

## MEMORANDUM

TO: Common Council Organizational Committee  
Michael P. May, City Attorney  
FROM: Heather Allen, Legislative Analyst  
DATE: May 17, 2016  
RE: Update from the Legislative Analyst

### **COMMON COUNCIL ORGANIZATIONAL COMMITTEE SUBCOMMITTEE TO DEVELOP COUNCIL STRATEGIC PLANS AND PRIORITIES**

The Common Council Organizational Committee Subcommittee to Develop Strategic Plans and Priorities (the Subcommittee) was established by the CCOC on October 6, 2015 to achieve the following objectives:

1. Formalize and clearly communicate the Council priorities identified at the Council discussion August 27, 2015
2. Develop an implementation strategy with City Staff especially those working on Outcomes Based Budgeting and the Comprehensive Plan Update.
3. Issue a final report explaining how the Council priorities would be integrated into city processes.

The members of the Subcommittee included Alder Clear, Alder DeMarb (Chair) and Alder Zellers. Alternate members included Alder Bidar-Sielaff, Ald. Cheeks, and Ald. Phair. The Subcommittee met on four occasions December 14, 2015, February 1, 2016, February 29, 2016 and March 10, 2016. The Subcommittee formally disbanded at its last meeting on March 10<sup>th</sup>.

The Subcommittee did not develop a final report during this timeframe. The following summary is intended to provide an overview of the work of the subcommittee and may provide basic material for a final report.

December 14, 2015

At the December meeting of the Subcommittee members reviewed and amended the Subcommittee charge to read:

1. Formalize and clearly communicate the Council priorities identified at the Council discussion August 27, 2015
2. Develop an implementation strategy
3. Issue a final report explaining how the Council priorities are integrated into city processes.

February 1, 2016

The Subcommittee received a presentation from the Finance Department regarding Outcome Based Budgeting and Strategic Management. Dave Schmiedicke, Laura Larsen and Kara Kratowicz presented information regarding a proposed strategic management plan including the elements of outcome based budgeting and LEAN government.

The Subcommittee also discussed the planned racial equity training to be held on February 6<sup>th</sup>. The training was intended to enable Council Members to utilize the racial equity analysis and communicate more easily about race. The training reflected the Council's August 2015 vote to prioritize racial equity and addressing racial disparities.

February 29, 2016

The Subcommittee reviewed the results of the racial equity training, and some participants noted that alders now notice more instances of microaggressions and would consider challenging those remarks in public meetings.

Legislative Analyst, Heather Allen presented information about other local governments which employ a Chief of Staff for their legislative branch. The Dane County Board of Supervisors as well as the cities of Richmond, VA, Tempe, AZ and Providence, RI were reviewed. Richmond, Tempe and Providence have smaller populations than the City of Madison and employ a Chief of Staff for their respective councils. The Dane County Board established a Chief of Staff position in its office in 2012 and the Chief manages to the office, the legislative process, and communications. The materials from this presentation are attached in an appendix.

March 10, 2016

The Subcommittee considered three items at the March meeting including the Chief of Staff proposal and how it relates to the current work of Alders and future Alders. The committee also discussed next steps for promoting racial equity and social justice in city policies and practices. The third item considered was best practices for boards, committees and commissions.

Individual alders were selected to advance each initiative going forward. Alder Maurice Cheeks would work on the Chief of Staff idea. Alder Denise DeMarb would work on the racial equity and social justice idea and Alder Mark Clear would work on best practices for boards, committees and commissions. The Subcommittee then disbanded at this same meeting.

After the Subcommittee

The Governance Reform Initiative proposed by Alders Clear and Alder Ahrens was announced on March 17<sup>th</sup>. The Council held a discussion about the proposal on Tuesday April 12<sup>th</sup>. Information discussed at that meeting is attached to this document as an appendix.

Alder Denise DeMarb submitted a draft proposal regarding an Office of Equity and Sustainability to the Common Council Organizational Committee for comments and feedback on April 5, 2016. This proposal may be presented and discussed at a future CCOC meeting.

Alder Maurice Cheeks identified a local expert to provide information to the CCOC regarding the services that a Chief of Staff may be able to offer the Council. Maddy Niebauer has been a Chief of Staff in Teach for America and other organizations. She recently launched a new company named VChief which is a virtual chief of staff service. She could provide the Council information about the services of a Chief of Staff and the pros and cons of creating such a position.

#### **TRANSPORTATION ORDINANCE REVIEW COMMITTEE**

On April 27, 2016 I presented a review of over 30 cities and their transportation structures to the Ad Hoc Transportation Ordinance Review Committee. Materials for that presentation are attached.

#### **YOUTH GUN VIOLENCE REPORT**

Alders Matt Phair and Maurice Cheeks asked for a review of whether Madison could do more to prevent and address gun violence committed by young people. They also asked whether gun violence is on the rise in the City of Madison among young people. The short answer to the first question is yes, there are several models from other communities that Madison could employ to enhance both prevention and response to youth gun violence.

The second question does not have a short answer. Arrest data indicate there has been some increase in arrests involving guns among young people between 2000 and 2015 in the City of Madison. Additionally there is evidence of an increased number of stolen firearms and assaults with guns for all age groups between 1998 and 2015. Incidents of reckless endangerment and felons in possession of a gun have increased during that same time period. On the other hand during the same time period the data show a decrease in homicide with guns in the City of Madison. Armed robbery with a gun is by far the most frequent event of all the gun crime data reviewed for this report, though the number of armed robberies has remained relatively constant from 1998 - 2015.

Together the data show that several gun crimes with the exception of homicide have been increasing in the City of Madison over the last 15+ years.

Gun violence has a detrimental impact on individuals, families, neighborhoods and communities. National statistics show that young people are often victims of gun violence and black male teens are more likely to be killed by a gun than any other cause. Therefore the goal of this paper is to offer a list of recommendations ranging from simple to complex investments the City may employ to prevent and address youth gun violence.

The first section of the memo examines recent trends in gun violence among young people in Madison as well as citywide trends for all age groups. The second part provides recommended actions to reduce youth gun violence. The recommended actions include a section detailing the highest rated evidence-based family and individual intervention models to prevent and reduce gun violence. The appendix includes sections exploring the causes and consequences of youth violence as well as the costs to individuals, families and communities. The report will be available this evening.

## MEMORANDUM

DATE: February 26, 2016

TO: Common Council Organizational Committee  
Michael P. May, City Attorney

FROM: Heather Allen, Legislative Analyst

RE: **Chief of Staff Roles and Responsibilities**

### INTRODUCTION

You requested information regarding Chief of Staff positions. In particular, you asked for details about the role of the Chief of Staff in the Office of the Dane County Board of Supervisors and information about similar jobs in other city councils. In order to address these questions I have consulted with Karin Thurlow, Chief of Staff in the Dane County Board of Supervisors Office. I have also collected information from other cities with similar or smaller populations including Richmond, VA, Tempe, AZ and Providence, RI.

### DANE COUNTY BOARD

In 2012, the Dane County Board established a Chief of Staff position in its office. The main roles and responsibilities of this position are to: 1) Manage the board office (30%), 2) Manage the legislative process (30%), 3) Manage board office communications (25%), and 4) Perform other duties as assigned (15%). See attached position description for further details. The Chief of Staff “serves as the non-partisan department head of the Office of the County Board, providing daily operational supervision to Office staff.” The Chief prepares the annual budget, plans and manages work of staff in the office. Meanwhile the Chief leads legislative work including identifying policy options and making recommendations to the County Board Chair, interpreting state statutes and providing independent analyses.

Karin Thurlow had served in the office for over 15 years as a policy analyst prior to her appointment as the Chief of Staff. When asked how the creation of the Chief of Staff position has impacted the work of the County Board she explained that the County Board benefited from organizing its policies and priorities under a new division Policy and Practice Innovation at the same time as establishing the Chief of Staff position (see attached Dane County Board Office Organizational Chart). According to Ms. Thurlow, the County Board was able to significantly increase capacity and demonstrated its focus on innovation and transparency and public engagement. Much of the work of the Chief of Staff is administrative, but this work enables the County Board to be much more effective at developing policy and ensuring policies are implemented.

Richmond, VA (pop: 214,114)

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Richmond, VA is a city with a slightly smaller population than the City of Madison. The Richmond Council oversees governance and the Mayor of Richmond manages day-to-day operations in a manner similar to

the City of Madison. There are nine council districts and nine council members. The Council Members are part-time and earn \$25,000 annually. “Richmond’s chosen form of local government is a Council-Mayor form of government, which establishes Richmond City Council as the governing body of city government and a Mayor is elected to oversee a Chief Administrative Officer in the delivery of day-to-day government operations.”<sup>1</sup> The Chief Administrative Officer is a position the City of Madison does not have and the CAO may be appointed by the Mayor or may serve multiple Mayors.

The Richmond City Council employs twelve staff members (see organizational chart in Appendix 2), managed by the Council Chief of Staff. The Chief of Staff manages the Office of the Council Chief of Staff employees including:

- 2 FTE Council Policy Analysts and 1 PT Council Policy Analyst
- 2 Council Budget Analysts
- A Council Project Management Analyst – Board Analyst
- A Council Public Information Manager
- A Council Public Relations Specialist
- A Deputy Council Chief of Staff

#### Providence, RI (pop: 177,994)

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Providence, RI has fifteen Council Members all directly elected by the residents of the each of the fifteen wards. The Providence, RI City Council Office has a staff of nine individuals (see Appendix 3), including a Chief of Staff and Director of Legislative Affairs. Yvonne Graf serves in the role of Acting Chief of Staff and Director of Legislative Affairs and “functions as primarily liaison and manages policy and legislative initiatives, including ordinances, proposals and reports for both neighborhood and citywide projects and coordinates communications.”<sup>2</sup> Providence also has a staff research analyst, research assistant, IT specialist and special assistant for special projects.

#### Tempe, AZ (pop: 168,228)

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Tempe, AZ has a unique Chief of Staff Model. The Chief of Staff manages the professional and administrative staff assigned to the Mayor and City Council (see attached position description in Appendix 4). The Chief of Staff also serves as a communication liaison between the Mayor and City Council, as well as other City departments and the general public. Elizabeth Higgins, the Tempe Chief of Staff, reports directly to the City Manager and is accountable to both the Mayor and the Council.

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<sup>1</sup> Richmond Virginia City Council Website. <http://www.richmondgov.com/CityCouncil/about.aspx>

<sup>2</sup> Providence Rhode Island City Council Website. <http://council.providenceri.com/council-staff>

## Appendix 1.

Chief of Staff

Dane County Board of Supervisors

- o Position Description
- o Organizational Chart
- o Five Year Budget Projections

**County Board Office**

County Board Chair  
(Elected)  
1.0

Chief of Staff  
M 15  
(1.0)

Policy and Practice  
Innovation

Legislative Support  
Services

Sustainability Coordinator  
M 11  
(0.75)

Equity Coordinator  
M 11  
(1.0)

Legislative Services Director  
M 13  
(Vacant)

Legislative Management  
System Specialist  
P 7  
(1.0)

Clerk Typist  
(LTE)

Election Specialist  
G 17  
(0.25)



# DANE COUNTY POSITION DESCRIPTION

Date: 1/1/11

Position No. NEW

Dept. No. County Board

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1. **NAME OF EMPLOYEE:**
  
2. **DEPARTMENT/DIVISION:** County Board; Legislative Services
  
3. **WORK ADDRESS:** 210 Martin Luther King Jr., Blvd., City/County Building, Room 106
  
4. **CLASSIFICATION OF POSITION:** Chief of Staff
  
5. **NAME AND CLASS OF FORMER INCUMBENT:**
  
6. **NAME/CLASS OF FIRST LINE SUPERVISOR:** County Board Chair
  
7. **APPROXIMATE DATES EMPLOYEE HAS BEEN PERFORMING WORK DESCRIBED BELOW:**
  
8. **DOES THIS POSITION SUPERVISE EMPLOYEES IN PERMANENT POSITIONS?**  
Yes  No
  
9. **SUPERVISION RECEIVED:** General supervision
  
10. **SUPERVISORY RESPONSIBILITIES:** The policy analyst, the sustainability coordinator, the administrative assistant II, and the .25 staff shared with the County Clerk's Office.
  
11. \_\_\_\_\_  
**Employee Signature** **Date**
  
12. \_\_\_\_\_  
**Supervisor Signature** **Date**
  
13. \_\_\_\_\_  
**ERD Staff Signature** **Date**

**POSITION SUMMARY: (Briefly describe what you consider to be the major purpose or objectives of your position. What are you attempting to accomplish in your position, or why do you feel your position exists?)**

Serves as the non-partisan department head for the Office of the County Board, providing daily operational supervision to Office staff. Prepares and manages the annual budget for the Office of the County Board. Plans, organizes, coordinates, sets priorities, assigns and evaluates the work of staff engaged in the department's activities. Establishes and implements operational policies, goals and objectives for the department within guidelines provided by the County Board Chair; and assure departmental operations are carried out according to directives.

Serves as the lead legislative staff position, assists with the preparation of the County Board calendar, attends, provides staff support, and makes presentations to County Board and committee meetings; identifies options and makes recommendations to the County Board Chair on methods for carrying out County Board statutory mandates and legislative operations; assists in interpreting state statutes, county ordinances and Robert's Rules of Order as they apply to County Board functioning; makes recommendations and assist in implementing new county board rules and policies. Provide independent analysis on county budget requests, develop alternative budget strategies, provide support to county board committees reviewing agency budget requests, and develop summaries and updates of the status of budget amendments.

Maintain effective working relationships with elected and appointed officials of the county and with other governmental agencies. Respond to inquiries from local government officials, county agency staff, state and national organizations, the media, and the general public on County Board issues; Handle and maintain access to reports, records, plans and programs of a broad segment of the organization where utmost discretion and integrity is required to safeguard the effectiveness and public image of Dane County.

## **FUNCTIONS**

### **FUNCTION A - 30% Manage the Board Office**

- A 1.** Prepare and manage the annual budget for the Office of the County Board. Approve and monitor Office expenditures.
- A 2.** Plan, organize, coordinate, set priorities, assign and evaluate the work of staff engaged in the department's activities including administrative support staff, the Policy Analyst, and the Sustainability Coordinator; provide counseling and training as needed, develop staff procedures and make changes and recommendations for improvements as appropriate.
- A 3.:** Establish and implement operational policies, goals and objectives for the department within guidelines provided by the County Board Chair; and assure departmental operations are carried out according to directives.
- A 4.** Participate in hiring and disciplinary actions.
- A 5.** Maintain records and prepare reports on a variety of subjects related to Office budget and management.

- A 6. Negotiate and administer contracts related to Board Office activities and consult with the Corporation Counsel on legal matters.
- A 7. Performs related work as required.

**FUNCTION B - 30%: Manage the Legislative Process**

- B 1. Maintain contact with other departments, public, other agencies, local government units and the media where tact, persuasiveness and judgment must be exercised to reach an objective or maintain goodwill.
- B 2. Attend and provide staff support to County Board and county committee meetings.
- B 3. Make decisions and final recommendations which often affect more than one organizational unit and sometimes the entire organization which have major impact.
- B 4. Assist county agencies, department heads and staff to gather information and respond to County Board committees and the County Board Chair.
- B 5. Make presentations to County Board committees.
- B 6. Assist the County Board Chair with the preparation of the County Board agenda and referral of ordinances and resolutions to committees.
- B 7. Prepare resolutions for introduction to the County Board, either independently or in consultation with supervisors and county departments.
- B 8. Provide independent analysis on county budget requests, develop alternative budget strategies, provide support to county board committees reviewing agency budget requests, and develop summaries and updates of the status of budget amendments.

**FUNCTION C – 25% Manage Board Office Communications**

- C 1. Handle and maintain access to reports, records, plans and programs of a broad segment of the organization where utmost discretion and integrity is required to safeguard the effectiveness and public image of Dane County.
- C 2. Respond to inquiries from the County Board, other governmental units, the media and the general public.
- C 3. Prepare a variety of correspondence and reports to the County Board, County Executive and other state and local officials as well as other stakeholders; prepare press releases to publicize key County Board events and as requested by supervisors.

**FUNCTION D - 15%: Perform Other Duties As Assigned.**

- D 1: Create and make professional, public presentations
- D 2: Perform special projects as assigned

**D 3.:** Assist with preparations for committees of the whole and other special meetings and events.

## **POSITION REQUIREMENTS**

**Education and Experience:** The position requires graduation from a college or university with a Bachelor's degree, with a master's degree preferred, in business, public administration, planning, or a related field. Candidates must also demonstrate expertise in local government legislative process, budget analysis and development, and analysis of governmental programs. Candidates must have at least five years of experience with progressively increasing responsibility in a nonpartisan legislative service capacity.

**Certifications and licenses:** N/A

## **KNOWLEDGE, SKILLS AND ABILITIES:**

Ability to plan, organize, prioritize, coordinate, assign and evaluate the work of staff; ability to assess overall departmental effectiveness in carrying out its mission; ability to assess and define training needs of staff.

Knowledge of the functions, organization, procedures, law, ordinances, and regulations involved and related to the activities of county departments and how they relate to the County Board Office. Thorough knowledge of local government operations, including budgeting; ability to evaluate complex policies and programs and recommend effective changes; ability to communicate complex policy proposals and results to policy makers using oral presentation and written communication skills, ability to develop private and public communications and maintain positive public relations.

Ability to effectively communicate with elected officials, staff and members of the public; skill in establishing and maintaining effective working relationships with other employees, government officials, civic organizations and community agencies, the media, and the general public.

**PHYSICAL DEMANDS:** Ability to sit for long periods of time; ability to endure stressful situations and react in a positive manner; ability to see and hear within normal ranges with or without adaptive devices.

**WORK ENVIRONMENT AND SPECIAL REQUIREMENTS:** This position works directly with elected officials and department heads and functions in an environment of sensitivity and political issues. Must be available to attend evening meetings of committees, boards and public hearings.



# BOARD OF SUPERVISORS County of Dane

ROOM 106B, CITY-COUNTY BUILDING  
210 MARTIN LUTHER KING, JR. BOULEVARD  
MADISON, WISCONSIN 53703-3342  
608/266-5758 • FAX 266-4361 • TDD 266-4121



July 16, 2015

**TO:** Carlos Pabellon, Interim Director, Department of Administration  
Helen Anderson, Office of Management and Budget

**FROM:** Karin Thurlow, Chief of Staff  
Office of the Dane County Board of Supervisors

**SUBJECT:** Five Year Budget Projections 2016 -2020

I have completed the five year budget projections for the County Board Office. The Board Office has minimal revenue, limited to reimbursement from the Wisconsin Counties Association for mileage when a supervisor uses a Dane County car to attend meetings; because this is insignificant and intermittent, it is not included as a revenue source.

In 2015 the County Board Office efforts expanded in the scope and nature of its the work, while reflecting the priorities of the County Board. The 2016 budget includes a decision item to create a division of policy and practice innovation. The work of the sustainability coordinator and the equity coordinator involves daily interaction with County Board supervisors, elected officials, judges, department heads, local stakeholders, and national organizations in the identification and development of policy and program innovations. The Board Office does not implement programs. However, these two positions reflect the priority of the Board in the areas of equity and sustainability, as well as policy and practice innovation in general, and the incumbents serve as vital content experts for all departments. The work not only includes technical assistance and the identification and realization of outside resources; but also coordination and collaboration among key officials and staff to move issues forward. In the roles of sustainability coordinator and equity coordinator, the incumbents provide professional staff support to a number of county committees and commissions, and also support the County Board's consideration of the county budget. Finally, each of the incumbents have assisted in the oversight of LTE interns who have worked with the Board Office, providing daily guidance and feedback on a project basis.

The Board Chair has asked me to complete the process required to reclassify the positions of the sustainability coordinator/audit analyst and the equity coordinator/program analyst from the M11 to the M12 classification. This work will be initiated in the coming week, and I anticipate it will affect the 2016 budget and the budgets thereafter. The focus of these two positions on innovation is an economic benefit to the county:

- The work of the sustainability coordinator has supported the county's goals to achieve energy efficiencies and decrease carbon emissions. The coordinator provides substantial technical assistance in identifying projects for SMART funding, and in collaborating with departments and funders, such as Focus on Energy, to bring outside funding to county projects. SMART funding for projects directly result in energy savings, which also helps the county's bottom line.
- The equity coordinator/program analyst serves as a catalyst for funding, particularly in the area of criminal justice reform. The reclassification will also result in a title change to 'Equity and Criminal Justice Council Coordinator' in recognition of the nature of the work. In the past year, the coordinator

has positioned the county nationally for grant funding and foundation work in pretrial reform. She has secured grants for a position in the District Attorney's Office, for implicit bias training for local police departments, and coordinated the effort for a Department of Labor grant. The Board Office has played an important role in the development of the Community Restorative Court, and the equity coordinator forged a valuable relationship with the Center for Court Innovation, a national group which is providing technical assistance to the initiative.

In addition to efforts to support the county's equity, criminal justice, and sustainability innovations, the Board Office has continued to implement the legislative management system. New initiatives in future years in this area will reflect the Board's commitment to transparency and effectiveness of county government. The software includes a public engagement platform and the Board Office will begin to make use of that in the coming months.

Overall, budget increases in future years are projected to be modest.

- I anticipate additional interest in increasing expenditures in staffing within the next five years. In addition to the \$9,800 for reclassifications, there may be interest in adding .25 FTE for the sustainability coordinator. The position in the Board Office is currently a .75 FTE position. I believe there will be interest in increasing this to a full time position within a few years, and the salary line includes an additional \$24,300 to cover this cost beginning with the 2017 budget. The 2016 budget includes increased funding for an LTE to perform clerical support, and this cost will continue.
- The other line item that has potential to increase is the amount budgeted for audits. I have left the audit line steady over the five year forecast, but recognize that the cost of audits fluctuates depending on the number of audits as well as their scope and topic.
- Membership fees for the National Association of Counties increased by almost \$1,100 in 2014. The Wisconsin Counties Association fees increased by over \$15,000 for 2015. The Board Office also is a member of the Urban Sustainability Directors Network, a network of municipal government sustainability professionals, and in the Local Government and Regional Alliance on Equity. The latter two memberships will cost an additional \$5400 from 2016 onward.

Please do not hesitate to contact me if you have any questions regarding these budget projections.

## Appendix 2.

Chief of Staff  
City Council  
Richmond, VA

- o Organizational Chart



# Richmond City Council

The Voice of the People

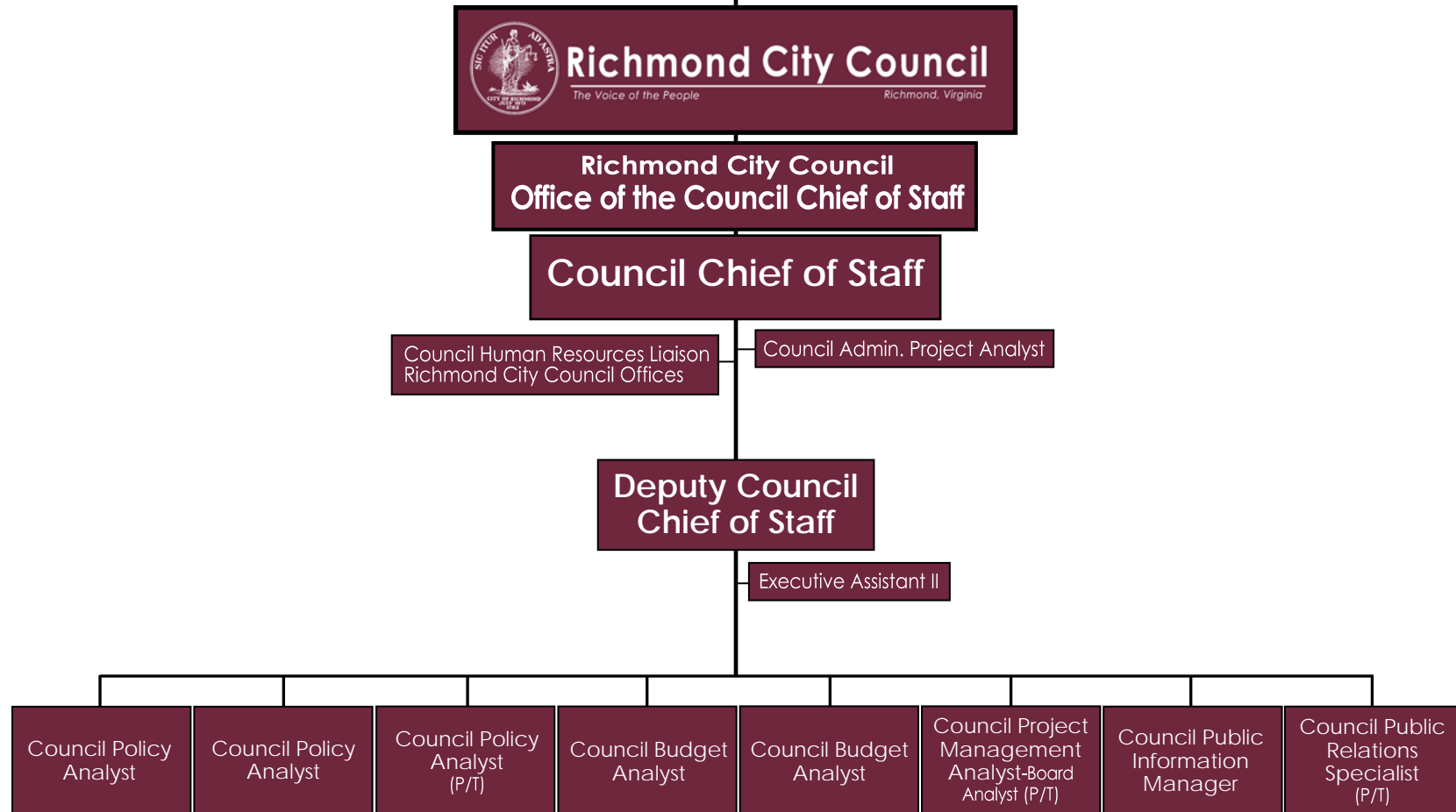
Richmond, Virginia

Official Governing Body of Richmond, Virginia U.S.A.

**Richmond City Council**  
**Office of the Council Chief of Staff**  
Richmond City Council Executive Offices  
Richmond City Hall  
900 E. Broad Street, Suite 305  
Richmond, Virginia 23219 U.S.A.  
804.646.2778 (tel); 646.5468 (fax)  
[www.council.richmondva.gov](http://www.council.richmondva.gov) (website)  
[www.facebook.com/RichmondCityCouncilVirginiaUSA](https://www.facebook.com/RichmondCityCouncilVirginiaUSA) (facebook)

## Richmond City Council - Office of the Council Chief of Staff

# ORGANIZATIONAL CHART





## Appendix 3.

Chief of Staff

City Council

Providence Rhode Island

- Chief of Staff description
- Other Council Staff descriptions

## Council Staff

To contact a member of the City Council staff, call (401)521-7477 or email them directly.

### Supervisor/Scheduler

Primary scheduler for all councilmembers; provides advanced administrative functions.

### Katia Lugo, Administrative Aide/Translator

Translator and administrative facilitator between Spanish speaking constituents, the city council, staff, city departments and dignitaries. Serves as liaison and outreach coordinator to all constituents and community groups.  
[klugo@providenceri.com](mailto:klugo@providenceri.com)

### Felicia Ingram, Information Technology Specialist

Facilitates all technology needs for council office and training of staff. Specializes in the coordination and enhancement of all in-house technology.  
[fingram@providenceri.com](mailto:fingram@providenceri.com)

### Philip McKendall, Special Assistant to City Council/Special Projects

Coordinates and monitors progress of neighborhood capital improvement projects and other special projects in Council wards. Plans and staffs neighborhood events and meetings, and assists with constituent service requests.  
[pmckendall@providenceri.com](mailto:pmckendall@providenceri.com)

### Seney Chang, Research Assistant

Provides assistance to council members and Manager of Policy & Research in all areas of research on legislative and neighborhood initiatives. Serves as liaison to community groups, as assigned. Fluent in Khmer(Cambodian).  
[schang@providenceri.com](mailto:schang@providenceri.com)

### Charlene Warren, Secretary

Responsible for all City Council correspondence. Provides additional staff support for incoming calls, Citizen Assistance Requests and related activities.  
[cwarren@providenceri.com](mailto:cwarren@providenceri.com)

### Nick Freeman, Research Analyst

Conducts policy and legislative research for neighborhood and citywide projects. Assists with media and public relations.  
[nfreeman@providenceri.com](mailto:nfreeman@providenceri.com)

### Yvonne Graf, Acting Chief of Staff & Director of Legislative Affairs

Serves as staff director and oversees all projects and staff activities. Functions as primary liaison between councilmembers, administration and department directors. Initiates and manages policy and legislative initiatives, including ordinances, proposals and reports for both neighborhood and citywide projects and coordinates communications.  
[ygraf@providenceri.com](mailto:ygraf@providenceri.com)

### Teresa Boucher, Receptionist

Controls council switchboard; lead person for telephone communication needs of council and staff.  
[tboucher@providenceri.com](mailto:tboucher@providenceri.com)

## Who's My Councilperson?

PROVIDENCERI.com

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## Events

<< February 2016 >>

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29					

## News RSS Feed



Providence City Council, City Hall  
25 Dorrance Street | Room 310 | Providence, RI 02903  
Phone: 401-521-7477 | Fax: 401-521-3920 | ©2016 All Rights Reserved.

## Appendix 4.

Chief of Staff

Mayor and City Council

Tempe, Arizona

- o Chief of Staff description



## **MAYOR AND CITY COUNCIL - CHIEF OF STAFF**

### **Purpose:**

To actively support and uphold the City's stated mission and values. The primary role of Chief of Staff is to carry out highly responsible and complex assignments from the Mayor to accomplish City objectives; to perform professional level duties involved in the research and analysis of complex municipal policy issues for the Mayor and City Council; to serve as a communication and policy liaison between the Mayor's Office, the City Council, the City Manager's Office, other City departments, and the general public; and to provide supervision of support staff for the Mayor and City Council.

### **Supervision Received and Exercised:**

Receives direct supervision from the City Manager.

Exercises direct supervision over professional and administrative staff assigned to the Mayor and City Council.

### **Distinguishing Characteristics:**

This position is unclassified, which means the employee or the City can terminate the employment relationship at any time, for any or no reason, with or without cause or notice. Moreover, the Mayor and City Council – Chief of Staff serves at the discretion of the incumbent Mayor and City Councilmembers.

The Mayor and City Council – Chief of Staff must be politically astute and sensitive to issues or requests that have the potential for controversy.

### **Essential Functions:**

Duties may include, but are not limited to, the following:

- Works with the Mayor to identify the needs of the city and to accomplish Mayor and City Council strategic objectives.
- Ensures the Mayor and City Council are fully informed on all policy matters requiring attention.

## CITY OF TEMPE

### Mayor and City Council Chief of Staff (continued)

- Briefs and advises the Mayor and City Council on matters of concern and prepares position statements for consideration;
- Performs research on assigned problems, issues, or programs; analyzes findings and recommends changes in policies or procedures;
- Coordinates the work of Committee of the Whole and ensures resulting information is accurately communicated to Mayor, City Council, City Manager and City departments;
- Prepare reports, memos or verbal updates on matters of significance at the direction of the Mayor or individual Councilmembers to ensure elected officials and senior management team are informed of current status of significant programs, issues or events.
- Provides or serves as liaison between the Mayor and City Council and administrative staff, City departments, citizens or community organizations;
- Develops and monitors administrative policies and procedures for staff to process the flow of work and carry out goals and objectives of the Mayor and City Council;
- Directs staff work necessary to accomplish programs or projects of interest to the Mayor and City Council;
- Oversees and directs the work of the Tempe 311 division and staff;
- Prepares, edits and reviews correspondence from the Mayor and City Council to citizens, organizations or community groups;
- Accompanies or represents the Mayor at various meetings and ensures that the Mayor receives all necessary background information;
- Prepares or directs reporting staff to accumulate material and research for drafts of speeches, articles, editorials, and policy statements delivered by the Mayor and City Council;
- Prepares budget and reviews and approves all expenditures in the Mayor/Council Office;
- Attends City Manager's agenda meetings;
- Attends City Council meetings; prepare City Council consensus reports.
- Provide pro-active performance planning through ePerformance; utilize the ePlan to formalize performance goals, outline professional development plans, and discuss job

CITY OF TEMPE  
Mayor and City Council Chief of Staff (continued)

competencies; utilize the eLogs as an electronic dialogue tool and communication resources for transparent documentation;

- Maintain effective and consistent one on one dialogue with all employees on a regular basis;
- Performs other job related duties as assigned.

**Minimum Qualifications:**

**Experience:**

Equivalent to three years of full-time, professional experience in program administration, research or finance, preferably in municipal government. Experience working with elected officials is preferred.

**Education:**

Requires a Bachelor's degree from an accredited college or university with major course work in business administration, public administration or other degree related to the core functions of the position. A Master's degree is highly preferred.

**Licenses/Certifications**

None

**Examples of Physical and/or Mental Activities:**

- Work in a stationary position for considerable periods of time
- Work alone for extended periods of time
- Operate computers, calculators and other office machines using repetitive hand/eye movement
- Considerable reading and close vision work
- May require working extended hours

**Competencies:**

<http://www.tempe.gov/home/showdocument?id=26274>

**Job Code: 011**

**Status: FLSA Exempt / Unclassified**

City	Est. Population	Mayor on the Finance Committee?	Who appoints Members?	Others on Committee	Total Members	Name of Committee	Total # of Alders	City Manager Y/N	Best Place to Live Ranking	Bond Rating (Moody's unless otherwise noted)	Salary for Alders	Full time or Part time	Notes
Anchorage, AK	300,950 (2013)	No	Mayor, confirmed by council	5 alders	5	Budget/Finance Committee	11	Y	Top 100 Best Place to Live (2014)	Aa2			
Ann Arbor, MI	117,025 (2013)	Yes	Mayor	4 Council Members plus Chair	5	Budget and Labor Committee	10	N	Top 10 Best Cities for College Grads (2014)	Tax-Backed: Aa1. Revenue-Backed: Aa2 (April 2010)	16,000 (2014)	PT	
Buffalo, NY	258,959 (2013)	No	Council President, President Pro Tem, Council Majority Leader	4 Council Members plus Chair	4	Budget Committee	9	N	Top 99 Beer Cities (2015)	A1	0	PT	
Madison, WI	243,344 (2013)	Yes	Mayor	6 alders	7	Board of Estimates	20	N	Top 3 Best Place to Live (2016)	Taxbacked rating Aaa, revenue backed rating Aa2	12,692	PT	
Minneapolis, MN	382,578 (2013)	No	Council President	Council President chairs, and Council VP vice-chairs plus 4 Council members (total of 6)	6 Council Members	Ways and Means Committee (includes budget subcommittee)	13	No	Top 10 Healthiest Cities (2015) and Top 10 Downtowns (2015)	Aa1 (Moody's, Feb 2015)	86,532	FT	
Missoula, MO	68,377	No	Council President	9 City Council Members	9	Administration and Finance	12	Y (Chief Administrative Officer)	Top 10 Best College Towns (2015) and Top 10 Best Winter Vacation Spots (2012)	A2 (April 2011)	28,750	FT	Also have a standing Budget Committee of the whole comprised of all 12 Council Members
Pittsburgh, PA	305,841 (2013)	No	Council President	3 Council Members	At least 3 members of the Council	Committee on Finance and Law	9	No	Top 100 Places to Live (2016) and one of the 99 Best Beer Cities (2015)	A1 (Moody's August 2014)	63,505	FT	Council President appoints all members for all standing committees

City	Est. Population	Mayor on the Finance Committee?	Who appoints Members?	Others on Committee	Total Members	Name of Committee	Total # of Alders	City Manager Y/N	Best Place to Live Ranking	Bond Rating (Moody's unless otherwise noted)	Salary for Alders	Full time or Part time	Notes
St. Louis, MO	319,924 (2013)	No	Council President	8 alderpersons	8	Ways and Means Committee (Also called budget committee)	28	Y (Public Administrator)	Top 100 Places to Live (2014) and Top 10 Best Places to Retire (2013)	Senior-most Tax-Backed Rating = A1, Senior-most Revenue Backed Rating = A3	37,000	PT (President's salary is 80,000)	28 alders comprise the St. Louis City Council
La Crosse, WI	118,011	Yes	Council President	Finance Director, 9 alders	11	Board of Estimates	17	N		Aa2			
Janesville, WI	64,009	No	Council President	3 alders, 1 citizen	4	Audit Committee	7	Y		AA (Standard & Poor's)	0	PT	
Eau Claire, WI	101,564	NA	Council President appoints members to all committees			NA	11	Y		Tax-backed Aa1, revenue-backed Aa2	3,000	PT	
Racine, WI	195,163	Yes, non-voting	Mayor	5 alders	6	Finance and Personnel Committee	15	Y		No Information			
Green Bay, WI	104,891	No	Mayor	4 alders	4	Finance Committee	12	N		Aa2			
Kenosha, WI	168,068	No	Mayor	6 alders	6	Finance Committee	17	Y		Tax-backed Aa2, Revenue backed Aa2	5,500	PT	
Milwaukee, WI	599,642	No	Council President	5 alders	5	Finance and Personnel Committee	15	Y		Tax backed Aa3, Revenue backed Aa2	79,909	FT	
Waukesha, WI	71,489	No	Mayor	5 alders	5	Finance Committee	15	Y		Tax backed Aa2, Revenue backed Aa2			



# Transportation Organizational Structures

Heather Allen  
Legislative Analyst

April 27, 2016  
Transportation Organizational Review Committee

## What we will cover tonight

- A review of data and methodologies
- Deep dive into selected cities
  - › Transportation Department (Y/N)
  - › Rankings
- Trends and Themes
- Questions and answers

## The Best Cities for Public Transportation

BY THE **123** NUMBERS

THE BEST CITIES FOR PUBLIC TRANSPORTATION

Rank	City	Average Commute Time (Minutes)			Population Using Transit	Income Difference for Transit Users	Index
		Cars	Transit	Difference			
1	Washington, DC	27.8	38.4	31%	38%	-4%	100.00
2	San Francisco, CA	30.0	40.3	34%	34%	-4%	98.12
3	Boston, MA	29.2	39.8	36%	34%	-13%	96.63
4	Chicago, IL	33.2	43.6	31%	28%	-9%	95.84
5	New York, NY	32.6	48.1	45%	57%	-2%	93.96
6	Seattle, WA	25.0	38.9	56%	21%	-14%	93.56
7	Jersey City, NJ	30.2	46.3	53%	49%	16%	93.37
8	Pittsburgh, PA	23.3	32.4	39%	17%	-18%	92.07
9	Philadelphia, PA	33.1	44.0	46%	27%	-16%	92.87
10	Oakland, CA	27.0	44.3	64%	21%	-2%	90.59

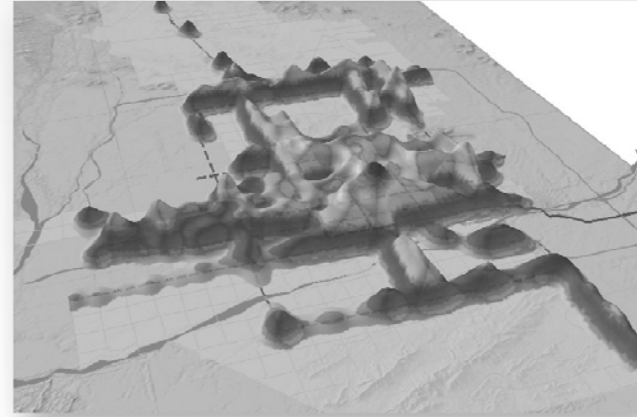
Rank	City	Average Commute Time (Minutes)			Population Using Transit	Income Difference for Transit Users	Index
		Cars	Transit	Difference			
10	Oakland, CA	27.0	44.3	64%	21%	-2%	90.59
11	Portland, OR	23.0	40.8	77%	12%	-16%	86.63
12	Minneapolis, MN	21.6	37.8	75%	14%	-18%	82.48
13	Madison, WI	18.7	32.2	72%	10%	-33%	80.40
14	Newark, NJ	30.2	54.5	80%	26%	-18%	78.61
15	Denver, CO	22.7	42.0	81%	7%	-24%	76.62
16	St. Paul, MN	21.9	39.9	82%	10%	-34%	76.04
17	Honolulu, HI	21.4	41.4	93%	12%	-36%	75.15
18	Los Angeles, CA	28.3	48.6	72%	11%	-43%	74.65
19	Baltimore, MD	26.1	49.2	89%	19%	-35%	74.55
20	Salt Lake City, UT	18.1	32.5	85%	7%	-28%	72.77
21	Santa Ana, CA	22.2	41.5	78%	5%	-22%	71.99
22	Richmond, VA	20.1	35.9	79%	6%	-27%	70.50
23	Houston, TX	25.2	46.1	83%	4%	-39%	69.12
24	Cleveland, OH	21.9	44.7	104%	11%	-34%	67.82
25	Buffalo, NY	19.2	39.9	108%	11%	-28%	66.14

## Walk Score.com

### Data Products

- **Walk Score**  
Measures walkability on a scale from 0 - 100 based on walking routes to destinations such as grocery stores, schools, parks, restaurants, and retail.
- **Transit Score**  
Measures transit accessibility on a scale from 0 - 100. Calculates distance to closest stop on each route, analyzes route frequency and type.
- **Bike Score**  
Measures bike accessibility on a scale from 0 - 100 based on bike infrastructure, topography, destinations and road connectivity.

## How Walk Score Is Utilized

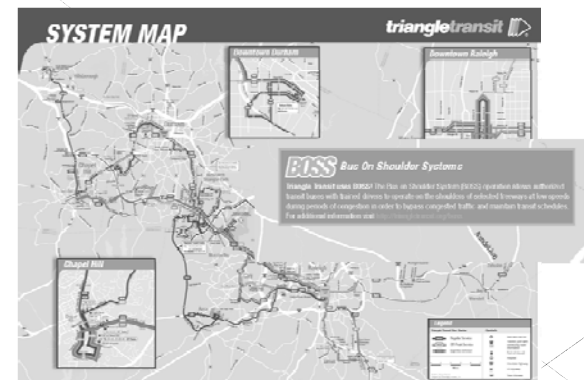


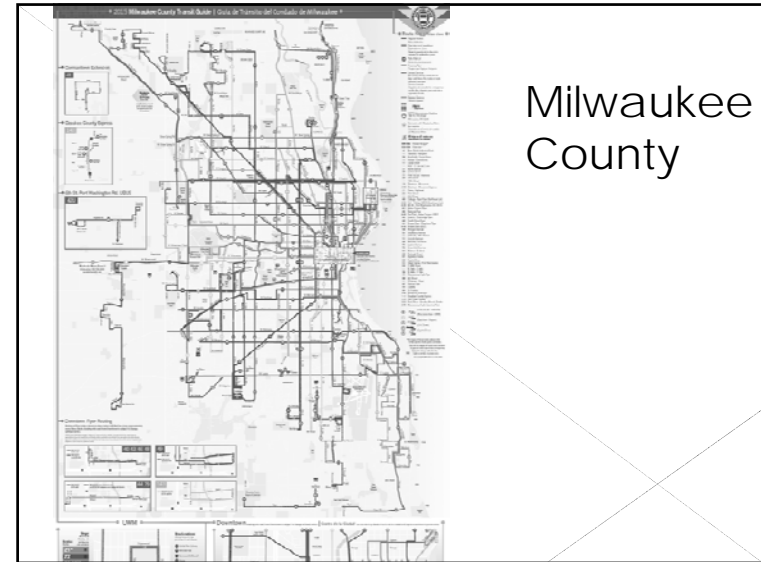
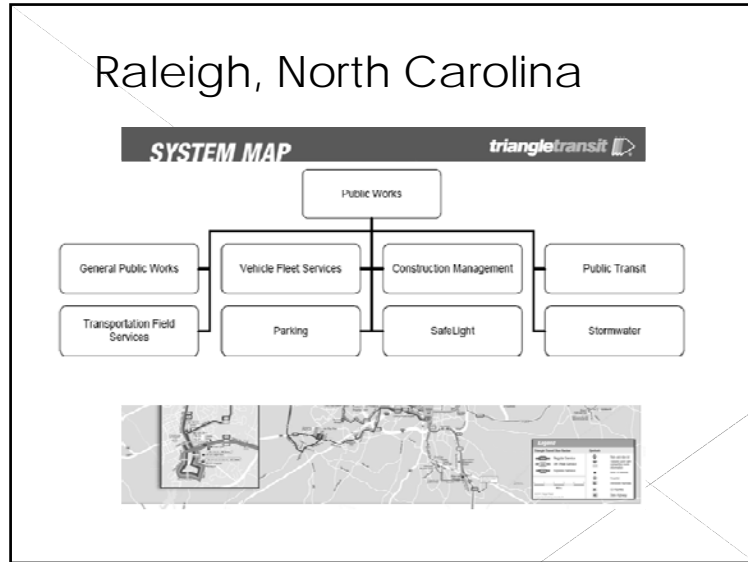

Walk Score of transit stations in Phoenix, AZ

### Selected Cities

- > Raleigh, North Carolina
- > Milwaukee County, Wisconsin
- > Buffalo, New York
- > Madison, Wisconsin
- > Minneapolis, Minnesota
- > Portland, Oregon

## Raleigh, North Carolina



## Milwaukee County

**Private**

- The City of Milwaukee transit was managed by a private company
- The private company was struggling to achieve its goals

**Contracts**

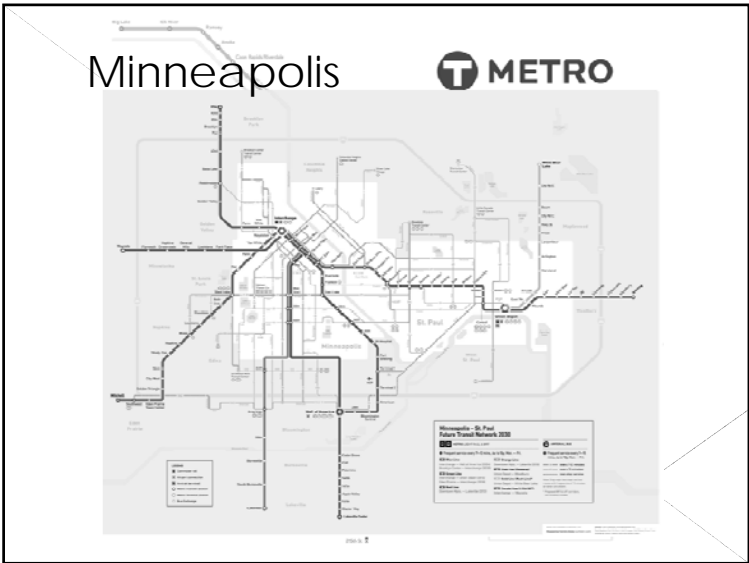
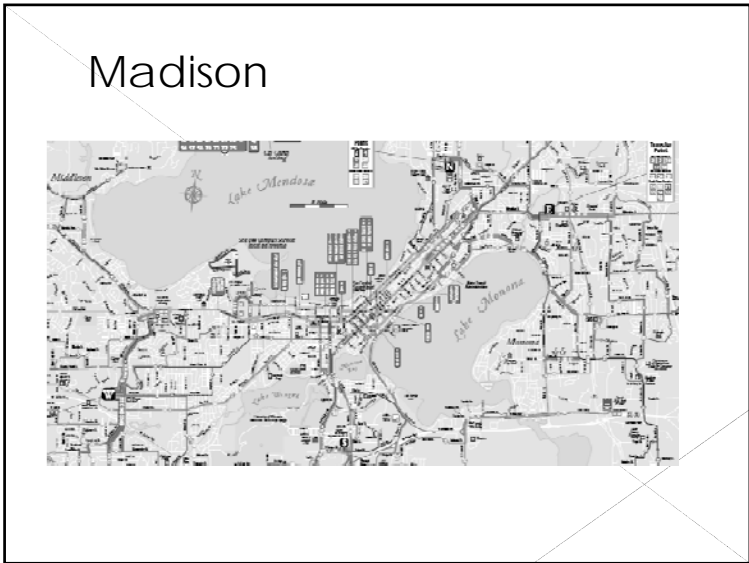
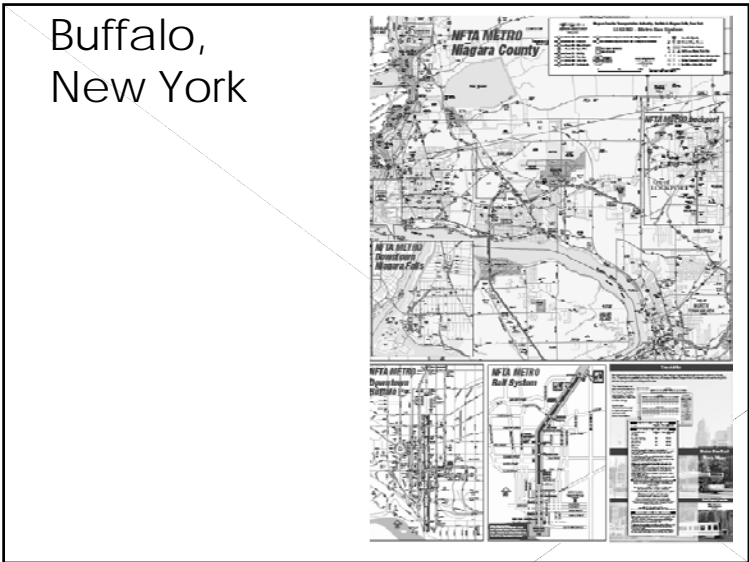
- 1975 the County took over the transit assets (buses & depots) of the that company and contracted for services
- The Managing Director ran the contracts

**Government**

- Today \$158 million is allocated from the County to the transit system allowing it to react in real time.
- Mke County Transport Services (MIS) is a government corporation managing and operating public transport system.

Rank	City	Average Commute Time (Minutes)			Population Using Transit	Income Difference for Transit Users	Index
		Cars	Transit	Difference			
10	Oakland, CA	27.0	44.3	64%	21%	2%	90.95
11	Portland, OR	23.0	40.8	77%	12%	16%	86.63
12	Minneapolis, MN	21.6	37.8	75%	14%	-38%	82.48
13	Madison, WI	18.7	32.2	72%	10%	-33%	80.40
14	Newark, NJ	30.2	54.5	80%	26%	-18%	78.61
16	Denver, CO	22.7	42.0	81%	7%	-24%	76.62
16	St. Paul, MN	21.9	39.9	82%	10%	-34%	76.04
17	Honolulu, HI	21.4	41.4	93%	12%	-36%	75.15
18	Los Angeles, CA	28.3	48.6	72%	11%	-43%	74.65
19	Baltimore, MD	26.1	49.2	89%	19%	-35%	74.55
20	Salt Lake City, UT	18.1	32.5	85%	7%	-28%	72.77
21	Santa Ana, CA	22.2	41.5	78%	5%	-22%	71.99
22	Richmond, VA	20.1	35.9	79%	6%	-27%	70.50
23	Houston, TX	25.2	46.1	83%	4%	-39%	69.12
24	Cleveland, OH	21.9	44.7	104%	11%	-34%	67.82
25	Buffalo, NY	19.2	39.9	108%	11%	-28%	66.14

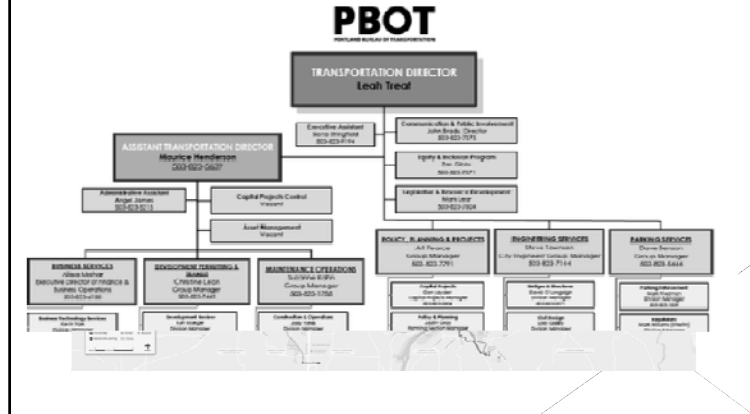
City	Est. Pop.	Is there a Dept. of Transportation?	Is there one Director or Lead of the Dept?	Transit Score	Bike Score	Walk Score	Rank Best Cities for Public Transit
Buffalo, NY	258,703	No	No	50	54	65	25
Madison, WI	245,691	No	No	38	73	47	13
Minneapolis, MN	407,207	No	No	58	81	65	12
Portland, OR	619,360	Yes	Yes	51	72	63	11



# Portland, Oregon



# Portland, Oregon



# Portland, Oregon



Office of the Director - Leah Treat  
 Assistant Director - Maurice Henderson, 503-823-5039  
 Policy, Planning + Projects - Art Pearce, Group Manager, 503-823-7791  
 Engineering Services - Stove Townson, City Engineer/Group Manager, 503-823-7144  
 Parking Services - Dave Benson, Group Manager, 503-823-5444  
 Equity + Inclusion - Zan Gibbs, Program Manager, 503-823-7371  
 Legislative + Resource Development - Mark Lear, 503-823-7604



# Highest Transit Scores

City	Est. Pop.	Is there a Dept. of Transportation?	Is there one Director or Lead of the Department?	Transit Score	Bike Score	Walk Score
Newark, NJ	280,579 (2014)	No	No	65	51	78
Miami, FL	430,332 (2014)	No	No	58	60	76
Arlington, VA	226,908 (2014)	Yes, Division of Transportation	Yes	58	71	67
Minneapolis, MN	407,307 (2014)	No	No	58	81	65
Pittsburgh, PA	305,412 (2014)	No	No	54	40	60
Miami Beach, FL	91,732 (2014)	Yes, Transportation Department	Yes	53		71
Yonkers, NY	200,667 (2014)	No	No	52		71

## Highest Bike Scores

City	Est. Pop. (2014)	Is there a Dept. of Transportation?	Is there one Director or Lead of the Department?	Transit Score	Bike Score	Walk Score
Boulder County, CO	313,813 (2014)	Yes, Transportation Division	Yes, Director of Public Works for Transportation	48	86	56
Minneapolis, MN	403,292 (2014)	No	No	54	81	64
Ann Arbor, MI	137,779 (2014)	No, transportation is handled through the regional transportation authority	No	67	74	49
Madison, WI	245,631 (2014)	No	No	58	75	47
Portland, OR	633,840 (2014)	Yes, Portland Bureau of Transportation	Yes	51	77	68
Arlington, VA	226,908 (2014)	Yes, Division of Transportation	Yes	58	71	67
Lincoln, NE	272,936 (2014)	No	No	62	80	54

## Highest Walk Scores

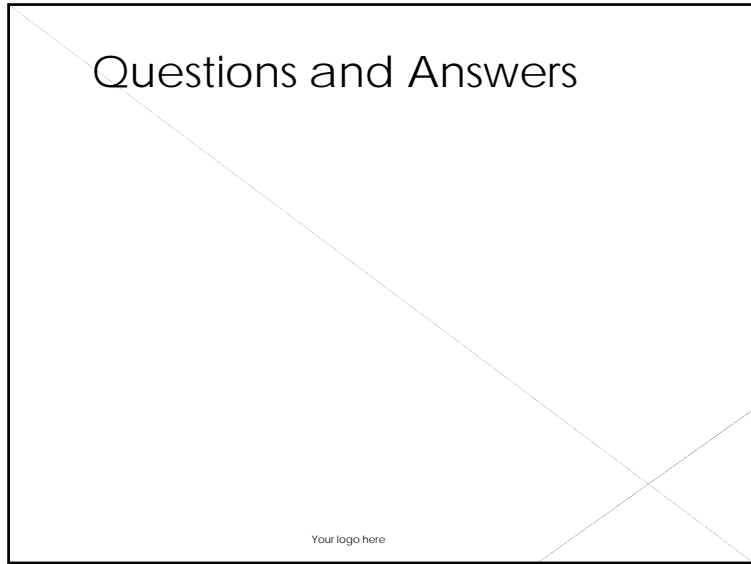
City	Est. Pop. (2014)	Is there a Dept. of Transportation?	Is there one Director or Lead of the Department?	Transit Score	Bike Score	Walk Score
Newark, NJ	286,579 (2014)	No	No	65	51	78
Miami, FL	486,332 (2014)	No	No	59	60	76
Miami Beach, FL	51,752 (2014)	Yes, Transportation Department	Yes	55		71
Yonkers, NY	206,647 (2014)	No	No	63		71
Arlington, VA	226,908 (2014)	Yes, Division of Transportation	Yes	58	71	67
Minneapolis, MN	407,287 (2014)	No	No	58	81	65
Buffalo, NY	258,705 (2014)	No	No	50	54	65

Your logo here

## Trends and Themes

- 16 of 30 cities researched have a department of transportation
- 25 of 30 cities have a regional structure (more research required here)
- Cities have a wide range of organizational structures to manage transportation

Thank you



City	Est. Pop.	Is there a Dept. of Transportation?	Is there one Director or Lead of the Department?	Transit Score	Bike Score	Walk Score	Which agencies or leadership staff are under the director or provide related services?	Regional?
Anchorage, AK	301,010 (2014)	Yes, Dept. of Public Transportation	Yes	22		32	The Department of Public Transportation covers buses and other transit including paratransit. The Public Works Department (which is separate) includes the Traffic Division. Also in the Public Works Department the Project Management & Engineering Division perform all aspects of engineering and design for planning and construction of roads, sidewalks, storm drains, trails, and parks.	
Ann Arbor, MI	117,770 (2014)	No, transportation is handled through the regional transportation authority.	No	47	74	49	The Ann Arbor Area Transportation Authority (TheRide), a not-for-profit unit of government, operates the local public transit system for the greater Ann Arbor-Ypsilanti area. The Engineering Department is responsible for designing and constructing utility, roadway, and sidewalk projects; coordinating and inspecting the utility and public roadway with work of developers; and optimizing traffic flow through the City.	R
Arlington, VA	226,908 (2014)	Yes, Division of Transportation	Yes	58	71	67	The Director of the Division of Transportation manages Arlington County's transportation system. The Transportation Commission of the County oversees the Division. Arlington's local bus system is called Arlington Transit. The County is also served by regional transit systems, including Metro, VRE, PRTC, DASH, Fairfax Connector, and Loudoun Transit.	R
Austin, TX	912,791 (2014)	Yes, Austin Transportation Department	Yes	34	52	35	The director oversees the department's services to Austin residents, including Transportation Management (signs and marking, signals, engineering), Transportation Planning and Coordination, parking, special events and right of way management. The Department was established in 2008.	
Boulder County, CO	313,333 (2014)	Yes, Transportation Division	Yes, Director of Public Works for Transportation	48	86	56	The Transportation Division's functions include transportation planning and operations (including GO Boulder, traffic engineering and safety), project management, transportation maintenance and Boulder Municipal Airport operations. The Transportation Advisory Board (TAB) advises City Council, Planning Board and City staff on community transportation issues. The board also: 1) reviews transportation community and environmental assessment processes (CEAPs); 2) reviews plans for capital improvements; 3) reviews and recommends updates to the Transportation Master Plan; and 4) works with neighborhood groups, residents and staff on traffic mitigation issues.	R
Buffalo, NY	258,703 (2014)	No	No	50	54	65	There is a Parking Department and a separate regional transportation authority. The Niagara Frontier Transportation Authority employs 1,500 to serve Buffalo Niagara including bus, rail, boat and airport services.	R
Champaign, IL	84,513 (2014)	No	No	47		47	The Public Works Department's seeks to develop and maintain the City's infrastructure, buildings, grounds and vehicular equipment, and provide specialized community services, such as tree care, recycling service, and parking management. The Planning and Development Department released a Champaign Tomorrow Comprehensive City plan in 2011 which, in part, encourages new development projects to encourage walking, cycling, and transit. Buses operated by the Champaign-Urbana Mass Transit District (MTD - the local bus service) have bicycle carriers, and some Amtrak trains can accommodate carry-on bicycles. MTD is a regional organization.	R
Chandler, AZ	254,276 (2014)	Yes, Transportation and Development	Yes, Director of Transportation Operations and Development Svcs.	18		30	Transportation Operations include Chandler Municipal Airport, Traffic Management, Street Maintenance, Street Lights, Transit Information, Capital Improvement Program (CIP). Separately, a regional transit, Valley Metro, connects residents via bus to metro light rail that runs from Mesa to Tempe and Phoenix.	R
Charlotte, NC	809,958 (2014)	Yes, Dept of Transportation	Yes		36	24	City of Charlotte and the County of Mecklenburg operate the Charlotte Department of Transportation. It has six divisions managed by one director. The divisions include street maintenance, engineering & operations, development services, planning & design, public service & communications, and departmental services. In 2009, the Environmental Protection Agency (EPA) awarded Charlotte the National Award for Smart Growth Achievement, which "recognizes approaches to development that respect the environment, foster economic vitality, and enhance quality of life." Reconnecting America, Building Capacity.	R
Charlottesville, VA	45,593 (2014)	No	No	37		57	Charlottesville Area Transit (CAT) provides bus service to the greater Charlottesville area. Jaunt is a regional bus and paratransit network covering 5 counties. Charlottesville also has an MPO, the Thomas Jefferson Planning District Commission.	R
Cincinnati, OH	298,165 (2014)	Yes, Dept of transportation and engineering	Yes, Director Of Transportation & Engineering	43	37	50	The Department of Transportation and Engineering includes 4 major sectors: Transportation Planning and Urban Design, Engineering, Aviation and Traffic Engineering. The Southwest Ohio Regional Transit Authority (SORTA) is a tax-supported, independent political subdivision of the State of Ohio and is a government entity. SORTA operates Metro fixed-route bus service and Access paratransit service for people whose disabilities prevent their riding Metro buses.	R
Des Moines, IA	209,220 (2014)	Yes, Traffic and Transportation Division	Yes, City Traffic Engineer		45	42	Engineering Department hosts a division for Traffic and Transportation which includes: Traffic Studies, Street Lighting, Right-of-Way Management, Traffic Signs, Traffic Signals, Street Pavement Marking, Parking, and Skywalk Operations and Maintenance. Des Moines Area Regional Transit Authority (DART) serves 18 cities in and around Polk County.	R
Everett, WA	106,736 (2014)	Yes, Transportation Services	Yes, Director of Transportation Services			45	Everett Transportation Services Department includes Everett Station, Everett Transit and Motor Vehicle Division. Everett Transit provides bus and paratransit services in the City of Everett, has a major transportation/city center hub - links to King County transit, including (ORCA) One Regional Card for All.	R
Fort Lauderdale, FL	176,013 (2014)	Yes, Transportation and Mobility	Yes	39	54	54	The Department encompasses the Executive Airport, Transportation, and Parking Services Divisions and the Performing Arts Center Garage. These functions, previously performed by five other City departments, were brought together to implement the City's vision of providing coordinated transportation planning and engineering; utilize Complete Streets principles to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders; encourage sustainable practices in project design and construction; and enhance the City's aviation, multi-modes of transportation, and parking infrastructure through a comprehensive capital improvement program.	
Glendale, AZ	237,517 (2014)	Yes, Glendale Transportation Department	Yes (under Deputy City Manager for Public Works)	29	51	33	Glendale Transportation Department is responsible for providing safe and efficient traffic flow on city streets, which includes vehicular, pedestrian and bicycle traffic, we also ensure there is sufficient street lighting and administer transit and Dial-A-Ride services and provide transportation planning.	
Lincoln, NE	272,996 (2014)	No	No		62	40	Public Works and Utilities houses divisions of Engineering Services and StarTran Services (public transit). City of Lincoln's Planning Department hosts a Transportation Improvement Program which addresses StarTran, local airport, and ped, bike, and trails infrastructure. Planning Department has issued a 2040 Transportation Plan for long range goals.	
Madison, WI	245,691 (2014)	No	No	38	73	47	Under the direction of the Transit Manager, Madison Metro Transit operates bus and paratransit services for Madison. Metro Transit also provides bus and paratransit services for some nearby municipalities, the University of Wisconsin-Madison, Madison Area Technical College, and the Madison Metropolitan School District on a contractual basis. In 2014, Metro Transit recorded more than 15 million rides. Traffic Engineering is responsible for "motor vehicle, bicycle and pedestrian traffic as well as planning new transportation infrastructure improvements." The Director of Traffic Engineering also oversees the Parking Utility which manages all public parking lots and the residential permit program. The Transit and Parking Commission, the Long Range Transportation Planning Committee and other city committees provide transportation policy recommendations to Madison Metro Transit, the Department of Traffic Engineering, and the Common Council. The Madison Area Transportation Planning Board is designated under federal law as Metropolitan Planning Organization (MPO) for the Madison Urbanized Area. The MPO is responsible for undertaking a comprehensive, cooperative, and continuing transportation planning and decision making program for the Madison Metropolitan Planning Area.	
Miami Beach, FL	91,732 (2014)	Yes, Transportation Department	Yes	53		71	The Miami Beach Transportation Department includes trolley and transit management as well as traffic operations and engineering. Regionally, Miami-Dade Transit operates a four-mode system including Metrobus, Metrorail, Metromover, and Paratransit. See also Miami.	R
Miami, FL	430,332 (2014)	No	No	59	60	76	Transit is managed by the Miami Dade Transit Authority. According to the MiamiDade website "In 1960, the County Commission passed an ordinance to create the Metropolitan Transit Authority (MTA) and is now known simply as Miami-Dade Transit (MDT). Today's MDT has a viable four-mode system Metrobus, Metrorail, Metromover, and Paratransit (STS)-used by nearly 300,000 passengers daily." See also Miami Beach.	R



City	Est. Pop.	Is there a Dept. of Transportation?	Is there one Director or Lead of the Department?	Transit Score	Bike Score	Walk Score	Which agencies or leadership staff are under the director or provide related services?	Regional?
Milwaukee County, WI	956,406 (2014)	Yes, Milwaukee County Department of Transportation	Yes, Director of Transportation	49		59	Milwaukee County Department of Transportation encompasses an Airport, Fleet Management, Highways, Transit/Paratransit, and a Traffic Safety Commission. The Department is headed by the Director of Transportation whose budget includes planners and analysts and is segregated from the operational departments. Effective January 1, 2012, the Department of Transportation and Public Works, will be referred to as the Milwaukee County Department of Transportation (MCDOT).	R
Minneapolis, MN	407,207 (2014)	No	No	58	81	65	Transportation Planning and Engineering housed within Minneapolis Public Works Department provides planning, programming and project management of capital projects, right-of-way management and special assessments. Transit services (bus and light rail) are provided by Metro Transit - which is an operating division of the Metropolitan Council. The Metropolitan Council is a regional government structure with taxing authority over 8 counties. This structure is unique in the United States.	R
Newark, NJ	280,579 (2014)	No	No	65	51	78	Within the Department of Engineering, there is a the Division of Traffic and Signals and the Division of Motors. Light rail system in Newark is part of the larger New Jersey Transit system. The New Jersey Transportation Planning Authority (NJTPA) is the federally authorized Metropolitan Planning Organization for the 13-county northern New Jersey region. Each year, we oversee over \$2 billion in transportation improvement projects and provide a forum for interagency cooperation and public input.	R
Pittsburgh, PA	305,412 (2014)	No	No	54	40	60	Local public transportation is coordinated by the Port Authority of Allegheny County, or "PAT," the 14th-largest urban mass transit system in the United States. The system services 730 square miles (1,900 km2), including all of Allegheny county and portions of Armstrong, Beaver, Washington, and Westmoreland counties. PAT maintains a network of intraCity bus routes, two inclines on Mt. Washington above Downtown (mostly a tourist attraction rather than a means of commuting), and a light rail/busway system. PAT discontinued its commuter rail system, the PATrain, in 1989. There is a Parking Authority and Public Works Department underneath the City auspices. Other regional planning is governed by the Southwestern Pennsylvania Commission which covers a 10 county area including Pittsburgh.	R
Portland, OR	619,360 (2014)	Yes, Portland Bureau of Transportation	Yes	51	72	63	The City of Portland Bureau of Transportation includes the following leadership team: Assistant Transportation Director, City Traffic Engineer, Maintenance Operations Group Manager, Development Permitting and Transit Group Manager, Executive Director of Finance and Business Operations, Policy, Planning and Projects Group Manager, Engineering Group Manager, and Communications Director	R
Raleigh, NC	439,896 (2014)	No	No	23	41	29	Raleigh's Public Works Department includes: Transportation Field Services (maintains and manages streets, intersections and roadways), the Parking Enterprise Park Link manages on-street and off street parking with over 1200 metered spaces, Capital Area Transit Raleigh's public transit system carries 21,000 riders per weekday and coordinates with Triangle Transit and C-Tran for regional accessibility. The Accessible Raleigh Transportation Program providing 400,000 passenger trips per year.	R
St. Louis, MO	317,419 (2014)	No	No	45	57	60	The Street Department manages issues related to streets, refuse, traffic and towing. The East-West Gateway Metropolitan Planning Organization plans the system's vast public transportation infrastructure, including light rail. Metro Transit operates a regional light rail and bus system and is governed by a commission of 10 members (5 from IL and 5 from MO).	R
Stamford, CN	128,278 (2014)	Yes, Dept. of Parking and Transportation	Yes			51	Bus service is by state transit (Connecticut Transportation). Also links to NYC and Amtrak.	R
Stockton, CA	298,118 (2013)	No	No	28	54	40	Public Works is responsible for engineering planning as well as traffic engineering. The San Joaquin Regional Transit District, the Regional Transit Provider for San Joaquin County, provides public transit services in the Stockton Metropolitan Area, as well as Intercity, Interregional, and Rural Transit Services countywide.	R
White Plains, NY	58,035 (2014)	Yes, Dept. of Parking and Traffic	No	50		64	The City of White Plains Department of Parking and Traffic manages municipal parking service and traffic lights and signals. Buses led by Westchester County - for all County municipalities. Connects to NYC by train (metro north at Grand Central Station). Buses and train use the same metrocard as NYC.	R
Yonkers, NY	200,667 (2014)	No	No	53		71	Relevant divisions include Traffic Engineering (under the City Engineer). In addition, there is also a Parking Violations Bureau. Buses are run by county of Westchester (private) and trains are run by Amtrak.	R