



City of Denton

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

Meeting Agenda

Economic Development Partnership Board

Wednesday, July 22, 2026

10:00 AM

Development Service Center Training Rooms

SPECIAL CALLED MEETING

After determining that a quorum is present, the Economic Development Partnership Board of the City of Denton, Texas, will convene in a Special Called Meeting on Wednesday, July 22, 2026, at 10:00 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. [EDP26-019](#) Consider approval of the minutes of the June 10, 2026 Economic Development Partnership Board Regular Meeting.
- B. [EDP26-020](#) Receive a report, hold a discussion, and consider recommending approval to City Council of an incentive agreement for EquipmentShare.com Inc for a sales tax rebate on construction materials up to \$210,938, a job-based grant up to \$83,000, and an ad valorem rebate on real property improvements and business personal property up to \$489,615 under Chapter 380 of the Local Government Code.

3. WORK SESSION

- A. [EDP26-021](#) Receive a report and hold a discussion from Ben Magill, Chief Economic Development Officer of University of North Texas and Executive Director of the Texas Talent Accelerator.
- B. [EDP26-022](#) Staff Reports:
 - 1. Quarterly Director's Report - Brittany Sotelo
 - 2. Economic Trends Report - Matilda Weeden
 - 3. Future Agenda Items - Brittany Sotelo

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 July 16, 2026, 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.

**MINUTES
CITY OF DENTON
ECONOMIC DEVELOPMENT PARTNERSHIP BOARD
June 10, 2026**

After determining that a quorum was present, the Economic Development Partnership Board convened in a Regular Meeting on Wednesday, June 10, 2026, at 11:10 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: Jeremy Fykes, Kim Garza Turner, Lucy Hedari, Jill Jester, Cassey Odgen (ex-officio), Lee Ramsey, Jason Tomlinson, Clyde Rick Woolfolk, and Erin Carney (ex-officio)

ABSENT: Aimee Bissett, Brian Danhof, Kerry Goree, Leo Morales, and Susannah O'Bara (ex-officio)

STAFF: Scott Bray, Vanessa Esparza, Clay Parker, Kristen Pulido, Brittany Sotelo, and Erica Sullivan

In the absence of Chair Danhof, Vice-Chair Fykes was acting Chair.

1. PRESENTATIONS FROM MEMBERS OF THE PUBLIC

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No presentations from members of the public.

2. ITEMS FOR CONSIDERATION

A. EDP26-014 Consider approval of the minutes of the April 15, 2026 Economic Development Partnership Board Regular Meeting.

Woolfolk made a motion to approve the April 15, 2026, minutes as presented. Jester seconded the motion. Motion carried (7-0).

AYES (7): Fykes, Garza Turner, Hedari, Jester, Ramsey, Tomlinson, and Woolfolk

NAYS (0): None

B. EDP26-015 Consider making a recommendation to City Council of the adoption of the City of Denton's Chapter 312 Tax Abatement Policy.

Erica Sullivan, Economic Development Program Administrator, presented the item and discussion followed.

Ramsey made a motion to approve a recommendation to City Council of the adoption of the City of Denton's Chapter 312 Tax Abatement Policy with the revision to the minimum threshold eligibility requirement in the Policy from 24 months from the execution of the agreement to 24 months after a permit is issued. Jester seconded the motion. Motion carried (7-0).

AYES (7): Fykes, Garza Turner, Hedari, Jester, Ramsey, Tomlinson, and Woolfolk
NAYS (0): None

1. WORK SESSION

A. EDP26-016 Receive a report and hold a discussion regarding work plan goals from the Economic Development Partnership board retreat.

Brittany Sotelo, Director of Economic Development Department, presented the item and discussion followed. No action was taken.

B. EDP26-017 Staff Reports:

1. Future Agenda Items – Brittany Sotelo

Brittany Sotelo, Director of Economic Development Department, presented the item and discussion followed. No action was taken.

2. CONCLUDING ITEMS

With no further business, the meeting adjourned at 12:32 p.m.

Brian Danhof, Chair
Economic Development Partnership Board

Kelly Robinson
Administrative Assistant

Minutes Approved On: _____



City of Denton

City Hall
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AGENDA INFORMATION SHEET

DEPARTMENT: Economic Development

ACM: Christine Taylor

DATE: July 22, 2026

SUBJECT

Receive a report, hold a discussion, and consider recommending approval to City Council of an incentive agreement for EquipmentShare.com Inc for a sales tax rebate on construction materials up to \$210,938, a job-based grant up to \$83,000, and an ad valorem rebate on real property improvements and business personal property up to \$489,615 under Chapter 380 of the Local Government Code.

BACKGROUND

EquipmentShare.com Inc (EquipmentShare) is a construction equipment company specializing in rental, sales, and technology services. Founded in 2015, EquipmentShare has more than 8,500 employees at more than 400 locations across 45 states. The company offers more than 1,000 equipment and service options relevant to construction offerings such as concrete and masonry, earthmoving, electric and hydraulic power tools, etc. The company also offers the T3 Technology platform to its clients for monitoring jobsite assets, materials, and employees.

Project

EquipmentShare is considering purchasing 125 acres of land generally located between FM 1173 and North Masch Branch Rd. The company will construct four buildings in the first phase of development. The largest building is a 402,000 square foot distribution center, which will serve as the company's second major distribution center. Additionally, the company will erect three pre-engineered metal buildings for the heavy dirt equipment (28,000 square feet), advanced solutions (28,000 square feet), and site solutions (8,500 square feet) divisions of the company. The facility will house a significant amount of inventory and will include equipment for repair, maintenance, etc.

The company estimates \$246.3 million in capital investment for the project, with \$75 million in improvements and \$153.9 million in business personal property. Additionally, they plan on creating 136 jobs with an average salary of \$64,591 within six years.

STRATEGIC AND POLICY ALIGNMENT

City of Denton Strategic Plan

- Key Focus Area #3: Foster Economic Opportunity and Affordability
 - Grow Denton's Economic Vitality

Economic Development Strategic Plan

- Goal 2: Foster Growth
 - 2A.2. Attract New Investment

Policy Considerations

The project addresses the following Strategic Growth Area (SGA) considerations detailed in the Incentive Evaluation Matrix (Exhibit 2):

- Expand the Tax Base
- Public-Private Partnership
- Increases High Wage Jobs
- Encourage Knowledge-Based Jobs
- Pays a Living Wage for All Employees
- Community Investment
- Benefits Package
- Engages in Sustainable Practices
- Spur Infill Development or Redevelopment

Economic Development Evaluation Matrix Score: 86 (Excellent range)

Project Benefits

Staff conducted analysis on the information provided by the company to ensure stated policy criteria were met and to determine both qualitative and quantitative public benefits. Staff also used an economic impact analysis model to quantify the economic impact and rate of return. Impact DashBoard, made by Austin-based Impact DataSource, is a customized economic development modeling tool that performs economic and fiscal impact analysis and incentive analysis. The economic impact is based on a Regional Input-Output Modeling System (RIMS II) created by the U.S. Department of Commerce's Bureau of Economic Analysis, which is widely used to estimate the direct and secondary impacts of an event on the regional economy using input and output methods.

Quantitative Benefits and Economic Impact for the Community

- Capital Investment: \$246.3 million
- Total Jobs: 301
 - Direct Jobs: 136
 - Spin Off: 165
- 10-year net benefits estimated at \$11,338,812
- Rate of Return: 131.5%
- Payback period: 1.4 years

Qualitative Benefits and Community Impact

- Develops a large greenfield site with a project that generates significant property tax, sales tax, and jobs in comparison to alternative industries
- Spurs infill and infrastructure development to support property and bordering parcels
- Secures a new company with a history of supporting career and technical education, targeted recruitment of veterans, and sustainability efforts

STAFF RECOMMENDATION AND DIRECTION

Chapter 380 Agreement: total not to exceed \$783,553

- Sales tax grant for construction materials of 50% (value: \$210,938)
- Jobs-based grant for qualified jobs (value: \$83,000)
- Performance-based real property tax abatement of 50% for 5 years on new improvements and business personal property (value: \$489,615)

Next Steps

If recommended for an incentive, the next steps include:

- City Council Individual Consideration: August 4, 2026

EXHIBITS

Exhibit 1 – Agenda Information Sheet

Exhibit 2 – Incentive Evaluation Matrix

Exhibit 3 – Economic Impact Report

Exhibit 4 – Presentation

Respectfully Submitted:
Brittany Sotelo
Director of Economic Development

Prepared By:
Clay Parker
Business Recruitment Specialist

Evaluation Matrix

(125 points) + (30 "Other" bonus points) = 155 total points

SGA Targets by NAICS	Target: 10 points (Total 15 Points)	Points
	NAICS:	
	Connected	10
	Creative	0
	Sustainable	0
	Competitive	0
	Other Target Areas (Max 5 points):	0
	SGA Targets Subtotal	10
Economic and Fiscal Impacts	Economic and Fiscal Impacts (50 points)	Points
	Expand The Tax Base (Max Points 10)	
	Project provides new property, sales, HOT, or other taxes to the City, County, DISD, and DCTA through the development of property or facility or by making improvements to an existing property or facility, a new business or expansion, a new multi-tenant complex, or increase in jobs	8
	Public-Private Partnership (Max Points 10)	
	Project includes development of public infrastructure or amenities deemed beneficial, or developer assumes responsibility for development of infrastructure or public facilities beyond what is required. Project will involve a significant relationship with DISD or institution of higher education	7
	Increases High Wage Jobs (Max Points 10)	
	Project includes new jobs with an average or has a significant percentage of jobs that earn an annual base salary of \$65,000 or more	6
	Encourage Knowledge Base Jobs (Max Points 5)	
	Project includes new jobs or has a significant percentage of jobs that require specialized and theoretical knowledge, usually acquired through experience or a college education, or other training which provides comparable knowledge; requires some research, analysis, or requires special licensing, certification	3
	Pays a living wage for all new employees (Max 10 points)	
Connective	From the most current MIT Living Wage Calculator for Denton County	8
	Other (Max 5 points):	0
	Economic and Fiscal Impacts Subtotal	32
	Connective (15 points)	Points
	Generates New Utility Customers (Max Points 10)	
	Project is a customer of City utilities focusing on electric. Higher points awarded for larger customers.	4
	Other Target Areas (Max 5 points):	0
	Connective Subtotal	4
	Creative (30 points)	Points
	Community Investment (Max Points 5)	
Creative	Project, company, or developer demonstrates a commitment to community support or involvement through monetary or in-kind support of local nonprofits, public institutions, or community organizations	5
	Encourages New Business Markets/Suppliers And Entrepreneurship (Max Points 10)	
	Project is from an industry not significantly represented in local economy or company is a new business startup or entrepreneurial endeavor	6
	Benefits Package (Max Points 10)	
	Provides on-site child care; adult care; vouchers or other financial assistance; backup services; flexible or remote work accommodations; flexible spending accounts; 401K matching/pension; tuition reimbursement; or other benefits	10
	Other Considerations (Max 5 points):	0
Sustainable	Creative Subtotal	21
	Sustainable (25 Points)	Points
	Engages in Sustainable Practices (Max Points 10)	
	Project has adopted sustainable or green business practices (e.g. LEED certification, renewable energy commitment or use, energy efficient construction)	8
	Spur Infill Development Or Redevelopment (Max Points 10)	
	Project is to develop/redevelop a property or facility in a manner that reduces urban sprawl and or increases density in a desirable area; project includes use of existing facility that has been vacant for at least 2 years	8
Competitive	Other Considerations (Max 5 points):	0
	Sustainable Subtotal	16
	Competitive (20 Points)	Points
	Headquarters (Max Points 10)	
	The project is an international or national headquarters facility	0
	Use of Local Contractors/Construction Vendors (Max Points 5)	
Total by Category	Project agrees to use vendors that have their principal place of business within the Denton City Limits	3
	Other Factors (Max 5 points):	0
	Competitive Subtotal	3
	Total by Category	Score
	Total	86
	Poor (0-44 points)	
	Acceptable (45-84 points)	
	Excellent (85-155 points)	X



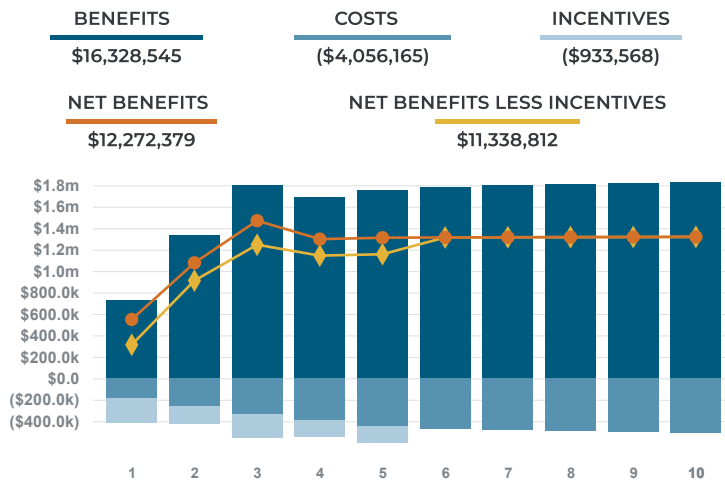
IMPACT REPORT EQUIPMENTSHARE

5 Yr 50% Ad Valorem Rebate, 50% Sales Tax Rebate, and \$83k Jobs-Based Grant

Recruitment

53 - Real Estate and Rental and Leasing

City of Denton



NET BENEFITS LESS INCENTIVES \$11,338,812

Present Value \$8,502,688

NET BENEFITS \$12,272,379

Present Value \$9,318,485

BENEFITS

Sales Taxes	\$8,219,331
Real Property Taxes	\$3,254,765
FF&E Property Taxes	\$527,339
Inventory Property Taxes	\$161,954
New Residential Property Taxes	\$62,640
Hotel Occupancy Taxes	\$0
Building Permits and Fees	\$0
Utility Revenue	\$3,694,635
Utility Franchise Fees	\$23,930
Miscellaneous Taxes and User Fees	\$383,950

Benefits Subtotal \$16,328,545

COSTS

Cost of Government Services	(\$439,140)
Cost of Utility Services	(\$3,617,026)

Costs Subtotal (\$4,056,165)

INCENTIVES

Property Tax Rebate	(\$594,629)
Non-Tax Incentive	(\$338,939)

Incentives Subtotal (\$933,568)

JOBS



301.7 Total

136.0 Direct
165.7 Spin-off

SALARIES



\$45,727 Avg

\$64,591 Direct
\$30,248 Spin-off

CAPITAL INVEST.



\$88.9M

Buildings + FF&E

RESIDENTIAL DEV.



3.4 Homes

22.6 Relocations

INCENTIVE ANALYSIS

\$933,568

Total Incentive

\$6,864

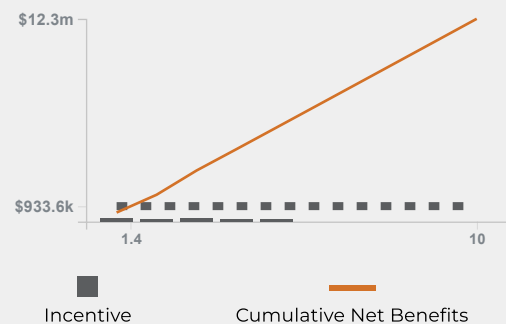
Per Job

131.5%

Rate of Return

1.4 Yrs

Payback Period



NET BENEFITS LESS INCENTIVES OVER 10 YEARS

CITY \$11,338,812

COUNTY \$1,262,882

SCHOOL DISTRICT \$3,351,566

TRANSIT DISTRICT \$2,655,402



July 22, 2026

EquipmentShare.com Inc

ECONOMIC DEVELOPMENT INCENTIVE APPLICATION

Economic Development Partnership Board

Presented By:

Clay Parker, Business Recruitment Specialist



Objective

Receive a report, hold a discussion, and consider recommending approval to City Council of an incentive agreement for EquipmentShare.com Inc for a sales tax rebate on construction materials up to \$210,938, a job-based grant up to \$83,000, an ad valorem rebate on real property improvements and business personal property up to \$489,615 under Chapter 380 of the Local Government Code.

Background

- On December 17, 2025, the Office of Economic Development began participating in **EquipmentShare.com Inc's** site selection process
- On March 17, 2026, EquipmentShare submitted an incentive application for its potential expansion:
 - Founded in 2015 and headquartered in Columbia, MO, EquipmentShare provides construction solutions ecosystem support through smart job technology and equipment rental, retail, and service distribution
 - 8,500+ employees at 407 locations across 45 states
 - EquipmentShare was named to the 2025 Inc. 5000 list of America's fastest-growing private companies



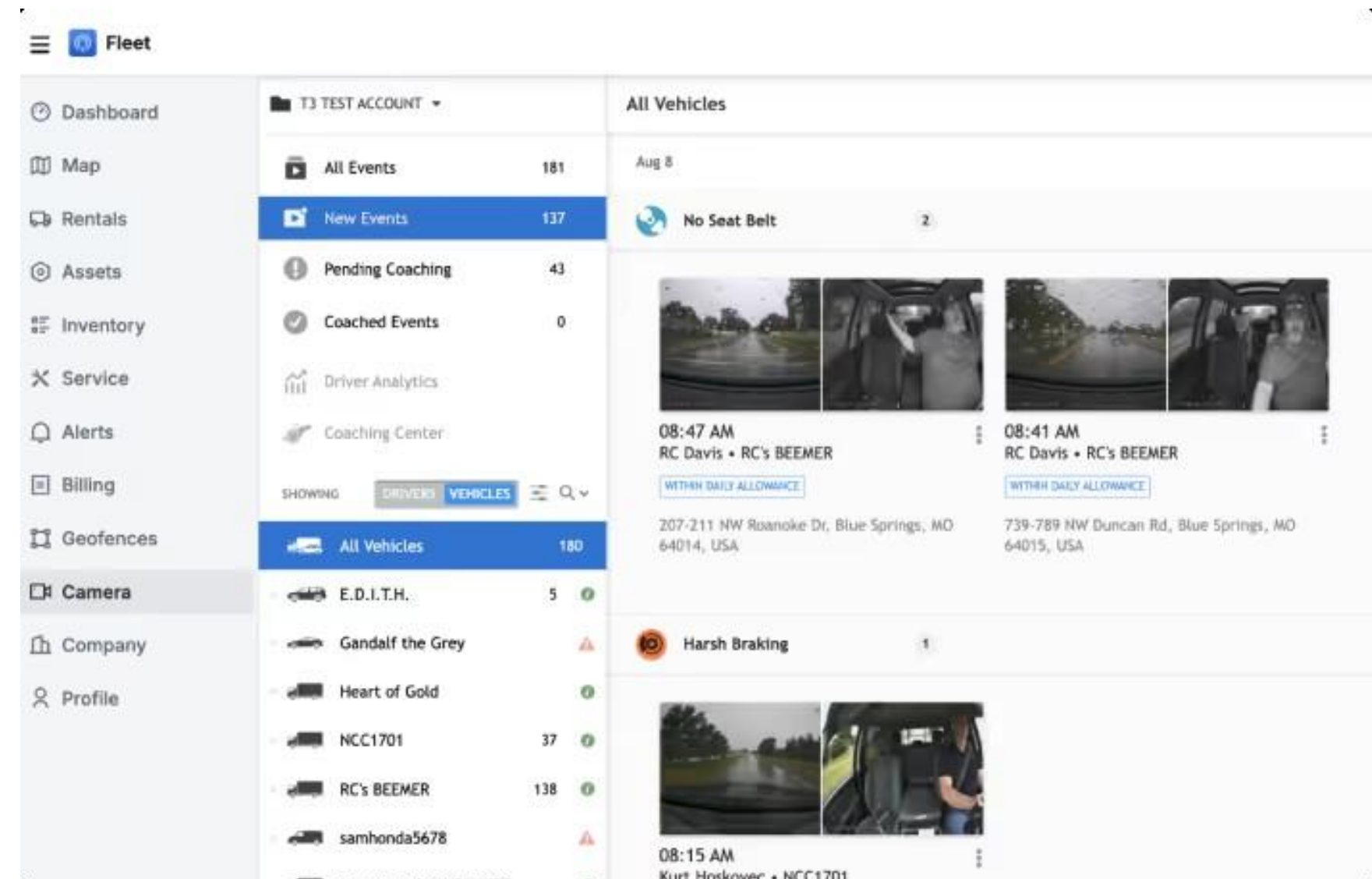
Products

- EquipmentShare offers 1,000+ options for rentals, including equipment for:
 - Concrete and Masonry
 - Welding, Cutting and Pipe Fabrication
 - Fluid Solutions
 - Compaction
 - Aerial Work
 - Earthmoving
 - Forklifts and Material Handling
 - Agriculture and Landscaping
 - Electric and Hydraulic Power Tools



Products

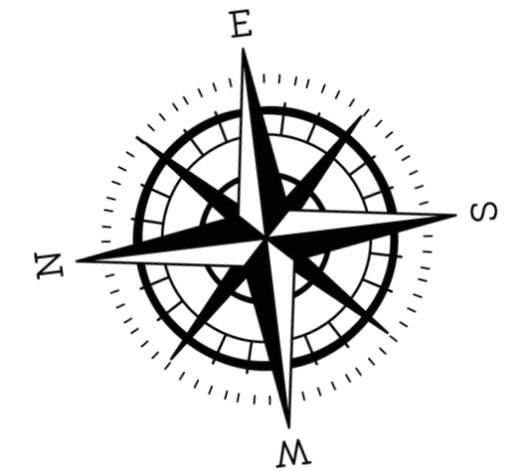
- EquipmentShare also offers the **T3 Technology** platform, “a proprietary, brand-agnostic hardware and software platform that connects jobsite assets (regardless of make or model), materials, and people.”
- Services included within T3:
 - Fleet management
 - Dash cam access
 - Security and theft prevention
 - Compliance and reporting
 - Safety and accountability



Project Overview

- The proposed development that Denton is being considered for will include the following first phase of development:
 - Distribution center (402k square feet; will serve as EquipmentShare's second major distribution center)
 - Three divisions of the business housed at pre-engineered metal buildings (PEMBs):
 1. Heavy dirt equipment (28k square feet)
 2. Advanced solutions (28k square feet)
 3. Site solutions (8.5k square feet)
- Currently in active site selection alongside competing markets in Texas and nationwide

Location: North Texas Logistics Hub



- Northern portion of the Baker site
- Seeking to purchase 125 acres of land between N Masch Branch Rd and FM 1173

Project Estimates

TOTAL CAPITAL
INVESTMENT

\$246.3

Million

IMPROVEMENTS

\$75

Million

BUS. PERSONAL
PROPERTY

\$153.9

Million

NEW JOBS

136

EquipmentShare estimates that rental equipment will make up \$140M of the estimated capital investment for BPP

Tax Summary

Evaluated Property Type	Current Estimated Valuation	Estimated Increase	Estimated New Valuation
Land	\$ 6,095,949	\$ 13,952,000	\$ 20,047,949
Improvements	\$ 36,055	\$ 30,000,000	\$ 30,036,055
BPP	\$ -	\$ 11,419,748	\$ 11,419,748
Total Valuation	\$ 6,132,004	\$ 55,371,748	\$ 61,503,752

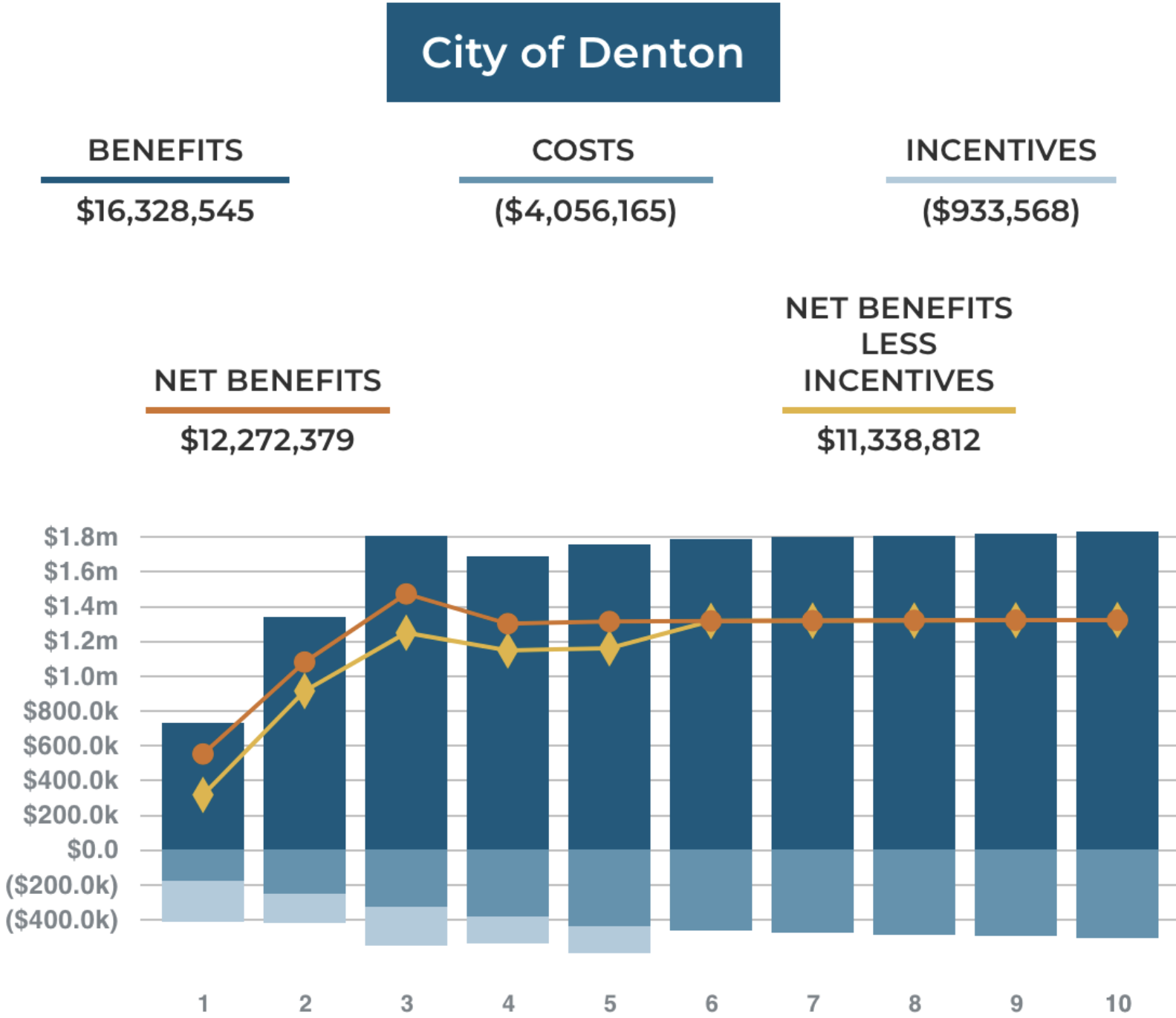
Tax Revenue Type	Current Annual City Revenue	Estimated Increase	Estimated New City Revenue
Land	\$ 36,296	\$ 83,073	\$ 119,369
Improvements	\$ 215	\$ 178,626	\$ 178,841
BPP	\$ -	\$ 67,995	\$ 67,995
Sales	\$ -	\$ 672,000	\$ 672,000
Total Valuation	\$ 36,511	\$ 1,001,694	\$ 1,038,205

Incentive Proposal

Incentive	Total
Chp. 380 Ad Valorem Tax Rebate at 50% for 5 years for Real Property (New Improvements only) and Business Personal Property	\$489,615
Chp. 380 Sales Tax Rebate at 50% on Construction Materials	\$210,938
Chp. 380 Jobs-Based Grant	\$83,000
Total Incentives	\$783,553

Economic Impact Report

(5 Year Rebate)

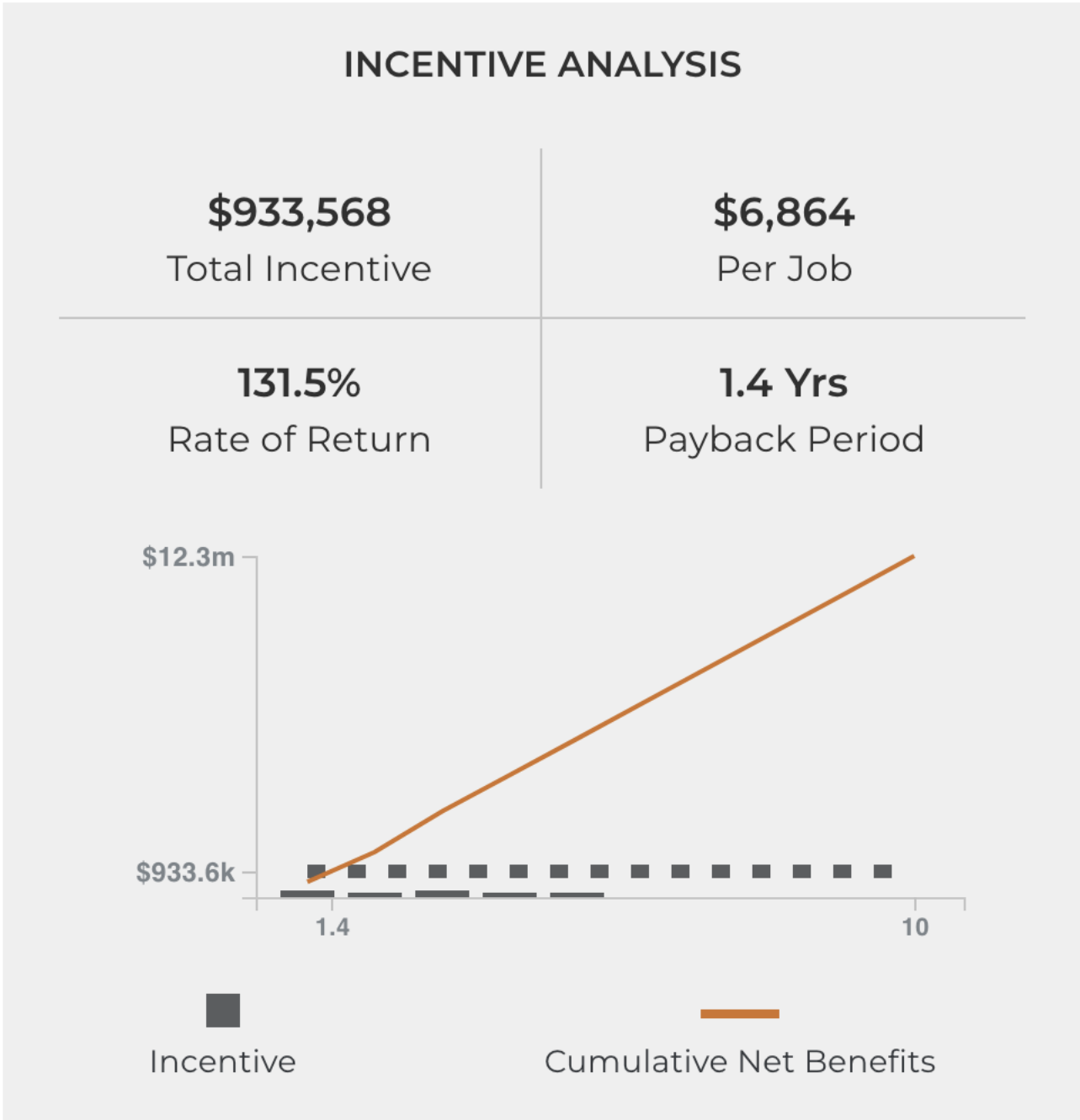


JOBS

301.7 Total
136.0 Direct
165.7 Spin-off

RESIDENTIAL DEV.

3.4 Homes
22.6 Relocations



NET BENEFITS LESS INCENTIVES OVER 10 YEARS	
CITY	\$11,338,812
COUNTY	\$1,262,882
SCHOOL DISTRICT	\$3,351,566
TRANSIT DISTRICT	\$2,655,402

Performance Measures

Chp. 380 Ad Valorem Rebate

- Must receive Certificate of Occupancy
- Must reach and maintain an appraised property value above the 2026 certified valuation (value and timeline TBD)
- Must hire and maintain an agreed-upon number of full-time employees (value and timeline TBD)

Sales Tax Rebate

- Must receive Certificate of Occupancy
- Must qualify for and obtain Texas Direct Pay Permit
- Must reach an appraised property value above the 2026 certified valuation (value and timeline TBD)

Job-Based Grant

- Must hire and maintain an agreed-upon number of full-time employees (value and timeline TBD)

Job/Wage Information

New Jobs Created
Job Type/Description
Vice President
Operations Controller
Department Director
General Manager
Construction Manager
Corporate Counsel
General Manager
Advanced Solutions Manager
Maintenance Supervisor
Department Manager
Fullfillment Supervisor
Financial Systems Analyst
Recruiter
Assistant General Manager
Data Analyst
Advanced Solutions Tech
Application Engineer
Collections Specialist
Driver
Advanced Solutions Operators
Accounts Payable Specialist
Tool Technician
Technician
HRSS Generalist
Coordinator
Advanced Solutions Admin
Warehouse Fulfillment Associate
Yard Technician
Advanced Solutions Sales



DENTON COUNTY
AVERAGE SALARY
\$64,300

Denton County Avg. Wage Source:
JobsEQ Q4 2025 Report



EQUIPMENTSHARE
AVERAGE SALARY
\$64,591

EquipmentShare will provide an

estimated \$8,490 in benefits,

including: 401k match,

medical/vision/dental insurance, etc.

JOB GRANT PROPOSAL

Salary YEAR 1	Grant per New Eligible Job	Eligible Jobs	Grant amount
Jobs equal to or > than \$100,000	\$ 5,000	12	\$ 60,000
Jobs equal to \$90,000-\$99,999	\$ 2,500	1	\$ 2,500
Jobs equal to \$75,000-\$89,999	\$ 1,000	8	\$ 8,000
Jobs equal to \$65,000-\$74,999	\$ 500	15	\$ 7,500
Resident Bonus	\$ 500	10	\$ 5,000
TOTAL		36	\$ 83,000

Community Impact

- Develops a large greenfield site with a project that generates significant property tax, sales tax, and jobs in comparison to alternative industries
- Spurs infill and infrastructure development to support property and bordering parcels
- Secures a new company with a history of supporting career and technical education, targeted recruitment of veterans, and sustainability efforts

City of Denton Strategic Plan/Ch. 380 Policy Considerations:

- Expands the tax base
- Substantial capital investment
- Develops public infrastructure
- Increases higher wage jobs
- Creates knowledge-based jobs
- Pays a living wage for all new employees
- Provides benefits to employees
- Demonstrates a commitment to community support
- Engages in sustainable practices
- Spurs infill development

Staff Recommendation

- Chapter 380 agreement (capped at \$783,553)
 - Ad valorem rebate on new real property improvements and business personal property at 50% for 5 years (capped at \$489,615)
 - Sales tax rebate on construction materials at 50% (capped at \$210,938)
 - Job-based grant (capped at \$83,000)

Next Steps:

City Council Individual Consideration:

- August 4, 2026

Questions?



City of Denton

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AGENDA INFORMATION SHEET

DEPARTMENT: Economic Development

ACM: Christine Taylor

DATE: July 22, 2026

SUBJECT

Receive a report and hold a discussion from Ben Magill, Chief Economic Development Officer of University of North Texas and Executive Director of the Texas Talent Accelerator.

BACKGROUND

Economic Development staff occasionally invite a guest speaker to attend the Economic Development Partnership Board meetings to present on their areas of expertise. Ben Magill, Chief Economic Development Officer at UNT and Executive Director of The Texas Talent Accelerator will be presenting on economic development and workforce initiatives at University of North Texas and The Texas Talent Accelerator.

EXHIBITS

Exhibit 1 – Agenda Information Sheet

Exhibit 2 – Presentation

Respectfully Submitted:
Brittany Sotelo
Economic Development Director



From Workforce Intelligence to Regional Action

Today's Objectives



Ground our dialogue in workforce insights specific to healthcare, energy, and semiconductor industries



Gather input from partners, experts, and stakeholders



Translate data and input into action



Mobilize around next steps



We've Been Listening



- Our region needs a better understanding of **emerging skills** and **AI impact**
- **Soft skills** are still important for managing the transition to and within workforce
- Priorities should revolve around **pathways to target occupations**
- Insights on **graduate employment outcomes**

Why This Work Matters

- 01** Workforce demand is being rapidly reshaped
- 02** Skills needs are evolving faster than traditional systems
- 03** Data exists, but is fragmented
- 04** The current situation requires a new coordinated approach



Building Connective Tissue

Higher Education

- Develops talent and credentials
- Aligns programs with workforce demand

Employers

- Define skills and hiring needs
- Provide work-based learning opportunities



Economic Development

- Attracts and retains industry
- Signals future workforce needs

Texas Talent Accelerator

- Translates quantitative and qualitative data into actionable insights
- Supports coordinated workforce strategies

From Insight to Impact

Measurable outcomes:

- Programs, Completions
- Hiring
- Investment, Partnerships
- Economic development

> **Impact**

Employers and partners:

- Confirm
- Refine
- Prioritize

> **Validation**

> **Activation**

Actions taken by:

- Institutions
- Employers
- Partners

> **Insights**

- Data-informed findings
- Workforce intelligence

Healthcare is Doing the Heavy Lifting in the U.S.



Healthcare & Social Assistance is doing the heavy lifting. It's been the most consistent source of job growth since 2023, and it's still accelerating—now up 13% [in the U.S.] from its January 2023 level.

-Gad Levanon, Chief Economist of the Burning Glass Institute

Here's Why Healthcare Matters to the DFW Economy

Jobs **grew by 564,380** over the last 5 years and are projected to **grow by 336,789** over the next 5 years.

There were **146,916 unique** job postings across **5,573 companies** who posted in the last 12 months.

TOTAL REGIONAL
EMPLOYMENT:
4,513,520

TOTAL HEALTHCARE
EMPLOYMENT:
435,961

ANTICIPATED
GROWTH BY 2030:
9%

HEALTHCARE % OF
TOTAL EMPLOYMENT:
9%

Actionable Insights

We need to get “in the weeds”



We have an opportunity to tailor our recruitment strategies and communications to better reflect the specific positions of need—the real job outcomes, wages and advancement pathways, rather than the generic high-level messages we keep using.

Expand wraparound supports



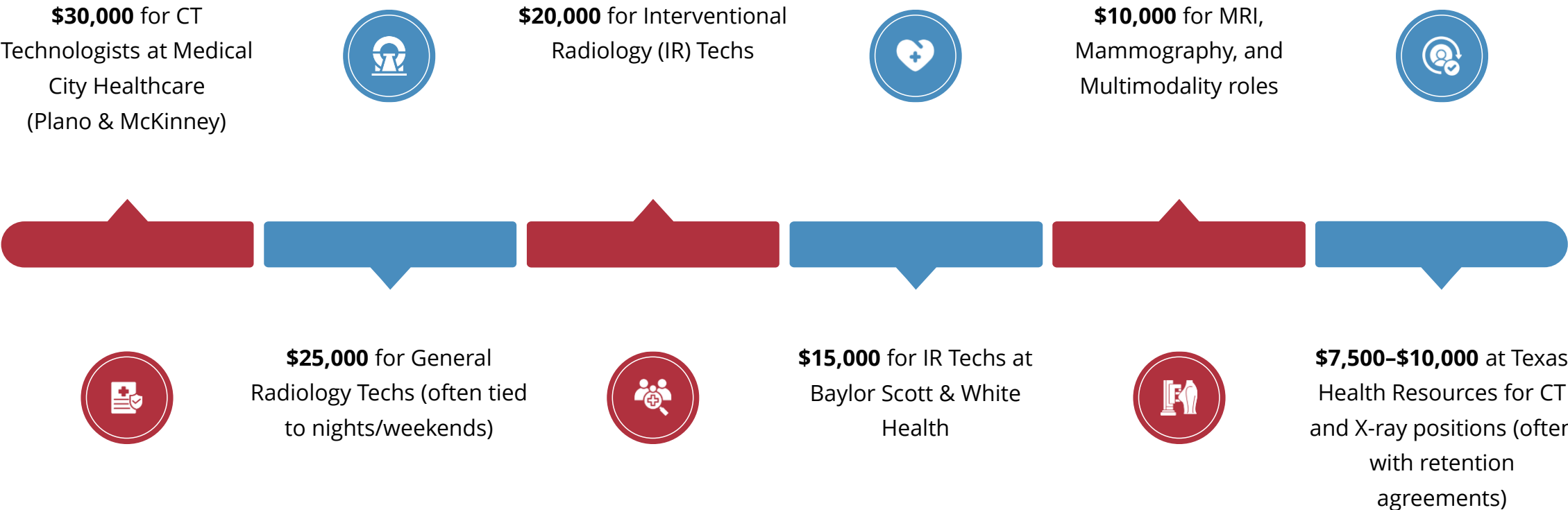
Employers and institutions should jointly invest in wraparound services to improve recruitment, persistence, completion and retention.

Allied health roles are critical



In North Texas, persistent demand signals indicate that allied health roles are a critical workforce gap, not a short-term hiring challenge.

In Collin County, Signing Bonuses for Radiologic Technology are Reaching as High as \$30,000



Add/Remove Sankey Levels

4 Levels ▼

Level 1

School Name ▼

Level 2

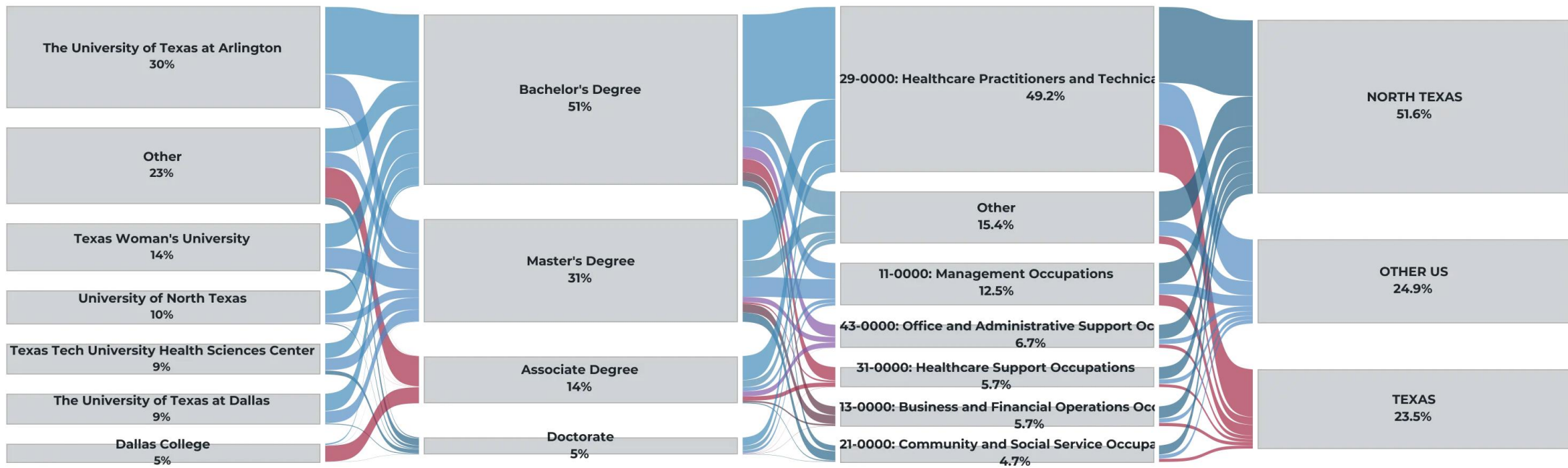
Education Level ▼

Level 3

SOC Major Group Year 1 ▼

Level 4

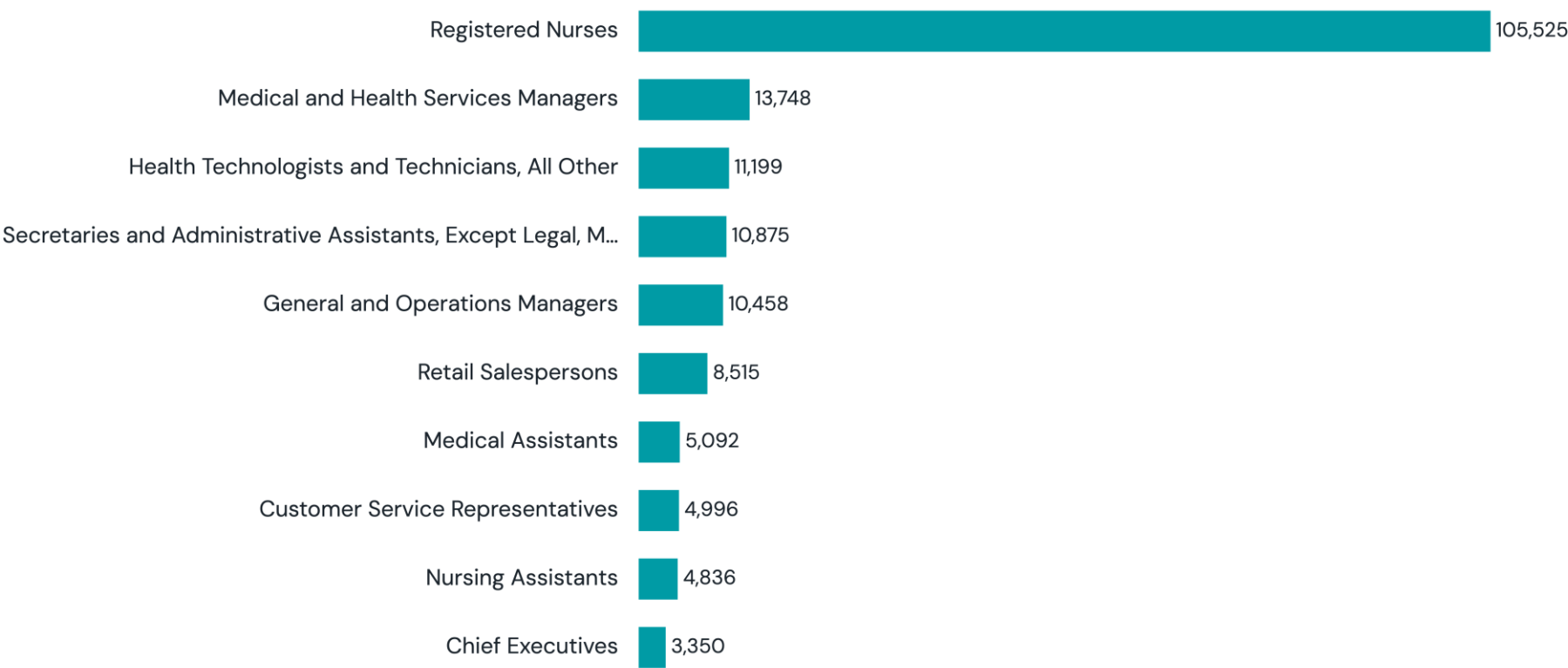
Current Geographic Outcomes ▼

**TOTAL PROFILES: 37,142****FILTERS APPLIED (Limit to Top 5 values in node)****Institution Control:** All**Institution Level:** All**Institution:** All**Field of Study:** None**Education Level:** All

Graduate Outcomes – Associates & Bachelors

What occupations do Health Professions graduates enter?

Top occupations entered after graduation · by occupation



Source: Lightcast US Social Profiles

Note: North Texas graduates, 2015–2024 cohorts. Top 10 occupations shown.

Career Pathways – Education Level

Allied Health Technologists

What education levels do workers in these occupations hold?

Education-level mix of workers currently in this occupation



Sample observations – 198,926

Source: Lightcast US Social Profiles

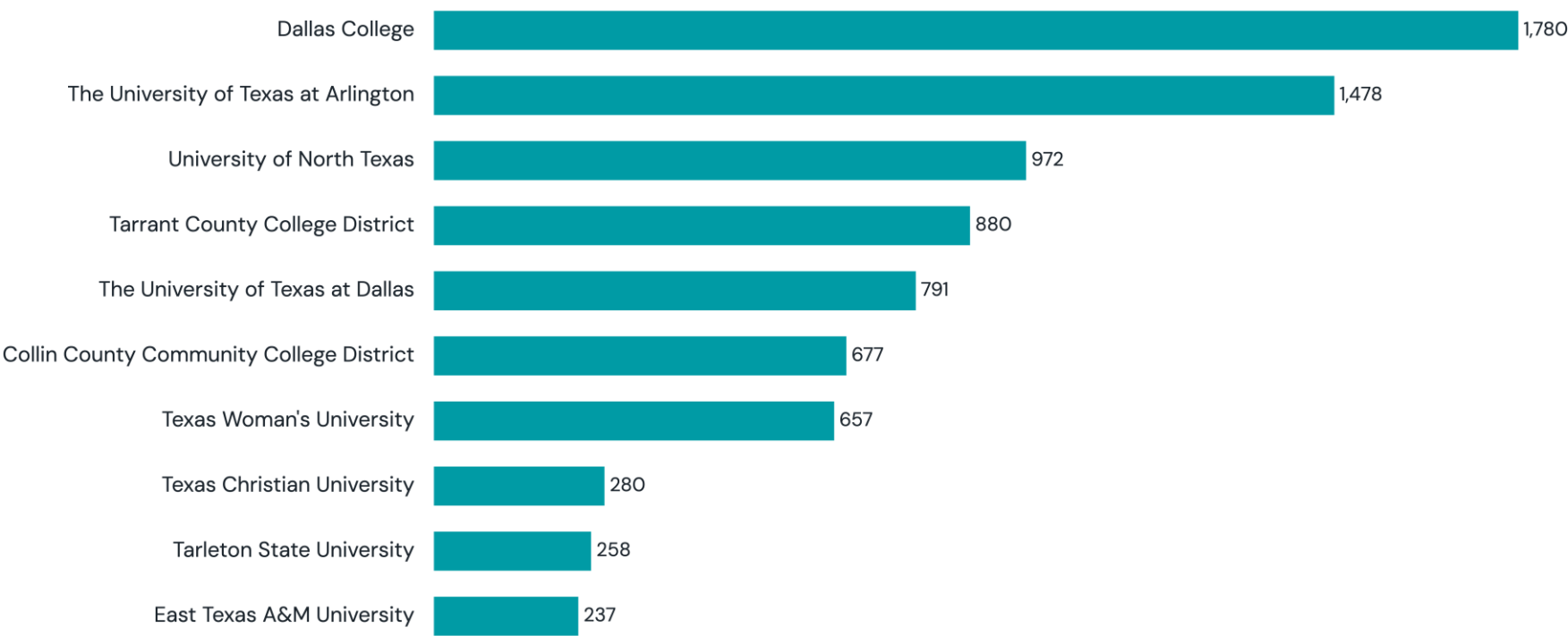
Note: North Texas workers, 2015–2024.

Career Pathways – Graduate Production

Allied Health Technologists

Which institutions feed these occupations?

Top institutions by graduates working as these occupations (current job)



Source: Lightcast US Social Profiles

Note: North Texas graduates, 2015–2024 cohorts. Top 10 institutions shown.

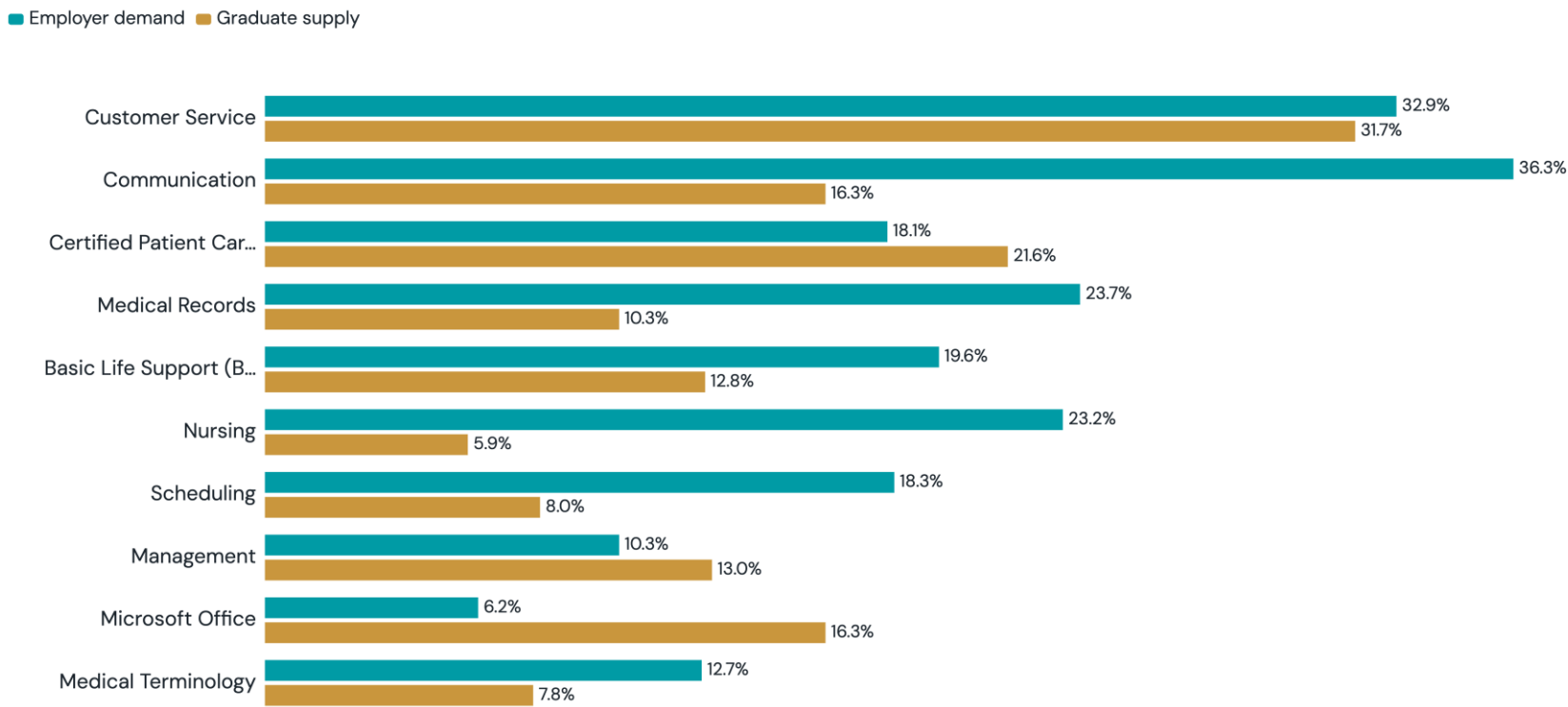
Sample observations – 9,073

Skills Gaps

Allied Health Technologists

Where do these occupations face skill gaps?

Top 10 skills by combined demand + supply share



Source: Lightcast US Social Profiles + Lightcast US Job Postings

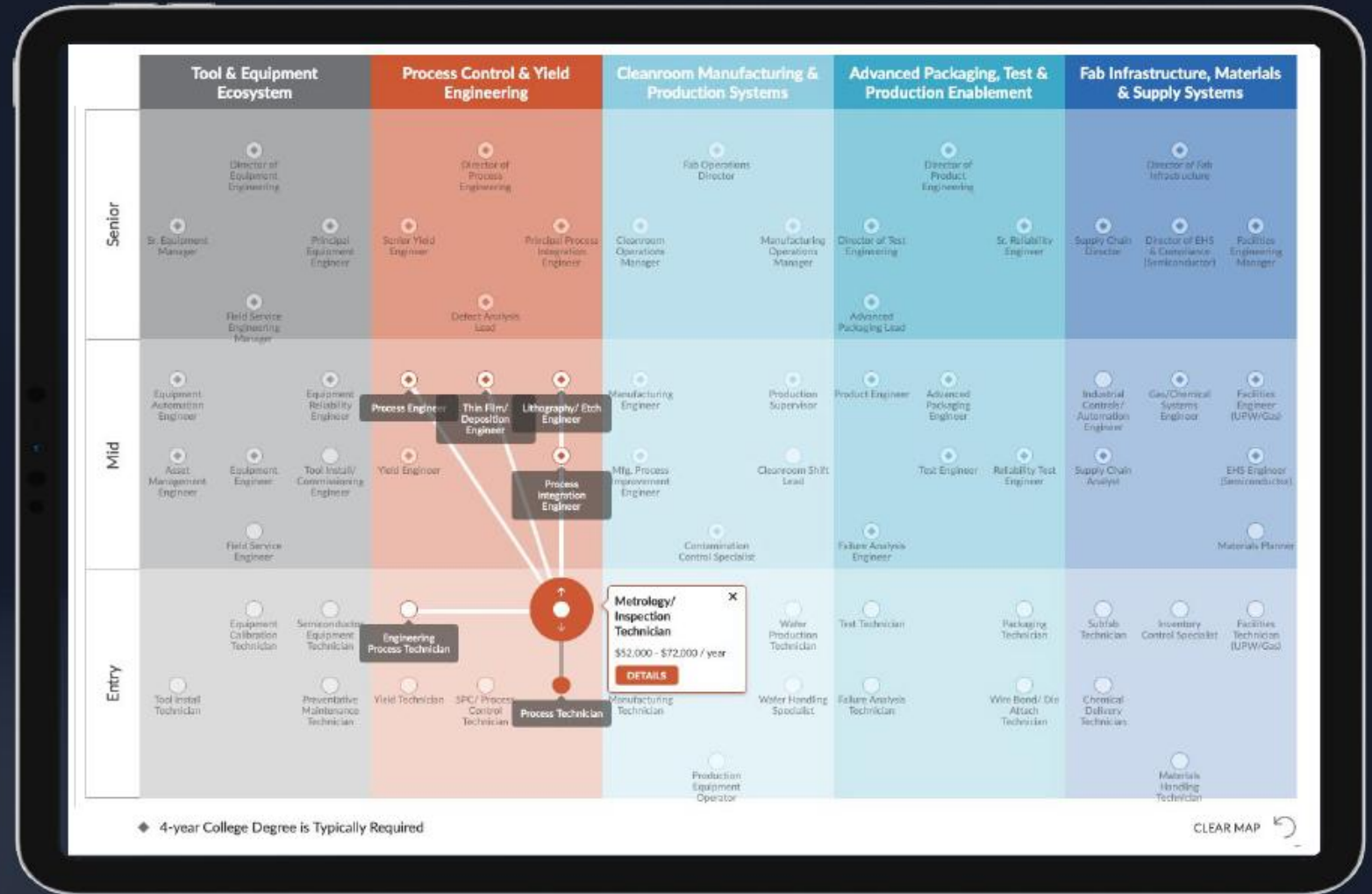
Note: North Texas, 2015–2024. Demand = job postings mentioning skill. Supply = graduates listing skill.

Sample observations – 9,073

Powering the Future: AI, Talent, and Emerging Industries



Semiconductor Career Map



Semiconductor Capability Systems

How the map is organized

Organizes occupations by **capability systems inside the fab ecosystem**, reflecting the equipment, process, and infrastructure roles being scaled by the North Texas supplier network.

Why this structure

- ◆ Directly reflects regional employer demand, prioritizing equipment, process, and facilities roles that employers are actively scaling
- ◆ Centers the technician-to-engineer pipeline, a critical and underdeveloped talent pathway in semiconductor manufacturing

What it shows

- ◆ How Technician roles could progress into Engineer positions across the fab ecosystem
- ◆ Where existing education programs connect to career pathways

ANCHOR ROLES AND HIRING DEMAND

Semiconductors

Highest Immediate Demand & Critical Bottleneck Roles

Equipment Maintenance Technician
Semiconductor Equipment Technician
Process Technician
Cleanroom Operator

Constrained & Impacted Roles

Equipment Engineer
Process Engineer
Yield Engineer
Metrology / Inspection Technician

Emerging Criticality

Advanced Packaging Engineer
Failure Analysis Engineer
Industrial Controls / Automation Engineer
Facilities Engineer (UPW/Gas)
Test Engineer

WHAT'S DRIVING DEMAND

Up to 4 fabs planned¹

TI Sherman SM1 in production; SM2–SM4 each require full technician + engineer staffing

1/3 of workforce is 55+²

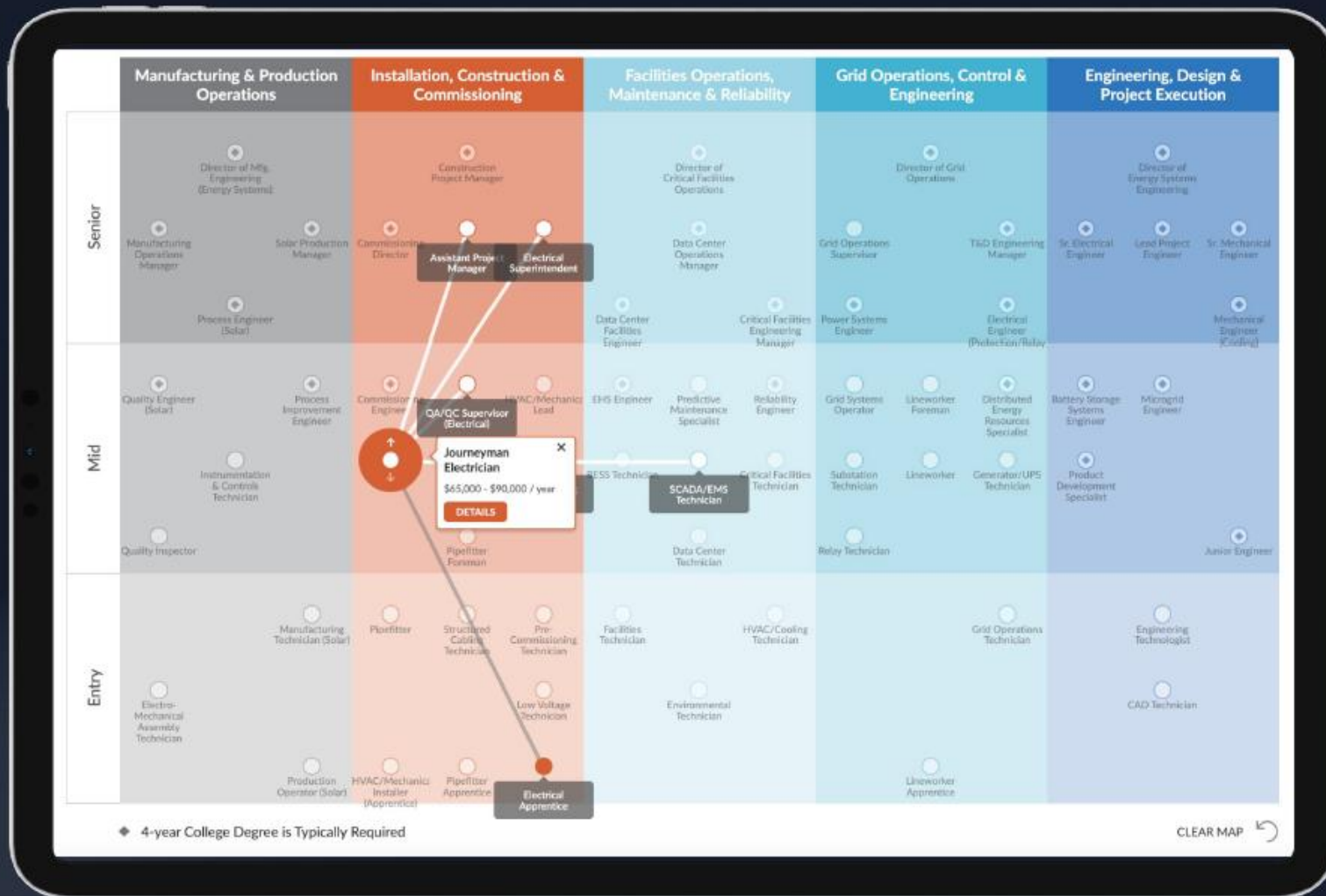
Retirement cliff hitting yield and process engineers hardest.

\$7.5B upstream investment

GlobalWafers Phase 1 & 2 in production³; OEMs scaling field service teams as fabs ramp.

Sources: ¹ TI Newsroom (Dec 2025); ² McKinsey (Feb 2024); ³ GlobalWafers

Energy Career Map



Energy Workforce Functions

How the map is organized

Organizes occupations by **workforce function**, grouping roles by what workers do across the lifecycle of energy infrastructure, from manufacturing to operations to engineering.

Why this structure

- ◆ Organizes by what you do in the lifecycle of energy infrastructure: build it, maintain it, operate it, engineer it
- Workers on a data center construction crew and a grid expansion project share the same function even though the technical systems are different

What it shows

- ◆ How workers advance within functional areas and move across sub-sectors using shared skills
- ◆ Where existing education programs connect to career pathways

ANCHOR ROLES AND HIRING DEMAND

Energy

Highest Immediate Demand

Journeyman Electrician
Commissioning Technician
HVAC/Mechanical Installer
Low Voltage Technician
Lineworker / Lineworker Apprentice

Critical Bottleneck Roles

Substation Technician
Data Center / Critical Facilities Tech
Power Systems Engineer
Electrical Superintendent
Construction Project Manager

Emerging Criticality

BESS Tech / Battery Storage Engineer
Grid Operations Supervisor
Relay Technician
Manufacturing Technician (Solar)

WHAT'S DRIVING DEMAND

6.5 GW under construction

Texas data center build is pulling electricians, HVAC, and commissioning techs from the same labor pool.¹

\$7.5B grid transmission

Planned ERCOT transmission investment in 2026, nearly double the prior year; driving lineworker and substation demand.²

225+ GW in load queue

ERCOT large-load requests nearly quadrupled in one year, majority from data centers.³

Sources: ¹JLL Data Center Report (2025); ²Texas Energy & Power; ³ERCOT System Planning Update (Dec 2025)

Partner Institutions



Join the TTA

Attend our Fall 2026 Convening

Scan to collaborate with us





City of Denton

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

AGENDA INFORMATION SHEET

DEPARTMENT: Economic Development

ACM: Christine Taylor

DATE: July 22, 2026

SUBJECT

Staff Reports:

1. Quarterly Director's Report – Brittany Sotelo
2. Economic Trends Report – Matilda Weeden
3. Future Agenda Items – Brittany Sotelo

BACKGROUND

Quarterly Director's Report:

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

Economic Trends Report:

Receive a report regarding an overview of recent economic trends for Denton.

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 – Quarterly Director's Report Presentation

Exhibit 3 – Economic Trends Report Presentation

Exhibit 4 – Future Agenda Items

Respectfully Submitted:
Brittany Sotelo
Economic Development Director

July 22, 2026

Director's Report- Q2 2026

Office of Economic Development

Brittany Sotelo
Economic Development Director

In the News

Panel Rey opens plant in Texas and accelerates Mexican manufacturing expansion in the U.S.

By Israel Molina

South Texas

May 22, 2026



The inauguration event was attended by Nicolas Alverde, CEO of Grupo PROMAX; Gerard Hudspeth, Mayor of Denton; and James S. Taylor, Director of the State of Texas Mexico Office.

LOCAL

Monster Mini Golf opens glow-in-the-dark venue in Denton

by: Abbey Bowling
Posted: Jul 1, 2026 / 04:30 PM CDT
Updated: Jul 1, 2026 / 12:24 PM CDT



Credit: Monster Mini Golf

DENTON

Denton approves incentives for at-scale manufacturer of commercial and military AI drones

By Christian McPhate Staff Writer Updated Apr 25, 2026

 Dallas Innovates

Switzerland-Based Novartis Breaks Ground on Radioligand Therapy Site in Denton

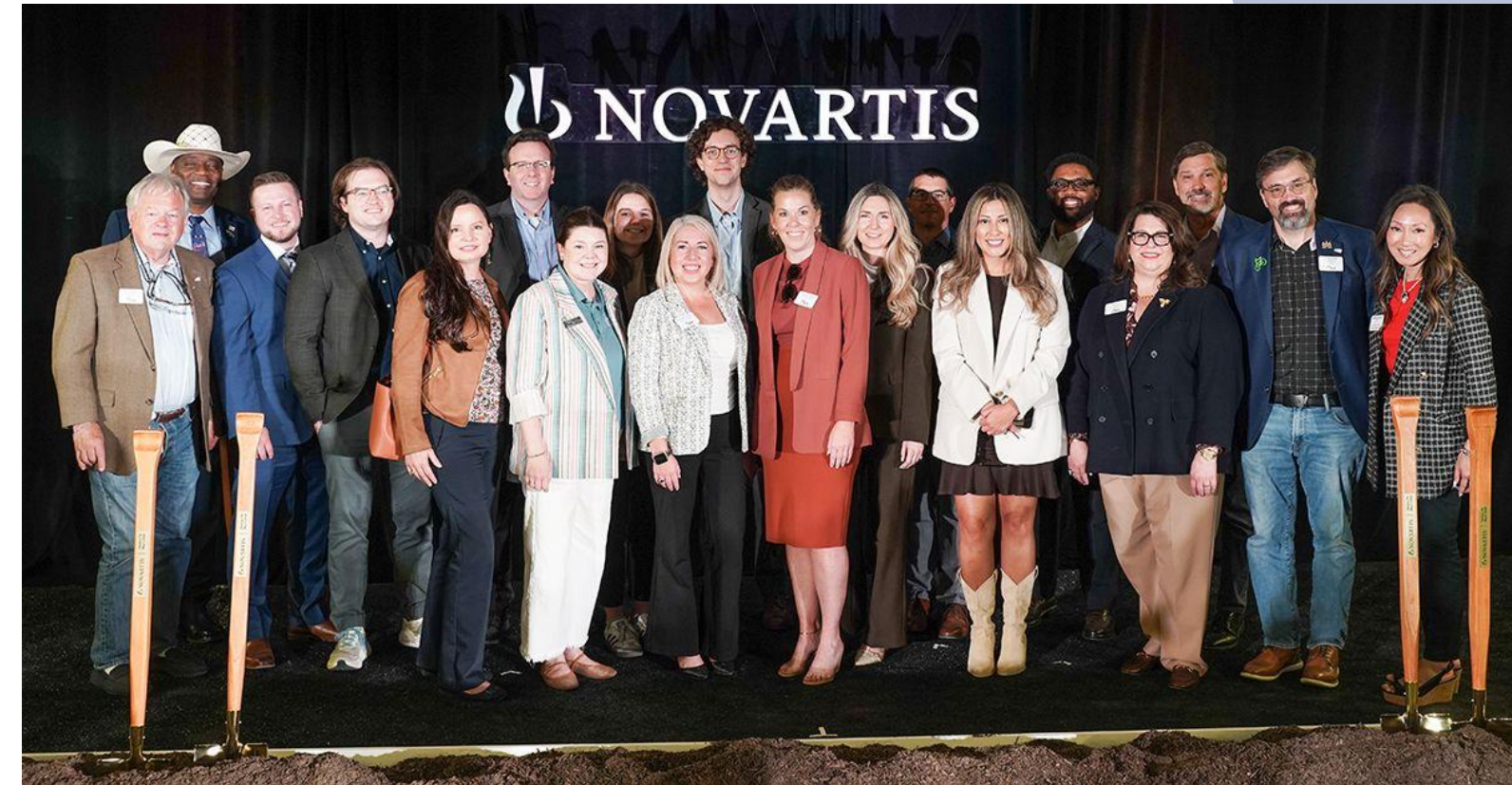
When completed in 2028, the company's first Texas-based manufacturing facility will bring RLT medications closer to patients across the southern...

May 12, 2026



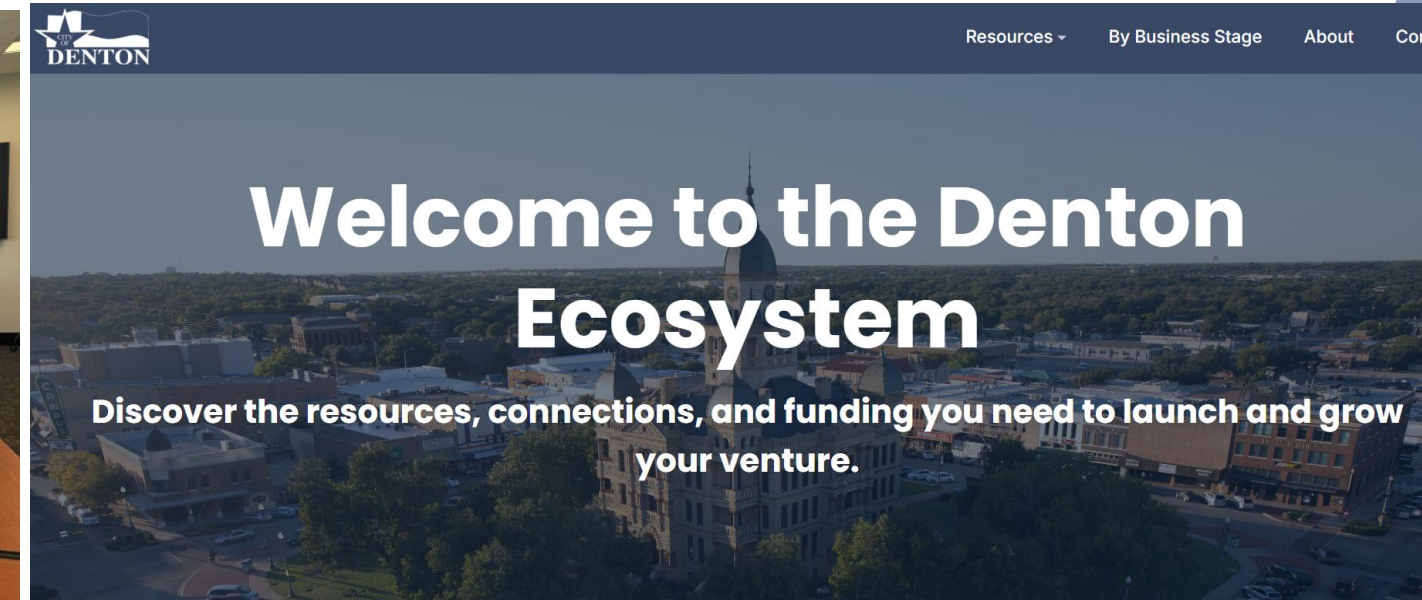
Partner Events

- 4/24: Pilot Knob Rotary Presentation
- 4/30: UNT Kuehne Speaker Series
- 5/5: Panel Rey Denton Facility Groundbreaking
- 5/7: Downtown Denton Foundation Twilight Tunes
- 5/7: Novartis Denton Facility Groundbreaking
- 5/27: Bisnow Denton County State of the Market



Partner Events (OED Led)

- 4/16: Denton Community Job Fair
- 4/28: Small Business Week Lunch and Learn Session
- 5/4: Small Business Week Campaign
- 5/14: Launched OpportunityDenton.com
- 5/20: Denton Airport Business Roundtable



Trainings, Workshops, Conferences

- 4/7-4/8: CAAT Consortium Meeting
- 4/20 – 4/22: EarthX E-Capital Summit
- 4/23: Stoke's FlintConf
- 4/24: Urban Institute “Getting Started on Upward Mobility” Webinar
- 5/11 – 5/14: XPONENTIAL 2026
- 6/22 – 6/25: Automate Show 2026
- 6/22 – 6/25: Bio International Convention



Q2 Recruitment Stats

31

Active Projects

- 4,796 Potential Jobs
- \$1.146 Billion Potential Cap. X

Active Projects Stage	Count
Lead (5%)	28
Awaiting App. (10%)	2
Board Approval (90%)	1
Total	31

New Leads

Sources:

- Local Partner – 3
- Broker – 2
- Denton Chamber – 1
- EDP Website – 1
- Direct – 4
- Recruitment – 1
- Dallas Regional Chamber – 1
- Governor’s Office – 1

14

2

Recruitment Visit

6

Leads Reclassified

- (5) Cold
- (1) Transferred to Business Support

1

Incentive Proposal Sent

210

Recruitment Outreach Attempts

Q2 Trade Show Stats



XPONENTIAL™



633

Contacts Retrieved

Sources:

- XPONENTIAL: 31
- Automate: 37
- Bio International: 565 (Lead retrieval)

30

Project Leads

Sources:

- XPONENTIAL: 7
- Automate: 11
- Bio International: 12

Q2 RFI Stats

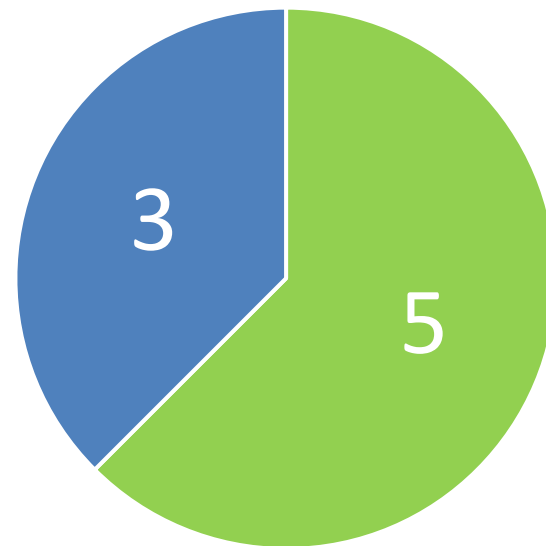
**RFIs
Received**
26

Submitted
8

No Submittal
17

**Lead
Conversion**
2

Submitted RFI Lead Source



■ Governor's Office
■ Dallas Regional Chamber

**Potential
Capital
Investment**

\$384M

**Potential
Jobs**

3,163

***Submitted for Q2**

20

**Annual RFIs
Submitted**

Q2 Downtown Stats

6

BRE Visits

2

Leads Lost

- (1) Not moving forward with project
- (1) Cold

0

New Downtown Grant Leads

- The TIRZ 1 Board increased the budget to \$300K to cover the remaining grants. No new grant applications will be accepted until the start of the FY 26/27 cycle.

16

Recruitment Outreach Attempts

Main Street Update

- Main Street Reaccredited
- 6/1: TX Main Street Retreat – Huntsville
- New Main Street Advisory Board Onboarding
- Denton Halloween Business update



Business Name	Business Start	Business Closure	Jobs (gained)	Jobs (lost)
Opening				
Ruby Rodeo - April	x		32	
Hoochies - May	x		10	
Blind Man's Corner	x		2	
Closing				
The Black Fox		x		5
Archive Haus		x		2
Mallouf Hat (online only)		x		2
Discount Denton Vacuums		x		2
Patchouli Joes		x		6
Ramyum Stop (Bunny Bakery Opening soon)		x		5
Visitor Center Relocation		x		2
TOTAL	3	7	44	24

Music & Film

Film

- Permits issued Q2: 3
- YTD: 6
- Hosted meeting with 15 Denton film professionals to learn more about their work and hear feedback on what they'd like to see from the City.

Music

- Tom's Daiquiri awarded Live Music Society's Music in Action Grant!
- **Project: Denton Spotlight Residency:**
 - A residency program featuring a local emerging artist as the designated opening act for a two-week period. The initiative provides sustained exposure, professional development, and opportunities to connect with new audiences.

Submit your property to the Texas Film Commission's Location Database



Meet our 2026 Grantees

We are so excited to announce our newest group of Music in Action grantees! This year, 29 small music venues across the US have been awarded a total of \$844,000. Funding will support creative projects that enable venues to take a chance on new programming, engage with their community, expand audiences. With this latest round of funding, Live Music Society has distributed nearly \$6 million to 250 small independent venues since 2020.

Grantee Venues

Ars Nova Workshop (Philadelphia, PA)	Odin & Freja's Place (Scandinavia, WI)
Bishop Hill Creative Commons (Bishop Hill, IL)	One World Brewing (Asheville, NC)
Cafe Colonial (Sacramento, CA)	Preservation Hall (New Orleans, LA)
Caffè Lena (Saratoga Springs, NY)	The RiffRaff Arts Collective (Princeton, WV)
The Dance Hall (Kittery, ME)	The Riptide (San Francisco, CA)
Drom (New York, NY)	The Rosette (Austin, TX)
Drytown Social Club (Drytown, CA)	The Royal Music & Arts Center (Glenside, PA)
The End (Lafayette, CO)	Safety Harbor Music & Arts Center (Safety Harbor, FL)
The Free Man (Dallas, TX)	The Silverlake Lounge (Los Angeles, CA)
Happy Dog (Cleveland, OH)	Songbyrd Music House (Washington, DC)
La Casa de la Cultura Isabelina (Isabela, PR)	The Starry Plough Pub (Berkeley, CA)
The Monarch (Louisville, KY)	Tom's Daiquiri (Denton, TX)
Monks Jazz Club (Austin, TX)	Trans-Pecos (Ridgewood, NY)
Next Stage Arts Project (Putney, VT)	ZOLA (Spokane, WA)
Nova Arts (Keene, NH)	

Staff News

- Kalli Ruiz joins Economic Development team as Economic Development Manager
- Kalli will be helping our team guide projects, ensuring alignment with strategic goals, and overseeing day-to-day departmental operations.
- Kalli has experience in administrative management with the City of Denton's Capital Projects Department. Prior to that, she held several roles with Salt Lake City Corporation in Utah, supporting economic development, housing and neighborhood development, and capital improvement initiatives.

Kalli Ruiz

ECONOMIC DEVELOPMENT MANAGER



Upcoming Events

- AI for Your Business Workshop
 - Part 1: July 30, 9 – 10AM
 - Part 2: Sept 3, 9 – 10AM
- IMTS Tradeshow – September



AI FOR YOUR BUSINESS

Learn from an expert on leveraging AI for your business. In this hands on and collaborative workshop, participants will learn about leveraging AI to improve your operations.

This course will be facilitated by Dave Jimenez of WNDYR.

This will be a 2-part workshop with limited spots available.

 **Quakertown Civic Center - 321 E McKinney St**

 **Workshop Part 1: July 30, 9AM - 10AM**
Workshop Part 2: September 3, 9AM - 10AM

Thank you!

Economic Trends Report

January, February, March 2026

Matilda Weeden
Economic Development Specialist



TOTAL RESIDENTIAL PERMIT VALUES

Q1 2026

\$313,961,330

Q1 2025

\$192,746,998

YTD

\$313,961,330

TOTAL COMMERCIAL PERMIT VALUES

Q1 2026

\$99,623,476

Q1 2025

\$ 39,597,777

YTD

\$99,623,476

SALES TAX COLLECTION

Jan - Mar 2026

\$13,798,388

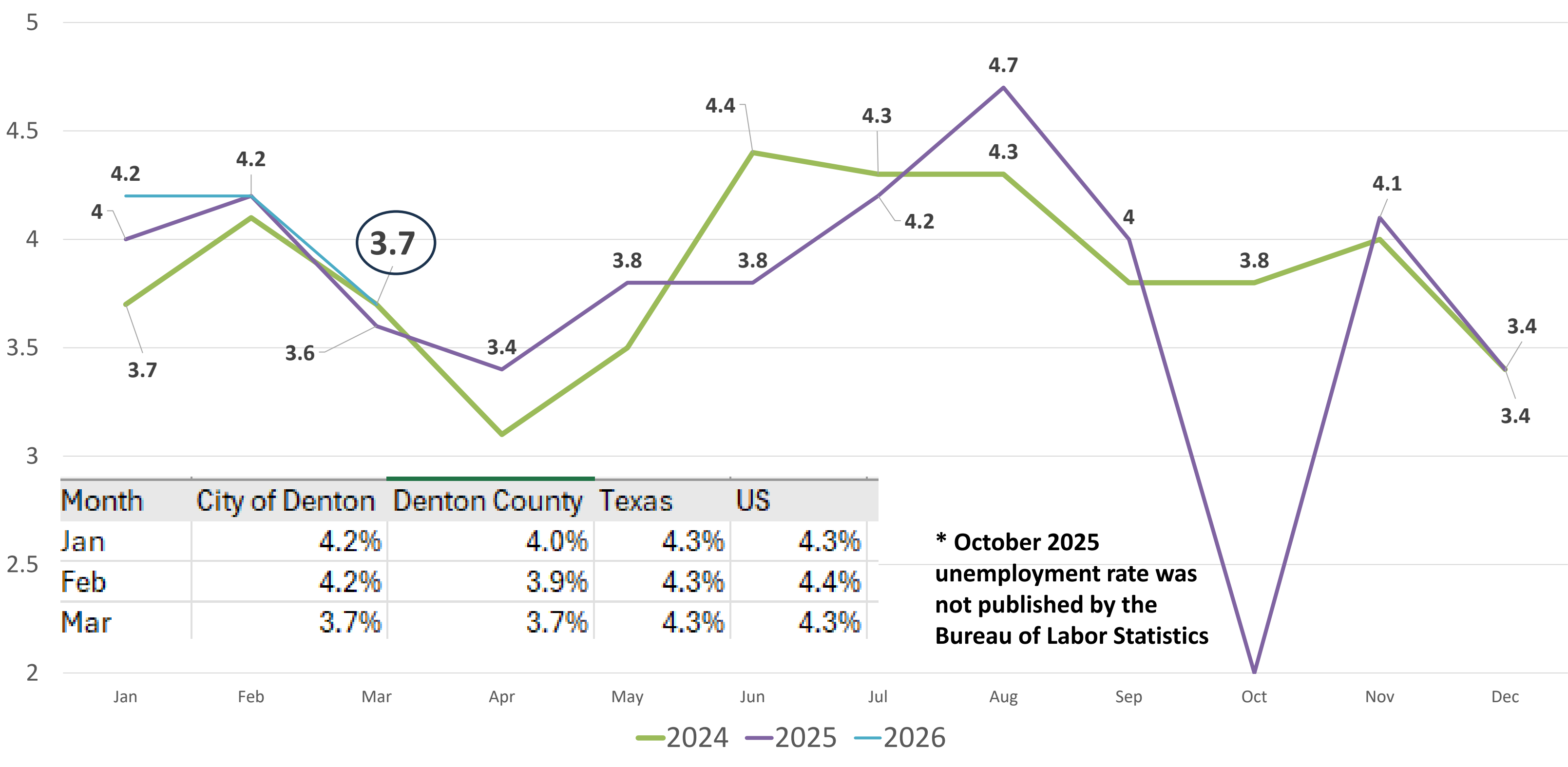
Jan - Mar 2025

\$ 13,254,484

FY YTD

\$30,624,925

UNEMPLOYMENT RATE, 3 YR COMP



2026 Q1 COST OF LIVING INDEX, TEXAS

*This information is from Jan, Feb, Mar 2026

	100%	15.00%	29.53%	8.45%	8.71%	4.80%	33.51%
	COMPOSITE	GROCERY			TRANS-		MISC. GOODS
URBAN AREA AND STATE	INDEX	ITEMS	HOUSING	UTILITIES	PORTATION	HEALTH CARE	AND SERVICES
Harlingen TX	80.0	93.0	66.9	122.1	84.6	86.4	72.9
Amarillo TX	82.0	94.1	59.0	92.8	84.5	96.9	92.4
Corpus Christi TX	85.6	93.6	71.9	94.7	98.8	91.0	87.6
Abilene TX	86.7	94.3	62.5	99.1	97.9	95.5	97.2
El Paso TX	88.5	95.3	69.2	89.3	102.4	96.1	97.6
Waco TX	89.3	92.7	77.9	98.3	92.3	95.5	94.0
Odessa TX	90.5	95.0	76.1	95.2	80.7	101.5	100.9
Tyler TX	92.1	95.8	82.3	102.2	97.4	98.0	94.3
Fort Worth TX	93.8	99.9	80.3	110.7	90.5	102.5	98.4
Houston TX	94.3	99.4	76.8	101.7	96.7	99.4	104.3
Denton TX	94.7	99.4	82.0	105.7	93.0	94.2	101.6
Austin TX	97.0	97.3	90.7	99.1	96.4	98.8	101.9
Dallas TX	98.4	99.9	86.0	111.1	84.7	108.2	107.6
Arlington TX	99.4	99.9	95.7	111.1	86.3	107.9	101.5
Plano TX	104.4	100.0	105.0	111.1	91.5	102.2	107.7

RED	HIGHEST
GREEN	LOWEST
YELLOW	DENTON

2025 Q1 Denton Composite Index: 97.7

2025 Annual Average Denton Composite Index: 96.1

2026 Q1 COST OF LIVING INDEX, US

*This information is from Jan, Feb, Mar 2026

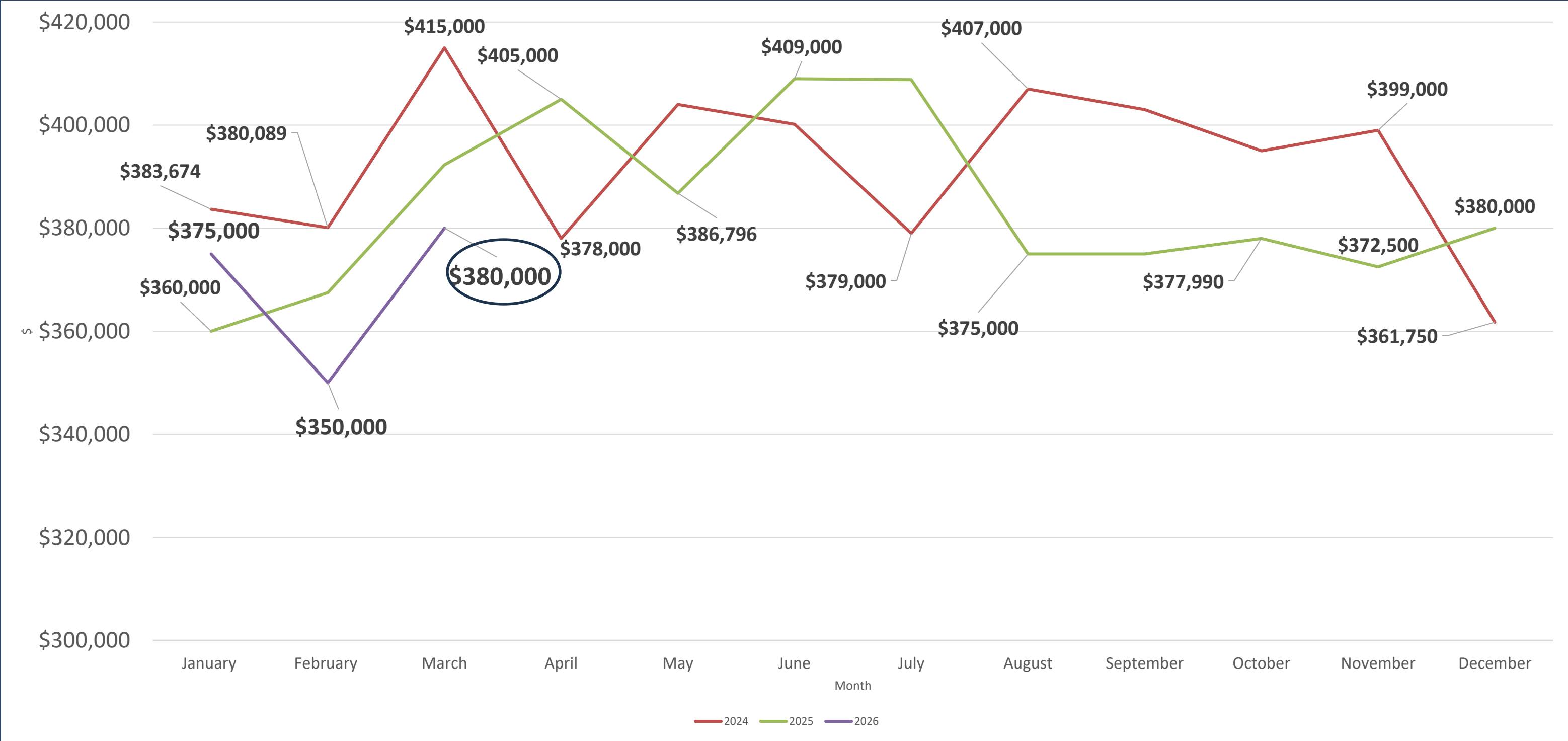
	100%	15.00%	29.53%	8.45%	8.71%	4.80%	33.51%
	COMPOSITE	GROCERY			TRANS-		MISC. GOODS
URBAN AREA AND STATE	INDEX	ITEMS	HOUSING	UTILITIES	PORTATION	HEALTH CARE	AND SERVICES
Tulepo MS	79.3	92.3	61.8	88.5	88.0	79.8	94.1
Decatur IL	81.0	95.2	50.6	108.0	92.0	92.2	90.1
Oklahoma City OK	81.0	94.2	60.2	94.2	84.0	94.1	87.5
Knoxville TN	86.0	97.4	77.1	88.1	83.2	86.3	88.8
Kalamazoo MI	86.2	96.9	65.3	97.7	93.5	88.5	94.6
Waco TX	89.3	92.7	77.9	98.3	92.3	95.5	94.0
Nashville-Murfreesboro TN	94.2	98.0	91.9	74.8	92.4	105.2	98.2
Denton TX	94.7	99.4	82.0	105.7	93.0	94.2	101.6
Austin TX	97.0	97.3	90.7	99.1	96.4	98.8	101.9
Dallas TX	98.4	99.9	86.0	111.1	84.7	108.2	107.6
Plano TX	104.4	100.0	105.0	111.1	91.5	102.2	107.7
Asheville NC	106.3	98.6	113.8	100.7	91.8	100.7	109.0
San Jose CA	180.4	114.5	316.2	134.7	140.5	118.3	121.0
Honolulu HI	184.8	136.3	302.4	183.5	149.0	113.1	122.7
New York (Manhattan) NY	227.6	111.1	478.2	106.1	119.2	147.2	129.2

RED	HIGHEST
GREEN	LOWEST
YELLOW	DENTON

2025 Q1 Denton Composite Index: 97.7

2025 Annual Average Denton Composite Index: 96.1

MEDIAN HOME PRICE, DENTON

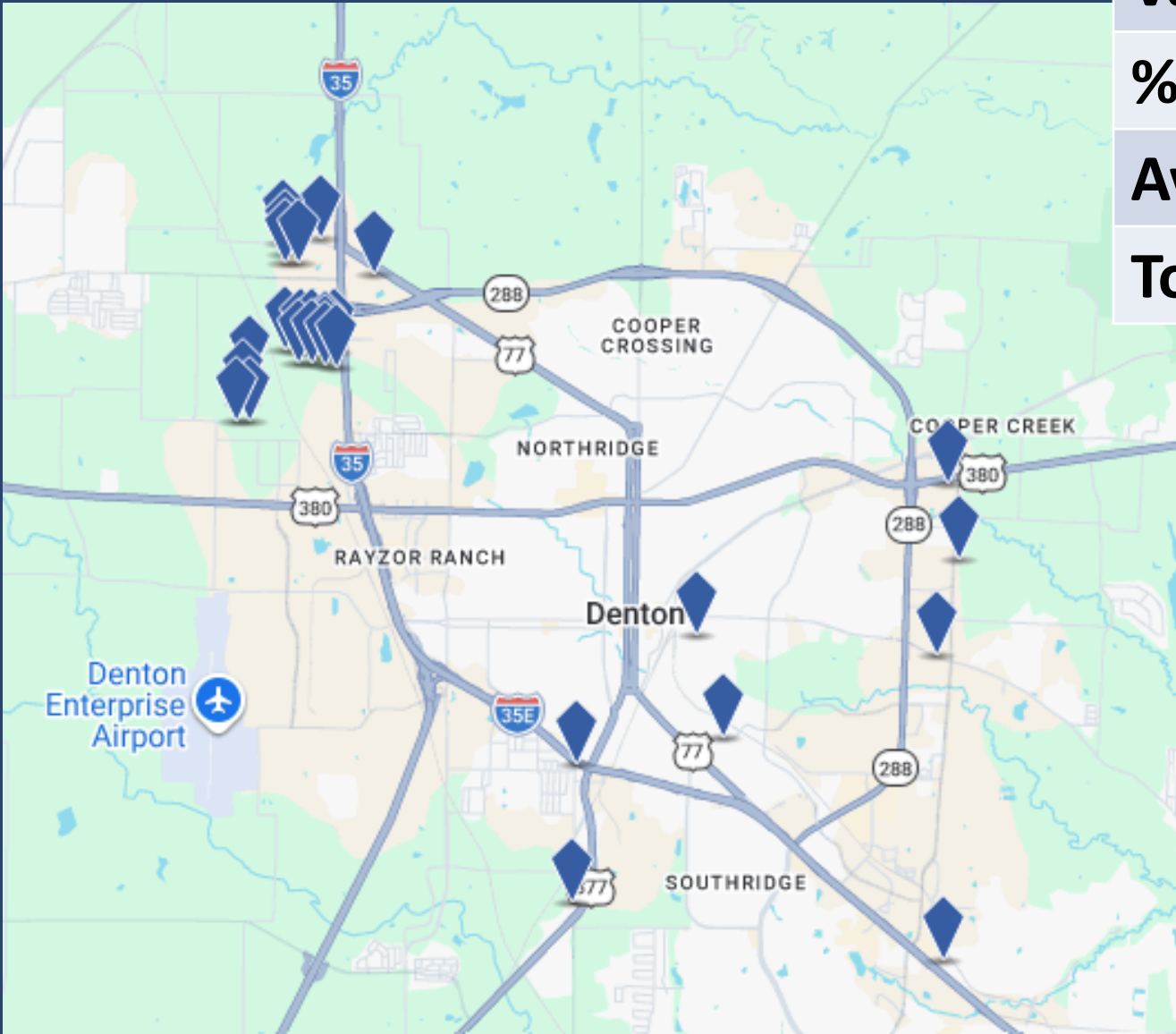


Source: Texas A&M University, Texas Real Estate Research Center

COMMERCIAL REAL ESTATE, INDUSTRIAL

*Citywide industrial stats

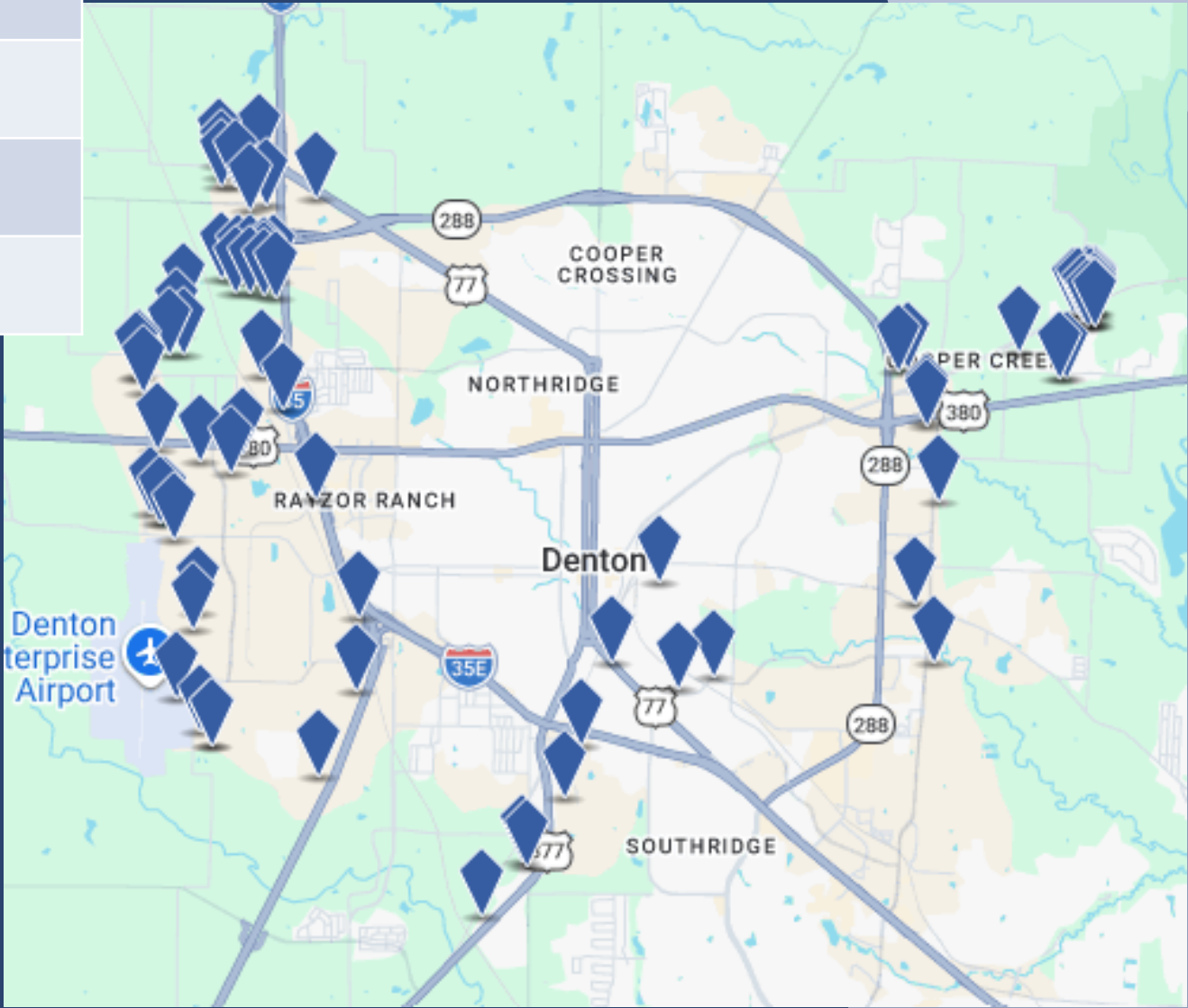
For Sale



Vacant Sq Ft	4,243,709
% Vacant	19.3%
Average Rate	\$7.83 NNN
Total Net Absorption	93,644 sq ft

Q1 2025 Industrial Vacancy: 20.4%
2025 Average Industrial Vacancy
Rate: 19.63%

For Lease



COMMERCIAL REAL ESTATE, RETAIL

*Citywide retail stats



Q1 2025 Retail Vacancy: 4.2%
2025 Average Retail Vacancy Rate: 4.1%

Vacant Sq Ft	354,060
% Vacant	3.5%
Market Asking Rate	\$21.86
Total Net Absorption	43,546 sq ft

COMMERCIAL REAL ESTATE, DOWNTOWN



Stat	
Vacant Sq Ft	110,306
Vacancy Rate	4.8%
Average Asking Rate	\$19.09
Net Absorption	15,941 sq ft

*Some properties included are residential but could be commercial office based on zoning.



Source: CoStar

THANK YOU

Economic Development Partnership Board

Wednesday, August 12, 2026					7/29/2026	8/3/2026
IC - Items for Consideration	July 8, 2026 Minutes	Chair	5			
IC - Items for Consideration	Stoke Contract	Brittany Sotelo & Heather Gregory	40			
WS - Work Session	Board Retreat Workplan	Brittany Sotelo	30			
WS - Staff Report	EDP Report	Jamie Adams	10			
WS - Staff Report	Future Agenda Items	Brittany Sotelo	5			
		Total Time	90			
Wednesday, September 9, 2026					8/26/2026	8/31/2026
IC - Items for Consideration	August 12, 2026 Minutes	Chair	5			
WS - Staff Report	Future Agenda Items	Brittany Sotelo	5			
		Total Time	15			
Wednesday, October 14, 2026					9/30/2026	10/5/2026
IC - Items for Consideration	September 9, 2026 Minutes	Chair	5			
WS - Work Session	Dev Serv Business Updates/Q&A	Charlie Rosendhal				
WS - Staff Report	Quarterly Director's Report (Jul, Aug, Sep)	Brittany Sotelo	15			
WS - Staff Report	Future Agenda Items	Brittany Sotelo	5			
		Total Time	25			
Wednesday, November 4, 2026	ONE WEEK EARLY DUE TO VETERAN'S DAY				10/21/2026	10/26/2026
IC - Items for Consideration	October 4, 2026 Minutes	Chair	5			
WS - Staff Report	EDP Report	Jamie Adams	10			
WS - Staff Report	Future Agenda Items	Brittany Sotelo	5			
		Total Time	20			