ 18,000
The LOT		$ 35,000	$ 85,000	$ 75,000
City of Mansfield Tourism	$ 221,488	$ 291,462	$ 358,000	$ 375,000
Commission for the Arts			$ 25,000	$ 30,000
Applause Concert Series				$ 3,000
MPM, LLC				$ 1,500
Reserve			$ 94,620	$ 63,268

Measurable Outcomes

- Allocate Hotel/Motel occupancy revenue to City organizations that generate hotel/motel stays within the City and comply with state and local requirements.
- Increase the number of events that promote the City of Mansfield as a tourism destination.

Hotel/Motel Tax Fund	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Expenditures	$ 517,354	$ 713,300	$ 713,500	0.03%
Total	$ 517,354	$ 713,300	$ 713,500	0.03%

MANSFIELD CONVENTION & VISITORS BUREAU

MISSION STATEMENT:

The mission of the Mansfield Convention & Visitors Bureau (CVB) is to enhance the local tourism industry in Mansfield through marketing, promoting and developing opportunities for business and leisure travel, while coordinating with local partners, businesses and entertainment venues to enhance the visitor's experience.

Department at a Glance

The CVB is funded by appropriations from the City of Mansfield Hotel/Motel Tax Fund. The CVB includes one Tourism Manager and one Tourism Coordinator. The Arts Commission Department, while primarily funded in the General Fund, works closely with CVB to promote events and draw visitors to the City. Total funding for CVB in FY 2017-2018 is $375,000, which is a 4.75% increase over last fiscal year due to a merit and equity adjustments and increased advertising expenses.

Key Goals and Objectives

Goal 1
Continue to increase our digital presence with prospective visitors, local hotels and businesses, within our industry, our community, residents, and other city departments.

Objectives:

- Stay current with social media and digital marketing trends by conducting online research, researching what other successful CVB's are doing, and attending workshops, training, and conferences throughout the year.
- Grow relationships with other city departments by attending monthly Marketing/Communications Committee meetings; meet on a weekly basis with the Cultural Arts Coordinator and Parks Marketing Manager to stay current with event and social media marketing calendars/campaigns.

Goal 2
Increase current engagement on our social media channels with advertising dollars.

Objectives:

- Create an ad calendar for Facebook so that boosted posts fall into a regular cadence.
- Update our Instagram account to a business account - this will coordinate with Facebook ads and give us the opportunity to pay for sponsored content on Instagram.

Goal 3
Help establish policies, procedures, and infrastructure for the Mansfield Commission for the Arts to facilitate a growing, creative economy and cultural tourism in Mansfield.

Objectives:

- Create policies and procedures for distributing HOT Tax funding to arts applicants.
- Create policies and procedures for basic operation of the Farr Best as a community venue.
- Create a website, social media accounts, and various physical materials (brochures, a booth, and give-away items) to promote the Mansfield Commission for the Arts.

Performance Objectives
Performance objectives for the CVB are the same as those listed in Hotel/Motel Tax Fund.

Measurable Outcomes

- Established policies, procedures, and promotional materials exist.
- Track number of art HOT Tax applicants and recipients.
- Track event attendance as it correlates to "heads in beds" for the Hotel/Motel Tax Fund.

Convention & Visitors Bureau Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 169,567	$ 218,601	$ 228,154	4.37%
Operations	121,895	139,399	146,846	5.34%
Total	$ 291,462	$ 358,000	$ 375,000	4.75%

Convention & Visitors Bureau Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Tourism Manager	1	1	1	
Tourism Coordinator	1	1	1	
Total	2	2	2	0

Do You Know?

The CVB is directly involved with local entities, including but not limited to, Big League Dreams, Hawaiian Falls, Fieldhouse USA, Mansfield Independent School District, local civic groups, golf courses and local hotels to promote events that bring tourism dollars to the City of Mansfield.

CVB Events

Coming 2018

Cross Country Meet

MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION FUND

MISSION STATEMENT:

The mission of the Mansfield Park Facilities Development Corporation (MPFDC) is to provide quality parks, recreation, open space and trails to enhance the quality of life for citizens and visitors of Mansfield.

Department at a Glance

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. Funds available for projects have increased due to additional revenues in lease payments from private/public partnerships and projected increases in sales tax revenue. This division was completely reorganized in FY 2017-2018, and a new department for "Neighborhood Parks" was created. Personnel were realigned according to the various categories of Parks and Recreation facilities. The MPFDC budget increased 10.93% in FY 2017-2018 due to the transfer of positions from the General Fund, the addition of two new positions, and increased contractual requirements as new Parks and Recreation venues come on line in FY 2017-2018.

Key Goals and Objectives

Goal 1
Implement the Parks, Recreation, Open Space, and Trails Master Plan.

Objectives:

- Improve quality of life for residents and visitors of the City by continuing to build on the park system by adding new open space, bicycle lanes, trails and additional park facilities.
- Provide a variety of recreation facilities and programs to continue to meet the needs of citizens and visitors of Mansfield as population continues to grow.
- Preserve and enhance Mansfield's recreational, historical, cultural, and natural resources throughout the continued expansion of the park system.

Goal 2
Continue to implement the updated Strategic Business Plan as adopted annually by the MPFDC Board.

Objectives:

- Continue to make improvements to the MPFDC facilities, acquire new park land, and develop new Parks and Recreation facilities.
- Determine funding availability and priorities for facility improvements, land purchases and development of future projects and programs.
- Identify future funding opportunities including grants, park land dedication opportunities, donations and partnerships.

Goal 3
Maintain and improve existing facilities and programs to provide quality service and ensure the health and safety of citizens.

Objectives:

- Maintain and improve high quality maintenance standards for all parks, facilities, trails, open spaces and bike lanes.

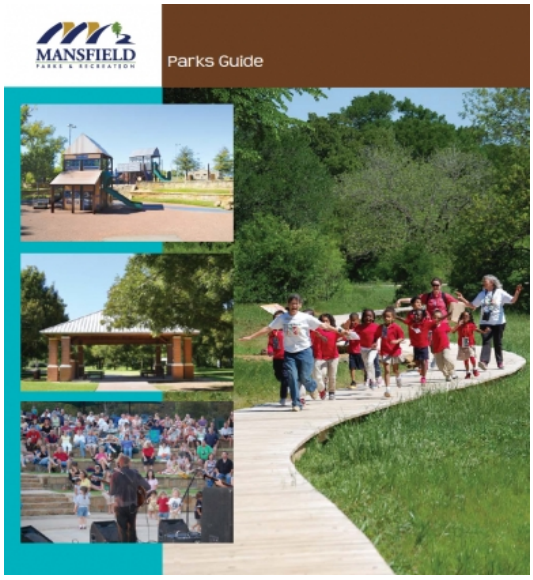
- Continue to allocate funding for improvements to existing parks and recreation facilities, including the operations and maintenance for each.
- Increase recreational programs offered, enhance customer service, and continue to improve the marketing program.

Performance Objectives

- Continue to improve the level of service provided to citizens and visitors of Mansfield as we acquire additional properties and acreage and build new facilities.
- Maintain our Parks System in such a way that enhances our patrons' quality of life.

Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Administration	$ 1,470,720	$ 1,389,913	$ 1,534,608	10.41%
Field Maintenance	356,802	383,418	608,253	58.64%
Community Parks	370,419	399,909	1,093,362	173.40%
Mansfield Activity Center	715,925	761,810	751,934	-1.30%
Nature Education	582,362	619,858	171,514	-72.33%
Neighborhood Parks (NEW)	-	-	211,288	
Capital	27,867	162,496	250,000	53.85%
Projects	3,337,442	862,559	459,658	-46.71%
Total	$ 6,861,537	$ 4,579,962	$ 5,080,616	10.93%

Division Summary	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Personnel Services	$ 1,880,676	$ 2,354,855	$ 2,541,121	7.91%
Operations	1,615,552	1,200,052	1,829,837	52.48%
Capital	27,867	162,496	250,000	53.85%
Projects	3,337,442	862,559	459,658	-46.71%
Total	$ 6,861,537	$ 4,579,962	$ 5,080,616	10.93%

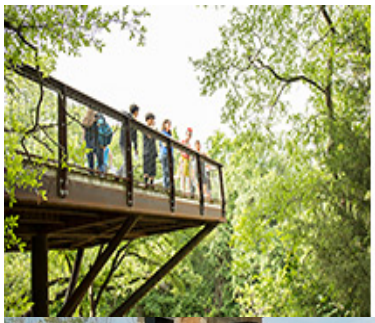


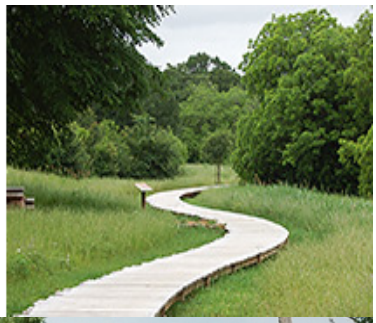
MPFDC	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Sports Association Participants Youth	7,183	7,183	7,500	7,500
Sports Association Participants Adults	381	381	450	450
Annual Visits to the MAC	187,469	180,881	185,000	185,000
Average Daily MAC Visitors (356 days)	525	508	520	520
Workload				
Acres of Park Land	830	858	889	892
Parks Maintained	14	14	17	19
Mileage of Trails		5	5	6
Dedicated Bike Routes in City		21	27	38
Shared Road Signs (35mph and over)		84	132	193
Bike Route Signs		38	45	98
Total Bike Route Mileage		3	7	13
Weekly Park Open Hours (Mar - Oct)	126	244	276	276
Weekly Park Open Hours (Nov - Feb)		239	273	273
MPFDC Improvement Projects	12	21	22	22
Sports Associations	4	5	5	5
MPFDC Meetings	12	18	15	15
Total Annual Public Athletic Field Rentals	233	228	250	250
Total Annual Pavilion Rentals	358	370	375	420
Athletic Fields Maintained	30	31	31	34
Playgrounds Maintained	10	12	12	14
Yearly Playground Inspections	120	120	120	168
Ponds/Lakes		13	13	14
Pavilions Maintained	15	15	18	23
Restrooms		22	22	26
Picnic Acreas		14	81	81
Picnic Tables		105	105	121
Amphitheatres		2	3	3
Sand Volleyball Courts		3	3	4
Tennis Courts		3	3	3
Shade Structures		47	52	52
Gazebos		0	1	1
Horseshoe Pits		12	12	12
Exercise Stations		0	3	6
Splash Parks		0	0	1
Skate Plazas		0	0	1
Full Basketball Courts		5	5	5
Half Basketball Courts		0	0	2
Basketball Goals		14	14	16
Benches		203	190	210
Bleachers		66	66	66
Grills		34	43	55
Trash Cans		328	321	331
Water Fountains		11	11	16
Productivity				
Programs Offered (Athletic, Rec and Events)	706	826	750	750
Percent of Programs Completed	65%	66%	65%	65%
MAC Memberships Sold (excludes day passes)	3,967	2,175	2,200	2,250
Day Passes Issued	917	1,632	1,500	1,600
MAC Members (# of cardholders)		3,827	3,800	3,900
MAC Annual Rentals	596	652	650	650
Volunteer Hours Recorded	200	250	250	250
Effectiveness				
MAC Rental Approval Ratings	95%	95%	95%	95%
Program Approval Ratings	95%	95%	95%	95%

Measurable Outcomes:

- Complete construction of phase one of the Pond Branch Linear Park.
- Increase the number of pavilion rentals by 10%.
- Increase Kids Zone program participation.

MPFDC Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Community Services Director	1	1	0	-1
Assistant Parks & Recreation Director	1	1	1	
Senior Park Planner	1	1	1	
Assistant Park Planner	1	1	1	
Park Superintendent	0.5	0.5	0.5	
Recreation Superintendent	1	1	1	
Secretary	0.8	0.8	1	0.2
Marketing & Communications Manager	1	1	1	
Equipment Mechanic	1	1	1	
Crew Supervisor	1.8	1.8	2	0.2
Crew Leader	2.4	2.4	3	0.6
Tradesman	5	6	10	4
Nature Education Supervisor	1	1	1	
Nature Education Specialist	0	0.5	1.5	1
Activity Center Supervisor	1	1	1	
Recreation Services Supervisor	1	1	1	
Recreation Coordinator	1	1	1	
Custodian	1	1	1	
Activity Center Part-Time Staff	5.5	5.5	5.5	
Total	28.0	29.5	34.5	5





MANSFIELD ECONOMIC DEVELOPMENT CORPORATION FUND

MISSION STATEMENT:

The mission of the Mansfield Economic Development Corporation (MEDC) is to attract desirable industries and commercial developments to the City of Mansfield while retaining and assisting in the expansion of existing businesses.

Department at a Glance

The Mansfield Economic Development Corporation is funded by a ½ cent sales tax approved by the citizens. The tax became effective on July 1, 1997. The MEDC budget decreased 71.43% due to the completion of several major capital projects, with two projects budgeted this fiscal year in the MEDC Construction Fund. Projects are funded subject to approval by the MEDC Board and City Council.

Key Goals and Objectives

Goal 1
Initiate new industrial tracts within current Mansfield city limits.

Objectives:
- Work to acquire acreage suitable for industrial development.
- Identify development partners to facilitate development of industrial land.
- Market Mansfield to prospective industrial clients.

Goal 2
Initiate new retail and commercial prospects.

Objectives:
- Continue to work with retail developers to attract new retail to Mansfield.
- Work with landowners in west Mansfield to attract new development.
- Work with landowners along 360 to market available tracts.

Goal 3
Continue to participate in infrastructure improvement.

Objectives:
- Complete sewer to Busby tract.
- Plan and design improvements for new industrial acreage.
- Complete construction of Broad, Regency, and Antler.

Performance Objectives
- Continue critical infrastructure projects.
- Work with landowners and developers to create new industrial properties.
- Initiate new retail/commercial projects.

MEDC	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Budget 2017/2018
Demand				
Value of MEDC Projects	$ 74,981,506	$ 138,239,000	$ 79,547,879	$ 80,000,000
Businesses Retained	98%	98%	98%	98%
Contractual MEDC Commitments	$ 2,861,711	$ 14,031,890	$ 4,089,535	$ 5,200,000
Workload				
Value of MEDC Projects	$ 74,981,506	$ 138,239,000	$ 79,547,879	$ 80,000,000
Businesses Retained	98%	98%	98%	98%
Contractual MEDC Commitments	$ 2,861,711	$ 14,031,890	$ 4,089,535	$ 5,200,000
New Capital Investment	$ 74,981,506	$ 138,239,000	$ 79,547,879	$ 80,000,000
Business Expansions	4	5	4	5
Jobs Created or Retained by Activity	412	287	400	350
Productivity				
Contracted Projects	19	14	12	10
New Capital Investment	$ 74,981,506	$ 138,239,000	$ 79,547,879	$ 80,000,000
Average Monthly Visits to Industry	16		16	20
Jobs Created or Retained by Activity	412	287	400	350
Effectiveness				
Value of MEDC Projects	$ 74,981,506	$ 138,239,000	$ 79,547,879	$ 80,000,000
Businesses Retained	98%	98%	98%	98%
Contractual MEDC Commitments	$ 2,861,711	$ 14,031,890	$ 4,089,535	$ 5,200,000
New Commercial Business	5	5	7	5

Measurable Outcomes:

- Completion of Broad project and Regency project.
- Begin construction of Market Street, Shops at Broad, and HEB projects.
- Begin development of commercial projects along 360.

Departments	Actual 2015-2016	Budget 2016-2017	Budget 2017-2018	% Change 2017-2018
Administration	$ 869,717	$ 820,725	$ 958,717	16.81%
Promotions	99,937	112,000	100,895	-9.92%
Business Retention	7,706	21,000	24,600	17.14%
Work Force Development	8,097	21,000	15,000	-28.57%
Projects*	1,731,465	19,956,790	4,880,076	-75.55%
Total	$ 2,716,923	$ 20,931,515	$ 5,979,288	-71.43%

Division Summary	Actual 2014-2015	Actual 2015-2016	Budget 2016-2017	% Change 2017-2018
Personnel Services	$ 546,365	$ 598,933	$ 614,599	2.62%
Operations	439,093	375,792	484,614	28.96%
Projects*	1,731,465	19,956,790	4,880,076	-75.55%
Total	$ 2,716,923	$ 20,931,515	$ 5,979,288	-71.43%

*Capital Projects may be found in the Capital Project Funds section.

MEDC Full Time Equivalent Positions	2015-2016 Budget	2016-2017 Budget	2017-2018 Budget	2017-2018 Additions
Director	1	1	1	
Business Development Manager	1	1	1	
Business Retention Manager	1	1	1	
Marketing Assistant	1	1	1	
Administrative Assistant	1	1	1	
Total	5	5	5	0

Do You Know?

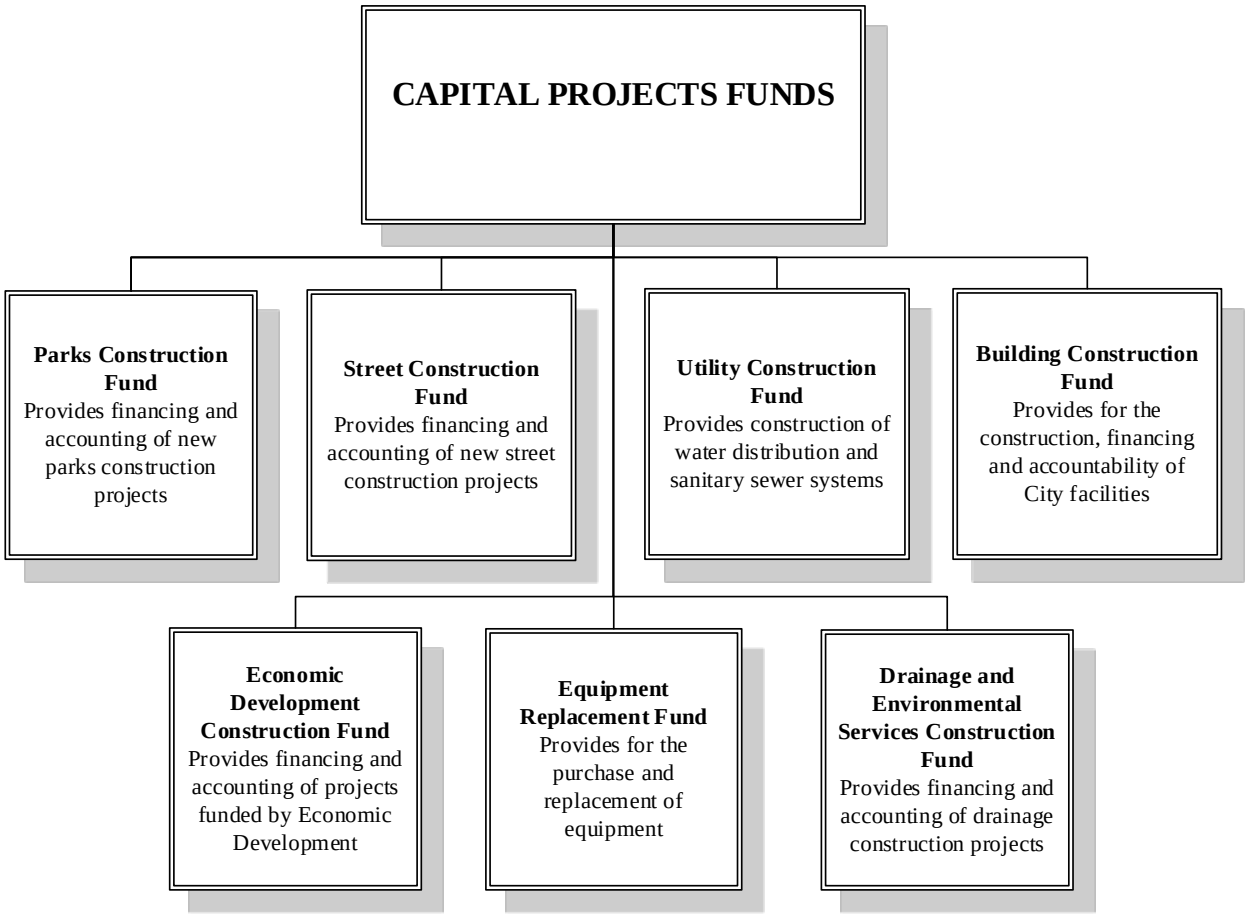
$29,000,000 in Taxable Value is estimated to be generated
in New Commercial and Industrial Projects in 2017.

Industrial Job Growth:
MEDC Projects from the last 10 years created

2,708 Jobs

CAPITAL PROJECTS FUNDS

Capital Projects Funds are used to account for acquisitions of capital facilities 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, Drainage and Environmental Services Construction Fund, Building Construction Fund, MPFDC (Parks) Construction Fund, MEDC (Economic Development) Construction Fund and the Equipment Replacement Fund.


CAPITAL PROJECTS FUNDS
Parks Construction Fund
Provides financing and accounting of new parks construction projects
Street Construction Fund
Provides financing and accounting of new street construction projects
Utility Construction Fund
Provides construction of water distribution and sanitary sewer systems
Building Construction Fund
Provides for the construction, financing and accountability of City facilities
Economic Development Construction Fund
Provides financing and accounting of projects funded by Economic Development
Equipment Replacement Fund
Provides for the purchase and replacement of equipment
Drainage and Environmental Services Construction Fund
Provides financing and accounting of drainage construction projects

The Phases of Capital Improvements

The Planning Phase

The Planning Phase typically identifies the projected infrastructure need, identifies funding options, incorporates funding into the financial plan and develops a multi-year list of projects to be completed based on projected growth. Capital projects may require voter approval.

The Design Phase

Once the planning process is complete, design begins on the approved Capital Improvement projects. The Design Phase may and often does occur over multiple years.

The Construction Phase

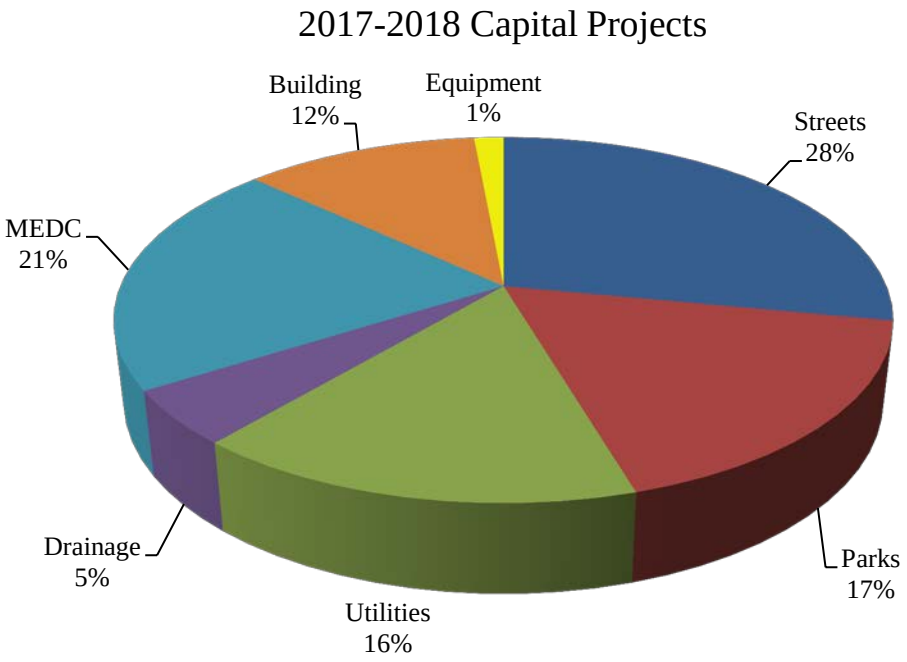
Once the planning and design phases are complete, the Construction Phase begins. The Construction Phase may include land acqusition, utility relocation and the bid process for each project. On some projects, construction may take multiple years. The Citizens of Manfield are notified of any traffic impact or service disruption.

Completion Phase

The Completion Phase includes final inspection of the project and opening of streets, utilities, facilities or parks.

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. In FY 2017-2018, 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. Total estimated capital expenditures for these projects for FY 2017-2018 is $71,752,612.



Funding Sources

2017-2018 Funding Sources	Utility Fund	Street Fund	Building Fund	Equipment Fund	Parks Fund	Drainage Fund	MEDC Fund	Total
Bonds	$ -	$ 7,332,212	$ 417,502	$ 1,048,158	12,485,000	3,455,000	15,000,000	$ 39,737,872
Impact Fees	1,100,000	700,000						1,800,000
Prior Year Funding	10,224,008	12,071,385	7,919,347					30,214,740
Interest								
Contributions								
Transfers								
Expense Recovery								
Grants								
Sales Tax								
Total Sources	$ 11,324,008	$ 20,103,597	$ 8,336,849	$ 1,048,158	$ 12,485,000	$ 3,455,000	$15,000,000	$ 71,752,612

Multi-Year Summary
Street Construction

Street Improvements	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total
Turner Warnell Construction	$ 1,500,000					$ 1,500,000
S Main (Broad to Hunt)	3,500,000					3,500,000
Price Road	500,000					500,000
S.H 360 Bridge Participation	5,000,000					5,000,000
Staffing Allocation	631,932	662,232	682,099	702,562	723,639	3,402,463
Prior Year Carryover Projects	4,413,800	10,046,104				14,459,904
Broad St		2,700,000				2,700,000
Regency Parkway		720,000				720,000
North Main Street		1,200,000				1,200,000
The Loft Street Scape Improvements		2,025,261				2,025,261
Debbie Lane Construction	3,200,000		6,000,000			9,200,000
Field House Utilities Re-location	700,000					700,000
School Flasher System	250,000					250,000
North Street	300,000	750,000				1,050,000
Seeton Bridge	100,000					100,000
Misc Overlays	1,000,000	2,000,000	1,000,000	2,000,000	1,000,000	7,000,000
Main to FM 157/Russell Construction	300,000					300,000
Holland Road	600,000		5,500,000			6,100,000
Day Mair (E. Broad to Seeton)	1,000,000		4,500,000			5,500,000
Tarrant CDBG	400,000					400,000
Debbie Lane Design Phase 2						-
S Main Re-Surfacing				2,000,000		2,000,000
Total	$ 23,395,732	$ 20,103,597	$ 17,682,099	$ 4,702,562	$ 1,723,639	$ 67,607,628

Street Construction Operational Impacts	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total
Utilities	62,000	63,860	65,776	67,749	69,782	$ 329,166
Staffing		56,078	57,760	59,493	61,278	234,609
Operations & Maintenance	17,052	17,564	18,090	18,633	19,192	90,531
Total	$ 79,052	$ 137,502	$ 141,627	$ 145,875	$ 150,252	$ 654,307

Beginning in FY 2017-2018, major Street infrastructure projects include:

$2,700,000 – Broad Street: Cannon Drive to Hwy 287

This is the General Fund's portion of the MEDC project to expand Broad Street from four to six lanes. The purpose is to reduce traffic congestion and allow for growth of traffic volume along the entrances to the Shops at Broad development which is currently underway. Construction began November 2017.

$1,200,000 – North Main Street

The North Main Street project in Downtown Mansfield includes urban streetscape, the addition of hike/bike trails, parallel parking, lighting, and other improvements along North Main from Oak Street to Town Park.

$2,025,261 – The Loft Public Improvements

The Loft is a new multi-unit housing development in Downtown Mansfield. This street construction project is for urban streetscape along North Main from Pleasant Ridge to the Walnut Creek Bridge.

Multi-Year Summary
Utility Construction

Utility Construction	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total
Prior Year Projects	$ 934,759	$ 7,318,159				$ 8,252,918
Lift Station Rehab	200,000					200,000
Staffing allocation	583,847	505,849	521,025	536,655	552,755	2,700,131
Debbie Tower	300,000					300,000
Sodium Hypochlorite Generation	1,500,000					1,500,000
Misc Utilities Roadway Projects	2,007,968		600,000	600,000	600,000	3,807,968
16" Water Line Crossing Main St	1,000,000					1,000,000
20", 16" & 12" Water Line Main & US 287	1,500,000					1,500,000
S.H. 360 Lift Station Rehab		200,000				200,000
Holland Phase 3 Improvements		1,800,000				1,800,000
City-wide Meter Replacement		1,500,000				1,500,000
Odor Control Holland Lift Station			500,000			500,000
12" Water Line N Main			1,100,000			1,100,000
Clearwell #4 Water Treatment Plant			6,000,000			6,000,000
Final Expansion-Bud Erwin Treaatment Plant				1,000,000		1,000,000
Reaccess Walnut Creek Interceptior					300,000	300,000
24" Water Line Newt Patterson					1,200,000	1,200,000
Total	$ 8,026,574	$ 11,324,008	$ 8,721,025	$ 2,136,655	$ 2,652,755	$ 32,861,017

Operational Impacts	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total
Utilities	0	19,854	100,450	103,463	106,567	330,334
Staffing	61,941	63,799	65,713	67,685	69,715	328,853
Operations & Maintenance	32,000	33,600	84,608	87,146	89,761	327,115
Total	$ 93,941	$ 117,253	$ 250,771	$ 258,294	$ 266,043	$ 986,302

Beginning in FY 2017-2018, major Utility infrastructure projects include:

$1,500,000 – Meter Replacement

This project will replace all remaining manually-read water meters (approximately 4,800 units) in the city with Advanced Metering Infrastructure (AMI) meters. These newer "smart meters" provide more accurate, real-time data while connecting the ratepayer with quick and easy access to water usage and consumption information. The change-out process has already begun, with AMI meters being installed in all new construction.

Multi-Year Summary
Building Construction

Facility Improvements	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total
Dallas Stars Center	$15,100,000					$ 15,100,000
Balance of Dallas Stars Project		$ 7,919,347				7,919,347
Shops at Broad Marquee		237,000				237,000
Back Yard Parking Lot		180,002				180,002
Fire Station #5					5,100,000	5,100,000
Total	$15,100,000	$ 8,336,349	$ -	$ -	$ 5,100,000	$ 28,536,349

Operational Impacts	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total
Fire-Staffing		$ 261,878	$ 269,161	$ 831,704	$ 856,656	$ 2,219,398
Utilities					38,460	38,460
Supplies		23,524	24,230	74,870	77,116	199,741
Contract Services				8,500	8,755	17,255
Total	$ -	$ 285,402	$ 293,391	$ 915,075	$ 980,987	$ 2,474,854

Beginning in FY 2017-2018, major Building infrastructure projects include:

$7,919,347 – Stars Center

The Stars Center is a public/private partnership located within the future Shops at Broad development. The approximately 80,000 square-foot indoor recreational facility will have two ice surfaces for ice hockey, ice dancing and open skating. It will include programming space for parties and meetings along with viewing areas, locker rooms and retail space. This facility will host local league play, camps, clinics, ice dancing competitions and other event programs. The Stars Center is estimated to have approximately 327,000 visits annually. Construction began in FY 2017. It has an anticipated opening date in 2018.

Multi-Year Summary
Parks Construction

Parks Construction	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total
Land Acquisition	500,000	$ 380,000	200,000	$ 200,000	200,000	$ 1,480,000
Existing Park Improvements	265,000	750,000	250,000	250,000	250,000	1,765,000
Williams Property Development Phase 1		-				-
Bike Lanes/MP Trail Improvements	120,000	120,000	100,000	100,000	100,000	540,000
Dog Park	750,000	750,000				1,500,000
Stars Center Additional Improvements		3,800,000				3,800,000
Pond Branch	3,000,000	800,000				3,800,000
Chandler Park Design& Construction	1,300,000	-				1,300,000
Chandler Park Tennis Courts		200,000				200,000
McClendon West Improvements	280,000	-				280,000
Downtown Restroom		200,000				200,000
Linear Parks Segments		-				-
Skinner Sports Complex Improvements	350,000	300,000				650,000
Priority 1 Segment Improvements	2,190,000	-				2,190,000
McKnight East Improvements		-				-
McKnight West Improvements	300,000	-				300,000
Phillip Thompson Improvements	50,000	300,000				350,000
Parks Administration Office		2,000,000				2,000,000
Walnut Ridge Park	750,000	200,000	650,000			1,600,000
Walnut Creek Linear Park Phase#2		2,500,000				2,500,000
Walnut Creek Linear Park Phase#3		75,000				75,000
Killian Park Playground		110,000				110,000
Field House (Remaining Construction)	10,690,556					10,690,556
Total	$ 20,545,556	$ 12,485,000	$ 1,200,000	$ 550,000	$ 550,000	$ 35,330,556

Operational Impact	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total
Utilities		$ 24,980	24,830	$ 10,000	$ 10,300	$ 70,110
Staffing		177,000	29,750	29,750	30,643	267,143
Operations & Maintenance		56,800	46,125	15,000	15,450	133,375
Total		$ 258,780	$ 100,705	$ 54,750	$ 56,393	$ 470,628

Beginning in FY 2017-2018, major Park infrastructure projects include:

$2,000,000 – Parks Administration Office

Construction of a Parks Administration Office will consolidate Parks and Recreation staff to one location. Currently, staff is spread across the city in different buildings. This site is adjacent to Oliver Nature Park.

$2,575,000 – Walnut Creek Linear Park Phase II and III

Construction began in Fall 2017 on a new extension of the Walnut Creek Linear Trail to connect the award-winning trail system to Historic Downtown Mansfield. The trail, which now ends at North Park, will connect walkers and cyclists on 12-foot wide lighted trails along both sides of Main Street between Pleasant Ridge Drive and Oak Street. Some portions will run alongside the roadway; others will be on-street with concrete safety barriers. Planners expect the project to be completed in the Summer of 2018.

$800,000 – Pond Branch Improvements

Mansfield Parks & Recreation broke ground on the Pond Branch Linear Trail in April 2017. The park begins at E. Kimball Street and follows Pond Branch Creek to Sycamore to bring a walkable/ridable trail to the Historic Downtown business district. Phase II will connect to Katherine W. Rose Memorial Park and provide on-street access to Town Park.

Multi-Year Summary
Economic Development Construction Fund

Economic Development Construction	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total
Shops at Broad	82,120	$ 10,000,000	$ 238,450	$ 238,450	$ 238,450	$ 10,797,470
Klein Infrastructure	634,000					634,000
Klein Incentive	500,000		500,000	500,000	500,000	2,000,000
Klein Impact Fees			172,626	172,626		345,252
Southern Champion Tray	260,000					260,000
The Backyard	143,000					143,000
John T Evans	215,000					215,000
Downtown Parking Lot-Lease	17,205		17,205	17,205	17,205	68,820
Hightower Salons	50,000					50,000
AMC Warehouse	400,000					400,000
New 4A Projects	490,122					490,122
Antler Drive	1,500,000					1,500,000
Nationwide	150,000					150,000
Regency Pkwy		5,000,000	102,000	102,000	102,000	5,306,000
Sprouts/Mansfield Market Place	43,247		77,700			120,947
Mouser Way	325,000					325,000
American National Bank	60,000					60,000
Cam Tech/PCX						-
BWAY Expansion						-
FTI						-
NT Window			422,500			422,500
Broad Street			306,000	306,000	306,000	918,000
Geyer Morris			612,000	612,000	612,000	1,836,000
Total	$ 4,869,694	$ 15,000,000	$ 2,448,481	$ 1,948,281	$ 1,775,655	$ 26,042,111

Beginning in FY 2017-2018, major MEDC infrastructure projects include:

$10,000,000 – Shops at Broad

The Shops at Broad is a major retail development including a department store, sporting goods store, movie theatre, several restaurants and other retail establishments. The Stars Center is also located within the Shops at Broad.

$5,000,000 – Regency Parkway

This project's cost is shared with the Street Construction Fund and will extend Regency Parkway to its planned terminus at Heritage Parkway. The extension of Regency Parkway provides alternate north/south connectivity to the Shops at Broad retail center and to the industrial and new residential areas to the south which support Mansfield's Economic Development.

Drainage and Environmental Services Construction Fund

Drainage Capital Improvement Projects totaling $3,455,000 are proposed for FY 2017-2018, pending bond issuance. These include:

Drainage Improvements	Estimated Cost
Hogpen Study Update	350,000
Brookfield Hogpen Erosion Repair	800,000
Day Miar Channel Plans & Construction	1,000,000
Watson Branch H&H Study Update	150,000
Misc projects TBD	400,000
Kimberly Ct. Flume & Improvements	180,000
Daymair Crossing/Outfall	540,000
Pond Branch Channel Study	35,000
Totals	3,455,000

Multi-Year Summary
Equipment Replacement Fund

Project Description	Budget 2016-2017	Budget 2017-2018	Budget 2018-2019	Budget 2019-2020	Budget 2020-2021	Total
Sources:						
Prior Year Proceeds						
Bond Proceeds	1,250,377	1,048,158				2,298,535
Sale of City Property						
Transfers			600,000	600,000	600,000	1,800,000
Misc Revenue						
Interest						
Uses:						
Capital Purchases	(1,250,377)	(1,048,158)	(600,000)	(600,000)	(600,000)	(4,098,535)
Estimated Repair Savings						
Grant Proceeds						
Total	0	0	0	0	0	0

The Equipment Replacement Fund is funded through transfers from the General Fund. Typically, $600,000-$1,000,000 in new and replacement equipment is funded on an annual basis from a combination of excess revenues, expenditure savings or debt issuance. In FY 2017-2018, six public safety vehicles, ambulance power load systems, sternal compression devices, building infrastructure upgrades, technology upgrades, New-Line Touch Displays and vehicles and related equipment for Public Works will be funded with a bond issuance of approximately $1,048,158. Vehicles and equipment in public safety are given top priority as funding becomes available. The City will auction obsolete equipment or vehicles that are fully depreciated, or as the maintenance costs become prohibitive.

The primary operational impacts in the Equipment Replacement Fund are related to the reduction in repair costs and proceeds from the sale of vehicles and equipment that is being replaced. In FY 2017-2018, technology enhancements, vehicles, equipment and facility improvements will be purchased through the issuance of certificates of obligation to fund the equipment replacement program.

Project Impacts

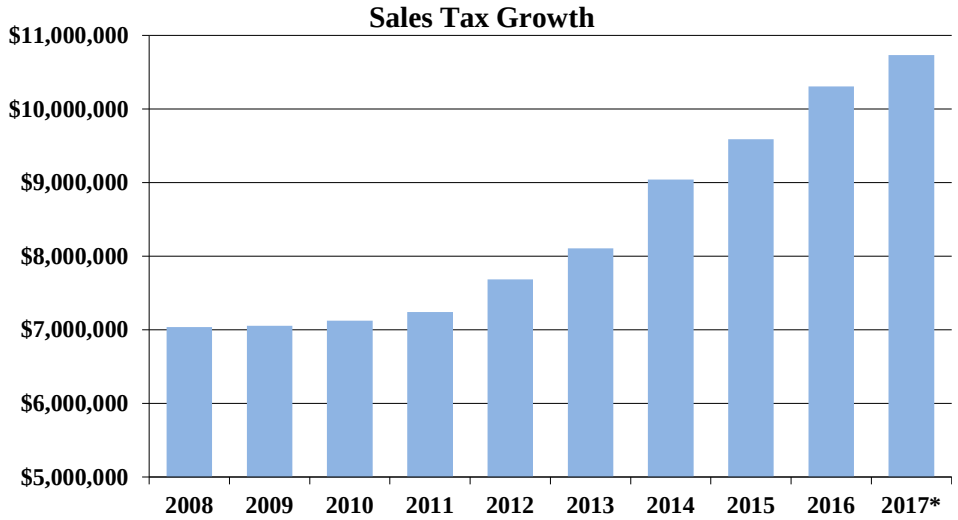
- Public Safety vehicles and equipment – annual replacement of vehicles and equipment basis reduces down time and repair costs and provides Police and Fire the best available resources to respond to emergencies.
- Repair Savings - reduces down time and enables staff to provide more proactive police patrols; reduces major fire apparatus down time.
- Auction Proceeds - offsets borrowing costs by redirecting proceeds for the purchase of new equipment.

MANSFIELD
TEXAS

Historical Analysis

Tax Rate

Tax Year	Fiscal Year	General Operating	Tax Rate Percentage	General Obligation I & S Fund	Tax Rate Percentage	Total Tax Rate
2008	2008-2009	0.4859	0.6844	0.2241	0.3156	0.71
2009	2009-2010	0.4437	0.6249	0.2663	0.3751	0.71
2010	2010-2011	0.4569	0.6435	0.2531	0.3565	0.71
2011	2011-2012	0.4543	0.6399	0.2557	0.3601	0.71
2012	2012-2013	0.4541	0.6369	0.2589	0.3631	0.71
2013	2013-2014	0.4625	0.6514	0.2475	0.3486	0.71
2014	2014-2015	0.4710	0.6634	0.2390	0.3366	0.71
2015	2015-2016	0.4683	0.6596	0.2417	0.3404	0.71
2016	2016-2017	0.4707	0.6631	0.2392	0.3369	0.71
2017	2017-2018	0.4745	0.6683	0.2355	0.3317	0.71



*Unaudited

New Construction

Tax Year	Fiscal Year	Commercial Permits	Property Value	Residential Permits	Property Value	Total Permits	Taxable Value
2008	2008-2009	43	74,503,759	711	92,670,080	754	167,173,839
2009	2009-2010	58	98,228,409	444	61,865,101	502	160,093,510
2010	2010-2011	28	23,733,603	338	37,390,200	366	61,123,803
2011	2011-2012	24	41,826,069	366	48,674,699	390	90,500,768
2012	2012-2013	36	32,723,310	342	38,635,335	378	71,358,645
2013	2013-2014	75	48,859,504	335	42,901,609	410	91,761,113
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
10 Year Total		355	$ 623,985,489	3866	$ 705,668,797	4221	$ 1,329,654,286

TOP EMPLOYERS

Company	Product Line	Number of Employees	
Mansfield Independent School District	School District	4,448	
Mouser Electronics	Distribution of Electronics Parts	1,700	
Methodist Mansfield Medical Center	Full Service Hospital	1,240	
City of Mansfield	Municipal Government	512	
Klein Tools	Manufacturer of Hand Tool Products	452	
Wal-Mart Super Center	Superstore	400	*
SJ Louis Construction of TX.	Utility Contractor	366	
Kroger	Grocery Stores (2)	320	*
Hoffman Cabinets	Cabinet Manufacturer	302	
Pier 1 Distibution Center	Home Goods	300	
Super Target	Super Center	250	*
BCB Transport	Transportation Provider	214	
Lifetime Fitness	Fitness Center	200	*
Walnut Creek Country Club	Country Club - Tennis/Golf	190	*
Intermedix	Medical Billing	183	
Best Buy	Electronics Store	180	*
Trinity Forge	Drop Forger	180	
Kindred Hospital	Treatment Center	155	*
Sam's Club	Warehouse Store	150	*
Lowe's	Home Improvement Store	146	*
Home Depot	Home Improvement Store	145	*
Conveyors, Inc.	Manufacturer of Conveyor Equipment	125	
On The Border	Mexican Restaurant	125	*
Gamma Engineering	CNC Machining	119	
B-Way Packaging	Producer of Injection Molded Plastic Buckets	115	
Southern Champion Tray	Manufacturer of Paperboard Folding Cartons	106	
Skyline Industries	RV Manufacturer	105	
Ramtech Building Systems	Manufacturer of Modular Office Buildings	100	
Lyondell Basell/Equistar	Manufacturer of Plastic Polymers used in Auto Industry	93	
Hensley Attachements	Manufacturer of Ground Engaging Tools/Attachments	87	
Old Castle Precast	Manufacturer of Concrete Utility Products	80	
Martin Conveyor	Manufacturer of Multiple Tools and Mechanical Parts	72	
Parker Hanifan	Manufacturer of Thermoplastic and Fluoropolymer Fluid	70	
Sellmark	Developer of Brands/Products for Outdoor Lifestyles	64	
Master Meter	Manufacturer of Water Meters	63	
Paragon	Manufacturer of Plastic Bottles	60	

Information provided by the Mansfield Economic Development Corporation.
* Last updated August 2016.

ACRONYMS

ADA	Americans with Disabilities Act
ACH	Automated Clearing House
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CID	Criminal Investigation Division
CIP	Capital Improvement Program
CDBG	Community Development Block Grants
CRO	Community Resource Office
CVB	Convention and Visitors Bureau
DA	District Attorney
DRC	Development Review Committee
DWI	Driving While Intoxicated
EAP	Employee Assistance Program
EEOC	Equal Employment Opportunity Commission
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
FTE	Full Time Equivalent Positions
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation (debt)
HVAC	Heating and Air Conditioning Units
K-9	Canine Unit
LAN	Local Area Network
LEC	Law Enforcement Center
LLEBG	Local Law Enforcement Block Grants
MAC	Mansfield Activity Center
MEDC	Mansfield Economic Development Corporation
MISD	Mansfield Independent School District
MPFDC	Mansfield Park Facilities Development Corporation
OPEB	Other Post-Employment Benefits
PID	Public Improvement District
SEC	Securities and Exchange Commission
TAD	Tarrant County Appraisal District
TIF	Tax Increment Funding
TIRZ	Tax Increment Reinvestment Zone
TCC	Tarrant County College
TMRS	Texas Municipal Retirement System
WAN	Wide Area Network

BUDGET GLOSSARY

The Annual Budget contains specialized terminology that is unique to public finance and budgeting. To assist the reader in understanding these terms, a budget glossary has been included in the document.

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.

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.)

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.

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.

Balance Sheet — A financial statement that discloses the assets, liabilities, reserves and balances of a specific governmental fund as of a specific date.

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 the 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 the views 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	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 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. The City Council receives a separate document that details the CIP costs for the upcoming fiscal year.
Capital Leases	A contract by which the City purchases equipment for a specified term for a specified rent.
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.

Consolidated Annual Financial Report (CAFR) — 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.

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 remains 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.

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.

Effective Tax Rate — The tax rate that would impose the same total taxes as the previous year on properties taxed in both years. In other words, the effective tax rate gives the taxing unit approximately the same amount of money to spend as it had the year before.

$$\text{EFFECTIVE TAX RATE} = \frac{\text{(Last Year's Levy – Lost Property Levy)}}{\text{(Current Total Value – New Property Value)}}$$

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.

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.
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: 8000 series-personnel services, 8100 series-supplies, 8200-8400 series-maintenance, 8500-8900 series-other operating, and 9000 series-capital outlay.
Expenses	Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.
Fiscal Year	The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Mansfield has specified October 1st to September 30th 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.
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 1,080 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.
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.
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.
Infrastructure	The underlying foundation or basic framework of the City including land, buildings, streets and utilities, that tends to be permanent or have a multi-year life.
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.
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.
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 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.
Object Code	An expenditure category, such as salaries, supplies, or vehicles.
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.
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.
Propose	To offer for consideration, acceptance, or 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.
Reconciliation	A detailed summary of increases and decreases in departmental expenditures from one budget year to another.
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.

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.
Risk Management	An organized attempt to protect a government's assets against accidental loss in the most economical method.
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.
Tax Duplicate	A listing of all taxable properties (real and personal) located within the City's boundaries and the assessed valuation of each parcel as determined by the Tarrant County Appraisal District. This is another term for tax roll.
TIRZ	Tax Increment Reinvestment Zone.
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.
Voucher	A document indicating that a transaction has occurred. It usually contains the accounts related to the transaction.

2017 PROPERTY TAX RATES
In the CITY OF MANSFIELD

This notice concerns 2017 property tax rates for CITY OF MANSFIELD. It presents information about three tax rates. Last year's tax rate is the actual rate the taxing unit used to determine property taxes last year. This year's *effective* tax rate would impose the same total taxes as last year if you compare properties taxed in both years. This year's *rollback* tax rate is the highest tax rate the taxing unit can set before taxpayers start rollback procedures. In each case these rates are found by dividing the total amount of taxes by the tax base (the total value of taxable property) with adjustments as required by state law. The rates are given per $100 of property value.

Last year's rate:

Last year's operating taxes	$25,706,124
Last year's debt taxes	$13,062,440
Last year's total taxes	$38,768,564
Last year's base tax	$5,460,361,127
Last year's total tax rate	0.710000/$100

This year's effective tax rate:

Last year's adjusted taxes	$37,907,401
(after subtracting taxes on lost property)	
This year's adjusted tax base	$5,562,829,244
(after subtracting value of new property	
= This year's effective tax rate	0.681441/$100
(Maximum rate unless unit publishes notices and holds hearings)	

This year's rollback tax rate:

Last year's adjusted operating taxes	$24,908,199
(after subtracting taxes on lost property and adjusting for any transferred function, tax increment financing, state criminal justice mandate, and/or enhanced indigent health care expenditures)	
÷ This year's adjusted tax base	$5,562,829,244
= This year's effective operating rate	0.447761/$100
x 1.08 – this year's maximum operating rate	0.483581/$100
+ This year's debt rate	0.235542/$100
- This year's rollback rate	0.719123/$100

Statement of Increase/Decrease

If the City of Mansfield adopts a 2017 tax rate equal to the effective tax rate of $0.681441 per $100 of value, taxes would increase compared to 2016 taxes by $1,218,938.

Schedule A
Unencumbered Fund Balance

The following estimated balances will be left in the unit's property tax accounts at the end of the fiscal year. These balances are not encumbered by a corresponding debt obligation.

Type of Property Tax Fund	Balance
Debt Service	$662,576

Schedule B – 2017 Debt Service

The unit plans to pay the following amounts for long-term debts that are secured by property taxes. These amounts will be paid from property tax revenues (or additional sales tax revenues, if applicable).

Description of Debt	Principal or Contract Payment To be Paid from Property Taxes	Interest to be Paid from Property Taxes	Other Amounts to be Paid	Total Payment
Certificates of Obligations, Taxable Series 2008	$560,000	$14,000	$0	$574,000
General Obligation Bonds, Series 2008	$135,000	$3,375	$0	$138,375
General Obligation Bonds Refunding 2009	$935,000	$148,200	$0	$1,083,200
Combination Tax and Certificates of Obligation, Series 2011	$130,000	$101,894	$0	$231,894
General Obligation Refunding Bonds, Series 2011	$920,000	$117,531	$0	$1,037,531
Combination Tax and Revenue Cert. of Obligation, Series 2012A	$125,000	$108,918	$0	$233,918
Combination Tax and Revenue Cert. of Obligation 2012	$140,000	$94,773	$0	$234,773
General Obligation Refunding Bonds, Series 2012	$330,000	$173,484	$0	$503,484
Combination Tax & Revenue Certificates of Obligation 2013	$220,000	$144,125	$0	$364,125
General Obligation Refunding Bonds 2013A	$265,000	$103,350	$0	$368,350
General Obligation Refunding Taxable Bonds, Series 2013B	$290,000	$53,400	$0	$343,400
General Obligation Refunding Bonds, Series 2014	$1,040,000	$20,150	$0	$1,060,150
Combination Tax and Revenue Cert. of Obligation 2014	$665,000	$576,675	$0	$1,241,675
Combination Tax and Revenue Cert. of Obligation, Series 2014	$50,000	$42,381	$0	$92,381
Combination Tax and Revenue Cert. of Obligation, Series 2015	$605,000	$668,475	$0	$1,273,475
General Obligation Refunding Bonds, Series 2015	$1,090,000	$439,400	$0	$1,529,400
General Obligation Refund & Imp. Bonds Series 2016	$370,000	$661,662	$0	$1,031,662
Combination Tax and Revenue Cert. of Obligation, Series 2016	$465,000	$606,650	$0	$1,071,650
General Obligation Bonds Taxable Series 2016	340,000	$120,731	$0	$460,731
Combination Tax & Revenue Cert. of Obligation, Series 2016A	90,000	$96,873	$0	$186,873
Combination Tax & Revenue Cert. of Obligation, Series 2017	$610,000	$747,935	$0	$1,357,935

Total required for 2017 debt service	$14,418,982
- Amount (if any) paid from funds listed in Schedule A	$293,353
- Amount (if any) paid from other resources	$303,810
- Excess collections last year	$0
= Total to be paid from taxes in 2017	$13,821,819
+ Amount added in anticipation that the unit will collect only 100.00% of its taxes in 2017	$0
= Total debt levy	$13,821,819

This notice contains a summary of actual effective and rollback tax rates' calculations.
You can inspect a copy of the full calculations at 100 E. Weatherford Street, Fort Worth, Texas 76102.

Name of person preparing this notice: Ron Wright
Title: Tarrant County Tax Assessor-Collector
Date prepared: August 10, 2017

17-2462
17-2463
17-2464

ORDINANCE NO. OR-2062-17

AN ORDINANCE OF THE CITY OF MANSFIELD, TEXAS, LEVYING THE AD VALOREM TAXES FOR THE FISCAL YEAR 2018 AT A RATE OF $0.7100 PER ONE HUNDRED DOLLARS ($100.00) ASSESSED VALUATION ON ALL TAXABLE PROPERTY WITHIN THE CORPORATE LIMITS OF THE CITY AS OF JANUARY 1, 2017, 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, 2017, and ending September 30, 2018, 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, 2017, and ending on September 30, 2018; and

WHEREAS, all statutory, constitutional, and charter requirements concerning the levying and assessing of ad valorem taxes have been complied with.

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 fiscal year 2018 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 **$.71000** 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 **$0.474458** on each One Hundred Dollars ($100.00) assessed value on all taxable property.

(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 **$0.235542** 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.

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 4.25 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A $100,000 HOME BY APPROXIMATELY $30.23

SECTION 2. That all ad valorem taxes shall become due and payable on October 1, 2017, and all ad valorem tax for the year shall become delinquent after January 31, 2018. There shall be no discount for payment of taxes prior to January 31, 2018. 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, 2017, 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 2017 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 2017, this ordinance shall take effect from and after its passage as the law in such cases provides.

PASSED AND ADOPTED on the first reading this 6th day of September, 2017.

PASSED AND ADOPTED on the second reading this 7th day of September, 2017.

PASSED AND ADOPTED on the third and final reading this 8th day of September, 2017.

David L. Cook, Mayor

ATTEST:

Jeanne Heard, City Secretary

APPROVED AS TO FORM AND LEGALITY

E. Allen Taylor, Jr., City Attorney

17-2459
17-2460
17-2461

ORDINANCE NO. OR-2061-17

AN ORDINANCE ADOPTING A BUDGET FOR THE ENSUING FISCAL YEAR BEGINNING OCTOBER 1, 2017 AND ENDING SEPTEMBER 30, 2018, 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 2017-2018, 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, 2017 and ending September 30, 2018, 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, 2017 and ending September 30, 2018.

SECTION 2. That the sum of $57,490,840 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 $14,418,980 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 thereof.

SECTION 4. That the sum of $20,103,597 is hereby appropriated out of the Street Construction Fund for the purpose of constructing permanent street improvements and other related costs thereto.

SECTION 5. That the sum of $8,336,849 is hereby appropriated out of the Building Construction Fund for the purpose of constructing building improvements and other related costs thereto.

SECTION 6. That a sum $1,048,158 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 $25,031,694 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 thereof.

SECTION 8. That the sum of $5,875,009 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 $11,324,008 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 $1,948,281 is hereby appropriated out of the Drainage Utility Fund for the purpose paying operating expenses and improving the City's drainage system.

SECTION 11. That the sum of $523,070 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 $3,455,000 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 $5,080,616 is hereby appropriated out of the Mansfield Parks Facilities Development Corporation for the purpose of constructing and operating recreational and cultural facilities with related costs thereto, and amending, approving, and adjusting various park fees as approved by the Mansfield Parks Facilities Development Corporation.

SECTION 14. That the sum of $2,487,721 is hereby appropriated out of the Mansfield Parks Facilities Development Corporation for the purpose of paying interest and principal requirements on its revenue bonds.

SECTION 15. That the sum of $12,485,000 is hereby appropriated out of the Mansfield Parks Facilities Development Corporation Construction Fund for the purpose of paying for developing and constructing recreational facilities and related costs thereto

SECTION 16. That the sum of $1,382,478 is hereby appropriated out of the Economic Development Fund for the purpose of Economic Development and other related costs thereto.

SECTION 17. That the sum of $2,201,040 is hereby appropriated out of the MEDC Debt Service Fund for the purpose of paying interest and principal requirements on its revenue bonds.

SECTION 18. That the sum of $4,596,810 is hereby appropriated out of the MEDC Development Fund for the purpose of paying for approved economic development projects.

SECTION 19. That the sum of $15,000,000 is hereby appropriated out of the MEDC Construction Fund for the purpose of paying for infrastructure improvements and related costs thereto.

SECTION 20. That the sum of $12,025,032 is hereby appropriated out of the Jail Operations Fund for the purpose of paying operating expenses and capital outlay of the Law Enforcement Center.

17-2459
17-2460
17-2461

SECTION 21. That the sum of $713,500 is hereby appropriated out of the Hotel/Motel Funds for the purpose of promoting the arts, history and tourism.

SECTION 22. 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. 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 23. 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 24. That Ordinances or parts of Ordinances in conflict herewith are hereby repealed.

SECTION 25. That this Ordinance shall be and remain in full force and effect from and after its final passage and publication as herein provided.

SECTION 26. 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.

PASSED AND ADOPTED on the first reading this 6th day of September, 2017.

PASSED AND ADOPTED on the second reading this 7th day of September, 2017.

PASSED AND ADOPTED on the third and final reading this 8th day of September, 2017.

David L. Cook, Mayor

ATTEST:

Jeanne Heard, City Secretary

APPROVED AS TO FORM AND LEGALITY:

E. Allen Taylor, City Attorney

MANSFIELD
TEXAS