



City of Madison
Minutes – Approved
CCOC Subcommittee to Develop
Council Strategic Plan & Priorities

City of Madison
Madison, WI 53703
www.cityofmadison.com

Monday, February 29, 2016

4:30 p.m.

Room 108
City-County Building
210 Martin Luther King Jr. Blvd
(Note: Room location was changed to Room 118A
due to a facilities emergency)

Members present: Ald. Denise DeMarb (Chair), Ald. Ledell Zellers, Ald. Mark Clear

Alternate members present: Ald. Matt Phair, Ald. Maurice Cheeks

Others present: Ald. David Ahrens, Heather Allen, Legislative Analyst

1. Call to order
At 4:34 p.m. meeting was called to order.
 2. Public comment
There was no public comment.
 3. Disclosures & Recusals
There were no disclosures or recusals.
 4. Approval of Minutes from the February 1, 2016 meeting.
The minutes from the February 1, 2016 were approved.
 5. Discussion: Racial Equity Training
The members of the subcommittee discussed the elected official training on racial equity which occurred on February 6, 2016. The members noted that the training was beneficial and has inspired some members to consider interrupting microaggressions when they occur during a Common Council meeting.
 6. Discussion: Chief of Staff
Heather Allen reviewed the information provided in the Feb 26th memo describing chief of staff positions in other cities. The members of the subcommittee discussed the memo and requested further information (namely the size of the budgets of mayoral offices and council offices for the cities reviewed).
-

7. Discussion: Next Meeting Date

The next meeting will take place on Monday, March 14, 2016 at 4:30 p.m.

8. Future Agenda Items

The members of the subcommittee suggested the following future agenda items.

- The current work of Alders and plans for the Council work in the future
- Next steps for promoting racial equity and social justice in city policies and practices
- Best practices for boards/committees/commissions

9. Adjournment

The meeting was adjourned at 5:40 p.m.

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)

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.”¹ 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)

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.”² Providence also has a staff research analyst, research assistant, IT specialist and special assistant for special projects.

Tempe, AZ (pop: 168,228)

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.

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

² 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

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

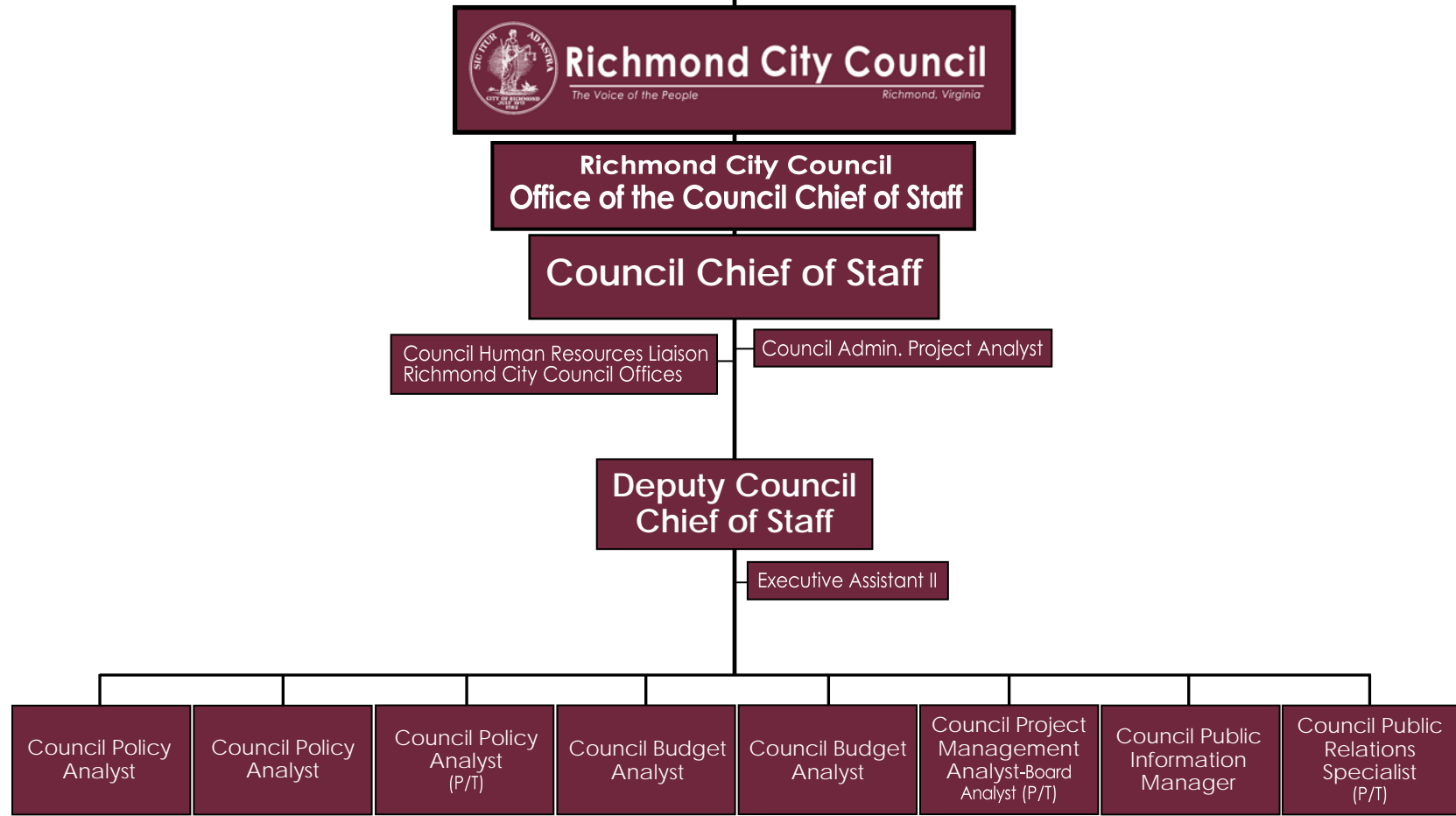
Richmond, Virginia

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

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Office of the Council Chief of Staff
Richmond City Council Executive Offices
Richmond City Hall
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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

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

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

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

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

Nick Freeman, Research Analyst

Conducts policy and legislative research for neighborhood and citywide projects. Assists with media and public relations.
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

Teresa Boucher, Receptionist

Controls council switchboard; lead person for telephone communication needs of council and staff.
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					

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Providence City Council, City Hall
25 Dorrance Street | Room 310 | Providence, RI 02903
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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.

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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

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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