



MEMORANDUM

DATE: May 18, 2018
TO: The Honorable Mayor Watts and Council Members
FROM: Todd Hileman, City Manager
SUBJECT: Friday Staff Report

I. Council Schedule

A. Meetings

1. Committee on the Environment Meeting on **Monday, May 21, 2018 at 1:00 p.m.** in the City Council Work Session Room.
2. Public Utilities Board Meeting on **Monday, May 21, 2018 at 6:00 p.m.** in the City Council Work Session Room.
3. Council Airport Committee Meeting on **Tuesday, May 22, 2018 at 10:00 a.m.** in the City Hall Conference Room.
4. Work Session of the City Council on **Tuesday, May 22, 2018 at 1:00 p.m.** in the City Council Work Session Room followed by a Regular Meeting in the Council Chambers at **6:30 p.m.**
5. Downtown Denton Tax Increment Financing Reinvestment Zone No. 1 Board meeting on **Wednesday, May 23, 2018 at 12:00 p.m.** in the City Council Work Session Room.
6. Development Code Review Committee Meeting on **Wednesday, May 23, 2018 at 12:00 p.m.** in the City Hall Conference Room.
7. Agenda Committee Meeting on **Wednesday, May 23, 2018 at 3:30 p.m.** in the City Manager's Conference Room.
8. Work Session of the Planning and Zoning Commission on **Wednesday, May 23, 2018 at 5:00 p.m.** in the City Council Work Session Room, followed by a Regular Meeting at **6:30 p.m.** in the City Council Chambers.
9. Development Code Review Committee Meeting on **Thursday, May 24, 2018 at 12:00 p.m.** in the City Hall Conference Room.

OUR CORE VALUES

Integrity • Fiscal Responsibility • Transparency • Outstanding Customer Service

B. Upcoming Events

1. US Conference of Mayors, June 8-11, 2018 in Boston, MA.

II. General Information & Status Update

- A. City Hall Roof Replacement – Facilities Management will be starting the roof replacement at City Hall on Tuesday, May 29. In an effort to be as least disruptive to the day-to-day operations as possible, the contractors will be working at night. Weather dependent, the roof replacement project should be completed within four weeks.

The roofing contractor will also need to block off approximately 20 parking spaces on the western wing of City Hall (Legal and Finance area) for material staging. Recognizing that this will be an inconvenience to parking, Facilities will be putting up signage in all lots to help with notification of alternative parking. Staff contact: Mario Canizares

- B. Runoff Election – The runoff election for Place 5 is scheduled for Saturday, June 16. Early voting will be held June 4-9 (8 a.m. to 5 p.m.) and June 11-12 (7 a.m. to 7 p.m.). During early voting you can vote at any open polling location in Denton County. Two locations will be open in Denton: Denton Civic Center (321 E. McKinney St.) and Denton County Elections Administration building (701 Kimberly Dr.). On Election Day, voters must vote at their designated polling location, based on precincts. A list of Election Day polling locations is **attached**. Additional information can be found at www.votedenton.com or by going to the City's website (www.cityofdenton.com) and searching "vote." Voter information has also been added to the Quick Links section of the homepage. Staff contact: Jennifer Walters
- C. Mayor's Summer Youth Job Program – Interviews for the Mayor's Summer Youth Job Program were held on Tuesday, April 24 and Monday, April 30. 22 students were selected from the interviews and offer letters were sent to those students earlier this week. These students will be working in various departments throughout the City including Animal Services, Library, Parks and more. An introduction to the program for the students is planned on June 5 at 6 p.m. including a welcome from the Mayor. Through the program, participants will have access to job skills training, career development resources, mentorship opportunities, and fulfilling work experience that will create opportunities for personal and professional advancement. The participants first day will be on June 11 and the program ends on August 3. Staff contact: Sarah Kuechler
- D. Purple Heart City – On March 6, 2018, Mayor Watts read a proclamation to designate the City of Denton as a Purple Heart City. The City received a Purple Heart City sign to post in the community. That sign has been located at Ernest W. Dallas, Jr. Veterans Memorial Park located adjacent to the Denton Katy Trail off of Sun Ray Dr. The park honors Army Spc. Ernest W. Dallas Jr. who lost his life

on July 24, 2005, while serving in Baghdad, Iraq, when an improvised explosive device detonated.



- E. TWU Sidewalk – City staff is scheduling a meeting with TWU staff to discuss the possibility of using the existing network of golf cart paths within the TWU Golf Course for public use as pedestrian paths (sidewalks). Since the golf course is now closed, City staff believes utilizing the former cart paths is a viable temporary option to keep pedestrians safe from traffic along Mingo Road. Please see **attached** map. However, Staff will continue to work on the long-term planning of this area that includes sidewalks along Mingo Road. Staff contact: Pritam Deskmukh
- F. Edwards Road Project – Beginning June 4, Edwards Rd. (from Camino Real Tr. To Swisher Rd.) will be closed to thru traffic to complete drainage improvements and street reconstruction. Detours will be provided during construction (please see **attached** traffic control plan). Weather conditions and contractor scheduling may impact the plans, but we hope to have the project completed by September 10. Motorists will be notified by electronic message board, the interactive map and Street Construction Report online, and through rotating information videos on DTV. Letters will be sent to residences along Edwards Road and staff will work with the HOA's of Villages of Carmel and Preserve at Pecan Creek to help notify residents of the project. This project is part of the bond program. Staff contact: Keith Gabbard
- G. Smoke Testing – Throughout June, City of Denton inspection crews will conduct smoke testing of sewer lines to locate breaks and defects in the system. During this testing, white smoke will exit through vent pipes on the roofs of homes and through sewer line breaks. The smoke is non-toxic, leaves no residue, and creates no fire hazard. Smoke should not enter residents' homes unless defective plumbing exists or drain traps are dry. At no time will field crews have to enter any business or residence. A wide-spread area will be affected by this testing (please see **attached** map), and residents will be notified of testing through social media and the City website. Staff contact: Kent Conkle
- H. Denton County Mental Health Sequential Intercept Mapping – Please see **attached** an Informal Staff Report from Municipal Court Judge Robin Ramsay

regarding recent efforts to better identify mental health resources available in Denton County through a mapping exercise. A meeting to conduct the mapping exercise will be facilitated by a planning group, Policy Research Associates, on May 23 from 8:30 a.m. to 5:00 p.m. at the Embassy Suites of Hilton Convention Center. Members of the Denton City Council are welcome and encouraged to attend. Staff contact: Judge Robin Ramsay

- I. Atmos Monthly Summary – Over the last several months, City Staff has been working closely with Atmos for enhanced coordination of their gas line relocations prior to street construction beginning. **Attached** is a summary for the month of April 2018 with a comparison of Atmos’ activity in April 2017. Staff contact: Mario Canizares
- J. DCTA Denton Update – DCTA President, Jim Cline has provided a brief summary (**attached**) regarding DCTA’s role in the Autonomous Vehicle pilot program with the City of Frisco. Mr. Cline indicated that he would be happy to brief the City Council at an upcoming work session and answer any specific questions regarding this program. Staff contact: Mark Nelson
- K. Red Light Camera Program OT Reconciliation – On April 20, 2018 staff provided an informal staff report to the City Council (No. 2018-047) regarding the creation of the City’s “Red Light Camera” program and associated Traffic Safety Fund. The report included a five year history of the fund’s revenues and expenditures, and ending fund balance.

On May 4, 2018, as part of the Friday Staff Report, staff reported on the status of overtime hours being charged by the Denton Police Department subsequent to the implementation of an automated timekeeping system in August 2016. This system is an electronic system automating many of the timekeeping functions, including assigning time worked as either “overtime” or “straight time.” Based on the City’s policy, only hours recorded in excess of an employee’s assigned hours (e.g. in excess of 40 hours per week) are recorded as overtime. Additionally, the Police Department was operating with the direction to charge hours worked reviewing red light camera citations as overtime, so not to interfere with the officers’ primary patrol duties/responsibilities, regardless of when those hours fell in a pay period.

In late April, staff became aware that the automated timekeeping system had created instances where overtime that should have been charged to the Traffic Safety Fund was charged as straight time. Conversely, time that should have been recorded as straight time in the General Fund was recorded as overtime. Officers were coding hours worked to the correct fund and the proper amounts were paid to officers, but the payroll system was not recognizing Traffic Safety Fund overtime hours as “overtime” unless the employee had already exceeded their 40 hours. Instead, it would record hours worked later in the pay period (regular General Fund hours) as overtime.

Staff has completed the analysis and reconciliation of the payroll and overtime records and related expenditures recorded in the Traffic Safety Fund since the implementation of the automated timekeeping system in August 2016. The total

adjustment to reclassify straight hours to overtime hours was \$62,133. See **attached** summary of the overtime adjustment. Accounting has recorded the corresponding adjusting entry to reclassify the overtime expenditures from the General Fund to the Traffic Safety Fund. Additionally, adjustments have been made to the timekeeping process that will ensure hours are correctly recorded to the Traffic Safety Fund. Staff contact: Tony Puente

- L. Police Department and School Resource Officer Training – All sworn police officers are required to attend a basic Crisis Intervention Training (CIT) course as a part of the State licensing process. This course includes material on personality disorders, mood disorders, psychosis, and developmental disorders. Autism is discussed in the developmental disorders section. The majority of our sworn officers have received additional mental health training, and several officers are certified as Mental Health Peace Officers.

The Department's School Resource Officers receive additional training specific to their assignment in the schools. This includes a State-mandated "School Based Law Enforcement" course that covers:

- De-escalation techniques and techniques for limiting the use of force (physical, mechanical, and chemical restraints)
- Mental Health Crisis Intervention
- Child and Adolescent development and psychology
- Mental and behavioral health needs of children with disabilities or special needs
- Positive behavioral interventions and supports, conflict resolution, and restorative justice techniques.

Officer Coulston, the officer recently called to Lee Elementary, also attended a 2013 course on "Effective Communication in Crisis or Conflict." In the fall of 2018, the Department will begin teaching a new de-escalation course to all officers that was mandated during the last Texas Legislative Session. SROs only get involved in disciplinary matters if they rise to the level of criminal offenses or present physical threats to others. Staff contact: Lee Howell

- M. DEC Emissions Testing – Emissions testing on the DEC is scheduled to start on May 17 and be completed by May 29. The contractor expects to have a report completed by mid-June for submittal to TCEQ. Staff will provide the final emissions report to the Public Utilities Board and City Council as soon as practicable thereafter.

In a recent City Council meeting, Council inquired about ammonia slip from the DEC. **Attached** is an Air Pollution Control Technology Fact Sheet from the US Environmental Protection Agency (EPA). The DEC's air permit specifies an allowable ammonia slip of 10 parts per million. Per the EPA fact sheet, "Ammonia slip at this levels do not result in plume formation or human health hazards." For further health information, the Safety Data Sheet for the aqua ammonia that will be used at the plant is also **attached**. Ammonia vapors are a known pulmonary irritant, as stated in the Safety Data Sheet; however, as stated above from the EPA fact sheet, the ammonia emission levels at the DEC will not pose health hazards

for the citizens living in areas around the DEC and further downwind. Staff contact: George Morrow

- N. Denton Energy Center Construction Update – The Denton Energy Center (DEC) is approximately 98% complete. The facility has now entered the performance testing phase of the project, which is scheduled to continue through spring 2018. Site finish and cleanup are also expected to be complete by late spring 2018. To date, approximately 79% of allocated project funds have been expended. The target date for commercial operations remains early summer 2018 with ERCOT approval. All of the plant systems have been fully commissioned, and the plant has demonstrated the ability to generate 225 MW of electricity. The DEC permanent staff are now hired and the site is averaging less than 50 contractors per day.

Project Schedule:

Mechanical/Electrical completion (engine auxiliary systems)	March 27, 2018 (ahead of schedule)
Engine Performance testing	May 2018 (ongoing and ahead of schedule)
Wartsila Engine Startup Certification	May 7, 2018 (ahead of schedule)
Engine Reliability Tests (96 run hours)	May 17, 2018 (ahead of schedule)
Air Emissions Test	May 17 to May 28, 2018 (ahead of schedule)
Commercial Operation of Plant	Early summer 2018 (ahead of schedule)

Please see **attached** project photos. Staff contact: George Morrow

- O. Denton Parks Foundation Financials – Following the City Council Work Session on the Denton Parks Foundation, Council Member Hudspeth requested a summary of the cash held by the Foundation. **Attached** is a copy of the balance sheet for the Foundation as of March 2018, which shows their cash position and all other assets. Staff contact: Bryan Langley
- P. Proposal for Ethics Training – Staff provided an update to City Council in the May 11, 2018 Friday Report regarding the proposed timeline for implementation of the ethics ordinance, and engaging Alan Bojorquez to assist in drafting materials for the implementation and administration of the ethics ordinance. **Attached** is the proposal that staff received from the Bojorquez law firm to provide training to City Officials, assist in the drafting of the Board of Ethics rules and procedures, and creating various forms that will be required during the complaint process. The estimated cost for this service is \$15,500 and staff expects to meet the September 1, 2018 date set by Council. Staff contact: Bryan Langley

III. Community Events

A. Denton Citywide Job & Resource Fair – Goodwill Industries of Fort Worth will be hosting a Citywide Job & Resource Fair on Tuesday, May 22 from 10 a.m. – 1 p.m. at the Embassy Suites – Denton Convention Center (Triangle Room – 3100 Town Center Trail, Denton, TX 76201). More than 20 employers will be hiring, some even on-the-spot, and more than 10 resource providers will be on hand to distribute information and provide services.

- Free Admission
- Help with Online Applications
- Connections to Resource providers
- Free parking

Remember to bring copies of your resume and two forms of ID (Drivers license, state ID and Social Security Card preferred). Please see **attached** flyer with more information.

IV. Attachments

- A. Polling Locations by Precinct for June 16 Runoff Election
- B. TWU Sidewalk Map
- C. Edwards Road Project Traffic Control Plan
- D. Smoke Testing Map
- E. Atmos Monthly Summary
- F. DCTA Denton Update
- G. Traffic Safety Fund Overtime Adjustment Summary
- H. EPA Air Pollution Control Technology Fact Sheet
- I. Safety Data Sheet 217 Aqua Ammonia Solution
- J. DEC Project Photos
- K. Denton Parks Foundation Balance Sheet as of March 2018
- L. Proposal from Alan Bojorquez for Ethics Training
- M. Goodwill Industries Citywide Job & Resource Fair

V. Informal Staff Reports

- A. 2018-058 Employee Policy – Revisions to Uniform Absence Control
- B. 2018-059 Denton County Mental Health Sequential Intercept Mapping
- C. 2018-060 Luxury Lounger Fee WP 2018
- D. 2018-061 DCTA Quiet Zones
- E. 2018-062 CO & GO Bond Ratings

VI. Council Information

- A. Council Requests for Information
- B. Draft Agenda (no draft agenda)
- C. Council Calendar
- D. Future Council Items
- E. Street Construction Report

Polling Locations by Precinct for June 16 Runoff Election

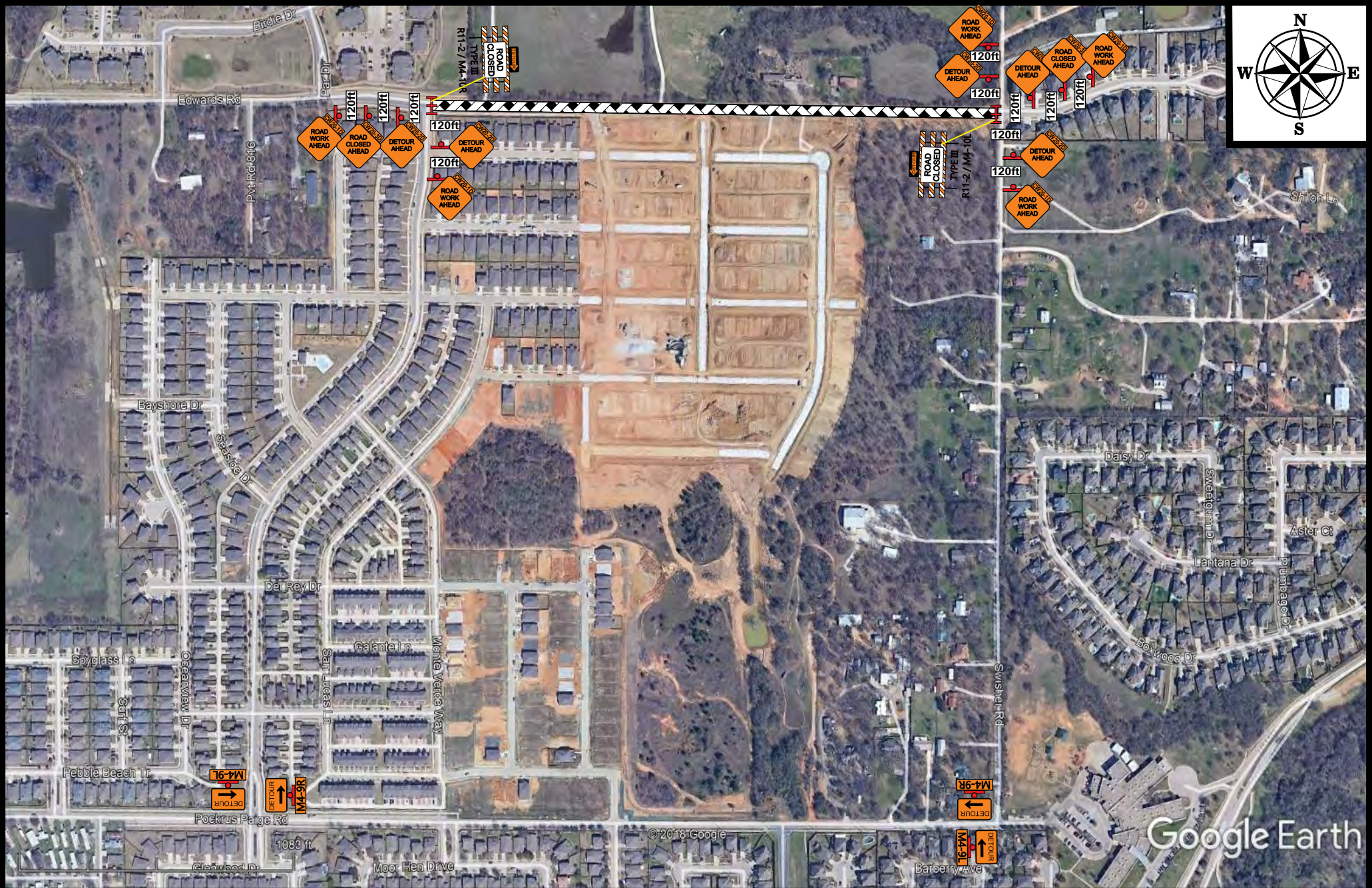
District	Sites and County Precincts
District 1	MLK Rec Center 1014 4009 4010 4011 4013 4014
	Pecan Creek Elem. Skl. 1038 4041
District 2	North Branch Library 1008 1009 1011 1012 4006 4008 4040 4042
	Billy Ryan High School 1005 1007 1010 1013 1039 4012
District 3	North Lakes Rec Center 4000 4001 4005 4007 4038 4039 4045
	Fire Station #7 4002 4003 4004 4017 4044
District 4	Denia Rec Center 1015 4015 4037
	LA Nelson Elem. Skl. 1016 1017 1018 1019 1046 4016



Legend:

Proposed Pedestrian
Connections

Exhibit 1: Texas Women's University – Golf Course
Existing Paths and Proposed Pedestrian Access Connections



SALESMAN/EXECUTIVE
Lacey Green

TCP DESIGNER
Reedie Lea

THIS PLAN IS FOR ILLUSTRATIVE PURPOSES ONLY AND IS NOT INTENDED TO RELIEVE THE CONTRACTOR FROM THE REQUIREMENTS SET FORTH BY RELATED CONTRACT DOCUMENTS, THE TEXAS MANUAL ON UNIFORM TRAFFIC CONTROL DEVICES (MUTCD) OR THE OVERALL RESPONSIBILITY TO TRAFFIC CONTROL SAFETY.

H Type 3 Barricade

NOTES

CONTACT: **Dustin Draper**

CONTACT NUMBER:

DATE: **05/10/2018**

**Devices spaced on 20ft centers
 Posted speed limit 30MPH**

CONTRACTOR: **City of Denton**

CITY: **Denton**

JOB NAME: **Edwards Road Project**

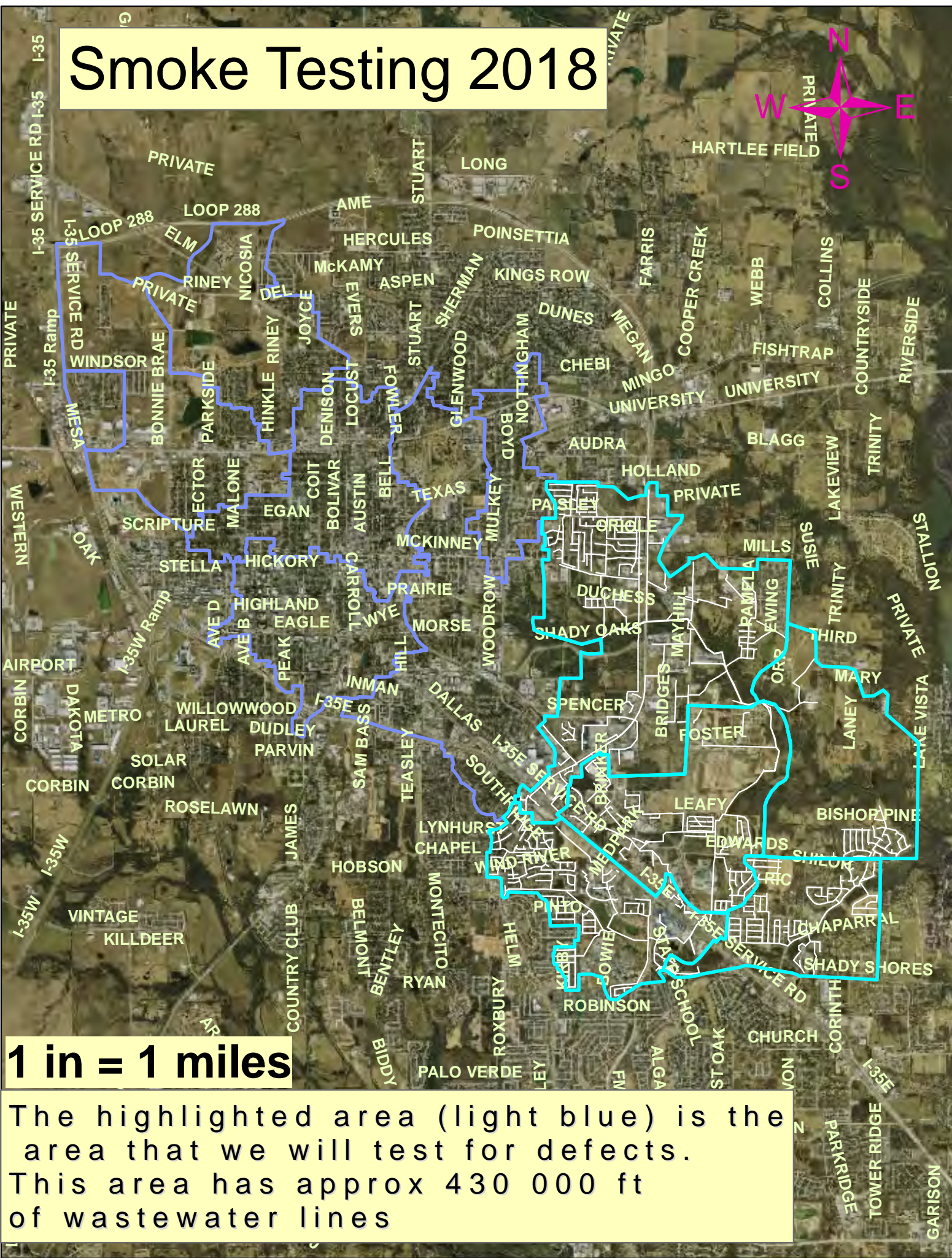
LOCATION: **Edwards Rd & Lynda Ln**

SCOPE OF WORK: **Road Closure**

BUYERS
 EST. BARRICADES 1984

All Traffic Control Plans (TCPs) are the property of Buyers Barricades, Inc. and are included with Buyers Barricades rental agreements. Traffic Control Plans issued without a rental agreement will be charged to the customer.

Smoke Testing 2018



1 in = 1 miles

The highlighted area (light blue) is the area that we will test for defects. This area has approx 430 000 ft of wastewater lines



Atmos Utility Coordination Update

May 2018

Summary

On April 9th, Atmos returned to Denton and remobilized onto the projects that were temporarily halted by the emergency work in Dallas. The Hickory St. Phase II section of North Texas to Bonnie Brae is scheduled to be complete by 5/11, and Phase III will immediately follow. There are 2 construction crews currently on Bernard, and a crew ready to begin on Paisley next week.

While Atmos construction crews were in Dallas, their 3rd Party potholing crews remained working in Denton, potholing the streets on the 2012 & 2014 bond programs. This effort, scheduled to wrap up by the end of the month, will identify which streets are clear for work and which streets will require relocation efforts by Atmos.

Current Construction

The following projects are currently under construction:

- Hickory Street Phase II (North Texas to Ave B) – Scheduled for completion 5/11
- Bernard (Fannin to Chestnut)

Up Coming Projects

The Following Projects are in Atmos's short term work queue:

- Paisley
- Londonderry
- Hickory Ph III
- Holiday Park PH II
 - o Manhattan
 - o Sierra
 - o Laguna
 - o King's Row

Clearances

The following projects have been cleared for street work:

- Congress
- Amarillo
- Shadow Trail
- Hollyhill



Projects Currently Under Investigation

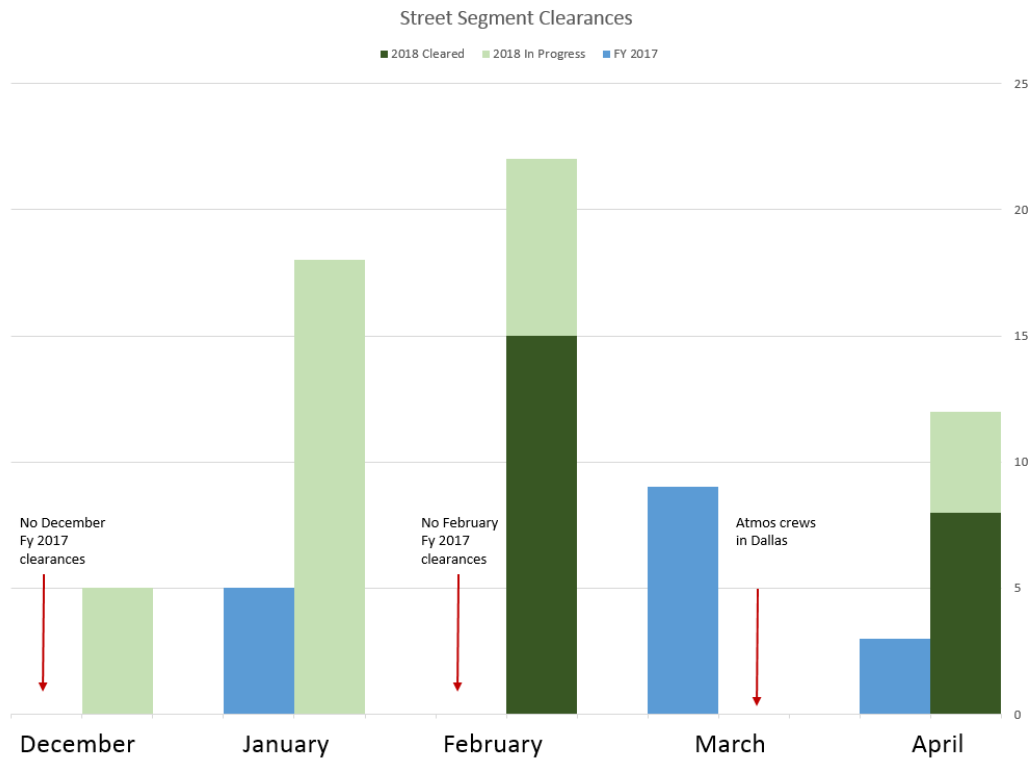
The following projects are under investigation. Once these are complete, Atmos will have a clear answer for every 2012 and 2014 Bond Street as to which segments are clear for City of Denton work and which segments will require gas line relocation prior to streets construction.

- Smith-Johnson Drainage Project
- Whitney Ct
- Hinkle Dr. (Windsor to University)
- Timber Ridge
- Panhandle

Segment Clearance Pace

*All Atmos Crews were in Dallas for the Month of March

* There are 45 projects that have been potholed for clearance. Atmos is currently reviewing the potholing data, which is expected to result in a significant increase in cleared segments.



DCTA Denton Update – May 16, 2018

Autonomous Vehicle (AV) Pilot Program

As autonomous vehicle technology becomes more prevalent, the possibilities for applications in the public transportation space could be very advantageous. To fully serve our member communities, it is key that we stay abreast of these technologies. To this end, DCTA was able to seize an opportunity to participate in a pilot program for an AV implementation fully funded by the AV provider (drive.ai). This pilot project slated to launch in July 2018 will provide detailed operational data and financial feasibility data to determine the overall applicability for improved mobility. The effort is a clear precursor to considering this type of technology. The joint effort includes the City of Frisco, Frisco Station Development, Blue Star Development, and Hall Office Park in addition to DCTA. DCTA currently provides contract service to the City of Frisco for elderly, disabled, and medical trips. We believe this institutional approach in the AV realm is the first of its kind in Texas. DCTA will continue to update the DCTA Board and our member cities as the operational data becomes available. DCTA will have an ongoing role of coordination and facilitation with the cost of all service delivery being borne by drive.ai. To date, DCTA costs include in-house staff time and legal time to review documents. The legal work (less than \$1500 and well within our budget) set a template for future efforts of this type, and will retain value as we (or our partners/member cities) move forward in this arena. (<https://www.dcta.net/routes-schedules/other-dcta-services/frisco-av>)



City of Denton Resolution Regarding Passenger Amenities

DCTA has received the resolution requesting \$250,000 in passenger amenities. We will incorporate this into the budgeting process we are now beginning, and keep our entire board informed of the progress.

CITY OF DENTON
TRAFFIC SAFETY FUND
Overtime Adjustment Summary
For the Period August 2016 Through April 2018

Officers	FY15-16 ¹			FY16-17			FY17-18 ²			Grand Total		
	Overtime Base Pay	Benefit & Taxes	Total FY15-16	Overtime Base Pay	Benefit & Taxes	Total FY16-17	Overtime Base Pay	Benefit & Taxes	Total FY17-18	Overtime Base Pay	Benefit & Taxes	Total FY16-18
Briggs	\$ 850.74	\$ 278.82	\$ 1,129.56	\$ 1,879.57	\$ 681.05	\$ 2,560.62	\$ 1,218.31	\$ 441.91	\$ 1,660.22	\$ 3,948.62	\$ 1,401.78	\$ 5,350.40
Fletcher	3,354.53	926.73	4,281.26	18,755.47	5,694.95	24,450.42	7,044.71	2,106.87	9,151.58	29,154.71	8,728.55	37,883.26
Hildebrand	1,519.24	497.32	2,016.56	7,116.06	2,647.58	9,763.64	5,250.02	1,868.94	7,118.96	13,885.32	5,013.84	18,899.16
Total	\$ 5,724.51	\$ 1,702.87	\$ 7,427.38	\$ 27,751.10	\$ 9,023.58	\$ 36,774.68	\$ 13,513.04	\$ 4,417.72	\$ 17,930.76	\$ 46,988.65	\$ 15,144.17	\$ 62,132.82

¹ Partial year, for the two month period starting in August 2016

² Partial year, for the seven month period ending in April 2018



Air Pollution Control Technology Fact Sheet

Name of Technology: Selective Catalytic Reduction (SCR)

Type of Technology: Control Device - Chemical reduction via a reducing agent and a catalyst.

Applicable Pollutants: Nitrogen Oxides (NO_x)

Achievable Emission Limits/Reductions: SCR is capable of NO_x reduction efficiencies in the range of 70% to 90% (ICAC, 2000). Higher reductions are possible but generally are not cost-effective.

Applicable Source Type: Point

Typical Industrial Applications: Stationary fossil fuel combustion units such as electrical utility boilers, industrial boilers, process heaters, gas turbines, and reciprocating internal combustion engines. In addition, SCR has been applied to nitric acid plants. (ICAC, 1997)

Emission Stream Characteristics:

- a. **Combustion Unit Size:** In the United States, SCR has been applied to coal- and natural gas-fired electrical utility boilers ranging in size from 250 to 8,000 MMBtu/hr (25 to 800 MW) (EPA, 2002). SCR can be cost effective for large industrial boilers and process heaters operating at high to moderate capacity factors (>100 MMBtu/hr or >10MW for coal-fired and >50 MMBtu/hr or >5MW for gas-fired boilers). SCR is a widely used technology for large gas turbines.
- b. **Temperature:** The NO_x reduction reaction is effective only within a given temperature range. The optimum temperature range depends on the type of catalyst used and the flue gas composition. Optimum temperatures vary from 480°F to 800°F (250°C to 427°C) (ICAC, 1997). Typical SCR systems tolerate temperature fluctuations of ± 200°F (± 90°C) (EPA, 2002).
- c. **Pollutant Loading:** SCR can achieve high reduction efficiencies (>70%) on NO_x concentrations as low as 20 parts per million (ppm). Higher NO_x levels result in increased performance; however, above 150 ppm, the reaction rate does not increase significantly (Environex, 2000). High levels of sulfur and particulate matter (PM) in the waste gas stream will increase the cost of SCR.
- d. **Other Considerations:** Ammonia slip refers to emissions of unreacted ammonia that result from incomplete reaction of the NO_x and the reagent. Ammonia slip may cause: 1) formation of ammonium sulfates, which can plug or corrode downstream components, and 2) ammonia absorption into fly ash, which may affect disposal or reuse of the ash. In the U.S., permitted ammonia slip levels are typically 2 to 10 ppm. Ammonia slip at this levels do not result in plume formation or human health hazards. Process optimization after installation can lower slip levels.

Waste gas streams with high levels of PM may require a sootblower. Sootblowers are installed in the SCR reactor to reduce deposition of particulate onto the catalyst. It also reduces fouling of downstream equipment by ammonium sulfates.

The pressure of the waste gas decreases significantly as it flows across the catalyst. Application of SCR generally requires installation a new or upgraded induced draft fan to recover pressure.

Emission Stream Pretreatment Requirements: The flue gas may require heating to raise the temperature to the optimum range for the reduction reaction. Sulfur and PM may be removed from the waste gas stream to reduce catalyst deactivation and fouling of downstream equipment.

Cost Information:

Capital costs are significantly higher than other types of NO_x controls due to the large volume of catalyst that is required. The cost of catalyst is approximately 10,000 \$/m³ (283 \$/ft³). A 350 MMBtu/hr natural gas-fired boiler operating at 85% capacity requires approximately 17 m³ (600 ft³). For the same sized coal-fired boiler, the required catalyst is on the order of 42 m³ (1,500 ft³). (NESCAUM 2000).

SCR is a proprietary technology and designs on large combustion units are site specific. Retrofit of SCR on an existing unit can increase costs by over 30% (EPA, 2002). The increase in cost is primarily due to ductwork modification, the cost of structural steel, and reactor construction. Significant demolition and relocation of equipment may be required to provide space for the reactor.

The O&M costs of using SCR are driven by the reagent usage, catalyst replacement, and increased electrical power usage. SCR applications on large units (>100 MMBtu/hr) generally require 20,000 to 100,000 gallons of reagent per week (EPA, 2002). The catalyst operating life is on the order of 25,000 hours for coal-fired units and 40,000 hours for oil- and gas-fired units (EPA, 2002). A catalyst management plan can be developed so that only a fraction of the total catalyst inventory, rather than the entire volume, is replaced at any one time. This distributes the catalyst replacement and disposal costs more evenly over the lifetime of the system. O&M costs are greatly impacted by the capacity factor of the unit and annual versus seasonal control of NO_x.

O&M cost and the cost per ton of pollutant removed is greatly impacted by the capacity factor and whether SCR is utilized seasonally or year round.

Table 1a: Summary of Cost Information in \$/MMBtu/hr (1999 Dollars) ^{a, b}

Unit Type	Capital Cost (\$/MMBtu)	O&M Cost ^d (\$/MMBtu)	Annual Cost ^d (\$/MMBtu)	Cost per Ton of Pollutant Removed (\$/ton)
Industrial Coal Boiler	10,000 - 15,000	300	1,600	2,000 - 5,000
Industrial Oil, Gas, Wood ^c	4,000 - 6,000	450	700	1,000 - 3,000
Large Gas Turbine	5,000 - 7,500	3,500	8,500	3,000 - 6,000
Small Gas Turbine	17,000 - 35,000	1,500	3,000	2,000 - 10,000

Table 1b: Summary of Cost Information in \$/MW (1999 Dollars) ^{a, b}

Unit Type	Capital Cost (\$/MW)	O&M Cost ^d (\$/MW)	Annual Cost ^d (\$/MW)	Cost per Ton of Pollutant Removed (\$/ton)
Industrial Coal Boiler	1,000 - 1,500	30	160	2,000 - 5,000
Industrial Oil, Gas, Wood ^c	400 - 600	45	70	1,000 - 3,000
Large Gas Turbine	500 - 750	350	850	3,000 - 6,000
Small Gas Turbine	1,700- 3,500	150	300	2,000 - 10,000

^a (ICAC, 1997; NESCAUM, 2000; EPA, 2002)

^b Assumes 85% capacity factor and annual control of NO_x

^c SCR installed on wood fired boiler assumes a hot side electrostatic precipitator for PM removal

^d Coal and oil O&M and annual costs are based on 350MMBtu boiler, and gas turbine O&M and annual costs are based on 75 MW and 5 MW turbine

Theory of Operation:

The SCR process chemically reduces the NO_x molecule into molecular nitrogen and water vapor. A nitrogen based reagent such as ammonia or urea is injected into the ductwork, downstream of the combustion unit. The waste gas mixes with the reagent and enters a reactor module containing catalyst. The hot flue gas and reagent diffuse through the catalyst. The reagent reacts selectively with the NO_x within a specific temperature range and in the presence of the catalyst and oxygen.

Temperature, the amount of reducing agent, injection grid design and catalyst activity are the main factors that determine the actual removal efficiency. The use of a catalyst results in two primary advantages of the SCR process over the SNCR: higher NO_x control efficiency and reactions within a lower and broader temperature range. The benefits are accompanied by a significant increase in capital and operating costs. The catalyst is composed of active metals or ceramics with a highly porous structure. Catalysts configurations are generally ceramic honeycomb and pleated metal plate (monolith) designs. The catalyst composition, type, and physical properties affect performance, reliability, catalyst quantity required, and cost. The SCR system supplier and catalyst supplier generally guarantee the catalyst life and performance. Newer catalyst designs increase catalyst activity, surface area per unit volume, and the temperature range for the reduction reaction.

Catalyst activity is a measure of the NO_x reduction reaction rate. Catalyst activity is a function of many variables including catalyst composition and structure, diffusion rates, mass transfer rates, gas temperature, and gas composition. Catalyst deactivation is caused by:

- poisoning of active sites by flue gas constituents,
- thermal sintering of active sites due to high temperatures within reactor,
- blinding/plugging/fouling of active sites by ammonia-sulfur salts and particulate matter, and
- erosion due to high gas velocities.

As the catalyst activity decreases, NO_x removal decreases and ammonia slip increases. When the ammonia slip reaches the maximum design or permitted level, new catalyst must be installed. There are several different locations downstream of the combustion unit where SCR systems can be installed. Most coal-fired applications locate the reactor downstream of the economizer and upstream of the air heater and particulate control devices (hot-side). The flue gas in this location is usually within the optimum temperature window for NO_x reduction reactions using metal oxide catalysts. SCR may be applied after PM and sulfur removal

equipment (cold-side), however, reheating of the flue gas may be required, which significantly increases the operational costs.

SCR is very cost-effective for natural gas fired units. Less catalyst is required since the waste gas stream has lower levels of NO_x, sulfur, and PM. Combined-cycle natural gas turbines frequently use SCR technology for NO_x reduction. A typical combined-cycle SCR design places the reactor chamber after the superheater within a cavity of the heat recovery steam generator system (HRSG). The flue gas temperature in this area is within the operating range for base metal-type catalysts.

SCR can be used separately or in combination with other NO_x combustion control technologies such as low NO_x burners (LNB) and natural gas reburn (NGR). SCR can be designed to provide NO_x reductions year-round or only during ozone season.

Advantages:

- Higher NO_x reductions than low-NO_x burners and Selective Non-Catalytic Reduction (SNCR)
- Applicable to sources with low NO_x concentrations
- Reactions occur within a lower and broader temperature range than SNCR.
- Does not require modifications to the combustion unit

Disadvantages:

- Significantly higher capital and operating costs than low-NO_x burners and SNCR
- Retrofit of SCR on industrial boilers is difficult and costly
- Large volume of reagent and catalyst required.
- May require downstream equipment cleaning.
- Results in ammonia in the waste gas stream which may impact plume visibility, and resale or disposal of ash.

References:

EPA, 1998. U.S. Environmental Protection Agency, Innovative Strategies and Economics Group, "Ozone Transport Rulemaking Non-Electricity Generating Unit Cost Analysis", Prepared by Pechan-Avanti Group, Research Triangle Park, NC. 1998.

EPA, 1999. US Environmental Protection Agency, Clean Air Technology Center. "Technical Bulletin: Nitrogen Oxides (NO_x), Why and How They Are Controlled". Research Triangle Park, NC. 1998.

EPA, 2002. U.S. Environmental Protection Agency, Office of Air Quality Planning and Standards. *EPA Air Pollution Control Cost Manual Section 4 Chapter 2*. EPA 452/B-02-001. 2002.
<http://www.epa.gov/ttn/catc/dir1/cs4-2ch2.pdf>

Gaikwad, 2000. Gaikwad, Kurtides, and DePriest. "Optimizing SCR Reactor Design for Future Operating Flexibility". Presented at the Institute of Clean Air Companies Forum 2000. Washington D.C.

ICAC, 1997. Institute of Clean Air Companies, Inc. "White Paper: Selective Catalytic Reduction (SCR) Control of NO_x Emissions". Washington, D.C. 1997.

ICAC, 2000. Institute of Clean Air Companies. "Optimizing SCR Reactor Design for Future Operating Flexibility". Washington, D.C. 2000.

NESCAUM, 2002. Northeast States for Coordinated Air Use Management. "Status Reports on NOx Controls for Gas Turbines, Cement Kilns, Industrial Boilers, and Internal Combustion Engines: Technologies & Cost Effectiveness". Boston, MA. 2002.

OTAG 1998. OTAG Emissions Inventory Workgroup. "OTAG Technical Supporting Document: Chapter 5." Raleigh, North Carolina, US Environmental Protection Agency. 1998.



I. Product and Company Information

SII Product Name(s):	Aqua Ammonia (15% - 30% as NH ₃)	Synonym:	Ammonia Solution
Chemical Name:	Ammonium Hydroxide	CAS Number:	1336-21-6
Manufacturer's Name: Southern Ionics Incorporated 210 Commerce Street West Point, MS 39773 Customer Service: 1-800-953-3585 Web Site www.southernionics.com	Emergency Contacts: Afterhours (Southern Ionics) 1-888-610-2379 For Chemical Emergency, Spill or Accident Call CHEMTREC at 1-800-424-9300 CHEMTREC CCN - 20596		

II. Hazard Identification

OSHA HCS / GHS Classification(s):	Hazard Statement(s):
Acute Toxicity, Oral (Category 4)	Harmful if swallowed.
Skin Corrosion (Category 1)	Causes severe skin burn.
Serious Eye Damage (Category 1)	Causes serious eye damage.
Specific Target Organ Toxicity (Respiratory - single exposure) - (Category 3)	May cause respiratory irritation.
Acute Aquatic Toxicity (Category 3)	Harmful to aquatic life.
Signal Word:	Precautionary Statement(s):
Danger	Prevention:
	Wash affected body parts thoroughly after handling.
	Do not eat, drink, or smoke when using this product.
	Wear eye and face protection.
	Wear protective gloves and clothing.
	Do not breathe mist, vapors, or spray.
	Avoid release to the environment.
	Response:
IF SWALLOWED: Rinse mouth. Do not induce vomiting. Immediately seek medical advice.	
IF ON SKIN: Take off immediately all contaminated clothing. Rinse skin with water.	
IF IN EYES: Rinse cautiously with water for several minutes. Remove contact lenses, if present and easy to do so. Continue rinsing.	
IF INHALED: Remove victim to fresh air and keep comfortable for breathing.	
Collect spillage: See section VI - Accidental Release Measures.	
For specific treatment: See section IV - First Aid section.	

III. Composition / Information on Ingredients

Chemical Name	CAS Reg #'s	%
Ammonia (NH ₃)	7664-41-7	15 - 30.5
Water	7732-18-5	Balance

IV. First Aid Measures

Eyes:	Immediately flush eyes with running water for at least 15 minutes, keeping eyelids open. Remove any contact lenses. Seek medical attention, if you feel unwell.
Dermal / Skin:	Remove contaminated clothing and wash exposed area thoroughly with soap and water. Seek medical attention, if you feel unwell.
Inhalation:	Move to fresh air immediately. If breathing is difficult, give oxygen. Seek medical attention, if you feel unwell.
Ingestion:	If swallowed, DO NOT induce vomiting. Rinse mouth. Seek medical attention, if you feel unwell.

V. Fire Fighting Measures

NFPA Hazard Rating:	Health (Blue)	Fire (Red)	Reactivity (Yellow)	Special Instructions (White)
	3	1	0	None
NFPA Hazard Classification: 0 = Least 1 = Slight 2 = Moderate 3 = High 4 = Extreme				
Extinguishing Media:	Use extinguishing media appropriate for surrounding fire (Not CO ₂).			
Special Firefighting Procedure:	Wear full protective clothing and a self-contained breathing apparatus (SCBA) because toxic fumes are emitted. Stop flow if possible. Use water to keep fire-exposed containers cool and to protect persons shutting off flow of liquid. For a serious leak, use fire hose with a fog nozzle and plenty of water to absorb ammonia vapors.			
Unusual Fire and Explosive Hazards:	At elevated temperatures, aqua ammonia will emit ammonia gas and possibly small amounts of nitrogen oxides which have been classified as toxic. Presence of oil or other combustible materials increases the fire hazard of ammonia gas. Ammonia concentrations in the range of 16-25% by volume in air can be ignited or caused to explode if heated to the auto-ignition temperature.			

VI. Accidental Release Measures

Precaution if Spilled or Released:	Steps should be taken to contain spilled liquids and prevent discharges to streams or sewer systems. Ventilate spill or leak area to disperse gas. Eliminate all sources of ignition. Stop flow if possible. If small spill, either allow it to vaporize or absorb the vapor in water. If large spill, spray the vapor cloud with water to reduce fire and fume hazard.
Neutralizing Chemicals:	Neutralization with acid not recommended. Flush area with water.

VII. Handling and Storage

Handling:	Handle all chemicals with respect. Keep separated from incompatible substances. Handle only with equipment, materials, and supplies specified by their manufacturer as being compatible and appropriate for use with this product.
Storage:	Storage in specially designated areas outside or in detached structure is preferred. Store inside only in a cool, well-ventilated area free from combustibles and away from all sources of ignition. Protect containers from corrosion and mechanical damage. Containers should have safety relief valves. Separate from other chemicals, particularly oxidizing gases, organic materials, chlorine, bromine, iodine, mercury, and acids. Post readily visible warning signs in the storage area listing emergency measures. Water hoses should be readily available to knock down vapors from spill.

VIII. Exposure Control / Personal Protective Equipment

Component Workplace Control Parameters:				
Components:	CAS-No.	Value	Parameters	Basis
Ammonia NH ₃	7664-41-7	TWA	25 ppm	as Ammonia NH ₃ (ACGIH)
Engineering Controls:	Provide exhaust ventilation or other engineering controls to keep the airborne concentrations of vapors below their respective threshold limit value.			
General Hygiene:	Practice good personal hygiene after using this material, especially before eating, drinking, smoking, or using the toilet.			
Personal Protection Equipment:				
Eye:	Wear chemical goggles and face shield unless protected by a respirator with a full face piece. Do not wear contact lenses as they may trap fumes against the eyes and can make flushing ineffective.			
Skin:	The use of gloves, boots, and aprons impermeable to the specific material handled (for Ammonia, includes Butyl, Teflon, Neoprene, and Viton) is advised to prevent skin contact, possible irritation, and skin damage.			
Respiratory:	None required under normal conditions. When conditions warrant a respirator, use NIOSH approved respirator and cartridge for particulates and ammonia.			
Other Protective Items:	Where splash is possible, full chemically resistant protective clothing and boots are required. Ensure that eyewash stations and safety showers are proximal to the work-station location.			
HMIS Classification:	Health (Blue)	Flammability (Red)	Physical Hazard (Yellow)	PPE (White)
	3	1	0	See Above
Hazard Classification: 0 = Minimal 1 = Slight 2 = Moderate 3 = Serious 4 = Severe				

IX. Physical and Chemical Properties

Physical State:	Liquid	pH:	>12
Appearance:	Clear, colorless liquid	Molecular Weight:	35.05
Odor:	Pungent odor	Odor Threshold:	1-50 ppm
Specific Gravity:(H₂O=1)	0.94 (15% Solution); 0.92 (19% Solution); 0.90 (25% Solution); 0.89 (30.5% Solution) @ 60°F (15.5°C)	Weight per Gallon:	7.87 (15% Solution); 7.74 (19% Solution); 7.58 (25% Solution); 7.45 (30.5%Solution) lbs @ 60°F (15.5°C)
Vapor Density: (Air=1)	0.045 lb/cf @ 60°F (15.5°C)	Vapor Pressure:	276 mm Hg (19%) 629 mm Hg (29%) @ 77°F (25°C)
Boiling Point: at 14.7 psia	86°F - 138°F (30°C -58.9°C)	Freezing/Melting Point:	-106°F (-77°C)
Lower Explosive Limit:	16% by volume Ammonia gas	Upper Explosive Limit:	25% by volume Ammonia gas
Flash Point:	N/A	Autoignition Temp:	1,204 °F (651 °C) (vapor)
Solubility in water:	100%		
Other:			

X. Stability and Reactivity Data

Chemical Stability:	Product is stable under normal or expected use.
Conditions To Avoid:	Heat, sunlight, incompatibles, sources of ignition.
Incompatible Materials:	Corrosive to copper, brass, silver, zinc, aluminum alloys, and galvanized steel. Immediately boils when mixed with acids and is dangerous. Forms explosive compounds with calcium hypochlorite, bleaches, gold, mercury, silver, chlorine, and other halogens.

Hazardous products of Decomposition:	Burning may produce ammonia and nitrogen oxides.
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XI. Toxicological Information

Routes of Entry:	<input checked="" type="checkbox"/> Eyes <input checked="" type="checkbox"/> Skin <input checked="" type="checkbox"/> Ingestion <input checked="" type="checkbox"/> Inhalation					
Sign and symptoms of Exposure:	Burning of the eyes, conjunctivitis, skin irritations, swelling of the eyelids and lips, dry red mouth and tongue, burning in the throat, and coughing. In more severe cases of exposure, difficulty in breathing, signs and symptoms of lung congestion, and, ultimately, death from respiratory failure due to pulmonary edema may occur.					
Eye Contact:	Vapor is irritating to the eyes. Liquid will cause burns.					
Ingestion:	Ingestion causes burning pain in mouth, throat, stomach, and thorax, constriction of throat, and coughing. This is soon followed by vomiting of blood or by passage of loose stools containing blood. Ingestion of 3-4 ml may be fatal.					
Skin Contact:	Ammonia absorption: Because of its alkalinity and water solubility, it tends to break down and disrupt the outer cell layers, permitting rapid penetration. Even so, ammonia is not a systemic poison and the effects will be limited to local effects. Contact: Causes smarting of the skin and first-degree burns on short exposure. May cause second-degree burns on long exposure.					
Inhalation:	Ammonia vapors are highly irritating to throat at approximately 400 ppm. Causes edema, dyspnoea, bronchospasm, chest pain, pink frothy sputum. Inhalation of 500 ppm Ammonia considered immediately dangerous to life and health (OSHA).					
Carcinogenicity:	NPT	Not Listed	IARC	Not Listed	OSHA	Not Regulated
Ingredient Name:	Species		Test		Period	Results
Ammonium Hydroxide	Rat		350 mg/kg		oral	LD50
Comments:						

XII. Ecological Information

Ingredient Name:	Species	Test	Period	Results
Ammonium Hydroxide	Daphnia magna	32 mg/L	50 hrs	LC50
Comments:	Ammonia dissipates relatively quickly in ambient air and rapidly returns to the soil via combination with sulfate ions or washout by rainfall. Ammonia strongly adsorbs to soil, sediment particles, and colloids in water under aerobic conditions. Biodegradation of ammonia to nitrate occurs in water under aerobic conditions which results in a biological oxygen demand (BOD).			

XIII. Disposal Considerations

Waste Disposal:	Always dispose of material in accordance with local, state, and federal regulations.
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XIV. Transportation Information

Proper Shipping Name:	Ammonium Hydroxide, with more than 10% but not more than 35% as ammonia.				
DOT Classification:	8				
Identification Number:	UN 2672	Packing Group:	III	Other Labels:	Corrosive
Comments:					

XV. Regulatory Information

Inventory Status:		US Regulations:	
U. S. TSCA	Yes	SARA 302 TPQ	500 lbs as ammonia NH ₃
Europe EINECS	Yes	SARA 304 RQ	100 lbs as ammonia NH ₃
Canadian DSL	Yes	SARA 313 List	Listed
Japan ENCS	Yes	CERCLA (RQ)	1,000 lbs for pure ammonium hydroxide
Korean KECI	Yes	RCRA 261.33	Not Listed
Philippines PICCS	Yes	CAA-112r (RMP)	20,000 lbs as ammonia NH ₃ (Solution of greater than 20%)
Australian AICS	Yes		
		SARA 311/312	<input checked="" type="checkbox"/> Acute <input checked="" type="checkbox"/> Chronic <input checked="" type="checkbox"/> Fire <input checked="" type="checkbox"/> Release of Pressure <input type="checkbox"/> Reactive
International Regulations:		Other Regulations:	
Canada WHMIS	E	Corrosive	California PROP 65 No
EINECS	231-635-3	as Anhydrous Ammonia	
EINECS	215-647-6	as Aqua Ammonia	

XVI. Other Information

NSF Certification:	Aqua Ammonia manufactured at Lake Charles, LA is NSF-60 certified. Maximum use in potable water is 10 mg/L.
Other:	_____
Revision Notes:	_____
MSDS Replacements:	SII MSDS 061 Aqua Ammonia (15 - 30% as NH ₃)

SALES OFFICE

For Product Information:
 TEL: 662-494-3055
 FAX: 662-494-2828

Post Office Drawer 1217
 West Point, MS 39773

To Place An Order:
 TEL: 800-953-3585
 FAX: 800-953-3588

IMPORTANT

Although the information contained is offered in good faith, SUCH INFORMATION IS EXPRESSLY GIVEN WITHOUT ANY WARRANTY (EXPRESS OR IMPLIED) OR ANY GUARANTEE OF ITS ACCURACY OR SUFFICIENCY and is taken at the user's sole risk. User is solely responsible for determining the suitability of use in each particular situation. SII specifically DISCLAIMS ANY LIABILITY WHATSOEVER FOR THE USE OF SUCH INFORMATION, including without limitation any recommendation which user may construe and attempt to apply which may infringe or violate valid patents, licenses, and/or copyright.

Denton Energy Center Project Photos



DEC Stacks



Aerial View looking Northwest



South Engine Hall Engines



DEC North Hall Generators

DENTON PARKS FOUNDATION

Balance Sheet

As of March 31, 2018

	Mar 31, 18
ASSETS	
Current Assets	
Checking/Savings	
AccessBank Checking	
Eureka - 2	35,507.07
AccessBank Checking - Other	152,442.21
Total AccessBank Checking	187,949.28
Checking	5,359.34
Money Market	60,367.93
Senior Center Cash Accounts	
AccessBank-CD1	10,000.00
AccessBank-CD2	10,075.87
Meridian Bank Texas - CD	36,000.00
Senior Center Cash Accounts - Other	18,013.63
Total Senior Center Cash Accounts	74,089.50
Total Checking/Savings	327,766.05
Total Current Assets	327,766.05
TOTAL ASSETS	327,766.05
LIABILITIES & EQUITY	
Equity	
Temp. Restricted Net Assets	
Events	
Cool Beans Layer Run	1,050.00
Liberty Run	7,750.81
PPP	834.36
Reindeer Romp	6,031.61
Total Events	15,666.78
Pass Through	
Accessible Playground	70,050.00
Cinco de Mayo	2,635.72
CycloDia	-19.04
Juneteenth Celebration	242.01
Memorials	360.00
Morale Fund	4,251.18
Nette Schulz Bench	2,225.40
Pops Carter Sculpture	1,589.12
Senior Center	76,256.95
Shade Structures	20,000.00
Skate Park	4,432.60
Splash Park	10,493.80
Tennis Program	100.00
Youth Sports Enhancement Fees	29,531.28
Total Pass Through	222,149.02
Purpose	
Adaptive Rec Programs	896.73
Aquatic Scholarships	247.32
Bettye Meyers Fund	3,183.63
Bill Terry Memorial Fund	115.00
Cross Timbers	258.51
Denia Rec Passes	485.00
Denia Scholarships	100.00
Development Assistant	6,366.32
Dog Park	9.44
Eureka -2	35,507.07
Legacy Forest	1,543.71
MLK	1,421.32
NL Scholarships for Vets	100.00
North Lakes Rec Center	350.00

DENTON PARKS FOUNDATION

Balance Sheet

As of March 31, 2018

	<u>Mar 31, 18</u>
Rec Passes	563.00
Scholarships	10,693.97
Teen Council	6,684.13
Vela Athletic Complex	1,000.00
Water Works Park	1,192.98
	<hr/>
Total Purpose	70,718.13
	<hr/>
Total Temp. Restricted Net Assets	308,533.93
	<hr/>
Unrestricted Net Assets.	
Friends of Park Foundation	15,892.86
General Fund	3,339.26
	<hr/>
Total Unrestricted Net Assets.	19,232.12
	<hr/>
Total Equity	327,766.05
	<hr/>
TOTAL LIABILITIES & EQUITY	327,766.05

DENTON PARKS FOUNDATION
Profit & Loss by Class
 January through March 2018

	Adaptive Rec Programs	Cinco de Mayo	Friends	General Fund	Pops Carter Sculpture	Youth Sports Enhancement	TOTAL
Ordinary Income/Expense							
Income							
Friends	0.00	0.00	1,974.13	0.00	0.00	0.00	1,974.13
Program Receipts	20.00	2,745.00	0.00	0.00	25.00	585.00	3,375.00
Total Income	20.00	2,745.00	1,974.13	0.00	25.00	585.00	5,349.13
Expense							
Administrative Fees	0.00	0.00	0.00	60.00	0.00	0.00	60.00
Advertising	0.00	0.00	28.58	0.00	0.00	0.00	28.58
Insurance	0.00	0.00	0.00	1,020.00	0.00	0.00	1,020.00
Office Expenses	0.00	0.00	0.00	186.13	0.00	0.00	186.13
Office Supplies	0.00	0.00	0.00	8.76	0.00	0.00	8.76
Professional Fees	0.00	0.00	0.00	4,602.80	0.00	0.00	4,602.80
Program Expenses	0.00	0.00	0.00	63.96	0.00	0.00	63.96
Total Expense	0.00	0.00	28.58	5,941.65	0.00	0.00	5,970.23
Net Ordinary Income	20.00	2,745.00	1,945.55	-5,941.65	25.00	585.00	-621.70
Other Income/Expense							
Other Income							
Interest/Dividends Income	0.00	0.00	0.00	181.04	0.00	0.00	181.04
Total Other Income	0.00	0.00	0.00	181.04	0.00	0.00	181.04
Net Other Income	0.00	0.00	0.00	181.04	0.00	0.00	181.04
Net Income	20.00	2,745.00	1,945.55	-5,760.61	25.00	585.00	-440.06

12325 Hymeadow Drive
Suite 2-100
Austin, Texas 78750



Phone: (512) 250-0411
Fax: (512) 250-0749
TexasMunicipalLawyers.com

May 18, 2018

Charlie Rosendahl
Management Analyst
City of Denton
215 E. McKinney
Denton, Texas 76201

ADDENDUM TO STANDARD TERMS OF ENGAGEMENT:

- *Implementation & Administration Code of Ethics*

Mr. Rosendahl:

Please accept this Addendum #1 to the Standard Terms of Engagement, which was approved on or about November 28, 2017. The City of Denton has expressed an interest in continuing my services as *Special Counsel and Ethics Advisor* to assist in the drafting of materials necessary for the implementation and administration of the newly-enacted Code of Ethics. I am willing to continue providing services in this regard.

The Scope of Work includes document preparation and consultation regarding the following items:

- | | |
|---|---|
| 1. Complaint Form | 14. Determination of Actionable Complaint |
| 2. Financial Disclosure Form | 15. Determination of Baseless Complaint |
| 3. Business Disclosure Form | 16. Preliminary Assessment |
| 4. Conflicting Interest Disclosure Form | 17. Notice of Receipt of Appeal |
| 5. Conflicts Log | 18. Letter of Notification |
| 6. Curriculum for Training: City Officials | 19. Letter of Admonition |
| 7. Curriculum for Training: Board of Ethics | 20. Determination of Frivolous Complaint |
| 8. Training Manual | 21. Letter of Reprimand |
| 9. Flow Chart for Processing Complaint | 22. Recommendation of Suspension |
| 10. Rules of Procedure for Board of Ethics | 23. Determination of Frivolous Complaint |
| 11. Format for Advisory Opinions | 24. Notice of Reconsideration |
| 12. Notice of Accepted Complaint | 25. Ruling on Request for Reconsideration |
| 13. Deficiency Notice | |

In order to provide the two training components (Items 6 and 7 above), I anticipate two trips to Denton. It's my understanding that the training sessions I conduct on-site will be videotaped for future viewing.

The fee for the above Scope of Work shall be **\$15,500.00** (which is inclusive of all related expenses).

For any work provided beyond the Scope of Services listed above, our services will be billed at our standard hourly rates (as listed in the Standard Terms of Engagement).

If the City finds this acceptable, please acknowledge by counter-signing this Addendum.

Sincerely,

A handwritten signature in cursive script that reads "Alan J. Bojorquez".

Alan J. Bojorquez
Principal Attorney

CITY OF DENTON:

Purchasing Manager



GOODWILL FORT WORTH PRESENTS

CITYWIDE JOB & RESOURCE FAIR

*Embassy Suites - Triangle Room
3100 Town Center Trail
Denton, TX 76201*

May 22 • 10am-1pm • 20+ Employers Hiring
On-the-Spot • 10+ Resource Providers



Opportunities await!

- **FREE ADMISSION**
- **ON-THE-SPOT HIRING**
- **HELP WITH ONLINE APPLICATIONS**
- **CONNECTIONS TO RESOURCE PROVIDERS**

Reminders/FAQ

- Bring copies of resume, two forms of ID (Drivers License/State ID and Social Security Card preferred)
- Free parking
- For questions, email krubin@goodwillfw.org

Free Shuttles Available

Confirmed Vendors

- Denton County Sheriff's Office
- Express Employment Professionals
- Fastenal Company
- P.L. Marketing
- Res Care
- Senior Care Center



**INFORMAL STAFF REPORT
TO MAYOR AND CITY COUNCIL**

SUBJECT:

Policy updates:

Deletion of policy 107.05 – Illness/Off-Duty Injury
Addition of policy 111.07 – Non-FMLA Medical Leave
Revision of policy 111.08 – Personal Leave Without Pay

EXECUTIVE SUMMARY:

The Illness/Off-Duty Injury policy incorporates a section for “Business Necessity Termination,” which staff internally refers to as a Uniform Absence Control (UAC) policy. The UAC policy allows for 12 weeks of leave in a 12-month period beyond what is required by the Family and Medical Leave Act (FMLA) plus up to 24 weeks of additional leave time (contingent upon City Manager or his designee’s approval). FMLA already requires 12 weeks of unpaid leave in a 12-month period for eligible employees, although under City policy, employees must use their accrued sick and vacation concurrently with family or medical leave. Additionally, the Americans with Disabilities Act and its amendments (ADAAA) may require additional leave as a reasonable accommodation.

Instead of this UAC policy, staff is proposing that any leave beyond the 12 weeks required by FMLA be considered on a case-by-case basis. Most of these cases will involve the “interactive process” between the employee and employer as mandated by the ADAAA. This change will require the elimination of policy 107.05 – Illness/Off-Duty Injury, revisions to policy 111.08 – Personal Leave Without Pay, and the addition of policy 111.07 – Non-FMLA Medical Leave. These policies will be included on the consent agenda for the June 5, 2018, Council meeting.

BACKGROUND:

Staff revised the Illness/Off-Duty Injury policy in FY 2001/2002 to incorporate “Business Necessity Termination”/UAC. The policy was revised to allow for an employee to be terminated as a business necessity when the employee exhausts 12 weeks of non-FMLA leave time in a 12-month period (the leave does not have to be concurrent), unless an accommodation is required under the ADAAA. Upon notice of termination for business necessity, the employee can request up to an additional 24 weeks of leave from the City Manager or his designee. Prior to this revision, employees could have been out for an indefinite amount of time. Albeit much of the time was unpaid, the departments often went without filling the position, as it would have required a “double fill” and would have impacted the number of full-time equivalents (FTEs).

To clarify, leave under the UAC policy is in addition to leave required by the FMLA. The FMLA is a federal law that provides 12 weeks of protected leave in a 12-month period for employees who meet the following criteria:

- Has worked for the City for 12 months (need not be consecutive),
- Has worked 1,250 hours in the 12-month period immediately prior to the commencement of the leave, and
- Has a qualifying condition (e.g., birth or adoption of a child; medical condition of self; medical condition of a spouse, parent, or child).

When considering FMLA, UAC, and the potential extended leave allowed under the UAC policy, an employee can be off work for up to 48 weeks in a 12-month period. Even after that time, the City might still have to consider additional leave as a reasonable accommodation under the ADA.

While this policy was originally revised to assist with better management of employees who were out for an extended period of time for medical reasons, it has created more of a hardship for many departments.

DISCUSSION:

By having a UAC policy, employees are entitled to leave beyond the 12 weeks required by the FMLA, even if it creates a hardship for the department. By eliminating the UAC policy and considering leave as a reasonable accommodation on a case-by-case basis, supervisors and department heads can weigh in on how additional leave time will impact their operations.

Factors that would be considered in a case-by-case analysis include, but is not limited to the following:

1. The employee's essential functions of his or her job.
2. The general nature of the employee's mental or physical impairment.
3. Whether the employee is limited in a major life activity.
4. How long the impairment is expected to last.
5. Whether the employee presents a risk of danger to him/herself or others while working.
6. The probable duration of the disability and/or recommended accommodations.
7. Any barriers (if any) exist to the employee's performance of his or her duties in light of the employee's condition.
8. Identity of any range of possible accommodations that have the potential to remove the difficulties, either in the work environment or job tasks, and which would allow the employee to perform the essential functions of the job.
9. The overall financial resources of the department involved in the provision of the reasonable accommodation, including the number of persons employed at such facility, and the effect on expenses and resources.
10. The overall financial resources of the City.
11. The impact of the accommodation upon the operations and the ability of other employees to perform their duties and the impact on the department's ability to conduct business.
12. The employee's submission of satisfactory evidence of his/her inability to return to work, either in a limited duty capacity if such work is available, or to regular duty.

-
13. The employee's efforts to communicate with his/her immediate supervisor prior to the expiration of FMLA on his or her expected return-to-work date. If the employee was unable to make contact personally, he/she should have someone contact his/her supervisor on his/her behalf.
 14. The length of time it would take to replace the employee in his/her position.
 15. Whether reassignment is an option if the employee cannot return to his/her regular position.

Termination would not be considered unless no reasonable accommodation (which would not cause undue hardship on the organization or pose a direct threat to the health or safety of the employee or others) exists that would enable the employee to perform the essential functions of his/her position, and no job reassignment is available. A good faith effort would be made to try to accommodate the employee.

The number of employees who use more than 12 weeks of leave varies from year to year:

Calendar Year	Number of Employees Who Needed Leave Beyond 12 Weeks of FMLA	Number of Employees Who Requested Extended Leave Beyond 12 Weeks of UAC
2012	14	5
2013	11	2
2014	8	3
2015	14	1
2016	1	0
2017	9	3
2018 (as of the end April)	5	0

After looking at policy #107.05 further, staff is recommending the entire policy be deleted. Once the "Business Necessity Termination" language is removed, the remaining sections can be addressed by one or more of the following policies:

- 100.02 – American with Disabilities Act (ADA)
- 107.04 – Family Medical Leave.
- 111.07 – Non-FMLA Medical Leave (new)
- 111.08 – Personal Leave Without Pay

These policies have been attached to this Informal Staff Report in their edited format for Council's reference. There are recommended changes to policies 100.02 and 107.04, but not due to the elimination of policy 107.05. Although all of these policies are attached for Council reference, only policies 107.05, 111.07, and 111.08 will be placed on the June 5th agenda for Council's approval. The reasoning for this is because the "Policy Statement" section has been impacted.

These policies were revised with input from a representative from the City Attorney's Office and reviewed with the City Manager, Deputy City Manager, and Assistant City Manager. The policies were also sent to the Policy Review Committee for review and input. The Policy Review Committee is comprised of approximately 25 employees at various levels representing different departments/divisions. The members are expected to distribute the proposed changes to individuals in their area and solicit comments, questions, and concerns regarding the proposed changes. Feedback from the Committee has been incorporated into the policies.

More Information About Policies in General

Policies include a "Policy Statement" which is adopted and approved by the City Council. Some policies include a second section entitled "Administrative Procedures" which the City Manager approves to implement the Council's policies. In order to revise a Policy Statement, the City Council must approve the revision(s). The City Manager may approve revisions to the Administrative Procedures without referral to the City Council.

Administrative Directives are approved and issued by the City Manager and do not require City Council review or approval for enactment or revision.

Specifically, Sec. 2-28. "Policies, procedures and directives" of the Code of Ordinances states the following:

- (a) Definitions. The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

Administrative directive means a written statement from the city manager to city employees establishing rules and regulations concerning internal operational matters of the city.

Administrative procedure means a specific and detailed statement of the means and methods by which management implements a policy.

Policy means a statement of overall philosophy and direction, describing goals to be accomplished and programs to be established.

- (b) Review by city attorney and approval by council. Policies and any amendments thereto shall be reviewed by the city attorney for legal compliance and approved by resolution of the city council.
- (c) Authority to issue. The city manager is hereby authorized to issue such administrative procedures and directives as he deems necessary to implement approved policies relating to personnel and internal operational matters. Such procedures and directives shall be contained in a manual available for inspection by city employees.

CONCLUSION:

Policy 107.05 – Illness/Off-Duty Injury, includes a section for Business Necessity Termination which is creating a hardship for many departments. The FMLA already requires 12 weeks of leave in a 12-month period. Additionally, leave that is not protected by FMLA may have to be considered as a reasonable accommodation under the ADAAA.

Staff has been analyzing the best way to change this policy to balance the needs of the employees and the departments. The ADAAA limits the City's ability to have a hard fast rule on the maximum amount of leave usage an employee may use. After discussions with a representative from the City Attorney's Office, we are recommending eliminating the UAC policy and considering additional leave requested beyond the 12 weeks required by FMLA on a case-by-case basis.

STAFF CONTACT:

Carla Romine, Director of Human Resources
940-349-8344

~~POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE~~

SECTION: HUMAN RESOURCES	REFERENCE NUMBER: 107.05
SUBJECT: EMPLOYEE BENEFITS AND SERVICES	INITIAL EFFECTIVE DATE: 11/01/94
TITLE: ILLNESS/OFF DUTY INJURY POLICY	LAST REVISION DATE: 9/16/03

~~POLICY STATEMENT:~~

~~The ability of the City to provide timely and adequate salary continuation and benefit programs to assist City employees absent from the job due to an injury or illness is dependent upon the City's ability to coordinate its handling of each individual case. This policy seeks to create a coordination and uniformity of the handling of all City employee disability or injury cases. It is expected that employees will assist and cooperate with the City in obtaining recommended medical treatments or therapy and rehabilitative services in order to return to work at the earliest possible date.~~

~~This policy applies to all regular full-time and regular part-time employees who have completed the six-month introductory period. On the job injury or illness is addressed in the "Occupational Injury Policy" (409.1) with the exception of "business necessity termination" (Section III of this policy). Civil Service employees will be governed by the provisions outlined in Chapter 143 of the Texas Local Government Code unless Chapter 143 does not address the disability issue, in which event the provisions of this policy will apply.~~

~~ADMINISTRATIVE PROCEDURES~~

~~I. DEFINITIONS~~

~~A. Essential functions—The major duties essential to a position (with or without reasonable accommodation). These are determined by the job description of each position. The following should be considered in determining if a job function is essential:~~

- ~~1. The position exists, in part, to perform the function.~~
- ~~2. There are a limited number of other employees available to perform the function or among whom the function can be distributed.~~
- ~~3. A function is highly specialized, and the person in the position is hired for special expertise or ability to perform it.~~

~~B. Reasonable Accommodation—A modification of the work environment or work process that enables a person with a disability to perform the essential functions of a job pursuant to the Americans with Disabilities Act of 1990 ("ADA"), and associated regulations. The determination of what accommodations are reasonable shall be the determination of the City, but will be in compliance with the provisions of the ADA. The determination of reasonable accommodation will also include consideration of whether an undue hardship will be posed on~~

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: OFF-DUTY INJURY OR ILLNESS POLICY	REFERENCE NUMBER: 107.05
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~~the operations of the department or division, or if a direct threat to the health or safety of the employee or others will be posed.~~

- ~~C. Undue Hardship defined by the ADA as an action that is excessively costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the business.~~
- ~~D. Direct Threat a health or safety risk that, based on valid medical and/or other objective evidence, is determined to pose a significant risk of substantial harm, and which cannot be reduced to an acceptable level with reasonable accommodation.~~
- ~~E. Disability Under the ADA, an individual with a disability is a person who has: a physical or mental impairment that substantially limits one or more major life activities; a record of such an impairment; or is regarded as having such an impairment.~~
- ~~F. Illness, Injury, or Medical Condition A temporary physical or mental impairment that does not substantially limit one or more of the major life activities of an individual.~~
- ~~G. Business Necessity Termination Occurs when a department's or division's productivity or ability to deliver services is adversely affected because an employee is unable to perform the essential functions of the position for which that employee is hired, and no reasonable accommodation can be made.~~
- ~~H. Modified Duty Any restriction placed on an employee by a treating physician that requires an employee to do less than his/her full job. Modified duty will not extend beyond 120 days.~~
- ~~I. Extended Leave of Absence Leave of absence that has been approved by the City Manager or his/her designee after an employee has already had more than twelve (12) weeks of absences in a twelve (12) month period, not including leave pursuant to the Family and Medical Leave policy. An Extended Leave of Absence shall not exceed twenty four (24) weeks.~~
- ~~J. Notice When the City of Denton is required to give notice under the following administrative procedures, notice shall be written and sent by United States first class mail to the employee's last known home address as provided to the Human Resources department. Date of the notice is the same date the notice is placed and postmarked into the United States mail.~~

II. PROCEDURES

- ~~A. When an employee is unable to perform the essential functions of his/her position due to a disability, injury, illness, or medical condition (and reasonable accommodation is not possible);~~

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: OFF-DUTY INJURY OR ILLNESS POLICY	REFERENCE NUMBER: 107.05
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~~the City may separate the employee due to business necessity and fill the position except as is restricted by the Family and Medical Leave Act. (See Section III below.)~~

- ~~B. Eligibility for benefits as defined in this procedure is dependent upon the complete compliance of the employee with the responsibilities outlined in this procedure and the requirements and procedures stated in the employee benefit booklets or appropriate benefit policies.~~
- ~~C. An employee who experiences an off the job injury or illness that renders the employee incapable of performing his/her regularly assigned duties shall use his/her accrued sick, vacation and, if applicable, compensatory leave balances. The employee shall use his/her available leave balances until the earlier of:~~
- ~~1. The date the employee has exhausted all such leave balances (if exhausted, refer to "Personal Leave Without Pay Policy" [111.08] or the "Family and Medical Leave Policy" [107.04]);~~
 - ~~2. The date the employee is able to return to work and perform the essential functions of his/her position; or~~
 - ~~3. The date the employee has accumulated twelve (12) weeks of absences in a twelve (12) month period, not including FMLA leave, unless the employee applies for and is approved for a Extended Leave of Absence by the City Manager or his/her designee.~~
- ~~D. An employee who is unable to perform the essential functions of his/her position due to a disability, injury, illness, or medical condition (and reasonable accommodation is not possible) is not guaranteed a return to his/her position at the completion of his/her injury or illness leave except that in the case of Family and Medical Leave the employee will return to an equivalent position with equivalent benefits, pay and other terms and conditions of employment, in accordance with FMLA regulations. If after consultation with Human Resources and the Risk Manager (in the case of an on the job injury), a supervisor determines that a department's or division's productivity or ability to deliver services is adversely affected because an employee is unable to return to his/her position, the employee may be administratively removed from his/her position during his/her leave. When an employee who has been administratively removed from his/her position is able to return to work with the appropriate medical releases, that employee will be considered for any open position in the City for which that employee is qualified. Employees who are not disabled as defined by the ADA will be required to compete for open positions.~~

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: OFF-DUTY INJURY OR ILLNESS POLICY	REFERENCE NUMBER: 107.05
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~~E. Benefits will be calculated as listed below:~~

- ~~1. Employees who are absent from work due to an injury, illness or approved Extended Leave of Absence shall continue to accrue vacation and sick leave for as long as they are receiving paid leave (i.e. sick, vacation, or compensatory time).~~
- ~~2. Benefit accrual and usage would follow the provisions of the "Family and Medical Leave Policy" (107.04).~~
- ~~3. An employee shall not be eligible to receive tuition reimbursement unless it is for an approved course which was already in progress at the time the employee became unable to perform his/her job duties and the course has been successfully completed and documented as required by the "Tuition Reimbursement Policy" (107.09).~~
- ~~4. The City will continue to pay its portion of benefits for the employee as provided by the Family and Medical Leave Act (FMLA) of 1993 and the Family and Medical Leave policy (107.04).~~
- ~~5. The employee and eligible dependents will remain qualified for benefits coverage through the City's group plans as long as the premiums for the employee and dependent coverage under the City plans are paid on a timely basis by the employee (either through payroll deduction or personal payment). It is the responsibility of the employee to make arrangements for the payment of these premiums if they cannot be made by a payroll deduction.~~
- ~~6. Regular full-time and regular part-time employees who are not able to work for an extended period of time may be eligible to apply for long-term disability benefits. The employee is responsible for contacting the Risk Management office as soon as he/she is able in order to discuss eligibility qualifications. Some benefits may not be available if the employee fails to apply for the benefits within the time mandated by the benefit provider.~~

~~F. Employees who qualify for FMLA leave must comply with all provisions of the Family and Medical Leave policy (107.04).~~

~~III. BUSINESS NECESSITY TERMINATION DUE TO UNIFORM ABSENCE CONTROL~~

- ~~A. An employee may be terminated as a business necessity due to uniform absence control when the employee has been unable to perform the essential functions of his/her job with or without reasonable accommodation for a period of twelve (12) weeks within a twelve month period, not including the use of any FMLA leave. This time need not be consecutive. This section applies to both on-the-job and off-the-job injuries or illnesses for employees who have completed their~~

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: OFF-DUTY INJURY OR ILLNESS POLICY	REFERENCE NUMBER: 107.05
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~~introductory period. The City will use a "rolling" 12-month period measured backward from the first date an employee uses any leave for either on-the-job or off-the-job injuries or illnesses in order to calculate the twelve weeks.~~

- ~~B. Supervisors shall obtain approval from the Director of Human Resources or his/her designee prior to initiating a termination due to uniform absence control. The Risk Manager shall also be consulted if any absence is due to an injury that occurred on the job. In the case of an employee with a disability as determined by the ADA, termination would not be considered unless no reasonable accommodation (which would not cause undue hardship on the organization or pose a direct threat to the health or safety of the employee or others) exists that would enable the employee to perform the essential functions of his/her position, and no job reassignment is available (see Section VII of this policy entitled "Job Reassignment").~~
- ~~C. If after reviewing these factors, the supervisor with the guidance of the Human Resources Director or his/her designee and, in cases of on-the-job injuries, the Risk Manager determines that the employee cannot return to perform the essential functions of his/her job, then the employee will be notified in writing of the proposed termination at least two weeks before the termination will take effect. An employee who receives notice of intent to terminate under this section shall be afforded the right to seek an Extended Leave of Absence, as more fully discussed below in section III. D. Business necessity termination due to uniform absence control is not a disciplinary action and does not operate to deny an employee the use of accrued benefits as outlined in appropriate policies.~~
- ~~D. An employee who has received notice of the City's intent to terminate the employee for absences in excess of twelve (12) weeks in a twelve-month period or for absences due to an off-duty injury or illness may apply for an Extended Leave of Absence for up to twenty-four (24) weeks of additional leave to the City Manager or his/her designee. In order to apply for the Extended Leave of Absence, the employee must present a written request to his/her supervisor and the Director of Human Resources stating the length of additional leave requested and identifying reasons in support of the request for additional leave. The Director of Human Resources or his/her designee and, in the case of on-the-job injuries, the Risk Manager will review the employee's request and make a recommendation to the City Manager or his/her designee. The decision on whether to approve the employee's request for additional leave is left to the sole discretion of the City Manager or his/her designee. The following shall be taken into consideration when reviewing the employee's request for Extended Leave of Absence:~~
- ~~1. A doctor's prognosis indicating whether or not the employee will be able to perform his/her regular duties or modified duties if available. In the case of an employee with a disability as defined by the ADA, termination would not be considered unless no reasonable accommodation (which would not cause undue hardship on the organization or pose a direct threat to the health or safety of the employee or others) exists that would enable the~~

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: OFF-DUTY INJURY OR ILLNESS POLICY

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~~employee to perform the essential functions of his/her position, and no job reassignment is available (see Section VII of this policy entitled "Job Reassignment").~~

~~2. A doctor's prognosis indicating when the employee may be able to return to work.~~

~~3. The length of time it would take to replace the employee in his/her position.~~

~~4. Whether the employee is willing to accept placement in a different, available position for which the employee is qualified.~~

~~5. Whether the employee has been willing to accept a modified duty assignment after expiration of any available FMLA leave for an on-the-job injury.~~

~~6. Whether the employee is able to present satisfactory evidence of his/her inability to return to work, either in a limited duty capacity if such work is available, or to regular duty according to the timetable established in this procedure or upon request by the City.~~

~~7. Whether the employee has made any falsifications or misrepresentations concerning his/her physical condition or capacity.~~

~~8. Whether the employee fails or refuses to return to regular duty on the day specified by the treating physician.~~

~~9. Whether the employee maintained contact with his/her immediate supervisor on a regular basis (as directed by his/her supervisor) and notified him/her of his/her condition and expected return to work date. If the employee was unable to make contact personally, he/she should have someone contact his/her supervisor on his/her behalf.~~

~~10. Whether the employee provided requested progress reports from the treating physician.~~

~~IV. SUPERVISOR RESPONSIBILITIES FOR DISABILITY, INJURY, ILLNESS, OR MEDICAL CONDITION:~~

~~A. Within seven (7) days of the date the employee's disability, injury, illness, or medical condition begins, the supervisor must notify the employee **in writing** of his/her obligation to contact the supervisor on a regular basis. (The recommended reporting time is once a week, but the supervisor can elect to change this reporting time to more frequently or less frequently after consulting with the Human Resources Department). Each supervisor shall establish procedures for this reporting requirement, inform the disabled, injured, or ill employee of the procedures, and notify the employee that failure to follow these procedures could result in disciplinary action.~~

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: OFF-DUTY INJURY OR ILLNESS POLICY	REFERENCE NUMBER: 107.05
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~~B. Each supervisor, with the consultation of the Human Resources department and the Risk Manager in the case of an on the job injury, shall notify the disabled, ill or injured employee in writing of his/her obligation to provide a monthly progress report, if applicable, from his/her attending physician regarding his/her medical condition and rehabilitation options as they relate to his/her ability to return to full duty. This report shall include:~~

- ~~1. Whether the employee will be able to return to full duty with no restrictions. If so, when?~~
- ~~2. Whether rehabilitation is an option? If not, why not?~~
- ~~3. Are any accommodations necessary for the employee to return to full duty? If so, describe.~~

~~C. Upon exhaustion of paid sick and/or vacation time, the supervisor shall submit an "Employee Status Form" to notify Human Resources to stop leave accrual.~~

~~V. EMPLOYEE RESPONSIBILITIES FOR DISABILITY, INJURY, ILLNESS, OR MEDICAL CONDITION:~~

~~A. Employees who are disabled, ill, injured, or have a medical condition are required to notify their immediate or designated supervisor immediately if they are going to be absent from work.~~

~~B. The employee will periodically provide a progress report from his/her treating physician as indicated in Section IV.B. of this policy.~~

~~C. The employee must contact his/her supervisor as established in Section IV.A. of this policy until he/she returns to work or the end of the twelve (12) week period, not including leave pursuant to the Family and Medical Leave policy (107.04), in which the employee is unable to perform the essential functions of his/her position. If the employee is unable to make contact personally, he/she shall have someone contact his/her supervisor on his/her behalf. The City must be aware of the employee's status in order to plan and assign work duties and responsibilities in an efficient manner.~~

~~D. An employee who fails to contact his/her supervisor or provide prognosis report(s) in accordance with this policy shall be subject to disciplinary action in accordance with the "Disciplinary Action Policy" (109.01).~~

~~VI. RETURN TO WORK FOR FULL DUTY~~

~~A. The following reporting requirements apply when an employee returns to work from an off the job disability, illness, injury, or medical condition:~~

- ~~1. An employee returning to duty at the expiration of his/her Family and Medical Leave or~~

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: OFF-DUTY INJURY OR ILLNESS POLICY	REFERENCE NUMBER: 107.05
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~~after being unable to work for ten (10) or more working days due to a disability, illness, injury, or medical condition which is not covered by the FMLA must provide a written release to the supervisor from the attending physician indicating the employee's fitness to return to full duty. The supervisor must then forward the release to the Director of Human Resources or his/her designee.~~

~~2. In the case of an employee who returns to work from a disability, illness, injury, or medical condition in less than ten (10) working days, the employee is **not automatically** required to furnish a doctor's release to his/her supervisor, unless the employee's leave was pursuant to the Family and Medical Leave policy (107.04) in which case the employee must always furnish a doctor's release if the leave was taken for the serious health condition of the employee. The supervisor, at his/her discretion, **may require** the employee to furnish a release from the attending physician if he/she feels the employee's disability, injury, illness, or medical condition may not permit the employee to safely perform the job. When the supervisor requires such a release from the attending physician, the employee must take his/her release to the supervisor who must then forward it to the Director of Human Resources.~~

~~B. The City reserves the right to require an independent physical or mental assessment, at the City's expense, upon the return to work of an employee from a disability, illness, injury, or medical condition to determine whether the employee is able to perform the essential functions of the job. If the independent physical or mental assessment differs from the opinion of the employee's attending physician and the employee disputes the City's independent assessment, a third physical or mental assessment by an independent physician, to be agreed upon by the employee and the City, may be made at the City's expense and the third opinion will be the determinative assessment.~~

~~C. Upon return from leave within a twelve (12) week period, excluding any applicable Family and Medical Leave, after the beginning date of a disability, illness, injury, or medical condition, an employee who exercises any right provided under this section, if able to perform the essential functions of the position with or without reasonable accommodation, shall:~~

- ~~1. return to the position held by the employee when the leave commenced; or~~
- ~~2. be placed in an equivalent position with equivalent benefits, pay and other terms and conditions of employment, if the employee is on Family and Medical Leave and timely returns to work in accordance with the Family and Medical Leave policy (107.04); or~~
- ~~3. be placed in a vacant position which he/she is qualified to perform.~~

~~VII. JOB REASSIGNMENT~~

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: OFF-DUTY INJURY OR ILLNESS POLICY	REFERENCE NUMBER: 107.05
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- ~~A. Job reassignment will be provided as follows when an employee is unable to return to his/her current position due to a disability, illness, injury, or medical condition:~~
- ~~1. If a position for which the employee is qualified and physically able to do is vacant, the employee may be considered for transfer to a job reassignment. Job reassignment will only be considered within the twelve (12) week period, excluding any applicable Family and Medical Leave, from the date of disability, illness, injury, or medical condition.~~
 - ~~2. It will be the employee's responsibility to contact the Human Resources Director or his/her designee to identify positions for which he/she may be qualified and physically able to perform, and to request such job reassignment.~~
- ~~B. Should an employee be unable to return to work in his/her current position due to a disability, the City may provide job reassignment as a reasonable accommodation in accordance with the Americans With Disabilities Act of 1990.~~
- ~~C. Job reassignments are not guaranteed. Such requests will be discussed with the Director of Human Resources and the Department Director of the hiring department before such a decision will be made. Interviews with the hiring supervisor will be conducted. Rate of pay will be determined by the Compensation/Classification Guidelines for the position to which the employee is being reassigned.~~

~~VIII. MODIFIED DUTY~~

- ~~A. Modified duty assignments may be considered based on the following when an employee is unable to perform the duties of his/her current position due to a disability, illness, injury, or medical condition:~~
- ~~1. If a modified duty position in the department is available which the employee is physically able to do. Modified duty status will only be considered during the twelve (12) week period from the date of disability, illness, injury, or medical condition in addition to any Family and Medical Leave used.~~
 - ~~2. It will be the employee's responsibility to contact his/her supervisor and the Human Resources Director to determine if a modified duty position for which he/she may be qualified and is physically able to perform, is available.~~
- ~~B. Modified duty assignments are considered temporary and will last no longer than 120 workdays. Type and length of modified duty assignments will be contingent upon availability and a doctor's statement indicating any restrictions in performing modified duty assignments.~~

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: OFF-DUTY INJURY OR ILLNESS POLICY	REFERENCE NUMBER: 107.05
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~~C. Modified duty assignments are not guaranteed. Such requests will be discussed with the Department Director and Human Resources Director prior to assignment.~~

~~IX. REASONABLE ACCOMMODATION~~

~~A. Reasonable accommodation will be provided to any otherwise qualified employee with a known disability as defined by the Americans With Disabilities Act of 1990.~~

~~B. Reasonable accommodation will be provided only when it enables the employee to perform the essential functions of the job and it does not prove to be an undue hardship, as determined by the Americans With Disabilities Act of 1990, to the organization.~~

~~C. Requests for reasonable accommodation must be submitted by the individual to the Director of Human Resources or his/her designee. The requests for reasonable accommodation will be reviewed in accordance with the City's "American's With Disabilities Act Policy" (100.02).~~

~~X. SEPARATION OF EMPLOYMENT~~

~~This procedure does not preclude an employee from being terminated under policy 109.01, or under an official reduction in force due to budget reductions.~~

~~XI. RESPONSE HEARING PROCEDURES~~

~~The City Manager or his/her designee shall consider any response to a decision made pursuant to this policy or any decision made by the ADA Committee. All response hearing requests must be submitted in writing to the Director of Human Resources within ten (10) working days of the action or decision (as outlined in "Disciplinary Appeals Policy" [109.03]).~~

~~XII. MEDICAL RECORDS~~

~~All medical records obtained pursuant to this procedure will be kept in confidential medical files as required by the Americans With Disabilities Act of 1990.~~

CITY OF DENTON

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE

SECTION: HUMAN RESOURCES	REFERENCE NUMBER: 100.02
SUBJECT: EQUAL EMPLOYMENT OPPORTUNITY	INITIAL EFFECTIVE DATE: 07/07/92
TITLE: AMERICANS WITH DISABILITIES ACT (ADA)	LAST REVISION DATE: 04/28/2011

POLICY STATEMENT:

It is the policy of the City of Denton to provide equal access to all City sponsored services, programs, and activities for citizens and employees with disabilities, as provided by the "Americans with Disabilities Act" of 1990, 42 U.S.C. § 12101, et seq., as the same may be amended from time to time (the ADA). The City will not discriminate against a "qualified individual with a disability," as this term is defined by the ADA, with regard to job applications, hiring, advancement, discharge, compensation, training and other terms, conditions and privileges of employment.

The City will make reasonable modifications and accommodations in policies, practices, and procedures to ensure equal access; will provide auxiliary aids and services when necessary to provide effective communication, and will operate its programs so that, when viewed as a whole, those programs are readily accessible to, and useable by, individuals with disabilities.

DEFINITIONS:

~~**Disability:** For purposes of determining eligibility for a reasonable accommodation, a person with a disability is one who has a physical or mental impairment that materially or substantially limits one or more major life activities.~~

~~**Reasonable Accommodation:** A reasonable accommodation is a modification or adjustment to a job, an employment practice, or the work environment that makes it possible for a qualified individual with a disability to enjoy an equal employment opportunity.~~

~~**Employment:** The City of Denton will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in the City of Denton's employment-related activities. Examples of accommodations may include acquiring or modifying equipment or devices; modifying training materials; making facilities readily accessible; modifying work schedules; and reassignment to a vacant position.~~

~~**Modifications to Policies and Programs:** The City of Denton will make reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy its programs, services, and activities. For example, individuals with service animals are welcomed in the City of Denton.~~

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: AMERICANS WITH DISABILITIES ACT (ADA)	REFERENCE NUMBER: 100.02
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~~offices, even where pets are generally prohibited.~~

~~Anyone who requires auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of the City of Denton, should contact the appropriate ADA Coordinator (reference I below) as soon as possible but no later than 48 hours before the scheduled event.~~

~~**Undue Hardship:** An undue hardship is an action that is unduly costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature of operation of the City.~~

ADMINISTRATIVE PROCEDURES:ADMINISTRATIVE PROCEDURES:I. DEFINITIONS

A. Disability - A person who has a physical or mental impairment that substantially limits one or more major life activity. This includes people who have a history/record of such impairments, even if they do not currently have a disability. It also includes individuals who do not have a disability but are perceived by others as having a disability.

B. Essential Job Functions - Essential functions are those job duties that are so fundamental to the position that the individual cannot do the job without performing them. A function can be essential if the position exists specifically to perform that function; there is limited number of other employees who could perform the function; or the function is specialized and the individual was hired based on the ability to perform it. The job description is a consideration also for determining the essential functions of the job.

C. Reasonable Accommodation – A reasonable accommodation is a modification or an adjustment to a job or the work environment that will enable a qualified applicant or employee with a disability to participate in the application process or to perform essential job functions.

Reasonable accommodation also includes adjustments to assure that a qualified individual with a disability has rights and privileges in employment equal to those of nondisabled employees. See Americans with Disabilities Act of 1990 (“ADA”), Americans with Disabilities Act Amendments Act of 2008 (“ADAAA”) and associated regulations.

D. Undue Hardship - An "action requiring significant difficulty or expense" when considered in light of a number of factors. These factors include the nature and cost of the accommodation in relation to the size, resources, nature, structure of the employer's operation and the impact on the department and the City.

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: AMERICANS WITH DISABILITIES ACT (ADA)

REFERENCE NUMBER:
100.02II. GUIDELINES

A. The determination of what accommodations are reasonable will be established through an interactive process. Once an employee has requested an accommodation and medical documentation has been received, if applicable, all necessary parties (e.g., employee, supervisor, legal, human resources representative) shall be involved in the interactive process to determine what, if any, accommodation(s) should be provided. If such medical certification or documentation does not specify the existence of an ADA disability and explain the need for a reasonable accommodation, it will be considered insufficient. Documentation also might be insufficient where: (1) the health care professional does not have the expertise to give an opinion about the employee's medical condition and the limitations imposed by it; (2) the information does not specify the functional limitations due to the disability; or (3) other factors indicate that the information provided is not credible or is fraudulent.

The City is not required to provide a reasonable accommodation without sufficient documentation.

Once sufficient documentation is provided, the interactive process shall include the following steps:

1. A review of the particular position/job involved and determine its purpose and its essential functions.
2. Consultation with the employee with the disability to find out their specific physical or mental abilities and limitations as they relate to the essential job functions. Identify the barriers to job performance and assess how these barriers could be overcome with an accommodation.
3. In consultation with the employee, identify potential accommodations and assess how effective each would be in enabling the employee to perform essential job functions. If an appropriate accommodation is not identified, the human resources representative may contact outside technical resources for further assistance.
4. Select the accommodation, if available, that best meets the need of employee, the department and the City.
5. If there is a direct threat or significant risk of substantial harm to the health or safety of the individual or others that cannot be eliminated or reduced, the requested accommodation may not be granted.
6. Medical information obtained as part of an accommodation request is considered strictly confidential and will be shared with supervisors and managers only on a need to know basis. All related information shall be filed in a separate file within Human Resources

I.—~~HB.~~ Questions concerning general ADA policy, reasonable accommodations, and grievances by citizens or employees not resolved by the appropriate department shall be directed to one of the

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: AMERICANS WITH DISABILITIES ACT (ADA)	REFERENCE NUMBER: 100.02
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following ADA Coordinators or ~~his/her~~their designee for resolution:

- Facilities Manager – buildings and facilities owned and/or operated by the City of Denton;
- City Engineer – public infrastructure; and
- Director of Human Resources ~~Compliance Specialist~~ – employment-related matters.

The ADA Coordinator shall resolve the issue(s) or make recommendations to department heads, the City Manager, or the City Council, as appropriate.

- ~~III.C.~~ In order to be qualified for a City position, an applicant must have the skills, experience, and knowledge as reflected by the essential functions of the position with or without reasonable accommodation. Inquiries regarding pre-employment or employment procedures, interviews, and hiring shall be directed to the Human Resources Department for resolution. Supervisor training will be conducted by the Human Resources Department as required to educate the supervisors of the requirements of Title I of the ADA.
- ~~IV.D.H.~~ The Building Inspections Division will, prior to issuing a building permit, advise applicants of the need to comply with the requirements of Title III of the Americans with Disabilities Act.
- ~~IV.E.~~ When the City is given notice of a need for an accommodation, there will be an interactive process with the requestor as outlined in the Department of Justice technical guidelines for ADA accommodations.
- ~~V.F.~~ The ADA does not require the City of Denton to take any action that would fundamentally alter the nature of its programs or services or impose an undue ~~financial or administrative~~ hardship.
- ~~VII.G.~~ While an individual's preference for an accommodation will be given consideration, the City of Denton is free to choose among equally effective accommodations and may choose the one that is less expensive or easier to provide.
- ~~VIII.H.~~ The City of Denton will not place a surcharge on a particular individual with a disability, or any group of individuals with disabilities, to cover the cost of providing auxiliary aids/services or reasonable modifications of policy.
- ~~XVII.H.~~ All supervisors are responsible for continually monitoring and evaluating current policies, procedures, facilities and programs to achieve and maintain compliance with this policy.

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE

SECTION: HUMAN RESOURCES	REFERENCE NUMBER: 107.04
SUBJECT: EMPLOYEE BENEFITS AND SERVICES	INITIAL EFFECTIVE DATE: 08/05/93
TITLE: FAMILY AND MEDICAL LEAVE	LAST REVISION DATE: 3/11/06 <u>10/05/17</u>

POLICY STATEMENT

The City of Denton shall provide authorized leave for family and medical reasons to eligible employees in accordance with the provisions of the "Family and Medical Leave Act" (FMLA) of 1993 and its amendments.

The purpose of this policy is to enable eligible employees to take absences from work for up to twelve (12) weeks during a 12-month period for new child leave and/or medically-related reasons due to a serious health condition regarding self, spouse, child or parent.

ADMINISTRATIVE PROCEDURES

I. DEFINITIONS

- A. "Child" is a biological, adopted, foster, legal ward, child of a person standing in the place of a parent, or a step-son or -daughter who is under 18 years old or who is over 18 years old and incapable of self-care because of a mental and/or physical disability. For purposes of a child on covered active duty or called to covered active duty, or for Servicemember Family leave, the child may be of any age.
- B. "Covered Active Duty" is: 1) in the case of a member of a regular component of the Armed Forces, duty during the deployment with the Armed Forces to a foreign country; and 2) in the case of a member of a reserve component of the Armed Forces, duty during the deployment with the Armed Forces to a foreign country where they may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force.
- C. "Covered Servicemember" means: 1) a member of the Armed Forces (including a member of the National Guard or Reserves) who is undergoing recuperation for a serious injury or illness; or, 2) a veteran who is undergoing recuperation for a serious injury or illness and who was a member of the Armed Forces (including a member of the National Guard or Reserves) at any time during the preceding period of five years.
- D. "Family leave" is approved leave for the birth of a child or placement of a child for adoption or foster care.
- C. "Health care provider" is an authorized individual who provides health care services.

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: FAMILY AND MEDICAL LEAVE	REFERENCE NUMBER: 107.04
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- D. “Intermittent leave” is leave taken in separate blocks of time rather than one continuous period.
- E. “Next of Kin” means the nearest blood relative of a Covered Servicemember.
- F. “Parent” is the biological, legal adoptive or stepparent of an employee or an individual who had day-to-day responsibilities to care for and financially supported the employee when he/she was a child. The term does not include parents-in-law.
- G. “Period of Incapacity” is an inability to work, attend school or perform other regular daily activities due to the serious health condition, treatment therefore, or recovery therefrom.
- H. “Reduced schedule leave” is fewer workdays per week or hours per workday than an employee’s normal work schedule. For employees who work part-time or variable hours, the leave is determined on a pro-rata basis.
- I. “A Regimen of Continuing Treatment” includes, for example, a course of prescription medications (e.g., an antibiotic or therapy requiring special equipment to resolve or alleviate the health condition). A regimen of treatment does not include the taking of over-the-counter medications such as aspirin, antihistamines, or salves; or bed-rest, drinking fluids, exercise, and other similar activities that can be initiated without a visit to a health care provider.
- J. “Serious health condition” is an illness, injury, impairment or physical or mental condition that involves inpatient care or any subsequent treatment in connection with inpatient care and/or continuing treatment by a health care provider as described in the FMLA regulations.
- K. “Military Caregiver Leave” is leave taken to care for a covered servicemember or veteran who has incurred a serious injury or illness in the line of active duty in the Armed Forces.
- L. “Spouse” is a husband or wife as defined by State law, including a common law marriage. Common law spouses must provide the City of Denton with an affidavit from each spouse testifying to the marriage relationship.
- M. “Treatment” includes examinations to determine if a serious health condition exists and evaluations of the condition. Treatment does not include routine physical examinations, eye examinations, or dental examinations.
- N. “Qualifying Exigency” includes: 1) notification of a call to covered active duty seven or fewer days from date of deployment; 2) military events and related activities, including post-deployment activities (e.g. official ceremonies, support programs, counseling, etc. related to covered active duty or a call to such); 3) attending to childcare and school activities; 4) attending to financial and legal matters; 5) to spend up to five days with a military member who is on short-term, temporary rest and recuperation leave during the period of deployment; and, 6) any

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: FAMILY AND MEDICAL LEAVE	REFERENCE NUMBER: 107.04
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additional activities related to the call to covered active duty otherwise agreed to by the employer and employee.

- O. “Veteran” means a person who served in the active military, naval, or air service, and who was discharged or released under conditions that were not dishonorable. The discharged must have been within a five (5) year period of becoming ill or injured while serving in the line of duty.
- P. “12-Month Servicemember Period” is a single 12-month period measured forward from the first day Servicemember Family Caregiver Leave is taken.
- Q. “12-Month Period” is a rolling 12-month period measured backward from the date leave is taken.

II. Eligibility

In order to be eligible for leave under the FMLA, an employee must:

- A. Have been employed for at least 12 months at any time by the City of Denton prior to the commencement of the leave (12 months need not be consecutive);
- B. Have worked for the City at least 1,250 hours during the 12-month period immediately prior to the commencement of the leave; and,
- C. Have a qualifying condition, as defined in Part III below.

III. Qualifying Conditions

- A. Birth of a child or placement of a child for adoption or foster care with the employee.
- B. A serious medical condition of self, spouse, parent or child consisting of any of the following:

1. Hospital Care

Inpatient care (i.e., an overnight stay) in a hospital, hospice, or residential medical care facility, including any period of incapacity or subsequent treatment in connection with or consequent to such inpatient care.

2. Absence Plus Treatment

A period of incapacity of more than three (3) consecutive calendar days (including any subsequent treatment or period of incapacity relating to the same condition), that also involves:

- a. Treatment two or more times by a health care provider, by a nurse or physician’s assistant

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: FAMILY AND MEDICAL LEAVE	REFERENCE NUMBER: 107.04
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under direct supervision of a health care provider, or by a provider of health care services (e.g., physical therapist under orders of, or on referral by, a health care provider); or

- b. Treatment by a health care provider on at least one occasion which results in a regimen of continuing treatment under the supervision of the health care provider.

3. Pregnancy

- A period of incapacity due to pregnancy or for prenatal care.

4. Chronic Conditions Requiring Treatments

- A chronic condition which:

- a. Requires periodic visits for treatment by a health care provider, or by a nurse or physician's assistant under direct supervision of a health care provider;
- b. Continues over an extended period of time (including recurring episodes of a single underlying condition); and,
- c. May cause episodic rather than a continuing period of incapacity (e.g., asthma, diabetes, epilepsy, etc.).

5. Permanent/Long-term Conditions Requiring Supervision

A period of incapacity that is permanent or long-term due to a condition for which treatment may not be effective. The employee or family member must be under the continuing supervision of, but need not be receiving active treatment by, a health care provider. Examples include Alzheimer's, a severe stroke, or terminal stages of a disease.

6. Multiple Treatments (Non-Chronic Conditions)

Any period of absence to receive multiple treatments (including any period of recovery therefrom) by a health care provider or by a provider of health care services under orders of, or on referral by, a health care provider, either for restorative surgery after an accident or other injury, or for a condition that would likely result in a period of incapacity of more than three (3) consecutive calendar days in the absence of medical intervention or treatment, such as cancer (chemotherapy, radiation, etc.), severe arthritis (physical therapy), or kidney disease (dialysis).

IV. Types of Leave

- A. Leave to care for a child following the child's birth, adoption, or placement in foster care with the employee;

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: FAMILY AND MEDICAL LEAVE	REFERENCE NUMBER: 107.04
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- B. Leave to care for an immediate family member (spouse, child, or parent) of the employee if such immediate family member has a serious health condition;
- C. Leave due to employee's own serious health condition that makes the employee unable to perform the essential functions of his/her position;
- D. Leave necessary for an employee to attend to a qualifying exigency arising out of the fact that the employee's spouse, child, or parent is on covered active duty or has been notified of an impending call or order to covered active duty in the Armed Forces.
- E. Leave to care for such covered Servicemember who incurred a serious injury or illness in the line of active duty in the Armed Forces (hereafter referred to as "Servicemember Family Caregiver Leave.")

Note: All injuries covered by workers' compensation ~~or long-term disability~~ that also constitutes a "serious health condition" will be designated as FMLA leave. Please contact the designated representative for more information.

V. Duration of Leave

A. Leave Maximum

1. Twelve (12) workweeks of leave during a 12-month period (known as the "leave year" for all types of leave)

Exceptions: Military Caregiver Leave

- a. Eligible employees who are the spouse, child, parent, or next of kin of a covered Servicemember are entitled to up to 14 weeks of additional leave during a single 12-Month Servicemember Period (for a total of 26 weeks if combined with other FMLA leave).
 - b. Available leave not taken during the 12-month Servicemember Period, which begins on the first day of leave is taken, will be forfeited.
 - c. No more than 26 weeks of leave may be taken in a single 12-Month Servicemember Period, and no additional extended leaves may be taken in other years for the same injury or illness.
 - d. If married spouses both work for the City, their total Servicemember Family Caregiver Leave may be limited to an aggregate of 26 weeks.
2. If an employee has accumulated sick or vacation time or "comp time" (if eligible), he/she must take paid leave first until paid leave is exhausted. The balance of the employee's FMLA entitlement will be provided without pay.

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: FAMILY AND MEDICAL LEAVE	REFERENCE NUMBER: 107.04
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- a. An employee on medical leave must first use accumulated sick leave. When the sick leave is exhausted, an employee must then use any accumulated vacation time.
 - b. Upon the approval of family leave, an employee may choose to first use accumulated sick leave. When sick leave is exhausted, an employee must then use any accumulated vacation time. If an employee on family leave does not choose to use accumulated sick leave, the employee must use any accumulated vacation leave.
3. When both spouses are employees of the City, they are entitled to a total combined twelve (12) weeks for family leave to care for a newly born or placed child and/or medical leave to care for a parent with a serious health condition. Each employee separately, however, is entitled up to twelve (12) weeks total leave for a medical leave due to a serious health condition of self, spouse or child.
 4. A paid holiday occurring during a week of FMLA leave has no effect on FMLA time used and is still counted as FMLA leave.
- B. "Leave Year"
1. The City uses a "rolling" 12-month period measured backward from the date an employee uses any leave under the FMLA.
 2. For Military Caregiver Leave, the City uses a "12-Month Period" which is a single 12-month period beginning on the first day the employee takes leave for this reason and ends 12 months later.
- C. Reduced Schedule/Intermittent Leave
1. Family leave may be used intermittently but only with approval from the employee's supervisor and it must be completed within twelve (12) months of the date of birth or placement of the child.
 2. Medical leave to care for a seriously ill family member or because of the employee's serious health condition may be used intermittently or on a reduced schedule if all of the following apply:
 - a. Must be medically necessary;
 - b. The employee must present a medical certification; and
 - c. The employee must consult with his/her supervisor and make a reasonable effort to schedule foreseeable leave so as not to unduly disrupt the department's operations.
 3. The City may transfer the employee temporarily to an alternative job with equivalent pay and benefits that accommodates recurring periods of leave better than the employee's regular

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: FAMILY AND MEDICAL LEAVE	REFERENCE NUMBER: 107.04
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job.

4. Intermittent and reduced schedule leave absences will be measured in ~~one-half (1/2)~~15 minute hour increments.

VI. Coordination of Benefits

- A. During approved FMLA leave, the City will continue to pay the employee's portion of the health insurance premium. The employee is required to pay health insurance premiums for any dependent coverage, through payroll deduction or personal finances. The employee is also responsible for other benefit premiums normally taken from his/her paycheck.
- B. Vacation/bonus time, sick leave, and longevity benefits will not accrue during an employee's *unpaid* FMLA leave status. ~~The employee will not receive death in the family leave pay, holiday pay, or any other paid benefit during an unpaid consecutive FMLA leave status. These benefits will resume upon the employee's return to work. Provided the employee is being paid because the employee has accrued time~~
- C. The FMLA policy is administered concurrently with all other relevant City policies. For questions regarding sick leave, holiday pay, death in the family leave, vacation/bonus time, and longevity pay, ~~personal leave without pay, off-duty injury or illness and/or occupational injury benefits~~, please see the specific policy for details.

VII. Notification by Employees

- A. If the need for leave is foreseeable, an employee must give at least a 30-day notice (oral or written) of his/her desire to take family and/or medical leave. The City may delay the requested leave for up to thirty (30) days after the notice is provided to the City if an employee fails to give adequate notice of foreseeable leave.
- B. If the need for leave is unforeseeable, an employee must give notice as soon as practicable. Typically, this is within one or two working days of learning of the need for leave, except in extraordinary circumstances where such notice is not feasible.
- ~~C. —C.—~~ If the City had not been made aware that an employee was absent for FMLA reasons and the employee wants the absence counted as family or medical leave, the employee must give notice within two business days of his/her return to work that the leave was taken for an FMLA-qualifying reason.

~~C.D.~~ Employees are required to follow department call-in procedures.

VIII. Paperwork and Timelines

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: FAMILY AND MEDICAL LEAVE	REFERENCE NUMBER: 107.04
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- A. All FMLA leave, including intermittent leave, must be documented ~~on the “Family and Medical Leave Request” form through the on-line timekeeping system~~ and will be charged against the employee’s FMLA entitlement.
- B. ~~In addition to a completed “Family and Medical Leave Request” form, a~~ An employee requesting leave for medically related reasons must also provide medical certification by submitting a completed **“Certification of Health Care Provider”** form when requested to do so by the City of Denton.
1. If the City has reason to doubt the validity of a medical certification provided by an employee’s health care provider, the City may require the employee to obtain a second opinion at the City’s expense from a health care provider chosen by the City. If the first and second opinions differ, a third opinion from a health care provider chosen jointly by the City and the employee may be requested at the City’s expense. The third opinion is final and binding.
 2. The City may request re-certification during an employee’s approved FMLA leave, although such re-certification will not be more often than every thirty (30) days.
- C. All necessary paperwork must be completed and returned to the Human Resources department within fifteen (15) calendar days of the employee receiving the paperwork. If an employee fails to provide medical certification in a timely manner, the City may deny the leave request until certification is submitted.
- D. During approved FMLA leave, the City may require an employee to periodically report to his/her supervisor about the employee’s status and intent to return to work.

IX. Other Employment

Provided an employee is absent due to consecutive FMLA leave for a medical condition and the employee asserts they are unable to perform their job duties, the employee is prohibited from engaging in outside employment that would conflict with any medical restrictions.

X. Return to Work

- A. If an employee is out due to a serious health condition of self, he/she must provide a “Return-to-Duty Certification” completed by the employee’s health care provider at the time the employee returns to work. If an employee fails to provide return-to-duty certification, the City may deny job restoration until the certification is submitted.
- B. When the employee returns to work the employee will return to an equivalent position with equivalent benefits, pay and other terms and conditions of employment, in accordance with FMLA regulations.

XI. “Key Employee” Exemption

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: FAMILY AND MEDICAL LEAVE	REFERENCE NUMBER: 107.04
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- A. A “key employee” is a salaried employee (exempt from the minimum wage and overtime requirements of the Federal Labor Standards Act as an executive, administrative or professional employee) who is among the highest paid 10 percent of all the City of Denton’s employees. The determination whether an employee is among the highest paid 10 percent of the City’s employees is determined from the time the employee first gives notice of the need for leave.
- B. Where restoration of a key employee to his/her position at the end of his/her leave will cause substantial and grievous economic injury to the City’s operations, the City may refuse to reinstate a key employee.
- C. In the event that restoration of a key employee would cause the City substantial and grievous economic injury to the City’s operations, the employee will be notified in writing of his/her status as a key employee, the reasons for denying job restoration and will further be provided a reasonable opportunity to return to work after so notifying the employee. The City of Denton shall determine in its sole discretion, what constitutes substantial and grievous economic injury to its operations.

Department of Labor regulations governing the FMLA are available for review at the Human Resources Department. Employees who fraudulently misrepresent themselves and/or circumstances regarding this policy will be subject to disciplinary action. If there is any language in this policy that conflicts with the federal statute, the language in the federal statute will be the controlling language.

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE

SECTION: HUMAN RESOURCES	REFERENCE NUMBER: 111.07
SUBJECT: APPROVED LEAVE	INITIAL EFFECTIVE DATE:
TITLE: NON-FMLA MEDICAL LEAVE	LAST REVISION DATE:

POLICY STATEMENT

Employees who do not meet the eligibility requirements of the Family and Medical Leave Act (FMLA), or who have exhausted FMLA benefits, may request Non-FMLA medical leave (“medical leave”). This leave is only available for an employee’s own serious medical condition. All sick and vacation accruals will run concurrently with the leave. This policy may run concurrently with ADA, where applicable.

ADMINISTRATIVE PROCEDURES

- A. Medical leave granted under this directive will be with pay provided the employee has accrued balances (e.g. sick and/or vacation accruals).
- B. Medical Leave
 - 1. An employee who has exhausted leave under the FMLA and who continues to suffer from a serious health condition may request medical leave under this directive.
 - 2. All requests for medical leave due to an employee’s own medical condition must be in writing and requires the approval of the Human Resources Director or designee.
 - 3. The employee may be required to provide a medical certification from their treating physician in support of the employee’s request for a medical leave.
- C. Application: Medical Leave
 - 1. Approval of medical leave will be based on the medical certification, departmental business needs, and any other relevant factors.
 - 2. Prior to employee taking the leave, it must be authorized by the employee’s supervisor and Human Resources.
- D. Employee’s Responsibilities
 - 1. Sufficient and Accurate Information: Employees must give sufficient and accurate information so

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: NON-FMLA MEDICAL LEAVE	REFERENCE NUMBER: 111.07
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that a determination can be made as to the employee's eligibility for a medical leave under this directive.

2. Notice: Employees must provide their supervisor with advanced notice as practicable and in accordance with the Department's normal call-in procedures for leave. Provided the employee has advanced notice that employee will have to be out on leave, employee should give the City thirty (30) days advanced notice or as much notice as possible, when the leave is foreseeable.
3. Compliance with Call-In Procedures: Employees must comply with their Department's normal call-in procedures for reporting absences, tardiness, and requesting leave, e.g., making contact with the appropriate supervisor by a certain time. Employee may be subject to disciplinary action in accordance with City policy provided the employee fails to comply with the Department's normal call-in procedures and is unable to provide an explanation that warrants no disciplinary action.
4. Medical Certification: In all instances where the Human Resources (HR) Director, or designee, requests a medical certification from an employee, it is the employee's responsibility to provide a complete and sufficient medical certification supporting the need for the City to grant such leave due to a medical condition. The certification must set forth the beginning and ending dates of the medical leave, the duration of the treatments resulting in the need for either consecutive or intermittent leave, and the expected return to work date.
 - a. Second/Third Opinion: In some instances, the HR Director, or designee, may require a second or third medical opinion (at the City's expense).
 - b. Recertification: the HR Director, or designee, may request the employee to periodically recertify the need for medical leave.

E. Continuation of Benefits

1. Health Insurance: During any period of an approved medical leave under this policy, the City will continue to pay its portion, if any, of the insurance coverage for the employee on the same terms as if the employee continued to work. However, the employee must timely pay their portion of the insurance premiums. Provided the employee fails to pay their portion timely, the City will cease paying its portion until the employee makes the payments or returns to work. The City may recover premiums it paid to maintain coverage for the employee who failed to return to work.
2. Benefits Accruals: Vacation/bonus time and sick leave will not accrue during an employee's unpaid leave status. Employees will not receive death in the family leave pay, holiday pay, or any other paid leave benefit during an unpaid leave status. These benefits will resume upon the employee's return to work.
3. Retirement Contributions: Contributions to the retirement fund will cease when an employee is on unpaid leave and will resume upon the employee's return to work.

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: NON-FMLA MEDICAL LEAVE	REFERENCE NUMBER: 111.07
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4. Compensation: If an employee does not perform their job duties for three (3) consecutive months or longer, performance increases may be pro-rated.

F. Other Employment

Provided an employee is absent due to consecutive medical leave, and the employee asserts they are unable to perform their job duties, the employee is prohibited from engaging in outside employment that conflicts with their medical restrictions.

G. Misuse of Leave

An employee who misuses or fraudulently obtains medical leave will be subject to disciplinary action including, but not limited to, dismissal of City employment. An employee failing to return from medical leave on the specified date, without notifying the approving authority and receiving approval for a leave extension, may be considered to have abandoned their job as outlined in policy 110.01 (Absenteeism/Tardiness).

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE

SECTION: HUMAN RESOURCES	REFERENCE NUMBER: 111.08
SUBJECT: APPROVED LEAVE	INITIAL EFFECTIVE DATE: 11/05/85
TITLE: PERSONAL LEAVE WITHOUT PAY	LAST REVISION DATE: 08/25/03

~~I.~~ POLICY STATEMENT

~~_____~~In special circumstances, supervisors may consider granting additional absence to employees for ~~medical~~, emergency, legal, educational or any other legitimate purpose personal to the employee once the employee has exhausted all appropriate accrued leave. -A personal leave of absence is approved time off without pay. -Employees requesting such leave may be obligated to show that granting such leave will not work-cause an undue hardship on the appropriate operating department.

~~_____~~Primary considerations for leave approval include vacation, sick, and compensatory time accruals of the employee, and the legitimacy of the request.

~~_____~~Supervisors authorizing personal leaves of absence may be required to submit an explanation to the Department Director and/or the Human Resources Department as to why compensatory time, vacation time, or similar accrual was not used by the requesting employee. The circumstances resulting in the leave authorization may also be required in the explanatory report.

~~_____~~Approval of personal leave protects the employee's position with the City for a specific period of time.

~~_____~~Categories of personal leave are as follows:

- *Immediate* - one hour to two consecutive work days.
- *Short-term* - more than two consecutive work days to five consecutive work days.
- *Long-term* - more than five consecutive work days to less than twenty consecutive work days or thirty consecutive calendar days (whichever is less).
- *Extended* - more than twenty consecutive work days or thirty consecutive calendar days (whichever is less).

~~_____~~(For purposes of definitionthis policy, a work day is defined as eight hours for most employees; for employees working twelve hour shifts, a work day is twelve hours.)

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: PERSONAL LEAVE WITHOUT PAY	REFERENCE NUMBER: 111.08
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H.—ADMINISTRATIVE PROCEDURES

A. All personal leave without pay excluding immediate, must be in writing ~~on the approved leave of absence form.~~ Any personal leave without pay exceeding five consecutive work days will may require the approval of the Department ~~Director head~~ and written notification to the Human Resources Department (i.e., a completed leave of absence form and a status change form).

~~B. Personal leave without pay will not be granted if an employee has accrued leave balances. An employee must exhaust all applicable time before leave without pay is granted.~~

~~a. If the employee is requesting personal leave for a matter related to a medical condition of the employee or any of the employee's family members as defined in the City's Sick Leave policy (no. 111.01), the employee's accrued sick leave, as well as vacation or bonus time and, in the case of non-exempt employees, accrued compensatory time, must be exhausted before the employee will be placed on personal leave without pay. (When the medical condition is one covered by the Family and Medical Leave Act (FMLA) and the City's policy 107.04, FMLA leave will run concurrent with all paid leave as well as any personal leave without pay.)~~

~~b. If the reason for the request is not related to a medical condition, the employee's accrued vacation or bonus time, as well as compensatory time for non-exempt employees, must be exhausted before the employee will be placed on personal leave without pay.~~

~~BB. On requests for immediate leave of absence, it is the supervisor's responsibility to explore the legitimacy of the request upon the employee's return to work to determine if the leave is to be authorized. Approval of long, short, and extended a personal leave of absence will be based on the employee's work load, needs of the department, the degree of advance notice given prior to the expected start of the leave, the legitimacy of the request, and the vacation, sick, and/or compensatory time accruals of the requesting employee, and any other relevant considerations. -All leave longer than thirty (30) calendar days or twenty (20) workdays in duration extended leave requires approval from the Department Director head and the City Manager or his/her their designee.~~

C. Continuation of Benefits

1. C.—Health Insurance: During any period of approved leave under this policy, the City will continue to pay its portion, if any, of the insurance coverage for the employee on the same terms as if the employee continued to work. However, the employee must timely pay their portion of the insurance premiums. Provided the employee fails to pay their portion timely, the City will cease paying its portion until the employee makes the payments or returns to work. The City may recover premiums it paid to maintain coverage for the employee who failed to return to work.

POLICY/ADMINISTRATIVE PROCEDURE/ADMINISTRATIVE DIRECTIVE (Continued)

TITLE: PERSONAL LEAVE WITHOUT PAY	REFERENCE NUMBER: 111.08
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2. Benefits Accruals: Vacation/bonus time and, sick leave ~~, and longevity~~ benefits will not accrue during an employee's long-term or extended unpaid leave status. -Employees will also not receive death in the family leave pay, holiday pay, or any other paid leave benefit during a long-term or # extended unpaid leave status. -These benefits will resume upon the employee's return to work.

3. Retirement Contributions: Contributions to the retirement fund will cease when an employee is on unpaid leave and will resume upon the employee's return to work.

~~1. Sick leave accruals held by an employee prior to the unpaid leave status will be maintained if the employee is not seeking leave for a medical reason.~~

~~2.~~

~~D. An employee returning to work from a personal leave without pay status extending thirty (30) calendar days or twenty (20) work days or more will receive an adjusted longevity date.~~

~~4. _____ E. _____ If an employee does not perform his/her/their job duties for three (3) consecutive months or longer, performance increases will/may be pro-rated as outlined in the Compensation/Classification Guidelines Manual.~~

~~FD. _____ Misrepresentation of the purpose for personal leave by the requesting employee may result in cancellation of the leave and disciplinary action up to and including dismissal. An employee failing to return from personal leave on the specified date, without notifying the approving authority and receiving approval for a leave extension, will/may be considered to have abandoned their job as outlined in policy 110.01 (Absenteeism /Tardiness). subject to termination for job abandonment. A supervisor may rescind termination if the employee or the employee's representative provides reasonable, written explanation of failure to notify, but no later than one week after the failure to return.~~

**INFORMAL STAFF REPORT
TO MAYOR AND CITY COUNCIL**

SUBJECT:

Denton County Mental Health Sequential Intercept Mapping

EXECUTIVE SUMMARY:

At the direction of the Mayor, the Municipal Judge's Office would like to make you aware of its recent efforts to identify any mental health resources available in Denton County that may be of benefit to the citizens of the City of Denton. In doing so, it is the Judge's hope, to not only improve access to any available resources for those in need in our City, but to clarify the processes and resources that may be available on a county-wide basis and to better define the ways in which all stake-holders in Denton County may be able to better utilize any such processes as well.

DISCUSSION:

In the capacity as a Judge for the City of Denton and as a magistrate for our jail, the Judge's Office has been frustrated for a number of years by what could be described as a general confusion regarding available services for those struggling with mental health issues and the avenues for access to these services. Most importantly, the Judge's Office has been interested in finding ways in which Denton County agencies might be able to divert those individuals who are clearly in need of help away from the criminal justice system when appropriate.

It appears as if Denton County has assembled many of the resources necessary to address these needs, but the organization and "flow" of services is sporadic and disjointed at times, depending on agency and location. Due to the nature of how the County has expanded over the last ten years, several of the larger cities in the county, such as Denton, Lewisville and Carrollton, have taken on much of the initial contact and care for those suffering from mental health issues. Nevertheless, due to the way in which many of those in need first come in contact with "the system", services are delayed, or in some cases denied, as appropriate identification and evaluation may not be made until well after incarceration.

Luckily the Denton County Behavioral Leadership Team, under the leadership of Denton County United Way, has done much to establish various pathways to better utilize available resources in Denton County.

In an effort to better define these processes, the Municipal Judge reached out to personal contacts known to him as a result of his service on the Board of Directors of the Texas Municipal Courts Association. Consequently, through the Texas Municipal Court Education Center, the Denton Municipal Judge's Office has been able to secure the services of a nationally respected organizational and planning group, Policy Research Associates of New York, to perform a sequential intercept mapping session for Denton County. The Texas Municipal Courts Education Center has offered grant funds necessary to host and pay for this full day mapping session at no cost to either Denton County or the City of Denton.

In order to secure this opportunity, the Denton Municipal Judge's Office agreed to help organize a Sequential Intercept Mapping Exercise facilitated by Policy Research Associates of New York. This Mapping event will be held at the new Embassy Suites of Hilton at Denton on Wednesday, May 23rd, 2018 from 8:30 a.m. to 5:00 p.m.

As an initial organizer of this event, the Judge's Office has agreed to participate and provide names of organizations and mental health providers and identify those parties or persons necessary to achieve meaningful progress in providing a defined process for mental health services in Denton County. Thus far, participants who have agreed to attend include the Denton and Lewisville Police and detention staffs, Denton County Mental Health and Retardation (MHMR) Executive Staff and Crisis team members, Denton County Sheriff and Administrative and Jail Staffs, Denton County Health Services Administration and several of the area hospital and care providers.

As Council is well aware, mental health and criminal justice systems often collide, creating significant barriers to treatment and support services. *Sequential Intercept Mapping* helps communities develop and implement plans for community change through cross-system collaboration, organizational change, and enhancing practice, utilizing innovative and dynamic tools to map systems, identify gaps in service, and clarify community resources.

Goals

- Further the delivery of appropriate services to individuals with mental illness, intellectual disability, and/or substance use disorders involved in the criminal justice system
- Assist participants in identifying gaps in service
- Optimize use of local resources

Topics and Activities

This program will be customized to the very specific needs and desired outcomes of Denton County.

- Sequential Intercept Mapping to Identify Cross-Systems Gaps in Service and Collaboration
- Identifying and Setting Community Priorities
- Making Recommendations for a Local Action Plan

About Policy Research Associates, Inc.

Policy Research Associates, Inc. (PRA) is located in Delmar, NY. PRA's primary focus is on expanding access to community based services for adults diagnosed with co-occurring mental illness and substance use disorders at all points of contact with the justice system. PRA emphasizes the provision of consultation and technical assistance to help communities achieve integrated systems of mental health and substance abuse services for individuals in contact with the justice system.

If Council has any objection to the Municipal Judge co-hosting this event with Denton County United Way and Denton County MHMR, please let the Judge's Office know immediately and the Judge will be happy to step aside. In such an event, the Judge would still like to attend, but will refrain from "hosting" the event in the name of the City of Denton unless directed to do otherwise.

Attached, please find a copy of the Sequential Intercept Mapping Planning kit provided by Policy Resources Associates outlining the process for a sequential intercept mapping exercise.

Members of the Denton City Council are welcome and encouraged to attend.

ATTACHMENTS:

Sequential Intercept Mapping Planning kit provided by Policy Resources Associates

STAFF CONTACT:

Municipal Court Judge Robin Ramsay

940-349-8139

robin.ramsay@cityofdenton.com

Sequential Intercept Mapping Planning Kit

A successful *Sequential Intercept Mapping* program begins with the planning process. For maximum benefit, use this Planning Kit for suggestions, a checklist, and materials to help plan the entire program. The program consists of a pre-workshop consultation conference call, the workshop, and a summary report with recommendations. All aspects of the program are conducted by experts from Policy Research Associates, Inc.

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Sequential Intercept Mapping

Policy Research Associates, Inc. (PRA) is known nationally for its work in regard to justice involved people with mental illness and co-occurring substance use disorders. *Sequential Intercept Mapping* are unique services tailored to the specific community, to provide an opportunity for communities to visualize how mental health, substance abuse, and criminal justice systems intersect in serving this group. It aims to:

- Further delivery of appropriate services
- Assist in identifying gaps in service
- Optimize use of local resources

Meaningful cross-system collaboration is required in order to establish effective and efficient services for people with mental illness in the criminal justice system. This workshop is unlike other types of consultations or staff development training programs. PRA staff serve as expert guides, helping the group to develop a plan for their community. This makes the composition of the group extremely important. While some workshops involve advertising to the entire provider community, it is essential that the organizers gather a group that represents key decision makers from the relevant provider systems and varied levels of staff.

Program Description: *Sequential Intercept Mapping*

■ **Creating a Sequential Intercept Map**

- This 1.5-day strategic planning workshop provides an opportunity for participants to visualize how mental health, substance abuse, and criminal justice systems intersect in serving this target population
- The workshop brings together key stakeholders to tap into the specific local expertise necessary to develop a *local* map, based on the *Sequential Intercept Model* (Munetz & Griffin, 2006)
- During the Sequential Intercept Mapping Exercise, opportunities and resources are identified for diverting people with mental illness and co-occurring substance use out of this costly system and connecting them with appropriate treatment and support services
- The Sequential Intercept Mapping Exercise also helps to identify gaps in services, duplication of services, or areas where different providers are working at cross purposes

Sequential Intercept Mapping Exercise

- Reflects how individuals move through the local criminal justice system
- Indicates points for intervention or diversion of people with mental illness
- Provides a visual depiction of the ways in which treatment systems interact with the local criminal justice system

■ **Priorities for Change**

- PRA staff provide examples of successful efforts at systems integration, promising programs, and emergent collaborations from around the country
- This guided exercise enables communities to determine areas where immediate steps will affect a more cohesive, integrated approach to service delivery
- The final activity of the workshop is to develop a local set of priorities for change

■ **Planning for Action**

- PRA staff provide examples of successful efforts at systems integration, promising programs, and emergent collaborations from around the country
- This guided exercise enables communities to determine areas where immediate steps will affect a more cohesive, integrated approach to service delivery

■ **Additional Benefits**

- This workshop facilitates communication among staff from the diverse systems about problems, expectations, boundaries, and avenues of information sharing and problem solving
- The *Sequential Intercept Mapping* exercise serves as a key step towards increasing collaboration
- This collaboration in turn improves the early identification of people with co-occurring disorders coming into contact with the criminal justice system, increases effective service linkage, reduces the likelihood of recycling through the criminal justice system, enhances community safety and improves quality of life

■ **Program Participants**

- Involving the key stakeholders is essential for a successful *Sequential Intercept Mapping* workshop
- This program should involve community representatives from the following:
 - *Criminal justice system professionals* (jail personnel, community corrections, police, probation, judges, court administrators or court personnel, attorneys for prosecution and defense, alternative to incarceration programs, probation departments, etc.)
 - *Mental health professionals* (psychiatrists, psychologists, social workers, supervisors, program managers, administrators, hospital staff, etc.)
 - *Substance abuse professionals* (psychologists, social workers, nurses and others working as chemical dependency counselors or substance abuse specialists, program managers, administrators, etc.)
 - *Consumers* of mental health services with lived experience in the criminal justice system and/or family members
 - Appropriate regional representatives of agencies which fund the above services

In order to help communities gather the key players, PRA provides a spreadsheet to assist in managing the participant list.

Specific Services Provided by PRA

- **Pre-Workshop**
 - Pre-workshop assistance with planning and an Event Planning Kit
 - Organization with the site contact person for a consultation conference call including PRA staff and local key stakeholders to discuss the local context, intended goals of the community, and the desired outcome of receiving the *Sequential Intercept Mapping* program
 - Data collection regarding the community, with the assistance of the site contact person
 - Workshop preparation (essential in order to achieve optimum service) including:
 - Regular communications by phone and email to discuss agenda, participants, and logistics
 - Sample invitations, save the date and reminder templates, and other necessary materials
- **Workshop**
 - PRA will tailor the 1.5-day program specifically for the community
 - Day of Event: Create a Sequential Intercept Map and identify areas for change
 - Materials: professional slides, handouts, and workshop materials
 - Supplies: name tags, name tents, and other necessary items
 - Preparing for Action Planning:
 - Finalize the Local Sequential Intercept Map
- **Post Workshop**
 - PRA will develop a set of recommendations for a local action plan and deliver this report within two weeks of the workshop completion

Agency / Community Services

The community is responsible for the following:

- Meeting space (for 25 – 35 people, for 1.5 days)
- Information: participant list, data about (city or county), and *Community Collaboration Questionnaire*
- Promotion and registration (gathering the participants)
- Room set up
- Equipment: projector, screen, table or cart for projector, microphones
- Table and staffing for sign-in on each day of the program
- Easel Pad (2.5' x 2.08')
- Refreshments or lunch for participants (optional)



Planning for *Sequential Intercept Mapping Workshop*

For More Information Contact Us:
Policy Research Associates, Inc.
345 Delaware Avenue • Delmar, NY 12054
PH: (518) 439-7415 • FAX: (518) 439-7612
Web: <http://www.prainc.com/>

Planning for *Sequential Intercept Mapping*

The Planning Group

- **Establishing the Planning Group**
 - Ideally, a small group of key decision makers should convene to create a core group for planning
 - This group should involve representatives from the mental health, substance abuse, and criminal justice systems and include at least one consumer/peer representative
 - This group may be a subcommittee of a larger or existing planning group or criminal justice/behavioral health task force
 - If there is an existing group, it should have cross-system representation
 - If there is no existing group, it is highly recommended that such a group be formed

- **Key Roles**
 - The Planning Group should designate one or more individuals to fulfill key roles
 - These roles include:
 - Key Contact Person to serve as liaison with PRA
 - Program Organizer
 - Participant List Manager
 - Consumer/Peer Coordinator
 - Various responsibilities may be delegated, as long as the key contact is familiar with all activities and communicates as needed with PRA

- **Setting the Date and Location**
 - At the earliest opportunity, set dates for the consultation call and the workshop
 - Consult with the calendars of relevant agencies or agency units, in order not to conflict with other scheduled events
 - Provide sufficient time to gather the necessary participants for each – consultation call and workshop
 - Identifying the date and location will go hand in hand

The Consultation Call

- **Who Should Participate in the Call**
 - This conference call is the first component of the Sequential Intercept Mapping consultation
 - The entire Planning Group should participate in the call
 - It is essential that there are representatives from mental health, substance abuse, and criminal justice systems, as well as consumers/peers on this call
 - In the event that a group member cannot participate, it is recommended that a substitute designee should participate

■ Call Set-Up

- A PRA Training Coordinator will work with the Key Contact to establish a date and time for the call
- The call is approximately 30 minutes in length
- A PRA Training Coordinator will provide the logistics of the call
- The Key Contact should provide the Training Coordinator with a list of call participants and their contact information
- A PRA Training Coordinator will send a Consultation Call Agenda and Participant List to the participants prior to the call

■ Other Materials

- Additional materials will be made available prior to the consultation conference call
 - *Program Description*
 - *Who to Invite*
 - *Planning Kit*

■ Agenda for the Consultation Call

- Description of the *Sequential Intercept Mapping Workshop*
- Goals and Expectation of the Locality
- Keys to Success: Cross-system Task Force, Consumer Involvement, Representation from Key Decision Makers
- Who to Invite to the Workshop
- Preparing for the Workshop: Pre-Workshop Data Collection and Community Collaboration Questionnaire
- Planning the Workshop: Logistics
 - What PRA Provides
 - What PRA Needs from You

Participants

■ Who Should Attend

- A representative group is key to a successful *Sequential Intercept Mapping* workshop
- The Planning Group should convene to discuss who to invite to the *Sequential Intercept Mapping* workshop
- Participation in the program will clearly be affected by the support of key leaders in the community
- Encourage these leaders to engage administrators, staff, and consumers to participate in this important process
- See the document that follows, *Who to Invite*

■ Extending the Invitation

- The Planning Group should develop a list of candidates for participation in the workshop
- Planning Group members can individually take responsibility to extend invitations to the appropriate people
- These group members should extend the invitation and communicate with the Participant List Manager regarding confirmed attendees

■ Workshop Announcement / Invitation

- The organizer should send a Save-the-Date notice to invited individuals at the earliest opportunity
- The workshop announcement/invitation flier should be sent to identified participants at least five weeks prior to the workshop
- Information provided should include:
 - Date
 - Time
 - Location
 - Contact name, phone, email
 - Information about the nature of the workshop
 - Directions and parking information (where to park, whether there are any fees)
- Distribute the flier through standard communication lines, such as email or interoffice mail
- Use the Word documents in the Planning Kit to assist in your promotion
- Personalize these with your own agency or sponsor names and logo
- Fill in the appropriate information
- Files in the Planning Kit include:
 - Save-the-Date –as an email or flier as soon as a date is set
 - Announcement/Invitation - to confirm invitations to those who have received verbal invitations, at least 5 weeks prior to the program
 - Reminders – an email or flier to be sent out one week in advance of the workshop

■ Managing the Participant List

- Planning Group members should send names and contact information to the Participant List Manager
- Information should include:
 - Name
 - Job title
 - Agency
 - Agency address
 - Phone number
 - Email
- The Participant List Manager should track this information in the Word document *Sequential Intercept Mapping Registration Tracking*
- The composition of the group should be monitored closely and reviewed with the Planning Group as necessary in order to ensure representation across systems and at varied levels of responsibility
- Be sure to confirm each registration by email or fax

■ Preparing Consumer/Peer Representatives

- The Consumer/Peer Coordinator should take the lead on preparing consumer/peer representatives
- Consumers/peers should receive all of the background materials
- Review a full explanation of the process and the roles of both consumers/peers and other participants
- Some consumers/peers may need assistance with transportation or other logistics
- Like other participants, consumers/peers should be receiving compensation for this work

The Space

■ Location

- The location is dictated by (1) space requirements, and (2) by proximity to typical work stations
- It may also be important to consider factors that might affect travel to the site such as access to public transportation, road conditions/time of year, traffic or parking

■ Selecting the Space – Specific Workshop Needs

- The space should accommodate approximately 30 people
- It is necessary to have space for a screen that can be viewed by all
- It is also necessary to have a workable wall space on which PRA staff can post easel pad paper
- Auditoriums are not recommended

■ General Space Needs

- The space should be comfortable for participants: well ventilated, well lit, and removed from outside distractions
- In some settings (such as hospitals), loud speaker announcements may disrupt the program; arrange to have these discontinued in the meeting space
- Handicap access should be available

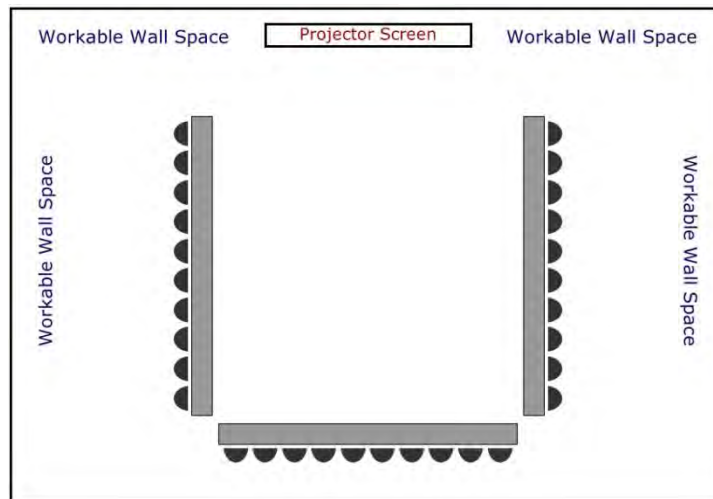
■ Finding the Space

- If finding a space is a problem, contact each involved agency or other sister agencies to “borrow” space
- If appropriate space is not available within the agency, look to sources of ‘free’ space; for example, a hospital, college or community center might ‘lend’ some space in exchange for some consideration

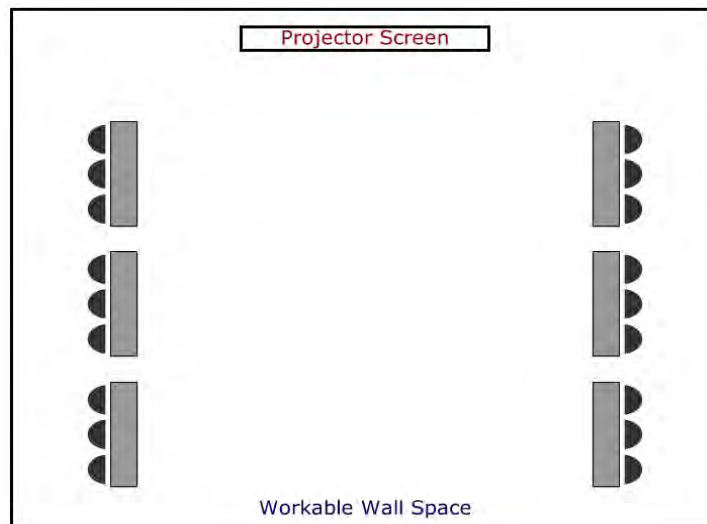
■ Room Set Up

- Be sure to arrange for a room that will comfortably seat all participants with chairs and writing surfaces; the room arrangement should encourage interaction among participants
- “U” shape arrangement of rectangular tables and chairs is preferred
- An alternate arrangement would be two rows of tables facing each other, with the screen at one end of the room and the wall space at the other end
- Classroom style, with rows of rectangular tables all facing forward, is not recommended
- Extra tables – arrange for additional tables for materials, sign-in, and refreshments

Option 1: Room Set Up



Option 2: Room Set Up



Amenities

■ Refreshments

- PRA strongly encourages providing people with refreshments during the sign-in and breaks
- This helps to encourage communication and networking among the representatives of different systems, a key aspect of this program
- It also helps to keep everyone connected to the meeting, preventing distraction to attend to outside issues
- If it is not possible to provide refreshments, be sure that these can be accessed easily from the meeting room

■ Lunch

- Providing lunch is also strongly encouraged for the above reasons
- If it is not possible to provide lunch, be sure it can be accessed easily from the meeting room

Additional Planning Issues

■ Times

- Typical times for this program are 8:30 – 4:30
- Breaks will be taken mid-morning and mid-afternoon
- A lunch break of one hour is taken at noon on day one
- Consider factors that might affect arrival times (travel, weather, typical work days, etc.)

■ Equipment

- Please make the listed equipment items available for the program
 - LCD Projector
 - Screen
 - Table or cart for projector
 - Lapel type microphones (if needed)
 - Two easel pads with stands
 - One heavy duty extension cord / power strip
- Please make sure that these items are in place 30 to 60 minutes before the program begins; this allows PRA staff time to complete the set-up
- It can be useful to have a “technology person” available throughout the program to expedite solving any equipment or software problems that might arise

■ Materials

- PRA will provide all participant materials
- Please provide the PRA Training Coordinator with the final participant list 10 days in advance of the workshop

Planning Checklist		
WHEN	TASK	NOTES
8-12 Weeks Before	<p>Establish a Planning Group</p> <ul style="list-style-type: none"> Key Contact person Program Organizer Participant List Manager Consumer/Peer Coordinator <p>Set the Dates</p> <ul style="list-style-type: none"> Set date for workshop Set date for consultation call <p>Participants</p> <ul style="list-style-type: none"> Develop a complete list of relevant participants: criminal justice, mental health, substance abuse and consumers Send <i>Save-the-Date</i> 	
6-8 Weeks Before	<p>Participants</p> <ul style="list-style-type: none"> Planning Group members should extend invitations Follow-up with e-mail <i>Announcement/Invitation</i> Participant contact information should be given to the Participant List Manager 	
2-4 Weeks Before	<p>Consultation Call</p> <ul style="list-style-type: none"> Send call participant list to PRA two weeks prior Complete and return <i>Community Collaboration Questionnaire</i> two weeks prior Send draft workshop participant list to the PRA Center Training Coordinator <p>Participants</p> <ul style="list-style-type: none"> Track participant list, monitor closely, review with Planning Group Two weeks prior to the training, discuss the registration list with the PRA Training Coordinator and send a copy of the Word file to the PRA Training Coordinator <p>Space</p> <ul style="list-style-type: none"> Confirm reservation for rooms Arrange for room set-up Arrange for equipment: LCD projector, screen, cart, microphones, easels <p>Amenities</p> <ul style="list-style-type: none"> Arrange for refreshments and lunch OR Identify where these can be found 	
1 Week Before	<p>Participants</p> <ul style="list-style-type: none"> Send <i>Reminder</i> and directions <p>Space & Amenities</p> <ul style="list-style-type: none"> Confirm all arrangements 	
1-2 Days Before	<p>Materials & Sign-In</p> <ul style="list-style-type: none"> Provide 3-5 large tables for materials and sign-in Print out a copy of the Word sign-in, provided by the PRA Training Coordinator 	
Day Of	<p>Space</p> <ul style="list-style-type: none"> Provide staff to work the registration table 	

Who to Invite

In order to get the best result, from your *Sequential Intercept Mapping* program, it is essential to convene a group of key stakeholders. The primary partnership building is between mental health and substance abuse treatment providers with criminal justice services. While some people in the list below may exert more influence than others in the community, PRA's experience dictates that a diverse group is important for broad and lasting change.

■ Key Change Agents

- It is essential that the key change agents in your community should be present
- It is critical that all groups are fully represented and in attendance
- Representative group – see chart below

■ Key Services

- Workshop participants should be a mix of representatives from key services
- The primary groups are mental health treatment and case management services, substance abuse programs and criminal justice agencies (law enforcement, courts, jail, prison, parole, probation and others)
- There should be equal numbers of representatives from these three primary groups: mental health, substance abuse, criminal justice

■ Levels of Representation

- Participants should include representatives from varying levels of administration plus those on the front line
- Think of your participant list using a top down approach, with adequate representation of front line staff and peers/consumers
- Approximately 75% of the group should be top and middle level administrators
- 25% should be front line staff and peers/consumers or family with lived experiences
- **Top level administrators** – such as service agency directors, jail administrator, sheriff, judge
- **Middle level administrators** – such as program directors who work with both top level administrators and front line staff
- **Front line staff** – staff who are on the front line and have an understanding of how programs and processes actually operate
- **Peers/consumers/consumer advocates/family members** – people with lived experiences of co-occurring disorders who may or may not have had contact with the criminal justice system (these individuals are essential)

Note: Peer/consumer participation is often understood as including one person who is a consumer of services or a family member. A single person can make only a limited contribution; it is very important to include at least 2-3 consumers and consumer advocates.

Note: A common error is for service providers to send only middle level administrators.

■ **Peers/consumers**

- Individuals with mental illness and co-occurring substance use disorders who have lived experiences with the criminal justice system are essential members of the participant group
- Family members can also be helpful
- Consumer advocates are acceptable, if no consumers can be identified

■ **Additional Representatives to Round-Out the Group**

- Invite representatives from other services, such as those listed here:
 - Housing services
 - Social services/entitlements (e.g., local Medicaid/Social Security)
 - Faith-based or vocational organizations
 - Community-based advocacy groups
 - Community/supported housing
 - Programs to combat homelessness
 - Hospital ER and other crisis services

■ **Managing the Participant List**

- The program accommodates a total of 30-35 people (Contact PRA if this is a problem)
- The Planning Kit includes a Word document to help guide the participant list and to track confirmed attendance

Planning For *Sequential Intercept Mapping*

Who to Invite – Sample Services and Roles					
MENTAL HEALTH	SUBSTANCE ABUSE	CRIMINAL JUSTICE	CONSUMERS	SUPPORT SERVICES	OTHERS
Community-based	Community outpatient treatment	Law enforcement	People with mental illness	Case management	Elected officials
Mental health centers	Case management	Jail and prison	People with co-occurring disorders	Housing	Social services; Medicaid/Medicare
Clinics	Detoxification programs	Probation and parole departments	People with lived experiences with the criminal justice system	Peers & Peer programs	Social Security Administration (entitlements)
Behavioral health HMO's	Residential treatment programs	Diversion programs	Family Members	Mutual support programs	Cultural organizations
Hospital ER / Crisis Centers		Community corrections	Advocacy programs		Faith-based organizations
		Courts: Judges District Attorney Public Defender Defense Attorneys Mental Health Court Drug Court Other Specialty Courts			

Preparing for the *Sequential Intercept Mapping* Workshop

Data Collection

Data can be extremely helpful in directing intercept-related interventions that will be most useful to the community in providing services to justice-involved people with mental illness and co-occurring substance use disorders.

The following pages contain a few recommended areas for data collection. This data can help provide information about the:

- Profile of persons with mental illness being booked into jail
- Relationship of persons being booked to the delivery of existing mental health services (how many are known to the system and what services are they receiving?)
- Level of comfort different stakeholders may have with different diversion opportunities based on the nature of the charges against the individuals (risk to public safety)
- Extent to which the folks being booked are being charged with new offenses or violations of probation that are technical in nature
- This is of particular interest because people may be receiving services that are insufficient in intensity or type to keep them out of trouble with the criminal justice system!

Data can inform the types of changes that should receive the greatest priority. Some communities may have this information readily available, while others will not. PRA recognizes that it may not be feasible to collect and sort the information prior to the *Sequential Intercept Mapping* activities.

Community Collaboration Questionnaire

The final item in this packet is a *Community Collaboration Questionnaire*. It is recommended that this questionnaire be completed in consultation with the key stakeholders. It is not necessary to have separate stakeholders complete it. This questionnaire provides PRA with background information about your community's experience in collaborating across systems.

Pre- Sequential Intercept Mapping Data Collection

Prior to the mapping activities, it will be useful to collect as much data as is feasible to inform the discussion and planning process. Recommended data collection includes the populations/data sets identified below. It would be useful to collect this information for a recent 12 or 24-month period. For some of this data, it is recognized that it may not be feasible to collect and sort the information prior to the Sequential Intercept Mapping activities.

■ Jail Bookings

Number of individuals identified as persons with mental health issues at booking:

- By jail booking staff
- While incarcerated, (e.g., by corrections officers, health staff, etc.)
- During mobilization for release
- Held for forensic review

■ Cross-Tabulation of Multi-System Data

For the entire population of individuals who were booked into jail during the identified time period, individuals known to:

- Publicly funded mental health system, separated by acute/crisis services and long-term services enrollment (including those currently in service as well as cases closed or terminated)
- Publicly funded chemical dependency treatment system and types of service(s) received
- Developmental Disabilities system

■ Additional Jail/Offense-Related Information

For those who are identified as persons with mental health, substance abuse and/or developmental disability issues by the jail, the mental health system, the substance abuse treatment system and/or the developmental disabilities system:

■ Charges, Arrests, Bookings

- Nature of the charge(s) against the individual, (e.g., misdemeanor, felony, violent, non-violent, violations of probation, etc.)
- Frequency of booking (number of arrests and/or bookings into jail)
- Length of stay in the jail for each episode of incarceration/cumulative length of jail stay

■ Financial Information

- Nature of the financial benefits or entitlements (if any) available to fund treatment and supportive services in the community, (e.g., Medicaid).

JAIL BOOKINGS	
<i>How many people are identified as having mental health issues?</i>	
By jail booking staff	(insert number)
While incarcerated (by corrections officers, health staff or others)	
Release Planning Activity	
How many people are held for forensic review?	
CROSS TABULATION OF MULTI-SYSTEM DATE	
<i>For the entire population of persons booked into jail during the identified time period (open or closed cases):</i>	
How many were known to publicly-funded mental health system?	
Acute crisis services?	
Long-term service enrollment?	
How many were known to publicly funded substance abuse treatment system?	
Community-based	
Detoxification services	
Residential	
ADDITIONAL JAIL/OFFENSE-RELATED INFORMATION	
<i>For those who are identified as persons with mental health, substance abuse or developmental disabilities (by jail, other criminal justice, or treatment systems)</i>	
Nature of the charges	
Misdemeanors	
Felonies	
Violent behavior	
Violations of probation	
Frequency	
How many arrests / bookings per person? (average)	
Length of stay in the jail for each episode of incarceration (average)	
DISCHARGE / REENTRY	
How many people left the jail with financial benefits or entitlements in place?	
How many people left the jail with a shelter as the identified residence?	
How many people had no known residence?	
How many people left the jail with an appointment at a mental health or other treatment service?	
How many people with mental illness had contact with a helping professional from the community to facilitate reentry?	

Community Collaboration Questionnaire

Effective and efficient services for people with mental illness and co-occurring substance use disorders in the justice system requires meaningful cross-system collaboration. The *Community Collaboration Questionnaire* provides PRA with background information about your community's experience in collaborating across systems. It is recommended that one questionnaire be completed in consultation with all of the key stakeholders.

This information helps prepare PRA for providing the best direction during the training about the points of intervention most useful in your community. This Word document can be filled in and returned by way of email to akrider@prainc.com

Community:		
Contact Person:	Phone	Email

Please check the appropriate box for each and provide descriptions as necessary.		YES	NO
1	Has your community begun to collaborate in providing services/working with people with mental illness and co-occurring disorders in the criminal justice system?		
2	Does your community have a cross-system collaborative team or task force? <i>If yes, please list the membership by agency and/or title, listing mental health providers, criminal justice services, substance abuse services, consumers, family members, elected officials and others.</i>		
3	Does your community provide for cross-training of mental health, substance abuse, criminal justice and other providers? <i>If yes, please list recent programs:</i>		
4	Does your community have resources identified to work with this population? <i>Please describe:</i>		

Planning for *Sequential Intercept Mapping*

5	<p>Do agencies have dedicated staff or staff time to work with this population? <i>Please describe:</i></p>		
6	<p>Does your community gather data about persons with mental illness and co-occurring substance use disorders involved with the criminal justice system? <i>Please describe:</i></p>		
7	<p>Does your community have an identified boundary spanner? <i>Please describe the position and the person(s):</i></p>		
8	<p>Does your community have interagency agreements (MOU) to facilitate services and enhance safety? <i>Please describe:</i></p>		
9	<p>Does your community have a coordinated crisis management plan or team? <i>Please describe:</i></p>		
10	<p>Does your community have any jail diversion programs at this time? <i>Please describe:</i></p>		
11	<p>Does your community have a mental health, drug or other specialty court? <i>Please describe:</i></p>		

Planning for *Sequential Intercept Mapping*

12	Does your community have a mechanism (such as an MOU) to facilitate communication across agencies or systems?		
13	Does your community have a mechanism (such as an MOU) to facilitate partnerships with probation, parole or law enforcement? <i>Please describe:</i>		
14	Have screening or assessment procedures been instituted in the mental health, substance abuse and criminal justice systems to identify people with mental illness and co-occurring substance use disorders? <i>Please describe:</i>		
15	Have re-entry services been instituted to help people returning to their communities from jail or prison? <i>Please describe:</i>		
16	To be successful, what aspects of each agency's culture do the other agencies need to be sensitive?		

The Planning Tools

Instructions

- The fliers are Microsoft Word documents
- Please customize these fliers to your community
- Cut and paste each section to email or print on fliers
- Simply block the text, click on edit, copy, and then paste
- Note: highlighted text should be customized



Save the Date!

Sequential Intercept Mapping

This unique workshop focuses on people with mental illness and co-occurring disorders involved with the criminal justice system and it is tailored to the [REDACTED]. It aims to:

Further delivery of appropriate services
Assist communities in identifying gaps in service, and to
Optimize use of local resources

Don't miss the opportunity to participate in creating a local action plan for [REDACTED]!

Look for the announcement and registration forms soon.

Date:
Times:
Location:

Sponsored by:

You are Cordially Invited
Sequential Intercept Mapping

By Policy Research Associates, Inc.

Please join us. Your expertise is vital to creating a local Sequential Intercept Map!

Mental health and criminal justice systems often collide, creating significant barriers to treatment and support services. *Sequential Intercept Mapping* helps communities develop and implement plans for community change through cross-system collaboration, organizational change, and enhancing practice, utilizing innovative and dynamic tools to map systems, identify gaps in service, and clarify community resources.

Goals

- Further the delivery of appropriate services to people with mental illness and/or substance use disorders involved in the criminal justice system
- Assist [redacted] in identifying gaps in service
- Optimize use of local resources

Topics and Activities

This program is customized to the very specific needs and desired outcomes of [redacted].

- Sequential Intercept Mapping to Identify Cross-Systems Gaps in Service and Collaboration
- Identifying and Setting Community Priorities
- Making Recommendations for a Local Action Plan

About Policy Research Associates, Inc.

Policy Research Associates, Inc. (PRA) is located in Delmar, NY. PRA's primary focus is on expanding access to community based services for adults diagnosed with co-occurring mental illness and substance use disorders at all points of contact with the justice system. PRA emphasizes the provision of consultation and technical assistance to help communities achieve integrated systems of mental health and substance abuse services for individuals in contact with the justice system.

Don't miss the opportunity to participate in Sequential Intercept Mapping for [redacted]!

Date
Time: 8:30 – 4:30

Location:
Sponsored By Policy Research Associates, Inc.

To Accept this Invitation

- Complete the information below and fax to: [redacted], OR cut and paste to an email to:

<i>Sequential Intercept Mapping</i>	
Name:	Title or Position:
Agency:	Agency Address:
Phone:	Email:

For More Information Contact: Name, Email & Phone

Reminder!

Sequential Intercept Mapping

Don't miss the opportunity to participate in creating a local action plan for [REDACTED]!

Date:

Times:

Location:

Sponsored by:

Be sure to RSVP! Please contact:

Driving Directions & Parking Information:

Press Release

The following document is available for your community to use as a press release immediately following the *Sequential Intercept Mapping* workshop.

- Customize the statement, adding the name of your community and the names of relevant individuals
- Add some relevant details that result from the workshop
- Provide a digital photograph to accompany text
- Obtain the name of a contact person and the fax number of local newspapers, radio, or television stations in advance of the workshop
- Fax the statement to each immediately at the end of the program

For Immediate Release

Contact: _____ (name) _____

Agency:

Telephone:

Email:

Stepping Up for Change: (_____) County Tackles Mental Illness in Community and Jail

(Location), _____ County, State, Date -- _____ County participated in a 1.5-day workshop for the development of integrated strategies to effectively identify and respond to the needs of justice-involved adults with co-occurring mental and substance use disorders.

Sequential Intercept Mapping facilitated by Policy Research Associates, Inc. (PRA) in Delmar, New York is a workshop designed to help communities identify existing community resources, service gaps, and opportunities for improved service coordination and communication between mental health, substance abuse, and criminal justice professionals. According to Dr. Henry J. Steadman of PRA, "This workshop is a strategic planning session intended to foster systemic change and provide each participating community with the tools necessary to move forward to enhance services for adults with mental illness and co-occurring substance use disorders in contact with the justice system."

Key agency administrators, staff, and consumer advocates from the mental health, substance abuse, and criminal justice system in _____ County participated in *Sequential Intercept Mapping* which focused strategic planning efforts on cross-systems collaboration and the reduction of system and service barriers with an integrated, local action plan.

In preparation for the workshop, a County Planning Committee held a conference call with the facilitators on _____ to discuss current practices and potential barriers to systems change. The _____ Planning Committee comprises _____, _____, _____, _____, _____ and the Hon. _____. During the workshop, participants developed a map detailing the flow of criminal justice contact from arrest to incarceration, referral and access to services, and points for diversion from the justice system across _____ County. Strategies for systems change implemented by other US communities were considered.

Nationally, individuals with co-occurring mental health and substance use disorders are an increasing presence within the criminal justice system. **Studies have shown that 6.4% of men and 12.2% of women entering U.S. jails have a severe and persistent mental illness, compared to less than 2% of the general population. Of these individuals, 72% have a co-occurring substance use disorder.** This problem is especially pronounced in rural communities, where the availability, accessibility, and acceptability of behavioral health services prevent many from receiving the help that they need. With more than 650,000 individuals returning to communities each year from US prisons and seven million individuals returning from jails, effective linkage and access to community services for people with a mental illness and co-occurring substance use disorder is critical to reduce an often repetitious cycle of justice involvement.

For more information on _____ County's Action Plan contact: _____.
Information on the workshop is available at www.prainc.com or training@prainc.com

Policy Research Associates, Inc.

345 Delaware Avenue • Delmar, NY 12054

PH: (518) 439-7415 • FAX: (518) 439-7612

<http://www.prainc.com/>

**INFORMAL STAFF REPORT
TO MAYOR AND CITY COUNCIL**

SUBJECT:

Establish a fee for the rental of new luxury loungers (Exhibit 1) at Water Works Park to begin this summer season.

BACKGROUND:

Water Works Park currently has ten cabanas that are rented out during the summer to patrons. Each cabana can accommodate up to eight people. Four luxury lounge shade structures that can accommodate two people were recently purchased to provide additional shaded seating options. The rental of luxury loungers is not included in the current 2017-18 Parks and Recreation Fee Schedule (Exhibit 2) which was adopted on September 19, 2017.

According to the CITY CODE OF ORDINANCES (Exhibit 3), Subpart A, Chapter 22 – Parks and Recreation, Article II, Sec. 22-28 – Facility and program fees:

- (a) The department of parks and recreation shall charge and collect the fees for the use of buildings and facilities and for recreational programs, services, and merchandise offered by the department in the amounts established in a "Schedule of Fees"* adopted from time to time by ordinance of the city council.
- (b) The director of the department may set, charge and collect fees for classes, trips, equipment, merchandise, police or supervisory services, and other programs, services, events and merchandise provided or offered by the department where no fee is established in the "Schedule of Fees"*. The fee or charge shall be based on the costs of providing the event, service, equipment or goods.

(Code 1966 § 15-3.1; Ord. No. 91-055, § I, 4-2-91; Ord. No. 93-206, § I, 11-2-93; Ord. No. 99-311, § 1, 9-7-99; Ord. No. 2003-267, § 1, 9-2-03; Ord. No. 2004-262, § 1, 9-21-04; Ord. No. 2005-015, § 1, 1-18-05; Ord. No. 2009-224, § 1, 9-22-09)

***Note**— Said "Schedule of Fees" is not set out herein but is available for inspection in the offices of the city.

In addition, PROS Consulting has recently completed an assessment of the Aquatic Center's operations (Exhibit 4). It includes an analysis and inventory of the current aquatics facilities' operational and financial models. The assessment also reviewed current and anticipated supply and demand for aquatic facilities and programming.

The assessment provides "next" practices and implementation strategies to achieve strategic objectives. This assessment was presented to City Council and the Denton ISD Board of Trustees during a joint meeting held on May 7, 2018. As part of the study, an Implementation Plan (Exhibit 4) was drafted. One of the goals of the plan is to increase the cost recovery of the Aquatic Division. Objective 2.4, page 6, calls for "premium revenue generating services at

Water Works Park” and includes a recommendation to purchase luxury loungers in order to help achieve this objective.

Rental timeframes for both the cabanas and luxury loungers have been scheduled for use as follows:

- Monday-Thursday 11a-3p and 3p-7p
- Friday-Saturday 11a-3p and 3p-7p
- Sunday 12p-4p and 4p-7p

CONCLUSION

Based on the current city ordinance and the recommendation made by PROS Consulting the Director of Parks and Recreation would like to establish the following fees for luxury loungers:

- 3-Hour Rental Monday – Thursday \$30 resident/\$35 non-resident
- 1-Extra Hour Monday – Thursday \$10
- 3 -Hour Rental Friday – Sunday \$40 resident/\$45 non-resident
- 1-Extra Hour Friday – Sunday \$15
- Water Park Season Pass Holders receive \$5 off total fee for luxury lounge rental

Based on the above fee structure and an average sale price of \$35 per rental, it is conservatively projected to generate \$700 per luxury lounge. Cost to purchase the lounge was \$590 per unit. It is unknown how long these assets will last, but staff is projecting 3 years. With this anticipated life span, each lounge could gross \$2,100 over three years with a profit of approximately \$1,510 each.

It would be the intention of this fee to be included in the proposed Parks and Recreation Fees presented to City Council during the upcoming budget process.

ATTACHMENT(S):

Exhibit 1: Photo of luxury lounge

Exhibit 2: 2017-18 Parks and Recreation Fees (September 19, 2017)

Exhibit 3: Code of Ordinances

Exhibit 4: PROS Consulting Aquatics Assessment Implementation Plan (April 2018)

STAFF CONTACT:

Laura Behrens

Assistant Director of Parks and Recreation

Laura.Behrens@cityofdenton.com

LUXURY LOUNGER



ORDINANCE NO. _____

AN ORDINANCE ADOPTING A SCHEDULE OF FEES FOR CEMETERIES AND USE OF CERTAIN PARK FACILITIES; SUPERSEDING ALL PRIOR FEES IN CONFLICT WITH SUCH SCHEDULE; AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.

THE COUNCIL OF THE CITY DENTON HEREBY ORDAINS:

SECTION 1. The "Schedule of Fees" effective upon signing, set forth in Exhibit "A", attached hereto and made a part hereof for all purposes, is hereby approved, and supersedes all prior conflicting fee schedules.

SECTION 2. The provisions of this ordinance are severable, and the invalidity of any phrase or part of this ordinance shall not affect the validity or effectiveness of the remainder of this ordinance.

SECTION 3. This ordinance shall become effective immediately upon its passage and approval.

PASSED AND APPROVED this the _____ day of _____, 2017.

CHRIS WATTS, MAYOR

ATTEST:
JENNIFER WALTERS, CITY SECRETARY

BY: _____

APPROVED AS TO LEGAL FORM:
AARON LEAL, INTERIM CITY ATTORNEY

BY:  _____

Exhibit A

PARKS AND RECREATION FEES

General Fund Only
Effective October 1, 2017

General

- Special Event Application Fee \$30 per application
- Vendor Permit – Nonprofit \$15
- Vendor Permit- For profit \$25

Rec Pass (Resident/Nonresident)

- Individual ages 8 and up \$10/\$15
- Replacement \$2/\$2

Facility Rentals

Recreation Centers

- Building Attendant \$14 per hour for rentals scheduled after operating hours
- Security Deposit \$100 to reserve rental date
- Security Fee \$20 per hour based on attendance

Gym space

- Full gym \$65 per hour
- Half gym \$35 per hour
- Nonresident fee is \$5.00 per reservation

Small meeting rooms \$25 (per hour) at MLK

- Ammons A
- Ammons B
- Nonresident fee is \$5.00 per reservation

Denia

- Room A
- Room C
- Nonresident fee is \$5.00 per reservation

North Lakes

- Room A
- Nonresident fee is \$5.00 per reservation

Senior Center

- Conference Room
- Craft Room
- Nonresident fee is \$5.00 per reservation

Large meeting rooms \$30 (per hour)

Denia

- Room B
- Nonresident fee is \$5.00 per reservation

North Lakes

- Room B
- Nonresident fee is \$5.00 per reservation

Senior Center

- Room 143
- Room 144
- Room 145
- Nonresident fee is \$5.00 per reservation

Multipurpose rooms \$20 (per hour) MLK Jr.

- Kitchen
- Craft Room
- Game Room
- Nonresident fee is \$5.00 per reservation

American Legion Hall

- Main Room
- Annex
- Nonresident fee is \$5.00 per reservation

Senior Center

- Kitchen
- Nonresident fee is \$5.00 per reservation

Multipurpose rooms \$40 (per hour) Senior Center

- Multipurpose room (half)
- Nonresident fee is \$5.00 per reservation
- Multipurpose rooms \$80(per hour) Nonresident fee is \$5.00 per reservation

Senior Center

- Multipurpose room (whole)
- Nonresident fee is \$5.00 per reservation

Civic Center

- Rotunda \$100 per hour, maximum of 600 attendees
- Meeting Room 1 \$65 per hour
- Meeting Room 2 \$45 per hour
- Kitchen \$25 per hour
- Outside Plaza \$25 per hour
- Security Deposit \$200 to reserve rental date
- Refundable Damage Deposit \$800
- Building Attendant \$14 per hour based on attendance
- Cleaning Fee \$400 per rotunda rental
- Nonresident fee is \$5.00 per reservation

- Security Fee \$20 per hour based on attendance

Depending on the rental additional fees may apply: vendor permit, special event Application fee.

Pavilion and Stage

- Small \$10 per hour
- Large \$15 per hour
- CH Collins Stage at Fred Moore Park \$15 (per hour)
- Nonresident fee is \$5.00 per reservation

Neighborhood Park Rental

- Fred Moore Park \$65 per hour

Regional Park Rental

- North Lakes Park \$75 per hour
- South Lakes Park \$75 per hour
- Quakertown North \$200 per hour
- Quakertown South \$200 per hour
- Nonresident fee is \$5.00 per reservation

Athletic Sport Complex

- Denia Softball \$1,300 for a two day tournament (must meet specific field requirements)
- North Lakes \$1,300 for a two day tournament (must meet specific field requirements)
- Nonresident fee is \$5.00 per reservation

Athletic Fields

- Unlighted \$15 per hour
- Lighted \$25 per hour
- Nonresident fee is \$5.00 per reservation

Goldfield Tennis Center

- Tennis Tournament \$5 per court, per hour, 8 hour minimum
- Nonresident fee is \$5.00 per reservation

Goldfield Tennis Center

- Unlighted Court \$2 per individual, per hour
- Lighted Court \$4 per individual, per hour
- Nonresident fee is \$1.00 per reservation

Tennis Passes

Goldfield Tennis Center (Resident/Nonresident)

- Individual Annual Pass \$70 each

Youth Sports (Resident/Nonresident)

- Impact \$15/\$20

- Select Impact \$25/\$30

Aquatic Daily Admissions

Water Works Park (Resident/Nonresident)

- Under 48" \$13/\$15
- Over 48" \$17/\$19
- Non-Swimmer \$5/\$7
- Children 2 and under are free

Natatorium: (Resident/Nonresident)

- Ages 3-15 \$3/\$4
- Ages 16 + \$4/\$5
- Children 2 and under are free

Civic Center Pool: (Resident/Nonresident)

- Under 18 \$3/\$3
- Over 18 \$4/\$4

Aquatic Passes

Water Works Park (Resident/Nonresident)

- Individual Season Pass \$75/\$80
- Individual Monthly Pass \$30/\$35

Natatorium: (Resident/Nonresident)

- Individual Monthly Pass \$20/\$25
- Individual Three Month Pass \$45/\$50
- Individual Annual Pass \$120/\$125
- Individual Punch Pass for 10 visits age 16+ \$30/\$35
- Individual Punch Pass for 10 visits ages 3-15 \$25/\$30
- Fitness Passholder One Month Pass (30 days) \$10/\$15
- Fitness Passholder Three Month Pass (90 days) \$25/\$30
- Fitness Passholder Annual Pass (365 days) \$75/\$80

Civic Center Pool: (Resident/Nonresident)

- Individual Season Pass \$40/\$45

All Access Pass: Water Works, Civic Center Pool and Natatorium)

- Individual annual pass \$150/\$155

Aquatic Rentals

Water Works Park

- 2-Hour Rental (1-400 guests) \$1,250.00 Extra hour \$500
- 2 -Hour Rental (401-600 guests) \$1,400 Extra hour \$525
- 2 -Hour Rental (601-800 guests) \$1,600 Extra hour \$550
- 2 -Hour Rental (801-1200 guests) \$1,800 Extra hour \$575
- 2 -Hour Rental (1201-1600 guests) \$2,000 Extra hour \$600
- Nonresident fee is \$5.00 per reservation

Water Works Park Cabanas

- 3-Hour Rental Monday – Thursday \$60/\$65
- 1-Extra Hour Monday – Thursday \$20
- 3 -Hour Rental Friday – Sunday \$75/\$80
- 1-Extra Hour Friday – Sunday \$25
- Nonresident fee is \$5.00 per reservation

Water Works Park Pavilion

- Corporate pavilion \$150 per hour
- Party pavilion \$75 per hour
- Nonresident fee is \$5.00 per reservation

Natatorium

- 2-Hour Rental (under 100 guests) \$250 Extra hour \$100
- 2 -Hour Rental (100-199 guests) \$350 Extra hour \$125
- 2 -Hour Rental (200-299 guests) \$450 Extra hour \$150
- 2 -Hour Rental (300-400 guests) \$550-Extra hour \$175
- Nonresident fee is \$5.00 per reservation

Civic Center Pool

- 2-Hour Rental (1-100 guests) \$225 Extra hour \$100
- 2 -Hour Rental (101-200 guests) \$325 Extra hour \$125
- 2 -Hour Rental (201-300 guests) \$425 Extra hour \$150
- 2 -Hour Rental (301-400 guests) \$525 Extra hour \$175
- Nonresident fee is \$5.00 per reservation

Cemetery

I00F

- Full Coffin \$900
- Infant Coffin \$375
- Cremains \$150
- Burial Permit \$75
- Stone Permit \$75

Oakwood

- Full Coffin \$525
- Infant Coffin \$375
- Burial Permit \$50
- Stone Permit \$50

Parks and Recreation offer a variety of discounts and promotions throughout the year for patrons visiting the Natatorium, Water Works Park, and Civic Center Pool. Staff proposes to continue providing the following discounts, specifically for the 2017 season.

Water Works Park Pass Discounts: (Resident/Nonresident)

Discounted Water Works park passes can be purchased during preseason when purchased by May 20, 2018.

(Resident/Nonresident)

- Purchase 1-3 season passes \$65 each / \$70 each
- Purchase 4+ season passes \$55 each / \$60 each

Discounted Water Works park passes can be purchased during the season when purchasing four or more.

(Resident/Nonresident)

- Purchase 4+ season passes \$65 each / \$70 each
- Purchase 4+ monthly passes \$25 each / \$30 each

Pass Perks per Season Pass Holder at Water Works Park

- Two 50 percent off daily admission coupons for friends and family
- \$30 off a birthday party package of choice
- 10 percent off concessions and gift shop purchases
- \$10 off total cabana rental

Natatorium Pass Discounts: (Resident/Nonresident)

(Resident/Nonresident)

- Purchase 4+ monthly passes \$15 each / \$20 each
- Purchase 4+ three month passes \$37.50 each / \$42.50 each
- Purchase 4+ annual passes \$90 each / \$95 each

Pass Perks per Pass Holder at Natatorium

- One free daily admission coupon for friends and family 7

Group Sales

Water Works Park

- 10-29 people, \$3 off per admission
- 30-99 people, \$4 off per admission
- 100+ people, \$5 off per admission
- City of Denton Parks and Recreation camps \$4.00 per admission

Natatorium

- 10-19 people, \$0.50 off per admission
- 20+ people, \$1 off per admission
- City of Denton Parks and Recreation camps \$0.75 per admission

**Civic Center Pool Pass Discounts: (Resident/Nonresident)
(Resident/Nonresident)**

- Purchase 4+ season passes \$35 each / \$40 each

Promotions

Water Works Park

- “Flashback Fun” post wave pool opening, Monday-Friday, 4-7 p.m.
2016 season daily admission rates: (Resident/Nonresident)

(Resident/Nonresident)

- Under 48” \$7/ \$9
- Over 48” \$11/\$13
- On-going coupon, \$2 off daily admission (cannot be used with any other discounts)
- Mobile marketing, \$1 hot dogs, 50 percent off concessions items and 50 percent off daily admission
- On-duty aquatics staff incentive, 30 percent off concessions

Natatorium

- “Family Fun Night” Fridays, 4-7 p.m. Buy one get one daily admission (BOGO)

Civic Center Pool

- Father’s Day, fathers get in free with a paid admission
- July 4, \$1 admission

Marketing and Customer Service

- 200 Water Works Park daily admission passes

Employee Wellness Incentive

- City employee wellness benefit, \$50 All-Access Annual Pass to Water Works Park, Natatorium, and Civic Center Pool for each immediate family member
- Denton ISD wellness benefit, \$90 per employee for Annual Individual Natatorium Pass

Sec. 22-28. - Facility and program fees.

- (a) The department of parks and recreation shall charge and collect the fees for the use of buildings and facilities and for recreational programs, services, and merchandise offered by the department in the amounts established in a "Schedule of Fees"* adopted from time to time by ordinance of the city council.
- (b) The director of the department may set, charge and collect fees for classes, trips, equipment, merchandise, police or supervisory services, and other programs, services, events and merchandise provided or offered by the department where no fee is established in the "Schedule of Fees"*. The fee or charge shall be based on the costs of providing the event, service, equipment or goods.

(Code 1966 § 15-3.1; Ord. No. 91-055, § I, 4-2-91; Ord. No. 93-206, § I, 11-2-93; Ord. No. 99-311, § 1, 9-7-99; Ord. No. 2003-267, § 1, 9-2-03; Ord. No. 2004-262, § 1, 9-21-04; Ord. No. 2005-015, § 1, 1-18-05; Ord. No. 2009-224, § 1, 9-22-09)

***Note**— Said "Schedule of Fees" is not setout herein but is available for inspection in the offices of the city.

City of Denton Aquatic Division Assessment



Implementation Plan

April 2018

EFFICIENCY and EFFECTIVENESS

Goal: Create an efficient and effective service delivery model of aquatics for Denton residents.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.1	Develop and implement a plan that upgrades the utilization of technology to capture and analyze data while improving customer service.	<ul style="list-style-type: none"> Evaluate the utilization of Point of Sale scanners to enhance customer service while more accurately capturing data related to visitation, in particular at Water Works Park. 	Aquatic Division Guest Services, City of Denton Information Technology, City of Denton Procurement, City of Denton Finance	September 2018	<ul style="list-style-type: none"> Implementation of point of sale scanning system by May 2019.
		<ul style="list-style-type: none"> Evaluate the introduction of I-pads for staff to more efficiently capture data for pool maintenance and incident and accident reporting to eliminate the double work that comes with capturing data on log sheets and reports and then transferring it to digital and electronic formats. 	Aquatic Division, City of Denton Information Technology, City of Denton Finance	September 2018	<ul style="list-style-type: none"> Implementation of utilization of I-Pads by May 2019.
		<ul style="list-style-type: none"> Evaluate the cost benefit of creating an interactive point of sale system for Water Works Park concessions - (i.e. Creation of an App that would allow for mobile ordering) 	Aquatic Division, City of Denton Information Technology, City of Denton Finance	September 2019	<ul style="list-style-type: none"> Creation and “roll-out of” of a mobile ordering APP for concessions at Water Works Park by May 2020

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.2	Lifecycle replacement of the security system at The Natatorium	<ul style="list-style-type: none"> Replace existing the obsolete security system at the Natatorium with a new, state of the art system that to reduce incidences of false alarms and eliminate the labor costs associated with responding to false alarms. 	Aquatic Division, City of Denton Public Safety (Police and Fire Departments), Finance Department, Procurement	September 2018	<ul style="list-style-type: none"> New Security System in place by January 2019.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.3	Streamline Procurement practices	<ul style="list-style-type: none"> Engage the City of Denton's Procurement Division to determine opportunities to reduce Aquatic Division expenditures 	Aquatic Division, City of Denton Procurement	September 2018	<ul style="list-style-type: none"> Identification of opportunities that would either allow the Aquatic Division to purchase supplies and materials independently or have items specific to Aquatics stocked by Procurement at City of Denton warehouse.

Strategy		Tactics	Group Responsible	Start Date	Performance Measure
1.4	Work Order Management	<ul style="list-style-type: none"> Developing a Work Order Management system for Aquatics Maintenance that interfaces with the city's umbrella financial system, the division will benefit by being able to collect data and develop performance measures that chronicle, the actual unit cost and task-time data for work being performed 	Aquatic Division, City of Denton, Information Technology, and Finance	September 2018	<ul style="list-style-type: none"> Implementation of work order management system by May 2020.

REVENUE GENERATION

Goal: To increase the cost recovery of the Aquatic Division to 70%

	Objective	Tactics	Group Responsible	Start Date	Performance Measure
2.1	Increase staff capacity to achieve cost recovery goals	<ul style="list-style-type: none"> The Aquatic Division should consider adding marketing and administrative/financial analysis resources - i.e. Marketing Coordinator (\$35,000-\$45,000) and Administrative Assistant/Financial Analyst positions (\$40,000-\$50,000). The addition of these positions should be considered within the context of the Parks and Recreation Department's overall organizational structure. 	Parks and Recreation Department Director, Aquatic Division, Human Resources, Finance Department	2019	<ul style="list-style-type: none"> Evaluation of overall Department Organization Structure as part of Parks and Recreation Department Master Plan Update (Completion within one year from start of project)
		<ul style="list-style-type: none"> The Parks and Recreation Department should consider adding the position of Revenue Development Manager, which will focus on the creation of earned income. 	Parks and Recreation Department Director, Human Resources, Finance Department, Parks Foundation	2019	<ul style="list-style-type: none"> Generate \$100,000 in earned income and/or in-kind services in first year. Within five years, the goal of the position would be to generate \$250,000.

Objective		Tactics	Group Responsible	Start Date	Performance Measure
2.2	Targeting Marketing Plan implemented by Marketing Coordinator	<ul style="list-style-type: none"> Develop a target marketing program for Water Works Park that focuses on increased group outings and dynamic pricing strategies 	Parks and Recreation Department, Aquatic Division	January 2020	<ul style="list-style-type: none"> Development of target marketing program that results in a 20% increase in group sales

Objective		Tactics	Group Responsible	Start Date	Performance Measure
2.3	Classify Programs and Services	<ul style="list-style-type: none"> Implement the Classification of Services Model that focuses on cost recovery based on level of benefit received for each core program area 	Parks and Recreation Department, Aquatic Division	October 2018	<ul style="list-style-type: none"> Achieving of cost recovery goals established as part of Aquatic Assessment for each core program area

Objective		Tactics	Group Responsible	Start Date	Performance Measure
2.4	Premium revenue generating services at Water Works Park	<ul style="list-style-type: none"> Evaluate the introduction of premium services at the Water Works Park, including cabana services, luxury loungers and interactive point of sale system for concessions 	Parks and Recreation Department, Aquatic Division	October 2018	<ul style="list-style-type: none"> If feasible, achieve a 25% increase in cabana services and 10% increase in concession sales

Objective		Tactics	Group Responsible	Start Date	Performance Measure
2.5	Community Special Events	<ul style="list-style-type: none"> Develop and implement three community special events at Water Works Park that engages the community at-large and the private sector 	Parks and Recreation Department, Aquatic Division	October 2018	<ul style="list-style-type: none"> Implement three community special events for Summer 2019 with each generating \$5,000 in net profit

Objective		Tactics	Group Responsible	Start Date	Performance Measure
2.6	Pricing strategy for Denton Independent School District employees	<ul style="list-style-type: none"> Consider offering City of Denton Employee Pricing for aquatic programs and services to Denton Independent School District employees. 	Parks and Recreation Department, Aquatic Division, City Council	October 2018	<ul style="list-style-type: none"> If implemented, generate \$25,000 in additional revenue in Fiscal year 2018-19

Objective		Tactics	Group Responsible	Start Date	Performance Measure
2.7	Implementation of real-time dynamic pricing strategies	<ul style="list-style-type: none"> Allow Denton Aquatic Division staff to implement dynamic pricing strategies on an as needed basis within the framework of the new pricing policy. 	Parks and Recreation Department, Aquatic Division, City Council	October 2018	<ul style="list-style-type: none"> Increase cost recovery at WWP by 2% annually

POLICY AND PROCEDURE

Goal: Align policy with the recommended operating models for each aquatic facility while continually seeking to manage the facilities utilizing best practice standards and procedures.

Objective		Tactics	Group Responsible	Start Date	Performance Measure
3.1	Adopt Pricing Policy	<ul style="list-style-type: none"> Conduct a Worksession with City Council to discuss the development of a pricing policy that aligns the operating models of the three aquatic facilities based on the classification of services model. 	Parks and Recreation Department, Aquatic Division, City Management, City Council	September 2018	<ul style="list-style-type: none"> Development of FY 2019-20 Aquatic Division budget in-line with Pricing Policy

Objective		Tactics	Group Responsible	Start Date	Performance Measure
3.2	Maximize “new” concession stand revenue at Water Works Park	<ul style="list-style-type: none"> Adopt a “No Outside Food Policy” for Water Works Park to maximize the return on investment of the new concession stand 	Parks and Recreation Department, Aquatic Division, City Management, City Council	September 2018	<ul style="list-style-type: none"> Achieve \$400,000 in concession revenue during summer of 2019

Objective	Tactics	Group Responsible	Start Date	Performance Measure
3.3 Update Joint Use Agreement between City of Denton and Denton Independent School District	<ul style="list-style-type: none"> Revisit the Joint Use Agreement between the City of Denton and the Denton Independent School District in an effort to better delineate roles, responsibilities, decision making authority and cost sharing. 	Parks and Recreation Department, Aquatic Division	October 2018	<ul style="list-style-type: none"> Revised joint use operating agreement in place by October 2019.

Objective	Tactics	Group Responsible	Start Date	Performance Measure
3.4 Improve Risk Management	<ul style="list-style-type: none"> Update aquatic personal protective equipment standards. 	Parks and Recreation Department, Aquatic Division	April 2018	<ul style="list-style-type: none"> Update Lifeguard Manual by May 2018.
	<ul style="list-style-type: none"> Develop and implement a written non-swimmer protection policy. 	Parks and Recreation Department, Aquatic Division	April 2018	<ul style="list-style-type: none"> Update Lifeguard Manual by May 2018.
	<ul style="list-style-type: none"> Create written, special needs patron safety guidelines. 	Parks and Recreation Department, Aquatic Division	April 2018	<ul style="list-style-type: none"> Update Lifeguard Manual by May 2018.

Objective		Tactics	Group Responsible	Start Date	Performance Measure
3.5	Maximize utilization of aquatic facilities while reducing customer service incidents	<ul style="list-style-type: none"> Implement a formal allocation policy for the utilization of the aquatic facilities. 	Parks and Recreation Department, Aquatic Division	October 2019	<ul style="list-style-type: none"> Formal Allocation policy in place upon ratification of revised Joint Use Agreement

Objective		Tactics	Group Responsible	Start Date	Performance Measure
3.6	Task Time Analysis	<ul style="list-style-type: none"> Conduct a full task time analysis of Aquatic Division full-time staff to refine the cost allocation of full-time wages and benefits to the three aquatic facilities and potentially result in further reduction of the annual Denton Independent School District cost sharing payment. 	Parks and Recreation Department, Aquatic Division, City Council	May 2018	<ul style="list-style-type: none"> Complete full task time analysis by April 2019

Objective		Tactics	Group Responsible	Start Date	Performance Measure
3.7	Cost of Service Analysis	<ul style="list-style-type: none"> Conduct a full cost of service analysis including the cost allocation of direct, indirect and administrative and overhead costs across all functional lines of service. This analysis will more accurately allocate costs to the three aquatic facilities. 	Parks and Recreation Department, Aquatic Division,	October 2019	<ul style="list-style-type: none"> Fiscal Year 2020-21 budget will accurately reflect cost of service for the Aquatic Division.

Objective		Tactics	Group Responsible	Start Date	Performance Measure
3.8	Customer Service Improvement	<ul style="list-style-type: none"> Eliminate “Coin-for-A-Key” locker system to improve customer service by eliminating the perception of putting a financial strain on the customer by charging small amounts for a minor service (“nickel and diming”) 	Parks and Recreation Department, Aquatic Division	October 2019	<ul style="list-style-type: none"> Replacement locker system in place by Summer 2020.

**INFORMAL STAFF REPORT
TO MAYOR AND CITY COUNCIL**

SUBJECT:

Denton County Transportation Authority Quiet Zones on the A-train Rail Corridor.

EXECUTIVE SUMMARY:

The Denton County Transportation Authority (DCTA) has implemented Federal Rail Administration supplemental safety measures at all at-grade crossings on the corridor establishing quiet zones (QZ). Due to geometric constraints of rail crossings near roadway intersections, some QZs are required to have additional safety measures that include wayside horns. Denton has three of these crossings; Sycamore, Shady Oaks and South Mayhill Road. Of the 39 total QZ at-grade rail crossings on the A-train corridor, there are only four wayside horn applications, three in Denton and one in Lewisville.

DISCUSSION:

Council recently requested information regarding QZ applications on the DCTA rail corridor. More specifically, the question was raised as to why some crossings were truly quiet while some are not so quiet. QZs are generally established by implementing one of four supplemental safety measures; 1) closure of the at-grade crossing, 2) install sufficient curbs and medians to prevent vehicle encroachment or drive arounds, 3) install quad gates – gate at each approach on each side, 4) create a one-way road with a gate. The primary reason for each of the applications is to enhance safety by preventing vehicles from accessing or attempting to drive through an at-grade crossing. Note that should a person, animal, vehicle or other safety concern be within 25 feet of a rail line, the train operator may sound the train mounted horn even in established QZs.

The proximity of roadway intersections within 60 feet of an at-grade rail crossing requires additional Federal Rail Administration safety measures to be implemented. Wayside horns, though not quiet, are considered a complimentary quiet zone safety application. Wayside horns have a reduced noise “footprint” by directing the horn from a fixed location at the rail crossing directly toward the vehicle approach to the crossing. This directed horn abates the need of the train operator to sound the train mounted horn which travels linearly through the corridor creating a larger noise cone.

DCTA reported there are 39 at-grade crossings on the A-train corridor from Denton through Lewisville. Of the 39 crossings, there are four crossings with wayside horns. Three of these crossings are located in Denton; Sycamore Street, Shady Oaks and Mayhill Road. The attached table catalogs the crossings and references which supplemental safety measure has been implemented at each crossing.

ATTACHMENT(S):

DCTA Quiet Zone Table

STAFF CONTACT:

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DCTA Quiet Zone Table

Street Name	Crossing ID	Supplemental Safety Measures					Reason for Wayside horn
		Perm Road Closure	4 Quad Gate	Median Barriers	One Way w/Gates	Wayside Horn	
Denton							
Lakeview Blvd	414690Y			X		No	
Pockrus Page Rd	414688X		X			No	
S Mayhill Rd	414687R					Yes	Edwards Rd. intersection does not allow for long enough median on East side of tracks.
Brinker Road	414686J			X		No	
Colorado Blvd	414679Y			X		No	
Shady Oaks Drive	414678S					Yes	Kerley St. intersection does not allow for long enough median on East side of tracks.
Duncan Street	414677K		X			No	
Morse Street	414676D		X			No	
Prairie Street	795446C			X		No	
Sycamore Street	795445V					Yes	Railroad St. intersection does not allow for long enough median on East side of tracks.

Corinth							
Swisher Road	414698D			X		No	
Burl Street	414697W			X		No	
S Corinth Pkwy	933968G			X		No	
Quail Run Road	415887D			X		No	
N Corinth Pkwy	414694B			X		No	
Walton Drive	414692M			X		No	
Corinth Road	414691F			X		No	
Shady Shores Rd	414689E			X		No	

Lake Dallas							
Carlisle Drive	414704E		X			No	
Betchan Avenue	414702R			X		No	
Main Street	414701J		X			No	
W Hundley Drive	414700C		X			No	
W Overly Drive	414057W			X		No	

Hickory Creek							
Hickory Hill Drive	414014D			X		No	
Kelton Avenue	414705L			X		No	

Lewisville							
Frankford Road	415856E			X		No	
Hebron Pkwy	414060E			X		No	
Corporate Drive	966265W			X		No	
Bennett Lane	414615H			X		No	
Business 121	414717F			X		No	
Purnell Street	414716Y		X			No	
Main Street	414715S			X		No	
E College Street	414714K		X			No	
Kealy Street	414713D			X		No	
Valley Ridge	974530E		X	X		No	
Jones Street	414711P		X			No	
N Mill Street	414710H			X		No	
Lake Park Road	414708G			X		No	
Eagle Point	414707A			X	X	Yes	Planning efforts initiated to close the crossing.

**INFORMAL STAFF REPORT
TO MAYOR AND CITY COUNCIL**

SUBJECT:

Bond credit ratings for the upcoming General Obligation (GO) and Certificates of Obligation (CO) bond sales.

BACKGROUND:

The purpose of this report is to provide the City Council notice of recent bond credit ratings from Fitch Ratings (Fitch) and Standard & Poor's (S&P) for the upcoming GO and CO bond sales. The City Council is scheduled to consider adoption of bond ordinances to authorize the bond sales on May 22, 2018.

DISCUSSION:

On April 30th and May 2nd, staff and the City's financial advisor, First Southwest Company, participated in conference calls with analysts from Fitch and S&P to discuss the City's financials and upcoming GO and CO bond sales. As a result of these conference calls, and a review of financial information, both S&P and Fitch assigned a rating of 'AA+' to the City's upcoming bond sales. This is the second highest rating offered by either rating agency. There is no change to either rating from the prior year and both indicated a stable rating outlook for the City. For your review, staff has attached the rating reports and a ratings chart for all three rating agencies which includes Moody's. Moody's has not rated the City for the upcoming bond sales.

On April 10, 2018, the Audit/Finance Committee received a presentation on the City's FY 2017-18 Adopted CIP, planned bond sales and the Notice of Intention ordinance to issue COs. The Audit/Finance Committee unanimously recommended approval to forward the upcoming bond issuance to the City Council for consideration. On April 17, 2018, the City Council adopted Ordinance No. 18-621 directing the publication of a Notice of Intention to issue COs. The City Council is scheduled to consider adoption of bond ordinances to authorize the bond sales on May 22, 2018.

Please do not hesitate to contact me if you have any questions.

ATTACHMENT:

Fitch and S&P Credit Rating Reports
Ratings Chart

STAFF CONTACT:

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Antonio.Puente@cityofdenton.com

Denton, Texas

New Issue Report

Ratings

Long-Term Issuer Default Rating AA+

New Issues

\$19,155,000 General Obligation Bonds, Series 2018 AA+

\$9,630,000 Certificates of Obligation, Series 2018 AA+

Outstanding DebtCertificates of Obligation AA+
General Obligation Bonds AA+**Rating Outlook**

Stable

New Issue Summary**Sale Date:** May 24 via competitive sale.**Series:** \$19,155,000 General Obligation (GO) Bonds, Series 2018, and \$9,630,000 Certificates of Obligation (CO), Series 2018.**Purpose:** GO bond proceeds will be used to finance various street, stormwater drainage and park improvements. Proceeds from the COs will be used for vehicle acquisitions and facility improvements.**Security:** An annual property tax levy, limited to \$2.50 per \$100 of taxable assessed valuation (TAV).**Analytical Conclusion**

The 'AA+' IDR and GO bond rating reflect exceptionally strong operating performance, supported by strong revenue growth prospects, ample revenue-raising capacity and sound expenditure flexibility. The rating also incorporates the expectation for a moderate, but slightly elevated, long-term liability burden.

Economic Resource Base: With a population of about 133,000, Denton is located at the northern end of the Dallas-Fort Worth (DFW) metro area. The local economy features institutes of higher education, a regionally prominent medical sector and a strong warehousing and manufacturing base, leveraging the city's multimodal transportation network.

Key Rating Drivers**Revenue Framework: 'aaa'**

Fitch Ratings expects Denton's diverse and expanding tax base to continue to grow at a pace in excess of U.S. GDP over the medium term. Strong revenue-raising capacity is supported by a tax rate well below the statutory cap.

Expenditure Framework: 'aa'

The city's pace of spending is aligned with revenue growth. Discretion with respect to workforce and other operating costs provides the city with flexibility to address future uncertainties, including economic slowdowns. Carrying costs do not pressure the budget; however, debt issuance for capital needs is expected to keep carrying costs somewhat elevated.

Long-Term Liability Burden: 'a'

Currently at 19.6% of estimated personal income, Fitch expects the city's long-term liabilities to place a slightly elevated, but still moderate, burden on the resource base over time, considering likely debt issuance plans to address regional growth needs. The city's net pension liability burden contributes a modest amount to its long-term liability burden.

Operating Performance: 'aaa'

Fitch anticipates Denton would maintain strong financial flexibility in an economic downturn based on relatively stable revenues and sound expenditure flexibility. The city consistently maintains a solid financial cushion.

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Rating History (IDR)

Rating	Action	Outlook/ Watch	Date
AA+	Affirmed	Stable	5/11/18
AA+	Assigned	Stable	3/19/12

Rating Sensitivities

Liability Burden: The rating assumes that liability levels will remain generally consistent with current levels, placing a slightly elevated, but moderate, burden on the resource base.

Credit Profile

Denton's location at the convergence of Interstate 35 East and Interstate 35 West and ready access to air and rail transportation have contributed to its strong warehousing and manufacturing base. The city is home to sizable distribution centers such as Target, Aldi, Fastenal and WinCo. Its diverse manufacturers include Safran, Flowers Baking Company, TetraPak and Peterbilt Motors. Denton is also known for its institutions of higher education (University of North Texas and Texas Woman's University) and regionally prominent medical sector. The city's growing healthcare facilities serve North Texas and Southern Oklahoma. These institutions include Columbia Medical Center Denton, Texas Health Presbyterian Hospital, and The Heart Hospital Baylor Denton.

Current TAV, at \$10.3 billion, represents about a 13% increase over the previous year. The city's management typically budgets for an annual 4% TAV increase; however, for the past several years TAV growth has exceeded budget projections. Additional development is reported across the city's commercial, industrial and residential property base. The city's ample developable land positions it well for ongoing solid growth over the medium-to-long term.

Revenue Framework

Taxes, including property and sales taxes, account for the bulk of the city's operating revenues. Based on fiscal 2017 audited results, tax receipts accounted for 74% of general fund revenues.

The 4.1% CAGR of Denton's general fund revenues over the 10 years ended in fiscal 2017 reflects growth in excess of U.S. GDP, driven by rapid TAV growth and mirroring the expanding regional economy. Fitch expects ongoing revenue strength based on growth in the city's diverse local economy.

The city of Denton's fiscal 2018 tax rate of 63.8 cents per \$100 of TAV provides ample capacity below the statutory cap of \$2.50. If a proposed tax rate results in an 8% year-over-year levy increase (based on the prior year's values), the rate increase may be subject to election if petitioned by voters.

Expenditure Framework

Based on audited results, public safety accounted for 57.6% of fiscal 2017 general fund spending.

The pace of spending is likely to remain at the level of revenue growth based on the expected moderate pace of population growth and the ongoing strength of revenues, incorporating a diverse tax base and robust sales tax along the city's transportation corridors.

The city maintains flexibility with respect to headcount and salary arrangements and through the discretionary nature of its pay-as-you-go capital spending program as well as its annual contributions to funding street improvements. Carrying costs represent 21% of governmental spending and reflects a 10-year debt amortization rate of 58%. The city has a sizable multiyear capital improvement program and has plans to issue additional debt over the near term. As such, we anticipate carrying costs to remain around 20%.

Related Research

[Fitch Rates Denton, TX's \\$124MM GOs and COs 'AA+'; Outlook Stable \(May 2018\)](#)

Related Criteria

[U.S. Public Finance Tax-Supported Rating Criteria \(April 2018\)](#)

Long-Term Liability Burden

Fitch expects Denton's long-term liabilities, currently 19.6% of personal income, to rise to somewhat elevated, but still moderate, levels (slightly over 20%) over the medium-term horizon based on the impact of regional growth on direct and overlapping issuances. Overlapping debt makes up the bulk of the burden.

Denton's fiscal 2017 five-year capital improvement plan includes about \$130 million of general government needs between fiscal 2017 and fiscal 2021, somewhat above the scheduled debt to be retired over the same period. The city has roughly \$34 million of remaining GO bond authorization. At this time, the city has tentative plans to approach voters of additional bonding authority over the next 24–36 months.

The city's pensions are provided through the Texas Municipal Retirement System, an agent multiple-employer defined-benefit plan, and the Denton Firemen's Relief and Retirement Fund, a single-employer plan. Under GASB Statement 68, the city reports a fiscal 2016 net pension liability (NPL) of \$105.2 million for both plans combined, with fiduciary assets covering 80.3% of total pension liabilities at the plans' 6.75% investment return assumption. Using a more conservative 6% investment return assumption, the ratio of assets to liability declines to 72.5%, and the NPL rises to \$162 million.

Operating Performance

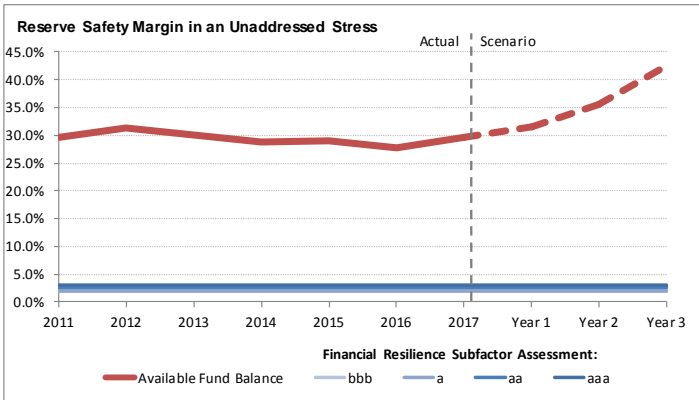
Fitch expects Denton to maintain the highest gap-closing capacity through an economic downturn. For details, see Scenario Analysis, page 4.

Over the past 18 months, Denton updated its reserve policy to include a 5% resiliency (25% combined total) reserve component to safeguard against unexpected financial circumstances or economic downturns. The city's financial flexibility is demonstrated by its practice of funding nonrecurring expenditures with favorable revenue performance and taking advantage of economic upturns to maintain its financial cushion.

Denton (TX)

Scenario Analysis

v. 2.0 2017/03/24



Analyst Interpretation of Scenario Results: Hide

Fitch expects Denton to maintain the highest gap closing capacity through an economic downturn. As demonstrated in Fitch's analytical sensitivity tool (FAST) 1% decline in GDP scenario, the city has a strong financial cushion to address a moderate economic downturn. Fitch expects the city would maintain an ample cushion given its high level of revenue raising capacity and adequate expenditure flexibility.

The city completed fiscal 2017 with a \$3.6 million operating surplus and \$31.8 million in unrestricted reserves, which equates to 30% of spending. The fiscal 2017 surplus, per management, is largely due to higher-than-anticipated sales tax receipts. Denton projects similarly strong fiscal 2018 results based on brisk sales tax revenues. The city's five-year forecast reflects moderate revenue growth, with maintenance of reserves at a level consistent with the city's 20% of spending policy floor plus 5% resiliency reserve (25% combined total).

Scenario Parameters:

	Year 1	Year 2	Year 3
GDP Assumption (% Change)	(1.0%)	0.5%	2.0%
Expenditure Assumption (% Change)	2.0%	2.0%	2.0%
Revenue Output (% Change)	(1.0%)	3.4%	5.9%
Inherent Budget Flexibility	High		

Revenues, Expenditures, and Fund Balance	Actuals							Scenario Output		
	2011	2012	2013	2014	2015	2016	2017	Year 1	Year 2	Year 3
Total Revenues	85,343	83,636	85,432	89,777	95,772	102,302	110,167	109,065	112,749	119,375
% Change in Revenues	-	(2.0%)	2.1%	5.1%	6.7%	6.8%	7.7%	(1.0%)	3.4%	5.9%
Total Expenditures	82,039	80,834	84,701	88,608	92,523	97,686	100,561	102,572	104,623	106,716
% Change in Expenditures	-	(1.5%)	4.8%	4.6%	4.4%	5.6%	2.9%	2.0%	2.0%	2.0%
Transfers In and Other Sources	111	167	140	85	118	171	288	169	175	185
Transfers Out and Other Uses	516	1,557	950	1,171	1,840	3,982	6,293	4,062	4,143	4,226
Net Transfers	(405)	(1,390)	(810)	(1,086)	(1,722)	(3,811)	(6,005)	(3,892)	(3,968)	(4,040)
Bond Proceeds and Other One-Time Uses	-	-	-	-	-	-	-	-	-	-
Net Operating Surplus(+)/Deficit(-) After Transfers	2,899	1,412	(79)	83	1,527	805	3,601	2,601	4,158	8,618
Net Operating Surplus(+)/Deficit(-) (% of Expend. and Transfers Out)	3.5%	1.7%	(0.1%)	0.1%	1.6%	0.8%	3.4%	2.4%	3.8%	7.8%
Unrestricted/Unreserved Fund Balance (General Fund)	24,424	25,836	25,755	25,838	27,365	28,170	31,771	34,372	38,530	47,149
Other Available Funds (Analyst Input)	-	-	-	-	-	-	-	-	-	-
Combined Available Funds Balance (GF + Analyst Input)	24,424	25,836	25,755	25,838	27,365	28,170	31,771	34,372	38,530	47,149
Combined Available Fund Bal. (% of Expend. and Transfers Out)	29.6%	31.4%	30.1%	28.8%	29.0%	27.7%	29.7%	31.5%	35.4%	42.5%
Reserve Safety Margins	Inherent Budget Flexibility									
	Minimal		Limited		Midrange		High		Superior	
Reserve Safety Margin (aaa)	16.0%		8.0%		5.0%		3.0%		2.0%	
Reserve Safety Margin (aa)	12.0%		6.0%		4.0%		2.5%		2.0%	
Reserve Safety Margin (a)	8.0%		4.0%		2.5%		2.0%		2.0%	
Reserve Safety Margin (bbb)	3.0%		2.0%		2.0%		2.0%		2.0%	

Notes: Scenario analysis represents an unaddressed stress on issuer finances. Fitch's downturn scenario assumes a -1.0% GDP decline in the first year, followed by 0.5% and 2.0% GDP growth in Years 2 and 3, respectively. Expenditures are assumed to grow at a 2.0% rate of inflation. Inherent budget flexibility is the analyst's assessment of the issuer's ability to deal with fiscal stress through tax and spending policy choices, and determines the multiples used to calculate the reserve safety margin. For further details, please see Fitch's US Tax-Supported Rating Criteria.

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RatingsDirect®

Summary:

Denton, Texas; General Obligation

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Related Research

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Denton, Texas; General Obligation

Credit Profile

US\$19.155 mil GO bnds ser 2018 dtd 05/15/2018 due 02/15/2038

Long Term Rating AA+/Stable New

US\$9.63 mil certs of oblig ser 2018 dtd 05/15/2018 due 02/15/2038

Long Term Rating AA+/Stable New

Rationale

S&P Global Ratings assigned its 'AA+' long-term rating to the city of Denton, Texas' series 2018 general obligation (GO) refunding and improvement bonds and series 2018 certificates of obligation. At the same time, S&P Global Ratings affirmed its 'AA+' rating on the city's GO debt outstanding. The outlook on all ratings is stable.

The series 2018 GO bonds are payable from a direct and continuing ad valorem tax, levied within the limits prescribed by law, on all taxable property in the city. The series 2018 certificates of obligation, in addition to previously issued certificates, are secured by the city's direct and continuing ad valorem tax, as well as a limited pledge (not to exceed \$1,000) of surplus net revenues of the utility system. Despite the de minimis revenue pledge, we rate the certificates based on the city's GO pledge, which we consider stronger. The maximum allowable rate in Texas is \$2.50 per \$100 of assessed value (AV) for all purposes, with the portion dedicated to debt service limited to \$1.50. The city's current levy is well below the maximum, at 63.78 cents, 20.75 cents of which is dedicated to debt service. Based on the application of our criteria, titled "Issue Credit Ratings Linked To U.S. Public Finance Obligors' Creditworthiness" (published Jan. 22, 2018, on RatingsDirect), we do not differentiate between the city's limited-tax GO debt and its general creditworthiness, since the ad valorem tax is not derived from a measurably narrower tax base and there are no limitations on the fungibility of resources. We understand that proceeds from the sale of the bonds will be used to finance street, drainage, flood control, and park improvements, while proceeds from the sale of the certificates will be used to fund municipal building improvements, public vehicle purchases, airport improvements, and fire station improvements.

The 'AA+' rating reflects our opinion of the city's:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA) and a local stabilizing institutional influence;
- Very strong management, with "strong" financial policies and practices under our Financial Management Assessment methodology;
- Strong budgetary performance, with operating surpluses in the general fund and at the total governmental fund level in fiscal 2017;
- Very strong budgetary flexibility, with an available fund balance in fiscal 2017 of 32% of operating expenditures;
- Very strong liquidity, with total government available cash at 1.8x total governmental fund expenditures and 12.7x

governmental debt service, and access to external liquidity we consider strong;

- Weak debt and contingent liability position, with debt service carrying charges at 14.0% of expenditures and net direct debt that is 75.7% of total governmental fund revenue; and
- Strong institutional framework score.

Very strong economy

We consider Denton's economy very strong. The city, with an estimated population of 128,265, is located in Denton County in the Dallas-Fort Worth-Arlington MSA, which we consider to be broad and diverse. The city also benefits, in our view, from a stabilizing institutional influence. The city has a projected per capita effective buying income of 95.4% of the national level and per capita market value of \$80,553. Overall, the city's market value grew by 13.3% over the past year to \$10.3 billion in 2018. The county unemployment rate was 3.4% in 2016.

Spanning an area of roughly 90 square miles, the city of Denton is located 35 miles north of Dallas and Fort Worth at the convergence of East and West Interstate 35. The local economy--largely based in retail, manufacturing, distribution, education, and health care--has grown in tandem with the robust geographic and economic expansion within the Dallas-Fort Worth metroplex in recent years. As home to both the University of North Texas and Texas Women's University, the city also benefits from a stabilizing institutional presence, in our view. Primary employers in fiscal 2017 were represented by the University of North Texas (with 8,738 employees), Denton Independent School District (4,417), Peterbilt Motors (2,314), and the Denton State Supported Living Center (1,700). We consider the local tax base very diverse, as the top 10 taxpayers constitute only 6.1% of taxable AV in fiscal 2018. Taxable AV itself has demonstrated steady year-over-year growth since fiscal 2014, and management expects this trend to continue at a rate near 4% annually in line with ongoing development.

Both residential and commercial development have contributed to strong AV growth in recent years. Following a year of strong commercial development in fiscal 2017 in which multiple retail enterprises opened or began construction, city officials anticipate that commercial development will remain strong in the near term, with an assortment of new manufacturing and distribution, retail, hotel, and restaurant employers coming online. Among forthcoming projects are investments in electric utility infrastructure--expected to strengthen the city's cold storage industry footprint--as well as expansion to the local airport. Residential development likewise continues to represent a reliable source of taxable value growth for Denton, with multiple new subdivisions and multifamily housing complexes in various stages of development.

Very strong management

We view the city's management as very strong, with "strong" financial policies and practices under our Financial Management Assessment methodology, indicating financial practices are strong, well embedded, and likely sustainable.

Key policies and practices include:

- Conservative revenue and expenditure assumptions when compiling the annual budget, which typically allows for favorable budget variance by fiscal year-end;
- Budget amendments that, if needed, can be made by the council, which is informed quarterly about how the budget

is developing via budget-to-actual reports;

- Formal debt management and investment policies are reviewed annually, with quarterly investment reporting to the city council;
- An annually updated long-range capital improvement plan and multiyear financial forecast; and
- A formal policy to maintain a minimum unassigned fund balance in the general fund equal to 20% of budgeted expenditures, and an additional 5% resiliency reserve (25% combined total) may be maintained to safeguard against unusual financial circumstances or economic downturns.

Strong budgetary performance

Denton's budgetary performance is strong in our opinion. The city had operating surpluses of 3.4% of expenditures in the general fund and of 11.6% across all governmental funds in fiscal 2017.

In assessing the city's budgetary performance, we made adjustments for recurring transfers out of the general fund, and for expenditures toward one-time capital projects across total governmental funds with the use of debt proceeds.

Denton has historically produced strong budgetary performance results, largely due to conservative budgeting practices in which deficit or balanced budgets are adopted and year-end results regularly exceed expectations. This was the case in fiscal 2017, when the city originally budgeted for a \$99,000 drawdown in the general fund following transfers, but finished with a surplus of more than \$3.3 million due in part to higher-than-expected sales tax revenues, and significant personnel savings in the public safety and parks and recreation departments. Property taxes represented 40% of general fund revenues throughout the year, with sales taxes (33%) and franchise fees (12%) constituting the next largest revenue sources. While franchise fees have remained stable in recent years, both property taxes and sales tax collections have demonstrated strong year-over-year growth, and officials expect these trends to continue in tandem with both residential and commercial expansion.

The city once again budgeted for break-even general fund operations in fiscal 2018, and management reports that revenues and expenditures are trending ahead of expectations thus far, owing to persisting strength in sales tax collections. Despite earmarking \$2.7 million in unassigned fund balance for additional capital expenditures related to park and traffic signal improvements, officials expect to finish the year with balanced operations, or even a modest surplus, keeping fund balance near current levels. Furthermore, no potential sources of future budgetary pressure have been identified by management at this time. Consequently, we expect budgetary performance to remain strong in the near term.

Very strong budgetary flexibility

Denton's budgetary flexibility is very strong, in our view, with an available fund balance in fiscal 2017 of 32% of operating expenditures, or \$31.8 million. The city has historically maintained very strong reserve levels, exceeding 28% operating expenditures in each of the past three fiscal years, and providing substantial flexibility over its formal policy of 20%. Surplus results in fiscal 2017 allowed the city to grow unassigned fund balance by an additional \$3.7 million, and despite budgeting for the use of \$2.7 million in reserves for capital projects in fiscal 2018, outperformance in general fund revenues and expenditures may instead culminate in fund balance remaining level. While management indicates that fund balance may be used to cash finance future capital outlays in a similar manner, no immediate plans exist to materially draw on fund balance, or draw below the city's 20% policy level. Therefore, we expect budgetary

flexibility to remain very strong in the near future.

Very strong liquidity

In our opinion, Denton's liquidity is very strong, with total government available cash at 1.8x total governmental fund expenditures and 12.7x governmental debt service in 2017. In our view, the city has strong access to external liquidity if necessary.

Denton's strong access to external liquidity is demonstrated by its access to the market over the past two decades, which includes numerous GO-and revenue-backed bond issuances. It has historically maintained what we consider very strong cash balances, and given our expectation for at least break-even operations in fiscal 2018, we do not believe its cash position will materially weaken in the near term. All of the city's investments comply with both Texas statutes and its own formal policy, and were held in treasuries, agencies, certificates of deposit, commercial paper, municipal bonds, and local government investment pools at the end of fiscal 2017, which we do not view as aggressive. Additionally, we have not identified contingent liabilities that could pose a material risk to liquidity. Therefore, we do not expect the city's liquidity position to deteriorate from its very strong position in the near term.

Weak debt and contingent liability profile

In our view, Denton's debt and contingent liability profile is weak. Total governmental fund debt service is 14.0% of total governmental fund expenditures, and net direct debt is 75.7% of total governmental fund revenue. Debt supported through the city's enterprise fund has been adjusted in our direct debt to revenue calculations. Using the city's total direct debt we estimate that about 51% of debt will be retired over the next 10 years, which we consider average. Management plans to issue about \$42.6 million of additional tax-supported debt over the next two years. Despite the additional debt plans, we do not believe the city's key debt ratios will materially change our view of the debt profile.

Denton's combined required pension and actual other postemployment benefits (OPEB) contributions totaled 12.6% of total governmental fund expenditures in 2017. The city made its full annual required pension contribution in 2017. The city participates in the Texas Municipal Retirement System (TMRS), which is administered by the State of Texas, and is the city's largest plan. Denton's required pension contribution is its actuarially determined contribution, which is calculated at the state level, based on an actuary study. Using updated reporting standards in accordance with Governmental Accounting Standards Board (GASB) Statement No. 68, the city's net pension liability was measured as of Dec. 31, 2016, and was \$85.5 million. The TMRS plan maintained a funded level of 80.4%, using the plan's fiduciary net position as a percent of the total pension liability. For additional details on GASB 67 and 68, see our report, titled "Incorporating GASB 67 And 68: Evaluating Pension/OPEB Obligations Under Standard & Poor's U.S. Local Government GO Criteria," published Sept. 2, 2015, on RatingsDirect. The city also participates in a single-employer, contributory, defined-benefit retirement plan, the Denton Firemans' Relief and Retirement Fund--established to provide pension benefits to full-time firefighters. The city recorded a net pension liability of \$19.6 million as of Dec. 31, 2016, with a reported funded ratio of 79%. While we do not anticipate short-term fixed-cost pressure resulting from the city's pension obligations, the amortization period is long in our view (29 years for TMRS and 31 years for the firemans' plan), and the level percentage of payroll amortization method creates negative amortization until contributions grow large enough to reduce the unfunded liability. Therefore, we acknowledge the potential for the city's pension-related costs to increase in the longer-term, though we anticipate that any near-term increases should be manageable given

the city's strong financial position and budgetary performance.

As part of its OPEB, the city also provides defined-benefit group term life insurance through the supplemental death benefits fund (SDBF), administered by TMRS, which it funds on a pay-as-you-go basis and to which it contributed \$152,556 in fiscal 2017. Furthermore, retiree health care is provided by the city, which is also funded on a pay-as-you-go basis; the city contributed \$524,589 toward the plan in fiscal 2017.

Although the city's combined pension and OPEB costs represented a high 12.6% of fiscal 2017 adjusted total governmental fund expenditures, we view these charges as somewhat skewed because funds generated from the city's ownership and operations of an electric utility system are used to offset the retiree costs of the system's employees. Most of Denton's comparable peer cities, by contrast, do not benefit from such an arrangement. When adjusting for retiree costs attributed to utility funds, combined pension and OPEB costs for governmental funds equate to a more manageable 9.2% of adjusted fiscal 2016 expenditures.

Strong institutional framework

The institutional framework score for Texas municipalities is strong.

Outlook

The stable outlook reflects our view of the city's stable and improving economy within the broad and diverse Dallas-Fort Worth-Arlington MSA, its very strong flexibility and liquidity, and very strong management practices and policies. It also reflects our expectation that the city's debt profile will remain elevated corresponding with anticipated growth and planned future debt issuances. Consequently, we do not expect to change the rating within the two-year outlook period.

Upside scenario

We could raise the rating if continued economic expansion results in improved wealth and income indicators, compared to those of peers, or if the city's overall debt profile were to improve while strong financial performance is maintained.

Downside scenario

We could lower the rating if the city's financial performance deteriorates--potentially stemming from fixed-cost pressure resulting from growing pension-related liabilities--leading to sustained and significant drawdowns in reserves.

Related Research

- S&P Public Finance Local GO Criteria: How We Adjust Data For Analytic Consistency, Sept. 12, 2013
- Incorporating GASB 67 And 68: Evaluating Pension/OPEB Obligations Under Standard & Poor's U.S. Local Government GO Criteria, Sept. 2, 2015
- Local Government Pension And Other Postemployment Benefits Analysis: A Closer Look, Nov.8, 2017

Ratings Detail (As Of May 11, 2018)

Ratings Detail (As Of May 11, 2018) (cont.)

Denton certs of oblig		
<i>Long Term Rating</i>	AA+/Stable	Affirmed
Denton GO		
<i>Long Term Rating</i>	AA+/Stable	Affirmed
Denton GO		
<i>Long Term Rating</i>	AA+/Stable	Affirmed
Denton GO		
<i>Long Term Rating</i>	AA+/Stable	Affirmed
Denton GO bnds ser 2010 dtd 06/15/2010 due 02/15/2011-2030		
<i>Long Term Rating</i>	AA+/Stable	Affirmed
Denton GO rfdg and imp bnds ser 2011 dtd 04/01/2011 due 02/15/2012-2031		
<i>Long Term Rating</i>	AA+/Stable	Affirmed
Denton GO rfdg and imp bnds ser 2016 dtd 06/01/2016 due 02/15/2036		
<i>Long Term Rating</i>	AA+/Stable	Affirmed
Denton GO rfdg bnds ser 2010A dtd 07/15/2010 due 02/15/2011-2022		
<i>Long Term Rating</i>	AA+/Stable	Affirmed
Denton GO rfdg bnds ser 2015 dtd 08/15/2015 due 02/15/2016-2026		
<i>Long Term Rating</i>	AA+/Stable	Affirmed
Denton GO rfdg bnds ser 2016 dtd 08/15/2016 due 02/15/2030		
<i>Long Term Rating</i>	AA+/Stable	Affirmed
Denton GO Rfdg & Imp Bnds ser 2015 dtd 06/01/2015 due 02/15/2035		
<i>Long Term Rating</i>	AA+/Stable	Affirmed
Denton GO		
<i>Unenhanced Rating</i>	AA+(SPUR)/Stable	Affirmed

Many issues are enhanced by bond insurance.

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BOND RATING CHART

Classification	Moody's	S&P	Fitch	Meaning	
Investment Grade	Aaa	AAA	AAA	Prime Grade	
	Aa1	AA+	AA+	High Grade	
	Aa2	AA	AA		
	Aa3	AA-	AA-		
	A1	A+	A+	Upper Medium Grade	
	A2	A	A		
	A3	A-	A-		
	Baa1	BBB+	BBB+	Lower Medium Grade	
	Baa2	BBB	BBB		
	Baa3	BBB-	BBB-		
	Junk	Ba1	BB+	BB+	Non-Investment Grade Speculative
		Ba2	BB	BB	
Ba3		BB-	BB-		
B1		B+	B+	Highly Speculative	
B2		B	B		
B3		B-	B-		
Caa1		CCC+	CCC+	Substantial Risks	
Caa2		CCC	CCC	Extremely Speculative	
Caa3		CCC-	CCC-	In Default with Little Prospect of Recovery	
Ca		CC	CC+	In Default with Little Prospect of Recovery	
		C	CC	In Default	
			CC-		
D	D	D			

Note: City's current ratings for all general obligation debt are: AA+ from S&P and Fitch. Moody's has not rated the City's new bonds since 2011 but maintains a surveillance rating of Aa2 for any outstanding general obligation debt (2011 and prior).

Council Requests for Information

Request	Request Date	Staff Responsible	Status
1. Information on cost determination for curb rate vs drop-off rate at landfill	6/5/17	Cox	Consultant has been hired and started work on a cost of service study. A presentation to Council is expected in July.
2. Work session on HOT funds and potential uses (historic preservation, public art, cultural district, etc) and administration of sponsorships	2/27/18	Puente	A work session is scheduled for June 12.
3. Work session on plan for downtown and homelessness	3/20/18	Kuechler	A work session will be scheduled for June.
4. Work session on water plan	3/20/18	Banks	A work session is scheduled for June 5.
5. Work session with a broad posting to discuss Red Light Camera program, contract, traffic signal management, and intersection safety	3/27/18	Deshmukh/Howell/ Puente	A work session is scheduled for May 22.
6. Search for “smoking” in Code of Ordinances and ensure consistency with new ordinance (look at 22.31(13) and 22.31(1))	4/17/18	Rosendahl	An ordinance is being prepared; tentatively for June 5 Council meeting.
7. Work session on increasing the homestead exemption	4/24/18	Puente	A work session will be held on June 5 with overall budget update.
8. ISR on noise ordinance 1) any issues from Police for bars/restaurants close to residential and 2) for zoning, will bars/restaurants be allowed near residential areas	4/24/18	Howell/McDonald	An ISR is being prepared for May 25 Friday report.
9. Update on bike racks downtown and if we plan to or can add more	5/1/18	Deshmukh/Booth	Working with downtown associations.
10. TWU master plan and how trees are impacted; Can trees be saved and protected; next steps	5/1/18	McDonald	TWU will give a brief presentation on their Master Plan at the June 26 work session.
11. Current and projected student counts for Denton compared to other cities in DISD	5/7/18	Kuechler	
12. Update on homeless students in DISD and Denton and how they are counted	5/7/18	Kuechler	
13. ISR on leaf trucks (potential use and budget)	5/8/18	Cox	Staff is researching.
14. Coordinate with TWU for a sidewalk along Mingo Road	5/8/18	Estes/Deshmukh	An update is provided in the Friday May 18 report.
15. Inquiry when FS4 ribbon cutting will be held and when Medic 4 will be operational	5/8/18	Hedges	Planned for morning of Friday June 22.

Request	Request Date	Staff Responsible	Status
16. Inquiry for options for old substation properties	5/8/18	Morrow	
17. Information on DCTA autonomous vehicle pilot program with City of Frisco	5/8/18	Canizares/Nelson	An update is provided in the Friday May 18 report.
18. Work session on plan to catch up on road repair and to manage to a certain standard (metrics, costs, & financing options). Include review of best repair planning practices of other cities in similar climates.	5/15/18	Estes	A work session is scheduled for June 12.
19. Work session on PEC 4 project and other projects to reduce flood plain in downtown. Feasibility of adding bike/walk paths in drainage easements.	5/15/18	Estes	A work session is scheduled for June 5.
20. Review of options to address shortfall of emergency housing before winter comes. Set numerical goals and timing targets.	5/15/18	Kuechler/Shaw	
21. Work session on proposed permitting processes for businesses under the new DDC. Benchmark against other similar cities such as Carrollton or McKinney.	5/15/18	McDonald	
22. ISR on training that School Resource Officers (SROs) receive and detailed report of recent classroom situation in the news for Council	5/15/18	Howell	
23. Request for staff to reach out to UNT regarding naming of "Mean" Joe Greene dorm – opportunities to draw in visitors	5/15/18	Booth	
24. Work session on zoning map and processes/procedures for consistency of developing districts	5/15/18	McDonald	

May 2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 12:00 pm CC Work Session 6:30 pm CC Regular Session	2	3 4 p.m. Public Art Committee	4	5
6	7 8:30am Public Utilities Board 11:00am-2pm Joint Council/DISD Luncheon Meeting 5:30 pm Traffic Safety Commission Park Board TOUR 5 pm	8 12:00 pm 2nd Tuesday Session	9 11:00am EDP Board 5:00pm P&Z Work Session 6:30pm P&Z Regular Session	10	11	12
13	14 5:30pm HLC	15 5:30 Council Reception 6:30 Election Meeting	16 11:30am Mobility Committee- cancelled	17 HaBSCo Meeting Cancelled	18	19
20	21 1:00pm Committee on the Environment ZBA – Canceled 6:00pm Public Utilities Board	22 10:00 am Council Airport Committee 1:00 pm CC Work Session 6:30 pm CC Regular Session	23 12:00 Downtown TIF 12:00 Development Code Review 5:00pm P&Z Work Session 6:30pm P&Z Regular Session	24 12:00 Development Code Review	25	26
27	28 Memorial Day - City Holiday	29 No Council Meeting	30	31		

June 2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4 11:30 am Council Luncheon 1:30pm Committee on the Environment 5:30pm Traffic Safety Commission Park Board 6 pm	5 2:00 pm CC Work Session 6:30 pm CC Regular Session	6	7 4 p.m. Public Art Committee	8	9
10	11 9:00am Public Utilities Board 5:30pm HLC	12 2:00 pm 2nd Tuesday Session	13 11:00am EDP Board 5:00pm P&Z Work Session 6:30pm P&Z Regular Session	14	15	16
17	18	19 2:00 pm CC Work Session 6:30 pm CC Regular Session	20 11:30am Mobility Committee	21 HaBSCo Meeting HOT Committee 9-12 (Tentative)	22	23
24	25 6:00pm Public Utilities Board 4:00 pm ZBA	26 2:00 pm 4th Tuesday Session	27 5:00pm P&Z Work Session 6:30pm P&Z Regular Session	28	29	30

FUTURE CITY COUNCIL ITEMS

Note: This is a working draft of pending Council items and is subject to change without notice.

Meeting Date	Deadlines	Item
May 22 – Work/Regular Session	Captions – May 7 Backup – May 18	WS – Red light cameras WS – DME budget presentation WS – City Hall discussion
May 29 – No Meeting		Memorial Day holiday observed- City Offices closed 5/28
June 4 – Luncheon – 11 a.m. – 2:00 p.m.	Captions – May 21 Backup – May 31	WS – Department Budget Presentations WS – Teen Council update WS – Courthouse Square design discussion WS – Mews Street discussion
June 5 – Work/Regular Session	Captions – May 21 Backup – June 1	WS – Preliminary Budget Discussion WS – Department Budget Presentations WS – Water supply discussion WS – Drainage and floodplain discussion WS – UNT Bike Share discussion IC – Comm. Dev. 2018/19 Action Plan
June 12 – 2 nd Tuesday Session	Captions – May 25 Backup – June 8	USCM, Boston, 6/8-6/11 WS – Department Budget Presentations WS – HOT/sponsorship discussion WS – Street Rehab Program WS – Small Area Plan discussion CS – TWU contract agreement
June 19 – Work/Regular Session	Captions – June 4 Backup – June 15	TCMA, Galveston, 6/21-24 WS – Department Budget Presentations WS – PID Guidelines PH – Reinvestment Zone Fisher59 IC – TAA Fisher59 IC – Chapter 380 Fisher59 IC – Chapter 380 Cold Storage
June 26 – 4 th Tuesday Session	Captions – June 11 Backup – June 22	WS – Department Budget Presentations WS – Tree discussion WS – TWU Master Plan discussion
July 2 – No Luncheon		
July 3 – No Meeting		July 4 th holiday observed – City Offices closed
July 10 – No Meeting		

Meeting Date	Deadlines	Item
July 17 – Work/Regular Session	Captions – July 2 Backup – July 13	WS – 2nd Preliminary Budget Discussion WS – Department Budget Presentations IC – EDP Board nominating committee
July 24 – 4 th Tuesday Session	Captions – July 9 Backup – July 20	WS – Department Budget Presentations WS – Chamber ED contract
July 31 – No Meeting		
August 2 – Budget Workshop	Captions – July 16 Backup – July 27	
August 6 – Luncheon	Captions – July 23 Backup – August 2	WS – Department Budget Presentations
August 7 – Work/Regular Session	Captions – July 23 Backup – August 3	WS – Department Budget Presentations WS – Budget Workshop
August 14 – 2 nd Tuesday Session	Captions – July 30 Backup – August 10	WS – Budget Workshop
August 21 – Work/Regular Session	Captions – August 6 Backup – August 17	WS – Budget Workshop IC – Chamber ED contract
August 28 – 4 th Tuesday Session	Captions – August 13 Backup – August 24	WS – Budget Workshop PH – 1st Public Hearing on the Tax Rate
September 3 – No Luncheon		Labor Day holiday
September 4 – No Meeting		
September 11–Special Called Work/Regular Session	Captions – August 27 Backup – September 7	WS – Budget Workshop PH – 2nd Public Hearing on the Tax Rate PH – Public Hearing on the Budget
September 18 – Work/Regular Session	Captions – August 31 Backup – September 14	WS – Budget Workshop IC – Adoption of Budget
September 25 – 4 th Tuesday Session	Captions – September 10 Backup – September 21	ICMA – 9/22-26, Baltimore
October 1 – Luncheon	Captions – September 17 Backup – September 27	
October 2 – No Meeting		National Night Out
October 9 – 2 nd Tuesday Meeting	Captions – September 24 Backup – October 5	TML, Fort Worth, 10/9-10/12
October 16 – Work/Regular Session	Captions – October 1 Backup – October 12	
October 23 – 4 th Tuesday Session	Captions – October 8 Backup – October 19	WS – Stoke annual report
October 30 – No Meeting		

CA-Consent Agenda
CM-Closed Meeting

IC-Individual Consideration
PH-Public Hearing

WS-Work Session

Meeting Date	Deadlines	Item
November 5 – Luncheon	Captions – October 22 Backup – November 1	
November 6 – Work/Regular Session	Captions – October 22 Backup – November 2	NLC, Los Angeles, 11/7-11/10 IC – Stoke contract renewal
November 13 – 2 nd Tuesday Session	Captions – October 29 Backup – November 9	
November 20 – No Meeting		Thanksgiving Holiday observed–City Offices Closed 11/22-23
November 27 – 4 th Tuesday Session	Captions – November 12 Backup – November 21	<i>Tentative-Based on Need</i>
December 3 – Luncheon	Captions – November 19 Backup – November 29	
December 4 – Work/Regular Session	Captions – November 19 Backup – November 30	
December 11 – 2 nd Tuesday Session	Captions – November 26 Backup – December 7	
December 18 – Work/Regular Session	Captions – December 3 Backup – December 14	<i>Tentative-Based on Need</i>
December 25 – No Meeting		Christmas Holiday observed–City Offices Closed 12/24-25



Construction Projects Report

Week of May 21-27, 2018



Street/Intersection	From	To	Proposed Date of Construction	Proposed Date of Completion	Brief Description of Construction	Department	Letters	Other Communication	Department Contact:
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CURRENT PROJECTS

See Yellow Highlighted for Major Closures

Ashcroft Ln.	Cobblestone Row	North Dead End	5/14/18	6/15/18	Street Reconstruction <i>(Temporary Road Closures)</i>	Streets	5/4/18	Door Hangers	(940) 349-7160
Ave. A	Maple	Eagle	3/19/18	6/30/18	UNT 2018 Residence Hall Project <i>(Temporary Lane Closures)</i>	Engineering	N/A	Coordinate with UNT	(940) 349-8910
Bonnie Brae St.	Roselawn West of UPRR Line	Vintage	7/1/17	8/30/18	Street Widening <i>(Phase 1)</i>	Engineering	N/A		(940) 349-8910
Bonnie Brae St.	Hwy 380	Intersection	3/14/18	TBD	Commercial Driveway Construction	Building Inspections	N/A		(940) 349-8360
Canterbury Ct.	Hollyhill	I-35	4/9/18	6/15/18	Drainage Improvements <i>(Temporary Lane Closures)</i>	Engineering	3/26/18	Door Hangers	(940) 349-8910
Edwards Rd.	Camino Real Trl.	Swisher Rd.	6/4/18	9/10/18	Street Reconstruction <i>(Temporary Road Closures)</i>	Streets			(940) 349-7160
Gober St.	Scripture	Panhandle	4/22/18	5/28/18	Street Resurfacing, Curb and Gutter <i>(Temporary Lane Closures)</i>	Streets	4/9/18	Door Hangers	(940) 349-7160
Hereford Rd.	Bighorn	Paint	5/7/18	6/8/18	Concrete Panel Repairs <i>(No Detours)</i>	Streets	4/26/18		(940) 349-7160
Hickory St.	North Texas Blvd.	Ave C	5/21/18	8/3/18	Street Reconstruction <i>(Temporary Road Closures)</i>	Streets	5/15/18	Electronic Signs	(940) 349-7160
Holiday Park Phase 2	Manhattan	Kings Row	11/10/17	12/1/18	Wastewater Main Construction <i>(Temporary Road Closures Possible)</i>	Wastewater	11/16/18	Door Hangers	940-349-7300
Holiday Park Phase 2	Yellowstone	Sherman	3/6/18	TBD	Water Main Construction <i>(Temporary Road Closures Possible)</i>	Water	2/28/18	Door Hangers	(940) 349-7181

Street/Intersection	From	To	Proposed Date of Construction	Proposed Date of Completion	Brief Description of Construction	Department	Letters	Other Communication	Department Contact:
Hollyhill Ln.	Pennsylvania Dr.	Longridge	5/9/18	6/1/18	Wastewater Main Construction <i>(Temporary Road Closures Possible)</i>	Wastewater	N/A	Door Hangers	940-349-7300
Hollow Ridge Dr	Paint Dr.	Big Horn Trail	5/14/18	6/29/18	Concrete Street Panel Repair <i>(Temporary Road Closures Possible)</i>	Streets	5/3/18		(940) 349-7160
Huisache	Yucca	Retama	TBT	TBD	Streets Construction <i>(Temporary Road Closures Possible)</i>	Streets	5/15/18		(940) 349-7160
Linda Ln.	Cobblestone Row	North Dead End	4/23/18	6/8/18	Street Reconstruction <i>(Temporary Road Closures)</i>	Streets	4/9/18		(940) 349-7160
McKinney St.	Loop 288	Ryan H.S	5/29/18	TBD	Sidewalk Construction <i>(Temporary Lane Closures)</i>	Engineering	N/A		(940) 349-8910
Market St.	Loop 288 N	Blake	4/16/18	6/1/18	Street Resurfacing, Curb and Gutter <i>(Temporary Lane Closures)</i>	Streets	4/9/18	Door Hangers	(940) 349-7160
Mayhill Rd.	Mayhill NB	Right Turn Lane at Mckinney	5/18/18	6/1/18	Water Line Replacement (Lane Closure)		N/A		(940) 349-8910
Mayhill Rd.	US 380	Edwards	9/1/17	2/1/20	Street Reconstruction <i>(Temporary Road Closures)</i>	Engineering	1/3/18, 1/24/18	Door Hangers	(940) 349-8910
Mild Creek Ln.	Rambling Rock	Cul de Sac	4/30/18	6/8/18	Concrete Panel/Sidewalk Repairs <i>No Detours</i>	Streets	4/26/18		(940) 349-7160
Mills Rd.	Mayhill	Denton ISD driveway	5/29/18	7/30/18	Water and Wastewater Construction and Road Widening <i>(Street Closure)</i>	Engineering	N/A	Electronic Signs	(940) 349-8910
Montecito Dr.	El Paseo	Seville	5/21/18	6/8/18	Curb and Gutter Repairs <i>(Temporary Lane Closures)</i>	Streets	N/A		(940) 349-7160
Panhandle St.	Carroll	Bolivar	4/18/18	5/31/18	Street Resurfacing, Curb and Gutter <i>(Temporary Lane Closures)</i>	Streets	4/9/18	Door Hangers	(940) 349-7160
Prominence Pkwy.	Mayhill	Atlanta	1/31/18	8/31/18	Water and Wastewater Crossing <i>(Road Closure)</i>	Engineering	1/24/18		(940) 349-8910

Street/Intersection	From	To	Proposed Date of Construction	Proposed Date of Completion	Brief Description of Construction	Department	Letters	Other Communication	Department Contact:
Retama	Sagebrush	Huisache	TBT	TBD	Streets Construction <i>(Temporary Road Closures Possible)</i>	Streets	5/15/18		(940) 349-7160
Riney Rd.	N Elm	Solana	9/29/17	9/30/18	Road Removal and Replacement <i>(Road Closure)</i>	Engineering	Yes		(940) 349-8910
Roselawn Dr.	Bonnie Brae	Kansas City Southern RR	3/26/18	TBD	Drainage and Roadway Construction <i>(One Lane traffic control)</i>	Engineering	N/A		(940) 349-8910
Sagebrush Dr.	Kings Row	Retama	5/21/18	7/20/18	Streets Construction <i>(Temporary Road Closures Possible)</i>	Streets	5/15/18		(940) 349-7160
Sena St.	Malone	Ector	4/23/18	7/20/18	Street Reconstruction <i>(Temporary Lane Closures)</i>	Streets	4/17/18		(940) 349-7160
Spencer Rd.	Mayhill	Lowe's Driveway	4/2/18	9/29/18	Water Line Replacement <i>(Road Closure)</i>	Water	3/16/18	Contacted departments affected	(940) 349-7181
Spencer Rd.	Mayhill	Lowe's Driveway	4/2/18	9/29/18	Drainage Rebuild <i>(Road Closure)</i>	Drainage	3/16/18	Contacted departments affected	940-349-8488
Spencer Rd.	Mayhill	Lowe's Driveway	4/2/18	9/29/18	Road Reconstruction <i>(Road Closure)</i>	Engineering	3/16/18	Contacted departments affected	(940) 349-8912
Sun Valley Dr.	Stuart	Dead End West	5/14/18	6/29/18	Street Resurfacing, Curb and Gutter <i>(Temporary Lane Closures)</i>	Streets	5/1/18	Door Hangers	(940) 349-7160
Valley View Rd.	Kings Row	Sun Valley	5/14/18	6/29/18	Street Resurfacing, Curb and Gutter <i>(Temporary Lane Closures)</i>	Streets	5/1/18	Door Hangers	(940) 349-7160
Welch St.	Mulberry	Chestnut	4/11/18	6/30/18	UNT 2018 CVAD Project Drive approach/Sidewalk <i>(Temporary Lane Closures)</i>	Engineering	3/19/18	3/30/2018	(940) 349-8910

COMPLETED PROJECTS

Auburn Dr.	Georgetown	Bowling Green	2/19/18	4/30/18	Mill/Overlay <i>(Temporary Road Closures)</i>	Streets	1/31/18	Door Hangers	(940) 349-7160
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Street/Intersection	From	To	Proposed Date of Construction	Proposed Date of Completion	Brief Description of Construction	Department	Letters	Other Communication	Department Contact:
Barbara St.	Audra	Beverly	5/7/18	5/21/18	Curb and Gutter Repairs (Temporary Lane Closures)	Streets	4/26/18		(940) 349-7160
Brandywine Cir.	Briarwood	Dead End	2/20/18	5/7/18	Street Reconstruction (Temporary Lane Closures)	Streets	2/16/18	Door Hangers	(940) 349-7160
Brandywine St.	Briarwood	Brandywine Cr.	2/20/18	5/7/18	Street Reconstruction (Temporary Lane Closures)	Streets	2/16/18	Door Hangers	(940) 349-7160
Country Home/Eagle Wing	Clear River	Cul de Sac	4/9/18	5/14/18	Concrete Panel Repairs (No Detours)	Streets	N/A	Door Hangers	(940) 349-7160
Egan St.	Amarillo	Malone	2/5/18	5/7/18	Mill/Overlay (Temporary Road Closures)	Streets	1/24/18	Door Hangers	(940) 349-7160
Hickory St.	Bonnie Brae	N Texas	1/2/18	5/11/18	Street Reconstruction (Temporary Road Closures)	Streets	2/7/18	Door Hangers, Public Meetings	(940) 349-7160
Linden Dr.	Malone	Ponder	4/18/18	5/14/18	Street Resurfacing (Temporary Lane Closures)	Streets	4/9/18	Door Hangers	(940) 349-7160
Locust St.	Walnut	Oak	4/23/18	4/27/18	Base Failure Repairs (Temporary Lane Closures)	Streets	4/9/18	Contacted through Julie Glover	(940) 349-7160
McKinney St.	Bolivar	Cedar	11/14/17	4/29/18	Parking Lot Reconstruction	Engineering	11/2/17		(940) 349-8910
Mockingbird Ln.	McKinney	Paisley	10/23/17	5/1/18	Street Reconstruction (Temporary Road Closures)	Streets	10/10/17	Public Meeting, Door Hangers	(940) 349-7160
Sagebrush Dr.	Multiple	Multiple	2/15/18	5/11/18	Wastewater Main Construction (Temporary Road Closures Possible)	Wastewater	2/9/18	Door Hangers	940-349-7300
Shiloh Rd.	Natchez Trace	Shenandoah	3/19/18	4/30/18	Concrete Panel Repairs (Temporary Lane Closures)	Streets	3/7/18	Door Hangers	(940) 349-7160
Unicorn Lake Blvd.	Wind River	State School	3/12/18	5/11/18	Concrete Panel Repairs (Temporary Lane Closures)	Streets	3/7/18	Door Hangers	(940) 349-7160
Wood St	Sycamore	Dead End	4/18/18	5/25/18	Parking Lot Construction (Complete Closure Parking Area /Park)	Streets	N/A		(940) 349-7160

Street/Intersection	From	To	Proposed Date of Construction	Proposed Date of Completion	Brief Description of Construction	Department	Letters	Other Communication	Department Contact:
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UPCOMING PROJECTS

Bonnie Brae St.	US 377	I35W	2018	2020	Street Widening <i>(Phase 2)</i>	Engineering			(940) 349-8910
Bonnie Brae St.	US 377	I35E	2019	2021	Street Widening <i>(Phase 1)</i>	Engineering			(940) 349-8910
Bonnie Brae St.	TBD	TBD	TBD	TBD	Street Widening <i>(Phase 1)</i>	Engineering			(940) 349-8910
Capetown Dr.	Desert Willow	Bishop Pine	Summer 2018	TBD	Street Panel Repair <i>(No detours)</i>	Streets			(940) 349-7160
Fulton St.			TBD	TBD	Water, Wastewater, and Streets	Multiple			
Hettie St.			TBD	TBD	Water, Wastewater, and Streets	Multiple			
Hinkle Dr.			TBD	TBD	Water, Wastewater, Drainage, Streets	Multiple			
Londonderry Ln.	Teasley	Westminster	9/1/18	TBD	Street Improvements <i>(Temporary Lane Closures)</i>	Streets			(940) 349-7160
Malone St.	Crescent	Westminster	Summer 2018		Water Main Construction	Water			(940) 349-7181
PEC 4 - Engineering			In Design		Installing Underground Box Culvert	Engineering			(940) 349-8910
Smith-Johnson			Summer 2018		Water, Wastewater, Drainage, Streets	Engineering			(940) 349-8910
Stuart Rd.	Windsor	Kings Row	TBD	TBD	Concrete Curb and Gutter Repair <i>(Temporary Lane Closures)</i>	Streets			(940) 349-7160
Thomas St.			TBD	TBD	Water, Wastewater, and Streets	Multiple			

Street/Intersection	From	To	Proposed Date of Construction	Proposed Date of Completion	Brief Description of Construction	Department	Letters	Other Communication	Department Contact:
W. Walnut St.	S. Elm	Cedar	TBT	TBT	Utility Construction <i>(Temporary Road Closures)</i>	Engineering	N/A		(940) 349-8910
Wayne St.			TBD	TBD	Water, Wastewater, and Streets	Multiple			
Windsor Dr.			TBD	TBD	Water, Wastewater, Drainage, Streets	Engineering			(940) 349-8910