

Memorandum



CITY OF DALLAS

DATE December 18, 2015

TO Members of the Budget, Finance & Audit Committee: Philip T. Kingston (Vice Chair), Erik Wilson, Rickey D. Callahan, Scott Griggs, Lee M. Kleinman

SUBJECT Follow-up to Questions from December 7th Budget, Finance and Audit Committee Meeting

Attached are responses to questions asked during your December 7th briefing on the Ad Valorem Tax Overview.

Please let me know if you need additional information.

A handwritten signature in blue ink, reading "Jeanne Chipperfield".

Jeanne Chipperfield
Chief Financial Officer

c: Honorable Mayor and Members of City Council
A.C. Gonzalez, City Manager
Warren M.S. Ernst, City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
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Budget, Finance, and Audit Committee
Follow-up to Questions on December 7, 2015
Ad Valorem Tax Overview

1. What can be done to push the legislative agenda to require disclosure of sales prices in order to improve appraising the true market value of property? Could sales disclosure be required 3-5 years after the sale?

For the past five state legislative sessions, the City of Dallas' legislative program has included initiatives to publicly record all real property sale prices to accurately determine the fair market value of properties. Mayor Leppert testified in Austin in 2009 in support of a City of Dallas initiative to require sales price disclosure. Dallas is the only city in 15 years to even have been granted a committee hearing on the issue and the legislation never came up for a vote. Most cities and counties do not even include it in their State legislative agendas anymore because of the overwhelming opposition.

2. How is commercial property appraised?

Appraisal of residential and non-residential properties is the responsibility of the four appraisal districts: Collin, Dallas, Denton, and Rockwall. Dallas Central Appraisal District (DCAD) provided the following information on the three approaches (income, sales and cost) utilized to value commercial properties. The income approach capitalizes the income generated from the property to determine an estimate of its value. This is the preferred method for valuating income producing properties. The sales approach analyzes sales of comparable properties. Sales data such as sale surveys and third party appraisals is used to help determine the value. The cost approach is derived by adding the cost of replacing the property and the value of the land then deducting depreciation. This is the preferred method for special use properties, new construction, or properties that have limited sales or income data.

3. Is there a standard or best practice for the percent of the tax rate that should be allocated to debt service?

Because property tax laws vary state to state, Government Finance Officer Association (GFOA) does not have a best practice related to a specific percent of property tax that should be allowed for debt service. GFOA's best practice recommends that the debt management policy of an organization measure debt using one of the following as a guideline. Although GFOA suggests types of measures, they do not quantify the metric or provide a goal.

- Debt per capita
- Debt as a ratio to personal incomes (also included in Dallas FMPC)
- Debt as % of taxable property values (also included in Dallas FMPC)
- Debt Service payments as % of General Fund revenues or expenses

4. Does ICMA recommend no more than 25% of the tax rate should be dedicated to paying debt service?

Research of ICMA website did not reveal any best practice that indicates that no more than 25% of a property tax rate should be dedicated to paying debt service.

5. How much does Dallas Water Utilities (DWU) contribute to the General Fund for Payment-in-lieu-of-Taxes (PILOT), Indirect Cost, and Street Rental?

\$12.1m	PILOT – based on appraised value of DWU property located within City of Dallas and the City’s property tax rate.
\$8.3m	Indirect Cost – based on an annual indirect cost study prepared by a consultant to determine the cost of internal activities in the General Fund such as human resources, payroll, accounts payable, purchasing, attorney’s office, etc. that are attributable to DWU.
\$25.8m	Street Rental – based on 5% revenue of DWU and charged for DWU’s use of General Fund rights-of-way; similar to franchise fee charged to other utilities using the City’s rights-of-way.
\$46.2m	Total payment from DWU to City’s General Fund
\$10.5m	PILOT – portion of PILOT contributed to Public/Private Partnership fund for economic development activities.
\$5.1m	Street Rental – based on additional 1% revenue of DWU used for Street and Alley Improvement fund initiated in FY16 budget.
\$61.8m	Total payment from DWU to General Fund, Public/Private Partnership Fund and Street and Alley Improvement Fund

6. Is there a way to restructure Dallas Water Utilities so that the Dallas General Fund could benefit similar to Austin and San Antonio that benefit from their electric and gas utilities?

The briefing indicated that Austin benefits about \$126m from their City-owned electric utility and San Antonio benefits about \$300m from their City-owned electric/gas utility. Dallas does not own or operate an electric/gas utility. Therefore, Dallas is unable to make the same types of inter-fund transfers that Austin and San Antonio do from their electric/gas utilities.

The briefing attempted to point out differences between the peer cities, and did not reference the similarities. Dallas, the same as both Austin and San Antonio, owns and operates a water utility.

Dallas	As noted in the response above, Dallas receives about \$61.8m from DWU for the General Fund, Public/Private Partnership Fund, and Street and Alley Improvement Fund.
Austin	Austin Water Utility (AWU) transfers 8.2% of gross revenues based on a rolling 3-year average of the two most recent closed year actuals (FY13, FY14) and the current year estimate (FY15). For FY16, this amount is \$40.8m. AWU also pays indirect cost of \$12.4m for a total of \$53.2m.
San Antonio	San Antonio Water System (SAWS) pays the City 2.7% of annual gross revenues which for FY16 equates to \$13.9m. SAWS does not pay indirect cost.

The City Charter only allows for DWU to pay for costs that are attributable to the utility (including for payment of an amount equal to ad valorem taxes and other charges that would be due the city if DWU were not a city-owned public utility) and not for non-utility costs. DWU costs are passed on to customers of the utility based on a cost-recovery rate model and rate schedules approved by the City Council.

7. Provide a chart that shows not just principal payment over time, but shows both principal and interest over time.

The below table shows the annual principal and interest cost for each year.

City of Dallas, Texas			
General Obligation Debt Historical Analysis			
Fiscal Year	Principal	Interest	Total Payment
FY99	87,105,000	34,739,801	121,844,801
FY00	86,455,000	35,245,256	121,700,256
FY01	85,350,000	38,028,314	123,378,314
FY02	81,330,122	50,426,550	131,756,672
FY03	80,837,827	44,390,739	125,228,566
FY04	88,550,000	37,606,862	126,156,862
FY05	104,365,000	40,830,839	145,195,839
FY06	121,745,000	66,779,970	188,524,970
FY07	118,175,000	69,334,786	187,509,786
FY08	134,134,125	85,219,102	219,353,227
FY09	146,402,696	97,599,094	244,001,790
FY10	196,820,000	86,043,469	282,863,469
FY11	148,312,000	99,630,444	247,942,444
FY12	154,254,750	89,044,091	243,298,841
FY13	145,717,603	80,150,821	225,868,424
FY14	143,956,830	82,643,589	226,600,419
FY15	126,426,841	90,878,226	217,305,067
FY16 Projected*	145,520,977	97,677,174	243,198,151
FY17 Projected	142,294,089	95,697,319	237,991,408
FY18 Projected	139,508,560	89,950,237	229,458,797
FY19 Projected	137,475,322	85,238,245	222,713,567
FY20 Projected	127,271,699	80,434,194	207,705,893
FY21 Projected	149,150,000	54,657,787	203,807,787
FY22 Projected	149,625,000	47,205,517	196,830,517
FY23 Projected	150,545,000	39,817,156	190,362,156
FY24 Projected	144,830,000	32,613,813	177,443,813
FY25 Projected	106,071,834	60,812,184	166,884,018
FY26 Projected	96,960,114	57,527,530	154,487,644
FY27 Projected	85,642,693	54,801,447	140,444,140
FY28 Projected	64,004,062	52,925,636	116,929,698
FY29 Projected	53,258,642	51,864,969	105,123,611
FY30 Projected	53,560,730	51,105,369	104,666,099
FY31 Projected	45,055,840	50,602,192	95,658,032
FY32 Projected	45,053,960	50,512,854	95,566,814
FY33 Projected	34,822,046	50,792,228	85,614,274
FY34 Projected	34,824,198	51,320,966	86,145,164
FY35 Projected	14,936,297	45,590,144	60,526,441

*FY16 includes use of \$25M cash to refund Commercial Paper

Memorandum



DATE December 18, 2015

TO Honorable Mayor and Members of the City Council

SUBJECT **Larry Holmes, Chief Building Official, Retirement**

This is to inform you that Larry Holmes, Chief Building Official, has just announced he will retire on January 5, 2016 after 15 years of service to the city.

Mr. Holmes began his career with the City of Dallas as Assistant Building Official over field inspection in 2001. He was appointed Chief Building Official in October of 2012. Mr. Holmes assumed the role of Building Official during a challenging time while the department was recovering from the severe cuts in staff resulting from the recession. Mr. Holmes has overseen dramatic enhancements to the technology utilized by Building Inspection. During his tenure building inspectors have been enabled to enter inspection results in real time from the field. Customers can request inspections via a smart phone application and be notified when an inspector is in route. More recently electronic plan review has been introduced and a new electronic document management system has been implemented. Mr. Holmes was named Building Official of the Year for 2014 by the Construction Research Advisory Committee which is a group dedicated to the educational activities of UTA's Construction Research Center.

Phil Sikes, currently Assistant Building Official, will be appointed acting Building Official. Mr. Sikes first started with the city in 1991. Mr. Sikes has served both in Planning and Building Inspection. He has been an Assistant Building Official since 2008. In that capacity he has supervised both the plan review division and the field inspection division. Mr. Sikes has consistently demonstrated a high level of customer service and professionalism in his various roles.



Ryan S. Evans
First Assistant City Manager

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CITY OF DALLAS

DATE December 18, 2015

TO The Honorable Mayor and Members of the City Council

SUBJECT **Upcoming agenda item: Authorize a Professional Services Contract with MIG, Inc for an update of the Downtown Dallas 360 Plan**

In 2011, City Council adopted the Downtown Dallas 360 area plan. The plan's adoption was the culmination of a partnership between the City of Dallas and Downtown Dallas Inc. and a one-and-a-half year long process which included two community forums, four stakeholder work sessions, numerous individual stakeholder meetings, six technical committee meetings, and a regularly maintained project web site. Moore, Iacofano, Goltsman, Inc. (MIG, Inc.) was selected by the City, through a request for proposals process in 2009, to complete the original Downtown Dallas 360 Plan.

The Downtown Dallas 360 Plan established a shared vision for achieving three overarching goals Downtown: (1) creating an exciting urban experience; (2) a balanced transportation system; and (3) an inclusive environment. The Plan primarily addressed seven districts within the freeway loop that forms the core central business district (CBD) area, established important relationships between the core and surrounding 9 square mile area of supporting districts, articulated actions to achieve the vision by focusing on transformative strategies and geographic focus areas within the core CBD area. The plan concluded with a matrix of 67 prioritized actions categorized as short term (1 to 2 years), medium term (3 to 5 years) and long term (5 to 10 years) to guide and focus public and private efforts, as well as "quick win" actions that provided immediate results and sustained downtown momentum.

Since the plan's adoption in 2011, the core has transformed greatly. Downtown has experienced an increase in overall population, renovation is underway for the last remaining large vacant buildings in the core, announcement of high speed rail service to Houston, finalization of a portion of the D2 alignment, privatization of the Farmers Market, etc., all of which impact the downtown core and surrounding areas, emphasizing the need for coordination, connection and consensus around the next phase of Downtown Dallas' economic, social and environmental growth and development. For these reasons, an update of the Downtown Dallas 360 plan is necessary and a contract with MIG, Inc. for the planning effort is requested.

The City's Contracting Policy, A.D. 4-5, Section 9.3.5 provides for the ability to contract for consulting services with a specific firm without utilizing the City's procurement process if there is only one consultant that can best provide the required service. MIG is uniquely qualified to perform the services, as they prepared the original Downtown Dallas 360 Plan and was awarded the original service contract through the City's RFP process.

The scope of the update includes:

1. Market Analysis, Economics, and Finance – Analysis of job growth (current, projected, and strategies), economic indicators, development strategies, and finance mechanisms.
2. Mobility - systematic look at opportunities, connections and transportation options that are needed to balance vehicular trips in the greater downtown area, provide connections to major destinations and corridors of activity and address how the City's core interface with the regional transportation system.
 - a. Regional System Integration
 - i. Define wants for regional transportation system, specific to interstates 30-35-345 (TxDOT). This task will work with HNTB and TxDOT to coordinate plan processes, ultimately advancing scenarios best for Downtown
 - ii. Review and analyze High Speed Rail potential with recommendations on how to best connect regional, local and all forms of transportation to the station.
 - iii. Lower Stemmons IH35 and The Canyon IH30: Analyze and recommend strategies for reconciling conflicting regional to local relationship between the local street system and the regional highway network with specific focus on: the “arrival experience” to Downtown, including improved east-west connections, MHH Bridge grade interface, Commerce cloverleaf
 - iv. Analyze modifications and decking opportunities for I-30 ramp.
 - b. Street Typologies
 - i. Update and refine Complete Streets (360 expanded geographic scope) and 360, including design standards and transportation performance metrics
 - c. Circulation Framework
 - i. Update and refine 360's circulation framework to incorporate specific corridor modifications related to road diets, multi-modal integration (bike, streetcar, etc.), directional conversions, district connectors and signature streets.
 - d. Design Guidelines and/or Standards: Mobility and the Public Realm
 - i. Complete a Modern Street Design Manual based on Complete Streets refinement, upon adoption by City Council, tree and landscape standards
 - e. Integration of Mobility section into neighborhood microplans to address specific needs
3. Housing
 - a. Build on Neighborhoods Plus; enhance 360 housing strategies with holistic neighborhood development, including housing, services, education, health and recreation.
 - b. Analyze and create across districts a strategy for sustainable and socially equitable mix of product and price point within the city's urban core, within emphasis on infill strategies for new construction and economics of providing and maintaining an affordable product.

4. Neighborhood Microplans
 - a. Complete specific plans addressing neighborhood issues in all 15 (or more) districts such as: urban design, land use, walkability, retail, commercial office, entertainment, education, and innovation, at a tailored and varied scale according to neighborhood needs.

5. Implementation Strategy
 - a. Tactical implementation plan with associated responsibilities, costs, and timelines; will also include bond priority recommendations and organizational structures for effective results.

Downtown Dallas Inc. (DDI) has allocated \$250,000 to the update effort and has nearly completed Phase I – Outreach and Assessment portion of the update. Phase 1 included (1) inventory of concurrent planning efforts, identifying project that impact the areas of the 360 plan; (2) stakeholder and community engagement; (3) neighborhoods needs and assessment, a physical inventory of existing conditions, current projects, short and long term needs, and market conditions for each area; and (4) refinement and prioritization of scope and resources for further plan products. City is requesting the authorization of a professional services contract with MIG in the amount of \$250,000 to match DDI's contribution the plan's update.

Should you have any questions, please contact me at (214) 670-3296.



Alan E. Sims
Chief of Neighborhood Plus



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First Assistant City Manager

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Memorandum



DATE December 18, 2015
TO The Honorable Mayor and Members of the City Council
SUBJECT **Upcoming agenda item: Authorize Protocol Services Contract**

At your January 13 Council meeting you will consider authorizing a nine-month Chapter 380 grant agreement, with four one-year renewal options, with the most advantageous proposer of three, World Affairs Council of Dallas / Fort Worth, for economic development and protocol services for the period January 1, 2016 through September 30, 2016, in the amount of \$187,500.

The City of Dallas sought proposals from entities to provide professional support related to the operations of the City's International Protocol Services, with a new emphasis on assistance with marketing and promotion (including event planning) of Dallas and DFW as an international destination for business and tourism, and fundraising to support these efforts.

The specific duties to be performed by WAC under this contract include the following:

- Work with City officials, the diplomatic corps and other international stakeholders to continue expanding trade and consular representation in Dallas.
- Assist in establishing a global identity for DFW. This includes scheduling opportunities for the City to deliver an international message, convening a Global Summit for DFW business leaders, identifying/creating an annual global conference or event, and crafting a consistent message for major speaking events [new task]
- Support the Office of Economic Development and assist in the promotion and attraction of foreign companies and trade delegations to Dallas. This includes maintaining office space at City Hall, co-sponsoring programs with the City, providing logistical support to visiting international trade and business delegations, engaging Consular Corps to promote the region, and leveraging outside resources to offset operating expenses, including foreign travel.
- Leverage relationships with existing DFW businesses, regional partners, and current foreign partners to heighten awareness of DFW as a global destination. Specific items may include hosting emerging and established global leaders to experience DFW, partnering with foreign governments to bring cultural and business events to the region, and providing international learning opportunities for students and teachers.

- Manage the Sister Cities International (SCI) (see sister-cities.org for more information) program and support the City of Dallas Economic Development team and other City departments in the development of global city partnership programs.
- Provide Protocol and Logistical Support for International delegations visiting Dallas, including serving as the point of contact for diplomatic matters with the Consular Corps, the Office of the Texas Assistant Secretary of State and the U.S. Department of State.
- Develop fundraising initiatives to support international activities as described in previous tasks above.

WAC has committed to providing more than \$200,000 in in-kind and matching services to leverage the City's resources, and will raise approximately \$35,000 in cash to assist with the City's international activities.

Should you have any questions, please contact me at (214) 670-3296.



Ryan S. Evans

First Assistant City Manager

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DATE December 18, 2015

TO The Honorable Mayor and Members of the City Council

SUBJECT **Upcoming agenda item: NMTC transaction for The Family Place**

At your January 13 Council meeting you will consider authorizing a New Markets Tax Credit (NMTC) transaction between the Dallas Development Fund (DDF) and its subsidiaries, JPMorgan Chase Bank, N.A., and its subsidiaries, and The Family Place (TFP), and its affiliates (Developer) for the construction of improvements related to the Family Place facility (Project). There is no cost consideration to the City.

The NMTC program permits taxpayers to receive a credit against federal income taxes for making qualified equity investments in designated Community Development Entities (CDE). These investments must be used by the CDE for projects and investments in low-income communities, as defined by the NMTC program. The credit provided to the investor totals 39 percent of the cost of the investment and is claimed over a 7-year credit allowance period.

The Dallas Development Fund is a non-profit subsidiary, created (and controlled) by the City of Dallas in 2009 by Resolution No. 09-046 as a CDE to operate the City's NMTC program. DDF's purpose is to advance the economic development objectives of the City and to promote private investment in Dallas' Low-income Communities using the New Markets Tax Credit (NMTC) program. DDF has received a total of \$145 M in NMTC allocation over three funding cycles.

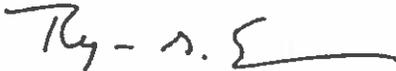
On November 17, 2015, DDF considered and approved a NMTC transaction between DDF, JPMorgan Chase, and the Developer. This NMTC allocation will use up to \$11.5 million of DDF's current \$45 million NMTC allocation; JPMorgan Chase will invest up to \$11.5 million in NMTC allocation from DDF which will in turn generate approximately \$3.8 million in gross NMTC equity for the benefit of the Project. The total project cost is approximately \$11.8 million.

The Family Place is the largest provider of services for victims of domestic violence in the state of Texas, and is committed to finding the most effective and innovative ways to break the cycle of family violence. Since its founding, TFP has sheltered more than 22,000 women, children, and men, provided counseling to more than 225,000 clients, and answered more than 550,000 calls for help. The Family Place Ann Moody Place (the "Project") will be a secure 2 acre campus in the Dallas Medical District that includes 30 beds of safe emergency shelter, space for counseling, childcare, other social services, and TFP's administrative offices. The \$11.8 million project will include the renovation of 18,000 SF of existing warehouse space adjacent to the construction of a new 34,000 SF office and residential building. TFP will operate 44,000 SF of the total space, including 14,000 SF for 30 emergency shelter beds, 18,000 SF for counseling, youth

services, and job training, and 12,000 SF for administrative offices. TFP plans to sublease 10,000 SF at the Project to a childcare operator to provide childcare to 150-170 children of clients and local residents.

Without NMTC assistance, The Family Place would have a financing gap of approximately \$3 million, forcing TFP to reduce the project scope and/or wait to complete the project.

Should you have any questions, please contact me at (214) 670-3296.



Ryan S. Evans

First Assistant City Manager

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DATE December 18, 2015

TO The Honorable Mayor and Members of the City Council

SUBJECT **Upcoming agenda items, Sustainable Development and Construction**

On Wednesday, January 13, 2016, Council will consider the following items:

Agenda Item No. 29 - Cadillac Heights Acquisition

This item will authorize the acquisition from Gerardo Rodriguez and Consuelo Rodriguez of approximately 5,772 square feet of land improved with a single family residence located near the intersection of McGowan and Childers Streets. This property will be used for future city service and maintenance facilities.

Agenda Item No. 30 - Tax Foreclosure Property Sale

This item will authorize the quitclaim of 14 properties acquired by the taxing authorities from the Tax Foreclosure Sheriff's Sale to the highest bidders and authorize the execution of release of liens for any non-tax liens that may have been filed by the City and were included in the foreclosure judgment. These properties are being sold to the highest bidders and will return to the tax rolls upon conveyance.

Agenda Item No. 31 - Southern Foods Group, LLC Abandonment

This item will authorize the abandonment of a portion of Hobbs Avenue to Southern Foods Group, LLC, the abutting owner, containing approximately 25,965 square feet of land, located near the intersection of Haskell and Hobbs Avenues. The abutting owner will also dedicate approximately 4,469 square feet of land needed for street right-of-way. The abandonment area will be included with the property of the abutting owner for expansion of the existing dairy facilities.

Agenda Item No. 32 - Wal-Mart Real Estate Business Abandonment

This item will authorize the abandonment of three fire lane easements to Wal-Mart Real Estate Business Trust, the abutting owner, containing a total of approximately 76,544 square feet of land, located near the intersection of Harvest Hill and Midway Roads. The abandonment area will be included with the property of the abutting owner for construction of a new retail development.

Should you have any questions, please contact me at (214) 670-3296.

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