



Proprietary & Confidential

PRELIMINARY FINDINGS AND RECOMMENDATIONS

City of Salem

2024 ENTERPRISE LEADERSHIP PERFORMANCE AUDIT

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This report is intended for the internal use of the City of Salem and may not be provided to, used, or relied upon by any third parties.

I. SUMMARY OF PRELIMINARY FINDINGS AND RECOMMENDATIONS

These preliminary findings and recommendations were developed based on interviews with City of Salem (“the City”) staff, Enterprise Leadership Team (ELT) members, and elected officials (mayor and Council members) involved in leadership roles, as well as a review of documents provided at this phase of the project. This document is intended to be shared with the key stakeholders to avoid surprises, verify facts, and identify important questions and issues that require follow-up.

These findings will form the basis of our next phase of analysis, recommendations, and draft report. They are summarized below, grouped into three areas: Roles, Responsibilities, and Organization; Communication and Prioritization; and Mayoral and Council Support.

PRELIMINARY FINDINGS AND RECOMMENDATIONS		
Roles, Responsibilities, and Organization		
1.	Finding	The span of control for City and department leaders is unsustainably high which contributes to necessary tactical management of functions and challenges in effectively preserving and managing leadership capacity.
	Recommendation	The City should reevaluate its organizational structure to reduce the span of control for department and City leaders, and emphasize delegation of tasks to appropriate personnel, balanced workload distribution, and renewed focused on strategic oversight of functions.
2.	Finding	The City Manager's Office has two executive assistants whose workloads are unevenly and ineffectively distributed, resulting in potential inefficiencies.
	Recommendation	The City Manager's Office should conduct a workload assessment and implement a more balanced distribution of tasks, ensuring that administrative responsibilities are delegated effectively among both assistants.
3.	Finding	The City has two high-level strategic team members who manage multiple responsibilities with limited resources, which limits their efficacy and creates operational continuity risks.
	Recommendation	The City should assess the responsibilities of the Strategic Initiatives Manager and Homelessness Liaison and Human Rights and Federal Compliance Manager, and realign them with their high-level roles by providing additional resources for administrative tasks and/or removing organizational barriers to enhance their access to and focus on strategic initiatives.
4.	Finding	The City Manager's Office lacks specified communication personnel, which prevents the city from achieving a centralized

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		communication function that would align external communications across city departments.
	Recommendation	To enhance collaboration and alignment of external communications across all city departments, the City should explore opportunities to: A. Hire dedicated communication personnel within the City Manager’s Office to execute communications strategies, and B. Rebalance job responsibilities across current staff to ensure accountability for city-wide communication.
Communication and Prioritization		
5.	Finding	Decisions are made using unclear processes and are inconsistently communicated to impacted personnel.
	Recommendation	The City should develop a decision-making framework that guides decision-making processes and subsequent communication to impacted individuals.
6.	Finding	ELT meeting practices, including agenda setting, meeting cadence, audience selection, engagement in discourse, and follow-up mechanisms are opaque and result in inefficiencies.
	Recommendation	The City should establish clear guidelines for ELT meeting practices, including standardized agenda-setting processes, defined meeting cadences, appropriate audience selection, structured discussion techniques, and consistent follow-up mechanisms.
7.	Finding	The City does not have an effective way to track initiatives and work deemed as high priority to the City, the parties responsible for executing them, and their progress.
	Recommendation	The City should seek to implement a centralized project management system that allows for the tracking of high-priority initiatives, assigns responsible parties, and monitors progress and incurred costs in real-time.
Mayoral and Council Support		
8.	Finding	Due to inconsistent pre-meeting briefings, short turnaround times on council packets, and a lack of committees, Council meetings can be long and focus on details rather than strategic, policy-oriented discussions.
	Recommendation	The City should work to enhance council meeting processes such as providing council meeting packets earlier, offering briefings to ensure council members are well-prepared, and revitalizing the use of committees to facilitate thorough discussion and decision-making.

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9.	Finding	The City does not have an effective system for managing constituent requests, making it difficult to uphold the one-hour staff time rule required by the Salem City Charter.
	Recommendation	The City should implement a centralized request management system that streamlines the process for tracking, prioritizing, and responding to constituent inquiries.

II. PRELIMINARY FINDINGS AND RECOMMENDATIONS

A. ROLES, RESPONSIBILITIES, AND ORGANIZATION

1. Leadership Capacity

1.	Finding	The span of control for City and department leaders is unsustainably high which contributes to necessary tactical management of functions and challenges in effectively preserving and managing leadership capacity.
	Recommendation	The City should reevaluate its organizational structure to reduce the span of control for department and City leaders, and emphasize delegation of tasks to appropriate personnel, balanced workload distribution, and renewed focused on strategic oversight of functions.

The City Manager

- The City Manager has 12 direct reports including two executive assistants, two Deputy City Managers, the Strategic Initiatives Manager, the City Attorney, the Public Works Department Director, the Community Planning and Development Department Director, the Chief Financial Officer, the Fire Chief, and the Police Chief. The Chief Communications Officer would also report directly to the City Manager, but that position is currently vacant. Twelve direct reports is excessive compared to the 5 to 8 typically recommended by best practices.
- According to the Society of Human Resources Management (SHRM), a wide span of control refers to a larger number of direct reports supervised by one manager, creating a "flat" organization.¹ This approach increases the number of interactions between the manager and his or her direct reports, which could cause managers to become overwhelmed. This could be seen through the elevated workloads for the City Manager and Deputy City Manager. While wide spans of control can allow for more autonomy, for complex organizations such as the City, this increased flexibility may lead to organizational siloing, heightened emphasis on department performance and needs, and less effective collaboration.
- Many interviewees characterized the City Manager to be regularly involved in executing tasks. Though a focus on executing and operationalizing is a natural result of the City Manager's role as a final decision maker, this can prevent the City Manager from acting at a higher, more strategic level.

¹ <https://www.shrm.org/topics-tools/tools/hr-answers/factors-determine-how-many-direct-reports-manager>

The Deputy City Managers

- The City Manager's Office has two Deputy City Managers whose work portfolios are significantly different:
 - The Deputy City Manager in charge of Enterprise Services (DCM of ES) carries many responsibilities that encompass complex technical work, such as union negotiations, employee engagement, investigations, hostile work environment claims, and IT. This leads to elevated workloads for this position given the lack of director-level roles over the functions it oversees, which creates an operational continuity risk if the current incumbent were to leave the City.
 - Despite overseeing three departments, the DCM of ES does not have director-level roles that oversees HR, IT, and other enterprise services. Instead, these functions are led by three Assistant Human Resources Directors, and Fleet and IT department members who report to the DCM of ES. This structure requires the DCM of ES to be more involved in operational matters and managing risks, on top of their Deputy City Manager work in liaising between city functions.
 - The DCM in charge of Community Services (DCM of CS) manages a series of departments and programs, including the Library, Parks and Recreation, Center 50+, Neighborhood Services, Cultural Tourism, and the Homeless Liaison. Of these areas, only the Library has a director-level role leading its operations. The DCM of CS operates a level which other ELT members characterize as directorial and appears to have a lesser workload than its counterpart.

Department Leadership

- Several leaders, such as the Chief Financial Officer, Police Chief, Fire Chief, and Public Works Director, have been in their role for less than 5 years and are still learning how to manage priorities and time, and appropriately delegate to their teams.
- Some key City leadership positions lack up-to-date job descriptions. We were unable to find job descriptions for the Strategic Initiatives Manager; Homelessness Liaison and Human Rights and Federal Compliance Manager; City Manager; Chief Financial Officer; or Public Works Director. Additionally, the job descriptions for the City Attorney and Police Chief were incomplete (blank). Without adequate job descriptions, City staff may be unclear of the job expectations and may act outside of their intended capacity, both of which can increase organizational complexity and make clear and effective collaboration more difficult.
- In an effort to alleviate City resource constraints, the City repurposed existing personnel to structure and staff the City Manager's Office. However, this shift has resulted in ongoing challenges in managing workload and leadership capacity, despite perceptions that the CMO is overstaffed. While it may seem that there are more leaders within the City, the limited resources and the lack of a reduction in scope or workload hinder effective delegation. As a result, City leaders are often in the weeds on operations and have a limited ability to operate more strategically. This practice of taking on additional responsibilities increases the risk of burnout and makes it difficult to meet existing workload requirements.

Additional Analysis

- We will conduct best practices research to support development of functional leadership structure.
- We will review how peer cities structure DCM roles, and how director-level roles are structured within the leadership and reporting functions.

2. Leadership Administrative Support

2.	Finding	The City Manager's Office has two executive assistants whose workloads are unevenly and ineffectively distributed, resulting in potential inefficiencies.
	Recommendation	The City Manager's Office should conduct a workload assessment and implement a more balanced distribution of tasks, ensuring that administrative responsibilities are delegated effectively among both assistants.

- The City Manager's Office includes two Executive Assistants – one that supports city leadership, and one that works closely with the Mayor. Interviewees shared the perspective that this structure is not conducive to equitably distributing workload and administrative tasks, which hinders operational efficiency.
- As noted previously, the Executive Assistants report directly to the City Manager, which adds to the City Manager's span of control.
- While the Executive Assistant position has an updated job description, the work assignments of the EA role that primarily supports the CMO appear to be unstructured, informal, and unclear. Similarly, the EA role supporting the Mayor is reportedly occupied by work necessary to manage the City's Boards and Commissions and city constituents, resulting in inadequate support for the Mayor (only 20%, despite being designated as 50%).
- The roles of the Executive Assistants may benefit from reassessment and a shift towards current CMO needs, such as logistical support, meeting management, and proofing graphical and non-technical City communication materials. This shift could include other administrative tasks that support Council members as well, such as providing support for calendaring, sending event reminders, preparing talking points, and tracking and managing constituent requests.

Additional Analysis

- We will learn how peers organize administrative support, whether they have dedicated administrative support for Mayor and Council members, and to whom these support positions report to.

3. Leadership Strategic Support

3.	Finding	The City has two high-level strategic team members who manage multiple responsibilities with limited resources, which limits their efficacy and creates operational continuity risks.
	Recommendation	The City should assess the responsibilities of the Strategic Initiatives Manager and Homelessness Liaison and Human Rights and Federal Compliance Manager, and realign them with their high-level roles by providing additional resources for administrative tasks and/or removing organizational barriers to enhance their access to and focus on strategic initiatives.

- The Strategic Initiatives Manager (SIM) also functions as a Policy Officer, Communications Chief, and Public Information Officer, and oversees federal and state legislation, strategic planning, organizational changes, and citywide coordination of initiatives. The SIM also regularly absorbs tasks that are no longer owned by other team members, as was the case with the Communications Chief role when the Chief Communications Officer left the City. This vast working portfolio prevents the position from effectively functioning at a high-level strategic role and contributes to burn out and turnover risks.
- The City has specific functions are branded as being in the CMO or required to be in the CMO, but are housed outside of it. The Homelessness Liaison and Human Rights and Federal Compliance Manager used to be under the CMO, but now sits within the Community Services department, under the DCM of CS. This structure makes it more difficult for the Homelessness Liaison and Human Rights and Federal Compliance Manager to be broadly aware of City activity and to be fully able to coordinate their efforts in homelessness, ADA compliance, the Police Review Board, volunteer recognition, and other initiatives branded to have come out of the CMO with key stakeholders at the City. Currently, the incumbent in this position is able to navigate the role due to her tenure and strong relationships with internal and external City stakeholders.
- The distance of the Homelessness Liaison and Human Rights and Federal Compliance Manager from the CMO can lead to the perception that high priority policy issues, such as homelessness, are not treated as priority items. Additionally, there is a risk a single-person department independent of the CMO does not lend the position the authority within the City organization to move key initiatives forward.
- Due to the high-level focus of these two positions, they are regularly involved in ELT meetings, which compiles with their growing workload.
- The current City structure and role distribution for these two individuals puts the City at a high succession planning risk, because the breadth and diversity of the functions overseen by these individuals is excessively broad and requires immense institutional knowledge to execute.

Additional Analysis

- We will review how peers organize highly visible work, such as those related to homelessness, policy, and compliance.
- We will review how peers manage and track strategic initiatives, and any lessons learned on how to best support this function.

4. Communications Staffing and Organization

4.	Finding	The City Manager’s Office lacks communication personnel, which prevents the city from achieving a centralized communication function that aligns external communications across city departments.
	Recommendation	To enhance collaboration and alignment of external communications across all city departments, the City should explore opportunities to: A. Hire dedicated communication personnel within the City Manager’s Office to execute communications strategies, and B. Rebalance job responsibilities across current staff to ensure accountability for city-wide communication.

- The City appears to be understaffed to be able to provide communications at the desired service level of the City Manager’s Office. The City has historically struggled with its communications function, which has typically operated under a deficit of resources. Ideally, the City’s communications function should be appropriately resourced to enable adequate community outreach and education about key issues within the City.
- The communication function is also decentralized across the City. Some departments, such as Police and Public Works, have dedicated PIO staffing, and the City does not have a unifying leader or supervisor to support city-wide coordination and ensure congruence and uniformity of messaging within and outside of the City.
- The City has a vacant Chief Communications Officer position, a recently established position designed to lead citywide communication efforts. Based on recent experiences, City staff shared that instating the role at a higher, more strategic level added to mounting workloads, and suggested a more task-oriented position would be more well-suited for accomplishing communications goals.
- There is reportedly no one responsible for reviewing and supporting the City Manager in content development. This situation can make it challenging for the City Manager to focus on high-level priorities and may result in occasional errors being shared with the public and stakeholders. Such occurrences could unintentionally affect the City’s reputation and contribute to perceptions of disorganization in resource management, which may lead to community concerns. Addressing these issues could enhance community engagement and

facilitate more productive discussions about how to navigate community issues, such as homelessness and revenue, more effectively.

Additional Analysis

- We will conduct benchmarking to compare how peers staff their communications functions, and identify a range for communications staff ratios in comparison to budgeted City dollars and FTE.

B. COMMUNICATION AND PRIORITIZATION

5. Decision-Making Processes

5. Finding	Decisions are made using unclear processes and are inconsistently communicated to impacted personnel.
Recommendation	The City should develop a decision-making framework that guides decision-making processes and subsequent communication to impacted individuals.

- The ELT reports that decisions are made using unclear processes and are inconsistently communicated to impacted personnel. Some interviewees shared that discussions during leadership meetings occasionally result in a decision for course of action, though at times, it is unclear whether the topic has been explored thoroughly enough, and if the prevailing sentiment about the topic will become a decision driver. Those we spoke to characterize the meetings as loosely structured to allow for natural discussion. This approach lets leaders talk out topics organically, though often without an emphasis on making an explicit decision. At times, matters may be revisited as well, leaving uncertainty as to whether a new choice was made. This can make future meetings more cumbersome and ineffective because the team will not have a strong, uniform idea of which issues were tabled, which are resolved, and what decisions were made to resolve them.
- The lack of a decision-making structure is reinforced by the practice of the City Manager making decisions independently, which inadvertently discourages active participation by employee-stakeholders.
- The City Manager reportedly communicates the decisions made on an ad-hoc basis, and some leaders shared that they are not consistently aware of decisions that are made or new initiatives that are adopted which may impact their role. This can disrupt City operations and contribute to staff burnout, particularly if decisions are made without staff knowledge or input. Without practices that support systematic internal communication among staff, the City may not be well-coordinated and operating at the most efficient level possible. These issues can lead the public to feel confused or frustrated, or to distrust City leadership in general. Ideally, decisions should be anticipated, and visibly tied to a City-designated goal or initiative to

garner stakeholder buy-in and public trust in the City’s stewardship of the resources that will be dedicated to support them.

- The City should have a decision-making framework that leadership can apply. This framework should incorporate key factors such as stakeholder input and alignment with short-term and long-range strategic plans. Additionally, the framework should outline how to document, share, and report on decisions. It should specify the individual(s) responsible for managing communicational channels, identify key personnel who can provide further information and address concerns, and detail the steps the City will take in response to feedback.

Additional Analysis

- We will provide an example of a decision-making framework that includes key elements for successfully making decisions that are aligned with an organization’s direction.

6. Enterprise Leadership Team (ELT) Meeting Practices

6.	Finding	ELT meeting practices, including agenda setting, meeting cadence, audience selection, engagement in discourse, and follow-up mechanisms are opaque and result in inefficiencies.
	Recommendation	The City should establish clear guidelines for ELT meeting practices, including standardized agenda-setting processes, defined meeting cadences, appropriate audience selection, structured engagement techniques, and consistent follow-up mechanisms.

- Historically, the ELT faced challenges in creating a collaborative culture. Interviewees reported the revitalization of ELT meetings appear to have helped considerably with cultivating a collaborative culture across the City.
- The ELT meeting time could be more effectively used with clear processes for agenda setting, selecting attending stakeholders, and inspiring stakeholders to actively participate in discussions. ELT also lacks follow-up mechanisms to ensure that open-ended items are subsequently and adequately addressed and that collaborators are adequately informed and kept abreast of emerging topics.
- Meetings should be organized and conducive for objective, respectful discussions of critical matters and result in either a clear resolution or a short-list of viable next steps needed to resolve the issue.

Setting ELT Meeting Agendas

- While the intent of the agenda is to address enterprise-wide issues, ELT meetings frequently focus on department-specific matters, leading to discussions that delve into excessive detail.

- The ELT meeting agenda-setting process lacks clarity, making it difficult for stakeholders to understand how topics are prioritized and selected. Interviewees commonly shared that they either did not know how the agenda was created; that the agenda was a collaborative effort between an Executive Assistant within the CMO and department leadership; or that there is no agenda-setting process and the City Manager uses a templated agenda instead. Of those that have actively placed agenda items in the past, some reported it could take weeks for an item to be added to the agenda, and that the same topics often resurface as agenda items, indicating a lack of resolution or follow-through.
- Occasionally, topics may be placed on the agenda without context (e.g, update on a specific commission), leading to meeting participants raising questions about its purpose and relevance to the overall meeting objectives.

ELT Meeting Composition

- Interviewees are unclear if the right audience is present in the room during ELT meetings, highlighting that the meeting has grown in size, expanding to include a lot of additional voices. Historically, the dynamics of these meetings have been influenced by the audience, but with the growing number of attendees, it has become challenging to identify the discussion leaders and key stakeholders for important topics. This expansion complicates understanding how each individual can best contribute to the discussion.
- Since city leadership wants decisions to be well-informed, the high number of participants could either enhance or limit clarity in the main ideas of discussion that inform a particular course of action. A smaller group may help the meeting remain focused on the City's strategic direction and how it can best respond to organizational priorities.

ELT Meeting Frequency

- ELT meetings occur each week for two hours. Some interviewees shared that some meetings are less efficient and effective at others, due to various challenges such as rehashing discussions or a lack of structure. The City may benefit from exploring alternate meetings and meeting timings that split City leadership into Deputy City Managers, directors, and expanded ELT meetings that meet weekly, biweekly, and monthly, respectively. This staggered approach can enable the City to move key information while maintaining a balance of meeting and regular job responsibility time for City leadership. A high volume of meetings can pose as a major time commitment and contribute to overburdened workloads.

Post-Meeting Actions

- The ELT heavily relies on either being present at in-person meetings or the meeting minutes to understand what happened and what they may need to expect based on the discussion. The Strategic Initiatives Manager currently takes meeting minutes and disburses them after meeting adjournment, despite already excessive workload expectations (see Finding #3). This reliance on in-person meetings or its notes for informing employees can impede organizational coordination, and the City may benefit from reevaluating the processes of taking and distributing notes and distributing them to more administrative, tactical, and

operationally-focused employees. Taking notes and consistently distributing them can help improve communication channels and information flow as well, reducing siloing at the City.

Additional Analysis

- We will conduct best practices research on effective executive leadership team meetings and highlight characteristics that lend to successful and effective meetings.

7. Prioritizing City Initiatives and Work

7.	Finding	The City does not have an effective way to track initiatives and work deemed as high priority to the City, the parties responsible for executing them, and their progress.
	Recommendation	The City should seek to implement a centralized project management system that allows for the tracking of high-priority initiatives, assigns responsible parties, and monitors progress and incurred costs in real-time.

- The City and its staff are service-oriented. Paired with the City's optimistic tone-at-the-top, the City fosters a proactive and affirmative organizational culture. This works in tandem with a city-wide attitude to strive for operational excellence in serving the community and council, despite significant budget deficits. However, because the City lacks a clearly defined prioritization framework, interviewees commonly expressed an inability to understand how to best approach the tasks they've been given. Notably, because all work is taken up with high urgency, no work stands out as a main focus or core to achieving the City's vision.
- The City manages a multitude of initiatives without a system to track active initiatives, the responsible party they are assigned to, the progress made on them, and the total cost to the City to achieve them. Altogether, current conditions lead the City to experience fervor in constantly taking on work aimed to improve operations and efficiency, often without accounting for the potential impact on its already-burdened workforce.

Additional Analysis

- We will research what best practices recommend for prioritization and decision-management in large, complex organizations, as well as how peers approach prioritizing City projects.
- We will develop an initiatives inventory for the City as a resource to help catalyze the process for developing a systematic approach to tracking and monitoring city-wide efforts.

C. MAYORAL AND COUNCIL SUPPORT

8. Council Meetings

8.	Finding	Due to inconsistent pre-meeting briefings, short turnaround times on council packets, and a lack of committees, Council meetings can be long and focus on details rather than strategic, policy-oriented discussions.
	Recommendation	The City should work to enhance council meeting processes such as providing council meeting packets earlier, offering briefings to ensure council members are well-prepared, and revitalizing the use of committees to facilitate thorough discussion and decision-making.

- Despite the City Manager’s offerings to hold study sessions and briefings, elected city officials do not consistently attend briefings to prepare them for council meetings. Having council briefings before a City Council meeting provides an opportunity for council members to review key issues, discuss agenda items, and clarify questions or concerns in a more informal setting. This preparation helps encourage informed decision-making, enhances collaboration, and promotes focused, productive conversations that ultimately leads to better outcomes for the community.
- The Council meeting agenda packets are often too dense and not distributed early enough for elected officials to fully prepare for meetings. While recognizing demands on City staff, council members frequently indicated that the lead time of the council meeting packets is too short. Given the complexity of topics addressed in these meetings, distributing council meeting agendas and packages the Thursday prior to council meetings held on Monday does not provide enough time to review. This short timeframe limits the ability of elected officials, who are volunteer and often have full-time jobs, from thoroughly reviewing and digesting the material, which is essential to participate meaningfully at the meetings.
- The Council currently does not use committees to engage in deep analytical discussions about complex topics. According to interviewees, committees have historically been ineffective because the complexity of the topics that they evaluate. As a result, committee recommendations tend to lead the full council to focus on the details instead of leveraging the comprehensive work completed by the committee. By more effectively using committees, the Council could enhance council meetings, allowing members to concentrate on strategic decision-making and broader issues.

Additional Analysis

- We will learn whether peers hold briefings with all their elected officials, and how far in advance their council meeting packets are released.

9. Managing Constituent Requests

9.	Finding	The City does not have an effective system for managing constituent requests, making it difficult to uphold the one-hour staff time rule required by the Salem City Charter.
	Recommendation	The City should implement a centralized request management system that streamlines the process for tracking, prioritizing, and responding to constituent inquiries.

- As noted in Finding #7, the City’s culture is highly service focused, and reactive as a consequence. This tendency is highly visible when managing constituent concerns, as requests are treated as a top priority, and often require several people to become involved to ensure the response provided is completely accurate and up to date. Staff tend to prioritize requests regardless of their intensity or magnitude. This reactive approach makes it difficult for the City to honor the one-hour rule set forth by the City Charter, which requires any requests that will occupy more than one hour of City staff time to address to be formally authorized through a vote of the City Council.
- Because the City does not have an effective system for managing constituent requests, they often experience redundancies in managing them. This could manifest as multiple constituents sharing concern about the same topic. In lieu of adequate tracking and management mechanisms for requests received, City staff may end up tracking down the same requests. This work is often undertaken by department directors, which further impacts their capacity to manage day-to-day operations.
- Overall, the inefficiencies in the management of constituent requests result in excessive staff time dedicated to managing niche concerns and contribute to the overburdened workload of City staff.

Additional Analysis

- We will review how peer cities managing constituent requests, prioritize addressing them, and whether they have a system solution for the process.
- We will conduct best practices research on how to approach constituent requests.

III. APPENDIX A. COMPARING DEPUTY CITY MANAGER AND DEPARTMENT DIRECTOR ROLES

	Deputy City Manager	Department Director
Scope of Responsibilities	A Deputy City Manager typically has a broader scope of responsibilities that includes overseeing multiple departments and ensuring alignment with the city's strategic goals. They often act as a liaison between the City Manager and various departments, facilitating communication and coordination across the organization.	A Department Director is responsible for managing a specific department (e.g., Public Works, Parks and Recreation, Finance) and is focused on the day-to-day operations, budget management, and program implementation within that department.
Reporting Structure	The Deputy City Manager usually reports directly to the City Manager and may serve as a key advisor on city-wide issues and initiatives. They may also represent the City Manager in their absence.	A Department Director reports to the Deputy City Manager or directly to the City Manager, depending on the organizational structure. Their focus is primarily on the performance and management of their specific department.
Strategic vs. Operational Focus	This role often involves a strategic focus, working on city-wide initiatives, policy development, and long-term planning. The Deputy City Manager may also be involved in high-level decision-making and interdepartmental collaboration.	The Department Director typically has a more operational focus, concentrating on the implementation of departmental policies, managing staff, and ensuring that the department meets its goals and objectives.
Decision-Making Authority	The Deputy City Manager may have greater decision-making authority regarding cross-departmental issues and city-wide initiatives, often working closely with the City Manager on significant decisions.	The Department Director has decision-making authority related to their specific department but may need to seek approval from higher management for larger initiatives or budgetary changes.
Interdepartmental Collaboration	This role often requires facilitating collaboration among various departments to ensure cohesive operations and alignment with the city's overall mission.	While Department Directors may collaborate with other departments, their primary responsibility is to manage their own department's functions and objectives.

IV. APPENDIX B. PEER BENCHMARKING MATRIX

Coming soon!