



CLEVELAND HEIGHTS

**Council Committee of the Whole
February 10, 2025
11:00 AM
City Hall – Executive Conference Room**

Agenda

- 1) Call to Order/Roll Call**
- 2) Discussion of Archer Salary Study (11:00 AM - 12:00 PM)**
The Archer Company - Jim Battigaglia, President
 - a. Salary Study - Final Report
- 3) Executive Session**
 - a. *To consider the lease or sale of City-owned real property*
- 4) Other**
- 5) Adjourn**

Final Report of a Classification and Compensation Study for City of Cleveland Heights, Ohio



November 14, 2024



**The Archer Company
7652 Sawmill Road, #295
Dublin, Ohio 43016**

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INTRODUCTION

The City of Cleveland Heights, Ohio (the City) contracted with the Archer Company to conduct a comprehensive Classification and Compensation Study to update its non-bargaining pay plan. The purpose of this engagement was to update the compensation structure to ensure that it is fair, balanced, and equitable and recognizes current and future employees, and attracts highly qualified candidates.

To achieve the City's objectives, the Archer Company performed the following project tasks:

- (1) Conducted a thorough analysis of the non-bargaining positions to identify and redefine job classifications as necessary to reflect current operations and work assignments within the City;
- (2) Evaluated all classifications using a job evaluation system to establish a job worth hierarchy that ranks classifications internally;
- (3) Conducted a salary survey analysis to assess the competitiveness of the salaries in the market and to align the new pay plan with the competitive market;
- (4) Developed a pay plan that accommodates these findings and balances internal equity with market considerations; and
- (5) Provided recommendations for pay plan implementation scenarios.

EXPLANATION OF METHODOLOGY AND RESULTS

This project was organized as a strategic partnership between the Archer Company and the City's Management Team. All recommendations made during the study are supported by objective analysis and valid methodologies to promote the credibility of the findings. The methodology utilized by the Archer Company is consistent with the methodology employed successfully in all our engagements of this nature nationally.

Review the Current System:

The Archer Company reviewed the City's existing classifications and pay plan by studying various documents available, including the City's current pay plans, job descriptions, and organizational charts. We worked with Management throughout the study to ensure we had an understanding of operations, reporting relationships, and organizational structure. We also sought to understand the problems the City was experiencing with its current pay plan and the reasons driving the need for a change.

Orientation:

The Archer study team met first with the City's management team to gain an understanding of the existing City pay plan, the objectives of the new pay plan, and to finalize the study work plan. This meeting included an explanation of the Comprehensive Position Questionnaire (CPQ) that all employees participating in the study were asked to complete.

Job Analysis:

The Archer Company conducted a job analysis for every position covered by this study. The purpose of the analysis was to ensure that positions are properly classified in a manner consistent with the work performed and to make recommendations for reclassifying positions as appropriate. To complete this analysis, employees completed Comprehensive Questionnaires (CPQs). The CPQ has proven to be a very effective tool to gather in-depth data about each job without placing too high of an administrative burden on the City. Supervisors and Department Directors reviewed the completed CPQs for accuracy and thoroughness, and all completed CPQs were forwarded to the Archer Company.

The Archer study team reviewed the CPQs to become familiar with the reported job tasks and to determine if additional information was needed. The Archer Company met with Department Directors to ensure that they had a good understanding of the job duties, responsibilities, and the qualifications required of the City's jobs and to fortify our understanding of the CPQs.

Job Evaluation:

The Archer Company adheres to the principle that an employee should be paid in accordance with the degree of complexity associated with his or her job. This principle is fundamental to the concept of internal equity. The importance of internal equity in an organization's pay plan – especially for local governments – cannot be overstated. To achieve internal equity in an organization's pay structure, it is necessary to employ an organized and rational job evaluation system to determine the relative worth of jobs.

The Archer Company utilizes the Archer Job Evaluation System, which is a copyrighted, matrix-point-factor job evaluation system developed by Earnest R. Archer, Ph.D., P.E., and former President of the Archer Company. Supported by 25 years of research and testing, and relying on well-defined criteria and verifiable job information, it is a highly dependable evaluation method.

The purpose of the Archer Job Evaluation methodology is to:

1. Provide a common system to evaluate the degree of difficulty of all jobs in the organization against a set of universal criteria.
2. Determine the relative worth of jobs in the organization in accordance with the degree of difficulty associated with each job, (i.e., to establish *internal equity* in the organization's pay structure).
3. Provide an objective basis for establishing pay grade levels for jobs in the organization.
4. Provide the independent variable necessary to integrate with the salary survey data to develop a pay structure that possesses both *internal equity* (job evaluation) and *external equity* (salary survey data).

The Archer Matrix-Point-Factor Job Evaluation System employs universal factors that address work requirements, aptitude factors, and responsibility factors. Each job is evaluated using a matrix-point-factor method that involves the analysis of a combination

of 33 work requirements and aptitude factors and the three responsibility factors listed below.

Work Requirements

- Data Utilization
- Human Interaction
- Equipment, Tools and Materials Utilization

Aptitude Factors

- Language/Verbal Comprehension
- Mathematical
- Functional Reasoning
- Situational Reasoning
- Dexterity
- Physical Effort
- Sensory Awareness
- Previous Experience
- Education
- Environmental Adaptability

Responsibility Factors

- Managerial Span of Control
- Scope of Planning
- Financial Accountability

Applying the Archer Matrix-Point-Factor Job Evaluation System involves determining the relationships between the degrees of difficulty associated with the work requirements and the degrees of difficulty associated with the aptitude factors. These relationships determine an evaluation point total for a job. In addition to the work requirement and aptitude factor determination, the three responsibility factors are applied to each job. The responsibility factors are summarized as a multiplier and are considered to apply to all aspects of a job. Consequently, the responsibility factor multiplier is applied to the evaluation point total.

The job evaluation process yields a quantitative measurement stated as evaluation points of the duties, responsibilities, and the qualifications required for each job. The point totals derived from the evaluation process are then translated directly in establishing pay grades in the pay plan. The pay grade represents a way of defining the relative value of each job to the City. All jobs in the same pay grade are considered to be of the same value to the City. Accordingly, jobs assigned to higher pay grades are considered to be of greater value in terms of job complexity, responsibilities, required knowledge, skills, and experience.

The Archer Company provided draft recommendations for the proposed classification and pay plan structure to Management to ensure that recommendations support and

facilitate the City's organization and operations. Management reviewed the proposed classification of positions and provided feedback and concerns. The proposed classification plan revises some job titles and consolidates some job titles. Management and the Archer Company reviewed job evaluations with the CPQ data. The City provided input and suggested edits to the classification plan and job evaluation rankings. The Archer study team carefully examined and addressed these items prior to finalization of the pay plan recommendations.

Salary Survey Analysis:

The Archer Company also adheres to the principle that an organization's pay structure must possess competitive integrity (i.e., the ability to secure a competent labor force from the labor market(s) in which it competes with other organizations for its labor supply) without injuring its relative competitive position and without affecting the cost/quality of its products and services. This principle is fundamental to the concept of external equity.

The impact of current labor market conditions and basic supply-and-demand economics must be considered when developing an organization's pay structure. Jobs that have an adequate applicant pool can usually be recruited at a pay rate that may be lower than absolute reliance on job evaluation indicates. Conversely, jobs that have a limited applicant pool may require compensation higher than the job evaluation indicates.

To achieve external equity in an organization's pay structure, it is necessary that the competitive worth of jobs be determined. This can be accomplished by conducting an analysis of the market in which the City competes for labor and talent.

To assess the impact of the current competitive job market on the City's pay plan, the Archer Company surveyed regional peer governments selected/agreed to by the City.

We compiled salary data from the following organizations:

- City of Beachwood
- City of Brunswick
- City of Euclid
- City of Gahanna
- City of Grandview Heights
- City of Hilliard
- City of Lakewood
- City of Lyndhurst
- City of Mayfield Heights
- City of Mayfield Village
- City of Medina
- City of Middleburg Heights
- City of North Olmsted

- City of Rocky River
- City of Shaker Heights
- City of Solon
- City of South Euclid
- City of Stow
- City of Strongsville
- City of University Heights
- City of Westerville
- City of Wickliffe
- City of Willoughby
- Economic Research Institute Salary Survey - Cleveland

When developing a classification and compensation plan, we do not collect survey data for each client job. Instead, we work with the client to establish benchmark jobs. Benchmark jobs typically represent the continuum of an organization's jobs, focusing on jobs which are likely to be found in other similar organizations; jobs which represent a substantial number of employees; and jobs which represent an organization's workforce in terms of department functions and pay levels.

The benchmark jobs used are listed below.

City Administrator	Communications Specialist
Mayor	Chief Probation Officer
Fire Chief	Public Relations Specialist
Police Chief	Construction Inspector Engineer
Director Public Works	Central Purchasing Administrator
Finance Director	Housing Program Coordinator
Director Information Technology	Supervisor Office of Aging
Magistrate	Housing Property Inspector
Assistant Director Public Works	Accountant
Assistant Director Community Development	Information Systems Technician
Assistant Director Planning	Chief Deputy Clerk
Assistant Director Housing	Probation Officer
Assistant Law Director	Secretary to Director
Building Commissioner	Bailiff
Assistant Director Facilities Superintendent	Deputy Clerk II
Information Systems Manager	Receptionist

Sustainability Coordinator	Clerk of Court
Supervisor Forestry	General Manager Cain
Supervisor Sewer	Digital TV Program
Supervisor Sanitation	Executive Assistant
Supervisor Streets	Human Resources Generalist
Supervisor Vehicle Maintenance	City Planner II

As information was compiled, the Archer study team reviewed the data for reasonableness and accuracy. In some cases, an organization did not have an appropriate match for a particular benchmark job. Overall, the market was greater for most of the benchmark jobs. The City's pay grade midpoints are below the salary survey midpoints. The City's midpoints range from 2% to 48% below salary survey midpoints. **Exhibit 1** details the summary salary data of the benchmark jobs.

Pay Plan Development

The Archer Company's approach to pay plan development seeks to find a balance between internal equity concerns (e.g. fairness across all positions in the organization) and external equity (e.g. establishing competitive pay ranges for all positions in the market). We accomplish this by utilizing regression analysis to align job evaluation data against the market data. Utilizing data derived from the market analysis and the job evaluation process, selected benchmark averages were mathematically regressed against their corresponding job evaluation points for the purpose of establishing the organization's pay line. Because the midpoint represents the "market rate" for any particular benchmark and is used in the regression analysis to develop the City's pay line, the Archer Company's analysis focused on the midpoint (or target) of the salary ranges reported by the respondents and surveys.

Regression Analysis: While the goal is to use as much of the data gathered as possible, analysis determines whether or not specific organizations or benchmarks will be included in the regression calculations. To be included in the regression analysis, benchmark positions must meet three requirements:

- (1) A sufficient number of matches from responding jurisdictions;
- (2) The definition of the benchmark has not changed significantly from the description provided in the survey; and,
- (3) The matches from an organization remain true to the intent of the benchmark description.

Next, each individual response was compared to the market average for the corresponding benchmark. Those responses that were significantly above or below the market average were again examined for validity and appropriateness for inclusion in the regression. If it was concluded that a response was an outlier, the response was not included, and the market average was recalculated to reflect the shift in matching responses.

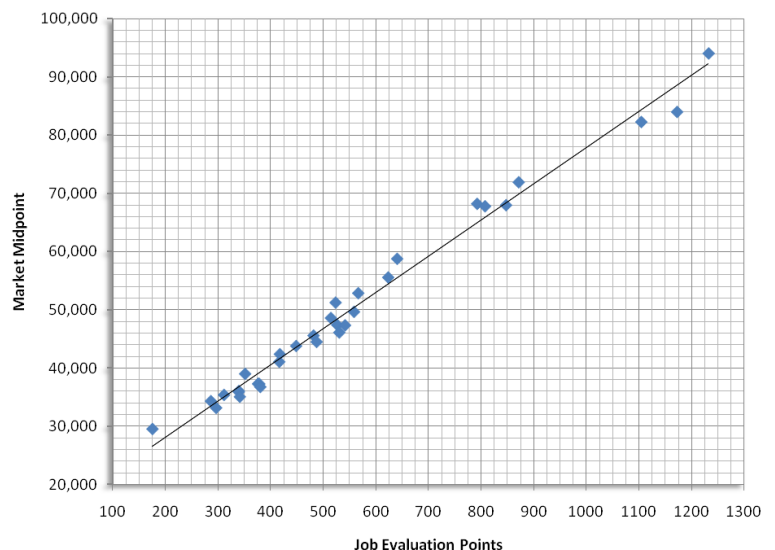
These benchmarks were examined carefully, and benchmarks where no clear average could be discerned were not used in the regression. In every case, care was taken to avoid making changes that artificially skewed the results (i.e. molding the market average by selectively discarding responses).

As part of our analysis, the Archer Company identified benchmark positions with a high residual between the predicted market and the survey responses (i.e. the market data appeared to be out-of-line with the Archer Company's initial job evaluation). The Archer Company re-examined these benchmarks to ensure that the classification was evaluated correctly.

In some cases, it was determined that the variance was either due to a bad match between the benchmark description and data reported by respondents, or due to organizational differences (size, chain of command, etc.) between the City and the respondents. These benchmarks were not used in the regression.

In other cases, the market data caused us to question the initial placement of the class with regard to internal equity; in these instances, we revisited the job analysis and re-evaluated the classification as appropriate, which may have resulted in a change in grade placement. After thorough analysis of the survey data, we determined a pay line using regression analysis to identify the relationship between the market averages and corresponding evaluation points for each benchmark.

Statistical Results: A "line of best fit" – the pay line – is drawn from the regression analysis, and that line becomes the market rate of the proposed salary ranges for the City. When displayed graphically (see the example graph), the line does not pass through, or touch, all points, but rather minimizes the *overall* distance from the points to the line. The goal is to ensure that the linear regression provides a "good fit" for the benchmark positions.



A good fit—measured statistically using correlation and standards of error calculations—is one in which the change in salary from one grade to the next can be explained by a corresponding change in the number of evaluation points assigned to those positions. Clearly, not all this variance may be explained, as is the case in all surveys of this type; therefore, some points will be above and below the line. It is a statistically valid occurrence to explain over 95% of this variation.

For the City's calculated pay line, this is stated as the equation, y (predicted pay range midpoint) = $\$66.50x + \$25,816.15$, where x is the job evaluation points for the midpoint

of the pay range, 66.50 is the calculated slope of the pay line, and 25,816.15 is the calculated constant for the pay line.

This relationship is typically measured by the coefficient of determination. The regression calculation for the City resulted in a coefficient of determination of .978. This simply means that 97.8 percent of the change in pay, as measured by the survey results, from one grade to the next, is directly related to a corresponding change in the number of evaluation points assigned to the jobs in those pay grades.

Proposed Pay Grades and Pay Ranges: The basic structure of a pay plan consists of grouping jobs into pay grades based on their total evaluation points (internal equity) and then calculating a corresponding pay range based on the results of the salary survey analysis (external equity). Theoretically, each job could be assigned to its own pay grade and pay range. The disadvantage of this approach is that it could require adjusting the pay grade assignment and pay range for a job up or down for relatively small changes in job duties and responsibilities.

For the City's pay plan design, the Archer Company developed 25 pay grades. To calculate the pay range midpoints, the middle value of each pay grade point interval was entered into the regression equation.

For example, the pay range for grade 7 was calculated by substituting the middle value of the 500 to 549 job evaluation point interval (525 points) into the regression equation to obtain the pay grade midpoint. The same process was used to calculate the pay range midpoint for each pay grade.

$$Y \text{ (predicted pay range midpoint)} = (\$66.50 \times 525 \text{ job evaluation points}) + \$25,816.15$$

$$Y \text{ (predicted pay range midpoint)} = \$34,912.50 + \$25,816.15$$

$$Y \text{ (predicted pay range midpoint)} = \$60,728.65$$

Pay grades 1 through 16 consist of 50 job-evaluation-point intervals. Pay grades 17 through 25 consist of 100 job-evaluation-point intervals.

The initial calculated pay ranges were compared to the City's existing pay ranges. For comparative purposes, all pay grades were calculated with a 40% spread from minimum to maximum. We have provided a pay table for all positions provided in **Exhibit 2**.

Pay range maximums are intended to be the maximum pay available for a job assigned to that pay grade until the pay ranges are adjusted. The point spreads for each pay grade and the corresponding pay ranges are shown in **Exhibit 2**. Jobs listed by proposed pay grade are shown in **Exhibit 3**. Jobs listed alphabetically are shown in **Exhibit 4**.

The data included in the exhibits of this report show the list of jobs in the City's minimums, midpoints, and maximums for each pay grade.

The Archer Company received the City's current employee payroll. Each City employee was assigned to a classification and pay grade. This process resulted in a Departmental

Installation Schedule that calculated pay plan implementation costs to move all employees to each applicable pay grade minimum. City management reviewed the initial pay plan implementation scenario and requested that employees be placed between the pay grade minimums and midpoints based on years of service with the City.

IMPLEMENTATION OF THE RECOMMENDED PAY PLAN AND GUIDELINES

The Archer Company recommends the City approve and implement the pay plan associated with this study. We have provided the City with detailed reports under separate cover detailing some of potential payroll costs associated with the implementation of the recommended pay plan for the City.

Pay-for-Performance: The most common means to provide for movement through the range is implementation of a performance appraisal system (pay-for-performance) or other rewards/recognition system. A strong pay-for-performance system gives Management the ability to distinguish between levels of performance and provide more incentive for those employees who consistently exceed the organization's expectations. While it is expected that long-term employees carry with them valuable knowledge and experience, there is not always a correlation between an employee's value to the organization and their years of service (e.g. two 15-year employees may perform at significantly different levels; an employee with only four years of experience may consistently out-perform an employee with 15 years of experience). Put another way, there is a difference between 20 years of experience and one year of experience repeated 20 times.

Formal performance reviews should be conducted on an annual basis. The performance evaluation decisions should be based on objective job standards and goals. Pay grade step increases should be based on the performance evaluation.

Maintaining the Pay Plan: Ongoing maintenance of the assignment of jobs to pay grades and the adjustment of pay ranges as the competitive job market changes will ensure the viability of this plan as a long-term solution to the City's compensation needs.

SUMMARY

The recommended pay plan for the City developed in conjunction with City Management provides the following benefits:

- 1) Formal documentation in the form of the Archer Matrix-Point-Factor Job Evaluation System of the assignment of jobs to pay grades which will provide a rational basis to determine the pay grade placement of new jobs and to alter pay grade assignments of existing jobs if changes to the job duties justify it.
- 2) A salary survey of competitive organizations.
- 3) A proven statistical technique to integrate internal job relationships with market data to provide the basis for a pay plan applicable to all jobs in the pay plan.

The remainder of this report includes the following exhibits:

- 1) Exhibit 1 – Summary Salary Survey Data (Key Benchmarks)
- 2) Exhibit 2 - Pay Schedule
- 3) Exhibit 3 - Grade Order Listing of Jobs
- 4) Exhibit 4 - Alphabetical Listing of Jobs

Results of the 2024 Salary Survey			
Job Title	Market Midpoint	Proposed Midpoint	% Difference - Proposed to Market
City Administrator	\$154,602.00	\$148,845.00	96%
Mayor	\$126,365.72	\$148,845.00	118%
Fire Chief	\$126,318.00	\$135,544.00	107%
Police Chief	\$128,974.00	\$135,544.00	105%
Director Public Works	\$119,684.00	\$122,244.00	102%
Finance Director	\$119,684.00	\$122,244.00	102%
Director Information Technology	\$102,362.12	\$122,244.00	119%
Magistrate	\$96,125.00	\$102,293.00	106%
Assistant Director Public Works	\$94,337.00	\$102,293.00	108%
Assistant Director Community Development	\$94,337.00	\$90,655.00	96%
Assistant Director Planning	\$94,337.00	\$90,655.00	96%
Assistant Director Housing	\$94,337.00	\$90,655.00	96%
Assistant Law Director	\$99,579.00	\$90,655.00	91%
Building Commissioner	\$106,889.00	\$90,655.00	85%
Assistant Director Facilities Superintendent	\$86,320.00	\$84,005.00	97%
Information Systems Manager	\$96,275.00	\$87,330.00	91%
Sustainability Coordinator	\$72,341.00	\$80,680.00	112%
Supervisor Forestry	\$71,357.00	\$74,029.00	104%
Supervisor Sewer	\$73,034.00	\$74,029.00	101%
Supervisor Sanitation	\$68,786.00	\$74,029.00	108%
Supervisor Streets	\$70,619.00	\$74,029.00	105%
Supervisor Vehicle Maintenance	\$69,129.00	\$74,029.00	107%
Clerk of Council	\$72,351.00	\$70,704.00	98%
Clerk of Court	\$67,995.00	n/a	
General Manager Cain	\$72,341.00	\$77,354.00	
Digital TV Program Coordinator	\$67,701.00	\$74,029.00	109%
Executive Assistant	\$66,054.00	\$67,379.00	102%
Human Resources Generalist	\$71,164.00	\$67,379.00	95%
City Planner II	\$65,503.00	\$67,379.00	103%

Job Title	Market Midpoint		% Difference - City to Market
Communications Specialist	\$62,289.00	\$67,379.00	108%
Chief Probation Officer	\$68,102.00	\$67,379.00	99%
Public Relations Specialist	\$67,588.00	\$67,379.00	100%
Construction Inspector Engineer	\$66,422.00	\$67,379.00	101%
Central Purchasing Administrator	\$67,866.00	\$64,053.00	94%
Housing Program Coordinator	\$70,415.00	\$64,053.00	91%
Supervisor Office of Aging	\$59,523.00	\$64,053.00	108%
Housing Property Inspector I	\$61,930.00	\$60,729.00	98%
Accountant I	\$59,794.00	\$60,729.00	102%
Information Systems Technician	\$60,399.00	\$57,403.00	95%
Chief Deputy Clerk	\$56,327.00	\$64,053.00	114%
Probation Officer	\$51,964.00	\$60,729.00	117%
Secretary to Director	\$60,380.00	\$54,078.00	90%
Bailiff	\$48,115.00	\$54,078.00	112%
Deputy Clerk II	\$44,991.00	\$47,428.00	105%
Office Assistant I	\$42,058.00	\$44,103.00	105%
Receptionist	\$39,859.00	\$40,778.00	102%

City of Cleveland Heights, Ohio
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PAY GRADE LIST

PAY PLAN: ALL PLANS

PAY GRADE	EVALUATION POINTS RANGE		ANNUAL SALARY RANGE		
	FROM	TO	MINIMUM	MID-POINT	MAXIMUM
1	200	249	33,981	40,777	47,574
2	250	299	36,752	44,102	51,453
3	300	349	39,523	47,428	55,332
4	350	399	42,294	50,753	59,212
5	400	449	45,065	54,078	63,091
6	450	499	47,836	57,403	66,970
7	500	549	50,607	60,728	70,850
8	550	599	53,378	64,053	74,729
9	600	649	56,149	67,378	78,608
10	650	699	58,920	70,704	82,488
11	700	749	61,691	74,029	86,367
12	750	799	64,462	77,354	90,246
13	800	849	67,232	80,679	94,126
14	850	899	70,003	84,004	98,005
15	900	949	72,774	87,329	101,884
16	950	999	75,545	90,655	105,764
17	1,000	1,099	79,702	95,642	111,583
18	1,100	1,199	85,244	102,293	119,341
19	1,200	1,299	90,786	108,943	127,100
20	1,300	1,399	96,328	115,593	134,859
21	1,400	1,499	101,870	122,244	142,618
22	1,500	1,599	107,411	128,894	150,376
23	1,600	1,699	112,953	135,544	158,135
24	1,700	1,799	118,495	142,194	165,894
25	1,800	1,899	124,037	148,845	173,652

JOB CLASSIFICATIONS BY PROPOSED GRADE

CODE	TITLE	FLSA	EVAL POINTS	PAY GRADE	ANNUAL SALARY RANGE		
					MINIMUM	MID-POINT	MAXIMUM
GRADE: 1					33,981	40,777	47,574
1080	Receptionist	N					
GRADE: 2					36,752	44,102	51,453
7560	Administrative Assistant	N					
7040	Deputy Clerk I	N					
5530	Office Assistant I	N					
GRADE: 3					39,523	47,428	55,332
7570	Accounting Clerk	N					
4040	Assistant to General Manager	N					
7565	Billing Clerk	N					
7045	Deputy Clerk II	N					
6565	Escrow Coordinator	N					
7590	Office Assistant II	N					
6552	Permit Technician	N					
GRADE: 5					45,065	54,078	63,091
7050	Deputy Bailiff	N					
5525	Project Coordinator	N					
7555	Response Assistant - Public Works	N					
5025	Secretary to Director	N					
GRADE: 6					47,836	57,403	66,970
1120	Accounts Payable Coordinator	N					
3035	Camera Operator	N					
6570	City Planner I	N					
1065	Community Services Specialist	N					
7047	Deputy Clerk III	N					
2020	Information Systems Technician	N					
1320	Paralegal	N					
GRADE: 7					50,607	60,728	70,850
1115	Accountant I	N					
4070	Coordinator - Special Events	N					
6560	Economic Development Specialist	N					
6582	Housing Property/Bldg. Inspector I	N					
6555	Housing Rehab Specialist	N					
7057	Housing Specialist Evictions	N					
1125	Payroll Administrator	N					
6575	Planning/Zoning Inspector	N					
7035	Probation Officer	N					
GRADE: 8					53,378	64,053	74,729
1130	Central Purchasing Administrator	E					
7030	Chief Deputy Clerk	N					
6530	Housing Court Rep/Inspector	N					
6595	Housing Investigator/ Inspector	N					
6585	Housing Program Coordinator	N					
6580	Housing Property/Bldg. Inspector II	N					
4065	Supervisor - Fitness Center	E					
4050	Supervisor - General Recreation	N					
4055	Supervisor - Ice & Aquatics	N					
4060	Supervisor - Sports Programs	E					
1070	Supervisor, Office of Aging	E					
7580	Supervisor, Utilities Administration	N					
GRADE: 9					56,149	67,378	78,608
1110	Accountant II	E					
2015	Application Support Manager	E					
4020	Assistant Commissioner	E					

JOB CLASSIFICATIONS BY PROPOSED GRADE

CODE	TITLE	FLSA	EVAL POINTS	PAY GRADE	ANNUAL SALARY RANGE		
					MINIMUM	MID-POINT	MAXIMUM
4035	Assistant General Manager - Cain Park	E					
7010	Chief Probation Officer	E					
6590	City Planner II	E					
3015	Communications Specialist	E					
7550	Construction Inspector/Engineer	N					
1050	Executive Assistant	E					
6579	Housing Property/Bldg. Inspector III	E					
1060	Human Resources Generalist	E					
4025	Manager, Events Production	E					
3025	Marketing/Communications Specialist	E					
1045	Mayor's Action Center Coordinator	E					
5535	Police Academy Instructor	N					
3050	Public Relations Specialist	E					
6550	Senior Housing Rehab Specialist	E					
GRADE: 10					58,920	70,704	82,488
7055	Chief Deputy Bailiff	E					
1030	Clerk of Council	E					
6592	Community Planner	E					
6578	Housing Property/Bldg. Inspector IV	E					
GRADE: 11					61,691	74,029	86,367
3010	Digital & TV Program Coordinator	E					
1127	Financial Analyst	E					
6545	GIS Coordinator - Planner I	N					
1035	Special Assistant to Mayor						
7545	Supervisor - Forestry	E					
7535	Supervisor - Sanitation	E					
7520	Supervisor - Sewer	E					
7525	Supervisor - Streets	E					
7530	Supervisor - Vehicle Maintenance	E					
GRADE: 12					64,462	77,354	90,246
6535	Chief Housing Inspector	E					
4030	General Manager - Cain Park	E					
GRADE: 13					67,232	80,679	94,126
1075	Performance Coordinator	E					
1040	Sustainability & Resiliency Coordinator	E					
7515	Utilities Commissioner	E					
GRADE: 14					70,003	84,004	98,005
4015	Facilities Superintendent	E					
GRADE: 15					72,774	87,329	101,884
2010	Manager Information Technology	E					
GRADE: 16					75,545	90,655	105,764
6520	Assistant Director -- Community Development	E					
6515	Assistant Director -- Economic Development	E					
6525	Assistant Director -- Housing	E					
6510	Assistant Director -- Planning	E					
1310	Assistant Director Law	E					
6540	Building Commissioner	E					
7020	Clerk of Courts	E					
GRADE: 17					79,702	95,642	111,583
4010	Assistant Director Parks & Recreation	E					
GRADE: 18					85,244	102,293	119,341
1055	Assistant Director - Human Resources	E					
7510	Assistant Director - Public Works	E					
1105	Assistant Finance Director	E					

City of Cleveland Heights, Ohio
DRAFT SCENARIO
JOB CLASSIFICATIONS BY PROPOSED GRADE

CODE	TITLE	FLSA	EVAL POINTS	PAY GRADE	ANNUAL SALARY RANGE		
					MINIMUM	MID-POINT	MAXIMUM
7015	Court Administrator	E					
7005	Magistrate	E					
GRADE: 19					90,786	108,943	127,100
5015	Assistant Fire Chief	E					
3000	Director Community Relations	E					
4005	Director Parks & Recreation	E					
GRADE: 21					101,870	122,244	142,618
2000	Director Information Technology	E					
6505	Director Planning & Development	E					
7505	Director Public Works	E					
1100	Finance Director	E					
GRADE: 22					107,411	128,894	150,376
1300	Director Law	E					
GRADE: 23					112,953	135,544	158,135
5005	Fire Chief	E					
5505	Police Chief	E					
GRADE: 25					124,037	148,845	173,652
1005	City Administrator	E					
1099	Mayor	E					

JOB CLASSIFICATIONS BY JOB TITLE, GRADE

CODE	TITLE	FLSA	EVAL POINTS	PAY GRADE	ANNUAL SALARY RANGE		
					MINIMUM	MID-POINT	MAXIMUM
A							
1115	Accountant I	N		7	50,607	60,728	70,850
1110	Accountant II	E		9	56,149	67,378	78,608
7570	Accounting Clerk	N		3	39,523	47,428	55,332
1120	Accounts Payable Coordinator	N		6	47,836	57,403	66,970
7560	Administrative Assistant	N		2	36,752	44,102	51,453
2015	Application Support Manager	E		9	56,149	67,378	78,608
4020	Assistant Commissioner	E		9	56,149	67,378	78,608
1055	Assistant Director - Human Resources	E		18	85,244	102,293	119,341
7510	Assistant Director - Public Works	E		18	85,244	102,293	119,341
6520	Assistant Director -- Community Development	E		16	75,545	90,655	105,764
6515	Assistant Director -- Economic Development	E		16	75,545	90,655	105,764
6525	Assistant Director -- Housing	E		16	75,545	90,655	105,764
6510	Assistant Director -- Planning	E		16	75,545	90,655	105,764
1310	Assistant Director Law	E		16	75,545	90,655	105,764
4010	Assistant Director Parks & Recreation	E		17	79,702	95,642	111,583
1105	Assistant Finance Director	E		18	85,244	102,293	119,341
5015	Assistant Fire Chief	E		19	90,786	108,943	127,100
4035	Assistant General Manager - Cain Park	E		9	56,149	67,378	78,608
4040	Assistant to General Manager	N		3	39,523	47,428	55,332
B							
7565	Billing Clerk	N		3	39,523	47,428	55,332
6540	Building Commissioner	E		16	75,545	90,655	105,764
C							
3035	Camera Operator	N		6	47,836	57,403	66,970
1130	Central Purchasing Administrator	E		8	53,378	64,053	74,729
7055	Chief Deputy Bailiff	E		10	58,920	70,704	82,488
7030	Chief Deputy Clerk	N		8	53,378	64,053	74,729
6535	Chief Housing Inspector	E		12	64,462	77,354	90,246
7010	Chief Probation Officer	E		9	56,149	67,378	78,608
1005	City Administrator	E		25	124,037	148,845	173,652
6570	City Planner I	N		6	47,836	57,403	66,970
6590	City Planner II	E		9	56,149	67,378	78,608
1030	Clerk of Council	E		10	58,920	70,704	82,488
7020	Clerk of Courts	E		16	75,545	90,655	105,764
3015	Communications Specialist	E		9	56,149	67,378	78,608
6592	Community Planner	E		10	58,920	70,704	82,488
1065	Community Services Specialist	N		6	47,836	57,403	66,970
7550	Construction Inspector/Engineer	N		9	56,149	67,378	78,608
4070	Coordinator - Special Events	N		7	50,607	60,728	70,850
7015	Court Administrator	E		18	85,244	102,293	119,341
D							
7050	Deputy Bailiff	N		5	45,065	54,078	63,091
7040	Deputy Clerk I	N		2	36,752	44,102	51,453
7045	Deputy Clerk II	N		3	39,523	47,428	55,332
7047	Deputy Clerk III	N		6	47,836	57,403	66,970
3010	Digital & TV Program Coordinator	E		11	61,691	74,029	86,367
3000	Director Community Relations	E		19	90,786	108,943	127,100
2000	Director Information Technology	E		21	101,870	122,244	142,618
1300	Director Law	E		22	107,411	128,894	150,376
4005	Director Parks & Recreation	E		19	90,786	108,943	127,100
6505	Director Planning & Development	E		21	101,870	122,244	142,618
7505	Director Public Works	E		21	101,870	122,244	142,618

JOB CLASSIFICATIONS BY JOB TITLE, GRADE

CODE	TITLE	FLSA	EVAL POINTS	PAY GRADE	ANNUAL SALARY RANGE		
					MINIMUM	MID-POINT	MAXIMUM
6560	Economic Development Specialist	N		7	50,607	60,728	70,850
6565	Escrow Coordinator	N		3	39,523	47,428	55,332
1050	Executive Assistant	E		9	56,149	67,378	78,608
F							
4015	Facilities Superintendent	E		14	70,003	84,004	98,005
1100	Finance Director	E		21	101,870	122,244	142,618
1127	Financial Analyst	E		11	61,691	74,029	86,367
5005	Fire Chief	E		23	112,953	135,544	158,135
G							
6545	GIS Coordinator - Planner I	N		11	61,691	74,029	86,367
4030	General Manager - Cain Park	E		12	64,462	77,354	90,246
H							
6530	Housing Court Rep/Inspector	N		8	53,378	64,053	74,729
6595	Housing Investigator/ Inspector	N		8	53,378	64,053	74,729
6585	Housing Program Coordinator	N		8	53,378	64,053	74,729
6582	Housing Property/Bldg. Inspector I	N		7	50,607	60,728	70,850
6580	Housing Property/Bldg. Inspector II	N		8	53,378	64,053	74,729
6579	Housing Property/Bldg. Inspector III	E		9	56,149	67,378	78,608
6578	Housing Property/Bldg. Inspector IV	E		10	58,920	70,704	82,488
6555	Housing Rehab Specialist	N		7	50,607	60,728	70,850
7057	Housing Specialist Evictions	N		7	50,607	60,728	70,850
1060	Human Resources Generalist	E		9	56,149	67,378	78,608
I							
2020	Information Systems Technician	N		6	47,836	57,403	66,970
M							
7005	Magistrate	E		18	85,244	102,293	119,341
2010	Manager Information Technology	E		15	72,774	87,329	101,884
4025	Manager, Events Production	E		9	56,149	67,378	78,608
3025	Marketing/Communications Specialist	E		9	56,149	67,378	78,608
1099	Mayor	E		25	124,037	148,845	173,652
1045	Mayor's Action Center Coordinator	E		9	56,149	67,378	78,608
O							
5530	Office Assistant I	N		2	36,752	44,102	51,453
7590	Office Assistant II	N		3	39,523	47,428	55,332
P							
1320	Paralegal	N		6	47,836	57,403	66,970
1125	Payroll Administrator			7	50,607	60,728	70,850
1075	Performance Coordinator	E		13	67,232	80,679	94,126
6552	Permit Technician	N		3	39,523	47,428	55,332
6575	Planning/Zoning Inspector	N		7	50,607	60,728	70,850
5535	Police Academy Instructor	N		9	56,149	67,378	78,608
5505	Police Chief	E		23	112,953	135,544	158,135
7035	Probation Officer	N		7	50,607	60,728	70,850
5525	Project Coordinator	N		5	45,065	54,078	63,091
3050	Public Relations Specialist	E		9	56,149	67,378	78,608
R							
1080	Receptionist	N		1	33,981	40,777	47,574
7555	Response Assistant - Public Works	N		5	45,065	54,078	63,091
S							
5025	Secretary to Director	N		5	45,065	54,078	63,091
6550	Senior Housing Rehab Specialist	E		9	56,149	67,378	78,608
1035	Special Assistant to Mayor			11	61,691	74,029	86,367
4065	Supervisor - Fitness Center	E		8	53,378	64,053	74,729
7545	Supervisor - Forestry	E		11	61,691	74,029	86,367

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DRAFT SCENARIO
JOB CLASSIFICATIONS BY JOB TITLE, GRADE

CODE	TITLE	FLSA	EVAL POINTS	PAY GRADE	ANNUAL SALARY RANGE		
					MINIMUM	MID-POINT	MAXIMUM
4050	Supervisor - General Recreation	N		8	53,378	64,053	74,729
4055	Supervisor - Ice & Aquatics	N		8	53,378	64,053	74,729
7535	Supervisor - Sanitation	E		11	61,691	74,029	86,367
7520	Supervisor - Sewer	E		11	61,691	74,029	86,367
4060	Supervisor - Sports Programs	E		8	53,378	64,053	74,729
7525	Supervisor - Streets	E		11	61,691	74,029	86,367
7530	Supervisor - Vehicle Maintenance	E		11	61,691	74,029	86,367
1070	Supervisor, Office of Aging	E		8	53,378	64,053	74,729
7580	Supervisor, Utilities Administration	N		8	53,378	64,053	74,729
1040	Sustainability & Resiliency Coordinator	E		13	67,232	80,679	94,126
U							
7515	Utilities Commissioner	E		13	67,232	80,679	94,126