



12650 DETROIT AVENUE 44107 216-529-6055
www.lakewoodoh.gov
Lakewood City Council
SARAH KEPPLER, PRESIDENT
JASON SHACHNER, VICE PRESIDENT

Council at Large
THOMAS R. BULLOCK III
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SARAH KEPPLER

Ward Council
KYLE BAKER, WARD 1
JASON SHACHNER, WARD 2
CINDY STREBIG, WARD 3
CINDY MARX, WARD 4

Noticed 07/09/24

PUBLIC NOTICE – SPECIAL JOINT MEETING

Committee of the Whole & Civil Service Commission will meet Monday July 15, 2024 at 5:30 p.m. in the Auditorium of Lakewood City Hall at 12650 Detroit Avenue. The meeting is open to the public.

The meeting will be livestreamed on the City's website at the following link:

www.lakewoodoh.gov/councilvideos

PUBLIC COMMENT PROTOCOL (Updated 6/21)

The public is invited to comment on agenda items in person or by submitting a written comment in advance of the meeting using the eComment platform available [HERE](#). New users must create an eComment account.

The agenda is as follows:

Approval of the minutes of the June 17, 2024 Committee of the Whole.

Approval of the minutes of the June 25, 2024 Civil Service Commission meeting.

Report from the Lakewood Civil Service Commission regarding the Recommendation for Council Members and Mayor Salaries

Sarah Kepple, Chair
COMMITTEE OF THE WHOLE

John Mills, Chair
CIVIL SERVICE COMMISSION

Individuals with disabilities who require accommodations for participation in meetings must request accommodations at least 3 business days ahead of the scheduled meeting. Contact Michelle Nochta at (216) 529-5906 michelle.nochta@lakewoodoh.net.



CIVIL SERVICE COMMISSION
12650 Detroit Avenue • Lakewood, Ohio 44107
216/529-6040 • FAX 216/228-2514
Website: www.lakewoodoh.gov
Email: civilservice@lakewoodoh.gov

July 1, 2024

Lakewood City Council Members
City of Lakewood, Ohio

RE: Recommendation for Council Members and Mayor Salaries

Dear Council Members:

The Third Amended Charter of the City of Lakewood, Article 6, Section 6.7 requires that the Civil Service Commission make a report setting forth its recommendations for salary and other compensation for the members of council and the mayor on or before the 1st of July in each year in which a presidential election is held. Pursuant to that mandate, the Commission issues the following report and recommendations. The report is presented in four sections; the process used in developing our recommendation, our observations and recommendation for the mayor's salary and other compensation, our observations and recommendation for council members' salary and other compensation, and our administrative recommendation.

Process

Over the preceding months, the Commission gathered, reviewed and analyzed various sources of objective data compiled from other cities of similar size in the greater Cleveland area. Our review also included the previous years' recommendations that have been submitted to Council for consideration. Given the on-going change and escalating costs in health care coverage and other benefits in recent years, the Commission included in its review the current healthcare and other benefit plans that the City is offering to all of its eligible employees, including members of council. In this process, for both the mayor and members of council, the Commission evaluated and compared the salaries and benefits offered by the City, to the information received from the other cities that were included in the survey conducted earlier this year. Specific attention

was given to those cities with populations and budgets similar to those of the City. Included in the appendix of this report are the following documents used by the Commission.

The list of documents that are included in the appendix:

- 2020 and 2024, Salary Survey / Council
- 2020 and 2024, Salary Survey / Mayor/City Manager/Safety Director
- Recommendations for 2020

Mayor

Summary of observations:

- The current salary is \$125,000.00 per year plus benefits, effective 1/1/2020
- Per the 2024 Salary Survey:
 - All cities offer benefits, from a full range of health-care benefits to a city car and cell phone
 - A total of twelve cities were included in the survey and eleven responded back
 - one of the eleven cities surveyed employs both a mayor and a city manager
 - one of the cities surveyed employs a city manager instead of a mayor
 - four of the eleven cities surveyed, in addition to a mayor, the city also employs a safety director, with a salary ranging from \$90,168.78 to \$143,655.00
 - The salaries range from \$84,000.00 to \$165,250.00 for mayor and \$173,273.02 to \$225,000.00 for city manager
 - In eight of the eleven cities, the mayoral salary increased since the 2020 survey; the increases ranged from approximately 3% to 35%
- The Commission believes it noteworthy that our mayor also serves as safety director. As stated above, in a number of the surveyed cities there is a separate safety director position, often at a significant salary.
- The increasing demands in recent years of managing the City, given its size and the complexity of its issues and fiscal demands, requires that the Mayor possess extraordinary skills and judgment
- The Commission continues to believe that to attract candidates best able to meet current and future challenges, the City needs to provide a total compensation package commensurate with the scope of responsibilities and time commitment required.

Recommendation for the Mayor

In 2020, the Commission recommended that the mayor’s salary be in the range of \$120,000 to \$125,000 plus benefits as of January 1, 2024. As of January 1, 2024, the current salary is at \$125,000. In light of significant increases in mayoral salaries in nearby cities of comparable size, the Commission does not believe this is a competitive or appropriate salary for Lakewood’s mayor.

For instance, Cuyahoga Falls, contiguous to Akron, has a population very comparable to that of Lakewood. As in Lakewood, the mayor serves as safety director. Thanks to an 11% increase since our survey in 2016, the mayoral salary for Cuyahoga Falls is now \$135,505. Westlake, another nearby – and less populous – community in which the mayor also serves as safety director, pays its mayor \$148,000.

These comparisons lead to the conclusion that the salary for the position of mayor of Lakewood should be increased. Pursuant to the current Charter (as will be more fully discussed below), the salary of the current Mayor cannot be increased during the current term. However, the Commission believes that mayoral salary needs to be commensurate with the level of talent, expertise and commitment required.

Thus, the Commission recommends that the salary for mayor be set at \$136,250 plus benefits as of January 1, 2028.

There is still a need to provide an appropriate, ongoing and predictable increase in the mayoral salary, which is addressed as an “Administrative Recommendation” below.

We urge Council to recognize the need for present action to address the problem discussed above in light of the fact that any salary adjustment for the Mayor would not go into effect until 2028. Moreover, since the next report from the Commission on this matter would not be required until 2028, a failure to enact an increase in mayoral salary now could very well mean that the current salary would be in effect until 2032, by which time the gap between Lakewood and other nearby communities would be even larger.

Members of Council

Summary of observations:

- The salary of council members is currently \$13,000 for both ward and at-large council members, including the Council President
- Health care benefits are offered to members of Council
- Per the 2024 Salary Survey:

- A total of 12 cities were included in the survey and eleven cities replied back
- Of those cities with comparable populations the salary range is from \$9,270.00 to \$25,060.18
- The majority of cities provide a slightly higher salary for the council president
- Eight of the cities for which we have data increased the salary for council members since 2020, three did not.
- Seven of the eleven cities surveyed offer benefits to council members.
- The increasing cost of health care benefits, specifically medical, has added to the total value of compensation being received by those members of council who have elected to participate in the City's health insurance program.
- The increasing demands in recent years of managing the City, given its size and the complexity of its issues and fiscal demands, requires that Council members possess extraordinary skills and judgment. The Commission continues to believe that to attract candidates best able to meet current and future challenges, the City needs to provide a total compensation package commensurate with the scope of responsibilities and time commitment required.

Recommendation for Council Members

Lakewood City Council salaries have been historically at or below-market for municipalities of similar size and budget. Due to this, the Commission finds that it likely that council salaries have an implicit bias in favor of individuals in higher income brackets or independent means, and may serve as a bar for other members of the community to consider elective office. Modest salary increases for council members will encourage additional participation in local government and lead to a legislature that is more representative of the community it serves.

The Commission recommends that the salary for City Council Members be set at \$15,600 plus benefits and at \$17,550 plus benefits for the City Council President, as of the next term of office.

Administrative Recommendation

Based upon the Commission's experience with the current process of conducting a survey every four years, the amount of time and effort that is consumed, the importance of providing reasonable compensation for elected officials, and the understandable reluctance of elected officials to vote themselves a salary increase (evidenced by the fact that salary for Council members had not changed from 1982 to 2016) the Commission continues to believe that there is a need for a more effective and efficient method of setting and adjusting salaries for elected officials. As was recommended in the most recent reports on this topic by the Commission, the salaries of both the Mayor and the members of Council should be adjusted annually pursuant to some administrative mechanism.

The benefit of such a system of administrative adjustments is that the City would not be faced with the situation presented over the past decade or so: every two or four years we have seen that because of the current cumbersome process for evaluating and adjusting salaries, the salaries of Lakewood's elected officials are usually not in line with those of other similar municipalities. Then the Commission makes a recommendation to remedy the deficiency, which Council is reluctant to adopt.

Accomplishing such annual adjustments, however, is problematic under the Charter. The Charter provides that there can be no change in the salary for the Mayor or for members of Council that would take effect during their respective current terms. In other words, the salary in effect at the beginning of a Mayor's or Council member's term will remain the same throughout their four-year term. Thus, in the normal course of events, at the end of that four-year term, the salary will be too low since the incremental increases that many, if not most, City workers receive cannot be realized by these important officials.

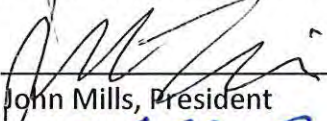
The Commission has discussed two possible ways to resolve this issue. One is to simply eliminate the language in the Charter regarding the timing of a salary change altogether. Another is to define the administrative adjustments in the Charter and make provision for those salary adjustments only to be allowed during an official's term. The Commission concluded that the latter method would be clearer and more efficient.

If a system calling for an annual administrative adjustment is adopted, there remains the question of how to determine the particular adjustment. The Commission has investigated ways in which other cities make such adjustments. One method is to simply settle on a percentage of increase at the beginning of the term, which seems to call for predicting what will be appropriate. Alternatively, a number of cities tie adjustments to collective bargaining agreements. The Commission has discussed a hybrid method based on the average of the raises provided in the collective bargaining agreements and the Consumer Price Index--The latter two methods would seem to be more accurately linked to such factors as the City's financial condition and other market factors.

In addition to the proposed annual salary adjustment, the Charter calls for the Commission to undertake a review and report to Council every four years (instead of every two years as was formerly the practice). If provision is made for annual administrative adjustments, that seems a preferable. However, the timing of the four-year review called for in the Charter, i.e., during the year of a presidential election, would potentially result in changes in the base salaries during the terms of the officials involved. It seems a better practice to have the base salaries set before candidates for the elected positions file petitions to run for office. Thus, the Commission recommends that the review and report process called for in the Charter take place early in the year of a mayoral election, so that any adjustments to salaries be settled prior to candidate filings, consistent with the practices of cities similar to Lakewood

As always, the Commission is available to answer any questions at your request. In addition, the Commission would be more than willing to work with Council on this matter.

Respectfully,
Lakewood Civil Service Commission

By:  _____
John Mills, President

By:  _____
Nathaniel Szep, Commissioner

By:  _____
Terry Vincent, Commissioner

2020 SALARY SURVEY/ COUNCIL									
City	Contact	Population	City Budget	Council Mem	# At Large	Salary	Pres. Sal	VP Sal	Council Benefits
Bay Village	Joan Kemper	15,372	\$14 - 18 mill	4	2	\$12,500	\$13,500	\$12,500	none offered
Cleveland Hts.	Anna Smith	46,000	\$77 mill		7	\$9,270.00			none offered
Cuyahoga Falls	Jill Sadon	49,200	\$164,364,251	8	3	\$20,083.00	\$20,083.00		Hosp/
Euclid	Dawn McKinney	47,000	\$42,120,000	8		\$11,000	\$13,000		Life Ins.
Fairview Park	Carlene Hayes	16,641	\$33,600,000	5	1	\$12,000	\$12,500		none offered
Mentor	Debra Hall	47,120	\$73,990,000	4	3	\$15,000 Wards, \$12,000 At-Large	20,000.00		Only Hosp is offered
N. Olmsted	Donna Eccleston	32,718	\$74,921,291	4	3	\$12,742	\$12,742	At large Council 12,656.	none offered
Parma	Shane Kramer	79,167	\$56,620,000	9		\$22,000.00	\$24,000.00		Hosp/Vis/Dental
Rocky River	M. Greco	20,213	\$38,000,000	4	3	\$12,000	\$13,500		none offered
Shaker Hts.	Sandra Middleton	28,448	\$42,170,309		7	\$10,440			Hosp Offered/ paid in full by council member
Strongsville	Stephen	44,650	\$113,000,000	4	3	\$18,841	\$20,091.00	\$19,467.00	no
Westlake	Martha Campbell	33,000	35,007,085	6		\$14,480	21,720.00		
Lakewood		52,101	\$44,647,000.00	4	3	13,000.00	13,000.00	13,000.00	med/dental/vis

2020 SALARY SURVEY/ MAYOR/CITY MANAGER/SAFETY DIRECTOR

City	Contact	City Budget	Mayor	C. Mgr	Safety Director	Salary/Benefits Mayor	S/B City Manager	S/B Safety Director
Bay Village	Joan Kemper	\$ 14-18 mill	Y		Mayor serves	\$98,000.00 Hosp, Vaca, Holiday		Mayor serves as \$5000.00 salary
Cleveland Hts.	Laure A. Wagner	\$42,236,295	Y	Y	City Manager	Pres of Council serves as Mayor \$11,840.00 no Benefits	147,111.00/hosp/auto/Def. Comp contrib	City Manager serves as Safety Dir.
Cuyahoga Falls	Jill Sador	\$164,364,251	Y		Mayor	\$135,505.00 all full time benefits		Mayor serves as Safety Dir.
Euclid	Carrie Insana	\$42, 120,000.00	Y		Mayor	\$85,000.00 Hosp Employer pd Life Ins		Mayor serves as Safety Dir.
Fairview Park	Carlene Hayes	\$33,600,000	Y		Mayor	\$84,000 Hosp, Auto, cell phone		Mayor serves as Safety Dir.
Mentor	Debra Hall	73,990,000		Y			\$185,115. Hosp and \$700 in Deffered Comp bi-weekly	City Manager serves as Safety Director
N. Olmsted	Donna Eccleston	\$74,921,291	Y		Y appt Mayor/Council	96,928 Hosp/Vision/Dental/Life Ins		85,832.76 Hosp/Dental/Vision/ Life ins S. Dir. oversees Police, Fire, Service, Fleet, WWTP
Parma	Shane Kramer	\$56,620,000	Y			112,580.00 Hosp/Vision/Dental	Chief of Staff \$101,978. All benefits	\$101,978. All benefits oversees Police, Fire, Building Dept, Safety Dept and 911 call center
Rocky River	M. Greco	\$ 38,000,000	Y		Y	\$81,500-Hosp/Auto ** 2016 salary		85,9000. Hosp/vacation sick leave use of city vehicle
Shaker Hts.	Sandra Middleton	42,170,309	Y		Mayor	\$87,000. Hosp, car, cell, Life		Mayor is the Safety Director
Strongsville	Stephen	113,000,000	y		yes	\$150,000. Full benefits		\$128,897. Full Benefits
Westlake	Martha Campbell	35,007,085	y			148,700./Hosp/ City Car, life ins		
Lakewood		\$44,647,00.00	Y	N	Mayor	100,300.00 and 25K Life ins. Can sign up for health, dental & vision ins.		Mayor is Safety Director

2024 SALARY SURVEY/ MAYOR/CITY MANAGER/SAFETY DIRECTOR								
City	Contact	City Budget	Mayor	C. Mgr	Safety Director	Salary/Benefits Mayor	S/B City Manager	S/B Safety Director
Bay Village	Jennifer Demaline	\$39,441,738.00	Y	N	Mayor serves	\$114,090.00 Hosp, Vaca, Holiday	N/A	Mayor serves, additional \$5,000.00 salary
Cleveland Hts.	Laure A. Wagner	\$42,236,295.00	Y	Y	City Manager	Pres of Council serves as Mayor \$11,840.00 no Benefits	147,111.00/hosp/auto/De f. Comp contrib	City Manager serves as Safety Dir.
Cuyahoga Falls	Angela Paratore	\$250,951.00	Y	N	Mayor	\$148,070.62, Hosp/all full time benefits	N/A	Mayor serves as Safety Dir.
Euclid	Dawn McKinney	\$42,236,295.00	Y	N	Mayor	\$115,000.00 Hosp Employer pd Life Ins, 3 wks vacation	N/A	Mayor serves as Safety Dir.
Fairview Park	Carlene Hayes	\$41,092.00	Y	N	Mayor	\$84,000 Hosp, Auto, cell phone	N/A	Mayor serves as Safety Dir.
Mentor	Debra Hall	\$132,282,255.00	N	Y	N	N/A	\$225,000.00 Hosp,	City Manager serves as Safety
N. Olmsted	Donna Eccleston	\$78,946,712.31	Y	N	Yes, appt by Mayor	\$114,121.55 Hosp/Vision/Dental/hearing	N/A	\$90,168.78, Hosp/Vision/Dental/Hearing/Life Ins S. Dir. oversees Police, Fire, Service,
Parma	Renee Guy	\$172,828,790.20	Y	N	Yes	\$116,000.00 Hosp/Vision/Dental, EAP, Lif ins., Voluntary Life Ins.	N/A	\$110,623.24; All benefits oversees saftey forces
Rocky River	M. Greco	\$45,436,269.10	Y	N	Yes	\$120,000.00, plus \$500.00 each additional year-Hosp/Auto	N/A	\$122,099.02 Hosp/vacation sick leave
Shaker Hts.	Jennifer Coe	\$47,400,00.00	Y	Y	Mayor	\$103,000. Hosp, dental, vision, FSA	\$173,273.02Hosp., dental, vision, FSA	Mayor is the Safety Director
Strongsville	Stephen	\$113,000,000.00	y	N	yes	\$160,014.40; Full Benefits, phone, car	N/A	\$143,665.00; Full Benefits, phone, car
Westlake	JoAnn Davis	\$126,130,750.00	y	N	Mayor	\$165,250/Hosp/ sick, personal time, longevity, life ins	N/A	Mayor serves as Safety Dir.
Lakewood	Leah Kubiak	\$150,000,000.00	Y	N	Mayor	125,000.00 and Life ins. Can sign up for health, dental & vision ins.	N/A	Mayor is Safety Director
	survey not received							



CIVIL SERVICE COMMISSION
12650 Detroit Avenue • Lakewood, Ohio 44107
216/529-6040 • FAX 216/228-2514
Website: www.onslakewood.com
Email: civilservice@lakewoodoh.net

July 1, 2020

Lakewood City Council Members
Lakewood, Ohio 44107

RE: Recommendation for Council Members and Mayor Salaries

Dear Council Members:

The Charter of the City of Lakewood, Article VI, Section 6.7 requires that the Civil Service Commission make a report setting forth its recommendations for salary and other compensation for the members of council and the mayor on or before the 1st of July in each year in which a presidential election is held. Pursuant to that mandate, the Commission issues the following report and recommendations. The report is presented in four sections: the process used in developing our recommendation; our observations and recommendation for the mayor's salary and other compensation; our observations and recommendation for council members' salary and other compensation; and our administrative recommendation.

Process

Over the past couple of months, the Commission gathered, reviewed and analyzed various sources of objective data compiled from other cities of similar size in the Greater Cleveland area. Our review also included the previous years' recommendations that have been submitted to Council for consideration. Given the on-going change and escalating costs in health care coverage and other benefits in recent years, the Commission included in its review the current healthcare and other benefit plans that the City of Lakewood (City) is offering to all of its eligible employees, including members of council. In this process, for both the mayor and members of council, the Commission evaluated and compared the salaries and benefits offered by the City, to the information received from the other cities that were included in the survey conducted earlier this year. It should be noted that specific attention was given to those cities with populations and budgets similar to the City. Included in the appendix of this report are the following documents used by the Commission.

The list of documents that are included in the appendix:

- 2016 and 2020, Salary Survey / Council
- 2016 and 2020, Salary Survey / Mayor/City Manager/Safety Director
- Recommendations for 2016

Mayor

Summary of observations:

- Current salary is \$100,300 per year plus benefits, effective 1/1/2016 (per Ordinance No. 109-10, 2/7/11).
- Per the 2020 Salary Survey:
 - All cities offer benefits, from a full range of health-care benefits to a city car
 - A total of twelve cities were included in the survey
 - one of the twelve cities surveyed employs both a mayor and a city manager
 - one of the cities surveyed employs a city manager instead of a mayor
 - In five of the twelve cities surveyed, in addition to a mayor, the city also employs a safety director, with a salary ranging from \$5,000 to \$128,000
 - The salaries range from \$81,500 to \$150,00 for mayor and \$185,000 for city manager
 - In four of the twelve cities, the mayoral salary increased since the 2016 survey; the increases ranged from approximately 4% to 16%
- The Commission believes it noteworthy that our mayor also serves as safety director. As stated above, in a number of the surveyed cities there is a separate safety director position, often at a significant salary.
- The increasing demands in recent years of managing the City, given its size and the complexity of its issues and fiscal demands, requires that the Mayor possess extraordinary skills and judgment.
- The Commission continues to believe that to attract candidates best able to meet current and future challenges, the City needs to provide a total compensation package commensurate with the scope of responsibilities and time commitment required.

Recommendation for the Mayor

In 2016, the Commission recommended that the mayor's salary be in the range of \$120,000 to \$125,000 plus benefits as of January 1, 2020. However, as of January 1, 2020, the current salary is at \$100,300. In light of significant increases in mayoral salaries in nearby cities of comparable size, the Commission does not believe this is a competitive or appropriate salary for Lakewood's mayor.

For instance, Cuyahoga Falls, contiguous to Akron, has a population very comparable to that of Lakewood. As in Lakewood, the mayor serves as safety director. Thanks to an 11% increase since our survey in 2016, the mayoral salary for Cuyahoga Falls is now \$135,505. Westlake, another nearby – and less populous – community in which the mayor also serves as safety director, pays its mayor \$148,000.

These comparisons lead to the conclusion that the salary for the position of mayor of Lakewood should be significantly increased. It is important to note that we are not speaking of a particular person; we are addressing the position. Pursuant to the current Charter (as will be more fully discussed below), the salary of the current Mayor cannot be increased during the current term. In order to assure that the City can attract the most competent people to the most important position in our city, the mayoral salary needs to be commensurate with the level of talent, expertise and commitment required.

Thus, the Commission recommends that the salary for mayor be set in the range of \$120,000 to \$125,000 plus benefits as of January 1, 2024. While this salary will almost assuredly continue to be less than the salaries of mayors of other comparable cities, which are likely to increase their mayoral salaries if recent trends are indicative, at least we will be closer to the market value for what is arguably the most important position in the City of Lakewood.

There is still a need to provide an appropriate, ongoing and predictable increase in the mayoral salary, which is addressed as an “Administrative Recommendation” below.

The Commission understands that this is a very uncertain time for the City in light of the financial implications of the COVID-19 Pandemic. Nevertheless, we urge Council to recognize the need for present action to address the problem discussed above in light of the fact that any salary adjustment for the Mayor would not go into effect until 2024. Moreover, since the next report from the Commission on this matter would not be required until 2024, a failure to enact an increase in mayoral salary now could very well mean that the current salary would be in effect until 2028, by which time the gap between Lakewood and other nearby communities would be even larger.

Members of Council

Summary of observations:

- The salary of council members is currently \$13,000 for both ward and at-large council members, including the Council President (per Ordinance No. 38-14, 12/15/14).
- Health care benefits are offered to members of Council
- Per the 2020 Salary Survey:
 - A total of 12 cities were included in the survey
 - The salaries range from \$9,270 to \$22,000.
 - Of those cities with comparable populations the salary range is from \$9,270 to \$20,000
 - The majority of cities provide a slightly higher salary for the council president

- Seven of the cities for which we have data increased the salary for council members since 2016, five did not.
- Approximately half of the cities offered benefits to council members.
- The increasing cost of health care benefits, specifically medical, has added to the total value of compensation being received by those members of council who have elected to participate in the City's health insurance program.
- The increasing demands in recent years of managing the City, given its size and the complexity of its issues and fiscal demands, requires that Council members possess extraordinary skills and judgment. The Commission continues to believe that to attract candidates best able to meet current and future challenges, the City needs to provide a total compensation package commensurate with the scope of responsibilities and time commitment required.

Recommendation for Council Members

Based upon our review of the compensation information referred to above and the stated observations, along with consideration of the City's fiscal resources, the Commission recommends no change in the salary for members of Council at this time. However, just as for the mayoral salary, the Commission strongly believes there needs to be a mechanism for a regularly scheduled, predictable increase in salary for members of council. That need is discussed further below.

Administrative Recommendation

Based upon the Commission's experience with the current process of conducting a survey every four years, the amount of time and effort that is consumed, the importance of providing reasonable compensation for elected officials, and the understandable reluctance of elected officials to vote themselves a salary increase (evidenced by the fact that salary for Council members had not changed from 1982 to 2016) the Commission continues to believe that there is a need for a more effective and efficient method of setting and adjusting salaries for elected officials. As was recommended in the most recent reports on this topic by the Commission, the salaries of both the Mayor and the members of Council should be adjusted annually pursuant to some administrative mechanism.

The benefit of such a system of administrative adjustments is that the City would not be faced with the situation presented over the past decade or so: every two or four years we have seen that because of the current cumbersome process for evaluating and adjusting salaries, the salaries of Lakewood's elected officials are usually not in line with those of other similar municipalities. Then the Commission makes a recommendation to remedy the deficiency, which Council is reluctant to adopt.

Accomplishing such annual adjustments, however, is problematic under the Charter. The Charter provides that there can be no change in the salary for the Mayor or for members of Council that would take effect during their respective current terms. In other words, the salary

in effect at the beginning of a Mayor's or Council member's term will remain the same throughout their four-year term. Thus, in the normal course of events, at the end of that four-year term, the salary will be too low since the incremental increases that many, if not most, City workers receive cannot be realized by these important officials.

The Commission has discussed two possible ways to resolve this issue. One is to simply eliminate the language in the Charter regarding the timing of a salary change altogether. Another is to define the administrative adjustments in the Charter and make provision for those salary adjustments only to be allowed during an official's term. The Commission came to the conclusion that the latter method would be clearer and more efficient.

If a system calling for an annual administrative adjustment is adopted, there remains the question of how to determine the particular adjustment. The Commission has investigated ways in which other cities make such adjustments. One method is to simply settle on a percentage of increase at the beginning of the term, which seems to call for predicting what will be appropriate. Alternatively, a number of cities tie adjustments to collective bargaining agreements. The Commission has discussed a hybrid method based on the average of the raises provided in the collective bargaining agreements and the Consumer Price Index. The latter two methods would seem to be more accurately linked to such factors as the City's financial condition and other market factors.

In addition to the proposed annual salary adjustment, the Charter calls for the Commission to undertake a review and report to Council every four years (instead of every two years as was formerly the practice). If provision is made for annual administrative adjustments, that seems preferable. However, the timing of the four-year review called for in the Charter, i.e., during the year of a presidential election, would potentially result in changes in the base salaries during the terms of the officials involved. It seems a better practice to have the base salaries set before candidates for the elected positions file petitions to run for office. Thus, the Commission recommends that the review and report process called for in the Charter take place early in the year of a mayoral election, so that any adjustments to salaries be settled prior to candidate filings. It should be noted that some of the other cities we consulted have such deadlines for setting salaries.

As always, the Commission is available to answer any questions at your request. In addition, the Commission would be more than willing to work with Council on this matter.

Respectfully,
Lakewood Civil Service Commission

By: Maria Shinn
Maria Shinn, President

By: Kenneth Kowalski
Kenneth Kowalski, Commissioner

By: _____
vacant, Commissioner

2020 SALARY SURVEY/ MAYOR/CITY MANAGER/SAFETY DIRECTOR								
City	Contact	City Budget	Mayor	C. Mgr	Safety Director	Salary/Benefits Mayor	S/B City Manager	S/B Safety Director
Bay Village	Joan K	\$ 14-18 mill	Y		Mayor serves	\$98,000.00 Hosp, Vaca, Holiday		Mayor serves as \$5000.00 salary
Cleveland Hts.	Laure	\$42,236,295	Y	Y	City Manager	Pres of Council serves as Mayor \$11,840.00 no Benefits	147,111.00/hosp/auto/Def. Comp contrib	City Manager serves as Safety Dir.
Cuyahoga Falls	Jill Sad	\$164,364,251	Y		Mayor	\$135,505.00 all full time benefits		Mayor serves as Safety Dir.
Euclid	Carrie	\$42,120,000.00	Y		Mayor	\$85,000.00 Hosp Employer pd Life Ins		Mayor serves as Safety Dir.
Fairview Park	Carlen	\$33,600,000	Y		Mayor	\$84,000 Hosp, Auto, cell phone		Mayor serves as Safety Dir.
Mentor	Debra	73,990,000		Y			\$185,115. Hosp and \$700 in Deffered Comp bi-weekly	City Manager serves as Safety Director
N. Olmsted	Donna	\$74,921,291	Y		Y appt Mayor/Council	96,928 Hosp/Vision/Dental/Life Ins		85,832.76 Hosp/Dental/Vision/ Life ins S. Dir. oversees Police, Fire, Service, Fleet, WWTP
Parma	Shane	\$56,620,000	Y			112,580.00 Hosp/Vision/Dental	Chief of Staff \$101,978. All benefits	\$101,978. All benefits oversees Police, Fire, Building Dept, Safety Dept and 911 call center
Rocky River	M. Gre	\$ 38,000,000	Y		Y	\$81,500-Hosp/Auto		85,9000. Hosp/vacation sick leave use of city vehicle
Shaker Hts.	Sandra	42,170,309	Y		Mayor	\$87,000. Hosp, car, cell, Life		Mayor is the Safety Director
Strongsville	Stephe	113,000,000	y		yes	\$150,000. Full benefits		\$128,897. Full Benefits
Westlake	Marth	35,007,085	y			148,700./Hosp/ City Car, life ins		
Lakewood		\$44,647,00.00	Y	N	Mayor	100,300.00 and 25K Life ins. Can sign up for health, dental & vision ins.		Mayor is Safety Director

2020 SALARY SURVEY/ COUNCIL									
City	Contact	Population	City Budget	Council Mem	# At Large	Salary	Pres. Sal	VP Sal	Council Benefits
Bay Village	Joan Kemp	15,372	\$14 - 18 mill	4	2	\$12,500	\$13,500	\$12,500	none offered
Cleveland Hts.	Anna Smit	46,000	\$77 mill		7	\$9,270.00			none offered
Cuyahoga Falls	Jill Sadon	49,200	\$164,364,251	8	3	\$20,083.00	\$20,083.00		Hosp/
Euclid	Dawn Mck	47,000	\$42,120,000	8		\$11,000	\$13,000		Life Ins.
Fairview Park	Carlene H	16,641	\$33,600,000	5	1	\$12,000	\$12,500		none offered
Mentor	Debra Hal	47,120	\$73,990,000	4	3	\$15,000 Wards, \$12,000 At- Large	20,000.00		Only Hosp is offered
N. Olmsted	Donna Ecc	32,718	\$74,921,291	4	3	\$12,742	\$12,742	At large Council 12,656.	none offered
Parma	Shane Kra	79,167	\$56,620,000	9		\$22,000.00	\$24,000.00		Hosp/Vis/Dental
Rocky River	M. Greco	20,213	\$38,000,000	4	3	\$12,000	\$13,500		none offered
Shaker Hts.	Sandra mi	28,448	\$42,170,309		7	\$10,440			Hosp Offered/ paid in full by council member
Strongsville	Stephen	44,650	\$113,000,000	4	3	\$18,841	\$20,091.00	\$19,467.00	no
Westlake	Martha Ca	33,000	35,007,085	6		\$14,480	21,720.00		
Lakewood		52,101	\$44,647,000.00	4	3	13,000.00	13,000.00	13,000.00	med/dental/vis

Elected Official Pay

The following communities responded to a survey by HR Director Dillinger regarding how their elected officials receive pay increases and if there is a specific method used:

- **City of Shaker Heights**
 - Salaries for Council & the Mayor are set by a Council vote here in Shaker Heights.

- **City of Tallmadge**
 - The Elected Officials always had difficulties passing legislation to receive wage increases, so years ago legislation was adopted that provided elected officials wage increases based on the average wage increase of the non-bargaining employees. So, it becomes an automatic wage increase and doesn't have to be debated on the floor each time.

- **City of Brecksville**
 - The City of Brecksville passes an ordinance revising the Administrative Code. We do take into consideration salaries from like communities. We do not have automatic increases for elected officials although our ordinances may contain an installment schedule which could be reflect future year increases.

- **City of Cleveland Heights**
 - Our elected haven't gotten increases in forever. We're city manager form of government so it's not as hot a topic as under a strong mayor but there was a committee created last year to investigate this. I'm still waiting to hear what their recommendations are. At one point they wanted the Civil Service Commission to be the approver of increases and they were not on board with it.
 - Under our form of government, the mayor is simply the president of council...chosen by vote of council (7members). Council was hesitant to give themselves increases so nothing has happened with it.

- **Cuyahoga County**
 - The County Executive and County Council members' salaries are written into the County Charter. Any adjustment to their salaries would need to occur via a charter amendment. The only other elected county official is the County Prosecutor. His salary is set in the Ohio Revised Code. Any change to the Prosecutor's salary would need to be passed by the state legislature. I hope this information is helpful to you

2016 Salary Survey Mayor								
City	Conta	City Budget	Mayor	C. Mgr	Safety Dir.	Mayor	Sal/Bene City Mgr	Salary/Benefits Safety Director
Bay Village	Joan	22,000,000.00	yes	no	yes appointed by the Mayor	84,432.00 plus hosp and vehicle	n/a	5,000.00 plus hosp.
Cleveland Hts.								
Cuyahoga Falls	Nancy	32,985,461.00	yes	no	Mayor serves as	121,575.00 benefits same as employees medical etc.	no	n/a
Euclid	Anita	99,222,420.00	yes	no	Mayor Serves as	85,000.00 with medical, dental, vision & life ins.	n/a	n/a
Fairview Park	Matt	27,941,000.00	yes	no	Mayor serves as	84,000.00 with hospitalization and use of city car	n/a	n/a
Mentor	Victor	60,108,259.00	no	yes	City Mgr serves	161,262.00 with hosp., dental and life ins.	n/a	n/a
N. Olmsted		67,287,289.00	yes	no	yes	100,843.00 with hosp, eye and dental	n/a	89,300.00 with hosp, eye and dental
Parma	Renee	50,000,000.00	yes	no	yes	112,500.00 with hosp, life, dental and vision	n/a	93,279.42 with hosp, vision, life and dental
Rocky River	Mike	22,000,000.00	yes	no	yes	81,500.00 with hosp available		93,640.02 with hosp available
Shaker Hts.	Cait F	45,605,060.00	yes	yes CAO	Mayor serves as	87,000.00 hosp, car with full ins. Coverage	150,117.00 hosp & full bene	n/a
Strongsville	Collee	88,000,000.00	yes	no	yes	149,136.00 with hosp and auto	n/a	117,353.00 with hosp and auto
Westlake	JoAnr	113,136,778.00	yes	no	Mayor serves as	148,700.00 plus hosp and life ins.	n/a	n/a
Lakewood	JP	39,257,445.00	yes	no	Mayor serves as	100,000.00 and 25K Life ins. Can sign up for health, dental & vision ins.	no	n/a

2016 Salary Survey Council									
City	Co	Population	City Budget	Council Men	# At Large	Salary	Pres. Sal	VP Sal	Council Benefits
Bay Village	Jo	15,560	22,000,000.00	4	2	8,466.00	9,598.00		no benefits offered
Cleveland Hts.									
Cuyahoga Falls	Na	50,000 +	32,985,461.00	8	3	18,236.00	19,452.00		offered, prem. higher than employees, 10K Life Ins.
Euclid	An	48,920	99,222,420.00	8		11,000.00	13,000.00	n/a	50K Life Insurance
Fairview Park	Ma	16,571	27,941,000.00	5	1	12,000.00	12,500.00	n/a	no benefits offered
Mentor	Vic	47,000	60,108,259.00	4	3	12,000.00	17,000.00	12,000.00	Hospitalization, Dental & Life
N. Olmsted		32,718	67,287,289.00	4	3	13,256.00	n/a	n/a	no Benefits, At-Large Council 12,909.02
Parma	Re	80,015	50,000,000.00	7		20,540.78	22,497.78	n/a	Available, Medical, Life, Dental & Vision
Rocky River	Mi	20,433	22,000,000.00	4	3	12,000.00	13,500.00	12,000.00	No benefits offered
Shaker Hts.	Ca	28,448	45,605,060.00		7	9,000.00	n/a	n/a	Offered, paid in full by Council member
Strongsville	Co	44,750	88,000,000.00	4	3	18,841.79	20,091.18	19,467.00	no benefits offered
Westlake	Jo	32,729	113,136,778.00	6		14,780.00	22,160.00		no benefits noted
Lakewood	JP	51,143	39,257,445.00	4	3	13,000.00 (wards)			offered Med., dental & vision
						7000.00 (at-large) will increase			

Mayor's Salary incremental/term

City	Incremental Increase	Term increases
Bay Village	yearly by ordinance of Council that is good for 4 years, looks to be about 5%	
Cuyahoga Falls	yearly by ordinance of Council that is good for 4 years. Based on CBA's	
Euclid		The annual compensation of the Mayor shall be fixed at least 30 days before and no more than 150 days before the time for filing nominating petitions for the Council term beginning the next succeeding 1st day of December, except, that in no event shall the Mayor's salary be reduced during the term of office, and shall not thereafter be changed. (from the Euclid Charter)
Fairview Park		by ordinance passed 30 days prior to filing deadline no changes during the term
Mentor	City Manager- under contract	
N. Olmsted	yearly by ordinance of Council that is good for 4 years. Usually based on CBA's. Ordinance has to pass 30 days prior to petition filing with BOE	
Parma		by ordinance passed by end of October during the election year
Rocky River		The salary of an elected officer shall not be increased during his term of office nor decreased during such term except with the consent of the officer involved. If the office is elective the salary shall be set at least forty-five (45) days prior to the last date for filing of nominating petitions.
Shaker Hts.		by ordinance passed by the end of June during the election year
Strongsville	included in the general salary ordinance passed in December of each year, based on service workers CBA	
Westlake	Fixed by council 45 days prior to filing petitions. Can be increased during the term but cannot be decreased during the term. (taken from their charter) (from Ken Haber) The annual increase is tied to the collective bargaining agreement, however, the Mayor has to make a formal request each year to the Council for approve of the increase. Some years the Council does, and some years they don't. Something for us to consider is the salary recommendation by their Civil Service Commission is due prior to the filing date for registering to run in the Mayoral race.	



CIVIL SERVICE COMMISSION
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July 1, 2016

Lakewood City Council Members
Lakewood, Ohio 44107

RE: Recommendation for Council Members and Mayor Salaries

Dear Council Members:

The Second Amended Charter of the City of Lakewood, Article XI, Section 7 requires that the Civil Service Commission make a report setting forth its recommendations for salary and other compensation for the members of council and the mayor on or before the 1st of July in each even-numbered year. Pursuant to that mandate, the Commission issues the following report and recommendations. The report is presented in four sections; the process used in developing our recommendation, our observations and recommendation for the mayor's salary and other compensation, our observations and recommendation for council member's salary and other compensation, and our administrative recommendation.

Process

Over the past couple of months, the Commission gathered, reviewed and analyzed various sources of objective data compiled from other cities of similar size in the Greater Cleveland area. Our review also included the previous years' recommendations that have been submitted to Council for consideration. Given the on-going change in health care coverage and escalating costs over the last number of years, the Commission included in its review the current health-care plans and corresponding costs that the City of Lakewood (City) is offering to all of its eligible employees, including members of council. In this process, for both the mayor and members of council, the Commission evaluated and compared salaries, including all benefits offered by the City, to the information received from the other cities that were included in the survey conducted earlier this year. It should be noted that specific attention was given to those cities with populations and budgets similar to the City. Included in the appendix of this

report are the following documents used by the Commission. Given the changes in the members of council over the last couple of years, the Commission thought it would be helpful to provide the previous recommendations that have been made by this Commission, dating back to 2006.

The list of documents that are included in the appendix:

- 2016, 2014, 2010, 2008 Salary Survey / Council
- 2016, 2014, 2010, 2008 Salary Survey / Mayor/City Manager/Safety Director
- Recommendations for 2014, 2012, 2010, 2008, and 2006

Mayor

Summary of observations:

- Current salary is \$100,000 per year plus benefits, effective 1/1/2016 (per Ordinance No. 109-10, 2/7/11).
- Per the 2016 Salary Survey:
 - All cities offer benefits, from a full range of health-care benefits to a city car
 - A total of eleven cities were included in the survey
 - one of the eleven cities surveyed employs both a mayor and a city manager
 - one of the cities surveyed employs a city manager instead of a mayor
 - In five of the eleven cities surveyed, in addition to a mayor, the city also employs a safety director, with a salary ranging from \$5,000 to \$117,000
 - The salaries range from \$81,500 to \$149,700 for mayor and \$161,162 for city manager
 - In all but two of the eleven cities, the mayoral salary increased since the 2014 survey; the increases ranged from approximately 4% to 16%
- The Commission believes it noteworthy that our mayor also serves as safety director. As stated above, in a number of the surveyed cities there is a separate safety director position, often at a significant salary.
- With the exception of the city of Euclid, those surveyed cities with comparable population size to Lakewood either pay their mayors a considerably higher salary or have a safety director - or both.
- The increasing demands in recent years of managing the size, complexity and fiscal constraints of the City requires the skills and judgment to insure the overall satiability of our community and be prepared to meet the future challenges.
- The Commission continues to believe that to attract the best candidates, the City needs to provide a total compensation package commensurate with the scope of responsibilities and time commitment required.

Recommendation for the Mayor

In 2014, the Commission recommended that the mayor's salary be in the range of \$105,000 to \$110,000 plus benefits as of 1/1/2015 and in the range of \$110,000 to \$115,000 as of 1/1/2016. However, as of January 1, 2016, the current salary is at \$100,000. In light of significant increases in mayoral salaries in nearby cities of comparable size, the Commission does not believe this is a competitive or appropriate salary for Lakewood's mayor.

For instance, Cuyahoga Falls, contiguous to Akron, has a population very comparable to that of Lakewood. As in Lakewood, the mayor serves as safety director. Thanks to an 8% increase since our survey in 2014, the mayoral salary for Cuyahoga Falls is now \$121,575, which, of course, is more than \$21,000 higher than the salary for the mayor of Lakewood. Westlake, another nearby – and less populous - community in which the mayor also serves as safety director, pays its mayor \$148,000, 10% more than in 2014.

These comparisons lead to the conclusion that the salary for the position of mayor of Lakewood should be significantly increased. It is important to note that we are not speaking of a particular person; we are addressing the position. Pursuant to the current Charter as well as the current version of the proposed Charter (as will be more fully discussed below), the salary of the current Mayor cannot be increased during the current term. In order to assure that the City can attract the most competent people to the most important position in our city, the mayoral salary needs to be commensurate with the level of talent, expertise and commitment required.

Thus, the Commission recommends that the salary for mayor be set in the range of \$120,000 to \$125,000 plus benefits as of January 1, 2020. While this salary will almost assuredly continue to be less than the salaries of mayors of other comparable cities, which are likely to increase their mayoral salaries if recent trends are indicative, at least we will be closer to the market value for what is arguably the most important position in the City of Lakewood.

There is still a need to provide an appropriate, ongoing and predictable increase in the mayoral salary, which is addressed as an "Administrative Recommendation" below.

Members of Council

Summary of observations:

- The salary of council members is currently \$13,000 for ward council members (per Ordinance No. 38-14, 12/15/14) and \$7,000 for at-large council members. However, the salary for the latter will also rise to \$13,000 as of January 1, 2018 (per Ordinance No. 38-14).
- Health care benefits are offered to members of council
- Per the 2016 Salary Survey:
 - A total of 11 cities were included in the survey

- The salaries range from \$8,466 to \$20,540
- Of those cities with comparable population the salary range is from \$11,000 to \$18,841
- The majority of cities provide a slightly higher salary for the council president
- Five of the cities for which we have data increased the salary for council members since 2014, five did not.
- Approximately half of the cities offered benefits to council members.
- The increasing cost of health care benefits, specifically medical, has added to the total value of compensation being received by those members of council who have elected to participate in the City's health insurance program
- The increasing demands in recent years related to the social needs, complexity and fiscal constraints of the City requires the skills and judgment to insure the overall sustainability of our community and be prepared to meet the future challenges.
- The Commission continues to believe that to attract the best candidates, the City needs to provide a total compensation package commensurate with the scope of responsibilities and time commitment required.

Recommendation for Council Members

Based upon our review of the compensation information referred to above and the stated observations along with consideration of the City fiscal resources, the Commission recommends no change in the salary for members of council beyond the already scheduled increase for at-large members. However, just as for the mayoral salary, the Commission strongly believes there needs to be a mechanism for a regularly scheduled, predictable increase in salary for members of council. That need is discussed further below.

Administrative Recommendation

Based upon the Commission's experience with the current process of conducting a survey every two years, the amount of time and effort that is consumed, the importance of providing reasonable compensation for elected officials, and the understandable reluctance of elected officials to vote themselves a salary increase (evidenced by the fact that salary for council members had not changed from 1982 to 2016) the Commission continues to believe that there is a need for a more effective and efficient method of setting and adjusting salaries for elected officials. As was suggested in the Commission's 2010 and 2014 reports, the salaries of both the mayor and the members of council should be adjusted annually pursuant to some administrative mechanism.

The benefit of such a system of administrative adjustments is that the City would not be faced with the situation presented over the past decade or so: every two years we have seen that because of the current cumbersome process for evaluating and adjusting salaries, the salaries of Lakewood's elected officials are usually not in line with those of other similar municipalities.

Then the Commission and Council engage in an effort to bring the salaries in line, but are continually playing catch-up.

Accomplishing such annual adjustments, however, is problematic under both the current Charter and the proposed Third Amended Charter submitted by the Charter Review Commission, that may be voted on this coming November. Both documents provide that there can be no change in the salary for the mayor or for members of council that would take effect during their respective current terms. In other words, the salary in effect at the beginning of a mayor's or council member's term will remain the same throughout their four-year term. Thus, in the normal course of events, at the end of that four-year term, the salary will be too low since the incremental increases that many, if not most, City workers receive cannot be realized by these important officials.

The Commission has discussed two possible ways to resolve this issue. One is to simply eliminate the language regarding the timing of a salary change altogether. Another is to define the administrative adjustments in the Charter and make provision for those salary adjustments only to be allowed during an official's term. After consultation with the Law Director, the Commission came to the conclusion that the former method would be clearer and more efficient.

If a system calling for an annual administrative adjustment is adopted, there remains the question of how to determine the particular adjustment. The Commission has investigated ways in which other cities make such adjustments. One method is to simply settle on a percentage of increase at the beginning of the term, which seems to call for predicting what will be appropriate. Alternatively, a number of cities tie adjustments to collective bargaining agreements. The latter method would seem to be more accurately linked to such factors as the City's financial condition and other market factors.

In addition to the proposed annual salary adjustment, the proposed Third Amended Charter calls for the Commission to undertake a review and report to council every four years instead of two. If provision is made for annual administrative adjustments, that seems a sound suggestion. However, the timing of the four-year review called for in the proposed Third Amended Charter, i.e., during the year of a presidential election, would potentially result in a changes in the base salaries during the terms of the officials involved. It seems a better practice to have the base salaries set before candidates for the elected positions file petitions to run for office. Thus, the Commission recommends that the review and report process called for in the proposed Third Amended Charter take place early in the year of a mayoral election, so that any adjustments to salaries be settled prior to candidate filings. It should be noted that some of the other cities we consulted have similar deadlines for setting salaries.

With the assistance of the Law Director, the Commission has suggested some changes to the proposed Third Amended Charter so that Council can better understand our recommendation. Those possible changes are attached. Also, the Commission is aware that there is some time pressure, so the attached can perhaps serve as a starting point.

As always, the Commission is available to answer any questions at your request. In addition, the Commission would be more than willing to work with Council and/or members of the Charter Review Commission on this matter.

Respectfully,
Lakewood Civil Service Commission

By: *Kenneth Haber*
Kenneth Haber, President

By: *Joseph Gibbons*
Joseph Gibbons, Commissioner

By: *Kenneth Kowalski*
Kenneth Kowalski, Commissioner