



# Early Closure and Alternative Work Schedules

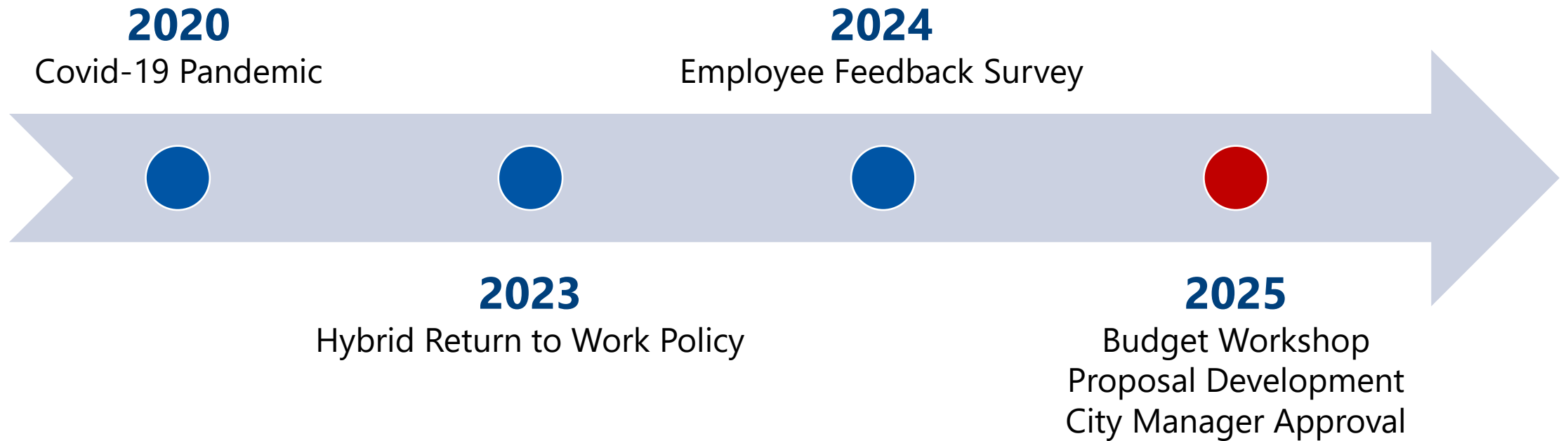
December 2, 2025  
City Manager's Office

ID 25-2041



# Background

## The Case for Change



# Working Group

## Cross Functional Collaboration

- Subcommittees
  - Policy
  - Service Delivery
  - Operations
  - Communications
- Evaluated existing policies and procedures
- Conducted internal and external surveys

| Name              | Title                         | Department                   |
|-------------------|-------------------------------|------------------------------|
| Aimée Kaslik      | Chief Strategic Officer       | Strategic Services           |
| Allison Wing      | Administration Manager        | Parks and Recreation         |
| Antonio Puente    | General Manager               | Denton Municipal Electric    |
| Billy Matthews    | DTV Manager                   | Marketing and Communications |
| Cassey Ogden      | Deputy City Manager           | City Manager's Office        |
| Christine Taylor  | Assistant City Manager        | City Manager's Office        |
| Cindy Hartman     | Payroll Supervisor            | Finance                      |
| Dale House        | Support Services Manager      | Technology Services          |
| Frank Dixon       | Assistant City Manager        | City Manager's Office        |
| Jamie Lindsay     | Court Administrator           | Municipal Court              |
| Jasmine Partida   | Open Records Coordinator      | City Secretary's Office      |
| Jesse Kent        | Director                      | Community Services           |
| Justin Stackhouse | Administrative Analyst        | Development Services         |
| Kayla Herrod      | Deputy Director               | Marketing and Communications |
| Marcella Lunn     | First Assistant City Attorney | City Attorney's Office       |
| Megan Gilbreath   | Director                      | Human Resources              |
| Nicole Brasher    | Administration Manager        | Fleet and Facilities         |
| Scott McDonald    | (Former) Director             | Development Services         |
| Terrance Jones    | Grants Program Manager        | Finance                      |

# Early Closure

## Focused Time for Strategic Work

- Public-facing hours reduced from 45 → 40 per week
- Administrative offices closing to the public at noon on Fridays:
  - City Hall, 215 E McKinney Street
  - City Hall East, 601 E Hickory Street
  - Development Services Center 401 N Elm Street
  - Service Center, 901 Texas Street
  - Facilities Management, 869 Woodrow Lane
  - Environmental Services, 1001 Mayhill Road
  - Central Fire Station (Administrative Offices), 332 E Hickory Street
- More time for collaboration, innovation, and focused work
- Public-facing facilities excluded from early closure:
  - Recreation Centers
  - Animal Services
  - Libraries
  - Water Lab
  - Landfill
  - Central Fire Station Museum (self-guided)
  - Public Safety/Utilities (24 hr. Operational Staff)

# Alternative Work Schedules

## Expanding Flexibility Across Departments

- Standard framework citywide
- Based on operational drivers
  - Job Requirements
  - Coverage Optimization
  - Fiscal Responsibility
  - Employee Wellbeing
- Directors retain operational control
- Options:
  - Compressed Work Weeks
  - Staggered Hours
  - Flexible Start/End Times
  - Remote Work

# Alternative Work Schedules

## Expanding Flexibility Across Departments

|               | <b>Traditional 5-Day Work Week</b> | <b>Four 10-Hour Shifts</b> | <b>4.5 Day Work Week</b>                 | <b>9/80 Schedule</b><br><i>Exempt Employees Only</i>  |
|---------------|------------------------------------|----------------------------|--|---|
| Work Schedule | Five 8-hour workdays               | Four 10-hour workdays      | Four 9-hour workdays, One 4-hour workday | 80 hours across nine workdays per two-week pay period |
| Remote Work   | Up to 2 days per week              | Up to 1 day per week       | Up to 1 day per week                     | Up to 2 days per pay period                           |

- Operating Principle: Departments must ensure five-day operational coverage is maintained based on business necessity.



# Alternative Work Schedules

## Prerequisites for Participation

- Service Level Agreements
- Telecommuting Agreements
- Mandatory Training

# Next Steps

## Implementing Pilot Program

| Monitor Effectiveness | Duration       | Objective   | Key Actions  |
|-----------------------|----------------|---|--|
|                       | Oct – Dec 2025 | Finalize governance, policy, and communications.                  | <ul style="list-style-type: none"> <li>Finalize internal/external communications</li> <li>Hold information sessions.</li> <li>Update policies/directives, establish SLAs, and finalize program documents.</li> <li>Hold a Council Work Session.</li> <li>Develop organizational training and roll-out schedule.</li> </ul> |
|                       | Jan 2026       | Launch closure of administrative offices at noon on Fridays.      | <ul style="list-style-type: none"> <li>Implement new hours for the public.</li> </ul>  |
|                       | Jan – Mar 2026 | Implement approved alternative work schedules for eligible staff. | <ul style="list-style-type: none"> <li>Conduct organizational training.</li> <li>Schedule department rollout.</li> </ul>   |
|                       | Apr 2027       | Evaluate pilot program data to make a recommendation.             | <ul style="list-style-type: none"> <li>Report on metrics of success.</li> <li>Make recommendation to City Manager and Council.</li> </ul>  |



# Questions