

CITY MANAGER – FY 2021 ANNUAL PERFORMANCE EVALUATION

NAME: Paul Boggs Muething

DATE: November 8, 2021

EVALUATOR'S: Mayor John Cranley and 8 City Council Members

I. OVERALL PERFORMANCE ASSESSMENT

The City Manager (CM) received very positive overall assessment comments from all 9 evaluators, for example:

The CM continues to exceed expectations as the City recovers from the economic and social impacts of the Covid-19 pandemic. She tackles each challenge with innovative thinking and resolve, and works hard to ensure a better Cincinnati for all. The CM and her team excelled in our COVID-19 response, managing fiscal stability in turbulent times, new measures to restore public trust, major public safety reforms, big steps toward expanding affordable housing, and managing the very complicated day-to-day of city government. Her active communication with our 6,000 employees and her commitment to get those back to work who were furloughed was nothing short of spectacular. The CM has done an excellent job in restructuring the departments and putting excellent staff in positions of authority that are highly qualified.

She took over on very short notice and immediately established that her intellect and experience qualified her to lead the city with professionalism. She earned the respect of her directors, made appropriate personnel decisions and developed a cohesive competent team. To do well, as she has done in my view, requires a manager who is nimble and understands that prior solutions may not suffice for a totally new set of problems. The CM has also kept city employees motivated & focused on the mission. She has stayed laser focused on the five main areas that drive decisions (safety, growing economic opportunities, thriving neighborhoods, excellent service delivery, and fiscal sustainability), helping to keep the administration moving forward despite significant challenges.

This has been an incredibly hard year with COVID, and she deserves a lot of credit for getting us through successfully. I cannot understate my respect for the grit, determination and grace she has evinced during what surely must have been one of the difficult periods of her life. She always put the City first, and for that I and our citizens will be always grateful. The CM led – and continues to lead - the city through a global pandemic, corruption, turnover, limited staff in multiple departments (most notably public safety departments), a spike in youth violence, rising unemployment, aftermath of extreme storms, and other monumental challenges. The CM will do what is right for the City 100% of the time. Her instincts and drive will always call on city workers to do the best they can to serve the public.

II. KEY ACCOMPLISHMENTS DURING FY 2021 – Areas noted by the evaluators include (Self-Assessment attached):

- Fiscal Responsibility - Produced a balanced budget and utilized ARP dollars to replace lost revenue and stabilize city operations. Increased the city's financial reserves and prepared the city for possible municipal income tax refunds. Her handling of our finances have been exceedingly prudent — as was evidenced by last week's bond rating announcement. The CM has a strong focus on finding new efficiencies within the administration.
- Economic Development - Continued focus on growth and economic opportunities for all.
- Pandemic Response – Stepped into the job as the pandemic started and got to work. Ongoing efforts to prioritize COVID-19 testing, contact tracing and mass vaccination.
- Public Safety - Funded two traditional recruit classes for both Police and Fire included in the FY22 budget. Executed an updated Collective Bargaining Agreement between the City and the FOP, making Cincinnati the first major city to change its arbitration process amid demands for police reform. Reduced violent crime by supporting efforts such as the Gun Crime Task Force & Gun Crime Intelligence Center. The MAG is up and running; ongoing meetings to address gun violence. She had handled improving our police and fire departments by supporting the collaborative agreement.
- Clean Energy - City broke ground on the largest municipally led solar array in the country.
- Affordable Housing – Committed \$35.5 million for affordable housing through a public-private partnership with Cincinnati Development Fund. Created a Housing Advisory Board to assist with use of funds and housing affordability priorities.
- Citizen Service & Accountability – Created an Officer for Constituent Affairs (OCA) with a portal that tracks concerns and makes sure they are addressed. By realigning departments, moving core capabilities, and creating the OCA, the CM has streamlined work of the administration while creating more data to track, measure, and improve upon.
- Anti-Corruption Efforts – The CM did not wait for the Reform Panel to complete its work for the administration to respond. The report produced by the administration offering thoughts for implementing the recommendations of the Reform Panel was a superb piece in substance and quality of writing. Efforts to restore public trust.

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III. ANY KEY GOALS NOT MET OR ONLY PARTIALLY COMPLETE DURING FY 2021 – Areas noted include:

- The Citizens Complaint Authority needs to address the backlog of cases.
- We need a stronger response from CPD to the rising crime rates to take criminals off the streets so that citizens have more safe and secure neighborhoods.
- The city needs to make the process of opening a business or developing property more streamlined from start to finish in order to reduce the time cost of money. We should give those paying the bills, a.k.a. taxpayers, a higher priority.
- A big area for improvement is the response rate for constituents requesting help. This is to be expected as the Office of Constituent Affairs and the portal are new. However, sometimes constituents don't receive a response for months and it is only when a Councilmember submits a request for an update in the portal. We still must work out the ability of councilmembers' staff to get needed info from administrative staff to address constituents' concerns
- Public communications and engagement; Establishing and reporting out on performance measures at ECC and as they relate to core services and public safety. Residents feel left out of decisions concerning their community. Not only do they want more input, but more information. Many residents express surprise when developments occur in their neighborhood and they had no prior knowledge
- In terms of "opportunities," I would highlight the performance and responsiveness of the Department of Transportation and Engineering. While there are many dedicated professionals in that department, its response to recent citizen concerns has been, in my view, needlessly bureaucratic and so process-driven that it confuses many citizens.
- I urge the CM to continue pushing for more transparency in our economic development.
- Helping Council to better understand it's role under the Charter.

IV. PERSONAL LEADERSHIP STRENGTHS CITED FROM THE EVALUATORS

- Competent and effective; Integrity/high ethical standards; Collaborative; Innovative and solutions-oriented; Perceptive/foresight to anticipate potential issues; Passionate and compassionate.
- She is a strong, informative, and calm presence for the City ... I have confidence in her judgment. I am thankful that she makes herself accessible not only by being available 24/7, but by being open to discussing issues on which we agree and disagree. When there is disagreement, she listens to others' viewpoints and proposes viable solutions. I appreciate her collaborative spirit and her respect for diverse viewpoints.
- Incredibly hard working; Very strategic; Honest; Bold and determined; Independent
- Impressed with her leadership, accessibility to councilmembers at all times – day, night, and weekends, and willingness to talk through areas of disagreement and work together on solutions.
- Shows composure and strength in decision making and leadership, particularly around crisis management.
- Very smart with energy and interest to do the job. We are lucky to have her.
- Paula's extraordinary demeanor must be singled out for special praise. She has assembled an incredible team and has managed them with great efficiency and calm. The professionalism of her immediate staff and the solicitor's office has been remarkable, especially when the latter has been publicly questioned in the most unfair manner imaginable.
- Empowerment – the CM has built a talented team around her and has empowered them to make decisions and drive key initiatives forward. Communication – the CM responds to Council requests and motions for reports with clear guidance. Confidence – the CM has led the administration through the arguably the darkest time in its history. Having a leader who is confident in their ability to lead through crisis is key. Empathy – the CM has the ability to connect with anyone on a human level. This is an important trait that builds a strong culture within an organization and helps keep employees motivated and moving forward together in turbulent times. Purpose-driven – the CM keeps a laser focus on the five key strategic priorities (safety, growing economic opportunities, thriving neighborhoods, excellent service delivery, and fiscal sustainability) and lets those guiding principles be the main driver in decisions.
- Our CM continues to show that she can manage 10 bosses at the same time and still get the job done with excellence. I rate her as one of the best CM's I have ever served with at City Hall, specifically her best ever interpersonal communication skills.

V. OPPORTUNITIES FOR IMPROVEMENT CITED FROM THE EVALUATORS

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1. Better/More Frequent 1 to 1 communication with Council and the Public: The CM's memos are informative and I appreciate the information that keeps us updated on a plethora of important issues and concerns. I would like to see an additional provision on the schedule for an ongoing, weekly "touch base" phone call or in-person meeting. The public should see more of the CM and her team.
2. Better Strategic Alignment With Council: There is an opportunity to find more synergies between the administration's strategic priorities and Council's legislative goals. For example – the Affordable Housing Subcommittee and recommendations and the partnership moving forward between administration and Council. Taking the time to seek out overlap and create more collaboration will result in better legislation and more efficient use of resources. Not all goals between the administration and Council will be aligned and it is important to have a balance of power. However, finding some areas of common goals will result in better outcomes and help the administration adjust its plan and budget accordingly.
3. Separation of Powers: As we rebuild public trust after a season of corruption and unseriousness, each branch must daily bring to bear its unique perspective.
4. Achieving a Better Balance In How Council Communicates Directly With City Departments: Paula and I have talked quite a bit recently about the new rules about contacts by council and council staff with city staff. I support absolutely the need to keep elected officials out of the details of negotiations with developers or others with interests with the city. A separate area is purely factual inquiry by a member of council or his/her staff with the administration or to address what we call case work or constituent services. The new rules are a bit too restrictive, I think.
5. Continued Professional Development: She and we need to round out her experience and perspective. Since her work has been only in Cincinnati, we need to think about the kinds of experiences and/or knowledge and/or perspectives she may not have experienced. What should she know that she does not know and that she and we could find ways to make sure she comes to know. The City would benefit from additional years of City Manager Boggs Muething's service

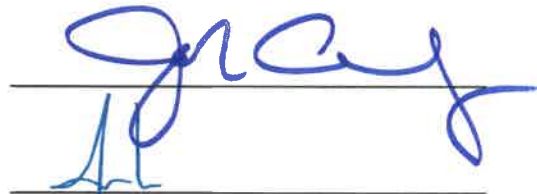
VI. PERSONAL DEVELOPMENT PLAN

In the coming year, I will focus my professional development on leadership and trending municipal management issues.

- I plan to follow up on the Civic Engagement training I received at the Lincoln Institute from the Public Sector Consortium with the "Leadership Matters" program and I will apply for membership in the next Leadership Cincinnati class.
- I will attend the annual ICMA conference and continuing legal education seminars and conferences.
- I will continue my membership in and seek mentoring within the Cincinnati Women's Executive Forum.

SIGNATURES:


Paula Boggs-Muething, City Manager



Review Prepared By: Mayor John Cranley
& Councilmember Greg Landsman