



# CLEVELAND HEIGHTS

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**Administrative Services Committee  
March 31, 2025  
5:00 PM  
City Hall – Executive Conference Room**

Administrative Code, Board & Commission Appointments, Charter Review, Salaries & Benefits

Council members

Chair: Craig Cobb | Vice Chair: Jim Petras | Member: Tony Cuda

## **Agenda**

- 1) **Call to Order/Roll Call**
- 2) **Legislation Referred to Committee**
  - a. **ORDINANCE NO. 023-2025(AS): First Reading.** An Ordinance establishing salary schedules, position classifications, and other compensation and benefits for officers and employees of the City; and declaring the necessity that this legislation become immediately effective as an emergency measure.  
  
Pay Ordinance 23-2025 - Considerations
- 3) **Archer Salary Study**
  - a. Final Report and Other Documents
- 4) **Committee/Commission/Board Vacancies**
- 5) **Executive Session**
  - a. *To consider the appointment of a public official*
- 6) **Review of Chapter 111 (cont.)**
  - a. Chapter 111 (Current)
  - b. Chapter 111 - Proposed Amendments
- 7) **Other**
- 8) **Adjourn**

Proposed: 02/18/2025

ORDINANCE NO. 023-2025(AS), *First Reading*

By Mayor Seren

An Ordinance establishing salary schedules, position classifications, and other compensation, and benefits for officers and employees of the City; and declaring the necessity that this legislation become immediately effective as an emergency measure.

WHEREAS, Article 5, Section 4 of the Cleveland Heights Charter requires this Council to “fix by ordinance the salary, rate, or amount of compensation of all officers and employees of the City;” and

WHEREAS, Cleveland Heights Codified Ordinance Section 139.21 generally requires this Council to “establish employees’ wages, hours of work, sick leave benefits, paid hospitalization benefits, vacations, legal holidays, and all other forms of fringe benefits and other conditions of employment by ordinance;” and

WHEREAS, the City of Cleveland Heights is addressing issues related to pay equity, pay compression, and compensation levels relative to cost of living inflation for employees not covered under collective bargaining agreements; and

WHEREAS, the City of Cleveland Heights seeks to maintain a competitive compensation structure to ensure that the Administration can attract and retain highly talented, skilled, and experienced public employees; and

WHEREAS, the City Administration entered into a professional services agreement with The Archer Company LLC, to perform a classification and compensation study to update the compensation structure for permanent full- and part- time positions to ensure that it is fair, balanced, and equitable, and recognizes current and future employees and attracts highly qualified candidates; and

WHEREAS, the City Administration, having received the recommendations of the classification and compensation study from The Archer Company LLC, is requesting approval of the updated classification and compensation structure based on the results of the study.

BE IT ORDAINED by the Council of the City of Cleveland Heights, Ohio, that:

SECTION 1. The proposed updated wage and salary schedule for permanent full- and part-time employees not covered by a collective bargaining agreement, a copy of which wage and salary schedule is attached hereto as Exhibit 1 and incorporated herein fully by reference, is hereby approved.

SECTION 2. The amended job classification schedule for permanent full- and part-

time employees not covered by a collective bargaining agreement, a copy of which amended job classification schedule is attached hereto as Exhibit 2 and incorporated herein by reference, is hereby approved.

SECTION 3. The wage and job classification schedule for seasonal employees a copy of which wage and job classification schedule is attached hereto as Exhibit 3 and incorporated herein fully by reference, is hereby approved.

SECTION 4. Elected Officials

(a) The following municipal elected officials will receive salaries according to the following schedule:

<b>Position</b>	<b>Classification</b>	<b>Bi-Weekly</b>	<b>Annual Salary</b>
Mayor	Elected Official	\$5,769.24	\$150,000.00
Council Member	Elected Official	\$480.77	\$12,500.00
Council President	Elected Official	\$615.39	\$16,000.00

(b) The salaries listed in Section 4(a) above will commence upon the beginning of the subsequent term of office for each individual elected position following the effective date of this section.

(c) The Municipal Court Judge will receive compensation in accordance with Ohio Revised Code Section 1901.11.

SECTION 5. Members of the following Boards and Commissions will receive compensation as outlined in this Section.

(a) Architectural Board of Review

1. \$90.00 per meeting attended (Three members, each)
2. \$90.00 per meeting attended (Two alternate members, each – at request of ABR Secretary)

(b) Board of Zoning Appeals

1. \$90.00 per meeting attended (Five members, each)
2. \$90.00 per meeting attended (One alternate member, at request of Planning and Development Director)

(c) Civil Service Commission

1. \$90.00 per meeting attended (Three members, each)

(d) Planning Commission

1. \$90.00 per month (Seven members, each – provided the member attends at least one meeting, either regular or special, during the month)

SECTION 6. Police

Sworn members of the Police Division of the Department of Public Safety who are

members of the police bargaining units shall have the terms, conditions, and benefits of employment as described in the current labor agreements and other related documents between the City of Cleveland Heights and the Northern Ohio Patrolmen's Benevolent Association. A copy of the labor agreement and related documents is on file in the Office of the Mayor.

**SECTION 7. Fire**

Sworn members of the Fire Division of the Department of Public Safety who are represented by the International Association of Fire Fighters shall have the terms, conditions, and benefits of employment as described in the current labor agreement and other related documents between the City of Cleveland Heights and the International Association of Fire Fighters. The paramedic compensation, academic achievement bonus, and the clothing maintenance allowance shall apply to all sworn members of the Division. A copy of the labor agreement and other related documents are on file in the Office of the Mayor.

**SECTION 8. Public Works and Parks & Recreation**

Employees in the bargaining unit as described in the current labor agreement and other related documents between the City of Cleveland Heights and Laborer's International Union of North America, Laborer's Local 860 of Cleveland representing Service Employees, shall have the terms, conditions, and benefits of employment as described in said labor agreement and other related documents. A copy of the labor agreement and other related documents are on file in the Office of the Mayor. Employees may be eligible for supervisor premium pay when such duties are assumed due to absence.

**SECTION 9. Vacation**

(a) All full-time permanent city employees shall accrue vacation leave according to the following schedule:

**ALL FULL-TIME PERMANENT CITY EMPLOYEES:**

<b>Length of Service</b>	<b>Accrual Per Pay Period</b>
Up to and including the sixth year	3.08 hours
7 up to and including 12 years	4.60 hours
13 up to and including 18 years	6.20 hours
19 years or more	7.70 hours

Accrual of vacation days shall be by pay period and begin in the pay period in which the employee's first day of employment occurs. Vacation leave requests will be granted by the department heads in line with the needs of the department. To accommodate scheduling needs, vacation leave may be taken before actually accrued upon approval of the Mayor. When an employee terminates employment with the city,

the Mayor shall deduct from the employee's final pay periods the number of hours of vacation leave taken but not yet accrued. No more than the amount of vacation accrued in the previous twelve-month period may be carried forward into the next calendar year. Employees shall be paid for vacation leave accrued, but unused, at the time of separation provided the paid vacation does not exceed the employee's eligible annual accrual and further provided that such employee has worked six (6) months or more.

(b) Permanent part-time employees with a base schedule of 20 or more hours per week will accrue vacation. Permanent part-time employees shall accrue hours based on the actual hours worked in the preceding pay period divided by 80 hours multiplied by the accrual per pay period.

<b>Period Length of Service</b>	<b>Accrual Per Pay</b>
Up to and including the fourth year	1.54 hours
5 up to and including 6 years	3.08 hours
7 up to and including 11 years	4.6 hours
12 up to and including 17 years	6.2 hours
18 years or more	7.7 hours

No more than the amount of vacation accrued in the previous twelve-month period may be carried forward into the next calendar year. Exceptions to the maximum carryover amount, vacation hours payouts, and vacation hours conversion to compensatory time may be granted at the discretion of the Mayor. Employees shall be paid for vacation leave accrued, but unused, at the time of separation provided the paid vacation does not exceed the employee's eligible annual accrual and further provided that such employee has worked six (6) months or more. All other full-time employees who transfer from any public agency in the State of Ohio to the City of Cleveland Heights may receive credit for the length of their consecutive service in the former public agency, in accordance with the provisions of the Administrative Code, for purposes of determining accrual of vacation leave during their employment with the City of Cleveland Heights. Accrual of vacation for transfer employees shall be determined according to the schedule set out in subsection (a). Employees who wish to receive credit for their prior public service shall obtain a certified copy of their employment record from their prior employer. Vacation leave granted under this Section shall be administered pursuant to rules adopted by the Mayor.

(c) For purposes of this Section, the hourly rate of payment for accrued vacation leave shall be determined by the following formula: annual base pay at the time of employee separation divided by 2,080 hours.

#### SECTION 10. Sick Leave

Full-time permanent employees may be eligible for paid sick leave. Sick leave will be accrued at the rate of 4.6 hours per pay period. Approved sick leave taken shall be charged against the employee's accumulated sick leave. The amount of unused

sick leave accumulated as of December 17, 1976 by permanent full-time employees shall be determined under the applicable terms of the Ordinances of the City of Cleveland Heights.

Employees who transfer from any public agency in the State of Ohio to the City of Cleveland Heights may receive credit for unused sick leave accrued during such prior public employment, in accordance with the provisions of the Administrative Code. Credit for accrued sick leave shall not exceed the limits specified for all other employees in subsection (a). Employees who wish to receive credit for accrued sick leave under this subsection shall obtain a certified copy of their sick leave record from their former employer within thirty (30) days of hire. Documentation received after thirty (30) days will be accepted; however, any service accrual granted will start from the beginning of the pay period in which the documentation is received.

All full-time, permanent employees who are in the employ of the City and who have been in the employ of the City for over ten (10) consecutive years may be eligible for payment for accrued unused sick leave earned at the City of Cleveland Heights, accumulated from January 1, 1969 upon termination of their employment for other than disciplinary reasons. The aforesaid requirement that the sick leave be earned at the City of Cleveland Heights shall apply only to employees hired after April 1, 1990. An employee shall be paid out one-quarter (.25) or 25% of sick time accumulated with a maximum of 960 hours for payout purposes. Therefore, the maximum payout that could be achieved is 240 hours.

Accrued Sick Leave	Conversion Ratio
0 - 960 Hours	1/4
961+ Hours	Not Eligible

For purposes of this Section, the hourly rate of payment for accrued sick leave shall be determined by the following formula: annual base pay at the time of termination of employment divided by 2,080 hours.

No employee shall be entitled to sick leave compensation in the event of injury, occupational disease, or sickness resulting directly and proximately from the performance of any gainful employment or self-employment other than with the City of Cleveland Heights. A determination not to provide sick leave compensation under this Section shall be made by the Mayor, who shall adopt rules relating to the making of such determination.

Sick leave granted under this Section shall be administered pursuant to rules adopted by the Mayor.

## SECTION 11. Legal Holidays

(a) The following-named days shall be deemed paid holidays for all employees. No employee shall be required to work on such holidays unless it is determined by the Mayor that public necessity requires his or her services.

1. The first day of January;
2. The third Monday in January;
3. The third Monday in February;
4. The last Monday in May;
5. The nineteenth day in June;
6. The fourth day of July;
7. The first Monday in September;
8. The eleventh day of November;
9. The fourth Thursday in November;
10. The fourth Friday in November;
11. The twenty-fifth day of December;
12. Personal Day;
13. Personal Day

(b) If any such day falls upon a Sunday, the Monday following shall be deemed to be the holiday. If any such day falls upon a Saturday, the Friday immediately preceding shall be deemed to be the holiday.

(c) Employees paid by the day or hour may be granted leaves of absence with full pay on any holiday named herein when, in the judgment of the Mayor, the public service will not be impaired by their absence.

(d) The foregoing notwithstanding, officers and employees who are exempt employees under the Fair Labor Standards Act shall receive no extra compensation if required to work on any holiday named herein.

## SECTION 12. Deferred Compensation Plans

(a) The City shall sponsor a 457(b) Plan through payroll deductions, through one or more vendors subject to Council approval.

(b) The administration of the Deferred Compensation Plans shall be under the direction of a committee of three (3) members which shall include the Director of Finance, the Mayor or his or her designee, and one other employee who shall be appointed by the Mayor and shall be a participating member of the Plan. Payroll deductions shall be made in each instance by the Director of Finance.

(c) The Deferred Compensation Plans hereby authorized shall exist and serve in addition to retirement, pension or benefit systems established for the benefit of employees of the City and no deferral of income under the Deferred Compensation

Plans shall effect a reduction of any retirement, pension or other benefit provided by law. However, any sum deferred under a Deferred Compensation Plan shall not be included for the purposes of any taxes withheld on behalf of any such employee, except municipal income tax.

(d) In order to encourage and reward extraordinary employee dedication and performance, the Mayor may award a particular employee additional non-salary compensation through contributions to an employee's deferred compensation account.

### SECTION 13. Work Days and Work Hours

(a) City Hall shall be open from 8:30 a.m. to 5:00 p.m., Monday through Friday. Scheduling of employees to meet the needs of such hours of business shall be conducted through the Mayor.

(b) The normal work hours for employees of the following designated classifications shall be as follows:

1. Employees working in job classifications defined as exempt by the Fair Labor Standards Act, as determined by the Mayor after consultation with the Director of Law, shall work such hours as determined by the Mayor.
2. Employees working in jobs defined as non-exempt by the Fair Labor Standards Act, as determined by the Mayor after consultation with the Director of Law, shall work thirty-eight (38) hours to forty (40) hours per week as determined by the Mayor. Days of the week and work hours shall be in accordance with the needs of the city, which shall be determined by the Mayor.
3. The Clerk of Courts office shall be open from 8:30 a.m. through 5:00 p.m. or as otherwise determined by the Municipal Court Judge. Employees shall work such hours as established by the Municipal Court Judge.

### SECTION 14. Health Care Insurance and Ancillary Benefits

(a) The City shall purchase or subscribe to and maintain in full force and effect for each full-time employee of the City a health care insurance plan, including medical- surgical protection, covering hospital and surgical benefits and related coverage, through one or more vendors subject to Council approval. Such health care insurance plan shall be maintained so long as such employee remains in the employ of the City. The City shall contribute eighty-eight percent (88%) of the cost of Base Plan B, and the employee shall be responsible for any costs above the amount of established employer contribution, i.e., twelve percent (12%) of the cost for coverage.

(b) All full-time employees shall be offered participation in a prescription

plan through one or more vendors subject to Council approval.

(c) The City shall offer dental coverage for each full-time employee from one or more vendors subject to Council approval. Such coverage shall have a maximum benefit of \$1,500 per person. Coverage shall include two (2) yearly cleanings and check-up exams and coverage of eighty percent (80%) of basic and major services, less deductibles. Orthodontia benefits for dependents age 19 or younger also shall be offered with a \$1,000 maximum benefit per dependent.

(d) The City shall offer a vision plan for each full-time employee from one or more vendors subject to Council approval. Such coverage shall have a maximum reimbursement of \$150 per person.

(e) The City shall offer a Flexible Spending Account for qualified medical or dependent care expenses to be funded with employee gross earnings through one or more vendors subject to Council approval.

(f) The City shall offer all employees access to an Employee Assistance Program. The Employee Assistance Program (EAP) provided by the City offers a range of services, including:

- Short-term counseling
- Assistance with locating reliable childcare
- Assistance with general and special educational needs
- Resources for the elderly
- No-cost attorney consultations with a discount if retained
- No-cost financial consultations
- Nutritional coaching
- Fitness coaching

Regarding health care insurance and ancillary benefits for individual, part-time employees, their availability may be determined by the Mayor pursuant to Codified Ordinance Section 139.20.

#### SECTION 15. Life Insurance

- (a) The City provides life insurance of \$10,000 for each full-time employee until they reach age 70.
- (b) At age 70, benefits are reduced by 35%.
- (c) At age 75, benefits are reduced an additional 20%.

- (d) Accidental death and dismemberment insurance are provided at no cost to full-time employees.
- (e) Employees have the option to buy additional term insurance through payroll deductions subject to City Council approval.

SECTION 16. Longevity Compensation

- (a) Permanent employees covered by the ordinance receive additional compensation for length of service during each biweekly pay period.
- (b) The amount varies based on years of service for both full-time and part-time employees.
- (c) Longevity compensation takes effect for the entire pay period following the employee's anniversary.
- (d) All service on a full-time basis with the City is considered, and only full months of service are considered for credit for prior periods of employment.

SECTION 17. Overtime

- (a) Non-exempt employees are compensated for overtime at a rate of 1.5 times their regular hourly rate of pay for hours worked over 40 per week.
- (b) Exempt employees may be paid overtime at a rate not exceeding 1.5 times their regular rate of pay if deemed in the best interests of the City.
- (c) Notwithstanding the above, in addition to the salary provided herein, the Director of Law and the Assistant Law Directors may be compensated at an overtime rate not to exceed \$250.00 per hour for time spent representing the City in court appearances and special projects over and above normal work hours as approved by the Mayor.

SECTION 18. Employee Indemnification: The City complies with Chapter 2744 of the Ohio Revised Code relating to employee indemnification.

SECTION 19. Pension

- (a) All employees are covered under the Public Employees Retirement System of Ohio, unless covered by the Ohio Police & Fire Pension Fund.
- (b) The City makes all required contributions to the pension system as mandated by law.

SECTION 20. Superseding Provisions: If a provision in this ordinance is covered by a separate labor agreement as described herein, the labor agreement supersedes the provision of this ordinance as it relates to employees covered by such labor agreement.

## SECTION 21. Effective Date, Severability, and Repeal

- (a) The ordinance is effective at the earliest time allowed by the City Charter, Cleveland Heights Codified Ordinances, and General Law
- (b) The effective date of each provision may be separately determined in accordance with the above.
- (c) This ordinance repeals Ordinance No. 127-2024 and all related ordinances and resolutions inconsistent with this ordinance.

## SECTION 22. Miscellaneous Provisions

- (a) If revenues received by the City are not sufficient to meet the foregoing salaries, all salaries may be reduced by the Mayor to a point which will not exceed the appropriated revenues of the City.
- (b) The salary of any officer or employee may, from time to time, be reduced or increased by the Mayor or their designee, but not below or above the amounts specifically fixed herein for such classifications.
- (c) Additional temporary classifications may be established by the Mayor when, in the judgement of the Mayor, job specifications and duties differ significantly from existing classifications as herein provided when a new temporary classification is warranted. The Mayor shall advise Council when such new classification is warranted with the salary being determined by using the hourly rate for the full- time position as the maximum rate.
- (d) "Maximum" and "minimum" as used in the wage and salary schedules herein are exclusive of provisions for longevity, sick leave and vacation conversion, health care, deferred compensation, and other forms of non-salary compensation for which express authority is provided by ordinance.
- (e) To reduce criminal activity and promote safe neighborhoods, the Mayor may lease or transfer City-owned property to Basic Patrol Officers and/or members of the Classified Service of the Division of Police at fair market value.
- (f) The Mayor shall have the authority, when deemed in the best interests of the City, to issue a monetary car allowance in lieu of issuing a City-owned vehicle to an employee.
- (g) The Mayor shall have the authority, when deemed in the best interests of the City, to issue a cost of living adjustment in the form of a one-time lump sum payment to an employee.

SECTION 22. Notice of the passage of this ordinance will be given by publishing the title and abstract of contents in one newspaper of general circulation in the City of Cleveland Heights, or by posting the full text of this Ordinance to the City of Cleveland Heights website.

SECTION 23. It is necessary that this Ordinance become immediately effective as an emergency measure necessary for the preservation of public peace, health, and welfare in the City of Cleveland Heights. This emergency measure is necessary to provide adequate compensation for various officers and employees of the City to retain satisfactory personnel. If the ordinance receives an affirmative vote from five or more

members elected or appointed to the Council, it will take effect immediately upon passage. Otherwise, it will take effect from and after the earliest time allowed by law.

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TONY CUDA  
President of Council

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ADDIE BALESTER  
Clerk of Council

PASSED:

Presented to Mayor: \_\_\_\_\_ Approved: \_\_\_\_\_

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KAHLIL SEREN  
Mayor

Ord. No. 23-2025

Exhibit 1 – Salary and Wage Schedule for permanent full- and part-time employees not covered by a collective bargaining agreement

Grade	Min Annual	Min Hourly	Mid Annual	Mid Hourly	Max Annual	Max Hourly
1	\$33,981.00	\$16.34	\$40,777.00	\$19.60	\$47,574.00	\$22.87
2	\$36,752.00	\$17.67	\$44,102.00	\$21.20	\$51,453.00	\$24.74
3	\$39,523.00	\$19.00	\$47,428.00	\$22.80	\$55,332.00	\$26.60
4	\$42,294.00	\$20.33	\$50,753.00	\$24.40	\$59,212.00	\$28.47
5	\$45,065.00	\$21.67	\$54,078.00	\$26.00	\$63,091.00	\$30.33
6	\$47,836.00	\$23.00	\$57,403.00	\$27.60	\$66,970.00	\$32.20
7	\$50,607.00	\$24.33	\$60,728.00	\$29.20	\$70,850.00	\$34.06
8	\$53,378.00	\$25.66	\$64,053.00	\$30.79	\$74,729.00	\$35.93
9	\$56,149.00	\$26.99	\$67,378.00	\$32.39	\$78,608.00	\$37.79
10	\$58,920.00	\$28.33	\$70,704.00	\$33.99	\$82,488.00	\$39.66
11	\$61,691.00	\$29.66	\$74,029.00	\$35.59	\$86,367.00	\$41.52
12	\$64,462.00	\$30.99	\$77,354.00	\$37.19	\$90,246.00	\$43.39
13	\$67,232.00	\$32.32	\$80,679.00	\$38.79	\$94,126.00	\$45.25
14	\$70,003.00	\$33.66	\$84,004.00	\$40.39	\$98,005.00	\$47.12
15	\$72,774.00	\$34.99	\$87,329.00	\$41.99	\$101,884.00	\$48.98
16	\$75,545.00	\$36.32	\$90,655.00	\$43.58	\$105,764.00	\$50.85
17	\$79,702.00	\$38.32	\$95,642.00	\$45.98	\$111,583.00	\$53.65
18	\$85,244.00	\$40.98	\$102,293.00	\$49.18	\$119,341.00	\$57.38
19	\$90,786.00	\$43.65	\$108,943.00	\$52.38	\$127,100.00	\$61.11
20	\$96,328.00	\$46.31	\$115,593.00	\$55.57	\$134,859.00	\$64.84
21	\$101,870.00	\$48.98	\$122,244.00	\$58.77	\$142,618.00	\$68.57
22	\$107,411.00	\$51.64	\$128,894.00	\$61.97	\$150,376.00	\$72.30
23	\$112,953.00	\$54.30	\$135,544.00	\$65.17	\$158,135.00	\$76.03
24	\$118,495.00	\$56.97	\$142,194.00	\$68.36	\$165,894.00	\$79.76
25	\$124,037.00	\$59.63	\$148,845.00	\$71.56	\$173,652.00	\$83.49

Ord. No. 23-2025

Exhibit 2 – Job Classification Schedule for permanent full- and part-time employees not covered by a collective bargaining agreement

Salary Grade	Position	FLSA Exempt/Non-exempt
1		
	Receptionist	Non-exempt
	Van Driver	Non-exempt
	Front Desk Assistant	Non-exempt
	Building Attendant	Non-exempt
	Cashier	Non-exempt
	Finance Clerk	Non-exempt
2		
	Administrative Assistant	Non-exempt
	Mayoral Intern	Non-exempt
	Office Assistant I	Non-exempt
	Deputy Clerk I	Non-exempt
3		
	Billing Clerk	Non-exempt
	Office Assistant II	Non-exempt
	Deputy Clerk II	Non-exempt
	Permit Technician	Non-exempt
	Planning Technician	Non-exempt
4		
	Human Resources Coordinator	Non-exempt
	Office Manager	Exempt
5		
	Deputy Bailiff	Non-exempt
	Deputy Clerk III	Non-exempt
	Special Projects Coordinator	Non-exempt
	Public Works Response Specialist	Non-exempt
	Secretary to Director	Non-exempt
6		
	Accounts Payable Coordinator	Non-exempt
	Camera Operator	Non-exempt
	Audio Engineer	Non-exempt
	City Planner I	Non-exempt
	Community Services Specialist	Non-exempt
	Information Systems Technician	Non-exempt
	Paralegal	Non-exempt
7		

Salary Grade	Position	FLSA Exempt/Non-exempt
	Accountant I	Non-exempt
	Special Events Coordinator	Non-exempt
	Housing Property/Bldg. Inspector I	Non-exempt
	Housing Rehab Specialist	Non-exempt
	Housing Specialist	Non-exempt
	Planning Clerk	Non-exempt
	Payroll Administrator	Non-exempt
	Planning/Zoning Inspector	Non-exempt
	Probation Officer	Non-exempt
	Utility Inspector	Non-exempt
8		
	Central Purchasing Administrator	Exempt
	Chief Deputy Clerk	Non-exempt
	Economic Development Specialist	Exempt
	Horticulturist	Exempt
	Housing Court Representative/Inspector	Non-exempt
	Housing Investigator/Inspector	Non-exempt
	Housing Program Coordinator	Non-exempt
	Housing Property/Bldg. Inspector II	Non-exempt
	Youth Program Coordinator	Exempt
	Supervisor - Fitness Center	Exempt
	Supervisor - General Recreation	Exempt
	Supervisor - Ice & Aquatics	Exempt
	Supervisor - Sports Programs	Exempt
	Supervisor - Office on Aging	Exempt
Supervisor - Utilities Administration	Exempt	
9		
	Accountant II	Exempt
	Application Support Manager	Exempt
	Assistant Commissioner	Exempt
	Assistant General Manager - Cain Park	Exempt
	Chief Probation Officer	Exempt
	City Planner II	Exempt
	Communications Specialist I	Exempt
	Construction Inspector/Engineer	Non-exempt
	Executive Assistant	Exempt
	Housing Property/Bldg. Inspector III	Exempt
	Human Resources Generalist	Exempt
	Production Manager - Cain Park	Exempt
	Marketing/Communications Specialist	Exempt
Police Academy Instructor	Non-exempt	

Salary Grade	Position	FLSA Exempt/Non-exempt
	Senior Housing Rehab Specialist	Exempt
10		
	Chief Bailiff	Exempt
	Clerk of Council	Exempt
	Community Planner	Exempt
	Housing Property/Bldg. Inspector IV	Exempt
	Mayor's Action Center Coordinator	Exempt
11		
	Financial Analyst	Exempt
	GIS Coordinator - Planner I	Exempt
	Supervisor - Forestry	Exempt
	Supervisor - Sanitation	Exempt
	Supervisor - Sewer	Exempt
	Supervisor - Streets	Exempt
	Supervisor - Vehicle Maintenance	Exempt
12		
	Special Assistant to the Mayor	Exempt
	Chief Housing Inspector	Exempt
	Digital & TV Program Coordinator	Exempt
	Communications Specialist II	Exempt
	General Manager - Cain Park	Exempt
13		
	Organizational Performance Coordinator	Exempt
	Sustainability & Resiliency Coordinator	Exempt
	Utilities Commissioner	Exempt
14		
	Capital Projects Manager	Exempt
15		
	Facilities Superintendent	Exempt
16		
	Information Systems Manager	Exempt
17		
	Assistant Director - Community Services	Exempt
	Clerk of Courts	Exempt
18		
	Assistant Director - Parks & Recreation	Exempt
	Assistant Director - Community Development	Exempt
	Assistant Director - Economic Development	Exempt
	Assistant Director - Housing	Exempt
	Assistant Director - Planning	Exempt
	Building Commissioner	Exempt

Salary Grade	Position	FLSA Exempt/Non-exempt
	Assistant Director - Employee Resources	Exempt
	Assistant Director - Public Works	Exempt
	Assistant Director - Finance	Exempt
	Assistant Director - Law	Exempt
	Court Administrator	Exempt
	Magistrate	Exempt
19		
	Director - Community Services	Exempt
	Director - Parks & Recreation	Exempt
20		
	Assistant Chief - Fire	Exempt
	Assistant Chief - Police	Exempt
	Director - Employee Resources	Exempt
21		
	Director - Information Technology	Exempt
	Director - Planning Neighborhoods & Development	Exempt
	Director - Public Works	Exempt
22		
	Director - Finance	Exempt
23		
	Director - Law	Exempt
	Chief - Fire	Exempt
	Chief - Police	Exempt
24		
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25		
	City Administrator	Exempt
	Mayor	Exempt

Ord. No. 23-2025

Exhibit 3 – Wage and Job Classification Schedule for seasonal employees

**Aquatics**

<b>Position</b>	<b>Minimum</b>	<b>Maximum</b>
Assistant Supervisor	11.00/hour	17.00/hour
Aquatic Program Supervisor	11.00/hour	15.00/hour
Cashier	11.00/hour	14.00/hour
Guard	14.00/hour	16.00/hour
Guard w/ A.L.S certification	14.00/hour	17.00/hour
Head Guard	14.00/hour	18.00/hour
Head Cashier	11.00/hour	15.00/hour
Head Coach (Summer)	364.14/ Per biweekly Pay Period	573.68/Per biweekly pay period
Head Coach (Assistant)	260.10/Per biweekly pay period	57.68/Per biweekly pay period
Learn to Swim Coordinator	260.10/Per season	573.68/Per season
Preschool Learn to Swim Coordinator	260.10/Per season	573.68/Per season
Pool Attendant	11.00/hour	12.50/hour
Pool Maintenance	11.00/hour	12.50/hour
Pool Manager	15.00/hour	20.00/hour
Private Instructor Fee	2/3 of private instruction fees charged and collected	
Water Aerobics Instructor	182.07/per session	286.84/session

**Ice Rink**

<b>Position</b>	<b>Minimum</b>	<b>Maximum</b>
Cashier	11.00/hour	14.00/hour
Hockey Director	2,184.84/per season	2,300.00/per season
Ice Safety Guard	11.00/hour	13.50/hour
Ice Professional Private	90% of private instruction fees charged and collected. Or a flat fee of \$75.00 (if instructor teaches a minimum of four Learn to Skate classes per session) or \$150.00 (if instructor does not teach or is no longer available for the minimum number of Learn to Skate classes)	
Ice Professional Group	16.65/hour	57.31/hour
Learn to Skate Coordinator	208.08/per week	520.00/per week
Office Assistant	11.00/hour	13.50/hour
Supervisor – Assistant	11.00/hour	15.76/hour
Supervisor – Head	11.00/hour	18.22/hour

**Sports Programs (Youth and Adult)**

<b>Position</b>	<b>Minimum</b>	<b>Maximum</b>
Private Instructor Fee (Tennis)	2/3 of private instructions; Fees charged and collected	
Summer Basketball Coordinator	13.53/hour	20.11/hour
Summer Basketball Counselor	11.44/hour	16.55/hour

<b>Position</b>	<b>Minimum</b>	<b>Maximum</b>
Youth Hockey Coach	11.00/hour or 2,750.00/per season	22.96/hour or 4,592.00/per season
Youth Hockey Program Coordinator	11.00/hour or 2,750.00/per season	22.96/hour or 4,265.00/per season
Youth Hockey Skating Instructor	11.00/hour	45.92/hour
Basketball Supervisor	11/hour or 572.00/per season	13.91/hour or 2,296.00/per season
Basketball Coordinator	11/hour or 2,200/winter or 2,750.00/summer	22.96/hour or 3,171.00/winter or 4,318.00/summer
Girls Softball League Supervisor	11.00/hour or 1,133/summer	13.78/hour or 2,296.00/per season
Youth Baseball League Supervisor	11.00/hour or 1,133/summer	13.78/hour or 2,870.00/per season
League/Program/Camp Assistant	11.00/hour	12.00/hour
Sports Camp Supervisor/Instructor	11.00/hour 2,750.00/ per season	13.91/hour or 1,148.00/per season
Sports Coordinator	11.00/hour	23.65/hour
Sports Program Assistant	11.00/hour	13.50/hour
Sports Coordinator	11.00/hour	23.65/hour
Sports Supervisor	11.00/hour	23.65/hour
Tennis Court Attendant	11.00/hour	12.00/hour
Tennis Lesson Instructor	11.00/hour	18.22/hour
Tennis Program Coordinator	2,601.00/per season	4,489.45/per season
Umpire	11.00/hour	23.65/hour

<b>Position</b>	<b>Minimum</b>	<b>Maximum</b>
League/Program Supervisor	11.00/hour 1,133/per season	22.96/hour or 2,296.00/per season
Softball Umpire-In-Chief / Assistant Umpire in Chief	11.00/hour 1,133/per season	22.96/hour/ or 1,722.00/per season

**Cain Park Theatre**

<b>Position</b>	<b>Classification</b>	<b>Minimum</b>	<b>Maximum</b>
Actor	Seasonal	414.00/week	600.00/week
Assistant Box Office Manager	Seasonal	15.00/hour	18.00/hour
Assistant Operations Manager	Seasonal	350.00/week	550.00/week
Assistant Production Manager	Seasonal	400.00/week	720.00/week
Assistant Stage Manager	Seasonal	414.00/week	550.00/week
Assistant to General Manager	Seasonal	400.00/week	720.00/week
Box Office Manager	Seasonal	15.00/hour	20.00/hour
Box Office Staff	Seasonal	11.00/hour	15.00/hour
Carpenter	Seasonal	300.00/week	500.00/week
Concession Shift Supervisor	Seasonal	12.00/hour	16.00/hour
Concession Worker	Seasonal	11.00/hour	15.00/hour
Costume Shop Manager	Seasonal	350.00/week	550.00/week
House Manager	Seasonal	300.00/week	450.00/week
Operations Assistant	Seasonal	300.00/week	600.00/week
Operations Manager	Seasonal	450.00/week	800.00/week

**Fieldhouse/Fitness Center**

<b>Position</b>	<b>Min</b>	<b>Max</b>
Fitness Center Assistant	11.00/hour	12.00/hour
Fitness Center Coordinator	11.00/hour	14.00/hour
Fieldhouse Instructor / Aerobics Instructor	11.00/hour	14.50/hour
Front Desk Assistant	11.00/hour	14.39/hour
Personal Trainer	11.00/hour or 70% of rate charged by trainer	12.64/hour or 70% of rate of charged by trainer
Head of Personal Training Services	Additional 5% of total personal training program revenue (3% City portion/ 2% Trainer portion) for administration of the program.	

**General**

<b>Position</b>	<b>Minimum</b>	<b>Maximum</b>
Security Guard	11.00/hour	11.50/hour
Security Assistant	11.00/hour	13.50/hour
School Crossing Guard	44.00/day (based on 4-hour day) or 11.00/hour	



Pay Ordinance 23-2025 Discussion

**Boards Commissions**

Increase from \$90.00 to \$115; Add Landmark Commission

SECTION 5. Members of the following Boards and Commissions will receive compensation as outlined in this Section.

(a) Architectural Board of Review

1. *\$115.00* per meeting attended (Three members, each)
2. *\$115.00* per meeting attended (Two alternate members, each – at request of ABR Secretary)

(b) Board of Zoning Appeals

1. *\$115.00* per meeting attended (Five members, each)
2. *\$115.00* per meeting attended (One alternate member, at request of Planning and Development Director)

(c) Civil Service Commission

1. *\$115.00* per meeting attended (Three members, each)

(d) Planning Commission

1. *\$115.00* per month (must attend at least one meeting; Seven members, each)

(e) *Landmark Commission*

1. *\$115 per meeting attended Seven members, each)*

**Police, Fire, Service Director**

SECTION 6. Police Sworn members of the Police Division of the Department of Public Safety who are members of the police bargaining units shall have the terms, conditions, and benefits of employment as described in the current labor agreements and other related documents between the City of Cleveland Heights and the Northern Ohio Patrolmen’s Benevolent Association. A copy of the labor agreement and related documents is on file in the Office of the Mayor.

SECTION 7. Fire Sworn members of the Fire Division of the Department of Public Safety who are represented by the International Association of Fire Fighters shall have the terms, conditions, and benefits of employment as described in the current labor agreement and other related documents between the City of Cleveland Heights and the International Association of Fire Fighters. The paramedic compensation, academic achievement bonus, and the clothing maintenance allowance shall apply to all sworn members of the Division. A copy of the labor agreement and other related documents are on file in the Office of the Mayor.

SECTION 8. Public Works and Parks & Recreation Employees in the bargaining unit as described in the current labor agreement and other related documents between the City of Cleveland Heights and Laborer’s International Union of North America, Laborer’s Local 860 of Cleveland representing Service Employees, shall have the terms, conditions, and benefits of employment as described in said labor agreement and other related documents. A copy of the labor agreement and other related documents are on file in the Office of the Mayor. Employees may be eligible for supervisor premium pay when such duties are assumed due to absence.

**Per Ordinance: Asst. Fire & Police Chiefs Salary Grade 20**

Grade	Min Annual	Mid Annual	Max Annual
20	\$96,328	\$115,593	134,859

**Per Ordinance: Chiefs Fire and Police Salary Grade 23**

Grade	Min Annual	Mid Annual	Max Annual
23	\$112,953	\$135,544	\$158,135

**FIRE CONTRACT:**

**4/1/2024**

**4% (+4%  
equity adj.)**

Battalion Chief	<b>\$113,377.64</b>
Fire Lieutenant	<b>\$99,673.77</b>
Fire Inspector	<b>\$99,673.77</b>
Firefighter 1st Class	<b>\$87,878.92</b>
Firefighter 2nd Class	<b>\$82,160.50</b>
Firefighter 3rd Class	<b>\$76,432.35</b>

**POLICE CONTRACT:**

<u>Position</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
<b>Captain</b>	\$ 126,445.77	\$ 130,871.37	\$ 135,451.87
<b>Lieutenant</b>	\$ 111,898.91	\$ 115,815.38	\$ 119,868.91
<b>Sergeant</b>	\$ 99,025.59	\$ 102,491.48	\$ 106,078.68

**APPENDIX B**  
**COMPENSATION**

There shall be a rank differential of fourteen percent (14%) between the First Patrol Officer position pay rate and the Sergeant pay rate, and a rank differential of **thirteen percent (13%)** ~~eleven percent (11%)~~ between Sergeant and Lieutenant and between Lieutenant and Captain.

South Euclid Chapter 131

131.065 COMPENSATION OF POLICE CHIEF AND ASSISTANT POLICE CHIEF.

The Chief of the Police Department base pay rate shall be compensated in the amount of 7.0% over the Assistant Police Chief base rate of pay. The Assistant Police Chief base pay rate shall be compensated in the amount of the existing officer differential, as set forth in the collective bargaining agreement, between the City and its Police Department, over the Lieutenant base rate of pay.

(Ord. 54-97. Passed 9-8-97; Ord. 03-06. Passed 3-27-06.)

131.075 COMPENSATION OF FIRE CHIEF AND ASSISTANT FIRE CHIEF.

The Fire Chief and Assistant Fire Chief shall be paid at a rate equal to the Chief's in the Police Department, whose rate of pay is based on the existing officer differential as set forth in the collective bargaining agreement.

(Ord. 04-06. Passed 3-27-06.)

UNIVERSITY HEIGHTS:

**Section 4.** In addition to base salary, the currently employed Chief of the Division of Police and the currently employed Chief of the Division of Fire shall be entitled to any other bonus or payment that (a) the Director would otherwise be entitled to if that Director were a member of the union whose membership the director supervises, including, but not necessarily limited to longevity pay, health and fitness bonus, and any other incidental remuneration and (b) such benefit is approved by Council on an annual basis in its ordinance establishing compensation rates.

# **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.

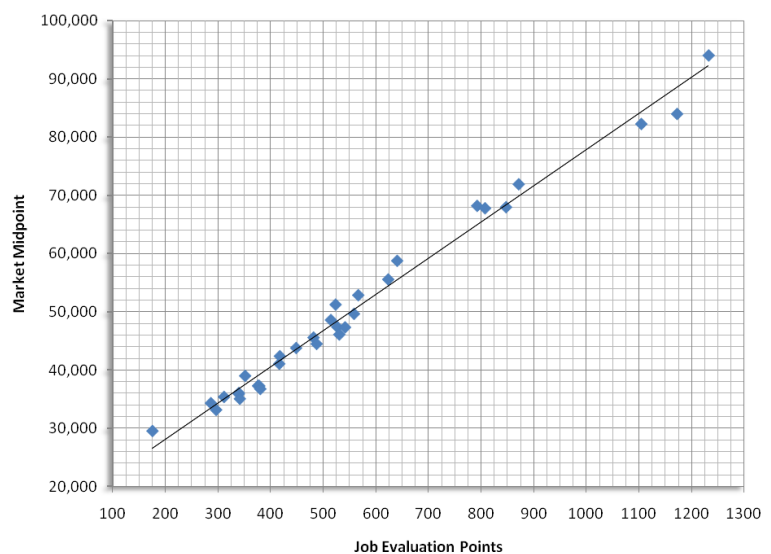
These benchmarks were examined carefully, and benchmarks where no clear average could be discerned were not used in the regression. In every case, care was taken to avoid making changes that artificially skewed the results (i.e. molding the market average by selectively discarding responses).

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**

<b>Job Title</b>	<b>Market Midpoint</b>	<b>Proposed Midpoint</b>	<b>% Difference - Proposed to Market</b>
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%

<b>Job Title</b>	<b>Market Midpoint</b>		<b>% Difference - City to Market</b>
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

DRAFT SCENARIO  
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

DRAFT SCENARIO

JOB CLASSIFICATIONS BY PROPOSED GRADE

CODE	TITLE	FLSA	EVAL POINTS	PAY GRADE	ANNUAL SALARY RANGE		
					MINIMUM	MID-POINT	MAXIMUM
<b>GRADE: 1</b>					<b>33,981</b>	<b>40,777</b>	<b>47,574</b>
1080	Receptionist	N					
<b>GRADE: 2</b>					<b>36,752</b>	<b>44,102</b>	<b>51,453</b>
7560	Administrative Assistant	N					
7040	Deputy Clerk I	N					
5530	Office Assistant I	N					
<b>GRADE: 3</b>					<b>39,523</b>	<b>47,428</b>	<b>55,332</b>
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					
<b>GRADE: 5</b>					<b>45,065</b>	<b>54,078</b>	<b>63,091</b>
7050	Deputy Bailiff	N					
5525	Project Coordinator	N					
7555	Response Assistant - Public Works	N					
5025	Secretary to Director	N					
<b>GRADE: 6</b>					<b>47,836</b>	<b>57,403</b>	<b>66,970</b>
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					
<b>GRADE: 7</b>					<b>50,607</b>	<b>60,728</b>	<b>70,850</b>
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					
<b>GRADE: 8</b>					<b>53,378</b>	<b>64,053</b>	<b>74,729</b>
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					
<b>GRADE: 9</b>					<b>56,149</b>	<b>67,378</b>	<b>78,608</b>
1110	Accountant II	E					
2015	Application Support Manager	E					
4020	Assistant Commissioner	E					

DRAFT SCENARIO

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					
<b>GRADE: 10</b>					<b>58,920</b>	<b>70,704</b>	<b>82,488</b>
7055	Chief Deputy Bailiff	E					
1030	Clerk of Council	E					
6592	Community Planner	E					
6578	Housing Property/Bldg. Inspector IV	E					
<b>GRADE: 11</b>					<b>61,691</b>	<b>74,029</b>	<b>86,367</b>
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					
<b>GRADE: 12</b>					<b>64,462</b>	<b>77,354</b>	<b>90,246</b>
6535	Chief Housing Inspector	E					
4030	General Manager - Cain Park	E					
<b>GRADE: 13</b>					<b>67,232</b>	<b>80,679</b>	<b>94,126</b>
1075	Performance Coordinator	E					
1040	Sustainability & Resiliency Coordinator	E					
7515	Utilities Commissioner	E					
<b>GRADE: 14</b>					<b>70,003</b>	<b>84,004</b>	<b>98,005</b>
4015	Facilities Superintendent	E					
<b>GRADE: 15</b>					<b>72,774</b>	<b>87,329</b>	<b>101,884</b>
2010	Manager Information Technology	E					
<b>GRADE: 16</b>					<b>75,545</b>	<b>90,655</b>	<b>105,764</b>
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					
<b>GRADE: 17</b>					<b>79,702</b>	<b>95,642</b>	<b>111,583</b>
4010	Assistant Director Parks & Recreation	E					
<b>GRADE: 18</b>					<b>85,244</b>	<b>102,293</b>	<b>119,341</b>
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					
<b>GRADE: 19</b>					<b>90,786</b>	<b>108,943</b>	<b>127,100</b>
5015	Assistant Fire Chief	E					
3000	Director Community Relations	E					
4005	Director Parks & Recreation	E					
<b>GRADE: 21</b>					<b>101,870</b>	<b>122,244</b>	<b>142,618</b>
2000	Director Information Technology	E					
6505	Director Planning & Development	E					
7505	Director Public Works	E					
1100	Finance Director	E					
<b>GRADE: 22</b>					<b>107,411</b>	<b>128,894</b>	<b>150,376</b>
1300	Director Law	E					
<b>GRADE: 23</b>					<b>112,953</b>	<b>135,544</b>	<b>158,135</b>
5005	Fire Chief	E					
5505	Police Chief	E					
<b>GRADE: 25</b>					<b>124,037</b>	<b>148,845</b>	<b>173,652</b>
1005	City Administrator	E					
1099	Mayor	E					

DRAFT SCENARIO

JOB CLASSIFICATIONS BY JOB TITLE, GRADE

CODE	TITLE	FLSA	EVAL POINTS	PAY GRADE	ANNUAL SALARY RANGE		
					MINIMUM	MID-POINT	MAXIMUM
<b>A</b>							
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>B</b>							
7565	Billing Clerk	N		3	39,523	47,428	55,332
6540	Building Commissioner	E		16	75,545	90,655	105,764
<b>C</b>							
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
<b>D</b>							
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
<b>E</b>							

DRAFT SCENARIO

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
<b>F</b>							
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
<b>G</b>							
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
<b>H</b>							
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
<b>I</b>							
2020	Information Systems Technician	N		6	47,836	57,403	66,970
<b>M</b>							
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
<b>O</b>							
5530	Office Assistant I	N		2	36,752	44,102	51,453
7590	Office Assistant II	N		3	39,523	47,428	55,332
<b>P</b>							
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
<b>R</b>							
1080	Receptionist	N		1	33,981	40,777	47,574
7555	Response Assistant - Public Works	N		5	45,065	54,078	63,091
<b>S</b>							
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

**City of Cleveland Heights, Ohio**  
**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
<b>U</b>							
7515	Utilities Commissioner	E		13	67,232	80,679	94,126

## **CHAPTER 111**

### **Council**

- 111.01 Regular meetings.
- 111.02 Special meetings.
- 111.03 Emergency meetings.
- 111.04 Quorum.
- 111.05 Adjournment.
- 111.06 Meetings and records are public.
- 111.07 Organization.
- 111.08 President.
- 111.09 Absence of President.
- 111.10 Clerk.
- 111.11 Committees.
- 111.12 Business of Council.
- 111.13 Action of Council.
- 111.131 Consent agenda.
- 111.14 Enacting clause of ordinances or resolutions.
- 111.15 Subject and title of ordinances and resolutions.
- 111.16 Preparation of ordinances and resolutions.
- 111.17 Reference of proposed ordinances and resolutions to committee.
- 111.18 Amendments.
- 111.19 Required number of copies of proposed legislation.
- 111.20 Reading of ordinances and suspension of rules.
- 111.21 Voting.
- 111.22 Authentication of ordinances and resolutions.
- 111.23 Publication of ordinances and resolutions.
- 111.24 Robert's Rules of Order.
- 111.25 Amendments of rules.
- 111.26 Dispensation of rules.
- 111.27 Exception to majority vote.
- 111.28 Resignations.
- 111.29 Codification of ordinances.
- 111.30 Authorized expense expenditures.

#### **111.01 REGULAR MEETINGS.**

Regular meetings of Council shall be held in the City Hall on the first and third Mondays of each month, at 7:30 p.m., except when any such Monday is on a legal holiday, Council shall meet in regular session on the following day without taking further action.

Council, by motion duly adopted, may authorize a change in the regular meeting schedule set forth above. Council, by motion duly adopted, may authorize a meeting of Council at some other public building located within the City of Cleveland Heights. Any such changes may be noticed under either Section 107.02(a) or Section 107.02(b).

(Ord. 37-2016. Passed 5-16-16.)

#### **111.02 SPECIAL MEETINGS.**

A special meeting of Council may be called by the President of Council or by any two (2) members thereof, or by the Mayor, upon at least twenty-four (24) hours personal telephone notice or by written notice served personally upon each member or left at his usual place of residence. Such notice shall state the subjects to be considered at the special meeting and no other subject shall be considered at that meeting, unless all members are in attendance and give unanimous consent to the consideration of other matters at such special meeting.

Special meetings may also be called by a majority vote by a resolution passed at any regular meeting, and an absentee at such regular meeting shall be notified thereof as hereinbefore provided. (A.O.; Ord. 153-2021. Passed 12-6-21.)

#### **111.03 EMERGENCY MEETINGS.**

In the event of an emergency requiring immediate official action, an emergency meeting of Council may be called by the President of Council or by any two (2) members thereof, or by the Mayor, upon at least four (4) hours personal telephone notice or by written notice served personally upon each member or left at his usual place of residence. Such notice shall state the subjects to be considered at the emergency meetings, and no other subject shall be considered at that meeting. (A.O.; Ord. 153-2021. Passed 12-6-21.)

#### **111.04 QUORUM.**

Four (4) members shall constitute a quorum of Council to do business and a less number may adjourn from day to day and compel the attendance of absent members in such manner and under such penalties as may be prescribed by ordinance.

(Ord. 2400. Passed 1-3-22.)

#### **111.05 ADJOURNMENT.**

By resolution concurred in by a majority of all members of Council present, any meeting may be adjourned to a later date prior to the date of the next regular Council meeting. The adjourned meeting shall be considered a special meeting, and public notice thereof shall be given pursuant to Section 107.02(b). Any absentee member of Council shall be notified personally, by telephone or by written notice, served personally or at his regular place of residence, at least twenty-four (24) hours prior to the date and hour of the adjourned meeting.

#### **111.06 MEETINGS AND RECORDS ARE PUBLIC.**

Except as otherwise provided in the Codified Ordinances, all meetings of Council shall be public and any citizen shall have access to the minutes and records thereof at all reasonable times.

#### **111.07 ORGANIZATION.**

At its first regular Council meeting in January following each municipal election, Council shall organize and, by vote of at least four (4) members thereof, shall elect one (1) of its members as President and another as Vice President to serve for a period of two (2) years thereafter. If a

vacancy occurs or if Council determines by at least four (4) members that the President or Vice President is unable to fulfill the duties of his respective office, Council shall immediately proceed to elect one (1) of its members to serve in such office.

#### **111.08 PRESIDENT.**

The President shall preside at all meetings of Council and shall have a voice and vote in its proceedings but no veto. He shall preserve order and decorum, prevent personal reflection and confine members in debate to the question. He may, in common with any other member, call any member to order who violates any of the rules, and when in the chair, shall decide all questions of order subject to an appeal to Council on demand of two (2) members. On such appeal there shall be no debate but each member making the appeal may briefly state his reason for the same and the presiding officer shall have the same right to a similar brief statement.

(Ord. 2400. Passed 1-3-22.)

#### **111.09 ABSENCE OF PRESIDENT.**

In the absence of the President, the Vice President shall discharge the duties and be clothed with all the powers of the President. In the absence of both the President and Vice President, the Councilmen present may choose one (1) of their members as President pro tem., who during such absence, shall discharge the duties and be clothed with all the powers of the President.

(Ord. 2400. Passed 1-3-22.)

#### **111.10 CLERK.**

(a) The Clerk of Council shall be appointed by the affirmative voter of a majority of the members elected or appointed to Council. The Clerk of Council shall be subject to the supervision of the President of Council or the President's designee, shall serve during good behavior, and may be removed only by the vote of a majority of Council as described above. The Clerk of Council shall attend all Council meetings, both regular and special; prepare or cause the preparation of minutes; maintain an accurate and complete record of all Council proceedings; prepare or cause to be prepared or assist the Council President in the preparation of an agenda for every meeting of Council; and have custody of all ordinances and resolutions of Council and all official documents, reports, papers, communications and files of Council. The Clerk of Council shall maintain an updated record of all appointments made by the Council and the terms of office associated therewith. The Clerk shall also perform such other duties as are required by law or are required by the Charter, these Codified Ordinances, or any other ordinance, resolution or motion of Council.

(b) The compensation of the Clerk of Council shall be established by Council and shall include all benefits, including but not limited to hospitalization, medical, and dental insurance, which are available to full time City employees.

(Ord. 76-2022. Passed 6-21-22.)

(c) The Council Clerk shall provide personal notification of all regular and special Council and Council Committee meetings, in a manner consistent with the requirements of Section 107.03 of the Codified Ordinances but without requirement for request form or payment of any fee, to all persons who have been elected to Council but have not yet been sworn in, together with information about how the monthly calendar of meetings and other public notification of meetings

of Council, Council Committees and other City boards, commissions and other similar public bodies of the City, as described in Section 107.02 of the Codified Ordinances, may be accessed on the City's website. The Council Clerk shall also provide such further information as the Council President may direct to such persons. If two candidates for election to City Council receive votes in such numbers that an automatic recount would be required under Ohio law, both such candidates shall receive the notifications and information described herein.

(Ord. 090-2024. Passed 6-3-24.)

### **111.11 COMMITTEES.**

Council may provide from time to time by resolution for such standing and special committees as the business of Council may require. The President, by virtue of his office, shall be a member and chairman of all committees whenever he attends their meetings and desires to so act. In the absence of provision to the contrary, the President shall appoint members of the committees and the member first named shall act as chairman of the committee when the President does not attend and act. A majority of the appointed members shall constitute a quorum. Vacancies in committee membership shall be filled by like appointment.

(Ord. 24-1949. Passed 3-21-49.)

### **111.12 BUSINESS OF COUNCIL.**

The business of all regular meetings of Council shall include the following:

Roll call.

Reading and disposal of journal.

Reports and communications from the Mayor, City Administrator, and Department Heads.

Communications from residents.

Reports of committees.

Approval of Consent Agenda.

Consideration of ordinances, resolutions, and motions not part of the Consent Agenda.

Miscellaneous business.

(Ord. 24-2020. Passed 3-16-20; Ord. 153-2021. Passed 12-6-21.)

### **111.13 ACTION OF COUNCIL.**

Council shall act by ordinance or resolution duly adopted at a regular, special or emergency meeting. Each ordinance, resolution and motion shall require the concurrence of at least four (4) members of Council for its passage or adoption. The vote upon its passage or adoption shall be taken by voice vote, and the vote of each member shall be individually entered on the journal, except that the presiding officer may require a roll call vote at his or her discretion. Further, a roll call vote shall be required whenever the vote is not unanimous, or for any motion to adjourn into executive session, or upon the request of any member of Council or the Clerk of Council, or when otherwise required by the Codified Ordinances or general law. In the event of a roll call vote, the vote taken by the "ayes" and "nays" shall be entered upon the journal.

(Ord. 50-2020. Passed 6-1-20.)

#### **111.131 CONSENT AGENDA.**

The agenda at any regular meeting of Council may include a Consent Agenda. The Consent Agenda may consist of ordinances and resolutions, acceptance of property and dedications, easement agreements, and such other items as Council determines. The Consent Agenda shall not include those items which impose a tax or propose a levy or question for popular consideration on the ballot or which would be prohibited by the City Charter or Ordinances. Any member of Council, for any reason, may request that an item on the Consent Agenda be removed, and if such request is made, the item shall be removed and placed on the regular agenda without discussion on that request. Action on any item on the consent portion of the agenda shall not eliminate the need for a greater majority vote if one is called for by the Charter or these Codified Ordinances. Action upon the Consent Agenda will require two motions: the first to suspend the rules under Chapter 111 of the Codified Ordinances of the City of Cleveland Heights, and a second for approval or adoption of the items within the Consent Agenda. A vote upon adoption of the Consent Agenda operates as to all items on the Consent Agenda at the time the motion to approve or adopt is made. (Ord. 24-2020. Passed 3-16-20.)

#### **111.14 ENACTING CLAUSE OF ORDINANCES OR RESOLUTIONS.**

The enacting clause of all ordinances and resolutions passed by Council shall be "Be it ordained (resolved) by the Council of the City of Cleveland Heights, Ohio". The enacting clause of all ordinances submitted to popular election by the initiative shall be "Be it ordained by the People of the City of Cleveland Heights, Ohio". (Ord. 2400. Passed 1-3-22.)

#### **111.15 SUBJECT AND TITLE OF ORDINANCES AND RESOLUTIONS.**

Each proposed ordinance or resolution shall be introduced in written or printed form and shall not contain more than one (1) subject which shall be clearly stated in the title. However, related subjects may be grouped in one (1) ordinance or resolution and the legislation relating to the installation of public improvements in different streets may be consolidated so that the various ordinances and resolutions in connection therewith may contain provisions for all of the streets. General appropriation ordinances may contain the various subjects and accounts for which money is to be appropriated. (Ord. 2400. Passed 1-3-22.)

#### **111.16 PREPARATION OF ORDINANCES AND RESOLUTIONS.**

The Director of Law, upon the request of any member, shall draft the form of any proposed legislation desired by such member, and any legislation not prepared by the Director of Law shall be referred to him for approval as to form and have his approval endorsed thereon before adoption. Each resolution or ordinance when introduced shall have the name of the member introducing the same endorsed thereon and have a number assigned to it by the Clerk of Council and shall thereafter be referred to by number.

(Ord. 40-1950. Passed 6-5-50.)

#### **111.17 REFERENCE OF PROPOSED ORDINANCES AND RESOLUTIONS TO COMMITTEE.**

Each resolution or ordinance upon introduction shall be referred to the appropriate committee or committees by the presiding officer and, except in an emergency, no resolution or ordinance shall be acted upon by Council until it has been so referred and reported upon by such committee or committees.

(Ord. 40-1950. Passed 6-5-50.)

#### **111.18 AMENDMENTS.**

No resolution or ordinance shall be changed or altered by a committee, but any committee may recommend in writing either amendments or a substitute resolution or ordinance and any member of Council may, at any time, introduce in writing an amendment to or substitute for a pending piece of legislation which shall be subject to the same approval as to form by the Director of Law as legislation originally introduced.

(Ord. 40-1950. Passed 6-5-50.)

#### **111.19 REQUIRED NUMBER OF COPIES OF PROPOSED LEGISLATION.**

Legislation when introduced and any amendment or substitute therefor shall be submitted in at least three (3) copies, one (1) of which shall be filed with the presiding officer, one (1) with the Clerk of Council and one (1) with the Director of Law and it shall be the duty of the Clerk of Council to furnish sufficient copies for the consideration of Council and its committees. Upon adoption, all legislation of the character referred to in Section 111.20 or relating to the administration of any administrative department shall forthwith be reproduced in printed form or by other process of duplication. One (1) copy thereof shall be furnished to each member of Council, to the Director of Law, to the Director of Finance and to the Mayor, and it shall be the duty of the Mayor to furnish copies to the proper subordinates in any of his departments. The Clerk of Council shall also have in his office such quantity of additional copies as seems to him necessary for the information of the public.

(Ord. 40-1950. Passed 6-5-50; Ord. 153-2021. Passed 12-6-21.)

#### **111.20 READING OF ORDINANCES AND SUSPENSION OF RULES.**

No ordinance of a general or permanent nature, or granting a franchise, or involving the expenditure of money, or the levying of a tax, or for the purchase, lease, sale or transfer of property shall be passed until it has been read at two (2) regular meetings, or the requirements for such reading have been dispensed with by a vote of at least five (5) members of Council. This provision, however, shall not apply to an emergency measure. Where there is a series of ordinances and resolutions required to provide for any public improvement including the raising of money therefor, the above rule shall apply only to the first ordinance or resolution in the series, and all subsequent ordinances and resolutions required in such series, may be passed on their first reading by the concurrence of four (4) members of Council.

(Ord. 2400. Passed 1-3-22.)

#### **111.21 VOTING.**

Every member present shall vote on any question on the call for a voice or roll call vote unless the member recuses themselves. Whenever a member has a personal or financial interest in any matter under consideration or believes that voting on the matter could for any reason constitute a

violation of an ethics law, the member shall disclose the interest or ethical concern and recuse themselves from voting. Any member present, not recusing themselves from voting, who fails or refuses to vote on any question when the voice or roll call vote is being taken shall be counted as voting in the affirmative.

(Ord. 51-2020. Passed 7-6-20.)

#### **111.22 AUTHENTICATION OF ORDINANCES AND RESOLUTIONS.**

Any ordinance or resolution passed by Council shall be signed by the President or other presiding officer and by the Clerk.

(Ord. 2400. Passed 1-3-22.)

#### **111.23 PUBLICATION OF ORDINANCES AND RESOLUTIONS.**

Pursuant to Section 8 of Article III of the City Charter, the method and manner of giving public notice of passage of ordinances and resolutions of a general and permanent nature shall be as follows: the title and either an abstract thereof prepared by the Director of Law or the full text thereof, as may be directed by Council in a section of such ordinance or resolution, or by separate resolution shall be published. Provided, further, that if such ordinance or resolution is a printed publication, it need not be published otherwise. Such publication shall be by notice or advertisement printed once in one (1) newspaper of general circulation in the City.

(Ord. 104-1949. Passed 12-27-49.)

#### **111.24 ROBERT'S RULES OF ORDER.**

In the absence of any rule upon the manner of business, Council shall be governed by the current edition of Robert's Rules of Order.

#### **111.25 AMENDMENTS OF RULES.**

These rules may be repealed, amended or altered or new rules adopted by a vote concurred in by five (5) members of Council on the report of a committee to which the subject has been referred at a previous meeting.

#### **111.26 DISPENSATION OF RULES.**

These rules or any of them may be temporarily suspended at any meeting of Council by a concurrent vote of five (5) members.

#### **111.27 EXCEPTION TO MAJORITY VOTE.**

If applicable, when any provision of the City Charter, or any provision of this Administrative Code or any ordinance hereafter passed requires the concurrence of more than the majority of members of Council in order to legally adopt an ordinance or resolution, the provision of the Charter or the provision of this Administrative Code or such subsequent ordinance shall govern, and the rule set forth in Section 111.20 shall be subject thereto.

#### **111.28 RESIGNATIONS.**

The resignation of a member of Council shall not take effect until the resignation has been accepted by vote by a majority of Council members exclusive of the person tendering the resignation.

(Ord. 2400. Passed 1-3-22.)

### **111.29 CODIFICATION OF ORDINANCES.**

Notwithstanding any of the provisions of this chapter, Council may at any time revise, rearrange and codify the general ordinances of the City by the following procedure:

(a) An ordinance may be adopted pursuant to the procedure of this chapter determining in general terms to amend, revise, rearrange, renumber and codify the general ordinances of the City. The determining ordinance shall set forth in a skeleton form a general plan of the recodification with appropriate titles, chapters and other subdivisions. Such determining ordinance need not be published.

(b) At any time after the adoption of the determining ordinance provided for in the foregoing subsection, Council may proceed as follows:

(1) It may by one (1) codifying ordinance adopt in toto all general ordinances of the City so amended, revised, rearranged, renumbered and codified according to the general plan; or

(2) It may by a series of separate codifying ordinances and from time to time adopt one (1) or more chapters of the general plan. A chapter shall contain those of the general ordinances which Council may determine to properly belong in such classifications and which have been amended, revised, rearranged, renumbered and codified according to the general plan.

(c) Any codifying ordinance offered pursuant to subsection (b) hereof shall be submitted in typewritten form and shall contain in full all the ordinances proposed to be codified by the codifying ordinance. Such codification ordinance need not be read in Council except as hereinafter provided. Such codifying ordinance shall be referred by the Mayor to a committee consisting of Council as a whole, Mayor and Director of Law. It shall be the duty of the committee to study the codifying ordinance and make such changes therein as the committee believes proper and to report to Council. If, and when, such committee reports its final draft of the proposed codifying ordinance with the recommendation that it be adopted, the codifying ordinance as so reported may be passed by a vote of three-fourths (3/4) of all members elected to Council. The proposed ordinance as recommended by the committee need not be read in Council except by title, provided, however, that any member of Council may request the reading of all or any part thereof in which case all or the part requested shall be read.

(d) Such codifying ordinance need not be limited in its scope strictly to amending, revising, rearranging, renumbering and codifying the present general ordinances of the City, but may contain new matter or provisions covering subjects not now embodied in existing ordinances.

(e) Any codifying ordinance shall specify whether or not the particular chapters so codified shall be published or printed and, if the same is to be published, may provide that the same may be published in sections and shall recite when such codifying ordinance shall take effect and be in force and shall provide for the repeal of all existing ordinances so codified.

(Ord. 42-1939. Passed 11-6-39; Ord. 153-2021. Passed 12-6-21.)

**111.30 AUTHORIZED EXPENSE EXPENDITURES.**

The Mayor or designee may approve the expenditure of funds for meals, lodging and miscellaneous expense of Councilmen when they work through the meal hour in town at meetings on City business or when out of town on City business.

(A.O.; Ord. 153-2021. Passed 12-6-21.)

## Proposed Amended 111.11

### 111.11 COMMITTEES.

(a) Council may provide from time to time by resolution for such standing and special committees of Council members as the business of Council may require. The President, by virtue of his office, shall be a member and chairman of all committees whenever he attends their meetings and desires to so act. In the absence of provision to the contrary, the President shall appoint members of the committees and the member first named shall act as chairman of the committee when the President does not attend and act. A majority of the appointed members shall constitute a quorum. Vacancies in committee membership shall be filled by like appointment.

(b) Council may provide from time to time by resolution, citizens advisory committees. The resolution establishing a citizens advisory committee shall declare the purposes and functions of the committee, its duration, the number of members of the committee, all of whom to be appointed by a majority vote of the council unless otherwise set forth in the resolution. A good faith effort shall be made to have all appointments reflect the City's goal of racial, social and geographic diversity.

(1) Notice of the fact that a committee has been created or that a vacancy has occurred due to resignation or expiration of a term shall be published on the City's website and announced at Council meetings at least four weeks prior to Council meeting to consider making any appointment. In the case of an emergency, a temporary interim appointment may be made.

(2) All persons interested in serving on any committee shall be required to submit to Council an application for appointment containing such information on their background and qualifications as they deem appropriate. All applications timely submitted shall be reviewed by Council before any vote to appoint is made.

(3) To the extent this provision does not conflict with any existing ordinances or resolutions, Council may remove any appointed member who misses a majority of Committee meetings in a calendar year and declare the position vacant. For good cause shown, Council may remove any appointed member for disruptive conduct or behavior. Any vote to remove shall require 5 votes of Council.

(4) All Committee meetings shall be governed by Robert's Rules of Order and shall comply with Ohio Open Meetings Act, R.C. 122.121 and Ohio Public Records Act, R.C. 149.43.