

**First Things First:  
Transition to a New Cuyahoga County Government**

**Interim Report of the  
Cuyahoga County Transition Executive Committee**

**October 7, 2010**

The Cuyahoga County Transition Executive Committee is a volunteer body brought together by citizens of our county that represent the constituents, civic and business leadership of Cuyahoga County.

The Executive Committee has led a process involving citizens from all parts of our community to work to recommend ideas and opportunities for the new structure of County Government that was overwhelmingly supported by voters in November 2009. This work has produced a large number of recommendations for consideration by a County Executive and Council that will be elected in November 2010.

This work is not a product of Cuyahoga County nor is it a binding set of requirements on our newly elected officials. It is, however, the expectation that more than seven months of work by citizens and leaders in our community will be accepted by our elected officials, reviewed on its merits and considered for its value in helping our County meet the significant challenges that we face.

Many of the volunteers involved in developing these recommendations have already indicated their willingness to assist our newly elected County Executive and Council with further refining this work and implementing the recommendations that have been made.

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## **Introduction**

With less than thirty days to go before the election of Cuyahoga County's first County Executive and the first members of its County Council, the Cuyahoga County Transition Executive Committee has prepared this interim report to update the public and the candidates for Executive and Council on our activities and to share a few important conclusions that should be areas of focus for action now and immediately following election day.

Since January of this year, hundreds of county residents have participated in over 330 meetings across the county to discuss and debate recommendations to make Cuyahoga County a model of county government. Almost 1,300 members of the public signed up to participate in the transition work groups which have created over one hundred major recommendations and numerous other ideas for consideration by our new county government. In addition, the Transition Executive Committee has commissioned a study of national best practices designed to ensure that the new County government provides the best quality services at the lowest cost to County residents, businesses and taxpayers.

The Transition Executive Committee has met to receive recommendations from all thirteen work groups over the last several weeks. We have worked diligently to deliver ideas and recommendations that will support the efforts of our newly elected officials as they work to quickly understand the major areas of challenge and opportunity in reforming our county government structure and its key processes. We have also met our own objectives of identifying opportunities to create more than 15% savings in general fund expenditures that will not only increase efficiencies, but will also provide a targeted \$50 million for the county to invest in economic development and job creation for the region. We are appreciative of the tremendous effort and support of the citizens, business and community leaders and county employees who invested their time and effort to develop the recommendations. Their work is a testament to their experience and their commitment to service on behalf of the county.

Given the remaining transition timeline, the Transition Executive Committee has identified several important areas of focus for immediate action that merit

recommendation and communication to the candidates now rather than after the election. This report provides some of the most time-sensitive issues that have emerged from the collective efforts of the work groups and our own initial deliberations. We have focused here on steps the new County Executive and County Council should take right away – immediately after the election, even prior to assuming office, and through the early months of the new administration – to take advantage of the new Charter and move our County forward.

These recommendations are grounded in the six principal themes and objectives that were detailed in the preamble to the new Charter, which are:

- Effective and accountable leadership
- Economic growth and job creation
- Competitiveness
- Collaboration and regionalism
- Equity, and
- Streamlined government

Immediately after the election, the Transition Executive Committee will release a detailed report highlighting specific recommendations for the new County government along with the final reports of all of the Transition Executive Committee working groups. At that time, we expect to detail recommendations related to the structure of the new government and – consistent with the objectives we set out for the transition process – a series of options that will result in savings or new revenue totaling more than fifteen percent of County General Fund spending. In the meantime, we recommend that the candidates for County office seriously consider this interim report. While the existing government should continue its normal functions, we urge that incumbent elected and appointed leaders refrain from making politically driven personnel changes, transfers or appointments, or taking any other significant steps that might inhibit the new incoming government from moving forward with the many critical transformational steps presented here.

## **Effective and Accountable Leadership**

### ***Focus on Attracting and Securing the Right People With the Right Skills in the Right Positions***

The Transition Executive Committee strongly believes that the key to successful reform of county government will be the attraction of highly talented, experienced and professional candidates for key leadership positions. When it comes to effective and accountable leadership, there is no substitute for ensuring that the right people with the right skills are in the right positions.

The Executive Committee recommends that immediately after the election the new County Executive concentrate on recruiting candidates for new positions within County government, some specifically mentioned in the Charter and some that we believe are necessary to create the authorities and accountabilities required for large-scale change. It is our recommendation that the County Executive recruits and hires the best available candidates for eight specific positions that will report directly to the new County Executive. An organizational structure that includes these leadership roles and invests at the right level for the required talent will enhance the likelihood of rapid transformational change. Those positions include:

- a Chief Operating Officer who will coordinate all day to day functions of County government;
- a Chief Financial Officer who will oversee all functions related to county finance, accounting, budget and performance measurement;
- a Chief Information Officer who will direct a fully integrated countywide approach to using information technology;
- a Chief Procurement Officer who will centralize and professionalize the County's process of acquiring more than \$350 million of goods and services annually;
- a Chief Human Resources Officer charged with creating a culture of accountability and success, attracting high quality talent, standardizing positions and salaries, and ensuring ongoing training and professional development to the 5,000+ person workforce reporting to the new County Executive;

- a Director of Economic Development who will lead County job attraction and retention efforts and serve as a liaison with the new Charter-mandated Economic Development Commission;
- a Director of Law who will serve as the legal advisor to and representative of the County Executive and County Council, and also oversee the implementation and enforcement of a new Code of Ethics for Cuyahoga County.
- a Communications Director who will ensure that the transparency, accessibility and engagement that have characterized the work of the transition will continue under the new government.

Getting the right people for these positions is essential for a successful transition to a new government committed to service quality and effectiveness. Attracting people with the highest levels of professionalism and integrity to these positions will also be a significant step towards assuring ethical governance.

To aid in this process, the Executive Committee – based on recommendations from the work groups – has developed initial recommendations for the duties, qualifications and salary requirements for each of these positions (see Appendix 1). A focus on qualifications is critically important. Cuyahoga County residents simply cannot afford to have these positions filled by unqualified political appointees selected on the basis of who they know rather than what they know. In addition, campaign promises to operatives, current office holders or others in exchange for political support for the election will do a great disservice to the people of our County who deserve the appointment of experienced professional leaders that will take our county forward.

We strongly believe that the investment in the right people is the most important initial focus for our new County Executive. If we get that wrong, nothing else matters because we are counting on these new leaders to identify and take significant steps to both improve efficiency and capitalize on the talents of the vast majority of today's county employees, who are an asset and a resource to all county residents.

## ***Immediately Focus on Establishing a Culture of Transparency and Accountability***

### *Establish a Capacity to Communicate and Engage With the Public*

Members of the public must be included in forming the new government, beginning during the creation of the new County Executive's transition team. In our efforts, we took many steps to engage those with an interest in our work. The new County Executive must immediately demonstrate an understanding of the public's desire to be engaged and work to establish a consistent, effective means of communicating with the public and receiving their input. Accountability also will require the Executive and the Council to formally update the public about their progress so that citizens can become full partners in their new government structure. Citizen participants in our process repeatedly expressed their desire for continued engagement.

### *Demonstrate a Clear Intent to Measure Progress and Success*

Effective and accountable leadership will also require that County government take a new approach to planning, performance measurement, performance management and public engagement. Over and over again, transition work groups emphasized the need for county government to think strategically about its goals and objectives and then regularly measure key performance metrics to drive outcomes. Early in the new Administration, the Executive should develop and implement a program of monthly performance measurement and management. Department heads would report to the Executive on established key performance indicators, and those reports would be made available on the County website.

### *Establish A "Prevention First" Approach to Ethics*

The Executive Committee believes that a series of ethics initiatives are needed to ensure that the corruption scandals that have plagued our county will not occur in the future.

We strongly urge that the County Council and County Executive take up, approve and implement a new Ethics Code for County employees during their first weeks in office. Our Code of Ethics work group has produced a detailed ethics policy for immediate consideration. A focus on ethics must start with education and training, and also provide for adequate public disclosure and effective compliance. The Council and the

Executive must ensure that public officials in Cuyahoga County uphold the highest standards of integrity. At the same time, they must also ensure that in the pursuit of integrity the County is also able to carry on its functions in an efficient and effective manner.

The County should not just create rules, but should take a “prevention-first” approach to ethics and integrity issues. Our recommendations to create this environment include a detailed plan for an Internal Audit Department, the creation of an Office of Inspector General, and the provision of qualified, direct advice to the County Executive and Council by a new Director of Law. There are benefits to each of these new resources that the Executive and Council must discuss and debate. While some of these functions may be combined or connected, establishing a clear commitment and a supporting infrastructure for ensuring an ethical and transparent county government should be a top priority in the early weeks of the new administration. In addition, the new government should commit to ongoing efforts to train county staff on the code of ethics and methods for preventing fraud, waste and abuse.

### **Job Creation, Economic Growth and Competitiveness**

The new Charter makes clear that “jobs are job one” of the new County Executive and County Council. The Charter provides for the appointment of a Director of Economic Development, a new Economic Development Commission, and development of a countywide economic development plan. And the new Executive and Council will need to see through to completion ongoing projects, such as the Medical Mart and the development of the county as a hub for advanced energy. Also, the identification of savings from the current operation of government will allow the redirection of some County resources to support the new, aggressive regional economic development strategy.

The new Executive and Council must quickly take concrete steps to bring new jobs and development to Cuyahoga County – and that process should start prior to January.

***Prioritize the Recruitment of an Economic Development Director and Initiate the Work of the Economic Development Commission***

First, the newly-elected County Executive should make the identification and appointment of the Director of Economic Development a high priority during the transition. The person that assumes this role must have the talent and the experience necessary to lead the creation of a world class vision for development in the county.

Second, a majority of the appointing authorities to the Economic Development Commission are organizations or authorities that currently exist. It is recommended that representatives of the County Executive-elect, the Mayor of Cleveland, the Greater Cleveland Partnership, the Port Authority, the Mayors and Managers Association and the AFL-CIO be asked to convene immediately to begin the work of drafting ideas about the specific way in which the Commission will operate and the types of individuals that would be best positioned to serve on the Commission. Beginning this work immediately will allow for appointments to the Commission in early 2011 and provide the five-year economic development plan required in the Charter by the deadline of June 1, 2011.

The Executive Committee recommends that those organizations which can appoint Commission members have their nominations ready by January 1, 2011 so that work can begin immediately upon their official appointment at one of the first Council Meetings of the new government. Commission members should be in a position to represent their constituencies at the highest level and be prepared to make a significant investment of their time in the first year of the Commission's life. The "charter" member agencies should also ensure their appointments provide for a diverse set of perspectives on our approaches to economic development.

***Convene a One-day Jobs Summit in December, 2010 to Focus the Community on Job Creation***

The new County Executive should consider convening the newly elected members of the Council and the appointing authorities of the Economic Development Commission for a one day jobs summit in late December. By moving immediately to start a discussion

about jobs, the new government will send a signal that jobs are the most important objective to support the economic prosperity of our county.

***Demand an Immediate and Urgent Focus on Improving the Interface Between County Government and the Business Community***

The Executive should also charge the new Director of Development to work with other agencies to report by March 1, 2011 on how the new government can improve the business climate by providing existing and new businesses – big and small – with a one stop point of contact with local government in the county.

**Collaboration and Regionalism**

Too often the competitive assets of our county and our region are squandered when we act as fifty-nine independent municipalities. We need to operate as one county within a united region. A new county government must usher in a new spirit of collaboration and cooperation with and among other local governments in Cuyahoga County while maintaining the unique personality and flavor of each locality.

It is time to set aside jurisdictional rivalries and adopt a “one for all and all for one” approach to the challenges and opportunities before us – to create prosperity, increase safety, provide for health care and social services for those who need it and improve the efficiency of government operations for the taxpayers who demand it.

To do so, the new County Executive must recognize that regionalism is a key to our county’s future success and new County Council members must understand that their highest duty is to act in the best interests of the county first, rather than narrow geographic and political interests. More often than not, what is good for Cleveland is good for Lakewood, Shaker Heights, and Solon, and what is good for suburban cities, villages and townships is good for Cleveland as well.

### ***Build on Existing Cooperative Efforts by Hearing from the People First***

There are numerous examples of local government collaboration across the region. County officials already work with local officials on communications and criminal intelligence, and provide sewer services. The County has also opened its health plan and telecommunications services to local governments. With inter-local efforts as well, and an active county Mayor and Manager association, the new County Executive should first hear what works, and what else is needed.

The Executive Committee recommends that the County Executive conduct town hall public meetings with the local County Council member and local mayors and elected officials in each County Council district. These meetings, which should be held in the first three months of the new government, should help build an action agenda for County wide collaboration to improve services to citizens, eliminate duplication and overlap, and identify short- and long-term opportunities for regionalism.

### **Equity**

Regionalism and collaboration will help to ensure equity based on place. The new county government, however, must also work to ensure that county government renews and builds upon its commitment to equity in another way – how it treats its citizens.

Our transition process is a model. The Transition Executive Committee and work groups have engaged hundreds of Cuyahoga County residents through meetings in communities and neighborhoods throughout the county. Transparency and communication have been our goal, as this work has been done in public through open meetings, with public comment and prompt web availability of documents. There are no backroom deals of the sort that too often leave underrepresented residents behind.

A similar focus on communication, engagement and transparency must become the hallmark for the operation of county government as well. While equity is an important long term focus for the new government, that will require a leadership commitment, there are several short term opportunities that can be acted on in the first few months of the new administration.

***Devote Resources to Ensure a Diverse Pool of Candidates for Key Managerial and Leadership Positions, and Prepare for Future Contracting Diversity***

When recruiting for the key positions in the new County government, the County Executive and County Council must direct internal and external recruiters to present candidates of varying gender, age, race, ethnicity, with differing life experiences.

In addition, Cuyahoga County should work to become a model for inclusion when it comes to government contracting. As a start, the Charter-mandated Transition Advisory Group should provide the incoming Executive and Council with information on current spending with vendors that might qualify under a future program to encourage the County to contract with small, minority-owned, women-owned, and disabled-owned businesses.

***Open the Boards & Commissions Appointments Process***

In selecting members of the many boards and commissions that remain under the new Charter, the Executive and Council should commit to ensuring broad representation from throughout the county. More of the same will just produce more of the same and county residents are right to expect more and better. Board and commission appointments should be subject to an open selection process where any county resident can get information on available positions and qualifications on the County website, apply, and be considered to play a leadership role in their government.

***Recruit and Appoint Highly-Qualified Human Resources Commissioners***

The County, as an employer, must ensure that equal opportunity is available to all residents and that employment decisions are driven by qualifications. The unification of over 5,000 positions under a single executive will help establish standard classification and compensation systems for employees. The appointment of the Human Resources Director to manage day-to-day personnel services and the positioning of the new Human

Resources Commission as a professional, independent arbiter of appeals will ensure that this happens.

The Charter requires the appointment by March 1, 2011 of three Human Resources Commissioners who have experience in personnel matters or administration, and are supportive of equal opportunity. The new County Executive should make the selection of highly-qualified Commissioners a priority, and should strive to have the Commission constituted well before the calendar deadline.

The selection of both the Director of Human Resources and the Human Resources Commissioners are critical appointments. Human capacity is the key determinant of an improved county government. The people that serve in these roles must be willing to create a standard for attending to the County's human capital that will ensure value to the county and result in county employees feeling valued by the community. Highlighting the talent that exists within County government, removing the shadow that corruption has created from these talented employees and empowering them to partner with our newly elected officials to help the county create new opportunities is critically important.

### **Streamlining Government**

In voting for the new Charter, County residents endorsed a simple concept – to make strategic investments in our economic future, we must reduce the cost of government in Cuyahoga County. But the test for county government going forward should not just be whether we are spending more or less, but whether county taxpayers are getting the service quality they demand at an affordable price. In other words, smaller government alone is not enough – we seek smarter, more efficient and more effective government.

Initial reports from the transition work groups have identified over \$100 million in savings opportunities. Many of the most significant savings will be achieved through efforts that cross departmental lines in information technology, human resources and procurement. Getting these cross-cutting areas right structurally and operationally from the beginning will be critical to making County government less bureaucratic, more accountable, and cheaper.

***Prioritize Efforts to Change the Way the County Does Business and Commission a Next Level Analysis of Recommendations in the Procurement, Information Technology, and Finance and Administration Functions***

Through its work, the Executive Committee has learned that centralization of procurement and reforms to the process that both maximize value and improve supply chain efficiency could lead to savings of 10-20% on the more than \$350 million the county currently spends on goods and services, yielding \$35 - \$50 million in reduced costs for the county.

Consolidation of County information technology (IT) – computers, printers and telecommunications – would allow for economies of scale and put an end to a piecemeal approach to delivering IT support where resources and spending are divided between operating departments and agencies and the Information Services Center. The current structure results in a system where there are 97 job titles for 200 positions; where county employees use thirteen brands of servers, seventeen brands of printers and ten brands of PCs; and the county uses eight different time and attendance systems, nine different budgeting/forecast systems and ten different billing/payment systems. Under a new county government with a consolidated IT structure and a Chief Information Officer, Cuyahoga County could eventually produce net savings of more than \$6.0 million a year.

In the personnel area, Cuyahoga County leadership has an opportunity to more effectively measure and manage the performance of its workforce and link that performance to compensation. In addition, by standardizing benefits, redesigning benefits and realigning employee premiums, county government can realize up to \$20.0 million in cost reduction and cost avoidance annually.

These efforts to centralize distributed functions, eliminate unnecessary goods and services, standardize procedures, and work across traditional boundaries are critical to restoring citizen confidence in government and to generating the savings needed to invest in the region. The Executive Committee recommends that the County Executive and Council receive regular reports – beginning in January 2011 – on the status of realignment, reorganization, and streamlining activities proposed for and undertaken in

each functional area of County government. While any director or employee can propose such initiatives, performance management capability should be added to the County's budget office to help develop and monitor the status and success of these changes.

### ***Immediately Prepare a Plan for Consolidation of Functions***

Under the new County Charter, all or part of the formerly independent functions of the Treasurer, Auditor, Medical Examiner, Sheriff and Clerk of Courts will be the responsibility of the County Executive.

Much of the opportunity for efficiency, cost savings and improved service will come from this elimination of multiple elected officials and the consolidation of duplicate functions. For example, the Sheriff, the Clerk of Court and the Coroner simply will not need their own separate information technology, human resources, grant writing and other fiscal and administrative staff in a new county government where those offices will no longer be held by independent elected officials. Similarly, within Finance and Administration, the elimination of an elected Auditor, Recorder and Treasurer and consolidation of those functions under a new Chief Fiscal Officer for the county could lead to annual savings of \$3.5 million.

The Executive Committee's work groups have provided suggestions for the alignment of these agencies, and for selected operational changes. However, the Charter-mandated Transition Advisory Group (TAG) can assist the County Executive before taking office by developing – and to the extent possible by preparing to implement – specific plans for the combination of the formerly independent functions. By December 17, the TAG should propose a transition plan and schedule to the new Executive.

### **Conclusion**

The Transition Executive Committee has just finished hearing from the thirteen work groups that spent months reviewing every aspect of County government. Over the next several weeks, we will release all of the work group reports and the detailed analysis behind them; provide the public and candidates with a document summarizing best

practices and the most important ideas for County transformation; and offer additional commentary and suggestions from the Transition Executive Committee on the initial steps the County Executive and Council should take to fulfill the promise of our new Charter.

Much has been made of the fact that our county government is “in crisis.” But over the past nine months, our committee has come to realize that – as is often the case – in crisis there is often great opportunity. To realize that opportunity, we must start with effective and accountable leadership to guide our county through its present day challenges. As candidates for Executive and the Council and the public conclude the campaign season, we urge them to keep a focus on the immediate steps that must be taken to restore integrity in county government and ensure prosperity for all.

The first demonstration of a new era in county government will be the early signals sent by the County Executive and County Council. These dozen individuals can make major positive strides in this regard by truly and sincerely listening to the recommendations that hundreds of county residents have worked on over these past eight months and that will be released in full detail right after the election. We can assure you that they and many others will be watching.....

## **First Things First**

### **Appendix 1: Expectations for Key Hires**

The Transition Executive Committee recommends that the new County Executive move quickly on finding the right people with the right skills for the right positions. This appendix to the Executive Committee's Interim Report describes in more detail eight of the most critical positions the County Executive must fill as soon as possible.

In each case, senior transformation leaders in the new government will need relevant substantive experience, high ethical standards, the courage to take unpopular positions, the ability to collaborate with the Executive, the Council and their colleagues, and a great deal of patience.

For most positions, experience in a large organization, public and private sector experience, and success managing teams to implement change will be a requirement.

Some of the specific qualifications and public sector compensation benchmarks for each of the eight jobs are listed below. All salary guidelines listed below are just that. In many cases, we believe we may need to pay additional, potentially significant premiums to attract the right individuals to these respective positions. Attracting the right talent from private sector organizations at the same scale and complexity as the county, could require salaries in excess of \$200K per year for the top reports to the County Executive. The Executive Committee believes that these types of investments in key leadership roles will more than pay off in the short and long term by attracting new talent to Cuyahoga County that can implement many of the recommendations included in this report and much more.

#### **Chief Operating Officer (COO)**

##### **Duties**

- The Chief Operating Officer – sometimes called the Managing Director, County Manager, or Chief Administrative Officer – is responsible for the effective day-to-day operations of the County; she or he focuses on running the government so that the elected Chief Executive can provide leadership and strategic direction;
- The COO is responsible for implementing the vision of the County Executive; other department heads and executives report to the COO, who oversees and coordinates the integration of County services;
- The COO leads the management team, and is responsible for allowing effective relationships to develop between the County Executive and senior County managers, while ensuring that the County acts with a single voice and vision;
- The COO develops a response, and implements it at the direction of the County Executive during a major event, public safety incident, or service disruption.

### Experience/Qualification

- Minimum of 15 years management experience; more preferred;
- Experience with large organizations, preferably 5,000+ employees/\$500 million+ in revenue;
- Balance of public and private sector experience preferred;
- Masters degree in public administration, business, management or other related field.

### Compensation

The International City/County Managers Association's 2008 survey of counties over 1 million in population reported a mean annual salary of \$189,158 for this position; the third quartile of their survey was \$221,243. The County and City of Philadelphia, a strong executive government of similar size to Cuyahoga, budgets the equivalent position at \$178,155.

## **Chief Financial Officer (CFO)**

### Duties

- The Chief Fiscal Officer shall exercise all powers and perform all duties now or hereafter vested in or imposed by general law upon county auditors and county recorders and the powers and duties of clerks of the court of common pleas other than those powers and duties related to serving the operation of the courts, and such other powers and duties not inconsistent therewith as provided herein or by ordinance. The Fiscal Officer shall prepare and maintain the tax maps for the County.

### Experience/Qualification

- Minimum of 15 years of progressively expanding responsibilities in financial functions in public accountancy, corporations, or government
- Certified public accountant
- MBA or MPP preferred
- Demonstrated success in improving efficiency in mid-sized financial organizations
- Experience in treasury, budgeting, IT financial systems, and internal audit
- Strong leadership skills
- Results driven
- Absolutely unquestioned integrity

### Compensation

The International City/County Managers Association's 2008 survey of counties over 1 million in population reported a mean annual salary of \$163,759 for this position; the

third quartile of their survey was \$189,797. The County and City of Philadelphia, a strong executive government of similar size to Cuyahoga, budgets the equivalent position at \$174,464.

## **Chief Information Officer (CIO)**

### **Duties**

The Chief Information Officer provides the overall management, delivery, and support of information technology services for Cuyahoga County. This position is responsible for strategic, tactical and operational planning of all information technology activities related to applications and infrastructure for all county agencies. This role will oversee several large and complex programs or projects often in parallel.

### **Experience/Qualification**

- Significant leadership experience (5-10 years) for a large information technology function in a public or private organization – ideally with similar scale and complexity.
- Intuitive thought leadership, collaborative approach and ability to build consensus across sectors is imperative.
- Strong track record of developing IT talent to ensure proper leadership is in place to drive innovation and transformational change.
- Professional track record that reflects significant contribution to the organization, including demonstrated leadership in large, complex, multi-functional settings.
- Strong communication skills accompanied by the ability to influence both directly and indirectly and build consensus throughout the business.
- Pragmatic implementation leadership experience leading outsourcing initiatives, data management and hosting is required.
- Undergraduate degree required including a strong academic background in a technical related field such as computer science, electrical engineering, or mechanical engineering. An advanced degree is preferred.
- Strong background of building trust and demonstrating ethics.

### **Compensation**

The International City/County Managers Association's 2008 survey of counties over 1 million in population reported a mean annual salary of \$137,260 for an "Information Services Director"; the third quartile of their survey was \$153,132. The County and City of Philadelphia, a strong executive government of similar size to Cuyahoga, budgets the Chief Information Officer's salary in a range from \$215,787 to \$220,000.

## **Chief Procurement Officer (CPO)**

### **Duties**

- The Chief Procurement Officer heads the Charter-mandated Department of Purchasing;
- The CPO is responsible for the procurement of supplies, materials, equipment, and services for the county including contract negotiation, preparation, administration and monitoring in accordance with bids and proposals (and in cooperation with client departments);
- The CPO partners with county agencies and departments to drive process, innovation, renovation, and cost savings and continuous improvement initiatives through more effective and efficient procurement and delivery of goods and services;
- The CPO leads the restructuring of all areas of county procurement, directing the development and ensuring the execution of standards, controls, policies, procedures, and performance metrics.

### **Experience/Qualification**

- Bachelor's degree in business or public administration, finance, or supply chain; Master's degree preferred;
- 10-15 years in senior position leading procurement activities for a large organization; public sector experience helpful;
- Leadership experience with the ability to initiate and build a procurement function to generate cost savings. Process and systems expertise in full procurement cycle; advanced knowledge of procurement principles, theories and processes.

### **Compensation**

The International City/County Managers Association's 2008 survey of counties over 1 million in population reported a mean annual salary of \$116,550 for a "Purchasing Director"; the third quartile of their survey was \$130,459. The County and City of Philadelphia, a strong executive government of similar size to Cuyahoga, budgets the Procurement Commissioner's salary at \$124,800.

## **Chief Human Resources Officer (HR)**

### **Duties**

- The Chief Human Resources Officer heads the Charter-mandated Department of Human Resources, and serves as the prime contact for the Human Resources Commission and Commissioners;
- The Chief Human Resources Officer works to establish a functioning Human Resources Department, administering a fair and equitable hiring and personnel management process for 5,000+ County employees, and collaborates with the Human Resource Commissioners in fulfilling their oversight and appeal function;

- Chief Human Resources Officer oversees the County's labor relations functions, and works with the CFO, COO and others to ensure a competitive, affordable wage and benefit structure for the County and its workforce.

#### Experience/Qualification

- Bachelor's degree in some business or public administration, or human resources/personnel; Master's degree and professional certifications preferred;
- 10-15 years in senior position leading personnel function for a large organization, including compensation, benefits and other functions; public sector experience helpful;
- Leadership experience with the ability to manage change to improve equity, standardization and fairness in a complex, unionized environment.

#### Compensation

The International City/County Managers Association's 2008 survey of counties over 1 million in population reported a mean annual salary of \$123,723 for this position; the third quartile of their survey was \$125,553. The County and City of Philadelphia, a strong executive government of similar size to Cuyahoga, budgets its Personnel Director at \$126,756.

### **Director of Development**

#### Duties

- The Director of Development, also known as the Director of Economic Development, is the Charter-mandated official responsible for coordinating the various County agencies with economic development functions;
- The Director of Development prepares and presents the County's five-year Economic Development Plan to City Council by June 1 each year, and leads County implementation of the Plan;
- The Director of Development is the primary liaison with the Charter-mandated Economic Development Commission;
- The Director of Development will undertake various initiatives at the direction of the County Executive, such as the creation of a "one stop shop" for new and expanding businesses in the County.

#### Experience/Qualification

- Individual with at least 15 years of demonstrated experience and accomplishment in the private and/or non-profit economic development field;
- Clear background in attracting new firms and investments to a region;
- Skills and expertise working in and with the real estate finance industry, venture capital, and workforce development areas;
- Capable of designing and implementing new, successful economic development programs and initiatives in partnership with many sectors;

- Ability to work with CEO's of both Fortune 500 firms as well as owners of small businesses;
- Understanding of data and research as it relates to economic indicators and best in class strategies in the field;
- Masters Degree required and previous public-private partnership leadership history preferred.

### Compensation

The International City/County Managers Association's 2008 survey of counties over 1 million in population reported a mean annual salary of \$132,622 for this position; the third quartile of their survey was \$158,742. The County and City of Philadelphia, a strong executive government of similar size to Cuyahoga, budgets its Commerce Director at \$185,000.

### **Director of Law**

#### Duties

- The Director of Law – sometimes called the County Solicitor or Law Director – is the legal advisor to and representative of the County Executive, County Council and all offices reporting to the Executive;
- The Law Director reports to the County Executive. In the event of a conflict between the County Executive and County Council, the Law Director provides independent counsel for County Council;
- The Law Director leads an office that provides legal support on legislation; human resources issues; civil litigation; public safety and law enforcement; the issuance of debt; and matters of real estate, environmental and general administrative law.

#### Experience/Qualification

- Attorney at law in good standing in the State of Ohio;
- At least five years experience representing or advising political subdivisions in Ohio;
- Minimum of 15 years experience practicing civil law; experience managing and supervising other attorneys preferred;
- Experience with large organizations, public and private sector preferred.

### Compensation

The County and City of Philadelphia, a strong executive government of similar size to Cuyahoga, budgets its Solicitor salary at \$174,464.

## **Communications Director**

### **Duties**

- The Communications Director will ensure that the plans, priorities and actions of the County Executive and senior officials are clearly articulated to the public and that public engagement is a high priority of County government;
- The Communications Director will organize a regular process of outreach to citizens of the County, including the initial listening session for the new officeholders in early 2011;
- The Communications Director will work with the heads of departments, the performance measurement office, the Executive and Council to make key reports, contracts, performance metrics and other information are accessible to the public in a timely manner, preferably on the County's website.

### **Experience/Qualification**

- Seasoned professional of at least 10 years with the ability to lead and direct all communication efforts of 5,000+ person organization;
- Experience directly with media relations, public affairs, crisis management and the public sector for at least a portion of their career;
- Excellent credibility and articulate spokesperson capacity a must. Demonstrated comfort level with very transparent and open communication channels with the general public;
- Ability to oversee and create publications that serve as marketing tools for an organization;
- Bachelor's degree required.

### **Compensation**

The County and City of Philadelphia, a strong executive government of similar size to Cuyahoga, budgets the Communications Director position at \$120,000.

**First Things First**  
**Appendix 2: Human Resources Commission**  
**Qualifications, Selection and Compensation**

The HRC should be an independent board and have responsibility for ethics enforcement, employee appeals and oversight of human resources performance metrics. The fundamental role of the HRC is to ensure fairness by overseeing the application of key human resources policies and practices to ensure they are administered in a fair, equitable and consistent manner. The requirement of establishing the HRC is a clear statement from the voters regarding the importance of fairness, merit, and ethics. However, the HRC was not created as a substitute of the human resources function or to duplicate the HRD's work.

Charter Section 9.01 states that the County Executive, subject to confirmation by council, shall appoint three individuals to serve as the Cuyahoga County Human Resources Commission (HRC). The Charter provides the general terms and conditions of appointment and employment for the commissioners, however, specifics regarding qualifications, compensation and meeting requirements are lacking.

Once appointed, the HRC is provided authority [Charter Section 9.02(1)] to appoint hearing officers to hear all employee appeals previously under the jurisdiction of the State Personnel Board of Review (SPBR). The Charter is silent as to whether the HRC has authority to appoint additional personnel to perform administrative functions.

**Qualifications**

The Charter sets forth several baseline qualifications for service as a commissioner on the HRC [Charter Section 9.01]:

- elector of Cuyahoga County;
- experience in personnel matters or personnel administration;
- supportive of equal opportunity considerations;
- no more than two of the three members of the HRC shall be members of the same political party; and
- cannot hold any other public office or public employment with the County.

In accordance with our guiding principles and based on the nature of the functions that will be carried out by the HRC, this workgroup is recommending the following additional qualifications for the ideal candidate for service as a commissioner on the HRC:

- significant management experience over a reasonable sized group of employees. The management experience should include the implementation of HR policies and procedures and decision making regarding disciplinary actions;
- experience setting or approving high level HR strategies;
- can provide multiple examples of ethical behavior in difficult situations;

- cannot have been employed by Cuyahoga County in any capacity in the three years immediately preceding appointment;
- experience analyzing and developing data/metrics; and
- clean background check

In addition, this workgroup recommends the following recruitment plan to identify the best candidates for appointment:

- retention of an outside search/recruitment firm to identify best candidates. This approach will ensure an arm's length, independent search process is utilized. Many firms will do pro-bono work, which would help mitigate the cost
- should use of outside firm be determined cost prohibitive, the best alternative would be an open competitive process (i.e., posting, application, competitive review). A selection committee should be developed including the County Executive, Council President, and member(s) of public.
- regardless of which process is used, interviews should be structured and rigorous and should focus on both experience and competencies.

Appointment Process / Tenure [Charter Section 9.01]

All three HRC members are appointed, subject to confirmation by the Council, by the County Executive. The County Executive must nominate the initial appointees to the HRC not later than March 1, 2011. The Charter provides that the term of office of each member of the HRC is six years, however, the terms are staggered so that no term expires within less than two years of the expiration of any other term. Therefore, terms of offices for the initial appointees shall be six years, four years and two years, respectively. The County Executive shall fill a vacancy occurring for an unexpired term in the same manner as a regular appointment. The County Executive may only remove a member of the HRC for inefficiency, neglect of duty or malfeasance in office after notice and a public hearing before Council, provided that eight members of the Council concur.

This workgroup is recommending that the County Executive and County Council consider the following factors in identifying "inefficiency, neglect of duty, or malfeasance in office:"

- attendance requirement similar to that set forth in Council section of Charter;
- completion of mandatory new-commissioner training on County policies and procedures;
- completion of yearly continuing education requirements on general HR and legal topics.

Compensation / Schedule

Section 9.01 states that Council shall establish a per diem compensation for the members of the HRC. Nothing further is stated in the Charter regarding compensation or meeting schedules. Research has indicated that comparable jurisdictions with a similar body that compensate on a per diem basis set their compensation in the range of \$75 - \$200 per meeting (note: one jurisdiction compensates at rate of \$500 per

grievance hearing.). Furthermore, the Commissioners should be considered independent contractors, not County employees.

This workgroup is recommending the following additional parameters for the compensation of HRC members and scheduling of HRC meetings:

- Commissioners will not receive health benefits or pension benefits
- per diem should only be paid if Commissioner attends entire meeting;
- per diem includes all associated fees (e.g., parking, meals, travel);
- per diem should err on the higher side of the comparable rates – recommended rate of \$200 per meeting;
- one of the three members of the Commission shall be designated Chairperson of Commission by the Executive and that individual should receive a slightly higher per diem rate (\$225 per meeting). The Chairperson position shall rotate amongst the members of the HRC every two years; and
- per diem should be capped at yearly total to avoid excessive meetings - \$12,500 per year (\$15,000 for chairperson). This amounts to one meeting per week plus added time for meeting preparation.