



**AGENDA**

**CUYAHOGA COUNTY COMMITTEE OF THE WHOLE MEETING**

**TUESDAY, FEBRUARY 9, 2016**

**CUYAHOGA COUNTY ADMINISTRATIVE HEADQUARTERS**

**C. ELLEN CONNALLY COUNCIL CHAMBERS – 4<sup>TH</sup> FLOOR**

**1:00 PM**

**1. CALL TO ORDER**

**2. ROLL CALL**

**3. PUBLIC COMMENT RELATED TO AGENDA**

**4. DISCUSSION / EXECUTIVE SESSION:**

- a) Pending or imminent litigation.

**5. ITEMS REFERRED TO COMMITTEE / CONFIRMATION HEARINGS:**

- a) R2016-0028: A Resolution confirming the County Executive's appointment of Douglas M. Dykes, upon his taking the oath of office, as Director of Human Resources; and declaring the necessity that this Resolution become immediately effective.
- b) R2016-0027: A Resolution confirming the County Executive's appointment of Scot M. Rourke, upon his taking the oath of office, as Chief Information Officer; and declaring the necessity that this Resolution become immediately effective.

**6. MISCELLANEOUS BUSINESS**

**7. PUBLIC COMMENT UNRELATED TO AGENDA**

**8. ADJOURNMENT**

*\*Complimentary parking for the public is available in the attached garage at 900 Prospect. A skywalk extends from the garage to provide additional entry to the Council Chambers from the 5th floor parking level of the garage. Please see the Clerk to obtain a complimentary parking pass.*

*\*\*Council Chambers is equipped with a hearing assistance system. If needed, please see the Clerk to obtain a receiver.*

# County Council of Cuyahoga County, Ohio

## Resolution No. R2016-0028

Sponsored by: <b>County Executive Budish</b>	<b>A Resolution</b> confirming the County Executive's appointment of Douglas M. Dykes, upon his taking the oath of office, as Director of Human Resources; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, pursuant to Article IX, Section 9.06 of the Charter of Cuyahoga County, the Director of Human Resources shall be appointed by the County Executive, subject to confirmation by Council; and

WHEREAS, Article XI, Section 9.06 of the Charter provides for the powers, duties and qualifications of the Director of Human Resources; and

WHEREAS, the County Executive has nominated Douglas M. Dykes for appointment to the position of Director of Human Resources; and

WHEREAS, the Council conducted a confirmation hearing which was noticed to the public and held in an open meeting on \_\_\_\_\_, 2016; and

WHEREAS, the Council elects to confirm the County Executive's appointment of Douglas M. Dykes to the position of Director of Human Resources; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that Charter requirements can be complied with and critical services provided by Cuyahoga County can continue, and to provide for the usual, daily operation of County government.

### **NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby confirms the appointment of Douglas M. Dykes to serve as Director of Human Resources upon his taking the oath of office.

**SECTION 2.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County; the preservation of public peace, health, or safety in the County; and any additional reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of eight members of Council, this Resolution shall become immediately effective.

**SECTION 3.** It is found and determined that all formal actions of this Council concerning and relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President                      Date

\_\_\_\_\_  
Clerk of Council                                      Date

First Reading/Referred to Committee: January 26, 2016

Committee(s) Assigned: Committee of the Whole

Journal \_\_\_\_\_  
\_\_\_\_\_, 20\_\_\_\_



**ARMOND BUDISH**  
Cuyahoga County Executive

January 15, 2016

Dan Brady, President  
Cuyahoga County Council  
Cuyahoga County Administration Building  
2079 East 9<sup>th</sup> Street, 8<sup>th</sup> Floor  
Cleveland, OH 44115

Re: Cuyahoga County Director of Human Resources

Dear President Brady:

Human capital is the most important aspect of any organization. Per Section 9.06 of the County Charter, which establishes the Director of Human Resources position, it is my pleasure to nominate **Douglas M. Dykes** as Director of Human Resources. In this role, we expect Douglas to lead the County's efforts in seeking and retaining the most qualified talent and promote a culture of service through employee engagement and performance measurement.

Douglas has outstanding credentials for leading this department. He has served as Human Resources Director for the Northeast Ohio Regional Sewer District (NEORS) since 2008, where he has been responsible for an \$11 million dollar budget and implementing a bold strategic plan for NEORS's HR operations. Douglas has experience with managing union contract renewals, creating performance management systems, implementing the results of a compensations study, streamlining the hiring process for maximum efficiency, and forming an enriched internship program – accomplishments that are of great interest for potential application in this administration. For these reasons, Douglas Dykes is the right person to lead and implement our human resources strategy.

I ask that this nomination be addressed as soon as Council's schedule allows. Should you or any of your colleagues have any questions, please feel free to contact my Executive Assistant, Laura Roche at 216-443-7181.

Sincerely,



Armond Budish  
Cuyahoga County Executive

## CAREER SUMMARY

Dynamic and successful Human Resource leader with 17 years of proven ability in driving strategic initiatives to increase human capital ROI and positively impact the bottom line. Strong leadership competencies in compensation, benefits, talent acquisition, employee relations in both union and non-union environments, performance management and organizational development. Embraces a servant leader philosophy resulting in high employee engagement and superior results.

## PROFESSIONAL EXPERIENCE

### NORTHEAST OHIO REGIONAL SEWER DISTRICT

#### 2008 – Present

The District is responsible for wastewater treatment facilities and interceptor sewers in the greater Cleveland Metropolitan Area servicing the City of Cleveland and all or portions of 60 suburban municipalities in Cuyahoga, Summit and Lorain Counties and includes a diversified group of manufacturing and processing industries. The district has a \$110 million dollar operating budget and 700 employees.

**Director of Human Resources** – Group leader responsible for building and leading a strategic plan within the core humans resources operations including talent acquisition, compensation, benefits, workers' compensation, HRIS, employee & labor relations, OED & training and EEO. Manage an HR budget of \$11 million and a staff of twenty-four (24).

- Developed, initiated and facilitated a new performance management system resulting in 100% participation
- Introduced organizational compensation and classification study yielding over 100 job description redesigns
- Successfully negotiated three (3) union contract renewals within a twelve (12) month period
- Cost contained union contracts within projections over last two negotiation cycles, 2.2%
- Drove talent acquisition philosophy and process improvements, increasing credibility and capability throughout organization
- Set "Time to fill" metric for hiring within 52 days of posting job announcement. Results include meeting metric for last two (2) years
- Introduced and effectively managing a career based internship program. Increased interns to regular employees by 80%
- Directed launch of Oracle iRecruitment applicant tracking system, self service, and managers self service
- Delivered new benefits renewal philosophy yielding an average six year renewal rate of 4.8%
- Enhanced compensation philosophy and approach for all non-union employees to ensure compensation aligns with market. Results yielded a 40% enhanced candidate pool
- Directed the identification of Careers in Utilities focus, yielding a website and cross-industry collaborations
- Transition HR department from transactional to strategic, within five (5) years of arrival

### THE HOLDEN ARBORETUM, Kirtland, OH

#### 2003 - 2008

One of the largest non-profit natural arboreta in the United States. Established in 1931 on 100 acres of land, Holden currently manages over 3500 acres registering more than 6,000 species of trees and plants. Holden's operating budget was over \$5 million dollars, with an employee population of 90+.

**Director, Human Resources** - Group leader responsible for an annual department budget of \$1.2MM and a staff of six (6). Directed, planned and implemented initiatives for more effective recruitment, fair and competitive compensation and improved employment procedures and practices. Directed alignment and integration of core human resources functions including employment and recruitment, compensation, training & development, employee benefits,

and safety. Managed department operational budget and general services budgets including healthcare, workers' compensation, training & development and safety.

- Successfully negotiated employee benefits renewal rates with health care provider, while maintaining the same plan design. Average renewal rate increases over last 4 years have been 6.82%
- Created and initiated an effective annual merit increase process that ensured employees of fair and equitable treatment, external competitiveness, and a progressive pay-for-performance philosophy
- Directed the standardization of the employment recruitment process. Introduced effective recruitment strategies, standardization of interview questions, and a systematic and effective salary administration process
- Directed organizational planning, within specific departments, which evaluated structure, job design, and manpower forecasting
- Drove employee handbook initiative ensuring alignment with revised and new legislation laws and to ensure future strategic organizational alignment
- Realigned strategic focus of organization – which led to annual cost savings of over \$100k for three years

### **REGIONAL TRANSIT AUTHORITY, Cleveland, OH**

1993 - 2003

RTA is one of the largest public transportation systems in the country providing bus, rail and par transit services to the Greater Cleveland area. With an operating budget of \$238.9MM and a capital budget of \$143.6MM, the organization has over 2700 employees, of which 2100 are represented by two unions.

**Manager of Human Resources (1/02 – 8/03)**- Responsible for employment, recruitment and compensation with annual department budget of \$1.2MM. Managed a staff of six (6). Planned and implemented initiatives for more effective recruitment, fair and competitive compensation and improved employment procedures and practices. Provided leadership support regarding labor issues and interpretation of union contracts, employee relations, training and EEO.

- Implemented initiative for more effective hiring for largest employee classification (1400 drivers). Analyzed and defined key qualifications and designed an assessment instrument that resulted in stronger candidates, which reduced quarterly turnover from 14% to 7% in the first year
- Introduced the first 5 year Strategic HR Planning Report that analyzed future workforce needs based on projected labor, retirements, turnover, technological developments and industry trend requirements
- Designed specific reduction-in-force plan to reduce labor cost by \$10MM annually. Analyzed and interpreted union contract to insure compliance, flowcharted job eliminations, transfers, demotions and revised reporting relationships impacting 270 positions
- Designed and implemented new salary recommendation process resulting in increased internal equity, market data and competitive advantage
- Served on leadership team to revise and replace several organizational policies and procedures. Reduced the number of policies from over 110 to 75

**Manager of Employment & Recruitment (5/98 – 01/02)** - Responsible for strategic planning in employment and recruitment. Managed a staff of four (4). Focused on developing and retaining a quality workforce. Training and supporting employee performance initiatives, coaching and individual skill development.

- Developed recruitment plan and marketing philosophy which was termed “Hire Right the First Time”. Reduced the turnover rate for new hires by over 50% within 6 months
- Developed and introduced program to educate employees on internal promotion process that significantly improved candidate preparation and morale. Program reduced the application rejection rate by 75%.
- Worked with EEO to address the lack of minority and female representation in specific population groups for non-traditional jobs. Improved the number of applicants in these various groups by over 25% within one year

**Compensation Specialist (05/93 – 05/98)** – Researched and analyzed industry salary and labor market information to ensure RTA's compensation practices were competitive. Assisted with the job analysis process, salary administration and employee test development and administration. Maintained and provided training for the organization's performance appraisal system for both union and non-union employees.

- Improved test administration process by developing standardized procedural criteria that reduced the number of test administration grievances by over 65%
- Designed and developed a series of competency based interview questions for managers that focused on organizational philosophy and organizational success factors. Increased the number of quality candidates by over 30%, and reduced the cost of hiring by over 24%
- Designed and developed in-house promotional performance assessments usually designed and developed by external consultants. Saved the organization over \$9,000 within the first year

## **EDUCATION**

Bachelor of Arts, Business Administration - concentration in Human Resources, Cleveland State University  
Executive MBA, Cleveland State University – Expected Graduation: May 2016

# County Council of Cuyahoga County, Ohio

## Resolution No. R2016-0027

Sponsored by: <b>County Executive Budish</b>	<b>A Resolution</b> confirming the County Executive's appointment of Scot M. Rourke, upon his taking the oath of office, as Chief Information Officer; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, the County Council established a Department of Information Technology and the powers and duties of the Chief Information Officer in Ordinance No. O2012-0012;

WHEREAS, Section 202.15 of the Cuyahoga County Code provides for the functions, goals and activities of the Department of Information Technology; and

WHEREAS, the County Executive has nominated Scot M. Rourke to the position of Chief Information Officer; and

WHEREAS, the Council conducted a confirmation hearing which was noticed to the public and held in an open meeting on \_\_\_\_\_, 2016; and

WHEREAS, the Council elects to confirm the County Executive's appointment of Scot Rourke to the position of Chief Information Officer; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that Charter requirements can be complied with and critical services provided by Cuyahoga County can continue, and to provide for the usual, daily operation of County government.

### **NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby confirms the appointment of Scot M. Rourke to service as Chief Information Officer upon his taking the oath of office.

**SECTION 2.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County; the preservation of public peace, health, or safety in the County; and any additional reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of eight members of Council, this Resolution shall become immediately effective.



**SECTION 3.** It is found and determined that all formal actions of this Council concerning and relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: January 26, 2016

Committee(s) Assigned: Committee of the Whole

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**ARMOND BUDISH**  
Cuyahoga County Executive

January 15, 2016

Dan Brady, President  
Cuyahoga County Council  
Cuyahoga County Administration Building  
2079 East 9<sup>th</sup> Street, 8<sup>th</sup> Floor  
Cleveland, OH 44115

Re: Cuyahoga County Chief Information Officer

Dear President Brady:

As technology such as broadband connectivity, social media, and other modes continue to shape the way we connect with each other, Cuyahoga County must continue to seek transformative means of serving and connecting with all of our residents. Per County Code Section 202.15, which established the Department of Information Technology, I am nominating **Scot M. Rourke** to serve as Chief Information Officer and serve as director of this Department. In this role, we expect Scot to lead the coordination of “automatic or electronic data processing or record-keeping equipment, software, computer hardware, information technology and/or information technology services.”

Scot has outstanding credentials for leading this department. Most recently serving as an independent consultant and founding President & CEO of OneCommunity, Mr. Rourke has experience in business model refinement, using technology to innovate the way private and public sectors operate, and strategic policy initiatives. While leading OneCommunity, Scot built a regional high speed fiber optic network to enable health, education and government agencies better leverage the latest technologies to deliver community services. OneCommunity also provided computers, training and low cost broadband access to tens of thousands of local citizens aimed at helping them use access to the internet to improve their health and find jobs. His policy work has secured more than \$150 million in mostly federal and private funding. Scot is a change agent that can bring Cuyahoga County government into the 21<sup>st</sup> century and enable us to become leaders in the use of technology to deliver accessible, efficient, effective, and responsive services to our citizens, our employees, and our partners.

I ask that this nomination be addressed as soon as Council’s schedule allows. Should you or any of your colleagues have any questions, please feel free to contact my Executive Assistant, Laura Roche at 216-443-7181.

Sincerely,

Armond Budish  
Cuyahoga County Executive

# Scot M. Rourke

## Senior Executive – Innovative change agent

Mr. Rourke is a renowned leader in developing innovative approaches aimed at transforming businesses, industries, and regional ecosystems. He has a strong background mobilizing diverse stakeholder groups to jointly develop new visions for progress. He works intimately with partners to develop innovative strategies to drive high impact results. With a great appreciation for how difficult change management is, Scot has a penchant for attracting and aligning resources to ensure teams are well positioned for sustained success.

### Profile and Value

Strong Vision and Leadership  
Effective in High Profile Executive Roles  
Keen Eye, Intuitions and Focus on Value Creation  
Exceptional Ability to Motivate Others  
High Level of Business Acumen  
Outstanding Problem Solver  
Adept at Making Complex Decisions  
Outcome Oriented, Rapid Results  
Focus on Scale, Impact and Sustainability

### Qualifications and Expertise

Strategic Planning  
Managing High Growth  
Product and Service Innovation  
Large Scale Policy and Change Management  
Organizational and Talent Development  
Partner, Channels and Alliances Development  
Angel, Venture and Bank Financings  
Deal Structuring and Negotiations  
Governance, Board Development and Relations

## Professional Experiences:

### Independent Consultant

2013 – present

*Trusted advisor to businesses and organizations looking for business transformation and innovation*

- Provide strategic planning, business model refinement, performance improvement strategies, mergers/acquisitions, strategic alliances, innovation planning, change management, governance, and fundraising strategies.

### Founding president & CEO, OneCommunity

2003 - 2013

*Internationally renowned leader in leveraging technology to drive economic and social benefits*

- Started up and built innovative organization that has become an international leader in the use of technology to transform health, education, government, workforce, and inclusion.
- Built regional high speed fiber optic network to serve as a competitive advantage for the region, spanning 40% of state, which serves thousands of public and private entities, enabling innovation, shared services, and collaboration.
- Innovative model and track record for success served as important platform for impactful federal policy work and helping secure more than \$150 million in funding from numerous public and private sources aimed at driving innovation in health, education, government and digital inclusion,

i.e. our successful digital inclusion project successfully trained and equipped 30,000 households to use the Internet to find better jobs and improve health, the largest in the nation.

- Working with local partners, attracted substantial international recognition from global leaders such as IBM, Cisco, Intel, ComputerWorld, Harvard Ash Institute, and others. Examples include:
  - Top 4 Worldwide Digital Community
  - Top 7 Intelligent Community
  - Best Use of Technology international to Benefit Society
  - Top Innovation for Transforming Government
  - Top Worldwide Smart and Connected Community
- Developed and managed large board of top public and private executives from across the region including largest private employers, plus foundation, health, education and government officials.

### **President, MCPc, Inc.**

**2002 - 2003**

*\$160 million Information Technology Services and Products Company - Cleveland, Ohio*

- Led the turnaround and expansion of large technology company which was spun off from a \$800 million public technology company headquartered outside the region. Opened headquarters locally and had 300 employees in 30 locations across U.S.
- Grew sales 25% through innovative product merchandising, new e-commerce offerings, channel strategies and transitioned focus from commodity products to value-added services/solutions.
- Reduced SG&A 30%, launched innovative new business model and valuable strategic alliances.

### **Managing Partner, CCP Global**

**2000 - 2001**

*High-growth Management and IT consulting firm - Chicago, Illinois and Sunnyvale, CA*

- Started up and rapidly grew an innovative e-commerce marketplace software solution which served to connect and streamline buyer and seller activities across numerous industries.
- Developed multiple sizable venture and acquisition offerings

### **National Focus Leader, E-Strategies - Whittman-Hart Consulting**

**1998 - 2000**

*High-growth Management and IT Services firm with 4,000 consultants - Chicago, Illinois*

- Helped launch and lead the management consulting (supply chain) and E-commerce practices.
- Developed new business model, technology, people and process strategies for Fortune 500 businesses and its spinoffs. Helped raise more than \$50 million in venture.

### **Newark Electronics, Turnaround Management Team**

**1997 - 1998**

*\$1 billion international distributor of electronic components*

- Recruited by new CEO to join four other key members on a turnaround management team.
- Headed up national supply chain efforts including full process re-engineering efforts.
- Led major transformation efforts including launching of new Value-Added Services division.
- Served as leader of new systems (ERP) installation across thousands of employees nationwide.

### **McMaster-Carr Supply Company, Management program**

**1994 - 1997**

*One of nation's largest distribution companies*

- Rotated in management positions and trained across various departments across business.
- Selected to senior manage team to design, build and manage a large new facility in Cleveland, Ohio.

- Studied national best practices and incorporated into new processes, procedures, policies, etc.
- Resulting facility set new standards across all performance benchmarks nationwide.

### **Senior Financial Analyst**

1991 – 1993

*Selected for rigorous formal training program at top North American Bank*

- Provided detailed financial analysis, projections and industry peer group analysis to banks industry diversification strategies, industry analysis, and high risk transactions.

### **Board and Community Support Roles:**

#### **Jumpstart's Burton D. Morgan Mentorship Program**

2014 - present

- Serve as mentor to promising entrepreneurs looking for help to accelerate growth, improve scalability, and attract investment to create jobs for Northeast Ohio.
- Also asked to help develop breakout or turnaround strategies for underperforming businesses.

#### **Greater Cleveland Aquarium**

2012 - present

- Founding board trustee and Treasurer, Splash Fund which serves disadvantaged local school children.

#### **Great Lakes Science Center**

2010 - present

- Board trustee active in fundraising, advocacy, policy, and business transformation committee.

### **Past Board Roles:**

- **US Ignite, founding board member** - a National Science Foundation initiative to promote US leadership in developing innovative software applications leveraging high speed broadband.
- **Vox Mobile, founding board member, initial investor**, a leading mobile managed services provider for global 2000 companies. Helped raise funds including \$7.5 million of venture funding.
- **Cleveland School of the Arts, chair of the Board (2 years) and trustee (10 years)** – helped develop innovative public/private strategies to ensure 100% graduation rate; led board advocacy efforts for new facility which was awarded and opens August 2015.

### **International Recognition and Awards**

*Garnered dozens of awards, speaking engagements, press conferences, articles, etc.*

- **"Top 150 Who's Who" across Northeast Ohio**, Crain's Cleveland Business, 2012
- Presented at **Whitehouse** with top federal cabinet members, launched **US Ignite**, 2012
- **Co-Hosted U.S. Government's National Broadband Conference** in Cleveland with Deputy Dir. Commerce and head of NTIA, 2011
- **Entrepreneur of the Year** - Ernst & Young; winner Great Lakes region 2008; finalist 2006
- **International Visionary of the Year**, by Intelligent Community Forum, a global think tank, 2008
- **Keynote at South Korea's International e-Government Conference** as guest of Mayor, Seoul 2008

### **Education**

University of Michigan, Ann Arbor

1987-1992

- BGS degree concentrating on business administration, psychology, and communications