

City of Dallas

1500 Marilla Street, Room 6ES
Dallas, Texas 75201



Environment and Sustainability Committee

June 1, 2020

9:00 AM

Public Notice

200449

POSTED CITY SECRETARY
DALLAS, TX

The Environment and Sustainability Committee meeting will be held by videoconference. The meeting will be broadcast live on Spectrum Cable Channel 95 and on line at bit.ly/cityofdallastv.

The public may also listen to the meeting as an attendee at the following videoconference link: <https://dallascityhall.webex.com/dallascityhall/onstage/g.php?MTID=e1e4441f6442601de61eb38c6885015a8>

2020 CITY COUNCIL APPOINTMENTS

COUNCIL COMMITTEE	
ECONOMIC DEVELOPMENT Atkins (C), Blewett (VC), Gates, McGough, Narvaez, Resendez, West	ENVIRONMENT AND SUSTAINABILITY Narvaez (C), Atkins (VC), Blackmon, Blewett, Gates
GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT Gates (C), Mendelsohn (VC), Arnold, Bazaldua, Kleinman, Narvaez, Thomas	HOUSING AND HOMELESSNESS SOLUTIONS West (C), Thomas (VC), Arnold, Blackmon, Kleinman, Mendelsohn, Resendez
PUBLIC SAFETY McGough (C), Arnold (VC), Bazaldua, Blewett, Medrano, Mendelsohn, Thomas	QUALITY OF LIFE, ARTS, AND CULTURE Arnold (C), Gates (VC), Atkins, Narvaez, West
TRANSPORTATION AND INFRASTRUCTURE Kleinman (C), Medrano, (VC), Atkins, Bazaldua, Blewett, McGough, West	WORKFORCE, EDUCATION, AND EQUITY Thomas (C), Resendez (VC), Blackmon, Kleinman, Medrano
AD HOC JUDICIAL NOMINATING COMMITTEE McGough (C), Blewett, Mendelsohn, Narvaez, West	AD HOC LEGISLATIVE AFFAIRS Johnson (C), Blackmon (VC), Atkins, Gates, Mendelsohn
AD HOC COMMITTEE ON COVID-19 ECONOMIC RECOVERY AND ASSISTANCE Thomas (CC _P), Blackmon (CC), Atkins, Bazaldua, Kleinman, Medrano, West	AD HOC COMMITTEE ON COVID-19 HUMAN AND SOCIAL RECOVERY AND ASSISTANCE McGough (CC _P), Mendelsohn (CC), Arnold, Blewett, Gates, Narvaez, Resendez

(C) – Chair, (CC) – Co-chair, (CC_P) – Co-Chair & Presiding Officer, (VC) – Vice Chair

Handgun Prohibition Notice for Meetings of Governmental Entities

"Pursuant to Section [30.06](#), Penal Code (trespass by license holder with a concealed handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun."

"De acuerdo con la sección [30.06](#) del código penal (ingreso sin autorización de un titular de una licencia con una pistola oculta), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola oculta."

"Pursuant to Section [30.07](#), Penal Code (trespass by license holder with an openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a handgun that is carried openly."

"De acuerdo con la sección [30.07](#) del código penal (ingreso sin autorización de un titular de una licencia con una pistola a la vista), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola a la vista."

Note: A quorum of the Dallas City Council may attend this Council Committee meeting.

Call to Order**MINUTES**

- A [20-1113](#) Approval of the May 4, 2020 Environmental and Sustainability Committee Minutes

Attachments: [Minutes](#)

BRIEFING ITEMS

- B [20-1110](#) Regional Air Quality Update
[Lori Clark, Program Manager & DFW Clean Cities Coordinator, North Central Texas Council of Governments]

Attachments: [Presentation](#)

- C [20-1112](#) Dallas Air Quality Program Update
[Paul White, Senior Program Manager, Office of Environmental Quality & Sustainability]

Attachments: [Presentation](#)

BRIEFING MEMORANDUM

- D [20-1108](#) Implementation of the 2019 Brush and Bulk Ordinance

Attachments: [Memorandum](#)

ADJOURNMENT

EXECUTIVE SESSION NOTICE

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
3. deliberating a negotiated contract for a prospective gift or donation to the city if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.073]
4. deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing. [Tex. Govt. Code §551.074]
5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt. Code §551.087]
7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [Tex Govt. Code §551.089]

Environmental and Sustainability Committee Meeting Record

The Quality of Life, Arts & Culture Committee meetings are recorded. Agenda materials are available online at www.dallascityhall.com.

Meeting Date: May 4, 2020

Convened: 9:04 a.m.

Adjourned: 11:09 a.m.

Committee Members Present:

Omar Narvaez, Chair
Tennell Atkins, Vice Chair
Paula Blackmon
David Blewett
Jennifer S. Gates

Committee Members Absent:

Other Council Members Present:

Presenters:

James McGuire, Director, Office of Environmental Quality & Sustainability
Susan Alvarez, Assistant Director, Office of Environmental Quality & Sustainability
Claire Bonham-Carter, AECOM, Vice President, Director of Sustainable Development Design and Planning
Tatum Lau, AECOM, Senior Urban Designer

AGENDA

Call to Order (9:04 a.m.)

A. Approval of the March 2, 2020 Environmental and Sustainability Committee Minutes

Presenter(s): Omar Narvaez, Chair

Action Taken/Committee Recommendation(s): A motion was made to approve the minutes for the March 2, 2020 Environmental and Sustainability Committee meeting.

Motion made by: David Blewett
Item passed unanimously: X
Item failed unanimously:

Motion seconded by: Tennell Atkins
Item passed on a divided vote:
Item failed on a divided vote:

B. Comprehensive Environmental & Climate Action Plan: The Process, the Plan, and Benefits to Dallas

Presenter(s): James McGuire, Director, Office of Environmental Quality & Sustainability; Susan Alvarez, Assistant Director, Office of Environmental Quality & Sustainability; Claire Bonham-Carter, AECOM, Vice President, Director of Sustainable Development Design and Planning; Tatum Lau, AECOM, Senior Urban Designer

Action Taken/Committee Recommendation(s): The Committee discussed: How OEQS would implement many of these goals with the set budget and the number of staff assigned to this program. The alignment of CECAP with the Comprehensive Housing Policy with program and the alignment of goals with the Department of Housing, Economic Development and the Office of Homeless Solutions. The measurement of how effective the plan would be and how it would be monitored. The difference between the Advisory Committee and the Environmental Commission. The importance of the balance of education and cost effectiveness for businesses. A motion to move the CECAP item forward for a Council vote on May 27, 2020 was made by Councilmember Blackmon and seconded by Councilmember Atkins.

Motion made by: Paula Blackmon
Item passed unanimously: X
Item failed unanimously:

Motion seconded by: Tennell Atkins
Item passed on a divided vote:
Item failed on a divided vote:

C. Closed Session – Attorney Briefings (Sec. 551.071 T.O.M.A.) - Marsha Jackson v. Blue Star Recycling, LLC, et al. Civil Action No. 3:20-CV-00967-M; City of Dallas v. Blue Star Recycling, et al. Cause No. DC-18-18651.

Adjourn (11:09 a.m.)

APPROVED BY:

ATTESTED BY:

**Omar Narvaez, Chair
Environment & Sustainability Committee**

**Juan Garcia, Coordinator
Environment & Sustainability Committee**

REGIONAL AIR QUALITY UPDATE

Lori Clark, Program Manager & DFW Clean Cities Coordinator
Air Quality Planning & Operations, NCTCOG Transportation
Department

June 1, 2020



North Central Texas
Council of Governments

REGIONAL AIR QUALITY EFFORTS

Obligation Associated with Clean Air Act: Environmental Protection Agency (EPA) Nonattainment Designation for Ozone

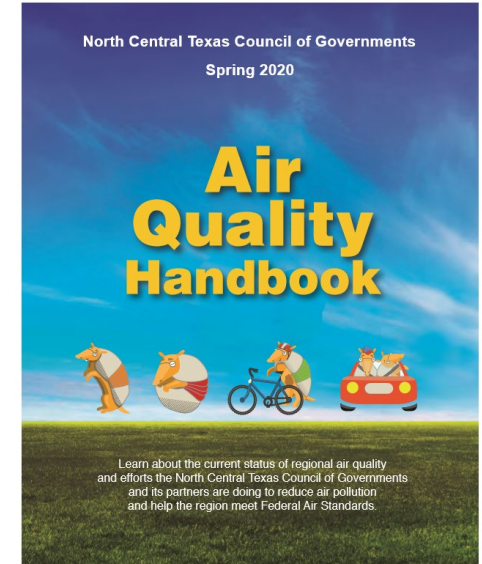
2008 Ozone Standard: 75 parts per billion (ppb)

2015 Ozone Standard: 70 ppb

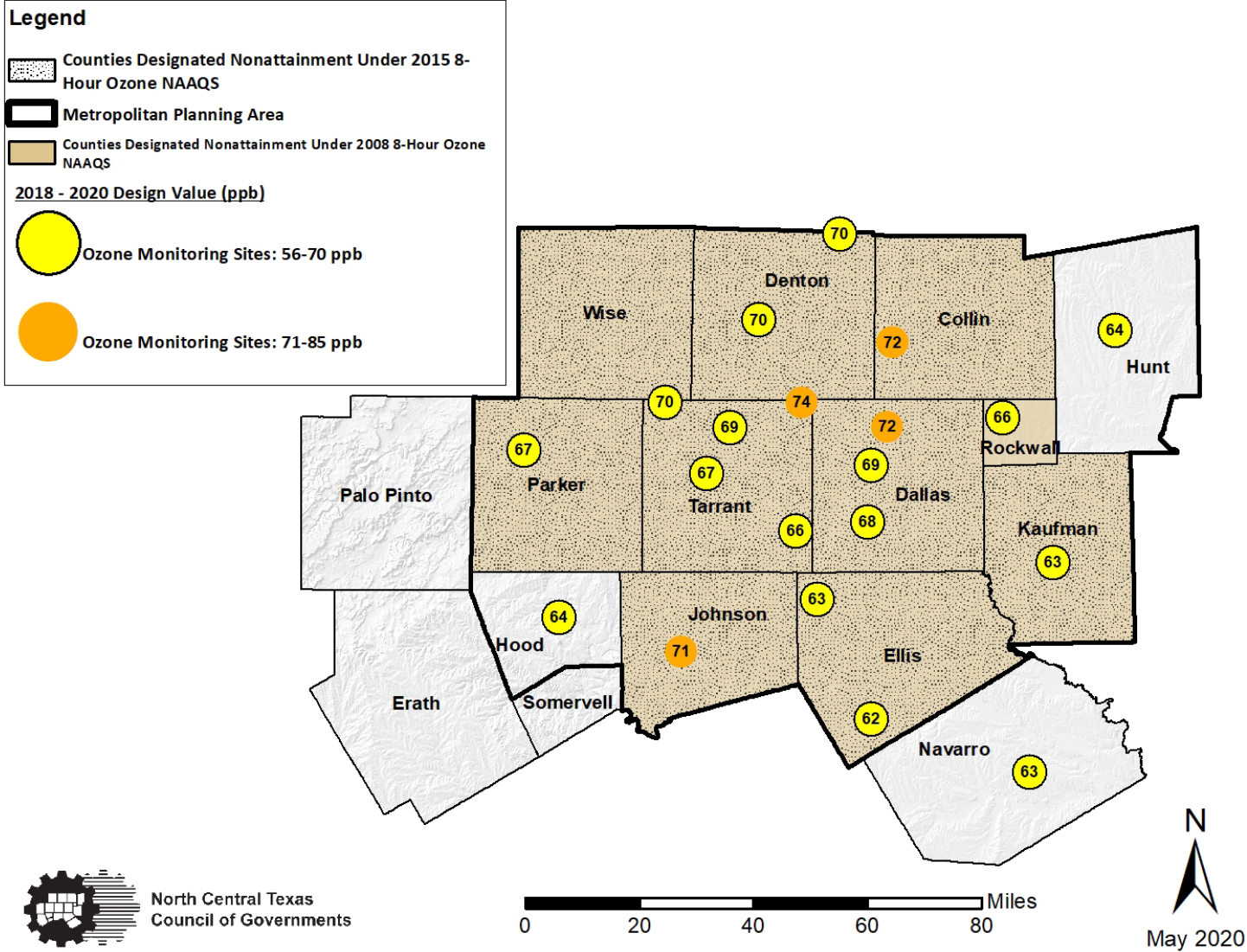
Regional Concerns:

Air Quality/Health Task Force

Regional Integration of Sustainability Efforts (RISE)



DFW OZONE NONATTAINMENT AREA

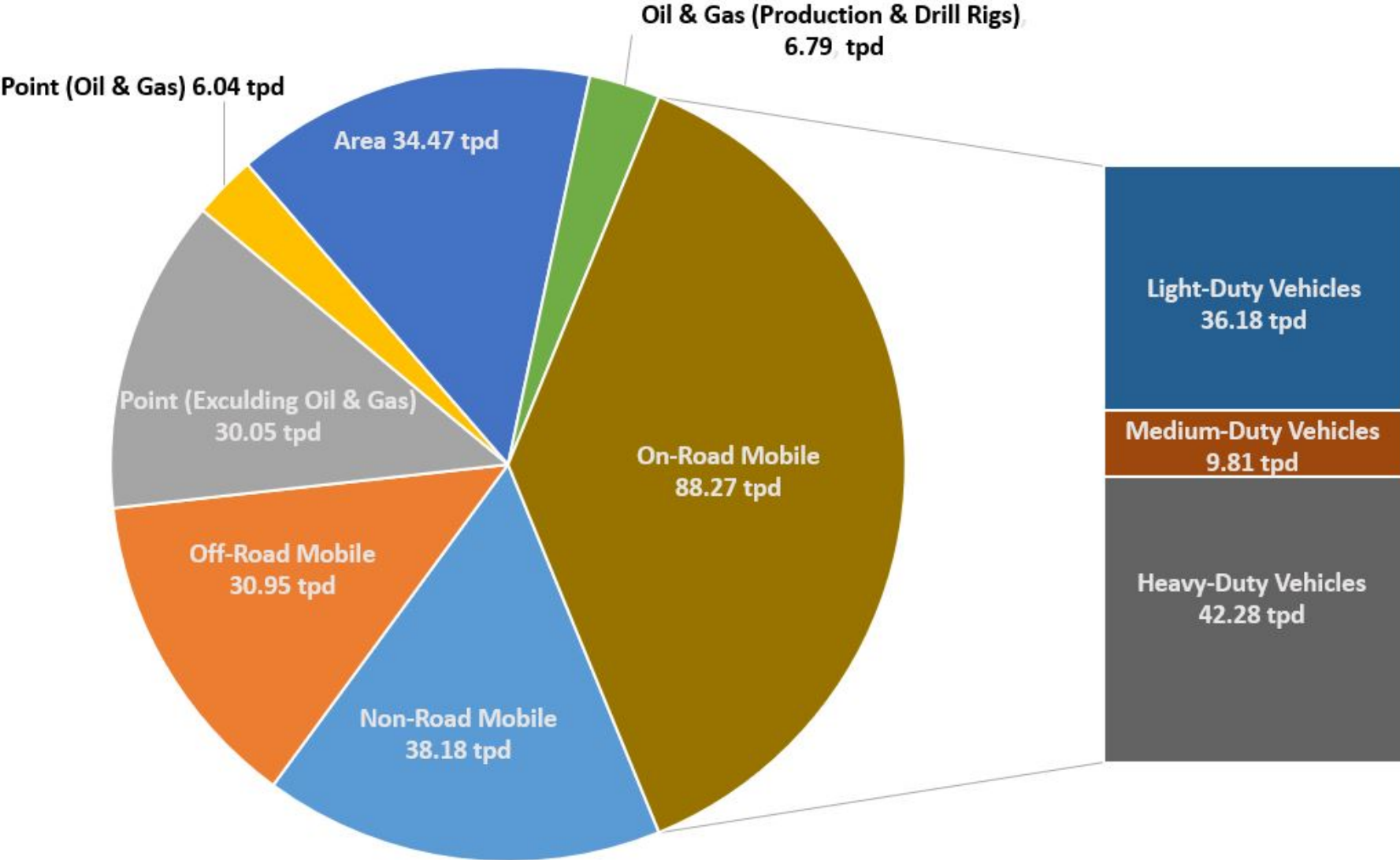


Colors represent Air Quality Index breakpoints

Attainment Goal - According to the US EPA National Ambient Air Quality Standards, attainment is reached when, at each monitor, the three-year average of the annual fourth-highest daily maximum eight-hour average ozone concentration is less than or equal to 70 parts per billion (ppb).

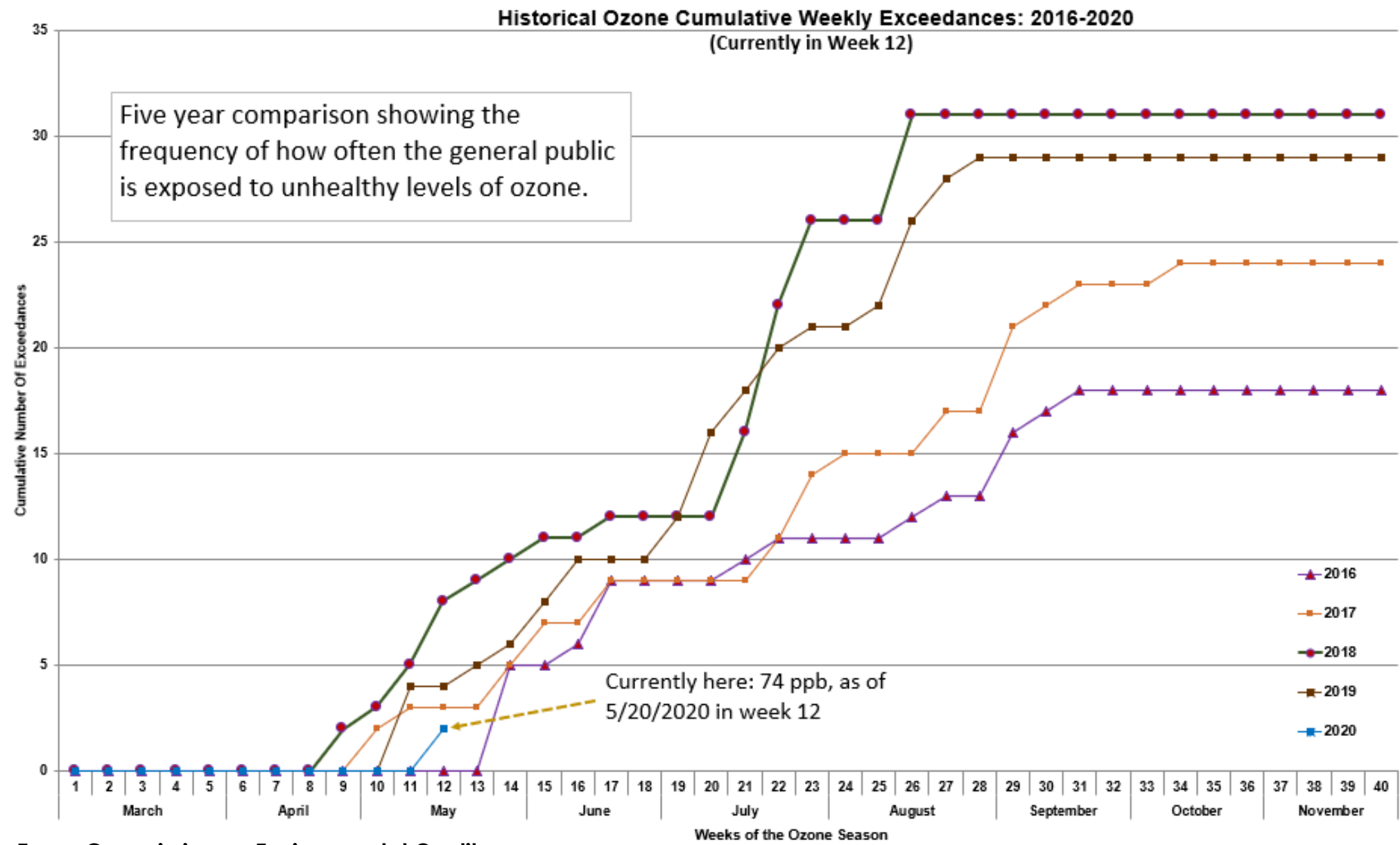
NITROGEN OXIDES (NO_x) EMISSION SOURCES

Total Nitrogen Oxides (NO_x) = 234.75 tons per day (tpd)

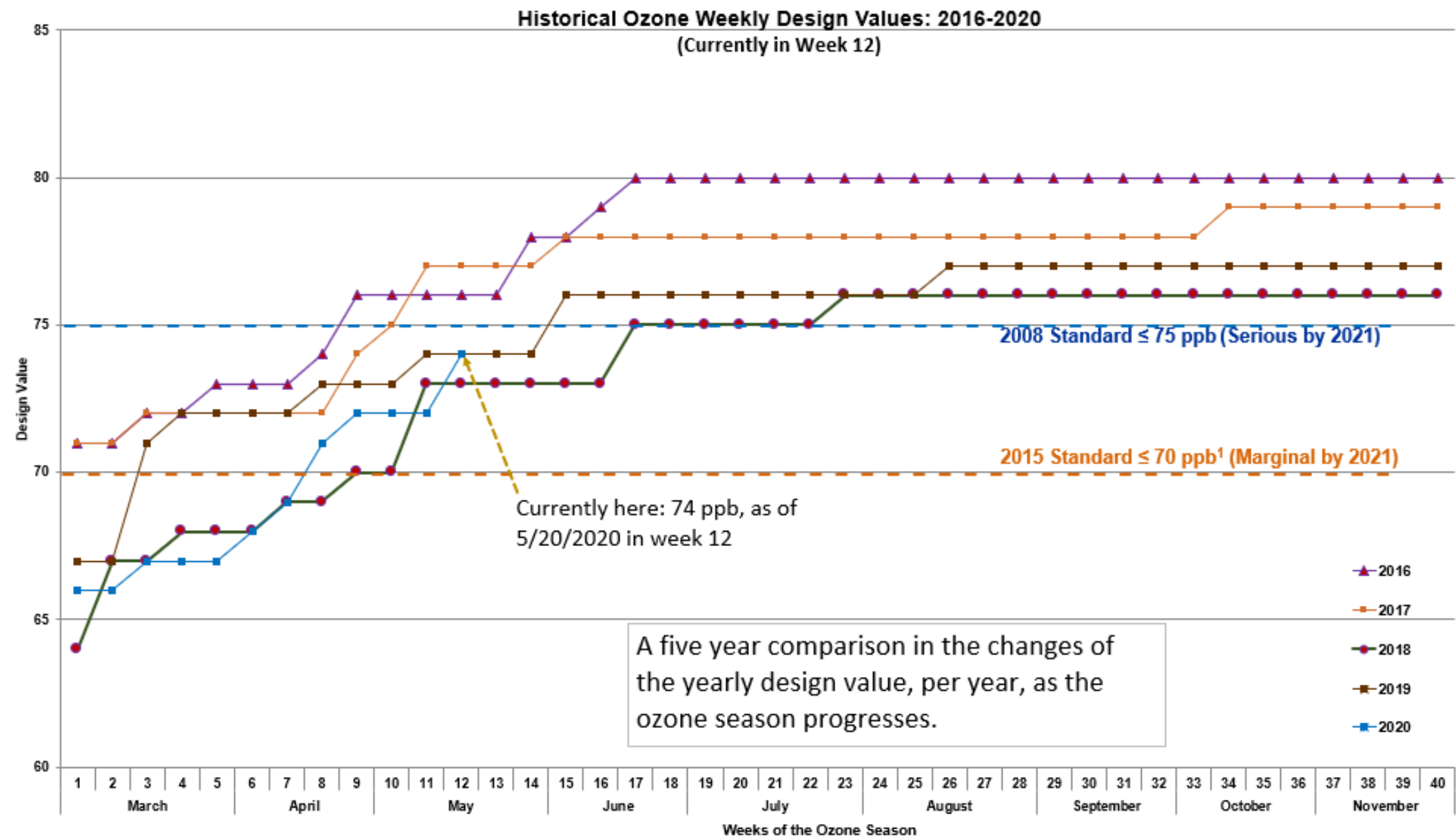


Source: Dallas-Fort Worth Serious Classification Attainment Demonstration State Implementation Plan Revision for the 2008 Eight-Hour Ozone National Ambient Air Quality Standard, September, 2019

CUMULATIVE OZONE EXCEEDENCES, 2016-2020



WEEKLY OZONE DESIGN VALUES, 2016-2020



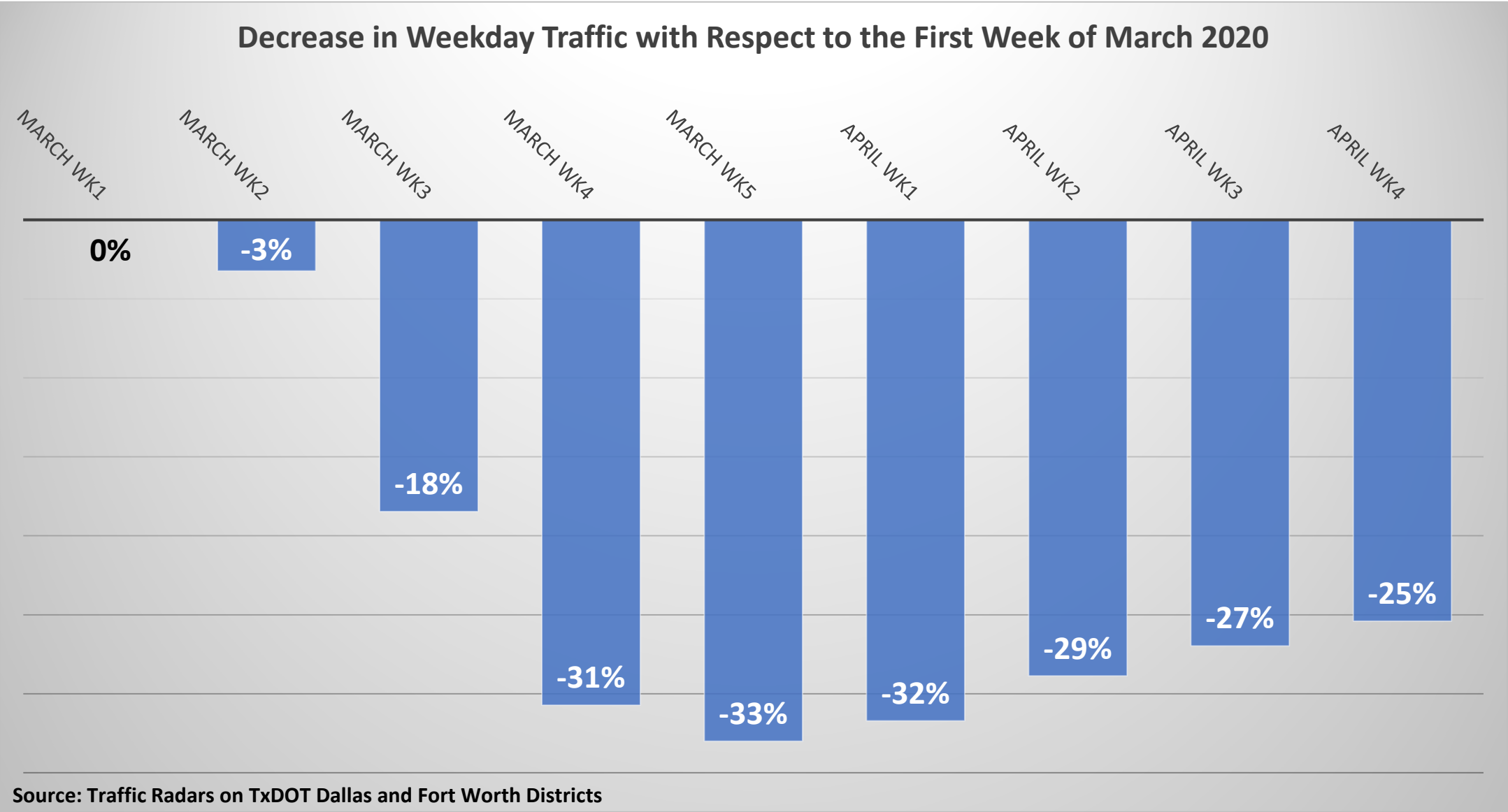
ANNUAL OZONE COMPARISON DURING COVID-19

North Central Texas Ozone Comparison				
		3 Year Design Value		
2017		2018	2019	2020*
March	2 yellow days High: 62 at Eagle Mtn Lake	8 yellow days High: 63 at Denton	10 yellow days High: 66 at Cleburne	3 yellow days High: 64 at Pilot Point
April	10 yellow days High: 68 at Dallas Hinton	16 yellow days 2 orange days High: 81 at Dallas North High: 81 at Dallas Hinton	12 yellow days High: 69 at Greenville	8 yellow days High: 69 at Rockwall High: 69 at Grapevine
May	15 yellow days 5 orange days High: 80 at Dallas North High: 80 at Dallas Hinton	9 yellow days 6 orange days 2 red days High: 92 at Eagle Mtn Lake	6 yellow days 5 orange days High: 80 at Pilot Point	8 yellow days 1 orange day 1 red day High: 86 at Grapevine Fairway

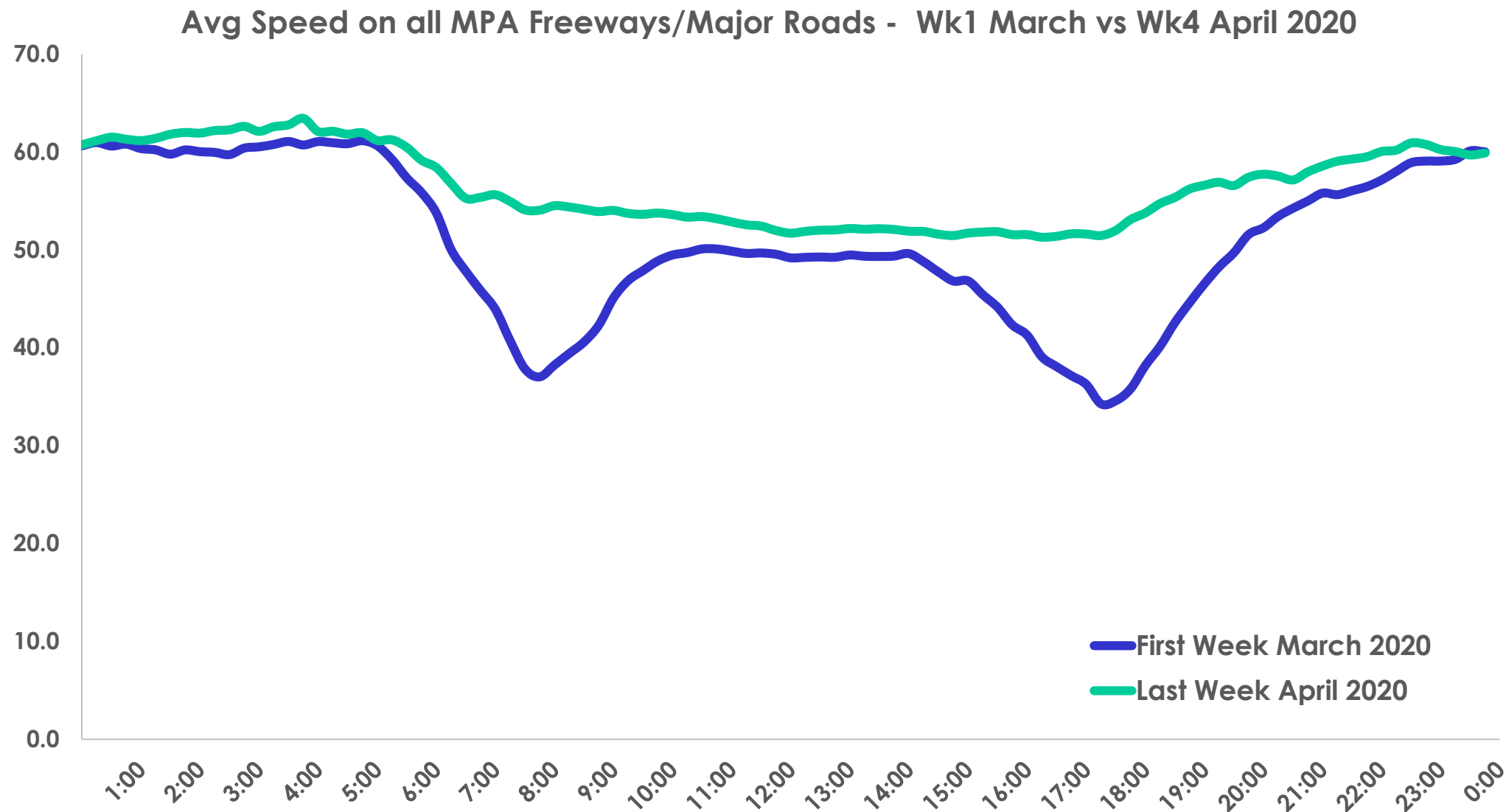
Data Source: TCEQ
Data Analysis: NCTCOG

* as of May 21, 2020. At this time last year (May 21, 2019), there were five Yellow days and four Orange Exceedance days.

FREEWAY VOLUMES DURING COVID-19

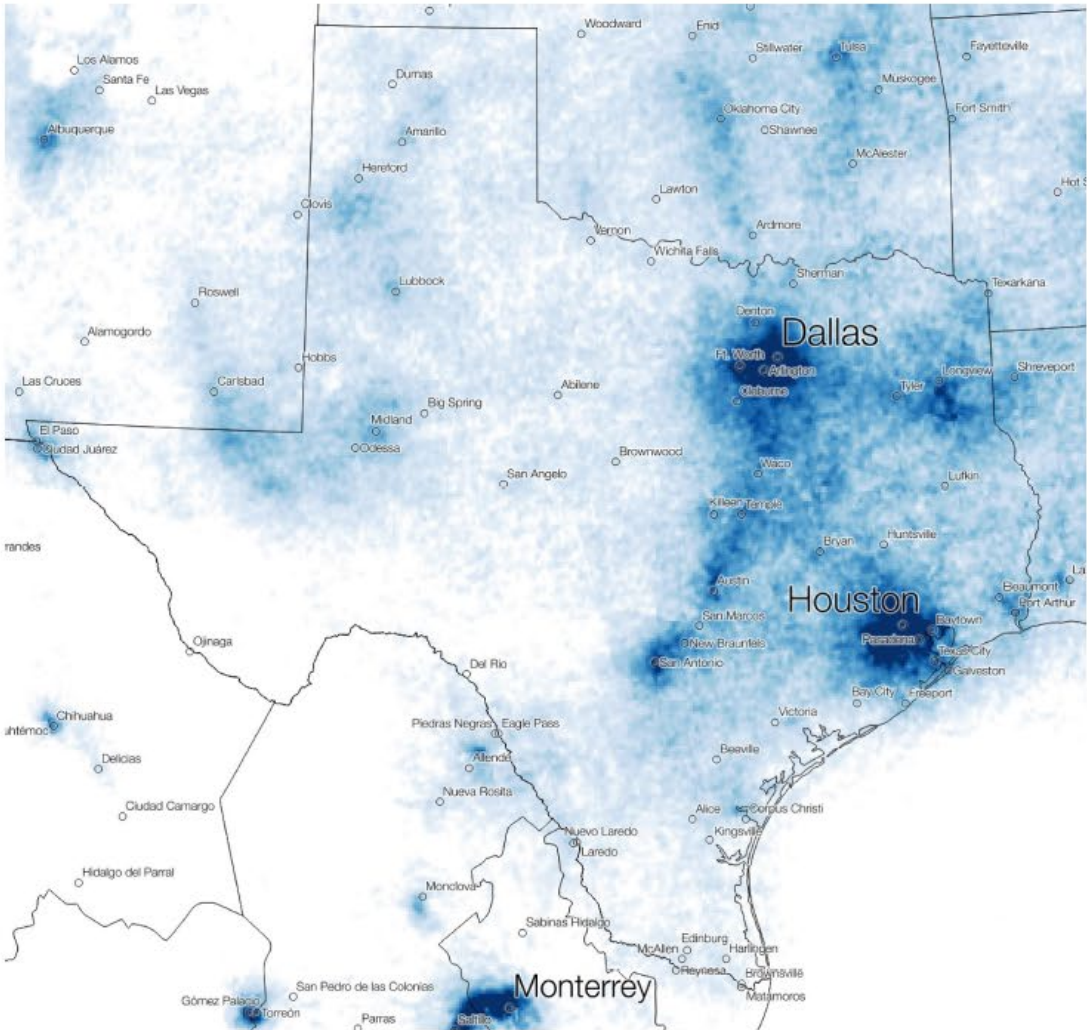


AVERAGE SPEED BY TIME OF DAY DURING COVID-19

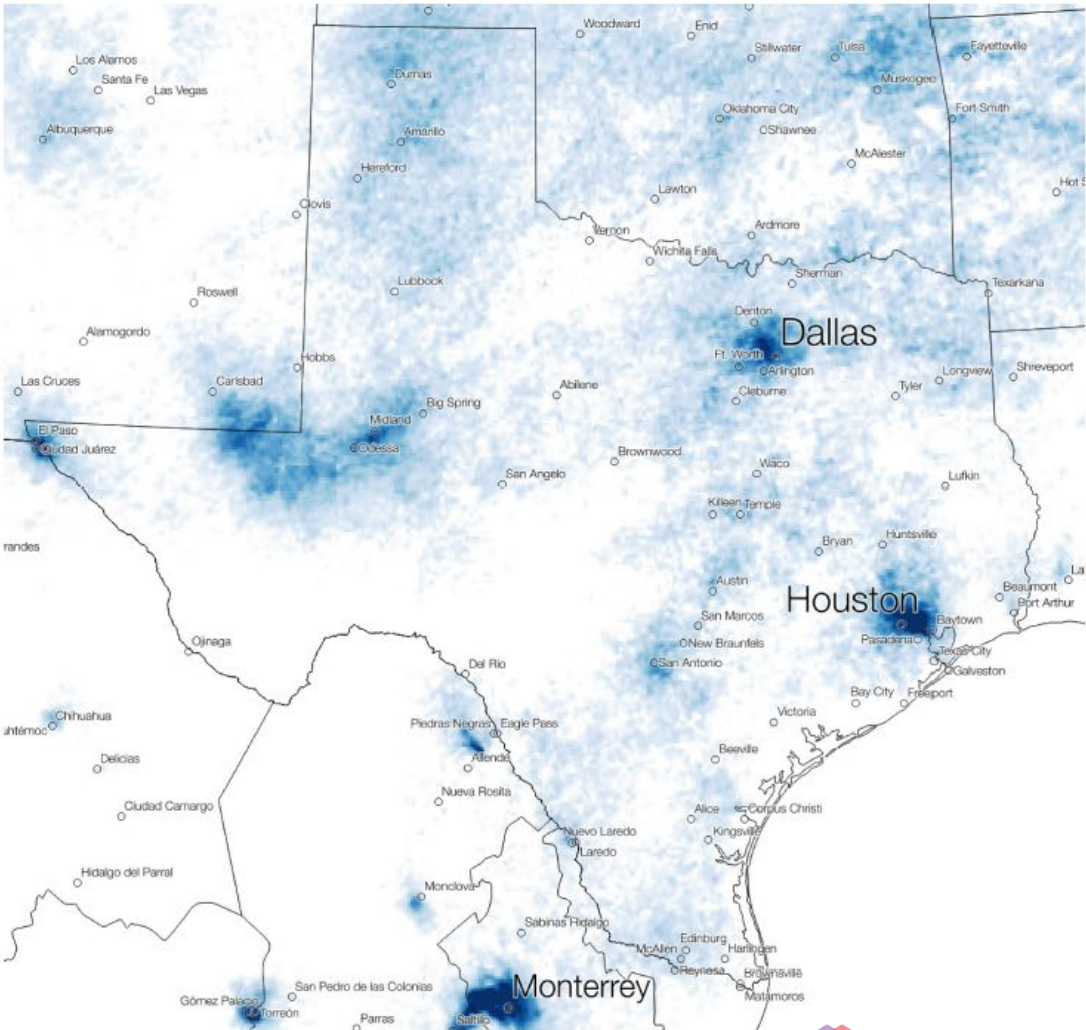


REGIONAL NO₂ TRACKING

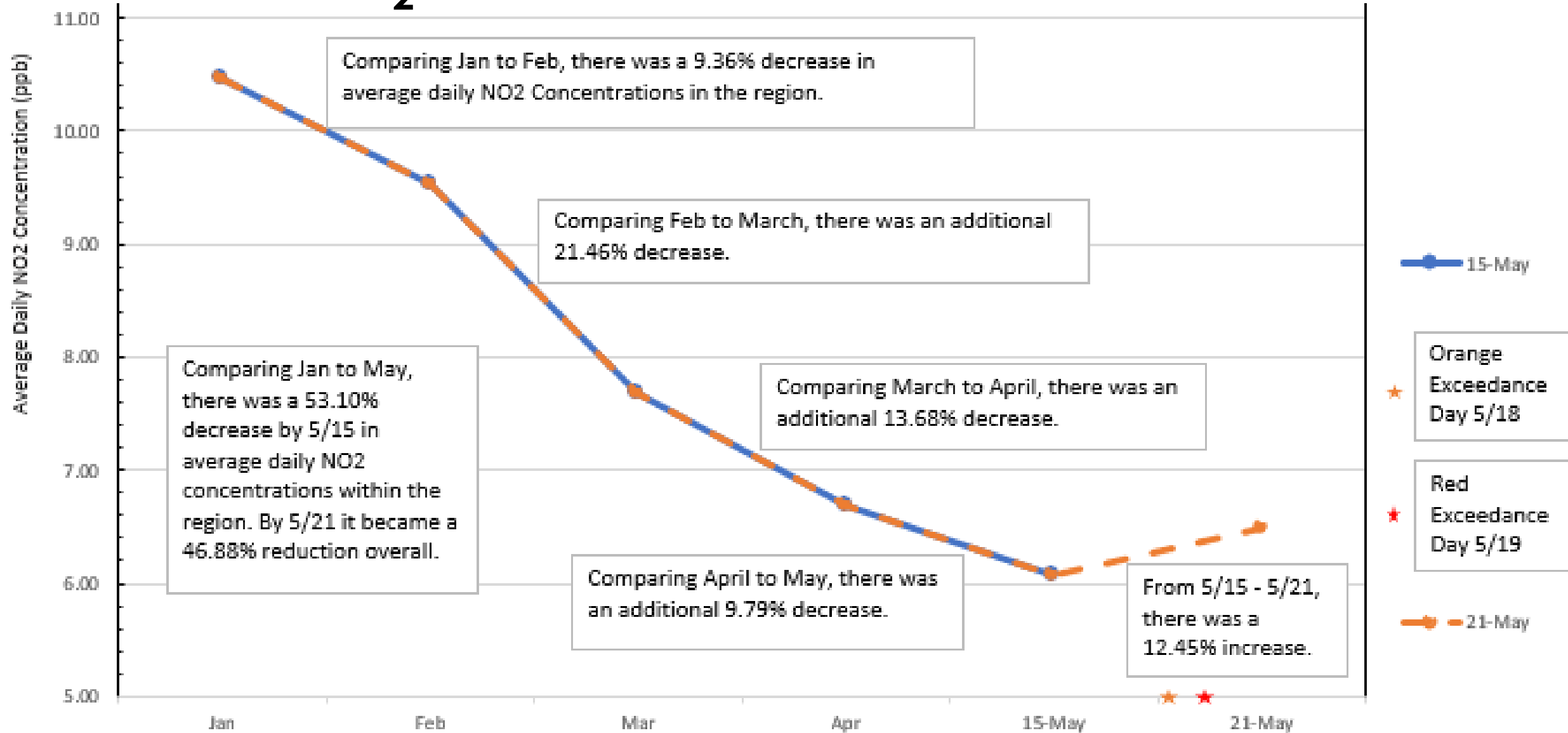
February 2020



Week of March 29, 2020



REGIONAL NO₂ DURING COVID-19



REGIONAL AIR QUALITY IMPACTS DURING COVID-19

Reduced Vehicle Emissions

Lowest Frequency of High-Level, Unhealthy Ozone Exposure Days
(prior to exceedances on May 17, 2020)

Cleaner Air = Blue(r) Skies

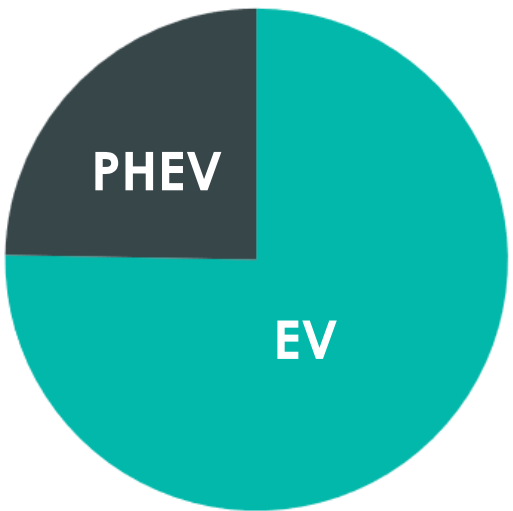
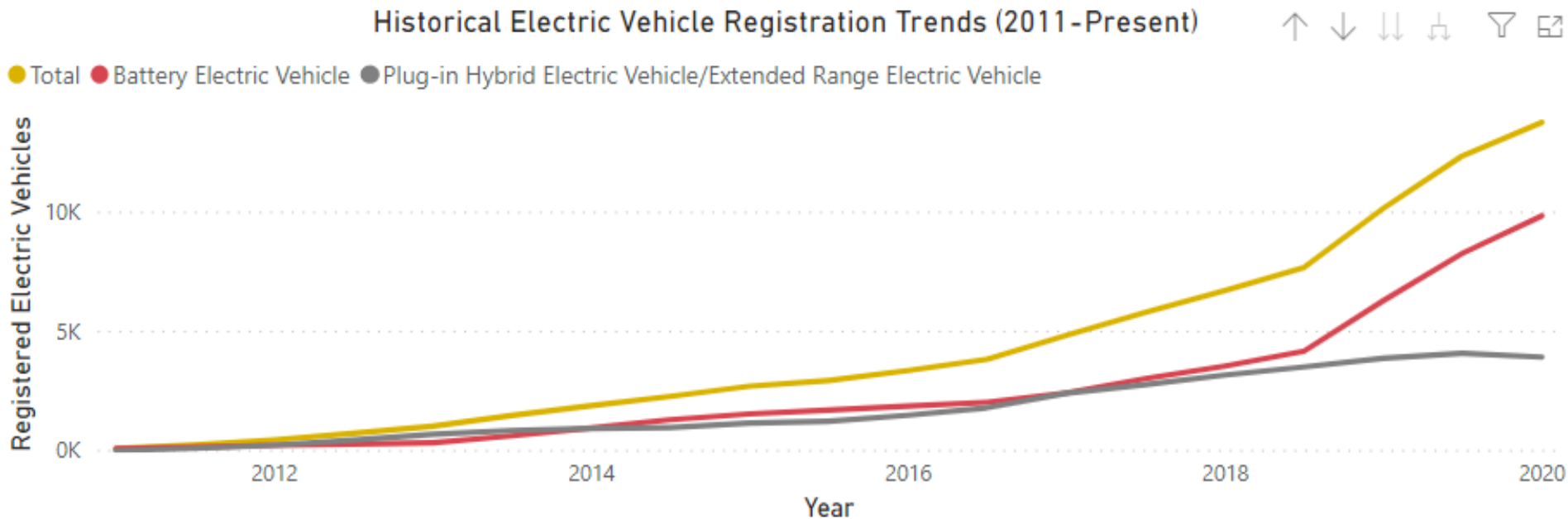
Positive Health Impacts? (Under Review)

How Can We Sustain Impacts? (To be Determined)

Electric and Fuel Cell Vehicles

Travel Demand Management (Telecommuting)

REGIONAL ELECTRIFICATION TRENDS



May 2020	City of Dallas	North Texas
Registered EVs	2,556	13,539
EVs as % of Registered Vehicles	0.59%	0.51%
EVs Per Capita (per 1000 people)	1.96	1.79

LOCAL AIR QUALITY PROGRAMS



Rideshare. Record. Reward.



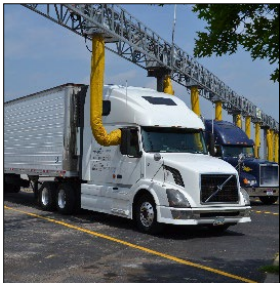
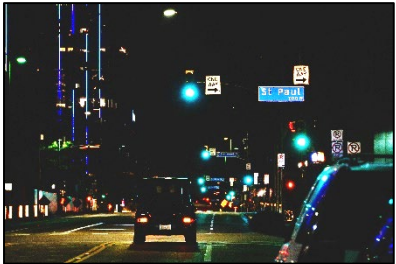
U. S. Department of Energy



Dallas-Fort Worth
CLEAN CITIES



Electric Vehicles North Texas



AIR NORTH TEXAS PUBLIC AWARENESS CAMPAIGN

Clean Air Action Day

Email Signup for Air Pollution Alerts

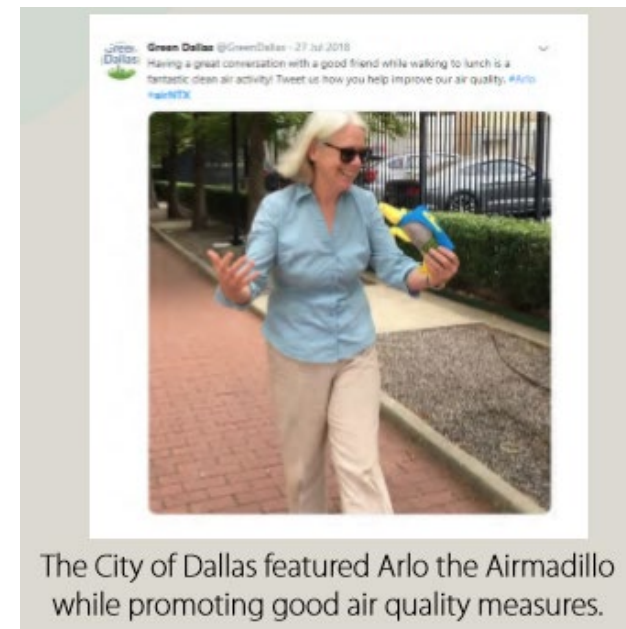
Clean Air Corner Blog

Tips on Daily Clean Air Strategies

Parent/Teacher Resources

Partner-Exclusive Resources

www.airnorthtexas.org



HOW TO TAKE ACTION

There are several resources and programs available to help North Texans incorporate clean air actions into their routines or organizations. If you can't find what you're looking for below, [contact us](#) and we will help point you in the right direction.

Work From Home

[About Telecommuting](#)
[Log Miles & Money Saved](#)

Carpool

[Find Ride Matches & Resources](#)

Use Mass Transit

[DART](#) [DCTA](#) [Trinity Metro](#)
[Log Miles & Money Saved](#)

Bicycle or Walk

[Bicycling & Walking Routes](#)
[Log Miles & Money Saved](#)

Reduce Idling

[Engine Off North Texas](#)

Be Fuel Efficient

[Check Efficiency](#)
[Drive Electric](#)
[Drive a SmartWay Certified Vehicle](#)

Conserve Water

[Save North Texas Water](#)

Conserve Electricity

[Tips & Resources](#)

Communicate Alerts

[Retrieve Ozone Graphic Codes](#)

Air North Texas



- A public awareness campaign that encourages residents of North Texas to make clean air choices
- Composed of a coalition of regional organizations committed to improving the air in North Texas
- Sign up for Air Pollution Alert emails and learn more about the current Air Quality Index

www.airnorthtexas.org

CONTACT INFORMATION

Lori Clark

Program Manager & DFW Clean Cities Coordinator

lclark@nctcog.org

817-695-9232

www.nctcog.org/airquality



North Central Texas
Council of Governments

Dallas Air Quality Program Update

Environment & Sustainability Committee

Paul White II
Senior Program Manager
Office of Environmental
Quality & Sustainability

June 1, 2020



City of Dallas

Overview

- Background
- Local Air Quality Programs
- Alternative Commute Program
- Clean Air Action Day
- Next Steps



Background

- City has managed local air quality monitoring and compliance for over 25 years
- Office of Environmental Quality and Sustainability (EQS) manages programs under TCEQ Grants:
 - Ambient Air Monitoring Program (AAMP) (\$755,602)
 - Air Compliance Program (ACP) (\$505,117)



Hinton Air Monitoring Station

Background, Continued

- EQS also performs air monitoring under the federal Department of Homeland Security BioWatch Program (\$475,000)
- 100% Grant Funded
- The DHS BioWatch Program established in 2003 to provide early warning of a bioterrorist attack in more than 30 major metropolitan areas
- Part of City's AAMP Program



Air Compliance Program (ACP)

- Air Compliance Program operates under a four-year grant agreement with the TCEQ approved by City Council in FY17-18
- Activities under this program:
 - Enforce state air quality rules
 - Inspect local industrial facilities
 - Investigate sources of gasoline vapors
 - Respond to 311 complaints (222 in FY18-19)
 - Review air permit applications (425 active air permits)
 - Inspect permitted facilities inspections (348 in FY18-19)

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Ambient Air Monitoring Program (AAMP)

- Ambient Air Monitoring Program (AAMP) created to monitor the air we breathe for harmful pollutants, verify Clean Air Act compliance, and provide regional air quality data
- 80% of AAMP costs are funded by State and Federal Grants



Kay Bailey Hutchinson Convention Center

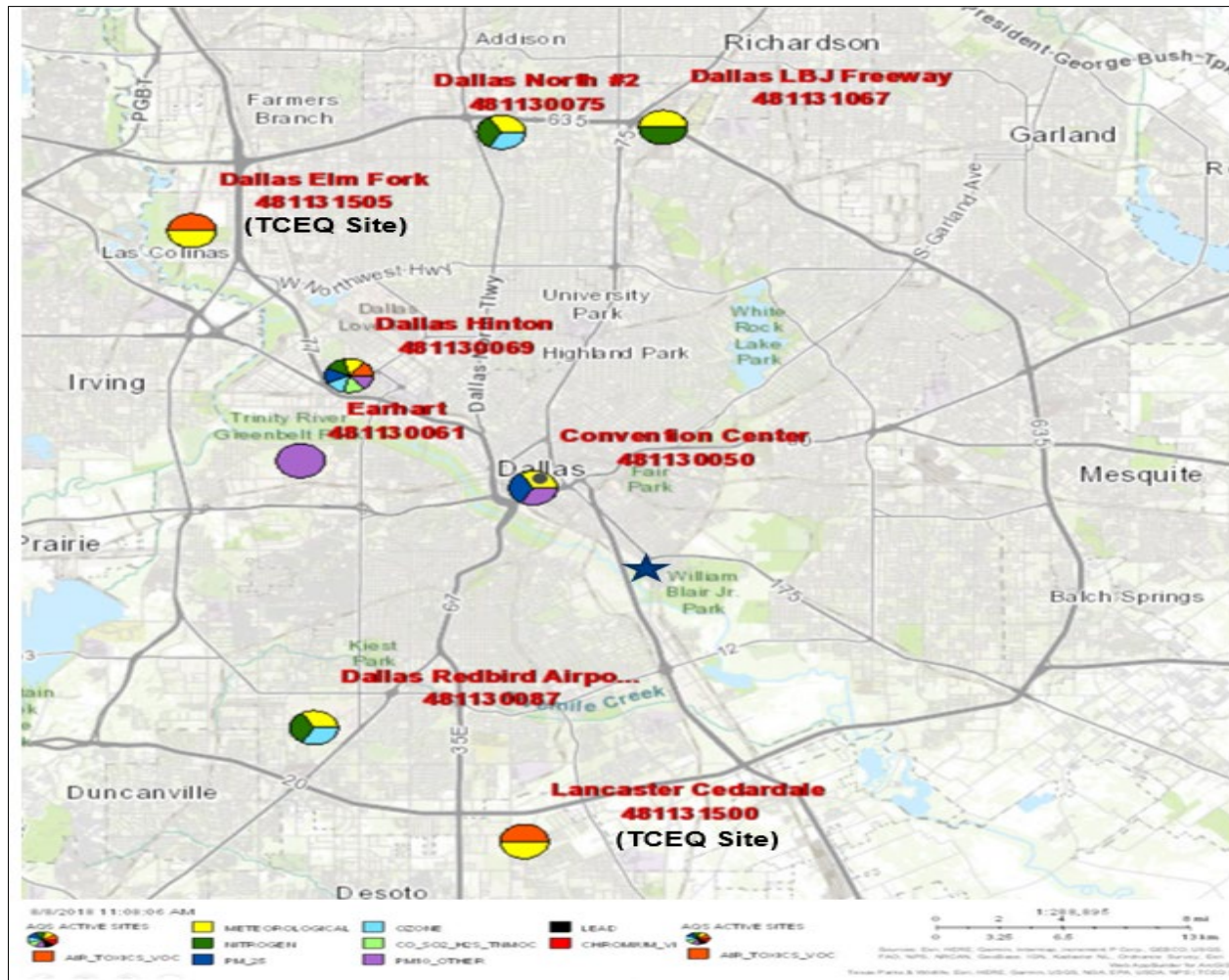
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Ambient Air Monitoring Program

- Common criteria air pollutants monitored include:
 - Ozone
 - Particulate Matter
 - Carbon monoxide
 - Nitrogen Oxides
- Seven air monitors are strategically located throughout the City
(1 monitor is located in City of Rockwall)



Air Monitor Site Map



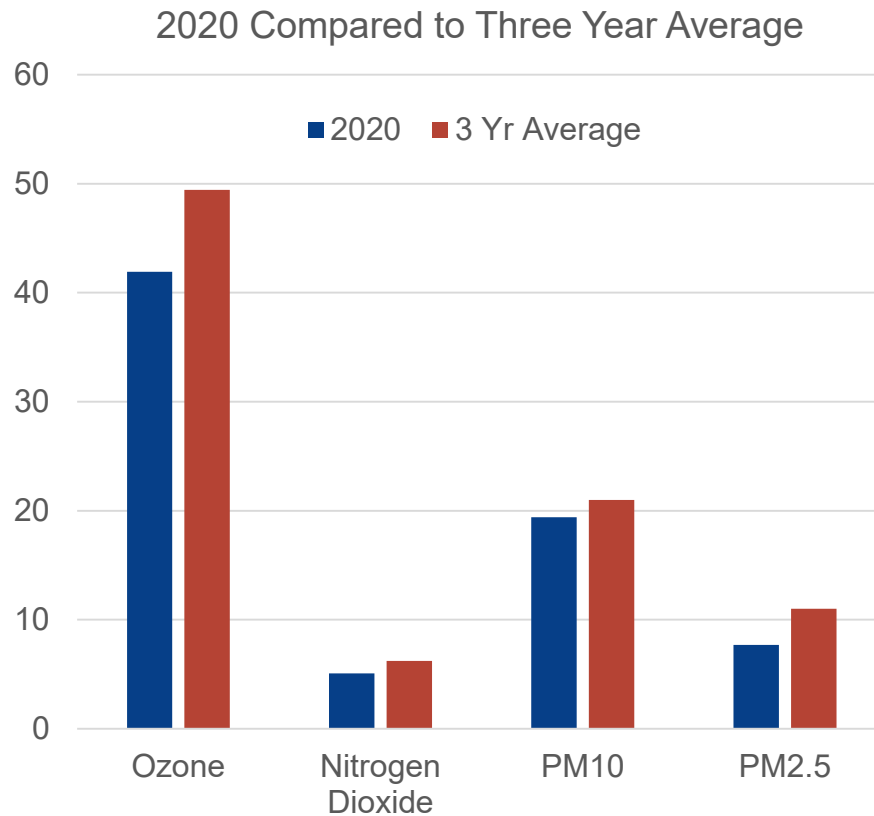
Ambient Air Monitoring Program Addition

New South Dallas Site!

- The City has EPA and TCEQ approval to install PM10 and PM2.5 air monitors in the Southern Sector of Dallas near I-45 Industrial Corridor
- The location will help monitor particulate matter coming from concrete batch plants and other industrial businesses



Emissions Reductions From COVID 19 Shutdown



- Ozone levels are 15% lower in Dallas in March and April 2020 than the previous three years
- NO₂ levels are down 18%
- PM₁₀ levels are 8% lower
- PM_{2.5} levels are 30% lower

Advantages of EQS Local Air Programs

- More frequent local inspections which encourages compliance
- Faster response times to complaints and quicker resolution
- In-house EQS professionals responsible for quality air data that is essential to Clean Air Act compliance and planning
- Maintain productive relationship with state and federal government

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Related Air Quality Outreach Programs

- Alternative Commute (Try Parking It)
- Clean Air Action Day
- Breathe Easy Dallas
- CECAP





TELECOMMUTING?

Be counted for helping to improve Air Quality by participating in these Try Parking It Telecommute Challenges!

HELP RAISE \$1,000 FOR THE NORTH TEXAS FOOD BANK.

Try Parking It will donate \$1,000 to the North Texas Food Bank once we reach 2,000 telecommutes. Record your telecommutes for May at www.TryParkingIt.com

WE WANT TO SEE YOUR WORK-FROM-HOME SPACE!

Send us a picture of your work-from-home space, and you will be automatically entered into a raffle for a surprise gift!

Record your telecommutes through May 31.
Send your pictures to Brittany.Hailey@dallascityhall.com.

Contact Kevin.Overton@dallascityhall.com or Brittany.Hailey@dallascityhall.com for more info.

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Alternative Commute Program

- Reduces pollution and traffic congestion and saves commuters money
- Encourages City employees to rideshare and use alternative methods for commuting to work
- Employees can track their commutes through “Try Parking It” website



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Clean Air Action Day

- Clean Air Action Day (CAAD) highlights air quality issues and actions
- CAAD celebrated on City Hall Plaza, Pegasus Plaza, and last year at Paul Quinn College
- 2020 CAAD has been delayed until August 5th due to COVID



Air Quality Program Recognition

- Arlo Ambassador Award 2016, 2017, & 2018 (Air North Texas)
- Outstanding Outreach 2017 (Air North Texas)
- Outstanding Initiative 2019 (Air North Texas)
- Try Parking It Champions to Brittany Hailey and Kevin Overton 2019 (NCTCOG)
- Silver Fleet Recognition 2018 & 2019 (Clean Cities Coalition)
- Green Power Partnership Recognition 2019 (EPA)





CECAP GOAL 8: ALL DALLAS' COMMUNITIES BREATHE CLEAN AIR

Objectives

- Take a comprehensive approach to addressing air quality at the neighborhood level

Targets

- Increase energy efficiency of existing buildings or facilities
- Reduce trips where people drive alone
- Synergize jobs and housing with transportation infrastructure to increase access to walking and biking options, and public transit
- Increase, enhance and maintain healthy forests, parks, and green spaces, that improve air quality
- Operate a clean, green and efficient waste system

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Next Steps

- Continue to track and review regulatory developments
- Use data to assess air quality trends
- Maintain City programs and develop additional options to improve air quality

Questions and Comments

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Dallas Air Quality Program Update

Environment & Sustainability Committee

Paul White II
Senior Program Manager
Office of Environmental
Quality & Sustainability

June 1, 2020



City of Dallas

Memorandum



CITY OF DALLAS

DATE May 27, 2020

TO Honorable Members of the Environment and Sustainability Committee

SUBJECT **Implementation of the 2019 Brush and Bulk Ordinance**

On June 12, 2019, the City Council approved an ordinance amending Chapter 18, “Municipal Solid Wastes,” of the Dallas City Code, establishing collection limits for brush and bulky trash, and additional regulations related to size and placement. These changes were adopted to improve collection timeliness and reduce visual blight in our neighborhoods. The collection limits provision of the ordinance becomes effective on July 1, 2020, and the City is initiating a public awareness campaign to alert residents of the forthcoming changes. Below is a summary of the program changes, the advertising campaign, and implementation plan.

Currently, residential Sanitation customers may place brush and bulky trash curbside for collection once a month with no restrictions on the quantity. Upon adoption of the ordinance last year, two new regulations took effect: brush cuttings may not be greater than 10 feet in length or 8 inches in diameter, and brush/bulk may not be placed within five feet of any standing object or under low hanging tree limbs or power lines.

Effective July 1, 2020, the quantity of a monthly brush and bulky trash set out may not exceed 10 cubic yards, or approximately the equivalent of 10 household range units. Once per year, customers are allowed an oversized collection of up to 20 cubic yards, provided notification is made to the City one week in advance of the scheduled collection via 3-1-1.

Additionally, the new program also includes a “clean curb” collection component that allows for collection of non-compliant set outs with collection fees posted to the dwelling unit’s utility bill at a rate of \$60 per five cubic yards, billed in five cubic yard increments. However, Sanitation will work with Code Compliance through September for soft enforcement of the new ordinance. Door hangers will be used to alert residents of non-compliance during this initial period, with fees only assessed to repeat violators. Thereafter, Sanitation crews will measure and photograph non-compliant set outs prior to picking up and billing.

To alert Dallas residents of these changes, Sanitation Services has launched a bilingual public awareness campaign across multiple mediums entitled “*Brush Up on Bulk Pickup.*” Additionally, a website, CurbsideManners.com, has been launched to provide residents with specific information about the program and answers to frequently asked questions. The website also includes a calculator to help residents measure their set out and convert measurements to cubic yards. All campaign materials are being produced in English and Spanish, and all materials direct customers to the website for detailed information. The specific elements of the campaign include:

DATE May 27, 2020
SUBJECT **Implementation of the 2019 Brush and Bulk Ordinance**

- Postcard mailed to all Sanitation residential customers (end of May, beginning of June)
- Utility bill inserts for the month of May
- Radio ads on top stations in the market, including leading urban and LatinX stations, and WRR (end of May through June)
- Print ads in weekly publications (June)
- Programmatic digital ads through Belo and Company (end of May through June)
- Service alert e-mail to Sanitation customers enrolled in e-billing (mid-June)
- Email notifications to homeowners and neighborhood associations (mid-June)
- Messaging on City television stations (June)
- Social media messaging: Facebook, Twitter, Instagram, NextDoor (June)
- Fliers and graphics made available to Council offices (May)

After July 1, 2020, Sanitation will continue an awareness campaign through September to continue messaging the brush/bulk program changes to catch those in the targeted audience that may have missed the initial messaging, and to remind others that may have infrequent set outs.

The new limits on brush and bulky trash are phase one of an incremental approach to improve solid waste collections and neighborhood cleanliness in Dallas. Sanitation will brief the Environment and Sustainability Committee in the coming months on additional proposals to improve the efficiency of Sanitation collections, in line with the City's Local Solid Waste Management Plan and Comprehensive Environmental and Climate Action Plan. Options for on-demand, scheduled collections and separation of bulk and brush will be presented at this time.

If you have questions or require additional information please contact me or Tim Oliver, Interim Director of Sanitation Services.



Joey Zapata
Assistant City Manager

c:	Honorable Mayor and Members of the City Council	Jon Fortune, Assistant City Manager
	T.C. Broadnax, City Manager	Nadia Chandler Hardy, Assistant City Manager
	Chris Caso, City Attorney	Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services
	Mark Swann, City Auditor	M. Elizabeth Reich, Chief Financial Officer
	Biliera Johnson, City Secretary	Laila Alequresh, Chief Innovation Officer
	Preston Robinson, Administrative Judge	M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
	Kimberly Bizzor Tolbert, Chief of Staff to the City Manager	Directors and Assistant Directors
	Majed A. Al-Ghafry, Assistant City Manager	