



**A Compensation Comparison
of Mayors and City Councils among
communities in South Carolina, North Carolina
and Georgia**

Trident CEO Council

SOUTH CAROLINA

www.tridentceocouncil.com

Conducted for the Trident CEO Council by:

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Background

The Charleston Metro Chamber of Commerce's Center for Business Research was commissioned by the Trident CEO Council to conduct a compensation comparison study of mayors and councils in select communities in South Carolina, North Carolina and Georgia which are located in growth areas and have populations of 50,000 or greater (a few exceptions noted).

Representing Berkeley, Charleston and Dorchester counties, the Trident CEO Council is a registered 501(c)(4) non-profit organization focused on community betterment throughout the Charleston Tri-County region. Members of the Trident CEO Council identify growth issues effecting the area and advocate best business practices.

Its mission is to identify regional growth issues and other community challenges, primarily but not exclusively in Berkeley, Charleston and Dorchester Counties, to develop and advocate policy directions in response to those issues and challenges, and to engage in collaborative efforts to address the broader issues facing the region.

The purpose of the study is to compare the salary of mayors, council members and administrators/managers (if applicable) as well as to determine the number of hours mayors work in each community as a gauge of comparison of overall duties and responsibilities.

The Trident CEO Council commissioned the study out of a concern over attracting a quality pool of candidates to run for local office because of the amount of time required of elected officials, particularly mayors.

Methodology

The following 21 municipalities were selected for examination:

Municipality	2007 Population Estimate*	Municipality	2007 Population Estimate
<u>South Carolina</u>		<u>North Carolina</u>	
Charleston	110,015	Asheville	73,875
Columbia	124,818	Chapel Hill	51,574
Greenville	58,754	Gastonia	71,059
Mount Pleasant	64,707	Greenville	76,058
North Charleston	91,421	High Point	100,432
Rock Hill	64,858	Rocky Mount	56,844
Spartanburg	38,843		
Summerville	44,036		
<u>Georgia</u>			
Albany	75,825		
Alpharetta	49,662		
Macon	93,076		
Marietta	67,000		
Roswell	87,312		
Sandy Springs	83,166		
Savannah	130,000		

*Source: US Census Bureau, 11/2008

Copies of 2008 annual salary surveys were obtained from each state's applicable organization (Municipal Association of South Carolina, North Carolina League of Municipalities, and the Georgia Department of Community Affairs' Office of Research) from which compensation information for officials in each selected community was extracted.

Personal contact was then made by the Center for Business Research with either the municipality's professional administrator's office or with the mayor's office directly to confirm compensation information and to ask the following questions:

- How much time do mayoral duties and responsibilities require?
- Is the workload required by mayoral duties and responsibilities more than, less than, or about the same as what was expected before being elected?

More information including official form of government, mayoral duties and responsibilities, and other occupations of mayors (if applicable) was collected during each interview as well as from each community's website.

Findings

According to ancillary research conducted during this study, there are basically two forms of municipal government, the *Mayor-Council* system (sometimes called the *Mayor-Commission* system) and the *Council-Manager* system. The *Mayor-Council* alternative is usually one of two variations depending on the relationship between the legislative and executive branches of the municipality's governing structure: "*weak-mayor*" or "*strong-mayor*".

Wikipedia.org, an online information resource, helps define the differences between these systems with the following descriptions and diagram:

1) Mayor-Council

Weak-mayor, or ceremonial, form - In the weak-mayor form of the mayor-council government, the council possesses both legislative and executive authority. The council may appoint officials and must approve of mayoral nominations. The council also exercises primary control over the municipal budget. The mayor, though elected, has little real political power and less independence under this form, serves largely ceremonial duties, and may even be a member of the council. [According to Charles Adrian, political science professor at University of California, Riverside], ...'The weak-mayor plan is a product of Jacksonian democracy. It comes from the belief that if politicians have few powers and many checks, then they can do relatively little damage.' This form of government is most commonly used in small towns.

Strong-mayor, or executive, form - The strong-mayor form of mayor-council government consists of a popularly elected executive branch and a legislative branch, usually a city mayor and city council respectively. In the strong-mayor form, the mayor is given almost total administrative authority and a clear, wide range of political independence, with the power to appoint and dismiss department heads without council approval and little public input. In this system, the strong mayor prepares and administers the city budget, although that budget often must be approved by the city council. In some strong-mayor governments, the mayor will appoint a chief administrative officer, or CAO, who will supervise department heads, prepare the budget, and coordinate departments. This CAO...is responsible only to the mayor. The government of New York City uses the strong-mayor form of the mayor-council system as indeed do most major American cities."

From Wikipedia, the free encyclopedia: http://en.wikipedia.org/wiki/Mayor-council_government

2) Council-Manager

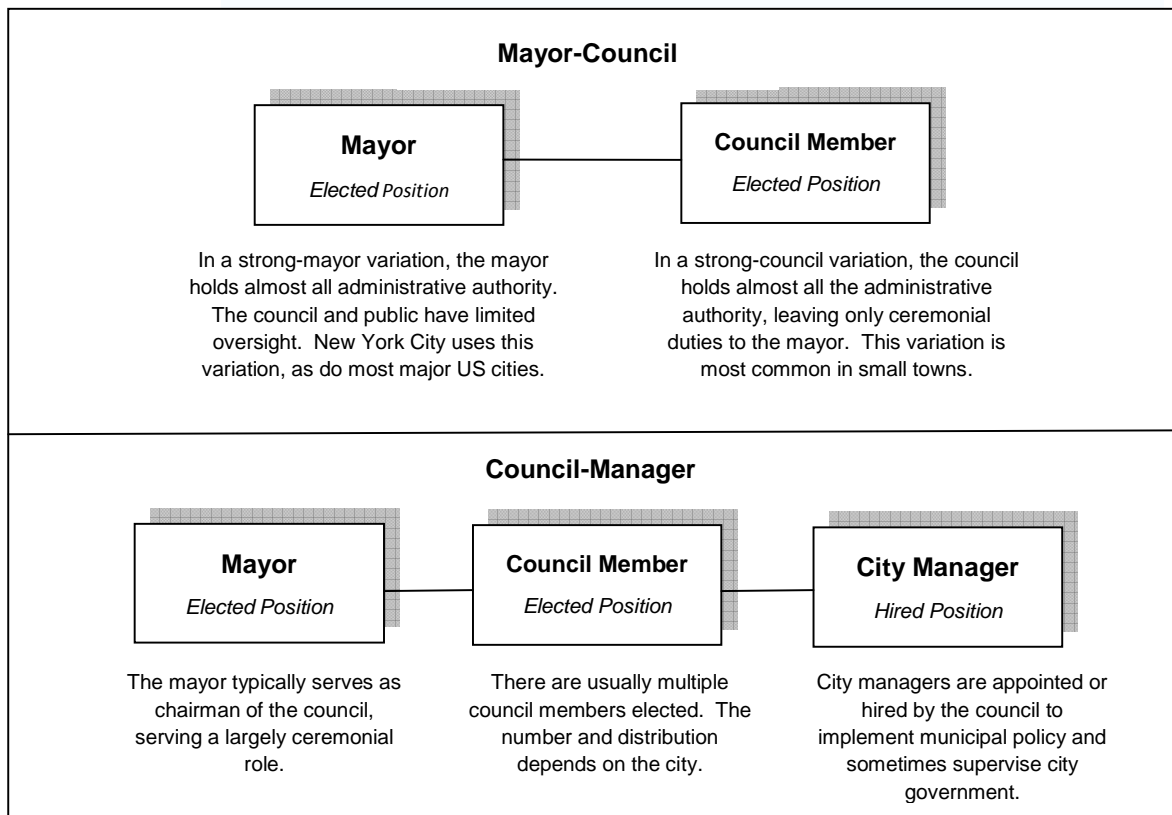
“Under the *council-manager* form of government, the elected governing body (e.g., city council, city commission, board of selectmen, or other body of at least three individuals) is responsible for establishing policy, passing local ordinances, voting appropriations, and developing an overall vision for a city, town, or county. Under such a government, the mayor (or equivalent executive) performs primarily ceremonial duties and is often drawn from, and the presiding officer of, the city council or other governing body.

The elected officials then appoint a city manager or administrator to oversee the daily operations of the government and implement the policies established by the governing body. The manager serves the governing body, often with an employment agreement or contract that specifies his or her duties and responsibilities. Ideally, the manager is apolitical.

The council-manager system can be seen to place all power into the hands of the legislative branch. However, a city manager can be seen as a similar role to that of corporate chief executive officer (CEO) in providing professional management to an organization. Council-manager government is much like a publicly-traded corporation. In a corporation, the board of directors appoints a CEO, makes major decisions and wields representative power on behalf of shareholders. In council-manager government, the city council appoints a city manager, makes major decisions, and wields representative power on behalf of the citizens.”

Sumter, South Carolina, was the first city in the United States to successfully implement the council-manager form of government.

From Wikipedia, the free encyclopedia: <http://en.wikipedia.org/wiki/Council-manager>



Source: http://en.wikipedia.org/wiki/File:Municipal_government_diagram.png

All municipalities examined in this study except Charleston, North Charleston and Macon (Georgia) have the *council/manager* form of government. These three have a “strong-mayor” *mayor/council* form of government. One mayor of a North Carolina town commented during her interview that all municipalities in their state have a council/manager form of government, even the large cities.

Municipality	Form of Government	2007 Population	Mayor Salary
SC			Per Capita
Charleston	Mayor/Council	110,015	\$ 1.36
Columbia	Council/Manager	124,818	\$ 0.14
Greenville	Council/Manager	58,754	\$ 0.31
Mt Pleasant	Council/Manager	64,707	\$ 0.37
North Charleston	Mayor/Council	91,421	\$ 1.44
Rock Hill	Council/Manager	64,858	\$ 0.19
Spartanburg	Council/Manager	38,843	\$ 0.41
Summerville	Council/Manager	44,036	\$ 0.34
GA			
Albany	Commission/Manager	75,825	\$ 0.33
Alpharetta	Council/Manager	49,662	\$ 0.60
Macon	Mayor/Council	93,076	\$ 1.12
Marietta	Council/Manager	67,000	\$ 0.27
Roswell	Council/Manager	87,312	\$ 0.46
Sandy Springs	Council/Manager	83,166	Didn't partic. in salary study
Savannah	Council/Manager	130,000	\$ 0.32
NC			
Asheville	Council/Manager	73,875	\$ 0.25
Chapel Hill	Council/Manager	51,574	\$ 0.41
Gastonia	Council/Manager	71,059	\$ 0.23
Greenville	Council/Manager	76,058	\$ 0.15
High Point	Council/Manager	100,432	\$ 0.13
Rocky Mount	Council/Manager	56,844	\$ 0.25

All cities/towns selected for this analysis participated in their respective annual compensation surveys with the exception of Sandy Springs, Georgia.

Mayors' salaries calculated on a per capita basis were less than \$1 per person – and in most cases less than 50 cents per person – with the exception of the three “strong mayor” cities which were well over \$1 per person in their cities' populations (see table above).

Populations of cities analyzed range from 38,000 to 130,000 with average and median in mid 70,000s.

When ranked from largest to smallest population, it is notable that mayoral salary is not necessarily congruent with population size, as is apparent with Columbia, High Point, and

Greenville (NC) which have larger populations but rank lower in mayor's salary. Also seemingly incongruent are Alpharetta and Chapel Hill, which are in the bottom quintile in population of communities selected but in the top ten with regard to mayor's salary.

Among South Carolina cities analyzed, Mt Pleasant currently has the highest of all mayoral salaries for cities with a city manager, though it is not the largest in population.

Population rank	SC, NC or GA Municipality	2007 Population	Mayoral Salary	Mayoral salary rank
1	Savannah	130,000	\$42,000	4
2	Columbia	124,818	\$17,500	13
3	Charleston	110,015	\$149,500	1
4	High Point	100,432	\$13,200	18
5	Macon	93,076	\$103,898	3
6	North Charleston	91,421	\$131,412	2
7	Roswell	87,312	\$40,000	5
8	Sandy Springs	83,166	NA	NA
9	Greenville NC	76,058	\$11,500	20
10	Albany	75,825	\$25,000	7
11	Asheville	73,875	\$18,792	10
12	Gastonia	71,059	\$16,200	14
13	Marietta	67,000	\$18,000	12
14	Rock Hill	64,858	\$12,542	19
15	Mt Pleasant	64,707	\$24,000	8
16	Greenville SC	58,754	\$18,207	11
17	Rocky Mount	56,844	\$14,000	17
18	Chapel Hill	51,574	\$21,148	9
19	Alpharetta	49,662	\$30,000	6
20	Summerville	44,036	\$15,000	16
21	Spartanburg	38,843	\$16,000	15

Highlighted cities have "strong mayor" forms of government.

All Municipalities:	2007 Population	Salary for City Manager	Salary for Mayor	Salary for Council Member
Average	76,825	\$146,407	\$36,895	\$11,756
Median	73,875	\$151,500	\$18,500	\$11,936
Minimum	38,843	\$103,500	\$11,500	\$7,400
Maximum	130,000	\$168,324	\$149,500	\$18,000
No City Manager:				
Average	98,171	NA	\$128,270	\$13,194
Median	93,076	NA	\$131,412	\$13,194
Has City Manager:				
Average	75,458	\$146,407	\$33,882	\$11,419
Median	64,858	\$151,500	\$17,500	\$11,236

South Carolina Cities Analyzed	Salary for Administrator	Salary for Mayor	2007 Population	Salary for Council Member
Avg. for all SC cities chosen (8):	\$141,477	\$48,020	74,682	\$10,548
Avg. for Cities w/Mgr only (6):	\$141,477	\$17,208	66,003	\$9,665

Cities successfully interviewed regarding mayoral hours, responsibilities and expectations were:

- In South Carolina: Columbia, Spartanburg and Rock Hill. Representatives of municipalities within the Charleston MSA were not interviewed but official data were collected from the salary survey and from each city's websites and code of ordinances regarding mayoral responsibilities.
- In Georgia: Albany, Alpharetta, Macon and Marietta.
- In North Carolina: Asheville, Gastonia, and Rocky Mount.

Though mayoral responsibilities differ somewhat between communities and government structures, the main commonality is that the mayor and council set policy, enact laws and regulations, prepare annual budgets and ensure programs and services to their cities' residents. The largest difference is which official (elected mayor or appointed administrator) has more hands-on supervision of day to day operations of the municipality.

Based on opinions from those interviewed, many think either *mayor/council* forms of government (no city manager) or *council/manager* forms of government (with a city manager) can be arguably the best for a community. Most stated that it depends on the community and "the players." One interviewee stated it is better for the community to have a trained, experienced, non-political (non-elected) city manager to run the day-to-day operations and let the mayor handle ceremonial duties and event attendance (be the public relations face). Another interviewee stated they think their community would operate better under a strong mayor form of government versus the council/manager form they currently have. One mayor commented that he thought that "if you gave up a city manager and offered the mayor \$130,000, you'd get a lot more people interested in running." He went on to explain that a part time mayor's salary for what can amount to full time hours leaves only the wealthy or retired to run for mayor, for instance. A review of the "mayor's full-time occupation" column in the following table seems to support this perspective.

Municipality	2007 Population	Salary for Mayor	Average # Hours Mayoral Duties	Mayor's Full-time Occupation
SC				
Charleston	110,015	\$149,500	FT	FT Mayor
Columbia	124,818	\$17,500	30 to 35/week	Partner in law firm
Greenville	58,754	\$18,207	NA	Partner in law firm
Mt Pleasant	64,707	\$24,000	PT	Retired oil executive and stock market investor
North Charleston	91,421	\$131,412	FT	FT Mayor
Rock Hill	64,858	\$12,542	40/week	Commissioner of The South Atlantic Conference NCAA Div II
Spartanburg	38,843	\$16,000	40 to 50/week	Chairman of the Board of private domestic manufacturing firm with international presence
Summerville	44,036	\$15,000	NA	Retired
GA				
Albany	75,825	\$25,000	15 to 20/month for council and working meetings; 4/week with constituents, etc.	Private practice physician
Alpharetta	49,662	\$30,000	PT	Retired educator
Macon	93,076	\$103,898	FT	FT Mayor; Partner in law firm
Marietta	67,000	\$18,000	PT	Retired former owner of drug store chain and restaurant; registered pharmacist
Roswell	87,312	\$40,000	NA	Attorney
Sandy Springs	83,166		NA	Retired economist
Savannah	130,000	\$42,000	NA	Retired PhD formerly worked for non-profits and universities
NC				
Asheville	73,875	\$18,792	50/week	Financial Manager for husband's company
Chapel Hill	51,574	\$21,148	PT	Attorney and assistant professor at NC Central Univ. School of Law
Gastonia	71,059	\$16,200	30/week	Executive director of county education foundation; partner in consulting firm
Greenville	76,058	\$11,500	NA	PhD part-time instructor at ECU and ECU emeritus professor

High Point	100,432	\$13,200	NA	No other occupation specified but on city council from 1977-1992, and elected mayor 1992, 1995, 1997 in addition to current term
Rocky Mount	56,844	\$14,000	10 to 20/week	Business owner

At least half of representatives interviewed whose communities have part-time mayors reported full-time hours (30 to 50 hours per week) actually spent completing mayoral responsibilities. One North Carolina mayor pointed out that hours spent on mayoral duties can really depend on “the players and community” and she opined that “mayors can’t attend every meeting they are invited to attend or speak at if they are to be efficient and effective.”

When asked about expectations of workload demanded by mayoral responsibilities, most said it was about what they expected since they had either served as mayor before or in other public offices (city council, for example). Many mayors interviewed are serving their second or third (or higher) term, and most pointed out that their communities’ needs or expectations have grown over time so that their time spent on mayoral duties has also increased. Some commented that they have had to reduce the number of event attendances that are more ceremonial in nature in order to fulfill the increasing official responsibilities and critical needs of their communities.

Of the 18 municipalities for which we have compensation data, those with *council/manager* forms of government-- where the mayor is technically a part-time position-- spend between \$118,000 and \$187,000 for salaries of their mayor and the top paid staff person that runs the day to day operations (administrator or manager). For those communities in this analysis with “strong mayor” *mayor/council* systems, the minimum cost in salaries to the municipality is at least \$215,000 (Macon GA) to \$250,000 (Charleston) for the mayor and top paid operations staff person (a chief administrative officer or assistant to mayor). These “strong mayor” communities are typical in that they have a staff person who reports directly to the mayor (and may earn nearly as much as the mayor) and assists in overseeing the administration of the budget, programs and services (somewhat like a city manager but the ultimate responsibility is the mayor’s). Based on this sample, cities may spend more on salaries if they have a “strong mayor” plus a chief administrative officer than if they have a “weak mayor” form of government and a well paid city administrator with appropriate performance incentives. The question is which is more efficient or effective for a particular city?

Researchers at Southern Methodist University and the University of South Alabama who have studied “The Relative Efficiency of City Manager and Mayor-Council Forms of Government report that “One might hypothesize that a city manager has incentives similar to those of the manager of a profit maximizing firm and this should lead to higher relative efficiency and lower costs than a mayor-council [MC] form of government. The city manager has an incentive to lower costs and increase productivity to ensure his job security. Although the mayor under the MC form of government also has an incentive to reduce costs and increase productivity, the mayor is accountable directly to the public unlike the city manager who is accountable to the city council. The city council as a small group is in a better position to judge the productivity of the city manager than the public as a large group in judging the productivity of the mayor. Furthermore, one might argue that city managers have been professionally trained and, thus, should be able to implement policy in a more cost effective manner than an elected mayor-council....[however,] city managers may not be any better trained to be a head administrator than a [strong] mayor's chief appointed administrator.” {Source: *Southern Economic Journal*, Vol. 57, No. 1 (Jul., 1990)} Thus their overall conclusion about whether one form is more efficient than the other in general was inconclusive, perhaps due to the reason quoted earlier (“depends on the community and the players”).

There were some other notable findings within their overall study that may be applicable to the Center for Business Research's analysis:

- Bigger cities under a mayor-council governance have lower efficiency when measured by calculating correlation coefficients for efficiency levels and city characteristics such as population size.
- In an analysis of 41 cities in Virginia that have the *council-manager* form of government, a majority of mayors functioned as strong policy leaders. In the researchers' conclusions, only a minority of mayors in these cities fit the usual description of a "ceremonial head." Therefore, the distinction between the *mayor-council* (i.e. "strong mayor") and *council-manager* (i.e. "weak mayor") forms of government in municipalities' charters is not always as definitive as the names suggest due to the active role that the mayor in a *council-manager* structure often plays in the provision of leadership. This inference also seems to resonate in the information collected by the Center for Business Research.

Conclusion:

As the study found, a part-time mayor requires an average of 30-50 hours per week. As a result, only those candidates who are not in the workforce (i.e. retired) or have jobs that allow them to serve without impacting operations and revenues of their firm seek office.

If communities are going to attract a quality pool of candidates to seek office for a position that requires essentially full-time work, the compensation should be realigned to more closely match the requirements of the office.

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Appendix

Communities From Which Information Was Obtained Regarding Mayoral Duties And Expectations Of Mayoral Workload/Demand

Information was obtained through personal interviews or websites of communities and their municipal ordinances.

Charleston SC

The city council shall be composed of the mayor and twelve (12) members of council. The mayor shall be the chief administrator of and executive officer of the city. He shall be responsible to the city council for the administration of all city affairs and the execution of all laws and ordinances. The mayor shall have the following powers and duties:

- (1) To appoint and, when he deems it necessary for the good of the municipality, suspend or remove all municipal employees and appointive administrative officers, except as otherwise provided by law or personnel rules adopted pursuant to state law. He may authorize any administrative officer who is subject to his direction and supervision to exercise these powers with respect to subordinates in that officer's department, office or agency;
- (2) To direct and supervise the administration of all departments, offices and agencies of the municipality except as otherwise provided by state law;
- (3) To preside at meetings of the city council and vote as other council members;
- (4) To act to ensure that all laws, provisions of state law and ordinances of the council, subject to enforcement by him or by officers subject to his direction and supervision, are faithfully executed;
- (5) To prepare and submit the annual budget and capital program to the city council;
- (6) To submit to the council and make available to the public a complete report on the finances and administrative activities of the municipalities at the end of each fiscal year;
- (7) To make such other reports as the city council may require concerning the operations of municipal departments, offices and agencies subject to his direction and supervision.
- (8) To call special meetings of the city council; and
- (9) To fill vacancies on committees, boards and commissions appointed by him.

Source: Municode.com

Columbia SC

Columbia adopted the Council-Manager form of government in 1950 in order to provide the highest degree of professional and non-political administration of public services in accordance with policies set by an elected Mayor and City Council. The mayor and two council members are elected at-large and four members are elected from districts. Elections are held in the Spring of even numbered years. The Mayor and Council make policy and enact laws, rules and regulations in order to provide for future community and economic growth. Additionally, the Council provides the necessary support for the orderly and efficient operation of City services.

Source: www.columbiasc.net

Regarding workload/demand: "The Mayor is supposed to be part-time, however, I would estimate he devotes 30-35 hours minimum a week to Mayor related events, meetings, phone calls, etc. Back in 1990, his time was not as much in demand, however, over the years the job has certainly evolved into basically

a full-time job and the business community, as well as the neighborhood groups, demand a huge amount of his time and expertise. In my opinion, a full-time strong-mayor form of government is what is needed, but I doubt this will happen in Columbia in the near future." *Interview with Special Assistant to the Mayor*

Greenville SC

On August 10, 1976, the City of Greenville adopted the Council-Manager form of government. Under this form of government, the Mayor and City Council set policy, such as establishing service standards and guiding the City's development. The City Council serves as the "Board of Directors" for the municipal corporation. The Mayor functions as the "Chairman of the Board." Although City Council members devote a great deal of time to guiding the City, they are not full-time employees. The "President," or "Chief Executive Officer" of the corporation is the City Manager. The City Manager is responsible for daily operations through administration of the annual budget, which is approved by City Council. All employees of the City report directly or indirectly to the City Manager, with the exception of the Municipal Judge and City Attorney. Both these positions, as well as the City Manager, are directly appointed by the City Council. Other appointees of Council include all Assistant and Administrative Judges.

Source: www.greatergreenville.com

Mount Pleasant SC

The Town of Mount Pleasant has a Council/Mayor form of government. The Council is composed of the Mayor and eight Council Members elected at large. These officials enact ordinances and resolutions relative to municipal sources, levy taxes, establish appropriations, issue debt and institute other fees and regulations which aid on the maintenance of equitable treatment and quality standards within the Town. Under the council form of government, the Mayor acts as chief executive officer, and is available to citizens by appointment. The Mayor shall vote in all cases, except when personally interested, or shall be excused, his or her name being called last in the call of the "yeas" and "nays." If with, his or her vote, the Council shall be equally divided, the question shall be declared in the negative.

Source: www.townofmountpleasant.com

North Charleston SC

North Charleston has a mayor/council form of municipal government, with a mayor and ten (10) councilmen elected from single-member districts, for four-year terms. The mayor shall be the chief executive officer of the city. The office of mayor shall be a full-time position. It shall be the duty of the mayor to be in his office and/or available to the public during regular business hours everyday, Saturdays, Sundays and holidays expected, so that any person having business with him officially may be assured of seeing him; in the event the mayor's official duties cause his absence over extended periods of time then the mayor pro tem shall avail himself to the public during such periods.

It shall be the duty of the mayor, among his other duties, to:

- (a) Appoint, suspend and remove city employees and appointive administrative officers.
- (b) Direct and supervise all municipal agencies.
 - (1) Give such directions to subordinate officers of the city as may be necessary to carry the ordinances and the police laws and regulations into effect.
 - (2) Direct an annual audit to be made of the books of the municipal clerk, finance director and other officers of the city having custody or control of any funds or securities of the city.

- (3) Call upon officers, boards, commissions and agencies of the city, from time to time, as he may deem necessary, to furnish him in writing with any information connected with any of their respective offices.
- (c) Prepare and submit the annual operating budget and capital program to the council for its consideration and approval.
- (d) Submit or cause the submission of all necessary reports on the operation of municipal agencies and the finances thereof.
- (e) Communicate to the city council from time to time such information and recommend to the council such measures as may tend to the improvement of the finances, the police, the health, security, cleanliness, ornament and general welfare of the city.
- (f) Compile, organize and prepare all data necessary and to submit reports, information, certifications and receipts to the Department of the Treasury of the United States of America to effect compliance with all federal statutes, guidelines and regulations governing the receipt, retention and expenditure of federal revenue sharing funds accruing to, or received by, the city pursuant to the state and local Fiscal Assistance Act of 1972, the mayor, being expressly allowed and required to submit in behalf of the city council, upon his sole signature, such reports, information, certifications and receipts. The city council further adopts, confirms and ratifies the prior submissions of the mayor to the Department of the Treasury made pursuant to the state and local Fiscal Assistance Act of 1972, and his acts and doings in effecting compliance.
- (g) Negotiate and make settlement of all legal claims upon the recommendation of the legal counsel for the city; provided, however, that, as to claims made against the city, such authority shall extend only to claims of two thousand five hundred dollars (\$2,500.00) or less.

Source: northcharleston.org and municode.com

Spartanburg SC

There is a Mayor and six Council Members who serve four-year staggered terms. The Mayor is elected at-large and council represents single member districts. The Mayor serves as the principal spokesperson and representative of the City and is the presiding officer at Council meetings. The Mayor is a member of Council and has one vote - no veto power. City Council is the legislative body of the City and adopts City Ordinances and amends them as needed. Council also determines what City taxes shall be levied and how funds are spent. The Mayor and Council appoint the City Manager.

Source: www.cityofspartanburg.org

From personal interview with mayor: "The only people who report to council and mayor would be city manager, city attorney and judge." says the mayor, who is serving a second term. When asked if after he was first elected, workload/demand was more or less or about what he expected, he said, "same level of commitment and time needs in first and second terms...form of government depends on players...if you offered mayor \$130,000 a year and gave up manager, you would attract many more interested...for us and with good city manager, it works well for our world...some communities, like Columbia, have debated the two forms of late and one can argue effectively either way...."

Summerville SC

The council form of municipal government with a mayor elected at large and six members elected from single member districts in nonpartisan general elections for four-year staggered terms. The mayor shall be the chief executive officer of the town. The mayor shall have power to give such direction to the town administrator, or in the absence of the administrator, to any of the department heads of the town as authorized by state law or town ordinances, or as delegated by the town council.

The mayor shall vote in all cases, except when such officer is personally interested, excused by the council, or otherwise prohibited from voting. If, with the mayor's vote, the council shall be equally divided, the question shall be decided in the negative.

Source: www.summerville.sc.us and municode.com

Rock Hill SC

From personal interview with city's public affairs officer: "Clearly the day-to-day operation of the city is the responsibility of the city manager. And while the mayor certainly does have ceremonial duties, he is also extremely civically active, having played a key role in his support of numerous initiatives; for example, a proposed countywide smoking ban, and also promoting a green initiative in the city of rock hill, to name just a couple. He has always been a person who is very civically active and has also served on the Rock Hill City Council for years, so I would say he had a clear idea of what he would be committing to as Mayor."

The City of Rock Hill is operated under the Council-Manager form of government. Rock Hill was the second city in South Carolina to adopt this form of government. Rock Hill has operated continuously under the Council-Manager form of government since 1915. The officials of the City of Rock Hill are elected by the citizens of Rock Hill. The Mayor is elected at-large for a four-year term. Six Council members are elected by wards and serve four-year staggered terms. In the Council-Manager form of government: 1) City Council determines all municipal policies such as the Strategic Plan and City Budget, adopts ordinances and appoints the City Manager, the chief administrative officer for the City; and 2) The Council is the governing body of the City; the City Manager is its agent in carrying out the policies established by Council, and ensuring that all departments operate efficiently and economically.

Source: www.ci.rock-hill.sc.us

Albany GA

The City of Albany was incorporated by an Act of the General Assembly of Georgia on Dec. 27, 1838, and has operated under the commission-manager form of government since Jan. 14, 1924. The seven-member Commission consists of a Mayor elected at large and six Commissioners elected from wards. The Commission also appoints members to various boards, authorities and commissions. The Commission also appoints the city manager, city clerk, city attorney and municipal court judge. The city manager, as the City's chief administrative officer, is responsible for enforcing laws and ordinances and implementing policies passed by the Commission. The city manager appoints department heads to assist him or her with these responsibilities.

Seven elected officials, a mayor and six commissioners, form Albany's Board of City Commissioners. The Commission sets city policy, passes ordinances and resolutions and raises revenue. The mayor is elected at-large while commissioners are elected by voters from their wards. The mayor and commissioners serve four-year terms.

Source: www.albany.ga.us

From personal interview with City Manager's office representative: "Mayor's job is to set policy; no more power than other commission members; one vote; ceremonial; attend lots of events, listen to constituents

etc; we believe in having a well trained experienced person to run the city versus an elected mayor to run the city; that's why we have the form of government we do." Regarding workload/demand, "...lots of demand on mayor's time; gets invited to a lot of meetings and events because we are a one-city county; you either live in the city of Albany or in the unincorporated part of the county so he's the high ranking official; I suspect mayor would say it is more than he expected; but he can't possibly go to everything he's invited to."

Alpharetta GA

The mayor shall be the chief executive of this city. He shall possess all of the executive and administrative powers granted to the city under the constitution and laws of the State of Georgia, and all the executive and administrative powers contained in this charter.

Powers and duties of mayor:

As the chief executive of this city, the mayor shall:

See that all laws and ordinances of the city are faithfully executed;

Exercise supervision over all executive and administrative work of the city and provide for the coordination of administrative activities;

Submit to the city council at least once a year a statement covering the financial conditions of the city and from time to time, such other information as the city council may request;

Recommend to the city council such measures relative to the affairs of the city, improvement of the government, and promotion of the welfare of its inhabitants as he may deem expedient;

Call special meetings of the city council as provided for in section 2.18;

Approve or disapprove ordinances as provided in section 2.28;

Examine and audit all accounts of the city;

Require any department or agency of the city to submit written reports whenever he deems it expedient;

Perform other duties as may be required by general state law, this charter or ordinance;

Appoint council members singularly or in committee to oversee and report on the functions of the various departments of the city;

Employ city personnel with the approval of a majority of the council members including the mayor;

Terminate city personnel with the approval of a majority of the council members including the mayor.

Source: www.Alpharetta.ga.us

From interview with City Manager regarding workload/demand: "For the current mayor: what was expected; previous mayor: felt it was more than expected but we worked well together also. You figure out a way to work within your system. We operate a little differently from our charter; mayor is a little more independent acting than just a member of the council, but he is ceremonial in nature. In our case, mayor is like CEO and I (administrator) am like a COO but Mayor does only work PT. He is retired so can spend a lot of time at the office for me to run things by him...more so than most PT mayors."

Macon GA

Composed of fifteen members, City Council is the legislative branch of the City Government. This body enacts the laws, ordinances, and resolutions for local government. Council is elected every four years, with three members from each of the five wards. Post 1 of each ward is elected by the City at large and Post 2 and 3 positions are elected by only those people from within the respective ward.

A President is elected by Council members from those members holding a Post I position. President Pro Tem is elected from the Council members as a whole. The President, President Pro Tem, and one other council members serve as a committee to appoint members to the six standing Council Committees.

Source: cityofmacon.net

From interview with Mayor's chief spokesperson: "Mayor's office would say "strong mayor-weak council" and council would say "strong mayor and strong council"; this is due to requirements put into place by last administration, where council requires mayor to go back to city council often for very small budget changes as well as many other items ; "oddball" compared to other cities in GA in our form of government."

The mayor has the following powers, duties and responsibilities:

- (a) To see that the ordinances, resolutions and regulations of the city and laws of this state are faithfully executed and enforced;
- (b) To exercise supervision over the executive and administrative affairs of the city government and to provide for the coordination of executive and administrative activities;
- (c) To appoint department heads with the advice and consent of a majority of all council members and remove them for good cause; provided that an affirmative vote of 10 members of the council may prevent the removal of department heads by determining that good cause for removal does not exist. If requested by a majority vote of the members of the council, the mayor shall provide in writing the reasons for such removal. Good cause may include but not be limited to the following:
 - (1) Incompetence, misfeasance or malfeasance in office;
 - (2) Conviction of a crime involving moral turpitude or a crime punishable as a felony;
 - (3) Failure at any time to possess any of the qualifications of office as provided by this Charter or by ordinance;
 - (4) Gross misconduct in reference to the duties of office; or
 - (5) Abandonment of office or neglect to perform the duties thereof.
- (d) To sign and approve deeds, bonds, contracts and other instruments and documents in any case in which the legal instruments must be in writing or where the general laws of the state, or ordinance or resolution of the council so require;
- (e) To submit to the council annually a draft of the recommended municipal appropriations ordinance, the budget message and the budget report in the manner provided in this Charter, and to submit annually to the council a capital improvement program;
- (f) To approve or veto council actions as provided in section 2-324 of this Charter;
- (g) To conduct studies and investigations and to make recommendations to the council for legislation concerning all matters relating to the city government and the welfare of its citizens;
- (h) To represent the city government in its intergovernmental relations;
- (i) To appoint for information and assistance, for definite periods as determined by the mayor, advisory boards, commissions, and committees which shall be answerable only to the mayor, but whose actions shall be advisory in nature; provided, however, that the terms of such board, commissions or committees shall automatically expire at the end of the term of office of the mayor who appointed same, if not earlier abolished by the mayor; and
- (j) To perform any other duties as may be required by law, ordinance or resolution.

Source: www.municode.com

Marietta GA

From interview with representative of City Manager's office: "Mayor's day to day duties are more ceremonial in nature, though he is active with ideas for city improvement on the council agenda; he has no vote but has veto power and can break a tie if there is one with council." Regarding workload/demand: "About what was expected except for dealing with the media; we have an especially active local

newspaper and the mayor finds himself dealing with the median perhaps more so than expected; it is his second term so he knows what to expect otherwise.”

Asheville NC

Asheville City Council members are elected at large while other some city councils are elected by district or by a combination of an at-large and by-district structure. The Mayor presides over Council meetings, serves as a spokesperson for the community, facilitates communication and understanding between elected and appointed officials, assists the council in setting goals and advocating policy decisions and serves as a promoter of the community. In addition, the Mayor serves as a key representative in intergovernmental relations. When City Council makes decisions, the Mayor casts one equal vote and does not possess veto power.

The city manager is hired to serve the City Council and the community. Professional city managers bring to the local government the benefits of training and experience in administering government projects and programs on behalf of the governing body. The manager prepares a budget for Council's consideration; recruits, hires and supervises the government's staff; serves as the Council's chief adviser; and carries out the Council's policies. Council members and citizens count on the manager to provide complete and objective information, the pros and cons of alternatives and long-term consequences. The manager makes recommendations to the Council, but the Council may or may not adopt them and may modify the recommendations. The manager is bound by whatever action City Council takes.

Because political power is concentrated in the entire governing body rather than one elected official, more citizens have an opportunity to be elected to a position in which they have significant influence over the future of their community.

Source: www.ashevillenc.gov

From an interview with mayor herself regarding workload/demand: "It is more than I expected. The staff did a survey of my first two years as mayor, and discovered that I created the three times the work load of the previous mayor due to my popularity. Additionally, I try to attend three out of the four activities I am requested to attend. I also "drop in" to events and meetings on issues that are important to me. I also represent the city on various statewide boards and committees." (Upon her inauguration after Nov '05 election, she became the youngest Mayor in North Carolina, the youngest Mayor ever elected in Asheville and the first African-American to serve as Mayor in Asheville.)

Chapel Hill NC

The mayor presides at all meetings of the Town Council and has the right to vote on all issues before the Council. The mayor is recognized as the official head of the Town by the courts for the purpose of serving civil processes, and by the public for all ceremonial purposes, and has the power to administer oaths. The mayor is the principal representative of the Council in relationships with the federal, state and other local governments. The mayor's position has no veto over Council actions and no executive authority.

Town Council is comprised of a Mayor and eight-member Council. All Council Members serve four-year terms. The Mayor and four Council Members are elected every two years. All elections are on a non-partisan basis. The Council appoints the Town Manager and Town Attorney. The Mayor presides over the Council meetings and has full voting privileges. The Town Manager is the chief administrative officer of the Town. Town departments are responsible to the Town Manager for the provision of public services.

Source: www.ci.chapel-hill.nc.us (note: mayor is in fourth term)

Gastonia NC

The City of Gastonia operates under the Council-Manager form of government (*Mayor says ALL cities in NC do*) in which a professionally trained City Manager is appointed by the City Council to serve as the Chief Administrative Officer for city government and to manage the day-to-day operations of the overall municipal organization. The hallmark of the Council-Manager form of government, as embodied in its appointed Manager, is the commitment to bring ...professionalism to the organization and management of local government function in order to best serve the needs of the community...

Source: www.cityofgastonia.com

From interview with mayor herself: "Workload or time demanded depends on the personality; I have mayor friends that don't make themselves available on the weekends, and only for certain occasions. I started out being available for everything all the time but have since trained my staff to help protect my schedule; I can't go to every ribbon cutting, every girl scout and book club meeting I'm requested to attend. I did know what I was getting into (workload demanded) and it has increased over time but I have had to cut out some event attendance, etc as previously described, in order to do what is most productive/valuable to the community."

Greenville NC

The Mayor acts as the official head of the government and spokesperson for the Council. The Mayor presides at all City Council meetings and signs all documents authorized by the Council. The Mayor Pro-Tem is selected by each newly-elected Council. This person assumes mayoral duties in the absence of the Mayor. The Mayor and City Council are responsible for establishing general policies for the operation of the City as well as appointing the City Manager, City Attorney, City Clerk, and members of the volunteer Boards and Commissions. The Council enacts ordinances, resolutions, and orders; adopts the annual budget; approves the financing of all City operations; and authorizes contracts on behalf of the City. The City Council, which is elected by the people, is the final authority on policy matters relating to Greenville's government. The City Council employs a City Manager to handle the day-to-day management and operations of the City.

The Mayor and City Council Members serve two-year terms. Elections are held every other November, in odd years, and the elections are non-partisan. Candidates run for office under a system electing five district Council Members, one at-large City Council Member, and the Mayor at-large.

Source: www.greenvillenc.gov

High Point NC

The mayor shall be elected by the qualified voters of the city to serve for a term of two (2) years, in the manner provided by Article III of this charter. The mayor shall preside at meetings of the council and shall have the power to vote on all questions before the council. The mayor shall be the official head and spokesman of the city in all acts of ceremony and shall represent the city in matters of governmental affairs.

Source: www.high-point.net

Rocky Mount NC

The legislative body of the government of the City of Rocky Mount is comprised of a Mayor and seven (7) member City Council. The City is divided into seven (7) wards and each ward is represented by a Councilmember who resides in the ward. The Mayor is elected at-large by the citizens and serves a four-year term. Members of the City Council serve four (4) year terms and are elected by the voters of the wards in which they reside. Elections are held every two (2) years in order that the terms of office will be staggered. The City Council shall appoint the City Manager, who shall be the administrative head of the City government and shall serve at the pleasure of the [City] Council.

Source: www.rockymountnc.gov