

CITY OF ATLANTA
2012 ELECTED OFFICIALS COMPENSATION COMMISSION

City of Atlanta
55 Trinity Avenue, SW
Atlanta, Georgia 30335

Attention:
Honorable Kasim Reed, Mayor, City of Atlanta
Mr. Ceasar C. Mitchell, President of the
Atlanta City Council
Members of the Atlanta City Council

Atlanta Board of Education
130 Trinity Avenue, SW
Atlanta, Georgia 30335

Attention:
Members, Atlanta Board of Education
(c/o Dr. Howard Grant, Board Executive Secretary)

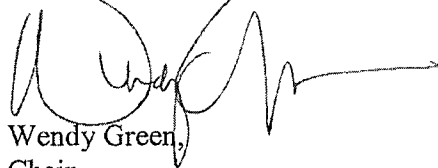
Reference: Salary Recommendations Effective January 1, 2014

Greetings:

The City of Atlanta Elected Officials Compensation Commission submits its salary recommendations for Mayor, President of the City Council, City Council Members; and Atlanta Board of Education Chair, Vice Chair, and Members as prescribed by Section 2-703 of the City Charter.

Please feel free to contact us with any questions.

Respectfully submitted,



Wendy Green,
Chair
green.wendyw@gmail.com

**2012 REPORT AND RECOMMENDATIONS OF THE
CITY OF ATLANTA ELECTED OFFICIALS COMPENSATION COMMISSION**

INTRODUCTION

The Elected Officials Compensation Commission (“EOCC” “Commission”) is charged with making recommendations concerning the salaries of the Mayor, the President of the City Council, the Members of the City Council, and the Members of the Atlanta Board of Education. The Board is required to make its recommendations at least one year prior to the regular municipal election.

The EOCC is made up of seven volunteer citizens from the City of Atlanta who have been appointed by each respective group of elected officials: 2 citizens are appointed by the City Council; 2 citizens are appointed by the Board of Education; 1 citizen is appointed by the President of the City Council; 1 citizen is appointed by the Mayor; and 1 citizen is appointed by the Atlanta Planning Advisory Board.¹ The members of the EOCC are:

<u>Member</u>	<u>Home Neighborhood</u>	<u>Appointed By</u>
Xavier O. Carter, Esq.	Buckhead	Mayor
Jamel DeCosta (Co-Chair)	Liberty Park	City Council
Wendy Green (Co-Chair)	Cascade Road Corridor	City Council
Mary Long	West End	Board of Education
Geri P. Thomas	East Lake	City Council President
Paul Zucca	Grant Park	Board of Education

The EOCC would like to thank the Schapiro Group for its excellent work and analysis in compiling data from various comparison cities to be considered by the EOCC. The EOCC would also like to thank Bernard Thomas of the City of Atlanta, City Council Staff and Rhonda Dauphin Johnson, City of Atlanta, Atlanta Municipal Clerk and Election Superintendent. Without their assistance and guidance, the work of the EOCC would have been much more difficult and likely could not have been completed on time.

¹ The appointment by the Atlanta Planning Advisory Board was not filled and remained vacant throughout this process.

THE PROCESS UNDERTAKEN BY THE EOCC

The report and recommendations that follow are the result of a process undertaken by the EOCC over the course of several months, beginning at its initial meeting on February 28, 2012. Since then the EOCC has met on a monthly basis to: identify and discuss the key issues to be considered in forming recommendations; identify and procure the services of a competent consulting firm to assist the Commission in carrying out its responsibilities; analyze the reports submitted by the procured consulting firm; meet with the public, members and/or representatives from the City Council, the President of Council, the Mayor, and the Board of Education; and to deliberate and vote on recommendations. As required by Section 2-703 of the City Charter, the Commission advertised and held a public hearing at 6:00 p.m. on July 30, 2012 in the City Council Chamber at which only one person appeared and gave comments.

Identification of Key Issues: Early in the process, the EOCC identified the issues it believed were key issues to be considered in making the required recommendations. The EOCC relied heavily on the excellent work done by previous installments of this Commission to identify said issues. The EOCC noted that salary raises had not been implemented for the Mayor since 2006, for the President of the Council and the City Council since 2006, and for the Members of the Board of Education since 2002. Pursuant to its statutory charge, it then sought ways to compare and analyze the current salaries of the identified elected officials to their counterparts performing similar roles and responsibilities in similarly-sized cities and municipalities throughout the country and/or cities of comparative national and international profile and importance. After deliberation and a unanimous vote, the EOCC opted to hire an outside consulting firm to help accumulate data that would help the EOCC to conduct said analysis.

Procurement and Use of Consulting Firm: After a Request for Proposal process, the EOCC elected to hire the Schapiro Group, Inc.—an Atlanta-based strategy and consulting firm—to compile select demographic and composition information for elected officials in cities of comparable size and government structures to the City of Atlanta, and with comparably sized school boards to the Atlanta Public School System whose school boards served similar roles, functions, and student populations. The Schapiro Group was hired by unanimous vote of the members present at its meeting on June 14, 2012, and it submitted its initial “Data Collection and Analysis of the Compensation of Elected Officials in the City of Atlanta and Other Jurisdictions” to the Commission on September 6, 2012. (See Exhibit A, attached.) After receiving that report and analyzing its results, the EOCC asked the Schapiro Group to provide similar data for five additional cities. The Schapiro Group graciously agreed, and submitted its final report to the Commission on October 15, 2012.

Meetings with Stakeholders: During the course of its deliberation process, the EOCC also met with stakeholders from the community and with the various elected officials whose positions the recommendations of the EOCC might affect. Those

meetings were very informative and provided key information that factored into the Commission's ultimate recommendations.

Deliberations and Recommendations: Having gone through the process described above, the EOCC now makes the recommendations that follow in the next section. The decision-making process adopted by the Commission was *majority vote of the quorum*, but most (if not all) decisions were made by consensus of the group after deliberate consideration of the issues. Our recommendations for all positions took into account the cost of inflation since the last pay increases were implemented for the elected positions considered by this Commission.²

RECOMMENDATIONS FOR SALARY ACTIONS

Mayor: The EOCC considered a total of 12 cities with mayoral roles and responsibilities similar to those of the City of Atlanta (i.e., cities with a “strong mayor” form of government). Ultimately the EOCC selected the 9 cities it believed were most like the City of Atlanta in terms of population, city budget, mayoral roles and responsibilities, and/or in national and international prominence and profile. When compared to those 9 cities³, the Mayor's salary of \$147,500 currently ranks seventh out of ten (i.e., only three cities pay their mayor less).

The EOCC believes the Mayor's salary should be **increased to \$184,300** for the four-year period beginning January 1, 2014 through December 31, 2018. This pay increase represents a cost of living increase from the current salary (\$147,500 in 2006 to \$169,300 in 2012), plus an increase of \$15,000 to make the salary for the Mayor of Atlanta more competitive with the chief executive officer salaries of similarly situated cities, and to allow the City of Atlanta to continue to attract talented leaders for the City.

The EOCC makes this recommendation for multiple reasons. First—as previous iterations of this Commission have noted—this Commission believes that Atlanta is unique in its history and in its standing in the region and the nation. It has been a pioneer and leader in the Civil Rights Movement, it has hosted an Olympics, it is home to one of the busiest and most important airports in the world, and it has (almost since its very inception) been the premiere hub of economic activity in the Southeast. With that history, the City of Atlanta maintains a unique role in the regional, national, and international landscape that most cities of comparable size and population do not enjoy. The Mayor's activities and influence extend well beyond the city limits (population, 420,000+) into the entire metropolitan population (over 5,000,000 people). Atlanta's

² In so doing, the EOCC used the United States Department of Labor Bureau of Labor Statistics Consumer Price Index Inflation Calculator.

³ The 9 comparison cities chosen for close EOCC scrutiny were: Washington, DC; Boston, Mass.; Seattle, Washington; Columbus, Ohio; Memphis, Tennessee; Denver, Colorado; Jacksonville, Florida; Nashville, Tennessee; and Portland, Oregon.

Mayor is seen as a strategic leader for growth management at the local, statewide, and regional levels, and (not infrequently) is called upon to play a similar role on the national and international scale.

Secondly, the Mayor is the Chief Executive Officer of the City. He or she is responsible and accountable for the quality of administrative performance and service delivery of the government to and for its citizens. The position of Mayor is a senior executive-level occupation—with responsibility for approximately 7500 employees, including numerous other senior executive-level personnel who are more highly compensated than the Mayor. While sensitive to the legitimate constraint that the position of Mayor is a position of service to the community, the EOCC believes the Mayor should be compensated commensurate with the senior executive-level responsibilities that come with the position.

Over the past several years, the City of Atlanta has been able to attract highly-successful and competent mayors that have helped raise the profile of the City in a positive manner and have placed the City in a strong position to continue to excel into the future, despite trying economic times. The EOCC believes that, in order to continue to attract highly-successful and competent candidates to the office of Mayor, it is imperative that the mayoral salary reflect executive level compensation.

Members of the City Council:

The EOCC found it difficult to draw adequate comparisons between the work done by members of the Atlanta City Council to that done by their counterparts in similarly-situated cities. With the help of the Schapiro Group, the EOCC attempted to draw the most apt comparisons possible with the limited resources at our disposal. The EOCC determined that, the Atlanta City Council's salary of \$39,473 lags behind that of their counterparts in comparison cities. Average salaries in those cities are \$50,720, or 28% higher than in Atlanta. However, that number only tells part of the story, as it does not reflect that some cities in that comparison have council-equivalent positions that are full-time positions. The average pay in comparison cities with part-time council-equivalent members was \$29,390, or 26% less than what Atlanta City Council members receive.

The current City Charter does not identify Council Member status as either full-time or part-time. There is currently no job description or listing of duties for Council Members, although it does indicate that the role of City Council Member is legislative in nature, with no reference to helping constituents obtain services from the City. Nonetheless, the EOCC interviewed more than half of the Members (9 total) and found that the majority of them have dedicated themselves to the position in a manner that can only be described as a full-time occupation, with many of them spending in excess of 60 hours per week on the job. Their activities include attending Council Meetings, attending Council Committee Meetings, attending neighborhood planning unit meetings, attending

neighborhood improvement and planning task force meetings, constituent service, and a host of other activities on a weekly basis.

The EOCC recommends that the salary for Council Members be **increased to \$60,300**. This pay increase represents a cost of living increase from the current salary (\$39,473 in 2006 to \$45,300 in 2012), plus an increase of \$15,000 to better reflect the current level of commitment and service of the Members of the City Council, who are extremely dedicated to their constituents and their community. Doing so would make the salary of Council Members more comparable to their counterparts in other cities serving similar roles in the community.

President of the City Council: The President of the City Council is currently paid \$41,000, slightly more than the salary afforded Members of the City Council. This Commission determined that the office requires few additional responsibilities that indicate the office of the President of the City Council should be paid significantly more than other Members.⁴ Accordingly, the EOCC recommends that the President of the City Council's salary be **increased to \$62,000**. This pay increase represents the same cost of living increase afforded the other Members of the City Council (on a percentage basis), as well as the \$15,000 pay increase recommended for the other Members of the City Council.

Members of the Atlanta Board of Education: The duties of the Atlanta Board of Education include: setting policy; approving annual budget; and providing for the levy of tax for education and setting the millage rate; hiring and evaluating the superintendent; and, under the leadership of the superintendent, adopting a vision for the district. The Board elects a Chair and a Vice Chair, each of which has some additional responsibility including serving as the principal liaison between the Board and the superintendent (Chair) and meeting on regular basis with the superintendent and the Chief of Staff (Chair and Vice Chair).

The EOCC was afforded the opportunity to speak with only two Board Members about their duties and whether they believe the current level of pay the Members receive is commiserate with their current workload and responsibilities. One member opined that the pay level is in fact in line with their work load and responsibilities. We agree with that member.

Membership on the Atlanta Board of Education is a part-time position, and our interviews indicate Board Members treat it as such. Nonetheless, we believe the Members of the Board of Education should also receive a cost of living adjustment based on the same CPI Inflation calculation methodology the other elected positions reviewed by this Commission received. The EOCC notes, however, that the last pay increase for

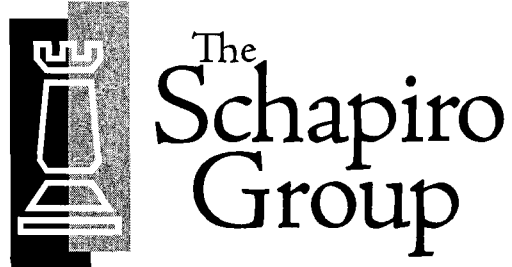
⁴ This determination is consistent with similar determinations made by previous iterations of this Commission.

the Atlanta Board of Education was implemented in 2002. Accordingly, our recommendation reflects a CPI Inflation adjustment since that time. We recommend pay increases as follows: (a) the President of the Board's salary should increase from \$16,184 to \$20,817; (b) the Vice President of the Board's salary should increase from \$15,492 to \$19,928; and (c) the other Board Members' salaries should increase from \$14,800 to \$19,037.

CONCLUSION

The members of the EOCC would like to thank those who appointed them for the opportunity to serve our community in this capacity. Each member took their responsibility to the community very seriously and we strived to ensure that we delivered a report and recommendations that represented what we believe will place the city in the best position to have highly competent elected officials who are dedicated to the continued growth and progress of the City of Atlanta.

EXHIBIT A



Data Collection and Analysis of the
Compensation of Elected Officials in the
City of Atlanta and Other Jurisdictions –
Data Tables

Prepared for:
Atlanta Elected Officials Compensation Commission

October, 2012

City Information		Atlanta	Boston	Columbus	Jacksonville	Memphis	Milwaukee	Nashville	Pittsburgh
Resident Population	City	420,003	617,594	787,033	821,784	662,897	594,833	601,222	305,704
	Metro	5,268,860	4,552,402	1,836,536	1,345,596	1,316,100	1,555,908	1,589,934	2,356,285
Type of Government	Strong Mayor	X	X	X	X	X		X	X
	Weak Mayor						X		
	City Manager								
	Other								
Size of City Budget	General Fund Budget	\$526,647,769	\$2,400,000,000	\$738,624,999	\$1,615,730,812	\$582,927,253	\$590,373,797	\$1,745,267,200	\$458,539,108 (Op Budget)
	Enterprise Funds:								N/A
	Airport	x						x	N/A
	Water System	x		x		x	x		N/A
	Sewer System	x		x		x	x		N/A
	Electric Utility			x				x	N/A
	School System		x						N/A

City Information		Dallas	Denver	Portland	Seattle	D.C.
Resident Population	City	1,223,229	619,968	593,820	620,778	617,996
	Metro	6,447,228	2,554,474	2,241,913	3,407,848	5,476,241
Type of Government	Strong Mayor		x		x	x
	Weak Mayor					
	City Manager	x				
	Other			x (home-rule charter city)		
Size of City Budget	General Fund Budget	\$1,041,303,167	\$933,236,208	\$483,741,857	\$917,900,000	\$6,649,179,000
	Included Enterprise Funds:					N/A
	Airport	x	x	x	x	N/A
	Water System	x				N/A
	Sewer System		x			N/A
	Electric Utility			x		N/A
	School System			x	x	N/A

Mayor		Atlanta	Boston	Columbus	Jacksonville	Memphis	Milwaukee	Nashville	Pittsburgh
Salary		\$147,500	\$175,000	\$172,981	\$138,474	\$162,925	\$147,336	\$136,500	\$105,494
Special Allowances	Account	General (\$20,600)	Travel/ Entertainment	No	No	N/A	Staff Expenses	Travel	N/A
	Reimbursement Limit	No	No	No	All Expenses	N/A	No	No	N/A
Other Compensation provided to Mayor	Assigned Car	Yes (through security detail)	Yes	Yes	Yes	N/A	Yes	No	N/A
	Cell Phone	Yes	Yes	Yes	Yes	N/A	Yes	Yes	N/A
	Other	Security	No	No	No	N/A	No	No	N/A

Mayor		Dallas	Denver	Portland	Seattle	D.C.
Salary		\$60,000	\$154,406 (starting July 2013)	\$122,907	\$174,056	\$200,000
Special Allowances	Account	Individual budget of \$32,000 which covers expenditures for travel, staff, etc.	No	No	No	\$10,000 Discretionary Fund
	Reimbursement Limit	No	Some expenses reimbursable	No specific allowances; some costs may be billable	Travel reimbursed for City Business only from Mayor's Office Budget	No
Other Compensation provided to Mayor	Assigned Car	Yes	No	reimbursable mileage and parking	Yes	Provided by MPD for security Detail
	Cell Phone	No	No	No	Yes (optional)	No
	Other	No	No	No	No	No

City Council		Atlanta	Boston	Columbus	Jacksonville	Memphis	Milwaukee	Nashville	Pittsburgh
Size of City Council	Elected by district	12	9	7	14	7	15	35	9
	Elected at-large	3	4	0	5	6 (Super Districts)	0	5	0
	Include Presiding Officer	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Characteristics of the Council	Full Time		X	X			X		X
	Part Time	X			X	X		X	
	Frequency of Meetings	Bi-Weekly	Weekly	Weekly	2x Month	2x Month	Bi-Weekly or Less	2x Month	Bi-Weekly
Salary	Members	\$39,473	\$87,500	\$46,000	\$44,100	\$29,070	\$73,220	\$15,000	\$60,151
	Presiding Officer	\$41,000	\$87,500	\$55,707	\$58,800	\$31,070	\$82,749	\$17,000	\$60,151
Special Allowances for Members	Account	Expense account (\$30,000)	Staff Expenses (\$187,500)	No	No	No	Travel \$350/Month	No	No
	Reimbursement Limit	No	No	Travel	All Expenses are reimbursed	Travel	No	No	No
Special Allowances for Presiding Officer	Account	Expense account (\$30,000)	Staff Expenses (\$225,000)	No	No	No	Travel \$350/Month	No	No
	Reimbursement Limit	No	No	Travel	All Expenses	Travel	No	No	No
Other Compensation provided to Members	Assigned Car	No	No	\$350/Month Allowance	No	No	No	No	No
	Cell Phone	Yes	No	Yes	Communications Allowance	No	Yes	No	No
	Other	No	No	No	No	No	No	No	No
Other Compensation provided to Presiding Officer	Assigned Car	No	No	\$350/Month Allowance	No	No	No	No	No
	Cell Phone	Yes	No	Yes	Communications Allowance	No	Yes	No	No
	Other	No	No	No	No	No	No	No	No
Number of Staff	Members	2-3	As many as needed out of staff allowance	2	1 per Member	2 for every 3 Members	1 for each	0	As many as needed out of staff allowance
	Presiding Officer	2	As many as needed out of staff allowance	2	1	2	1 + 2 aides	0	As many as needed out of staff allowance
	Shared by Both	5-6	12 General	26 General	0	3 General	0	6 General	2 General

City Council		Dallas	Denver	Portland	Seattle	D.C.
Size of City Council	Elected by district	14 (+Mayor)	11	0	0	8
	Elected at-large	0	2	4 Commissioners (+Mayor)	9	5
	Include Presiding Officer	No	Yes	No	No	Yes
Characteristics of the Council	Full Time	x	x	x	x	Chairman
	Part Time					Members
	Frequency of Meetings	1/Wk	1/Wk	2/Wk	1/Wk	1/Month
Salary	Members	\$37,500	\$80,753 (starting July 2013)	\$103,522	5 members: \$119,975, 4 members: \$117,534	\$128,202
	Presiding Officer	N/A	\$90,428 (starting July 2013)	N/A	N/A	\$190,000
Special Allowances for Members	Account	\$18,900	No	No	No	NPS Budget (non-personal services)= \$18,740 for goods/services essential to duties
	Reimbursement Limit	No	Some expenses reimbursable	No specific allowances; some costs may be billable	Business expenses are reimbursed	No
Special Allowances for Presiding Officer	Account	N/A	Same as members	N/A	N/A	Same as members
	Reimbursement Limit	N/A	No	N/A	N/A	No
Other Compensation provided to Members	Assigned Car	No	No	reimbursable mileage and parking	No	No
	Cell Phone	No	No	No	Option of City funded cell phone for business only	No
	Other	No	No	No	No	No
Other Compensation provided to Presiding Officer	Assigned Car	N/A	No	N/A	N/A	No
	Cell Phone	N/A	No	N/A	N/A	No
	Other	N/A	No	N/A	N/A	No
Number of Staff	Members	2	1-3 depending on district needs	Up to 4	3 leg. Assistants each	Budget allows Members to have control of staffing levels
	Presiding Officer	N/A	No	N/A	N/A	Budget allows Members to have control of staffing levels
	Shared by Both	No	No	No	10 administrative support, 18 policy advisors	Budget allows Members to have control of staffing levels

School Board

		Atlanta	Boston	Columbus	Cobb County	DeKalb County	Gwinnett County	Nashville	Pittsburgh
Salary	Members	\$14,800	\$7,500 Annual Stipend	\$125/Meeting Max Comp \$4,500/yr	\$18,000	\$18,000	16,524	\$14,000	Not Paid
	Presiding Officer/Chair	\$16,184	\$7,500 Annual Stipend	\$125/Meeting Max Comp \$4,500/yr	\$22,000	\$18,000	\$16,524	\$14,000	Not Paid
Size of School Board	Elected by district	6	0	0	7	7	5	9	9
	Elected at-Large	3	0	7	0	2	0	0	0
	Appointed	0	7	0	0	0	0	0	0
Characteristics of School Board	Full Time				X				
	Part Time	X	X	X		X	X	X	X
	Frequency of Meetings	Monthly	2x Month	2x Month	2x Month	2x Month	Monthly	2x Month	Monthly
Special Allowances for Members	Account	No	Limited Travel	No	Travel	\$450 for Expenses	No	\$1,200/Yr Travel	Limited Travel
	Reimbursement Limit	No	No	Travel	No	No	No	No	No
	Other	Travel Stipend (\$2,000)	No	No	No	No	General Fund for duties, overnight travel requires permission	No	No
Special Allowances for Presiding Officer	Account	No	No	No	Travel	\$450 for Expenses	No	\$1,200/Yr Travel	Limited Travel
	Reimbursable	No	No	Travel	No	No	General Fund for duties, overnight travel requires permission	No	No
Other Compensation provided to Members	Assigned Car	No	No	No	No	No	No	No	No
	Cell Phone	Cell Stipend (optional)	No	No	No	Offered	No	No	Yes
	Other	No	Office Space	No	No	Desktop@home	Tech Package-laptop, printer, fax, supplies	Laptop	Computer
Other Compensation provided to Presiding Officer	Assigned Car	No	No	No	No	No	No	No	No
	Cell Phone	Cell Stipend (optional)	No	No	No	Offered	No	No	Yes
	Other	No	Office Space	No	No	Desktop@home	Tech Package-laptop, printer, fax, supplies	Laptop	Computer
Number of Staff	Members	1	0	0	0	0	0	0	0
	Presiding Officer	0	0	0	0	0	0	0	0
	Both	0	3	1	0	0	1	2	1 General
Size of School System	General Fund Budget	\$640,000,000	\$420,257,000	\$743,245,715	\$817,339,204	\$774,600,000	\$1,205,200,000	\$720,420,300	\$529,800,000
	Number of Schools	81	125	122	112	145	132	150	60
	Number of Students	51,283	57,000	50,787	106,849	97,000	164,400	81,882	25,031
	Number of Teachers	6,500	5,500	3,965	5,894 + 1,539 SpEd	14,000	10,000	5,209	1,850
	Other	N/A	N/A	N/A	N/A	7,000	22,000	N/A	2,350

EXHIBIT B

SALARY RECOMMENDATIONS EFFECTIVE JANUARY 1, 2014

TITLE	CURRENT SALARY	RECOMMENDED SALARY	PROPOSED INCREASE
MAYOR OF ATLANTA	\$147,500	\$184,300	\$36,800
PRESIDENT OF THE CITY COUNCIL	\$41,000	\$62,000	\$21,000
CITY COUNCIL MEMBERS	\$39,473	\$60,300	\$20,827
ATLANTA BOARD OF EDUCATION CHAIR	\$16,184	\$20,817	\$4,633
ATLANTA BOARD OF EDUCATION VICE CHAIR	\$15,492	\$19,928	\$4,436
SCHOOL BOARD MEMBERS	\$14,800	\$19,037	\$4,237