



City of Denton

City Hall
215 E. McKinney St.
Denton, Texas 76201
www.cityofdenton.com

Meeting Agenda

Economic Development Partnership Board

Wednesday, September 10, 2025

11:00 AM

Development Service Center

After determining that a quorum is present, the Economic Development Partnership Board of the City of Denton, Texas, will convene in a Regular Meeting on Wednesday, September 10, 2025, at 11:00 a.m. in the Development Service Center Training Rooms 3, 4, and 5 at 401 N. Elm Street, Denton, Texas at which the following items will be considered:

1. PRESENTATIONS FROM MEMBERS OF THE PUBLIC

Citizens may complete one Request to Speak "Public Comment" card per night for the "Presentations from Members of the Public" portion of the meeting and submit it to City Staff. Presentations from Members of the Public time is reserved for citizen comments regarding item not listed on the agenda. No official action can be taken on these items. Presentation from Members of the Public is limited to five speakers per meeting with each speaker allowed a maximum of three (3) minutes.

2. ITEMS FOR CONSIDERATION

- A. [EDP25-023](#) Consider approval of the meeting minutes for August 13, 2025.

Attachments: [August 13, 2025 EDPB Meeting Minutes](#)

- B. [EDP25-025](#) Receive a report, hold a discussion, and make a recommendation to City Council regarding a request to nominate United States Cold Storage, LP, to the Office of the Governor Economic Development and Tourism through the Economic Development Bank as an Enterprise Project.

Attachments: [Exhibit 1 - Agenda Information Sheet](#)
[Exhibit 2 - Draft Resolution](#)
[Exhibit 3 - TEZ Program Overview](#)
[Exhibit 4 - Presentation](#)

3. WORK SESSION

- A. [EDP25-027](#) Receive a report and hold a discussion regarding the Texoma Logistics Innovation Engine from Dr. Terrance Pohlen of University of North Texas.

Attachments: [Exhibit 1 - Agenda Information Sheet](#)
[Exhibit 2 - Presentation](#)

- B. [EDP25-024](#) Receive a report, hold a discussion, and give staff feedback regarding the City of Denton utility billing programs.

Attachments: [Exhibit 1 - Agenda Information Sheet](#)
[Exhibit 2 - Presentation](#)
[Exhibit 3 - Ascent Group Study](#)

- C. [EDP25-026](#) Staff Reports:
1. Director's Report – Brittany Sotelo
 2. Future Agenda Items – Brittany Sotelo

Attachments: [Exhibit 1 - Agenda Information Sheet](#)
 [Exhibit 2 - Director's Report Presentation](#)
 [Exhibit 3 - Future Agenda Items](#)

4. CONCLUDING ITEMS

A. Under Section 551.042 of the Texas Open Meetings Act, respond to inquiries from the Economic Development Partnership Board or the public with specific factual information or recitation of policy, or accept a proposal to place the matter on the agenda for an upcoming meeting AND Under Section 551.0415 of the Texas Open Meetings Act, provide reports about items of community interest regarding which no action will be taken, to include: expressions of thanks, congratulations, or condolence; information regarding holiday schedules; an honorary or salutary recognition of a public official, public employee, or other citizen; a reminder about an upcoming event organized or sponsored by the governing body; information regarding a social, ceremonial, or community event organized or sponsored by an entity other than the governing body that was attended or is scheduled to be attended by a member of the governing body or an official or employee of the municipality; or an announcement involving an imminent threat to the public health and safety of people in the municipality that has arisen after the posting of the agenda.

NOTE: The Economic Development Partnership Board reserves the right to adjourn into a Closed Meeting on any item on its open meeting agenda consistent with Chapter 551 of the Texas Government Code, as amended, or as otherwise allowed by law.

CERTIFICATE

I certify that the above notice of meeting was posted on the official website (<https://tx-denton.civicplus.com/242/Public-Meetings-Agendas>) and bulletin board at City Hall, 215 E. McKinney Street, Denton, Texas, on September 4, 2025, in advance of the three (3) business day posting deadline, as applicable, and in accordance with Chapter 551 of the Texas Government Code.

OFFICE OF THE CITY SECRETARY

NOTE: THE CITY OF DENTON'S DESIGNATED PUBLIC MEETING FACILITIES ARE ACCESSIBLE IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT. THE CITY WILL PROVIDE ACCOMMODATION, SUCH AS SIGN LANGUAGE INTERPRETERS FOR THE HEARING IMPAIRED, IF REQUESTED AT LEAST TWO (2) BUSINESS DAYS IN ADVANCE OF THE SCHEDULED MEETING. PLEASE CALL THE CITY SECRETARY'S OFFICE AT 940-349-8309 OR USE TELECOMMUNICATIONS DEVICES FOR THE DEAF (TDD) BY CALLING 1-800-RELAY-TX SO THAT REASONABLE ACCOMMODATION CAN BE ARRANGED.



City of Denton

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215 E. McKinney St.
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Legislation Text

File #: EDP25-023, **Version:** 1

AGENDA CAPTION

Consider approval of the meeting minutes for August 13, 2025.

MINUTES
CITY OF DENTON
ECONOMIC DEVELOPMENT PARTNERSHIP BOARD
August 13, 2025

After determining that a quorum was present, the Economic Development Partnership Board convened in a Special Called Meeting on Wednesday, August 13, 2025, at 11:22 a.m. in Training Rooms 3, 4, and 5 at the City of Denton Development Services Center, 401 N Elm St, Denton, Texas, 76201 at which the following items were considered:

PRESENT: Aimee Bissett, Erin Carney (previously Erin Carter/ex-officio), Ron Crockett, Brian Danhof, Jeremy Fykes, Jill Jester, Lee Ramsey, and Clyde Rick Woolfolk

ABSENT: Kerry Goree, Sara Hensley (ex-officio), Gerard Hudspeth, Leo Morales, Susannah O'Bara (ex-officio), Aaron Roberts, and Jason Tomlinson

STAFF: Jamie Adams, Scott Bray, Christina Davis, Vanessa Esparza, Clay Parker, Brittany Sotelo, Erica Sullivan, Christine Taylor, and Matilda Weeden

1. PRESENTATIONS FROM MEMBERS OF THE PUBLIC

Citizens may complete one Request to Speak "Public Comment" card per night for the "Presentations from Members of the Public" portion of the meeting and submit it to City Staff. Presentations from Members of the Public time is reserved for citizen comments regarding item not listed on the agenda. No official action can be taken on these items. Presentation from Members of the Public is limited to five speakers per meeting with each speaker allowed a maximum of three (3) minutes.

No presentations from members of the public.

2. ITEMS FOR CONSIDERATION

A. EDP25-021 Consider approval of the Special Called Meeting minutes for June 25, 2025.

Woolfolk made a motion to approve the Special Called Meeting minutes of June 25, 2025, as presented. Fykes seconded the motion. Motion carried (6-0-1).

AYES (6):	Bissett, Crockett, Danhof, Fykes, Ramsey, and Woolfolk
NAYS (0):	None
ABSTAIN (1):	Jester

3. WORK SESSION

- A. **EDP25-014** Receive a report and hold a discussion regarding the Request for Information (RFI) process and receive feedback from the board.

Staff presented the item and discussion followed.

B. **EDP25-022** Staff Reports:

1. Director's Report - Brittany Sotelo
2. Economic Development Partnership Report - Jamie Adams
3. Quarterly Main Street Program Update - Kristen Pulido
4. Economic Trends Report - Matilda Weeden
5. Future Agenda Items - Brittany Sotelo

Staff presented each item and discussion followed. The Quarterly Main Street Program Update was not presented.

4. CONCLUDING ITEMS

With no further business, the meeting adjourned at 12:34 p.m.

Brian Danhof, Chair
Economic Development Partnership Board

Vanessa Esparza
Administrative Assistant

Minutes Approved On: _____



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Legislation Text

File #: EDP25-025, **Version:** 1

AGENDA CAPTION

Receive a report, hold a discussion, and make a recommendation to City Council regarding a request to nominate United States Cold Storage, LP, to the Office of the Governor Economic Development and Tourism through the Economic Development Bank as an Enterprise Project.



City of Denton

City Hall
215 E. McKinney Street
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AGENDA INFORMATION SHEET

DEPARTMENT: Economic Development

ACM/CFO: Christine Taylor

DATE: September 10, 2025

SUBJECT

Receive a report, hold a discussion, and make a recommendation to City Council regarding a request to nominate United States Cold Storage, LP, to the Office of the Governor Economic Development and Tourism through the Economic Development Bank as an Enterprise Project.

BACKGROUND

Texas Enterprise Zone Program

The Texas Enterprise Zone Program is a State of Texas economic development tool to promote job creation and capital investment in economically distressed areas of the state. Successful applicants are eligible to apply for state sales and use tax refunds on qualified expenditures, based on their capital investment and number of jobs created/retained. The possible value a project could receive is determined by multiplying the maximum number of jobs allocated by the maximum potential refund in the level of capital investment category.

Level of Capital Investment	Maximum Number of Jobs Allocated	Maximum Potential Refund	Maximum Refund Per Job Allocated
<i>Half Enterprise Project</i> \$40,000 to \$5,000,000 or more	250	\$625,000	\$2,500
<i>Enterprise Project</i> \$5,000,000 to \$149,999,999	500	\$1,250,000	\$2,500
<i>Double Jumbo Project</i> \$150,000,000 to \$249,999,999	500*	\$2,500,000	\$5,000
<i>Triple Jumbo Project</i> \$250,000,000 or more	500*	\$3,750,000	\$7,500

**Double and Triple Jumbo Projects may not count retained jobs for benefit.
A Double Jumbo and Triple Jumbo Project must create at least 500 jobs.*

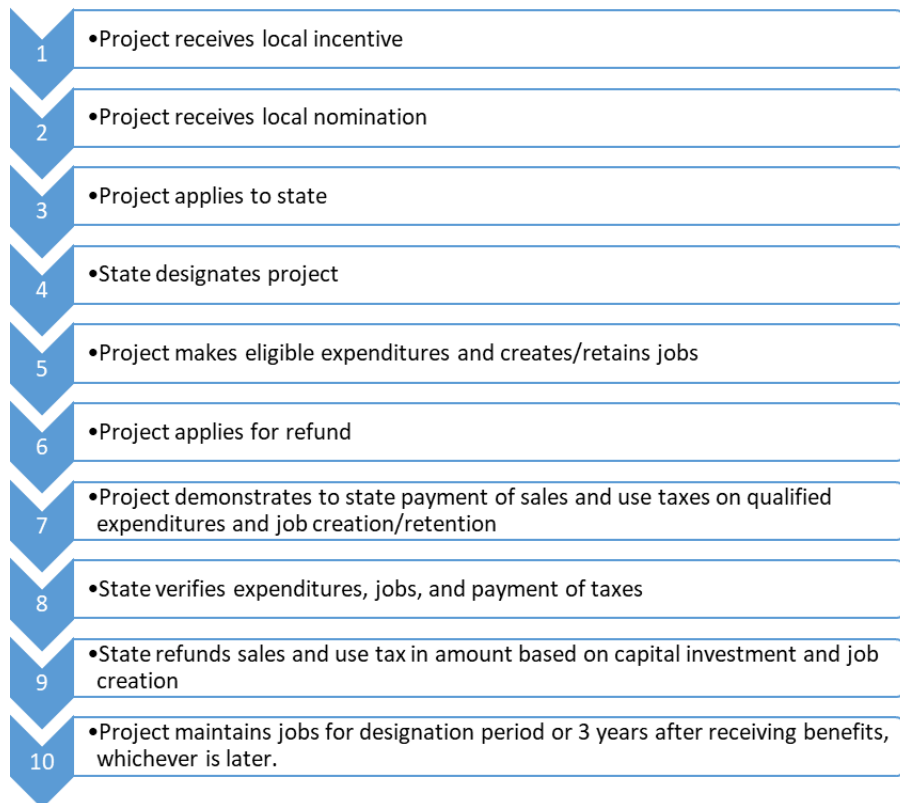
To apply for the TEZ program, a project must first seek a nomination from a local community. Communities have a limited number of project designations (Denton has 6) and the state has a maximum number of designations that can be awarded per biennium (105). If approved, this would be the first project of the biennium for Denton. Applicants must also receive local incentives to be eligible.

A project can be located either inside or outside of a designated Enterprise Zone. For projects within an Enterprise Zone, the company must commit that 25% of new/retained employees will meet economically disadvantaged criteria, or be residents of an enterprise zone, or are veterans. For projects outside of an Enterprise Zone, the company must commit that 35% of new/retained employees will meet economically disadvantaged criteria, or be residents of an enterprise zone, or are veterans.

Key aspects of the Texas Enterprise Zone (TEZ) Program are:

- The local city or county must nominate the qualified company as an Enterprise Project and must offer one or more forms of local tax incentive to the company.
- Projects may be physically located in or outside of an Enterprise Zone. The location determines the percent of new employees that must meet economically disadvantaged or Enterprise Zone residence requirements.
- The Enterprise Project must be nominated for a designation period of not less than one year and up to five years, non-inclusive of a 90-day window prior to the application deadline. Employment and capital investment commitments must be incurred and met within this timeframe.
- Applications are scored on criteria that reflect the distress of the area, state priority, and local and private effort.

A simplified graphic of the TEZ process is included below.



Proposed Nomination: United States Cold Storage, LP

United States Cold Storage, LP is an existing Denton business, which provides its clients with refrigerated and frozen food warehousing and transportation with 37 facilities in 13 states. The project serves clients such as Kraft, Butterball, Jardine Foods, Bar S Foods, and many others. The company has four existing facilities in Dallas, Fort Worth, and Arlington. The company, which has been operating for 126 years, started as American Ice Company in 1899, it was renamed in 1920 and became a wholly owned subsidiary of John Swire & Sons in 1982.

US Cold Storage, LP currently maintains a cold storage facility located at 3255 Jim Christal Road in Denton and is a leader in temperature-controlled storage and transportation logistics for many of the country's largest food providers. The company currently employs 148 with an average salary of \$53,053.

About the Project

United States Cold Storage, LP plans on adding on a second phase to its existing refrigerated warehouse facility and estimate that their investment in new building, machinery, and equipment will create approximately \$35 million in new ad valorem value in Denton. The project involves plans to create 172 full-time jobs with a weighted average salary of \$57,583 over the next five years under the Enterprise Zone Program. If designated as an Enterprise Project by the State of Texas, United States Cold Storage commits to hiring thirty-five percent (25%) economically disadvantaged persons, enterprise zone residents or veterans, for its new or replacement personnel for certified jobs, during its Enterprise Project designation. The company may qualify for up to \$800,000 under the program (Enterprise project: 320 new and retained jobs x \$2,500 = \$800,000 maximum potential refund).

The benefits of nominating US Cold Storage to the TEZ program:

- To US Cold Storage:
 - Company can apply to receive a state sales and use tax refund
- To Denton:
 - 25% of new jobs created or existing positions that turn over will be filled by people who are either economically disadvantaged, are residents of an enterprise zone within the City's jurisdiction, or are veterans.
 - This nomination has no fiscal impact to City.

FISCAL INFORMATION

Nominating US Cold Storage as an Enterprise Project has no fiscal impact to the City.

EXHIBITS

Exhibit 1 – Agenda Information Sheet

Exhibit 2 – Draft Resolution

Exhibit 3 – TEZ Program Overview

Exhibit 4 – Presentation

Respectfully submitted:

Erica Sullivan

Economic Development Program Administrator

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF DENTON NOMINATING UNITED STATES COLD STORAGE, LP, TO THE OFFICE OF THE GOVERNOR ECONOMIC DEVELOPMENT AND TOURISM THROUGH THE ECONOMIC DEVELOPMENT BANK AS AN ENTERPRISE PROJECT; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Denton (“City”) has previously passed Ordinance No. 2016-213, electing to participate in the Texas Enterprise Zone Program (“Program”) authorized by Chapter 2303, Subchapter F of the Texas Enterprise Zone Act, Texas Government Code (“Act”), and the local economic development incentives available in the City are the same on this date as those outlined in Ordinance 2016-213; and

WHEREAS, the City amended Ordinance No. 2016-213 to revise the City’s liaison for communications and to clarify the list of possible incentives that the City may offer through Ordinance 18-1366; and

WHEREAS, the local economic development incentives offered under this resolution and available in the City are the same on this date as those outlined in Ordinance 2016-213, as amended by Ordinance 18-1366; and

WHEREAS, the Governor’s Office of Economic Development and Tourism (“EDT”) through the Economic Development Bank (“EDB”) will consider the project proposed by United States Cold Storage, LP (“United States Cold Storage”) as an enterprise project pursuant to a nomination and an application made by the City; and

WHEREAS, the City desires to create the proper economic and social environment to induce the investment of private resources in productive business enterprises located in severely distressed areas of the City and to provide employment to residents in such areas and to other economically disadvantaged individuals; and

WHEREAS, pursuant to the Act, United States Cold Storage has applied to the City for designation as an enterprise project; and

WHEREAS, the City finds that United States Cold Storage meets the criteria for designation as an enterprise project as required by the Act based on the following factors:

1. United States Cold Storage is a “qualified business” under Section 2303.402 of the Act because it will be engaged in the active conduct of a trade or business at a qualified business site within the governing body’s jurisdiction located outside of an enterprise zone and at least twenty-five percent (25.0%) of the business’ new employees will be residents of an enterprise zone, economically disadvantaged individuals, or veterans; and
2. There has been and will continue to be a high level of cooperation between the public, private, and neighborhood entities in the area; and

3. The designation of United States Cold Storage as an enterprise project will contribute significantly to the achievement of the plans of the City for development and revitalization of the area.

WHEREAS, the City Council finds that United States Cold Storage meets the criteria for tax relief and other incentives adopted by the City and nominates United States Cold Storage for enterprise project status on the grounds that it will be located at the qualified business site, will create a higher level of employment, economic activity and stability; and

WHEREAS, the City Council finds that it is in the best interest of the City to nominate United States Cold Storage as an enterprise project pursuant to the Act; NOW, THEREFORE,

THE COUNCIL OF THE CITY OF DENTON HEREBY RESOLVES:

SECTION 1. The above recitals are adopted as findings of the City Council.

SECTION 2. The City Council nominates United States Cold Storage, to the EDT, through the EDB, as an enterprise project that shall take effect on the date of designation of the enterprise project by the EDT and terminate five (5) years after the date of designation.

SECTION 3. United States Cold Storage, is a “qualified business”, as defined in Section 2303.402 of the Act, and meets the criteria for designation as an enterprise project, as set forth in Section 2303, Subchapter F of the Act.

SECTION 4. This resolution shall become effective immediately upon its passage and approval.

The motion to approve this resolution was made by _____ and seconded by _____, the resolution was passed and approved by the following vote [____ - ____]:

	<u>Aye</u>	<u>Nay</u>	<u>Abstain</u>	<u>Absent</u>
Gerard Hudspeth, Mayor:	_____	_____	_____	_____
Vicki Byrd, District 1:	_____	_____	_____	_____
Brian Beck, District 2:	_____	_____	_____	_____
Suzi Rumohr, District 3:	_____	_____	_____	_____
Joe Holland, District 4:	_____	_____	_____	_____
Brandon Chase McGee, At Large Place 5:	_____	_____	_____	_____
Jill Jester, At Large Place 6:	_____	_____	_____	_____

PASSED AND ADOPTED this the _____ day of _____ 2025.

GERARD HUDSPETH, MAYOR

ATTEST:
_____, CITY SECRETARY

BY: _____

APPROVED AS TO LEGAL FORM:
MACK REINWAND, CITY ATTORNEY

BY: _____
Deputy City Attorney

TEXAS ENTERPRISE ZONE PROGRAM



Economic Development & Tourism | Office of Texas Governor Greg Abbott

Program Objective

The Texas Enterprise Zone program is an economic development tool for local communities to partner with the State of Texas to encourage job creation and capital investment in economically distressed areas of the state.

Participation

For a business to receive state tax incentives under the Texas Enterprise Zone Program, the local community must nominate it for enterprise project designation. Each local community has a limited number of projects allocated and the state has a maximum number of 105 that can be awarded per biennium. Applications are accepted quarterly with the deadlines on the first working day of March, June, September, and December. Applications received after 5:00 p.m. for each quarterly application deadline date will not be considered for that current round.

FY 20-21 Biennium Project Deadlines			
Quarterly Deadline	90-Day Window	Expiration Date	Job Certification
9/1/2021	4/26/2021	9/1/2026	3/1/2028
12/1/2021	7/21/2021	12/1/2026	6/1/2028
3/1/2022	10/18/2021	3/1/2027	9/1/2028
6/1/2022	1/24/2022	6/1/2027	12/1/2028
9/1/2022	4/26/2022	9/1/2027	3/1/2029
12/1/2022	7/22/2022	12/1/2027	6/1/2029
3/1/2023	10/14/2022	3/1/2028	9/3/2029
6/1/2023	1/24/2023	6/1/2028	12/3/2029

Participation Requirements

- Enterprise project designation is up to a five year period, in addition to a 90-day window prior to the quarterly deadline application/designation date as outlined above. Employment and capital investment commitments must be incurred and met within the 90-day window through the designation expiration date.
- Projects may be physically located inside or outside of an Enterprise Zone.
- If located within a zone, the company commits that 25% of their new employees will meet economically disadvantaged, enterprise zone residency, or veteran requirements.
- If located outside of a zone, the company commits that 35% of their new employees will meet economically disadvantaged, enterprise zone residency, or veteran requirements.
- Jobs must provide employment of at least 1,820 hours during a 12-month period.
- Jobs must exist through the end of the designation period, or at least three years after the date on which a state benefit is received, whichever is later.

Benefits to participation

Designated projects are eligible to apply for state sales and use tax refund on taxable items. The level and amount of refund is related to the capital investment and jobs created and/or retained at the qualified business site.

Level of Capital Investment	Maximum number of jobs allocated	Maximum potential refund	Maximum refund per job allocated
Half Enterprise Project			
\$40,000 to \$399,999	10	\$25,000	\$2,500
\$400,000 to \$999,999	25	\$62,500	\$2,500
\$1,000,000 to \$4,999,999	125	\$312,500	\$2,500
\$5,000,000 or more	250	\$625,000	\$2,500
Enterprise Project			
\$5,000,000 or more	500	\$1,250,000	\$2,500
Double Jumbo Project			
\$150,000,000 to \$249,999,999	500	\$2,500,000	\$5,000
Triple Jumbo Project			
\$250,000,000 or more	500	\$3,750,000	\$7,500

Double and Triple Jumbo Projects may not have retained jobs for benefit. A triple jumbo enterprise project must create at least 500 jobs.

Capital investment is money paid to purchase capital assets or fixed assets including but not limited to land, buildings, labor used to construct or renovate a capital asset, furniture, manufacturing machinery, computers and software, or other machinery and equipment. Property that is leased under a capitalized lease is considered a qualified capital investment but property that is leased under an operating lease is not considered a qualified capital investment.

NOTE: if using a contractor to construct the facility, a “separated contract” (a contract in which the agreed contract price is divided into separately states prices for materials and labor) must be executed. If a “lump sum” contract is executed, a claim for refund of taxes invoiced to, and paid by a third party, will not qualify for a refund under this Program. Please call the Comptroller of Public Accounts’ Office at 1-800-531-5441 ext. 51083 if you have any questions regarding this issue.

Local communities may offer benefits to participants under the enterprise zone program as well. These may include tax abatement, tax increment financing, one-stop permitting and others.

Enterprise Zone

An enterprise zone is a census tract block group that has 20% or more poverty rate based upon the most recent decennial census federal poverty level information, a distressed county, a federally designated zone or renewal community.

Fee

There is a non-refundable application fee for consideration of an enterprise project designation. Enterprise projects will be assessed 3% on the amount of any refund benefit received under the state enterprise zone program.

Contact Information

For additional information on the Texas Enterprise Zone Program call (512) 936-0100.

Revised: 2/14/2022

UNITED STATES COLD STORAGE TEXAS ENTERPRISE ZONE PROJECT NOMINATION

ERICA SULLIVAN

ECONOMIC DEVELOPMENT PROGRAM ADMINISTRATOR

ECONOMIC DEVELOPMENT PARTNERSHIP BOARD

SEPTEMBER 10, 2025



TEXAS ENTERPRISE ZONE (TEZ) PROGRAM OVERVIEW

- TEZ is a State economic development tool to promote job creation and capital investment in economically distressed areas.
 - The program requires a partnership with local communities through the local nomination/designation process.
- Successful applicants are eligible to apply for state sales and use tax refunds on qualified expenditures.
- The program provides reimbursements according to the level of capital investment and number of jobs created/ retained for economically disadvantaged individuals or veterans.
 - Enterprise Projects may be located either within or outside of a designated Enterprise Zone, but project criteria are variable based on location.

TEXAS ENTERPRISE ZONE PROGRAM OVERVIEW

Level of Capital Investment	Maximum Number of Jobs Allocated	Maximum Potential Refund	Maximum Refund Per Job Allocated
Half Enterprise Project \$40,000 to \$5,000,000 or more	250	\$625,000	\$2,500
Enterprise Project \$5,000,000 to \$149,999,999	500	\$1,250,000	\$2,500
Double Jumbo Project \$150,000,000 to \$249,999,999	500*	\$2,500,000	\$5,000
Triple Jumbo Project \$250,000,000 or more	500*	\$3,750,000	\$7,500

**Double and Triple Jumbo Projects may not count retained jobs for benefit.
A Double Jumbo and Triple Jumbo Project must create at least 500 jobs.*

- Potential incentive value is calculated by:
 - Determining the capital investment level.
 - Multiplying the potential number of jobs created by the maximum refund per job (according to the level of capital investment).

TEXAS ENTERPRISE ZONE PROGRAM PROCESS

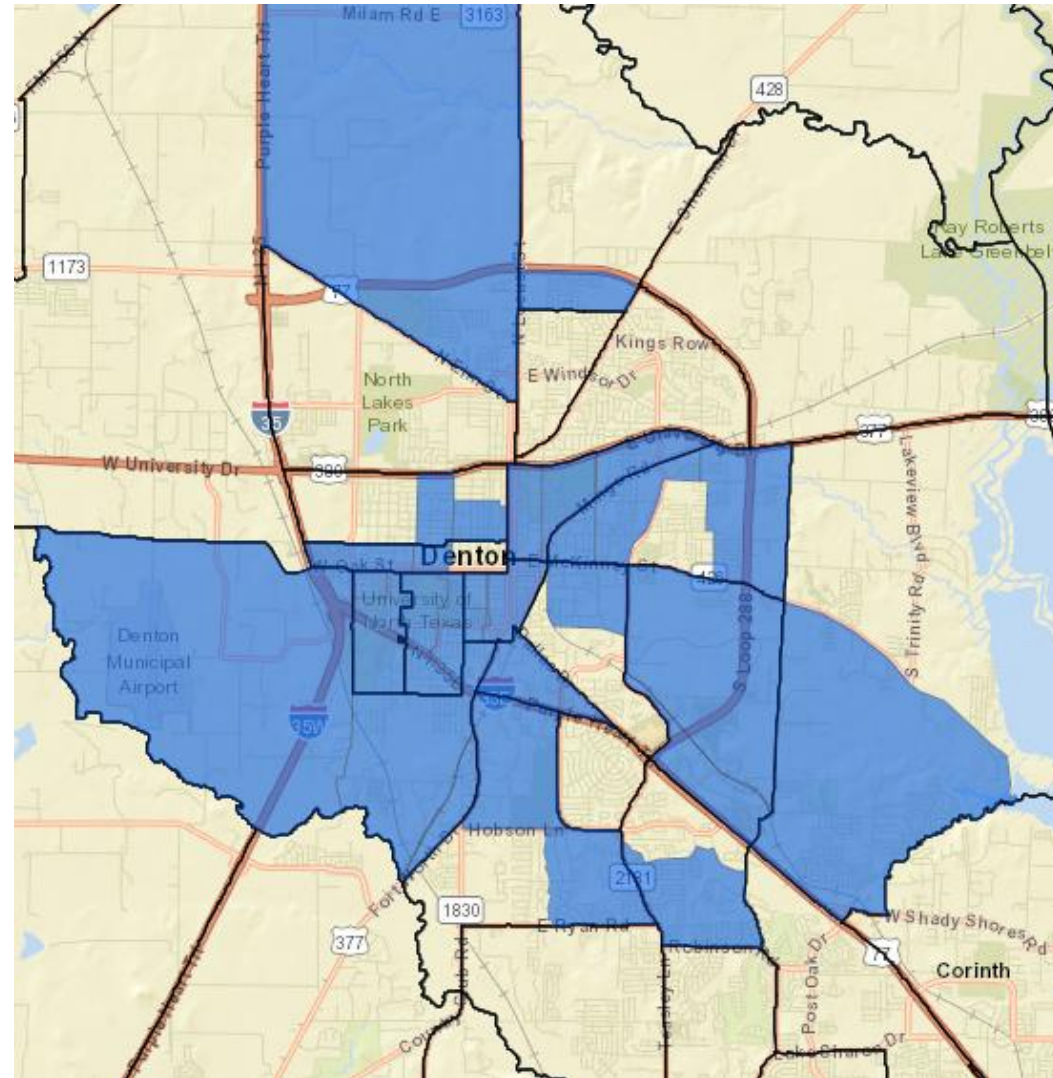
- To apply for TEZ, a project must seek nomination from the local community.
 - Communities have limited number of project designations, and the state has a maximum number of designations that can be awarded in the biennium.
- Denton held a public hearing and adopted Ordinance 18-1366 in 2018, which confirmed Denton's participation in the TEZ program and allows Denton to make nominations by resolution.

TEXAS ENTERPRISE ZONE PROGRAM CRITERIA

- Project designations are good for 5 years.
- Jobs must work 1,820 hours minimum per year.
- Jobs must exist through end of designation period, or at least 3 years after the date on which a state benefit is received, whichever is later.
- State application deadlines are the first working day of March, June, September, and December.

TEZ PROGRAM CRITERIA

- Projects can be physically inside or outside an Enterprise Zone.
 - **Inside:** Company commits that 25% of employees will meet economically disadvantaged criteria, be residents of an enterprise zone, or be veterans.
 - **Outside:** Company commits that 35% of employees will meet economically disadvantaged criteria, be residents of an enterprise zone, or be veterans.

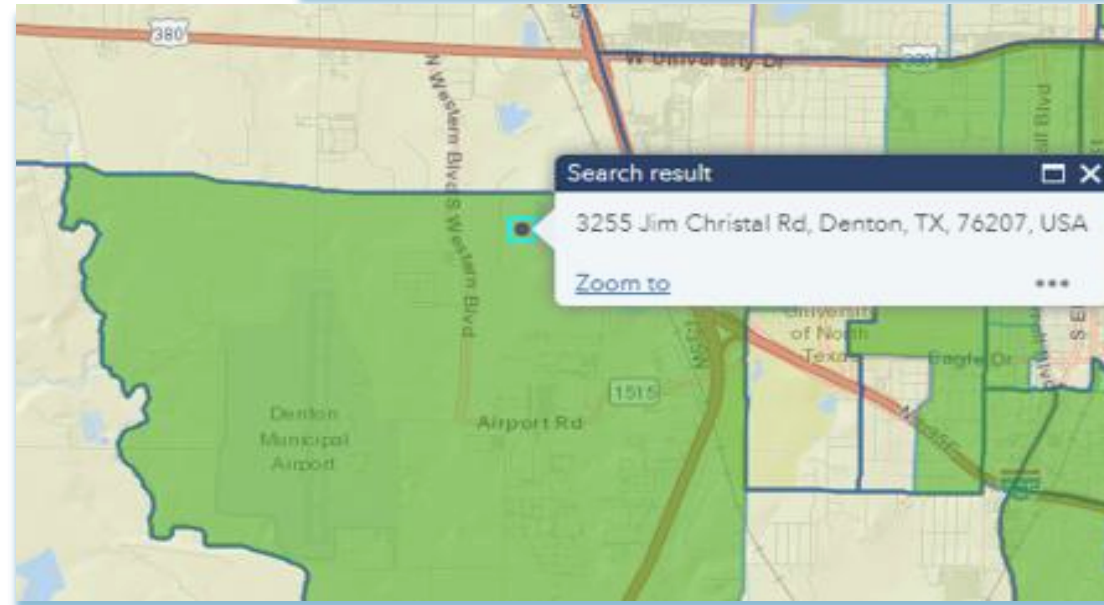


PROPOSED NOMINEE: UNITED STATES COLD STORAGE, LP

- United States Cold Storage, LP (USCS) has submitted a request to the City for consideration of nomination to TEZ as an Enterprise Project.
- USCS will be investing approximately \$35 million at the Denton USCS facility.
 - Investment in a 100,000 square foot expansion
 - Machinery, equipment and tooling to support capacity

PROJECT ELIGIBILITY

- Current facility is located within an Enterprise Zone.
 - USCS is proposing to invest \$35 million in machinery and equipment and an office and facility renovation to expand plant capacity.
- Project is an Enterprise Project:
 - Investment of \$5M to \$149.99M
 - Max Jobs Allocated: 500 (\$2,500/job)
 - Max Potential Refund: \$1,250,000
 - USCS estimated refund: \$ 800,000
- City must nominate project



BENEFITS

- To USCS:
 - A state sales and use tax refund of up to \$800,000 (320 full-time jobs X \$2,500 per job)
- To Denton:
 - 25% of new jobs created or existing positions that turn over will be filled by people who are either economically disadvantaged, are residents of an enterprise zone within the City's jurisdiction, or are veterans.
- Nominating USCS enables Denton to assist the company in receiving state tax refunds.
- Nominating USCS to the program has no fiscal impact to the City of Denton.

STAFF RECOMMENDATION AND NEXT STEP

- EDPB recommend that City Council approve a Resolution nominating United States Cold Storage as an Enterprise Project.
- **Next Step:** City Council Individual Consideration – Future City Council Meeting upon completion of the company's state application



QUESTIONS?



City of Denton

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Legislation Text

File #: EDP25-027, **Version:** 1

AGENDA CAPTION

Receive a report and hold a discussion regarding the Texoma Logistics Innovation Engine from Dr. Terrance Pohlen of University of North Texas.



City of Denton

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Denton, Texas
www.cityofdenton.com

AGENDA INFORMATION SHEET

DEPARTMENT: Economic Development

ACM: Christine Taylor

DATE: September 10, 2025

SUBJECT

Receive a report and hold a discussion regarding the Texoma Logistics Innovation Engine from Dr. Terrance Pohlen of University of North Texas.

BACKGROUND

The Office of Economic Development actively collaborates with partner organizations and educational institutions to strengthen the city's ecosystem of resources and business opportunities. Staff will invite guest speakers to deliver comprehensive briefings on essential topics to the Board of Directors.

EXHIBITS

Exhibit 1 – Agenda Information Sheet

Exhibit 2 – Presentation

Respectfully submitted:
Brittany Sotelo
Economic Development Director

NSF Engines: Type 1: An Inclusive Innovation Ecosystem and Economic Development Engine for Transforming North Central Texas and Southern Oklahoma Logistics Industry.

Award number 2301952

Dr Khaled Abdelghany, khaled@lyle.smu.edu

Dr Terrance Pohlen, pohlen@unt.edu

Dr Andrey Voevodin, andrey.Voevodin@unt.edu

Eric Griffin, egriffin@dallaschamber.com

Dr Gautam Das, gdas@cse.uta.edu

Michael Gaffney, mgaffney@se.edu

LaKesha Raynor, lraynor@DallasCollege.edu

Victor Fishman, victor@tradfw.com

James Grimsley, jgrimsley@choctawnation.com



NSF ENGINES
DEVELOPMENT AWARD

Vision

To be the world leader in logistics innovation.

- Spur innovation that drives measurable improvement in logistics efficiency, reliability, and resiliency

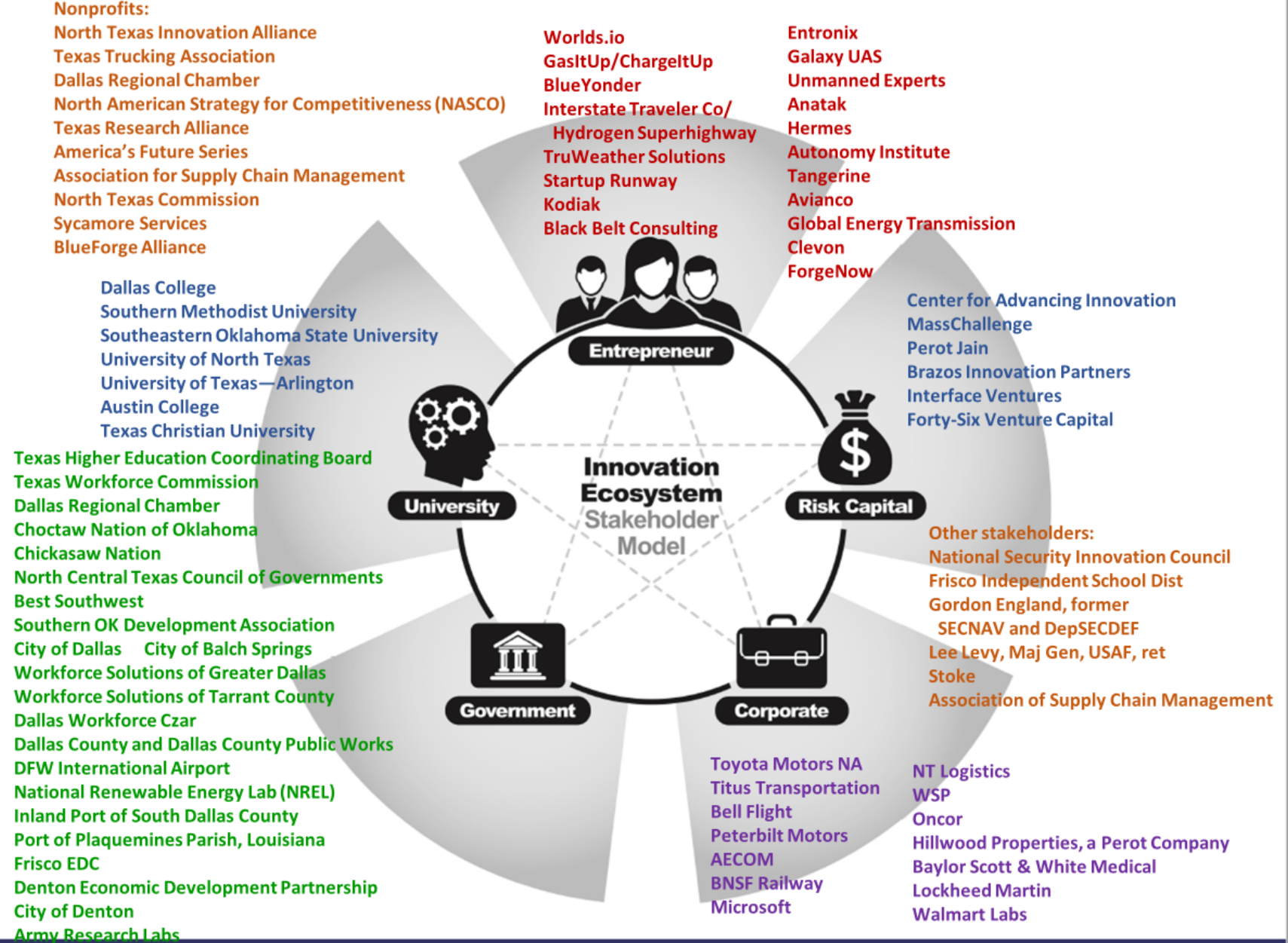
We will achieve this vision by:

- Advancing autonomy, electrification, digital logistics, and workforce development across the supply chain
 - Capitalizing on our strategic position as North America's distribution center
 - Bringing together the university, corporate, entrepreneurial, venture capital, and government stakeholders needed to make this vision a reality
- *Over 889,687,000 tons of freight transit the region with value of \$1.1 trillion/year*
 - *Over \$70 billion GSP in logistics spend in the region*
 - *TEXOMA region is employing over 450,000 workers in logistics with a continuing labor shortfall (1 in 7)*
 - *Largest inland port in North America, fourth largest in intermodal, second largest in warehousing*



Key Stakeholders

A first for innovation in region: Leveraging the power of a united group of stake holders through vision, shared values, and clearly articulated and agreed to collaboration, investment, and risk/reward sharing principals.



Connecting innovations to the workforce



INVITATION:

FUTURE LOGISTICS LEADERSHIP SUMMIT

Experience a one-of-a-kind opportunity where students connect with industry professionals actively seeking talent. Gain invaluable insights into building a successful career and explore how the logistics industry can serve as a *pathway to prosperity*.

Tower Club
1601 Elm, 48th Floor, Dallas, TX
April 25, 2025
9am-2pm

This event is supported by the National Science Foundation's **TEXOMA Innovation Engine**. Space is limited, please register before the close of business on April 17 at the QR Code or link below:



OR [<Click the Link>](#)

CAREERS IN TRUCK DRIVING

SALARY EXPECTATIONS ROADMAP

	OWNER-OPERATOR Average Salary Expectations \$150,000 - \$250,000
	HAZMAT TRUCK DRIVER Average Salary Expectations \$70,000 - \$90,000
	LONG-HAUL TRUCK DRIVER Average Salary Expectations \$60,000 - \$80,000
	REEFER TRUCK DRIVER Average Salary Expectations \$55,000 - \$75,000
	FLATBED TRUCK DRIVER Average Salary Expectations \$55,000 - \$75,000
	REGIONAL TRUCK DRIVER Average Salary Expectations \$55,000 - \$70,000
	LOCAL DELIVERY DRIVER Average Salary Expectations \$40,000 - \$55,000

AREAS OF RESPONSIBILITY

- ✓ Transporting goods safely and efficiently
- ✓ Following regulations and ensuring vehicle maintenance
- ✓ Managing routes, schedules and customer interactions



Career Outlook - 5% position growth rate & over 100,000 positions needed



Future activities

- Dual use summit—September 13 at the Frontiers of Flight Museum
- Space Innovation Summit, US Capitol, Wash DC, Oct 15, 2025
- South Dallas Region Innovation Summit, UNT Dallas, Oct 21
- Innovations in Advanced Air Mobility Summit, Oklahoma City, January 29, 2026
- Urban Mobility Innovation Summit with Denton EDP, March 26, 2026

Please send an email to pohlen@unt.edu if interested in attending any of these events





City of Denton

City Hall
215 E. McKinney St.
Denton, Texas 76201
www.cityofdenton.com

Legislation Text

File #: EDP25-024, **Version:** 1

AGENDA CAPTION

Receive a report, hold a discussion, and give staff feedback regarding the City of Denton utility billing programs.



City of Denton

City Hall
215 E. McKinney Street
Denton, Texas
www.cityofdenton.com

AGENDA INFORMATION SHEET

DEPARTMENT: Customer Service

DCM: Cassey Ogden

DATE: September 10, 2025

SUBJECT

Receive a report, hold a discussion, and give staff feedback regarding the City of Denton utility billing programs.

BACKGROUND

Customer Service conducted independent evaluations of utility billing and collections processes in 2008, then again in 2018. During review of the commercial deposit requirements, it was determined that an updated review was in order. The FY24/25 budget included council approved funding to review billing & collections processes to ensure operational efficiency and program alignment with utility sector best practices.

Departmental revenue collection performance was reviewed against industry benchmarks. Additionally, three City policies were evaluated and recommendations for improvement were provided. These included commercial deposits, payment agreements, and leak adjustments.

PRIOR ACTION/REVIEW (Council, Boards, Commissions)

PUB August 25, 2025 (5:0)

EXHIBITS

Exhibit 1 – Agenda Information Sheet

Exhibit 2 – Presentation

Exhibit 3 – Ascent Group Study

Respectfully submitted:
Antonio Puente, Jr., (940) 349-8487
DME General Manager

For information concerning this acquisition, contact: Christa Foster, 940-349-7412.



Utility Billing Update

Christa Foster

Customer Service Manager, Customer Service

September 10, 2025

EDP25-024; September 10, 2025

Background & Objectives

Background: City Council approved funding for an updated review of utility billing and collections processes and policy to ensure practices are competitive with the industry and continue Denton's history of excellence in performance.

Objectives:

Benchmarking & Revenue Trends

- Comparison of Denton Performance to Industry
- Review of Year Over Year Revenue Trends
- Overall Findings

Commercial Deposits

- Benchmark Findings
- Consultant & Staff Recommendation – Part 1

Payment Arrangements

- Benchmark Findings
- Consultant & Staff Recommendation – Part 2

Leak Adjustments

- Benchmark Findings
- Consultant & Staff Recommendation – Part 3

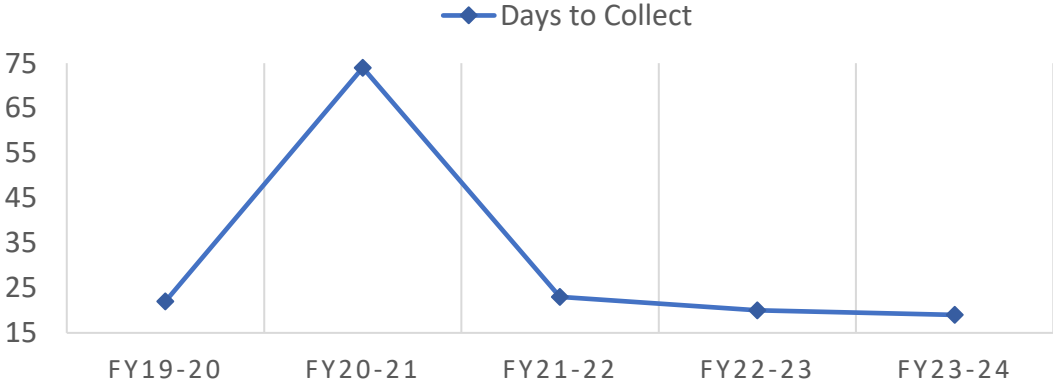
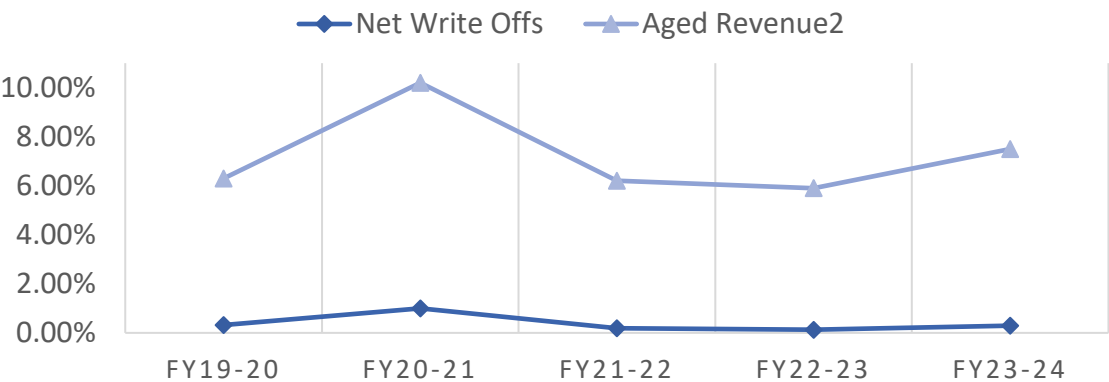
Summary of Recommendations

Questions

Benchmarking & Revenue Trends

- Performance compared to more than 100 US utilities including 22 Texas municipal utilities
- Denton performs significantly better than industry
- Performance is consistent over time
 - ✓ Irregularities are attributed to the pandemic

	Net Write Offs (% of Revenue)	Aged Revenue (>60 Days)	Days to Collect (Average)
All Utilities	0.70%	29.37%	30
Electric Utilities	0.63%	32.66%	29.8
Water Utilities	0.86%	25.44%	30
Denton	0.29%	7.50%	19



Commercial Deposits

BENCHMARKING RESULTS

- Deposit Calculation Requirement is Consistent with Peers
- Application of Deposit Interest is Consistent with Peers
- Retention Period Not Aligned with Other Texas Cities
 - ✓ Most Return Deposit with 1-2 Years of Good Payment History
- Current Ordinance Requires Manual Screening of All Deposit Refunds

RECOMMENDATION

- Residential Refund at 12 Months
Commercial Refund at 24 Months
- Qualifications
- “A” Credit Rating
 - No Disconnections
 - No Meter Tampering
 - Account is Current

Payment Arrangements

BENCHMARKING RESULTS

- Due Date Calculation is Manual
 - ✓ Time Consuming
 - ✓ Prone to Errors
- Eligibility and Administration is Restrictive
 - ✓ One Arrangement Allowed Every 6 Months
 - ✓ Any Deviation to Established Guidelines Require Council Approval

RECOMMENDATION

- Move Due Date to Current Bill Due Date
- Remove Restriction on Number of Arrangements
- 12 Month Suspension of Access for Failing 2 Agreements
- Update Ordinance
 - Authorize Program Authority to City Manager
 - Authorize Discretion to Head of Customer Service
 - Ensure Council Review Prior to Program Changes

Leak Adjustments

BENCHMARKING RESULTS

- Policy not Aligned with Benchmarks in Other Texas Cities
 - ✓ Process is Hard-Coded in Ordinance
 - ✓ All Deviations to Process Require Council Approval
 - ✓ Short Filing Time
 - ✓ Restrictive Policy in Comparison
- No consideration for AMI metering
- Low Customer Eligibility
- Language Excludes Renters

RECOMMENDATION

Revise 100,000g Cap to Commercial Customers

- No Cap for Residential

Add Provision for Sprinklers and Pools

- Excess Usage Capped at 5K Gallons
- Credit at Lower Rate (25%)

Increase Submission Deadline (30 to 60 Days)

Update Ordinance

- Provision for Renters
- Authorize Program Authority to City Manager
- Authorize Discretion to Head of Customer Service
- Council Review Prior to Program Changes
- Add Provision for AMI

Summary of Recommendations

Denton continues to compare favorably to other municipalities in Texas and nationwide. Overall, processes are effective and cost efficient. Collection and bad debt management are highly competitive with the industry.

SUMMARY OF RECOMMENDATIONS

- Implement Recommended Policy Changes to Be More Responsive to Customer Needs
 - ✓ Commercial Deposits
 - ✓ Payment Arrangements
 - ✓ Leak Adjustments

Questions?



Credit & Collections Review for the City of Denton, Texas



August 2025

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Business Process Review

BACKGROUND

Project Scope & Work Completed

The Ascent Group conducted a focused operational assessment of the Credit & Collections functions for the City of Denton with the goal of identifying action items or areas of focus for further improvement. A similar assessment was conducted in 2018.

Scope of Review:

- Residential and Commercial revenue collection cycle and practices
- Customer Deposit policy and practices
- Leak Adjustment policy and practices
- Payment Plan policy and practices

Work Completed:

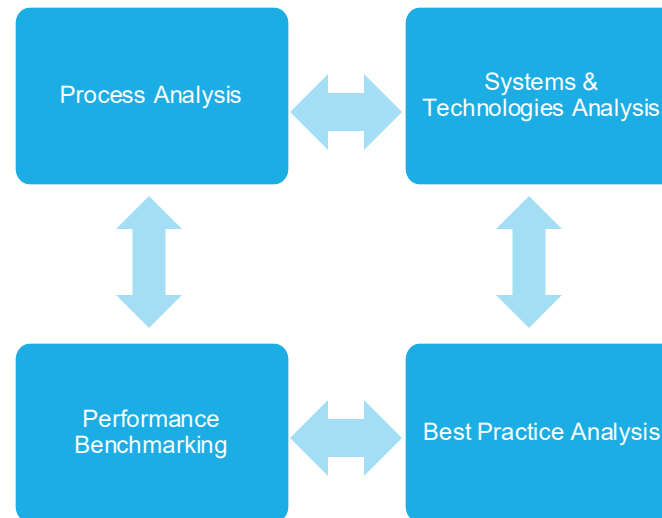
- Interviewed management and staff in Customer Service and Collections
- Reviewed business processes
- Listened to recorded customer calls
- Reviewed reports and business documents
- Gathered workload, cost, and performance data
- Benchmarked cost and service level performance to industry

Project Approach



- Mobilize
- Work plan
- Communications
- Clarify expectations
- Identify sponsors & stakeholders
- Review data & results
- Schedule interviews & working sessions
- Initial data request
- Project management

Work Plan



Assessment Report

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Present Results to Management,
Public Utility Board and City
Council

Denton Collection Practices Changes

2011

Developed internal credit scoring and customer credit classes

Online Utility Exchange to verify identify and determine deposit based on credit risk

Shortened collections action timeline by 8 days

Deposit assessments quarterly based on internal credit rating

Refunded deposits for 12 months of good payment behavior

Began writing off bad debt at 180 days

Using the CIS to manage payment arrangements

Late fees increased to \$20

2018

Lessened deposit requirements for average to higher risk credit classes

Redefined credit class thresholds and internal credit points for collection actions

Increased Plus One assistance funding and assistance available to individuals

Credit & Collection Review

OPERATIONAL BENCHMARKS

Benchmarks – Texas Municipal Utilities & U.S. Utilities

- We compared Denton's Credit and Collection practices to 23 other municipal utilities in Texas.

Arlington	El Paso	McKinney
Austin	Fort Worth	New Braunfels
Boerne	Garland	Plano
Bryan	Georgetown	Rowlett
Carrollton	Greenville	San Antonio
College Station	Houston	San Marcos
Dallas	Lewisville	San Marcos
Denton	Lubbock	

- We compared Denton's Credit and Collection performance to our database of U.S. utilities:

Type	Coop	Gas	IOU	Muni	Total
Electric / Gas / Water Utility			1	2	3
Electric / Gas Utility			21	1	22
Electric / Water Utility			2	4	6
Electric Utility	2		39	6	47
Gas Utility	1	3	13	1	18
Water Utility			1	14	15
Grand Total	3	3	77	28	111

- A list of benchmark utilities is included at the end of this section.

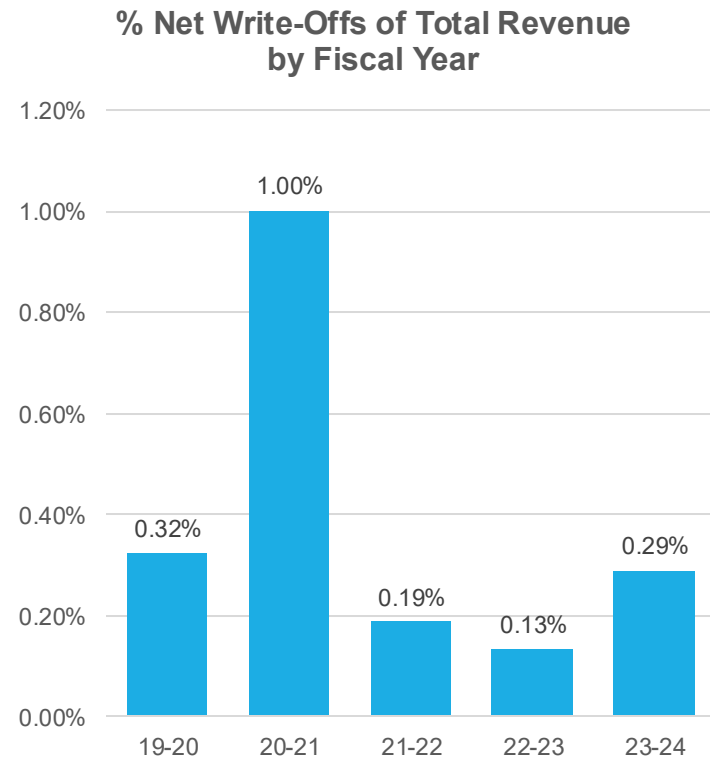
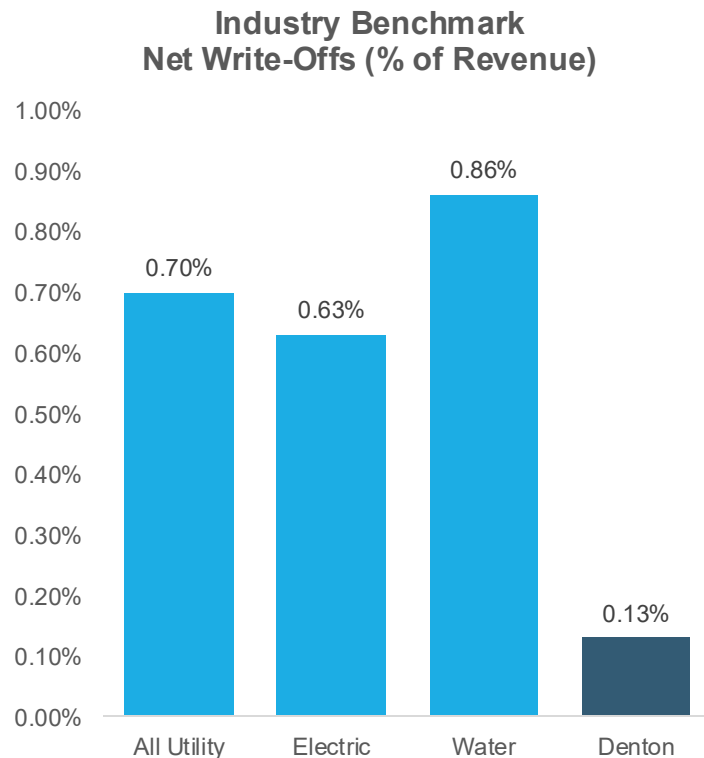
Benchmarks – U.S. Utilities

We compared Denton's Credit and Collection performance to our benchmark panel using the following metrics:

Metric	Focus	Definition
% Net Write-Offs	Effectiveness	Uncollectible Accounts Receivables Written-Off (adjusted for recoveries) / Total Revenue
Days Sales Outstanding (DSO)	Effectiveness	(Customer Receivables / Total Revenue) X days in period
% Customer Receivables Older than 60 days	Effectiveness	Customer Receivables older than 60 days / Total Receivables
Collection Actions per FTE	Productivity	Number of Collection Actions / Collection FTEs
Cost per Collection Action	Unit Cost	Collection Cost / Collection Actions

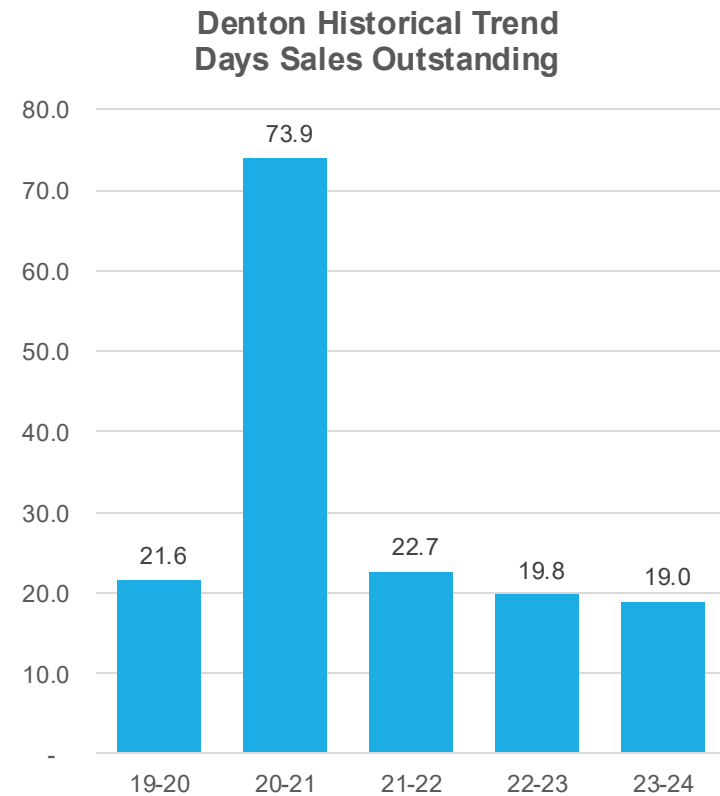
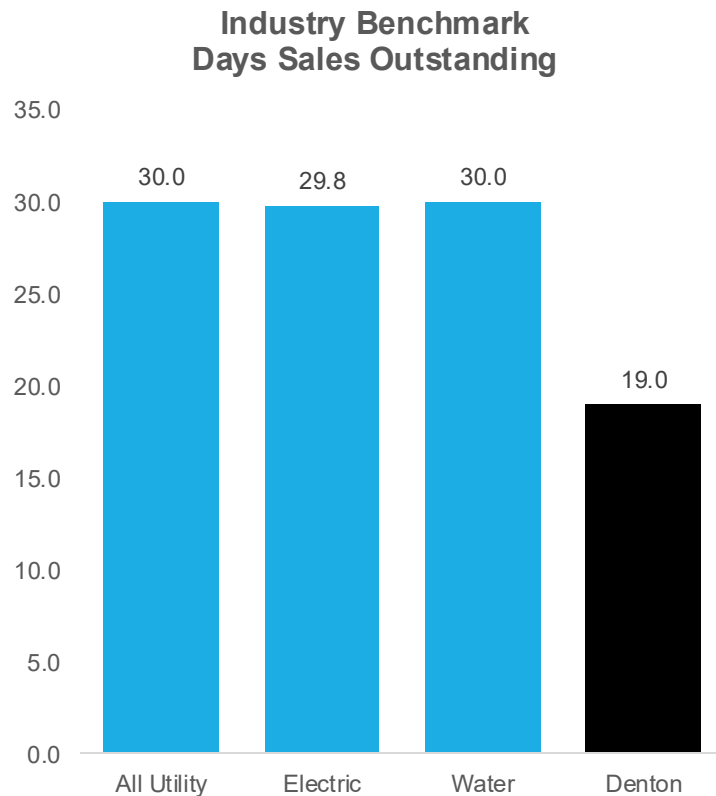
Benchmarks – U.S. Utilities

- Denton leads benchmark panel for Percent of Net Write-Offs.
- Denton has progressively reduced net write-offs over the past five years.
- FY20-21 reflects impact of pandemic on bad debt.



Benchmarks – U.S. Utilities

- Days Sales Outstanding (DSO) measures how long it takes to collect.
- Denton leads industry and historical is trending positive.

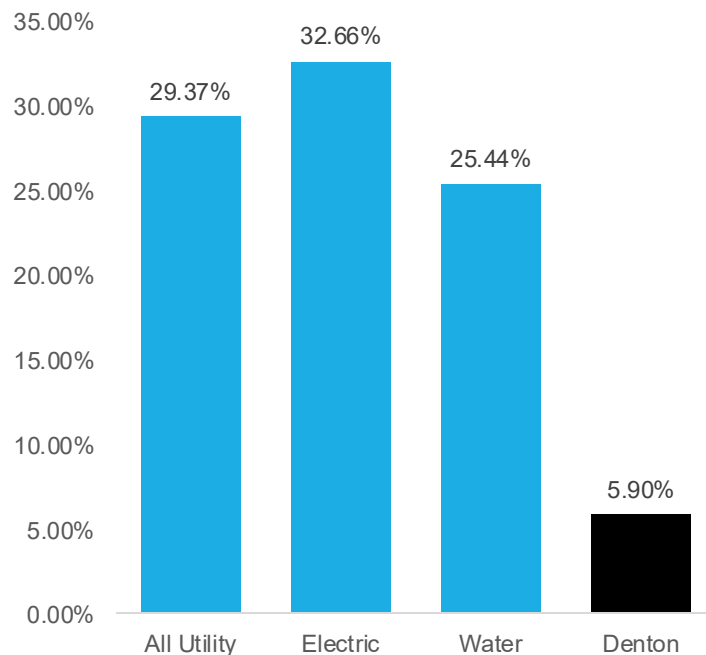


FY23-24 only 4 months of data

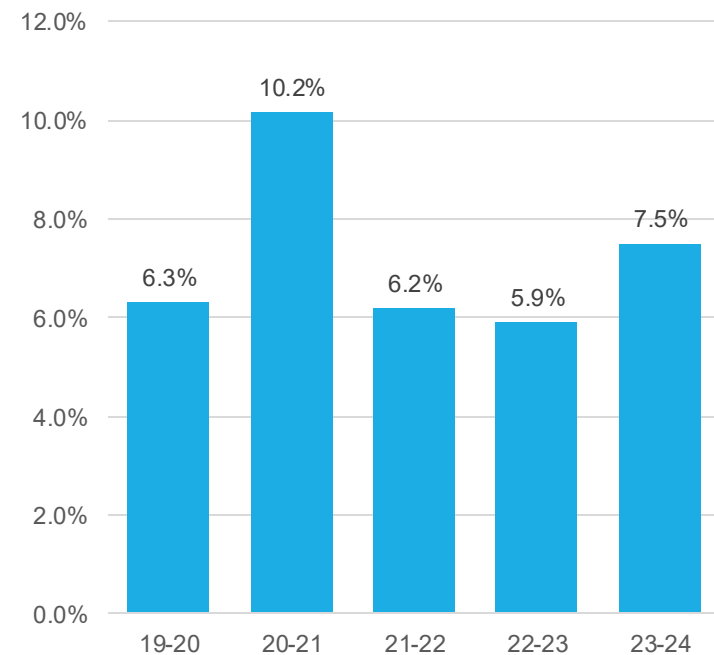
Benchmarks – U.S. Utilities

- Denton well below industry benchmark for customer receivables 60-day or older.
- Customer receivables older than 60 days under 8% except during pandemic.

**Industry Benchmark
Aged Receivables Under 60 Days**



**Denton Historical Trend
Aged Receivables Under 60 Days**



FY23-24 only 4 months of data

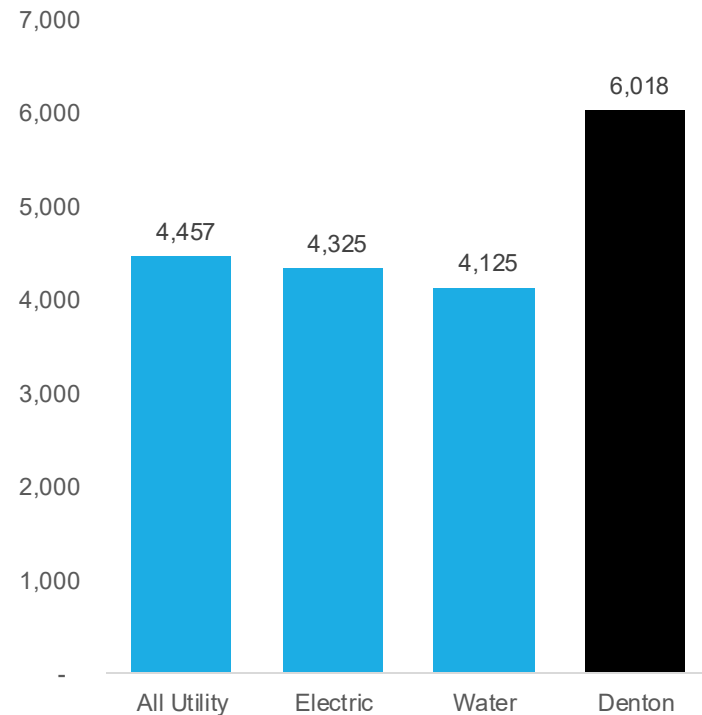
Benchmarks – U.S. Utilities

- Denton's cost per collection action is better than industry as is collection productivity.

Industry Benchmark
Cost per Collection Action



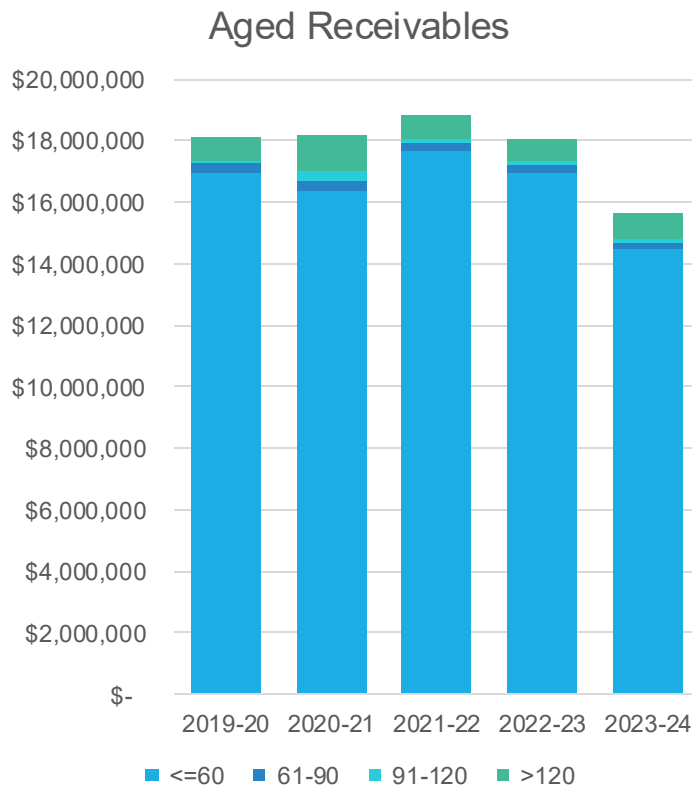
Industry Benchmark
Collection Actions per FTE



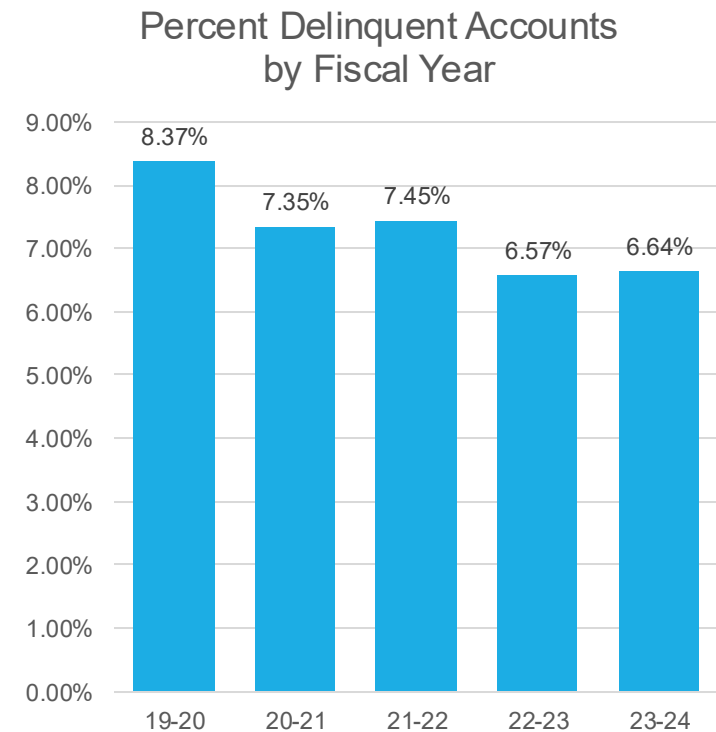
FY23-24 only 4 months of data

Delinquencies and Arrearages have reduced

- Aged receivables are improving as the percent of delinquent accounts has declined.



FY23-24 only 4 months of data



FY23-24 only 4 months of data

Benchmark Participants

AEP	Eversource	Northern Indiana Public Service Co
Alabama Power	Exelon - Delmarva Power	Northwestern Corporation
Alliant Energy	Exelon Atlantic City Electric	Nova Scotia Power
Ameren Illinois	Exelon BGE	NV Energy
Ameren MO	Exelon ComEd	Oklahoma Gas and Electric Company
Aquarion Water Co.	Exelon PECO Energy	Oklahoma Natural Gas
Arizona Public Service	FirstEnergy Corporation	Orlando Utilities Commission
Atmos Energy	FirstEnergy JCP&L	Pacific Gas & Electric Company
Austin Energy	FirstEnergy Met-Ed	Pacific Power
Avista Utilities	FirstEnergy Mon Power	Passaic Valley Water Commission
Black Hills Power	FirstEnergy Ohio Edison	Peninsula Light Company
CenterPoint Energy - Texas	FirstEnergy Penelec	Peoples Natural Gas
Chelan County PUD	FirstEnergy Penn Power	PHI - Pepco
Chesapeake Utilities	FirstEnergy Potomac Edison	PNM Electric & Gas Services
Chesterfield County Department of Utilities	FirstEnergy Toledo Power	Portland General Electric
City of Boeme	FirstEnergy West Penn Power	PPL Electric Utilities
City of Clearwater	Florida Power & Light	PPL Kentucky
City of Denton	Ft Worth Water Department	PSE&G
City of Independence Utilities	Georgia Power Company	PSEG Long Island
City of Long Beach	Golden Valley Electric Association	Sacramento Municipal Utilities District
City of Phoenix	Grant County PUD	San Antonio Water System
City of Regina, Saskatchewan	Hawaiian Electric Company	Sarasota County Environmental Services
Clayton County Water Authority	JEA	SD1
Cleveland Water	Kansas Gas Service	SEMCO Energy, Inc.
College Station Utilities	Kentucky Utilities Company	Southern California Edison
Colorado Springs Utilities	Lakeland Electric	Southern California Gas
Consolidated Edison Company of New York, Inc.	Liberty Utilities - Empire	Southern Company Gas
Consumers Energy	Liberty Utilities - NH	Southwest Gas Corporation
CPS Energy	Louisville Gas & Electric	Spire Alabama
Dominion Energy West Virginia	Louisville Water Company	Spire Missouri
Dominion Gas	Macon Water Authority	Tampa Electric
Dominion Virginia Power	Madison Gas & Electric Company	Texas Gas Service
DTE Energy	National Grid - KEDLI	Truckee Meadows Water Authority
Duquesne Light	National Grid Massachusetts	Tualatin Valley Water District
East Central Energy	National Grid Upstate	UGI Utilities, Inc.
El Paso Electric Company	New Jersey Natural Gas	Washington Gas
Entergy		Xcel Energy

Credit & Collection Review

POLICY BENCHMARKS

Leak Adjustment Policy Benchmarks

Texas Municipal Utilities

City	Eligibility	Proof Required?	Application Requirements	Potential Adjustment Amount	Limitations	Pools & Irrigation leaks eligible?
Denton	<p>Repaired within one month of detection, 60 days to submit proof, must be at least 50% higher than normal.</p> <p>Eligible if repair shows significant reduction in usage and plumbing permits were obtained and pass inspection.</p>	Yes, repair documentation with permit and permit inspection.	Authorized account holder must submit Utility Assistance Form (online) with repair documentation.	<p>Normal charges will be deducted from leak charges and 50% of the excess will be credited (up to 100Kg)</p> <p>Credits will be applied after one full leak-free month of billed service.</p>	<p>One adjustment per year; may cover up to 2 consecutive months of water charges.</p> <p>Sprinklers, pools, water filtration units do not qualify for water adjustment but may for sewer adjustment.</p>	No
Garland	Repairs must be completed and usage back to normal before submitting application.	Proof of repair: receipts, photos, or plumber's bill.	Submit Leak Adjustment Request with receipts, proof of repair within 6 months.	Credit on water charges above normal usage	Cannot exceed one adjustment per 12 months	Not specifically excluded.
Fort Worth	Residential leaks eligible if usage returns to normal after repair	Repair receipts.	Submit application within 60 days of repair with receipts	50% of excess usage at a max of two consecutive billing periods	One adjustment per year. Adjustment only applies to water, not sewer	No
Dallas	Substantial leak causing high usage eligible once per year	Repair documentation	<p>Complete form with repair details, account number, and related documentation</p> <p>Must pay typical bill during review period to avoid service disruption</p>	Recalculates excess water at the lowest rate, max of 3 months	Limited to one adjustment per 12 months for a maximum of 3 months.	No
Austin	<p>Eligible if leak repair shows return to average use</p> <p>Apply within 90 days of repair with proof of completed work</p>	<p>Proof of work completed.</p> <p>For high volume adjustment, company investigates high usage and inspects meter and premise</p>	<p>Usage must be greater than or equal to 3X the normal usage</p> <p>Restricted to water consumption, not wastewater</p>	<p>Credit calculated on excess usage; 50% of charges above normal will be credited; remainder will be adjusted to a discounted rate.</p> <p>Water leaks were not within customer's control and due diligence exercised in repairing leaks</p>	<p>Leak adjustment once per year for up to 2 consecutive billing periods. Sewer may be adjusted if lower volume charged.</p> <p>High volume adjustment limited to water usage up to 2 consecutive billing periods (once in 2 years and at least 4 months billing history).</p>	No, but irrigation system leaks may be eligible for sewer adjustment.

Leak Adjustment Policy Benchmarks

Texas Municipal Utilities

City	Eligibility	Proof Required?	Application Requirements	Potential Adjustment Amount	Limitations	Pools & Irrigation leaks eligible?
San Antonio	Allowed for substantial water loss due to leaks, with completed repair. Receipts must be submitted within 90 days of repairs	Provide documentation of repair and water usage details		Percentage of excess usage may be credited. Courtesy adjustment up to 25% of the excess usage.	Limited to 1 annually Adjustments are discretionary; sewer charges are not adjusted	Yes, both may be eligible.
Houston	Significant leak causing high bill eligible for residential accounts File within 6 months a sworn written application of the repair.	Requires proof of complete repair, must resume normal usage after repair	Application with repair documentation and receipts required Leak balance must be greater than \$1000.00 or \$100 for elderly customers.	100% repaired 30 days 75% repaired 60 days 50% repaired after 60 days; 100% credit on excess wastewater charges. Account may be reduced by up to \$10,000 of an Exceptional Circumstance Adjustment (once)	Up to 3 consecutive months. Multiple leak adjustments per year. Exceptional circumstances (2X average) 1 in 2 years. Large bill (200% or greater than average) 1 per year - - adjusted to 125% of average.	No, but irrigation system leaks may be eligible for sewer adjustment.
College Station	Submit completed application with documentation within 60 days.	Proof of repair.	Must have an active account and proof of leak repair. Written request	50% of the amount over average use for the last 12 months Adjustments are based on prior consumption.	Adjustments for one month's bill, not exceeding 50% of usage. Only one adjustment per year.	No, but irrigation system leaks may be eligible for sewer adjustment.
Arlington	Proof of repairs and a request must be made within 90 days of the leak detection.	Proof of repair is required, receipts or plumber's statement. Residential.	Only residential accounts are eligible.	Water usage must exceed 2X normal usage of same period over prior 3 years or twice the city average for customers without 3 years service (200%)	One adjustment over two years. Within past 90 days but limited to 2 consecutive months.	No, but irrigation system leaks may be eligible for sewer adjustment.

Leak Adjustment Policy Benchmarks

Texas Municipal Utilities

City	Eligibility	Proof Required?	Application Requirements	Potential Adjustment Amount	Limitations	Pools & Irrigation leaks eligible?
Georgetown	Written request required with repair details.	Yes, repair receipts and verification by field personnel.	Residential and non-residential accounts can be eligible. Non-residential customers must have more than 12 months continuous active water and/or sewer service and high usage must exceed 3X average monthly bill.	Residential customers (>1 year service) up to 50% of excess over system average usage (not to exceed \$250). Excess based on system average of 5,000 gallons per month usage for new customers. Non-residential will be adjusted based on the excess	One adjustment per 12 months and 2 in five years. Sewer can be adjusted if watering new landscaping or filling a swimming pool (only one month usage adjusted).	No, but irrigation system leaks may be eligible for sewer adjustment.
Lubbock	Application must be filed within 30 of leak's detection.	Must provide repair receipts and demonstrate the leak was fixed.	Active accounts in good standing only.	50% of the overage for one billing period Adjustments are capped based on historical averages	One adjustment a year.	Irrigation systems are not eligible however pools are not specifically excluded.
San Marcos	Request must be submitted within 30 days of the leak's detection..	Must provide proof of repair documentation, receipts or statement from a plumber, photos	Active accounts in good standing only.	Credit up to 50% of the excess usage 10-14 days to process application.	Adjustments are limited to one annually, up to 2 consecutive months adjusted. Not more than 2 months retroactively.	No.
Weatherford	Submit completed leaks within 60 days.	Must provide proof of leak repair and past consumption records.	Only available for leaks not caused by customer negligence.	Credit for one billing cycle, up to 50% of excess usage	One adjustment allowed every 12 months, maximum two months billed.	No.

Leak Adjustment Policy Benchmarks

Texas Municipal Utilities

City	Eligibility	Proof Required?	Application Requirements	Potential Adjustment Amount	Limitations	Pools & Irrigation leaks eligible?
El Paso	Written request required along with explanation of repair; must occur within 60 days.	Show reduced consumption in subsequent month.	Account holder. All customers are eligible and automatically opted-into ServLine Leak Protection Program. More than 10 ccfs excess usage	50 percent of the difference above standard use of same billing cycle a year ago If customer participates and pays for Leak Protection Program covers up to \$1000 in leaks (ServeLine) but same basic limitations as normal leak adjustment.	Limited to one adjustment per 24 months. Up to 2 consecutive months of usage. Does not apply to sewer or other services.	No
Boerne	Submit application	Documentation of repairs needed and completed form.	During Dec-Mar indicate if excess usage impacted sewer usage for possible sewer adjustment.	Up to 50% adjustment of excess as compared to average usage (over Jan-Mar) If usage is 50% higher than normal usage.	One adjustment per year.	Not specifically excluded.
Carrollton	Submit application within 90 days of bill with leak.	Proof of repair within 3 months of leak's detection. Leak-free billing period confirmed.	Customer of Record. Not pools or other manageable acts. No adjustment if not repaired within 6 billing periods.	60% adjustment for water leak outside sewer, difference between leak and average usage over same month for 2 prior years. 50% of the difference if inside sewer.	One per 12 months, two within 60 months. Up to two months of consecutive usage adjusted. Not for irrigation systems or pools.	No.

Leak Adjustment Policy Benchmarks

Texas Municipal Utilities

City	Eligibility	Proof Required?	Application Requirements	Potential Adjustment Amount	Limitations	Pools & Irrigation leaks eligible?
Greenville	Application with proof of repair. No timeframe indicated.	Proof of repair, plumber receipt or statement or notarized statement detailing self-repair.	Residential accounts only, 3 months of billing history at the location. Concealed leaks.	If approved, water usage will be charge at production cost of \$1.45 per 1,000 gallons.	One adjustment in 2 years.	Not specifically excluded.
McKinney	Submit adjustment form within 60 days of repair date.	Proof of repair.	Three times normal bill during same period of prior year.		One adjustment within 12 months	Not specifically excluded.
Plano	Request must be submitted within 90 days of repair. Submit application within 6 months of repair.	Proof of repair required. Verified by AMI meter reading data	Account in good standing. Leak must exceed 30,000 gallons over average usage on a single statement.		Limited to three billing statements, excess determined based on average consumption. One adjustment every 2 years.	Pools are not eligible. Irrigation systems are not specifically excluded.
Lewisville	Repair within 30 days of detection, submit application withing 60 days of bill.	Proof of repair.	Customer of record. Hidden leaks only. Submit written request with proof of repair. Substantial increase in water or one that impacts the three-month winter average period.	In excess of 100% of average water usage for same month over 3 prior years. Bill average of two monthly water usage levels billed immediately preceding the excess usage.	One in 12 months, up to two consecutive months. Sewer adjustment for one month usage, during November to February and no adjustment for water or sewer within prior 6 months.	Not specifically excluded.

Leak Adjustment Policy Review

Current Policy/Process

- Low customer eligibility.
- Language excludes renters.
- Policy not aligned with benchmarks from other cities in Texas:
 - Process is hard-coded in Ordinance
 - Permit requirement
 - Short filing time
 - Restrictive policy in comparison

Recommended Changes

- Proposed redlines to ordinance are appropriate and will provide needed flexibility to enhance and change Leak Adjustment policy and process going forward without requiring changes to ordinance.
- Eligibility should continue be determined systematically and consistently.
- Discretion to handle individual situational exceptions without City Council approval.
- Self-service application process should be intuitive and offer payment plan options to eligible customers.
- Once Water AMI is available, it will shorten time to identify leaks and alert customers sooner to reduce amounts adjusted.
- Water AMI should be used to verify leak resolution.

Commercial Deposit Policy Benchmarks

Texas Municipal Utilities

City	Amount	Waivers	Refunded When?
Arlington	2.5X or minimum of \$300	No waivers	Account Closure
Austin	1/6 average bill	Letter of Reference or Good Credit History	24 months good status
Boerne	1/6 th average annual usage charges		36 months if no more than 2 past due payments
Bryan	Minimum \$175 electric, \$85 water, \$50 solid waste (or 1/8 annual billing)		24 months good standing
Carrollton	\$100 or 1/6th average annual usage		Account closure for commercial and apartments.
College Station	2X monthly bill	Letter of credit	24 months no late payments, returned checks or disconnects non-pay.
Dallas	1/6 th annual billings		12 months good standing
Denton	2 X Average Bill	Irrevocable letter of credit	Account Closure
El Paso	\$150 Commercial, \$500 Industrial; 2x average for poor payment history		Account closure
Fort Worth	Varies	No waivers	Account Closure
Garland	Varies	Established acceptable credit.	12 months acceptable pay history
Georgetown	2X or minimum of \$300	Letter of Credit or AutoPay for 12 months	12 months good status
Greenville	\$250 min for electric, \$40 garbage, \$150 water and up to 2 or 3x highest bill depending on credit score.	Experian good credit score	24 months with no cuts for non-payment and no more than 2 late payments
Houston	Varies	Surety bonds for \$5000 or more deposits.	Account closure
Lewisville	\$150 to 1,850 based on meter size	None.	Account closure
Lubbock	\$550	Letter of Credit	12 months good status
McKinney	2 months or minimum of \$100		Account closure.
New Braunfels	2x average bill	Irrevocable letter of credit or small business customers with 24 months good credit history	36 months good standing for small commercials, life of account for large commercial.
Plano	1 month or \$100		36 months in good standing
Rowlett	\$150	Letter of credit	Account closure
San Antonio	\$100 to \$800 depending on meter size.		12 months of good payment history.
San Marcos	Electric is 1/6 th (\$50 min), Water is \$50, Sewer is \$50, and Garbage is \$35	Letter of credit	12 months good status

Commercial Deposit Policy Review

Current Policy/Process

- Denton's 2x average bill deposit requirement is consistent with peers
- Application of deposit interest is consistent with peers.
- Current Ordinance requires manual screening on all deposit refunds.
- Denton's policy to retain deposits for the life of the account is not aligned with benchmarks from other cities in Texas.
 - Most return deposits with 1 to 2 years, with good payment history.

Recommended Changes

- Return commercial deposits, with deposit interest, after 2 years total service and at least 12 consecutive months of excellent payment history:
 - Account is current
 - "A" credit rating
 - No disconnections for non-payment
 - No meter tampering

Payment Arrangement Policy Benchmarks

Texas Municipal Utilities

City	Eligibility	Type Arrangement	Down Payment	Duration
Denton	If payment arrangement are broken twice in 12 months, must wait another 12 months before another payment arrangement.	Payment extension and payment arrangement	50% down	3 months
Garland		Payment extension		
Fort Worth	No broken arrangements Elderly and disabled receive standard 10-day extension	Payment arrangement and extensions		10-day
Dallas		Payment plan and online platform launched in August 2024		Up to 6 months
Austin	Max of 8 months terms with down payment for "subject to disconnection" status customers.	Deferred payment arrangement	Up to 50% down (due in 15 days)	Up to 24 months
San Antonio	Customers can apply online or by phone. No prior broken promises			3, 6, 9 months
Houston		Deferred payment arrangement		
College Station		Payment arrangement		
Arlington		Payment extensions and plans		
Georgetown	\$15 administrative fee	Repayment plan for unique circumstances (substantial water leak or electrical equipment malfunction)		Up to 6 months
Lubbock		"Pay in 6 Plan"		Up to 6 installments
San Marcos	Request no later than 1 day prior to the date an account is subject to disconnection	Extended payment arrangements		

Payment Arrangement Policy Benchmarks

Texas Municipal Utilities

City	Eligibility	Type Arrangement	Down Payment	Duration
Greenville	Extensions of not more than fourteen (14) calendar days from the last day to pay will only be allowed for two (2) billings during a rolling twelve (12) month period. No extensions will be allowed on first bills nor extensions on top of extensions, nor bills containing additional deposits.	Payment extension		14 days
El Paso		Up to 6 installments		6 months
Boerne	Payment extensions and contract payment plans Deferred Deposit Installment Plan	One payment extension per year	25% of the balance at payment extension contract signing. Additional deposit payment plan	Up to 5 months on the deferred deposit installment plan for additional deposits.
Carrollton	14-day extension or 45-day payment extension	Payment extension		14 days or 45 day extensions.
Lewisville	Request made in writing	Service extension agreement	15% of balance	Up to 6 months
McKinney	Not on first bill Request prior to extension date, no disconnects or returned payments in past 6 months, only allow 2 non-consecutive requests per year	19-day automatic payment extension Payment plan	50% of the balance for the payment plan	19 days for extension Up to 12 installments
Plano		30-day extension no approval needed		30 days
Rowlett	Available once every 3 months, extensions cannot be consecutive, signed agreement, 12 months without broken agreement.	10-day extension		10 days

Payment Arrangement Policy Review

Current Policy/Process

- 5-day extensions are available to customers, but employees must manually calculate the due date of the extension (5 days past interruption date) which is time consuming and prone to mistakes.
- Multi-month arrangements (up to 3 months) with 50% of outstanding balance are available, one every six months.
- Only one extension or multi-month arrangement is allowed in six months.
- Ordinance states that payment arrangement guidelines will be established by the City Council and on file in the City Secretary's office.

Recommended Changes

- Match due date of payment extension to next bill due date.
- Payment arrangement can be made for up to 3 months with 50% down.
- Do not limit the number of allowed payment arrangements if arrangements are not broken.
- However, if broken twice in 12 months, the customer must wait 12 months before entering another payment arrangement.
- Ordinance should be updated to require payment extension and arrangement guidelines to be approved by the City Manager and on file with the City Secretary. City Council should be notified of any changes prior to implementation.
- Discretion to handle individual situational exceptions without City Council approval.

Credit & Collection Review

FINDINGS & RECOMMENDATIONS

Continued Best Practice Success

Denton Continues to Improve Collections Effectiveness:

- Compares favorably to other municipalities in Texas and nationwide.
- Bad debt has declined significantly.
- Customers have more options to self-serve.
- AML meters provide billing data sooner, remote connect/disconnect capabilities.
- Increased participation in Pay As You Go program.
- More funding available for P L U S assistance program.
- Liens now used for delinquent drainage accounts.

Growth & Opportunity

- Implement recommended changes to make policies more responsive to customer needs and less onerous to change for:
 - Leak Adjustments
 - Commercial Deposits
 - Payment Arrangements
- Investigate the option to apply outside collection fees on customers' final accounts (with proper notification) prior to sending accounts to outside collections.
- Continue to expand IVR and Web self-service options.
- Continue investigating options to help payment-challenged customers reduce bills.
- Expand customer outreach for crisis assistance.





City of Denton

City Hall
215 E. McKinney St.
Denton, Texas 76201
www.cityofdenton.com

Legislation Text

File #: EDP25-026, **Version:** 1

AGENDA CAPTION

Staff Reports:

1. Director's Report - Brittany Sotelo
2. Future Agenda Items - Brittany Sotelo



City of Denton

City Hall
215 E. McKinney Street
Denton, Texas
www.cityofdenton.com

AGENDA INFORMATION SHEET

DEPARTMENT: Economic Development

ACM: Christine Taylor

DATE: September 10, 2025

SUBJECT

Staff Reports:

1. Director's Report – Brittany Sotelo
2. Future Agenda Items – Brittany Sotelo

BACKGROUND

Director's Report:

Receive a report and hold a discussion regarding recent Office of Economic Development activities.

Future Agenda Items:

Receive a report and hold a discussion regarding an overview of current items in the Agenda Queue and discussion of possible future agenda items.

EXHIBITS

Exhibit 1 – Agenda Information Sheet

Exhibit 2 – Director's Report Presentation

Exhibit 3 – Future Agenda Items

Respectfully Submitted:
Matilda Weeden
Economic Development Specialist

September 10, 2025

DIRECTOR'S REPORT - AUGUST

OFFICE OF ECONOMIC DEVELOPMENT

Brittany Sotelo
Economic Development Director

IN THE NEWS

Best Real Estate Markets (2025) WalletHub

Adam McCann, WalletHub Financial Writer • Aug 20, 2025



Overall Rank ↕	City ↕	Total Score ↕	Real-Estate Market Rank ↕	Affordability & Economic Environment Rank ↕
1	McKinney, TX	72.33	2	3
2	Cary, NC	71.33	3	10
3	Irvine, CA	70.44	1	102
4	Durham, NC	69.69	4	37
5	Richardson, TX	68.11	6	58
6	Frisco, TX	68.1	14	2
7	Gilbert, AZ	67.82	10	9
8	Nashville, TN	67.49	5	123
9	Denton, TX	66.52	11	19
10	Allen, TX	66.35	21	8

PARTNER VISITS/TRAINING

- TX Main Street Accreditation Site Visit
- Convening NTX Regional Economic Development Professionals regarding International Economic Development and the World Cup
- North Central Texas Economic Development District Board Meeting
- “From Global Shifts to Main Street: Navigating Economic Forces and Their Local Impact” Webinar by Avenu Insights and UCLA
- CoStar Training: Landlord Rep Prospecting, Owners Part II: Recruit Tenants to your Building, Demographics Deep Dive
- Public Works Ride Along

AUGUST RECRUITMENT STATS

29

ACTIVE PROJECTS

- 3,857 Potential Jobs
- \$6.5 Billion Cap. Invest.

8

NEW LEADS

Lead Sources:

- Direct- 4
- Broker -3
- Recruitment Outreach - 1

1

INCENTIVE APPLICATIONS

- Recruitment

Active Projects Stage	Count
Lead (5%)	24
Awaiting App. (10%)	2
Qualification (15%)	1
Incentive Neg. (50%)	2
Total	29

1

RECRUITMENT VISITS

4

LEADS LOST

- (2) Cold
- (2) Transferred to Business Support

102

RECRUITMENT OUTREACH

AUGUST DOWNTOWN STATS

3

BRE VISITS

11

LEADS LOST

- (2) Not longer moving forward with expansion
- (6) Cold
- (3) Did not qualify for incentives

2

**DOWNTOWN
GRANT LEADS**

12

**RECRUITMENT
OUTREACH**

AUGUST RFI STATS

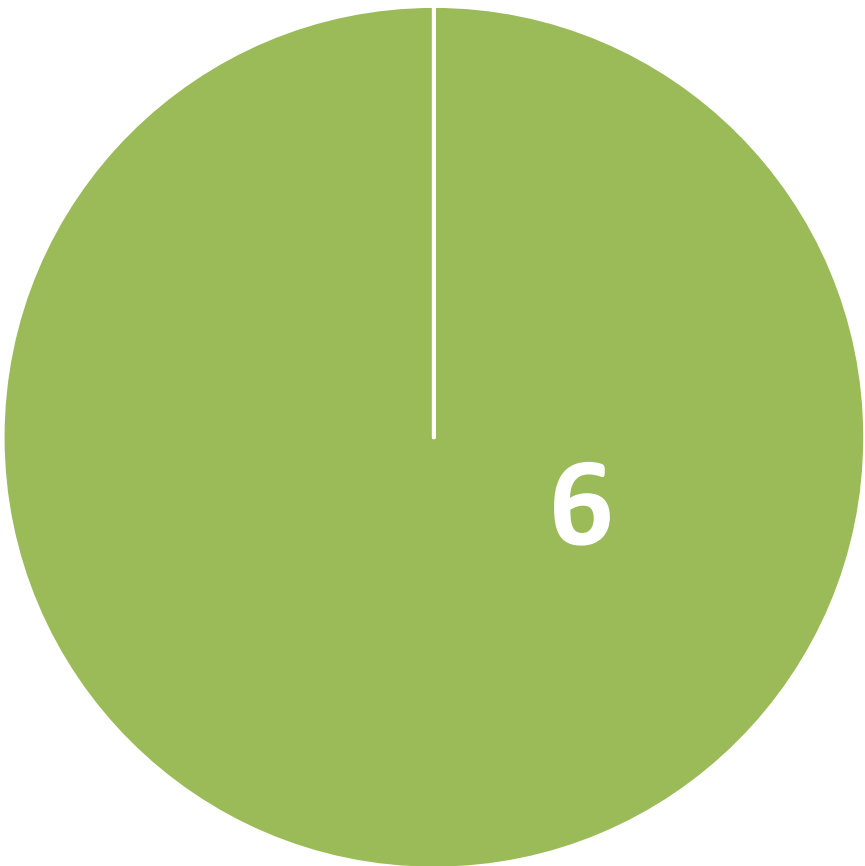
RFI's
RECEIVED
6

SUBMITTED
4

NO SUBMITTAL
2

LEAD
CONVERSION
0

RFI LEAD SOURCE



Potential
Capital
Investment

\$625M

Potential
Jobs

652

*Submitted for August

45
ANNUAL RFI'S
SUBMITTED

MUSIC & FILM

- Shared Live Music Society Grant Opp with Venues
- The Toolbox grant is designed to help venue owners address practical projects to make their space even better for musicians, audiences and staff. Toolbox focuses on smaller, essential venue improvements.
- Venues can apply for up to \$10,000 in funding.
- Film Permits for August: 0
- Attended Denton Film Meetup: Pitch & Share
 - Organized by Colectivo Creative Media
 - ~20 attendees sharing current film projects and ideas



PAST/UPCOMING EVENTS

- 8/6 Infrastructure Summit
- 8/6: Data Center Investment Conference & Expo (DICE): South
- 8/14: Taiwan Expo USA 2025
- 8/26: Fire Suppression workshop
- 8/26: Downtown Safety Meeting
- 9/13: National Security Cyber, Land, Air, Sea and Space Summit
- 9/16: iC3 Life Science & Healthcare Innovation Summit.
- 9/24: Denton Job Fair
- 10/23: Governor's Small Business Summit (Women-Focused)



THANK YOU

Economic Development Partnership Board

Meeting Date	Item Description	Presented By	Time
Wednesday, September 10, 2025			
Item for Consideration	Minutes	Chair	5
Work Session	Commercial Utility Deposits - Denton Municipal Electric	Christa Foster	15
Item for Consideration	USCS Texas Enterprise Zone Nomination	Erica Sullivan	15
Work Session - Staff Report	Director's Report	Brittany Sotelo	10
Work Session - Staff Report	Future Agenda Items	Brittany Sotelo	5
			50
Wednesday, October 8, 2025			
Item for Consideration	Minutes	Chair	5
Work Session - Staff Report	Director's Report	Brittany Sotelo	10
Work Session - Staff Report	Quarterly Main Street Program update (Annual Report)	Kristen Pulido	10
Work Session - Staff Report	Future Agenda Items	Staff	5
Wednesday, November 12, 2025			
Item for Consideration	Minutes	Chair	5
Work Session - Staff Report	Director's Report	Brittany Sotelo	10
Work Session - Staff Report	Future Agenda Items	Staff	5
Wednesday, December 10, 2025			
Item for Consideration	Minutes	Chair	5
Work Session - Staff Report	Director's Report	Brittany Sotelo	10
Work Session - Staff Report	Future Agenda Items	Staff	5
TBD:			
Work Session	DME Infrastructure/Capital Program Overview		
Work Session	Dev Serv Business Updates	Charlie Rosendhal	