



City Manager's Office

215 E. McKinney St., Denton, TX 76201 • (940) 349-8307

TO: Mayor and City Council
FROM: Sara Hensley, City Manager *S. Hensley*
RE: Six Month Performance Review (for August 16, 2022)
DATE: August 10, 2022

Mayor and Council:

At the onset of serving as the permanent City Manager in March 2022, I shared that my success in this role and the success of staff would require the support of and collaboration with the Mayor and Council. In the time since then, the leadership and dedication of the City Manager's Office and the Department Directors are deserving of significant recognition and praise. This report reflects our shared achievements including the completion of several large initiatives and many other operational and service improvements. To highlight a few of our larger project accomplishments since the beginning of the year, staff completed and Council adopted the Mobility Plan Update, Comprehensive Plan Update the Parks, Recreation, and Trails Master Plan, the Americans with Disabilities Transition Plan, and the Solid Waste Management Strategy. While these projects will greatly improve the future of Denton, there are many more accomplishments throughout this report that will have a positive and meaningful impact on our community.

An additional area of focus Council and I share is employee development, motivation, and recognition. The foundation of a city organization is its employees, and with that stated, we worked diligently to improve our recruitment and retention portfolio centered around being an "employer of choice". The Council supported our employees by approving staff's recommendation to add additional city holidays and two floating holidays. In addition, parental leave funding is included in a supplemental request for consideration in the upcoming budget discussion. Upon returning to the office after much of our workforce was largely working on a remote basis during the pandemic, we added an option for a hybrid work schedule based on department needs. Under this option, positions that can conduct business from home may do so, up to two days per week. To address competitive pay, we have initiated a compensation study to ensure we are providing fair and competitive pay across all positions. Mental health resources were also added to our benefits package to assist employees dealing with the effects of the pandemic, the staggering economy, and/or unique personal circumstances. Finally, I am proud we are continuing efforts regarding training and hiring with an emphasis on diversity, equity, and inclusion (DEI).

OUR CORE VALUES

Integrity • Fiscal Responsibility • Inclusion • Transparency • Outstanding Customer Service

Building an effective leadership team that exemplifies our organizational and community values has been a key priority. During my tenure, I have made key hires designed to place our organization on a path forward toward our long-term goals. This included making permanent appointments for Deputy City Manager and Assistant City Managers, hiring an additional Assistant City Manager, and completing extensive recruitments for critical positions, namely Economic Development Director, Human Resources Director, Emergency Management Coordinator, and Chief of Police.

I am proud of the partnerships the City of Denton has cultivated during my tenure. Our relationships with the University of North Texas (UNT), Texas Woman's University (TWU), Denton Independent School District (DISD), and Denton County are vibrant and solid. We continually collaborate on projects with these important community stakeholders on issues important to our community including planning for joint recreational amenities with UNT, emergency management coordination with the County, and involving TWU in our Downtown Master Plan efforts. Additionally, we are coordinating and completely in sync with DISD regarding topics such as school safety, future sites for the development of schools, and joint programming.

As we move forward and work to implement the broad focus areas and strategic priorities, we are in the process of hiring a Chief Strategy Officer, who will be responsible for leading, planning, implementing, and managing complex programs primarily related to strategic programming and organization performance. This role will strengthen our ability to ensure decisions at all levels align with strategic objectives.

I'm eager to continue my work on behalf of the City Council and the Denton community. There is much work to do. However, with our outstanding team, there is no doubt we will continue to be successful.

Thank you.

Airport

- Completed Airport Tower upgrades, \$3.9 million runway repair and taxiway relocation project.
- Continued promotion of business development led to issuance of 42 new business permits
- 24% increase in fuel sales and 24% increase in operations compared to previous year
- Negotiated \$18 million Airport runway reconstruction project partnership with the Federal Aviation Administration, pending signed agreement

Animal Services

- Solicited a new multi-year veterinarian services contract doubling veterinary technicians, adding an additional day for surgeries (spay/neuter), and increasing monthly adoptions due to animal availability on high traffic days
- Expanded the Emergency Pet Food Pantry adding additional storage of pet food for families in need
- 96% Live Release Rate
- Created a Continuity of Operations Plan (COOP), revamping the inclement weather preparedness plan to include all natural disasters
- Voted a Best of Denton Finalist for 2022 in the Pet Rescue Organization category. Winners will be announced on August 19th
- Organized over 2,346 volunteer hours with an estimated economic impact of \$70,255.21
- Reduced cost of rabies testing shipments from \$50 - \$70 per shipment \$17-\$20 per shipment
- Partnered with North Texas Honda Dealers for a Helpful Honda Donation Drive of pet supplies and food
- Partnered with Peterbilt to provide a digital loop in their facility lobby promoting adoptable animals as well as donations of pet food and supplies

Staff Accomplishments

- Three employees completed Basic Animal Control Certification
- Seven employees completed Euthanasia Certification
- Two employees completed Cash Handling Certification
- Six employees completed Criminal Justice Information Services (CJIS) Certification
- Three employees completed the City's SPARK Aspiring Leaders Program

Capital Projects/Engineering

- Adopted the 2022 Mobility Plan
- Managed \$692 Million worth of projects based on the estimate at completion
- Partnered with Finance to develop the City's first Five-Year Citywide Capital Budget
- Strengthened the 380/35 Interim Improvements Project to increase safety in collaboration with TxDOT
- Expended the 2012 Bond Street Rehabilitation funding, with 2012 and 2014 Bond Street Rehabilitation packages scheduled to be complete by end of Q2 2023
- Developed and launched an interactive online Capital Improvement Project (CIP) showing all projects currently in progress
- Created and implemented a citywide training course for Procore Project Management Software
- Launched the Vision Zero Action Plan
- Initiated drafting of Stormwater Master Plan with anticipated completion in 2023

- Implemented citywide speed study with anticipation of ordinance adoption in the Fall 2022
- The Engineering Division is managing the FEMA Community Rating System update which will be completed by Fall 2022 with the goal of reducing the flood insurance premiums for residents within the City of Denton

Staff Accomplishments

- Program Manager, Seth Garcia, selected to present at TX American Public Works Association on CMAR project delivery for horizontal construction regarding the 2019 Neighborhood Rehabilitation Projects
- Senior Business Analyst, Haley Salazar, selected to present at the North Central Texas Council of Governments at GIS day on the CIP map
- Capital Projects Division, including two Program Managers, four Project Managers, and Deputy Director have all completed Project Management Professional certification

City Manager's Office/City Secretary's Office

- Incorporated new City Council district boundaries into GIS and updated the "find my City Council Member" tool
- Streamlined the proclamations request process by creating a simple online request form for increased efficiency and accessibility
- Improved the Engage Denton app and user experience based on feedback gathered during focus group sessions
- Prepared, presented, and implemented the City's comprehensive non-discrimination ordinance prohibiting discrimination in the City of Denton based on a set of protected classes, effective July 2022
- Organized the 2022 Realtor Day at City Hall
- Deployed the 2022 Benchmark Community Survey to gauge public perception and opinion regarding the community and City government
- Implemented online eComment for public registration of speaker comments
- Executed process to update Boards/Commissions/Committees Special Qualifications
- Transitioned to the use of city-issued emails for members of all appointed bodies, including establishing new accounts and processes, to allow for greater security and transparency.
- Processed two simultaneous public petition initiatives
- Coordinated and communicated information related to election voting locations, days, etc.
- Initiated audit of office records, logging, and disposal preparation
- In conjunction with multiple City departments, activated a 24-hour emergency shelter during Winter Storm Landon following the Mayor's declaration of local disaster

Community Services

- Adopted the Affordable Housing Strategic Toolkit including five recommended strategies with the activities targeted to deliver housing solutions
- Coordinated distribution and program delivery of over \$7 million in ARPA project funding, including financial support for local non-profits and health initiatives, including strengthening homelessness initiatives and the Housing Crisis Response System via the Loop 288 project, behavioral health projects, and additional resources for Street Outreach program providing transportation assistance and a paramedic to provide medical assistance
- Preserved safe, stable, affordable housing for 28 households through the City of Denton's home repair programs and one household through the Down-Payment Assistance Program

- Through grants to 18 partner agencies, 4,977 residents received assistance through social service grant program funding
- Through the City's Homeless Initiative grants, 26 households have been housed through the Rapid Rehousing program, 68 moved to emergency housing, 20 moved to permanent housing, and 42 received behavioral health and substance abuse assistance through the Street Outreach Program
- Administered grant funds to complete PARD Quakertown Playground Replacement Phase 2, enhancing the park with safe play areas and improving energy efficiency and enhancing safety with new trail lighting, benefitting 3,560 households in the surrounding neighborhood
- Administered grant funds to complete PARD Carl Young Park Trail Lighting Project, improving energy efficiency and enhancing safety benefitting 6,780 households in the surrounding neighborhood
- Administered grant funds to complete PARD Fred Moore Park Improvements enhancing fencing and shade benefitting 2,630 households in the surrounding neighborhood
- Hired Homeless Services Coordinator to continue strengthening the Housing Crisis Response System and Homelessness Initiatives
- Hired Neighborhood Services Manager who, in addition to administration of property maintenance code enforcement activities under Chapter 17 of the City's Code of Ordinances, is initiating citizen education and outreach planning and programming, coordination of interdepartmental efforts to solve neighborhood problems, organizing neighborhoods, and promoting neighborhood self-help programs to address community priorities
- With support and encouragement from the City Manager, developed and convened new Denton Nonprofit Collaborative which will be an ongoing initiative facilitated by City distribution of \$1.35M in Emergency Solutions Grant funding through four partner agencies preventing 110 households from homelessness and housing 60 households through rapid rehousing rental assistance

Staff Accomplishments

- Luisa Garcia completed 30 years of service with the City of Denton

Customer Service

- Implemented new payment processor, increasing stability of the payment platform, resulting in an increase of electronic billed customers from 24% to 33%
- Partnered with Water Metering to deploy a paperless contracting system for fire hydrant meters
- Improved New Hire Training Program to build employee confidence, improve retention, and speed content mastery
- Updated water leak adjustment policy for easier customer use and launched a self-service online form for easier access to adjustment filing
- Launched a self-service online form to schedule residential solid waste services 24 hours a day, saving staff six hours of processing time weekly
- Implemented new online bill pay provider and new kiosk services, allowing for payment methods via text, Google Pay, Venmo, PayPal, and checks, with payment reminders via text
- Improved process for customer deposit and payment acceptance to non-invoiced accounts, saving 5 hours of staff time weekly
- Enhanced automation of manual billing tasks, saving 2 hours weekly

- Partnered with Technology Services to redesign the call center phone system to better match call center industry standards, improve time-consuming reporting calculations, and increase performance transparency
- Deployed a Laserfiche solution to track employee inventory changes and allowing easy completion, signature, and filing of work from home documentation
- Staff selected as Engage 311 National Conference Speakers and 311 Training Institute Training Committee Chair and Content Creators
- Partnered with Water Metering staff to create a solution to improve efficiency and reduce redundancies, by compiling pertinent information for a location into a directory easily accessed by crews
- Partnership with Industrial Pretreatment staff to ensure consistent application of wastewater surcharging and improve efficiency in identifying, classifying, and applying appropriate billing codes quickly

Denton Municipal Electric

- Received the 2022 System Achievement Award by the Texas Public Power Association for achieving 100% renewable energy goal for calendar year 2021
- Awarded 1st place by the American Public Power Association for Excellence in Safety (Safety & Training)

Electric Engineering

- Issued full notice to proceed and started construction on the Hickory GIS Substation
- Started reconstruction on the Hickory to Locust transmission line project
- Initiated and completed Drone thermography of the five lowest performing feeders
- Improved power factor on ten feeders to greater than 97%
- Completed Engineering design and released approximately 90 projects for construction, including:
 - Three residential subdivisions totaling 739 lots
 - Six multi-family developments totaling 1472 units
 - 11 commercial developments
 - Over 30 services to 5G towers
 - Three major overhead line extensions
 - Two major overhead to underground conversion projects
 - Seven streetlight addition projects totaling 58 new lights
- Denton Energy Center (DEC) implemented post-Uri weather reliability improvements, certified by the PUCT, completed DEC Fuel Supply Reliability Improvements Study and successfully completed Black Start Testing to recertify DEC as ERCOT Black Start unit for an additional 3 years
- Received APPA Excellence in Reliability Award for 4th straight year in a row
- Energy Management Office (EMO) successfully energized Phase I of Core Scientific with remaining phases on schedule by January 2023, fully operationalized Energy Trading Risk Management system, and negotiated 2-year interim renewable energy supply transaction to maintain 100% renewable energy supply

Energy Services

- Finalized process for customer use of Multi-Mode PV Inverters, Allowing system continuation during utility outages.

- Re-enabled the use of older electronic meter reading equipment to collect reads from the non-AMI meters
- Contracted with Baker Tilley for grant selection and writing services towards the application for Infrastructure Investment and Jobs Act grant
- Successfully issued an RFP to make available 20 MW of capacity at RD Wells Substation for interested Data Center Projects
- Purged 17 billion interval meter reads from the Meter Data Management system to improve system performance

DME Operations Divisions

- Adopted dispatching of Facilities Management personnel
- Emergency Operations Plan (EOP) approved by ERCOT and PUCT
- Implemented new Engage Denton procedure to process tickets more efficiently and effectively
- Completed vegetation management of 2 complete electric circuits
- Upgraded 1090 streetlights to LED
- Completed upgrade of all I-35E lights to LED
- Replaced 155 bad wooden poles as part of the pole inspection project
- Completed NERC testing for stations, Arco, and North Lakes
- Successfully completed 2022 NERC Audit, with no violations or potential areas of concerns.
- Completed Bonnie Brae Expansion Ph IV & V Projects

Staff Accomplishments

- Jacob Grey and Jordan Padron became North American Electric Reliability Corporation certified system operators
- A Meter Technician IV successfully completed 3 years of training and testing, becoming certified to conduct ERCOT EPS Testing. He is now a Senior Meter Technician and the City's 4th certified TDSP Meter Inspector

Development Services

- Adopted the Denton 2040 Comprehensive Plan along with the adoption of 2021 International Building Codes and 2020 National Electric Code
- Completed updates to the Criteria Manuals
- Implemented roofing permits to ensure residential reroofing occurs safely
- Partnered with Customer Service to develop a utility transfer permit to increase efficiency and reduce frustration by customers waiting for a building permit to get utility service
- Received 302 develop project applications, a 16% increase compared to the same period in 2021
- 5,314 of building permits issued for \$1 billion in construction value, a 30% increase compared to the same period in 2021
- Completed 20,504 building inspections, a 16% increase compared to the same period in 2021
- Completed 4,160 building plan reviews, a 14% increase compared to the same period in 2021
- Purchased and/or pending closing on 194.8 acres of park land
- Acquired and recorded 60 easements/ROW tracts
- Achieved \$595,381 in property sales and \$16,000 in lease revenue at ATC Tower & DSC
- Received Great Places in Texas Award for Downtown Denton from the American Planning Association Texas Chapter
- International Right of Way Association (IRWA) Senior Right of Way Agent Designation

Staff Accomplishments

- Multiple certifications obtained by Building Safety staff including (four National Incident Management System, five International Code Council, two Backflow Prevention Assembly Tester Certifications, and three Medical Gas Endorsement Certifications, expanding the knowledge base for employees to complete plan review and inspections

Economic Development

- Drafted new incentive policies aligning with the new Strategic Plan, including Tax Abatement and Chapter 380 policies, Due Diligence Form, and Evaluation Form and Application
- Renewed Denton Main Street Association and Hickory & Rail Venture partnership agreements
- Renewed certifications with the Texas Historical Commissions as a Texas Main Street City, the Texas Governor's Office of Economic Development and Tourism as a Film-Friendly Community, and the Texas Governor's Office of Economic Development and Tourism as a Music-Friendly Community
- Led International Make Music Day Denton for the fifth consecutive year
- Awarded Transparency Star Award in Economic Development from the Texas Comptroller of Public Accounts
- Partnered with the Denton Chamber of Commerce, Denton ISD, North Central Texas College, Texas Veterans Commission, United Way of Denton County, and Workforce Solutions for North Central Texas to host a community job fair

Staff Accomplishments

- Staff member completed the Economic Development Finance Professional course, as one of four to receive certification) and University of Oklahoma Economic Development Institute Business Retention & Expansion training course, earning 18 credits toward accreditation

Environmental Services & Sustainability

- Adopted a science-based target to reduce greenhouse gas emissions via Ordinance 22-746 and formally joined the ICLEI Race to Zero initiative
- Initiated discussions with Texas Parks and Wildlife on wildlife corridors as part of the adopted 2040 Comprehensive Plan. Transformed Recycling Education Program post-audit, targeting the reduction of contamination and increasing clean programmatic materials, via targeted messaging for residential, multifamily, and universities
- Reimagined Sustainable Schools Teacher training to include new model of "quality of recyclables, not quantity"
- Substantially modified the Industrial Pretreatment Program (IPP) now approved by the TCEQ
- Amended Section 7.4.7A of the DDC to allow pathways and trails in Riparian Buffer and Water-Related Habitat Environmentally Sensitive Areas
- Received National Environmental Laboratory Accreditation Program Certificate (NELAC) for 2022 – 2023
- Featured in an EPA nationwide webcast entitled Water Quality Management and Natural Hazard Resilience through Nature Based Solutions, highlighting a prior City of Denton natural grant project

Staff Accomplishments

- Staff obtained credentialing and licensing as Registered Professional Sanitarian, Class D Water Distribution License and On-Site Sewage Facility Designated Representative for the City

Facilities

- Initiated City Facilities Master Plan
- Began City-wide facilities security upgrade
- Awarded design contract for Fire Station 9 and the restoration of City Hall West
- Continued construction of the Loop 288 facility
- Initiated procurement for a Construction Manager at Risk Contract for Fire Station 9 in June 2022
- Awarded a \$4.9 million construction contract for the Fleet Services facility expansion
- Restoration of the historic Civic Center porte-cochere (canopy)
- Completed the installation of the Service Center Fence
- Installed new service desks at the North and South Branch Libraries
- Installed a communications bridge to support a second lane at the Solid Waste Scale House for commercial customers
- Completed Heating Ventilation, and Air Conditioning (HVAC) and air quality equipment installation and upgrades, including ionizers at 23 facilities, HVAC controls at 12 facilities, and HVAC systems at two facilities

Finance/Grants

- Developed a comprehensive five-year city-wide Capital Improvement Plan
- Completed a RFQ to update the City's Water/Wastewater impact fee study
- Completed a RFQ for AP automation software
- Conducted the Solid Waste Closure/Post-Closure Study
- Completion of the annual financial audit and issuance of financial statements and single audit report with no findings
- Launched the Small Business Relief Grant program
- Implemented Sponsorship and Co-sponsorship program consolidation
- Received the Government Finance Officer Association (GFOA) Distinguished Budget Presentation Award for the October 2021 budget

Staff Accomplishments

- Mayela Vasquez, Accounting, earned the Certified Public Finance Officer designation from Government Finance Officer Association of Texas

Fire Department

- Placed the Blocker 3 into service to respond to roadway incidents. involving Denton Fire or Police units and providing a security barrier from distracted drivers
- Implemented the Homeless Outreach Team (HOT) paramedic in collaboration with Police and Community Services
- Prepared fire protection plans for Legends and Meadows Municipal Utility Districts
- Initiated design of Fire Station 9
- Received approval of seven new positions through a mid-year budget year request to relieve excessive overtime in Fire Operations
- Prepared and hosted the 2021 Fire Department Awards Banquet
- Successfully held the 2022 Kids Fire Camp

- Completed 95% of accreditation requirements for Centers for Public Safety Excellence Accreditation (CPSE)
- Fire Executive team attended the CPSE conference to gain additional knowledge about CPSE accreditation

Staff Accomplishments

- Assistant Fire Marshal Megan Schuth was awarded a PhD in Philosophy with a major in Rhetoric
- Deputy Fire Marshal Gary Weiland participated on NBC's American Ninja Warrior

Human Resources/Risk Management/Safety

- Recommended having Compensation Study RFP consultant perform a comprehensive assessment of the City's compensation structure and market competitiveness; drafted and released an RFP; anticipate awarding contract in October 2022
- Performed annual Fire and Police Pay Plans compensation surveys of comparable municipalities for both Police and Fire per their Meet & Confer agreements. Reviewed the survey results with both Pay Subcommittees. Memo with proposed adjustments, according to M&C agreement methodology; shared with Budget
- Hired a consultant to assess the market and analyze DME Craft Pay Plan; this assessment is performed once every 3 years. In late 2021/early 2022, HR staff performed a Water/Wastewater compensation survey of 35 positions in Water & Wastewater, reviewing comparable municipalities and water utilities. Based on the results, HR staff recommended adjustments that were packaged together as a supplemental for the FY22/23 budget
- Developed and implemented a new process to review position and pay change requests with a Committee of HR, Finance, and CMO throughout the year to ensure consistency, control, and account for budget impacts, and increase transparency of requests
- Partnered with a consultant to perform leadership recruitments, including the positions of City Manager, Assistant City Manager, Director of Economic Development, Chief of Police, Deputy Director of Capital Projects, Deputy City Engineer, Asset Management and Infrastructure Division Manager, Water Utilities Treatment Division Manager, Assistant Director of Parks & Recreation, and Director of Human Resources
- Coordinated the Summer Youth Jobs Program for high school students to gain job experience and general training
- Collaborated with departments to continue hybrid work for certain operations and positions where feasible and successful. The HR team sent out and collected telecommuting agreements for all employees were approved for hybrid work with employees working at least 3 days/week in the office
- Released an RFP and selected a new vendor for the Employee Health Clinic, including a part-time (20 hours per week) onsite behavioral health counselor. Staff began transition planning with Marathon with an anticipated transition date in October 2022
- Released RFPs for Administrative Services Only (ASO) health and pharmacy, post-65 retiree medical and pharmacy benefits, health concierge services, voluntary benefits
- Introduced a new service through UnitedHealthcare (UHC) called Cerebral, providing mental health services through a provider via telehealth and direct messaging
- Established monthly Diversity & Inclusion (DEI) training events, panels, and volunteer committees, including the employee-led Diversity Committee

- Continued leading forward DEI efforts with the Committee, including sending out an organization-wide survey to help inform and develop next steps and an organizational DEI strategy
- Collaborated with departments and community groups for monthly diversity events, such as Black History Month Programs and the Juneteenth celebration
- Hosted an all-employee appreciation lunch on May 5, attended by approximately 800 employees
- Researched, reviewed, and presented options regarding enhanced leave benefits, resulting in:
 - Option for Paid Parental Leave in FY22/23 Budget – In March 2022, staff presented research of paid parental leave and received direction from Council to include it in the FY22/23 budget process for consideration
 - Use of Vacation Accruals Sooner – In June 2022, Council approved a policy update which allows new employees to begin to use vacation accruals after three months of employment rather than six months of employment
 - Additional Bereavement Leave – In June 2022, Council approved a policy update which provides for up to three days of bereavement leave for the death of a relative and up to five days for the death of a parent, child, spouse, or domestic partner
- Training & Development – Led forward numerous training initiatives including:
 - Continued implementation of “SPARK” training series for aspiring leaders and the “Denton Leadership Series (MLM)” for existing leaders
 - Developed and launched a hybrid pilot program for Supervisors Onboarding Training, focusing on Peer to Leader training in addition to various HR & Payroll supervisor resources
- Adopted foundation policy document and two Administrative Directives (Stop Work Authority, Hazard Communication). Drafted five additional administrative directives and will move forward for review and approval (including Confined Space Entry, Hearing Conservation, Respiratory Protection)
- Developed a safety schedule incorporating quarterly meetings with ten committees organized by common work areas, monthly Safety Planning Implementation Team (SPIT) meetings, safety equipment inspections, safety jobsite inspections, safety building inspections, emergency drills, safety training programs, monthly safety training for office personnel, and more
- Launched a configurable dashboard showing data on claims, injuries, observations, trainings, safety meetings, and more to help identify trends, areas of concern, or improvements for managers, Directors, and City leadership
- Finalized selection and began implementation for a comprehensive RMIS for the Risk Management and Safety divisions
- Evaluated options and bound insurance coverage renewals for EMT professional liability and property coverage for the Denton Energy Center
- Concluded external claims audit for the City’s medical and pharmacy plan to ensure that claims are administered efficiently and in accordance with the summary plan description by the Third-Party Administrator (TPA)
- Implemented a new module within the NEOGOV software for a coordinated Human Resources Information System (HRIS), the first time the City has had a true HRIS system. The planned next step is to implement various NEOGOV modules to train employees, maintain compliance, increase efficiency, and automate many of our processes and workflows
- Continue developing and advancing updates to the City of Denton Policies and Procedures with the assistance of the employee Policy Review Committee, key stakeholders, and Legal. This should continue to be a focus area to strengthen outdated policies and procedures and increase training. Since Nov. 2021, eighteen policies have been updated or created

- The Rizikon team, staffing the City's primary safety function, continues to make progress in developing, implementing, and formalizing a comprehensive safety and training program for the City
- Continue working with DME to secure railroad protective liability coverage for a project requiring the installation of an overhead transmission line over a railroad track

Staff Accomplishments

- Micah Burton, Talent Development & Diversity Specialist, received his master's degree in public administration in Spring 2022
- Linda Kile, Benefits Supervisor, completed the MLM program

Library

- North Branch Library created an Adult Multi-Purpose Room (AMP) for meetings or walk-in studying, installed new mural in the Forge Makerspace and hosted a Touch a Truck Story Time event where 225 attendees heard stories about vehicles and had the opportunity to touch a police car, SWAT van, fire truck, and garbage truck
- Hosted Telling a People's Story exhibit and the DISD Virtual Academy Art Exhibition
- In conjunction with local adults with disabilities group, staff organized a Water Balloon Fun program, which was attended by over 50 people
- Replaced service desk and rearranged public service and self-check kiosk areas at South Branch Library
- Completed Spc. Ernest W. Dallas Jr. Veterans Memorial Park Exhibit Page
- Presented "What's so Special about Special Collections" at Robson Ranch
- Organized the Teddy Bear Parade with 57 attendees
- Coordinated a Ballet Folklorico Performance with 52 attendees
- Updated all holdings in WorldCat, allowing the Denton Public Library title to display in the comprehensive database, and improving patron searches for Interlibrary Loan materials
- Updated all wi-fi hotspots to newer models
- Relaunched DPL2Go outreach programs including:
 - StoryWalk ® on the Square featured in DRC
 - Hosted Splish Splash Storytime at Water Works Park, "How To" Technology Classes at American Legion Hall Senior Center
 - Bring A Blanket Storytime on the Square, and
 - Egg'stravaganza Storytime
- Awarded the 2021 Achievement of Excellence in Libraries Award by the Texas Municipal Library Directors Association. Of the 565 public library systems in Texas, Denton Public Library was one of only 59 who earned the award, which makes Denton Public Library in the top 10% of all public libraries in the State

Staff Accomplishments

- Rebecca Ivey -Youth Services Librarian at South Branch Library was selected as the Chair of the Texas Library Association 2x2 Reading List
- Sarah Ward -Youth Services Librarian at Emily Fowler Central Library was selected to be on the Texas Library Association Texas Bluebonnet Award Committee
- Chuck Voellinger, Special Collections Librarian at Emily Fowler Central Library, was awarded Texas Library Association Branding Iron Award in Digital Only Communications for his "History Moment" video series on the Denton Public Library Facebook and Instagram accounts

Parks and Recreation

- Adopted the Parks, Recreation, and Trail System Master Plan, the ADA Transition Plan, and the Southwest Park Master Plan
- Successfully hired and onboarded staff for summer camps, clinics, and aquatics operations after increasing the seasonal wage from \$11.00 per hour to \$15.50 per hour
- Continued land acquisition efforts including 185 acres of land for future parks and open space preservation
- Started construction of the new Tennis Center in North Lakes Park with anticipated completion in December of 2022
- Hosted Grand Opening of Tennis Courts at South Lakes Park
- Updated Parkland Dedication and Development ordinance
- Continued Public Art Initiatives including:
 - "Shields of Tradition" at Fire Station #3,
 - I-35 artistic walls, sculptures along the Carroll Art Trail, and
 - "Dog Star" located at Bonnie Brae and Scripture
- Enhancements to the Original Denton District include supporting four Texas Commission on the Arts grant applications for local district members and application with the Texas Commission on the Arts grant for 18 utility box wraps
- Parks and Recreation awarded a \$400,000 TXDOT Green Ribbon Grant for US-377 beautification efforts from Roselawn to Country Club

Police Department

- Trained staff in implementation of Ballistics IQ hardware/software
- Launched training with Denton County Friends of the Family pursuant to Improving Criminal Justice Response Grant
- Implemented New Detective training module
- 82 non-sworn personnel completed mandatory safety training
- Completed Asset Forfeiture Agreements with Denton and Dallas County
- Property and Evidence inspection successfully completed for first and second quarters
- Updated Equal Employment Opportunity Plan
- Implemented eSOPH hiring software
- Public Safety Communications went live in new Emergency Communications Center.
- Completed first annual analysis of the following:
 - Response to Resistance Incidents
 - Vehicle Pursuits
 - Employee Accidents and Injuries
- Added three detectives, including one Child Abuse Detective.
- Hired a full-time Crime Analyst for Sexual Assault Kit Initiative (SAKI) grant
- Hired new non-sworn Fleet Technician to coordinate and manage the department's fleet
- Hired new non-sworn Quartermaster to purchase, manage, and track department owned and issued property and/or department approved personal equipment
- Hired Bureau Administrative Assistants
- Hired eight new recruits and four lateral officers
- Implemented an interdisciplinary Violent Crime Task Force to specifically address areas and persons disproportionately impacting criminal incidents

- Began a reorganization of the electronic case filing process to increase efficiency and accuracy in filing criminal cases with the District Attorney's office
- School Resource Officers held the 2022 Summer Youth Program, with programs for high school and middle school boys and girls
- Planned and executed 16 hours of training for nearly every officer from February through June
- Graduated 22 police officers from the Basic Police Officer Course for numerous agencies
- Completed Phase I of Texas Police Chiefs Association (TPCA) Law Enforcement Agency Best Practice Recognition Program: All 170 Best Practices were completed, submitted, and approved by TPCA. Phase II On-site Assessment will be completed in July 2022. It is anticipated the department will become an accredited "TPCA Recognized Agency" in August 2022
- All sworn and non-sworn personnel completed initial eight hours of Active Bystanderism for Law Enforcement Training (ABLE). This process began in 2021, with 82 personnel (including UNTPD sworn and non-sworn personnel) completing the training within the first six months of 2022. Reinforcement (Refresher) ABLE Training will begin this fall for all personnel

Staff Accomplishments

- Deputy Chief Paul Willenbrock and Sergeant Elisa Howell graduated from the Institute for Law Enforcement Administration (ILEA) School of Executive Leadership, an intensive eight-week program tailored to advancing the skills of senior-level law enforcement managers and administrators
- Deputy Chief Fleming and Deputy Chief Rose completed training at the Senior Management Institute for Police through the Police Executive Research Forum. All sworn officers at the executive level have now completed the training
- Two officers completed the rigorous Drug Recognition Expert (DRE) training class, doubling the number of DREs at DPD
- Dr. Crystal Clark, Stability Caseworker with the Homeless Outreach Team, obtained her PhD in Psychology

Procurement/Warehouse

- Implemented a Vendor Catalog on the City's website to ease procurement process for staff
- Created a database of emergency contracts on the City's internal SharePoint site
- Implemented strategies to address and minimize supply chain issues
- Achieved 862 Safety Days at Warehouse, totaling over two years without a safety incident
- Developed a digital approval process for requests by departments to support or participate in local events (ex. buy seats at a United Way event)
- Received Texas Comptroller of Public Accounts Transparency Star Award

Public Affairs

- Developed and implemented additional processes and procedures for remote meeting participation, including rapidly securing a vendor, Tele-Townhall Inc, increasing the reliability of the public call-in component
- Managed all internal and external communications relating to the January/February 2022 winter storm events including information about the 24-hour emergency shelter
- Coordinated and produced a State of the City video highlighting FY 20-21 accomplishments and goals

- Continued to develop the Discuss Denton platform to better engage with the community on City projects and initiatives
- Produced original content for the City's social media and television channels, including production and recording remotely produced in-person City Council and Board/Commission meetings
- Coordinated a robust public information campaign related to the Independence Day Fireworks held at North Lakes Park
- Began multi-camera public meeting production from the Development Service Center in February
- Added an additional "live" stream option in April for DTV programming on YouTube: www.youtube.com/cityofdenton
- Completed installation of equipment and testing for Closed Captioning and Spanish Translation of City Council meetings in June
- Shifted to quarterly publication of Resident Update, aligning content with the program planning cycle and reducing print costs

Staff Accomplishments

- Ryan Adams received a Certified Public Communicator designation through the Texas Christian University certificate program

Public Works

Fleet Services

- Completed fueling infrastructure upgrade requirements to meet TCEQ standards
- Maintained fleetwide availability of 97.5%
- Implemented GPS/telematics on 280 city vehicles and initiated fleetwide installation of on-road vehicle GPS to evaluate vehicle utilization and identify candidates for electric vehicle replacement
- Fleet received DFW Clean Cities' Gold Fleet Award for ongoing efforts to reduce the City's fleet vehicle emissions

Drainage

- Reshaped six drainage channels and bar ditches to allow for proper stormwater flow and to eliminate standing water
- Replaced concrete channels/flumes at Mimosa Rd. and Duncan St. to prevent pooling water and mosquito breeding
- Performed street sweeping on 3,680 lane miles of roadway
- Assisted Wastewater with reshaping/armoring of slope on Hickory Creek Interceptor to protect the line from debris from high water events

Traffic Operations

- Installed/reconstructed traffic signals at six intersections, including the TXDOT Highway Safety Improvement Program (HSIP) and Capital Improvement Projects (CIP)
- Continued updating signalized intersections with new cabinets and Intelligent Transportation Systems (ITS) technology, which are designed to reduce delays, congestion, and improve overall mobility
- Implemented ten-year sign replacement workplan

Streets

- Utilized 4,777 tons of asphalt to repair roadway base failures, repaired 1,848 potholes, replaced 2,980 square yards of sidewalk, and performed 6,004 square yards of concrete panel replacements
- Improved 15 pedestrian ramps to meet ADA compliance
- Continued to improve asset tracking and maintenance activities in the asset management system, Cartegraph
- Initiated a City-owned parking lot asset condition assessment which will inform maintenance and replacement work plans moving forward
- Formalized the division's maintenance plan to provide cost-effective maintenance at optimal intervals
- Hired Streets Operations Manager, Jeremy Wilks

Public Works (All Groups)

- Participated in an evaluation of the City's Enterprise Asset Management (EAM) systems to consolidate systems and improve coordination of maintenance and capital improvement plans
- Participated in the implementation of the City's 311 CRM system and integration with Public Works' work order management system

Solid Waste & Recycling

- Completion of the Comprehensive Solid Waste Management Strategy
- Upgraded to a new City of Denton Landfill Scale House software proving to be a more stable, secure, and reliable solution over the 18-year-old previous program
- Participated and presented at 2022 Solid Waste Association of North America (Texas Chapter) Conference, where the City of Denton presented 3 hours of information related to the procurement, implementation, and success of the Rubicon SmartRouting solution. These 3 presentations proved to be the most attended of the 32 available
- The City of Denton realized an overall reduction of contamination of 13% from January to June 2022 vs January to June 2021, resulting in an increase of 510 net tons sent to ultimate recycling from last year same period. This result is inclusive of a contamination uptick realized over the last 6 weeks due to the absence of interns completing recycling cart audits

Staff Accomplishments

- Eugene McKinnie received his master's degree
- Assistant Director Tammy Clausing presented on a panel for Sustainability, Operations, Action, Recourses Conference on Best Management Practices for Reducing Contamination in Drop-off Programs. Later, Ms. Clausing and this presentation was later highlighted in the Professional Journal of Municipal Solid Waste Management highlighting contamination reduction efforts

Technology Services

- Provided essential support to upgrade Harris NorthStar Utility billing system without the loss of system functionality or impact to customers
- Completed a comprehensive payment card industry (PCI) assessment
- Installed a redundancy server environment at the new Police Substation
- Installed a new virtual system at the Ray Roberts Supervisory Control And Data Acquisition (SCADA) facility to replace outdated physical server equipment
- Completed the Environmental Systems Research Institute (ESRI) Utility Network Data Optimization project in preparation for migrating to the ESRI Utility Network

- Implemented a meter application for Customer Service to remotely connect and disconnect meters
- Spliced over 1000 connections and moved 80 network connections due to PD/PSAP Construction
- Added or respliced over a dozen locations for Traffic Network - Phase III
- Created a GIS web application to consolidate project data from various systems into one GIS driven web application
- Began a city-wide technology assessment with the goal of developing a five-year technology strategic plan
- Created a Technology Governance body with policies and procedures to guide city acquisition and use of technology
- Transferred approximately half of the file share servers to a hybrid cloud storage solution, allowing the continuation of file storage growth without purchasing expensive local storage systems
- Assisted the integration of the Town of Little Elm's data, including various equipment and application integrations, GIS mapping data, and training, for the purpose of dispatching services provided by Denton PD

Water Utilities

- Selected consultant for Ray Roberts Water Treatment Plant Disinfection Conversion (gas to liquid) and chemical design project
- Closed the following CIP jobs:
 - Risk Assessment and Emergency Response Plan
 - Water 2019 Rate Study
 - Resource Management Analysis
 - Lake Lewisville 24" Valve repair
 - Two Water Field Service Replacement Projects (Fannin and Amhurst)
 - Lake Lewisville Solids Handlining
 - Lake Lewisville Filter Media Evaluation and Replacement
 - Four Wastewater Field Service Replacement Projects (Uland, Granada Trail, Davis, Williamsburg)
 - Wayne Ryan Lift Station Abandonment
 - Supervisory Control And Data Acquisition (SCADA) Master Plan
 - Pecan Creek SCADA Upgrade
 - Townsend Green Lift Station SCADA
 - Sales Office Awning for Beneficial Reuse
- Completed water line replacement on Bell Avenue
- Completed emergency lining of 20" water line under railroad tracks
- Inspected 142,000 feet of sewer main using closed circuit video
- Initiated easement maintenance program
- Redeployed staff to focus on valve and hydrant maintenance, including 64 hydrant repairs
- Began in-house drone flights to inspect elevated storage tanks, easements, and measure compost piles
- Initiated in-house pipe bursting projects
- Designed and implemented a program to facilitate in-house pipe tapes on Reinforced Concrete Cylinder Pipe
- Water Reclamation completed phase 2 review of American Water Works Association (AWWA) Partnership for Clean Water and submitted the phase 3 application

- Water Production completed phase 2 review of AWWA Partnership for Safe Water and submitted the phase 3 application
- Water Production revived the Facility Tour Program and began an operator cross-training program

Staff Accomplishments

- Team members received numerous certifications including Water A License, one team member earned their Electrician Journeyman License, two earned Class B WW Licenses, and one earned their Class A WW License, PROCORE certifications, Backflow Prevention Certifications, and drone pilot licenses
- Tiffany Sherrane and David Brown serve as co-chairs of the newly formed Asset Management Power User Group (PUG). This group will work on improving the type and amount of data we collect, streamline work management processes, and help with defining Water Utilities CIP projects
- Tyler Dawson designed a Utility Condition Index to mirror Streets' Overall Condition Index to improve planning/coordination efforts between the departments, as well as support the City's holistic approach with construction projects



MEMORANDUM

DATE: July 21, 2023
TO: Mayor Hudspeth and City Council Members
FROM: Sara Hensley, City Manager *S. Hensley*
SUBJECT: Annual Performance Review

Dear Mayor and Council,

Wow! What a year. I am so proud of our wonderful employees! The timeliness, quality of work, and expertise they bring to this City are second to none. This is evident by the outstanding work you will find on the following pages. Thank you, Mayor and Council, for your support, willingness to have tough conversations with each other, and your renewed focus on setting a vision for the future of this City. I am very fortunate to work alongside three talented leaders, Frank Dixon, Christine Taylor, and Cassey Ogden, as well as the very professional staff in the City Manager's Office. Their dedication to the work of the City is irreplaceable. Without them, I would be unable to successfully lead the organization. And, to our awesome directors who provide A+ level leadership within the various departments, I owe a huge thank you. They work tirelessly every day to meet the needs of this community.

As you know, employee development, support, and retention remain a high priority. Our hope is that by investing in our staff, we continue moving towards becoming the "employer of choice". To ensure that the organization's wages remain competitive with the salaries of other employers within the industry and geographical area, a compensation and classification study was completed, a final report was presented to Council in May 2023, and a new, more competitive compensation system was implemented in the summer of 2023.

Staff continues to produce high-quality services to the community through a commitment to local government best practices. For instance, Community Services successfully implemented the Rental Repair Grant Program. Guidelines were developed and approved by City Council on February 21. Staff worked with a software vendor to implement the program, which went live in May 2023.

We continue to build and strengthen connections with community partners, residents, and employees. In late 2022, the City entered into discussions with Texas Woman's University to increase capacity at the University's planned no-cost preschool. This concept was presented to the Council, with staff receiving direction to proceed in discussions and the development of a formal agreement where the City would fund capacity for 40 additional students over a 10-year period.

OUR CORE VALUES

Inclusion • Collaboration • Quality Service • Strategic Focus • Fiscal Responsibility

These are just a few examples of the over 100 initiatives in the City's newly acquired performance management software and the public-facing [dashboard](#) launched on March 7. I look forward to seeing what we can achieve together in the coming year!

Contents

Airport.....	4
Animal Services	5
Capital Projects, Engineering, and Public Works	6
City Manager’s Office and City Secretary’s Office	7
Community Services.....	8
Customer Service Accomplishments.....	9
Development Services	10
Denton Municipal Electric.....	11
Economic Development	12
Environmental Services and Sustainability Accomplishments.....	13
Facilities and Fleet.....	14
Finance	15
Fire	16
Human Resources	17
Library	18
Marketing and Communications.....	19
Parks and Recreation	20
Police.....	21
Solid Waste and Recycling	22
Technology Services.....	23
Water Utilities	24

Airport

Accomplishments

- Coordinated the pending FAA/TxDOT grant funding for the \$20M Runway Reconstruction Project to enhance the safety and long-term viability of the pavement.
- Completed Airport fee and land appraisals.
- Achieved a record-setting 2022 annual operations record.
- Finalizing lease management software transition
- Developed Airport Administrative Policy and Procedures Manual, which documents procedures for administrative tasks and work efforts to ensure future continuity of duties.
- Completed Airport Development Guide to provide parties with on-airport development guidelines.
- Coordinated with tenant and Legal to complete the assignment of a lease agreement involving 54% of the land leased at the Airport.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Utilized the American Association of Airport Executives for staff professional education and training opportunities.
- Foster Economic Opportunity and Affordability
 - Collaborated with Economic Development to attract new aviation-related development and businesses.
- Enhance Infrastructure and Mobility Priority
 - Initiated an Airport Master Plan Study to ensure the future strategic position of the airport.
 - Coordinated a \$20M Runway Reconstruction Project to ensure long-term viability and safety.

On the Horizon

- Complete Hangar Reversion Plan.
- Complete the Airport Master Plan Study to provide 20-year updated aviation operations forecasts and capital development priorities.
- Coordinate to analyze aviation-related business fees and strategies on future debt service and financial self-sufficiency, and the impact the Airport has on property and sales tax.
- Coordinate with TxDOT on the scheduling of the \$20M Runway Reconstruction Project and minimizing impacts to airport users.
- Coordinate with tenants and city attorneys to develop and implement a long-term consolidated Fixed Based Operator lease agreement to enhance development and annual revenues.

Animal Services

Accomplishments

- Fully implemented a new database, PetPoint
- Implemented new process and contract for Placement Partners.
- Provided no-cost vaccinations and dewormer to pets of residents at Our Daily Bread.
- Made multiple adjustments to animal housing resulting in decreased stress and reactivity, which lowers stress-related disease and improves opportunities for successful adoption.
- Collaborated with the Texas Humane Legislation Network to fully revise the City of Denton's Animal Ordinance, currently in final Legal review.
- Partnered with additional rescue groups to increase animal transfers and positive outcomes for animals; placed 200% more animals through transfer over the same period last year (67 last year from 10/1 – 6/1, 206 this year from 10/1 to 6/1).
- Facilitating better adoption matches with the implementation of new prospective adopter forms and customer engagement, which will reduce return adoption rates.
- ASO II Angel Linscott was awarded Animal Control Officer of the Year at the Texas Animal Control Association Conference.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Foster Economic Opportunity and Affordability
 - Continued to collaborate with Denton Animal Support Foundation (DASF) for reduced adoption fees.
 - Extended outreach services to those experiencing homelessness.
- Strengthen Community and Quality of Life
 - Expanded off-site adoption events.
 - Expanded community education events.
- Support Healthy and Safe Communities
 - Updated Ordinances aligned to best practices and industry standards.
 - Prioritized public safety when placing animals in an adoption program.

On the Horizon

- Continue to assist the Homeless Outreach Team (HOT) with no-cost spay/neutering for animals living in homeless encampments and shelters.
- Update the code of ordinances.
- Provide pet microchipping to the public at a nominal fee by hosting a clinic.

Capital Projects, Engineering, and Public Works

Accomplishments

- Completed the additional submission for the FEMA Community Rating System and improved the City rating from an 8 to a 5, saving residents 15% on flood insurance premiums.
- Successfully negotiated with TxDOT on the repair of pavement on Elm Street and Locust Street south of the square to Eagle Drive.
- Completed 2012-2014 Bond projects and ahead of schedule on 2019 Streets Bond package.
- Completed and closed out multiple large projects including Hickory Creek Phase 2, McKinney Phase 2, and McKinney/Mayhill Phase 2 and began construction on several large projects including Hickory Creek Phase 3, Mayhill Phase 2 and several I-35 utility relocations.
- Installed emergency preemption systems at all 131 signalized intersections throughout the City to improve emergency response time and minimize accidents involving emergency vehicles.
- In accordance with the Citywide Speed Study, installed 259 adjusted speed limit signs.
- Completed repairs and maintenance on City bridges in accordance with recommendations from the 2022 TxDOT Bridge Inventory, Inspection, and Appraisal Program (BRINSAP).
- Performed maintenance and repairs on North Lakes dam in accordance with recommendations from the TCEQ dam inspection.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Expanded staff capabilities and expertise via Certified Floodplain Manager and Project Management Professional (PMP) certifications.
 - Organized Project Management training for city employees with relevant job duties.
 - Responded to Winter Storm Mara by dispersing 957 tons of sand and utilizing plows with 24-hour staff support throughout the weeklong event to ensure roads were safe and passable.
- Foster Economic Opportunity and Affordability
 - Completed the additional submission for the FEMA Community Rating System (CRS) and improved the City rating from an 8 to a 5, saving residents 15% on flood insurance premiums.

On the Horizon

- Integrate recommended objectives from the Roadway Funding Strategy into work plan.
- Roadway Impact Fee Study.
- Complete phase 1 of Stormwater Master Plan and implement operational recommendations.
- Complete the Project Manager Manual.

City Manager's Office and City Secretary's Office

Accomplishments

- Partnered with Texas Woman's University to support 40 additional student seats at a new tuition-free Bezos Academy preschool
- Hired the City's first Chief Strategy Officer
- Launched the strategic plan public-facing dashboard in March 2023 to enhance transparency and accountability as well as show achievement towards council priorities and key focus areas through quarterly reporting.
- Organized and facilitated a Special Citizens' Bond Advisory Committee for a proposed November 2023 Bond Election.
- Monitored and assessed the impact on over 1,500 bills with potential impact on the City introduced in Texas' 88th Legislative Session, of which nearly 250 became law. Coordinated efforts with City Attorneys and departments to revise, update, and modify operations, policies, and/or ordinances to implement this record-breaking number of new bills impacting municipalities.
- Conducted the first utilities and customer service community-wide survey to determine a baseline for community members' satisfaction with city-provided utilities and customer service. Results of this survey showed residents greatly appreciate the value, quality, and reliability they receive in their utilities provided by the City, setting a high baseline for continuous quality improvement city-wide.
- Centralized and simplified the open records request process using a designated location, portal, email address, etc. for requests to be directed.
- Engaged a third-party vendor to conduct an operational assessment of the City Secretary's Office that focuses on processes, and resources, and will recommend opportunities to improve operations and services.
- Conducted an unplanned petition and special election process in addition to the annual municipal election in May 2023.
- Hired new City Secretary to streamline records keeping, election, and public meeting practices.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Collaborated with Human Resources to evaluate and review existing employee benefits health insurance plans and made recommendations to ensure the City remains an employer with impeccable benefits for its employees.
- Strengthen Community and Quality of Life
 - Coordinated with other cities to explore Comprehensive Service Delivery models.

On the Horizon

- Hire a Chief Communications Officer to develop and integrate strategic communications and public relations practices organization-wide.
- Continue implementation of strategic plan dashboard development to ensure transparent and accountable operations city-wide.
- Implement improvements to streamline and automate processes relating to board and commission management, agenda development, and open records.
- Customize the Board and Commission module within the Granicus system to manage board and commission agendas, membership, and appointments more effectively.
- Begin Developing Public Information Act and Legistar training programs for internal staff.

Community Services

Accomplishments

- Implemented rental repair grant programming in May 2023.
- Preserved safe, stable, and affordable housing for 24 households through the City of Denton's Home Repair Programs.
- Developed programming and administered \$13,188,000.00 in American Rescue Plan SLFRF R1 & R2 Funding for 31 projects and \$1.7 million (\$856,811 each to two nonprofit agencies up to 3 years) in American Rescue Plan HOME Funding for Tenet Based Rental Assistance (TBRA) prioritizing rent assistance for people experiencing homelessness.
- Development of ordinance and City Council approval of a new Aggressive Solicitation Ordinance supporting the City Council goal for a cleaner, safer, happier Downtown Denton.
- Completion of the Denton Community Food Center addition funded through CDBG to improve access to healthy foods for food-insecure households.
- Completed renovation of the Community Shelter at Loop 288 in December 2022, with grand opening and collocated services now provided in one location.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Foster Economic Opportunity and Affordability
 - Developed Affordable Housing Incentive Package and Implemented Small Home Communities Program.
 - Substantially completed GIS Mapping Tool that identifies Vacant land that matches priority for Stable Housing Markets (MVA), and Areas of Opportunity (HOA).
 - Created HUD 5-Year Consolidated Plan for Housing and Community Development.
 - Issued an RFP and presented to City Council regarding the development of a Transitional Housing Project to provide housing for people experiencing literal homelessness and living unsheltered as a part of the City's overall Housing Crisis Response System.
 - Completed Ambassador Program Development and RFP, with City Council budget consideration on July 18, 2023.

On the Horizon

- Execute on Housing Affordability Program Implementation providing Programs and Policy recommendations for Developer Incentive Package including Small Home Communities and Accessory Dwelling Units (ADUs) to present for City Council Approval.
- As a first goal for the Denton Nonprofit Collaborative, build out Findhelp.org in collaboration with the City of Denton, Denton County, and the City of Lewisville, This website will support integration into the City's existing website for easy accessibility and provides online referral opportunities to multiple community resources.
- Complete the City of Denton 2023-2027 Consolidated Plan for Housing and Community Development for submittal to HUD with the inclusion of goals for community development activities.
- Preserved safe, stable, affordable housing for at least 10 additional households through the Home Repair and Down-Payment Assistance Programs.
- Develop a Rental Registration Program to promote healthy, resilient, and safe neighborhoods conditional on City Council Budget Approval.
- Complete an update of Chapter 17 Denton Property Maintenance Code.

Customer Service Accomplishments

Accomplishments

- Deployed a simplified call menu and redesigned the Customer Service telephone system.
- Implemented a new outdoor kiosk including pay by text.
- Completed virtual teller kiosk implementation, increased adoption rates & expanded customer access to City Hall by providing remote access locations.
- Programmed and launched six new customer self-service forms.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Strengthen Community and Quality of Life
 - Implemented SilverBlaze customer portal, enabling a more empowered public with greater control over their utility accounts and utility consumption.

On the Horizon

- Complete Customer Relationship Management (CRM) & 311 implementations to bring customers a fully self-service mobile app for service requests, reporting issues, and receiving updates (Nov 2023)
- Upgrade the utility billing system to version 6.6.
- Complete SilverBlaze Customer Portal implementation, giving utility customers access to interval read data, usage alerts, and self-service account management.
- Implementation of new workforce management and quality assurance software packages.

Development Services

Accomplishments

- Created the Transportation Services Division, consolidating mobility functions to improve service delivery.
- Received the Richard R. Lillie Planning Excellence Award from the Texas Chapter of the American Planning Association, recognizing planning excellence in municipalities throughout the state.
- Completed 23 (9%) and currently implementing 150 (59%) action items of the 253 action items identified in the comprehensive plan.
- Completed six amendments to the Denton Development Code related to various items including parking, multifamily standards, outdoor storage, and more.
- Issued 675 new commercial and residential permits totaling over \$985 million in value year-to-date for FY22-23.
- Acquired 570 acres of land for a total of \$14.5 million.
- Obtained 73 easements related to capital and development projects for the City.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Adopted the Municipal Utility District policy with the goal to foster coordination between the City of Denton, Denton County, neighboring communities, and proposed MUDs.
- Strengthen Community and Quality of Life
 - City began the public engagement phases of the Northeast and Southeast area plans.
 - Created a development notification system that allows individuals to sign up for automatic notifications of upcoming development projects.
- Support Healthy and Safe Communities
 - Vision Zero Phase 1 was completed.
 - Created a restaurant GIS map to display active restaurants in Denton and provide real-time health scores.
 - In partnership with multiple departments, implemented the City's sign topper program to recognize and promote neighborhood unity following a successful pilot program in the Southeast Denton Neighborhood.

On the Horizon

- Complete the Southridge Historic Survey.
- Issue a request for qualifications for Development Review Engineering.
- Complete short-term rental public engagement and adopt amendments to the Development Code.
- Complete the Development Services fee study and include any changes in the FY23-24 budget.
- Redesign the Active Projects GIS map to improve the user experience and provide additional information to the public.
- Wayfinding sign updates are being printed, with installation planned for Q4 2023.
- Complete the Downtown Master Plan update.

Denton Municipal Electric

Accomplishments

- Earned the 2023 Tree Line USA Utility recognition from the Arbor Day Foundation.
- Earned the Smart Energy Provider (SEP) designation from the American Public Power Association.
- Made final arguments to the State Office of Administrative Hearings regarding our Transmission Cost of Service (TCOS) Full Rate Case. A decision is expected on August 8, 2023.
- Provided advocacy letters to Federal delegation, participated in conference calls with staff members for Senators Cornyn and Cruz, prepared talking points, and attended a meeting of the Dallas Builders Association regarding transformer supply chain concerns.
- Completed HPS to LED streetlight conversion as of June 30, 2023, which included over 9,000 fixtures across the city.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Enhance Infrastructure and Mobility
 - Received preliminary approval from USDOE for an Advanced Distribution Management System concept paper for potential grant funding.
 - Construction of the Hickory Gas-Insulated Substation is 50% complete and the project is on target to be energized in Summer 2024.
 - Completed the Locust to Hickory transmission line, which traverses the UNT Campus, in March 2023.
 - Completed all winter and spring regulatory submittals & passed all winter weather ERCOT inspections.

On the Horizon

- Update Denton Renewable Resource Plan following the adjournment of the Texas Legislature.
- Develop a Demand Response Program to reduce overall electric load during high-demand periods.
- Complete TCOS rate filing.
- Complete the winter weatherization project at Denton Energy Center.
- Complete required utility-wide winter weather emergency preparedness activities.
- Initiate a Value of Solar Study.

Economic Development

Accomplishments

- Created and seeded the Catalyst Fund as recommended by the Economic Development Strategic Plan to stimulate economic growth.
- Succeeded in advocating to the Texas State Legislature to authorize the City to participate in the Qualified Hotel Project Program to add an economic development tool to bring increased tourism and business conventions.
- Fully implemented a new reporting software to track progress on the Economic Development Strategic Plan, which is currently 52% complete.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Foster Economic Opportunity and Affordability
 - Invested \$75,000 into Downtown with Downtown Reinvestment Grant to support local businesses.
 - Renewed the City's contract with Hickory Rail Ventures to operate the City's Entrepreneurship program to create a startup-friendly environment.
- Strengthen Community and Quality of Life
 - Increased participation in partner events to network, learn, and discuss opportunities and concerns with local businesspeople.

On the Horizon

- Continue collaborating with the Planning Department on the Downtown Master Plan to ensure downtown continues to be a place of economic vitality.
- Work with property owners downtown to redevelop vacant and blighted structures.
- Facilitate the expansion of major employers and recruit new major employers to create more high-quality jobs and increased tax revenue.
- Explore expanding the TIRZ I Boundaries.
- PID in connection with Ambassador program.
- Restructure with the MSA.
- Complete Downtown Parking Assessment.

Environmental Services and Sustainability Accomplishments

Accomplishments

- Coordinated with customer cities to update their sewer use ordinances to match the City of Denton.
- Progressed the Climate Action and Adaptation Plan by completing the community survey and the actions and targets prioritization (estimated completion by Sept. 2023)
- Finalized the 2019 Greenhouse Gas Inventory and initiated the 2021 inventory.
- Completed the Greenspace Map and created a working group to finalize the Wildlife Corridor Map per the 2040 Comp Plan.
- Continued regional stormwater collaboration with NCTCOG, EPA, USACE, TAMU AgriLife, and Texas Water Research Institute.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Foster Economic Opportunity and Affordability
 - Worked closely with DME through GreenSense Energy Efficiency Rebate structure update and recommended repurposing certain funds to expand the program in FY2024.
- Promote Sustainability and the Environment
 - Worked across departments to initiate the creation of the Climate Action and Adaptation Plan.
 - Received the Outstanding Outreach Award and Arlo Ambassador Award from Air North Texas for the 2022 Ozone Season.
 - Cohosted Green Asset Management workshop (stormwater) at NCTCOG with 120 attendees.
 - Worked across departments on Electric fleet and infrastructure.

On the Horizon

- Finalize the Climate Action and Adaptation Plan.
- Partner with DWU to re-negotiate customer city agreement for wastewater services.
- Finalize the procurement of neighborhood air quality monitors and begin deployment.
- Finalize Wildlife Corridor Map per the 2040 Comp Plan.
- Update the Simply Sustainable Framework.
- Finalize the EV Fleet and Infrastructure plan.
- Partner with the Fleet and Facilities Department to develop and implement sustainable measures.

Facilities and Fleet

Accomplishments

- Collaborated with Internal Audit to complete three audits including pump station fuel usage, fuel credit card program, and City vehicle asset inventory. After the audit, the fleet team worked with Audit to ensure all recommendations have targeted goals for implementation.
- Facilities conducted a facilities condition assessment on all major real estate assets to ensure a robust maintenance program and target capital expenditure productively and efficiently.
- Fleet has implemented vehicle telematics on over 50% of all assets to ensure accurate reporting of mileage and user info for proper care and maintenance of each asset. This system also allows diagnostic codes to be read to provide the technical with more information, increasing the throughput of down vehicles to user departments.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Reorganized two internal service departments to provide better service to City departments.

On the Horizon

- Facilities Master Plan.
- Computerized Maintenance Management Software/System (CMMS) implementation.
- Automotive Service Excellence (ASE) Blue Seal of Excellence.
- Fleet expansion opening.
- Implementation of fleet audit recommendations.
- Develop service-level agreements with customers.
- Space standards and planning software.
- Partner with North Central Texas College Trades Program.

Finance

Accomplishments

- Held the City's first-ever vendor fair on June 30, 2023, to assist businesses maximize procurement opportunities by sharing information about processes, potential contract opportunities, how to do business with the city, and gain access to available business resources. This event was coordinated in partnership with the City of Denton, the North Texas Small Business Development Center, and the Denton Chamber of Commerce.
- Released the Art and Cultural Relief Grant in March 2023. The grant is funded by the American Rescue Plan Act State and Local Fiscal Recovery Funds (SLFRF) program and aims to support local artists, musicians, and cultural organizations to thrive beyond the pandemic. A total of \$273,265 was awarded to 21 individual applicants and \$208,460 to nine organizations, for a total of \$481,725 in awarded grant funds.
- Successfully implemented the Government Accounting Standard Board's (GASB) Statement 96, which guides the accounting and financial reporting for subscription-based information technology arrangements for government end users.
- Earned the GFOA's Distinguished Budget Presentation Award for FY 22-23. To earn the Distinguished Budget Presentation Award, the city's annual budget document must meet specific criteria, as well as serves as a policy tool, financial plan, and operating guide. The City of Denton has received the budget award for 35 years.
- Created a system to track the City's certified cash handlers, requiring all cash handlers, including supervisors, to attend training. In addition, the policy requires refresher training every three years after the first certification. The new tracking system maintains all certified staff members' original certification, signed Certificate of Responsibility, and projected dates for the refresher.
- Completed all debt reporting, as required by the State Comptroller. The City's efforts to make debt data readily available on its website are in line with standards for the Debt Obligation Transparency Star, obtained in 2021.
- Facilitated the 2023 General Obligation and Certificates of Obligation Bond Sale to support year four of the 2019 Bond Program and the Capital Improvement Plan's annual project list. This includes all ordinances and notices for the City's Financial Advisor to hold the competitive sale.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Finance implemented Accounts Payable automation through Scanman, promoting efficiency. This application is allowing more streamlined communication between Accounts Payable and departments regarding open payables.

On the Horizon

- Continue implementation of strategic plan dashboard development to ensure transparent and accountable operations city-wide.

Fire

Accomplishments

- Attained Accredited Agency status with the Commission on Fire Accreditation International (CFAI) for meeting the criteria established through the CFAI's voluntary self-assessment and accreditation program.
- Completed design and held groundbreaking for Fire Station 9 at the Denton Enterprise Airport.
- Fully staffed the Public Safety Blocker 3 unit in October 2022.
- Collaborated with UNT to partially fund a UNT-themed fire engine.
- Awarded a 2021 FEMA Staffing for Adequate Fire and Emergency Response grant to fully fund 12 firefighter positions for Station 9 for 3 years at no cost to the City of Denton (\$3.7 million).
- Added one Firefighter/Paramedic to the Homeless Outreach Team program.
- Successfully hosted, in partnership with Denton Fire Fighters Association Local 1291, a Fire Ops 101 program that allowed Denton City Council members, City Manager's Office, City Directors, NCTC Dean, and other state dignitaries and representatives to engage in real-life firefighting activities bringing awareness of the profession.
- Launched a Citizens Fire Academy to offer hands-on experiences to our community members.
- Hosted a full-scale disaster drill, directed by Denton Fire Department Emergency Management.
- Hired an Emergency Management Specialist.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Continuous improvement on Commission on Fire Accreditation International peer team recommendations.
 - Continue implementing objectives from the Denton Fire Department Strategic Plan.
- Support Healthy and Safe Communities
 - Train and deploy an additional Deputy Fire Marshal position, focused on inspections within the community.
 - Chief Kenneth Hedges received Chief Fire Officer designation by the Center for Public Safety Excellence in which only 1,775 fire officers internationally have received this credentialing.
 - Battalion Chief Megan Schuth received the designation of Fire Marshal by the Center for Public Safety Excellence. Less than 230 fire officers worldwide possess this designation.

On the Horizon

- Commence the process of accreditation through the Commission on Accreditation of Ambulance Services that is considered the gold standard in the Emergency Medical Transportation industry.
- Complete negotiations between the City of Denton and Denton Fire Fighters Association, IAFF Local 1291 to accomplish a Good Faith Bargaining contract to take effect on October 1, 2023.
- Develop and implement a tiered fire inspection process for existing occupancies. Collaborate and design a Public Safety Mobile Command Vehicle that will allow both Fire, Police, and Emergency Management to operate remotely on incidents.

Human Resources

Accomplishments

- Completed a citywide compensation and classification study.
- Developed an internal strategic plan for Diversity, Equity, and Inclusion initiatives in partnership with the Employee Diversity Committee and developed and issued the Commitment to Inclusion policy.
- Developed and implemented Paid Parental Leave policy and program.
- Implemented Origami, a new Risk Management Information System (RMIS).
- Completed solicitation and review process for dental, vision, flexible spending, and life and disability benefits.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative & Respectful Leadership
 - Continued to evaluate the city's health insurance plan.
 - Continued to explore, develop, and foster partnerships with Denton ISD.
 - Continued the work of developing and expanding health-focused programs for employees.
 - Refined employee training programs.
 - Developed a comprehensive performance review process.
 - Developed a Diversity, Equity, and Inclusion (DEI) strategy.
 - Updated the City of Denton Policies and Procedures.

On the Horizon

- Develop multi-year pro-forma and health plan design strategy to ensure the financial sustainability of the health fund.

Library

Accomplishments

- Collaborated with Parks & Recreation to install the StoryWalk along the walking path of Fred Moore Park in June 2023.
- Completed Texas State Library and Archives Commission (TSLAC) Annual Report for Public Libraries in April 2023. Received advance notice that the library has met all accreditation requirements and will receive official notice of accreditation in late July 2023.
- Created and published a digital dashboard of the Library Strategic Plan.
- Awarded the TML Texas Municipal Library Director's Association Achievement of Excellence in Libraries Award. Of the 542 public library systems across Texas, Denton is one of only 73 libraries to receive the award.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Recognized as a top-tier library system through TMLDA Achievement of Excellence in Libraries award and library staff being selected to serve on state-wide committees.

On the Horizon

- Offer credit card payment options at public copiers and public-use printers.
- Enhance and update World Language collections at all branches.
- Collaborate with Our Daily Bread to provide regular DPL2Go outreach services at the Loop 288 facility.

Marketing and Communications

Accomplishments

- Launched an intake process and form to create a streamlined one-stop-shop for departments to request marketing assistance, design work, and other communication-related services.
- Implemented targeted website navigation and information enhancements, specifically to our Parks and Recreation, downtown, and events pages, resulting in increased pageviews for this community-oriented content.
- Implemented high-value communications projects including the Quakertown 100th Anniversary signage redesigns, recruitment and benefits materials, and the design of Múzquiz/Denton Friendship City signage, and the rollout of the new City of Denton core values.
- Coordinated over 175 news media inquiries (an average of five separate inquiries per week), ensuring accurate information is provided to the community in a timely and transparent manner.
- Significantly increased followers to the City of Denton's main Facebook (an increase of over 1,700) and Instagram (an increase of over 1,900) pages.
- Received six awards from the Texas Association of Telecommunications Officers and Advisors, recognizing excellence in video programming produced by local government agencies from across Texas.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Support Healthy and Safe Communities
 - Reviewed and updated crisis communications protocols after the January 2023 winter storm.

On the Horizon

- Issue an RFP and hire a firm to develop an organizational mission and vision statement and conduct a comprehensive branding study.
- Implement a department liaison system to more efficiently identify and address communication needs and opportunities across the organization.
- Launch a comprehensive bond communications campaign centered around a potential 2023 bond election.

Parks and Recreation

Accomplishments

- Completed CAPRA Accreditation self-assessment and site visit.
- Updated Parks and Recreation Strategic Plan.
- Submitted \$15M in grant applications for park improvements.
- Expanded summer camps with three new locations in coordination with DISD increasing the program to offer an additional 100 spots for affordable summer childcare
- Opened the new E-Sports Game Room at Denia Recreation Center.
- Acquired approximately 345 acres of new land in 2023.
- Completed a Public Tree Inventory and planted 137 new trees throughout the park system.
- Placed 270 new trash and recycling receptacles in 23 parks, funded by an NCTCOG grant.
- Received multiple awards for outstanding projects, staff, and programming, including:
 - 2022 Outstanding Project of the Year
 - TRAPS State Parks Maintenance Rodeo – First Place
 - TRAPS Triple Play Marketing Award
 - Keep Denton Beautiful – Keep Texas Beautiful Gold Star Affiliate
 - Social Media Marketing – Golden Post Award Finalist
 - TAMIO – Triple Play Marketing – First Place
 - TAMIO – Senior Center E-Newsletter – Second Place
 - TAMIO – Senior Play Guide – Second Place
 - “TRAPS Young Prof Secretary” – Kelsey Stuart
 - Young Professional of the Year Award – Chris Escoto
 - Aging & Leisure Branch Chair – Nicole Brasher

Accomplishments Linked to Key Focus Areas and Council Priorities

- Strengthen Community and Quality of Life
 - Completed Pecan Creek Trail Master Plan and Briercliff Park Master Plan.
 - Enhanced Public Art, via the installation of the utility box art and “Serve” sculpture.
 - Completed the FM 2499 Green Ribbon median landscape project.
 - Completion of ADA Phase 1 park improvements.
 - Hosted memorialization events honoring Quakertown Park Centennial Anniversary.
 - Completed design for improvement to Cooper Creek located within Avondale Park.

On the Horizon

- Open the new Denton Tennis and Pickleball Center.
- Design of park enhancements at Denia Park.
- Design and construction of park enhancements at Joe Skiles Park.
- Expansion of the sprayground at Carl Young Sr. Park.
- McKenna Park “Adventure Park” installation.
- Expansion of Sequoia Park playground and installation of pavilion.
- Receive designation of “Lewisville Lake Paddling Trail” from TPWD.
- Begin construction on Eagle Creek Trail.

Police

Accomplishments

- Hired Chief of Police Doug Shoemaker.
- Achieved accreditation through the Texas Police Chiefs Association (TPCA) Law Enforcement Accreditation Program, which included completing proofs of over 175 standards of practice.
- Completed department wide Active Bystandership for Law Enforcement (ABLE) training.
- Began a department-wide cultural assessment program entitled “A Deeper Way” (ADW) which focuses on emotional intelligence, self-assessment, and development opportunities.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Provided ADW training and follow-up assessments to all police personnel assessments that measure emotional intelligence and personal development strategies.
 - Began a process for succession planning to include preparation for the next generation of supervisors at all levels within the agency.
 - Built internal systems for selection processes that maximize both career growth opportunities and fit for successful customer service outcomes.
- Strengthen Community and Quality of Life
 - Continued partnerships with other City of Denton departments to address challenges involving those who may be experiencing homelessness and mental health crises.
 - Worked with partners in the business community to strengthen crime prevention efforts and build a network of safety through partnerships.
 - Built sustainable relationships with various organizations, non-profits, and community groups to enhance trust-building efforts.
- Support Healthy and Safe Communities
 - Focused on high crash locations to reduce the number of crashes through both education and enforcement efforts.
 - Continued recruiting personnel who have a strong community policing-based philosophy and a desire to serve our community in the best way possible.
 - Focused on resiliency within personnel with the understanding that a positive team member experience drives a positive public experience.

On the Horizon

- Begin a full strategic planning process, considering options for better intelligence-led policing efforts, and incorporating technology-based platforms, an Assessment Center in promotional process, and departmental strategic re-branding.

Solid Waste and Recycling

Accomplishments

- Updated Chapter 24 of the Code of Ordinances (Solid Waste) to include the addition of a Comprehensive Diversion Article, with a Public Hearing and final approval on July 18, 2023.
- Reduced residential and commercial recycling contamination from 47% to 42% between FY 21-22 and FY 22-23.
- Increased the amount of material diverted from the landfill from 11% last year to approximately 16% (approximately 56,000 tons) this fiscal year.
- Contracted the Ready-For-Work partnership with Our Daily Bread (ODB) with a supervisor hired by ODB and trained by the department. Workers will begin reporting on site on July 18.
- Hosted the 2023 Solid Waste Association North America, Lone Star Chapter, (TxSWANA) Annual Road-E-O, April 21-22, where seven City employees placed. These employees will be eligible to participate in the national Road-E-O later this year in Colorado.
- Recognized at the 2023 TxSWANA conference for improvements to safety (accident and injury) records between FY 20-21 and FY 21-22. During this period, the number of incidents was reduced and the total number of lost days due to injury was reduced by 32.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Implemented Industry Best Practices, inclusive of input from the team, inclusive of the findings of the Comprehensive Solid Waste Management Strategy.
- Strengthen Community and Quality of Life
 - Expanded opportunities to divert additional materials through the Home Chemical Collection Facility.
 - Reduced of recycling contamination through field audits and targeted education and outreach.
- Promote Sustainability and the Environment
 - Optimized residential and commercial collections to reduce vehicle miles driven and fuel consumed.

On the Horizon

- Re-bid Landfill Gas-to-Energy project.
- Initiate rebuild of a new scalehouse and scales to improve customer service and accommodate increased landfill traffic
- Initiation of commercial organics diversion pilot (valet service area).
- Initiation of plastic film diversion opportunity in conjunction with the Home Chemical Collection drop-off program.
- Initiation of styrofoam diversion opportunity in conjunction with the Home Chemical Collection drop-off program.
- Begin the design and permit preparation for the proposed Westside Transfer Station.

Technology Services

Accomplishments

- Began implementing Year 1 Initiatives in the five-year technology strategic plan encompassing service management improvements and software modernization efforts.
- Completed Enterprise Asset Management Consolidation system needs assessment.
- Installed a new IT Service Management department system to track and organize technology assets and service requests.
- Completed Computer Aided Dispatch/Records Management System (CAD/RMS) Needs Assessment for Public Safety.
- Implemented and revamped the Fiber team into an IT Communications service function to support fiber, radio, and field tech communications.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Initiated an IT Express Walk-Up service window at City Hall East to provide easier and more flexible access for staff IT assistance.

On the Horizon

- Modernizing software via a Land Management Needs Assessment, followed by new software selection and implementation.
- Modernizing software via new CAD/RMS system selection and implementation.
- Initiate an information security program.

Water Utilities

Accomplishments

- Improved wastewater cleaning process, increasing YTD by 25% to 718,937 feet of cleaned line.
- Increased manhole inspections and decreased staff time per inspection by integrating systems and streamlining work process.
- Completed the Hickory Creek Detention Facility, West Peak Flow Pump Station, Hickory Creek Lift Station, and Townsend Green Lift Station projects
- Construction underway to upgrade all eight aeration basins and filters to provide more efficient operation and capacity.
- Began required sampling of customer cities, resulting in accurate billing for surcharge of Biochemical Oxygen Demand (BOD), Total Suspended Solids (TSS), and Nitrate (N).
- Completed Robson and Clear Creek Texas Pollutant Discharge Elimination System (TPDES) permit issuance/renewals.
- Applied for and awaiting acceptance into TCEQ's Sanitary Sewer Overflow (SSO) initiative.
- Beneficial Reuse program becomes self-sustaining as compost sales and tipping fees offset operating costs.
- Began recycling overs into brush pile resulting in a zero-waste operation.
- Three staff received TCEQ certification to instruct approved certification courses for staff.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Earned 2nd place (Lake Lewisville) and 3rd place (Ray Roberts) for best-tasting drinking water at the 2023 Texas American Water Works Association drinking water conference.
- Foster Economic Opportunity and Affordability
- Strengthen Community and Quality of Life
 - Ray Roberts Water Treatment Plant and Lake Lewisville Water Treatment Plant treated and distributed 8.5 billion gallons of safe, clean drinking water.
- Support Healthy and Safe Communities
 - Decreased corrective/repair work on the water and sewer system infrastructure by implementing effective preventative maintenance processes.
- Enhance Infrastructure and Mobility and Promote Sustainability and the Environment
 - Completed the Southwest Booster Station Storage Tank internal and external coating project.

On the Horizon

- Complete condition assessment projects on Lift stations and Transmission mains.
- Complete Automatic Metering Infrastructure proof of concept project.
- Start Construction of the Ray Roberts Treatment Facility Capacity Re-Rate Project.
- Kick-off PCWRF Headworks and Capacity Expansion
- The One Water Masterplan, which will include a conservation plan.

22-498
ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF DENTON APPOINTING A CITY MANAGER; AUTHORIZING THE MAYOR TO EXECUTE AN EMPLOYMENT AGREEMENT SETTING THE COMPENSATION AND TERMS FOR THE CITY MANAGER; PROVIDING FOR THE EXPENDITURE OF FUNDS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Council desires to employ Sara Hensley as the City Manager, and Sara Hensley desires to accept employment with the City of Denton as the City Manager; and

WHEREAS, the City Council finds that the appointment of Sara Hensley as the City Manager and that approval of the attached Employment Agreement are in the best interest of the City of Denton; NOW, THEREFORE:

THE COUNCIL OF THE CITY OF DENTON HEREBY ORDAINS:

SECTION 1. The findings and recitations contained in the preamble of this ordinance are incorporated into the body of this ordinance.

SECTION 2. The City Council hereby approves the appointment of Sara Hensley as City Manager for the City of Denton.

SECTION 3. The City Council hereby authorizes the Mayor to execute an Employment Agreement setting forth the compensation and terms for the City Manager on behalf of the City.

SECTION 4. The City expenditures provided for in the Agreement are hereby authorized.

SECTION 5. This ordinance shall become effective immediately upon its passage and approval.

The motion to approve this ordinance was made by Paul Meltzer and seconded by Alison McGuire, the ordinance was passed and approved by the following vote [7 - 0]:

	<u>Aye</u>	<u>Nay</u>	<u>Abstain</u>	<u>Absent</u>
Gerard Hudspeth, Mayor:	<u>✓</u>	_____	_____	_____
Vicki Byrd, District 1:	<u>✓</u>	_____	_____	_____
Brian Beck, District 2:	<u>✓</u>	_____	_____	_____
Jesse Davis, District 3:	<u>✓</u>	_____	_____	_____
Alison Maguire, District 4:	<u>✓</u>	_____	_____	_____
Deb Armintor, At Large Place 5:	<u>✓</u>	_____	_____	_____
Paul Meltzer, At Large Place 6:	<u>✓</u>	_____	_____	_____

PASSED AND APPROVED this the 1st day of March, 2022.




 GERARD HUDSPETH, MAYOR

ATTEST:
 ROSA RIOS, CITY SECRETARY

BY: 

APPROVED AS TO LEGAL FORM:
 MACK REINWAND, CITY ATTORNEY

BY: 



Employment Agreement

Table of Contents

Section 1: Term.....	1
Section 2: Duties	1
Section 3: Compensation.....	1
Section 4: Health, Disability, and Life Insurance and Other Benefits	1
Section 5: Vacation, Sick, and Military Leave.....	2
Section 6: Automobile	2
Section 7: Retirement	2
Section 8. General Business Expenses.....	3
Section 9. Involuntary Termination.....	4
Section 10. Severance	5
Section 11. Resignation	6
Section 12. Hours of Work.....	6
Section 13. Ethical Commitments	7
Section 14. Outside Activities.....	7
Section 15: Indemnification.....	8
Section 16: Bonding.....	8
Section 17: Other Terms and Conditions of Employment.....	8
Section 18: General Provisions.....	8
Section 19. Performance Evaluation.....	9

Employment Agreement

This Employment Agreement (this "Agreement"), made and entered into this the ____ of _____, 2022 (the "Effective Date"), by and between the City of Denton, a Texas municipal corporation (hereinafter called "Employer"), and Sara Hensley (hereinafter called "Employee"), both of whom understand and agree as follows:

Section 1: Term

This Agreement shall remain in full force and effect from the Effective Date until terminated by the Employer or Employee as provided in this Agreement.

Section 2: Duties

- A. Employer employs the Employee as City Manager to perform the duties specified in the City of Denton Charter ("Charter") and City of Denton Code of Ordinances ("Ordinances") and the job description, and to perform other legally permissible and proper duties and functions of the position.
- B. All duties assigned to the Employee by the governing body shall be appropriate to and consistent with the professional role and responsibility of the Employee.

Section 3: Compensation

- A. Base Salary: Employer agrees to pay Employee an annual base salary of Two Hundred Seventy-Five Thousand and no/100 Dollars (\$275,000.00) and as set year to year by the City Council in the future, payable in installments at the same time that the other employees of the Employer are paid.
- B. This Agreement shall be automatically amended to reflect any salary increases that are provided or required by the Employer's compensation policies to include all salary increases on the same basis as applied to (a) other Council appointees, and (b) cost of living adjustments to full-time non-civil service employees.
- C. In addition, consideration shall be given on an annual basis to an increase in compensation.

Section 4: Health, Disability, and Life Insurance and Other Benefits

- A. The Employer agrees to make available medical, vision, dental and other benefits and working conditions for the Employee and his/her dependents on the same basis as which such benefits are made available to other full-time employees of the City of Denton, in addition to any benefits specifically enumerated in this Agreement for the benefit of Employee.
- B. The Employer agrees to provide term life insurance for the Employee on the same basis of base salary percentage as it provides to other City directors and above. The Employee can name the beneficiary of the life insurance policy.

Section 5: Vacation, Sick, and Military Leave

Employee shall accrue sick leave and vacation leave on an annual basis, at a minimum, at the same rate as other regular full-time non-civil service employees of the City of Denton, except that Employee will receive an additional 40 hours of paid vacation leave. There shall be no cap on accruals of either sick leave or vacation leave, and all accrued, unused vacation leave and sick leave shall be paid to Employee at Employee's then-current rate upon separation or retirement. The Employee shall be entitled to military reserve leave time pursuant to applicable law and policy.

Section 6: Automobile

The Employer agrees to pay to the Employee, during the term of this Agreement and in addition to other salary and benefits herein provided, the sum of Seven Thousand Two Hundred Dollars (\$7,200) per year, payable monthly, as a vehicle allowance to be used to purchase, lease, or own, operate and maintain a vehicle. The Employee shall be responsible for paying for liability, property damage, and comprehensive insurance coverage upon such vehicle and shall further be responsible for all expenses attendant to the purchase, operation, maintenance, repair, and regular replacement of said vehicle. The Employer shall reimburse the Employee at the IRS standard mileage rate for any business use of the vehicle beyond the greater DFW area. For purposes of this Section, use of the car beyond the greater DFW area is defined as travel to locations outside a fifty (50) mile radius of the City of Denton limits.

Section 7: Retirement

Employee will continue enrollment in the Texas Municipal Retirement System ("TMRS"). Employer agrees to make all TMRS contributions on the Employee's behalf, including the amount normally deducted from the wages of an employee as well as the Employer's share.

In addition to the base salary paid by the Employer to Employee and the amount paid to TMRS on behalf of Employee, Employer agrees to pay an amount (consistent with the IRS regulations) as determined by the Employer, but equal to at least six percent (6%) of Employee's base salary into a retirement plan offered by the City of Denton and designated by the Employee on the Employee's behalf. From time to time, at the Employer's sole discretion as it deems necessary and appropriate (consistent with IRS regulations), the Employer may increase the amount paid into a retirement plan offered by the City. However, if six percent (6%) exceeds the allowable contribution for the Employee under law, the Employer shall contribute an amount that is equal to maximum contribution under law and the remainder shall be paid to the Employee in a lump sum as taxable compensation. The Employer shall adopt a qualified 401(a) defined contribution plan for the Employee. The 401(a) plan shall be established as an employer-paid plan with contributions by the Employer. The 401(a) plan shall be established under a written plan document that meets the requirements of the IRS Code and such document is hereby incorporated herein by reference. The funds for the 401(a) plan shall be invested in such investment vehicles as are allowable under the IRS Code and the Employee shall make the sole determination as to how the funds are invested.

Employee may participate in the 457 deferred compensation plan to the same extent as all other employees.

If Employee retires pursuant to a qualified retirement plan, Employee shall be permitted to continue to participate in the City's health insurance plan on the same basis as other retirees from the City are permitted to do so, or, if such other retirees are not permitted to do so, at the cost of Employee.

Section 8. General Business Expenses

- A. Employer agrees to budget and pay for professional dues and subscriptions of the Employee necessary for continuation and full participation in national, regional, state, and local associations, groups, organizations, and committees necessary and desirable for the Employee's continued professional participation, growth, and advancement, and for the good of the Employer. Employer further agrees to pay reasonable expenses associated with participation at the functions of such organizations.

- B. Employer also agrees to budget and pay for distance learning programs and travel and subsistence expenses of Employee for short courses, institutes, and seminars that are necessary for the Employee's professional development and for the good of the Employer.
- C. Employer recognizes that certain expenses of a non-personal but job-related nature will be incurred by Employee, and agrees to reimburse or to pay for those general expenses. These expenses may include meals where Employer business is being discussed or conducted and participation in social events of various organizations when representing the Employer. These expenditures are subject to annual budget constraints as well as state and Employer ethics and purchasing policies. The finance director is authorized to disburse moneys to pay these expenses as a per-diem amount in accordance with GSA rates or upon receipt of duly executed expense or petty cash vouchers, receipts, statements or personal affidavits.
- D. The Employer acknowledges the value of having Employee participate and be directly involved in local civic clubs or organizations. Accordingly, Employer shall pay for the reasonable membership fees and/or dues to enable the Employee to become an active member in local civic clubs or organizations.
- E. The Employer shall provide the Employee with all equipment customary and necessary for performance of his or her employment, including computer, internet service, and mobile telephone, at the sole cost and expense of the City. Except for *de minimis* use, Employee may use the equipment only as provided by Employer's applicable policies.

Section 9. Involuntary Termination

- A. For the purpose of this Agreement, involuntary termination shall occur when:
 - 1. The majority of the governing body votes to terminate the Employee at a properly posted and duly authorized meeting of the governing body.
 - 2. If the Employer, citizens or legislature acts to amend any provisions of the Charter pertaining to the role, powers, duties, authority, responsibilities of the Employee's position that substantially changes the form of government or the duties of the Employee, the Employee shall have the right to declare that such amendments constitute involuntary termination.
 - 3. If the Employer reduces the base salary, compensation or any other financial benefit of the Employee, unless it is applied in no greater percentage than the

average reduction of all employees, such action shall constitute a breach of this Agreement and will be regarded as a termination.

4. If the Employee resigns at the request of the Employer, whether formal or informal, then the Employee may declare an involuntary termination as of the date of the request.
- B. The Employer may terminate the Employee with or without good cause, at any time.
- C. For purposes of this Agreement the term "good cause" is defined as follows:
 1. Conviction of a felony; or
 2. Knowingly falsifying records or documents related to the Employer's activities.

Section 10. Severance

Employer must pay severance as described below to the Employee when employment is involuntarily terminated without good cause.

- A. Employer shall provide a minimum severance payment equal to all amounts then due and owing to the Employee, plus twelve (12) months' salary at the then-current rate of pay, less customary payroll deductions. This severance shall be paid in a lump sum or in a continuation of salary on the existing biweekly basis, at the Employee's option.
- B. The Employee shall also be compensated for all accrued vacation leave and sick leave.
- C. If Employee elects to receive severance in a continuation of salary, insurance and other benefits set forth in Section 4, leave accruals set forth in Section 5, contribution to retirement in accordance with Section 7 shall continue for the same period that salary is continued.
- D. If Employee elects to receive severance in a lump sum, the Employer agrees to make a contribution to the Employee's deferred compensation account on the value of this compensation calculated using the then current annual salary of Employee at the date of termination divided by two thousand and eighty (2080) hours. If the amount of the contribution under this Section exceeds the limit under the Internal Revenue Code for a contribution to the Deferred Compensation plan, the remainder shall be paid to the Employee in a lump sum as taxable compensation.

- E. If Employee elects to receive severance in a lump sum, for a minimum period of one year following termination, the Employer shall pay the cost to continue the following benefits:
1. Insurance and other benefits for the employee and all dependents as provided in Section 4, after which time, Employee will be provided access to health insurance pursuant to the Consolidated Omnibus Budget Reconciliation Act ("COBRA") or, if employee is eligible, as a retiree.
 2. Any other available benefits to which the Employee is entitled under this Agreement.
- F. If the Employee is terminated for good cause, then the Employer is not obligated to pay severance under this section but may be required to recognize and pay benefits that have vested and to which Employee is entitled under the Employer's personnel policies, state law or federal law.

Section 11. Resignation

Nothing in this Agreement shall prevent, limit or interfere with the right of the Employee to resign at any time. In the event the Employee desires to resign employment, the Employee shall give written notice to the Employer at least thirty (30) days prior to separation. The Employer shall have no obligation to pay Employee any further compensation after the expiration of the notice period. Upon the effective date of resignation, the Employer shall pay to the Employee all accrued vacation leave and other leave to which Employee is entitled under this Agreement or to which the City Attorney or any senior executive would be entitled if the City Attorney or other senior executive resigned. Failure to give the required thirty-day notice constitutes a waiver and forfeiture of pay for all accrued vacation leave and other leave.

Section 12. Hours of Work

The Employee acknowledges the proper performance of the duties of the Employee will require the Employee to generally observe normal business hours and will also often require the performance of necessary services outside of normal business hours, and to that end Employee shall be allowed to establish an appropriate work schedule. The Employee agrees to devote such time as is necessary for the full and proper performance of the Employee's duties and that the compensation herein provided includes compensation for the performance of all such services. However, the Employer intends that reasonable time off be permitted the Employee, such as is customary for exempt employees so long as the time off does not interfere with the normal conduct of the office of the Employee.

The Employee will devote full time and effort to the performance of the Employee's duties, and shall remain in the exclusive employ of the Employer during the term of this Agreement; provided that, with the prior consent of the Employer, the Employee may accept temporary, outside professional employment which will not in any way interfere with the performance of, or the Employee's availability for the performance of, the Employee's duties hereunder. The term "outside professional employment" means professional services provided to third parties for which the Employee is compensated and which are performed on the Employee's time off. The Employer encourages the Employee to accept invitations to speaking engagements, writing or other opportunities to communicate with the community, to make use of and share data and information with relevant persons and groups, and encourages the Employee to participate in pertinent seminars, groups, associations and organizations, as well as in informational meetings with those individuals whose particular skills, expertise, or backgrounds would serve to improve the capacity of the Employee to perform the Employee's Duties.

Section 13. Ethical Commitments

Employee shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fundraising activities for individuals seeking or holding elected office in the governing body, nor seek or accept any personal enrichment or profit derived from confidential information, or holding office, or misuse of public time. Employer shall support Employee in keeping these commitments by refraining from any order, direction or request that would require Employee to undertake any of the aforementioned activities. Specifically, neither the governing body nor any individual member thereof shall request Employee to endorse any candidate, make any financial contribution, sign or circulate any petition, or participate in any fund-raising activity for individuals seeking or holding elected office, nor to handle any matter involving personnel on a basis other than fairness, impartiality and merit.

Section 14. Outside Activities

The employment provided for by this Agreement shall be the Employee's primary employment. Recognizing that certain outside consulting or teaching opportunities provide indirect benefits to the Employer and the community, the Employee may elect to accept limited teaching, consulting or other business opportunities with the understanding that such arrangements must neither constitute interference with nor a conflict of interest with the Employee's responsibilities under this Agreement. Any outside consulting or business opportunities shall be subject to prior approval by the Employer.

Section 15: Indemnification

Employer shall provide legal defense and indemnification to Employee in accordance with Chapter 2, Article VIII, of the City of Denton Code of Ordinances, as amended.

Section 16: Bonding

Employer shall bear the full cost of any fidelity or other bonds required of the Employee under any law or ordinance.

Section 17: Other Terms and Conditions of Employment

The Employer, upon agreement with Employee, may fix other terms and conditions of employment, as it may determine from time to time, provided such terms and conditions are not inconsistent with or in conflict with any provisions of law.

Employer has appropriated, set aside, and encumbered, and does hereby agree to budget and appropriate, set aside, and encumber, available and unappropriated funds of the municipality in an amount sufficient to fund and pay all financial obligations of Employer pursuant to this Agreement, including but not limited to the severance, indemnification, and other benefits set forth in this Agreement.

Section 18: General Provisions


- A. Merger. This written Agreement contains all the terms and conditions agreed upon by the parties, and no other agreement, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind either of the parties, or to vary any of the terms contained in this Agreement.
- B. Amendments. The Employer and Employee by mutual written agreement may amend this Agreement. Such amendments shall be incorporated into and made a part of this Agreement.
- C. Assignment. This Agreement may not be assigned by either party without the written consent of the other party.
- D. Severability. If this Agreement contains any unlawful provision not an essential part of this Agreement and which shall not appear to have been a controlling or material inducement to the making of this Agreement, the unlawful provision shall be

deemed of no effect and shall, upon agreement by the parties, be deemed stricken from this Agreement without affecting the binding force of the remainder.

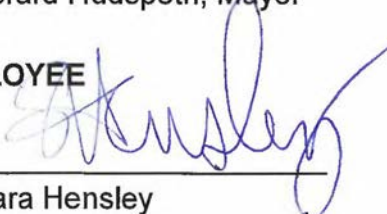
Section 19. Performance Evaluation

- A. Employer should annually review the performance of the Employee during the time set aside each year for the performance review of other Council appointees subject to a process, form, criteria, and format for the evaluation which shall be mutually agreed upon by the Employer and Employee. Annually, the Employer and the Employee shall define such goals and performance objectives which they determine necessary for the proper operation of the Employer's organization in the attainment of the Employer's policy objectives, and the Employer and the Employee shall further establish a relative priority among those various goals and objectives to be reduced to writing. The annual performance reviews and evaluations shall be reasonably related to the Employee's written job description and shall be based, in whole or in part, on goals for the Employee's performance that are jointly developed and adopted by the Employer and the Employee.
- B. Unless the Employee expressly requests otherwise in writing, the evaluation of the Employee shall at all times be conducted in executive session of the governing body, unless Employee requests that the evaluation be open, and shall be considered confidential to the extent permitted by law. Nothing herein shall prohibit the Employer or Employee from sharing the content of the Employee's evaluation with their respective legal counsel.
- C. In the event the Employer determines that the evaluation instrument, format and/or procedure are to be modified by the Employer, such modifications shall be adopted by the Employer at least 9 months before being used to evaluate the Employee's performance.

CITY OF DENTON

By: 
Gerard Hudspeth, Mayor

EMPLOYEE

By: 
Sara Hensley



Sara L. Hensley



March 26, 2019

Mr. Greg Anderson

Ralph Anderson and Associates

Greg:

As a senior level executive who recently served 2 years as the Interim Assistant City Manager in the City of Austin, Texas, I offer proven success as a bold, passionate, communicative and inclusive leader with 23 years of local government experience. I had the pleasure of serving as the Executive Liaison to the Austin Independent School District and Travis County where we worked together to address joint facility use and development, teacher housing opportunities and neighborhood initiatives. I have a history of demonstrated strategic thinking and implementation of complex community priorities. I recently served as the Executive Champion over the Health and Environment Strategic Outcome that resulted in the development of specific outcome strategies. In addition, I served as an Executive Lead for the City of Virginia Beach's Cultural and Recreational Opportunities Strategic Issue Team, and as a member of the Quality Education and Lifelong Learning Strategic Issue Team. These initiatives were community focused and resulted in the development of council priorities setting.

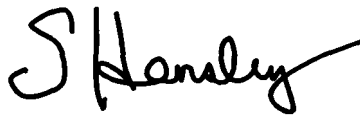
I have a successful track record of being results driven, creative solutions oriented, communicative, politically savvy, with my finger on the political pulse and, innovation focused. This is illustrated in the teamwork/collective impact approach that surrounds City Council directed efforts, such as, providing solutions for homelessness, working alongside public safety departments and the municipal court system to solve complex issues facing our communities, creative financial solutions, reinventing problem solving for city-wide graffiti issues, acquisition of property for preservation, special event policies and procedures, recycling efforts, realigning library services to better serve the community, addressing animal services issues through creative programming and outreach initiatives, as well as, better public relations with stakeholders, and reworking social services contracts to better align with City Council priorities. In addition, I take particular pride in successfully working with both the community and council to accomplish the priorities set forth.

My work experience spans several large and complex governmental organizations where I was able to lead multiple collaborative endeavors. These include: strong neighborhoods initiatives, repurposing facilities by partnering with non-profit organizations, working alongside the development community to create comprehensive developments that focused on "quality of life components" which created better live, work, learn and play sites, redeveloping guidelines that

created a more equitable grant funding allocation process for non-profits, and creative solutions in partnership with counties and school districts to address issues related to facilities, land and programs. Throughout my career, I have had the pleasure of overseeing golf courses, museums, cultural attractions, a zoo, major league baseball complexes for spring training and, a marina. I believe my experience in bringing everyone to the table, my work history in maintaining and improving opportunities for residents and visitors, the efforts guiding strategic initiatives in the areas of health, the environment and strong families, as well as, the work focused on more efficient and effective maintenance and capital improvement implementation, makes me an excellent candidate for the position of Assistant City Manager in Denton, Texas.

I look forward to discussing my experience in more detail with you.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Hensley". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Sara L. Hensley

SARA HENSLEY



SUMMARY

A results-oriented professional with proven leadership skills. Demonstrated commitment to collaboration, communication and the community. Passionate and creative, with a strong desire to foster and build relationships that are based on mutual respect and trust.

EDUCATION AND TRAINING

--Executive Development School, Indiana University
--Master of Education, University of Arkansas
--Bachelor of Science, University of Arkansas
--Emergency Management Training, Emergency Management Institute, Emmitsburg, Maryland

PROFESSIONAL EXPERIENCE

CITY OF AUSTIN, TEXAS (POPULATION 975,000)

March 2017 – February 11, 2019

Interim Assistant City Manager, City of Austin (Transitioned back to Parks and Recreation Director: February 11, 2019)

Responsible for oversight of five departments which include: Austin Public Health, Austin Public Library, Austin Parks and Recreation, Austin Animal Services and the Office of Real Estate. Position requires regular interaction with elected officials, community stakeholders, executive leadership and residents throughout the City of Austin. Led teams in multiple program and service areas and operations encompassing more than 2,000 full-time and more than 1,000 part-time and seasonal employees.

Serve as the Executive Lead for city-wide cross departmental efforts:

1. "Strategic Direction 2023" Outcome Champion: Health and Environment
2. Executive Lead: Homelessness
3. City Executive Representative: Joint Subcommittee with the City of Austin, Austin Independent School District and Travis County
4. Executive Lead: Graffiti Task Force
5. Executive Liaison to the Age Friendly Action Plan and the LGBTQ Commission
6. Executive Liaison: City's Executive Academy
7. City Executive Representative: Director, Waller Creek Local Government Corporation
8. Executive Lead on major real estate deal with University of Texas

Specific accomplishments include:

Led citywide projects of importance in the areas of Homelessness and Graffiti, through a collective impact and inclusionary approach which required leadership over diverse areas not specifically linked to the Community Services Area. This required identifying and coordinating key staff from departments all across the City: Police, Emergency Medical Services, Municipal Court, Human Resources, Health, Libraries, Housing, Economic Development, Real Estate, Animal Services, Watershed and the Office of Innovation to solve the issues in a more collective manner. The efforts assisted in the removal of established barriers of integrated service delivery, developing unique avenues that recognized, supported and enhanced the city employee teams' unique skills, abilities and experiences.

Responsible for budgets/projects totaling \$342.6 million, lead capital development projects, as well as grant services, programs and major events focused on tourism efforts. Experienced in joint community facility development: Health and Parks and Recreation Department, Joint City-School playground renovations and development, a public boardwalk development, public boat ramp and commercial development along a major waterway and, housing developments around greenspace.

December 2008 –
March 2017

(Back as Parks and Recreation Director, February 11, 2019)

Director, City of Austin – Austin Parks and Recreation Department

Completely re-invented the department by taking a more focused business and finance acumen that elevated an increase in partnerships with the non-profit community, as well as the development and business community. This ultimately increased the overall visitation and tourism revenue to the City of Austin. In addition, we concentrated on better hiring practices, better communication and more community involvement. Led several initiatives that established better “quality of life developments,” which included housing and retail, through an integrated approach with all stakeholders. This included a more focused approach on “what the citizens desired.” Responsible for the overall operation and leadership of more than 600 full-time equivalent personnel, with an \$86 million operating budget and more than \$181 million in capital improvement projects.

CITY OF PHOENIX, ARIZONA (POPULATION 1.4 MILLION)

April 2006 –
November 2008

Director, City of Phoenix –Parks and Recreation Department

Responsible for the overall operations and leadership of more than 1,100 full-time equivalent personnel and a \$110 million operating budget. A particular focus was the redevelopment of the downtown Phoenix area where innovative problem-solving ideas/skills regarding commercial development that led to more vibrant green spaces were used. A partnership was created with a developer to improve the downtown area for retail, housing and better greenspace, while allowing the development to accept responsibility for maintenance and management.

Responsibilities included the traditional parks and recreation operations, as well as, environmental education, a zoo, museums, 880 acres of street maintenance, downtown development projects and events, as well as, countless collaborations with non-profits, universities and businesses.

City of San Jose, California (population 940,042)

August 2002 –
March 2006

Director, City of San Jose – Neighborhood Services, Animal Services and Parks and Recreation

Able to use my knowledge and understanding of issues related to inclusion, race based disparities and social justice to bring various groups together to solve city-wide issues, particularly in the allocation of grants and program dollars, working with the non-profit community. Responsible for the overall operations and leadership of more than 700 full-time equivalent personnel and a \$45 million operating budget in this large, diverse department. Oversaw a total of 3,512 acres of parks and open space, which includes five regional parks, gardens and a children's zoo. In addition, I provided oversight for the Animal Services Division, as well as, City-Wide Grants, Healthy Neighborhood Venture Funds and the Community Development Block Grant Funds. More than \$220 million in capital construction programs and \$28 million in grant funds were within the Director's purview or jointly managed by the department and other related departments of the city.

June 1997 –
August 2002

Department Director, City of Virginia Beach – Parks and Recreation Department

Worked to complete a land swap with a hospital corporation so health care facilities could be located in a deficit area of the city. Created a partnership with the United States Field Hockey Association to bring a training facility to Virginia Beach. Worked across other city departments to create public and private developments along the ocean front. Responsible for the overall operation of the department, which included the following divisions: administrative services, design and development, parks, golf courses and recreation. The department is comprised of more than 232 full-time employees and more than 400 part-time team members. An operating budget of \$20 million, a \$2 million golf course enterprise fund and an additional \$46 million in Capital Improvement Program dollars.

April 1994 -
June 1997

Administrator – City of Virginia Beach Parks and Recreation Department

Responsible for the recreation side of the department: centers, golf courses, events, aquatics, parks, trails, sports facilities and special revenue fund.

PUBLICATIONS, PRESENTATIONS AND PROFESSIONAL BOARDS

- **Leadership/Change Management:** “No More Rewards for Predicting the Rain, Only Rewards for Building the Arc!”, University of Texas, LBJ School of Public Policy, North Carolina Leadership Conference and Altruism Institute in Salida, Colorado: 2016, 2017, 2018, 2019
- **Organizational Structure and Administrative Operations:** “Navigating Political Waters: Survival Skills focus around Communication and Relationship Development!”, Future University sites: Clemson, Illinois State and Texas State: 2017, 2018
- **Critical Thinking and Emotional Intelligence:** “It’s My Job and I can cry if I want to!”, University of Texas, LBJ School of Public Policy: 2018
- **Program Planning and Leadership Director:** Oglebay Director’s School: 2010-2015, Oglebay, West Virginia
- **Internships:** “The Good, The Bad and The Ugly”: National Recreation and Park Association: 2009
- **Vice Chair and Chair:** Commission for Accreditation of Park and Recreation Agencies: 2010-2017
- **Member:** Council on Accreditation of Parks, Recreation, Tourism and Related Professions: Colleges and Universities: 1998-2007

ADJUNCT PROFESSOR POSITIONS

- **Tidewater Community College, Virginia Beach, Virginia**
- **Old Dominion University, Norfolk, Virginia**
- **Arizona State University, Phoenix, Arizona**
- **Texas State University, San Marcos, Texas**

EDUCATION AND TRAINING

- Executive Development School, Indiana University
- Master of Education, University of Arkansas
- Bachelor of Science, University of Arkansas



Authorization of Public Access to Personal Information

Employee ID *

[REDACTED]

Under the **Public Information Government Code, Section 552.117**, an employee's home address, telephone number, social security number, or any information on family members is considered to be public information. This law was amended by the Eighty-third Legislature and allows this information be kept confidential upon your approval.

If you would prefer to have this information released or have any questions, contact the Human Resources Department at (940) 349-8340.

By signing below, you are acknowledging the above information **will not** be released.

Name

Sara Lynn Hensley

Date

4/26/2019

Signature *

A handwritten signature in black ink, appearing to read "Sara Lynn Hensley", written over a light gray rectangular background.



Disclosure

Employee ID Number *

[REDACTED]

DISCLOSURE AND AUTHORIZATION FORM TO OBTAIN CONSUMER REPORTS FOR EMPLOYMENT PURPOSES (Background Check)

DISCLOSURE

In considering you for employment and, if you are employed, in considering you for subsequent promotion, assignment, reassignment, retention, or for investigatory purposes, the City of Denton ("the City") may request and rely upon one or more consumer reports or investigative consumer reports about you that we obtain from a consumer reporting agency, such as Quick Search, Inc. A "consumer report" and a "investigative consumer report" will each include communication by a consumer reporting agency of any information bearing on your credit, general reputation, personal characteristics, or mode of living which is used or expected to be used or collected in whole or in part for the purpose of serving as a factor in making an employment-related decision about you. Such information may include, for example, credit information, criminal history reports, or driving records. **Unless specified in the conditions of employment on the job description, or by law, a credit check is not required for your position.**

In the event an investigative consumer report is requested about you, you are entitled to additional disclosures regarding the nature and scope of the investigation requested, as well as a written summary of your rights under the Fair Credit Reporting Act ("FCRA").

Before we take adverse action on the basis, in whole or in part, of information in that report, you will be provided a copy of that report, the name, address, and telephone number of the consumer reporting agency, and a summary of your rights under the FCRA.

AUTHORIZATION

By my signature below, I acknowledge that I have read and understood the foregoing Disclosure and I authorize the City and its representatives to obtain any such reports, inquire with former supervisors and any listed references, and to share the information received with any person involved in the employment decision about me.

I have the right to make a request to Quick Search, Inc., upon proper identification, to request the nature and substance of all information in its files on me at the time of my request, including sources of information, and the recipients of any reports on me which Quick Search, Inc. has previously furnished within the two year period preceding my request.

I certify that all elements of the personal data I have provided are true, accurate and complete. I understand and agree that any omission, false statement, misleading statement, or answer made by me on my application or any supplements to it and in any interviews will be sufficient grounds for rejection of employment and my discharge after employment.

Select One *

- ☒ I DO authorize you to contact my current employer for Employment and Reference Verifications
☐ I DO NOT authorize you to contact my current employer for Employment and Reference Verifications

Printed Name *

Sara Lynn Hensley

Signature *

A handwritten signature in black ink, appearing to read "S. Hensley", on a light gray rectangular background.

Date

4/22/2019

Conviction Questionnaire

Please answer the following questions completely, do not indicate "will discuss", "will explain", etc. You may provide any necessary explanations in the space provided, if you need additional space please use the back of this page. Disclosing a conviction will not necessarily bar an applicant from employment. The nature and seriousness of the crime, the date of conviction, and the relation to the position sought will be considered.

By signing below after completing the questionnaire you are certifying that your responses are true and complete. Any false, omitted, or incomplete answer may be grounds for not employing you or for dismissing you after you begin work. If you do not complete the questionnaire your conditional offer of employment will be revoked.

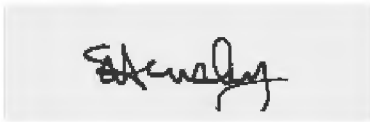
Have you ever been convicted, or pled guilty or nolo contendere (no contest), of a felony? *

☐ Yes ☒ No

Printed Name

Sara Lynn Hensley

Signature *



Date

4/22/2019

Ethics Policy Attestation

I acknowledge that I have been provided a link to the City of Denton's Ethics policy as part of the Ethics training curriculum. I agree to read the Ethics policy thoroughly. I understand that failure to thoroughly read the Ethics policy will not excuse any failure on my part to conform to City expectations of conduct. I agree that if there is any provision in the Ethics policy that I do not understand, I will seek clarification from the Human Resources Department or the Ethics & Compliance Office. I understand and acknowledge that any violation of the Ethics policy can result in disciplinary action. In addition, I understand that the Ethics policy summarizes the City of Denton's ethics expectations and practices in effect as of the "Last Revision Date" listed on the policy. I understand that nothing contained in the Ethics policy may be construed as creating a promise of future benefits or a binding contract with the City of Denton for benefits or for any other purpose. I also understand that this policy is continually evaluated and may be amended, modified, or terminated at any time.

Please insert your name, employee ID (EID), and date below:

Signature:  _____

EID:  _____

Date: 03/06/2023



Consent to Drug Screen

Over 18 Years of Age

Employee ID Number *

[REDACTED]

By my signature below I do hereby authorize any employee of the City of Denton or any company contracted with the City to have consent for any and all necessary pre-employment drug screen, and/or post-hire drug/alcohol screens (random, reasonable suspicion, post-accident) while employed by the City of Denton.

I expressly release and waive any and all claims against the City of Denton or any company contracted with the City for any and all liability incurred as a result of the drug/alcohol screen results received. I understand if I request a second opinion on the results of the drug screen, it will be at my own expense.

Printed Name *

Sara Lynn Hensley

Signature *

A handwritten signature in black ink, appearing to read "Sara Lynn Hensley", written over a light gray rectangular background.

Date

4/22/2019



Relocation Agreement

As part of its offer of employment to **SARA HENSLEY** ("Employee"), the City of Denton ("City") has agreed to provide a moving and relocation payment to assist with expenses incurred by Employee as part of her domestic relocation to Denton, Texas.

The City shall reimburse Employee for authorized relocation, temporary housing, and travel expenses, provided that such relocation expenses are reasonable in amount, and incurred for the benefit of the City. Employee will be reimbursed (on a fully grossed up, post tax basis) up to a total of \$10,000.00 (TEN THOUSAND DOLLARS AND NO CENTS) for reasonable moving expenses incurred upon Employee's relocation to Denton, Texas. Specifically, the City shall reimburse the Employee as follows.

HOUSEHOLD GOODS MOVE, 3 QUOTES, LOWEST QUOTE

Employee will be reimbursed (on a fully grossed-up, post-tax basis) for reasonable moving expenses incurred upon Employee's relocation to Denton, Texas, including the cost of transportation of all household goods, one automobile, and members of Employee's family. Employee must provide itemized receipts to be reimbursed. Alternatively, if Employee utilizes a moving company, Employee must provide three (3) quotes itemizing the estimate of the cost to move. The City will reimburse Employee costs associated with the lowest quote provided.

The City will not reimburse Employee, nor make payments to third party commercial movers on behalf of Employee, for moving expenses and relocation expenses already reimbursed or to be reimbursed in the future by another entity.

TEMPORARY HOUSING

The City will reimburse for reasonable temporary housing for up to ninety (90) days not to exceed \$1,500.00 (ONE THOUSAND FIVE-HUNDRED DOLLARS AND NO CENTS) per month.

TRAVEL EXPENSES

The City will also reimburse Employee for travel expenses related to her relocation as outlined in the Recruitment/Relocation Expenses (101.05) policy.

Employee is responsible for any taxes associated with the payment of non-deductible relocation reimbursements, including any made to a third party on Employee's behalf, subject to her right to the tax gross-up. Employee will be required to provide receipts and documentation for relocation expenses in accordance with the City's regular accounting and relocation policies.

This agreement is not an employment contract or an agreement for a term of employment. Nothing in this agreement shall modify the Employee's status as an employee-at-will.

Accordingly, either Employee or the City may terminate the employment relationship at any time with or without cause or notice.

I, **SARA HENSLEY**, acknowledge that this payment provided for non-deductible moving and relocation expenses will be included in my gross income as wages and treated by the City of Denton as taxable wages subject to withholding of all applicable taxes. I acknowledge that I am responsible for the payment of all applicable taxes subject to my right to the tax gross-up.

I understand that this agreement is not an employment agreement or an agreement for a term of employment. I understand that my employment with the City of Denton is considered at-will, meaning that either the City of Denton or I may terminate this employment relationship at any time, for any reason, with or without cause or notice.

Employee (Printed): Sara L. Hensley
Signature [Signature] Date 4/22/19
Witness: Meredith Moore [Signature] Date 4-22-19

City of Denton Representative (Printed): CARLA ROMINE
Title: DIRECTOR OF HUMAN RESOURCES
Signature [Signature] Date 4/22/19



July 22, 2020

Sara Hensley



Dear Sara Hensley:

I am pleased to confirm our promotional offer for the Deputy City Manager position effective July 25, 2020. Your new position is a Regular full-time position. This position offers an annual salary of \$218,000, paid on a bi-weekly basis, in accordance with the City's standard payroll schedule subject to all required withholdings and deductions. This position is classified as an Exempt position, which means that you will not be eligible for overtime time pay for hours worked in excess of 40 in a given workweek.

Your performance review date will be changed to reflect your July 25 promotion date.

As you know, employment with the City of Denton is on an at-will basis. This means that either party can terminate the employment relationship at any time for any reason not expressly prohibited by state or federal law. As such, the contents of this letter do not constitute the terms of a contract of employment and should not be construed as a guarantee of continued employment with the City of Denton. This offer letter comprises the complete terms of the offer regarding your employment. Any other promises or commitments, oral or written, of any kind made during the interview process or made by a supervisor, manager, or anyone else at the City, are not valid unless contained in this offer.

Congratulations on being selected for your new position, and I look forward to working with you. Should you have any questions or wish to discuss this employment offer, please give me a call at 940-349-8560.

Please don't hesitate to contact me if you have a question.

Sincerely,
Todd Hileman

OUR CORE VALUES

Integrity • Fiscal Responsibility • Transparency • Outstanding Customer Service



March 1, 2022

Sara Hensley

Dear Ms. Hensley:

I am pleased to confirm our offer of employment for the City Manager position with the City of Denton. Your anticipated start date will be approximately March 5, 2022, or shortly thereafter. You will be filling a regular full-time position with an annualized rate of \$275,000.00. The City Manager position is classified as exempt from the overtime provisions of the Fair Labor Standards Act.

In addition to your pay, you will be provided a comprehensive benefits package, which is briefly outlined in the attached Benefits Summary, as those benefits now exist or as they are amended from time to time. In addition, Employer agrees to make all TMRS contributions on the Employee's behalf, including the amount normally deducted from the wages of an employee as well as the Employer's share. In addition to the base salary paid by the Employer to Employee and the amount paid to TMRS on behalf of the Employee, Employer agrees to pay an amount (consistent with the IRS regulations) as determined by the Employer, but equal to at least six percent (6%) of Employee's base salary into a retirement plan offered by the City of Denton and designated by the Employee on the Employee's behalf. You will also be given a \$7,200 per year car allowance.

This offer of employment is valid only if you meet the following requirements:

- You will be required to pass a criminal history background check;

Please note the contents of this letter do not constitute the terms of a contract of employment and should not be construed as a guarantee of continued employment with the City of Denton. Employment with the City of Denton is on an at-will basis. This means that either party can terminate the employment relationship at any time for any reason not expressly prohibited by state or federal law.

Congratulations on your new position with the City of Denton. If you accept this offer of employment, please send a signed electronic version to me via email at Kendra.Williams@cityofdenton.com.

Should you have any questions or wish to discuss this employment offer, please give me a call at (940) 349-8095.

OUR CORE VALUES

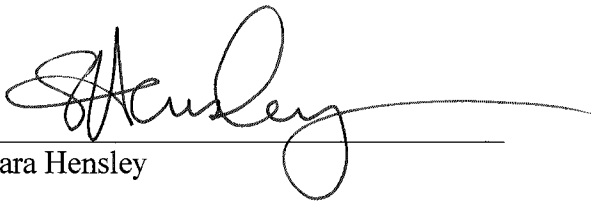
Integrity • Fiscal Responsibility • Transparency • Outstanding Customer Service

Sincerely,

Kendra Williams
Talent Acquisition Partner

Attachment: Benefits Summary

I accept this offer of employment.



Sara Hensley

3-2-22
Date

DATE: June 29, 2020

TO: Todd Hileman, City Manager

FROM: Sara Hensley, Assistant City Manager

SUBJECT: Annual Performance Review

Project Updates

1. Safety Project:

Bids are in, reviewed and graded by a panel consisting of Ethan Cox, Drew Huffman, Becky Diviney and Terry Naulty. The award of the contract is recommended to go to Rizikon. Drew Huffman did reference checks on the 2 qualified vendors, with Rizikon blowing the other company out of the water. The contract has been prepared, attached, and will be used as a negotiating tool with Rizikon. A recommended 3-year contract will go before City Council for approval on July 21st. I have been very pleased with the work that Rizikon is doing for us currently as it relates to Standard Operating Procedures and training. Rizikon is ready to step in and run the show. We are doing a comparison analysis for the Power Point to show what we spent with staff in -house compared to the contract work that we would be receiving.

2. RFQ- Preconstruction Services:

The review is currently underway regarding the RFQ which will go out the first of July. Changes needed have been made and Purchasing has it now for review. Then, it will go to Larry Collister for a final review before posting.

3. CIP Vertical Projects:

Station 3 – Due to several weather delays, as well as some contractor issues, the completion is anticipated Aug 8, 2020. The demo of the existing station will happen thereafter.

Station 8 – Due to several weather delays, the completion is anticipated January 18, 2021. There are some concrete issues that may result in some delay, we are awaiting test results.

Both Station 3 & 8 are being pushed by staff and our architects. Station 3 has been problematic due to contractor issues but appears to be moving again. Station 8 has been going well.

DSD building is scheduled for completion on December 1, 2020. Since the construction phase is just starting, we haven't heard of any potential delays.

Public Safety design is scheduled for 90% design July 10, 2020. CMAR bidding anticipated August 4, 2020 – August 31, 2020. CMAR GMP Validation is September 1, 2020 to September 14, 2020. GMP presentation to CMAR September 15, 2020. It is anticipated to go to Council before the end of September. Construction phase to begin October 14, 2020 and end February 25, 2022 for all buildings. 1) PD HQ Phase 1 completion April 27, 2021, and Phase 2 February 25, 2022, 2) PD Substation completion November 16, 2021, and 3) PD Firing Range completion June 7, 2021.

ALH—The site has been cleared and utilities marked. General Contractor is on site.

North Lake Tennis Center-On schedule. Demo, plumbing and electric rough in and studs complete.

City Hall West Window Replacement-Permit approved. The Wilson Group will begin the work in July.

City Hall East Municipal Courts entry modification- Working with a new vendor-G2. Resubmittal of Permit for ADA Review. Complete in August of this year.

4. 288 Building: Ready for Council approval of 4th Amendment
- 5.

Department Updates

Facilities

- Scott is working with staff in developing Standard Operating Procedures for the maintenance area as well as the capital planning area.
- 2 applications for the Facility Maintenance Supervisor position
- 1 application for the HVAC Tech
- Once the 2 positions are hired, Scott is going to look at the overall structure of Facility Management
- On time with Public Safety projects and on budget
- DSD Building will be ready for staff move in December 2020

Airport

- Parallel Runway Lighting to be completed in September 2020
- Primary Runway Rehabilitation Design
- Tower Equipment will go to the SRC with final bid specs, including the radio upgrades
- Primary Runway Rehabilitation Design

Parks and Recreation

- Gary and staff are updating the CIP Plan for 2018-2024
- KDB is finalizing their list of items to close out and turn over to Parks and Recreation
- Gary and Jessica are planning to transition Cultural Arts over to Parks and Recreation by?

- Kali and Maria have officially moved over to City Hall to be a part of the Public Information Office
- Investigating alternatives for mowing including remote control equipment
- Staff completed the analysis of the mowing contracts and we will be recommending a one stop shop for contractual mowing through Parks and Recreation
- Reviewing the option of a specialty mowing team for sensitive areas such as cemeteries and neighborhood easements
- Now have an automatic /remote all field liner
- Working with Kenny Banks to transition the programming of the Sustainability office to Parks and Recreation
- Reviewing all programs to eliminate duplication

Animal Services

- Continued to exceed an 85% Live Release Rate at the Linda McNatt Animal Care and Adoption Center
- Enhanced call flow to elevate customer service experience
- Passed annual inspection for the Animal Shelter, Impoundment, and Rabies Quarantine facilities conducted by the Texas Department of State Health Services
- Installed AC brackets in Animal Control Trucks
- Developed an Animal Shelter Emergency Response Plan
- Registered over 4,000 volunteer hours and enhanced communication
- Capital Improvements to facility
- Implemented internal quality assurance programs
- Partnered with TWU and UNT on department initiatives
- Improved the functionality Animal Services webpage
- Acquired additional community financial support by partnering with Denton Humane Society

Public Affairs

- Staff spending an enormous amount of time on COVID related items
- Re-opening plans
- Declarations
- Communication Methods: press releases, FAQs, flyers, social media posts, videos, new webpages
- Supported Economic Development regarding local business impacts
- Developed Internal Communications for employees, employee forums, referral programs, re-opening information
- Virtual Council Meetings

City Secretary's Office

- Continued improvements regarding agenda management, minutes, records boards and commissions, etc.
- Working with the Law Department to have City Secretary's Office take over the Municipal Code changes/posting

Community Development/Community Improvement

- Worked with staff to acquire the 288 building
- Worked with staff to set up volunteer efforts for non-profit partners
- Worked with staff to implement new leadership structure
- Worked to transition the mowing contracts/Right of Way mowing to Parks and Recreation

Libraries

- Eliminated overdue fines for returned library materials
- Facility safety improvements: replaced unsafe public computer task chairs at all branches and installed additional video cameras at all branches
- Began circulating 30 mobile wi-fi hotspots
- Developed Library Master Plan
- Switched digital collection vendors to CloudLibrary, resulting in an overall 41% increase in ebook and digital audiobook circulation.
- Partner with Parks & Noon Rotary to build Reading Nook Park behind Emily Fowler Central Library (fundraising and MOU completed park building to begin soon)
- Received 2019 TSLAC TexTreasures grant of \$24,820 to digitize historical issues of local newspaper. Also, on short-list for recommended funding for similar amount for 2020 TSLAC TexTreasures grant to digitize the second half of the newspaper issues.
- Identified and developed plan to rebalance library collections and rearrange Emily Fowler Central Library. Currently the last phase of the rebalancing and collection/shelving moving will begin in late July.
- Developed Adult Discovery Kit collection.
- Maintained TSLAC accreditation
- I participated in the first MLM series and in the Spark Director panel.
- Minor reorganization, taking advantage of a FT vacancy to create a much asked for Outreach Librarian position.
- Developed partnership and process to begin DISD Books2Go student accounts with 2020 DISD online school registration process! This was 18 months of collaboration, testing, and procedure development.
- Received 2019 TMLDA Excellence in Libraries Award.
- Developed and updated departmental response to COVID-19 crisis, maintaining some form of library service throughout the crisis and keeping physical materials circulating for all but 3 weeks.

Human Resources

- Worked to transition from previous leadership in HR to Tiffany T.
- Assisted in the overall re-organization of the “new” HR structure
- Worked on 2 investigations that resulted in staffing and organizational changes
- Worked to separate Risk and Safety out from Human Resources
- Worked with HR and Fire Chief to successfully transition a firefighter to retirement

I asked the team I work the most with to respond to 3 questions:

1. How am I doing?
2. What can I do to assist you more?
3. Where would you like me to focus over the next year?

Below are their responses:

Libraries/Jennifer Bekker

1. How am I doing?
Great! You are always available when I have a question or need anything. Your background in Parks helps the library so much in that you understand public service, our service model, and our need to be responsive to community needs. You get where we are coming from and that is exceptional. It is also nice to not only have a supervisor that supports the library but is an advocate for the library. It very much feels like you are a partner in our success. Also, as a direct supervisor, I’m feeling much more in-touch with things happening across the city thanks to your regular communication and encouragement to connect with other city departments. You often share things that other city departments are doing that impact the library or would work as a partnership with the library. I feel much more engaged with the rest of the City than I did before.
2. What can I do to assist you more?
Continue being accessible and being an advocate. Keep sharing information and encouraging me and the library to collaborate with other City departments (or even local entities outside the City organization).
3. Where would you like for me to focus with you over the next year?
I’m very interested in working with library staff to change some processes and think about things differently. I know I’ll have resistance and helping to talk through those ideas and how to handle the resistance would be great. Share anything that you’ve experienced or heard about from anyone else going through something similar. Sometimes it is hard to part with “the way we’ve always done things.”, but it is important to look at those traditions and see if they are still relevant or if they need upgrades. That includes an upcoming reorg, changing staff roles, new processes, new service models, and reevaluating what we consider “librarian” work vs. “paraprofessional” work while still maintaining and respecting professional standards for

librarians. All of this also ties in with a centralization theme with cross-branch functionality and maybe more specialization for department committees for the whole system vs. one specialist for each service area at each branch. Also, regular reminders to think about how any changes now should be based on future growth. I don't want to be so focused on now that our plans/structure cannot be scaled easily to handle growth and future demands.

Animal Services/Randi Weinberg

1. How am I doing?

Personally, I feel that you are doing a good job considering all the curve balls that have been thrown your way during COVID in respect to the departments you oversee. I did share with you a compliment that a lady from our Daily Bread gave when she found out I reported to you. She was appreciative and thrilled with your willingness to assist in getting the new building off of Loop 288 secured for their future use. When it comes to Animal Services and the oversight of that you are maintain enough distance to seem overbearing but maintain enough to feel supported. There isn't an issue I haven't had that I couldn't bounce ideas off you or seek clarity for direction. This has been most helpful as you do have institutional knowledge of an AS operation.

2. What can I do to assist you more?

I know it's been a challenge as of late, but I thrive on one on one's and receiving feedback either positive or negative. I know you are inundated with request etc, but sometimes I do feel rushed when talking with you. You still offer me assistance; it just feels like you are being pulled in 10 directions during the conversation. 😊

3. Where would you like for me to focus with you over the next year?

Continue to be available and responsive. As for staff, I would like them to see you a bit more at the shelter if possible. We have a great team and I would love for you to get to see them in action!

I want to close by saying I was nervous to have you as a supervisor when the transition happened in September. Aside from what was discussed above you have exceeded my expectations as a supervisor, and I cannot wait to see what we can accomplish this next year. Thank you for all that you do and will continue to do to make our City a better place.

Human Resources/Tiffany Thomson

1. How am I doing?

Sara has been incredibly supportive and responsive not only while I have been in HR but while over Animal Services. She has listened to our needs and responded in a helpful manner. Her approach tears down any barriers and gets to meaningful relationships quickly

2. What can I do to assist you more?

I appreciate the way Sara manages. She trusts people to do their job. I know that I can call her at any time, and she will be there.

3. Where would you like for me to focus with you over the next year?
I value the trust to shift HR to a new direction. We have already done so by removing previous industry standards in HR to address what this organization needs. This year we will continue to push those boundaries and paradigms. We will need Sara and CMO to support our direction.

It is a great joy to work with Sara. She has been one of the best additions.

Public Affairs/Ryan Adams

1. How am I doing?
Good. I think you are pursuing change in the areas that need it.
2. What can I do to assist you more?
Give tough love and say tough things when needed. If you see an area that's not going above the minimum – we (and I) need to know and be aware of any blind spots.
3. Where would you like for me to focus with you over the next year?
In addition to what I put in #2, I think that you have an outsider's perspective and might see some areas where we can grow strategically – on a team level and on an individual level.

Parks and Recreation/Gary Packan

1. How am I doing?
It has been great to work with you. It is very helpful to have an administrator in CMO that has worked in Parks and Recreation, so they understand the ins/outs.

You have been great as a cheerleader as well as a scratching post when needed. The ups and downs of working in Denton can be challenging and exhausting so it is helpful to be able to talk through challenges.

You listen and react. I appreciate that you listen to me, digest the information, provide feedback but then also push it up the ladder or to other leaders as needed.

We are moving at 100 mph. It is hard to keep all the balls in the air at one time, but I can tell you we are all trying. Helping CMO and Council understand that workloads are challenging and every request, special project, etc. detract from focusing on project development, program implementation, staff development, etc.

These past few months have been quite the experience. It was very frustrating for everyone. It was hard to make decisions as situations changes daily or even hourly.

2. What can I do to assist you more?

Please continue to deliver our needs and challenges to Mario and Todd. We are going thru a lot of changes with just about everything. Nothing is normal or routine. From mowing, operations, programs, budgets, board management to staffing all are modified or overhauled. Also add in what we are adding to our workload such as Public Art Committee, City-Wide mowing and a lot of planning and projects.

Continued support from CMO with City Council requests is helpful and managing expectations. We cannot do everything for everyone all the time. Especially during this crisis.

At times I can use assistance in providing a balance. When activities are at a high stress level it would be helpful for you to provide balance for me.

3. Where would you like for me to focus with you over the next year?

Resources. Please continue to help us get resources.

Silos. Continue to bring departments together.

Human Resources/Stephanie Lang

1. How am I doing?

I believe you are doing a fantastic job! I have had an opportunity to work closely with you a few times on a couple of matters. Based on that experience, you demonstrate pride and a high level of quality in your work. Further, you consistently promote and support the City's core values, effective working relationships, and teamwork. You model excellence not only in your work but in your character as a person.

2. What can I do to assist you more?

I ask that you continue to provide me and the Human Resources staff with your support. I would like for us to continually collaborate and work as a team to support the mission of the City of Denton.

3. Where would you like for me to focus with you over the next year?

Next year, I would like us to direct even more focus on the continuous improvement of our processes and the enrichment of our workforce. I would like for City employees to see the Human Resources Office as a great resource and one that they can rely on and trust.

Thank you, Sara, for giving me this opportunity to provide you with my feedback. I value you as a leader and appreciate your extensive contributions to the HR team and the City as a whole.

Kind regards, Stephanie Lang

Sarah Kuechler/Chief of Staff/Public Affairs

1. How am I doing?

Sorry for not following up and providing something to you. I'm good, I appreciate your support for me and my team with difficult challenges and for also trusting and letting us move forward on things. We appreciate your leadership and support and so glad you're here!

Scott Gray/Facilities/Airport

1. How am I doing?

While I have only had the opportunity to work with you since the middle of March, I have been very pleased with our working relationship. The impacts of COVID on where we would have likely been at this point has been dramatic and I suspect that it will remain to be a large portion of our daily interactions for the foreseeable future.

Although you are extremely busy, you have always found time to be available to discuss issues and provide guidance. Your availability makes it easier for me to be able to be responsive in my daily responsibilities. I believe we do work very well together, and I look forward to doing so over the next year. Your dedication and hard work is inspiring, so thank you for that! I am running out of CMs/CFO to report too, so hopefully you will keep me for a while.

2. What can I do to assist you more?

Over the past year it appears that some critical facilities related decisions had to be made by the CMO due to a lack of trust and abilities of staff. While this is certainly understandable given the circumstances within Facilities, I would ask that we continue communicating in advance of similar decisions so that I can share additional facts (schedules, history, dates, etc.), so that the decision makers have all of the necessary information before external conversations or making the final decision. I hope with my presence in Facilities now, we won't need to have the CMO as deeply involved in some daily details and decisions of the projects as has been necessary in the past year.

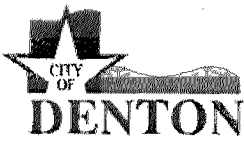
3. Where would you like for me to focus with you over the next year?

I would suspect that we will need to work closely during the construction/completion of the large projects currently underway (DSD, PD and Fire Stations) to ensure we provide the City Council with not only timely updates to project schedules and budgets, but also to ensure their comfort with this new procurement processes. We will also need to address overall organizational structure issues in Facilities as we begin to reinstitute delayed projects and bring new ones online and as I determine more effective and efficient ways of getting the job done.

I really enjoy my work here in Denton. I love the great staff and really enjoy working with Todd and Mario. I am ready for any other work efforts or department responsibilities that may be assigned.

It is nice to work for a City that gets work products over the goal line. This is a well-run City and I am proud to work here.

Thank you for the opportunity to work here. Sara



Lump-Sum Merit Performance Review FY 2020/2021

Employee Name: Sara Hensley

Employee ID: [REDACTED] Department/Division: CMO

HBU: 103001 Supervisor Name: Todd Hileman

☒ Employee is performing at an acceptable level and I am recommending a 3 % lump sum merit

☐ Employee is not performing at an acceptable level and is not approved for a lump sum merit

☐ Employee was hired after October 1, 2020 and is therefore not eligible for a lump sum merit

**Employee must be actively employed on November 5, 2020 to receive the lump sum merit*

Justification related to the employee's performance:

Sara recently was promoted to Deputy City Manager in August due to her work ethic, willingness to take on any project, and ability to get things accomplished. I rely on her heavily to keep sensitive and important projects moving (Loop 288, Police Department Projects, City Hall West, for example) when I am tied up and she has been an excellent partner. She has taken on some challenging areas the past several months such as Facilities, Safety, Tech Services, and Development Services and is doing a solid job of gaining trust, having uncomfortable conversations, and making the tough decisions necessary to move the organization forward.

Sara played a key role in helping me make strategic and budgetary decisions during the initial COVID crisis and her questions and even handed approach was beneficial to the organization. We are lucky to have Sara on the team and I am expecting more big successes in the upcoming months.

Employee Signature: [Signature] Date: 10/12/2020

Supervisor Signature: [Signature] Date:

Director Signature: [Signature] Date: 10/12/2020

Ethics Policy Attestation

I acknowledge that I have been provided a link to the City of Denton's Ethics policy as part of the Ethics training curriculum. I agree to read the Ethics policy thoroughly. I understand that failure to thoroughly read the Ethics policy will not excuse any failure on my part to conform to City expectations of conduct. I agree that if there is any provision in the Ethics policy that I do not understand, I will seek clarification from the Human Resources Department or the Ethics & Compliance Office. I understand and acknowledge that any violation of the Ethics policy can result in disciplinary action. In addition, I understand that the Ethics policy summarizes the City of Denton's ethics expectations and practices in effect as of the "Last Revision Date" listed on the policy. I understand that nothing contained in the Ethics policy may be construed as creating a promise of future benefits or a binding contract with the City of Denton for benefits or for any other purpose. I also understand that this policy is continually evaluated and may be amended, modified, or terminated at any time.

Please insert your name, employee ID (EID), and date below:

Signature:  _____

EID:  _____

Date: 03/06/2023



Policy Acknowledgement

Employee ID *



The City of Denton maintains policies and procedures online at this URL: <https://www.cityofdenton.com/government/open/policies-procedures>.

Policies can also be accessed by following this path on the City of Denton website: www.cityofdenton.com > Government > Open Government > Policies & Procedures

Please read each of these policies carefully to ensure that you understand them before signing this document. You can click on the link for each policy to access it directly.

- [Policy 10.00: Ethics](#)
- [Policy 108.11: Drug & Alcohol Free Workplace](#)
- [Policy 104.02: Introductory Period](#)
- [Policy 108.01: Employee Duty to Notify Employer of Arrests, Charges or Convictions](#)
- [Policy 108.03: Use of Tobacco Products and Electronic Cigarettes](#)
- [Policy 108.05: Workplace Violence Prevention](#)
- [Policy 108.10: Harassment Prevention](#)
- [Policy 108.12: Anti-Substance Abuse & Rehabilitation](#)
- [Policy 109.01: Disciplinary Action](#)
- [Policy 409.05: Comprehensive Driving and City Vehicle Use](#)
- [Policy 506.05: Email Use](#)
- [Policy 506.06: Video Surveillance and Audio Monitoring](#)
- [Policy 509.01: Fraud Directive](#)

By signing below I acknowledge that I have read and been informed about the content, requirements, and expectations of the City of Denton policies listed above. I know where and how to access a copy of these policies and agree to abide by the policy guidelines as a condition of my employment and my continuing employment. I understand that if I have questions, at any time, regarding any policy, I will consult with my immediate supervisor or Human Resources staff members.

Name

Sara Lynn Hensley

Date

4/26/2019

Signature *

CITY OF DENTON

EMERGENCY EVENT TEMPORARY TELECOMMUTING WORK ARRANGEMENT

Telecommuting is intended to create flexible conditions that will help employees accomplish their work effectively without disruption to City services leading up to, during, and/or immediately after an emergency event.

This Temporary Telecommuting Work Arrangement is established between City of Denton's CMO
Department and Sara Hensley [Employee Name].

This temporary telecommuting work arrangement shall become effective upon notice from your supervisor or Department Head and shall remain in effect until modified or terminated by the City Manager, or his designee, the Department Head or their designee. The City, with or without cause, can revoke or modify the Employee's participation as a telecommuter at any time. Upon notification that the temporary telecommuting arrangement has been terminated, the employee will return to work at their assigned worksite location by the date given by their supervisor.

This arrangement is subject to the employee satisfying the following conditions on a continuing and regular basis:

1. The employee can demonstrate the required technology capabilities to perform the essential functions of their jobs from the designated alternate work location.
2. The employee will maintain contact with their supervisor as directed by their supervisor.
3. The employee shall perform all job duties at a satisfactory performance level.
4. The employee's work schedule does not interfere with normal interactions with their supervisor, co-workers, or citizens/customers.
5. The employee's schedule does not adversely affect the employee's ability or the ability of other City employees or City vendors to perform their jobs.
6. The employee's schedule does not adversely affect the employee's ability to provide quality service to City customers (both internally and externally).
7. The employee ensures their accessibility to co-workers who maintain the City's regular working schedule.
8. The employee maintains this agreed-upon work schedule.
9. The employee maintains compliance with all City policies.

Telecommuting is not an employee benefit or right, but rather it is an alternate work arrangement for the employee, designed purposely for meeting the needs of the City. All of the employee's obligations and responsibilities, and terms and conditions of employment with the City remain unchanged, except those specifically changed by this arrangement. Any non-compliance with this arrangement by the employee may result in modification or termination of the temporary telecommuting, work arrangement established.

The following schedule is to be adhered to:

Work Schedule: Telecommuting every other week, beginning March 23, 2020

The following is the arrangement agreed upon for handling telephone calls made by the telecommuter from the remote work location for City business: My cell phone is always on: [REDACTED]

If applicable, the employee may be provided with City supplies and equipment to perform work from home, as follows:

Hardware: _____

Software: _____

CITY OF DENTON

EMERGENCY EVENT TEMPORARY TELECOMMUTING WORK ARRANGEMENT

Serial Numbers: _____

Other (supplies) _____

Should the employee use their own equipment, the City will not be liable for any cost, damage, or depreciation of the equipment.

The employee understands that all equipment loaned by the City of Denton should be maintained in good condition and should only be used for performing job responsibilities. Upon termination of this agreement, the telecommuting employee agrees to return the equipment in good working order and in comparable condition as when loaned. Regular wear and tear resulting from standard usage will be taken into consideration. In the event equipment is not returned, the telecommuting employee will be responsible for the replacement value of the equipment. In the event equipment is damaged beyond normal wear and tear upon its return, the telecommuting employee may be responsible for the replacement value of the equipment. Such determination should be discussed with the Director of Human Resources or designee. When possible, the replacement value will be deducted from the employee's paycheck.

The security of the City's property in the employee's home is as important as it is in the office. Telecommuting employees are expected to take reasonable precautions to protect the equipment from theft, damage, or misuse and to ensure the confidentiality of City records and information. Upon signature, the employee should take city-loaned or assigned equipment necessary for telecommuting home with them each day in preparation to receive the notice referenced above.

The contents of this agreement do not in any way create or constitute the terms of a contract of employment and should not be construed as a guarantee of continued employment with the City of Denton. Employment with the City of Denton is on an "at-will" basis which means that the employment relationship may be terminated at any time by either the City or the employee for any reason not expressly prohibited by law. A change in the employee's employment status may result in termination of this agreement.

I HAVE READ AND UNDERSTOOD THIS AGREEMENT AND THE CITY'S EMERGENCY EVENT TELECOMMUTING POLICY. BY SIGNING BELOW, I AGREE TO BE BOUND BY ITS TERMS AND CONDITIONS.

REQUESTED BY: <u>SLH</u> <u>3/17/2020</u> Employee's Signature Date <u>[Redacted]</u> Employee ID Number CMO Dept. / Division	SUPPORTED BY: _____ Supervisor's Signature Date APPROVED BY: _____ Director's Signature Date
--	---

For Human Resources Use Only:

	Name/Initials	DATE
Received in HR	CB	3/17/2020
Scanned into Laserfiche	CB	3/26/2020



Right of Action Waiver

Employee ID *

[REDACTED]

Workers' Compensation

Effective on **October 1, 1987**, the **City of Denton** has been certified by the Texas Department of Insurance, Division of Workers' Compensation (Division) as a self-insured employer providing workers' compensation insurance in the event of work-related injury or occupational disease. Claims for injuries or occupational diseases which occur on or after that date will be handled by **Texas Political Subdivisions JSIF**. An employee or a person acting on the employee's behalf, must notify the employer of an injury or occupational disease not later than the 30th day after the date on which the injury occurs or the date the employee knew or should have known of an occupational disease, unless the Division determines that good cause existed for failure to provide timely notice. Your employer is required to provide you with coverage information, in writing, when you are.

You may elect to retain your common law right of action if, no later than five days after you begin employment or within five days after receiving written notice from the employer that the employer has obtained workers' compensation insurance coverage, you notify your employer in writing that you wish to retain your common law right to recover damages for personal injury. If you elect to retain your common law right of action, you cannot obtain workers' compensation income or medical benefits if you are injured.

Select One *

- ☒ I choose to be covered under the City of Denton's self-insured workers' compensation program and therefore waive my common law right of action to recover damages for personal injury.
- ☐ I choose to retain my common law right of action to recover damages for personal injury and waive my ability to obtain workers' compensation income or medical benefits if I am injured.

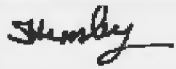
Name

Sara Lynn Hensley

Date

4/26/2019

Signature *



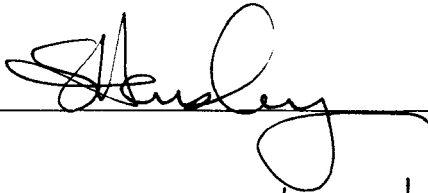
Receipt for Employee Handbook



I acknowledge that I have received a copy of the City of Denton's Employee Handbook. I agree to read it thoroughly, including the statements in the Introduction describing the purpose and effect of the handbook. I understand that failure to thoroughly read this Employee Handbook will not excuse any failure on my part to conform to City policies and expectations of conduct. I agree that if there is any policy or provision in the handbook that I do not understand, I will seek clarification from the Human Resources Department or Risk Management Department. **I understand that the City of Denton is an "at will" employer and, as such, employment with The City of Denton is not for a fixed term or definite period and may be terminated at the will of either party, with or without cause, and without prior notice.** No supervisor or other representative of the City (except the City Manager) has the authority to enter into any agreement for employment for any specified period of time, or to make any agreement contrary to the above. In addition, I understand that this handbook summarizes the City of Denton's policies and practices in effect on the date of publication. I understand that nothing contained in the Handbook may be construed as creating a promise of future benefits or a binding contract with the City of Denton for benefits or for any other purpose. I also understand that these policies and procedures are continually evaluated and may be amended, modified or terminated at any time.

Please sign and date this receipt and return it to the Human Resources Department.

Signature: _____



Date: _____

5-13-19

Print Name: _____

Sara L. Hensley

EID: _____



Name		Check Route Code		Print Date		Effective Date							
Hensley, Sara Lynn		103001 City Manager - Administration		2/8/2021		2/20/21							
EE Number		Gender		Date of Birth		Ethnic Code		Original Hire Date		Participation Date			
[REDACTED]		F		[REDACTED]		01 White (Not of Hispanic Origin)		5/13/2019		5/13/2019			
Benefit Group		Pay Grade		Step		Pay Class		Compa-Ratio		Workers Comp			
DIR		G82		[REDACTED]		S Salaried		[REDACTED]		8810 Office/Clerical			
Pay Status		Job Type		GX8206		[REDACTED]		Hourly Rate		% Increase		Annual Salary	
0 Active		Deputy City Manager		[REDACTED]		[REDACTED]		104.808		[REDACTED]		218,000.00	
[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		117.788		12.385		245000	

Type of Salary Action:		Wage / Salary Range of Position													
<input type="checkbox"/> Annual Merit		<input type="checkbox"/> Special (explain below)		Current		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
[REDACTED]		[REDACTED]		Proposed: If promotion		Min.		P25		P50		P75		Max.	
<input type="checkbox"/> Promotion (explain below)		From (position / level):		[REDACTED]		Comments:		Interim Pay Begins - Per Resolution 21-200							
To (position / level):		[REDACTED]		[REDACTED]											

Home Company		Home Business Unit		103001		Supervisor		[REDACTED]			
00100 GENERAL FUND		CITY MANAGER-ADMINISTRATION		[REDACTED]		Hileman, Lawrence Todd		[REDACTED]			
[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]			
Date in Current Position		7/25/2020		Date Of Last Raise		7/25/2020		Date of Next Review		7/25/2021	
[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	

3/2/21-LM

EE Supplemental Data

EE Phone Numbers	
940 3498224 [REDACTED] Business	
[REDACTED] [REDACTED] Home	
EE Mailing Address	
[REDACTED] [REDACTED] [REDACTED]	
[REDACTED] [REDACTED] [REDACTED]	
Emergency Contact	
[REDACTED] [REDACTED] [REDACTED]	
[REDACTED] [REDACTED] [REDACTED]	
Driver's License	
[REDACTED] [REDACTED] Expiration [REDACTED] [REDACTED] DL Type [REDACTED] [REDACTED]	

EE Termination

Term Reason		Comp		Rehire		Recommended			
[REDACTED]		[REDACTED]		[REDACTED]		Per Resolution 21-200			
[REDACTED]		Vacation		Rehire Limits		Immediate Supervisor/Manager		Date	
[REDACTED]		Sick		none		Approved		[REDACTED]	
[REDACTED]		[REDACTED]		other job		Next Level Approval		Date	
[REDACTED]		[REDACTED]		other HBU		[REDACTED]		[REDACTED]	
[REDACTED]		[REDACTED]		other		Director Signature		Date	

Name Hensley, Sara Lynn		Check Route Code 103001 City Manager - Administration		Print Date 5/13/2019	Effective Date
EE Number [REDACTED]	Gender F	Date of Birth [REDACTED]	Ethnic Code 01 White (Not of Hispanic Origin)	Original Hire Date 5/13/2019	Participation Date 5/13/2019
Benefit Group DIR	Pay Grade G82	Step 	Pay Class S Salaried	Compa-Ratio 1.05	Workers Comp 8810 Office/Clerical
Pay Status 0 Active	Job Type Assistant City Manager		GX8201	Hourly Rate 100,000	% Increase
				Annual Salary 208,000.00	

Type of Salary Action:		Wage / Salary Range of Position					
<input type="checkbox"/> Annual Merit	<input type="checkbox"/> Special (explain below)	Current	148,909.00	173,479.00	198,049.00	222,619.00	247,189.00
		Proposed: If promotion	Min.	P25	P50	P75	Max.
<input type="checkbox"/> Promotion (explain below)		Comments:					
From (position / level):							
To (position / level):							
Home Company 00100 GENERAL FUND		Home Business Unit 103001 CITY MANAGER-ADMINISTRATION		Supervisor Hileman, Lawrence Todd			
Date in Current Position 5/13/2019		Date Of Last Raise		Date of Next Review			

EE Supplemental Data

EE Phone Numbers

940 3498560 Business
[REDACTED] Home

EE Mailing Address [REDACTED]
[REDACTED]

Emergency Contact [REDACTED]
[REDACTED]

Driver's License [REDACTED] Expiration [REDACTED] DL Type [REDACTED]

EE Termination

Term Reason [REDACTED]

Comp [REDACTED]
Vacation [REDACTED]
Sick [REDACTED]

Rehire [REDACTED]
Rehire Limits
none [REDACTED]
other job [REDACTED]
other HBU [REDACTED]
other [REDACTED]

Recommended

Immediate Supervisor/Manager Date

Approved

Next Level Approval Date

Director Signature Date

KW

Name

Check Route Code

Print Date

Effective Date

Hensley, Sara Lynn

103001

City Manager - Administration

2/25/2022

3/5/2022

EE Number

Gender

Date of Birth

Ethnic Code

Original Hire Date

Participation Date

[REDACTED]

F

[REDACTED]

01

White (Not of Hispanic Origin)

5/13/2019

5/13/2019

Benefit Group

Pay Grade

Step

Pay Class

Compa-Ratio

Workers Comp

DIR

G82

[REDACTED]

S

Salaried

[REDACTED]

8810

Office/Clerical

CAP

G90

Pay Status

Job Type

GX8206

GX9003

Hourly Rate

% Increase

Annual Salary

0

Active

Deputy City Manager

121.322

252,350.00

[REDACTED]

City Manager

132.212

8.976

275,000.00

Type of Salary Action:

Wage / Salary Range of Position

☐

Annual Merit

☐

Special (explain below)

Current

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Proposed:
If promotion

Min.

P25

P50

P75

Max.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

☒

Promotion (explain below)

From (position / level):

Deputy City Manager/G82

Comments:

To (position / level):

City Manager/G90

[REDACTED]

Home Company

Home Business Unit

103001

Supervisor

00100

GENERAL FUND

CITY MANAGER-ADMINISTRATION

[REDACTED]

[REDACTED]

[REDACTED]

Date in Current Position

7/25/2020

Date Of Last Raise

10/2/2021

Date of Next Review

7/25/2021

3/5/2022

3/5/2022

[REDACTED]

EE Supplemental Data

3/15/22-LM
JDE/NEOGOV

EE Phone Numbers

940

3498224

[REDACTED]

Business

[REDACTED]

[REDACTED]

Home

EE Mailing Address

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Emergency Contact

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Driver's License

[REDACTED]

[REDACTED]

Expiration

[REDACTED]

[REDACTED]

DL Type

[REDACTED]

EE Termination

Recommended

Term Reason

☐

Comp

☐

Rehire

☐

See attached agreement

[REDACTED]

Vacation

☐

Rehire Limits

Immediate Supervisor/Manager

Date

Sick

☐

none

☐

Approved

other job

☐

other HBU

☐

Next Level Approval

Date

other

☐

Director Signature

Date

Name Hensley, Sara Lynn		Check Route Code 103001 City Manager - Administration		Print Date 7/13/2020	Effective Date 7/25/2020
EE Number [REDACTED]	Gender F	Date of Birth [REDACTED]	Ethnic Code 01 White (Not of Hispanic Origin)	Original Hire Date 5/13/2019	Participation Date 5/13/2019
Benefit Group DIR	Pay Grade G82	Step [REDACTED]	Pay Class S Salaried	Compa-Ratio 1.05	Workers Comp 8810 Office/Clerical
Pay Status 0 Active		Job Type GX8201 GX8206 Assistant City Manager Deputy City Manager		Hourly Rate 100.000	% Increase 208,000.00
				104.808	4.808 218,000

Type of Salary Action:

☐ Annual Merit ☐ Special (explain below) ☐ Current

☒ Promotion (explain below)

From (position / level):

To (position / level):

Wage / Salary Range of Position

Min.	P25	P50	P75	Max.
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Proposed: If promotion

Comments:

Home Company 00100 GENERAL FUND	Home Business Unit 103001 CITY MANAGER-ADMINISTRATION	Supervisor Hileman, Lawrence Todd
<input type="text"/>	<input type="text"/>	<input type="text"/>
Date in Current Position 5/13/2019	Date Of Last Raise 7/25/2020	Date of Next Review 7/25/2021
7/25/2020	7/25/2020	7/29/20-LM

EE Supplemental Data

EE Phone Numbers

940	3498224	<input type="text"/>	Business
[REDACTED]	[REDACTED]	<input type="text"/>	Home

EE Mailing Address

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Emergency Contact

<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

Driver's License

<input type="text"/>	<input type="text"/>	Expiration <input type="text"/>	DL Type <input type="text"/>
----------------------	----------------------	---------------------------------	------------------------------

EE Termination

Recommended

Term Reason <input type="text"/>	Comp <input type="text"/>	Rehire <input type="text"/>
<input type="text"/>	Vacation <input type="text"/>	Rehire Limits <input type="text"/>
	Sick <input type="text"/>	none <input type="text"/>
		other job <input type="text"/>
		other HBU <input type="text"/>
		other <input type="text"/>

Immediate Supervisor/Manager	Date
Approved	
Next Level Approval	Date
Director Signature	Date

RS

Name Hensley, Sara Lynn		Check Route Code 103001 City Manager - Administration		Print Date 9/14/2023	Effective Date 10/1/2023
EE Number [REDACTED]	Gender F	Date of Birth [REDACTED]	Ethnic Code 01 White (Not of Hispanic Origin)	Original Hire Date 5/13/2019	Participation Date 5/13/2019
Benefit Group CAP	Pay Grade G300	Step [REDACTED]	Pay Class S Salaried	Compa-Ratio [REDACTED]	Workers Comp 8810 Office/Clerical
Pay Status 0 Active	Job Type G30003 [REDACTED] City Manager			Hourly Rate 141.625	% Increase 3.00
				145.874	303,417.40

Type of Salary Action:	Wage / Salary Range of Position				
<input type="checkbox"/> Annual Merit	<input type="checkbox"/> Special (explain below)	Current	[REDACTED]	[REDACTED]	[REDACTED]
		Proposed: If promotion	Min.	P25	P50
<input type="checkbox"/> Promotion (explain below)			P75	Max.	
From (position / level):	[REDACTED]	Comments:	Contractual Update		
To (position / level):	[REDACTED]				

Home Company	Home Business Unit	103001	Supervisor
00100 GENERAL FUND	CITY MANAGER-ADMINISTRATION		
Date in Current Position	3/5/2022	Date Of Last Raise	7/8/2023
			10/1/2023
		Date of Next Review	

EE Supplemental Data

10/6/23-KR Neogov

EE Phone Numbers

940	3498224	[REDACTED]	Business
[REDACTED]	[REDACTED]	[REDACTED]	Home

EE Mailing Address

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Emergency Contact

[REDACTED]	[REDACTED]	SPS
[REDACTED]	[REDACTED]	[REDACTED]

Driver's License

[REDACTED]	[REDACTED]	Expiration	[REDACTED]	DL Type	[REDACTED]
------------	------------	------------	------------	---------	------------

EE Termination

Recommended

Term Reason	<input type="checkbox"/>	Comp	<input type="checkbox"/>	Rehire	<input type="checkbox"/>
		Vacation	<input type="checkbox"/>	Rehire Limits	
		Sick	<input type="checkbox"/>	none	<input type="checkbox"/>
				other job	<input type="checkbox"/>
				other HBU	<input type="checkbox"/>
				other	<input type="checkbox"/>

Immediate Supervisor/Manager	Date
Approved by: Megan Gilbreath	9/14/2023
Next Supervisor Approval	Date
Sarah Kuehler	9/14/2023
Director Signature	Date



2590817

Human Resources

601 E. Hickory St., Suite A, Denton, TX 76205 • (940) 349-8340

MEMORANDUM

DATE: September 13, 2023

TO: Sara Hensley, City Manager

FROM: Sarah Kuechler, Director of Human Resources
Megan Gilbreath, Deputy Director of Human Resources

SUBJECT: Notice of Contractual Update

Pursuant to the compensation provision of your appointment contract, the contract is automatically amended to reflect any salary increases that are provided or required by the Employer's compensation policies to include all salary increases on the same basis as applied to (a) other Council appointees, and (b) cost of living adjustments to full-time non-civil service employees.

As discussed and approved by City Council on May 16, 2023, this is acknowledgement that a 3% cost-of-living increase was effective on July 8, 2023, and your salary beginning on that date is two hundred ninety-four thousand, five hundred and eighty dollars (\$294,580). Payment for the cost-of-living adjustment of 3% from July 8, 2023 to July 21, 2023 was processed separately and included on the August 4, 2023 paycheck.

As discussed and approved by City Council on August 1, 2023, a merit increase of 3% will be implemented on October 1, 2023, and your salary beginning on that date will be three hundred and three thousand, four hundred and seventeen dollars and forty cents (\$303,417.40).

Please let me know if you have any questions.

OUR CORE VALUES

Inclusion • Collaboration • Quality Service • Strategic Focus • Fiscal Responsibility

Name		Check Route Code		Print Date		Effective Date							
Hensley, Sara		103001 City Manager - Administration		11/7/2022		11/18/22							
EE Number		Gender		Date of Birth		Ethnic Code		Original Hire Date		Participation Date			
		F				01 White (Not of Hispanic Origin)		5/13/2019		5/13/2019			
Benefit Group		Pay Grade		Step		Pay Class		Compa-Ratio		Workers Comp			
CAP		G90				S Salaried				8810 Office/Clerical			
Pay Status		Job Type		GX9003				Hourly Rate		% Increase		Annual Salary	
0 Active		City Manager						137.500				286,000.00	

Type of Salary Action:		Wage / Salary Range of Position													
<input type="checkbox"/> Annual Merit		<input type="checkbox"/> Special (explain below)		Current											
				Proposed:		Min.		P25		P50		P75		Max.	
<input type="checkbox"/> Promotion (explain below)				If promotion											
From (position / level):				Comments:											
To (position / level):															
Home Company		Home Business Unit		103001				Supervisor							
00100 GENERAL FUND		CITY MANAGER-ADMINISTRATION													
Date in Current Position		3/5/2022		Date Of Last Raise		10/1/2022		Date of Next Review							

EE Supplemental Data		2% Lump Sum Eff 11/18/22	
EE Phone Numbers			
940 3498224		Business	
		Home	
EE Mailing Address			
Emergency Contact			
Driver's License		Expiration	
		DL Type	

EE Termination		Recommended	
Term Reason		See attached memo	
		Immediate Supervisor/Manager	
Comp		Date	
Vacation		Approved	
Sick		Next Level Approval	
		Date	
Rehire		Director Signature	
Rehire Limits		Date	
none			
other job			
other HBU			
other			



MEMORANDUM

DATE: October 12, 2022

TO: Lisa Manning, HRIS & Benefits Specialist
Rachel Staton, Compensation Administrator
Cindy Hartman, Payroll Supervisor

FROM: Sarah Kuechler, Director of Human Resources

SUBJECT: **FY22/23 Compensation for City Council Appointees**

Per their employment agreements and the direction of City Council, each City Council Appointee recently met with City Council for their annual performance review and to discuss any terms or conditions of their employment agreements. The following outlines: 1) authorized compensation related actions that need to be taken immediately, and 2) anticipated changes if they are authorized by City Council through upcoming contract amendments.

1) Authorized and Requiring Changes:

- Both the City Manager and City Attorney's employment agreements contain provisions that their agreements are automatically amended to reflect any salary increases provided by the employer to non-civil service employees.
 - *"This Agreement shall be automatically amended to reflect any salary increases that are provided or required by the Employer's compensation policies to include all salary increases on the same basis as applied to (a) other Council appointees, and (b) cost of living adjustments to full-time non-civil service employees."*
- As such, and with confirmed direction from Council on Aug. 16, 2022 during their reviews, the following actions should occur immediately to extend FY22/23 non-civil service compensation to the City Manager and City Attorney:
 - City Manager, Sara Hensley
 - Receive the 4% COLA effective 10/1/2022 (\$275,000.00 to \$286,000.00).
 - Receive a 2% one-time lump sum payment (\$5,720.00) via separate payroll deposit on 11/18/2022.
 - City Attorney, Mack Reinwand
 - Receive the 4% COLA effective 10/1/2022 (\$230,000.00 to \$239,200.00)
 - Receive a 2% one-time lump sum payment (\$4,784.00) via separate payroll deposit on 11/18/2022.

OUR CORE VALUES

Integrity • Fiscal Responsibility • Inclusion • Transparency • Outstanding Customer Service

2) Planned for Council Consideration:

The following summarizes direction received from Council and contract amendments planned for Council consideration for your information only at this time. **No changes should be made until these contract amendments are approved by Council.** I will follow-up after the Council meetings to let you know what was approved.

- City Attorney, Mack Reinwand. A contract amendment is scheduled for consideration at **Oct. 18, 2022** Council meeting with the following compensation changes:
 - Vehicle Allowance – Annual vehicle allowance would increase to \$7,200.
- City Auditor, Madison Rorschach. A contract amendment is scheduled for consideration at **Oct. 18, 2022** Council meeting with the following compensation changes:
 - Compensation – Annual base salary would increase to \$135,000.00 effective 10/1/2022 (from \$120,000.00).
 - Vehicle Allowance – Annual vehicle allowance would increase to \$7,200.
- Municipal Judge, Tyler Atkinson. A contract amendment is scheduled for consideration at **Nov. 1, 2022** Council meeting with the following compensation changes:
 - Compensation –
 - Would receive the 4% COLA effective 10/1/2022 (\$143,000.00 to \$148,720.00).
 - Would receive a 2% one-time lum sum payment (\$2,974.40) via separate payroll deposit on 11/18/2022.
 - Vehicle Allowance – Annual vehicle allowance would increase to \$7,200.

Please let me know if you have any questions.

Manning, Lisa K.

From: Staton, Rachel M
Sent: Monday, July 31, 2023 3:52 PM
To: Manning, Lisa K.
Cc: Byrd, Carri R.; Warren, Charla; Hartman, Cindy M; Gilbreath, Megan
Subject: RE: CAP employee increases

Lisa,

Please use the information below to increase the pay for the following CAP employees effective 7/8/2023.

EE ID	EE Name	EE Job Code	EE Position	Current Rate	New Annual Rate	New Hourly Rate
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
2590817	Hensley, Sara Lynn	G30003	City Manager	286000	294580	\$141.625
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Thanks.

We're listening! Please [click here](#) to tell us how we're doing.

Rachel Staton
Compensation/HRIS Administrator
City of Denton
(940) 349-7754
www.cityofdenton.com

Please utilize hr.survey@cityofdenton.com for any compensation survey requests.

From: Gilbreath, Megan <Megan.Gilbreath@cityofdenton.com>
Sent: Monday, July 31, 2023 3:21 PM
To: Staton, Rachel M <Rachel.Staton@cityofdenton.com>
Cc: Byrd, Carri R. <Carri.Byrd@cityofdenton.com>; Warren, Charla <Charla.Warren@cityofdenton.com>; Hartman, Cindy M <Cindy.Hartman@cityofdenton.com>; Manning, Lisa K. <Lisa.Manning@cityofdenton.com>
Subject: RE: CAP employee increases

Hi Rachel,

We are pending addt information from MissionSquare but please go ahead and process their missed payments as soon as possible.

Thanks!



MEMORANDUM

DATE: July 21, 2023
TO: Honorable Mayor and Members of the City Council
FROM: Megan Gilbreath, Interim Director of Human Resources
SUBJECT: Report of City Council Appointee, City Manager Sara Hensley

Background

City Council provided previous direction to hold a closed session and report from each Council appointee approximately every 6 months. There is a Closed Meeting Agenda Item on the August 1, 2023 City Council agenda to discuss the performance and contract of City Manager Sara Hensley.

ID 23-926. Deliberate and discuss the evaluation, duties, discipline, dismissal, compensation, and/or contract of the City Manager.

A closed session for the City Attorney will also be held on August 1. The Municipal Judge and Internal Auditor will be held on August 15.

Discussion

City Manager Sara Hensley was appointed on March 1, 2022. The purpose of this meeting will be for City Council to discuss City Manager Hensley's accomplishments and any updated contract terms and compensation.

To aid you in your discussions, I am also sending you the information below and attached in advance of the meeting.

1. A memo from the City Manager
2. Copy of her current employment agreement; and
3. Annual salary survey results for the position (completed and shared with Council each year in late summer/early fall).

Please let me know if you need anything else prior to your meeting.

OUR CORE VALUES

Integrity • Fiscal Responsibility • Inclusion • Transparency • Outstanding Customer Service

Attachment 1 –
Memo from the City Manager



MEMORANDUM

DATE: July 21, 2023
TO: Mayor Hudspeth and City Council Members
FROM: Sara Hensley, City Manager *S. Hensley*
SUBJECT: Annual Performance Review

Dear Mayor and Council,

Wow! What a year. I am so proud of our wonderful employees! The timeliness, quality of work, and expertise they bring to this City are second to none. This is evident by the outstanding work you will find on the following pages. Thank you, Mayor and Council, for your support, willingness to have tough conversations with each other, and your renewed focus on setting a vision for the future of this City. I am very fortunate to work alongside three talented leaders, Frank Dixon, Christine Taylor, and Cassey Ogden, as well as the very professional staff in the City Manager's Office. Their dedication to the work of the City is irreplaceable. Without them, I would be unable to successfully lead the organization. And, to our awesome directors who provide A+ level leadership within the various departments, I owe a huge thank you. They work tirelessly every day to meet the needs of this community.

As you know, employee development, support, and retention remain a high priority. Our hope is that by investing in our staff, we continue moving towards becoming the "employer of choice". To ensure that the organization's wages remain competitive with the salaries of other employers within the industry and geographical area, a compensation and classification study was completed, a final report was presented to Council in May 2023, and a new, more competitive compensation system was implemented in the summer of 2023.

Staff continues to produce high-quality services to the community through a commitment to local government best practices. For instance, Community Services successfully implemented the Rental Repair Grant Program. Guidelines were developed and approved by City Council on February 21. Staff worked with a software vendor to implement the program, which went live in May 2023.

We continue to build and strengthen connections with community partners, residents, and employees. In late 2022, the City entered into discussions with Texas Woman's University to increase capacity at the University's planned no-cost preschool. This concept was presented to the Council, with staff receiving direction to proceed in discussions and the development of a formal agreement where the City would fund capacity for 40 additional students over a 10-year period.

OUR CORE VALUES

Inclusion • Collaboration • Quality Service • Strategic Focus • Fiscal Responsibility

These are just a few examples of the over 100 initiatives in the City's newly acquired performance management software and the public-facing [dashboard](#) launched on March 7. I look forward to seeing what we can achieve together in the coming year!

Contents

Airport.....	4
Animal Services	5
Capital Projects, Engineering, and Public Works	6
City Manager’s Office and City Secretary’s Office	7
Community Services.....	8
Customer Service Accomplishments.....	9
Development Services	10
Denton Municipal Electric.....	11
Economic Development	12
Environmental Services and Sustainability Accomplishments.....	13
Facilities and Fleet.....	14
Finance	15
Fire	16
Human Resources	17
Library	18
Marketing and Communications.....	19
Parks and Recreation	20
Police.....	21
Solid Waste and Recycling	22
Technology Services.....	23
Water Utilities	24

Airport

Accomplishments

- Coordinated the pending FAA/TxDOT grant funding for the \$20M Runway Reconstruction Project to enhance the safety and long-term viability of the pavement.
- Completed Airport fee and land appraisals.
- Achieved a record-setting 2022 annual operations record.
- Finalizing lease management software transition
- Developed Airport Administrative Policy and Procedures Manual, which documents procedures for administrative tasks and work efforts to ensure future continuity of duties.
- Completed Airport Development Guide to provide parties with on-airport development guidelines.
- Coordinated with tenant and Legal to complete the assignment of a lease agreement involving 54% of the land leased at the Airport.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Utilized the American Association of Airport Executives for staff professional education and training opportunities.
- Foster Economic Opportunity and Affordability
 - Collaborated with Economic Development to attract new aviation-related development and businesses.
- Enhance Infrastructure and Mobility Priority
 - Initiated an Airport Master Plan Study to ensure the future strategic position of the airport.
 - Coordinated a \$20M Runway Reconstruction Project to ensure long-term viability and safety.

On the Horizon

- Complete Hangar Reversion Plan.
- Complete the Airport Master Plan Study to provide 20-year updated aviation operations forecasts and capital development priorities.
- Coordinate to analyze aviation-related business fees and strategies on future debt service and financial self-sufficiency, and the impact the Airport has on property and sales tax.
- Coordinate with TxDOT on the scheduling of the \$20M Runway Reconstruction Project and minimizing impacts to airport users.
- Coordinate with tenants and city attorneys to develop and implement a long-term consolidated Fixed Based Operator lease agreement to enhance development and annual revenues.

Animal Services

Accomplishments

- Fully implemented a new database, PetPoint
- Implemented new process and contract for Placement Partners.
- Provided no-cost vaccinations and dewormer to pets of residents at Our Daily Bread.
- Made multiple adjustments to animal housing resulting in decreased stress and reactivity, which lowers stress-related disease and improves opportunities for successful adoption.
- Collaborated with the Texas Humane Legislation Network to fully revise the City of Denton's Animal Ordinance, currently in final Legal review.
- Partnered with additional rescue groups to increase animal transfers and positive outcomes for animals; placed 200% more animals through transfer over the same period last year (67 last year from 10/1 – 6/1, 206 this year from 10/1 to 6/1).
- Facilitating better adoption matches with the implementation of new prospective adopter forms and customer engagement, which will reduce return adoption rates.
- ASO II Angel Linscott was awarded Animal Control Officer of the Year at the Texas Animal Control Association Conference.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Foster Economic Opportunity and Affordability
 - Continued to collaborate with Denton Animal Support Foundation (DASF) for reduced adoption fees.
 - Extended outreach services to those experiencing homelessness.
- Strengthen Community and Quality of Life
 - Expanded off-site adoption events.
 - Expanded community education events.
- Support Healthy and Safe Communities
 - Updated Ordinances aligned to best practices and industry standards.
 - Prioritized public safety when placing animals in an adoption program.

On the Horizon

- Continue to assist the Homeless Outreach Team (HOT) with no-cost spay/neutering for animals living in homeless encampments and shelters.
- Update the code of ordinances.
- Provide pet microchipping to the public at a nominal fee by hosting a clinic.

Capital Projects, Engineering, and Public Works

Accomplishments

- Completed the additional submission for the FEMA Community Rating System and improved the City rating from an 8 to a 5, saving residents 15% on flood insurance premiums.
- Successfully negotiated with TxDOT on the repair of pavement on Elm Street and Locust Street south of the square to Eagle Drive.
- Completed 2012-2014 Bond projects and ahead of schedule on 2019 Streets Bond package.
- Completed and closed out multiple large projects including Hickory Creek Phase 2, McKinney Phase 2, and McKinney/Mayhill Phase 2 and began construction on several large projects including Hickory Creek Phase 3, Mayhill Phase 2 and several I-35 utility relocations.
- Installed emergency preemption systems at all 131 signalized intersections throughout the City to improve emergency response time and minimize accidents involving emergency vehicles.
- In accordance with the Citywide Speed Study, installed 259 adjusted speed limit signs.
- Completed repairs and maintenance on City bridges in accordance with recommendations from the 2022 TxDOT Bridge Inventory, Inspection, and Appraisal Program (BRINSAP).
- Performed maintenance and repairs on North Lakes dam in accordance with recommendations from the TCEQ dam inspection.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Expanded staff capabilities and expertise via Certified Floodplain Manager and Project Management Professional (PMP) certifications.
 - Organized Project Management training for city employees with relevant job duties.
 - Responded to Winter Storm Mara by dispersing 957 tons of sand and utilizing plows with 24-hour staff support throughout the weeklong event to ensure roads were safe and passable.
- Foster Economic Opportunity and Affordability
 - Completed the additional submission for the FEMA Community Rating System (CRS) and improved the City rating from an 8 to a 5, saving residents 15% on flood insurance premiums.

On the Horizon

- Integrate recommended objectives from the Roadway Funding Strategy into work plan.
- Roadway Impact Fee Study.
- Complete phase 1 of Stormwater Master Plan and implement operational recommendations.
- Complete the Project Manager Manual.

City Manager's Office and City Secretary's Office

Accomplishments

- Partnered with Texas Woman's University to support 40 additional student seats at a new tuition-free Bezos Academy preschool
- Hired the City's first Chief Strategy Officer
- Launched the strategic plan public-facing dashboard in March 2023 to enhance transparency and accountability as well as show achievement towards council priorities and key focus areas through quarterly reporting.
- Organized and facilitated a Special Citizens' Bond Advisory Committee for a proposed November 2023 Bond Election.
- Monitored and assessed the impact on over 1,500 bills with potential impact on the City introduced in Texas' 88th Legislative Session, of which nearly 250 became law. Coordinated efforts with City Attorneys and departments to revise, update, and modify operations, policies, and/or ordinances to implement this record-breaking number of new bills impacting municipalities.
- Conducted the first utilities and customer service community-wide survey to determine a baseline for community members' satisfaction with city-provided utilities and customer service. Results of this survey showed residents greatly appreciate the value, quality, and reliability they receive in their utilities provided by the City, setting a high baseline for continuous quality improvement city-wide.
- Centralized and simplified the open records request process using a designated location, portal, email address, etc. for requests to be directed.
- Engaged a third-party vendor to conduct an operational assessment of the City Secretary's Office that focuses on processes, and resources, and will recommend opportunities to improve operations and services.
- Conducted an unplanned petition and special election process in addition to the annual municipal election in May 2023.
- Hired new City Secretary to streamline records keeping, election, and public meeting practices.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Collaborated with Human Resources to evaluate and review existing employee benefits health insurance plans and made recommendations to ensure the City remains an employer with impeccable benefits for its employees.
- Strengthen Community and Quality of Life
 - Coordinated with other cities to explore Comprehensive Service Delivery models.

On the Horizon

- Hire a Chief Communications Officer to develop and integrate strategic communications and public relations practices organization-wide.
- Continue implementation of strategic plan dashboard development to ensure transparent and accountable operations city-wide.
- Implement improvements to streamline and automate processes relating to board and commission management, agenda development, and open records.
- Customize the Board and Commission module within the Granicus system to manage board and commission agendas, membership, and appointments more effectively.
- Begin Developing Public Information Act and Legistar training programs for internal staff.

Community Services

Accomplishments

- Implemented rental repair grant programming in May 2023.
- Preserved safe, stable, and affordable housing for 24 households through the City of Denton's Home Repair Programs.
- Developed programming and administered \$13,188,000.00 in American Rescue Plan SLFRF R1 & R2 Funding for 31 projects and \$1.7 million (\$856,811 each to two nonprofit agencies up to 3 years) in American Rescue Plan HOME Funding for Tenet Based Rental Assistance (TBRA) prioritizing rent assistance for people experiencing homelessness.
- Development of ordinance and City Council approval of a new Aggressive Solicitation Ordinance supporting the City Council goal for a cleaner, safer, happier Downtown Denton.
- Completion of the Denton Community Food Center addition funded through CDBG to improve access to healthy foods for food-insecure households.
- Completed renovation of the Community Shelter at Loop 288 in December 2022, with grand opening and collocated services now provided in one location.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Foster Economic Opportunity and Affordability
 - Developed Affordable Housing Incentive Package and Implemented Small Home Communities Program.
 - Substantially completed GIS Mapping Tool that identifies Vacant land that matches priority for Stable Housing Markets (MVA), and Areas of Opportunity (HOA).
 - Created HUD 5-Year Consolidated Plan for Housing and Community Development.
 - Issued an RFP and presented to City Council regarding the development of a Transitional Housing Project to provide housing for people experiencing literal homelessness and living unsheltered as a part of the City's overall Housing Crisis Response System.
 - Completed Ambassador Program Development and RFP, with City Council budget consideration on July 18, 2023.

On the Horizon

- Execute on Housing Affordability Program Implementation providing Programs and Policy recommendations for Developer Incentive Package including Small Home Communities and Accessory Dwelling Units (ADUs) to present for City Council Approval.
- As a first goal for the Denton Nonprofit Collaborative, build out Findhelp.org in collaboration with the City of Denton, Denton County, and the City of Lewisville, This website will support integration into the City's existing website for easy accessibility and provides online referral opportunities to multiple community resources.
- Complete the City of Denton 2023-2027 Consolidated Plan for Housing and Community Development for submittal to HUD with the inclusion of goals for community development activities.
- Preserved safe, stable, affordable housing for at least 10 additional households through the Home Repair and Down-Payment Assistance Programs.
- Develop a Rental Registration Program to promote healthy, resilient, and safe neighborhoods conditional on City Council Budget Approval.
- Complete an update of Chapter 17 Denton Property Maintenance Code.

Customer Service Accomplishments

Accomplishments

- Deployed a simplified call menu and redesigned the Customer Service telephone system.
- Implemented a new outdoor kiosk including pay by text.
- Completed virtual teller kiosk implementation, increased adoption rates & expanded customer access to City Hall by providing remote access locations.
- Programmed and launched six new customer self-service forms.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Strengthen Community and Quality of Life
 - Implemented SilverBlaze customer portal, enabling a more empowered public with greater control over their utility accounts and utility consumption.

On the Horizon

- Complete Customer Relationship Management (CRM) & 311 implementations to bring customers a fully self-service mobile app for service requests, reporting issues, and receiving updates (Nov 2023)
- Upgrade the utility billing system to version 6.6.
- Complete SilverBlaze Customer Portal implementation, giving utility customers access to interval read data, usage alerts, and self-service account management.
- Implementation of new workforce management and quality assurance software packages.

Development Services

Accomplishments

- Created the Transportation Services Division, consolidating mobility functions to improve service delivery.
- Received the Richard R. Lillie Planning Excellence Award from the Texas Chapter of the American Planning Association, recognizing planning excellence in municipalities throughout the state.
- Completed 23 (9%) and currently implementing 150 (59%) action items of the 253 action items identified in the comprehensive plan.
- Completed six amendments to the Denton Development Code related to various items including parking, multifamily standards, outdoor storage, and more.
- Issued 675 new commercial and residential permits totaling over \$985 million in value year-to-date for FY22-23.
- Acquired 570 acres of land for a total of \$14.5 million.
- Obtained 73 easements related to capital and development projects for the City.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Adopted the Municipal Utility District policy with the goal to foster coordination between the City of Denton, Denton County, neighboring communities, and proposed MUDs.
- Strengthen Community and Quality of Life
 - City began the public engagement phases of the Northeast and Southeast area plans.
 - Created a development notification system that allows individuals to sign up for automatic notifications of upcoming development projects.
- Support Healthy and Safe Communities
 - Vision Zero Phase 1 was completed.
 - Created a restaurant GIS map to display active restaurants in Denton and provide real-time health scores.
 - In partnership with multiple departments, implemented the City's sign topper program to recognize and promote neighborhood unity following a successful pilot program in the Southeast Denton Neighborhood.

On the Horizon

- Complete the Southridge Historic Survey.
- Issue a request for qualifications for Development Review Engineering.
- Complete short-term rental public engagement and adopt amendments to the Development Code.
- Complete the Development Services fee study and include any changes in the FY23-24 budget.
- Redesign the Active Projects GIS map to improve the user experience and provide additional information to the public.
- Wayfinding sign updates are being printed, with installation planned for Q4 2023.
- Complete the Downtown Master Plan update.

Denton Municipal Electric

Accomplishments

- Earned the 2023 Tree Line USA Utility recognition from the Arbor Day Foundation.
- Earned the Smart Energy Provider (SEP) designation from the American Public Power Association.
- Made final arguments to the State Office of Administrative Hearings regarding our Transmission Cost of Service (TCOS) Full Rate Case. A decision is expected on August 8, 2023.
- Provided advocacy letters to Federal delegation, participated in conference calls with staff members for Senators Cornyn and Cruz, prepared talking points, and attended a meeting of the Dallas Builders Association regarding transformer supply chain concerns.
- Completed HPS to LED streetlight conversion as of June 30, 2023, which included over 9,000 fixtures across the city.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Enhance Infrastructure and Mobility
 - Received preliminary approval from USDOE for an Advanced Distribution Management System concept paper for potential grant funding.
 - Construction of the Hickory Gas-Insulated Substation is 50% complete and the project is on target to be energized in Summer 2024.
 - Completed the Locust to Hickory transmission line, which traverses the UNT Campus, in March 2023.
 - Completed all winter and spring regulatory submittals & passed all winter weather ERCOT inspections.

On the Horizon

- Update Denton Renewable Resource Plan following the adjournment of the Texas Legislature.
- Develop a Demand Response Program to reduce overall electric load during high-demand periods.
- Complete TCOS rate filing.
- Complete the winter weatherization project at Denton Energy Center.
- Complete required utility-wide winter weather emergency preparedness activities.
- Initiate a Value of Solar Study.

Economic Development

Accomplishments

- Created and seeded the Catalyst Fund as recommended by the Economic Development Strategic Plan to stimulate economic growth.
- Succeeded in advocating to the Texas State Legislature to authorize the City to participate in the Qualified Hotel Project Program to add an economic development tool to bring increased tourism and business conventions.
- Fully implemented a new reporting software to track progress on the Economic Development Strategic Plan, which is currently 52% complete.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Foster Economic Opportunity and Affordability
 - Invested \$75,000 into Downtown with Downtown Reinvestment Grant to support local businesses.
 - Renewed the City's contract with Hickory Rail Ventures to operate the City's Entrepreneurship program to create a startup-friendly environment.
- Strengthen Community and Quality of Life
 - Increased participation in partner events to network, learn, and discuss opportunities and concerns with local businesspeople.

On the Horizon

- Continue collaborating with the Planning Department on the Downtown Master Plan to ensure downtown continues to be a place of economic vitality.
- Work with property owners downtown to redevelop vacant and blighted structures.
- Facilitate the expansion of major employers and recruit new major employers to create more high-quality jobs and increased tax revenue.
- Explore expanding the TIRZ I Boundaries.
- PID in connection with Ambassador program.
- Restructure with the MSA.
- Complete Downtown Parking Assessment.

Environmental Services and Sustainability Accomplishments

Accomplishments

- Coordinated with customer cities to update their sewer use ordinances to match the City of Denton.
- Progressed the Climate Action and Adaptation Plan by completing the community survey and the actions and targets prioritization (estimated completion by Sept. 2023)
- Finalized the 2019 Greenhouse Gas Inventory and initiated the 2021 inventory.
- Completed the Greenspace Map and created a working group to finalize the Wildlife Corridor Map per the 2040 Comp Plan.
- Continued regional stormwater collaboration with NCTCOG, EPA, USACE, TAMU AgriLife, and Texas Water Research Institute.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Foster Economic Opportunity and Affordability
 - Worked closely with DME through GreenSense Energy Efficiency Rebate structure update and recommended repurposing certain funds to expand the program in FY2024.
- Promote Sustainability and the Environment
 - Worked across departments to initiate the creation of the Climate Action and Adaptation Plan.
 - Received the Outstanding Outreach Award and Arlo Ambassador Award from Air North Texas for the 2022 Ozone Season.
 - Cohosted Green Asset Management workshop (stormwater) at NCTCOG with 120 attendees.
 - Worked across departments on Electric fleet and infrastructure.

On the Horizon

- Finalize the Climate Action and Adaptation Plan.
- Partner with DWU to re-negotiate customer city agreement for wastewater services.
- Finalize the procurement of neighborhood air quality monitors and begin deployment.
- Finalize Wildlife Corridor Map per the 2040 Comp Plan.
- Update the Simply Sustainable Framework.
- Finalize the EV Fleet and Infrastructure plan.
- Partner with the Fleet and Facilities Department to develop and implement sustainable measures.

Facilities and Fleet

Accomplishments

- Collaborated with Internal Audit to complete three audits including pump station fuel usage, fuel credit card program, and City vehicle asset inventory. After the audit, the fleet team worked with Audit to ensure all recommendations have targeted goals for implementation.
- Facilities conducted a facilities condition assessment on all major real estate assets to ensure a robust maintenance program and target capital expenditure productively and efficiently.
- Fleet has implemented vehicle telematics on over 50% of all assets to ensure accurate reporting of mileage and user info for proper care and maintenance of each asset. This system also allows diagnostic codes to be read to provide the technical with more information, increasing the throughput of down vehicles to user departments.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Reorganized two internal service departments to provide better service to City departments.

On the Horizon

- Facilities Master Plan.
- Computerized Maintenance Management Software/System (CMMS) implementation.
- Automotive Service Excellence (ASE) Blue Seal of Excellence.
- Fleet expansion opening.
- Implementation of fleet audit recommendations.
- Develop service-level agreements with customers.
- Space standards and planning software.
- Partner with North Central Texas College Trades Program.

Finance

Accomplishments

- Held the City's first-ever vendor fair on June 30, 2023, to assist businesses maximize procurement opportunities by sharing information about processes, potential contract opportunities, how to do business with the city, and gain access to available business resources. This event was coordinated in partnership with the City of Denton, the North Texas Small Business Development Center, and the Denton Chamber of Commerce.
- Released the Art and Cultural Relief Grant in March 2023. The grant is funded by the American Rescue Plan Act State and Local Fiscal Recovery Funds (SLFRF) program and aims to support local artists, musicians, and cultural organizations to thrive beyond the pandemic. A total of \$273,265 was awarded to 21 individual applicants and \$208,460 to nine organizations, for a total of \$481,725 in awarded grant funds.
- Successfully implemented the Government Accounting Standard Board's (GASB) Statement 96, which guides the accounting and financial reporting for subscription-based information technology arrangements for government end users.
- Earned the GFOA's Distinguished Budget Presentation Award for FY 22-23. To earn the Distinguished Budget Presentation Award, the city's annual budget document must meet specific criteria, as well as serves as a policy tool, financial plan, and operating guide. The City of Denton has received the budget award for 35 years.
- Created a system to track the City's certified cash handlers, requiring all cash handlers, including supervisors, to attend training. In addition, the policy requires refresher training every three years after the first certification. The new tracking system maintains all certified staff members' original certification, signed Certificate of Responsibility, and projected dates for the refresher.
- Completed all debt reporting, as required by the State Comptroller. The City's efforts to make debt data readily available on its website are in line with standards for the Debt Obligation Transparency Star, obtained in 2021.
- Facilitated the 2023 General Obligation and Certificates of Obligation Bond Sale to support year four of the 2019 Bond Program and the Capital Improvement Plan's annual project list. This includes all ordinances and notices for the City's Financial Advisor to hold the competitive sale.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Finance implemented Accounts Payable automation through Scanman, promoting efficiency. This application is allowing more streamlined communication between Accounts Payable and departments regarding open payables.

On the Horizon

- Continue implementation of strategic plan dashboard development to ensure transparent and accountable operations city-wide.

Fire

Accomplishments

- Attained Accredited Agency status with the Commission on Fire Accreditation International (CFAI) for meeting the criteria established through the CFAI's voluntary self-assessment and accreditation program.
- Completed design and held groundbreaking for Fire Station 9 at the Denton Enterprise Airport.
- Fully staffed the Public Safety Blocker 3 unit in October 2022.
- Collaborated with UNT to partially fund a UNT-themed fire engine.
- Awarded a 2021 FEMA Staffing for Adequate Fire and Emergency Response grant to fully fund 12 firefighter positions for Station 9 for 3 years at no cost to the City of Denton (\$3.7 million).
- Added one Firefighter/Paramedic to the Homeless Outreach Team program.
- Successfully hosted, in partnership with Denton Fire Fighters Association Local 1291, a Fire Ops 101 program that allowed Denton City Council members, City Manager's Office, City Directors, NCTC Dean, and other state dignitaries and representatives to engage in real-life firefighting activities bringing awareness of the profession.
- Launched a Citizens Fire Academy to offer hands-on experiences to our community members.
- Hosted a full-scale disaster drill, directed by Denton Fire Department Emergency Management.
- Hired an Emergency Management Specialist.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Continuous improvement on Commission on Fire Accreditation International peer team recommendations.
 - Continue implementing objectives from the Denton Fire Department Strategic Plan.
- Support Healthy and Safe Communities
 - Train and deploy an additional Deputy Fire Marshal position, focused on inspections within the community.
 - Chief Kenneth Hedges received Chief Fire Officer designation by the Center for Public Safety Excellence in which only 1,775 fire officers internationally have received this credentialing.
 - Battalion Chief Megan Schuth received the designation of Fire Marshal by the Center for Public Safety Excellence. Less than 230 fire officers worldwide possess this designation.

On the Horizon

- Commence the process of accreditation through the Commission on Accreditation of Ambulance Services that is considered the gold standard in the Emergency Medical Transportation industry.
- Complete negotiations between the City of Denton and Denton Fire Fighters Association, IAFF Local 1291 to accomplish a Good Faith Bargaining contract to take effect on October 1, 2023.
- Develop and implement a tiered fire inspection process for existing occupancies. Collaborate and design a Public Safety Mobile Command Vehicle that will allow both Fire, Police, and Emergency Management to operate remotely on incidents.

Human Resources

Accomplishments

- Completed a citywide compensation and classification study.
- Developed an internal strategic plan for Diversity, Equity, and Inclusion initiatives in partnership with the Employee Diversity Committee and developed and issued the Commitment to Inclusion policy.
- Developed and implemented Paid Parental Leave policy and program.
- Implemented Origami, a new Risk Management Information System (RMIS).
- Completed solicitation and review process for dental, vision, flexible spending, and life and disability benefits.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative & Respectful Leadership
 - Continued to evaluate the city's health insurance plan.
 - Continued to explore, develop, and foster partnerships with Denton ISD.
 - Continued the work of developing and expanding health-focused programs for employees.
 - Refined employee training programs.
 - Developed a comprehensive performance review process.
 - Developed a Diversity, Equity, and Inclusion (DEI) strategy.
 - Updated the City of Denton Policies and Procedures.

On the Horizon

- Develop multi-year pro-forma and health plan design strategy to ensure the financial sustainability of the health fund.

Library

Accomplishments

- Collaborated with Parks & Recreation to install the StoryWalk along the walking path of Fred Moore Park in June 2023.
- Completed Texas State Library and Archives Commission (TSLAC) Annual Report for Public Libraries in April 2023. Received advance notice that the library has met all accreditation requirements and will receive official notice of accreditation in late July 2023.
- Created and published a digital dashboard of the Library Strategic Plan.
- Awarded the TML Texas Municipal Library Director's Association Achievement of Excellence in Libraries Award. Of the 542 public library systems across Texas, Denton is one of only 73 libraries to receive the award.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Recognized as a top-tier library system through TMLDA Achievement of Excellence in Libraries award and library staff being selected to serve on state-wide committees.

On the Horizon

- Offer credit card payment options at public copiers and public-use printers.
- Enhance and update World Language collections at all branches.
- Collaborate with Our Daily Bread to provide regular DPL2Go outreach services at the Loop 288 facility.

Marketing and Communications

Accomplishments

- Launched an intake process and form to create a streamlined one-stop-shop for departments to request marketing assistance, design work, and other communication-related services.
- Implemented targeted website navigation and information enhancements, specifically to our Parks and Recreation, downtown, and events pages, resulting in increased pageviews for this community-oriented content.
- Implemented high-value communications projects including the Quakertown 100th Anniversary signage redesigns, recruitment and benefits materials, and the design of Múzquiz/Denton Friendship City signage, and the rollout of the new City of Denton core values.
- Coordinated over 175 news media inquiries (an average of five separate inquiries per week), ensuring accurate information is provided to the community in a timely and transparent manner.
- Significantly increased followers to the City of Denton's main Facebook (an increase of over 1,700) and Instagram (an increase of over 1,900) pages.
- Received six awards from the Texas Association of Telecommunications Officers and Advisors, recognizing excellence in video programming produced by local government agencies from across Texas.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Support Healthy and Safe Communities
 - Reviewed and updated crisis communications protocols after the January 2023 winter storm.

On the Horizon

- Issue an RFP and hire a firm to develop an organizational mission and vision statement and conduct a comprehensive branding study.
- Implement a department liaison system to more efficiently identify and address communication needs and opportunities across the organization.
- Launch a comprehensive bond communications campaign centered around a potential 2023 bond election.

Parks and Recreation

Accomplishments

- Completed CAPRA Accreditation self-assessment and site visit.
- Updated Parks and Recreation Strategic Plan.
- Submitted \$15M in grant applications for park improvements.
- Expanded summer camps with three new locations in coordination with DISD increasing the program to offer an additional 100 spots for affordable summer childcare
- Opened the new E-Sports Game Room at Denia Recreation Center.
- Acquired approximately 345 acres of new land in 2023.
- Completed a Public Tree Inventory and planted 137 new trees throughout the park system.
- Placed 270 new trash and recycling receptacles in 23 parks, funded by an NCTCOG grant.
- Received multiple awards for outstanding projects, staff, and programming, including:
 - 2022 Outstanding Project of the Year
 - TRAPS State Parks Maintenance Rodeo – First Place
 - TRAPS Triple Play Marketing Award
 - Keep Denton Beautiful – Keep Texas Beautiful Gold Star Affiliate
 - Social Media Marketing – Golden Post Award Finalist
 - TAMIO – Triple Play Marketing – First Place
 - TAMIO – Senior Center E-Newsletter – Second Place
 - TAMIO – Senior Play Guide – Second Place
 - “TRAPS Young Prof Secretary” – Kelsey Stuart
 - Young Professional of the Year Award – Chris Escoto
 - Aging & Leisure Branch Chair – Nicole Brasher

Accomplishments Linked to Key Focus Areas and Council Priorities

- Strengthen Community and Quality of Life
 - Completed Pecan Creek Trail Master Plan and Briercliff Park Master Plan.
 - Enhanced Public Art, via the installation of the utility box art and “Serve” sculpture.
 - Completed the FM 2499 Green Ribbon median landscape project.
 - Completion of ADA Phase 1 park improvements.
 - Hosted memorialization events honoring Quakertown Park Centennial Anniversary.
 - Completed design for improvement to Cooper Creek located within Avondale Park.

On the Horizon

- Open the new Denton Tennis and Pickleball Center.
- Design of park enhancements at Denia Park.
- Design and construction of park enhancements at Joe Skiles Park.
- Expansion of the sprayground at Carl Young Sr. Park.
- McKenna Park “Adventure Park” installation.
- Expansion of Sequoia Park playground and installation of pavilion.
- Receive designation of “Lewisville Lake Paddling Trail” from TPWD.
- Begin construction on Eagle Creek Trail.

Police

Accomplishments

- Hired Chief of Police Doug Shoemaker.
- Achieved accreditation through the Texas Police Chiefs Association (TPCA) Law Enforcement Accreditation Program, which included completing proofs of over 175 standards of practice.
- Completed department wide Active Bystandership for Law Enforcement (ABLE) training.
- Began a department-wide cultural assessment program entitled “A Deeper Way” (ADW) which focuses on emotional intelligence, self-assessment, and development opportunities.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Provided ADW training and follow-up assessments to all police personnel assessments that measure emotional intelligence and personal development strategies.
 - Began a process for succession planning to include preparation for the next generation of supervisors at all levels within the agency.
 - Built internal systems for selection processes that maximize both career growth opportunities and fit for successful customer service outcomes.
- Strengthen Community and Quality of Life
 - Continued partnerships with other City of Denton departments to address challenges involving those who may be experiencing homelessness and mental health crises.
 - Worked with partners in the business community to strengthen crime prevention efforts and build a network of safety through partnerships.
 - Built sustainable relationships with various organizations, non-profits, and community groups to enhance trust-building efforts.
- Support Healthy and Safe Communities
 - Focused on high crash locations to reduce the number of crashes through both education and enforcement efforts.
 - Continued recruiting personnel who have a strong community policing-based philosophy and a desire to serve our community in the best way possible.
 - Focused on resiliency within personnel with the understanding that a positive team member experience drives a positive public experience.

On the Horizon

- Begin a full strategic planning process, considering options for better intelligence-led policing efforts, and incorporating technology-based platforms, an Assessment Center in promotional process, and departmental strategic re-branding.

Solid Waste and Recycling

Accomplishments

- Updated Chapter 24 of the Code of Ordinances (Solid Waste) to include the addition of a Comprehensive Diversion Article, with a Public Hearing and final approval on July 18, 2023.
- Reduced residential and commercial recycling contamination from 47% to 42% between FY 21-22 and FY 22-23.
- Increased the amount of material diverted from the landfill from 11% last year to approximately 16% (approximately 56,000 tons) this fiscal year.
- Contracted the Ready-For-Work partnership with Our Daily Bread (ODB) with a supervisor hired by ODB and trained by the department. Workers will begin reporting on site on July 18.
- Hosted the 2023 Solid Waste Association North America, Lone Star Chapter, (TxSWANA) Annual Road-E-O, April 21-22, where seven City employees placed. These employees will be eligible to participate in the national Road-E-O later this year in Colorado.
- Recognized at the 2023 TxSWANA conference for improvements to safety (accident and injury) records between FY 20-21 and FY 21-22. During this period, the number of incidents was reduced and the total number of lost days due to injury was reduced by 32.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Implemented Industry Best Practices, inclusive of input from the team, inclusive of the findings of the Comprehensive Solid Waste Management Strategy.
- Strengthen Community and Quality of Life
 - Expanded opportunities to divert additional materials through the Home Chemical Collection Facility.
 - Reduced of recycling contamination through field audits and targeted education and outreach.
- Promote Sustainability and the Environment
 - Optimized residential and commercial collections to reduce vehicle miles driven and fuel consumed.

On the Horizon

- Re-bid Landfill Gas-to-Energy project.
- Initiate rebuild of a new scalehouse and scales to improve customer service and accommodate increased landfill traffic
- Initiation of commercial organics diversion pilot (valet service area).
- Initiation of plastic film diversion opportunity in conjunction with the Home Chemical Collection drop-off program.
- Initiation of styrofoam diversion opportunity in conjunction with the Home Chemical Collection drop-off program.
- Begin the design and permit preparation for the proposed Westside Transfer Station.

Technology Services

Accomplishments

- Began implementing Year 1 Initiatives in the five-year technology strategic plan encompassing service management improvements and software modernization efforts.
- Completed Enterprise Asset Management Consolidation system needs assessment.
- Installed a new IT Service Management department system to track and organize technology assets and service requests.
- Completed Computer Aided Dispatch/Records Management System (CAD/RMS) Needs Assessment for Public Safety.
- Implemented and revamped the Fiber team into an IT Communications service function to support fiber, radio, and field tech communications.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Initiated an IT Express Walk-Up service window at City Hall East to provide easier and more flexible access for staff IT assistance.

On the Horizon

- Modernizing software via a Land Management Needs Assessment, followed by new software selection and implementation.
- Modernizing software via new CAD/RMS system selection and implementation.
- Initiate an information security program.

Water Utilities

Accomplishments

- Improved wastewater cleaning process, increasing YTD by 25% to 718,937 feet of cleaned line.
- Increased manhole inspections and decreased staff time per inspection by integrating systems and streamlining work process.
- Completed the Hickory Creek Detention Facility, West Peak Flow Pump Station, Hickory Creek Lift Station, and Townsend Green Lift Station projects
- Construction underway to upgrade all eight aeration basins and filters to provide more efficient operation and capacity.
- Began required sampling of customer cities, resulting in accurate billing for surcharge of Biochemical Oxygen Demand (BOD), Total Suspended Solids (TSS), and Nitrate (N).
- Completed Robson and Clear Creek Texas Pollutant Discharge Elimination System (TPDES) permit issuance/renewals.
- Applied for and awaiting acceptance into TCEQ's Sanitary Sewer Overflow (SSO) initiative.
- Beneficial Reuse program becomes self-sustaining as compost sales and tipping fees offset operating costs.
- Began recycling overs into brush pile resulting in a zero-waste operation.
- Three staff received TCEQ certification to instruct approved certification courses for staff.

Accomplishments Linked to Key Focus Areas and Council Priorities

- Pursue Organizational Excellence and Collaborative and Respectful Leadership
 - Earned 2nd place (Lake Lewisville) and 3rd place (Ray Roberts) for best-tasting drinking water at the 2023 Texas American Water Works Association drinking water conference.
- Foster Economic Opportunity and Affordability
- Strengthen Community and Quality of Life
 - Ray Roberts Water Treatment Plant and Lake Lewisville Water Treatment Plant treated and distributed 8.5 billion gallons of safe, clean drinking water.
- Support Healthy and Safe Communities
 - Decreased corrective/repair work on the water and sewer system infrastructure by implementing effective preventative maintenance processes.
- Enhance Infrastructure and Mobility and Promote Sustainability and the Environment
 - Completed the Southwest Booster Station Storage Tank internal and external coating project.

On the Horizon

- Complete condition assessment projects on Lift stations and Transmission mains.
- Complete Automatic Metering Infrastructure proof of concept project.
- Start Construction of the Ray Roberts Treatment Facility Capacity Re-Rate Project.
- Kick-off PCWRF Headworks and Capacity Expansion
- The One Water Masterplan, which will include a conservation plan.

Attachment 2 –
Current Employment Agreement

22-498
ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF DENTON APPOINTING A CITY MANAGER; AUTHORIZING THE MAYOR TO EXECUTE AN EMPLOYMENT AGREEMENT SETTING THE COMPENSATION AND TERMS FOR THE CITY MANAGER; PROVIDING FOR THE EXPENDITURE OF FUNDS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Council desires to employ Sara Hensley as the City Manager, and Sara Hensley desires to accept employment with the City of Denton as the City Manager; and

WHEREAS, the City Council finds that the appointment of Sara Hensley as the City Manager and that approval of the attached Employment Agreement are in the best interest of the City of Denton; NOW, THEREFORE:

THE COUNCIL OF THE CITY OF DENTON HEREBY ORDAINS:

SECTION 1. The findings and recitations contained in the preamble of this ordinance are incorporated into the body of this ordinance.

SECTION 2. The City Council hereby approves the appointment of Sara Hensley as City Manager for the City of Denton.

SECTION 3. The City Council hereby authorizes the Mayor to execute an Employment Agreement setting forth the compensation and terms for the City Manager on behalf of the City.

SECTION 4. The City expenditures provided for in the Agreement are hereby authorized.

SECTION 5. This ordinance shall become effective immediately upon its passage and approval.

The motion to approve this ordinance was made by Paul Meltzer and seconded by Alison McGuire, the ordinance was passed and approved by the following vote [7 - 0]:

	<u>Aye</u>	<u>Nay</u>	<u>Abstain</u>	<u>Absent</u>
Gerard Hudspeth, Mayor:	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>
Vicki Byrd, District 1:	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>
Brian Beck, District 2:	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>
Jesse Davis, District 3:	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>
Alison Maguire, District 4:	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>
Deb Armintor, At Large Place 5:	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>
Paul Meltzer, At Large Place 6:	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>

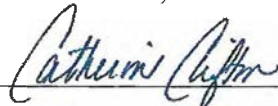
PASSED AND APPROVED this the 1st day of March, 2022.


 GERARD HUDSPETH, MAYOR

ATTEST:
 ROSA RIOS, CITY SECRETARY

BY: 

APPROVED AS TO LEGAL FORM:
 MACK REINWAND, CITY ATTORNEY

BY: 



Employment Agreement

Table of Contents

Section 1: Term.....	1
Section 2: Duties	1
Section 3: Compensation.....	1
Section 4: Health, Disability, and Life Insurance and Other Benefits	1
Section 5: Vacation, Sick, and Military Leave.....	2
Section 6: Automobile	2
Section 7: Retirement	2
Section 8. General Business Expenses.....	3
Section 9. Involuntary Termination.....	4
Section 10. Severance	5
Section 11. Resignation	6
Section 12. Hours of Work.....	6
Section 13. Ethical Commitments	7
Section 14. Outside Activities.....	7
Section 15: Indemnification.....	8
Section 16: Bonding.....	8
Section 17: Other Terms and Conditions of Employment.....	8
Section 18: General Provisions.....	8
Section 19. Performance Evaluation.....	9

Employment Agreement

This Employment Agreement (this "Agreement"), made and entered into this the ____ of _____, 2022 (the "Effective Date"), by and between the City of Denton, a Texas municipal corporation (hereinafter called "Employer"), and Sara Hensley (hereinafter called "Employee"), both of whom understand and agree as follows:

Section 1: Term

This Agreement shall remain in full force and effect from the Effective Date until terminated by the Employer or Employee as provided in this Agreement.

Section 2: Duties

- A. Employer employs the Employee as City Manager to perform the duties specified in the City of Denton Charter ("Charter") and City of Denton Code of Ordinances ("Ordinances") and the job description, and to perform other legally permissible and proper duties and functions of the position.
- B. All duties assigned to the Employee by the governing body shall be appropriate to and consistent with the professional role and responsibility of the Employee.

Section 3: Compensation

- A. Base Salary: Employer agrees to pay Employee an annual base salary of Two Hundred Seventy-Five Thousand and no/100 Dollars (\$275,000.00) and as set year to year by the City Council in the future, payable in installments at the same time that the other employees of the Employer are paid.
- B. This Agreement shall be automatically amended to reflect any salary increases that are provided or required by the Employer's compensation policies to include all salary increases on the same basis as applied to (a) other Council appointees, and (b) cost of living adjustments to full-time non-civil service employees.
- C. In addition, consideration shall be given on an annual basis to an increase in compensation.

Section 4: Health, Disability, and Life Insurance and Other Benefits

- A. The Employer agrees to make available medical, vision, dental and other benefits and working conditions for the Employee and his/her dependents on the same basis as which such benefits are made available to other full-time employees of the City of Denton, in addition to any benefits specifically enumerated in this Agreement for the benefit of Employee.
- B. The Employer agrees to provide term life insurance for the Employee on the same basis of base salary percentage as it provides to other City directors and above. The Employee can name the beneficiary of the life insurance policy.

Section 5: Vacation, Sick, and Military Leave

Employee shall accrue sick leave and vacation leave on an annual basis, at a minimum, at the same rate as other regular full-time non-civil service employees of the City of Denton, except that Employee will receive an additional 40 hours of paid vacation leave. There shall be no cap on accruals of either sick leave or vacation leave, and all accrued, unused vacation leave and sick leave shall be paid to Employee at Employee's then-current rate upon separation or retirement. The Employee shall be entitled to military reserve leave time pursuant to applicable law and policy.

Section 6: Automobile

The Employer agrees to pay to the Employee, during the term of this Agreement and in addition to other salary and benefits herein provided, the sum of Seven Thousand Two Hundred Dollars (\$7,200) per year, payable monthly, as a vehicle allowance to be used to purchase, lease, or own, operate and maintain a vehicle. The Employee shall be responsible for paying for liability, property damage, and comprehensive insurance coverage upon such vehicle and shall further be responsible for all expenses attendant to the purchase, operation, maintenance, repair, and regular replacement of said vehicle. The Employer shall reimburse the Employee at the IRS standard mileage rate for any business use of the vehicle beyond the greater DFW area. For purposes of this Section, use of the car beyond the greater DFW area is defined as travel to locations outside a fifty (50) mile radius of the City of Denton limits.

Section 7: Retirement

Employee will continue enrollment in the Texas Municipal Retirement System ("TMRS"). Employer agrees to make all TMRS contributions on the Employee's behalf, including the amount normally deducted from the wages of an employee as well as the Employer's share.

In addition to the base salary paid by the Employer to Employee and the amount paid to TMRS on behalf of Employee, Employer agrees to pay an amount (consistent with the IRS regulations) as determined by the Employer, but equal to at least six percent (6%) of Employee's base salary into a retirement plan offered by the City of Denton and designated by the Employee on the Employee's behalf. From time to time, at the Employer's sole discretion as it deems necessary and appropriate (consistent with IRS regulations), the Employer may increase the amount paid into a retirement plan offered by the City. However, if six percent (6%) exceeds the allowable contribution for the Employee under law, the Employer shall contribute an amount that is equal to maximum contribution under law and the remainder shall be paid to the Employee in a lump sum as taxable compensation. The Employer shall adopt a qualified 401(a) defined contribution plan for the Employee. The 401(a) plan shall be established as an employer-paid plan with contributions by the Employer. The 401(a) plan shall be established under a written plan document that meets the requirements of the IRS Code and such document is hereby incorporated herein by reference. The funds for the 401(a) plan shall be invested in such investment vehicles as are allowable under the IRS Code and the Employee shall make the sole determination as to how the funds are invested.

Employee may participate in the 457 deferred compensation plan to the same extent as all other employees.

If Employee retires pursuant to a qualified retirement plan, Employee shall be permitted to continue to participate in the City's health insurance plan on the same basis as other retirees from the City are permitted to do so, or, if such other retirees are not permitted to do so, at the cost of Employee.

Section 8. General Business Expenses

- A. Employer agrees to budget and pay for professional dues and subscriptions of the Employee necessary for continuation and full participation in national, regional, state, and local associations, groups, organizations, and committees necessary and desirable for the Employee's continued professional participation, growth, and advancement, and for the good of the Employer. Employer further agrees to pay reasonable expenses associated with participation at the functions of such organizations.

- B. Employer also agrees to budget and pay for distance learning programs and travel and subsistence expenses of Employee for short courses, institutes, and seminars that are necessary for the Employee's professional development and for the good of the Employer.
- C. Employer recognizes that certain expenses of a non-personal but job-related nature will be incurred by Employee, and agrees to reimburse or to pay for those general expenses. These expenses may include meals where Employer business is being discussed or conducted and participation in social events of various organizations when representing the Employer. These expenditures are subject to annual budget constraints as well as state and Employer ethics and purchasing policies. The finance director is authorized to disburse moneys to pay these expenses as a per-diem amount in accordance with GSA rates or upon receipt of duly executed expense or petty cash vouchers, receipts, statements or personal affidavits.
- D. The Employer acknowledges the value of having Employee participate and be directly involved in local civic clubs or organizations. Accordingly, Employer shall pay for the reasonable membership fees and/or dues to enable the Employee to become an active member in local civic clubs or organizations.
- E. The Employer shall provide the Employee with all equipment customary and necessary for performance of his or her employment, including computer, internet service, and mobile telephone, at the sole cost and expense of the City. Except for *de minimis* use, Employee may use the equipment only as provided by Employer's applicable policies.

Section 9. Involuntary Termination

- A. For the purpose of this Agreement, involuntary termination shall occur when:
 - 1. The majority of the governing body votes to terminate the Employee at a properly posted and duly authorized meeting of the governing body.
 - 2. If the Employer, citizens or legislature acts to amend any provisions of the Charter pertaining to the role, powers, duties, authority, responsibilities of the Employee's position that substantially changes the form of government or the duties of the Employee, the Employee shall have the right to declare that such amendments constitute involuntary termination.
 - 3. If the Employer reduces the base salary, compensation or any other financial benefit of the Employee, unless it is applied in no greater percentage than the

average reduction of all employees, such action shall constitute a breach of this Agreement and will be regarded as a termination.

4. If the Employee resigns at the request of the Employer, whether formal or informal, then the Employee may declare an involuntary termination as of the date of the request.
- B. The Employer may terminate the Employee with or without good cause, at any time.
- C. For purposes of this Agreement the term "good cause" is defined as follows:
1. Conviction of a felony; or
 2. Knowingly falsifying records or documents related to the Employer's activities.

Section 10. Severance

Employer must pay severance as described below to the Employee when employment is involuntarily terminated without good cause.

- A. Employer shall provide a minimum severance payment equal to all amounts then due and owing to the Employee, plus twelve (12) months' salary at the then-current rate of pay, less customary payroll deductions. This severance shall be paid in a lump sum or in a continuation of salary on the existing biweekly basis, at the Employee's option.
- B. The Employee shall also be compensated for all accrued vacation leave and sick leave.
- C. If Employee elects to receive severance in a continuation of salary, insurance and other benefits set forth in Section 4, leave accruals set forth in Section 5, contribution to retirement in accordance with Section 7 shall continue for the same period that salary is continued.
- D. If Employee elects to receive severance in a lump sum, the Employer agrees to make a contribution to the Employee's deferred compensation account on the value of this compensation calculated using the then current annual salary of Employee at the date of termination divided by two thousand and eighty (2080) hours. If the amount of the contribution under this Section exceeds the limit under the Internal Revenue Code for a contribution to the Deferred Compensation plan, the remainder shall be paid to the Employee in a lump sum as taxable compensation.

- E. If Employee elects to receive severance in a lump sum, for a minimum period of one year following termination, the Employer shall pay the cost to continue the following benefits:
1. Insurance and other benefits for the employee and all dependents as provided in Section 4, after which time, Employee will be provided access to health insurance pursuant to the Consolidated Omnibus Budget Reconciliation Act ("COBRA") or, if employee is eligible, as a retiree.
 2. Any other available benefits to which the Employee is entitled under this Agreement.
- F. If the Employee is terminated for good cause, then the Employer is not obligated to pay severance under this section but may be required to recognize and pay benefits that have vested and to which Employee is entitled under the Employer's personnel policies, state law or federal law.

Section 11. Resignation

Nothing in this Agreement shall prevent, limit or interfere with the right of the Employee to resign at any time. In the event the Employee desires to resign employment, the Employee shall give written notice to the Employer at least thirty (30) days prior to separation. The Employer shall have no obligation to pay Employee any further compensation after the expiration of the notice period. Upon the effective date of resignation, the Employer shall pay to the Employee all accrued vacation leave and other leave to which Employee is entitled under this Agreement or to which the City Attorney or any senior executive would be entitled if the City Attorney or other senior executive resigned. Failure to give the required thirty-day notice constitutes a waiver and forfeiture of pay for all accrued vacation leave and other leave.

Section 12. Hours of Work

The Employee acknowledges the proper performance of the duties of the Employee will require the Employee to generally observe normal business hours and will also often require the performance of necessary services outside of normal business hours, and to that end Employee shall be allowed to establish an appropriate work schedule. The Employee agrees to devote such time as is necessary for the full and proper performance of the Employee's duties and that the compensation herein provided includes compensation for the performance of all such services. However, the Employer intends that reasonable time off be permitted the Employee, such as is customary for exempt employees so long as the time off does not interfere with the normal conduct of the office of the Employee.

The Employee will devote full time and effort to the performance of the Employee's duties, and shall remain in the exclusive employ of the Employer during the term of this Agreement; provided that, with the prior consent of the Employer, the Employee may accept temporary, outside professional employment which will not in any way interfere with the performance of, or the Employee's availability for the performance of, the Employee's duties hereunder. The term "outside professional employment" means professional services provided to third parties for which the Employee is compensated and which are performed on the Employee's time off. The Employer encourages the Employee to accept invitations to speaking engagements, writing or other opportunities to communicate with the community, to make use of and share data and information with relevant persons and groups, and encourages the Employee to participate in pertinent seminars, groups, associations and organizations, as well as in informational meetings with those individuals whose particular skills, expertise, or backgrounds would serve to improve the capacity of the Employee to perform the Employee's Duties.

Section 13. Ethical Commitments

Employee shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fundraising activities for individuals seeking or holding elected office in the governing body, nor seek or accept any personal enrichment or profit derived from confidential information, or holding office, or misuse of public time. Employer shall support Employee in keeping these commitments by refraining from any order, direction or request that would require Employee to undertake any of the aforementioned activities. Specifically, neither the governing body nor any individual member thereof shall request Employee to endorse any candidate, make any financial contribution, sign or circulate any petition, or participate in any fund-raising activity for individuals seeking or holding elected office, nor to handle any matter involving personnel on a basis other than fairness, impartiality and merit.

Section 14. Outside Activities

The employment provided for by this Agreement shall be the Employee's primary employment. Recognizing that certain outside consulting or teaching opportunities provide indirect benefits to the Employer and the community, the Employee may elect to accept limited teaching, consulting or other business opportunities with the understanding that such arrangements must neither constitute interference with nor a conflict of interest with the Employee's responsibilities under this Agreement. Any outside consulting or business opportunities shall be subject to prior approval by the Employer.

Section 15: Indemnification

Employer shall provide legal defense and indemnification to Employee in accordance with Chapter 2, Article VIII, of the City of Denton Code of Ordinances, as amended.

Section 16: Bonding

Employer shall bear the full cost of any fidelity or other bonds required of the Employee under any law or ordinance.

Section 17: Other Terms and Conditions of Employment

The Employer, upon agreement with Employee, may fix other terms and conditions of employment, as it may determine from time to time, provided such terms and conditions are not inconsistent with or in conflict with any provisions of law.

Employer has appropriated, set aside, and encumbered, and does hereby agree to budget and appropriate, set aside, and encumber, available and unappropriated funds of the municipality in an amount sufficient to fund and pay all financial obligations of Employer pursuant to this Agreement, including but not limited to the severance, indemnification, and other benefits set forth in this Agreement.

Section 18: General Provisions


- A. Merger. This written Agreement contains all the terms and conditions agreed upon by the parties, and no other agreement, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind either of the parties, or to vary any of the terms contained in this Agreement.
- B. Amendments. The Employer and Employee by mutual written agreement may amend this Agreement. Such amendments shall be incorporated into and made a part of this Agreement.
- C. Assignment. This Agreement may not be assigned by either party without the written consent of the other party.
- D. Severability. If this Agreement contains any unlawful provision not an essential part of this Agreement and which shall not appear to have been a controlling or material inducement to the making of this Agreement, the unlawful provision shall be

deemed of no effect and shall, upon agreement by the parties, be deemed stricken from this Agreement without affecting the binding force of the remainder.

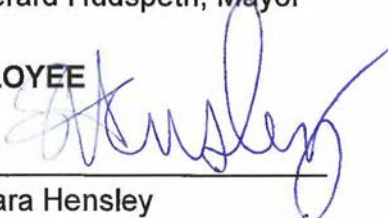
Section 19. Performance Evaluation

- A. Employer should annually review the performance of the Employee during the time set aside each year for the performance review of other Council appointees subject to a process, form, criteria, and format for the evaluation which shall be mutually agreed upon by the Employer and Employee. Annually, the Employer and the Employee shall define such goals and performance objectives which they determine necessary for the proper operation of the Employer's organization in the attainment of the Employer's policy objectives, and the Employer and the Employee shall further establish a relative priority among those various goals and objectives to be reduced to writing. The annual performance reviews and evaluations shall be reasonably related to the Employee's written job description and shall be based, in whole or in part, on goals for the Employee's performance that are jointly developed and adopted by the Employer and the Employee.
- B. Unless the Employee expressly requests otherwise in writing, the evaluation of the Employee shall at all times be conducted in executive session of the governing body, unless Employee requests that the evaluation be open, and shall be considered confidential to the extent permitted by law. Nothing herein shall prohibit the Employer or Employee from sharing the content of the Employee's evaluation with their respective legal counsel.
- C. In the event the Employer determines that the evaluation instrument, format and/or procedure are to be modified by the Employer, such modifications shall be adopted by the Employer at least 9 months before being used to evaluate the Employee's performance.

CITY OF DENTON

By: 
Gerard Hudspeth, Mayor

EMPLOYEE

By: 
Sara Hensley

Attachment 3 –
Annual Salary Survey Results



City of Denton
City Manager
 2023 Compensation Survey

City	FY 22/23 General Fund Operating Budget	FY 22/23 Total Operating Budget	Population	City Operated Utilities	Salary	Car Allowance	Salary and Car Allowance	City Funded Deferred Compensation/ TMRS	Salary + Car Allowance + Deferred Compensation/ TMRS	Amount of Yearly Vacation/Admin Leave Granted	Date of Hire or Appointment	Term of Contract (i.e. 1, 2, 3 years)	When was Effective Date of Last Increase?	Expected Pay Increase during FY 22/23?	Comments
Arlington	\$247,611,855	\$539,269,218	365,438	Water Utilities, Storm Water Utilities, and Aviation, Solid Waste contracted out	\$378,668	\$6,000	\$384,668	\$30,293	\$414,961	160 vacation hours	3/19/2012	Indefinite	4/3/2023	TBD	
Carrollton	\$179,318,933.00	\$337,649,890.00	139,248	Water utilities, Wastewater, Solid Waste contracted out	\$295,955.00	N/A	\$295,955.00	Amount not Provided	\$295,955.00	120 vacation hours	1/13/2017	Indefinite	9/24/2022	TBD	457 Plan: 2.35% city match with minimum employee contribution of 4.65% TMRS: 2:1 City match with employee contribution of 7%
Dallas	\$4,505,107,151	\$959,209,763	\$1,382,270	Water	\$423,247	\$8,400	\$431,647	\$18,000	\$449,647	Amount not Provided	2/1/2017	Indefinite	10/1/2022	3%	
Farmers Branch	\$77,631,010	\$95,977,865	36,442	Water and Solid Waste	\$218,000	\$7,200	\$225,200	Amount not Provided	\$225,200	120 vacation hours	12/3/2022	6 years	N/A	TBD	Cell Allowance \$80 per month.
Flower Mound	\$83,276,740	\$194,245,707	79,390	Water and Wastewater	\$225,763	\$8,400	\$234,163	\$36,891	\$271,055	80 vacation hours	1/3/2022	Indefinite	1/8/2023	TBD	Also receives \$130/mo. for cell phone allowance.
Fort Worth	\$915,340,881	\$2,304,123,493	961,885	Water, WasteWater, Electric and Natural Gas, & Solid Waste	\$398,127	\$7,200	\$405,327	Amount not Provided	\$405,327	120 vacation hours & 8 hours personal holiday	6/30/2014	Indefinite	1/1/2020	TBD	
Frisco	\$182,625,987	\$586,026,158	202,666	All utilities contracted out; maintain Utility Lines and Water Tower Maintenance	\$296,400	\$15,600	\$312,000	\$10,000	\$322,000	160 vacation hours & 720 personal hours	8/2/2022	N/A	8/2/2022	TBD	Also received a performance bonus of \$12,000 and lump sum performance merit \$21,605.31
Garland	\$214,100,000	\$966,500,000	247,590	Water, WasteWater, Solid Waste, & Electric	\$315,016	\$9,600	\$324,616	\$15,000	\$349,216	160 vacation hours	1/4/2021	3 years	5/1/2023	TBD	New in position, Hired on 01/04/2021, became CM effective 01/14/2023
Grand Prairie	\$172,425,254	\$470,870,285	199,395	Water, Wastewater, Solid Waste, & Airport	\$297,413	\$12,080	\$309,493	Amount not Provided	\$309,493	96 vacation hours	3/1/1999	9/30/2020	10/24/2019	FY 19/20 = 3% increase, FY 20/21 = 0% increase, lump sum given in May 2021, FY 21/22 = not yet determined	Cell \$1,200; 7% reimbursement TMRS & 6% 401(a)
Irving	\$232,864,119	\$687,948,143.000	242,410	Water and Solid Waste	\$304,918	N/A	\$304,918	\$20,000	\$324,918	160 vacation hours	8/4/2014	N/A	5/1/2023	TBD	Received, in addition to base salary increase
Lewisville	\$142,383,695	\$260,663,837	114,170	Water and Wastewater	\$280,000	\$6,000	\$286,000	\$10,762	\$296,762	20 vacation days/ 15 sick days	01/01/2022	1 year	4/12/2023	\$19,260	Deferred compensation is 3.76% of base match for all employees who give at least 4% to 457 as offset for social security. \$19,260 into 401a in Spetember 2023.
McKinney	\$190,637,228	\$652,020,868	206,654	Water, Wastewater, Drainage, & Airport; Solid Waste contracted out	\$321,000	\$11,100	\$332,100	\$22,000	\$354,100	120 vacation hours	8/1/2016	Indefinite	10/1/2022	TBD	Deferred compensation is a 457 plan
Mesquite	\$146,442,270	\$317,020,577	150,184	Water, Wastewater, Drainage, & Solid Waste	\$284,996	\$12,000	\$296,996	\$15,000	\$311,996	160 vacation hours	10/01/2015	2 years	1/1/2023	TBD	Deferred compensation is a 457 plan
Plano	\$332,189,526	\$675,881,604	292,066	Water, Wastewater, Drainage, & Solid Waste	\$319,218	\$12,000	\$331,218	\$22,345	\$353,563	120 vacation hours	5/1/2019	3 years	9/26/2022	TBD	\$22,345.26 TMRS ee contribution paid by the City of Plano. \$15,000 paid to 457 deferred comp.
Richardson	\$163,208,611	\$354,486,879	119,469	Water and Wastewater	\$286,200	Leased Car Provided	\$286,200	\$15,025	\$301,225	160 vacation hours	3/1/2022	Indefinite	10/9/2022	TBD	The City reimburses the CM for the employee contribution for TMRS & for medical premiums.
Average					\$309,661		\$317,367	*Deferred Compensation not provided for all positions so comparisons reflected would not be accurate							
Comparators	(Carrollton, Grand Prairie, Lewisville, Mesquite, and Richardson)				\$288,913		\$294,929								
Denton	\$182,852,847	\$1,866,323,186**	150,624	Water, Wastewater, Solid Waste, Electric, & Airport	\$286,000	\$7,200	\$293,200	\$39,328	\$332,528	160 hours	Date of Appointment: 3/5/2022	5	10/1/2022	TBD	paying employee portion of TMRS - 7% and 6% of base pay for deferred compensation

TBD = To Be Determined
 7/20/2023 - 9:27 AM



MEMORANDUM

DATE: September 13, 2023

TO: Sara Hensley, City Manager

FROM: Sarah Kuechler, Director of Human Resources
Megan Gilbreath, Deputy Director of Human Resources

SUBJECT: Notice of Contractual Update

Pursuant to the compensation provision of your appointment contract, the contract is automatically amended to reflect any salary increases that are provided or required by the Employer's compensation policies to include all salary increases on the same basis as applied to (a) other Council appointees, and (b) cost of living adjustments to full-time non-civil service employees.

As discussed and approved by City Council on May 16, 2023, this is acknowledgement that a 3% cost-of-living increase was effective on July 8, 2023, and your salary beginning on that date is two hundred ninety-four thousand, five hundred and eighty dollars (\$294,580). Payment for the cost-of-living adjustment of 3% from July 8, 2023 to July 21, 2023 was processed separately and included on the August 4, 2023 paycheck.

As discussed and approved by City Council on August 1, 2023, a merit increase of 3% will be implemented on October 1, 2023, and your salary beginning on that date will be three hundred and three thousand, four hundred and seventeen dollars and forty cents (\$303,417.40).

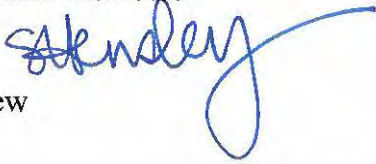
Please let me know if you have any questions.

OUR CORE VALUES

Inclusion • Collaboration • Quality Service • Strategic Focus • Fiscal Responsibility



MEMORANDUM

DATE: March 10, 2023
TO: Mayor Hudspeth and City Council Members
FROM: Sara Hensley, City Manager 
SUBJECT: Six-Month Performance Review

Dear Mayor and Council,

The purpose of this memo is to share with Council the last six months' accomplishments. Included is a list of City departments' achievements and a glimpse into future goals and initiatives. These achievements have set a standard of excellence that we continue to improve upon year after year. None of this would be possible without Council's unwavering support allowing us to move Denton forward into new and exciting opportunities.

I am pleased with the work we have accomplished within our organization and in the community. While there have been challenges, the accomplishments achieved certainly made the journey very rewarding. I cannot say enough about the hard and exemplary work of our team that consistently delivers results. It is second to none. Like many other communities, Denton has been shaped by a variety of collective challenges including inflation, supply chain issues that have increased prices and slowed delivery times, personnel shortages, and inclement weather. However, amidst these challenges, City staff continues to be resilient, creative and determined to provide our residents, business community, and visitors with the highest quality services.

Without a doubt, there is no place to live, work, learn, and play like Denton!

OUR CORE VALUES

Inclusion • Collaboration • Quality Service • Strategic Focus • Fiscal Responsibility

Table of Contents

Airport.....	2
Animal Services	3
Capital Projects/Engineering/Public Works	4
City Manager’s Office/City Secretary’s Office.....	5
Community Services.....	6
Customer Service	7
Denton Municipal Electric.....	8
Development Services	9
Economic Development	10
Environmental Services & Sustainability	11
Facilities/Fleet.....	12
Finance	13
Fire	14
Human Resources	15
Library	16
Marketing & Communications	17
Parks & Recreation.....	18
Police.....	19
Solid Waste & Recycling.....	20
Technology Services.....	21
Water Utilities	22

Airport

Six Month Accomplishments

- Began the Airport Master Plan process to provide a 20-year capital development program to meet forecasted aviation demands.
- Completed Airport Fee and Land Appraisals to identify an appropriate fee structure for the Airport based on a land appraisal and fee comparison to other area airports.
- Set Historical 2022 Annual Operations Record. Operations are a general indicator of the airport's success and/or impact on the economy of the area.
- Finalizing Lease Management Software transition for tracking leases, fees, insurance, etc. The new system also provides the necessary billing information to Customer Service for monthly lease billings.



Looking Ahead

- Complete Hangar Reversion Plan. Several Airport leases are coming to the end of the terms, which is when the buildings on that leasehold revert to the City. The structured process these transitions are being coordinated with outside legal counsel to ensure FAA compliance and maximum financial return to the Airport.
- Continue assisting in the completion of Fire Station No. 9. Airport staff is assisting Capital Projects with the safety and security of the construction efforts to ensure minimal disruption to Airport operations and security.
- Complete Airport Financial Plan. This Plan will provide an analysis of the impact the Airport has on property and sales tax, aviation-related business fees, and strategies on future debt service and financial self-sufficiency.

Animal Services

Six Month Accomplishments

- Retrained standard operating procedures and Five Freedoms, the gold standard in animal welfare, significantly reducing required cleaning time, enhancing enrichment, and creating more opportunities for pathway planning for adoptable animals.
- Transitioned staff to four 10-hour shifts, improving service level for animals and customers, while simultaneously decreasing staff fatigue.
- Implemented new process and contract for Placement Partners; placed 50% more animals through transfer over the same time last year.
- Made multiple adjustments to animal housing resulting in decreased stress and reactivity, which lowers stress-related disease and improves opportunities for successful adoption
- Collaborated with the Texas Humane Legislation Network to fully revise the City of Denton's Animal Ordinance, which is currently in Legal review.
- Partnered with more rescue groups to increase animal transfers and positive outcomes for animals.
- Facilitated better adoption matches with the implementation of new prospective adopter forms and customer engagement, which will reduce return adoption rates.



Looking Ahead

- Update ordinances aligned to best practices and industry standards.
- Continue to prioritize public safety when placing animals in an adoption program.
- Launch a new shelter database system to track and report meaningful metrics.
- Outreach with HOT to assist with no-cost spay/neutering for animals living in homeless encampments and shelters.
- Complete updating and implementation of new Standard Operating Procedures for shelter operations.
- Revamp the Information and Resource page on the Animal Services website.

Capital Projects/Engineering/Public Works

Six Month Accomplishments

- Completed revisions to the City Criteria Manuals, Specification Updates and Standard Detail.
- Completed the Citywide Speed Study and installed 163 adjusted speed limit signs.
- Completed submission for the FEMA Community Rating System update.
- Reconstructed 1 lane mile, overlay of 1.1 lane miles, and crack-sealed 37.6 lane miles throughout the roadway network. Public Works filled 1,165 potholes, repaired 18 roadway base failures, and repaired 1,839 linear feet of sidewalk.
- Replaced a failing bridge on Masch Branch Road.
- Launched the City's sign topper program to recognize and promote neighborhood unity following a successful pilot program in the Southeast Denton Neighborhood.



Looking Ahead

- Complete all remaining projects associated with the 2012 and 2014 Bond.
- Continue planned roadway maintenance operations of 7 lane miles.
- Complete Phase 1 of the Stormwater Master Plan and initiate implementation of operational recommendations.

City Manager's Office/City Secretary's Office

Six Month Accomplishments

- Hired Cassey Ogden as an Assistant City Manager.
- Updated the City's core values to provide a road map that guides the organization forward.
- Organized elections for Proposition A (District 3 recall) and Proposition B (Decriminalize marijuana).
- Conducted a review of potential City Charter amendments for presentation to City Council.
- Drafted petition for petition-driven initiatives, referendums, and recall.
- Identified over 100 initiatives aligned with Council's key focus areas and built in the City's newly acquired performance management software, Envisio.
- Organized Denton 360 & the State of the City event, designed to familiarize residents with City departments and services.
- Created a leadership book club, led by the City Manager.
- In conjunction with Beth Marie's Old Fashioned Ice Cream, staff collaborated to develop and release a City of Denton flavor "North of Ordinary."



Looking Ahead

- Collaborate with Human Resource to complete a true performance appraisal for employees.
- Redesign Legistar user guide, which provides staff with up-to-date training on the current agenda management system ensuring uniformity and timely processing of items for City Council, Council committees, and Board & Commission agendas.
- Acquire and implement an Open Records Subpoena Module.
- Roll out a group records management class.

Community Services

Six Month Accomplishments

- Issued an RFP regarding the development of an incentive package to stimulate affordable housing in Denton.
- Drafted program guidelines and formation documents for a public facility corporation for future Council consideration.
- Preserved safe, stable, affordable housing for ten (10) households through the City's home repair programs.
- Completed renovation of the Community Shelter at Loop 288. The building was completed on schedule and became operational on December 12, 2022.
- Issued an RFP regarding the development of a transitional housing project to provide housing for people experiencing literal homelessness and living unsheltered as a part of the City's overall Housing Crisis Response System (HCRS).
- Developed and implemented American Rescue Plan funding for eleven (11) projects.

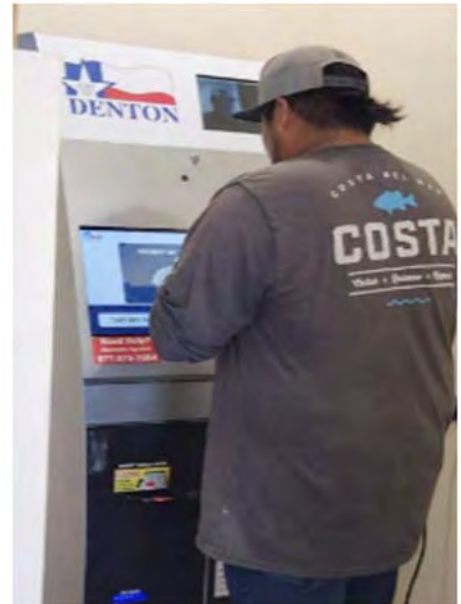
Looking Ahead

- Execute on housing affordability program implementation providing programs and policy recommendations for Council approval.
- Implement \$1.7 million in HOME American Rescue Plan Funding for tenant based rental assistance to target housing people experiencing homelessness.
- Develop programs and policy recommendations for Council consideration with efforts targeting a cleaner, safer, happier downtown Denton including, in-house street outreach, an ambassador program, and an aggressive panhandling ordinance.
- Support the stability of the community shelter at Loop 288.
- Complete the City of Denton 2023-2027 Consolidate Plan for Housing and Community Development and submit to HUD.
- Preserve safe, stable, affordable housing for at least additional 25 households through the City of Denton's Home Repair and Down-Payment Assistance Programs.
- Develop a rental registration program to promote healthy, resilient, and safe neighborhoods.
- Develop application for the allocation of remaining American Rescue Plan funds.
- Ensure the completion of the Denton Community Food Center addition funded through CDBG to improve access to healthy foods for food insecure households.
- Ensure the completion of Sequoia Park Playground improvements funded through CDBG.
- Complete development of contract tracking tool, CS Policy and Procedure document, CS Communications Strategy, and new Neighborly Modules to support grant administration.
- As a first goal for the Denton Nonprofit Collaborative, build out Findhelp.com (or similar product) integration in City Website for providing an online referral to community resources.

Customer Service

Six Month Accomplishments

- Implemented an outdoor payment kiosk, including pay by text.
- Completed virtual teller kiosk implementation to increase adoption rates & expand Customer access by providing remote access locations.
- Programmed and launched 6 new customer self-service forms:
 - Transfer/Terminate Services
 - Commercial Service Application
 - Solid Waste Tonnage Report
 - Residential Solid Waste Service Request
 - Commercial Solid Waste Service Request
 - Account Status Lookup



Looking Ahead

- Implement Customer Relationship Management (CRM) to enhance the customer-facing app for service requests, reporting issues, and receiving updates.
- Upgrade the utility billing system to version 6.6.
- Complete SilverBlaze customer portal implementation giving utility customers access to interval read data, usage alerts, and self-service account management.
- Simplify and improve the customer-facing call menu.

Denton Municipal Electric

Six Month Accomplishments

- Met record electrical demand during the summer of 2022 with minimal system outages netting over \$17 million in income.
- Completed winter cooling system design with plans to have construction completed by December 2023.
- Applied for two (2) EV charger grants. Although the grants were not awarded, DME funded the installation of two level 2 chargers at the Development Services Center.
- Submitted two (2) concept papers to Department of Energy (DOE) – ADMS (Advanced Distribution Management System). The project was accepted and DME is now working to submit a grant application for consideration, and Battery Storage Project in partnership with UNT and Hunt Energy Services which is pending DOE determination
- Converted over 1,000 streetlights to LED and replaced over 90 wood poles deemed as priority replacements
- Completed ERCOT/PUCT required winter weather preparedness and related attestations and had no findings on three recent ERCOT substation inspections.



Looking Ahead

- Discuss alternate fuel source for the Denton Energy Center (DEC) as soon as the State finalizes Phase 2 electric market redesign model.
- Improved inventory levels for transformers and other critical equipment along with the expansion of emergency inventory levels.
- Completion of the Hickory to Locust transmission line which bisects the UNT campus and completes the 69 kV to 138 kV inner loop conversion.
- Completion of DME street light manual.
- PUCT/ERCOT summer weather preparedness.
- GreenSense Program revisions.

Development Services

Six Month Accomplishments

- Completed the Vision Zero Phase 1 Assessment.
- Initiated the Northeast Area Plan project.
- Initiated Southeast Area Plan project
- Issued RFQ for the Downtown Master Plan.
- Continued updates of the Denton



Development Code including multi-family and MN zoning district dimensional standards; planned development procedures, and access requirements and cross access.

- Purchased 440 acres of land, totaling \$11.4 million.
- Accepted 24 Acres of Dedicated Park Land.

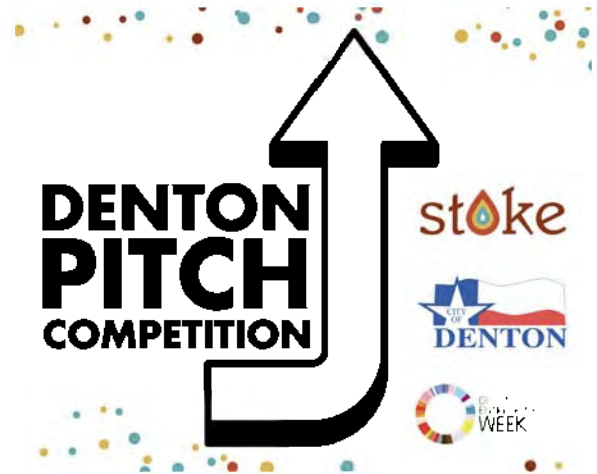
Looking Ahead

- Continued work on Northeast Area Plan – estimated completion October 2023.
- Continued work on Southeast Area Plan.
- Continued work on Downtown Master Plan.
- Issue RFQ for Vision Zero Plan Phase 2.
- Issue RFQ for Southridge Neighborhood Survey.
- Continued updates to the Denton Development Code.
- Present a comprehensive review of the extraterritorial jurisdiction's (ETJ) to Council.

Economic Development

Six Month Accomplishments

- Christina Davis received the Community Service Award from the Fire Department for her work establishing the fire sprinkler grant as part of an amendment to the Downtown Reinvestment Grant program.
- Filed a bill to seek approval for the City of Denton to be eligible for the Qualified Hotel Project program to bring State investment via Hotel Occupancy to City.
- Stoke, in partnership with Economic Development, launched the first ever Denton Pitch Competition, a shark-tank style pitch competition. Eight business owners were selected to pitch to a panel with three receiving \$10,000 total in grant awards.
- Awarded a \$2,500 sign grant to support the historic Campus Theatre downtown.
- Established a working task force with downtown business to address concerns with short-term solutions and provided an avenue on the Downtown Economic Development Committee to address concerns with long-term solutions.
- The Denton Economic Development Partnership refreshed the Denton EDP website to be a primary portal for economic development projects, site location consultants, commercial real estate brokers, and other business decision-makers.



Looking Ahead

- Commission a Downtown Parking Study to inform and advise the new Downtown Master Plan.
- Continue collaborating with the Planning Department to ensure economic goals and initiatives are integrated into the Downtown Master Plan.
- Working with property owners to redevelop vacant sites to increase economic activity on the Square.
- Updating Downtown TIRZ #1 Project Plan to finance projects that align with the Economic Development Strategic Plan and position for Downtown Master Plan implementation.
- Expansion grant for a major local manufacturer.

Environmental Services & Sustainability

Six Month Accomplishments

- A TCEQ 3-year Compliance Evaluation Investigation (CEI) at the Landfill resulted in no alleged violations.
- Sustainability completed and shared the 2019 Greenhouse Gas (GHG) inventory.
- Watershed - MS4 permit renewal - timely completion of items for public notification of Directors Preliminary Decision.
- The Municipal Laboratory completed Trace Metals and Microbiology proficiency studies, achieving a 100% passing rate.
- A TCEQ Air Quality Section Records Review for the Landfill resulted in no alleged violations.
- Completed the Pretreatment Program Non-Substantial Modification.
- Received two awards from the Regional Transportation Council, including an Outstanding Outreach Award and the Arlo Ambassador Award for outstanding use of the Air North Texas Mascot “Arlo the Airmadillo”.



Looking Ahead

- Completion of the City’s first Climate Action and Adaptation Plan.
- Continue Laboratory improvements in Microbiology operations, including training.
- Continued support on the Lead and Copper Rule efforts with Water Utilities.
- Collaboration within the City for promoting green infrastructure and tracking the post-construction requirements.
- Pretreatment is working closely with DWU to start quarterly surcharge billing of customer cities under their agreements.
- Landfill compliance working through Title V Air Permit testing for the 5-year review.

Facilities/Fleet

Six Month Accomplishments

- The Fleet Emergency Vehicle Tech Team (Marlon Belcher, John Carnal, and Greg Ford) received Employees of the Year awarded by the Denton Fire department for their dedicated work on the department's fleet.
- Hired a new Fleet Superintendent, Dustin Rolfe
- Bill Wilson, Facilities Manager certified as Professional Project Manager (PMP).
- Completed the City's first-ever Facilities Condition Assessment which will be used to guide facility planning for capital maintenance, renovation, and/or replacement.
- Successful winter storm coordination and response

Looking Ahead

- Facilities Master Plan
- Hire a Director of Facilities and Fleet
- Fuel Management Audit
- Asset Management Solicitation

Finance

Six Month Accomplishments

- Conducted preliminary 2023 Bond Program discussion.
- Implemented Government Accounting Standard Board Statement No. 87 for non-software leases.
- Implemented the debt book software.
- Timekeeping software optimization project.
- Established a process to review and approve Council contingency requests, resulting in a more streamlined process.
- Presented Council with options to develop a Roadway Funding Strategy.
- Kicked off the Development Fee study project.



Looking Ahead

- Finalization of the FY 2023-24 Budget & Capital Improvement Plan.
- Begin procurement for Enterprise Resource Planning system (ERP) project manager.
- Vendor Management Software Implementation.
- Accounts Payable Automation Software Implementation.
- Implement travel management system and travel policy update.
- Implement Government Accounting Standard Board Statement No. 96 for software leases.

Fire

Six Month Accomplishments

- Awarded a 2021 FEMA Staffing for Adequate Fire and Emergency Response grant to fully fund 12 firefighter positions for Station 9 for 3 years at no cost to the City of Denton
- Attained Accredited Agency status with the Commission on Fire Accreditation International (CFAI) for meeting the criteria established through the CFAI's voluntary self-assessment and accreditation program
- Public Safety Blocker 3 unit was fully staffed, around the clock, in October 2022.
- Collaborated with UNT to partially fund a UNT themed fire engine.
- Held the groundbreaking ceremony for Fire Station 9 at the Denton Enterprise Airport.
- Successfully hosted, in partnership with Denton Fire Fighters Association Local 1291, a Fire Ops 101 program that provided the opportunity to engage in real life firefighting activities.



Looking Ahead

- Re-launch a citizen's fire academy.
- Continue to provide the Denton community with emergency services that are effective and efficient while seeking continuous improvement opportunities with the expected challenges of population growth and incident demand.
- Open negotiations between the City of Denton and Denton Fire Fighters Association, IAFF Local 1291 to accomplish a Good Faith Bargaining contract to take effect on October 1, 2023
- Expand the summer Kid's Fire Camp to host a second camp for middle school students designed as a feeder program into the Denton ISD Fire Academy.
- In spring 2023, host a full-scale disaster drill, directed by Denton Fire Department Emergency Management. Being the first drill since May 2019, prior COVID restrictions
- Develop and implement a tiered fire inspection process for existing occupancies. The goal to is inspect all high-risk occupancies annually and each moderate to low-risk occupancy once every three years.
- Train and deploy an additional Deputy Fire Marshal position, focused on inspections within the community.
- Explore opportunities with external stake holders to create a Community Paramedic position.

Human Resources

Six Month Accomplishments

- Developed and implemented Paid Parental Leave policy and program.
- Improved New Employee Orientation & updated the Employee Handbook.
- Developed an internal strategic plan for Diversity, Equity, and Inclusion initiatives in partnership with employee Diversity Committee.
- Implemented a new Risk Management Information System (RMIS) called Origami
- Settled Uri freeze loss claim with insurance carrier (approximately \$521,000)
- Developed and issued a City-wide Safety Manual, six (6) health and safety policies and administrative directives, and a Risk Management Plan for Parks and Recreation in support of their application for CAPRA accreditation.



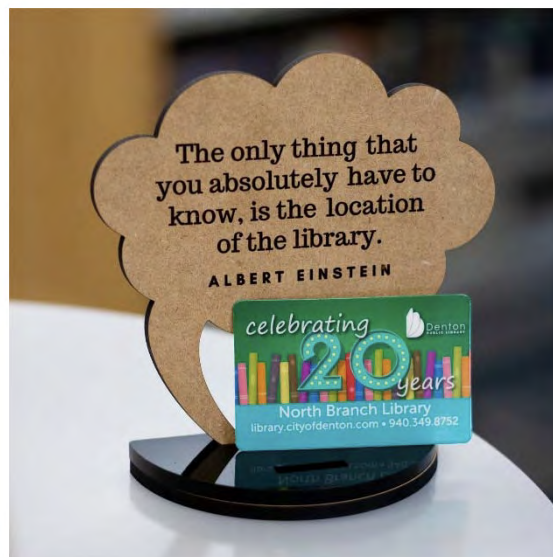
Looking Ahead

- Complete the Compensation & Classification Study, present recommendations, and implement changes.
- Evaluate hiring & recruiting, employee relations, and compensation processes including mapping current processes, finding efficiencies, and drafting HR, Manager, and Employee process guides.
- Revamp the Recruiting program and strategy surrounding recruitment for the City
- Solicit and evaluate RFPs for vision, dental, flexible spending (FSA), and life/disability insurance.
- Conduct a solicitation for a City property appraisal and manage the project to completion
- Conduct a solicitation of Broker of Record for the City's property and casualty insurance program.
- Transition the Safety team to an in-house model and integrate it into the Risk Management division.
- Complete the development of facility/building-specific Emergency Action Plans and training.

Library

Six Month Accomplishments

- Awarded the TML Texas Municipal Library Director's Association Achievement of Excellence in Libraries Award. Of the 542 public library systems across Texas, only 73 libraries received the award.
- Developed and finalized a new Denton Public Library Strategic Plan. A dashboard like the City of Denton Strategic Plan dashboard is being developed and will be added to the library website.
- Matt Davis, Archivist at Emily Fowler Central Library, was awarded an Internet Archive Community Webs grant to build community web archive. The community web archive collects historical websites from local institutions, community organizations, and clubs to record and archive local history.
- Established the 2023 Winter Reading Resolution reading program, which encouraged participants to make reading a habit in 2023. 269 people participated in the program.
- Carmen Grant, Adult Services Librarian at South Branch, applied for and won a Humanities Texas grant to host and provide supporting classes for the Rural Texas Women at Work exhibition. The exhibition is available throughout the month of March at the South Branch Library.
- A new built-in puppet stage was added to the Emily Fowler Central Library meeting room.



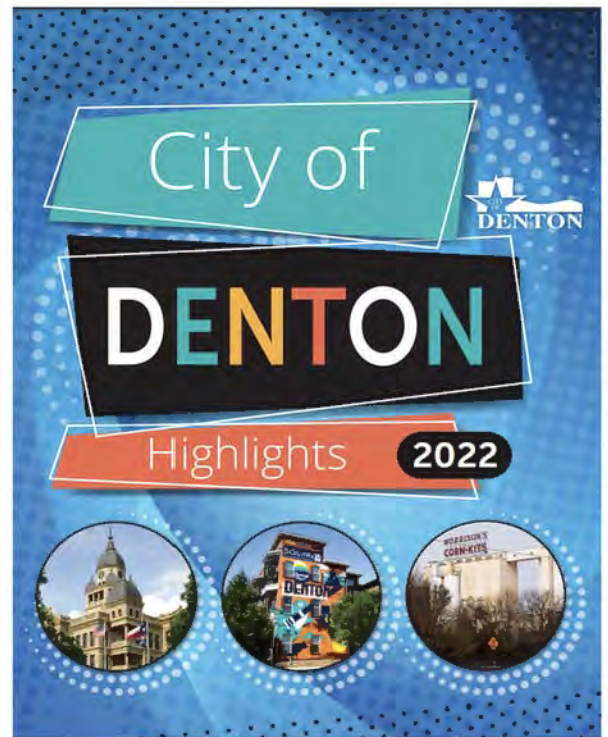
Looking Ahead

- Add new study rooms and a conference room at the Emily Fowler Central Library.
- Establish a partnership with Our Daily Bread to provide regular DPL2Go outreach services at the Loop 288 facility.
- Continue planning for the replacement of the South Branch Library with a larger facility to meet community needs.
- Read Across Texas reading campaign with a 2023 theme of "Empathy" runs May 1-21
- Installation of StoryWalk® along the walking path at Fred Moore Park, funded by a Texas Library and Archives Commission Texas Reads! grant.
- 2023 Summer Reading Challenge: All Together Now runs June 1-July 31. The literacy program encourages people of all ages to read throughout the summer. Kickoff and closing celebrations will include activities and author/speaker presentations.

Marketing & Communications

Six Month Accomplishments

- Deployed an organization-wide marketing request system to enhance the effectiveness of city-wide communications
- Established “Canva” as a city-wide enterprise design and brand management platform
- Launched an RFP for a city-wide branding study and rebranding effort
- Provided video, outreach materials, advertising, and general support for the State of the City
- Successfully coordinated and produced community communications for the January and February Winter Storms
- Produced two Play Guides, two Resident Updates, one Senior Magazine, one Construction Guide, and 2022 City of Denton Highlights publications.



Looking Ahead

- Continuing with organization and community stakeholder engagement for the rebranding effort.
- Producing high-quality, engaging digital content, videos, and print publications including the Resident Update, Construction Guide, Play Guide, Citizen Connection, and Senior Magazine.
- Growing the availability of support that is available to internal departments by:
 - Providing graphic design and communications support to all departments.
 - Launching marketing and communications-related training.
 - Publishing additional presentation templates.
 - Continuing to identify projects that fit into and fully develop the Discuss Denton platform.
 - Planning and launch of 311/CRM system information campaign
 - Coordinating Bond Program information campaign, if applicable

Parks & Recreation

Six Month Accomplishments

- Submitted required application for CAPRA Accreditation
- Acquisition of the Burch Farm in cooperation with Water Utilities, Real Estate and Legal
- Updated the Parks and Recreation Chapter 22 Code of Ordinances.
- Completed and adopted Pecan Creek Trail Master Plan and Briercliff Park Master Plan.
- Awarded a \$598,532 grant from Texas Parks and Wildlife for 50% of proposed park improvements.
- Distributed 700 3-gallon trees to residents through the 24th Annual KDB Community Tree Giveaway
- In January, submitted a grant application to TXDOT for a requested amount of over \$12M for trail development funding.
- With the assistance of a \$200,000 NCTCOG grant, purchased and installed litter and recycling cans across the entire park system replacing the old 55-gallon drums. This enhancement not only helps beautify the park system but will allow the department to capture recyclables with reduced contamination.
- Updated the cost-of-service models to assist in setting fees and charges for the department.



Looking Ahead

- Expansion of summer camps.
- Begin numerous park development improvement projects such as, but not limited to, Villages of Carmel Park, Pecan Creek Trail, Denia Park, Joe Skiles Park, and Carl Young Park along with numerous ADA enhancements throughout the park system.
- Complete and adopt the Aquatics Master Plan.
- Install numerous artworks to include utility box wraps, tennis center art called “Serve”, a sculpture in South Denton near Vintage and Old Bonnie Brae along with renovations to the historic Ensign fountain and a mural on Sycamore.
- Park Bond program
- Working with the Kiwanis and DMSA to launch a new Denton Jubilee, on July 1 and 3 in downtown to celebrate Independence Day with events and a drone celebration.
- Grand opening of Denton Tennis Center.

Police

Six Month Accomplishments

- Hired Chief Shoemaker in October 2022, replacing former Chief of Police and now Assistant City Manager Frank Dixon.
- Following the retirement of Assistant Chief Bobby Smith, promoted several officers to the Police Department's Executive Staff. These individuals included the promotions of Assistant Chief Steve Buchanan, Deputy Chief Bryan Cose, Deputy Chief Mike Christian, and the reappointment of Deputy Chiefs Rachel Fleming and Mike Rose.
- Several members of the department attended the 2022 International Association of Chiefs of Police Conference in Dallas, including sworn and professional staff members. Additionally, one staff member presented at the conference, and Chief Shoemaker was appointed as the 4th Vice President of the IACP, moving up from the 5th Vice President position.
- Attained accreditation in September of 2022 through the Texas Police Chiefs Association, and then immediately began the process of seeking re-accreditation.
- Continuing to focus on the issue of building a solid foundation of a good culture within the organization, department-wide training was held with A Deeper Way, a training that addresses bridging gaps on issues of communication and understanding, as well as increasing emotional intelligence.
- Reconsidered the approach to recruiting, particularly how the department markets to and interacts with those who apply to be police officers. A more interactive approach, one tied in with treating applicants as individuals, resulted in a record number of applicants over the past 5 years, as well as a record turnout of those to test. Future efforts to reimagine the culture of the agency and how that reaches and resonates with potential employees is a high priority of the department moving forward.



Looking Ahead

- The opportunity to begin to formulate a strategic plan for the agency moving forward will be helpful to provide guidance and direction to all Police Department employees. As the budget year evolves, additional staffing needs will be considered both in terms of community growth and necessary resources to address criminal activity within the city.

Solid Waste & Recycling

Six Month Accomplishments

- Created and updated the Solid Waste and Recycling Strategic Services database in Envisio.
- Expanded the Home Chemical Collection Center to include Saturdays, increasing the resident's opportunity to divert.
- Secured a \$50,000 donation from Pratt (our MRF operators) to purchase and install recycling dumpster chute lids and locking bars to help reduce recycling contamination from commercial customers.
- Completed an administration building remodel.
- Installing lockers for women drivers. Solid Waste & Recycling currently has two (2) female frontline employees.
- Completed realignment of the administration group to better address the implementation of the Comprehensive Solid Waste Management Strategy (CSWMS).



Looking Ahead

- Solid Waste will host the TxSWANA Road-E-O on April 21 at the City landfill.
- Evaluating residential collection opportunities for improved efficiency, accountability, and protection of the residential collection fleet.
- Continue working with Finance to complete a cost-of-service model update for solid waste and recycling services.
- Implementation of the Ready-to-Work Program.
- Completion of an interlocal agreement with North Central Texas College to provide CDL training for the City of Denton.
- Implementation of commercial food waste diversion pilot program.

Technology Services

Six Month Accomplishments

- Created the Tech Express walk-up area for customers to bring their devices or support concerns to staff at City Hall East.
- Completed a consolidation study and needs analysis with recommendations to evaluate a path to consolidate several asset management applications.
- Completed a needs analysis with recommendations on public safety's computer aided dispatch and record management system application.
- Converted the Radio/Fiber team into IT Communications including the new support area of field communications support, which will provide better support to police and fire and other field data users.
- Completed our first season of Call for IT Projects to be reviewed and prioritized by new Technology Governance Committee. Prioritized items will be recommended as budget supplements.
- Hired a certified PMP to help organize technology projects.



Looking Ahead

- Technology Services continues to strive to work on all IT Strategic Plan initiatives, particularly around IT Service Management improvements. Our PMP-certified project manager has built a project out of the 200+ page strategic plan document to help us organize the great amount of work that is needed to meet these initiatives over the next five years. The next initiative in the plan is an ERP Needs Analysis with the goal of replacing our 20+ year ERP systems, JDEdwards.

Water Utilities

Six Month Accomplishments

- Substantial completion of the Hickory Creek Detention, Lift Station, and Peak Flow Facilities construction projects.
- Successful re-classification of Water Production Plant Managers into Plant Superintendents.
- Upgraded the hydrant meters to Automated Meter Infrastructure (AMI)/remote read.
- Refocused efforts in field operations to prioritize water/wastewater reliability.
- Aligned meter test procedures with American Water Works Association (AWWA) and manufacturer's recommendations.

Looking Ahead

- Renew and modernize our contracts with the Upper Trinity Reginal Water District (UTRWD) for the sale of finished and raw water.
- Negotiate Master Development Agreements with the Municipal Utilities Districts in the City's Extra Territorial Jurisdiction (ETJ) to provide the residents with reliable municipal services.
- Kick-off construction on Ray Robert's Water Treatment Plant process improvements and capacity re-rate project to increase capacity from 20MGD to 30MGD.
- Start design of the Pecan Creek Water Reclamation Plant capacity improvement project to increase capacity from 21MGD to 26MGD.
- Create a Capacity, Management, Operations, and Maintenance (CMOM) program for Wastewater Collections and Water Distribution.
- Create a TCEQ-approved in-house training program for water and wastewater license acquisition/continuing education.